Design at Scale
by Rosenfeld

@Design_at_Scale #DAS2021
10 June 2021

THEME 2 The Tools for Success in Enterprise Design *led by Kit Unger*

Sweating the Pixel: Scaling Quality Through Critique

"Try something and if it doesn't work try something else!"

JOSEPH MEERSMAN
Senior Director, Design
Intapp

~~DOGMATIC~~

Sharing work in progress to get feedback*

* WITH/FROM OTHER DESIGNERS

QUICK STORY

In 2017, I was at IBM.
Very talented team but working too much solo.

FORMED A WAY TO CRITIQUE AS SHARED PROCESS

CRITIQUE

- SELECT A TYPE
- START TODAY
- IDENTIFY A HOST
- INVITE the TEAM
- CURATE ARTIFACTS

DRIVERS

Design TEAM

Hands on pixels
- DESIGNER
- SR. DESIGNER
- ART DIRECTOR

LEARN by DOING & WATCH SR. PEOPLE

Guiding the work Managing people
- ASSOCIATE CREATIVE DIRECTOR
- CREATIVE DIRECTOR
- DESIGN PRINCIPAL
- GROUP CREATIVE DIRECTOR

AUDIT SKILLS & PROJECT FIT

Leadership focus support + encourage
- HEAD of DESIGN
- DISTINGUISHED DESIGNER
- V.P. of DESIGN
- GENERAL MANAGER

ALLOCATE RESOURCES & TARGET HIRING

HABITS

BEHAVIOR

HUMILITY
ATTENTION listening
GRATITUDE appreciation
OWNERSHIP embrace blind spots
PASSION
ACKNOWLEDGEMENT

PRACTICE

Lenses
GIVING — Consideration, Acknowledgement, Actionable
RECEIVING
OBSERVING

Scenarios

1 ITERATION LOOP

Three days before the CLIENT MEETING: Ad Hoc Critique

PEER to PEER
IN REAL TIME
LOWER-FIDELITY ARTIFACTS
PROVIDE DIRECTION
INSTILL CONFIDENCE
ACCELERATE DELIVERY

Provide context
Ask specific targeted Qs

offer constructive criticism
Be statement oriented

Take notes on feedback
Follow up later
Actively listen

2 REFINEMENT COMPASS

Informal weekly critique at the Agency or Design Group

Share early & often
Highlight areas of input

Be direct
Don't make it personal

Ask Q's or provide input when it's your turn

AS NEEDED
ROTATING HOST
IN-PROCESS ARTIFACTS
EXPERIENCE THEMES
DEEP DIVES
USER NEEDS
CHALLENGES
ARTIFACT REFINEMENT
PROGRESS TRACKING
FORMAT ITERATION

3 CONTEXTUAL DIVE

The high-stakes product release: Formal critique

Practice active listening
Respect the time of others

Make actionable comments
Provide specific input

Focus on the work not the presenter (or yourself)
Avoid interrupting

SCHEDULED
DEDICATED HOST
IN-PROCESS ARTIFACTS
COMPETITIVE
INSPIRATION
CONSTRAINTS
STYLING
INTENT UNDERSTOOD
ACTIONABLE FEEDBACK
ESTIMATE IMPACT

DESIGN SHARE

GOAL: How others solve problems

FORMAL · FACILITATED PRESENTATION · SOLUTION PRACTICE

PLAYBACK

AUDIENCE · ~~FEEDBACK~~
STORY · STATUS
Alignment
Clarity & Visibility

D.I.Y.

WHAT WORKS for YOU?

SKETCHNOTES by @mjbroadbent