



Design at Scale
by Rosenfeld

@Design_at_Scale #DAS2022
10 June 2022

THEME 3: Design People - Caring for Individuals and Teams curated by Lada Gorlenko and Kit Unger



Get Your CFO to Say:

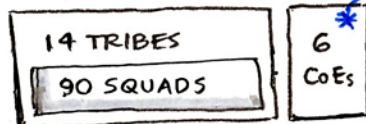
'Our Strategic Goal is User Obsession'

THIS ACTUALLY HAPPENED ... IN DECEMBER 2021 WOW!

My FANTASY: TO BRING DESIGN INTO A STRATEGIC AREA

1. MAKE THE DATA AVAILABLE
2. DON'T LIE WITH IT
3. USE IT TO INFORM FUTURE DECISIONS

BCG DIGITAL PRODUCT ORG



(designers are embedded)

In 2018, OUR THEN-CIO
CAME TO ME WITH A PROBLEM.

We're hearing a lot of
noise and dissatisfaction
about our 100+ digital
tools, but I'm not sure
how to find and fix.
CAN YOU HELP?

UX CoE
TEAM of 27
SUPPORT
~1000
EMPLOYEES

part of
AGILE at SCALE
organization

UX Champions AWARDS
PROGRAM TO RECOGNIZE
EXCELLENCE IN
USER-CENTRICITY
BASED ON
E-SAT

WE REPORT UP TO
HEAD of CoEs WHICH
IS GREAT FOR US
BECAUSE WE CAN HELP GUIDE
CAREERS AND PROCESSES (and more)

WE ARE VERY DATA-DRIVEN

QUAL
STUDIES
not the
way to go
for this

BUT QUANT
STUDIES
RISK: Easy
to lie with
STATISTICS

HOW TO
LIE WITH
STATISTICS
by DARRELL
HUFF

I MENTION THIS
BECAUSE WE ALL
HAVE PROBABLY USED
DATA TO TELL A STORY
WE WANTED TO TELL.

LAPTOPS
WE ARE STARTING
TO OFFER MACS AS A
STANDARD LAPTOP
OPTION BECAUSE
PEOPLE WANTED IT

HYBRID WAYS OF WORKING
BECAUSE OF COVID LOCKDOWN,
OUR WAY OF WORKING - USUALLY
CONSULTANTS BEING ON SITE AT
CLIENTS' OFFICES - CHANGED
DRAMATICALLY.

I WANTED TO EXCITE PRODUCT TEAMS WITH THE ROUGH INGREDIENTS
THEY'LL THEN DO THE RIGHT
QUALITATIVE STUDIES.
they need to transform the experience...
CREATE THE RIGHT SOLUTIONS



DIGITAL EMPLOYEE
Satisfaction Survey
"E-SAT"

NOT THE EMPLOYEE SAT.
SURVEY TYPICALLY DONE BY H.R.

gather feedback **only** on most-used products/services
i.e., if used by at least 50% of employees

96
PRODUCTS/
SERVICES
measured

x4
SURVEYS
per YEAR
(Quarterly)

25%

EMPLOYEES
invited each QTR.
(representative
demographic split)

24%
Average
RESPONSE
RATE

5000+
PARTICIPANTS
per year

2.89M
UNIQUE
TABLEAU
DATA POINTS

WHAT SHOULD WE
LOOK AT FIXING?

Product Teams
have access
and can slice
it as they like

COMMENTS
are RUN
Through

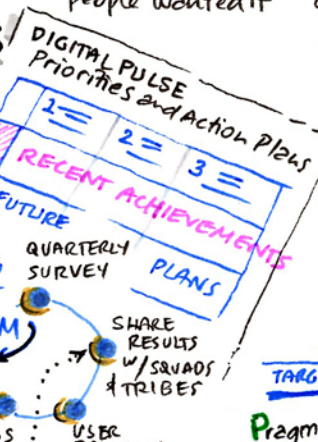
AMAZON Comprehend

NEGATIVE NEUTRAL POSITIVE
Where should we
spend time researching?

We share results with
employees... WHICH ARE
THE "UGLIEST" and WHAT
WE'RE GOING TO DO ABOUT
FIXING THEM

RESPOND
TO EMPLOYEES

UPDATE
BACKLOGS



KNOWLEDGE NAVIGATION
& SEARCH Critical to our
business success as the world
is drenched in information

MEANINGFUL BASELINE
REQUIRED TO SHOW
PROGRESS OVER TIME

2019	2020*	2021
74% GOOD	83% VERY GOOD	85% VERY GOOD
TARGET 75%	77%	83%

Pragmatic Usability Ratings by Experts
by CHRISTIAN P. ROHRER

We've actually changed
hearts & minds of EVERYONE
to think differently
about DESIGN

WE KEEP A LIST OF TOP DIGITAL PRIORITIES

* INFORMATIONALLY
PREPARED
FOR COVID