

junior researcher

+2-3 years

mid-level researcher

+2-4 years

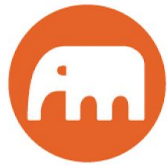
senior researcher

+?? years

Strategist, Architect, Engagement Lead, Manager, Director, VP, etc.

# A Research Skills Evolution

Dave Hora — *@davesresearch*



**Advancing Research 2021**  
by Rosenfeld



researchskills.net



researchops.community



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The Research Skills Framework is provided courtesy of the ReOps Community and licensed as [Creative Commons Attribution-ShareAlike 4.0 International](#).

The Project:

ret+  
ops



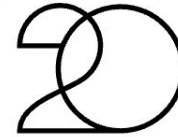
## Research Skills Framework

*Researchers researching researchers: a project by the [ResearchOps Community](#)*

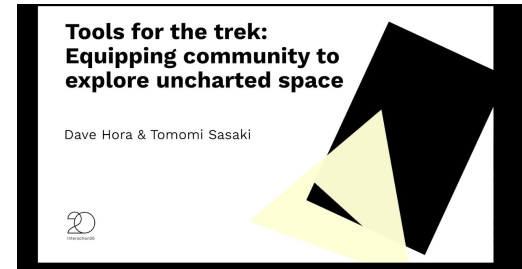


<https://www.researchskills.net/>

Backstory:



interaction20



<https://interaction20.ixda.org/program/tools-for-the-trek-equipping-community-to-explore-uncharted-space>

# Index: A Research Skills Evolution

## Research Skills 101: The Basics

- Research Skills Framework
- Archetypal path of research growth

## Research Skills 201: Two Scenarios of Use

- Strategic profiling for team investment
- Wrangling divergent project processes

## Research Skills 401: Challenge, Vision, Invitation

- A living language of practice

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## Research Skills Framework

- Available at [researchskills.net](https://researchskills.net)
- ReOps Community project, > 500 “PWDR” involved
- 47 Craft Skills (Patterns), 13 Human Skills
- 6 tools for individuals & teams; still growing
- Wardley Mapping & Alexandrian Patterns

*Which parts help us push the practice forward?*

Theme	Skill Patterns
Strategic Direction	Establish organizational understanding of user needs Develop product or design strategy / approach Participate in product roadmap planning
Amplify the Practice	Catalog / centralize research insights Train others to conduct evaluative research
Business Alignment	Collaborate with front-line (sales, support, consulting) Build customer / user group / advisory council
Integration in Service Delivery	Align research to development cycles Set up beta testing Establish rolling/cadenced user studies Facilitate design sprints
Broadcasting	Evangelize the value of research Present/share study findings
Framing the Work	Develop research questions from team needs Run design/discovery workshops Run learn/hypothesis mapping workshops Plan research-driven design project
Structured Modeling	Develop use-centered archetypes (e.g., JTBDs) Develop behavioral archetypes (e.g., personas) Develop service blueprints Develop mental models
Stakeholder Engagement	Interview stakeholders Run stakeholder kickoff/assumption workshops
Synthesis	Create frameworks / concepts to explain insights Develop journey maps Open-ended qualitative data analysis Run sensemaking / synthesis workshops Run longitudinal: diary studies / experience sampling
Basic Quant. Work	Set up quantitative analyses Combine qualitative with product analytics
Surveys & Questionnaires	Survey / questionnaire development Run surveys and questionnaires Open-ended quantitative data analysis
Interview Planning & Execution	Define participant segments / develop screener Develop study plan from research questions Run user interview session (general) Run field/observation research sessions
Debrief & Analysis	Analyze / evaluate video recording Run session debriefs Externalize research data (e.g., data walks) Conduct affinity mapping workshops Develop usability study reports
Evaluative Testing	Conduct product heuristic analyses Track bugs and defects Conduct usability testing Conduct prototype / concept testing Set up card sorting / IA testing
Coordination & Data Management	Capture raw interview data Recruit, schedule, coordinate participants Manage & organize raw research data



Successfully doing the work



Making the work successful



Theme	Human Skills
Collective, Community	Professional Relationships Presentation & Storytelling Workshop Facilitation
Business Unit, Organization	Organizational Evangelism Business & Strategy Insight Interpersonal Relationships
Product, Service	Service Conceptual Understanding Research Process Management Cross-Functional Partnership
Team, Project	Stakeholder Management & Communication Project Management & Ownership
Self	Interviewing Manner Mindful Work & Reflection

**RESEARCH PATTERN**  
**Research Evangelization**  
 Skill Owner: [Suzanne Lanning](#)

The larger story of the work of research... its function... its operations... are not yet a part of organizational awareness or "standard" service delivery like that of design, engineering, or customer support. [Effective Evangelization of products and their benefits](#), as well as a campaign of specific [case study projects](#), set the stage for discussing and amplifying awareness of the function of research based that opening new avenues for impact and strategically important work.

...

**The challenge**  
 There is always pressure to meet research into the needs and rhythms of other teams. Tempting your ability to form research with the appropriate balance of functional quality and team needs. It takes trust for team members to change how they have previously worked to incorporate new ways of working.

To gain more leverage for the way you want to work, the team needs to understand how research will operate, see new opportunities for value from research, and believe in your ability to resolve. And the best way to build trust is by providing consistent and well-communicated proof of value and a straightforward approach to the work.

**The approach**  
 If your or your team are not well-established, start small. Consider the value you've already created in your projects and how those capabilities might be interesting to other teams that were not involved. Therefore, identify key team members who may be able to leverage or enable useful work and discuss past projects and future applications. Find existing organizational pathways and for internal education and use them to teach the team about how research works and deliver a project case-study presentation. Build new ways of communicating the work into organizational rituals, e.g. "episodes" of short user-focused problem stories at team hall meetings, key touchstones (e.g. put on a "fun and learn" presentation about becoming a better interview or novel versus (e.g. a user museum highlighting the reality of work around a specific context).

The work of evangelization is an ongoing campaign that requires a mix of editorial planning as well as opportunistic education, and above all, time. It may take 3-6 iterations of discipline communication before team members even begin to see and understand what you feel is intuitively obvious.

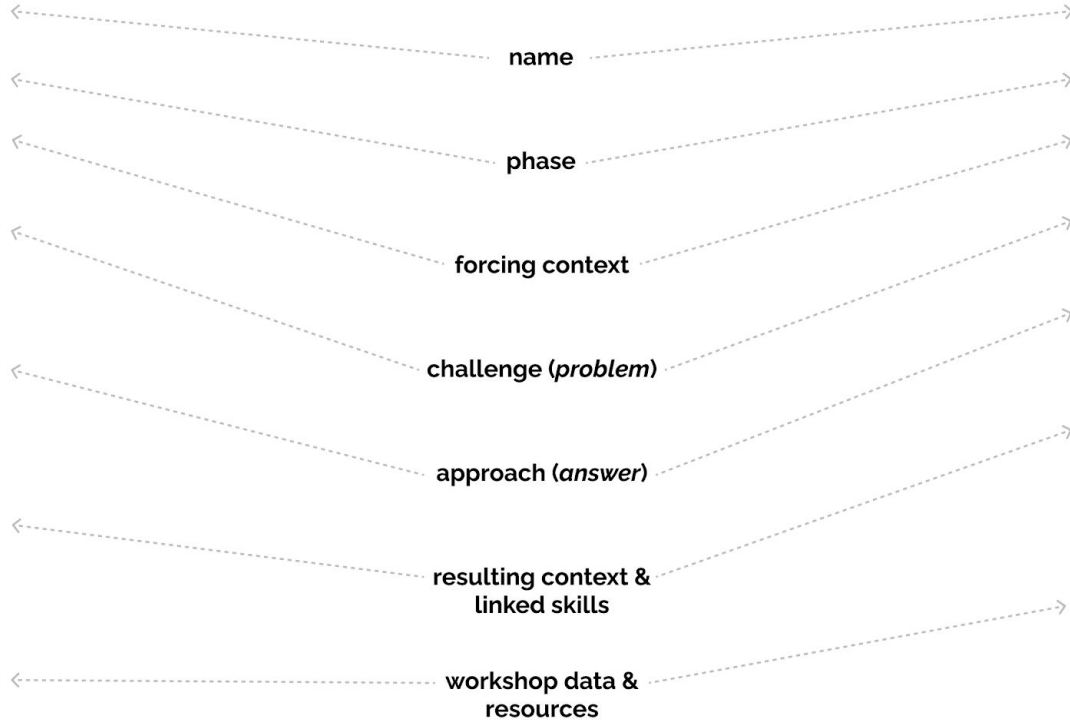
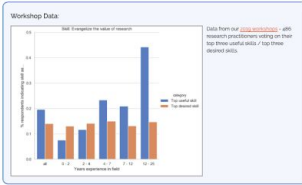
...

As more teams understand the value of the work, its rhythm and tempo, they will be able to think about how to better incorporate research into their work. Collaborate on [Product Quality Strategy](#) with these teams, build more informed research schedules into [Product Strategy](#) and plan [Research-Driven Design Process](#) with new partners.

**Precursor skills** [Data Mining](#) [Data Collection](#) [Data Analysis](#) [Data Visualization](#)  
**Follow-up skills** [Product & Design](#) [Facilitate](#) [Facilitate](#)  
**Human power-ups** [Organizational Integration](#) [Facilitate](#) [Interpersonal Relationship](#) [Presentation & Storytelling](#)

**Research-Driven Design Process**

Last updated: Apr 08, 2020 10:48



**RESEARCH PATTERN**  
**Product Analytics**  
 Skill Owner: [Rishi Quantitative Skills](#)

Organizations have quantitative data coming in from multiple sources, including anything that's implemented for measurement in a service. [Exploring Quantitative Data](#), or otherwise [what data is](#) [data](#). We need to integrate this type of data—the language that most of our business counterparts are familiar with—with insights derived from our target body of qualitative work to build the best picture of reality.

...

**The challenge**  
 Qualitative data can be mistaken as "weak" data when it's not gathered at scale. Strong insights may not carry weight without understanding their representativeness across a user population. On the other hand, user "truths" that can be derived from quantitative product data metrics, analytics are not always easy to interpret or understand, especially without sufficient context.

**The approach**  
 Working with existing products, consider what data is already on hand, or what data can be gathered with new instrumentation. Look at how you can combine the data of behavior at scale with experiential insight you've gathered from the research process; each facet will strengthen the other. Both can be a part of ongoing work, the meaning of the data changes as you build a better understanding of user behavior.

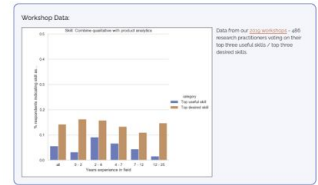
Therefore, seek existing analytics data when undertaking a project. Review what information will be useful, and evaluate knowledge of existing behavior. Identify the story in each facet of data, and highlight those elements where the story of the insight is more interesting than other of its parts. In some cases, with ethical care and consideration for participant privacy, you may be able to develop parallel qualitative and quantitative understanding of specific individual participants as part of a study.

...

Review related metrics along with each of your [Business Objectives](#). Bring all relevant quantitative data up front for you. [Systematic Strategy](#)

**Precursor skills** [Data Mining](#) [Data Collection](#) [Data Analysis](#) [Data Visualization](#)  
**Follow-up skills** [Product & Design](#) [Facilitate](#) [Facilitate](#)  
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Last updated: Apr 08, 2020 10:49





**RESEARCH INTEREST**  
**Product Analytics**  
 Skill Name: [Qualitative work](#)

Organizations have quantitative data coming in from multiple sources, including anything that's instrumented for measurement at a service. [Qualitative](#), [Quantitative](#), or [decide efforts like A/B](#) [test](#). We need to integrate the type of data—the language that most of our business counterparts are familiar with—into insights derived from our deeper level of qualitative work to build the most picture of reality.

...

**The challenge**  
 Qualitative data can be mistaken as "local" data when it's not gathered at scale. Strong insights may not carry weight without understanding their representativeness across a user population. On the other hand, user "truth" that can be derived from quantitative product data metrics, analyzed, are not always easy to interpret or understood, especially without sufficient context.

**The approach**  
 Working with existing products, consider what data is already on hand, or what data can be gathered with new instrumentation. Look at how you can combine the data of behavior at scale with experiential insight you've gathered from the research process, each facet will strengthen the other. Both can be a part of ongoing work; the meaning of the data changes as you build a better understanding of user behavior.

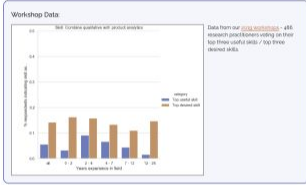
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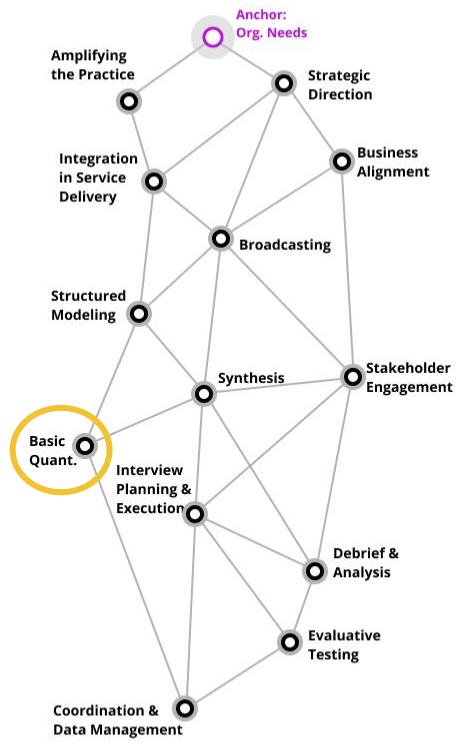
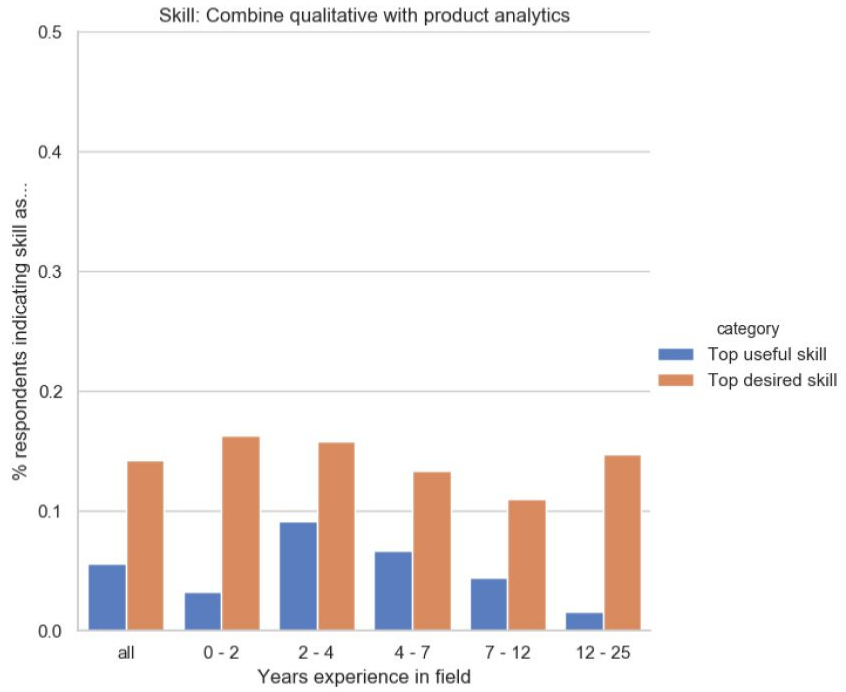
Review related metrics along with each of your [Session Details](#) (bring all relevant quantitative data up front to you) [Connectivity](#) [Milestone](#)

Precursor skills	Follow-up skills	Human power-ups
<a href="#">A/B Test</a>	<a href="#">Segmentation</a> , <a href="#">Reporting</a>	<a href="#">User Personas</a> , <a href="#">Personas</a>
<a href="#">Qualitative</a>	<a href="#">Interview</a> , <a href="#">Journal</a>	<a href="#">Focus</a> , <a href="#">Contexts</a>
<a href="#">Qualitative Analysis</a>	<a href="#">Workshops</a>	<a href="#">Personas</a> & <a href="#">Practices</a> , <a href="#">Design</a>

Last updated: Apr 01, 2020 12:10



<https://www.researchskills.net/craft-skills/product-analytics>



**RESEARCH PATTERN**  
**Research Evangelization**  
 SKI Theme: [Evangelization](#)

The larger story of the work of research—its function, its operations—is not just a part of organizational awareness or standard service delivery like that of design, engineering, or customer support. [\(Gardner\)](#) [\(Gardner\)](#) of projects and their savings, as well as a campaign of [\(Gardner\)](#) [\(Gardner\)](#) set the stage for discussing and improving awareness of the function of research itself, thus opening new avenues for impact and strategically important work.

...

**The challenge**  
 There is always pressure to mold research into the needs and rhythms of other teams, hampering your ability to name research with the appropriate balance of function, quality and team needs. It takes trust for team members to change how they have previously worked to incorporate new ways of working.

To gain more leverage for the way you want to work, the team needs to understand how research will operate, see new opportunities for value from research, and believe in your ability to execute. And the best way to build that trust is by providing consistent and well-communicated proof of value and a straightforward approach to the work.

**The approach**  
 If you or your team are not well-established, start small. Consider the value you've already created in your projects and how those capabilities might be interesting to other teams that were not involved. Therefore, identify key team members who may be able to leverage or enable useful work and discuss past projects and future aspirations. Find existing organizational pathways and for internal education and use them to teach the team about how research works and deliver a project case-study presentation. Build new ways of communicating the work into organizational rituals (e.g., "highlighters" of short user-focused problem stories at team hall meetings), key touchstones (e.g., put on a "learn and learn" presentation about becoming a better interview or novel venues (e.g., a user museum highlighting the reality of work around a specific context).

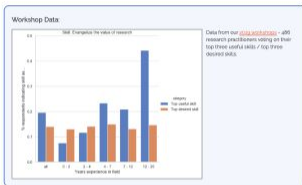
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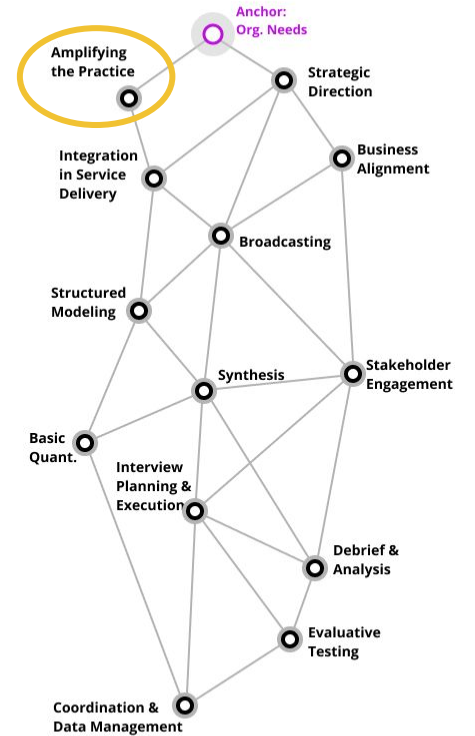
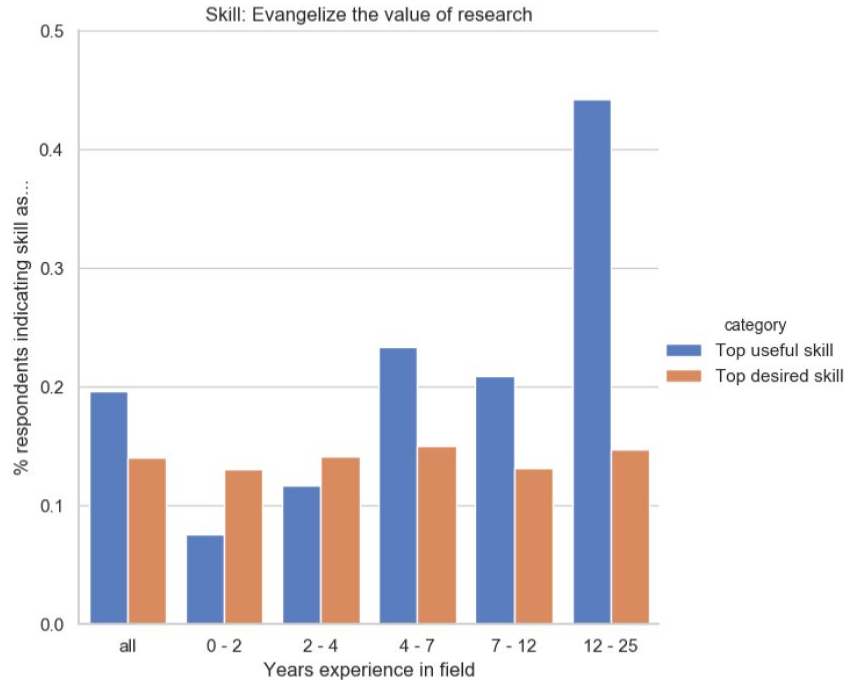
As more teams understand the value of the work, its rhythm and tempo, they will be able to think about how to better incorporate research into their work. Collaborate on [\(Gardner\)](#) [\(Gardner\)](#) with those teams, build more informed research schedules (see [\(Gardner\)](#) [\(Gardner\)](#) and plan [\(Gardner\)](#) [\(Gardner\)](#) with new partners.

**Prerequisite skills**      **Follow-up skills**      **Human power-ups**  
[\(Gardner\)](#) [\(Gardner\)](#)      [\(Gardner\)](#) [\(Gardner\)](#)      [\(Gardner\)](#) [\(Gardner\)](#)  
[\(Gardner\)](#) [\(Gardner\)](#)      [\(Gardner\)](#) [\(Gardner\)](#)      [\(Gardner\)](#) [\(Gardner\)](#)  
[\(Gardner\)](#) [\(Gardner\)](#)      [\(Gardner\)](#) [\(Gardner\)](#)      [\(Gardner\)](#) [\(Gardner\)](#)  
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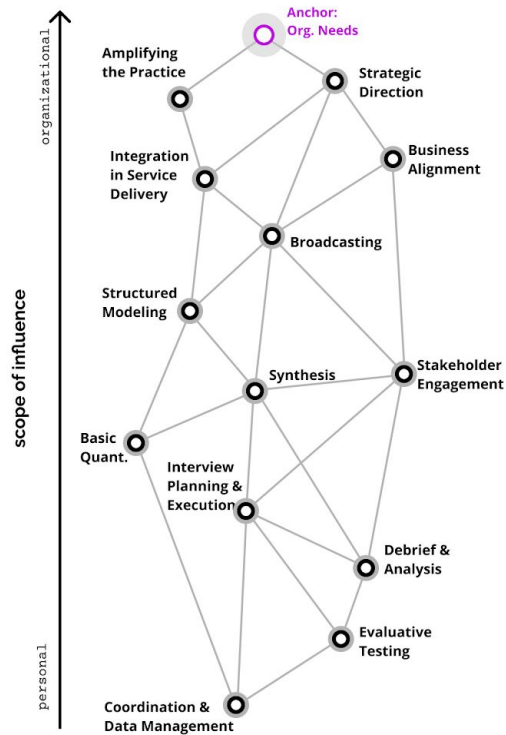
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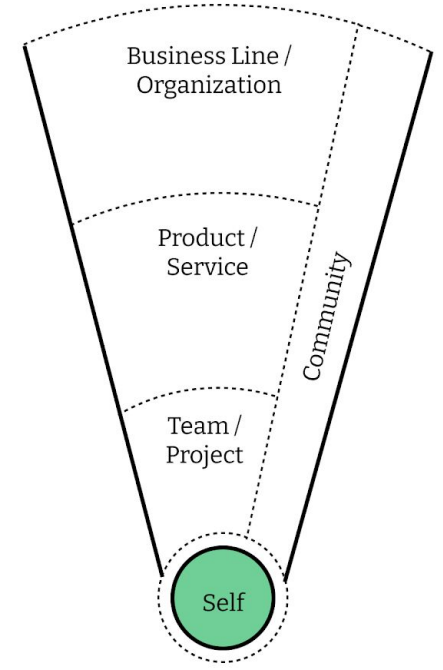
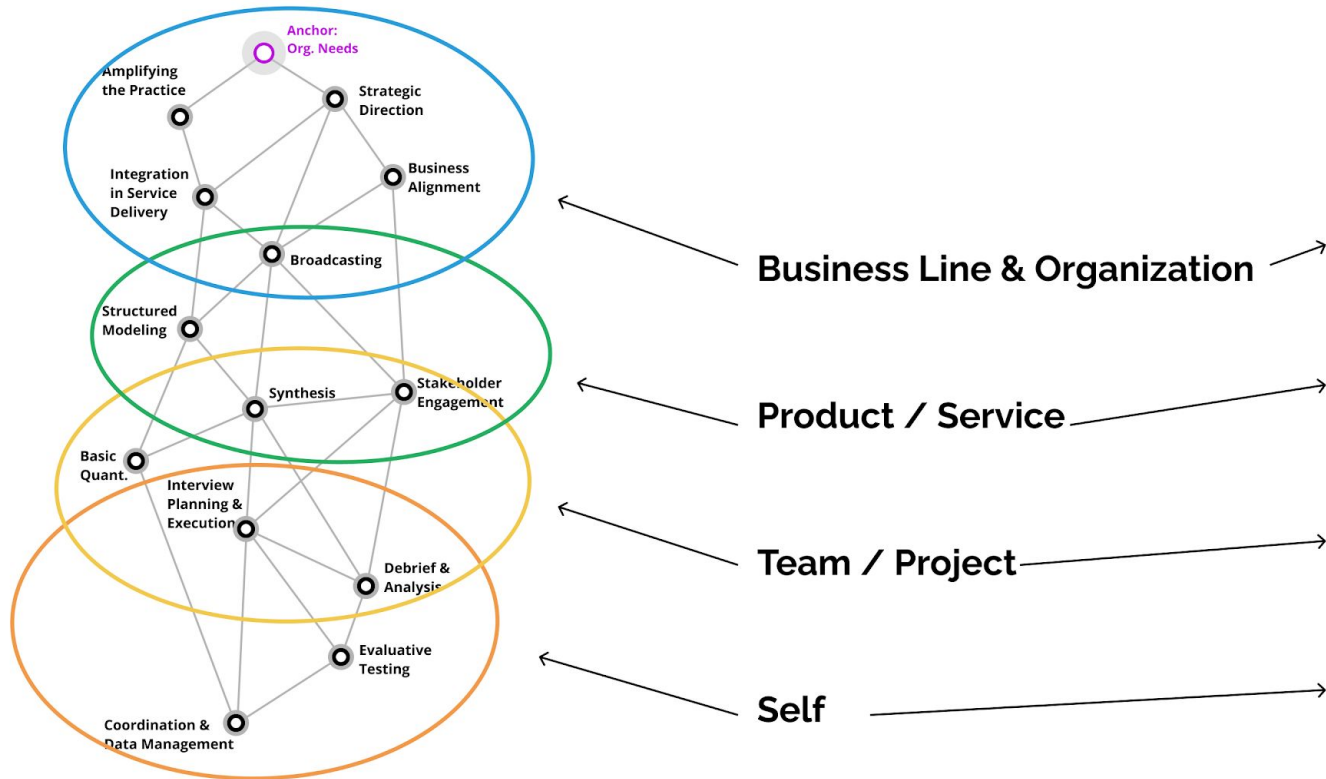
<https://www.researchskills.net/craft-skills/research-evangelization>



grow upwards from foundational skill themes, move up in complexity of craft and scope of influence



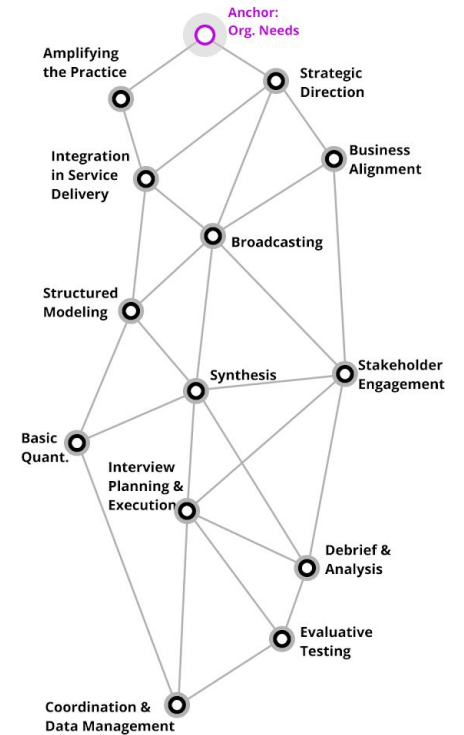
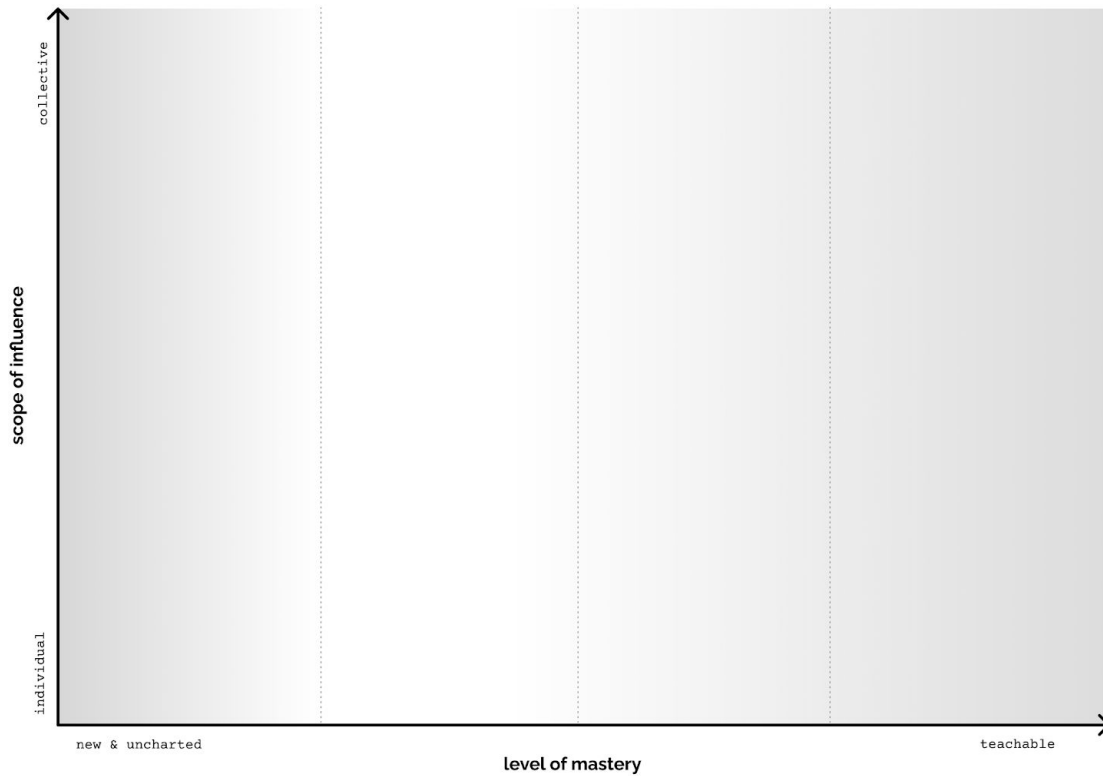
understand the path of growth as it flows from organization, product, and team needs

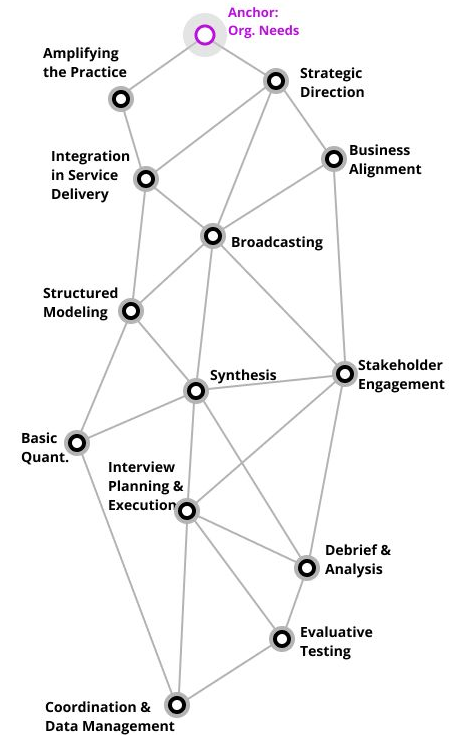
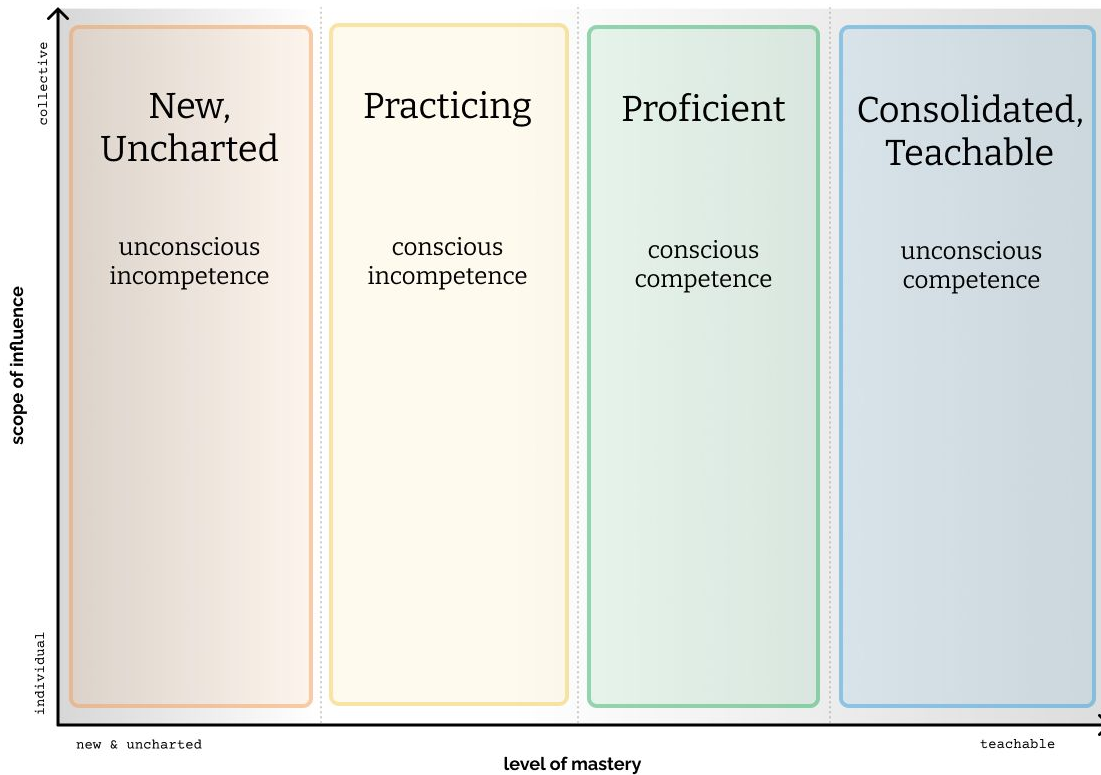


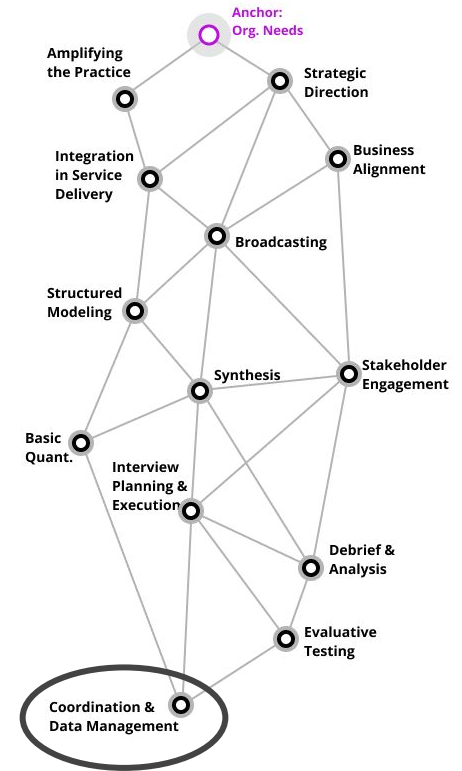
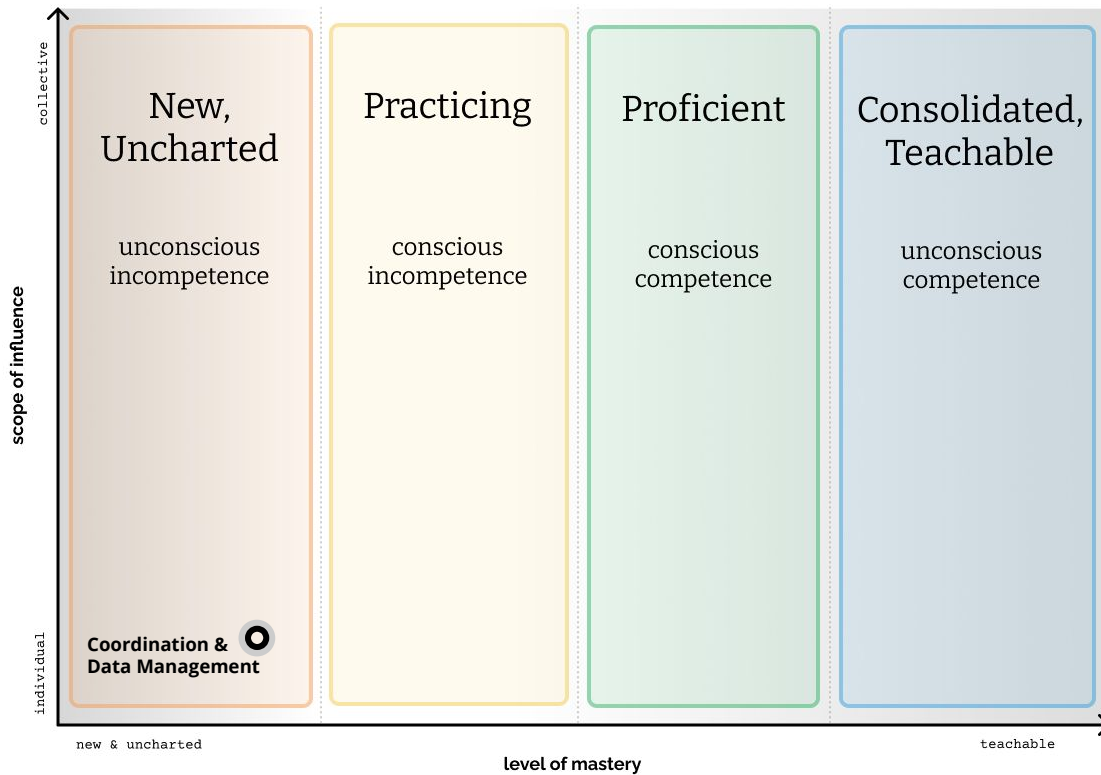
## The Archetypal Career Path

- Available at [researchskills.net/insights/report](https://researchskills.net/insights/report)
- Based on value chain hypothesis
- Triangulated with global workshop data
- (There is no “average” researcher)

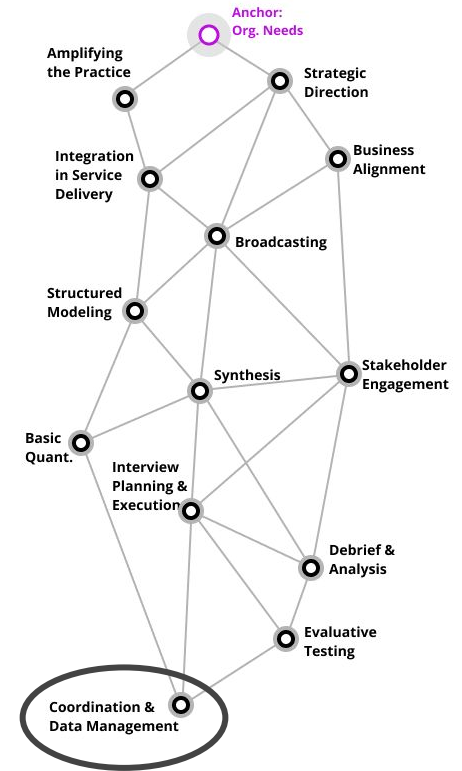
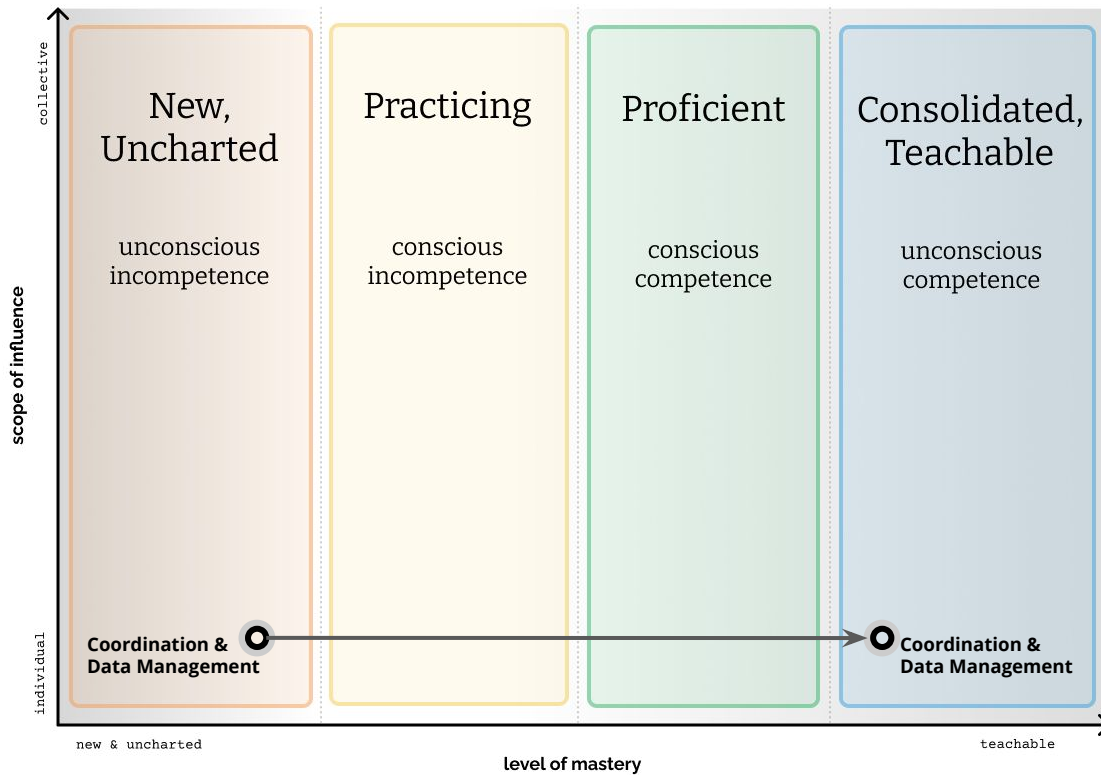
*How can we “see” the researcher’s career path?*





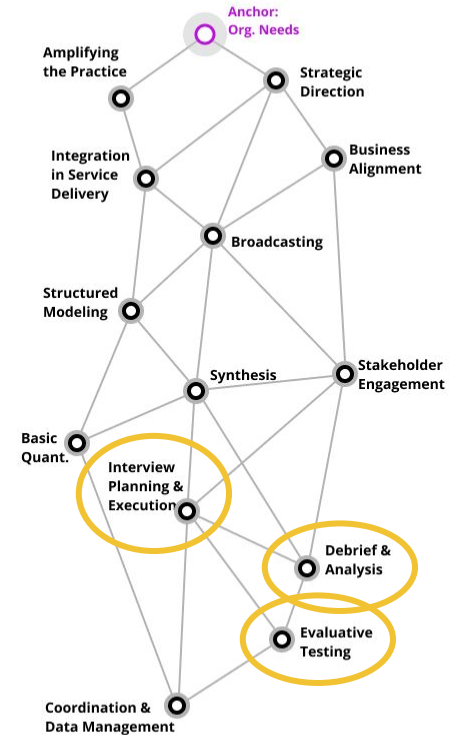
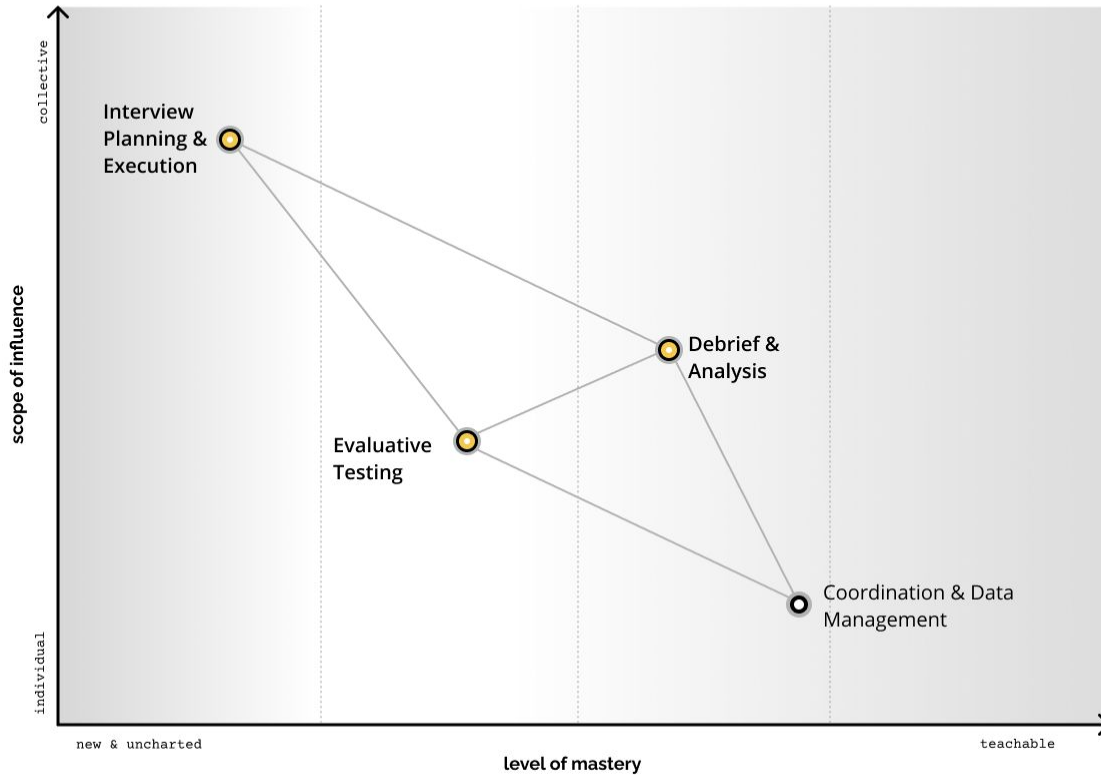






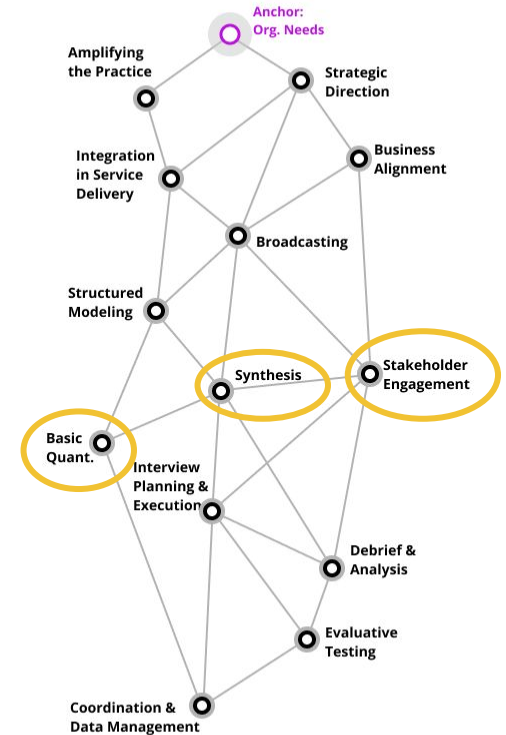
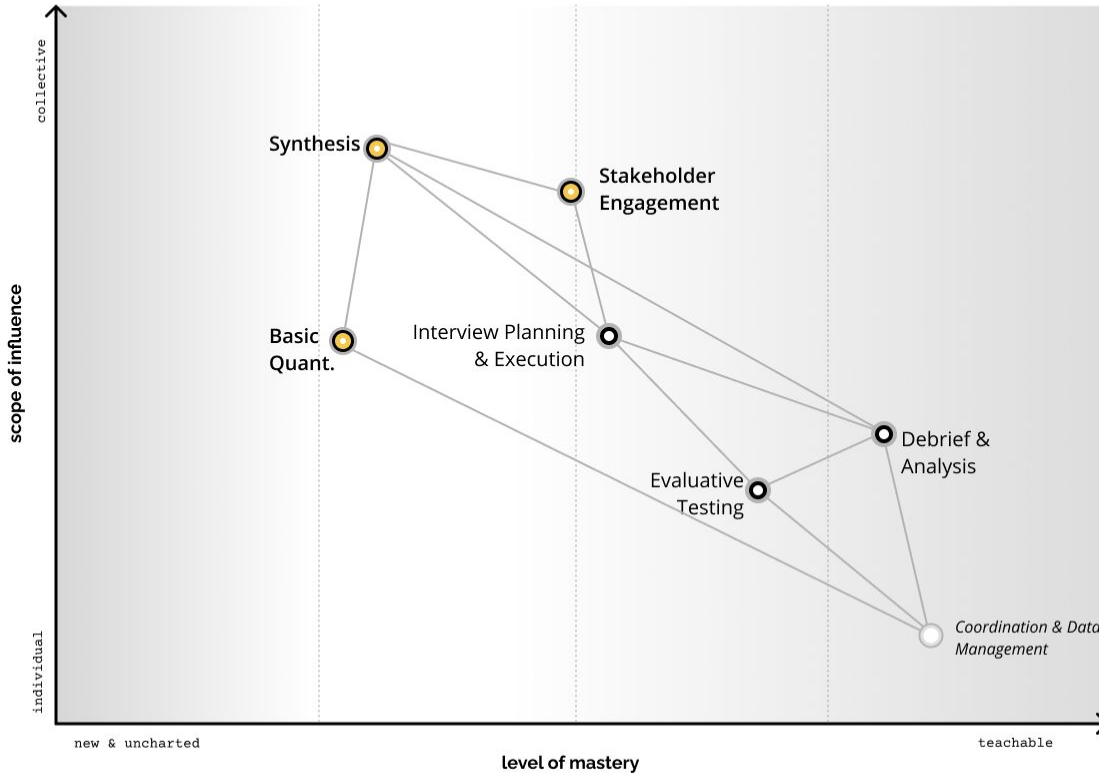
**Sample profile: ~1 year experience, centralized in-house researcher**

- Started as coordinator, now learning live usability testing



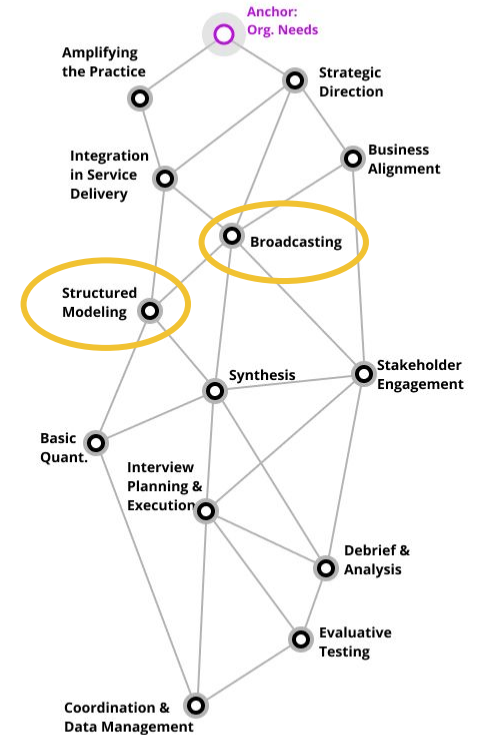
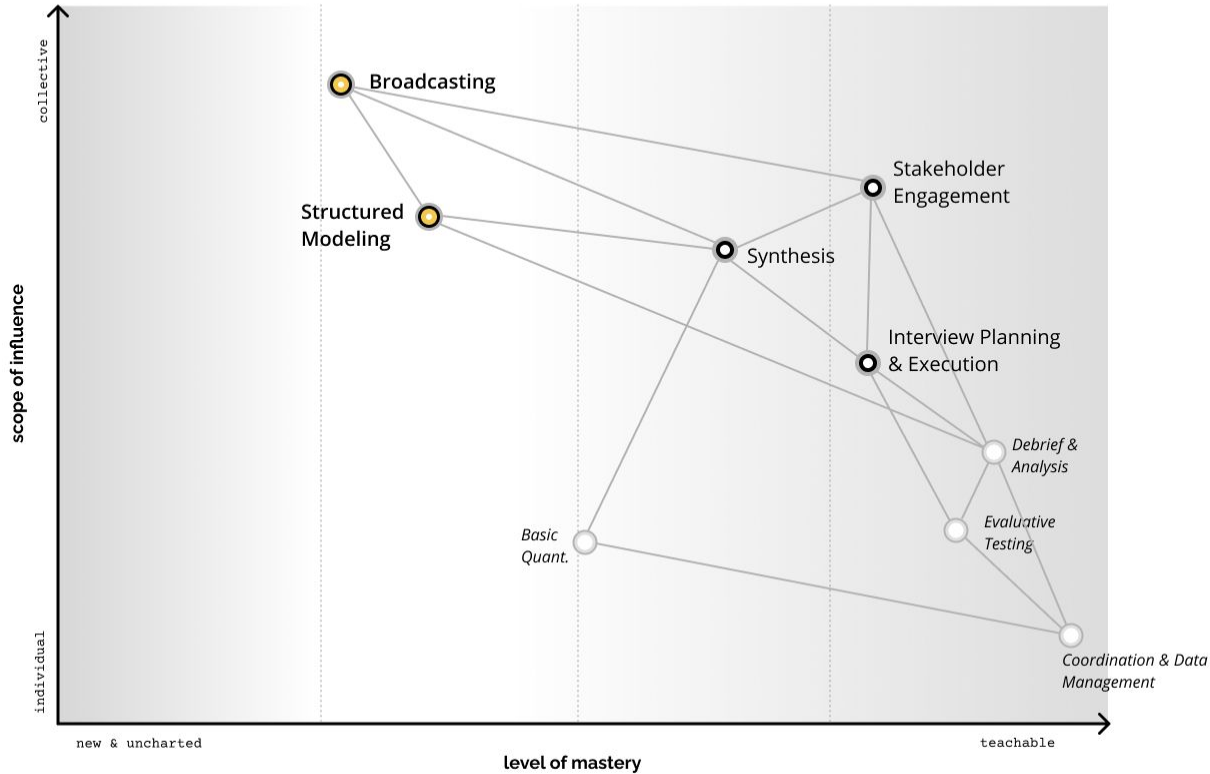
Sample profile: ~2 year experience, embedded in-house researcher

- Now embedded; Learning to own full projects within team



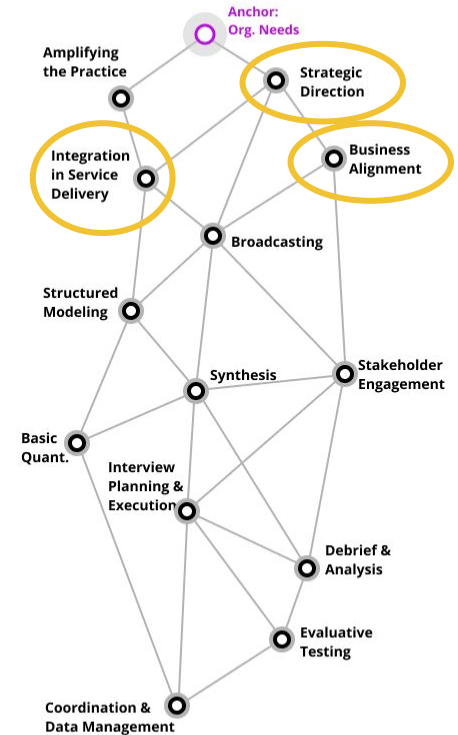
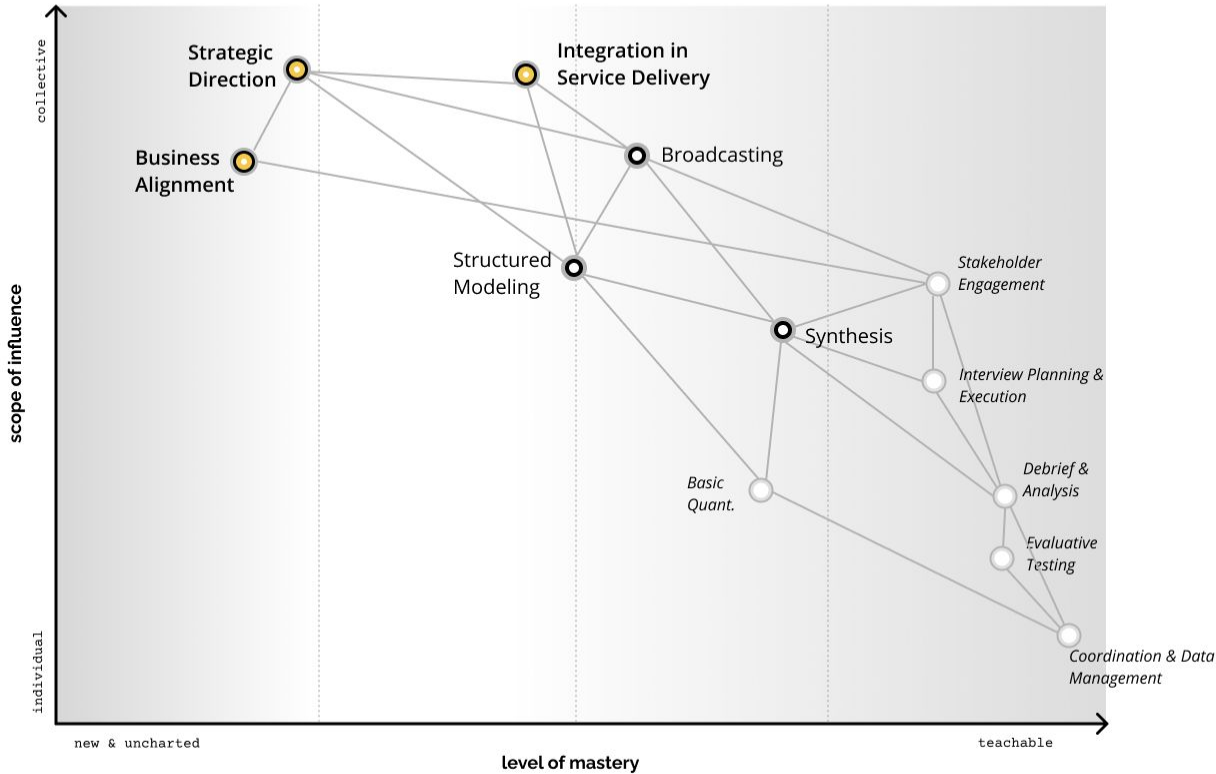
**Sample profile: ~4 year experience, embedded in-house researcher**

- Too much work! Storytelling & persuasion. Learning 'strategy'



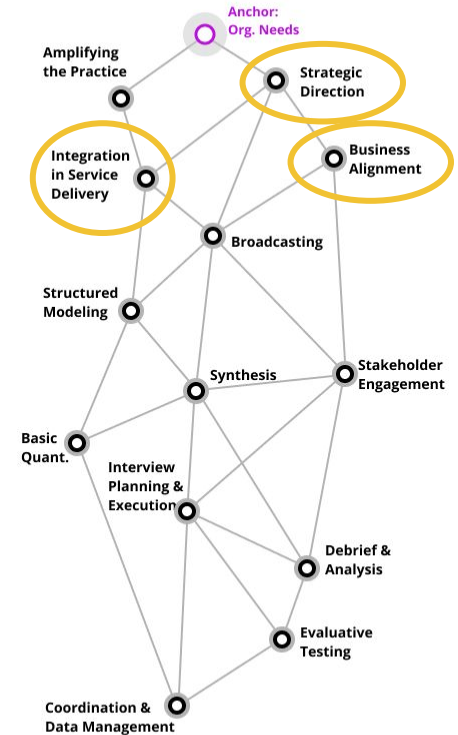
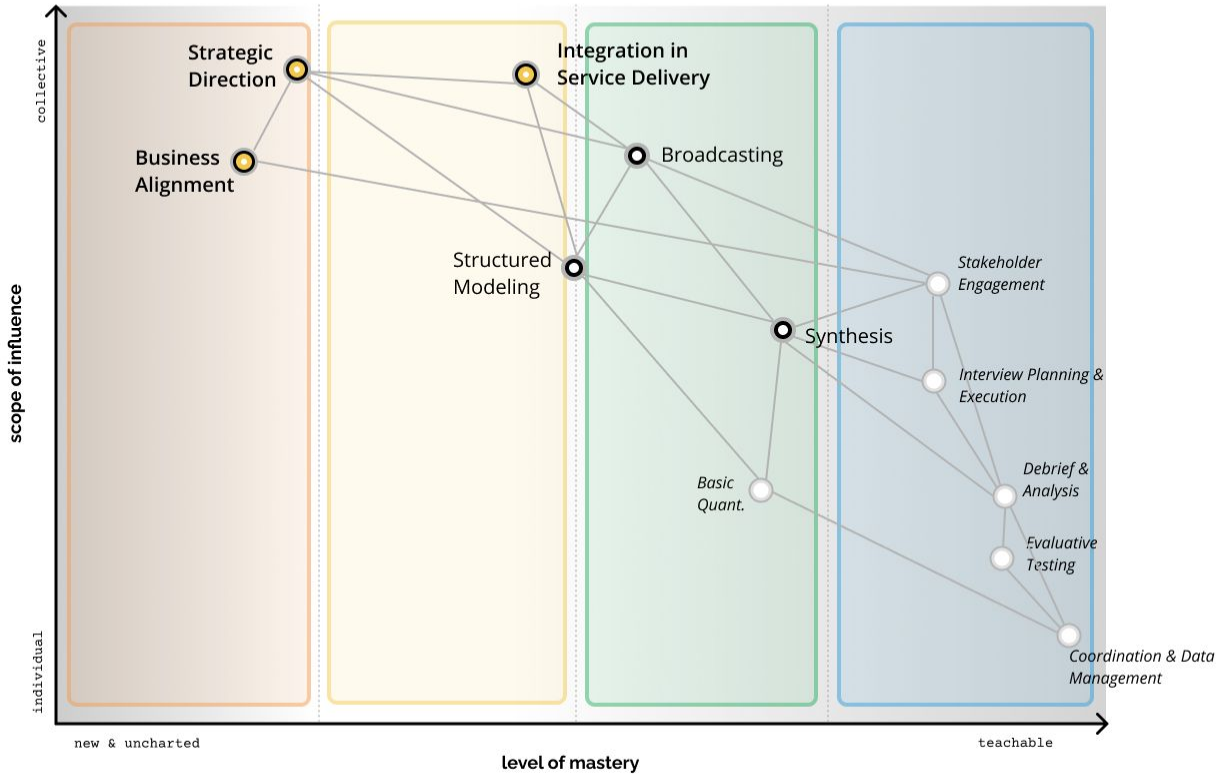
Sample profile: ~6-7 year experience, embedded in-house research lead

- Reshaping product process. Influential & always evangelizing.



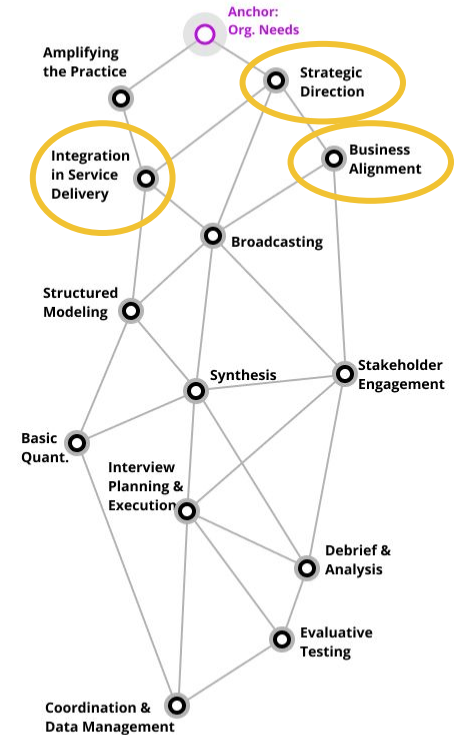
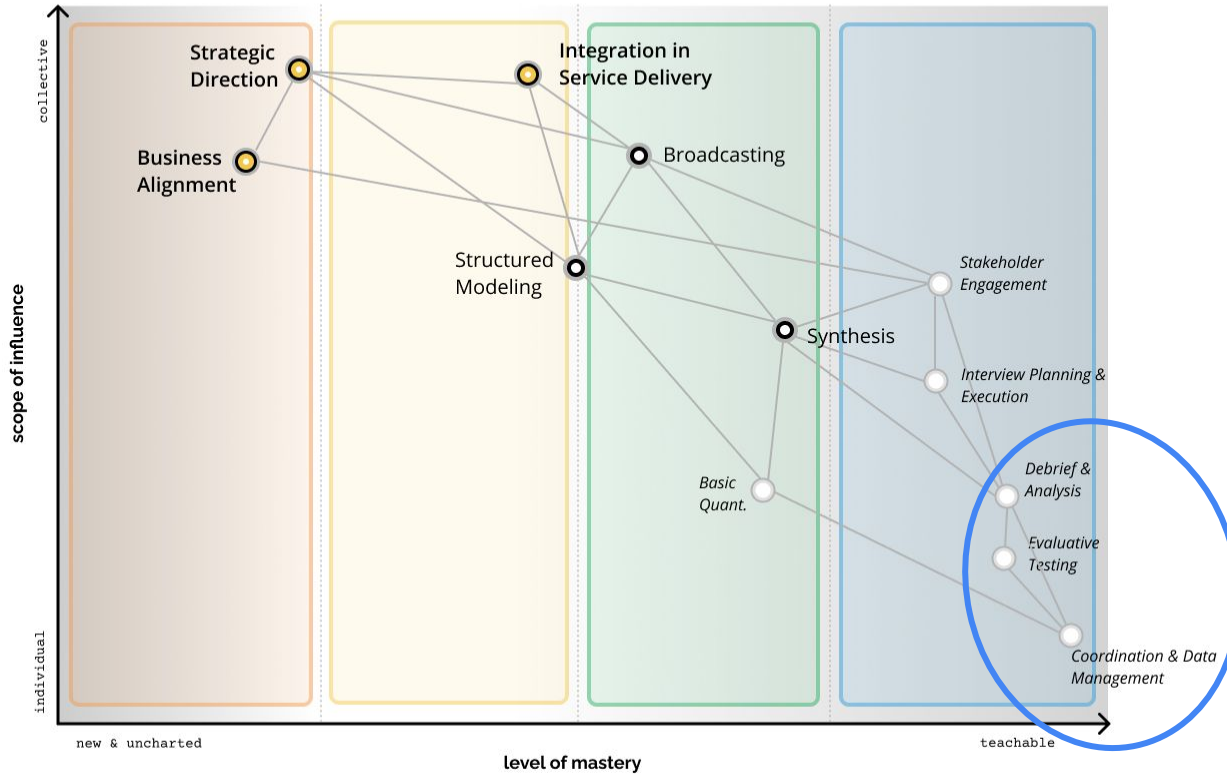
Sample profile: ~6-7 year experience, embedded in-house research lead

- Quick detour: what gets operationalized, & how?



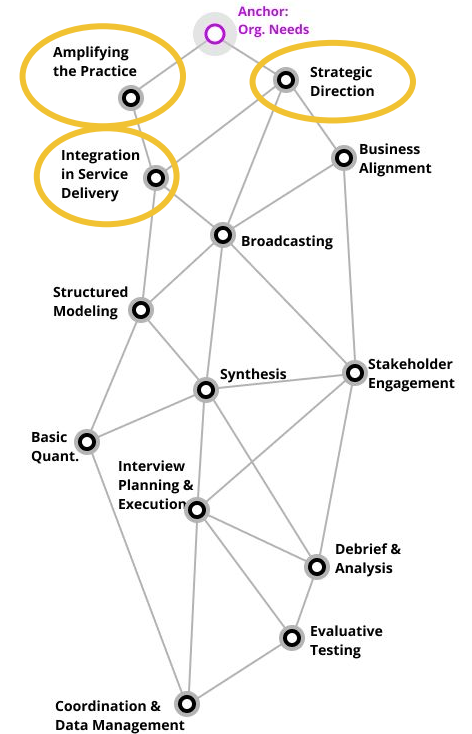
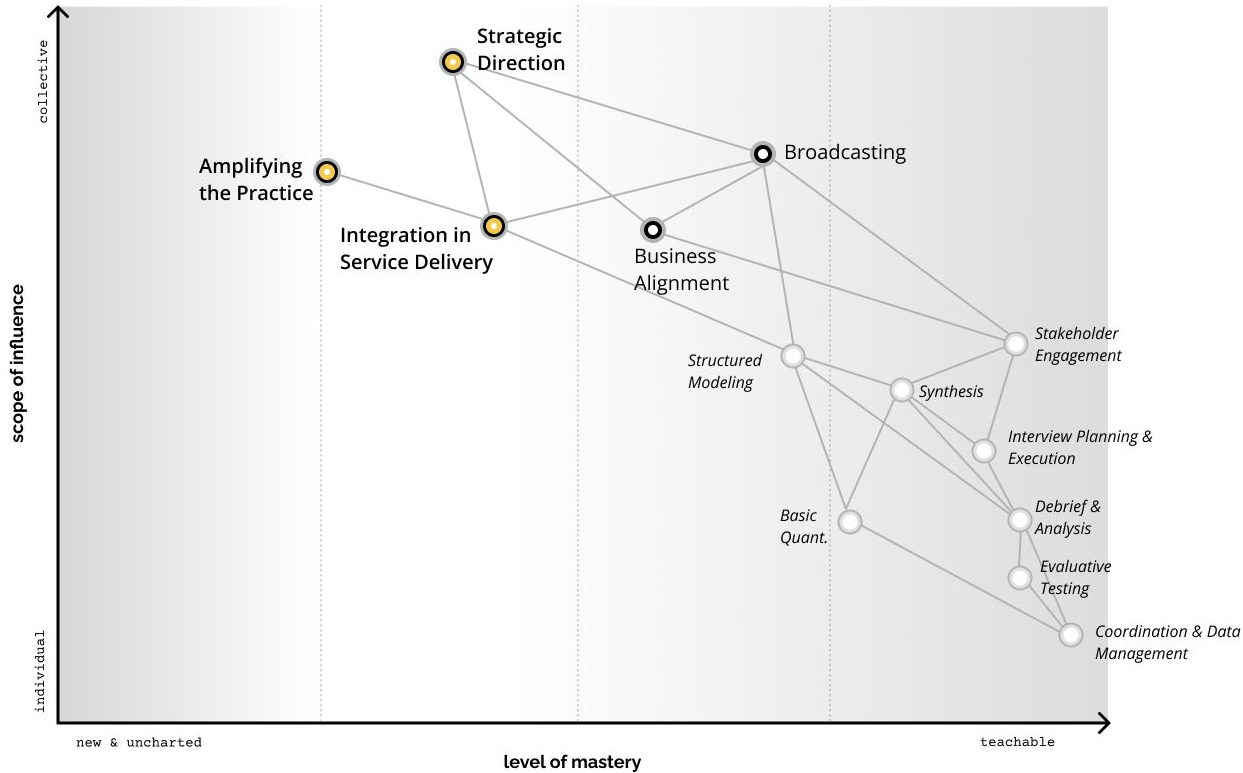
Sample profile: ~6-7 year experience, embedded in-house research lead

- Quick detour: what gets operationalized, & how?



Sample profile: ~7-12 years experience, in house senior lead or manager

- Practice positioning. Leadership tension.; What the hell is next?





# Index: A Research Skills Evolution

## Research Skills 101: The Basics

- Research Skills Framework
- Archetypal path of research growth

## **Research Skills 201: Two Scenarios of Use**

- Strategic profiling for team investment
- Wrangling divergent project processes

## Research Skills 401: Vision, Challenge, Invitation

- A living language of practice

## Scenario 1: Strategic Planning for Team Investment

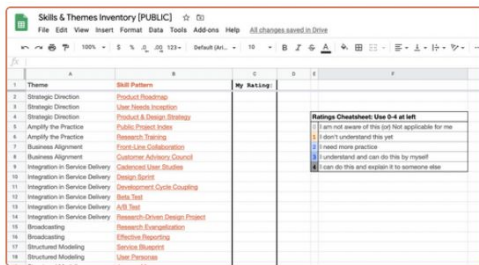
- You are a newer research manager
- Working with a team of 4
- Your quarterly retro is coming up
- And you need to plan hiring, L&D for H2 2021...

*What activities will help you get there,  
involve the team,  
bring them along with you?*

1.

## Skills and Themes Inventory

Assess your current level of mastery for 47 research skills.



2.

Quick pre-work for each teammate

3.

Theme Rating Table:	Score
Coordination & Data Management	
Evaluative Testing	
Debrief & Analysis	
Interview Planning & Execution	
Basic Quantitative Work	
Synthesis	
Stakeholder Engagement	
Structured Modeling	
Integration in Service Delivery	
Broadcasting	
Business Alignment	
Amplify the Practice	
Strategic Direction	

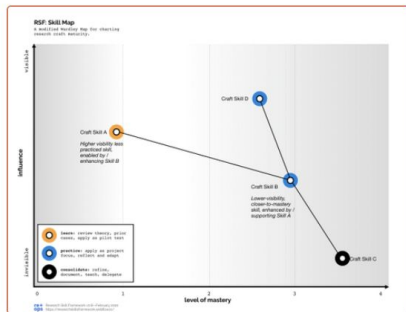
Coordination & Data Management	<a href="#">Data Capture</a>
Coordination & Data Management	<a href="#">Well-Managed Data</a>
Evaluative Testing	<a href="#">Heuristic Analysis</a>
Evaluative Testing	<a href="#">Usability Test</a>
Evaluative Testing	<a href="#">Information Architecture Study</a>
Evaluative Testing	<a href="#">Concept Test</a>
Evaluative Testing	<a href="#">Bug &amp; Defect Tracking</a>
Debrief & Analysis	<a href="#">Interview Debrief</a>
Debrief & Analysis	<a href="#">Video Analysis</a>
Debrief & Analysis	<a href="#">Affinity Map</a>
Debrief & Analysis	<a href="#">Data Wall</a>
Interview Planning & Execution	<a href="#">Study Plan</a>
Interview Planning & Execution	<a href="#">Participant Segments &amp; Screening</a>
Interview Planning & Execution	<a href="#">User Interview</a>
Interview Planning & Execution	<a href="#">Field Interview</a>
Interview Planning & Execution	<a href="#">Experience Sample / Diary Study</a>
Interview Planning & Execution	<a href="#">Interview Protocol</a>
Basic Quantitative Work	<a href="#">Surveys &amp; Questionnaires</a>
Basic Quantitative Work	<a href="#">Exploratory Quantitative Analysis</a>
Basic Quantitative Work	<a href="#">Product Analytics</a>
Synthesis	<a href="#">Exploratory Research</a>
Synthesis	<a href="#">Exploratory Qualitative Analysis</a>
Synthesis	<a href="#">Journey Map</a>
Synthesis	<a href="#">Sensemaking Workshop</a>
Synthesis	<a href="#">Conceptual Model</a>
Stakeholder Engagement	<a href="#">Stakeholder Interview</a>
Stakeholder Engagement	<a href="#">Stakeholder Assumption Workshop</a>
Structured Modeling	<a href="#">Service Blueprint</a>
Structured Modeling	<a href="#">User Personas</a>
Structured Modeling	<a href="#">Jobs to Be Done</a>
Interview Planning & Execution	<a href="#">Actionable Research Question</a>
Integration in Service Delivery	<a href="#">Research-Driven Design Project</a>
Broadcasting	<a href="#">Effective Reporting</a>
Broadcasting	<a href="#">Research Evangelization</a>
Integration in Service Delivery	<a href="#">A/B Test</a>
Integration in Service Delivery	<a href="#">Beta Test</a>
Integration in Service Delivery	<a href="#">Development Cycle Coupling</a>
Integration in Service Delivery	<a href="#">Design Sprint</a>
Integration in Service Delivery	<a href="#">Cadenced User Studies</a>
Business Alignment	<a href="#">Customer Advisory Council</a>
Business Alignment	<a href="#">Front-Line Collaboration</a>
Amplify the Practice	<a href="#">Research Training</a>
Amplify the Practice	<a href="#">Public Project Index</a>
Strategic Direction	<a href="#">Product Roadmap</a>
Strategic Direction	<a href="#">User Needs Inception</a>
Strategic Direction	<a href="#">Product &amp; Design Strategy</a>

1.

<https://www.researchskills.net/tool/skill-map>

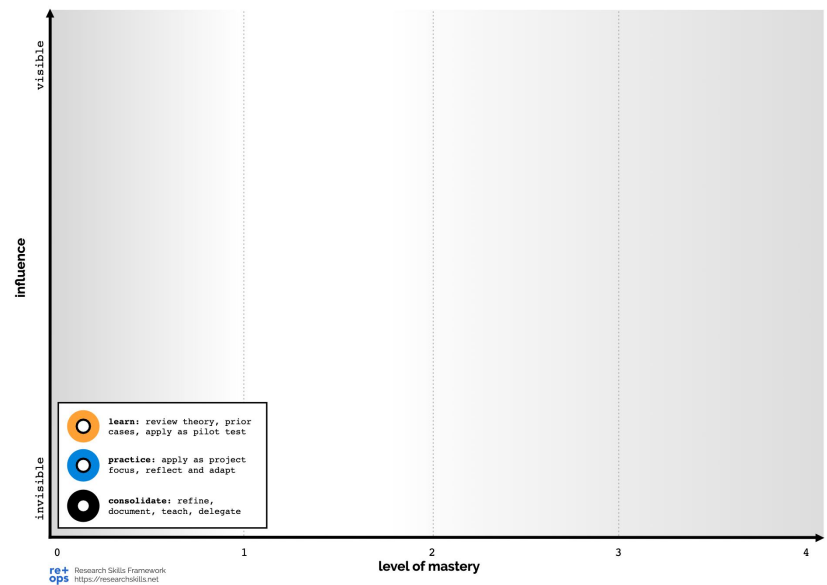
### Skill Progression Map

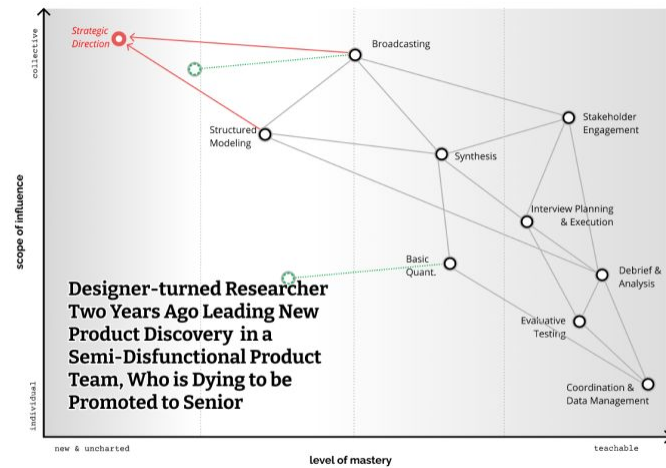
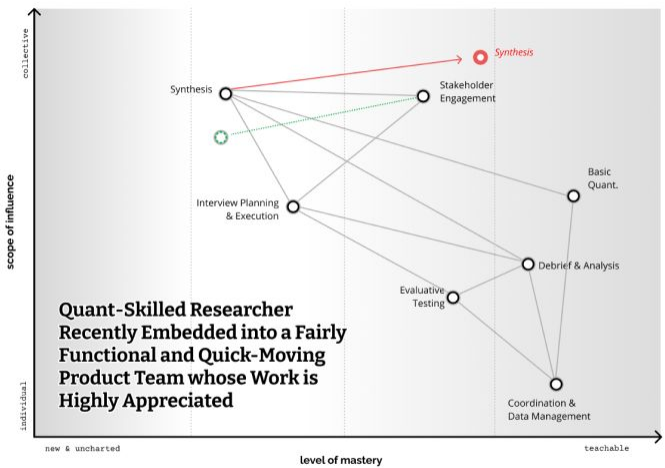
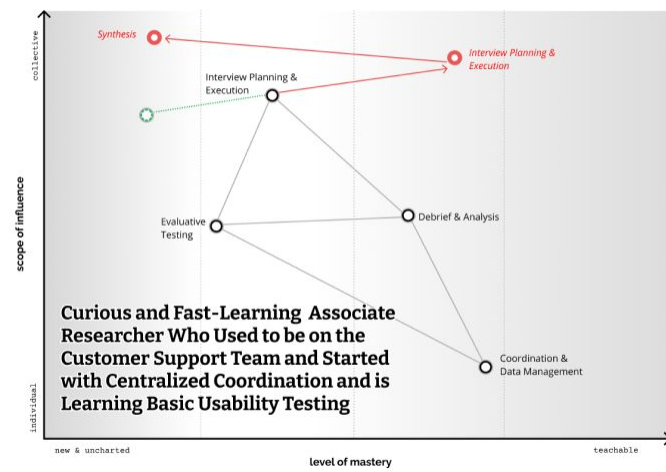
Chart the landscape of your skills. Decide where to invest, or divest.



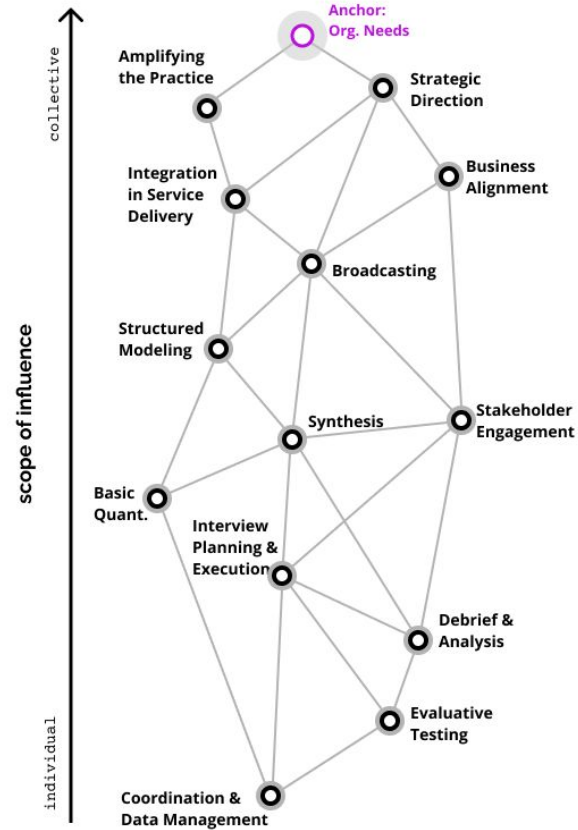
2.

*First activity in workshop*

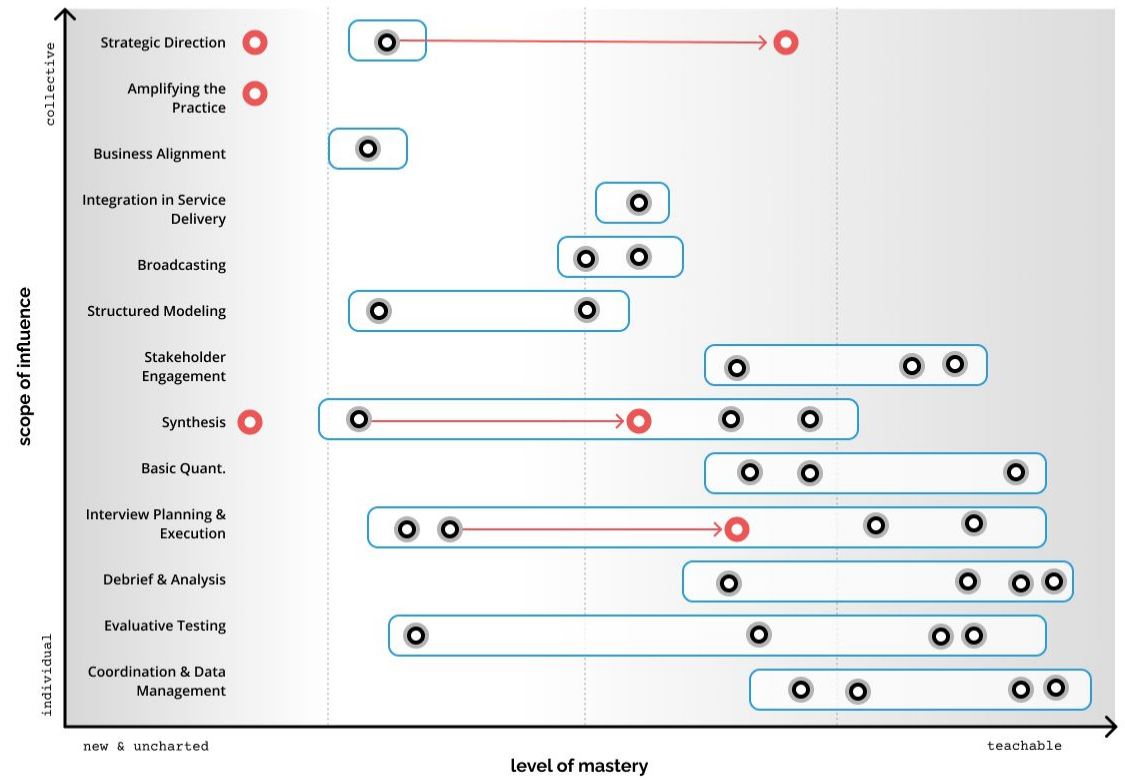
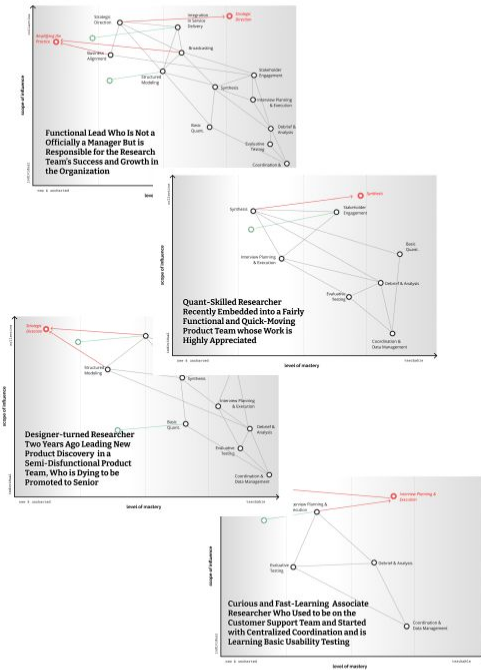


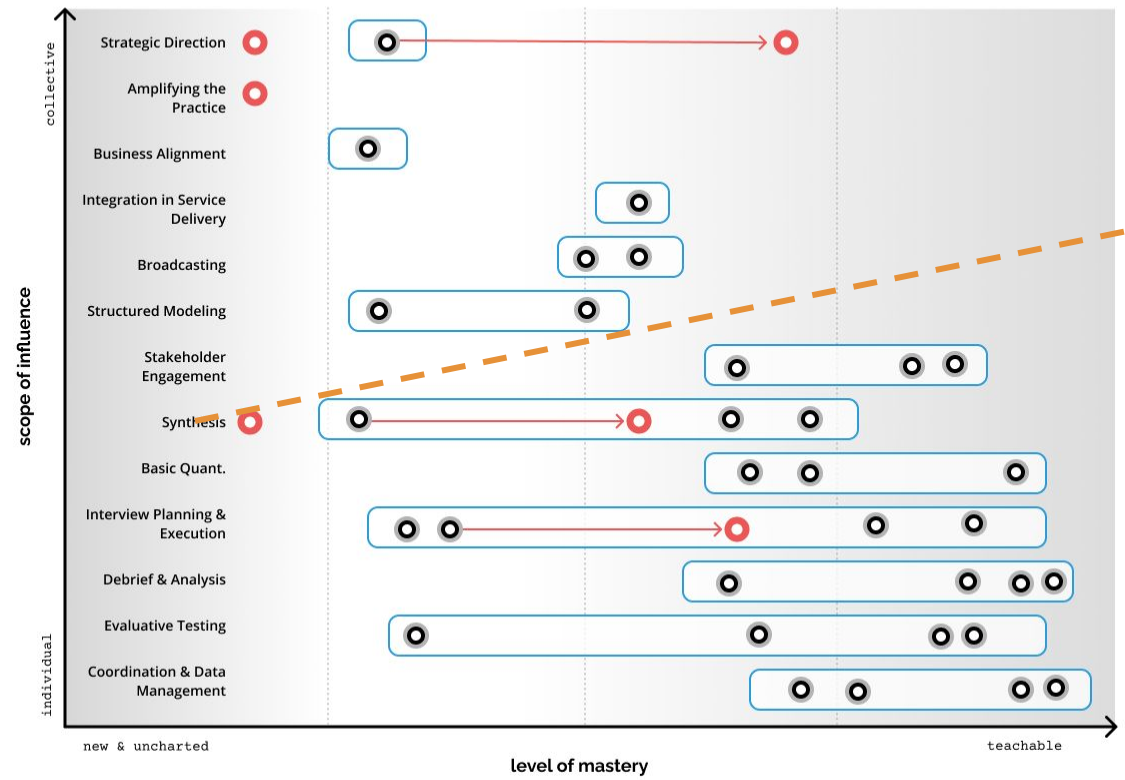
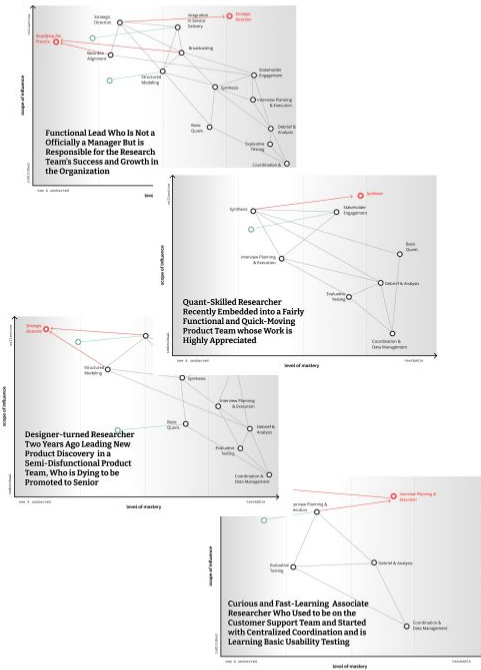


The path for individual growth, the singular...

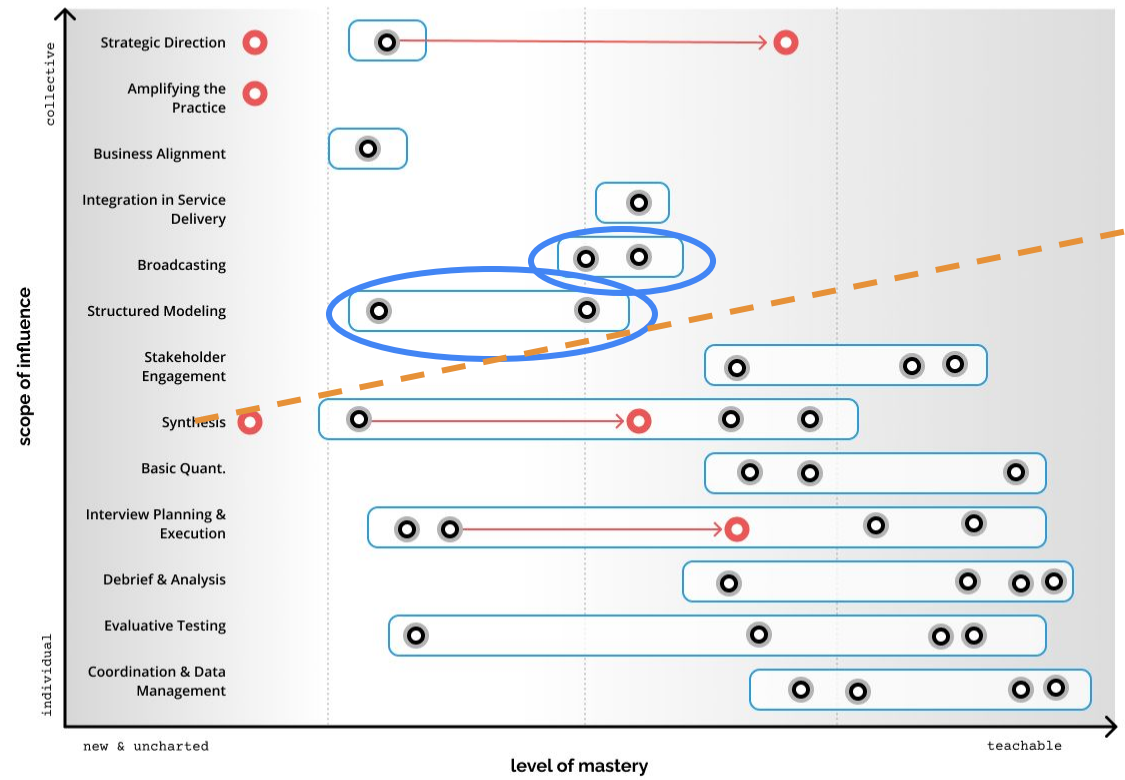
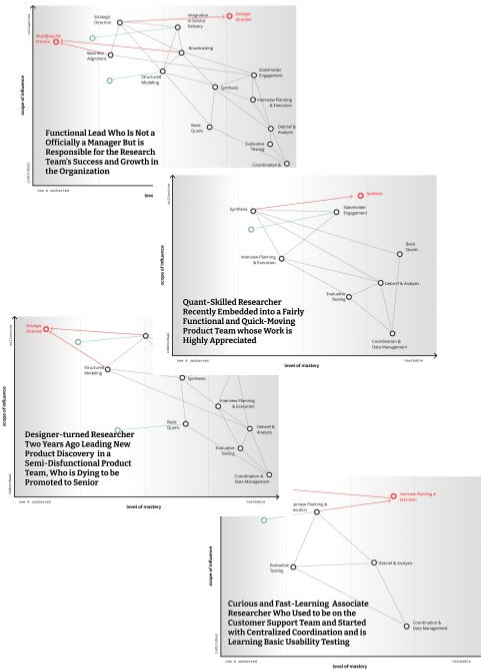


...also reflects how a team contributes to the organization, in the aggregate.









## Scenario 2: Wrangling Divergent Project Processes

- You are managing many embedded researchers
- Who all run similar projects in different ways
- You want to improve their workflows & effectiveness,
- Without setting restrictive constraints

*What activities will help you understand the work, identify key areas for intervention, set standard practices that are healthy & helpful?*

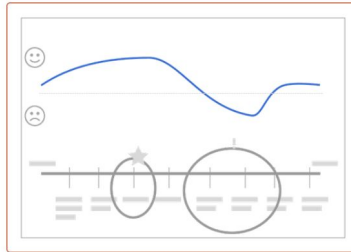
## Moderate amount of pre-work for the team

<https://www.researchskills.net/tool/project-builder>

1.

### Project Journey Map

Understand your personal conditions for success by visualizing highs and lows in a project timeline.



2.

### Project Builder

Plan successful research projects: visualize the end-to-end flow and make up-front decisions that lead to greater downstream impact.

<https://www.researchskills.net/tool/project-journey-map>



Prompt overview - 2 mins



Pattern selection discussion - 10 mins



## <project name>: pattern sequence planning

Role: uxevan rough-waaa, <data>  
Point of contact: your contact info.



### Project Context:

#### 1. Question

- What do we really need to learn?
- What will we do differently after that?
- What would happen if we don't do this?

#### 2. Approach

- Who do we need to learn from?
- What kind of information do we need?
- How do we intend to get it?
- How will we bring the learn along?

#### 3. Execute

- What type of data do we gather?
- In what contexts are we researching?
- What methods, techniques do we use?
- How do we collect and store?

#### 4. Analyze

- How do we evaluate our data reliability?
- How will we manage and work with data?
- How do we ensure traceable progress?
- What forms of synthesis will we enable?

#### 5. Synthesize

- What is our approach to sensemaking?
- How do we create shared understanding?
- What artifact outputs will we report with?
- How do we package and communicate the work?

#### 6. Impact

- What projects will this work enable?
- What decisions are most important?
- Who needs to learn from this project?
- How do we package and communicate the work?

### Project Pattern Selection:

Question 0

Approach 0

Execute 0

4. Analyze 0

5. Synthesize 0

6. Impact 0

### Research Skills - Card Listing

1. Question 5

Actionable

Stakeholder

Product Roadmap

Front-Line

Customer

2. Approach 8

Study Plan

Participant

Interview Protocol

Stakeholder

Cadenced User

A/B Test

Research Training

Research-Driven

3. Execute 12

User Interview

Participant

Usability Test

Data Capture

Heuristic Analysis

Experience

Field Interview

Concept Test

Surveys &

Information

4. Analyze 7

Interview Debrief

Video Analysis

Affinity Map

Well-Managed

Data Wall

Exploratory

Exploratory

5. Synthesize 8

Report

Sensemaking

User Personas

Conceptual Model

Journey Map

Product Analytics

Jobs to be Done

Service Blueprint

6. Impact 8

Bug & Defect

Effective

Public Project

User Needs

Research

Design Sprint

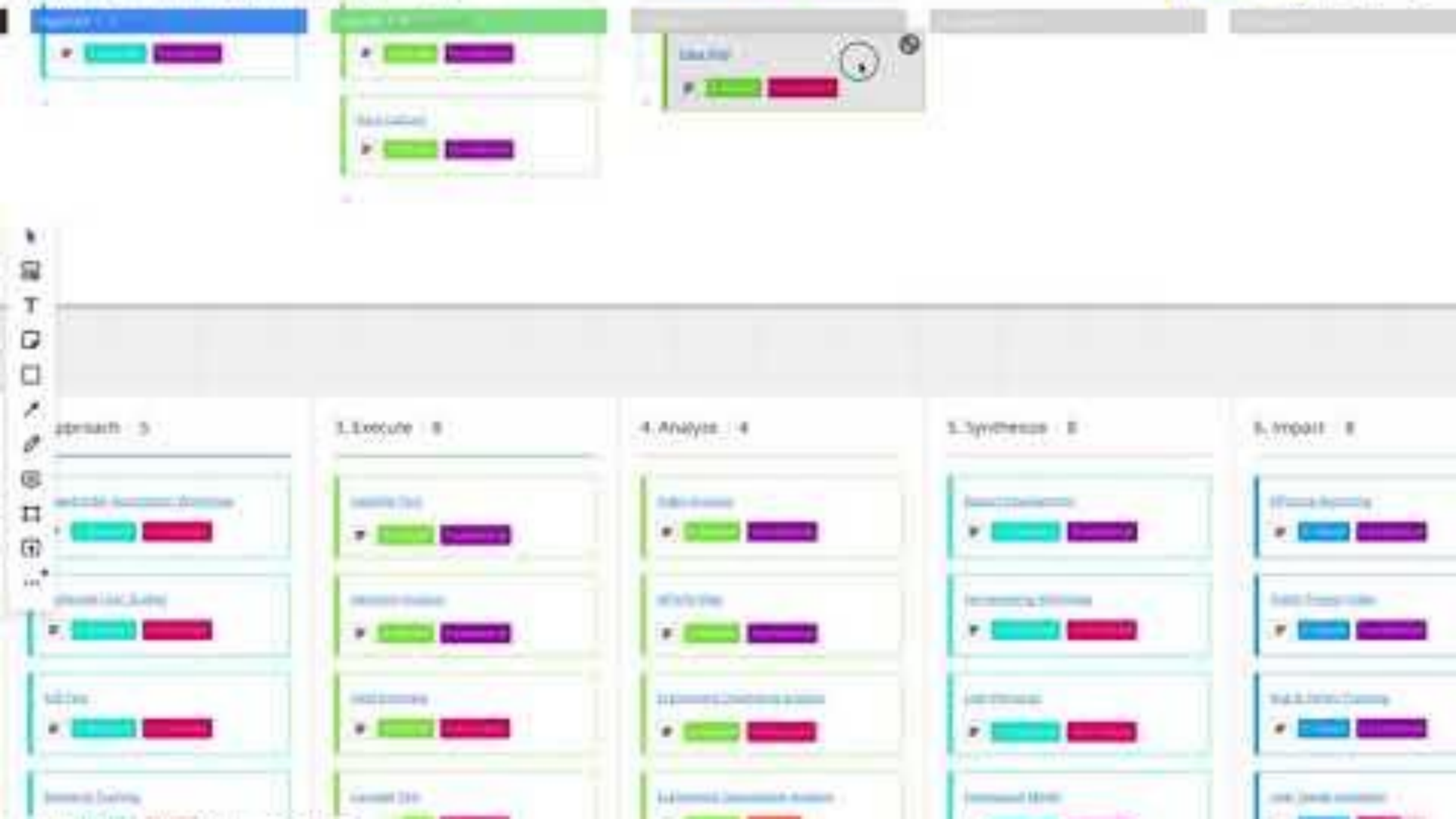
Product & Design

Development



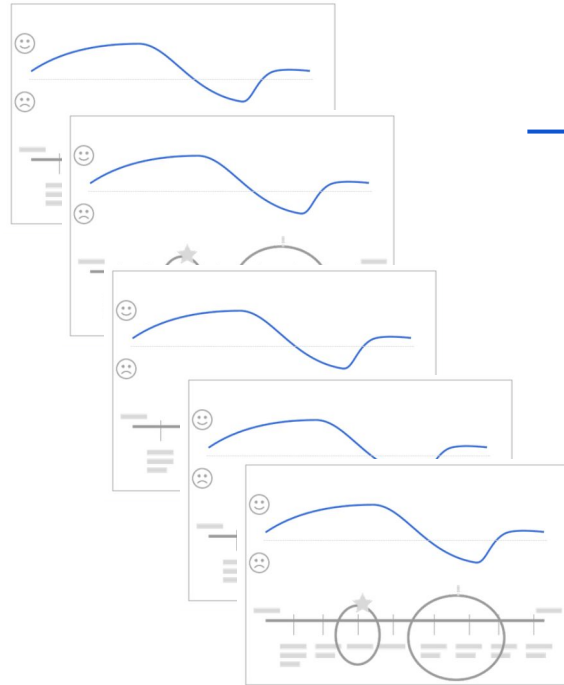
See also:  
Concepts and grounding ideas behind these patterns.

Building Projects with  
Research Skills



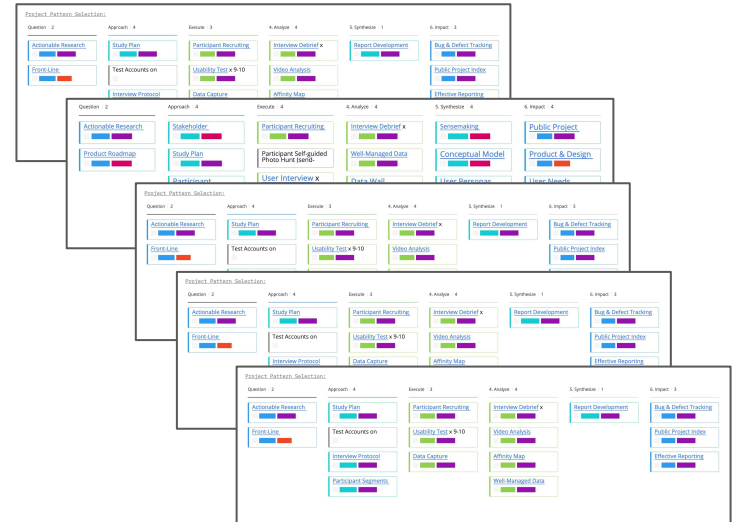
First bit of workshop  
draws out common  
pressures & successes

1.



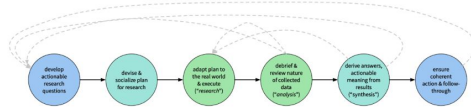
2.

Next identifies core  
practices & outcome  
drivers



# Live Usability Test Example: pattern planning

Draft: <version rough-ness>, <date>  
Point of contact: <your contact info>



## Project Context:

### 1. Question

- What do we really need to learn?
- What will we do differently after that?
- What would happen if we don't do this?

### 2. Approach

- Who do we need to learn from?
- What kind of information do we need?
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- How will we bring the team along?

### 3. Execute

- What type of data do we gather?
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### 4. Analyze

- How do we evaluate our data reliability?
- How will we manage and work with data?
- How do we ensure traceable insights?
- What forms of synthesis will we enable?

### 5. Synthesize

- What is our approach to sensemaking?
- How do we create shared understanding?
- What artifact outputs will we report with?
- How do we model data, create insights?

### 6. Impact

- What projects will this work enable?
- What decisions are most important?
- Who needs to learn from this project?
- How do we package and communicate the work?

## Project Pattern Selection:

Question | 2

Actionable Research Question

- 1. Question Foundational

Front-Line Collaboration

- 1. Question Advanced

Approach | 4

Study Plan

- 2. Approach Foundational

Test Accounts on Production

- x. Approach Foundational

Interview Protocol

- x. Approach Foundational

Participant Segments & Screening

- 2. Approach Foundational

Execute | 3

Participant Recruiting & Coordination

- 3. Execute Foundational

Usability Test x 9-10

- 3. Execute Foundational

Data Capture

- 3. Execute Foundational

Well-Managed Data

- 4. Analyze Foundational

4. Analyze | 4

Interview Debrief x 9-10

- 4. Analyze Foundational

Video Analysis

- 4. Analyze Foundational

Affinity Map

- 4. Analyze Foundational

Well-Managed Data

- 4. Analyze Foundational

5. Synthesize | 1

Report Development

- 5. Synthesize Foundational

6. Impact | 3

Bug & Defect Tracking

- 6. Impact Foundational

Public Project Index

- 6. Impact Foundational

Effective Reporting

- 6. Impact Foundational

- Project archetype with core patterns
- Create a playbook that speaks to recurring challenges, flexible enough to adapt to all study contexts
- Pin tools, resources, techniques to this study playbook
- Train new team members on ways of working from custom set of patterns of practice
- Understand project challenges & recurring needs as basis for targeting operations work

# Index: A Research Skills Evolution

## Research Skills 101: The Basics

- Research Skills Framework
- Archetypal path of research growth

## Research Skills 201: Two Scenarios of Use

- Strategic profiling for team investment
- Wrangling divergent project processes

## **Research Skills 401: Vision, Challenge, Invitation**

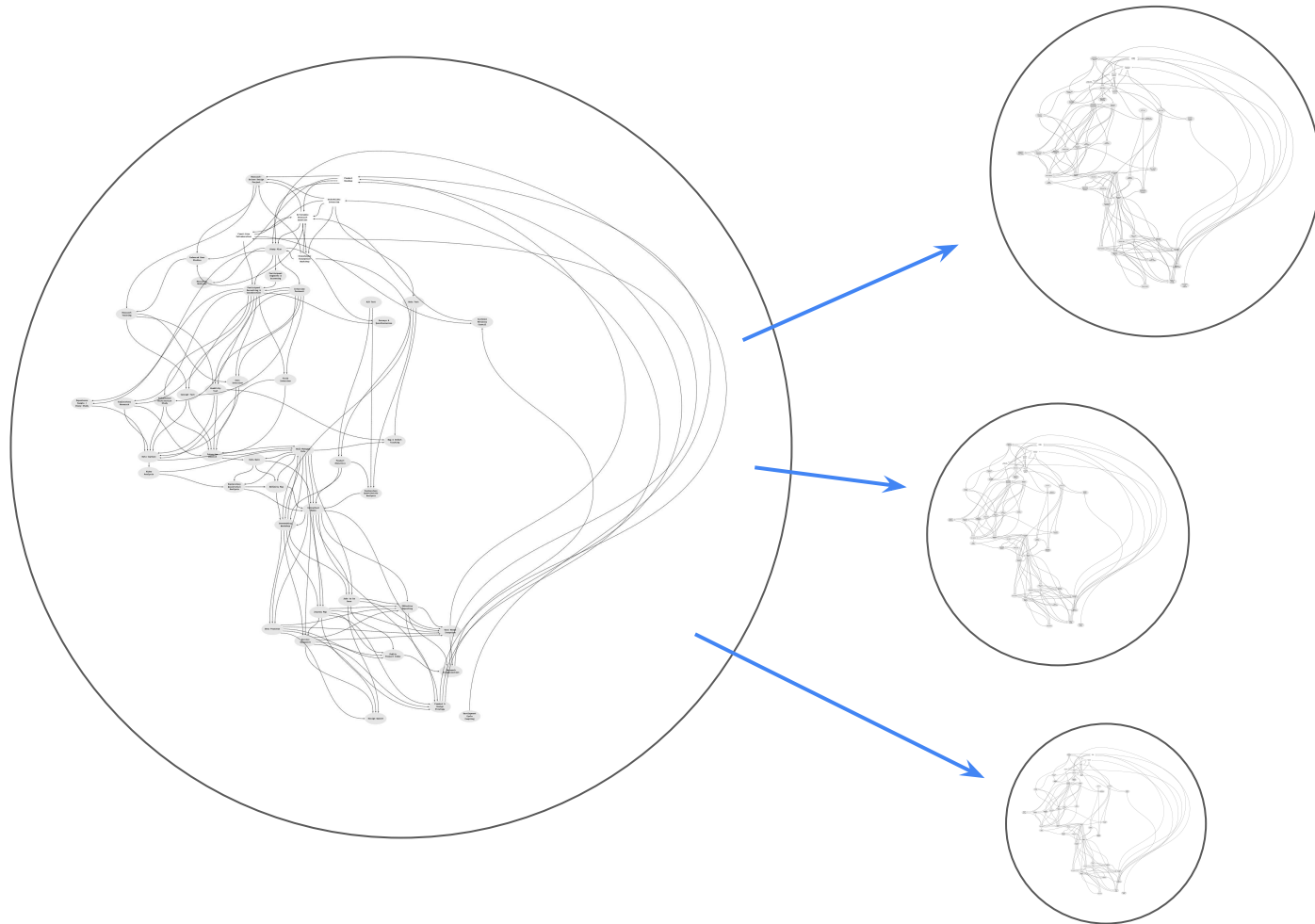
- A living language of practice

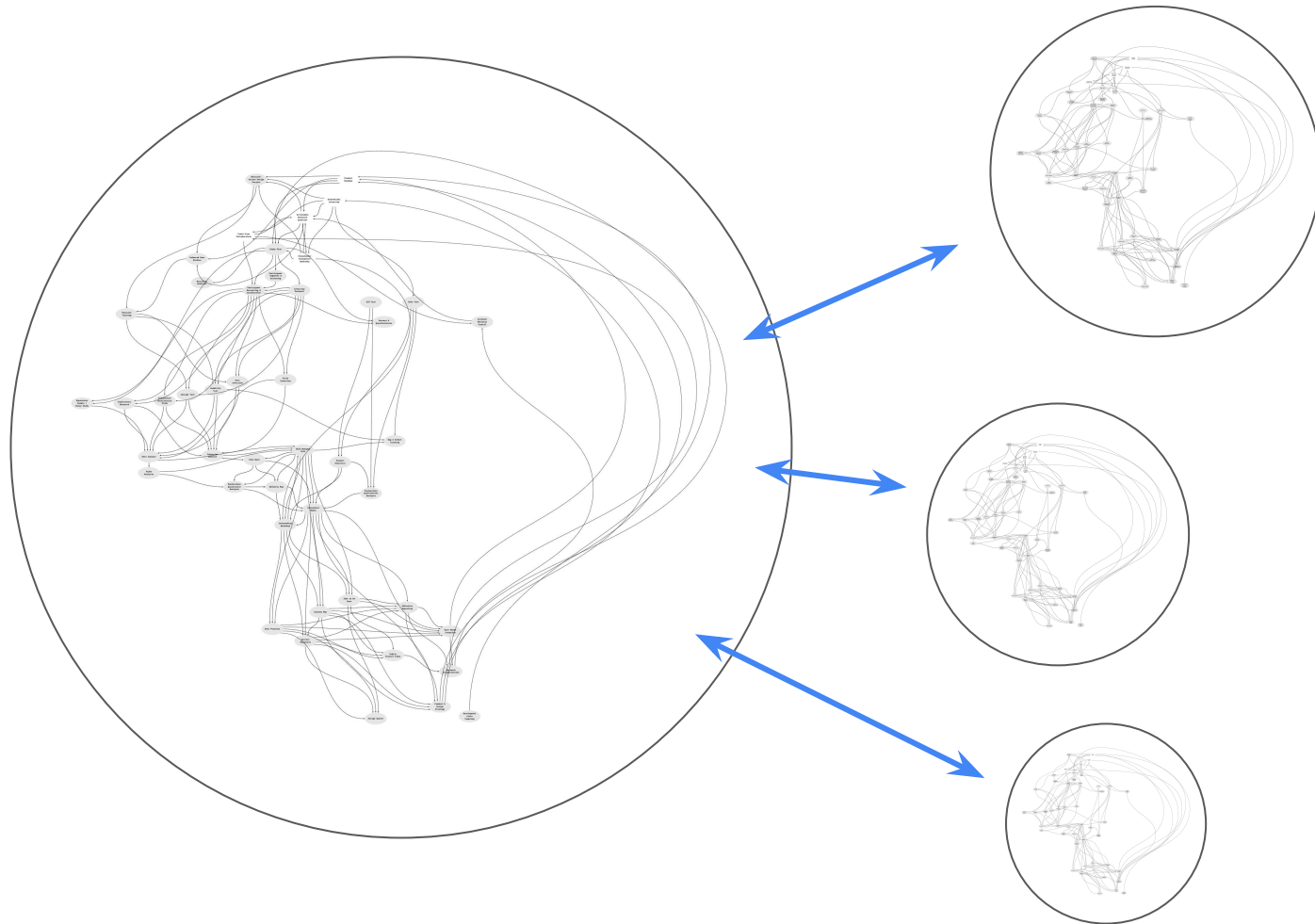


The power and flexibility of this approach comes—as with any good research—from a nuanced look at the real work, the day to day practices we employ on the ground.

We abstract and manipulate these discrete patterns of practice into higher order meaning and more useful tools.







To make a living language of practice, we need to build tools for adoption, tools for use, and pathways for teams to contribute new developments...

Use it:

re+  
ops



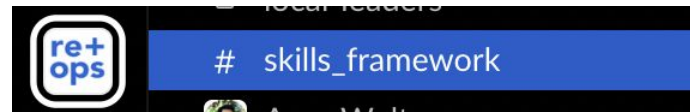
## Research Skills Framework

*Researchers researching researchers: a project by the [ResearchOps Community](#)*

<https://www.researchskills.net/>

Improve it:

In [ResearchOps.Community](#)  
slack, [#skills\\_framework](#)



Or Twitter: to [@davesresearch](#) and  
we can discuss in a wide open venue

The parting invitation:

- 1. Test & try these existing tools!**
2. Adopt and adapt the skills for your team
3. Find what works for you and why
4. Share to the community at large; contribute back to the framework
5. Enough activity points the way—shows the pathways we must build to bring it to life



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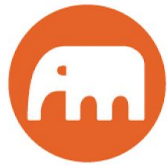
- Strategic profiling for team investment
- Wrangling divergent project processes

## Research Skills 401: Challenge, Vision, Invitation

- A living language of practice

# A Research Skills Evolution

Dave Hora — *@davesresearch*



**Advancing Research 2021**  
by Rosenfeld



researchskills.net



researchops.community



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