



**THE  
RDCL TOOLKIT  
FOR VISION-DRIVEN PRODUCTS**

v2.2.0  
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# WHAT'S INSIDE



## The Vision Worksheet

*Use once per product*

Define your product vision using a simple "fill-in-the-blanks" worksheet. You'll learn what makes a good vision, and lay the groundwork for your product strategy.



## The RDCL Strategy Canvas

*Use every 6-12 months*

Build out your cross-functional product strategy by defining your "RDCL": Real Pain Points, Design, Capabilities, and Logistics. You'll learn how to evaluate trade-offs between vision fit and business sustainability, and come up with a strategy to achieve your vision.



## The Integrated Roadmap

*Use and update every 3-6 months (or more)*

Visualize your strategic milestones across time, and assign them to initiatives centered around the right teams and individuals. This isn't your standard product roadmap — it can also include sales, marketing, customer support, and other teams to ensure alignment across all contributors.



## The Execution Model

*Use and update every month (or more)*

Finally, collaborate with your managers and functional area team leaders to break down your strategic goals into concrete activities and measurable outcomes. Each metric is tied to a specific hypothesis of change — no hand-waving allowed! This results in a detailed execution plan, guiding your team toward achieving the vision and building a truly radical product.

PART 1

# DEFINE YOUR VISION



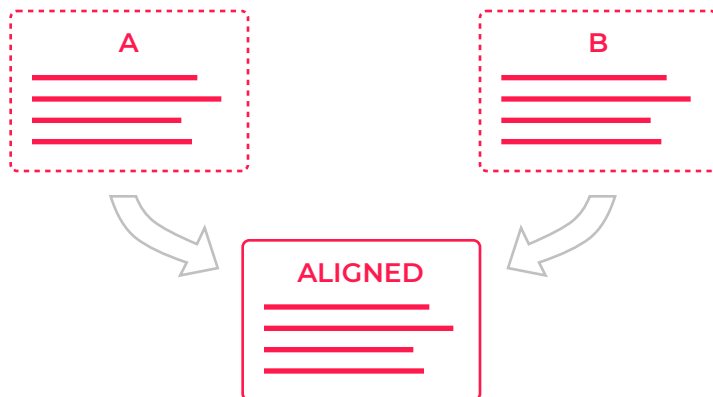


# DEFINE YOUR VISION

## INSTRUCTIONS

There are three **Vision Worksheets** in this section. The first two are meant to be completed by separate individuals or teams. When both individuals or teams have completed their own Vision Development Worksheets, compare notes and use the third Worksheet to capture a single “aligned” version of your vision to move forward with. Focus on big ideas over exact wording — you can always polish it later.

If you’re working alone, that’s OK too! Try to generate two separate versions of your vision on your own, then pick and choose the aspects of each that resonate most with you.



## WHAT'S A “GOOD” VISION?

A “good” vision is **not about you** — it’s about the change you want to see in your corner of the world. A good vision brings your leadership, your team, and your customers into alignment. A great vision will meet all of these criteria:

### It’s **PROBLEM-CENTERED**:

A good vision **starts with a problem** you want to see solved in the world. You should even be (a little bit) happy if someone else solves it!

### It’s **SHARED BY CUSTOMERS**:

A good vision should be able to be **shared between your team and your customers**. “To be the world leader in...” is not a good vision, because your customers don’t care. They just want the problem to be solved!

### It’s **CONCRETE**:

A good vision **visualizes a concrete end state** in which the problem is solved. Be as specific as you can about what that world looks like.



# VISION WORKSHEET

TEAM A

Today, when

---

customer segment

want to

---

desirable activity/outcome

they have to

---

current solution(s)

This is unacceptable,  
because

---

shortcomings of current solutions

We envision a world where

---

shortcomings are resolved

We're bringing this  
world about through

---

broad technology/approach



# VISION WORKSHEET

TEAM B

Today, when

---

customer segment

want to

---

desirable activity/outcome

they have to

---

current solution(s)

This is unacceptable,  
because

---

shortcomings of current solutions

We envision a world where

---

shortcomings are resolved

We're bringing this  
world about through

---

broad technology/approach



# VISION WORKSHEET

## ALIGNED VISION

Today, when

customer segment

want to

desirable activity/outcome

they have to

current solution(s)

This is unacceptable,  
because

shortcomings of current solutions

We envision a world where

shortcomings are resolved

We're bringing this  
world about through

broad technology/approach

PART 2

# DEVELOP YOUR STRATEGY










# DEVELOP YOUR STRATEGY


## INSTRUCTIONS

Use the [RDCL Strategy Canvas](#) to guide you in identifying the “RDCL” components of your product strategy:


 **Real Pain Points:** What validated problems will your product solve for your users or customers?


 **Design:** What will be the most important outward-facing parts of your product? What experience and emotions will your product and brand convey?

 **Capabilities:** How will you deliver on the promises made by your product’s design? What technology, expertise, data, partnerships, or other capabilities must you develop?

 **Logistics:** How will your product get into your customers’ hands? How will you support it? How will people pay? Is there a subscription or upgrade model?

As you come up with your RDCL strategy items, position them within each section of the canvas based on:

 **Vision Fit:** Would doing this move you closer to your vision, or further away?

 **Sustainability:** Would doing this give you more or less financial security and sustainability?

## THE VISION VS. SUSTAINABILITY TEST

### VISION INVESTMENT



Good vision fit, but unsustainable. Lots of items in this quadrant may mean you need to raise funding if you don’t have the cash on hand.

### IDEAL



Good vision fit **and** sustainable. If you’re lucky enough to have lots of items in this quadrant, you’ve probably found a winning strategy.

### DANGER!



Poor vision fit **and** unsustainable. Only accept items in this quadrant if they unlock valuable opportunities in the future.

### VISION DEBT



Poor vision fit, but sustainable. Items in this quadrant represent vision debt that will eventually have to be paid back.

Once you have captured your product strategy on the Canvas, step back and take a look how many items landed in each “**vision vs. sustainability**” quadrant. Ensure that you are striking the right balance between vision fit and sustainability for your current situation. If you are cash-poor and far from raising funds, err on the side of sustainability. If you have already drifted from your vision and are at risk of losing sight of it entirely, err on the side of vision fit.



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