

SUCCESS STORY

# TRANSFORMING IT SERVICES WITH HUMAN-EXPERIENCE

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# AECOM PROGRAM INTRODUCTION

AECOM is the world's trusted infrastructure consulting firm, partnering with clients to solve the world's most complex challenges and build legacies for generations to come.

AECOM is seeking a partner to transform their IT capabilities.

Infosys – supported by WongDoody – was invited to pitch and eventually won this IT Transformation program. This document's intent is to demonstrate the approach and management of my team to bring Human Experience to the front in this IT Transformation.

# HUMAN-CENTRIC IT EXPERIENCE TRANSFORMATION STRATEGY

## AECOM'S CHALLENGE

AECOM, a global infrastructure consulting firm, is transforming their IT organization to address feedback from employees and business leaders alike.

Employees feel that their most basic technical needs are not being met, and that engaging with IT is difficult and frustrating. Business leaders are hesitant to engage with IT to deliver on more strategic business needs.

The IT org needs help improving the experience they provide their customers, and to rebuild trust within the organization.



# EMPLOYEE RESEARCH

We began with a deep-dive into AECOM's IT Organization, conducting research and assessing all aspects of the people, process, and technology involved.

Through research we uncovered several key insights behind the IT Org's challenges and defined key personas who became the focus of our efforts going forward.

**Interview #1**

Summary / Objectives: Conducting interviews to understand underlying IT objectives, etc.

Participant: [redacted]

Interviewer: [redacted]

Date: [redacted]

Recording/Transcription link: [redacted]

Highlights: [redacted]

Question	Answers
<b>Background (5 mins)</b>	[Grid of sticky notes]
<b>Business Objectives (20 mins)</b>	[Grid of sticky notes]
<b>IT Organization (15 mins)</b>	[Grid of sticky notes]
<b>Existing Challenges (10 mins)</b>	[Grid of sticky notes]
<b>Blue Sky (10 mins)</b>	[Grid of sticky notes]
<b>Who else to speak to</b>	[Grid of sticky notes]

**Interview #2**

Summary / Objectives: Conducting interviews to understand IT objectives, etc.

Participant: [redacted]

Interviewer: [redacted]

Date: [redacted]

Recording/Transcription link: [redacted]

Highlights: [redacted]

Question	Answers
<b>Background (5 mins)</b>	[Grid of sticky notes]
<b>Business Objectives (20 mins)</b>	[Grid of sticky notes]
<b>IT Organization (15 mins)</b>	[Grid of sticky notes]
<b>Existing Challenges (10 mins)</b>	[Grid of sticky notes]
<b>Blue Sky (10 mins)</b>	[Grid of sticky notes]
<b>Who else to speak to</b>	[Grid of sticky notes]

**Interview #3**

Summary / Objectives: Conducting interviews to understand IT objectives, etc.

Participant: [redacted]

Interviewer: [redacted]

Date: [redacted]

Recording/Transcription link: [redacted]

Highlights: [redacted]

Question	Answers
<b>Background (5 mins)</b>	[Grid of sticky notes]
<b>Business Objectives (20 mins)</b>	[Grid of sticky notes]
<b>IT Organization (15 mins)</b>	[Grid of sticky notes]
<b>Existing Challenges (10 mins)</b>	[Grid of sticky notes]
<b>Blue Sky (10 mins)</b>	[Grid of sticky notes]
<b>Who else to speak to</b>	[Grid of sticky notes]

**Interview #4**

Summary / Objectives: Conducting interviews to understand IT objectives, etc.

Participant: [redacted]

Interviewer: [redacted]

Date: [redacted]

Recording/Transcription link: [redacted]

Highlights: [redacted]

Question	Answers
<b>Background (5 mins)</b>	[Grid of sticky notes]
<b>Business Objectives (20 mins)</b>	[Grid of sticky notes]
<b>IT Organization (15 mins)</b>	[Grid of sticky notes]
<b>Existing Challenges (10 mins)</b>	[Grid of sticky notes]
<b>Blue Sky (10 mins)</b>	[Grid of sticky notes]
<b>Who else to speak to</b>	[Grid of sticky notes]

## HUMAN INSIGHT

Employees lack trust with IT to deliver the basics of “PCs & Passwords.” Rebuilding that trust requires delivering on the fundamentals of IT while also increasing transparency and improving communication.

Once employee needs are being met, business leaders will feel more comfortable and confident in partnering with IT to proactively pursue opportunities that align with AECOM’s strategic business goals.

## EMPLOYEE PERSONAS

Research uncovered seven personas who represent a broader set of employee archetypes across the organization.

These seven personas were representative of employees within one of four groups that interacted with the IT organization: end users, business leaders, IT professionals and citizen developers.

Deeply understanding these personas helped us build empathy, ensuring our strategies and solutions were tailored to real human needs and experiences, creating more meaningful outcomes.


### DELIVERY END USER EMPATHY MAP

**Says...**

"I need a quick and easy way to train on IT systems."  
 "I need to know how well we're doing with selling."  
 "Too busy! Need now for the client!"  
 "Can I digest the changes made to IT tools quickly?"  
 "I need easy access to the 'right' team in IT."  
 "It's so frustrating, I can't do my job because things aren't working."  
 "I need requests co...  
 "What are the status...  
 "I need flexibility."  
 "I need to know how..."

**Does...**


- Takes a [short] tr
- Asks a citizen de
- Gives up and cre
- Takes action with
- Does whatever th
- Saves relevant in
- Complains to the
- Still gets the job d



**Thinks...**

"Can my issue be resolved without impact to my billable hours?"  
 "IT is a necessary evil, not an enabling partner."  
 "IT does not understand our sales challenges."  
 "IT is too slow."  
 "I know more about my needs than IT."  
 "I can solve this by myself with my own immediate team."

**DELIVERY END USER**



**Andy**

"The people we're dealing with have master's degrees and Ph.D.s. Some of them have two Ph.D.s, so the people we're dealing with are quite intelligent..."

<b>Role</b>	Engineering PM
<b>Traits</b>	Technical, analytical, driven, busy, intelligent, detailed, curious, focused
<b>Focus</b>	Selling & delivering interesting client work

**GOALS**

- Deliver client projects successfully
- Grow and identify new business opportunities
- Achieve high billability (90%+)
- Bring new digital tools / capabilities to clients
- Have all the specific tools and applications they need to complete projects
- Adapt ways of working and tools to fit each client's needs

**NEEDS**

- Ability to request and receive hardware and software
- Ability to manage their hardware / software assets
- Ability to connect to / access systems anytime, anywhere
- Awareness of IT changes that impact day-to-day work
- Training and troubleshooting documents on systems, tools and technologies
- Ability to share feedback and collaborate with IT

**TOP IT ENGAGEMENTS**

**IT Training:** Materials showing how to use their various tools, apps and systems.

**Self-Service & Knowledge Base:** Information to troubleshoot and resolve their own issues.

**IT Ticketing:** Submitting, tracking and resolving issues and requests.



**Feedback:** Place to submit constructive comments.

**PAIN POINTS**

- Hardware is often outdated
- Difficult to acquire necessary software
- Slow time to resolve IT issues and requests
- Can't identify where tickets are or why requests are denied / moved
- No awareness of apps utilized outside of their business line
- Changes are made without adequate explanation

**Asset Management:** Seeing and managing their hardware and software.

**IT Comms:** Receiving information from the IT org.

## WORKSHOPS

FROM 1:1 INTERVIEWS TO  
LIVE COLLABORATION

The insights gathered in research were used as stimulus for a half-day Design Thinking workshop we hosted in AECOM's Houston offices. Representatives from the IT organization joined WongDoody's team to deep-dive into persona pain points and brainstorm solutions through a series of curated activities.







## PRIORITIZATION

Next, we helped AECOM leaders prioritize the concepts to determine where to start and create alignment with owners/stakeholders.

We considered criteria like value-created and ability to deliver. This prioritization help define the roadmap for the rest of the year, plus a longer-term prioritized backlog of concepts.

Concept Prioritization											
Concept Summary			Scorer	Value Created			Ability to Deliver			Score	
#	Theme	Concept	Scorer	Value for the individual? (the end user) (3 = High-value)	Value for IT Org? (3 = High-value)	Urgency (3 = High Urgency)	Can AECOM support this now? (3 = Very Ready)	Can tech / data enable this today? (3 = Very Ready)	How long will it take to deliver? (3 = Short / quick win)	Score (Max = 17)	
1.1	1 - Resolve the Highest-Priority Pain Points	Software Download	WongDoody	3	3	3	3	2	3	17	
			Stephanie								
			Ingrid								
			Sarah								
1.2		PC Refresh	WongDoody	3	3	3	3	2	3	17	
			Stephanie								
			Ingrid								
			Sarah								
2	2 - Understand the IT Experience	User Experience Dashboard - Measurement and visualization of the user's experience via surveys, point-in-time feedback, and XLAs; customizable to each user.	WongDoody	3	2	2	2	2	2	13	
			Stephanie								
			Ingrid								
		Sarah									
3			System-Data Dashboard - Measurement and visualization of the system data that is available to understand and track the IT experience; customizable to each user.	WongDoody	3	3	2	2	2	2	14
		Stephanie									
	Ingrid										
			Sarah								
			WongDoody								

## PRIORITY CONCEPT: USER-EXPERIENCE DASHBOARD

A top concept was to create a new measurement capability and accompanying dashboard, all focused on better understanding the user's experience.

The team felt that existing KPIs & SLAs didn't do a good job describing the actual performance of IT and its ability to serve employees, so by instituting XLAs and measuring new, experiential-KPIs, we could provide a more accurate picture of IT-performance and easily identify the greatest opportunities for improvement.

### UNDERSTAND THE IT EXPERIENCE

#### 2. User Experience Dashboard:

 10  3  1

Measurement and visualization of the user's experience, tracked via surveys, point-in-time feedback, and measured XLAs. This should be customizable for different users & situations.

Details / Features:

1. Must define & measure XLAs
2. Capture direct employee insight via surveys and point-in-time feedback
3. Create a personalized dashboard experience where the data shown is customized to each user's role/needs

**Another concept fits as a feature of this broader concept:**

**User Behavior Tracking:** Leverage WalkMe to understand user journeys, showing where they hit roadblocks and helping inform where to guide them for help.

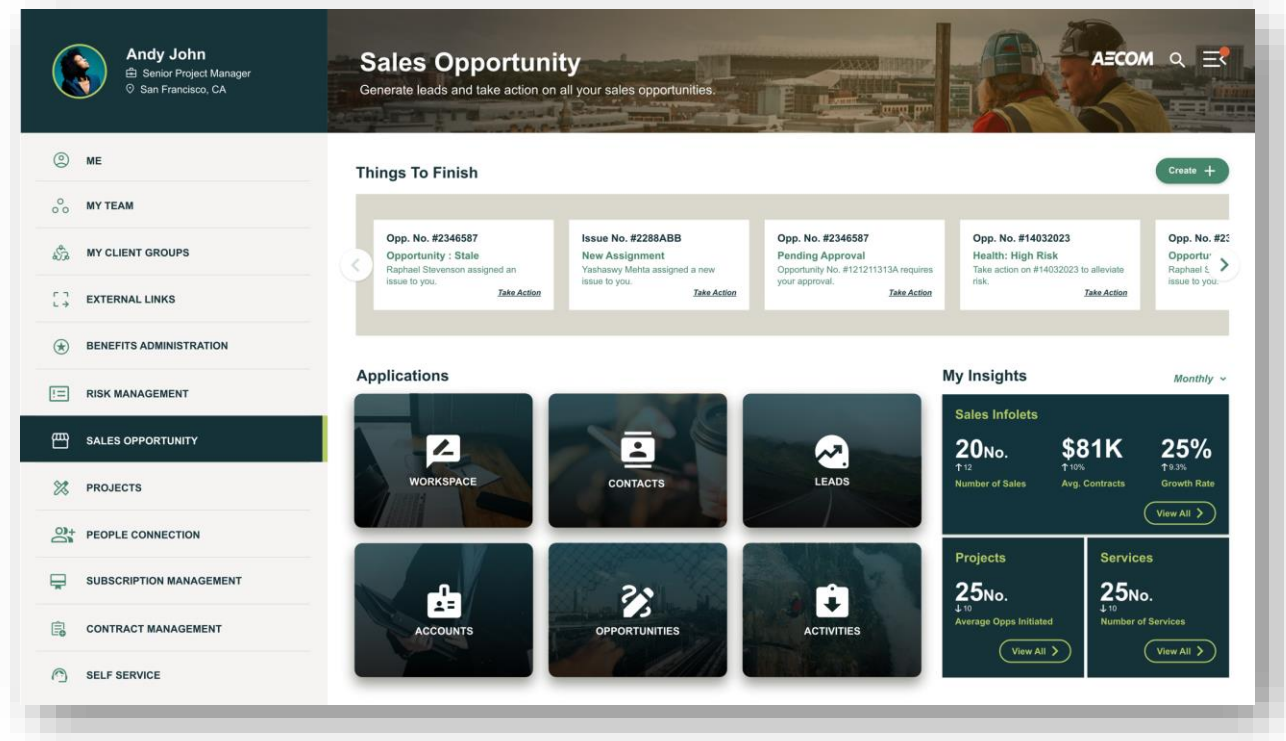
 2  2  0

# UPLIFTING SERVICE NOW WITH HUMAN EXPERIENCE

## SETTING THE VISION

We worked with AECOM leadership and SMEs to set the overarching Human-Experience vision for all necessary IT capabilities within a single employee hub designed for individual personas and journeys.

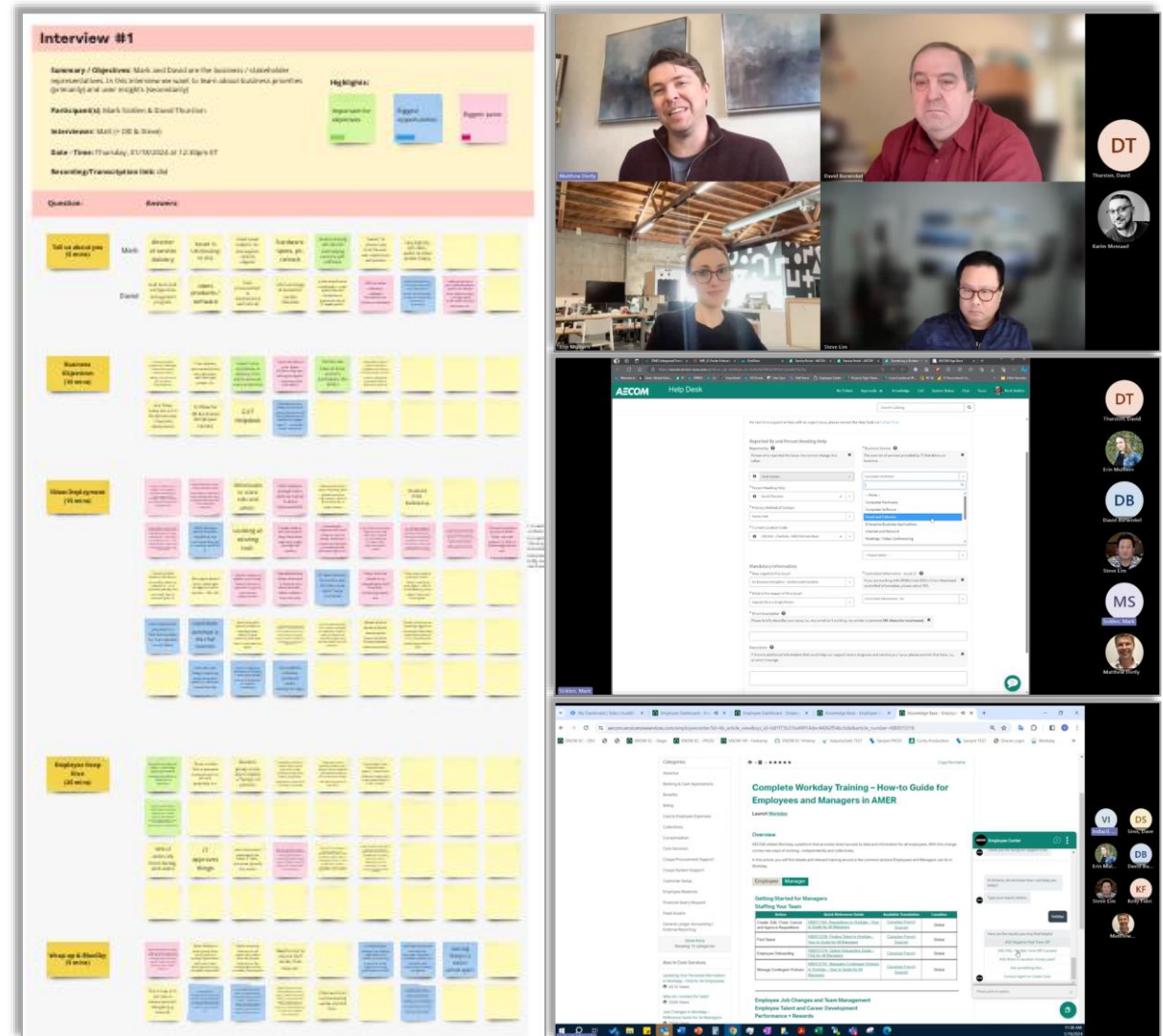
This POV set the tone and vision for a holistic vision for AECOM employees, who would have a single pane of glass to view their lives at AECOM.



## BUILDING INSIGHT & EMPATHY

We undertook various research methods – from interviews to demos, desk research, and more – to help rationalize the client’s diverse, deskless, global workforce into a set of employee-personas; documenting their job role, needs & requirements, motivators, behaviors, etc.

This allowed us to map key journeys for each persona, uncovering pain points, and envisioning new solutions.



## TOP PRIORITY: IT SERVICE DESK

The first “low hanging fruit” identified was to improve the employee’s experience when engaging with the IT service desk, which was being built upon ServiceNow\*

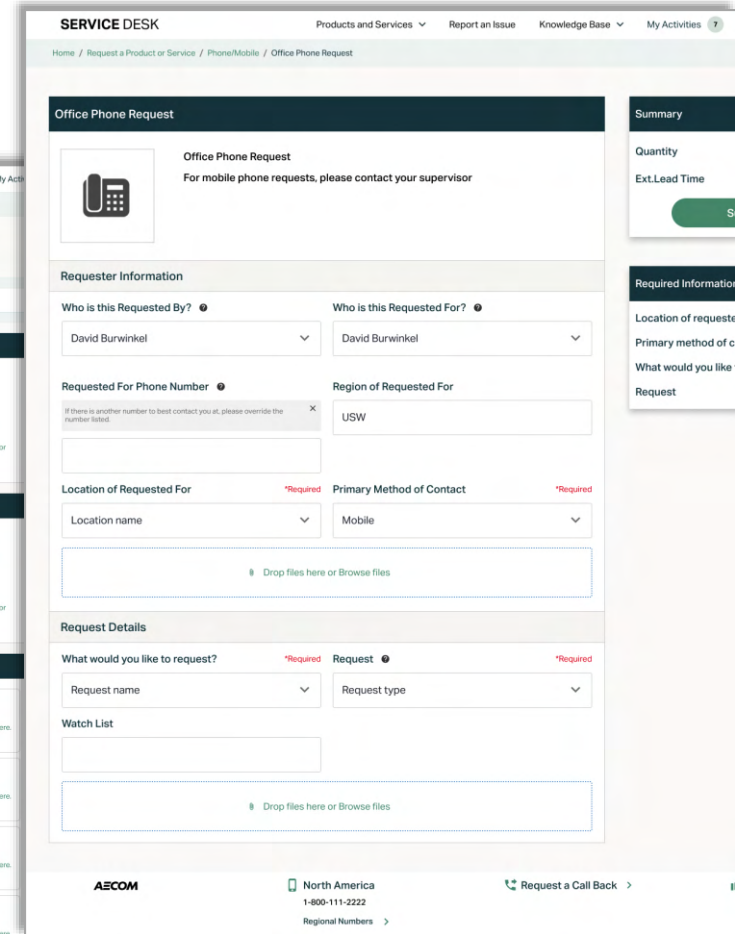
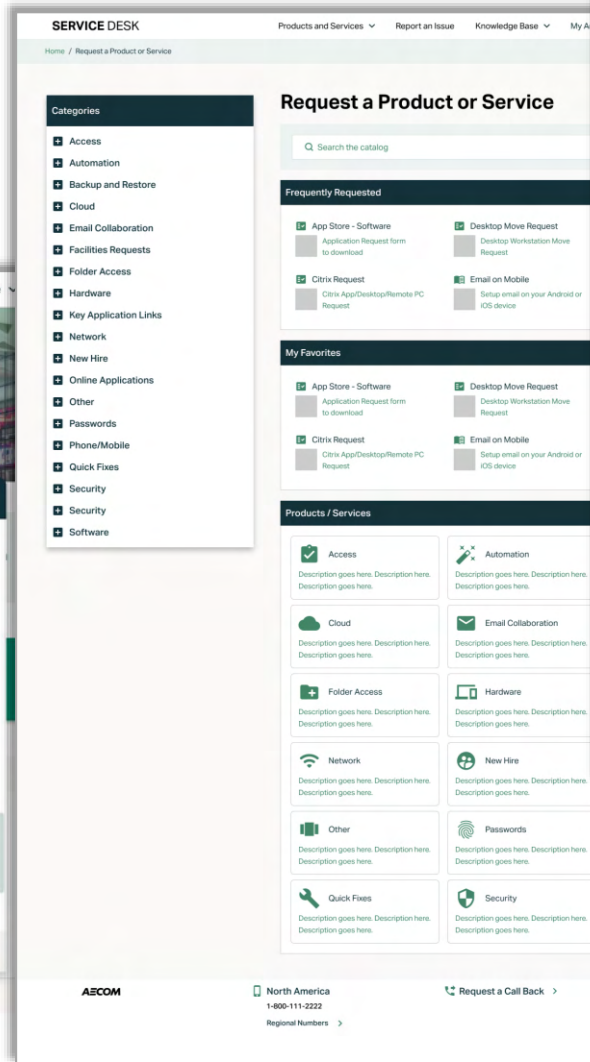
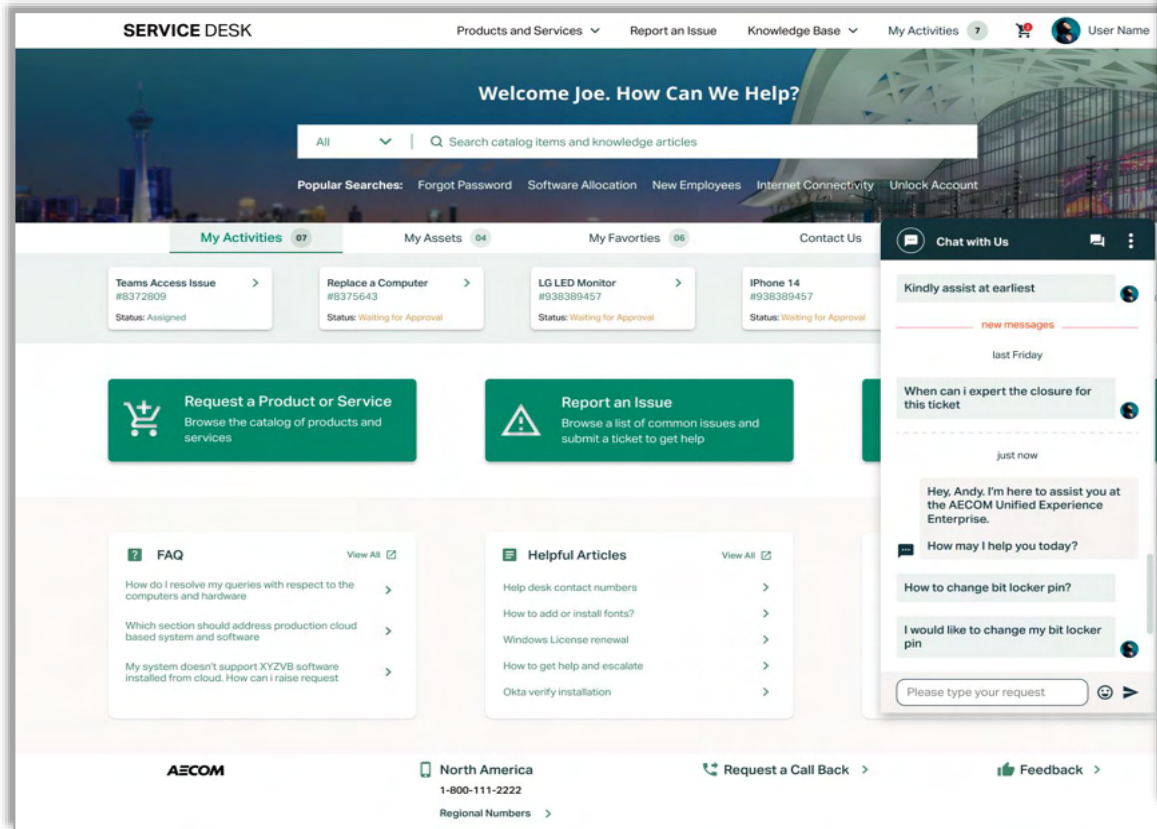
We heard the need to make support easier to engage with: helping users be more self-sufficient, improving usability of the tool, and providing consistency across the support-experience.

The design team then applied our human-centered design approaches to make hundreds of customizations & enhancements to the user experience, ranging from:

- Create a landing page with active, dynamic content that **incorporates robust personalization** and elevates the most relevant info and tasks to the user
- **Reimagined the information architecture** to organize like-minded information and simplify user navigation
- Designed a singular search and browse interface to **streamline and simplify user experience**, and which scales as the IT experience grows
- Defined a detailed backlog of future capabilities and content to be designed, developed, and rolled out over the **longer-term transformation roadmap**

## THE RESULT

An “uplifted” user experience, with enhancements made at key moments across the support journey that dramatically improve the end-user’s experience





# Thank You

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