

Twitter Thread by Lenny Rachitsky



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How do you prioritize a roadmap?

First, take a step back and remember that a business is just a group of people solving problems for other people in exchange for money. Your job is to (1) figure out the problems, and (2) solve them in the most efficient way possible. Thread ■

1/ Step 1: Figure out the problems -- get the ground truth:

- * Talk to customers
- * Talk to employees who talk to customers (CX, sales)
- * Observe your customer's behavior, through data and user research
- * Use the product yourself
- * Look into what caused users to churn

2/ Step 2: Solve problems in the most efficient way possible -- least work for most impact:

- * Develop hypotheses around what you believe will solve the problems
- * Ideate solutions to these hypotheses (see link)
- * Put these ideas into a spreadsheet (cont.)

<https://t.co/Rdw4rMd9lT>

3/ Rate each idea from 1-5 across two attributes: (1) Impact: How impactful it'll be in solving the problem, and (2) Effort: How much work it'll take to execute. Guesstimate -- what matters most is relative differences.

- * Sort the spreadsheet by ratio of Impact / Effort, discuss

4/ How do you estimate Impact?

Every decision is somewhere along this spectrum:

Gut <-----> Complete data

Knowing this, use all of the data at your disposal (quant, qual), plus your team's experience, to inform the estimate. You are smart people, trust yourselves.

5/ How do you estimate Effort?

Simply ask the team members that will be implementing it. Spend a bit of time diving into unknowns when necessary.

6/ How do you come up with hypotheses for solving problems?

- * Talk to customers
- * Think in a quiet place
- * Have small team discussions
- * Look at competitors and adjacent markets
- * Create user journey storyboards

7/ A few additional tips:

1. Prioritization is just another word for sequencing. All you are doing is deciding what comes first, second, etc.
2. Prioritization should involve a lot of discussion. It should never be just math.
3. Prioritization is ongoing. It never stops.

8/ A few additional reads:

<https://t.co/VSVoSNXYcP>

<https://t.co/tJNZ5RAcNC>

<https://t.co/2alaEzgxru>

<https://t.co/VKqRMtoftwt>

<https://t.co/fWAQxgTirx>

9/ Always come back to: What problem are you trying to solve, and what do you believe will have the most impact on solving it?