# Lauryl Zenobi

laurylzenobi@gmail.com | www.laurylzenobi.com | www.iwantauxjob.com

## Summary

Director of User Experience with over ten years of research experience. I specialize in building teams that excel at qualitative research and human-centered design strategy, developing and scaling research practices, strategic and tactical analysis, building effective cross-functional teams and anticipating stakeholder needs and desires.

## Experience

**Director of User Experience** October 2022–present, Ad Hoc, LLC.
- Serve on the senior leadership team of a >$50 million portfolio that spans roughly 40% of the company's staff and revenue.
- Manager of managers, directly managing ten senior, staff, and principal user experience practitioners. Skip level manager for 45 researchers and designers.
- Technical solution lead for growth opportunities. Managed research and design approach, staffing considerations, program budgets, and pricing for new work. Scoped and delegated bid work projects.
- Collaborate across multiple levels of the company, from executive-level to on-the-ground delivery teams, to manage internal projects, drive growth opportunities, and support practitioners.
- Conduct low-performance interventions for teams and individuals directly or in support of direct managers.
- Proactively identify opportunities for cost-savings and value adds to clients, including identifying cross-company resources for billable client work, develop diplomatic relationships with clients, and ideate with profit and loss owners (e.g. program managers, VPs) to identify areas of underburn or organic growth opportunities.
- Work with peer directors and senior directors on messaging executive or HR decisions and practice/company initiatives.

**Principal Researcher** January 2021–October 2022, Ad Hoc, LLC.
- Served on the senior leadership team of a $20 million program. Realigned multiple cross-functional sprint teams through a period of high ambiguity through proactive leadership communications, roadmap and strategy conversations, and client coordination.
- Manager for a team of seven senior and mid-level researchers and designers. Hired, trained, and supervised ICs and managers of ICs. Directly involved in hiring over 20 researchers. Successfully trained and promoted seven researchers and two designers.
- Identified, coordinated, and assigned projects for UX researchers and designers.
- Drove UX strategy and Product Roadmaps through regular touchpoints between Product and UX teams.

- Ensured UX department maturity and stability by creating working agreements and processes that allow teammates to function autonomously with team-wide awareness.
- Served as research subject matter expert and provided mentorship and management to 10+ researchers and designers.
- Functioned as an intermediary between cross-functional teams, government clients, and other project stakeholders. Aligned with clients, stakeholders, design, development, and management teams to develop holistic, human-centered solutions.
- Worked across departments at various levels within the company to conduct internal research projects, improve existing company departments such as hiring/recruiting, developing career ladders, and department maturity and satisfaction surveys, resulting in research having the fastest time to hire for new candidates, the highest department satisfaction across the company, and above average retention levels.
- Established a new program that improved the designer and developer experience of VA.gov backend systems. Created a proof of concept for migrating a legacy system to VA.gov as a new patient healthcare portal.
- Conducted a consulting effort to launch a covid-19 vaccine signup form on VA.gov, which allowed Veterans to sign up for vaccine availability information at their local Veterans Affairs Medical Center. Data from this form allowed clinics to better allocate vaccine distribution based on indicated interest in their community.
- Conducted research with developer and end user groups for the Department of Veterans Affairs (VA) Lighthouse API Program, resulting in a new API for patient health data and improved developer and end user experience.

**Senior Researcher** January 2019–January 2021, Ad Hoc, LLC
- Team lead for human-centered design strategy team, managed one researcher and one designer. Led human-centered research and design projects to improve customized-off-the-shelf-products and legacy VA systems used by VA employees.
- Developed and improved project, business unit, and company level research practices, resulting in research teams with a high degree of collaboration and maturity.
- Conducted microconsulting research into API Governance Models, resulting in an early pilot of the Department of Veterans Affairs (VA) Lighthouse API Program, which has grown to a world-class platform of public and internal APIs powering VA.gov applications and benefits services.
- Trained designers to conduct user research. Provided six months of qualitative research coaching for a team of 10 designers.

**Researcher** July 2017–January 2019, Ad Hoc, LLC
- Conducted user interviews, developed research methodologies, planned discovery research, managed research participants, developed research plans, identified areas for future and current research needs, synthesized and analyzed research findings.
- Worked with Centers for Medicare and Medicaid Services (CMS) to modernize complex legacy enterprise healthcare reporting systems, resulting in the next generation of

[Hospital Quality Reporting](#)'s [Secure Portal](#), which dramatically improved the experience of hospital employees submitting quality of care data to CMS.

**Product Manager** February 2016–July 2017, American Anthropological Association
- Increased revenues by $50k/22% by identifying/resolving customer experience issues.
- Spearheaded a user-centered redesign of the AnthroGuide, driven by qualitative and quantitative research with more than 200 users, resulting in simplified end user and content creator experience through an improved UI/UX of website and print products.
- Created a new pricing structure informed by user research, qualitative, and quantitative analyses and successfully convinced executive leadership to support the change. The new structure led to high customer satisfaction by adding pricing flexibility.
- Hired and supervised four temporary employees.

## Accomplishments and Talks
- Author of the first book on switching careers into user research, "[I want a UX job!: How to make a career change into UX research](#)". Published Oct 2020
- *"How to make a career change into UX research."* Conference presentations: DENT! The Future At Home (Sep 2021), UXPA Houston Chapter (Dec 2020). Guest lectures: University of Washington Human-Centered Seminar (Jan 2021), Clemson University's Business Anthropology Course (Feb 2018)
- Curator for EPIC 2021 Conference papers and case studies
- Prime UX Academy Mentor, Geneva Cohort, Summer 2021
- "Advocating for the user (researcher)", American Anthropological Association Annual Meeting Presentation (Nov 2017)

## Education
- **Bachelor of Arts, Anthropology:** University of Hawaii, Hilo (2011)
- **Master of Arts and PhD Candidate, Archaeology:** University of Washington (2016)