

The DesignOps Starter Kit

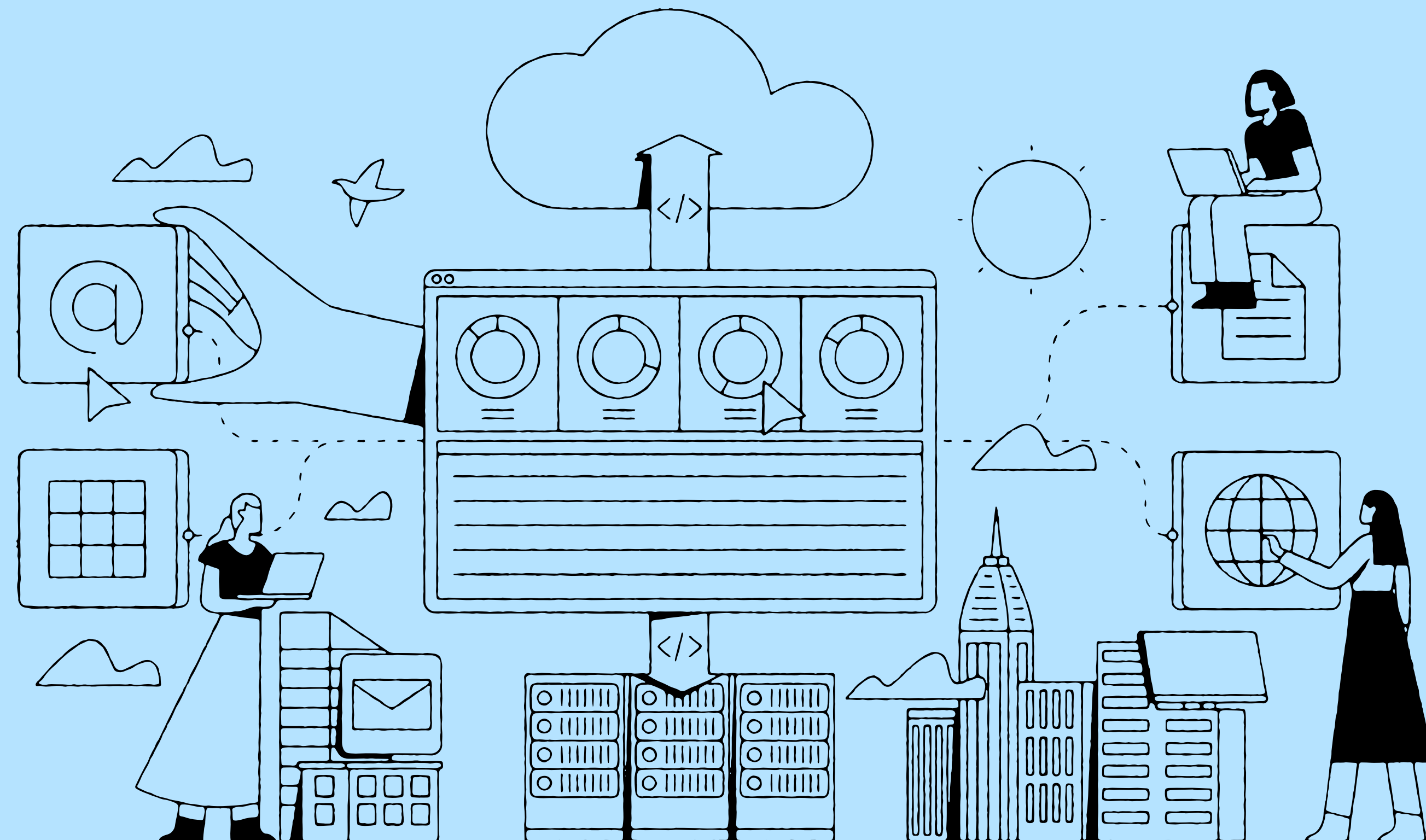
Michelle Chin
Principal DesignOps Manager, Citrix
@soysaucechin

September 29, 2021 | DesignOps Summit



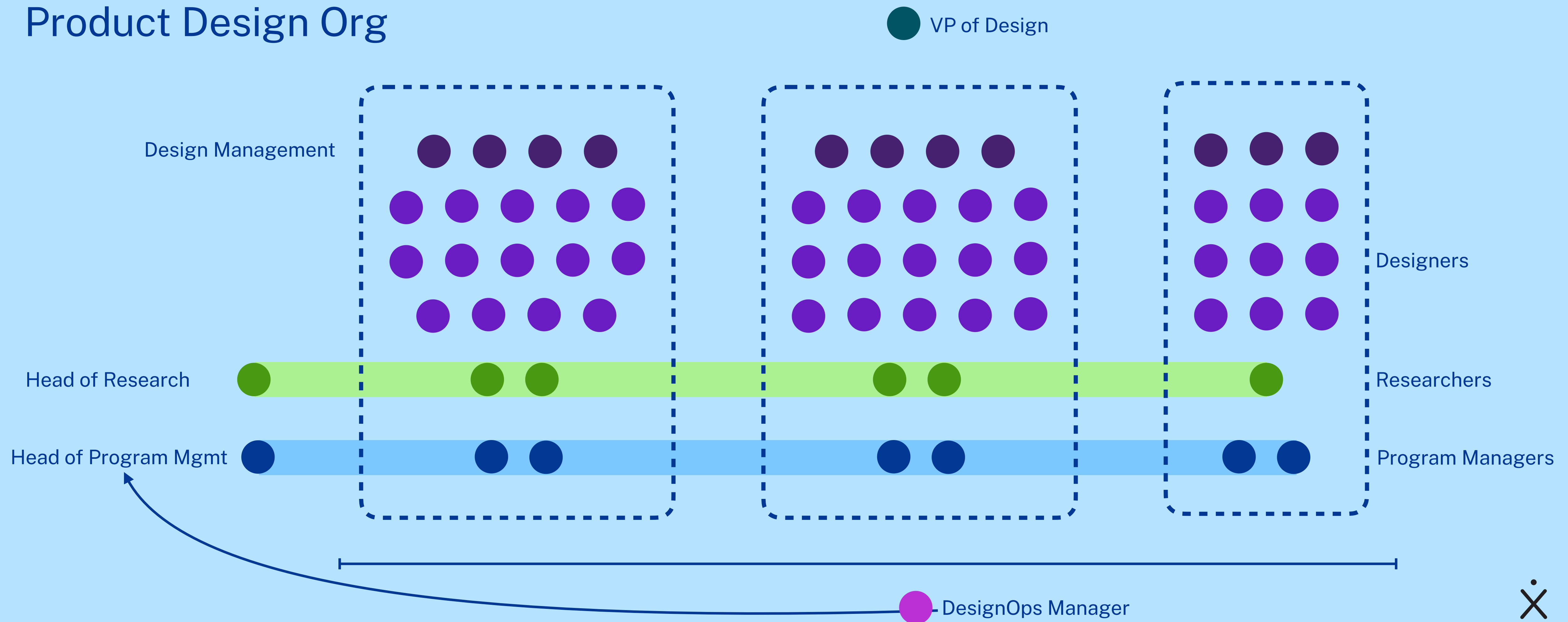
Background

Citrix allows people to work from anywhere securely



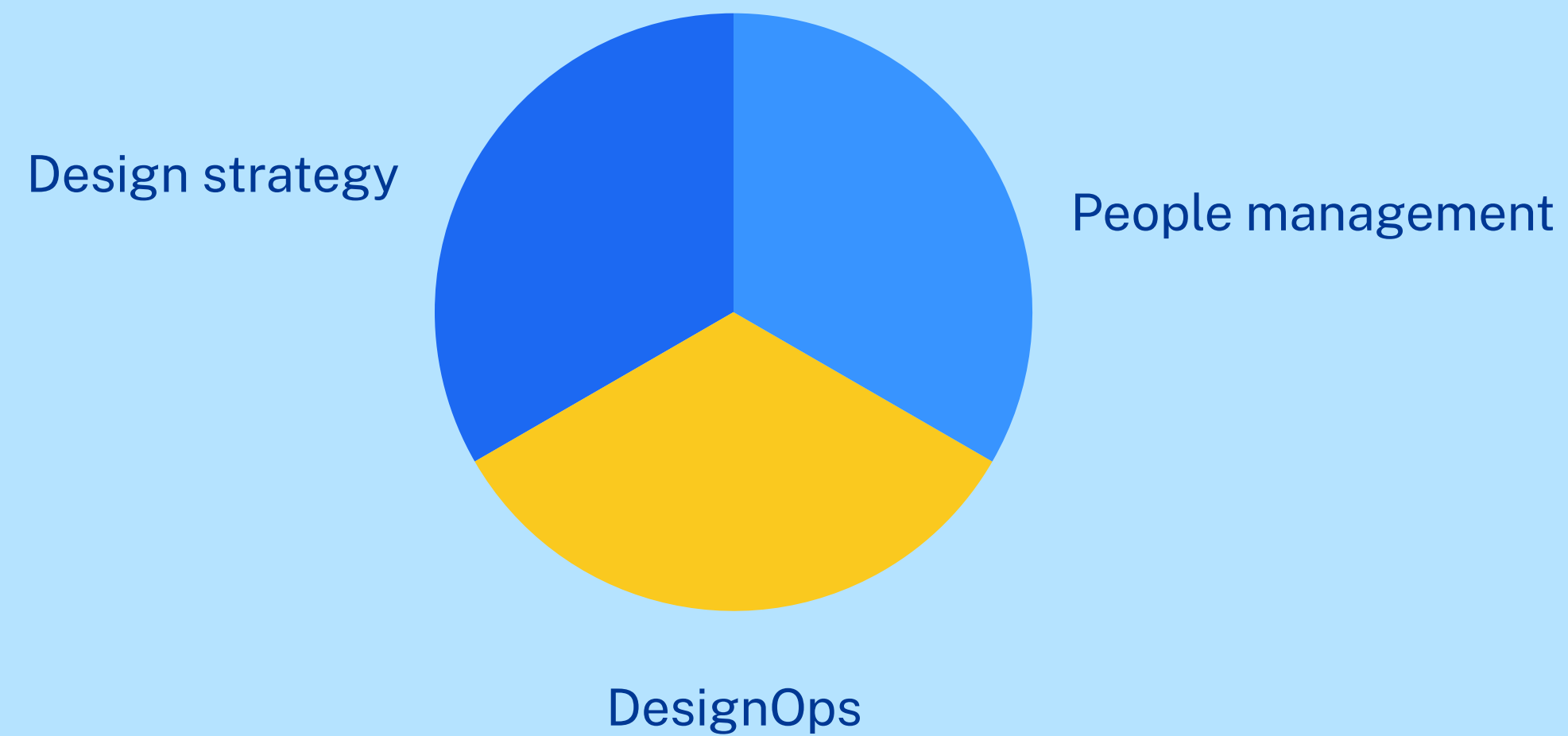
Background

Product Design Org

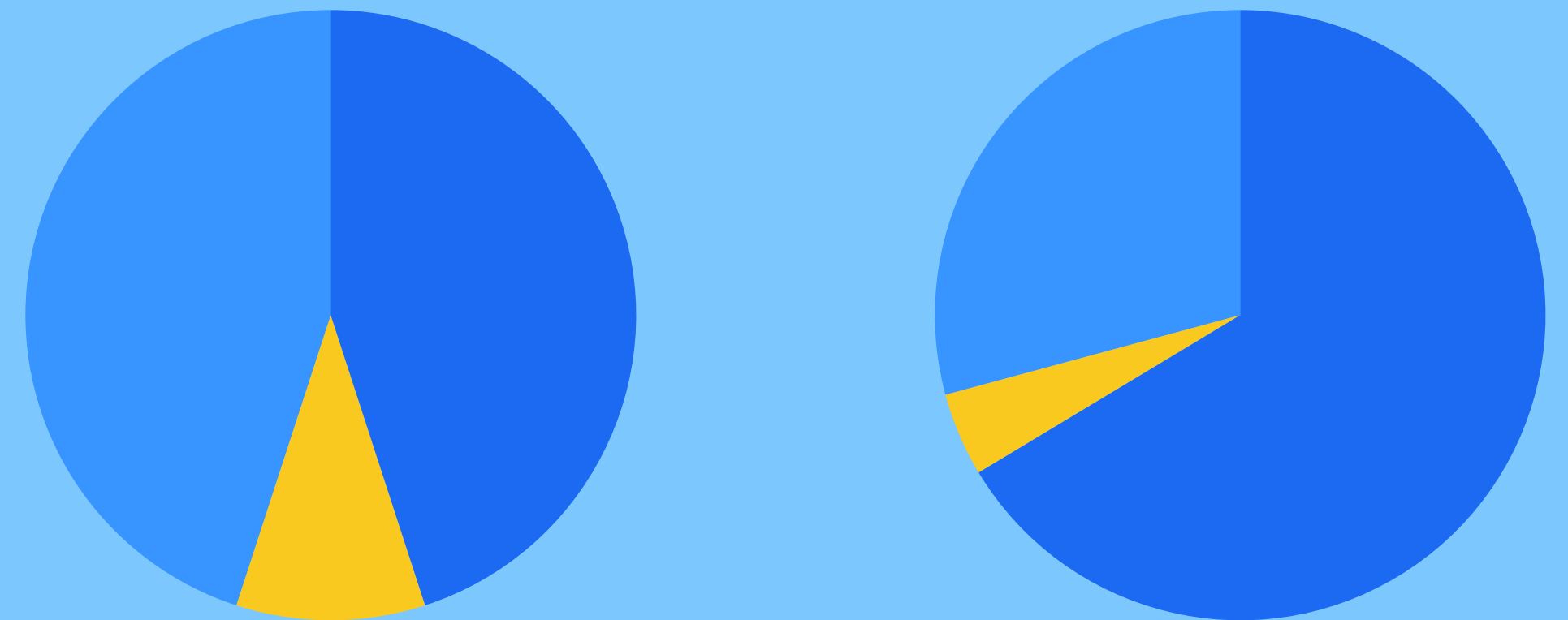


Background

My role as a design manager



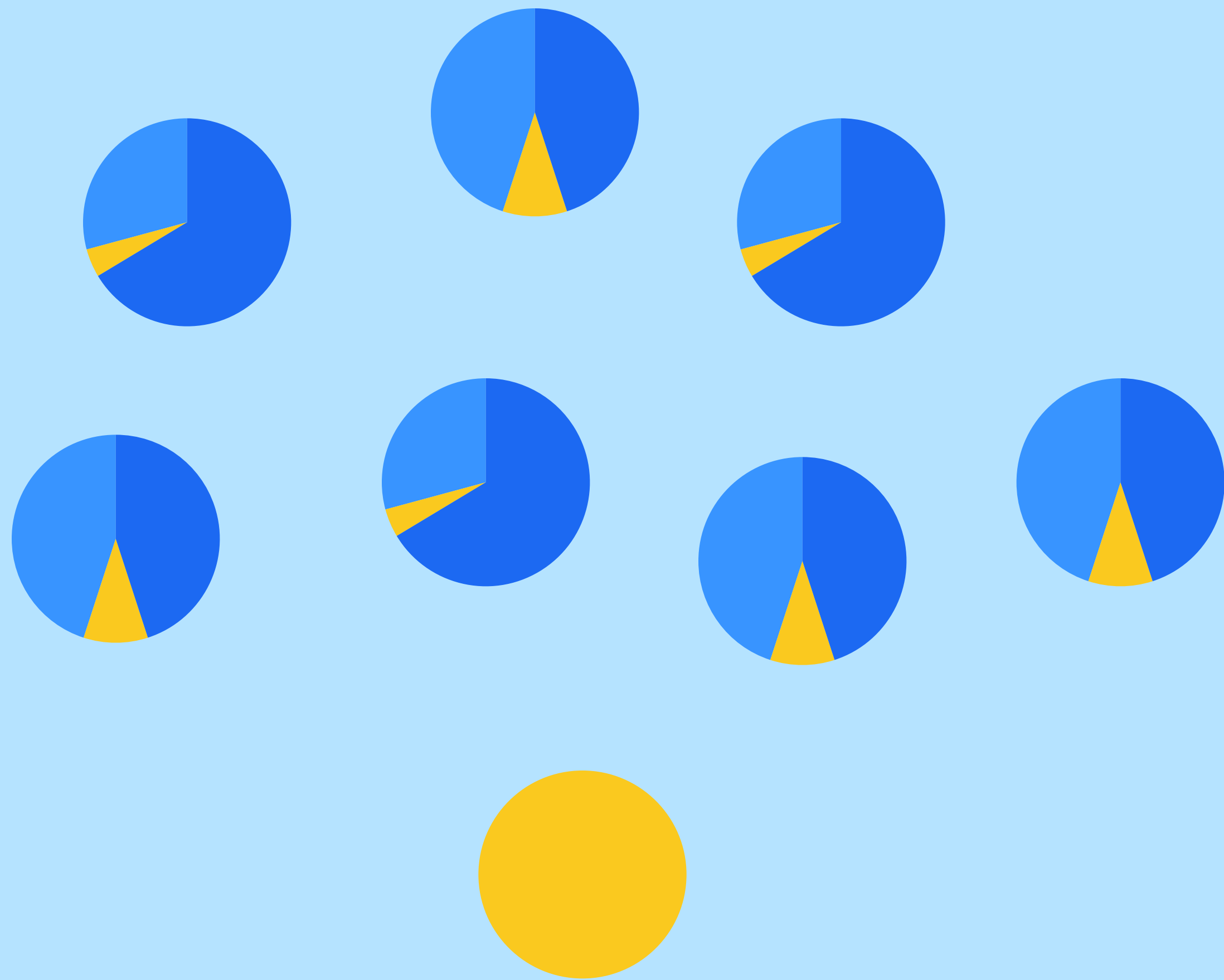
Realistically



I wanted to focus on DesignOps



Background



We were all struggling to get operational initiatives done.

What if we took everyone's DesignOps and gave it to one person?

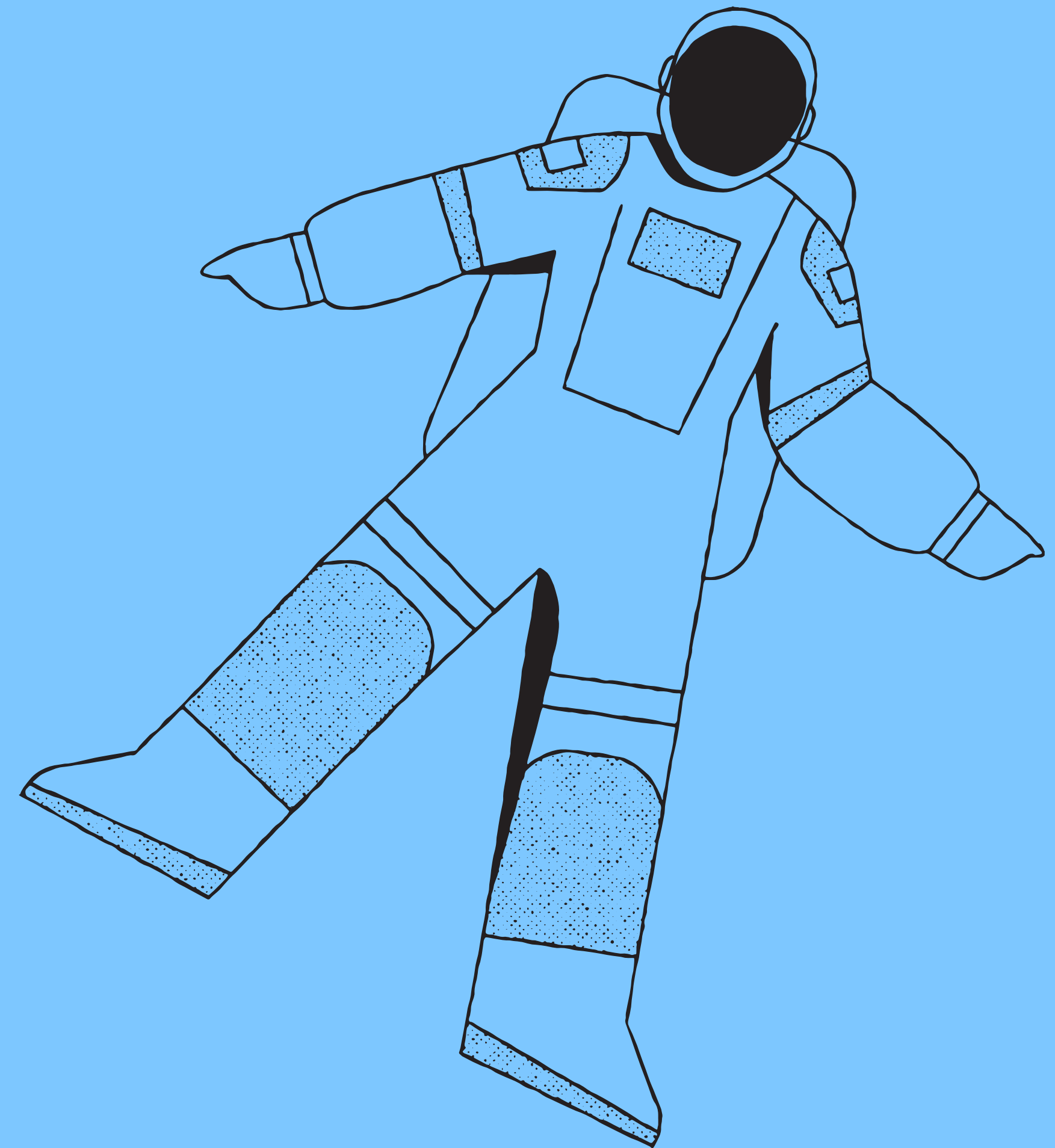
Would that allow the org to finally focus on some operational initiatives?

Yes, probably!



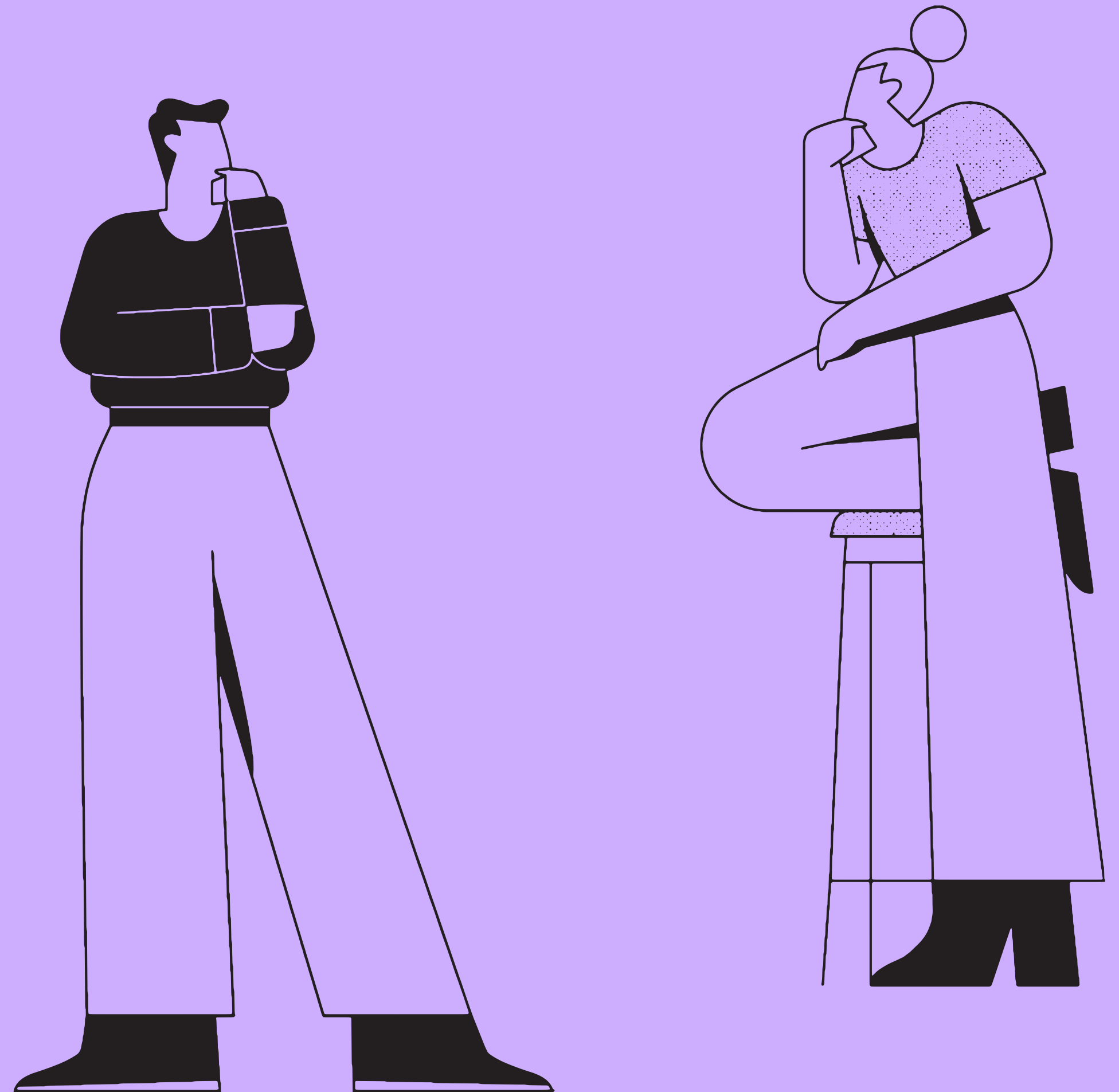
The DesignOps Starter Kit

- Very exciting - but definitely navigating uncharted territory!
- 5 things that might not be as obvious, but become essential to an up-and-coming DesignOps practice.
- Centered around communicating - building that trust and confidence.



1. Decide on decision making responsibilities

- The decisions you make were made by others before
- Organic decision making doesn't always work for high-stakes efforts
- Collaborate on who's accountable for making decisions, and who's involved in feedback



1. Decide on decision making responsibilities

Top tips

- Be explicit on decision points and feedback points

Discovery Activities

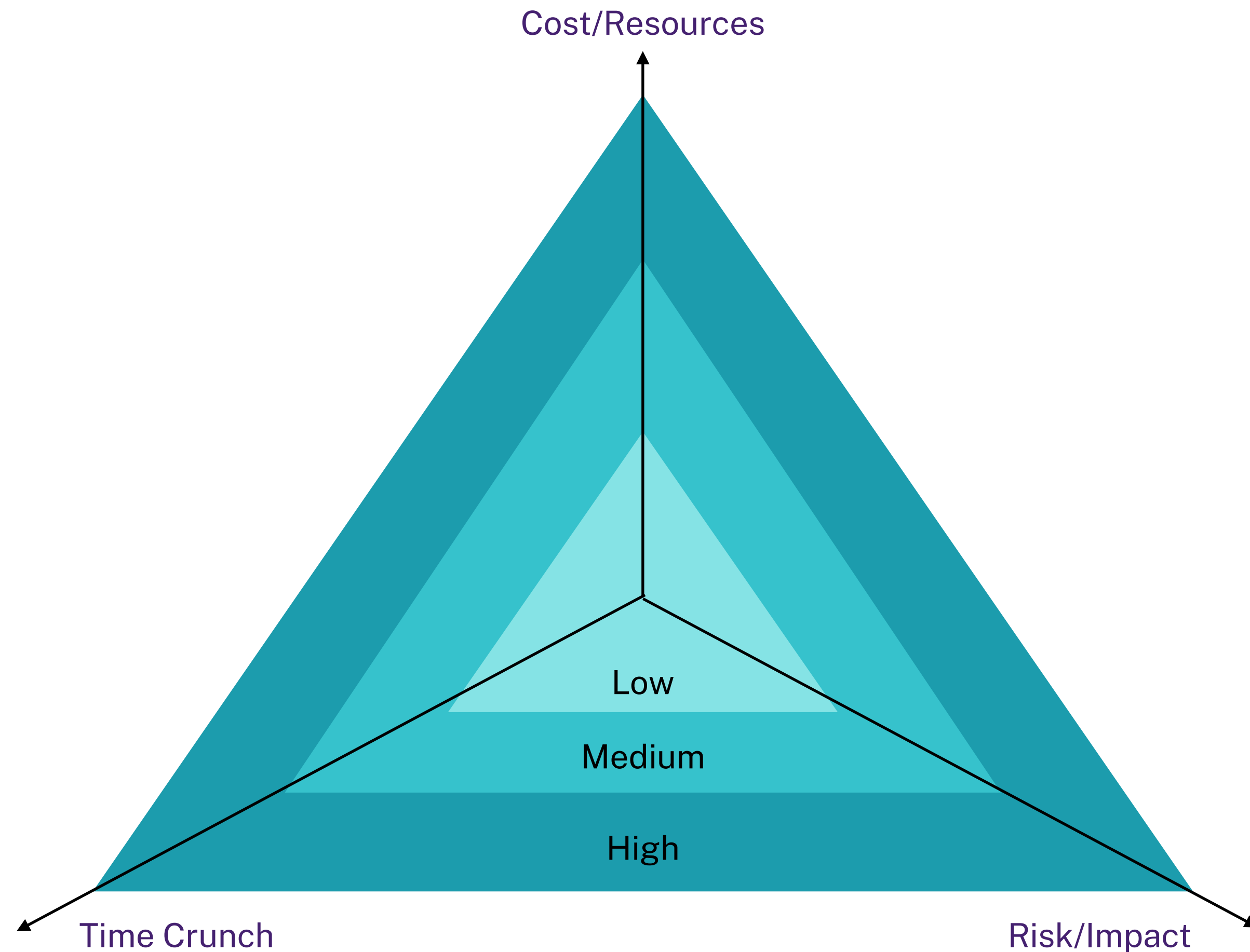
Activity	Support from Product Design Management	Participate	Review / give feedback	Inform
Skills Workshop				
• Prep workshop	N/A	N/A	Working group	Product Design Org to receive a status update
• Facilitate workshop	N/A	N/A	N/A	N/A
• Participate in the workshop	Participate in the workshop	Product Design Org (whoever is available – will be made asynchronous)	N/A	Product Design Management to receive a status update
• Synthesize workshop info	N/A	Working group	N/A	Product Design Management to receive a status update
• Summarize workshop findings	N/A	N/A	Working group	1. Product Design Management to receive a read out 2. Product Design Org to receive a read out



1. Decide on decision making responsibilities

Top tips

- Try a decision framework
- Look for opportunities to alleviate decision fatigue



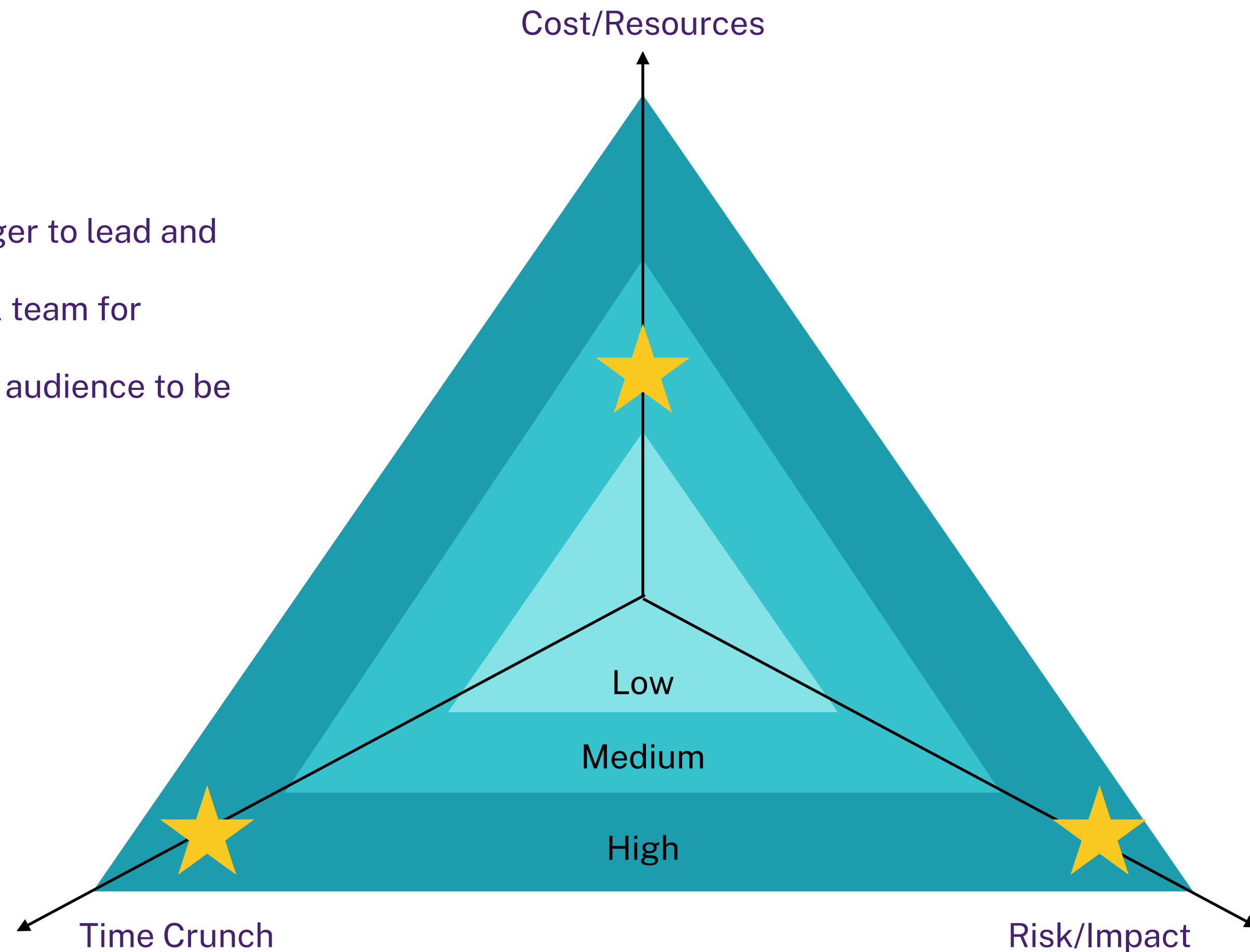
1. Decide on decision making responsibilities

Top tips

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Example:
Tool end of life
3-week deadline

- DesignOps Manager to lead and drive decisions
- Must have a small team for feedback
- Stakeholders and audience to be informed quickly



1. Decide on decision making responsibilities

Top tips

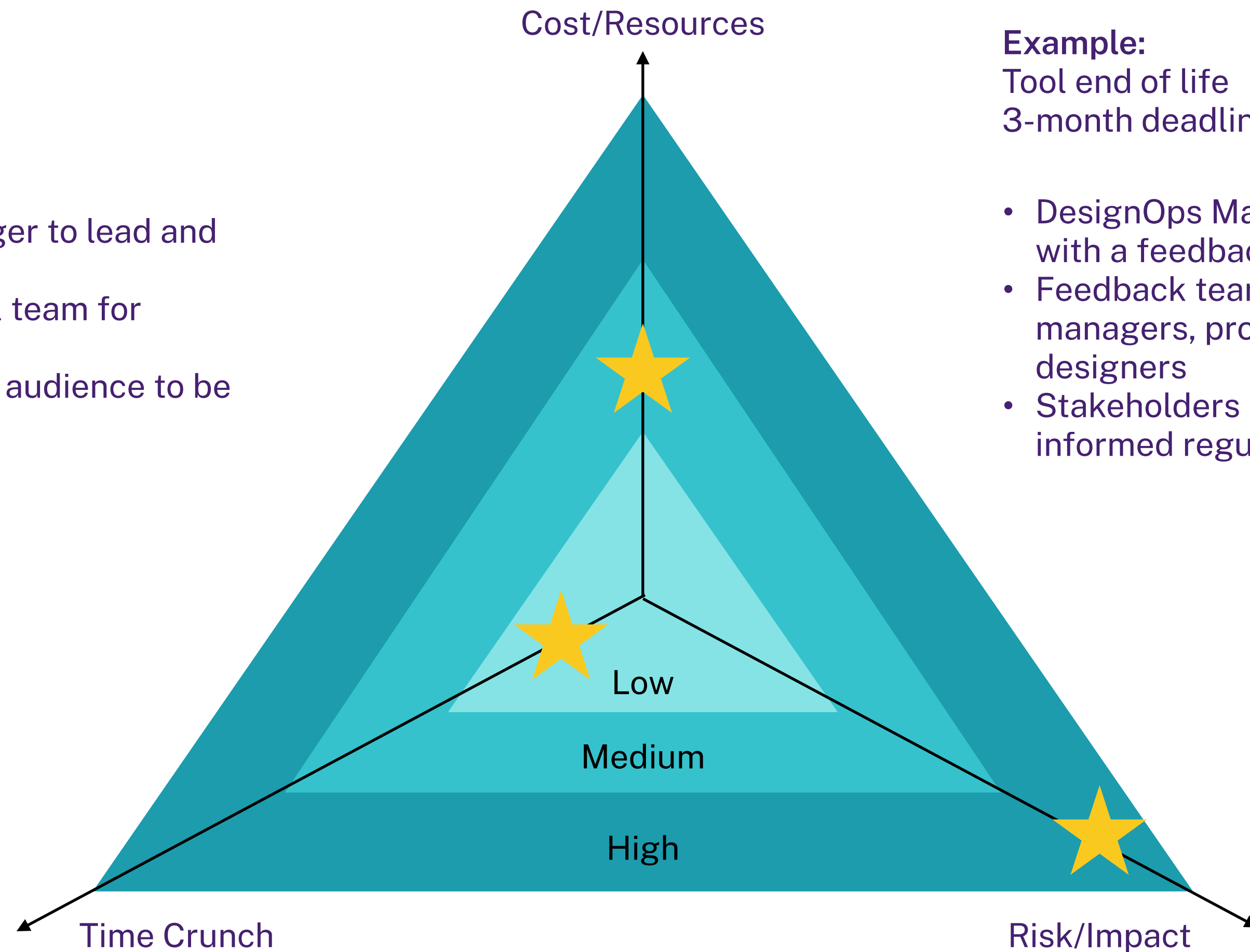
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Example:
Tool end of life
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- DesignOps Manager to lead and drive decisions
- Must have a small team for feedback
- Stakeholders and audience to be informed quickly

Example:
Tool end of life
3-month deadline

- DesignOps Manager to collaborate with a feedback team
- Feedback team to include design managers, program managers, designers
- Stakeholders and audience to be informed regularly



2. Over communicate – everything

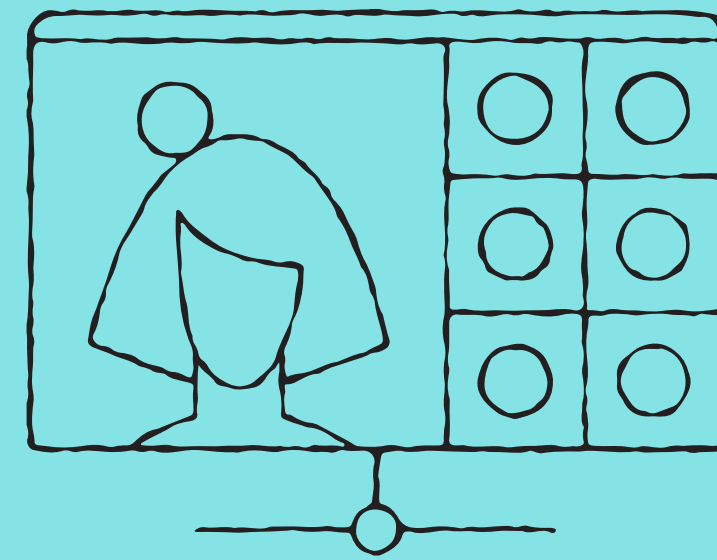
- You're working in somewhat uncharted territory - people will be just as excited as you!
- People have different mental models of DesignOps
- They might not fully understand what you're working on or how you'd doing things
- You're kind of the DesignOps spokesperson - help build that trust and confidence



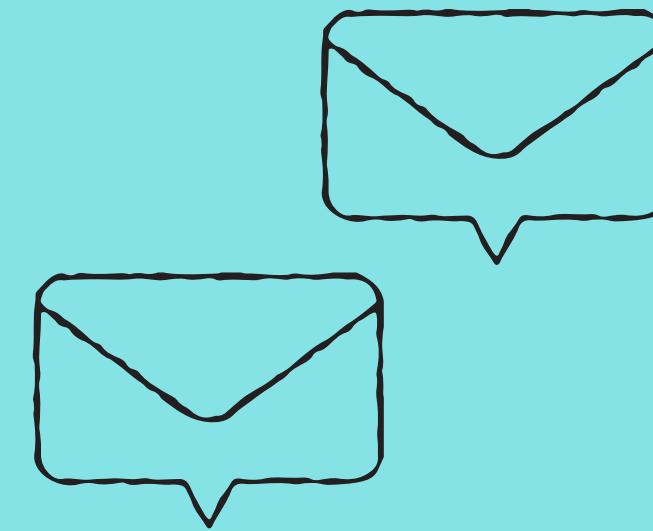
2. Over communicate – everything

Top tips

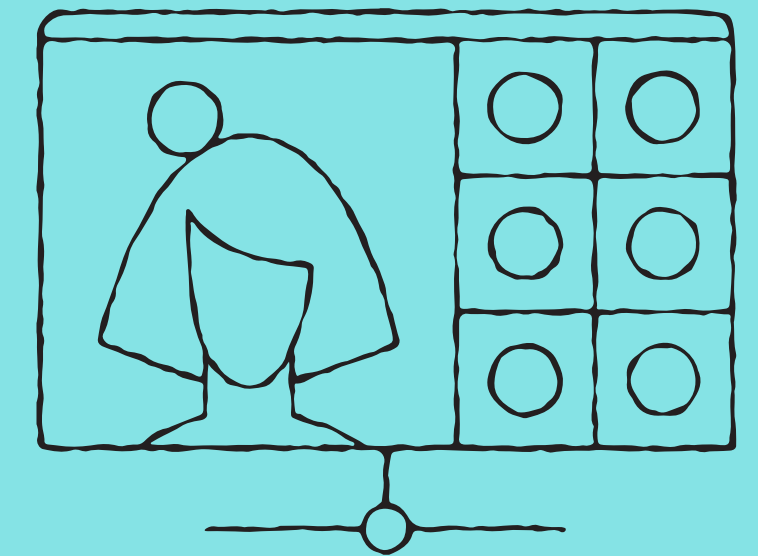
- Communicate as much as possible and in different formats



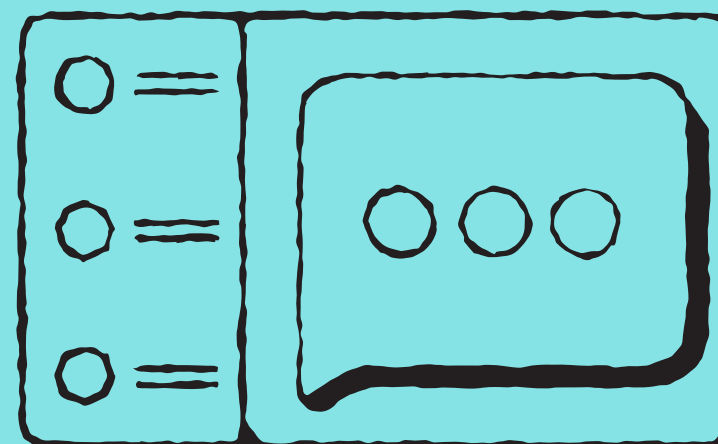
Design shares



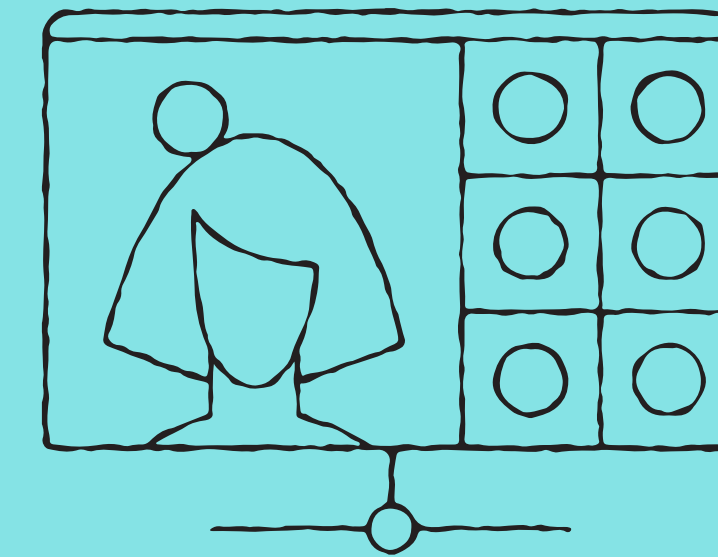
Email



Management meetings



Slack



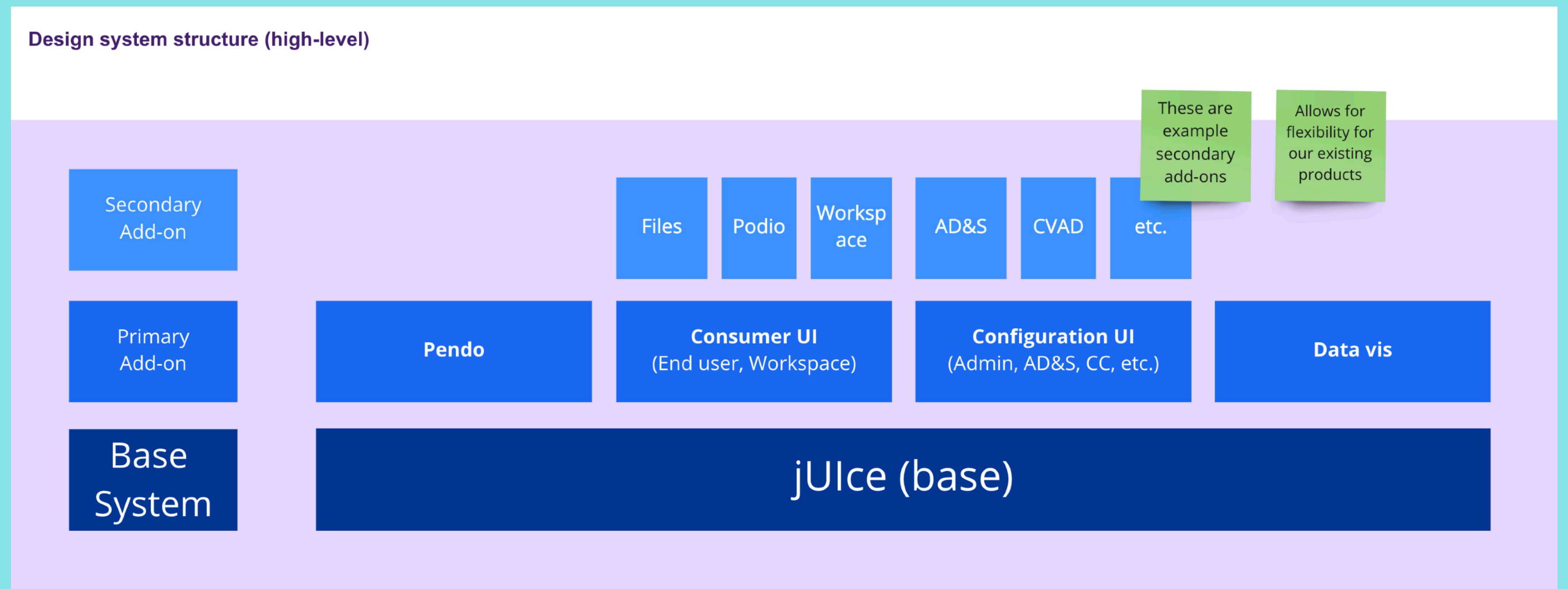
Team meetings



2. Over communicate – everything

Top tips

- Things that seem uninteresting to you, might be very interesting to others!



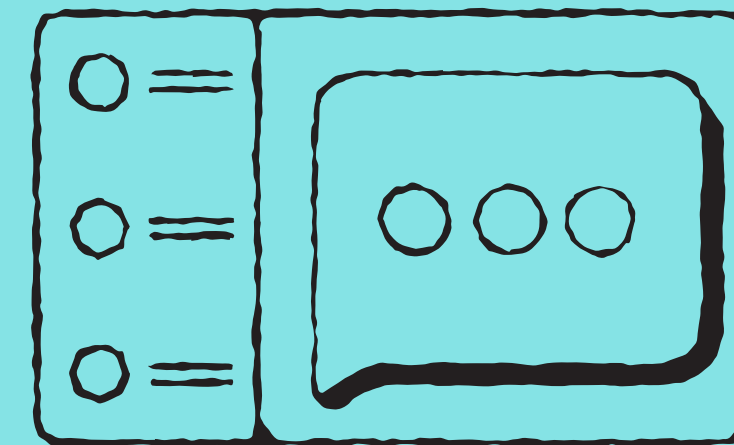
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Top tips

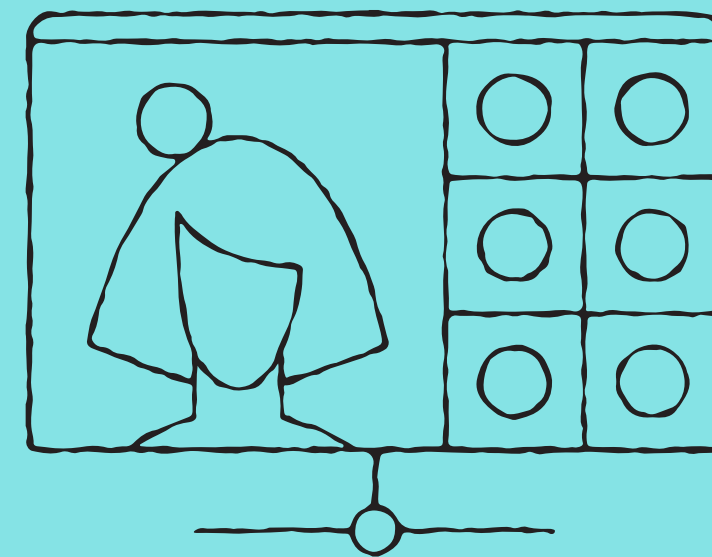
- Provide opportunities for Q&A
- Be approachable
- Have 1-1s with stakeholders to provide that open line of communication



Miro boards



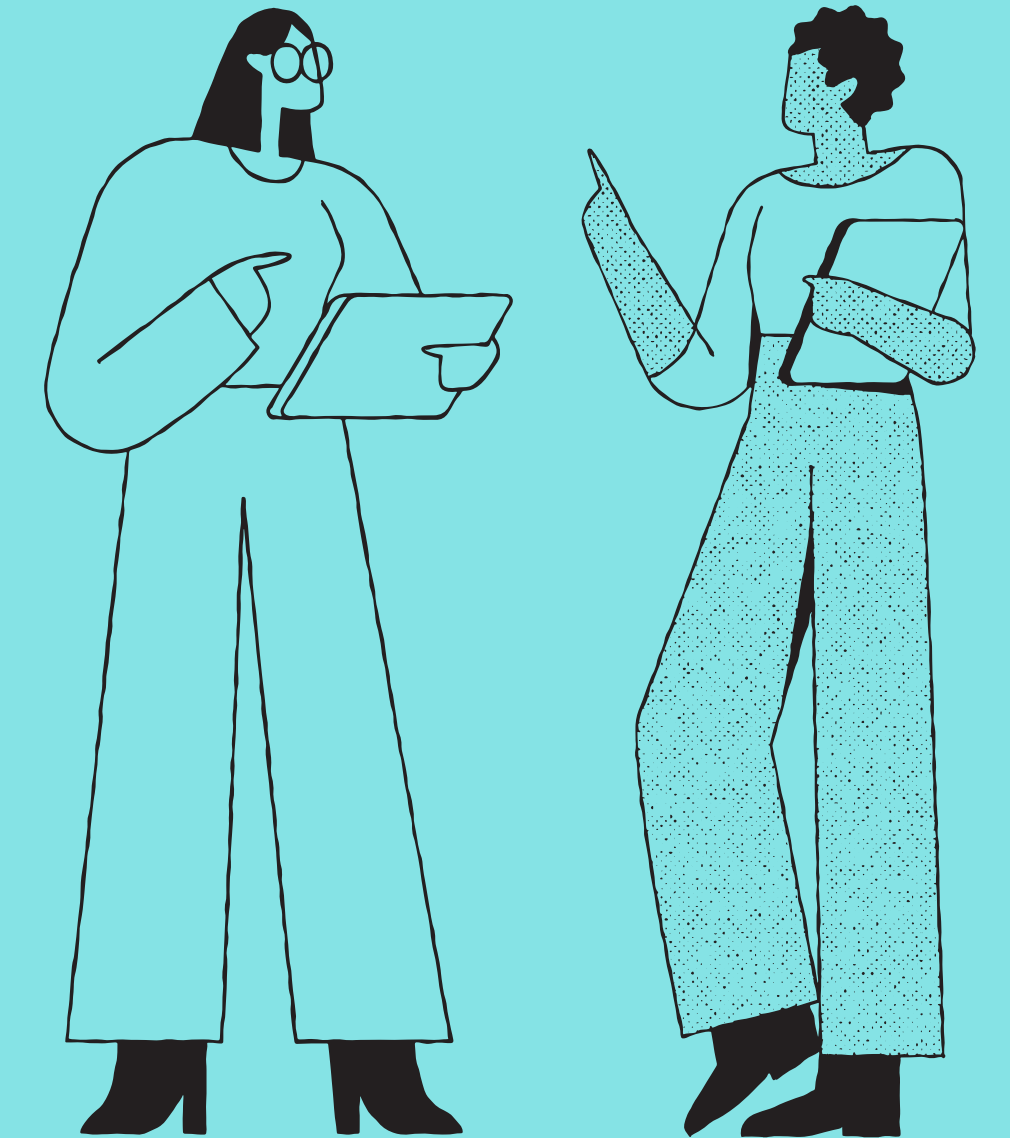
Messages



Meetings



Office hours

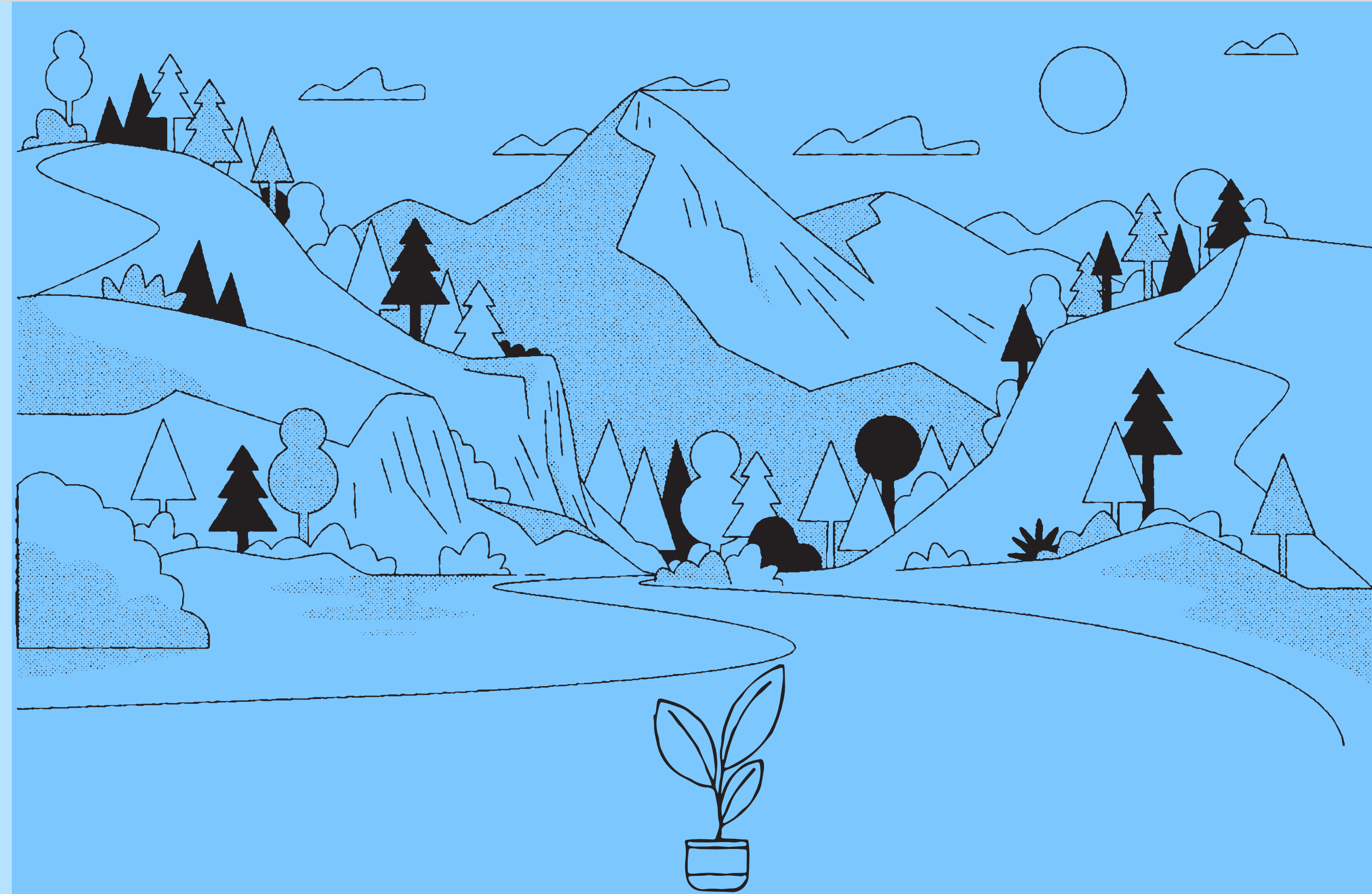


One-on-ones



3. Start small; scale up

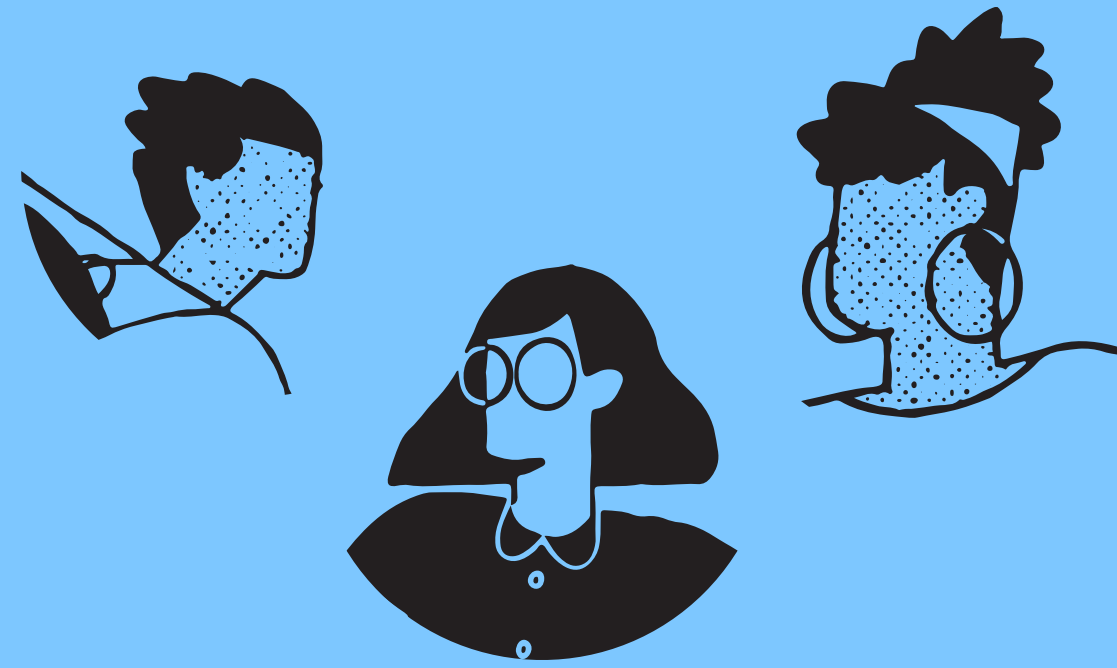
- Scaling something across the org can be daunting
- It's rare to get things right the first time
- Buys you some flexibility



3. Start small; scale up

Top tips

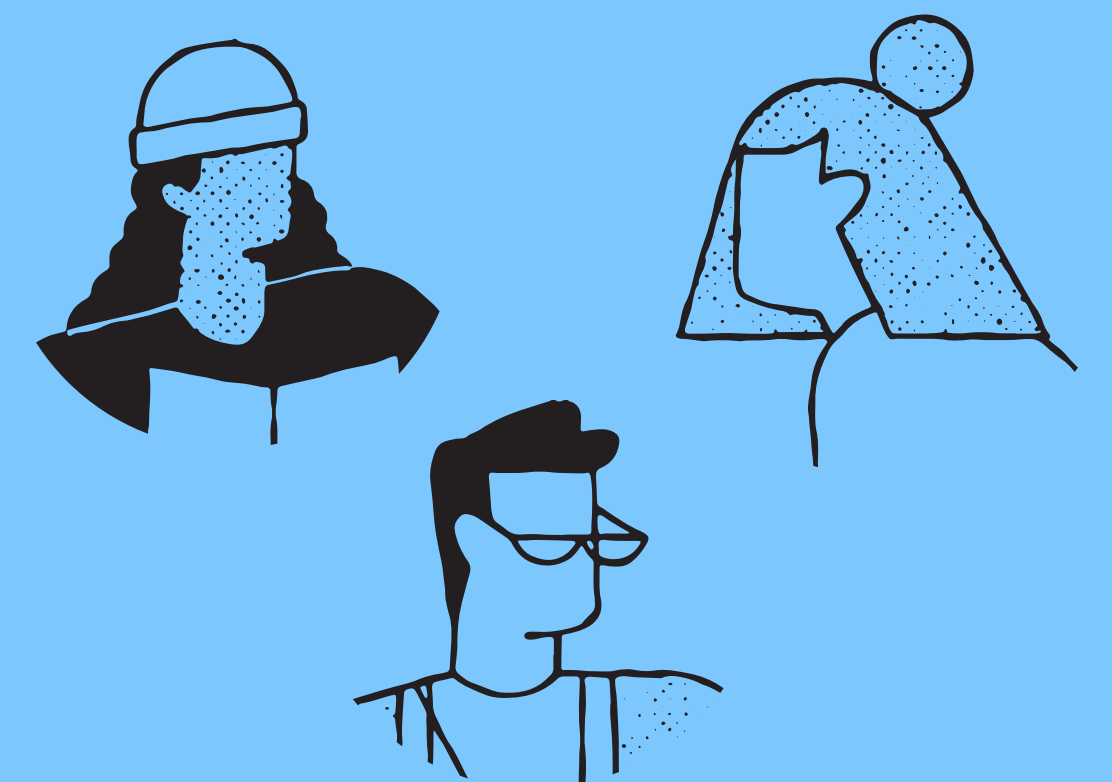
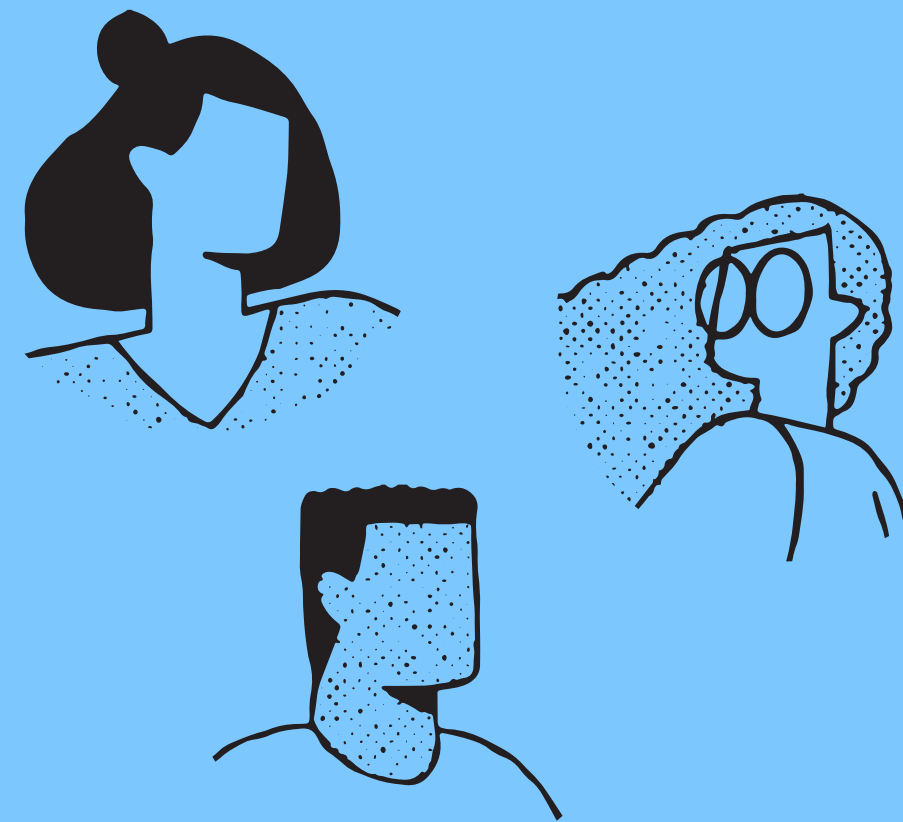
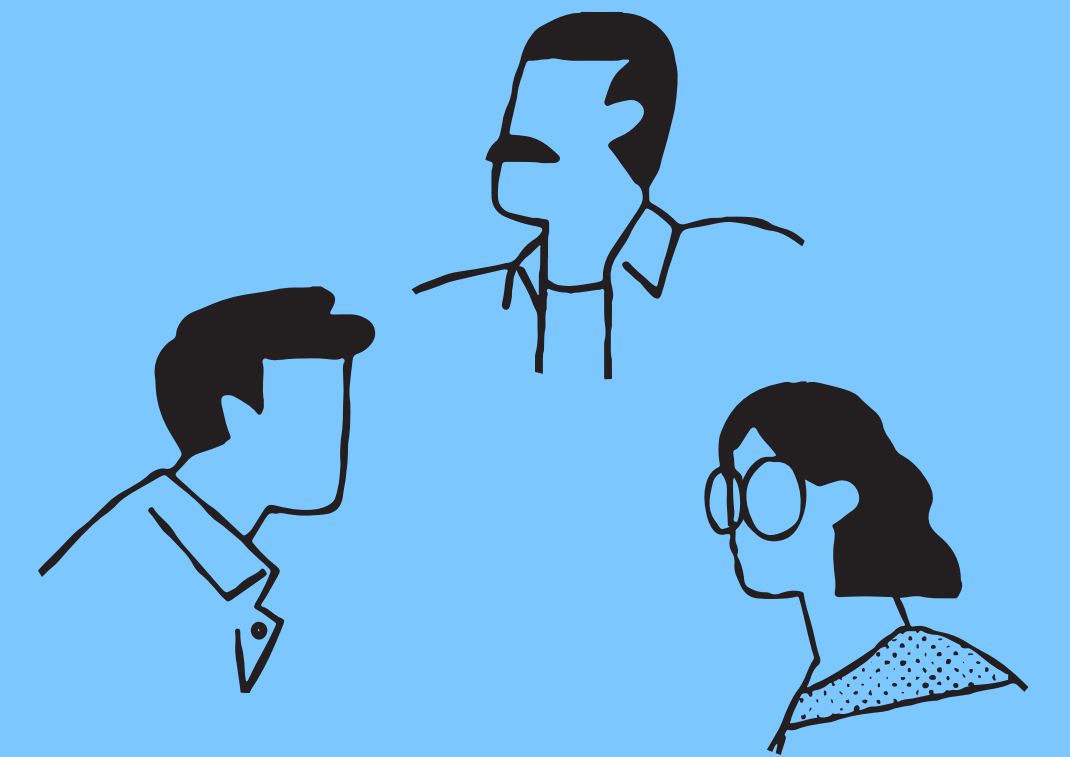
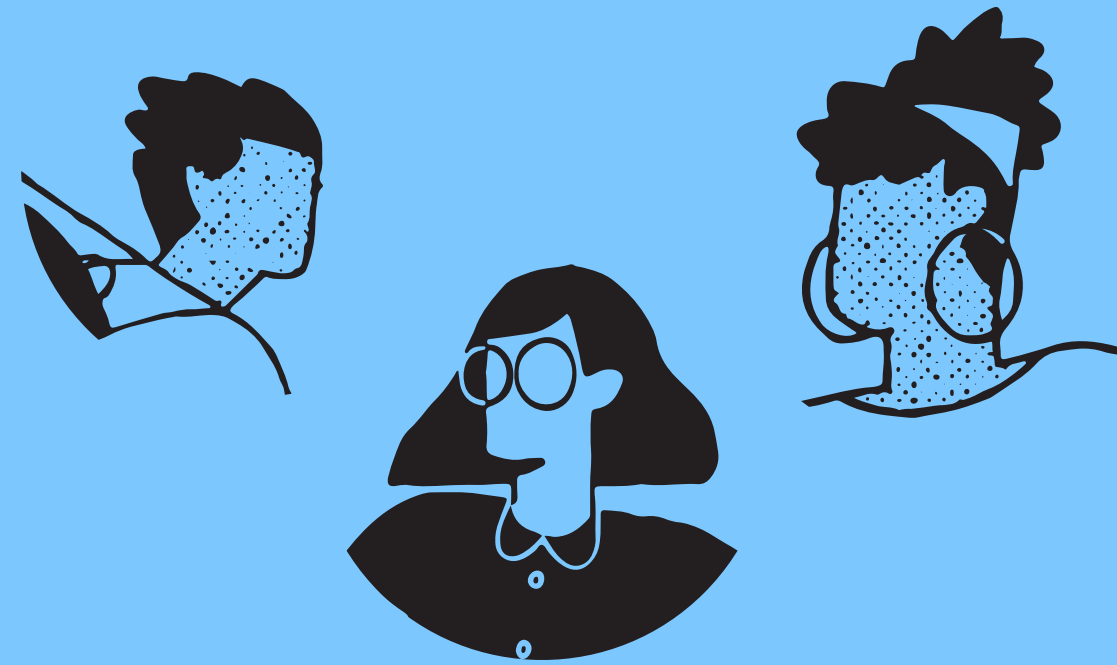
- Create pilots where you can. Pilots can scale and people are more OK with pilots.



3. Start small; scale up

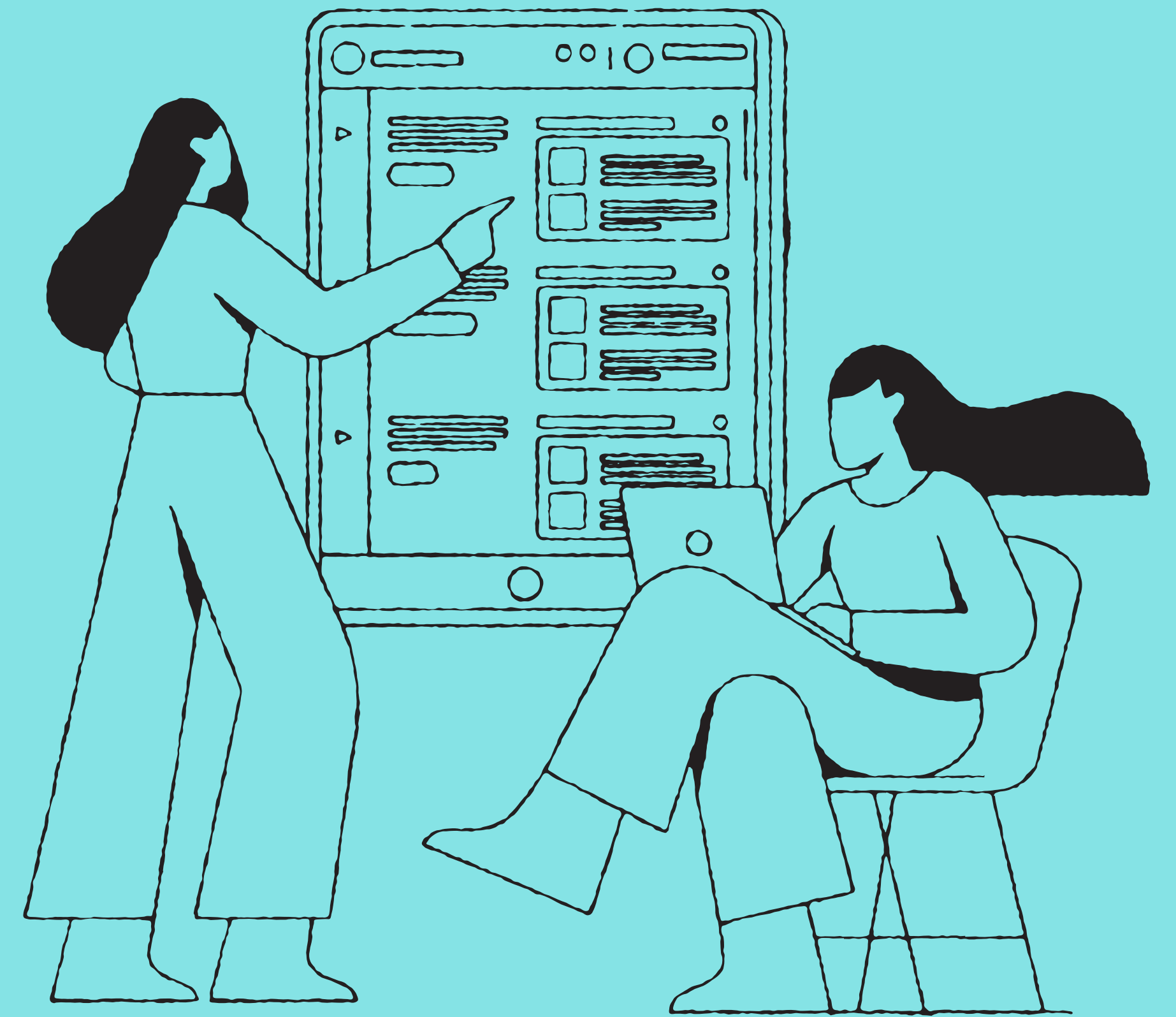
Top tips

- Create pilots where you can. Pilots can scale and people are more OK with pilots.
- If you can't pilot, then get as much feedback as you can (users, stakeholders, peers, etc.)



4. Create a backlog

- People will understand DesignOps in their own special way.
 - “Doesn’t DesignOps include *[random task]*?”
 - “Isn’t *[random task]* Michelle’s responsibility?”
- People will be inspired and want more!
- A backlog can help you and others pace and define the DesignOps practice.



4. Create a backlog

Top tips

- Create a shareable backlog
- Periodically review it

Michelle's Projects

Backlog | 9

- Comms Plan
- Software license mgmt
- Onboarding designers to tools
- Onboarding to DS
- Working w/ software providers when tech issues arise
- Design System Documentation updates
- Slack channel maintenance
- Learning & Development
- Icon repository (8/17)

Planned | 1

- Design System Site

In progress | 5

- Career Ladders (Job Descriptions; Stretch Skills self-assessment)
- Accessibility Partnership
- Design System Operations
- GES Tiger Team
- Co-chair Citrix Asian Professionals ERG

In maintenance mode | 5

- Additional Design Ops
- Design + Accessibility Program
- Workspace prototype
- Globalization Partnership
- PD Org chart (Fun!)

On Hold | 1

- Manager Playbook

Done | 7

- Component Creation in Figma
- IP Playbook (MC, EB, MFT)
- Adios Abstract Playbook
- Story pointing Playbook
- Playbook Template
- Insights Playbook
- 2021 Priorities Playbook



4. Create a backlog

Top tips

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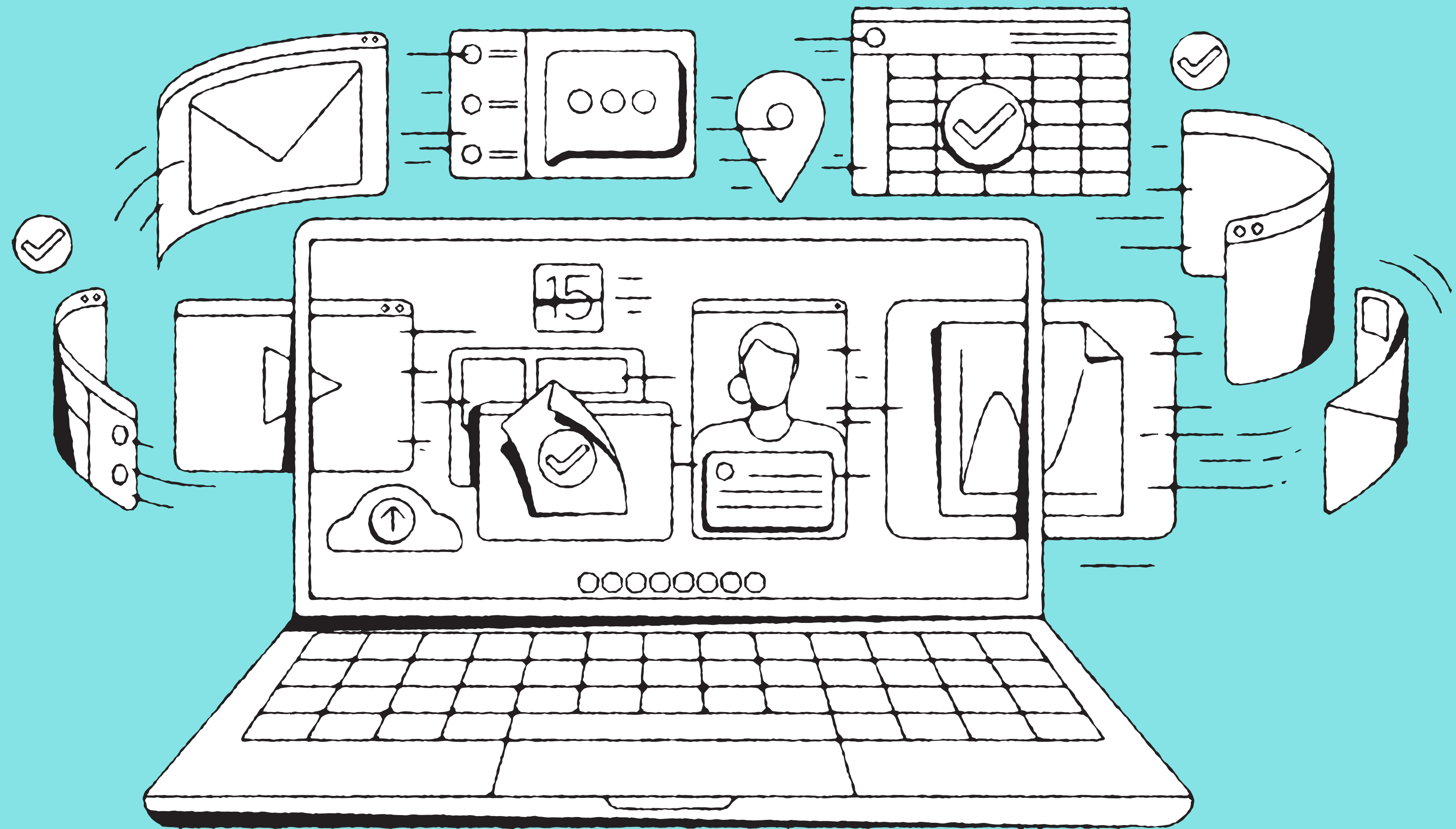
The screenshot displays a project management interface. On the left, a 'Backlog | 9' is shown with items like 'Comms Plan', 'Software license mgmt', and 'Onboarding designers to tools'. The main view is a detailed task card for 'Accessibility Partnership'. It includes sections for 'Design + Accessibility Overview', 'Training tracking Miro board for Globalization & Accessibility', 'In Progress' (with a list of tasks like 'GREEN - By end of Q3, the design system site includes accessibility content...'), 'Done' (with a list of completed tasks like 'Created a Design + Accessibility overview for non-PD stakeholders...'), and 'Planned' (with a task 'By end of the year, establish a review process...'). A 'MENU' on the right offers options for 'Color', 'Tags', 'Assignee', and 'Due Date'. Below the menu, 'ACTIONS' include 'Copy Link' and 'Delete'. The bottom right corner of the card shows a smiley face and an information icon.



4. Create a backlog

Top tips

- Lookout for yourself – focus on your goals for the year



5. Create templates on the fly

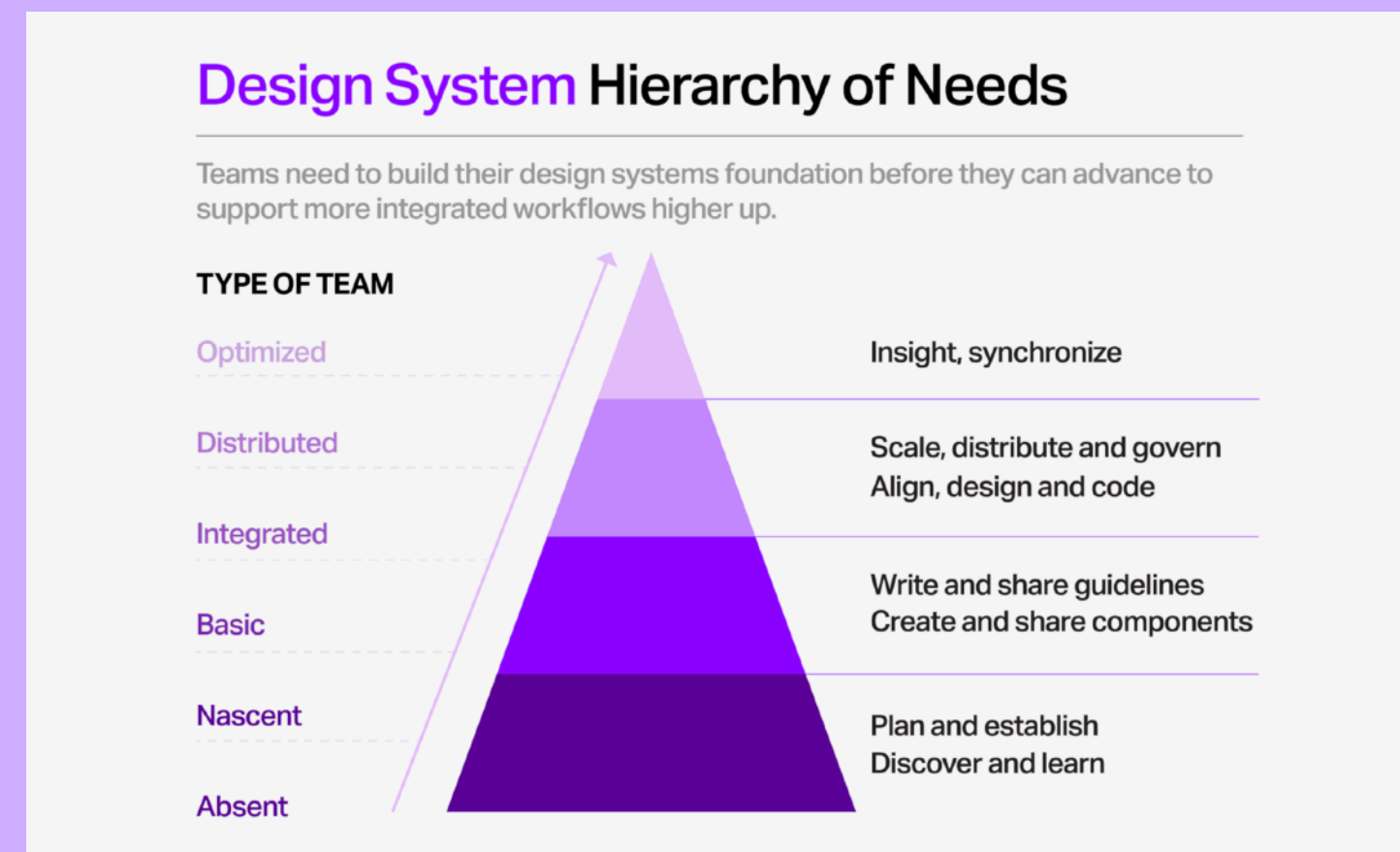
- I spend a lot of time communicating and forging working relationships
- Templates can help streamline your workflow
- Reusable things include: diagrams, checklists, org charts, meeting note formats, playbooks, presentations, frameworks, etc.



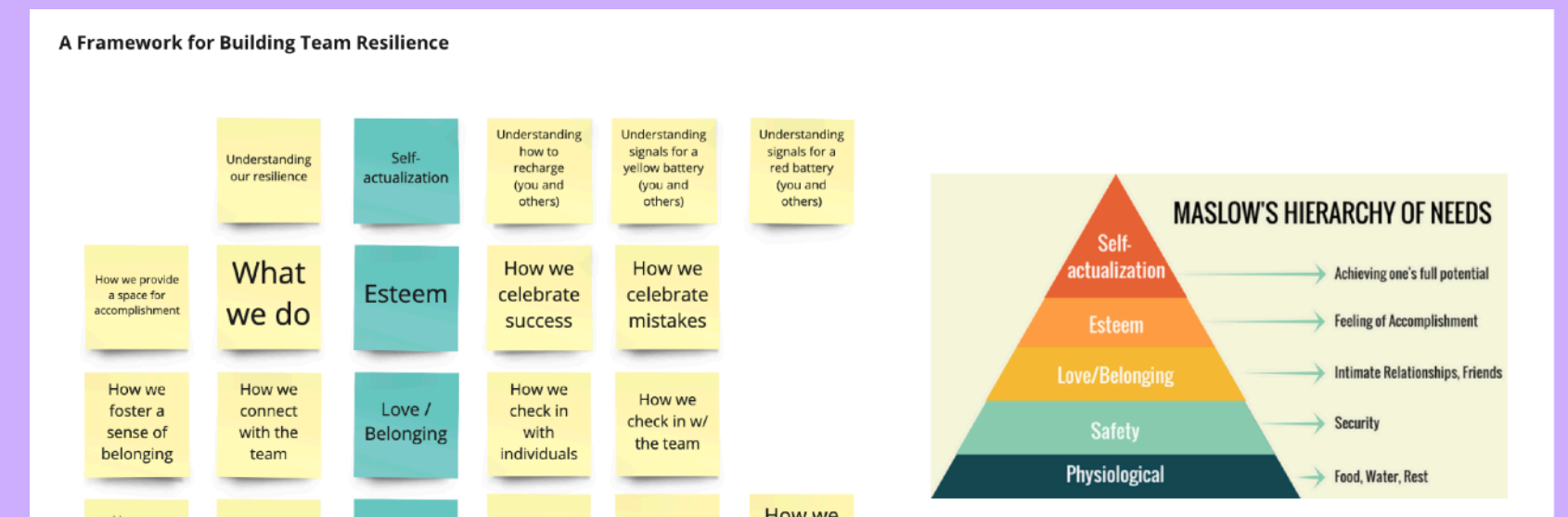
5. Create templates on the fly

Top tips

- Find anything you can reuse; make it reusable for you and others



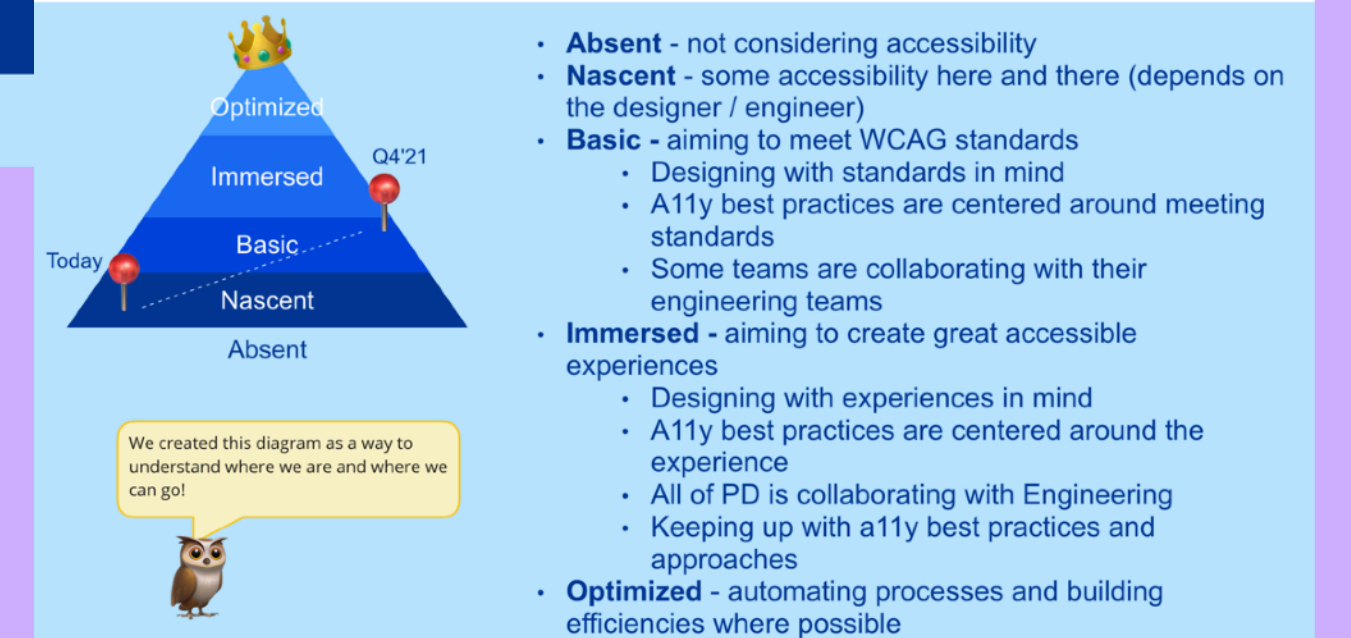
Guide to: Benchmarking Your Design System (InVision)



Story pointing maturity levels



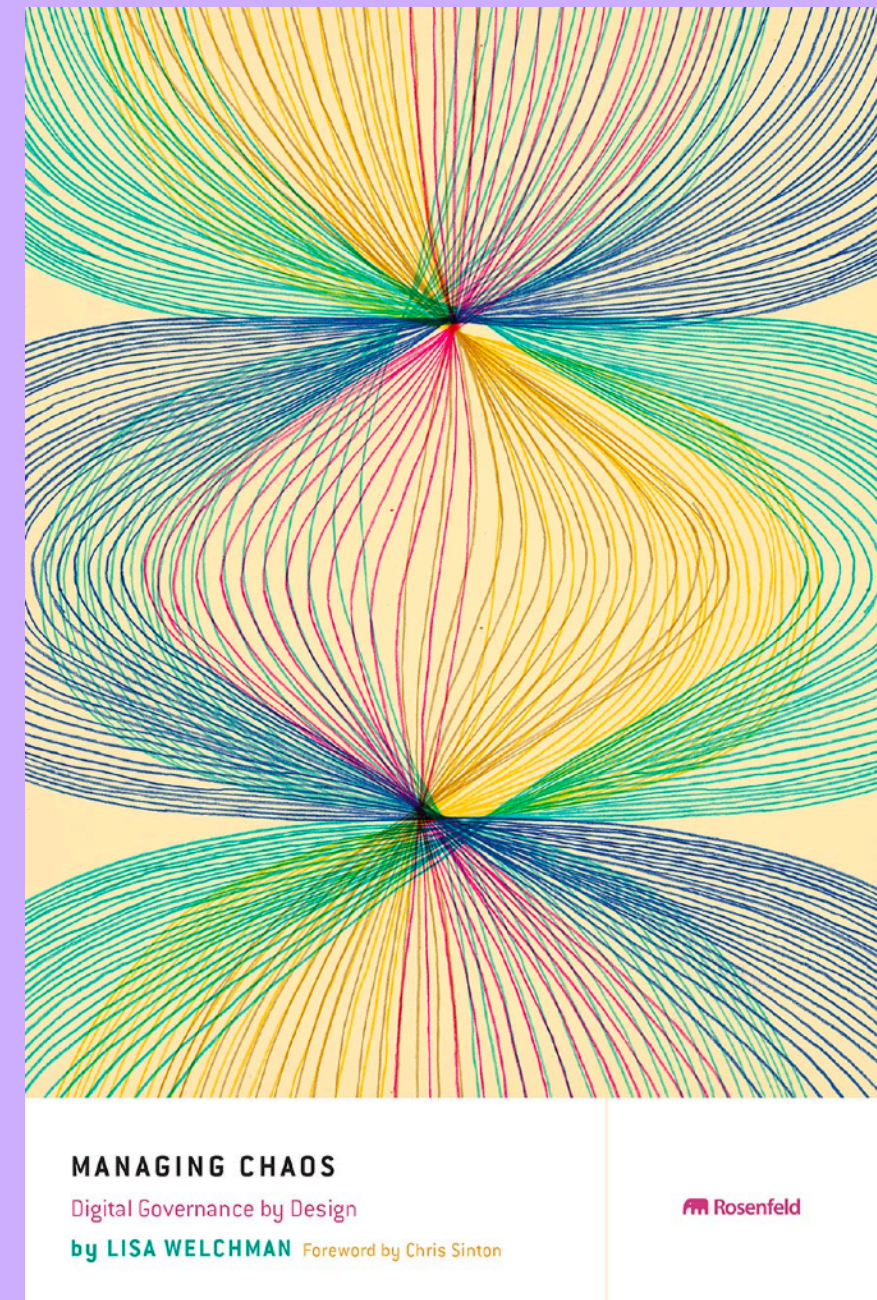
Product Design's approach to accessibility



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Top tips

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Managing Chaos: Digital Governance by Design
(Welchman)

Policies

Strategies

Standards

Design System Governance

Policies from the company, legal, accessibility, etc.

Our 2021 goals, our approach

Governance processes, component usage guidelines

Innovation & Planning

Policies from the company, SAFe framework

Our approach and why

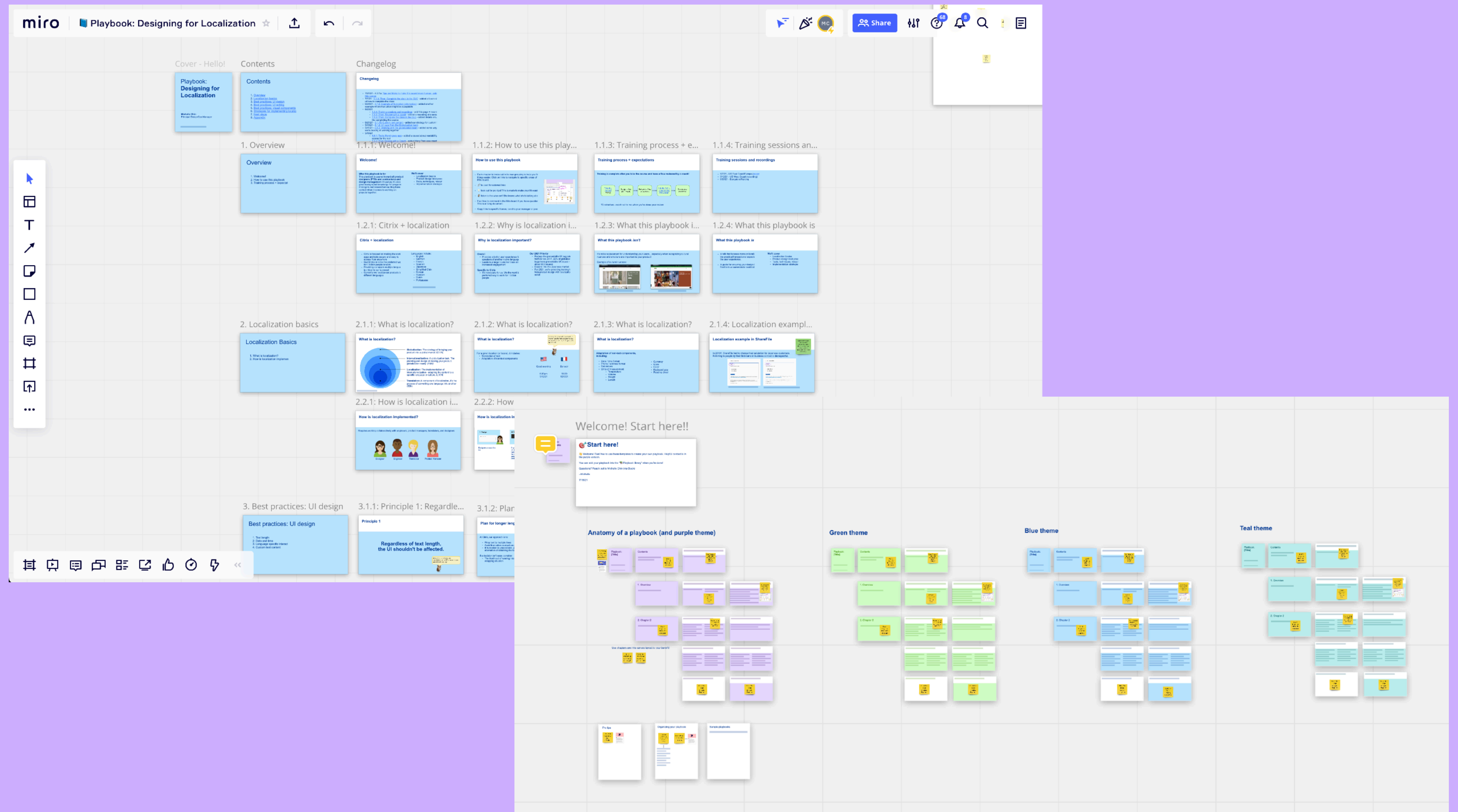
Playbook



5. Create templates on the fly

Top tips

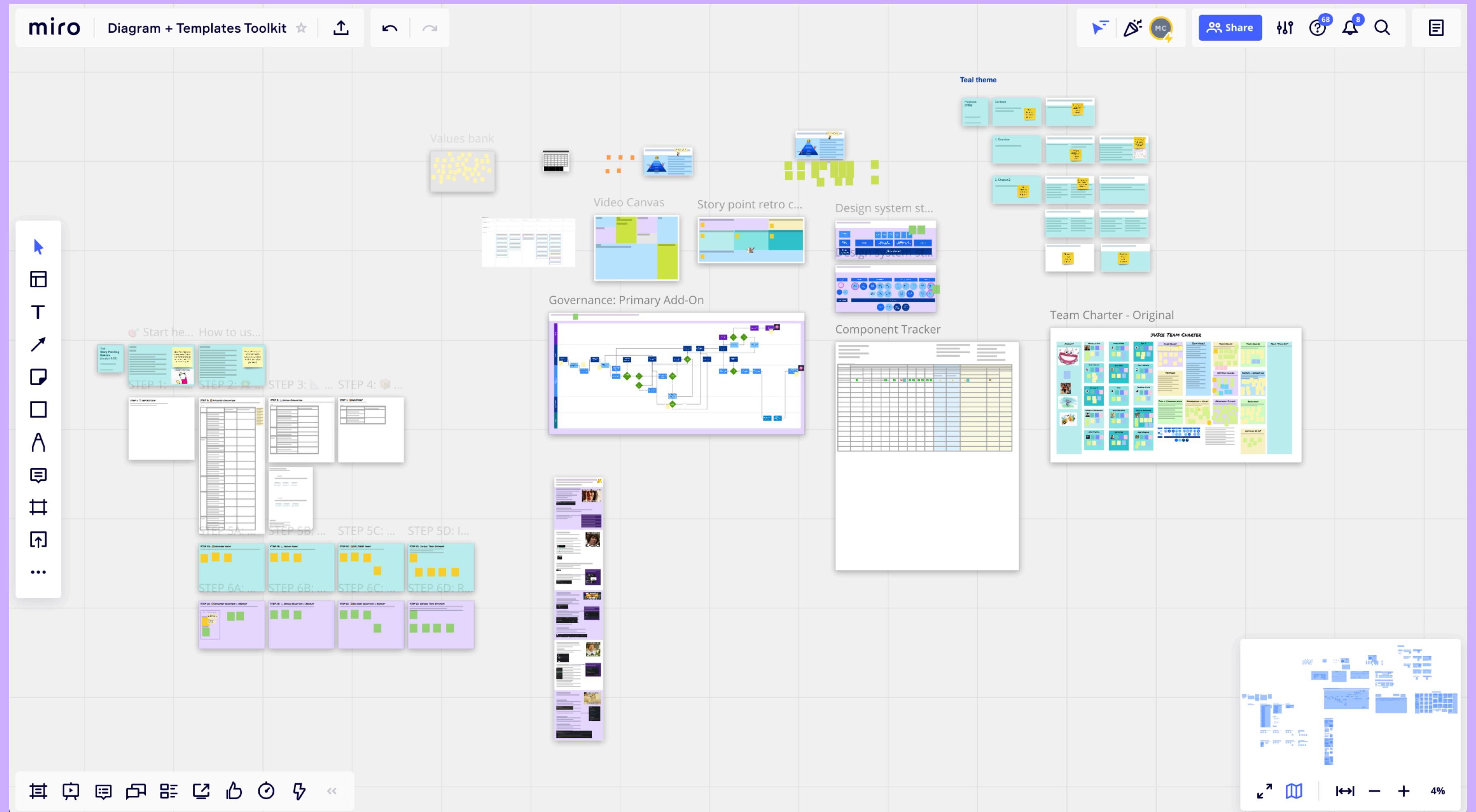
- Iterate and evolve, then share templates so others can benefit, too



5. Create templates on the fly

Top tips

- Have a collection of assets to quickly jump from.



5. Create templates on the fly

Top tips

- They don't have to be masterpieces - scrappy is fine!

Adding a course to the CLC

Title				Completion form			
Description				Course availability			
Format				Report frequency			
Video link							



The DesignOps Starter Kit

1. Decide on decision-making responsibilities
2. Over communicate – everything
3. Start small; scale up
4. Create a backlog
5. Create templates on the fly

Celebrate team wins! Confirm that trust and confidence in DesignOps!



Thanks!

- The full DesignOps Starter Kit:
- Let's stay in touch!
 - LinkedIn: michelletchin
 - Twitter: @soysaucechin
- UX In Real Life – a new podcast debuting Oct. 6th

