



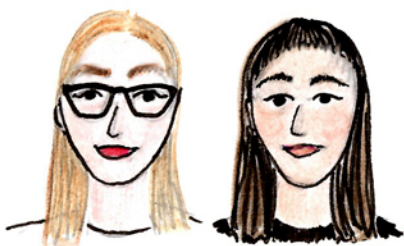
Design at Scale

by Rosenfeld

@Design_at_Scale #DAS2022

8 June 2022

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



Design Management Models in the Face of Transformation

- first time building design teams for both of us -

SARAH KINKADE
Director, Brand Design and Strategy
(joined 2019)

MARIANA ORTIZ-REYES
Director of Product Design and Experience
(joined 2018)

for us, it means METAMORPHOSIS

to CREATE SYSTEMS out of CHAOS

can be dramatic and difficult...

Consider this session a CONVERSATION STARTER

HOW TO PREPARE...?

A **TRANSFORMATION MINDSET** paired with the right **FOUNDATION**

will nurture your ability to identify and respond to triggers for transformation

Q ARE YOU PREPARED for YOUR ORG'S NEXT TRANSFORMATION?

Sarah's team-building **BRAND EXPERIENCE**

our mission is to create a best-in-class brand experience for our customers (and their customers, too)

GOAL of INTERNAL TEAM: wean from dependence on outside agencies

INITIAL TEAM BUILD

• Full-time or Freelance?

Tangible Proof of Concept

FASTER TO BUILD, EASIER TO SHOW VALUE QUICKLY

• By 2021-22, team of 20

I hired what I called my SWISS ARMY KNIVES... Multiple talents, projects

ADD FULL-TIME FOR STABILITY WHEN APPROPRIATE

Enjoyed fast-paced startup

NORTH STAR for the TEAM I'D BE BUILDING

Q HAVE YOU EVER BUILT A TEAM FROM SCRATCH?

Scaling the centralized model started not to work

WHAT I HAD LEARNED SO FAR...

WORKING:

- cohesive team
- high quality work
- good trust/goodwill numbers
- growing skills

LIVING UP TO OUR PRINCIPLES!

POLL YOUR STAKEHOLDERS PERIODICALLY & LISTEN TO FEEDBACK Empathy mapping → friction points

TRANSFORMATION TRIGGERS

2017	2018	2019	2020	2021	2022
Sarah joins Brand Experience	SERIES D FUNDING Mariana joins Product	ADD'L HQ DESIGN EXPANSION TO U.K.	INTERNAL TEAMS GROW 4X EXPANSION TO LATAM	SERIES E FUNDING NEW ENGR LEADERSHIP	REFINING OUR APPROACH TO EXCELLENCE REVAMP PRODUCT DEVELOPMENT PROCESS

our mutual TRUST is key

Q DOES SELF-SERVICE ENHANCE OR SABOTAGE DESIGN INITIATIVES?
EXPLORING OTHER MODELS Embedded? Pros/cons

Hybrid*
Centralized Partnership PROS
THIS IS A CONTINUUM Find what makes sense for you

POD SYSTEM + SELF-SERVE PORTAL
(see video/slides for details)

CHALLENGES:

- Prioritization difficult
- often excluded from strategic conversations
- Seen as a service; want to be a business partner

see VIDEO + SLIDES for KEY TAKEAWAYS

Design Principles AS FOUNDATION
→ OUR COMMON LANGUAGE... KEEP US LOOKING FORWARD

BE **BOLO** BE SURPRISING Make it like you mean it
BUILD **TRUST** WITH TRANSPARENCY and DATA
COLLABORATE & CONNECT DIVERSE VOICES
CREATE **JOY** BY MAKING the COMPLEX SIMPLE
ROLL WITH TODAY **READY** FOR TOMORROW
BY **HUMANS** FOR HUMANS WITH EMPATHY
Inspirational

Help create camaraderie and belonging

PRODUCT DESIGN & EXPERIENCE Mariana's team-building
our mission is to propel Signifyd's product experience into the future of commerce.

DESIGN ORG IN PRODUCT

COVERAGE
v.0 Embedded team of 1 (ME)
v.1 Embedded
v.2 Limited Embedding
v.3 Centralized prioritization

TOO SILO'D when resources stretched
DESIGN PAIRS
Also: gained time back for those not embedded

1 DESIGN PAIRS without add'l hires FASTER, MORE COMPREHENSIVE & CONSISTENT RESULTS
2 BIGGER PROBLEM focus on KEY PROJECTS design has GREATER IMPACT
3 ON-DEMAND FLEXIBILITY reduces the uncertainty & time spent on managing turnaround

OUR NORTH STAR
PRODUCT EXCELLENCE

Q ARE YOU IN AN EMBEDDED MODEL? WHAT OTHER MODELS HAVE WORKED FOR YOU?

2022
NEW PROCESS KICKOFF
• Engineering reorg
• New def. of Agile
PRODUCT CAN REIMAGINE OUR ROLES

SKETCHNOTES: @mjbrodbent