How DesignOps Can Drive Inclusive Career Ladders for All

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salesforce
design

Product UX Career Competencies

What

- Talent review tool for managers with their directs

- Assess UX practitioners' skills and performance

- Progressive set of role and level specific criteria

- Committed to annual refreshes

Product UX Career Competencies

Skill Name & Description	Skill Attributes		Self Assessment	Manager Assessment
<< Filter by Grade			Assessment Definitions	
GRADE 7	Senior UX Designer			
~6 Skill Categories for each level	~30 Total Attributes, with ~5 Attributes aligned with each Skill Category		Improving	
			Achieving	
			Excelling	
			Non-Scoring	

Salesforce Design

UX Leadership's 2021 DEI Commitment

"Design leadership takes the actions which shape a working environment that attracts and retains as well as promotes and enables a diverse employee base with a strong sense of belonging."

\-   Justin Maguire, Chief Design Officer

Salesforce Design
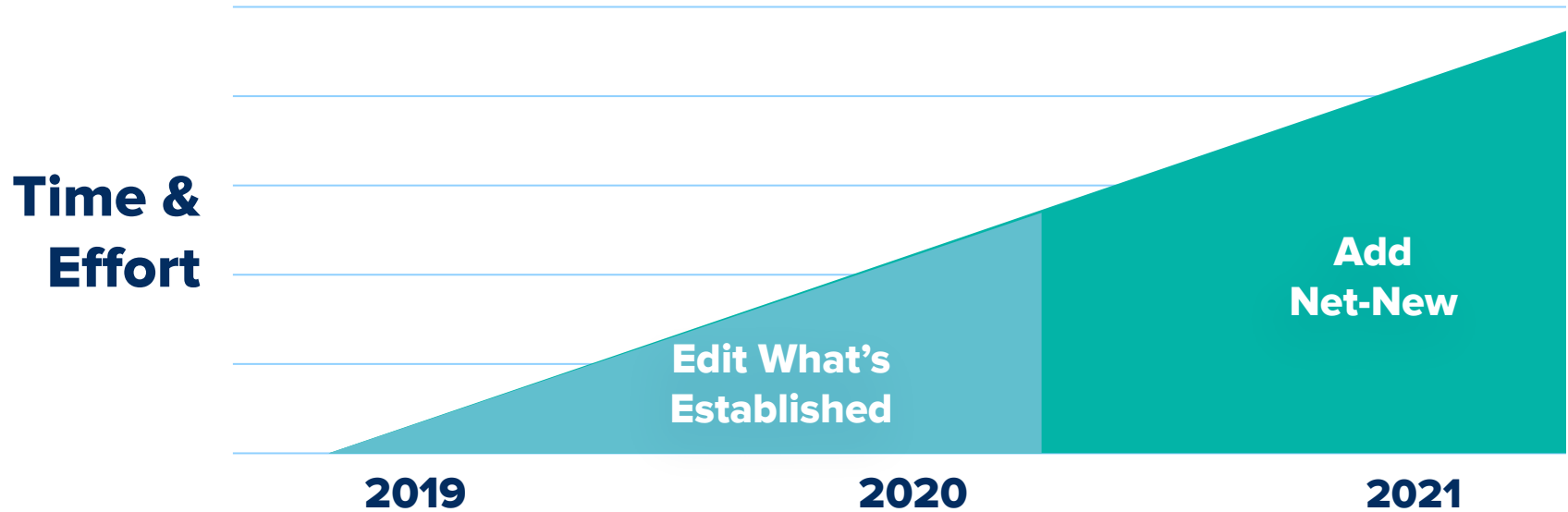
Product UX Career Competencies

Why

- Set career expectations together

- Basis for goal setting

- Supports learning and development conversations

- More objective performance conversations
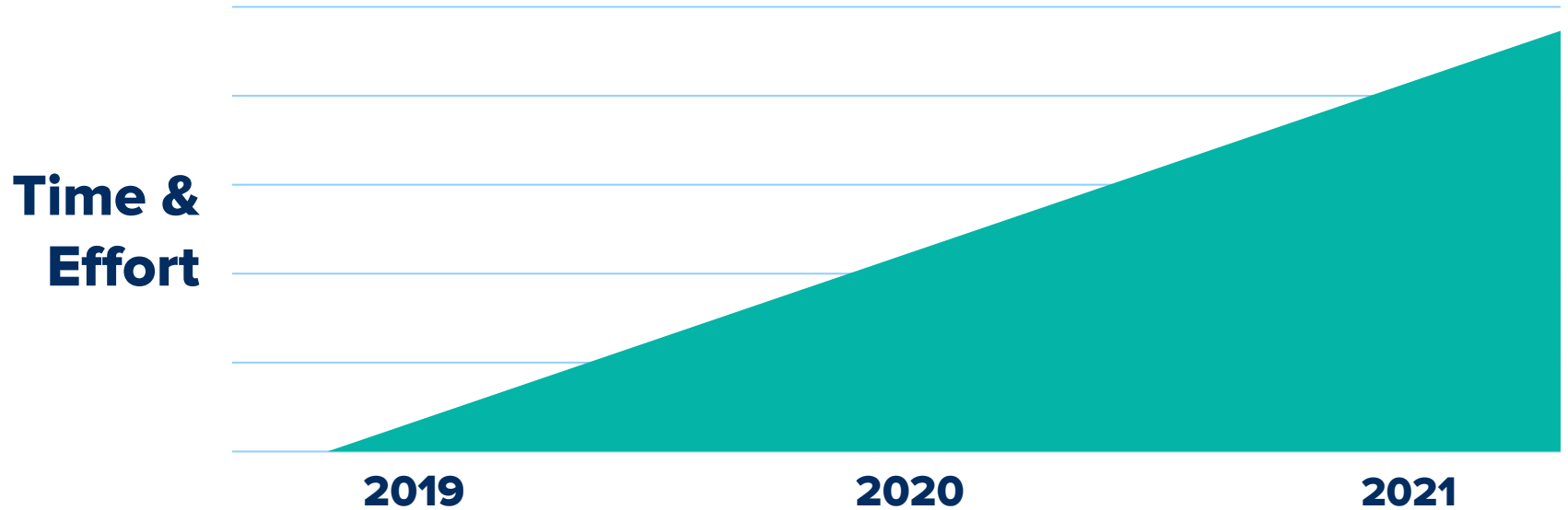
- Less susceptible to biases

Annual Refresh: Refinements Big and Small

Time & Effort

Edit What's Established

Add Net-New

2019   2020   2021

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2019   2020   2021

Edit What's Established: Goals

Goal	Previous Attribute	Updated Attribute
Be Clear	Builds relationships that go beyond project-driven interactions, using conversation and **"soft" skills.**	Builds relationships that go beyond project-driven interactions, using conversation and **active listening**.

Edit What's Established: Goals

Goal	Previous Attribute	Updated Attribute
Replace colloquialisms	**"Thinks on their feet"** during high-level stakeholder interactions.	During high-level stakeholder interactions, **can direct conversation with intelligent responses.**

Edit What's Established: Goals

Goal	Previous Attribute	Updated Attribute
Beware of extroversion	Shows **drive, energy,** and initiative…	Shows initiative…

Edit What's Established: Goals

Goal	Previous Attribute	Updated Attribute
Value work from anywhere	Adjusts working style to match partners' needs and expectations.	Adjusts working style to match partners' needs and expectations **as well as working environment (for example, in virtual settings).**

Edit What's Established: Goals

Goal	Previous Attribute	Updated Attribute
Replace gender-coded words	Demonstrates **analytical** thinking...	Identifies similarities between problems; draws on connections to craft informed, effective solutions...

Gender-Coded Word Examples

Masculine-coded

Competitive   Adventurous

Dominant   Champion

Fearless   Driven

Leader   Headstrong

Logical   Impulsive

Analytical   Outspoken

Assertive   Independent

Decisive   Self-reliant

Feminine-coded

Agreeable   Considerate

Cheerful   Sensitive

Cooperative   Understanding

Inclusive   Together

Trust   Interpersonal

Sympathetic   Honest

Dependable   Empathy

Loyal   Support

🔗 **Gendered Wording in Job Ads Research**   🔗 **Gender Decoder**

Edit What's Provided: Goals

Goals	Previous Attributes	Updated Attributes
Be clear	Builds relationships that go beyond project-driven interactions, using conversation and **"soft" skills.**	Builds relationships that go beyond project-driven interactions, using conversation and **active listening**.
Replace colloquialisms	**"Thinks on their feet"** during high-level stakeholder interactions.	During high-level stakeholder interactions, **can direct conversation with intelligent responses.**
Beware of extroversion	Shows **drive**, **energy**, and initiative …	Shows initiative …
Value work from anywhere	Adjusts working style to match partners' needs and expectations.	Adjusts working style to match partners' needs and expectations as well as **working environment (for example, in virtual settings)**.
Replace gender-coded words	Demonstrates **analytical** thinking …	Identifies similarities between problems; draws on connections to craft informed, effective solutions …

A few of our UX Skill Categories

| Communication	Design Logic	Leadership
Communication	Consulting	Problem Solving
Product Knowledge	Trusted Relationships	... and more!

+ New Skill Category

New Skill Category: Relationship Design

"Relationship Design is a creative approach to driving business and social value, focused on building relationships with customers, employees, and community."

- Justin Maguire, Chief Design Officer

🔗 **Blog Post: <u>Building Relationships By Design</u>**

COURAGE

COMPASSION

RECIPROCITY

INTENTION
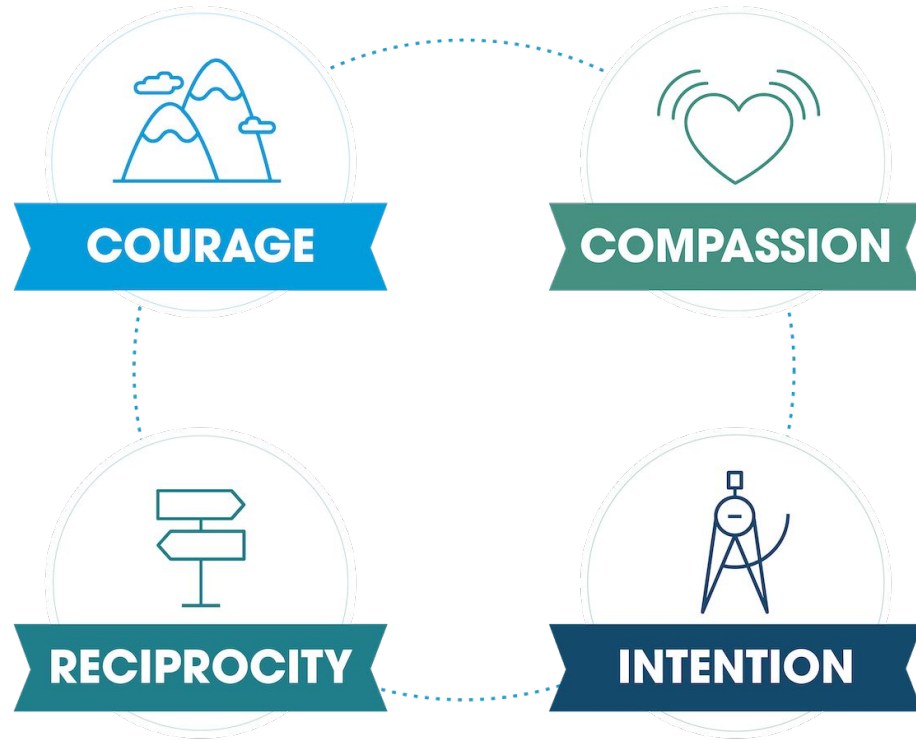
🔗 **Blog Post: Building Relationships By Design**

Relationship Design

Associate
Expresses gratitude and appreciation to those who offer help.

COMPASSION

Principal Architect or Vice President
Goes beyond project-driven interactions to build meaningful ongoing relationships with stakeholders.

Relationship Design

Associate

Tries new things, including when failure is a possibility. Learns from mistakes and can articulate lessons learned.

COURAGE

Principal or Director

Holds difficult conversations about worst-case scenarios. Questions projects, processes, and assumptions that may be harmful to others, especially underrepresented groups.

Relationship Design

Associate
Words and actions are consistent. Follows through on commitments.

INTENTION

Principal Architect or Vice President
Uses their power within the organization to elevate the voices of underrepresented people – for example, by mentoring or through pair-designing on a high-visibility project.

Relationship Design

Lead or Senior Manager
Demonstrates empathy for partners, seeking to understand their needs and contextualize feedback from their points of view.

RECIPROCITY

Architect or Senior Director
Acknowledges organizational power dynamics, including personal and intersectional privilege. Shares power to benefit the undersupported and underinvested.

But how did we get
this all done?
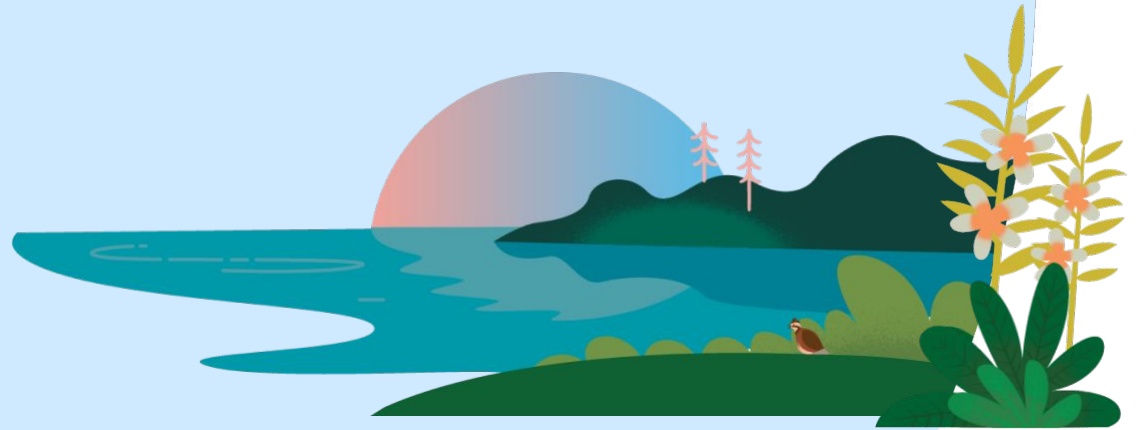
Best Practices: Editing Process

Get Many Perspectives

Interviews

Volunteers

Discipline owners

Don't Be Too Prescriptive

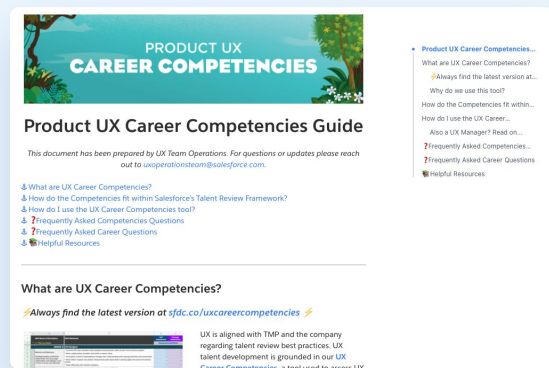Back + forth discussions

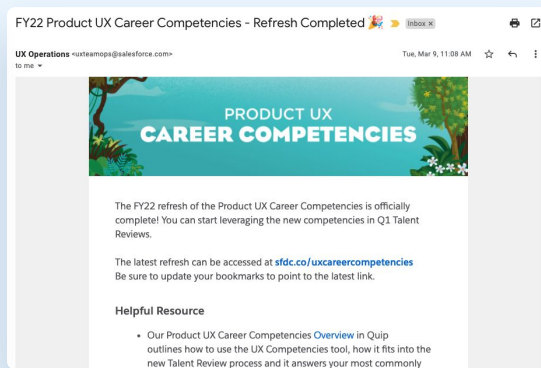Use the time you have

Final review

Be Perceptive

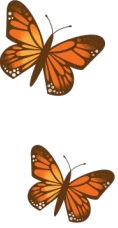Mindful of the number of changes

Best Practices: Roll-out Changes

Resource Guide

Release Campaign

Live Walkthrough + Q&A

Outcomes: Manager Testimonials

Ensure Consistency

"Everyone across the organization are looking at a similar set of standards: these give me a balance for **repeatable conversation over time with my team. And I know that other managers are doing similar things with their team.**"

Celebrate Individualism

"We're all differently shaped humans, with different skills. Being mindful of equity, being inclusive of how people show up differently, makes it a tool that can flex, so we don't have to deliver in the same way for everyone. **We create a shared foundation, but everyone can deliver on it differently.**"

Consider Opportunities

"It's a reflection back to me [as the manager], **am I giving equal opportunities where I can elevate my team for visibility to demonstrate specific skills?** We have the talent here. [Managers] need to give them the opportunities to show that they have it."

Final reminders...

- Okay to start small.

- Conversation starter; all skills not required for promotion.

- Continue to gather data and commit to further change.

2021: Adding a new DEI skill category

Levels

Associate	Senior	Lead
Principal	Architect	Principal Architect
Manager	Sr. Manager	Director
Sr. Director	VP	

Disciplines

Designers   **DesignOps**

Engineers

+ New Skill Category

A few of our UX Skill Categories

Communication

Design Logic

Problem Solving

Product Knowledge

Presentation

Consulting

...and more!

+ New Skill Category

Product UX Career Competencies

What

- Talent review tool for managers with their directs
- Leveraged 2x year
- Assess UX practitioners' skills and performance
- Progressive set of role and level specific criteria
- Committed to annual refreshes

Why

- Set expectations together
- Basis for goal setting
- Supports learning and development conversations
- More objective performance conversations
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Annual Refresh: Scale of Effort

2019

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Effort & Resources

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