



Measuring Up

Shifting our focus to organizational goals

Mac Smith

Setting up your organization for success



Prepare

- Turn your research lens on the organization
- Create your team's research strategy
- Change yourself before changing others



Align

- Find your champion
- Time your research and place your bets
- Join forces with other insight functions



Deliver

- Demonstrate how your data maps to business goals
- Make predictions for the bottom line
- Have collaboration next steps

1.

2.

3.





01.

Prepare

Turn your research lens on the organization

Create your team's research strategy

Change yourself first



Turning your research lens on the organization



Large Networked
Organization



Deep
Domain Expertise



Data
Friendly



Unsure how to engage
(beyond usability)



Turning your research lens on your team



Research
Craft



Domain
Expertise



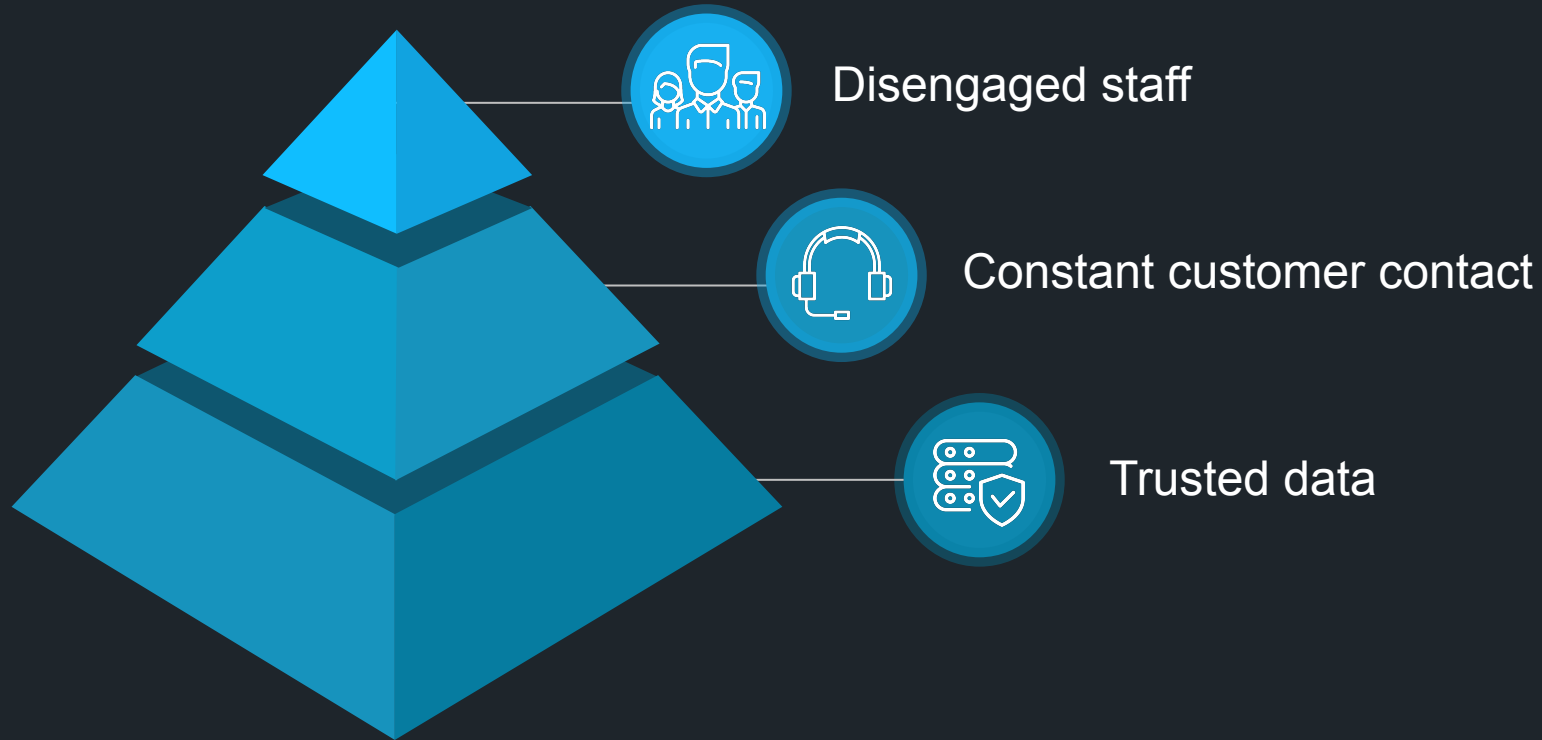
Business
Acumen



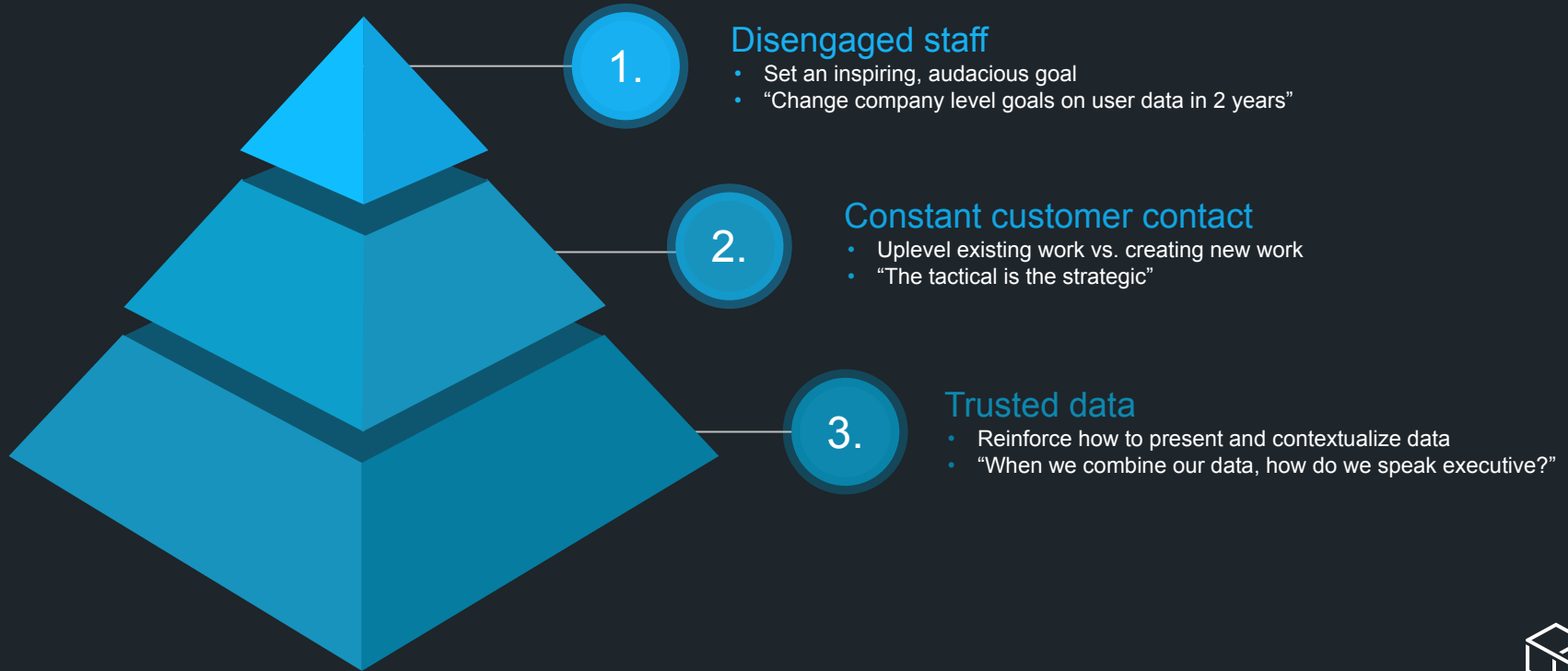
Advising
Skills



The nature of the challenge for the team

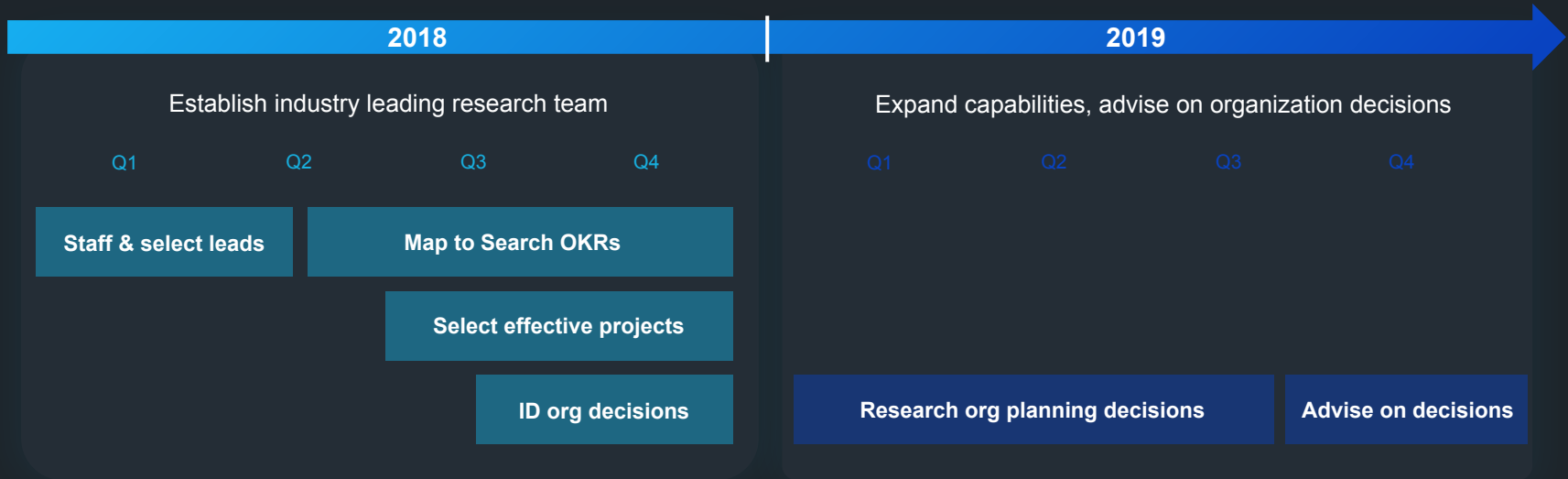


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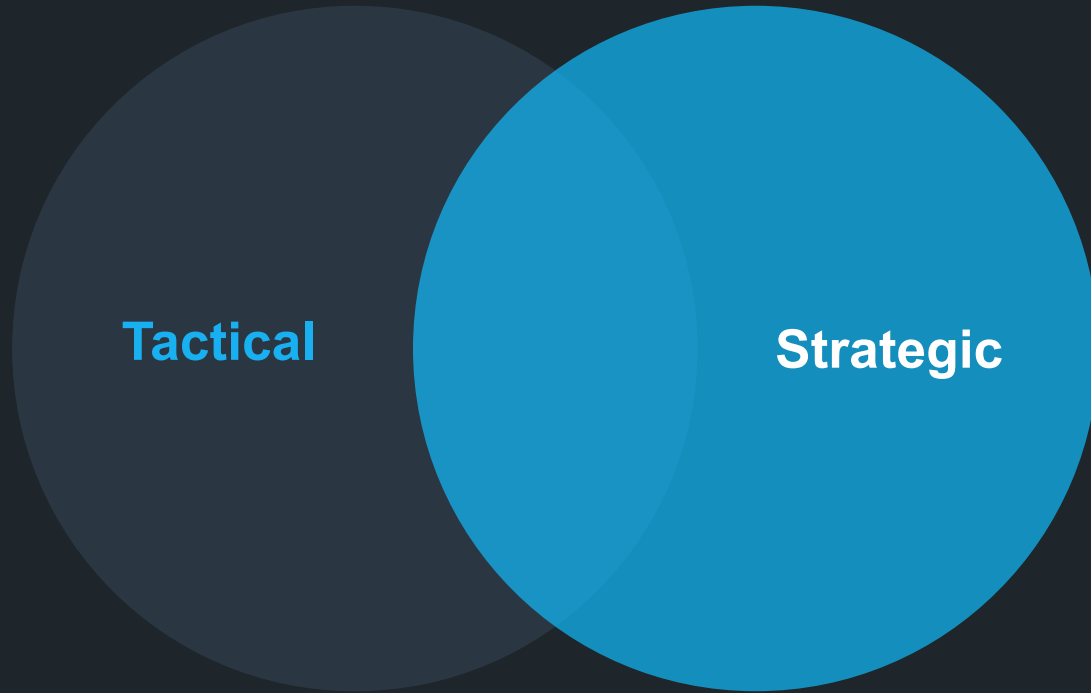


Audacious Goal

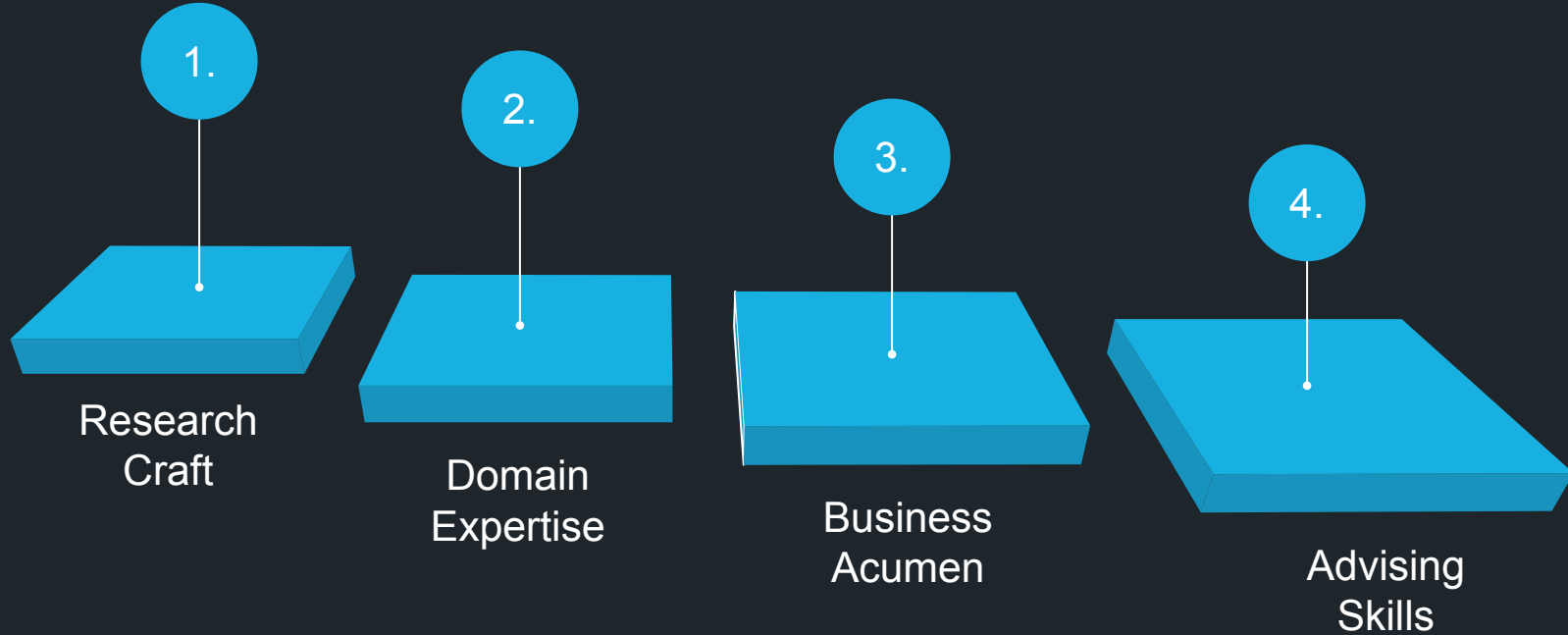
The next 2 years - How we become more effective



Customer contact is strategic



Invest in key skills for the team





02.

Align

Find your champion

Time your research and place your bets

Join forces with other insight functions



Aligning your plans

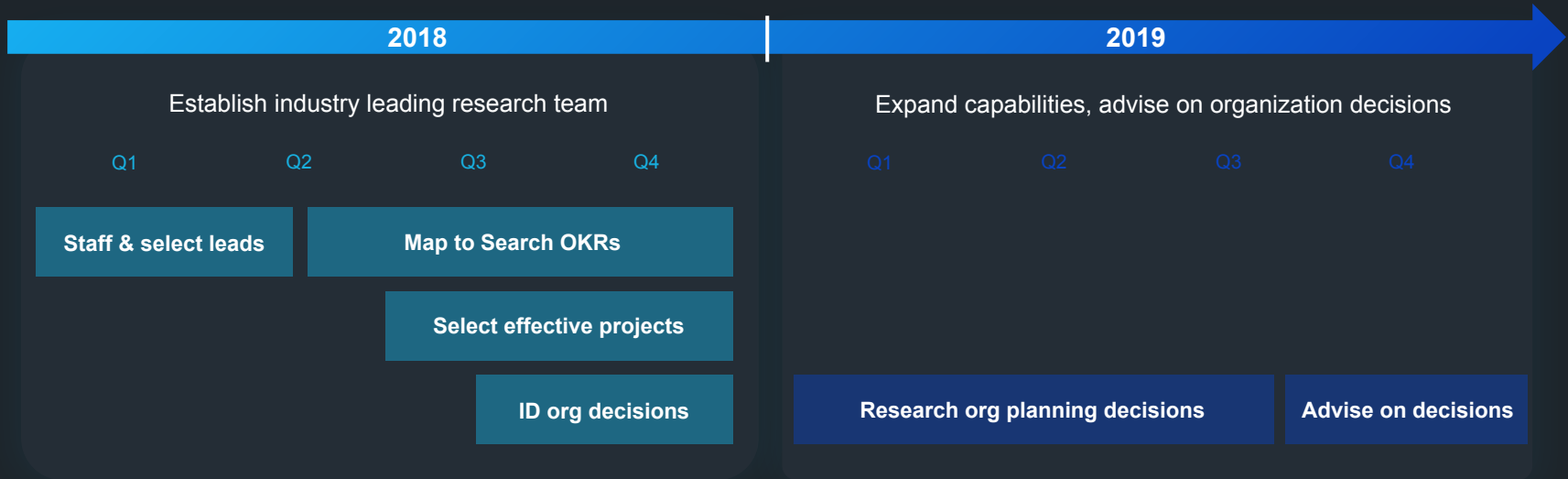


Finding your champion



Time your research and place your bets

The next 2 years - How we become more effective



Join forces with other insight functions



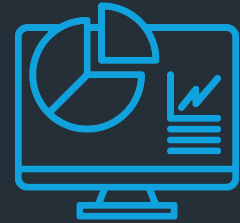
User
Research

+



Data
Science

+



Market
Research





03.

Deliver

Demonstrate how your data maps to business goals

Account for impact to the bottom line

Prepare with collaborative next steps

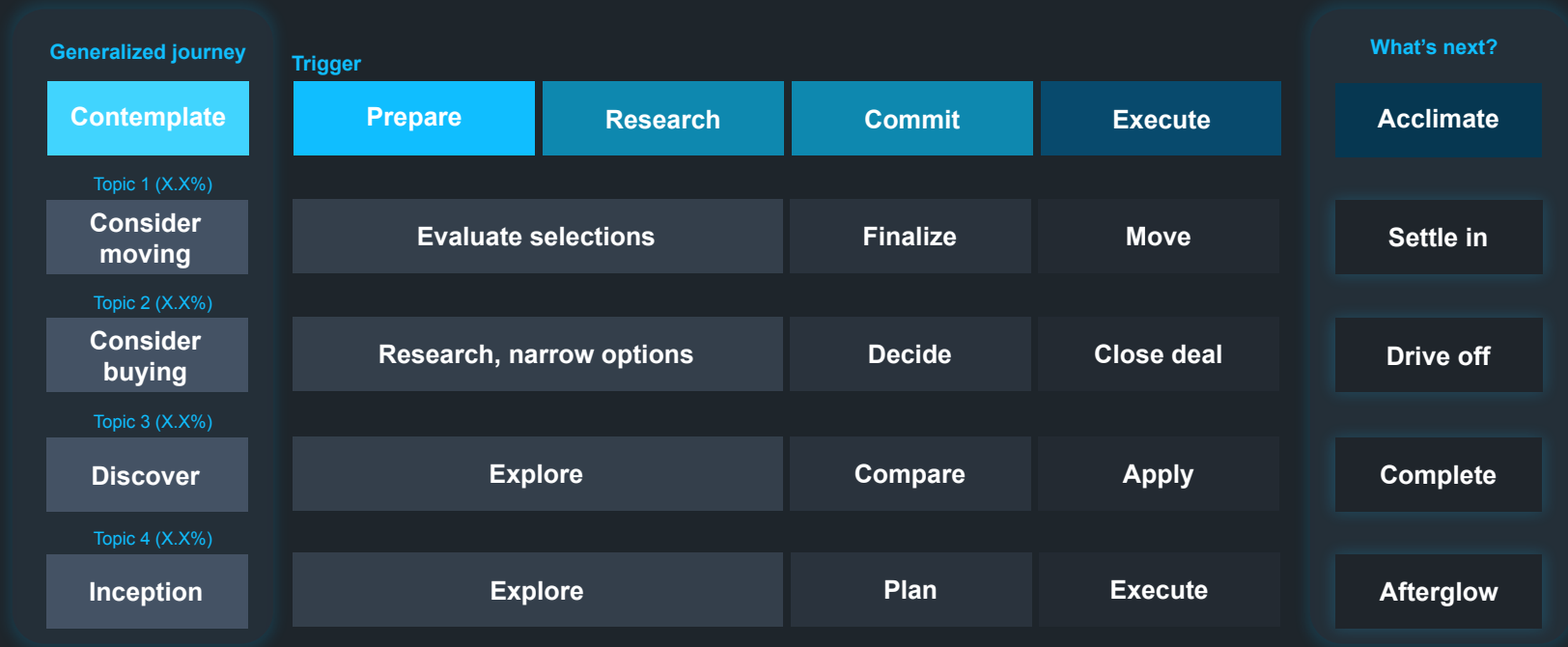


Demonstrate how your data maps to business goals



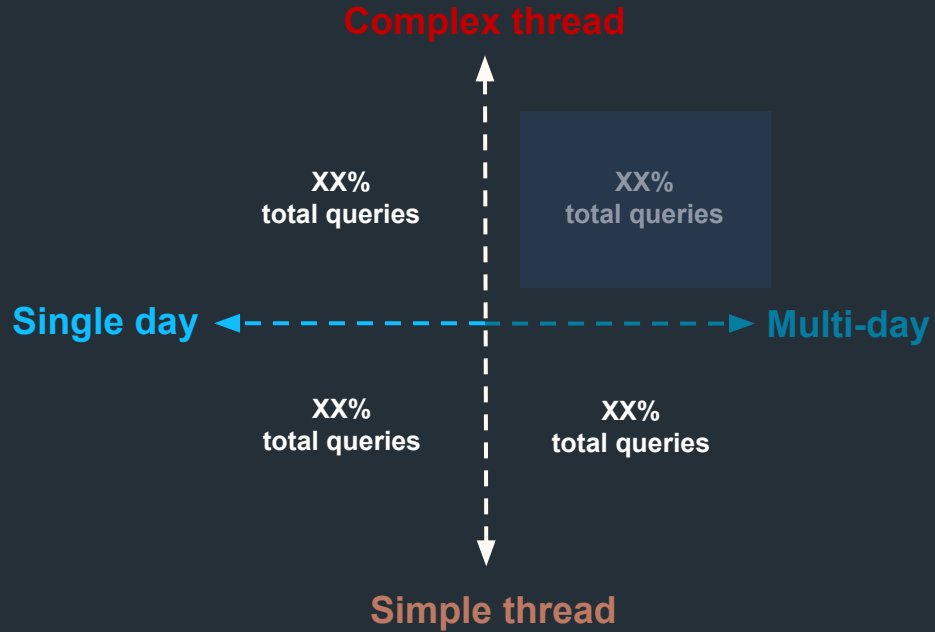
Identify context that's relevant to the organization's goals

Complex journeys look similar across verticals & PAs



Demonstrate how your data maps to business goals

How 4 types of journeys by length x complexity apply to query volume.



*All numbers obscured



Accounting for the bottom line

By making X change, we predict we can increase query volume by up to

Key takeaways

If we invest in solutions that [specific change from research,] we can **guide & engage** users across their journeys on Google.

+X
%



Organizational results

01.

OKRs changed

02.

Researchers in planning
committees following the
presentation

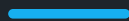
03.

Invited to each following
year's planning process





In conclusion



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Appendix



Starting at the end

Start here, and
work backwards



**My
Role**



**My
Deliverables**



**Action taken or
decision made**

When projects are early stage and fuzzy, the best place to start is at the end. What's the ideal result? Then use questioning to work backwards through the deliverables and role.



Operationalizing success

Most things on new projects can be **defined** and **measured**.

When you start at the end, how do you define the end result in specifics? #s? In words?



**Desired
actions**



**Intended feeling
or perception**



Recommendations should increase decision makers' effectiveness & safety

A key to recommendations is **understanding the underlying goals of advising**, which are often to increase effectiveness in some way and many times, to increase perceptions of safety.

Avoid recommendations that undermine either of these basic needs.

“

Does this information
keep me **safe** in my job?

Does this information help
me **better** do my job?

Does it make my
risks safer?

Am I more **effective**,
influential, or **powerful**
in some way?

”



Change yourself before changing others



Advisors vs.
data suppliers



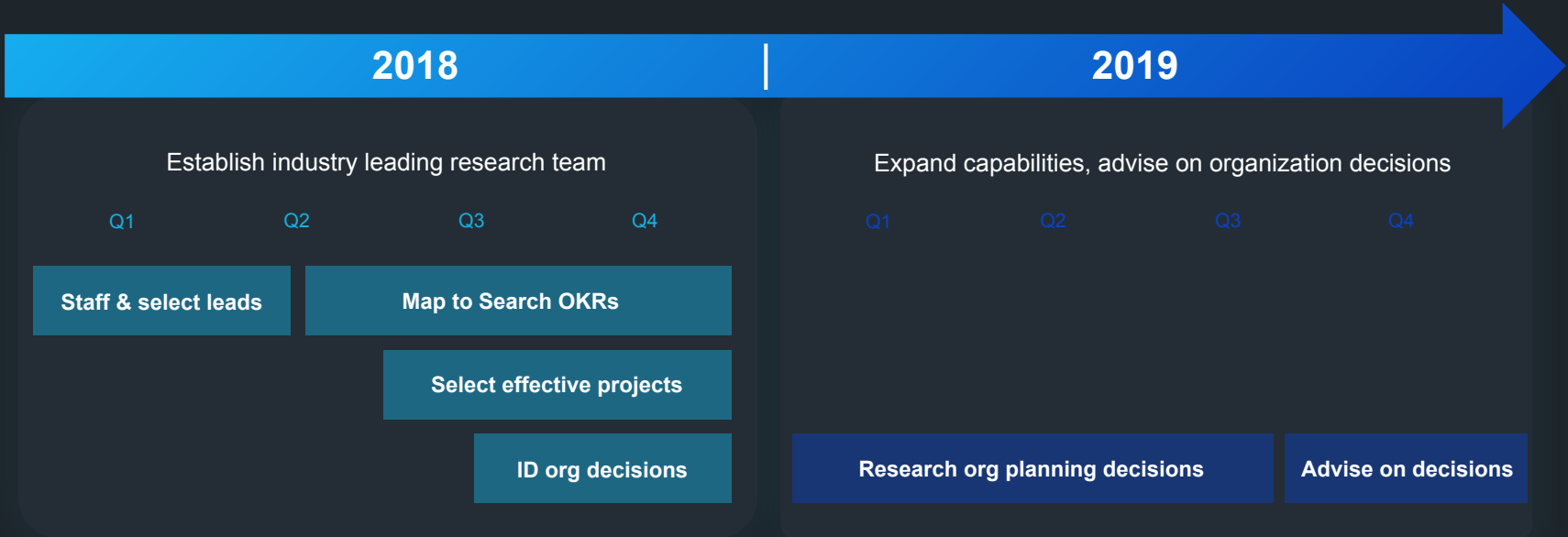
Pride in
Work



Executive
Communication



The next 2 years - How we become more effective



What level of question
are we answering?



Make recommendations...



Data



Interpretation



Recommendation





Thank you

Mac Smith

Finding your champion



Finding your champion

