

# FROM 1 TO 150

HOW WE SCALED OUR UX TEAM



FROM 1 TO 170  
~~150~~

HOW WE SCALED OUR UX TEAM



# LYNSEY THORNTON

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**Active Stores**

**Countries**

**Channels**

**2013**

**40k**

**80**

**1**

**2016**



**Active Stores**

**Countries**

**Channels**

**2013**

**40k**

**80**

**1**

**2016**

**325k**

**150**

**10+**

2013

10

Designers



2013

10

Designers



2016

170

Designers  
Researchers  
Content strategists  
Front end developers







LANGLEY  
5-19-13

# We've learnt a lot

# We've learnt a lot

**“And the more I learn, the more I realize I don't know”**

**Jared Spool**

- 1. Building your team is a design project**
- 2. Growth is hard**
- 3. Spend time on getting the right people**

# Building your team is a design project



**Structure is not about bureaucracy**  
**It exists to support people**



# Create more than one way to grow

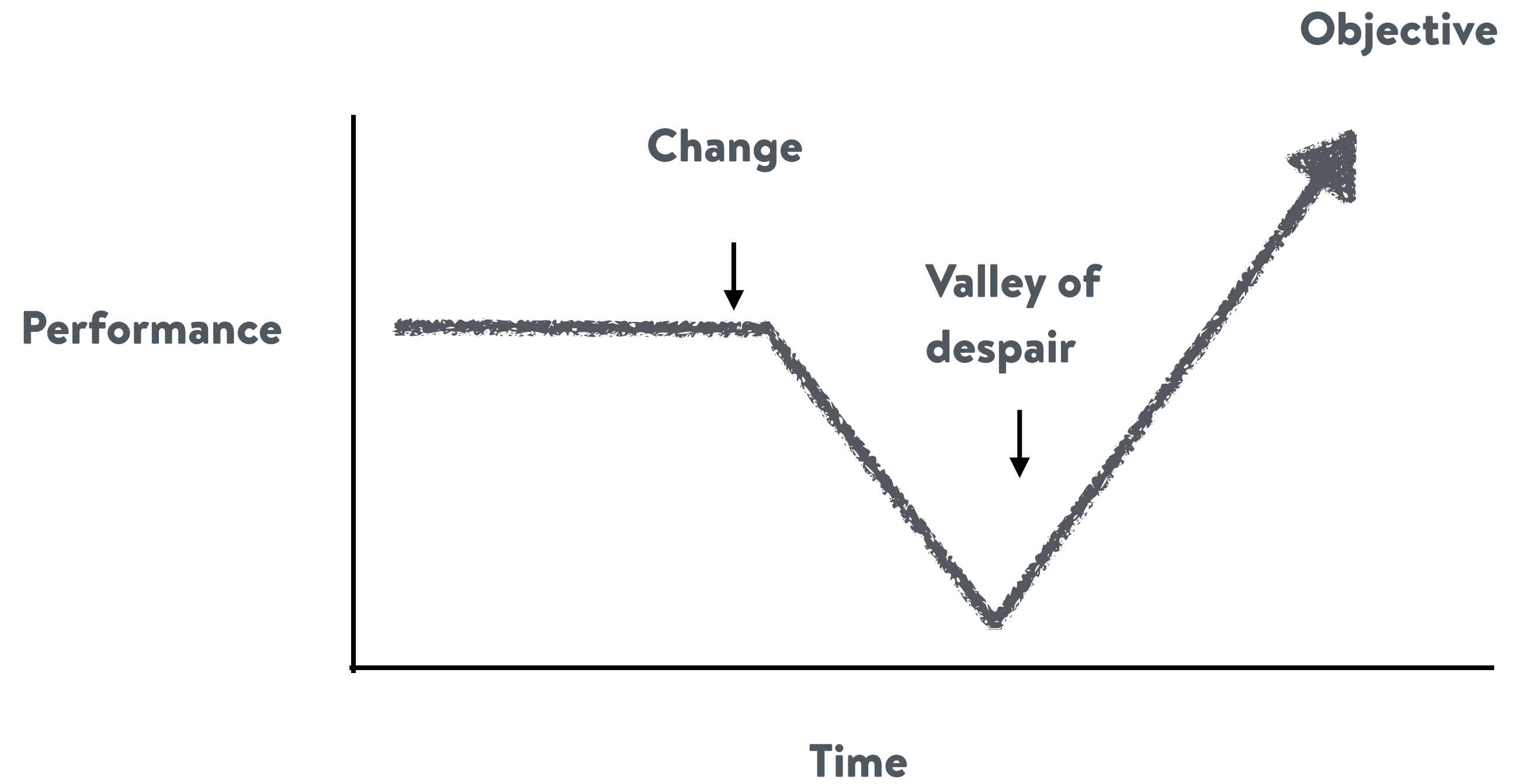




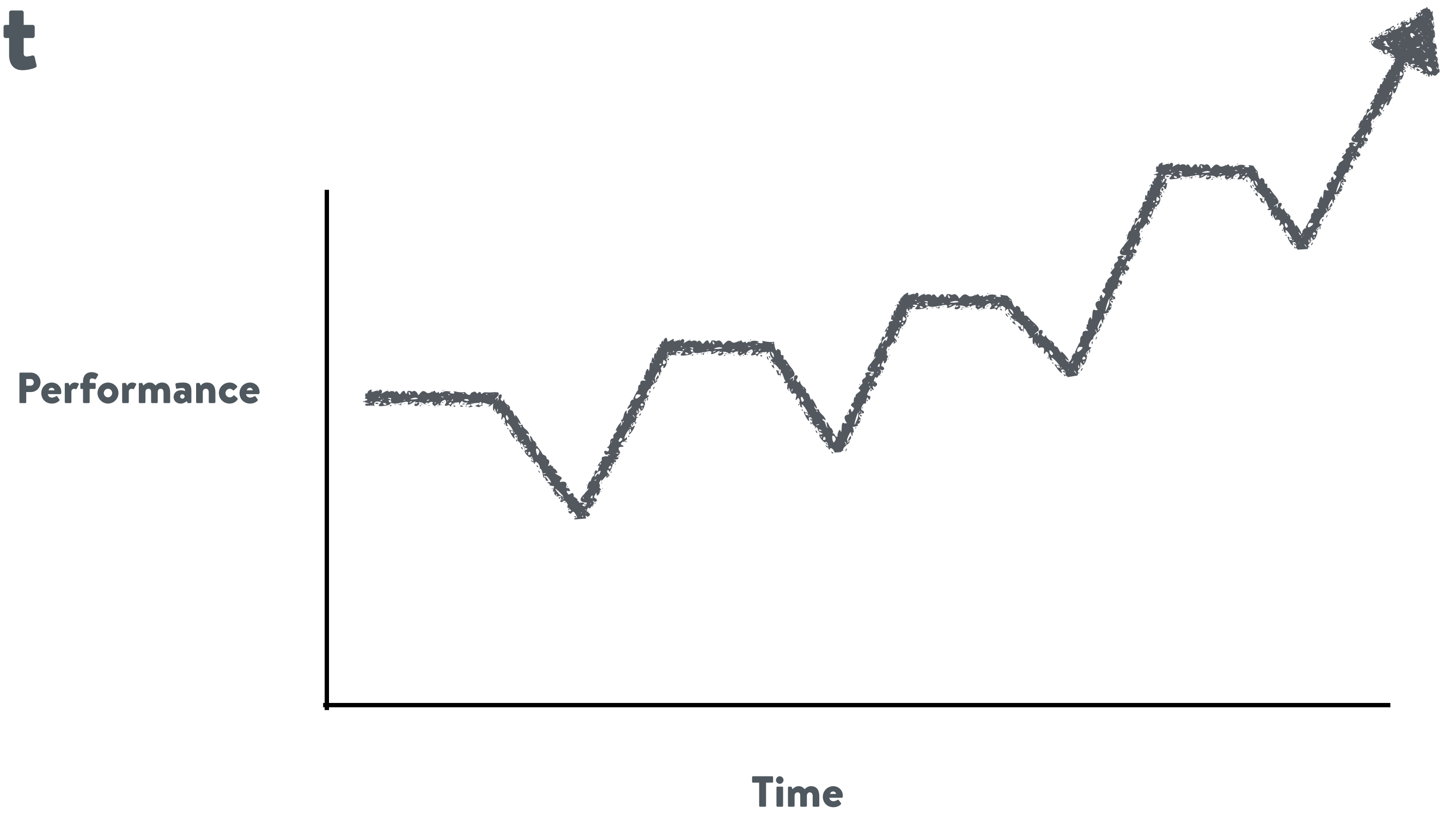
# Growth is hard



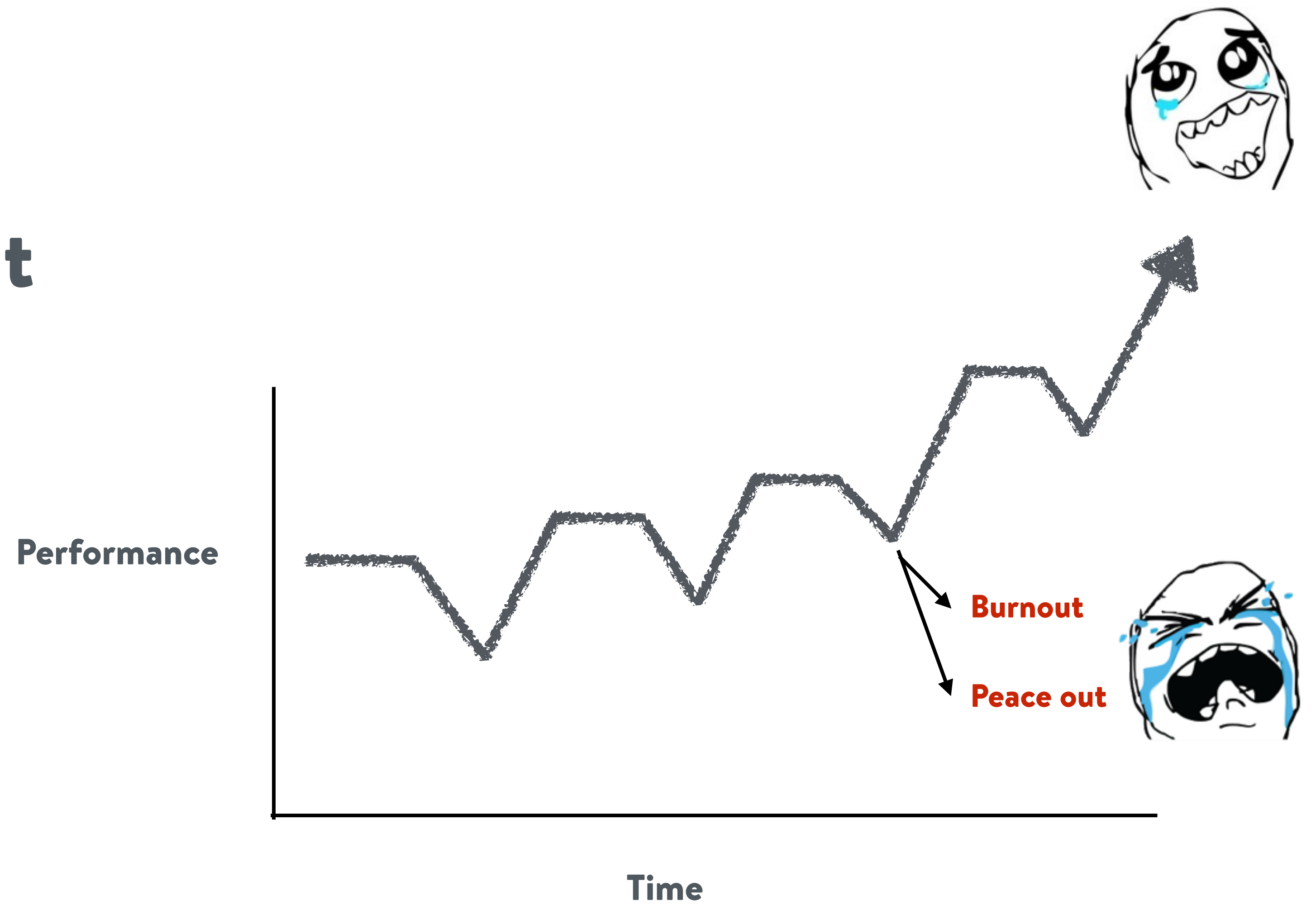
# The valley of despair is real



# Dealing with constant change



# Dealing with constant change



# Balance pressure with creative outlets



# Spend time on getting the right people



**Work out what is important to you**  
**Challenge norms**



# Sell your strengths



## What's the opportunity?

Intercom is an unusually product research focused company. Our VP of Product, Paul Adams, was formerly a Researcher at Google. We understand the value of research insights. Research plays a key role in our product development process and informs our company strategy at the highest level.



Airbnb bleeds design. Two of our cofounders are designers, and an appreciation of the power of design is in everything we do. Even our internal dashboards have great typography. We believe design is as much about behaviour and emotion as it is about utility and ease. We are a broad team that contributes to product direction and crafts pixel-perfect output. Situated with the engineering team, we move quickly but also have enough time and space to create broad, innovative ideas. We love simplicity and a sense of whimsy. Sound like your type of space? Join us.



We value diversity and learning from one another, so you'll be joining a team of researchers from various backgrounds (e.g. anthropology, psychology, human-computer interaction, industrial design). You'll have opportunities to learn, lead, and contribute to meaningful work.

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# Specialize when you see extended skill gaps



# To recap...

- 1. Building your team is a design project**
  - 2. Growth is hard**
  - 3. Spend time on getting the right people**
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# Thank you, Ottawa!

@LYNSEYTHORNTON

