

Centralising UX

UX Team Feedback & Next Steps

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We wanted to **understand** how the centralised UX **process** is working in practice.

Specifically:

- What's working well
- Where there is friction
- What would **help designers work better** in the model
- How the centralised format is affecting delivery, collaboration, and growth

9 UX Member responses | Across different role levels and product areas

Overall effectiveness: 7.8 / 10

The model is seen as positive in direction, but not yet fully mature in practice

- Clear long-term value
- Stronger UX collaboration
- Broader exposure across products and teams

But held back by process inconsistency, PM readiness, scope control, and visibility

Strongest positives:

- Stronger UX team **collaboration**
- More **sharing of work** and ideas
- Broader **exposure across products**, PMs, and domains
- greater **flexibility** and shared **support**
- Progress sessions improving **visibility and communication**
- **Reduced siloing**

"It provides the support I need across my projects. I have confidence that someone will be able to step in and help when needed."

"I'm really enjoying working with different PMs across different areas of the product."

"Great UX collaboration/communication and the progress drop-in sessions."

Where the friction is:

- PM **briefing quality** and readiness
- **Inconsistent process** across PMs and teams
- **Unclear scope** boundaries and change control
- **Limited visibility** of workload and capacity
- Reduced **connection** to feature teams
- Inconsistent **UX involvement** in later delivery stages

Themes

PM readiness and briefing

- Unclear problem definition
- Weak or inconsistent briefing
- Not enough upfront clarity on phase, scope, or expectations

Scope and workflow visibility

- Uncertainty about when work ends
- Scope creep mid-project
- Poor visibility of team workload and capacity

Disconnection from feature teams

- Less embedded in delivery rhythms
- Less regular involvement in refinement / downstream stages
- Concern about quality slipping later in delivery

The challenge is not centralisation itself

The model needs:

- **Clearer process** expectations
- Stronger PM **onboarding and alignment**
- Better workload and **scope visibility**
- More **consistent delivery involvement**

What we should keep

- Regular **progress visibility**
- UX **collaboration and support**
- Cross-product **exposure**
- **Flexibility** to move work and **support one another**
- **Shared learning** across projects

Priorities & Next steps

Priority actions:

- 1. Clearer PM briefing expectations**
- 2. Simpler and more visible UX workflow / capacity view**
- 3. Better rules around scope change and supporting-state work**
- 4. More consistent UX involvement during delivery, QA, and smoke testing**
- 5. Better connection with feature teams without losing centralised benefits**

Next steps

- Create a clearer PM to UX engagement guide**
- Improve visibility of workload, priorities, and capacity**
- Define how scope changes and support state work should be handled**
- Reinforce expected UX involvement points in delivery**
- Continue feedback loops with both Product and UX**