From hesitation to confidence:
leveraging insights towards better decision-making

Dalia El-Shimy

Head of UX Research

miro

The process of making decisions isn’t a **mystery**.

Executing a decision may be difficult...

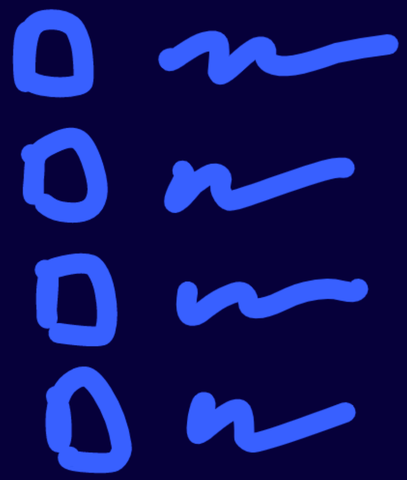
… but **making it**
shouldn’t be.

How we'll prove this

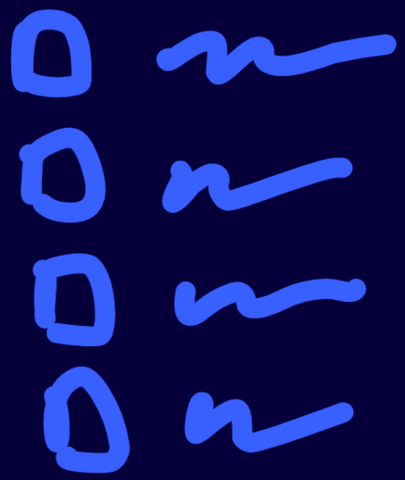
- The apparent mystery of decision-making
- The factors in decision-making
- A framework for decision-making
- A framework for filling the gaps

miro

The apparent mystery of decision-making

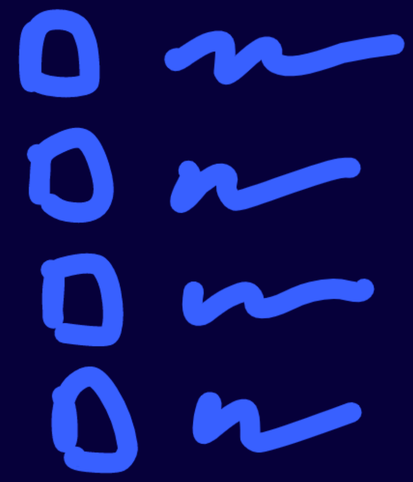


Options



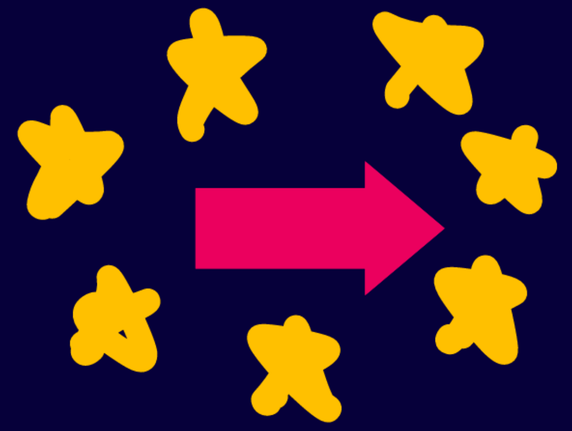
Options

Choice

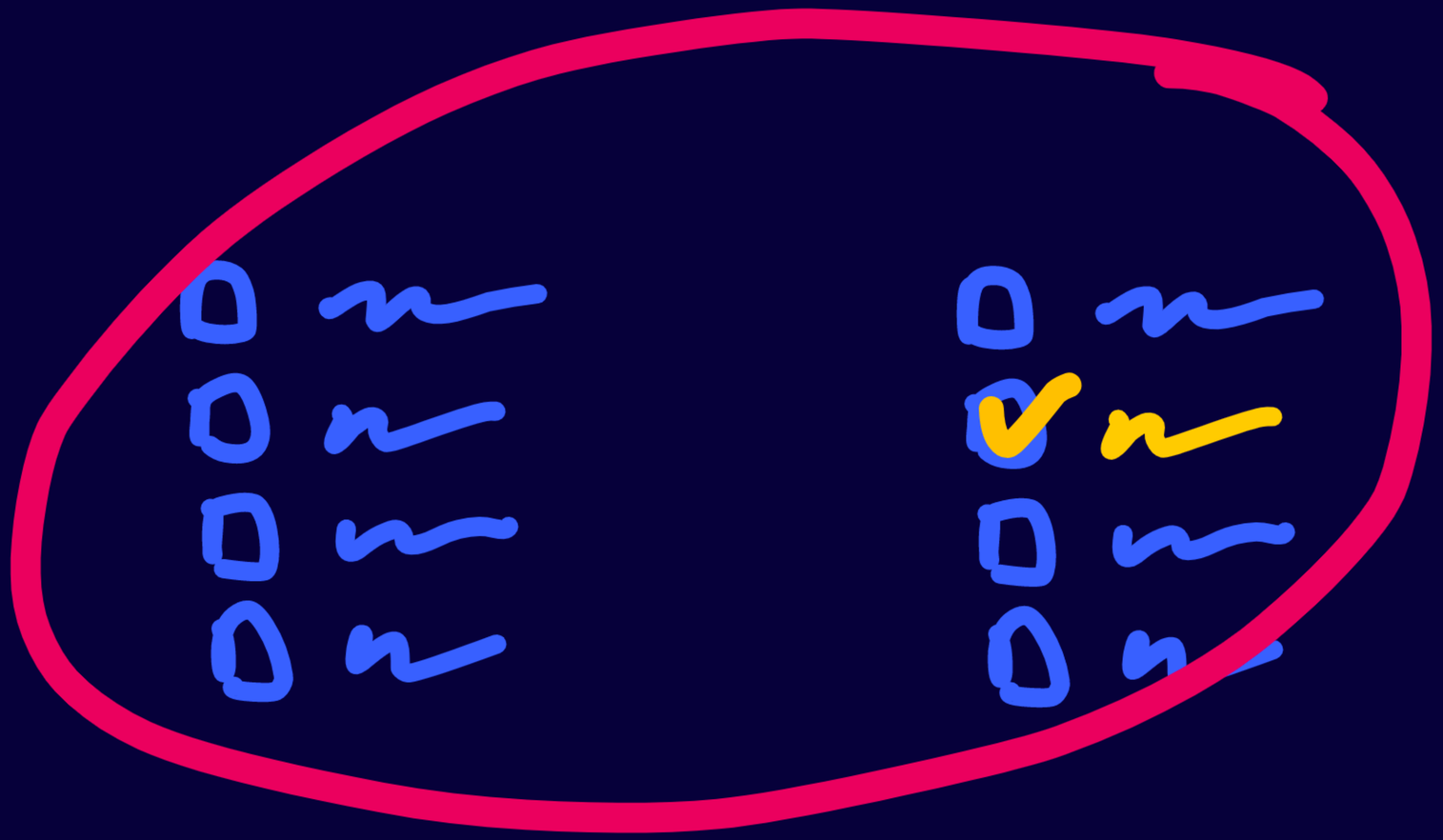


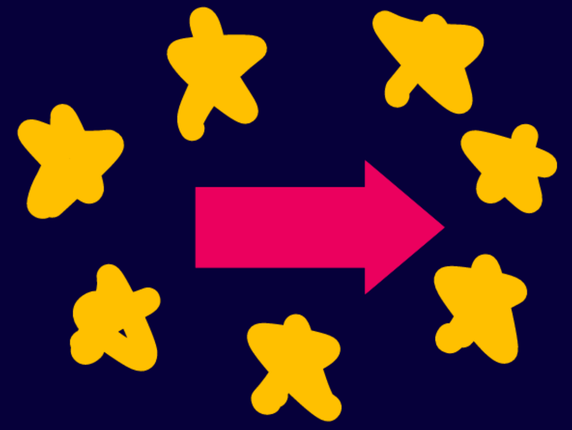
Options

Choice

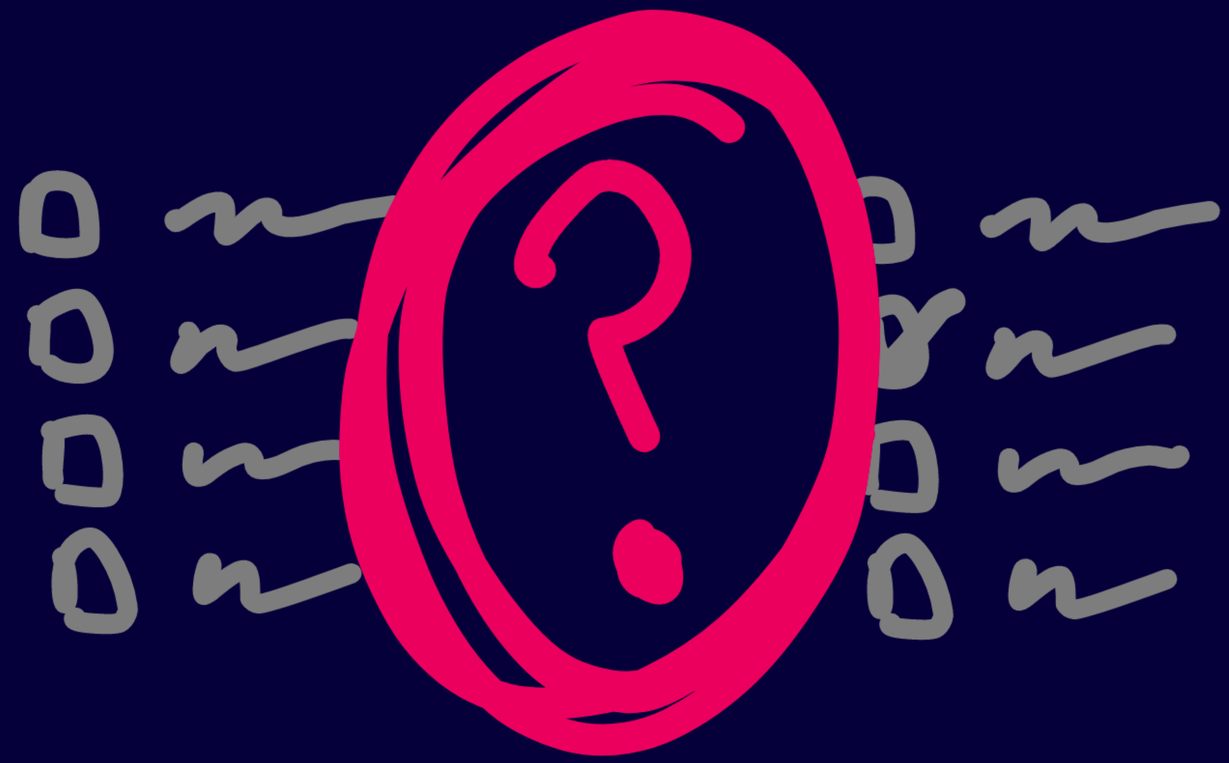


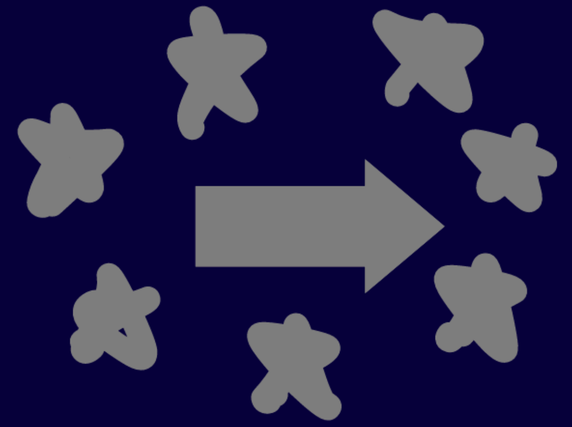
Action





Options Choice Action





Options Choice Action

The factors in decision-making

“**Type 1** decisions are not reversible, and you have to be very careful making them.

Type 2 decisions are like walking through a door — if you don’t like the decision, you can always go back.”

Jeff Bezos,
Amazon’s 2016 shareholders letter

miro

Let **reversibility** be your first factor.

“Deciding how important a decision is, is the most important decision you can make.”

Brandon Chu
Making Good Decisions as a Product Manager

“Once you decide how important a decision is, you should adjust how long you‘re willing to spend on it.”

Brandon Chu
Making Good Decisions as a Product Manager

miro

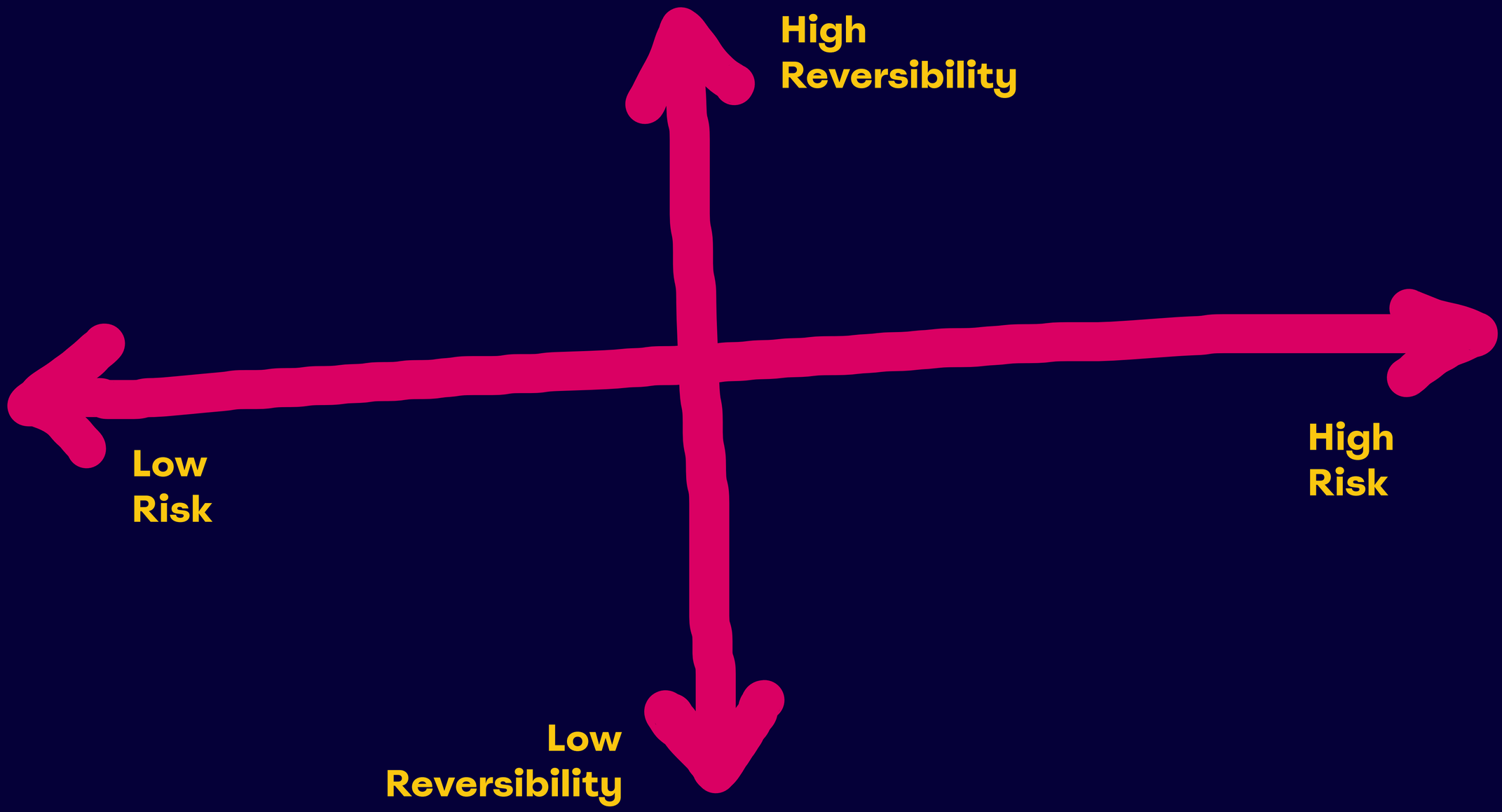
What makes a decision “**important**”?

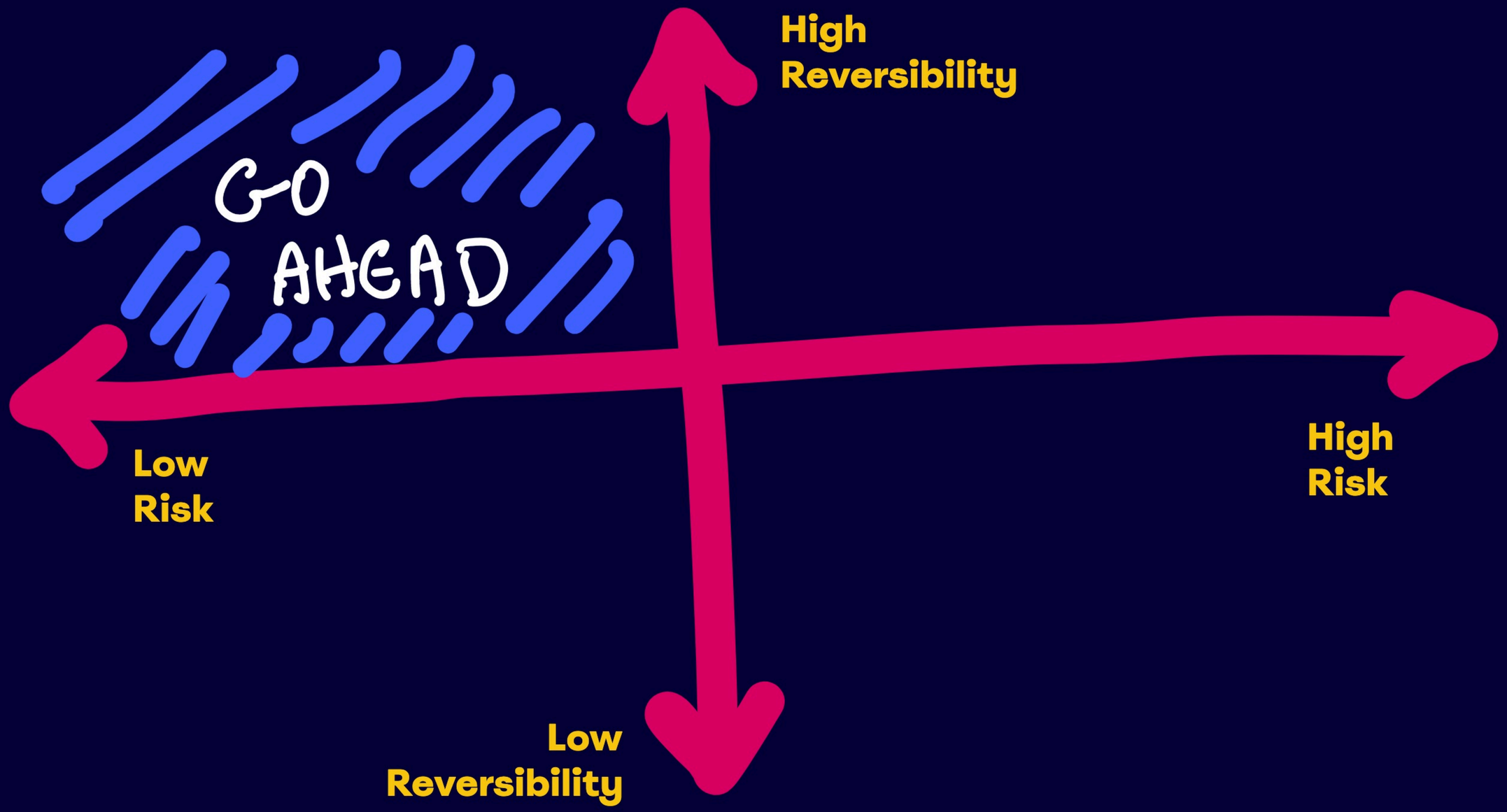
The extent of the **consequences**.

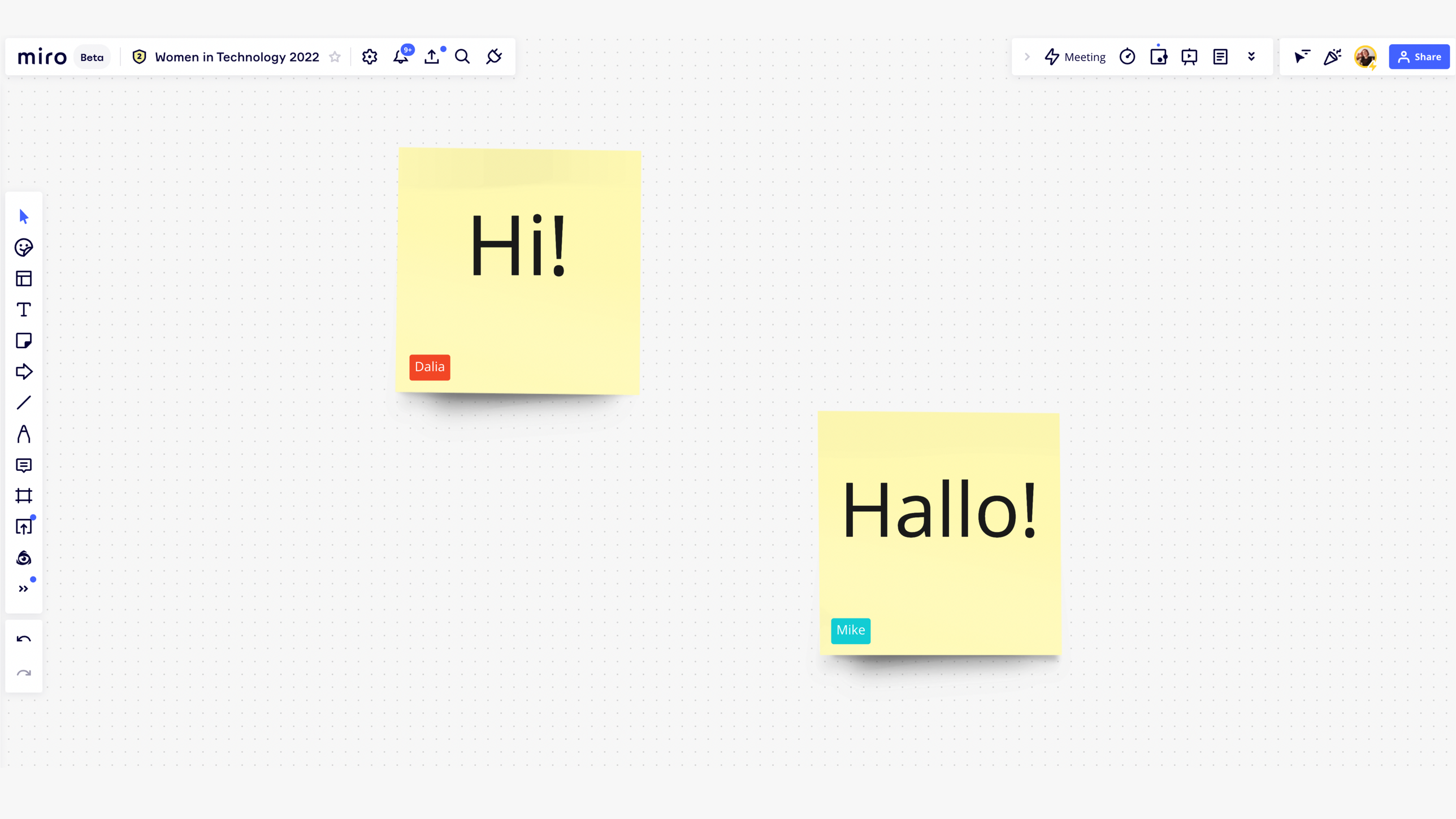
Let **risk** be your second factor.

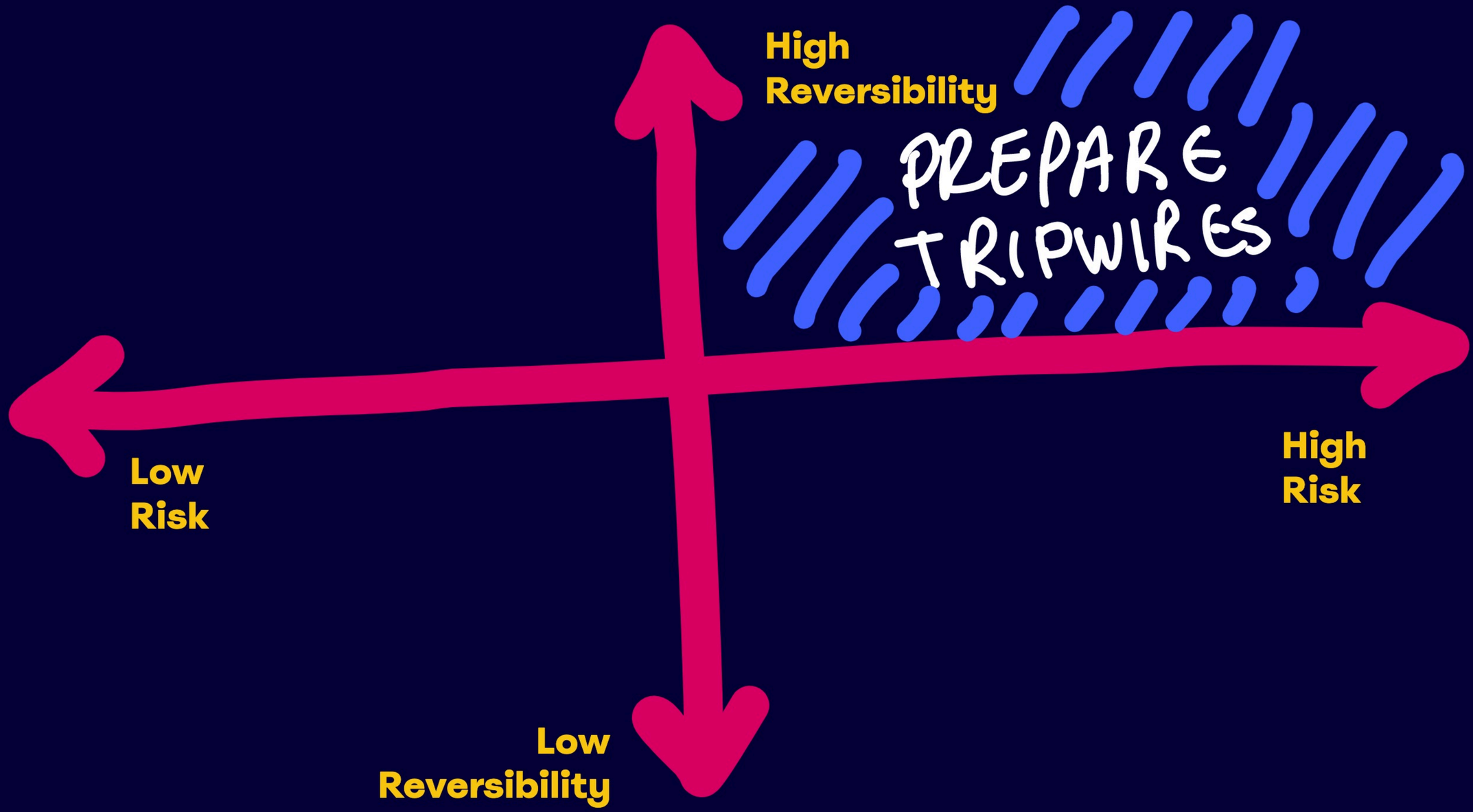
A framework for decision-making

Risk + Reversibility


High
Reversibility
Low
Risk
High
Risk
Low
Reversibility


GO
AHEAD
High
Reversibility
Low
Risk
High
Risk
Low
Reversibility


miro
Beta
Women in Technology 2022
9+
Meeting
Share
Hi!
Dalia
Hallo!
Mike


High
Reversibility
PREPARE
TRIPWIRES
Low
Risk
High
Risk
Low
Reversibility

Apps

Search for apps & tools

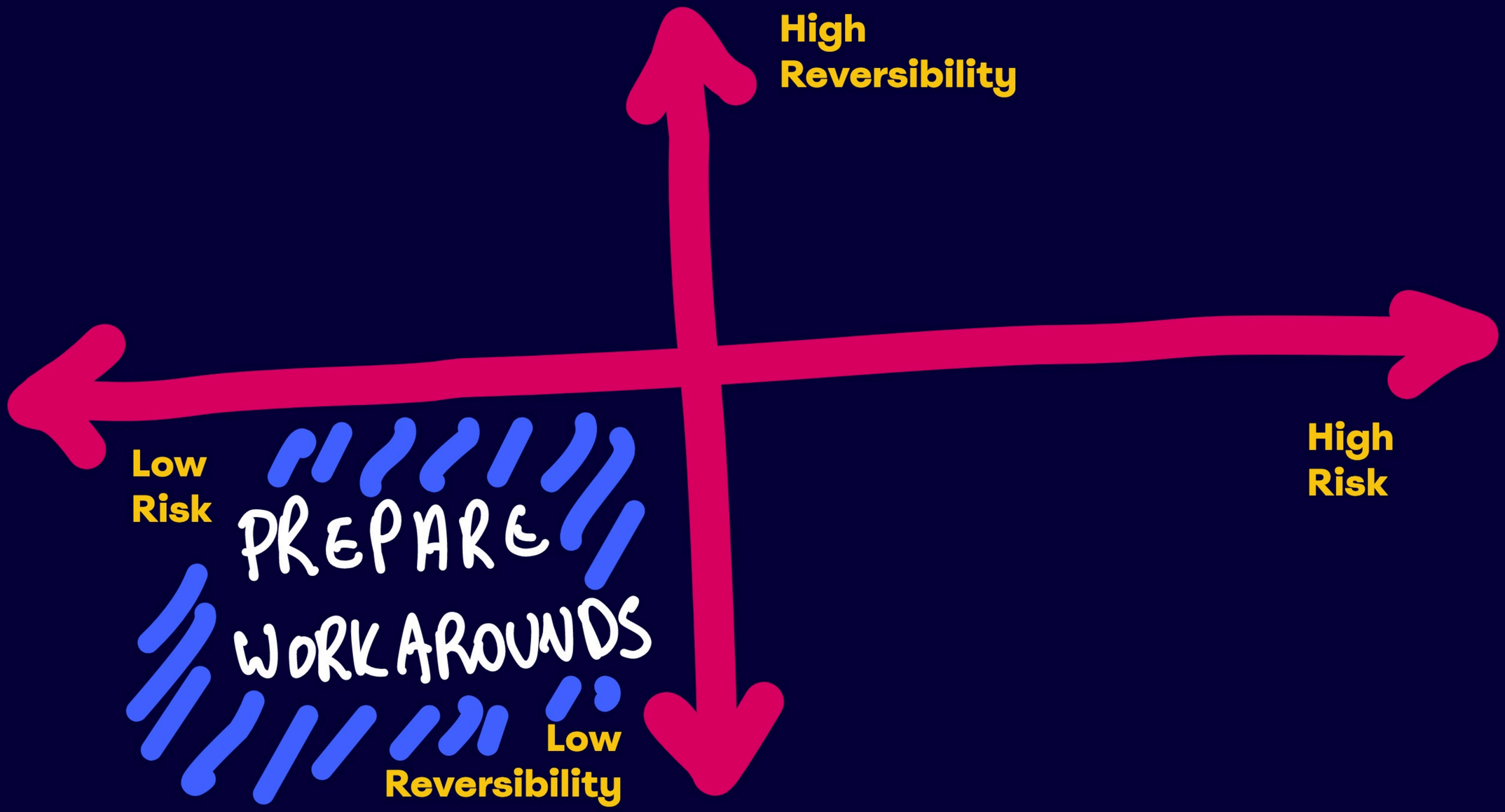
- Paste iFrame code
- Web page capture
- Stickies capture
- JIRA
- CA Agile
- Wireframe Library
- Charts
- Google image search
- Azure icon set
- AWS icon set
- Unsplash
- Cisco icon set
- User story mapping
- Mind map
- Card / D
- Kanban
- Tables
- Brandfetch
- Field
- unDraw Symbols

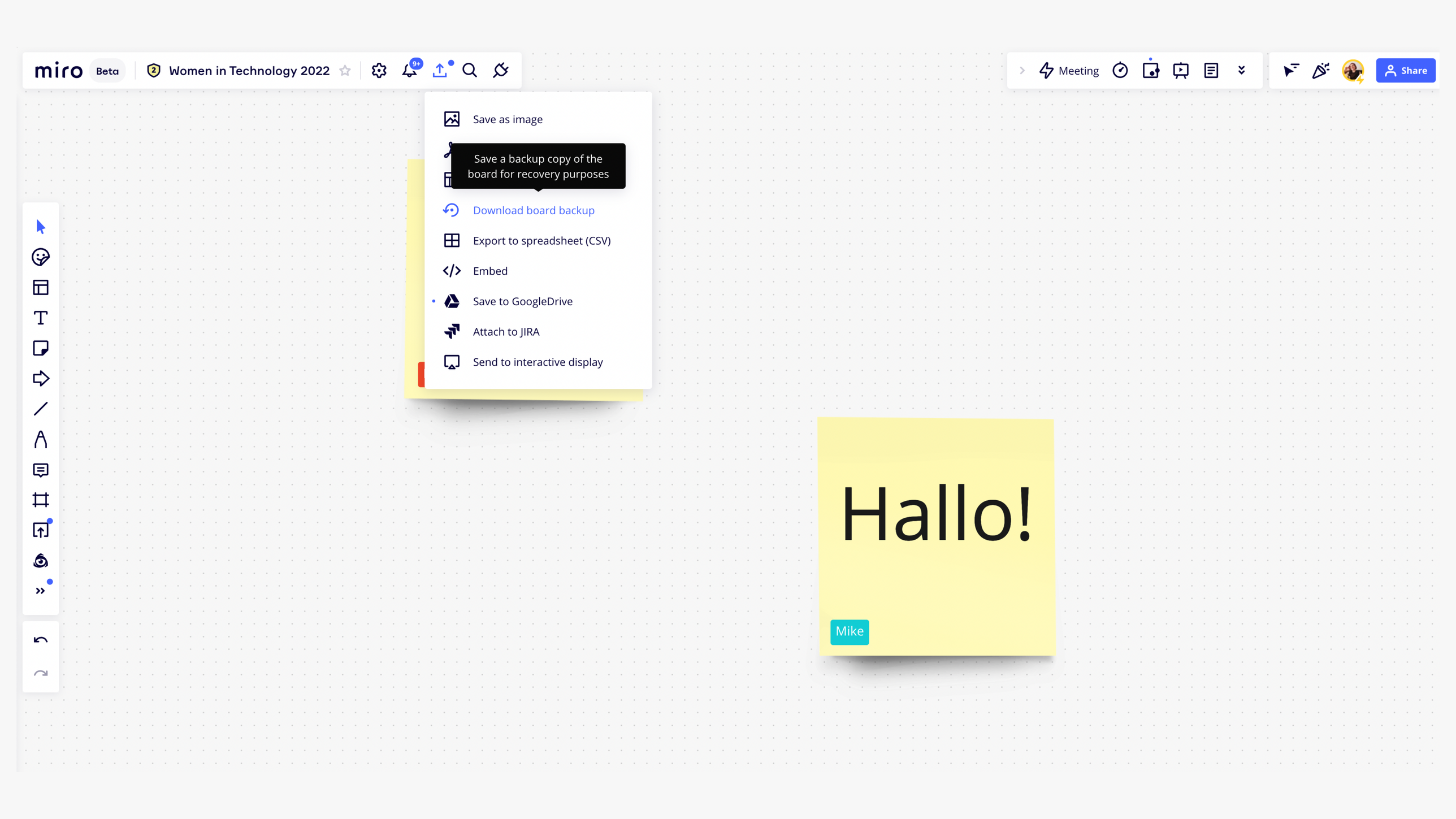
Hi!

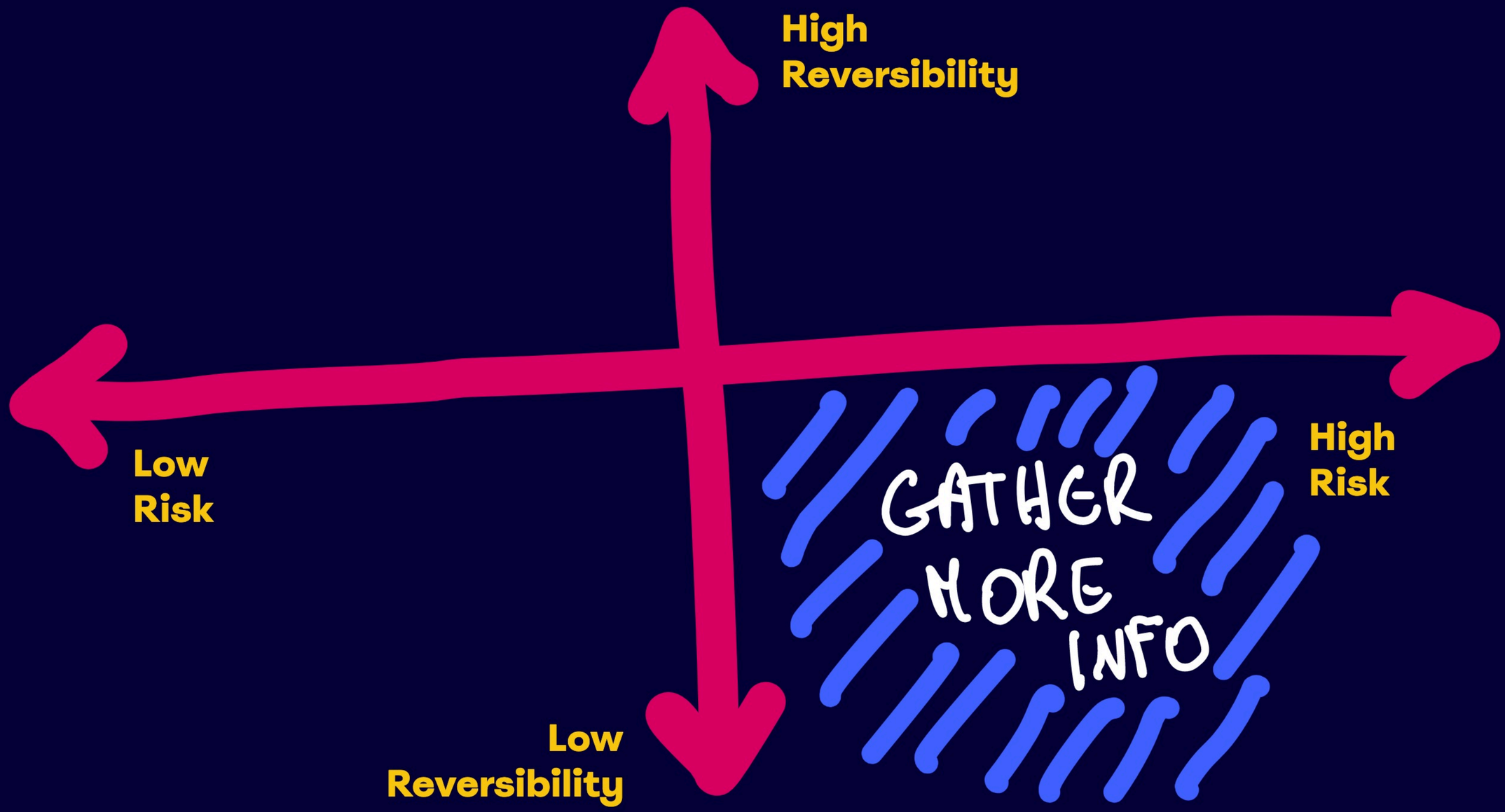
Dalia

Hallo!

Mike


High
Reversibility
Low
Risk
High
Risk
PREPARE
WORKAROUNDS
Low
Reversibility


miro
Beta
Women in Technology 2022
9+
Meeting
Share
Save as image
Save a backup copy of the board for recovery purposes
Download board backup
Export to spreadsheet (CSV)
Embed
Save to GoogleDrive
Attach to JIRA
Send to interactive display
Hallo!
Mike


High
Reversibility
Low
Risk
High
Risk
GATHER
MORE
INFO
Low
Reversibility

For advanced collaboration

Free

Includes unlimited members for anyone getting started with Miro

$0

Unlimited team members

Go to dashboard

What's included

- 3 editable boards
- Premade templates
- Core integrations
- Basic attention management

Team

More collaborative power and unlimited boards for fast-growing teams

$8

Per member/month
billed annually

Buy Team

All Free features, plus

- Unlimited editable boards
- Unlimited visitors
- Custom templates
- Projects
- Private boards
- Starting from 2 members

Compare all features

Business

Advanced collaboration and security capabilities for teams and companies

$16

Per member/month
billed annually

Buy Business

All Team features, plus

- Unlimited guests NEW
- Miro Smart Diagramming NEW
- Miro Smart Meetings SOON
- Single Sign On (SSO): access through OKTA, OneLogin, Auth0 and more
- Starting from 5 members

Compare all features

Enterprise

Additional security, control, and support for organizations

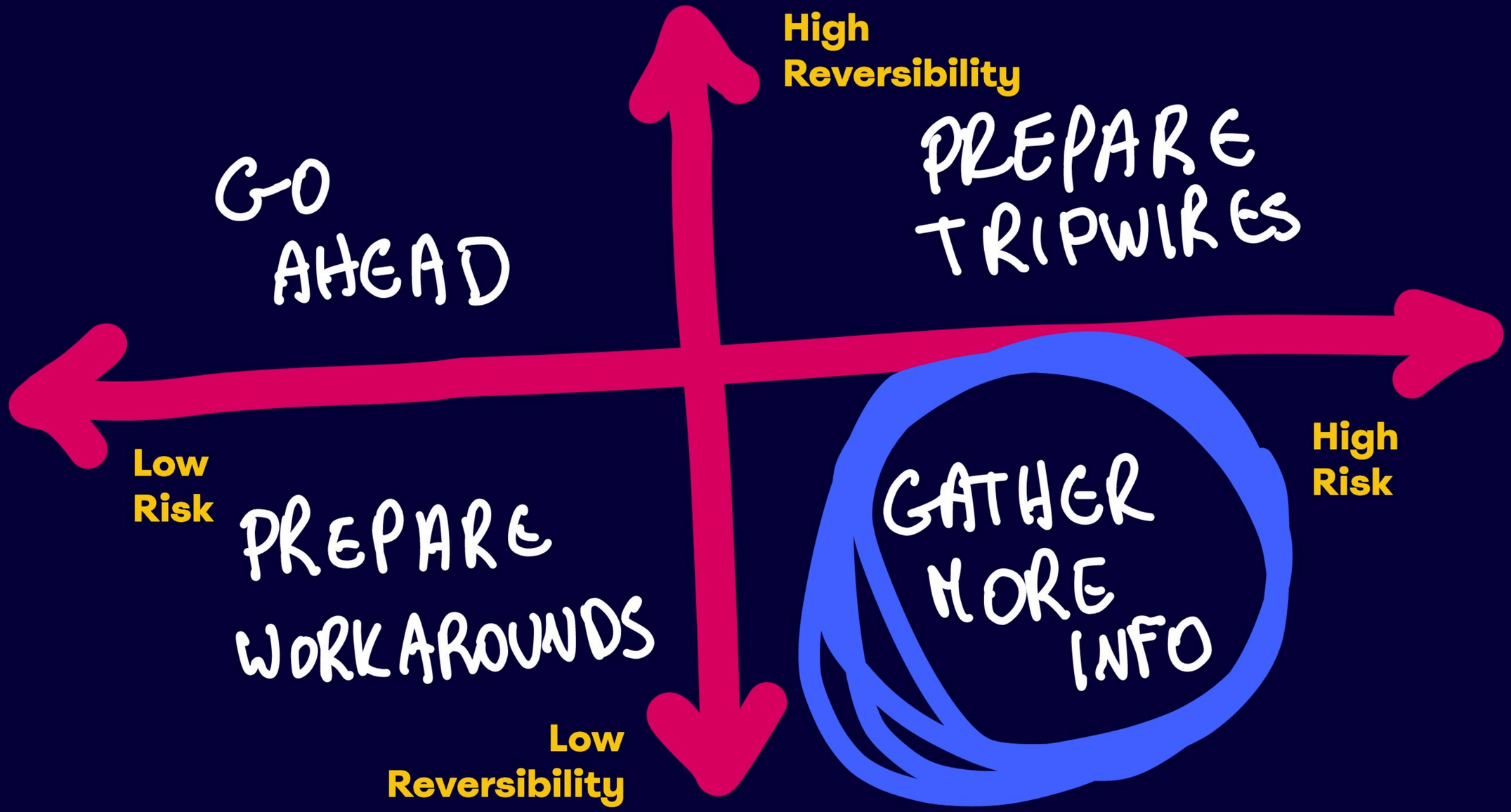
Custom pricing
for your company

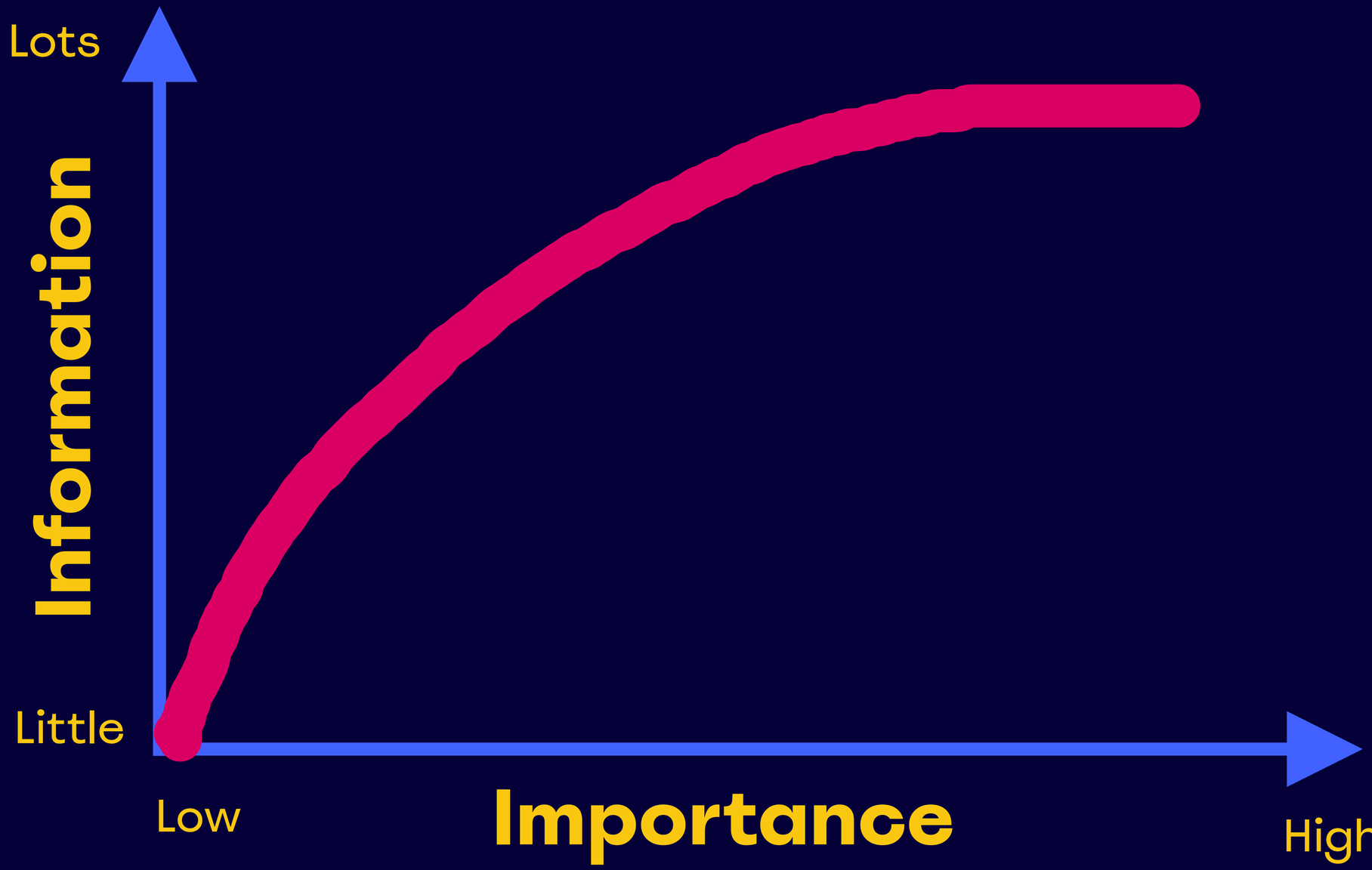
Contact us

All Business features, plus

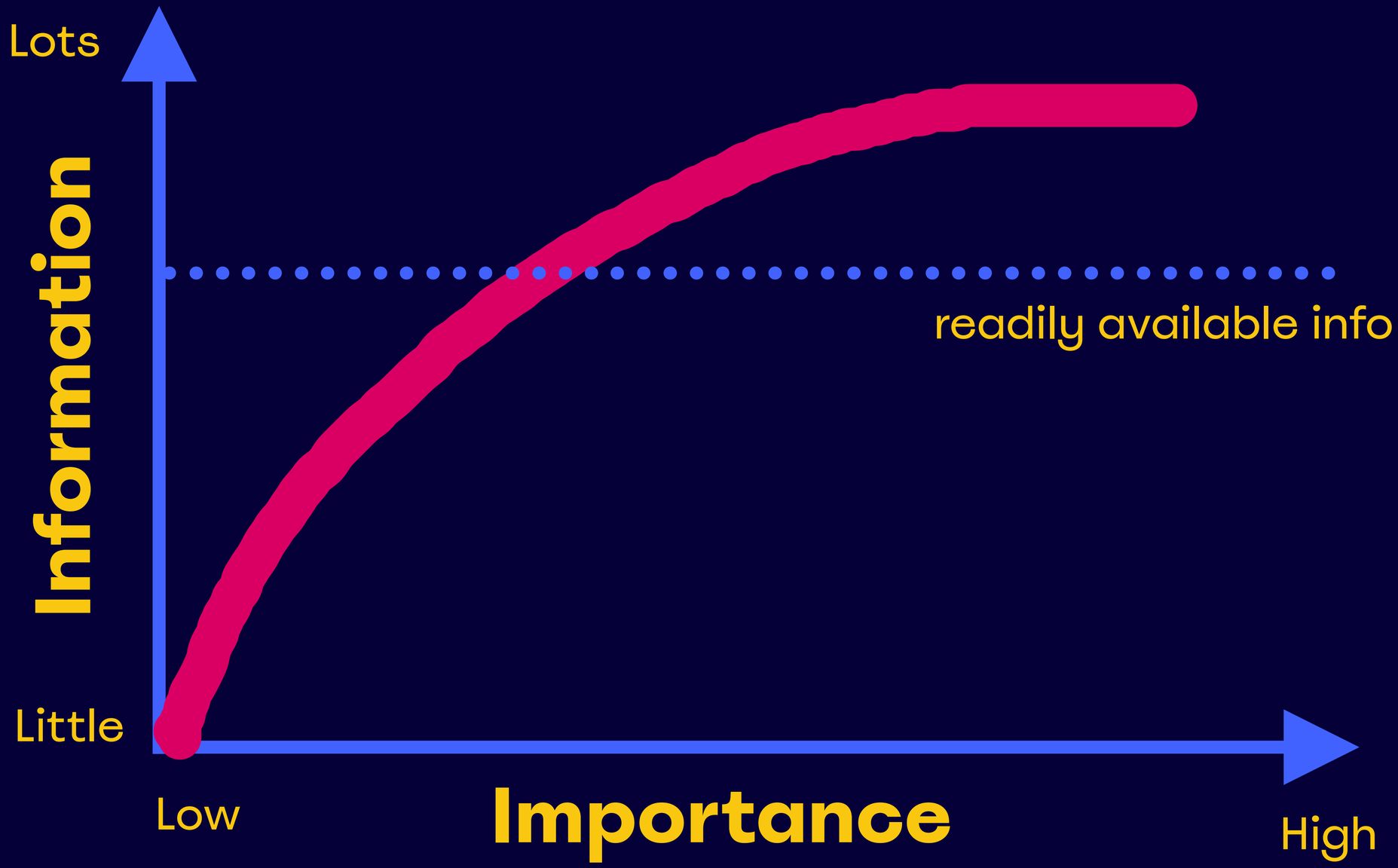
- Enterprise-grade security and compliance
- SIEM (Splunk) integrations
- Data governance
- Centralized account management and insights
- Automated user and license management
- Flexible Licensing Program
- Dedicated Success Manager
- Premium support
- Azure DevOps and CA Rally integrations
- Starting from 50 members

Compare all features

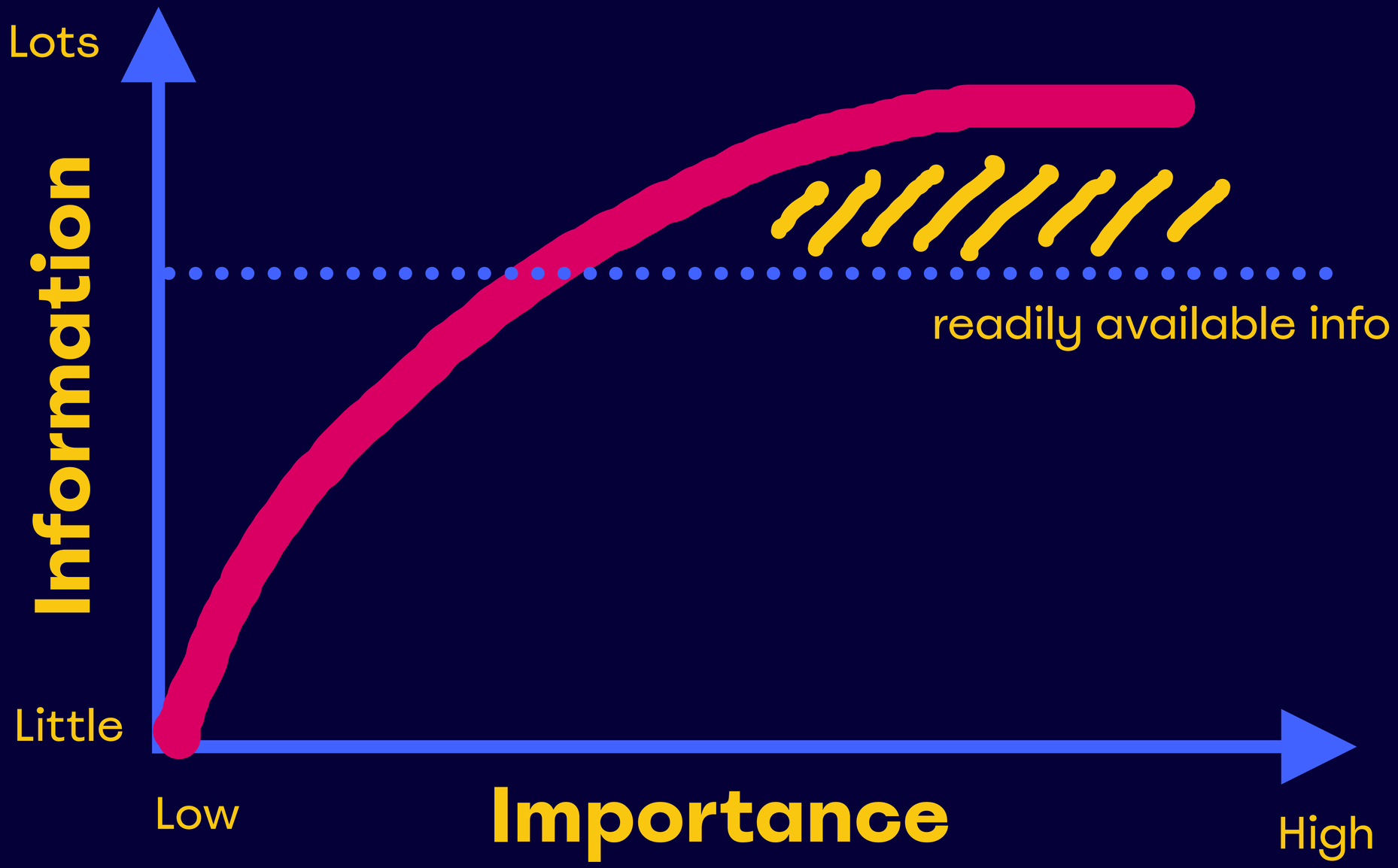

High Reversibility
GO AHEAD
PREPARE TRIPWIRES
Low Risk
High Risk
PREPARE WORKAROUNDS
GATHER MORE INFO
Low Reversibility



Brandon Chu, Making Good Decisions as a Product Manager



Brandon Chu, Making Good Decisions as a Product Manager

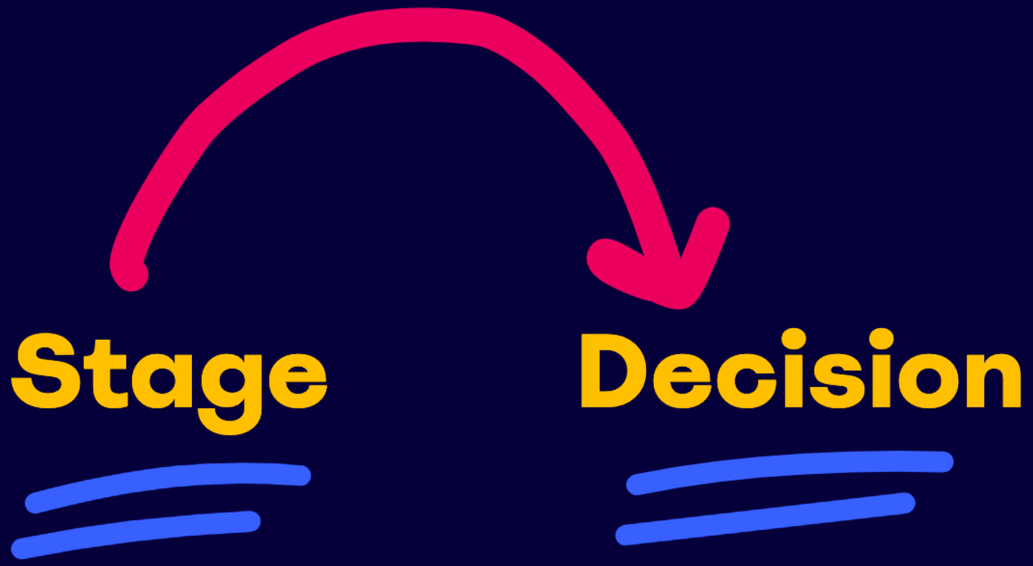


Brandon Chu, Making Good Decisions as a Product Manager

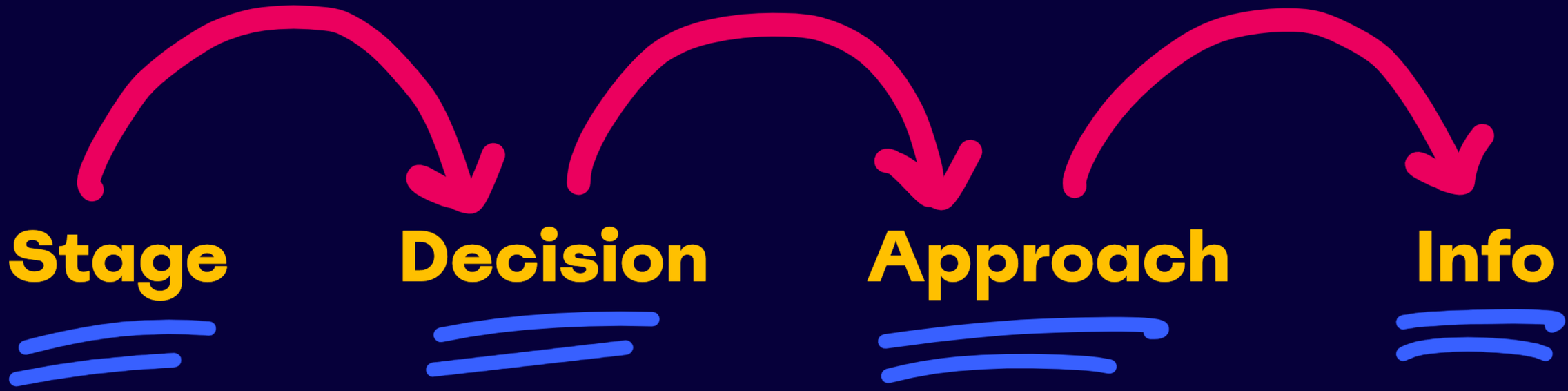
Our goal should be to
fill the gaps efficiently

A framework for filling the gaps

Stage


Stage
Decision

Stage
Decision
Approach


Stage
Decision
Approach
Info

A typical product development lifecycle

A typical product development lifecycle

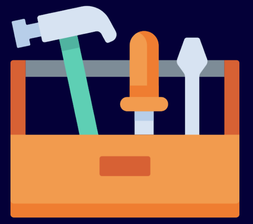
Idea

Define

Explore

Build

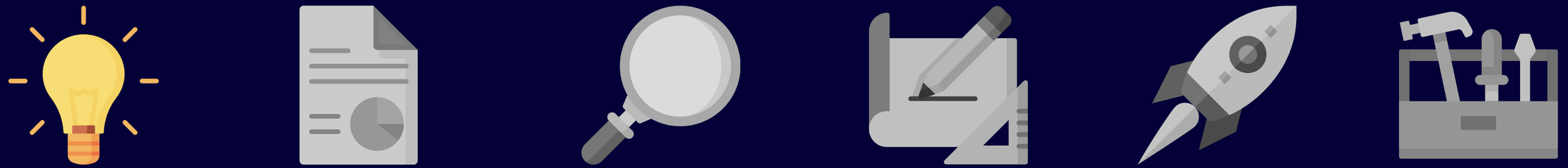
Ship



Tweak

Questions:

- Who are our audiences and what behaviours, unmet needs and challenges do they exhibit?
- What is happening today/has historically happened in this space?



Idea

Approach:

- Look at existing research (internal and external), identify gaps/assumptions/hypotheses
- Fill those gaps with interviews, observations, longitudinal studies, and/or data and trend analysis

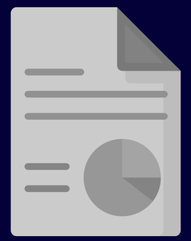
Define

Questions:

- What are the most impactful problems to focus on?
- What are the root causes and consequences of those problems?
- What will be meaningful to measure today and down the the line?

Approach:

- Conduct more interviews, observations, and longitudinal studies to understand the problem in more depth
- Conduct surveys to identify segments and measure total addressable markets
- Conduct data analysis to measure existing impact/reach of problems
- Define success metrics



Questions:

- How are users faring with the concepts we're developing?
- To what extent do they understand the designs, flows, and content we've put together?

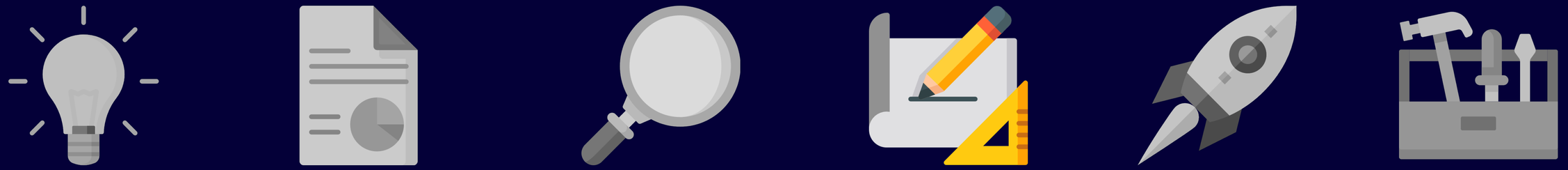
Explore

Approach:

- Conduct concept/paper prototype/lo-fi prototype/ clickable mockup testing
- Measure baselines for success metrics

Questions:

- Can people use what we're building?
- To what extent is it addressing the issues posed by the problem we're trying to solve?



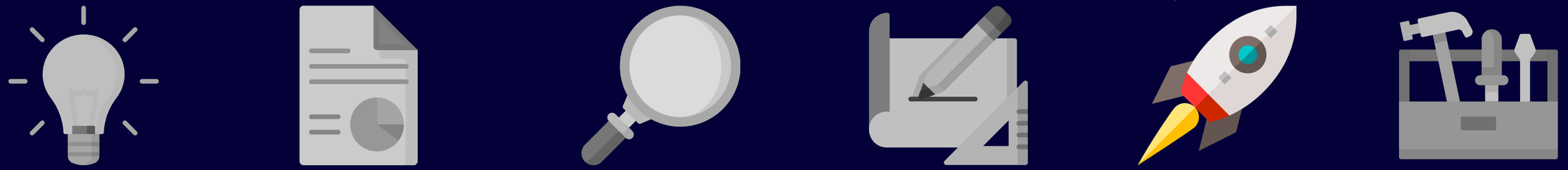
Build

Approach:

- Conduct high-fidelity usability tests
- Conduct longitudinal studies and beta tests
- Conduct experiments (incl. A/B tests)
- Build out instrumentation and dashboards

Questions:

- Are people using our solution the way we thought they would?
- To what extent did we succeed in solving the problem we initially defined?



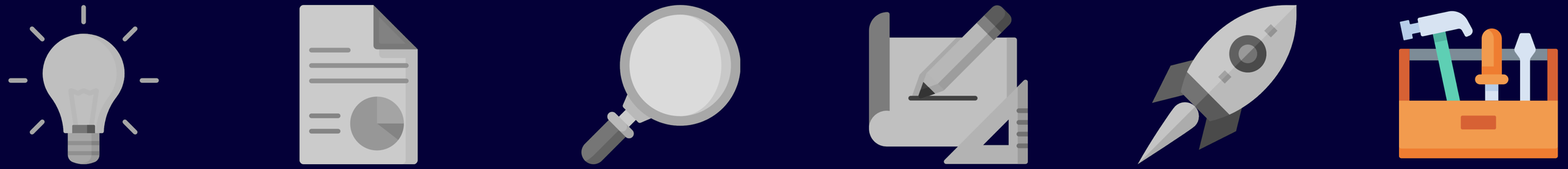
Ship

Approach:

- Monitor support tickets/forums/social media
- Gather in-context feedback
- Populate dashboards and monitor success metrics

Questions:

- What incremental improvements or revisions to our roadmap might be most impactful to our users?



Tweak

Approach:

- Participate in retrospectives/post-mortems
- Continue monitoring support tickets/forums/social media
- Continue monitoring success metrics
- Conduct A/B tests

How your decisions shift over time

Are we building
the right thing?

Are we building
the thing right?

Beginning

End

Laura Klein, Building the Right Thing vs Building the Thing right

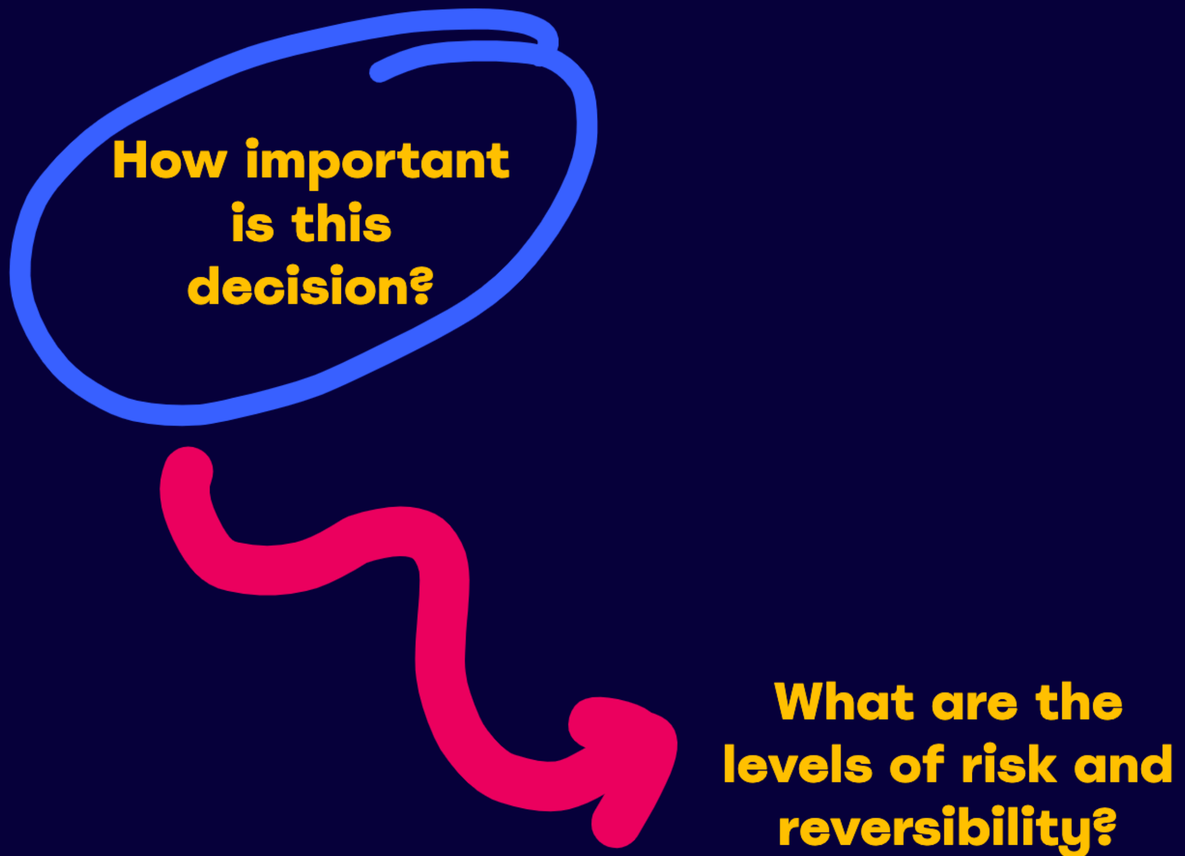
Going from hesitation to confidence

"Deciding how important a decision is, is the most important decision you can make."

- Brandon Chu

"Deciding how important a decision is, is the most important decision you can make."

- Brandon Chu

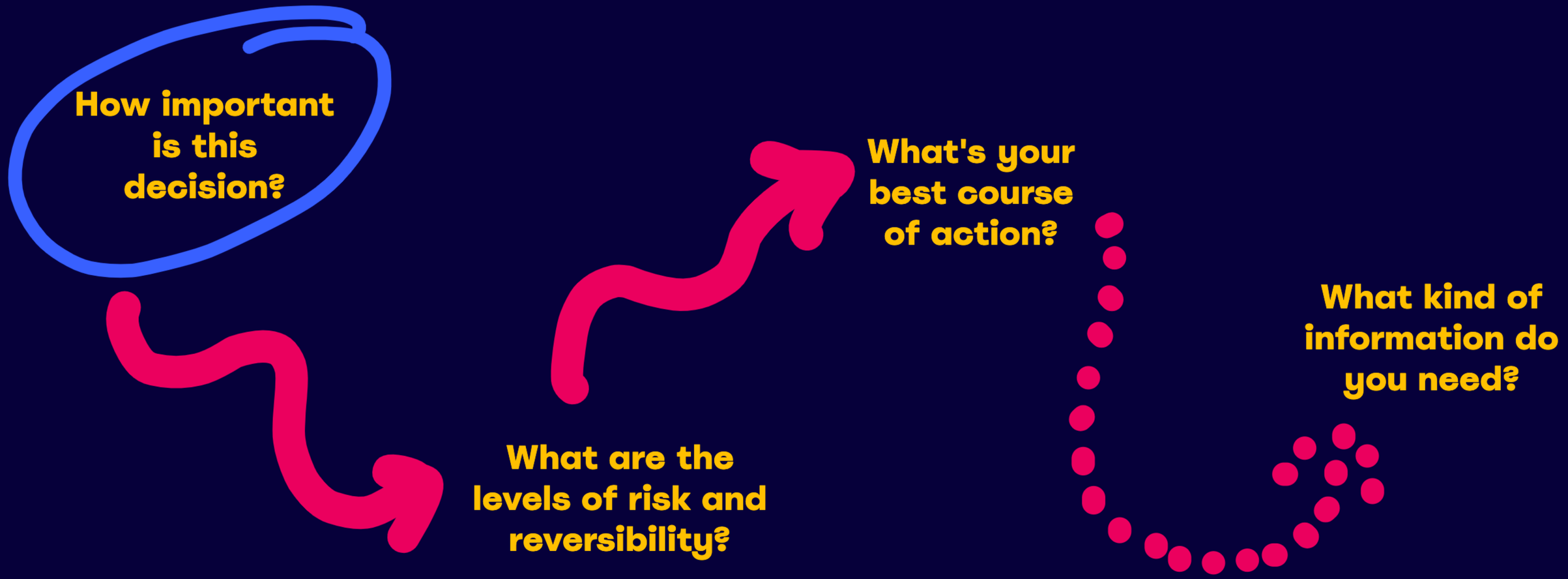


"Deciding how important a decision is, is the most important decision you can make."

- Brandon Chu

"Deciding how important a decision is, is the most important decision you can make."

- Brandon Chu



The process of making decisions isn’t a **mystery**.

Executing a decision may be difficult...

… but **making it**
shouldn’t be.

Go forth and make some **awesome** decisions.

Thank you!

dalia@miro.com

(p.s. we're hiring!)