

Design Principal Program

v 1.0

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IBM Design :: Community & Careers Manager
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The Design Principal Program is intended to recognize IBM visual, user experience, design research, industrial design and design developer employees for distinguished and sustained achievement.

Key roles in the Design Principal Program

The Nominee

- Design Principal (DP) Candidate
- DP Candidate's Manager, Mentors & Supporters
- DP Candidate's General Manager (GM)

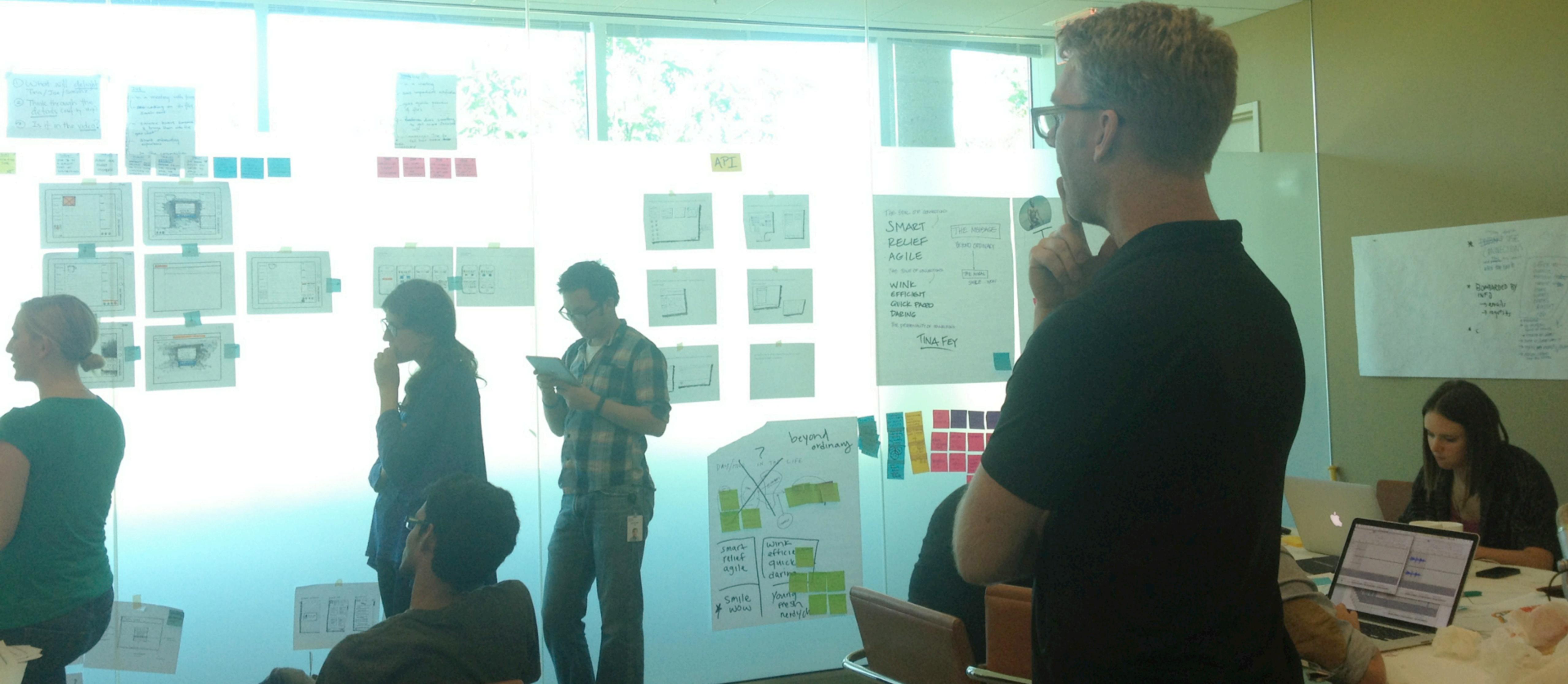
The Program

- DP Program Manager
- Design Leadership Review Board (DLRB)
- IBM Design General Manager

How does one become a Design Principal?



1. Mentors **groom** individuals towards the DP path
2. Mentors **recognize** when individuals are ready to go through the DP process
3. Managers officially **nominate** a candidate for the DP process
4. DP Candidates are **evaluated** and judged against the DP criteria
5. Executive leadership **appoints** Successful DP Candidates against a mission
6. **Being** a Design Principal comes with a new set of expectations



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How to groom individuals towards the DP Path

Design mentors & managers should

- Broadcast the existence of the Design Principal program
- Develop career plans for senior designers
- Curate and assign DP-relevant business opportunities for experienced designers



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How to recognize a nomination-ready individual

Managers & Mentors should look for

- What is the individual doing
- What is the typical persona of such an individual
- What are the red-flags

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How to recognize a nomination-ready individual

What is the individual doing

- Design Practice
 - Produces, recognizes and promotes design that is impactful to users and drives business revenue
- Impactful Intellectual Capital & Property
 - Articles, Courses, Books, Presentations, Client Briefings, Patents
- Cultural Stewardship
 - Community Leadership and Mentorship (external & internal)
- Executive Support
 - Awards, Technical, Business, Customer
- Personal Attributes
 - Mentoring, Reputation, Influence
- Quality
 - Top contributor 1 & 2+

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How to recognize a nomination-ready individual

What is the typical persona of such an individual

- Thinks
 - I don't want to stop designing but i want more responsibility and more exposure
- Sees
 - Lots of opportunities for improvement & innovation
- Appears
 - Confident, influential and open
- Feels
 - They always have more to learn and grow
- Hears
 - “I can't believe we could make so much progress so quickly with some of this thinking & design leadership”
- Envisions
 - A position of greater impact and influence

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How to recognize a nomination-ready individual

What are the red flags

- Chain climbing
 - Wants to direct, not ‘do’
- Self interested
 - Designing for themselves rather than the user
 - Disinterested in taking the time to change hearts & minds
 - Pushing personal agenda
- Entitled
 - “I’ve been here for 15 years”
 - A design victim - “My designs always end on the floor, because engineers just don’t get my designs”
- Wishy washy
 - Not willing to take a stand
 - Not willing to commit to a specific goal or a deadline





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What is the nomination process

1. Initiate Nomination

- Manager & Mentor recognize individual and Manager officially nominates the candidate & procures Exec. Sponsor support

2. Prepare for Board Review

- Candidate creates expected evaluation material (“package”) with mentors
- Candidate prepares to go before Design Leadership Review Board (DLRB) with mentors

3. Submit prepared materials for Review

- The nomination & materials are officially submitted for the next DLRB review cycle

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Prepare the Board Review Materials

Proposed DP Mission Statement

- The mission statement is the proposed focus of the Design Principals attention

HR Summary

- Letters, Approvals, Citations & PBC ratings

Design Portfolio

- Individually produced design samples of shipped products & patent submissions

Thought Leadership Assets

- Customer Focus Activities, Publications, Frameworks & Toolkits

Evidence of influence and impact (IBM, Our Clients& Design Industry)

- Mentoring, University Relations (and Recruiting), Professional and Industry Activities

**details of each section and examples in appendix*



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What is involved in evaluation

What is the Design Leadership Review Board (DLRB)

Their decision process

DLRB criteria for review

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Evaluation: What is the DLRB

Responsibility of Design Leadership Review Board (DLRB)

- Evaluating the Band 10 Design Principal leadership promotion nominations for designers in any division of IBM.

Board Meetings

- Board members are required to evaluate candidates on multiple dimensions prior to board meetings, and have the option of providing written feedback as well as decisions.
- The DLRB convenes twice a year to consider candidates that have been nominated

Current Makeup of DLRB *

Charlie Hill	IBM Design	DE, CTO IBM Design & Chairman of DLRB
Karel Vredenberg	IBM Design	Director
Adam Cutler	IBM Design	Studio Program Director
Fahad Osmani	IBM Design	Talent Program Director
IBM Design DP Seat	IBM Design	Design Principal
Alice Clark, Joe Meersman, Doug Powell	IBM Design	Studio Section Leads
TBD	Nominating Org	DE
TBD	Nominating Org	DE
CHQ Seat	IBM CHQ	Global Creative Director IBM.com - Kevin Chiu or Terry Yoo
GBS Seat	IBM GBS	IBM Interactive - Jim Rudd, Ellen Lewis

*still being verified

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Evaluation: Comparing the DLRB to a typical TLRB

IBM Design DLRB

Charlie Hill	IBM Design	DE, CTO IBM Design & Chairman of DLRB
Karel Vredenberg	IBM Design	Director
Adam Cutler	IBM Design	Band 10, Studio Program Director
Fahad Osmani	IBM Design	Band 10, Talent Program Director
IBM Design DP Seat	IBM Design	Band 10, Design Principal
Alice Clark, Joe Meersman, Doug Powell	IBM Design	Band 10, Studio Section Leads
TBD	Nominating Org	DE
TBD	Nominating Org	DE
CHQ Seat	IBM CHQ	Global Creative Director IBM.com - Kevin Chiu or Terry Yoo
GBS Seat	IBM GBS	IBM Interactive - Jim Rudd, Ellen Lewis

Watson TLRB

Jayashree Subrahmonia	Watson Solutions	Chair, Vice President, Watson Solutions Development and Delivery.
Rob High	Watson Solutions	IBM Fellow and Vice President, Watson Solutions CTO
Carl Kraenzel	Watson Solutions	DE, Watson Solutions
Peter Bouchard	Watson Solutions	DE, Watson Solutions
Jeff Eisen	Watson Solutions	DE, Watson Solutions
Bill Rapp	Watson Solutions	DE, Watson Solutions
Peter Bahrs	AIM	IBM Distinguished Engineer, ISSW/ISSF. Chair AIM TLRB
David Boloker	Strategy	CTO - Emerging Internet Technology, Distinguished Engineer
Jing Shyr	BA	IBM Distinguished Engineer, Chief Statistician - Predictive Analytics



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The DLRB decision process

An overall decision on each candidate is reached by a combination of scoring/voting results and verbal discussion, led by the board chair

- PASSED.
The nomination has satisfied the Board members and this nomination will proceed to the IBM Design GM and the nominee's organizational GM.
- NOT PASSED.
The nomination has not satisfied the Board members –see requirements to pass below. The nomination will not proceed. Feedback and recommendations are provided to the nominee's advocates.
- DEFERRED.
The nomination has not satisfied the Board members however the Board has provided feedback to the advocate(s) and there is the opportunity to return to the Board in the same DLRB Cycle.

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Evaluation Process: Criteria used by the DLRB

- Sustained Performance - PBC ratings
- Known Authority in Field
- Broad Scope of Influence (in & out of IBM)
- Sustained Impact to IBM and Industry (including innovation, \$s and sense)
- Individually produced design samples for shipped products (current examples in portfolio)
- Leadership/Role Model
- Recognition/Awards
- Recognition/Awards
- Publications and/or Patents
- Other Contributions/Intellectual Property
- Cross-product or Org Scope
- External Activity (Customer and Industry)
- Personal Give-Back / Developing Talent
- Future Work Supports Promotion
- Endorsement Strength

Scoring

Candidates are evaluated on a 1-4 scale for each evaluation criteria

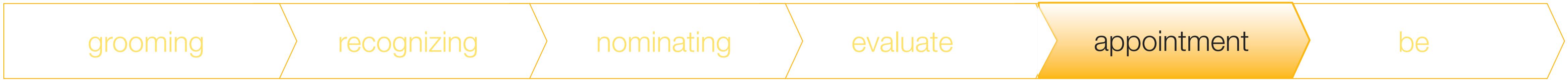
1. Outstanding accomplishments or achievements in this area
2. Good accomplishments or achievements
3. Average accomplishments or achievements in this area
4. Not a strength for this candidate

Voting

Each board member provides an overall score for the candidate

1. Strongly recommend promotion, top candidate
2. Recommend promotion
3. OK, will not stop going forward
4. Not ready, do not support
5. Not on right path, do not support





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What is the appointment process

Decision

- Nominations, which successfully meet the standards upheld by the DLRB evaluation process, are recommended jointly to the IBM Design GM and the nominee's GM for promotion
- The two GMs collectively make the B10 Design Principal appointments

Financial Responsibility

- IBM Design absorbs one-time DP appointment bonus (approximately. 3-5%)
- Nominating Organization absorbs longterm salary increase

Mission oversight

- Nominating Organization owns DP's mission
 - Evaluating success of mission
 - Managing Design Principal's progress of mission

HR Category change

- Nominating Organization makes job role changes to 'Band 10 DP' in HR system

Announcement

- IBM Design broadcasts successful appointment

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What does it mean to be a Design Principal

Design Principals are evaluated against the success of their mission statement

They are expected to evolve and further the craft of Design at IBM

They are expected to be evangelists of IBM Design Thinking

They are expected to devote a significant portion of their time to recruiting, mentoring and grooming designers at IBM



example
content is
still in
process

appendix

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Prepare the Board Review Materials

Proposed DP Mission Statement & Citation

- The mission statement is the proposed focus of the Design Principals attention

HR Summary

- Letters, Approvals & PBC ratings

Design Portfolio

- Individually produced design samples of shipped products & patent submissions

Thought Leadership Assets

- Customer Focus Activities, Publications, Frameworks & Toolkits

Evidence of influence and impact (IBM, Our Clients& Design Industry)

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**details of each section and examples in appendix*

Proposed DP Mission Statement



Red Flag

Your package may be rejected if you cannot articulate vertical and horizontal relationships and collaborations by organization or people names.

The mission statement is the proposed focus of the Design Principals attention and what they intend to do with the appointment.

Things to include:

- What are you known for? State it.
- How will your mission improve or alter the recognition of design within IBM and beyond.
- Why are you different from someone else known for similar skills?
- Why the nominee's proposal is different to existing B10 and DE design leaders
- What influence the nominee will have over other senior design leaders
- By name, list the individuals the nominee will work with
 - Across the organization, brand & across IBM
 - In product development, lab services, global services, research and/or sales.
 - In architecture workgroups, academy studies, communities, etc.

This should not be more than one page.

This is probably the one section the candidate should write themselves but should obtain much guidance from their management.

Key Citation



Red Flag

Your package will be returned if this is not completed or poorly written. This is your fame and glory blurb, do it correctly.

A single paragraph that will be used for the announcement

- Who, What, Wow. This can be an extrapolated hill of what you intend to do, what you have done to date
- Why people should be excited that you are a design leader.
- What do you want people to read about you on w3 when you get promoted?

One paragraph.

- Think of a movie trailer.
- Summarize:
 - What you are known for?
 - Maybe a quip on an accomplishment
 - What your new job will be

Examples of STSM citations can be found in on w3

- Fall 2010 appointments
- Spring 2010 appointments

HR Summary : Letters, Approvals & PBC ratings

This is the why you are here

- A Promotion Nomination letter
- Executive Sponsorship and approval for the designation
- 15 letters of recommendation from a combination of Clients, Executive Management and peers
- Any Recognition or Awards delivered from IBM (OTAA, Corp Technical Recognition, Sales Eminence, Best of IBM etc)
- You will need to list your last 3 years of PBC Ratings - if anything less than a 2+ you should explain why
- Your Promotion History - locate on w3 - About You - Compensation - Position History
- Your Education - Formal education includes college and technical trade schools, Weekend and/or Monthly executive leadership classes at a university, Training to achieve an industry certification

HR Summary: Promotion Nomination Letter



Red Flag

Your package will be returned if this is not an overview of the rest of the package.

Sugar coating, lacking wow factor

No \$ impact

AKA: An executive briefing on you

This section should summarize what is detailed in other parts of the package.

- Do not mention topics that are not detailed in other parts of the package. Do not include significant details in other parts of the package that are not summarized here.
 - highlights the individual's career to date.
 - Includes the compelling rationale why the nominee is ready for the B10 Design Principal role.
 - Detailed contribution, influence and capability
 - Focus on global nature of their roles

This is the make or break section

- Here you have to sell to the board the case to promote the nominee to B10.
- Lose the board here and you are likely not to recover.
- State your design leadership, unique skills, contribution to the business, high/low
- State clearly what your bottom line business impact has been.
- Think 1 to 1.5 pages at maximum where a page is what fits on a screen – 5 to 10 paragraphs

oh one more thing... MUST BE IN SYNC WITH REST OF PACKAGE

HR Summary: Executive Support & letters of support

- Letters of support are essential as they provide confirmation of your contributions and reputation.
- The recommended number of supporters is 20 with a good mix of executives (Directors/VPs/GM's) and senior professionals (SCITA, STSM, DE, IBM Fellows)
- A key indicator of preparedness for the Design Principal role is the support of senior professionals and executives.
- While it is expected to have support from line organization it is even more important to have support from other parts of the IBM Organization
- Other Business Units: This includes external parties. The letters must demonstrate impact to the business. How your contribution demonstrably affected an outcome

IQ Test: If you have a support letter that attests to your great accomplishment, then that accomplishment should be in the key evidence of influence and impact section or your portfolio section.

Guidance on Distribution	Executive	Senior Professionals
Own Business Unit	10%	25%
Other Business Units*	15%	50%

Go for close to 20 references. If more, put them in additional comments section, especially client reference letters

How should you contact a VP, Fellow, DE, Director to ask for a letter of reference?

- For some people, this is awkward.
- It is best for your manager to send a note asking for their support. You should create a short reminder of the accomplishments you had while working with the reference person
- For example: From <manager>: Hello <reference>, We are putting <candidate> up for promotion. I know <candidate> worked with you on <...> and <insert accomplishments reminder>. Would you consider being a reference? Thanks
- If you have a good relationship, it is perfectly acceptable for you to write the letters directly. This is most like the default case for external references.

HR Summary: Awards



Red Flag

Your package to be rejected if a recent significant award is not shown.

- Major awards are formal and are significant cash. They usually have a process to review and award them.
- OTAA, OIA, Corporate awards, Chairman awards, SVP awards are examples of major formal awards.
- Do not include anything related to patents, or your own organization awards, hero awards, etc.
- A large amount award is usually over \$5k.
- IQ Test: If your organization has not given you a major award for your current accomplishments, then why should the reviewer think your accomplishments are significant?
- Awards should be aligning with the key accomplishments section.
- Caveat: in 2008/2009, due to world wide economic conditions, some OTAAAs were awarded that did not have a financial component. This is acceptable and should be noted accordingly.

Awards and Recognition

All major IBM awards, including OIA, OTAA and Corporate Awards, should be listed (**most recent first**). Any major external awards should also be provided. Do not include stock option awards. The top STSM packages have OTAAAs every two years. 1 or 2 awards are common. List any significant technical award, including large amount BRAVO awards. If needed, discuss the award practice of the current or previous organization that will provide the appropriate background helpful to the reviewer to understand the number of technical awards shown (for example: if there is a lower than is typical number of technical awards).

Date (MM/YYYY)	Award Amt	Award Type (i.e. OIA, OTAA)	Award Reason>Title
『』	『』	『』	『』
『』	『』	『』	『』
『』	『』	『』	『』

More Rows

Personnel Summary - Performance

Demonstrate that the organization recognizes your performance.

- We also understand there are some organizations that have not been able to rate designers appropriately. Most candidates should have a 1 PBC. A 2+ is ok and may be more common for a smaller organization.
- It may be okay for a candidate to have a ‘bad year’ not due to bad performance (e.g. extended illness, natural disaster, ...). If you have a recent PBC that less than a 2+, your manager needs to provide an explanation.
- Anything other than 1 or 2+ is going to be an item of significant interest to the board.
- Candidates from acquisitions should complete this section also even if rating system is different.

Personnel Summary - Promotions



Red Flag

Your manager must be prepared to explain long gaps or rapid promotions.

The obvious Board question is whether your organization recognizes your value

- You will need to provide
 - the date of your promotion,
 - the band and
 - the position title * the actual hr job code title which may be different than what you put on your business cards
 - This is available on W3 - About You - Promotion History
- If you are a part of an acquisition or a professional hire to IBM please indicate your historical promotions within your previous organization.

Personnel Summary - Education



Red Flag

Your package will be returned if
this is not completed.

- Formal education includes college and technical trade schools.
- You will need to provide
 - Date completed
 - Qualification / Degree
 - School
- Do not list IBM internal classes, conference training, labs, etc.
- Examples of other education areas that are acceptable
 - Weekend and/or Monthly executive leadership classes at a university
 - Training to achieve an industry certification
- Make sure the information is accurate in the case a reviewer wants to verify accuracy

Design Portfolio

Let your work speak for itself - Tell who you are and what you bring

What you have accomplished

Visual examples of shipped product - inception through delivery

Accolades brought on by ingenuity

Patent submissions

***Highlighted by key accomplishments and business impact**

Portfolio details -

Table of contents

Most Recent & Impactful Work

- Project 1 - 5*
 - Description
 - Work/Mockups
 - Detailed Description
 - Customer Impact Quotes
 - Impact Feedback
 - Early Iterations/Ideation
 - Multiple Examples
 - What shipped - where was your impact on final implementation
 - Business impact - patent submission - financial impact
- *5 is the minimum

- Please tell a story with your work
- if you are a user experience designer you better provide a good experience.
- If your primary discipline is design research - you must show how your findings provided actionable insights and what the overall impact is.
- Discipline examples are
 - Design Research - actionable insights
 - Visual Design - emotional design - visceral, behavioral & reflective
 - User Experience - synthesis of multiple inputs for intended action
 - Design Developer - Insightful methods making design tangible
 - Industrial Designer - material insight and investigation

Thought Leadership - Patents



Red Flag

The lack of at least one granted patent is a red flag and will be compared with other IC. If the other IC is not strong, your package may be rejected.

Innovation that matters –was the patent used?

- You are involved in everything from thought, to issuance of a patent. It involves dealing with legal, search results and writing a very good document.
- Design Principals are expected to have a search rated disclosure in 4 of the past 5 years.
- There isn't a minimum number of patents required. Patents are achievable in all professions. SWG has master inventors from development and services.
- If you only have one patent, then the reviewer would expect to see other professional activities related to other IC such as numerous publications, customer focus activities, assets, solutions, etc.
- The most important thing about patents is that they are implemented.

Thought Leadership - Publications



Red Flag

The lack of numerous publications may cause your package to be rejected.

Publications can come from many sources

- Developer Works, magazine articles, online articles, Impact, WSTC, RDC, WTE, TLE, ...
- Internal presentations are not considered publications – presenting your work to IBM
- Blogs are not considered publications
- Describe the individual's role – author, contributor, editor etc.

Publications can be papers or presentations or videos.

Look for a balance between internal IBM publications (only seen by IBM or only approved by IBM) and external publications

List in reverse chronological order. The board is looking for a sustained contribution and will focus on recent activity.

Professional Activities – Customer Focus Activities

The strongest customer (aka client) focus activity you can document is identifying and incorporating client requirements into IBM Products (software, hardware, services – we sell all of them).

- Every IBMer should be involved with clients. We expect that services employees will have more customer focus activities.
- You must have a balance of briefings, conferences, requirements, crit sit management, etc.
- You should not just have a list of ‘did briefing A with client B.’ That is not enough focus. We want you to take ownership of client interests.
- IQ Test: if you really have strong customer focus activities, you should have at least one letter of reference from the client attesting to your technical leadership.
- You will need to provide the date, name of the client, the activity and comments

Professional Activities – Professional and Industry Activities

If you have a formal position outside of IBM note it here.

- We are looking for leadership positions. Your leadership must be documented on an externally visible web site. Being a member of a standards workgroup is okay to list, but leading the workgroup is key.
- Professional Design Groups (AIGA, IxDA, ASid, etc...)
- Please note when you became a member, what the organization is and the position

Professional and Industry Activities

Senior professionals would normally be members of external organizations, such as IEEE, and/or standards bodies. And being elected or chosen to lead standards activities should be listed. Please list examples:

From - To (MM/YYYY)	Organization	Position (e.g., Fellow)

[More Rows](#)

Professional Activities - External Talent Pipeline

- This is your giveback to the community section.
- Your passion as an IBM leader should spill over into your passion to grow skills in your community. After all, you should look for the next generations of IBMers to sustain our company's future.
- Engineers week happens everywhere. Get involved.
- Makocha Minds and American Corporate Partners are new IBM volunteer programs to mentor Africa's college students and US Veterans, respectively. These volunteer mentoring activities can be done virtually.
- There are dozens of possible activities. You should have at least one activity in those listed below.
- Building trusting relationships
- Please include the activity and the University or Academic body

Professional Activities – Conferences



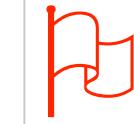
Red Flag

Lack of public speaking events may cause your package to be rejected.

See the section on publications. Your goal here is to share your results and help others in IBM grow

- Your minimum goal should be
 - One academy study/conference per year
 - One presentation at Impact, TLE, WSTC, RDC or other major IBM Conference
 - One external conference presentation
 - Plus two more internal/external conferences. For examples:
 - Present your work at a world wide SWG-AB or Asset-AB conference call
 - Present on Best Practices for Patenting to a brand patent community
 - Present a talk on a client engagement at one of the many case study oriented conferences
- Client success, Innovation that matter, Building trusting relationships
- In today's competitive world, the board looks for sustained performance.

Professional Activities – Mentoring



Red Flag

Again, the board are looking for breadth of mentoring that is sustained and shows a deep commitment to developing others. Lack of mentees will cause a rejection

- If you are a candidate to band 10 promotion, or a band 10 title, you should be mentoring at least 4 people.
- Please be very clear about band/position and type of mentoring.
- Other examples of mentoring
 - Makocha Minds or American Corporate Partners
- For Type of Mentoring, be clear on what happened
 - Mentee was promoted. Mentee achieved certification. Mentee submitted a patent. Mentee presented at the conference
- Be specific on what type of mentoring and the status.
- Building trusting relationships
- Even though the form does not ask for details – provide the context of the mentoring relationship, the duration etc.

Additional Comments / Attachments

If you feel we didn't cover something - please let us know in the comments