Continuous Discovery

Or how I stopped worrying and learned to love my product manager

Pragam Rathore, UX Camp 23

GENTLEMEN, YOU CAN'T FIGHT IN HERE. THIS IS THE WAR ROOM!

"Designers are **equal** to product managers ..."

Brian Chesky (CEO, AirBnB), Config'23

Do you agree with Mr. Chesky?

Why do we have a love-hate relationship with product folks ?

"I don't' know if the feature we are working on currently solves the right customer problem "

"How do our features contribute to the OKRs ?
I miss that connection"

"Resources, especially in mobile development are limited. We need to know what could deliver most customer value"

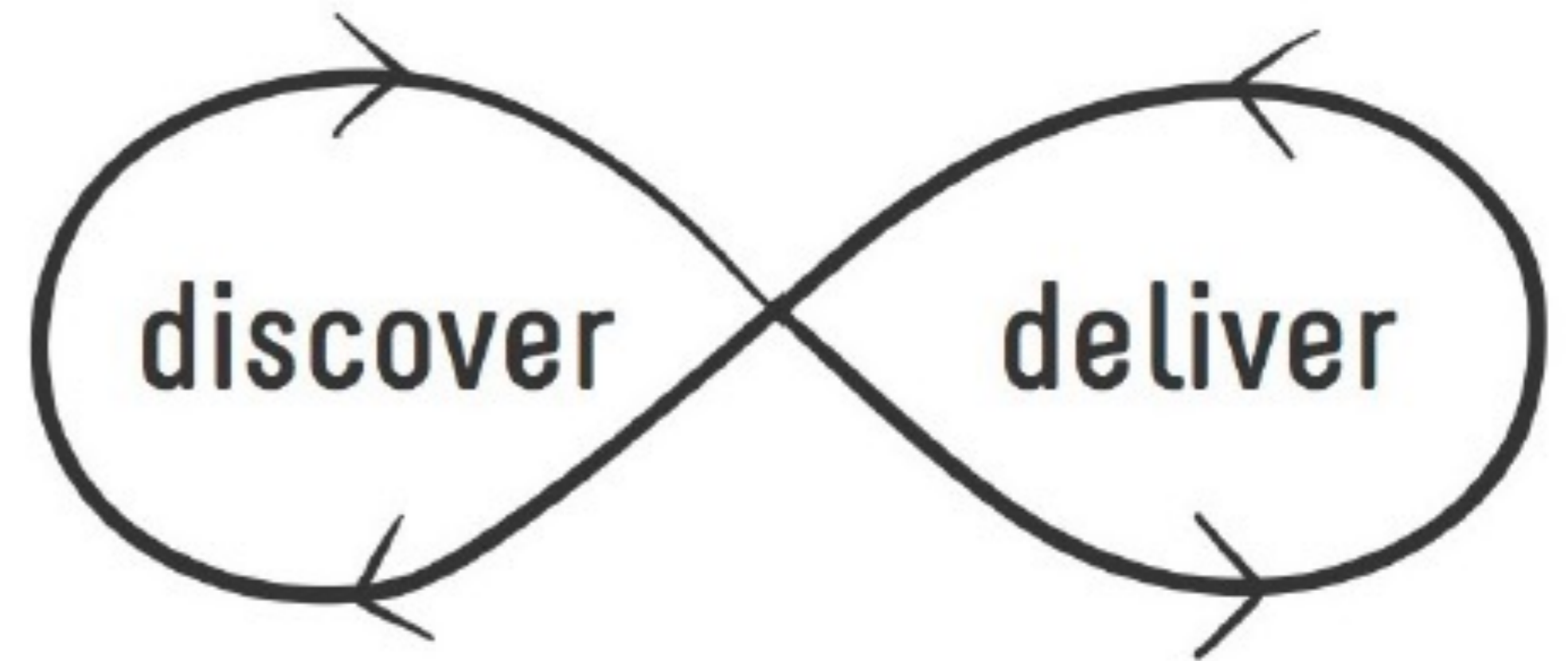# Some quotes from my business colleagues

Ever heard anything similar ?

Design or business, who should address this ?

What if designers also have a (bigger) role to play here ?
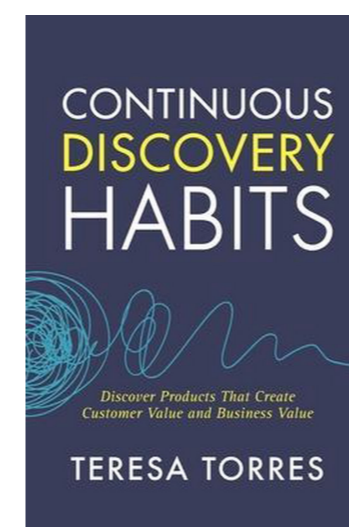
Continuous discovery can help …

It is the continuous work we do to to **reduce the risks** around
what we decide to build

It's not just a tool or process ... it's a **mindset**

silicon valley **product** group

CONTINUOUS
DISCOVERY
HABITS

*Discover Products That Create
Customer Value and Business Value*

TERESA TORRES

2 steps to kickstart continuous discovery

1

Mapping the knowns

Quarterly

2

Discovering the unknowns

Bi- weekly / monthly

1.
Mapping the knowns

2-3 hours workshop with product team. Result is an

'Opportunity Solution Tree *'

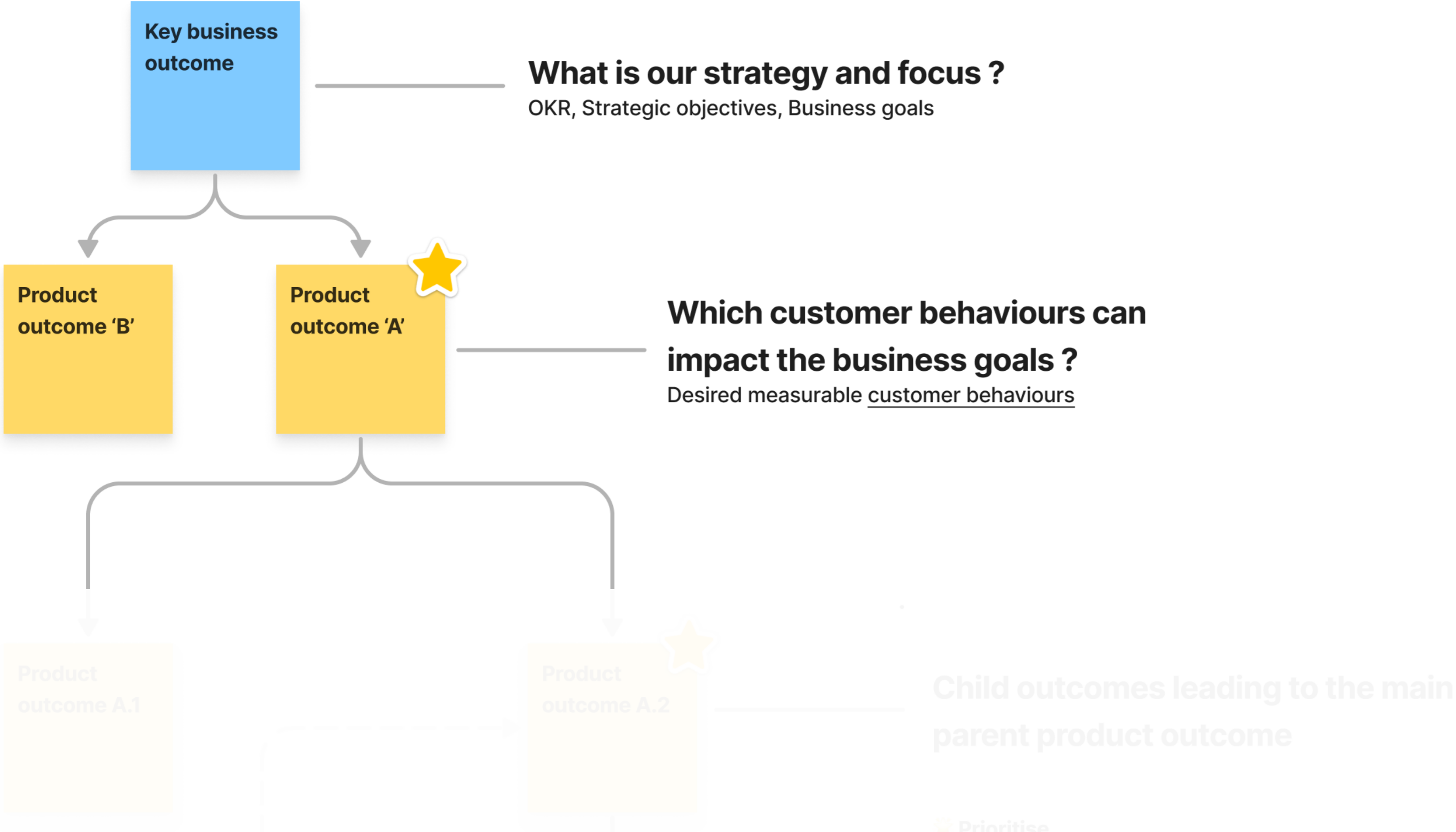**Business Outcome**
What is the intended business impact ?

Customer value
What user problems we are trying to solve ?

Solutions and experiments
How are we going to learn and improve ?

Mapping the knowns

Key business outcome

What is our strategy and focus ?
OKR, Strategic objectives, Business goals

Product outcome 'B'

Product outcome 'A'

Which customer behaviours can impact the business goals ?
Desired measurable customer behaviours

Product outcome A.1

Product outcome A.2

Child outcomes leading to the main parent product outcome

Mapping the knowns

Product outcome 'B'

Product outcome 'A'

Which customer behaviours can impact the business goals ?

Desired measurable customer behaviours

Product outcome A.1

Product outcome A.2 ⭐

Child outcomes leading to the main parent product outcome

🌟 Prioritise

Which outcome can we influence independently as a team ?
Which outcome we can track and measure easily ?
Which outcome will have most impact on the business ?

User need (Assumption) A.2.1

User need A.2.2

What are the user obstacles around these outcomes ?

Needs and barriers from user research and data

🌟 Prioritise

Which needs impact the most customers ?
Which need could have highest impact on the outcome ?
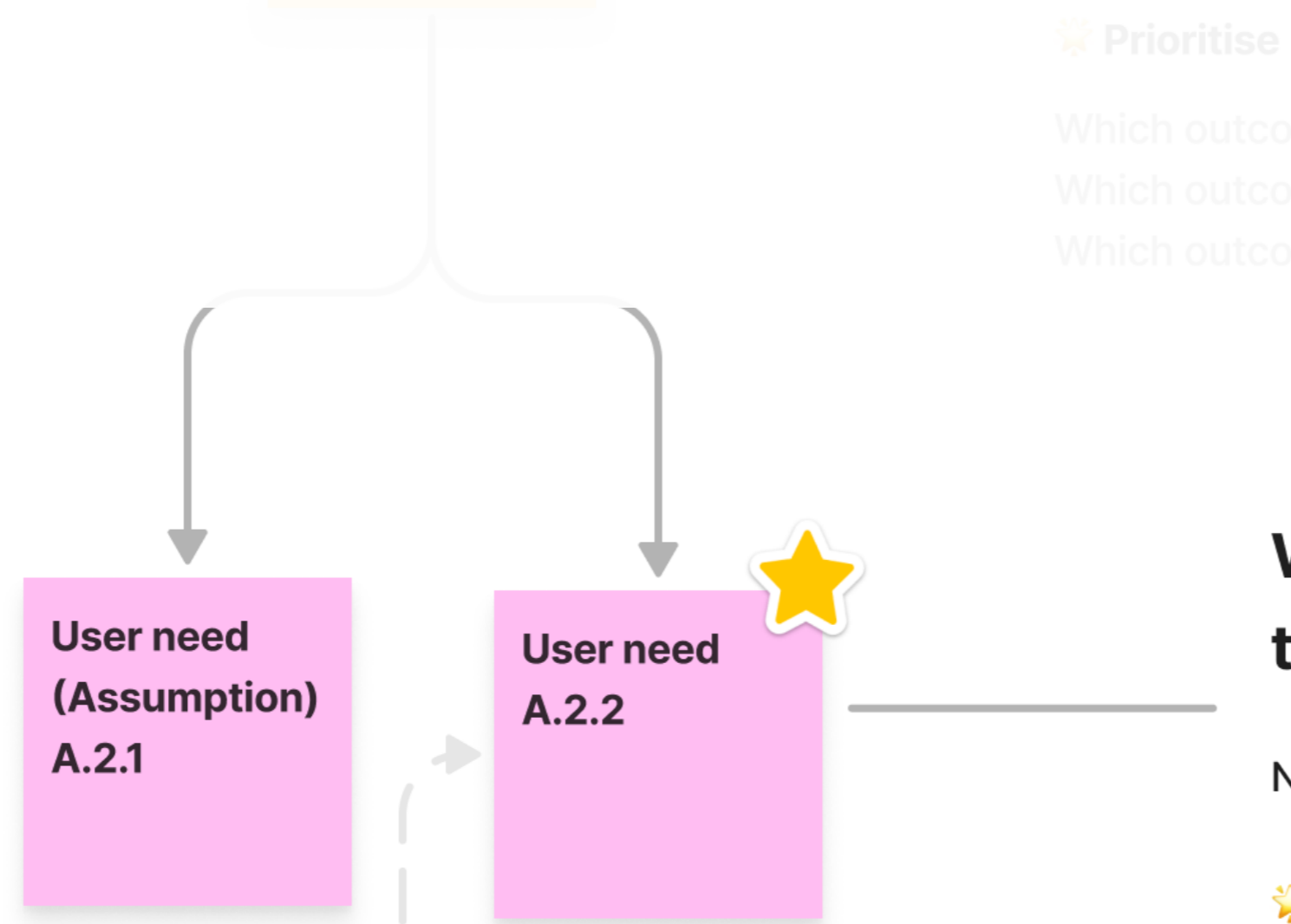Which needs have highest confidence ?

Building the opportunity solution tree

Mapping the knowns

Child outcomes leading to the main parent product outcome

🏆 Prioritise

Which outcome can we influence independently as a team ?
Which outcome we can track and measure easily ?
Which outcome will have most impact on the business ?

User need
(Assumption)
A.2.1

User need
A.2.2

What are the user obstacles around these outcomes ?

Needs and barriers from user research and data

🏆 **Prioritise**

Which needs impact the most customers ?
Which need could have highest impact on the outcome ?
Which needs have highest confidence ?

Solution
A.2.2.1

Solution
A.2.2.2

How do we solve these needs to achieve the outcomes ?

Feature
A.2.2.2.1

Feature
A.2.2.2.2

🏆 Prioritise
Impact on the need and outcome
Effort to build
Effort to validate

Building the opportunity solution tree
Mapping the knowns
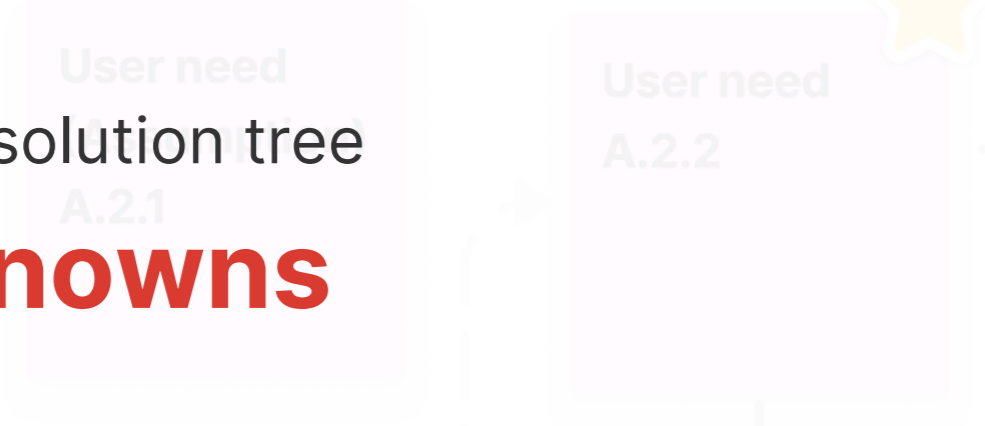
**Solution
A.2.2.1**

**Solution
A.2.2.2**

How do we solve these needs to achieve the outcomes ?

**Feature
A.2.2.2.1**

**Feature
A.2.2.2.2**

🌟 **Prioritise**
Impact on the need and outcome
Effort to build
Effort to validate
Scalability

Mapping the knowns

Feature
A.2.2.2.1

Feature
A.2.2.2.2

☑ Prioritise
Impact on the need and outcome
Effort to build
Effort to validate
Scalability

Slice
A.2.2.2.2.1

Experiment
A.2.2.2.2.2
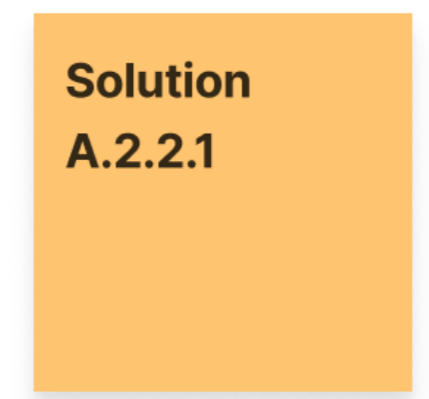
How do we test, learn and validate our intended impact ?

Feature slice
A/B test
Quant research
Usability tests
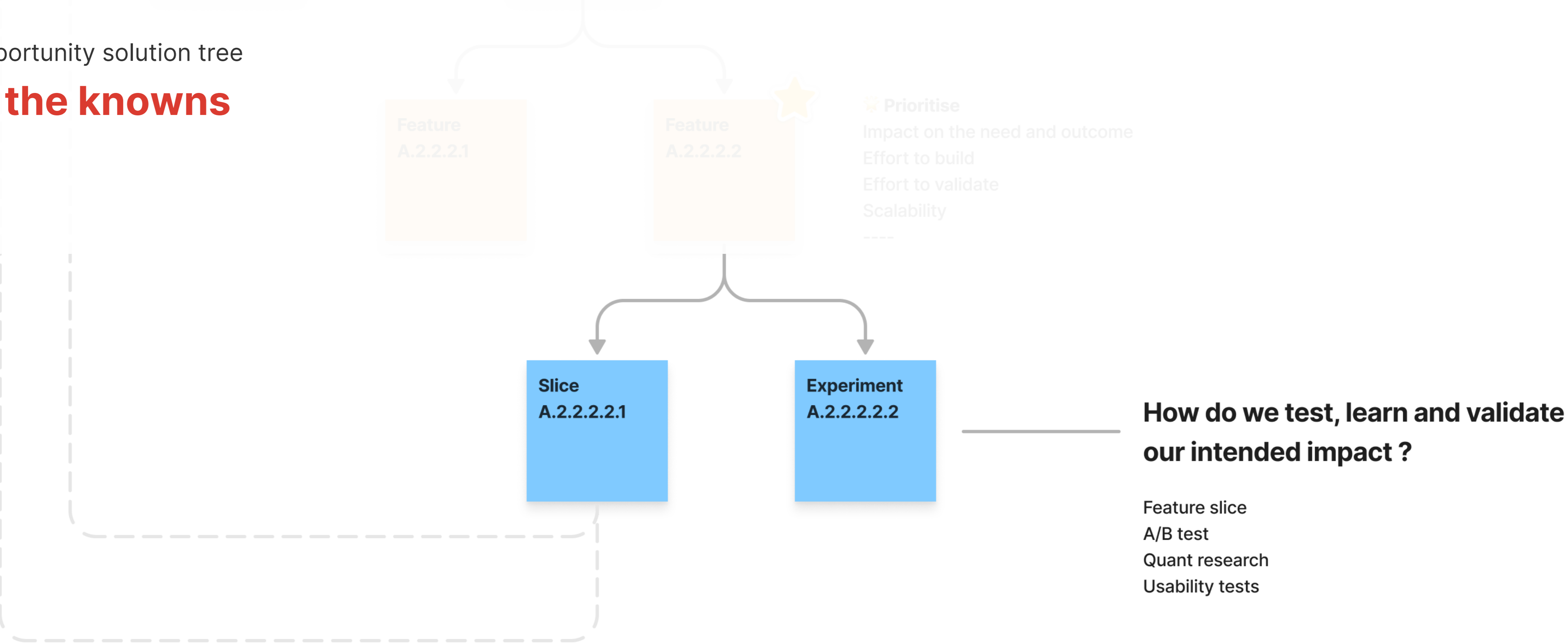
Results in a **single product view** for business and design...

✅ Discuss and deep dive on (basic) business outcomes

✅ Identify features which have questionable customer value

✅ Identify customer needs which need more discovery and validation

✅ Prioritize solutions and experiments that can have more impact on the outcomes

✅ Identify assumptions on every layer

...but be aware

🚩 Lack of awareness and knowledge of own product data and intended impact

🚩 Over discussing outcomes

🚩 Lack of depth and breadth on customer need layer

🚩 Politics and top-down feature requests are not solved

2.

Discovering the unknowns

Regular research to test assumptions

Value
Are we still solving the right problems ?

Usability and utility
Do customers understand our solutions ?

Impact
Do our solutions create intended customer and business impact ?

Discovering the unknowns

Product outcome 'A.1'	Product outcome 'A.2'	Product outcome 'A.3'

💡 **Validate outcome priority**

User need A.2.2.1	User need (Assumption) A.2.2.2	User need A.2.2.3

💡 Major user behavior blockers.

Methods

Feature A.1.2.2.2	Feature A.2.2.2.2	Feature A.2.2.2.2

💡 Feature perception

Assumption A.2.2.1.1.1	Assumption A.2.2.1.1.2

💡 Assumption test

💡 Design usability

Continuous assumption testing

Discovering the unknowns

Product outcome 'A.1'	**Product outcome 'A.2'**	**Product outcome 'A.3'**	💡 **Validate outcome priority**	Methods
User need A.2.2.1	**User need (Assumption) A.2.2.2**	**User need A.2.2.3**	💡 **Major user behavior blockers.**	1. Data analysis
Feature A.1.2.2.2	Feature A.2.2.2.2	Feature A.2.2.2.2	Feature perception	2. CSAT / Live feedback
Assumption A.2.2.1.1.1	Assumption A.2.2.1.1.2		Assumption test	3. One question surveys
			Design usability	4. Unmoderated Feature usability

Discovering the unknowns

Product outcome 'A.1'	Product outcome 'A.2'	Product outcome 'A.3'

→ 💡 **Validate outcome priority**

User need A.2.2.1	User need (Assumption) A.2.2.2	User need A.2.2.3

→ 💡 **Major user behavior blockers.**

Feature A.1.2.2.2	Feature A.2.2.2.2	Feature A.2.2.2.2

→ 💡 **Feature perception**

Assumption A.2.2.1.1.1	Assumption A.2.2.1.1.2

→ 💡 Assumption test

💡 Design usability

Methods

1. Data analysis
2. CSAT / Live feedback
3. One question surveys
4. Unmoderated Feature usability
5. Moderated interviews
6. 5 seconds test etc.

Continuous assumption testing

Discovering the unknowns

Product outcome 'A.1'	Product outcome 'A.2'	Product outcome 'A.3'	→	💡 **Validate outcome priority**
User need A.2.2.1	User need (Assumption) A.2.2.2	User need A.2.2.3	→	💡 **Major user behavior blockers.**
Feature A.1.2.2.2	Feature A.2.2.2.2	Feature A.2.2.2.2	→	💡 **Feature perception**
Assumption A.2.2.1.1.1	Assumption A.2.2.1.1.2		→	💡 **Assumption test**
			→	💡 **Design usability**

Methods

1. Data analysis
2. CSAT / Live feedback
3. One question surveys
4. Unmoderated Feature usability
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Continuous assumption testing

Discovering the unknowns

Product outcome 'A.1'	Product outcome 'A.2'	Product outcome 'A.3'

💡 **Validate outcome priority**

User need A.2.2.1	User need (Assumption) A.2.2.2	User need A.2.2.3

💡 **Major user behavior blockers.**

Feature A.1.2.2.2	Feature A.2.2.2.2	Feature A.2.2.2.2

💡 **Feature perception**

Assumption A.2.2.1.1.1	Assumption A.2.2.1.1.2

💡 **Assumption test**

💡 **Design usability**

Methods

1. Data analysis
2. CSAT / Live feedback
3. One question surveys
4. Unmoderated Feature usability
5. Moderated interviews
6. 5 seconds test etc.

Results in continuous conversations between business and design...

✅ Knowing how far we are with our experiments and results

✅ Update customer problems and solutions

✅ Re-prioritize opportunities and solutions

...but be aware

🚨 Not Involving business in research

🚨 Drawing conclusions too soon

🚨 Making research it too complex and expensive to get a buy in

Continuous discovery can help design and business understand each other better

Source of conversation
Trees become a single source of conversations between design and business

Facilitate more informed roadmaps
Complimenting existing feature prioritization methods.

Better and faster experiment setup
Teams are always aware of the key outcomes and bigger picture

AI will take care of the 'pixels', let's take care of what those pixels will do.

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