THE UX CAREERS HANDBOOK

SECOND EDITION

CORY LEBSON

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Second Edition

Cory Lebson

Access the companion website **UXCareersHandbook.com**

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First Edition Acknowledgments

While you may think that writing a book is an effort of solitude, this effort most certainly was not. Just as this book stresses the value of a professional community for your career, knowing as I wrote that I was surrounded—both virtually and in person—by so many colleagues who helped and supported me is simply an incredible feeling that can never be fully expressed in words.

So my biggest thank you goes to the UX community for the collective support and encouragement. Just a handful of initial social media posts sharing that I was writing this book yielded over 150 offers to help in some way, and I received so much encouragement from so many of my peers through a myriad of conversations.

Thank you to Elizabeth Rosenzweig and Brian Sullivan, who connected me with Dave Bevans, who got the process rolling, and to my editors at CRC Press, Mary LaMacchia, Sean Connelly, and Katie Hemmings.

Thank you so much to Edie Lee, who I've been lucky enough to work with at Lebsontech since 2008, and who served as a research assistant and editor and helped me think through so much of this book. And how cool it is that such an amazing co-worker is also my sister.

Thank you also to Ginny Redish, who has such knowledge and wisdom about the profession and who has served as a mentor to me for a number of years, initially helping and guiding me as I embarked on a path of UX community leadership through UXPA and subsequently providing tremendous guidance and advice on this book from before it even had a publisher to contributing content, writing the foreword, and serving as a technical reviewer of the entirety of this work.

Thank you to Amanda Stockwell. From many conversations about resonant philosophies of UX adventure to co-speaking and co-writing about UX careers to routine Skype calls to talk about this book, Amanda has been a wonderful sounding board with whom to talk through so many aspects of this effort, and she also authored and co-authored two of the chapters that follow.

Thank you also to Jen Romano, a contributor who has been a consistent presence in so many UX leadership activities over many years—from sharing project work and UX event efforts to co-teaching to working together on the UXPA DC and UXPA International boards. It was a number of early conversations and other UX-related initiatives with Jen that later formed the basis for the philosophies of UX community leadership, which thread their way throughout this book.

Thank you to Rich Woodall for turning my convoluted ideas into the wonderful illustrations that you will find in every chapter and to the additional 25 contributors who provided so much valuable insight through stories and career pathway descriptions and who collectively were so willing to go with the flow and continually tweak their contributions to fit smoothly into the overall story. I won't name them all here because you'll meet them shortly in the text.

Thank you to Josh Tyson at *UX Magazine* for advice and support, and similarly to Pabini Gabriel-Petit at *UXmatters* (two wonderful electronic publications, if you didn't know that already).

To the many recruiters of UX positions that I talked to while writing this book— thank you. Your "on-the-ground" insights and validation of the state of hiring were very informative and critical to the integrity of this book. Similarly, to all of those who reviewed various parts of this book to make sure that it was properly reflective of the state of the UX field—thank you as well.

Every UX professional has an origin story. For mine, I thank my undergraduate professor, Kent Norman, for giving me my first taste of this amazing career back in 1992 and for connecting me with my first mentor. And thank you to Dick Horst for my first job in the field in 1994, for being that first mentor, and for continuing to serve as a mentor throughout the years that have followed.

Finally, thank you to my wife, Aviva, and my three daughters, Eliana, Talya, and Nava, who managed to bear with me as I headed back to my home office after many a dinner to keep writing and working on this effort until late in the evening.

So thank you to everyone involved—this book would not be what it is without each and every one of you!

Cory Lebson
Silver Spring, Maryland, USA

Second Edition Acknowledgments

Six years have passed since the first edition of the UX Careers Handbook was published and, along with it, a companion UX careers course on LinkedIn Learning covering perhaps 10% of the book content. In that time, I've been floored by the reach I've seen: Thousands of physical and digital copies of the book distributed globally through a variety of channels and over 100,000 viewers of the LinkedIn Learning videos.

Those two channels invited people to connect with me on LinkedIn, and from that, as well as invitations to connect when speaking about the topic, I've been touched by not just the thousands of connections but that many of them came with such kind and supportive words.

During the first waves of the COVID-19 pandemic, I realized that while I felt disconnected from my former life of frequent travel and constant in-person interaction, and when I had lost my usual in-person interactions with my cohort of UX friends and colleagues, it was the constant stream of LinkedIn connection request pings—those motivating and inspiring notes—that kept me going. Even as I write this—as pieces of pre-COVID life return in fits and starts—thinking about that constant flow of support and those notes is still so meaningful.

So my biggest thank you in this second edition goes to such a wonderful global audience who read the book, watched the videos, and listened to me talk about these topics over the past several years—and especially to those who let me know about it. Thank you for being so supportive, and please know how much I appreciate all of you. I value not just the feedback but the questions you've asked, which helped me learn what should be added and expanded in this new edition. So thank you so much for all that critical input!

I haven't mentioned any names in this new second-edition acknowledgment, but when I read over those specific people that I acknowledged in the first edition, I find that I am just as grateful for those same people today. So I will leave that first-edition acknowledgment unaltered and will leave things there so you can get on with what you came for—learning more about UX careers!

Cory Lebson
Silver Spring, Maryland, USA

About the Author

Cory Lebson has been a user experience (UX) consultant for more than 25 years. He is the principal and owner of Lebsontech LLC, a small UX research consulting firm. In addition to his user research efforts, he is also involved in UX training and mentoring as well as helping companies to better understand the nuances of hiring UX professionals and building effective UX teams.

Cory regularly gives talks and workshops on a variety of topics related to UX practice as well as UX careers. He has been featured on the radio and has published a number of articles in a variety of professional publications. Cory has an MBA in marketing and technology management as well as an MA in sociology and a BS in psychology. Cory is a past president of the User Experience Professionals Association (UXPA) International and is also a past president of the UXPA DC Chapter.

He lives just outside of Washington, DC, in Silver Spring, Maryland, with his wife, Aviva, and three daughters, Eliana, Talya, and Nava.

Connect with Cory on LinkedIn: Cory accepts LinkedIn invitations from UX professionals and aspiring UX professionals. Connect at linked.com/in/lebson.

Follow Cory on Twitter @corylebson.

Foreword

When Joe Dumas and I wrote the preface to the second edition of our book, *A Practical Guide to Usability Testing*, in 1999, we predicted "continued growth in the community of usability specialists and continued growth in interest in usability from users to CEOs." But I don't think either of us realized just how the field would take off and how it would expand to be the umbrella of pathways and skill sets that Cory describes in this book.

I've watched (and participated with great pleasure) as the field has expanded from **usability** to **user-centered design** to **user experience** (UX) under an ever-widening umbrella. This book covers this wide umbrella and its even newer expansions into customer experience, service design, and design thinking. UX in all its varieties, its domains, its media is an exciting place to be.

And Cory Lebson is the perfect person to take you on your career journey. As he shares with us in this book, he has worked in a wide variety of settings, run his own business, and been a leader in the User Experience Professionals Association on the local and international levels. Helping people get into and grow in their UX careers, as well as helping those who hire UXers, is Cory's passion—and that passion shows throughout the book.

Cory's first edition was the first truly practical and useful book specifically about UX careers. This second edition continues that practical and useful advice with new chapters and a new pathway to consider, that of a UX writer.

With its detailed and very practical advice and worksheets, *The UX Careers Handbook* can help you decide what type of work you want to do; make a plan to educate yourself for that work; prepare to get that first job or transition from a related career; move up the ladder or move to being your own boss; and become a UX leader—in all the many ways leadership is possible.

I was fortunate, when starting my career, to have a wonderful mentor who taught me, supported me, and chided me when necessary. Throughout my career, I've tried to pay it forward by mentoring others—in person and through talks, workshops, articles, and books.

A book *is* a kind of mentoring, and Cory Lebson is the mentor you want on this journey—full of knowledge, wisdom, experiences to share, and a large network to connect you to. Through that network, Cory has enticed colleagues to also share their stories—mentoring you even more widely so you can see UX careers from multiple perspectives.

In addition to 13 chapters of great UX career advice from Cory, you'll find detailed explanations of 17 different UX careers and related fields. Cory wrote two of those sections, and, through his network, had experts in each career and related field write the other 15. If you've not yet thought about all the ways you can work in UX—and how to match your specific interests and strengths to different UX careers—these chapters will amaze you.

Whatever your strengths and interests, *The UX Careers Handbook* can help you find your place under the UX umbrella. Enjoy the journey with Cory.

Ginny Redish
Bethesda, Maryland

How to Use This Book

Welcome to your user experience (UX) career journey. You may be just embarking on it, or you may already be deep in the middle of it. Regardless, thank you for letting me be part of it. My hope is to guide you along your path to career success in the UX world.

This book is easy to read from cover to cover; and if you have the time, I highly recommend doing so. However, it's also a handbook. You may want to thumb through to chapters that are most applicable to you now and then look at other chapters later as your career progresses and they become more relevant. Reading this book nonlinearly is certainly fine, and wherever possible, I cross-reference associated information between chapters.

Beyond the Book

The book will periodically refer to a companion website, **UXCareersHandbook.com**, for additional helpful materials and resources. These resources are organized by book section.

Book Structure

You'll notice that the title is not about a *career* but rather *careers*. UX is not a single pathway but rather an umbrella that encompasses a variety of overlapping careers. Part 4 breaks out a number of these career pathways, describing each in detail. If you are specifically interested in investigating individual UX career pathways, by all means, jump right to Part 4.

The rest of the book contains a ton of advice, techniques, worksheets, and tips for success across all careers under the umbrella that we call UX. You really have much more control over your own career success in UX than you may realize, and whether you're reading this electronically or in print, prepare to dive into worksheets or jot down some notes on the many career tips you'll find within the chapters of this book.

While much of the advice in this book could certainly apply to career fields beyond UX, the information and guidance it contains are tailored to tackle the unique challenges of the hot, exciting, and dynamic field of user experience.

Establishing Your Foundation (Part 1)

The first five chapters are focused on making sure that you have yourself together before you start looking for a job, whether you are looking for a job right now or want to set yourself up so that it's easy to do so months or years down the road. Do you have the formal educational foundation necessary? Are you continuing to learn informally? If someone looks you up online, will they see a person who is clearly branded as a UX professional? Are you well connected with other UX professionals? How are you on some critical soft skills? **Even if you are midway through your UX career, review these foundations and identify gaps to solidify your career potential.**

Getting a Job (Part 2)

Once your foundations are in place, the next four chapters focus on getting a job—whether a first job or a new job. We'll talk about how to sharpen your resume and work samples and make sure that you can tell your story well. Regardless of where you are now, you'll need to decide whether you want to work as an in-house UX professional, work as a UX consultant with an agency, or perhaps even go independent or start a small UX business. You'll then need to conduct a job search or seek out new contract work, and then you'll need to interview and negotiate. Part 2 guides you through all these steps to getting a job in UX, from start to finish.

Recruiters & Employers (Part 3)

Part 3 focuses on considerations around recruiters and employers.

If you are a job seeker, learn what to consider when working with recruiters (whether in recruiting agencies or company human resources departments), how recruiters can be most helpful to you, and what makes an optimal UX environment with a new employer.

If you are a recruiter or employer, learn what to be aware of as you search for new UX talent and create a work environment that is optimal for UX

professionals. *Recruiters and employers: Note that while this part of the book is specifically targeted at your intersection with UX professionals, expect to find valuable insights about UX professionals throughout the book that will aid you in your efforts to best understand and employ them*.

Career Glimpses: What, Specifically, Can You Do? (Part 4)

Part 4 is where we break out the UX umbrella into each of its representative components—organized by those that are most design, research, content, and strategy centered. You will find yourself described somewhere in here—your particular area(s) of interest and/or your current UX career pathway(s). Learn about these different pathways to understand your options and, specifically, where you can head within the UX umbrella. You may focus on one of these career pathways or multiple ones. You can also use this section to get an idea of what your colleagues in other areas of UX do and how they integrate with what you do.

UX Leadership (Part 5)

Finally, Part 5 is where we discuss UX leadership. We explore what leadership means in a corporate setting as an expert individual contributor or as a manager, and then we go beyond the corporation to understand leadership as management of your own freelance career or microbusiness. Finally, we look at some exciting forms of UX leadership that aren't necessarily related to your day job at all.

UX Feedback Is Encouraged

I've always made sure that anyone who wants to can contact me directly without having to look too hard or use convoluted methods. As such, I continue to be reachable at my one main email address, cory@lebsontech.com. Please feel free to reach out to me:

Have something for the companion website? Please let me know if you are aware of good resources I should add to the website.

Want more content? As you read this book, if you can't find some information that you were hoping to see, let me know. I'll try to post about

it or perhaps find someone who can address this topic or include additional available resources on the companion website.

Please write a review. I enjoyed writing (and then updating) this book and hope that you enjoy reading it. If you are willing to leave a review on Amazon or on the publisher's site, I'd be most appreciative.

Part 1

Establishing Your Foundation

CHAPTER 1

What Is User Experience (UX)?

You may have picked up this book because you are a user experience (UX) professional already and want to advance your career, or maybe you've just heard about UX and want to know more, or perhaps you are still in school and trying to figure out what career you should be heading toward. Regardless, it would make sense to start with a single, well-accepted definition of the term and then move on to talk about your UX career. That would make sense—but no such luck.

You see, you've happened on an amazing profession with a phenomenal community, but nobody can agree *exactly* on how to define what it means to have a career in "user experience." That's why the title of this book is plural, a *careers* handbook, because "user experience" is not a single career at all but rather a common name for the umbrella that encompasses a whole range of exciting careers—some of which only came into being within the past few years.

I've watched the umbrella that we now call "UX" change and evolve over the course of my own career. In 1992, I was a sophomore in college at the University of Maryland and discovered an affinity for psychological research, so I enrolled in an advanced research methods class. Within the first month, we were told that we needed to explore the various psychology research efforts that were happening on campus and then pick one for a two-month internship. There were some great options to choose from, but what I got involved in was some research that explored how best to create online restaurant interfaces. I remember this being referred to as "human–computer

interaction" or "HCI" research, and soon after I graduated, I became aware of the increasing salience of the Human-Computer Interaction Lab at UMD.

Meanwhile, when I was finishing up my undergraduate work in 1994, I went back to the psychology professor who ran the research lab, told him that I really enjoyed the kinds of research he was doing, and wondered if he knew of any job openings in the field. He referred me to a colleague who offered me my first taste of this kind of work in the real world as a "human factors engineer." This same position today would be called a "user researcher" of screen-based interfaces. And in fact, as you will see when you reach Part 4, "user research" and "human factors" are actually separate career pathways today, with only limited overlap in types of work performed.

A few years later in my career, my job title was "usability specialist," still dealing mainly with research of screen-based interfaces. The term "usability" continued to be an umbrella term for many people for a number of years. But then the umbrella gradually shifted through the first decade of the twenty-first century, and "user experience" became more widely accepted as the umbrella term.

Although UX doesn't have a single definition, we can talk about many aspects that all the careers under the umbrella have in common.

User Experience Is about Technology

At a high level, UX careers sit at the junction of people and technology. It's the goal—and the ability—to make sure that technology is created in a way that people can use, will appreciate, and will enjoy interacting with. While a large number of UX professionals focus on things with screens, be it computers or mobile devices or wearables, many focus on technology without screens and, even more broadly, on aspects of user interactions where technology plays only a small role.

> UX professionals strive to ensure that technology is created in a way that people can use, will appreciate, and will enjoy interacting with.

User Experience Is People Caring about People

Ultimately, UX is a profession that is centered around people. It's about people who want to help others improve their interactions with a given environment or situation. And whether you are just starting the journey into UX or are

already in the midst of it, you have the opportunity to help others. Sometimes very directly and sometimes more indirectly, but ultimately, you get to make a difference.
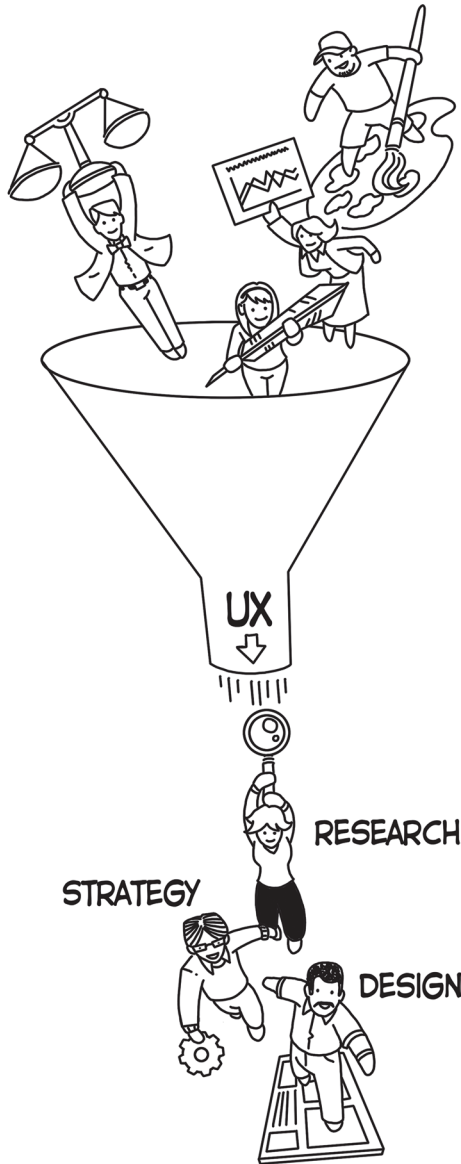
Figure 1.1 There are many ways to get into UX.

UX Is Exciting

If you want to find a job where you go to work, follow the routine, and go home, day in and day out, well, you might as well put this book down right now. But if you want a job that always offers you something new—new opportunities, new insights, and new pathways—please keep reading. While you don't necessarily need to take your work home with you, you'll find that UX is something that is hard to stop thinking about. UX careers are wrapped in mystery. How do you solve the problem? How do you make things more satisfying for the user? How do you create something that is better than the thing before?

UX Is a Melting Pot

As you may notice from the varied contributor backgrounds, my path to UX is downright boring when compared to the wide range of ways that people have connected with UX. We'll talk more later about what pathways might be best, but suffice it to say, you'll find people in UX who came from just about every background imaginable— different majors and different career

pathways. Some of those careers, like mine, were grounded in social science. Others might have started in some aspect of technology; some aspect of business or product management; traditional design paths such as print and graphic design; writing; or communication.

In Nielsen Norman survey data, the most common majors of UX professionals were reported as design, psychology, communication, English, and computer science,[1] which span a diverse range of academic educational areas. In fact, however, these majors combined accounted for less than half of UX professionals' bachelor's degrees; the survey includes a detailed list of over 100 bachelor's degree topic areas reported by UX professionals. One of the great things about UX (which may also be a challenge) is that there is clearly no one best path to career success.

> UX professionals come from very diverse backgrounds. There are many different paths that can lead to UX career success.

UX Is a Community

UX is not just a career—it's a community. While much of my career has been spent doing UX work, another part of my career has been spent doing my best to help that community become stronger and more cohesive. The UX community, a subset of those who do UX work, is a global set of UX practitioners who actively seek opportunities to spend time with other UX professionals. The UX community is an open community that expects every starting point to be different. By the end of this book, my hope is that no matter where you may be in your UX career, you will decide that you want to be part of that community too.

UX Is Global

Through my involvement with the User Experience Professionals Association, or UXPA, I have had incredible opportunities to interact with UX professionals from all over the world. I'm consistently amazed by the global continuity of the profession. I can go to any country that has a large UX community and announce my specific UX profession as "user researcher" knowing that those in UX will know what I'm referring to and what techniques and practices I'm likely to employ as part of my daily work. This continuity throughout the larger global community gives me even greater confidence in both the strength and the future of UX careers.

UX Is a Big Umbrella

UX has come to be a rather large umbrella and includes a whole host of individual careers. Yet there is conflict in the marketplace. There are those who see the term as beginning and ending with a particular aspect of UX, for example, with interaction design (aka experience design). Any of these elements can also be seen as an umbrella itself, and there is certainly legitimacy in this. For example, doing research could be considered an aspect of the overall UX design process or its own career path that incorporates many other components. Yet regardless of many potential varied angles of focus, by and large, UX has largely (though certainly not exclusively) become the buzzword of choice to represent the big umbrella.

Curse of the Unicorn

While UX is sometimes confused as representing only one smaller aspect of the profession, UX is also sometimes mistakenly considered to be a single career. You do UX, says the job description, then you must do <include every type of UX career here>. In the UX community, this expectation is known as the mythical UX unicorn. I've seen plenty of resumes that try to appeal to these job descriptions and, in fact, indicate that the resume holder is capable of doing any kind of UX work. Sure, theoretically, anyone can do anything—but everyone can't do everything well.

While a well-rounded set of skills is an asset, it's not reasonable to assume that everyone will be skilled in—or will even want to be skilled in—absolutely every aspect of UX. I'm not saying that these "unicorns" don't exist—and after many, many years and many different kinds of career experiences in UX, there are a few who can successfully balance many skill sets—but **employers, please note that finding the unicorns you seek will be like finding a needle in a haystack**.

While that is enough unicorn talk for now, we'll be coming back to this unicorn discussion again.

UX Is a Good Field to Be In

Back in 2007, I was enjoying my UX work—it was my career niche—and I certainly appreciated that it wasn't all that hard to find employment even as the economic recession hit. Yet I also didn't think all that many people knew what UX was. But then I remember talking to a UX colleague toward the end of the year. He asked if I had heard about the new *US News & World Report*

article. It had just published a list of the top careers for 2008,[2] for what it termed a "changing landscape." And "usability/user experience specialist" was one of those careers. I was stunned and excited. And a year later, when *US News & World Report* published its list of the top 30 jobs for 2009 (no longer available online), there it was again.

Although in the years that followed, we've approached what feels a bit more like a balance between supply and demand, UX continues to be recognized as a good field to be in across the globe. Both the User Experience Professionals Association (UXPA) salary survey from November 2018[3] and a Nielsen Norman 2018 Salary Trends for UX Professionals[4] article show great salaries that have remained stable over time (aside from a dip after some unrealistic salaries during the dot-com bubble).

UX Is Satisfying

UX also comes with a high level of job satisfaction. According to Measuring U, based on UXPA survey data from 2014–2018: "The average UXPA satisfaction scores [of 72%] place well within . . . [the Glassdoor list of top jobs]. In fact, the highest satisfaction scores reported for Glassdoor's top jobs cap out at [an average] satisfaction . . . score of 86% on the 100 scale. . . . This suggests the mix of jobs within the UX profession (as measured by the UXPA survey) are not too far from the top."[5]

UX Doesn't Just Mean Your Paid UX Work

This is a career book that is not just about what you do at work. Your career is so much more than that, especially in the world of UX. It's everything and everybody and every idea that you surround yourself with.

On the one hand, I could say that I am continually surprised by the serendipity in my own career. One good work-potential connection leads to another connection, which leads to yet another connection. The setting adapts seemingly on its own to set the stage for the next exciting event. A few years ago, I even tried to keep a running sketch of this. I called it a "serendipity chart" and wanted to use it to remind myself of how each interesting connection and each new project had come about.

But on the other hand, I know that it's not really serendipity that has moved my UX career forward, and it sure isn't luck.

- Your career is propelled forward by how you **envision yourself** and how you frame that vision.
- Your career is dependent upon how much you **put yourself out there**.
- Your career is the **adventure that you create for yourself**.

Be a visionary. Be an adventurer. Don't just think of your career as your interactions in the workplace, and don't let your career stop when you stop doing your UX project work. With this book, my key lesson for you is to keep your eyes and your mind open and always be prepared for the next adventure.

Set yourself up to be in the right place whenever the time is right or a new opportunity comes up. Be prepared to follow the strange new path that will open up in front of you because you set the stage for it. In this book, we will cover all the ways that you can set yourself up to succeed in the UX field, regardless of which UX pathway(s) you choose to explore.

Get more online at uxcareershandbook.com/foundations

WHY YOUR UX CAREER IS LIKE CHEESECAKE

The first edition of the book was supposed to have an umbrella on the cover. After all, this book is all about UX as an umbrella concept that encompasses a variety of different skill sets and areas of specialization. But at the last minute—after the final text had been submitted—the publisher let me know that while my umbrella idea might have been accurate, it was also rather dreary, and I needed to figure something out that was more bright and cheerful.

So after brainstorming and some quick research with some of my UX peers, I settled on cheesecake. Not only is cheesecake admittedly one of my favorite desserts, the image on the cover seemed to epitomize UX. Unfortunately, I never had the opportunity to explain how in the first edition, so I'm glad to have the second chance now!

CHEESECAKE IS TASTY

However it's prepared, cheesecake is tasty. And UX careers, well, they're certainly super exciting to those who immerse themselves in the profession. In fact, when you are a UX professional and explain to your friends and family what you do, they may be a little envious of how tasty your career really sounds. You may even find that they'll start to wonder how they can transition their own careers into this ever-growing field!

ALL CHEESECAKES HAVE SIMILARITIES

No matter how you flavor your cheesecake, it's still cheesecake. It has similarities to all the other flavors of cheesecake out there. The way the cover image is constructed, all the flavors of cheesecake form a single whole dessert. Similarly, no matter whether you're an interaction designer, user researcher, information architect, or one of the many other UX-framed fields, what you have in common with all the other UX professionals is a care and concern with the users of the product.

EACH TYPE OF CHEESECAKE STILL HAS ITS OWN UNIQUE FLAVOR

As you'll soon see, an employer shouldn't just say "I want to hire a UX professional." That can mean so many things, as there are so many different types of UX skills. Rather, even as the employer expects a solid understanding of UX (like the base recipe of each flavor of cheesecake), the employer should carefully select a well-chosen slice of the UX field to represent a job description for the next hire.

Similarly, as a UX professional, while it's important to clearly brand yourself as a UX professional, you're always going to have your own collection of skills and experiences that make you unique and special and that give you your own flavor on the job market.

EVEN UNIQUE CHEESECAKE SLICES HAVE OVERLAPPING FLAVORS

When you look at the cover image, you may at first think that each of the pictured cheesecake slices fully has its own unique flavor, but that's not entirely accurate. Notice how chocolate threads its way through some cheesecake slices but not others. Notice the berry flavors that sometimes find their way into cheesecake slices and sometimes don't. These represent the overlapping skills that can occur even when, for example, two UX professionals have different specialties.

CHEESECAKE IS INTERNATIONAL

While the exact cheesecake pictured isn't necessarily going to fully translate globally (since a number of countries have a unique spin on cheesecake), it still looks like the tasty dessert that it is to people across the globe. Similarly, while there are certainly going to be variations in UX careers across the globe (which the book does try to note whenever possible), UX roles remain pretty consistent globally. This allows for wonderful international conferences at which everyone can speak a language of UX commonality.

NOTES

1. Farrell, Susan and Jakob Nielsen. *User Experience Careers*, p. 31. Nielsen Norman Group. https://nngroup.com/reports/user-experience-careers

2. https://money.usnews.com/money/careers/articles/2007/12/19/the-components-of-31-top-careers

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