



PROFILE

Accomplished design leader and strategy consultant with 20+ years steering user experience, human-centered design, and brand transformation. Proven track record of scaling enterprise design systems, leading high-performing cross-functional teams, and navigating complex digital transformations from discovery to delivery. Pioneering advocate for Ethical AI, Responsible Tech, and Conversational AI integration. Active community leader championing professional growth and design excellence across the industry.

CORE COMPETENCIES

Leadership & Scale

- Executive Stakeholder Management
- Team Mentorship
- Agile/Scrum Workflows
- Design System Governance
- Cross-Functional Strategy

UX Strategy & Innovation

- Human-Centered Design (HCD)
- Design Thinking Workshops
- AI Design & Workflows
- Brand Transformation
- Advanced User Research

Product Architecture

- End-to-End Product Design
- Information Architecture
- Interactive Prototyping
- Usability Testing Frameworks
- Ecosystem Mapping

PROFESSIONAL EXPERIENCE

Senior User Experience & Product Design Lead

2023 – Current

Brunswick Corporation

- **Product Governance:** Direct end-to-end product design strategy for enterprise-level digital ecosystems, aligning user needs with overarching business objectives from discovery through delivery.
- **Team Leadership:** Manage, mentor, and inspire junior and mid-level design staff, establishing best practices, professional development pathways, and a high-performance design culture.
- **Operational Excellence:** Drive cross-functional Agile workflows in tight integration with engineering teams, optimizing sprints, standups, and iterative design reviews.
- **Executive Influence:** Synthesize complex research and design rationale into high-impact presentations for executive stakeholders to secure buy-in on product roadmaps.
- **Enterprise Design Systems:** Key contributor to building an enterprise Figma design system supporting 10+ brands, reducing design-to-development handoff friction and scaling consistency across platforms.
- **AI Governance & Adoption:** Key contributor to the formation of enterprise-level AI adoption and governance, guiding responsible AI integration across platforms and product teams.

UX Designer (Senior Consultant)

2022 – 2023

CGI

- **Legacy System Modernization:** Led legacy system modernization for a highly regulated international banking platform, delivering user-centered digital interfaces for complex enterprise applications handling high-traffic financial data.
- **Global Stakeholder Engagement:** Collaborated with offshore production and development teams and consulted directly with international clients across Europe, translating complex requirements into actionable design strategies and securing cross-functional buy-in.
- **Research & Execution:** Conducted rigorous user research, usability testing, and stakeholder interviews to ground product decisions in empirical data and ensure precise implementation.

UX / Graphic Designer

2019 – 2022

American Retirement Association

- **Design Leadership:** Chaired the comprehensive design strategy, user experience, and advocacy identity across five distinct multi-channel sister membership organizations.
- **Experience Mapping:** Developed data-driven user personas and comprehensive user journeys to unlock high-impact engagement opportunities for a network of 35,000+ members.
- **Product Transformation:** Collaborated directly with executive directors to translate changing user needs and budgets into actionable roadmaps, pivoting a dozen annual conferences from live to high-yield virtual models.

UX, Strategy & Design Consultant (Principal / Founder)

20+ Years

Heather Waugh Consulting

- **Strategic Advisory:** Partner with diverse client portfolios to architect holistic frameworks and go-to-market strategies for digital products, brands, and large-scale experiences.
- **Growth Innovation:** Deploy human-centered design thinking methodologies to build creative solutions that accelerate market visibility, organic growth, and brand equity.
- **Workshop Facilitation:** Design and lead high-stakes executive workshops, alignment sessions, and strategic design sprints to unlock complex organizational challenges.

Designer & Art Director

2000 – 2020

Various Creative Agencies — Mid-Atlantic Region

- **Creative Direction:** Directed publication, marketing, and brand identity initiatives for diverse premier clients across the DC metropolitan area.
- **Evolution of Practice:** Scaled and shifted the creative practice over two decades to specialize in strategic planning, event design, and complex cross-functional collaboration.

LEADERSHIP, COMMUNITY & KEY INITIATIVES

IxDF Chapter Leader: Lead the Northern Virginia Chapter of the Interaction Design Foundation, architecting educational meetups, technical workshops, and networking events to foster community growth.

MIRA Assistant: Collaborated on a five-person team to build an award-winning Conversational AI MVP prototype.

AI Ethics & Responsible Tech Advocate: Champion the integration of human-centered frameworks into emerging technology, advising organizations on responsible, ethical AI product practices.

Design Community Mentor: Mentor emerging designers and contribute to industry conversations on UX strategy, ethical technology, and design leadership.

FEATURED PRODUCT IMPACT

Subscription Membership Platform

Awarded a national industry award for New Product Launch, directing UX for a subscription-tier mobile application scaling across 400+ national locations.

Global Marine Products Brand

Spearheaded e-commerce flow optimizations and web enhancements that improved the digital consumer shopping lifecycle for global marine products.

CERTIFICATIONS & CONTINUED EDUCATION

AI for Designers

Interaction Design Foundation

2024 · Course Certificate — Distinction: Top 10% in class. 14+ hours of AI product design practice.

Human-Centered Design for AI

Interaction Design Foundation — Master Class

2024 · Certificate of Participation. Applying HCD frameworks to AI-powered product experiences.

EDUCATION & HONORS

Master of Professional Studies (MPS), User Experience Design

MICA (Maryland Institute College of Art)

Finalist, UP/Start Venture Competition (Conversational AI assistant); published Capstone thesis on UX Collective.

Bachelor of Fine Arts (BFA), Painting & Printmaking, Art History

Virginia Commonwealth University

Studied under renowned design history scholar and author, Philip B. Meggs. Graduated magna cum laude.