From 6 to 126 in four years
The story behind Atlassian design

ALASTAIR SIMPSON I @ALANSTAIRS
Consultants are a service to a Client
CLIENT & CONSULTANT RELATIONSHIP

Client

Consultant
Design is a service to product teams
DESIGN AS A SERVICE

Product Management

Engineering

Design
INTEGRATED DESIGN

Product Management

Engineering

Design
EXPERIENCE LED

Design

Product Management

Engineering
"I don’t give a %&%$. If the experience is not right, you should stop the release."

JURGEN SPANGL
Seat at the table?
Seat at the table?
5 hard lessons
LESSON 1

You can have the best design team in the world, but if your company doesn't truly value design, it doesn't matter.

Alastair Simpson
“Why is the button over there?”

Founder review
If you don’t like what is being said, then change the conversation.

DON DRAPER, MAD MEN
Yellow nerd is too yellow

This nerd is crazy yellow. I've added a screenshot so that you can see what I mean. A couple of options:

- Decrease the yellowness
- Change the color to something else entirely

External issue URL: http://www.atlassian.com/en/angry-needs

Attachments

Drop files here to attach them
Objectives

Goal 1

The gunfight at the O.K. Corral was a roughly 30-second gunfight that took place at about 3:00 p.m. on Wednesday October 26, 1881 in Tombstone, Arizona Territory, Cochise County, of the United States. Frank and Tom McLaury and Billy Clanton were killed, Morgan Earp, Virgil Earp, and Doc Holliday were wounded and survived.

Goal 2

Wyatt Earp was the only individual who came through the fight unharmed. It is generally regarded as the most famous gunfight in the history of the Old West and has come to represent a time in American history when the frontier was open range for outlaws who were confronted by law enforcement that was often sparse, or nonexistent.

Background & Strategic Fit

The gunfight was relatively unknown to the American public until 1931 when author Stuart Lake published What has since been determined to be a largely fictionalized biography, Wyatt Earp: Frontier Marshal, two years after Wyatt's death. Lake retold his story in a 1946 book that director John Ford developed into the movie My Darling Clementine. After the movie Gunfight at the O.K. Corral was released in 1957, the shootout came to be known by that name. Since then, the conflict has been portrayed with varying degrees of accuracy in numerous Western films and books.

Despite its name, the gunfight actually occurred in a narrow lot six doors west of the rear entrance to the O.K. Corral on Fremont Street. The two opposing parties were initially only about 6 feet (1.8 m) apart. About thirty shots were fired in thirty seconds. Ike Clanton and Billy Claborn ran from the fight, unharmed. The Earps and Doc Holliday were charged by Billy Clanton's brother, Ike Clanton, with murder but were eventually exonerated by a local judge after a 30-day preliminary hearing and then again by a local grand jury.

On December 29, 1881, Virgil Earp was warned in an assassination attempt by outlaw Cowboys; and on March 19, 1882, they assassinated Morgan Earp. This led to a series of further killings and exhibitions, with federal and county lawmen supporting different sides of the conflict, which became known as the Earp Vendetta Ride.

Profile pictures

Wyatt Earp was the only individual who came through the fight unharmed. It is generally regarded as the most famous gunfight in the history of the Old West.
Objectives

Goal 1

The Gunfight at the O.K. Corral was a roughly 30-second gunfight that took place at about 3:00 p.m. on October 26, 1881, in Tombstone, Arizona Territory. Cochise County, of the United States. Frank and Tom McLaury and Billy Clanton were killed during the fight, and Doc Holiday was wounded and survived.

Goal 2

Wyatt Earp was the only individual who came through the fight unharmed. It is generally regarded as the end of the Old West and has come to represent a time in American history when the frontier was open range for outlaws and law enforcement that was often sparse, or nonexistent.

Background & Strategic Fit

The gunfight was relatively unknown to the American public until 1931 when author Stuart Lake published a widely lauded fictionalized biography, Wyatt Earp, Frontier Marshal, two years after Wyatt’s death. Lake retold the story in the movie My Darling Clementine. After the movie Gunfight at the O.K. Corral was released, the town became known by that name. Since then, the conflict has been portrayed with varying degrees of accuracy in numerous films, novels, television shows, and other media.

Despite its name, the gunfight actually occurred in a narrow lot six doors west of the rear entrance to the depot. The opposing parties were initially only about 6 feet (1.8 m) apart. About thirty shots were fired in thirty seconds, and both Earps and Clantons were killed in the fight, unharmed. The Earps and Doc Holiday were charged by Billy Clanton’s brother, Ike Clanton, with the murder of a local judge after a 30-day preliminary hearing and then again by a local grand jury.

On December 28, 1981, Virgil Earp was maimed in an assassination attempt by outlaws Cowboys, and on January 14, 1982, Earp. This led to a series of further killings and executions, with federal and county lawmen supporting the Earp Vendetta Ride.
Atlassian Design Guidelines

Dream, develop and deliver. Use Atlassian's end-to-end design language to create straightforward and beautiful experiences.

Brand
Product
Marketing
AtlasKit

Not in the cloud? For server products, design using these guidelines
Faster process
Existing patterns
Existing patterns...in code
“How do we scale design faster?”

Founder review
VALUE OF DESIGN

CEO

Engineering

Product

Design
VALUE OF DESIGN

CEO

Design  Engineering  Product
If you don't want design to be treated as a service, you need to have an opinion about what problems are worth solving and why.

JULIE ZHUO, FACEBOOK
TAKEAWAY 1

Design is not a magical switch that gets turned on inside a company. It's a conscious effort on behalf of the CEO and the executive team (YOU) to make design matter.
Pain is temporary. Suck is forever.

Jason Deamer, Pixar
Intro Blog Post!

Created by Brian Swift on May 18, 2016

Hello!

This is my fourth week with Atlassian, so I’m a bit late on publishing this - apologies! My name is Brian and I’m a new Product Manager on the Confluence team in Sydney, focused on Platform & Ecosystem. I couldn’t be more excited to be here and it has been awesome getting to meet many of you, though I have plenty more to meet over the coming weeks and months 😊

I am a person that prefers lists and images, so here are the top 10 things you should know about me, in no particular order...

1. Grew up on 8 Mile Road

For those who are not familiar with 8 Mile Road, it is a long road in the city of Detroit, Michigan that has a long cultural history (which I won’t get into here). It also was the inspiration for a movie starring the rapper Eminem, and thus tends to be known in US pop culture. What the movie doesn’t get into is that the road is actually quite long and I grew up on a part of the street that is well outside the city of Detroit in a suburb called Novi. So, if I tell you I’m “from Detroit”, it’s not really true and I should receive no street cred that goes along with the city. However, being from here has caused me (for better or worse) to be a huge fan of Detroit sports teams, as well as the University of Michigan, which is where I went to school.

2. Made memory chips for the 1st iPhones

My first job was in Austin, Texas working for Samsung. I worked in a fabrication plant, which is where you wear those funny clean suits. They may look fun, but they get old really fast. My degree is in Electrical Engineering, so I spent a few years...
Intro Blog Post!
Created by Brian Swift on May 18, 2016

Hello!

This is my fourth week with Atlassian, so I'm a bit late on publishing this - apologies! My name is Brian and I'm a new Product Manager on the Confluence team in Sydney, focused on Platform & Ecosystem. I couldn't be more excited to be here and it has been awesome getting to meet many of you, though I have plenty more to meet over the coming weeks and months 😊

I am a person that prefers lists and images, so here are the top 10 things you should know about me, in no particular order...

1. Grew up on 8 Mile Road

For those who are not familiar with 8 Mile Road, it is a long road in the city of Detroit, Michigan that has a long cultural history (which I won’t get into here). It also was the inspiration for a movie starring the rapper Eminem, and thus tends to be known in US pop culture. What the movie doesn’t get into is that the road is actually quite long and I grew up on a part of the street that is well outside the city of Detroit in a suburb called Novi. So, if I tell you I’m “from Detroit”, it’s not really true and I should receive no street cred that goes along with the city. However, being from here has caused me (for better or worse) to be a huge fan of Detroit sports teams, as well as the University of Michigan, which is where I went to school.

2. Made memory chips for the 1st iPhones

My first job was in Austin, Texas working for Samsung. I worked in a fabrication plant, which is where you wear those funny clean suits. They may look fun, but they get old really fast. My degree is in Electrical Engineering, so I spent a few years...
Design sparring
Design led
Structured
Inclusive
Regular
Codify design
The Atlassian Team Playbook

OUR NO. BULLSHIT GUIDE TO UNLEASHING YOUR TEAM'S POTENTIAL
Leadership deficit disorder
Conflicting priorities
Stepping on each other’s toes
Shooting blind
Analysis paralysis
Directionally challenged
Communication breakdown
Spinning our wheels

More to come...
TAKEAWAY 2

Codify design across your organisation.
I have several times made a poor choice by avoiding a necessary confrontation.

John Cleese
Radical candor
Radical candor

Care personally

Challenge directly
<table>
<thead>
<tr>
<th>CRAFT</th>
<th>DRIVING FOR OUTCOME</th>
<th>LEADERSHIP</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## SKILLS MATRIX

<table>
<thead>
<tr>
<th>CRAFT</th>
<th>DRIVING FOR OUTCOME</th>
<th>LEADERSHIP</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Interaction and UI Design</strong></td>
<td><strong>Process</strong></td>
<td><strong>Facilitation and collaboration</strong></td>
</tr>
<tr>
<td>Ability to compose interface elements with structure, flow, and patterns for users to achieve tasks across a variety of devices.</td>
<td>Ability to use user-centered design techniques within agile teams to deliver both tactically and strategically. Able to choose the right plays from the Playbook, at the right time.</td>
<td>Ability to take a diverse set of people and facilitate them towards shared understanding of problems, experiences, and solutions.</td>
</tr>
</tbody>
</table>
## SKILLS MATRIX

<table>
<thead>
<tr>
<th>CRAFT</th>
<th>DRIVING FOR OUTCOME</th>
<th>LEADERSHIP</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interaction and UI Design</td>
<td>Ability to use user-centered design techniques within agile teams to deliver both tactically and strategically. Able to choose the right plays from the Playbook, at the right time.</td>
<td>Ability to take a diverse set of people and facilitate them towards shared understanding of problems, experiences, and solutions.</td>
</tr>
<tr>
<td>Process</td>
<td>Ability to compose interface elements with structure, flow, and patterns for users to achieve tasks across a variety of devices.</td>
<td></td>
</tr>
</tbody>
</table>

**RATE 1 - 5**
TAKEAWAY 3

Show your team you care, practice radical candor.
Rituals are important. Nowadays it hip not to be married. I’m not interested in being hip.

John Lennon
Shuhari
Shu: to learn
ha: to practise
ri: to master
Welcome to the team, Aurelie!

Congratulations and welcome to Atlassian! We’re really excited to have you on-board. This 90-day plan is designed to get you up and running in your new role as Design Team Lead in the Confluence family.
There's a lot of information here!

Things to consider: How can you use this plan to set yourself up for success? What quick wins can you ship to gain momentum? Who are your key stakeholders? How can you hack Atlassian and make an impact? What will you include in a 90 day wrap blog?

Make sure that you talk to me to figure out how best to work through your first 90 days. Don't be afraid to punt to @Alastair Simpson with questions about anything no matter how trivial it might feel. I am happy to help spar questions you may have, or work through any decisions you need to make.

---

**Tracking your progress**

This is a recommendation for when to achieve key outcomes by. This should be driven by a discussion between you and your manager.

### Week 1 check-in

- RocketFuel - Your First Days at Atlassian
- Set up a recurring weekly 1:1 meeting with your manager (I have done this).

### Day 30 check-in: Shu

**Owning things**

- You are across all the big chunks of working going on in the Confluence team. You've spoken to the designers working on the team and know the problems they're solving, and how they're solving them.

---

### Day 60 check-in: Ha

**Owning things**

- You are seen as a go-to person for anyone looking for help with the CLC and Team Solutions stream of work.
- You can explain the design process in the team.
- You've contributed to the team in terms of design & process.

---

### 90 day wrap: Ri

**Owning things**

- You're a key player in the Confluence team. Your input is key to this teams' success.
- You have a strong sense of the direction for the CLC and team.
Welcome to the team, Aurelie!

Congratulations and welcome to Atlassian! We’re really excited to have you on-board. This 90-day plan is designed to get you up and running in your new role as Design Team Lead in the Confluence team.

Your buddy is @Mario-Claire Dean. They will help show you the ropes.

To help you get started in Confluence you’ll be paired up with another Confluence team member.
Design detention
Design Week
TAKEAWAY 4

Whatever they are, put rituals in place to foster a culture of trust, and a sense of TEAM.
UXers: Your problem is not solved just because you arrived at a conceptual diagram. You might have to ask an interface designer for help.
Value the design craft
Value the management craft
TAKEAWAY 5

Really value the craft of design and management by defining clear career paths.
Back to the start...
DESIGN AS A SERVICE
INTEGRATED DESIGN

Product Management

Engineering

Design
Responsibility and Accountability
Be careful what you wish for
At some point your boss will ask you what design is accountable for, and you need to have a better answer than the *user experience*.

ALASTAIR SIMPSON
If designers shield themselves in the cloak of “creatives” as a way not to engage with the business, they will lose impact and credibility. Designers need to understand how their work contributes to business success.

PETER MERHOLZ & KRISTEN SKINNER
DESIGN ACCOUNTABILITY

NPS
NPS

- Reliability
- Usability
- Functionality
# LEADING METRICS = UX SCORECARD

<table>
<thead>
<tr>
<th>EXISTING DESIGN</th>
<th>PROPOSED DESIGN</th>
<th>COMPETITOR</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
**LEADING METRICS = UX SCORECARD**

<table>
<thead>
<tr>
<th>EXISTING DESIGN</th>
<th>PROPOSED DESIGN</th>
<th>COMPETITOR</th>
</tr>
</thead>
<tbody>
<tr>
<td>Time to task</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Conversion</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Preference</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Visual complexity</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Plus more</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
# LEADING METRICS = UX SCORECARD

<table>
<thead>
<tr>
<th>EXISTING DESIGN</th>
<th>PROPOSED DESIGN</th>
<th>COMPETITOR</th>
</tr>
</thead>
<tbody>
<tr>
<td>Time to task</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Conversion</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Preference</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Visual complexity</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Plus more</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
TRIAD ACCOUNTABILITY

MAU + NPS

NPS  TEAM  LEADING METRICS

MAU

NPS
Are you ready?
References

Radical candour: http://firstround.com/review/radical-candor-the-surprising-secret-to-being-a-good-boss/

ADG: www.design.atlassian.com

Atlassian design: www.medium.com/designing-atlassian

Julie Zhuo: https://medium.com/the-year-of-the-looking-glass/8-unintuitive-lessons-on-being-a-designer-ca7e97a572ee#.wva6ywmm2z

Design sparring: https://medium.com/designing-atlassian/the-art-of-sparring-ce4f379f156c#.jb6rf0c1m

Shuhari: https://medium.com/designing-atlassian/shuhari-design-mastery-378e78e7d062#.288lc8gvb

Images

www.unsplash.com/
www.pexels.com/
www.deathtothestockphoto.com/
https://flic.kr/p/budSWy