Hi, I'm Leecy Li
a UX designer

My 10-year-making of a designer

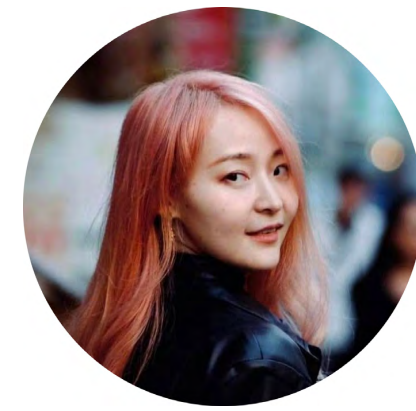| Baoji, China	Beijing	NYC		2024, Today!
1988	2007	2013	2016	

My 10-year-making of a designer

Baoji, China	Beijing	NYC		2016	2024, Today!
1988	2007	2013			

MOTOROLA   PARSONS   AMERICAN EXPRESS   Gallagher & Associates   HARVARD Extension School

Photo by James Ewing

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

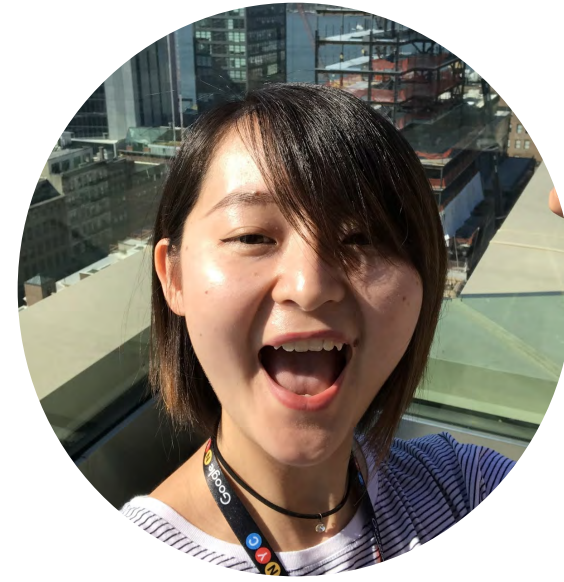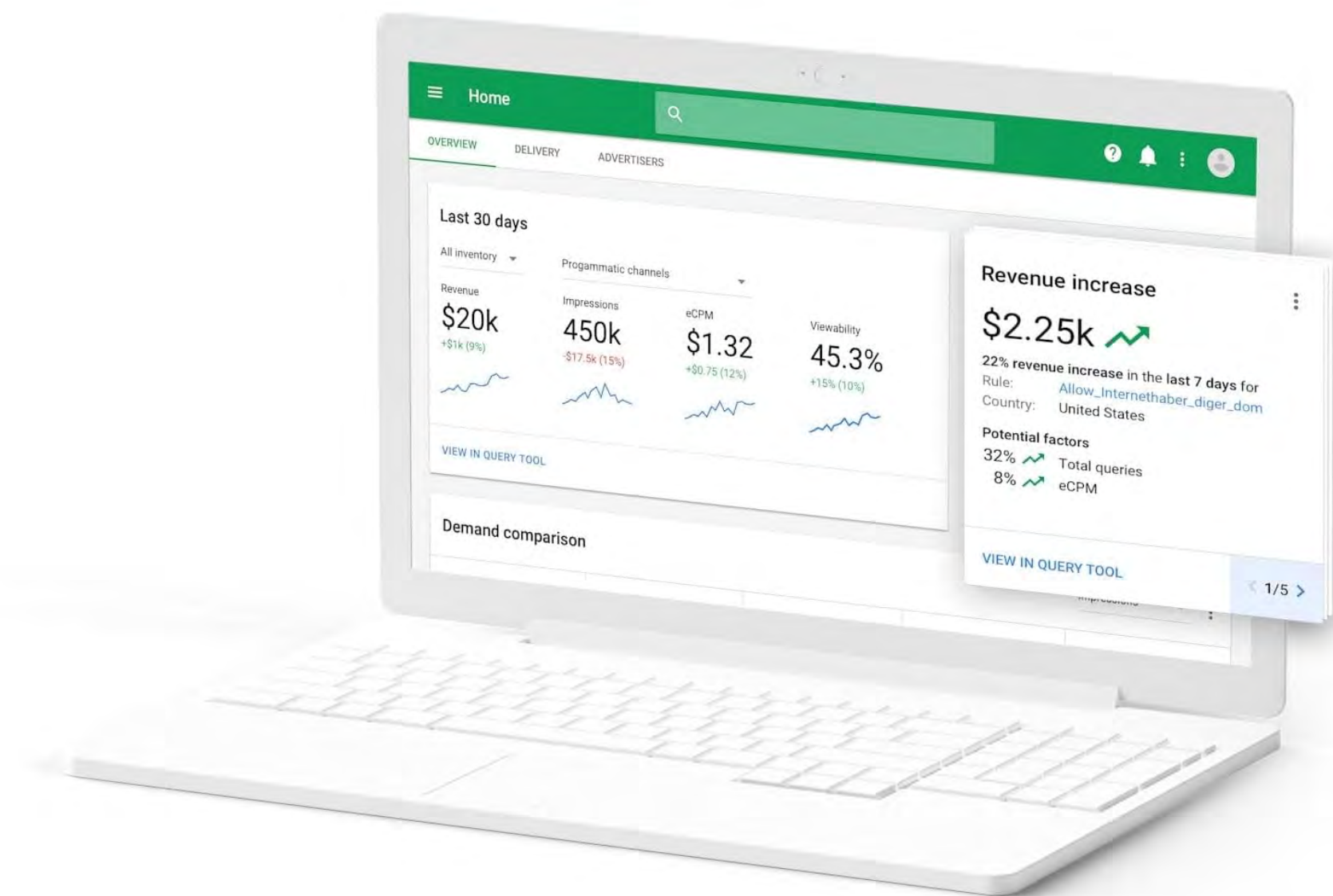|	
Template (Optional)	Choose one
Name	Ad unit Query

Report type ❓

- ● Historic
- ○ Future sell-thru
- ○ Reach

- ○ Sales
- ○ Business intelligence
- ○ Data protection

- ○ Ad exchange historic
- ○ Ad exchange benchmark

Date range   Yesterday ▾

Dimension filter   Add new

Dimensions

Search 🔍

Recently used	Ad exchange **Ad sizes**
New dimensions	Inventory **Ad unit**
All available	Delivery **Advertiser**
Ad Exchange	Geography **Country**
Content hierarchy	Inventory **Placement**
Delivery	Ad exchange **Platforms**
Geography	
Inventory	
Mediation	
Partner	
Sales	
Targeting	
Time unit	
18 categories	6 dimensions

→ 100+ dimension, 300+ metrics

Metrics

Show expanded view

Search 🔍

Recently used	Total **Average CPM**

Ad Manager Query Tool (2016)

One redesign

Ad Manager Query Tool (2016)

4 clicks **6** seconds

One redesign
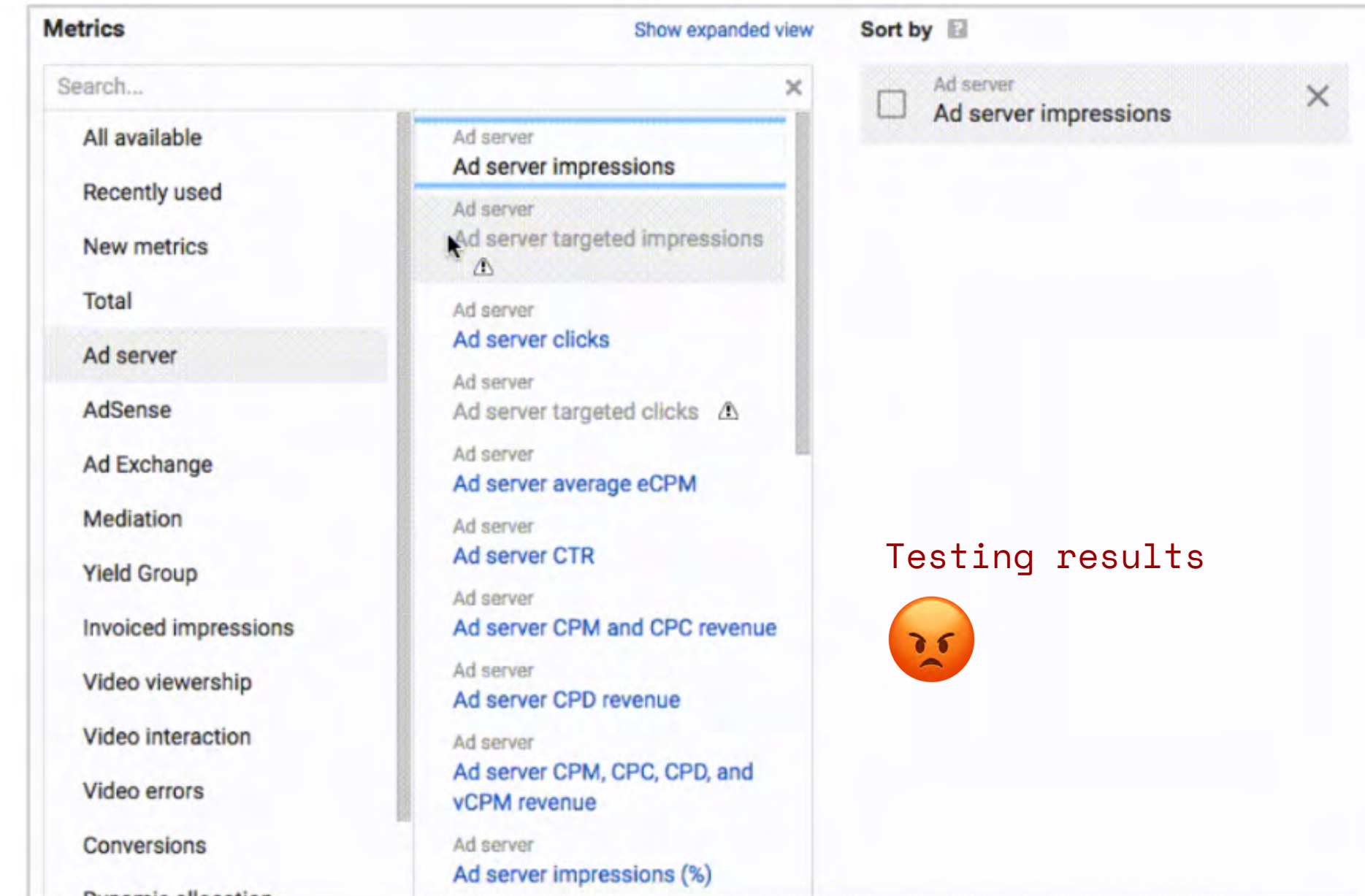
Testing results

😡

8 clicks **10** seconds

You ≠ the user

You👀the user

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.

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?
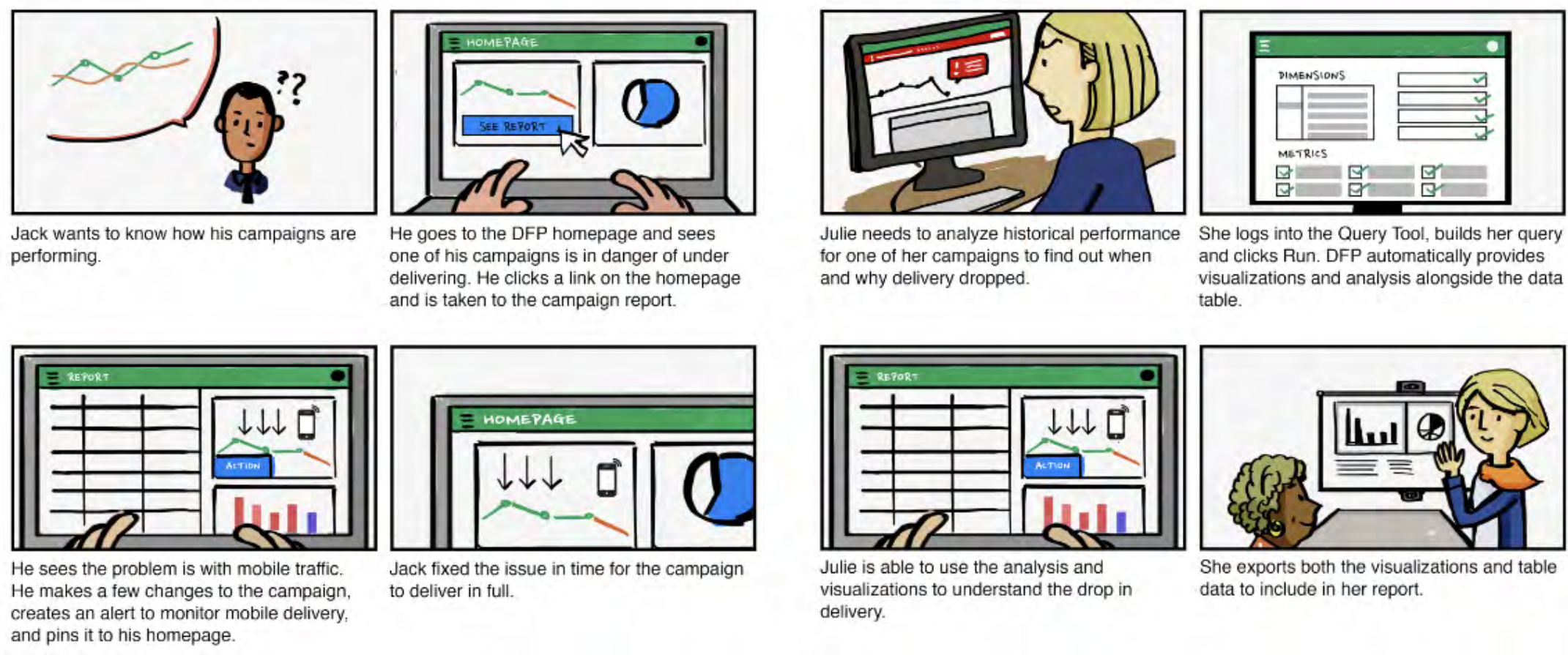
Created storyboards from workshop for speed dating research

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

Queries branch

- **Reports tab**
  - **Queries**
    - All Queries
      - New Query
        - Save
        - Save & Run
          - Save for Later
            - Save
            - Export
            - Back to Query
          - Back to Query
    - Owned by Me
      - See Query
        - Save
          - Share
          - Edit (Rename)
            - Save
    - System Queries
    - Shared with Me
    - Starred
  - **Reports**
    - All Reports
      - New Report
        - Run
          - Save for Later
            - Save
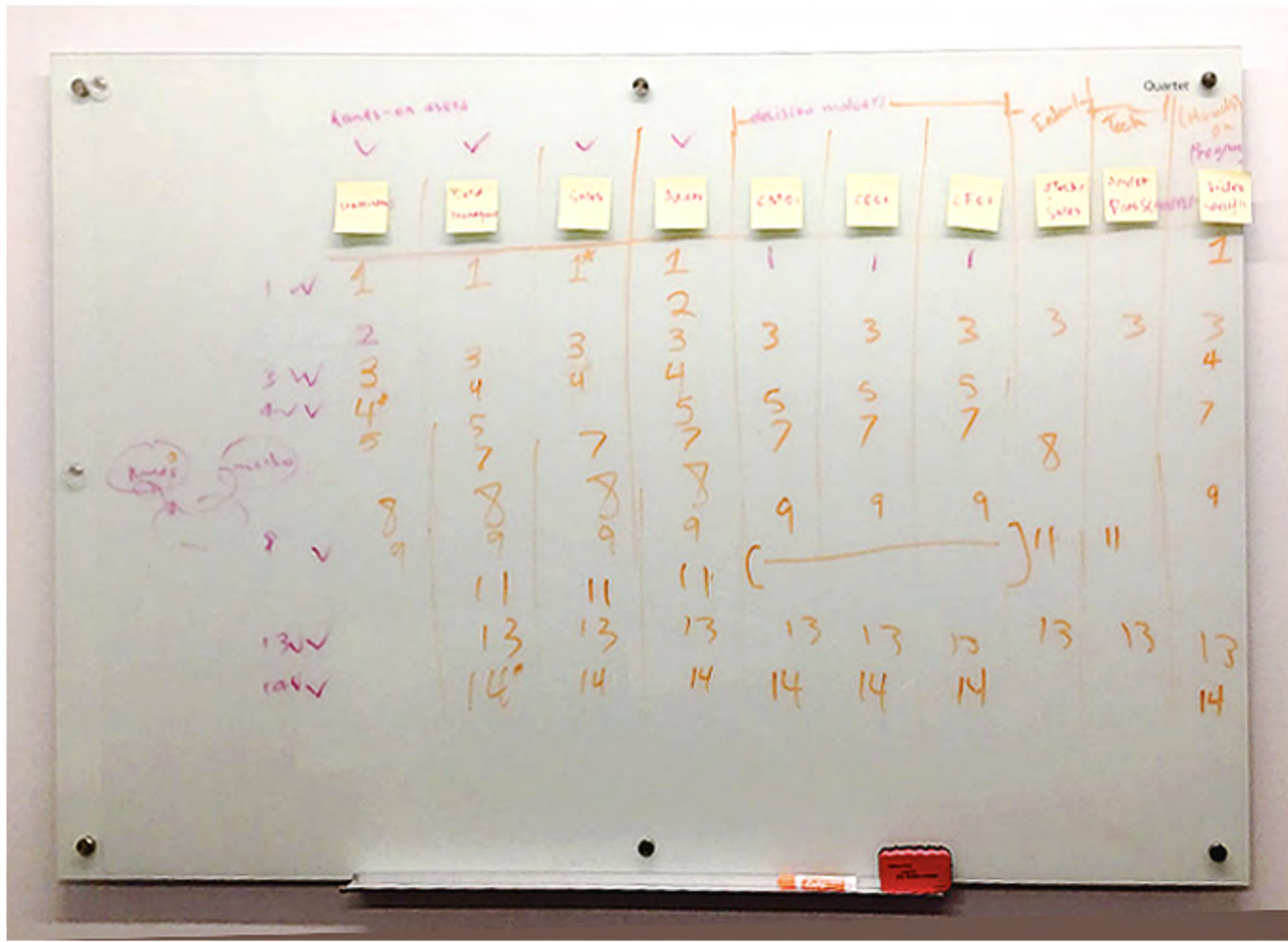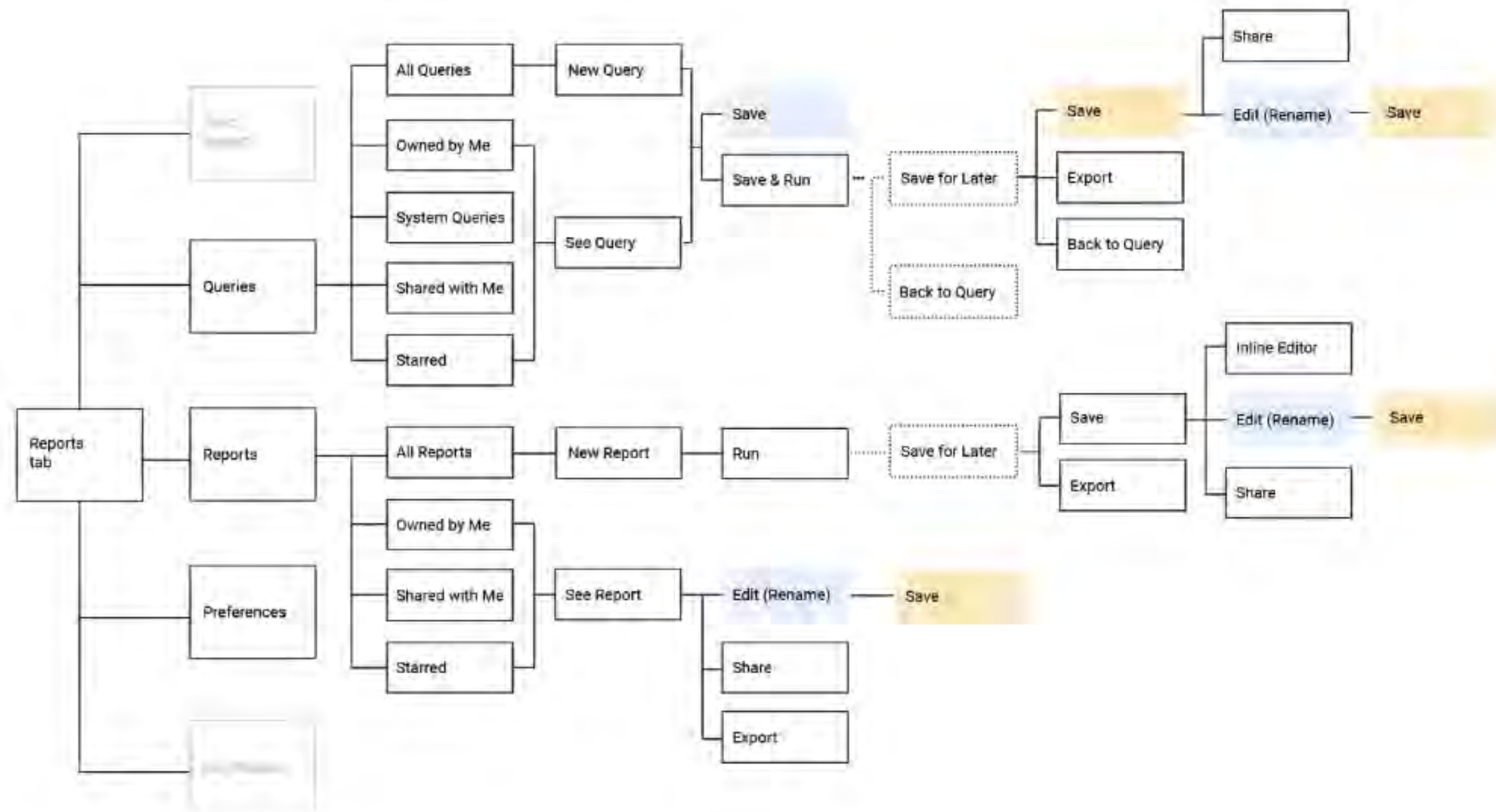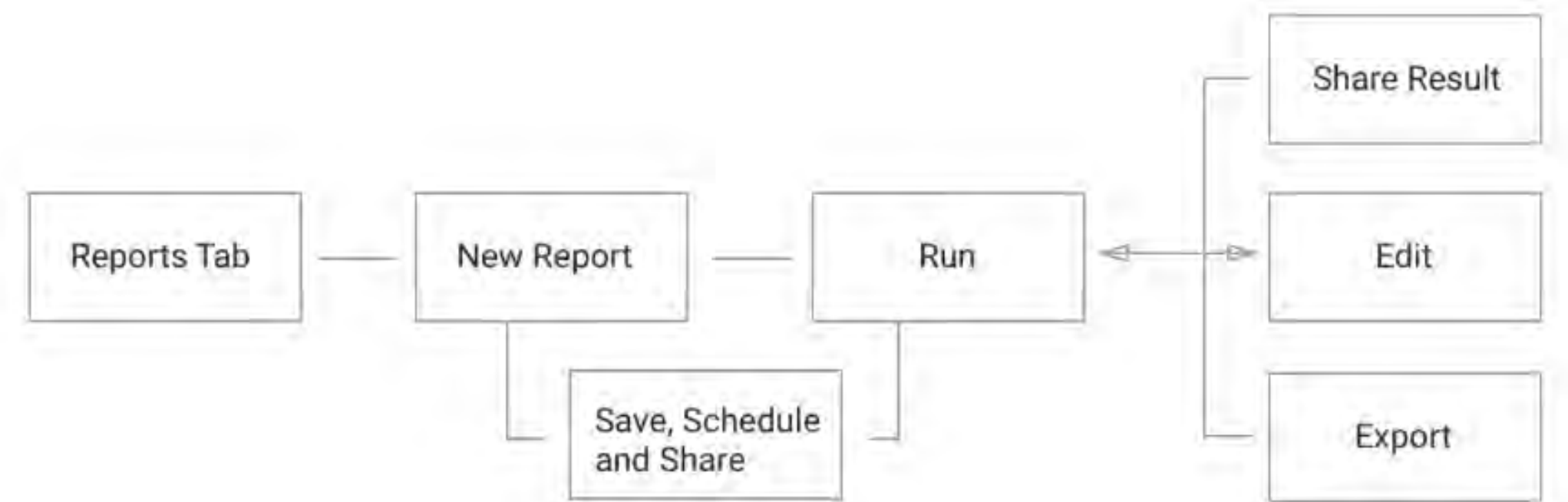   - Inline Editor
              - Edit (Rename)
                - Save
              - Share
            - Export
    - Owned by Me
    - Shared with Me
      - See Report
        - Edit (Rename)
          - Save
        - Share
        - Export
    - Starred
  - **Preferences**

Before

Share Result

Reports Tab — New Report — Run ⟷ Edit

Save, Schedule and Share

Export

After

A simplified site map
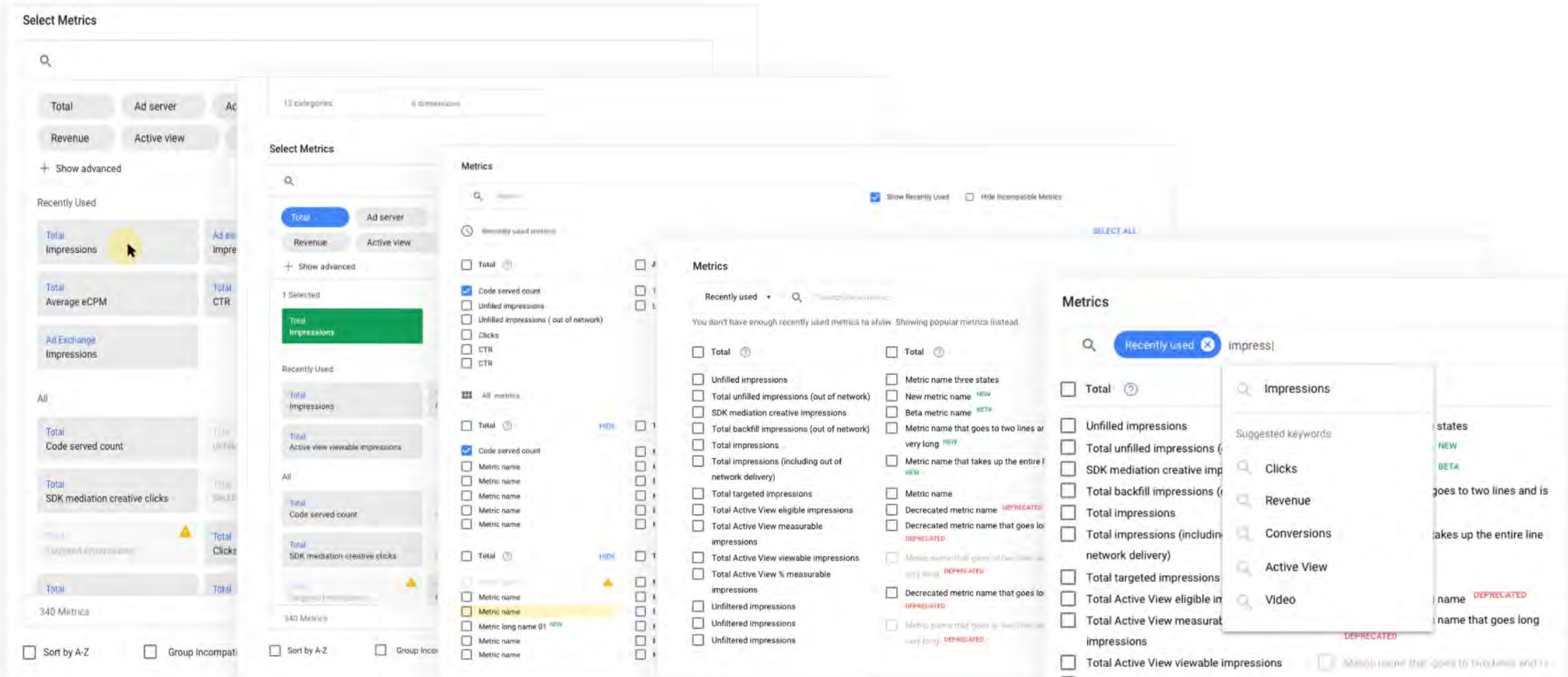
Interactions of the metric picker

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

DoubleClick
by Google

1997- 2020

Google Ad Manager

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

🔓 Doc is open ——————————————— 🔓 Doc is pending approval ——————————— 🔒 Doc is approved and locked
(Suggestion Mode)

2
Review the doc
Comment & suggest,
Assign tasks,
Notify requester

Comment & suggestions
Suggestion mode
Send back

4
Review changes,
Comment & suggest,
Notify requester

CSLV
Revision history
Send back

6
Review changes,
Approve the doc

Request   Review   Collaborate   Align
                                                   (Repeat 4 & 5 x times)

1
Request for
approval

3
Edit the doc,
Notify approvers

Send back

5
Edit the doc,
Notify approvers

Send back

*Editors existing feature

*Proposed Approval feature

Complex workflow of approving a document

Requester

unlock the doc

send a request — see suggestions — accept/reject suggestions — make edits — notify approvers *

Approver 1

approval is reset

See al request — review the doc — approve the doc — see doc fully approved

make suggestions — notify reviewers *

make suggestions & approved the doc

make edits

Approver 2

See al request — review the doc — unlock the doc

Optional *
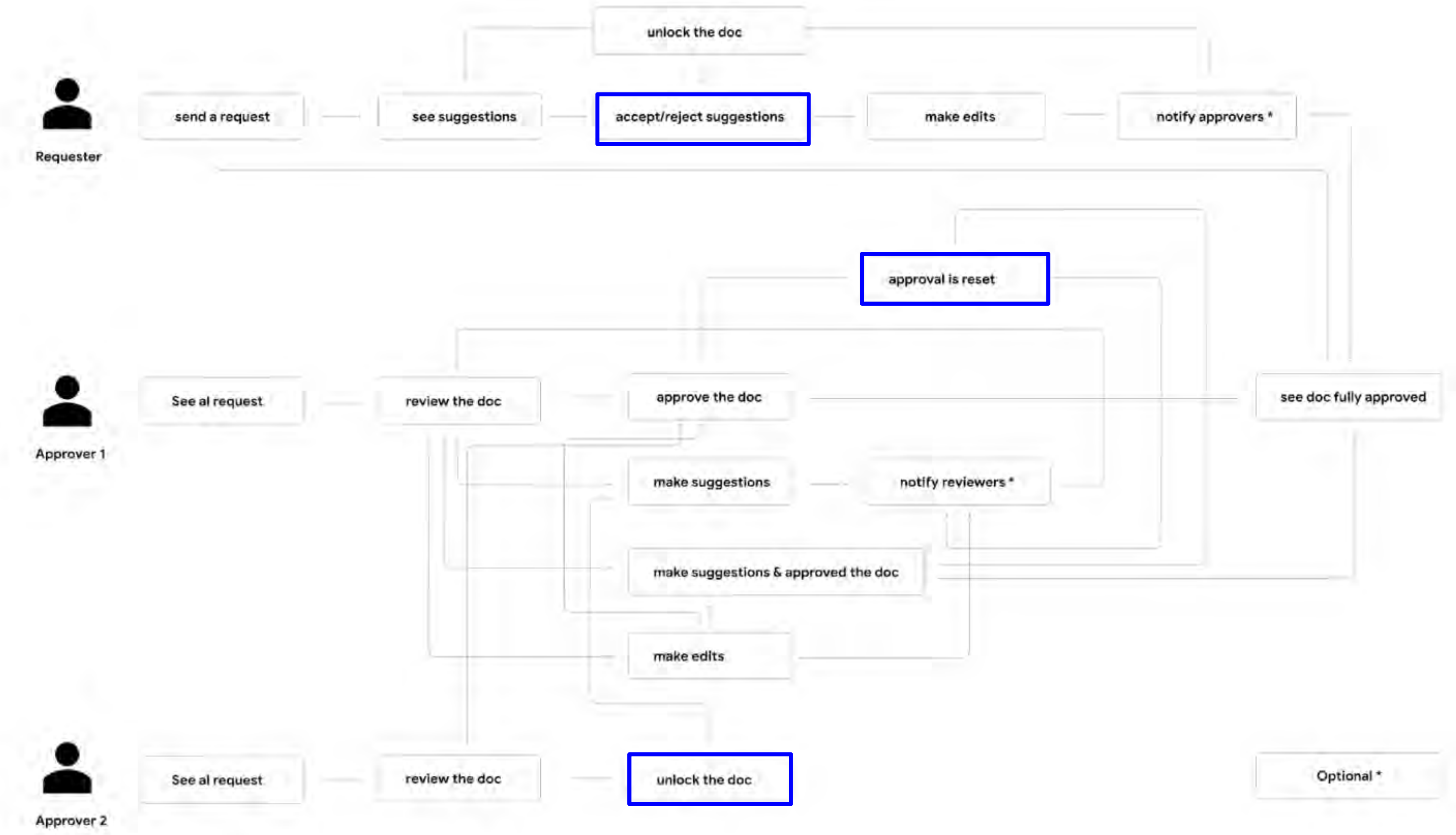
Approval states

		Pending approval	Pending further action	Requires reapproval	Partially approved	Fully approved	Approval rejected
	Requester can...	• Made edits • Cancel request	• Make edits • Send back to approver • Cancel request	• Make edits • Send back to approver • Cancel request	• Reset the previous approval by making edits • Make edits • Send back to approver • Cancel request	• Unlock the document	
	Approver(s) can...	• Approve • Reject • Make suggestion/ comments • Send back to requester	• Make suggestions/ comments • Send back to requester • Approve • Reject • Re-approve (if previously approved and reset)	• Make suggestions/ comments • Send back to requester • Re-approve • Reject	• 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
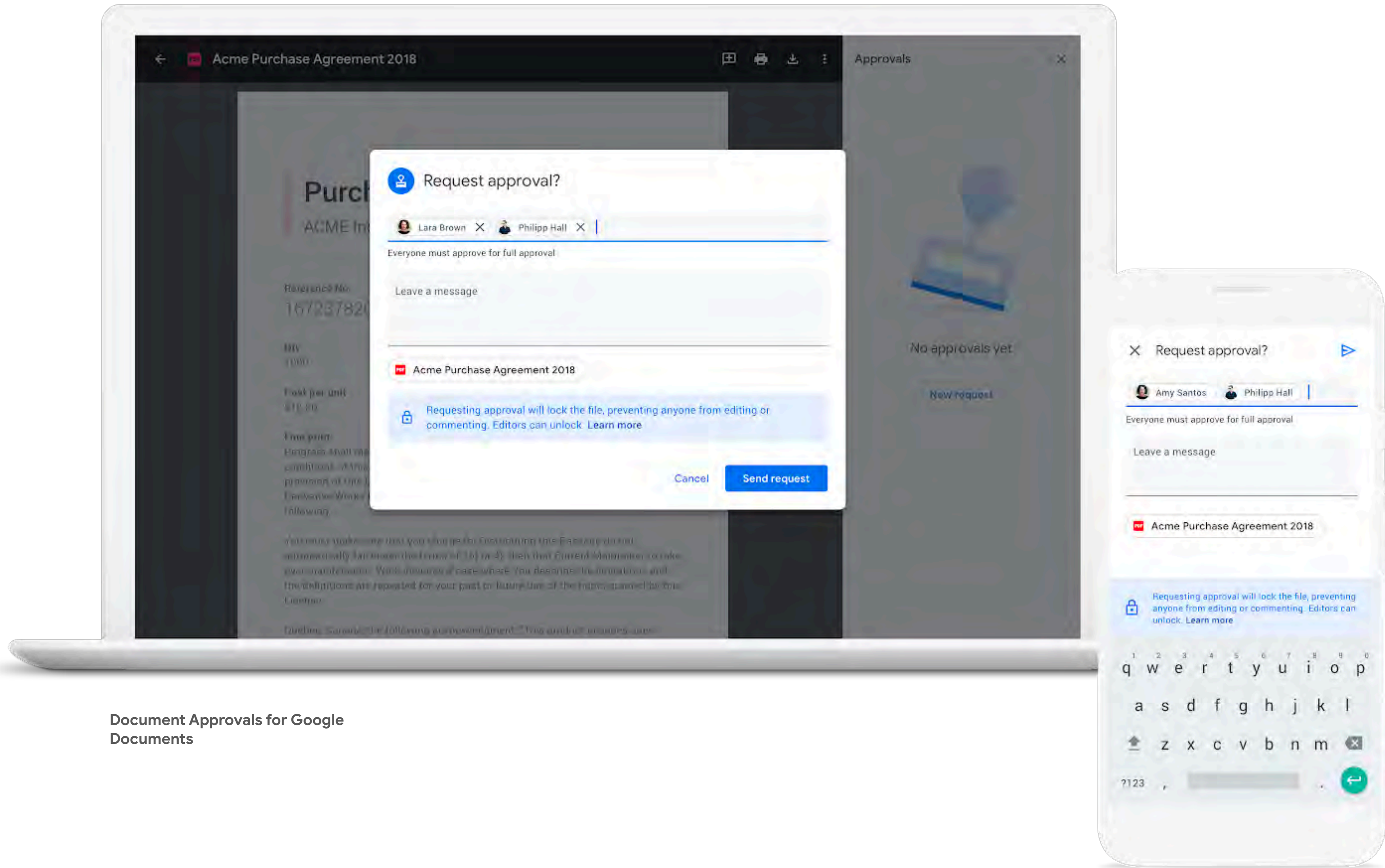
Document Approvals for Google Documents

Google Workspace Updates

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

eSignature in Google Docs

Me and my team

My and my partner in crime
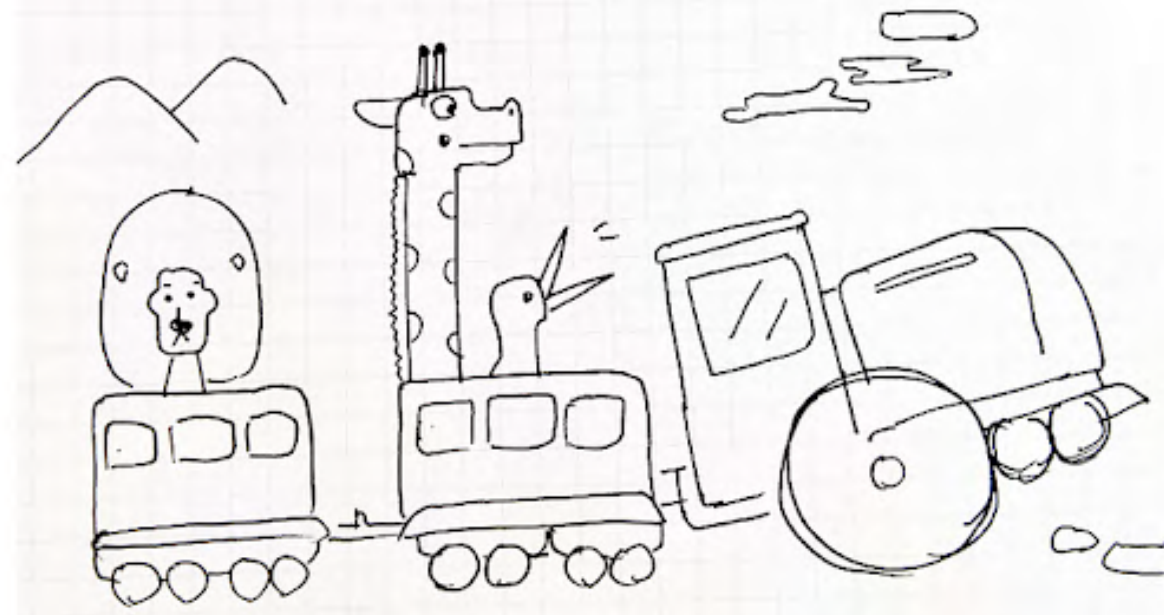
My and my partner in crime
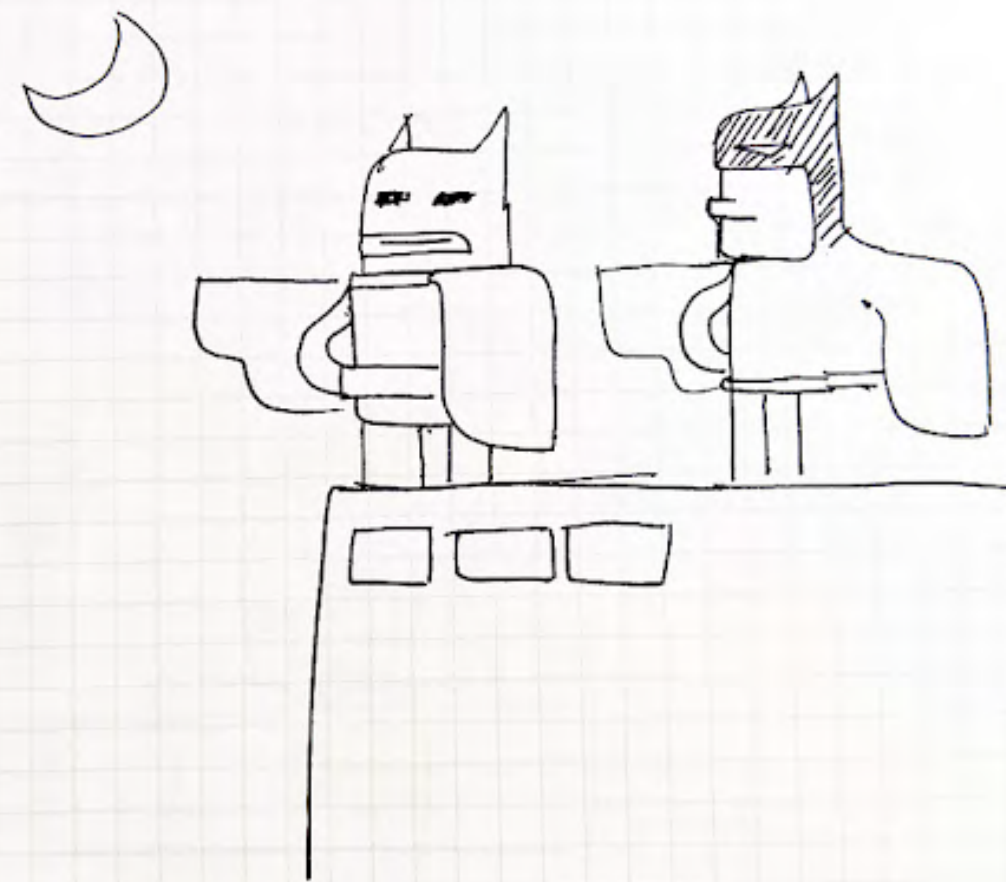
You👀everyone

Outside under the sun

bumpy train
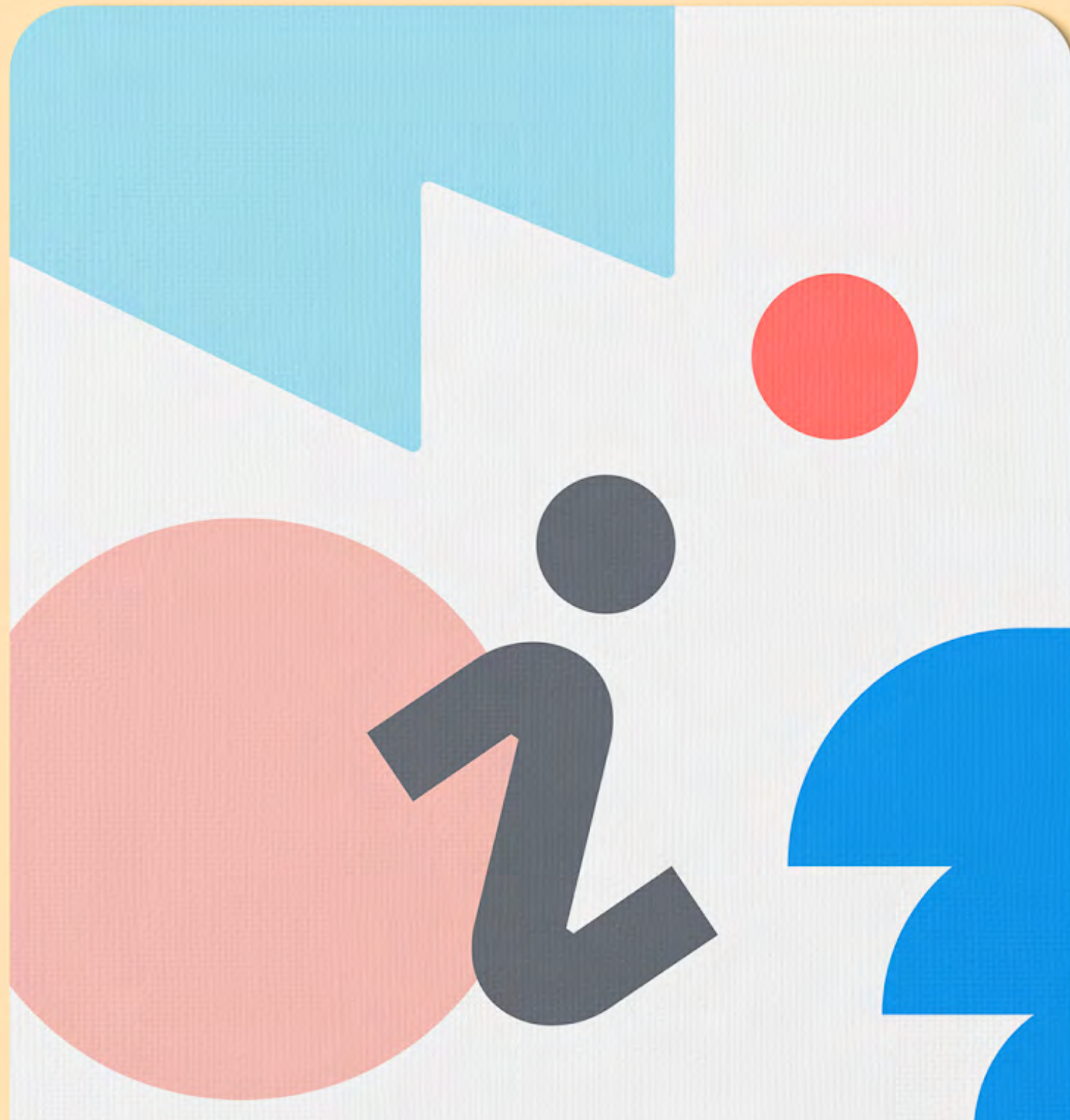
Cooking

Travel w/ diffent language

outside in the sun

at night

sore throat

at a bar

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

INCLUSIVE

4

SPEECH IMPAIRMENT

Sore throat

About ⅓ of people with autism are nonverbal.

INCLUSIVE

Photo credit: Catherine Idylle, Ryan Kiley
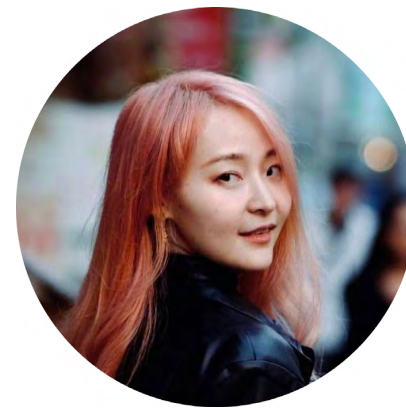
#1 You see ==users==

#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!