

How to design your design operating model





Nina Wainwright

Principal Programme Manager

*"We must determine how technology, business & design work at equal eye height. **Fostering a DesignOps mindset beyond designers** that scales design intelligence across people, practices and processes. Ultimately the first step starts with knowing the user"*



Sabrina Mach

Head of Customer Experience Product and Design

*"We must **create an environment that encourages collaboration** between people with diverse backgrounds and expertise, so that they are able to create extraordinary products and services."*

Purpose of the design operating model

Place the **customers/users** at the **center** of all we do

Focus on customer **value outcomes**

Create the **environment and conditions** for design to flourish



Design Operating Model

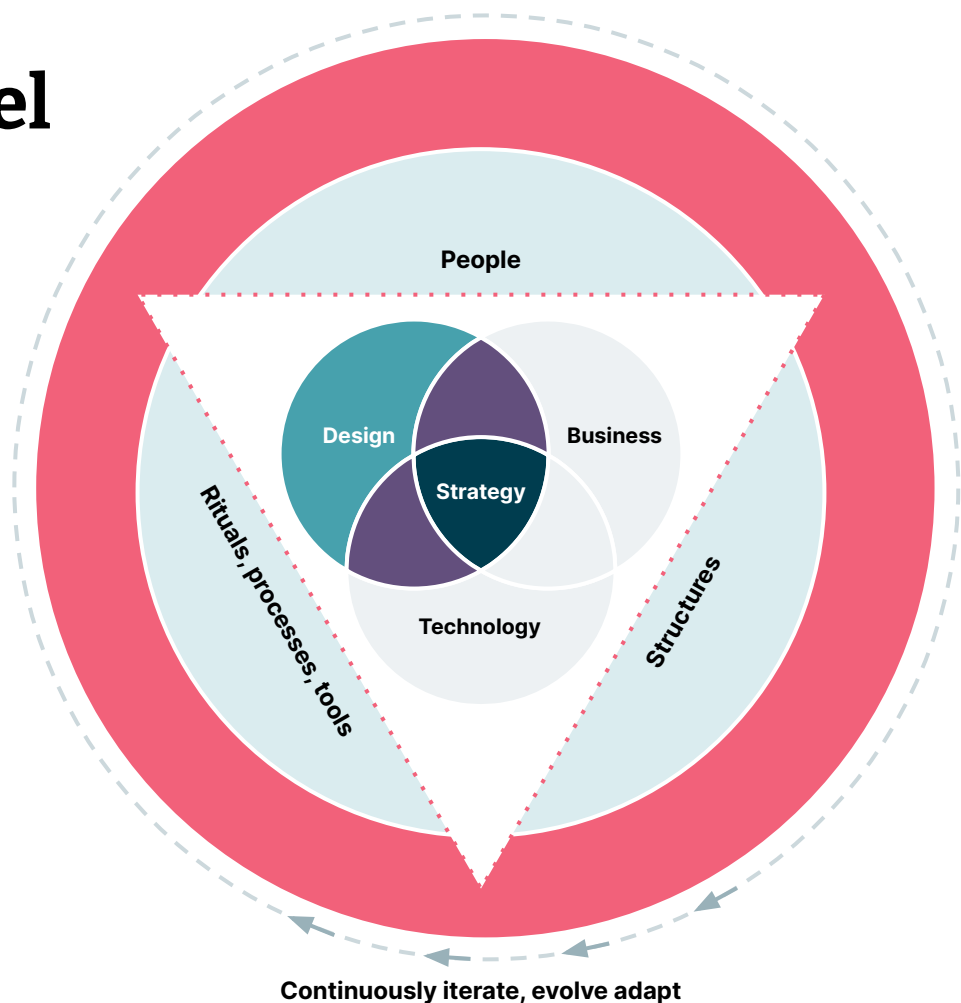
Customers, users, market
Research and experimentation

Organisation
Alignment and shaping

Digital product team
Alignment and shaping

Cross practice collaboration
Collaboration across disciplines, teams, clusters, departments.

Design practice
Design collaboration



Design, Business and Technology at the same eye level

BEST CASE: Design is involved in the very first step of 'Ideate solutions to problems'
= **customer value outcome driven**

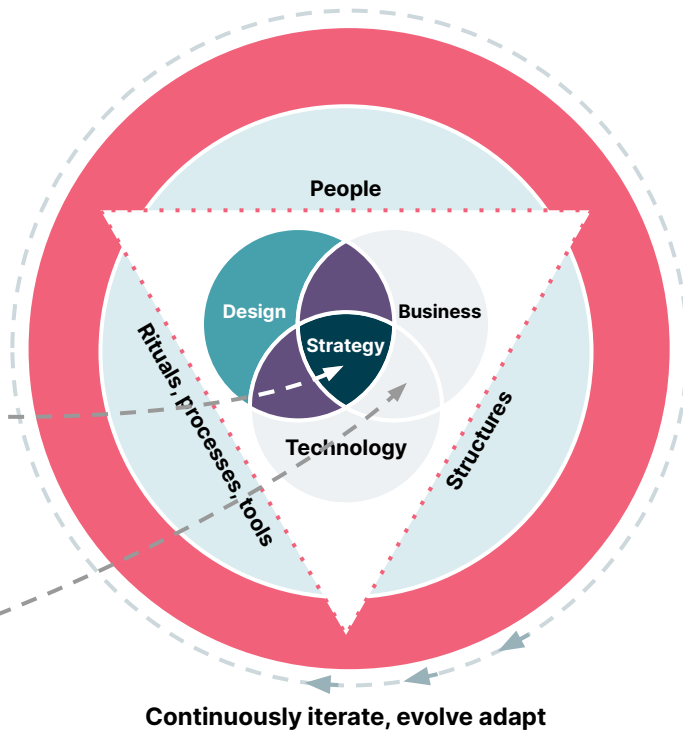
True Start

Product Teams bring in the value of design right at the beginning (design + business + tech)

WORST CASE: Design is seen as a means to FIX and IMPROVE what the developers and / or process designers have done
= **output driven**

False Start

Product Idea & decisions before design starts (business + tech focused)



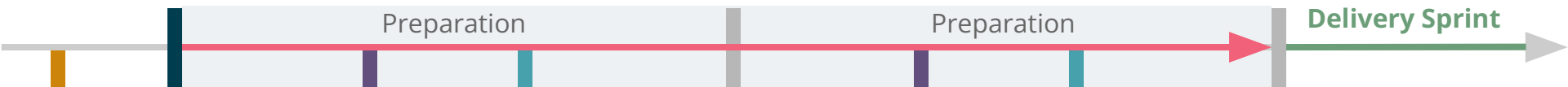


The journey

1st story

How it works today

Early visibility is key for success.



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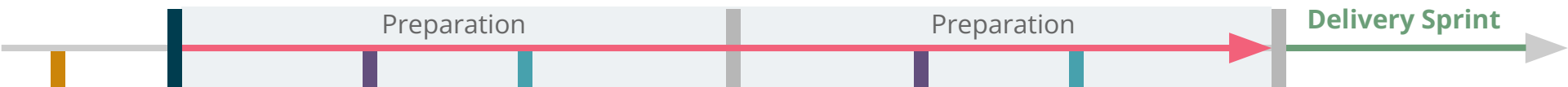
1

Prioritisation

This provides visibility
two sprints ahead of the
delivery sprint.

How it works today

Early visibility is key for success.



2

Assign Feature Driver

Responsible for feature kick-off and preparation. Collaborates with others to achieve it.

3

Research & Ideation

Iterative design creation, collaborating on solution.

4

Design Huddle

Design critiques. Discuss components needed for the design system. Ensure coherent service design.

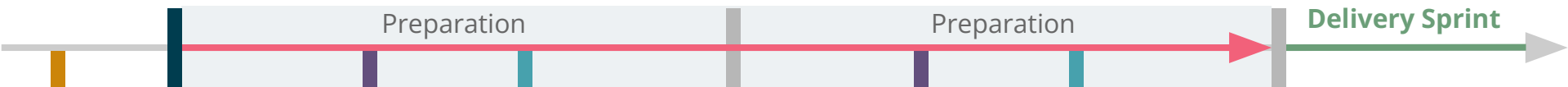
5

Guild

Developers and designers build, test, document, and make new design system components usable.

How it works today

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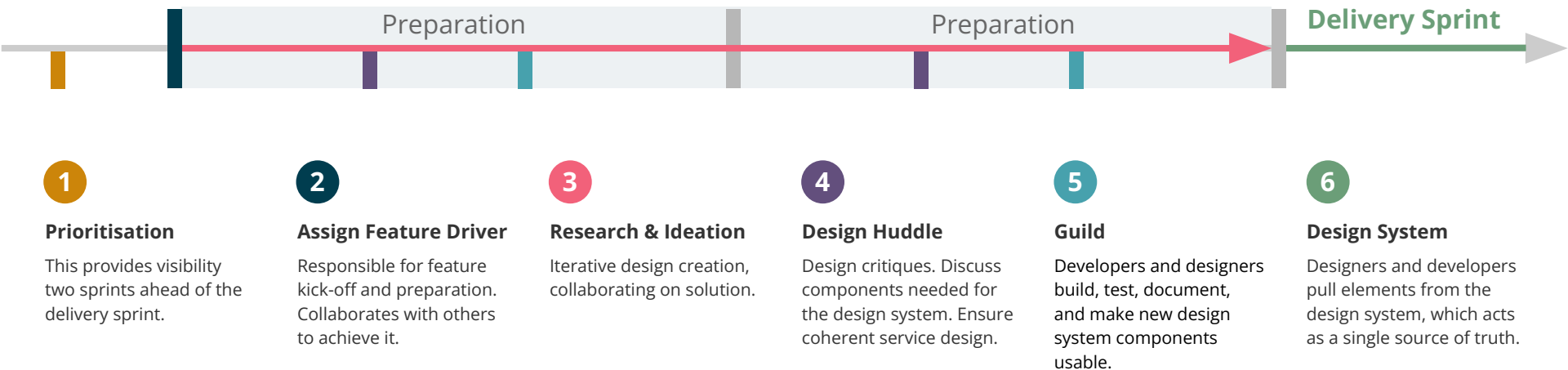
6

Design System

Designers and developers pull elements from the design system, which acts as a single source of truth.

How it works today

Early visibility is key for success.



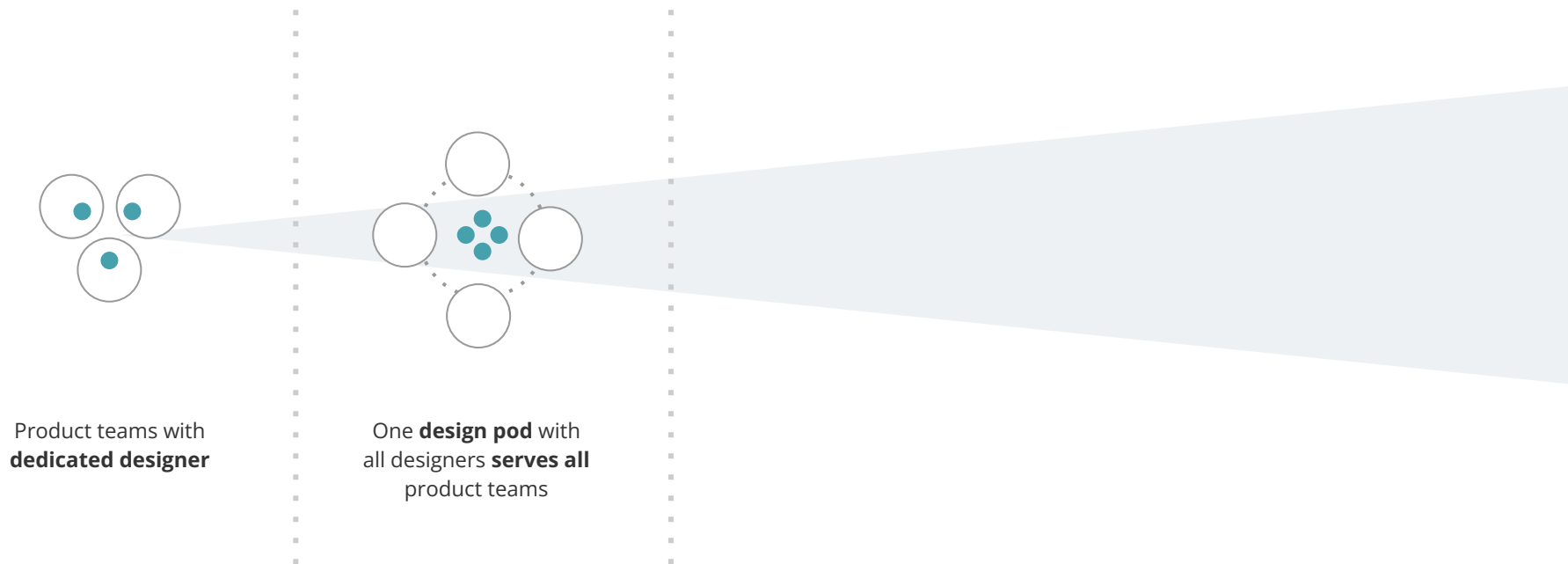
The start of the journey

Team and program structures **impact** the Service Design,
Design System and Design Operating Model



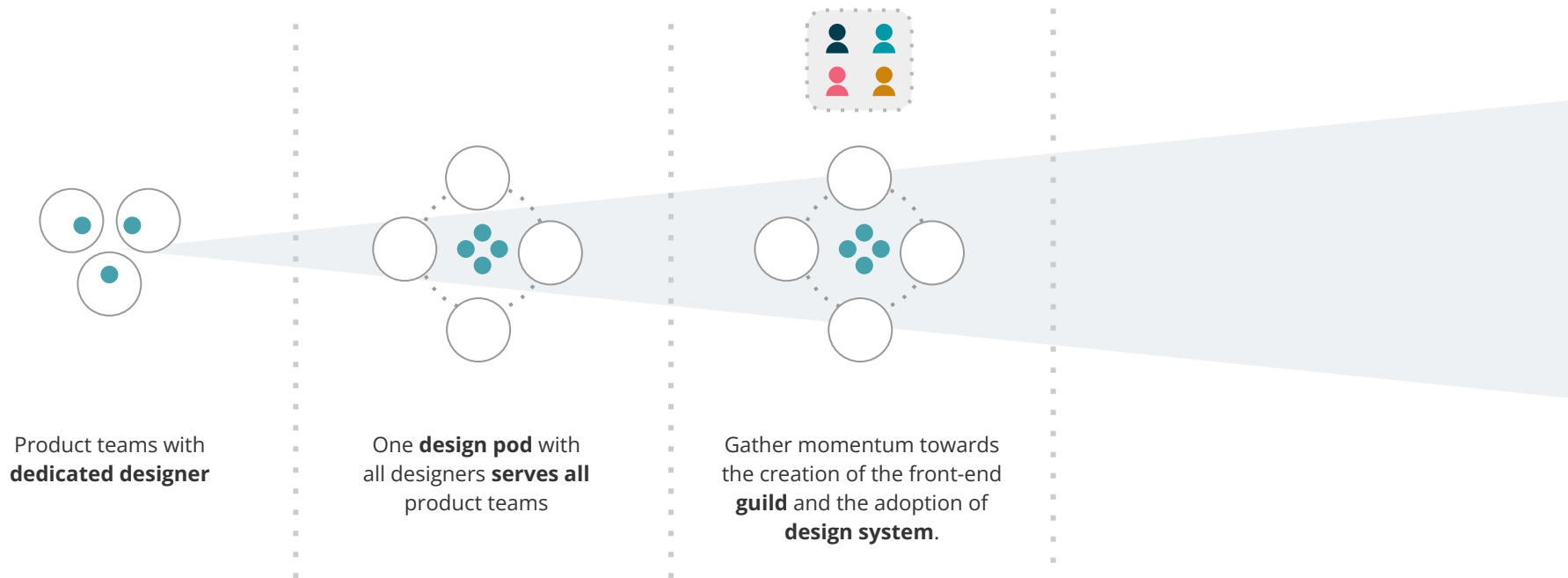
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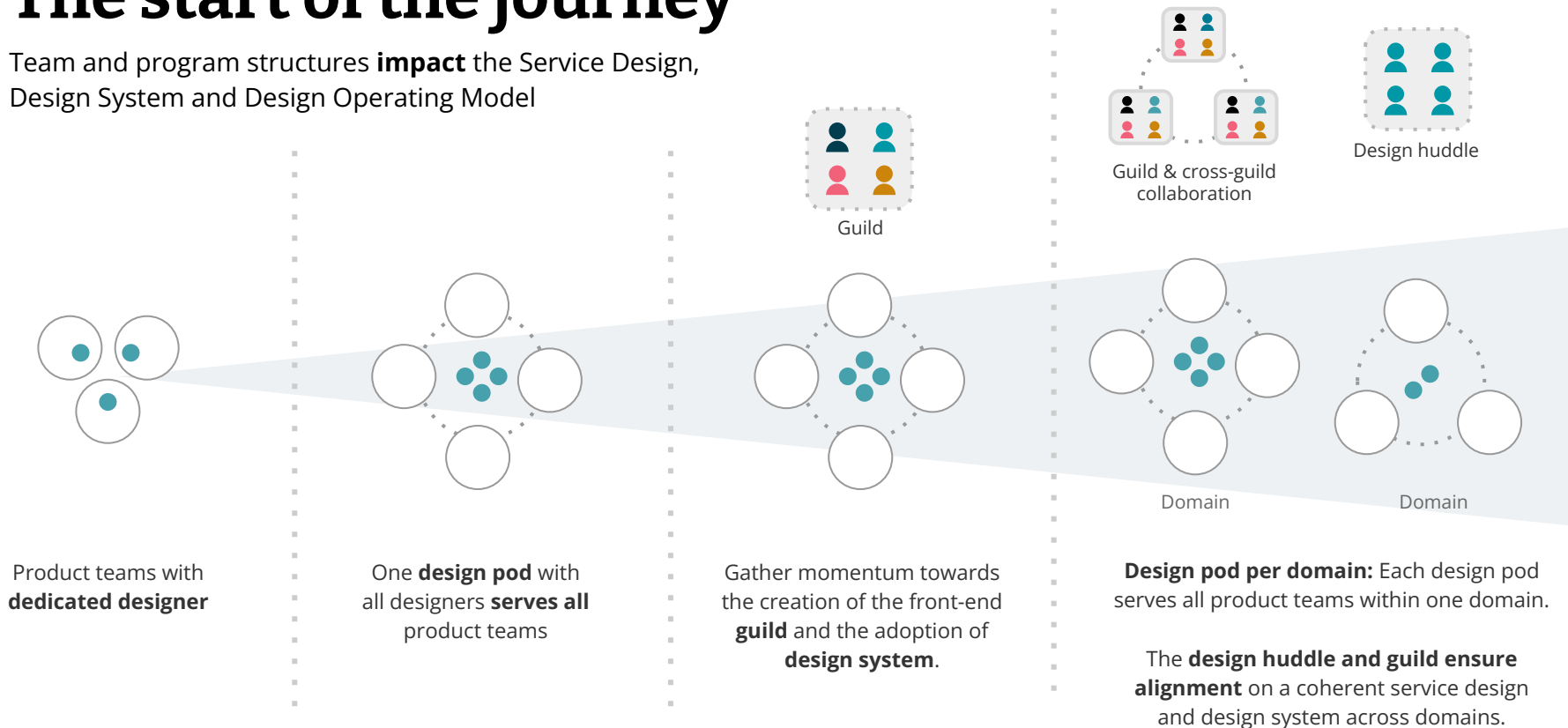
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The start of the journey

Team and program structures **impact** the Service Design, Design System and Design Operating Model



An abstract graphic design featuring a dark teal background. A large, white, stylized cloud shape is positioned in the upper left. Below it, a tall, light blue rectangular prism stands next to a slightly shorter, olive green rectangular prism. To the right of these, there is a pink rectangular prism, a purple rectangular prism, a black rectangular prism, and a yellow rectangular prism. The text 'The journey' is centered in the middle, with '2nd story' below it.

The journey

2nd story

Second journey



Today

Current challenges where Design is not heard

Today's challenges

- Lack of **E2E user experience**
- Design is seen as a means to **FIX and IMPROVE** what the developers



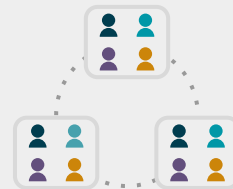
~3 months

Quick pain relief but identify root causes



~6 months

Starting to optimise the design operating model



~9 months and beyond

Evolving the operating model and customer experience with design as a equal to business & technology

Second journey



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Outcomes

- **Experience Strategy & Outcomes** (North star)
- **Design System** & design transparency

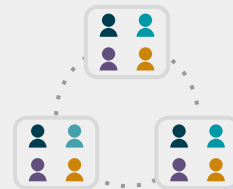
Scope creep

- **Design tools** and **UI integration pattern**
- Boost UI development **with Hackathons**



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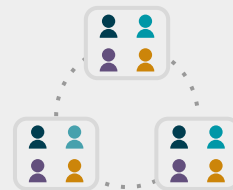


~6 months

Starting to optimise the design operating model

Outcomes

- UX Design is ready **Sprint -2** for UI & development
- **Strengthen cross pollination** of Design elements
- **UI Baseline Audit** process
- **Let designers lead**



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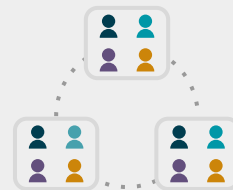


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Outcomes

- **Continuous evolution**
- **Continuously optimize** service delivery for resilience

The image features a light blue background with several abstract elements. In the top left is a large purple circle. In the top right, a series of pink lines curve from the edge and then become horizontal. In the bottom left, a series of dark teal lines curve from the edge and then become horizontal. In the bottom right is a large teal circle. The text "Design igniters" is positioned in the center, tilted at an angle.

Design igniters

Design igniters

Start intentionally on day one

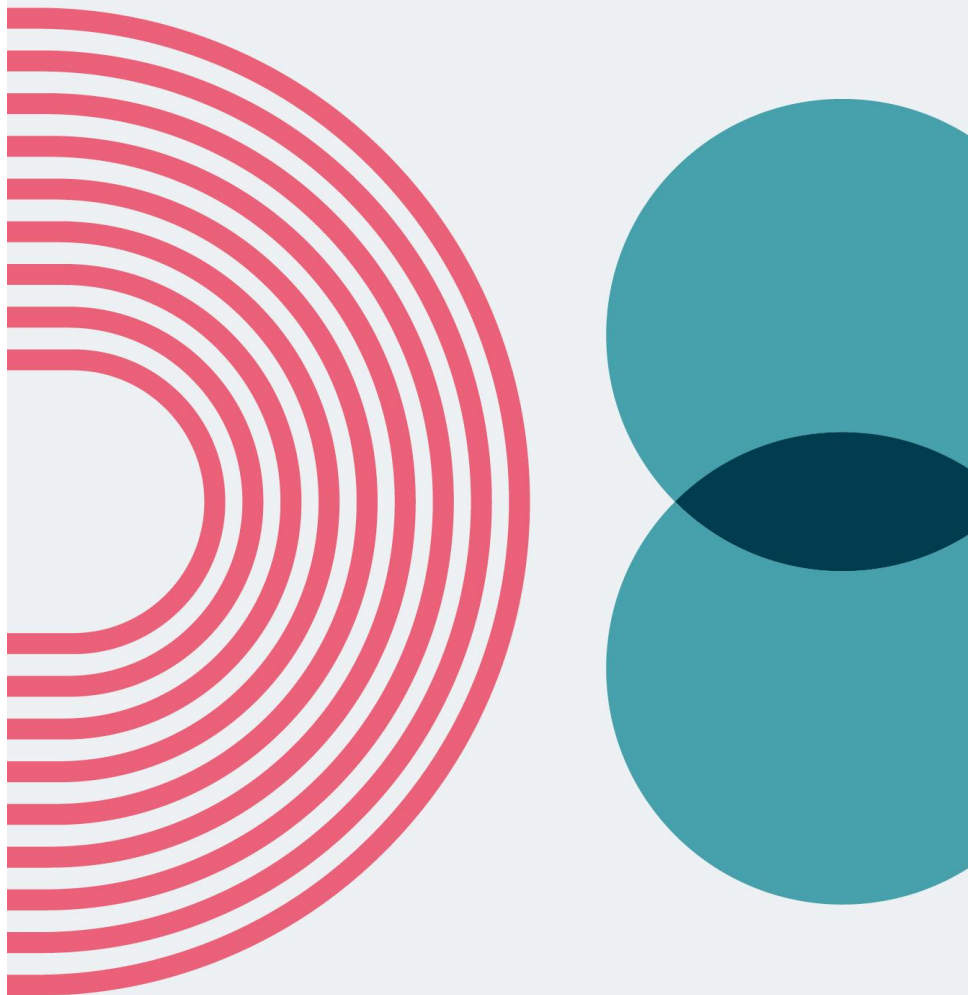
Smart Goals & Outcomes

Design needs to be aligned first

Collaborate beyond design

Continuously evolve & communicate

Create space & mechanisms for creativity



Enjoy the journey

