

Patrick Kennedy

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Director of Design / Design Operations

Seasoned leader with 7 years experience in management and operations, and over 20 years in digital design and technology. Well versed in devising and delivering digital products and experiences, drawing on broad experience gained across a diverse set of industries and contexts.

KEY CAPABILITIES

Team leadership and operations - Building and scaling multidisciplinary teams of 10-20+ people, from intern to Lead level. Managing portfolios, people, projects and procedures. Designing the design org.

Supporting & empowering - Growing, nurturing and protecting the team. Providing a safe environment for talented teams to discover, explore, innovate and then deliver successfully. Removing roadblocks and building bridges to empower teams, with a proactive problem-solving “if you see it, fix it” mindset.

Connecting the dots - Analysing for opportunities then bringing together the right people, capabilities, concepts and tools, at the right place and at the right time, to produce great outcomes.

Strategy realisation - Connecting senior leadership and strategy to on-the-ground delivery. Partnering with cross-disciplinary peers such as Product, Engineering and Delivery to generate business value.

Balancing priorities - Taking a pragmatic view, negotiating a balance between the needs of design craft alongside commercial imperatives and other business priorities. Ensuring there is a time and place for discussions to be had and decisions to be made.

PERSONAL TRAITS

Dedicated - Hard working, reliable and punctual. Puts in the hard yards when it's crunch time.

Responsive - Always available to support people, quick to respond. Helpful, even that means just listening.

Considered - Calm and collected. Adds value with considered response, suggestion or POV. Deep thinker.

Stable & approachable - Builds trust through vulnerability, openness and honesty. Owns his mistakes.

CAREER SNAPSHOT

Role	Organisations	Period
Management	CBA, Designit	2014 - 2022
Design practitioner	Step Two, News Ltd, Symplicit, CBA	2006 - 2014
Digital technologist	Keycorp, OTI, Leo Burnett, CMW Interactive	1996 - 2005

QUALIFICATIONS

Bachelor of Computer Systems Engineering - *University of Technology, Sydney*

Scaled Agile (SAFe 4) Product Owner / Product Manager - *University of Sydney*

CAREER EXPERIENCE

Designit, Sydney - *Design Director*

February 2019 - April 2022

Leadership role in global strategic design agency, leading and growing a team of 13+ designers and researchers in Sydney and Melbourne. Broad accountability for management of the design consulting team, as well as the studio/business. Designit is part of Wipro, a leading technology consultancy.

- **Team-builder and studio manager** - Including people leadership (up to 7 direct reports), recruitment, training and development, DesOps, resource management, team meetings and rituals, processes and procedures. Directed most internal projects and initiatives.
- **Project delivery** - Managed project delivery, including stakeholder management and directing practitioner teams (UX, UI, Service Design, Research). Clients included WaterNSW, IAG, Qantas, ANZ, Victorian Dept of Health, nbn, Woodside and Western Sydney University.
- **Cross-functional collaboration** - Managed the interface between design and other digital disciplines such as Engineering, Business Analysis, Data, Security, Change Management.
- **Practice development** - Fostered and supported the development of core capabilities (UX, UI, Service Design, Research) including mentoring, coaching, knowledge sharing, co-design swarming, rituals, QA, standards, processes and tools.
- **Subject matter expert** - Provided direction and thought leadership to team members, peers and client stakeholders regarding user experience and design.

Commonwealth Bank of Australia, Sydney - *Senior Manager Digital Experience*

September 2016 - September 2018

Responsible for UX across two CommBank portfolios, Wealth (B2C) and Business (B2B) with a combined annual delivery budget of ~\$24M. Led a team of 17 specialists embedded in these two portfolios. Successful execution of over 25 major projects across 12 scrums.

- **Successful execution** - Translation and delivery of business objectives into feasible user experience design outcomes, through UX/UI design. Significantly improved customer experience (eg 63% conversion uplift for Asset Finance origination).
- **49% increase in operational efficiency** - Actively managed resource allocation and prioritisation of team effort, coming under budget by ~49%.
- **Design at scale** - Grew team headcount (Wealth 40%, Business 800%) whilst expanding their capability from executional/delivery focus to strategic advisors and vision-setters.
- **Reduced turnover by 30%** - Reduced staff turnover in Wealth design team by empowering team members, increasing their visibility and cultivating good team culture.
- **Digital tools & design system** - Co-owner of 'cloud tools' for design team, ie Slack, Zeplin, Dropbox, Axure Share. Co-owner of Design System, incl design language, pattern library and code library. Increased re-use and efficiency of delivery, reducing costs and time to market.
- **Recognised performer** - Superior rating in performance reviews for both KPIs and Values, resulting in a promotion.
- **Collaboration** - Partnered with product, technology and business stakeholders to produce feasible, practical, cost effective solutions. Fostered collaboration between service designers, researchers, UI designers; working closely with content and data/analytics.

Commonwealth Bank of Australia, Sydney - Senior Manager UX Research

August 2014 - September 2016

Led and grew a high-performing team of 9+ researchers who successfully employed a variety of qualitative & quantitative research methods on projects from across the bank.

- **Values-led leadership** - Superior rating in performance reviews for both KPIs and Values. Inaugural 'Legends of CAN' winner (internal values recognition programme).
- **Insight-led success** - Our researchers had impact on halo projects across the bank, including:
 - CommBank App, Australia's #1 mobile banking app and multiple award winner
 - NetBank, Australia's #1 online banking website
 - CommBank Tablet App, a design award winner

Previous roles (further detail available on request):

- CBA, Sydney - *Lead Experience Designer (2013 - 2014)*
- Symplicit, Sydney - *Lead Experience Designer (2012 - 2013)*
- News Ltd, Sydney - *Lead User Experience Researcher (2008 - 2012)*
- Step Two Designs, Sydney - *User Experience Specialist (2006 - 2008)*
- Freelance, Sydney - *User Experience Specialist (2005 - 2006)*
- CMW Interactive, London - *Head of Technology & IA (2002 - 2005)*
- Leo Burnett Digital, Sydney - *Head of Technical (1999 - 2002)*
- Various companies, Sydney - *Web developer (1996 - 1999)*

EDUCATION & TRAINING

University of Technology, Sydney - *B. Computer Systems Engineering*

University of Sydney - *Certified scaled agile 'SAFe 4' Product Owner/Product Manager*

Completed various training and development courses, such as:

- Mastering Emotionally Intelligent Leadership (2021/2022)
- Values in Action (2021) - Leadership training focussed on Diversity, Equity, Inclusion
- Cooper Professional Education Instructor (2019) - Design education training
- Design Operations Essentials (2018) - Dave Malouf
- Behavioural Economics Basics (2017)
- CommLeader (2015) - CBA leadership programme
- Advanced Agile Training (2014)
- Design Thinker (2013) - IDEO design thinking course

TOOLS & TECHNICAL SKILLS

Tool	Competency	Frequency
Office: Keynote, PowerPoint, Word, Excel, Acrobat	Advanced	High
Collaboration: Miro, Teams, Office365, Slack, Dropbox for Business, Sharepoint	Advanced	High
Design & prototyping: Figma, AxureRP	Intermediate	Low