



Design at Scale
by Rosenfeld

@Design_at_Scale #DAS2022
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THEME 2: Design Processes for a New Normal curated by Lada Gorlenko



Remote, Together: Craft and Collaboration Across Disciplines, Borders, Time Zones, and a Design Org of 170+

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CHALLENGES

- Lack of human connections
- Lack of craft expertise
- Lack of community & engagement

How did we come together?

WITH INTENTIONALITY
MINDFULNESS and
INCLUSION

DESIGNED
for
THE
DESIGN TEAM

DESIGNERS ARE EMBEDDED
Collaboration
IMMEDIATE TEAM LEVEL

- Driving vision & empathy
UX RESPONSIBILITY X-FUNCTIONALLY
- Cross-collaborate with designers
PAIR INFORMALLY W/ADJACENT TEAM DESIGNER
- Autonomy and guidance
ON TEAM WITHIN DISCIPLINE

FUNCTION LEVEL
GLOBAL XD

- GXD Quarterly
FORMAL PRESENTATIONS (EX: D.E.I)
NO HARD QUESTIONS UNANSWERED
- GXD Career Fairs
(Internal) MOBILITY OPPORTUNITIES 2x/YR
- GXD Mentorship
FORMAL, 6-MONTH
- GXD Connect ANNUAL
INTERNAL CONFERENCE

END-USER LEVEL

- END-TO-END UNDERSTANDING
 - EMPATHY and DRIVE TO SOLVE
No more team "islands"
- Ability to create more cohesive user experiences

WHAT WE DID TO BUILD BELONGING

180+ Global Experience Designers
3 disciplines serving 5 end user groups
6 tech centers: 2 continents & remote
27 languages spoken

*How many of you know what time it is in Berlin right now?
On the West coast (USA)? How many Canadian holidays observed?*

WE HAD TO FIND WAYS TO CONNECT
MEANINGFULLY for ALL of US

IMPACT: GROWTH

PERSONAL LEVEL

- UPSKILLING
 - SUPPORT
 - CAREER GROWTH
- Connects individuals

DISCIPLINE LEVEL

- CRAFT-SPECIFIC PROGRAMS and TRAINING
 - THOUGHT LEADERSHIP OPPORTUNITIES
- Coming together as a discipline
like me speaking today!

COMPANY LEVEL

- DESIGN THINKING (everything we do... has inspired other groups)
- LEADING BY EXAMPLE
- WE WIN TOGETHER

Experiment & Calibration

- FEEDBACK
 - TWEAK and ITERATE
 - SCRAP and REDO
- mindful of people's time

How have we all experienced growth & change in past 2 years?

DISRUPTIONS, CHANGES & GROWTH

- Instantly remote
 - Collaboration challenges
 - New team members (including pets & kids)
A lot of people onboarded remotely [I DID]
- NO CHOICE BUT TO ADAPT

BUILDING RITUALS & CULTURE ESTABLISHING NORMS CREATED TOGETHER

Sharing is central to success and to supporting each other **SAFE SPACE**

- Showing vulnerability
 - Being transparent about challenges
 - Baking in a rich feedback culture
- SHARE UNFINISHED WORK
RAISE YOUR HAND IN A BIG MEETING
BRING IT TO THE TEAM, SOLVE TOGETHER
EMPHASIZE WHAT IS WORKING
- 1:1s, GOOGLE FORMS, ANONYMOUS FEEDBACK
SMALL WORKSHOPS

Community, Engagement & Craft

INDIVIDUAL LEVEL

- Collectives
COMMUNITIES OF PRACTICE OR INTEREST
- Growth programs
FORMAL TRAINING FOR CLOSING SKILLGAPS
Self-directed groups provide feedback & create connection
- Coffee chats
NO AGENDA
INFORMAL - BUT GREAT CONNECTS PEOPLE FOR EVERY 2 WEEKS sharing

END-USER LEVEL

for the DESIGN TEAM

- Bi-Weekly Show & Tells
WHERE WE ARE NOW (ANY CONTENT)
- Supplier XD All Hands
1x/MONTH 1 HOUR CELEBRATORY - MEET & GREET
- XD Collabs
DESIGN REVIEW SESSIONS WEEKLY FOR DEEP FEEDBACK CROSS-TEAM SHARING