

Matteo Gratton

How different mindsets can help design

# Career

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My career is unusual as I moved from a Humanistic background to Tech: I was an IT Consultant and PM for 7 years before landing in the Design world. Studying design gave me the opportunity to see my previous jobs in a different way, recognising how much UX design principles I applied in my day to day work with my clients. I've always been very conscious of the importance of UX, interacting with users and stakeholders in order to deliver the best end result. All through my career, I helped delivery successful projects mixing my background as a researcher, my expertise as IT Consultant/PM and my design skills.

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## Matteo Gratton

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Any design process, in any environment, is an entity that evolves continuously.

In my 3 Years as Design Leader in MusicTribe, I reviewed many times my team workflow. I found it really effective to get my team following the same approach and flow of the Developer's team: I introduced the idea of working in 2 weeks sprints, with tools that help us to manage our design in branches like the developers.

Moreover, I introduced the idea of Design reviews within the design team to people from other teams (Testers, Developers, Management).

We're continuously evaluating our process with retrospectives and I'm trying to be as tools agnostic as possible.

I'm also trying to assess the Design maturity of my company. It helps a lot to understand where we have to work the most in the next period to try to be more effective and, finally, to be more integrated. This helps us to be able to show the value we're adding to the product we're developing, even before they are on the market.

The design is a process that iterate itself

# Design

My journey from the requirements to a product

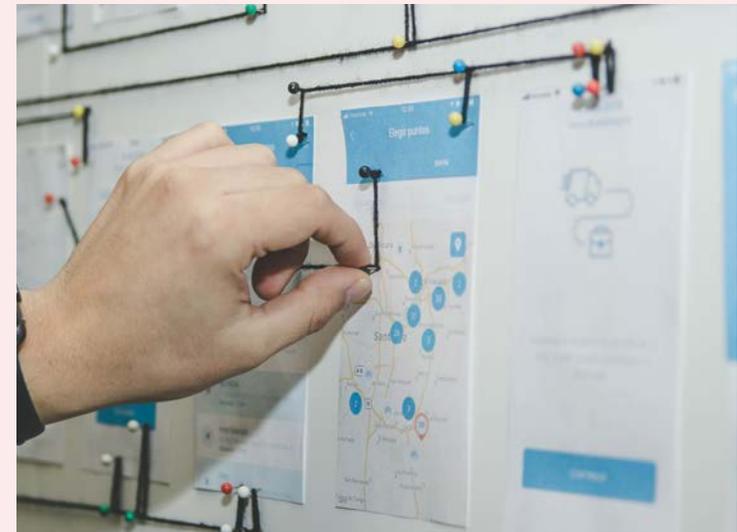
# Flow

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My Design flow is continuously adapted to the project I'm working on to ensure we're always taking the best approach. What is really important for a designer is to **Communicate the Design decisions** and make everyone aware of the reasons behind them.

The journey I currently put in place as a manager is following and adapt the frameworks *Jobs to be done* and *Top Tasks*. Moreover, I defined an entire **Designs System**: it helps us to communicate with a common language. This System is not only a UI component list, but also a frontend tool and we use it to create early stage wireframes.

In the following pages, I will describe tiny examples of my Design Journey through the flow of my everyday work.



# Analysis & Requirements

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I approached this first milestone in different ways. I found very effective the Design sprint framework: **being divergent then being convergent** to find the reason the project exists.

As a **mentor** in an UX Challenge, I guided a team into a brainstorming and then I helped them to find their way to analyse the results and converge to an idea. For the second part I decided to go for a little UX game: *Priority Poker*. Each feature has a cost and each team member has a maximum amount of points (half of the total amount of the features points) he has to spend its points within the most important features. They found it very useful to focus on the most controversial features and find what really matters for the project.

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There are plenty of options to collect data. It really depends on the project, who are the users, where they are reasonably approachable.

Personally, I found it's really helpful to use a **questionnaire** we created for the EIT project *Personal Data Store*. It was web-based (a tool called *Owela*) and gave us a lot of insights within around 3200 comments: the users not only had to answer a few questions, but they were encouraged to talk about their own reasons: we found a lot of interesting insights and options for many side projects too (see next chapter 03).

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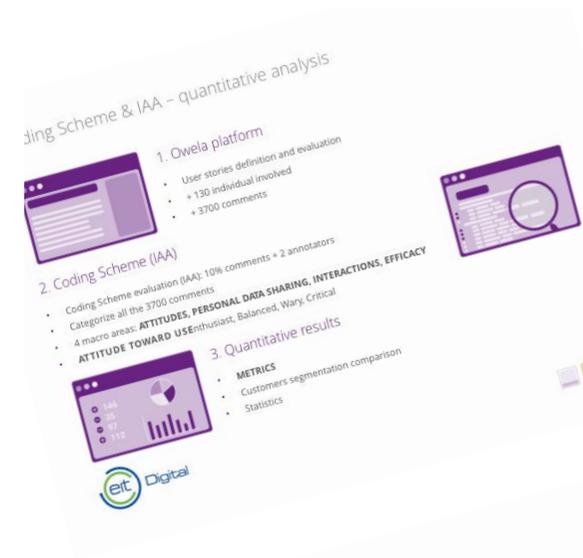
Data collection

# Data analysis

As a researcher, I did a lot of analysis of **qualitative** researches based on our web-based tool (Owela). What interested me there were about the reasons behind the user's choices. To analyse complex and huge numbers of Insights there are no tools: I used a **Coding scheme** evaluated with *Grounded Theory* approach that helped me to define if my approach was reasonable or not. Through this approach, I defined a lot of insights you can see in my presentation you can find in the bottom link (my work has been presented by Chiara, my manager at that time): it helped the project to focus on the core features to develop our MVP.

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using that button (it could be replaced pressing the down key) or the backward key or the remote control - the fastest way, but probably not the easiest!

My proposal allow customers to use the minimum number of keys on the remote control and to switch through pages with less movements or keys's pressures.



the 5 keys we use on the remote control

The movement through different elements of every level could be obtained by the left/right keys, so we can imagine a large number of items for every level. This is because we can use a horizontal scroll system.



the horizontal list of items - Google's Material Design



the horizontal list of items - LG's (left) and Amazon's (right) Design

The complete movement through the different levels and items are explained in Google's Material Design guidelines and Samsung's guidelines. Both Google and Samsung recommend to highlight the selected item with a little zoom



the remote control movement system - Google's and Samsung's guidelines



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I did a lot of research for an EU project for the Healthcare system in Trento (Italy): *Suitcase*.

How old people could manage and interact with a TV app was the main pain point. Through a focus group, I found the **Remote Control** as the item we had to focus our attention on the most.

I tried to find patterns that would help the users to reduce their cognitive overload (they have had to focus both on the huge amount of data they had on the App and in the complex interaction it was required with the Remote Control). I propose a different pattern, based on papers and guideline pieces of evidence on how a user could interact with a TV App via Remote Control (University papers and the Apple's and AndroidTV's guidelines).

Once I defined 4 different options, I tested them with the users to define which one was the best one for our users.

Finally, when we developed it, we analysed if the users manage to access the App in a more effective way through in App **data analytics** (particularly time based and the action sequence required to find an item) and a new round of **interviews**.

You can find my first interaction proposals in the link below.

# Design proposals

# Prototyping & Testing

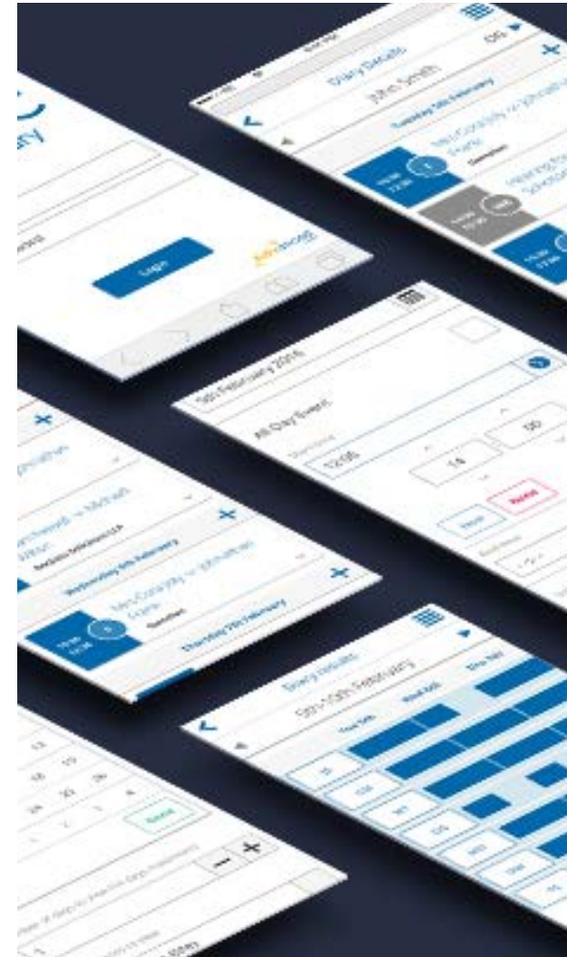
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I followed all the design process for the first version of the *MLC Mobile diary* (a diary for Barristers and Solicitors). I iterated the work many times, both **mockup**/wireframe and **prototype** sides. It was particularly intriguing because I had to demonstrate the app flow with on the fly data and no real software.

I realised an *Axure* prototype (you can download the html version from the link below) that makes evidence of the flow and the required interactions to balance the maximum between plenty of different requirements. In this prototype, it was possible to set a proper username and password, date from calendars, names and notes. Within plenty of iterations within this prototype, we found a reasonable solution that has been used as the first **MVP version** of the software.

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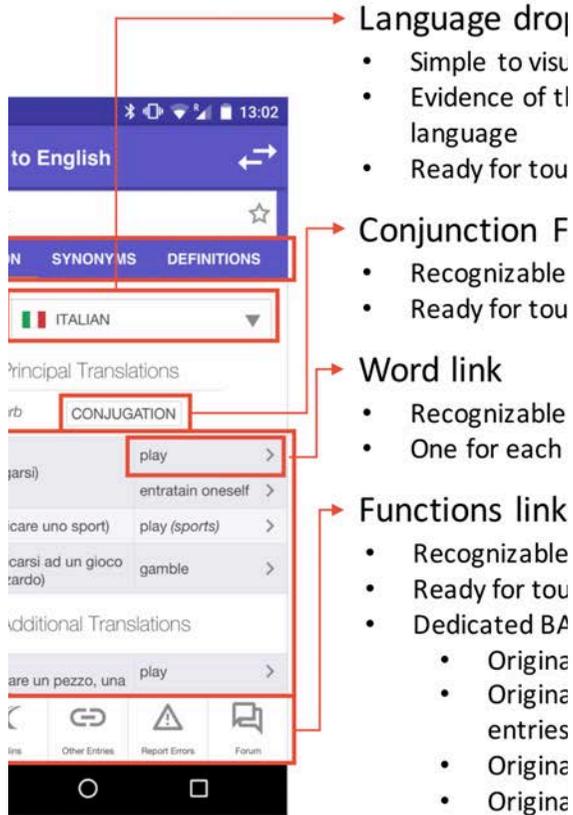
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Language drop

- Simple to visu
- Evidence of tl language
- Ready for tou

Conjunction F

- Recognizable
- Ready for tou

Word link

- Recognizable
- One for each

Functions link

- Recognizable
- Ready for tou
- Dedicated BA
  - Origina
  - Origina
  - Origina
  - Origina

Analyse and **redesign** is a task that I always like in my design journey. It's unbelievable how many big and tiny things you can find reviewing what has already been done. I do it continuously.

I also did it many times as a reviewer for 3rd parts projects: I did a heuristic review for a translation app redesign that I reassumed in a presentation.

The hardest job, in this case, was that I didn't know the scale of work they were ready to do. So then I decided to be as conservative as possible, just trying to evidentiare them the main pain points. They also required a selling presentation, without any sheet document that helped to present the reasons and analysis I did for it.

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Mockups (Low & Hi Fidelity)

How I moved a disgregated group into a Design team

# Leadership

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As a manager, I do a lot of **coaching**. I think this is crucial for my teammates and a big part of my duties. When I started my role as a Leader, my team was an assets delivery team. We didn't do any UX research, wireframing, prototyping. The team was unused to those terms, to be part of an interview, to receive a critique. Within the mentorship and the use of retrospectives, we're now part of the company ecosystem and we're able to work as a cohesive team and develop our own flow. People respect our work and ask us to provide solutions and analyse problems instead of producing assets. I also took part as a **speaker** or mentor in a few conferencies and meetups. I think it's important to be part of the Design Community and evangelise the Design as much as we can.

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How I moved a disgregated group into a Design team

# Manager

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I **hired** a number of people and I learned a lot during those sessions.

Moreover, all the team is now part of the process and is a team responsibility to hire and manage a new designer. I studied different approaches, I read books (particularly Lou Adler's *Hire with your head*) and finally I defined my approach to the process. I consciously decided for steps that I like to have (also an uncommon, for those days, brief test), how to analyse them and how to use them to help me to find the right candidate.

I also **directed** a lot the choices we did as a team: flows, tools, style, design system.

I'm managing the team's tickets trying to follow the teammates expectation in developing their own skills. In my company, it's important that everyone is able to follow the entire design process because of the size of the team. Still, I'm splitting the work in a way everyone can work on what he/she's interested the most.

Eventually, we defined together a **career progression** procedure. They are part of the decisions behind their own career and they took the ownership of it very seriously. We have a one to one session every 2 months, even if everyone is free to ask me for extra meetings and we're doing a small one to one every week.

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# Career Design Flow

# Leadership Manager



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