

ANGULAR MEASUREMENT OF THE DIAGRAMS.

E	F	G	H	I	J	K	L	M
200	.166	.143	.125	.111	.091	.083		
400		.285	.250	.222	.200	.166		
600		.428	.375	.333	.300	.219		
800		.571	.500	.444	.400	.333		
1000		.714	.625	.555	.500	.416		
		.857	.750	.666	.600	.500		
		1.000	.875	.777	.700	.583		
			1.000	.888	.800	.666		
				1.000	.916	.750		
					1.000	.833		
						.916		
						1.000		

# BUILDING YOUR PLATFORM

## AS A UX LEADER

UXPA BOSTON 2022 | IRA F. CUMMINGS | 22.10.14

# WHO I AM

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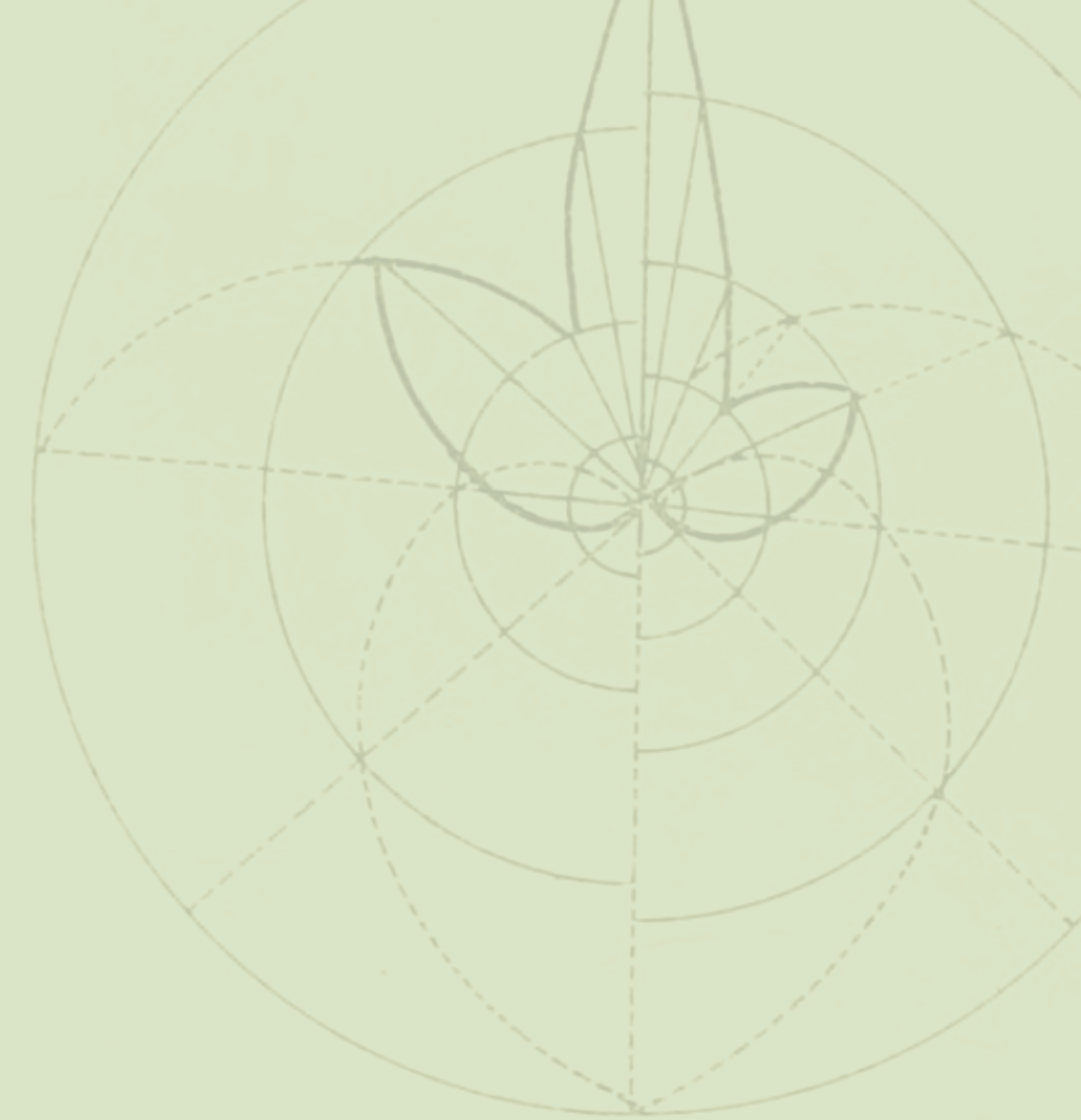


Fig. 18.

A<sub>1</sub>FG  
DE

A<sub>1</sub>FG  
DE

THE AUDIENCE

# WHO THIS TALK IS FOR

Fig. 20.

A technical drawing or geometric construction is overlaid on a solid orange background. The drawing features a horizontal axis labeled 'X' at its right end. On this axis, there are several points marked with symbols: 'F'' with a circle containing a cross, 'Ω', and 'X' with a superscript '6'. Below the axis, a series of numbers 5, 4, 3, 2, 1 are marked. The drawing includes several circles and arcs, some of which are labeled with numbers like 2, 3, 4, and 5. There are also labels like '2.15' and '2.5'. The overall appearance is that of a complex geometric proof or construction from a technical manual or textbook.

# LEADERSHIP IS LONELY

**...AND I WAS COMPLETELY UNPREPARED FOR IT**

# ENVIRONMENTAL CHALLENGES

Massive org change

Group was reinventing itself

Managing a team of 1 → 7 within a year

Zero management experience

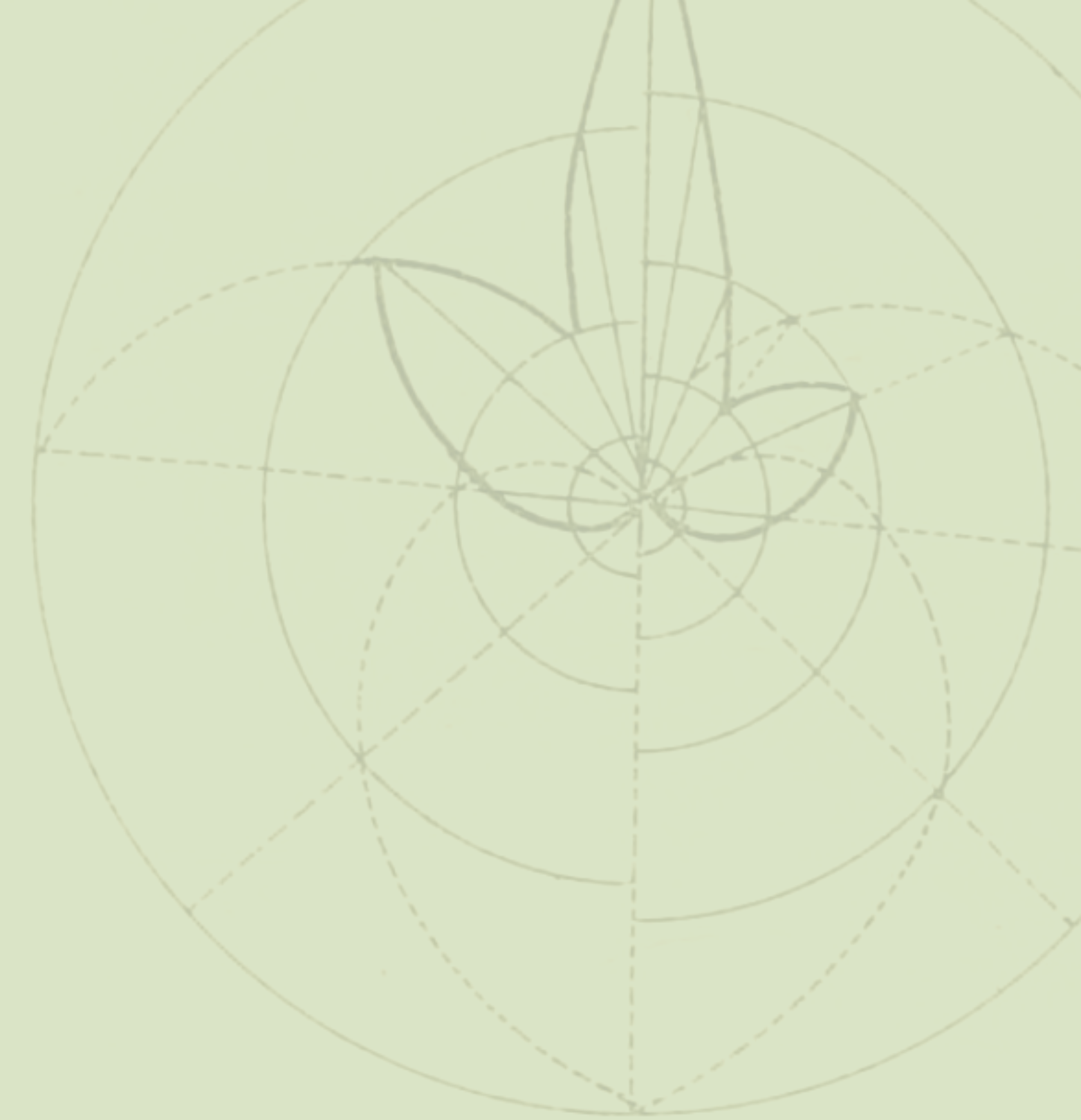


Fig. 18.

A<sub>1</sub>FG  
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# SUPPORT & GUIDANCE

Minimal organizational support

Teams wanted to work with looking for designers

My team was looking for guidance and assurance



Fig. 18.

A<sub>1</sub>FG  
DE

# A MASSIVE IDENTITY SHIFT

Artifacts change

Peers change

Design surface changes

Perspective changes



Fig. 18.

A<sub>1</sub>FG  
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# COPING WITH UNCERTAINTY

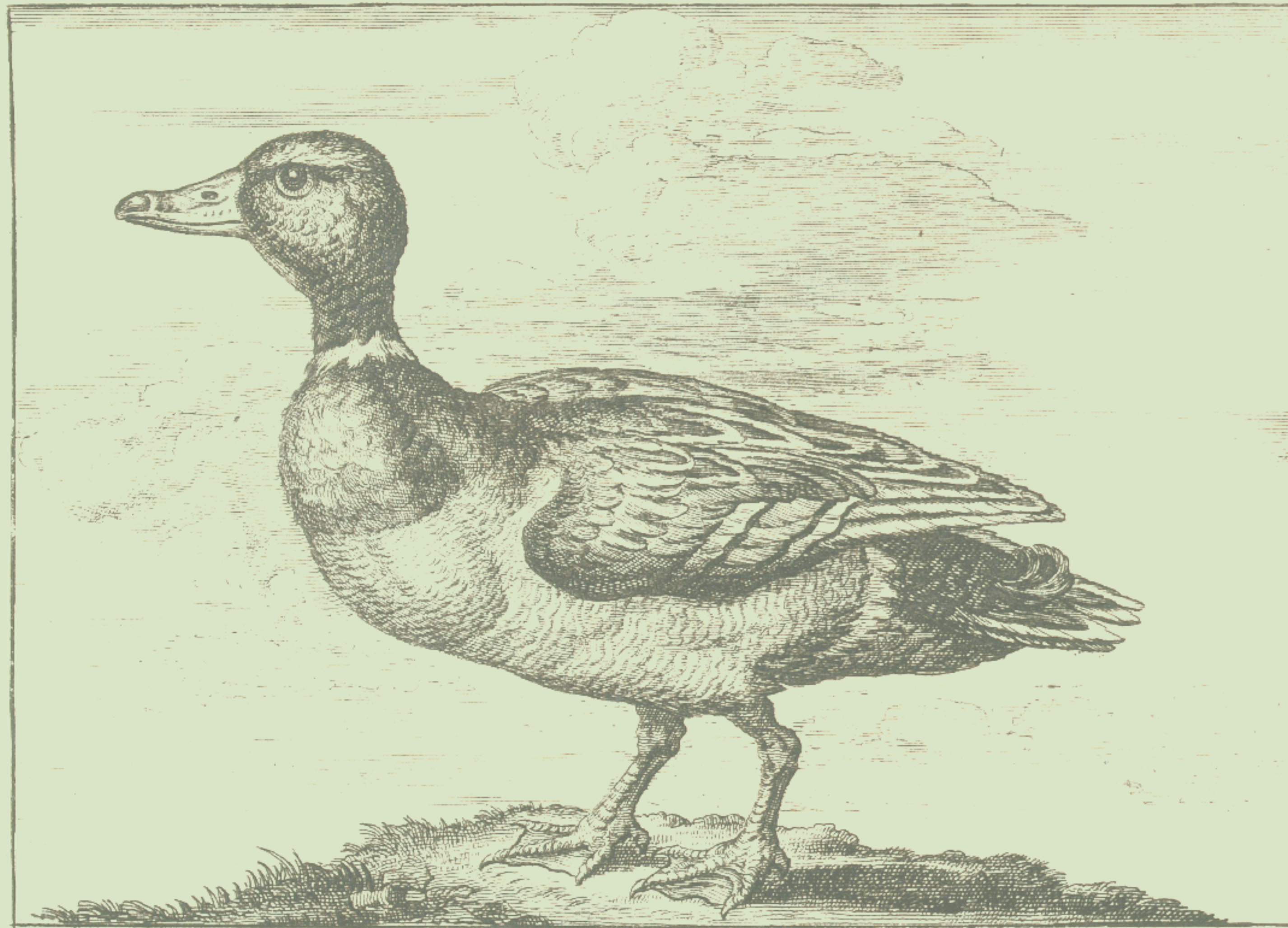
Adopting a leadership mode



Fig. 18.

A<sub>1</sub>FG  
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F. Barlow delin  
2. A.

P. Tempest Exc.

# ENTER THE COACH

Convincing my boss to pay for and working with a coach

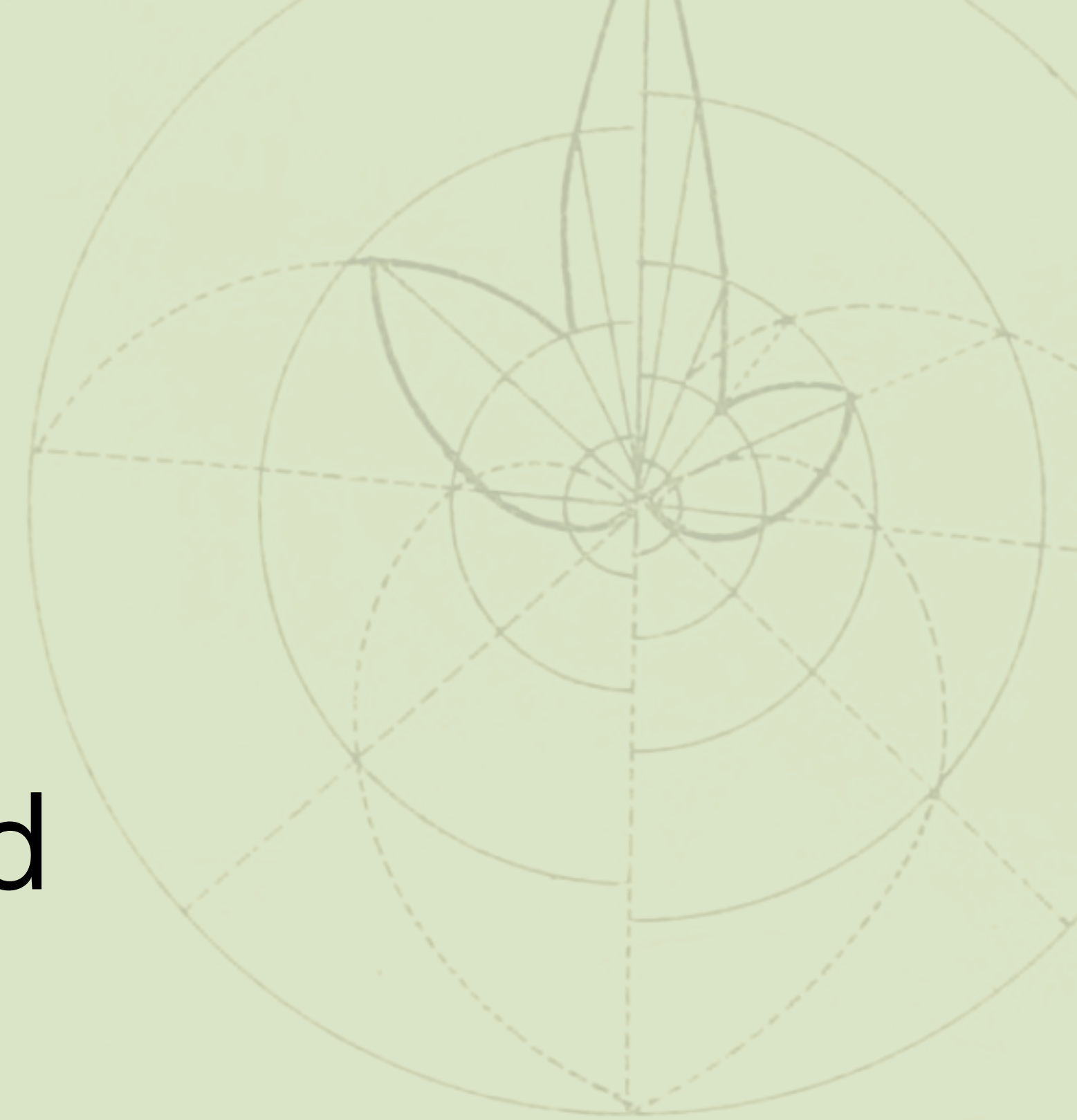


Fig. 18.

AFG  
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A<sub>i</sub>

A technical drawing, likely a descriptive geometry diagram, is overlaid on a solid orange background. The drawing features a horizontal axis labeled 'X' at the right end. On the left side of the axis, there are points labeled 'F'' and 'Ω'. A scale with numbers 5, 4, 3, 2, 1 is shown below the axis. To the right of 'Ω', there are points labeled '2'15' and 'α'6'. Further right, there are points labeled '6'1', '5', '4', '3', '2'. Below the axis, there are several horizontal lines labeled '2', '2'', '3', '3'', '4', '4'' and several curved lines representing arcs or circles. The drawing is rendered in a light, semi-transparent brown color.

# THERE IS NO MANUAL

**NO ONE HAS BEEN IN YOUR SITUATION BEFORE**

Fig. 1.

# CHARTING A PATH FORWARD

What do you do at the beginning of a project to ensure success—once you know what the problem is?

Charting your path in UX leadership is no different

# KNOW WHO YOU ARE & WHAT YOU VALUE

Where you start

People can tell when you're putting on an act

It doesn't actually serve you

# FIGURING IT OUT

A journey of self-awareness

Fig. 1.

U<sub>k</sub>

Fig. 1.

# LEADERSHIP VS. MANAGEMENT

Both valuable and needed

Anybody that is making decisions that affect others need a framework

A<sub>1</sub>FG  
DE

LEADERSHIP PLATFORMS

# DEFINITION & PROCESS

Fig. 20.



Fig. 1.

# WHAT IS A LEADERSHIP PLATFORM?

Your “Leadership Platform” is an **explicit** framework of **values** and **beliefs** that help you to make decisions and show up authentically

Intensely personal

# INPUTS

There are a few ways to figure yours out:

- Introspection
- Ask for feedback
- Try external resources

# INTROSPECTION

Start here

Make space for this on your calendar

Honest & kind

Fig. 1.

U.K

# THOUGHT STARTERS

What are my strengths (energy) and weaknesses (drain)?

What traits am I most proud of?  $U_K$

What do people often say about me?

When do I feel most accomplished?

What does good/bad work look like to me?

What is unique about my perspective?

Fig. 1.

Fig. 1.

# ASK YOUR PEERS & REPORTS

Tell them about what you're doing

It helps if you've been working with this person for while and already built some trust

# ASKING YOUR BOSS

Again, set context

Enroll them in your growth

Reviews can be fodder

Fig. 1.

U.K

# EXTERNAL RESOURCES

Merholz: “Coach, Diplomat, Champion, Architect...” plus leadership skills assessment

Books (Buckingham)

StrengthsFinder 2.0

# FINDING PATTERNS

Take your inputs and look for patterns

Fig. 1.

U<sub>k</sub>



# CONSTRUCTION

This is up to you

Treat it like a design exercise

Keep it short

Fig. 1.

U.K

A<sub>1</sub>FG  
DE

NOW WHAT?

PUT IT INTO PRACTICE

Fig. 20.

# USE YOUR PLATFORM

From personal to external



Fig. 18.

AFG  
DE  
A<sub>i</sub>

# 1. IN PRACTICE

## Setting expectations for your team



Fig. 18.

AFG  
DE  
A<sub>i</sub>

# 2. IN PRACTICE

## Structure hiring and team development

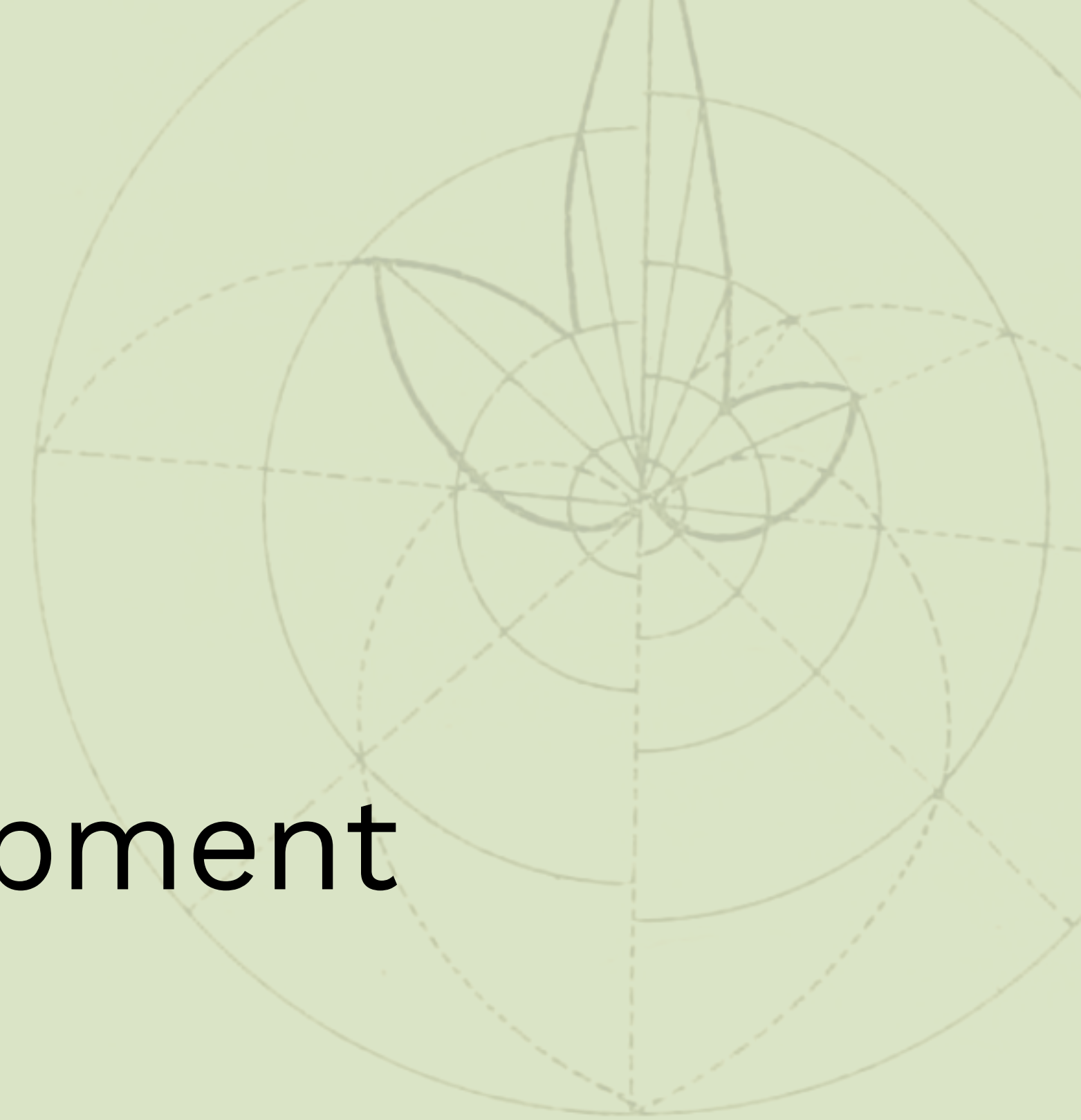


Fig. 18.

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# 3. IN PRACTICE

Optimize process for desirable outcomes



Fig. 18.

AFG  
DE  
A<sub>i</sub>

# 4. IN PRACTICE

## Charting your career path



Fig. 18.

A FG  
DE  
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# KEEP IT ALIVE

Revisit regularly

Reflect at least weekly



Fig. 18.

A<sub>1</sub>FG  
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DE

AND NOW

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# IT'S YOUR TURN



Fig. 20.

“

THE PRIVILEGE OF A LIFETIME IS TO  
BECOME WHO YOU TRULY ARE.”

- CARL JUNG

A<sub>1</sub>FG  
DE



Fig. 20.

# THANKS

**& QUESTIONS**

