PORTFOLIO SITE

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NATALIE KUHN

Design Leader, Speaker, Community Builder, and Mentor
I offer expertise in design leadership, people management, design strategy, product design, service design, design research, UX, organizational design, and design education. I've worked within startups, agencies, and in-house design studios to strategically and meaningfully improve the experience customers and internal associates have with products, services, and platforms.

EXPERIENCE

SENIOR DIRECTOR OF DESIGN, US CARD PLATFORMS & DATA
Capital One
June 2024 – present

- Lead Design strategy, define priorities, and assign Design headcount across 4 businesses run by separate VP and SVPs: Card Data, Card Intelligence (AI/ML, Models), Decisioning, and Credit Card Innovation to impact experiences of ~11K associates and 100M+ customers, reduce risk, and increase business efficiency.
- Partner with VPs–EVPs across Product, Engineering, and Data Science to embed human-centered design within data, model, decisioning products and platforms.
- Mentor Directors, and Senior Managers and ICs; instituted cross-functional critique and measurement frameworks linking design quality to business KPIs.
- Co-defined and led the Data Health and Observability vision improving data reliability, analytics insights, and associate workflows Card-wide.
- Co-defined and led the Decisioning as a Service vision, aligning AI/ML decisioning with associate workflows to reduce errors and risk, increase delivery speed, and scale platform adoption enterprise-wide (CEO declared enterprise platform).

HEAD OF DESIGN, DATA MANAGEMENT & EXPLAINABILITY
Meta Central Privacy
Oct 2022 – Jun 2024

- Built and managed global Design teams that launched features and products for user privacy transparency and control across Meta platforms (3.4B+ daily users).
- Partnered with VPs in Product, Engineering, Data Science, Policy, Marketing, and Legal to define Meta-wide, end-to-end processes, policies, and standards for data management, explainability, customer access, transparency and compliance.
- Co-led reorganization cascading across tens of privacy associates to align strategy, success metrics, and reporting structures reducing consensus time and go-to-market launch time by 40% and 20% percent respectively.
- Launched new Privacy Center UX integrating qualitative and quantitative insights; improved engagement, comprehension of policy and terms of service content.
- Advocated for system-level change balancing regulatory, user, and business needs; accelerated cross-functional decision-making and trust.

DIRECTOR OF DESIGN, MACHINE LEARNING
Capital One
Jan 2017 – Oct 2022

- Advocated for, built 0-1, and led Design teams across multiple business portfolios including the Commercial Bank, Risk Infrastructure, and Machine Learning.
- Partnered with VPs and SVPs to prioritize cross functional work across LOBs.
- Redefined vision, strategy, and workstream delivery approach that fundamentally changed ways that teams engage with one another—particularly with Design—to drive high-impact results through associate and customer facing experiences.
- Educated thousands of associates on the value of human-centered methods.

LEAD INTERACTION & SERVICE DESIGNER
FJORD under Accenture
Nov 2013 – Jan 2017

- Led research, synthesis, and Design Strategy across public and private sectors.
- Delivered research insights, UI/UX, wireframes, customer journey maps, service blueprints and digital concepts for clients in healthcare, retail, and technology.
- Mentored emerging designers and facilitated workshops to embed service design thinking at scale company-wide. Shared case studies at company-wide events.
- Regularly presented to executive level clients and collaborated across Account and Program Managers, Visual Designers, Developers, and Business Strategists.

LEAD UX DESIGNER
AbelsonTaylor
Oct 2012 – Nov 2013

- Directed all UX Design work for pharmaceutical digital products across over 15 clients company-wide (1 of 4 UX Designers for 500 person company). My work was incorporated within almost all tablet and mobile applications launched.
- Collaborated with Account Executives, Program Managers, Brand teams and Developers within regulatory-intensive environments to align engagement goals with legal compliance improving content usability and medical accuracy.
- Updated hundred page UX playbooks guiding functionality within tight timelines.

UX DESIGNER, MANAGER
Symmetri Marketing Group
Oct 2011 – Oct 2012

- Company's lead, and sole, UX Designer across 15+ clients working closely with the VP of Digital Solutions on UX strategy, SEO, and analytics reporting.
- Presented UX work in all client reviews and collaboration sessions.
- Elevated UX and QA maturity partnering directly with heads of the agency.

UX DESIGNER, MARKETING STRATEGIST
Experts Exchange
Mar 2009 – Oct 2011

- Defined, coordinated, and launched company-wide marketing campaigns in close collaboration with Creative, Engineering and QA; presented regularly to CEO.
- Defined and launched 0-1 company-wide social media strategy, roadmap, and ran small executional team, saw 60% increase in engagement on socials.
- Led research and created Design artifacts that informed new company strategies.

FREELANCE DESIGNER
Various Small Businesses
Jun 2004 – Mar 2009

- Led research, strategy, and branding services for small businesses and university-based organizations in the Bay Area and Central Coast of California.
- Businesses: Zbath, Enriching Lives through Music, Baileyana Winery, Mat Pica Pi, the Technical Association of Graphic Arts, and University Graphic Systems.

EDUCATION

Bachelor of Science in Graphic Communication
California Polytechnic State University, San Luis Obispo

PROFESSIONAL HIGHLIGHTS

- Certified in Equine Facilitated Leaning by the HERD Institute September 2025
- Volunteer for GallopNYC, therapeutic riding for children, February 2025–present
- Teacher, workshop facilitator, mentor for various organizations including NYU, Parsons School of Design, Design for America, Hexagon UX, and ADPList.
- Conference Speaker: ADPList BeMore Festival, Service Design Network Global Conference, Chicago Ideas Week, Service Design Week, Agile Alliance.
- Co-Founder of the SDN's DEI Advisory board–launching financial inclusion in 2021
- Accredited as a Service Design Master (highest level of expertise) by the SDN in 2021
- Co-Founder of New York City's Service Design Network (SDN) Chapter: 2018–present
- Member of FT10, Melges32 Sailing Team: 2013-2016; Race to Mackinac: 2014
- Graduate of Second City's Improv Program: Levels A, B, C; performed in live shows