


 Design Leadership

**SHARED BEHAVIOURS
FRAMEWORK**

July 2023 

ABOUT THIS DOCUMENT

This document describes behaviours expected for design leadership roles at TPXimpact.

It needs to be read together with our progression framework and individual job descriptions for different design leadership roles.



DESIGN LEADERSHIP BEHAVIOURS

DESIGN DIRECTION

Shaping good design and research approaches

Proactively guiding these processes in delivery

Supporting clients and colleagues to work at a manageable pace

DESIGN ASSURANCE

Ensuring the quality of good design and research in delivery

Ensuring delivery of work matches expectations around quality and timelines

Being comfortable with ambiguity, helping teams to manage risk and work with unknowns

DESIGN COMMUNICATION

Articulating and advocating for good design

Being able to describe and communicate future states for services and solutions

Bringing together different perspectives, while holding and communicating a compelling story for the work

DESIGN DIRECTION

Scoping work

Always define what success looks like. Work collaboratively by acknowledging where your client and/or team is. Understand what helping them looks like, and how tasks and roles can be divided while identifying opportunities to support change.

Being strategic

Always strategically shape decisions. This could include understanding risks and cost-benefits when challenging or reframing a brief. Also, think about the focus of the work based on client needs and context, team dynamics, strategic aims, and any wider system factors.

Bringing people on a journey

Always create clarity. You can do this by being explicit on why we're here, the change we're seeking to make and how we can get there, keeping everyone on track.

Being clear

Always avoid jargon. Apply approaches and use language that is clear and contextual for the client and organisations you're working with.

Providing challenge

Look for opportunities to stretch other people's thinking and ambitions within the work. Ensure any provocations are appropriate and routed in understanding the realities of client context and priorities.

Providing support

Be proactive to enable how work can happen at a pace that balances creative exploration, team motivation and timely delivery.



DESIGN ASSURANCE

Creating the conditions for good design

Always understand client motivations, pressures, and constraints to adapt design approaches. Also, be proactive in defusing tensions, managing conflicts and building rapport within teams.

Building trust

Always create shared spaces to build common ground between the team, client and users to build trust through delivery. While we are experts in design, our clients are often domain experts.

Supporting client relationships

Treat clients as partners. This will include spotting the opportunities to influence the shape and impact of work. Acting upon opportunities to deliver more value through good design, and as a trusted confidante.

Providing clear feedback

Use tools like design reviews to ensure that delivery, and the outputs of design and research, are consistent, well implemented and good quality.

Being comfortable with ambiguity

Be able to hold risks while making the rest of the team and the client is comfortable with how we're managing unknowns in the work.

Working with specialists

Be able to work with specialists to assure standards of work across different user centred design disciplines.



DESIGN COMMUNICATION

Setting expectations for good design

Always look to shape and hold the narrative and story around the work. This includes how we set goals and stretch people's understanding of what good looks like, while creating guardrails for how we get there together.

Proactively giving shape to a coherent whole

Be able to bring together different parts, and facilitate a cohesive whole outcome for the work — whether that is through words or visuals, while giving space for the team to shape solutions.

Creating narratives

Be able to create and hold a simple and accessible narrative for all, while simultaneously storytelling in multiple ways to reinforce the overall narrative for different audiences.

Communicating persuasively

Be prepared to have strong opinions, but loosely held. This includes working with the culture of your client to rally people around a shared vision that looks to win hearts and minds.





THANK YOU

If you are interested in learning more about our Design Leadership team or give feedback on this document, do reach out to us.

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