

# DESIGN

## CAREER PATH & ROLE EXPECTATIONS



### CORE SKILL

Key foundational skills required for delivering quality client outputs.



### DILIGENCE

Efficient time management and taking ownership towards your work. To be accountable for the quality and timeliness of deliverables. Taking the initiative to point out risks or opportunities.



### COMMUNICATION & LEADERSHIP

To be able to take quick decisions and communicate them effectively. To show flexibility and ability to adapt to changing circumstances and lead the team through it.



### TECHNICAL KNOWLEDGE

To be proficient in tools, processes, and techniques to effectively create deliverables and ensuring others can pick up where you stop.  
Knowledge or awareness of technology/ platform dependencies



# 1. CAMPUS RECRUIT / BTA



## CORE SKILL

- You understand all the design principles and are able to apply them in your day-to-day work successfully.

### \*Indicator

Shares rationale by referencing design principles clearly and appropriately.

- You continue a to sharpen your core design skills on regular basis.

### \*Indicator

Demonstrates of trends and appropriate use of components and platform dependent design systems.

- You are able to participate in design conversations and put forth your point of view.

### \*Indicator

Shares rationale by referencing design principles clearly and appropriately.

## DILIGENCE

- You are able to deliver deliverables and tasks assigned to you in good pace.

### \*Indicator

Meets deadlines and also sets the right expectations with regards to delivery of work.

- You are able to prioritize and manage assigned work diligently.

### \*Indicator

Adapts to ever changing needs and monitoring channels.

- You proactively reach out for help to unblock issues you are facing and get closure of your task.

### \*Indicator

Garners feedback on your work and participates in design critiques on the project and outside of the project.

## TECHNICAL KNOWLEDGE

- You are adept in creating design deliverables using different design tools.

### \*Indicator

Guides client on usage of tools, methods, processes on the client project.

- You practice and maintain your design assets in structured manner as defined by the project team.

### \*Indicator

Organizes files with masters, typo & styles and are consistent across screens. Shares most current files using formal avenues and not just stores locally.

- You continuously strive to learn new methods and ways of using different design tools.

### \*Indicator

Participates in discussions and workshops about methods, tools and techniques.

## PEOPLE / FIRM IMPACT

- You proactively participate in different initiatives within the firm.

### \*Indicator

Participates and delivers impactful Fls round the year with diverse teams.

- You are able to share fresh design ideas & point of view with larger communities within the firm.

### \*Indicator

Participates in all bootcamp/training sessions conducted in the studio, proactively putting forward a point of view

- You collaborate and help your peers in your team to achieve the required design solution.

### \*Indicator

Identifies gaps if any and suggest design solutions using divergent and convergent thinking. Brainstorms with the Fl team and provides design solutions proactively.

- You proactively invest time for the studio space/activities.

### \*Indicator

Participates in studio activities like hackathons, Designathon, On-air, Design critiques, workshops, recruitment (Blitz shadow).

## COMMUNICATION & LEADERSHIP

- You are clear and crisp in providing status updates for your tasks.

### \*Indicator

Responds to emails diligently, providing clear updates on daily stand-ups, responsive in project group chats.

- You are able to communicate your thought process to your team members.

### \*Indicator

Shares rationale by referencing design principles clearly and appropriately.

- You accept feedback and respond effectively.

### \*Indicator

Takes deliberate steps to resolve the feedback that was received. Proactively ask for daily check-ins from leads.

- You maintain good relationships with your team members and the larger practice.

### \*Indicator

Demonstrates positive attitude; always approachable and proactive during project discussions or feedback sessions.



## 02. CONSULTANT



CORE SKILL	DILIGENCE	TECHNICAL KNOWLEDGE	PEOPLE / FIRM IMPACT	COMMUNICATION & LEADERSHIP
<p>You create and deliver design solutions independently with minimal guidance.</p> <p>*Indicator Creates designs from scratch based on the brief received and also are able to present it back with clear thought process.</p>	<p>You are able to review and question design specs created by your peers and juniors.</p> <p>*Indicator Reviews work created by Junior team members and provides clear feedback. Collaborates on design tasks with the team based on timelines.</p>	<p>You master in multiple design tools and systems to showcase variety of solutions and approaches.</p> <p>*Indicator Ensures you and the team are using design tools, methods, processes on the client projects which are consistent to the practice recommendations.</p>	<p>You proactively participate in different initiatives within the firm.</p> <p>*Indicator Participates and delivers impactful FIs round the year with diverse teams.</p>	<p>You drive discussions and manage stakeholder expectations with sharp storytelling skills.</p>
<p>You identify and solve design problems with tenacity.</p> <p>*Indicator Identifies problems in user flows/ navigation/design consistency/editing &amp; recommend solutions to solve them.</p>	<p>You foresee ambiguous tasks and plan for complex edge-cases.</p> <p>*Indicator While designing, finds gaps in the requirements if any and raises it to the team/or create a solution and present your ideas to address the gap.</p>	<p>You setup and define design structure of the projects for yourself and your team to use.</p> <p>*Indicator Sets up the design folder structure and ensures file naming convention is consistently used by everyone in the team; the files are not being saved locally and are being uploaded in practice approved storage solutions only.</p>	<p>You execute as well as contribute towards the roadmap and planning of a firm initiative.</p> <p>*Indicator Creates a timeline and defines design process, deliverables and communicates it to the team to set right expectations.</p>	<p>Leads demos of your design deliverables to clients/onsite team during sprint demos with strong design rationale to support conversation</p>
<p>You continue to sharpen your core design skills and help your juniors in doing the same.</p> <p>*Indicator Demonstrates awareness of trends and appropriate use of components and platform dependent design systems.</p>	<p>You employ logical and lateral thinking to unblock issues yourself first but also know when to escalate to leadership.</p> <p>*Indicator Understands that client provided feedback is going to change the complete flow/change the UI style applied across for the application which will lead to rework for the team, escalates and discusses the issue and propose a solution to mitigate it as well.</p>	<p>You share best practices with larger design communities through discussions and sessions.</p> <p>*Indicator Conducts workshops, design sessions, and also proactively participate in design discussions. Motivates other designers/peers to share their design knowledge in the community.</p>	<p>You proactively invest time for the studio space/activities.</p> <p>*Indicator Participates/ plays a supporting role in studio activities like hackathons, Designathon, On-air, Design critiques, workshops, recruitment, Internal/ External Design Community activities.</p>	<p>Asks relevant questions during discovery phase to understand the complexity of the ask.</p> <p>You challenge the norm and educate the larger community.</p> <p>*Indicator Shares ideas/thoughts for design sessions/ activities .</p> <p>Helps design leads to plan and execute sessions and workshops for the design community.</p> <p>Share your ideas/ thoughts with larger design community by writing/ talking in external design forums like Medium/ conferences.</p>
<p>You are able to demo your design solution with strong data points supporting it.</p> <p>*Indicator Presents designs confidently during client demos, visits with design rationale at every step. Able to provide point of view to all queries asked on the designs.</p> <p>You are able to articulate your design choices by writing/ structuring deliverables in a way that helps clients understand the design vision/ goal.</p>				



# 03. SENIOR CONSULTANT



## CORE SKILL

You are able to provide solutions and work through ambiguous problems. You are able to frame problems effectively from high level business requirements.

### \*Indicator

You are able to conduct discovery and brainstorming workshops/ sessions with clients and stakeholders. Are able to outline the workshop structure and drive discussions that lay foundation for your design solution.

Articulate ideas into design artefacts.

As a VD are able to participate and drive VD discovery along with UX discovery process.

You are well versed with different design frameworks, principles and are able to mentor your design team.

### \*Indicator

Provides creative direction to the team and reviews design solutions in detail.

You are able to raise and resolve issues with client through design advocacy, navigate challenging situations on client projects.

### \*Indicator

Advocates for human centricity throughout the project lifecycle; spokesperson for the design team members during challenging situations.

## DILIGENCE

You lead key modules in an onsite/offshore model from discovery to design delivery and support.

### \*Indicator

Helps set reasonable deadlines and also sets the right expectations with leadership and client stakeholders in regards to delivery of work.

You are able to prioritize and plan work for the team and assign work in tandem with the project timelines.

### \*Indicator

Adapts to ever changing needs and monitoring channels.

You can unblock issues the team is facing and get closure on blockers.

### \*Indicator

Raises awareness of challenges within the project early and provides ways to resolve them.

Guides junior members when they are blocked in their assigned tasks or need guidance.

## TECHNICAL KNOWLEDGE

You are able to review design deliverables of the team and provide valuable and timely feedback.

### \*Indicator

Provides rationale for design decisions during client showcases and provides clear feedback to team's designers.

You provide design supervision to help your team maintain design artefacts in a structured manner.

### \*Indicator

Ensures the team is able to maintain files in an organised manner.

You continuously strive to learn new methods and ways of using different design tools and help your team imbibe and try new novel ways.

### \*Indicator

Leads design discussions and conducts workshops about different design topics.

## PEOPLE / FIRM IMPACT

You are able to express your point of view across different forums on client delivery and eminence.

### \*Indicator

Leads client showcases and team meetings successfully by getting desired outcomes like sign-offs, pushes back on violation of design & brand standards, makes sound design proposals.

You are able to express your point of view across different forums on client delivery and eminence.

### \*Indicator

Kickstarts and leads initiatives for the Design practice that will help the community with skill building, sense of community, client eminence and staying abreast with market trends.

## COMMUNICATION & LEADERSHIP

You are clear and crisp in providing status updates for your tasks to the project leadership in a timely fashion.

### \*Indicator

Manages risks and highlights issues to leadership early and reports timely.

**You are able to communicate effectively with different cross discipline stakeholders on a project or initiative.**

### \*Indicator

Provides design critique and feedback to team members effectively to help them grow.

You are able to collaborate with other design skillsets to achieve your design goals.

**You have a good positive influence on your team members and the larger practice.**

### \*Indicator

The team members look up to you as the go to person for guidance and feedback when stuck in a rut or need to better navigate challenging situations.



# 04. ACD / DESIGN MANAGER



## CORE SKILL

You provide creative inputs to multiple design projects and sales pursuits.

\*Indicator

Planning and independently running discovery workshops, RFP estimations and POCs.

**You play a key role in discovery through execution as a design lead and ensure design quality.**

\*Indicator

Pushing for design quality using design checklists and ensure adherence to greatest measures of design quality.

## DILIGENCE

You are able to assemble a design team, manage delivery and risk for client projects and RFPs. They raise and resolve issues with the clients wrt user experience.

\*Indicator

Managing a mid-large sized design team to deliver quality designs and build strong relationship with client stakeholders/onsite teams to gauge early risks if any.

**You are able to steer various design teams across different projects and play a key role in all pivotal client and stakeholder discussions.**

\*Indicator

Guiding multiple design teams to plan and deliver their designs in timely manner and help them setup sprint cadence to run project independently.

## TECHNICAL KNOWLEDGE

You are able to push for innovative solutions to different clients based on a deep understanding of their ecosystem.

\*Indicator

Deep understanding of client's business and be able to marry innovative thinking to solve their challenges and disrupt the marketplace.

**You are well versed with the market trends in design and able to marry that with the unsaid needs of the client project.**

\*Indicator

Having a product mindset where you are able to bring voice of the customer and key insights to the client's notice to refine their existing portfolio or disrupt the market.

## PEOPLE / FIRM IMPACT

Provide design mentorship to designers in the community across engagements on their day to day delivery.

\*Indicator

Mentoring the design community on various topics related to design both on client engagements and initiatives on their project work items.

Supports design staffing activities

Providing leadership and mentoring for on-boarding processes for new hires and laterals

Conducting interviews for ACD roles and experienced design hiring.

## COMMUNICATION & LEADERSHIP

You are an excellent communicator who can solve business challenges and propose human centric solutions in a fast paced environment.

\*Indicator

Providing design point of view during key client stakeholder meetings that bring positive outcomes on the delivery.

**You can facilitate design led workshops with different stakeholders to achieve desired outcomes that pave the way for the project.**

\*Indicator

Lead client workshops with senior stakeholder group, and drove meaningful design conversations that helped client create a design vision, define MVP, prioritise focus areas for the engagement.



# 05. CREATIVE DIRECTOR



CORE SKILL	DILIGENCE	TECHNICAL KNOWLEDGE	PEOPLE / FIRM IMPACT	COMMUNICATION & LEADERSHIP
<p><b>Ability to lead design strategy on multiple design teams on different client engagement.</b></p> <p><b>*Indicator</b> Leads and orchestrates conversations with leadership creative endeavours with regards to design advocacy, design processes on various client engagements.</p> <p><b>Be the spokesperson for design and innovation.</b></p> <p><b>*Indicator</b> Key speaker at various forums from recruiting to key client pitches, studio visits wrt design as a strategic advantage.</p>	<p><b>Develop client digital strategies that generate efficient cost effective, delightful and revenue generating solutions using the power of design.</b></p> <p><b>*Indicator</b> Bringing alignment with clients on way forward on design strategies across the project timeline.</p> <p><b>Spread awareness of design capability within the firm across different offerings.</b></p> <p><b>*Indicator</b> Helping clients see the value in investing in key design methods during client conversations with key executive decision makers.</p> <p>Sharing knowledges consistently through different avenues on design topics</p>	<p><b>Orchestrate executive workshops to enable strategic decision making using design thinking &amp; innovation techniques.</b></p> <p><b>*Indicator</b> Leading key stakeholder conversations to help them see the value of design workshops, discovery phase.</p> <p>Engaging in meaningful dialogue to resolve conflicts at a strategic level on client projects during escalations or pushbacks.</p> <p><b>Provide thought leadership on Design as a strategic leg of business and other design related topics.</b></p> <p><b>*Indicator</b> Speaking about Design at internal Deloitte events or external events.</p> <p><b>Understands at least 1-2 industries and are able to proactively think about where the industry is heading and pitch solutions accordingly to clients.</b></p> <p><b>*Indicator</b> Playing a strategic role in being a key contact for 1-2 industries to orchestrate related requests wrt design.</p>	<p><b>Provide overall design leadership to the USI Design community that help define the culture of the practice.</b></p> <p><b>*Indicator</b> They play a key role in scaling the practice. They sponsor initiatives that help define the future of the practice.</p> <p><b>Advising on hiring strategies for acquiring the best talent across design capabilities and helping nurture the existing talent to retain them</b></p> <p><b>*Indicator</b> Closely monitoring and provide feedback to design leads around expectations on the floor on a regular basis</p> <p>Guides designers to focus on the right career path and help them get successful with their career in Deloitte.</p>	<p>Builds &amp; maintain key relationships with different key partners and directors on strategic accounts to actively sell design capability on existing clients and forges new avenues for design.</p> <p><b>*Indicator</b> Bringing in new work for design capability in the form of PRD, investment work, assets work, pursuits, client work.</p> <p><b>Become a catalyst for design advocacy and adoption of best practices in design across client engagements and internally at Deloitte.</b></p> <p><b>*Indicator</b> Leading strategic conversations with executive leaderships and PPDs to relay the value of design on their innovation journeys.</p>



# KEYWORDS

## ABBREVIATIONS, EXAMPLES AND MEANINGS

### IMPACTFUL FIs

FIs that allow you to expand your skillset.

Push the studio forward by trying something new.

In some cases its ok if its not absolutely aligned to Deloitte Business model - but can have society impact /Probono

Contributing your time for Internal and External Design Community

Participating actively in conferences and relay what they learnt to broader group / in design hackathons /

### NEXT LEVEL READINESS

In your milestone year you will be evaluated as per the expectation framework described for the next level.

