Slowing down to scale design

Samantha Yuen
@duzkiez

dream setup

hospitality school

experience design career

17			21					29						36					41 years

agoraphobia & social anxiety

new org

dream setup

hospitality school

experience design career

| 17 | | | 21 | | | | | 29 | | | | 36 | | | 41 years |

agoraphobia & social anxiety

new org
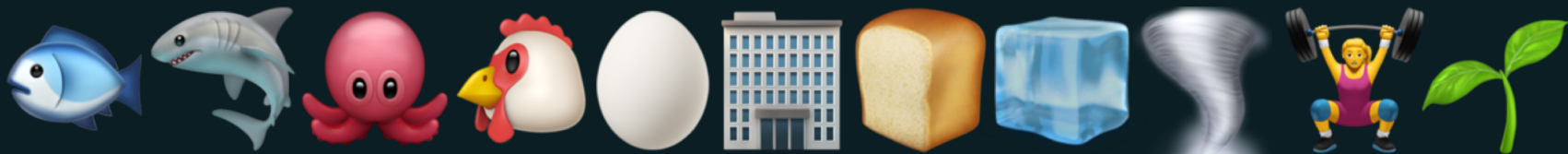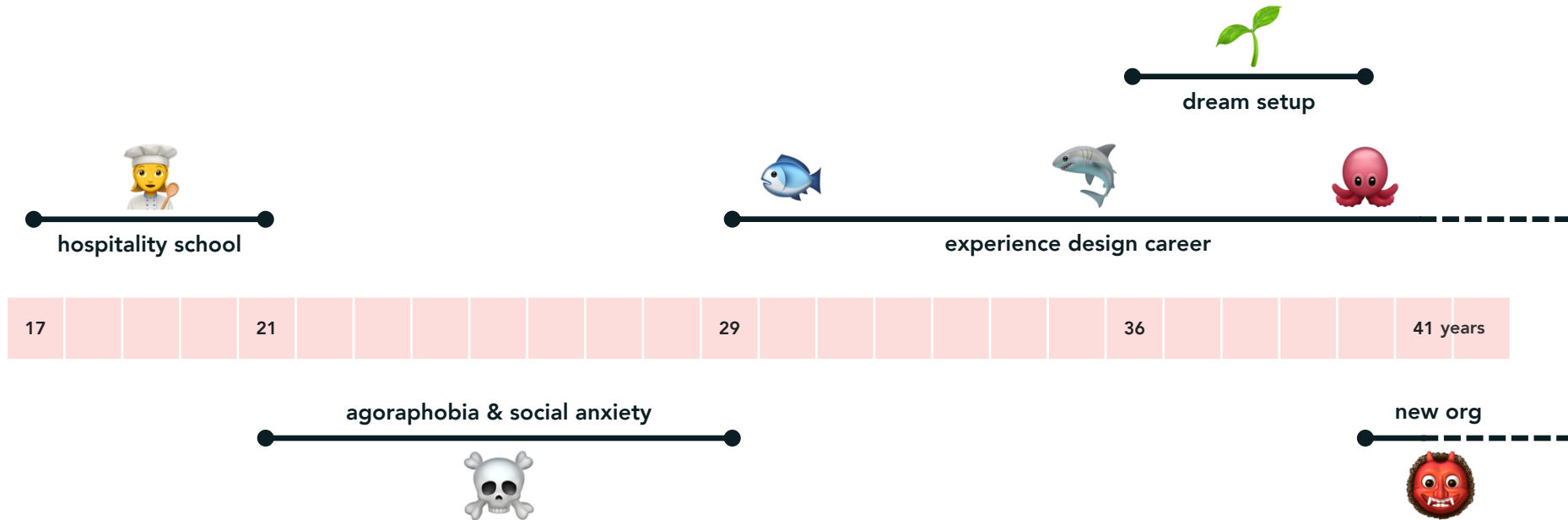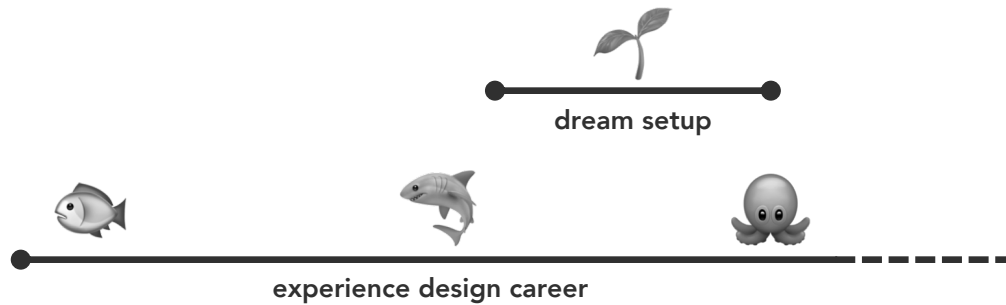
story of failure

story of safety

photo: Reddit u/tenold/

image: CleanPNG

Agile Consulting & Engineering

Digital Design & Development

not the UX team

App Infrastructure

Experience Strategy & Design

image: Needpix

not the UX team either

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7
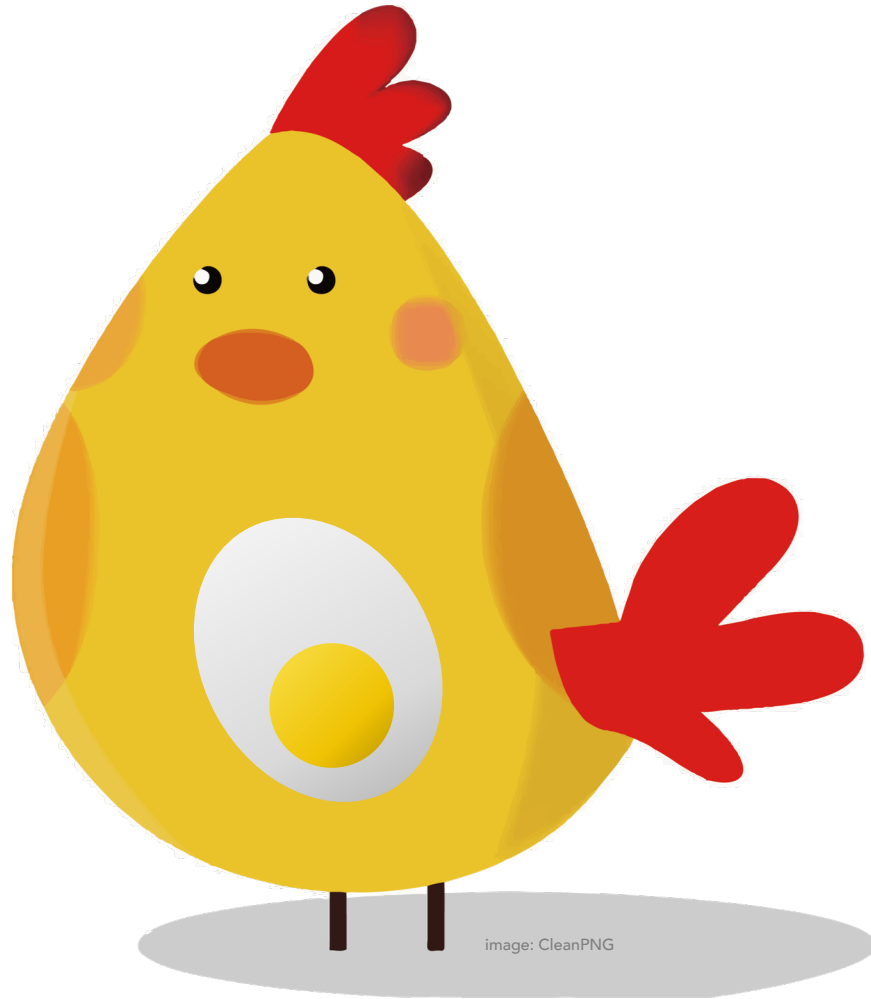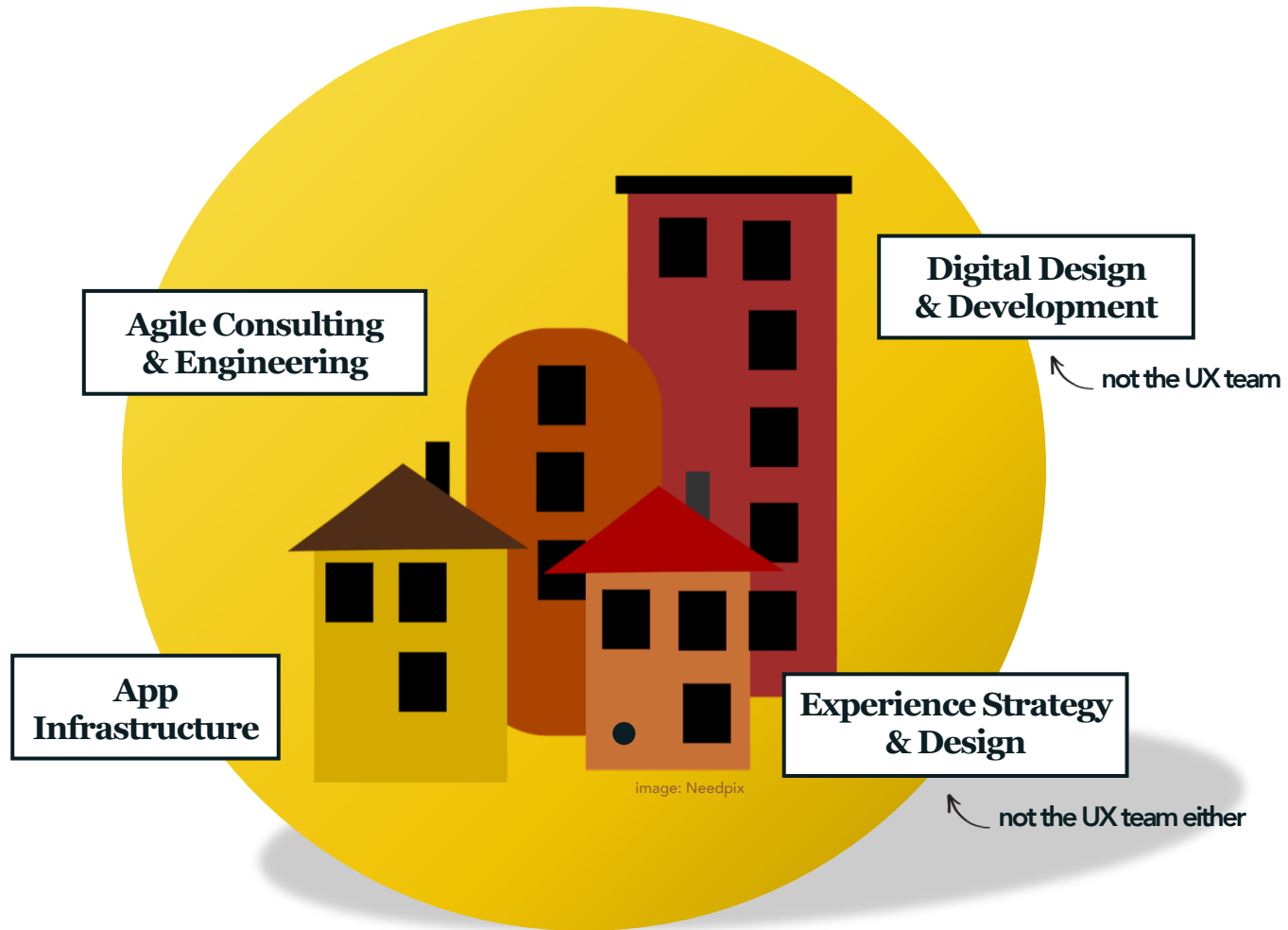
13 full-time*

80% Associate
20% Mid

40+ full-time*

54% Associate
39% Mid
2% Senior
5% Lead

7

2

1

3

2

1

1

* my unofficial count

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8

Slowing
down

photo: Florite Inc

photos: Shentonista

photo: The Splendid Table

Design mother dough
since June 2018

Delivery

Project coaching x 4
Kampung Critique x 3
Research clinics x 11

Teams

Emoji reflections
Reflective practices
Integration for new joiners

Capability

Paired/Group 'triathlon'
Team training
Skills framework draft

People

Design task with feedback
New joiners handbook
Personal Development Plan

Coherence

File & folder conventions
Playbook MVP

Community

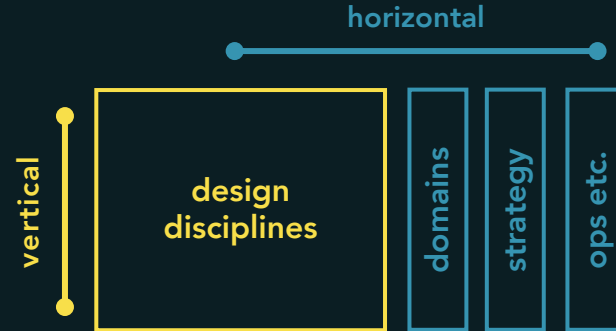Designers Day Out
Design@GDS meetup

Slowing
down time

Effective design

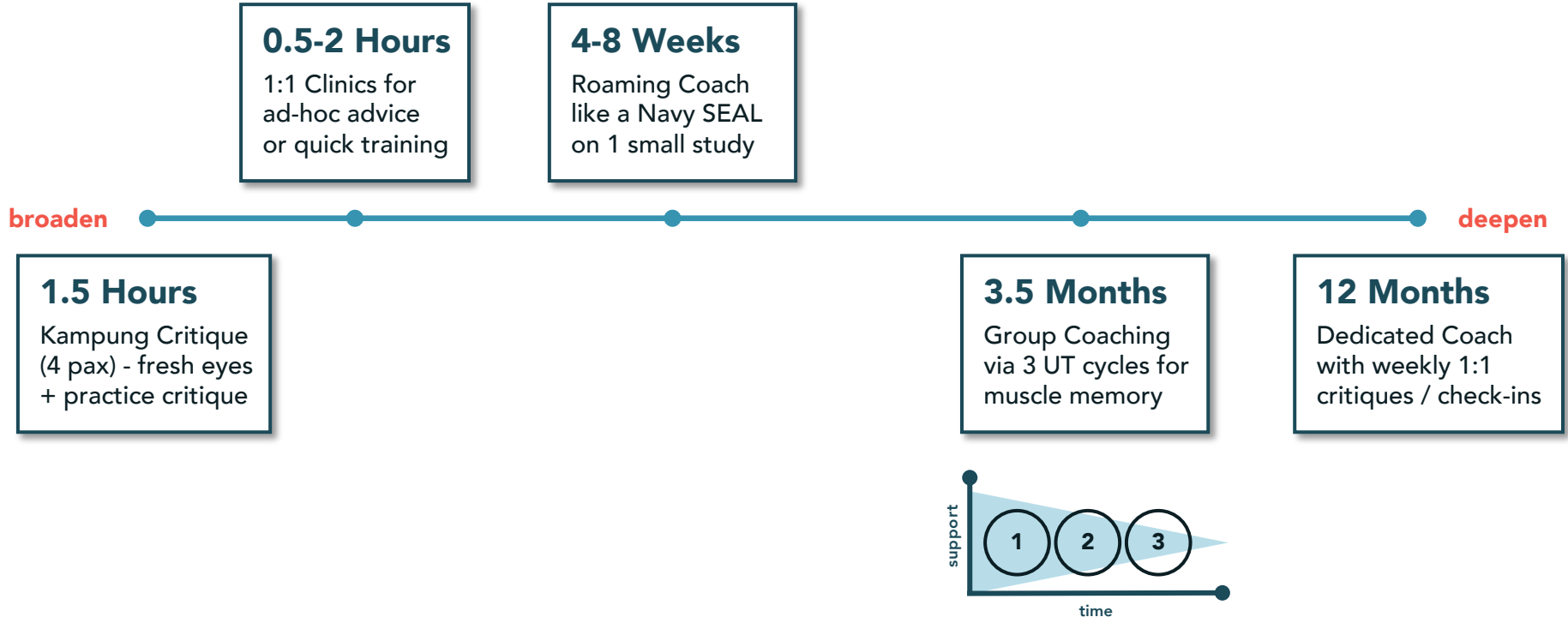investigate
diverge
systems
perspective
future state

introspect
converge
individuals
details
current state

⬇ **Time**

⬇ **Headspace**

⬆ **Cognitive switching**

horizontal

vertical

design
disciplines

domains

strategy

ops etc.

Time

1:53+ ratio

generalists

specialists

Time x Impact

0.5-2 Hours
1:1 Clinics for ad-hoc advice or quick training

4-8 Weeks
Roaming Coach like a Navy SEAL on 1 small study

broaden ●————●————————●————————————●————————● deepen

1.5 Hours
Kampung Critique (4 pax) - fresh eyes + practice critique

3.5 Months
Group Coaching via 3 UT cycles for muscle memory

12 Months
Dedicated Coach with weekly 1:1 critiques / check-ins

support

① ② ③

time

Find a work champion to give you space.

Design rigour is contextual to each team.

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Slowing down time, teams

"Change moves at the speed of trust, and trust moves at the speed of relationships.

Gary Gunderson via Stephen Covey

Kickoff x Integration

business objectives

scope & timelines

stakeholders

team roles

assumptions & blockers

strengths & weaknesses

concerns & fears

the value I bring

what I want to learn / try

how the team can help me

how I do my best work

our success looks like
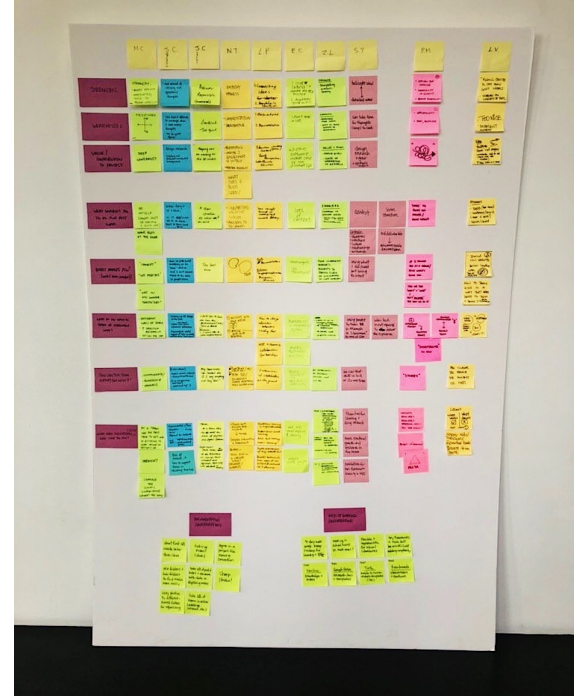
Integration x Safety

User Manual for ████████   Tools Dec 2018

How I work best
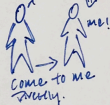e.g. environments, times of day

Work best when I am alone in the room, it allows me to focus more. Once I am out of the room, I will like to walk and and tell people my thoughts to recieve a different perspective

Best ways to contact me
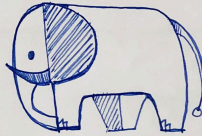e.g. platforms, response time.

You can contact me via Whatsapp, call or come to find me. I am fine with one on one session...

How I like to receive feedback
e.g. approach, directness, type.

I like to recieve my feedback in direct way. Hence to me is clear of the Message and I can improve on it.

come to me nicely.

If I was an animal, I would be...
Add a few points to say why.

The reasons
- Family Bond - I am a family
- Empathy - I care for people I don't really
- Mischief - I maybe alone. but nonsense, tell people who know
- Emotional

Things I struggle with
e.g. presenting, needing space, other fears.

I am struggling on expressing myself and fear to regret in life ...
Stopped being harsh on myself.

How you can tell if I'm stressed or feeling down

You can see when I am panic, starting sweat alot than you will know I am stress out.

Other things to know about me
e.g. my superpowers.

"I am weird" that's my friend will say me becos I sometimes don't get piss off easily when the situation is bad for me, I can still be laughing. I think.

adapted from Cassie Robinson medium.com/@cassierobinson

Safety x Showing up

I have a blocked nose and sore throat, I feel like 🤧. On a healthier note, I went to the gym 3 times and pilates once this week 💪😅 before I got sick.

👏💖

Aug 2018
some text emerged

Dec 2018
added lowlights

Mar 2019
first cry during reflections

Aug 2018
one emoji

Nov 2018
expanded to 3 points

🥒🛌😔
🐿️🤪🌊

💼💻 work highlight: being part of the GDS meetup, very proud to see our work being presented and pumped that we get to do events like this

🧑🔍 personal highlight: got to spend alot of time with my Dad (he is 74) while my mom was overseas, nice to reconnect with him since I moved out

🍾 Shoutout to everyone for an awesome thanksgiving dinner and dimsum lunch, always love our meal times--its crazzehhh fun

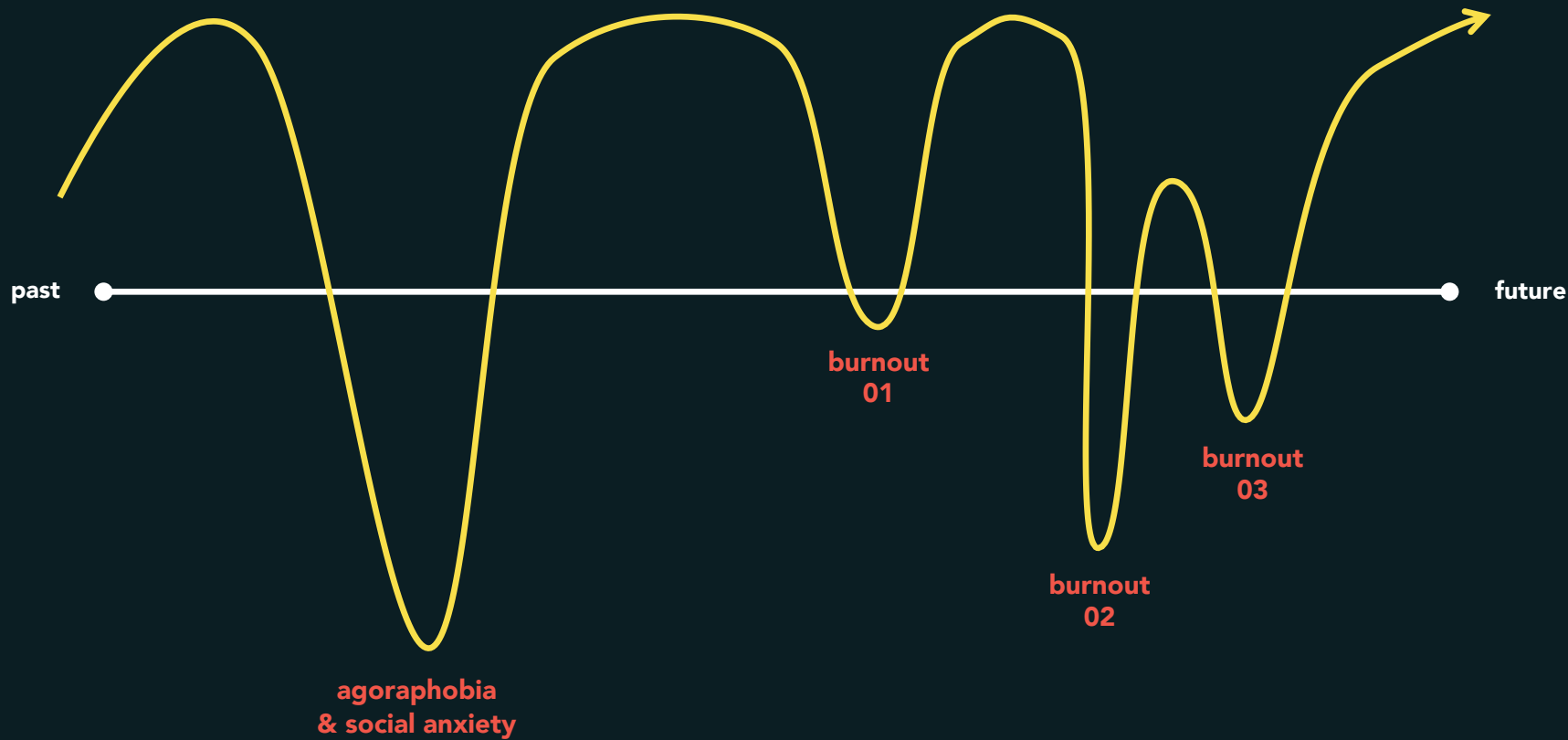**weekly reflections are now longer & deeper**

Start small: All it took was one emoji.

Hold space: Trust grows at different pace.

Slowing

down time, teams, tendencies

past

future

burnout
01

burnout
02

burnout
03

agoraphobia
& social anxiety

Narratives x Habits

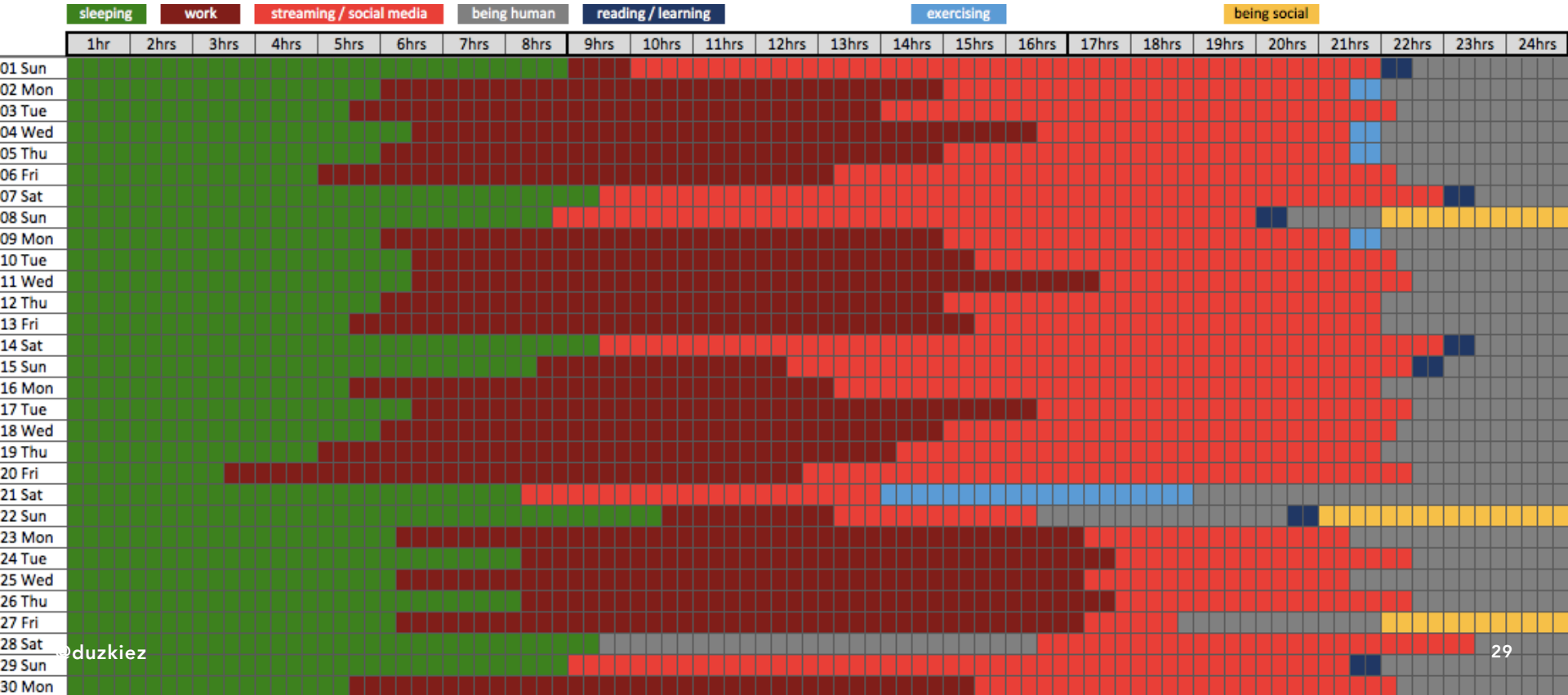💀 **story of failure**

pushing hard + tanking it all

hiding vs. not sharing my work

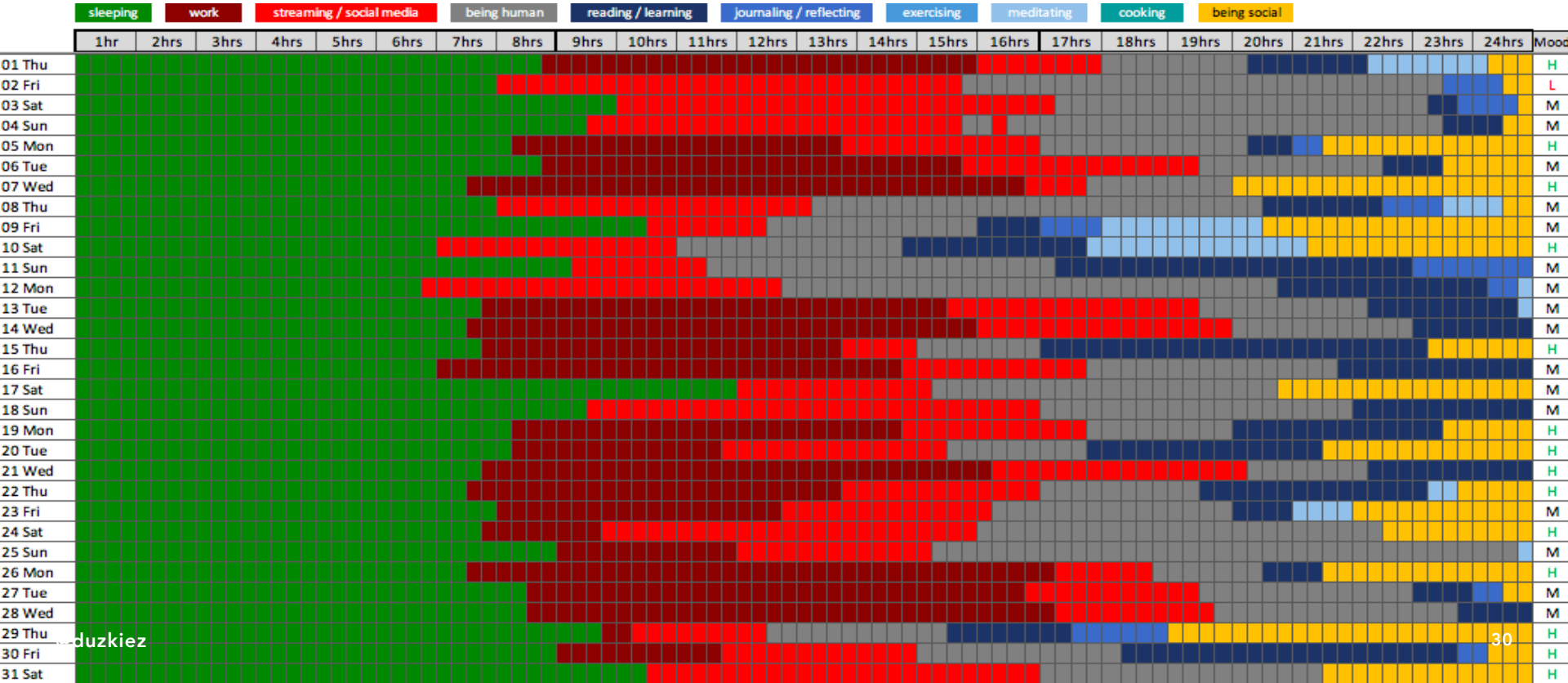**"I don't deserve to" vs. asking for a team**

"What you do everyday matters more than what you do once in a while.

Gretchen Rubin
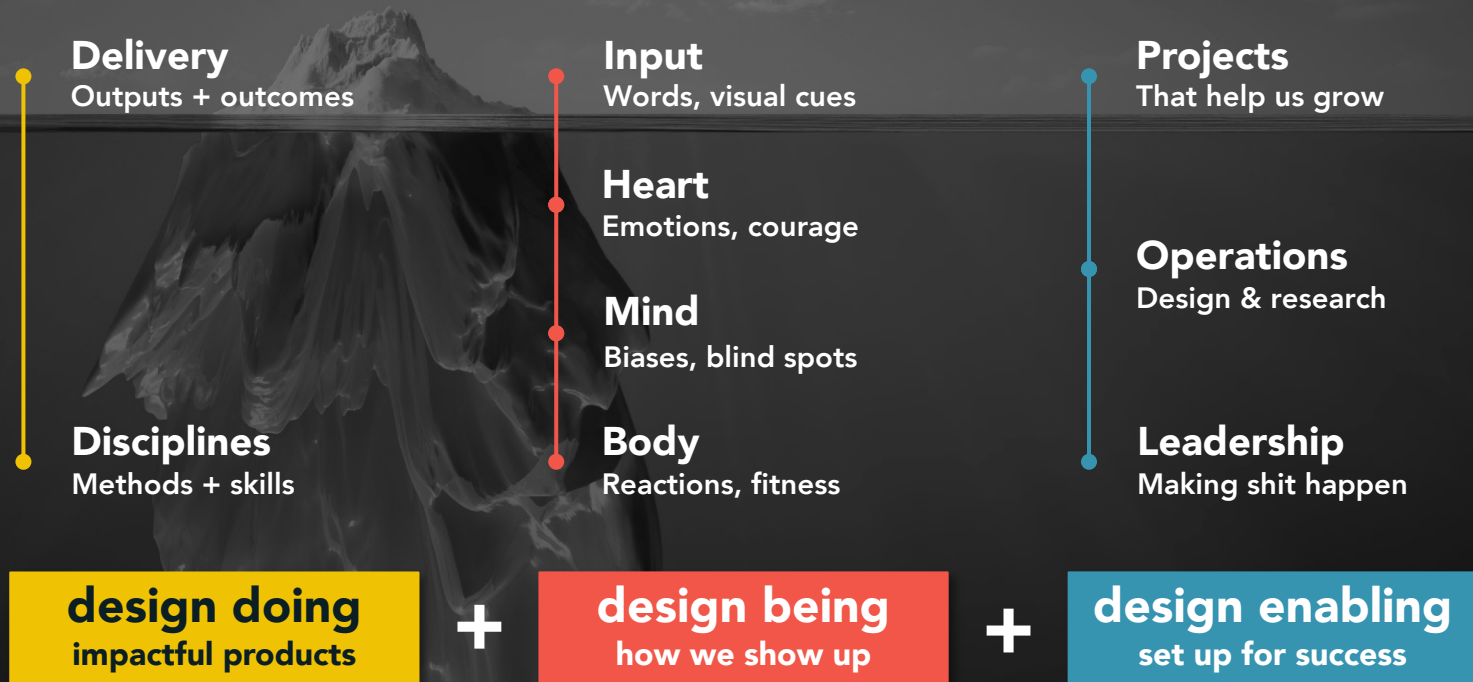
Habits x Emotions (2017)

Habits x Emotions (2019)

Find patterns via journaling, human mirrors.

Don't be the lone ranger superhero.

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Craft + ops isn't enough

Delivery
Outputs + outcomes

Disciplines
Methods + skills

Input
Words, visual cues

Heart
Emotions, courage

Mind
Biases, blind spots

Body
Reactions, fitness

Projects
That help us grow

Operations
Design & research

Leadership
Making shit happen

design doing
impactful products

+

design being
how we show up

+

design enabling
set up for success

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Increasing complexity ⚡ Whole selves

Citizens

More emotions
More expectations
More emerging tech

doing 🧑‍🚀 being

enabling
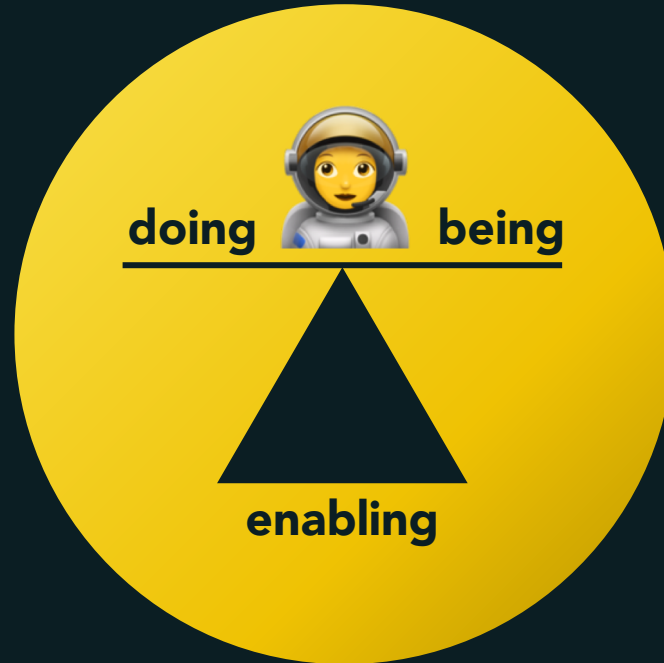
Public service

More pressure
More uncertainty
More risk

doing being

enabling
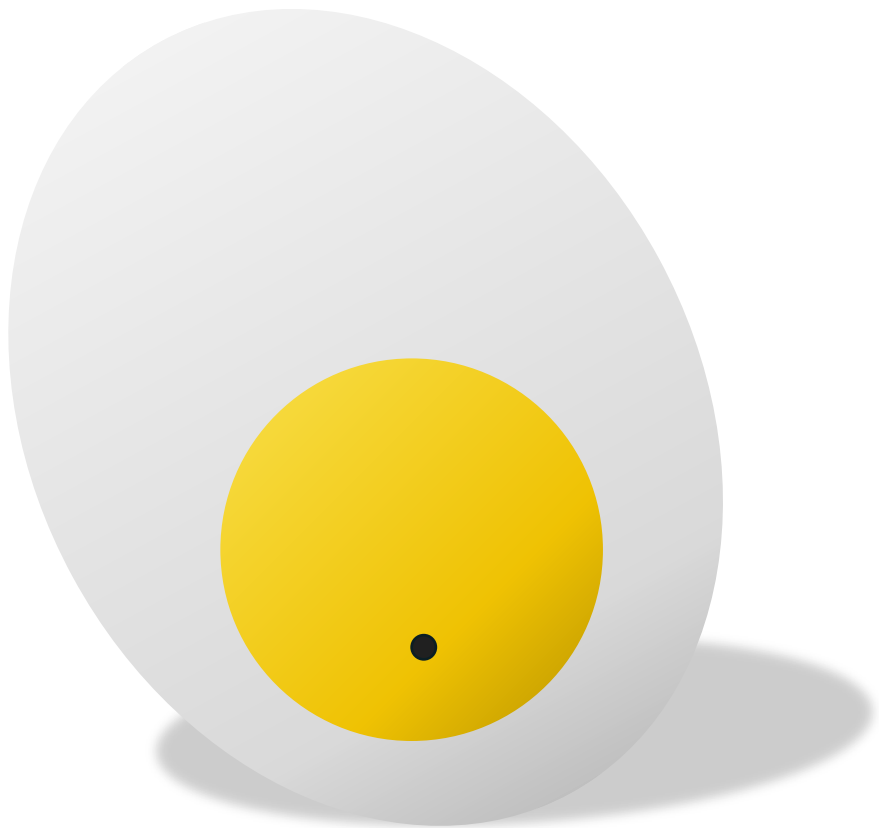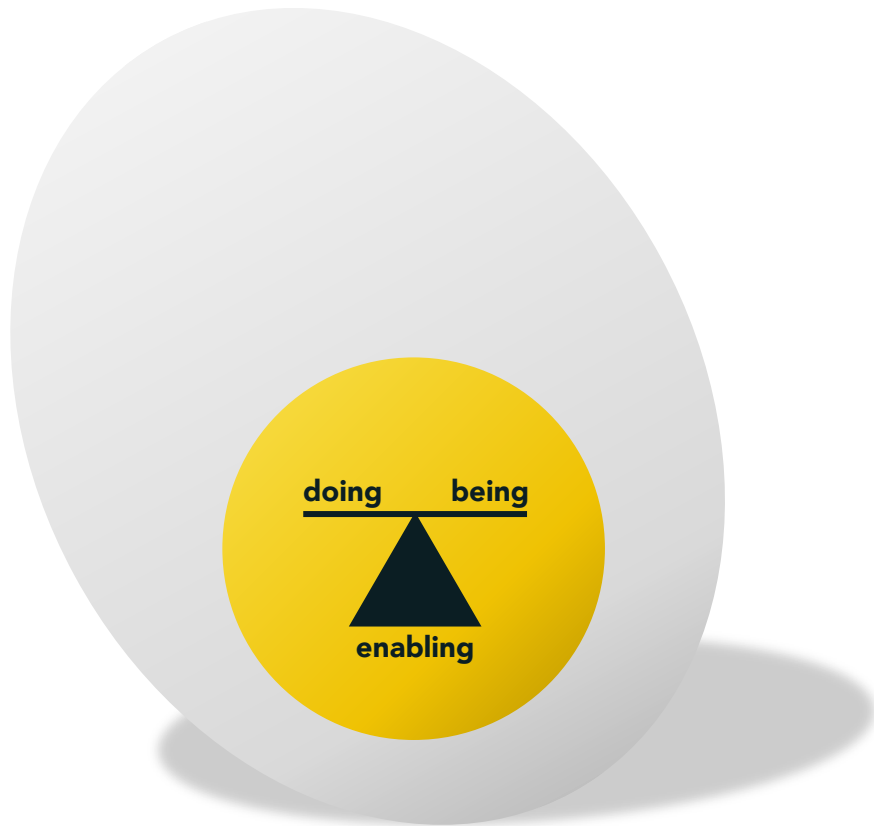
Design Dojo: Design coaching + Design ops

distinctions

mindsets

wellbeing

minimum viable rigour

fungus network diagram:
Nature Communications
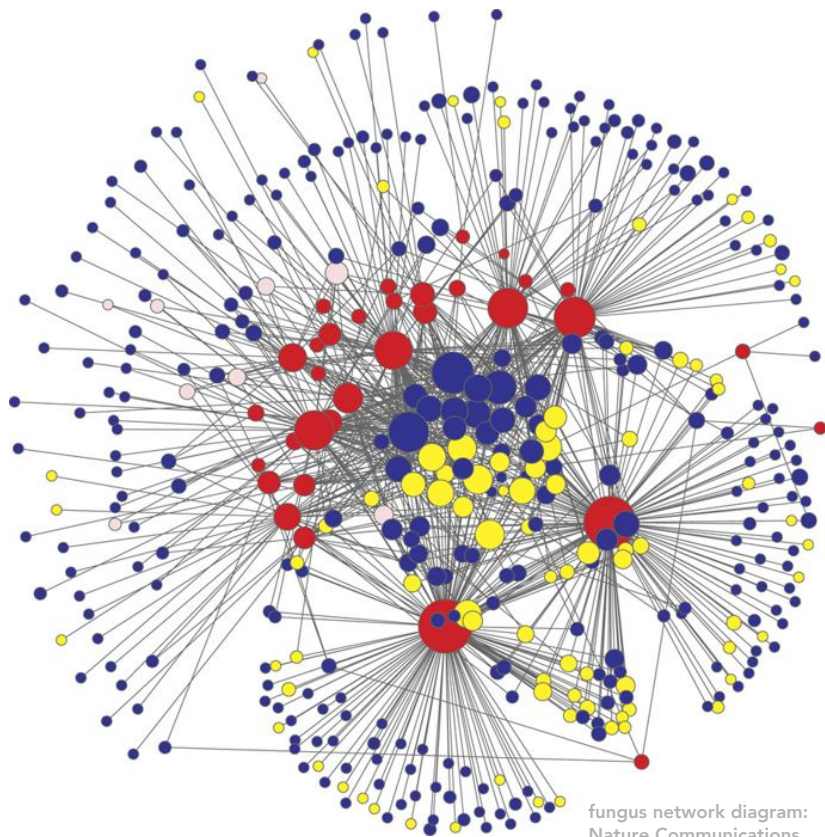
Multi-level ~~marketing~~ mastery

long game   industry impact

"The wicked leader is he who the people despise. The good leader is he who the people revere.

The great leader is he who the people say, 'We did it ourselves'.

Lao Tzu

#levelupthekids   #makemyselfobsolete

glue work

confidence | reflections | behaviours | time | clarity

activity	confidence ratings	
	before	after
Research planning	1.5	4.5
Screening & recruiting participants	1.5	4.5
Crafting tasks & questions for UT	3	5
Setting up the UX Lab	1.5	4.5
Facilitating UT sessions	2.5	4.5
Note-taking while facilitating	1.5	4
Synthesizing UT w/o transcripts	1.5	4
Reporting UT insights	1.5	4

" I grew the most in UT skills, managing stakeholders, and understanding the business.

Associate Designer

" Our tribe designers now go to her first before approaching Sam with questions.

ex-Project Lead

3.5 months   **multi-level mastery**

Malay for scrappy

DOJO @ GDS

This *cacat* certificate celebrates Immanuel Goh
completing the **Usability Testing** triathlon.

01 Research Planning
Collaborating with team.

Keep Trying

02 Recruiting
Screener & screening.

☆ GOOD

03 Discussion Guide
Incl. proto walkthroughs.

IMPROVED

04 Research Prepping
For UX Lab & outdoors.

☆ GOOD

05 Note-taking
While facilitating.

KEEP IT UP

06 Facilitating
Timing, biases, silences.

IMPROVED
KEEP IT UP

07 Synthesizing
Without transcripts.

IMPROVED
KEEP IT UP

08 Reporting
Crafting an issues log.

IMPROVED
KEEP IT UP

3.5 months | **multi-level mastery**

> **The way I research has become more intentional & divergent. Through coaching and observing how Sam coached me, I learnt how to guide new researchers.**

Researcher

> **I was nervous in my first solo study but she took time to scaffold the project background, used Socratic questioning to unpack my process, gave feedback directly but kindly.**

Associate Researcher

12 months   multi-level mastery

🚀
Scaling design

🌱

Scaling design
effectively

👩‍🍳 **What are your stories?**

🍞 **What can you slow down?**

🌾 **How will you sow seeds?**

Thanks for listening!

Samantha Yuen
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