

Sharma Yelverton

Product Design Portfolio

2026

Hi, I'm Sharma

I'm a designer & facilitator who helps teams build collaborative, evidence-based practices

I specialise in leading design through large-scale digital transformations in complex enterprise environments.

I have 14 years of experience delivering digital products and services across a wide variety of sectors.

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I'm open to on-site or remote roles in Stockholm, and fully remote across Europe & the UK



CASE STUDY

Springer Nature's Article Processing Platform (Snapp)

The following sections outline the work that I did for Springer Nature on their new article processing platform 'Snapp' over three and a half years.

During this time I supported several teams across the programme, as well as leading a number of strategic initiatives, helping to define vision, inform prioritisation and embed strong collaborative and evidence-based practices.

[Springer Nature Article Processing Platform](https://www.springernature.com/gp/snapp)



SECTION 1

Informing product strategy with *continuous discovery*

A forced migration from a legacy, feature-rich platform led to frustration among users. Mounting executive pressure drove a focus on feature delivery over measurable outcomes, leaving little room for discovery to inform decisions.

My goal was to better support product strategy and decision-making with data and user insight, improve customer satisfaction and shift from an output-focused mindset to measurable outcomes.

I synthesised 300+ pieces of raw user feedback weekly, surfacing emerging trends and pain-points to inform prioritisation.

OUTCOME

The team gained a continuous source of user insight to guide prioritisation and take greater ownership of product direction.

Finding Reviewers (Reviewer Finder)

- 8 Searching for reviewers ★
 - I can't find suitable reviewers
 - I can't find reviewers who are not in the reviewer finder
 - I can't find reviewers who are not in the reviewer finder
 - I can't find reviewers who are not in the reviewer finder
 - I can't find reviewers who are not in the reviewer finder
- 0 I want to add reviewers who are not in reviewer finder ★
- 1 I had a problem navigating back to the reviewers list from Reviewer Finder ★
- 2 The review information is wrong / I need to be able to correct or change the reviewer information ★
- 0 I want to be able to classify or rank reviewers

- 3 It's generally hard to find and secure reviewers & reports
 - I'm having trouble finding reviewers
 - I'm having trouble finding reviewers
 - I'm having trouble finding reviewers
- 1 I want authors to recommend reviewers and I want to be able to easily invite the them

Inviting Reviewers

- 2 I don't know how to invite reviewers that I have shortlisted ★
- 1 I want a more efficient way to manage my reviewer invitations ★
- When using "invite all" it should only invite the newly added reviewers . Not those I've previously invited ★
- ISSUES: 'NUMBER OF REVIEWERS' FUNCTION
 - 1 I don't want reviewers to be blocked from accepting because the number was reached ★
 - 2 I can't invite more reviewers because the number was reached ★
 - 0 I incorrectly believe that the system un-invites reviewers who have not responded once the number has been reached ★
 - 4 Other

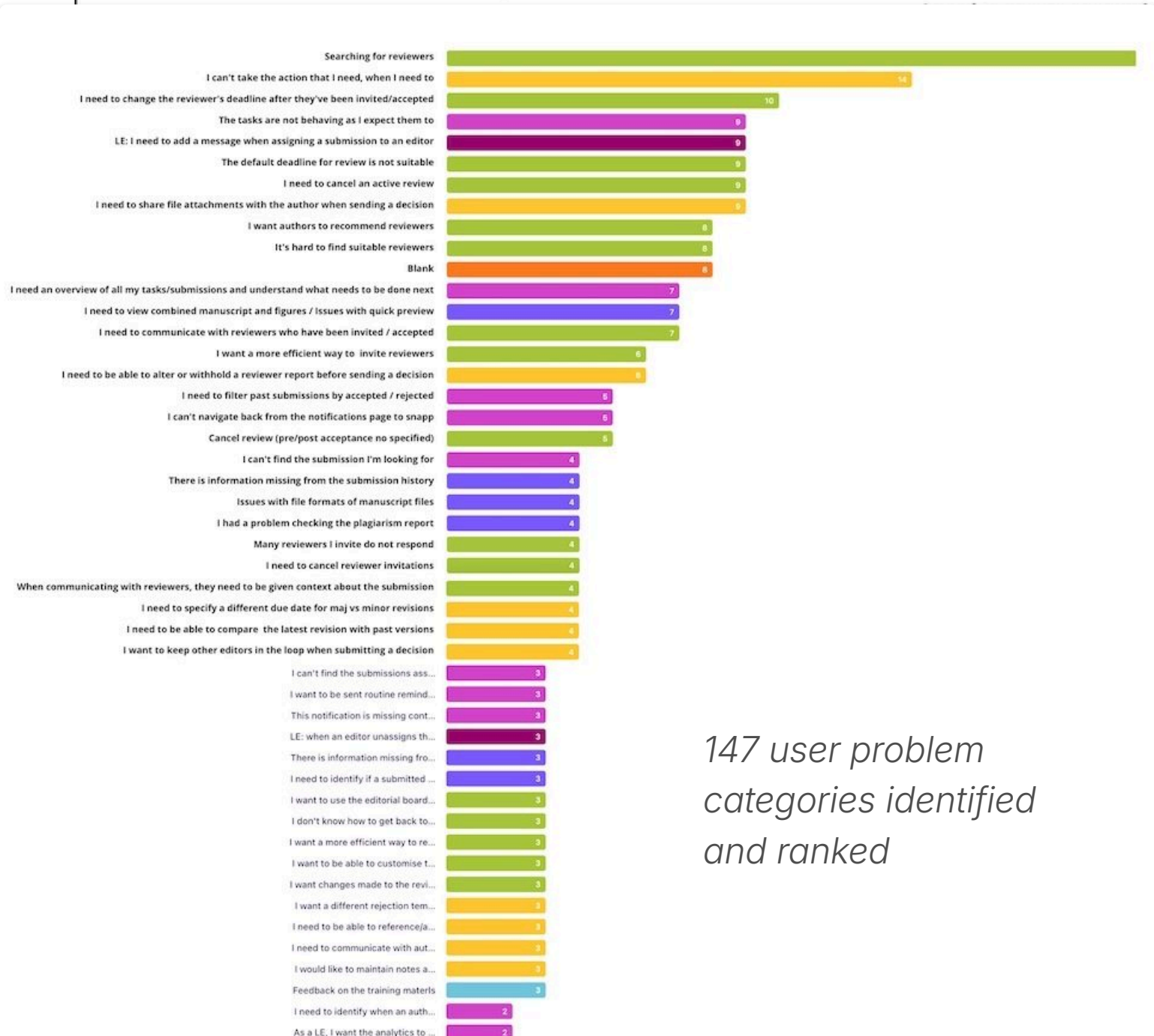
- 1 I want to use the editorial board to review the submission ★
- REVIEWER DEADLINES
 - 2 The default deadline for review is not suitable ★
- 2 I want to be able to request a quick opinion from reviewers as opposed to a full review

Manage my list of reviewers

- 1 Misc
 - I need to remove reviewers from the reviewers list ★
- CANCELING REVIEWS
 - 7 I need to "un-assign" reviewers who have accepted to review but are no longer likely to do so ★
 - 4 I need to remove invited reviewers from my list who have not responded to my invitation ★
 - 1 I need to 'cancel' the active reviews for the current version so that I can make a decision ★
- 0 I need to re-invite reviewers that have declined ★
- 0 I need to understand who a reviewer is and what their credentials are ★

Comms with reviewers

- 2 I want to change the invitation letter
- 1 I want to be able to customise the letter when using "invite all"
- 3 I don't want to re-write the invitation time I send it ★
- 6 I need to communicate with reviewers who have already been invited / accepted
- 0 I need to keep track of what has been reviewed
- 0 Editor wants to CC others in communications
- 1 Reviewers need to be notified when no longer needed (e.g. if a decision is made)



147 user problem categories identified and ranked

Classification of user problems from 1 of 8 areas of our product for one month

SECTION 1 / CONTINUOUS DISCOVERY

I ran a regular cadence of user interviews, and weekly syncs with customer support and onboarding, building a continuous feedback loop to catch emerging needs early.

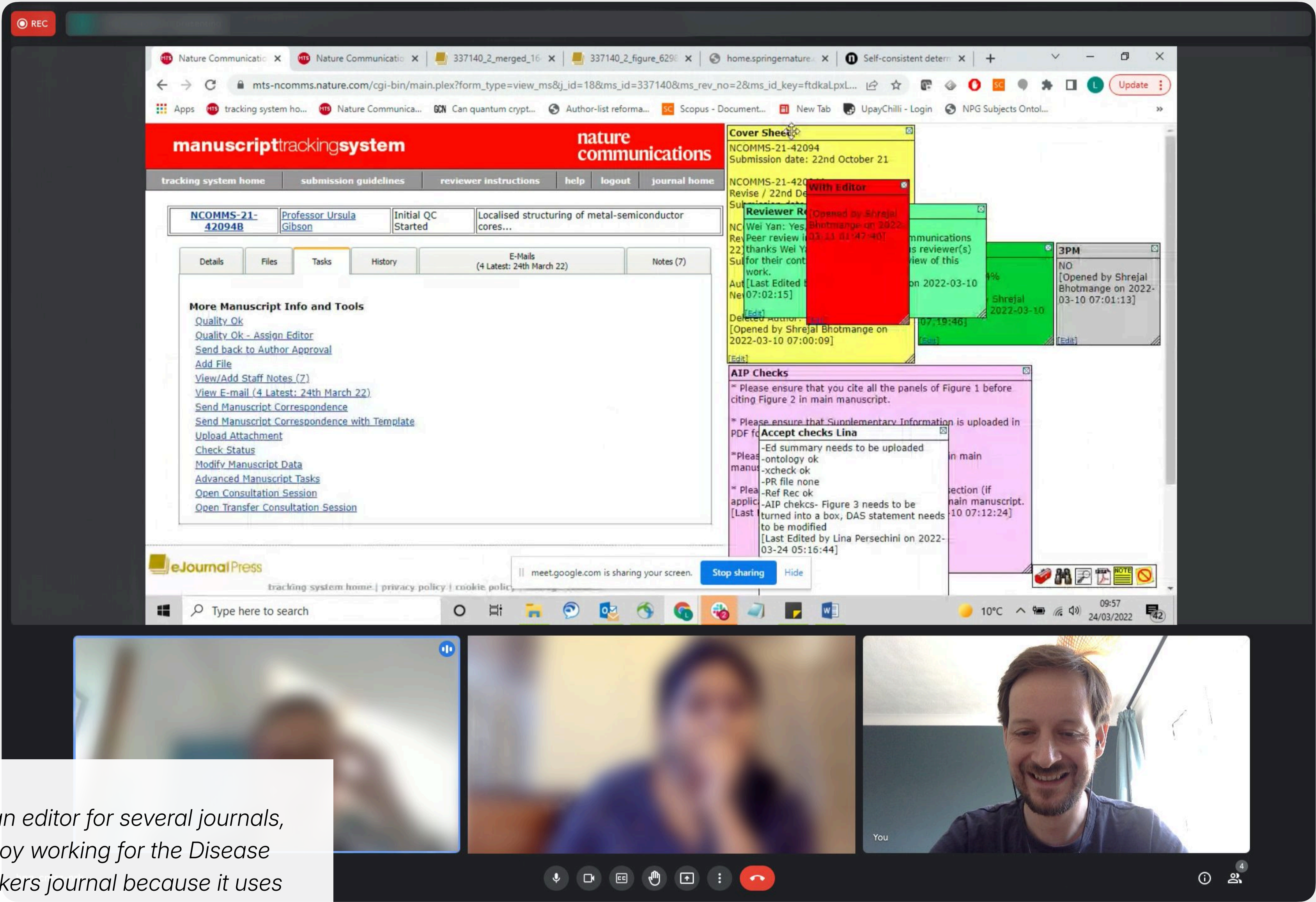
I conducted quarterly research deep-dives, combining structured interviews, remote diary studies, and web surveys, to gather requirements and answer strategic questions for major initiatives.

OUTCOME

I observed a clear shift from frustration to positive sentiment in qualitative user feedback.

“As an editor for several journals, I enjoy working for the Disease Markers journal because it uses your great SNAPP. To put it simply, your SNAPP is the best.

- user feedback



A remote user interview exploring how editors used the legacy system

SECTION 1 / CONTINUOUS DISCOVERY

I built a culture steered towards measurable outcomes over outputs — defining quarterly objectives, introducing a weekly "are we being successful?" meeting, and setting success criteria for every initiative.

OUTCOMES

I drove a 42.4% increase in customer satisfaction over 19 months.

We reduced turnaround times for tasks across key stages of the article publication process.



BUSINESS OBJECTIVES

Regain market leadership in Open Access journals



PROGRAM OBJECTIVES

Ensure that articles are published as speedily as possible

KEY RESULTS:

- Reduce manual effort to reach first decision
- Reduce median turnaround time from 'ready for editorial' -> 'first decision'

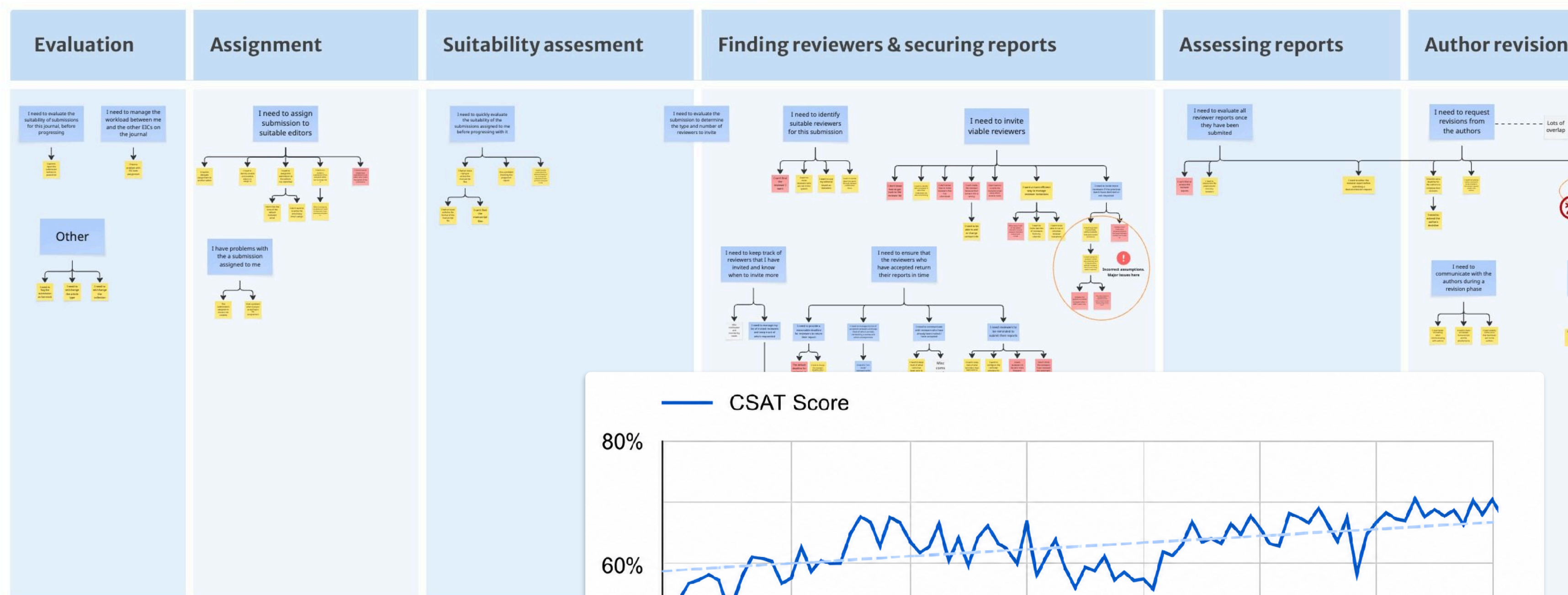


TEAM OBJECTIVES

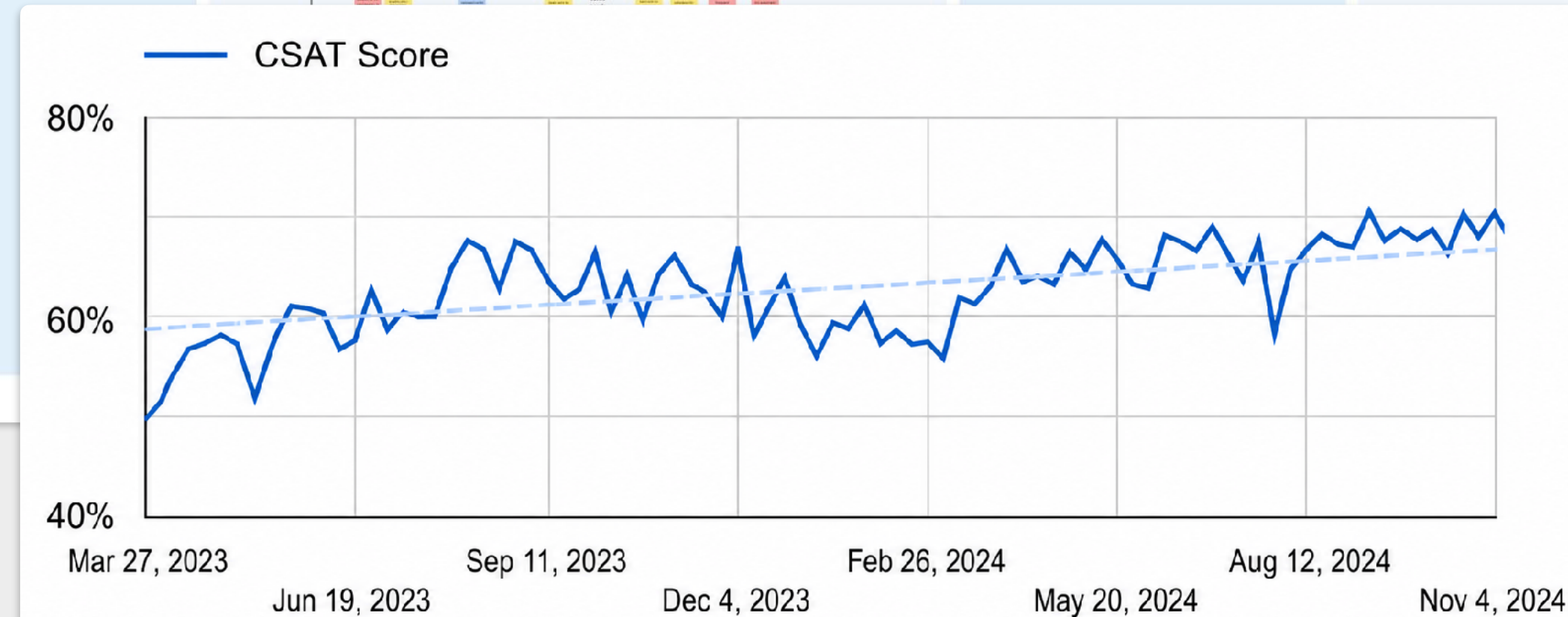
Make it faster and easier for editors to secure sufficient reviewer reports

KEY RESULTS:

- Reduce turnaround time from 'securing 2 reviewers' -> 'receiving 2 reports'
- Increase reviewer report return rate for accepted reviewers by 10%
- Increase editor satisfaction CSAT score 20%



Aligning user needs with business outcomes to inform feature prioritisation



Our overall customer satisfaction increased from 49.43% to 70.38% over 19 months

SECTION 2

Aligning stakeholders through shared *pain-point mapping*

The programme needed to migrate large journals away from an early version of the product so that it could be discontinued – however progress had stalled.

Stakeholder groups could not align on rollout plans, held back by uncertainty and concerns around user impact and perceived risk.

My goal was to understand the impact of the new system on specialist users and communicate those findings in a way that helped stakeholders reach agreement on a viable migration approach.

SECTION 2 / PAIN-POINT MAPPING

I conducted a series of interviews and discovery sessions with specialist users and stakeholders to uncover key needs, workflows, and operational constraints — building the evidence base needed to assess the impact of migration.



Discovery sessions with users and stakeholders

OUTCOME

A shared understanding of migration impacts which focused discussions on the right priorities.

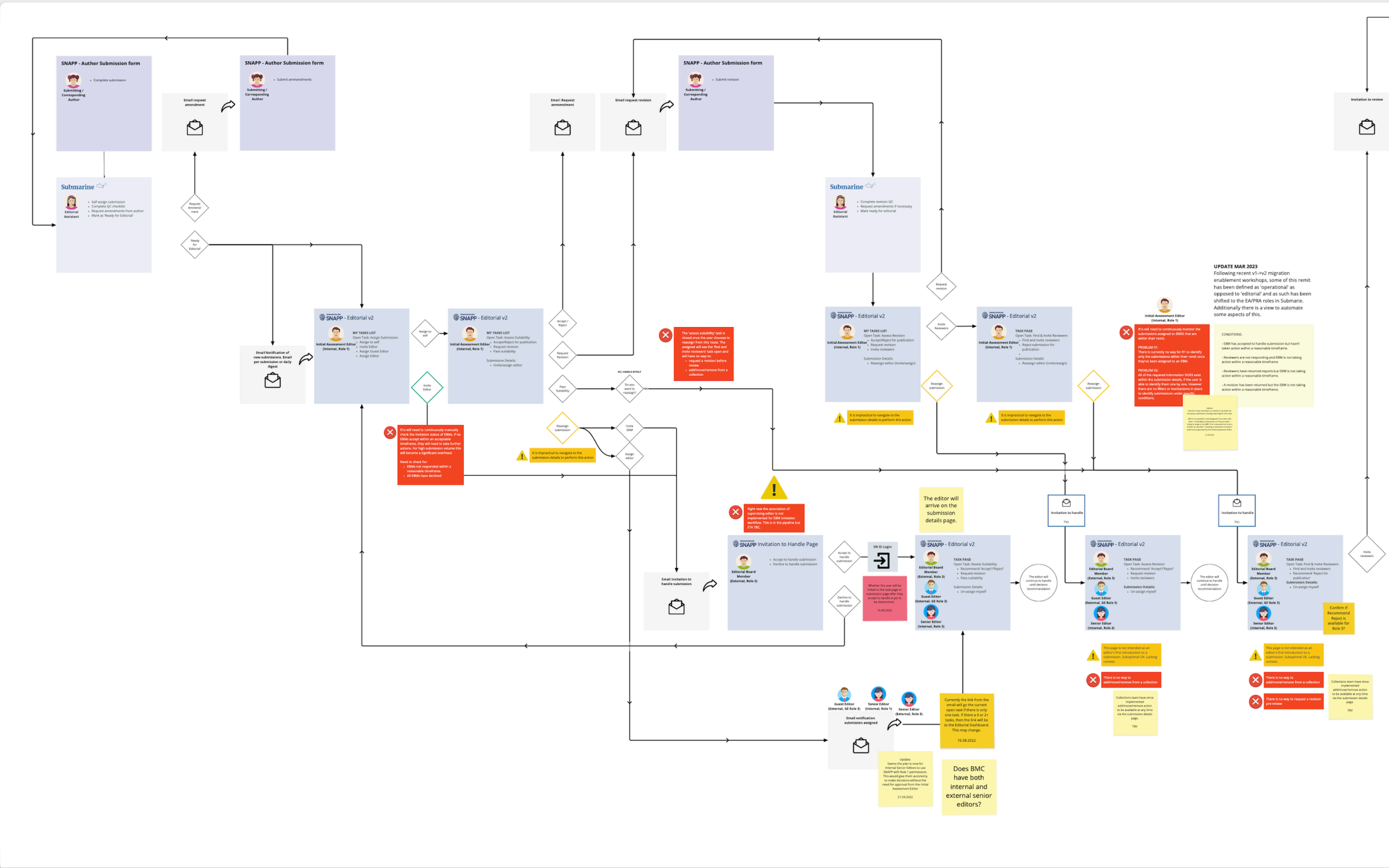


SECTION 2 / PAIN-POINT MAPPING

I translated these findings into future-state workflows that highlighted migration impacts, pain points, and opportunities. These insights replaced assumptions with evidence, unlocking agreement on a viable migration approach.

OUTCOME

Secured stakeholder alignment on a pragmatic and low-risk migration strategy.



User workflows & pain-points analysis for the editorial teams of the large journals due to be migrated onto the new platform

SECTION 3

Bringing the team together through *collaborative ideation & design*

Under pressure to meet a fast-approaching go-live deadline, the team struggled with indecision over fundamental product decisions and rising tensions between disciplines.

My goal was to help the team work more effectively together and to establish a shared user-centred focus to guide decision making.

SECTION 3 / COLLABORATIVE IDEATION & DESIGN

I fostered collaboration by first prioritising trust and psychological safety, using one-to-one conversations to find common ground.

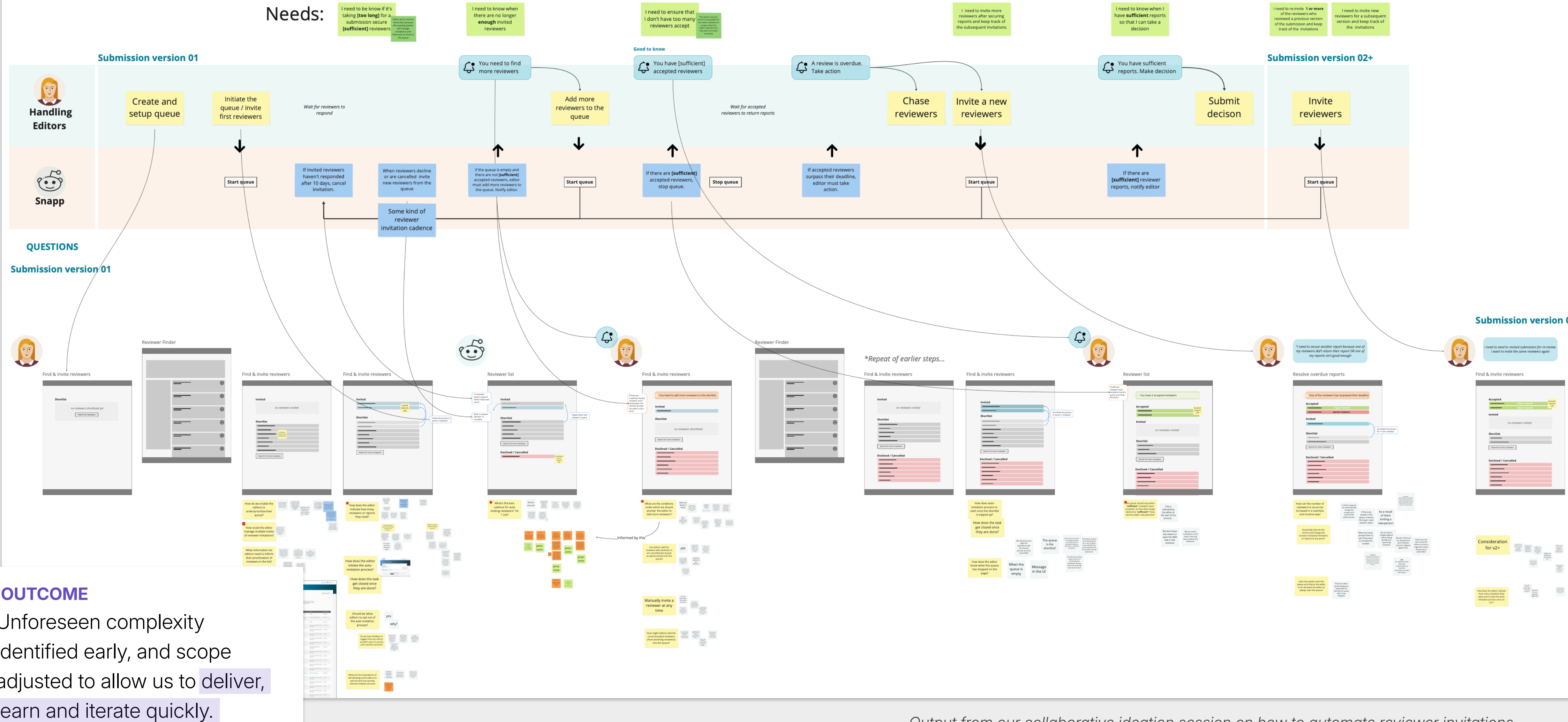
I facilitated cross-functional ideation and design workshops throughout the design process, helping the team align on problems, explore solutions, and make decisions together.

OUTCOME

A healthier, safer and more collaborative team, able to make decisions, deliver quickly and validate success.



One of our team ideation sessions

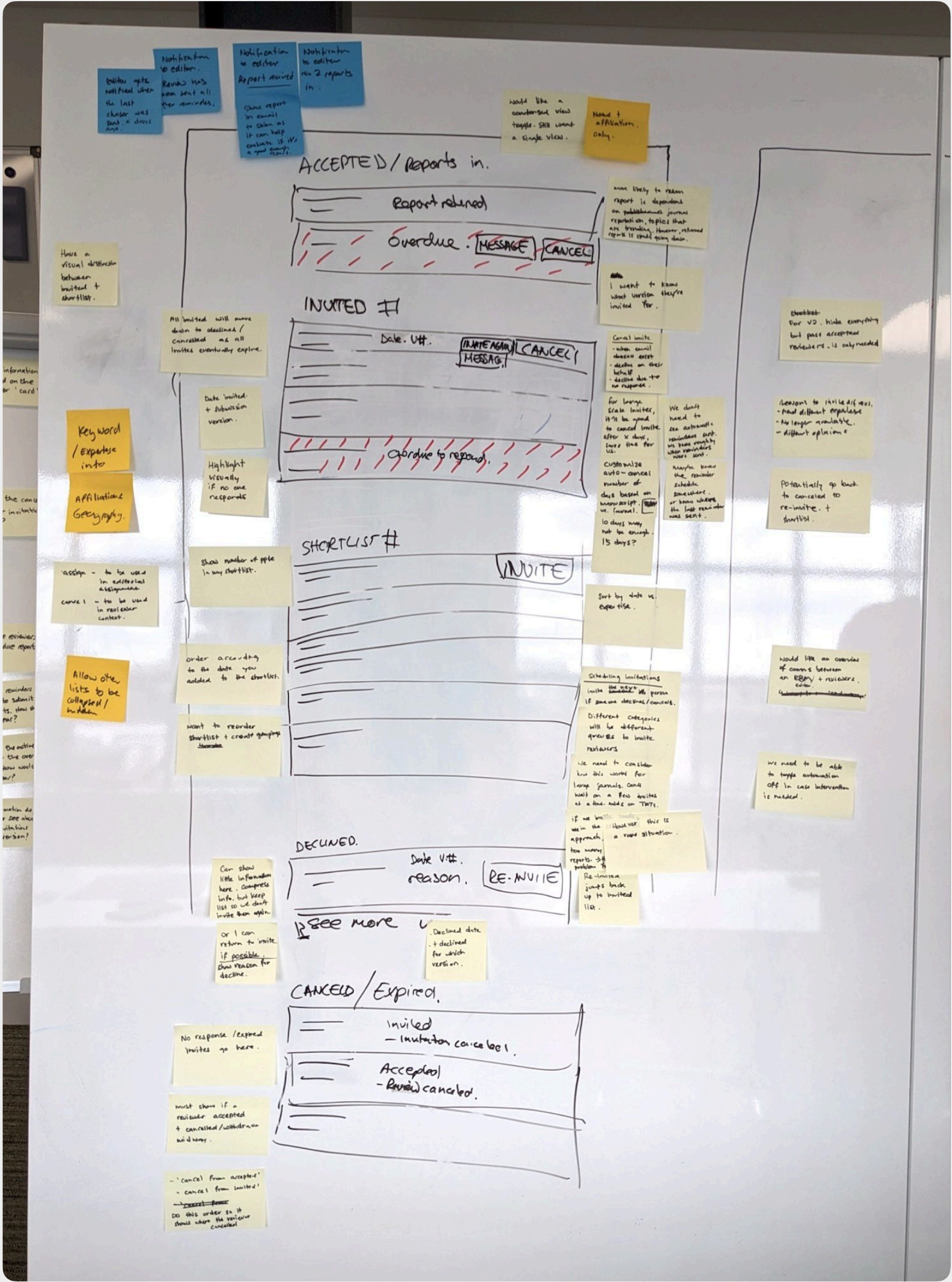


Output from our collaborative ideation session on how to automate reviewer invitations

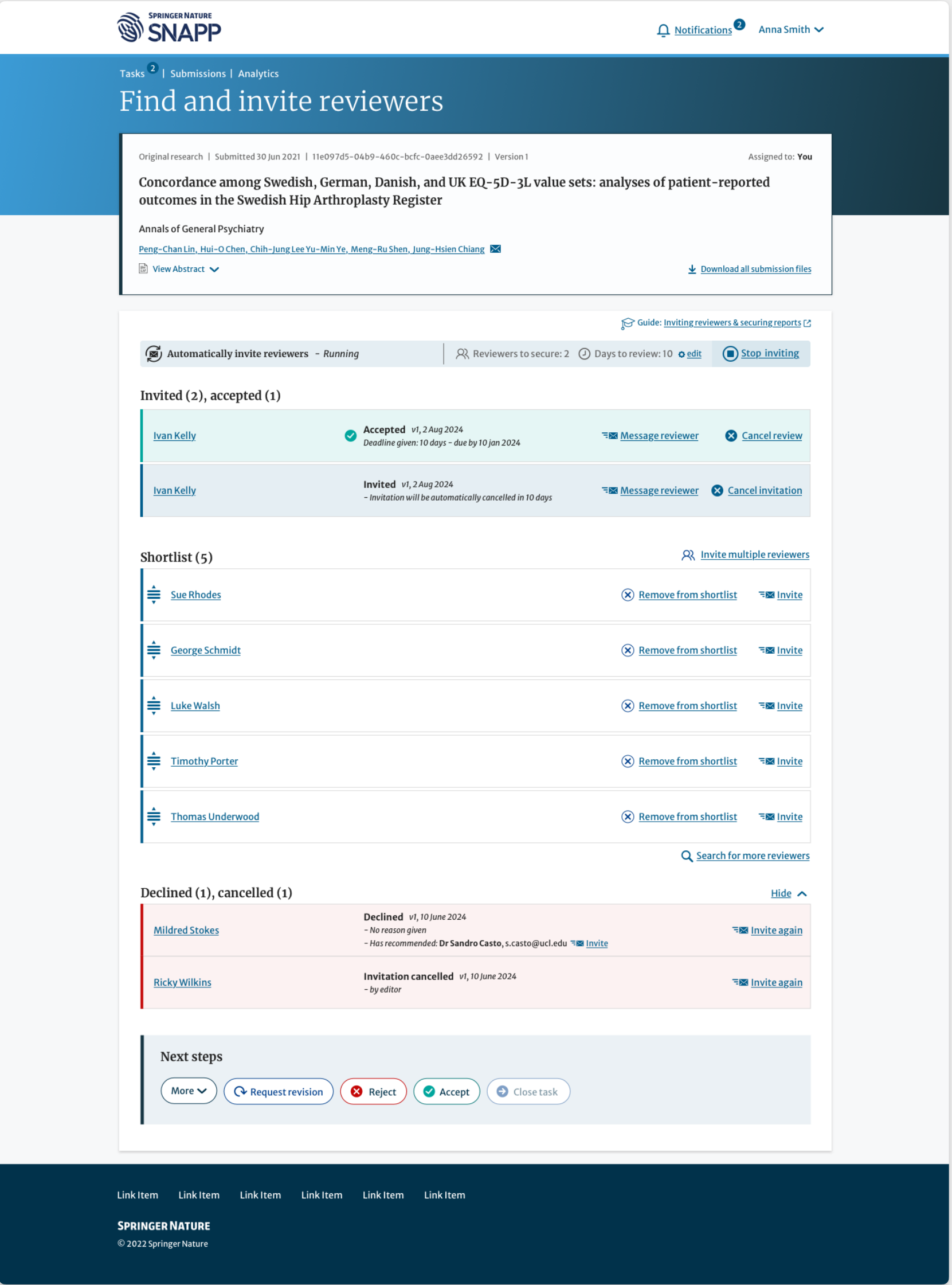
I brought users into the design process by involving them in our ideation workshops, enabling us to explore solutions together, challenge assumptions and build a stronger shared understanding of user needs.

OUTCOME

Users became active participants in shaping solutions, while the team gained first-hand exposure to how they think, building empathy and understanding.



Output from a collaborative design session with users on managing reviewer invitations

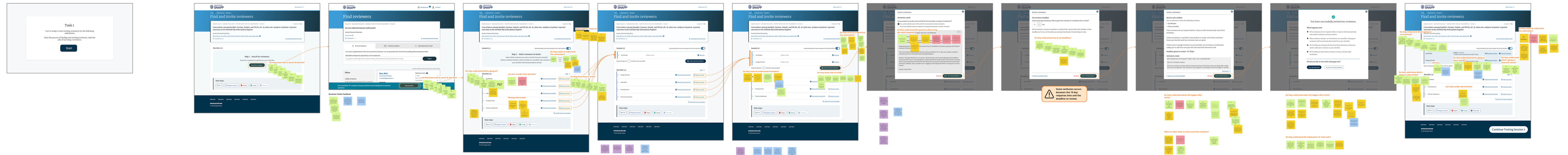


The final UI after further iteration and usability testing

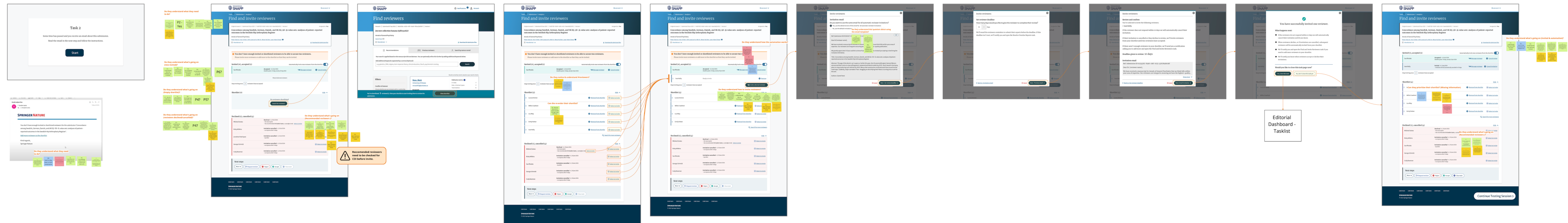
SECTION 3 / COLLABORATIVE IDEATION & DESIGN

I encouraged team members to participate in user testing, building first-hand understanding of user needs and enabling faster, more informed design decisions.

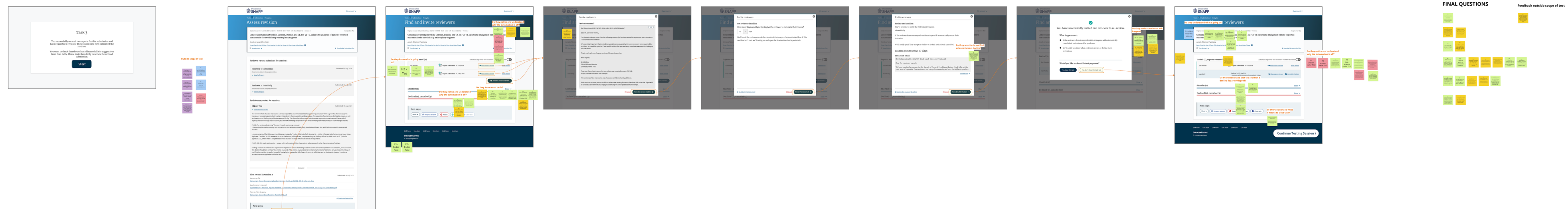
TASK 1 – Initial invitation



TASK 2 – Response to error



TASK 3 – Managing re-review



The team's collective notes from observing user testing sessions on managing reviewer invitations

With team members more involved in discovery activities, there was less dependence on me creating formal, time-consuming research reports. Instead I could summarise findings quickly in a simple format.

OUTCOME

As a team, we gained a stronger shared understanding of users, enabling better-informed design decisions and more efficient delivery.

Can they invite reviewers?

Did they notice that they can re-order the shortlist?

1 YES 2 NO

P1 - No
P2 - No
P3 - No
P4 - Yes
P5 - No
P6 - No

Once they've noticed it (or if prompted), do they understand how to re-order the shortlist?

1 YES 2 DOESN'T COME UP 3 NO

P1 - Unclear if he realises that he can reorder, but he clearly understands that the order determines which would be invited first.
P2 - Doesn't come up. But talks about the need to reorder.
P3 - Doesn't come up
P4 - Yes
P5 - Yes. Not confident, but she realises that it's drag and drop.
P6 - No, even when prompted she doesn't figure out how to do it.

What information do you need in order to prioritise your shortlist?

P1 - Completion rate. H-index for last 5 years (so they know that they've published quality work)
P2 - There has to be something to determine priority. She mentions the need to see **affiliation**, although she hasn't specified what for, and this isn't in specific reference to ordering the shortlist.
P3 - Doesn't come up
P4 - Most important is **relevance** to the paper (e.g. expertise and past publications), then **acceptance rate**, and whether they've **reviewed for us before**.
P5 - Reviewer **affiliation** to avoid securing multiple being invited from same institution).
P6 - **acceptance rate**



Did they know how to select and then invite reviewers?

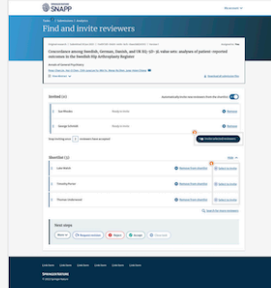
1 YES

P1 - Yes
P2 - Yes
P3 - Yes
P4 - Yes
P5 - Yes
P6 - Yes

However...

P2 - thinks that it's unnecessary to require multiple clicks to invite. She's very keen to use an invite all feature.

P6 - didn't expect it to require two steps, assumes reviewers were invited after first click, but is quickly able to understand once she sees the 'invite selected reviewers' button.



Did they understand the question about using the edited or default template for the automation?

2 UNCLEAR 3 DIDN'T READ 4 NO

P1 - Unclear. He seems to understand, but doesn't give enough detail to corroborate.
P2 - Unclear. She isn't confident, but possibly figures it out correctly.
P3 - Didn't read it
P4 - No
P5 - No
P6 - No



Do they understand what will happens after they've sent the invites?

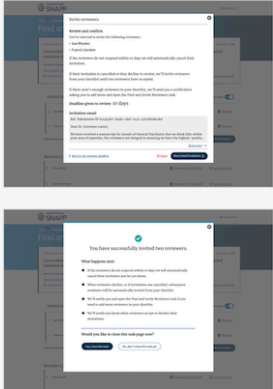
2 YES 3 YES, NOT CONFIDENT 4 DOESN'T READ

P1 - Yes mostly. Although has questions about how the system knows when to stop inviting & whether the time to respond is different from the time to complete review.
P2 - Yes, although she thinks the 10 day auto cancel is determined by the reviewer deadline.
P3 - Doesn't read it
P4 - Yes
P5 - Yes, but not entirely confident.
P6 - Yes, but not entirely confident.

What opinions do they express about this?

P1 - The automation will be very helpful
P2 - Doesn't see the automation as helpful to her. I concerned about the auto cancel. Although also confused about how this works.
P3 - Doesn't read it
P4 - Generally appreciates the automation to save time and effort.
P5 - The automated process will save a lot of time. However concerned about the cadence and the impact of TATs
P6 - Not sure about the auto cancel. Request the possibility to have editors manually cancel in stead.

1 Automation will save time and effort
2 Didn't notice automation
3 Automation won't be very helpful



Are they able to understand reviewer statuses?

2 YES

P1 - Yes
P2 - Yes
P3 - Yes
P4 - Yes
P5 - Yes
P6 - Yes - only unsure of meaning 'invitation cancelled - by editor' correctly figures it out.

Can they use and understand the automation?

When do they first notice the automation functionality?

P1 - Quickly - after shortlisting reviewers. From the copy in the empty state.
P2 - Quickly - after selecting the reviewers to invite.
P3 - Never.
P4 - Quickly - after shortlisting reviewers.
P5 - At the 'review and confirm' step.
P6 - Quickly - after shortlisting reviewers. From the copy in the empty state.

Once they notice the automation, do they understand what it will do?

2 YES 3 Yes, some confusion 4 Never realises

P1 - Yes
P2 - Not confident, but her subsequent assumption is correct. However expects it to happen immediately in real time.
P3 - Never realises there's automation.
P4 - Yes, although she's not confident in how the cadence will work.
P5 - Yes
P6 - Yes

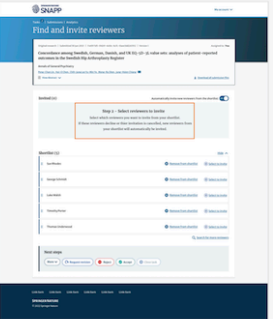
Do they think the automation will be helpful to them?

2 YES 3 Never realises 4 NO

P1 - Yes, says 'will save time.
P2 - She doesn't see this as a major benefit to her because she's very inclined to bulk invite. Perhaps it would be of minor convenience, if it required to manual action from her.
P3 - Never realises there's automation.
P4 - Yes she understands, but doesn't know what the cadence of auto-invite will be.
P5 - Yes, says 'will save time.
P6 - Yes, says 'will save time.

What views did they have about the invitation cadence of the automation?

P1 - Briefly mentions the importance of TAT to his journal, but doesn't explicitly talk about the schedule.
P2 - Nothing mentioned
P3 - Nothing mentioned
P4 - Would like batch size of auto invites to be larger than 1 so that the process isn't too slow. Not sure of the benefit of auto cancelling invited reviewers. She'd be happy to always keep invites open until sufficient have accepted.
P5 - Current behaviour is to invite in batches. TAT is important so wouldn't want the process to be too slow.
P6 - Current behaviour is to invite in batches. TAT is important so wouldn't want the process to be too slow.



Did they notice the automation on/off toggle (unprompted)?

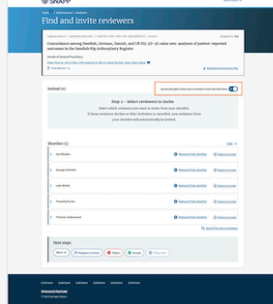
1 Yes 2 Unclear 3 NO

P1 - No
P2 - No
P3 - No
P4 - Yes but only when she is completing task 3
P5 - Unclear
P6 - No

When noticed (or prompted) did they understand how automation on/off toggle works?

2 YES 3 Never notices

P1 - Yes
P2 - No, doesn't mention that it is on
P3 - Never notices
P4 - Yes
P5 - Yes
P6 - Yes



Did they notice the #reviewers component?

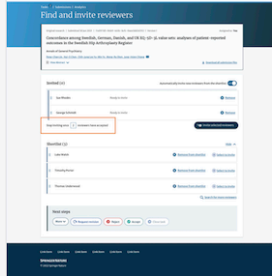
2 YES 3 NO

P1 - No
P2 - Yes
P3 - Yes
P4 - Yes
P5 - Yes
P6 - No. But highlights the need for it on screen where it doesn't show.

Did they understand how the #reviewers component works?

2 YES 3 Yes, but assumes it's the same as old target# 4 Doesn't notice it

P1 - No, never noticed or mentioned
P2 - Assumes it's works like the old target #.
P3 - Assumes it's works like the old target #.
P4 - Yes she correctly understands that the automation will stop when this number is reached.
P5 - Assumes it's works like the old target #.
P6 - Doesn't notice it. But highlights the need for it on screen where it doesn't show.



Do they notice that the automation is off by default for a revised submission (unprompted)?

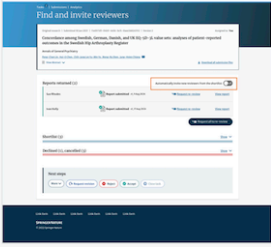
2 YES 3 NO

P1 - No
P2 - No
P3 - No
P4 - Yes
P5 - No
P6 - No

Do they correctly understand why this is off?

2 YES 3 Unclear 4 NO

P1 - No. Thinks it is due to having 2 reports, & thinks it would need to be switched on in order to invite new reviewers.
P2 - Unclear
P3 - Yes
P4 - Yes
P5 - Yes
P6 - Yes



My summary and share back from our usability testing

SECTION 4

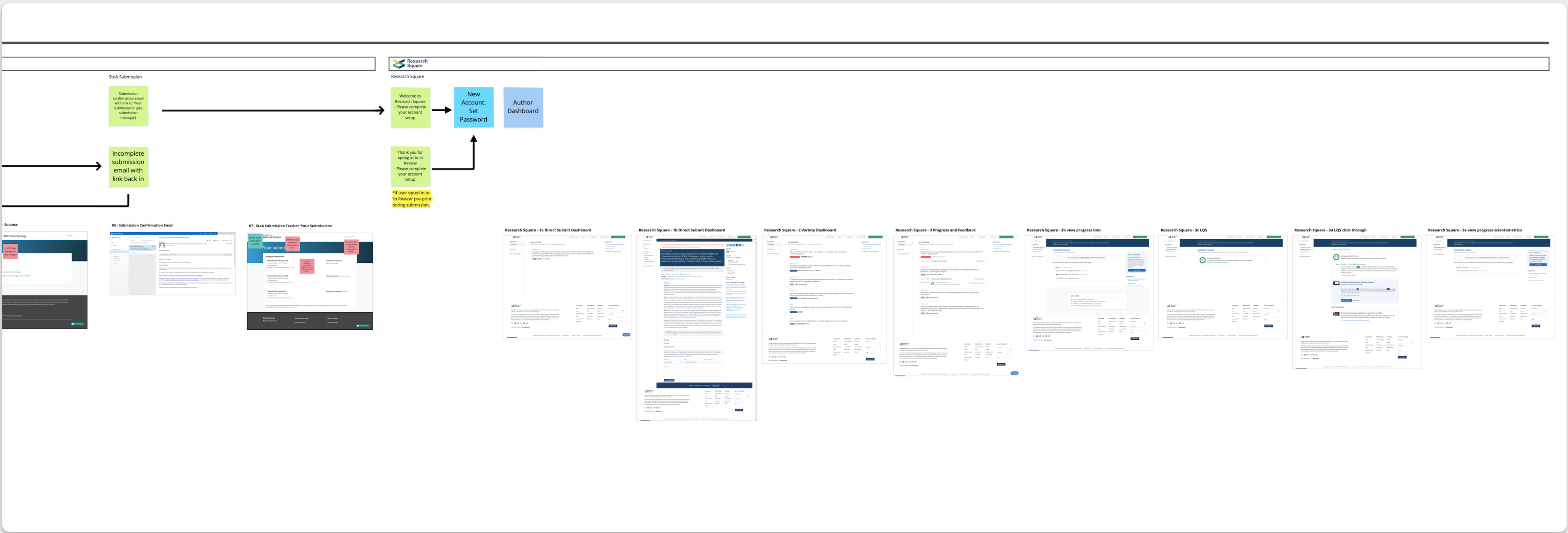
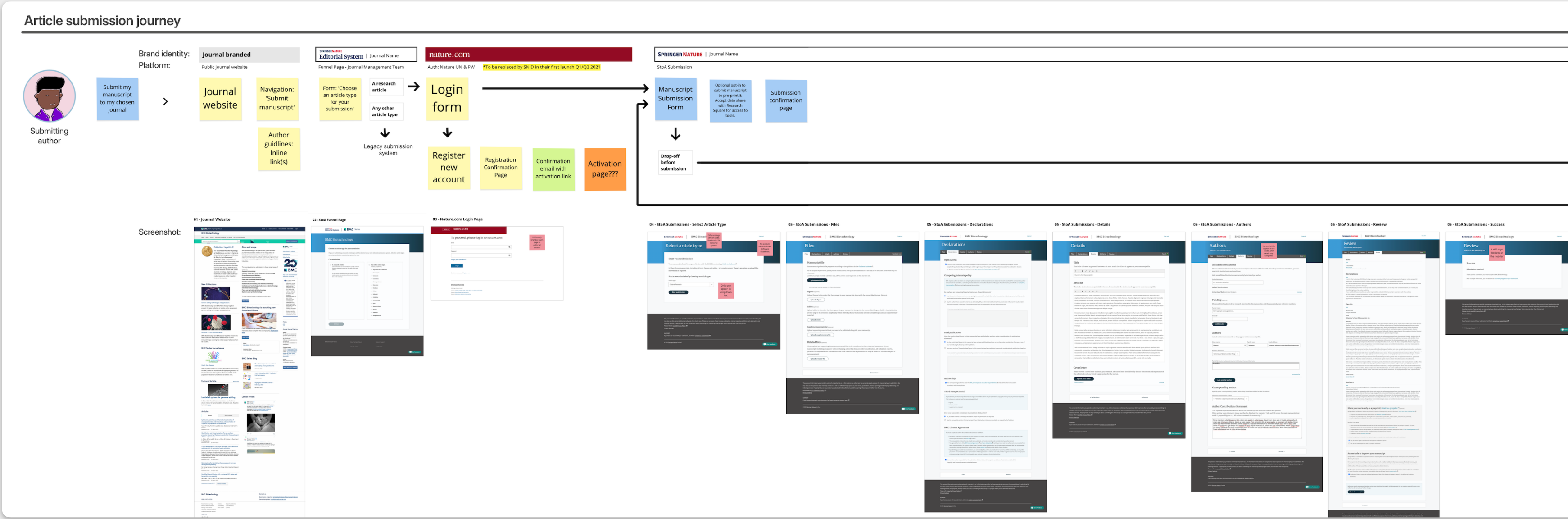
Enabling lean delivery through *design systems & UI governance*

Users faced a fragmented cross-platform experience, navigating inconsistent visual identities, navigation systems, and UI patterns. Meanwhile, a young and fast-growing design system struggled to keep pace with rapidly increasing product complexity, and the existing UI fell short on accessibility and responsive design standards.

My goal was to drive a more unified, intuitive cross-platform experience, improving accessibility and responsive design standards whilst supporting the team's lean and iterative delivery pace.

SECTION 4 / DESIGN & GOVERNANCE

I conducted end-to-end cross-platform audits of core journeys in the article publication process, identifying inconsistencies in brand identity, UI pattern usage, navigation and more.



Audit of the author's article submission journey

OUTCOME

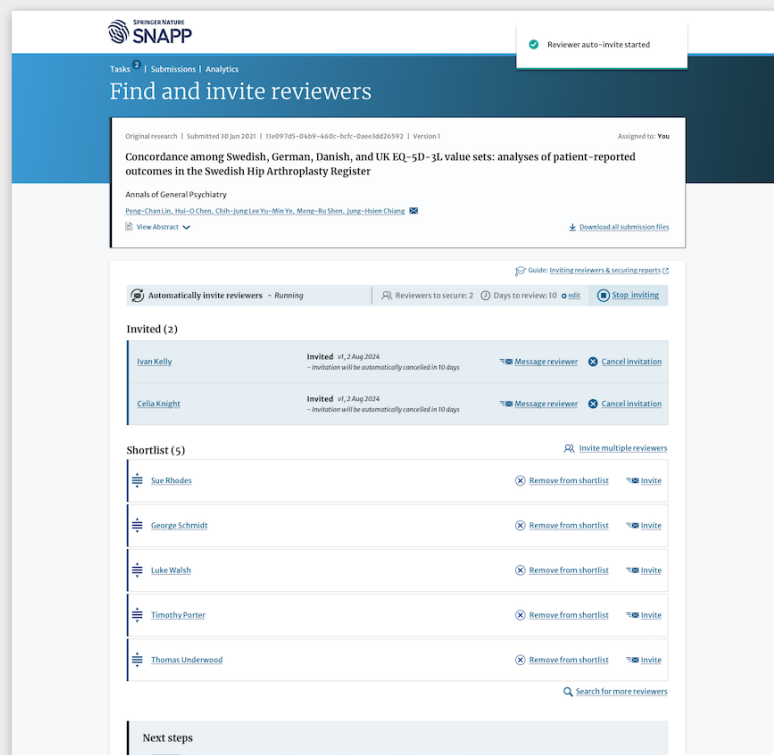
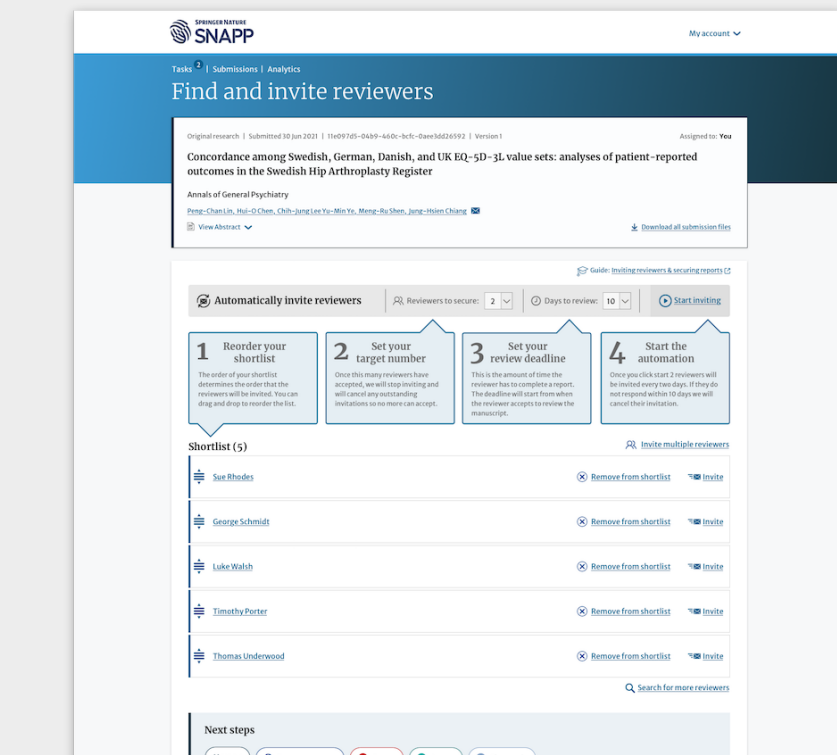
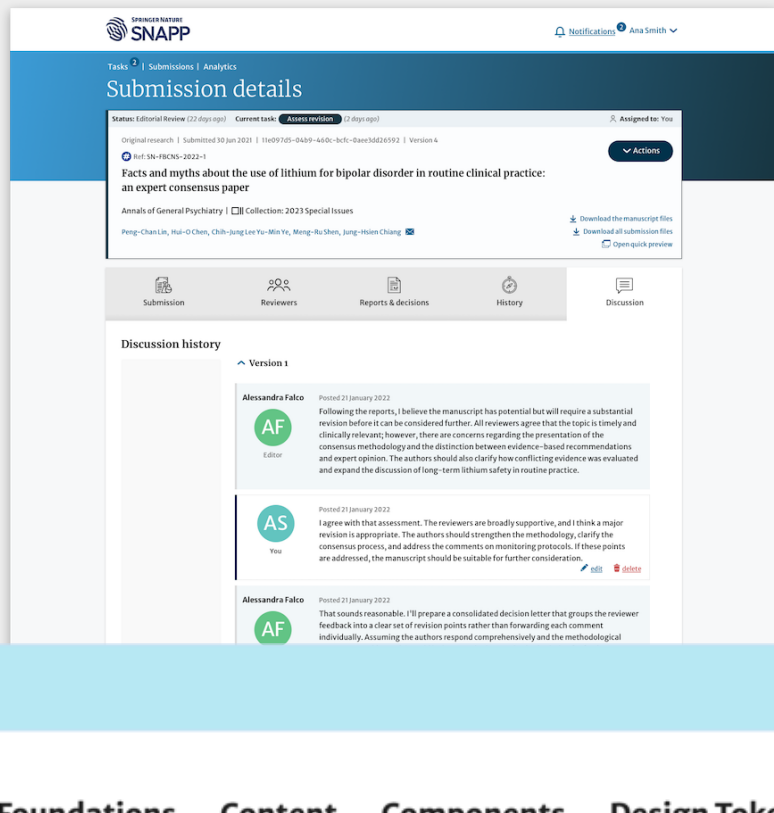
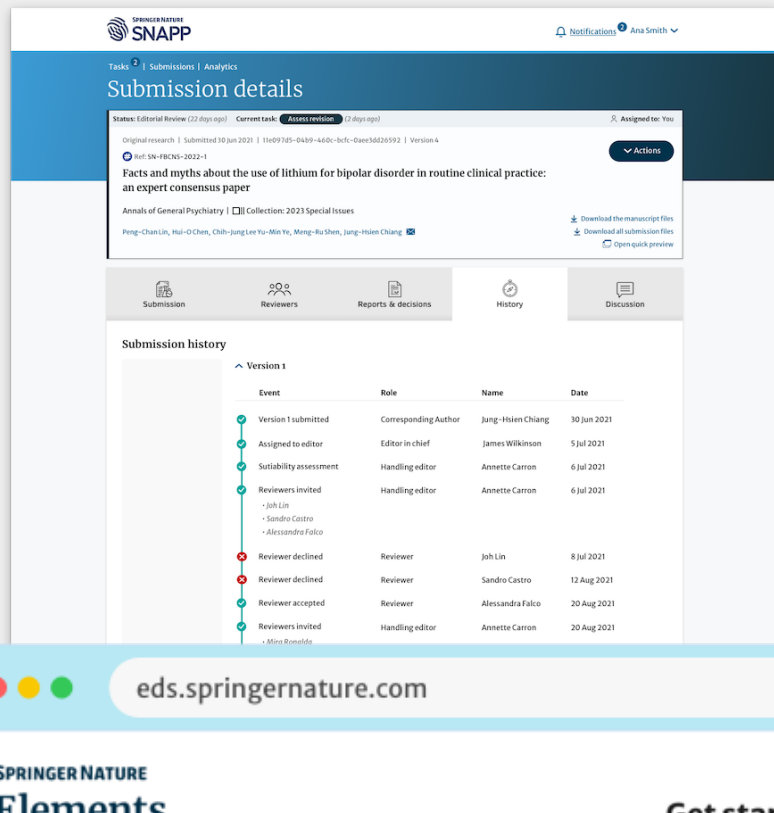
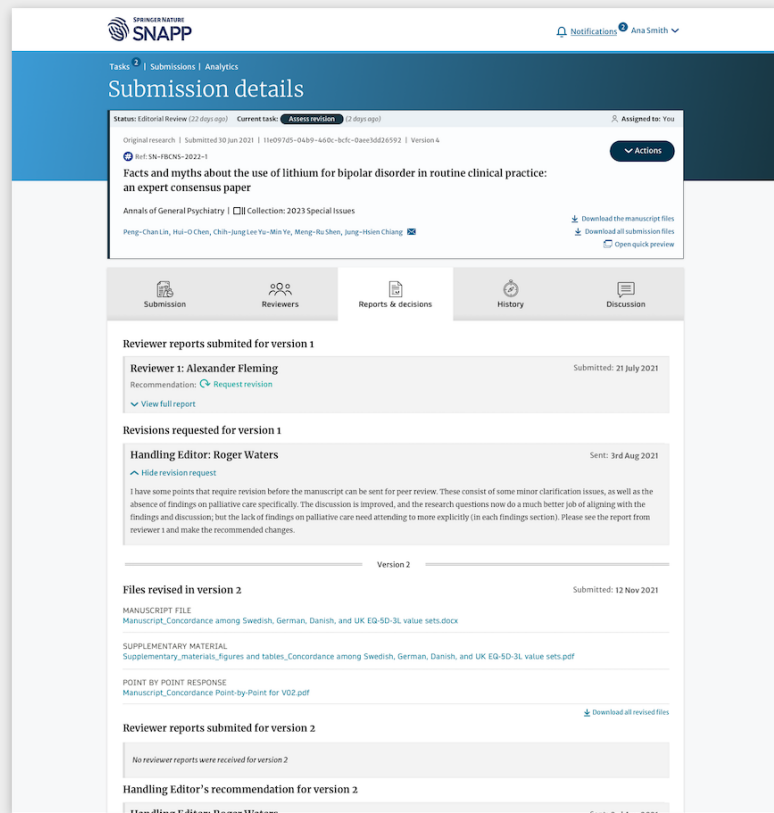
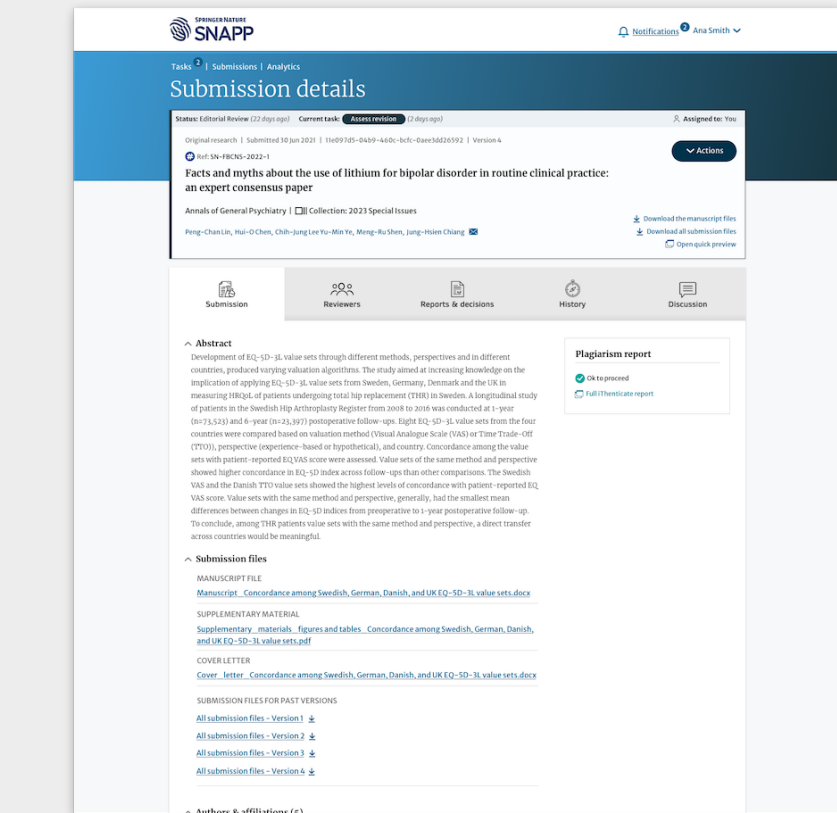
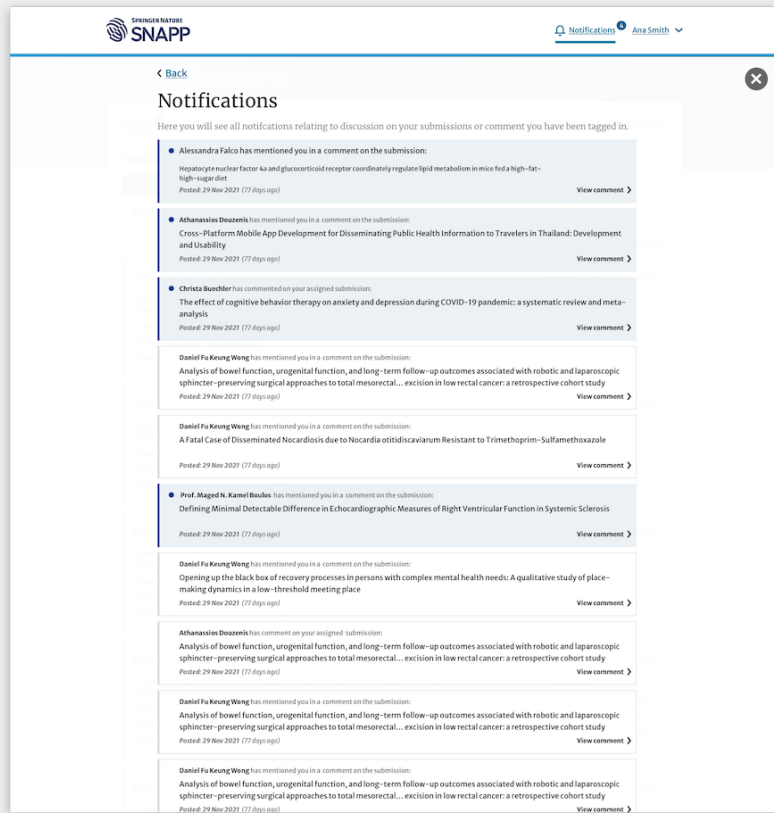
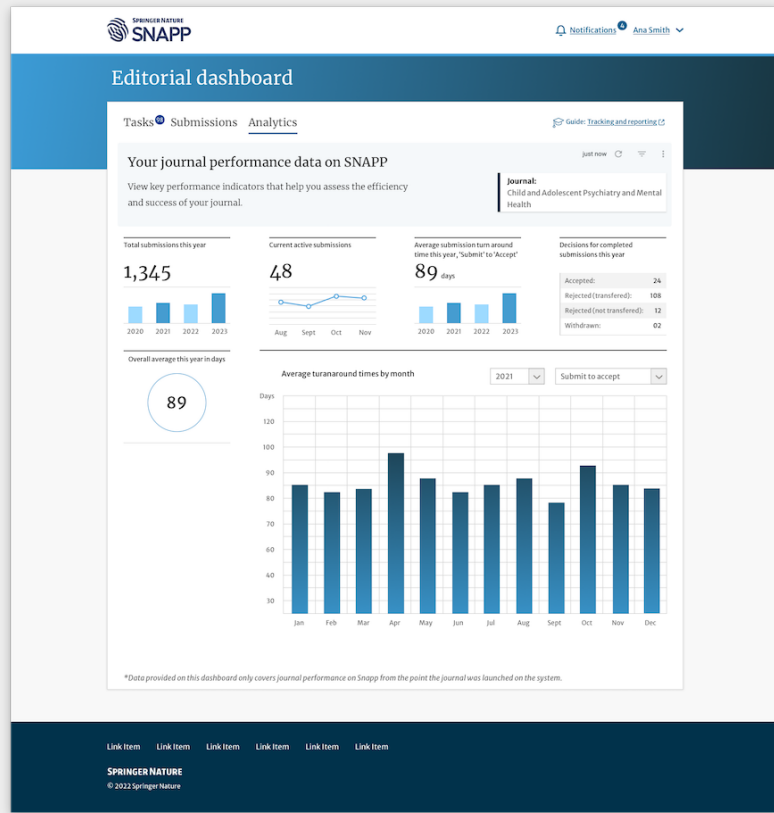
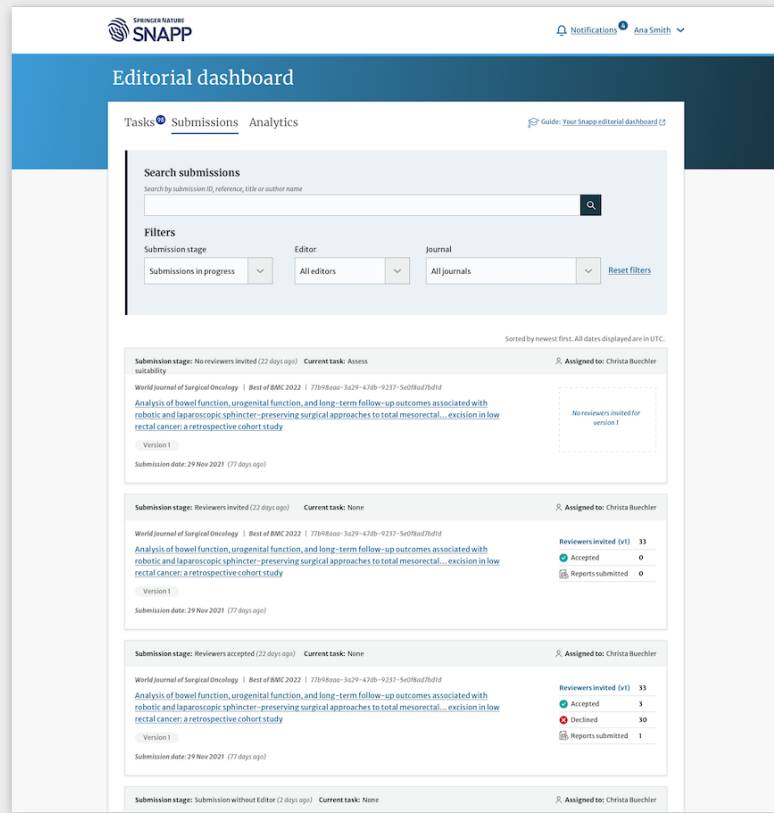
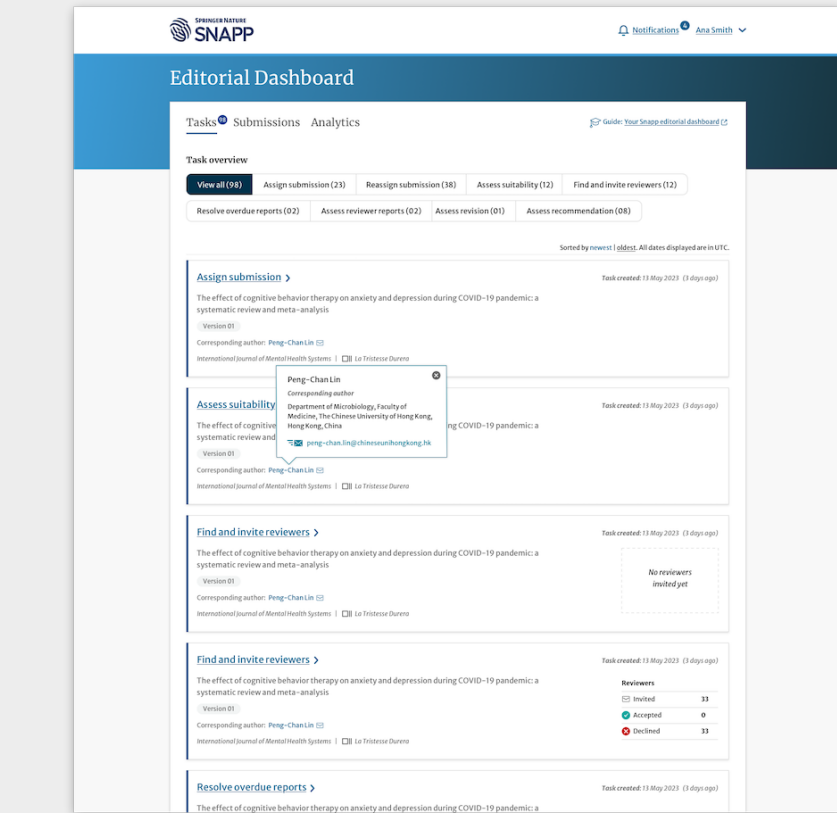
A comprehensive understanding of the current fragmented experience for our users and a clear view of where to focus our attention.

SECTION 4 / DESIGN & GOVERNANCE

I drove adoption of the company's new design system whilst continuing to support the team's fast-paced delivery with high-fidelity design documentation.

OUTCOME

We provided a more cohesive and accessible cross-platform experience for users, while enabling faster and more scalable product delivery across the team.



Some of the mock-ups that I produced from across our product using the new Elements design system

Elements is the Design System for Springer Nature



Elements is a Design System that enables teams across Springer Nature to create brilliant user experiences with maximum efficiency and technical flexibility.

Foundations

Design standards that define visual elements such as color, typography, and icons on our products

Components

Components are reusable parts of the user interface, like headers, footers, and form inputs

SECTION 4 / DESIGN & GOVERNANCE

When product complexity outgrew the existing design system, I collaborated with the central design system team to design and introduce new components—keeping our product aligned with the wider system whilst meeting our specific needs.

OUTCOME

Expansion and maturation of the design system, with newly contributed components adopted across the company.

Next steps

Position 01Position 02Position 03Position 04

Button styles

Position 01Position 02Position 03Position 04

Hover states:

Position 01Position 02Position 03Position 04

Analytics components

Total submissions this year

1,345

2020202120222023

Current active submissions

48

AugSeptOctNov

Average submission turn around time this year, 'Submit to 'Accept'

89

2020202120222023

Decisions for completed submissions this year

Accepted: 24
Rejected (transferred): 108
Rejected (not transferred): 12
Withdrawn: 02

Overall average this year in days

89

Average turnaround times per month

2021

Submit to accept

JanFebMarAprMayJunJulAugSeptOctNovDec

Submission in progress

No data available yet

Journal selection

just now

Journal: Child and Adolescent Psychiatry and Mental Health

Modal navigation layout

Modal title

Workflow step title

MODAL BODY CONTENT

Scrolling area

Back to: Previous stepCancelNext: Subsequent step

Modal title

Workflow step title

MODAL BODY CONTENT

Scrolling area

Are you sure you want to cancel? Any changes you have made will be lost.Yes, I want to cancelNo, don't cancel

Request revision

You have 2 outstanding reviews for this submission. If you request a revisions these reviews will be cancelled, and we will notify the reviewers that their reports are no longer needed.

Revision type

You can choose whether to label this as a major or minor revision:
Major revisionMinor revisionReset

Feedback to the authors

Subject: Annals of General Psychiatry: Decision on your manuscript
Ref: Submission ID 885689f-8cc6-44b3-9c95-6e01083b700e
Revision Type will appear here based on your selection

Feedback to the authors:

Dear Dr Hegmann,
Your manuscript, "JG test 21/8/22 paper A mikovoms8bl", has now been assessed.
We invite you to revise your paper. When your revision is ready, please submit the updated manuscript and a point-to-point response if applicable.
https://submission-staging.snpaas.private.springernature.com/submit-revision/885689f-8cc6-44b3-9c95-6e01083b700e
To support the continuity of the peer review process, we recommend returning your manuscript to us within 14 days. If you think you will need additional time, please let us know by replying to this email.
Kind regards,

Back to: Previous stepCancelNext: Preview and send to authors

Action panels

Assess suitability

Next steps

Find & invite reviewers

Resolve overdue reports

Assess recommendation

Reviewer auto-invite component

Initial state - not running

Automatically invite reviewersReviewers to secure: 2Days to review: 10Start inviting

Not started after manual invite / manually stopped

Automatically invite reviewers - Not runningReviewers to secure: 2Days to review: 10editStart inviting

Running state - default

Automatically invite reviewers - RunningReviewers to secure: 2Days to review: 10Stop inviting

When message shows - paramters condensed

Automatically invite reviewers - RunningUse this pattern when you need to show a longer message210Stop inviting

When message shows - paramters expanded

Automatically invite reviewers - RunningUse this...Reviewers to secure: 2Days to review: 10editStop inviting

Stopped - error state

Automatically invite reviewers - StoppedInsufficient reviewers in shortlist210Restart inviting

Stopped - success!

Automatically invite reviewers - Stopped2 reviewers have accepted210Start inviting

Submission card variants

Task list card

Submission list cards

Task page header

Submission page header

Search and filter components

Task overview

Submission page search & filter component

Empty states

Reviewer invitation status component

Stage 1Stage 2Stage 3Stage 3 - alertStage 4Stage 5

Author tooltip

Jung-Hsien ChiangCorresponding author
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Plagiarism report

Plagiarism report
Ok to proceed
Full iThenticate report

Plagiarism report

Plagiarism report
Needs checking
Full iThenticate report

Embedded learning exploration

Text link only
Guide: Manage your tasks

Box style
TutorialTutorial: Manage your tasks

Snapp campus - Live video
TutorialTutorial: Managing your tasks

Snapp campus - Graduation capicon
TutorialTutorial: Managing your tasks & submissions

Plagiarism check

Plagiarism report
Ok to proceed
Full iThenticate report

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Author tooltip

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Submission card variants

Task list card

Submission list cards

Task page header

Submission page header

Search and filter components

Task overview

Submission page search & filter component

Empty states

Reviewer invitation status component

Stage 1Stage 2Stage 3Stage 3 - alertStage 4Stage 5

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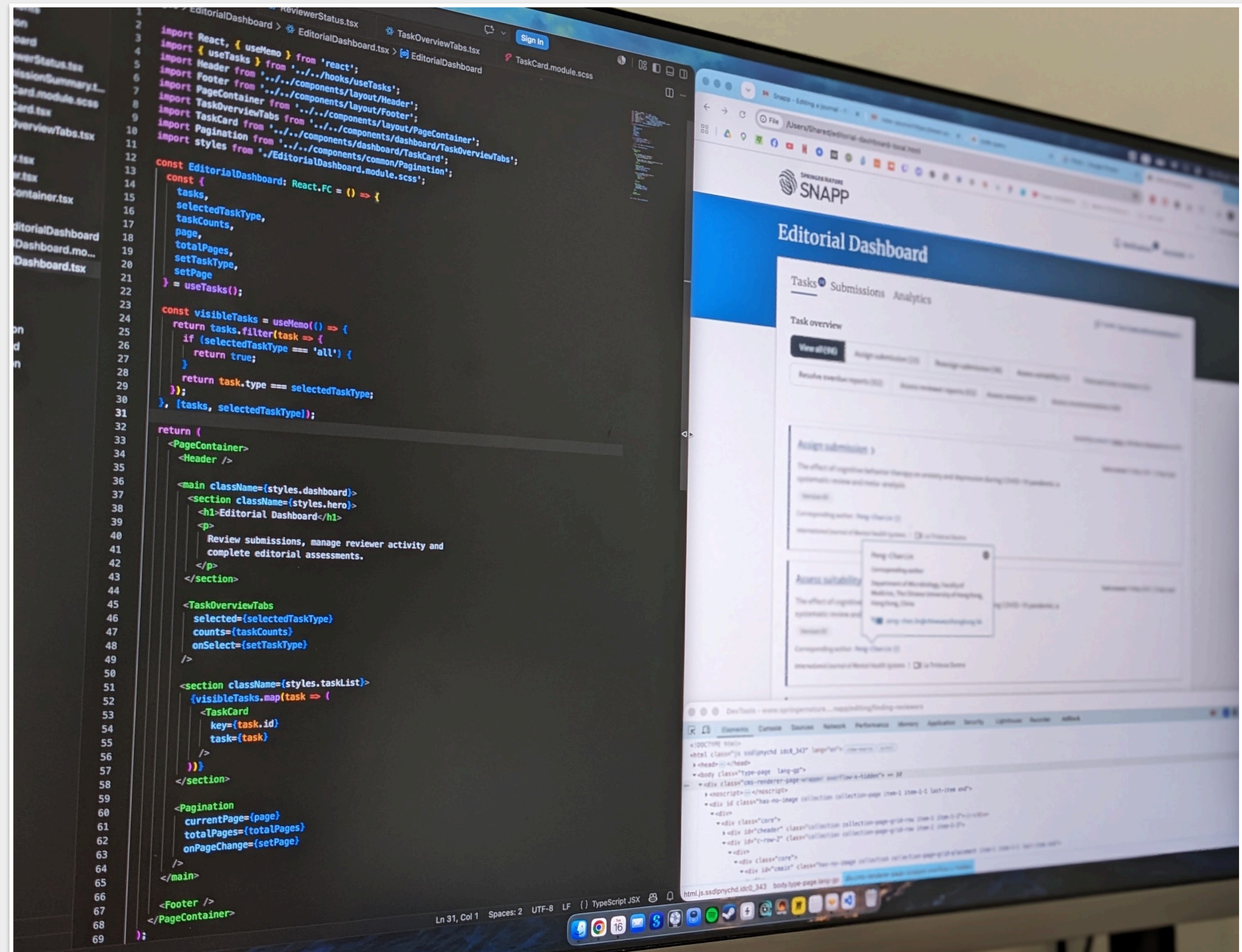
Specifications for some of the components that I introduced

SECTION 4 / DESIGN & GOVERNANCE

I introduced bi-weekly reviews with our front-end developer and UI lead to systematically identify and address accessibility, responsive or other UI issues—resolving smaller fixes on the spot and capturing larger improvement stories for future development.

OUTCOME

Delivered continuous quality improvements that reduced UI defects, improved accessibility, responsive behaviour, and the overall maturity of the interface.



Working collaboratively in browser to stress test the live UI, find bugs and make improvements

SECTION 5

Supporting community growth through *leadership and mentoring*

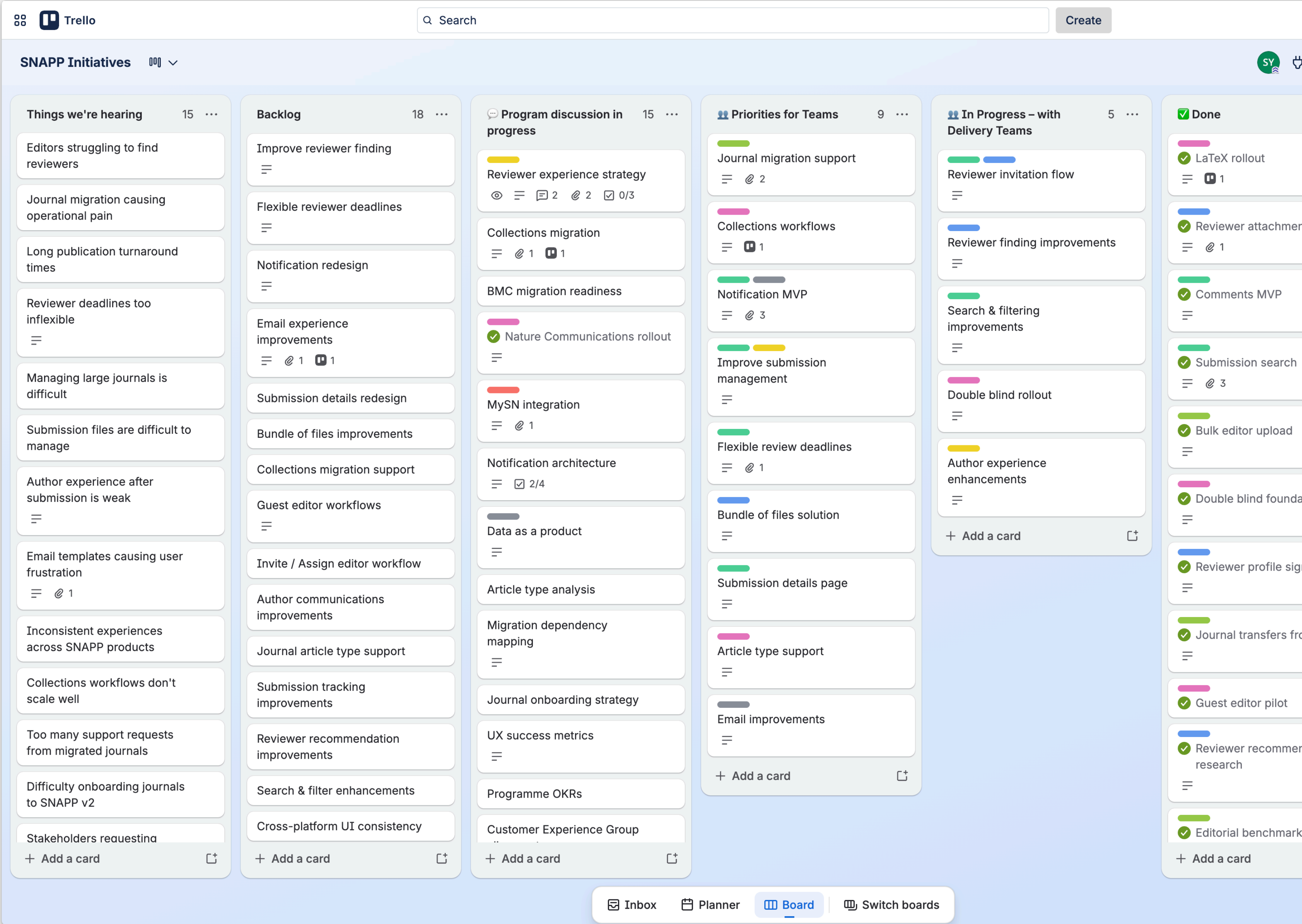
Beyond project delivery, I contributed to the growth of the design practice through mentoring, knowledge sharing, and community building.

During a period as interim UX programme lead, I facilitated team forums and collaborated with programme leadership, while continuing to support designers through coaching, design reviews, and learning sessions.

Programme-level UX leadership

I represented UX within the programme leadership team, advocating for user-centred practices and helping shape programme priorities.

I helped triage and prioritise future initiatives, conducting early discovery to validate opportunities, reduce uncertainty and prepare work for efficient delivery by product teams.



Programme initiatives board used to triage and prioritise initiatives for product teams

Team support & mentoring

I supported five UX designers through regular one-to-ones, helping them navigate team challenges and develop confidence in their roles.

I fostered a supportive UX community through weekly team catch-ups, design critiques and knowledge sharing, creating opportunities for designers to learn from one another.

I also mentored a junior designer over two years, supporting their growth into a senior role.



Design team dinner out

Knowledge sharing

I contributed to the wider design community by delivering lunchtime learning sessions, sharing practical approaches, design methods and lessons from my work to help others develop their skills and practice.



Me presenting my approach to continuous discovery at a 'Lunchtime Learning' session

Kind words



It was immediately clear how much the team valued Sharma’s contribution — so much so that we offered him a permanent role, which he gladly accepted.

— Cleo Ngiam, UX Lead
Springer Nature



Sharma got up to speed with complex requirements very quickly and delivered brilliant end results that met the end user requirements as well as client’s needs.

— Laura Paplauskaite, Founder & Director
Bit Zesty



Sharma is an extremely thorough and talented designer. He’s a great addition to any design team and can confidently run any project thrown at him.

— Douglas Smith, Head of Design
EY Seren

**SPRINGER
NATURE**

Sainsbury's

**BBC
CHILDREN
IN NEED**

national**grid**

SAGE
Publishing



 Investec

**WINCOR
NIXDORF**



fti Fiduciary Trust
International

 **BARCLAYS**



Ella's 
kitchen



IAVAS

dentsu

Thank you!

Let's connect!

 [/sharmayelverton](#) | [yelvertondesign.com](#) | [hello@sharmayelverton.com](#)

I'm open to on-site or remote roles in Stockholm, and fully remote across Europe & the UK