



# 2022 · State of **DesignOps**

DesignOps Assembly · Joint Frontiers

# Table of contents

- 4 About this report
- 6 Highlights from the report
- 8 Other interesting DesignOps stats
- 10 What is DesignOps?
- 14 An insider’s view
- 16 State of the people
  - 18 Geography
  - 20 Pronouns
  - 22 Ethnicity
  - 24 Education
  - 26 Industry
  - 28 Seniority
  - 30 Years of experience
  - 32 Top three frustrations

- 34 From Designer → DesignOps
- 40 State of the practice
  - 42 Number of years to stand up practice
  - 44 Team sizes
  - 46 Typical offerings
  - 48 Impact of reporting lines
  - 50 Design & DesignOps ratios
  - 52 Team size vs. effectiveness
- 54 Time to scale: Structuring DesignOps for growth
- 58 State of the toolbox
  - 60 Design
  - 62 Collaboration
  - 64 Documentation
  - 66 Document creation
  - 68 Task management
  - 70 Communication
- 72 Where from here?
- 74 Appendix
- 98 Authors
- 106 Partners

# About this report

DesignOps is an emerging field.

Most DesignOps teams are less than 2 years old, and the first book solely dedicated to the practice of DesignOps is only 4 years old. In communities like the DesignOps Assembly, membership numbers exploded from 300 before 2020, to more than 4,000 as of this writing in 2022.

Because the DesignOps field has grown so much in such little time, many practitioners have foundational questions. They are still aligning on DesignOps best practices, on all things org design, and how to solve foundational challenges in

design program management. This has led to a wide gap in the level of experience needed, or the best ratio of DesignOps practitioners to designers.

As this field develops from an emerging to a mature industry, the State of DesignOps Report seeks to be the de facto resource for all things DesignOps.

This report was created by Joint Frontiers in collaboration with DesignOps Assembly.

## The survey

In early 2022, we sent out an anonymous online survey that ran for a 6-week period. This was a similar survey to the one sent in 2021, which led to our benchmark first report State of DesignOps report.

Our goal this time was to identify trends and societal shifts in DesignOps communities, as well as in the businesses they service.

445 responses were collected from 45 countries. The following report is our assessment of all that the survey contained—the good, the growing, and yes, even some of the biases.

## Things to keep in mind

1. There are some biases in the data. For example, most of our sources are from U.S. and European teams.
2. We intend this report to be directional and inspirational, and it should be read as a guide.
3. We sometimes compare this year's data to the data in last year's report or to other things we have seen in large DesignOps communities, like the DesignOps Assembly.

# Highlights from the report

DesignOps is growing in size, maturity, and complexity.

## Globalization of DesignOps

DesignOps started in the states (shoutout Courtney Kaplan) and has since expanded globally. We're seeing DesignOps practitioners thrive in more cities. Singapore to Seattle. Patagonia to Paris. Bali, Bangladesh, Brussels. DesignOps is going global.

## Designers → DesignOps

~54% of those surveyed have career transitioned from design (or design leadership) into DesignOps. Not only is design seeing the need for DesignOps, designers are becoming more inspired to become design operators.

## Majority of the field identifies as female

Unlike most other disciplines that are heavily male-dominated (e.g. engineering, design, product) DesignOps is a female-led field. Curious.

## DesignOps is maturing

Not only is DesignOps expanding its reach across the globe, it's also finding more nuanced ways to provide value within companies. DesignOps specializations are on the rise (e.g. PeopleOps, Chief of Staff, tooling)

Survey size

Size of the surveyed audience

444

45

Number of countries surveyed



# Other interesting DesignOps stats

Some things to keep in your back pocket...

Average time to stand up a DesignOps team is

**1–2 years**

**93%**

of DesignOps holds a Bachelor's degree or higher

Average design to DesignOps ratio is

**25:1**

**Average years of experience:**

Majority of DesignOps practitioners have

**10–14 years**

**42.6%**

of DesignOps works in the tech industry

**28%**

of DesignOps teams are teams of 1 person

Top 3 opportunities for DesignOps teams are the following

(based on the question: "what are the top frustrations facing your DesignOps team")

**1.**

Org structure or bureaucracy

**2.**

Design not utilized at a strategic level

**3.**

Partners' lack of understanding of Design/DesignOps

# What is DesignOps

By Jason Kriese, VP at Salesforce

In any creative environment, teams must be able to deliver the right content at the right time to the right people. But today's accelerating pace of business, widely distributed teams, and frequent partner pivots make that anything but an easy task.

Add it all up, and the result is intensifying pressure on designers and other creative professionals, whose roles may include visionary, strategist, creator, connector, and technical practitioner—a lot to carry when most project teams include far fewer designers than they do engineers, product managers, or marketers.

But with these challenges comes a ripe opportunity for a better way of working—one grounded in relationships, principles, and values, with a focus on scalable solutions. And at the center of this shift is a new role whose purpose is to strengthen the team, its leaders, and the individuals charged with creative delivery.

This is the role of DesignOps.

DesignOps professionals excel in thoughtful, tactical orchestration of design teams in complex business environments, with a focus on the personal and professional growth of our designers. We ensure that business needs are met and creative teams are set up for success.





DesignOps partners with design teams, design leadership, and individual design contributors. While each of these roles requires unique solutions, they have a shared goal: delivering success for the business.

With design teams, our partnership is focused on the execution and delivery of creative solutions. We coordinate workshops and explorations to inform the earliest stages of the design process. We ensure that designers and partners are aligned around priorities, timetables, and assignments. And we track every commitment, ensuring that high-quality deliverables reach our stakeholders on time and within budget.

For design leaders, we serve as a trusted partner and advisor. We facilitate communication among corporate leaders, design teams, and partners, ensuring that priorities are understood and feedback received. We embrace scalable processes and foster healthy work rhythms. And we infuse leaders' values into every program and investment.



For individual contributors, DesignOps helps stabilize workflows and protect capacity. We streamline processes and standards, foster professional growth, and make sure that practitioners have the tools and skills they need to do their jobs. We serve as objective, trusted advocates, helping designers balance the realities of creative work and ever-increasing pressure from the business.

Finally, DesignOps serves as a bridge to human resources, finance, and workplace services, where we're often the first stop for designers in need. We use our hard-won organizational expertise to reduce friction and remove blocks that can slow the creative machine.

Ultimately, the goal of DesignOps is to foster a culture that respects every contributor, within a structure that delivers for the business. Our aim as a discipline is to hone a creative community that, working together, is even more valuable than the sum of its parts.

# An insider's view

## A few words from Joint Frontiers

**TL;DR;** DesignOps emerges as the answer to more humane operations.

Although DesignOps work is not something new, the emergence of the field coincided with major shifts in our global landscape. Epidemics, climate emergencies, and geopolitical shifts all have an impact on designers, both professionally and personally. Design leadership requires more support than ever before, and designers demand more support than ever before, all in an increasingly competitive business environment.

DesignOps professionals arrive with a toolbox and a mindset ready to steer people in the right direction. Not only how to be more productive and help their companies with their expertise, but also how to grow as professionals and individuals, how to better communicate with cross-functional partners, and, most importantly, how to stay mindful and happy at work.



**Joint  
Frontiers**

## A few words from DesignOps Assembly

We hear that the role of the DesignOps professional is the “darling of design” at the moment. While there are always going to be new and exciting roles that pop up in the design world, the larger question is, is the DesignOps role here to stay? The answer is an overwhelming yes. While larger companies are hiring more DesignOps resources than ever, the smaller companies are equally as motivated to hire for these roles.

The State of DesignOps report shows this. This report also dives into the

ever-expanding responsibilities within DesignOps that all make it possible for designers to design while executive leaders to lead. By clearing the way for other design functions to focus on their core responsibilities, DesignOps professionals actively contribute to building environments where people get to do what they were hired to do. This is exciting. This is progress. This is the future of design.



**DESIGNOPS  
ASSEMBLY**



# State of the people

This year's respondents gave us a picture of what the industry looks like at a human level.

---

**DesignOps practitioners are highly educated.**

---

**They're experienced.**

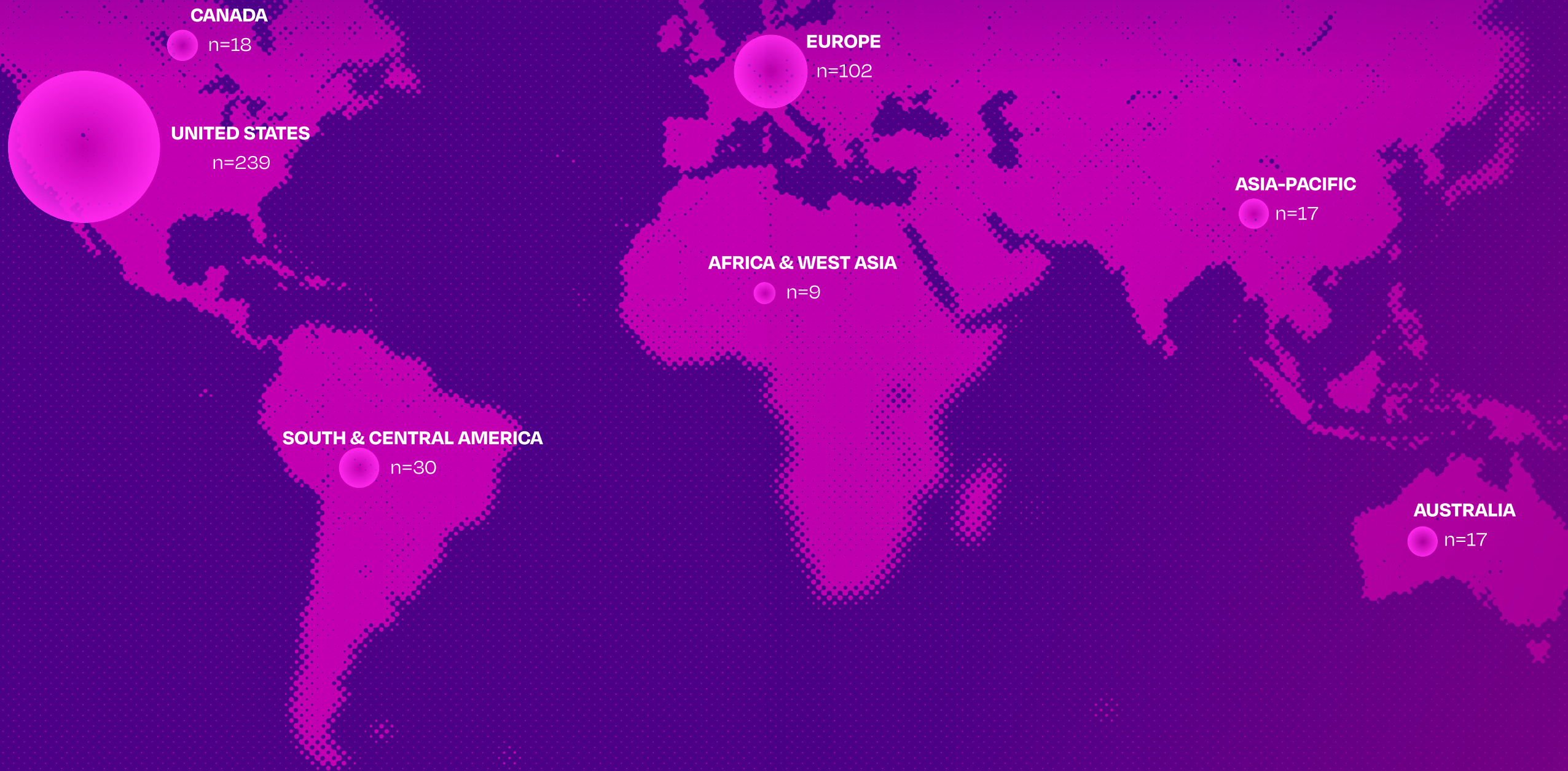
---

**They're located worldwide.**

---

# Geography

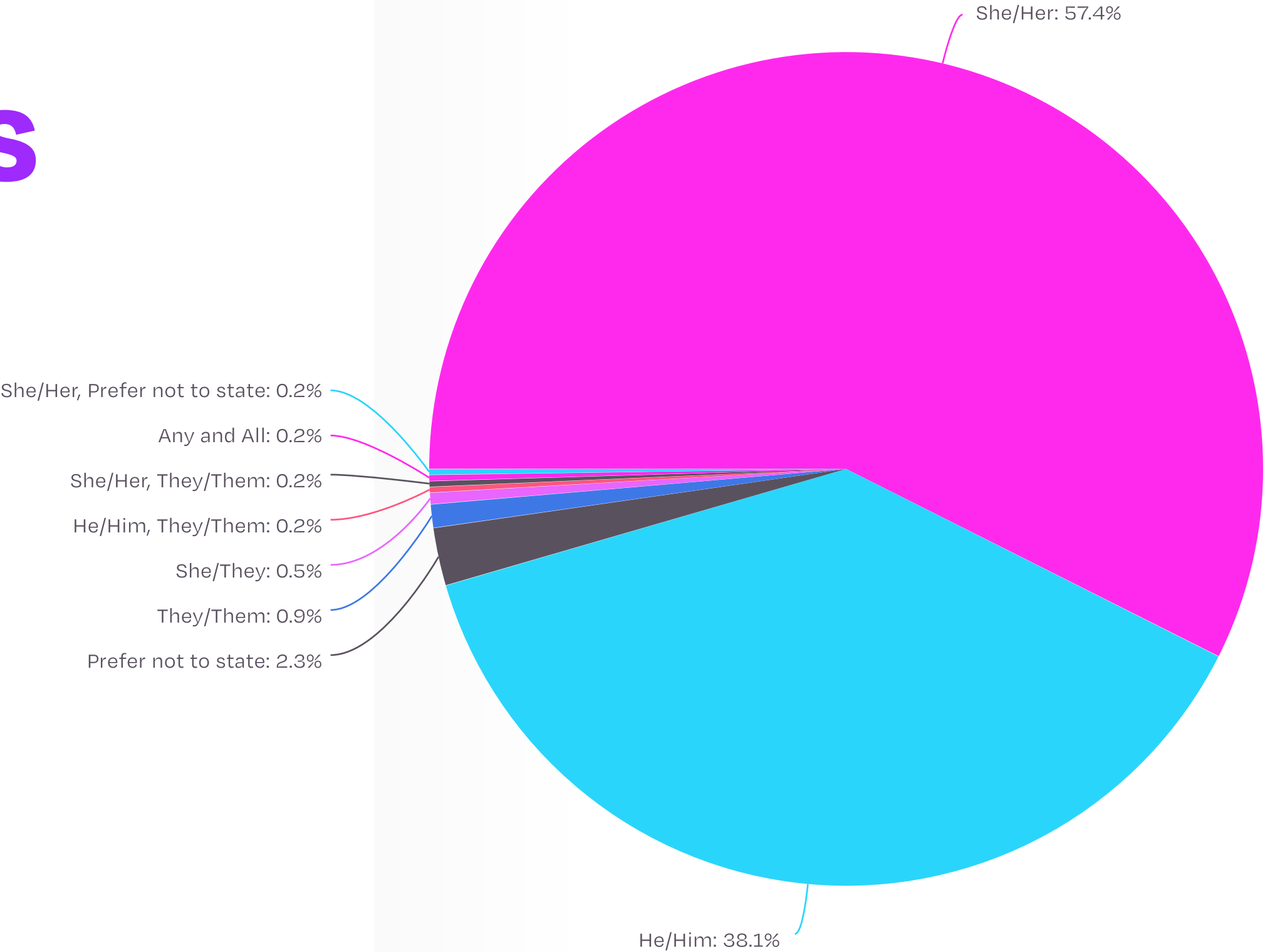
While we had a global footprint of responses, our respondents were heavily weighted towards the west. The majority of participants were from the US and Europe.



n=432

# Pronouns

The majority of respondents identify as she/her. This is important to note as there are very few disciplines where the majority of professionals identify as she/her. Especially in the tech industry.

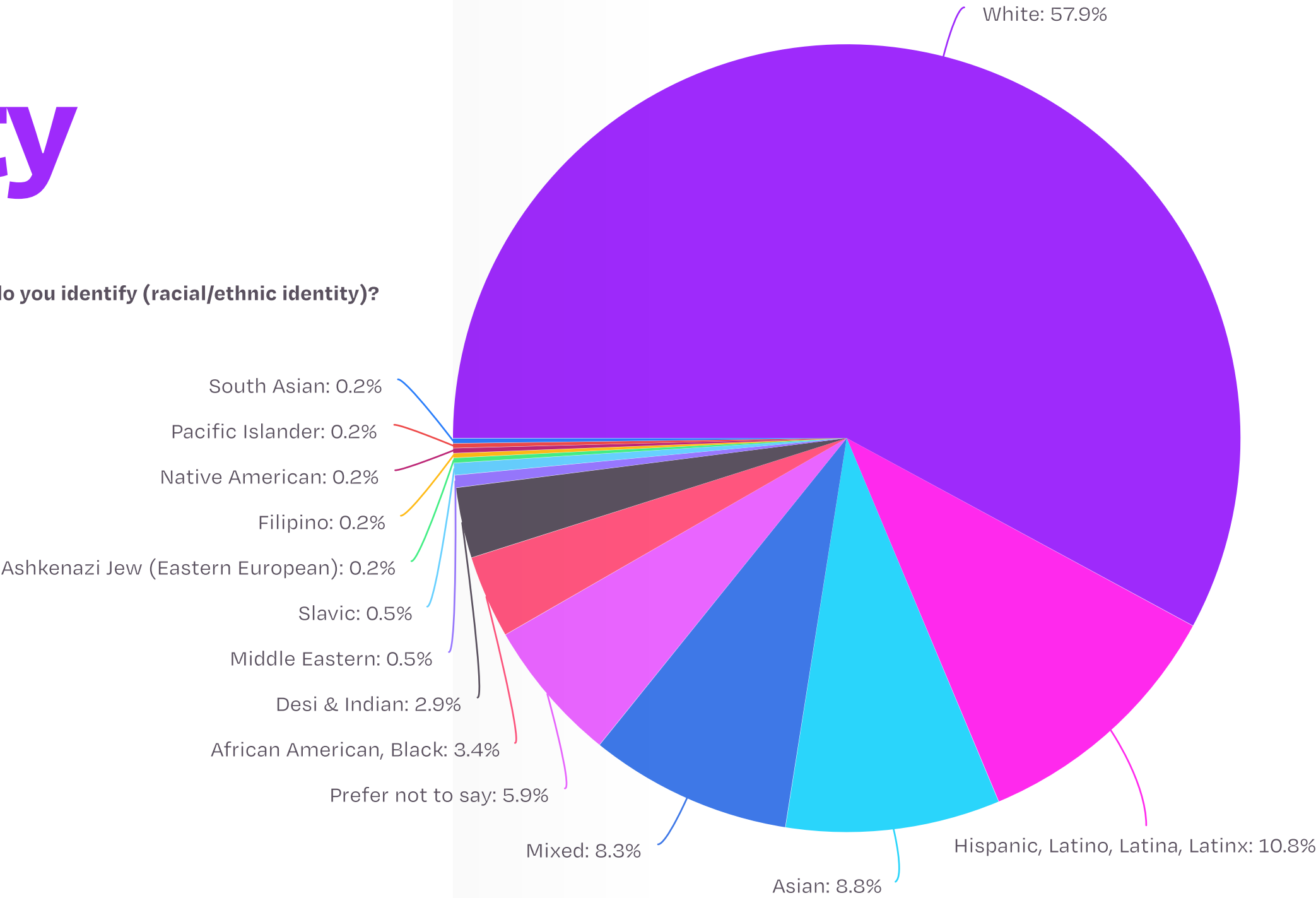


*Note: percentages may not add to 100% due to rounding.*



# Ethnicity

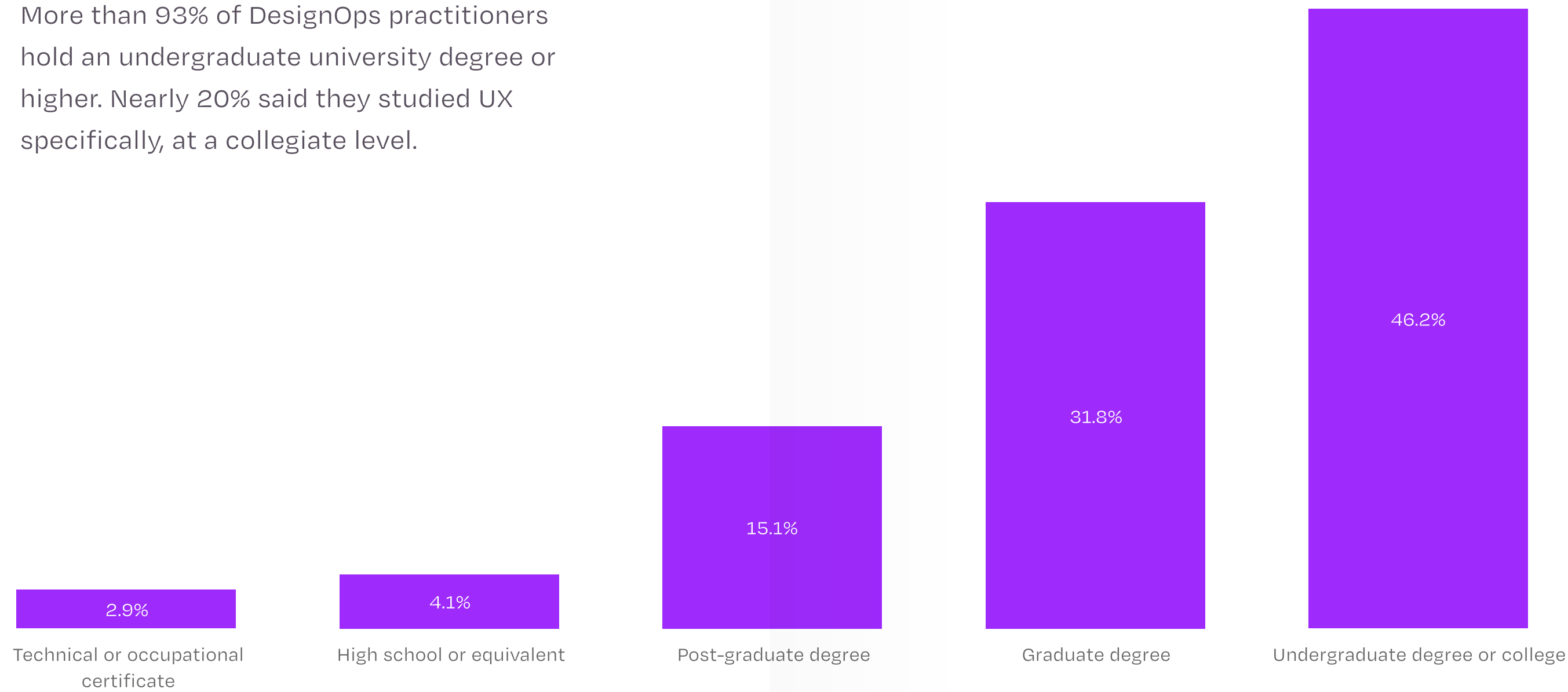
How do you identify (racial/ethnic identity)?



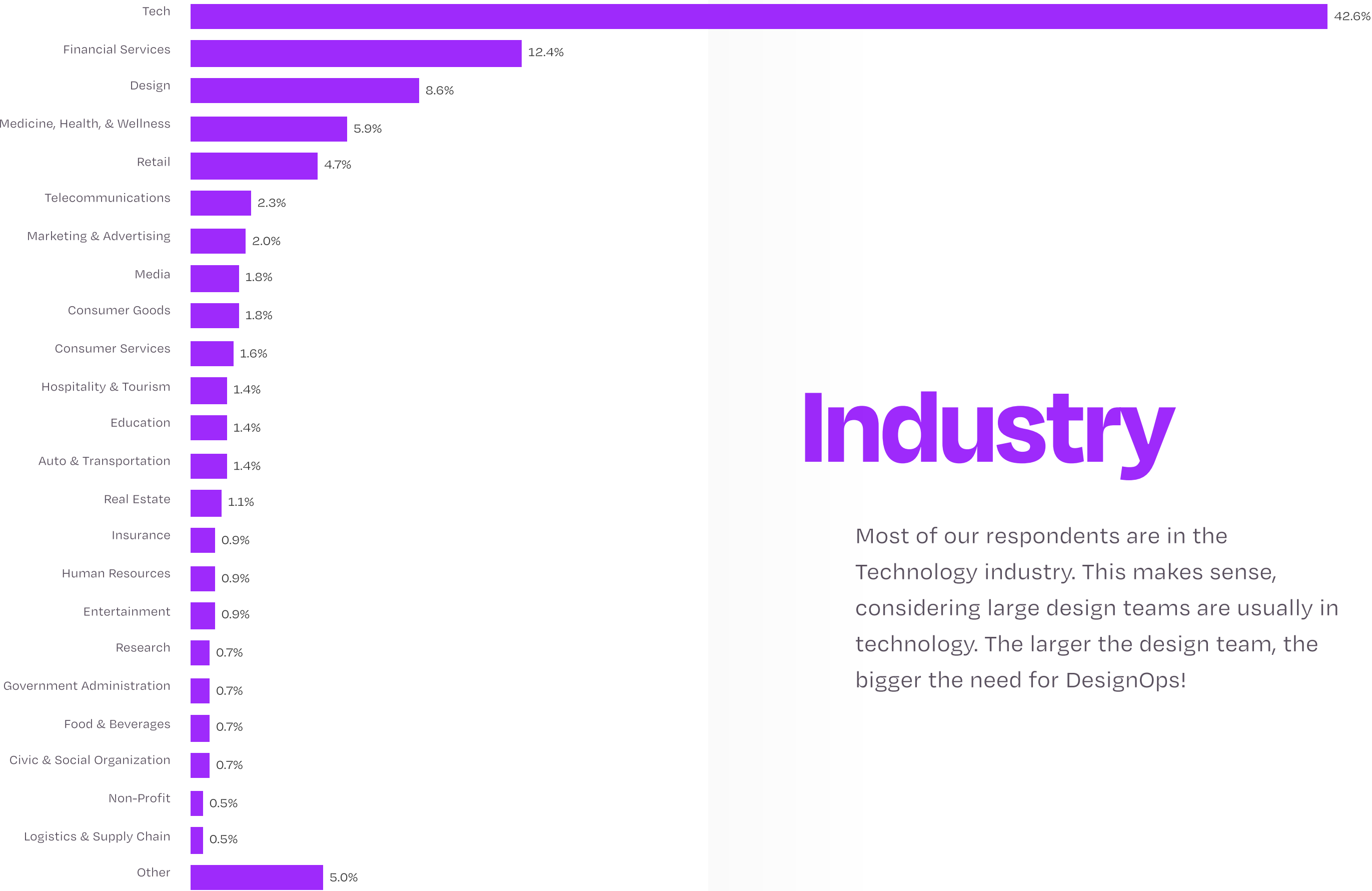
Note: percentages may not add to 100% due to rounding.

# Education

More than 93% of DesignOps practitioners hold an undergraduate university degree or higher. Nearly 20% said they studied UX specifically, at a collegiate level.



*Note: percentages may not add to 100% due to rounding.*



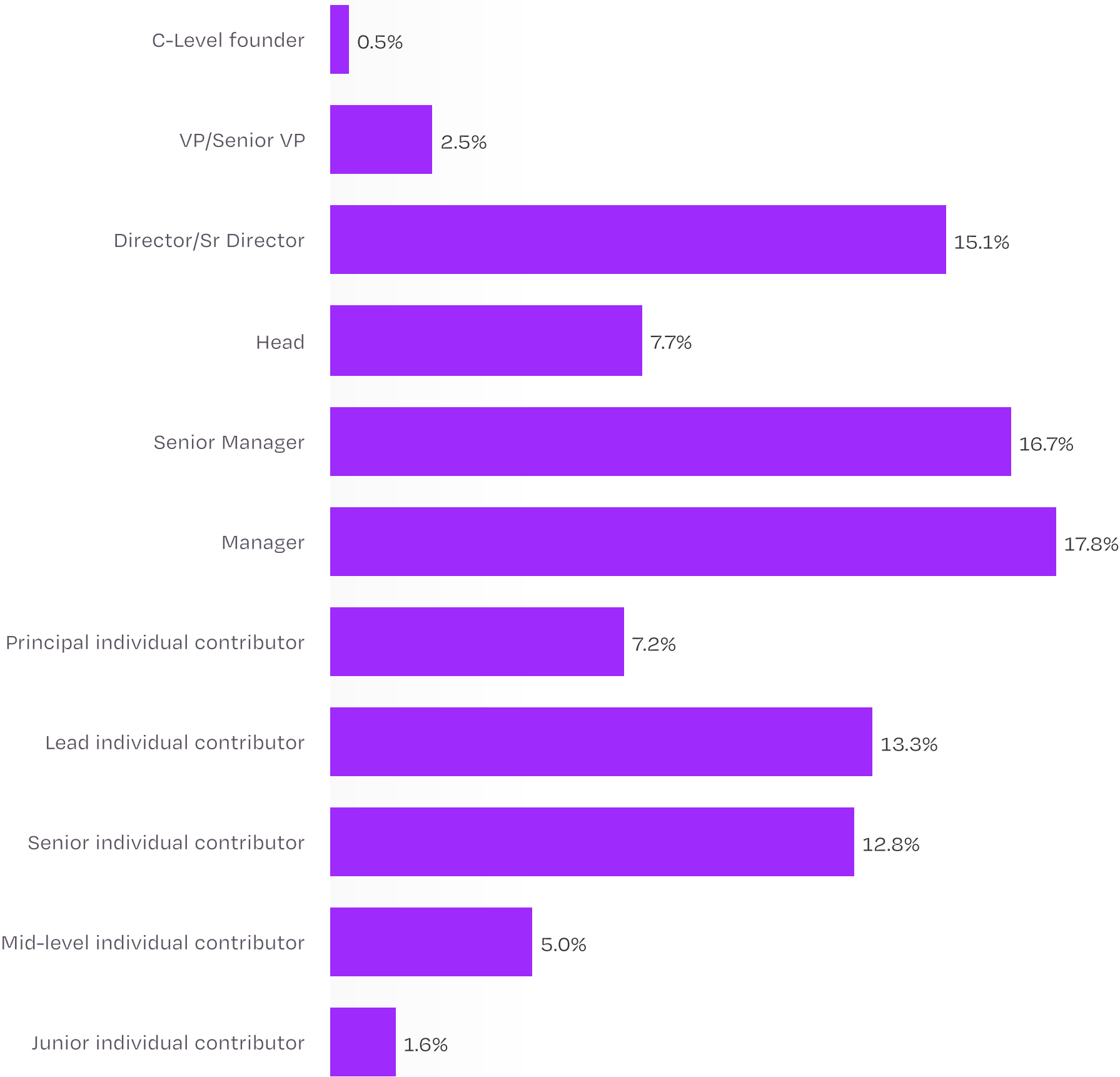
# Industry

Most of our respondents are in the Technology industry. This makes sense, considering large design teams are usually in technology. The larger the design team, the bigger the need for DesignOps!

*Note: percentages may not add to 100% due to rounding.*

# Seniority

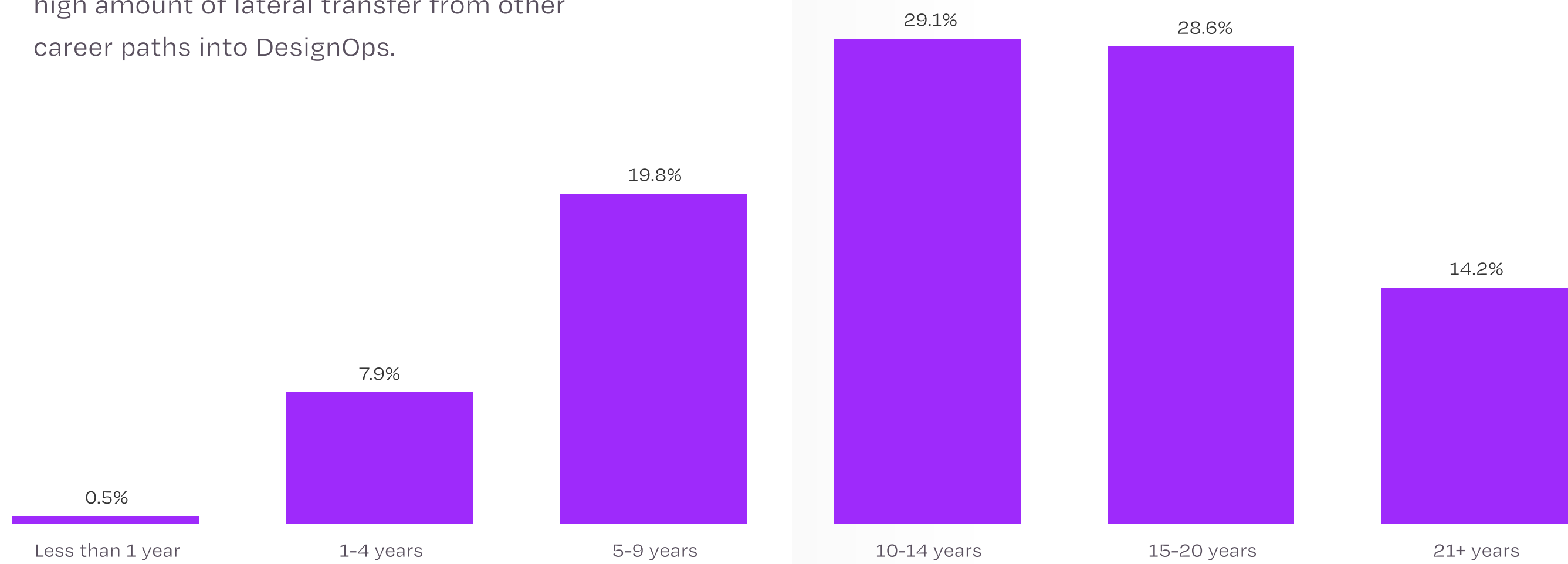
There are more leadership positions in DesignOps than ever before. We see larger production and design program management teams emerging, and with it, a correlated rise in management positions.



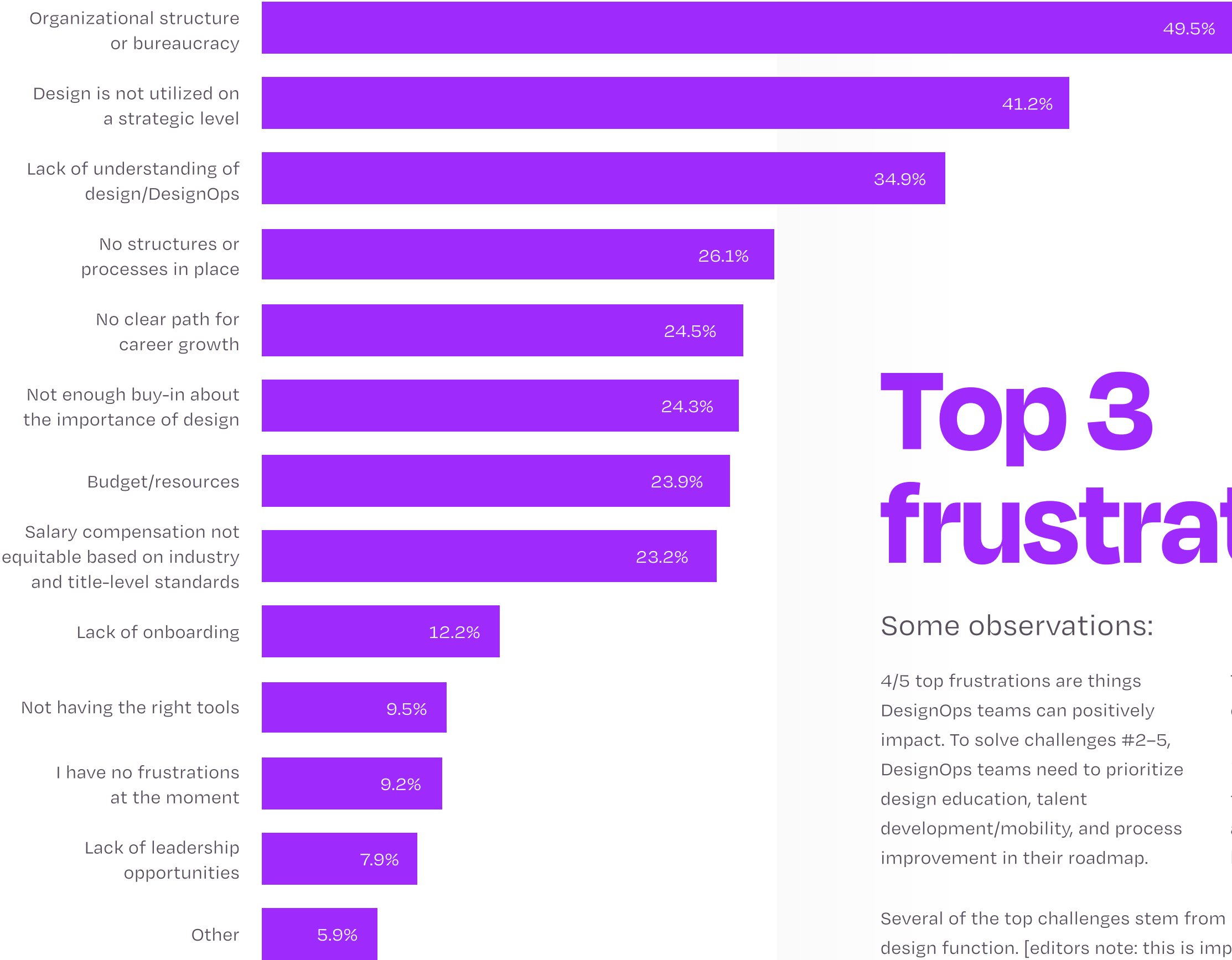
*Note: percentages may not add to 100% due to rounding.*

# Years of experience

The field has an impressive amount of experience. In speaking to the community about this, we think this has to do with the high amount of lateral transfer from other career paths into DesignOps.



*Note: percentages may not add to 100% due to rounding.*



*Note: Survey respondents could choose more than one option.*

# Top 3 frustrations

## Some observations:

4/5 top frustrations are things DesignOps teams can positively impact. To solve challenges #2–5, DesignOps teams need to prioritize design education, talent development/mobility, and process improvement in their roadmap.

The top frustration is usually outside of the DesignOps sphere-of-control. But it's certainly in the sphere-of-influence. In the right environment, the best DesignOps team can create a better org structure with fewer bureaucratic pains.

Several of the top challenges stem from having to “prove the worth” of the design function. [editors note: this is important work, keep pushing!]

# From Designer → DesignOps

By Cai Charniga (they/them) – DesignOps at Figma

At many tech companies, individual contributors operate using the 80/20 model—where you're meant to spend eighty percent of your time on the core duties of your job and twenty percent of your time on efforts outside of those responsibilities. Regardless of where I worked as a Product Designer, I was always fond of the work within that twenty percent. I gravitated towards accessibility working groups, team culture conversations, processes and systems improvements, and ultimately anything that aimed to

make experiences sweeter and easier for people at work! I didn't realize it then, but those projects helped me build up my DesignOps muscle.

## Making the switch

Since starting my new role at Figma, many folks have asked me how I knew DesignOps was something I wanted to explore. The truth is: I had never clocked this role as an option for someone with a design background until I read the Figma job

description. All the possible projects listed were similar to what I was already doing for that twenty percent of my time! DesignOps felt almost like this hack for designers like me—something that allows us to dive deep into the process, culture, community, and beyond.

## Transitioning my portfolio

Applying for the role without formal experience initially felt daunting. My imposter syndrome kicked in with full force upon realizing this would be different from the portfolio reviews I had done throughout my career. So, I had to figure out how to highlight the more operational aspects of my design case studies. I went about it by doing these three things:

1.

### Magnify process improvements

When I put together my first DesignOps case study, I took a design project I had previously led at Spotify and wrote down everything I did with the mindset of no detail being too

small. Then, I combed the list for things that were relevant to operations. Some things I called out were:

- Building trust and improving collaboration within my team
- Driving design milestones and coming up with cadences for feedback rituals
- Sharing my knowledge with cross-functional partners
- The various workshops I facilitated and how I chose to break down and present the findings

I'm sharing this list because many product designers already do these things in their day-to-day jobs! Taking your design projects and making them relevant for Design Operations is simply a matter of highlighting different parts of your narratives and shifting your value propositions.

Ask yourself: How can you, as a designer, create value propositions that prove you're capable of shifting into operations?





## 2.

**Highlight how others were positively impacted by your work**

Similar to how you'd include stats and success metrics at the tail end of a design case study, you can spotlight how what you did impacted and enabled others to do their best work. Empowerment and effective facilitation are key parts of being a DesignOps professional, so be sure to clearly state how you helped others shine! Here are some thought starters to help you identify these moments—think about how you:

- Made processes easier for others and/or eliminated bottlenecks and redundancies
- Enabled more creativity to flow and be exchanged between collaborators

- Created artifacts, rituals, or processes that increased quality—whether it be quality of work or quality of morale
- Helped identify and create new relationships between people

If you want to learn more about this, you can check out Ryan Holiday's [Canvas Strategy](#), where he talks about his framework for *“finding canvases for other people to paint on.”*

## 3.

**Find ways to say “yes, and...”**

Before I applied to Figma, I was chatting with a friend and colleague, sharing my worry that folks may not see my experience as valid in the world of Design Operations. That friend told me, “It's your story—own it, control it, and tell it to them.”

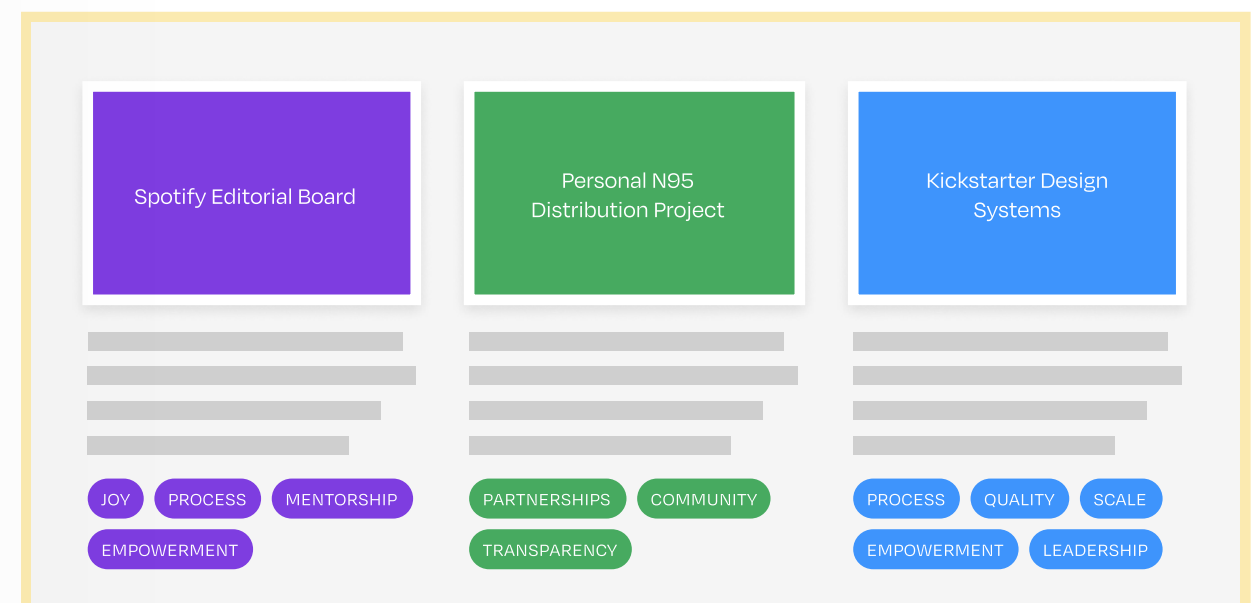
This simple piece of advice is what led me towards a “yes, and” approach in my narrative. A powerful step I took when crafting my portfolio for the role was emphasizing that my design skill set went beyond what we've come to expect from individual contributors. Being a designer is pushing pixels *and* pushing for joy *and* pushing for simplicity *and* pushing for progress!

One way I went about this was by creating an appendix towards the end of my presentation that included the smaller projects and initiatives I was a part of—both at work and outside of work— each with tags for

various operational skills. Some examples of what I included were:

- Various working groups I had participated in over the years at work; like Spotify's Editorial Board and [Screen Share Day](#)
- Community organizing initiatives I was heavily involved in
- Events or side projects I had worked on or organized

By doing this, you're showing a larger variety of skills and building up confidence amongst the interview panel that you've done operational work in the past even if you haven't held that position.



## Dip your toes in the water

Changing your career path might feel scary and nebulous, especially when your options have always felt binary. In Product Design, our industry tells us we can either be “this” or “that”—a manager or an IC—and that we must invest heavily into those paths to grow. I disagree. There’s value in exploration and fluidity. Being a “designer” goes beyond what the standard career ladders tell us.

My advice to anyone interested in Design Operations is to find ways to

insert yourself and mold your work to work for you. Start a working group around a topic you’re passionate about. Talk to your team about implementing a new brainstorming style for the next project on your roadmap. Plan an event. Propose a new critique structure. All these things build operational muscles and, more importantly, help you figure out what you enjoy doing. Don’t be afraid to switch things up.



# State of the practice

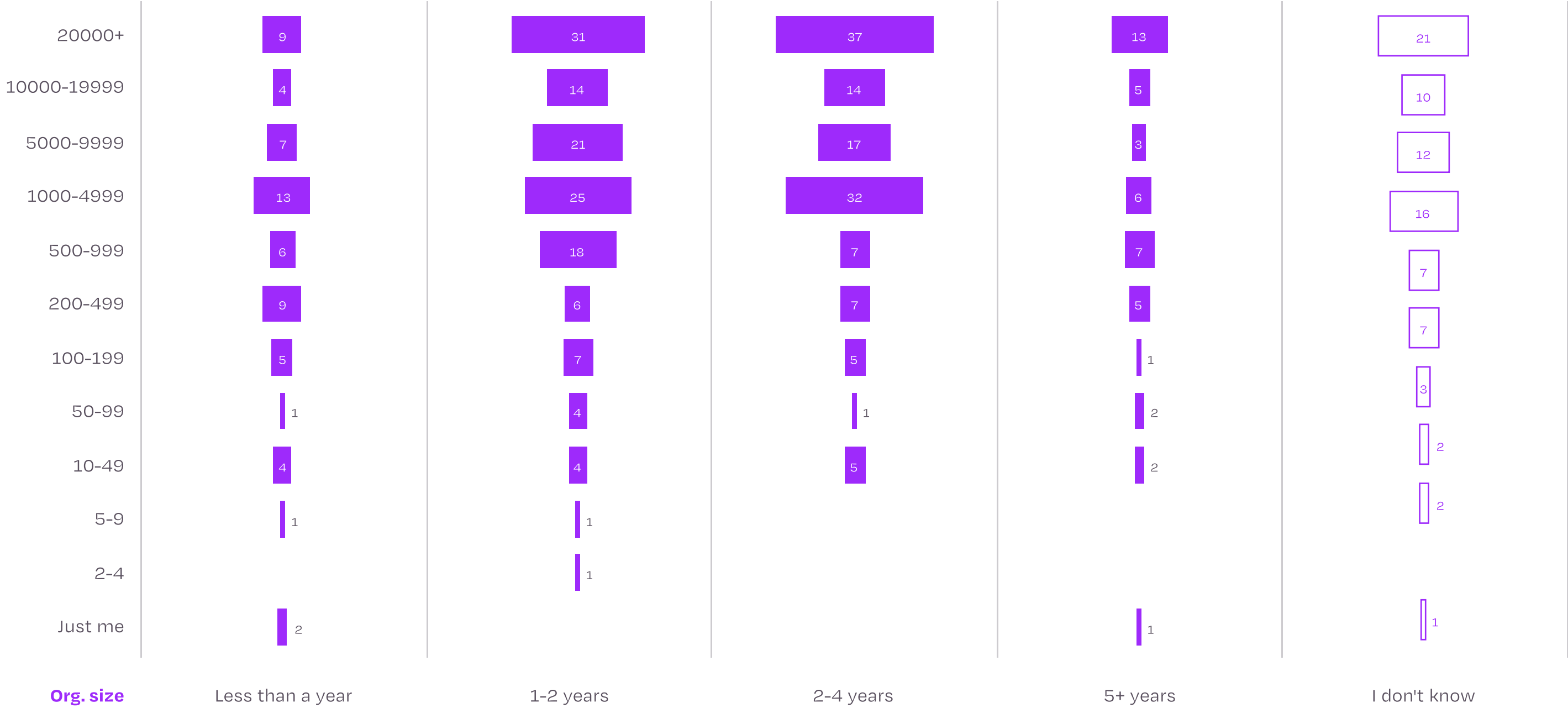
DesignOps teams everywhere have varying degrees of maturity. As do the businesses they support. This is why DesignOps can look very different from one team to another. A design team of one will probably face different challenges than that of a team of 100.

Take this into consideration as we unpack how businesses and DesignOps teams are partnering in 2022.



# Number of years it takes to stand up a DesignOps practice

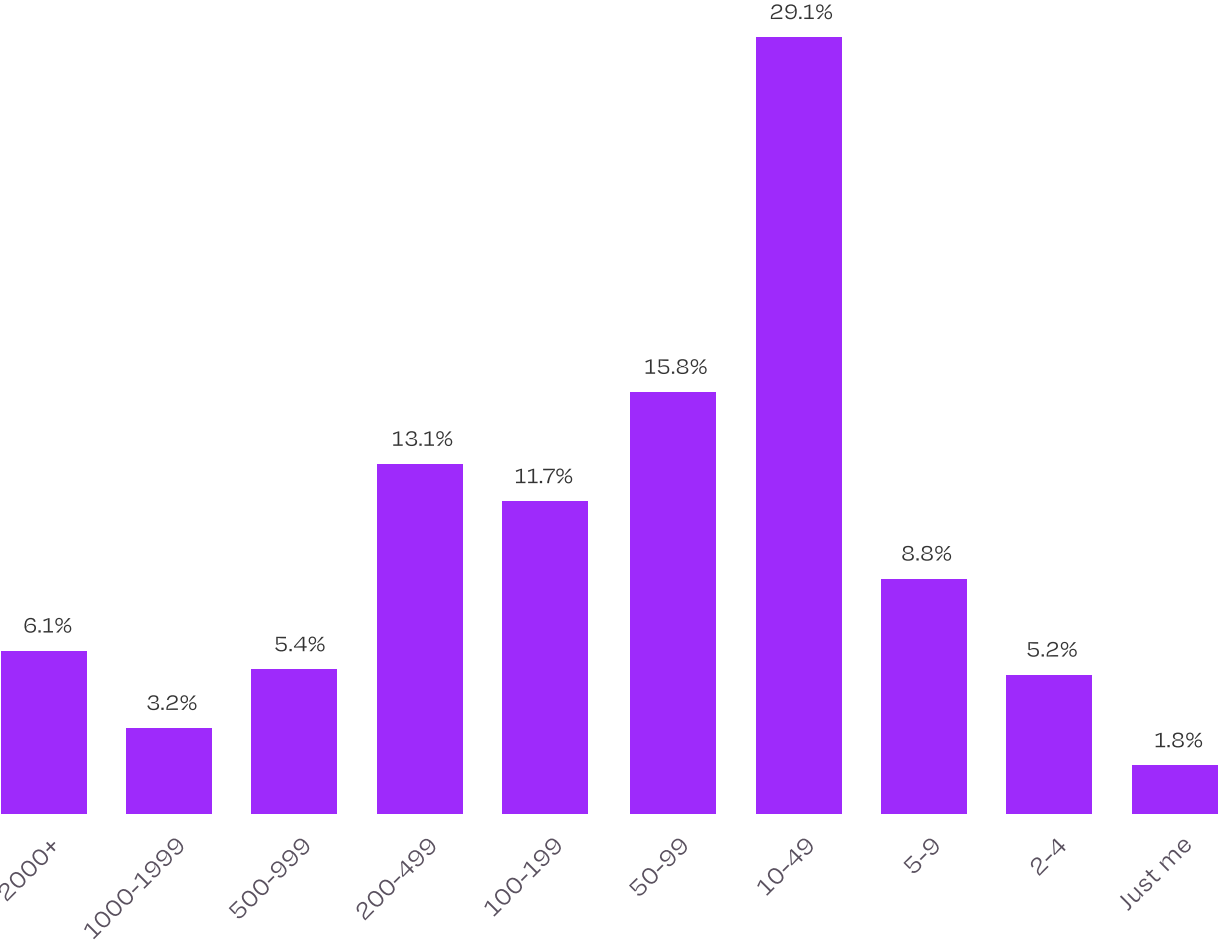
The smaller the company, the quicker a DesignOps practice gets established.



# Team sizes

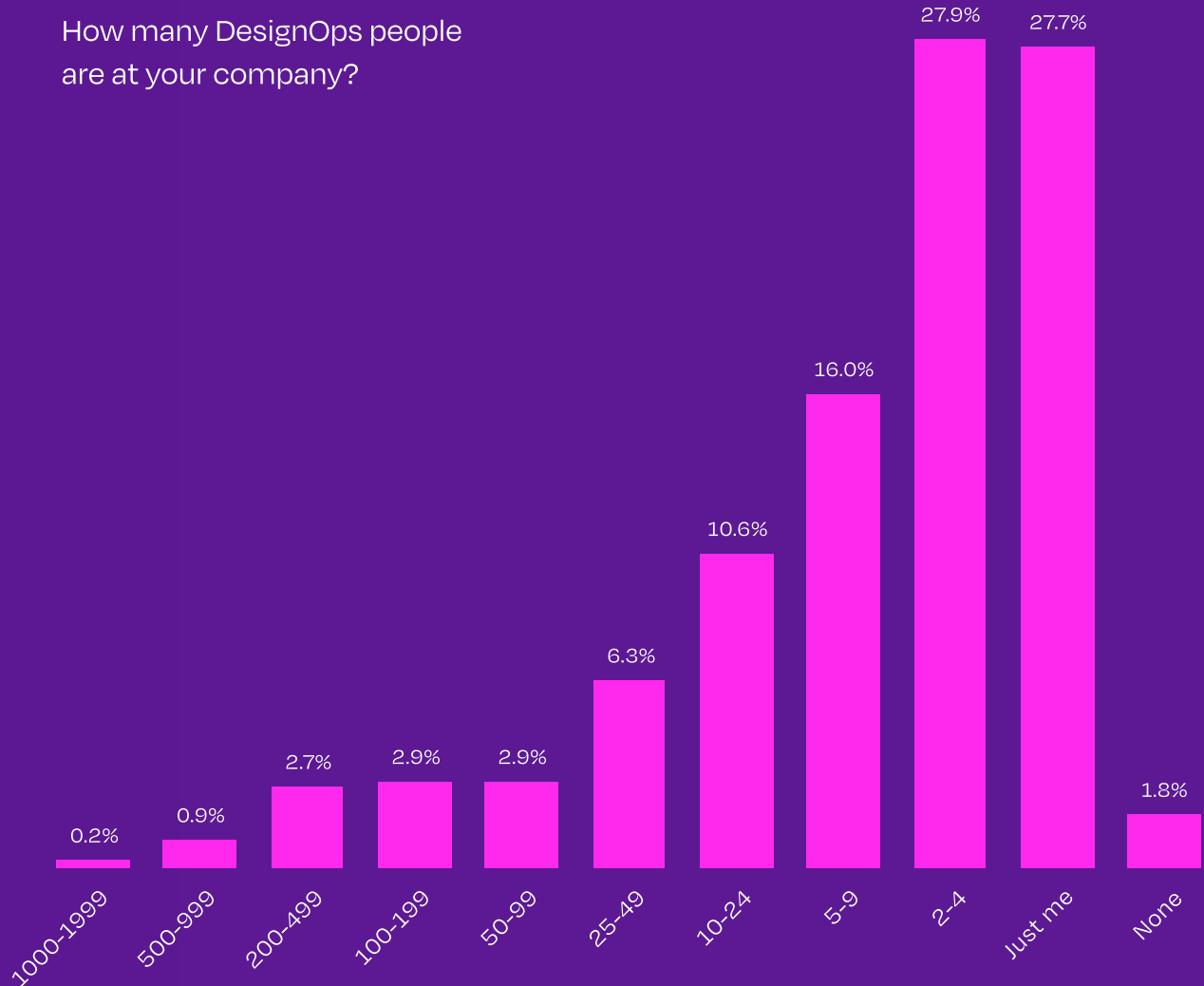
73.5% of DesignOps teams are 9 or less, and 55.6% of teams are 4 or less. DesignOps orgs are usually small, but mighty.

How many in-house designers are at your company in total?



Note: percentages may not add to 100% due to rounding.

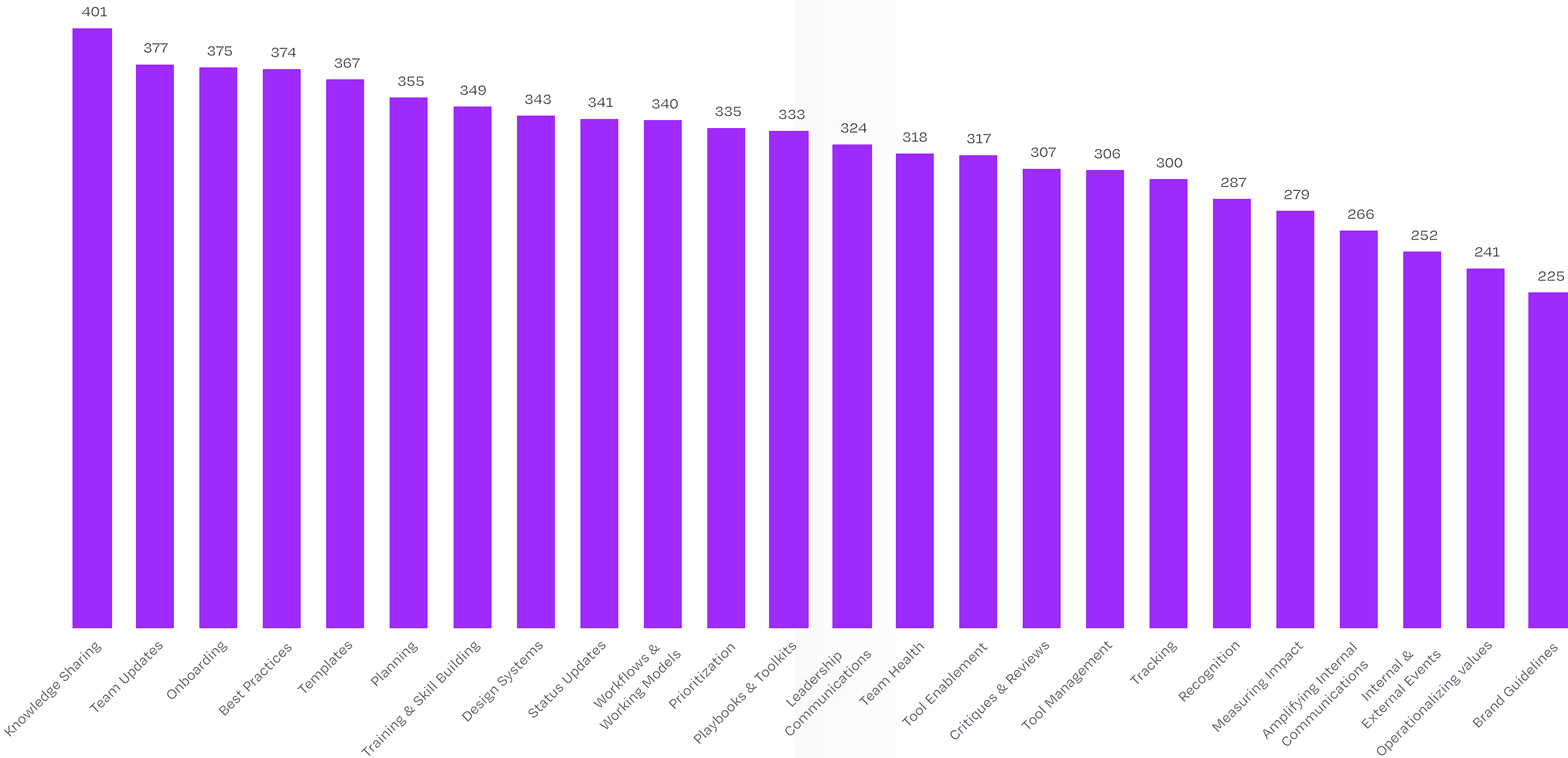
How many DesignOps people are at your company?



Note: percentages may not add to 100% due to rounding.

# Typical DesignOps offerings

Most DesignOps teams are the connective tissue of their design org. The top responsibilities for 75% of the teams have to do with keeping people informed, aligned, and empowered.



# Impact of reporting lines

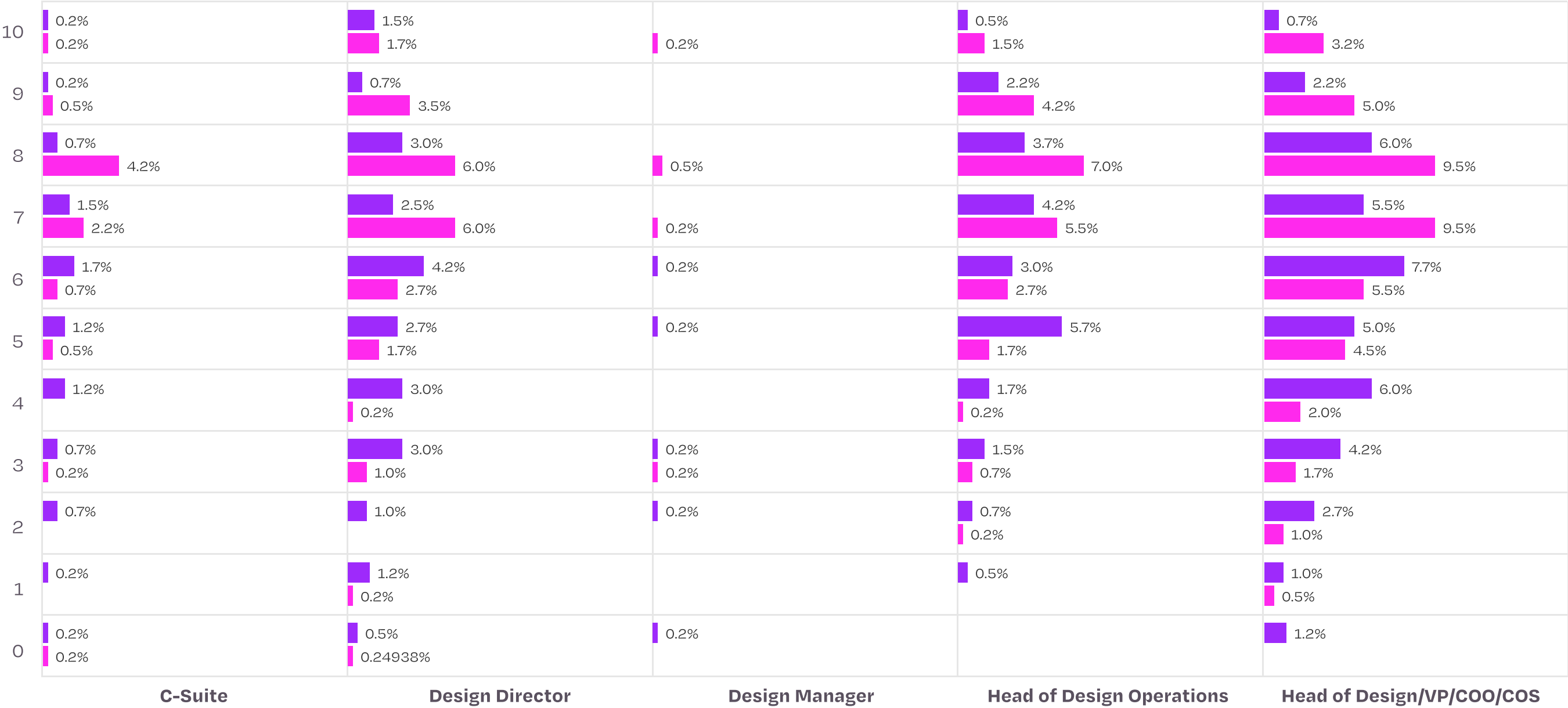
If a DesignOps team doesn't report to design, we see a dip in perceived effectiveness.\*

DesignOps teams that report to design have higher job satisfaction than their counterparts that report to other departments.

**To whom do DesignOps people report in your company? (group)**

● On a scale of 1-10, how effectively does your company use DesignOps to reach its goals?

● On a scale of 1-10 how fulfilled do you feel at work?



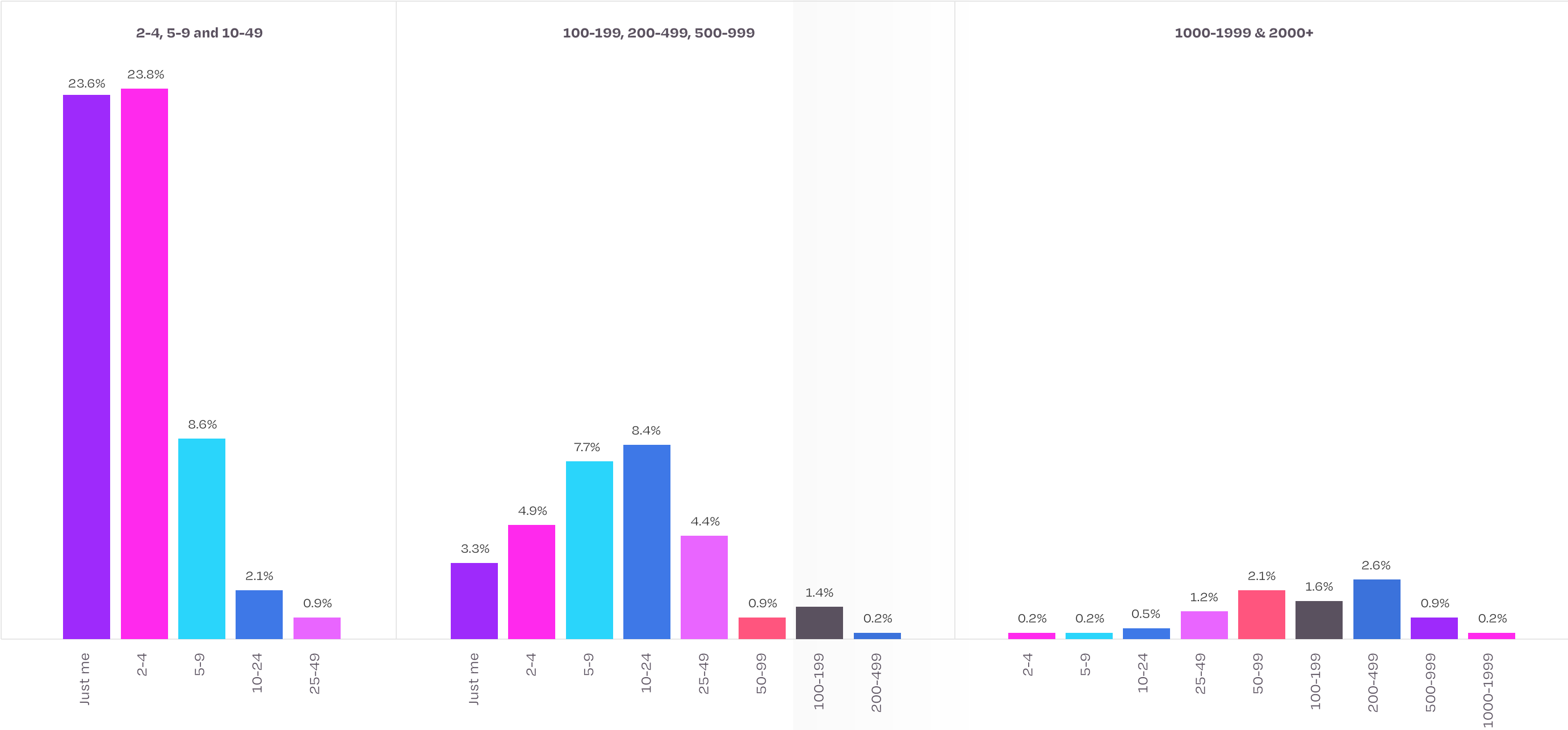
\*When DesignOps report to product, engineering, or other departments, effectiveness scores dropped by an average of ~1 point

Note: percentages may not add to 100% due to rounding.



# Design to DesignOps ratios

How many in-house designers are at your company in total?  
How many DesignOps people are at your company?



Note: percentages may not add to 100% due to rounding.

We see there is a huge variation in ratios still, but there is normalization happening. We see clusters around 1:25 for DesignOps/Designers. [editor note: depending on the offerings of a DesignOps team, the ratios should be different. For example: if a DesignOps team covers production in a production-heavy environment at scale, their ratios may be closer to 1:10 versus a team that focuses more on PeopleOps responsibilities, where the ratios may be as small as 1:60.]



# Time to scale: Structuring DesignOps for growth

By Rachel Posman, Senior Director at Salesforce

The Design Operations team acts as the backbone of a successful design organization, creating an environment in which design teams can do their best work, deliver customer and business success, and enjoy personal and professional growth.

## What We Do

To deliver amazing experiences for both customers and designers, DesignOps provides a wide range of tasks and services in areas including:

- **Design delivery support:** Prioritization, tracking, planning, intake, impact, and design reviews.
- **Tools, systems, and processes** including design systems, capacity planning, tool enablement, and workflow management.
- **Growth and learning,** through skill building, inspiration, speakers, talent reviews, enablement, and onboarding.
- **Community and culture building,** with events, recognition, team health, operationalizing values, and connection and retention.
- **Guidelines and governance,** with deliverables including policies, best practices, templates, and playbooks.
- **Communications:** Newsletters, announcements, status updates, leadership updates, and amplification.
- **Partnerships:** Engineering, product, recruiting, facilities, agencies, vendors, finance, HR, legal, and more.

In each of these roles, **we can go wide**—optimizing for the organization as a whole—**and we can go deep**—optimizing for specific verticals or products.



## Growing Pains

In many organizations, DesignOps is a team of one. The design program manager (DPM) identifies, prioritizes, and supports the immediate needs of a small design organization. A single DPM might support a high-priority product release alongside one horizontal program, such as onboarding. Yet there comes a point when even the most dedicated DPM cannot do it all.

As an organization grows, its DPM will eventually become stretched too thin, attempting to support priorities from organization-wide initiatives to one-off projects. They may feel unqualified or unprepared to cover such a wide range of operational needs, especially in the absence of a clear career path.

Meanwhile, design partners go rogue out of necessity. More and more operational tasks fall on designers. Team communication and decision-making bog down due to the sheer number of people involved. It becomes difficult to keep teams updated and connected. Ultimately, both morale and quality of work suffer—and the DPM is not immune.

These growing pains are clear evidence that it's time for DesignOps to grow in response.

## How We Scale

This is an inflection point—an important opportunity to structure DesignOps so it can scale to meet the ongoing needs of a growing organization. We suggest two tracks, each with its own focus and charter.

- **A horizontally focused DesignOps team goes wide**, with a focus on scalability, extensibility, and repeatability. This team prioritizes programming and solutions for the wider design division—organization-wide events, training, communications, best practices, and guidelines.
- **A vertically focused DesignOps team goes deep**, creating customized solutions that address the specific needs of a particular team or product—work tracking, design reviews, cross-functional workshops, headcount planning, team-specific processes or meetings, and other specific deliverables.

This two-track organizational structure addresses many of the growing pains described above.

Specialized DPM roles lay the groundwork for clear, differentiated career paths. Dedicated Ops owners target specific audiences with specific messages, making for clearer communication. The horizontal Ops team creates templates and playbooks that address common process challenges—freeing design managers to focus on design. And while multitasking remains an essential DPM skill, narrowing individual DPMs' focus makes it easier to close quality gaps, address problems on multiple levels, and scale solutions broadly and deeply. And when both horizontal and vertical DesignOps teams build collaboration and feedback into their processes, it becomes easier to share and amplify each other's work—a virtuous cycle that only increases momentum and value over time.

And while not all design organizations can support two separate but connected teams, delineating horizontal and vertical focus areas can help DesignOps teams of any size prioritize, organize, evangelize, and mobilize the critical work of Design Operations.

# State of the toolbox

Tooling standards are always a hot topic for Design teams, and it seems that this is true for DesignOps teams, too. While certain aspects of the DesignOps toolbox are consolidating, others are scattered and exploratory.

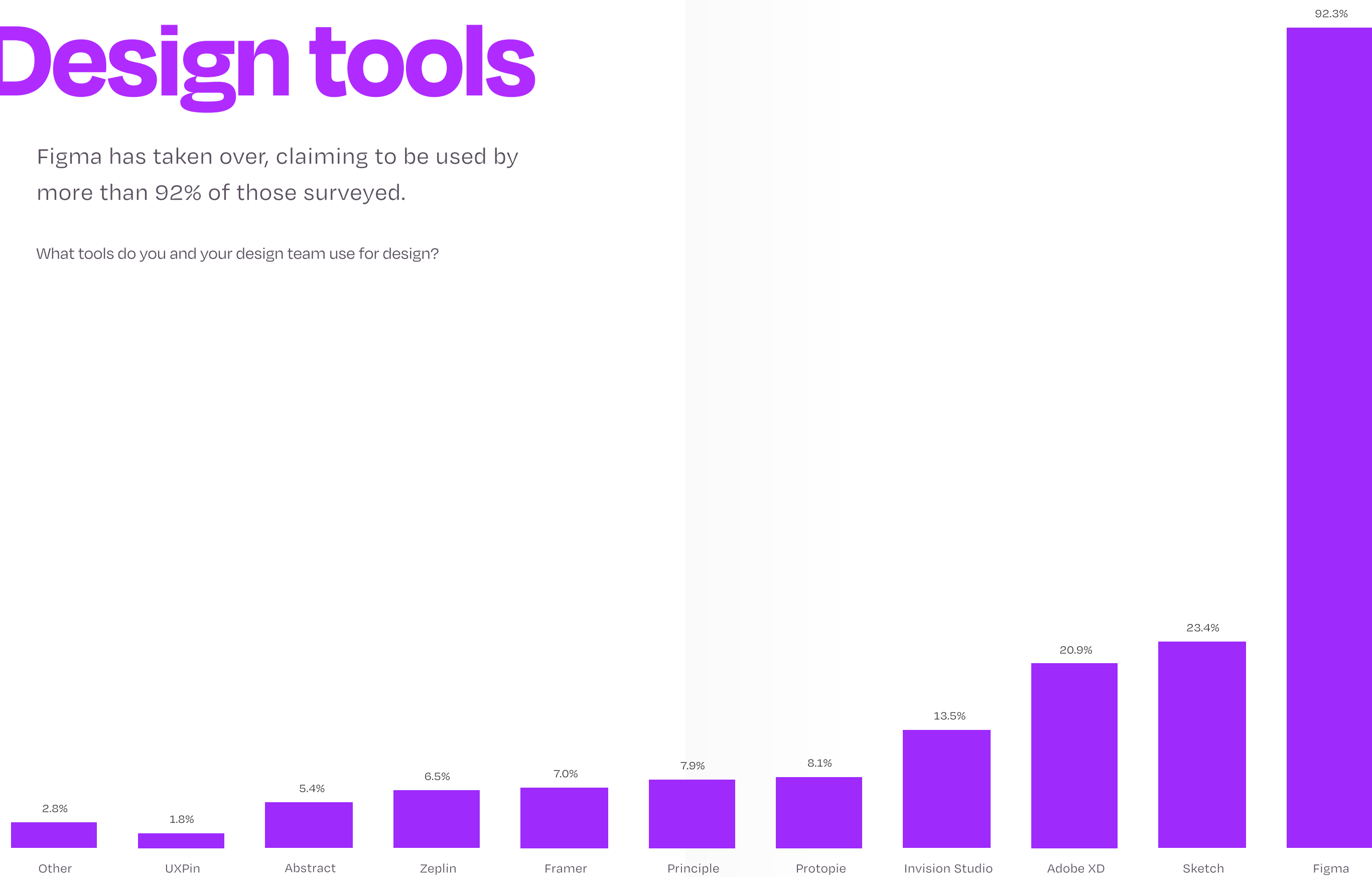
In the following section, we ask teams to tell us which tools they use in their teams and broader org.



# Design tools

Figma has taken over, claiming to be used by more than 92% of those surveyed.

What tools do you and your design team use for design?

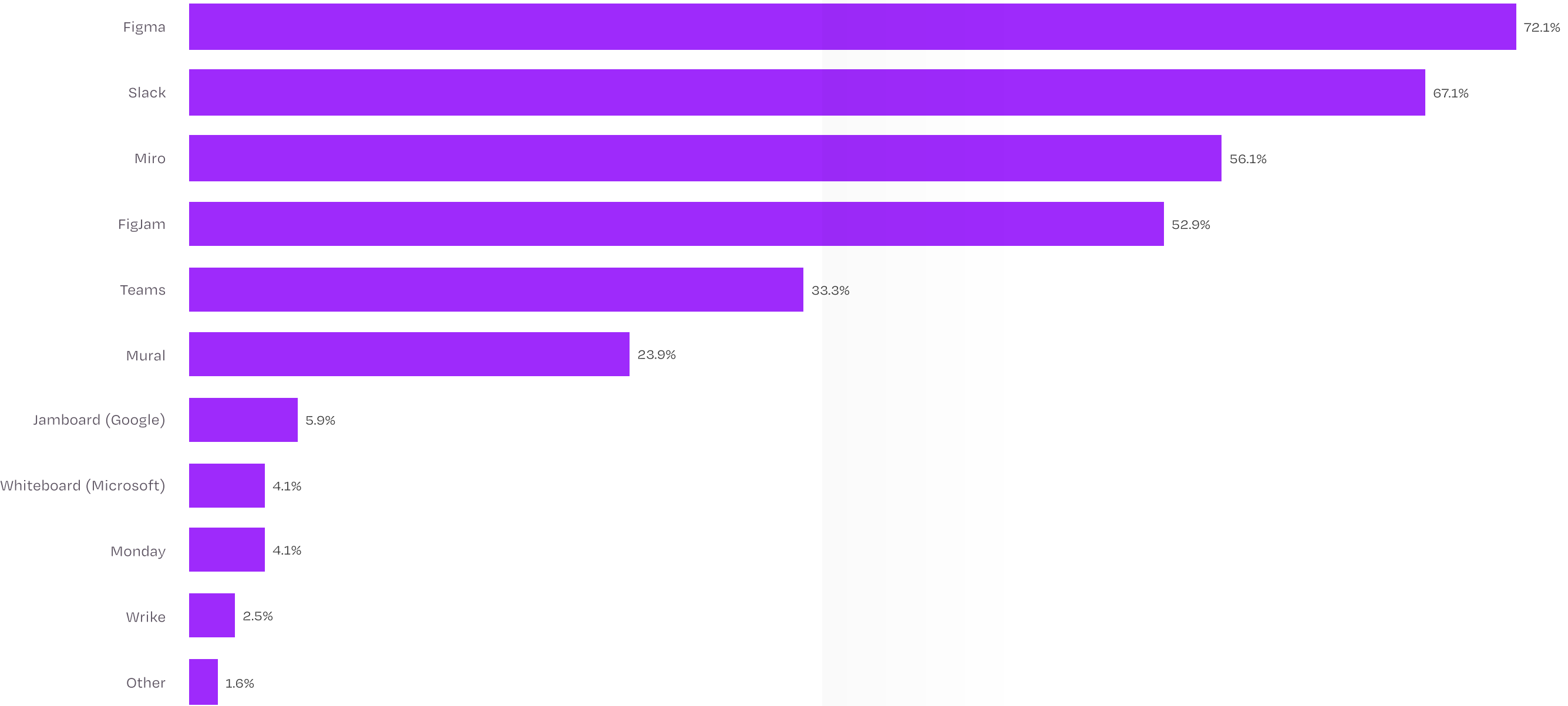


*Note: Survey respondents could choose more than one option.*

# Collaboration tools

Teams are collaborating more in the design files with cross-functional partners, and if not there, in chat channels like Slack, followed by whiteboard tools.

What tools do you and your design team use for cross-collaboration?



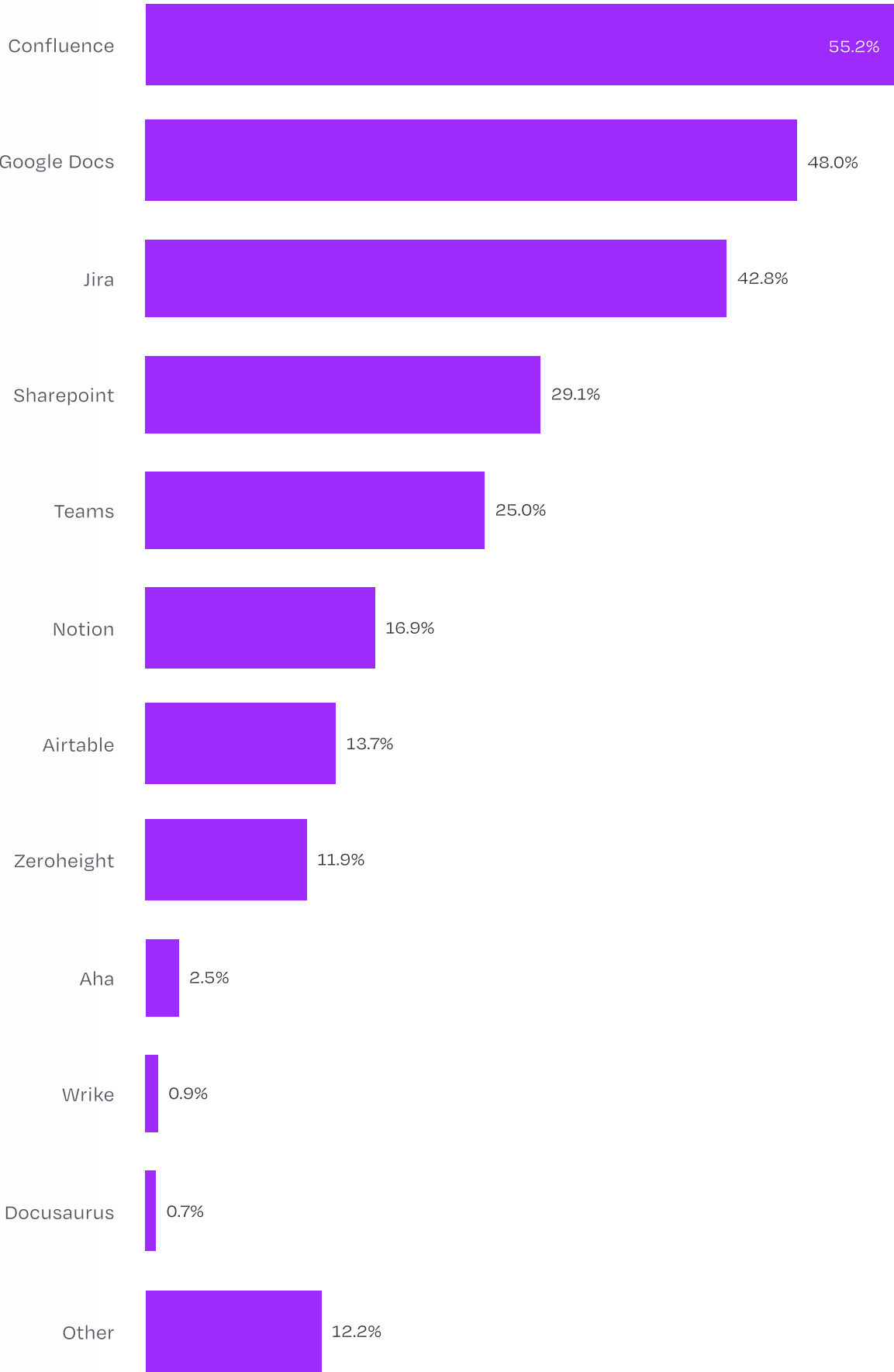
*Note: Survey respondents could choose more than one option.*



# Documentation tools

While specialty tools like Notion and Coda are slowly gaining popularity, many teams default to documentation tools that can easily dock into multiple touchpoints in the broader product development and strategic operations context. This is (probably) why teams opt to invest in Google, Microsoft, and Atlassian.

What tools do you and your design team use for documentation?

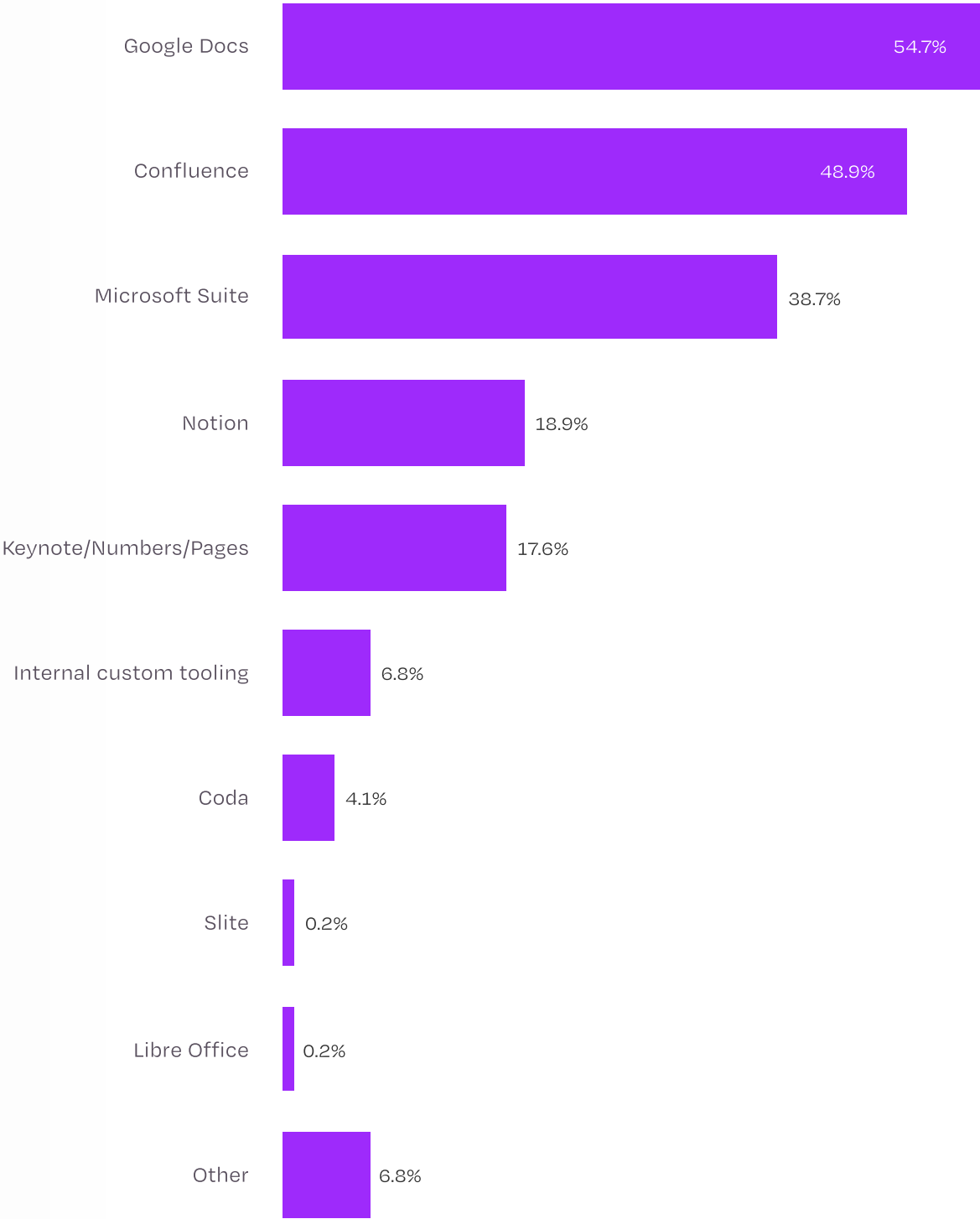


*Note: Survey respondents could choose more than one option.*

# Document creation tools

Atlassian, Google, and Microsoft are the primary companies for doc creation in DesignOps. Teams continue to experiment with new platforms such as Notion, but unless these tools are embedded in the larger company, they are unlikely to last.

What tools do you and your design team use for document creation?

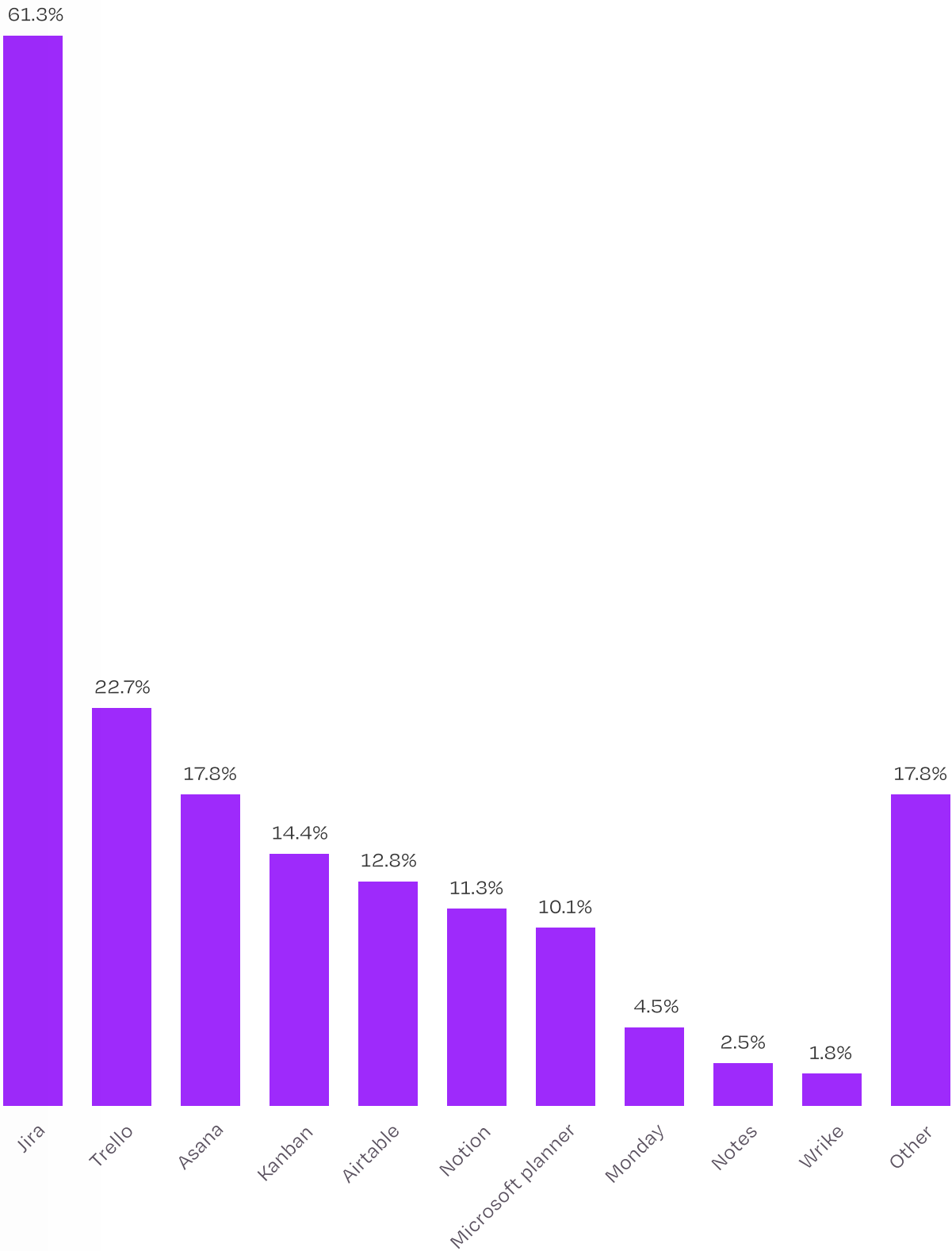


*Note: Survey respondents could choose more than one option.*

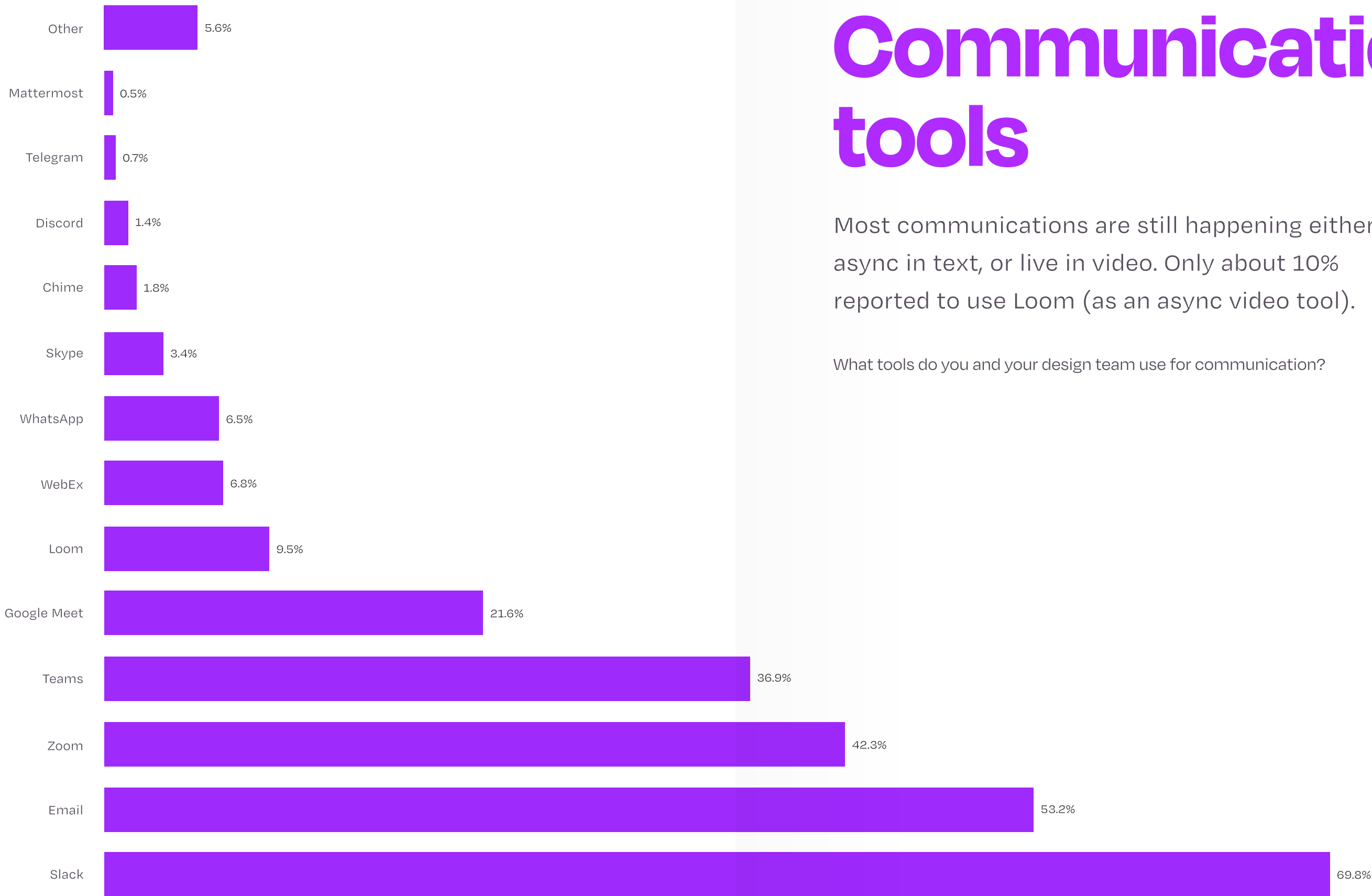
# Task management tools

Design producers, design program managers, and DesignOps specialists can have the tricky task of coordinating cross-functional teams.

What tools do you and your design team use for task management?



*Note: Survey respondents could choose more than one option.*



# Communication tools

Most communications are still happening either async in text, or live in video. Only about 10% reported to use Loom (as an async video tool).

What tools do you and your design team use for communication?

*Note: Survey respondents could choose more than one option.*

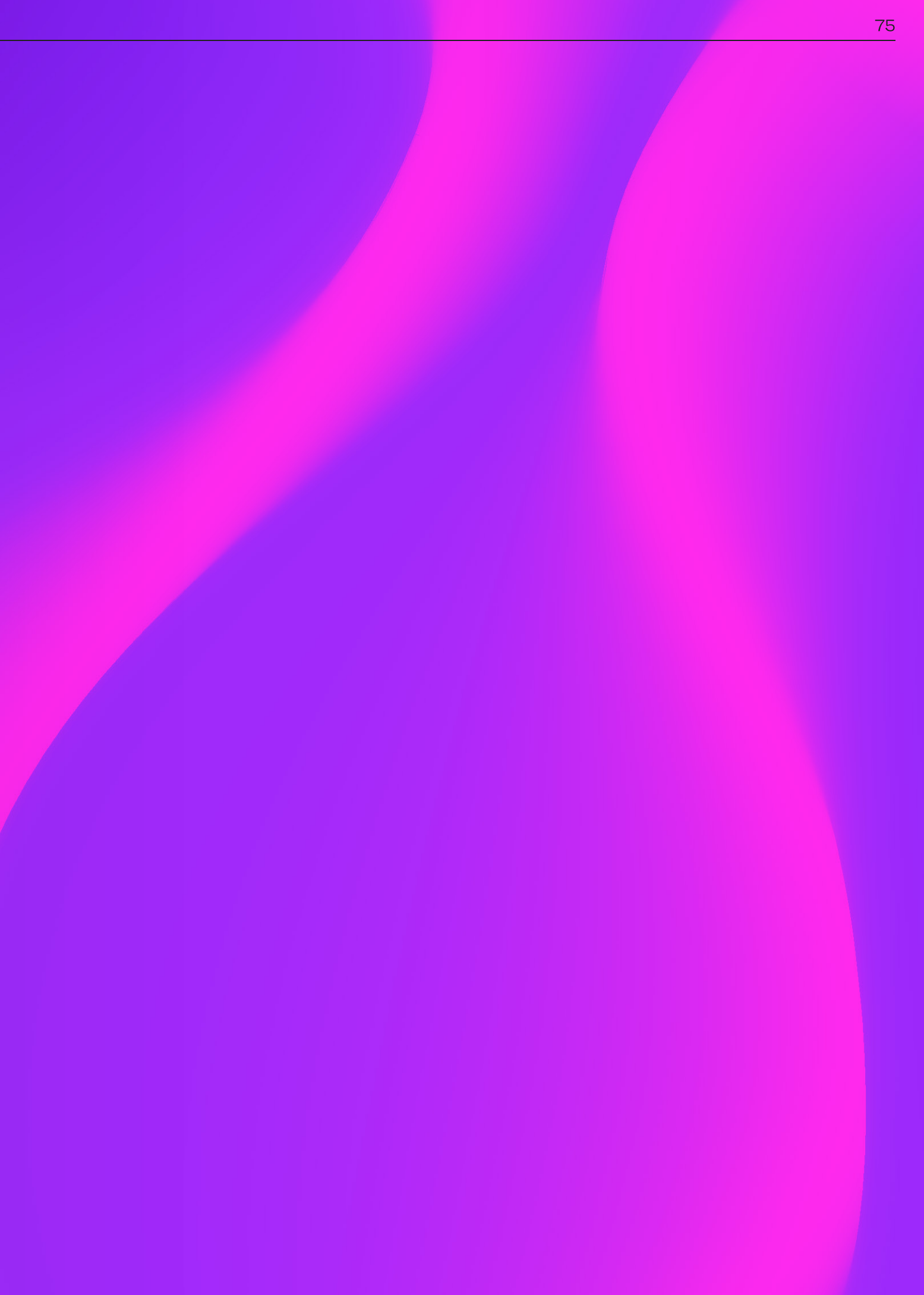
# Where from here?

We hope you've enjoyed this report and invite you to join us again next year. Curious about what to do next?

Join us in the DesignOps Assembly to speak with thousands of DesignOps professionals. You can even send a direct message to any one of the report contributors and have a chat.

**Join the DesignOps community**

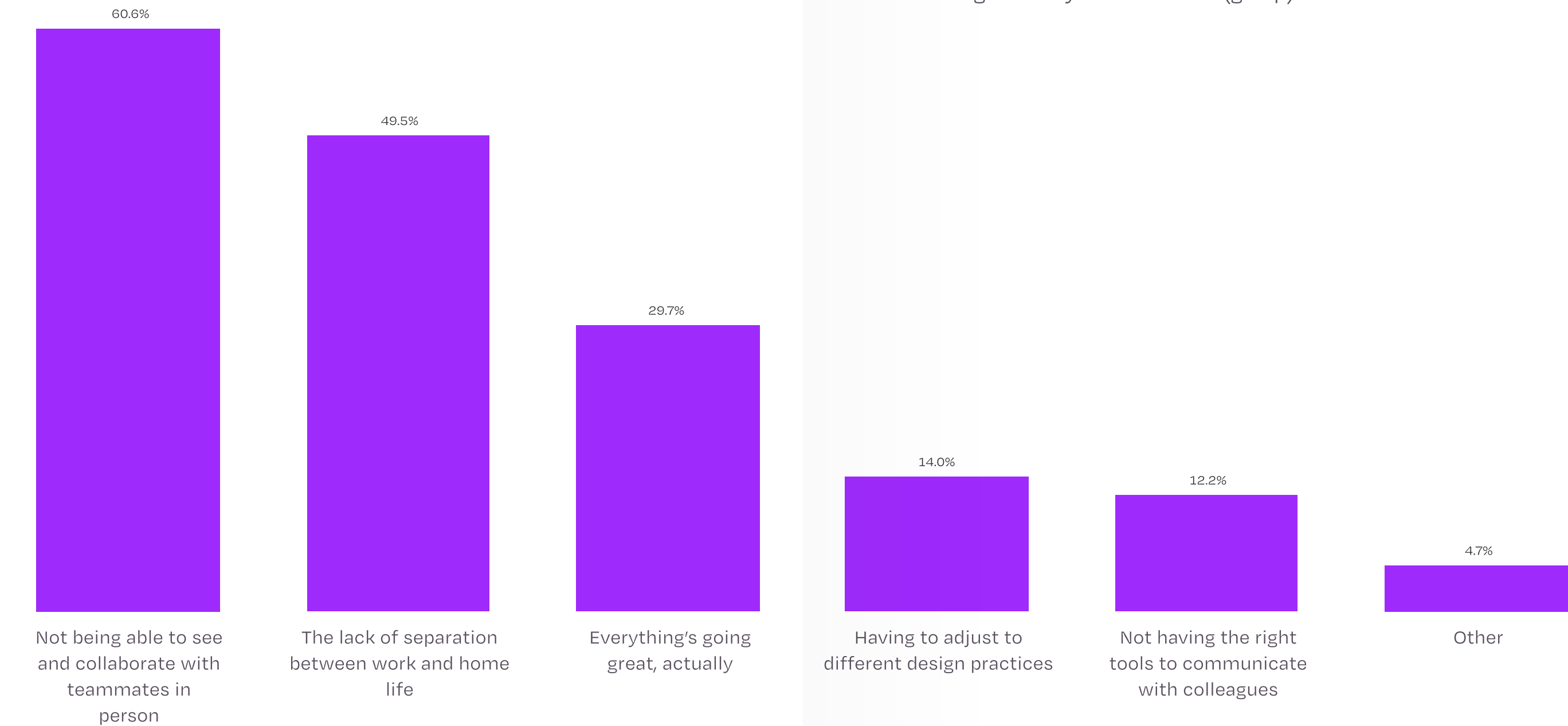
# Appendix



COVID

# Hardships of COVID

What has been the hardest part about working remotely due to COVID? (group)

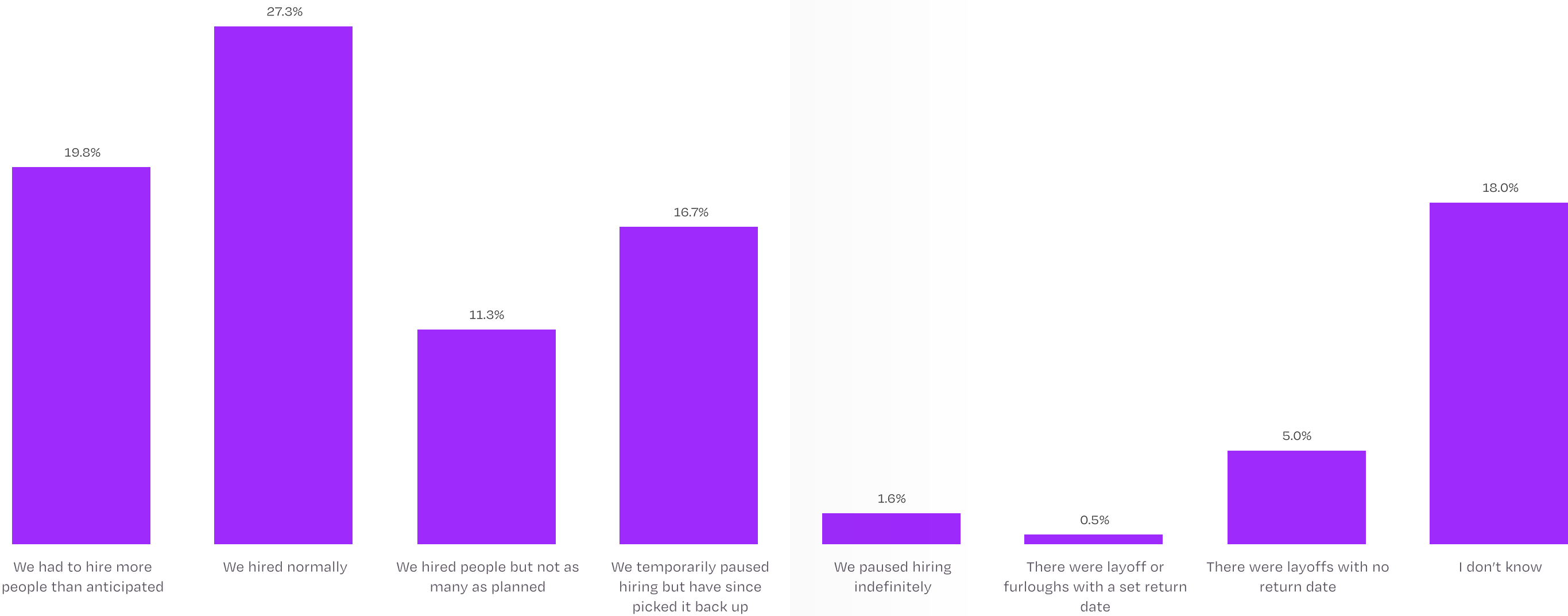


*Note: percentages may not add to 100% due to rounding.*

COVID

# Company personnel changes due to COVID

In the past year, did your company make any of the following personnel changes in response to COVID19?



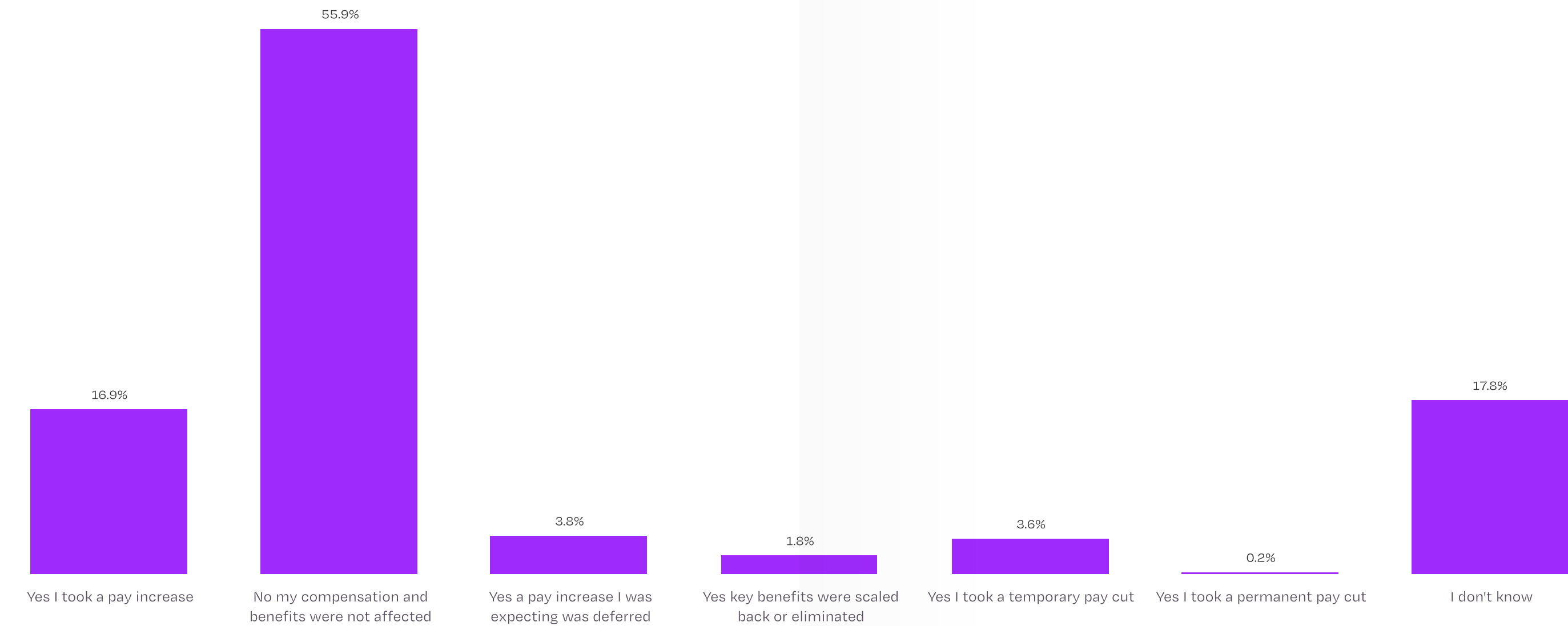
*Note: percentages may not add to 100% due to rounding.*



COVID

# Comp changes due to COVID

Have your compensation and benefits been affected by the COVID pandemic?

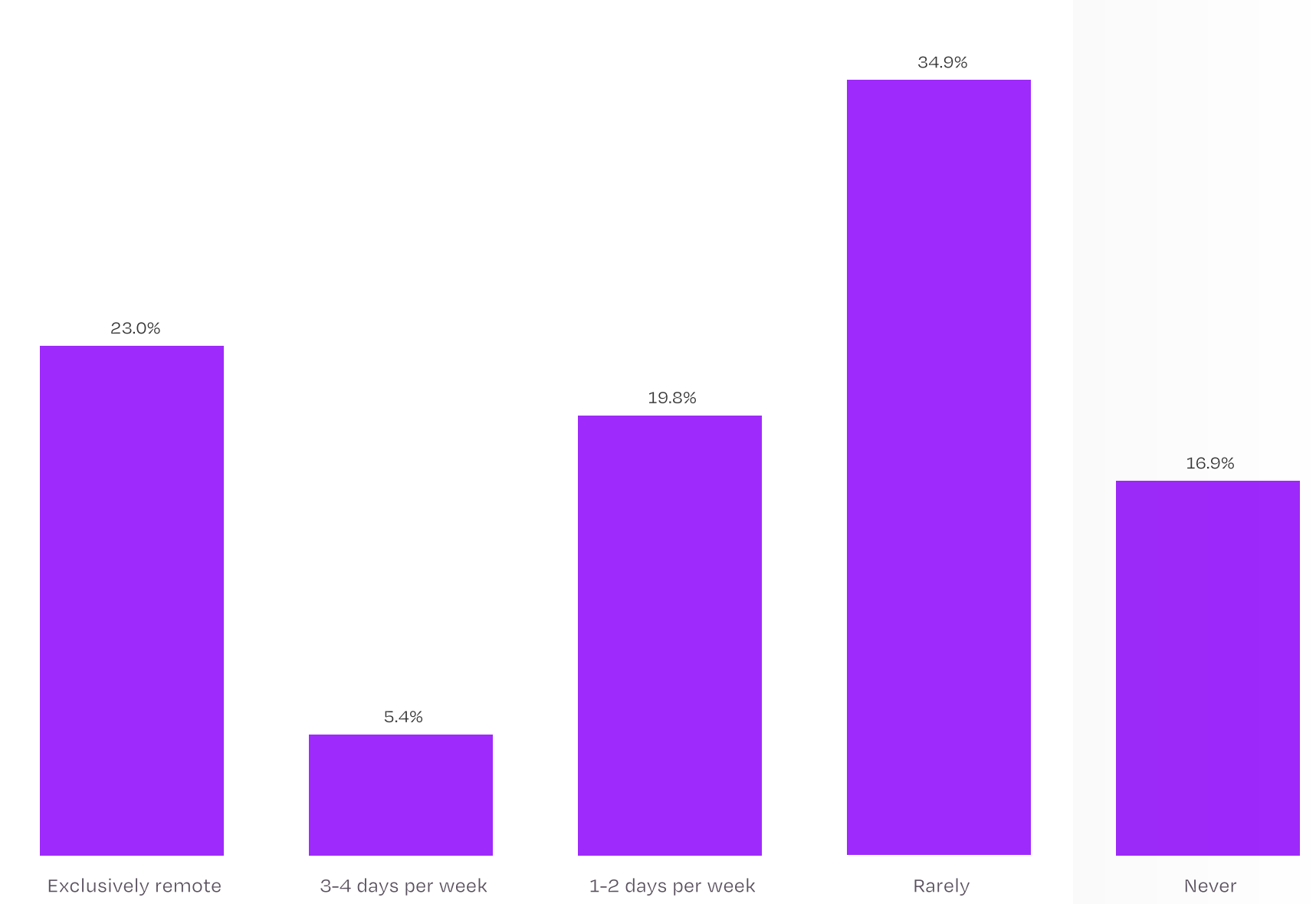


*Note: percentages may not add to 100% due to rounding.*

COVID

# Remote work pre-COVID

How often did you work remotely pre-COVID?

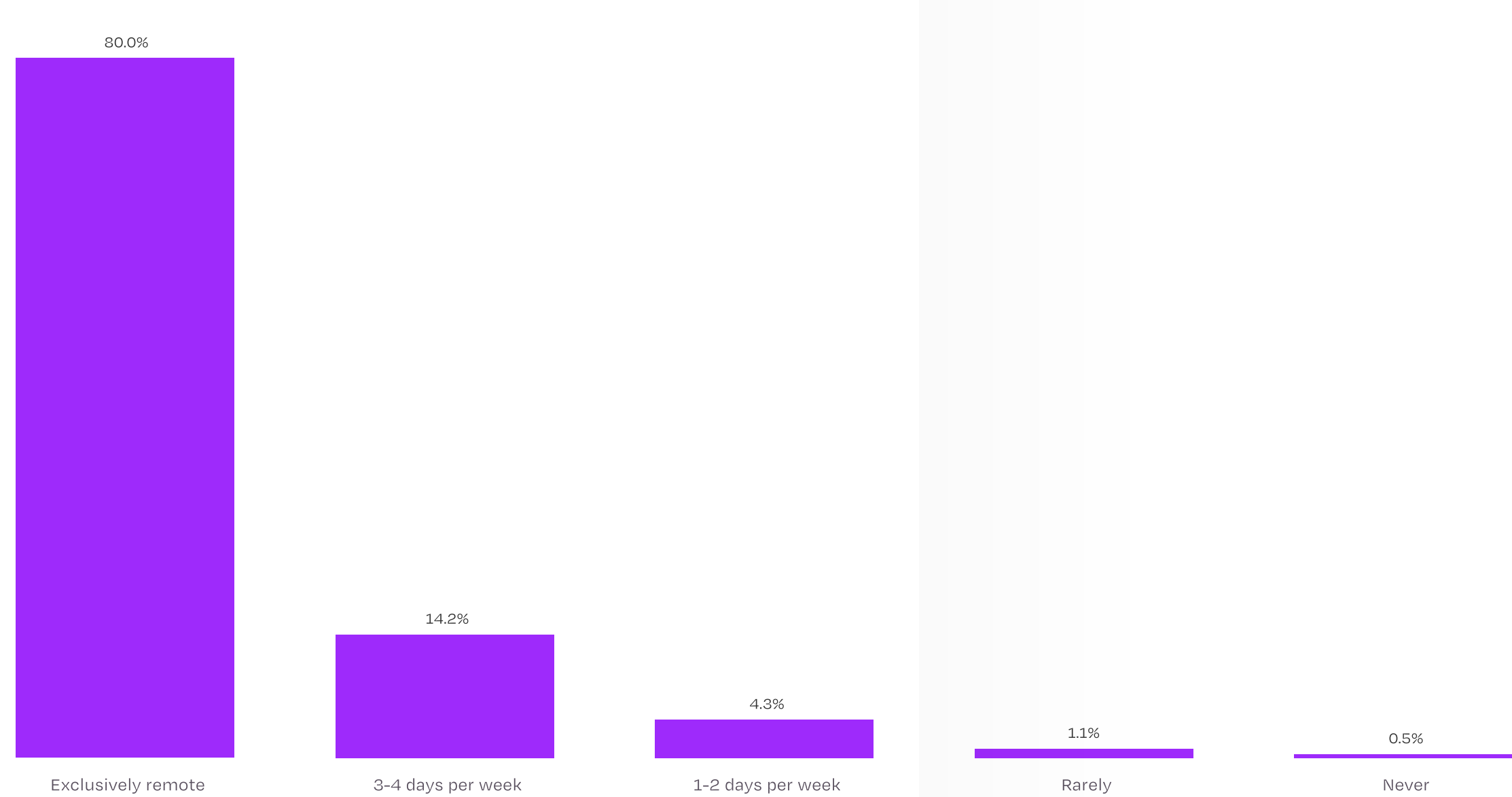


*Note: percentages may not add to 100% due to rounding.*

COVID

# Remote work after-COVID

How often have you worked remotely since the COVID crisis began?

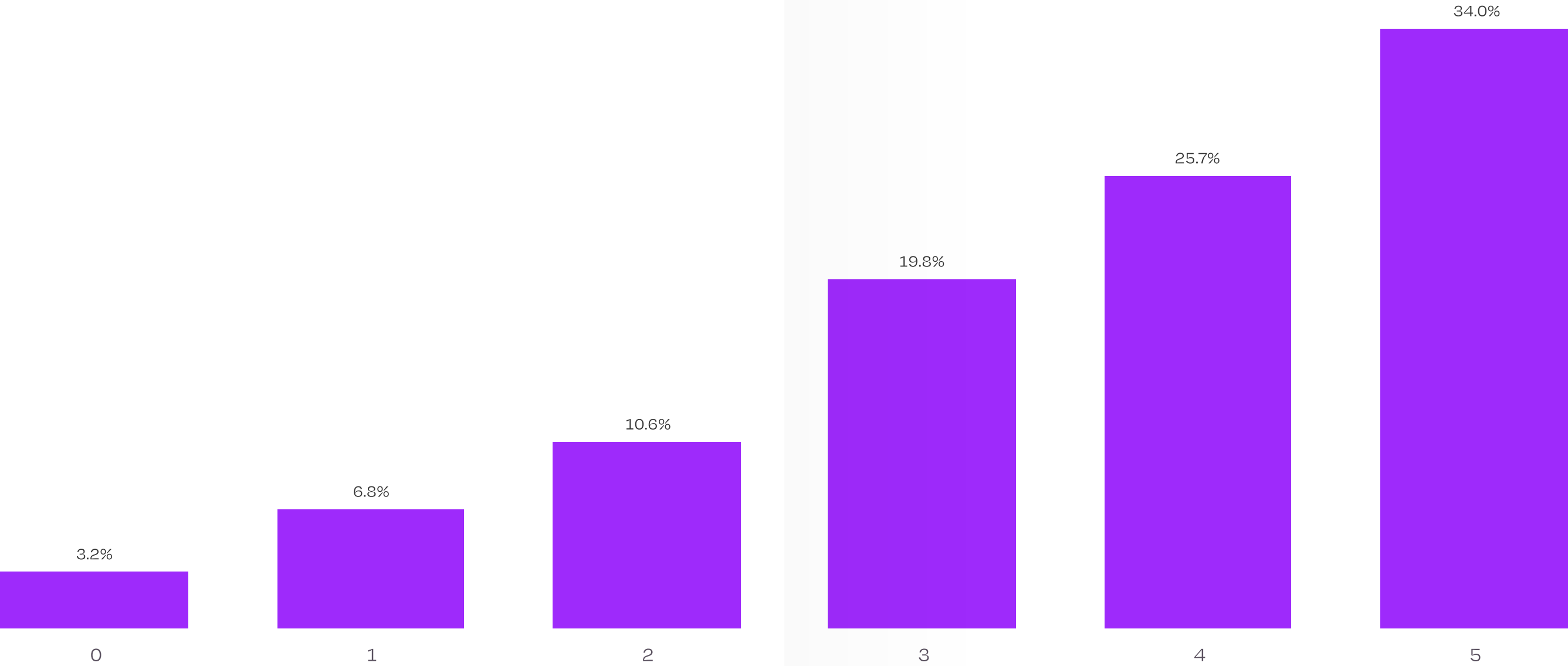


*Note: percentages may not add to 100% due to rounding.*

Diversity, Equity, and Inclusion

# Company hiring with DEI

Does your company make an active effort to hire with Diversity, Equity, and Inclusion (DEI) initiatives in mind?  
[0= no effort, 5 = high effort]

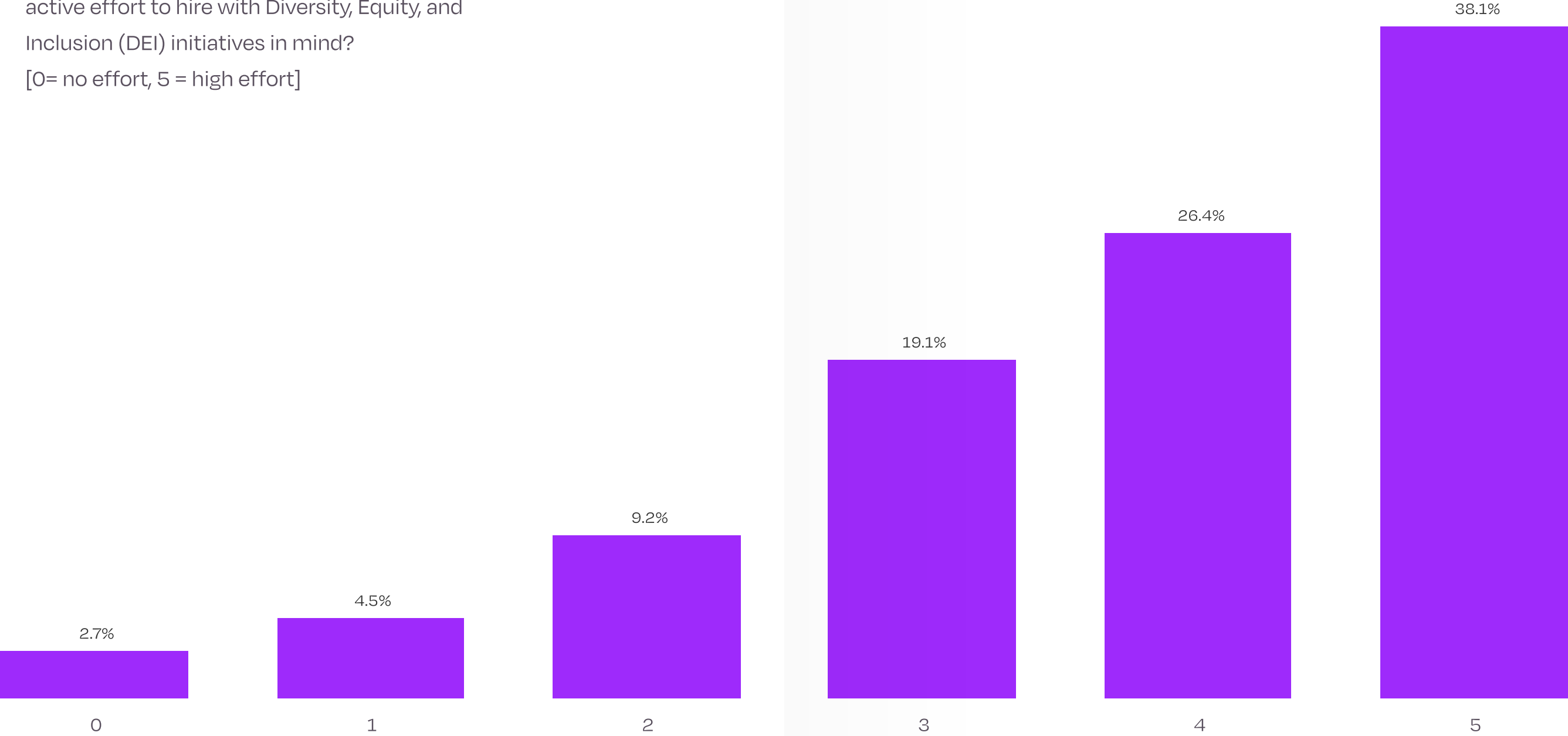


*Note: percentages may not add to 100% due to rounding.*

Diversity, Equity, and Inclusion

# Design team hiring with DEI

Does your Design team/Design Org make an active effort to hire with Diversity, Equity, and Inclusion (DEI) initiatives in mind?  
[0= no effort, 5 = high effort]

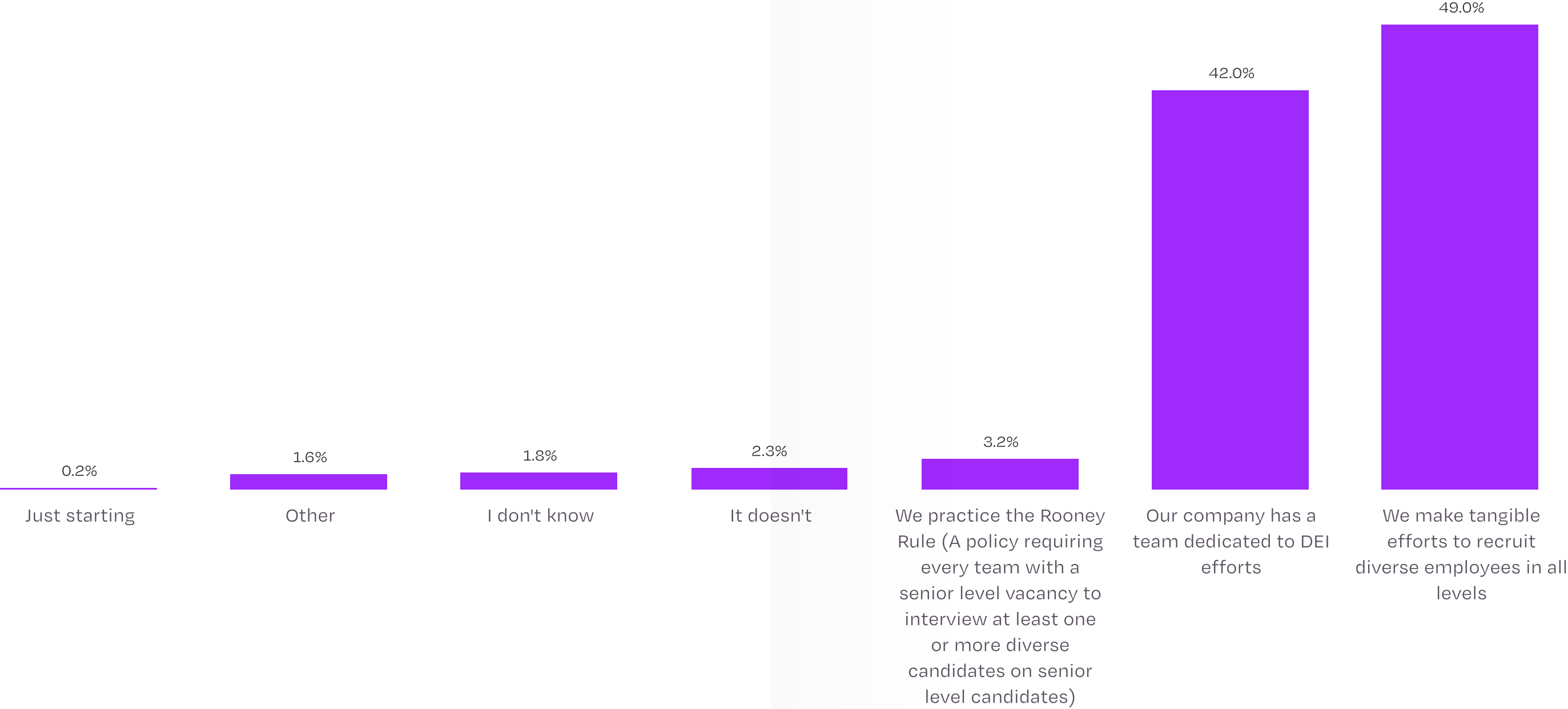


*Note: percentages may not add to 100% due to rounding.*

Diversity, Equity, and Inclusion

# Ensuring DEI activities

How does your team ensure that Diversity, Equity, and Inclusion (DEI) initiatives are happening?

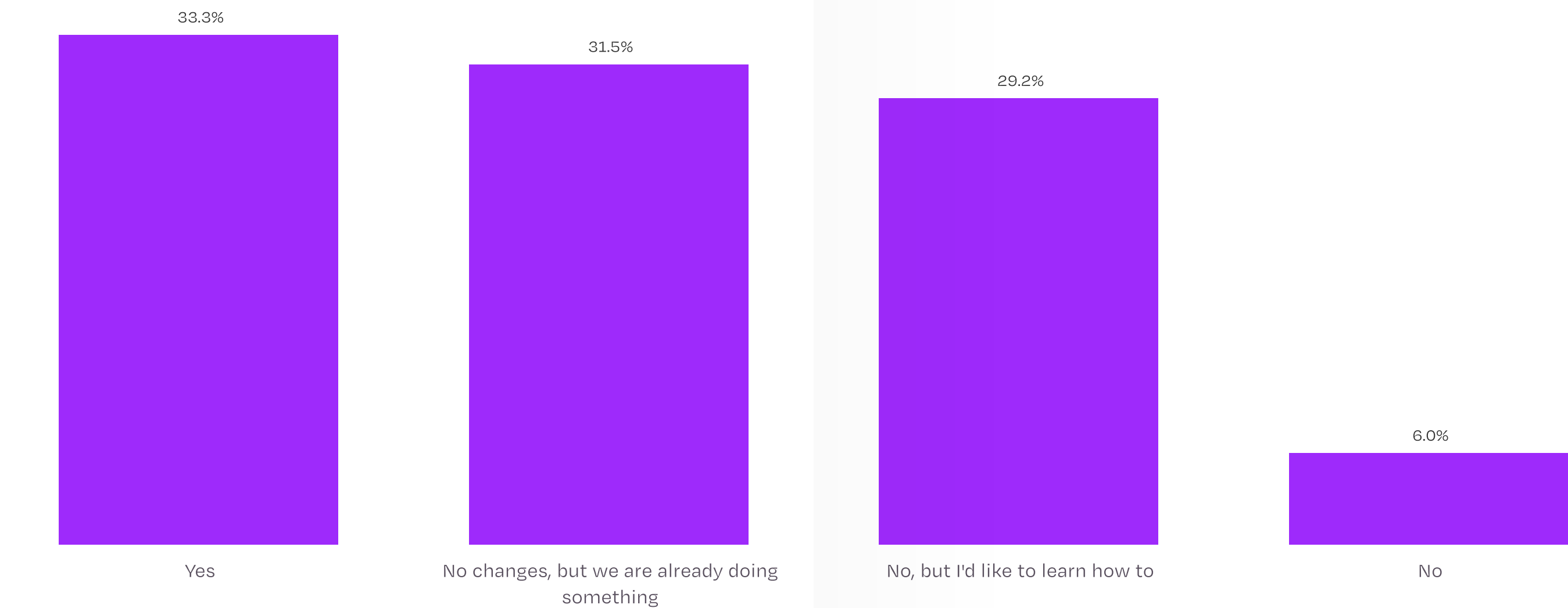


*Note: percentages may not add to 100% due to rounding.*

Diversity, Equity, and Inclusion

# Changes to ensure DEI

Did you make any changes in your Design strategy in order to focus more on Diversity, Equity, and Inclusion (DEI)?

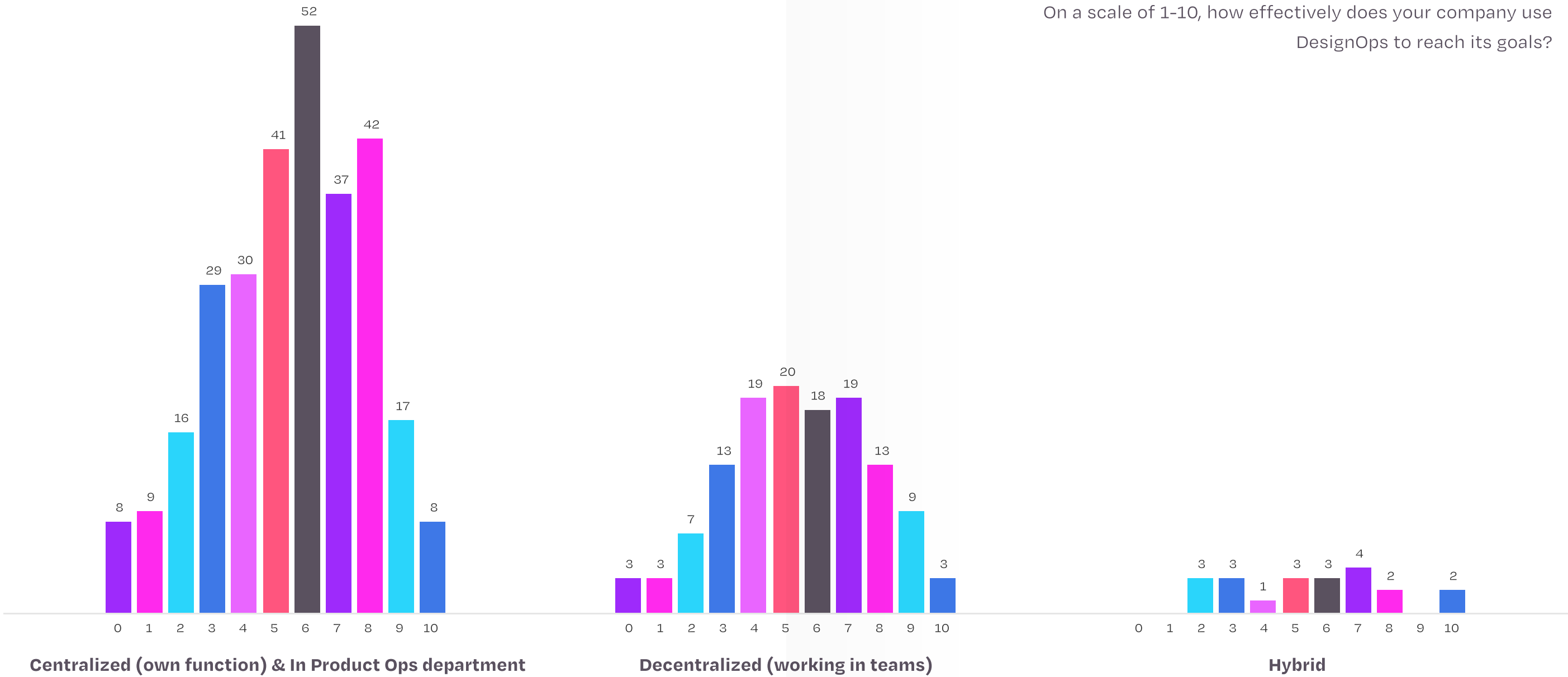


*Note: percentages may not add to 100% due to rounding.*

# Function of DesignOps vs. satisfaction

How is DesignOps working inside your organization? (group)

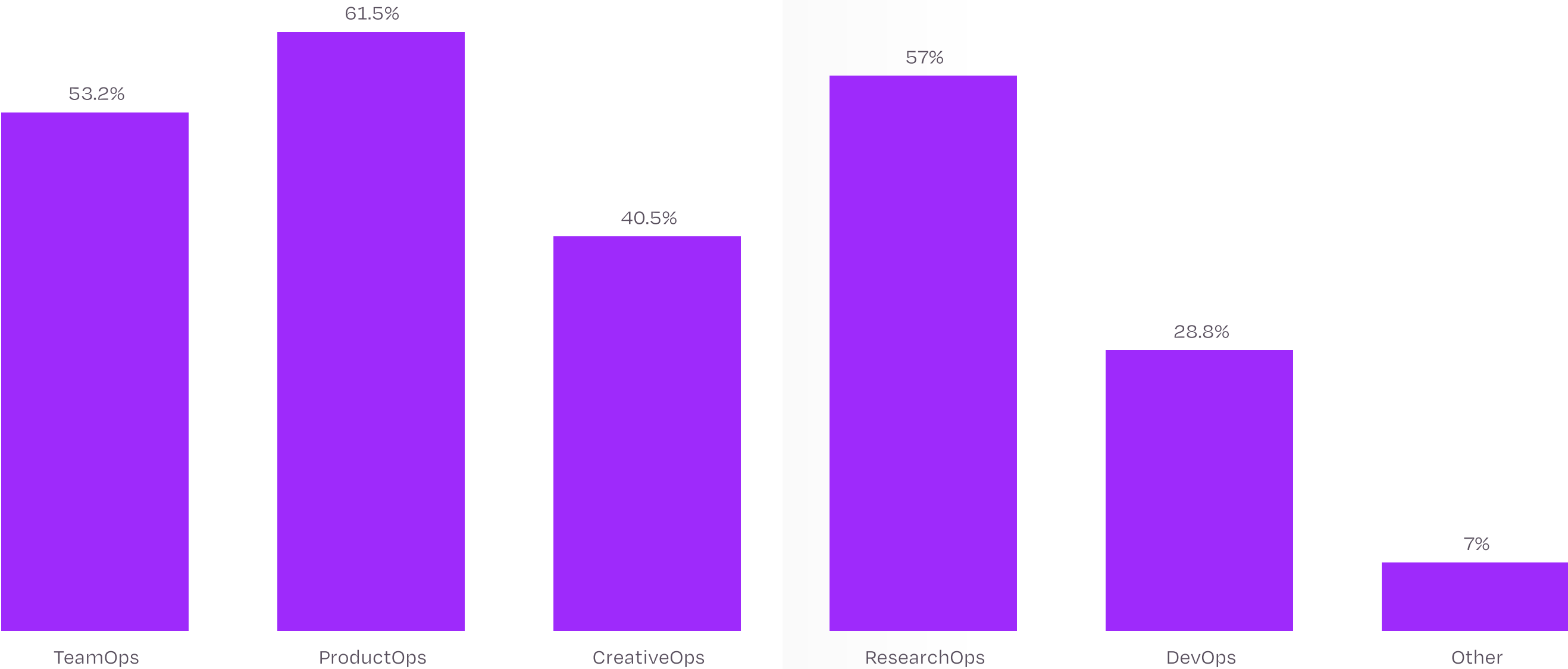
On a scale of 1-10, how effectively does your company use DesignOps to reach its goals?





# DesignOps workstreams

What are the different workstreams that DesignOps is working with at your organization?



Considering how many designers are embedded in product teams, it should be no surprise that DesignOps practitioners are spending more time in ProductOps-related workstreams than anywhere else. Editor’s note: We’re smiling ear-to-ear to see “ResearchOps” as the 2nd most common workstream. This means teams are continuing to invest in their research capabilities. Woohoo!

*Note: Survey respondents could choose more than one option.*

# Authors

It takes a village.

This report was written for the DesignOps community, by the DesignOps community. Here are the people behind this year's report. For more info on the teams they represent, check out the following pages.

This study was conducted and analyzed by

## Angelos Arnis

Angelos (he/him) is an independent consultant at the one-person studio Mesa. For the past 15 years, he has been working with product/service companies and startups, in early and high-growth stages. He is the co-founder at Joint Frontiers, and a co-host of 'Human, the designer'. Additionally, he is a community organizer at DesignOps Assembly and IxDA (Helsinki chapters), as well as an alumnus organizer of Joint Futures, UXHel, DSCONF, & Junction Hackathon. In his free time, he enjoys making music and playing computer games.

Twitter: [@AngelosArnis](https://twitter.com/AngelosArnis)

Linkedin: [/AngelosArnis](https://www.linkedin.com/company/angelosarnis/)



This report was written by

## Adam Fry-Pierce

Adam (he/him) is a career design community builder and design operator. He's managed programs for Google, DocuSign, Adobe, and InVision. Adam's been on the core team behind DesignLeadership.com, DesignBetter.co, and various industry reports such as the 2021 Design Leadership Salary Report. Currently, Adam is a partner at the DesignOps Assembly and is a chief-of-staff for UX leadership at Google. Outside of work, you'll probably find Adam doodling in his woodshop, on the piano, or exploring the world with his wife and dog.

Twitter: [@adamfrypierce](https://twitter.com/adamfrypierce)

Linkedin: [/adamfp](https://www.linkedin.com/company/adamfp/)



# Contributors



**Meredith Black**  
Advisor

Meredith Black is the co-founder of [DesignOps Assembly](#) and also a consultant working with companies worldwide to implement DesignOps within their organizations. Prior, Meredith spent five years at Pinterest, where she started and grew the DesignOps team into an internationally renowned team while also being instrumental in growing and building the Pinterest Product Design Team. You can listen to her discuss DesignOps on the [DesignBetter podcast](#) or check out ["The DesignOps Handbook"](#).



**Kaysie Garza**  
Writer

Kaysie has been writing for digital experiences for more than 10 years. She has consulted for product and design teams of all sizes, spent time in-house at InVision, and now leads the Content Design discipline at Hotjar.   
  
Linkedin: [/kaysiegarza](#)



**Adrienne Allnutt**  
Advisor

Adrienne leads DesignOps at ServiceNow. Prior to this, she led the Design & Research Ops and Communication Design at LinkedIn for 7+ years, and has had previous roles in product management and email marketing.   
  
Linkedin: [/adriennekallnutt](#)  
Medium: [@adrienne-allnutt](#)



**Salome Mortazavi**  
Advisor

Salomé is the Director of DesignOps at SiriusXM and a teacher at the DesignOps Assembly Learning Lab. Prior to Sirius, Salomé was a design leader at Pivotal, where she helped Fortune 500 companies and startups transform and scale their product design practices through lean user-centered design practices.   
  
Linkedin: [/salomemortazavi](#)





**Cai Charniga**  
Writer

Cai Charniga (they/them) is a Product Designer turned DesignOps professional – now spinning up DesignOps at Figma! Previously, they led Product Design for Spotify Wrapped, worked on backer growth and design systems at Kickstarter, and designed for other companies like Splash and CDM.

Linkedin: [/ccharniga](#)  
Read CV: [ccharniga](#)



**Rachel Posman**  
Writer

Rachel Posman leads Central DesignOps for Salesforce’s global Product UX organization. Prior to this, she ran DesignOps at UberEats, and was a DPM leader for Service and Experience Design teams at Capital One, Adaptive Path, and more.

Linkedin: [/rachelposman](#)  
Medium: [@rachelposman](#)



**Jason Kriese**  
Writer

Jason Kriese leads DesignOps for Salesforce, supporting designers and leaders from the Product and Delivery organizations. His previous work included program and studio management roles in large-scale consumer technology.

Linkedin: [/jasonkriese](#)



**Z**  
Advisor

Z leads DesignOps for Cloudflare—a global web performance and security company. She is passionate about improving the lives of those she works with daily. Prior to this, Z led design teams in-house and at design consultancy firms. In addition, Z has a background in EdTech and spent her time teaching and mentoring the next generation of designers.

Linkedin: [/changyingz](#)





# Design



**Heikki Salo**  
Designer

Heikki Salo is UX/UI/Visual designer at Alpha Design Partners. In the past 10+ years, he has worked on projects ranging from graphic design and branding to industrial user experiences. In his free time, Heikki has also co-founded associations to work with the local startup scene and to bring life design available for everyone.

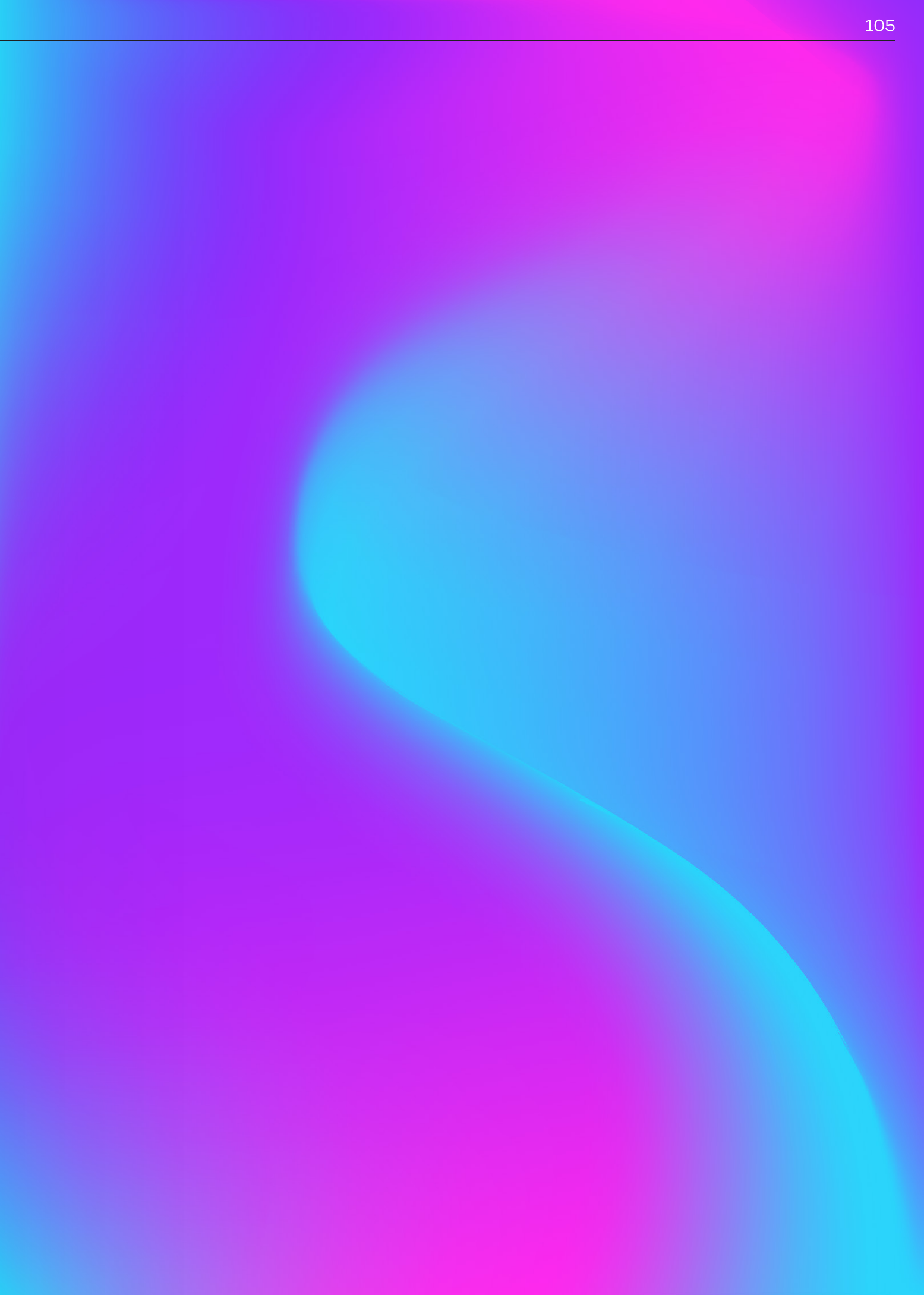
Linkedin: [/heikkisalo](#)

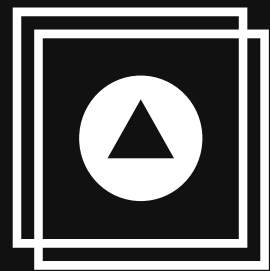


**Harri Kiljander**  
Design Advisor

Harri Kiljander is co-founder & CEO of Alpha Design Partners, the DesignOps-minded design firm. In the past two decades, Harri has held the positions of design director and VP of design at companies such as Yousician, F-Secure, and Nokia.

Linkedin: [/harrikiljander](#)





# Joint Frontiers

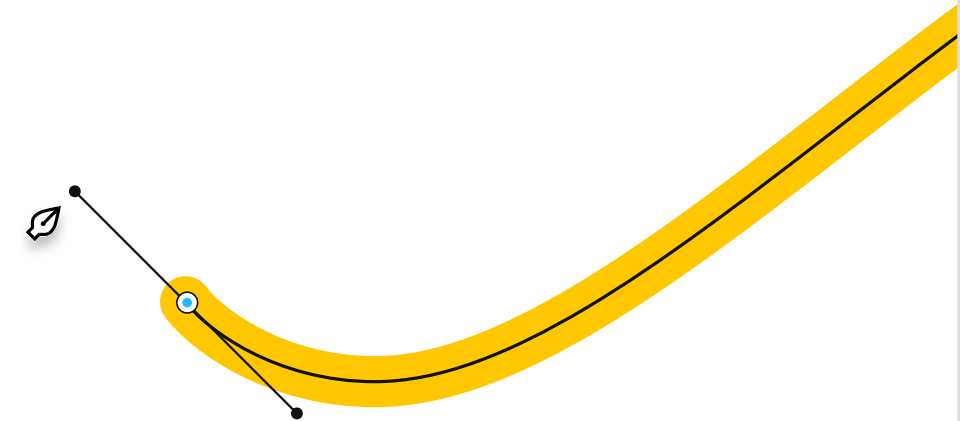
Joint Frontiers is a community-driven design publication. It is a safe space where we advance design, not only in terms of professionals becoming better at their craft, managerial, and leadership skills but also in terms of exploring, speculating, and designing futures where design becomes **better**.

Deviating from the clinical view of the business world, we aim to highlight the human aspect that makes the designer. Following the principles of Holistic Design, we talk about concrete things like design systems, design operations, strategy, and leadership, however, we also go beyond that. We design the design.

We experience aspects of design through the eyes of our guests and their own persona. What makes them passionate about design and how do they aim to leave the world a better place? Through all these experiences we gain, and the connections along the way, we will continue to evolve design to a more holistic approach. By utilizing design holistically we create an inclusive, diverse, and accessible approach needed for organizational change toward purposeful and meaningful contributions to societies and the environment while ensuring sustainable profitability.

As a community, we do not wish to reinvent the wheel. Rather gather all the best and open source resources (and fill in the blanks where certain resources do not exist) and spread them to the design community. There are multiple ways for people to be part of Joint Futures. If you are willing to contribute, make sure you read the [contribute page](#) and submit your proposal.

# Figma



Figma is a design platform for teams who build products together. Born on the Web, Figma helps teams brainstorm, design, and build better products — from start to finish. Whether it's consolidating tools, simplifying workflows, or collaborating across teams and time zones, Figma makes the design process faster, more efficient, and fun while keeping everyone on the same page.

We're multiplayer people who live by our values, celebrate our differences, and care deeply about each other and our users. Making design accessible to all is a lofty goal and we could use your help — [join us!](#)

Have any suggestions or ideas? We're always available at [community@figma.com](mailto:community@figma.com).



# We build relationships by design.

Salesforce began with a vision to be a different kind of company. To change the way the world does business and improve the state of the world. Our core values lead with trust, customer success, innovation, equality for all, and sustainability. These commitments guide our relationships, product designs, and investments. Our community of more than 12,000 experience designers work together every day to make the technology that drives customer success and enables companies and nonprofits to thrive.

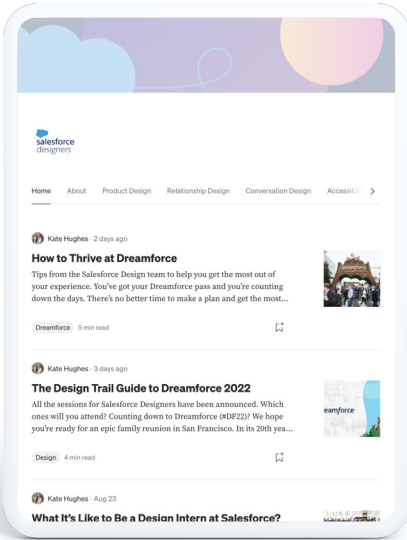
## Build Your Skills

Learn in-demand skills and build your Salesforce Designer career. Design is a key ingredient across nearly half of Salesforce roles. Wherever you are on your journey, we're here to empower you to uplevel your Salesforce career with design skills that put people first.



## Stay in Touch

The Salesforce Design Blog covers the tools, practices, and mindsets that help build strong employee, customer, and community relationships in the Salesforce ecosystem and beyond.



Follow us on Twitter:  
[twitter.com/SalesforceUX](https://twitter.com/SalesforceUX)





alpha DESIGN  
PARTNERS



Alpha Design Partners, the unlike design firm, was founded with the vision of helping our clients elevate their businesses through design. Not only through design delivery projects, but also by advancing their own design capabilities and skills — something design firms rarely do. The design toolbox we use includes everything from business design and design research to product design and DesignOps. We help our clients climb up the design maturity ladder, we even do designer headhunting for them. As part of our unlike vision, we're building a design team and culture of the new normal by mixing in-house, agency, and freelance ingredients.

Interested? Ping us at [hello@alphadesignpartners.com](mailto:hello@alphadesignpartners.com)!



# DESIGNOPS ASSEMBLY

The DesignOps Assembly (DOA) has a simple mission: to advance the practice of DesignOps.

We're a global network of 4000+ DesignOps practitioners at all levels, working in top tech companies, boutique design agencies, and everything in between.

The DOA hosts events focused on fostering community and surfacing best practices within the DesignOps industry. Our private slack group is our town square– where members talk through shared challenges, make new friends, and have platforms to ask their burning questions.

In 2022, DOA launched Learning Labs: an education program for small cohorts to learn about DesignOps and advance their operations design and program management skills, together.

The DOA will continue to roll out programs and content aimed at creating a stronger DesignOps community. As we say, "Share what you know. Make Friends. Don't go in alone!"

## [Join the DesignOps Assembly.](#)

### **The DesignOps Assembly community**

- Active slack group with the most knowledgeable DesignOps leaders
- Local chapter events
- Monthly panel events with pros
- Learning pathways to become a better design operator
- DesignOps Glossary and Library



**THANK  
YOU!**