

## KRISTINE SPENGLER

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### SUMMARY

Service designer with a passion for delighting customers and empowering others to use design thinking & lean innovation to solve customer problems & fulfill unmet needs. Extensive experience using rapid experimentation to test new ideas and develop scalable business models as well as in teaching others to run hypothesis-driven experiments using principles rooted in the scientific method. Expertise leading and sustaining highly engaged cross-functional teams and in managing organizational change efforts. Trained innovation coach & facilitator with 20+ years of experience leading teams that build human-centered, omni-channel, end-to-end user experiences.

### KEY SKILLS

- Design strategy
- Digital product management
- Service design
- Rapid experimentation
- Design leadership
- Workshop design & facilitation
- User & UX research
- Design thinking/ Human Centered Design
- Experience design
- Innovation coaching
- Digital transformation
- Change management

### WORK EXPERIENCE

#### USAA

Service Design Lead & HCD Coach

November, 2021 – Current

Support USAA Bank product and design teams in their effort to understand the breadth and depth of their current state digital product experiences and reimagine those experiences, using member data, to solve problems and deliver delight.

Recent accomplishments:

- Led an educational session for Agile Coaches to become practitioners of Human-Centered Design, enabling them to guide their teams in techniques to make faster, smarter, member-focused product decisions.
- Guided the creation of an executive VP-level working session to align and decide on foundational elements for a USAA Rewards program.
- Designed & facilitate a working session for the checking and deposits bank product teams resulting in the creation of a 3-year strategic, product roadmap designed to increase customer acquisition and product revenue. The working session was followed by generative research and interactive member working sessions in which product teams worked with potential members to ideate on new banking products and features that deliver tangible member value.
- Performed research and synthesized data that provided the USAA Chief Design Office with an understanding of the strategic impact the centralized design organization has had with line of business partners. The results of the research, have enabled executive leaders to determine strategic priorities related to talent acquisition, talent development as well as value delivery related to digital product management.
- Collaborated to create a repeatable, twice-a-year team health assessment process designed to allow support for individual contributors and escalate unhealthy team circumstances to executive leadership. The program is in its second full year, has onboarded 4 new facilitators (total of 8), performed 21 team health checks, delivered 3 summarized reports to executive leadership and has been scaled to evaluate leadership team health across the Chief Design Office.

## American Family Insurance

Senior Service Designer, January, 2020 – October, 2021

Use design process and mindset to find holistic solutions to ambiguous and complex, cross-enterprise problems. Collaborate with partners and stakeholders to co-create customer-driven solutions that are as simple as they are effective. Example accomplishments:

- Combined concepts from Lean Start-up, design thinking, agile, and Strategyzer with learnings from qualitative research to create an Auto COE-specific innovation process.
- Conducted qualitative research on the independent agent sales channel & collaborated with research team to identify insights, opportunities, & design principles that are exclusive to the American Family enterprise, providing a competitive advantage at a time of accelerated growth.
- *Planned and facilitated* a 5-day remote, design- sprint that took participants from shared understanding of current state, to co-creation of a vision for future state, to identification of agent problems, and finished with designing prototypes and gathering agent feedback.

Innovation Strategist, September, 2017 – December, 2019

Coached cross-functional, dedicated teams participating in a 90-day corporate sponsored, innovation accelerator to use a hybrid methodology that combined the best principles from Design Thinking, Agile, & Lean Start-up to search for & create delightful, emotionally engaging solutions to customer problems. Business objective of the 90- day cohort accelerator was to drive business outcomes while influencing participants through practice and safe experimentation to adopt repeatable, continuous innovation-discovery behaviors. Key results from these efforts included:

- Identifying a primary blocker preventing the company from realizing a multi-million-dollar potential savings from customer enrollment in paperless communication.
- Team presented evidence of the blockers to senior leadership which resulted in emergency budget & resource prioritization approval that led to creating a seamless, online user experience that paved the way for paperless adoption.
- Creating a simplified process to support more effective development conversations between managers and employees resulting in more accurate enterprise talent identification & mobility processes.
  - Team validated a customer and problem within weeks, validated a solution for a single market (a Claims business unit) within a month and then scaled to multiple internal “markets” based on word-of-mouth marketing.
- Discovering potential value differentiators for AmFam Storefronts
  - Team identified & validated an important internal customer problem that could be solved with the new channel of delivery in a way that could not easily be copied or repeated.
  - Validation of the customer problem lengthened the internal-startup runway allowing for additional value to be identified and delivered.

## Saguaro Market

Founder/Owner, June, 2016 – January, 2018

I opened Saguaro Market in June 2016 with a vision of building the creative economy by creating opportunities for artists to scale their efforts in order to support themselves by doing what they love. We started as an online store, pivoted to a brick-and-mortar location in October, and doubled sales each month. Saguaro Market was stocked with products created by small-batch, Etsy-esque artists. We had approximately 2000 visitors and about 300 unique sales at every 4-day market and our average sale transaction grew from \$23 to \$35 in 7 months. Saguaro Market has 5,000+ followers on Instagram and 2,000+ Facebook page “likes”.

## Intuit

Digital Product Manager, October, 2011 – October, 2015

- Transitioned the Unified Communications (UC) development team from the waterfall deployment of Jabber to agile Scrum development of the UC suite of applications and tools. Deployed Jabber to 8,000+ employees and partners. Interviewed customers & created surveys to monitor feedback on upcoming enterprise rollouts.
- Analyzed customer data and made recommendations for full-feature request criteria.
- Balanced user requirements with technical capabilities to create a long-term product roadmap.
- Conducted 25+ customer interviews, remote user tests & surveys. Created user personas & used interview data to create the vision for solving targeted customer problems.
- Designed the case for a manager control panel/portal resulting in leadership approval and resources for testing the solution.

- Developed roadmap, backlog of user stories, functioning wireframes, and design guidelines & template.
- Supported product & service teams in their efforts to perform continuous improvement through rapid experiments on intranet experiences. Successful efforts led to an HR departmental adoption of using Lean Start-In techniques to drive process and service improvements.
- Contributed to an updated method for driving customers to support/care articles resulting in a 30% increase in content consumption and a 10% decrease in new customer cases.

#### Innovation Catalyst, October, 2011 – October, 2015

- Promoted design thinking across the organization; facilitated and coached eight Lean Start-In events.
- Consulted with HR, finance, and product development leaders on best practices for implementing design thinking, continuous improvement, and Intuit's branded approach to these goals called Design for Delight (D4D).
- One of eight individuals across the enterprise selected to conduct research that led to deepening our leaders' understanding and adoption of customer-centric product design & development techniques.
- Efforts culminated in an enterprise-wide roll-out of a coaching program focused on using teachable moments to help directors and above understand how to be servant-leaders in the age of innovation which resulted in a +9 net promoter score.

Additional related, professional-experience dating back to 2000 is available upon request or on [my website](#).

#### EDUCATION

##### University of Minnesota

Information Systems & Design (completed 1 year of 2-year master's program)

##### University of Wisconsin-Madison

B.S. Education

#### TECHNICAL ACUMEN & CERTIFICATIONS

- Luma Institute Certified HCD Practitioner
- Intuit trained Innovation Catalyst & design thinking facilitator
- Scrum Project Management, ICAgile Professional Certification
- Service Design Certification, Cooper
- Leading Invincible Companies, Strategyzer training/workshop, 3/21
- Highly proficient in most prototyping, user research, content management, & enterprise collaboration tools including:
  - Figma
  - Confluence
  - User Zoom/ User Testing
  - Adobe Creative Suite (Photoshop/Illustrator/XD)
  - Sharepoint 2010/2013
  - Mural, Miro, Fig Jam