VANESSA KIRBY

Product-minded design leader. HCI and UX teams that deliver for businesses where everyone is now a product builder. | Product, Operating Model and AI-enabled Change

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IN A NUTSHELL:

Product leadership, operational maturity and a commercial track record, grounded in a background in organisational psychology. I have led digital experience and transformation across 4 continents, at organisations including Argos, Marks & Spencer, BT Financial Group and SeedLegals.

My edge is structural - beyond design: My work spans the whole business, not only the product. I understand how commercial, operations, engineering, brand and customer support connect. I can find where growth is being held back - in a product, a process or a leadership team - and fix it, with measurable results. And I've delivered the numbers alongside it.

In-country experience across Asia, Australia, USA & Europe. Board Trustee. Experienced in OKRs, governance, and operating at board level.

CORE COMPETENCIES

- **UX, product and design leadership:** 20+ years Agile Product, UX & Service Design Leadership
- **Operating model design:** Effective Design libraries, UX operations and delivery processes, planning, OKRs, GTM process, delivery rhythm, service design
- **Transformation leadership:** Agile adoption, digital-first shifts, org redesign in large traditional businesses
- **Commercial impact:** accountable for conversion, retention and market entry
- **Product and experience leadership:** multi functional teams in complex matrix organisations, organisational partnerships for effective strategic planning and OKR outcomes
- **AI integration:** operational efficiency, support cost reduction, faster product and design delivery
- **Chief of staff and CEO enablement:** turning founder priorities into cross-functional execution, Exec-Level Advisory, Strategic Roadmapping
- **Digital Transformation:** Organisational Growth, Department management, mentorship and growth frameworks for individuals and teams

IMPACT EXAMPLES

- SeedLegals: Introduced strategic planning, cross-functional GTM process and operational rhythm across a 160-person scale-up
- M&S furniture journey redesign: +16% conversion, c.**£3m a year**
- M&S Christmas Food to Order: **+300-450% YoY revenue growth**
- Argos: online revenue share from **33% to 66%, c.£250m** uplift
- BT Financial Group: wealth platform grew to 78% market share

CURRENT

Director of UX Design & Product Operations | SeedLegals *Apr 2022 – Present | London*

LegalTech SaaS scale-up · consolidation and growth phase

Member of the Extended Exco, with chief of staff responsibilities to the founder and CEO. Accountable for UX, visual design and product management across the SaaS platform, connected services and commercial website.

Strategy and operations

- Introduced strategic planning, OKR and GTM rhythms across product, design, engineering, marketing and CX
- Translate founder and CEO priorities into cross-functional execution, without formal authority
- Co-sponsored, with the Director of Strategy, an exco-level programme on AI-driven change, with material implications for company structure
- Led AI integration programmes to improve efficiency and reduce support costs

Product and growth

- Led US market entry and a regulated investor marketplace from concept to GTM
- Product and feature launches supporting 15% YoY revenue growth

Design and delivery

- Built the UX and product design practice, embedded in every product and engineering team
- Introduced service blueprinting and AI prototyping, with stories written for agents as well as engineers

PREVIOUS EXPERIENCE

Director of Service Design | Modern Human (Consulting) *May 2021 – Apr 2022 | London*

Freelance consulting · maternity leave cover · global retail and edtech clients

– Maternity cover. Led service design for global retail and edtech clients, delivering strategic vision and operating model recommendations to senior stakeholders.

Head of Experience Design | Marks & Spencer *Oct 2017 – Jul 2020 | London*

FTSE 100 retailer · omnichannel digital transformation · team of 26+

– Led omnichannel digital experience inside a complex matrix organisation
– Furniture journey redesign: +16% conversion, c.£3m a year
– App experience redesign: 1m+ downloads and +8% NPS in eight weeks
– Christmas Food to Order redesign: +300-450% YoY growth

Head of UX | **Argos (Sainsbury's Group)** *Aug 2015 – Oct 2017 | London*

Major UK retailer · £4.25bn revenue · digital-first transformation · team of 26+

- Led the full selling journey redesign, from homepage to checkout and finance integration, across engineering, trading and commercial teams
- Helped lead the shift in online revenue from 33% to 66%, contributing to the £250m stretch target

Head of UX | **BT Financial Group** *Jan 2013 – Jul 2015 | Sydney, Australia*

Investment bank · digital wealth platform transformation · team of 30+

- Led experience transformation across 17+ product streams as the platform grew to 78% market share
- Business sponsor for Agile adoption in a large waterfall organisation, accountable for change adoption
- Introduced design systems and pattern libraries that cut time to market

EARLIER CAREER

Group Manager – Experience Design - Avanade (Microsoft Technology) *London*

Creative Director - SapientNitro *London*

Director of User Experience - Flow Interactive *London*

Senior Director – Product Interface Design & Testing - LexisNexis *Dayton, USA*

Prior positions across UK, Asia, Australia and USA - details available on request.

BOARD & ADVISORY

Board Advisor, Mitos Relocation | Jan 2026 - Present - brand repositioning and AI adoption

Digital Advisor, Conduct Change | Jan 2017 - Present - mental health and anti-bullying campaigns

Trustee, Wimbledon Windmill Museum | Oct 2020 - Oct 2026 - board accountability for digital strategy, engagement and visibility

EDUCATION & PROFESSIONAL DEVELOPMENT

MSc Occupational Psychology: University of Hertfordshire

BSc Life Science (2:1): University of Westminster

Ongoing development: AI for Work & Life (Univ. North Florida, 2025) · Product Analytics (2024) · Figma Pro (2023) · Google Digital Marketing Fundamentals (2020)

SPEAKING & PROFESSIONAL INTERESTS

Conference speaker on digital experience, product strategy and Agile delivery. UX and product mentor. Champion of inclusive design and ethical AI.