

Customer Experience Director

I am a customer experience leader with over 15 years of experience in CX. I successfully lead the development of customer experience (CX) strategies, CX implementation plans and compelling customer experiences for organizations across a variety of industries and sectors using proven methods and frameworks. I lead organizations in maturing their CX capabilities and help grow the next generation of CX directors, strategists, and designers. I create and continuously improve CX engagement processes and tools that help increase productivity, collaboration and creativity.

Work Experience

General Services Administration

1800 F NW, Washington, DC 20405 (12,000 employees)

GSA leads the charge in modernizing the government's approach to technology products and services and guides agencies through innovative and efficient technology deployments to meet their missions and fulfill the needs of the American people in a rapidly evolving and complex world.

Managing Director, Customer Experience, Centers of Excellence

GS-15, 9/30/2019 – Present, 40 Hours/Week | Supervisor – Edward Golden – Edward.golden@gsa.gov

Managing director, customer experience and contact center - leading customer experience transformation, enabling agencies to better understand their customers and creatively solve complex customer problems, transforming how agencies deliver their mission.

Transform, Build and Mature Agency Customer Experience Capabilities

- Responsible for maturing and increasing the level of customer-centricity at HUD, creating a customer experience practice that enables the organization to put the needs of the customers first and using that perspective to drive all decisions including strategic planning and budgets.
- Design and conduct complex assessment studies and data gathering efforts to identify current state and gaps to accelerate the maturity of a sustainable agency customer experience practice, ensuring all components of CX are being nurtured and matured.
- Design and develop CX transformation governance structures and build a coalition of the willing to ensure the successful buy-in and implementation of CX at all levels at HUD, given organizational constraints.
- Lead multi-year CX planning - a CX transformation roadmap - by defining and prioritizing initiatives to reach desired future outcomes, given the current HUD environment and HUD's organizational goals.
- Define the strategic direction for CX transformation at HUD after leading a thorough current state assessment, and outcome-based future state vision and back-casting working sessions.
- Lead a team of 14 contract and government staff with a budget of \$12M to implement strategic direction, aligning resources to achieve desired outcomes as organizational constraints arise and priorities shift.

Develop Customer Experience Strategies

- Design research programs that include qualitative and quantitative methods to build customer understanding with program area leadership and staff including who customers are, their needs and the moments that matter.
- Develop a customer experience strategy based on customers' needs aligned to the organization's mission, vision and strategic priorities
- Lead the development, design, planning, gathering and use of qualitative and quantitative customer research including competitive analysis, usability testing, contextual inquiry, diary studies, surveys, field research, secondary research, analytics review, social listening etc., aligning research with project goals to inform decision-making, identify and scope problems and test solutions with customers

- Lead the gathering of customer feedback and measuring the impact of the results of CX project improvements.
- Lead the review, analysis and synthesis of data and development of insights, vision, strategies and artifacts that visually express the current and desired experience such as journey maps, service blueprints and a future vision.
- Lead the communication of insights, findings and recommendations via reports, presentations or other outputs to align stakeholders across the agency across all levels of seniority and enable agency leadership and staff to take action and improve outcomes
- Direct the development of a voice-of-the-customer practice, a mechanism for gathering data, to increase agency's ability to understand and analyze customer's needs and measure the effects of CX initiatives in relationship to its operations.
- Define, manage, and prioritize and lead the implementation of a backlog of CX innovation projects and initiatives that improve federal service delivery across the end-to-end customer journey, meets A-11 Section 280 and measurably improve the customer experience for agency's customers and exceed organizational goals.

Manage Customer Experience Implementation using Human Centered Design (HCD)

- Bring together program leadership and staff to develop strategies for improving customer experience
- Plan and facilitate workshops to align stakeholders on project vision, defining outcomes and brainstorming impactful solutions to meet and exceed customer and business needs and gather feedback and insights from stakeholders and customers
- Drive opportunities and projects through completion while building coalitions of leaders and staff who understand the value of CX
- Lead the process of learning directly from the people we are designing for to deeply understand their needs, make sense of what was learned, identify opportunities for design, and prototype and testing possible solutions with the people we are designing for
- Define scope of CX projects, assigning staff with the proper skillsets to complete projects

Customer Experience Leadership, Training and Coaching

- Serve as a technical advisor, guiding, coaching and educating C-suite executives and division directors, with varying technical knowledge, on the power of CX and why and how HUD should transform into a customer-centric agency.
- Lead efforts to educate and train staff on CX and HCD as well as promote CX with messaging that resonates with both leadership and staff working alongside colleagues to embed these design practices for sustainable change

Hire, Mentor and Lead Staff

- In collaboration with government CX staff, developed the first ever CX position description used to hire CX professionals in agencies across the government.
- Made CX hiring recommendations for the government as a whole as well as within CoE.
- Managed staff including onboarding, performance management, hiring decisions, and approvals.
- Developed performance plan standards, a 1:1 meeting note template, and an interview guide template to increase hiring and performance management standardization implemented throughout my office.
- Empower staff to be bold and create innovative products and services that measurably improve CX.

Promote CX across Government

- Develop thought leadership to promote CX and civic design in the public sector, producing content and speaking at a variety of conferences, seminars and panels
- Serve on Federal CX Initiative interagency working group helping guide the future of CX in government, staying abreast of and influencing the development of new CX regulation

Manage and Improve CX Operations

- Design new business development methods for selling CX to various agencies and developing a CX service catalog.

- Continuously develop and improving processes, tools, methods and templates to increase productivity in CX engagements and achieve the best outcomes for agency customers.

EPAM Systems (previously NavigationArts)

7901 Jones Branch Dr. Mclean, VA (25,000 employees)

EPAM help organizations reimagine their business. They combine engineering with strategic business and innovation consulting and design thinking to provide real business value to customers through human-centric innovation. EPAM acquired NavigationArts in 2015, becoming the CX and design services studio for the DC area.

Associate Director, Customer Experience Design

05/2015 – 10/2019, 40 Hours/Week | Supervisor – Shivani Aneja

Customer experience design consultant and manager - leading the CX strategy and design of digital products and services using an HCD approach that transforms how organizations do businesses.

- Led and coached clients, with varying degrees of technical knowledge, across departments and our project team through the design thinking process, educating them on the tenets of the methodology.
- Led the planning and conducting of stakeholder workshops to define and align business goals and objectives and help them identify/define and baseline KPIs aligned to each business objective.
- Led the design of customer research activities to define and baseline key metrics and understand customer's as-is experience.
- Served as primary liaison between client stakeholders and project teams, making sure project teams are aligned with the shared project goals and client stakeholders are aware of project team's progress.
- Generated insights, after analyzing collected quantitative and qualitative data, with a cross-functional team to uncover moments that matter and key opportunity areas expressed through personas, current state experience/journey maps, service blueprints and key findings.
- Based on insights and business objectives, guided clients and project team to develop vision statements, future state experience concepts and guiding principles that act as a north star for all future decisions.
- Led the brainstorming and prioritization of ideas/recommendations using a prioritization grid/opportunity matrix to identify high value/high impact concepts.
- Designed and conducted alignment activities such as playbacks, brainstorming and dot voting to ensure teams and clients are aligned on the vision, goals, outcomes and key initiatives/recommendations.
- Led the creation and presentation of CX strategies and roadmaps, effectively communicating ideas to stakeholders and project teams and connecting to key business objectives to influence change.
- Ran cross-functional, collaborative design sprints to ideate, co-create, conceptualize and review ideas and design concepts to test with customers.
- Led large teams of designers and BAs in the implementation of the envisioned customer experience, using agile methodology (i.e., Kanban), informing experience requirements and user stories.
- Used testing insights to validate and invalidate assumptions and make changes to concepts to iteratively find and refine the right solutions.
- Evaluated and raised risks to time, budget or scope and mitigated risk by removing blockers.
- Created proposals/pitches where there are high levels of uncertainty, including determining staffing needs and allocation proposals.
- Managed staff including onboarding, performance management, hiring decisions, and approvals.
- Developed performance plan standards, a 1:1 meeting note template, and an interview guide templates to increase hiring and performance management standardization implemented throughout my office.

Senior Experience Designer

02/2012 – 05/2015, 40 Hours/Week

Experience design consultant - helping to create the experience strategy and design of digital products and services, for a variety of organizations including government, B2B and B2C, that transform their business using a HCD.

GBTI Solutions

Mclean, VA (50 employees)

GBTI Solutions supports a variety of government, commercial, and non-profit clients by delivering innovative IT solutions that are tailored to their specific business and technical needs.

Principle Experience Design Consultant

11/2011 – 02/2012, 40 Hours/Week

Principle experience design consultant - working with Veteran Affairs to create products that would ensure the right care was provided to veterans by digitizing ethical case management.

Network Solutions

Herndon, VA (3,000 employees)

Network Solutions was an organization whose goal was to help small businesses succeed online. They provided easy solutions that helped grow small businesses.

User Researcher

07/2010 – 11/2011, 40 Hours/Week

User researcher - responsible for scheduling, designing, conducting and analyzing all user research activities within the organization from the website to digital products.

Lenovo

Morrisville, NC (25,000 employees)

Lenovo's mission is to create personal devices more people are inspired to own and to become a trusted business that is well respected around the world.

Experience Designer

05/2006 – 12/2009, 40 Hours/Week

Experience designer responsible for creating features for the Lenovo.com website and any other digital properties.

Education

North Carolina State University, Raleigh, NC | Master of Science, Industrial Engineering, Specialization in Human Computer Interaction, 2008

North Carolina Agricultural and Technical State University | Bachelor of Science, Industrial Engineering, 2005