The Board Director Mindset for Design Executives

A practical guide for navigating the boardroom transition

Perspectives from board directors, design executives, and recruiters on the value design executives bring to the boardroom



The board director mindset for design executives

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The arrival of the design executive as a board director

The boardroom is being reshaped by forces that demand a new kind of director. AI is generating customer interactions at a scale and variability that no traditional oversight model was designed to govern.

The board director mindset for design executives

When I interviewed chief design officer Daniela Jorge for my first design executive research study in 2023, I remember her describing her mindset as “business-first, designer-second.” It was a profound insight.

To succeed at the highest levels, you have to transform the way you perform, not by letting go of your hard-earned expertise but by translating it to address broader business problems that span multiple topics, constraints, and stakeholder dynamics.

I have seen this pattern repeat across the hundreds of design executives in small to large enterprises I have interviewed since. They bring their design expertise to the table, but they recognize that their highest form of business impact comes when they are sought after as strategic leaders who add a unique perspective to decision-making rooms and shape business outcomes.

Many design executives in our peer community have asked me over the years: What does it take to make the leap to the board? This paper seeks to answer that question by drawing on cross-functional perspectives on the opportunity for design executives at the board level.

This study was made possible by our members, who showed up to these conversations together. I am grateful to my advisors Daniela Jorge and Kaaren Hanson, whose generous introductions brought several of the experts featured in this paper into these conversations. This paper looks specifically at that value through a board and corporate governance lens, in the terms used by recruiters, board directors, and governance advisors.

It distills the board-level insights of seven experts, including board recruiters, board and governance advisors, a former CFO, and design executive who have made the transition, and reframes them for design executives exploring a board career path.

The questions we will answer in this study:

1. *What is board service really like?*
2. *What value do design executives bring to the board?*
3. *How can design executives prepare to make the leap?*



Gordon Ching
Founder
Design Executive Council

Perspectives from board directors, design executives and recruiters

Over the past year, DXC has hosted a series of Fireside Chats, led by Founder Gordon Ching, featuring subject matter experts exploring two critical questions: What value do design executives bring to corporate boards, and is there growing demand for design executiveship in board positions?

The following Q&A responses highlight the perspectives of experts who have firsthand experience in the boardroom and in preparing design executives for board readiness.

The board director mindset for design executives

Featured voices

Amy Karn

Consultant and Board Recruiter
Spencer Stuart's Boards Practice

Wendy Daines

Board Expert and Consultant
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Randy Gottfried

Board Director
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Former CFO
Riverbed
AppDynamics

Jessica McIntosh

Executive Director of Director Advisory Services
J.P. Morgan

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Former Board Director
Mr. Cooper

Jocelyn Mangan

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The mindset shift every design executive needs

Amy Karn is a Consultant and Board Recruiter. She is a member of Spencer Stuart's Boards Practice, with over 25 years of experience in board recruitment and governance.

She has participated in over 900 board assignments for a diverse range of clients, including Fortune 100 corporations and high-growth technology companies.

Before joining Spencer Stuart, Amy served as director of research at a boutique executive search firm. She holds a Bachelor of Arts in History and a Master's in Library Service from Rutgers University and is involved in leadership programs aimed at increasing diversity in boardrooms.

"Design executives add immense value by offering a nuanced understanding of product trajectories and customer needs.

Boards today highly value members who can translate product vision into market impact, demonstrating how design decisions drive revenue growth and user engagement."



Amy Karn

Consultant and Board Recruiter
Spencer Stuart's Boards Practice

Gordon

How has the emphasis on board diversity evolved in recent years, and why is it critical for companies?

Amy

Board diversity has become a top priority, especially since 2020, when we saw a clear shift following the George Floyd incident. Companies recognized the need for diversity beyond ethnicity and gender, expanding to include diversity in professional backgrounds and life experiences.

For tech companies, this means looking for board members who bring not only varied perspectives but also relevant expertise in fields like technology, product development, and design. Diverse boards are simply better positioned to understand and adapt to market dynamics, which leads to more robust decision-making and resilience.

Gordon

Why is there a growing demand for board members with digital and technology expertise, especially in the tech industry?

Amy

The second wave of the internet and the rise of SaaS models have transformed the skills needed in the boardroom. There's a pressing demand for 'digital directors' who understand the intricacies of digital products, user experience, and the overlap within tech markets.

The complexity of these markets requires board members who can provide strategic oversight on digital transformation initiatives. For design executives, this means highlighting their unique insights into digital ecosystems and how these align with business strategies.

Gordon

How should design executives approach board roles differently from management roles?

Amy

Board roles require a shift from operational execution to strategic advisory. Unlike management, which focuses on day-to-day decision-making, board members are there to validate strategy and probe the company's approach from a high level.

Design executives should position themselves as advisors who offer insights and critical questions, shaping strategic perspectives without getting into tactical details. This advisory role emphasizes broad, business-aligned impact, which differentiates board members from operational leaders.

Gordon

What value do design executives bring to board discussions on product development and market strategy?

Amy

Design executives add immense value by offering a nuanced understanding of product trajectories and customer needs. Boards today highly value members who can translate product vision into market impact, demonstrating how design decisions drive revenue growth and user engagement. It's about showing the board that design is not just an aesthetic function but a strategic asset that shapes business outcomes.

As one board member put it, "The more you can demonstrate ROI by showing how your projects have driven user metrics or revenue, the clearer your strategic contribution becomes."

Gordon

With increasing regulatory demands, particularly in cybersecurity, how can design executives contribute to board-level discussions?

Amy

Cybersecurity is now essential to corporate governance, and new SEC laws underscore its importance. Design executives, while not cybersecurity experts, can add value by advocating for user-friendly and secure design principles that enhance the user experience while meeting compliance standards.

By focusing on secure, intuitive design, they can help bridge the gap between security requirements and customer trust, ensuring cybersecurity doesn't compromise usability. Boards value this balance as it aligns technical priorities with business strategy and customer satisfaction.

Gordon

What are practical steps for design executives to gain visibility and credibility for board candidacy?

Amy

Visibility is key for design executives aspiring to board roles. Networking is essential. Talk to board members and executives about the strategic impact design has on business outcomes. Focus on a few keywords that describe your impact, such as 'growth driver' or 'customer advocate.'

Also, proactively showcase the ROI of your work, such as how a project increased user retention or generated revenue. This tangible evidence of impact, coupled with a strategic understanding of the business, will position design executives as valuable board candidates.

On navigating the mindset shift

If you have spent your career being hired for what you can build and deliver, the board role requires a fundamental identity shift. You are not being asked to run anything. You are being asked to govern it. That means asking the questions that help the management team think more clearly, to surface blind spots that operational closeness makes invisible, and to hold the long view when quarterly pressure narrows the field of vision.

Amy Karn describes this shift plainly: board roles require a move from operational execution to strategic advisory. The board exists to validate strategy, not write it. To probe the company's approach from altitude, not manage its implementation.

For design executives, this reframe can feel counterintuitive. Your career has been built on making things happen. You have shipped products, transformed experiences, and built teams. The instinct is to bring that energy into the boardroom. The discipline is to leave most of it at the door and replace it with something harder: patience, inquiry, and the willingness to be useful without being in charge.

What boards are actually searching for

According to Amy, the first shift in board recruitment was about diversity of background and life experience. Boards recognized that rooms full of identical profiles produced identical blind spots. The second shift is about digital fluency. As platform businesses, SaaS models, and AI-powered products have become the dominant drivers of enterprise value, boards need directors who can govern digital complexity with the same rigor they bring to financial oversight.

She calls them "digital directors." These are people who understand how digital products work at a product level, how AI creates both opportunity and exposure, and how user experience decisions ripple into revenue, retention, and risk. That is a description that fits most senior design executives precisely.

The opening is real. But winning it requires a specific positioning: not "I am a design expert who can help with your product," but "I am a strategic leader who has governed the intersection of customer, technology, and business growth. I can bring that lens to every agenda item on your board, not just the ones labeled design."

How to read the governance gap

Most boards are still figuring out how to connect technology investment to business value. They know they need AI. They know digital experience is competitive. But the governance mechanisms are still being invented in real time. This is your opening.

Design executives who can walk into a board conversation and say “here is what adoption looks like in this kind of platform business, here is what churn signals about product-market fit, here is what non-deterministic AI systems require from a governance standpoint” are providing something the room does not already have.

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> There’s a pressing demand for ‘digital directors’ who understand the intricacies of digital products, user experience, and the overlap within tech markets.”
>
> Amy Karn

Key lessons from Amy Karn

01

Translate your career into one question

Ask yourself what happened to growth, retention, and risk because of decisions you were accountable for. That is your board narrative.

02

Stop thinking like an operator

The shift is not just rhetorical. You must genuinely stop thinking like an operator and start thinking like an owner who holds management accountable for strategy and risk.

03

Design gets you in, judgment keeps you

Your design expertise is the credential that gets you in the room. Your broader business judgment on capital, talent, M&A, and risk is what keeps you there.

04

Digital risk is now a permanent agenda

Cybersecurity, AI governance, and digital risk are now permanent agenda items. Boards value directors who can connect security and AI decisions to customer trust, brand exposure, and regulatory standing, not just technical compliance.

Building the track record boards recognize

Wendy Daines is a Board Expert and Consultant at Boardspan, specializing in digital governance solutions. She has over two decades of experience in executive search, having held key positions at Korn Ferry, Spencer Stuart, and Russell Reynolds Associates.

Wendy previously launched her own executive recruiting advisory, partnering with top search firms and corporate talent teams. She holds a Bachelor of Arts in Art History from the University of Nevada, Reno, and a Master Certificate in Human Resources from Cornell University.

"To qualify for a board, design executives should transition from service-oriented roles to strategic leadership, where they're actively shaping business strategy, not just delivering on it."



Wendy Daines

Board Expert and Consultant
Boardspan

Gordon

What kind of track record should design executives demonstrate to be considered for board roles?

Wendy

A strong track record is essential for board consideration. Boards look for leaders with proven accomplishments who have navigated challenges, learned valuable lessons, and consistently delivered results. Your experience should reflect resilience and the ability to drive meaningful outcomes.

Demonstrating that you've not only achieved success but also gained insights that you can now bring back to guide others is key. This history of performance and learning signals to the board that you're equipped to contribute strategically and add value at a high level.

Gordon

What trends have influenced the shift toward board compositions with more rounded skillsets?

Wendy

The door to the boardroom has opened wider in recent years, largely due to the expanding mandate of boards. Initially, boards sought only CEOs, but they are realizing a board with a variety of executives with a broad skillset but deep knowledge in specific areas is more effective.

Gordon

How can design and CX executives position themselves as strategic assets for the board?

Wendy

Most boards lack a direct customer perspective, so it's a huge advantage when companies seek leaders who deeply understand the customer journey and how it drives revenue growth.

Often, customer experience representation comes through go-to-market (GTM) expertise, but a design executive brings a unique edge by connecting customer experience (CX) with technological trends. For example, Daniela's strong technical background and strategic involvement allowed her to guide companies in leveraging technology for customer-centric growth.

To qualify for a board, design executives should transition from service-oriented roles to strategic leadership, where they're actively shaping business strategy, not just delivering on it. This shift shows boards that you're more than an expert. You're a strategic thinker who understands how customer insights align with company growth.

Gordon

How should board members navigate conflict and differing dynamics within the boardroom?

Wendy

Reaching consensus is essential in any board, and effective conflict management is a critical skill for board members. Each boardroom has a unique culture, with different dynamics among its members, and expectations can vary widely. Some boards are CEO-led, while others may be driven by the most outspoken voices in the room.

It's important for board members to adapt to these dynamics, ensuring they respect diverse viewpoints while guiding discussions toward alignment. Understanding the board's expectations of the management team and fostering open, respectful dialogue are key.

Building consensus in this environment requires balancing assertiveness with diplomacy to create an effective, unified board voice.

Gordon

How is the role of design executives on boards evolving, and what does the future hold for their contributions?

Wendy

The future of boards is increasingly customer-centric, with technology and design playing a critical role in driving business impact.

Design executives who step beyond their functional expertise and gain a well-rounded business perspective are well-positioned to add strategic value at the board level. Opportunities to operate at this level are limited, so it's essential for aspiring board members to actively seek experiences that broaden their understanding of business and market dynamics.

As boards prioritize leaders who understand customer-driven growth, design executives with a strategic mindset and cross-functional insights will be invaluable.

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>
> Wendy Daines

On what opens the boardroom door

The boardroom door has opened wider in recent years. Boards that once filled their seats exclusively with former CEOs and CFOs are now recognizing that breadth of perspective produces better decisions than depth of similar experience. But the opening comes with a condition: to qualify as a strategic asset, not just a subject matter expert.

Wendy Daines articulates the threshold clearly: design executives need to transition from service-oriented roles to strategic leadership. This means moving from delivering on strategy to actively shaping it. This is not a change in title. It is a change in how you hold yourself accountable. The board does not want to know how well you executed. It wants to know how you think about what the company should do next, and whether you have the instincts and experience to challenge management's assumptions.

The track record boards want to see

Boards look for evidence of three things: that you have navigated genuine challenges (not just executed well in favorable conditions), that you have extracted transferable lessons from those challenges, and that you have consistently produced results that matter at enterprise scale.

For design executives, this means curating a track record that makes clear you have operated across the full system. This means you have not just owned the design function but also influenced the product roadmap, shaped growth strategy, held accountability for retention and revenue outcomes, and managed the intersection of technology and customer trust. The more you can demonstrate that design decisions under your leadership translated into measurable business performance, the clearer your case becomes.

The rarer ingredient is what Wendy describes as the ability to bring back insights to guide others. Boards are not just buying your past experience. They are buying your judgment. They value your capacity to make relevant patterns from your career available to companies that are navigating their own versions of those challenges. This is where the advisory role becomes generative, not just credentialed.

The customer perspective as competitive advantage

Wendy makes a point that is easy to underestimate: most boards genuinely lack direct customer perspective. Customer experience is often proxied through go-to-market leaders or CFOs reading churn metrics, but neither group has lived in the customer journey the way design executives have. They have not made design decisions that traded short-term friction for long-term trust. They have not navigated the real-time consequences of a personalization algorithm that learned the wrong pattern, or an onboarding flow that lost users at the moment of highest intent.

In a business landscape where AI is generating customer interactions at scale, such as recommendations, conversations, and decisions, the distance between what a board sees in its dashboard and what is actually happening across that AI-mediated journey is growing.

Navigating the boardroom as a new voice

Each board has its own culture. Some are CEO-led, others are driven by their most outspoken voices. Wendy's guidance is to read the room before trying to change it. Build consensus through diplomacy before assertiveness. The board voice that endures is the one that respects the existing dynamic while consistently adding the perspective the room was missing.

For design executives, this means being patient with the pace of board governance. You are not there to transform the room. You are there to make it measurably smarter over time.

Key lessons from Wendy Daines

01

Curate your track record

Focus on the outcomes the board cares about: growth, retention, risk mitigation, and competitive differentiation. Lead with the business result. Design is the method that produced it.

02

Build a lessons learned narrative

Think about what you learned from navigating hard situations as seriously as the results you achieved. Boards are buying your judgment, and judgment is built from experience in difficult conditions, not just smooth ones.

03

Customer-centricity is not a soft value

In platform economies and AI-driven businesses, customer-centricity is the strategic differentiator that financial and operational directors cannot provide. It is a concrete capability, not an abstract principle.

04

Adapt before you lead

When you enter a board, learn the culture and build trust before introducing the perspectives the room is missing. Boards that feel heard are boards that listen.

How to engage and resonate with board audiences

With over 30 years of experience in the technology sector, Randy Gottfried is a respected executive, specializing in scaling high-growth companies.

He currently serves as an Independent Director at Freshworks and Attentive. Previously, he was Chief Financial Officer at AppDynamics through its acquisition by Cisco, and held the roles of Chief Operating Officer and Chief Financial Officer at Riverbed Technology.

Randy has also served on the boards of DataStax and Sumo Logic. He holds a Bachelor of Business Administration in Accounting from the University of Michigan and an MBA in Strategy and Marketing from Northwestern University's Kellogg School of Management.

"Customer engagement is increasingly a board-level priority. Design executives, with their deep customer insights, help boards understand how to adapt strategies that prioritize user experience and customer loyalty, which are critical to long-term success."



Randy Gottfried

Board Director
Attentive
Freshworks

Former CFO
Riverbed
AppDynamics

Gordon

Why are design executives well-suited to help boards manage risks and innovations?

Randy

Design executives bring a holistic perspective that's crucial for balancing innovation with risk. They understand how changes impact the entire customer journey, which is invaluable when evaluating new, potentially risky strategies.

This ability to see both opportunities and risks makes design executives assets in strategic board discussions.

Gordon

How does customer engagement expertise enhance board value?

Randy

Customer engagement is increasingly a board-level priority. Design executives, with their deep customer insights, help boards understand how to adapt strategies that prioritize user experience and customer loyalty, which are critical to long-term success.

Gordon

As a former CFO and COO, how could design executives effectively communicate with other board members?

Randy

It is important to provide tangible data to support decisions, such as financial data or benchmarks of resourcing ratios, to inform a decision and make it more likely to be funded.

At the board level, you need tangible evidence rather than an aspiration or a good idea to make a convincing argument.

Gordon

What experience should design executives emphasize when seeking board positions?

Randy

It's important for design executives to showcase their knowledge of the broader business landscape.

Boards want members who can link design insights to business goals like revenue, customer engagement, and risk management. Highlighting this understanding positions them as strategic partners rather than functional specialists.

Gordon

How might a design executive participate on a board? What would that look like?

Randy

Committee work is a great place for a new board member.

Committee roles for user experience and product leaders include Audit and Compensation, and growing companies often create additional committees.

Design professionals can add value to a board by participating in strategic committees, especially those related to UX, and M&A. New board members should be involved in strategic committees to gain deeper insights and make more impactful decisions.

Chief design officers should take advantage of being in the office to interface with people in other functions and gain valuable experience through customer calls and trade shows. Don't be afraid to emphasize how design contributes to broader business goals and competitive differentiation.

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> They understand how changes impact the entire customer journey, which is invaluable when evaluating new, potentially risky strategies."
>
> Randy Gottfried

On speaking the board's language

One of the most consistent patterns in how boards evaluate potential design directors is this: the conversation often breaks down not because the design executive lacks credibility, but because they present it in a language the room does not speak. Design impact communicated through portfolio examples and user research insights does not translate, without effort, into the vocabulary boards use to make decisions: revenue, margin, risk, and capital allocation.

Randy Gottfried brings a former CFO's perspective to this problem. His guidance is direct: you cannot sell an idea without tangible evidence, and you cannot build credibility without tying your contributions to the metrics boards already track. Activation, retention, NRR (net revenue retention), customer acquisition cost, cost-to-serve, and incident rates. These are the numbers that connect experience quality to P&L. If you have managed these metrics in your operational role, they become the bridge to board-level fluency.

The holistic risk perspective

Randy identifies the design executive's most underrecognized board contribution: the ability to see risk across the full customer journey. Most board directors evaluate risk from a financial or legal frame, including exposure to litigation, regulatory penalty, and balance sheet concentration. Design executives evaluate risk from a different axis: where is friction building trust, and where is it eroding it? Where is innovation creating opportunity, and where is it creating exposure in the customer relationship?

This becomes especially important when boards assess new, potentially risky strategic moves like a major AI rollout, a product shift, or an acquisition altering the customer experience. The financially-focused director asks, "What are the downside scenarios?" The design executive asks, "What happens to our customers in each scenario, and how does that change their experience?"

Committee work as the proving ground

Randy's practical advice for new board members is to start in committee work. For design executives, strategic committees are the most relevant proving grounds. These are the spaces where the intersection of customer insight, digital risk, and business strategy is actually being worked through in real time. This is where a director who can ground abstract risk discussions in concrete customer and product terms adds immediate, observable value.

He also highlights M&A as an area where design executives have a perspective that is rare and genuinely useful: evaluating targets through the lens of customer experience complexity, platform integration risks, and the human-centered implications of combining product experiences.

From functional specialist to strategic partner

Randy's advice on what to emphasize is about positioning rather than credentials. Show the board that you understand the business landscape they govern, not only the function you came from. That is what moves a design executive from specialist to partner in the room.

The distinction matters because it changes what you are asked to do. A functional specialist is consulted when an agenda item touches their area. A strategic partner is expected to hold a view on all of it. For a design executive, the work of earning the second description starts long before the board seat, in how you describe your own results inside your own company.

Key lessons from Randy Gottfried

01

Learn to speak in unit economics

Activation rate, retention cohorts, NRR, LTV, CAC, and cost-to-serve are the metrics that link experience quality to the P&L. If you have not owned these metrics operationally, start building familiarity now.

02

Frame contributions as risk or growth

Every board contribution should be positioned as a risk or a growth lever, not a design principle. Saying that your onboarding flow drives 30% of 90-day retention lands. Saying that you need a better user experience does not.

03

Volunteer for committee work

Participate in business initiatives where digital, policy, and AI governance is being actively constructed. These are the spaces where design executives can shape what oversight looks like in practice.

04

Bring benchmarks

Comparative data is the currency of board credibility. Industry conversion rates, churn benchmarks, and design investment ratios at comparable companies give your perspective the specificity that boards respond to.

Building a strategic narrative that lands with boards

Jessica McIntosh is an executive leader with deep expertise in board advisory and corporate governance.

She currently serves as Executive Director, Director Advisory Services at J.P. Morgan, where she helps companies navigate board matters and leadership transitions. Over her 20-year career at J.P. Morgan, she has held strategic business development, client service, and chief of staff roles, including in the Office of the Vice Chairman.

Jessica also serves on the board of the Jimmy Lee Scholars Fund, Archdiocese of New York, supporting scholarships for low-income students. She holds a B.A. from the College of Charleston.

"For design executives to be considered, they must exhibit strategic leadership capabilities to offer perspective on a variety of subjects and demonstrate their ability to contribute to strategic needs rather than a narrow focus on design."



Jessica McIntosh

Executive Director of Director Advisory Services
J.P. Morgan

Gordon

What unique value do design executives bring to the boardroom?

Jessica

Design executives have an inherent ability to bridge creativity with measurable outcomes, which is highly valued by boards today. For instance, connecting design initiatives to customer loyalty or revenue growth shows how design can influence major business goals.

This alignment with strategic metrics is what differentiates design executives as valuable board candidates.

Gordon

How can design executives effectively communicate their impact to boards?

Jessica

Boards respond to measurable results, so it's essential to frame design contributions in terms that boards prioritize, like operational efficiency or market share.

By tying creative strategies directly to business metrics, design executives make a strong case for the board's recognition of their value.

Gordon

What steps should design executives take to position themselves for board roles?

Jessica

Develop a strategic narrative around your experience. Show how your work aligns with the company's broader strategy and be prepared to speak to the ways in which design can support growth and resilience.

This demonstrates that you understand the company's overarching goals and your role in achieving them.

Gordon

What is one of the challenges facing boards today that design executives are particularly skilled at?

Jessica

Subscription-based business models have become more prominent especially within technology companies and many boards lack a customer-centric lens, or experience navigating this part of the business landscape to make sound strategic decisions.

By fostering customer loyalty, optimizing user experiences, and driving revenue growth through innovative subscription strategies, design executives are essential in maintaining a competitive advantage in an ever-evolving marketplace.

Gordon

What qualifies a design executive for a board director position?

Jessica

The role of the board is to set strategy and oversee management. In the past, operators with a strategic mindset and financial experts in areas such as investments, mergers and acquisitions (M&A), hiring, and firing have filled this role; adding value in these areas is crucial for the board of directors.

For design executives to be considered, they must exhibit strategic leadership capabilities to offer perspective on a variety of subjects and demonstrate their ability to contribute to strategic needs rather than a narrow focus on design.

Gordon

How are boards currently making connections between design investment and business value?

Jessica

Boards are currently figuring out ways to establish connections, although there isn't a straightforward solution. This presents an opportunity for design executives to drive growth by creating direct connections. The foundation for these connections would be designed, with the ultimate outcome being improved customer experiences that, in turn, lead to increased revenue, business growth, and cost savings.

However, there is no single formula for success. It is contingent on your business situation. All strategic activities should map back to measurable revenue and growth contributions. While there are numerous strategy variables that change from company to company, the key is understanding the business fundamentals that govern every company and driving your association with company success.

On meeting the qualification bar

The board qualification threshold has not moved as much as some design executives assume. Boards still expect directors to hold their own across the full range of strategic topics, including capital allocation, M&A, talent and succession, and risk. This expectation extends beyond just the domain they came from. The difference in the current era is that boards have added digital, AI, and customer fluency to that list. They are not replacing the old requirements. They are adding new ones.

Jessica McIntosh describes what this means for design executive candidates: you must demonstrate strategic leadership capabilities across a variety of subjects, and you must show you can contribute to strategic needs rather than defaulting to a narrow focus on design. You are not there as the design representative. You are there as a director who happens to have deep design and customer fluency. You bring that lens to every agenda item, not just the ones where it is obvious.

The value narrative for your candidacy in board roles

The most important preparation work for a design executive pursuing board candidacy is building a coherent strategic narrative. Not a portfolio. Not a resume. A narrative that answers the question a board search committee is actually asking: “Why does this company need this person’s judgment at this moment in its strategic development?”

Jessica’s framework for building that narrative: show how your work has aligned with and advanced the company’s broader strategy. This means not just delivering design outcomes, but creating defensible competitive advantage, reducing churn, unlocking new revenue, or managing the transition to a new business model. Then connect those outcomes to the governance capabilities you are bringing to the board: the ability to evaluate digital risk, to interrogate AI investment decisions from a customer-impact frame, to assess whether a proposed platform strategy actually matches the customer relationship the company has built.

The business model governance gap and the AI model parallel

Jessica identifies a challenge that most boards are still navigating: subscription-based business models create a governance focus that traditional board expertise is poorly suited for. Revenue recognition is different. Growth measurement is different. The relationship between customer experience and financial performance is more direct and more fragile. Many boards lack a customer-centric lens capable of making sound strategic decisions in this environment.

The AI model governance challenge is structurally similar, and in some ways more acute. Boards approving significant AI deployments often lack the frameworks to evaluate them: What is the risk appetite for model errors? How do we govern AI systems that learn and drift over time? What are the disclosure obligations when an AI system produces a consequential error?

These are not questions the CFO or General Counsel can answer alone. Design executives who have deployed AI in customer journeys, who have seen what happens when a recommendation system behaves unexpectedly or when a personalization model amplifies bias, can provide the missing governance perspective.

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> This alignment with strategic metrics is what differentiates design executives as valuable board candidates."
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> Jessica McIntosh

Key lessons from Jessica McIntosh

01

Build a value narrative, not a portfolio

The board is not evaluating your design work. It is evaluating your judgment. Show how your decisions advanced strategy and outcomes, not your craft.

02

Prepare for the full business agenda

Know enough about M&A, compensation philosophy, risk management, and capital allocation to engage substantively. You do not need to be an expert, but you should be an informed director asking good questions.

03

Frame expertise as governance capability

Position your subscription and platform knowledge as a board-level contribution rather than a domain background. Understanding how retention, NRR, and usage telemetry connect to long-term enterprise value is exactly what governance conversations require.

04

Map activities to measurable outcomes

Every strategic activity should map to measurable revenue and growth contributions. There is no single formula, but the habit of connecting your contribution to company outcomes is what distinguishes board candidates from functional experts.

A design executive's perspective on the identity and role shift

Daniela Jorge is the Chief Design Officer at Capital One and former Board Director at Mr. Cooper. Previously, she was the Chief Design Officer at PayPal and held leadership roles at AT&T, Intuit, eBay, and Yahoo!. She also serves as a board advisor at Loft and is a distinguished advisor and founding member of the Design Executive Council.

Daniela holds an MFA in Computer Graphics and a BFA in Industrial Design from the Rochester Institute of Technology.

"There's a big point of distinction between being on a board and being in the roles that we all occupy, which is they're not hiring you into a board because of your ability to execute and deliver. It's about can you have a well-rounded view and ask strategic questions."



Daniela Jorge

Chief Design Officer
Capital One

Former Board Director
Mr. Cooper

Gordon **What are the key steps for design executives aspiring to board roles?**

Daniela Visibility is one of the biggest steps. Actively connecting with board members and recruiters, keeping your LinkedIn profile updated with board-focused language, and demonstrating your interest in board roles are essential. Boards look for candidates who understand governance and can add strategic value.

Gordon **How should design executives present themselves for board opportunities?**

Daniela It's about more than just highlighting your design expertise; it's about showing yourself as a strategic leader. Showcase your impact on areas like customer experience, revenue growth, or market differentiation.

This demonstrates that you bring a broader, business-oriented mindset.

Gordon **What skill as a design executive do you think is most valuable to a board?**

Daniela I think that the diversity of thought that you bring to a board environment is really helpful. I definitely am wired very, very differently than all of my other board fellow members.

Gordon **What is the key difference between your 9-5 job and being a board member?**

Daniela There's a big point of distinction between being on a board and being in the roles that we all occupy, which is they're not hiring you into a board because of your ability to execute and deliver.

It's about, can you have a well-rounded view and ask strategic questions. Do you bring enough experience, where you're able to contribute when the company is trying to do something, and you say, well, have you spoken with this kind of company, or have you considered these kinds of experts that might be able to help in this situation? So, it's much more of an advisory role. It's much more leading through inquiry than relying on the skill as a successful operator.

Gordon **What advice would you give on balancing board duties with full-time roles?**

Daniela It's a significant commitment, almost like a part-time job.

Managing board responsibilities requires careful prioritization and an understanding of the business's broader context. This balance is essential for being effective and adding true value to the board.

Gordon **How can empathy-driven strategy enhance a design executive's contribution to the board?**

Daniela Being on the board has allowed me to see the impact of empathy-driven decisions on business outcomes. It's about understanding the customer deeply and translating that into strategies that drive growth.

> "Being on the board has allowed me to see the impact of empathy-driven decisions on business outcomes. It's about understanding the customer deeply and translating that into strategies that drive growth."
>
> Daniela Jorge

On the operator to board role shift

Daniela Jorge brings clarity to the board identity shift by drawing a sharp line between execution and governance. The transition from operator to director is not just about seniority or subject matter expertise. It requires a fundamental shift in mode.

The difference between your day job and your board role is not one of seniority or subject matter. It is one of mode. In your operating role, your value is your ability to execute and deliver. In your board role, execution is no longer what you are hired for, though the judgment it built in you still is. What boards are hiring for is something different: the capacity to hold a well-rounded view and ask the strategic questions that the management team needs to hear.

This is a harder discipline than it sounds. Design executives who reach CDO level have gotten there precisely because they are excellent at making things happen. The instinct runs deep. The board requires you to stay in inquiry. The board asks you to lead through questions, not answers, and to bring your experience as context for better questions, not as a demonstrated approach you are trying to implement.

What the inquiry mode actually looks like

Daniela describes the board role as “much more of an advisory role. It’s much more leading through inquiry than relying on the skill as a successful operator.” In practice, this means: when the company is trying to do something, you contribute by asking “Have you spoken with this kind of company? Have you considered these experts? Have you tested this assumption?” You are the voice of pattern recognition and broader context, not the voice of execution.

For design executives, this is both a challenge and a natural fit. Human-centered design is fundamentally an inquiry practice. It begins with not knowing, resists premature conclusions, and insists on understanding the system before intervening in it. That instinct shares real DNA with the governance mindset, though governance also asks for fiduciary judgment, financial literacy, and risk oversight the design method alone does not teach. The translation is worth making if you build the parts it does not already give you.

Being on the board has also given Daniela visibility into something that is easy to miss from the operational side: deep customer understanding can be one input into the strategies that support growth and long-term business performance. Translating that understanding into strategy, rather than treating it as a soft or secondary input, is one of the concrete contributions a design executive can bring to the table.

The value of being wired differently

Daniela's most pointed observation about her board value is also her most honest one: she is wired very differently from her fellow board members.

Boards that are composed of people who think alike will, eventually, be surprised by what they collectively cannot see.

The design executive brings a genuinely different cognitive framework to the table, one of several lenses she applies as a full director across the board's agenda, not a substitute for it. Customer experience is where that difference shows up most clearly, and she is not just adding a perspective. She is adding the perspective that would otherwise not have been considered.

Practical considerations in landing and sustaining the job

Daniela is direct about the commitment: board service is significant, almost a part-time job alongside an already demanding full-time role. Managing it requires genuine prioritization and a clear understanding of what you are actually being asked to contribute. The risk is that a board seat becomes either a credential that takes more than it gives, or an obligation that demands attention your operating role cannot afford. The antidote is clarity of purpose: you are on this board because of the specific perspective you bring, and your job is to make that perspective available to the company at the moments when it matters most.

On visibility: Daniela recommends keeping LinkedIn updated with board-focused language, actively networking with board members and recruiters, and making your interest in governance explicit rather than assuming it will be inferred from your career trajectory. The pipeline to board candidacy is built relationship by relationship, not through passive visibility alone.

Key lessons from Daniela Jorge

01 Internalize the mode shift

You are not being hired for your ability to execute. You are being hired for your capacity to inquire, to ask strategic questions that make the management team's thinking more rigorous.

02 Lead with questions

When your board instinct is to recommend a solution, redirect it by asking whether they have considered other angles, whether they have spoken with relevant experts, and what assumptions are baked into the approach.

03 Your difference is your value

Do not assimilate to the room's existing thinking. The cognitive diversity you bring, including the customer lens, the systems view, and the comfort with ambiguity, is exactly what the board needs.

04 Treat visibility as a discipline

Board recruitment happens through networks. Build relationships with sitting directors and governance advisors before you need them, not as an afterthought but as an ongoing practice.

Why visibility is a strategic investment, not an afterthought

Jocelyn Mangan is the CEO and Founder of illumyn Impact, a social impact venture dedicated to diversifying corporate boards. Since its founding in 2018, illumyn Impact has facilitated thousands of board introductions and partnered with over 100 venture capital and private equity firms.

She currently serves on the boards of Papa John's (NASDAQ: PZZA) and ChowNow (Compensation Chair), and formerly served on the board of WagLabs (Lead Director and Compensation Chair). Previously, she held leadership roles at CitySearch, Ticketmaster, OpenTable, and Snagajob. Jocelyn is a Henry Crown Fellow at the Aspen Institute, a TEDx speaker and was named one of Fast Company's "100 Most Creative People in Business" in 2015. She holds a B.A. from Vanderbilt University.

"Boards are moving beyond traditional profiles to embrace cognitive diversity. Design executives, with their empathy-driven and user-focused strategies, bring fresh approaches to problem-solving that boards are actively seeking.

They add value by ensuring decisions are aligned with both strategic and customer perspectives."



Jocelyn Mangan

CEO and Founder
illumyn Impact

Board Director
Papa John's, ChowNow

Gordon

What inspired you to focus on increasing diversity at the board level, and what did your research reveal about the board talent pipeline?

Jocelyn

Growing up in Texas and Mississippi, I was often the only woman pursuing a career path like mine, and I wanted to see more people who looked like me represented in leadership.

My experience pitching to a board at just 28, as I shared in my TEDx Talk, made me realize that the boardroom is where systemic change can truly begin. To understand why diversity was so limited, I conducted interviews with 100 board members, most of whom were men.

They frequently spoke about a lack of diverse board-ready talent, but I quickly realized that this wasn't a talent issue. It was a pipeline issue.

Board members often recruited through personal networks, so if those networks weren't diverse, the boardroom wasn't either. There's no shortage of qualified candidates; we just need to expand the pipeline by looking beyond familiar circles.

Gordon

What distinct advantages do design executives bring to boards?

Jocelyn

Boards are moving beyond traditional profiles to embrace cognitive diversity. Design executives, with their empathy-driven and user-focused strategies, bring fresh approaches to problem-solving that boards are actively seeking. They add value by ensuring decisions are aligned with both strategic and customer perspectives.

Gordon

What can design executives do to enhance their visibility for board roles?

Jocelyn

Visibility is key. Participating in industry panels, updating your LinkedIn with board-related keywords, and letting your network know you're interested in board roles is crucial.

Boards seek individuals who are engaged with industry trends, and building a public thought-leadership presence is a great way to get noticed.

Gordon **Why is visibility so important for design executives looking to join a board?**

Jocelyn Boards are looking for cognitive diversity to broaden their ability to solve problems. Traditionally CEOs and CFOs dominated boards, but this is evolving as the challenges facing boards become more complex and centered on subscription-based revenue.

Strong board directors lead with curiosity and ask great questions to add perspective to decisions, something designers are already well-suited to do comparatively to many of our cross-functional peers who may lead through a demonstrated approach.

Gordon **How can design executives communicate alignment with board priorities?**

Jocelyn Translating design work into business language is essential. Showing how your work supports growth, customer engagement, or cost savings demonstrates your value to boards in a way that resonates. This approach helps them see you as a strategic asset rather than just a design expert.

"Strong board directors lead with curiosity and ask great questions to add perspective to decisions, something designers are already well-suited to do comparatively to many of our cross-functional peers who may lead through a demonstrated approach."

Jocelyn Mangan

On breaking into board networks

The question of why design executives are underrepresented on corporate boards has an uncomfortable but clarifying answer: it is not a talent problem. Based on Jocelyn Mangan's research, which included interviews with 100 board members, the limitation is structural. Boards recruit through personal networks. When those networks are narrow, the boardroom stays narrow. There is no shortage of qualified design executives. There is a shortage of design executives who are inside the networks where board conversations happen.

This matters because it reframes the challenge. The path to board candidacy is not primarily about becoming more qualified. It is about becoming more visible. This means showing up strategically, consistently, and in the right rooms.

What cognitive diversity means practically

Jocelyn's argument for design executives on boards goes beyond the diversity rationale. She identifies a specific governance capability that design executives possess that is directly relevant to the challenges boards are navigating: they lead with curiosity and ask great questions.

This sounds obvious, but it is genuinely rare in boardrooms. Most traditional board directors come from backgrounds that reward demonstrated knowledge. Consider the CFO who knows the answer or the former CEO who has seen this before. Design executives, trained in human-centered inquiry, habitually approach complex systems with the discipline of not knowing. They resist premature conclusions. They ask "what are we assuming?" and "who is affected by this decision?" before moving to "what should we do?"

Jocelyn describes this as a core competency of strong board directors: leading with curiosity to add perspective to decisions, rather than leading through a demonstrated approach. Design executives are, by training, well-suited for this. She argues they are more so than many cross-functional peers who default to expertise-based authority.

The subscription and platform complexity

Boards are facing a governance environment that has fundamentally shifted toward subscription-based and platform business models. These models create governance challenges that financial and operational perspectives alone cannot fully navigate: how do you assess the health of a customer relationship over time? How do you evaluate NRR as a leading indicator of competitive advantage or vulnerability? How do you govern a product-led growth motion where the customer's experience is both the sales channel and the retention engine?

Design executives have typically lived inside these dynamics. They have managed the product rituals, customer feedback loops, and experimentation frameworks that determine whether a platform business compounds or declines. That lived experience, translated into board-level inquiry, is exactly what these governance conversations need.

Building visibility as a career discipline

Jocelyn's tactical advice for design executives is to treat visibility as a career investment with the same rigor you would apply to any important career objective. This means: participate in industry panels and governance conversations that put you in contact with sitting directors. Keep your public profile updated with the language of governance and strategy, not just design craft.

Let your network know explicitly that you are interested in board service. And translate every public conversation about your work into the business outcomes language that board search committees recognize.

Key lessons from Jocelyn Mangan

01 Invest in strategic visibility

The barrier to board candidacy is more often a pipeline issue than a qualification issue. Build the relationships and visibility that put you inside the networks where board conversations happen.

02 Lead with curiosity

Bring it to board conversations, to public speaking, and to how you describe your work. The governance skill boards most need is the discipline to ask better questions, not to assert better answers.

03 Speak the language of outcomes

Translate design work into business language consistently and in public. “My team drove a 22% improvement in 90-day retention through onboarding redesign” is a board-ready statement. “We improved the user experience” is not.

04 Own your platform fluency

Subscription, platform, and product-led growth expertise is genuinely rare at the board level. If you have lived these models, make that fluency explicit in every board readiness conversation.

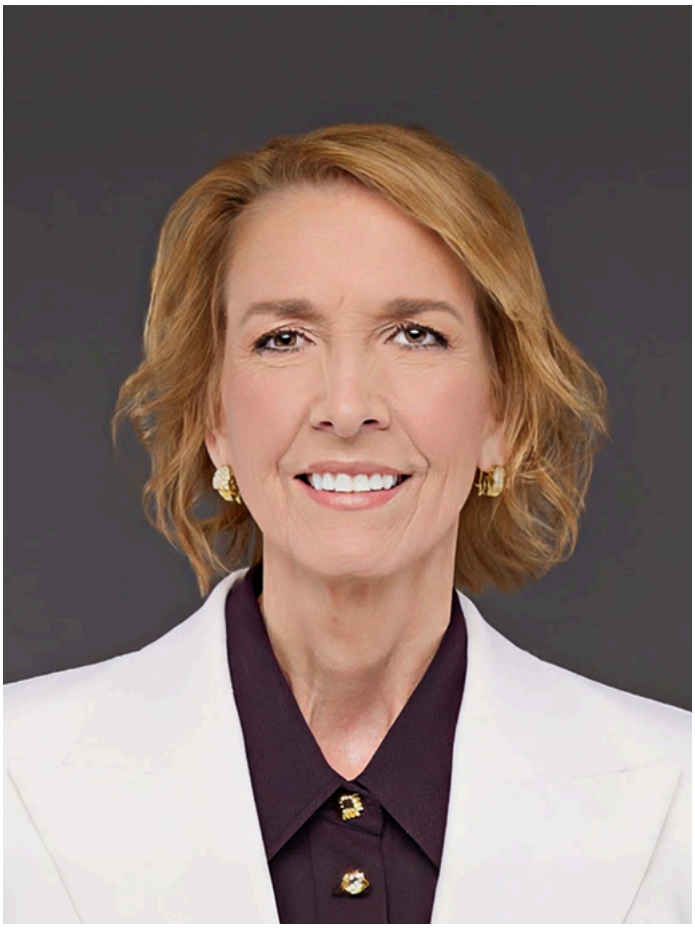
Wisdom on the real work of board directors

Leah Sweet is an accomplished technology executive with extensive experience in product strategy, customer success, and operations. She currently serves on the boards of GoDaddy, BMC Software, and Versapay. At PayPal, she was Senior Vice President of Global Design, Delivery, and Operations and also served as Chief of Staff to the CEO. Prior to PayPal, Leah was Vice President of Customer Success at CA Technologies, Deputy Chief Information Officer for the State of Arizona, and held various leadership roles at American Express.

She holds a Bachelor of Science in Industrial Engineering from Iowa State University.

"Design executives bring a unique lens to emerging technologies. While engineers focus on feasibility and finance teams on ROI, design executives understand how these technologies impact real users.

This perspective is vital in ensuring investments serve both the customer and the business."



Leah Sweet

Board Director
GoDaddy
Versapay
BMC Software

Former SVP Global Design, Delivery, and Operations
PayPal

Gordon — What should design executives consider when moving into a board position?

Leah — In a board role, you're dealing with the owners. The vast majority of your time is spent wondering and talking and strategizing. How are we going to make sure that we appease the needs of the owners?

With this shift in focus from internal employees to the company's owners, it is important to understand owner and shareholder expectations to guide strategic decisions effectively.

Gordon — How should board members approach company-wide change? Should they pursue bold, sweeping initiatives or incremental improvements?

Leah — Big bang versus incrementalism. A big bang is very rare. Incrementalism is how everything else gets done. Everything in your company gets done through incrementalism. Change this, improve this, make this better.

Gordon — How will design executives know when is the right time to pursue a board seat?

Leah — Make career decisions based on personal priorities and circumstances, not just external expectations. There is no perfect work-life balance.

There is no such thing. It is what's perfect for you.

Gordon — How can design executives influence board decisions on emerging technologies like AI?

Leah — Design executives bring a unique lens to emerging technologies. While engineers focus on feasibility and finance teams on ROI, design executives understand how these technologies impact real users.

This perspective is vital in ensuring investments serve both the customer and the business. In board discussions, I emphasize customer-centric scenarios, tying them to measurable outcomes. It's not just about adopting trends; it's about ensuring they create sustainable, meaningful change.

Gordon

How do you balance addressing immediate business needs with long-term strategy at the board level?

Leah

Boards often wrestle with balancing the next quarter's results with five-year growth plans. My experience at PayPal, where we drove long-term customer loyalty while meeting quarterly targets, shaped my approach.

It's about clarity: define short-term goals that ladder into the long-term vision, and regularly recalibrate as market conditions change.

Gordon

How do you navigate competing priorities among board committees like compensation, governance, and strategy?

Leah

Serving on multiple committees at GoDaddy, I've learned that alignment starts with shared objectives. Each committee has unique responsibilities, but ultimately, they serve the same enterprise goals.

Open communication and establishing clear frameworks help manage overlaps and prevent conflicts from escalating. On boards, I advocate for the same approach: focus on shared goals and encourage healthy debate. The best decisions come from inclusive, cross-functional dialogue.

"Boards often wrestle with balancing the next quarter's results with five-year growth plans.

My experience at PayPal, where we drove long-term customer loyalty while meeting quarterly targets, shaped my approach."

Leah Sweet

On what it takes to perform as a board director

Leah Sweet offers the lived account of an executive who has made the full transition to board service, not once but across multiple companies simultaneously. Her observations come from sitting in three boardrooms. The most clarifying thing she says about the board role is also the simplest: in a board role, you are dealing with the owners.

The vast majority of your time is spent wondering, talking, and strategizing about how to serve the needs of the people who own this company. This is a different principal than the one you serve in an operating role. Employees, customers, and products are no longer your primary frame. Shareholders and long-term enterprise value are. This does not mean customer insight becomes irrelevant. It means it gets refracted through the ownership lens.

The question is no longer "what do customers need?" but "what does understanding customers tell us about how to create durable value for the owners of this company?" That translation is one of the design executive's most important governance skills.

Incrementalism over transformation

Leah's observation about how boards actually create change is worth internalizing before you arrive: everything gets done through incrementalism. Big-bang transformations are genuinely rare. The real work of a board is to improve this, refine this, make this better. This work happens steadily, over time, compounding small improvements into durable competitive advantage.

For design executives accustomed to owning large transformational programs, this can feel slow. But incrementalism is also the operating principle of the most durable platform businesses. They compound advantage through continuous experience improvement, not through periodic reinvention. Your design instinct for iteration, A/B testing, and continuous signal-driven improvement is directly applicable to the board's governance posture.

Influencing AI decisions at the board level

Leah articulates a governance contribution specific to design executives that is both practical and urgent: while engineers focus on feasibility and finance teams focus on ROI, design executives understand how emerging technologies impact real users.

In board discussions about AI investment, this is the perspective that is most systematically absent. The investment thesis is financial. The technical validation is engineering-driven.

But the governance question often gets skipped in favor of adoption metrics and cost projections. Leah's approach is to ground every AI board conversation in customer-centric scenarios tied to measurable outcomes. Not "what can the technology do?" but "what does this enable for specific customers, in specific moments, and how do we know when it's working and when it's causing harm?"

Navigating multiple committees

Leah's experience across multiple board committees at GoDaddy offers a practical framework for design executives new to board governance: alignment across committees starts with shared enterprise objectives.

Each committee, including Audit, Compensation, Nomination/Governance, and Strategy, has a distinct mandate, but all of them ultimately serve the same goal: protecting and creating long-term value for shareholders. The design executive who keeps that shared objective visible, who sees across the committee structure rather than just within their assigned seat, becomes a connective voice the board relies on.

Her advice on balancing short and long-term is similarly rooted in her operational experience: define short-term goals that ladder clearly into the long-term vision, and recalibrate regularly as market conditions shift. At PayPal, she drove long-term customer loyalty while meeting quarterly targets. That experience is what boards need from directors who have actually navigated high-velocity digital businesses.

Timing the decision

When is the right moment to pursue a board seat? Leah's answer is to decide on your own priorities and circumstances rather than on external expectations. She is blunt about the thing most people are waiting for: there is no perfect work-life balance, and no such thing as one. There is only what is perfect for you. The decision is personal, and no external signal will make it for you.

What is worth preparing for regardless of timing: the mental shift from managing teams to advising owners is not instantaneous. It is worth beginning to think in governance terms before you arrive.

This includes reading board papers, following governance literature, and observing how the companies you work with communicate with their boards. The directors who add value quickly are the ones who have already internalized the frame.

> "Design executives bring a unique lens to emerging technologies.
>
> While engineers focus on feasibility and finance teams on ROI, design executives understand how these technologies impact real users."
>
> Leah Sweet

Key lessons from Leah Sweet

01 Reframe your primary constituent

In a board role, you serve the owners. Customer insight becomes your tool for answering the ownership question: “What creates durable value for the people who own this company?”

02 Trust incrementalism

Board governance compounds through steady improvement, not episodic transformation. Your design instinct for iteration and continuous signal-driven refinement translates directly.

03 Own the AI governance conversation

When boards are evaluating AI investments, be the voice that asks: “What does this do to real users? How do we know when it’s causing harm? What is our risk appetite for non-deterministic outputs?”

The path to directorship is open for design executives, how will you prepare for it?

"It's about more than just highlighting your design expertise; it's about showing yourself as a strategic leader. Showcase your impact on areas like customer experience, revenue growth, or market differentiation.

This demonstrates that you bring a broader, business-oriented mindset."

Daniela Jorge

Building the pipeline of design executives as board directors

The boardroom is not waiting for design executives who have become enterprise leaders to prove they belong. While the population of design executives with board experience remains small, the evidence for a design executive pipeline to board director is building.

Through our interviews, we found that design executives bring a cognitive diversity that traditional board profiles often lack, and are well positioned to address governance challenges, both new and existing, from a customer-fluent perspective.

What the boardroom is waiting for is design executives who have done the work of becoming board-ready:

1. Who have translated their experience into the language of ownership and strategy
2. Who have built the visibility to be in the room where board conversations happen
3. Who have internalized the inquiry posture good governance requires
4. Who are prepared to govern the full agenda,
   not just the items where design expertise is obvious

The guidance in this paper comes from people who have done exactly that: board recruiters who have placed hundreds of directors and watched the market shift toward the profile design executives occupy, board and governance advisors who have studied what effective boards look like and identified the gaps, a former CFO who sees the financial case for customer fluency at the board level, and design executives who have made the transition themselves and lived the identity shift from operator to director.

The synthesis of what they have shared is this: the governance imperatives of the AI era reward exactly the perspective that design executives who have grown into enterprise leaders are positioned to offer. The question is not whether design experience alone qualifies you. The question is whether you are ready and committed to showing up to do the work necessary to cross the transition from operator to director.

For design executives committed to this path, we recommend carving out time to internalize the differences between operating and directing, and to build the relationships and networks that open the doors to board roles before you need them. As you continue to perform as an operator, the opportunity is to translate your experience and contributions into board-level terms along the way.

I believe the most important thing design executives can do is start getting ready while they're still in the job, not after the fact. The best time to activate your preparation is now.

I look forward to hearing from you as you embark on your board director journey.



Gordon Ching
Founder
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About the author:

DESIGN EXECUTIVE COUNCIL

Design Executive Council (DXC) is the premier membership network for senior design and experience executives shaping the world's most influential companies. Through its membership programs Council, Enterprise, and Forum, DXC convenes and guides executives, teams, and industry leaders to advance the strategic role and business impact of design leadership at the C-Suite and Board level.

To learn more, visit:
www.designexecutivecouncil.com

About DXC Membership

DXC's Council Membership provides senior design executives the continuous peer-to-peer community and intelligence necessary to sustain the relationships, visibility, and understanding of what it takes to serve at the highest levels of business.

Members convene through monthly, quarterly and annual events designed to support design executive advancement across the full lifecycle, from executive to C-Suite to board. DXC's extensive knowledge base provides design executives and their teams access to high-value insights, as well as reports and peer-driven learning sessions that help executives and their teams advance the strategic role and impact of design leadership.

To express interest, visit:
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A sincere thank you to all our contributors for sharing your insight. Your perspectives helped shape this foundational paper on the role of design executives on corporate boards.

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