

Details

Interview method to get candidates away from scripted process and be able to see how they think and collaborate with the team first hand. It'll review the designer's critical thinking ability and ability to move quickly through ideas by leveraging patterns. The exercise will have the designer work through a problem on the spot.

Competencies

Design Thinking

1. Creativity / Generativity
2. Critical Thinking / User-Centered / Handle Ambiguity
3. Visual Thinker

Hard Skills

4. Visual Design
5. Content Strategy
6. Marketing Fluency

Soft Skills

7. Humility / Collaboration
8. Communication / Leadership
9. Passionate

Speed (thought speed over tool speed) is implicitly covered in design thinking and humility

Assessment

Design Thinking

Creativity / Generativity

1 2 3 4

1 (Poor: Doesn't come up with multiple solutions to a problem; solutions are predictable)

2 (Average: Comes up with a few approaches; tends to play it safe)

3 (Good: Generates a handful of ideas, an insightful new solution or two)

4 (Great: Creative/inventive; generates many ideas; broad/divergent ideas, arrives at solutions that are unpredictable)

Critical Thinking / User-Centered / Ambiguity

1 2 3 4

1 (Poor: little to no questions, misunderstands the user's goals)

2 (Average: asks many questions before solutioning but doesn't move much beyond brief, focuses on the user)

3 (Good: Redefines context in their own words, understands overlap of user & business needs)

4 (Great: Asks questions beyond main focus to understand flow, consistently returns to the user's needs when discussing the solution)

Visual Thinker

1 2 3 4

- 1 (Poor: Minimal visuals - writes out **majority** of thoughts instead of leverage visuals that could better capture ideas)
2 (Average: Starts visual but requires prompts to visually iterate)
3 (Good: Visually defines the context, displays majority of ideas in visual form)
4 (Great: Unprompted continues to work visually throughout the conversation)

Hard Skills

Visual Design

1 2 3 4

- 1 (Poor: unappealing, stale, untrained. No understanding of hierarchy within design elements)
2 (Average: doesn't create new visual systems, but can work well within existing systems, guidelines, and with oversight)
3 (Good: Brings simplicity and depth to design through deep understanding of hierarchy among design elements)
4 (Great: Creates compelling new visual systems and visual languages. Strong style guide development; work that is inventive, inspiring, bold.)

Content Strategy

1 2 3 4

- 1 (Poor: unclear use of language; poor grammar, uses 'lorem ipsum')
2 (Average: competent use of copy, language, and terminology throughout the interface)
3 (Good: creates experiences that leverage content)
4 (Great: uses content as a design material, captures tone and voice well)

Marketing Fluency

1 2 3 4

- 1 (Poor: no demonstration of how marketing context informed design, no verbal or non-verbal reference of analogous experiences)
2 (Average: Asks questions to understand the audience)
3 (Good: Asks questions to understand the context on when we intend to display this, able to reference analogous problem areas of other experiences)
4 (Great: Design directly caters to our success metric, discusses less obvious business opportunities, displays deep knowledge of products)

Soft Skills

Under 9 combined soft skills score (3 or above on all) = immediate NO

Humility / Navigates Tradeoffs / Responsiveness

1 2 3 4

- 1 (Poor: considers only one thing when making design choices)
2 (Average: able to make basic tradeoffs and self-critique, acknowledges their assumptions, receives feedback well)
3 (Good: Doesn't get stuck on an idea, asks for feedback/probing questions, riffs on their ideas)
4 (Great: keeps focused on desired outcomes and results, nimbly able to make tradeoffs and shift gears based on feedback, generates more ideas based on feedback)

Communication

1 2 3 4

- 1 (Poor: poor, awkward communicator; has trouble articulating thoughts)
- 2 (Average: solid communicator; thoughtful; might not be persuasive, but can help people follow the logic and rationale behind decisions)
- 3 (Good: effectively drives the conversation, gives space for feedback)
- 4 (Great: Compelling and charismatic, thoughtful and able to address questions handily)

Passionate Drives solutions and projects, detailed-oriented

- 1

2

3

4
- 1 (Poor: Doesn't initiate anything; follows our lead, no excitement, clear they haven't thought through matters when probed)
 - 2 (Average: decent level of rigor but stays more surface-level; engaged in the conversation)
 - 3 (Good: clearly excited about the problem space, wants to keep talking about the opportunity)
 - 4 (Great: Classic 'bias to action', not only conveys excitement but empassions us too, delights in the importance of details)

Bonus +1 or +2 for tool proficiency

Level Expectations

Associate	18+
Mid	20+
Senior	22+
Lead	25+
Staff	28+
Principal	30+

Total Available: 36