

Hi, I'm **Leecy Li**
a UX designer

My 10-year-making of a designer

Baoji, China
1988

Beijing
2007



NYC
2013

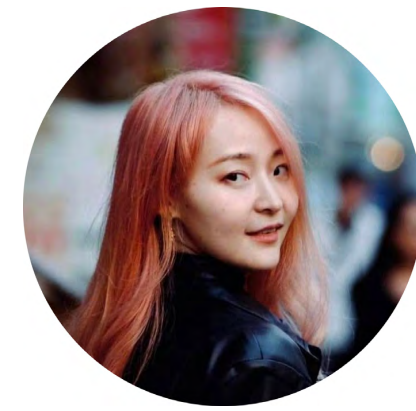

2016

2024, Today!

My 10-year-making of a designer

Baoji, China
1988

Beijing
2007



NYC
2013


2016

2024, Today!



MOTOROLA

PARSONS

**AMERICAN
EXPRESS**



Gallagher & Associates



HARVARD
Extension School





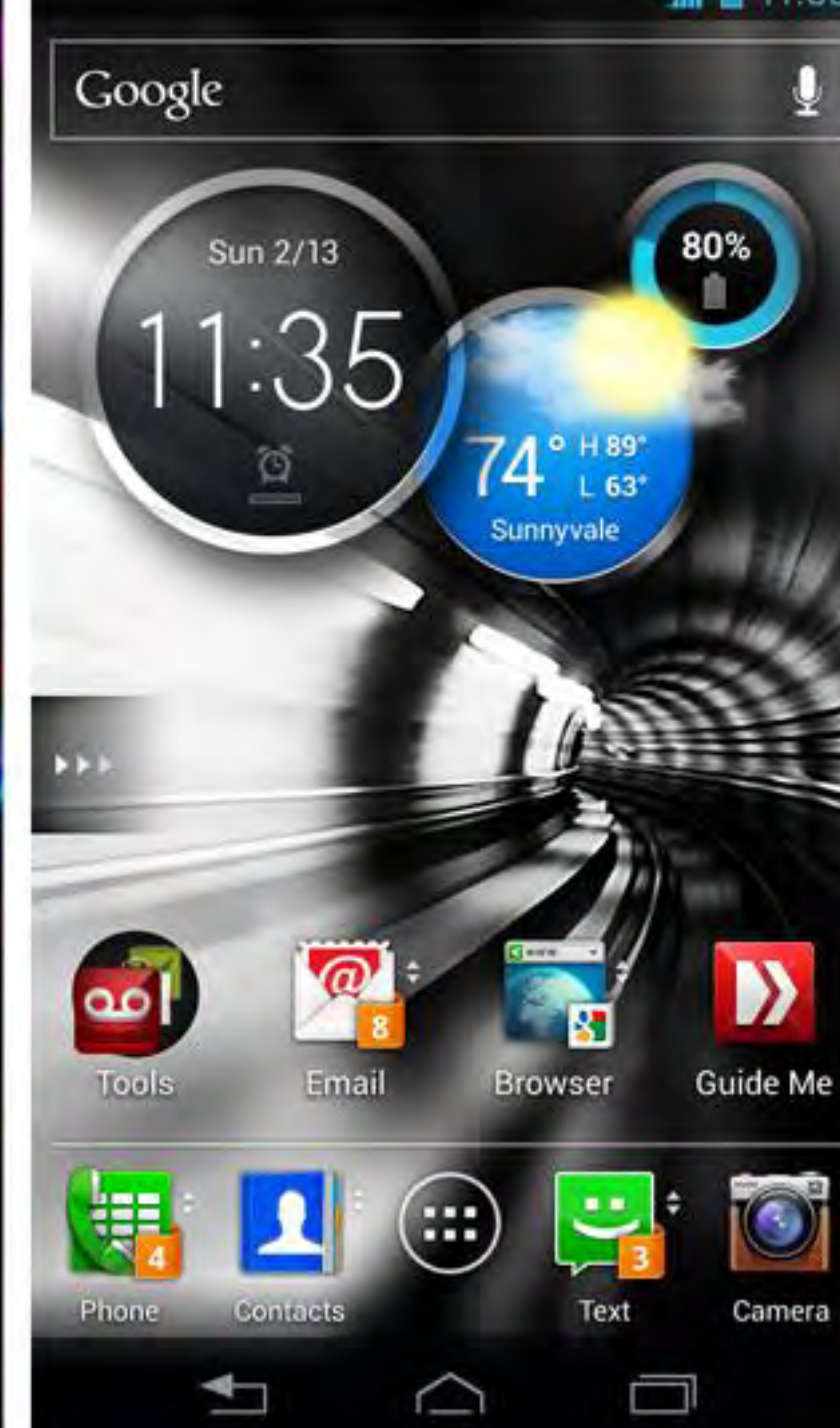
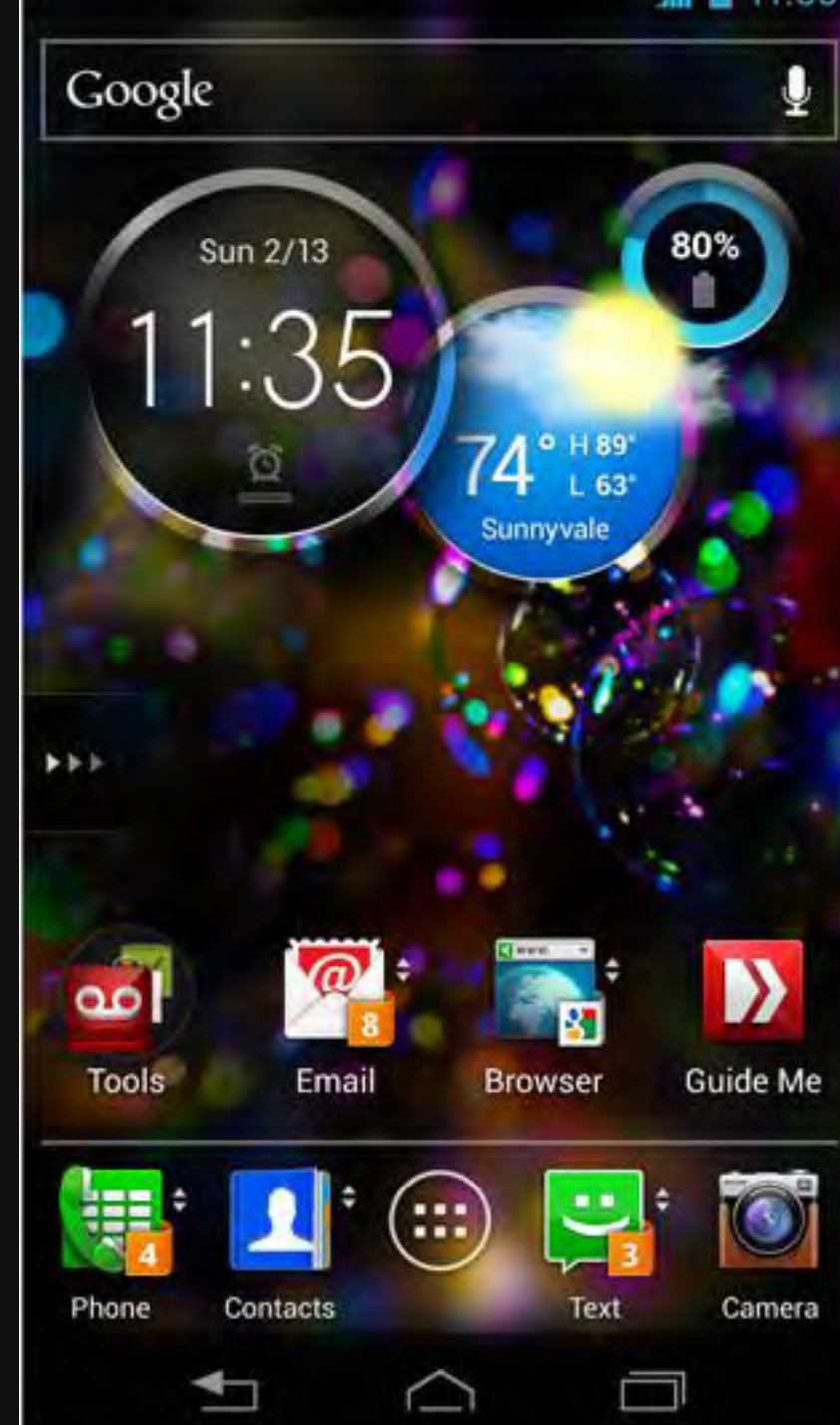
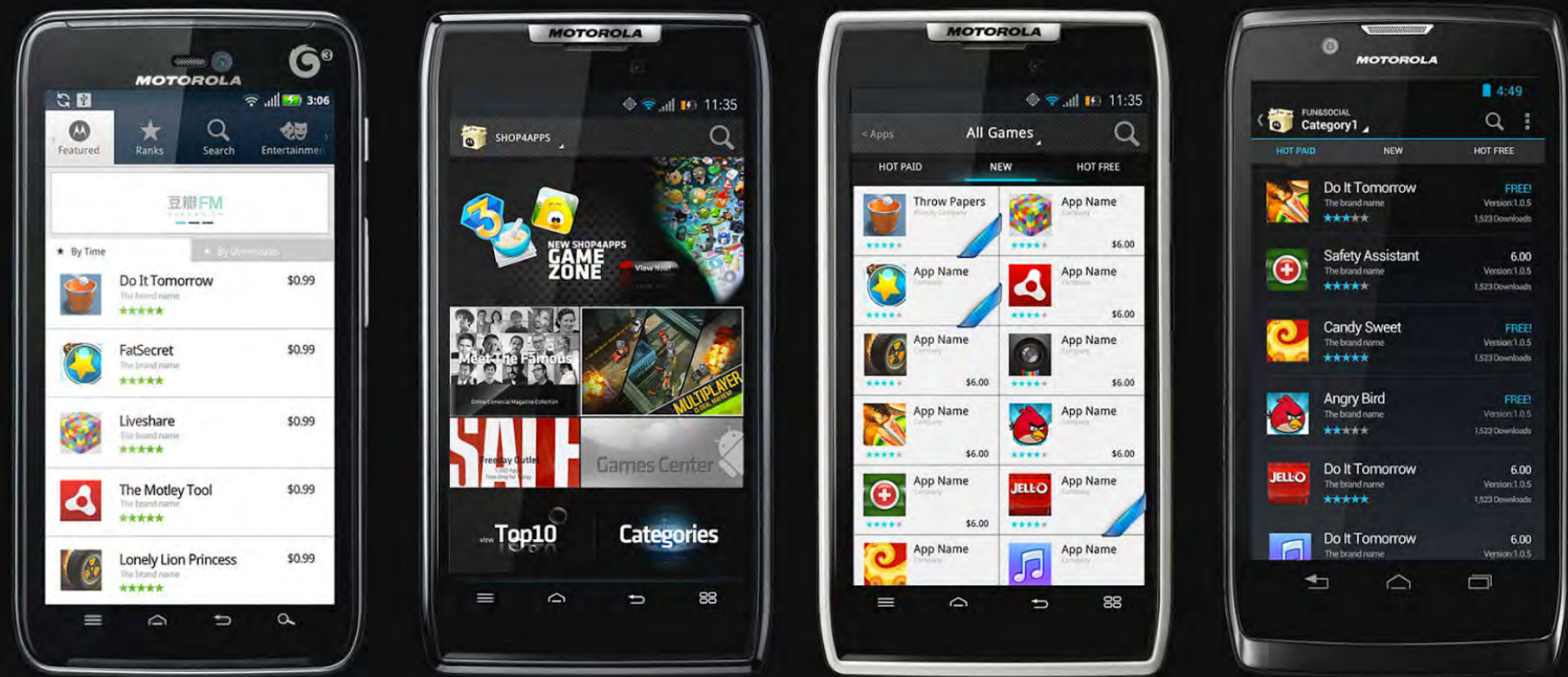
动画与数字艺术学院
School of Animation and Digital Arts





Photo from Panoramio, Google Earth





WELCOME TO WEBTOP

VERSION 3.0
[>> Help Center](#)

Don't show welcome screen next time.

Start

'Shrink to fit screen' OFF

'Shrink to fit screen' ON

'Shrink to fit screen' setting is currently OFF!
 Part of the content on screen might be cropped. 'Shrink to fit screen' makes sure everything on your phone screen is shown exactly the same on other displays (e.g. TV) when you connect to them. You can turn on 'shrink to fit screen' in settings. [>> Change settings](#)

CONTACTS

CONTACT

All Contacts

- Adalita Srsen
- Adele Kern
- Akon
- Brad Pitt
- Lily Allen

Edit Contact

Lily Allen
Precious Chicken

Phone

Mobile 4008-517-517

Home 4008-517-517

Email

Home Banner@facebook.com

Other Like_it@motorola.com

Address

CONTACTS

DIALER

RECENT

FAVOURITE

Most recent

Lily Allen
Mobile 4008-517-517
2 hours ago

335

1	2 ABC	3 DEF
4 GHI	5 JKL	6 MNO
7 PQRS	8 TUV	9 WXYZ
* PQRS	0 +	# ↵

08:15

PM
Tuesday, September 30, 2013

RECENT

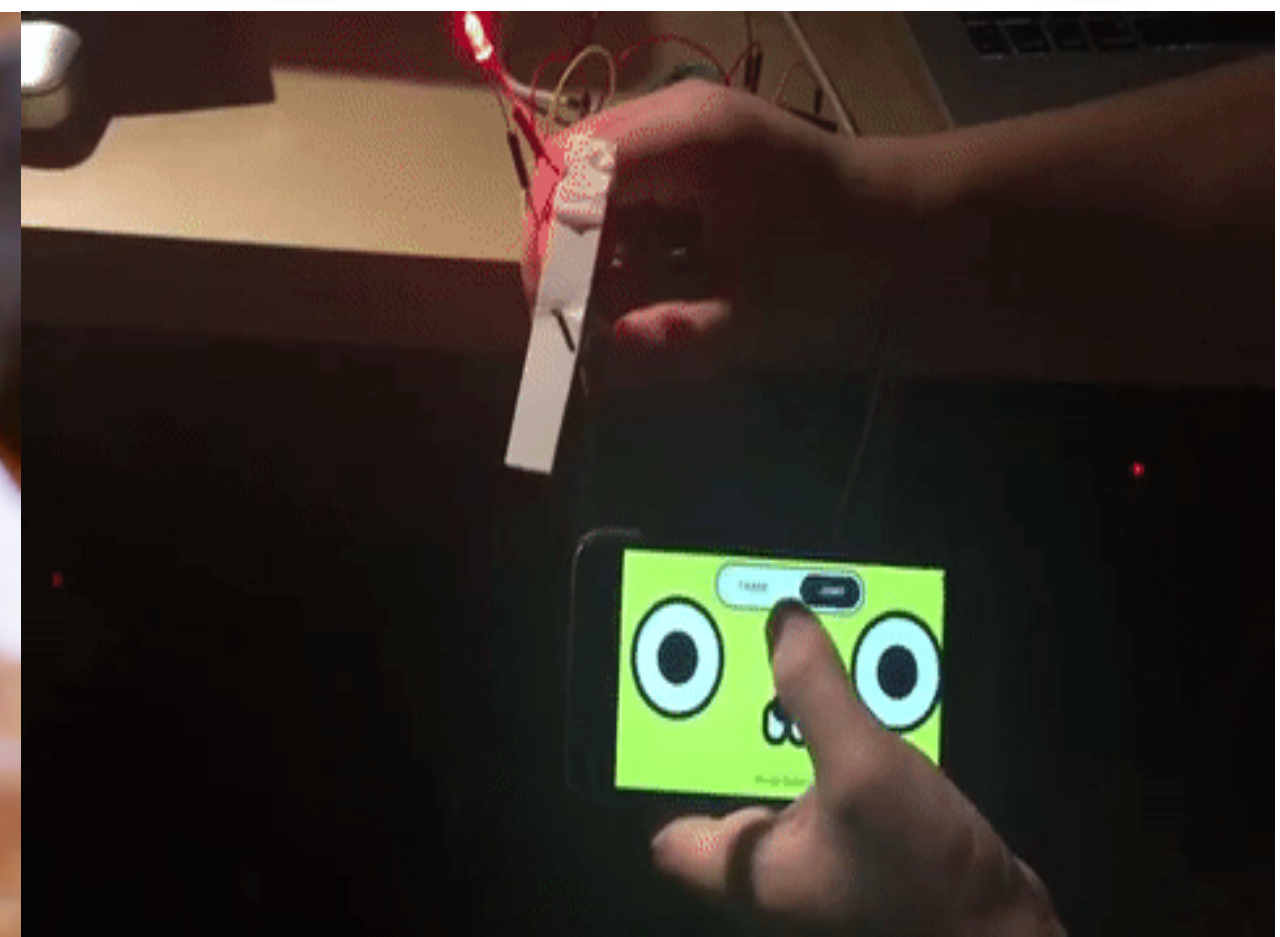
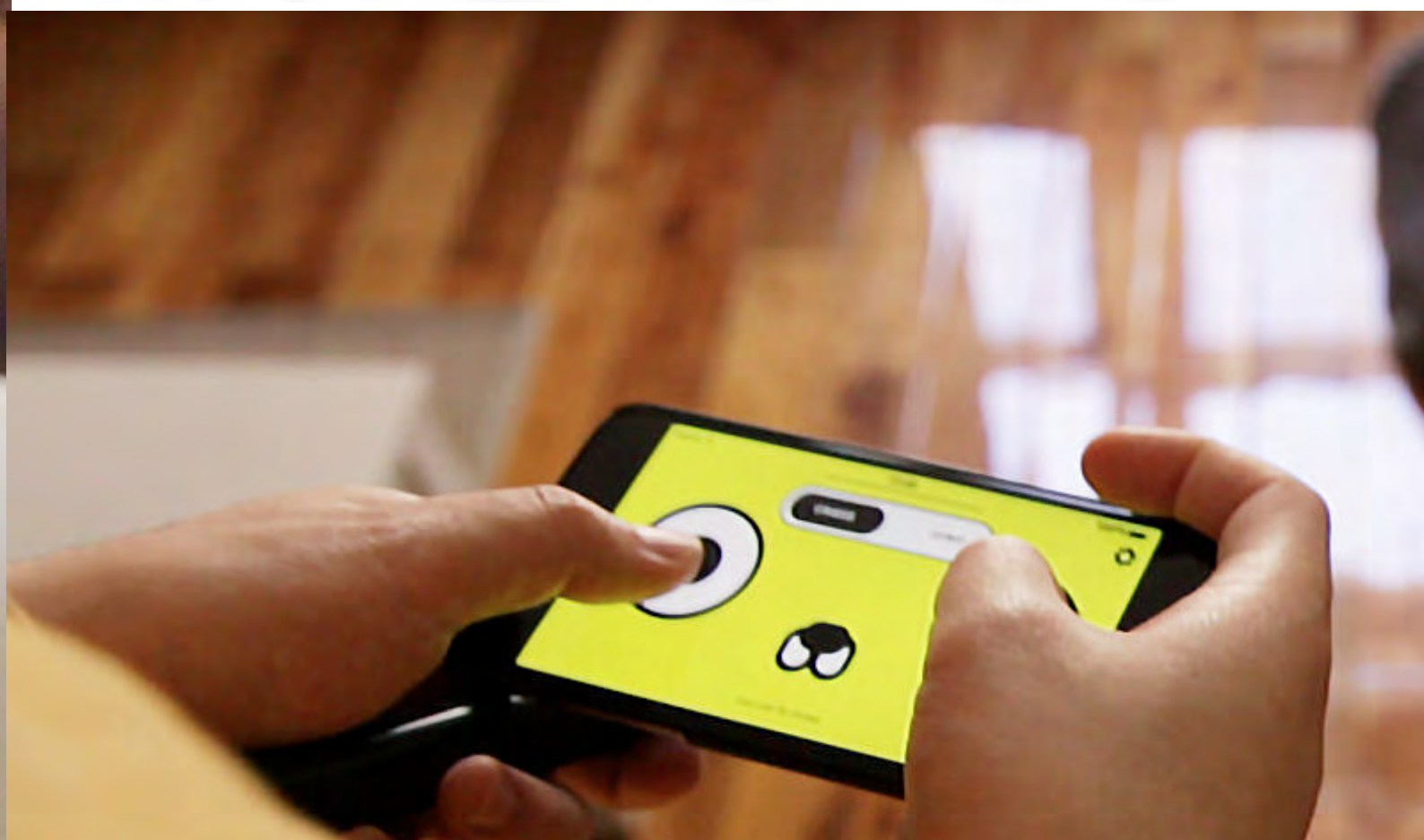
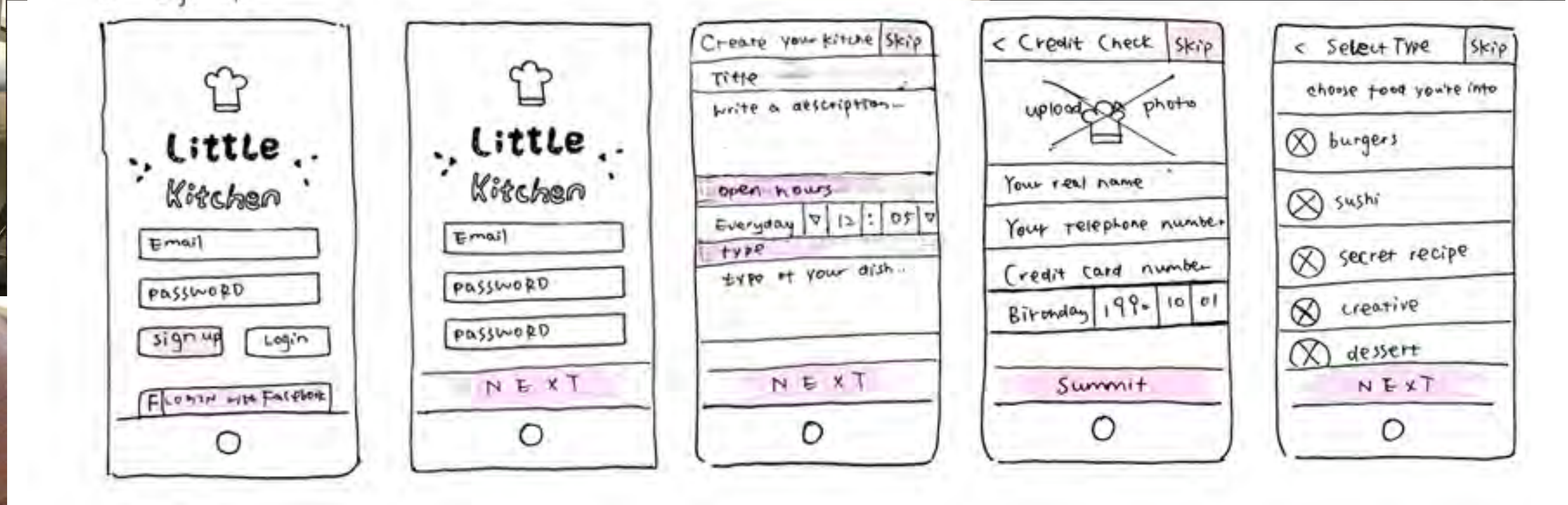
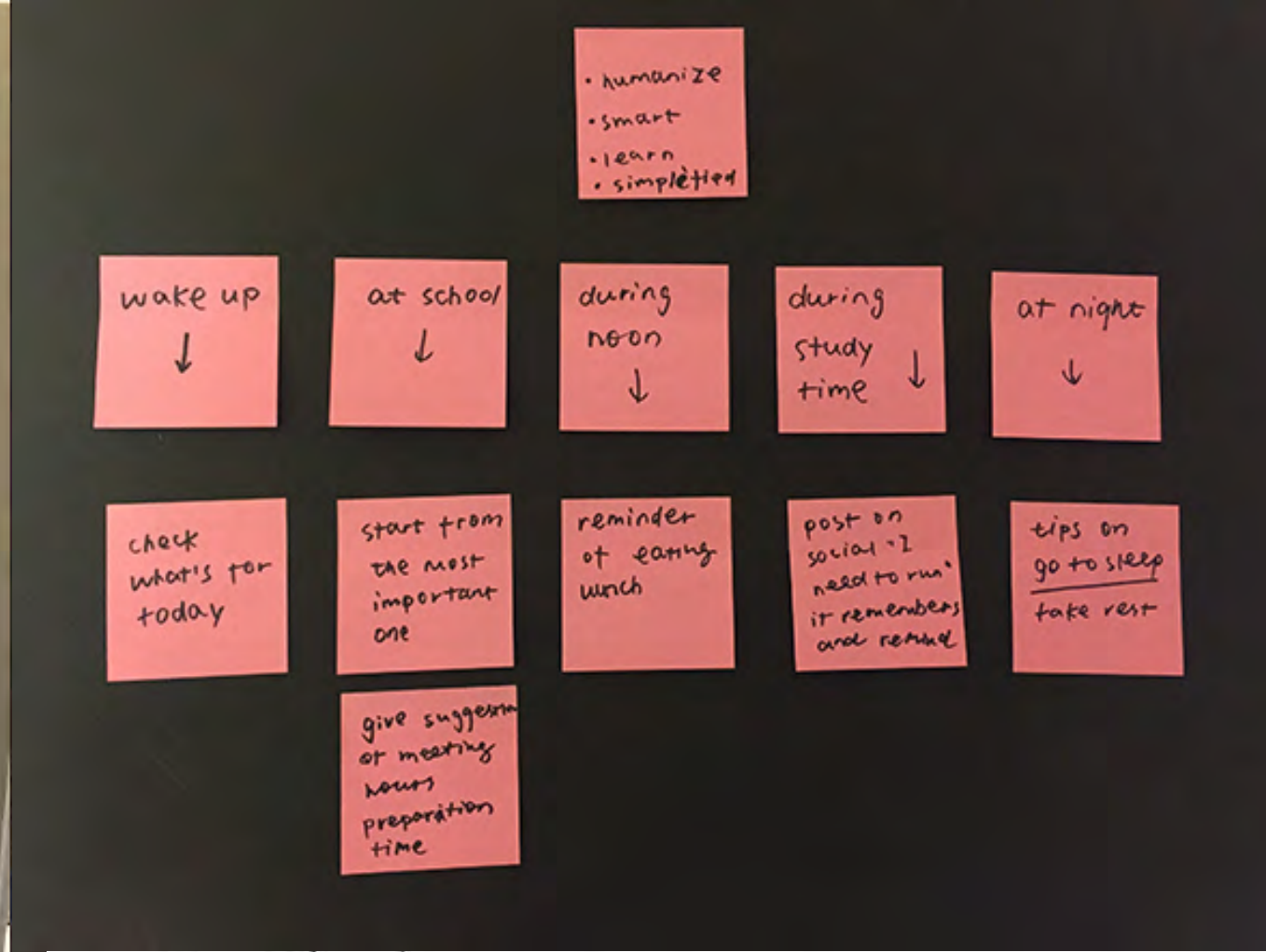
FAVOURITE



Photo by James Ewing



Photo by Kyle Li



PROPRIETARY ARTICLES

ZONWEISS

A CREAM FOR THE TEETH



APPLIED TO THE BRUSH WITH AN IVORY SPOON

ZONWEISS is a new DENTAL CREAM for cleansing and preservative purposes. Its pleasant flavoring and convenience of use, place it far in advance of all previous preparations for the Teeth.

LUXURIOUS REFINED PURE PERFECT PRICE 35 cts

JOHNSON & JOHNSON
Operative Chemists New York

ZONWEISS

FEELS GOOD ON THE BACK



RED CROSS KIDNEY PLASTER



Johnson & Johnson

Memories have the power

"The future belongs to those who
and move boldly to meet its challenge"

Robert Wood Johnson II



1891 1906 1926 1931 1936 1941 1946 1951 1956 1961 1966 1971 1976 1981 1986 1991 1996 2001 2006 2011 2016 2021

Elizabeth, New Jersey





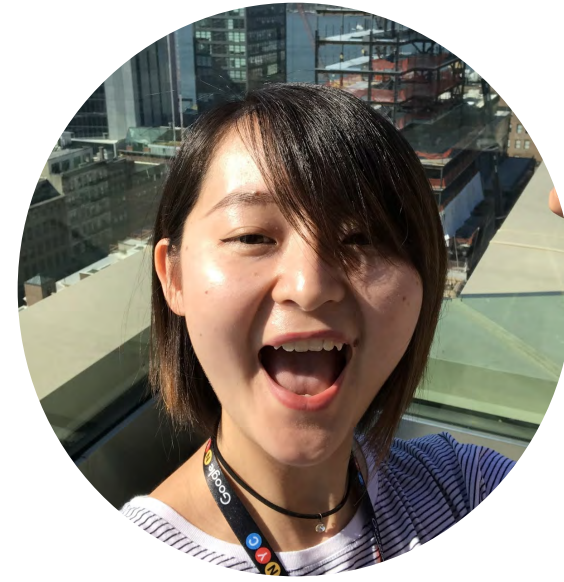
Google

THE PORT OF NEW YORK AUTHORITY

BB424

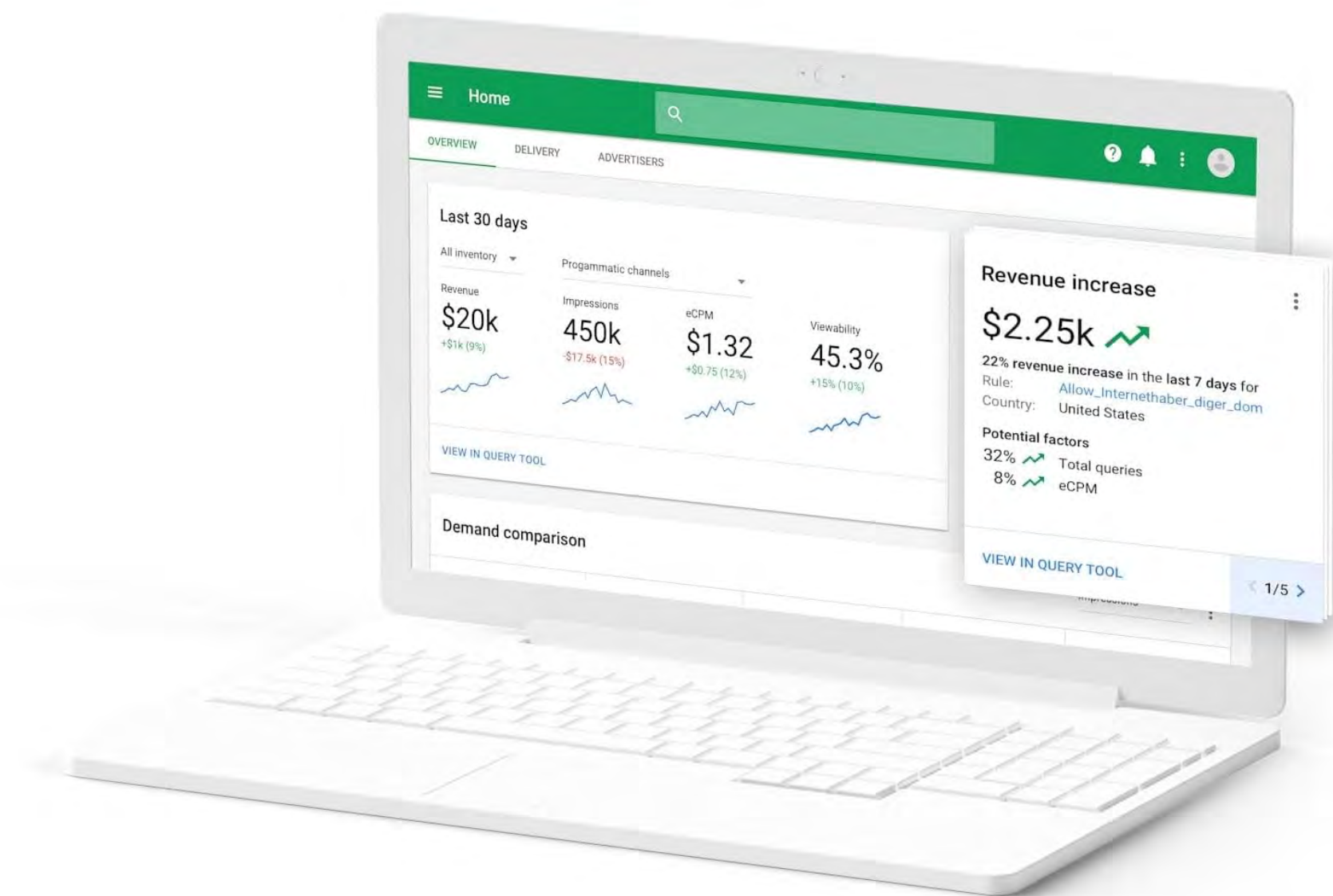






A major lesson





Source: AdSparc

In 2016-2019, I worked on Google Ad Manager.

Google Ad Manager, aka DFP, DoubleClick for Publishers is an enterprise product. that has

- high usage (>2M queries/week)
- diverse user needs (serves 9 different user types)
- legacy (exists for 8 years, only 1 year w/ UX)
- technical constraints

Reports

All reports

Owned by me

Shared with me

Starred

Preferences **NEW**

Create a query

Template [Choose one](#)
(Optional)

Name

- Report type
- Historic
 - Future sell-thru
 - Reach
 - Sales
 - Business intelligence
 - Data protection
 - Ad exchange historic
 - Ad exchange benchmark

Date range

Dimension filter [Add new](#)

Dimensions

Search

Recently used	
New dimensions	Ad exchange
All available	Ad sizes
Ad Exchange	Inventory
Content hierarchy	Ad unit
Delivery	Delivery
Geography	Advertiser
Inventory	Geography
Mediation	Country
Partner	Inventory
Sales	Placement
Targeting	Ad exchange
Time unit	Platforms

18 categories 6 dimensions

→ 100+ dimension,
300+ metrics

Metrics

[Show expanded view](#)

Search

Recently used	
	Total
	Average CPM

Ad Manager Query Tool (2016)

<input type="checkbox"/> Optimized impressions	<input type="checkbox"/> Total interactions	<input type="checkbox"/> Pause
<input type="checkbox"/> Optimized clicks	<input type="checkbox"/> Interaction rate	<input type="checkbox"/> Plays
<input type="checkbox"/> Non-optimized impressions	<input type="checkbox"/> Average interaction time	<input type="checkbox"/> Midpoint
<input type="checkbox"/> Non-optimized clicks	<input type="checkbox"/> Interactive impressions	<input type="checkbox"/> Complete
<input type="checkbox"/> Extra clicks	<input type="checkbox"/> Manual closes	<input type="checkbox"/> Replays
<input type="checkbox"/> Optimized CTR	<input type="checkbox"/> Full-screen impressions	<input type="checkbox"/> Stops
<input type="checkbox"/> Is rarely clicked		<input type="checkbox"/> Unmute
<input type="checkbox"/> Raw lift		<input type="checkbox"/> Average view time
<input type="checkbox"/> Filtered optimized impressions		<input type="checkbox"/> View rate
<input type="checkbox"/> Lift variance		
<input type="checkbox"/> Is lift statistically significant		
<input type="checkbox"/> Lift		
<input type="checkbox"/> Percent optimized		
<input type="checkbox"/> Impressions that are behind schedule		
<input type="checkbox"/> Impressions with no clicks recorded		
<input type="checkbox"/> Sponsorship impressions		
<input type="checkbox"/> Impressions serving as fast as possible		
<input type="checkbox"/> Impressions with no lifetime goal		
<input type="checkbox"/> Control revenue		
<input type="checkbox"/> Control eCPM		
<input type="checkbox"/> Optimized revenue		
<input type="checkbox"/> Optimized eCPM		
<input type="checkbox"/> Freed-up impressions		
<input type="checkbox"/> eCPM raw lift		
<input type="checkbox"/> eCPM lift		

<input type="checkbox"/> Video viewership hide	<input type="checkbox"/> Video interaction hide	<input type="checkbox"/> Video optimization hide	<input type="checkbox"/> Video errors show	<input type="checkbox"/> Conversions hide
<input type="checkbox"/> Start	<input type="checkbox"/> Pause	<input type="checkbox"/> Control starts	<input type="checkbox"/> View-through conversions	<input type="checkbox"/> Conversions per thousand impressions
<input type="checkbox"/> First quartile	<input type="checkbox"/> Resume	<input type="checkbox"/> Optimized starts	<input type="checkbox"/> Click-through conversions	<input type="checkbox"/> Conversions per click
<input type="checkbox"/> Midpoint	<input type="checkbox"/> Rewind	<input type="checkbox"/> Control completes	<input type="checkbox"/> Conversions per click	<input type="checkbox"/> Advertiser view-through sales
<input type="checkbox"/> Third quartile	<input type="checkbox"/> Mute	<input type="checkbox"/> Optimized completes	<input type="checkbox"/> Advertiser view-through sales	<input type="checkbox"/> Advertiser click-through sales
<input type="checkbox"/> Complete	<input type="checkbox"/> Unmute	<input type="checkbox"/> Control completion rate	<input type="checkbox"/> Total conversions	<input type="checkbox"/> Total conversions
<input type="checkbox"/> Average view rate	<input type="checkbox"/> Collapse	<input type="checkbox"/> Optimized completion rate		
<input type="checkbox"/> Average view time	<input type="checkbox"/> Expand	<input type="checkbox"/> Completion rate lift		
<input type="checkbox"/> Completion rate	<input type="checkbox"/> Full screen	<input type="checkbox"/> Control skip button shown		

One redesign

Metrics Show expanded view Sort by ?

Search...

- All available
- Recently used
- New metrics
- Total
- Ad server**
- AdSense
- Ad Exchange
- Mediation
- Yield Group
- Invoiced impressions
- Video viewership
- Video interaction
- Video errors
- Conversions
- Dynamic allocation

Ad server
Ad server impressions

Ad server
Ad server targeted impressions

Ad server
Ad server clicks

Ad server
Ad server targeted clicks

Ad server
Ad server average eCPM

Ad server
Ad server CTR

Ad server
Ad server CPM and CPC revenue

Ad server
Ad server CPD revenue

Ad server
Ad server CPM, CPC, CPD, and vCPM revenue

Ad server
Ad server impressions (%)

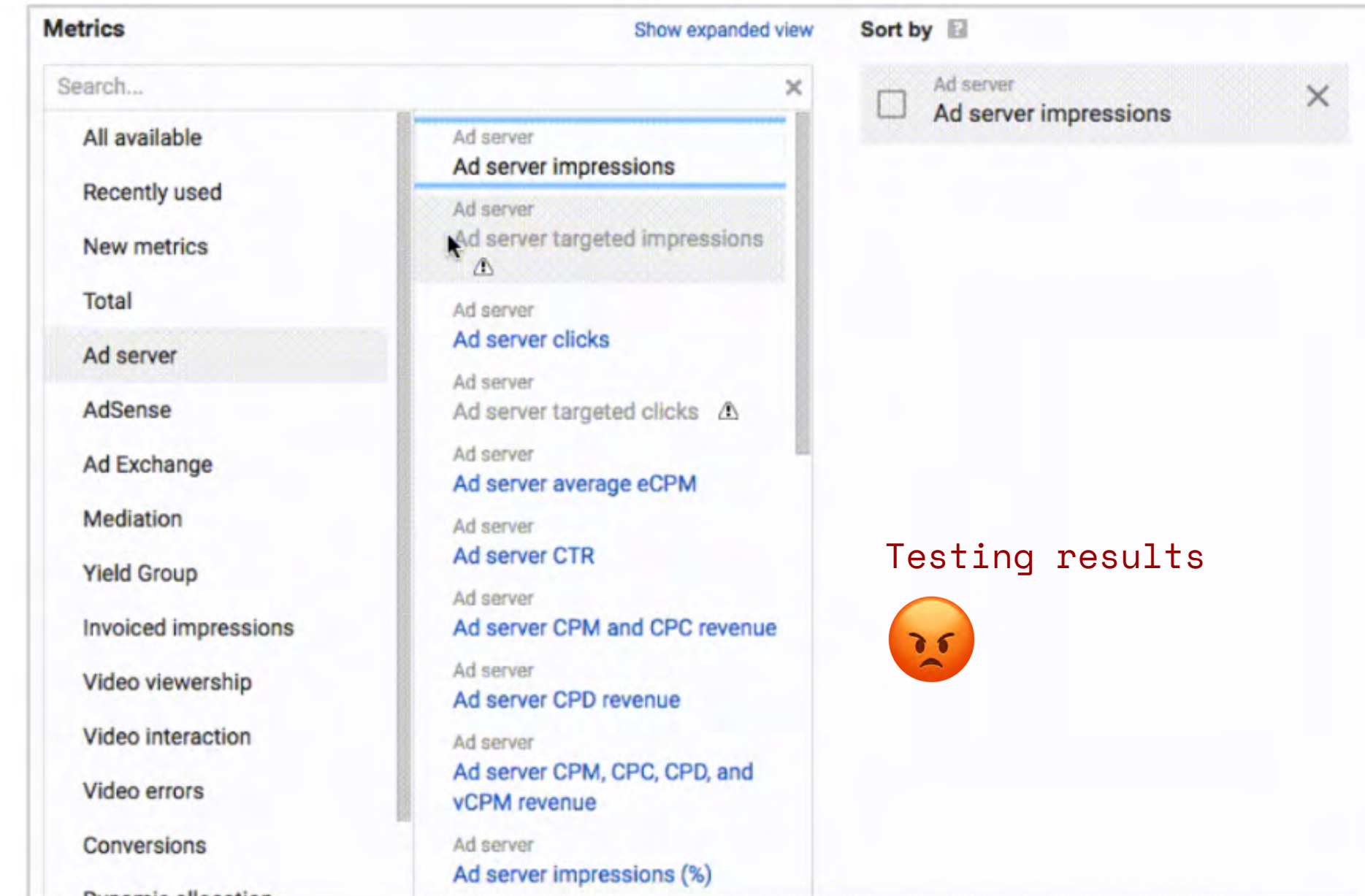
Ad server
Ad server impressions

Ad Manager Query Tool (2016)



4 clicks 6 seconds

One redesign



Testing results



8 clicks 10 seconds

You ~~≠~~ the user



You   the user





f t in @

Blog | 01 min read

A day in the life... of an Ad Ops Manager

As an Ad Ops Manager, you have to be well organized, willing to lead a team with energy and ready to deal with problems on the fly. In simple words, I manage a team that handles the creative aspects of our clients' campaigns. This means doing simple coding with XSL and XML as well as designing visual aspects of the ad. The client you are working with will give you the data feed, pictures, descriptions etc. and the Ad Operations role is to put that all together into something meaningful and relevant.

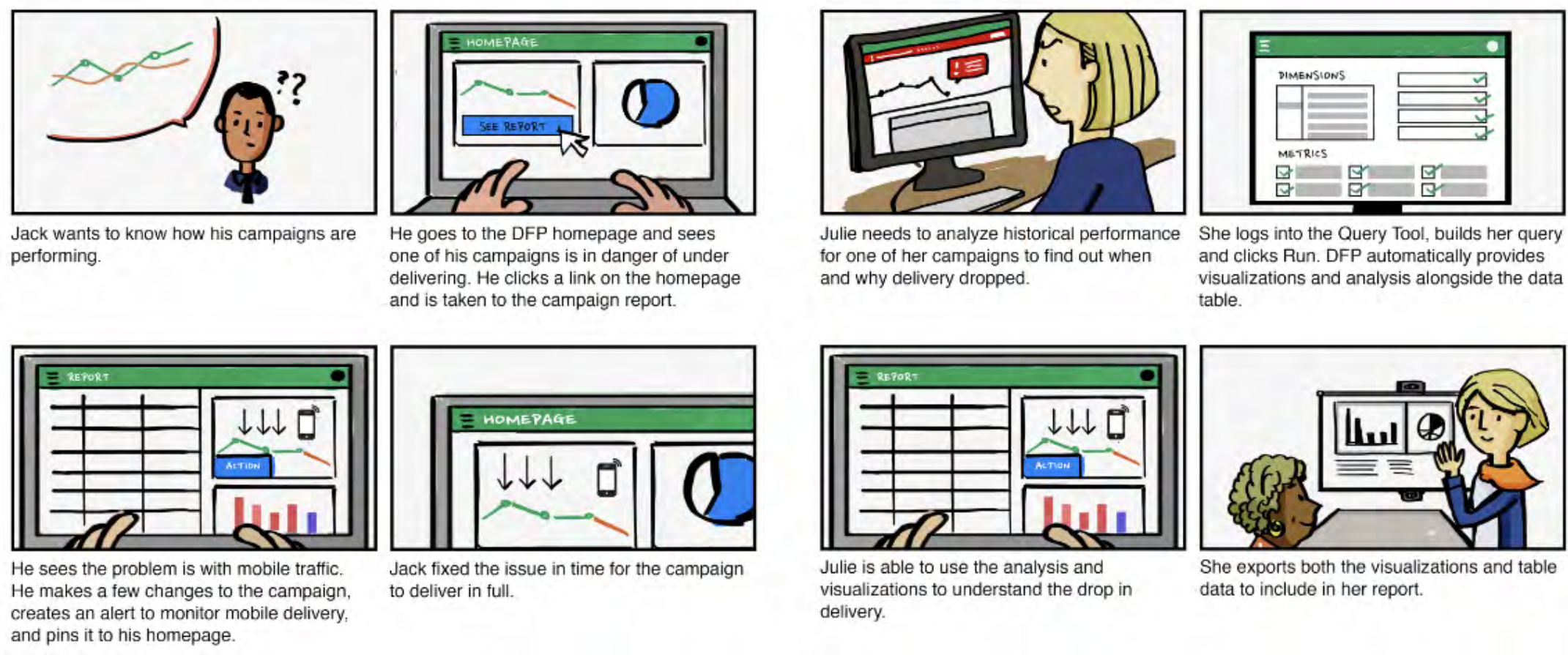
M Join The #Adops Email List

What Happens In Adops newsletter archive random search

me clicking around trying to figure out how TF to setup a line in the new DFP



a massive UI change in Q4... what could possibly go wrong amirite?



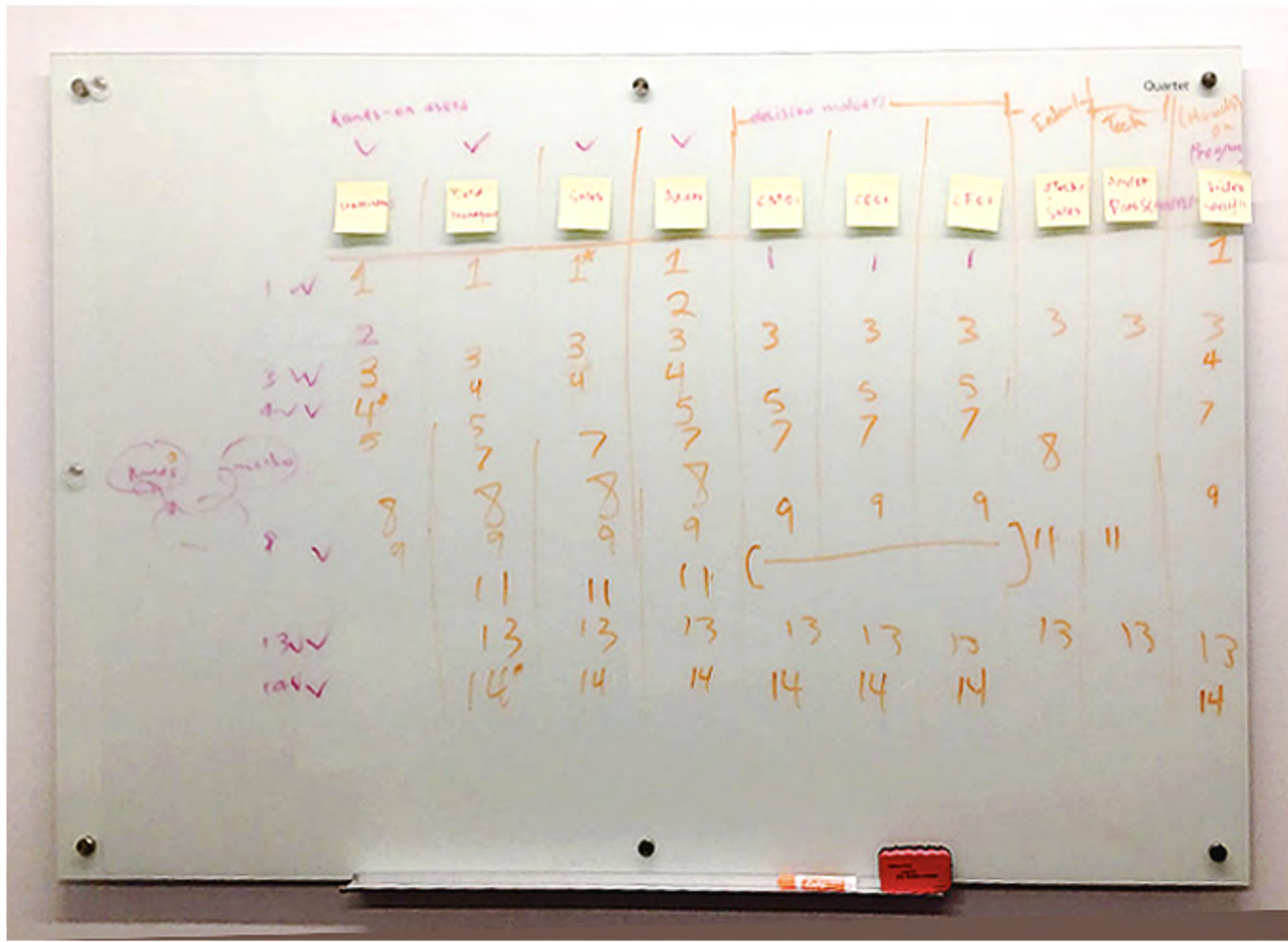
Created storyboards from workshop for speed dating research



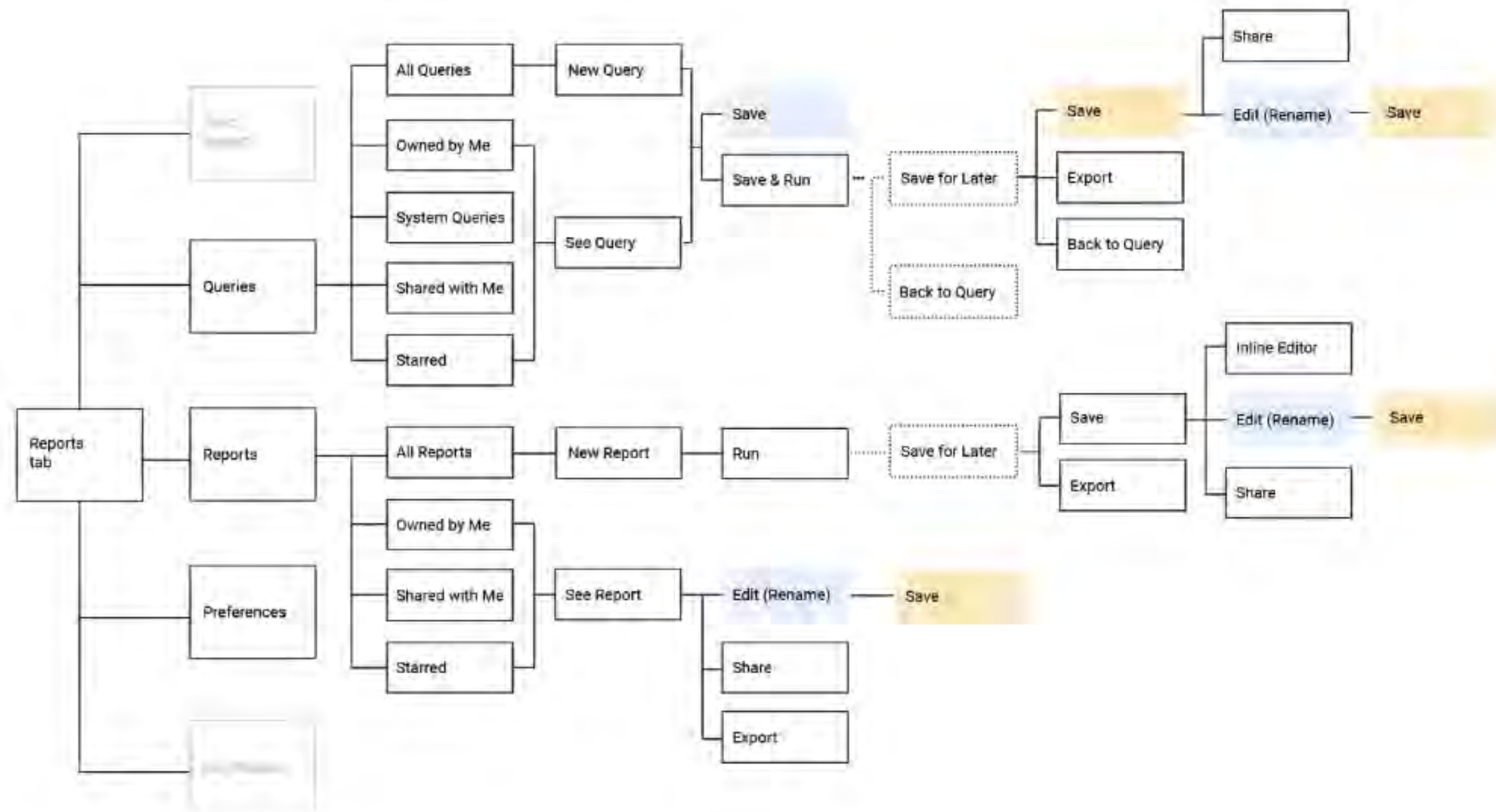
Collecting needs and pain points w/ Engs, PM, gTech



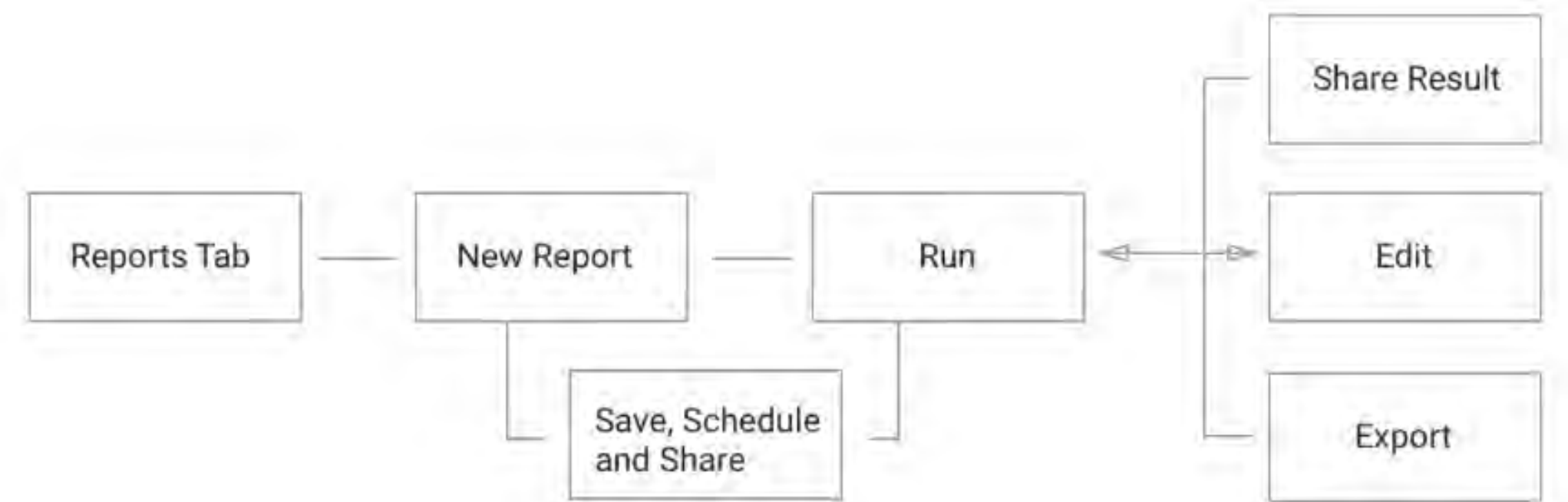
Held workshop cross UX, UXR, PM, Eng & gTech to identify needs



Mapping different roles to needs w/ PM

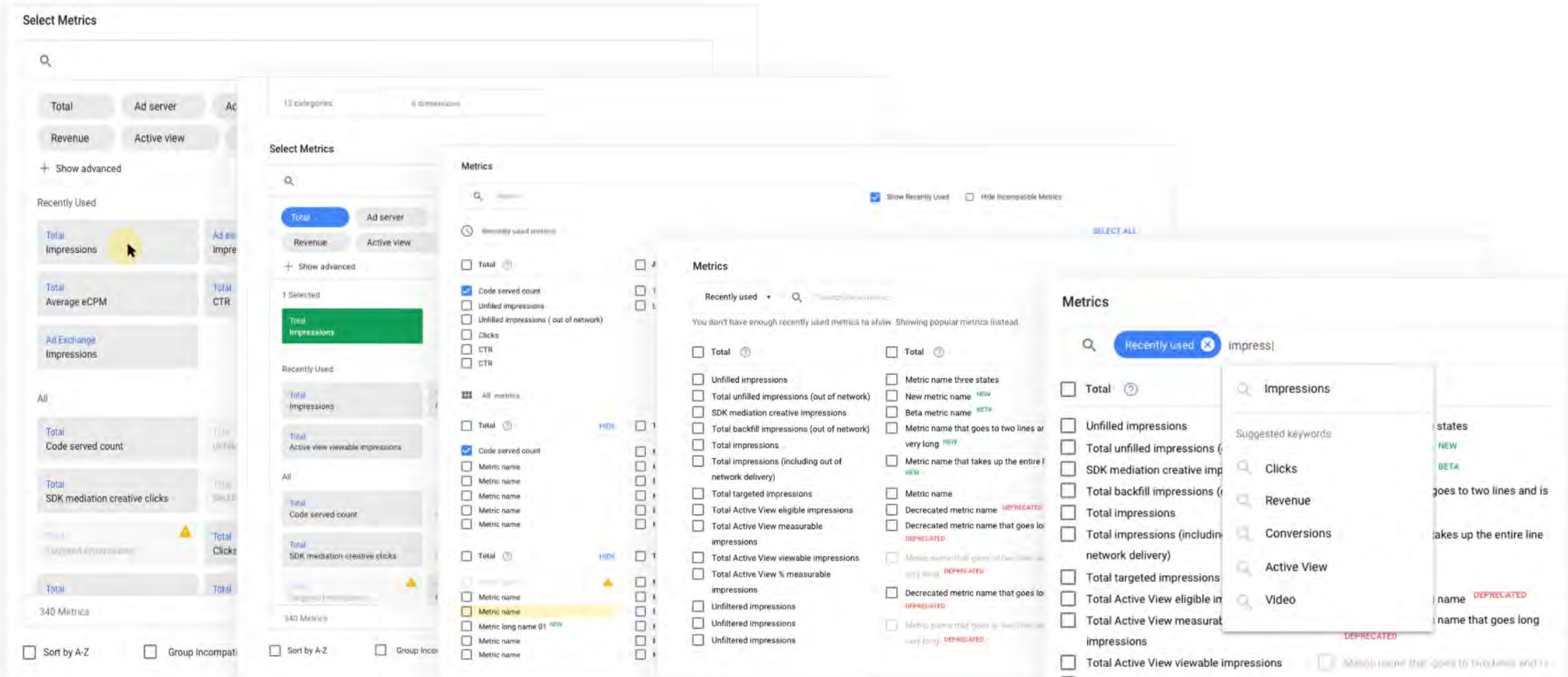


Before



After

A simplified site map



Interactions of the metric picker

Metrics

Recently used ▾

You don't have enough recently used metrics to show. Showing popular metrics instead.

<input type="checkbox"/> Total ?	<input type="checkbox"/> Total ?	<input type="checkbox"/> MRC Category ?	<input type="checkbox"/> Total ?
<input type="checkbox"/> Unfilled impressions	<input type="checkbox"/> Metric name three states	<input type="checkbox"/> Metric name three states	<input type="checkbox"/> Metric name three states
<input type="checkbox"/> Total unfilled impressions (out of network)	<input type="checkbox"/> New metric name <small>NEW</small>	<input type="checkbox"/> New metric name <small>NEW</small>	<input type="checkbox"/> New metric name <small>NEW</small>
<input type="checkbox"/> SDK mediation creative impressions	<input type="checkbox"/> Beta metric name <small>BETA</small>	<input type="checkbox"/> Beta metric name <small>BETA</small>	<input type="checkbox"/> Beta metric name <small>BETA</small>
<input type="checkbox"/> Total backfill impressions (out of network)	<input type="checkbox"/> Metric name that goes to two lines and is very long <small>NEW</small>	<input type="checkbox"/> Metric name that goes to two lines and is very long <small>NEW</small>	<input type="checkbox"/> Metric name that goes to two lines and is very long <small>NEW</small>
<input type="checkbox"/> Total impressions	<input type="checkbox"/> Metric name that takes up the entire line <small>NEW</small>	<input type="checkbox"/> Metric name that takes up the entire line <small>NEW</small>	<input type="checkbox"/> Metric name that takes up the entire line <small>NEW</small>
<input type="checkbox"/> Total impressions (including out of network delivery)	<input type="checkbox"/> Metric name	<input type="checkbox"/> Metric name	<input type="checkbox"/> Metric name
<input type="checkbox"/> Total targeted impressions	<input type="checkbox"/> Decrecated metric name <small>DEPRECATED</small>	<input type="checkbox"/> Decrecated metric name	<input type="checkbox"/> Decrecated metric name
<input type="checkbox"/> Total Active View eligible impressions	<input type="checkbox"/> Decrecated metric name that goes long <small>DEPRECATED</small>	<input type="checkbox"/> Metric name that goes to two lines and is very long <small>DEPRECATED</small>	<input type="checkbox"/> Decrecated metric name that goes long
<input type="checkbox"/> Total Active View measurable impressions	<input type="checkbox"/> Metric name that goes to two lines and is very long <small>DEPRECATED</small>	<input type="checkbox"/> Metric name	<input type="checkbox"/> Metric name that goes to two lines and is very long
<input type="checkbox"/> Total Active View viewable impressions	<input type="checkbox"/> Decrecated metric name that goes long <small>DEPRECATED</small>	<input type="checkbox"/> Metric name	<input type="checkbox"/> Decrecated metric name
<input type="checkbox"/> Total Active View % measurable impressions	<input type="checkbox"/> Metric name that goes to two lines and is very long <small>DEPRECATED</small>	<input type="checkbox"/> Metric name	<input type="checkbox"/> Decrecated metric name that goes long
<input type="checkbox"/> Unfiltered impressions		<input type="checkbox"/> Metric name	<input type="checkbox"/> Decrecated metric name
<input type="checkbox"/> Unfiltered impressions			<input type="checkbox"/> Decrecated metric name that goes long
<input type="checkbox"/> Unfiltered impressions			<input type="checkbox"/> Decrecated metric name that goes long

Final design: a drop-down filter on the metric picker



1997- 2020

You yourself





Google Cloud Security

Google Workspace

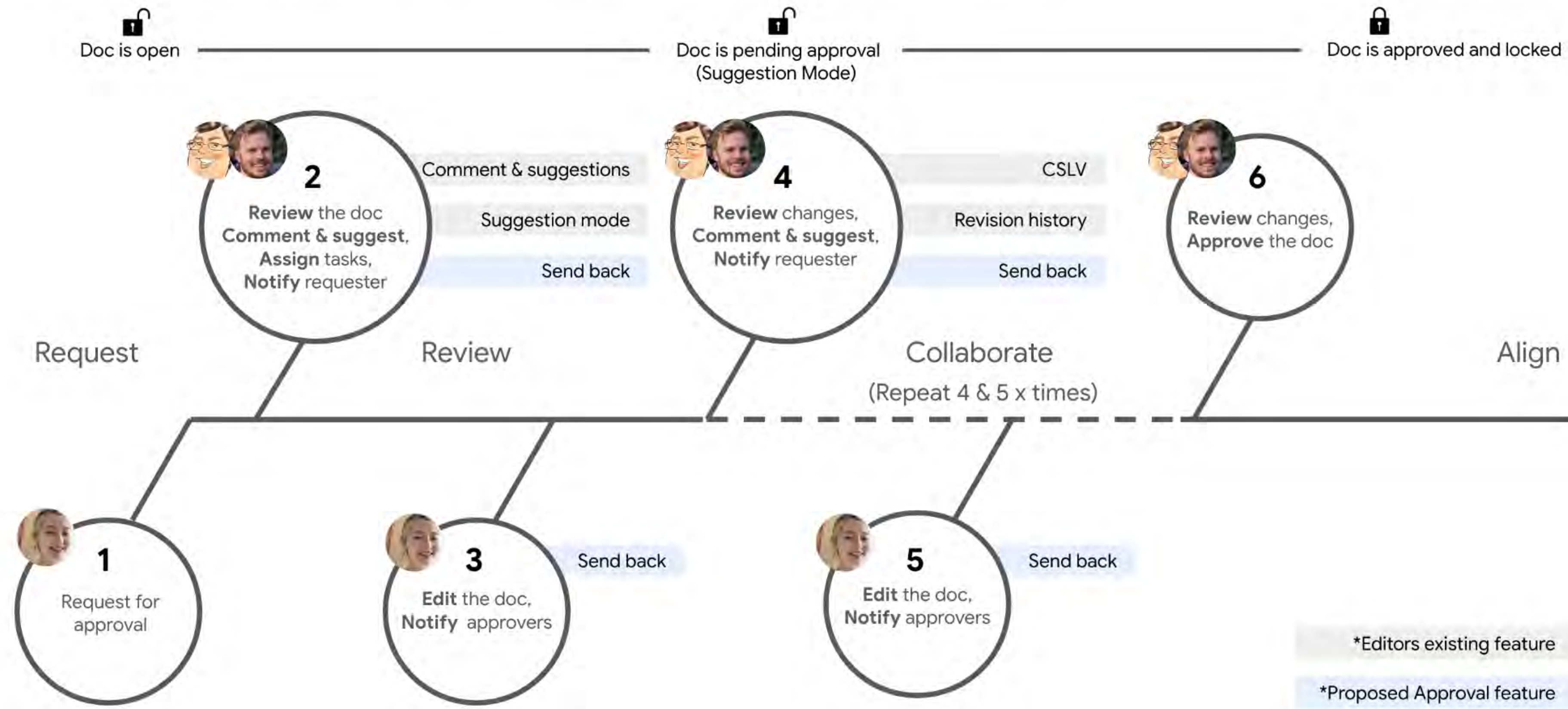


10 months later

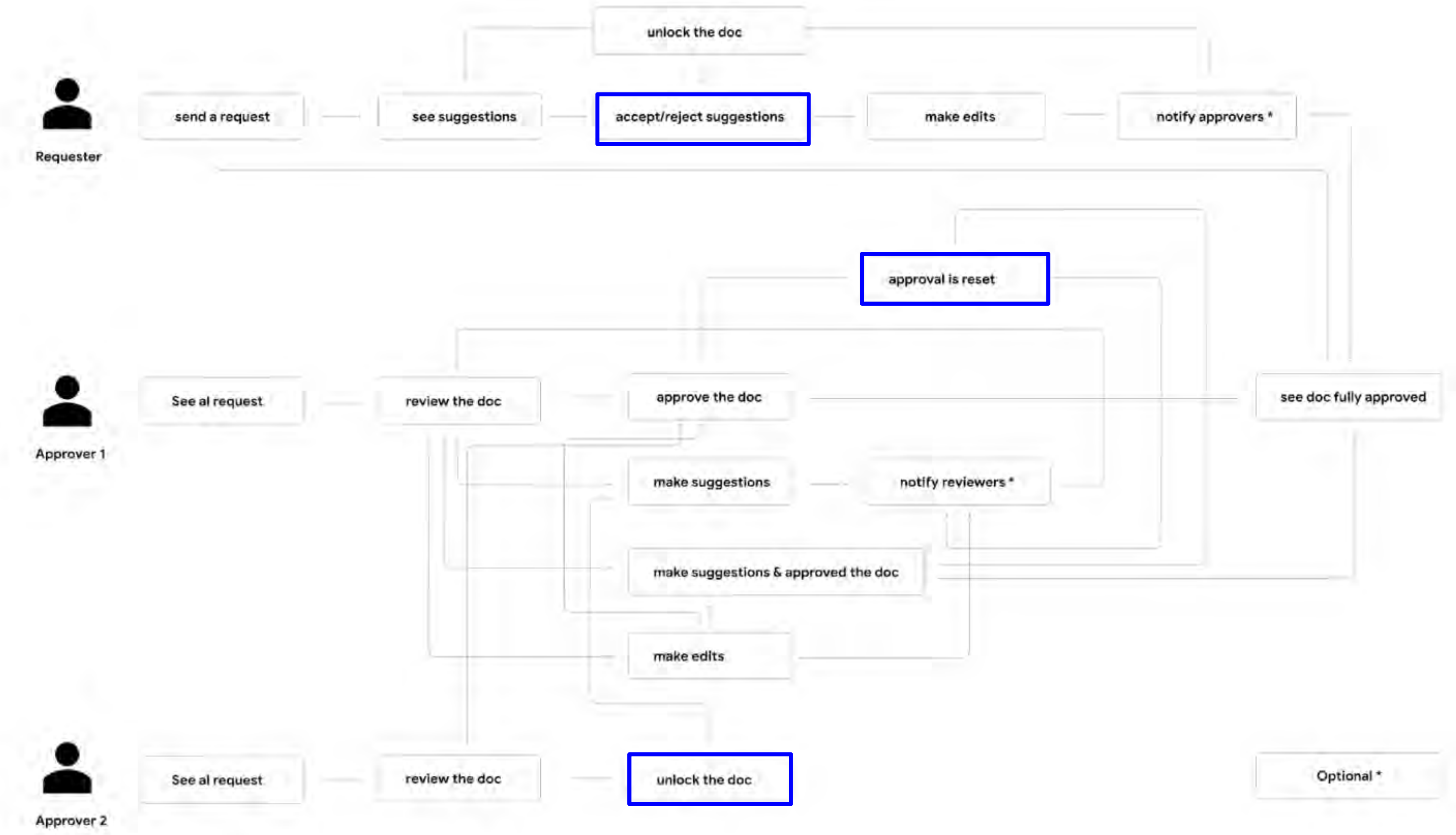


Life of a tech employee: you think!

Workflow Request -> Review -> Collaborate (back and forth) -> Approve



Complex workflow of approving a document



Approval states



	Pending approval	Pending further action	Requires reapproval	Partially approved	Fully approved	Approval rejected
Requester can...	<ul style="list-style-type: none"> • Made edits • Cancel request 	<ul style="list-style-type: none"> • Make edits • Send back to approver • Cancel request 	<ul style="list-style-type: none"> • Make edits • Send back to approver • Cancel request 	<ul style="list-style-type: none"> • Reset the previous approval by making edits • Make edits • Send back to approver • Cancel request 	<ul style="list-style-type: none"> • Unlock the document 	
Approver(s) can...	<ul style="list-style-type: none"> • Approve • Reject • Make suggestion/ comments • Send back to requester 	<ul style="list-style-type: none"> • Make suggestions/ comments • Send back to requester • Approve • Reject • Re-approve (if previously approved and reset) 	<ul style="list-style-type: none"> • Make suggestions/ comments • Send back to requester • Re-approve • Reject 	<ul style="list-style-type: none"> • Approve • Make suggestions/ comments • Send back to requester • Reject 		

Extensive research

40+ lab sessions

20+ analysis reports

4 types of data sources

[Approvals GA research](#)

[Rapid research \(approver flow\)](#)

[Rapid research \(requester flow\)](#)

[Open Approvals Research Findings](#)

[Closed Approvals Evaluation Findings](#)

[Beta Research Findings](#)

[Anatomy of a Review Process](#)

[Approvals Deep Dive Findings](#)

[Document Approval Tasks](#)

[Approval User Profiles](#)

[Document Approvals](#)

[Document Approval Tasks](#)

[UXR Overview \(2017\)](#)

[Approvals Formative Usability Testing](#)

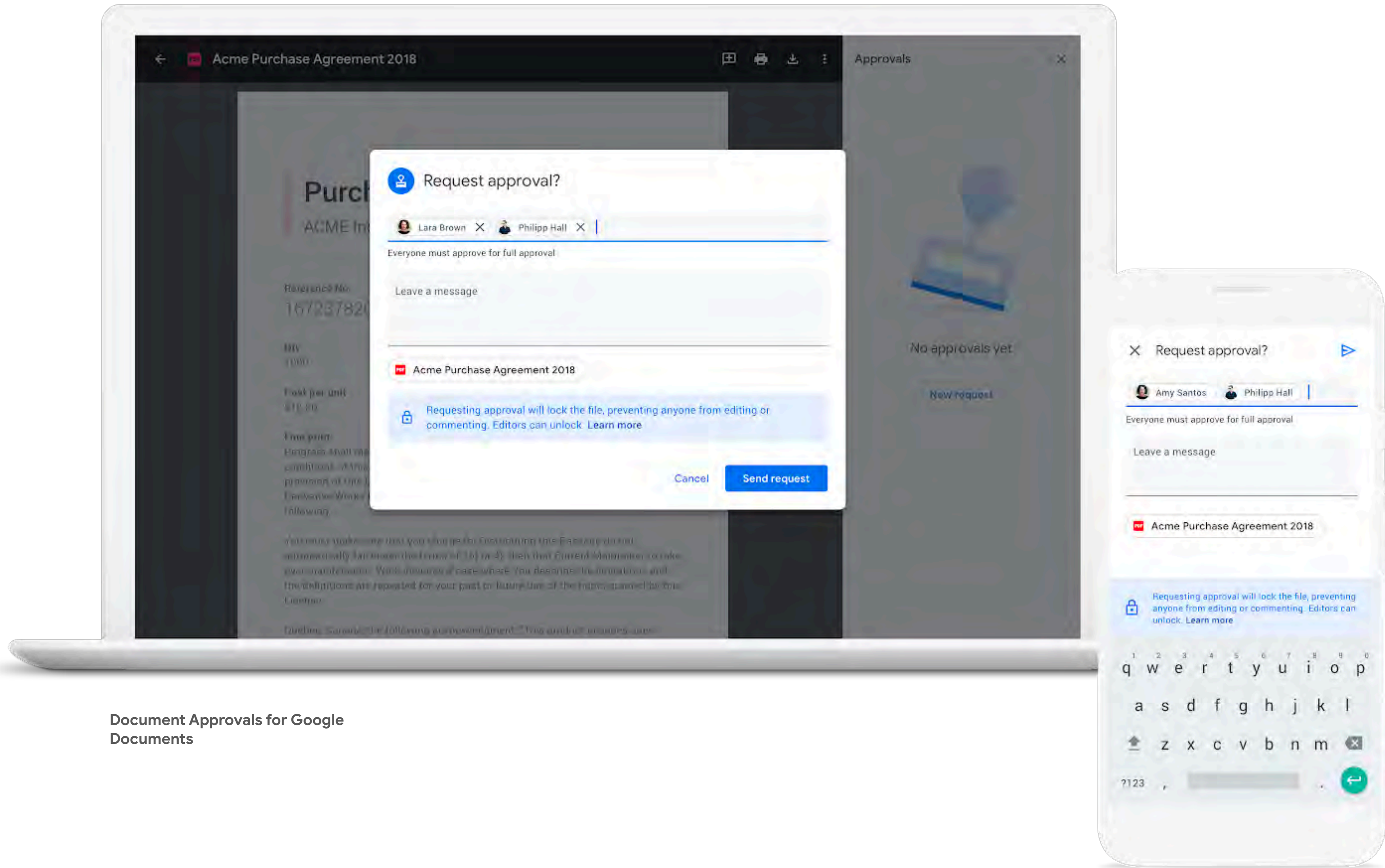
[Approvals Usability Testing](#)

[Approvals Usability Testing](#)

[Sales Team Member Feedback](#)

[Admin Team Member Feedback](#)

[Lock & Unlock Usability Summary](#)



Document Approvals for Google Documents

Google Workspace Updates

This official feed from the Google Workspace team provides essential information about new features and improvements for Google Workspace customers.

The screenshot displays the Google Docs interface for a document titled "Photography contract". The document content includes a paragraph about a non-refundable deposit of \$500 and a section titled "5. Agreement Modification" with a sub-section "A. Retainer. Does not apply to Model Call Sessions". A signature field is visible at the bottom of the document. On the right side, the "eSignature" sidebar is open, showing "ESIGNATURE FIELDS" with options for "Signature", "Initials", and "Name", and "AUTO FILLED FIELDS" with "Date signed". A "Request eSignature" button is located at the bottom of the sidebar.

Photography contract ☆ 📁 🌐
File Edit View Insert Format Tools Extensions Help

100% Normal text Arial 10 B I U A ✎ ... A ✎ ^

Upon booking, a non-refundable deposit of \$500 (the Session Deposit) is due. The Session Deposit secures the Photography Session date and time, as well as the Photography Session pricing, as of the date of the deposit. The Session Deposit will be applied to the Photography Package price. Other images and products are sold separately. If the Client fails to make the required deposit, prices are subject to change at the Photographer's discretion and the Photography Session date and time will not be secured.

5. Agreement Modification

A. Retainer. Does not apply to Model Call Sessions

This Agreement is the entire agreement between the Client and Photographer and may only be modified as set forth in the foregoing paragraphs, in writing, and as agreed-upon by the parties. This Agreement supersedes all prior agreements between the parties. If one or more paragraphs are found to be unenforceable or invalid, the remaining paragraphs shall remain in effect and are enforceable. Any waiver the foregoing paragraphs as agreed-upon by the parties does not alter the enforceability of the remaining paragraphs.

Signature

✎

Share

eSignature ✕

ESIGNATURE FIELDS

✎ ✎ Signature

✎ 🧑 Initials

✎ 🧑 Name

AUTO FILLED FIELDS

✎ 📅 Date signed

Request eSignature



Me and my team



My and my partner in crime



My and my partner in crime



You  **everyone**





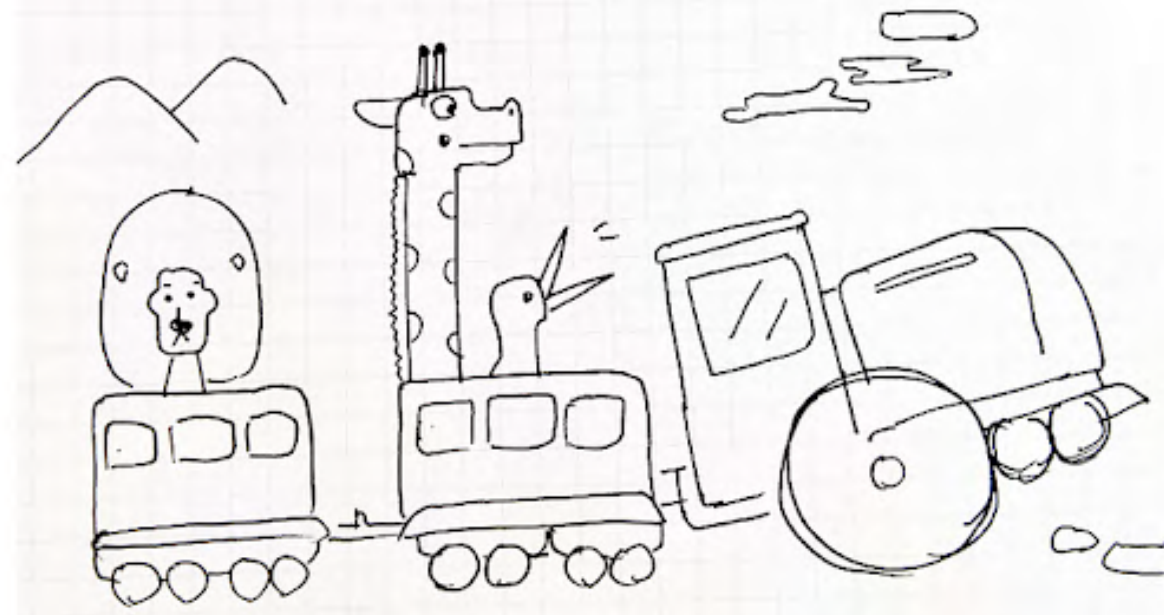








Outside under the sun



bumpy train



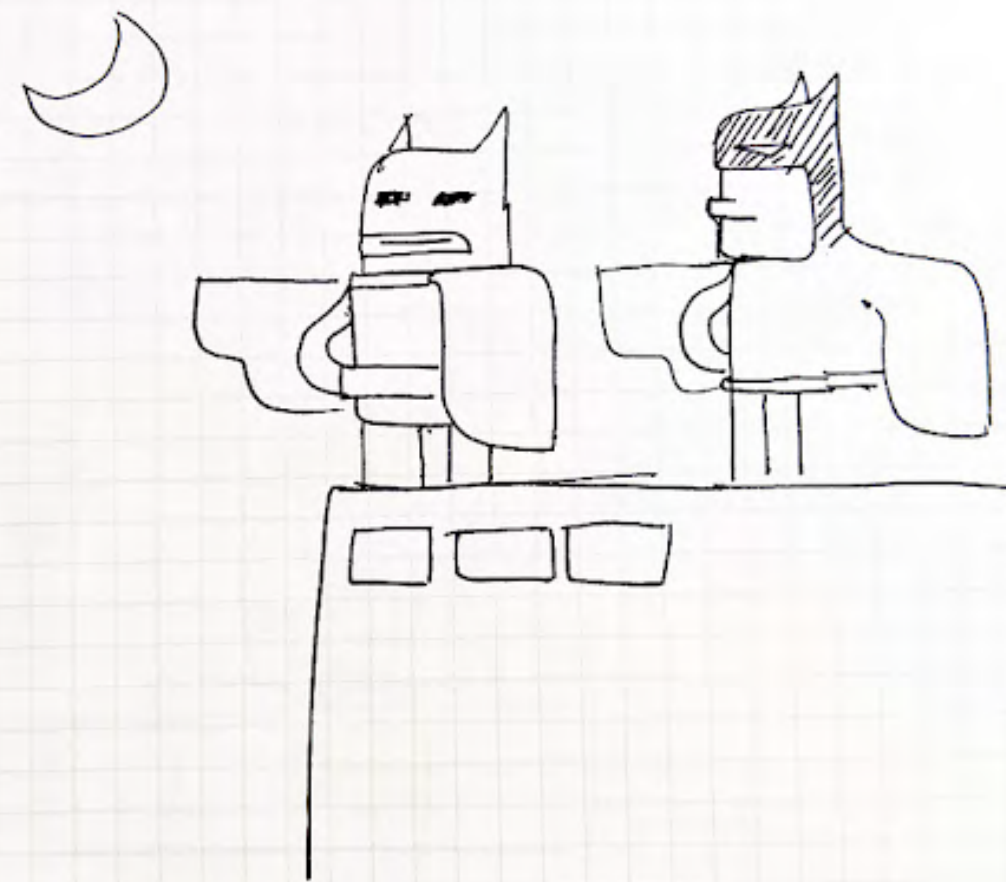
cooking



Travel w/ different language



outside in the sun



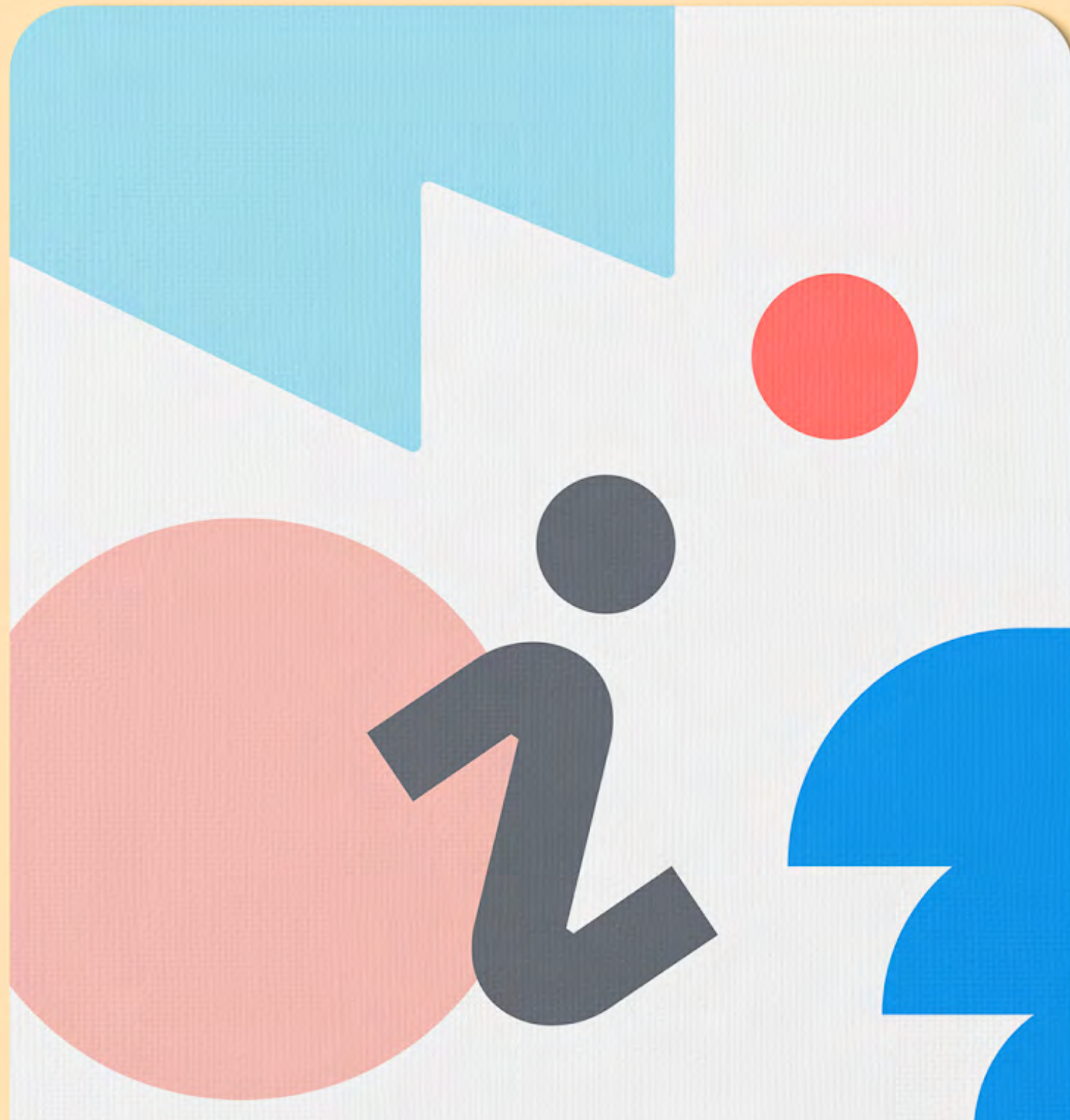
at night



sore throat




at a bar

An illustration on a light blue background featuring a stylized grey human figure with a question mark on its back. To the left is a large pink circle, and to the right is a blue shape resembling a speech bubble or a cloud. A red circle is positioned above the figure. The top left corner has a light blue geometric shape.

Although voice can help some users, consider touch and other modalities.

INCLUSIVE

A line-art illustration of a person sitting in a hospital bed, holding a glass. A medical cross symbol is located to the left of the person.

4

SPEECH IMPAIRMENT

Sore throat

About 1/3 of people with autism are nonverbal.

INCLUSIVE



4

SPEECH IMPAIRMENT

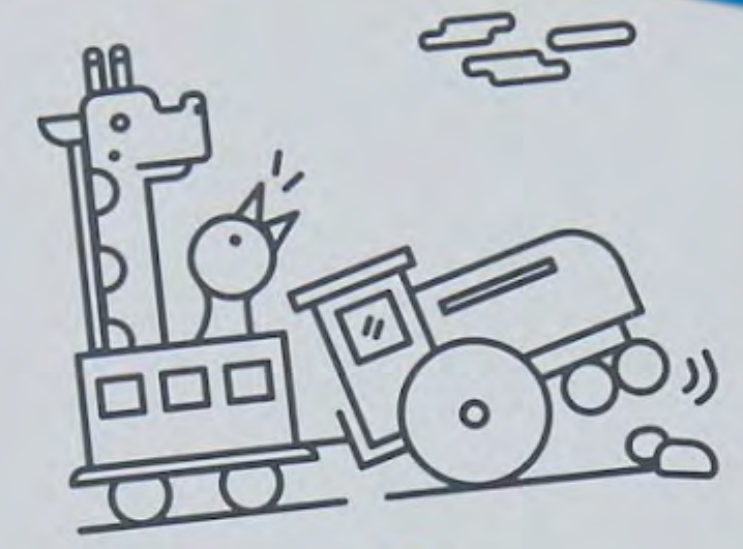
Sore throat

About 1/3 of people with autism are nonverbal.

INCLUSIVE

IN THE DARK
Visual adaptation in dark settings starts at ~10 minutes and can take up to 30 minutes.

INCLUSIVE



6

MOTOR IMPAIRMENT

On a bumpy train

Around 23% of adults in the United States have arthritis.

INCLUSIVE



5

HEARING LOSS

At a loud bar

There are more people with disabling hearing loss than native English speakers



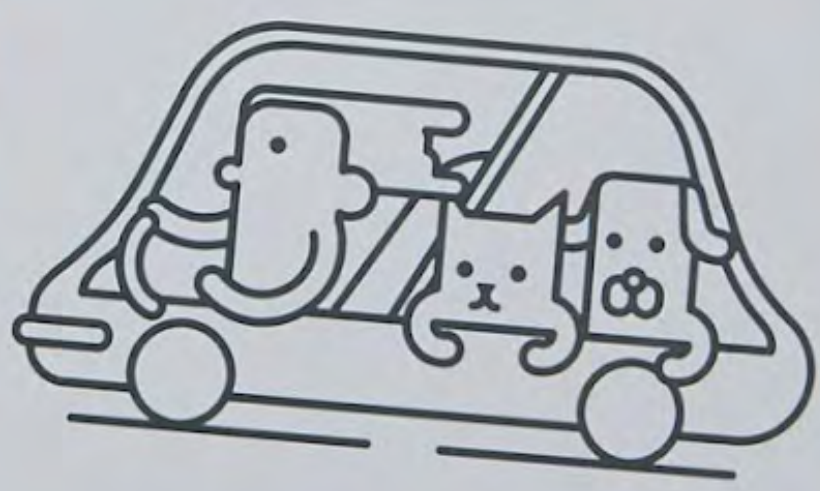
9

COGNITIVE IMPAIRMENT

Foreign language

More than 16 million people in the United States live with a cognitive impairment

INCLUSIVE



1

VISUAL IMPAIRMENT

Driving

There are 36 million blind people in the world—that's just as many Canadians!

INCLUSIVE



7

MOTOR IMPAIRMENT

Cooking

20% of the US population has a mobility impairment.



8

VISUAL IMPAIRMENT

Lost glasses

...form



2

VISUAL IMPAIRMENT

Screen glare

Color blindness affects approximately 1 in 12 men globally.

INCLUSIVE



Photo credit: Catherine Idylle, Ryan Kiley



#1 You see users

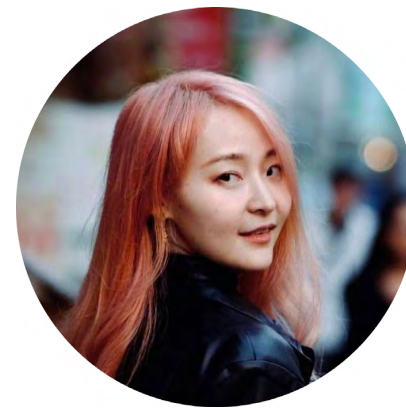
#2 You see yourself

#3 You see everyone

#1 You see users > design for them

#2 You see yourself > design your career

#3 You see everyone > design advocate



what's next?

Hi, I'm **Leecy Li**
a UX designer

Cheers!