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

Co-Creator of the
PPL Agility and Resilience Navigator

Program Objectives

1. Align a product vision and strategy to your organization's purpose and values.

2. Understand how your product creates value for your customers and business.

3. Define your organization's strategic outcomes and intent for win-6™ advantage.

4. Cascade an adaptive value-driven approach to all levels of the planning cycle.

5. Communicate strategies to accelerate time to market.

6. Influence stakeholders with customer-centric data-driven decisions.

7. Apply the Design Thinking framework to discover, define and validate value.

8. Validate and measure customer and business outcomes.

9. Understand your role and impact as a champion of value.

| Session Name	Date	Time
1. **Understanding and Championing Value**	July 9, 2020	2:00pm – 6:00pm ET
2. **Discovering Value through Empathy and Ideation**	July 16, 2020	2:00pm – 6:00pm ET
3. **Validating Value through Focused Experiments**	July 23, 2020	2:00pm – 6:00pm ET
4. **Planning and Communicating Strategic Intent**	July 30, 2020	2:00pm – 6:00pm ET

Session Objectives

1. Understanding the role of Discovery and Design Thinking in Product Management

2. Practice identifying users and customer

3. Learn how to utilizing different empathizing techniques to connect with the customer

4. Learn techniques for ideating on potential solutions
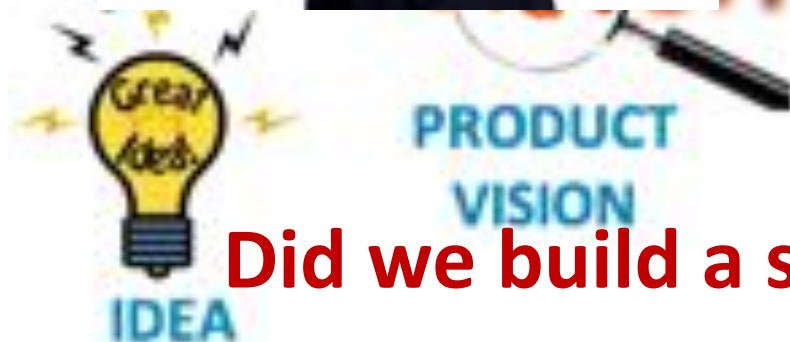
Traditional Path from Idea to Product?

IDEA

PRODUCT VISION

PRODUCT STRATEGY

PRODUCT DEVELOPMENT

PRODUCT LAUNCH
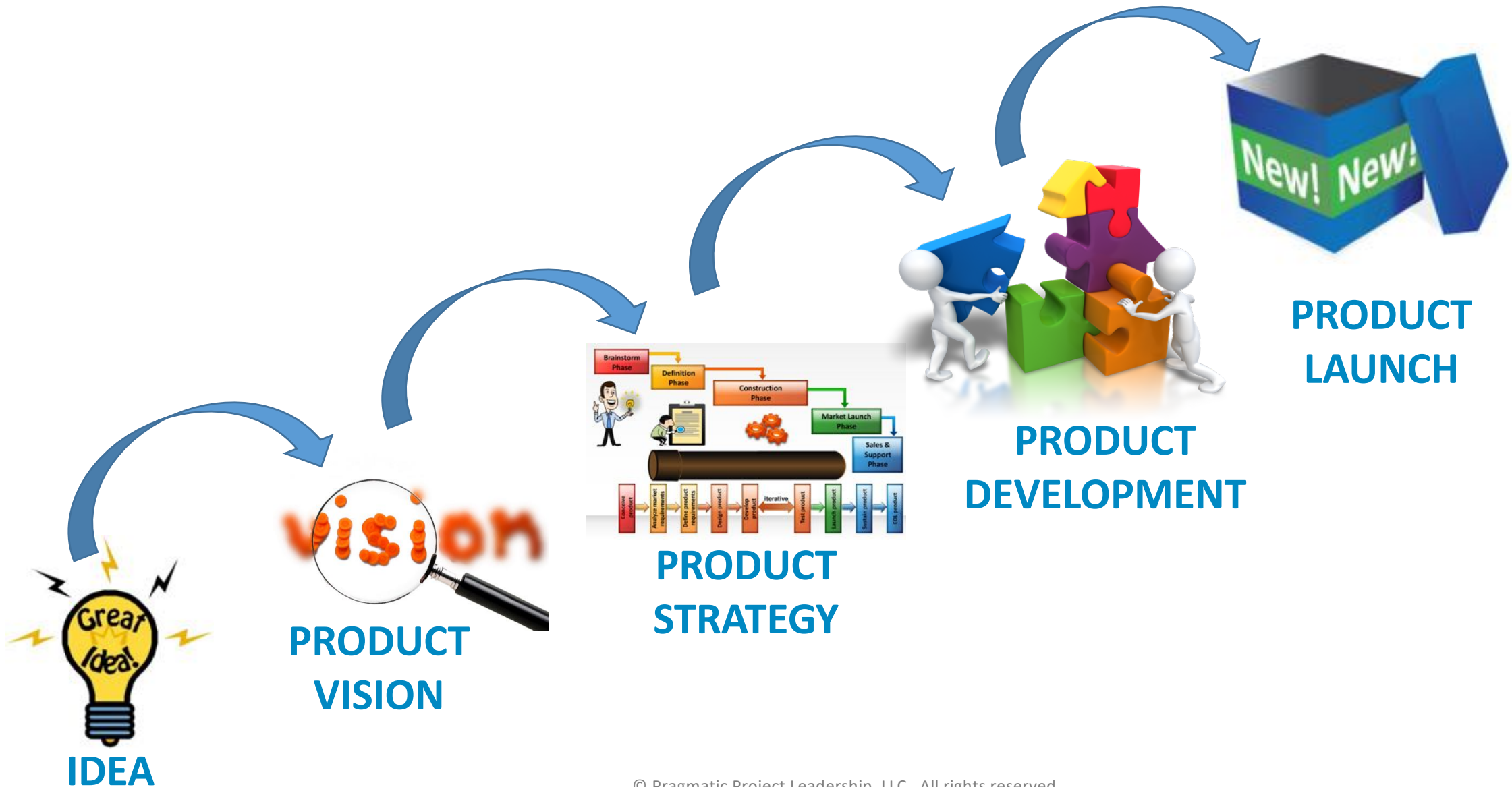
What is Wrong with this Model?

DELIGHT

PRODUCT VISION

IDEA

Great Idea

PRODUCT STRATEGY

Did we build a something that nobody wants / needs?

"Life is too short to build something no one wants."
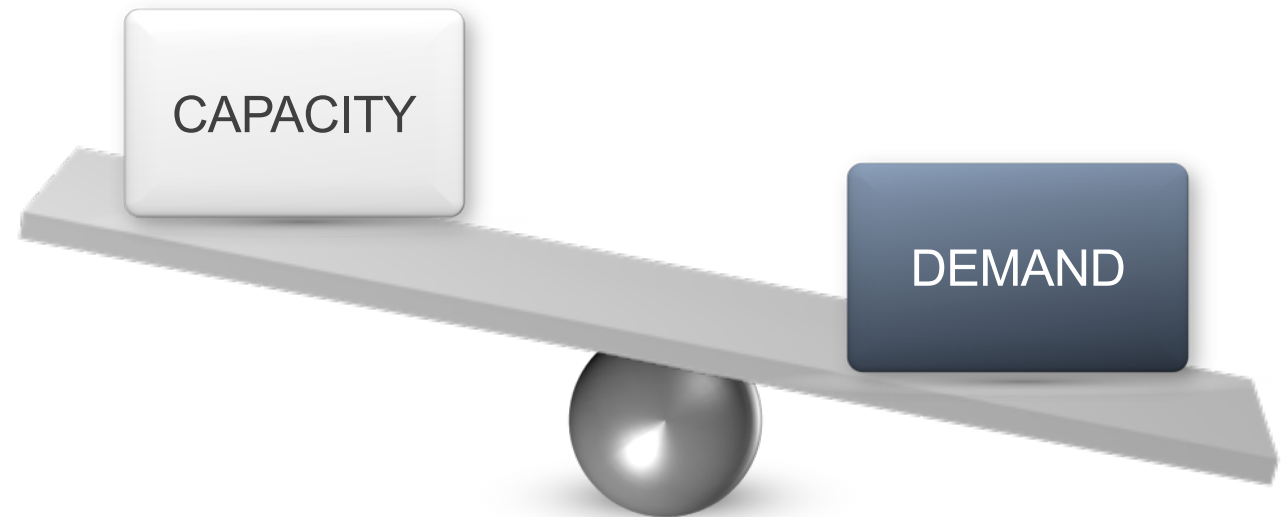- Ash Maurya, Author of Running Lean

Why Focus on Value?

DELIGHT

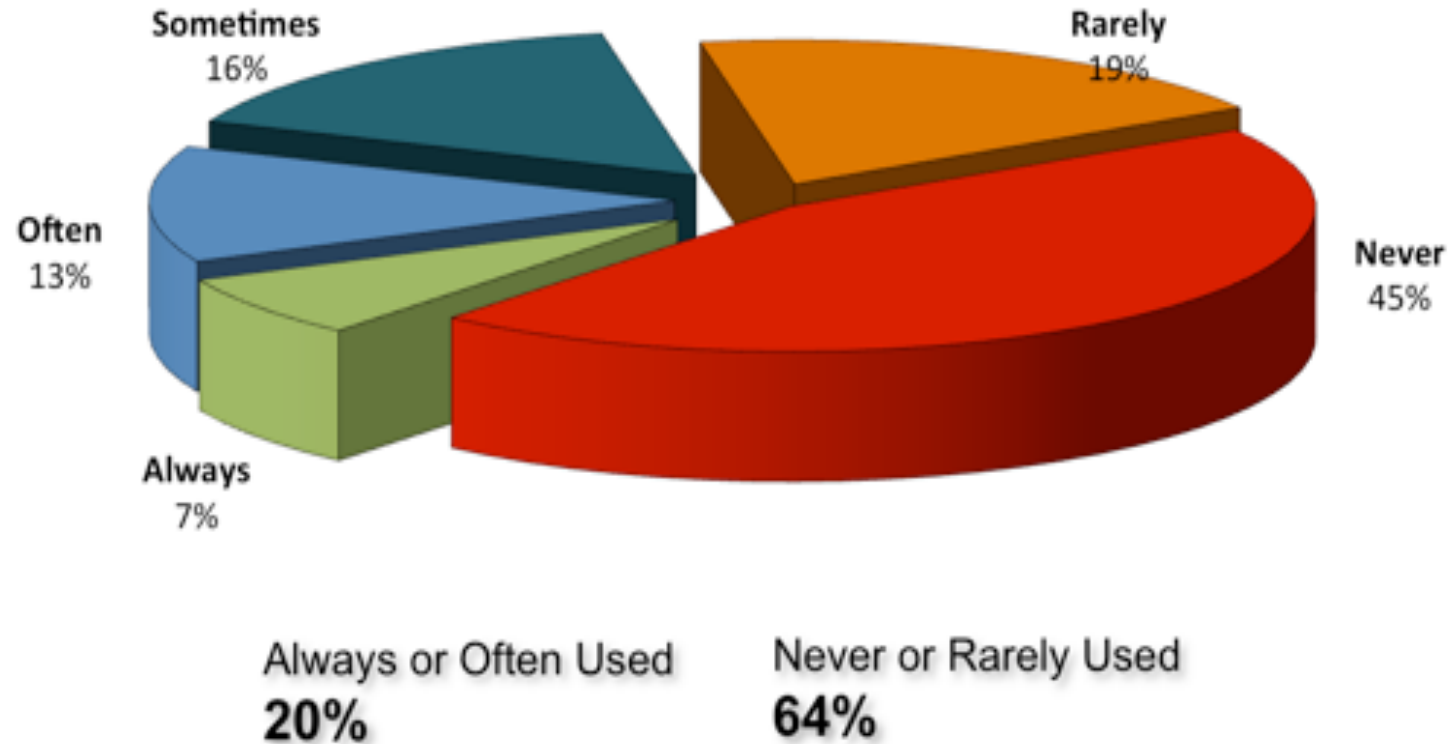**Working on what customers value leads to better business outcomes**

Why Focus on Value?

Demands consistently exceeds our capacity to deliver

CAPACITY

DEMAND

Use our capacity to build the most valuable things

Why Focus on Value?

Large percentage of the features are rarely or never used

Always or Often Used
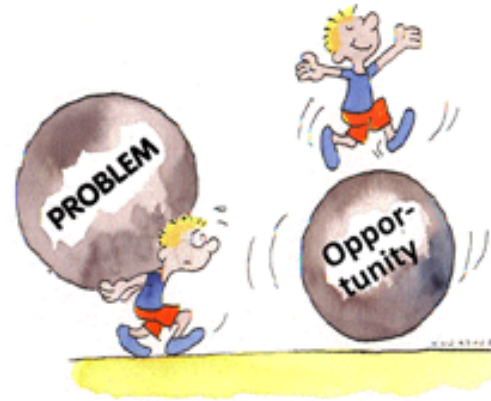**20%**

Never or Rarely Used
64%

Standish Group Study Reported at XP2002 by Jim Johnson, Chairman

Build something that people actually want and are willing to pay for

How do we Determine Value?

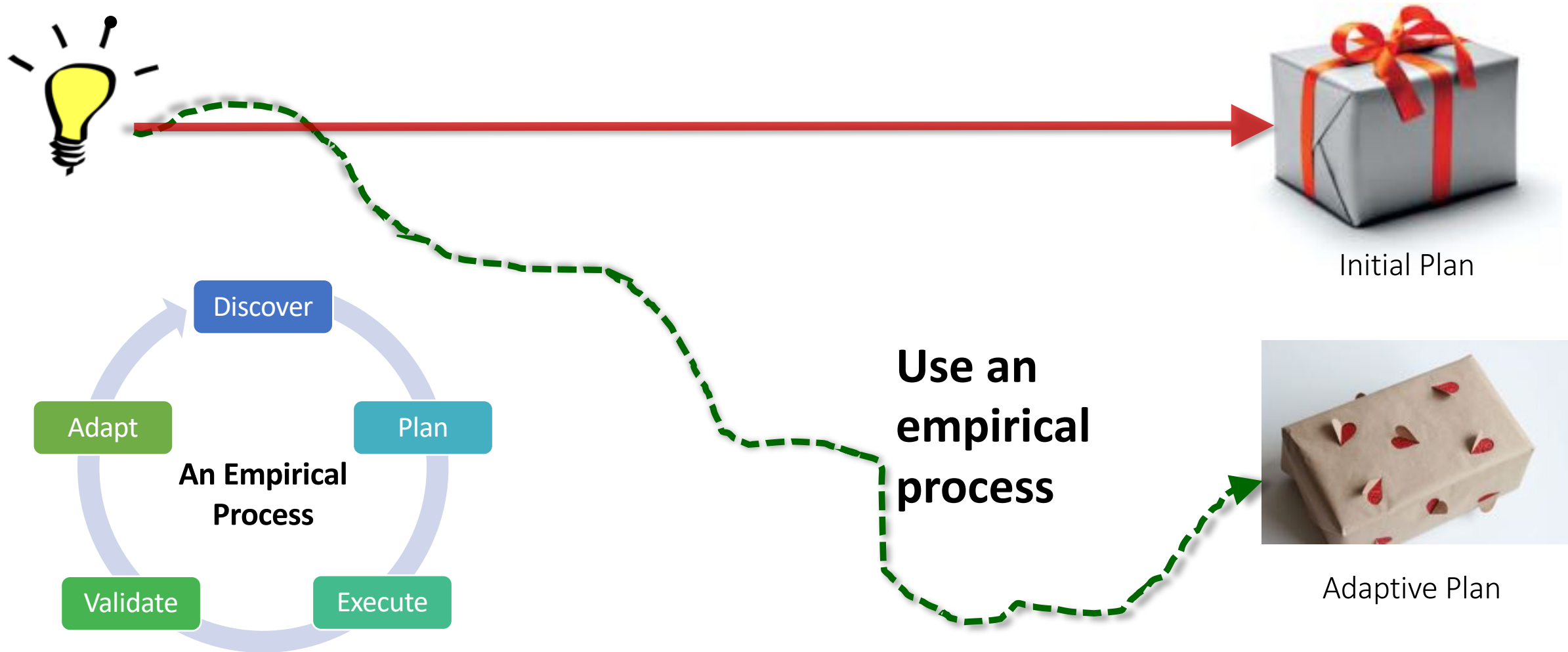**WHO** are we creating value for?

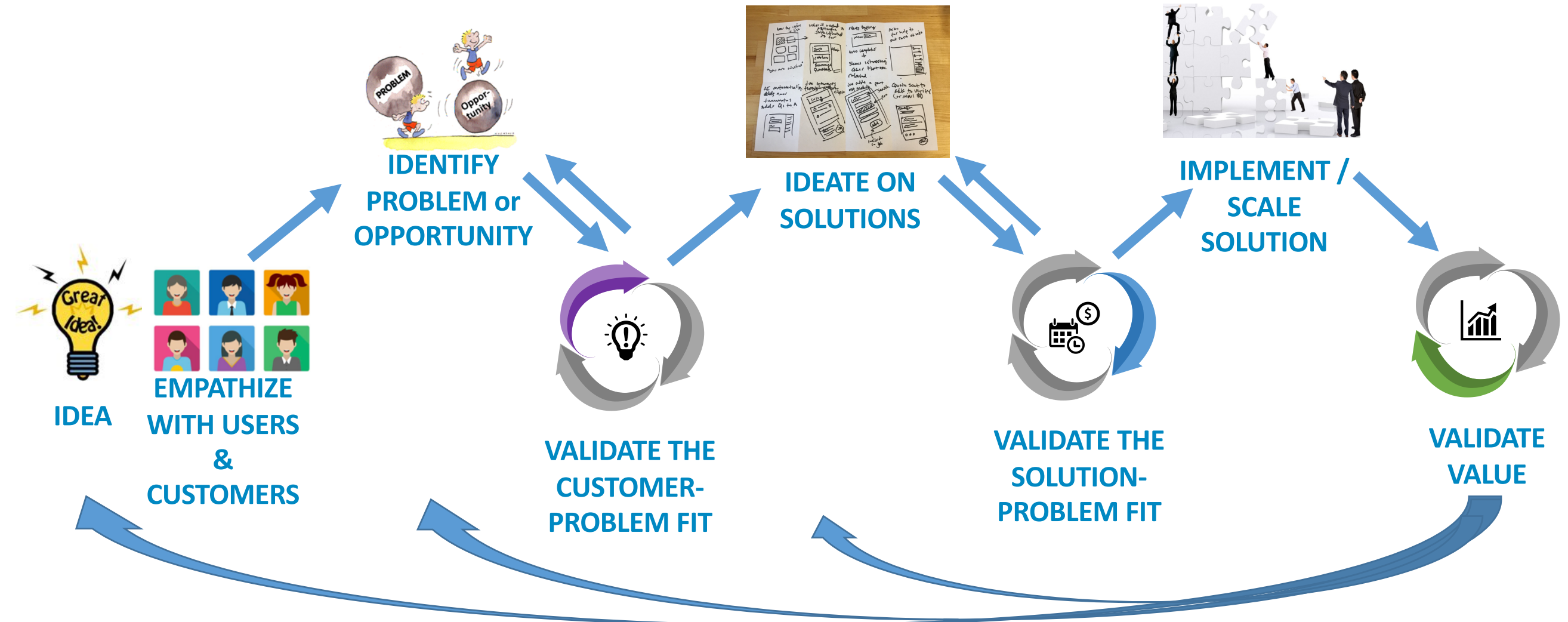**WHAT** are their needs, expectations, desires, paint points?

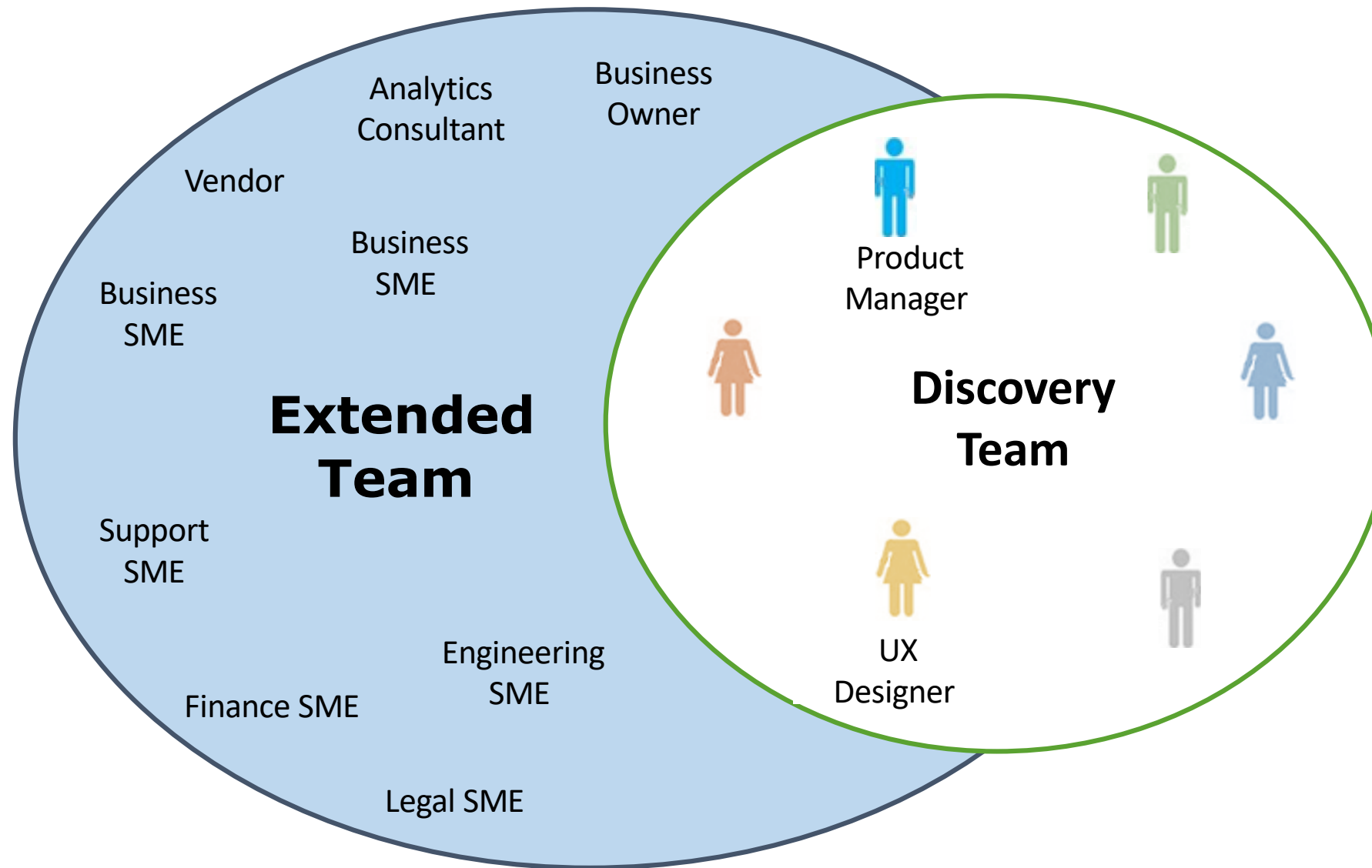**WHAT** are they willing to pay for the benefit they receive?

How do we know we are creating value?

Initial Plan

Use an empirical process

Adaptive Plan

An Empirical Process

Discover

Plan

Execute

Validate

Adapt

IDEA to VALUE

IDENTIFY PROBLEM or OPPORTUNITY

IDEATE ON SOLUTIONS

IMPLEMENT / SCALE SOLUTION

IDEA

EMPATHIZE WITH USERS & CUSTOMERS

VALIDATE THE CUSTOMER-PROBLEM FIT

VALIDATE THE SOLUTION-PROBLEM FIT

VALIDATE VALUE

Cross-Functional Team

Discovery & Delivery

Extended Team

Analytics Consultant
Business Owner
Vendor
Business SME
Business SME
Other Product Managers
Engineering SME
Finance SME
Legal SME

Discovery Team

Product Manager
Architect
UX Designer

Engg.
Product Owner
QA Lead

Delivery Team

Eng. Manager
Engineer Engineer Engineer ...
Scrum Master

Discover, Deliver and Validate Value

Ideate

Define

Empathize

Identify need

Learn

Prototype & Test

Build

ITERATE

Measure

Sprint planning

Product Backlog

Sprint execution

Sprint Review / Retrospective

Potentially Shippable increment

DESIGN THINKING

AGILE

Adapted from: Dave Landis

The Design Thinking Framework

What is?　　What if?　　What wows?　　What works?

Empathize　　Define　　Ideate　　Prototype　　Test

Think about a project for your simulation

Here are some examples to stimulate your thinking.

- **Co-working Community:** Gig workers want a convenient, energizing place to work and connect with other gig workers.

- **Campus Guide App:** I would like an easy way to find my way around a campus – Locate where I am on campus, get clear directions to a room, find meeting / huddle room space, restrooms etc.

- **Dynamic Teaming Connector:** A way for a project leader to connect to the right people and skills to fulfill a mission.

- **Medication Reminder:** Medication Reminder for Seniors. Alerts them if they have not taken their meds., when they need a refill etc.

Who is the target group?

WHO does this product / service address?

Users interact directly with the system.

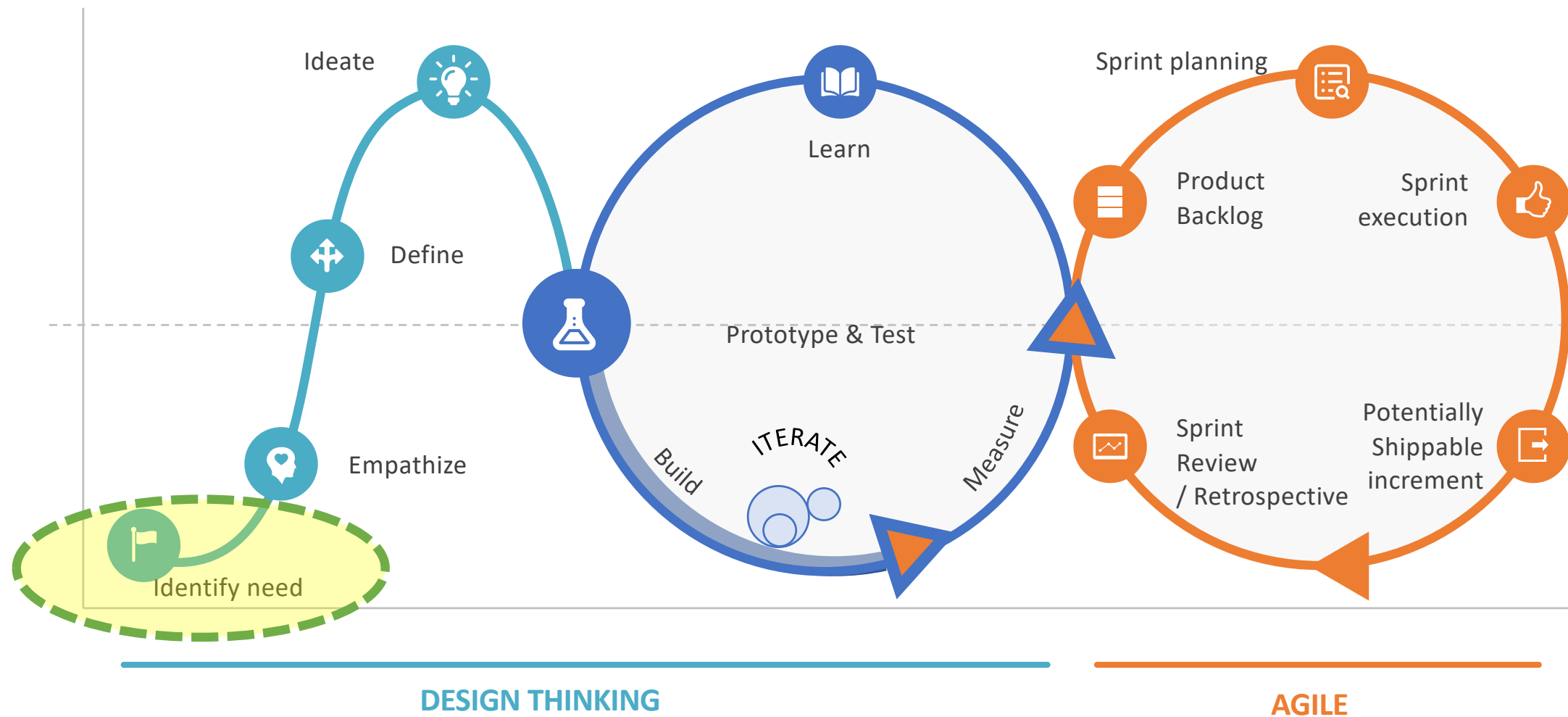**Customers** make buying or adoption decisions.

Target market is a group that is focused on

Internal customers serve external customers and users.

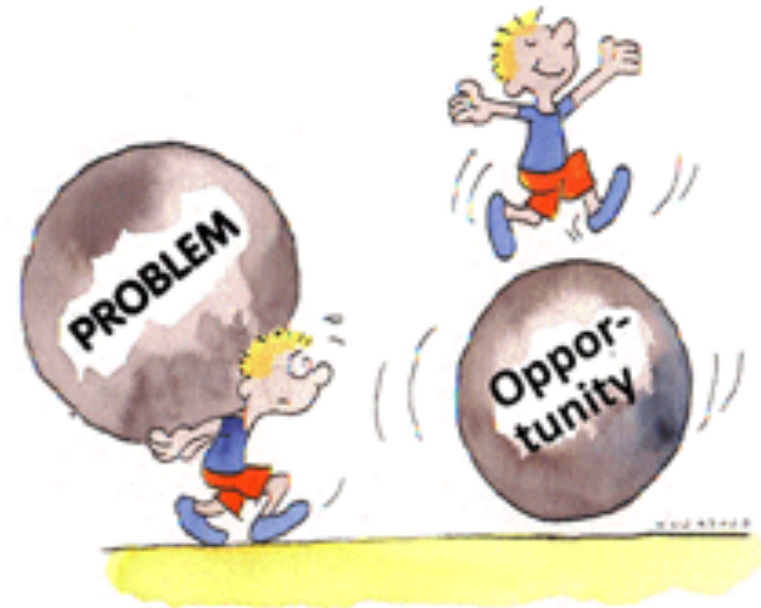# Discover, Deliver and Validate Value

Identify the Need

WHY should/does this product, service exist?
Why will someone use or pay for it?

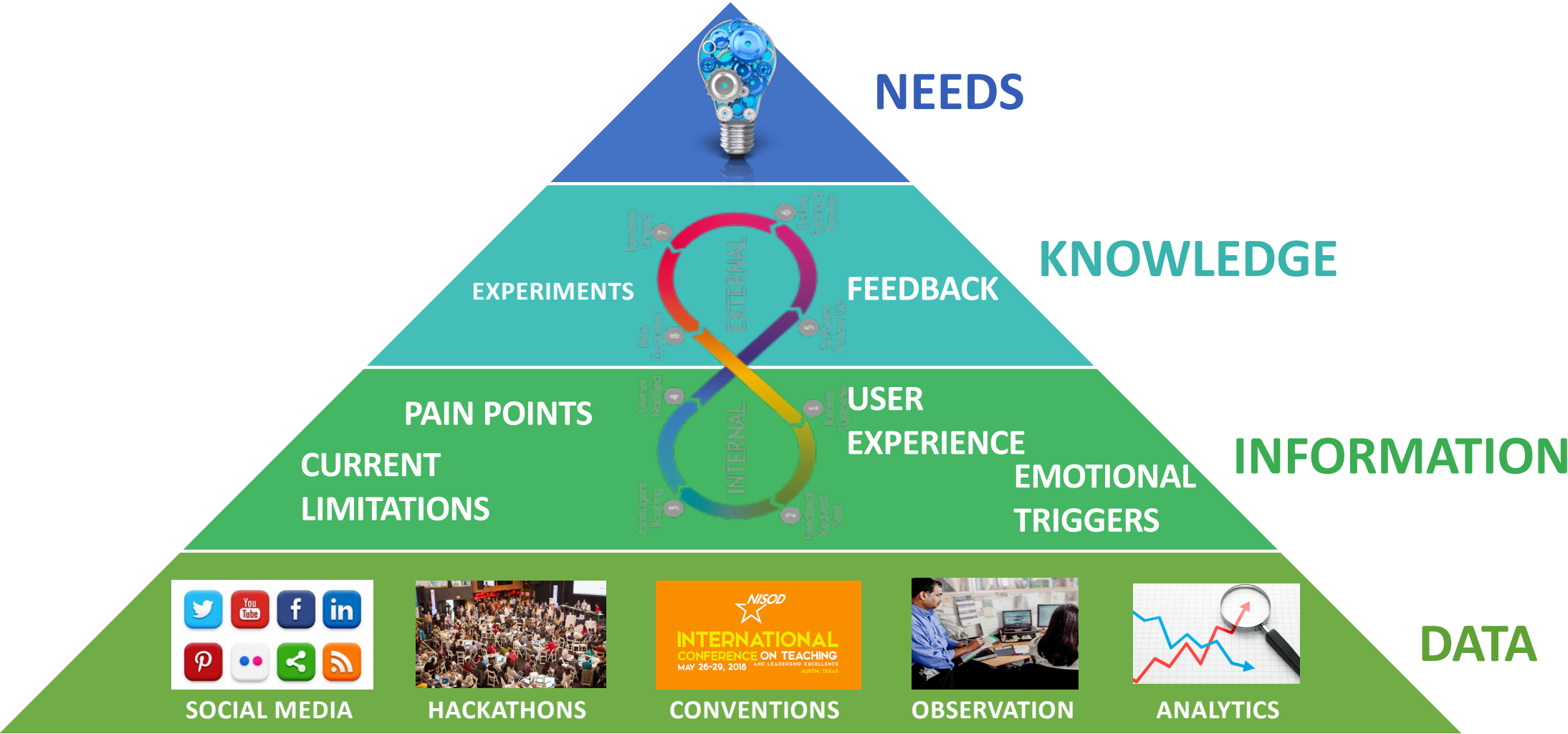## What problem are we trying to solve?

➢ What pain / problems are our users facing?

➢ What unmet needs exist?

What benefit can we provide?

➢ What business outcome are we trying to achieve?

➢ What user's pain points can we address?

How do we identify needs?

NEEDS

KNOWLEDGE

EXPERIMENTS FEEDBACK

PAIN POINTS

USER EXPERIENCE

CURRENT LIMITATIONS

EMOTIONAL TRIGGERS

INFORMATION

DATA

SOCIAL MEDIA   HACKATHONS   CONVENTIONS   OBSERVATION   ANALYTICS

Impact
Mapping

Impact Mapping – Step 1

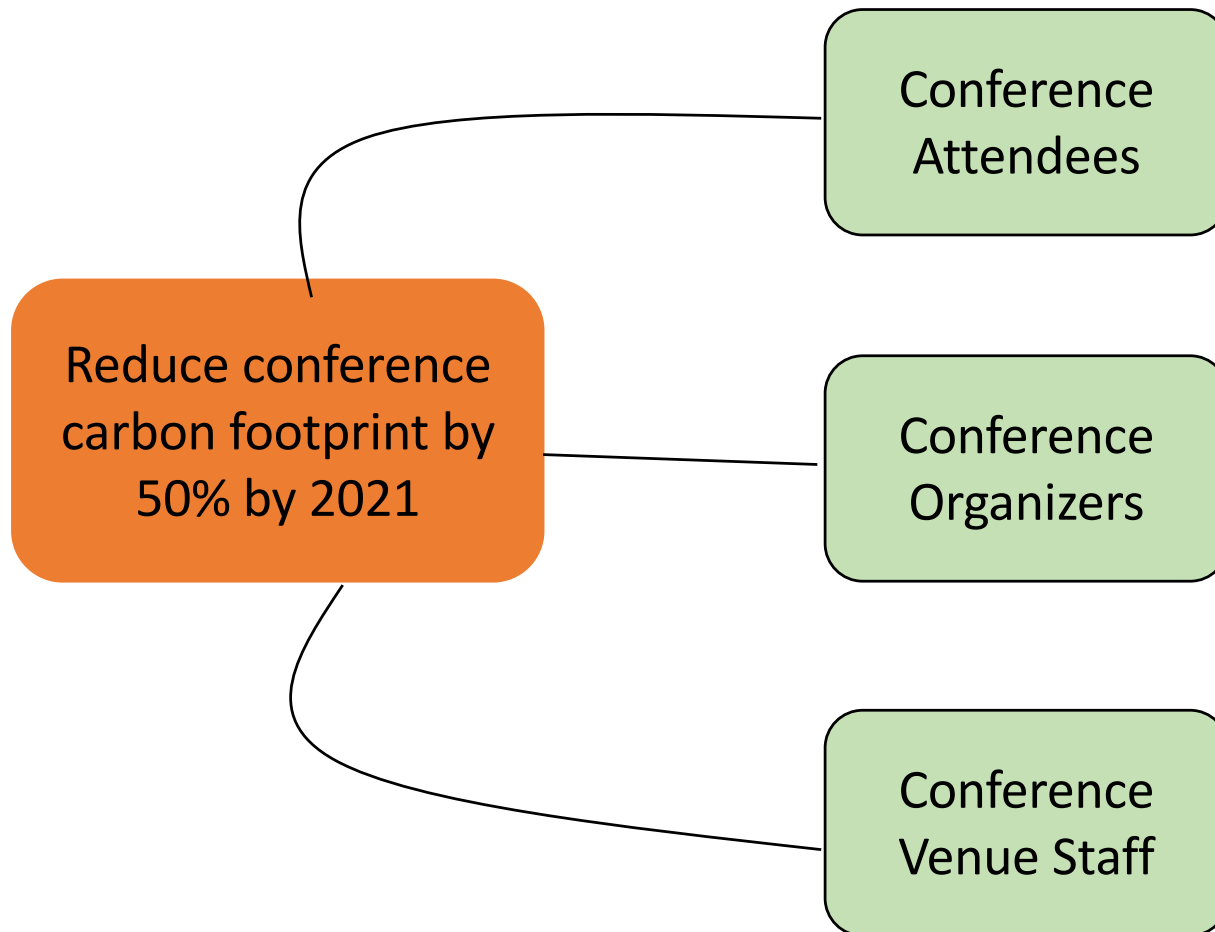**GOAL**

Reduce
conference
carbon footprint
by 50% by 2021

Goal describes the outcome we are trying to achieve

Consider:
Why are we doing this?

Impact Mapping – Step 2

GOAL

ACTOR

Reduce conference carbon footprint by 50% by 2021

Conference Attendees

Conference Organizers

Conference Venue Staff

Actors are those that can influence the outcome

Consider:
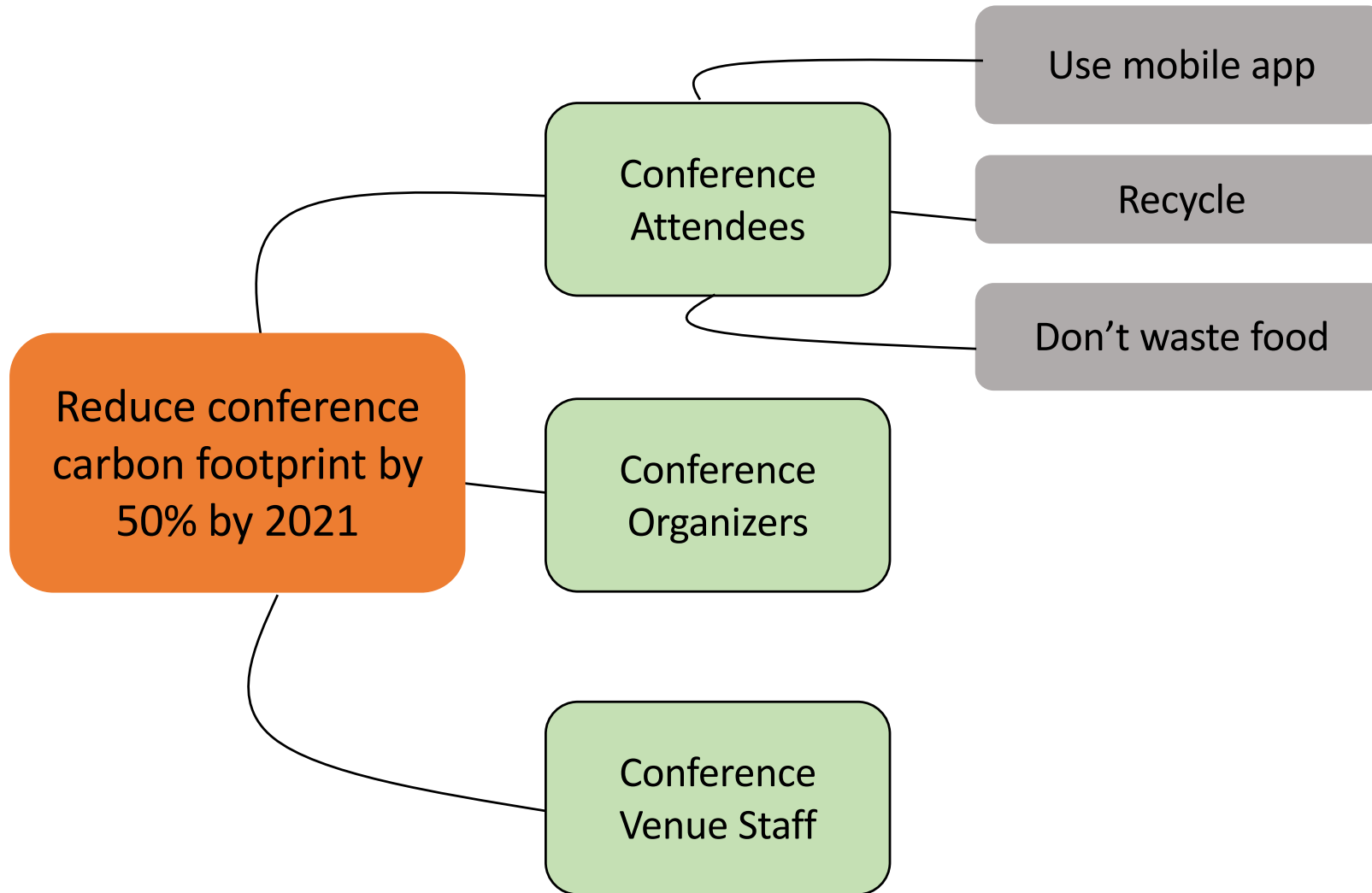*Who can produce the desired effect?*

Who can obstruct it?

Who are the consumers or users of the product?

Who will be impacted by it?

Source: www.Impactmapping.org

GOAL   ## ACTOR   ### IMPACT

Impacts we are trying to create with the actor

Consider:

How should our actors behavior change?
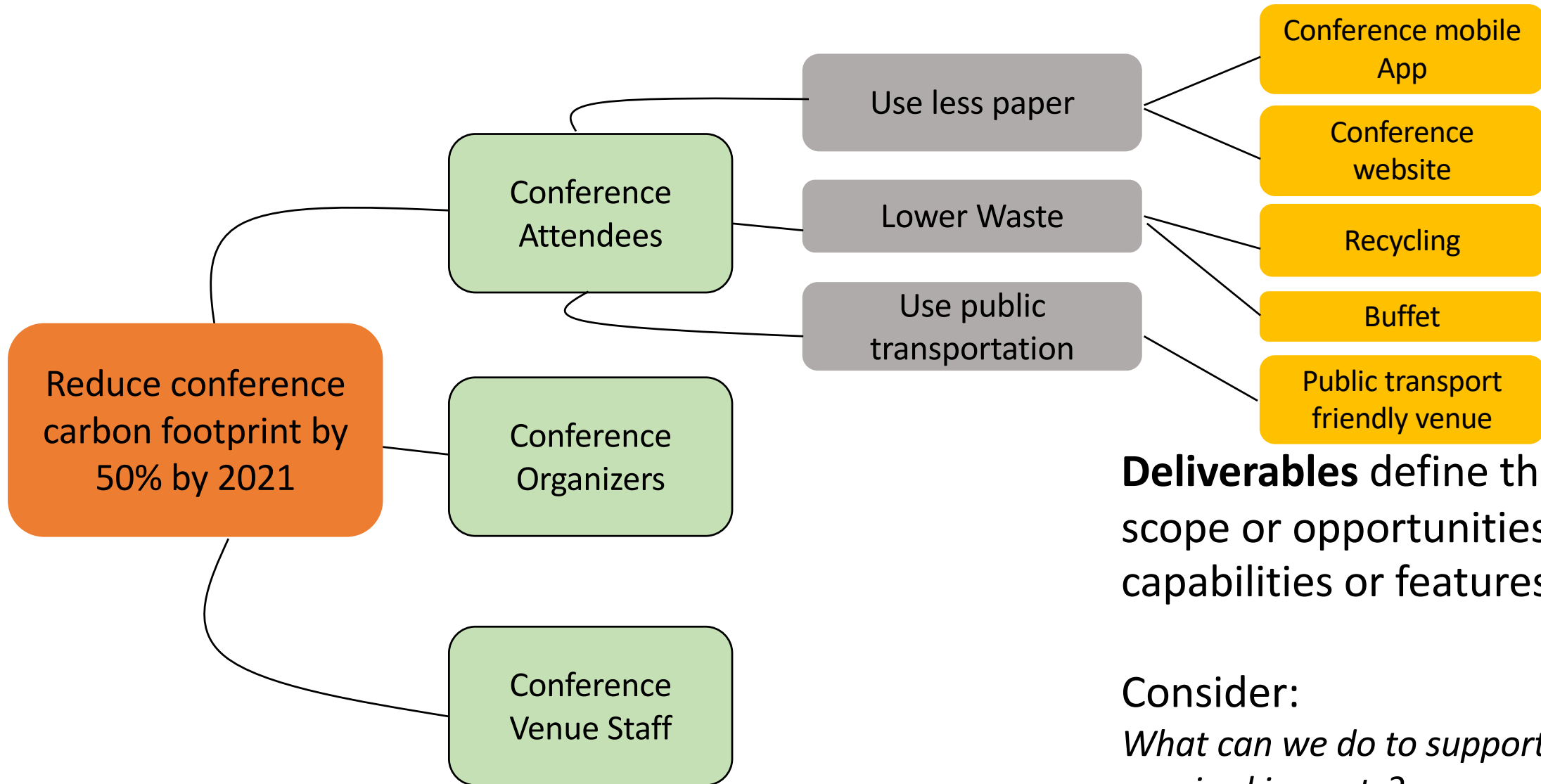
How can they help us achieve the goal?

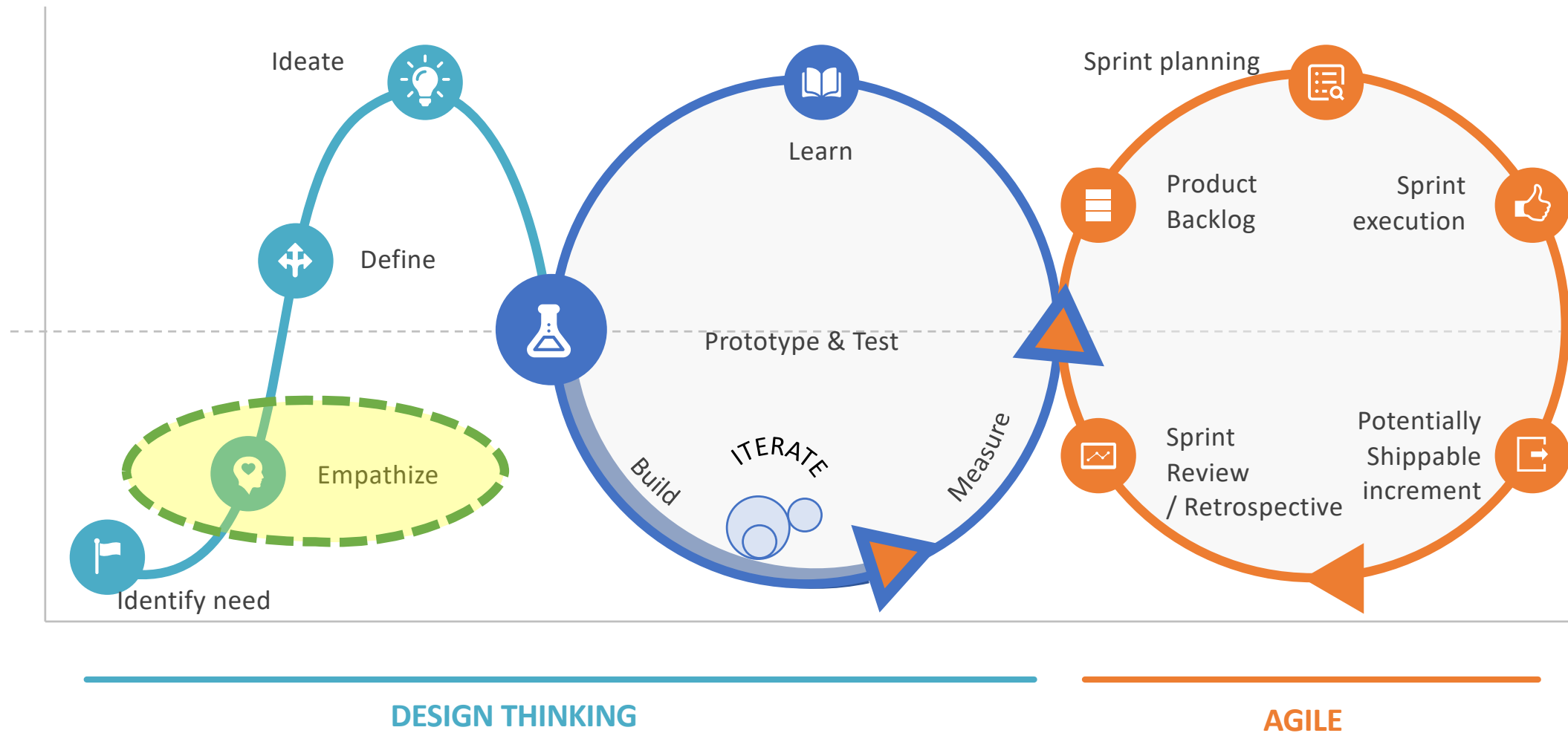*How can they obstruct or prevent us from succeeding?*

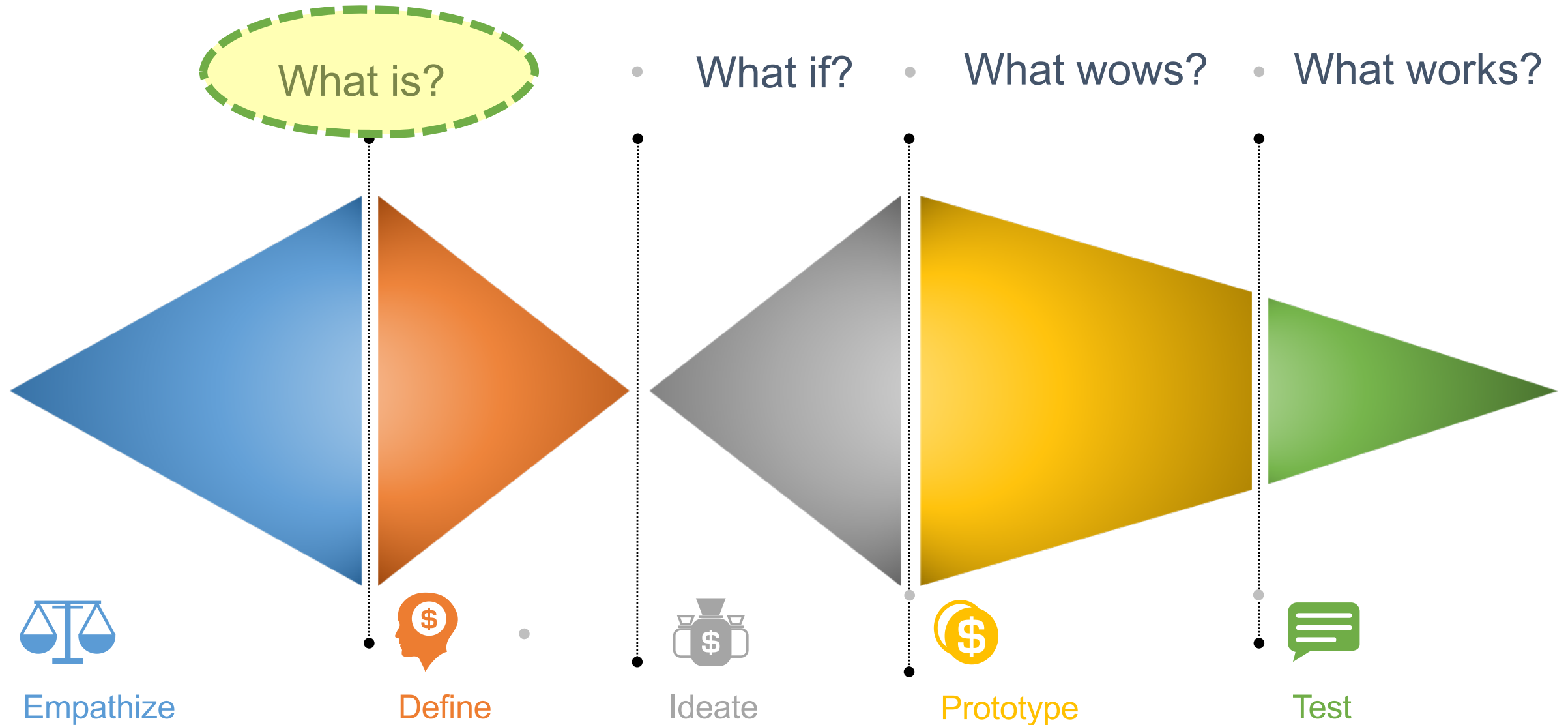Goal box: Reduce conference carbon footprint by 50% by 2021

Actors: Conference Attendees, Conference Organizers, Conference Venue Staff

Impacts: Use mobile app, Recycle, Don't waste food

GOAL   ACTOR   IMPACT   DELIVERABLE

GOAL

Reduce conference carbon footprint by 50% by 2021

ACTOR

Conference Attendees

Conference Organizers

Conference Venue Staff

IMPACT

Use less paper

Lower Waste

Use public transportation

DELIVERABLE

Conference mobile App

Conference website

Recycling

Buffet

Public transport friendly venue

Deliverables define the scope or opportunities of capabilities or features

Consider:
*What can we do to support the required impacts?*

Source: www.Impactmapping.org

Discover, Deliver and Validate Value

Ideate

Define

Empathize

Identify need

Learn

Prototype & Test

Build

ITERATE

Measure

Sprint planning

Product Backlog

Sprint execution

Sprint Review / Retrospective

Potentially Shippable increment

DESIGN THINKING

AGILE

Adapted from: Dave Landis

The Design Thinking Framework

What is? • What if? • What wows? • What works?

Empathize   Define   Ideate   Prototype   Test

Empathize through Personas

Personas are fictional characters that represent different user and customer types that use the product, service or solution in a similar way

- ➤ Based on research or direct interaction

- ➤ Identify / empathize with the user

- ➤ Understand users' behaviors, experiences, wants, needs and goals.

- ➤ Add a human touch to keep it fun and memorable.
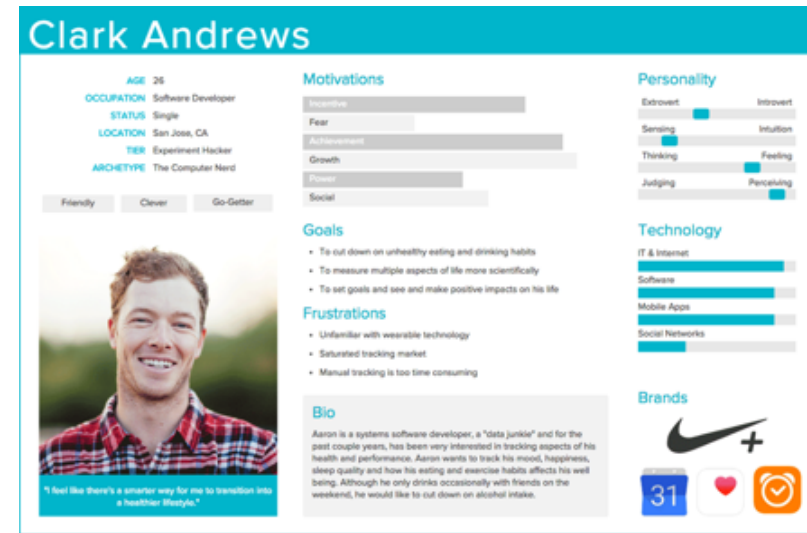
Source: www.keepitusable.com

Empathy Map
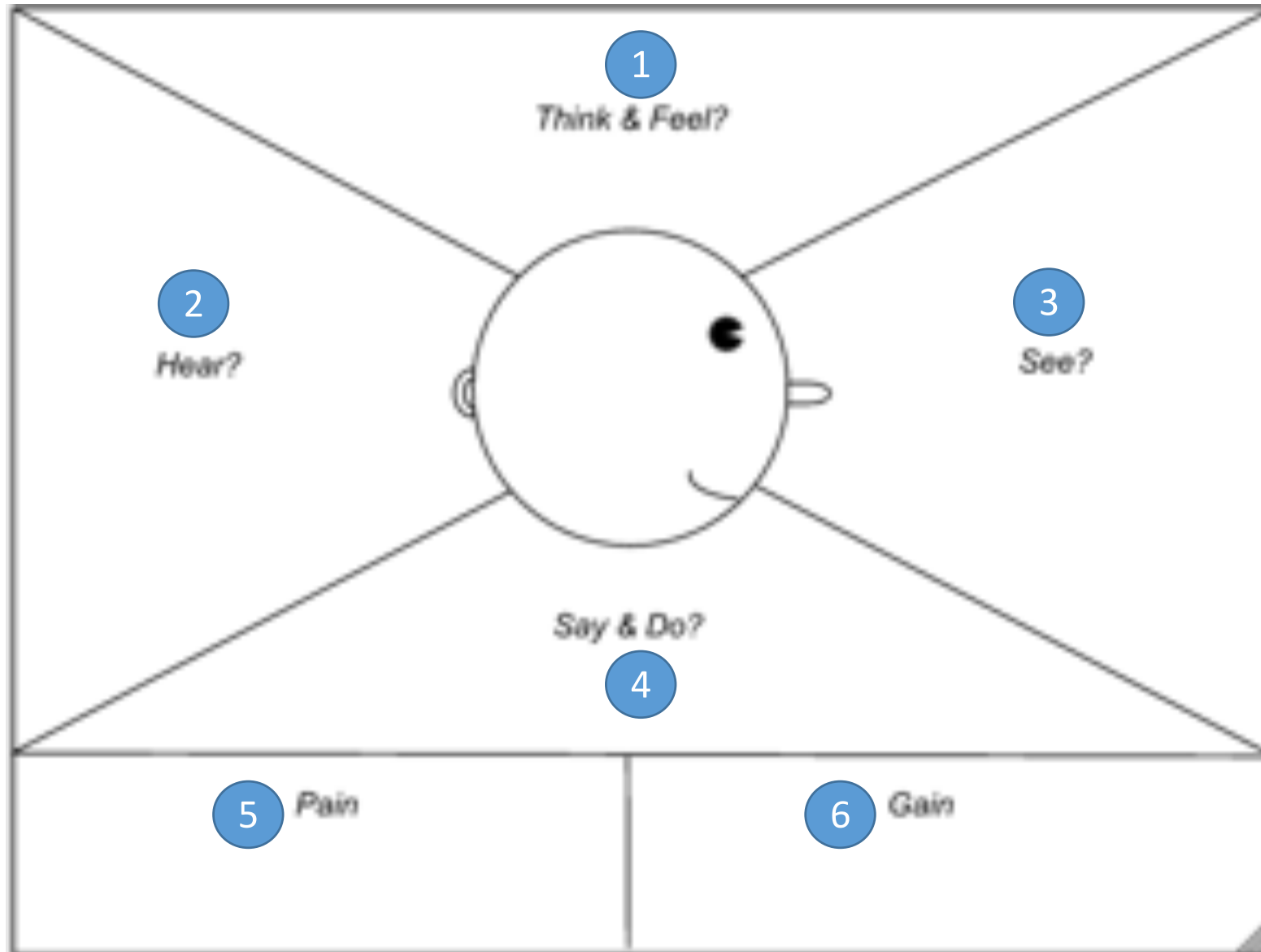
Put yourself in your user or customer's shoes...

1. **Think and feel:** What really matters to the user? What are their worries and aspirations?

2. **Hear:** What would their friends, colleagues, and influencers saying that impact the user's thinking?

3. **See:** What is the user seeing that might influence his/her decisions? What competitive products? What friends are using?

4. **Say & Do:** What is the user saying or doing while using the product? Is that different in a public or private setting?

5. **Pain:** What are their fears, frustrations, anxieties when using your product?

6. **Gain:** How could they benefit from using your product?

Think & Feel?
- Helpless for lack of alternatives
- Uncomfortable about exchanging money
- Nervous navigating in new town
- Not cared for
- Anxious about price

Hear?
- Rental: Horror stories about penalties
- Rental: Would you like to add basic or premium
- Rental: You have to return with a full tank
- Rental: National car rental is the only one I trust but is expensive
- Rental: Do you want GPS, that will be extra

See?
- Taxi: Taxi meter racking up the price
- Rental: Surprising fees
- Taxi: Dirty, smelly car
- Rental: Long lines at rental agency
- Rental: Terrible service at rental agency

Say & Do?
- I feel like a criminal every time I rent a car
- One rental service is worse than the other
- Take picture of car before and after trip
- I never know what the taxi price is going to be

Pain
- Anxiety about driving in a new place
- Inconvenience
- Costly
- Bad customer service
- Psychological safety
- Uncertainty

Gain
- More travel choices
- Door to door service
- Reliable and clean car
- No surprises with cost

Customer Journey

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

Customer Empathy Interview

What are the biggest challenges you face in your role?

What parts of the process would you improve? Why?

How would you describe the process?

What do you and your colleagues wish you had?

How do you solve your challenge now?

Validate The Problem: Customer / Problem Fit

HOW
TO
FIND
PROBLEMS
WORTH
SOLVING

Does the problem exist?

Is the problem worth solving?

How will we know?

➤ Get out of the building

➤ Customer Empathy Interviews

➤ Market Research

Discover, Deliver and Validate Value

DESIGN THINKING

AGILE

Adapted from: Dave Landis
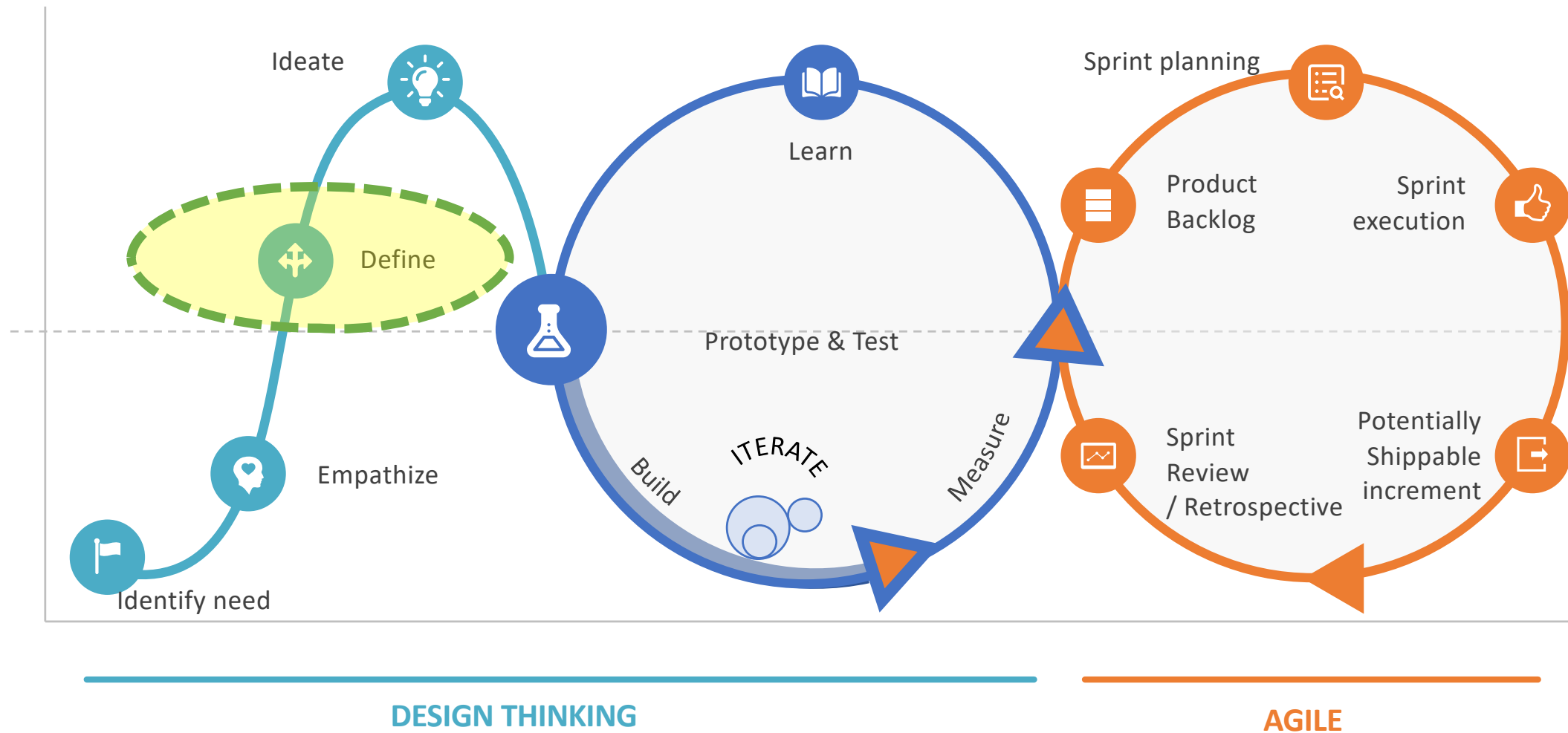
Vision

- The north star
- Provides the purpose and motivation when things get tough
- Differentiates you from your competition
- Provides an anchor for creation of goals
- Facilitates collaboration

SHARED VISION

- *Overarching goal.*
- *Ultimate reason for creating the product or service or solution.*
- *Big and inspiring.*

Balancing User Value and Business Needs

What goals are we trying to achieve / accomplish for the organization?

What pain point can we address to delight the user?
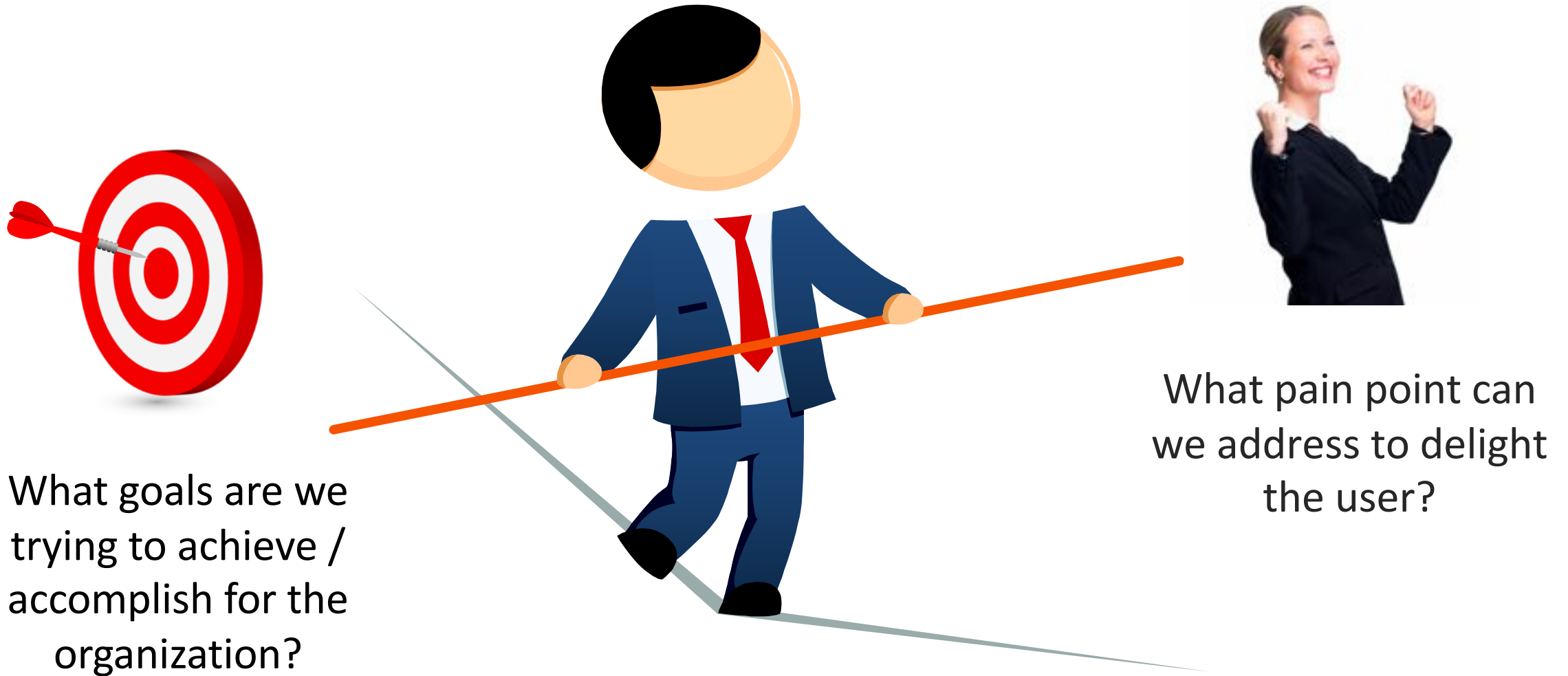
Objectives / Business Goals

➢ Support the organization's vision and value drivers
➢ Set strategy and goals for specific amount of time
➢ Apply to the area for which they are scoped
➢ Help align organization towards a common goal
➢ Help employees see how they are contributing to the bigger picture

✓ Measurable
✓ Timebound
✓ Achievable
✓ Few and Focused
✓ Challenging

Examples:
• Reduce conference carbon footprint by 20% by 2021
• Grow revenue by 1 million this quarter
• Grow membership to 200 by Q1 of 2020

THE VISION BOARD

romanpichler

VISION — **HIGHER PURPOSE** *or overarching goal, the ultimate reason for creating the product or feature set. Make it big and inspiring.*

TARGET GROUP	**NEEDS**	**PRODUCT / SERVICE**	**BUSINESS GOALS**
WHO *does this product, service (or feature set) address?*	**WHY** *should/does this product, service (or feature set) exist? Why will someone use or pay for it?*	**WHAT** *is the product, or service (service (or feature set) that addresses the needs?*	**HOW** *will we know we are successful?*
WHO?	**WHY?**	**WHAT?**	**GOALS?**

Tip:
Keep information concise.
Identify your risks and test your assumptions.

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

THE VISION BOARD EXAMPLE

romanpichler

VISION Leverage technology to create the best conference experience.

TARGET GROUP

WHO *does this product, service (or feature set) address?*

Target Market:
- *In-Person conferences in the US and Western Europe*

Customers:
- *Conference venue managers*
- *Conference organizers*
- *Event planners*

Users:
- *Attendee*
- *Volunteer*
- *Speaker*
- *Conference organizer*

NEEDS

WHY *should/does this product, service (or feature set) exist? Why will someone use or pay for it?*

Problems:
- *Unfamiliarity with venue*
- *No way to find out last minute changes or any impromptu events*
- *Not easy to find / connect with other attendees*

Benefits:
- *Easy access to up-to-date agenda and session information*
- *Easy way to collect feedback, pictures etc.*
- *No worry about carrying / losing paper agenda / info.*

PRODUCT / SERVICE / FEATURE SET

WHAT *is the product, or service (service (or feature set) that addresses the needs?*

Product / Service:
Mobile app that supports both Android and iOS downloadable from play store or App Store

Key Features:
1. *Daily agenda and session details and info*
2. *Notification of changes to agenda or new conference events*
3. *Attendee profiles*
4. *Venue map and guide*
5. *Social shares – pictures, tweets, comments etc.*
6. *Session feedback*

BUSINESS GOALS

HOW *will we know we are successful?*

Goals:
- *Generate Revenue – new product offering for conference market*
- *Delight customers with a better conference experience. Increase NPS for conference by 10% within first year.*
- *Reduce cost with less printing costs. Reduce printing cost by 25% within first year.*
- *Better analytics and data for promoting future events. More data for event sponsors and organizers*

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

Tip:
Keep information concise.
Identify your risks and test your assumptions.

Vision Statement – Putting it Together

For *Target Customers*

Who *Statement of Need*

The *Product Name*

Is a *Category*

That *Compelling Reason to Buy & Use*

Unlike *Competition / Alternative*

Our Product *Differentiator*

Example

For *conference attendees*

Who *have the fear of missing out*

The *NoFoMo*

Is a *mobile application*

That *is free, easy to configure and use, and provides a convenient, accurate and up-to-date conference information for staying in the know*

Unlike *other conference apps*

Our Product *provides accurate up to the minute conference updates and allows people to easily connect with fellow attendees*

Framing Problems as Opportunities

How — Descriptive, solution oriented

might — Optimistic, generative, not prescriptive

we...? — Collaborative, inclusive

IDEO's How Might We method to see a problem

Wicked Questions
Organizational discovery

30 min

What opposing-yet-complementary strategies do we need to pursue simultaneously in order to be successful?

Examples

- How is it that we are integrated yet autonomous?

- How is that I am dedicated to work and dedicated to my family simultaneously?

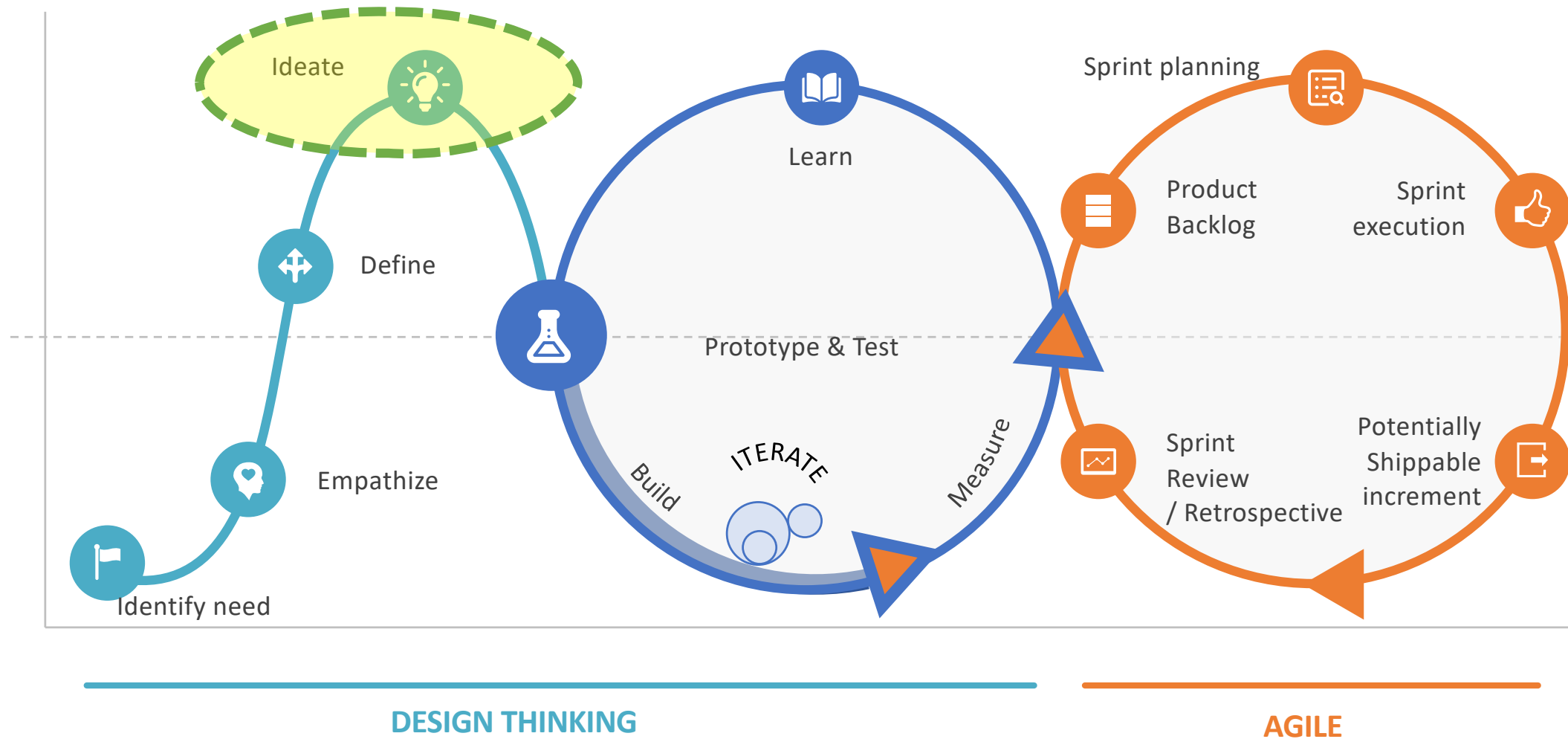- Global fidelity & consistency vs local adaptation & creativity?

- The opposites and paradoxes: "**How is it that we are ... and we are ... simultaneously?**"

- 1-2-4-All: Individually generate the opposites and **paradoxes** (3 min). Form pairs, compare notes, and generate more. Form a group of four, compare notes, consolidate if necessary, chose one best statement, share with whole group.

- Do more rounds until no more ideas come out.

- What do these statements tell about us? What's amazing? What do we need to work on? How do these statements correlate to the Ecocycle map?
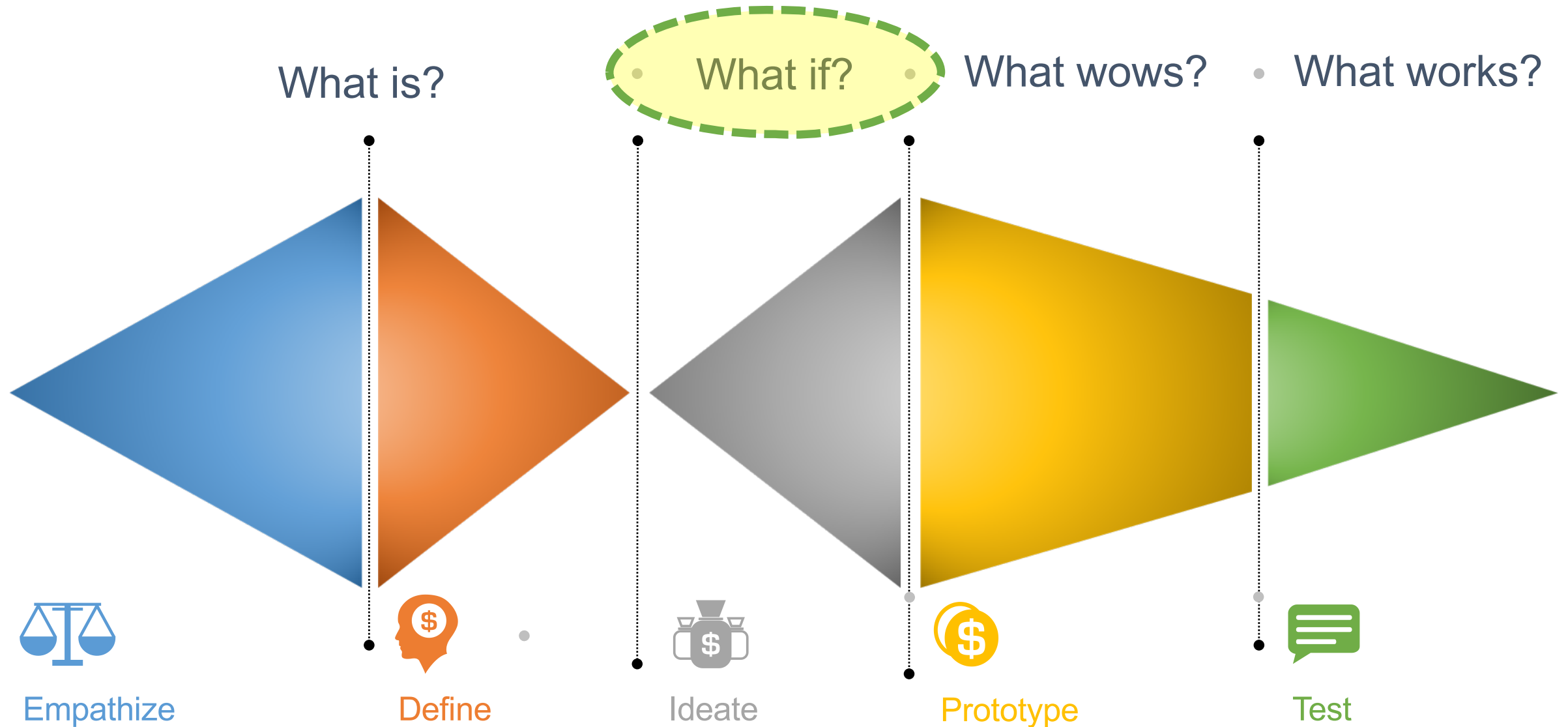
Liberating Structures

Lifecycle
agile-sd.com

Discover, Deliver and Validate Value

The Design Thinking Framework

What is?   What if?   What wows?   What works?

Empathize   Define   Ideate   Prototype   Test

Ideate on a Potential Solution

Brainstorming Principles:

➢ Work within a framework

➢ Use a time box

➢ Assemble a diverse group

➢ Clearly articulate problem to be solved

➢ All ideas are welcome. No judgement

➢ Capture all ideas

➢ Build off each other's ideas

➢ Don't strive for perfection

➢ Stay focused. Park ideas outside scope

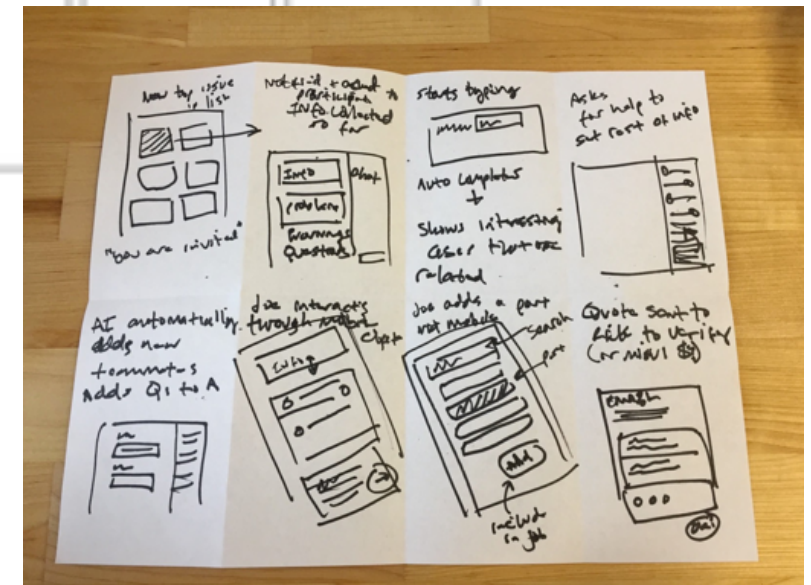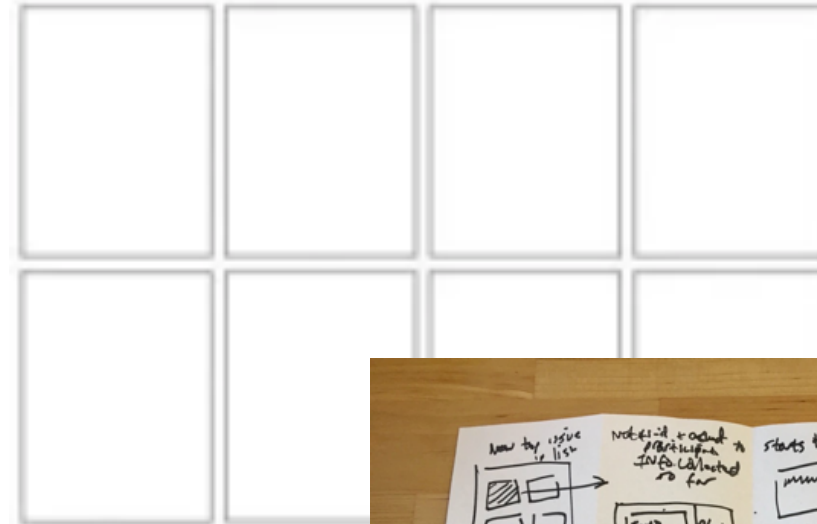➢ Diverge before converging

Crazy 8's

Image: https://uxdesign.cc/honing-crazy-eights-with-randomness-1c8100b94824

Other Ideation Techniques

Brainwriting	Crazy 8's	Draw and tell	Yes and...
Storytelling	Pass on perfection	1,2,4,ALL	25/10 Crowdsourcing
	Mindmapping	Build and tell or Build and interpret	

Opportunity / Solution Tree

Desired Outcome

Opportunity   **Opportunity**   **Opportunity**

Solution   **Solution**   **Solution**
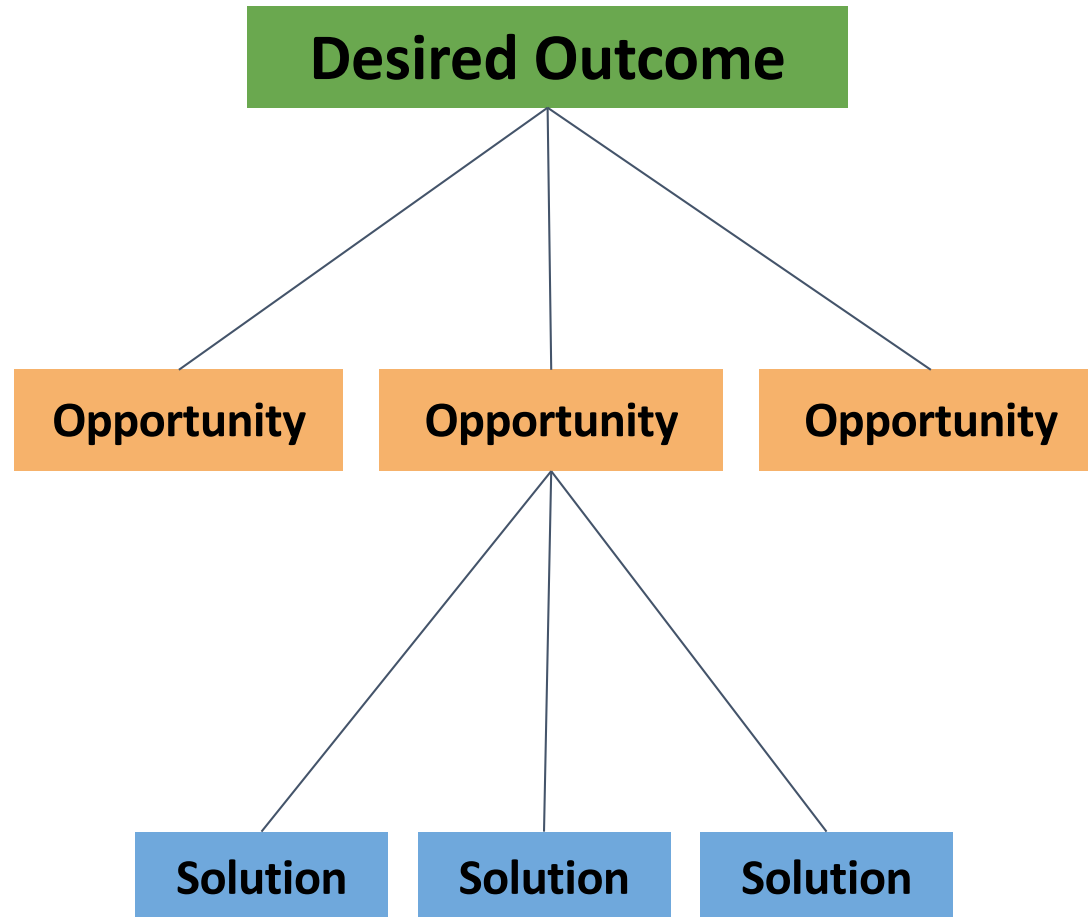
What is the desired outcome that will create value for our customers?
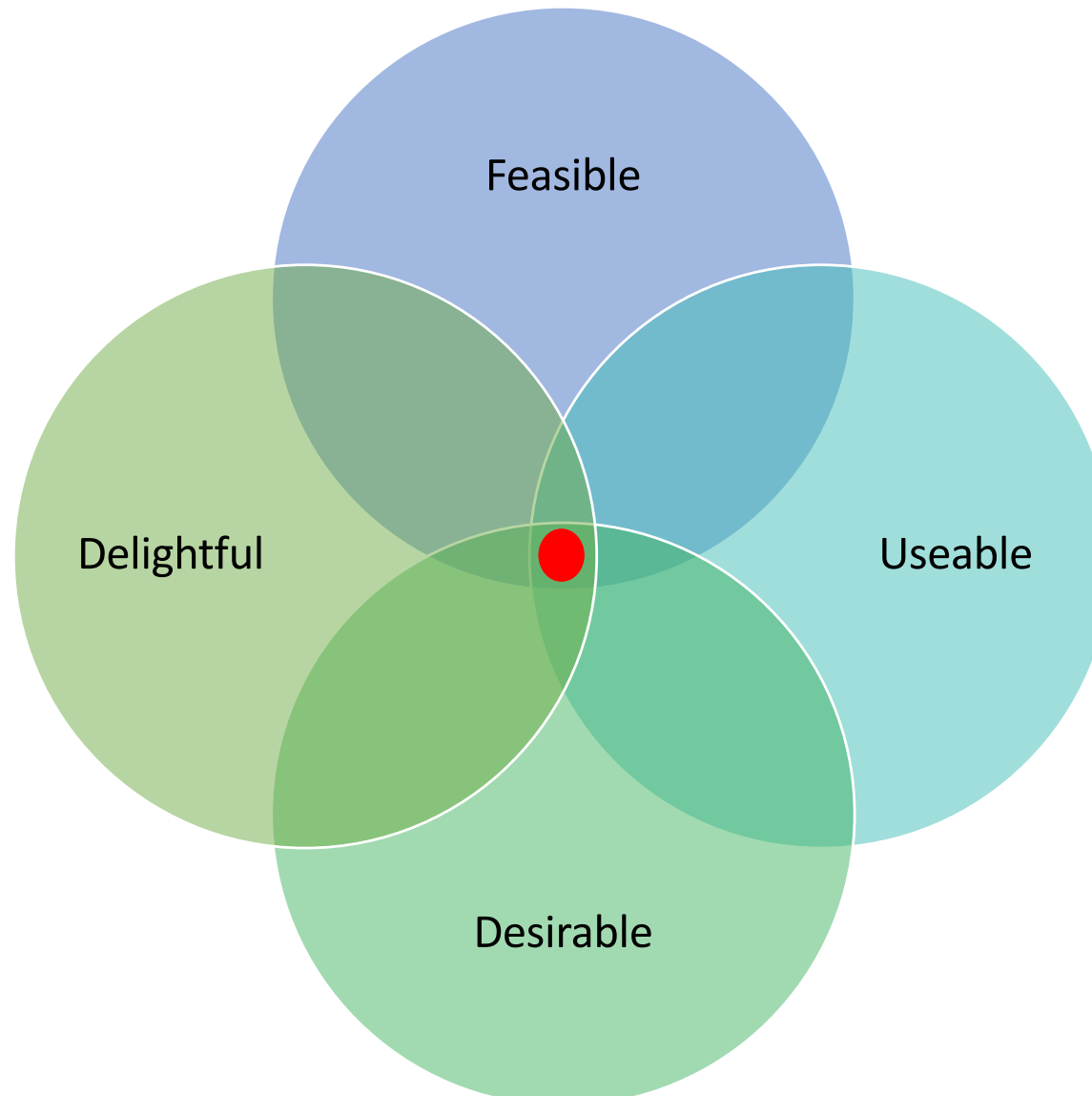Qualitative Objective, Quantitative Measure (OKRs)

What are opportunities that achieve the desired outcome?
Frame the problem / opportunity.

What are the solutions that solve the problem or address the opportunity?
Is the solution viable?

"The WoW" Solution

Homework for Next Session

Next Session

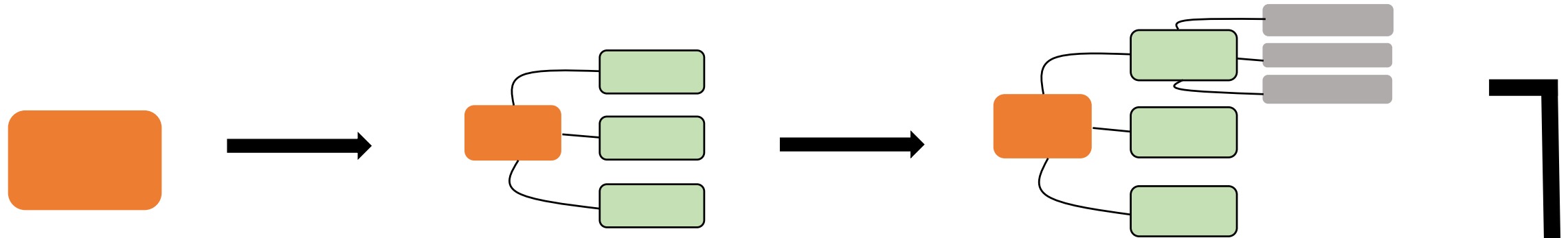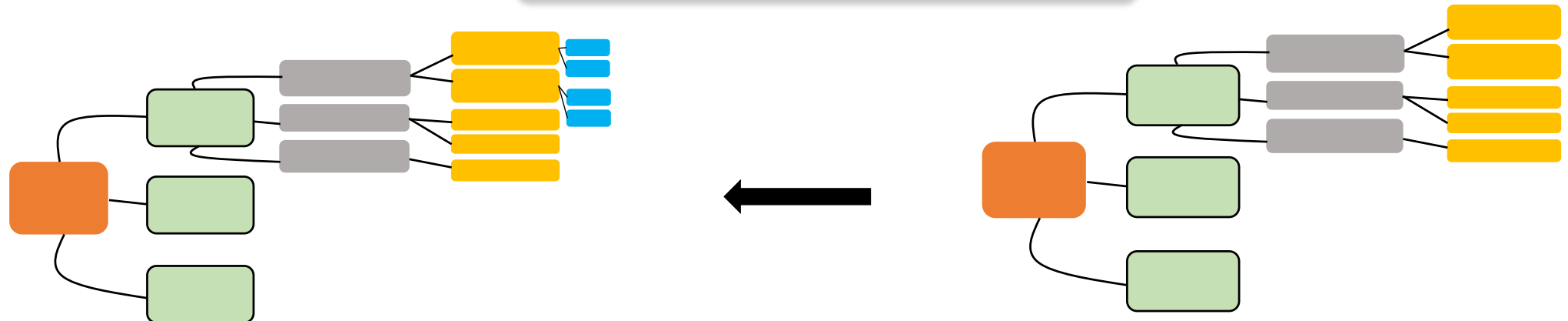| Session Name	Date	Time
2. Validating Value through Focused Experiments	7/23/2020	2:00pm – 6:00pm ET

Questions?

Appendix

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?

Think & Feel?

Hear?

See?

Say & Do?

Pain

Gain