



### Time Trap

*Not dedicating enough time.*

- ✗
- You get what you invest. Teams that don't put in enough time to test business ideas won't get great results. Too often, teams underestimate what it takes to conduct multiple experiments and test ideas well.
- ✓
- Carve out dedicated time every week to test, learn, and adapt.
- Set weekly goals in regard to what you'd like to learn about your hypotheses.
- Visualize your work so that it becomes clear when tasks are stalled or blocked.



### Analysis Paralysis

*Overthinking things that you should just test and adapt.*

- ✗
- Good ideas and concepts are important, but too many teams overthink and waste time, rather than getting out of the building to test and adapt their ideas.
- ✓
- Time box your analysis work.
- Differentiate between reversible and irreversible decisions. Act fast on the former. Take more time for the latter.
- Avoid debates of opinion. Conduct evidence-driven debates followed by decisions.



### Incomparable Data/Evidence

*Messy data that are not comparable.*

- ✗
- Too many teams are sloppy in defining their exact hypothesis, experiment, and metrics. That leads to data that are not comparable (e.g., not testing with the exact same customer segment or in wildly different contexts).
- ✓
- Use the Test Card.
- Make test subject, experiment context, and precise metrics explicit.
- Make sure everybody involved in running the experiment is part of the design.



### Weak Data/Evidence

*Only measure what people say, not what they do.*

- ✗
- Often teams are happy with running surveys and interviews and they fail to go deeper into how people act in real life situations.
- ✓
- Don't just believe what people say.
- Run call-to-action experiments.
- Generate evidence that gets as close as possible to the real world situation you are trying to test.



### Confirmation Bias

*Only believing evidence that agrees with your hypothesis.*

- ✗
- Sometimes teams discard or underplay evidence that conflicts with their hypothesis. They prefer the illusion of being correct in their prediction.
- ✓
- Involve others in the data synthesis process to bring in different perspectives.
- Create competing hypotheses to challenge your beliefs.
- Conduct multiple experiments for each hypothesis.



### Too Few Experiments

*Conduct only one experiment for your most important hypothesis.*

- ✗
- Few teams realize how many experiments they should conduct to validate a hypothesis. They make decisions on important hypotheses based on one experiment with weak evidence.
- ✓
- Conduct multiple experiments for important hypotheses.
- Differentiate between weak and strong evidence.
- Increase the strength of evidence with decreasing uncertainty.



### Failure to Learn and Adapt

*When you don't take time to analyze the evidence to generate insights and action.*

- ✗
- Some teams get so deep into testing that they forget to keep their eyes on the prize. The goal is not to test and learn. The goal is to decide, based on evidence and insights, to progress from idea to business.
- ✓
- Set aside time to synthesize your results, generate insights, and adapt your idea.
- Always navigate between detailed testing process and big picture idea: which patterns that matter are you observing?
- Create rituals to keep your eyes on the prize: ask if you're making progress from idea to business.



### Outsource Testing

*When you outsource what you should be doing and learning yourself.*

- ✗
- Outsourcing testing is rarely a wise idea. Testing is about rapid iterations between testing, learning, and adapting an idea. An agency can't make those rapid decisions for you and you risk wasting time and energy by outsourcing.
- ✓
- Shift resources you reserved for an agency to internal team members.
- Build up a team of professional testers.