



Design at Scale

by Rosenfeld

@Design_at_Scale #DAS2022

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THEME 1: Design Practices in Times of Crisis curated by Kit Unger



Creating a Basis for Change: Scaling Design Maturity

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Director, Product Experience Design - Mastercard
@grecaurorus

also run learning & development for global design practice

THE MORAL OF THE STORY
Changing the outcomes
also means CHANGING the
INCENTIVES
(STRATEGICALLY)

DRIVING
STANDARDS
ACROSS the
COMPANY

At Mastercard, you could say
the business is interested in more
of what design can offer... not about
"doing design better"... they just want
the outcomes that design can make possible

Distilled by the pandemic

NO LAYOFFS IN 2020

powerful!
HUGE PROMISE

INCREASED
Scrutiny on
all aspects
of business

A SHIFT IN FOCUS: ESTABLISHED
PRODUCTS TO NEW OPPORTUNITIES



shifts our
focus to
new
oppty's

YOU CAN'T HAVE THE OUTCOMES WITHOUT DOING THE WORK.

THE WORK IS CULTURE CHANGE.

How do we create the conditions for DESIGN to thrive?

BUILD CULTURE • CULTIVATE ALLIES • DEVELOP OUR PEOPLE • ALIGN INCENTIVES

WE ARE RESHAPING
OUR CULTURE; TELLING
A DIFFERENT STORY
ABOUT WHAT DESIGN
CAN DO FOR PRODUCT
OUTCOMES

Design for differentiation
can get uncomfortable & create friction
especially with cross-functional partners.

From a 2019 internal survey

DESIGN PRACTITIONERS FELT ISOLATED,
DISENGAGED FROM EACH OTHER AS WELL
AS THE BROADER COMPANY



CK&Design
GUILD

Created
to connect all design
practitioners

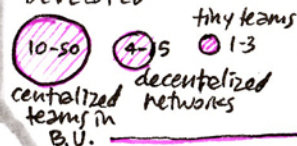
- 3 years old
- 182 members
- 6 locations (global)
- 6 job families
- 30 groups
- 6 business units
- 320 friends of the guild

MY JOINING
the TEAM WAS a
HAPPY ACCIDENT
the timing
was right for my skill set, returning from
parental leave (I had twins in Jan 2021!)

USING ALL of THIS
to PARTNER with HR
A TALENT to make case
for change

DRG MODELS

APPEAR TO INFLUENCE
WHICH SKILLS ARE
DEVELOPED



Next week...

CK&DESIGN
GUILD CON22
internal conference!
differentiated
by design

The
GUILD HAS OPENED A LOT OF DOORS
WE ARE INVITED TO INFLUENCE
the ORG MORE BROADLY

BETTER PRODUCT DECISIONS
more likely

also
Springboard
for PRODUCT
GUILD
as well as
PRODUCT DEV.
FRAMEWORK
REFRESH
CUSTOMER
DESIRABILITY
Everybody WINS!

DESIGN NEEDED MORE SUPPORT & ADVOCACY

GUILD MADE OFFICIAL!
GUILD PROGRAMS [3-PERSON TEAM]

	2019	2020	2021 *	2022	2023
COMMUNITY		ONLINE COMMUNITY QTRLY TOWN HALLS MONTHLY SPOTLIGHT TALKS MONTHLY NEWSLETTER			
OPERATIONS & TOOLS		GUILD AFFILIATION REMAPPING *			
SURVEY & SETUP		TOOLS			HIRING/ONBOARD
LEARNING & DEVELOPMENT		MENTORING 1 2 3 MASTERCLASSES + RESOURCES CAREER DEV INT. CONF SKILLS INVENTORIES TRAINING			

* Took two years to
map everyone to job
families → FUNDING!
BEFORE THIS, THERE WASN'T A WAY TO KNOW
WHERE ALL THE DESIGNERS WERE (in the org)

TO HELP US MOVE FORWARD in an evidence-based way
CATALOGS OUR EXPERIENCE(S)
OUR STRENGTHS & WEAKNESSES
INFORMS A LEARNING PLAN

89%
COMPLETION
RATE
100% WANT
TO LEARN NEW
76% HAVE ADDITIONAL
SKILLS ACROSS ALL LEVELS

BASED ON
CAREER
FRAMEWORK
1:1

SURVEY QUESTIONS

I have done...

- not yet
- rarely
- occasionally
- regularly
- led teams or set up from scratch

We had great conversations
about how & when to staff

SCORES made ACTIONABLE
WITH CONTEXT

Learning
Plan
SKILLS
WE NEED
TO BUILD
Don't rely on
secondary
competencies
"A little bit of
everything"

There was a TON of DATA
(SEE RECORDING for DETAILS)

SKETCHNOTES: @mjbrodbent