STRENGTHEN YOUR
USER RESEARCH
SUPERPOWERS

Use this Playbook to

MAKE AN IMPACT - INFLUENCE STAKEHOLDERS - BE A LEADER

Kuldeep Kelkar

STRENGTHEN YOUR USER RESEARCH SUPERPOWERS

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♣ ELEVATE EXPERTISE - Section 4

ADVANCED PRAISE
★ ★ ★ ★ ★

★ ★ ★ ★ ★

"Clear, Credible, and Practical. Kuldeep distills decades of knowledge from a user research visionary into an accessible, actionable guide. This isn't just about mastering user research; it's about driving real-world impact with practical examples you can implement immediately."

K.C. Teis,
Executive Director, Experience Design at athenahealth

★ ★ ★ ★ ★

"This insider's playbook covers hard skills, soft skills, and the often-overlooked "business of UX" — everything you need to impact products, influence collaborators, and become a leader on your team. Whether you're new to the field, eager to learn, or a seasoned UX researcher looking to up your game, "Strengthen Your User Research Superpowers" delivers."

Lawton Pybus,
Principal & Co-founder, Drill Bit Labs

★ ★ ★ ★ ★

"If you are a user researcher who wants to drive strategic and long-lasting impact, this book is a perfect guide: practical, insightful, and actionable. Own and scale your superpowers with these magnificent tips and plays from Kuldeep. It's guaranteed to uplift you and the craft."

Arin Bhowmick,
Chief Design Officer, SAP

★ ★ ★ ★ ★

"What I love about Kuldeep's playbook is the flexibility, humility, and quietly revolutionary superpower of empathy he unleashes for any team, organization, or business wanting to innovate from a human perspective.
This is a must-read for any thoughtful leader who wants to jump into a future based on compassion and purpose more boldly."

Dan Makoski,
Chief Design Advisor (Ex-Chief Design Officer UnitedHealth Group, Lloyds Banking Group)

★ ★ ★ ★ ★

"Want to be the next Apple, PayPal, or amazing applied AI startup? Follow the User Obsessed Superpowers in this book that yield breakthrough results!"

Don Fotsch,
Co-founder Greyscale AI, Ex UX VP PayPal

★ ★ ★ ★ ★

"It is a phenomenal and easy-to-understand resource for any leader or practitioner looking to harness the superpower of user-centered insights. This book distills 25 years of valuable experience into a must-have tabletop resource for everyone."

Satyam Kantamneni,
Managing Partner, UXReactor

★ ★ ★ ★ ★

"Theory and practical advice.
A must-read for all who are starting in UX research and for those who need to clarify/ refresh some of the theory. You'll probably carry this book around with you. It is a helpful guide showing readers how to use the vast array of user research skills."

Mary Kay Evans,
Chief GTM Officer, Alida

★ ★ ★ ★ ★

"By blending practical wisdom with strategic foresight, this book not only equips UX researchers with the foundational knowledge to thrive but also illuminates the transformative path toward becoming influential leaders in the field."

Shanky Kumar,
Senior User Experience Researcher, TriNet

★ ★ ★ ★ ★

"I love the structure of this book! Kuldeep has organized key "superpowers" that every user experience researcher should have in their arsenal. Each topic has enough substance to be valuable for both the most and least experienced researchers."

Kelly Braun, UX Research Leader. Ex eBay, PayPal, Walmart.com, Groupon, and Roku.

★ ★ ★ ★ ★

"The card deck analogy makes this book both informative and an easy read. I highly recommend it."

Ashwin Umathay,
Principal Design Manager, IBM

★ ★ ★ ★ ★

"A practical book with tips and best practices every UX researcher should own. Focused on action over theory, it serves as a helpful guide to strengthen our UX superpowers and positively impact the business. This book is essential for anyone looking to increase their organization's research maturity and build a more impactful UXR practice."
Mariann Lowery,
Design Research Manager, Think Company

★ ★ ★ ★ ★

"Kuldeep's insights and tips provide a clear path to becoming a high-impact leader in UX research. 5 Stars all the way!"
Paresh Vakhariya,
Director of Product Management, Atlassian

★ ★ ★ ★ ★

"An essential playbook for every user researcher. The 52 superpowers outlined are game-changers for driving influence and becoming a true leader within your organization."
Bill Phelps,
Former COO, UserZoom

★ ★ ★ ★ ★

"Kuldeep has turned years of User Research experience into 52 actionable strategies to unleash your research superpowers. A must-read for advancing your career."
Jonathan Widawski,
Founder & CEO, Maze

★ ★ ★ ★ ★

"Packed with anecdotes and advice, this is an easy and insightful read for new and experienced researchers alike. Highly recommended for anyone looking to deepen their knowledge of user research!"
Abbie McLeod,
Lead User Researcher at Etc. Health, BT Group

★ ★ ★ ★ ★

"This book is a goldmine of actionable strategies, not one but 52. It's like having a mentor (Kuldeep) guide you through the intricacies of user research."
Basel Fakhoury,
CEO & Co-founder, User Interviews

★ ★ ★ ★ ★

"A must-read for aspiring and seasoned researchers alike, this book's unique format and rich content make it an indispensable tool for professional growth. Kuldeep has done an incredible job building this resource for our community."
Mitchell Hollis,
Insights Leader, Ticketmaster

★ ★ ★ ★ ★

"User Research is a critical component of building great experiences. This book is a goldmine of actionable strategies for getting the most from user research. Kuldeep is both a seasoned practitioner and a visionary in this space. He's written what should essentially be the field manual for the industry going forward. It's a must-read for anyone interested in doing quality UX research."
Andy MacMillan,
CEO, UserTesting

★ ★ ★ ★ ★

"I have known and worked with Kuldeep for decades. His domain knowledge and personal experience make this book an essential read for anyone eager to delve into the heart of research."
Jamie Miller,
Product/Senior Research Manager, Microsoft

★ ★ ★ ★ ★

"Finally! A reference list and a practical guide for ensuring user research is actionable and has business impact. "Superpowers" inspire those at every level by providing tactical recommendations for demonstrating the value of user research. I especially appreciate how the list is organized into sensible chapters, which makes it easy to be a reference. My team and I will be reaching for this list on at least a quarterly basis."
Deb Torres,
Sr. Manager, UX Research, Roku Inc.

★ ★ ★ ★ ★

"This book is a must-read for anyone building products who wants to drive an exceptional end-to-end user experience. Achieving customer centricity can be challenging, but Kuldeep does an excellent job of sharing practical tactics to overcome these challenges."
Cory Gaines,
Chief Product Officer, Blackhawk Network

♣ ♥ ♦ ♠

ACKNOWLEDGEMENT

Writing this book turned out to be harder than I thought :). I would not have been able to get it published or do most things in my life without the consistent support and encouragement from my wife, **Snehal Kelkar**, a true life partner. Thank you for your feedback on this book's formatting, organization, and content.

I brainstormed ideas with my daughters, **Prutha Kelkar** and **Gargi Kelkar**. For high school kids, Prutha and Gargi had valuable feedback and consistent encouragement as I wrote, rewrote, and then spent months organizing chapters. The Joker card chapters were Prutha's idea :). The illustrations, font, and layout were approved by Gargi, so they must be good :).

Thank you to my mom, **Pranjalee Kelkar**. She would have praised me if I had written one page, let alone an entire book. I received unconditional love my entire life, and I could do nothing wrong in her eyes. I am what I am because of her lifelong encouragement.

This book is dedicated to my late dad, **Prakash Kelkar**. He was and continues to be an inspiration. He was a chemical engineer who completed his master's when I was young, then a second master's (when I was in school), and then, in his sixties, finished his PhD. So, the late **Dr. Prakash Kelkar**, who retired as a NEERI (National Environmental Engineering Research Institute) leader, will continue to drive me for years. If he could see this book, he would discuss it with every person he met.

To my late grandparents, who had an outsized influence on my life. Thank you to my sister Pallavi Khandekar, brother-in-law Manish Khandekar, and family. Thank you to my in-laws, relatives, and family members for their consistent encouragement throughout my life.

My mentors and managers: It takes a village. The book is based on lived experiences over the last three decades, so I owe gratitude to all my mentors, managers, and teachers. Thank you to Alfonso de la Nuez for the foreword, Bill Phelps, Dan Fishback, Jamie Mellalieu, and everyone else I worked with at UserZoom. To the managers and leaders I worked closely with at PayPal to help shape my professional life: Corey Bernardo, Cory Gaines, Don Fotsch, K.C. Teis, Karen Pascoe, and Kelly Braun.

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FOREWORD from Alfonso de la Nuez

"*I'm not actually here to discuss a potential partnership,*" I said to Kuldeep back in Q3 2015 while having coffee in downtown Sunnyvale, California.

I had been fortunate to know him for many years before that day when he was leading the UX Design and Research team at PayPal. Back in 2009, Kuldeep had purchased a license to use UserZoom for his team members to scale their UX research operations. We're talking 2009, way ahead of the relatively massive UX design market growth and revolution we saw in the following decade. Like any other SaaS business, we wanted PayPal to renew their license in 2010, so after a few months into the annual subscription, the three founders of UserZoom, including me, asked Kuldeep and his team a simple and direct question: "*What would it take for you to renew your subscription?*" Their response was: "*Here's a spreadsheet we've compiled with a list of requests, such as improvements and new features for your product. If you can accomplish all this by the end of the term, we'll be more than happy to renew.*" When we looked at the spreadsheet, there was both good and not-so-good news.

Let me start with the latter: It was a very long list of eighty requests, and each included something we had to build, redesign, or optimize. In 2009, we only had a handful of engineers, so that would be one steep hill to climb. But then there was the good news: We had just received the best possible user feedback from the best ICP (ideal customer profile) at the best time possible, all for free. That list and the subsequent multi-year-long customer relationship with PayPal would greatly impact UserZoom's $0 to $100 million, fifteen-year journey until it was eventually sold to top-notch private equity firm Thoma Bravo for $810 million in 2022.

During the summer of 2015, Kuldeep worked for the IT consulting firm TCS (Tata Consulting Services). UserZoom was about to close its first institutional capital raise round, partnering with Sunstone Partners, a boutique investor in Palo Alto, California, in Silicon Valley. The company was doing pretty well, was about to reach $12 million in revenue, was profitable, and had a solid growth rate. But we recognized we had a great opportunity to scale, so we decided to raise capital and take the business to another level. A big part of this included hiring the right talent, as Jim Collins puts it in his wonderful book Good to Great. So I told him, "*Look, I don't really know where we should take this bus. But I know this: If we get the right people on the bus, the right people in the right seats, and the wrong people off the bus, we'll figure out how to take it someplace great.*"

So after we raised the $34 million round in September 2015, I went out and hired many of the leadership team members that would eventually take us to, most definitely, a great place. Sunstone immediately brought a new CFO, but Kuldeep was the first name that came to my mind. So, one sunny day, we went out for coffee in downtown Sunnyvale, in the heart of Silicon Valley where we both resided, and we had a nice time catching up. I recall Kuldeep congratulating us on the new round of funding

Alfonso de la Nuez is an Entrepreneur, Growth Advisor, Investor, and Author (The Digital Experience Company). He was the Co-Founder & CEO of UserZoom (acquired by Thoma Bravo, now merged with UserTesting).

♣ ♥ ♦ ♠

and mentioning how we could explore potential partnering opportunities between UserZoom and TCS. Back then, UserZoom was a software company and TCS a consultancy, so like in many other cases, this was a no-brainer idea. But that's when the conversation took a bit of a turn. "*I'm not actually here to discuss a potential partnership,*" I said. "*I'm here because I'd like you to join the UserZoom team and lead our Professional Services operations.*" Yup, it was a pretty direct line. I still vividly remember how Kuldeep, an eternally mellow, mild-mannered, and always calm person, regardless of the circumstances, raised his eyebrows, shook his head, smiled, and said: "*Wow! Okay.*" After recovering from the shock, he said: "*Tell me more!*"

The rest, a seven-year marathon with more ups and downs than the stock exchange market, is history. Kuldeep led a wildly successful, customer-loved UX Research Services team, which, without a doubt, was fundamental for the company's growth. There would be many ways (or metrics) to measure this success objectively. Still, one that will always stick with me, a "*customer-retention-freak leader,*" as I was labeled at UserZoom, would be this: Customers who bought a software subscription and our professional services packages would renew 3x more than those who purchased a software subscription alone. This is critical for the success of any

SaaS (software as a service) business, as it allows you to scale quickly, efficiently, and predictably.

Kuldeep's high-quality leadership was also evident when I spoke with most of his direct reports (many of them Masters or PhDs). He led by example. He generated confidence. He always pushed them to be better, and they were loyal to him. He knows the user research space like any other professional in the globe, so I know every chapter in this book is a masterpiece for UX professionals and aspiring UX research leaders to learn and enjoy.

But teaming up with Kuldeep was not just about business success. It was also a case of personal growth and friendship. I've known him for almost twenty years, and we still stay in touch. As mentioned, we've gone through hell and back several times. Yet, unlike me, clearly the more temperamental, passionate kind of founder, I have never seen him lose his grip, get upset, or do anything emotional. He's always smooth, steady, under control, always positive, always constructive. I've learned so much from him.

It's been a luxury and a privilege to share the UserZoom journey with Kuldeep, and I'm honored to write this foreword for his book.

INTRODUCTION

What is User Research?

User research is the practice of understanding user behaviors, needs, and motivations through observation techniques, task-based usability testing, and various feedback methodologies.

User research aims to inform decisions that enhance the user experience, resulting in useful, usable, and desirable products and services. By gaining insights into the user's perspective, organizations can develop effective and competitive offerings that meet or exceed user expectations.

The "user research" function may be referred to differently across companies, including terms like "user experience research," "design research," "product research," "human-centered design research," or "human factors." These terms are largely interchangeable for this book, though some nuances may vary by organization.

Why This Book?

To inform the design and development teams, user researchers aim to uncover deep insights about users' behaviors, needs, preferences, and challenges. User researchers are trying to do the following:

- Understand user needs, goals, and contexts of use.
- Identify pain points throughout the user journey.
- Gather feedback on existing products.
- Validate concepts and designs through feedback on prototypes.
- Inform design decisions.
- Ensure accessibility and inclusion.
- Foster a user-centric culture within organizations.
- Anticipate future user needs.

However, over the last twenty-five years, I've observed user researchers across the industry, facing challenges such as the following:

- **A negative perception of user research:** It is often seen as slow and costly, leading to a lack of investment in and understanding of researchers' value.
- **Difficulty demonstrating value:** Researchers struggle to show the worth of their work to stakeholders, influence decision-makers, steer product direction, and prove return on investment (ROI).
- **Limited scope:** Researchers are often confined to design validation and usability

testing, missing opportunities for upfront discovery work.

- **Participant recruitment challenges:** Finding the right participants at the needed cadence can impact research quality and speed.
- **Integrating user research within the product development life cycle (PDLC):** Researchers face difficulties fully embedding user research into the PDLC, limiting the scope and impact of their activities.

This book is written to empower user researchers to amplify their influence within their organizations. By flexing their superpowers (each chapter is dedicated to one), user researchers can significantly contribute to their organizations' success.

What Is This Book About?

Many authors have written books about user research, focusing on conducting usability testing and data analysis or setting up user research practices. However, this book does not aim to teach you the basics of user research methods.

Instead, this book offers practical tips, skills, and best practices, which I refer to as "superpowers," to drive outstanding user experiences and make a significant personal impact within your organization.

Who Is This Book For?

This book is designed for individuals familiar with the basics of user research and looking to elevate their skills and impact. It is specifically tailored for the following:

- Aspiring user researchers.
- Practicing user researchers.
- User researchers aiming to become future leaders.
- User research leaders (managers, directors, VPs).
- UX designers, design leaders, product managers, and executives focused on enhancing their organizations' user-centricity.

Use this playbook to do the following:

- Make a significant impact.
- Deliver actionable insights.
- Influence stakeholders.
- Establish yourself as a leader.
- Enhance your earning potential.
- Increase your job satisfaction.

Why Am I the Person to Tell You This Information?

As I write this book, I bring twenty-five years of extensive experience in user experience and user research. My journey has spanned across diverse company sizes, and I've had the opportunity to consult with hundreds of companies across various industry segments.

After obtaining my master's degree in human-computer interaction from Clemson University's Industrial Engineering Department (1998–2000), I embarked on my professional journey in the San Francisco Bay Area during the dot com era. This period was a roller coaster of highs and lows, offering me invaluable insights and learning opportunities.

My ten-year tenure at PayPal (2004–2014) was a significant chapter of my career, during which I evolved from a user researcher to a UX director. Furthermore, my experience was enriched by my

consulting role at Tata Consultancy Services (TCS).

My eight years (2015–2023) of building and leading user research services globally at UserZoom (now part of UserTesting) were among the best learning experiences I could have wished for. As a senior partner at UXReactor, I collaborate with organizations of all sizes to deliver impactful user research insights. My extensive interaction with hundreds of user researchers, leadership of large-scale teams, and work with many companies across industries have enabled me to identify trends and distill solutions into the superpowers presented in this book.

How to Use This Book

I often wish I could say, "I've read many books." The reality is, I tend to buy a lot of books, give them a quick scan to understand their essence, and then come back to them as necessary. In other words, I'm more of a "I scanned that book" person rather than an "I read that book" person. Recognizing this, I've structured this book to be scanner friendly: Each chapter (or superpower) stands on its own, allowing you to dive into whichever topic you find most relevant at the moment. You're welcome to read it cover to cover, but the design also supports scanning and returning to specific chapters. I recommend revisiting different superpowers every three months to reinforce your learning and application.

Each section comprises thirteen chapters, each with a superpower, similar to a deck of cards. At the end of each section, a self-assessment survey invites you to reflect and strategize. Assess your proficiency, plan for mastery, and, once adept, pass on these superpowers to those still on their learning journey.

Inside Each Superpower (Chapter):

What? This segment uncovers the essence of the superpower.
Why It Matters: Here, we explore the significance and impact of the superpower.
How? This section provides practical guidance on acquiring, applying, and amplifying this superpower.
Notes & Action Items! This is a dedicated space for personal reflections and action plans. Record your insights and develop a strategy for implementing these superpowers in the next thirty, sixty, and ninety days.

A proficient user researcher embodies a diverse skill set, including deep user empathy, acute observational skills, methodological versatility, analytical thinking, effective communication, and a strong collaborative spirit. As user researchers, we need to flex all these superpowers and more to be successful.

Happy reading! (Or happy scanning and note-taking?) I hope you will use this book to elevate your skills to new heights.

♣ Elevate Expertise
Section 4

A. **Leverage AI for Productivity**.
2. **Become a Skilled Negotiator:** Understand Win-Win Approach.
3. **Learn from Sales & Marketing:** Utilize 'Pain-Gain' and 'Gap Selling.'
4. **Master the Fundamentals of Business and Finance.**
5. **Excel as a Master Storyteller** and be Articulate.
6. **Perfect Your Elevator Pitch.** Build Your Personal Brand as a UX Researcher.
7. **Immerse Yourself in Data and Analytics:** Learn it, Know it, Use it, Master it.
8. **Fully Embrace Diversity and Inclusion.**
9. **Attend UX conferences.** Network for the Latest Advancements in the Field.
10. **Mentor and Be Mentored:** A Two-Way Street in UX Careers.
J. **Publish Your Work,** Then Publish More.
Q. **Refresh Your Portfolio and Resume:** Complacency is the Enemy.
K. **If You've Tried Every Superpower** and It Does Not Work, Maybe It's Not You.

♠ Strengthen Core
Section 1

A. **Start with Desk Research, Always!**
2. **Triangulate Insights from Multiple Methods:** Power of Qualitative and Quantitative.
3. **Gain a Deep Understanding of Sample Size.**
4. **Embrace Guerilla Usability - Just Do It, Find a Way!**
5. **Overcome Participant Recruiting Challenges. Yes, You Can!**
6. **Master Remote Unmoderated Research for Productivity.**
7. **Drive Strategic Discovery Research.**
8. **Sharpen Your Research Moderation Expertise.**
9. **Stay Aware of Interpretation Challenges.**
10. **Master the Art of Data Visualization.**
J. **Refresh Your Statistics:** Know Your Numbers.
Q. **Conduct Competitive Analysis** Through Structured Desk Research.
K. **Conduct Usability Research** Using Participants with Disabilities.

52 User Research Superpowers...

Individual's Professional Growth

4. Elevate Expertise

1. Strengthen Core
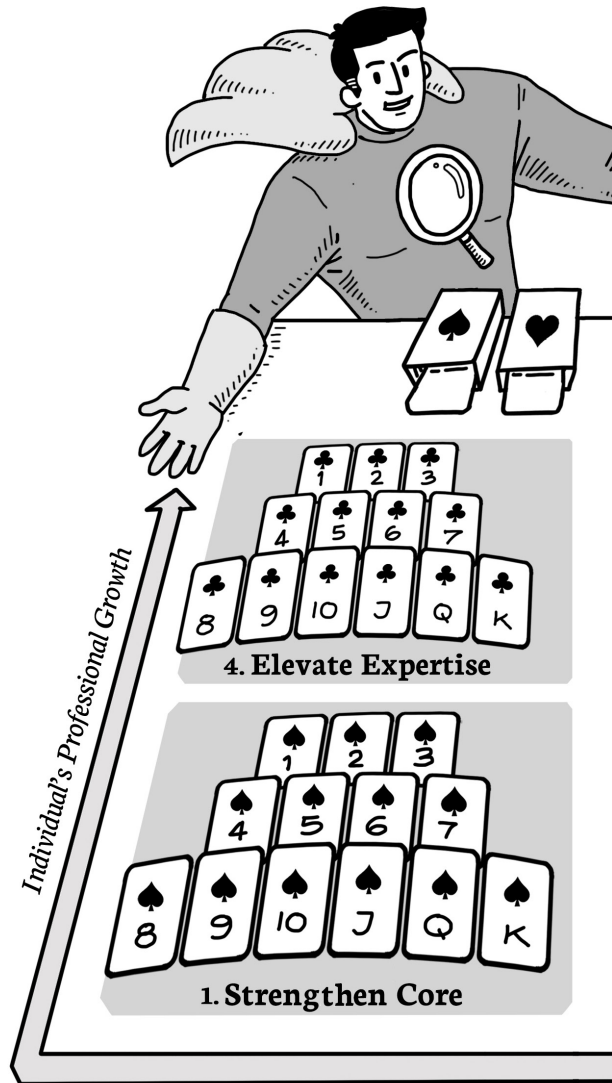
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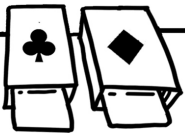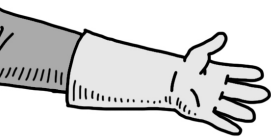
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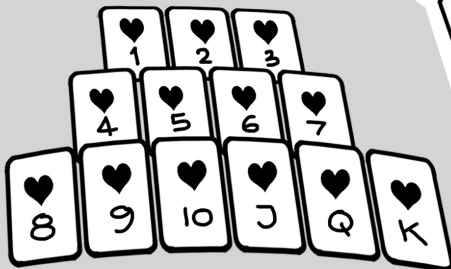
2. Nurture Engagement

Organization's Maturity Growth

♦ Demonstrate Leadership
Section 3

A. Generate Demand for Research by Demonstrating Value.

2. Integrate Research With the Product Development Life Cycle (PDLC).

3. Summarize Your Achievements Every 90 days. Utilize the 5-V Framework.

4. Calculate ROI: Narrate Success Stories.

5. Be Bold: Ask for Investments with a Business Case. Be Prepared for 'NO' as an Answer.

6. Recognize That With 'Budget' Power Comes the Responsibility to Demonstrate Value.

7. Enhance Organization's Research Maturity: Develop a Vision and a Roadmap.

8. Hire Consultants and Invite Guest Speakers to Create an Organization-Wide Impact.

9. Implement UX Benchmarking to Secure a Seat at the Decision-Making Table.

10. Onboard New Stakeholders to the User Research Process.

J. Define Career Path (Job Levels, Roles, and Expectations).

Q. Coach, Don't Manage. Build and Maintain a High-Performance Research Team.

K. Gain a Deeper Understanding of Pricing to Influence It Effectively.

♥ Nurture Engagement
Section 2

A. Provide Observers with a Fabulous Experience.

2. Adopt a 'Reverse Chronology' Approach: Envision Outcomes BEFORE Conducting Research.

3. Ask Stakeholders About Their Expectations BEFORE Conducting Research.

4. Reports: Show, Don't Tell. Compelling Narrative and Actionable Recommendations.

5. Become a *Star* with an Insights Repository.

6. Lead Workshop: Be a Champion of Whiteboard Facilitation, Both In-Person and Remote.

7. 'Got Questions?' Everyone's Got Them. Position User Research as a way to Get Answers!

8. Treat User Research as a Team Sport.

9. Make Continuous Discovery Your North Star, Embrace It As a Habit, Not Just An Attitude.

10. Democratize Research To Drive User-Centric Culture.

J. Demonstrate Empathy for Product, Design, Marketing, and Engineering Team Members.

Q. Demonstrate Empathy for Executives.

K. Master the Art of Influence.

# ♠ **Strengthen Core** - Section 1

Strengthen Core

♠

A

Start with Desk Research, Always!

Strengthen Core

♠

2

Triangulate Insights from Multiple Methods: Power of Qualitative and Quantitative.

Strengthen Core

♠

3

Gain a Deep Understanding of Sample Size.

Strengthen Core

♠

4

Embrace Guerilla Usability - Just Do It, Find a Way!

Strengthen Core

♠

5

Overcome Participant Recruiting Challenges. Yes, You Can!

Strengthen Core

♠

6

Master Remote Unmoderated Research for Productivity.

Strengthen Core

♠

7

Drive Strategic Discovery Research

Strengthen Core

♠

8

Sharpen Your Research Moderation Expertise

Strengthen Core

♠

9

Stay Aware of Interpretation Challenges.

Strengthen Core

♠

10

Master the Art of Data Visualization.

Strengthen Core

♠

J

Refresh Your Statistics: Know Your Numbers.

Strengthen Core

♠

Q

Conduct Competitive Analysis Through Structured Desk Research.

Strengthen Core

♠

K

Conduct Usability Research Using Participants with Disabilities.

STRENGTHEN CORE

♠

A

Start with Desk Research, Always!

What?

Desk research, also known as secondary research, involves gathering data from existing sources. It includes search engines like Google and Bing, analyst reports from entities such as Forrester and Gartner, public company quarterly reports, using ChatGPT, Google Gemini, and Microsoft CoPilot, and reviewing past research conducted within your company.

While it may sound basic, it's surprisingly underutilized in practice.

Consulting stakeholders is crucial when researching a specific topic or designing for certain types of users. However, always complement this with your desk research to better understand the subject, use cases, and personas.

Why It Matters:

If you're facing a problem or trying to solve one, someone else has likely encountered the same issue and written about their experience.

In our information-rich age, finding a topic that hasn't been covered online is rare. If initial searches yield little, try rephrasing your queries. Empty search results or

a baffled ChatGPT are rare but can be navigated by asking your questions differently.

Here are some of the benefits of desk research:

Cost-effective: Desk research is a cost-effective way to gather existing insights and data.

Saves time: It helps quickly access information, saving time that might be spent gathering fundamental insights. Reduces redundancy: Doing desk research avoids duplicating efforts by uncovering what is already known or researched in the area of interest.

Broadens perspective: It provides a broader understanding of the topic, including industry trends, competitor analysis, and best practices, which can inform and shape the research direction. Identifies knowledge gaps: It helps identify gaps in existing research, guiding the focus of subsequent primary research efforts.

Illuminates historical context: Understanding historical trends and events can offer valuable insights into the present, helping to understand the evolution of current situations or challenges.

Enhances cultural and social understanding: Desk research helps explain the cultural and social context surrounding a particular phenomenon or problem, contributing to a more comprehensive analysis.

How?

So far, 50 percent of my professional career has been working within product teams, and the other 50 percent has been spent consulting. Over the last ten years, I have always done a fifteen-minute Google and LinkedIn search before I have met new people, clients, prospects, or customers or initiated a new project. On Google, I'll check the company background and latest news. In consulting, I set up Google News Alerts for companies I am working with to get the latest public news about those companies. I'll do a quick LinkedIn view to research an individual's background, likes, and published material on LinkedIn or Substack. I'll run a ChatGPT prompt about the company or domain to quickly learn about a topic.

I recommend taking notes during your desk research: It could be a one-page summary or a straightforward bulleted list. This helps to bring all the information together. Incorporate desk research at the start, during, or even after your primary research activities. Here are some strategies:

- **Start with clear objectives:** Begin desk research with clear goals about what information you need for your primary research.
- **Leverage diverse sources:** Use academic papers, industry reports, internal documents, and review competitor websites.
- **Utilize search engines:** Begin with a simple search on Google, Bing, or any other search engine. Even if the information is generic, it adds valuable context.

- **Consult industry analysts:** Resources from Forrester, Gartner, or Nielsen Norman can offer insights about your research method, domain, or personas.

- **Engage ChatGPT, Gemini, and CoPilot:** Depending on company policies and data privacy considerations, use ChatGPT, Gemini, or other generative AI solutions to ask pivotal questions. Iterating with various prompts can refine and hone your research questions.

- **Do internal company searches**: Don't overlook the wealth of information available within your organization.

- **Explore YouTube:** YouTube is a rich visual and auditory content source that can deepen your understanding.
- **Time-box desk research:** Limit your desk research to a few minutes. This time frame is sufficient for a broad understanding without getting bogged down in details. Repeat over time.

- **Synthesize information:** Compile and synthesize the information gathered to build a comprehensive background understanding. This could be done with Microsoft PowerPoint, Google Slides, Miro boards, FigJam, or any other note-taking or information-organizing application. The point is to synthesize themes, patterns, and trends to broaden your perspective on a given topic.

- **Inform primary research:** Use insights from desk research to shape the direction, methodology, and questions for primary research.

- **Regularly update knowledge:** Make desk research an ongoing practice to stay updated with your field's latest trends and insights.

♠

Notes: *What did I learn?*

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Action: *How will I use this Superpower in the next 90 days?*

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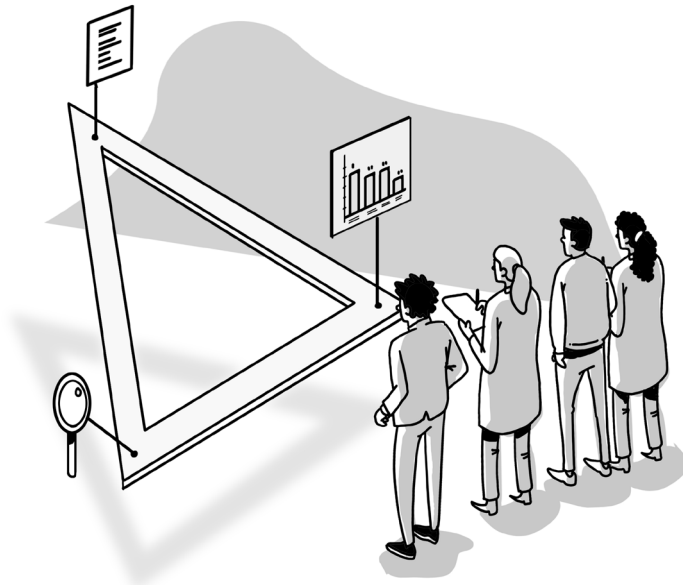
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Triangulate Insights from Multiple Methods:

## *Power of Qualitative and Quantitative*

What?

Triangulating insights involves using multiple research methods to explore and understand user experiences and behaviors from different angles. This approach combines qualitative and quantitative data—such as field studies, interviews, surveys, usability tests, and analytics—to create a more comprehensive understanding of user needs, preferences, and challenges. By integrating diverse perspectives, user researchers can validate findings across different methodologies, reducing bias and increasing the reliability of the insights.

There's a range of research methods available. A skilled user researcher can effectively deploy multiple methods, triangulating insights to provide a comprehensive answer.

A Landscape of User Research Methods

	BEHAVIORAL
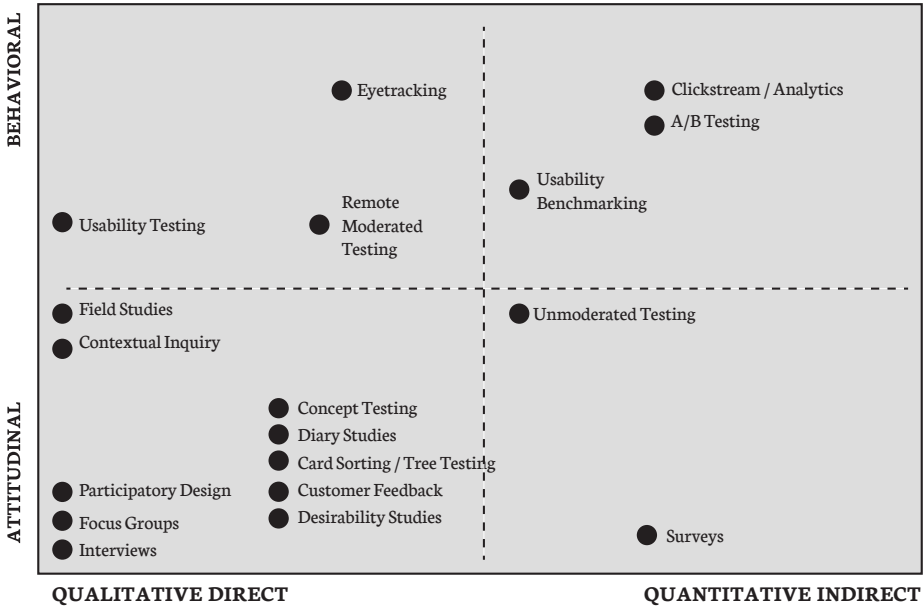
A two-by-two grid framework published by Kelly Gordon and Christian Rohrer.

Why It Matters:

The significance of triangulation in user research cannot be overstated:

Validity and reliability: Triangulation strengthens the validity of research findings by confirming insights through multiple data sources and methods.

Depth and breadth: It enables researchers to explore the depth of user experiences with qualitative methods while also quantifying behaviors and patterns through quantitative data.

Comprehensive insights: This method provides a holistic view of the user experience, highlighting not just what users do but also why they do it, offering insights into user motivations, frustrations, and satisfactions.

Informed decision-making: A multi-method approach informs product design and strategy with a balanced perspective, supporting more nuanced and effective decision-making processes.

How?

In today's fast-paced world, you need to be well-versed in a range of user research methods, covering both qualitative and quantitative as well as attitudinal and behavioral aspects. It's wise to start with mastering one method before branching out.

"If all you have is a hammer, everything looks like a nail." If your go-to solution for every problem is small-sample usability testing (hammer), then every problem will seem like a nail. Usability testing is necessary but not sufficient.

Different research methods can be deployed across the entire product development life cycle (PDLC). I don't believe there is only one way to execute this, but below is a 5-D (Discover, Define, Design, Develop, and Deploy) product development framework with rows for Experience Strategy, User Research and Experience Design and related activities.

5D	ARE WE SOLVING THE RIGHT PROBLEM ?	ARE WE SOLVING THEM RIGHT ? CAN WE LAUNCH WITH CONFIDENCE ?			DID WE SOLVE THEM ?
	DISCOVER	**DEFINE**	**DESIGN**	**DEVELOP**	**DEPLOY**
EXPERIENCE STRATEGY	Discovery Workshops	User Personas	Prioritization Workshop	"Cross-Functional Action Plan	Voice-of-Customer (VOC) Analysis Workshop
	Experience Ecosystem Map	Alignment Workshop	Design Problems	Go-to-Market Workshop	Beta Launch Analysis
		Experience Vision	Design Opportunities	Design-Engineering-QA Action Plan	Usage Analysis
		Experience Roadmap	Design Principles	Instrumentation Plan	
USER RESEARCH	User Interviews	Customer Journey Map	Rapid Usability Testing	Accessibility Moderated Usability Research	Experience Metrics
	Surveys	Concept Testing	Card Sorting	Optimization Usability Testing	Triage Analytics
	Jobs-to-Be-Done Field Studies	Value Prop Testing	Tree Testing	Baseline UX Benchmarking	Competitive UX Benchmarking
	Diary Studies	Click Test, 5-Second Test	A/B Design Testing	Sandbox User Research	
EXPERIENCE DESIGN	Heuristic Evaluation	Storyboards	Workflows	Design System	Go-to-Market Demo
	Experience Audit	Concept Design	Wireframes	Developer Support	Go-to-Market Collateral
	Competitive UX Analysis	Style Guides	Visual Design	Accessibility Audit	Experience Debt Audit
	Content Audit	Mood Boards	UX Prototyping	Design QA, Experience Bugs	

As you can see, the first two columns are focused on answering the key question: "Are we solving the right problems?" followed by "Are we solving them right?" and eventually "Did we solve them?"

Different research methods can be deployed across the entire product development life cycle.

Choose complementary methods: Select a mix of qualitative and quantitative methods that together address your research objectives. For instance, start with qualitative interviews to explore user attitudes, followed by a survey to quantify those attitudes across a broader population.

Conduct sequential or concurrent research: Depending on your resources and timeline, you may conduct these methods sequentially (one after the other) or concurrently. Ensure each method is informed by the insights gathered from others.

Integrate findings: After collecting data, analyze each set independently before integrating the findings. Look for patterns or discrepancies between the data sets, as these can reveal deeper insights or areas needing further exploration.

Cross-validate insights: Use insights from one method to validate or challenge findings from another. This process not only enhances the reliability of your results but also deepens your understanding of the user experience.

Communicate a unified story: When reporting your findings, weave together insights from all methods to tell a compelling, comprehensive story about your research. Highlight how different methods contributed to a nuanced understanding of the problem space.

Implementing This Superpower:

Build a diverse toolkit: Familiarize yourself with a range of research methods and continuously seek opportunities to expand your methodological repertoire.

Collaborate with others: Work closely with other researchers, data analysts, and stakeholders to plan, execute, and interpret multi-method research studies.

Stay flexible and curious: Be open to unexpected findings and ready to adapt your research approach as new insights emerge. Triangulation often leads to surprising revelations that can significantly impact product strategy and design.

Educate stakeholders: Share the benefits and successes of triangulated insights with your team and stakeholders, demonstrating the value of a comprehensive approach to understanding user experiences.

By mastering the art of triangulating insights from multiple methods, user researchers can significantly enhance the depth, breadth, and reliability of their findings, ultimately leading to more user-centered and successful product designs.

Refer to the following three superpowers (chapters) for further details:

Embrace Guerilla Usability – Just Do It, Find a Way!

Master Remote Unmoderated Research for Productivity

Integrate Research with the Product Development Life Cycle (PDLC)

STRENGTHEN CORE
♠
3

Gain a Deep Understanding of Sample Size

What?

"Five users are enough." Yes, this is true.
"Five users are never enough." This is also true.

> You've likely heard the adage in usability testing, "Five users are enough." Jakob Nielsen, a prominent figure in the field, popularized this concept. And, yes, in many cases, it holds. QR code here:

But you've probably also encountered the skeptical retort, "We need a larger sample size. How can five be enough?" To many, relying on feedback from just five users to make significant decisions seems counterintuitive.

This skepticism is valid, too.

In quantum mechanics, Schrödinger's cat is simultaneously alive and dead, and its actual state is only revealed upon measurement (observation). A sample size of five is simultaneously enough and not enough, and it all depends on the nature of questions to be answered. The superpower of a researcher lies in discerning when a sample size of five is sufficient and when a larger sample becomes necessary.

Why It Matters:

- **Tailors research to needs:** Different research objectives require varying sample sizes for optimal results.
- **Optimizes cost-effectiveness:** Understanding the concept of sample size equips user researchers and their organizations to weigh the costs of research against the potential depth and quality of insights. It clarifies the risks associated with smaller sample sizes while highlighting the unique value and agility that such studies can offer.
- **Increases credibility:** Well-articulated decisions about sample sizes lend credibility to research findings, especially when presenting to stakeholders who may be skeptical of small samples.
- **Informs design decisions:** The right sample size ensures that design decisions are based on solid research, whether identifying usability issues or comparing design options.

How to Use This Superpower:

I published this article on the UserZoom (now part of UserTesting) blog a few years ago. QR code to the article:

What would you say if we asked you, "What tool do I need?" and showed you the picture below?

Well, without context, there is no answer to the question. To answer that question, we need to know the job to be done, the use case, and/or the end goal. The correct answer will depend on the context.

With that in mind, let's look at three main categories and use cases that are common in the UX world to help us discern what sample size is typically needed for each:

- **Looking for Usability issues**
- **Looking at key performance indicators**
- **Comparing two or more designs**

Looking for Usability Issues

If your objective is to identify significant issues (aka big rocks, lower-hanging fruits), a sample size of five may be enough. But if you want to go beyond that and there is business value to fixing and optimizing several workflows, go with larger sample sizes.

Small Rocks (Low Probability of Occurrence) vs. Big Rocks (High Chance of Occurrence)

A sample size of five is enough if you are only looking for big rocks. A sample size of twenty is insufficient if you are looking for both big and (several) smaller rocks. The higher the sample size, the more issues you will find. In many cases, especially where design has matured and lots of optimization is needed (e-commerce, B2C websites, e.g.), testing with larger sample sizes of twenty, thirty, or even more per segment is recommended.

Looking at Key Performance Indicators

Big decisions have more significant implications, and the person making those decisions wants to be confident they are making the right decisions. That's why everyone reading this has met at least one business executive, one engineer, or one marketer who "intuitively" questions smaller sample sizes.

We might be doing a disservice to the better UX cause by stating, "Three out of eight users liked this," or, "Four out of six users preferred this design." "Like" is not an observed behavior; it's an attitude. Preference can be subjective and vary by several segment attributes.

That's where confidence level and confidence interval come in. Simply put, the confidence level (CL) is the uncertainty you can tolerate. The confidence interval or margin is the amount of error you can tolerate. Lower margins of error require a larger sample.

Anyone making a big decision would want at least a 90 percent confidence level and be able to measure things at +/-10 percent margins.

The higher the sample size, the smaller the margin of error (at the same confidence level).

CONFIDENCE LEVEL = 90%
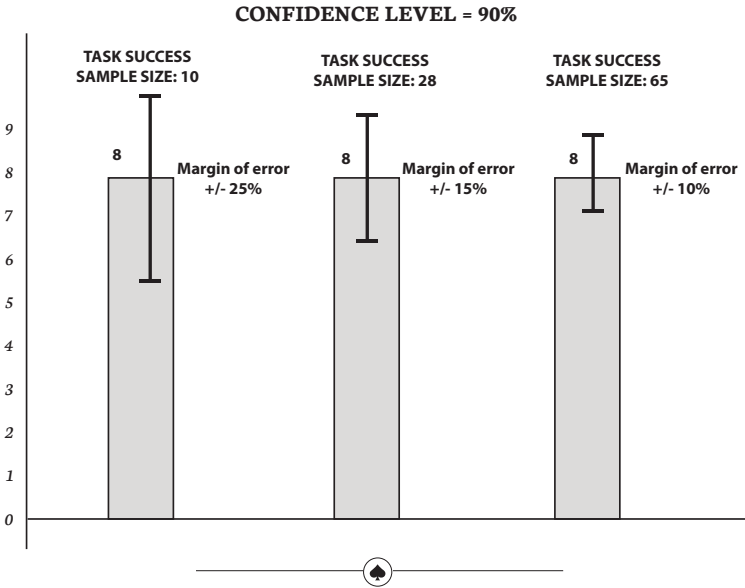
Comparing Design Options

Usually, comparing two or more design options includes comparing those designs on behavioral attributes like success rates, time, and/or attitudes like preference, brand, or subjective ratings.

We are trying to detect a difference and claim that design option A or option B is better on a specific attribute or multiple attributes. Without a clear hypothesis of what winning means, it's hard to know who the winner is.

Sample size depends on the amount of difference you're trying to detect. The smaller the difference you are trying to detect, the larger the sample size you need. If the two options are very different (for participants), the chances of detecting a significant difference are higher at even smaller sample sizes. However, the differences are not dramatically different in most cases, hence the need for a larger sample size.

As an example, a sample size of 115 at 90 percent confidence can detect a 10 percent significant difference. But if you want to detect a 3 percent difference, a sample size of 421 or higher would be needed (at a 90 percent confidence level). Also, the sample size depends on the

115 SAMPLE 90% CONFIDENCE +/- 10%

BETWEEN 42 TO 62%

52

BETWEEN 35 TO 55%

45

CANDIDATE A   CANDIDATE B

421 SAMPLE 90% CONFIDENCE +/- 3 %

BETWEEN 49 TO 55%

52

BETWEEN 42 TO 48%

45

CANDIDATE A   CANDIDATE B
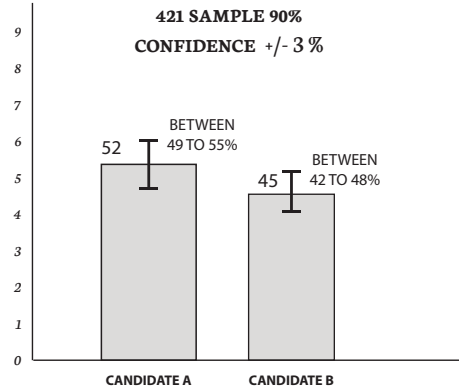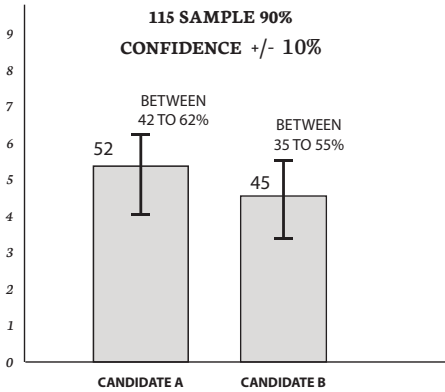
experimental design: within-subject or between-subjects. Within-subject means that each participant sees design A and design B in a counterbalanced order of seeing A and B. Between-subject means that one group of participants sees or uses design A. Another set of participants sees or uses design B. To account for group differences, between-subject experiments need a larger sample size.

Most UX research uses within-subject experiments because they allow for a more apples-to-apples comparison of both A and B with an explicit question at the end (preference) and a comparison of both options. The added benefit is a smaller sample size. Within-subject also helps with ideas to combine A and B into a new option C, which benefits both A and B.

Sample Size Recommendations

By understanding and applying the principles of sample size in UX research, researchers can ensure that their studies are both efficient and effective, yielding reliable and actionable insights.

Smaller Sample Sizes (5 to 20):

- **Rapid iterative test and learn:** Utilize smaller samples when speed is crucial. This approach is ideal for optimizing designs through quick cycles of testing and learning.
- **Quick behavioral observations:** Small samples allow for prompt identification of usability issues, enabling the organization to address low-hanging fruits effectively.

Larger Sample Sizes (20 to 60,000+):

- **Measuring UX within a certain margin of error:** When precision is key, larger samples are necessary to gauge user experience accurately.
- **Comparative analysis:** Use larger samples when comparing two or more options to make informed decisions.
- **High-stakes decisions:** When the bottom-line implications are significant, a larger sample size can provide the necessary depth of insight.
- **Attitude measurement:** A larger sample is often required to understand user attitudes thoroughly.

What Sample Size Do I Need?

The numbers in the table below that are bold and background grey shading represent the most common sample sizes used across the industry. This serves as a guideline, helping you align your research approach with your specific goals.

IDENTIFY USABILITY ISSUES

PROBLEMS OCCURENCE	SAMPLE SIZE NEEDED
40%	4
30%	5
20%	**9**
10%	18
5%	37

ESTIMATING PARAMETERS KPI

MARGIN OF ERROR (+/-)	SAMPLE SIZE NEEDED 90% CONFIDENCE
24%	10
15%	28
10%	**65**
8%	103
5%	268
3%	749
2%	1,689

COMPARING OPTIONS

DIFFERENCE TO DETECT (90% CONFIDENCE)	SAMPLE SIZE WITHIN SUBJECTS	SAMPLE SIZE BETWEEN SUBJECTS
50%	17	22
30%	29	64
12%	93	426
10%	**115**	**614**
5%	246	2,468
3%	421	6,866
1%	1,297	61,822

♠

♠ Strengthen Core Superpowers Self-Assessment

This self-assessment is designed to help you reflect on your superpowers (skills) and practices as a user researcher. Consider how often you engage in the described activity for each of the following statements. Use the 5-point scale to rate your frequency:

Use "My Team" instead of "I" where applicable.	Never (1)	Rarely (2)	Sometimes (3)	Often (4)	Always (5)
1. How frequently do I initiate my research projects with thorough desk research?					
2. How often do I combine qualitative and quantitative research methods to triangulate insights?					
3. How consistently do I determine and use appropriate sample sizes for my research studies?					
4. How frequently do I use guerrilla usability to get quick, insightful user feedback (to get it done)?					
5. How often do I successfully overcome challenges in recruiting participants for my studies?					
6. How frequently do I utilize remote, unmoderated research methods to enhance productivity?					
7. How often do I lead and conduct generative, ethnographic, and discovery research initiatives?					
8. How consistently do I excel as a moderator in research sessions?					
9. How often am I aware of and do I successfully navigate the challenges of interpreting research data?					
10. How frequently do I use data visualization techniques to communicate research findings?					
J. How frequently do I refresh and apply my knowledge of statistics (avg., mean, distribution, confidence intervals)?					
Q. How often do I conduct thorough and structured competitive analysis through desk research?					
K. How frequently do I include participants with disabilities in my usability research to ensure inclusivity?					

How do I interpret this?

It can be challenging to consistently utilize each superpower (Always, 5). However, the goal is to use each superpower as frequently as feasible or necessary. Strive for your self-assessment to reach Often (4) or Always (5) for each superpower every quarter.

♥ **Nurture Engagement** - Section 2

Nurture Engagement

♥ **A**

Provide Observers with a Fabulous Experience.

Nurture Engagement

♥ **2**

Adopt a 'Reverse Chronology' Approach: Envision Outcomes BEFORE Conducting Research.

Nurture Engagement

♥ **3**

Ask Stakeholders About Their Expectations BEFORE Conducting Research.

Nurture Engagement

♥ **4**

Reports: Show, Don't Tell. Compelling Narrative and Actionable Recommendations.

Nurture Engagement

♥ **5**

Become a *Star* with an Insights Repository.

Nurture Engagement

♥ **6**

Lead Workshop: Be a Champion of Whiteboard Facilitation, Both In-Person and Remote.

Nurture Engagement

♥ **7**

'Got Questions?' Everyone's Got Them. Position User Research as a way to Get Answers!

Nurture Engagement

♥ **8**

Treat User Research as a Team Sport by Involving Everyone Throughout the Process.

Nurture Engagement

♥ **9**

Make Continuous Discovery Your North Star, Embrace It As a Habit, Not Just An Attitude.

Nurture Engagement

♥ **10**

Democratize Research To Drive User-Centric Culture.

Nurture Engagement

♥ **J**

Demonstrate Empathy for Product, Design, Marketing, and Engineering Team Members.

Nurture Engagement

♥ **Q**

Demonstrate Empathy for Executives.

Nurture Engagement

♥ **K**
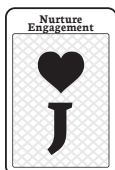
Master the Art of Influence Across the Organization.

♥ Nurture Engagement Superpowers Self-Assessment

This self-assessment is designed to help you reflect on your superpowers (skills) and practices as a user researcher. Consider how often you engage in the described activity for each of the following statements. Use the 5-point scale to rate your frequency:

Use "My Team" instead of "I" where applicable.	Never (1)	Rarely (2)	Sometimes (3)	Often (4)	Always (5)
1. How frequently do I ensure observers have an excellent experience during user research sessions?					
2. How often do I implement a reverse chronology approach in planning my research projects?					
3. How frequently do I engage with stakeholders to understand their expectations before beginning research?					
4. How regularly do I create compelling narratives and actionable recommendations from user data?					
5. How regularly do I use and contribute to the insights repository?					
6. How often do I lead and facilitate effective whiteboard sessions in both in person and in remote settings?					
7. How frequently do I successfully position user research as a key solution for answering important organizational questions?					
8. How often do I include and engage various team members throughout the user research process?					
9. How consistently do I integrate the practice of continuous discovery in my user research approach?					
10. How often do I actively promote and support the democratization of user research in my organization?					
J. How regularly do I demonstrate empathy and understanding toward the needs and perspectives of product, design, marketing, and engineering teams?					
Q. How frequently do I successfully empathize and align with executive perspectives and concerns?					
K. How often am I able to successfully influence decisions and strategies across the organization?					

How do I interpret this?
It can be challenging to consistently utilize each superpower (Always, 5). However, the goal is to use each superpower as frequently as feasible or necessary. Strive for your self-assessment to reach Often (4) or Always (5) for each superpower every quarter.

♦ **Demonstrate Leadership** - Section 3

Demonstrate Leadership

A ♦

Generate Demand for Research by Demonstrating Value.

Demonstrate Leadership

2 ♦

Integrate Research With the Product Development Life Cycle (PDLC).

Demonstrate Leadership

3 ♦

Summarize Your Achievements Every 90 days. Utilize the 5-V Framework.

Demonstrate Leadership

4 ♦

Calculate ROI: Narrate Success Stories.

Demonstrate Leadership

5 ♦

Be Bold: Ask for Investments with a Business Case. Be Prepared for 'NO' as an Answer.

Demonstrate Leadership

6 ♦

Recognize That With 'Budget' Power Comes the Responsibility to Demonstrate Value.

Demonstrate Leadership

7 ♦

Enhance Organization's Research Maturity: Develop a Vision and a Roadmap.

Demonstrate Leadership

8 ♦

Hire Consultants and Invite Guest Speakers to Create an Organization-Wide Impact.

Demonstrate Leadership

9 ♦

Implement UX Benchmarking to Secure a Seat at the Decision-Making Table.

Demonstrate Leadership

10 ♦

Onboard New Stakeholders to the User Research Process.

Demonstrate Leadership

J ♦

Define Career Path (Job Levels, Roles, and Expectations).

Demonstrate Leadership

Q ♦

Coach, Don't Manage. Build and Maintain a High-Performance Research Team.

Demonstrate Leadership

K ♦

Gain a Deeper Understanding of Pricing to Influence It Effectively.

◆ Demonstrate Leadership Superpowers Self-Assessment

This self-assessment is designed to help you reflect on your superpowers (skills) and practices as a user researcher. Consider how often you engage in the described activity for each of the following statements. Use the 5-point scale to rate your frequency:

Use "My Team" instead of "I" where applicable.	Never (1)	Rarely (2)	Sometimes (3)	Often (4)	Always (5)
1. How often do I successfully create demand for research by demonstrating its real value?					
2. How regularly do I try to fully integrate user research into the product development life cycle?					
3. How regularly do I summarize and communicate my achievements using the 5-V Framework?					
4. How often do I calculate ROI for our projects and effectively narrate our success stories?					
5. How frequently do I confidently present business cases to ask for investments?					
6. How consistently do I demonstrate responsible use and value of the budget allocated to user research?					
7. How frequently do I work toward enhancing the UX research maturity of our organization?					
8. How often do I hire consultants and invite guest speakers to enhance our organization's capabilities and knowledge?					
9. How frequently do I implement competitive UX benchmarking to inform and influence decision-making?					
10. How often do I onboard new team members to learn about and participate in user research?					
J. How frequently do I define and clarify job roles, levels, and expectations for the research team?					
Q. How often do I focus on coaching rather than managing to build a high-performance research team?					
K. How regularly do I engage in understanding and influencing pricing strategies?					

How do I interpret this?
It can be challenging to consistently utilize each superpower (Always, 5). However, the goal is to use each superpower as frequently as feasible or necessary. Strive for your self-assessment to reach Often (4) or Always (5) for each superpower every quarter.

♣ **Elevate Expertise** - Section 4

Elevate Expertise
♣
A

Leverage AI for Productivity.

Elevate Expertise
♣
2

Become a Skilled Negotiator: Understand Win-Win Approach.

Elevate Expertise
♣
3

Learn from Sales & Marketing: Utilize 'Pain-Gain' and 'Gap Selling.'

Elevate Expertise
♣
4

Master the Fundamentals of Business and Finance.

Elevate Expertise
♣
5

Excel as a Master Storyteller and be Articulate.

Elevate Expertise
♣
6

Perfect Your Elevator Pitch. Build Your Personal Brand as a UX Researcher.

Elevate Expertise
♣
7

Immerse Yourself in Data and Analytics: Learn it, Know it, Use it, Master it.

Elevate Expertise
♣
8

Fully Embrace Diversity and Inclusion.

Elevate Expertise
♣
9

Attend UX conferences. Network for the Latest Advancements in the Field.

Elevate Expertise
♣
10

Mentor and Be Mentored: A Two-Way Street in UX Careers.

Elevate Expertise
♣
J

Publish Your, Then Publish More.

Elevate Expertise
♣
Q

Refresh Your Portfolio and Resume: Complacency is the Enemy.

Elevate Expertise
♣
K

If You've Tried Every Superpower and It Does Not Work, Maybe It's Not You.

♣ Elevate Expertise Superpowers Self-Assessment

This self-assessment is designed to help you reflect on your superpowers (skills) and practices as a user researcher. Consider how often you engage in the described activity for each of the following statements. Use the 5-point scale to rate your frequency:

Use "My Team" instead of "I" where applicable.	Never (1)	Rarely (2)	Sometimes (3)	Often (4)	Always (5)
1. How often do I leverage AI tools to enhance productivity in my research?					
2. How frequently do I engage in negotiations with a win-win approach in my research-related interactions?					
3. How often do I apply the "pain-gain" and "gap selling" strategies from sales and marketing in my UX research work?					
4. How regularly do I engage with and apply fundamental business and finance concepts in my UX research?					
5. How frequently do I use storytelling and articulate communication to convey research findings?					
6. How often do I practice and use my elevator pitch to build my personal brand?					
7. How regularly do I immerse myself in data and business analytics to inform my UX research?					
8. How consistently do I ensure diversity and inclusion in my research participant recruitment and study designs?					
9. How often do I attend UX conferences to stay updated and network?					
10. How regularly do I engage in mentoring relationships, both as a mentor and mentee?					
J. How often do I publish my work externally to share knowledge and insights?					
Q. How frequently do I update and refine my portfolio and resume?					
K. How regularly do I assess whether my efforts in UX research are being effectively recognized and utilized in my organization?					

How do I interpret this?

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Index

Kuldeep Kelkar

Kuldeep has been a Silicon Valley User Experience practitioner and leader, working for and consulting with Start-Ups and Fortune 500 Enterprises. His journey with User Experience Design and Research began in the late 1990s, during the dot-com days.

Kuldeep is a Partner at UXReactor. Before joining UXReactor, Kuldeep led Professional Services, Customer Success (Research Partners), Customer Education, and Support for UserZoom, now part of UserTesting. For eight years, he and his talented research team delivered high-value research services, actionable insights, strategic consulting, and change management programs for UserZoom's Fortune 500 customers.

Kuldeep was PayPal's first full-time User Researcher in 2004. He then led User Research globally and UX Design teams until 2014. He also led the User Experience Design practice for Tata Consultancy Services at the Santa Clara Design Studio from 2014 to 2015.
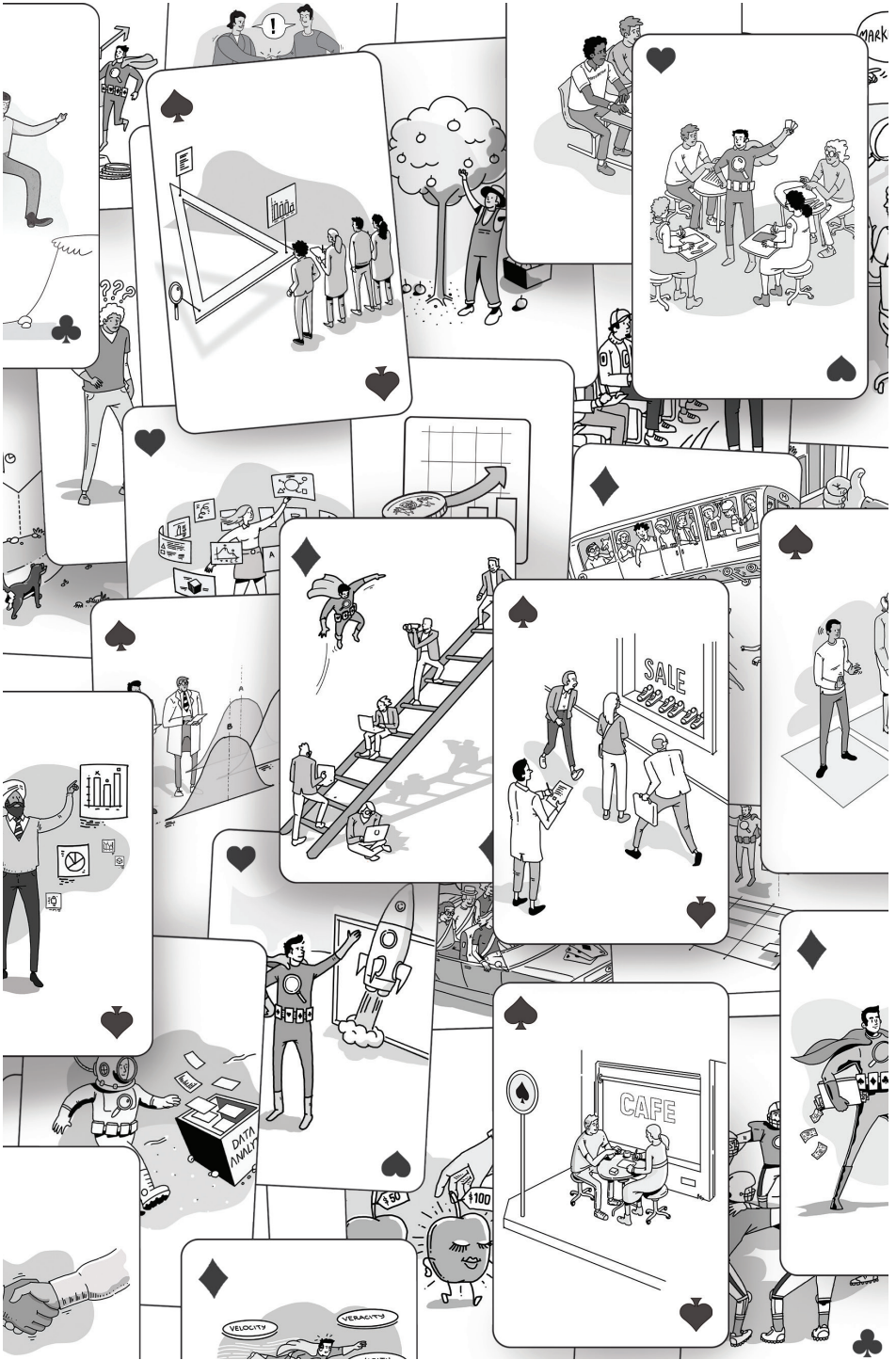
Kuldeep holds a Master's Degree in Human-Computer Interaction (HCI) from the Department of Industrial Engineering at Clemson University, South Carolina, and a Bachelor's degree in Industrial Engineering from Nagpur University, India.

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STRENGTHEN YOUR
USER RESEARCH
SUPERPOWERS ● Kuldeep Kelkar

"Clear, Credible, and Practical."
K.C. Teis,
Executive Director, Experience Design,
athenahealth

"Own and scale your superpowers with these magnificent tips and plays."
Arin Bhowmick,
Chief Design Officer, SAP

"Wow, so much intel packed into one book. It's very practical!"
Alfonso de la Nuez,
Co-founder, UserZoom

"Field manual for the industry. A must-read for quality UX research."
Andy MacMillan,
CEO, UserTesting

"Helpful guide. A vast array of user research skills."
Mary Kay Evans,
Chief GTM Officer, Alida

"A clear path to becoming a high-impact leader in UX research."
Paresh Vakhariya,
Director of Product Management, Atlassian

"A goldmine of actionable strategies, not one but 52."
Basel Fakhoury,
CEO & Co-founder, User Interviews

"Unleash your research superpowers - a must-read for advancing your career."
Jonathan Widawski,
Founder & CEO, Maze

"A practical book with best practices every UX researcher should own."
Mariann Lowery,
Design Research Manager, Think Company

"Packed with anecdotes and advice, this is an easy and insightful read."
Abbie McLeod,
Lead User Researcher at Etc. Health, BT Group

"The unique format and rich content make it an indispensable tool for professional growth."
Mitchell Hollis,
Insights Leader, Ticketmaster

"Essential for anyone eager to delve into the heart of research."
Jamie Miller,
Product/Senior Research Manager, Microsoft