

Answering the Unasked Question

EverDriven's FY2026 UX Maturity Audit



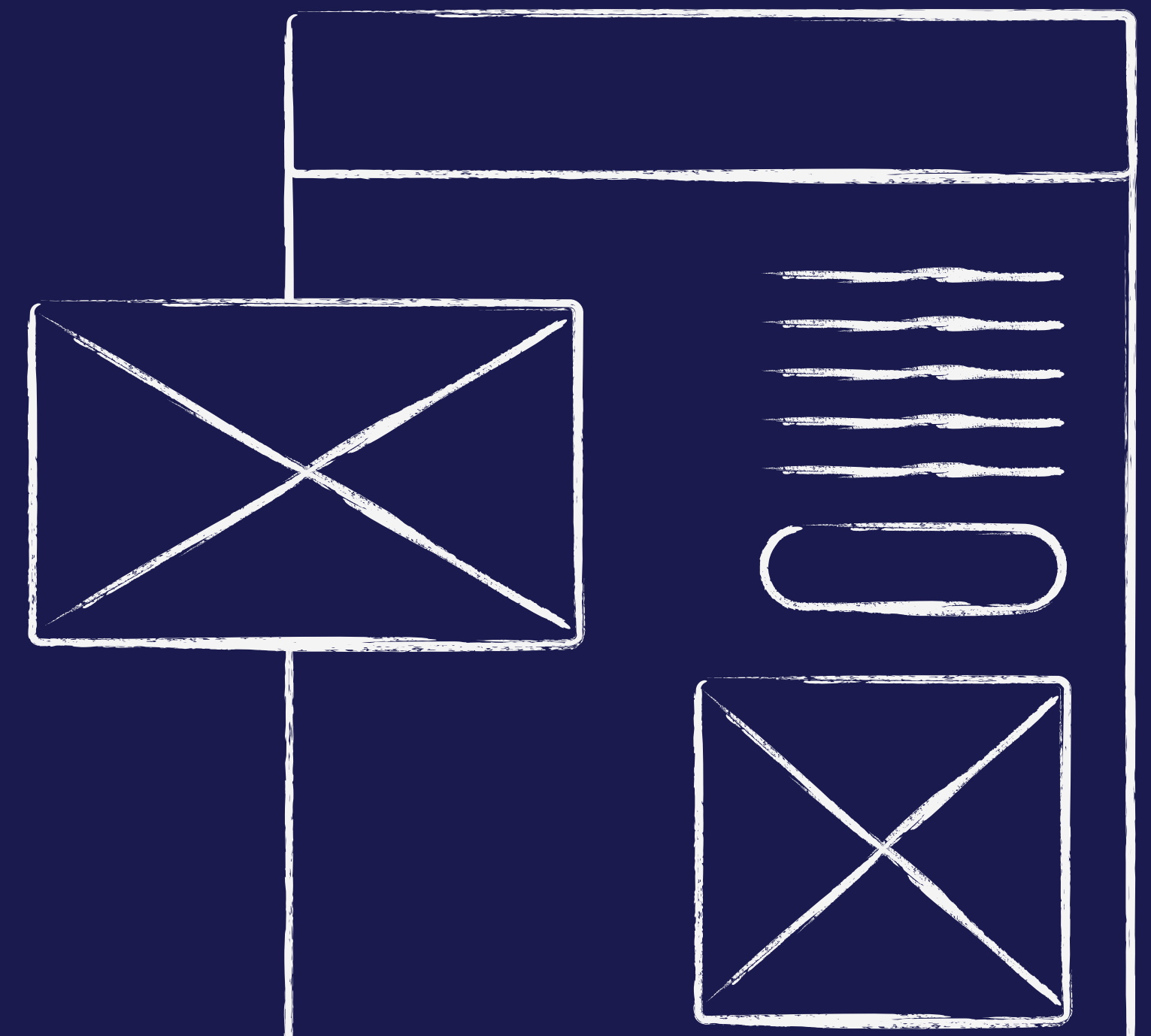
The Situation

If we're not user-oriented, we're not doing what's right for the user.

EverDriven was 4-5 months into a major transformation — 10+ product initiatives cascading across the portfolio with significant overlap, new executive leadership, and a clear mandate to make UX a strategic priority.

But having the right intentions wasn't the same as having the right infrastructure. No one asked whether the UX practice was actually equipped to support it.

I decided to find out.



Why This, Why Now

Three things made this the right moment:

The Technology Revolution

10+ initiatives cascading across the portfolio with significant overlap. New CPTO and VP of Product. High expectations with no formal baseline.

A Solo Practice at Scale

I'd been building foundations for years — a design system completed about eight months prior, process documentation, Figma hygiene standards — largely without formal authority. A formal audit gave those observations structure and credibility.

An Incoming UX Lead

Midway through interviews, I learned a UX Lead hire was in progress. I wanted him to walk in with a clear picture — not start from zero.

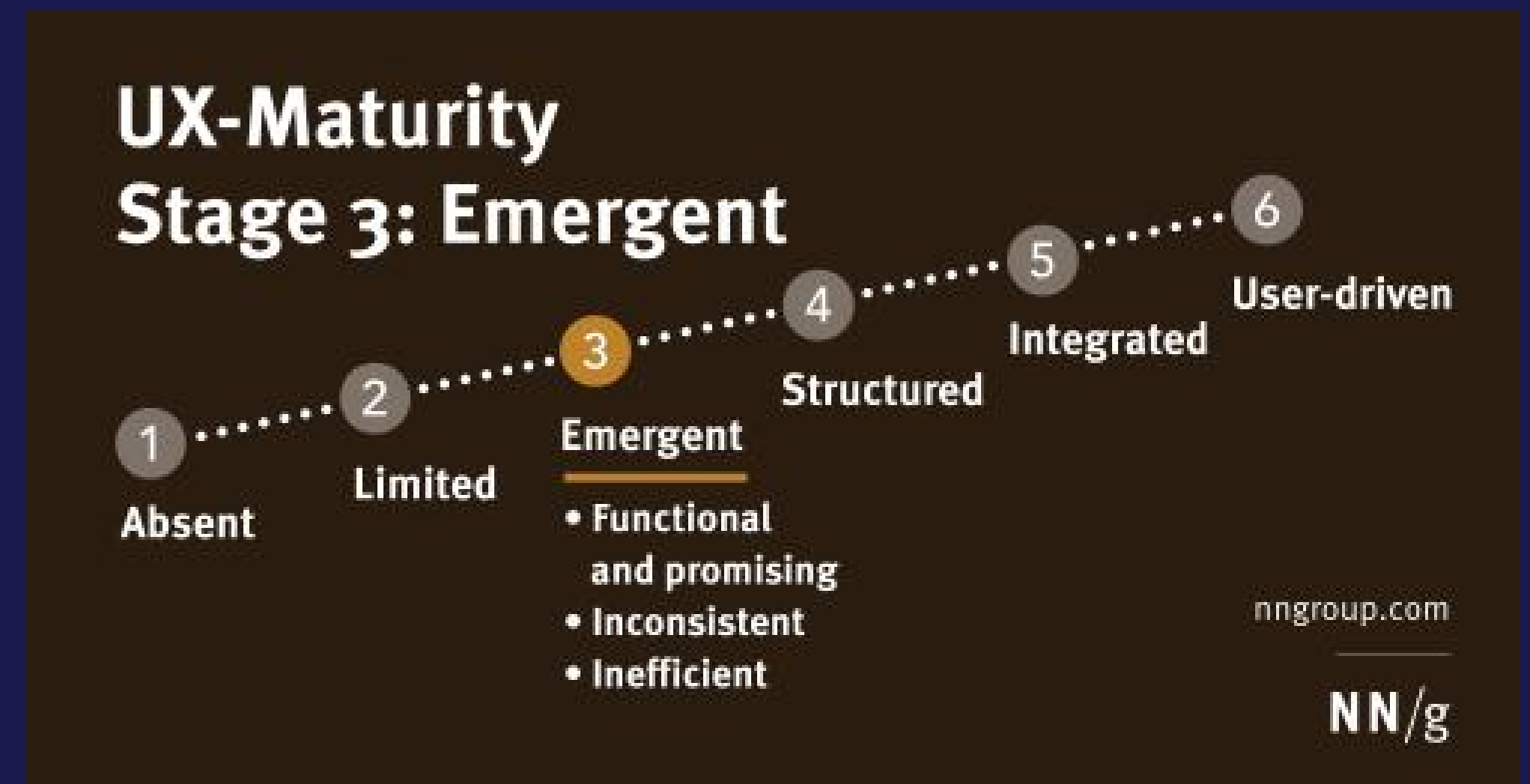
Hypothesis

I went in with a hypothesis: Level 3.

New tech leadership had joined earlier that year. Conversations about UX were happening at levels they hadn't before. Initiatives were being planned with UX at the table. Things felt more actionable — not just supportive in theory, but actually moving.

That's not a formal assessment. It's pattern recognition from someone who'd been watching the org for years. The signals pointed to Level 3 — meaningful progress from where we'd been, but not yet systematic enough to be higher.

The audit's job was to test that, not confirm it.



Methodology

Mixed-methods. Cross-functional. Self-included.

17 Stakeholder Interviews

4 organizational layers: executive, senior leadership, individual contributors, and the UX practice itself (self-assessment conducted by Claude)

Claude was used to develop the methodology, structure the interview guide, synthesize findings, and conduct the self-assessment interview. The analysis and judgment calls were mine.

Organization-Wide Survey

30 responses | 19.5% participation |
Likert scale + open-ended questions

Artifact Analysis

Design system, research archives, analytics infrastructure, process documentation, MBR reporting



Overall Finding

Level 3 — Emergent

Advanced from Level 2 (2023) to Level 3 (2025)

The same pattern repeated across all four dimensions: the org had build strong UX capabilities — they just weren’t reaching the whole organization consistently.

Dimension	Score	Key Finding
Strategy	3.64/5.0	Executive alignment strong; investment perception lags
Culture	3.52/5.0	70% consider user needs; action gaps follow
Process	3.03/5.0	Complete design system; 43% uncertain it exists
Outcomes	3.63/5.0	77% believe UX improves metrics, 33% actually track it

The Core Pattern

Leadership almost universally supported UX.

“User experience can’t be an afterthought or a bolt-on... if we’re going to accomplish our goals”

— CPTO

But it wasn’t trickling down.

The further you got from leadership and the UX team, the less likely people knew about UX. And what’s more, while leadership supported it in theory, that support wasn’t making it to decisions.

Field Operations (which works directly with drivers, service providers, and districts) was a stark example of this:

“I don’t really know what UX work stands for. How does it affect my role as an FO?”

— Survey respondent, Field Operations

The Research Gap

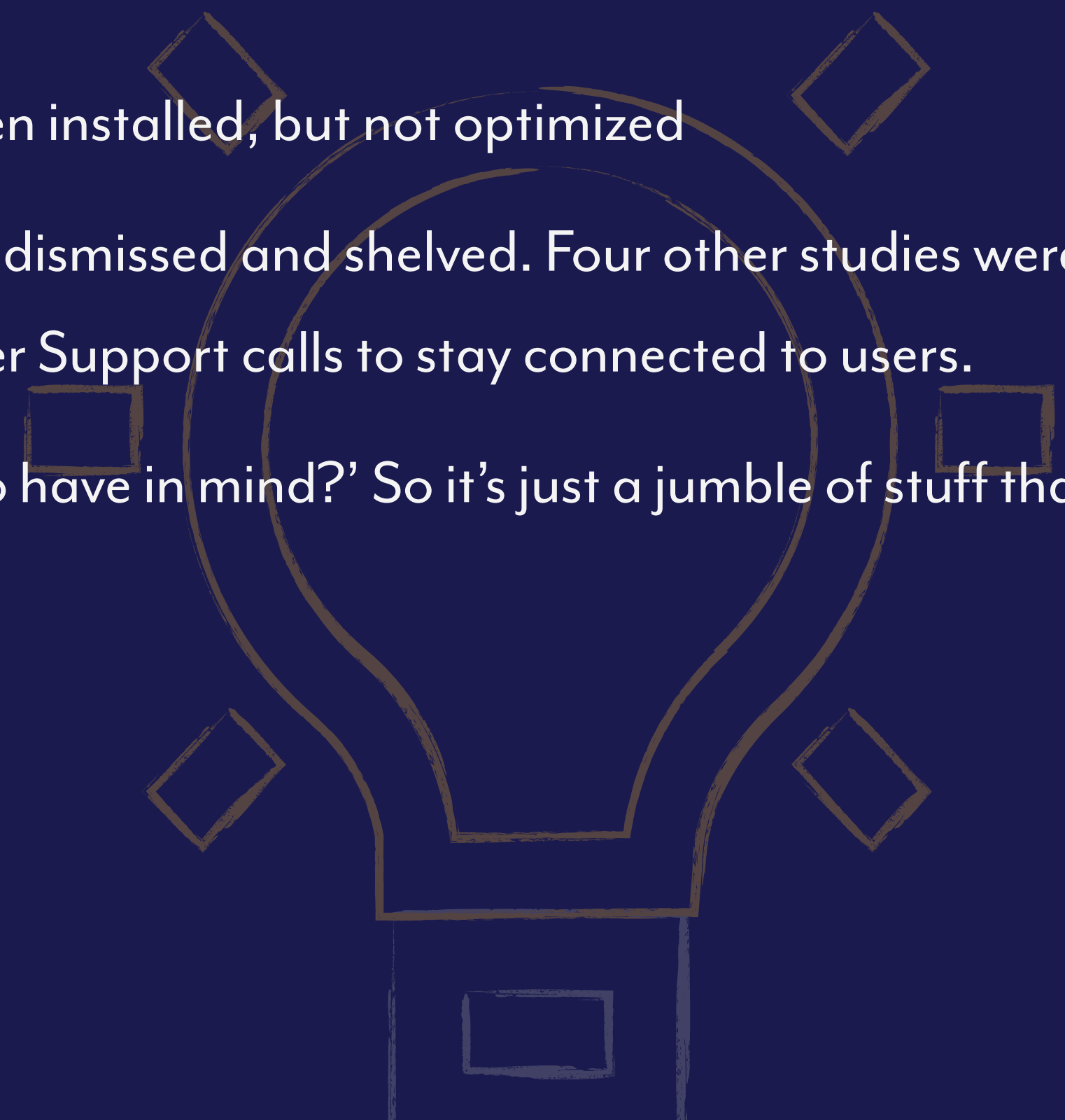
The biggest gap wasn't capability. It was the research infrastructure.

- No research repository
 - Research silos between teams — tech, ops, sales each gathered their own insights with sporadic sharing
- Little-to-no research initiatives
- No established usability testing process
- Inconsistent metrics tracking — Google Analytics and Microsoft Clarity had been installed, but not optimized

In 2023, a comprehensive 3-month District Portal study was completed — and then dismissed and shelved. Four other studies were started and abandoned. By 2025, I was relying on 18-month-old research and Driver Support calls to stay connected to users.

“There was never a sit-down where we went, ‘What are the metrics we want to have in mind?’ So it’s just a jumble of stuff that you hope and pray you got the right stuff.”

— VP of Engineering



Reactive Cycle

The visibility gap and the research gap fed the same problem: a reactive cycle that ran at every level of the organization.

Without a reliable flow of user information, problems were learned about late — competitor changes, user issues, product failures. By then, someone had usually already landed on a solution. By the time it reached Product, the ask was to implement, not investigate.

The product request board was a window into this. It was bloated — a mix of user issues, feature requests, and wishlist ideas, often without enough context to act on. And requests sat there, unanswered.

"From our team, our experience has been that we put in a product request and it just goes to die on the product request board."

— Customer Success Manager

Trust in the Product org was low as a result. The feedback loop was broken.

With the problem framed and a solution assumed, there was rarely space to validate — just execute. But execution without user input or baselines isn't delivery. It's just activity. And the cycle started again. The Technology Revolution has meaningfully disrupted this pattern.

Recommendations

Close the loops the org consistently left open.

Leadership hadn't asked whether a Level 3 practice could support the Technology Revolution. I answered it anyway.

The answer was yes — with specific work to do first.

Improved research framework:

a centralized research repository, Competitive Research Synthesis and Internal Research Synthesis agents (in development) to make insights accessible org-wide, and tackling the analytics gaps in GA

Redesigned product request

intake: structured questions meant to surface the problem, the user, and the impact before a request enters the queue, and a better way to organize and group like requests

Stronger engineering

relationships: earlier UX involvement in refinements, better availability for questions, and improved design review turnaround

Deeper non-tech connections:

UX modules in the company LMS, partnering with Marketing and Customer Success on surveys, and proactively reaching out to stakeholders on research

These are the right steps — but advancing to Level 4 is an ongoing process. As the org grows and the Technology Revolution matures, new gaps will surface. The next audit will tell us what they are.

Outcomes

What happened as a result:

- Findings presented to VP of Product; C-suite presentation prepared (not delivered due to time constraints)
- UX Lead joined October 2025 — onboarding directly informed by audit gaps
- Design ops definition and definition of done criteria completed by UX Lead — direct responses to the capacity and process gaps identified
- UX Research Framework initiated in direct response to research gap findings — includes Competitive Research Synthesis and Internal Research Synthesis agents (in development), HEART dashboards, and CSAT infrastructure
- Partnership with training specialists to develop UX modules for the company's new LMS
- Baseline scores documented for annual re-assessment; Level 4 target within 12–18 months



Reflection

Sometimes the most useful thing you can do is go get the information yourself.

No one commissioned this audit. I built the methodology, ran the research, and handed leadership something they didn't know they needed.

I'd been vocal about these gaps for years. The audit gave those observations data and structure — harder to dismiss, easier to act on.

What I'd do differently next time:

Break scores out by team rather than aggregate. A single 3.0 almost certainly inflates maturity in some areas and undersells it in others. The next audit will try to surface those differences.

Want to Learn More?

Head on over to the [Contact](#) page. I'd love to chat!

