Skills Framework for Design

A Guide to Occupations and Skills
www.skillsfuture.gov.sg

A combined initiative of

DesignSingapore Council

SKILLSFuture SG

Contents

About the Skills Framework 03

Key Design Industry and Manpower Insights 05

Highlights: New Design Skills and Job Roles 09

Design Career Tracks 13

Career Map 15

Skills Map 17

- Business & Management 18
- Design 52
- Innovation & Insight 82
- Technology 120

Take Your Next Step Forward: Programmes 137

Overview of Technical Skills and Competencies 141

General Descriptor for Technical Skills and Competencies 146

Overview of Critical Core Skills 148

Salary Range Information 152

Supporting Organisations and Acknowledgements 153

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About the Skills Framework

The Skills Framework is a SkillsFuture initiative developed for the Singapore workforce to promote skills mastery and lifelong learning. Jointly developed by SkillsFuture Singapore, Workforce Singapore and the DesignSingapore Council, together with employers, industry associations, education and training providers and unions, the Skills Framework for Design provides useful information on:

Sector Information

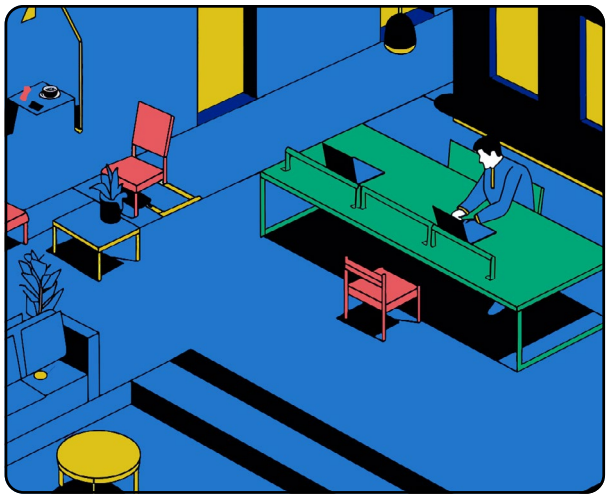
Career Pathways

Occupations and Job Roles

Existing and Emerging Skills

Training Programmes for Skills Upgrading and Mastery

The updated national-level toolkit of design skills and job roles offers a leading perspective on the present and future market trends for the design profession. SFwD 2.0 is developed by the DesignSingapore Council and supported by SkillsFuture Singapore.

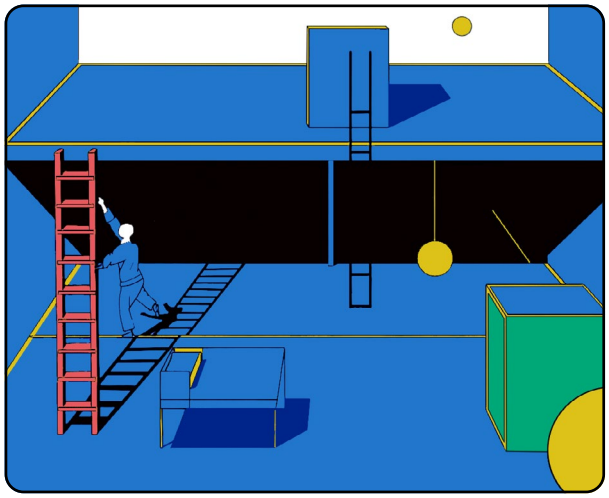


For Employers & Talent Managers
If you are an Employer or a Talent Manager seeking to empower your design team, the SFwD offers a dynamic toolkit as:

- A learning tool to explore the diverse skill sets and specialised expertise available among today's design practitioners.
- An operational framework to strategically guide your organisation's recruitment and training practices to cultivate a world-class design team.
- A communication tool to effectively articulate the value proposition of designers and design as a skill set to advance your organisation's business and strategic goals.

For Educators & Training Providers
If you are an Educator or a Training Provider shaping the next generation of design talent, you may harness the SFwD as:

- A learning tool to understand the design roles in demand and specific skill sets expected of design practitioners today.
- An operational framework to strategically map out your educational curricula and learning outcomes, integrating innovative teaching methodologies to foster mastery of skills for the design Technical Skills and Competencies (TSCs).
- A communication tool to articulate the transformative impact of design education in aligning with your school's strategic vision and programme planning.



For Design Professionals & Students
If you are a Design Professional or a Tertiary-level* student, dive into the SFwD which serves as:

- A learning tool to unlock insights into the design job roles and skill sets in demand and expected of design professionals.
- A self-development framework to plan and navigate your upskilling or reskilling journey towards attainment of the design Technical Skills and Competencies (TSCs), and to chart your areas of specialty within possible career pathways of design.
- An indicative dataset and compass in your job search to explore job opportunities that align with your professional strengths, passion, experience, and remuneration expectations.

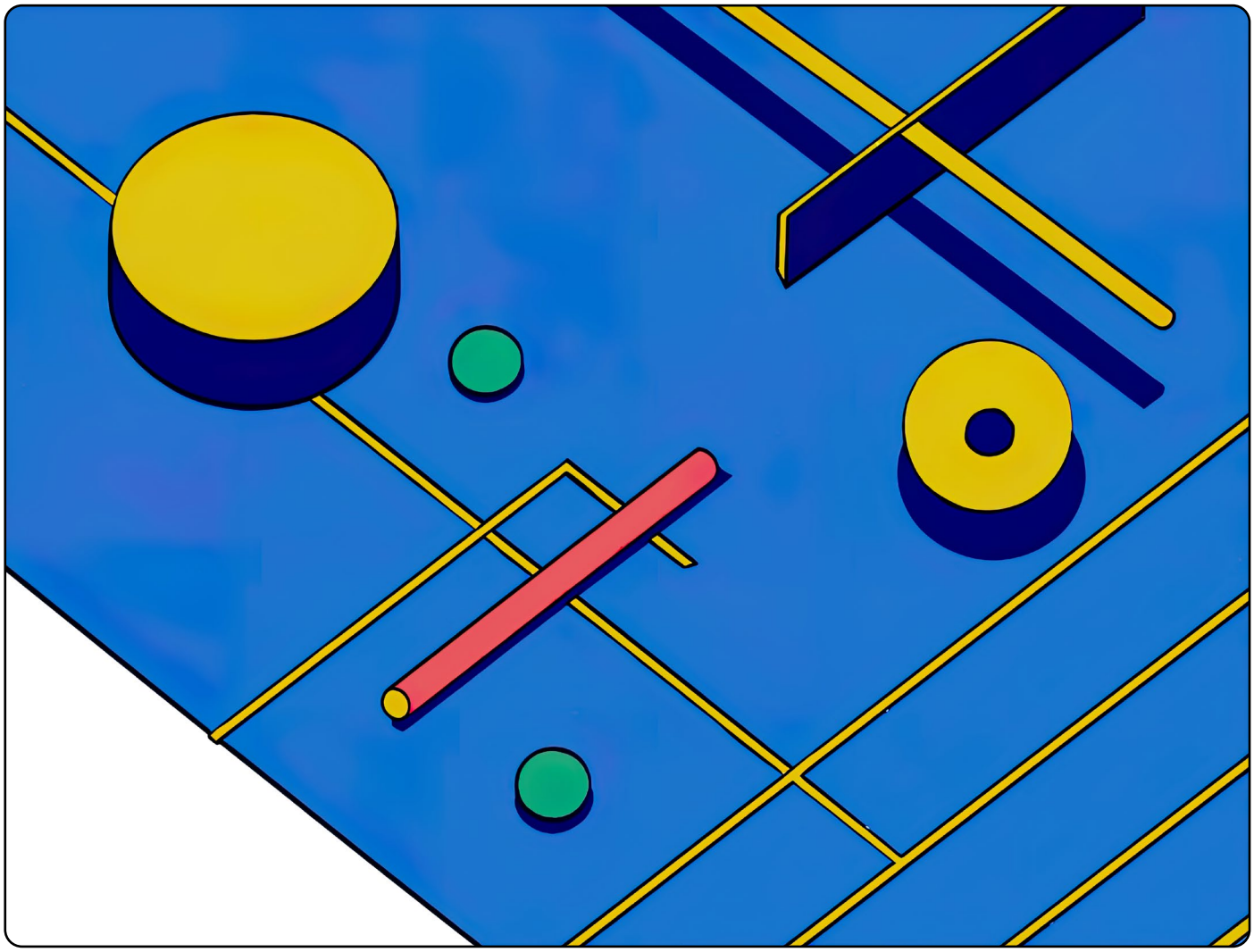
The visuals of the refreshed Skills Framework for Design were developed using generative AI (Midjourney).

Key Design Industry and Manpower Insights

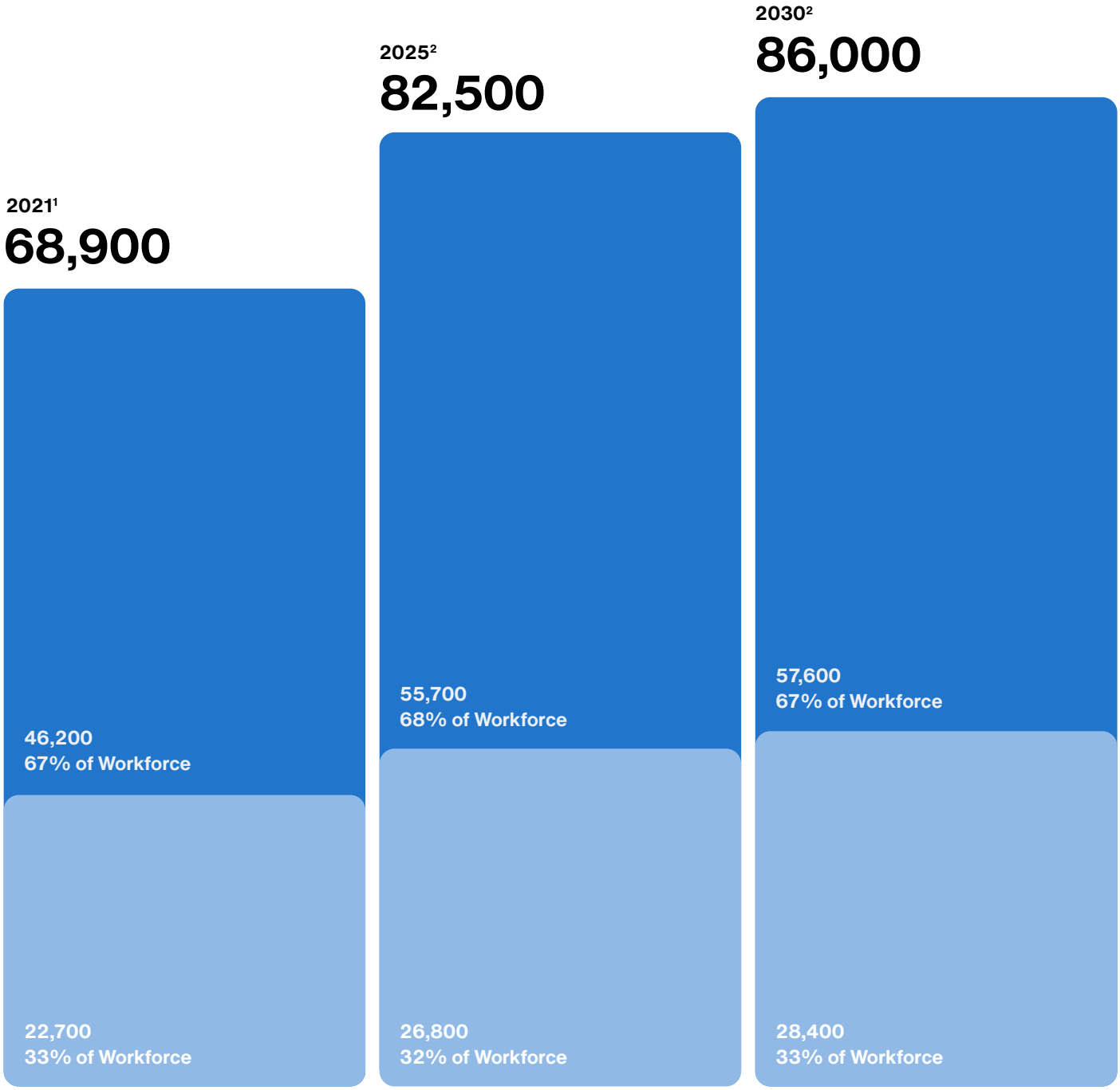
Design has the potential to shape the Singapore landscape on every front – from designing intuitive user interfaces to engaging in user-centric research to informing public policy.

Design is recognised as a strategic tool for addressing urgent and complex challenges of the near future. Therefore, it is imperative to continuously develop talent in the design workforce.

The insights here are extracted from the National Design Industry and Manpower Study (NDIMS) 2021/2022. NDIMS 2021/2022 is the third edition of the study. Its expanded scope includes future opportunities for the design workforce, and a sizing of the design freelancing landscape.



Projected Growth of the Design Workforce

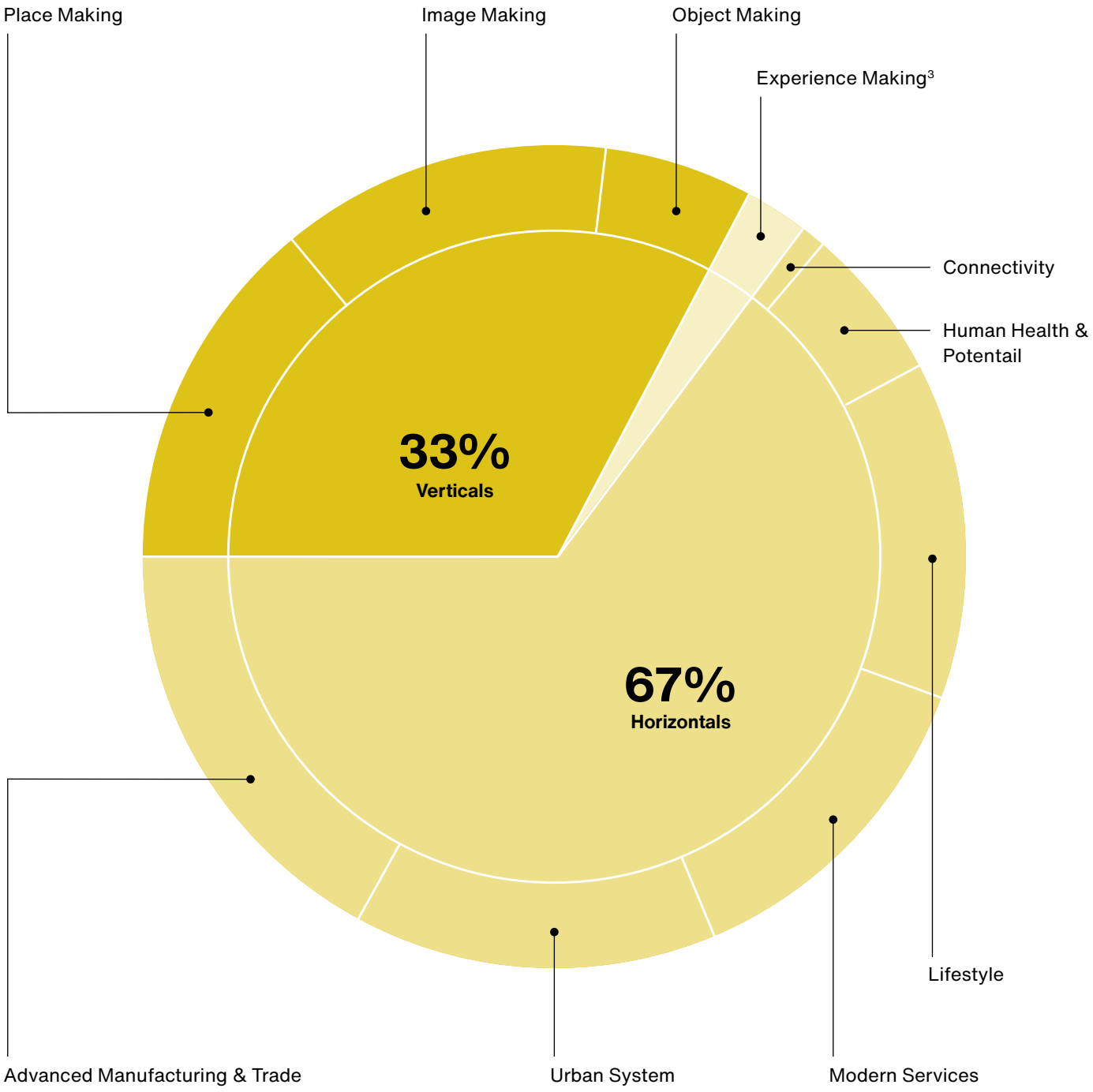


As Singapore progresses towards an innovation-driven economy, the design workforce is expected to continue to grow. Based on data from the Singapore Department of Statistics, the design workforce is estimated to be 68,900 in 2021. This figure is projected to grow to 82,500 in 2025, and 86,000 by 2030. Horizontals will continue to drive demand for designers. The ratio of designers in Verticals to Horizontals will be 1:2 by 2030. From 2021 to 2030, the design sector is projected to grow by 25% with a Compound Annual Growth Rate (CAGR) of 2.5%.

- Verticals
  Refers to companies that design products or services as their primary output. Verticals can be further broken down into four sub-sectors: Image Making, Object Making, Place Making and Experience Making.
- Horizontals
  Refers to non-design sectors spanning a wide variety of industries in the economy. Some examples are Advanced Manufacturing and Trade, Lifestyle, Urban Systems and Modern Services.

1 Estimates based on data from the Singapore Department of Statistics
2 Based on NDIMS 2021/2022 Analysis & Projections

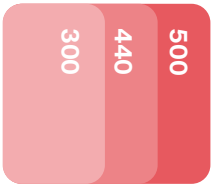
Distribution of Design Jobs in 2021



- Jobs in the Horizontals, including advanced manufacturing & trade, modern services, lifestyle, and healthcare.
- Jobs in the design subsector, including:
  Place Making (Architectural Services, Exhibition Stand Design, Interior Design, Landscape Design)
  Image Making (Advertising, Art and Graphic Design)
  Object Making (Fashion and Accessories Design, Furniture Design, Industrial & Product Design)
  Experience Making (Circular Design, Design Research, Design Strategy, Interaction Design, Service & Business Design, UI/UX Design)

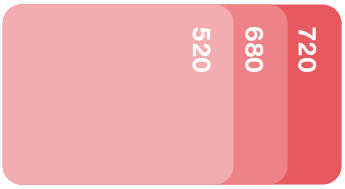
3 Experience Making firms do not have a unique SSIC code and tend to exist as a subset of other Verticals. The proportion of Experience Making firms is estimated via a contribution approach (i.e. as a percentage of Place, Object and Image Making firms that classify themselves as Experience Makers). This is taken from NDIMS 2021/2022 Study.

Job Roles in Demand



Design Coach/
Design Accelerator

+5.8%



Principal Experience
Designer

+3.7%

Design
Researcher

+3.4%

Design
Facilitator

+4.6%

Strategist/
Business Designer

+4.4%

The fastest growing design job roles are defined as those with the highest Cumulative Average Growth Rate (CAGR). Between 2021 to 2030, the fastest growing design roles are related to change catalysts and innovation functions: people who could anticipate, facilitate and enable positive change within their organisations using design.

Year 2021 Year 2025 Year 2030

Hiring Outlook

$4,000

Median Income of Full-Time Employed Residents[4]

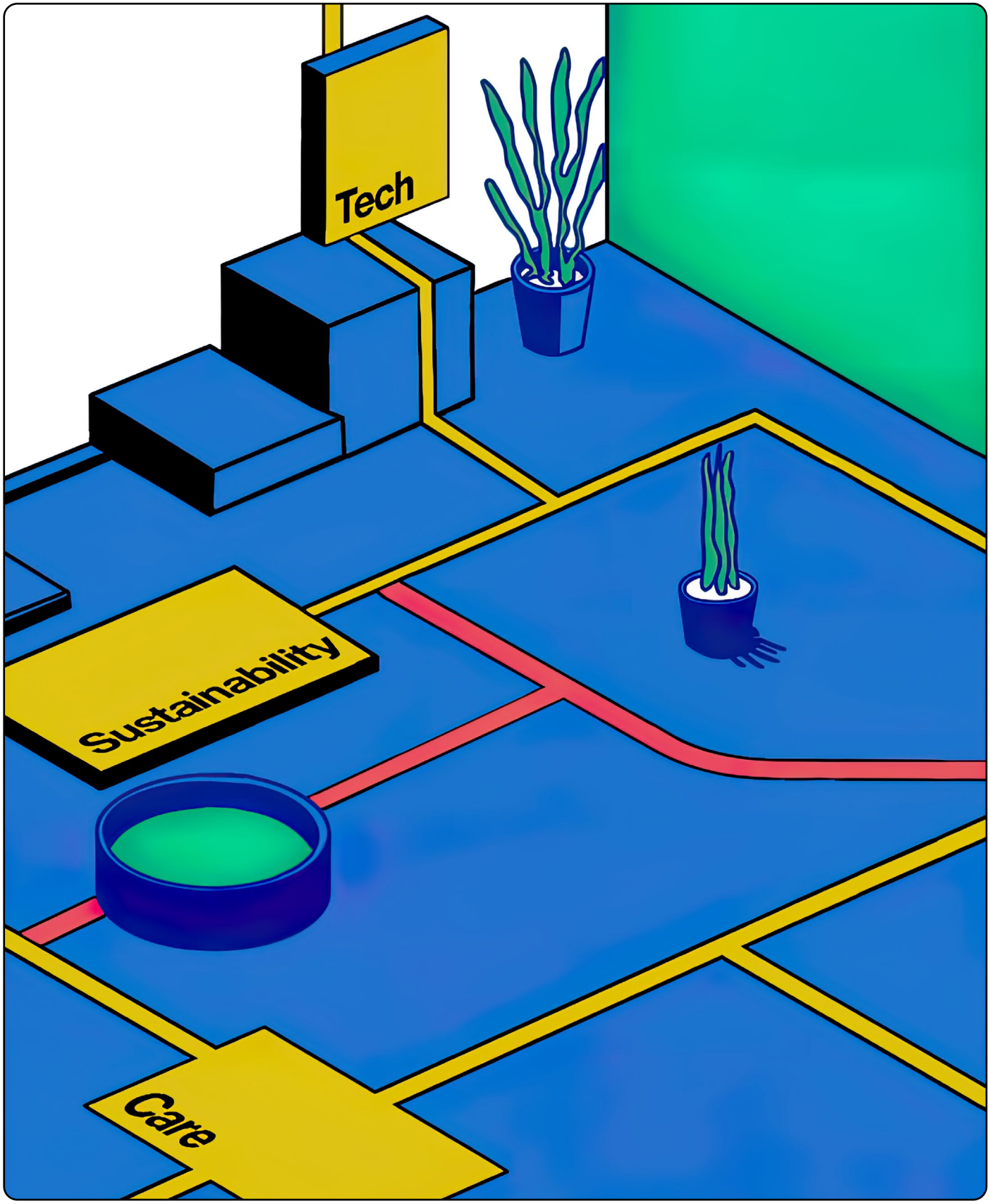
~$6,000

Median Income of Designers[5]

Designers earn ~50% more than the median of full-time employed residents.
The median gross monthly income of a designer in Singapore is ~$6,000.

4 Ministry of Manpower, Labour Force in Singapore Report (2021). The figure excludes employer's CPF contributions.
5 NDIMS 2021/2022 Compensation Study.

Highlights: New Design Skills and Job Roles



New Technical Skills and Competencies (TSCs)
NDIMS 2021/2022 has also uncovered evolving global trends that will impact the skills of designers who will become more critical for future-proofing organisations in the face of global economic disruptions.

In response to macro-trends such as digital disruption, climate change and societal fractures, Singapore has strategically prioritised Sustainable, Digital and Care economies. The opportunities for design to be high-value contributors to Singapore are in these areas:

Sustainable future	Designers are responsible for the ecosystems of their creations. Designers can design, measure and manage sustainable built environments, lead and enable circular economy transformation and incubate and grow nascent green industries.
Digital future	Design is a necessary component in any technological development. It provides the essential human-centric lens to the applications of technology, driving adoption and desirability.
Caring future	Designers can and must put their skills to shape a healthy post-pandemic recovery, particularly in high-touch industries such as education, healthcare and the social sector. They can revitalise and transform high-touch sectors, build an enduring and endearing city and co-design for social cohesion, connectedness and community.

To this end, design TSCs are now updated for the strategic domains of Sustainability, Technology, and Care. This allows the design sector to respond to emerging industry trends, amplify the impact of design work and extend from the existing skillsets to build on the existing relevant skillsets.

NEW TSCS	DESCRIPTION
Software Design*	Create and refine the overall plan for the design of software, including the design of functional specifications.
Artificial Intelligence Ethics and Governance*	Establish and drive Artificial Intelligence Ethics and Governance frameworks to ensure compliance, manage risks and commercial benefits in product design.
Big Data Analytics*	Analyse and validate significant volumes of data to discover and quantify patterns and trends to improve business operations.

* Adopted from other Skills Frameworks

NEW TSCS	DESCRIPTION
Carbon Markets and Decarbonisation Strategies Management*	Lead organisation's strategy and policies in response to current and projected carbon policy, market developments and decarbonisation strategies, and provide support for the organisation and clients in their efforts to decarbonise and become net-zero.
Environment and Social Governance*	Understand the latest industry and/or client standards regarding Environment and Social Governance (ESG) and undertake ESG research activities.
Sustainable Landscape Design*	Incorporate considerations for sustainability, safety and maintainability in the design of landscapes.

As part of the update, we have identified a number of key skills that are common across the entire design sector. These Essential TSCs are expected of all design job roles, regardless of function and career track. The seven essential TSCs form a foundation on which designers can offer their distinctive value proposition.

ESSENTIAL TSCS	DESCRIPTION
Conceptual Thinking	Analyse and synthesise information by identifying key issues, perceiving unseen patterns and trends and deducing connections between issues to develop relevant ideas and solution.
Critical Thinking	Examine, manage and connect issues and ideas from multiple perspectives to identify reasoning in a variety of fields with differing assumptions, contents and methods.
Cultural Sensitivity for Design	Develop an appreciation and thorough understanding of intended target audiences' cultures to reflect consideration to cultural sensitivities in design.
Design Thinking Practice	Manage design thinking methodologies and processes to solve specific challenges for the organisation, and guide stakeholders through the phases of inspiration, empathy, ideation and implementation.
Empathetic Design	Apply and drive empathetic-centred design thinking to better understand users' feelings and perceptions towards products and services, as well as the emotional tone of creative design work.
Facilitation	Facilitate workshops with the intent of guiding, mentoring and leading participants to move through the process of learning and planning.
Imagination and Exploration	Utilise imagination and design exploration techniques across multiple disciplines to envision better outcomes and develop possible and relevant solutions.

* Adopted from other Skills Frameworks

New Job Roles

Three new job roles are defined in the updated SFwD, reflecting the maturity of emerging practice areas. In total, the refreshed SFwD comprises twenty eight job roles across seniority levels and career tracks.

NEW JOB ROLES	REMARKS
Service Designer/ Experience Designer	As demand for service and experience design has grown, supporting roles have emerged to complement lead and principal designers in these fields across projects and organisations. Today, Institutes of Higher Education offer dedicated programmes that equip graduates with the skills and competencies required to perform effectively in service and experience design roles.
Lead Creative Technologist	The rapid adoption of emerging technologies across the design domain has increased demand for Creative Technologists who can bridge design and technology. As organisations scale digital, data-driven and AI-enabled solutions, senior Creative Technologist roles are needed to provide strategic direction and technical leadership. The introduction of Lead and Principal Creative Technologist roles reflects the growing maturity of this discipline and establishes a clear progression pathway for Creative Technologists to advance into senior and leadership positions.
Principal Creative Technologist	

Design Career Track

Business & Management

Roles within the design function that employ design principles and practices or propagate key design principles to help achieve organisational or business objectives

Design Production	Focus on the production stage of design output, ensuring design integrity is kept while managing production efficiency and economy, working closely with related functions including engineering to translate and/or scale prototype development into higher fidelity or approved products
Design Project Management	Responsible for the resource management in the design development process and the integrated utilisation towards high quality design output
Design Product Management	Manage the planning, development and delivery of the design output, to ensure successful implementation of the design solution in the marketplace
Transformation Design	Facilitate the transformation of organisational culture and capability through the mastery of design thinking and practices during both internal and external (client-facing) processes/engagements, within the design team and/or integrating design team processes with broader functional teams within a business

Design

Roles that focus on design craft mastery and propagation

Design Craft	Develop design and creative solutions across different sub-sectors (e.g. architecture, advertising, product design, etc.) with an ever-expanding suite of technologically-infused design techniques and craft fundamentals
Design Communication	Focus on the crafting of creative and innovative communication materials across media and channels for different audiences, with an ever-expanding suite of technologically-infused design techniques and craft fundamentals

Innovation & Insight

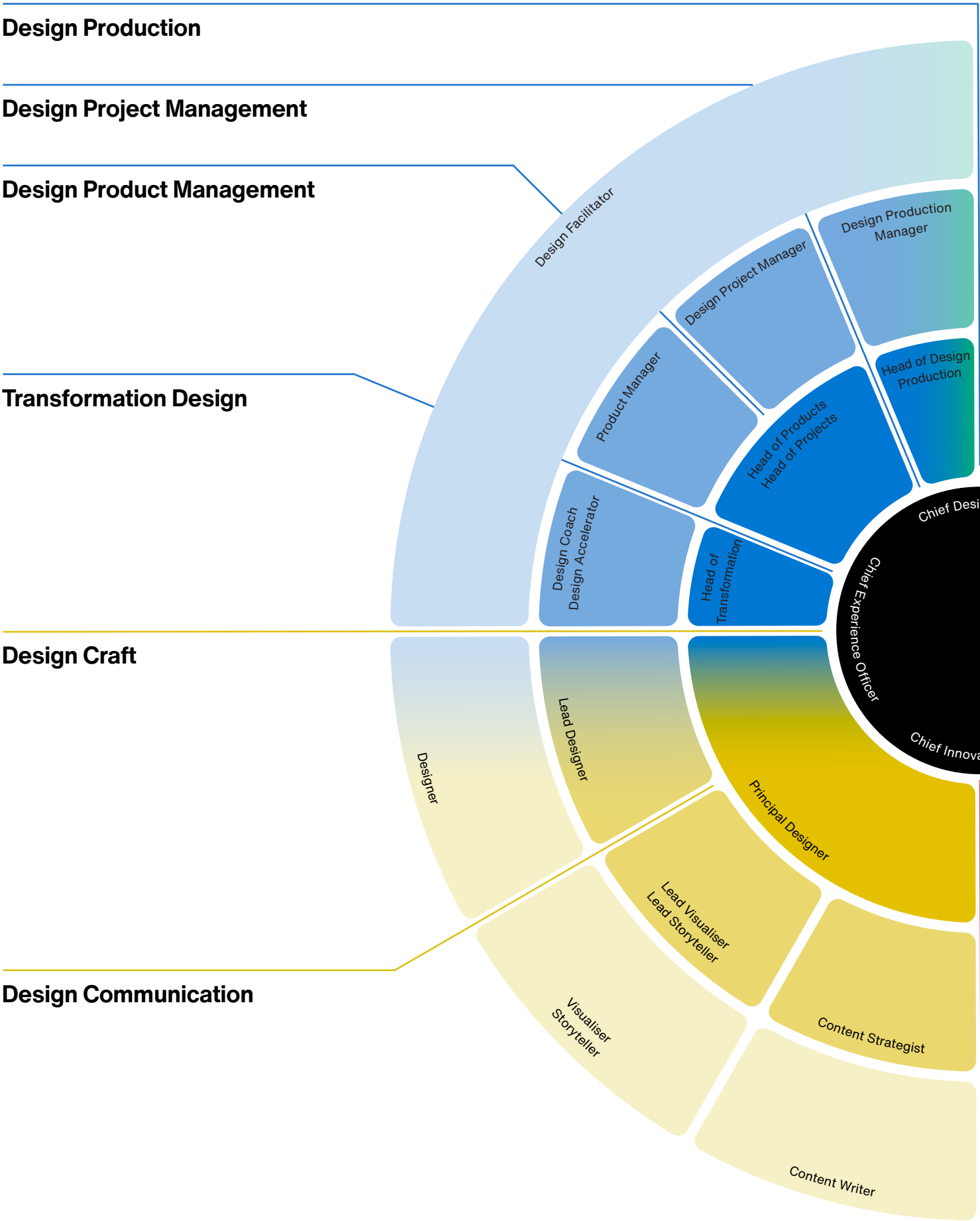
Roles that contribute at a strategic level, from the intersection of business, technology and design perspectives

Design Research	Analyse and synthesise data from users, community and culture to inform the design creation process and elevate the value proposition of the design solution in addressing deep-seated needs and problem statements, through a blend of qualitative and quantitative insights
Service Design/Experience Design	Design products, services and processes for systemic, sophisticated engagement with users, to create culturally-relevant solutions, with a focus on the quality of user experience across all touch points or holistically across otherwise independent products
Strategy/Business Design	Apply the principles and practices of design and innovation to help organisations strategise, innovate business models, as well as create new value and new forms of competitive advantage holistically across impact areas for people, planet, and profit

Technology

Roles that integrate emerging technologies in exploring new design possibilities

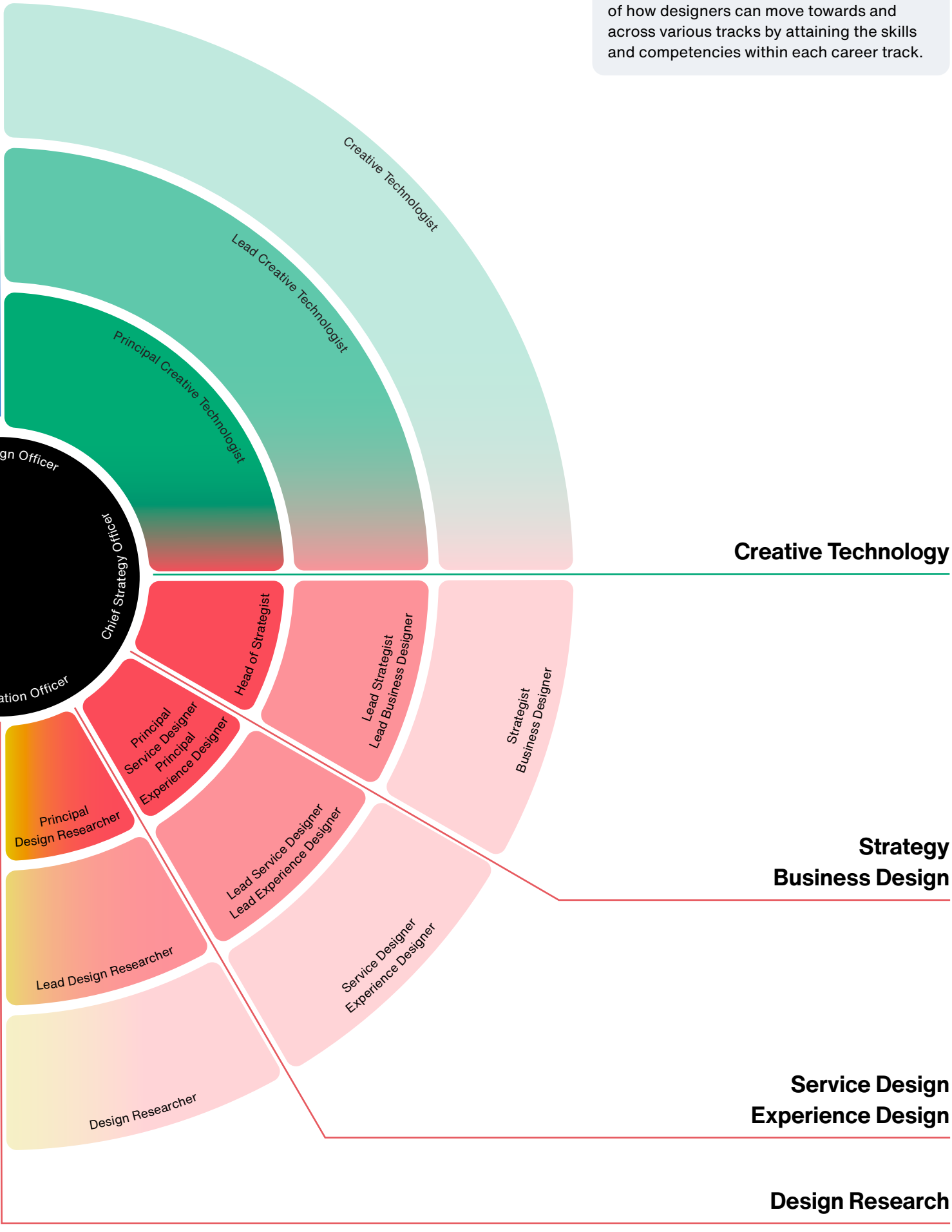
Creative Technology	Experiment with and adopt an ever-expanding variety of emerging technologies in order to explore their value in enhancing the design process or design output



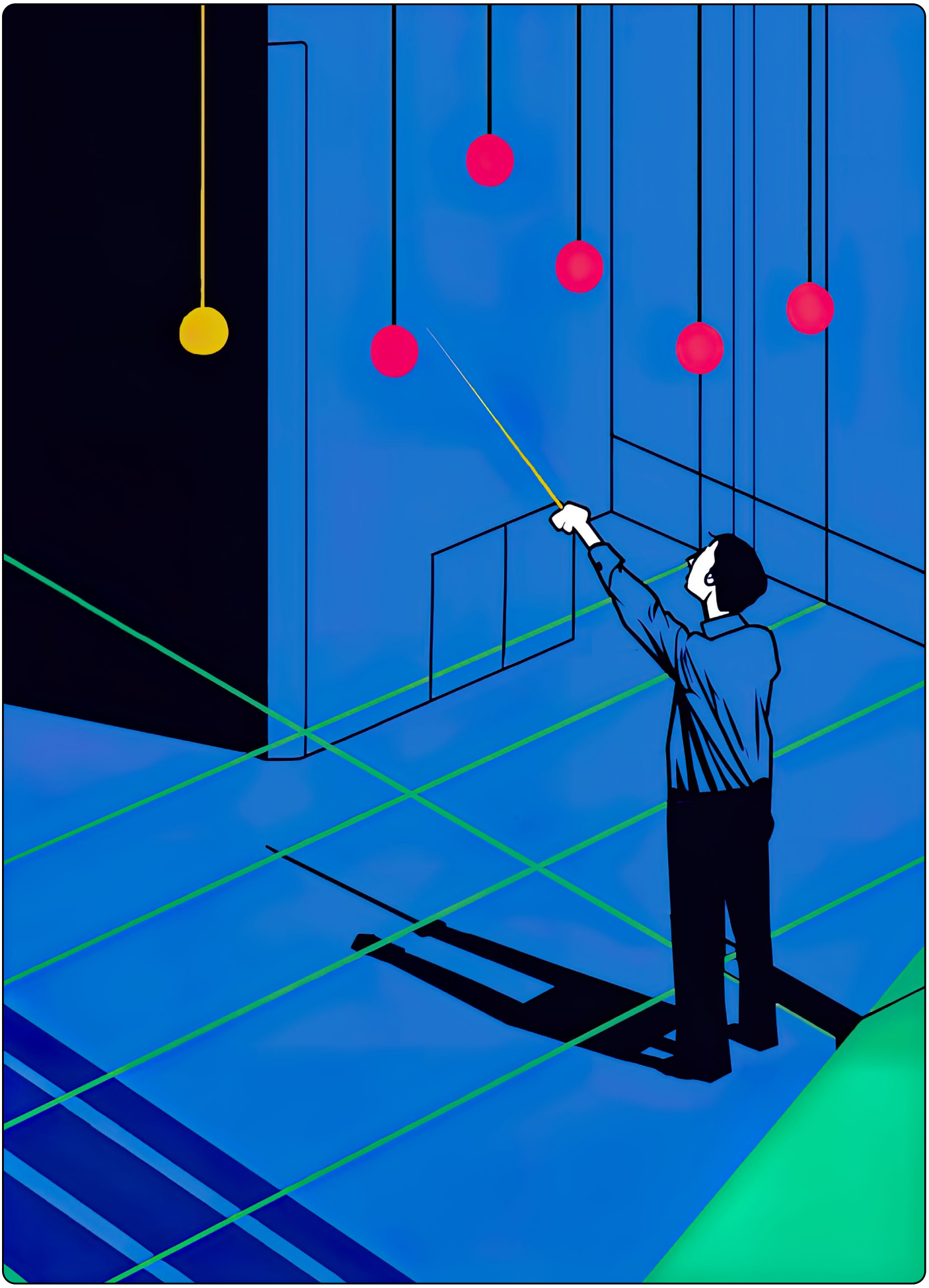
Career Map

- Business & Management
- Design

The circular Career Map depicts the fluidity of how designers can move towards and across various tracks by attaining the skills and competencies within each career track.



- Innovation & Insight
- Technology



Business & Management

Design Facilitator

Design Production Manager

Design Project Manager

Product Manager

Design Coach
Design Accelerator

Head of Design Production

Head of Projects
Head of Products

Head of Transformation

Design Facilitator

" Not everyone has the answers but the answers can come from anywhere.

My role is to design empowering spaces that enable these answers to take shape. The key ingredients are empathy, curiosity and courage to experiment. This creates a flavourful dish of meaningful interventions."

Ho Yin Mei
Design Facilitation Lead
Ministry of Social and Family Development, Singapore

Design Facilitators impart design thinking practices and skills to internal stakeholders as well as during client engagement in a design process. They implement change management processes and assist stakeholders in executing design thinking within teams and departments. They engage leaders regarding requirements for delivering design thinking strategies and work cross-functionally with internal stakeholders and external partners.

Design Facilitators demonstrate strong stakeholder management and interpersonal skills when engaging with different individuals in the organisation. They are creative idealists who are able to imagine various innovative methods and processes for improving the status quo. They analyse the needs of users in analysing the needs of users and can recommend suitable improvements to current methods and processes.

CRITICAL WORK FUNCTIONS	KEY TASKS
Deliver design thinking solutions	• Lead teams through design thinking processes across the organisation • Assist stakeholders in executing design thinking within teams and departments • Assess the current state of root causes of organisational problems • Organise workshops with agendas that promote design thinking
Deepen relationships with stakeholders	• Engage leaders regarding requirements for delivering design thinking strategies • Work cross-functionally with internal stakeholders and external partners • Assist the implementation of transformational initiatives for the organisation
Facilitate change management	• Implement change management processes • Identify levers for accelerating organisational changes and transformation • Investigate new solutions and innovative ways for enhancing organisational practices
Drive value and impact of design ★	• Develop the product's value proposition and impact across objectives for people, planet, and profit • Undertake design activities and/or output to ensure stakeholder wellbeing and ethical social outcomes

★ New Critical Work Functions

CRITICAL CORE SKILLS	PROFICIENCY LEVEL
Collaboration	●●●
Communication	●●○
Creative Thinking	●●○
Problem Solving	●●○
Sense Making	●●●

BUSINESS & MANAGEMENT

Business Negotiation	●●●○○○
Business Presentation Delivery	●●●○○○
Change Management	●●●○○○
Creative Entrepreneurship	●●●○○○
Stakeholder Management	●●●○○○

DESIGN

Data and Information Visualisation	●●●○○○
Design Sustainability and Ethics Management	●●●○○○
Digital and Physical Prototyping	●●○○○○
Narrative Design	●●●○○○

ESSENTIAL DESIGN TECHNICAL SKILLS AND COMPETENCIES

Conceptual Thinking		●●●○○○
Critical Thinking		●●●●○○
Cultural Sensitivity for Design	♥	●●●○○○
Design Thinking Practice		●●●●○○
Empathetic Design	♥	●●●○○○
Facilitation		●●●●○○
Imagination and Exploration		●●●○○○

INNOVATION & INSIGHT

Business Model Innovation	●●●○○○
Qualitative Research	●●●○○○
Systems Thinking	●●●○○○

TECHNOLOGY

Emerging Technology Synthesis	●●●○○○ ⬡

✳ New Skill
♥ Care Focus Area
Sustainability Focus Area
⬡ Tech Focus Area

Design Production Manager

" It is true that we must remain agile, shifting perspectives to see both the big picture and the small details, but we must always remember — people come first."

Jeremy Ng
Head of Design
Ramblin' Brands

Design Production Managers are accountable for managing design production projects. They supervise project partners, teams and other relevant stakeholders during the development of design prototypes and recommend adjustments to enhance the design of production prototypes. They build business relationships with stakeholders to determine design project needs, and work to mitigate design production risks for stakeholders. As team leads, they set goals and directions for the staff under their charge.

Design Production Managers possess strong legal and compliance knowledge for guiding project teams to meet the design needs of each product. To execute projects, there is extensive collaboration with stakeholders, reviewing work done, and providing guidance to the team. They have excellent time management skills and are able to prioritise tasks. They also oversee quality assurance processes in order to ensure maximum functionality of the product. They keep abreast of the latest developments in the design industry, and understand how the industry is evolving creatively and technically.

CRITICAL WORK FUNCTIONS	KEY TASKS
Influence organisational development	• Provide feedback to direct reports and junior team members • Provide on-the-job training to direct reports and junior team members
Administer design production projects	• Finalise production specifications with accurate and complete documentation • Communicate updates and project status to stakeholders • Ascertain the needs of project partners and project team members in collaboration with relevant stakeholders • Supervise project partners, teams and other stakeholders during prototype design • Recommend changes to design production specifications and contracts when discrepancies in products arise
Maintain design production quality	• Provide stakeholders with information for design production review • Assess design production risks for stakeholders • Confirm protocols, data formats, templates and standards for design prototypes between relevant project stakeholders • Implement editing and design decisions to enhance the quality of design production prototypes • Analyse prototypes to identify further adjustments to production
Utilise new and emerging design techniques	• Collaborate with design engineers and engineers for effective upscaling of design solution • Collaborate with scientists and software developers for the integration of cross-domain expertise in the design solution • Deliver on digital and material production of design solutions
Drive value and impact of design ★	• Develop the product's value proposition and impact across objectives for people, planet, and profit • Undertake design activities and/or output to ensure stakeholder wellbeing and ethical social outcomes

★ New Critical Work Functions

CRITICAL CORE SKILLS	PROFICIENCY LEVEL
Building Inclusivity	●●○
Collaboration	●●○
Communication	●●●
Decision Making	●●●

BUSINESS & MANAGEMENT

Business Negotiation	●●●○○○
Business Risk Management	●●●●○○
Carbon Markets and Decarbonisation Strategies Management	●●●○○○ ✳
Contract Development and Management	●●●●○○
Project Management	●●●●○○
Stakeholder Management	●●●●○○

DESIGN

Aesthetic and Design Sensibility	●●●○○○
Design Creation and Development	●●●●○○
Design Standards and Specification	●●●●○○
Design Sustainability and Ethics Management	●●●●○○
Digital and Physical Prototyping	●●●●○○
Form Giving	●●●○○○
Technical Drawing	●●●○○○

ESSENTIAL DESIGN TECHNICAL SKILLS AND COMPETENCIES

Conceptual Thinking	●●●○○○
Cultural Sensitivity for Design ♥	●●●○○○
Design Thinking Practice	●●●●○○
Empathetic Design ♥	●●●○○○
Facilitation	●●●○○○
Imagination and Exploration	●●●○○○

INNOVATION & INSIGHT

Data Analysis and Interpretation	●●●○○○
Systems Thinking	●●●○○○
User Testing and Usability Testing	●●●●○○

TECHNOLOGY

Big Data Analytics	●●●○○○ ✳ ⬡
Emerging Technology Synthesis	●●●●○○ ⬡
Material Studies and Production Processes	●●●●○○ ⬡
Product and Production Engineering	●●●●○○ ⬡

✳ New Skill
♥ Care Focus Area
Sustainability Focus Area
⬡ Tech Focus Area

Design Project Manager

"Coming from a business and strategy background, I bring a different perspective to our design team to help balance creative vision with operational needs. I ensure that projects run smoothly while upholding our human-centred design principles."

Elena Lin
Design Project Manager
55 Minutes

Design Project Managers plan and implement design project plans. They define project timelines and activities in collaboration with stakeholders, and resolve changes in scope, issues and risks that may impede project implementation. As managers, they are responsible for assigning talent and resources to the most appropriate projects. They also provide coaching to improve the performance of team members.

Design Project Managers guide teams to meet the overall objectives of projects. They may work long hours to execute projects, which includes extensive collaboration with stakeholders, reviewing work done, and providing guidance to the team. They possess excellent time management skills and are able to prioritise tasks. Lastly, they are familiar with quality assurance practices to ensure maximum functionality of the product.

CRITICAL WORK FUNCTIONS	KEY TASKS
Develop project plans	• Clarify project scopes and deliverables with stakeholders • Establish project timelines, activities, resource plans and cost estimates • Establish project requirements to determine human resources, information, materials and technology needed
Influence organisational development	• Provide feedback to direct reports and junior team members • Provide on-the-job training to direct reports and junior team members
Implement design projects	• Track projects against established schedules, budget, manpower and technical quality targets • Recommend schedule changes and adjustments to cost and resources • Document changes in scope, and issues and risks that affect project implementation • Drive usage of project management tools and processes
Manage project resources	• Coordinate capabilities, workload, and resources across multiple projects • Develop resource plans using resource scheduling tools • Assign talent and resources to appropriate projects • Track staff skillsets and certifications
Drive value and impact of design ★	• Develop the product's value proposition and impact across objectives for people, planet, and profit • Lead design activities and/or output to ensure stakeholder wellbeing and ethical social outcomes

★ New Critical Work Functions

CRITICAL CORE SKILLS	PROFICIENCY LEVEL
Communication	●●●
Customer Orientation	●●○
Decision Making	●●○
Problem Solving	●●○

BUSINESS & MANAGEMENT

Brand Management	●●●●○○
Business Negotiation	●●●○○○
Business Presentation Delivery	●●●○○○
Business Risk Management	●●●●○○
Change Management	●●●●○○
Contract Development and Management	●●●●○○
Product Management	●●●●○○
Project Management	●●●●○○
Stakeholder Management	●●●●○○

DESIGN

Aesthetic and Design Sensibility	●●●○○○
Design Sustainability and Ethics Management	●●●●○○

ESSENTIAL DESIGN TECHNICAL SKILLS AND COMPETENCIES

Conceptual Thinking		●●●○○○
Critical Thinking		●●●●○○
Cultural Sensitivity for Design	♥	●●●●○○
Design Thinking Practice		●●●●○○
Empathetic Design	♥	●●●●○○
Facilitation		●●●○○○
Imagination and Exploration		●●●●○○

INNOVATION & INSIGHT

Data Analysis and Interpretation	●●●●○○
Systems Thinking	●●●●○○
User Testing and Usability Testing	●●●●○○

TECHNOLOGY

Emerging Technology Synthesis	●●●●○○ ⬡

✳ New Skill
♥ Care Focus Area
Sustainability Focus Area
⬡ Tech Focus Area

Product Manager

"I lead product and design at Bifrost, where we build foundational technologies that help next-generation robots see and navigate the real world. From working with early adopters like NASA to shaping new categories, I drive 0-1 products in complex, ill-defined spaces - turning ambiguity into traction through problem discovery, demand validation, AI-enabled prototyping, product strategy, and close collaboration across design and engineering."

Jonathan Ng
PM Lead, Product & Design
Bifrost AI

Product Managers are in charge of design products and oversees their life cycles. They champion product development through ideation, prototyping and delivery. They ascertain commercial objectives of projects, and integrates key market feedback into the product ideation and development process in collaboration with product owners and other stakeholders. They draw on his product knowledge and technical expertise to generate innovative ideas to improve their customer experience.As team leads, they provide coaching to enhance the capabilities of their teams.

As articulate and influential communicator, Product Managers work well in a team environment and can effectively manage internal and external stakeholders to achieve product success. They are highly analytical, able to analyse the needs of users and recommend improvements to product offerings.

CRITICAL WORK FUNCTIONS	KEY TASKS
Develop business opportunities	• Develop new business opportunities in partnership with internal stakeholders • Generate innovative ideas to improve customer experience • Implement product go-to-market strategies • Analyse reports on product revenue and profitability • Drive volume and value from specific markets
Manage projects	• Lead commercial discussions and negotiations • Communicate project objectives to obtain buy-in from stakeholders • Ascertain commercial objectives of projects • Develop project timelines and resourcing plans
Drive product development	• Evaluate product functionalities and performance based on market feedback • Identify the need for new products by understanding product owners' requirements • Manage products through their lifecycles from conceptualisation to delivery • Validate the need for design products through conceptualisation and concept testing • Integrate market feedback into the product ideation and development process in collaboration with product owners and other stakeholders
Influence organisational development	• Provide feedback to direct reports and junior team members • Provide on-the-job training to direct reports and junior team members
Drive value and impact of design ★	• Develop the product's value proposition and impact across objectives for people, planet, and profit • Lead design activities and/or output to ensure stakeholder wellbeing and ethical social outcomes

★ New Critical Work Functions

CRITICAL CORE SKILLS	PROFICIENCY LEVEL
Collaboration	●●○
Communication	●●●
Problem Solving	●●●
Sense Making	●●●

BUSINESS & MANAGEMENT

Brand Management	●●●●●○
Business Negotiation	●●●○○○
Business Presentation Delivery	●●●○○○
Intellectual Property Management	●●●●○○
Product Management	●●●●●○
Project Management	●●●●○○
Proposal Writing Development	●●●●○○
Stakeholder Management	●●●●○○

DESIGN

Aesthetic and Design Sensibility	●●●●○○
Design Standards and Specification	●●●●○○
Design Sustainability and Ethics Management	●●●●○○

ESSENTIAL DESIGN TECHNICAL SKILLS AND COMPETENCIES

Conceptual Thinking	●●●○○○
Critical Thinking	●●●●○○
Cultural Sensitivity for Design ♥	●●●○○○
Design Thinking Practice	●●●●○○
Empathetic Design ♥	●●●●○○
Facilitation	●●●○○○
Imagination and Exploration	●●●●○○

INNOVATION & INSIGHT

Behavioural Economics in Design	●●●●○○
Business Model Innovation	●●●●○○
Data Analysis and Interpretation	●●●●○○
Market Research	●●●●○○
Scenario and Strategic Planning	●●●●○○
Systems Thinking	●●●○○○
Trend Forecasting	●●●●○○
User Testing and Usability Testing	●●●●○○

TECHNOLOGY

Emerging Technology Synthesis	●●●●○○ ⬡

✳ New Skill
♥ Care Focus Area
Sustainability Focus Area
⬡ Tech Focus Area

Design Coach
Design Accelerator

"I enjoy being a Design & Creative Coach as it combines skills I honed as an Architect to help others think innovatively and solve problems creatively. It is my interest to guide the next generation in hands-on Design Thinking, empowering them to become architects of their own solutions."

Information of design profile and quote is accurate as of Nov 2024

Tirza Chow
Design & Creative Coach
The Possible Class

Design coaches/Design Accelerators lead in the inculcation of design thinking skills and practices in the organisation and during client engagement. They lead design thinking induction across the organisation, and uncover opportunities for improving workforce productivity and efficiency. They establish effective working relationships and clear lines of communication with internal and external stakeholders. As team lead, they set goals and direction for staff under their charge.

Design Coach/Design Accelerator possess strong communication and stakeholder management skills. They are creative idealists who can impart new methods and ideas to others. In addition, they work well in a team environment and can effectively manage stakeholders. They analyse the needs of users in analysing the needs of users and can recommend suitable improvements to current methods and processes.

CRITICAL WORK FUNCTIONS	KEY TASKS
Deliver design thinking solutions	• Lead design thinking induction across organisation • Develop appropriate design thinking strategies and frameworks for organisation • Engage stakeholders in promoting design thinking across the organisation • Define organisational problems and challenges by leading stakeholders through problem-solving activities
Deepen relationships with stakeholders	• Partner with stakeholders for analysing potential change management opportunities • Establish effective working relationships and clear lines of communication with internal and external stakeholders • Provide subject matter expertise in the development of long-term plans involving strategy development
Influence organisational development	• Provide coaching and feedback to organisation leaders and team members • Provide on-the-job training to direct reports and junior team members
Facilitate change management	• Uncover opportunities for improving workforce productivity and efficiency • Provide recommendations for addressing roadblocks to implementing change management initiatives • Oversee the implementation of change management processes in the organisation
Drive value and impact of design ★	• Develop the product's value proposition and impact across objectives for people, planet, and profit • Undertake design activities and/or output to ensure stakeholder wellbeing and ethical social outcomes

★ New Critical Work Functions

CRITICAL CORE SKILLS	PROFICIENCY LEVEL
Collaboration	●●●
Communication	●●●
Problem Solving	●●●
Sense Making	●●●
Decision Making	●●○

BUSINESS & MANAGEMENT

Business Negotiation	●●●●○○
Business Presentation Deliver	●●●●○○
Change Management	●●●●○○
Creative Entrepreneurship	●●●●●○
Project Management	●●●●○○
Stakeholder Management	●●●●○○

DESIGN

Data and Information Visualisation	●●●●○○
Design Creation and Development	●●●●○○
Design Sustainability and Ethics Management	●●●●○○
Digital and Physical Prototyping	●●●○○○
Narrative Design	●●●●○○

ESSENTIAL DESIGN TECHNICAL SKILLS AND COMPETENCIES

Conceptual Thinking		●●●●○○
Critical Thinking		●●●●○○
Cultural Sensitivity for Design	♥	●●●○○○
Design Thinking Practice		●●●●●○
Empathetic Design	♥	●●●●○○
Facilitation		●●●●●○
Imagination and Exploration		●●●●○○

INNOVATION & INSIGHT

Business Model Innovation	●●●●○○
Qualitative Research	●●●●○○
Scenario and Strategic Planning	●●●●○○
Systems Thinking	●●●●○○
User Experience Design	●●●●○○
User Testing and Usability Testing	●●●●○○

TECHNOLOGY

Emerging Technology Synthesis	●●●●○○ ⬡

✳ New Skill
♥ Care Focus Area
Sustainability Focus Area
⬡ Tech Focus Area

Head of Design Production

" As Co-Founder and Project Director at MORNING, I see my role as transforming ambitious design ideas into products that people can experience every day. From building the world's first specialty capsule machine to expanding with the Mini and Dream, I lead teams across design, engineering, and IoT development to ensure precision, usability, and delight remain at the core of everything we produce. For me, design production is about more than making things work—it's about creating connected experiences that inspire trust and elevate daily rituals."

Bowen Chiou
Project Director and Co-Founder
MORNING

Heads of Design Production lead the design production team to meet the goals and objectives of product plans. They possess a strong grasp of technical knowledge for negotiating agreements and contracts with project partners before commencing design production projects. They develop strategies to mitigate any risks identified during the design production process. They lead teams and nurture staff by helping them to develop capabilities for reaching their potential.

Heads of Design Production are able to engage with stakeholders in all levels of the organisation and can manage multiple priorities. They possess sound knowledge of technical and traditional art processes as well as production pipelines. In addition, their excellent analytical and problem-solving capabilities enable them to anticipate customer needs and enhance the design of the organisation's products. They possess strong leadership and mentoring skills for developing their teams.

CRITICAL WORK FUNCTIONS	KEY TASKS
Influence organisational development	• Develop on-the-job training programmes • Address complaints and key concerns impacting staff morale and performance • Develop staff through capability development and coaching • Lead change management initiatives • Facilitate hiring decisions for the organisation
Administer design production projects	• Oversee the production process for projects to ensure all parameters in the design product plan are met • Establish processes and systems for ensuring production quality and consistency with project partners • Negotiate agreements with project partners • Collaborate with stakeholders to translate product plans to design production needs • Provide technical expertise to project partners and teams during the implementation of projects
Maintain design production quality	• Develop strategies for mitigating design production risks • Communicate the impact on design production quality when implementing the recommended design production solutions • Provide justification for the features and benefits of the recommended design production solutions • Assess technical and design production solutions against established Key Performance Indicators • Approve all final design production details, samples and prototypes
Utilise new and emerging design techniques	• Collaborate with design engineers and engineers for effective upscaling of design solution • Collaborate with scientists and software developers for the integration of cross-domain expertise in the design solution • Deliver on digital and material production of design solutions
Drive value and impact of design ★	• Develop the product's value proposition and impact across objectives for people, planet, and profit • Undertake design activities and/or output to ensure stakeholder wellbeing and ethical social outcomes

★ New Critical Work Functions

CRITICAL CORE SKILLS	PROFICIENCY LEVEL
Building Inclusivity	●●●
Collaboration	●●●
Communication	●●●
Decision Making	●●●

BUSINESS & MANAGEMENT

Business Negotiation	●●●●○○
Business Risk Management	●●●●●○
Carbon Markets and Decarbonisation Strategies Management	●●●●○○ ✳
Contract Development and Management	●●●●●○
Project Management	●●●●●○
Stakeholder Management	●●●●●○

DESIGN

Aesthetic and Design Sensibility	●●●●○○
Design Creation and Development	●●●●●○
Design Standards and Specification	●●●●●○
Design Sustainability and Ethics Management	●●●●●○
Digital and Physical Prototyping	●●●●●○
Form Giving	●●●●○○
Technical Drawing	●●●●○○

ESSENTIAL DESIGN TECHNICAL SKILLS AND COMPETENCIES

Conceptual Thinking	●●●●○○
Cultural Sensitivity for Design ♥	●●●●○○
Design Thinking Practice	●●●●●○
Empathetic Design ♥	●●●●○○
Facilitation	●●●○○○
Imagination and Exploration	●●●●○○

INNOVATION & INSIGHT

Data Analysis and Interpretation	●●●●○○
Systems Thinking	●●●●○○
User Testing and Usability Testing	●●●●●○

TECHNOLOGY

Big Data Analytics	●●●○○○ ✳ ⬡
Emerging Technology Synthesis	●●●●●○ ⬡
Material Studies and Production Processes	●●●●●○ ⬡
Product and Production Engineering	●●●●●○ ⬡

✳ New Skill
♥ Care Focus Area
Sustainability Focus Area
⬡ Tech Focus Area

Head of Projects
Head of Products

" As Head of Product Design, I inspire teams to imagine and deliver experiences that resonate deeply and endure. Every project begins with empathy with the users, and ends with solutions that create meaningful value, spark delight, and drive impact for our business and the communities we serve."

Keith Oh
Head of Product Design
Carousell

Heads of Projects/Heads of Products are responsible for the implementation and achievement of overall design project objectives. They collaborate with internal and external stakeholders on the creation of project plans and critical paths, and oversee changes in project scope, as well as issues and risks that affect project and/or product delivery and implementation. They also pilot new lines of revenue for the organisation. They develop strategies for maximising contribution margins and billable utilisation, and they develop staff through capability development and coaching.

Heads of Projects/Heads of Products possess strong management and collaboration skills and can effectively liaise across various project teams. They are able to guide their project teams to successfully meet overall project objectives. They have excellent time management skills and are able to prioritise tasks. In addition, they possess strong leadership and mentoring skills for developing their project teams.

CRITICAL WORK FUNCTIONS	KEY TASKS
Develop project plans	• Provide overall direction for multiple projects with different timelines across the organisation • Gain consensus from stakeholders on project goals, objectives and deliverables • Partner with stakeholders on creation of project plans and critical paths • Direct appropriate resources and methodologies to various projects across the organisation
Drive product development	• Pilot new lines of revenue for the organisation • Design monetisation strategies to scale products into revenue-drivers for the organisation • Provide guidance on issues related to product design, development, and deployment, for product portfolios • Innovate new products or evolve existing products in collaboration with other stakeholders • Oversee the development of product portfolios
Influence organisational development	• Develop on-the-job training programmes • Address complaints and key concerns impacting staff morale and performance • Develop staff through capability development and coaching • Lead change management initiatives • Facilitate hiring decisions for the organisation • Develop organisational proficiencies and emerging practices for achieving broader design value and impact across objectives for people, planet, and profit
Implement design projects	• Oversee changes in project scope, issues and risks that affect project and/or product delivery and implementation • Lead project presentations to internal and external stakeholders • Resolve issues encountered during project implementation in collaboration with stakeholders
Manage project resources	• Drive the resolution of project staffing issues • Develop strategies for maximising contribution margins and billable utilisation • Analyse staffing needs based on project requirements • Develop frameworks and processes for identifying resource needs and assigning resources
Drive value and impact of design ★	• Develop the product's value proposition and impact across objectives for people, planet, and profit • Lead design activities and/or output to ensure stakeholder wellbeing and ethical social outcomes

★ New Critical Work Functions

CRITICAL CORE SKILLS	PROFICIENCY LEVEL
Communication	●●●
Decision Making	●●●
Developing People	●●●

BUSINESS & MANAGEMENT

Business Negotiation	●●●●○○
Business Presentation Delivery	●●●●○○
Business Risk Management	●●●●●○
Change Management	●●●●●○
Contract Development and Management	●●●●●○
Intellectual Property Management	●●●●○○
Product Management	●●●●●●
Project Management	●●●●●○
Proposal Writing Development	●●●●●○
Stakeholder Management	●●●●●○

DESIGN

Aesthetic and Design Sensibility	●●●●○○
Design Standards and Specification	●●●●●○
Design Sustainability and Ethics Management	●●●●●○

ESSENTIAL DESIGN TECHNICAL SKILLS AND COMPETENCIES

Conceptual Thinking	●●●●○○
Critical Thinking	●●●●●○
Cultural Sensitivity for Design ♥	●●●●○○
Design Thinking Practice	●●●●○○
Empathetic Design ♥	●●●●●○
Facilitation	●●●●○○
Imagination and Exploration	●●●●●○

INNOVATION & INSIGHT

Behavioural Economics in Design	●●●●●○
Business Model Innovation	●●●●○○
Data Analysis and Interpretation	●●●●●○
Market Research	●●●●●○
Scenario and Strategic Planning	●●●●●○
Systems Thinking	●●●●○○
Trend Forecasting	●●●●●○
User Testing and Usability Testing	●●●●○○

TECHNOLOGY

Emerging Technology Synthesis	●●●●●○ ⬡

✳ New Skill
♥ Care Focus Area
Sustainability Focus Area
⬡ Tech Focus Area

Head of Transformation

"I help design conversations and experiences of change in organisations and communities. I also coach leaders and teams to become more effective, innovative and healthy. Impact can be felt stronger when I integrate design into my other domain practices of organisation development, leadership coaching and futures thinking."

Information of design profile and quote is accurate as of Nov 2024

Hong Khai Seng
Founder & Director
Studio Dojo

The Heads of Transformation oversee the delivery of transformation programmes for the organisation and ensure that staff engagement is maintained throughout the transformation process. They establish desired change outcomes for the organisation and design organisational-wide change management programmes. They also establish relationships with stakeholders in order to help them overcome barriers to change. As experienced leaders in the organisation, they uncover skills gaps and recommends development interventions to increase the competence of their team members.

Heads of Transformation possess exceptional communication, analytical and organisational skills. They use their expertise in facilitation to assist stakeholders in handling changing environments and priorities. They are able to develop creative solutions for overcoming organisational challenges and demonstrate deep business acumen in facilitating business transformation.

CRITICAL WORK FUNCTIONS	KEY TASKS
Deliver design thinking solutions	• Develop suitable business transformation strategies for responding to internal and external drivers of change • Develop predictive models for resolving organisational challenges in collaboration with stakeholders • Influence organisational development • Lead the adoption of new operating models, methods, processes, tools and metrics
Deepen relationships with stakeholders	• Eradicate internal barriers and bureaucracy by integrating teams • Mentor leaders throughout transformational changes and journeys • Lead engagement with stakeholders on overcoming barriers to change
Influence organisational development	• Develop on-the-job training programmes • Address complaints and key concerns impacting staff morale and performance • Develop staff through capability development and coaching • Lead change management initiatives • Facilitate hiring decisions for the organisation
Facilitate change management	• Establish desired change outcomes for the organisation • Instil a discipline of process change and change management across the organisation • Challenge existing organisational practices and conventions
Drive value and impact of design ★	• Develop the organisation's value proposition and impact across objectives for people, planet, and profit • Undertake organisation transformation activities and/or output to ensure stakeholder wellbeing and ethical social outcomes

★ New Critical Work Functions

Head of Transformation

CRITICAL CORE SKILLS	PROFICIENCY LEVEL
Creative Thinking	●●●
Problem Solving	●●●
Sense Making	●●●
Decision Making	●●●

BUSINESS & MANAGEMENT

Business Negotiation	●●●●●○
Business Presentation Delivery	●●●●●○
Change Management	●●●●●○
Creative Entrepreneurship	●●●●●●
Project Management	●●●●●○
Proposal Writing	●●●●●○

DESIGN

Data and Information Visualisation	●●●●●○
Design Creation and Development	●●●●●○
Design Sustainability and Ethics Management	●●●●●○

ESSENTIAL DESIGN TECHNICAL SKILLS AND COMPETENCIES

Conceptual Thinking		●●●●●○
Critical Thinking		●●●●●○
Cultural Sensitivity for Design	♥	●●●●○○
Design Thinking Practice		●●●●●●
Empathetic Design	♥	●●●●●○
Facilitation		●●●●●○
Imagination and Exploration		●●●●●○

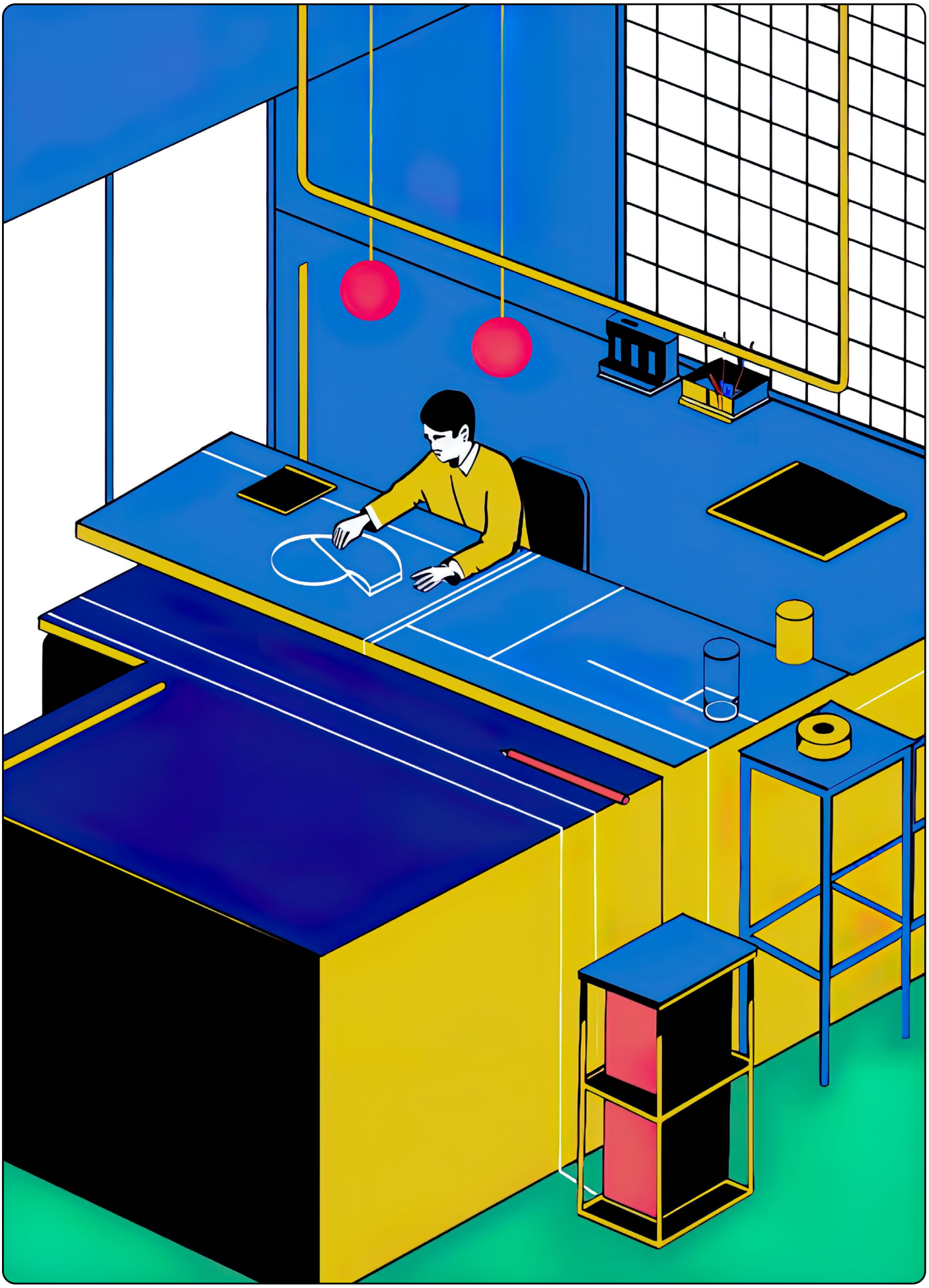
INNOVATION & INSIGHT

Business Model Innovation	●●●●●○
Qualitative Research	●●●●●○
Scenario and Strategic Planning	●●●●●○
Systems Thinking	●●●●●○
Trend Forecasting	●●●●●○
User Experience Design	●●●●●○
User Testing and Usability Testing	●●●●●○

TECHNOLOGY

Emerging Technology Synthesis	●●●●●○ ⬡

✳ New Skill
♥ Care Focus Area
Sustainability Focus Area
⬡ Tech Focus Area



Design

Designer

Visualiser
Storyteller

Content Writer

Lead Designer

Lead Visualiser
Lead Storyteller

Content Strategist

Principal Designer

Designer

" I'm a senior designer in the marketing team at BandLab Technologies. Collaborating with my in-house creative team, we develop marketing content, including advertising campaigns and product announcements. We focus on creating culturally-aware visuals, maintaining BandLab's unique identity, and staying on top of evolving creative and marketing trends."

Information of design profile and quote is accurate as of Nov 2024

Sabrina Noor
Senior Graphic Designer
BandLab Technologies

Designers are responsible for all phases of design projects and ascertain the feasibility of implementing new products and services for the organisation. They change execute to conduct data and translate research insights into design outcomes. They uncover new design ideas, conduct feasibility tests on prototypes and communicate results of design tests and project implementation.

Designers work in a team. They uncover the latest trends in the industry and develop deep business acumen to meet the needs of the organisation. They possess mastery of design fundamentals and technical skills to execute design concepts required for products and services. They are able to work on multiple projects concurrently, and deliver on expectations within tight deadlines.

They may specialise in one of the design disciplines such as an Architect, Landscape Architect/Landscape Designer, Interior Designer, Fashion Designer, Product Designer, Furniture Designer, Graphic Designer and/or Interaction Designer, etc.

CRITICAL WORK FUNCTIONS	KEY TASKS
Deliver design output	• Generate ideas for new design concepts and prototypes • Administer experiments for testing the feasibility of prototypes • Prepare design plans and specification documents for submission • Produce designs and test specifications for new ideas • Communicate outcomes of design tests and project implementation • Prepare communication materials and samples for production
Perform design intelligence for design projects	• Prepare research reports for circulation to stakeholders • Prepare design visualisation for communicating research outcomes • Execute primary and secondary research for data gathering • Participate in design workshops for insights gathering • Consolidate research findings for report preparation
Utilise new and emerging design techniques	• Curate high equality output from generative AI technologies and automation software for specific phases of the design process • Synthesis cross-domain knowledge to enhance unique value proposition of solution • Enhance longevity of human-centred design solutions through cultural and social traction
Drive value and impact of design ★	• Develop the product's value proposition and impact across objectives for people, planet, and profit • Undertake design activities and/or output to ensure stakeholder wellbeing and ethical social outcomes

★ New Critical Work Functions

CRITICAL CORE SKILLS	PROFICIENCY LEVEL
Collaboration	●○○
Communication	●●○
Creative Thinking	●●○
Problem Solving	●●○
Sense Making	●○○

BUSINESS & MANAGEMENT

Business Presentation Delivery	●●●○○○
Intellectual Property Management	●●○○○○

DESIGN

Aesthetic and Design Sensibility	●●●○○○
Design Creation and Development	●●●○○○
Design Sketching	●●●○○○
Design Standards and Specification	●●●○○○
Design Sustainability and Ethics Management	●●●○○○
Digital and Physical Prototyping	●●●○○○
Form Giving	●●●○○○
Narrative Design	●●○○○○
Technical Drawing	●●●○○○
Visual Communication	●●●○○○

ESSENTIAL DESIGN TECHNICAL SKILLS AND COMPETENCIES

Conceptual Thinking	●●●○○○
Critical Thinking	●●●○○○
Cultural Sensitivity for Design ♥	●●●○○○
Design Thinking Practice	●●●○○○
Empathetic Design ♥	●●●○○○
Facilitation	●●●○○○
Imagination and Exploration	●●●○○○

INNOVATION & INSIGHT

Data Analysis and Interpretation	●●●○○○
Systems Thinking	●●●○○○
Trend Forecasting	●●●○○○
User Experience Design	●●●○○○

TECHNOLOGY

Emerging Technology Synthesis	●●●○○○ ⬡
Material Studies and Production Processes	●●●○○○ ✳⬡
Product and Production Engineering	●●●○○○ ⬡

✳ New Skill
♥ Care Focus Area
Sustainability Focus Area
⬡ Tech Focus Area

Visualiser Storyteller

"I work as a designer in a team that creates interactive graphic articles, utilising a variety of programming languages and design software. By incorporating storytelling methods like data visualisations and 3D, we make complex data and intricate subjects related to physical spaces or mechanisms more engaging and easier to understand."

Shannon Teoh
Digital Graphics Designer
The Straits Times

Visualisers/Storytellers create design concept visualisations in various formats, depending on the context and requirements of projects. They conduct research to uncover new methods of visual delivery and communicates data-driven insights and recommendations to various stakeholders. They also visualise new design ideas by executing sketch prototypes and mock-ups for the development of designs.

Visualisers/Storytellers possess strong mastery in either hand-drawing, prototyping of physical prototypes, storyboarding, two-dimensional (2D) and three-dimensional (3D) modelling and rendering, hardware tinkering, or videography and animation, and can visualise concepts in their forms as intended by the designer. They are proficient at curating quality output from generative AI and other emerging tools.

They may specialise in one of the design disciplines such as a Renderer, Graphic Designer, Multimedia Artist, Commercial Artist, Photographer, Videographer, 2D/3D Visualiser, Creative Visualiser and/or Data Visualiser, etc.

CRITICAL WORK FUNCTIONS	KEY TASKS
Enhance design work	• Conduct research on competitors' projects and market trends • Develop new methods for prototype modelling • Incorporate feedback from previous iterations of designs into subsequent mock-ups and future projects
Report insights	• Translate quantitative and qualitative data into meaningful reports and recommendations • Communicate data-driven insights and recommendations to stakeholders • Create engaging information graphics for stakeholders
Visualise designs	• Interpret illustrations, computer-aided design files, and/or other modelling data, as specified within projects • Translate accurate visualisations from design concepts based on communicated requirements • Execute sketch prototypes, visualisations and mock-ups for design development • Create visualisations and storyboards of user journeys • Convert data sets from computer-aided designs or other 3D modelling packages • Create three-dimensional (3D) models from architectural plans, rough sketches and/or real life objects using special rendering software
Adopt new and emerging storytelling techniques	• Synthesize multicultural consumer trends for impactful and persuasive storytelling • Develop unique creative narratives based on culture, history, diversity, and technological advancement • Utilise data analytics and artificial intelligence to accelerate content development at scale • Curate and refine quality content arising from generative AI output
Drive value and impact of design ★	• Develop the product's value proposition and impact across objectives for people, planet, and profit • Undertake design activities and/or output to ensure stakeholder wellbeing and ethical social outcomes

★ New Critical Work Functions

CRITICAL CORE SKILLS	PROFICIENCY LEVEL
Collaboration	●●○
Communication	●●○
Creative Thinking	●●○
Problem Solving	●●○
Transdisciplinary Thinking	●○○

BUSINESS & MANAGEMENT

Brand Management	●●●○○○
Business Presentation Delivery	●●●●○○

DESIGN

Aesthetic and Design Sensibility	●●●○○○
Content Development and Strategy	●●●○○○
Data and Information Visualisation	●●●●○○
Design Creation and Development	●●●○○○
Design Sketching	●●●●○○
Design Standards and Specification	●●●○○○
Design Sustainability and Ethics Management	●●●○○○
Digital and Physical Prototyping	●●○○○○
Narrative Design	●●●●○○
Technical Drawing	●●●●○○
Visual Communication	●●●●○○

ESSENTIAL DESIGN TECHNICAL SKILLS AND COMPETENCIES

Conceptual Thinking	●●●○○○
Critical Thinking	●●●○○○
Cultural Sensitivity for Design ♥	●●●○○○
Design Thinking Practice	●●●○○○
Empathetic Design ♥	●●●○○○
Facilitation	●●●○○○
Imagination and Exploration	●●●○○○

INNOVATION & INSIGHT

Systems Thinking	●●●○○○
Trend Forecasting	●●●○○○

TECHNOLOGY

Emerging Technology Synthesis	●●●○○○ ⬡

✳ New Skill
♥ Care Focus Area
Sustainability Focus Area
⬡ Tech Focus Area

Content Writer

" As a Content Designer, I transform complex information into user-friendly content, balancing stakeholder and user needs. AI has revolutionised our field with powerful tools for ideation and efficiency. This allows us to focus more on strategy and user empathy, and elevate the quality of our digital experiences."

Information of design profile and quote is accurate as of Nov 2024

Geraldine Lam
Content Designer
PebbleRoad

Content Writers plan, write and coordinate content that convey persuasive narratives to readers. They work in close partnership with various stakeholders to brainstorm ideas and concepts in various media forms, and ensure accuracy and consistency in language, style and tone. They also keep abreast of competitors products and industry trends to develop appropriate content for the organisation.

As creative and adaptable individuals, Content Writers are able to devise innovative means of delivering content. They are also proactive in continually researching and building capability in content writing, including keeping ahead of generative AI tools as a curator of quality output. In addition, they demonstrate strong interpersonal and stakeholder management skills in collaborating with various teams on design and art. They are culturally sensitive, ensuring content appropriateness for multi-cultural audiences.

CRITICAL WORK FUNCTIONS	KEY TASKS
Develop content strategies for projects	• Design slogans and taglines for marketing campaigns • Identify project requirements through the interpretation of copywriting briefs • Establish style guides in line with the organisation's art direction • Revise content to accommodate requests by internal and external stakeholders • Keep abreast of competitors' products and industry trends • Conduct editorial reviews to ensure accuracy and consistency in language, style and tone • Create appropriate content for brand's designated audiences • Consult business stakeholders to clarify requirements and prepare copywriting briefs
Manage copywriting projects	• Explore different ideas and concepts for visual and verbal elements with the creative team • Create copywriting ideas in partnership with internal and external stakeholders • Work with media planners and the production department for advertising campaigns • Collaborate with design and art teams for content development
Adopt new and emerging storytelling techniques	• Synthesise multicultural consumer trends for impactful and persuasive storytelling • Develop unique creative narratives based on culture, history, diversity, and technological advancement • Utilise data analytics and artificial intelligence to accelerate content development at scale • Curate and refine quality content arising from generative AI output
Drive value and impact of design ★	• Create win-win impact narratives of design solutions across objectives of people, planet, and profit • Undertake design activities and/or output to ensure stakeholder wellbeing and ethical social outcomes

★ New Critical Work Functions

CRITICAL CORE SKILLS	PROFICIENCY LEVEL
Collaboration	●○○
Communication	●●○
Creative Thinking	●●○
Sense Making	●●○

BUSINESS & MANAGEMENT

Brand Management	●●●○○○
Business Presentation Delivery	●●●○○○
Stakeholder Management	●●●○○○

DESIGN

Aesthetic and Design Sensibility	●●●○○○
Content Strategy and Development	●●●●○○
Data and Information Visualisation	●●●○○○
Design Sustainability and Ethics Management	●●●○○○
Design Writing	●●●●○○
Narrative Design	●●●●○○
Visual Communication	●●●○○○

ESSENTIAL DESIGN TECHNICAL SKILLS AND COMPETENCIES

Conceptual Thinking		●●●○○○
Critical Thinking		●●●●○○
Cultural Sensitivity for Design	♥	●●●○○○
Design Thinking Practice		●●●○○○
Empathetic Design	♥	●●●○○○
Facilitation		●●●○○○
Imagination and Exploration		●●●○○○

INNOVATION & INSIGHT

Data Analysis and Interpretation	●●●○○○
Scenario and Strategic Planning	●●●○○○
Systems Thinking	●●●○○○
Trend Forecasting	●●●○○○

TECHNOLOGY

Emerging Technology Synthesis	●●●○○○ ⬡

✳ New Skill
♥ Care Focus Area
Sustainability Focus Area
⬡ Tech Focus Area

Lead Designer

" As a Lead Industrial Designer at Dyson, I am a visionary steward of innovation, blending aesthetics with functionality. My role not only shapes the look and feel of products but also champions user experience, driving the evolution of design through collaboration and creative problem-solving."

Kevin Chiam
Lead Industrial Designer
Dyson

Lead Designers manage all aspects of the design process, from research and ideation to creative conceptualisation and design. They collaborate with stakeholders to research and develop cohesive design plans, concepts and prototypes. As team leads, they initiate research activities to be performed and provide on-the-job training to enhance the core competence of their team members. They also work with a diverse groups of internal and external stakeholders to ensure the final design outputs meet the needs of the organisation or customers.

The ability to delegate and lead project teams towards successful adoption of new design ideas is essential for Lead Designers. They possess a strong mastery of design fundamentals in and can generate creative work that meets the requirements of stakeholders. They are able to work on multiple projects concurrently and deliver on expectations within tight deadlines.

They may specialise as an Architect, Landscape Architect/Landscape Designer, Interior Designer, Fashion Designer, Product Designer, Furniture Designer, Graphic Designer and/or Interaction Designer, etc.

CRITICAL WORK FUNCTIONS	KEY TASKS
Deliver design output	• Evaluate the feasibility of new design ideas or concepts • Present design recommendations, proposals and options to stakeholders • Develop schedules, timeline and budgets for projects • Troubleshoot issues arising from project implementation • Develop cohesive design plans, concepts and prototypes in collaboration with stakeholders • Analyse results of feasibility tests through regular project reviews
Influence organisational development	• Provide feedback to direct reports and junior team members • Provide on-the-job training to direct reports and junior team members
Perform design intelligence for design projects	• Communicate research findings to stakeholders for informed decision making • Analyse research findings to inform design directions • Review research reports before circulation to stakeholders • Initiate research activities in accordance to project requirements • Frame objectives and agendas for design workshops
Utilise new and emerging design techniques	• Curate high equality output from generative AI technologies and automation software for specific phases of the design process • Synthesis cross-domain knowledge to enhance unique value proposition of solution • Enhance longevity of human-centred design solutions through cultural and social traction
Drive value and impact of design ★	• Develop the product's value proposition and impact across objectives for people, planet, and profit • Undertake design activities and/or output to ensure stakeholder wellbeing and ethical social outcomes

★ New Critical Work Functions

CRITICAL CORE SKILLS	PROFICIENCY LEVEL
Communication	●●○
Creative Thinking	●●○
Problem Solving	●●○
Sense Making	●●○
Decision Making	●●○

BUSINESS & MANAGEMENT

Business Opportunities Development	●●●○○○
Business Presentation Delivery	●●●●○○
Carbon Markets and Decarbonisation Strategies Management	●●●○○○ ✳
Environmental and Social Governance	●●●○○○ ✳
Intellectual Property Management	●●●○○○
Project Management	●●●●○○
Proposal Writing Development	●●●○○○
Stakeholder Management	●●●●○○

DESIGN

Aesthetic and Design Sensibility	●●●●○○
Design Creation and Development	●●●●○○
Design Sketching	●●●●○○
Design Standards and Specification	●●●●○○
Design Sustainability and Ethics Management	●●●●○○
Design Writing	●●●○○○
Digital and Physical Prototyping	●●●●○○
Form Giving	●●●●○○
Narrative Design	●●●○○○
Technical Drawing	●●●●○○
Visual Communication	●●●●○○

ESSENTIAL DESIGN TECHNICAL SKILLS AND COMPETENCIES

Conceptual Thinking	●●●●○○
Critical Thinking	●●●●○○
Cultural Sensitivity for Design ♥	●●●●○○
Design Thinking Practice	●●●●○○
Empathetic Design ♥	●●●●○○
Facilitation	●●●○○○
Imagination and Exploration	●●●●○○

INNOVATION & INSIGHT

Business Model Innovation	●●●●○○
Data Analysis and Interpretation	●●●●○○
Systems Thinking	●●●●○○
Trend Forecasting	●●●●○○
User Experience Design	●●●●○○

TECHNOLOGY

Artificial Intelligence Ethics and Governance	●●●○○○ ✳ ⬡
Emerging Technology Synthesis	●●●●○○ ⬡
Material Studies and Production Processes	●●●●○○ ⬡
Product and Production Engineering	●●●●○○ ⬡

✳ New Skill
♥ Care Focus Area
🍃 Sustainability Focus Area
⬡ Tech Focus Area

Lead Visualiser
Lead Storyteller

" At the heart of my work are ideas, which often begin raw, disparate and amorphous. I uncover the hidden narratives through inquiry before providing context and form with visualisations, which help users understand and share in the vision as these ideas are brought to life."

Information of design profile and quote is accurate as of Nov 2024

Darel Seow
Illustrator and Educator
Freelancer

Lead Visualisers/Lead Storyteller lead design concept visualisation. They manage project scopes for concept visualisations and oversee the development of visualisation tools and communication output for the organisation. As team leads, they provide on-the-job training and feedback to enhance the core competence of their team members, including proficiencies in curating high quality output from generative AI tools. They also lead presentations of design visualisations and collaterals to clients, and research efforts to uncover new methods of visual delivery.

Lead Visualisers/Lead Storytellers are strong in either hand-drawing, prototyping of physical prototypes, storyboarding, two-dimensional (2D) and three-dimensional (3D) modelling and rendering, hardware tinkering, or videography and animation, to visualise concepts in their forms as intended by the designers. A good eye for aesthetics is helpful as they are responsible for translating design ideas and concepts into prototypes. Lastly, they possess good stakeholder management skills, partnering internal and external stakeholders to develop creative solutions that meet business objectives and goals.

They may specialise in one of the design disciplines such as a Renderer, Graphic Designer, Multimedia Artist, Commercial Artist, Photographer, Videographer, 2D/3D Visualiser, Creative Visualiser and/or Data Visualiser, etc.

CRITICAL WORK FUNCTIONS	KEY TASKS
Enhance design work	• Provide inputs to identify software libraries for architectural rendering needs and applications • Lead research efforts for enhancing visual delivery
Report insights	• Design data reports, visualisation tools and communication output for the organisation • Draw insights and recommendations from research for influencing and enhancing designs • Share insights during team meetings and other key strategic forums
Visualise designs	• Create design visuals from verbal briefs • Oversee development of visualisation output • Refine designs using special rendering software • Deliver design visualisations and presentations to stakeholders • Develop requirements for visualisation output
Influence organisational development	• Provide feedback to direct reports and junior team members • Provide on-the-job training to direct reports and junior team members
Adopt new and emerging storytelling techniques	• Synthesise multicultural consumer trends for impactful and persuasive storytelling • Develop unique creative narratives based on culture, history, diversity, and technological advancement • Utilise data analytics and artificial intelligence to accelerate content development at scale • Curate and refine quality content arising from generative AI output
Drive value and impact of design ★	• Develop the product's value proposition and impact across objectives for people, planet, and profit • Undertake design activities and/or output to ensure stakeholder wellbeing and ethical social outcomes

★ New Critical Work Functions

CRITICAL CORE SKILLS	PROFICIENCY LEVEL
Collaboration	●●○
Communication	●●●
Creative Thinking	●●●
Problem Solving	●●○

BUSINESS & MANAGEMENT

Brand Management	●●●●○○
Business Presentation Delivery	●●●●●○
Stakeholder Management	●●●○○○

DESIGN

Aesthetic and Design Sensibility	●●●●○○
Content Strategy and Development	●●●●○○
Data and Information Visualisation	●●●●●○
Design Creation and Development	●●●●○○
Design Sketching	●●●●●○
Design Standards and Specification	●●●●○○
Design Sustainability and Ethics Management	●●●●○○
Digital and Physical Prototyping	●●●○○○
Narrative Design	●●●●●○
Technical Drawing	●●●●●○
Visual Communication	●●●●●○

ESSENTIAL DESIGN TECHNICAL SKILLS AND COMPETENCIES

Conceptual Thinking		●●●●○○
Critical Thinking		●●●●○○
Cultural Sensitivity for Design	♥	●●●●○○
Design Thinking Practice		●●●●○○
Empathetic Design	♥	●●●●○○
Facilitation		●●●○○○
Imagination and Exploration		●●●●○○

INNOVATION & INSIGHT

Systems Thinking	●●●●○○
Trend Forecasting	●●●●○○

TECHNOLOGY

Emerging Technology Synthesis	●●●●○○ ⬡

✳ New Skill
♥ Care Focus Area
Sustainability Focus Area
⬡ Tech Focus Area

Content Strategist

"Beyond the ability to write and research, my role as a content strategist requires a deep understanding of how media and design works in order to co-create relevant and impactful communication solutions with clients and designers."

Justin Zhuang
Partner
In Plain Words

Content Strategists develop strategies for delivering and promoting persuasive content. They build relationships with internal and external stakeholders to understand various project requirements before leading junior staff in the creation of content. They also develop standards, systems and best practices for the real-time implementation of content strategies (including the curation of high quality outputs from generative AI and emerging tools) and are instrumental in setting editorial strategies to drive consistent and compelling content across all delivery streams.

Content Strategists are problem-solvers who are strong at generating ideas. They are meticulous with a penchant for keeping track of details, ensuring that content generated is aligned with organisational strategies. They possess highly developed communication skills, can develop clear strategies for engaging audiences, and are able to deliver on expectations within tight deadlines.

CRITICAL WORK FUNCTIONS	KEY TASKS
Develop content strategies for projects	• Provide inputs for new design content ideas, based on research on competitors' messaging and content • Implement content marketing strategies across the organisation • Identify project requirements through consultation with internal stakeholders • Set editorial strategies for content consistency across delivery streams • Set guidelines for the tone, style and voice of all brand content • Oversee the creation of appropriate content for brand's designated audiences • Develop standards, systems and best practices for the real-time implementation of content strategies • Create subjective art style framework and directions that are aligned to business goals and objectives
Influence organisational development	• Provide feedback to direct reports and junior team members • Provide on-the-job training to direct reports and junior team members
Manage copywriting projects	• Monitor copywriting project progress and budgets to ensure project feasibility • Monitor web traffic and engagement for projects • Uncover gaps in content development and standards through close communication with stakeholders • Manage editorial calendar to ensure timely publication
Adopt new and emerging storytelling techniques	• Synthesise multicultural consumer trends for impactful and persuasive storytelling • Develop unique creative narratives based on culture, history, diversity, and technological advancement • Utilise data analytics and artificial intelligence to accelerate content development at scale • Curate and refine quality content arising from generative AI output
Drive value and impact of design ★	• Create win-win impact narratives of design solutions across objectives of people, planet, and profit • Undertake design activities and/or output to ensure stakeholder wellbeing and ethical social outcomes

CRITICAL CORE SKILLS	PROFICIENCY LEVEL
Communication	●●○
Creative Thinking	●●○
Problem Solving	●●○
Sense Making	●●●
Decision Making	●●○

BUSINESS & MANAGEMENT

Brand Management	●●●●○○
Business Negotiation	●●●●○○
Business Presentation Delivery	●●●●○○
Stakeholder Management	●●●●○○

DESIGN

Aesthetic and Design Sensibility	●●●●○○
Content Strategy and Development	●●●●●○
Data and Information Visualisation	●●●●○○
Design Sustainability and Ethics Management	●●●●○○
Design Writing	●●●●●○
Narrative Design	●●●●●○
Visual Communication	●●●●○○

ESSENTIAL DESIGN TECHNICAL SKILLS AND COMPETENCIES

Conceptual Thinking		●●●●○○
Critical Thinking		●●●●●○
Cultural Sensitivity for Design	♥	●●●●○○
Design Thinking Practice		●●●●○○
Empathetic Design	♥	●●●●○○
Facilitation		●●●○○○
Imagination and Exploration		●●●●○○

INNOVATION & INSIGHT

Data Analysis and Interpretation	●●●●○○
Scenario and Strategic Planning	●●●●○○
Systems Thinking	●●●●○○
Trend Forecasting	●●●●○○

TECHNOLOGY

Emerging Technology Synthesis	●●●●○○ ⬡

✳ New Skill
♥ Care Focus Area
Sustainability Focus Area
⬡ Tech Focus Area

Principal Designer

"I oversee experience design, by integrating digital, service, and spatial design into the customer journeys of the built environment. More importantly, this integration requires a collaborative effort that fosters a powerful connection between designers and stakeholders. Only by sharing a common language are we able to elevate design with new capabilities and proven methods to put the needs of our people and planet at the heart of our designs."

Information of design profile and quote is accurate as of Nov 2024

Darren Yeo
Director, Experience Design
Keppel (Real Estate Division)

Principal Designers provide design direction for multiple project teams and conceptualise new design ideas for the organisation. They oversee the quality of design output and identify new approaches for expanding the organisations product and service offerings. They coach team members and lead change management initiatives. They collaborate with business partners/stakeholders to conceive innovative design ideas that meet the needs of the organisation or customers.

Principal Designers demonstrate exceptional leadership and communication skills in leading multiple project teams and establishing partnerships throughout the organisation. They possess strong analytical skills for identifying favourable unique opportunities that create value for the organisation. In addition, their deep industry knowledge enables them to anticipate new industry trends and market factors that may impact the organisations product and service offerings, including the evolution of design methodology and techniques due to generative AI and other new technologies.

They may specialise in one of the design disciplines such as an Architect, Landscape Architect/Landscape Designer, Interior Designer, Fashion Designer, Product Designer, Furniture Designer, Graphic Designer and/or Interaction Designer, etc.

CRITICAL WORK FUNCTIONS	KEY TASKS
Deliver design output	• Conceive new and/or innovative design ideas in collaboration with stakeholders • Approve project schedules and quality of project deliverables • Develop communication or marketing materials for dissemination • Secure support and resources for research and development • Enhance the feasibility of new design ideas through market research and testing • Evaluate overall effectiveness and viability of design output
Influence organisational development	• Address complaints and key concerns impacting staff's morale and performance • Develop on-the-job training programmes • Develop staff through capability development and coaching • Lead change management initiatives • Facilitate hiring decisions for the organisation
Envision new design solutions	• Identify financial goals and possible market potential for the organisation's design solutions • Oversee the development of new or enhanced designs for the organisation • Develop a roadmap for the implementation of new design solutions
Maintain design quality and aesthetics	• Ensure design strategies align with design vision • Synthesise inputs and feedback from design teams • Review prototypes against established design vision and standards
Utilise new and emerging design techniques	• Curate high equality output from generative AI technologies and automation software for specific phases of the design process • Synthesis cross-domain knowledge to enhance unique value proposition of solution • Enhance longevity of human-centred design solutions through cultural and social traction
Drive value and impact of design ★	• Develop the product's value proposition and impact across objectives for people, planet, and profit • Undertake design activities and/or output to ensure stakeholder wellbeing and ethical social outcomes

★ New Critical Work Functions

CRITICAL CORE SKILLS	PROFICIENCY LEVEL
Communication	●●●
Problem Solving	●●●
Decision Making	●●○
Developing People	●●○
Transdisciplinary Thinking	●●○

BUSINESS & MANAGEMENT

Business Negotiation	●●●●●○
Business Opportunities Development	●●●●○○
Business Presentation Delivery	●●●●●○
Business Risk Management	●●●●●○
Carbon Markets and Decarbonisation Strategies Management	●●●●○○ ✳
Environmental and Social Governance	●●●●○○ ✳
Intellectual Property Management	●●●●○○
Project Management	●●●●●○
Proposal Writing	●●●●○○
Stakeholder Management	●●●●●○

DESIGN

Aesthetic and Design Sensibility	●●●●●○
Design Creation and Development	●●●●●○
Design Sustainability and Ethics Management	●●●●●○
Design Writing	●●●●○○
Form Giving	●●●●●○
Sustainable Landscape Design	●●●○○○ ✳

ESSENTIAL DESIGN TECHNICAL SKILLS AND COMPETENCIES

Conceptual Thinking	●●●●●○
Critical Thinking	●●●●●○
Cultural Sensitivity for Design ♥	●●●●●○
Design Thinking Practice	●●●●●○
Empathetic Design ♥	●●●●●○
Facilitation	●●●●●○
Imagination and Exploration	●●●●●○

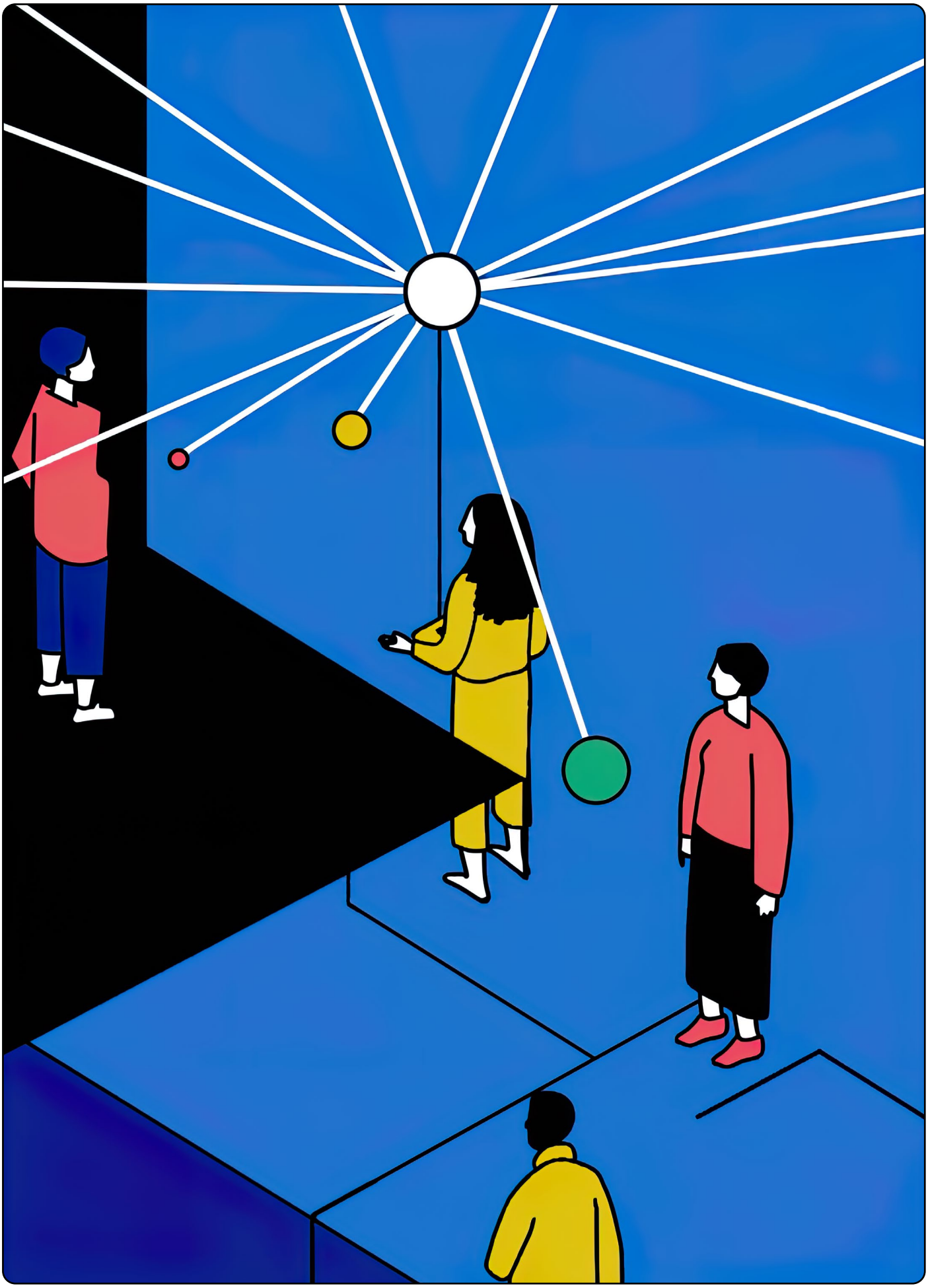
INNOVATION & INSIGHT

Business Model Innovation	●●●●●○
Data Analysis and Interpretation	●●●●●○
Scenario and Strategic Planning	●●●●●○
Systems Thinking	●●●●●○
Trend Forecasting	●●●●●○
User Experience Design	●●●●●○

TECHNOLOGY

Artificial Intelligence Ethics and Governance	●●●○○○ ✳ ⬡
Big Data Analytics	●●●○○○ ✳ ⬡
Emerging Technology Synthesis	●●●●●○ ⬡
Material Studies and Production Processes	●●●●●○ ⬡
Software Design	●●●○○○ ✳ ⬡

✳ New Skill
♥ Care Focus Area
Sustainability Focus Area
⬡ Tech Focus Area



Innovation & Insight

Design Researcher

Service Designer
Experience Designer

Strategist
Business Designer

Lead Design Researcher

Lead Service Designer
Lead Experience Designer

Lead Strategist
Lead Business Designer

Principal Design Researcher

Principal Service Designer
Principal Experience Designer

Head of Strategy

Design Researcher

" As a design researcher, I connect to people with empathy to understand why they do what they do and care about what they care about. The insights that surfaces help the organisations I work with to design products, services, and experiences that speak to their users and meet their real needs, so that they may live in a slightly better world."

Kenneth Wee
Design Researcher
Freelancer

Design Researchers support the development of user experiences for a variety of applications. They study key industry trends and competitors' user experience strategies in order to support the development of customer understanding, user journeys and prototypes. They ensure that design work executed is in alignment with organisational standards and ethical protocols. They also collect meaningful metrics to assess the performance of products and services.

Design Researchers are strong in analysis and data literacy, and can evaluate user feedback and synthesise insights to optimise user experiences. They possess good communication and interpersonal skills for working effectively in a team, and are able to put forth ideas confidently to team members and other stakeholders. They can navigate ambiguity comfortably to explore creative possibilities, and demonstrate understanding of cultural differences. They display empathy in formulating design research studies, understanding how the results translate to human-centred designs.

CRITICAL WORK FUNCTIONS	KEY TASKS
Construct design research studies	• Ascertain research context and requirements based on research objectives • Draft essential documents that will protect the interests of research participants, including research ethics • Determine logistics for and scheduling needs of design research studies • Conduct ethnographic research in accordance with design research study objectives • Collect research data on consumers, competitors and market conditions using both quantitative and qualitative research methods
Synthesise data	• Liaise with stakeholders for research output development • Uncover trends and patterns based on information gathered • Draw conclusions from analyses performed to develop insights and reports
Drive value and impact of design ★	• Develop the product's value proposition and impact across objectives for people, planet, and profit • Undertake design activities and/or output to ensure stakeholder wellbeing and ethical social outcomes

CRITICAL CORE SKILLS	PROFICIENCY LEVEL
Collaboration	●●○
Communication	●●●
Creative Thinking	●●●
Problem Solving	●●○
Sense Making	●●●

BUSINESS & MANAGEMENT

Business Presentation Delivery	●●●○○○
Stakeholder Management	●●●○○○

DESIGN

Data and Information Visualisation	●●●○○○
Design Sustainability and Ethics Management	●●●○○○
Design Writing	●●●○○○
Narrative Design	●●○○○○
Visual Communication	●●●○○○

ESSENTIAL DESIGN TECHNICAL SKILLS AND COMPETENCIES

Conceptual Thinking	●●●○○○
Critical Thinking	●●●○○○
Cultural Sensitivity for Design ♥	●●●○○○
Design Thinking Practice	●●●○○○
Empathetic Design ♥	●●●○○○
Facilitation	●●●○○○
Imagination and Exploration	●●●○○○

INNOVATION & INSIGHT

Behavioural Economics in Design	●●●○○○
Data Analysis and Interpretation	●●●○○○
Market Research	●●●○○○
Qualitative Research	●●●○○○
Quantitative Research	●●●○○○
Scenario and Strategic Planning	●●●○○○
Systems Thinking	●●●○○○
Trend Forecasting	●●●○○○
User Testing and Usability Testing	●●●○○○

TECHNOLOGY

Emerging Technology Synthesis	●●●○○○ ⬡

✳ New Skill
♥ Care Focus Area
Sustainability Focus Area
⬡ Tech Focus Area

Service Designer
Experience Designer

" As a Senior Experience Designer, I believe design should create real value and positive change. In my role, I leverage human-centred design, strategic thinking, and interdisciplinary expertise to uncover complex challenges, translate real user needs into meaningful solutions, and guide multi-disciplinary teams to deliver transformative, research-driven experiences across public, private, and social sectors. An avid biker, I draw inspiration from exploring the world on two wheels, where the freedom of the ride mirrors the creative exploration in my work."

Teo Kiahsheng
Senior Experience Designer
Chemistry Team

Service Designers/Experience Designers develop engaging user experiences for a variety of applications and services, and manage the creation of design assets. They execute relevant user experience research to gather data, and translate research insights into design outcomes with the overall aim of enhancing application and service experiences. They conduct usability testing of prototypes, and communicate results of design tests and project implemation.

Service Designers/Experience Designers work in a team. They are encouraged to uncover the latest trends in the industry and share it with stakeholders to meet the needs of the organisation. They possess mastery of design fundamentals and technical skills to execute design concepts required for products and services. They are able to work on multiple projects concurrently, and deliver on expectations within tight deadlines. They possess good communication skills and can facilitate stakeholders to think from the customers' point of view. They demonstrate cultural sensitivity in designing user experiences.

CRITICAL WORK FUNCTIONS	KEY TASKS
Formulate user experience strategies	• Develop user journeys that addresses customer and business needs • Extract insights from research data points • Facilitate design thinking workshops to generate ideas and solutions for user experience strategies • Draft design blueprints and frameworks for user journeys
Design user experiences	• Lead the implementation of user experience designs, ensuring their alignment with design and brand standards, analytics insights and customer feedback • Promote the generation of new ideas for enhancing user experience • Prepare documentation for user journeys, service blueprints, design standards, design wireframes, mock-ups, specifications and patterns, across channels and products • Generate pre-concept ideas for user experience enhancement
Influence organisational development	• Provide feedback to direct reports and junior team members • Provide on-the-job training to direct reports and junior team members
Understanding business and user needs	• Clarify stakeholders' goals, requirements and expectations • Create user research study agendas in collaboration with stakeholders
Conduct usability testing	• Execute usability and concept testing of prototypes in laboratory, remote and real-life settings • Recommend refinements and iterations to design based on usability and concept testing results • Analyse user feedback on the feasibility and performance of user interfaces and service experiences • Improve the quality of interaction between the customer, product or service and the organisation
Drive value and impact of design ★	• Develop the product's value proposition and impact across objectives for people, planet, and profit • Undertake design activities and/or output to ensure stakeholder wellbeing and ethical social outcomes • Incorporate cultural sensitivity analysis through design and testing

★ New Critical Work Functions

CRITICAL CORE SKILLS	PROFICIENCY LEVEL
Communication	●●○
Creative Thinking	●●○
Customer Orientation	●●○
Problem Solving	●●○
Sense Making	●●○

BUSINESS & MANAGEMENT

Business Presentation Delivery	●●●○○○
Project Management	●●●○○○
Stakeholder Management	●●●○○○

DESIGN

Aesthetic and Design Sensibility	●●●○○○
Design Creation and Development	●●●○○○
Design Sustainability and Ethics Management	●●●○○○
Digital and Physical Prototyping	●●●○○○
Interaction Design	●●●○○○
Narrative Design	●●●○○○
Visual Communication	●●●○○○

ESSENTIAL DESIGN TECHNICAL SKILLS AND COMPETENCIES

Conceptual Thinking	●●●○○○
Critical Thinking	●●●○○○
Cultural Sensitivity for Design ♥	●●●○○○
Design Thinking Practice	●●●○○○
Empathetic Design ♥	●●●○○○
Facilitation	●●●○○○
Imagination and Exploration	●●●○○○

INNOVATION & INSIGHT

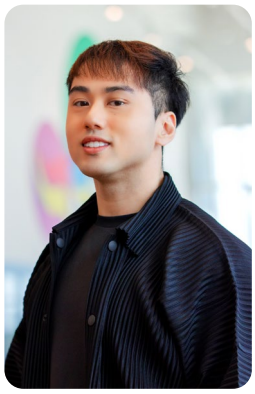
Behavioural Economics in Design	●●●○○○
Business Model Innovation	●●●○○○
Data Analysis and Interpretation	●●●○○○
Qualitative Research	●●●○○○
Scenario and Strategic Planning	●●●○○○
Systems Thinking	●●●○○○
User Experience Design	●●●○○○
User Testing and Usability Testing	●●●○○○

TECHNOLOGY

Emerging Technology Synthesis	●●●○○○ ⬡

✳ New Skill
♥ Care Focus Area
Sustainability Focus Area
⬡ Tech Focus Area

Strategist
Business Designer



" Strategic Design is a powerful lever for driving business transformation, seamlessly integrating creativity with strategic intent to deliver measurable outcomes. My work focuses on navigating complexity and reframing challenges into growth opportunities. I unlock new business possibilities, align design with strategic priorities, and co-innovate solutions for sustained competitive advantage in an increasingly dynamic landscape."

Information of design profile and quote is accurate as of Nov 2024

Hubert Loi
Strategic Designer
Thales

Strategists/Business Designers execute strategic planning activities that enhances the organisation's brands, products and/or services. They have strong understanding of organisational challenges and opportunities and generate ideas for furthering the market potential of the organisation. They conduct data analysis and modelling for future projections based on findings from research studies, to produce insights on the possible scenarios for the organisation's strategic trajectory.

Strategists/Business Designers possess an analytical and data-driven mindset. They are idealists who can imagine various innovative scenarios for the organisation. They also have good interpersonal and communication skills, are able to gather insights from interviews, and present their ideas clearly and succinctly.

CRITICAL WORK FUNCTIONS	KEY TASKS
Uncover organisational needs and new opportunities	• Administer tests to validate hypotheses relating to the growth of the organisation • Utilise models and frameworks for identifying core challenges and areas of opportunities for the organisation • Gather insights on how users will engage with the organisation • Ascertain organisational challenges and new opportunities through primary and secondary research
Conduct design research studies	• Monitor the success of design research studies in close cooperation with stakeholders • Collect research data on consumers, competitors and market conditions using quantitative and qualitative research methods • Oversee the delivery of multi-disciplinary workshops for design research studies
Develop business models and design concepts	• Examine business model possibilities in accordance with established design concepts and governing ESG principles • Prototype new business ideas to test the viability of new products and/or services • Design new products and/or services that differentiate the organisation from competition
Support strategic growth	• Identify opportunities for complementary value creation • Source new innovations through researching, futuring and experimenting with emerging technologies. • Evaluate impact of strategic initiatives in relation to organisational rules, policies and standards
Drive value and impact of design ★	• Develop the product's value proposition and impact across objectives for people, planet, and profit • Undertake design activities and/or output to ensure stakeholder wellbeing and ethical social outcomes

CRITICAL CORE SKILLS	PROFICIENCY LEVEL
Communication	●●●
Creative Thinking	●●●
Problem Solving	●●●
Sense Making	●●●
Transdisciplinary Thinking	●●○

BUSINESS & MANAGEMENT

Business Negotiation	●●●○○○
Business Opportunities Development	●●○○○○
Business Presentation Delivery	●●●○○○
Business Risk Management	●●●○○○
Change Management	●●●○○○
Creative Entrepreneurship	●●●●○○
Intellectual Property Management	●●●○○○
Product Management	●●●○○○
Proposal Writing Development	●●●○○○
Stakeholder Management	●●●○○○

DESIGN

Data and Information Visualisation	●●●○○○
Design Sustainability and Ethics Management	●●●○○○

ESSENTIAL DESIGN TECHNICAL SKILLS AND COMPETENCIES

Conceptual Thinking		●●●○○○
Critical Thinking		●●●○○○
Cultural Sensitivity for Design	♥	●●●○○○
Design Thinking Practice		●●●○○○
Empathetic Design	♥	●●●○○○
Facilitation		●●●○○○
Imagination and Exploration		●●●○○○

INNOVATION & INSIGHT

Behavioural Economics in Design	●●●○○○
Business Model Innovation	●●●○○○
Data Analysis and Interpretation	●●●○○○
Market Research	●●●○○○
Scenario and Strategic Planning	●●●●○○
Systems Thinking	●●●○○○

TECHNOLOGY

Emerging Technology Synthesis	●●●○○○ ⬡

✳ New Skill
♥ Care Focus Area
Sustainability Focus Area
⬡ Tech Focus Area

Lead Design Researcher

" As a Lead Design Researcher, I develop and strategise proposals that lay the groundwork for impactful projects. Guiding junior researchers is a rewarding part of my role as we grow and achieve success together. This work challenges me to push boundaries, combining empathy and creativity to deliver meaningful, human-centred outcomes."

Koh Wei Eng
Partner, Design Research
STUCK Design

Lead Design Researchers lead a project team in translating human-centred insights into meaningful opportunities for design and innovation. They lead the analysis of complex data to enhance the performance and design of products and/or services. They advance research studies and determine changes to be instituted for products and/or services. Moreover, they are responsible for knowledge transfer within the design process and they frame insights in a useful manner for the design team. As team leads, they provide on-the-job training to their junior team members.

Lead Design Researchers have extensive knowledge of research tools, methodologies and sciences. They work collaboratively with individuals across all levels in the organisation, and they are highly analytical, able to construct quality solutions across a range of diverse situations. They also demonstrate empathy and ethics when formulating design research studies while meeting clients' business needs. They possess strong communication skills and can effectively present design research to internal and external stakeholders.

CRITICAL WORK FUNCTIONS	KEY TASKS
Construct design research studies	• Plan research study activities and timelines for implementation • Implement processes and ethical precautions for the protection of research participants' interests • Frame research objectives in collaboration with stakeholders • Monitor the success of design research studies in close cooperation with stakeholders • Oversee the implementation of multi-disciplinary workshops for design research studies
Synthesise data	• Distil data into actionable outputs for sharing • Apply social scientific theories to the interpretation of data, trends and patterns for insights • Develop research solutions in close partnership with stakeholders
Strategise process, product and service improvements	• Evaluate value and impact of design research studies, including the ethical use of research data • Propose strategies for enhancing organisational success based on design research output
Influence organisational development	• Provide feedback to direct reports and junior team members • Provide on-the-job training to direct reports and junior team members
Drive value and impact of design ★	• Develop the product's value proposition and impact across objectives for people, planet, and profit • Undertake design activities and/or output to ensure stakeholder wellbeing and ethical social outcomes

★ New Critical Work Functions

CRITICAL CORE SKILLS	PROFICIENCY LEVEL
Collaboration	●●●
Communication	●●●
Creative Thinking	●●●
Problem Solving	●●●
Sense Making	●●●

BUSINESS & MANAGEMENT

Business Presentation Delivery	●●●●○○
Project Management	●●●●○○
Proposal Writing Development	●●●●○○
Stakeholder Management	●●●●○○

DESIGN

Data and Information Visualisation	●●●●○○
Design Sustainability and Ethics Management	●●●●○○
Design Writing	●●●●○○
Narrative Design	●●●○○○
Visual Communication	●●●●○○

ESSENTIAL DESIGN TECHNICAL SKILLS AND COMPETENCIES

Conceptual Thinking	●●●●○○
Critical Thinking	●●●●○○
Cultural Sensitivity for Design ♥	●●●●○○
Design Thinking Practice	●●●●○○
Empathetic Design ♥	●●●●○○
Facilitation	●●●●○○
Imagination and Exploration	●●●●○○

INNOVATION & INSIGHT

Behavioural Economics in Design	●●●●○○
Data Analysis and Interpretation	●●●●○○
Market Research	●●●●○○
Qualitative Research	●●●●○○
Quantitative Research	●●●●○○
Scenario and Strategic Planning	●●●●○○
Systems Thinking	●●●●○○
Trend Forecasting	●●●●○○
User Testing and Usability Testing	●●●●○○

TECHNOLOGY

Emerging Technology Synthesis	●●●●○○ ⬡

✳ New Skill
♥ Care Focus Area
Sustainability Focus Area
⬡ Tech Focus Area

Lead Service Designer
Lead Experience Designer

" As a service designer in the healthcare sector, I relish the opportunity to connect with patients, caregivers, and staff, diving deep into their needs and experiences. This position demands a blend of empathy, creativity, and strategic thinking, allowing me to create services that not only meet users' needs but also drive organisational success."

Camelia Brigid Soh
Design and Behavioural Insight Lead (Snr. Manager)
Centre for Healthcare Innovation,
National Healthcare Group

Lead Service Designers/Lead Experience Designers develop engaging user experiences for a variety of applications, and manage the creation of design assets. They determine relevant user experience research to be conducted, and translate user needs and business requirements into features with the overall aim of enhancing application experiences. They oversee usability testing of prototypes, and build relationships with stakeholders to attain buy-in for proposed user experience strategies and/or service strategies across multiple products. As team leads, they develop the capabilities of junior team members.

Lead Service Designers/Lead Experience Designers are adept at strategic visioning and are mentally agile, able to envision optimal user experiences and develop innovative design strategies for the organisation. They possess strong communication skills and can communicate their ideas and vision in a clear and engaging manner. They demonstrate cultural sensitivity in designing user experiences. In addition, their openness to new perspectives and business acumen enables them to anticipate users' needs in the future.

CRITICAL WORK FUNCTIONS	KEY TASKS
Formulate user experience strategies	• Develop user journeys that addresses customer and business needs • Extract insights from research data points • Facilitate and lead design thinking workshops to generate ideas and solutions for user experience strategies • Draft design blueprints and frameworks for user journeys
Design user experiences	• Lead the implementation of user experience designs, ensuring their alignment with design and brand standards, analytics insights and customer feedback • Promote the generation of new ideas for enhancing user experience • Prepare documentation for user journeys, service blueprints, design standards, design wireframes, mock-ups, specifications and patterns, across channels and products • Generate pre-concept ideas for user experience enhancement
Influence organisational development	• Provide feedback to direct reports and junior team members • Provide on-the-job training to direct reports and junior team members
Understanding business and user needs	• Clarify stakeholders' goals, requirements and expectations • Frame user research study agendas in collaboration with stakeholders
Conduct usability testing	• Oversee usability and concept testing of prototypes in laboratory, remote and real-life settings • Recommend refinements and iterations to design based on usability and concept testing results • Analyse user feedback on the feasibility and performance of user interfaces and service experiences • Improve the quality of interaction between the customer, product or service and the organisation
Utilise new and emerging design techniques	• Curate high equality output from generative AI technologies and automation software for specific phases of the design process
Drive value and impact of design ★	• Strategise the product's value proposition and impact across objectives for people, planet, and profit • Plan design activities and/or output to ensure stakeholder wellbeing and ethical social outcomes • Ensure cultural sensitivity is considered and addressed throughout the design process

CRITICAL CORE SKILLS	PROFICIENCY LEVEL
Communication	●●●
Creative Thinking	●●●
Customer Orientation	●●●
Problem Solving	●●●
Sense Making	●●●

BUSINESS & MANAGEMENT

Business Presentation Delivery	●●●●○○
Project Management	●●●●○○
Stakeholder Management	●●●●○○

DESIGN

Aesthetic and Design Sensibility	●●●●○○
Design Creation and Development	●●●●○○
Design Sustainability and Ethics Management	●●●●○○
Digital and Physical Prototyping	●●●●○○
Interaction Design Practice	●●●○○○
Narrative Design	●●●●○○
Visual Communication	●●●●○○

ESSENTIAL DESIGN TECHNICAL SKILLS AND COMPETENCIES

Conceptual Thinking	●●●●○○
Critical Thinking	●●●●○○
Cultural Sensitivity for Design ♥	●●●●○○
Design Thinking Practice	●●●●○○
Empathetic Design ♥	●●●●○○
Facilitation	●●●●○○
Imagination and Exploration	●●●●○○

INNOVATION & INSIGHT

Behavioural Economics in Design	●●●○○○
Business Model Innovation	●●●○○○
Data Analysis and Interpretation	●●●●○○
Qualitative Research	●●●●○○
Scenario and Strategic Planning	●●●●○○
Systems Thinking	●●●●○○
User Experience Design	●●●●○○
User Testing and Usability Testing	●●●●○○

TECHNOLOGY

Emerging Technology Synthesis	●●●●○○ ⬡

✳ New Skill
♥ Care Focus Area
Sustainability Focus Area
⬡ Tech Focus Area

Lead Strategist
Lead Business Designer

" As a Design Strategy Manager, I lead and manage design teams at EY wavespace on projects across ASEAN. I marry business, design and technology to help accelerate transformation, support innovation and create measurable outcomes. As the landscape evolves with emerging trends, my work also extends to the development of guidelines and standards such as the use of conscious AI within our business and clients."

Ziqq Rafit
Design Strategy Manager
Ernst and Young

Lead Strategists/Lead Business Designers manage strategic planning activities to enhance the organisation's brands, products and/or services. They analyse market and competitive intelligence data to identify new opportunities for the organisation, and lead brainstorming sessions with stakeholders to harness solutions for the organisation. They propose new design concepts in alignment with strategic goals, as well as new ventures for revenue generation. As team leads, they coach their junior team members, and work closely with a diverse group of stakeholders.

Lead Strategists/Lead Business Designers possess an in-depth knowledge of the organisation's business operations and its full value chain of activities. They can think strategically to develop strategic solutions or innovations that are grounded by user insights. In addition, they have excellent interpersonal and communication skills, and can lead interviews and presentations independently.

CRITICAL WORK FUNCTIONS	KEY TASKS
Uncover organisational needs and new opportunities	• Facilitate workshops with stakeholders for understanding the organisation's challenges and changes • Reframe business problems using a design perspective • Analyse market, competitive intelligence data anf emerging technologies to identify new opportunities for the organization • Articulate business hypotheses for testing and validation
Conduct design research studies	• Lead brainstorming sessions with stakeholders to gather insights to harness solutions • Define scope, briefs and approaches for design research studies in collaboration with stakeholders • Develop materials for process owners to execute design research studies
Develop business models and design concepts	• Simulate the impact of new products and/or services on the organisation's business models • Design fitting business models to align with new and evolved products and/or services with ESG governance in mind • Propose new design concepts in alignment with strategic and organisational goals
Support strategic growth	• Design internal tools and processes to achieve organisational commercial objectives, with the use of industry best practices and emerging technology. • Propose new ventures for revenue generation • Evaluate new growth options within current product, service and/or brand offerings • Provide technical guidance to various functions for the implementation of new strategic initiatives
Influence organisational development	• Provide feedback to direct reports and junior team members • Provide on-the-job training to direct reports and junior team members
Utilise new and emerging design techniques	• Curate high equality output from generative AI technologies and automation software for specific phases of the design process • Synthesis cross-domain knowledge to enhance unique value proposition of solution • Enhance longevity of human-centred design solutions through cultural and social traction
Drive value and impact of design ★	• Strategise the product's value proposition and impact across objectives for people, planet, and profit • Plan design activities and/or output to ensure stakeholder wellbeing and ethical social outcomes

★ New Critical Work Functions

CRITICAL CORE SKILLS	PROFICIENCY LEVEL
Communication	●●●
Creative Thinking	●●●
Problem Solving	●●●
Sense Making	●●●
Transdisciplinary Thinking	●●○

BUSINESS & MANAGEMENT

Business Negotiation	●●●●○○
Business Opportunities Development	●●●○○○
Business Presentation Delivery	●●●●○○
Business Risk Management	●●●●○○
Change Management	●●●●○○
Contract Development and Management	●●●●○○
Creative Entrepreneurship	●●●●○○
Intellectual Property Management	●●●●○○
Product Management	●●●●○○
Proposal Writing Development	●●●●○○
Stakeholder Management	●●●●○○

DESIGN

Data and Information Visualisation	●●●●○○
Design Sustainability and Ethics Management	●●●●○○

ESSENTIAL DESIGN TECHNICAL SKILLS AND COMPETENCIES

Conceptual Thinking	●●●●○○
Critical Thinking	●●●●○○
Cultural Sensitivity for Design ♥	●●●●○○
Design Thinking Practice	●●●●●○
Empathetic Design ♥	●●●●○○
Facilitation	●●●●○○
Imagination and Exploration	●●●●○○

INNOVATION & INSIGHT

Behavioural Economics in Design	●●●●○○
Business Model Innovation	●●●●○○
Data Analysis and Interpretation	●●●●○○
Market Research	●●●●○○
Scenario and Strategic Planning	●●●●●○
Systems Thinking	●●●●○○

TECHNOLOGY

Big Data Analytics	●●●○○○ ✳ ⬡
Emerging Technology Synthesis	●●●●○○ ⬡

✳ New Skill
♥ Care Focus Area
Sustainability Focus Area
⬡ Tech Focus Area

Principal Design Researcher

" My role is to lead and contribute to the coordination, strategy and advancement of the cluster's applied research efforts and outcomes. The impact of this role is to bridge academia and industry by interdisciplinary facilitating collaboration between different stakeholders across diverse fields like design, engineering, and business, to address genuine user needs and market demands."

Associate Professor (Dr) Agnes Xue
Chair of Applied Research, Business, Communication and Design Cluster
Singapore Institute of Technology

Note:
Prof Xue is a university academic where research forms part of her core scope. The salary range depicted is for that of a full-time Design Researcher.

Principal Design Researchers manage all aspects of research by leading project teams to translate human-centred insights into meaningful opportunities for design and innovation. They play a critical role in analysing complex data to enhance the performance and design of products and/or services. They conceptualise new research studies and build key relationships with stakeholders to determine changes to be instituted for products and/or services. They also manage the creation of design assets. As department leads, they provide on-the-job training and coaching to junior staff.

Principal Design Researchers have extensive knowledge of research tools, methodologies and sciences. They possess strong communication, interpersonal and stakeholder management skills, and can work collaboratively with individuals across all levels within the organisation, and build and maintain relationships with stakeholders. In addition, they are highly analytical, able to develop solutions for a diverse range of situations. They possess outstanding time-management and organisational skills for delivering research projects within tight timelines.

CRITICAL WORK FUNCTIONS	KEY TASKS
Construct design research studies	• Strategise design research methodologies and approaches • Set design research guidelines and parameters in alignment with regulatory and ethical standards • Align objectives of design research studies with organisational goals • Conceptualise new research studies for uncovering perception of products and services • Provide advice for overcoming challenges encountered during design research studies • Propose research methodologies for understanding motivations and behaviours of respondents
Synthesise data	• Direct the development of new systems and models for uncovering new insights from data • Formulate recommendations to enhance the performance of products and services • Drive decision making in projects across the organisation based on insights synthesised from data
Strategise process, product and service improvements	• Develop collaborations with internal and industry stakeholders for further review of research outcomes on products and services • Shape organisational processes, and product and/or service offerings based on results of design research • Direct research activities and findings across the organisation
Influence organisational development	• Develop staff through capability development and coaching in the adoption of design research • Support organisational change management initiatives through research activities • Facilitate hiring decisions for the organisation related to design research roles
Drive value and impact of design ★	• Develop the product's value proposition and impact across objectives for people, planet, and profit • Undertake design activities and/or output to ensure stakeholder wellbeing and ethical social outcomes

CRITICAL CORE SKILLS	PROFICIENCY LEVEL
Collaboration	●●●
Communication	●●●
Developing People	●●●

BUSINESS & MANAGEMENT

Business Negotiation	●●●●●○
Business Presentation Delivery	●●●●●○
Project Management	●●●●●○
Proposal Writing Development	●●●●●○
Stakeholder Management	●●●●●○

DESIGN

Data and Information Visualisation	●●●●●○
Design Sustainability and Ethics Management	●●●●●○
Design Writing	●●●●●○
Narrative Design	●●●●○○
Visual Communication	●●●●●○

ESSENTIAL DESIGN TECHNICAL SKILLS AND COMPETENCIES

Conceptual Thinking		●●●●●○
Critical Thinking		●●●●●○
Cultural Sensitivity for Design	♥	●●●●●○
Design Thinking Practice		●●●●●○
Empathetic Design	♥	●●●●●○
Facilitation		●●●●●○
Imagination and Exploration		●●●●●○

INNOVATION & INSIGHT

Behavioural Economics in Design	●●●●●○
Data Analysis and Interpretation	●●●●●○
Market Research	●●●●●○
Qualitative Research	●●●●●○
Quantitative Research	●●●●●○
Scenario and Strategic Planning	●●●●●○
Systems Thinking	●●●●●○
Trend Forecasting	●●●●●○
User Testing and Usability Testing	●●●●●○

TECHNOLOGY

Emerging Technology Synthesis	●●●●●○ ⬡

✳ New Skill
♥ Care Focus Area
Sustainability Focus Area
⬡ Tech Focus Area

Principal Service Designer
Principal Experience Designer

" As the Principal Design Lead at the Prime Minister's Office, I have the privilege of leading InnoLab in championing user-centricity to enhance services for our citizens across the Whole-of-Government. This involves spearheading collaborative innovation, nurturing design teams, and pioneering new approaches for seamless citizen service delivery."

Information of design profile and quote is accurate as of Nov 2024

Teo Linyou
Principal Design Lead
Innovation Lab/ServiceSG Public Service Division,
Prime Minister's Office

Principal Service Designers/Principal Experience Designers drive projects and integrate multiple products to enhance user engagement and design service experiences. They spearhead research to uncover new service and user experience solutions, and are accountable for all service and user experience design decisions in the organisation. Their overall aim is to enhance customer loyalty for the organisation or clients, and they develop strategies to mitigate risks associated with the implementation of new service and user experience solutions. They establish strategic partnerships to meet the needs of the organisation, and as seasoned practitioners, provide technical leadership to enhance the functional competence of their team members.

Principal Service Designers/Principal Experience Designers possess exceptional leadership and communication skills. They are able to inspire and engage stakeholders to envision the optimal user experience and attain their buy-in for proposed solutions. In addition, their are up-to-date with the latest developments in the design sector, and are highly proficient in negotiation and problem-solving.

CRITICAL WORK FUNCTIONS	KEY TASKS
Formulate user experience strategies	• Translate research insights into ideation frameworks • Oversee the design of user journeys for the organisation • Preside over strategic design and user experience decisions related to core and new functions and features of products and services • Evaluate the effectiveness of design blueprints and frameworks in meeting the needs of users • Communicate scenarios, end-to-end experiences, interaction models, and screen designs to stakeholders and attain their buy-in
Design user experiences	• Provide direction for the implementation of user experience designs • Identify and mitigate risks associated with the implementation of new ideas for enhancing user experience • Endorse documentation for user experience design
Influence organisational development	• Develop staff performance and morale through capability development and coaching • Lead change management initiatives • Facilitate service and experience design hiring decisions for the organisation
Understanding business and user needs	• Direct the development and execution of research projects for new user experience solutions • Align stakeholders' user experience expectations with organisation's user experience strategies
Conduct usability testing	• Drive strategies for enhancing customer satisfaction and loyalty • Oversee the implementation of improvements to functionalities, design and navigation for application sites • Address concerns raised regarding the feasibility and performance of user interfaces and service experiences • Endorse refinement plans based on usability and concept testing results • Direct all phases of usability and concept testing in laboratory, remote and real life settings • Endorse plans and proposals for idea testing
Drive value and impact of design ★	• Lead the product's value proposition and impact across objectives for people, planet, and profit • Direct design activities and/or output to ensure stakeholder wellbeing and ethical social outcomes • Strategise the use of cultural value as a clear proposition for products and services

★ New Critical Work Functions

CRITICAL CORE SKILLS	PROFICIENCY LEVEL
Communication	●●●
Creative Thinking	●●●
Decision Making	●●●
Problem Solving	●●●
Transdisciplinary Thinking	●●○

BUSINESS & MANAGEMENT

Business Presentation Delivery	●●●●●○
Project Management	●●●●●○
Stakeholder Management	●●●●●○

DESIGN

Aesthetic and Design Sensibility	●●●●●○
Design Creation and Development	●●●●●○
Design Sustainability and Ethics Management	●●●●●○
Digital and Physical Prototyping	●●●●●○
Interaction Design Practice	●●●●○○
Narrative Design	●●●●●○
Visual Communication	●●●●●○

ESSENTIAL DESIGN TECHNICAL SKILLS AND COMPETENCIES

Conceptual Thinking	●●●●●○
Critical Thinking	●●●●●○
Cultural Sensitivity for Design ♥	●●●●●○
Design Thinking Practice	●●●●●○
Empathetic Design ♥	●●●●●○
Facilitation	●●●●●○
Imagination and Exploration	●●●●●○

INNOVATION & INSIGHT

Behavioural Economics in Design	●●●●○○
Business Model Innovation	●●●●○○
Data Analysis and Interpretation	●●●●●○
Qualitative Research	●●●●●○
Scenario and Strategic Planning	●●●●●○
Systems Thinking	●●●●●○
User Experience Design	●●●●●○
User Testing and Usability Testing	●●●●●○

TECHNOLOGY

Emerging Technology Synthesis	●●●●●○ ⬡

✳ New Skill
♥ Care Focus Area
Sustainability Focus Area
⬡ Tech Focus Area

Head of Strategy

"I am the founder of NextOfKin Creatives and we are a multi-disciplinary innovation design agency. I play the role of the design strategist in the team where I see myself as an agent of change! I believe that design is an attitude that empowers positive outcomes for the future. Our clients leverage our interdisciplinary competencies to reframe challenging questions and deliver meaningful innovation for their customers. The work I do has enabled our clients to connect meaningfully with their customers, achieve market success and deliver impact in their communities"

Rodney Loh
Design Director
NextOfKin Creatives

Heads of Strategy oversee the development, communication and execution of strategic initiatives with the aim of winning new business for the organisation. They direct the alignment of research projects across multiple teams and stakeholders to strategic goals, and drive stakeholder understanding across the organization to facilitate strategy creation. They create content and narration for presenting new business models, and design strategic roadmaps for innovation and commercial activities. As leaders, they play a crucial role in leading change management initiatives for the organisation.

Heads of Strategy have strong business and financial acumen to enable them to meet and exceed the commercial objectives of the organisation. They possess strong interpersonal and communication skills to interact with people across all levels. They are independent thinkers with the drive to propel the growth of the organisation. In addition, they are visionaries who inspire trust and confidence in others, leading others to readily adopt their insights and directives.

CRITICAL WORK FUNCTIONS	KEY TASKS
Uncover organisational needs and new opportunities	• Translate research findings into cohesive strategies and solutions • Drive stakeholder understanding across the organization to facilitate strategy creation • Synthesise business strategies across multiple disciplines before testing and implementation of new ideas • Conceive studies and experiments for uncovering new business ideas, concepts and applications of emerging technology
Conduct design research studies	• Oversee the implementation of multiple design research studies • Drive the alignment of research projects to strategic goals, across multiple teams and stakeholders • Conceptualise new design research studies
Develop business models and design concepts	• Define changes to organisational structures and strategic assets based on new business models and concepts • Create narratives for presenting new business models to senior management • Align new design concepts to strategic goals through consultation with senior management
Support strategic growth	• Develop solutions for resolving the organisational's growth challenges • Mentor stakeholders through different phases of product and/or service development • Design strategic roadmaps for innovation and commercial activities • Design new revenue streams by leveraging emerging technologies, new business models and differentiated consumer experiences
Influence organisational development	• Develop staff performance and morale through capability development and coaching • Lead change management initiatives • Facilitate strategist and business designer hiring decisions for the organisation
Utilise new and emerging design techniques	• Curate high equality output from generative AI technologies and automation software for specific phases of the design process • Synthesis cross-domain knowledge to enhance unique value proposition of solution • Enhance longevity of human-centred design solutions through cultural and social traction
Drive value and impact of design ★	• Lead the product's value proposition and impact across objectives for people, planet, and profit • Direct design activities and/or output to ensure stakeholder wellbeing and ethical social outcomes

★ New Critical Work Functions

Head of Strategy

CRITICAL CORE SKILLS	PROFICIENCY LEVEL
Communication	●●●
Creative Thinking	●●●
Decision Making	●●●
Problem Solving	●●●
Transdisciplinary Thinking	●●●

BUSINESS & MANAGEMENT

Business Negotiation	●●●●●○
Business Opportunities Development	●●●●○○
Business Presentation Delivery	●●●●●○
Business Risk Management	●●●●●○
Change Management	●●●●●○
Contract Development and Management	●●●●●○
Creative Entrepreneurship	●●●●●○
Intellectual Property Management	●●●●●○
Product Management	●●●●●○
Proposal Writing	●●●●●○
Stakeholder Management	●●●●●○

DESIGN

Design Sustainability and Ethics Management	●●●●●○

ESSENTIAL DESIGN TECHNICAL SKILLS AND COMPETENCIES

Conceptual Thinking	●●●●●○
Critical Thinking	●●●●●○
Cultural Sensitivity for Design ♥	●●●●●○
Design Thinking Practice	●●●●●●
Empathetic Design ♥	●●●●●○
Facilitation	●●●●●○
Imagination and Exploration	●●●●●○

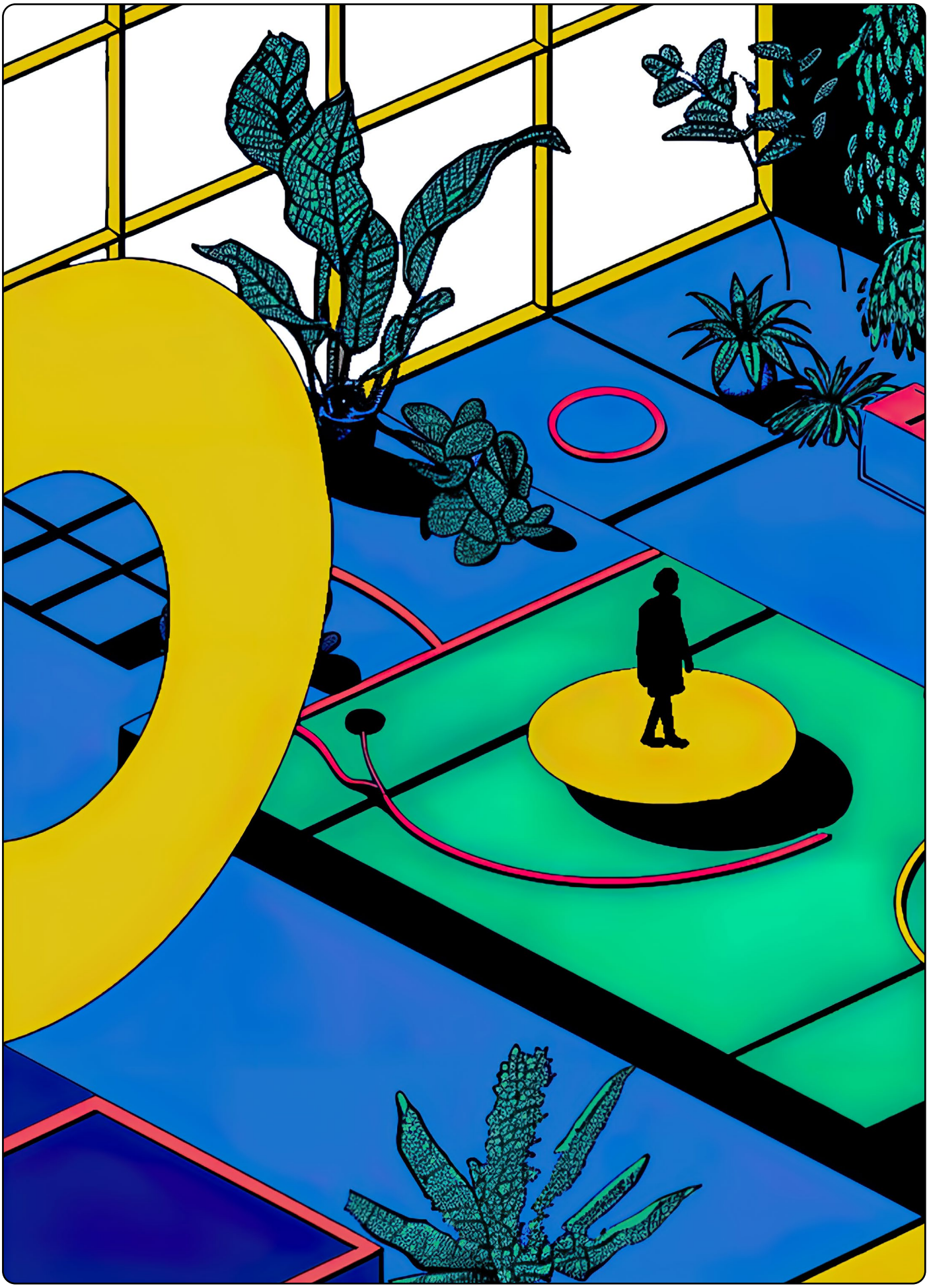
INNOVATION & INSIGHT

Behavioural Economics in Design	●●●●●○
Business Model Innovation	●●●●●○
Data Analysis and Interpretation	●●●●●○
Market Research	●●●●●○
Scenario and Strategic Planning	●●●●●●
Systems Thinking	●●●●●○

TECHNOLOGY

Big Data Analytics	●●●●○○ ✳ ⬡
Emerging Technology Synthesis	●●●●●○ ⬡

✳ New Skill
♥ Care Focus Area
Sustainability Focus Area
⬡ Tech Focus Area



Technology

Creative Technologist

Lead Creative Technologist

Principal Creative Technologist

Creative Technologist

"With a strong background in spatial computing and human-centred design, I strive to create impactful experiences that transform the way we interact with the digital and physical world. My goal is to leverage emerging technologies to foster a more connected, sustainable, and inspiring future for all."

Information of design profile and quote is accurate as of Nov 2024

Carlos Diaz
XR Creative Technologist, Experience Design Group
Dell Technologies

Creative Technologists support new product development and the improvement of existing technology products. They develop drawings for prototyping and production, and conduct feasibility tests and analyse the results to inform design plans. They work in close partnership with stakeholders to revitalise design solutions for outdated products and/or services, showcasing innovative use of emerging technology.

Creative Technologists are able to support multiple projects concurrently. In addition, they are good communicators with the ability to present ideas and concepts to both technical and non-technical audiences.

CRITICAL WORK FUNCTIONS	KEY TASKS
Deliver design requirements and performance	• Apply design rules and guidelines for technologically feasible design solutions • Conduct feasibility analysis for functionally effective design • Engage stakeholders to ensure technical feasibility of solutions • Monitor required technological changes and corrections across the lifecycle of products and/or services • Develop explanations regarding the limits of technical solutions • Evaluate product concepts or technical solutions to identify the most viable products and/or services for implementation • Implement required deviations from standard practices for design of products and/or services
Influence organisational development	• Support team adoption of generative AI and other emerging technologies to evolve design practice
Develop prototypes and production of new products and/or services	• Develop iterative prototyping towards demonstration, implementation, and production of solutions • Manage components and assemblies of prototypes in adherence to applicable industry and business standards
Promote emerging technology exploration and experimentation ★	• Support the experimental exploration of new design tools and technologies beyond client briefs • Develop and showcase novel technological use cases for business adoption • Design solutions with technology to promote stakeholder wellbeing and ethical social outcomes

CRITICAL CORE SKILLS	PROFICIENCY LEVEL
Creative Thinking	●●○
Digital Fluency	●●○
Problem Solving	●●○
Transdisciplinary Thinking	●●○

BUSINESS & MANAGEMENT

Business Presentation Delivery	●●●○○○
Environmental and Social Governance	●●●○○○
Creative Entrepreneurship	●●●●○○
Intellectual Property Management	●●●○○○
Stakeholder Management	●●●●○○

DESIGN

Aesthetic and Design Sensibility	●●●○○○
Design Sustainability and Ethics Management	●●●○○○
Digital and Physical Prototyping	●●●●○○
Interaction Design of Practice	●●●●○○

ESSENTIAL DESIGN TECHNICAL SKILLS AND COMPETENCIES

Conceptual Thinking	●●●●○○
Critical Thinking	●●●●○○
Cultural Sensitivity for Design ♥	●●●●○○
Design Thinking Practice	●●●○○○
Empathetic Design ♥	●●●●○○
Facilitation	●●●○○○
Imagination and Exploration	●●●●○○

INNOVATION & INSIGHT

Behavioural Economics in Design	●●●○○○
Data Analysis and Interpretation	●●●○○○
Systems Thinking	●●●○○○
User Testing and Usability Testing	●●●●○○

TECHNOLOGY

Artificial Intelligence Ethics and Governance ✳ ⬡	●●●○○○
Big Data Analytics ✳ ⬡	●●●○○○
Emerging Technology Synthesis ⬡	●●●●○○
Material Studies and Production Processes ⬡	●●●●○○
Product and Production Engineering ⬡	●●●●○○
Software Design ✳ ⬡	●●●○○○

✳ New Skill
♥ Care Focus Area
🍃 Sustainability Focus Area
⬡ Tech Focus Area

Lead Creative Technologist

"I operate at the forefront of design innovation, where the best of it comes to life at the intersection of design and technology. Leveraging skills and expertise in design and technology, I partner with brands to deliver impactful experiences. At any one time you can find me juggling multiple activities - researching, planning, designing, prototyping, developing, testing, managing or communicating with diverse stakeholders. On a daily basis, I get to collaborate with multi-disciplinary creatives, designers, strategists and technologists across our global network."

Joe Chung
Senior Creative Technologist
R/GA

Lead Creative Technologists explore new product development and the improvement of existing products. They lead the development of drawings for prototyping and production, and conduct feasibility studies on how emerging technology can be integrated into design plans. They work in close partnership with stakeholders to revitalise design solutions for outdated products and/or services.

Creative Technologists are able to manage multiple projects concurrently. They are responsible for the capability development and training of design engineering team to ensure the delivery of quality design products. In addition, they are strong communicators with the ability to present ideas and concepts to both technical and non-technical audiences to inspire new emerging technology possibilities.

CRITICAL WORK FUNCTIONS	KEY TASKS
Deliver design requirements and performance	• Develop design rules and guidelines for technologically feasible design solutions • Conduct feasibility analysis for design plans • Engage stakeholders to ensure technical feasibility of solutions • Implement technological changes and corrections across the lifecycle of products and/or services • Develop explanations regarding the limits of technical solutions • Evaluate product concepts or technical solutions to identify the most viable products and/or services for implementation • Develop required deviations from standard practices for design of products and/or services
Influence organisational development	• Develop staff through capability development and coaching in the adoption of new technologies • Support change management initiatives in the adoption of new technologies • Support team adoption of generative AI and other emerging technologies to evolve design practice
Develop prototypes and production of new products and/or services	• Develop iterative prototyping towards demonstration, implementation, and production of solutions • Manage components and assemblies of prototypes in adherence to applicable industry and business standards • Collaborate with engineers, developers, data analysts, and scientists to deliver on prototyping and production of design solutions • Integrate cross-domain expertise from STEM to develop new approaches in design solutionig
Promote emerging technology exploration and experimentation ★	• Lead the experimental exploration of new design tools and technologies beyond client briefs • Develop and showcase novel technological use cases for business adoption • Design solutions with technology to promote stakeholder wellbeing and ethical social outcomes

CRITICAL CORE SKILLS	PROFICIENCY LEVEL
Creative Thinking	●●○
Digital Fluency	●●●
Problem Solving	●●●
Transdisciplinary Thinking	●●○

BUSINESS & MANAGEMENT

Business Presentation Delivery	●●●●○○
Environmental and Social Governance	●●●○○○ ✳
Creative Entrepreneurship	●●●●●○
Intellectual Property Management	●●●●○○
Stakeholder Management	●●●●○○

DESIGN

Aesthetic and Design Sensibility	●●●●○○
Design Sustainability and Ethics Management	●●●●○○
Digital and Physical Prototyping	●●●●●○
Interaction Design of Practice	●●●●●○

ESSENTIAL DESIGN TECHNICAL SKILLS AND COMPETENCIES

Conceptual Thinking		●●●●○○
Critical Thinking		●●●●○○
Cultural Sensitivity for Design	♥	●●●●○○
Design Thinking Practice		●●●●○○
Empathetic Design	♥	●●●●●○
Facilitation		●●●●○○
Imagination and Exploration		●●●●○○

INNOVATION & INSIGHT

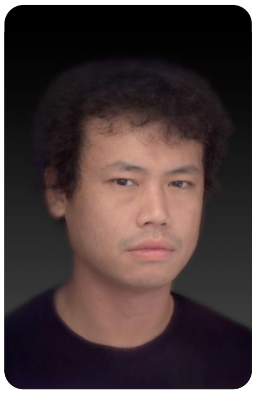
Behavioural Economics in Design	●●●○○○
Data Analysis and Interpretation	●●●●○○
Systems Thinking	●●●●○○
User Testing and Usability Testing	●●●●○○

TECHNOLOGY

Artificial Intelligence Ethics and Governance	●●●●○○ ✳ ⬡
Big Data Analytics	●●●●○○ ✳ ⬡
Emerging Technology Synthesis	●●●●●○ ⬡
Material Studies and Production Processes	●●●●●○ ⬡
Product and Production Engineering	●●●●●○ ⬡
Software Design	●●●●○○ ✳ ⬡

✳ New Skill
♥ Care Focus Area
Sustainability Focus Area
⬡ Tech Focus Area

Principal Creative Technologist



" As Principal Creative Technologist, I combine hands-on expertise with a deep understanding of emerging technologies to respond to opportunities with innovative, design-led solutions. I investigate digital transformation, integrate diverse tools and systems, and lead R&D that pushes both creative and technical boundaries. My work bridges physical and digital realms, creating experiences that are as conceptually strong as they are technologically forward."

Yeo Ker Siang (Yang He Xiang)
Technology Lead
SERIAL CO_

Principal Creative Technologists spearhead new emerging technology integration into the organisation's product development processes. They develop guidelines for the development of technology prototyping and production, and direct the experimentation and testing of novel use cases. They work in close partnership with senior stakeholders across the organisation to promote the use of emerging technologies in service of the organisation's goals

Principal Creative Technologists are able to direct multiple projects concurrently. They are responsible for the capability development and coaching of the design engineering team to ensure the delivery of quality design products. In addition, they are strong communicators with the ability to establish convincing business cases for exploring new technology to both technical and non-technical audiences.

CRITICAL WORK FUNCTIONS	KEY TASKS
Deliver design requirements and performance	• Develop design rules and guidelines for technologically feasible design solutions • Engage stakeholders to ensure technical feasibility of solutions • Implement technological changes and corrections across the lifecycle of products and/or services • Develop explanations regarding the limits of technical solutions • Evaluate product concepts or technical solutions to identify the most viable products and/or services for implementation • Preside over decisions that require deviation from standard practices for design of products and/or services
Influence organisational development	• Develop staff through capability development and coaching in the adoption and proliferation of new technologies • Lead change management initiatives in the adoption and proliferation of new technologies • Evolve design processes and techniques within the team through adopting generative AI and other emerging technologies
Develop prototypes and production of new products and/or services	• Oversee iterative prototyping towards demonstration, implementation, and production of solutions • Manage components and assemblies of prototypes in adherence to applicable industry and business standards • Lead engineers, developers, data analysts, and scientists to deliver on prototyping and production of design solutions • Integrate cross-domain expertise from STEM to develop new approaches in design solutioning
Promote emerging technology exploration and experimentation ★	• Lead the exploration of new design tools and technologies beyond current stakeholder needs • Develop and showcase novel technological use cases for business adoption • Develop the value of emerging technology for design as a driver of impact across people, planet, and profit • Lead integration of emerging technologies in solutions to ensure stakeholder wellbeing and ethical social outcomes

CRITICAL CORE SKILLS	PROFICIENCY LEVEL
Creative Thinking	●●●
Digital Fluency	●●●
Problem Solving	●●●
Transdisciplinary Thinking	●●●

BUSINESS & MANAGEMENT

Business Presentation Delivery	●●●●○○
Environmental and Social Governance	●●●●○○ ✳
Creative Entrepreneurship	●●●●●○
Intellectual Property Management	●●●●●○
Stakeholder Management	●●●●●○

DESIGN

Aesthetic and Design Sensibility	●●●●○○
Design Sustainability and Ethics Management	●●●●●○
Digital and Physical Prototyping	●●●●○○
Interaction Design of Practice	●●●●●○

ESSENTIAL DESIGN TECHNICAL SKILLS AND COMPETENCIES

Conceptual Thinking	●●●●●○
Critical Thinking	●●●●●○
Cultural Sensitivity for Design ♥	●●●●●○
Design Thinking Practice	●●●●●○
Empathetic Design ♥	●●●●●○
Facilitation	●●●●○○
Imagination and Exploration	●●●●●○

INNOVATION & INSIGHT

Behavioural Economics in Design	●●●○○○
Data Analysis and Interpretation	●●●●○○
Systems Thinking	●●●●●○
User Testing and Usability Testing	●●●●○○

TECHNOLOGY

Artificial Intelligence Ethics and Governance ✳ ⬡	●●●●●○
Big Data Analytics ✳ ⬡	●●●●○○
Emerging Technology Synthesis ⬡	●●●●●○
Material Studies and Production Processes ⬡	●●●●●○
Product and Production Engineering ⬡	●●●●○○
Software Design ✳ ⬡	●●●●○○

✳ New Skill
♥ Care Focus Area
Sustainability Focus Area
⬡ Tech Focus Area

Chief Design Officer
Chief Innovation Officer
Chief Experience Officer
Chief Strategy Officer

" As the Chief Commercial and Design Officer at ErgoTune, I lead both the strategic growth of the business and the creative direction of our product ecosystem. My role bridges commercial decision-making with design innovation — ensuring that every initiative, whether in R&D, marketing, or operations, is anchored in real customer needs.I champion a culture where cross-functional collaboration is the norm, not the exception — bringing together product, sales, and experience teams to build solutions that are not only functional, but also emotionally resonant."

Javin Soh
Chief Commercial/Design Officer (CCO/CDO)
ErgoTune (Product Innovation | Commercial Strategy)

Chief Design Officers/Chief Innovation Officers/Chief Experience Officers/Chief Strategy Officers maintain an overview of all design projects in the organisation, and direct design tests from conception to completion to ascertain the feasibility of new products and services. As senior executives in the organisation, they direct the quality management of all design output, and formulate new business ideas to propel the growth of the organisation. They identify emerging trends or issues in the industry to align design solutions with evolving customer needs. They champion succession planning, as well as capability development and employee engagement initiatives for the organisation. They forge local and international networks across the design industry to promote the organisation.

Chief Design Officers/Chief Innovation Officers/Chief Experience Officers/Chief Strategy Officers are up-to-date with new trends and technologies in the industry. In addition, they demonstrate strong leadership skills, business acumen and exceptional written and verbal communication skills. They are able to inspire others to think out of the box, and they foster a workplace culture that encourages stakeholders to share innovative ideas.

CRITICAL WORK FUNCTIONS	KEY TASKS
Deliver design output	• Proliferate new knowledge on design management across the organisation • Appraise the effectiveness of new design output against the organisation's commercial objectives • Direct design tests from conception to completion
Influence organisational development	• Develop long-term organisational development vision and strategies for the organisation • Build relationships with executive management • Coach identified successors and future leaders of the organisation • Lead organisational succession planning, capability development and employee engagements • Align human resources with business needs
Drive business growth	• Maximise the organisation's financial and operational performance • Formulate new business ideas and direction • Steer the organisation towards excellence in a globalised environment • Endorse business strategies, policies and plans, and business continuity frameworks • Drive value creation for the organisation by leading initiatives in business and digital transformation
Envision new design solutions	• Align design solutions and offerings with evolving customer needs, technological advancements, and the organisation's brand identity • Develop strategies and design solutions that differentiate the organisation's capabilities in the market • Drive research efforts to identify emerging trends or issues in the design industry • Enhance the organisation's design solutions and offerings • Conceptualise design solutions and offerings for the organisation
Maintain design quality and aesthetics	• Direct the quality management of all design output • Provide creative direction on the development of prototypes • Set the overall direction for design aesthetics and user experience
Drive value and impact of design ★	• Lead the product's value proposition and impact across objectives for people, planet, and profit • Direct design activities and/or output to ensure stakeholder wellbeing and ethical social outcomes

CRITICAL CORE SKILLS	PROFICIENCY LEVEL
Collaboration	●●●
Communication	●●●
Global Perspective	●●●
Transdisciplinary Thinking	●●●

BUSINESS & MANAGEMENT

Business Negotiation	●●●●●●
Business Opportunities Development	●●●●●○
Business Presentation Delivery	●●●●●○
Business Risk Management	●●●●●●
Change Management	●●●●●●
Creative Entrepreneurship	●●●●●●
Environmental and Social Governance	●●●●●○ ✳
Intellectual Property Management	●●●●●●
Product Management	●●●●●●
Project Management	●●●●●●
Stakeholder Management	●●●●●●

DESIGN

Content Development and Strategy	●●●●●●
Design Sustainability and Ethics Management	●●●●●●

ESSENTIAL DESIGN TECHNICAL SKILLS AND COMPETENCIES

Conceptual Thinking		●●●●●○
Critical Thinking		●●●●●○
Cultural Sensitivity for Design	♥	●●●●●○
Design Thinking Practice		●●●●●●
Empathetic Design	♥	●●●●●○
Facilitation		●●●●○○
Imagination and Exploration		●●●●●○

INNOVATION & INSIGHT

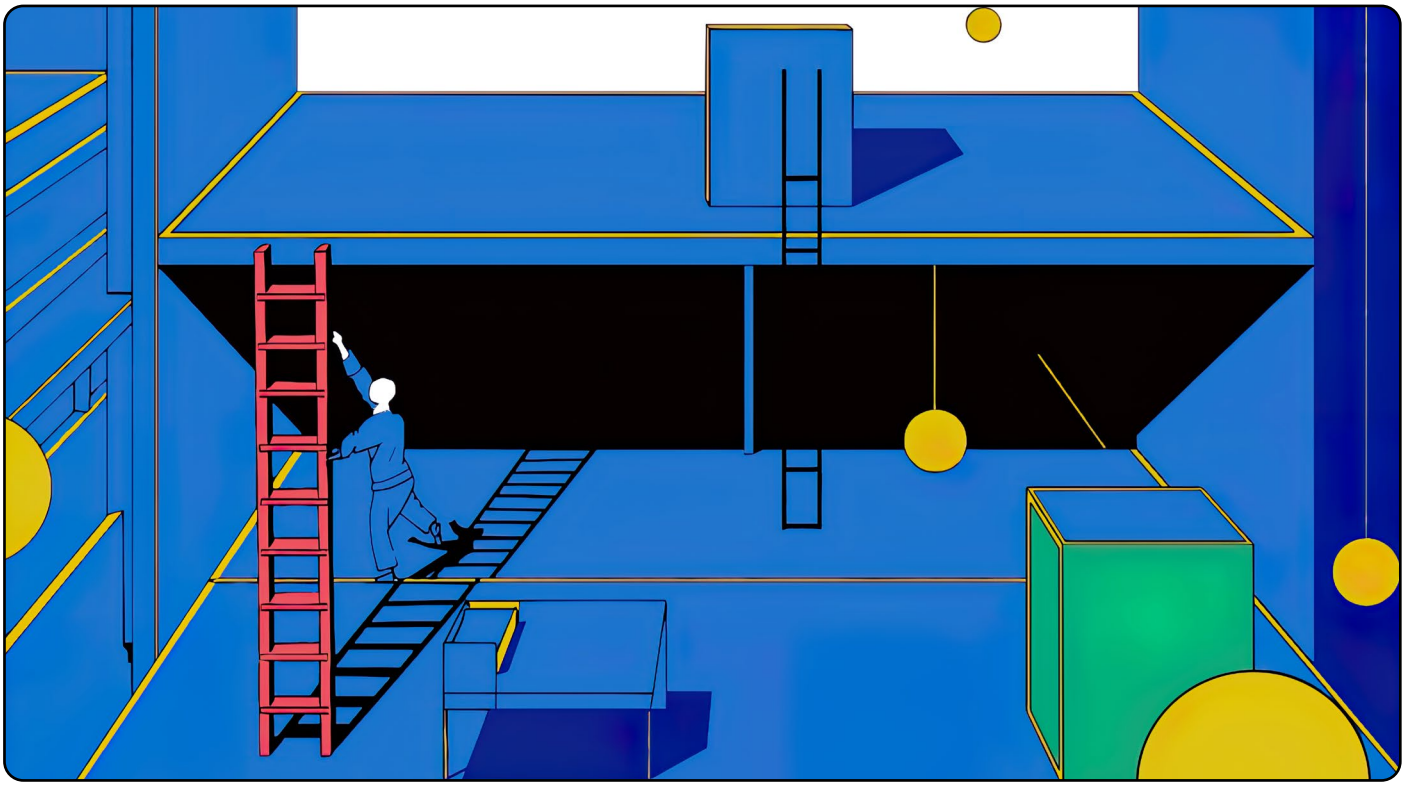
Business Model Innovation	●●●●●○
Scenario and Strategic Planning	●●●●●●
Systems Thinking	●●●●●○
Trend Forecasting	●●●●●○

TECHNOLOGY

Emerging Technology Synthesis	●●●●●● ⬡
Material Studies and Production Processes	●●●●●○ ⬡
Product and Production Engineering	●●●●○○ ⬡

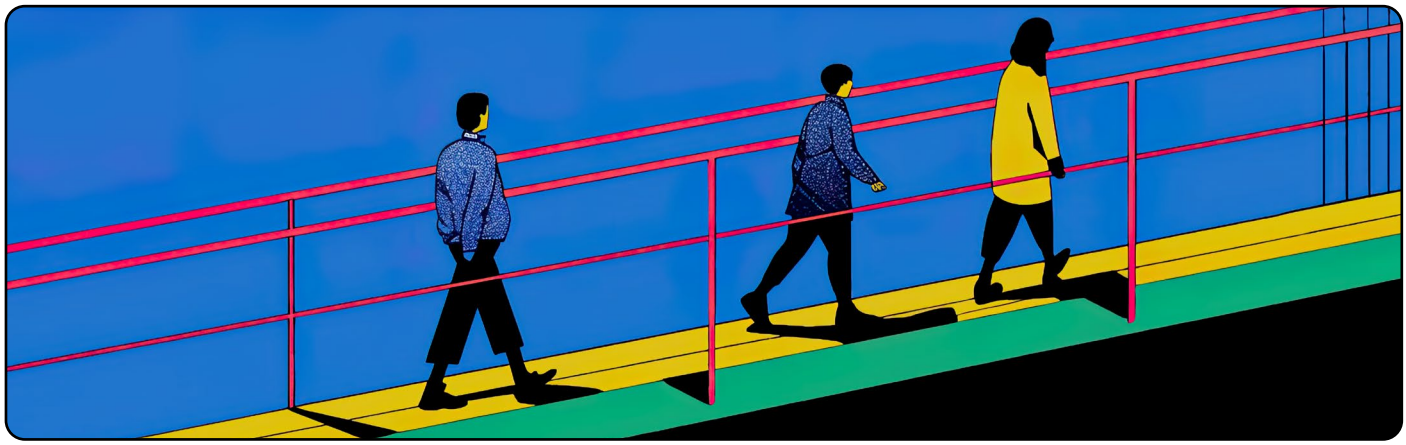
✳ New Skill
♥ Care Focus Area
Sustainability Focus Area
⬡ Tech Focus Area

Take Your Next Step Forward: Programmes for Individuals

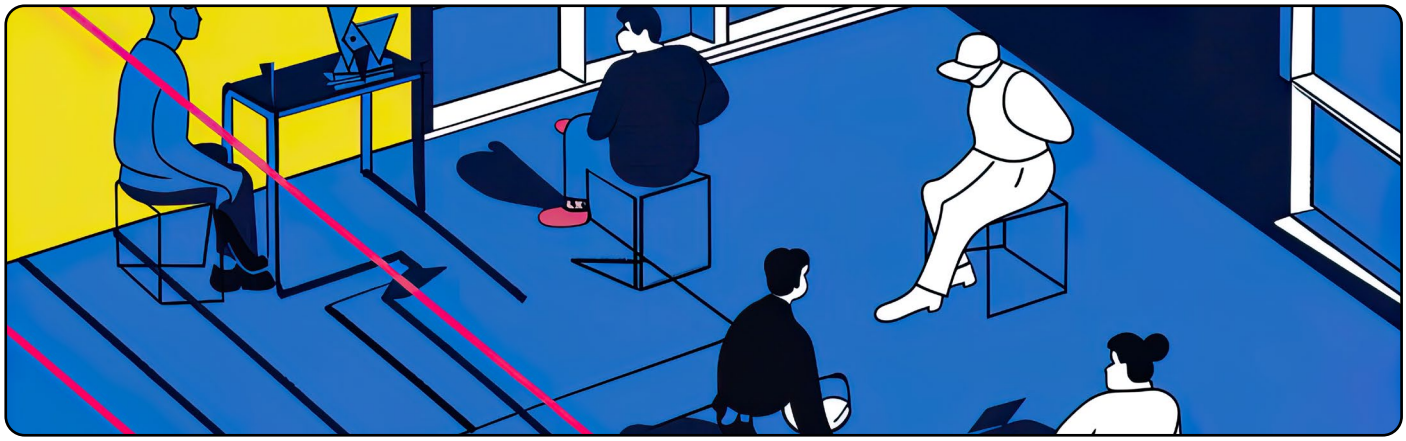


DesignSingapore Scholarship	The DesignSingapore (Dsg) Scholarship is the only scholarship in Singapore for the study of any design discipline. It cultivates the next generation of talents, who may serve their bond in any Singapore-registered company of their choice, and opens doors to more rewarding careers and opportunities to advance the nation's design industry.
Career Conversion Programmes (CCP) for Individuals	Career Conversion Programmes (CCPs) are conversion programmes targeted at mid-career individuals, to undergo skills conversion and switch to new jobs or sectors that have good longer-term prospects. Long-term unemployed or mature jobseekers aged 40 and above are eligible for higher funding support. Benefits • Industry-recognised training to move into new occupations or sectors with good prospects • Salary support of up to 90% for mid-career workers • Embark on a new career with CCPs across around 30 sectors
SkillsFuture Credit	Introduced in 2015, all Singaporeans aged 25 years and above received an opening credit of $500. You can make use of the SkillsFuture Credit to deepen your existing skills or reskill into new areas outside of your current field. From 1 May 2024, Singaporeans aged 40 years and above will receive a SkillsFuture Credit (Mid-Career) top-up to pursue a substantive skills reboot. This is a key component of the SkillsFuture Level-Up Programme.

Take Your Next Step Forward: Programmes for Individuals and Employers

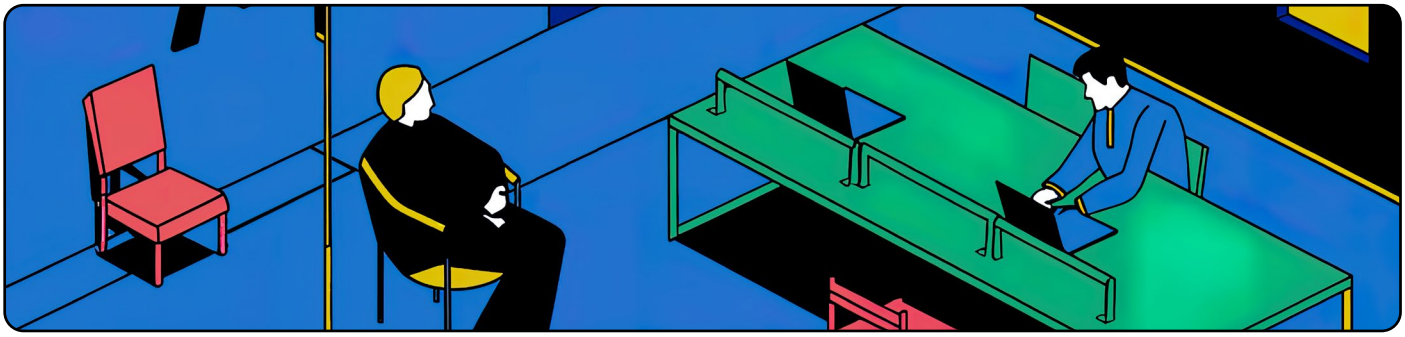


SkillsFuture Work-Study Diploma	WSDip is targeted at fresh graduates from the Institute of Technical Education (ITE), to provide you with a head-start in your career related to your discipline of study. It provides opportunities to build on the skills and knowledge acquired in school through a work-study arrangement. You can look forward to a structured career progression pathway within the organisation. Participating employers can recruit local fresh graduates1 and prepare them to take up suitable job roles. The programme is designed in collaboration with industry to ensure relevance to employers in the sector.
SkillsFuture Work-Study Post Diploma	Targeted at fresh graduates from the Polytechnics, WSPostDip provides you with a head-start in your career related to your discipline of study and more opportunities to build on the skills and knowledge acquired in school, through a work-study arrangement. Participating employers can recruit local fresh graduates and prepare them to take up suitable job roles. The programme is designed in collaboration with the industry to ensure relevance to employers in the sector.
Career Matching Services	WSG's Careers Connect and NTUC's e2i centres offer an expanded suite of career matching services tailored to jobseekers' needs. Jobseekers can seek advice from professionals to guide them in their job search, as well as in their career planning and development. Employers can receive recruitment advice to uncover new talent and find the right people for their business needs.
MyCareersFuture.sg	MyCareersFuture.gov.sg is a portal which aims to provide Singaporean jobseekers with a fast and smart search service to match them with relevant jobs, based on the jobseekers' skills and competencies. The portal enables Singaporeans to be more aware of the skills they possess, and connect them to relevant jobs based on their current skills and competencies. It also highlights jobs which are eligible for Government support through WSG's Adapt and Grow programmes.



Skills and Training Advisory Services	The Skills and Training Advisory Services guides you to identify: • Your skills and training needs to achieve your career goals • Skills required to support your career transition or progression, and • Suitable courses and course providers that cater to your needs • The various assistance schemes to support your skills upgrading efforts
SkillsFuture Career Transition Programme	SkillsFuture Career Transition Programme (SCTP) supports mid-career individuals in acquiring industry-relevant skills to improve employability and pivot to new sectors or job roles. It is a train-and-place programme that is available on a part-time or full-time format, typically ranging from three to 12 months. The SCTP will be delivered by Continuing Education and Training (CET) Centres and trainees can expect to receive employment facilitation support on top of training.
Education and Career Guidance	Education and Career Guidance (ECG) is for Singaporeans at different stages of life. Whether you are a student or an adult in your early or mid-career phase, ECG supports you to learn more about your own interests, abilities and passion to make informed education and career decisions. By exploring the learning or education pathways and career opportunities available, you can take positive steps towards realising your aspirations, and embrace learning throughout your life.
Enhanced Internships	Enhanced Internships are for second- or third-year students enrolled at the polytechnics and the ITE. To improve your learning experience, polytechnics and ITE are working with employers to enhance their internship programmes. These enhancements include clear learning outcomes, better mentorship, and where relevant, extended durations of the attachments. This will enable you to take on more meaningful, real work activities during your internship
SkillsFuture Fellowships	Presented by the President of the Republic of Singapore, the SkillsFuture Fellowships honour individuals as masters of skills and mentors of future talent. Open to Singapore Citizens with at least 10 years of working experience in the same (or related) industry or job function. Recipients will receive a monetary award of $10,000 to continue their pursuit of skills mastery.

Take Your Next Step Forward: Programmes for Employers



Career Conversion Programmes (CCP) for Employers	Career Conversion Programmes (CCPs) help companies in Singapore meet their manpower needs by reskilling mid-career new hires and existing employees for growth jobs in demand. Benefits • Up to 90% salary support to reskill mid-career individuals into in-demand growth jobs • Industry-recognised training to reskill mid-career individuals for in-demand growth jobs • Reskilling support across around 30 sectors
SkillsFuture Employer Awards	Presented by the President of the Republic of Singapore, the SkillsFuture Employer Awards honour exemplary organisations that champion employees' skills development and build a lifelong learning culture at the workplace. The Award distinguishes your organisation as an outstanding employer that emphasises employees' skills development. It is a prestigious symbol of excellence and helps your company gain a competitive edge in talent attraction and retention. Your organisation can receive a Silver, Gold or Platinum Award. The Platinum Award is highest tier and conferred upon exceptional companies. The SkillsFuture Employer Awards is open to all Singapore registered entities, including small and medium enterprises (SMEs), corporations and voluntary welfare organisations. Past recipients of the award are encouraged to reapply as an affirmation of your continuous commitment towards creating a culture of learning at your workplace.
SkillsFuture Enterprise Credit	**Enterprise Transformation** Initiatives that support development of your business and productivity. **Workforce Transformation** Job redesign initiatives, and curated training programmes by SkillsFuture Singapore and Workforce Singapore, such as training courses aligned to the Skills Framework, Career Conversion Programmes and sector-specific programmes. Eligible employers can receive a one-off $10,000 SkillsFuture Enterprise Credit (SFEC) to cover up to 90% of out-of-pocket expenses on qualifying costs for supportable initiatives, over and above the support levels of existing schemes.

Overview of Technical Skills and Competencies

BUSINESS & MANAGEMENT	DESCRIPTION
Brand Management	Co-create the organisation's projected brand and reputation with the customer, consider customer's perspectives and the organisation's desired image and priorities. This also includes the development and execution of branding campaigns, public relations and reputation management strategies to sustain or enhance the desired brand.
Business Negotiation	Conduct negotiations to establish win-win outcomes for the organisation.
Business Opportunities Development	Identify new business opportunities to better meet the needs of existing markets and bring benefits to the organisation.
Business Presentation Delivery	Perform required tasks to prepare and present information in various business settings involving preparation, understanding of audience, delivery and tailoring of messages to be conveyed.
Business Risk Management	Forecast and assess existing and potential risks which impact the operation and/ or profitability to the business as well as the development and roll out company-wide strategies and processes to mitigate risks, minimise their impact or effectively manage such business risks.
Carbon Markets and Decarbonisation Strategies Management*	Lead organisation’s strategy and policies in response to current and projected carbon policy, market developments and decarbonisation strategies, and provide support for the organisation and clients in their efforts to decarbonise and become net-zero.
Change Management	Manage organisational change management systems to drive organisational success and outcomes by preparing, equipping and supporting adoption of change.
Contract Development and Management	Manage contract creation, evaluation, negotiation, tendering to maximise operation and financial performance of an organisation.
Creative Entrepreneurship	Develop and inspire the creation of creative or intellectual capital to generate activities for business success. In addition, the performance of cost-benefit analysis and evaluation of their relevance, viability, sustainability and potential value add to the business.
Environment and Social Governance*	Understand the latest industry and/or client standards regarding Environment and Social Governance (ESG) and undertake ESG research activities.
Intellectual Property Management	Evaluate, determine and implement organisational intellectual property rights to mitigate potential infringement.

* New Technical Skills and Competencies

BUSINESS & MANAGEMENT	DESCRIPTION
Product Management	Create and manage a product roadmap, involving the ideating, planning, forecasting, marketing and management of a product or a suite of products throughout stages of its lifecycle, from its conceptualisation to market entrance and eventual phasing-out. This includes the creation of a new product idea or concept and definition of the product strategy based on a projection of its potential benefits to the customer as well as the review of product performance against milestones and targets set.
Project Management	Execute projects by managing stakeholder engagement, resources, budgets and resolving problems.
Proposal Writing Development	Draft strategic business proposals by conducting research, to respond to business opportunities.
Stakeholder Management	Manage stakeholder expectations and needs by aligning those with requirements and objectives of the organisation. This involves planning of actions to effectively communicate with, negotiate with and influence stakeholders.

DESIGN	DESCRIPTION
Aesthetic and Design Sensibility	Imagine and develop novel, relevant and appropriate aesthetics to engage and evoke accurate and appropriate emotional and sensorial responses from target audiences.
Content Development and Strategy	Brainstorm, ideate and utilise writing strategies and plans to maximise user engagement.
Data and Information Visualisation	Combine communication, data science and design to present complex insights and information in a manner that facilitates meaningful storytelling and better decision-making for the organisation.
Design Creation and Development	Utilise relevant design approaches for the conceptualisation, development and enhancement of design solutions.
Design Sketching	Communicate and visualise ideas and designs in accurate form, perspective and proportion through drawing.
Design Writing	Convey a design story, idea or concept in a compelling and engaging manner through writing.
Design Sustainability and Ethics Management	Create designs that consider the limitations, regulations and guidelines on intellectual property, sustainability, diversity, inclusivity and accessibility, aligning to behaviours and actions which are generally accepted in the profession.

DESIGN	DESCRIPTION
Design Standards and Specification	Apply knowledge of relevant standards that govern the design requirements, and deliver design specifications according to the required standards.
Digital and Physical Prototyping	Construct design concepts, either digitally or physically, to develop deeper understanding of the designs and test their usability and functionality.
Form Giving	Giving ideas and/or designs tangible forms and aesthetics, with consideration for function, emotions, technology, culture and organisational values.
Interaction Design Practice	Develop digital and/or physical interactions across technology, products, space and services media to enhance relationships and engagement with users.
Narrative Design	Develop the flow of the content through designing narrative elements to create an engaging audience experience.
Sustainable Landscape Design*	Incorporate considerations for sustainability, safety and maintainability in the design of landscapes.
Technical Drawing	Manage the composition of precise and detailed drawings that visually communicate how designs function, or are produced, to guide the construction.
Visual Communication	Design visual communication outputs to elicit emotional connections and responses from target audiences.

INNOVATION & INSIGHT	DESCRIPTION
Behavioural Economics in Design	Examine psychological, behavioural, emotional and social factors to uncover insights on how people behave and make decisions.
Business Model Innovation	Identify and capitalise on untapped areas of business opportunity by proposing and instituting innovative changes to existing business models.
Data Analysis and Interpretation	Extract meaningful patterns and insights from data to improve organisational performance and decision-making.
Market Research	Plan and conduct marketing and digital research and analysis to uncover market, customer and competitor trends in order to extract useful business insights. This also includes the evaluation of marketing activity effectiveness and development of ways to optimise marketing efforts.
Qualitative Research	Conduct and lead qualitative research studies, focusing on the study of people, habits, norms and cultures, to uncover insights driving the behaviour of different respondents.

* New Technical Skills and Competencies

INNOVATION & INSIGHT	DESCRIPTION
Quantitative Research	Conduct and lead systematic statistical, mathematical and numerical analyses to formulate facts, uncover patterns in research, test hypotheses and draw sound conclusions for problem-solving.
Scenario and Strategic Planning	Brainstorm alternative accounts of the future that may be caused by emerging factors, and develop a plan of action for each of the scenarios.
Systems Thinking	Identify, analyse and evaluate relationships among systems' parts, with the use of simulation tools and systems thinking techniques and frameworks to understand situations and drive change for improvements.
Trend Forecasting	Drive the practice of collecting and comparing information over time to identify trends and patterns, in order to predict and plan for future events.
User Testing and Usability Testing	Conduct and manage user tests to validate the feasibility of design, evaluate its functionality and ease of use as part of a user-centred design process.
User Experience Design	Conceptualise and enhance the users' interactions and engagement with products and services by integrating elements of interaction design, information architecture, information design, visual interface design, user assistance design and user-centered design.

TECHNOLOGY	DESCRIPTION
Artificial Intelligence Ethics and Governance*	Establish and drive Artificial Intelligence Ethics and Governance frameworks to ensure compliance, manage risks and commercial benefits in product design.
Big Data Analytics*	Analyse and validate significant volumes of data to discover and quantify patterns and trends to improve business operations.
Emerging Technology Synthesis	Monitor and integrate emerging technology trends and developments, structured data gathering for the identification of new and emerging technological products, services and techniques. In addition, the performance of cost-benefit analysis and evaluation of their relevance, viability, sustainability and potential value add to the business.
Material Studies and Production Processes	Administer the study of material properties and applications to facilitate production, construction, engineering and processing of materials into specific designs.
Product and Production Engineering	Explore product design and development processes to manufacture or innovate on products.
Software Design*	Create and refine the overall plan for the design of software, including the design of functional specifications.

* New Technical Skills and Competencies

ESSENTIAL TSCS	DESCRIPTION
Conceptual Thinking	Analyse and synthesise information by identifying key issues, perceiving unseen patterns and trends and deducing connections between issues to develop relevant ideas and solution.
Critical Thinking	Examine, manage and connect issues and ideas from multiple perspectives to identify reasoning in a variety of fields with differing assumptions, contents and methods.
Cultural Sensitivity for Design	Develop an appreciation and thorough understanding of intended target audiences' cultures to reflect consideration to cultural sensitivities in design.
Design Thinking Practice	Manage design thinking methodologies and processes to solve specific challenges for the organisation, and guide stakeholders through the phases of inspiration, empathy, ideation and implementation.
Empathetic Design	Apply and drive empathetic-centred design thinking to better understand users' feelings and perceptions towards products and services, as well as the emotional tone of creative design work.
Facilitation	Facilitate workshops with the intent of guiding, mentoring and leading participants to move through the process of learning and planning.
Imagination and Exploration	Utilise imagination and design exploration techniques across multiple disciplines to envision better outcomes and develop possible and relevant solutions.

General Descriptor for Technical Skills and Competencies

PROFICIENCY LEVEL	RESPONSIBILITY Degree of supervision and accountability	AUTONOMY Degree of decision-making	COMPLEXITY Degree of difficulty of situations and tasks
●○○○○○	Work under direct supervision; Accountable for tasks assigned	Minimal discretion required; Expected to seek guidance	Routine

KNOWLEDGE AND ABILITIES
Required to support work as described under Responsibility, Autonomy and Complexity

- Recall factual and procedural knowledge
- Apply basic skills to carry out defined tasks
- Identify opportunities for minor adjustments to work tasks

PROFICIENCY LEVEL	RESPONSIBILITY Degree of supervision and accountability	AUTONOMY Degree of decision-making	COMPLEXITY Degree of difficulty of situations and tasks
●●○○○○	• Work with some supervision • Accountable for a broader set of tasks assigned	• Use limited discretion in resolving issues or enquiries • Work without frequently looking to other for guidance	Routine

KNOWLEDGE AND ABILITIES
Required to support work as described under Responsibility, Autonomy and Complexity

- Understand and apply factual and procedural knowledge in a field of work
- Apply basic cognitive and technical skills to carry out defined tasks and to solve routine problems using simple procedures and tools
- Present ideas and improve work

PROFICIENCY LEVEL	RESPONSIBILITY Degree of supervision and accountability	AUTONOMY Degree of decision-making	COMPLEXITY Degree of difficulty of situations and tasks
●●●○○○	Work under broad direction; May hold some accountability or performance of others, in addition to self	Use discretion in identifying and responding to issues; Work with others and contribute to work performance	Less routine

KNOWLEDGE AND ABILITIES
Required to support work as described under Responsibility, Autonomy and Complexity

- Apply relevant procedural and conceptual knowledge and skills to perform differentiated work activities and manage changes
- Able to collaborate with others to identify value-adding opportunities

PROFICIENCY LEVEL	RESPONSIBILITY Degree of supervision and accountability	AUTONOMY Degree of decision-making	COMPLEXITY Degree of difficulty of situations and tasks
●●●●○○	Work under broad direction; Hold accountability for performances of self and others	Exercise judgement; Adapt and influence to achieve work performance	Less routine

KNOWLEDGE AND ABILITIES
Required to support work as described under Responsibility, Autonomy and Complexity

- Evaluate and develop factual and conceptual knowledge within a field of work
- Select and apply a range of cognitive and technical skills to solve non-routine/abstract problems
- Manage work activities which may be unpredictable
- Facilitate the implementation of innovation

PROFICIENCY LEVEL	RESPONSIBILITY Degree of supervision and accountability	AUTONOMY Degree of decision-making	COMPLEXITY Degree of difficulty of situations and tasks
●●●●●○	Accountable for achieving assigned objectives, decisions made by self and others	Provide leadership to achieve desired work results; Manage resources, set milestones and drive work	Complex

KNOWLEDGE AND ABILITIES
Required to support work as described under Responsibility, Autonomy and Complexity

- Evaluate factual and advanced conceptual knowledge within a field of work, involving critical understanding of theories and principles
- Select and apply an advanced range of cognitive and technical skills, demonstrating mastery and innovation, to devise solutions to solve complex and unpredictable problems in a specialised field of work
- Manage and drive complex work activities

PROFICIENCY LEVEL	RESPONSIBILITY Degree of supervision and accountability	AUTONOMY Degree of decision-making	COMPLEXITY Degree of difficulty of situations and tasks
●●●●●●	Accountable for significant areas of work, strategy or overall satisfaction	Empowered to chart direction and practices within and outside of work (including professional field/community), to achieve/ exceed work results	Complex

KNOWLEDGE AND ABILITIES
Required to support work as described under Responsibility, Autonomy and Complexity

- Synthesis knowledge issues in a field of work and the interface between different fields, and create new forms of knowledge
- Employ advanced skills, to solve critical problems and formulate new structures, and/or to redefine existing knowledge or professional practice
- Demonstrate exemplary ability to innovate, and formulate new ideas and structures

Overview of Critical Core Skills

CCS DESCRIPTION (INTERACTING WITH OTHERS)	PROFICIENCY LEVEL	
Building Inclusivity Collaborate with stakeholders from different backgrounds or with different abilities, including diversity dimensions such as race, ethnicity, religion, gender orientation, age, physical and learning ability, education, socio-economic status and political belief, to understand the interests of diverse groups and build an inclusive work environment	Demonstrate sensitivity to the differences in diversity dimensions and perspectives	●○○
	Manage relationships across diverse groups within the organisation	●●○
	Oversee the develop and implement processes and practices which build an inclusive work environment and enable diverse groups to work effectively together	●●●
Collaboration Manage relationships and work collaboratively and effectively with others to achieve goals	Contribute to a positive and cooperative working environment by fulfilling own responsibilities, managing interpersonal relationships and providing support to others to achieve goals	●○○
	Build relationships and work effectively with internal and external stakeholders to create synergies in working towards shared goals	●●○
	Establish team effectiveness and manage partnerships to create a cooperative working environment which enables the achievement of goals	●●●
Communication Convey and exchange thoughts, ideas and information effectively through various mediums and approaches	Communicate with others to share information, respond to general inquiries and obtain specific information	●○○
	Tailor communication approaches to audience needs and determine suitable methods to convey and exchange information	●●○
	Synthesise information and inputs to communicate an overarching storyline to multiple stakeholders	●●●
Customer Orientation Identify the needs of customers, both internal and external, to deliver an effective customer experience	Demonstrate an understanding of customer needs or objectives to respond in a way which delivers an effective customer experience	●○○
	Build relationships with customers to anticipate needs and solicit feedback to improve the customer experience	●●○
	Foster the creation of an effective customer experience	●●●

CCS DESCRIPTION (INTERACTING WITH OTHERS)	PROFICIENCY LEVEL	
Developing People Empower others to learn and develop their capabilities to enhance their performance and achieve personal or professional goals	Develop and coach team members to identify and leverage their strengths to enhance performance	● ○ ○
	Develop and coach team members to identify and leverage their strengths to enhance performance	● ● ○
	Foster a conducive environment to enable employees' professional and personal development, in alignment with the organisation's objectives and goals	● ● ●
Influence Influence behaviours, beliefs or attitudes in order to achieve desired outcomes and solutions	Demonstrate empathy to understand the feelings and actions of others and communicate in ways that limit misunderstandings and influence others on operational issues	● ○ ○
	Develop relationships with stakeholders to build confidence, alignment and communicate desired purpose, goals or objectives	● ● ○
	Build consensus with stakeholders to achieve desired outcomes on matters of strategic importance	● ● ●

CCS DESCRIPTION (STAYING RELEVANT)	PROFICIENCY LEVEL	
Adaptability Exercise flexibility in behaviours or approaches to respond to changes and evolving contexts	Modify behaviours and approaches to respond to changes and evolving contexts	● ○ ○
	Manage change in evolving contexts	● ● ○
	Foster a culture of flexibility that caters to changes and evolving contexts	● ● ●
Digital Fluency Leverage digital technology tools, systems, and software across work processes and activities to solve problems, drive efficiency and facilitate information sharing	Perform work processes and activities using identified digital technology tools, systems and software	● ○ ○
	Identify opportunities and evaluate risks of integrating digital technology tools, systems and software across work processes and activities	● ● ○
	Drive the creation of a digital culture and environment, educating stakeholders across the organisation on the benefits and risks of digital technology tools, systems and software	● ● ●

CCS DESCRIPTION (STAYING RELEVANT)	PROFICIENCY LEVEL	
Global Perspective Operate in cross-cultural environments, demonstrating an awareness of the wider global context and markets to identify potential opportunities and risks	Demonstrate an understanding of global challenges and opportunities to work effectively in a cross-cultural environment	●○○
	Develop global networks and determine impact of global context and trends on the organisation's vision, objectives and operating climate	●●○
	Lead the resolution of the challenges of operating in a cross-cultural environment and build the organisation's capabilities to compete in a global environment	●●●
Learning Agility Deploy different learning approaches which enable continuous learning across different contexts to drive self-development and the achievement of long-term career goals	Identify opportunities and targets for learning to facilitate continuous career development	●○○
	Deploy various learning approaches in different settings to maximise opportunities for learning and self-reflection and measure their impact on the achievement of career goals	●●○
	Establish an organisational culture of continuous learning to encourage the adoption of new learning approaches and identification of new learning opportunities	●●●
Self Management Take ownership of managing one's personal effectiveness, personal brand and holistic physical, mental, emotional and social well-being	Exercise self-awareness by monitoring own behaviours and ways of working in personal and professional capacities, and implement techniques for improvement	●○○
	Analyse own well-being and personal effectiveness to develop strategies to regulate self and build personal brand	●●○
	Evaluate strategies to manage own well-being, personal effectiveness and personal brand	●●●

CCS DESCRIPTION (THINKING CRITICALLY)	PROFICIENCY LEVEL	
Sense Making Leverage sources of qualitative and quantitative information and data to recognise patterns, spot opportunities, infer insights and inform decisions	Organise and interpret information to identify relationships and linkages	●○○
	Analyse information and data and uncover patterns, opportunities and impacts	●●○
	Evaluate relationships, patterns and trends to inform actions and generate wider insights	●●●

CCS DESCRIPTION (THINKING CRITICALLY)	PROFICIENCY LEVEL	
Creative Thinking Adopt diverse perspectives in combining ideas or information and making connections between different fields to create different ideas, improvements and solutions	Connect ideas or information to propose and test ideas, improvements and solutions which challenge current assumptions or ways of working	● ○ ○
	Integrate multiple ideas and information from across various fields to develop solutions and new ways of working which address specific issues and deliver impact	● ● ○
	Cultivate a culture of innovation and creativity across the organisation to push boundaries and reshape goals and possibilities	● ● ●
Decision Making Choose a course of action from several alternatives developed through a structured process in order to achieve intended goals	Follow processes to make decisions which achieve intended goals using given information and guidelines	● ○ ○
	Implement structured decision making processes and analyse multiple sources of information to propose solutions	● ● ○
	Define decision making criteria, processes and strategies and evaluate their effectiveness	● ● ●
Problem Solving Generate effective and efficient solutions to solve problems and capitalise on new opportunities	Identify problems and implement guidelines and procedures to solve problems and test solutions	● ○ ○
	Determine underlying causes of problems and collaborate with other stakeholders to implement and evaluate solutions	● ● ○
	Anticipate potential problems to drive a culture of continuous improvement which seeks to turn problems into opportunities across the organisation	● ● ●
Transdisciplinary Thinking Apply concepts from multiple disciplines, and synthesise different areas of knowledge and insights to guide decisions, foster cooperation and drive continuous improvement	Explore concepts from outside one's field of expertise to supplement one's knowledge, proficiency and work practices	● ○ ○
	Identify opportunities for transdisciplinary collaboration and knowledge transfer to facilitate the integration of knowledge from different disciplines	● ● ○
	Endorse collaboration and the integration of knowledge across disciplines to make decisions and solve problems within and outside the organisation	● ● ●

Salary Range Information

OCCUPATION	25th Percentile	75th Percentile
Design Facilitator	$3,800	$4,900
Design Production Manager	$5,100	$10,300
Design Project Manager	$8,000	$11,200
Product Manager	$8,500	$11,700
Design Coach/Design Accelerator	$4,700	$8,700
Head of Design Production	$7,200	$14,400
Head of Projects/Head of Products	$12,400	$17,500
Head of Transformation	Salary data is not available for this newly added role	
Designer	$3,700	$5,000
Visualiser/Storyteller	$3,800	$4,800
Content Writer	$4,100	$5,300
Lead Designer	$6,500	$9,700
Lead Visualiser/Lead Storyteller	$4,900	$8,600
Content Strategist	$6,800	$10,600
Principal Designer	$12,200	$17,300
Design Researcher	$4,200	$5,500
Service Designer/Experience Designer	Salary data is not available for this newly added role	
Strategist/Business Designer	$4,300	$5,800
Lead Design Researcher	$7,700	$10,900
Lead Service Designer/Lead Experience Designer	$6,700	$10,100
Lead Strategist/Lead Business Designer	$7,600	$11,200
Principal Design Researcher	$12,700	$17,900
Principal Service Designer/Principal Experience Designer	$12,600	$17,600
Head of Strategy	$13,400	$18,800
Creative Technologist	$8,700	$13,500
Lead Creative Technologist	Salary data is not available for this newly added role	
Principal Creative Technologist	Salary data is not available for this newly added role	
Chief Design Officer/Chief Innovation Officer/ Chief Experience Officer/Chief Strategy Officer	$19,300	$29,900

Please note that the salary data indicated for each job role is based on industry surveys conducted during the NDIMS 2021/2022 and is availed for general reference. It is not intended to reflect the actual salary range of the individuals featured for each job role.

$ = Singapore Dollars

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* Information on individuals is accurate at point of engagement

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