



Vision to Value

Mastering Strategic Product Leadership

WORKBOOK

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Pragmatic Project Leadership, LLC (dba PPL Coach)

Understanding and Championing Value

Falling in LOVE with a Product or Service

What is a product / service that I love?

What about that product / service do I love?

How do I feel when I use that product / service?

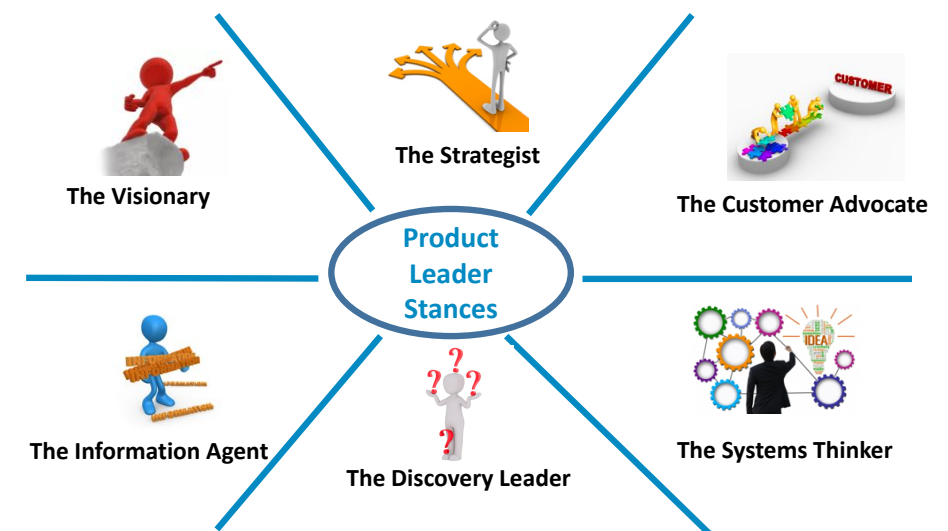


Product Leadership - Championing Value

Clear **Vision** . **Value** Mindset . **Validated** Learning

Does our organization have a role focused on maximizing value delivered? What role (s) are focused on value?

What is expected of this Champion of Value?



My Product Leadership Stance

The Visionary

What does it mean to be a visionary?

How do I bring value as a visionary?



My Product Leadership Stance

The Strategist

What does it mean to be a strategist?

How do I bring value as a strategist?



My Product Leadership Stance

The Customer Advocate

What does it mean to be a Customer Advocate?

How do I bring value as a Customer Advocate?



My Product Leadership Stance

The Storyteller

What does it mean to be a storyteller?



How do I bring value as storyteller?

My Product Leadership Stance

The Discovery Leader

What does it mean to be the Discovery Leader?

How do I bring value as the Discovery Leader?



My Product Leadership Stance

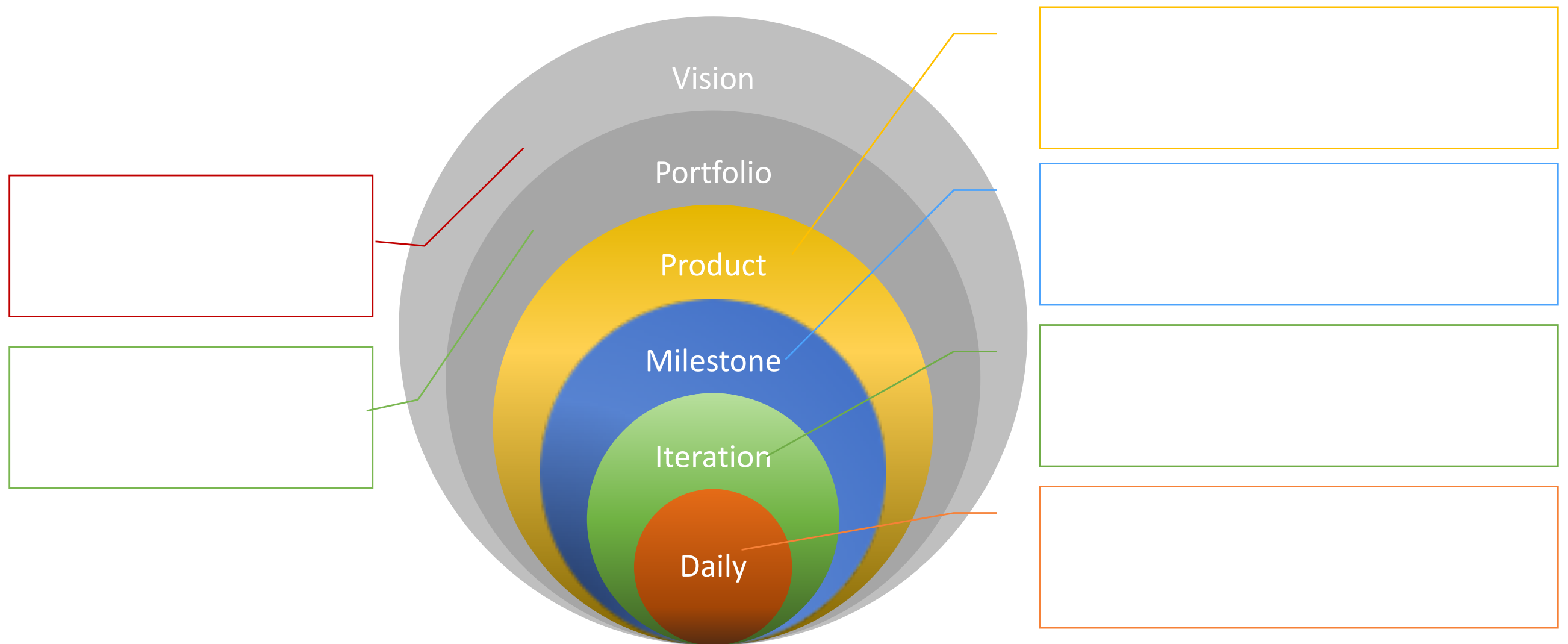
The Systems Thinker

What does it mean to be a Systems Thinker?

How do I bring value as the Systems Thinker?



Product Leadership at Different Levels

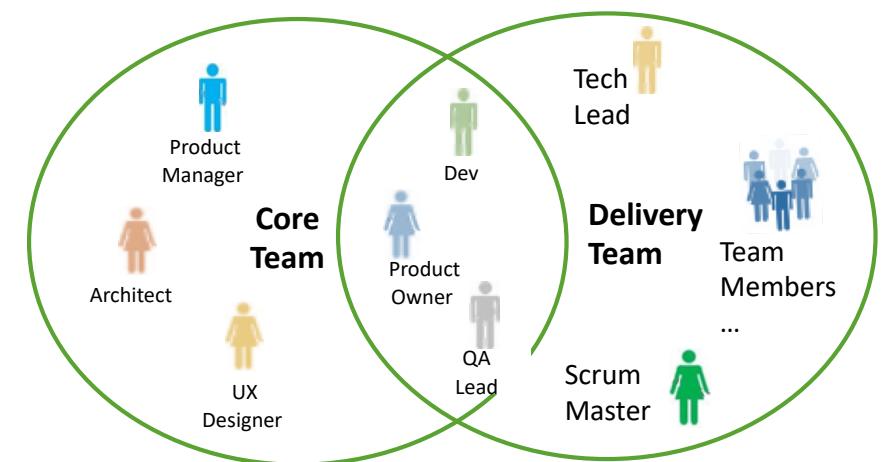
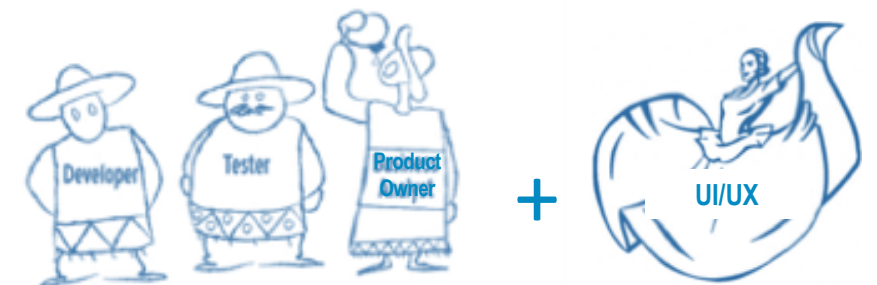


Product Leadership Models

Leadership + Empowered + Available + Knowledgeable

What challenges is our organization experiencing with product ownership?

What product ownership model might help us address these challenges?



The Skills and Traits of a Product Leader

What traits of a great Product Leader do I have?

What skills of a great Product Leader do I have?

What traits of a great Product Leader do I need to develop?



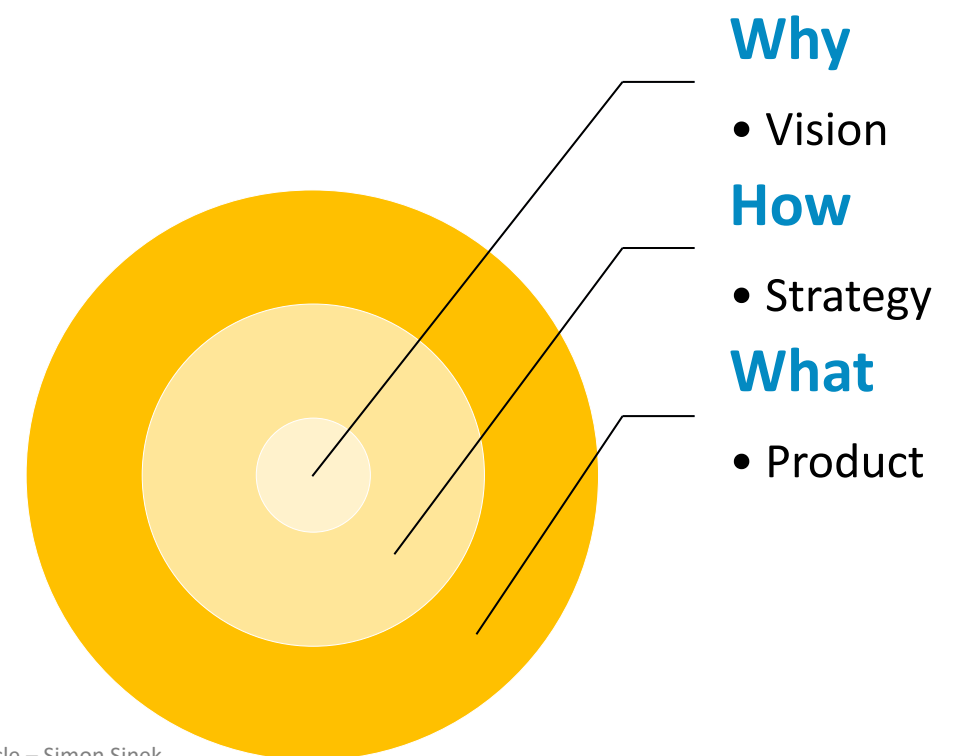
What skills of a great Product Leader do I need to develop?

Understanding Value

My Organization's Why

What is our organization's purpose? It's Why?

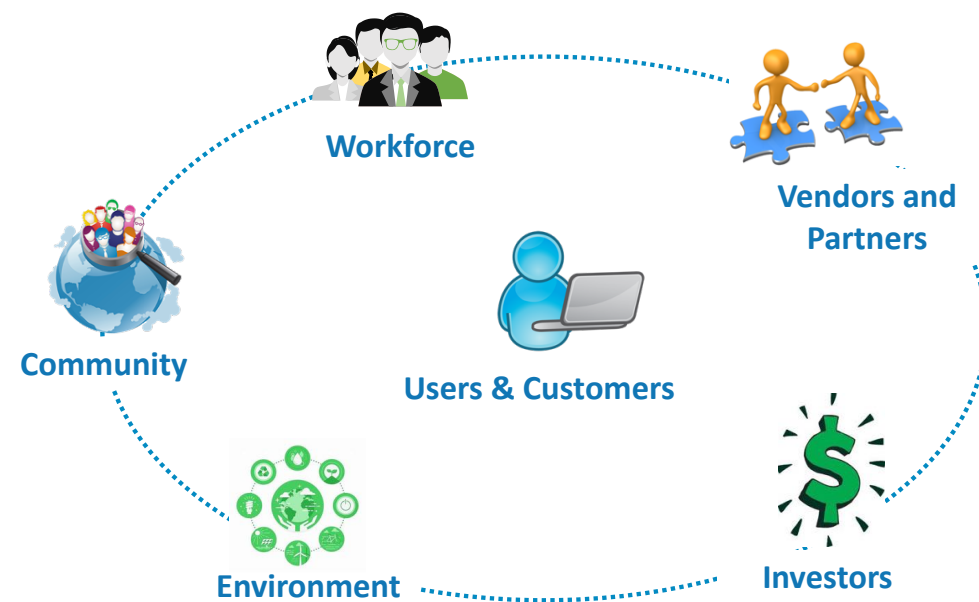
As a Product Leader, Why is it important for me to understand the purpose of my organization?



The Golden Circle – Simon Sinek







‘Our highest priority is to satisfy the customer through early and continuous delivery of valuable software’ - Agile principle #1

Who does my organization create value for?



How does my organization create value?

My Organization's Stakeholder Map

Stakeholder Group	Stakeholders	Stakeholder Value
 Users and Customers		
 Workforce		
 Investors		
 Vendors and Partners		
 Community		
 Environment		

My Organization's Value Drivers

What are the top 5 value drivers for our organization?

How would we distribute the % of importance of these value drivers?

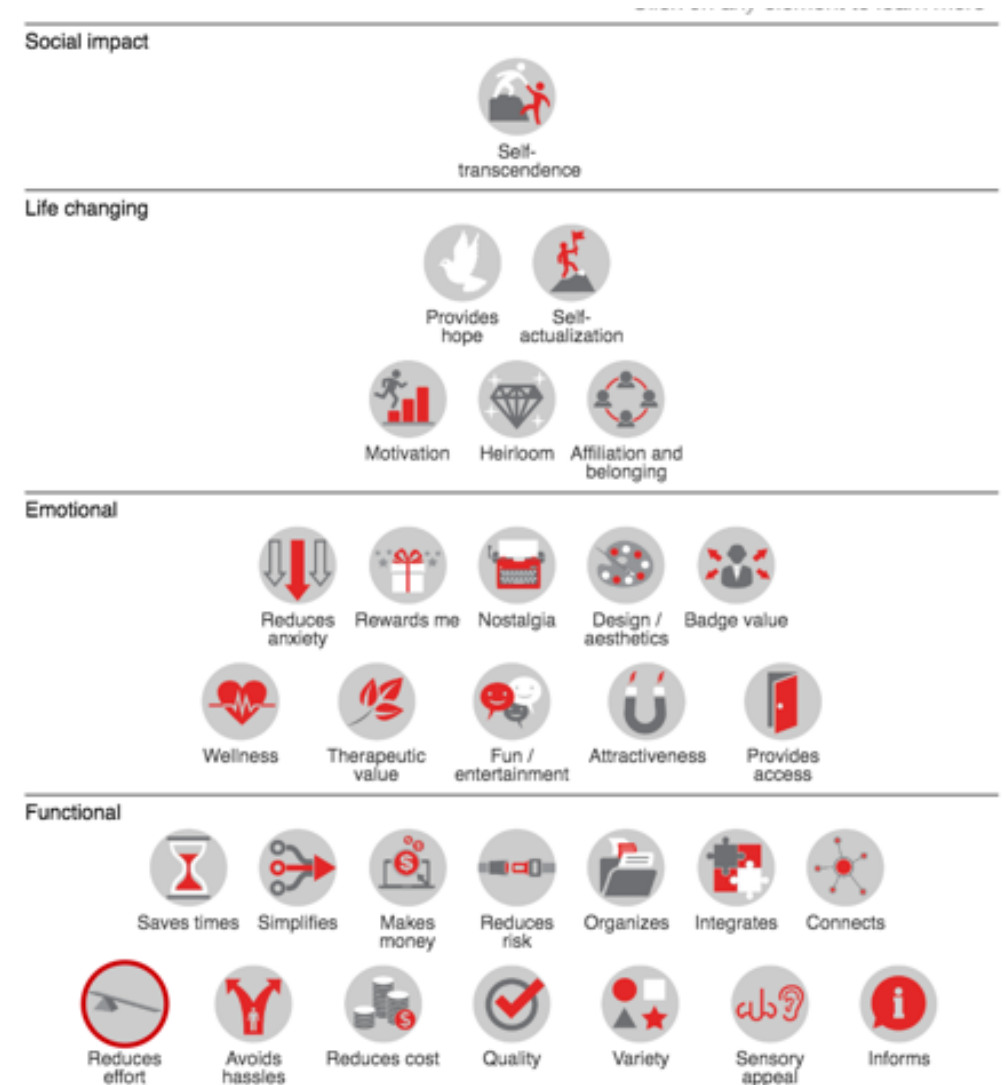
Value is a perceived benefit.

*A need, expectation or desire that was satisfied at a price that they are willing to pay
for it*

What is value?

What is valuable to me?

What am I willing to pay more for?

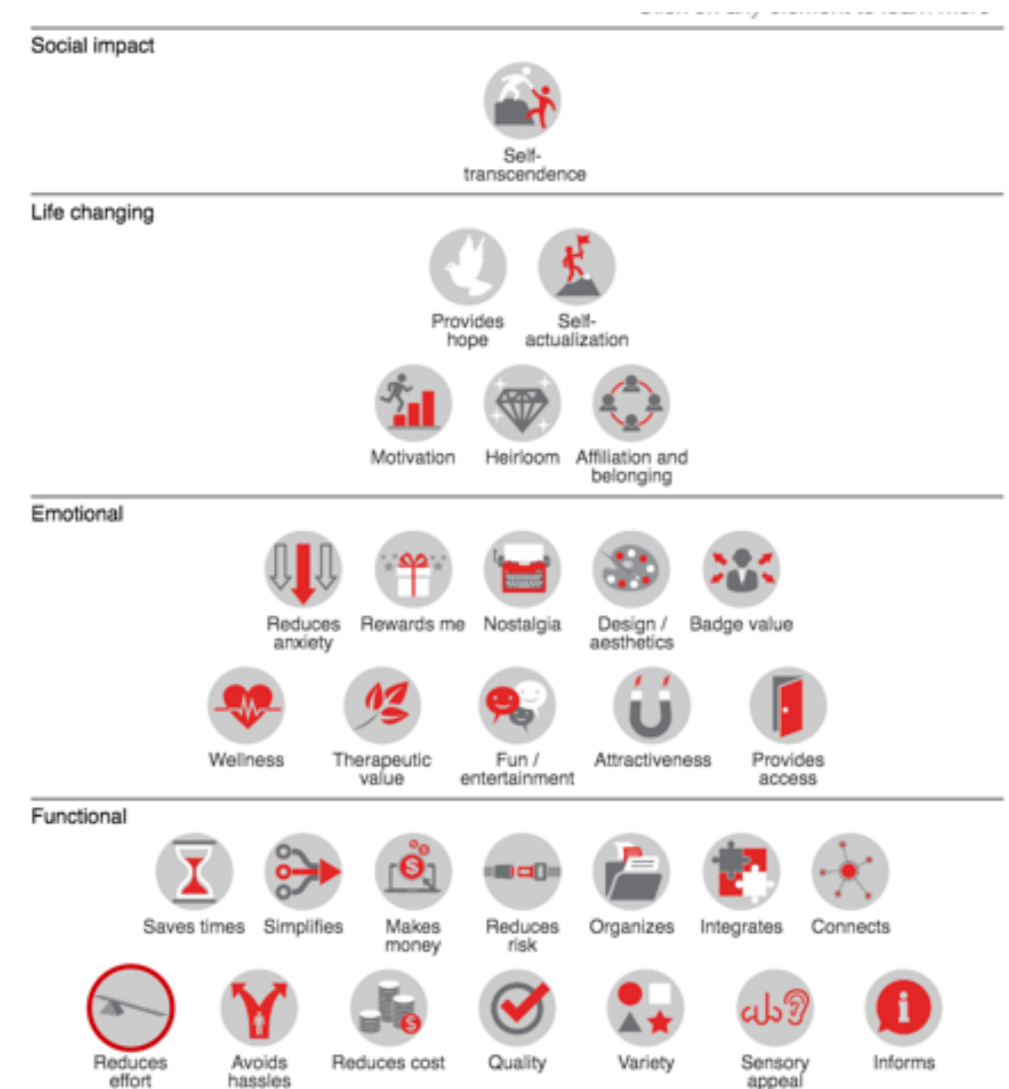


What do our users value?

What do our users value?

How would we know?

What would they be willing to pay more for?



Reflection

My Current Mindset:

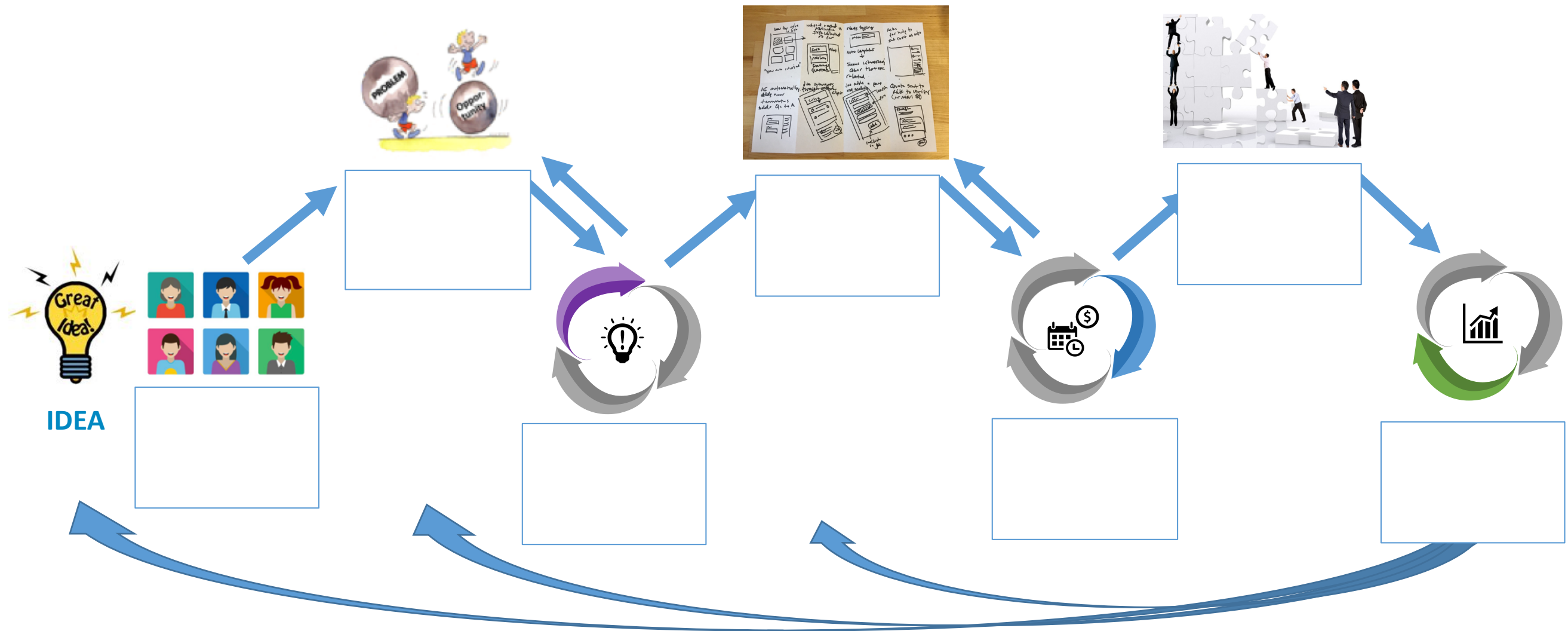
My Strengths:

My Opportunities:

Actions I am committing to:

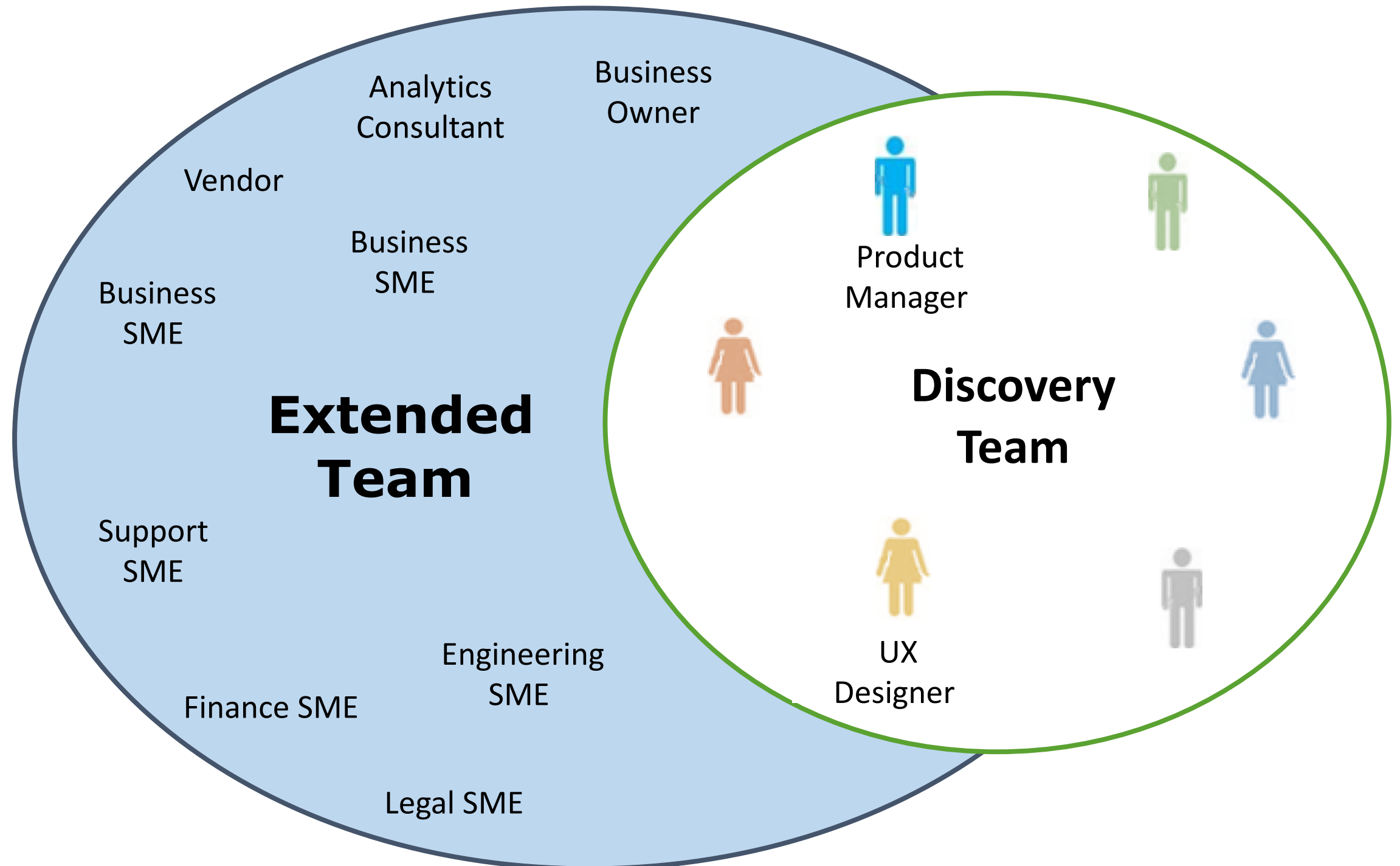
Discovering Value

Idea to Value Cycle

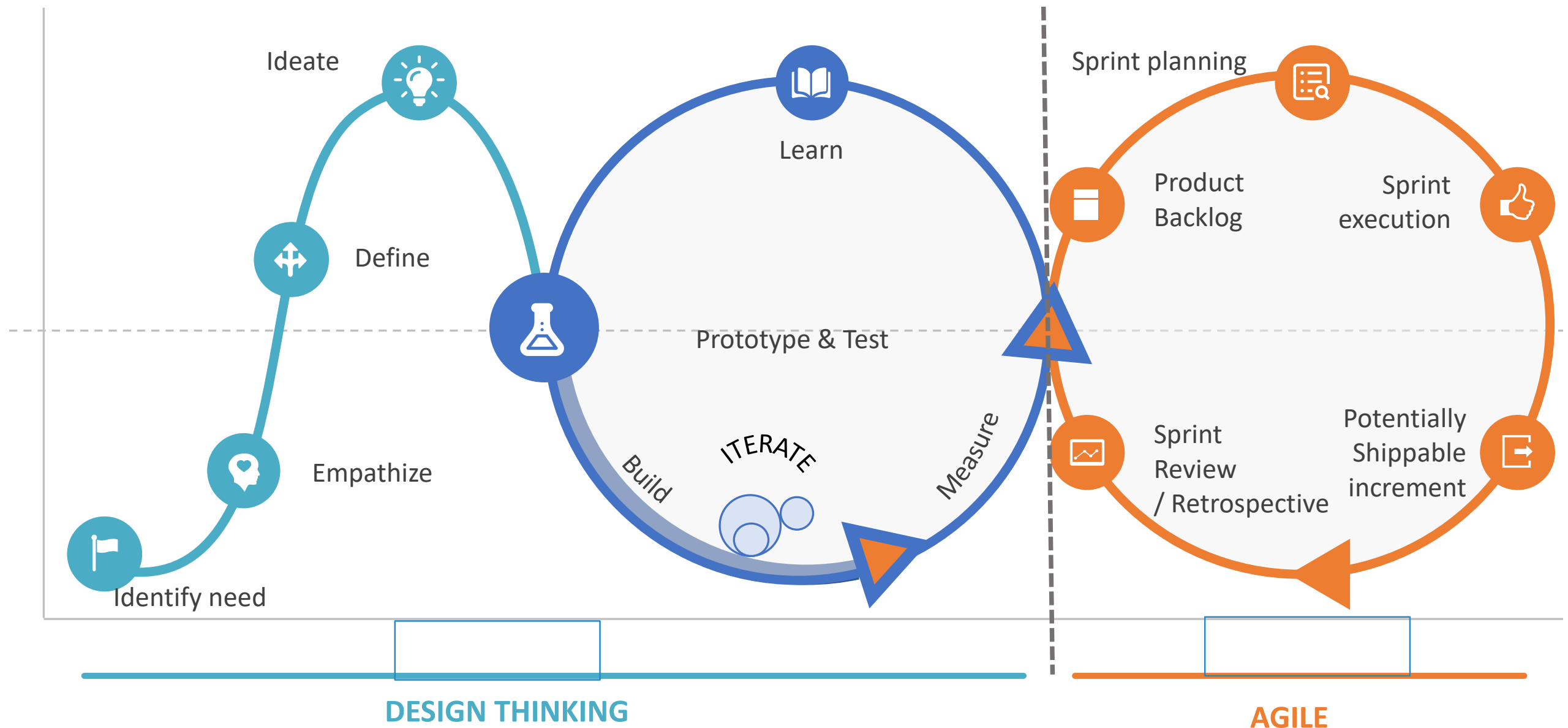


Discovery Team

Who would we include on our Discovery Team?

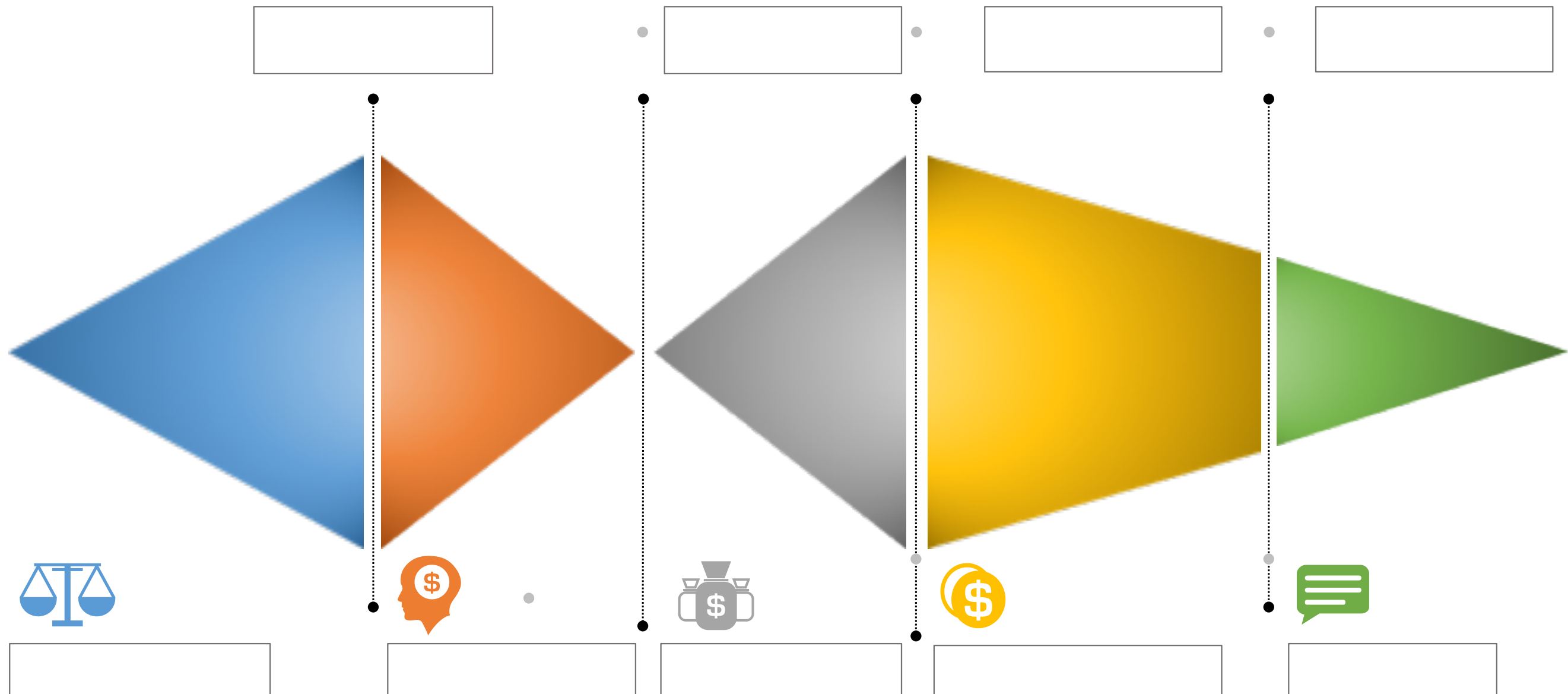


Discover, Deliver and Validate Value Cycle



Adapted From: Dave Landis

The Design Thinking Framework



Discover Value

Identify users and customers

Who does this product or service address?

Users:

Customers:

Internal Customers:

Target Market:

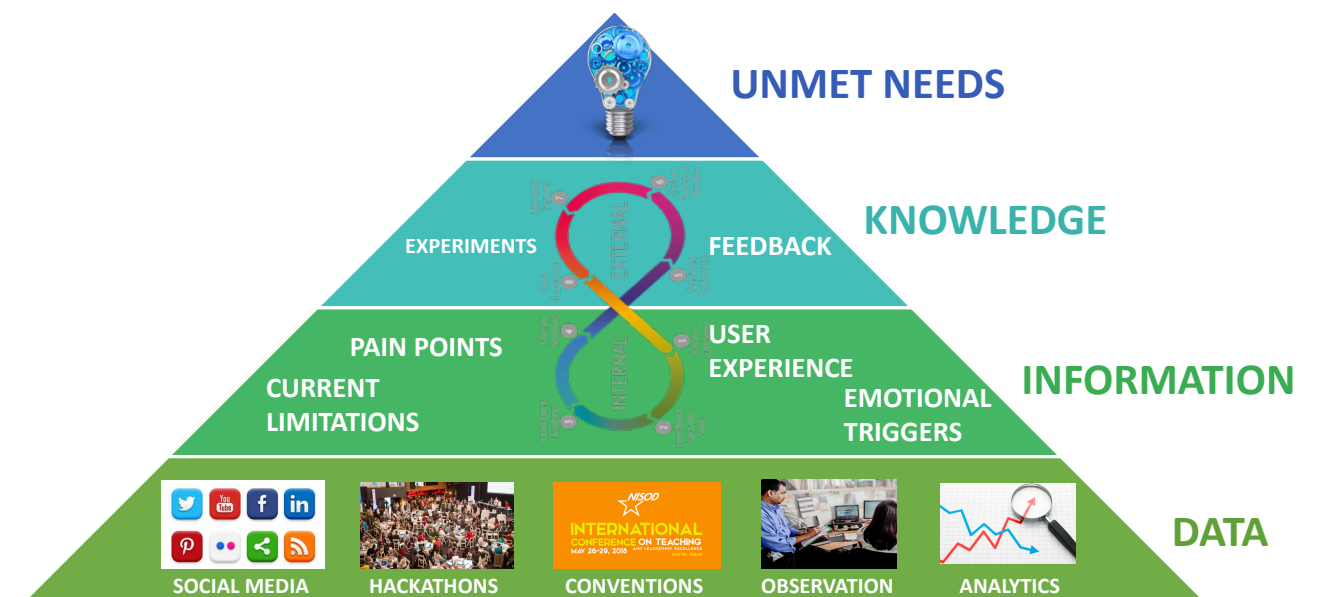


Step 1: Identify Needs

"Innovation is not about market timing. It is about creating something that fulfills an unmet need." - Jeremy Gutche

How are we identifying unmet needs?

What can we change about how we identify unmet needs?

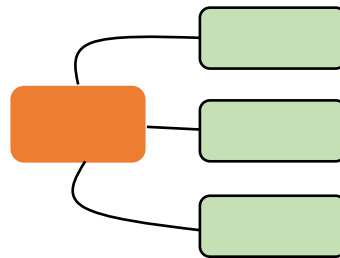


Impact Mapping

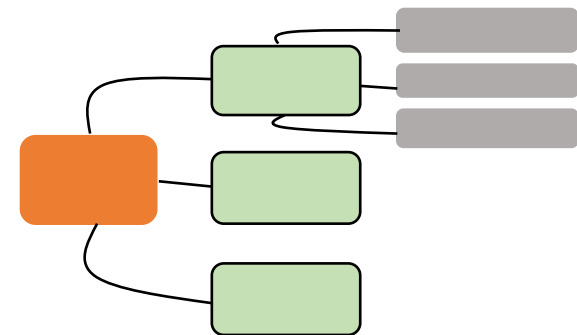
GOAL – Why are we doing this?



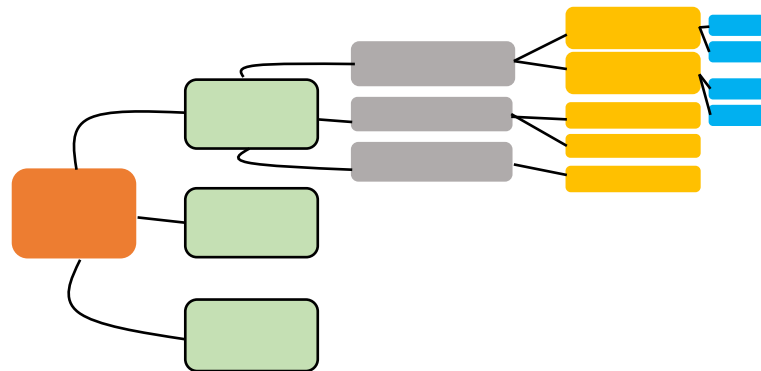
ACTOR - Who does this goal impact?



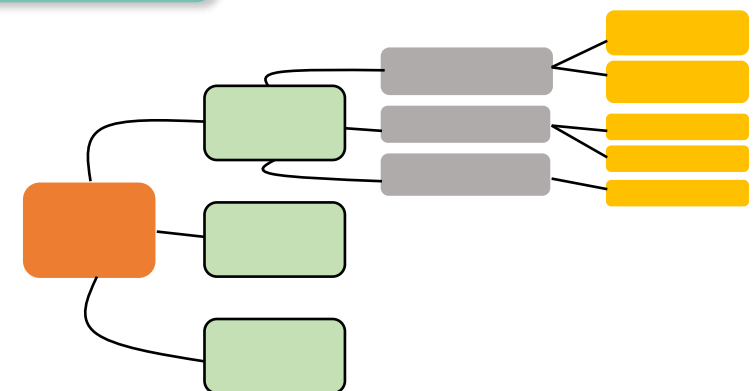
IMPACT - What impact / Change do we want to see?



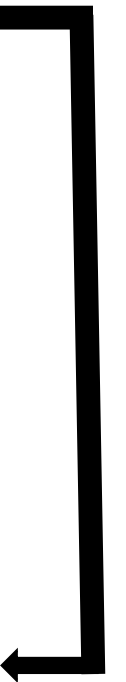
IMPACT MAPPING



STORY – How can the deliverable be broken into stories?



DELIVERABLE – What features will support the impact?



Step 2: Empathize

What is a Persona?

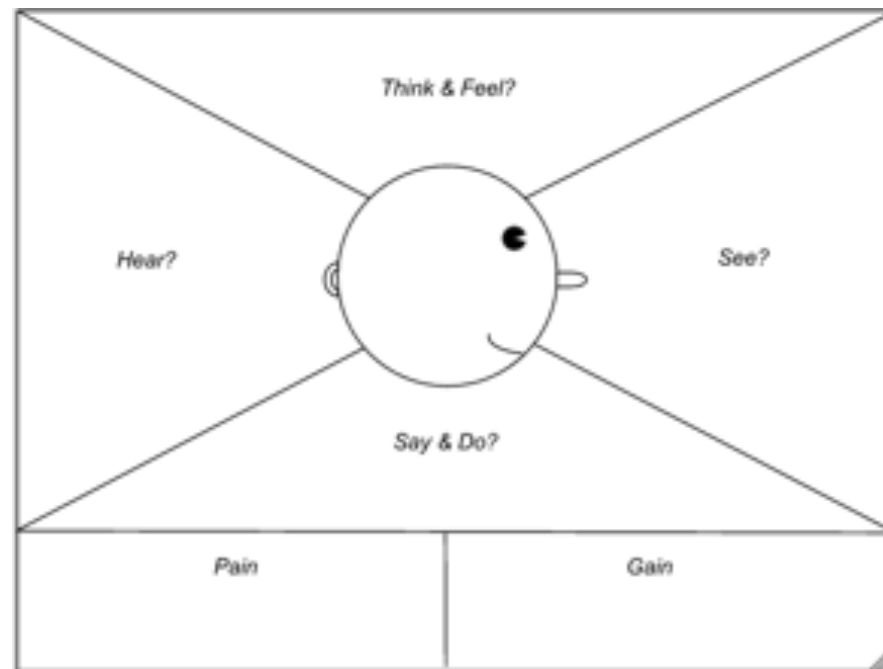


Persona

What are the personas for our Product / Service?

Empathy Map

What is an Empathy Map?



Empathy Map

When should we consider using an Empathy Map?

What target groups can we empathize with?

Customer Journey Map

What is a Customer Journey?

STAGES	STAGE 1	STAGE 2	STAGE 3	STAGE 4	STAGE 5	STAGE 6	STAGE 7
STEPS							
FEELINGS							
PAINTPOINTS							
OPPORTUNITIES							

Customer Journey Map

When should I consider using a customer journey vs empathy map vs persona?

What are the customer journeys our Product / Service?

Step 3: Validate Problem

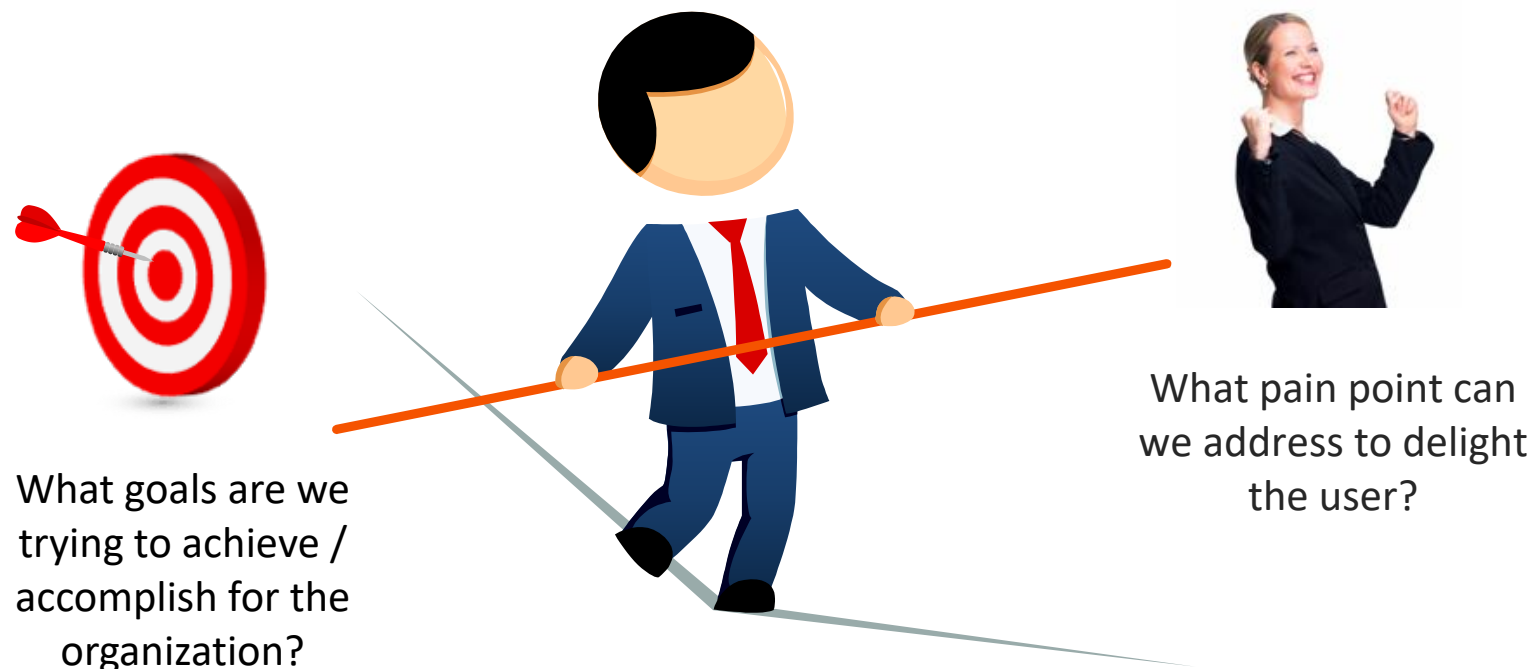
What are some questions we can ask to empathize with our customer?

What questions will help us validate that the problem exists?

What questions will help us validate that the problem is worth solving?

Step 4: Define the Problem / Opportunity

What do I need to know to define the problem in the context of the organization?



Define the Opportunity

Vision Statement

For

Who

The

Is a

That

Unlike






Our Product

Define the Opportunity

THE VISION BOARD

Vision Board



 VISION <i>HIGHER PURPOSE or overarching goal, the ultimate reason for creating the product or feature set. Make it big and inspiring.</i>			
 TARGET GROUP <i>WHO does this product, service or feature set address?</i>	 NEEDS <i>WHY should/does this product, service or feature set exist? Why will someone use or pay for it?</i>	 PRODUCT / SERVICE <i>WHAT is the product, or service that address the needs?</i>	 BUSINESS GOALS <i>HOW will we know we are successful?</i>

The Product Vision Board
modified by Anjali Leon
Original work:
www.romanpichler.com



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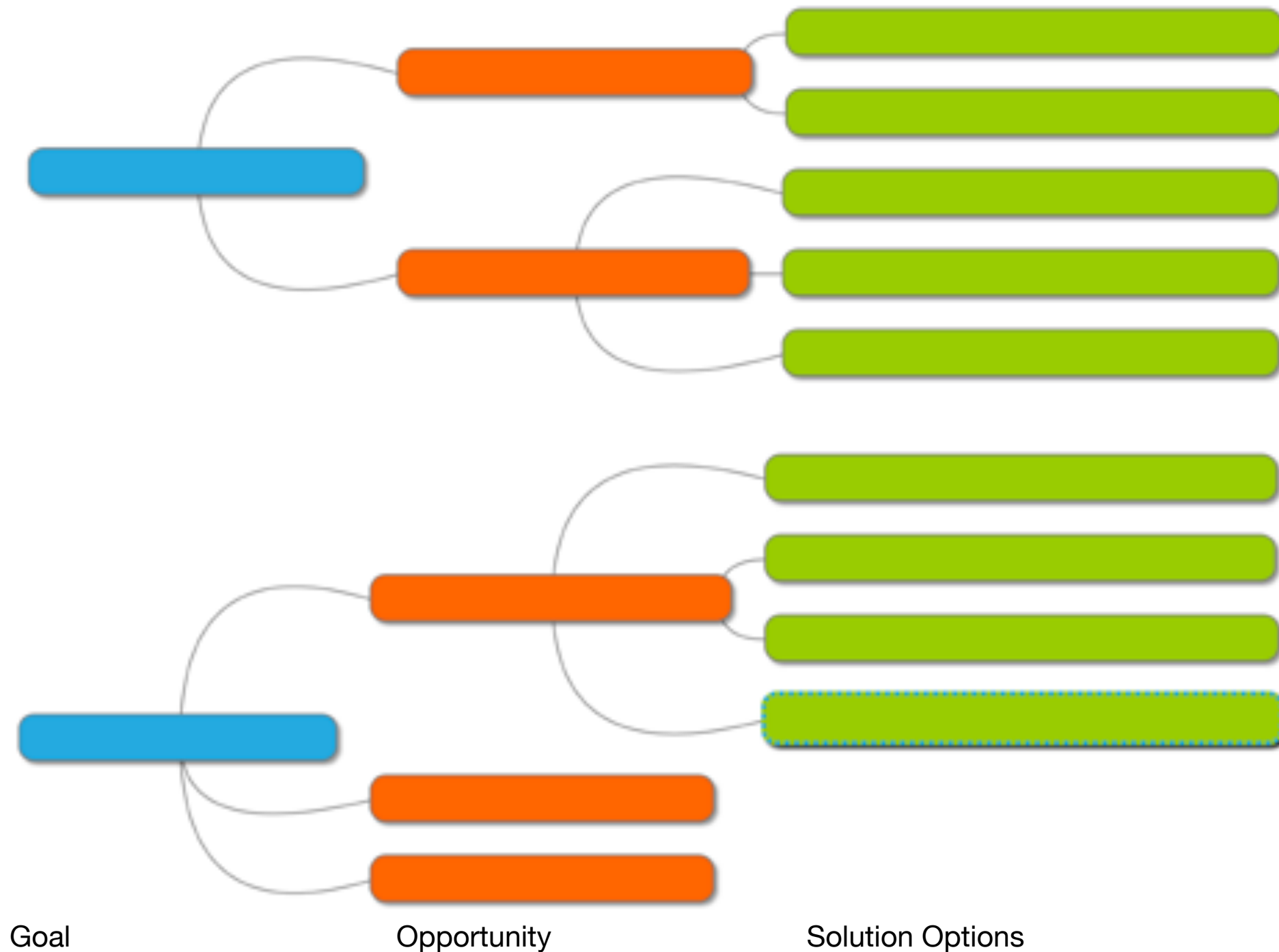


Step 5: Ideate - Crazy 8's

Validating Value

Step 6: Find the viable “Wow” solution

Opportunity / Solution Tree



Useable & Delightful

Will our user want it?

Which solutions are usable and delightful to our users?

*What are the **dissatisfiers**? Without these are MUST HAVE's, the user cannot get their job done.*

*What are the **satisfiers**? The more the better. They increase the user's performance*

*What are the **delighters**? Meets an unanticipated need*

*What are **social**? Affects how they are perceived by others*

Feasible

Do we have the technical, knowledge and financial capacity to do this?

What are the constraints/limitation I need to consider?

Financial - Revenue, Funding

Time - Schedule, major event

Capabilities - People, skills, technology

Regulatory - Legal, Policy

Desirable

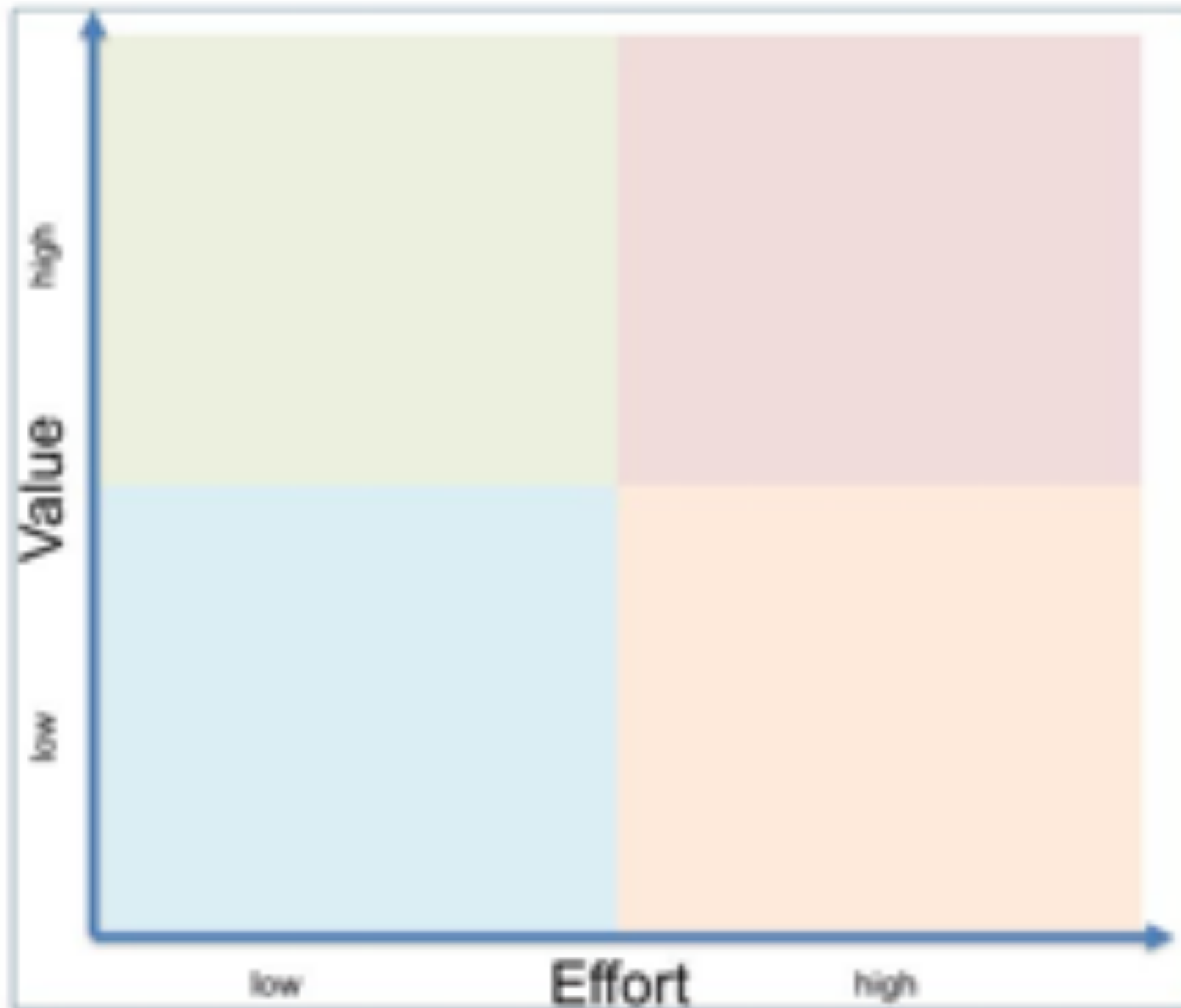
What aligns with the business goals / outcomes?

Which of these affect the strategic value drivers for our organization?

Option	Value Driver #1 (Weighted % =)	Value Driver #2 (Weighted % =)	Value Driver #3 (Weighted % =)	Relative Business Value

Impact Matrix

Deciding what to work on



Design the Experiment

We Believe that...

We will run an experiment to...

We will measure...

We will know we are on the right track if...

Qualitative Feedback

What questions do I need to answer with qualitative feedback?

What are effective ways to get qualitative feedback?

Quantitative Feedback

What questions do I need to answer with quantitative feedback?

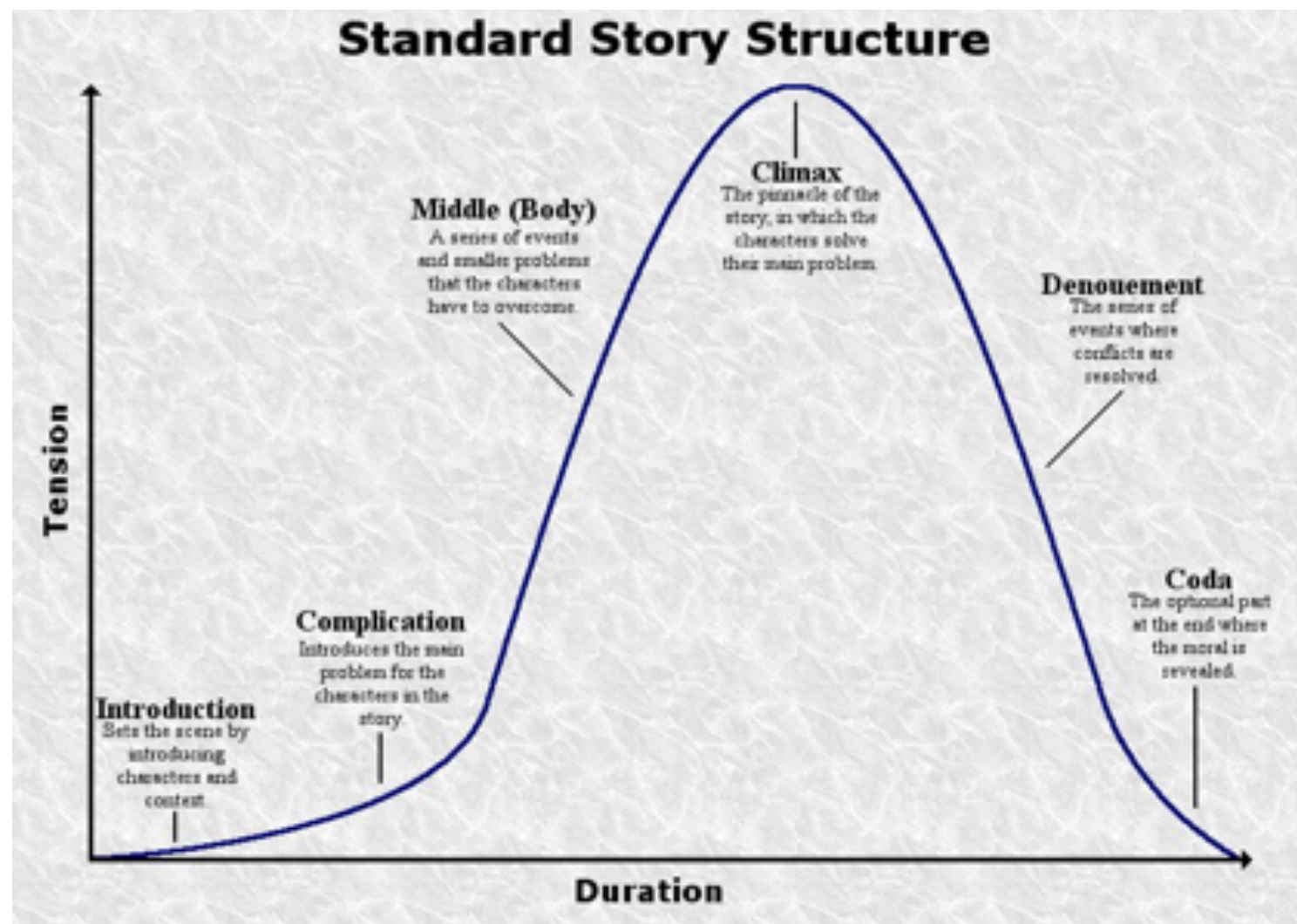
What quantitative metrics can I use?

Outcome	KPI	Leading KPI	Baseline	Current	Target

Planning & Communicating Strategic Intent

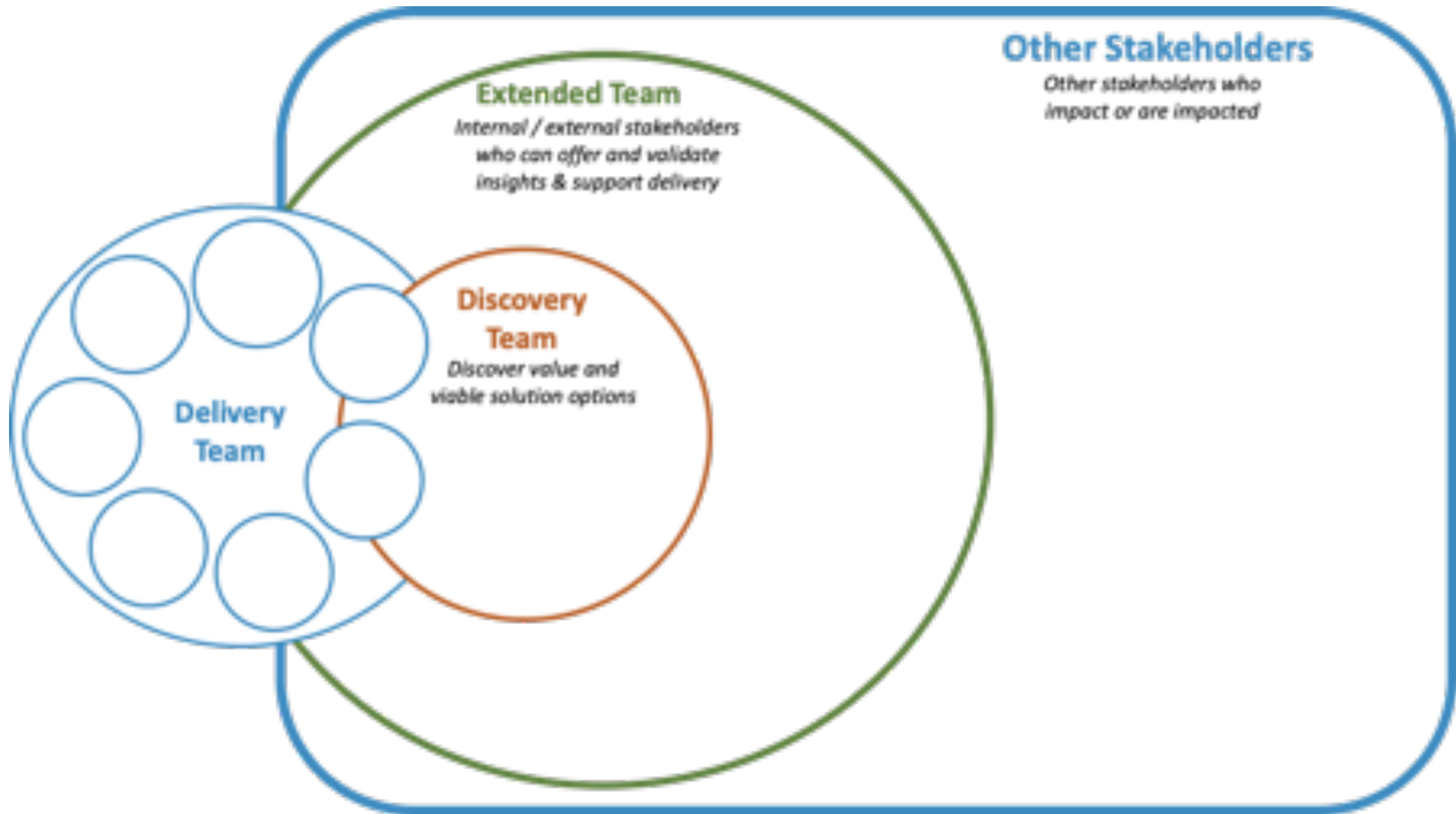
Story Arc

What part of the story do I need to tell at each event?



- ◆ *Request for funding*
- ◆ *Start of a new goal (kickoff)*
- ◆ *PI Planning Meeting*
- ◆ *Iteration Planning*
- ◆ *Iteration Review*
- ◆ *Stakeholder Meeting*
- ◆ *User Story / Backlog Refinement*

Stakeholder Map



Stakeholder Engagement

	The Delivery Team	The Discovery Team	The Extended Team	Other Stakeholders
Motivations What is their interest in the outcome? What motivates them?				
Information What do they want from you? What do you want from them?				
Influence Who / what influences their opinions? Who is influenced their opinion?				
How will this influence how you tell your story?				

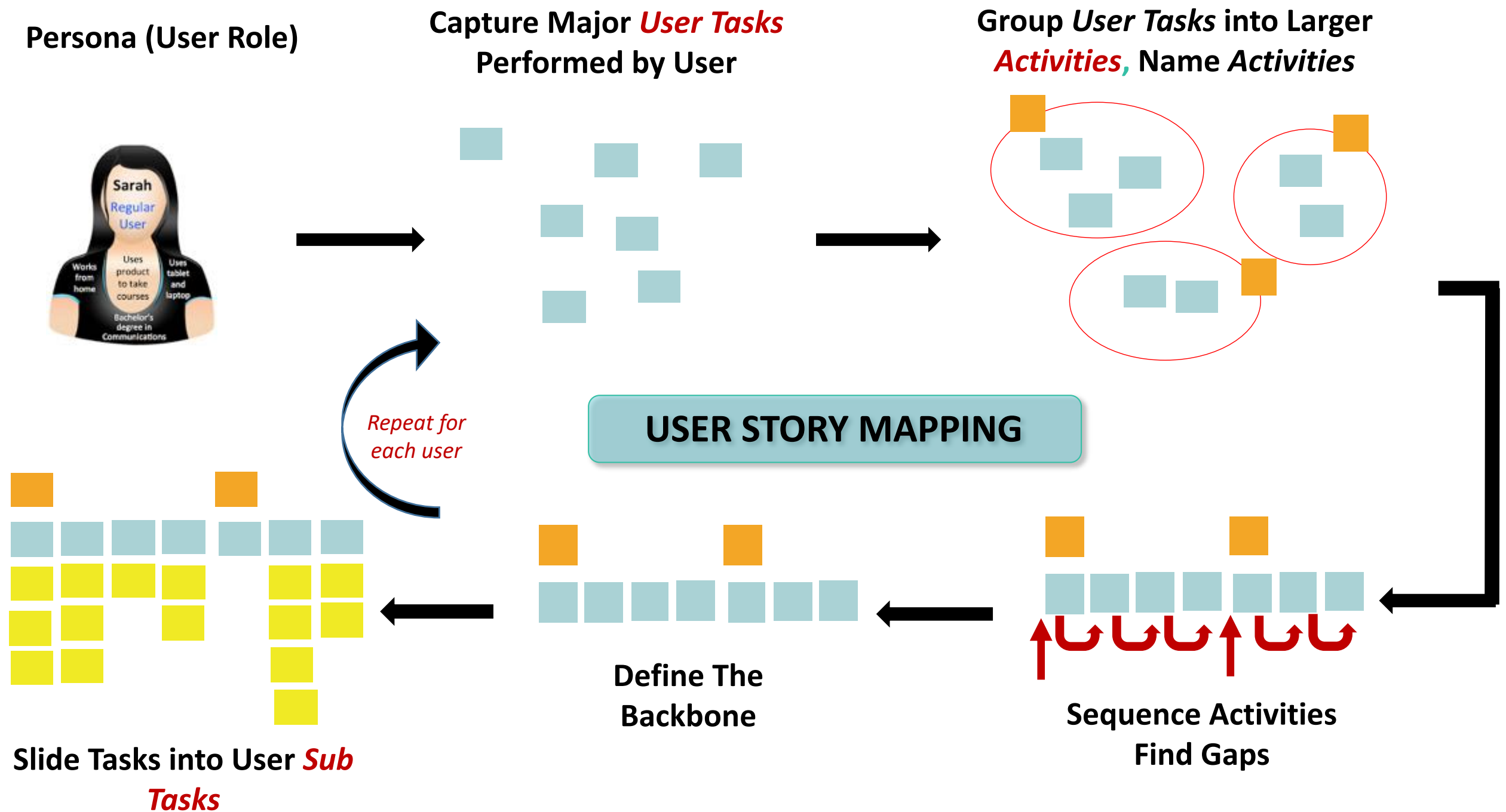
My Story Telling Toolkit

Tool	What part of the story will this tool help me convey?	Who is the audience for this tool?	Who else do I need to tell the story?	Tips for using this tool

My Story Telling Toolkit

Tool	What part of the story will this tool help me convey?	Who is the audience for this tool?	Who else do I need to tell the story?	Tips for using this tool

Story Mapping Steps



Product Roadmap

Story of the Strategic Intent

How will I represent the product roadmap?

When will I share the product roadmap? With who? How often?

When will I revisit the product roadmap?

Forecasting

Story of 'When will it be Done?'

How do I tell the story of - "When will it be done?"

What information do I need to answer that question?

Who else can help me answer that question?

How do I re-tell the story when I have new information?

Increment Planning

What is my definition of ready for increment planning?

What is my definition of done for increment planning?

What is my definition of done for the increment?

Reflection

Principles of Agile

What does the principle support me as a Product Leader?

How can I apply this principle?

What support do I need to apply this principle?

Principles of Agile Leadership



Be comfortable with uncertainty



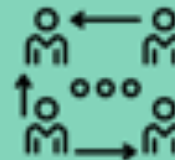
Treat everything as an experiment



Use your leadership to create more courageous leaders at all levels



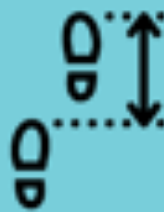
Be transparent. Then listen, observe, invite and ask



Delegate, don't abdicate



Draw on collective intelligence



Recognize when to step in and when to step out and up



Make decisions that optimize the whole not maximize the few



Remove obstacles in the way of people doing the right thing



Fly with both wings - you need both your masculine & feminine capacities



Be flexible, except with your principles



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Reflection - Championing Value

A mindset game

Where am I stuck?

Which of these trends may be contributing to why I am stuck?

What do I navigate this trend to get unstuck?



Reflection

Topic	WHAT? What stood out to me?	SO WHAT? Why is it important?	NOW WHAT? What do I want to experiment with?

Reflection

Topic	WHAT? What stood out to me?	SO WHAT? Why is it important?	NOW WHAT? What do I want to experiment with?

YOUR PROGRAM LEADER



Anjali Leon

Coach, Workshop Designer & Facilitator, Advisor, Speaker

- Founder and Principal Coach & Consultant at PPL Coach
- 10+ years as Agile Practitioner, Coach and Trainer
- Specialties: Value-driven and Values-based Product, People and Personal Leadership
- Founder of Empowering South Florida Women In Agile
- Clients include: Office Depot, Modernizing Medicine, Alpine ITW, Pearson, UVA, Optical Group, AJT Systems
- Worked with: Accuweather, HealthFirst, BCBS, Fannie Mae



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*Co-Creator of the
PPL Agility and Resilience Navigator*

