

# Workshop sobre Habilidades de Pesquisa

Um projeto da comunidade ResearchOps  
Use a hashtag #researcherskills

re+  
ops



Enquanto as pessoas  
chegam, você pode  
preencher a folha de  
**Skills/Career (parte  
1)**

# Bem vindxs!

# O que é a ResearchOps?

Uma comunidade ativa no Slack  
com mais de 1600 membros  
<http://researchops.community/>

Twitter  
<https://twitter.com/teamreops>  
#researchops

re+  
ops

**ResearchOps são os mecanismos e estratégias que colocam em movimento a pesquisa de usuário. Fornecem funções, ferramentas e processos necessários para apoiar os pesquisadores na entrega e ampliação do impacto do trabalho de pesquisa em toda a organização.**



## About this map

This map is the result of a global initiative by researchers for researchers to give shape to the emerging practice of ResearchOps. It's our V1.

It's the result of the analysis of data gathered via a survey and 33 #WhatisResearchOps workshops that ran around the world.

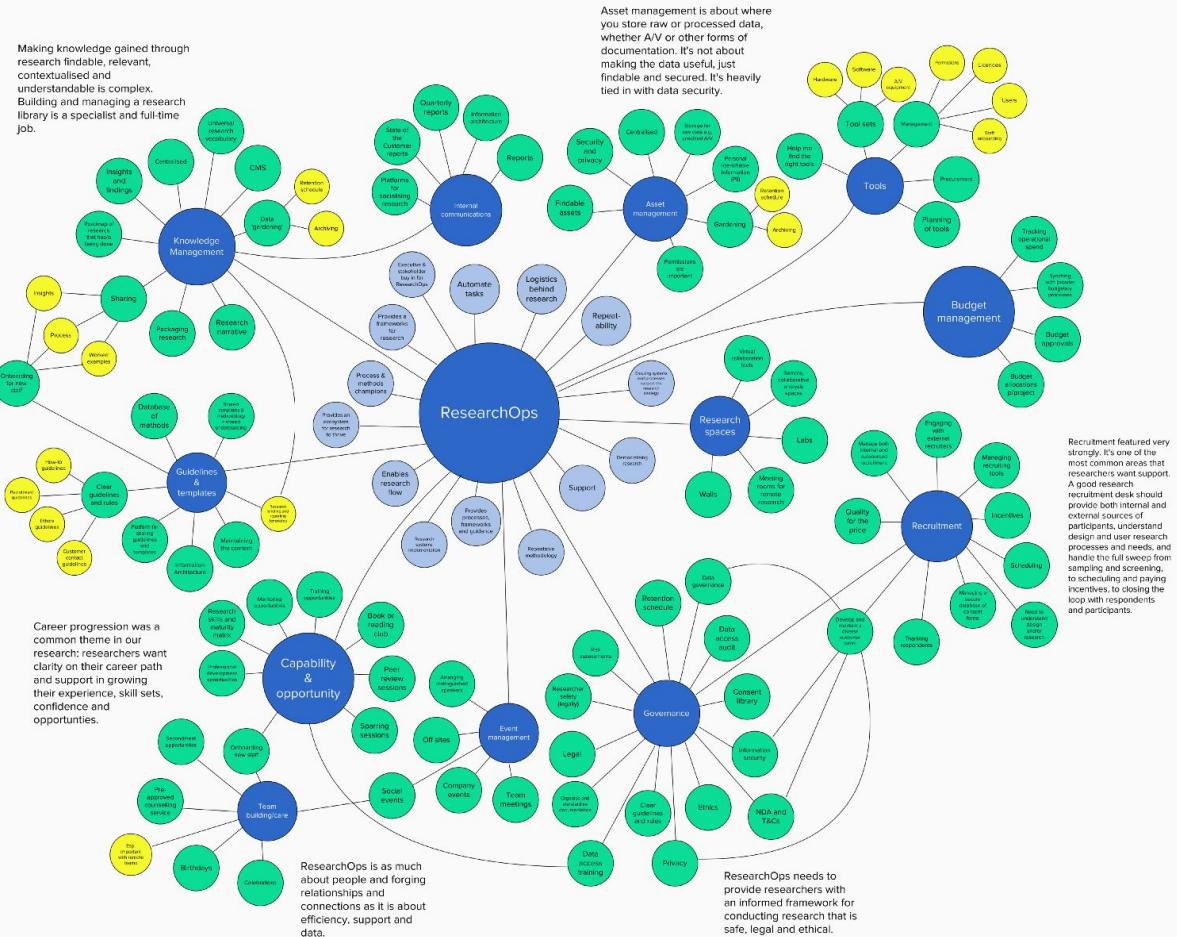
The map's intention is to give a framework for what ResearchOps is. As the practice grows, we expect this map will grow and be refined too.

What about data security, privacy, and procurement?

Data security, privacy, and procurement should be considered in every ResearchOps element you deliver. They're ubiquitous; we've therefore not set them out as discrete elements.

**Consider both quantitative and qualitative needs.**

The needs of quant and qual are sometimes different; consider this in delivering each ResearchOps element. For simplicity, we've not illustrated this throughout the map; take it as given.



# A comunidade ResearchOps atende a uma estrutura de habilidades de pesquisa?

Parte-se da premissa de que a missão de alguém que atua como ResearchOps é a de ajudar pesquisadores a *fazer o melhor de seu trabalho*.

Então, como comunidade, frequentemente pesquisamos os pesquisadores.

Este projeto tem uma abordagem participativa para estruturar as habilidades de pesquisa, com o objetivo de dar forma a uma estrutura que qualquer pessoa possa adaptar para uso pessoal ou organizacional. Não é Ops em si, mas acreditamos que nossa comunidade está bem posicionada para fazer esta contribuição à disciplina de pesquisa em geral.





- 📍 Manhattan
  - 📍 Denver
  - 📍 Melbourne
  - 📍 Washington
  - 📍 London
  - 📍 Toronto
  - 📍 San Francisco
  - 📍 Minneapolis
  - 📍 Rotterdam
  - 📍 Madrid
  - 📍 Lisbon
  - 📍 St. Louis
  - 📍 Montreal
  - 📍 Oxford
  - 📍 Philadelphia
  - 📍 Paris
  - 📍 Tokyo
  - 📍 Berlin
  - 📍 Boston
  - 📍 Bristol

**Já foram 34 workshops (e seguimos contando!)**



# Objetivos e resultados esperados

**Dar um novo panorama e perspectiva para pensar sobre o que é trabalhar com pesquisa**, e para onde a sua carreira pode ir.

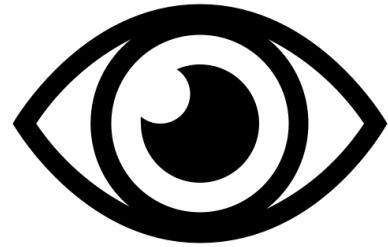
**Conectar com outros pesquisadores**, assim vocês podem aprender uns com os outros novas perspectivas, lições e abordagens sobre o trabalho.

**Proporcionar um espaço para a reflexão** sobre a natureza do seu trabalho, e identificar áreas específicas que valham à pena dedicar tempo e atenção.

**Criar dados úteis** para que a equipe do ResearchOps possa publicar descobertas que representem de fato os pesquisadores ao redor do mundo.



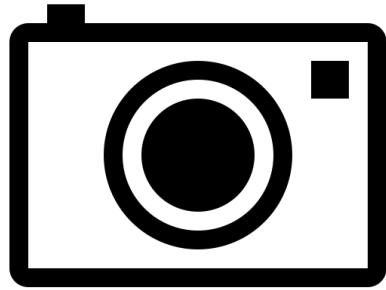
**Espaço seguro**



**Respeito à confidencialidade**



**Por favor, se precisar atender a  
uma ligação vá para fora da sala**



**Você dá consentimento para  
fotos?**

# Agenda do Dia

10-15min

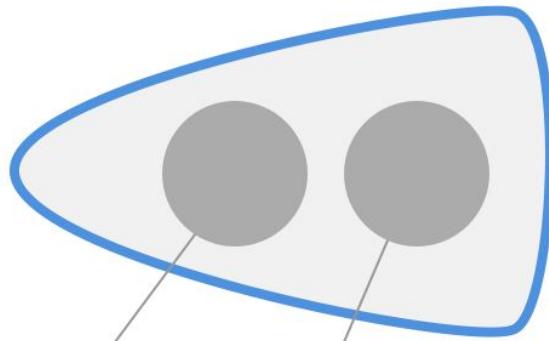
**open + perspectives**



Welcome, ground rules, facilitator presents common points of reference. Summary Form pt. 1

45-50 min

**mapping + discussion**



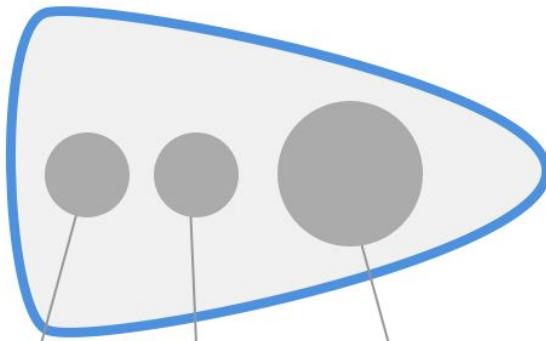
**Org / Ecosystem Modeling:** mapping team-in-org, and influence

**Recent Project Journey Mapping:** lay out the timeline, highs, lows, and critical moments in a specific-project context

5-10m

45-50 min

**rating + reflection**



**Craft Skills:** (individual) sorting out technical research skills

**Human Skills:** (individual) evaluating a range of skills that make the work work

**Career Map:** (group) tracing the path on a career map; projecting forward; discussion

10-15min

**summary + feedback**



Wind-down, goal focus, reflection circle, high fives all around. Summary Form pt. 2

10-15min

**open +  
perspectives**



Welcome, ground  
rules, facilitator  
presents common  
points of reference.  
*Summary Form pt. 1*

45-50 min

**mapping + discussion**



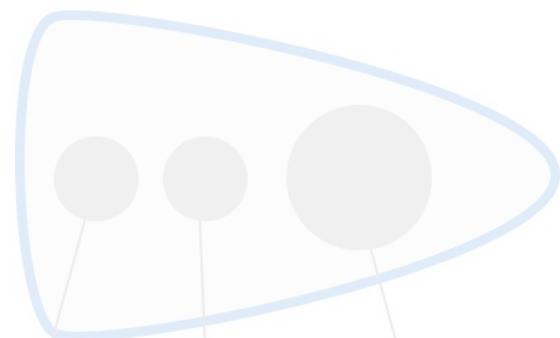
*Org / Ecosystem  
Modeling:*  
mapping team-in-  
org, and influence

*Recent Project  
Journey Mapping:* lay  
out the timeline, highs,  
lows, and critical  
moments in a specific-  
project context

5-10m

45-50 min

**rating + reflection**



*Craft Skills:*  
(individual)  
sorting out  
technical  
research skills

*Human Skills:*  
(individual)  
evaluating a  
range of skills  
that make the  
work work

*Career Map:*  
(group) tracing the  
path on a career  
map; projecting  
forward; discussion

10-15min

**summary +  
feedback**



Wind-down, goal  
focus, reflection  
circle, high fives all  
around.  
*Summary Form pt. 2*

# No momento você está...

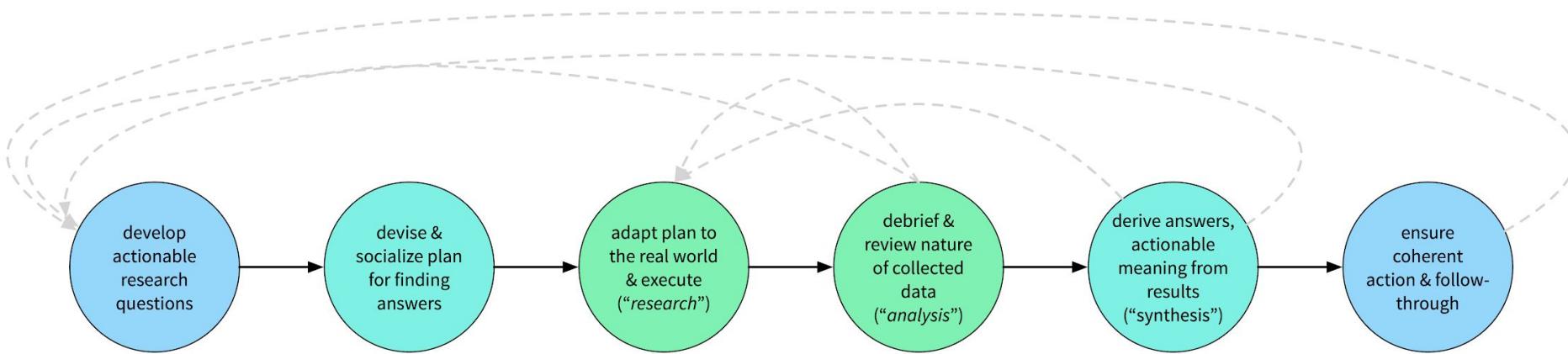
- 1. Trabalhando vinculado a uma empresa
- 2. Trabalhando em uma agência/consultoria
- 3. Trabalhando em um órgão do governo
- 4. Como pesquisador independente/freelancer
  
- 1. Novo(a)
- 2. Atua na área há mais de 2 anos
- 3. Há mais de 4 anos
- 4. Há mais de 6 anos
- 5. Há mais de 8 anos
- 6. Há mais de 10 anos??



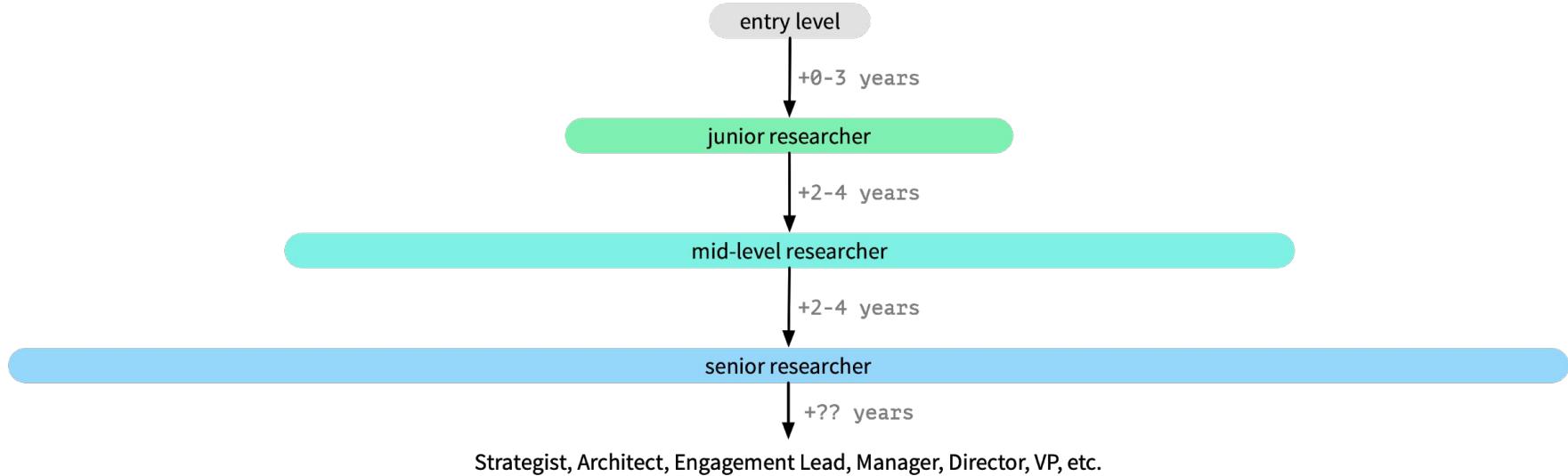
Levante  
a mão!

# Perspectivas

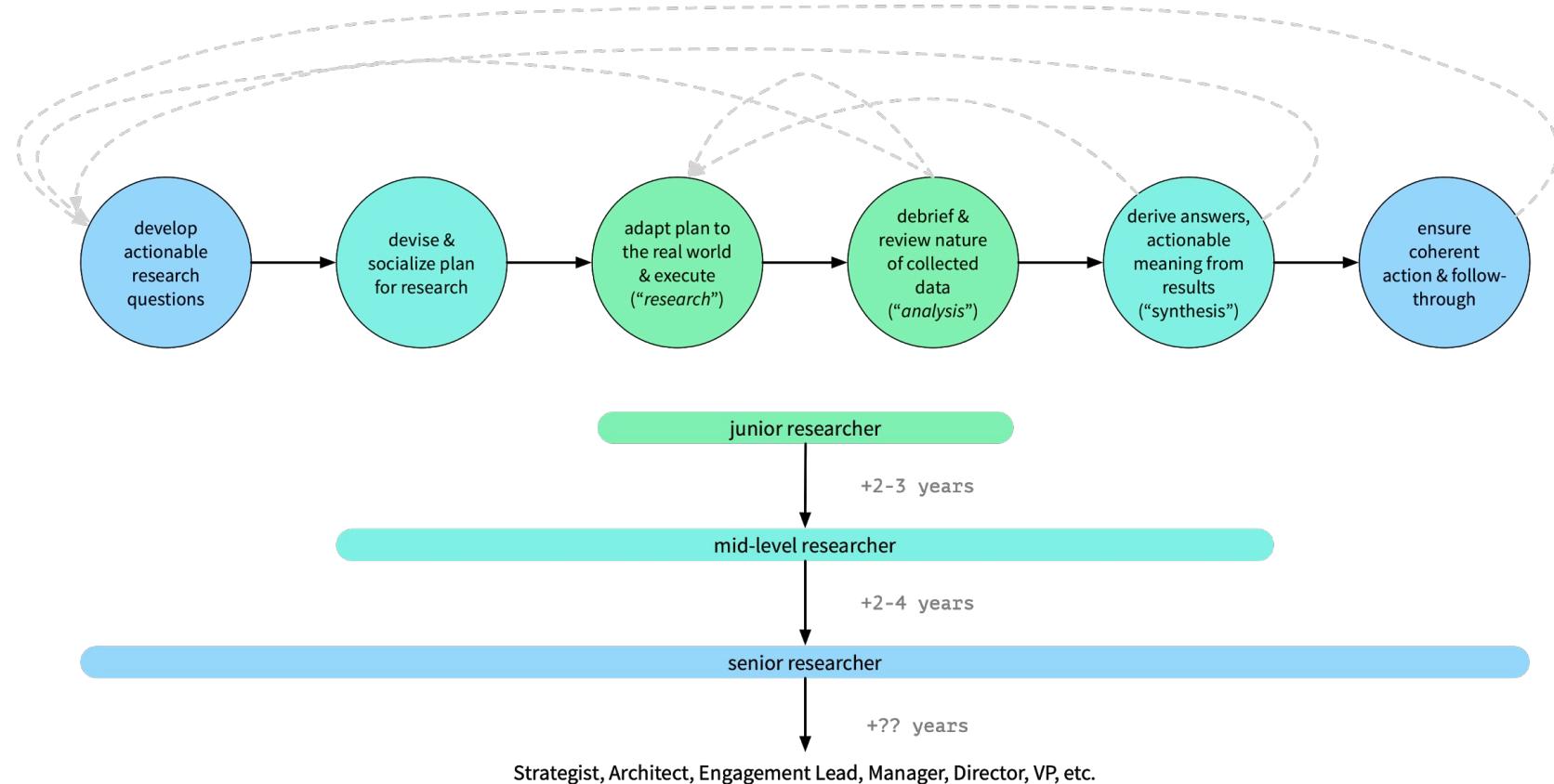
# O que é pesquisa?



# Plano de carreira



# Visão combinada: crescimento & propriedade do processo



# Desafios do trabalho em si

## Pesquisador(a) Junior

- Coordenação com *stakeholders* de várias áreas
- Entendimento do papel de cada um na entrega do serviço
- Conjunto limitado de técnica/ferramentas de pesquisa e tarefas
- Avaliação/reflexão honesta sobre o trabalho

## Pesquisador(a) Mid-level

- Falta de influência nas decisões sobre o produto
- Compreensão difusa da estratégia do negócio
- Gerência e engajamento dos *stakeholders* do projeto
- Trabalho de “costura” com dados quantitativos

## Pesquisador(a) Sênior

- Alta priorização do trabalho de pesquisa
- Trabalho sempre por um fio, adaptando-se no último minuto
- Tem de provar o valor da pesquisa; estabelecer um ROI do projeto
- Estar sempre à frente dos ciclos de entrega do produto
- Influência em times de várias áreas para adotar pesquisa

Síntese da descoberta a partir de 14 entrevistas conduzidas pela equipe de projeto da ResearchOps

# Clareza para se sobressair e subir de nível na carreira

Clareza sobre as habilidades e competências necessárias para o cargo?

Pesquisador(a) Junior



**Não**

Pesquisador(a) Mid-level



**Não**

Pesquisador(a) Senior



**Sim**

Clareza sobre como proceder nos próximos passos na carreira?

**Não**

**Talvez**

**Sim**

# Barreiras para subir de nível

Pesquisador(a)  
Junior

- Descobrir o que vem a seguir e como chegar lá
- Encontrar bons recursos e mentores confiáveis
- Preocupado em não ter um objetivo específico enquanto progride

Pesquisador(a)  
Mid-level

- Não ter um papel mais influente nas decisões sobre o produto
- Falta de clareza para avançar com perspicácia no negócio

Pesquisador(a)  
Sênior

- Não ter tempo para encontrar mentoria
- Sempre ter de se adaptar a todas as outras áreas da organização
- A necessidade de sempre ser ágil em mudanças de última hora

# O que significa 'ser melhor'?

Pesquisador(a)  
Junior

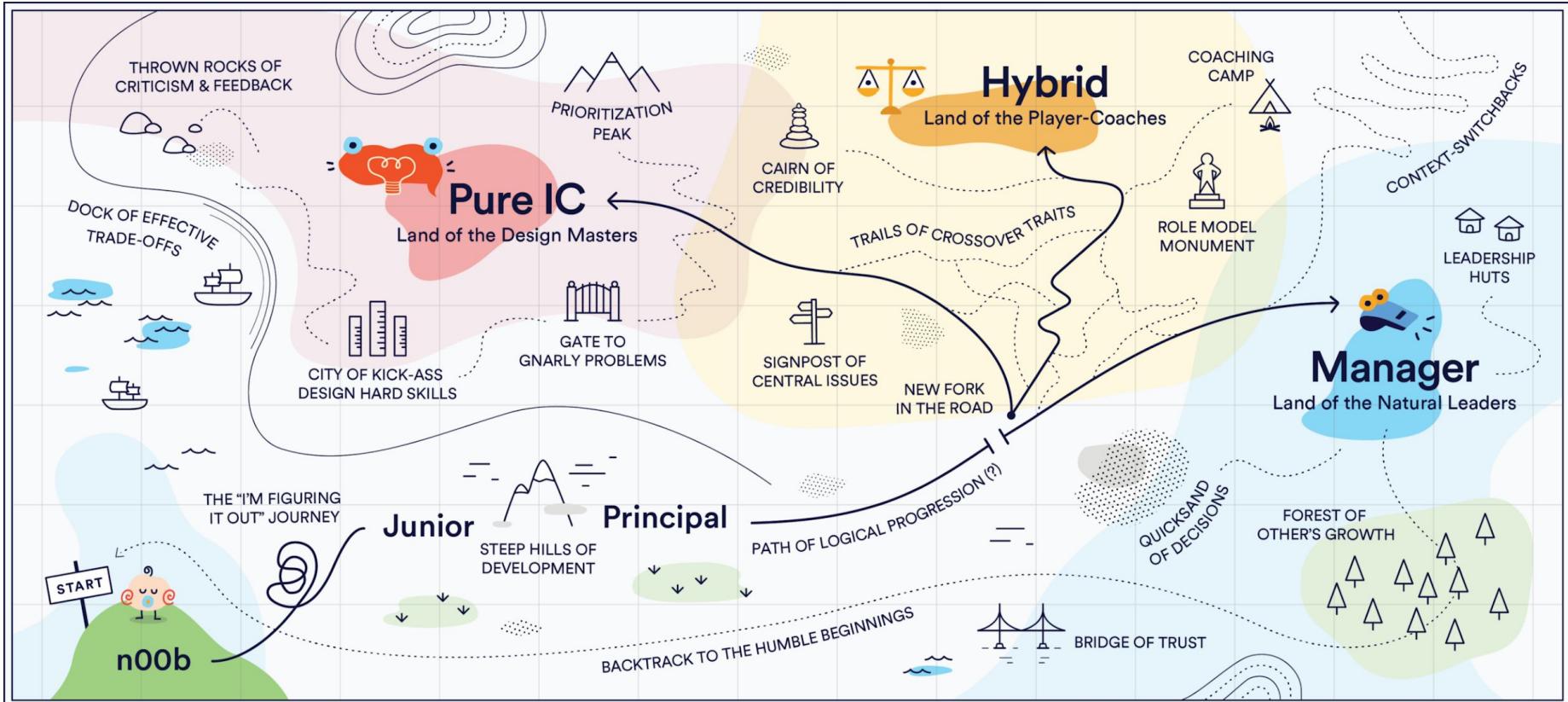
- Não está claro

Pesquisador(a)  
Mid-level

- Anseio por fazer um trabalho com maior impacto e propósito
- Anseiam por aprender como seu trabalho se conecta com as visões de negócio

Pesquisador(a)  
Sênior

- Crescendo mais em habilidades qualitativas
- Proficiência em métodos mistos
- Bom em responder como uma 'pesquisa mínima viável' vai levar a algum progresso



Article: "Designing a Better Career Path for Designers" – Siva Sabaretnam // Illustrations: Diana Thai  
Source: <https://medium.com/elegant-tools/designing-a-better-career-path-for-designers-872b0aa50b5b>

# Another interesting look at future-paths:

	Contributor		Driver	Leader	
	Associate	Key	Senior	Lead	Principal
A supporting-level player who is honing their craft and working to understand organizational context	An established performer with strong communication skills who proactively builds relationships	A high-level performer with strong relationships and the ability to lead projects	A leading performer who prefers to manage projects over managing people.	Indispensable individual contributor.	
Professionalism, craft, focused effort	Communication, craft	Expertise, process, explain rationale, cross-functional	Depth, expertise, innovation, persuasion, strategic, confidence; programs not projects	Breadth, mentorship, evangelism, thought leadership, visionary, storytelling	
n Right out of school, quality portfolio, but little to no shipped work	Contributed to a couple of shipped projects	Contributed to multiple shipped products	Leads the delivery of shipped products; Delivered successful work at the scope of 'product areas'	Leads teams in framing and solving hard problems; has driven innovative efforts that uncovered new value with new kinds of experiences; presents company as an industry leader in design	
Strong in 1, capable in 2 other	Strong in 2, capable in 2 others	Killer in 1, strong in 2, capable in 2 others	Killer in 2, strong in 2, capable in 1-2 others	Killer in 2, strong in 2, capable in 1-2 others	
Strong and capable engagement in standard design processes	Strong and capable engagement in standard design processes	Develops the process/approach for tackling a design problem, using known methods; anticipates problems	Develops and uses facilitation skills to engage cross-functional teams; Explores new patterns and practices, enhancing methodological toolkit; shifts from project planning to program planning	Completed shift to 'program,' working across multiple workstreams; develops new practices that drive increased value and appreciation of design both internally and externally.	

Management track →	Themes		Manager	Sr Manager/Associate Director	Director	Sr Director	Executive
	Keywords		An organized leader and performer who pushes convention and drives change	Effective leader focused on building teams and process for high impact results	Dynamic leader, focused on strategic vision, growing talent and execution	Mentorship, new value creation, organization-wide leadership, planning; operations	VP
	Achievements	Persuasion, strategic, compassion, nurturing	Delegation, expertise, innovation, confidence, growth; programs not projects	Vision, storytelling, scaling, organization design	Significant management experience (teams up to 10 people); recruited and hired teams	Lead teams in framing and solving hard problems; has driven innovative efforts that uncovered new value with new kinds of	Articulate a compelling vision; help run the company
		Leads the delivery of shipped products; Delivered successful work at the scope of product areas	Has successfully managed 4-5 people; Demonstrated success managing others; able to drive multi-line related product areas				Recruiting and hiring; establishing culture; accountability; vision, evangelism
							Successfully run design organizations (of around 10-15 or fewer); Demonstrated ability to enhance executive leadership across

# Mapeamento e debate

10-15min

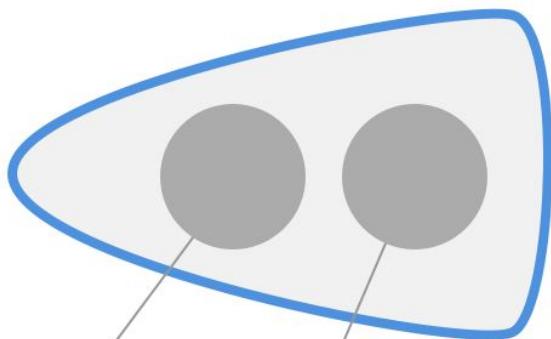
open +  
perspectives



Welcome, ground  
rules, facilitator  
presents common  
points of reference,  
Summary Form pt. 1

45-50 min

**mapping + discussion**

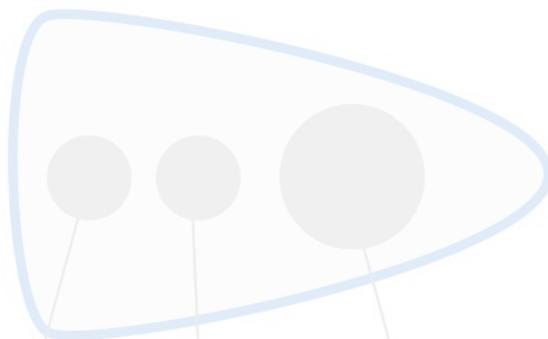


**Org / Ecosystem  
Modeling:**  
mapping team-in-  
org, and influence

**Recent Project  
Journey Mapping:** lay  
out the timeline, highs,  
lows, and critical  
moments in a specific-  
project context

45-50 min

**rating + reflection**



*Craft Skills:*  
(individual)  
sorting out  
technical  
research skills

*Human Skills:*  
(individual)  
evaluating a  
range of skills  
that make the  
work work

*Career Map:*  
(group) tracing the  
path on a career  
map; projecting  
forward; discussion

10-15min

**summary +  
feedback**



Wind-down, goal  
focus, reflection  
circle, high fives all  
around.  
Summary Form pt. 2

# Org. Modelo do Ecossistema — Atividade #1

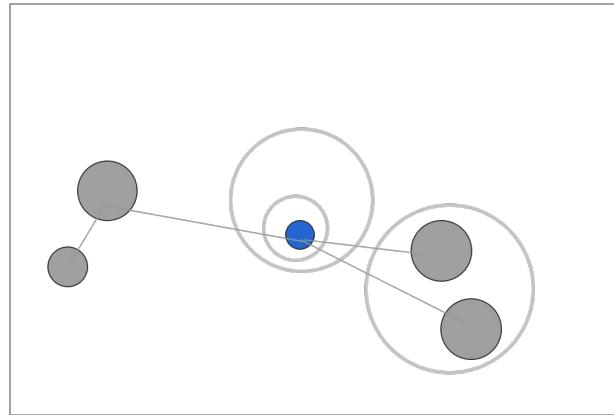
*{my team in my org}*



- Pegue folha de rascunho e caneta
- Comece com um ponto preenchido que representa a si mesmo, e adicione um círculo em torno dele para representar sua equipe...

# Org. Modelo do Ecossistema — Atividade #1

1. Desenhe um círculo maior em torno de sua equipe— de que departamento ou área sua equipe faz parte? Coloque uma etiqueta nesse grupo.
2. Adicione sua equipe de Design e/ou Produto se eles ainda não fizeram parte do seu mapa.
3. Por fim, pense em cada time/equipe que tem acesso direto aos clientes: vendas, suporte, consultores, etc. - adicione-os ao mapa. Desenhe-os à parte e indique como eles estão conectados a você.



Individual  
3 min

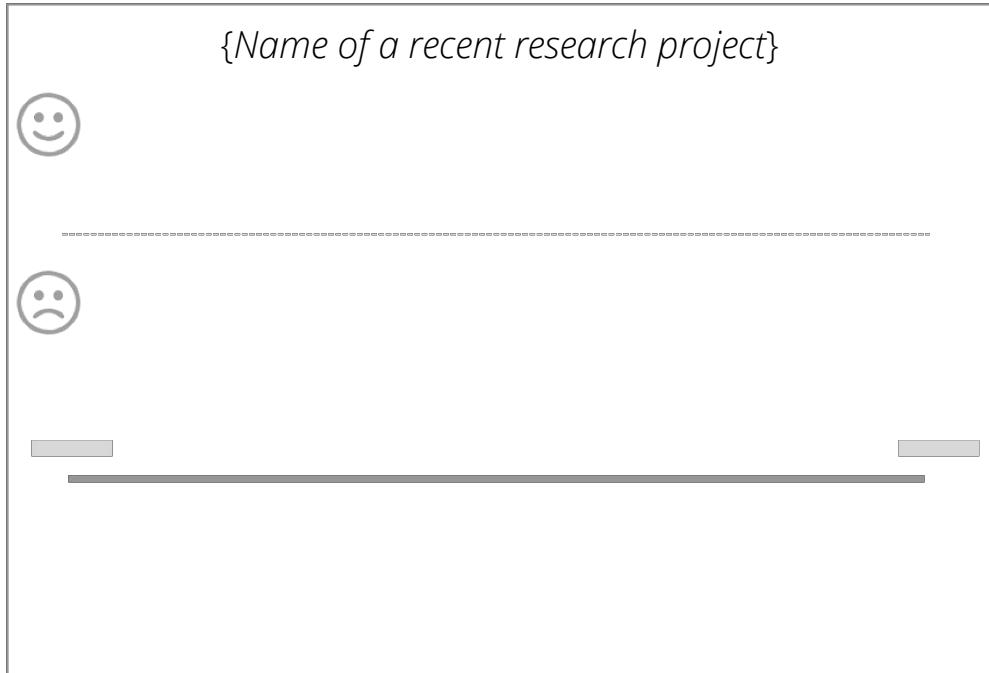
# Org. Modelo do Ecossistema — Debate

1. Onde sua equipe se encaixa na organização?  
Como essa estrutura afeta o trabalho que você desempenha?
2. Qual outra equipe tem a conexão mais forte com os clientes/ ususários?  
Por quê? O que acontece com o conhecimento e a experiência dessa outra equipe?
3. Do seu ponto de vista, quem tem mais impacto  
no seu trabalho?



Em  
pares  
10 min

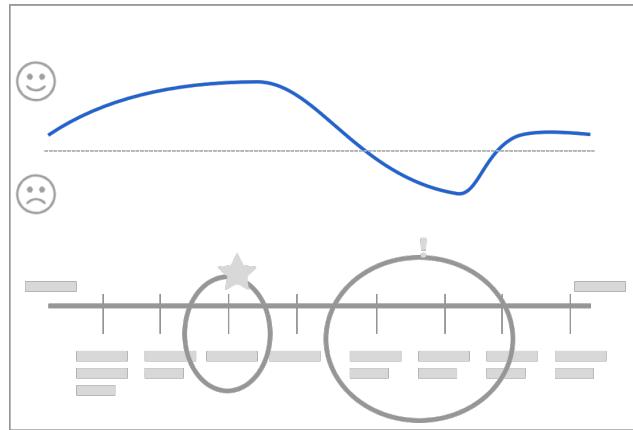
# Mapa de Jornada de Projeto — Atividade #2



- Pegue uma folha de papel e canetas.
- Comece com duas linhas: na parte superior da folha estarão representadas as emoções (com emotions felizes/ tristes) relacionadas a cada etapa do projeto e na parte inferior da folha será representada uma linha do tempo do projeto.

# Mapa de Jornada de Projeto — Atividade #2

1. Comece preenchendo um cronograma dos principais eventos do projeto, qualquer coisa que tenha mudado o status/andamento do projeto.
2. Agora pense e preencha a linha do mapa da jornada com seu “estado emocional” - como você se sentiu ao longo do projeto?
3. Onde você se sentiu mais frustado? Circule essa área e desenhe um ponto de exclamação na sua linha do tempo.
4. Por fim, onde você sentiu que teve um grande impacto no projeto? Circule na linha do tempo e desenhe uma estrela.



**Individual  
3 min**

## #2 Mapa de Jornada de Projeto — Debate

1. Como o seu envolvimento no projeto começou?  
Quanta influência você teve sobre isso?
2. Que tipo de evento, ação ou resultado fez com que você se sentisse mais impactado?
3. Quais condições/situações geraram dificuldades ou stress no projeto? Por quê?
4. Com o seu envolvimento se encerrou? Quais foram os resultados finais?



Em  
pares  
10 min

*Opcional—pequeno  
intervalo?*

# Reflexão e Avaliação

10-15min

open +  
perspectives



Welcome, ground  
rules, facilitator  
presents common  
points of reference,  
Summary Form pt. 1

45-50 min

mapping + discussion

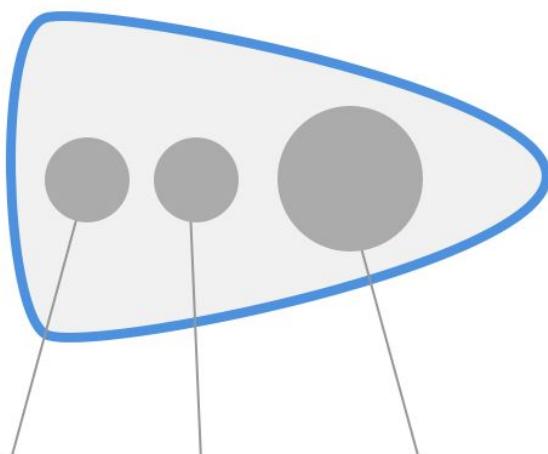


*Org / Ecosystem  
Modeling:*  
mapping team-in-  
org, and influence

*Recent Project  
Journey Mapping:* lay  
out the timeline, highs,  
lows, and critical  
moments in a specific-  
project context

45-50 min

rating + reflection



**Craft Skills:**  
(individual)  
sorting out  
technical  
research skills

**Human Skills:**  
(individual)  
evaluating a  
range of skills  
that make the  
work work

**Career Map:**  
(group) tracing the  
path on a career  
map; projecting  
forward; discussion

10-15min

summary +  
feedback



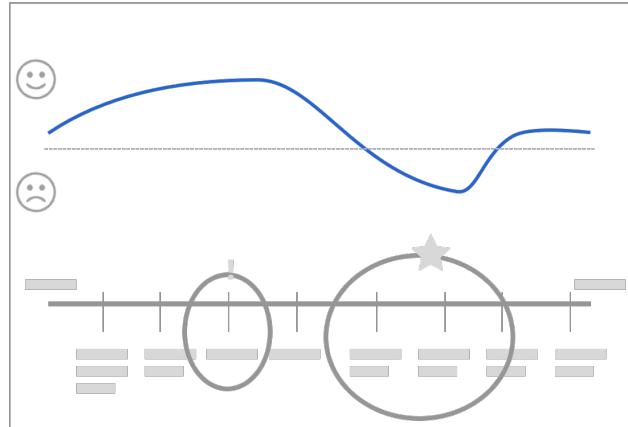
Wind-down, goal  
focus, reflection  
circle, high fives all  
around.  
Summary Form pt. 2

# Habilidades Técnicas: Planilha #1

## Craft Skills: Worksheet #1

1. Circle each skill you've used in the last -3 months on real project work; add a star to any skills you could teach & explain to others  
2. Add numbers, "1, 2, 3" next to the three skills you think are the *most important* for your work right now  
3. Add letters, "A, B, C" next to three skills you think would be most helpful for advancing as a researcher
- develop actionable research questions**
- 501. develop research questions from team needs
  - 505. build customer / user group / advisory council
  - 502. interview stakeholders
  - 506. collaborate with front-line (sales, support, consulting)
  - 503. run design discovery workshops
  - 507. establish relationships with x-functional counterparts
  - 504. participate in product roadmap planning
- devise & socialize plan for finding answers**
- 301. develop study protocol from research questions
  - 308. work with outside vendor/providers
  - 302. define participant criteria / develop screener
  - 309. run lean/hypothesis mapping workshops
  - 303. survey development
  - 310. set up product beta testing
  - 304. plan end-to-end research project
  - 311. communicate project status/progress outward
  - 305. run stakeholder kickoff/assumption workshops
  - 312. train others to conduct evaluative research
  - 306. set up live product A/B testing
  - 313. conduct product heuristic analyses
  - 307. set up quantitative analyses (e.g., NPS)
- adapt plan to real world and execute ("research")**
- 101. interview users
  - 107. conduct prototype / concept testing
  - 102. conduct product usability testing
  - 108. conduct IA testing (e.g., card sorts, tree tests)
  - 103. set up unmoderated usability testing
  - 109. conduct exploratory / unstructured research
  - 104. take notes, record audio & video
  - 110. run field/ethnographic research
  - 105. conduct remote usability testing
  - 111. run longitudinal: diary studies / experience sampling
  - 106. conduct wizard-of-oz testing
  - 112. evaluate product accessibility
- debrief & review nature of collected data ("analysis")**
- 201. manage & organize raw research data
  - 205. conduct affinity mapping workshops
  - 202. run session topline debrief meetings
  - 206. open-ended qualitative data analysis
  - 203. analyze / evaluate usability video
  - 207. develop usability study reports
  - 204. catalog / centralize research insights
- derive answers, actionable meaning from results ("synthesis")**
- 401. develop conceptual models
  - 405. develop behavioral archetypes (e.g., personas)
  - 402. develop service blueprints
  - 406. develop use-centered archetypes (e.g., JTBDs)
  - 403. develop journey maps
  - 407. run sensemaking / synthesis workshops
  - 404. develop mental models
  - 408. combine qualitative with product analytics
- ensure coherent action & follow-through**
- 601. present/share study findings
  - 606. establish rolling/cadenced user studies
  - 602. align research to development cycles
  - 607. set up rapid-iterative-testing cycles
  - 603. present findings organization-wide
  - 608. track issues/defects in bug tracking system
  - 604. evangelize the value of research
  - 609. model user needs for wider org.
  - 605. facilitate design sprints
- Other / write-ins: \_\_\_\_\_

re+ #researchskills  
ops workshop



# Habilidades Técnicas: Planilha #1

1. **Circule** cada habilidade que você usou nos últimos 3 meses em projetos reais. **Adicione uma estrela** a qualquer habilidade que você possa ensinar e explicar a outras pessoas.
2. Adicione **números "1, 2, 3"** ao lado das três habilidades que você considera mais importantes para o seu trabalho hoje.
3. Adicione as **letras "A, B, C"** ao lado de três habilidades necessárias para desenvolver sua carreira como pesquisador.



# Habilidades humanas - Planilha #2

## Human Skills: Worksheet #2

These speak to a broad range of avenues you can pursue for growth and advancement. Do your best to rate each 1-5.

**Business & strategy insight**—what is our organization trying to do? How do we go about that?

1: it's not clear to me	2: it's a bit fuzzy	3: I'm roughly aware	4: I have a solid picture	5: I understand deeply
-------------------------	---------------------	----------------------	---------------------------	------------------------

**Adjacent disciplines & delivery**—how do our delivery disciplines all fit together? Where does research fit?

1: it's not clear to me	2: it's a bit fuzzy	3: I'm roughly aware	4: I have a solid picture	5: I understand deeply
-------------------------	---------------------	----------------------	---------------------------	------------------------

**Organizational diplomacy**—how do we evangelize value of research? With whom & where is the influence?

1: it's not clear to me	2: it's a bit fuzzy	3: I'm roughly aware	4: I have a solid picture	5: I understand deeply
-------------------------	---------------------	----------------------	---------------------------	------------------------

**Service conceptual understanding**—what is the underlying scope & structure of our service / product?

1: it's not clear to me	2: it's a bit fuzzy	3: I'm roughly aware	4: I have a solid picture	5: I understand deeply
-------------------------	---------------------	----------------------	---------------------------	------------------------

**Stakeholder management / communication**—how do we keep all parties informed, at the right level?

1: I don't do this at all	2: I can do this in a pinch	3: I'm fairly capable here	4: I'm well-versed in this	5: I'm basically an expert
---------------------------	-----------------------------	----------------------------	----------------------------	----------------------------

**Project management / ownership**—how do we work together to make [outcomes] happen? Why?

1: I don't do this at all	2: I can do this in a pinch	3: I'm fairly capable here	4: I'm well-versed in this	5: I'm basically an expert
---------------------------	-----------------------------	----------------------------	----------------------------	----------------------------

**Research process management**—how do we design/adapt research to fit our project/situational needs?

1: I don't do this at all	2: I can do this in a pinch	3: I'm fairly capable here	4: I'm well-versed in this	5: I'm basically an expert
---------------------------	-----------------------------	----------------------------	----------------------------	----------------------------

**Research operations prowess**—how do we prepare, enable, sustain, evolve our research program?

1: I don't do this at all	2: I can do this in a pinch	3: I'm fairly capable here	4: I'm well-versed in this	5: I'm basically an expert
---------------------------	-----------------------------	----------------------------	----------------------------	----------------------------

**Technical research prowess**—how do we actually plan, execute, understand, and package our research?

1: I don't do this at all	2: I can do this in a pinch	3: I'm fairly capable here	4: I'm well-versed in this	5: I'm basically an expert
---------------------------	-----------------------------	----------------------------	----------------------------	----------------------------

**Persuasion & storytelling**—how do we translate research output into product/service outcomes?

1: I don't do this at all	2: I can do this in a pinch	3: I'm fairly capable here	4: I'm well-versed in this	5: I'm basically an expert
---------------------------	-----------------------------	----------------------------	----------------------------	----------------------------

**Interpersonal relationships**—how well-connected am I to cross-functional team members in the org.?

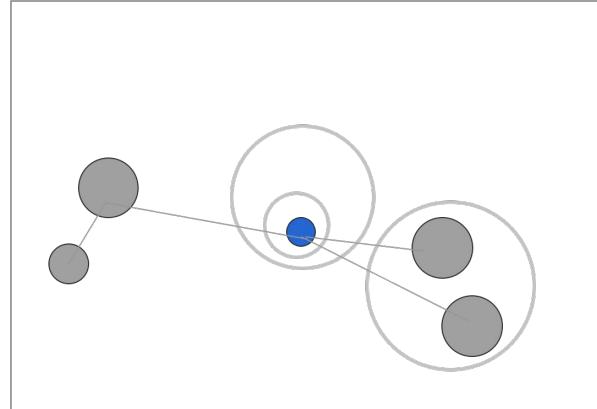
1: I know nobody	2: I have a few connects	3: I've some good allies	4: I feel well-engaged	5: I know&trust everyone
------------------	--------------------------	--------------------------	------------------------	--------------------------

**Professional relationships**—how well-connected am I to our larger professional community?

1: I know nobody	2: I have a few connects	3: I've some good allies	4: I feel well-engaged	5: I know&trust everyone
------------------	--------------------------	--------------------------	------------------------	--------------------------

**Mindful work & reflection**—how well do I separate my work & my worth? How honestly do I assess myself?

1: I don't do this at all	2: I can do this in a pinch	3: I'm fairly capable here	4: I'm well-versed in this	5: I'm basically an expert
---------------------------	-----------------------------	----------------------------	----------------------------	----------------------------



# Habilidades humanas - Planilha #2

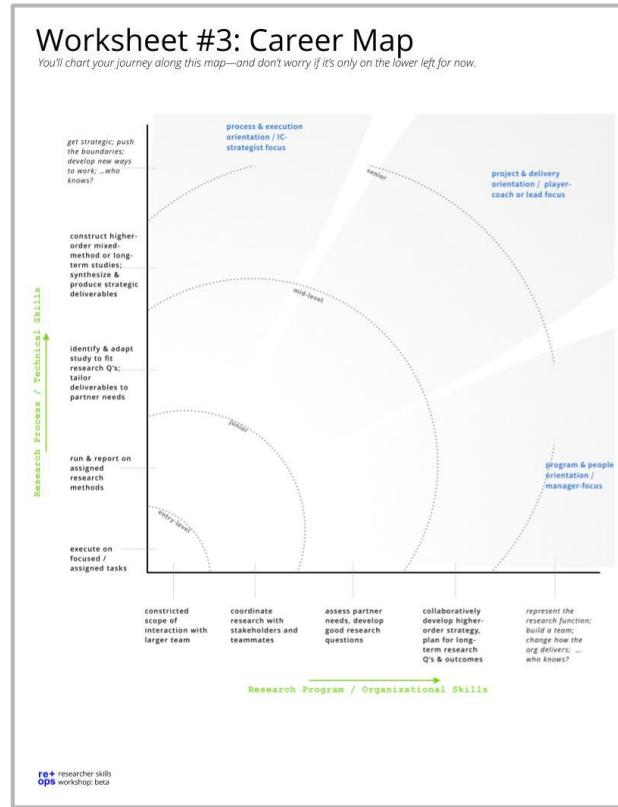
1. Dê uma olhada no mapa da sua organização / ecossistema e pense sobre seus relacionamentos com as demais equipes
2. Leia cada uma das Habilidades Humanas desta planilha
3. **Circule** sua avaliação considerando seu contexto atual



individual

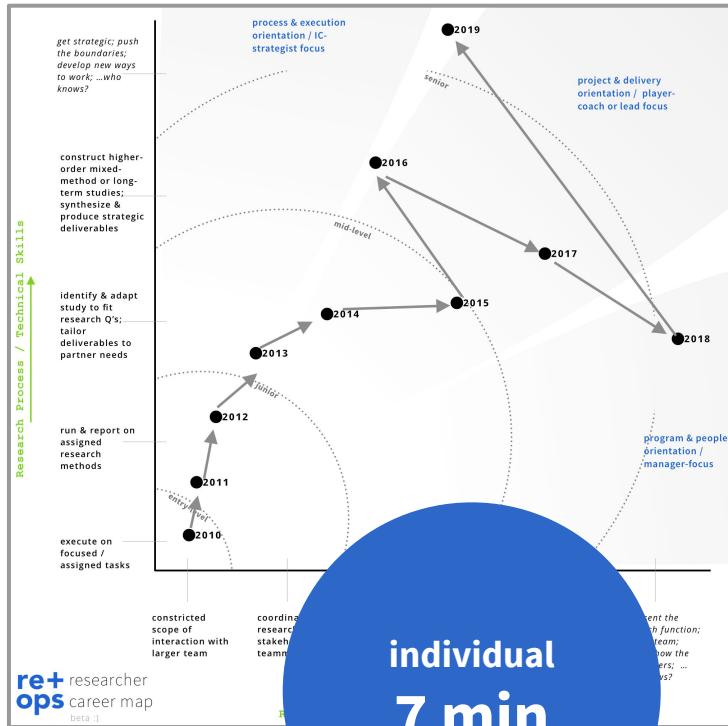
**7 min**

# Mapa da carreira - Planilha #3



## Carreira: Planilha #3

1. Quando você iniciou sua carreira como pesquisador? Coloque um ponto, adicione uma data. Nesse primeiro papel, aonde você acha que chegou? Coloque um ponto e trace a progressão.
  2. Vá para o próximo ano ou para o próximo trabalho, o que ocorrer primeiro: pense em como você estava trabalhando - coloque um ponto.
  3. Agora, continue pontuando e acompanhando seu progresso para cada ano e evento de carreira, até chegar ao dia de hoje.
  4. Finalmente, avance alguns anos ...



**individual  
7 min**

# #3 Mapa de carreira - Planilha #3

1. Onde você está agora e como você chegou lá?
2. Qual foi a parte mais interessante (melhor, pior, mais difícil, incomum) sobre sua jornada até agora?
3. Onde você pretende chegar? Como você pretende chegar lá?



# Antes de finalizar

# Fill out part 2; leave both with facilitator

Fotografe os materiais para guardar suas informações. Você pode ficar com os demais materiais

Amanhã os organizadores enviarão um formulário digital para vocês avaliarem o workshop.

**Research Skills/Career Sheet (part 1)**

Please fill this out while you get settled in. Baseline info—and easy questions to ask the folks nearby.

You'll leave the top 2 sheets with your facilitator after the workshop—your organizer will digitize your feedback, and the ResearchOps team will clean up and open source all of our collected data.

*Basic info*

Years doing research: \_\_\_\_\_  
Years in current role: \_\_\_\_\_  
Official job title: \_\_\_\_\_  
Org. type (circle one): Independent / Consultancy / Startup / Enterprise / Government / Other  
Team size—total # researchers: \_\_\_\_\_ (0 if no researchers, and you're a designer who does research)  
Org. size—total # people (circle one):  
self-employed / 1-10 / 11-50 / 51-200 / 201-500 / 501-1000 / 1001-5000 / 5001-10,000 / 10,001+

*Very exciting questions:*

Are you a member of the ResearchOps Slack community? Yes / No / On Waitlist  
Does your org have a formal career / skill ladder in place? Yes / No / Self-employed  
Does your org have dedicated support for research operations? Yes / No / Self-employed  
Are you currently working towards a specific goal or next-step as a researcher? Yes / No  
(if yes) What are you working towards right now? \_\_\_\_\_  
\_\_\_\_\_

rc+ #researchskills  
ops workshop

V1.0

**Research Skills/Career Sheet (part 2)**

You'll fill this one out at the end of the workshop, after going through activities & worksheets. Please leave these top 2 sheets with your facilitator after the workshop.

*Craft Skills coding*—copy over the code (e.g., 101) for your numbered & lettered skills. Note your write-ins that we missed.

Most important Craft Skills : 1. \_\_\_\_\_ 2. \_\_\_\_\_ 3. \_\_\_\_\_  
Most desired Craft Skills: A. \_\_\_\_\_ B. \_\_\_\_\_ C. \_\_\_\_\_  
Write-ins: what did we miss?

*Human Skills* ratings—copy over your ratings from the 1-5 scales; circle the 1 area you'd like to improve the most:

Business & strategic insight:	1	2	3	4	5	Research operations prowess:	1	2	3	4	5
Adjacent disciplines & delivery:	1	2	3	4	5	Persuasion & articulation:	1	2	3	4	5
Organizational diplomacy:	1	2	3	4	5	Interpersonal relationships:	1	2	3	4	5
Service conceptual understanding:	1	2	3	4	5	Professional relationships:	1	2	3	4	5
Stakeholder mgmt / communication:	1	2	3	4	5	Mindful work & reflection:	1	2	3	4	5
Project management / ownership:	1	2	3	4	5						
Research process management:	1	2	3	4	5						

*Open-ended reflection*

What's the biggest challenge I face in doing the work of a researcher? \_\_\_\_\_  
\_\_\_\_\_

What do I want to explore next? What am I excited about? \_\_\_\_\_  
\_\_\_\_\_

What one specific step will I take next to move forward? \_\_\_\_\_  
\_\_\_\_\_

Optional— other thoughts/revelations/concerns to share? \_\_\_\_\_  
\_\_\_\_\_

rc+ #researchskills  
ops workshop

V1.0

# 4. Reflexão

10-15min

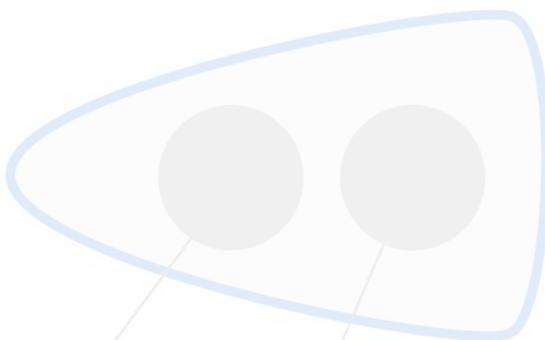
open +  
perspectives



Welcome, ground  
rules, facilitator  
presents common  
points of reference,  
Summary Form pt. 1

45-50 min

mapping + discussion



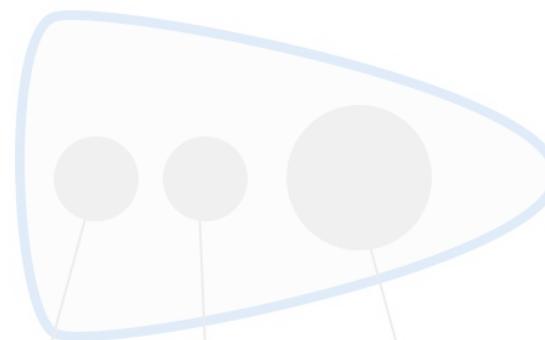
**Org / Ecosystem  
Modeling:**  
mapping team-in-  
org, and influence

**Recent Project  
Journey Mapping:** lay  
out the timeline, highs,  
lows, and critical  
moments in a specific-  
project context

5-10m

45-50 min

rating + reflection



**Craft Skills:**  
(individual)  
sorting out  
technical  
research skills

**Human Skills:**  
(individual)  
evaluating a  
range of skills  
that make the  
work work

**Career Map:**  
(group) tracing the  
path on a career  
map; projecting  
forward; discussion

10-15min

summary +  
feedback



Wind-down, goal  
focus, reflection  
circle, high fives all  
around.  
Summary Form pt. 2

# Auto-reflexão

- O que você aprendeu hoje?
- Quais são os próximos passos que você irá realizar?
- Quais são as perguntas que você quer explorar?



Individual  
3 min

# Círculo de reflexão: —circule ao redor da sala

- E compartilhe tudo o que você se sente confortável em compartilhar

*Se o seu workshop tem mais de 10-12 pessoas; considere dividir em dois ou três grupos*



**1 min  
Por  
pessoa**

# Ref: Modelo de Maturidade em UX Research

	LAGGARD	EARLY	PROGRESSING	MATURE
Exec Attitude	<ul style="list-style-type: none"> <li>• Unconvinced</li> </ul>	<ul style="list-style-type: none"> <li>• Cautious</li> </ul>	<ul style="list-style-type: none"> <li>• Enabling</li> </ul>	<ul style="list-style-type: none"> <li>• Expecting</li> </ul>
Scope	<ul style="list-style-type: none"> <li>• Limited to user feedback</li> <li>• Market research</li> </ul> <p>What are some of the methods that are being used?</p> <p>How far does research reach in the organization?</p>	<ul style="list-style-type: none"> <li>• Ad-hoc</li> <li>• Late-stage testing existing products w/ clients</li> <li>• User/advisory groups</li> <li>• Log analysis</li> <li>• Limited to one business or product</li> </ul>	<ul style="list-style-type: none"> <li>• Discovery research w/ client base</li> <li>• Consistent, iterative usability testing</li> <li>• Monitored Beta &amp; Pilot programs</li> <li>• Comprehensive analytics &amp; data collection</li> <li>• Participatory design w/ clients, users, etc</li> </ul>	<ul style="list-style-type: none"> <li>• Discovery research w/ clients, non-clients</li> <li>• Consistent evaluation of current products</li> <li>• Explores new markets, audiences</li> <li>• Multi-channel touchpoints</li> <li>• Spans across organization</li> <li>• Not limited to functionality: includes customer experience, recruiting &amp; onboarding, etc</li> </ul>
Purpose	<ul style="list-style-type: none"> <li>• Find what customers don't like</li> </ul> <p>Why is the organization investing in design research?</p>	<ul style="list-style-type: none"> <li>• Usability test to predict the future (CVA)</li> </ul>	<ul style="list-style-type: none"> <li>• Confirm current product decisions are sound</li> <li>• Establish shared understanding of customers and markets by product team</li> </ul>	<ul style="list-style-type: none"> <li>• Prioritize where to focus new innovations</li> <li>• Inform customer/market segmentation</li> <li>• Learn where to adjust product strategy</li> <li>• Identify unmet needs</li> </ul>
Staffing	<ul style="list-style-type: none"> <li>• No dedicated research team</li> <li>• Product management or marketing interacts with clients</li> <li>• May hire perception/market research firm</li> </ul> <p>Who makes up the research team in the organization?</p>	<ul style="list-style-type: none"> <li>• Designers lead guerrilla usability tests</li> <li>• May outsource research to agency</li> </ul>	<ul style="list-style-type: none"> <li>• Dedicated research person or team within organization</li> <li>• Product management &amp; design support the research team</li> </ul>	<ul style="list-style-type: none"> <li>• Management level position to lead alongside product, marketing, commercial etc</li> <li>• Resources available for non-research teams to conduct research, report findings</li> </ul>
Audience	<ul style="list-style-type: none"> <li>• Individual product team</li> </ul> <p>Who uses the findings that come from design research?</p>	<ul style="list-style-type: none"> <li>• Product management</li> <li>• Marketing</li> </ul>	<ul style="list-style-type: none"> <li>• Product management</li> <li>• Marketing</li> <li>• Design</li> <li>• Engineering</li> </ul>	<ul style="list-style-type: none"> <li>• C-suite (CEO, CMO, etc)</li> <li>• Commercial leaders</li> <li>• Corporate Strategy</li> <li>• External partners</li> </ul>
Governance	<ul style="list-style-type: none"> <li>• none</li> </ul> <p>What are the policies for how research is conducted and consistently applied across teams, projects, and the organization?</p>	<ul style="list-style-type: none"> <li>• Little pre-research planning</li> <li>• Reports are emailed to stakeholders</li> <li>• Little awareness of best practices</li> </ul>	<ul style="list-style-type: none"> <li>• Research processes are managed, consistent</li> <li>• Follow best-practices</li> <li>• Findings are available for wider teams</li> </ul>	<ul style="list-style-type: none"> <li>• Decisions are made consulting existing design research or create need for more research</li> <li>• Strategy, tactics, findings are consistently applied across projects, orgs, businesses</li> </ul>

<https://uxdesign.cc/the-organizations-design-research-maturity-model-b631471c007c>

# Obrigado

- + Siga @teamreops
- + Entre na lista de espera do Slack
- + Venha para os encontros da comunidade (apelidamos de “town hall”)
- + Assista aos vídeos dos encontros no Vimeo
- + Participe dos debates: #ResearchOps and #researcherskills

<https://researchops.community>

<https://twitter.com/teamreops>

<https://vimeo.com/user89807865>

teamreops@gmail.com

re +  
ops