

# When AI and Teams Blur the Lines: Who Owns the Research?



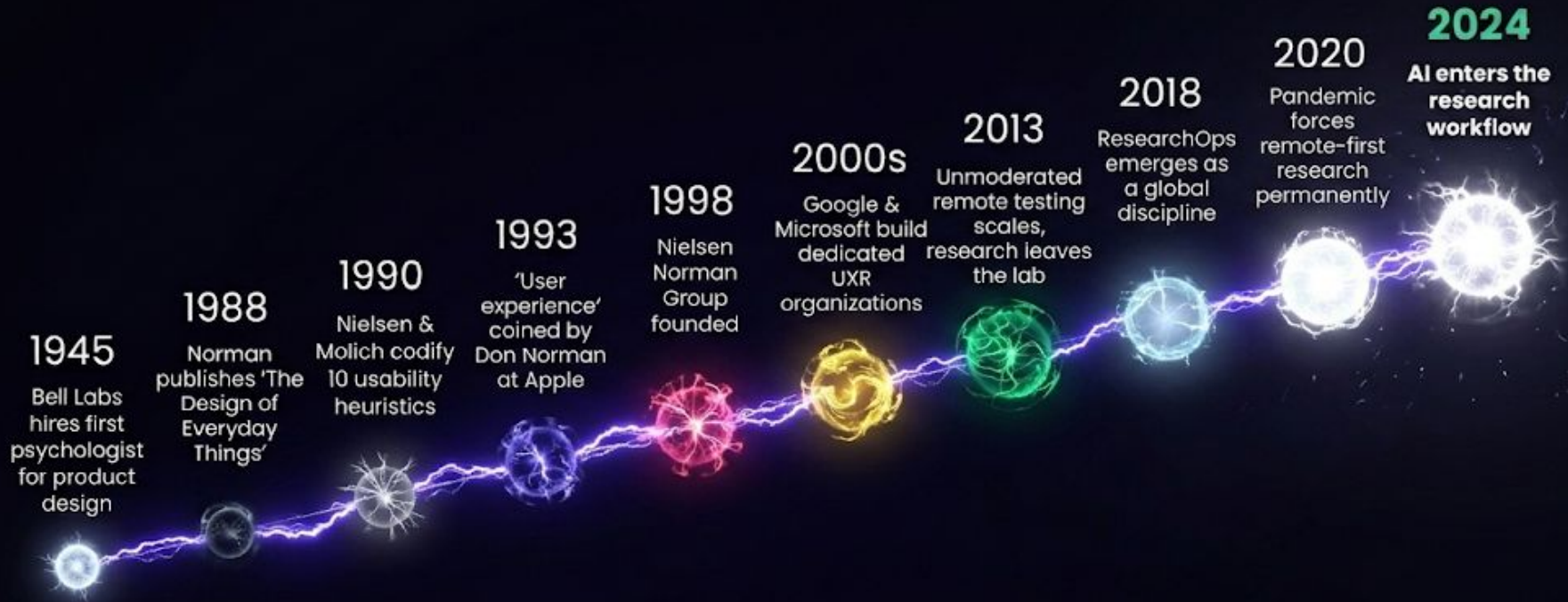
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Director of UX Research

# 100%

of code will be  
written by AI

What does that mean  
for the people who  
study the humans the  
product is supposed to  
serve?

# UXR Earned its Place...



# AI is shaking the ground, not just for UXR

Role boundaries  
dissolving across  
the industry,  
deliberately, as  
structural strategy.



AI collapses the cost  
of execution across  
every discipline

# Democratisation



## Genuine Upsides

Monday builders  
have **ALWAYS**  
engaged with users

UXR build research  
fluency at scale

## AI acceleration

### Upside gets better

Faster synthesis, more  
volume, lower barrier to  
good enough discovery

# Democratisation



## Genuine Upsides

Monday builders  
have **ALWAYS**  
engaged with users

UXR build research  
fluency at scale

## The managed risks

Without quality bar,  
we replace create  
false confidence

Research lives  
individual team slack  
groups

Recency wins

## AI acceleration

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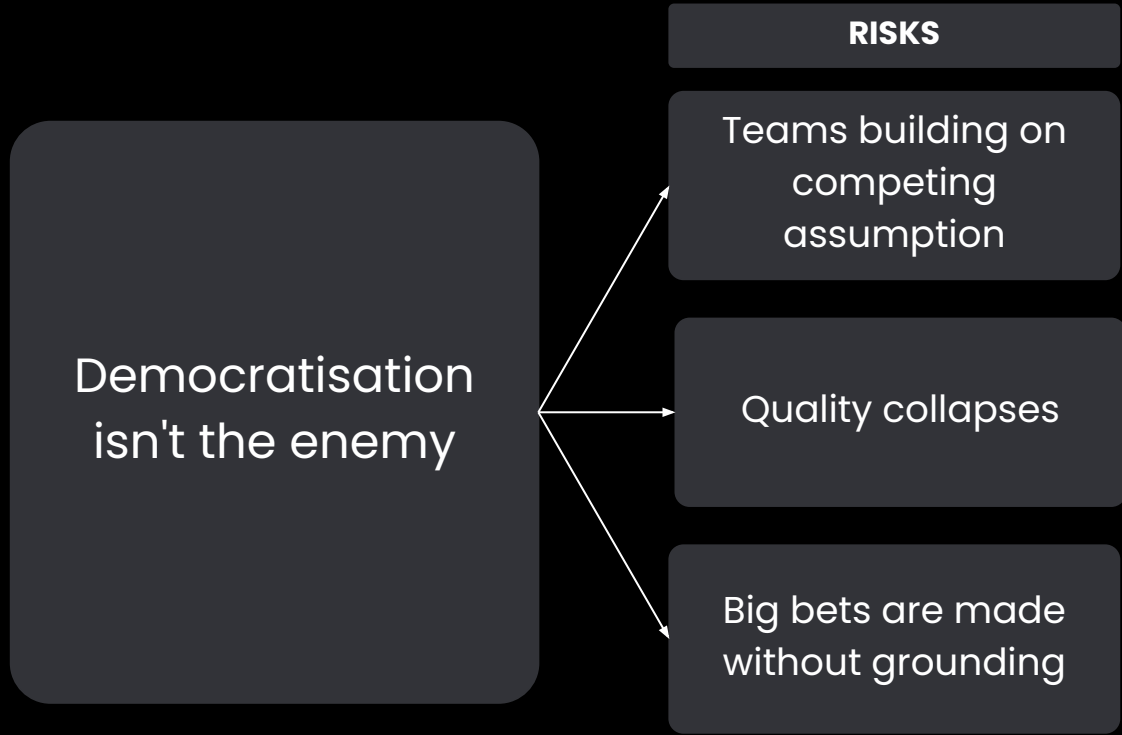
### Risk harder to manage

False confidence,  
harder to spot,  
mediocre findings

# AI creates FOMO & Fear Underneath



# The Democratisation Problem



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# Mediocre product development from AI 'insights'

Flattens Signal

Confirms existing data  
patterns

Lacks intuition

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Flattens Signal

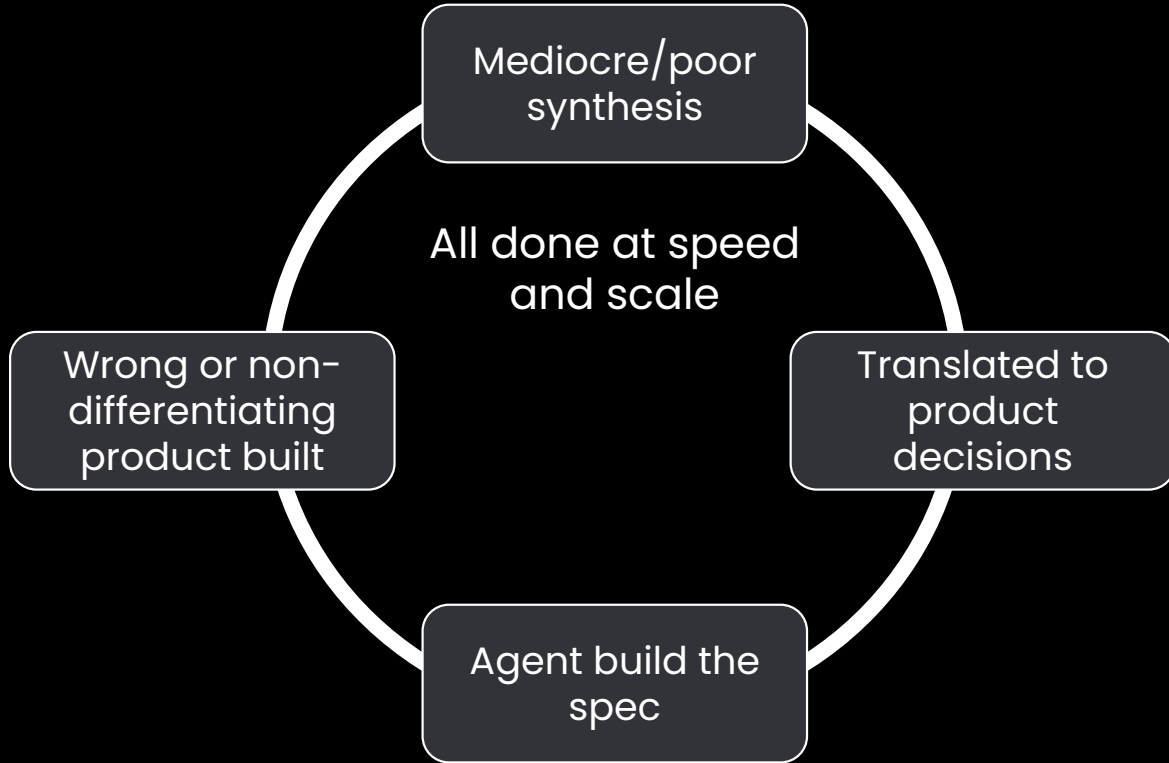
Confirms existing data  
patterns

Lacks intuition

Human in the loop is non  
negotiable

UXR still do research, at higher volume,  
and at a quality bar that AI can reach  
on its own.

# The amplification loop



Build UXR judgement into the infrastructure, deploy researchers to tackle the biggest questions

# The Research world is changing, but not entirely

**Embedded researchers  
served a slower world**

The user is changing  
constantly in  
fast-moving product  
world

Knowledge can rot



# The Research world is changing, but not entirely

**Embedded researchers  
served a slower world**

**Research craft is not  
Threatened**

The user is changing  
constantly in  
fast-moving product  
world

Rigour, judgement,  
and sustained  
ownership

Knowledge can rot

judgement is key to  
ensure nuance and  
differentiation



# UXR Intelligence model – a 3 stream approach

## Core

Builds living and breathing frameworks & themes – JTBD, personas, growth



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## High-Impact Product

Centralised embedded researchers partnering on high-impact product questions



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## Build

Builds infrastructure that powers Core & Product and maintains the quality bar

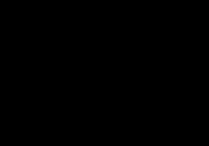




# Our UXR AI Product Map – more to come

**Ops & Processes**

**Tools & Skills**





# Our UXR AI Product Map – more to come

## Ops & Processes

end to end  
research map

Incentive  
automation

Planner and  
recruiter agent

Interviewer  
Coach

## Tools & Skills



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## Tools & Skills

UXR Brain

UXR Skills

JTBD Skill

POV synthesis

Sentiment  
Analyzer

Prompt Library

Claude  
synthesis

# 4 challenges

1

Responsibility for quality

# 4 challenges

1

Responsibility for quality

2

Repositioning is hard

# 4 challenges

1

Responsibility for quality

2

Repositioning is hard

3

Visible value at pace

# 4 challenges

1

Responsibility for quality

2

Repositioning is hard

3

Visible value at pace

4

Building reliability takes time

# It's in our hands

UXR has spent 30 years learning how to translate human behaviour into product decisions.

We are now building the infrastructure that means that knowledge doesn't get lost. We are designing the quality into the tools before anyone touches them.

The researchers who build this will not be outrun. They'll be the reason everyone else isn't building the wrong thing

Thank you