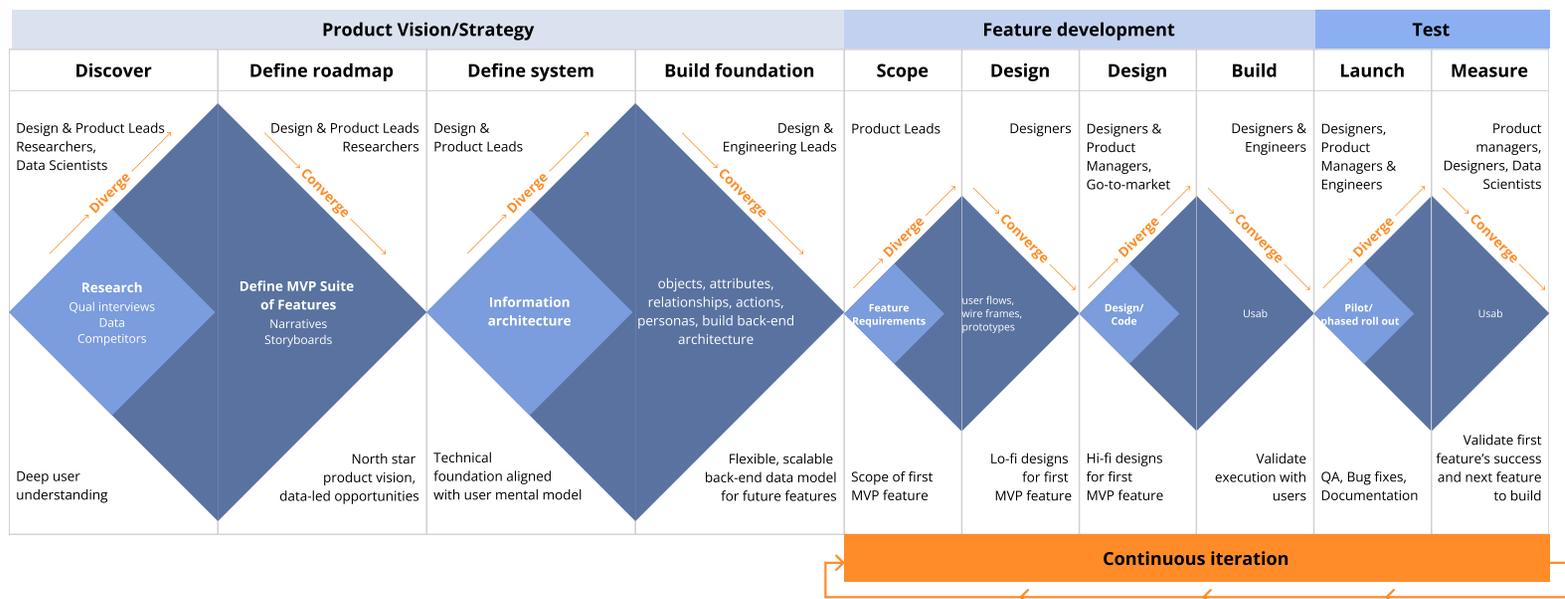


Vision and Velocity: A Framework for Balancing Strategy with Speed

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Too often, teams feel forced to choose: move fast to validate quickly but end up redoing work as new requirements reveal themselves, or plan thoroughly upfront but ship late and still miss the mark. The result is often either a mountain of UX and tech debt, or an over-built product that doesn't match real user needs.

This framework shows how to do both. Think of it like urban planning: you don't build every building before anyone moves in, but you also don't hand out construction permits without a grid.



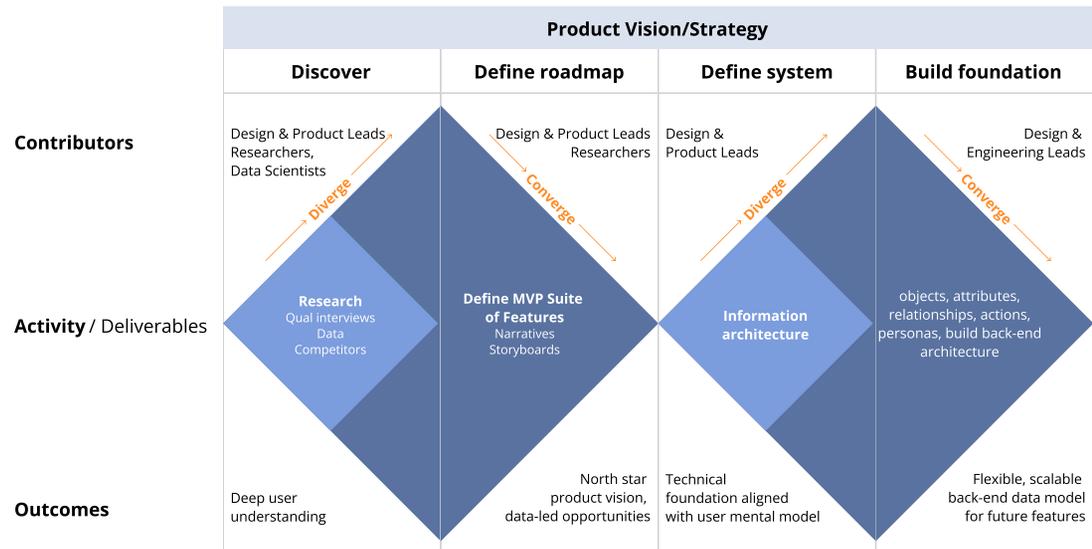
This cycle repeats quarterly or bi-annually as new learnings inform the next phase of vision.

Phase 1: Product Vision/Strategy

Discover: In urban planning, you survey the land first - terrain, community needs, projected growth. For product, this means qualitative interviews, data analysis, and competitive research to deeply understand the problem space.

Define Roadmap: Planners create a master plan for what gets built first, second, third. For product, this means prioritizing which problems to solve based on evidence, not hunches.

Define System: Cities plan the grid and infrastructure before construction begins - roads, utilities, zoning that can support future growth, even if only one neighborhood gets built now. For product, this means defining information architecture and a data model that can accommodate future features. You're not building the whole system - you're making sure roads don't dead-end and the school can expand when the population grows.



Phase 2: Feature Development

Scope → Design → Build → Test → Launch → Measure: Now the city constructs buildings within the planned zones, one at a time. For product, each feature cycle tests HOW you built it, not IF the problem matters - discovery already answered that. "Scope" here means: what's the smallest thing we can build that solves the already-defined problem?

Repeat for each feature: After launch, return to Discovery to validate which backlog items will have the most impact next.

Why this works: Vision without velocity is a plan that never ships. Velocity without vision is motion without direction. This framework lets you move fast AND with intention - validating as you go, while building on a foundation designed for where you're headed.

