

Experience Required

Must have a breadth of UX skills and at least one specialty. Must be able to adapt to tight deadlines. Work quickly. Be able to understand, communicate, and apply design psychology. Know **how to become a UX leader regardless of your role.** Be able to recognize and challenge the status quo. Know what it means to communicate completely, and be able to predict responses. Know how to argue, and do so frequently. Know how to be consistent. Take criticism. Demonstrate leadership qualities and behaviors at all times. Educate. Mentor. Know how to learn, and how to apply lessons. Get past the politics. Give credit away. **Robert Hoekman Jr**

Experience Required

**How to become a UX leader
regardless of your role**

Robert Hoekman Jr



VOICES THAT MATTER™

Experience Required: How to become a UX leader regardless of your role

Table of Contents

Contents

Preface

Chapter 1: Introduction

Key Terms

Design

Designer

User Experience (UX)

Chapter 2: The Shape of a Great Designer

Some Designer History

The Problem with Names

And Then More Showed Up

The Birth of the User Experience Designer

Design Is a Four-Letter Word

The Rebirth of the Nebulous Job Title

Unicorns: What They Are and Why You Should Be One

Unicorn = Generalist

Be Replaceable

The Upside of Overlap

Be Respectful

T-Shaped People: The Case for Specialties

Becoming a T-Shaped Person

Table of Contents

Masquerading as a Generalist

The Depth of UX

Chapter 3: Adapting

Tools, Not Processes

Improvising

Working Quickly

Strategy Document

The Driver of the Bus

Design Time

Faster Wireframes

Faster Prototypes

Faster Usability Tests

Chapter 4: Understanding

Knowing the Psychology

Theyre Smarter than You Think

They Have Other Things to Do

They Have a Doing Mode

They Satisfice

They Dont Use Your Software the Way You Intend Them To

They Rely on Patterns

A Million Things Are Competing for Their Attention

They See Whats There

They Lie

They Dont Know Whats Possible

If You Improve Their Lives, Theyll Love You

They Come With Questions

They Blame Themselves for Mistakes When They Should Blame You

Their Experience Is Based on Far More than Your Website

Table of Contents

Applying the Psychology

Talking the Psychology

Chapter 5: Questioning

Questioning Everything

Questioning Ideas

Questioning Standards

Questioning People

Questioning Your Own Work

Pushing the Profession Forward

Tipping Sacred Cows

Firing Away

Always Ask the Question

Chapter 6: Communicating

On Clear Thinking

Writing and Speaking

Thinking in Frameworks

On Writing Well

Mapping Your Message to Their Concerns

Learning to Predict the Future

Reading for Comprehension

Enabling Comprehension

Not Just What, but How and When

Do What You Can

Chapter 7: Arguing

Listening

Asking

Phases of Knowledge

Table of Contents

Restating

Educating

Presenting

Explaining with Stories

Leading the Room

Backing It Up

Chapter 8: Leading

Staying Calm

Ignoring Distractions

Speaking Up

Taking Criticism

Being Collaborative

Hiring Well

Review the Portfolio

Google

Let Them Talk

Contract Them

Look for Unicorns

Offering Solutions Instead of Complaints

Giving Credit Away

Teaching Them to Teach

Managing Things Away from People

Creating Opportunities for Others

Choosing Teams Over Individuals

Chapter 9: Learning

How I Learned

Why Learning Matters

Table of Contents

Leaving Your Ego Out of It

Drown a Little Every Day

Learning to Succeed, Not to Embrace Failure

Prophecies Like to Be Self-Fulfilling

Leaders Dont Root for Failure

Repeated Failure Gets You Nowhere

What Exactly Is Success in Web Design Anyway?

Aim for the Breakthrough

Chapter 10: Being Unreasonable

The Advantage of High Standards

High Standards Lead to Prowess

High Standards Make You More Persuasive

High Standards Lead to People

Designing for Greatness

Index