



# **ARIANTI SILVIA**

**PORTFOLIO/CASE STUDY**

**2024**

# Hello!



I'm Silvia, a Digital Product Designer with around 10 years experience of working in tech, based in Jakarta, Indonesia.

Currently working as a Digital Product Designer for McKinsey & Company, as a client-facing consultant for Digital Design.

Prior to that, I designed interfaces for various small, medium, corporate companies and personal clients, in various industries from (mostly) SaaS/B2B to B2C and others. Still actively mentoring startups and young designers.

# Previous employers

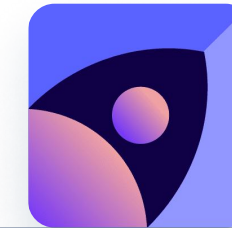
## SaaS/B2B



Oddie

Senior Product Designer

Singapore



EngageRocket

Product Designer

Singapore



Stemly

Product Designer

Singapore



Brankas

Product Manager

Jakarta



Helpster (Workmate)

Senior Product Designer

Jakarta



Happy5

UI Designer

Jakarta



MOKA POS

Lead Designer

Jakarta

## Consumer/B2C



KlikDokter

Lead Designer

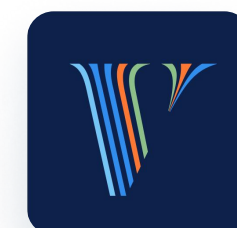
Jakarta



KMKOnline

Senior Product Designer

Jakarta



VRBO/HomeAway

Senior UX Designer

Singapore

Back

# EngageRocket

## Product Intro

## Problems

## Goal

## Constraints

## Personas

## Customer Journey

## Method & Process

- Design Sprint
- Concept Testing

## Results

2021-2022

# Increasing the adoption of ACT Module by creating “the Lattice of Value”

## What is EngageRocket?

EngageRocket is cloud-based software on employee engagement and productivity, to analyze and act on employee feedback from the survey.

## Problems

- Difficulty in data interpretation
- Too much handholding from CHRO

## Team

- Arianti Silvia (Product Designer)
- UX Researcher

## Users/Personas

- CHROs (Primary)
- People Leaders/Managers/Executives (Secondary)
- Employees

## Goal

- User friendly dashboard for Managers to increase adoption from Managers usage

## Method

- Design Sprint
- Concept Testing

Back

# EngageRocket

Product Intro

Problems

Goal

Constraints

Personas

Customer Journey

Method & Process

- Design Sprint
- Concept Testing

Results

Up until 2021, EngageRocket has 2 modules to sell:

- Belong
  - Survey, analyze, and report on Employee Engagement
  - Has 2 sub-modules:
    - Belong - Onboarding: launch and report surveys based on milestones
    - Belong - Pulse: launch and report survey in custom cycles
- Grow
  - Survey, analyze, and report on Employee 360 Feedback

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By Q4 of 2021, management decides to add new modules and revamp the existing modules. The plan is to have 3 new modules on top of the 2 existing modules.

There is 1 pre-existing feature available for users to use, to help them plan the action needed for a particular situation. This feature is being reformed into a new, separated module, called Act.

Act is accessible and appears in CHROs and Managers' dashboards.

Back

# EngageRocket

Product Intro

**Problems**

Goal

Constraints

Personas

Customer Journey

Method & Process

- Design Sprint
- Concept Testing

Results

From the Customer's Success team conversation, we have found a similar problem of adopting the Act module within a few organizations. We (me and the UX Researcher) tried to look back at our research files, and we found some patterns that could contribute to the adoption. Most of the feedback (from CHROs) says that they still need to handhold managers to formulate action plans because managers find it hard to interpret the insights from the dashboard.

At this stage, the manager's dashboard is pretty much similar to what CHROs will see, with all of those complex information. This caused a heavy cognitive load, while managers already have too much on their plate beyond this. As well, the manager's dashboard is not (directly) actionable. The result and the action planner area are not linked together.

The personalized experience was overlooked.

Back

# EngageRocket

Product Intro

Problems

**Goal**

Constraints

Personas

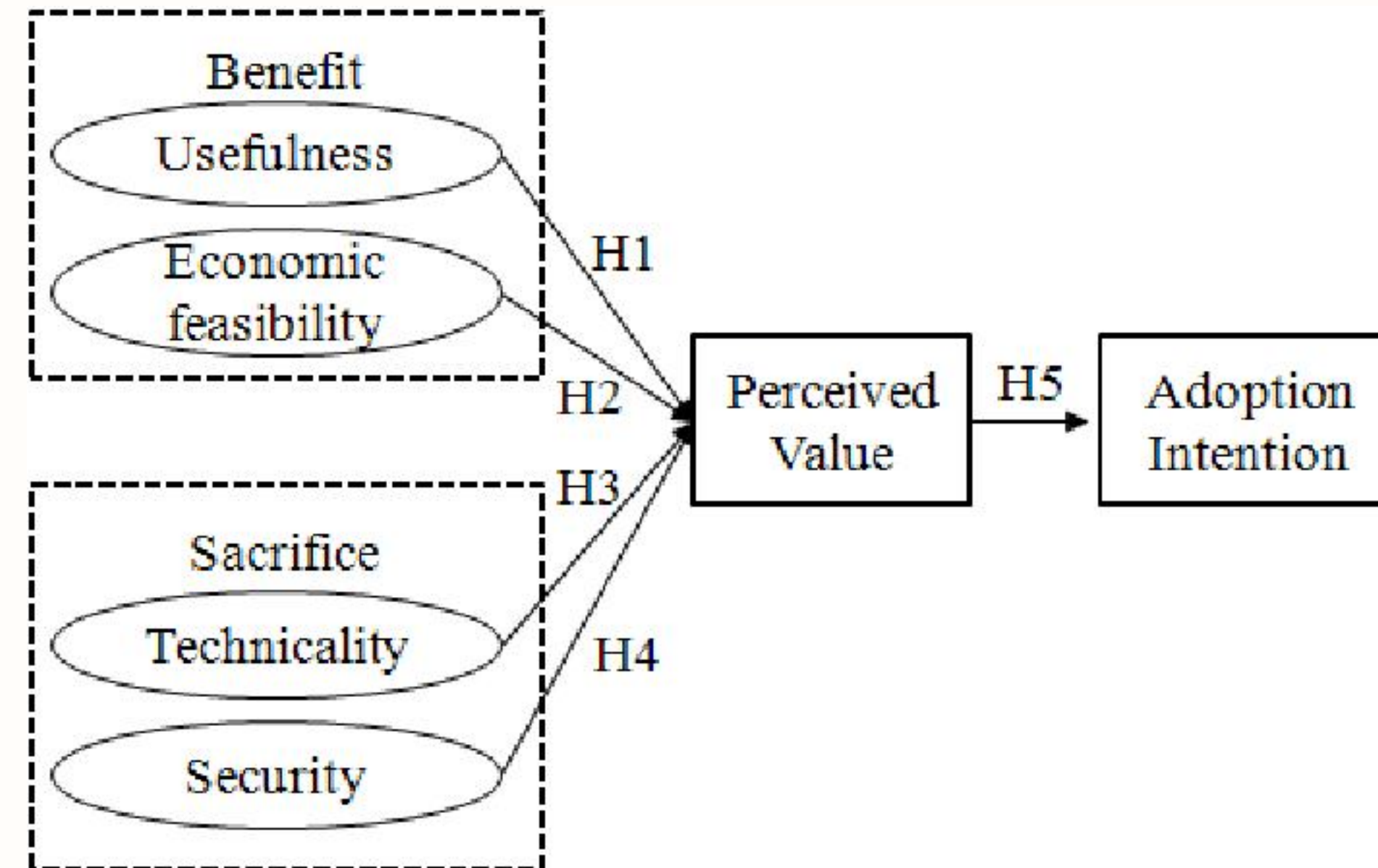
Customer Journey

Method & Process

- Design Sprint
- Concept Testing

Results

Our goal is to optimize the manager's experience in a way that the dashboard is user friendly and easy for managers to use, in order to make it more valuable for them and increase the likelihood of using this dashboard and increase the adoption.



Back

# EngageRocket

Product Intro

Problems

Goal

**Constraints**

Personas

Customer Journey

Method & Process

- Design Sprint
- Concept Testing

Results

Before joining the company, UX Researcher has interviewed a few customers, but only with CHROs (as the VP of Product & People Science requested). Thus most of our findings are coming from CHROs, and we can only form a validated CHROs persona. We don't have a Manager persona at this point, yet.



Back

# EngageRocket

Product Intro

Problems

Goal

Constraints

Personas

Customer Journey

Method & Process

- Design Sprint
- Concept Testing

Results

CHRO Persona (Primary)



## Esther Teo

A motivated, empathetic, but overwhelmed user

Esther is a busy HR leader. She wants to surface real employee problems and support them in addressing those issues by providing greater ownership and autonomy

### Role and responsibilities

- Manage HR activities—attrition, performance, engagement, talent succession planning, skilling, comp & benefits
- Make quarterly reports to the management
- Planning and overseeing implementation of strategic initiatives on company/policy and department level

### Mindset and attitude

- Sees value and makes effort to involve and managers in planning actions
- Believes that the HR team should create data-backed initiatives and move away from 'gut feeling'

### Goals

- Ensure that HR efforts are aligned with company circumstance — acquisition; engagement is on priority 2
- Want to get closer to the ground and address employee issues

### Personality

Friendly and approachable, ready to help, provide a listening ear and advice when needed

### Challenges

- Overwhelm; lack of bandwidth to celebrate what's going well
- Finds that implementing action is tough owing to variety of roles

### Esther's Stats

Age	37
Occupation	Chief Human Resource officer
Industry	consumer goods
Location	Singapore
Organisation	fast growth, >600 employees

### Motivations

Recognition	██████████
Employee well being	██████████
Collaboration	██████████
Fear	██████████

Back

# EngageRocket

Product Intro

Problems

Goal

Constraints

Personas

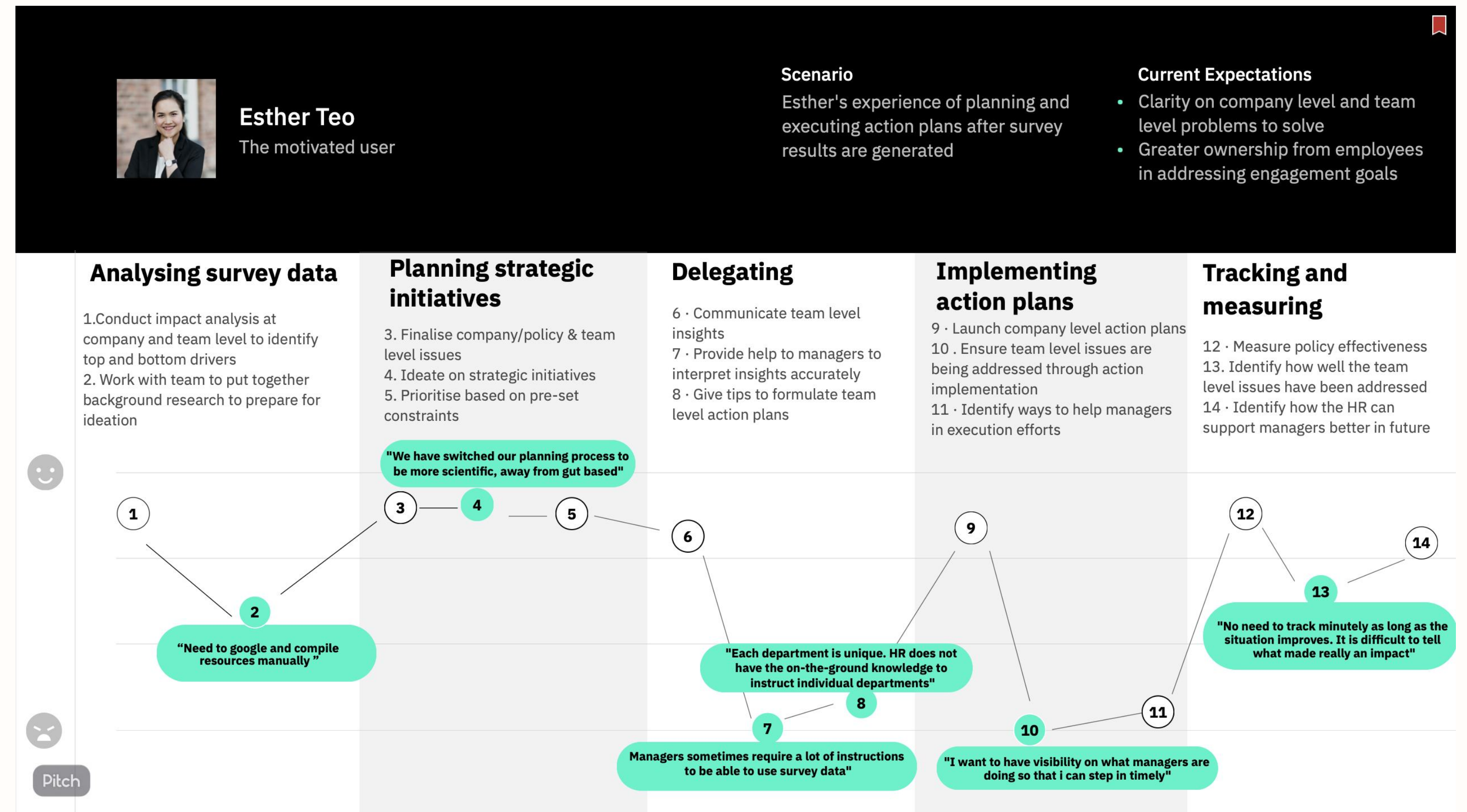
Customer Journey

Method & Process

- Design Sprint
- Concept Testing

Results

## CHRO Journey





Back

# EngageRocket

Product Intro

Problems

Goal

Constraints

Personas

Customer Journey

Method & Process

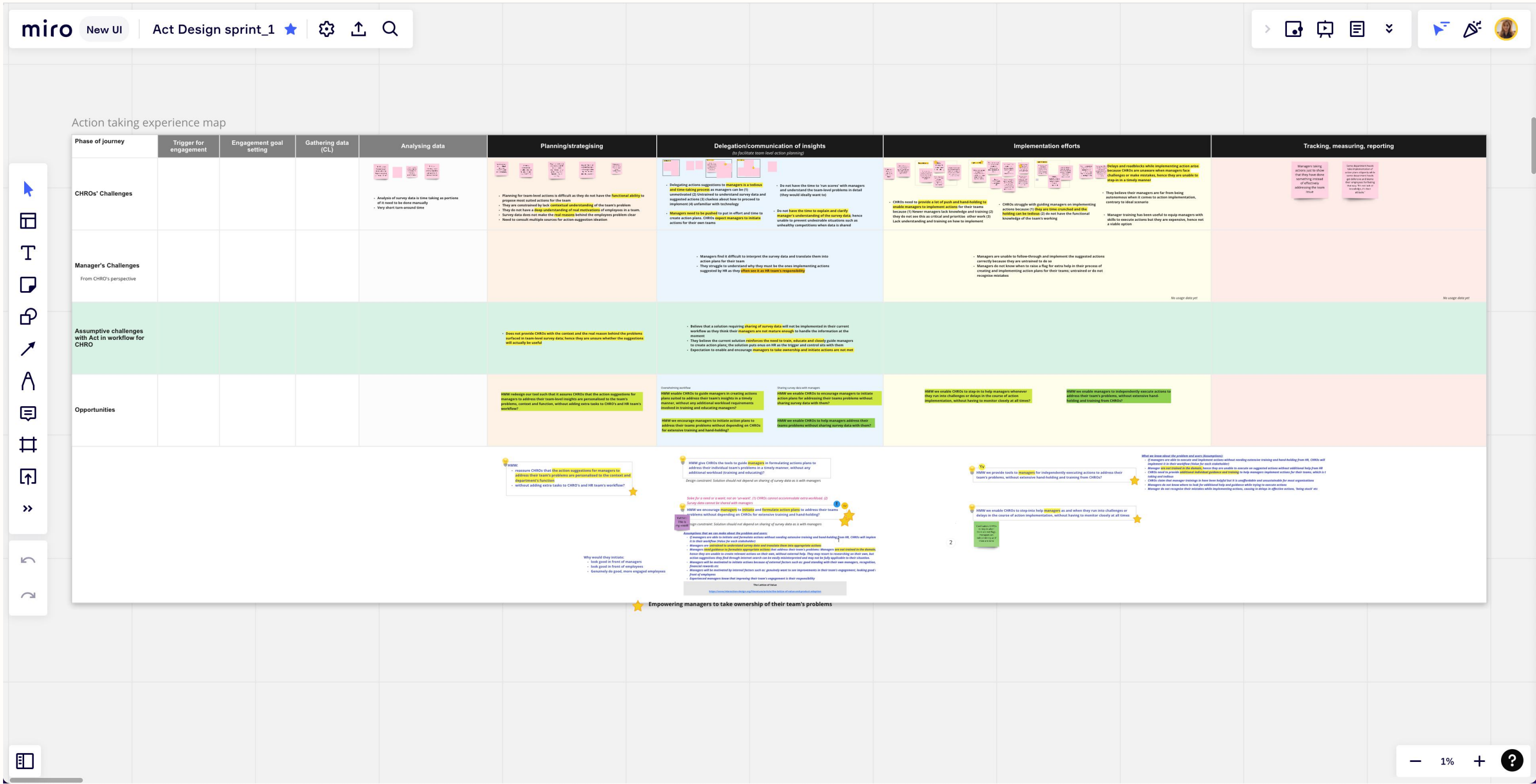
• Design Sprint

• Concept Testing

Results

## Day 1 - Understanding Problem Statements

We walk the Product & People Science team through the CHRO's journey and the problem statements



Back

# EngageRocket

Product Intro

Problems

Goal

Constraints

Personas

Customer Journey

Method & Process

- Design Sprint
- Concept Testing

Results

## Day 2 - Ideation

We ask the team to come up with some ideas using crazy 8. We held the session in the morning, so we could process these ideas for the next session.

**DAY 2**

**Crazy 8's**  
It is a fast sketching exercise that challenges people to sketch eight distinct ideas in eight minutes. They do not need to be perfect or beautiful—sketches just need to communicate the idea visually.  
Wild, impossible, and impractical ideas often give way to truly inspired ones!

**+2 min explanation from each**

**Ideation - Crazy 8**

**Chosen HMW statement**  
HMW we encourage managers to initiate and formulate action plans to address their teams problems without depending on CHROs for extensive training and hand-holding?  
Design constraint: Solution should not depend on sharing of survey data as is with managers

**The Warm Up: Comparable Problem**  
Research industries related or in parallel to your project, and to review similar problems and their solutions.  
An example exercise: If your product is coffee, look at how other companies have described or categorized their product offering for chocolate.

**Assumptions:**

- If managers are able to initiate and formulate actions without needing extensive training and hand-holding from HR, CHROs will implement it in their workflow (Value for each stakeholder)
- Managers are untrained to understand survey data and translate them into appropriate actions
- Managers need guidance to formulate appropriate actions that address their team's problems. Managers are not trained in the domain; hence they are unable to create relevant actions on their own, without external help. They may resort to researching on their own, but action suggestions they find through internet search can be easily misinterpreted and may not be fully applicable to their situation.
- Managers will be motivated to initiate actions because of external factors such as: good standing with their own managers, recognition, financial rewards etc.
- Managers will be motivated by internal factors such as: genuinely want to see improvements in their team's engagement, looking good in front of employees
- Experienced managers know that improving their team's engagement is their responsibility

**Participants:**

- Sonali
- Yunnie
- Yingdan
- Liz
- Silvia
- Shubs
- Yvonne
- Shiipa

Back

# EngageRocket

Product Intro

Problems

Goal

Constraints

Personas

Customer Journey

Method & Process

- Design Sprint
- Concept Testing

Results

## Day 3 - Decide (1/2)

I work together with UX Researcher to map and categorize the ideas into themes to be picked by the team.

### DAY 3 GAME OF LEGOS

Affinity map

**Chosen HMW statement** HMW we encourage managers to initiate and formulate action plans to address their teams problems without depending on CHROs for extensive training and hand-holding?  
Design context: Solution should not depend on sharing of survey data on a with managers

**Assumptions that we can make about the problem and users:**  
If managers are able to initiate and formulate actions without needing extensive training and hand-holding from HR, CHROs will imply it is their workflow (like for work automation).  
Managers are interested to understand survey data and translate their data appropriate actions.  
Managers that practice a iterative experimental method, that address their team's problems. Managers are not limited to the domain. Because they are able to create relevant actions on their own, without external help. They may resort to researching on their own, but action suggestions they find through internet search can be easily misinterpreted and may not be fully applicable to their situation.  
Managers will be motivated to initiate actions because of external factors such as: good standing with their own managers, recognition, financial rewards etc.  
Managers will be motivated by internal factors such as: genuinely want to see improvements in their team's engagement, looking good / proud of employees.  
Experienced managers know that improving their team's engagement is their responsibility.

**Key Components**

- Compelling insight to trigger
- Motivation/behavioural hook
- Actions suggested to managers in some order of relevance

**Themes and Action Suggestions:**

- ★ **Compelling insight + Motivation (initiate) + action suggestion (formulate)**  
How insight, behavioural hook consequences impact self-suggested actions
- ★ **Motivation (initiate) + action suggestion (formulate)**  
#Goal-setting, #step-by-step, #tracking
- Compelling insight and/or Motivation (initiate)**  
Help managers understand the problem better  
External Motivations for Managers to continue to initiate actions
- Motivation through tracking and shared accountability**  
Get inputs & feedback on action effectiveness from team members  
Visualise tool to track actions taken & effectiveness
- Action suggestion (formulate)**  
Responses to guide actions creation
- #Self-initiated, #tutorials, #self-learning  
#Community, #personal coaching, #match-making
- Surfacing emotional impact of the problem continuously

- Silent reading
- Your top 2 picks = Piece ideas together
- Critiquing
- Supervotes

Back

# EngageRocket

Product Intro

Problems

Goal

Constraints

Personas

Customer Journey

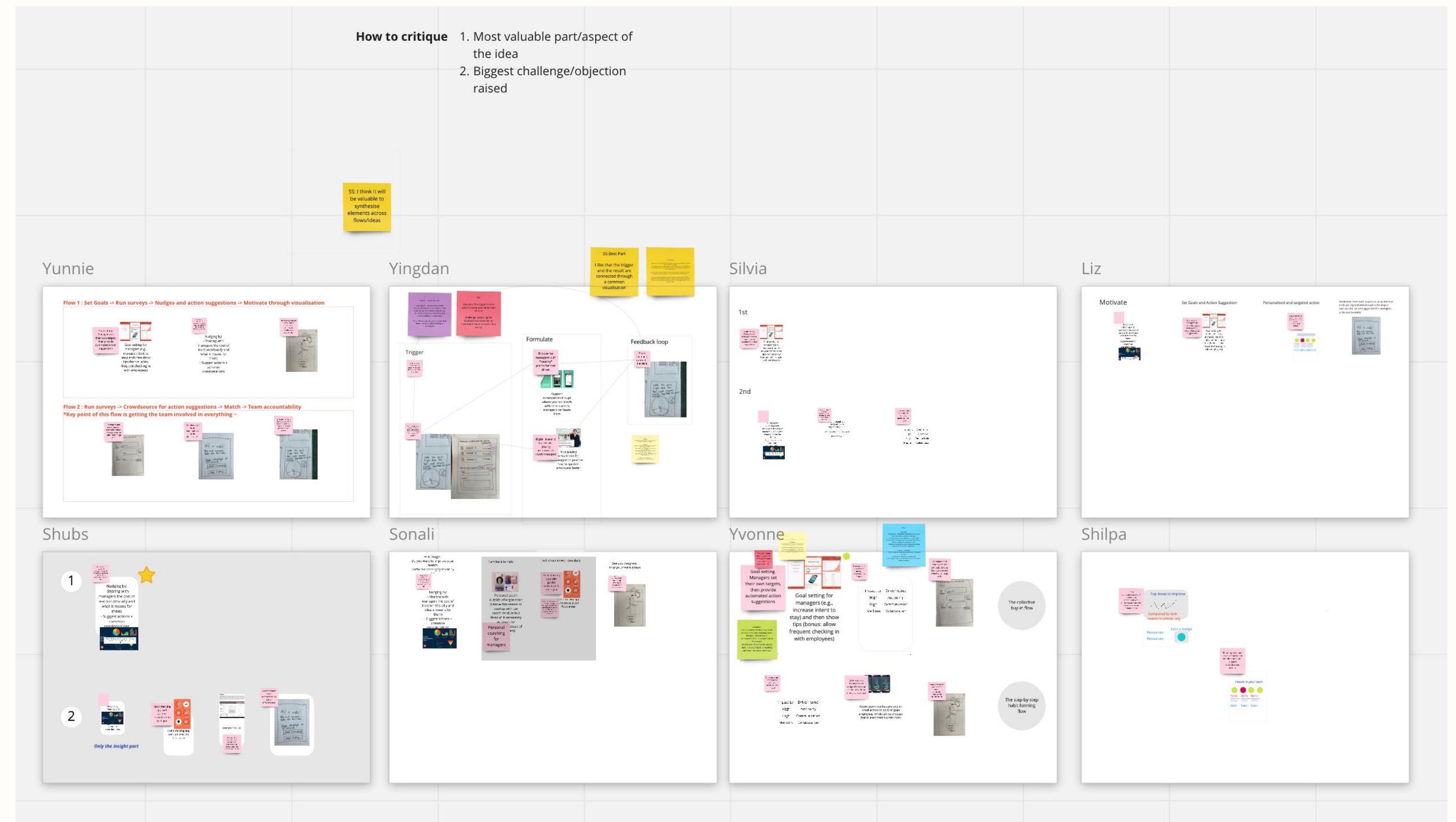
Method & Process

- Design Sprint
- Concept Testing

Results

## Day 3 - Decide (2/2)

Each participant collects some ideas and stitches them together into a flow.



Back

# EngageRocket

Product Intro

Problems

Goal

Constraints

Personas

Customer Journey

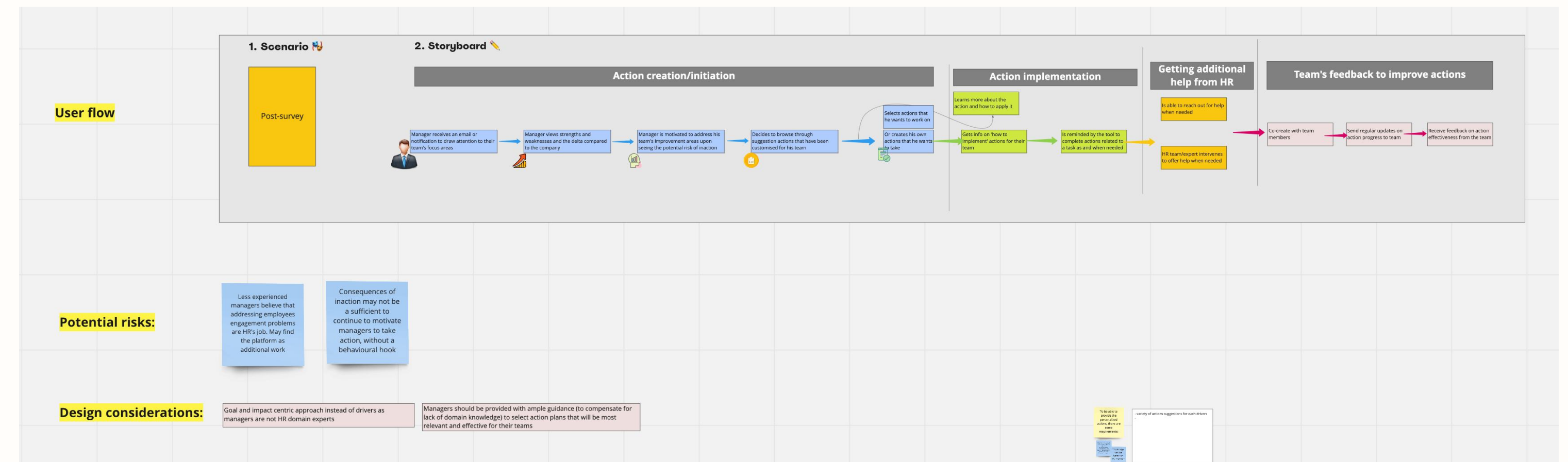
Method & Process

- Design Sprint
- Concept Testing

Results

## Day 4 - Prototype (Flows)

We decide on some ideas and start brainstorming on the wireframe & flows.





Back

# EngageRocket

Product Intro

Problems

Goal

Constraints

Personas

Customer Journey

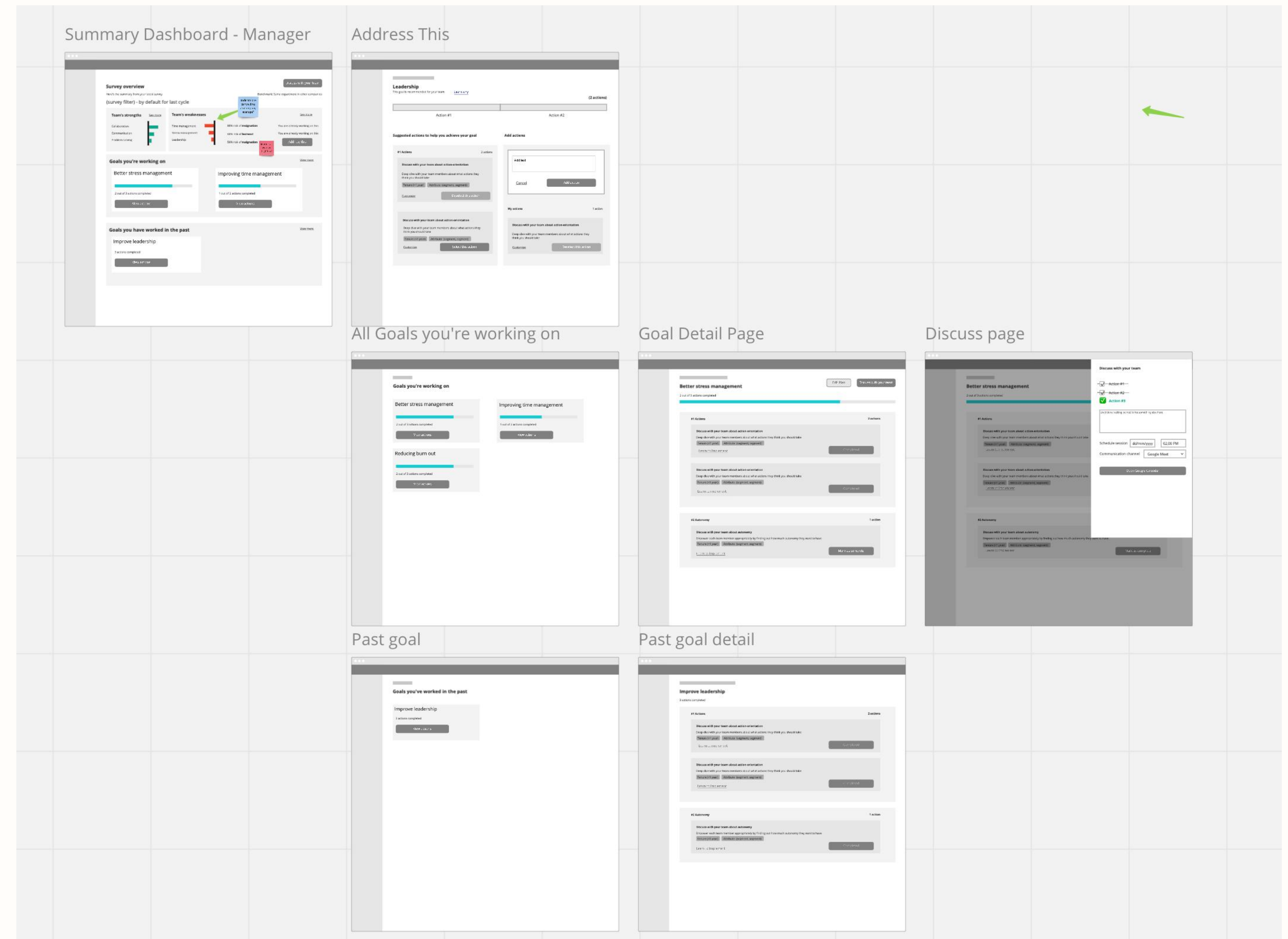
Method & Process

- Design Sprint
- Concept Testing

Results

## Day 4 - Prototype (Wireframe)

We decide on some ideas and start brainstorming on the wireframe & flows.



Back

# EngageRocket

Product Intro

Problems

Goal

Constraints

Personas

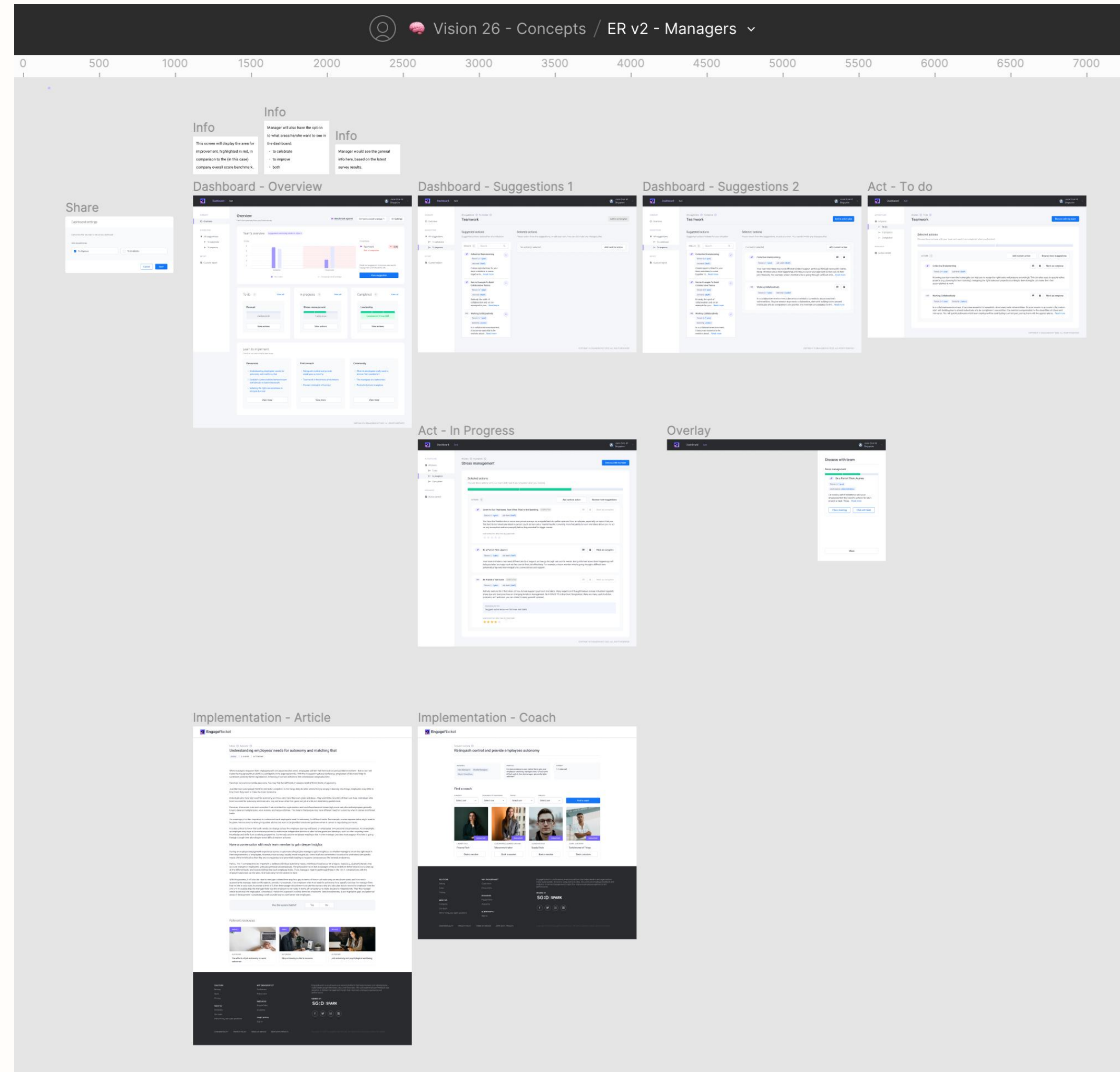
Customer Journey

Method & Process

- **Design Sprint**
- Concept Testing

Results

## Day 4 - Prototype (High Fidelity)



Back

# EngageRocket

Product Intro

Problems

Goal

Constraints

Personas

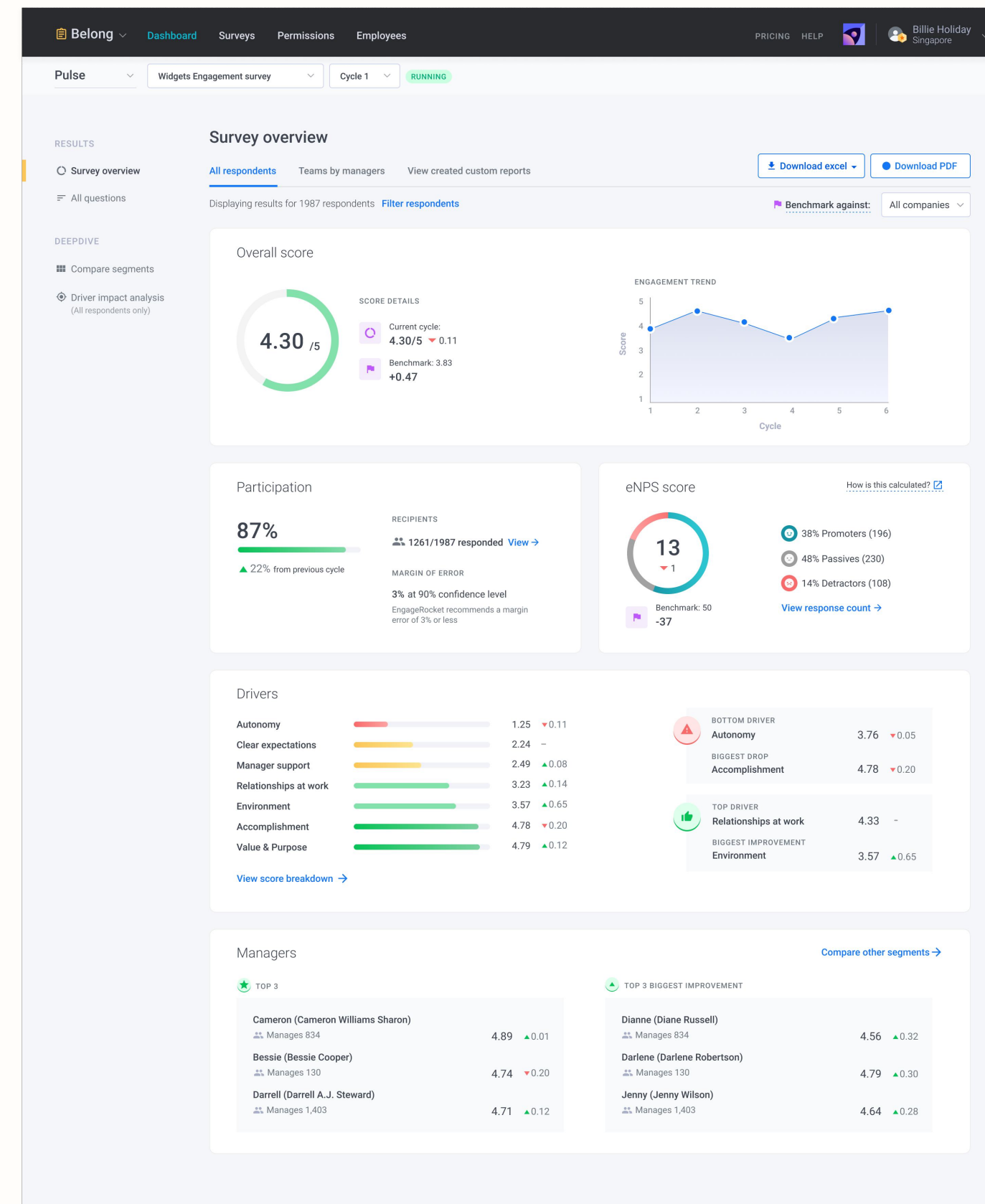
Customer Journey

Method & Process

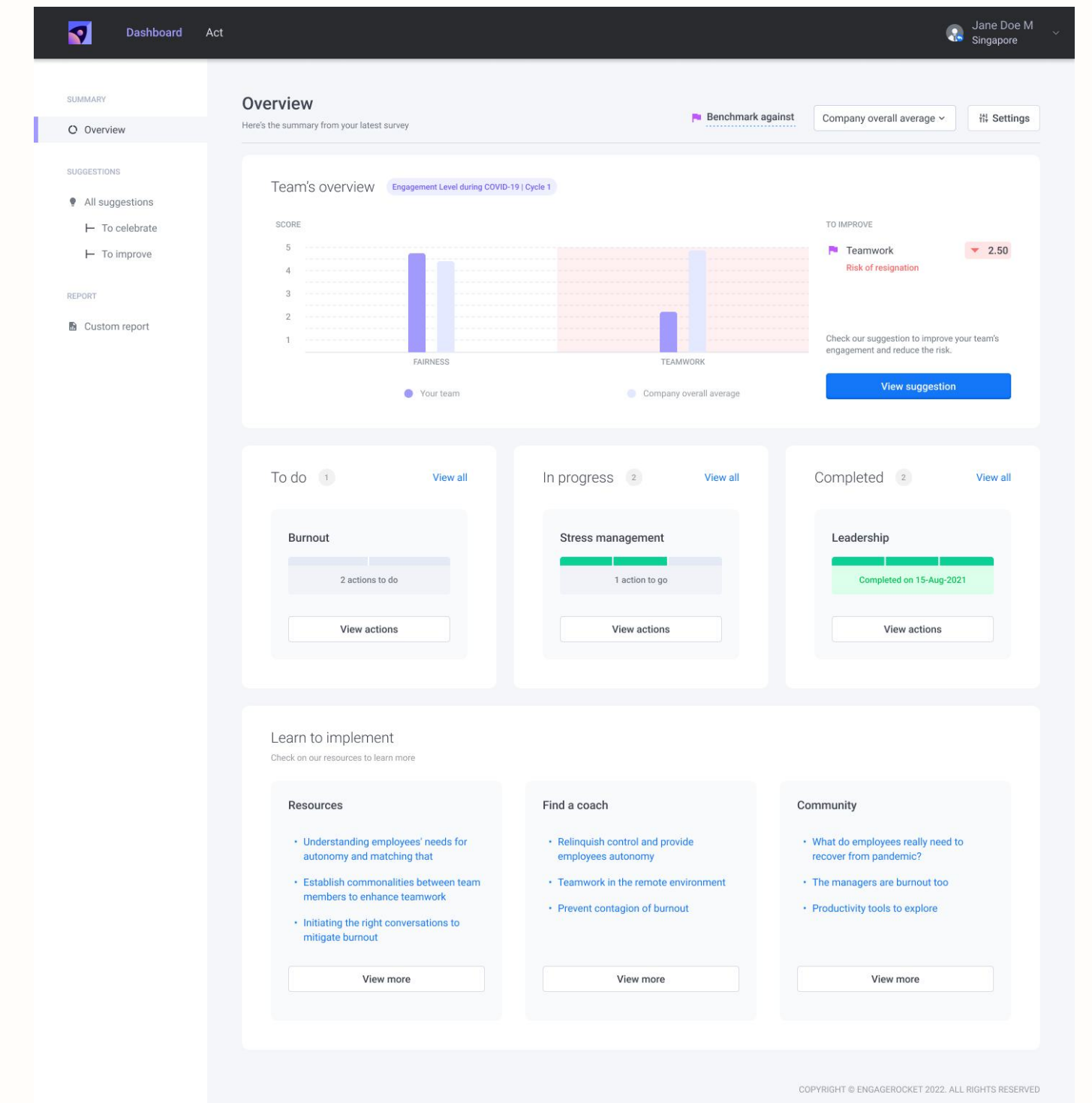
- Design Sprint
- Concept Testing

Results

In comparison, this is the difference between the existing dashboard for Manager (which is similar to what CHRO see) vs the new concept



Old



New Concept

Back

# EngageRocket

Product Intro

Problems

Goal

Constraints

Personas

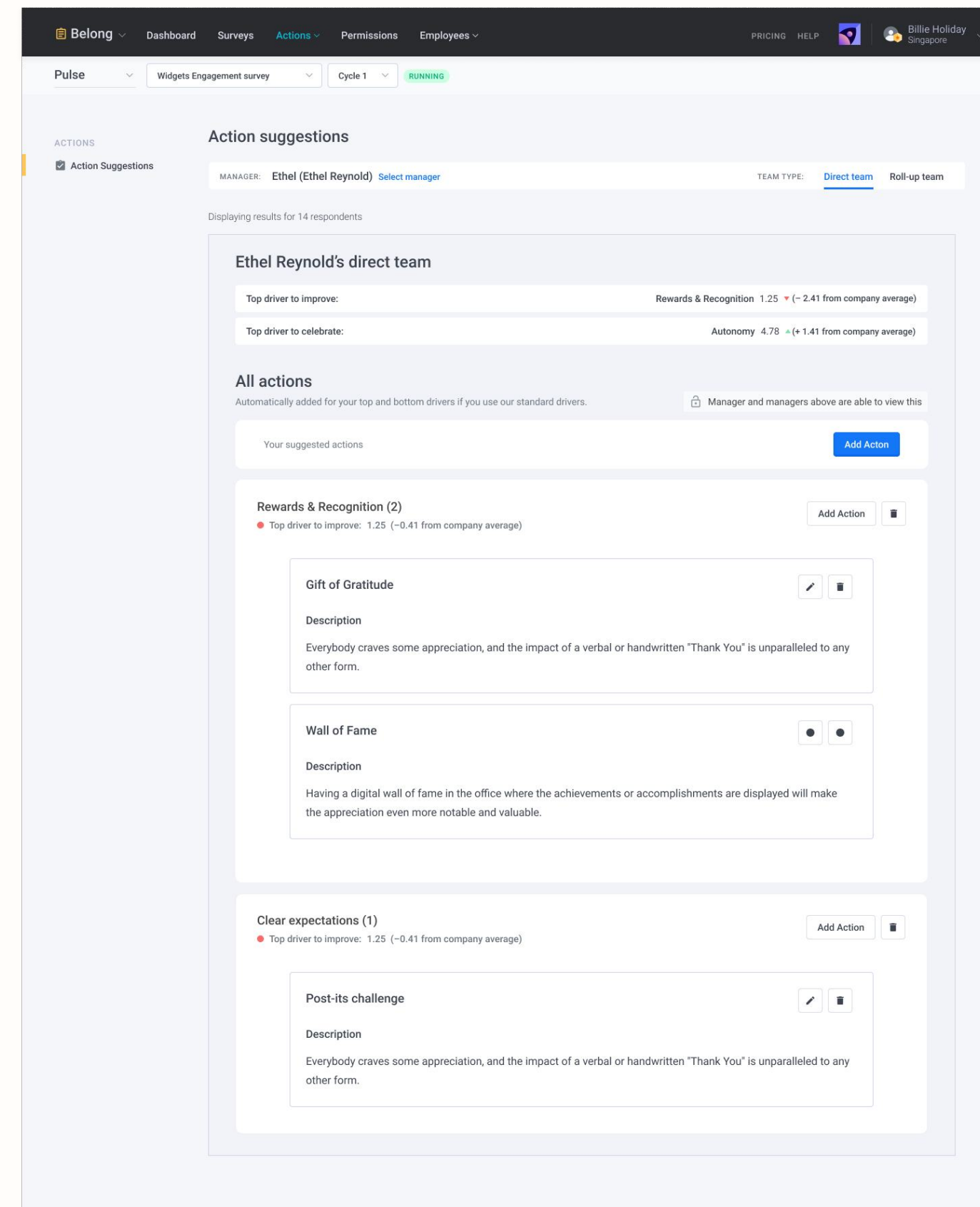
Customer Journey

Method & Process

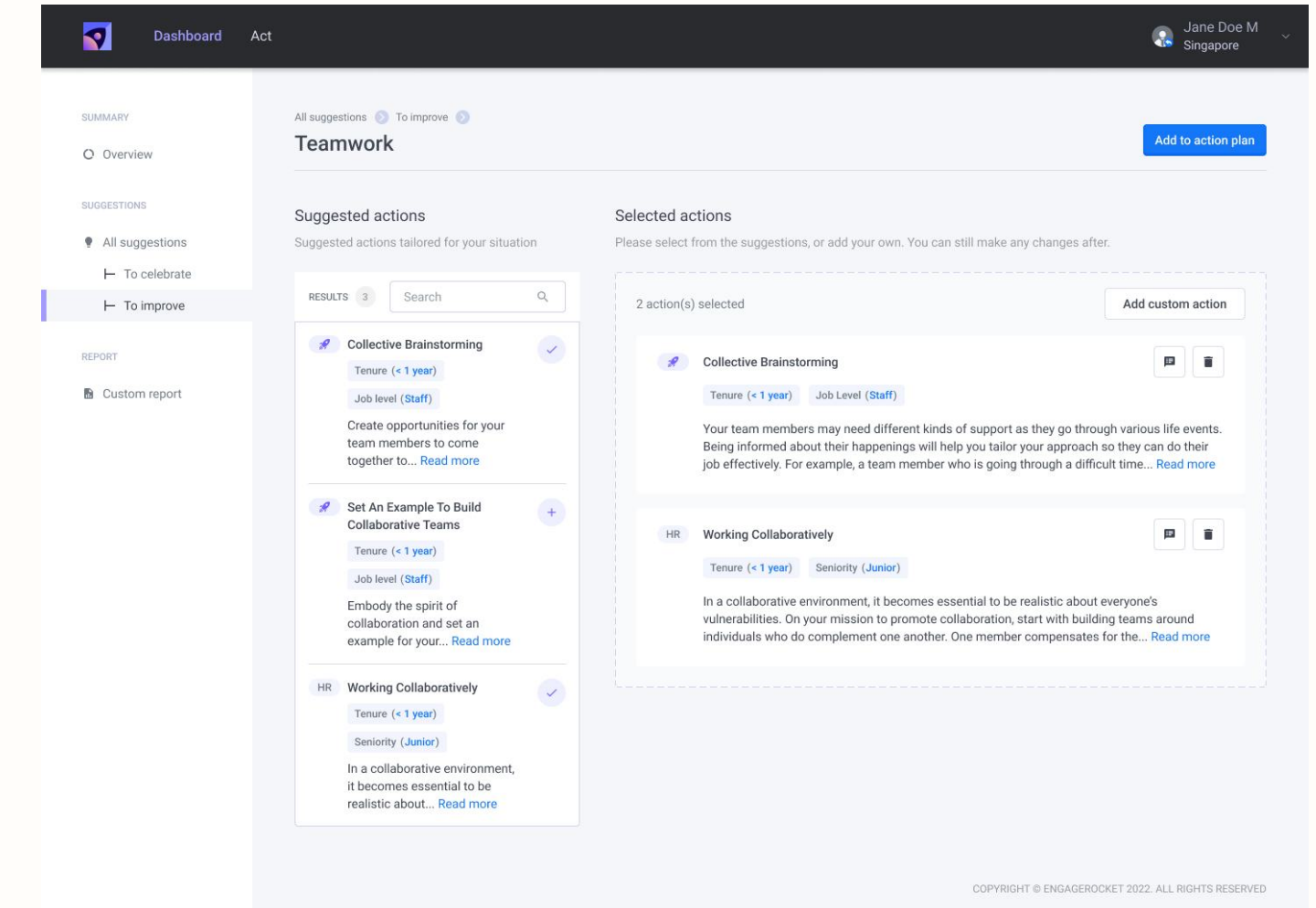
- **Design Sprint**
- Concept Testing

Results

The existing action plan section was also disconnected from the results, and there's no way for the manager to make their own plan. This resulted in a low ownership level. In the new concept design, we gave Managers control to formulate their own plans.



Old



New Concept

Back

# EngageRocket

Product Intro

Problems

Goal

Constraints

Personas

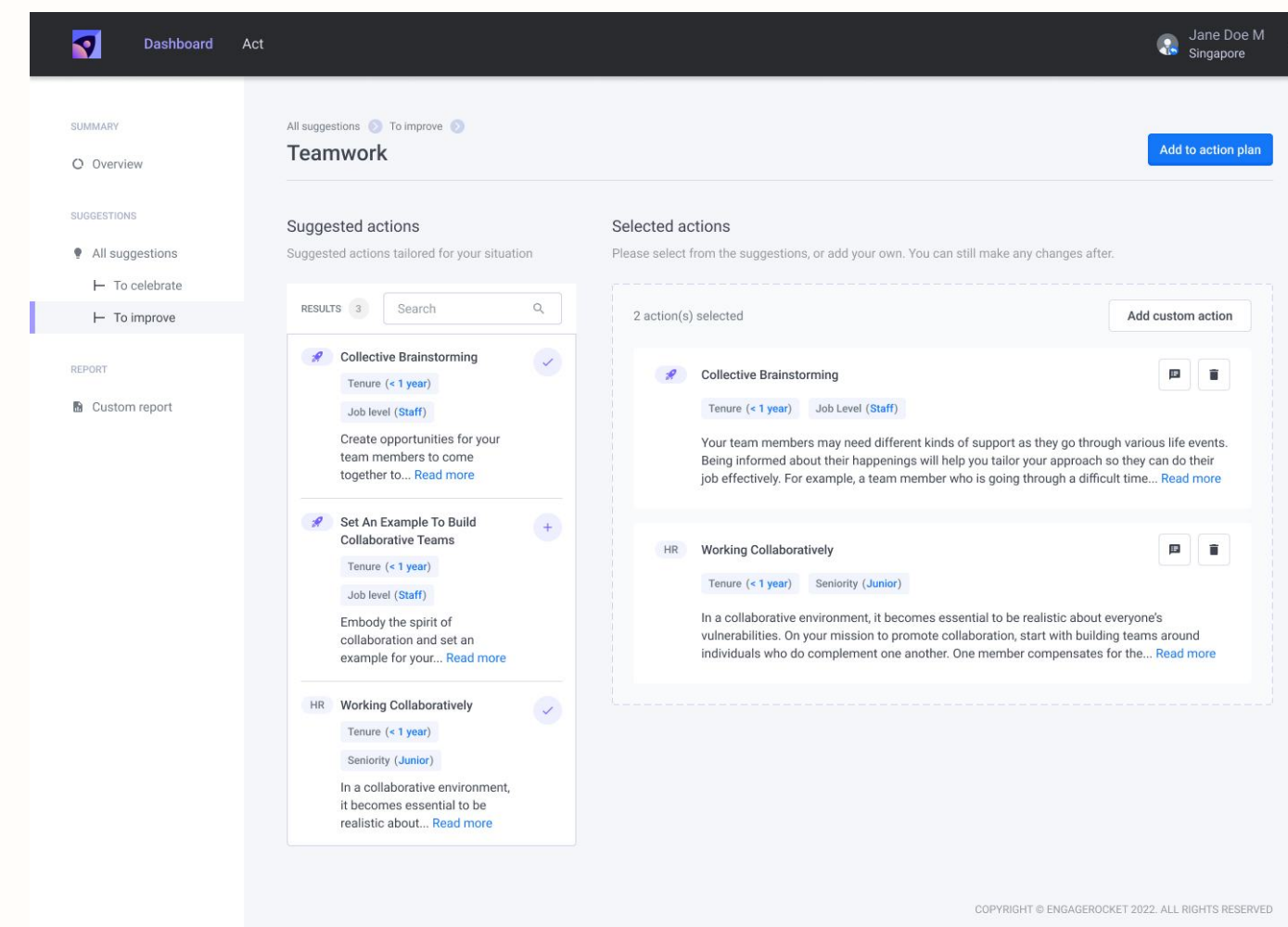
Customer Journey

Method & Process

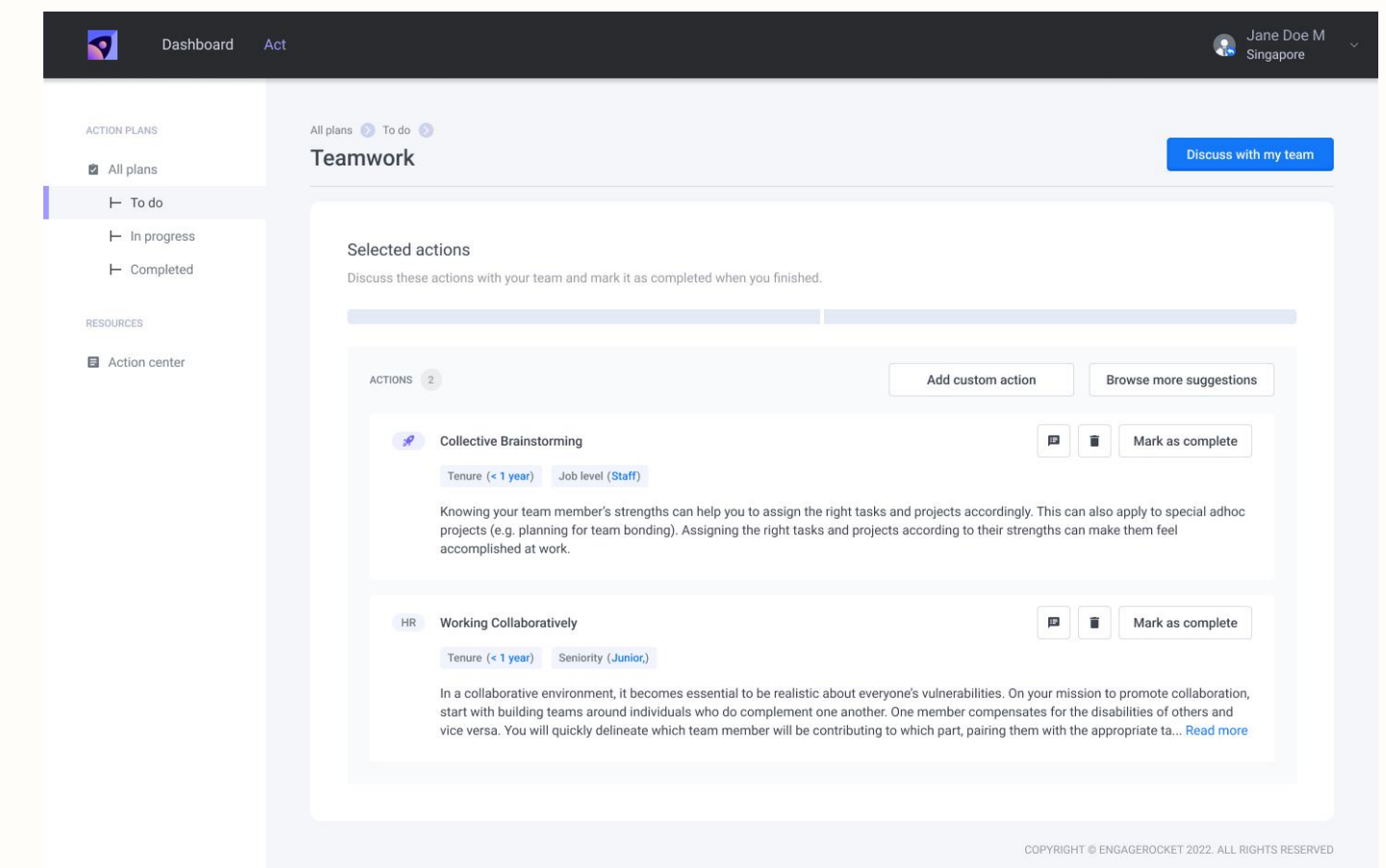
- **Design Sprint**
- Concept Testing

Results

We break the experience from uneditable suggestions to soft suggestions and allow them to add the suggestions to their own Action Plans. This will activate the tracking mechanism, something EngageRocket doesn't have before and has been requested from a few customers.



1. Suggestions



2. Action Plans (To Do)

Back

# EngageRocket

Product Intro

Problems

Goal

Constraints

Personas

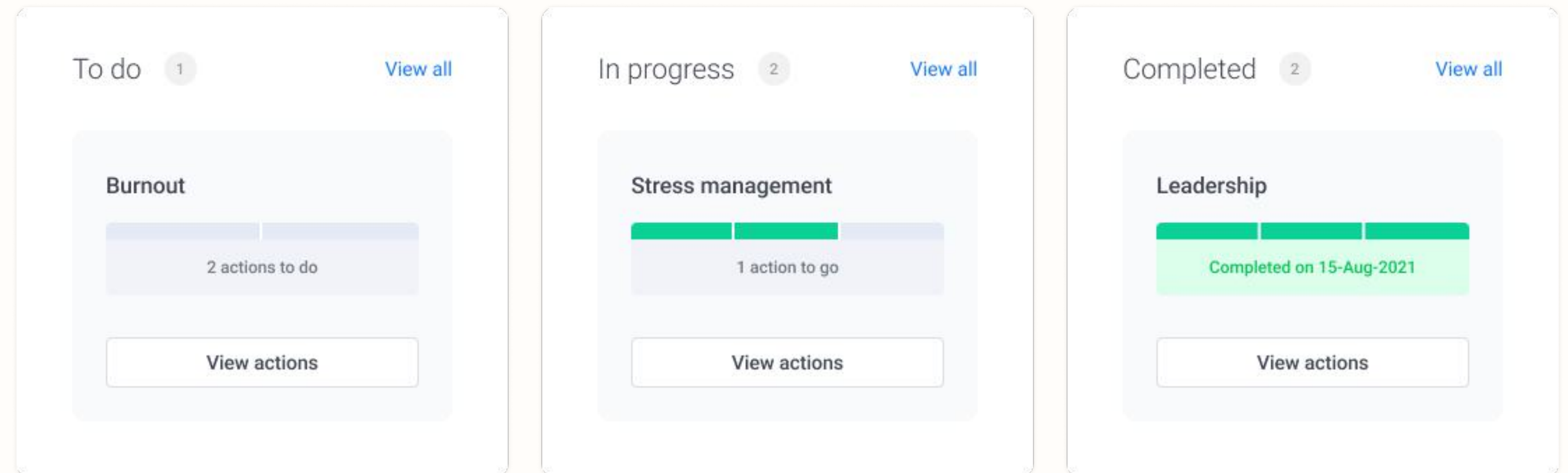
Customer Journey

Method & Process

- **Design Sprint**
- Concept Testing

Results

They can also access their own progress on the action taken from their dashboard section.



Back

# EngageRocket

Product Intro

Problems

Goal

Constraints

Personas

Customer Journey

Method & Process

- Design Sprint
- **Concept Testing**

Results

We invited some CHROs to become our participants in the Concept Testing. I prepared the prototype and worked closely with UX Researcher to plan our testing script.

We're showing this to CHROs first because we need to get their first feedback on this before further testing this to our targeted persona, the Manager.

Back

# EngageRocket

Product Intro

Problems

Goal

Constraints

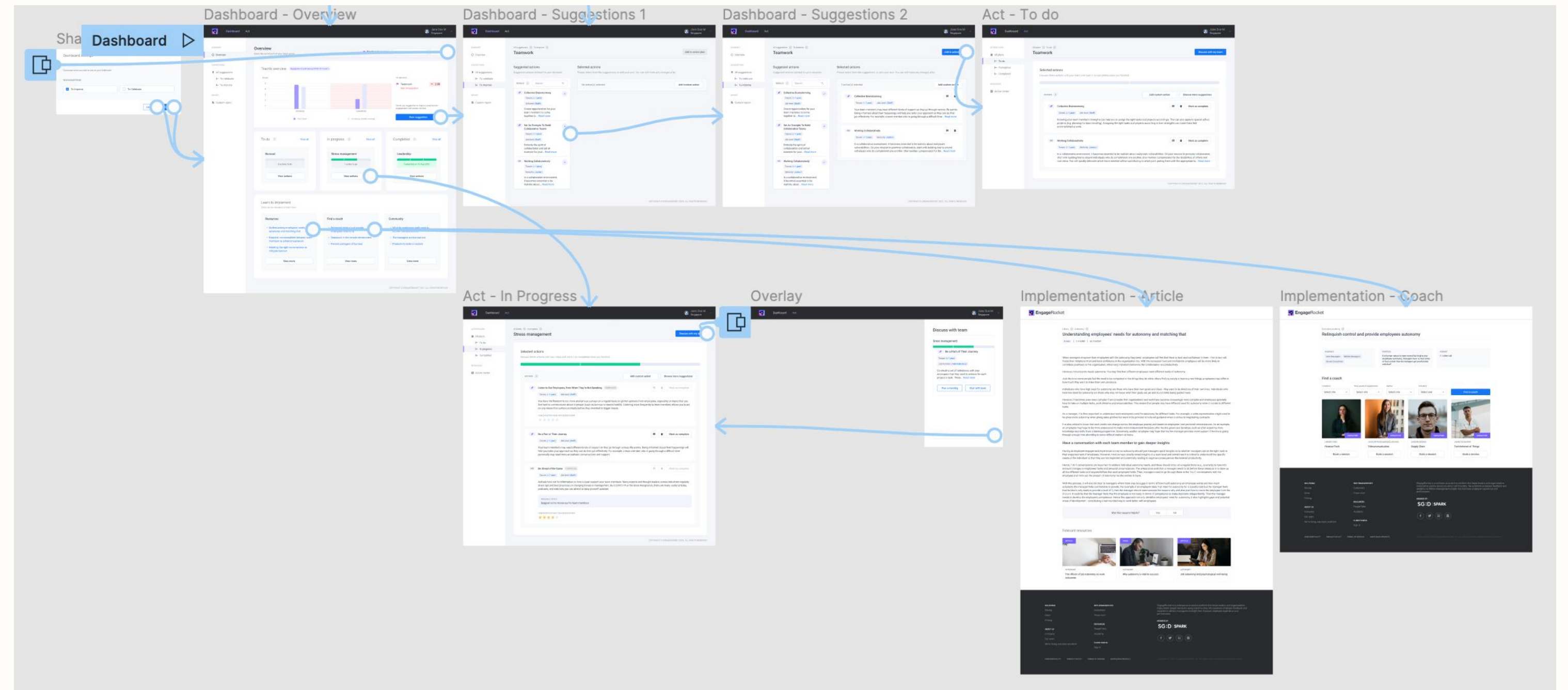
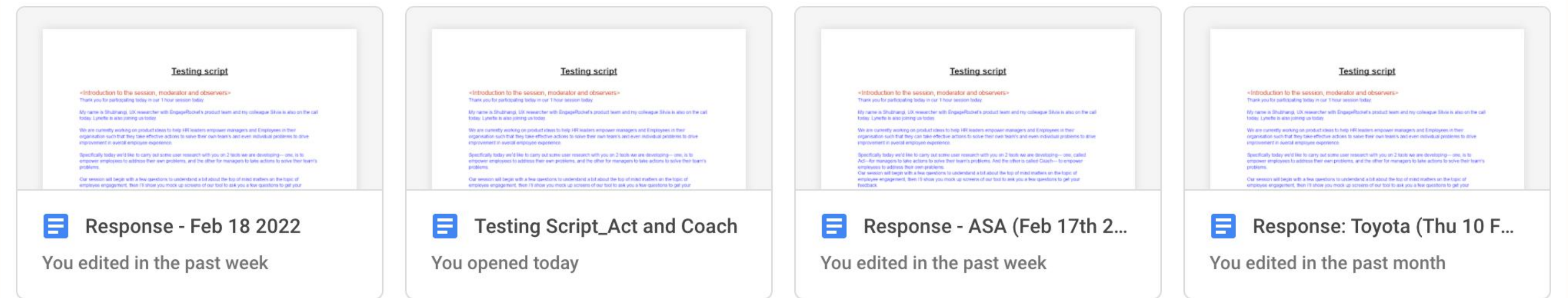
Personas

Customer Journey

Method & Process

- Design Sprint
- **Concept Testing**

Results





Back

# EngageRocket

Product Intro

Problems

Goal

Constraints

Personas

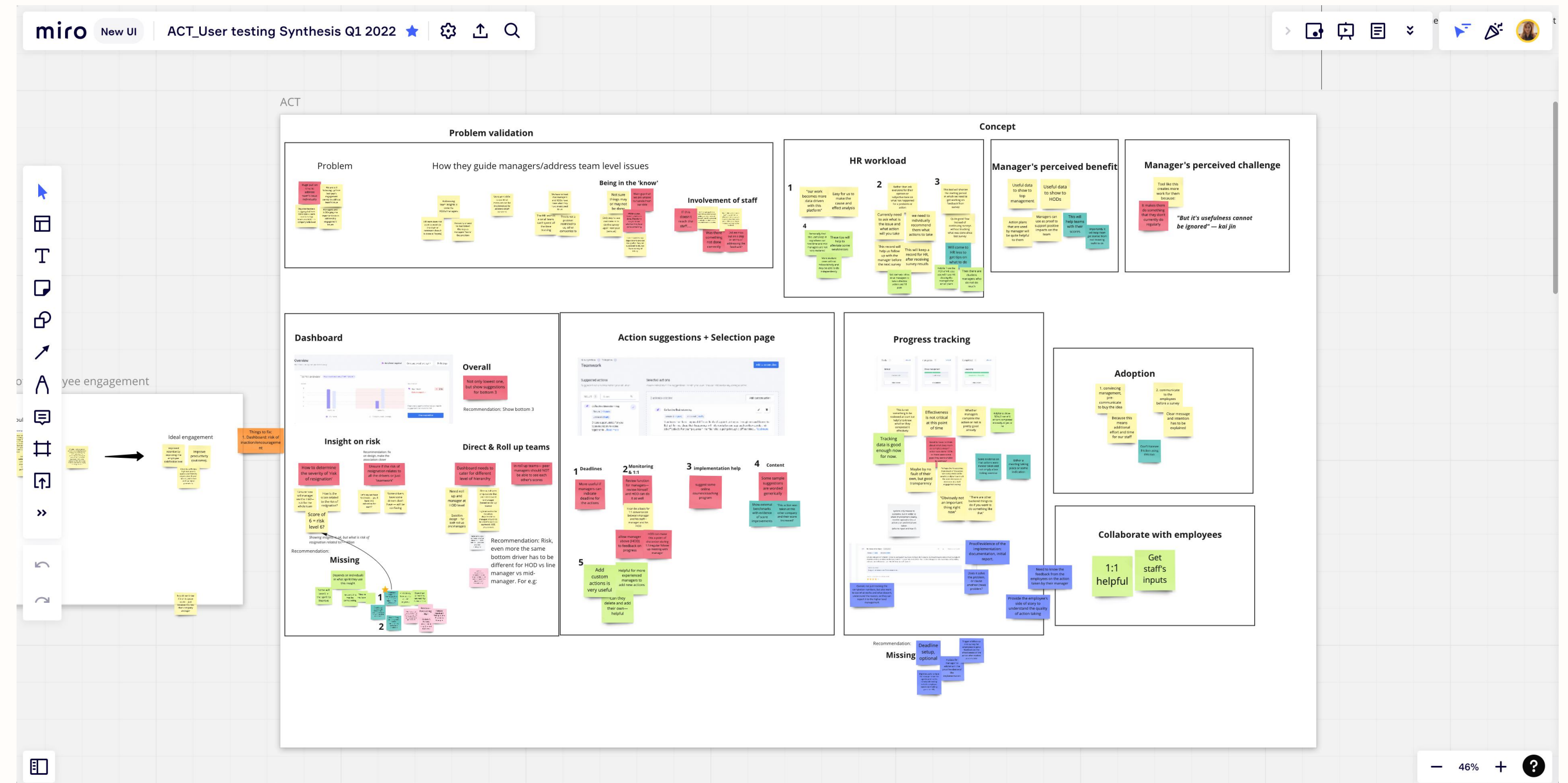
Customer Journey

Method & Process

- Design Sprint
- **Concept Testing**

Results

We're still on a few more testing, but we've been able to collect some patterns and start synthesizing from more than five different organizations.



Back

# EngageRocket

Product Intro

Problems

Goal

Constraints

Personas

Customer Journey

Method & Process

- Design Sprint
- **Concept Testing**

Results

From our testing, we are able to validate the problem statements and solution, as well as some perceived benefits and challenges.

The image displays three sequential frames from a concept testing presentation, each containing text and diagrams related to HR team-level problem validation and solution validation.

**Frame 1: Problem Validation**

**Addressing team-level problems is a huge pull on HR team's time**

- Still following up on last year's survey results
- need to individually recommend them what actions to take

**CHROs believe that managers are the primary stakeholders for Action-taking at team-level**

- HR team does not want to override the chain of command (how it is done at Toyota)
- Team issues are manager's "own" problem

**Current workflow**

The diagram shows a sequence of steps: 1. Survey, 2. HR team reviews survey results, 3. HR team identifies key areas for improvement, 4. HR team communicates findings to managers, 5. Managers take action on feedback, 6. HR team follows up on action.

**Frame 2: Solution Validation HR's POV**

**Solution**— A digital platform that automatically suggests potential actions for managers to take based on their team's improvement areas as surfaced in surveys.

**Answers a deeper motivation**

- HR's work will be more data driven, away from "gut-based" decision making
- Action taking process will become from subjective to objective

**Evidence that HR took right steps**

- Evidence to top management and staff that something is being done to drive improvements

**Eases workflow**

- Will shorten the starting period to address feedback from survey
- Reduces the number of things HR needs to do to guide managers
- There'll be a medium for people to start the discussions on how to improve on certain areas in the org.

*"We will know what worked and what didn't work in the survey"*

*"This will keep a record for HR, after receiving survey results"*

*"managers will come to HR less to get tips on what to do"*

*"...helpful from the POV of HR, else you will have HR chasing the managers for action plans... and then there are clueless managers who do not do much..."*

**Frame 3: Solution Validation HR's POV for Manager**

**Manager's perceived benefit**

**Evidence**

- Useful data to show to HODs to have constructive discussions on addressing team-level issues
- Managers can use as proof to support positive impacts on the team

**Taking actions and creating impact**

- Action suggestions that are used by manager will be quite helpful to them
- This will help teams with their scores
- Importantly it will help them get started from not knowing what to do

**Manager's perceived challenge**

- *Tool like this creates more work for them because it may seem to do something that they don't currently do regularly*
- *Looks simple encouragement for managers who are not driven*

**Recommendations**

- Identify and design for manager motivation and habit-forming behaviour

Back

# EngageRocket

Product Intro

Problems

Goal

Constraints

Personas

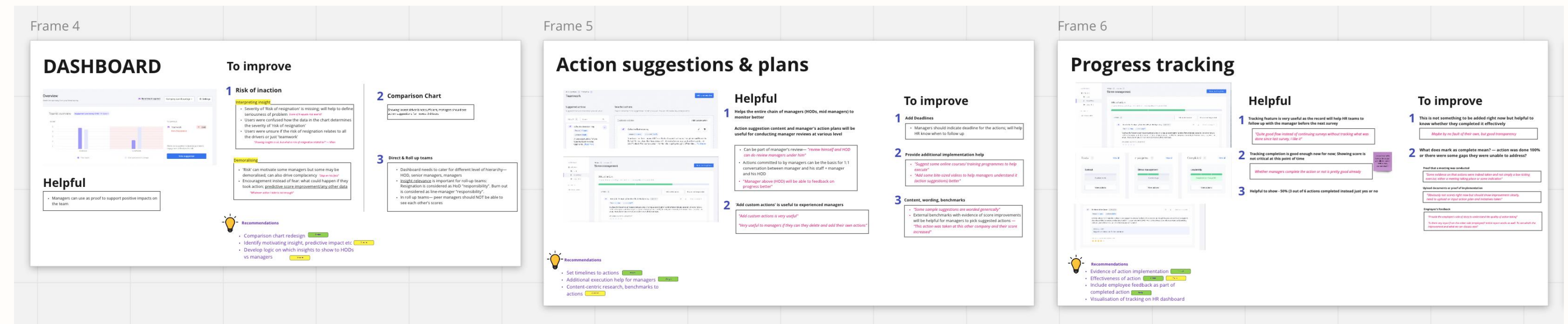
Customer Journey

Method & Process

- Design Sprint
- **Concept Testing**

Results

We also capture some feedback on the areas of improvement for our concept.



Back

# EngageRocket

Product Intro

Problems

Goal

Constraints

Personas

Customer Journey

Method & Process

- Design Sprint
- Concept Testing

Results

Since we're still in an ongoing testing process when this portfolio was made, we immediately apply that feedback to our prototype. We also connected the other non-customer participants to our Sales team since they showed interest in our concept.

**Thank You!**

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