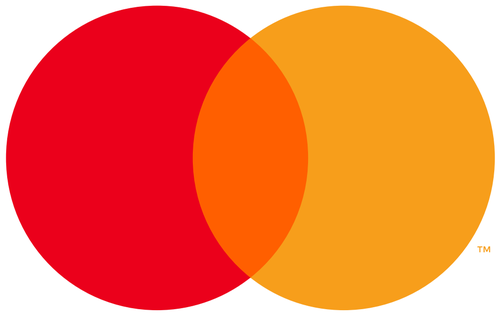
Rosenfeld

Creating a Basis for Change

SCALING DESIGN MATURITY

Jess Greco
Director of Product Experience Design, Mastercard
@grecasaurus

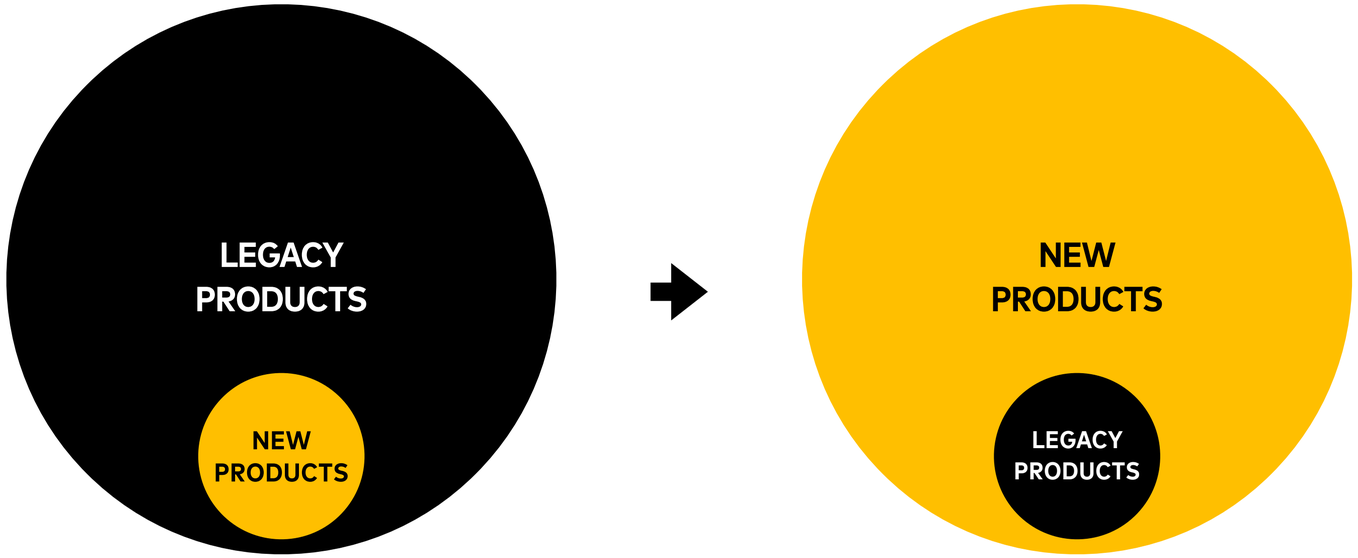


Mastercard CX & Design

No layoffs in 2020

We need to get better at making bets

A shift in focus: established products to new opportunities



now

5 years from now

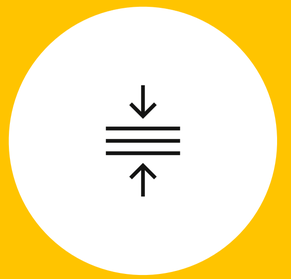
You can't have the outcomes without doing the work.
The work is culture change.

How do we create the conditions for Design to thrive?

BUILD CULTURE

CULTIVATE ALLIES

DEVELOP OUR PEOPLE



ALIGN INCENTIVES

2019 SURVEY*

"We are complete strangers that use the same typeface"

54% felt moderately well set up for success

35% felt a weak sense of connection, at most

"I know very few designers outside of my direct team"

"I have very little opportunity or time to interact with other designers or improve my craft during work hours"

"We need organizational support to help us convince our product partners to embrace UX/CX"

"It makes me feel proud to be at a company where design has so much impact on global users"

"It means being part of the team leading the charge in the consumer/customer-first culture shift at Mastercard"

*By Tim Schmidt & Sam Jones

2019 SURVEY*

"We are complete strangers that use the same typeface"

54% felt moderately well set up for success

35% felt a weak sense of connection, at most

"I know very few designers outside of my direct team"

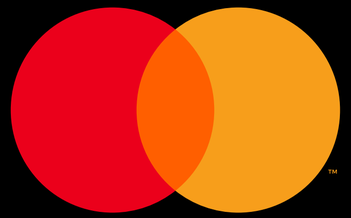
"I have very little opportunity or time to interact with other designers or improve my craft during work hours"

"We need organizational support to help us convince our product partners to embrace UX/CX"

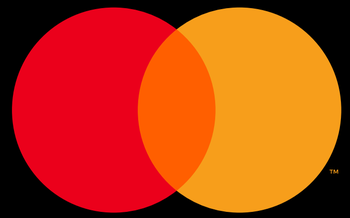
"It makes me feel proud to be at a company where design has so much impact on global users"

"It means being part of the team leading the charge in the consumer/customer-first culture shift at Mastercard"

*By Tim Schmidt & Sam Jones



CX&Design GUILD



CX&Design GUILD

3 years old

182 members

6 locations

6 job families

30 groups

6 business units

320 friends of the guild

3 years old

182 members

6 locations

6 job families

30 groups

6 business units

320 friends of the guild

Locations
Dublin
New York
Missouri
Singapore
Sydney
remote

3 years old

182 members

6 locations

6 job families

30 groups

6 business units

320 friends of the guild

Locations

Dublin
New York
Missouri
Singapore
Sydney
remote

Job Families

Content Design
Design Operations
Experience Research
Experience Strategy
Product Experience Design
Visual Design

3 years old

182 members

6 locations

6 job families

30 groups

6 business units

320 friends of the guild

Locations
Dublin
New York
Missouri
Singapore
Sydney
remote

Job Families
Content Design
Design Operations
Experience Research
Experience Strategy
Product Experience Design
Visual Design

Friends of Guild
Product
Technical PMs
Engineering
BizOps
Data Science
and more

a happy accident

Guild programs

Cindy Chastain
Executive Sponsor

Team

Adeline Berghouwer
Community

Tim Schmidt
Ops & Tools

Jess Greco
L&D

2019 2020 2021 2022 2023

COMMUNITY

- ONLINE COMMUNITY
- QUARTERLY TOWN HALLS
- MONTHLY SPOTLIGHT TALKS
- MONTHLY NEWSLETTER

OPERATIONS & TOOLS

- SURVEY + SETUP
- GUILD AFFILIATION REMAPPING
- TOOLS (FIGMA TRANSITION, ONBOARDING NEW TOOLS)
- HIRING & ONBOARDING

LEARNING & DEVELOPMENT

- MENTORING 01
- MENTORING 02
- MENTORING 03
- MASTERCLASSES & RESOURCES
- CAREER FRAMEWORK
- INTERNAL CONFERENCE
- SKILLS INVENTORY
- SKILLS INVENTORY
- TRAINING

Guild programs

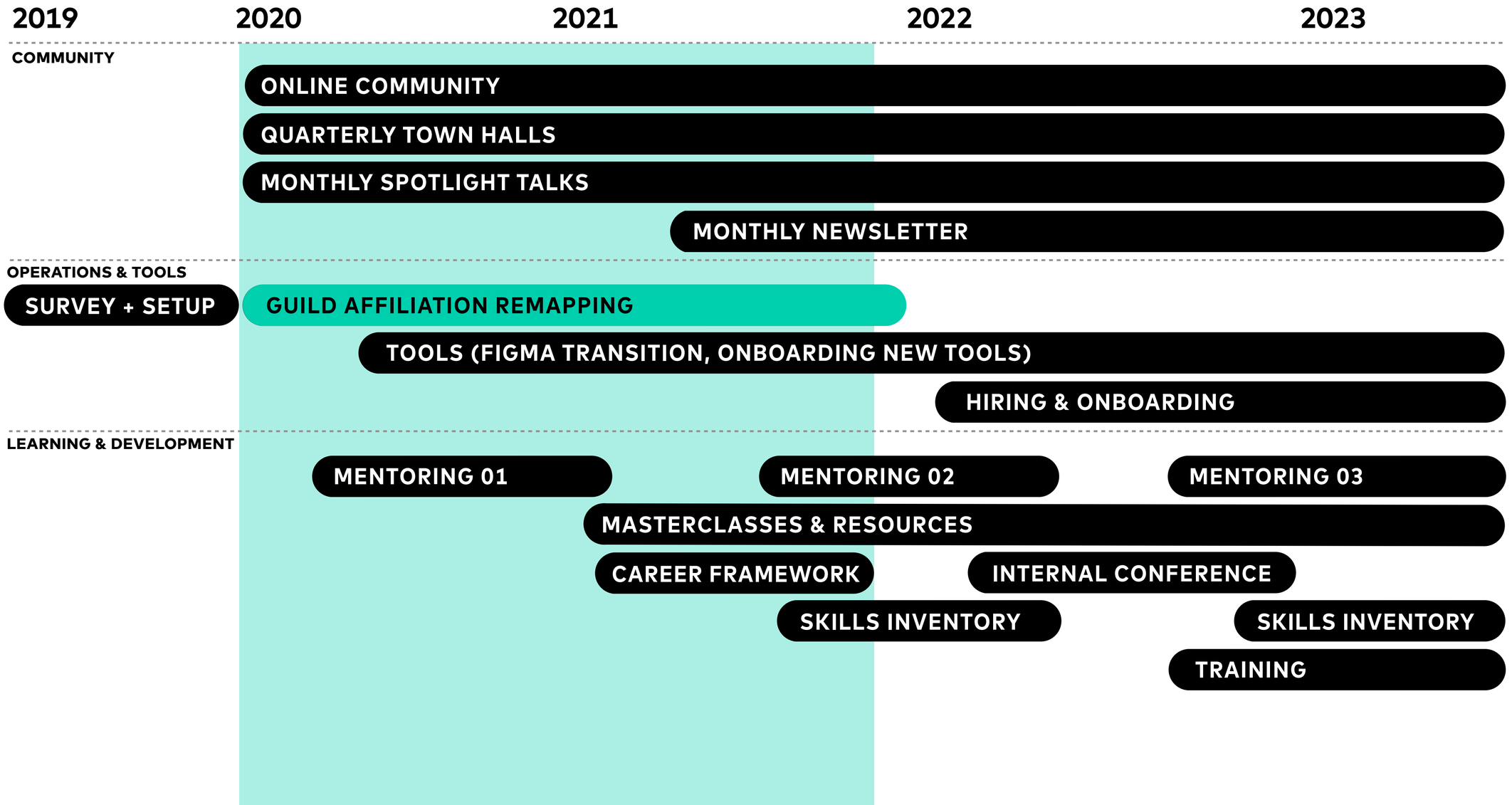
Cindy Chastain
Executive Sponsor

Team

Adeline Berghouwer
Community

Tim Schmidt
Ops & Tools

Jess Greco
L&D



Guild programs

Cindy Chastain
Executive Sponsor

Team

Adeline Berghouwer
Community

Tim Schmidt
Ops & Tools

Jess Greco
L&D

GUILDS MADE OFFICIAL

2019 | 2020 | 2021 | 2022 | 2023

COMMUNITY

- ONLINE COMMUNITY
- QUARTERLY TOWN HALLS
- MONTHLY SPOTLIGHT TALKS
- MONTHLY NEWSLETTER

OPERATIONS & TOOLS

- SURVEY + SETUP
- GUILD AFFILIATION REMAPPING
- TOOLS (FIGMA TRANSITION, ONBOARDING NEW TOOLS)
- HIRING & ONBOARDING

LEARNING & DEVELOPMENT

- MENTORING 01
- MENTORING 02
- MENTORING 03
- MASTERCLASSES & RESOURCES
- CAREER FRAMEWORK
- INTERNAL CONFERENCE
- SKILLS INVENTORY
- SKILLS INVENTORY
- TRAINING

What's a skills inventory?

What's a skills inventory?

catalogs our experiences

What's a skills inventory?

catalogs our experiences

our strengths & weaknesses

What's a skills inventory?
catalogs our experiences
our strengths & weaknesses
informs a learning plan

SKILLS INVENTORY
Sample question

I have facilitated groups of people through the journey mapping process to obtain a comprehensive picture of the end-to-end journeys and identify major opportunities for differentiation.

- I haven't done this yet
- I have done this rarely
- I have done this occasionally
- I have done or do this regularly
- I have led teams on this, or set this up from scratch

CAREER FRAMEWORK

1:1 relationship between framework & inventory questions

Skill: Customer Journey Management

Level: Advanced

Leverages both research findings and cross-functional workshop collaboration to methodically identify critical moments and opportunities across end-to-end journeys that will better address customer needs ands differentiate the experience from imperators.

SKILLS INVENTORY

Sample question

I have facilitated groups of people through the journey mapping process to obtain a comprehensive picture of the end-to-end journeys and identify major opportunities for differentiation.

- I haven't done this yet
- I have done this rarely
- I have done this occasionally
- I have done or do this regularly
- I have led teams on this, or set this up from scratch

CAREER FRAMEWORK

1:1 relationship between framework & inventory questions

SKILLS INVENTORY

Sample question

I have facilitated groups of people through the journey mapping process to obtain a comprehensive picture of the end-to-end journeys and identify major opportunities for differentiation.

- I haven't done this yet
- I have done this rarely
- I have done this occasionally
- I have done or do this regularly
- I have led teams on this, or set this up from scratch

LEARNING PLAN

Directly connected to canonical descriptions of roles & levels

Skills we need to build

Experience Research*
Prototyping to Learn
Customer Journey Management
Cross-functional collaboration

100% want to learn something new

76% have experience with 2.5 additional competencies, across all levels

* Entire job family, includes 3 skills

GROUP				ALL LARGE GROUPS		GROUP 8		GROUP 15		GROUP 16		GROUP 21		ALL TINY GROUPS		ALL LG DECENTRALIZED		GROUP 2		GROUP 6		GROUP 10		GROUP 11		GROUP 17	
n	*This is everyone by job family PLUS additional competencies they self-disclose*		127.00	78	61%	12		13		17		11		17.00	13%	32	25%	5		3		16		4		4	
By level																											
Associate Specialist				4.40%		23.08%		7.69%		0.00%		0.00%		14.29%		10.25%		20.00%		0.00%		6.25%		25.00%		0.00%	
Specialist				6.99%		23.08%		0.00%		5.88%		0.00%		14.29%		6.25%		0.00%		0.00%		6.25%		25.00%		0.00%	
Senior Specialist				16.57%		0.00%		23.08%		29.41%		27.27%		21.43%		24.17%		0.00%		33.33%		37.50%		50.00%		0.00%	
Manager				33.68%		30.77%		38.46%		29.41%		45.45%		28.57%		46.58%		60.00%		66.67%		31.25%		0.00%		75.00%	
Director				27.12%		15.38%		23.08%		29.41%		27.27%		21.43%		12.75%		20.00%		0.00%		18.75%		0.00%		25.00%	
Vice President or Senior Vice President				11.23%		7.69%		7.69%		5.88%		0.00%		0.00%		0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	
By job family						Difference		Difference		Difference		Difference						Difference		Difference		Difference		Difference		Difference	
Content Design				9.67%		0.00%	-9.67%	7.69%	-1.98%	0.00%	-9.67%	0.00%	-9.67%	0.00%		0.00%		0.00%	0.00%	0.00%		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Design Operations				5.00%		0.00%	-5.00%	0.00%	-5.00%	5.88%	0.88%	9.09%	4.09%	0.00%		5.00%		0.00%	-5.00%	0.00%	-5.00%	0.00%	-5.00%	25.00%	20.00%	0.00%	-5.00%
Experience Research & Insights				11.63%		7.69%	-3.94%	15.38%	3.75%	0.00%	-11.63%	0.00%	-11.63%	0.00%		11.25%		0.00%	-11.25%	0.00%	-11.25%	6.25%	-5.00%	25.00%	13.75%	25.00%	13.75%
Experience Strategy				5.95%		0.00%	-5.95%	0.00%	-5.95%	0.00%	-5.95%	0.00%	-5.95%	6.25%		0.00%		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Product Experience Design				58.03%		76.92%	18.89%	76.92%	18.89%	88.24%	30.21%	72.73%	14.70%	87.50%		78.50%		80.00%	1.50%	100.00%	21.50%	87.50%	9.00%	50.00%	-28.50%	75.00%	-3.50%
Visual Design				7.68%		15.38%	7.70%	0.00%	-7.68%	5.88%	-1.80%	18.18%	10.50%	0.00%		0.00%		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Other				2.04%		0.00%	-2.04%	0.00%	-2.04%	0.00%	-2.04%	0.00%	-2.04%	6.25%		5.25%		20.00%	14.75%	0.00%	-5.25%	6.25%	1.00%	0.00%	-5.25%	0.00%	-5.25%
				Groups centralized in BUs (1, 4, 7, 8, 15, 16, 21)										*Islands of <4 (3,5,9,12,13,14, 18,19,20,22)*		*Large decentralized networks (2,6,10,11,17)*											

GROUP				ALL GROUPS		ALL LG CENTRALIZED GROUPS				GROUP 8				GROUP 15				GROUP 16				GROUP 21				ALL TINY GROUPS				ALL LG DECENTRALIZED				GROUP 2				GROUP 6				GROUP 10				GROUP 11				GROUP 17			
Q#	Job Family	Skill		Mean		Mean	SD			Mean	SD		n	Mean	SD		n	Mean	SD		n	Mean	SD		n	Mean	SD			Mean	SD		n	Mean	SD		n	Mean	SD		n	Mean	SD		n	Mean	SD		n	Mean	SD		n
	Product Experience Design	All skills		3.55		3.60		103%		340%		102%	18%	375%		108%	19%	361%		98%	28%	323%		123%	14%	3.30	1.05	3.55	81%	315%		110%	15%	319%		71%	11%	390%		74%	50%	318%		82%	11%	328%		80%	14%				
count (n)				5628.00		3270		58%					596				636				901				450	848.00	15%	1510	27%				225				159			755				159				212				
10 to 13	Product Experience Design	Concept Ideation & Solution Design	10 to 13	3.95		4.02	0.83			3.8175	0.955		7%	4.0425	0.92		8%	3.7825	0.7925		8%	3.565	1.335		7%	3.72	1.03	3.93	0.53	3.6875	0.5025		7%	3.75	0.3525		8%	4.41	0.675		7%	3.915	0.44		8%	3.875	0.6825		8%				
10	Product Experience Design	Concept Ideation & Solution Design	10							4.09	0.79		11	4	0.82		12	4.06	0.73		17	3.5	1.22		8					4	0.71		4	4	0		3	4.43	0.49		14	4	0		3	3.75	0.43		4				
11	Product Experience Design	Concept Ideation & Solution Design	11							4.09	0.67		11	4	0.91		12	4.12	0.58		17	3.75	1.3		8					4	0		4	4	0		3	4.57	0.49		14	4.33	0.47		3	4.5	0.5		4				
12	Product Experience Design	Concept Ideation & Solution Design	12							4.09	1.08		11	4.17	0.8		12	3.71	0.75		17	3.38	1.41		8					4	0		4	3.67	0.47		3	4.57	0.62		14	3.33	0.47		3	3.5	0.5		4				
13	Product Experience Design	Concept Ideation & Solution Design	13							3	1.28		11	4	1.15		12	3.24	1.11		17	3.63	1.41		8					2.75	1.3		4	3.33	0.94		3	4.07	1.1		14	4	0.82		3	3.75	1.3		4				
14 to 20	Product Experience Design	Experience Prototyping to Learn	14 to 20	3.46		3.70	0.93			3.442857143	0.915714285		13%	3.608571429	1.065714285		13%	3.337142857	1.192857143		13%	2.984285714	1.217142857		12%	3.04	1.06	3.16	0.96	3.25	1.184285714		12%	2.287142857	0.927142857		13%	3.652857143	0.905714285		13%	3.144285714	0.982857143		13%	3.464285714	0.788571429		13%				
14	Product Experience Design	Experience Prototyping to Learn	14							4.09	0.67		11	4.17	0.55		12	3.94	0.94		17	3.25	1.2		8					2.25	1.3		4	2.67	1.25		3	4.36	0.48		14	3.67	0.47		3	3.5	1.5		4				
15	Product Experience Design	Experience Prototyping to Learn	15							3.73	0.86		11	3.92	1.11		12	3.35	1.13		17	3.25	1.39		8					3	1.22		4	2	0.82		3	4.36	0.61		14	2.67	1.25		3	3.25	0.43		4				
16	Product Experience Design	Experience Prototyping to Learn	16							3.36	1.15		11	3.5	1.32		12	3.24	1		17	2.63	1.22		8					3.5	1.12		4	2	0.82		3	3.14	1.06		14	3.67	1.25		3	3.5	0.5		4				
17	Product Experience Design	Experience Prototyping to Learn	17							3.55	0.78		11	3.58	1.04		12	3.18	1.34		17	3	1.22		8					3.25	1.48		4	2.67	0.47		3	3.21	1.21		14	3.33	0.94		3	4.25	0.43		4				
18	Product Experience Design	Experience Prototyping to Learn	18							3.73	0.75		11	3.5	1.26		12	3.29	1.4		17	3.38	1.22		8					4.25	0.83		4	2.67	1.25		3	3.43	1.05		14	3.67	0.47		3	4	0.71		4				
19	Product Experience Design	Experience Prototyping to Learn	19							2.64	1.07		11	3.17	1.07		12	3.12	1.28		17	2.5	1.22		8					3	1.22		4	2.33	0.94		3	3.64	0.81		14	2.33	1.25		3	2.5	1.12		4				
20	Product Experience Design	Experience Prototyping to Learn	20							3	1.13		11	3.42	1.11		12	3.24	1.26		17	2.88	1.05		8					3.5	1.12		4	1.67	0.94		3	3.43	1.12		14	2.67	1.25		3	3.25	0.83		4				
21 to 30	Product Experience Design	Interaction Design	21 to 30	3.74		3.84	0.89			3.491	0.847		18%	4.016	1.068		19%	4.071	0.724		19%	3.364	1.221		18%	3.85	0.95	3.48	0.65	2.775	1.197		18%	4	0.188		19%	4.262	0.609		19%	3.133	0.583		19%	3.225	0.669		19%				
21	Product Experience Design	Interaction Design	21							4	0.43		11	4.33	1.11		12	4.41	0.6		17	3.75	1.2		8					3.25	1.48		4	4	0		3	4.64	0.48		14	4	0		3	3.5	0.87		4				
22	Product Experience Design	Interaction Design	22							2.82	0.94		11	3.75	1.23		12	4.24	0.81		17	3	1		8					2.5	1.12		4	4	0		3	4.07	0.88		14	1.33	0.47		3	2	1		4				
23	Product Experience Design	Interaction Design	23							3.09	1.16		11	3.83	1.07		12	4.18	0.71		17	2.63	1.11		8					2.5	0.87		4	3.67	0.47		3	4.14	0.52		14	1.67	0.94		3	2.75	0.43		4				
24	Product Experience Design	Interaction Design	24							3.91	0.51		11	4.17	1.07		12	4.35	0.48		17	3.5	1.32		8					1.75	0.83		4	4	0		3	4.14	0.74		14	3.33	0.47		3	3.75	0.83		4				
25	Product Experience Design	Interaction Design	25							3.55	0.66		11	4.08	1.11		12	4.06	0.73		17	3.25	1.39		8					3	1.58		4	4.33	0.47		3	4.57	0.62		14	4	0		3	3.5	0.5		4				
26	Product Experience Design	Interaction Design	26							4.18	0.57		11	4.25	1.09		12	4.41	0.49		17	3.63	1.32		8					3	1		4	4	0		3	4.86	0.35		14	3.33	0.47		3	3.25	0.43		4				
27	Product Experience Design	Interaction Design	27							3.45	0.89		11	4	0.82		12	4.12	0.68		17	3.75	1.09		8					2.75	1.48		4	4	0		3	4.14	0.52		14	3	1.41		3	3.5	0.87		4				
28	Product Experience Design	Interaction Design	28							3.91	0.51		11	4.25	1.09		12	4.12	0.68		17	3.88	1.17		8					3.25	1.09		4	4.33	0.47		3	4.21	0.56		14	4	0		3	3.5	0.5		4				
29	Product Experience Design	Interaction Design	29							2.82	1.4		11	3.17	1.34		12	3.29	1.02		17	3	1.41		8					2	1.22		4	4	0		3	3.21	0.94		14	3	0.82		3	3.25	0.83		4				
30	Product Experience Design	Interaction Design	30							3.18	1.4		11	4.33	0.75		12	3.53	1.04		17	3.25	1.2		8					3.75	1.3		4	3.67	0.47		3	4.64	0.48		14	3.67	1.25		3	3.25	0.43		4				
31 to 36	Product Experience Design	Customer Journey Management	31 to 36	3.26		3.50	1.00			3.29	1.26		11%	3.306666666	1.126666666		11%	3.08	1.246666666		11%	2.875	1.211666666		11%	2.38	1.00	3.25	0.98	3.5	1.445		11%	2.776666666	0.886666666		11%	3.87	0.823333333		11%	3.221666667	0.998333333		11%	2.875	0.728333333		11%				
31	Product Experience Design	Customer Journey Management	31							3.55	1.08		11	3.42	1.04		12	3.65	0.9		17	3	1.22		8					3.75	1.3		4	4	0		3	4.36	0.61		14	3.67	0.47		3	3.5	0.5		4				
32	Product Experience Design	Customer Journey Management	32							3.64	1.43		11	3.5	1.04		12	3.24	1.31		17	3	1.22		8					3	2		4	3.33	0.94		3	3.93	0.59		14	3	1.41		3	3	0.71		4				
33	Product Experience Design	Customer Journey Management	33							3.09	1.08		11	3.42	0.95		12	3	1.19		17	3.25	1.09		8					4.25	0.83		4	2	1.41		3	4	1		14	3	0.82		3	3.5	0.5		4				
34	Product Experience Design	Customer Journey Management	34							3.55	1.23		11	3	1.22		12	2.76	1.44		17	2.5	1.32		8					3.5	1.66		4	2.67	1.25		3	3.36	0.97		14	3.33	0.47		3	2.75	0.83		4				
35	Product Experience Design	Customer Journey Management	35							2.55	1.37		11	3.17	1.14		12	3.12	1.37		17	2.5	1		8					2.5	1.66		4	2.33	0.47		3	3.86	0.74		14	3.33	0.94		3	2	0.71		4				
36	Product Experience Design	Customer Journey Management	36							3.36	1.37		11	3.33	1.37		12	2.71	1.27		17	3	1.22		8					4	1.22		4	2.33	1.25		3	3.71	1.03		14	3.33	0.94		3	2.5	1.12		4				
37 to 49	Product Experience Design	Experience Delivery & Enhancement	37 to 49	3.54		3.75	0.87			3.370769231	0.903076923		24%	3.692307692	1.133076923		25%	3.678461538	1.005384615		25%	3.242307692	1.203846154		23%	3.38	1.11	3.17	0.92	2.923076923	1.199230769		23%	2.947692308	0.821538462		25%	3.686923077	0.775384615		24%	3.153076923	0.846153846		25%	3.153846154	0.946923077		25%				
37	Product Experience Design	Experience Delivery & Enhancement	37							3.82	0.39		11	3.92	1.04		12	4.18	0.71		17	3.75	1.2		8					2.25	1.3		4	4.33	0.47		3	4.5	0.5		14	3.67	0.47		3	3.25	0.83		4				
38	Product Experience Design	Experience Delivery & Enhancement	38							3	1.04		11	3.25	1.23		12	3.47	1.09		17	3.25	1.2		8					3	1.22		4	1.67	0.47		3	3.14	0.99		14	3.33	0.47		3	3.25	0.43		4				
39	Product Experience Design	Experience Delivery & Enhancement	39							3.91	1		11	3.83	1.14		12	4.35	0.59		17	3.75	1.39		8					2.5	1.12		4	4	0		3	4.57	0.49		14	3	1.41		3	3.75	0.83		4				
40	Product Experience Design	Experience Delivery & Enhancement	40							4	0.43		11	4.33	0.62		12	4.06	0.8		17	3.75	1.2		8					3	2		4	3.33	0.94		3	3.29	0.96		14	3.67	1.25		3	3.75	1.09		4				
41	Product Experience Design	Experience Delivery & Enhancement	41							3.73	1.05		11	3.17	1.28		12	3.71	1.07		17	2.63	1.32		8					4.5	0.5		4	2.33	0.94		3	3.14	0.91		14	3.33	0.47		3	3	1		4				
42	Product Experience Design	Experience Delivery & Enhancement	42							3.45	1.08		11	3.17	1.34		12	3.82	0.92		17	3.38	1.32		8					2	1		4	3	1.41		3	3.79	0.86		14	3	0.82		3	3	1.58		4				
43	Product Experience Design	Experience Delivery & Enhancement	43							3.55	0.99		11	3.83	1.21		12	3.76	0.88		17	3.5	1.22		8					3.25	1.3		4	2.33	1.25		3	4.07	0.46		14	3.33	0.94		3	3.25	0.83		4				
44	Product Experience Design	Experience Delivery & Enhancement	44							3.73	0.86		11	3.75	1.16		12	3.41	0.97		17	3.38	1.11		8					3.25	1.48		4	2.33	1.25		3	3.5	0.98		14	3.33	0.94		3	3.75	0.83		4				
45	Product Experience Design	Experience Delivery & Enhancement	45							2.18	0.72		11	2.92	1.55		12	3.29	1.13		17	2.75	1.09		8					1.5	0.87		4	2	0.82		3	2.86	1.12		14	1.67	0.94		3	3	1.58		4				
46	Product Experience Design	Experience Delivery & Enhancement	46							3.09	1.08		11	4.08	0.95		12	3.06	1.47		17	2.88	1.05		8					3.75	0.83		4	3.33	0.47		3	3.93	0.7		14	3.33	0.94		3	2.75	1.3		4				
47	Product Experience Design	Experience Delivery & Enhancement	47							3.45	1.08		11	4.25	1.09		12	3.88	0.76		17	3.25	0.97		8					3.25	1.3		4	4.33	0.47		3	4.14	0.52		14	3.67	0.47		3	3.5	0.87		4				
48	Product Experience Design	Experience Delivery & Enhancement	48							2.27	1.14		11	3.67	1.43		12	3.24	1.31		17	2.88	1.17		8					3	1.58		4	2.67	1.25		3	3.36	1.11		14	2.33	0.94		3	1.75	0.43		4				
49	Product Experience Design	Experience Delivery & Enhancement	49							3.64	0.88		11	3.83	0.69		12	3.59	1.37		17	3	1.41		8					2.75	1.09		4	2.67	0.94		3	3.64	0.48		14	3.33	0.94		3	3	0.71		4				
50 to 62	Product Experience Design	Design Thinking Approach	50 to 62	3.57		3.76	0.98			3.289230769	1.217692308		26%	3.794615385	1.073076923		25%	3.537692308	0.99		25%	3.3	1.247692308		29%	3.23	1.11	3.36	0.86	3.261538462	0.93		29%	3.333076923	0.913846154		25%	3.845384615	0.713076923		26%	3.026153846	0.925384615		25%	3.346153846	0.840769231		25%				
50	Product Experience Design	Design Thinking Approach	50							2.83	1.28		12	3.08	0.95		12	3.41	1.03		17	2.9	1.51		10					2.4	1.2		5	3	1.41		3	3.53	0.81		15	2	0.82		3	2.25	1.09		4				
51	Product Experience Design	Design Thinking Approach	51							4.25	0.43		12	4.17	0.9		12	3.76	1.16		17	4	1.18		10					3.6	1.36		5	4	0.82		3	4.4	0.71		15	4	0		3	3.75	1.09		4				
52	Product Experience Design	Design Thinking Approach	52							3.17	1.21		12	3.42	0.95		12	3.29	0.89		17	3.2	1.4		10					3.2	1.33		5	2.33	1.25		3	3.87	0.62		15	2.67	0.94		3	3.25	0.43		4				
53	Product Experience Design	Design Thinking Approach	53							3.42	1.26		12	4.08	0.95		12	3.94	0.73		17	3.7	1.35		10					4	0		5	3.33	1.25		3	4.13	0.5		15	3	0.82		3	3	0.71		4				
54	Product Experience Design	Design Thinking Approach	54							3.83	1.14		12	4	1.22		12	3.94	0.8		17	3.8	1.08		10					3.2	1.47		5	4	0		3	4.13	0.62		15	4	0		3	4	0.71		4				
55	Product Experience Design	Design Thinking Approach	55							3.5	1.26		12	3.92	0.76		12	3.53	1.04		17	3	1.18		10					4.4	0.49		5	3.67	1.25		3	3.53	0.88		15	2.67	1.25		3	3.75	0.83		4				
56	Product Experience Design	Design Thinking Approach	56							2.5	1.38		12	3.92	1.26		12	3.06	1.39		17	2.8	1.17		10					2.8	1.17		5	3.67	0.47		3	3.8	0.54		15	3	1.41		3	3.25	0.83		4				
57	Product Experience Design	Design Thinking Approach	57							3.17	1.4		12	3.67	1.11		12	3.29	1.18		17	3.2	1.25		10					3	0.89		5	3	0.82		3	3.73	0.85		15	3.67	0.94		3	2.75	1.09		4				
58	Product Experience Design	Design Thinking Approach	58							3.67	0.94		12	4.08	1.11		12	4.06	0.54		17	3.6	1.11		10					3.8	0.98		5	4	0.82		3	4.2	0.4		15	4	0		3	4.25	0.43		4				
59	Product Experience Design	Design Thinking Approach	59							3.25	1.23		12	3.83	1.14		12	3.65	0.97		17	3.2	1.25		10					3.6	0.49		5	3.33	0.47		3	3.6	0.95		15	3.67	1.89		3	2.75	0.83		4				
60	Product Experience Design	Design Thinking Approach	60							3	1.73		12	3.33	1.11		12	3.12	1.23		17	2.4	1.11		10					1.8	0.98		5	2.67	1.25		3	3.53	0.81		15	2.33	1.89		3	3.25	1.3		4				
61	Product Experience Design	Design Thinking Approach	61							3.5	1.26		12	4	1.15		12	3.76	0.81		17	3.5	1.2		10					3.8	0.4		5	4	0.82		3	3.87	0.88		15	2.33	1.25		3	4.5	0.5		4				
62	Product Experience Design	Design Thinking Approach	62							2.67	1.31		12	3.83	1.34		12	3.18	1.1		17	3.6	1.43		10					2.8	1.33		5	2.33	1.25		3	3.67	0.7		15	2	0.82		3	2.75	1.09		4				
	Experience Research	All skills		2.74		2.67				2.665030303			15%	3.403464646			6%	2.846696965			19%	3.569373737			6%	2.46	1.04	3.06	1.02	3.520454545	0.916252525		15%	195%	45%	10%		300%	126%	40%		345%	86%	15%		308%	101%	20%	
				1694.00		1034.00	61%						154				66				198				66	220.00	13%	440	26%				44				66			176				66				88
62 to 72	Experience Research	Research Skills	62 to 72	3.11		3.35	0.92			2.649090909	1.182727273		50%	3.427272727	1.244545455		50%	2.799090909	1.516363636		50%	3.485454545	0.384545455		7%	2.32	1.03	2.96	0.86	3.606363636	0.949090909		50%	1.818181818	0.272727273		50%	2.990909091	1.209090909		50%	3.363636364	0.842727273		50%	3	1.014545455		50%				
62	Experience Research	Research Skills	62							3.43	1.05		7	4	0.82		3	3.67	1.05		9	4.33	0.94		3					4	0.82		3	2	0		2	3.75	0.97		8	4	0		3	3.75	0.43		4				
63	Experience Research	Research Skills	63							2.57	1.18		7	3.33	1.7		3	2.89	1.45		9	3.67	0.47		3					3.33	1.25		3	1	0		2	3	1.5		8	4	0		3	3.25	1.3		4				
64	Experience Research	Research Skills	64							2.57	1.4		7	3	1.63		3	3	1.83		9	2.33	0.47		3					4.33	0.94		3	1.5	0.5		2	3.5	1.12		8	4	0		3	3.75	1.09		4				
65	Experience Research	Research Skills	65							2	1.07		7	3.33	1.25		3	2.67	1.15		9	4	0		3					3.67	0.47		3	3	0		2	3.25	1.2		8	2	0.82		3	2.75	1.09		4				
66	Experience Research	Research Skills	66							3.57	1.18		7	4	1.41		3	2.56	1.77		9	3.67	0.47		3					4	0.82		3	1	0		2	3.25	1.39		8	4.33	0.47		3	3.25	1.3		4				
67	Experience Research	Research Skills	67							3.14	1.25		7	4.33	0.94

Overview of strengths and development opportunities, by job family

More info on pages 14-28

Job family	Job family score[1] average (1-5)	Competency score[2] average (Δ%)	Strengths	Opportunity areas[3]
Product Experience Design	3.52	3.54 (+<1%)	Concept ideation & Solution design Interaction Design Experience delivery & enhancement	Experience prototyping to learn Customer journey management
Experience Research & Insights[5]	3.00	2.74 (-9%)	Strategic direction	Research skills Analysis and synthesis
Experience Strategy[4]	3.95	2.96 (-33%)	Needs discovery & Problem space identification	Product Strategy Product Conception / Opportunity Assessment
Content Design[4]	4.60	2.40 (-92%)	None, for those with additional competency All, for those in job family	Audience-focused Communications Product Content Design & Communications Content Strategy & Technologies
Visual Design	3.75	3.49 (-7%)	User Interface (UI) Design Branding & Visual Design Principles	Communication Design

[1] Job family score = all who disclosed being part of that job family officially
[2] Competency score = all who disclosed having experience with this job family
[3] Opportunity areas account for job family and additional competency skills, and across multiple organizational structures
[4] Skills where the Δ was 2-3 st dev between those with the competency and those in the job family likely require level setting
[5] Job family score includes all researchers across MA; competency includes any who self-identify as having some research experience

©2021 Mastercard. Proprietary and Confidential

Overview of strengths and development opportunities, by job family

More info on pages 14-28

Job family	Job family score[1] average (1-5)	Competency score[2] average (Δ%)	Strengths	Opportunity areas[3]
Product Experience Design	3.52	3.54 (+<1%)	Concept ideation & Solution design Interaction Design Experience delivery & enhancement	Experience prototyping to learn Customer journey management
Experience Research & Insights[5]	3.00	2.74 (-9%)	Strategic direction	Research skills Analysis and synthesis
Experience Strategy[4]	3.95	2.96 (-33%)	Needs discovery & Problem space identification	Product Strategy Product Conception / Opportunity Assessment
Content Design[4]	4.60	2.40 (-92%)	None, for those with additional competency All, for those in job family	Audience-focused Communications Product Content Design & Communications Content Strategy & Technologies
Visual Design	3.75	3.49 (-7%)	User Interface (UI) Design Branding & Visual Design Principles	Communication Design

[1] Job family score = all who disclosed being part of that job family officially
[2] Competency score = all who disclosed having experience with this job family
[3] Opportunity areas account for job family and additional competency skills, and across multiple organizational structures
[4] Skills where the Δ was 2-3 st dev between those with the competency and those in the job family likely require level setting
[5] Job family score includes all researchers across MA; competency includes any who self-identify as having some research experience

©2021 Mastercard. Proprietary and Confidential

Make scores actionable with context

Only Product Experience Design job family

Concept ideation & solution design

- ✓ Understanding business implications of a problem
- ✓ Generating multiple ideas
- ✓ Influencing overall design direction w/exec stakeholders for new features or products
- ✗ Research-informed product concepts & visions

3.88
average
+0.02
n = 88 SD 1.00

Customer journey management

- ✓ Journey mapping current states with accuracy
- ✗ Mapping current states for a specific goal
- Connecting research findings to each journey
- Facilitating experience mapping processes
- Blueprinting, mapping front & backstage interactions
- Using mapping/blueprinting to identify opportunities for differentiation, tying into research & data

3.14
average
-0.02
n = 88 SD 1.26

Experience prototyping to learn

- ✓ Identifying assumptions, crafting testable hypotheses
- ✗ Understanding & recommending research methods to validate/invalidate assumptions
- Synthesizing research, working with multiple diverse data sources to identify actionable themes
- Identifying data-informed opportunities

3.29
average
-0.08
n = 88 SD 1.18

Experience delivery & enhancement

- ✓ Detailed flows for specific use cases & new features
- ✓ Usability testing, iterating on designs, UI consistency
- ✓ Partner w/stakeholders to consider biz & user needs
- ✗ Documentation of features & implementation guidance
- Designing new functionality for customer acquisition
- Adapting products for new locations and languages
- Resource estimation, planning and prioritization
- Crafting implementation guidelines

3.48
average
-0.01
n = 88 SD 1.14

Interaction design

- ✓ Designing for existing patterns & multiple viewports
- ✓ Accounting for feedback (e.g., errors, confirmations)
- ✓ Content is helpful and stylistically consistent
- ✓ Visual harmony, simplifying complex processes

3.82

Design thinking approach

- ✓ Ideation, prototyping, testing to validate ideas and communicate the rationale for design decisions
- ✓ Partnering with stakeholders to shape the problem
- ✗ Analyzing consumer and market info to identify & highlight unique needs and opportunities

3.51

Don’t rely on secondary competencies

Only Content Design job family

Content Strategy & Technologies

- ✓ Understand. Basic IA concepts; support the discoverability, reusability of content
- Understand MA taxonomy standards; use information flow to drive reusability & discoverability
- Align content and established content strategy; identify & execute on improvements to content quality
- Socialize and drive adoption of MA content strategy
- ✗ Basics of content management platforms and tech

4.51
average
+2.37
n = 6 SD 0.42

Audience-focused Communications

- ✓ Apply understanding of writing and stylistic standards to review and improve content created by others
- Develop communications tailored for a specific audience
- Understand & apply MA communications standards
- Identify nuanced messaging characteristics that may impact ability to reach a target audience
- Produce competitively differentiated content that will scale across channels, or coach others in doing so

4.78
average
+2.79
n = 6 SD 0.27

Product Content Design & Communication

- ✓ Apply standards for plain language & readability
- Guide others in creating impactful content experiences that communicate the value proposition
- Incorporate research and testing into the writing process
- Develop product messaging based on user needs

4.50
average

All with Content Design skills

-92%

Content Strategy & Technologies

- ✓ Understand. Basic IA concepts; support the discoverability, reusability of content
- ✗ Understand MA taxonomy standards; use information flow to drive reusability & discoverability
- Basics of content management platforms and tech
- Align content and established content strategy; identify & execute on improvements to content quality
- Socialize and drive adoption of MA content strategy

2.14
average
n = 23 SD 0.44

Audience-focused Communications

- ✓ Apply understanding of writing and stylistic standards to review and improve content created by others
- ✗ Develop communications tailored for a specific audience
- Understand & apply MA communications standards
- Identify nuanced messaging characteristics that may impact ability to reach a target audience
- Produce competitively differentiated content that will scale across channels, or coach others in doing so

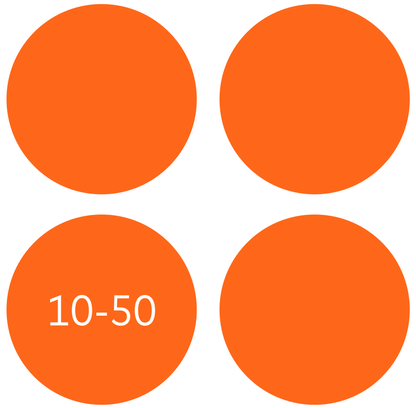
1.99
average
n = 23 SD 0.37

Product Content Design & Communication

- ✓ Apply standards for plain language & readability
- Guide others in creating impactful content experiences that communicate the value proposition
- ✗ Develop product messaging based on user needs
- Benchmarking across products and their content

1.98
average

Org models appear to influence which skills are developed

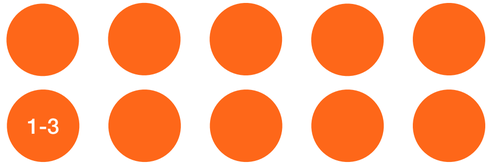


Centralized teams in business units

Scores are up to 15% higher than average, across all skills

Decentralized networks

Skill scores 12% higher than average for key skills that foster early stage solutions, lack diversity of roles



Tiny teams

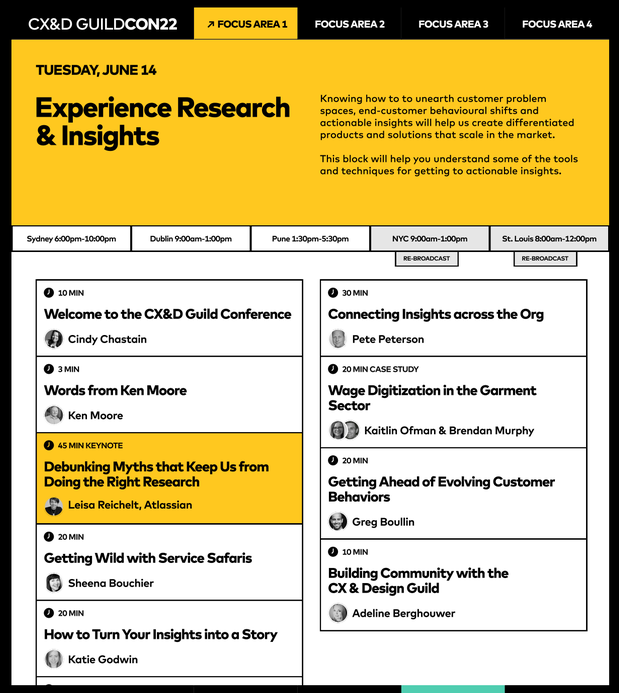
All skill scores are 6-10% lower than average

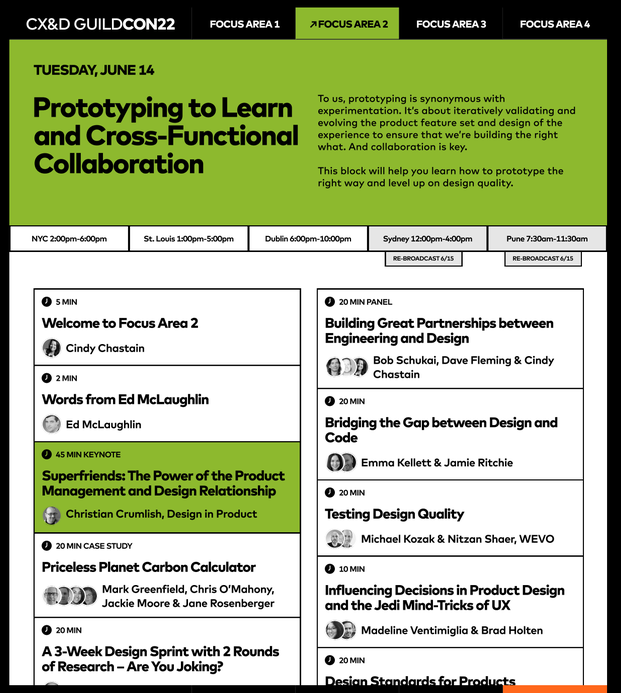
*Scores indicate reduced career growth and limited business impact in this model

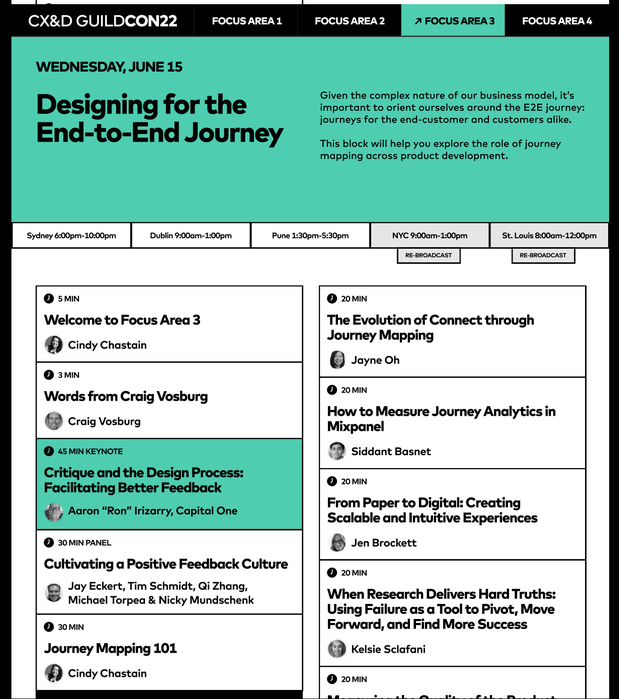
CX&DESIGN
GUILDCON22

JUNE 14-15, 2022

differentiated by design







Invited to influence the org more broadly

- Training the Product Guild
- Guild hiring standards
- Staffing guidelines
- Product development framework refresh

shift the incentives

Rosenfeld

Thank you

Jess Greco
@grecasaurus