



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



Why Your Design Team Is Quitting, and How to Fix It

LIAM THURSTON

Senior Director, User Experience - Loblaw Digital
@LiamThurston

FIND US & BLOG POST ON THIS TOPIC ON MEDIUM

BEST TEAM I'VE EVER WORKED IN!

~70 DESIGNERS, RESEARCHERS, & CUSTOMER SUPPORT ANALYSTS

CHECK THE SESSION/CONFERENCE RESOURCE LIST

FOR TEMPLATES LIAM PROVIDED

feedback welcome!

Time is your most precious asset.

THE WAY WE LIVE AND WORK IS TRANSFORMED COMPLETELY. OUR SHARED PANDEMIC EXPERIENCE HAS REFRAMED



How you spend time is the purest representation of your values and value.
HOW WILL YOU SPEND IT?

We knew we needed to focus on how we help our talent see themselves & their future here at the company.

BECAUSE IF YOUR TEAM SEES A CLEAR PATH TO MASTERY IN YOUR ORGANIZATION, THEY CAN PICTURE THEMSELVES BEING THE BEST AT THEIR JOB IN 3-5 YEARS. [shows early team survey feedback]

In UX Design BEAUTIFULLY CONSTRUCTED PORTFOLIO Case Studies

IMHO, this is measure of MASTERY

PURPOSE STATEMENT TEMPLATE

We WHAT? ☐ ☐ ☐ ☐
by HOW? ☐ ☐ ☐ ☐
so that WHY? ☐ ☐ ☐ ☐

We create valuable digital experiences by empathizing with human needs in order to improve the well-being of all Canadians

We introduced this and other templates in 5-minute sessions THEN LET PEOPLE CONTRIBUTE AS THEY WISH, NEXT FEW DAYS removes friction THINKING WHEN RIGHT FOR EACH PERSON

With intention.



COLLABORATION STARTING POINTS based on team vote: MOST IMPORTANT

1 TEAM PURPOSE STMT 2 OUR PRINCIPLES 3 DESIGN & RESEARCH OPS 4 CAREER LADDER 5 ORG. STRUCTURE 6 OUR PORTFOLIO 7 MEASURING SUCCESS 8 THOUGHT LEADERSHIP 9 RECOGNITION

SKILLS MATRIX GOAL: Create Transparent Career Development Framework

1. LAY THE FOUNDATION

- Evaluated the roles we had, and audited fit for teams
- * INCLUDE YOUR H.R. *
- Referenced a great tool: progression.fyi Career framework inspiration
- Interviewed stakeholders (x-functional)
- Audit current team working experiences

2. IDEATE & CREATE

- ALIGN ON GROUP SKILLS & COMPETENCIES HARD/SOFT
- COMPETENCY SCALE thanks NN/g
- GROUP SESSIONS to arrive at Index of Shared Skills

3. TEST, LEARN & REPEAT

- Alpha test w/ SENIOR STAFF
- Revise the Beta TEST w/ whole team
- Hold RETROSPECTIVE in 3 MONTHS



Work over time: REQ'T GATHERING, RESEARCH + DESIGN, SOFTWARE DEV, TESTING & RELEASE, LIVE IN PRODUCTION

Key ingredients

THE EMPLOYEE VIEW
fair wages
comfortable home in company
safety

DANIEL H. PINK'S DRIVE

AUTONOMY, MASTERY, PURPOSE

SEE ALSO: Org Design for Design Orgs MERHOLZ SKINNER
The Making of a Manager JULIE ZHUO