

この資料について

ResearchOpsコミュニティのリサーチャースキルワークショップの資料です。2019年8月2日開催のDesign Research Tokyoの[イベント](#)用に(一部)翻訳をしました。英語のGoogle Slides版には、ファシリテーション用のメモがたくさん含まれています。必要に応じて、ご参照ください。

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Translators: [Nanami Nakamura](#), [Yumi Houmura](#) and [Tomomi Sasaki](#)

リサーチャースキル ワークショップ

ResearchOps コミュニティプロジェクト
#researcherskills

re+
ops



お時間があれば
記入を始めて下さい
**Skills/Career Sheet
(part 1)**

ようこそ！

ResearchOpsって何?

2,000+ メンバーのいる
Slackのコミュニティ
<http://researchops.community/>

ツイッター
<https://twitter.com/teamreops>
#researchops

re +
ops

ResearchOps is the mechanisms and strategies that set user research in motion. It provides the roles, tools and processes needed to support researchers in delivering and scaling the impact of the craft across an organisation.

re+ ops

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.

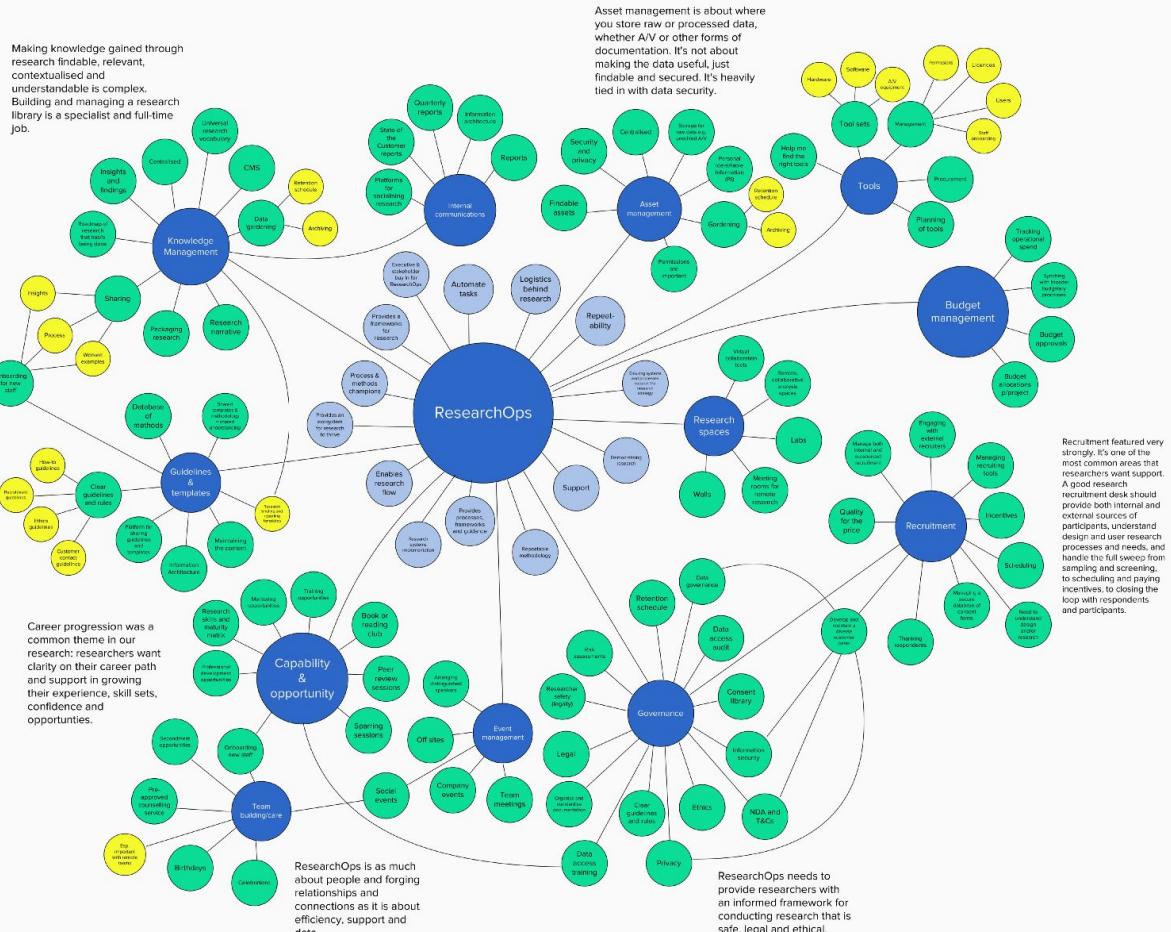
The map's intention is to give a framework for what ResearchOps is. As the practice grows, we expect this map will grow and be refined too.

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.



ResearchOps コミュニティプロジェクト？

このコミュニティは、ResearchOps の仕事をする人のミッションは「*help researchers do their best work*」だという前提のもとで動いています。

よって、わたしたちは良くリサーチャーのリサーチを行います。

本プロジェクトでは、各国のワークショップを「参加型リサーチ」として位置づけ、リサーチャーのスキルを体系化した上で、個人・組織が自由に改変できるフレームワークを一般公開します。

厳密にはOpsではありませんが、活発なコミュニティを持つResearchOpsが実行するのが適任だと考えています。

re +
ops



▲ A map of all the places the ResearchOps
Researcher Skills and Frameworks

既に、約30都市で開催されています。

210 views

SHARE



2019

- 📍 Manhattan
- 📍 Denver
- 📍 Melbourne
- 📍 Washington
- 📍 London
- 📍 Toronto
- 📍 San Francisco
- 📍 Minneapolis
- 📍 Rotterdam
- 📍 Madrid
- 📍 Lisbon
- 📍 St. Louis
- 📍 Montreal



今日の目的

リサーチャーとしての仕事に対する
新たな視点を持ち、今後のキャリアを考えるきっかけとする

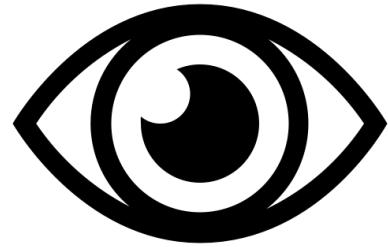
リサーチャーとしての仕事を振り返る時間を取り、今後「投資」していきたいエリアを特定する

他のリサーチャーとつながり、お互いの学びを助け合う

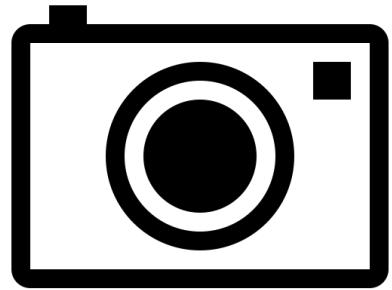
ResearchOps コミュニティのプロジェクトチームにデータを提供し、ツール開発の手助けをする



「安全」な空間にしましよう

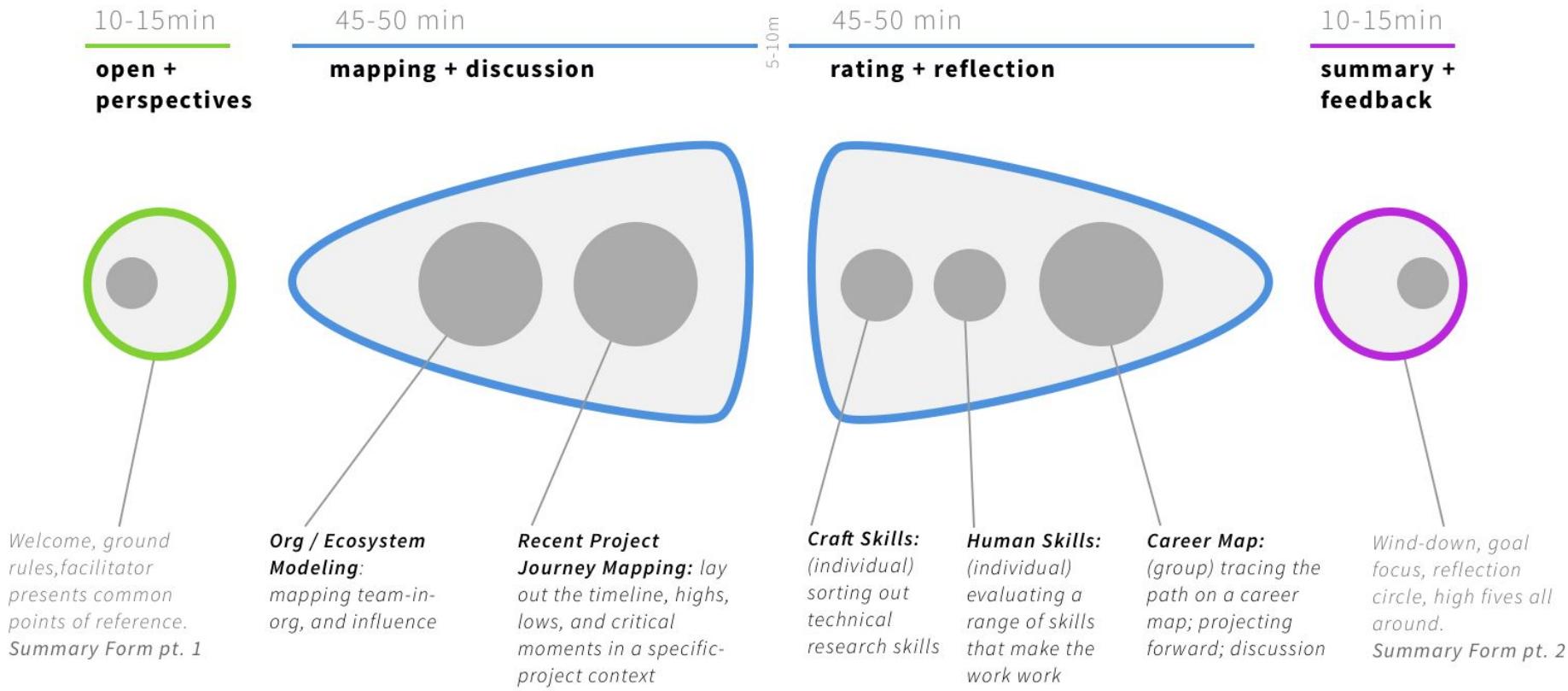


**お互い、“Friend-DA”の合意で
話を共有しましょう**



写真撮影・利用の許可？

今日の流れ



所属先は・・

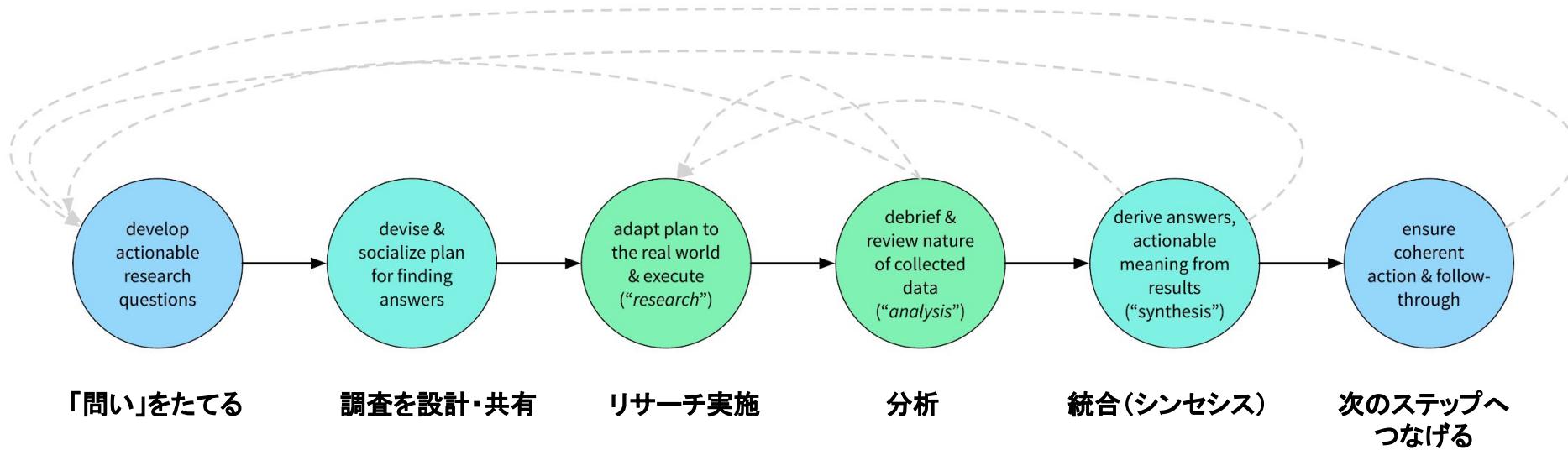
1. エージェンシー・コンサル
2. フリーランス
3. 事業会社
4. 官公庁

リサーチ歴は…

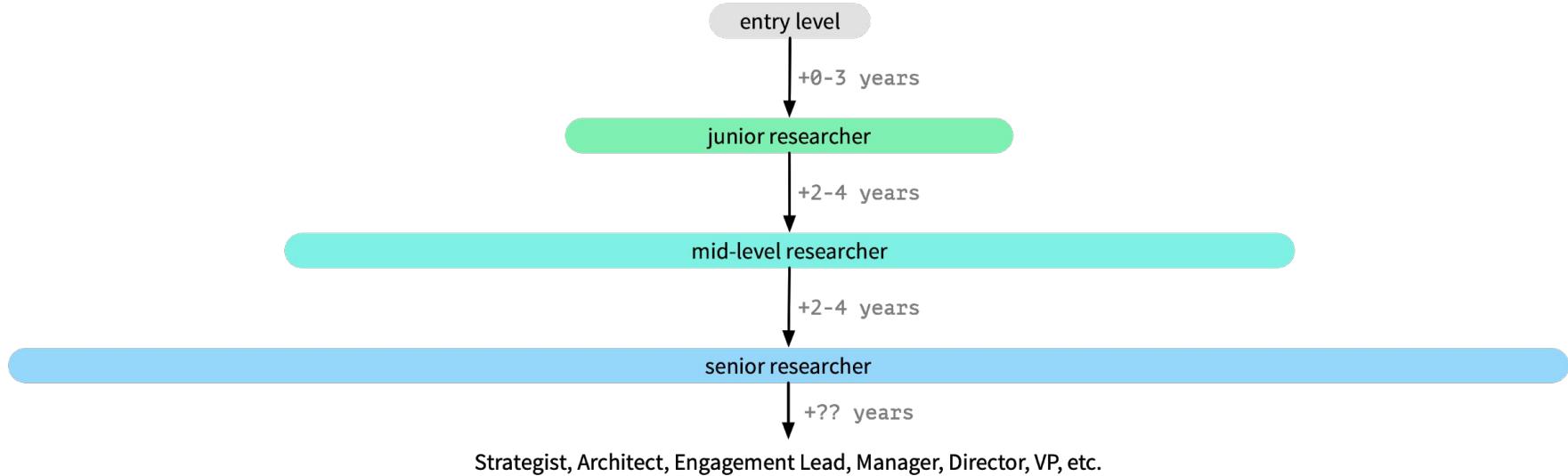
1. 新米です
2. 2年以上
3. 4年以上
4. 6年以上
5. 8年以上
6. 10年以上

導入

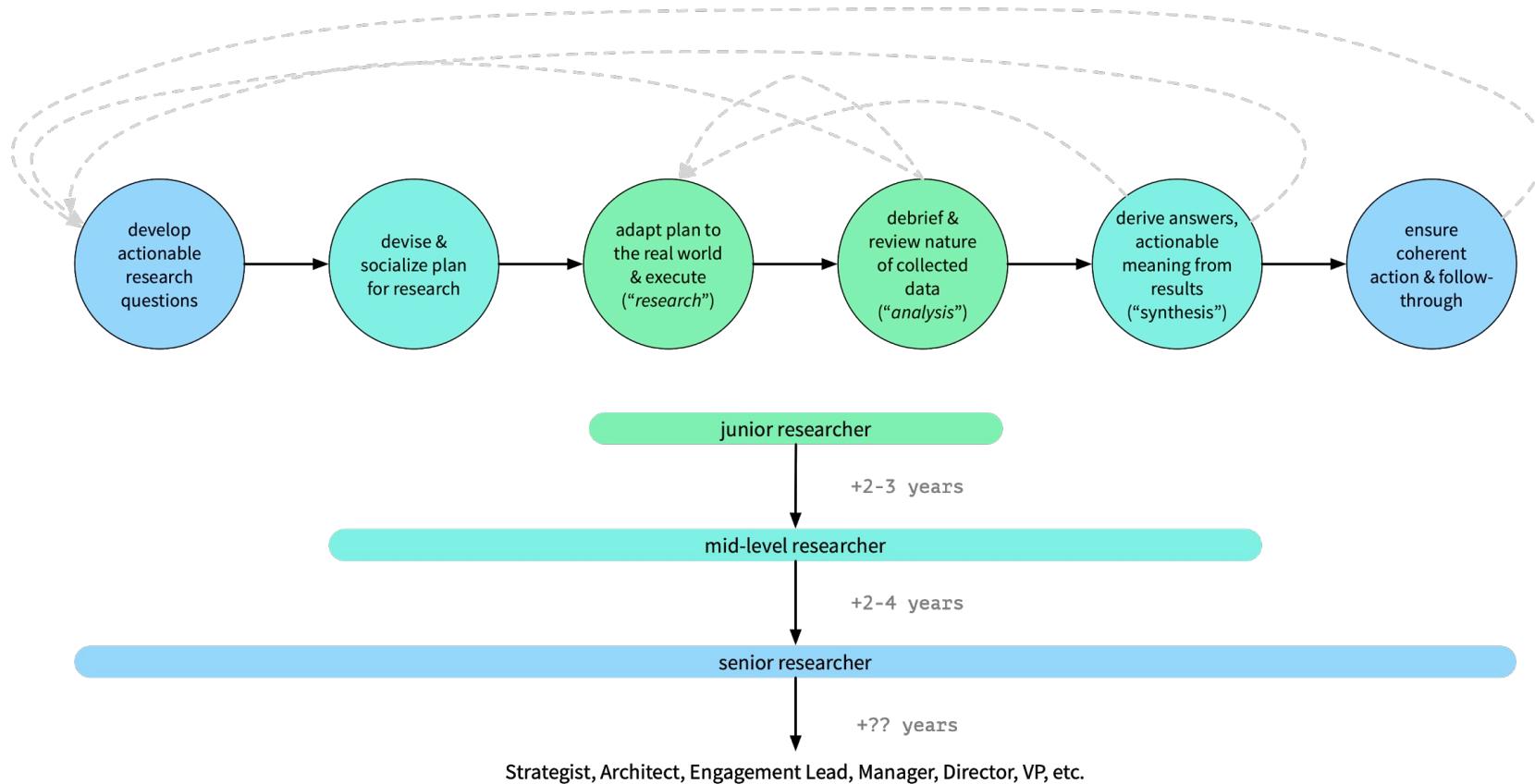
リサーチとは



おおまかなキャリアの階段



Combined view: growth & process ownership



Challenges in the work itself

Junior researcher

- Coordination with cross-functional stakeholders
- Understanding each role's part in service delivery
- Limited set of research techniques/tools, tasks
- Honestly assessing / reflecting on work

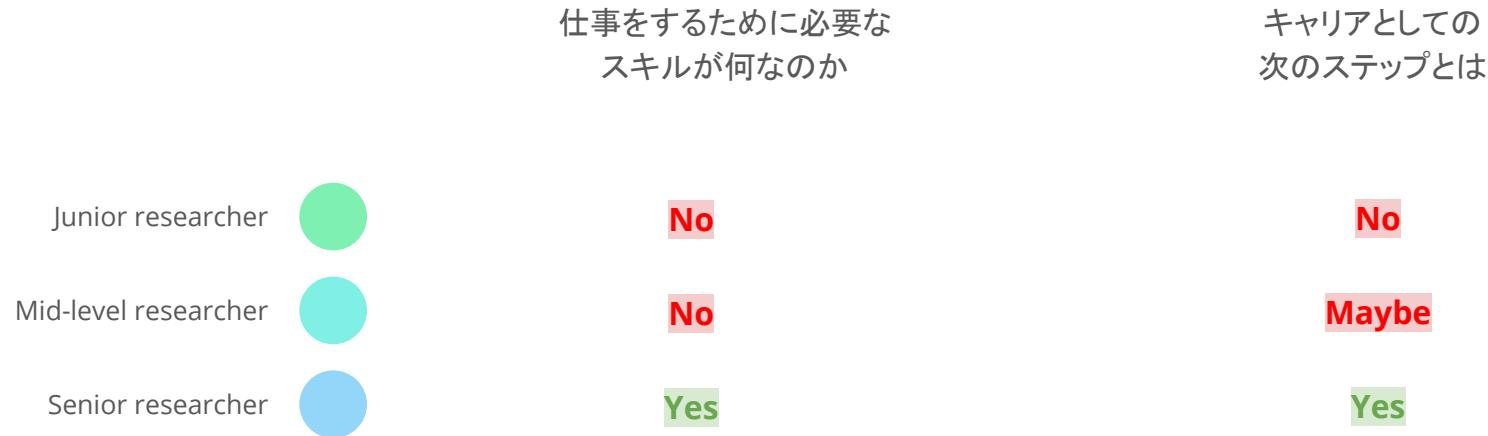
Mid-level researcher

- Lack of influence on product decisions
- Fuzzy understanding of business strategy
- Project stakeholder management, engagement
- Weaving in / working with quantitative data

Senior researcher

- Higher-order prioritization of research work
- Stretching too thin; always adapting last-minute
- Proving value of research, establishing project ROI
- Getting ahead of the product delivery cycle
- Influencing cross-functional teams for buy-in

次のステップが見えているかどうか



Synthesized from 14 discovery interviews conducted by the ResearchOps project team

レベルアップにおけるバリア

Junior researcher

- レベルアップの方向性・手段が分からない
- 誰から・どこから、学べばいいのか分からない
- 具体的なゴールが設定できなくて、心配

Mid-level researcher

- プロダクトの意思決定における影響力が低い
- ビジネスの知識を身に着けたいが、どうすればいいか分からない

Senior researcher

- 後輩育成をする時間がとれない
- 常に、まわりの人や組織のニーズに対応しなければいけない
- 常に、ギリギリのタイミングでの臨機応変な対応が求められる

「Better」って何だろう？

Junior researcher

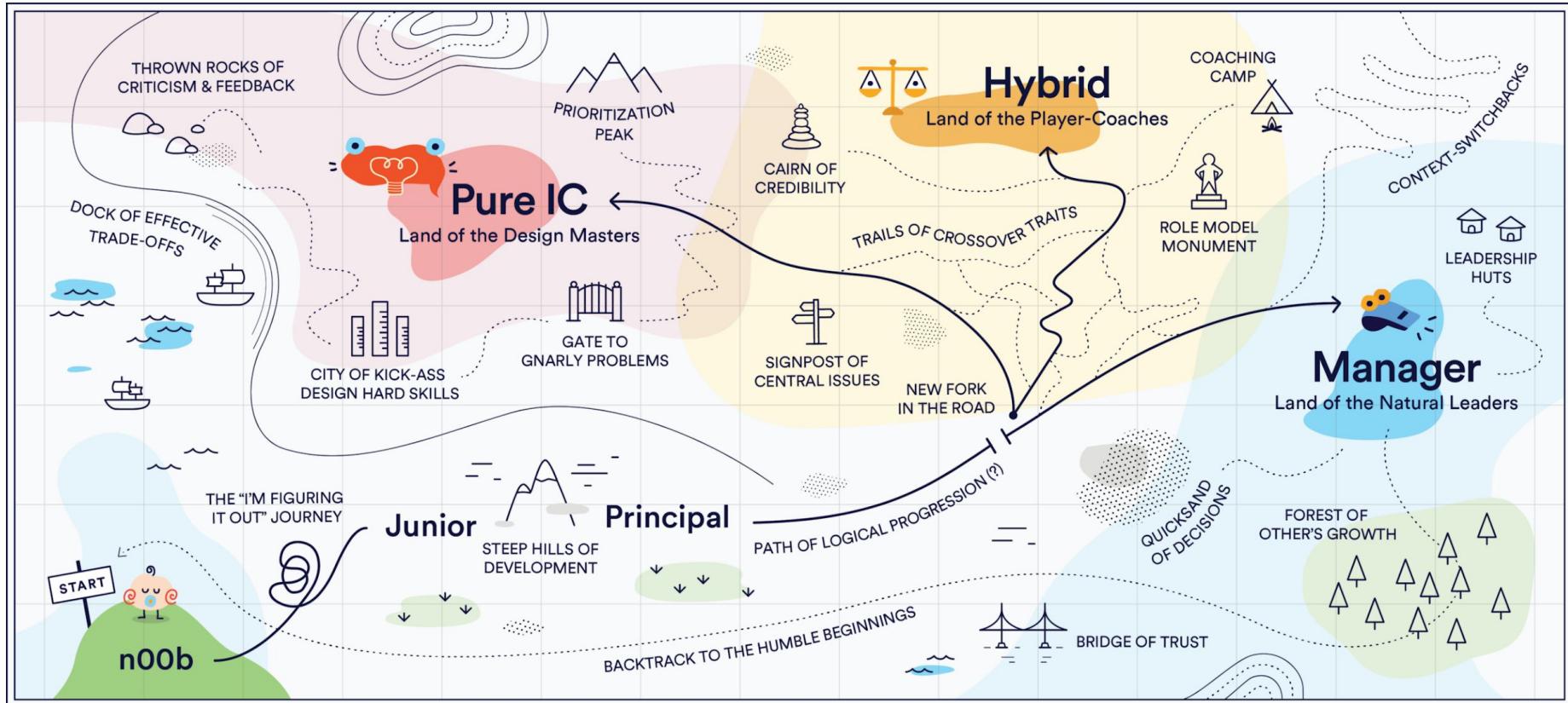

- 不透明

Mid-level researcher


- もっと意味のある、影響力がある仕事ができること
- 自身の仕事の成果と、ビジネスサイドの関係が深まっていくこと

Senior researcher


- 定性調査のスキルを発展できること
- 定量と定性を統合する調査法の経験を積みること
- 'Minimum viable research'がどのようにプロダクトやビジネスの推進に役に立つかを理解していること



マッピング

10-15min

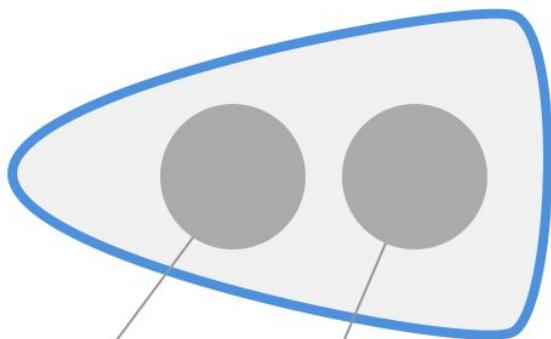
open +
perspectives



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

45-50 min

mapping + discussion

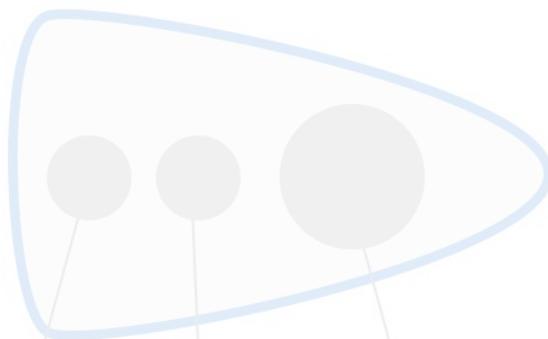


**Org / Ecosystem
Modeling:**
mapping team-in-
org, and influence

**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

Activity #1: Org. Ecosystem Model

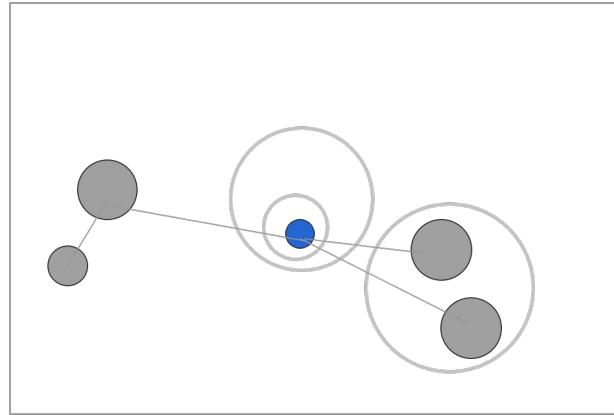
{my team in my org}



- 紙とペンを取ってください。
- ご自身を示す黒丸を描き、それを囲むように丸を描いてください。ご自身が所属するチームを表します。

Activity #1: Org. Ecosystem Model

1. さらに丸で囲ってください。ご自身が所属するグループ・事業部を表します。グループ名・事業部名を書き足してください。
2. デザインやプロダクトチームも書き足してください。
3. 最後に、顧客と直接関わりのあるチームやグループを斜線の丸で描いてください：営業、サポートなど。それらとのご自身との関わりを、線で繋いでください。



**Solo
3 min**

Activity #1: Org. Ecosystem Model

1. ご自身が所属しているチームは、組織・会社の中でどのような立場ですか。その立場はご自身の業務にどのような影響がありますか。
2. 組織の中で、最も顧客やユーザーに繋がっている(近い)チーム・グループはどれですか。どうしてですか。
3. 彼らが得ている顧客やユーザーとの経験や知識はどうなっていますか。
4. どのグループやチームがご自身の業務にもっとも影響力を持っていますか。



In pairs
10 min

Activity #2: プロジェクトジャーニーマップ

{Name of a recent research project}

😊

=====

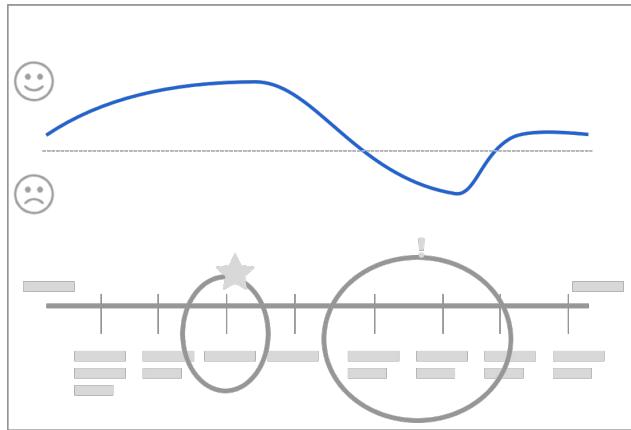
☹️



- A4白紙とペン
- 線を2本書いてください

Activity #2: プロジェクトジャーニーマップ

- まずは、プロジェクトの主要フェーズやイベントを記入してください
- 次に、あなたの感情曲線をマッピングしてください。プロジェクトを通じて、どのように変化していきましたか？
- 一番フラストレーションがあったのはどのポイントですか？そこに○をつけてください
- 自分が一番インパクトを持てた、と思うポイントはどこですか？そこに○をつけて、★を追加してください



Solo
3 min

Activity #2: プロジェクトジャーニーマップ

1. プロジェクトのタイムラインを共有してください。あなたの参加が始まったタイミングはどこで、どのような役割でしたか？
2. ○と★のポイントについて、共有してください
3. ストレスや困難が起きた理由は何ですか？
4. あなたがプロジェクトを終えたタイミングはどこですか？最終成果は何でしたか？



Pairs
10 min

リフレクションと自 己評価

10-15min

open +
perspectives



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

45-50 min

mapping + discussion

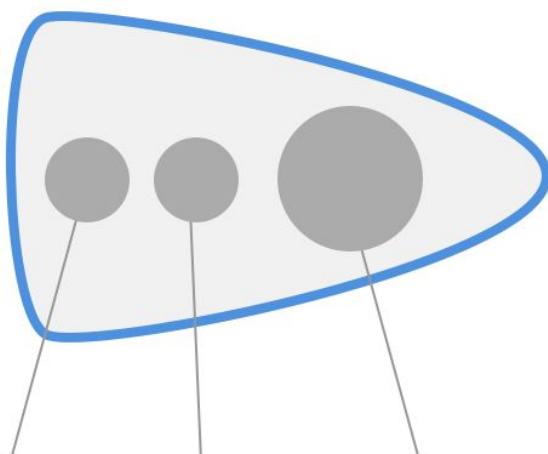


*Org / Ecosystem
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45-50 min

rating + reflection



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(individual)
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research skills

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range of skills
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forward; discussion

10-15min

summary +
feedback



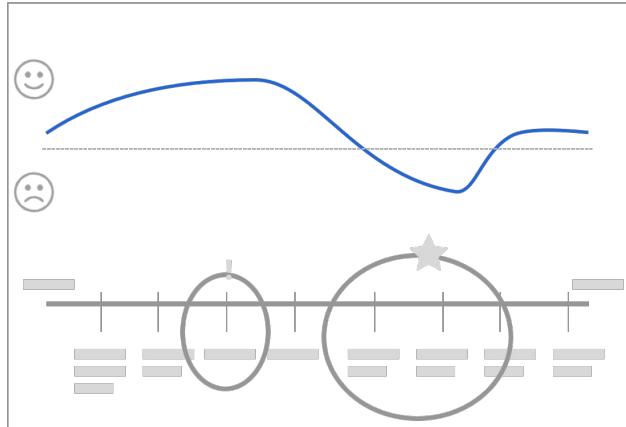
Wind-down, goal
focus, reflection
circle, high fives all
around.
Summary Form pt. 2

専門スキル: Worksheet #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 issue/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: _____

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専門スキル: Worksheet #1

1. 過去3ヶ月でプロジェクトで使ったスキルに○をつけてください。他の人に教えられる&説明できるスキルには、☆も一緒につけてください。
2. 今の仕事で最も重要なスキルを3つ選び、“1, 2, 3”の番号を振ってください。
3. リサーチャーとして成長するために最も役に立つ・身につけたいと思っているスキルを3つ選び、“A, B, C”のアルファベットを記入してください。



ヒューマンスキル: Worksheet #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.?

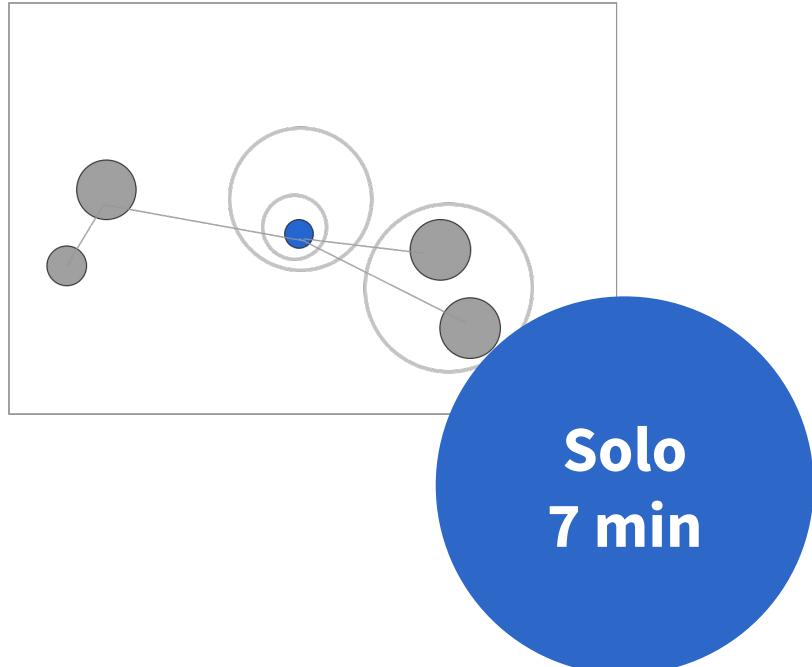
1: I know nobody	2: I have a few connects	3: I've some good allies	4: I feel well-engaged	5: I know&trust everyone
------------------	--------------------------	--------------------------	------------------------	--------------------------

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

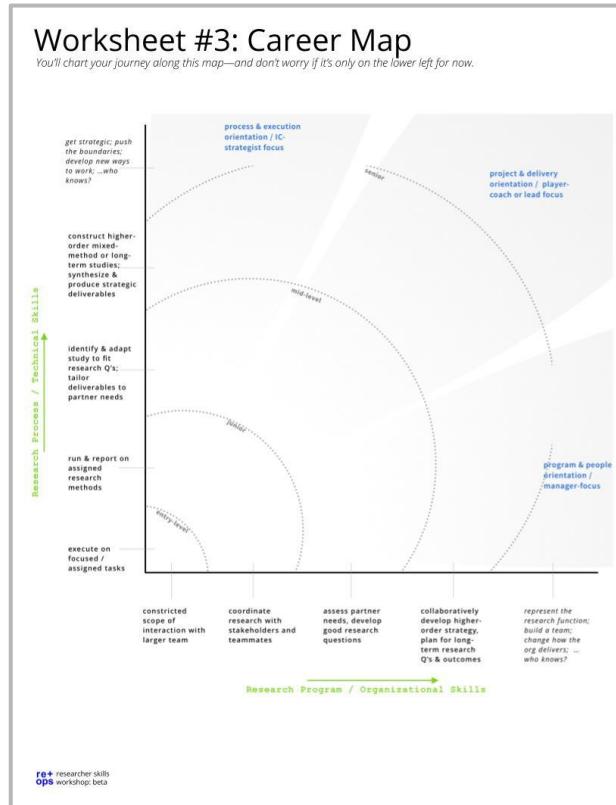
1: I know nobody	2: I have a few connects	3: I've some good allies	4: I feel well-engaged	5: I know&trust everyone
------------------	--------------------------	--------------------------	------------------------	--------------------------

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
---------------------------	-----------------------------	----------------------------	----------------------------	----------------------------



キャリアアップ: Worksheet #3



キャリアアップ: Worksheet #3

1. リサーチャーとして開始したのはどこですか? 「・」と年月を記入してください
2. 次に会社や役職・役割が変わったタイミングを考えしてください。そこにも「・」を付けて、線でつなげてください
3. 現時点の「・」まで、ジグザクを描いてください
4. 最後に、向かいたい方向に「・」を打って下さい



**Solo
7 min**

キャリアアップ: Worksheet #3

1. あなたのこれまでの成長曲線
2. そのなかで、特に印象が残るポイントは何ですか？
3. 向かいたい先はどこですか？そこに行くためには、何が必要ですか？



Groups
20 min

次に

Research Skills / Career Sheet

この1枚は、回収させていただきます。

(良かったら、記録用に写真を取っておいてください)

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? _____

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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

参考:組織のUXリサーチ成熟モデル

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

リフレクション

10-15min

open +
perspectives



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

45-50 min

mapping + discussion



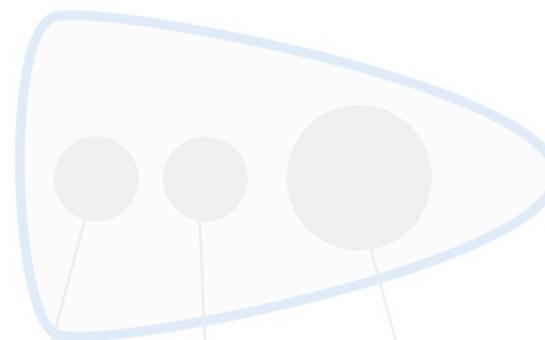
Org / Ecosystem Modeling:
mapping team-in-
org, and influence

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

自己リフレクション

- 今日、あなたが学んだことは何ですか？
- 明日から取りたいアクションは何ですか？
- 探求していきたい挑戦は何ですか？



Solo
3 min

グループでの共有

- (共有したい内容だけ)



1 min
Per
person

ありがとうございます！

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