



# **GUIDING PRINCIPLES OF HIGH-PERFORMING UX TEAMS**

**Principles, People, and Process**

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# Guiding Principles of High-Performing UX Teams

## Overview

High-performing teams are fundamental to meeting and exceeding the goals and objectives of a company, client, or product for which they serve. Studies have shown that there is no one-size-fits-all or repeatable process that can be used to create, foster, and grow high-functioning teams.

In 2012, Google launched Project Aristotle in their own quest to build the best teams. The research findings were counterintuitive to traditional notions of what constituted a top-performing team. They concluded that individual traits and skills were not strong predictors of success, and who was on the team was not as essential as how the team engaged with each other. Likewise, Google had previously launched a study, Project Oxygen, to determine what characteristics produced a good manager or leader. Their subsequent attempts to replicate a process on management roles based on the study failed to achieve the desired results.

Every team is unique and team needs will differ as a result. Applying guiding principles to effectively build and manage teams will yield better and more consistent results than attempting to apply a single generic process.

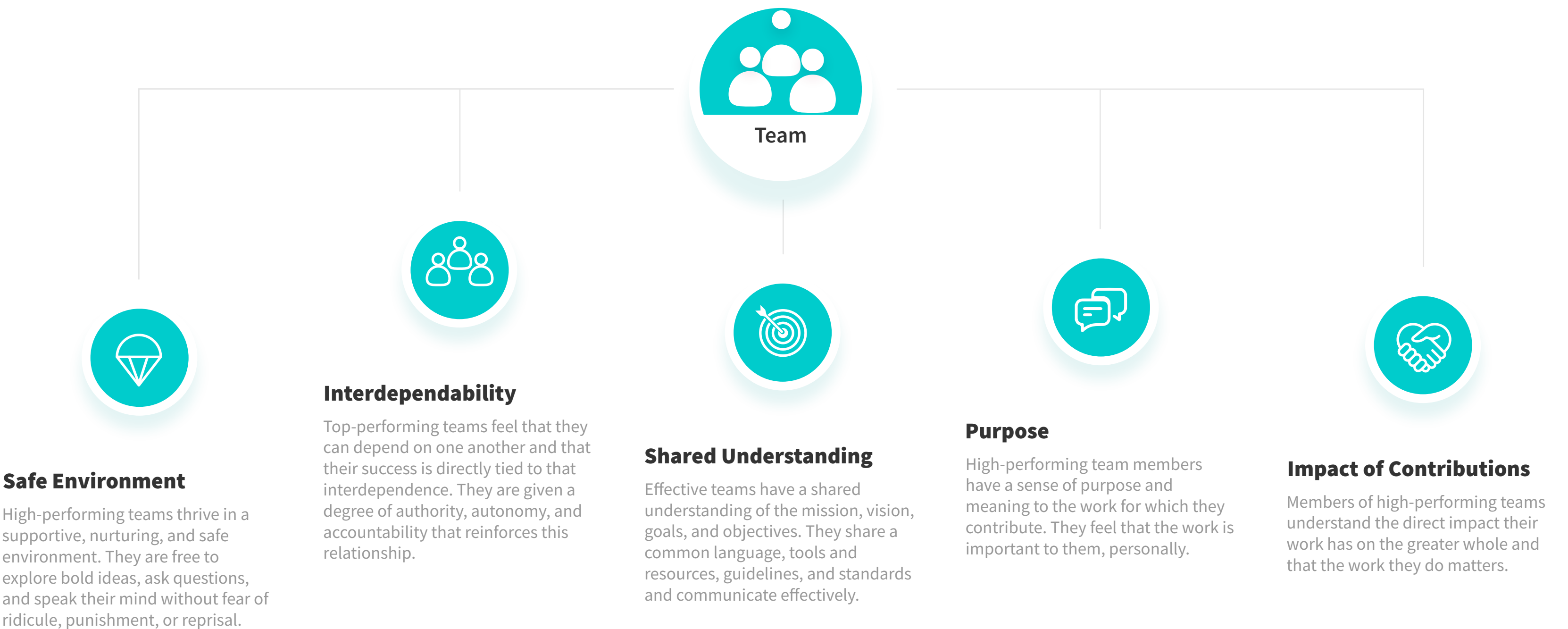
## Assertions

**High-performing teams and leaders are guided by principle rather than process.**

**Process is governed by principles, informed by and adapted to needs.**



# Guiding Principles of Teams



# Guiding Principles of Team Leadership

## Inspire

Leaders inspire rather than command, create purpose, energy, and enthusiasm while connecting mission and vision outcomes to individual contributors



## Support

Leaders must create and foster a culture of learning, exploration, and innovation through supportive, psychologically safe, and secure environments



## Goal-setting

Leaders work to push teams just beyond their comfort zone by setting team-level OKRs while providing the support necessary for individual growth objectives



## Clear Communication

Leaders clearly communicate objectives, vision, and direction, promoting a shared understanding, language, and purpose across the team



## Trust

Leaders must instill trust in teams through consistent actions, communication, and support. Genuine relationships and authentic bonds must be formed in order to facilitate this level of trust



Leader

# UX Teams Hierarchy of Needs

## From the Basic to the Complex

A UX team’s hierarchy of needs, similar to Maslovs, range from the most basic and fundamental requirements to the more complex and psychological needs. At the base of those needs is tools and resources and this is where operations begins in support of UX teams. ResearchOps and DesignOps help to fill these basic needs and streamline team efficiency and productivity.

As the needs progress into the more complex, team leadership starts to play a pivotal role in guiding and shaping team process. Each company, project, and team will have there own unique needs, from tools and team makeup to support and training.

### Tools & Resources

Operational support from DesignOps and ResearchOps are needed at the most basic level to promote clarity, efficiency, and productivity.

### Support

Support is required from multiple areas, from the company and project leaders down to the cross-functional team level. UX needs to be understood, valued, and supported to be successful.

### Personal Growth

Each member of a team is an individual first and foremost. In order for them to be effective member of a team, they must first feel their own personal growth needs are being recognized and met.

### Safe Environment

Psychological safety is one of the primary requirements for team members to flourish together. Only by providing a safe environment from which to explore, push boundries, and possibly fail, can a team thrive.

### Purpose

We all have our WHY and we all want to feel like we are making a difference and contributing to something special. Team members must understand how their individual efforts contribute to the mission and vision.