

Richard L.

Founder & Principal

Melbourne, Australia | [LinkedIn](#) | [Portfolio](#)

Product design leader with 15+ years across digital products, customer experience and enterprise change. Built Virgin Australia's design capability from two people to more than 20 and set up its design system.

EXPERIENCE

Associate Design Director Jan 2024 — Oct 2025
NCS Group Australia *Australia*

Led AI and digital design engagements for enterprise and government clients in utilities and transport. Turned ambiguous briefs into service concepts, buildable requirements and roadmaps, and aligned business, product, design, data and technology teams around customer evidence and delivery priorities.

Founder & Principal Jun 2023 — Present
Divergent Kind *Australia*

Runs an independent design and operating-model practice, started alongside employment and full-time from October 2025. Leads discovery and experience strategy for complex services, turning research and operational evidence into prioritised opportunities. Designs human-AI workflows where responsibilities, hand-offs and review points are clear and people keep control over consequential decisions.

Experience Design Manager May 2020 — Jun 2023
Virgin Australia *Melbourne, Victoria, Australia*

Built and led the airline's internal product and experience capability from two designers to more than 20, managing an A\$1 million budget through post-administration transformation. Established the design system and shared research, design and delivery practices, and set experience direction across booking, ancillary and loyalty journeys. Worked with CRO specialists HighRes to help drive more than A\$100 million in digital-channel revenue, and set up A/B testing and test-and-learn practices.

Product and Service Design Consultant Jul 2019 — Mar 2020
Australian Trade and Investment Commission (Austrade) *Melbourne, Victoria, Australia*

Designed the Find An Opportunity platform for Australian exporters using qualitative and quantitative research, service design and stakeholder collaboration. Worked with business analysts and developers to turn complex trade information into customer-facing journeys and feasible delivery requirements.

Lead Experience and Service Designer Oct 2018 — Jun 2019
Qantas *Sydney, Australia*

Owned design and experience strategy for Flight Search and Flight Deals, balancing customer needs with complex business logic in revenue-critical products. Coached designers through the UX Community of Practice to build shared guidance and strengthen design capability across teams.

Senior User Experience Designer, NAB Innovation Labs Oct 2017 — Oct 2018
National Australia Bank *Greater Melbourne Area*

Designed customer and operating flows for NAB's Xero accounting integration and digital small-business lending, including QuickBiz. Researched open-banking use cases and created wireframes, user flows and interaction designs for the NAB-Microsoft facial-recognition ATM proof of concept.

Experience Designer Aug 2015 — Sep 2017
Isobar (now Merkle) *Greater Melbourne Area*

Led end-to-end UX for Jetstar's responsive web check-in, cutting a flow of more than 17 steps down to three. Combined journey analytics, call-centre complaints and service mapping to find friction, then built user flows and clickable prototypes and iterated with stakeholders.

UX and Strategic Business Development Consultant Sep 2013 — Aug 2015
Marketing Melodies (& storePlay) *Greater Melbourne Area*

UX: Interaction design (iOS and web), information architecture and copywriting.
Business Development: Identifying and executing solutions for commercial music requirements and developing innovative solutions for mobile engagement using cutting edge Sonic360 technology.

User Experience Designer Aug 2011 — Sep 2013
Deezer *Greater Sydney Area*

Designed product and user experience of micro sites for live stream music events (first of their kind online in Australia using 4G technology to overcome limitations of ADSL 2)

CX Specialist May 2009 — Aug 2011
Apple *Melbourne, Victoria, Australia*

Applied service design techniques to iterate customer experience daily based on NPS and qualitative customer feedback.

EDUCATION

General Assembly

Jan 2015 — Jun 2015

User Experience Design Immersive (UXDI) in User Experience - UX

User Research

User Testing

Interaction & Interface Design

Information Architecture

Prototyping & Testing

Working with Teams & Clients

RMIT University

Jan 2005 — Jun 2008

Bachelor of Fine Arts (BFA) in Photography and Sound (design, engineering, production)

Box Hill Institute

Jan 2003 — Jan 2004

Advanced Diploma in Composition (contemporary)

PROJECTS

Videography

Music video clips for artists, short films.

Music Photojournalism

Clients include: triple j mag, Furst Media (Beat Magazine), Triple M, Nova 100, Gotye

Fine Art Photography

SKILLS

Domain Architecture · Organizational Consulting · Change Consulting · System Architecture · Operating Model Design · Strategic Design · Decision Systems · Organisational Design · Product Strategy · Enterprise Transformation · Leadership Design · Executive Advisory · Change Management · Organisational Effectiveness · Culture & Ways of Working · Governance Design · Stakeholder Alignment · Product-Led Transformation · Platform Strategy · AI Strategy · Human-Centred AI · Digital Experience Strategy · Service Design · Applied Research · Framework Development · Design Research · Sensemaking · Complex Problem Solving · Strategic Foresight · Management Consulting · Business Strategy · Transformation Roadmapping · Facilitation (Executive / Strategic) · Client Advisory · Consciousness-Centred Design · Decision Intelligence · Socio-Technical Systems · AI Governance · Organisational Coherence · Systems Thinking · Strategic Visioning · Regenerative Design · Conscious Leadership · Framework Architect · Competitive Analysis · User Interface Design · Product and experience strategy · UX/UI and interaction design · Wireframing and prototyping · Design systems · Hiring and mentoring · Roadmaps and prioritisation · Experimentation · Cross-functional delivery · Journey analytics · A/B testing · Photography · Music composition