



GOSEI

Dreaming Thinking Doing

The fundamental process of development

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LeSS Conference 2022 Warsaw

Speakers



We have a dream.

~~I~~

-- Lucy Karpova



Dream is nothing, **dreaming** is everything.

~~Plan~~

~~planning~~

-- Ari Tikka

The natural process of dreams materializing

Privately

- get coffee, buy a car, plan a trip, build a house, have a party

At work:

- Product development and organizational change
- A new feature, tool, office, team, ...
- Agile transformation
- A new car model in 3 years

Why this talk?

No-one told this to us, and we found it useful

- Fundamental
- Makes sense
- Quick to explain
- Quick to grasp
- Surprisingly easy to sell
- People are hungry for dreaming, participation, and influencing
- The context for development

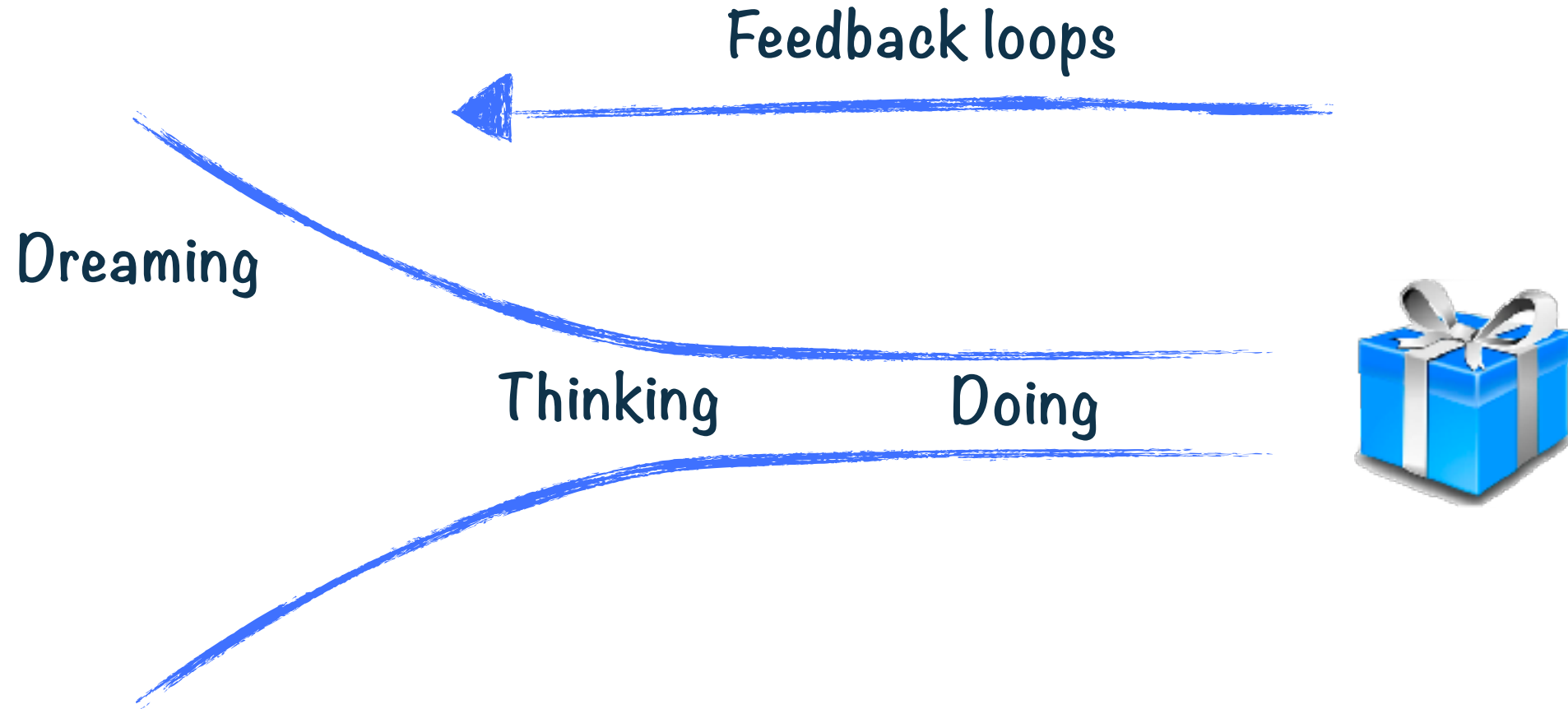
The recursive pattern is widely applicable, but we focus to large product development

- Large organizations
- ~~Requirement management process~~
Learning, co-creating what to do
- PO world (LeSS huge)
- Collaboration
- Examples and how-to proposals

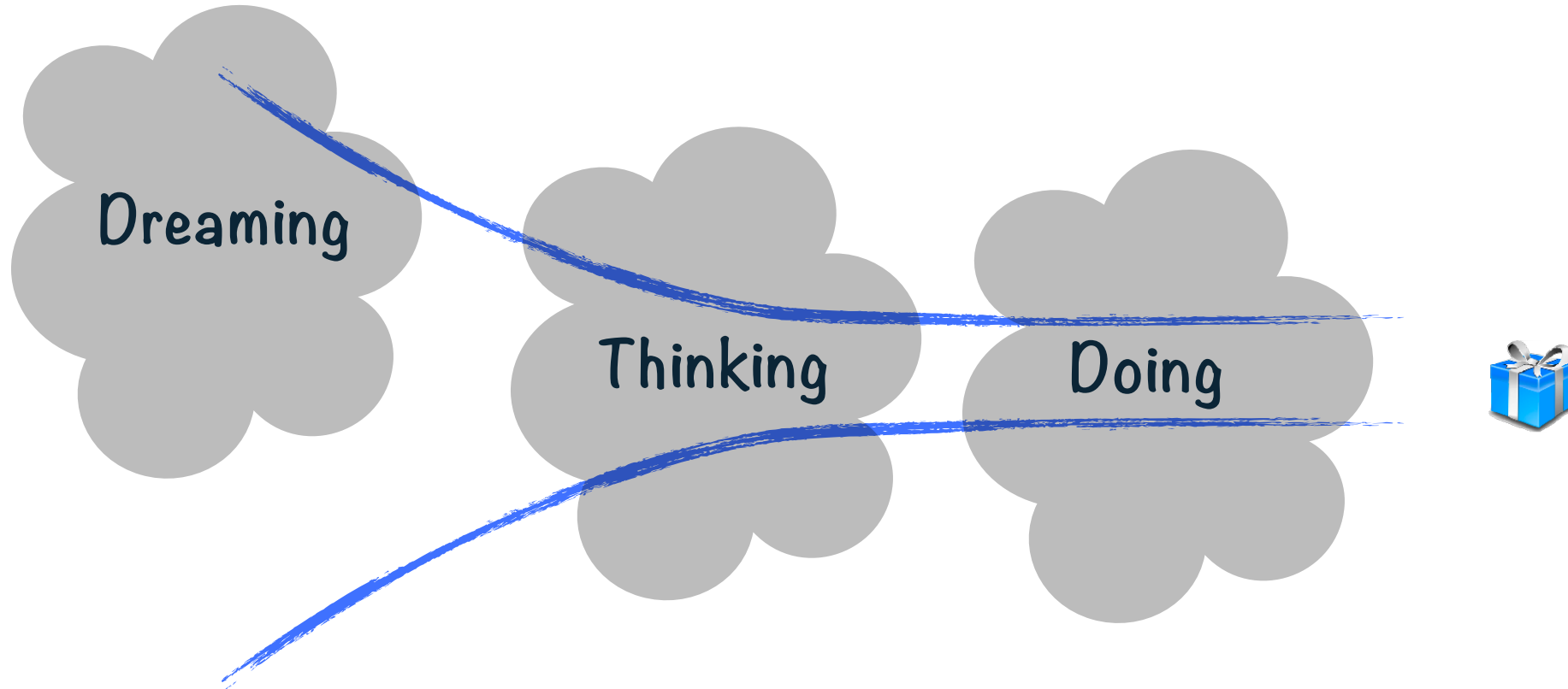
Please dream

Please take a moment and dream about something new in your organization or product.

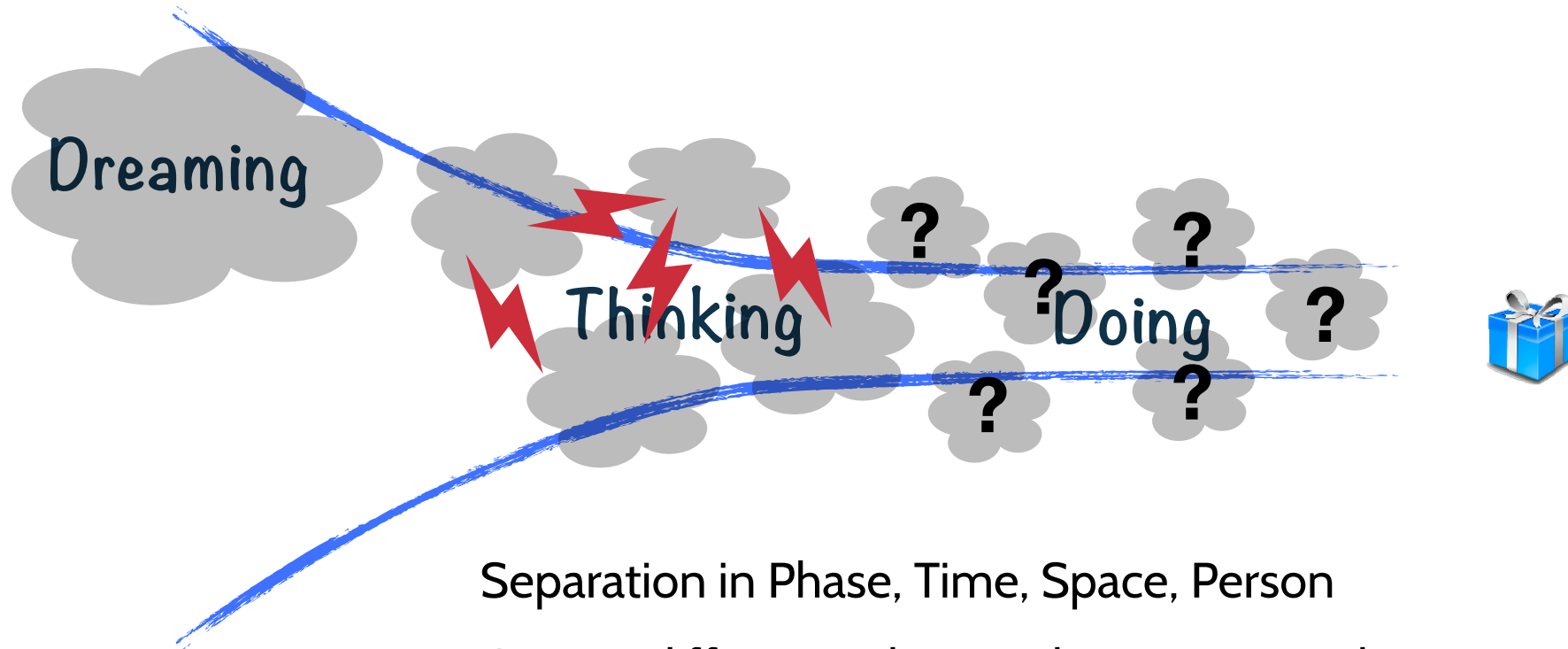
Thinking is hard



Others dream, others think, others do...



...leads to scatter and fragmentation



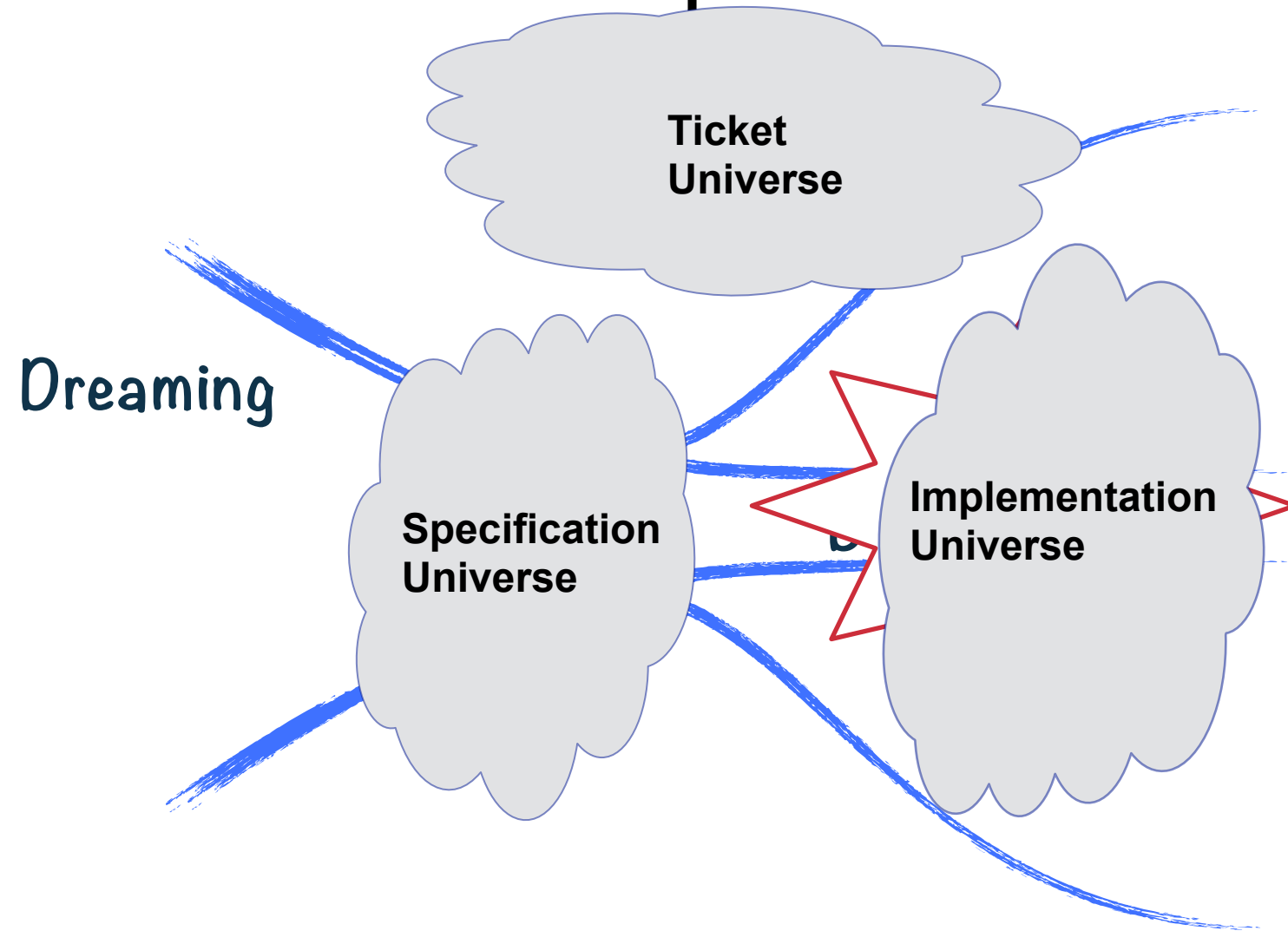
Separation in Phase, Time, Space, Person

Creates different culture, values, interests, language, worldview

Reducing communication, empathy, understanding, trust, and Flow

Leading to waterfall and high power distance.

Explosion of detail



Business vs Development



Funnel: Choose the best

Change is free
and means more value

Looking out. Market risk

Desired behavior

Grasping the whole

Market control: commit to a business deal

Project time: Ready at deadline

Optimistic opportunism



Pipe: Make it work

Change means
cost and delay

Looking in. Technical risk

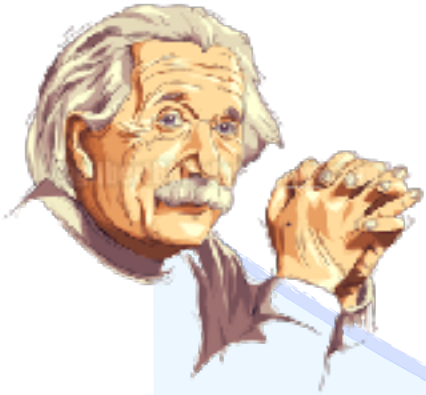
Working software

Fitting every detail

Clan control: Progress will emerge from
creative work

Developer time: It is ready when it is ready

Pessimistic. Only problems are real.



Einsteinian vs Newtonian



We work with a probability field

Network of associations and brains

Concepts don't have a permanent identity, "a soul".

Conflicting mental images, dreams, plans exist simultaneously.

Sudden enlightenment.

We build a deterministic machine

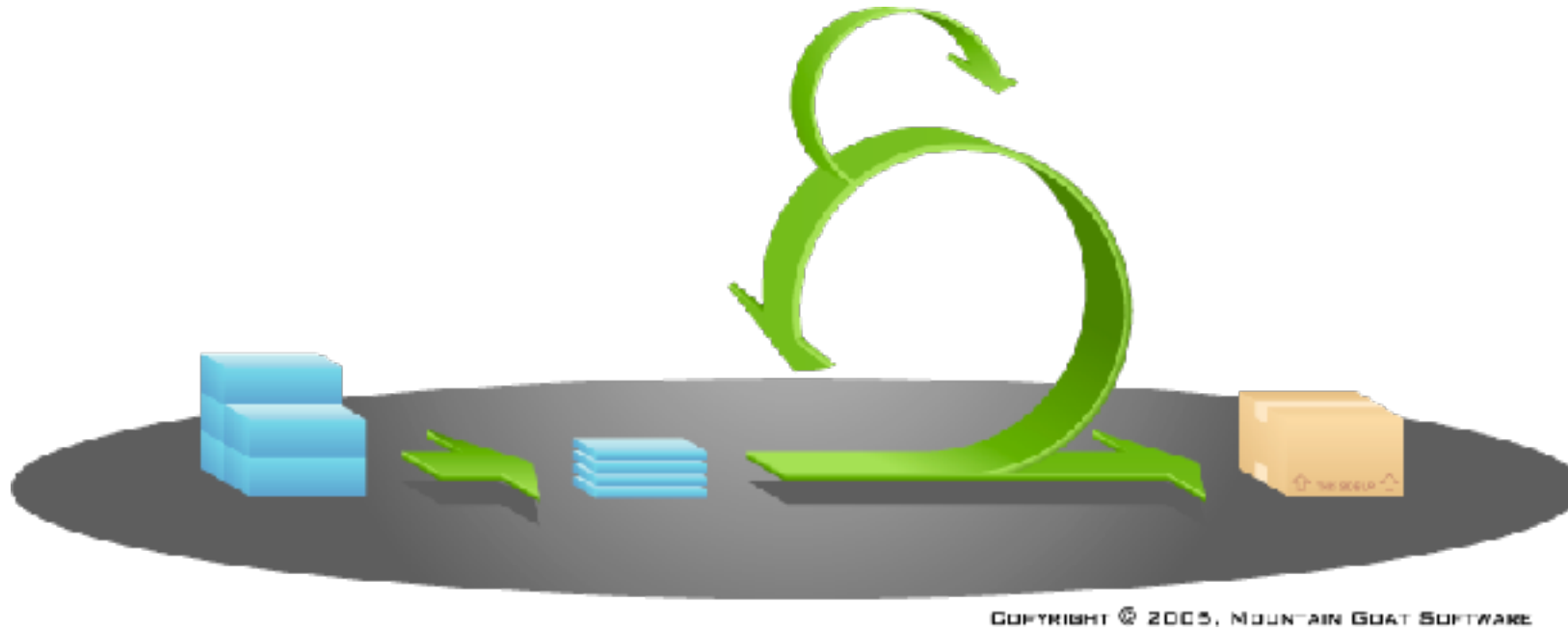
A thing, working software

Implementation has a permanent existence and location.

Pieces work together. Sequential work.

Gradual development.

Robust dialogue



Business

Dev

Business

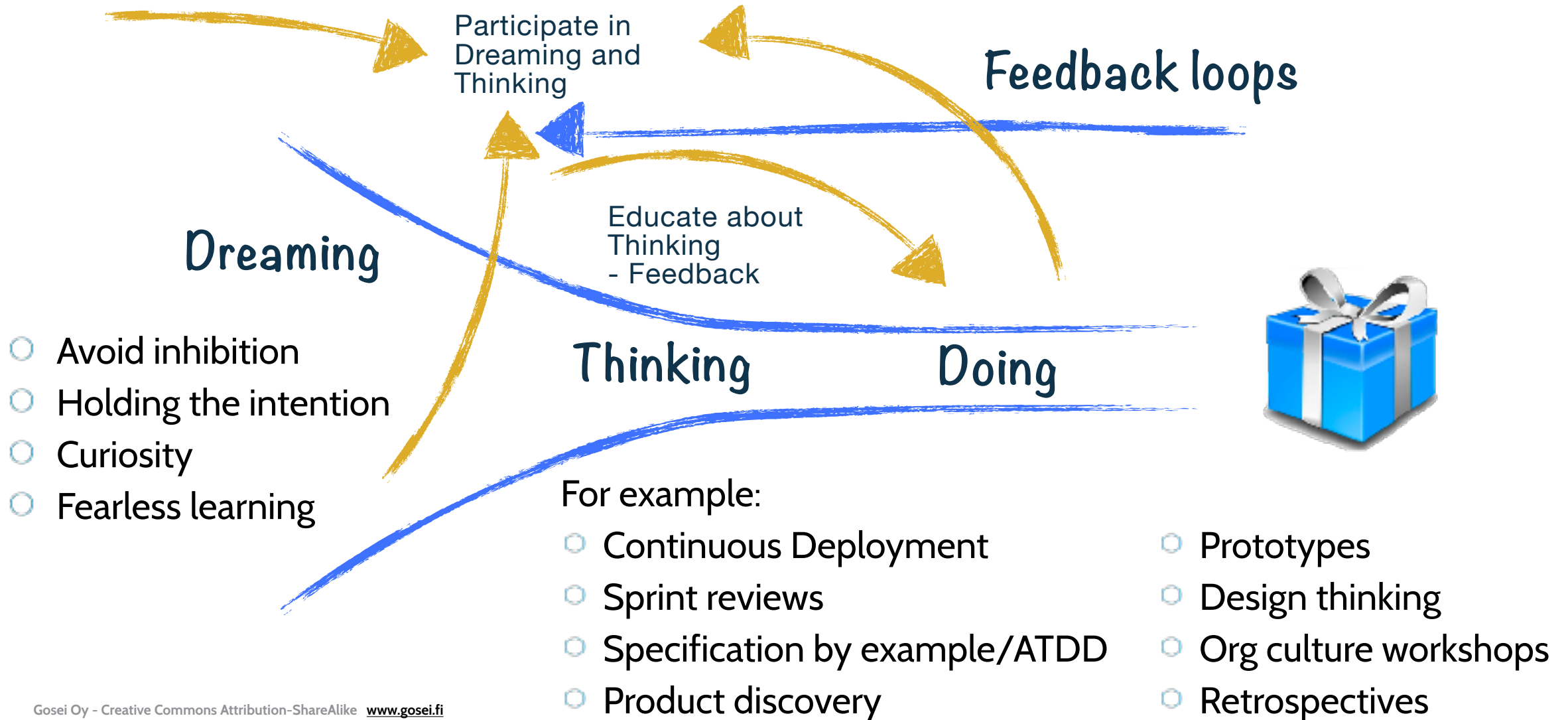
But...

There is more to
"backlog refinement" ...



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Integrate Thinking Continuously



The nature of Teamwork

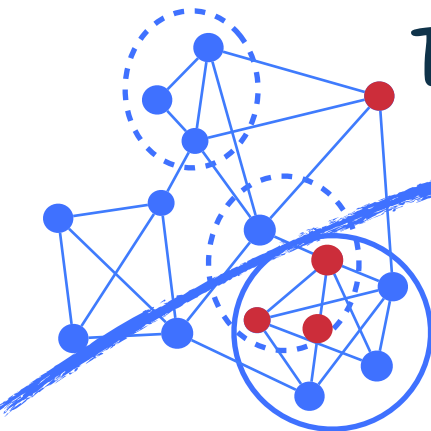
The essential conditions of Teamwork
for the Teams and the PO community:

- Right people, authorization, competence
- Clear, challenging and consequential goal
- Supporting organizational context

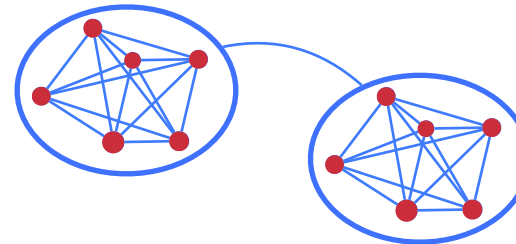
Dreaming

Thinking

Doing



PO community



Feature teams



Please Think

Remember your dream...

Who will you Dream more with?

Who will you Think with?

What kind of facilitation will you use to support the Dreaming and Thinking?

What kind of artifact, models, processes, etc will you use to Integrate people's Thinking Continuously?



Dreaming Thinking Doing Use Case in Flix

2022 LeSS conference, Warsaw, Ari Tikka and Lucy Karpova

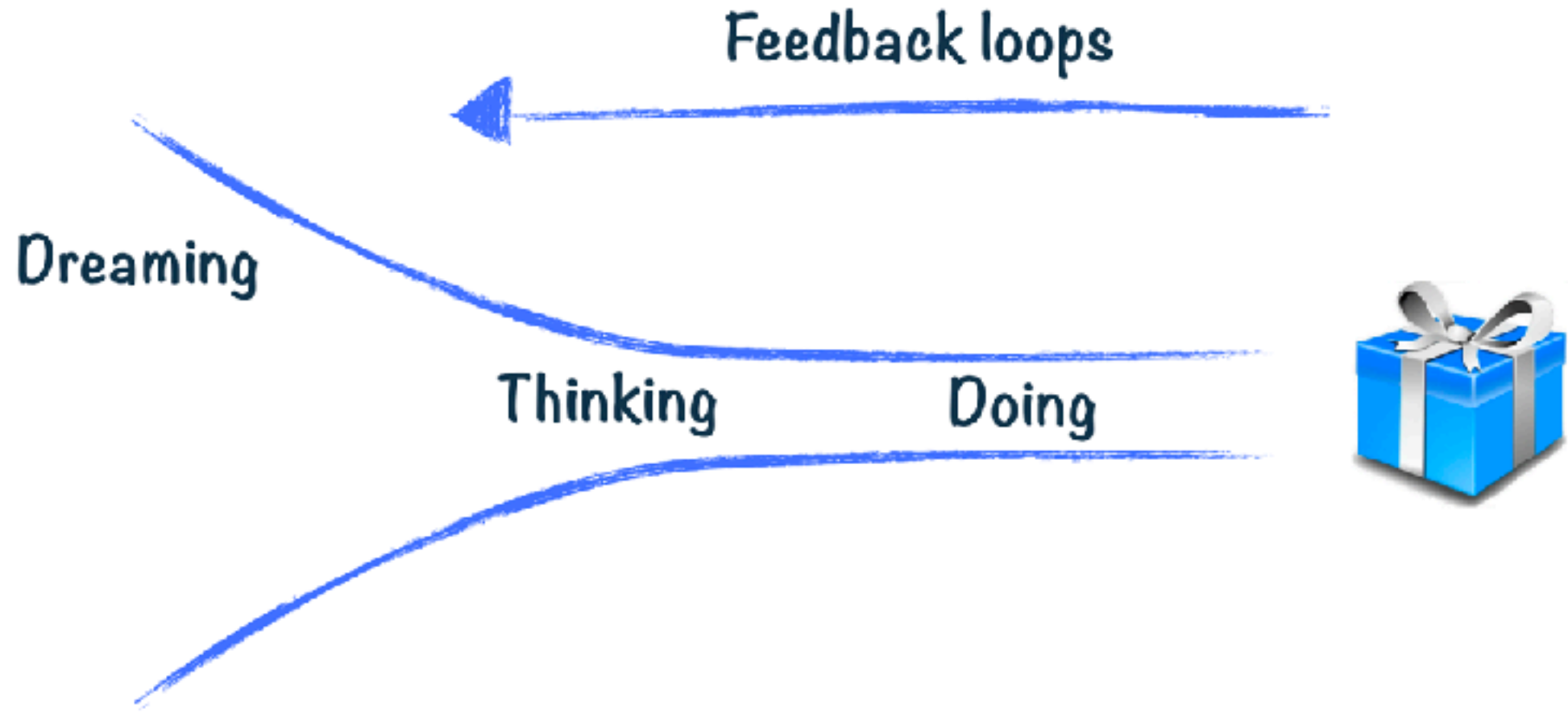
Challenges if No Dreaming is done



Challenges if No Dreaming is done



Where most of conversations happen



Dreaming

Criteria

Leaders

Org Evolution and Maturity

Teams and Team Health

Business and Customers

Engineering and Tech Process

Product Mindset

Inspiring role model who is visionary and
enabler aligned with company and has a good
flexwork/balance. (like my leader)

Leaders



Business and Customers

- we want to provide best customer experience that is in line with CLV potential
- customer information and direct link with them
- it is a loved brand and
- a platform bringing together business and customers together



Engineering and Tech process

We can scale to the moon and self-improve
we do the right things
Tech is an enabler



Org Evolution and Maturity

Things work effectively
with responsibilities clear and flexible in prioritization for aligned company goal



Teams and Team Health

It's place to work and everybody wants to work here but we
choose the best
flexible work environment
have fun and results
golden goal of drifting from business and team perspective



Product mindset

We find the perfect balance between business interests and customer satisfaction
solid and good quality product with customer oriented approach
we understand internal and external customer's effort easily
Product needs to fit different needs





Dream about a perfect leader. How can you describe them?

45





What is your dream team like?

52



Willing to learn United Don't use jargons
Statistically significant
Fun Reliable Synergy
Open minded Open
Diverse Supportive Learning Julia
Luka strong
Challenging
victorious Smart Collaborative fair Cooperative
Engaged Supporting Helpful Result focus
Talkative Skilled Take ownership for others



What is a great product mindset (for product teams or the ones working with them)? 45 👤 ...

Pineapple

Useful

Environment friendly

Intuitive

User centric

Innovative

Easy

Efficient

Luka

Customer focused

Creative

Easy to use

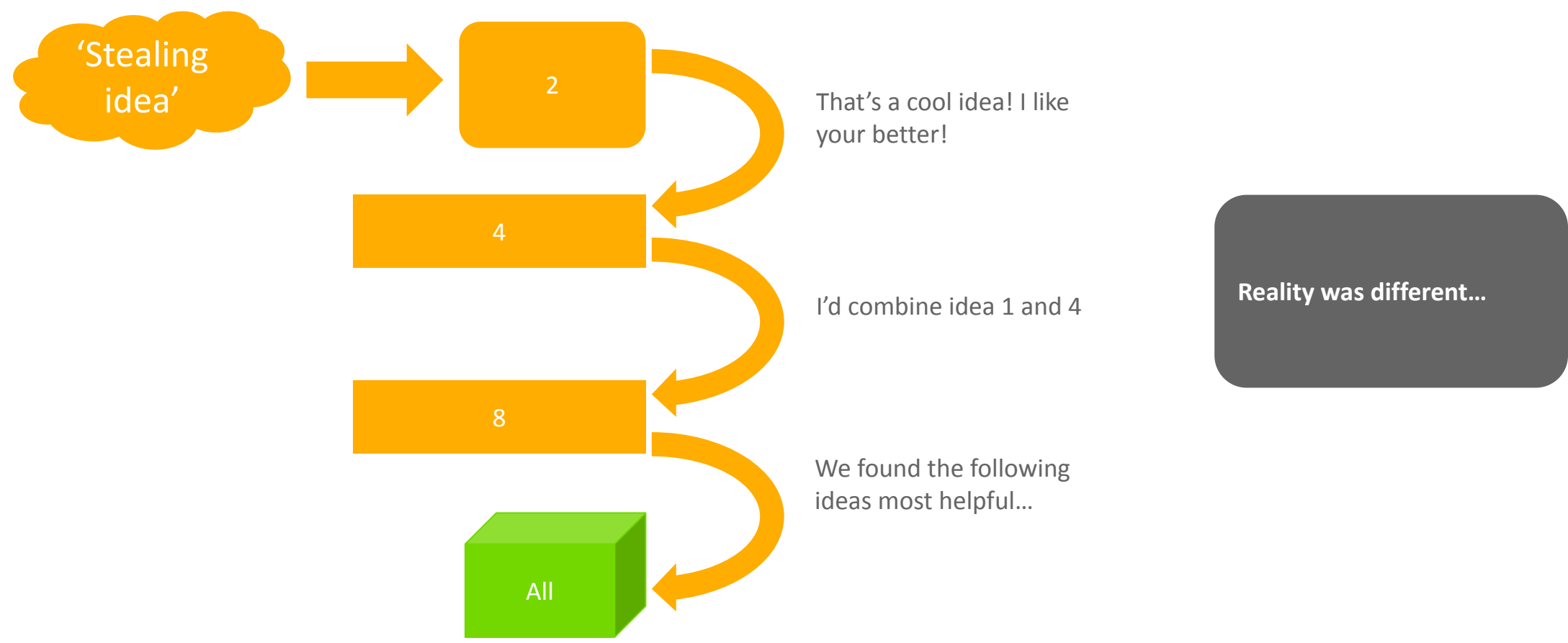
Risk taking

Iterative

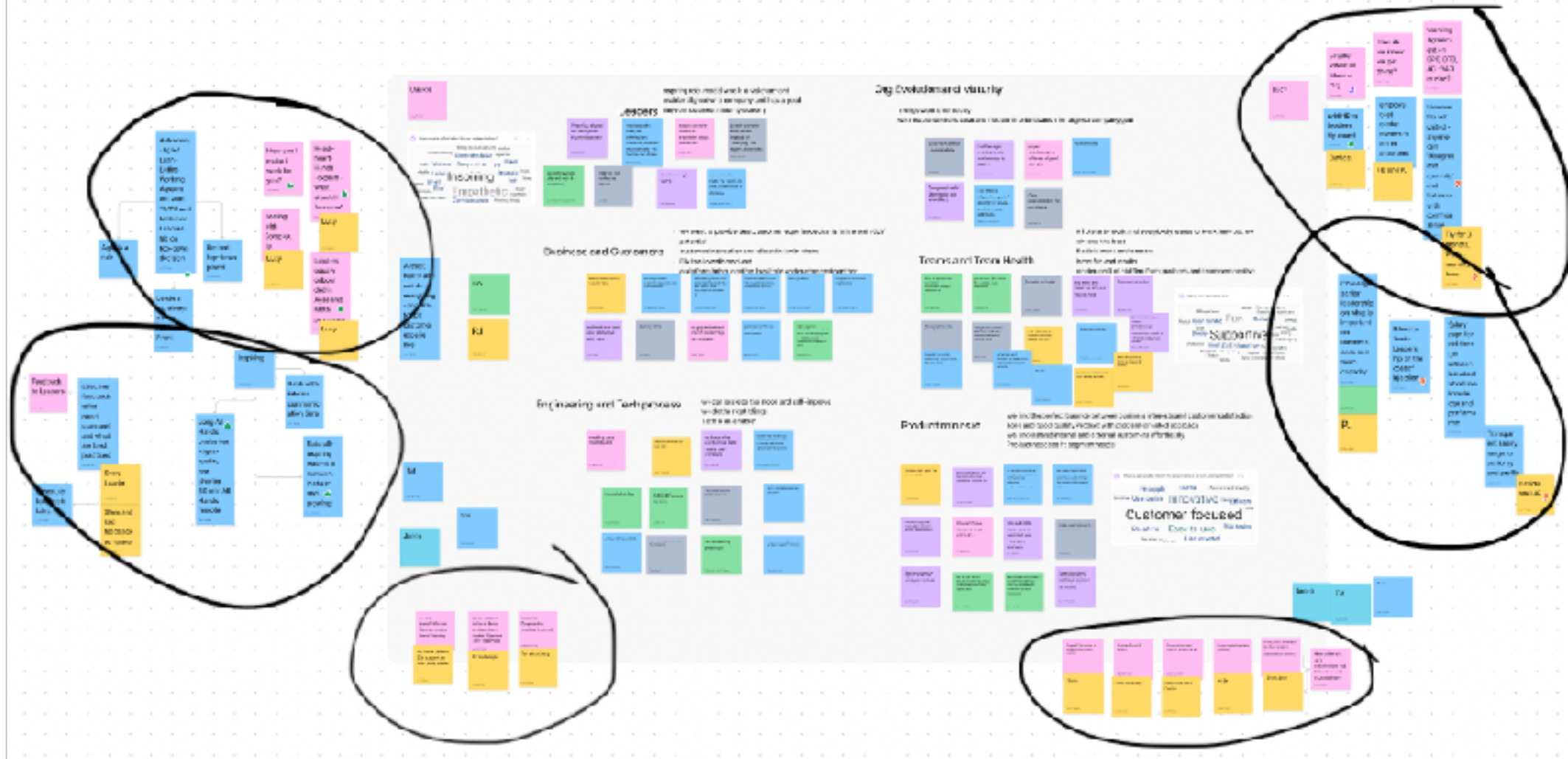
Visionary

User oriented

Thinking 2-4-8



Thinking



How to Dream-Think-Do together

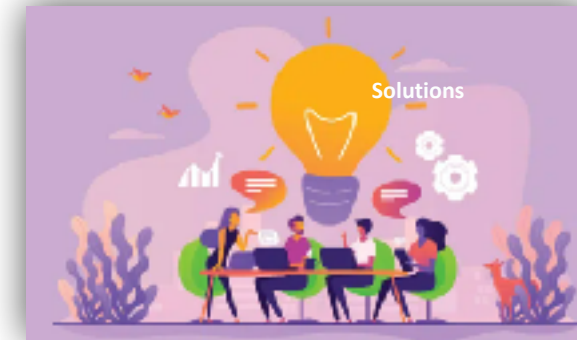
Preparation

1. Identify who should Dream together
2. Talk to the people and make them curious
3. Find the slot when everyone can come 😊

Session

4. Dream Together

(incl teams)



5. Think How to Get There



Result: Action Items List

6. Make It Happen! Check Progress Regularly