



# Hardik Pandya

## Documenting Design & more

Designer @ Google Search

Twitter @hvpandya

Intro

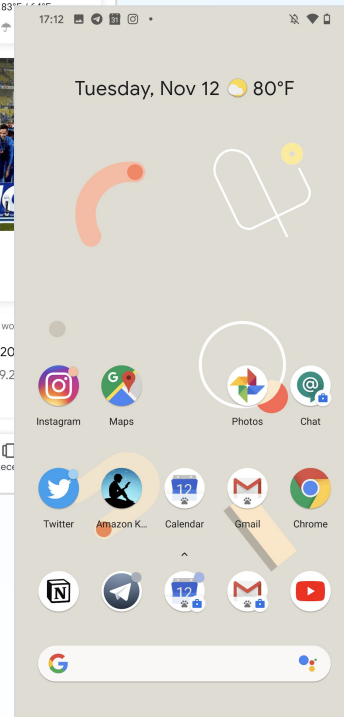
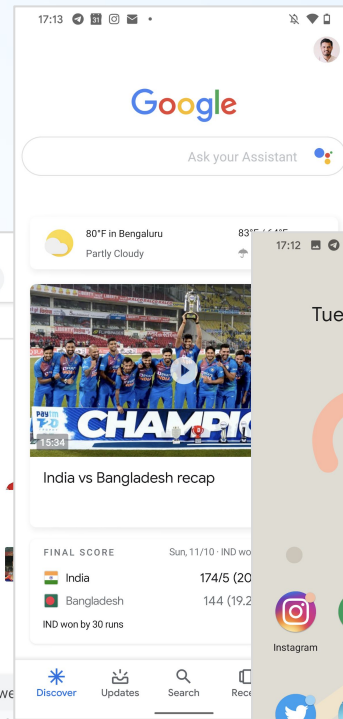
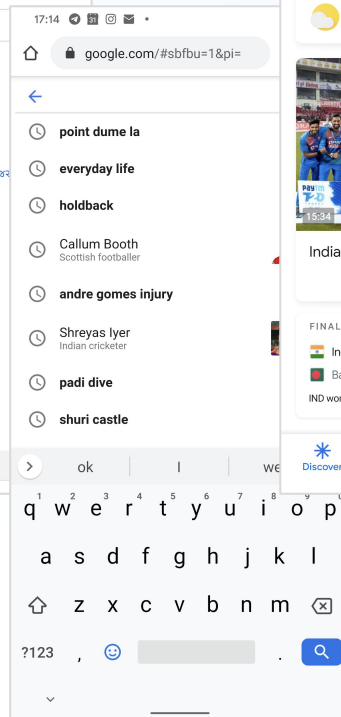
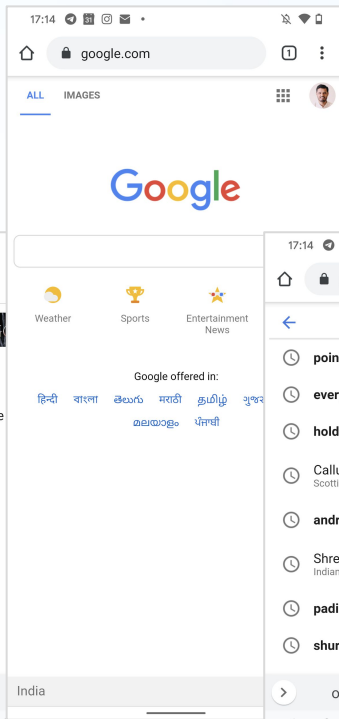
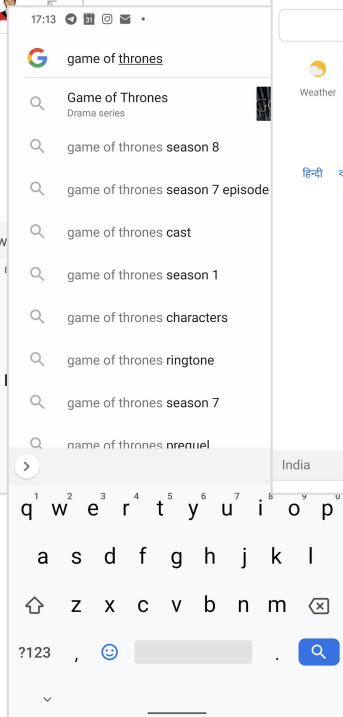
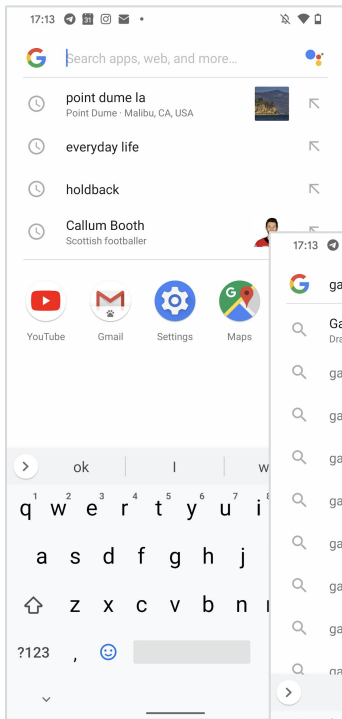
## Products I work on

Searchbox

Suggest

The Google Homepage





🔍 is hardik pandya|



- 🔍 is hardik pandya **injured**
- 🔍 is hardik pandya **married**
- 🔍 is hardik pandya **single**
- 🔍 is hardik pandya **vegetarian**
- 🔍 is hardik pandya **gujarati**
- 🔍 is hardik pandya **rich**
- 🔍 is hardik pandya **jain**
- 🔍 is hardik pandya **playing**

Google Search

I'm Feeling Lucky



# Google

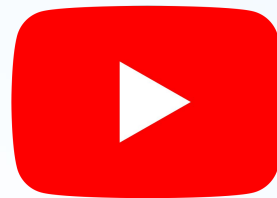


|



Google Search

I'm Feeling Lucky





# My story





Shift to a large organization





Startups → BigCorp



Concurrently ongoing projects & workstreams  
intertwined with each other



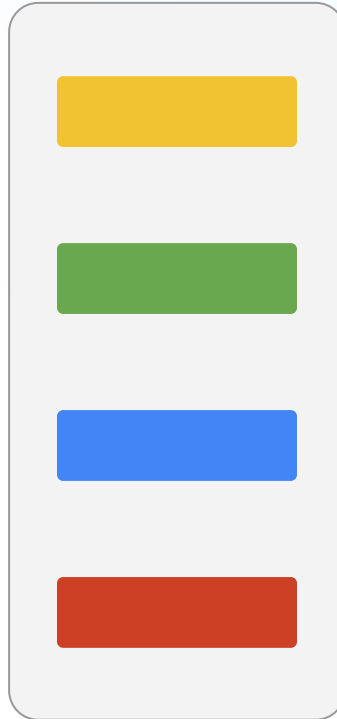
People in my **direct team & peripheral teams(+)**  
across the organization



Information decentralization:  
**Siloed discussions & isolated comms**

## Life at BigCorp

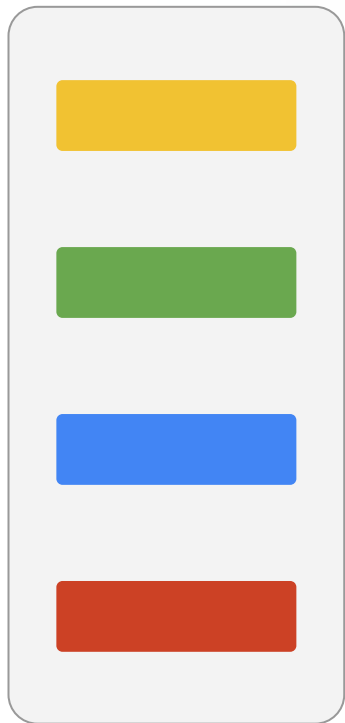
Product surface



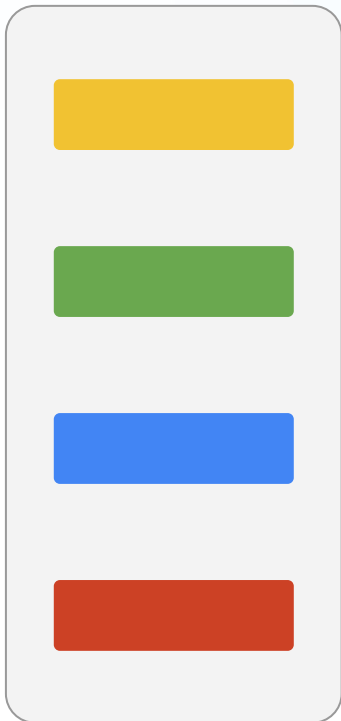


## Life at BigCorp

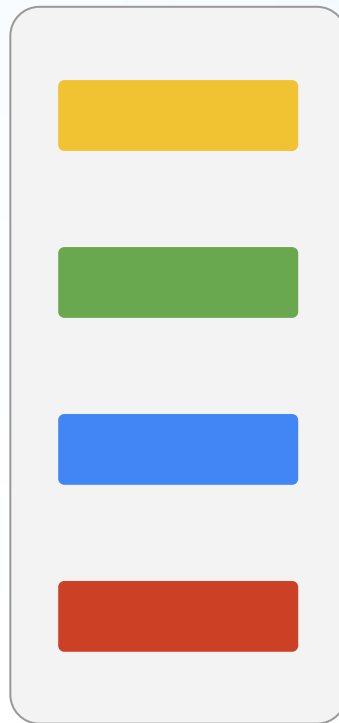
Surface A



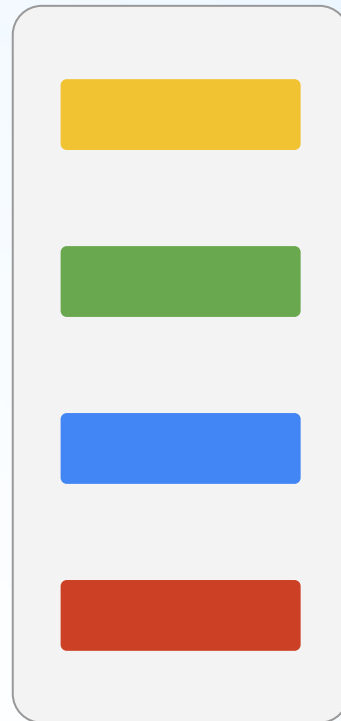
Surface B



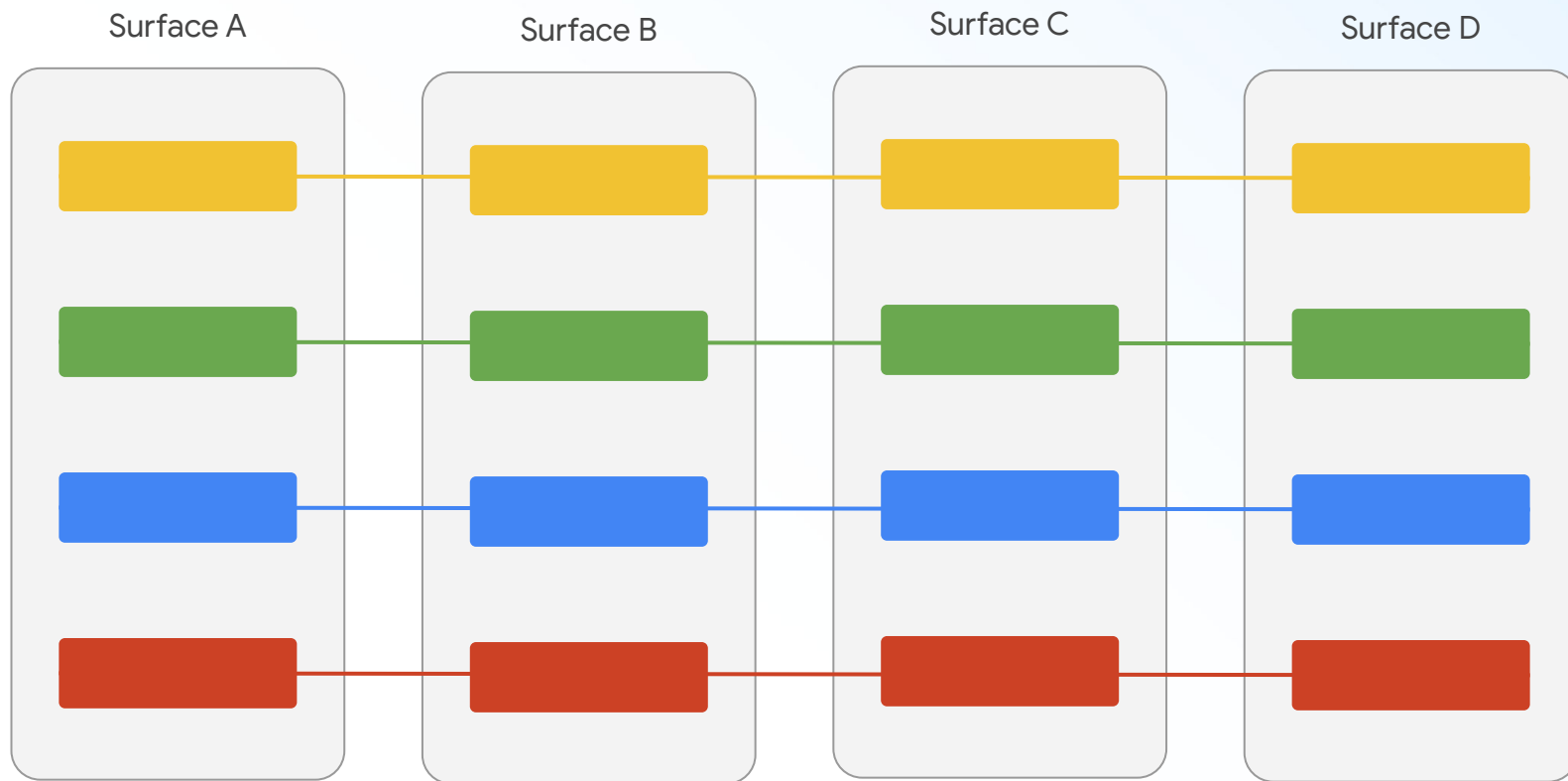
Surface C



Surface D



## Life at BigCorp



## Life at BigCorp

Surface A

6 week release  
cycles

Higher org  
priority

Surface B

Faster releases

Lower org  
priority

Not currently  
staffed

Surface C

Team in TLV  
+8h 🕒

Working on their  
vision

Has a very  
opinionated  
Program Lead

Surface D

Team in NYC  
+3h 🕒

Outdated stack,  
revamping

## Life at BigCorp

Surface A

Week release  
cycles

Higher org  
priority

Surface B

Faster releases

Lower org  
priority

Not currently  
staffed

Surface C

Team in TLV  
+8h 🕒

Working on their  
vision

Has a very  
opinionated  
Program Lead

Surface D

Team in NYC  
+3h 🕒

Outdated stack,  
revamping

Surface E

**Suddenly  
prioritized**



## Life at BigCorp

Surface A

Week release  
cycles

Higher org  
priority

Surface B

Faster releases

Lower org  
priority

Not currently  
staffed

Surface C

Team in TLV  
+8h 🕒

Working on their  
vision

Has a very  
opinionated  
Program Lead

Surface D

Team in NYC  
+3h 🕒

Outdated stack,  
revamping

Surface E

**Suddenly  
prioritized**





It's not all messy though

Communication challenges are the byproduct of  
massive scale of the org

But massive orgs also build global products

## Day to day work



Product design narrative originated from a different stakeholder and a different artifact, often lost in translation





Day to day work



Couldn't command equal stakeholdership in the larger vision despite equal thought partnership



Day to day work



Brought value to my team and teams(+), but  
couldn't demonstrate it at scale



Day to day work

**And at a more personal level...**

## Day to day work



Couldn't weave a narrative post facto at perf review time





Day to day work



How would I develop my portfolio?



Day to day work



How would I develop my portfolio?



Day to day work

So what was I doing differently?

## Problem 1

Sharing contextless mocks **assumed** that the problem and constraints were well understood & established

## Problem 2

Mocks demonstrated **fidelity of the outcome** but **failed to demonstrate fidelity of thinking**

### Problem 3

## **Mocks lacked the narrative**

Scoping the problem → Exploring considerations → Making a recommendation

#### Problem 4

Design framing was ***outsourced to a different stakeholder,***  
proxied by their artifact, leading to a game of Chinese whispers



**Vanilla mocks & screens are an  
inadequate manifestation of one's  
value, voice, influence and work.**

**It was no longer enough to just do the work.**

Owning the narrative around it and socializing it became  
just as important.

**It was no longer enough to just do the work.**

Owning the narrative around it and socializing it became  
just as important.

Basically my work needed **body** and **legs**.

**It was no longer enough to just do the work.**

Owning the narrative around it and socializing it became  
just as important.

Basically my work needed **body** and **legs**.

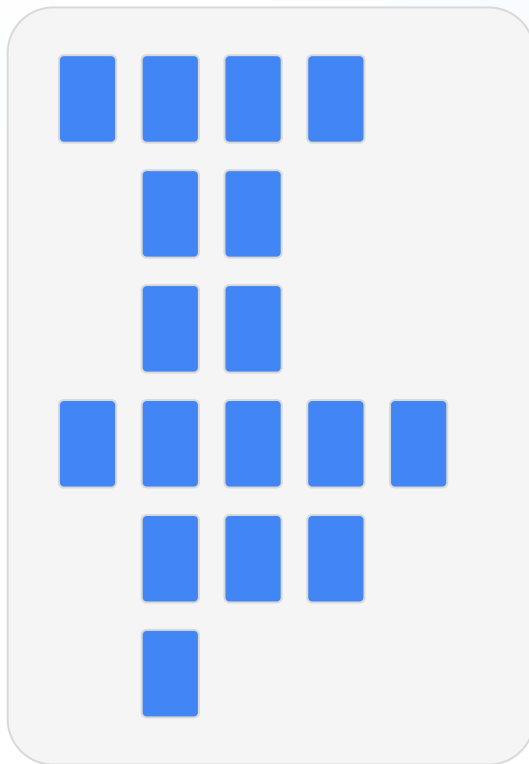


How do we do that?

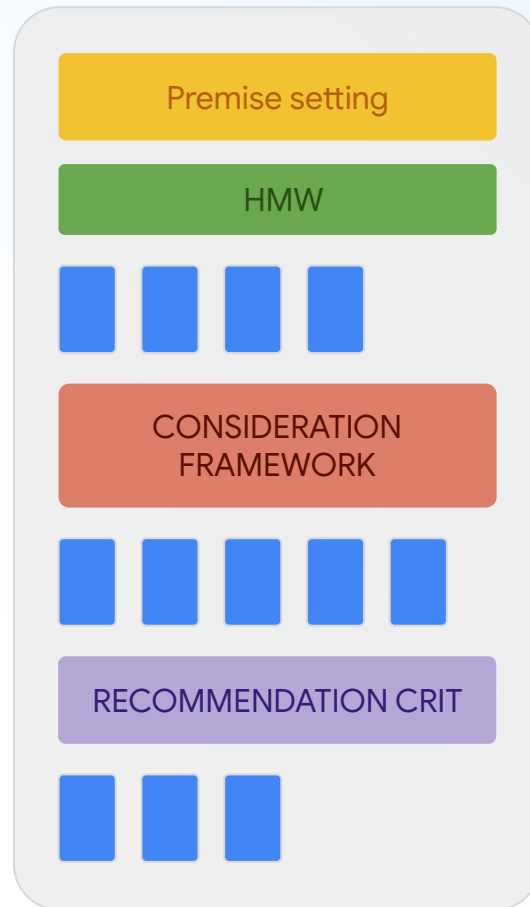
How do we do that?

Document your work (all of it) and create design artifacts

Figma file



Design artifact







**There's no one-size that fits all**

But I have a simple framework to get started...

## Design documentation

1

Get informed

2

Create

3

Socialize

## Design documentation

1

**Get informed**

Set up the context

2

**Create**

Do the actual work

3

**Socialize**

Sell the work

## Design documentation

1

Get informed

2

Create

3

Socialize



## Internalities

Find where the org's thinking is (what is the higher order strategy / directive?)

Identify who the main stakeholders are (who has strong opinions about this?)



Figure out the constraints spectrum (which ones can you break?)

## Externalities

Identify research gaps (what do we not know?)

Competitive analysis (how are others doing this?)

Market trends & behavior shifts at scale (what do major market movements tell us?)

Thorough brainstorming with your trusted xfn partners  
beat a design sprint & all the   diamonds.



## Design documentation



Get informed



Create



Socialize



## Problem definition & scoping



Problem definition & scoping



Broad array of explorations



Problem definition & scoping



Broad array of explorations



**Audit & recommendation**

## Design documentation



Get informed



Create



Socialize

 **Online first, and**  **Offline next**

## **Soft share-out over email to your team & team+**

- ✓ Invite first-order feedback
- ✓ Give people time to review on their own time



## But...

People have low attention span

People have competing priorities

Reading in-depth material takes people  
time and effort

## But...

People have low attention span

People have competing priorities

Reading in-depth material takes people  
time and effort



"As per my last  
email..."

**Sharing artifacts is how you get visibility.**

In-person reviews are how you get **buy-in.**

## In-person reviews

In-person reviews

**UX peer review first**

In-person reviews

UX peer review first



In-person reviews

## Roadshow next

Invite PMs, PgMs, TLMs, UX leadership and other execs in a room all at once

***...you present your idea...***



Don't

# Don't

Seriously.

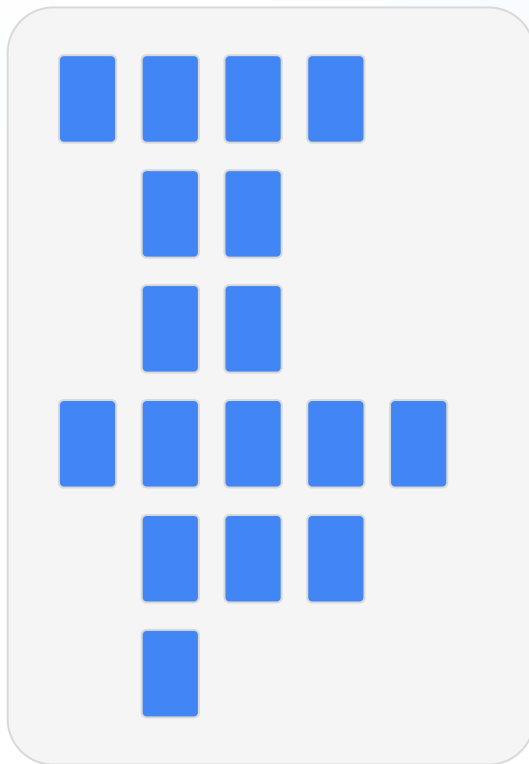


**Resolve locally** before you **presenting collectively**

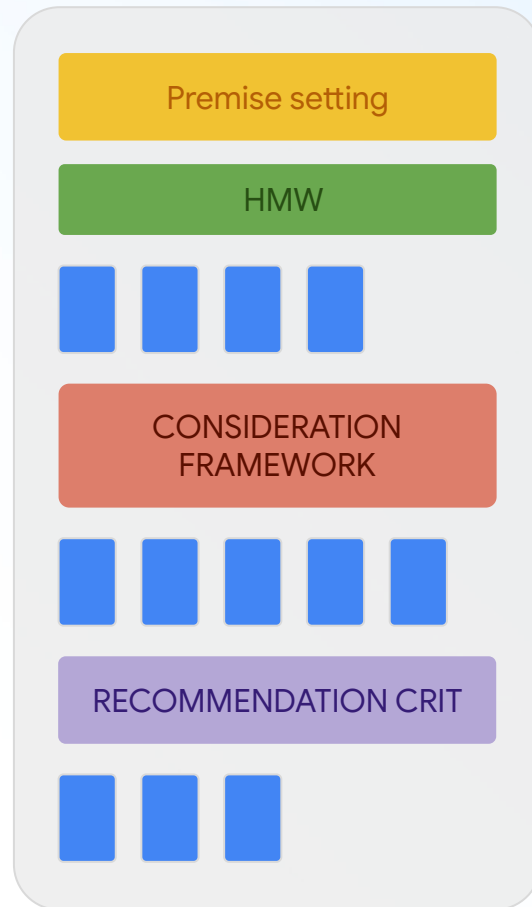
✓ **Preemption** over a  **Grand reveal**

Set up first stakeholder presentations to seek  
**buy-in & not a resolution**

Figma file



Design artifact



## Design documentation



Get informed



Create



Socialize



## Design documentation



## Design documentation



**Keep it alive**

Socialize, discuss, get feedback, iterate & **maintain**

## Types of artifacts I typically make

**Vision roadmaps:** Longer shelf-life, lower tactical value, high POV, low impact

**Project Doc:** Mid shelf-life, high tactical value, mid POV, high impact

**Reference Doc:** Longer shelf-life, lower tactical value, mid POV, high impact



## Some tactical tips

- ✓ Use a slide deck for documentation
- ✓ Mention your name and LDAP
- ✓ Status flags – ‘Early explorations’, ‘Approved’, ‘In experiment’
- ✓ Table of contents
- ✓ Make post-audit recommendation stand out

**LOOK AT ALL THE CASE STUDIES**



**I NOW HAVE**

**Great organizations have the tendency to recognize and elevate talent.**

**Work hard.**



**danke!**



me

@hvpandya