What is our Product?

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@less_works

LeSS NYC
14 September 2018

Ellen Gottesdiener | Andy Repton

@ellengott @reptonandy

"When starting a LeSS Adoption, one of the first things to clarify is what your product actually is."

- *less.works*

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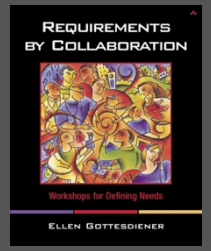
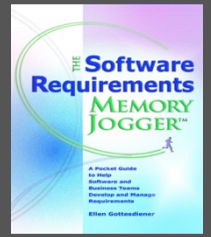
Ellen Gottesdiener

Founder, CLP, CSM, CSPO, CPF

Ellen is an Product Coach and CEO of EBG, focused on helping product and development communities create valuable outcomes through product agility. She is known in the agile community as an instigator and innovator for collaborative practices for agile product discovery and using skilled facilitation to enable healthy teamwork and strong organizations.





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EBG is a global leader in agile product requirements, backlog management, agile business analysis, and collaborative practices for technology products. EBG helps organizations amplify discovery to accelerate delivery.

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Andy Repton

Organizational Improvement Coach at JP Morgan Chase

AKA: Culture Hacker

Coaching technology executives to adopt authentic leadership

Background: engineering and operating large scale technology infrastructure platforms

Mission: create work places that inspire

Motto: "Inspire Pull"

Favorite App: Untappd

Books

JUST AN IDEA	IN PROGRESS	NOT EVEN THOUGHT OF YET

twitter: @reptonandy

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untappd: repton3

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Disclaimer:
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Discuss:

What is your biggest challenge in defining your product?

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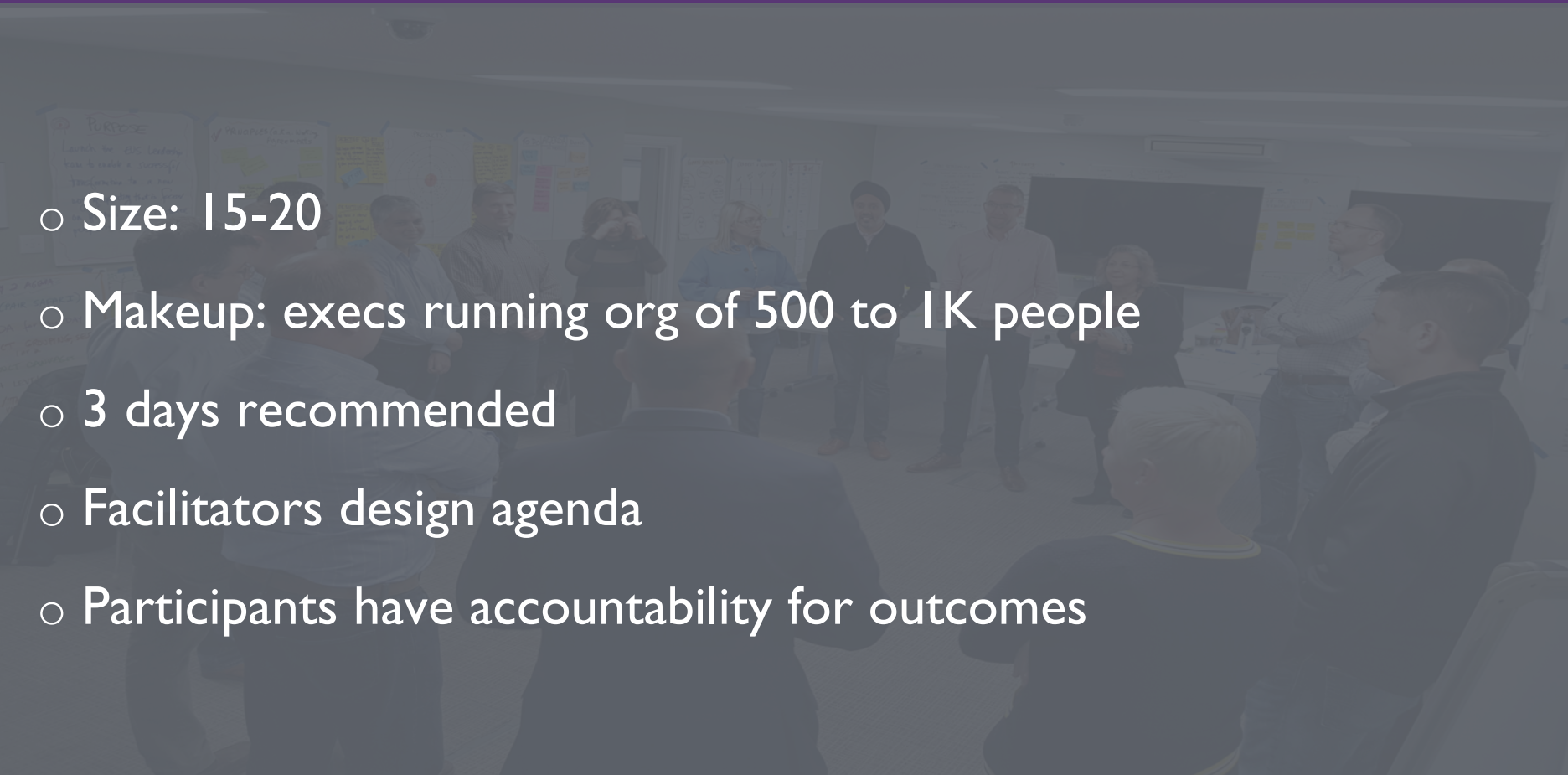
Experiments from within a Product Thinking workshop



- Size: 15-20
- Makeup: execs running org of 500 to 1K people
- 3 days recommended
- Facilitators design agenda
- Participants have accountability for outcomes

Coaching ‘Product Thinking’

Our context

technology infrastructure

7000 people

pivoting from component & specialist teams to product teams

coaching exec teams

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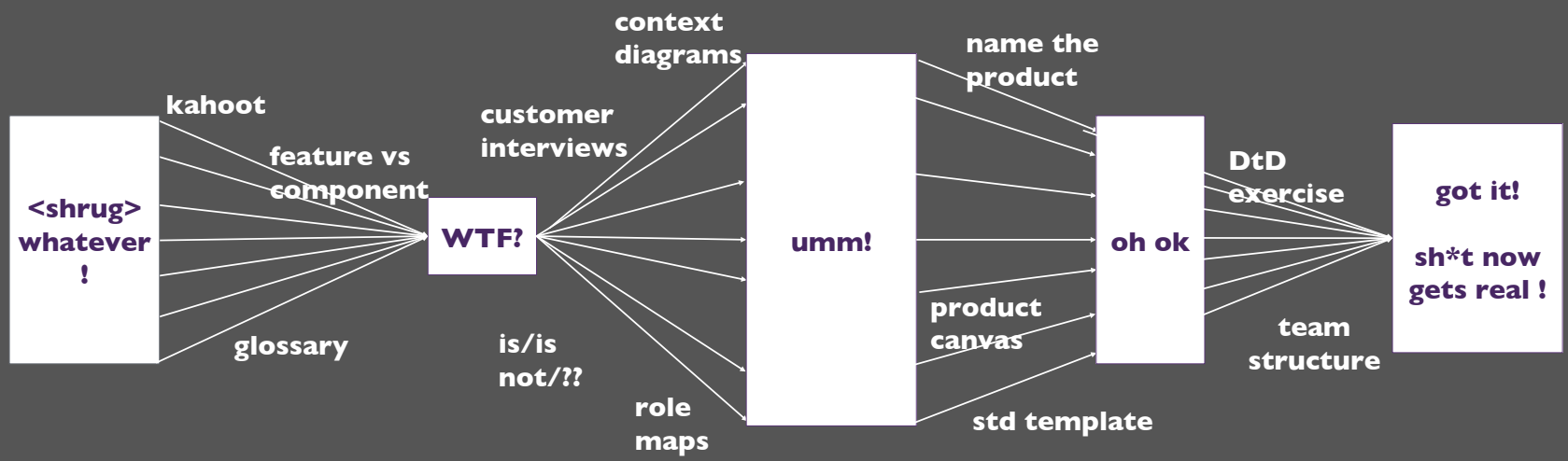
Product Thinking - meta pattern



unconscious incompetence

conscious incompetence

conscious competence

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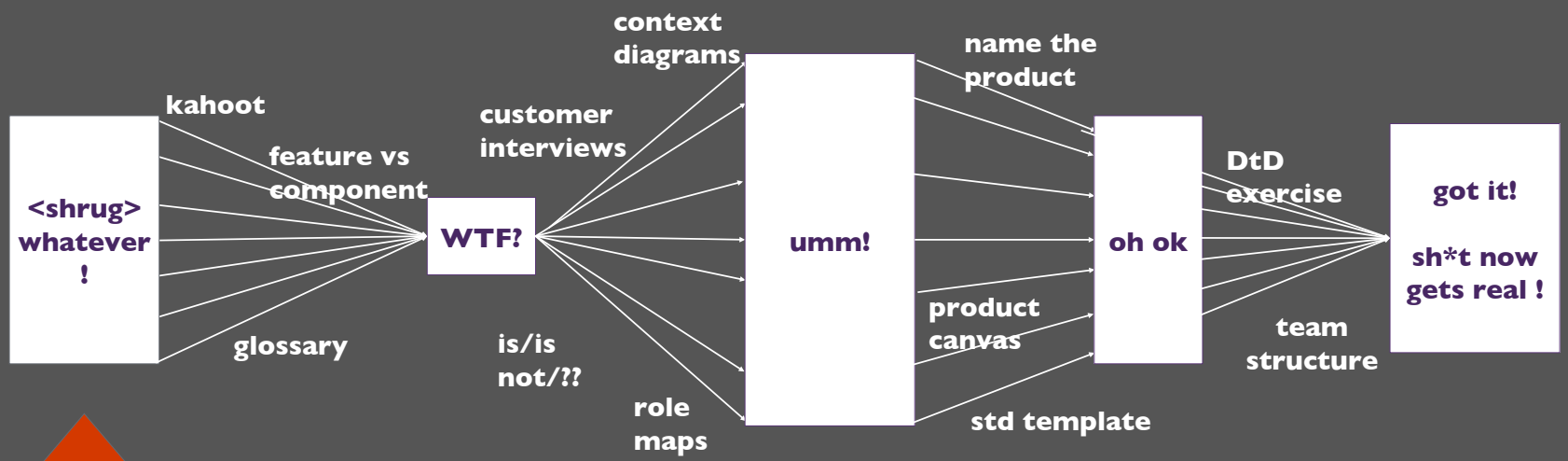
Product Thinking - meta pattern



unco ous
incom ence

conscious
incompetence

conscious
competence

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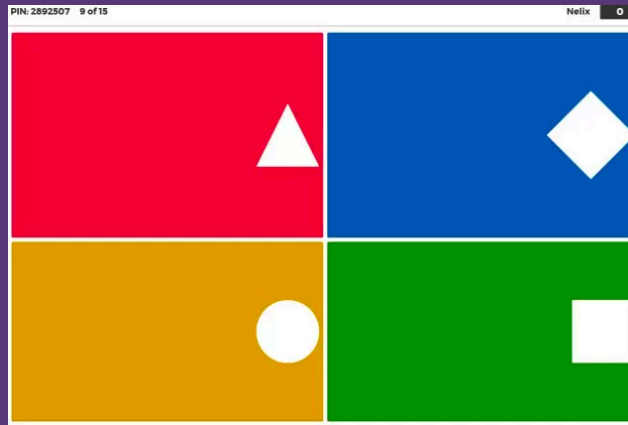
Kahoot!

1. Open a web browser
2. go to: **kahoot.it**
3. Enter the game pin
4. Sign in !



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"The definition of product should be as broad and end-user/customer-centric as practical. over time, the definition of product might expand. **Broader definitions are preferred.**"

- Larman and Vodde, *Large-Scale Scrum: More with LeSS*, 2017

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make the implications clear

- Customer-centric
- Product vision more encompassing
- Backlog & priorities are clearer
- Decisions easier
- Teams are more aligned

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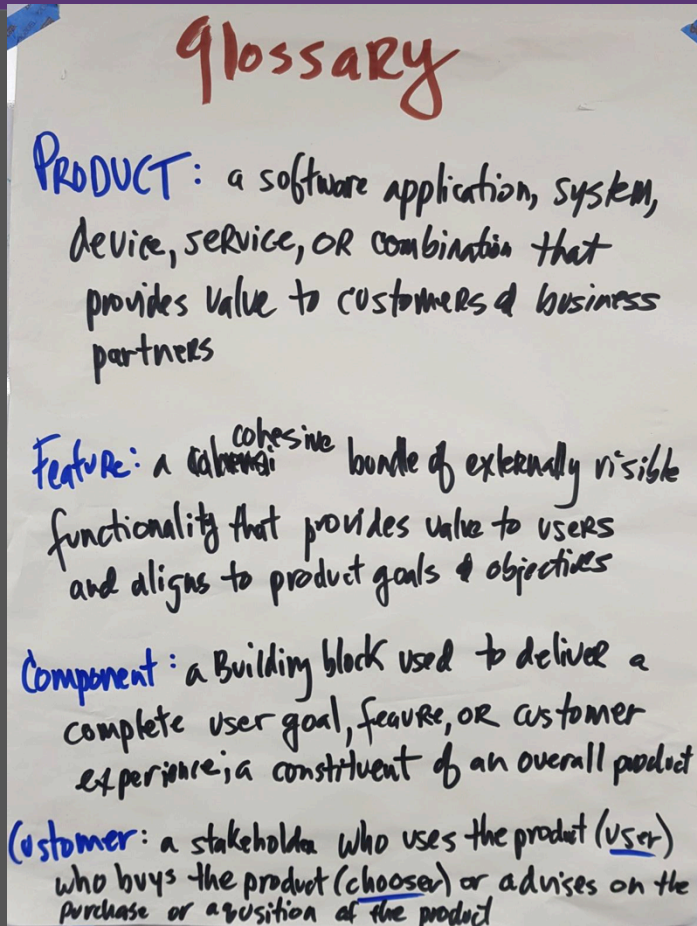
A Glossary is gold dust

write it

use it

refine it



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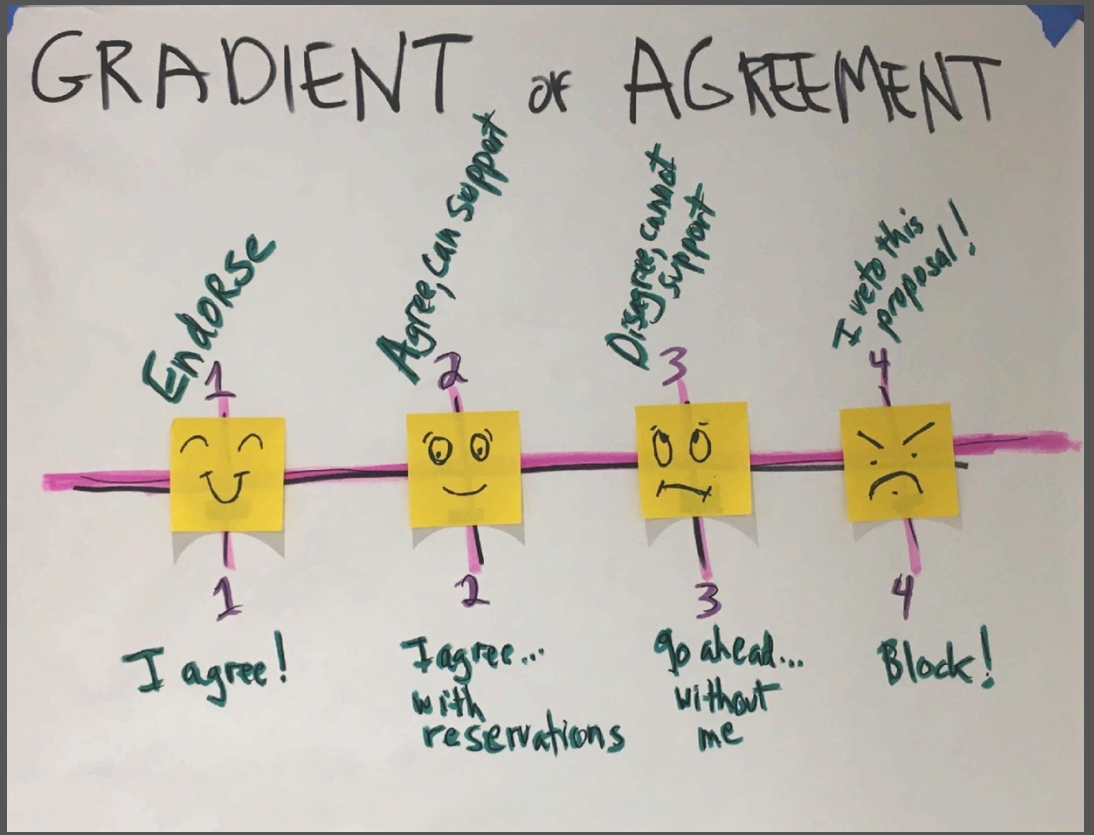
Introduce decision making



Glossary

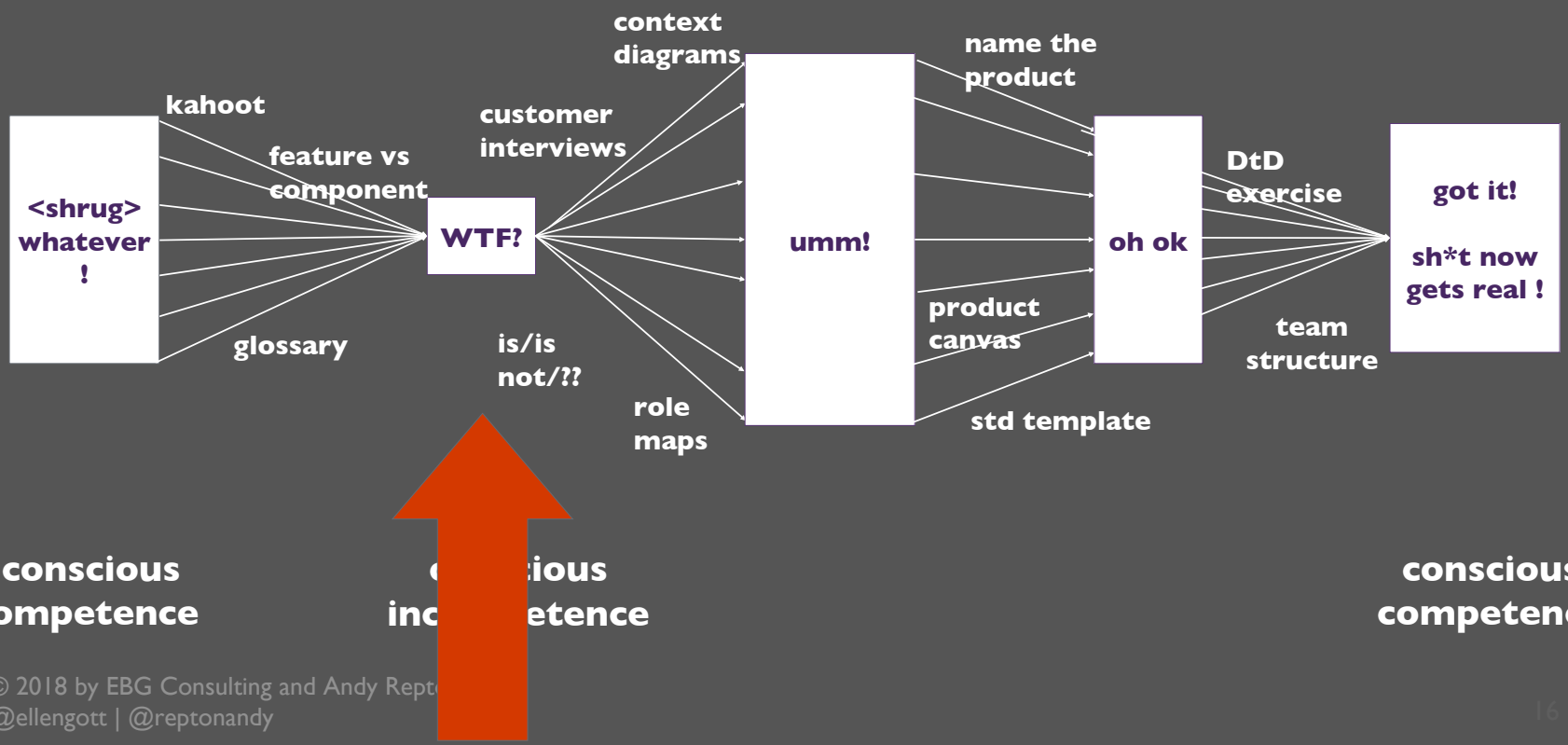
Product: a software application, system, device, service, or combination that provides value to customers & business partners

Feature: a cohesive bundle of externally visible functionality that provides value to users and aligns to product goals & objectives

Component: a building block used to deliver a complete user goal, feature, or customer experience; a constituent of an overall product

Customer: a stakeholder who uses the product (user) who buys the product (chooser) or advises on the purchase or acquisition of the product

Product Thinking - meta pattern



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is | is not | ?

simple sorting exercise

use existing components, features and solutions

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Is / Is Not / ?

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Is / Is Not / ?

macbook

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Is / Is Not / ?

keyboard

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Is / Is Not / ?

earphones

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context is everything

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so what is our product?

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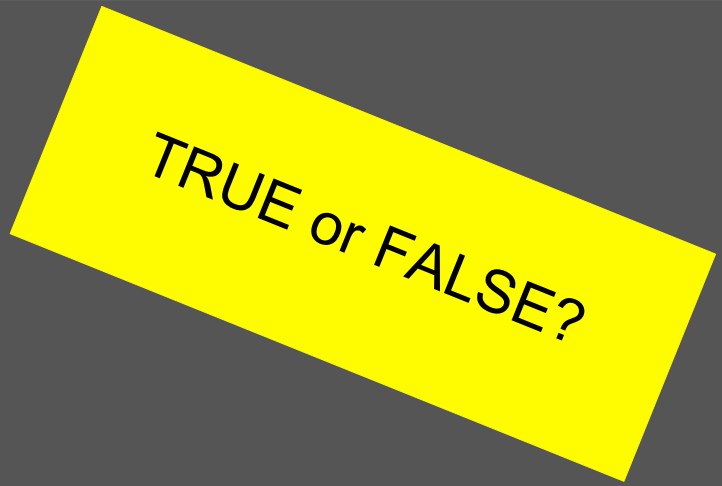
criteria for defining “product”

- outside in (customer’s view)
- short lived
- spans customer journey
- includes services and components
- defined as narrowly as possible
- can have multiple product backlogs



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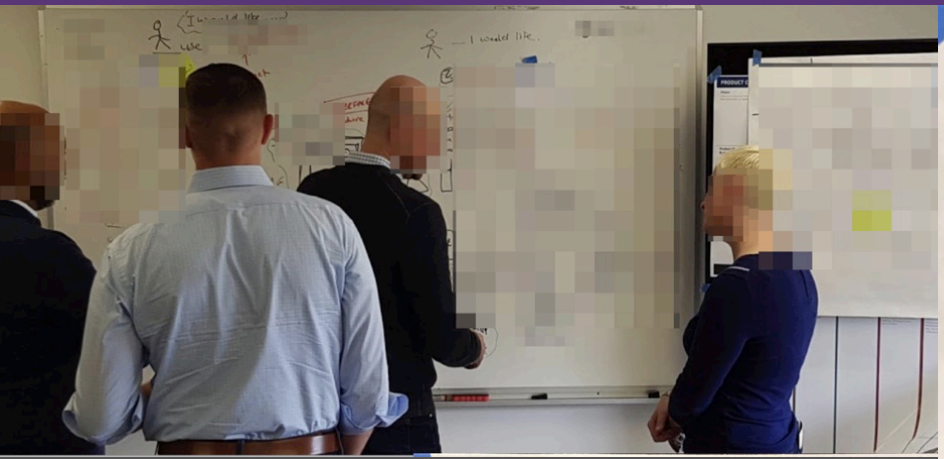
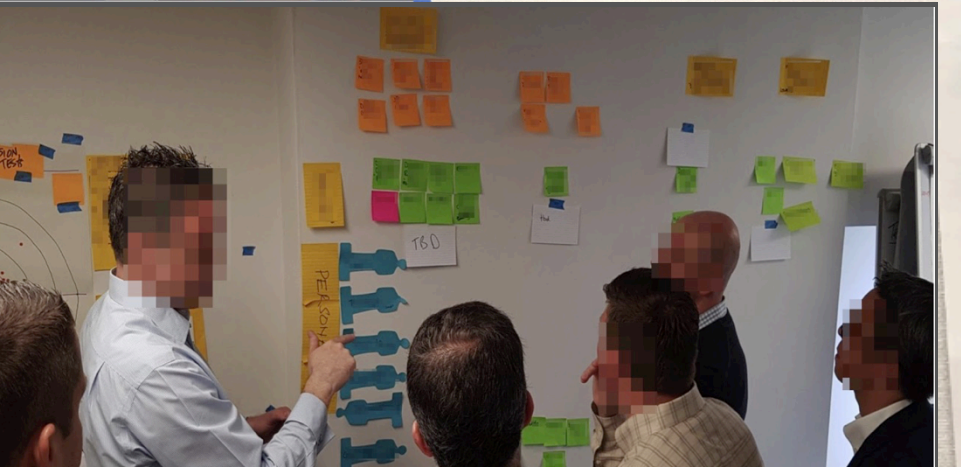
Initial Definition





Pick your strategy

- Bottom up, aggregate
- Customer: the customer + their goal/need
- Top-down
- Middle-out
- combo

Pick one, go deep - product canvas

PRODUCT CANVAS (1/2) | PRODUCT | ORGANIZATION | DATE | VERSION

Vision
What do we strive to be? What do we do?
What differentiates us? Tagline? Visual image?

Revenue Streams
How do we fund our product?
Where does our revenue come from?

Cost Factors
What cost factors are there to discover, deliver, market, sell, and service our product? What activities and assets are most expensive? Most risky?

Channels
How do we keep our customers coming back? How do we obtain, retain, and grow customer awareness of our product?

Product Partner: Business
Who are the people in the business (ours, others) who legitimize, authorize, pay for, or help us promote the product? Who has domain experience we need to draw upon?

Value
What outcomes do business partners want (e.g. increased revenue, cost reduction, risk reduction, brand projection, customer satisfaction, etc.)?

Product Partner: Customer
Who needs or uses our product?
Who are our target customers?
What market or market segment do we serve?

Value
What outcomes do customer partners want (e.g. save time, reduce effort, simplify access, appeal to aesthetics, etc.)?

Product Partner: Technology
Who designs, builds, tests, deploys, services, trains, supports the product?

Value
What outcomes do technology partners want (e.g. increase architectural readiness, improve reliability, reduce future cost to service, develop technical expertise, etc.)?

Competitive/Leader Landscape
Who competes with us? What are their strengths? Weaknesses? Who is the leader? What is their superior capability?

Competition: Capability/Threat: Leader: Superior Capability:

Innovation Waves (technology | platforms | standards)
What changes are happening now-or possibly in future-to hardware, software, platforms, or standards?
What trends might impact the design, development, acquisition, deployment or servicing of the product?

Look out for

New ‘Products’ being defined, that are just new innovations for existing capability

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PRODUCT CANVAS (2/2)

PRODUCT		ORGANIZATION		DATE		VERSION	

User

People, systems, devices that interact with the product.

Interface

The product connects to and from users, systems, and devices

Action

The product provides capabilities for users (e.g., register, login, request help, send notification).

Data

The data the product stores and uses (e.g., user id, timestamp, errors).

Control

The product enforces constraints- policies, regulations, and business rules (e.g., all Traders must be voice recorded).

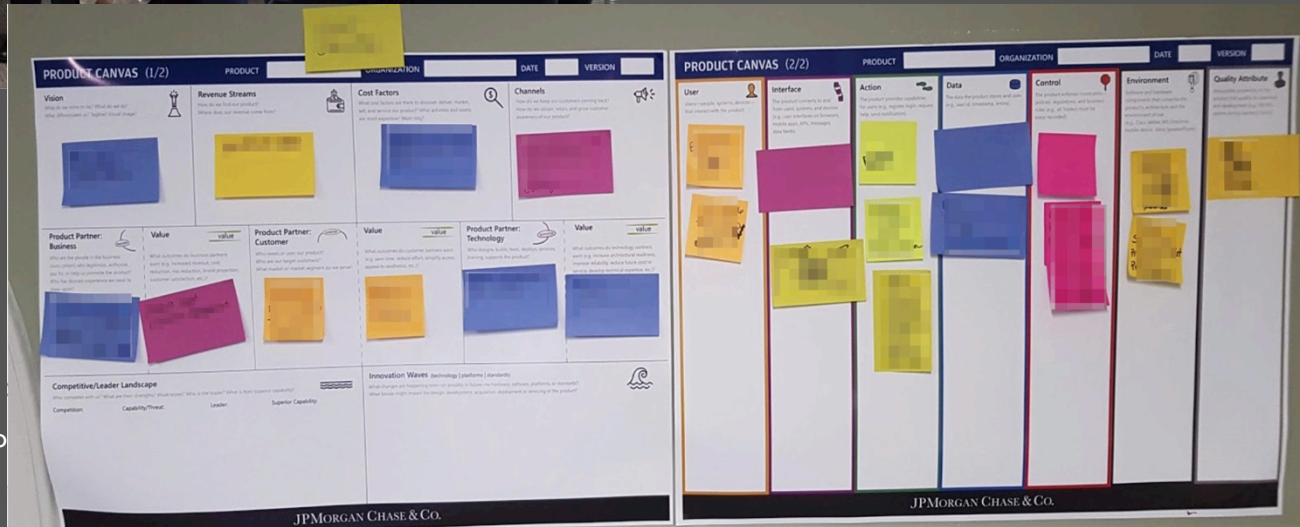
Environment

Software and hardware components that comprise the product's architecture and the environment of use.

Quality Attribute

Measurable properties of the product that qualify its operation and development (e.g., 99.99% uptime during business hours).

Product Canvas - walkthrough



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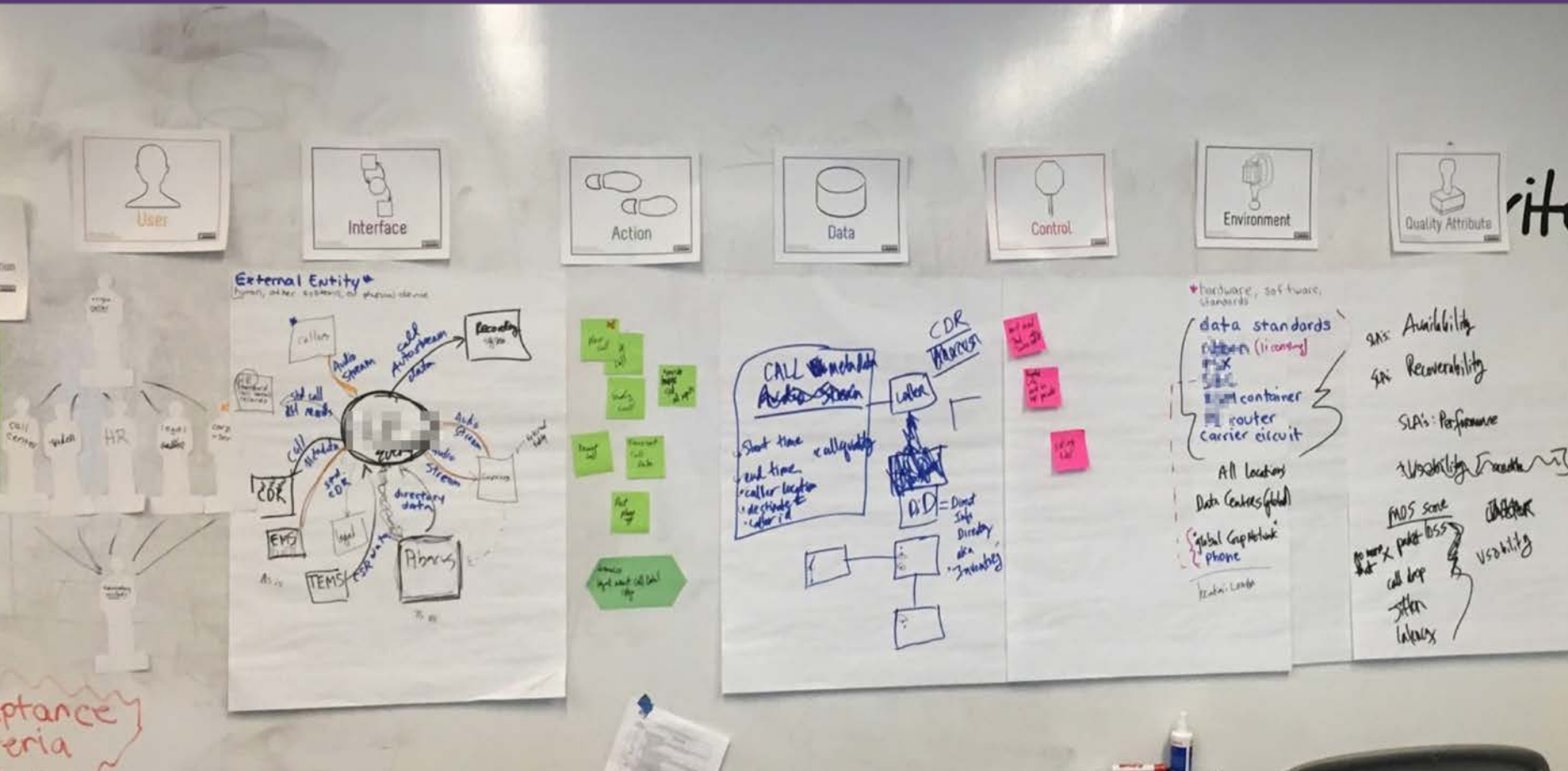
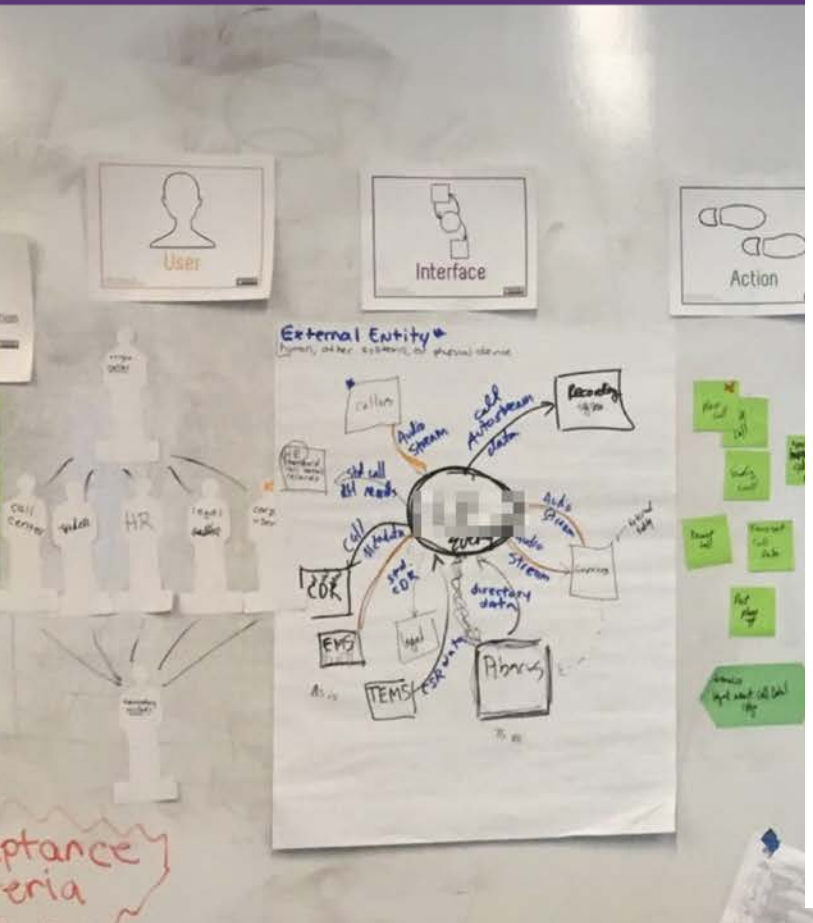
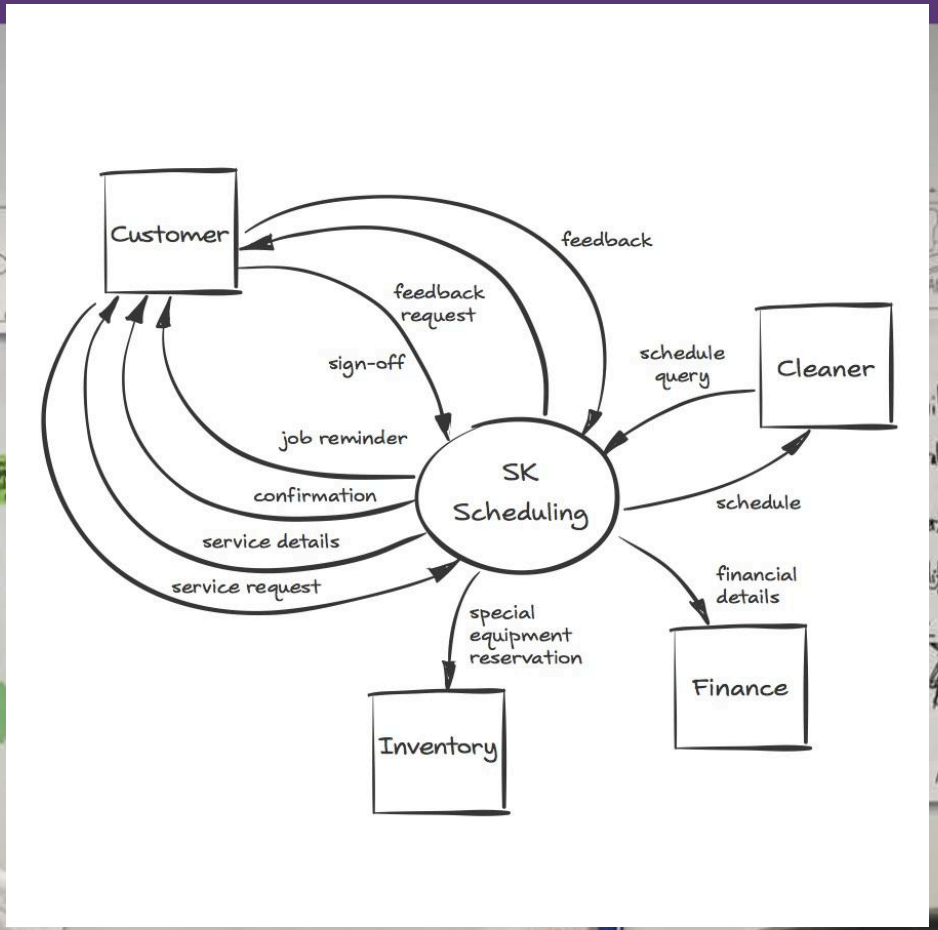
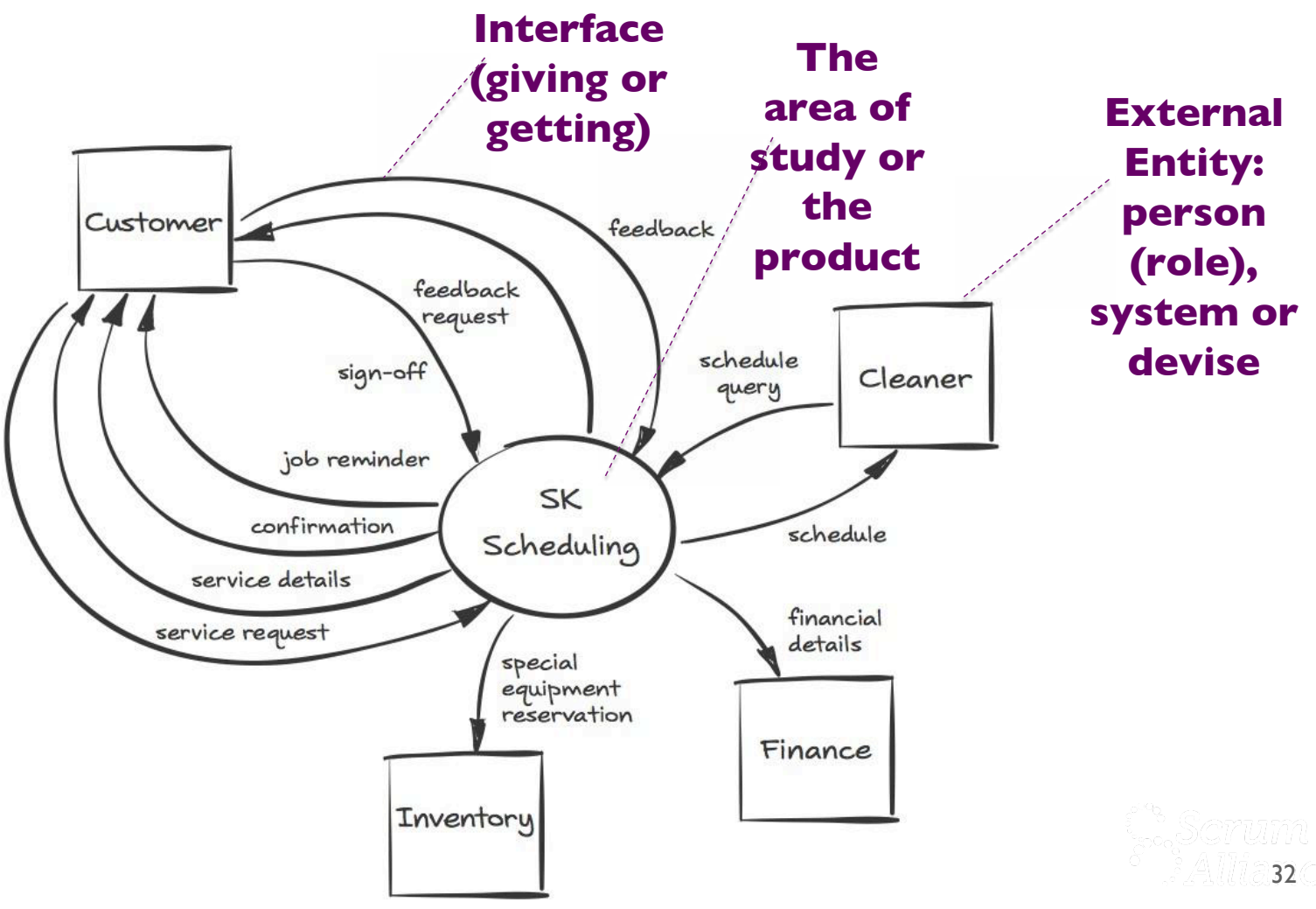
Canvas in action

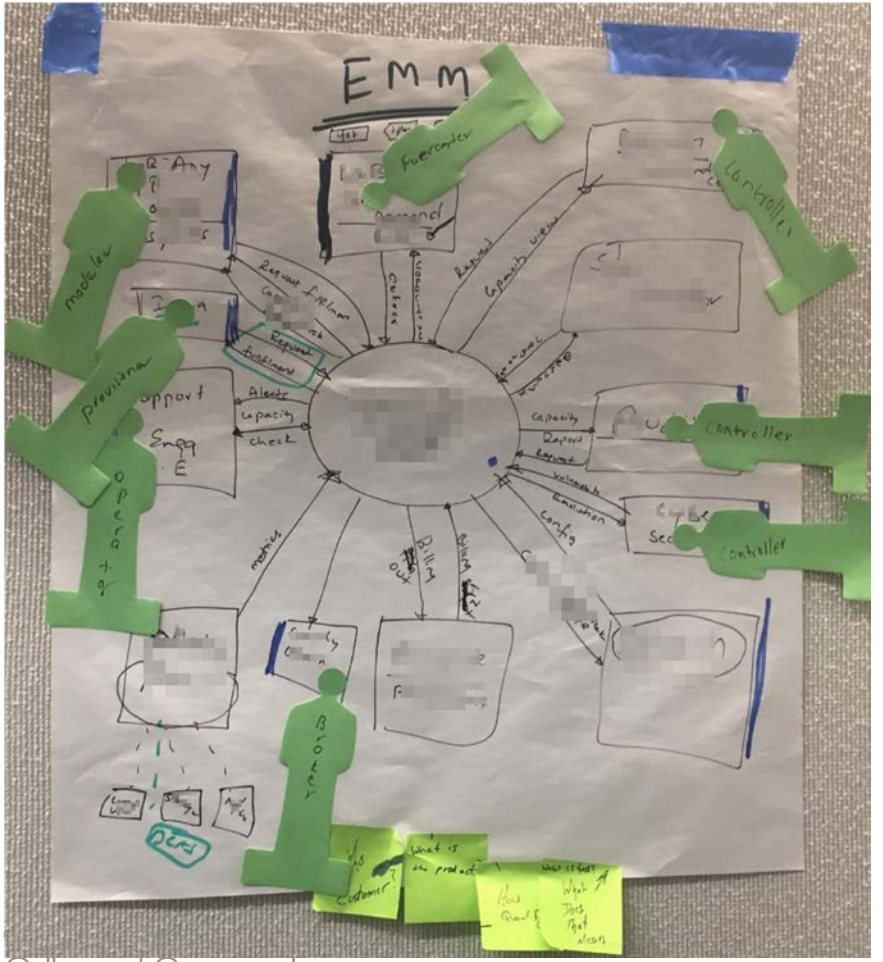


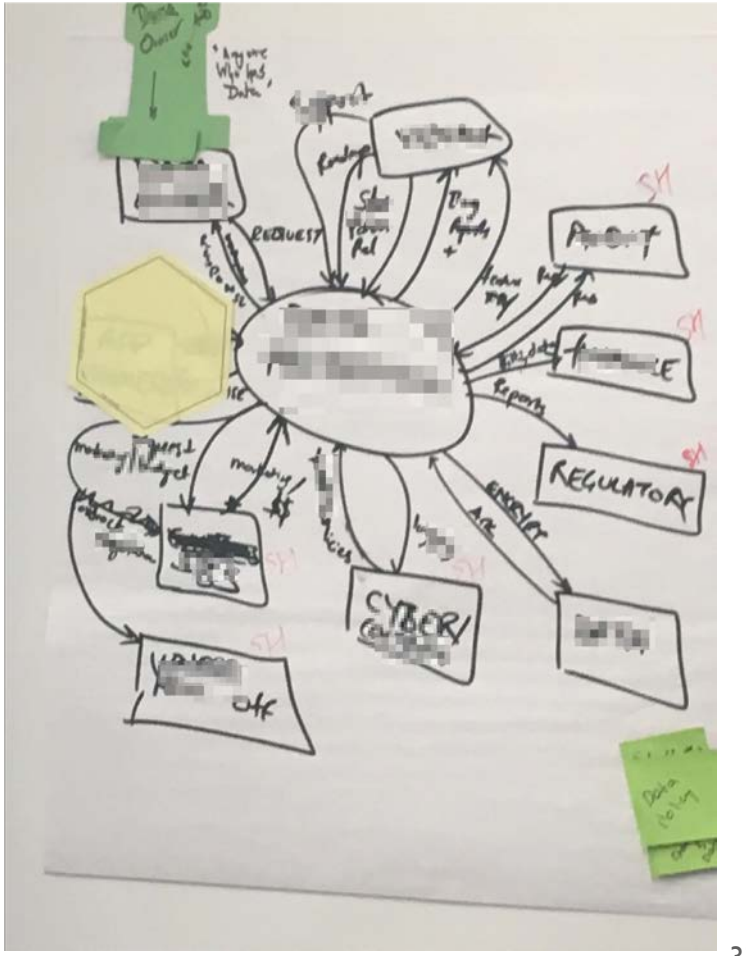
Deep dive - context diagram






Interface (giving or getting)
The area of study or the product
External Entity: person (role), system or devise
Customer
feedback
feedback request
sign-off
job reminder
confirmation
service details
service request
SK Scheduling
schedule query
Cleaner
schedule
financial details
Finance
special equipment reservation
Inventory


EMM
fuercenter
controller
modeler
provisioner
Alerts
capacity
check
Request
Capacity view
Capacity
Report
Emulation
Config
metrics
Billing
Broker
DEMS
What is the product

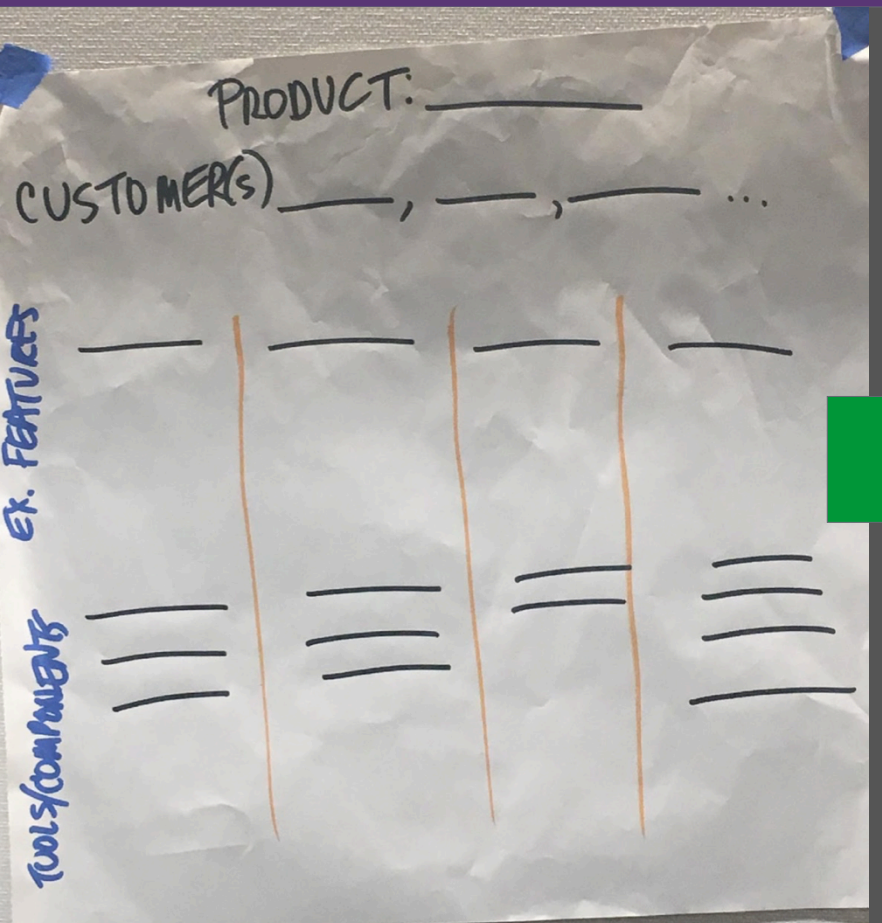

REQUEST
REGULATORY
CYBER/
Reports
ENCRYPT
Data policy

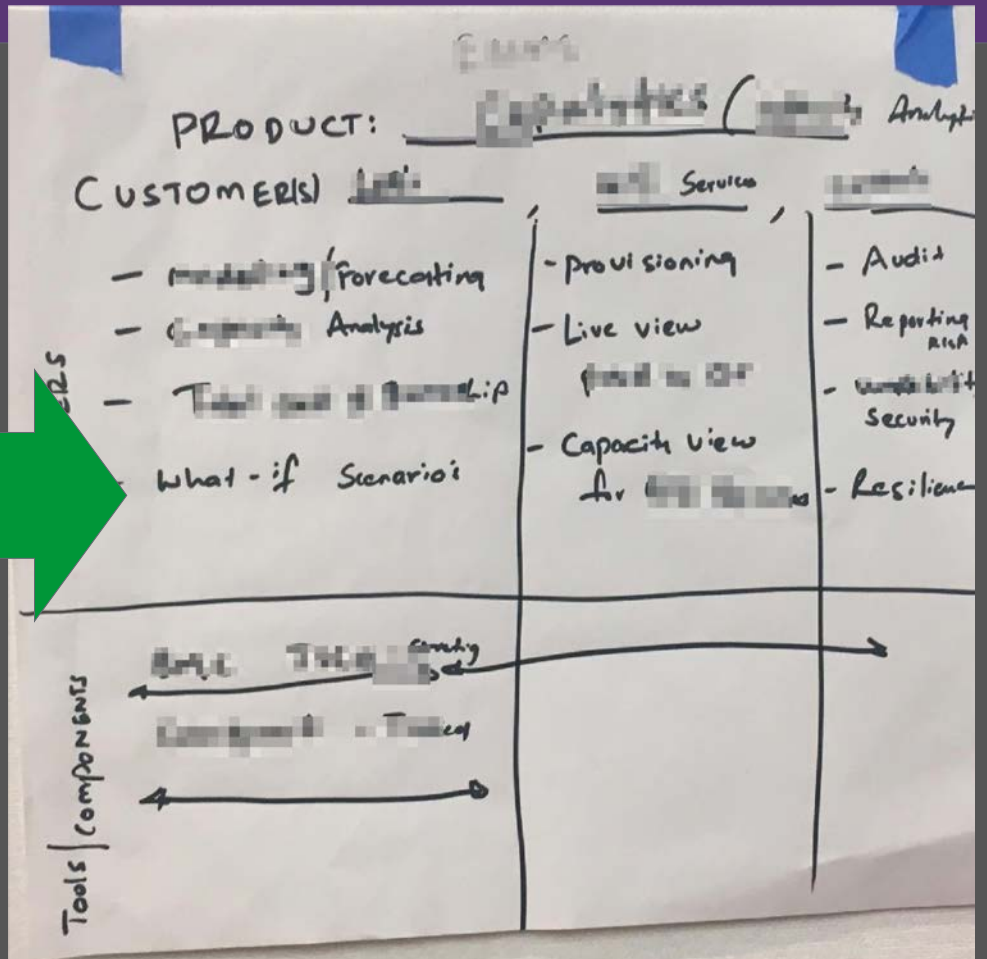
The fun bit - naming the product

NAMING the PRODUCT

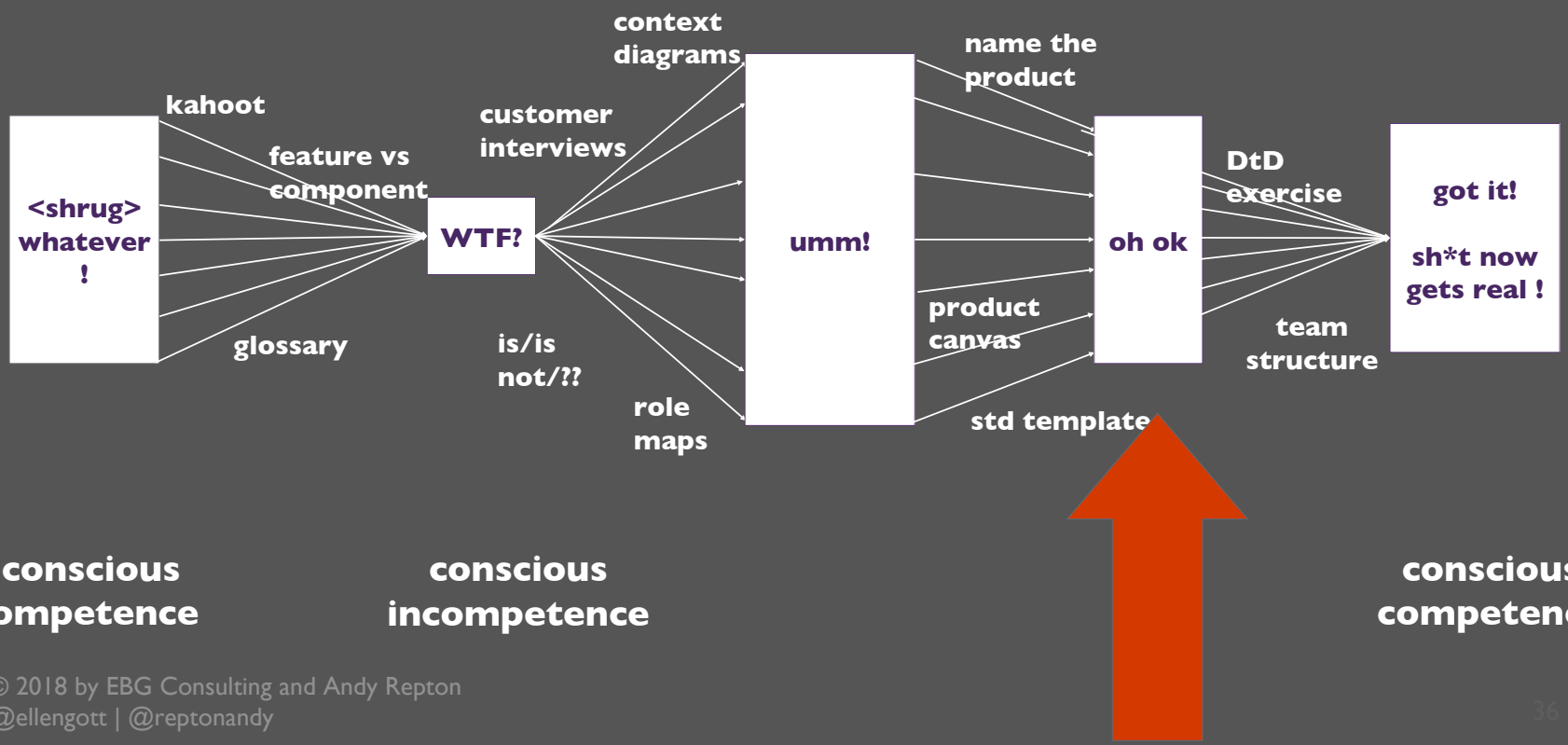
- ☐ will be sustainable over time
- ☐ Avoid internal or vendor branded names if possible! e.g. Splunk, Amelia
- ☐ is industry neutral
- ☐ is customer-focused

Product Template - review and refine





Product Thinking - meta pattern



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structure follows product

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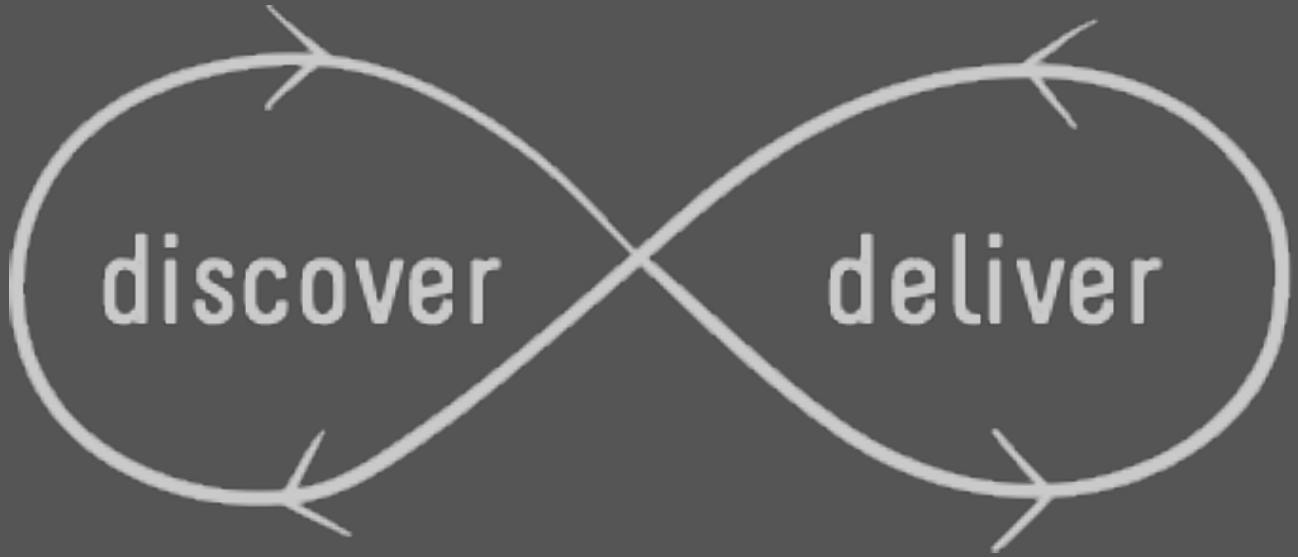
Introducing discovery vs delivery



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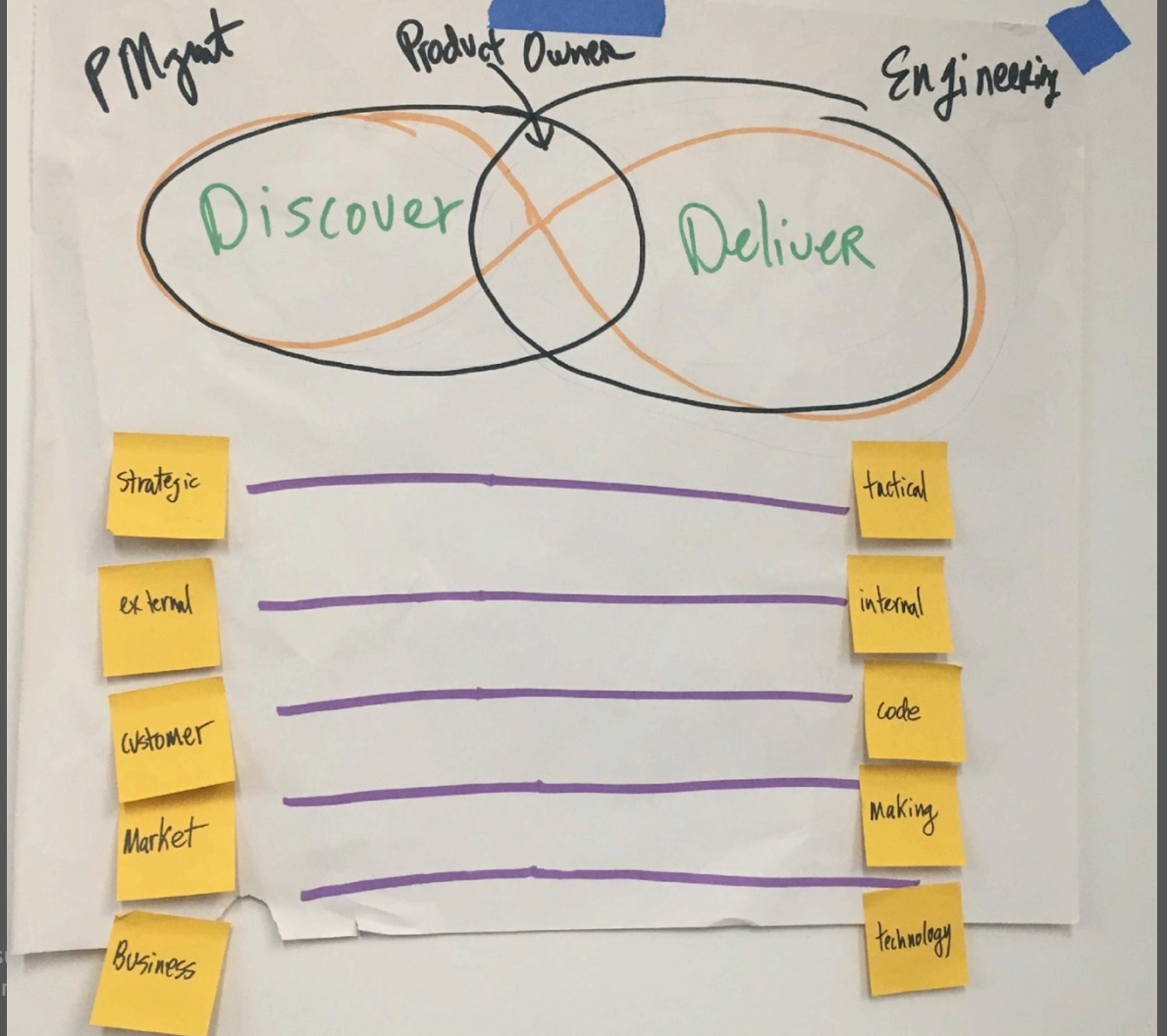

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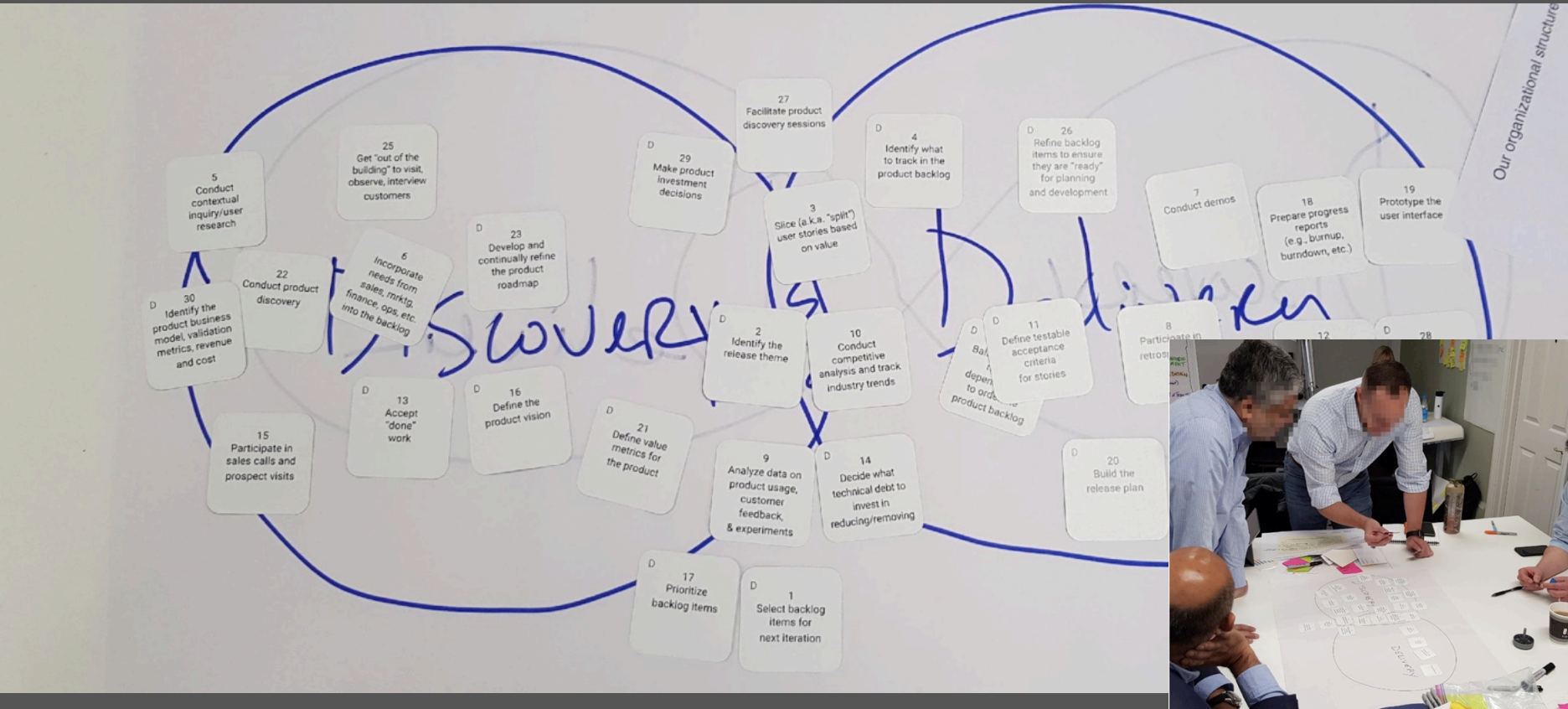
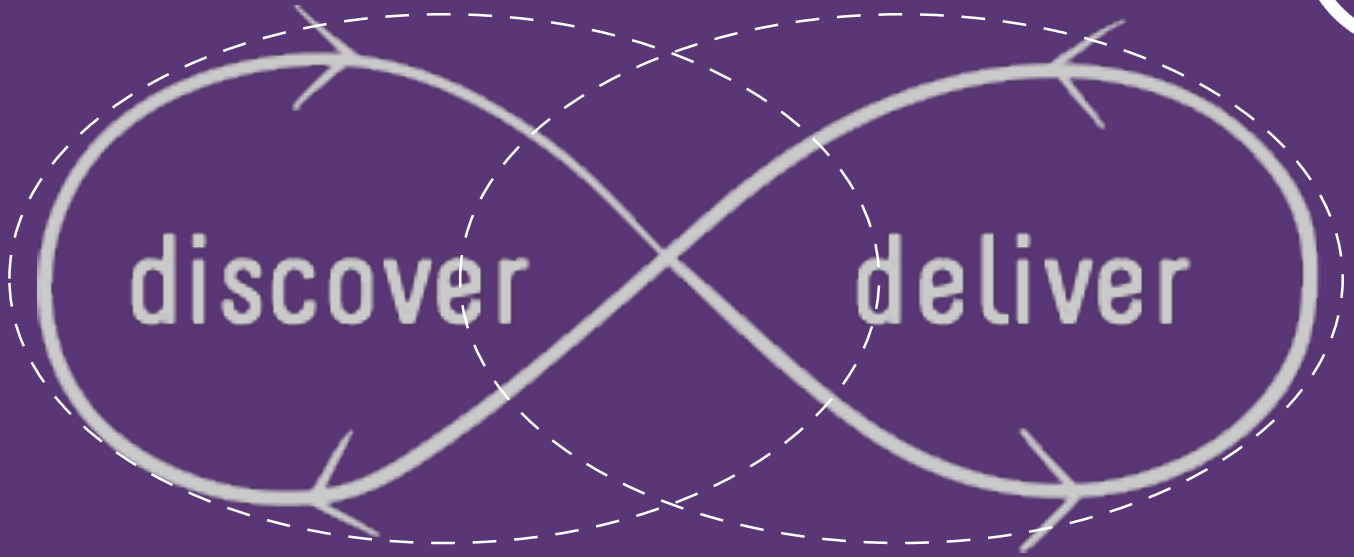
Introducing discovery vs delivery





Product Manager

Product Owner

Development Team

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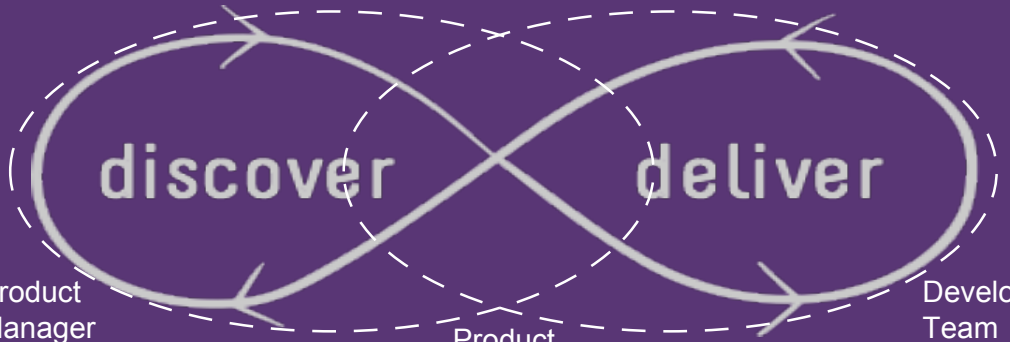

Conduct demos

D
Prioritize backlog items

D
Conduct competitive analysis & industry trends

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after the workshop...

- improvement backlog
- organizational realignment
- training
- liftoffs
- coaching
- discovery sessions

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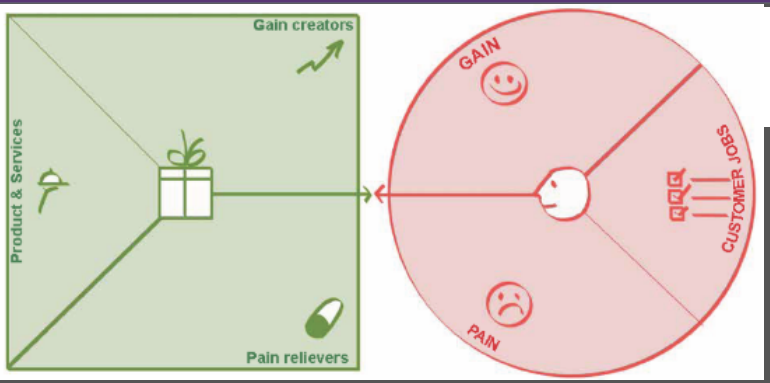
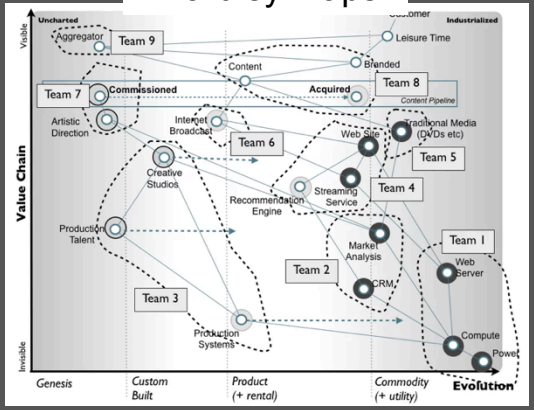
other experiments

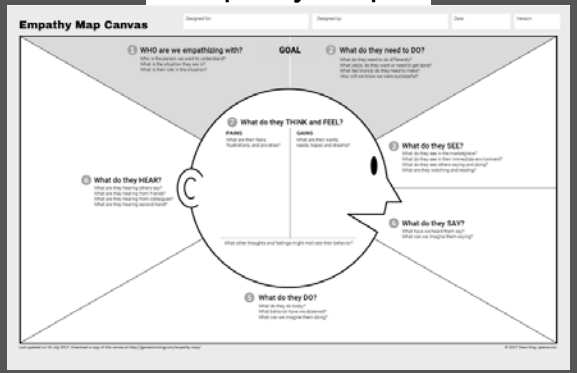


Value Prop Canvas

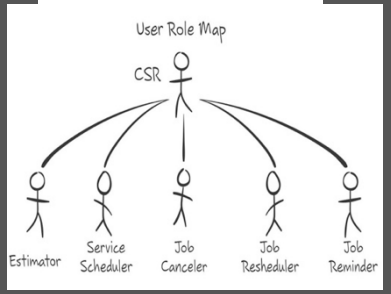
Wardley Maps



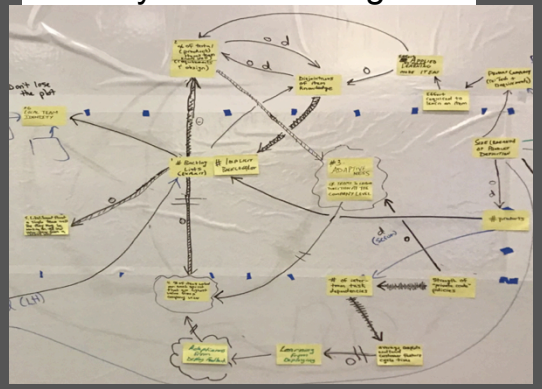
Empathy Maps



Role Map



System Modeling



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Recall your biggest challenge.

How might you tackle now?

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