

Robert Crawford

Service, User Experience & CX Design Leader

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Professional summary

Design leader with 20 years' experience leading multidisciplinary design teams across service design, UX, research and UI in agencies, consultancies and complex organisations. Skilled in setting and uplifting design standards, practice and quality across teams, and partnering with senior stakeholders across the business to shape solutions that balance customer needs, business outcomes and technical feasibility. Experienced in directly line managing and developing designers, building high-performing teams, and using customer insight and research to inform design decisions and improve outcomes.

Core expertise

- Design leadership across service design, UX, UI, research & interaction design
- Design practice standards, quality & governance
- Direct line management, coaching & development
- Cross-functional partnership across business, product & technology
- Customer insight and research-led design
- Working in agile and complex delivery environments
- Human-centred design & Design Thinking
- Senior stakeholder influence & cross-functional alignment
- Workshop facilitation & collaborative ways of working
- Project leadership and delivery

Professional experience

Senior Manager, Service Design, HSBC Innovation Banking

February 2024 – November 2026

- Established design as a discipline within the Client Experience team, setting standards, quality expectations and ways of working across the business.
- Lead design initiatives across the business, partnering with Product, Technology and senior stakeholders to align design decisions with customer needs and business outcomes.

Principal Consultant, Infosys Consulting

September 2021 – February 2024

- Directly line managed a team of designers, providing coaching, mentoring and career development.
- Worked within an in-house Innovation Management team, helping a large client build design tools, playbooks and ways of working.
- Designed and led an organisation-wide Design Thinking capability programme, training 200+ consultants and uplifting design practice and quality across the organisation.

Service Design Lead, Fjord

January 2017 – September 2021

- Directly line managed a team of designers, leading coaching, mentoring and performance development.
- Led multidisciplinary teams across a variety of complex digital product and service projects, balancing customer needs, business outcomes and delivery constraints.
- Owned creative and strategic output across engagements, partnering with senior leaders and cross-functional teams to align priorities and ensure project success.

Manager, Experience Design, Sapient Nitro

September 2014 – January 2017

- Led user experience design across multiple digital product projects, working within large agile development environments.
- Directly line managed user experience designers, providing coaching, direction and day-to-day leadership, in addition to managing designers on individual projects.
- Delivered UX work for clients across banking, utilities and healthcare, balancing user needs with complex regulatory and business requirements.

Junior–Senior Experience Architect, We Are Experience

November 2008 – September 2014

- Led the user experience stream across many digital product projects for clients spanning transport, retail, entertainment and insurance.
- Directly line managed user experience designers, providing coaching, guidance and career development.
- Worked across a broad range of industries and business models, adapting UX approach to diverse customer needs and delivery contexts.

Key achievements

- Established customer experience as a discipline and design practice at a large, regulated organisation, uplifting design standards and ways of working.
- Led multidisciplinary teams across UX, service design, design research and innovation, directly coaching and mentoring designers to grow their careers.
- Built and delivered an organisation-wide Design Thinking capability programme, upskilling 200+ people and improving design practice quality and consistency.
- Improved customer journeys and outcomes through insight-led design and cross-functional partnership with Product and Technology teams.

Education

BSc, Interactive Media Design, University of Dundee

2004 – 2008