

Summary

Service design leader with 25+ years building customer-centered services and the teams that deliver them. At IBM, helped lead the Mobile Center of Competency and iX Chicago Design Studio, building multidisciplinary teams of 3 to 75, and served on the Enterprise Design Thinking global leadership team, training 2,500+ practitioners and 250 executives. Experienced in establishing governance, standards, and operating models; aligning executives, product, technology, policy, and operations around end-to-end experiences; and measuring results through customer and organizational outcomes. Brings a public-service perspective from chairing Golden Gate Transit's Bus Passengers Advisory Committee and leading federal student-aid advocacy at NAICU.

Professional Experience

C2 Consulting

January 2000 – Present

Service Design & Strategy Leader

San Francisco | California

- Lead and facilitate stakeholder and design workshops on freelance projects to align objectives, gather insights, and drive collaborative ideation, ensuring all voices are heard.
- Develop and implement user research strategies to uncover critical insights and shape strategies that enhance user satisfaction and engagement.
- Integrate service design principles to enhance the customer experience, aligning service touch points to meet user needs and business objectives.
- Design and map current and future state customer journeys, personas, and product roadmaps, delivering clear, strategic plans to guide product development.
- Produce detailed UX deliverables including concepts, wireframes, prototypes, and design specifications, ensuring seamless design execution.

Charles Schwab

May 2021 – January 2024

UX Design Leader & Strategist

San Francisco | California

- Directed UX teams in the successful delivery of high-profile financial products, achieving System Usability Scale scores above 80 and surpassing net new assets targets by over 15%.
- Led service design initiatives to enhance the customer journey, integrating touch points and channels into cohesive, seamless experiences that meet client and business goals.
- Collaborated with key stakeholders across the enterprise to align the needs of high-net-worth and ultra-high-net-worth clients with product strategies, design principles, and technology standards.
- Cultivated a dynamic team culture focused on experimentation, continuous learning, and cross-disciplinary collaboration among designers, researchers, content strategists, technologists, and analysts.
- Facilitated design thinking and strategy workshops with product and leadership teams to drive innovative solutions and strategic alignment.
- Developed and tested design hypotheses through rigorous user research to ensure user-centered design solutions.

IBM iX (Global Business Services)

January 2008 – March 2020

Director, UX Strategy & Design

Chicago | Illinois

- Member of the Leadership Team for the IBM Mobile Center of Competency and the IBM iX Chicago Design Studio, building multidisciplinary teams of 3 to 75 people.
- Served on IBM's Enterprise Design Thinking global leadership team; trained 2,500+ practitioners, 250 executives, and 14 client teams.
- Directed design teams creating 8 of the 100 industry-specific iOS apps for the Apple + IBM partnership, integrating enterprise data, analytics, and AI.
- Led service design on an IBM engagement transforming Con-way Freight operations; the end-to-end shipment journey map became Con-way's recurring planning and governance tool.
- Global Innovation Consultant: led design thinking workshops for clients, executives, and project teams, producing prioritized capabilities and strategic plans.
- Hired, trained, and mentored UX teams; defined, sold, staffed, and managed UX projects from concept to delivery.

National Association of Independent Colleges and Universities

February 1995 – December 1997

Coordinator of Grassroots Organizing

Washington | District of Columbia

- Led a comprehensive grassroots campaign in support of federal student aid, mobilizing higher education stakeholders and helping restore grant and loan subsidy programs.
- Interpreted Department of Education and Congressional Committee positions on higher education appropriations and policy, and created member advocacy communications.
- Planned and coordinated advocacy events on Capitol Hill and in local districts.
- Helped develop a legislative tracking system for federal financial aid by congressional district.
- Represented NAICU in a coalition of 50 higher education organizations representing students, faculty, and administrators.

Additional Professional Experience

1998 – 2008

The Patent Board

Chicago | Illinois

Director, Interaction Design & Marketing

- Led interaction design and marketing strategy for a consulting start-up, aligning user experience with brand and business goals.

Razorfish

Chicago | Illinois

Senior Information Architect

- Led IA decisions across complex products and multiple teams, mentoring others and aligning content structure with broader business and platform goals.

Scient

Chicago | Illinois

Front-end Engineer & Information Architect

- Organized content and navigation so people could find what they needed and understand where they were within a product, creating site maps, taxonomies, and labeling systems based on user research and testing.

AMLI Residential

Chicago | Illinois

Senior Web Developer & Database Architect

- Built web applications and designed the databases that powered them, spanning front-end development and back-end data architecture.

Volunteer Board Experience

Golden Gate Bridge, Highway, and Transportation District

January 2022 – December 2025

San Francisco | California

– Chair, Bus Passenger Advisory Committee (January 2024 – December 2025)

– Board Member, Bus Passenger Advisory Committee (January 2022 – December 2023)

- Facilitated rider feedback to Golden Gate Transit staff on district initiatives, programs, and operations, ensuring passenger perspectives are integrated into decision-making.
- Championed the rider experience by advocating for enhancements across all interaction points within the transit operation, improving overall satisfaction and usability.
- Promoted exploration of strategies such as improved connections, regional fare integration, and daily fare caps to enhance regional cooperation and deliver a superior rider experience.

Education & Certifications

Bachelor of Science, Political Science

Southern Oregon University

Ashland | Oregon

IBM Design Thinking Master

Issued by [Credly](#)

Chicago | Illinois

Skills

Service design and strategy

- Service Design
- Customer Experience (CX) Strategy
- Design Thinking
- Storytelling
- Outcome-Based Design
- UX Strategy
- UX Design
- Journey Mapping
- Service Blueprinting
- Information Architecture
- Rapid Prototyping

Leadership and organizational change

- Design Leadership
- Building Design Teams & Practices
- Governance & Standards
- Change Management
- Operating Model Design
- Executive Stakeholder Alignment
- Cross-Functional Facilitation
- Coaching & Mentoring

Research & measurement

- CX Research
- UX Research
- Usability Testing
- Usability Metrics
- Evidence-Based Decision-Making

Policy & public service

- Policy Advocacy
- Coalition Building
- Public Transit Rider Experience

Tools & work products

- Figma
- Adobe Creative Suite
- Personas
- Workflows