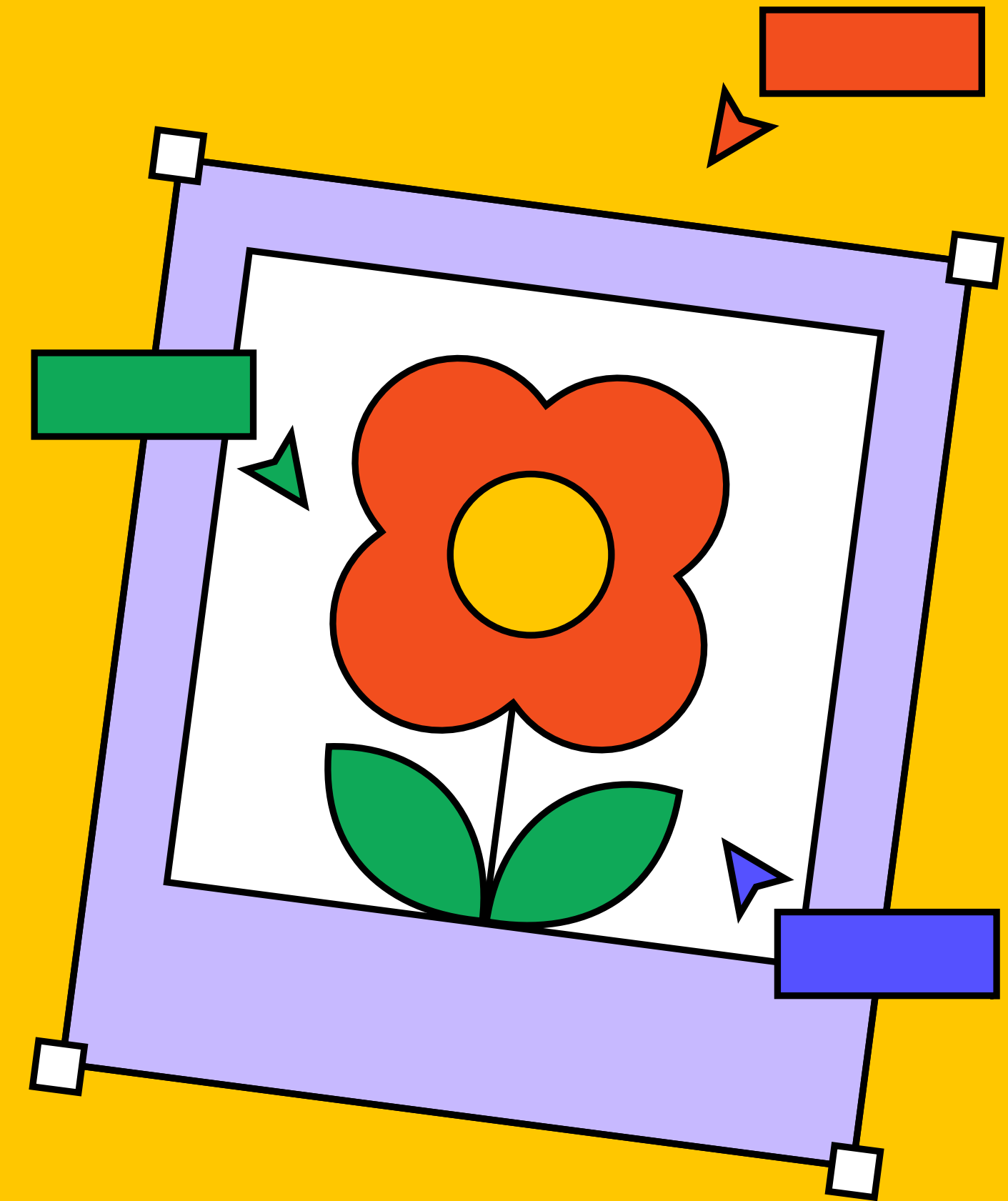


Building a collaborative product design process

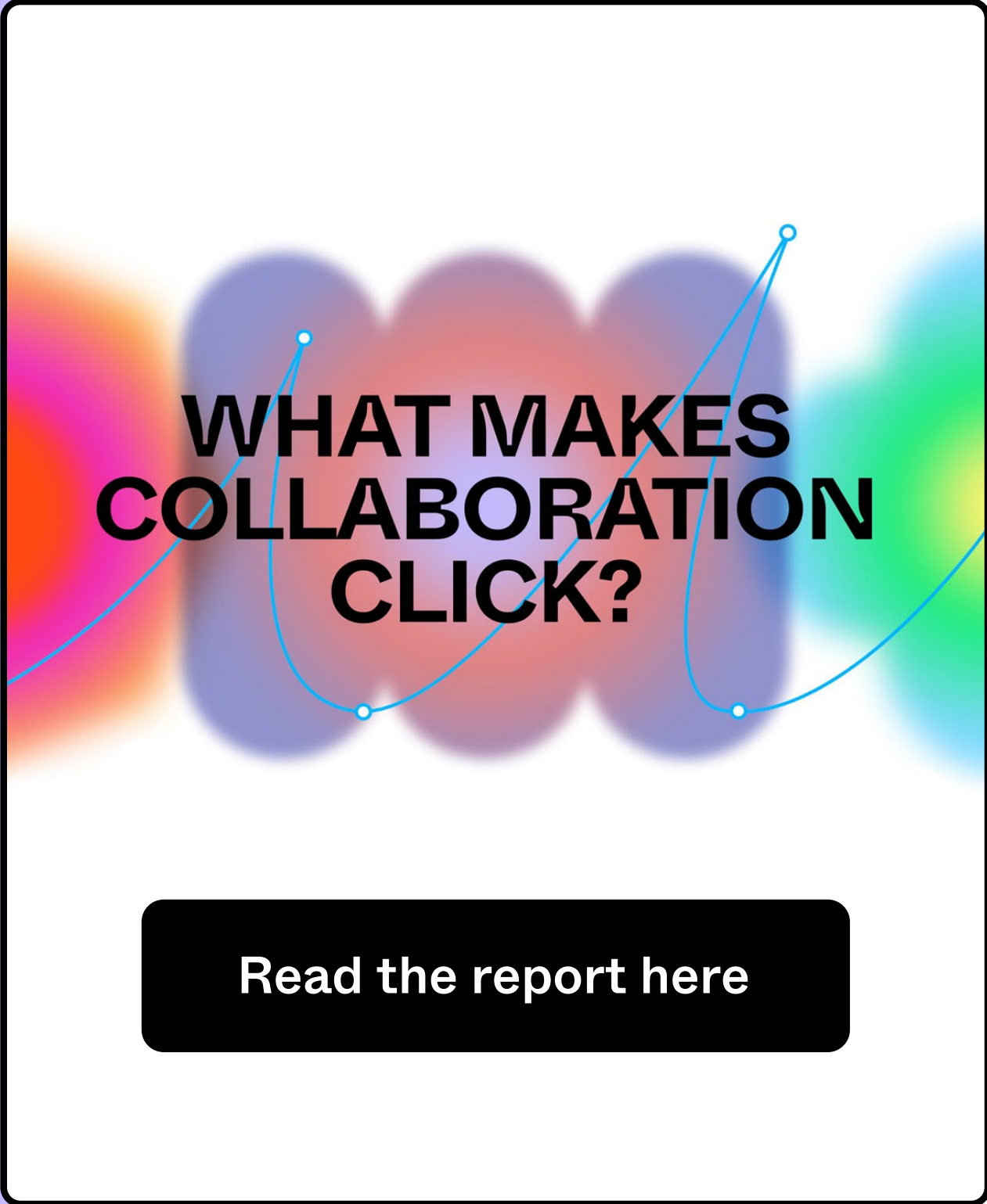
You don't build a product without a whole lot of collaboration from engineers, designers, and product managers.

We knew this before [surveying 100+ cross-functional product teams](#) last year to learn how they collaborate.

What we didn't know was why collaboration felt like a struggle sometimes. And more importantly, how do we make the most of our precious time working together to build the best products?



We learned there are five behaviours that lead to more creative, productive collaboration sessions:



WHAT MAKES COLLABORATION CLICK?

[Read the report here](#)

- 01. **Co-creation:** working at the same time in the same files
- 02. **Rapport:** knowing your teammates beyond the work
- 03. **Role clarity:** knowing who's involved and who's calling the shots
- 04. **Feedback:** providing comments and discussion that support iteration
- 05. **Reflection:** allowing time to discuss what's working and what to improve

With that knowledge, we wanted to figure out how to foster these behaviours during design team collaboration events. Not just getting people to work together better, but giving everyone the space to share their unique input and challenges in the service of building a better product. And to do it all for dispersed teams, sometimes working hundreds of miles apart.

So, we studied how several successful product teams ran their remote collaboration sessions. We looked at our own internal practises. And we reviewed recent scientific literature about what makes remote work, work.

So, what did we uncover?

Well, we found that reflection and setting role clarity were agnostic; they were needed equally throughout every type of collaborative work session. Co-creation, rapport, and feedback, though, were particularly fostered or critical during specific activities. For example, co-creating was especially important in design sprints, while daily standups are prime time for building rapport.

This report is a guide to applying the five collaboration behaviours to events like remote design sprints and brainstorming sessions. In it, you'll find dozens of ways high-performing product teams cultivate and stimulate creativity through virtual collaboration.

1

CHAPTER 1

Unlock creativity for remote teams

Collectively, we're learning a lot about what it means to work via video screen. There's plenty of psychology and neuroscience behind making online group sessions accessible, efficient, and effective for everyone.

But what does it mean for groups that sink or swim on their ability to iterate creatively?

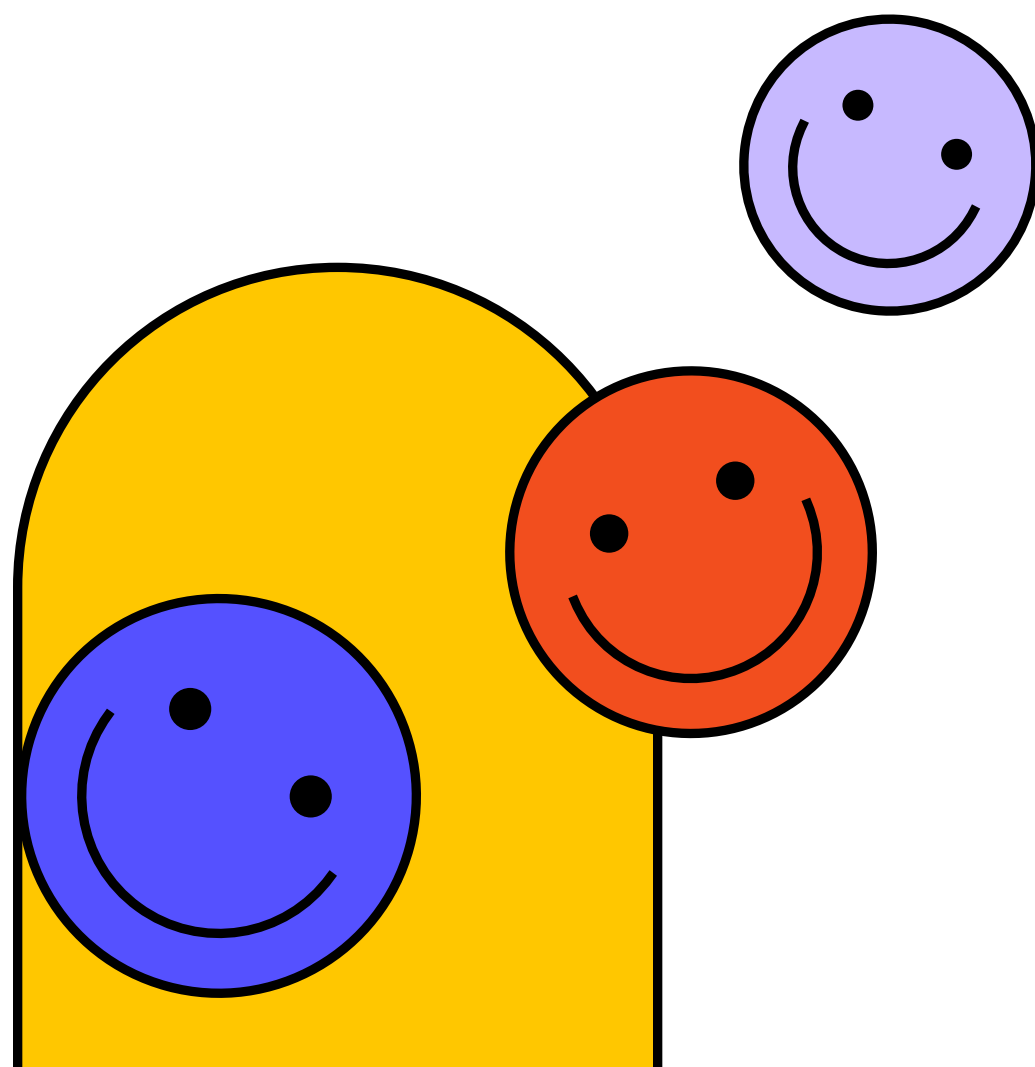
In reviewing the research, we found three factors of remote collaboration that can either suppress or boost creative output:

- **Access:** Can everyone participate in creative sessions?
- **Culture:** Is the team supported in their creative endeavours?
- **Technology:** Is remote work technology taking a toll on creativity?

Here's how to build rapport among team members that think and work differently from each other to make sure creativity flourishes during remote collaboration sessions.

Lean into diversity

One wonderful outcome of remote work is that people who were once left behind [are now included](#); a wheelchair user can skip the barriers of travelling to a physical office, for example. But to gain all the perspectives from your diverse team, you'll need a game plan that makes remote collaboration accessible to all.



Jake deHahn, for example, is a neurodiverse, deaf designer. He [recently wrote about](#) the frustration of hybrid meetings. deHahn relies on lip reading when meeting people in person and on video calls. When he's remote, but some of his team are in person, he can't see everyone speaking.

Some of the things you can do to make video calls more accessible include:

- Ask in-person staff to attend meetings from their laptops or computers so remote viewers can see facial expressions
- Use chat and closed-caption (CC) functions
- State agendas verbally and explain what's shown during screen sharing

There are several other actions you can take that will unblock everyone on your team during creative collaboration sessions.



Offer multiple ways to participate

Some of your most creative designers may not feel comfortable being in the spotlight. Project managers may not be used to working with design software. But your products are better when each gives their input.

During the meeting, create options for everyone to contribute by voice, chat, or even emoji if possible. Afterwards, set up methods for asynchronous contributions to give neurodiverse thinkers time to participate.



Provide records of all collaboration sessions

Reflection turned out to be one of the most beneficial activities from our survey. Considering what went right or wrong during a series of design sprints is much easier when there's an easily accessible record of the design iteration, discussions, and context. That's doubly true for team members that don't receive or process information like the majority of people.

Retaining a record of each session in various formats will help everyone dissect the event and provide feedback. This may mean recording a video, creating a transcript, and sending out an email recap of the session.

As a bonus, those artefacts can become a jumping-off point for your next work group, fast tracking ideas and jumpstarting the creative process.



Welcome requests for inclusion

As deHahn explained, not all disabilities or neurodiversities are visible. And some of your team members may not be comfortable talking about theirs.

You can ease this tension and make sure everyone is heard by adding an accessibility statement to meeting invites and agendas. Team members should be allowed to reply anonymously, but there's also an argument for [encouraging public requests](#); asking for what's needed publicly can erase the stigma of doing so.

Additional accessibility resources

- **Abilitynet.org:**
[How to host an accessible online meeting](#)
- **Level Access:**
[How To Make Virtual Meetings Accessible](#)
- **Section508.gov:**
[Create Accessible Meetings](#)

Create a culture of creativity

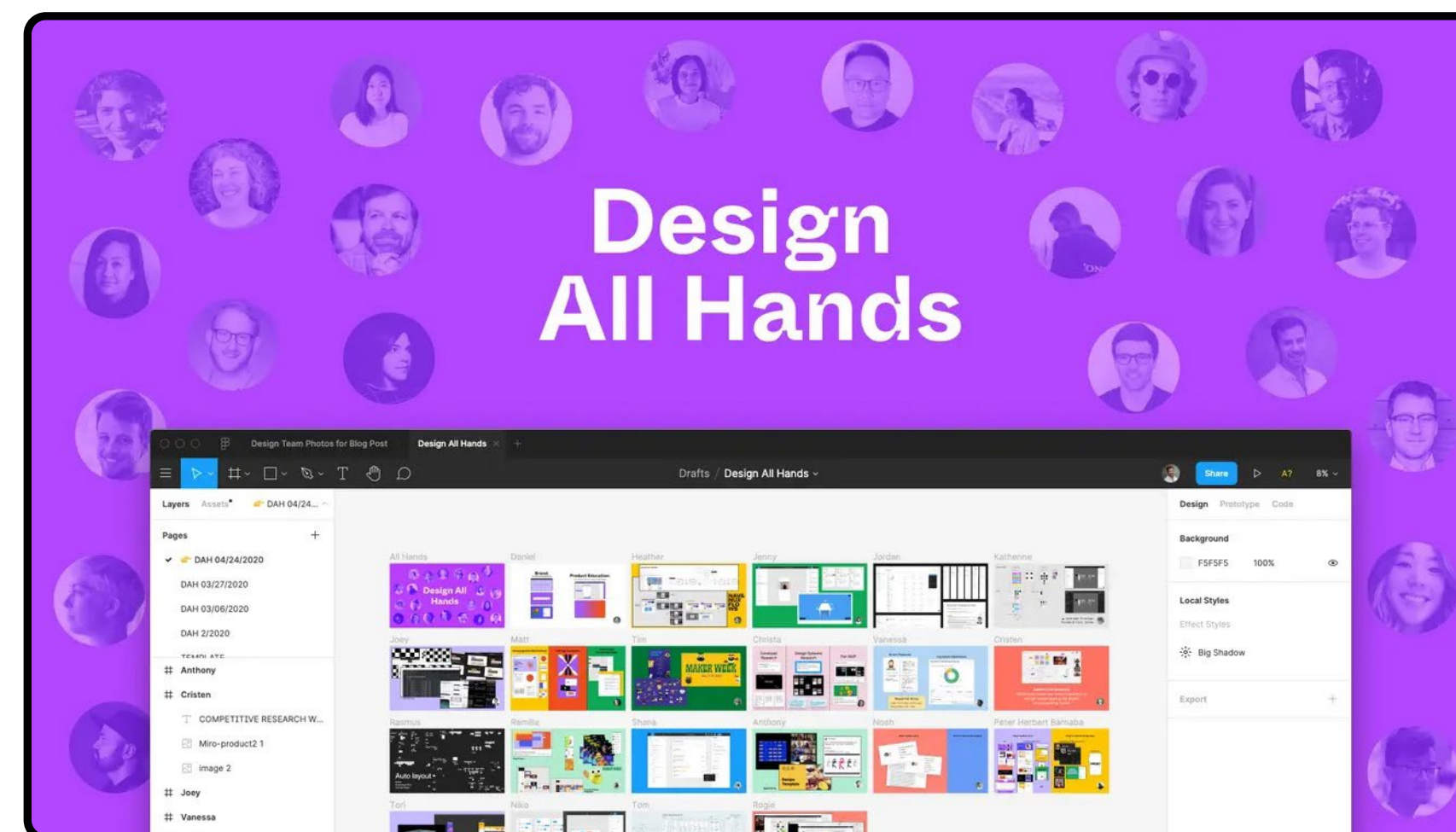
Rituals can jumpstart the creative process and break down barriers between teammates that don't often work together. Over time, rituals become the foundation of a culture that encourages disruptive ideas—no matter where they come from.

A workplace ritual is a behaviour or activity, regularly practised, that creates a sense of community and reinforces some aspect of culture. For example, we kick off our Monday calls with a [weekend update](#). Everyone shares a quick highlight of their weekend activities.

Rituals are particularly good at unblocking the creative process. [According to neuroscientists](#), “ritual promotes thought suppression—tuning out the inner critic, dampening brain chatter, centering and focusing the mind and decreasing anxiety before executing complex tasks. ... When inspiration is elusive, ritual appears to offer a shortcut to creative flow.”

Rituals don't just offer a one-time creative octane boost. [Tim Brown](#), CEO of design and innovation firm IDEO, says that, over time, they can move an entire team culture towards creativity. “Rituals help create a culture where people are empowered to be creative within an entire company.” Each little ritual, he says, nudges your culture towards the goal of creativity a little bit, until it's intuitive and automatic.

We've included several examples of creativity-inducing rituals for facilitators in the brainstorming, sprint, and meetings sections of this guide. But to get you started, check out our [How we Jam playlist](#) on YouTube to learn how other teams design their team rituals.



Inside Figma

[Read the blog](#) on our product design team's processes.



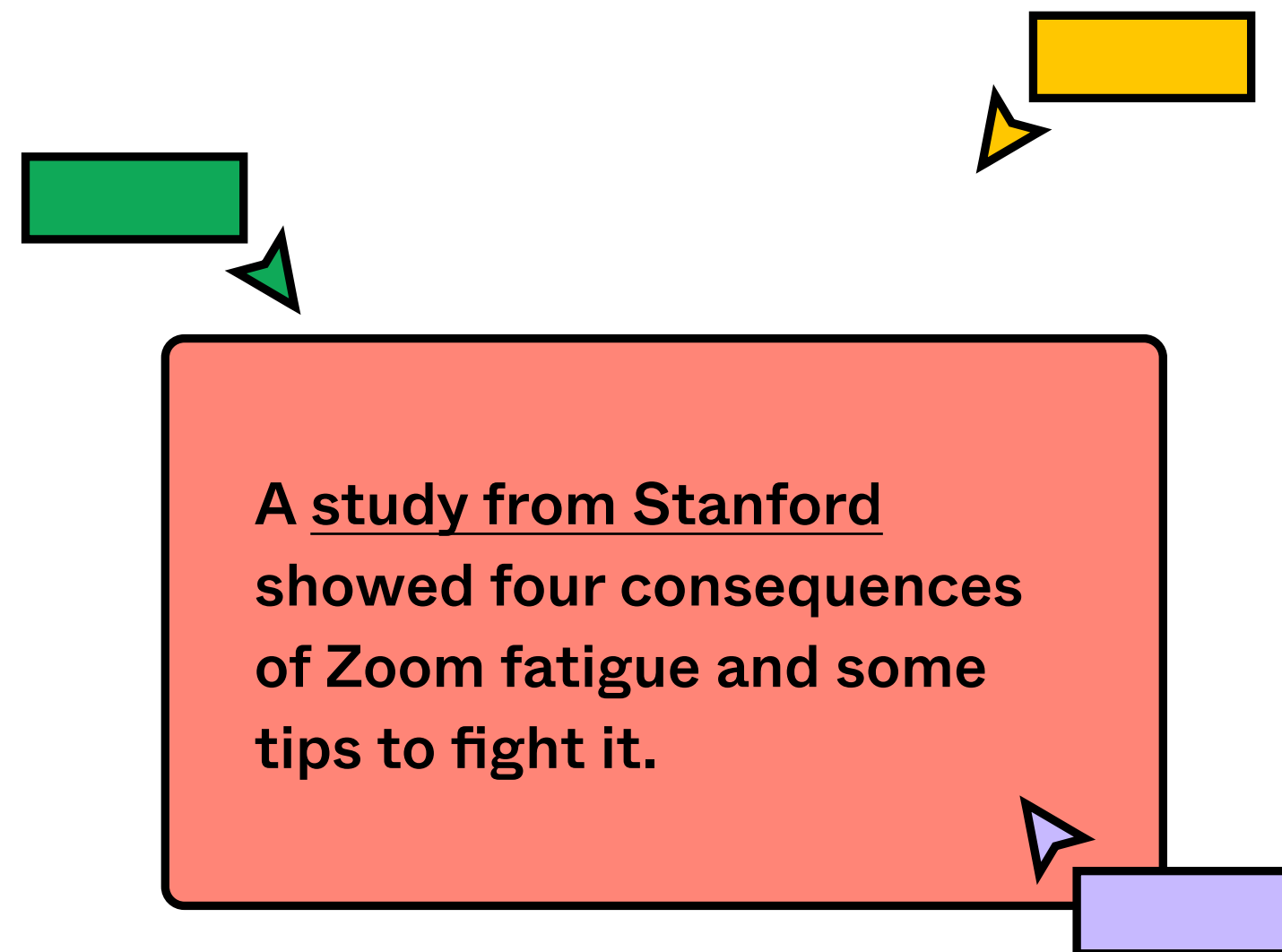
Adapt for technology

Collaborating via video conference is a necessity, especially for teams that co-create visual products. We're learning that some aspects of digital meetings can actually hinder creativity.

For example, looking around the room on a Zoom call sends a negative social signal, so we tend to keep our eyes glued to the screen. That narrow cognitive focus makes it less likely that we'll come up with truly novel ideas.

To keep your team at their creative peak, perhaps consider changing your Zoom etiquette. Encourage camera-off time and movement. Maybe it's OK to pace off camera and look around while others are talking.

Another relatively new phenomenon called [Zoom fatigue](#) saps creative energy. Zoom fatigue can even lead to anxiety and burnout if left unchecked.



01. Too much close-up eye contact

On a Zoom call, it feels like everyone is staring at you, in close proximity, all the time, whether you're speaking or not. That constant, close-up eye contact revs up social anxiety.

To ease the tension, take the call off full-screen and use an external keyboard placed farther away so it doesn't feel like everyone's violating your personal space.

02. Staring at yourself is tiring

We're more critical of ourselves when we look in a mirror. Staring at our reflection for hours is not only stressful but also leads to negative emotional consequences. And that's essentially what's happening during long collaboration calls on Zoom.

The fix? Only use self-view to make sure you're in-frame. Then turn it off, sit back, and enjoy the session.

03. We're stuck in place

Human brains [work better when we move around](#). In an in-person or audio-only meeting, there's an opportunity to stand up, stretch, and stroll a bit. Or at least shift positions. On a video chat, however, the camera frame keeps us stuck in one spot.

Create a ritual of movement at the start of group creativity sessions. Try one of the [exercises actors use](#), like shaking out hands, arms, and legs. Then encourage

your team to sit farther back from the camera so they have space to shift, stretch, and doodle on a pad. Normalise movement during meetings.

04. Non-verbal cues are absent

Roughly [half of our communication is nonverbal](#). When we're meeting via video screen, much of that communication is lost, and some of it is changed; we use exaggerated head nods and vigorous thumbs up on Zoom that would be comical in real life. What we'd normally process subconsciously takes more work to figure out consciously.

The Stanford study says the way to ease the additional cognitive load is to take 100% audio-only breaks. That means not just turning off the camera but also looking away from the screen. That way, "for a few minutes you are not smothered with gestures that are perceptually realistic but socially meaningless."

2

CHAPTER 2

Get better feedback in brainstorming sessions

Building products is more complicated than ever. Good design requires input from developers, designers, product managers, and marketers. That's why feedback scored so highly as a critical behaviour for successful collaboration.

But in their traditional in-person format, brainstorming sessions come with challenges. How do you bring a team spread across the country together? And what happens when one loud voice blocks free-flowing ideation?

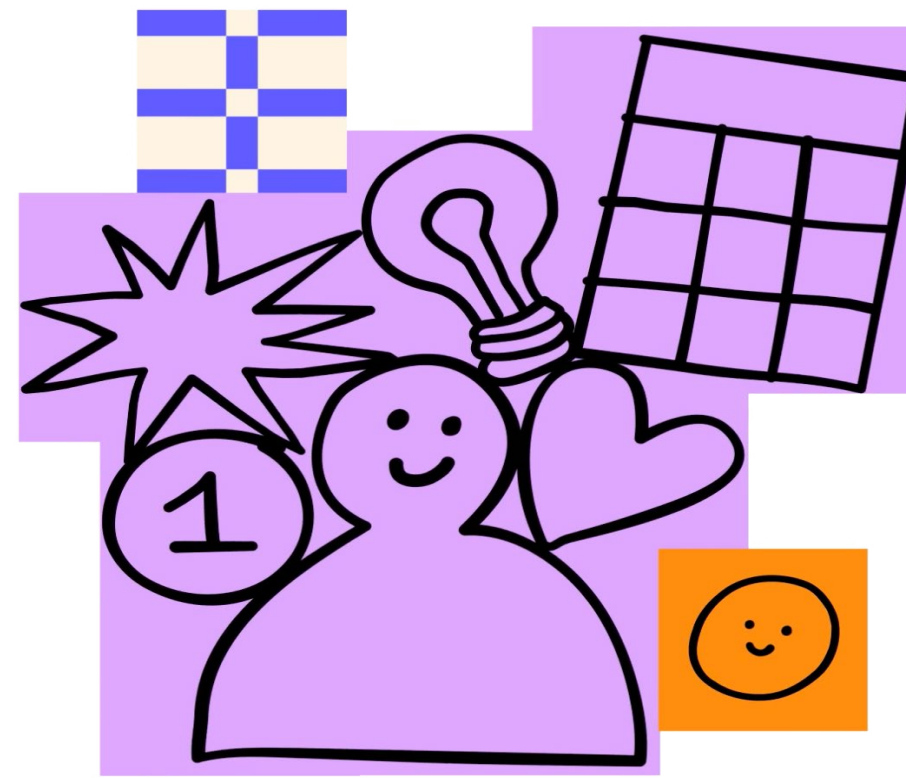
Virtual brainstorming uses tools that make it easy for remote teams to collaborate more collectively.

Stop production blocking and evaluation apprehension

Picture it—in an in-person brainstorming session, a designer suggests rethinking how app users flow through the log-in process. It’s elegant and transformative, but a concerned developer in the room shuts down the discussion with talk of technical limitations.

The scenario is so common it has a name—[production blocking](#). That’s when everyone else in a brainstorming group is kept from speaking, and distracted from ideating, while one voice dominates the discussion.

And now, the rest of the team is worried about being criticised for their ideas, so they never share them. That’s called [evaluation apprehension](#), and it’ll seriously throttle new ideation and iteration.



Shifting to digital brainstorming sessions [has proved to reduce both](#).

During remote sessions, everyone can iterate simultaneously. While one person presents their idea via virtual whiteboard, the team gets to riff on it in comments and add their “+1” as a vote of confidence.

With more paths to participate, introverts and internal processors are given space to share their unique genius. Developers are less apprehensive about critiquing a design. And no one person gets to dominate the discussion.

Generates more diverse ideas

Once everyone can brainstorm from wherever they may work, sessions can include more people with more diverse perspectives. But while two heads are greater than one, two dozen heads can actually be worse.

Why? Because large, in-person brainstorming groups have proven to net fewer ideas than smaller teams. That’s not true of virtual brainstorming. In fact, when people brainstorm remotely, [the outcomes improve with group size](#).

When you build products remotely, you can invite the growth and finance teams into brainstorming sessions without fear of diluting your ideation process.

Tips for leading a remote design sprint

There are different rules for brainstorming with a dispersed team. You can’t just gather the gang in a conference room and start throwing Post-it Notes around. You need a different tech stack and a few new tactics to get everyone participating quickly and with excitement.



Prep Work

Build a virtual whiteboard

Watch [this video](#) to learn the basics of FigJam, so you’re ready to jam with your team on project plans, flow charts, and more. And here’s a [quick brainstorm template](#) to get you started.

Give your team a head start

Pooled individual effort can [be more productive](#) than synchronous group sessions. Get the best of both worlds by giving your team early access to your workspace or providing a short list of leading questions ahead of the meeting.

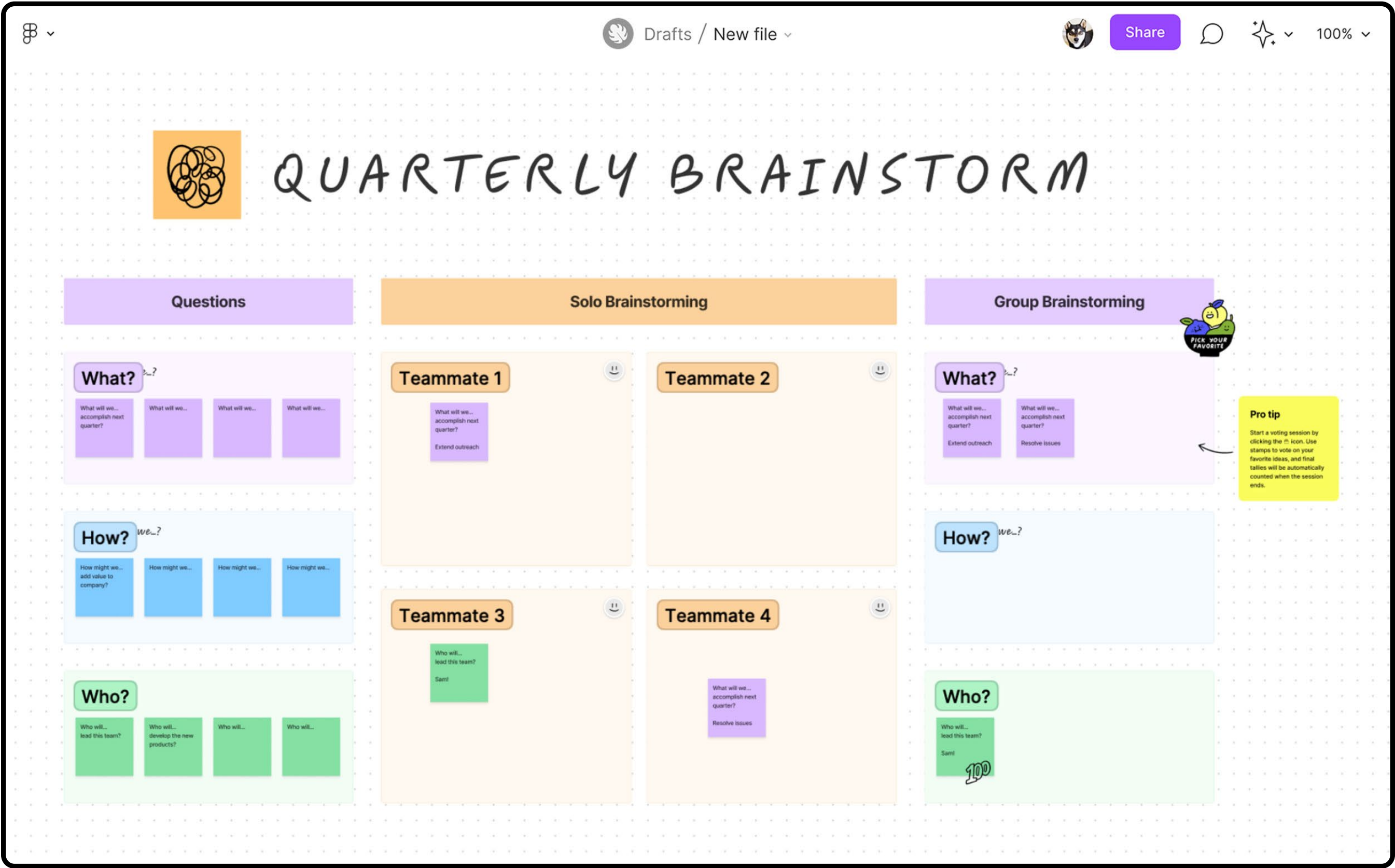
Create a communications etiquette list

Fight Zoom fatigue and help your diverse team participate with a clear set of communication rules. Add things like using the “raised hand” button to speak, encourage the use of chat, and say when it’s OK to have video on/off.

Share everything ahead of time

Send links to all assets and documents in both a calendar invite and in an email a few days before the meeting. Include links to the whiteboard or question list, agenda, communication etiquette rules, and any background information that’ll add context to the problem you’re trying to solve. Don’t forget your accessibility statement.

Whether you think linearly or tend to jot things down as they come, Figjam’s brainstorming templates help you keep your notes in one place.



2

Manage the session

Assign a co-facilitator

Have them watch the chat, manage tech issues, take notes, and monitor accessibility needs. That'll keep you free to facilitate and better care for the needs of your team.

Post all assets

Present the goals, rules, agenda, and time limits both verbally and in a place people can refer to easily.

Lead off with an icebreaker

Make it something that sparks creativity. Tom Harman, design director at Monzo, gives his team [60 seconds to draw animals](#) for the “Monzoo.”

Break into smaller groups

In creative endeavours, [large groups tend to iterate](#) on existing ideas, while small teams are more likely to find disruptive solutions. If you have a large team brainstorming, break them out into working groups of a few people. Then set aside time for each group to present their ideas.

Add music

Interpersonal musical entertainment is when multiple people become synchronised by a melody. We use that theory by [playing music](#) during the heads-down design portion of brainstorming sessions.

3

Post-session

Give time for post-session ideation

The best ideas happen when we're least trying to find them. [Science agrees](#). Gather those post-session “aha-moment” ideas by leaving access to the whiteboard open for a few days. This is also a great time to gather reflections on the session and its results from internal and external team members.

Communicate next steps

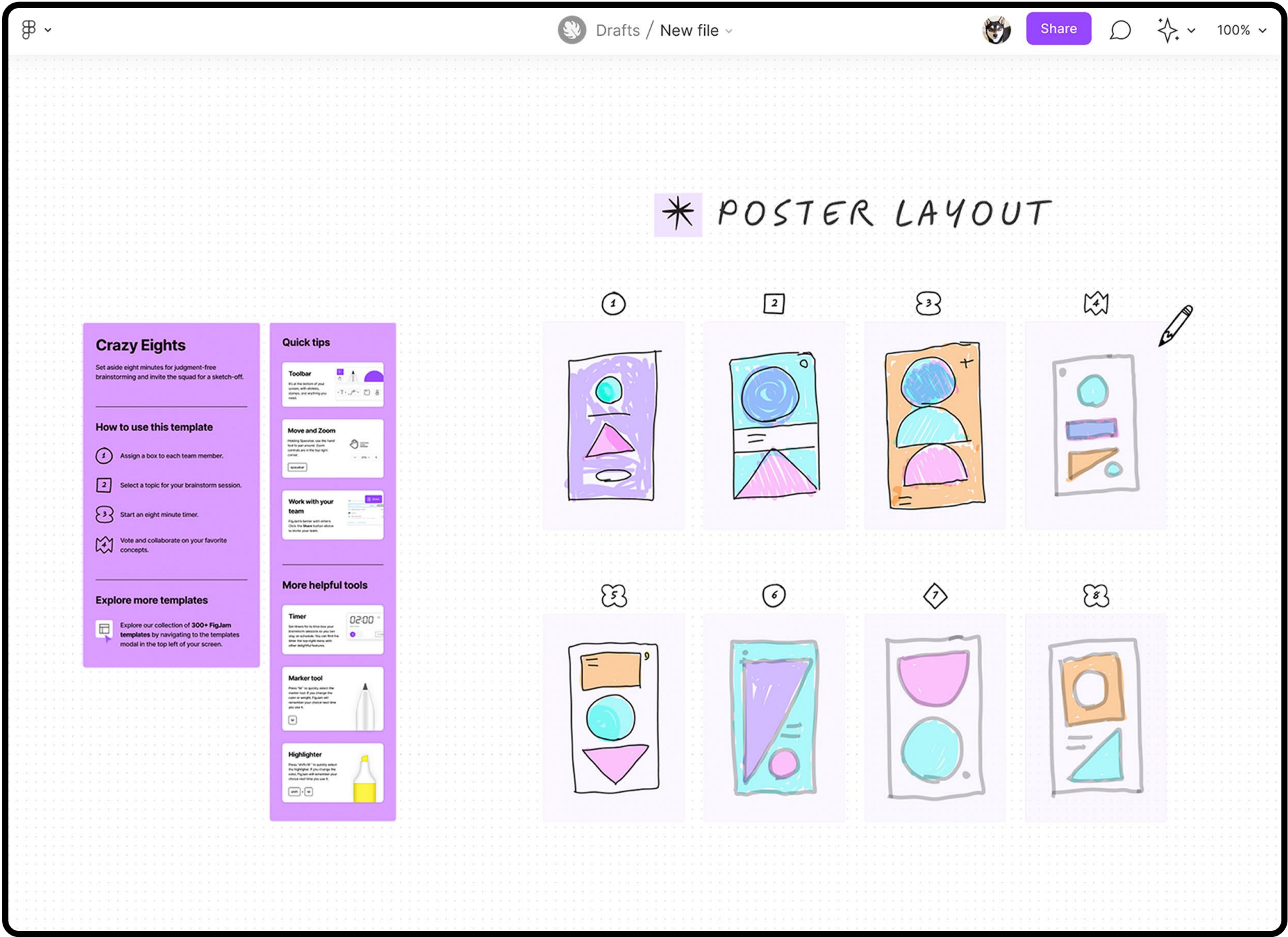
It's frustrating to invest energy in a brainstorming session that doesn't go anywhere. Plan out a communication strategy to share key milestones of post-session progress. For example, you could send emails that recap the session, show the designs that'll move forward, and celebrate when a feature from your session launches.

Brainstorming frameworks that work virtually

There are plenty of ways to structure brainstorming sessions—some are better suited for remote work. It's best to try a variety and critique each.

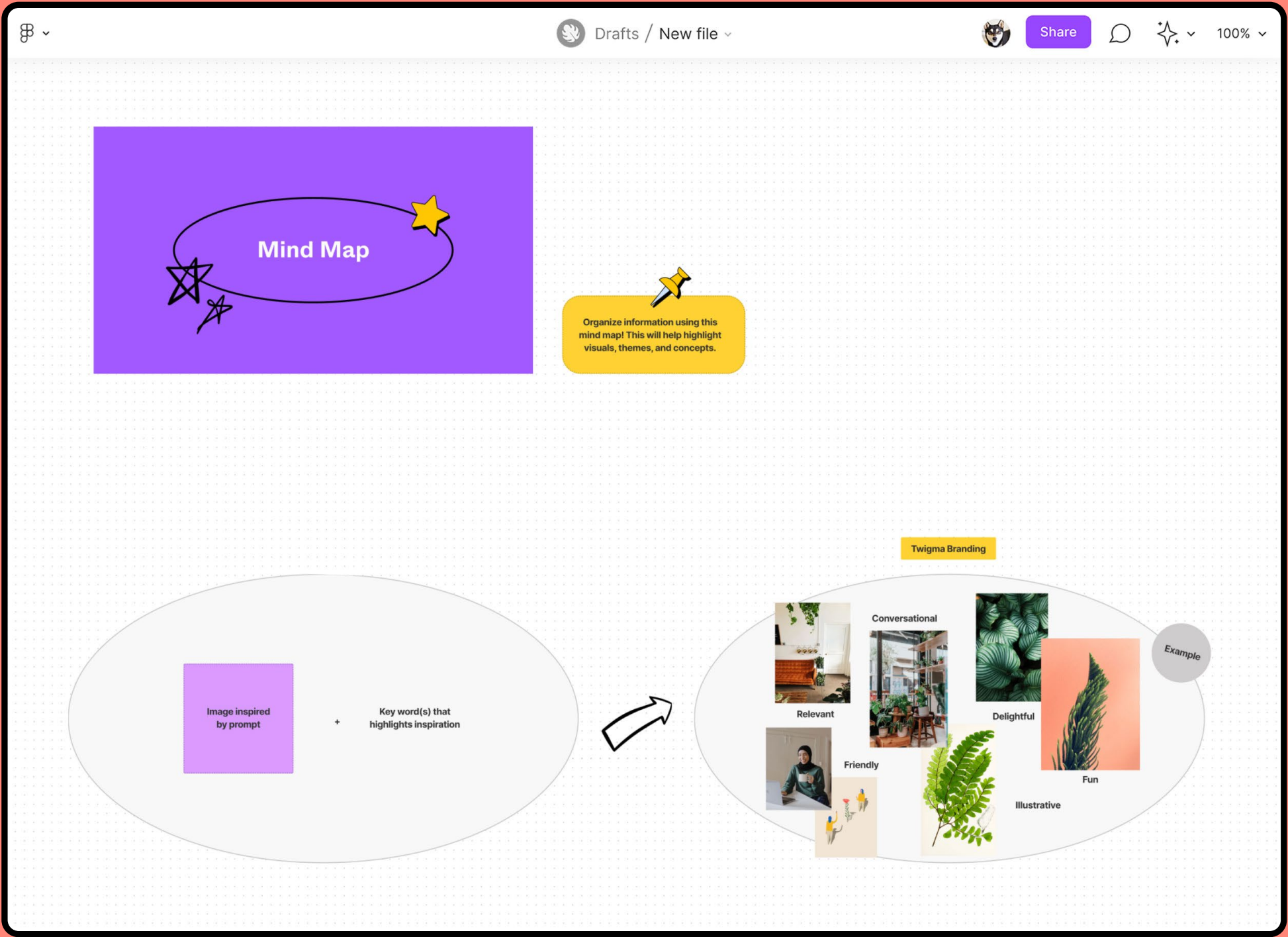
Crazy 8s

Crazy 8s is a favourite at Figma. You give each breakout team eight minutes to come up with eight solutions to a problem.



Mind mapping

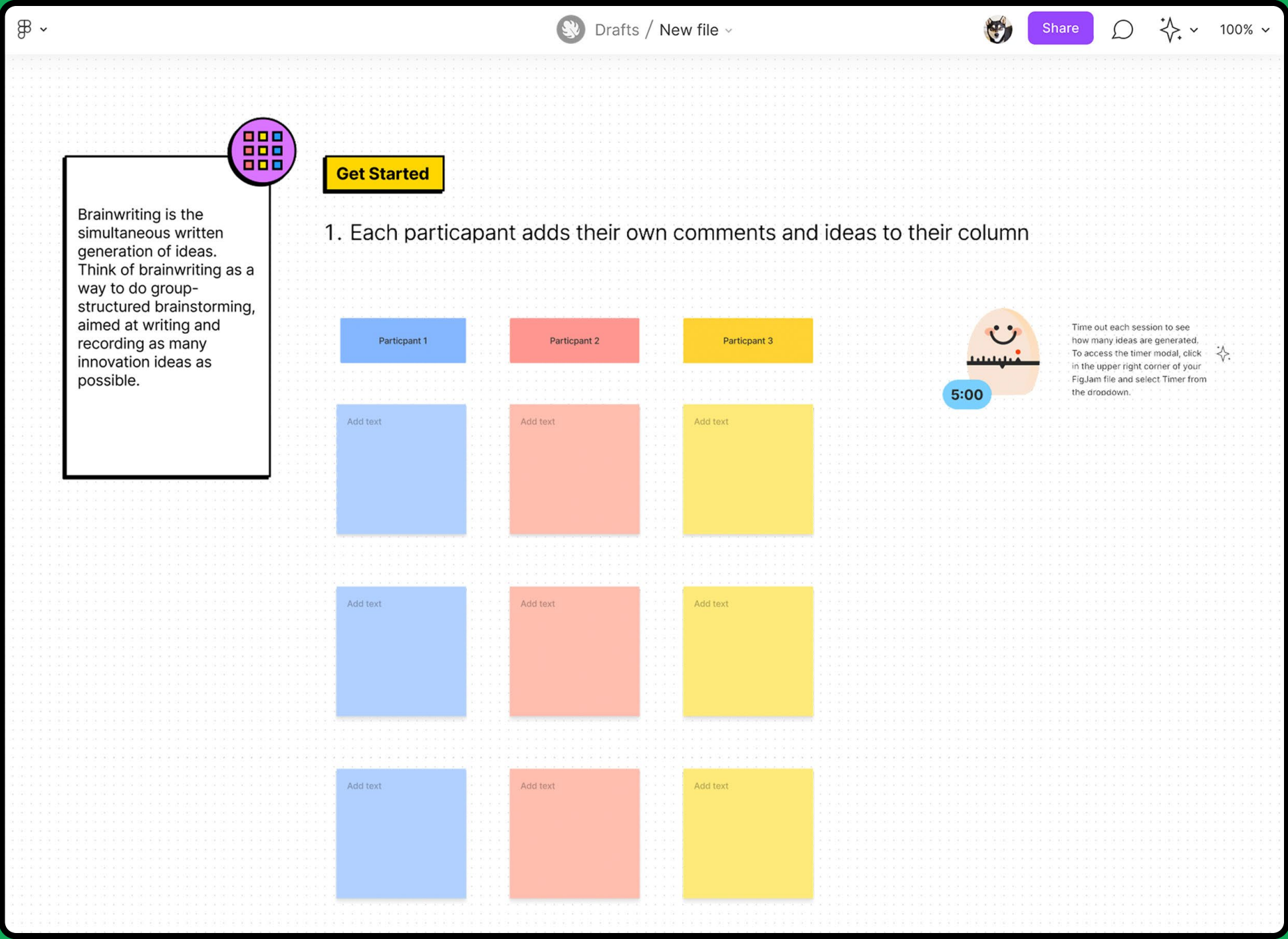
Mind mapping is a non-linear diagram of themes and concepts that relate to a central idea. It'll turn a boring list of information into a visual, visceral image.



Brainwriting

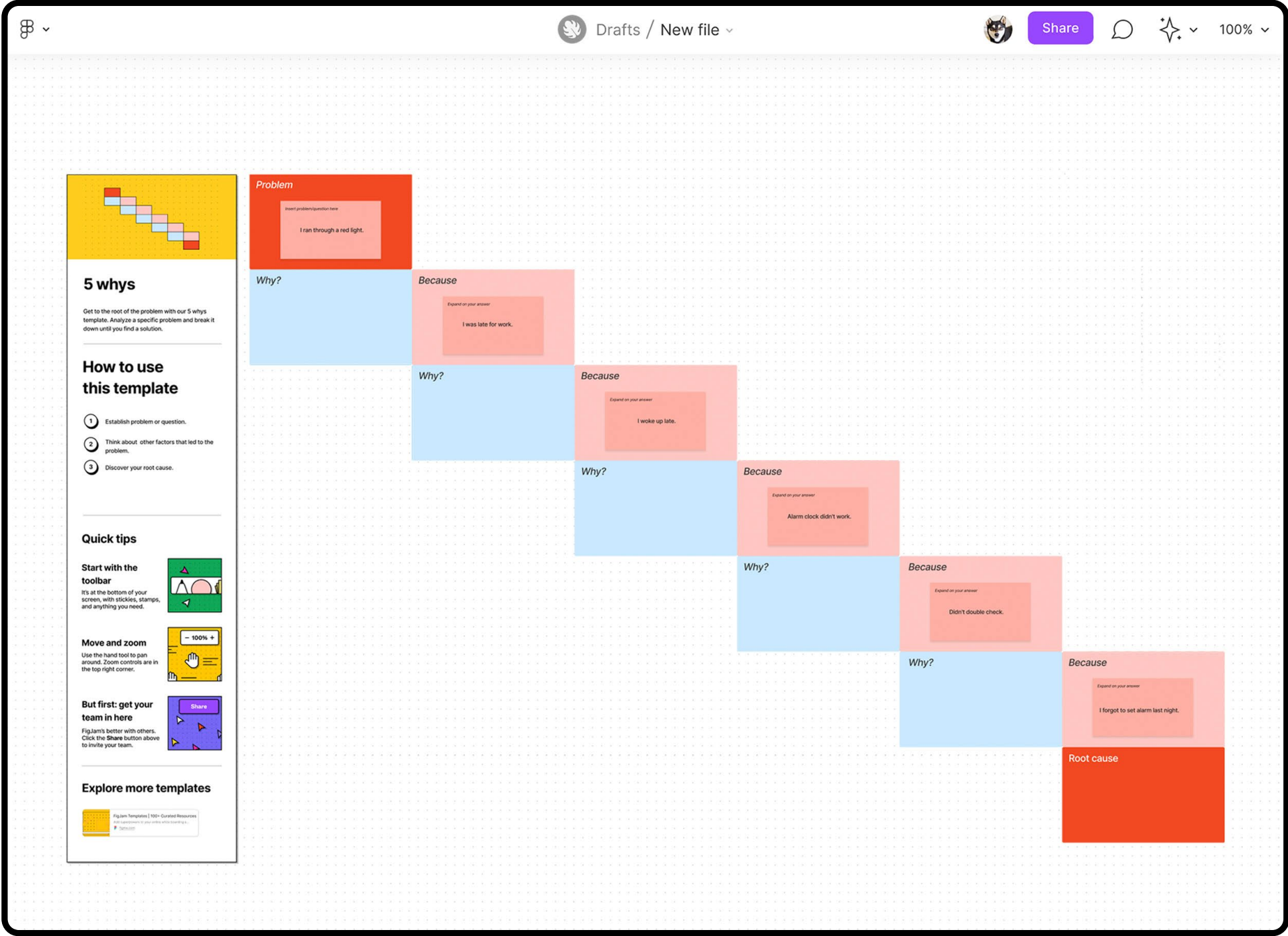
Brainwriting is like the telephone game but for creative ideation.

Participants log their idea or design, then pass it to the next person in the group to iterate on or use to enhance their own idea. Brainwriting is especially well-suited to async brainstorming, which can help you overcome broad time zone differences.



5 Whys

5 whys is a collaborative way to analyse the root cause of a problem. You simply ask a series of “why” questions until you’ve found the real reason something broke. Use it before a design sprint to crystallise the challenge your team is tasked with fixing.



3

CHAPTER 3

Make design sprints more co-creative

Design sprints are typically five-day sessions of conceptualising, building, and testing that quickly turn abstract problems into testable solutions.

If you've ever attended a design sprint in person, you know how energising they can be. Getting so many bright minds focused on a single challenge is one of the most fun parts of building a product.

But when we all went remote, sprints took on a different vibe. It didn't feel as much like working together as just working at the same time. We were all dealing with our own distractions. And we were often working from separate files instead of co-working on a common platform.

Co-creation is important for collaboration. So, we dug into where remote sprints foster co-creation naturally, where they make it harder, and how facilitators can get everyone working from the same space.

It takes a lot of cooperation to make a design sprint work, so there are some unique challenges to running them remotely. But once you remove the constraints of the physical location, you'll find that virtual sprints offer flexibility that in-person sessions can't match.

Benefits and challenges of a remote design sprint



More flexibility

There's no travel planning for remote design sprints. This means you can include more people from a more diverse set of backgrounds without added cost or complexity—including the subjects of your lightning talks.

Remote sprints also give you the freedom to schedule activities offline and on odd days. Run a sprint Wednesday through Tuesday if you want; no one will have to book a weekend stay. And with some activities offline, navigating time zones is a cinch.



New tools to learn

Everyone knows how to write on a sticky note. But not everyone is familiar with digital whiteboards and other online collaboration tools. This becomes exponentially more apparent when you have visual designers, analytical engineers, and non-technical account executives on the team. You'll need to make sure everyone has access to, and a basic understanding of, the tools you use.



The eternal sprint room

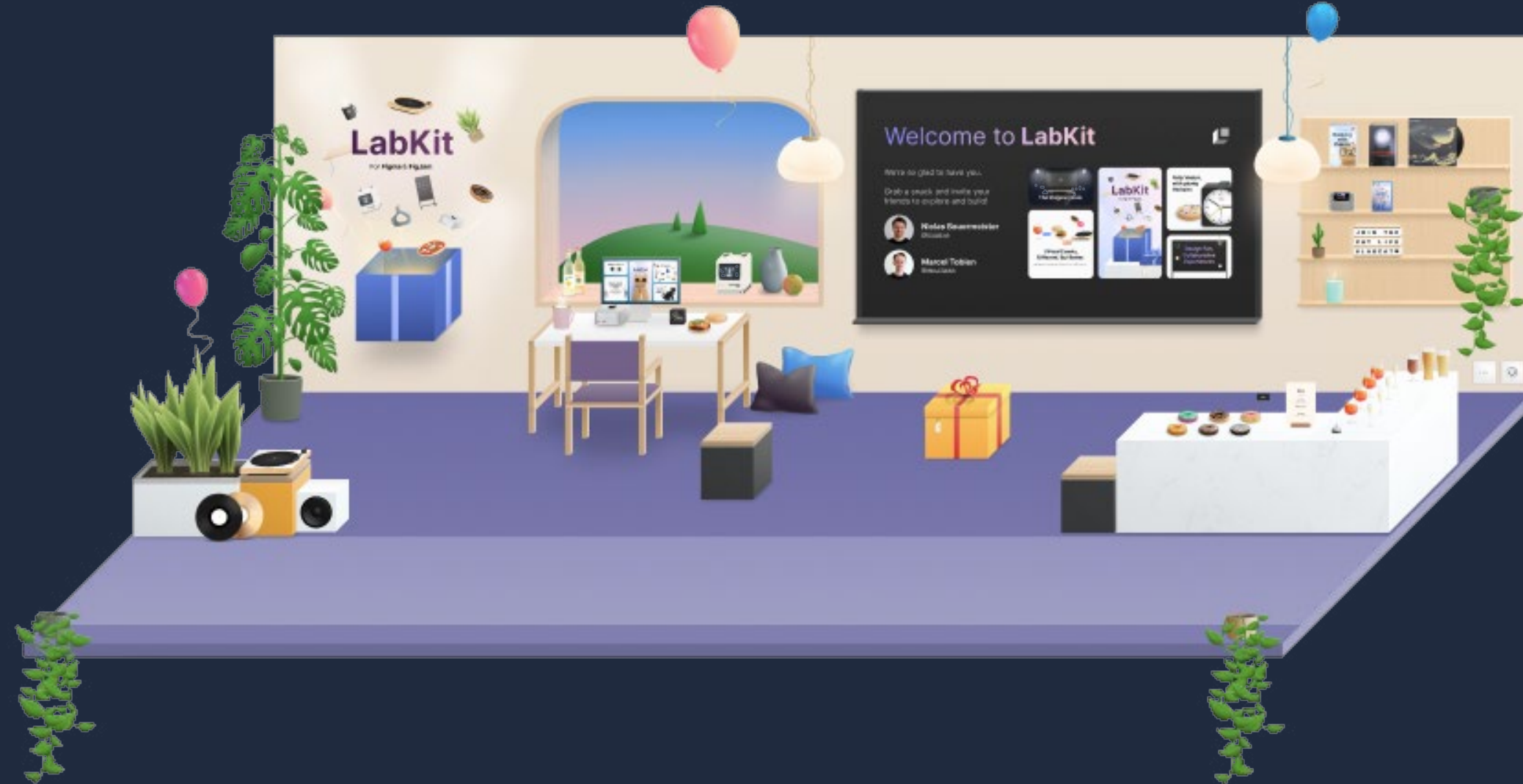
When you run an in-person sprint, you eventually have to clean out the conference room for the next users. Not so when you go remote. All the stickies, designs, and other artefacts—plus the context around them—are saved and ready for future iteration. That'll give even more time for everyone to work from the same set of assets.



More potential distractions

Kids, pets, and the neighbour's lawn mower can all interrupt the creative flow. It's important to help everyone navigate those distractions by planning frequent breaks and offering offline work time.

LabKit is designed to help workshop facilitators create engaging digital experiences with interactive objects ranging from furniture and plants to customizable pizza and burger ingredients.



Tips for leading a remote design sprint

It's not easy to recreate the collaborative atmosphere from an in-person sprint in a Zoom room.

At Config 2022, two designers from MHP - A Porsche Company - showed how they tackled the challenge. Marcel Tobien and Niclas Bauermeister [built a digital workshop in FigJam](#). The online space was modelled after an existing office and came complete with couches, whiteboards, and a welcome room. The duo added games and activities, plus a coffee break area to get everyone engaged and chatting.

You may not have the bandwidth to build your own pixelated sprint room. But there are ways you can make it easier for your team to co-create when working remotely.

1

Prep Work

Create an agenda

The more complete you can make your agenda, the better. It should account for time zones, show when activities are async, and have slots for dealing with roadblocks.

Also, designate breaks for physical movement, camera-off time, and phone checks so your team doesn't feel like they need to multitask. And make sure that roles are clearly defined so everyone knows who will lead, who will field tech questions, and so on.

Build a workspace

The more complete your workspace is before the sprint, the faster you can get to sprinting during the session. [Spotify's all-inclusive template](#) is a good shortcut to creating one. It has an agenda, insights artefacts, lightning talk slides, and a lot more.

Run a mini sprint in advance

Sprint time is precious. You don't want to spend your first hours getting people signed up and familiar with the tools. If you can, run a mini sprint the week prior. Give your team a fun task that requires them to use each piece of tech. That'll shake out all the log-in issues and tech questions ahead of time.

Send lunch delivery gift cards

You can't have a plate of sandwiches ready for your sprint team when they're hundreds of miles away. But you can spring for food delivery to take one personal task off their plate.

Pick a music playlist for creative sessions

We've already talked about the importance of music during creative collaboration sessions. Since sprints have several types of mini-sessions, you could play a range of music to match—something energetic for ideation and something meditative for design time.

2

Run the sprint

Overcommunicate

There aren't as many social cues in remote collaborations to tell you when a session is ending or when someone is struggling during a heads-down sketch activity. Overcommunication—like announcing every restart time on Slack—will help.

Kick off each session with an icebreaker

We're beating the ritual drum because they're so important for team cohesion and creativity. The design team at Stripe [starts their sprint sessions](#) with a twist on the doodle. Everyone in the group sketches their morning coffee order. We love this idea because it's approachable, so non-designers can do it.

Create a “treasure trove” of links

Another smart Stripe strategy is to create a spot in their workspace for links to all the docs, briefs, and decks that get referenced during the sprint. The “treasure trove,” as they call it, becomes a swipe file everyone can return to throughout and after the sprint.

Make the creative parts async

Zoom calls are great for productivity but sometimes [worse for creativity](#). Try taking sketch and design iteration exercises offline. Then pool, vote, and comment in a synched co-creation session.

3

Post-session

Save all the context

It's the journey, not just the destination. All those discussions, divergent thoughts, and even disagreements are gold for future ideation and iteration. Save them in your sprint file and dust them off when it's time to brainstorm again.

Send structured shareouts

People outside of your sprint team will need to see your work. And you'll want feedback from others. [Spotify created](#) a structured, post-sprint shareout that gives a wide audience space to reflect on their sprints.

Here's how they break it down:

- Guided review of sprint activities and prototype with various stakeholder teams (1 hour each)
- Open access to Figma prototype for comments (3–4 days)
- Design team “office hour” to field any further questions and discussion from the tribe (1 hour)

Hold a sprint retrospective

Remote sprints are new to most product teams. A retrospective of the process will help surface the shiniest parts and those that could use a little polish. Consider holding these both as a real-time meeting and an async activity to get the most feedback. Here's [a retro template](#) to get you started.

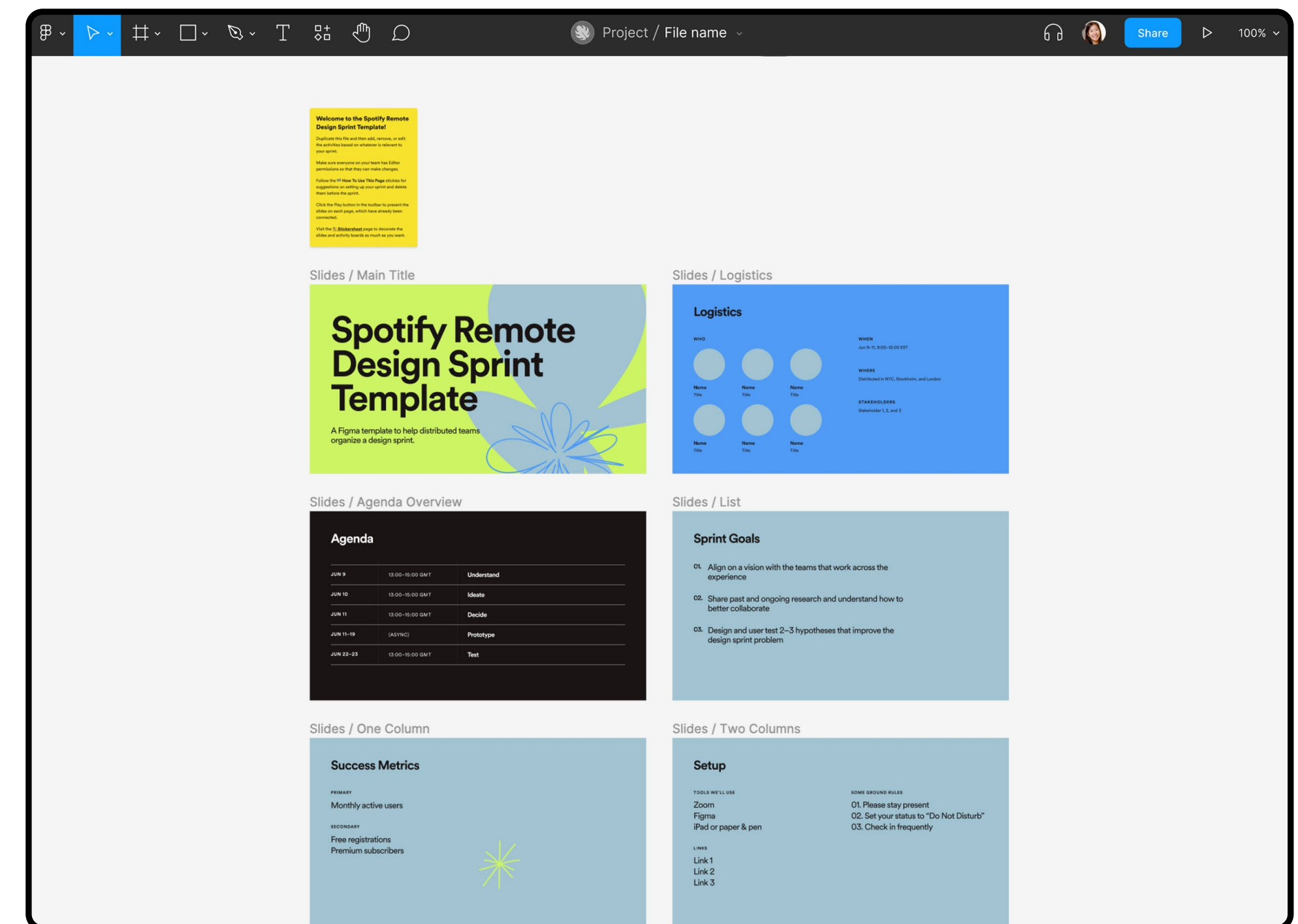
Remote design sprint templates

There are plenty of design sprint workspace templates available. Here are a few that we found to be really useful.



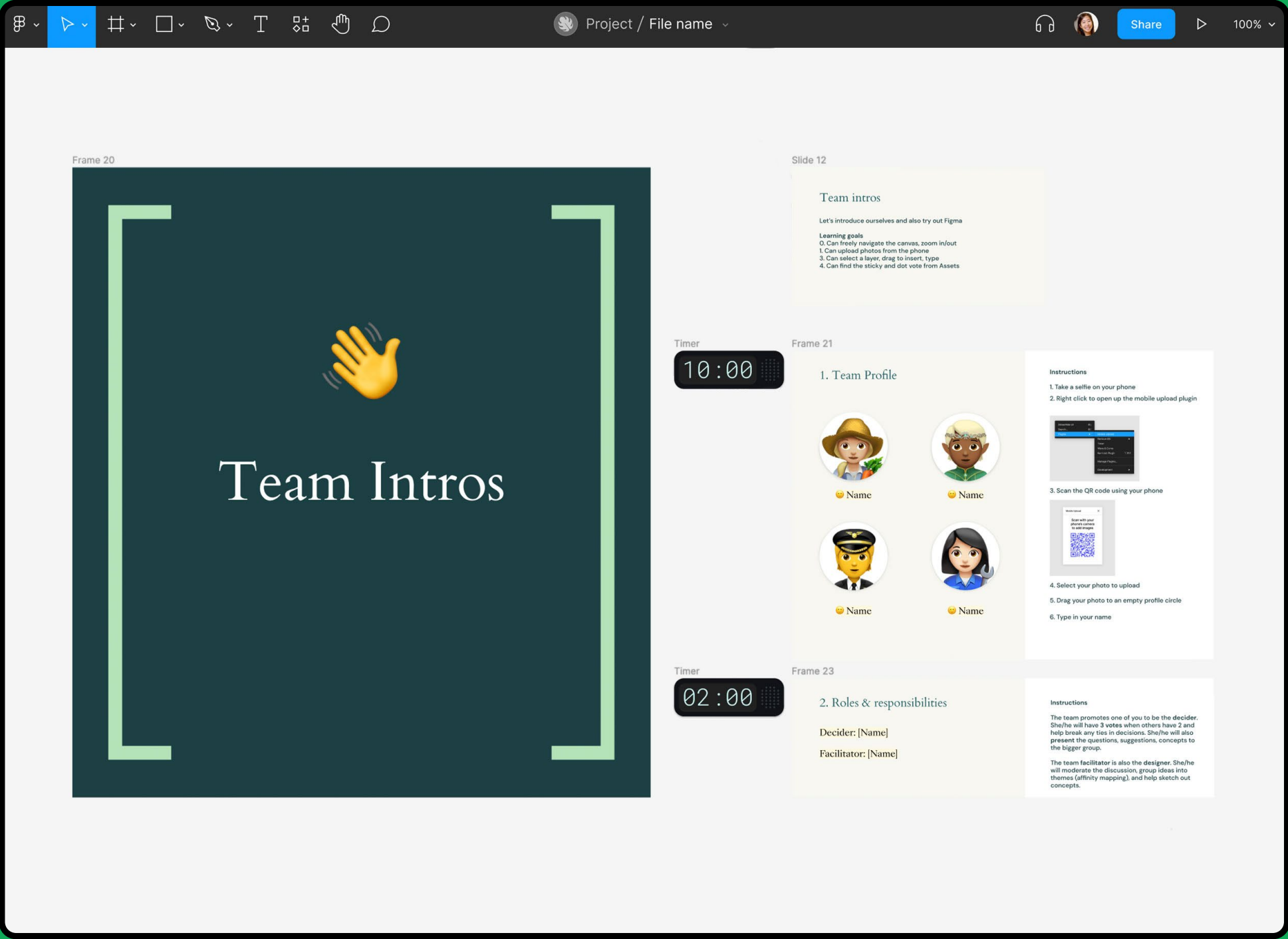
Spotify

A [comprehensive template](#) for a classic sprint done virtually.



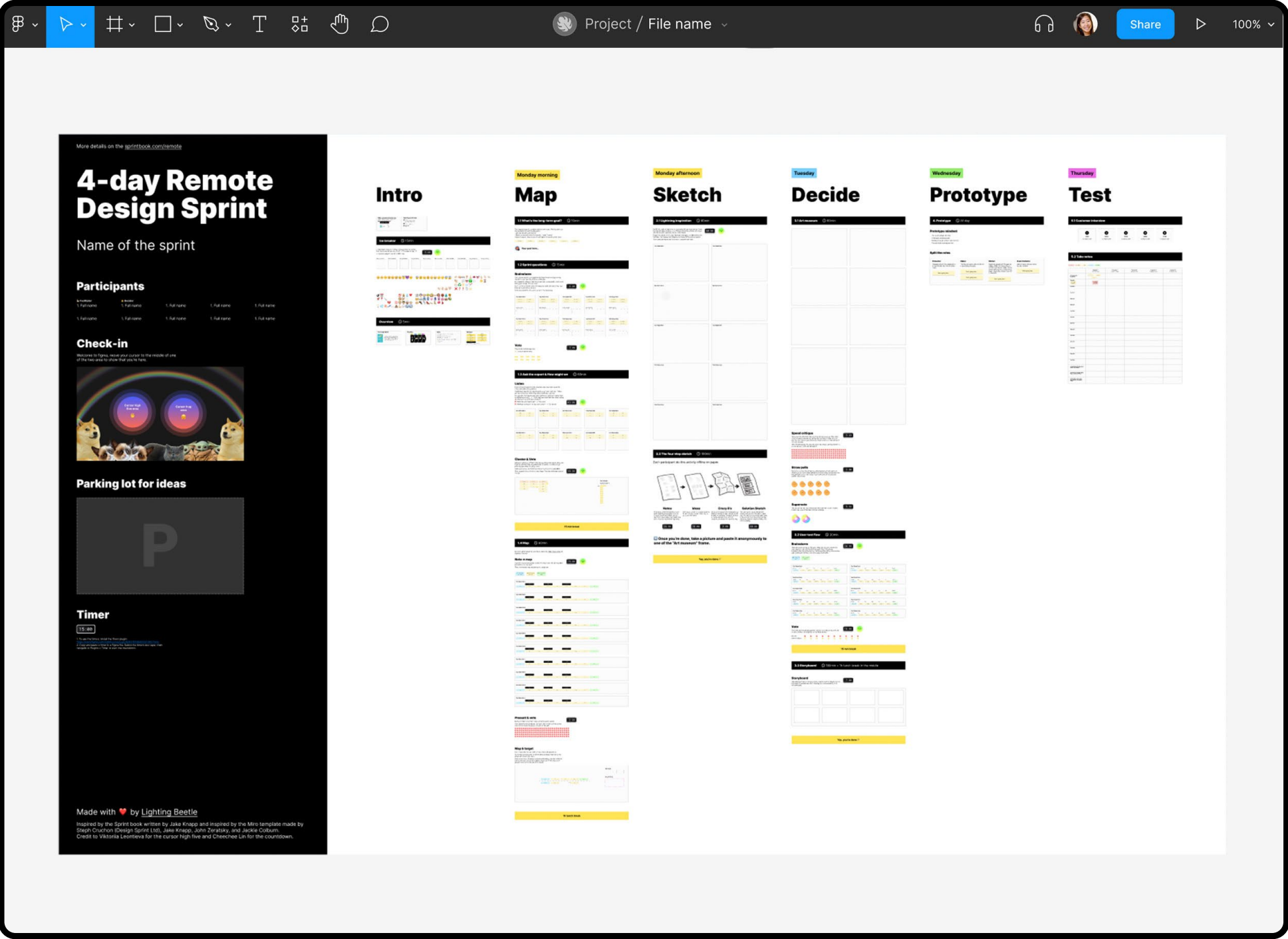
Ironclad

A template that focuses on small group breakouts and independent work, especially for a remote team.



LB Studio

A four-day remote-team sprint template that includes an icebreaker and built-in timers.



Build rapport with online meetings

A modern design team is made of passionate people with varying backgrounds that see a project through a specific lens. Engineers need to know that a new design won't break what they've built for the last three years. Designers want a functional outcome that exceeds user expectations. And project managers need to get activities moving through the next stage.

Design becomes more cohesive when people get to know each other beyond their roles at work. It's how empathy replaces stubbornness, and confrontation becomes collaboration.

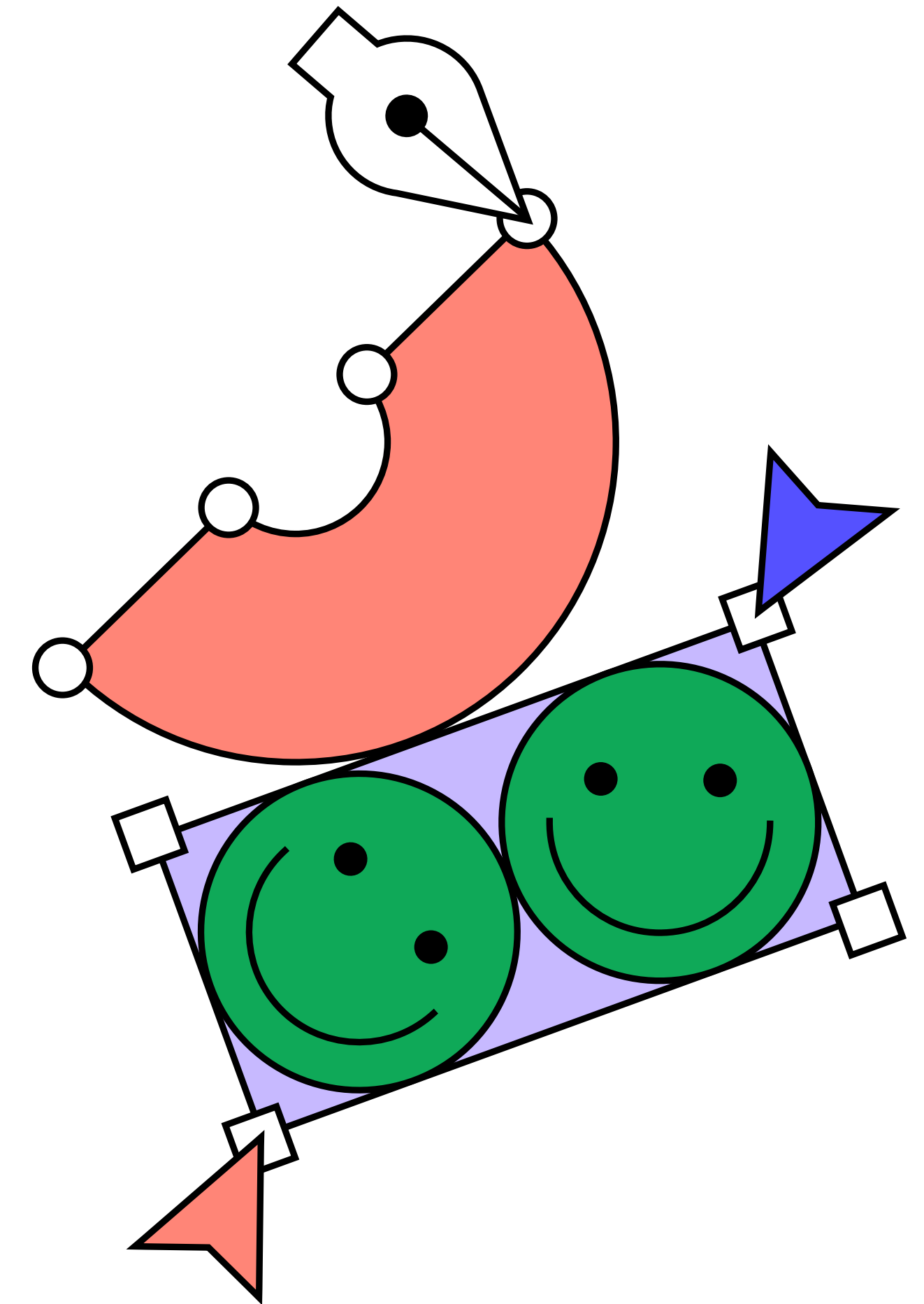
Going remote, we lost the unscripted chances to chat with teammates. There's no more watercooler—which may have actually been a break room, conference room, or nearby coffee shop—to gather around. We're usually talking to someone for the first time on day one of a sprint.

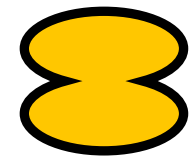
We still meet for daily standups and to critique concepts, though. There's an opportunity to add a layer of rapport building to these regular gatherings.

Tips for running remote standups, crits, and retrospectives

We've had a front seat to watch some of the best creative teams, including our own (humble brag), run fun, collaborative meetings that get people interacting.

Here's a round-up of ways these pros lead three common types of design team meetings.

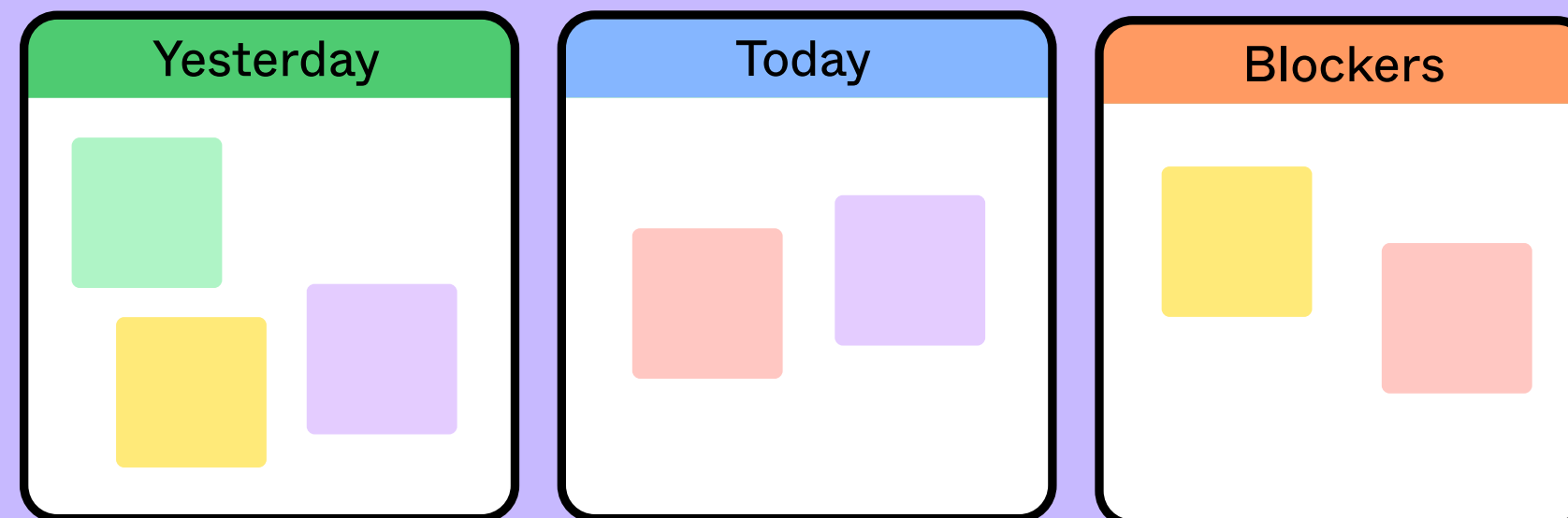




Daily/weekly standup

[Standup meetings](#) are fast-paced peeks at individual productivity. During a standup, each team member answers three questions.

- What did you do yesterday?
- What are you doing today?
- What are your blockers?



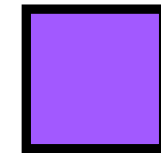
Our project managers use a whiteboard template [like this one](#) to make standups more visual. It has a frame for each question and pre-made Post-its for each team member.

Standups are also the perfect place for a bit of quick team building through ritual. We like our “weekend highlights” question for a low-lift way to get your remote creative team—who may rarely see each other in person—to open up before getting down to business.

These meetings are meant to be short and sweet, but they’ll inevitably kick up other conversations (a mark of an engaged team). Consider adding a parking lot in your template for offline discussions [like this one](#).

Have people in different time zones? No problem. Just ask everyone to record a Loom video and stitch it together for the team to view.

How great is it that when you go digital, each standup is automatically saved for future reflection? You can jump in anytime and see the micro progress on macro projects.



Design crits

Design crits are a chance to elevate collaboration between talented peers. Team members [get feedback](#) from each other by reviewing designs and workflows. They're great for unblocking, maintaining consistency, and kicking off new designs.

Our Chief Product Officer, Yuhki Yamashita, [recently explained](#) a common format for crits at Figma:

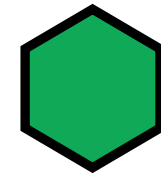
- ~10–15 minutes of presenting
- ~5 minutes of lingering questions
- ~5 minutes of silent writing and commenting on the file

He explained how we use Spotlight in FigJam to make co-creating easier. Attendees can comment on the design while someone is presenting. This format gives attendees “multiple points of entry” for maximum feedback.

The team at Overflow created a [design crit meeting guide](#) based on their own trials and experiences. There are several great action items for both presenters and attendees.

You can also use crits to build rapport with people from outside the typical design team. We often invite observers from across the company to attend so they get a peek behind the curtain at how our products are made. We get a lot of new feedback, and they learn how new products fit into the work they do.

Design crits are an important ritual in the building process, and failures in them are less obvious when running them online. So, it's a good idea to run a [“crit crit”](#) occasionally to make sure you're getting useful feedback.



Design retrospective

[Retrospectives](#) are a time to reflect on the design sprint process, the problems you're trying to solve, and the solutions you've used to solve them.

The foundation of design retrospectives is built on three questions:

- What should we continue doing?
- What should we stop doing?
- What should we start doing?

To get started with remote restros, create a workspace with sections (or frames in Figma-speak) for each of the questions. Add coloured sticky notes for people to add comments and encourage using “+1” for votes. [This template](#) will get you started.

Add a timer to your board to keep things moving along, and use emojis to give a wider range of feedback than a simple +1. Have the team co-work to cluster ideas and pain points by theme or root cause.

Leave the workspace open after the meeting to gather feedback after they've had their “aha” moments. Then, schedule a follow-up meeting to present the winners and explain next steps. You can also do this async with a Loom video, too.

You can gamify retros to build rapport before and during the meetings. For example, have everyone describe the sprint with a movie or show title, a superhero, or a car brand. If it's a Chevy “Nova” (Spanish for “no go”), you might have some work to do. Or have them write a “letter to the future” where they foresee what future sprints look like.

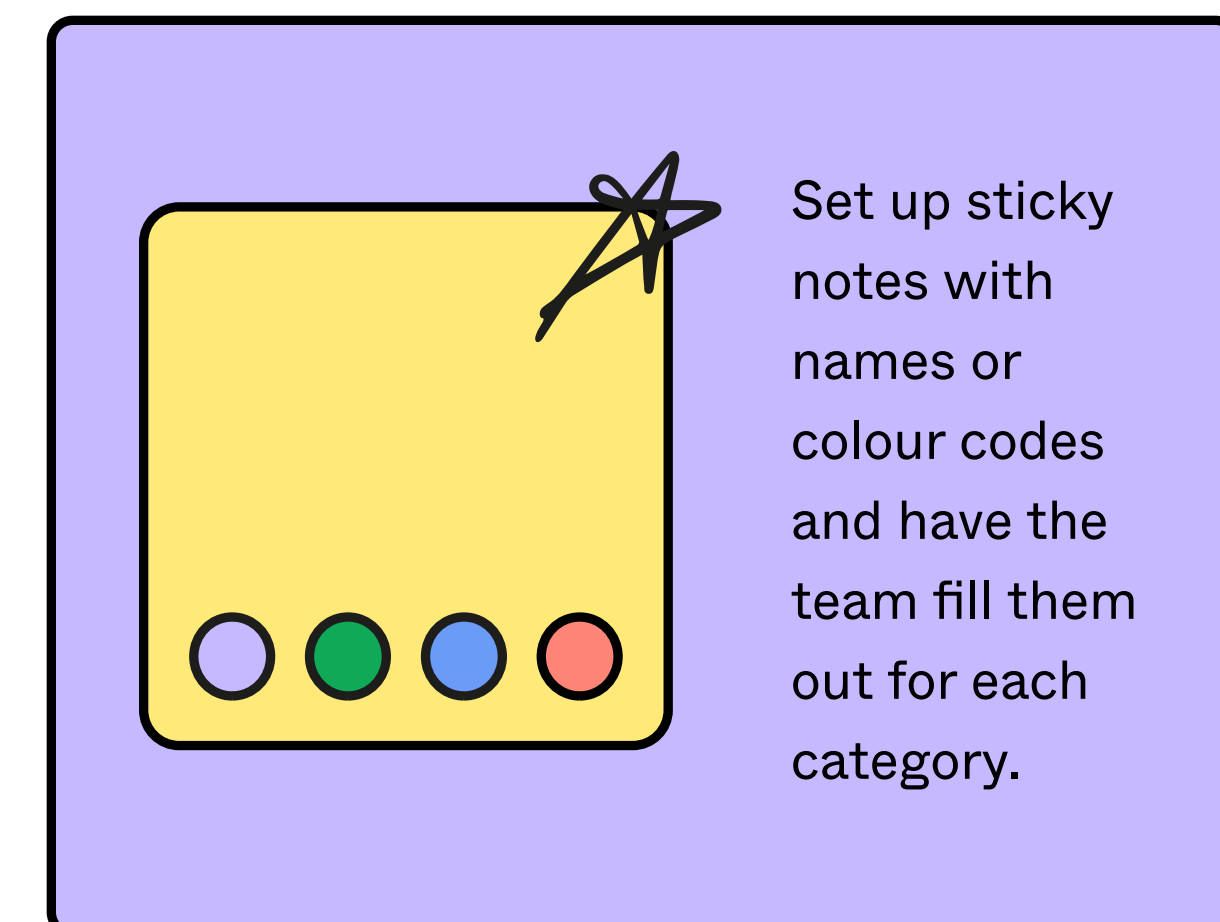
Monotony is the enemy of creativity. Shake up your retrospectives by trying different formats.

The [4L retrospective](#), for example, uses four columns—liked, learned, lacked, longed for—to gather both positive and negative feedback.

This [“stop/start/continue” retrospective template](#) has a fun weather theme.

The [“sailboat”](#) retrospective is a way to visualise a recent design sprint. Four symbols stand for elements of the sprint.

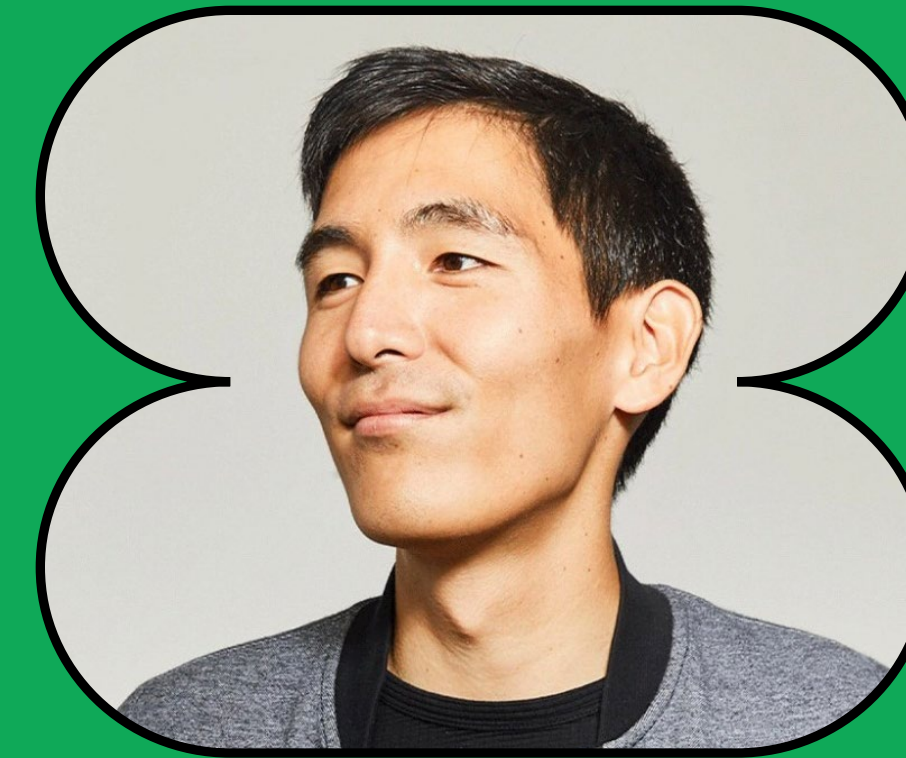
- Island: objective
- Anchor: impediments
- Rocks: risks
- Wind: propellants



Ship, test, iterate: Remote collaborations are a WIP

As product builders, “ship, test, and iterate” is in our DNA. The same principles apply to facilitating remote collaboration. Not every version will work. Some will work for a while but then become less useful as your team and goals evolve.

The important thing to remember is that you’re not alone in your remote collaboration journey. Hundreds of creatives and facilitators have [built and tested templates](#) you can use to make co-creating more inclusive and iterative. Templates for wireframes, product development roadmaps, and, of course, meetings and sprints are all available for you to peruse, pluck, and practise. And once you’ve tweaked your own version to perfection, you can post it for others to learn from, too.



“Today, every digital product is a work in progress. And this has changed how we design. Our work never feels done because it isn’t. ... It’s the chaotic reality of modern product design and development.”

Yuhki Yamashita, Figma CPO

Figma