How to discover the right product to solve the right problem
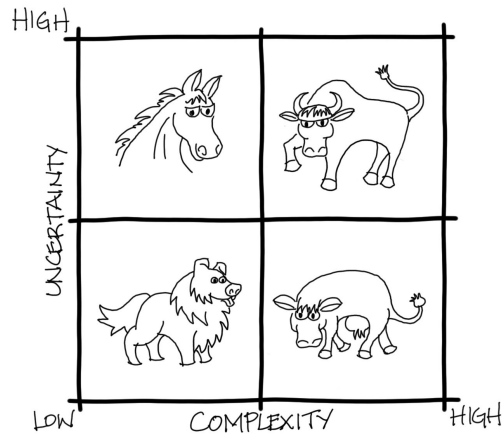
Kent J. McDonald

kent@kbp.media

www.kbp.media/go/bbc-right-product-right-problem
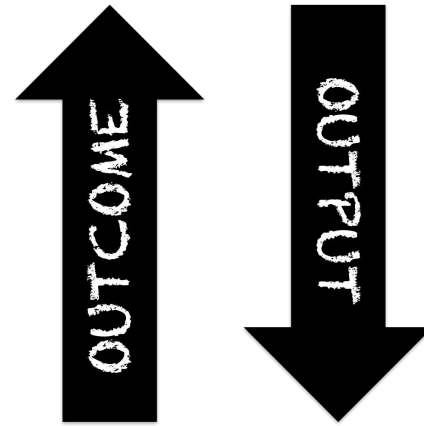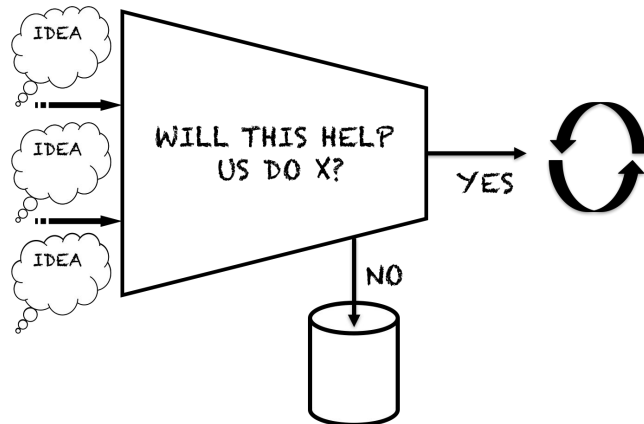
Introduction

5 Characteristics of Effective Product People

Consider **Context**
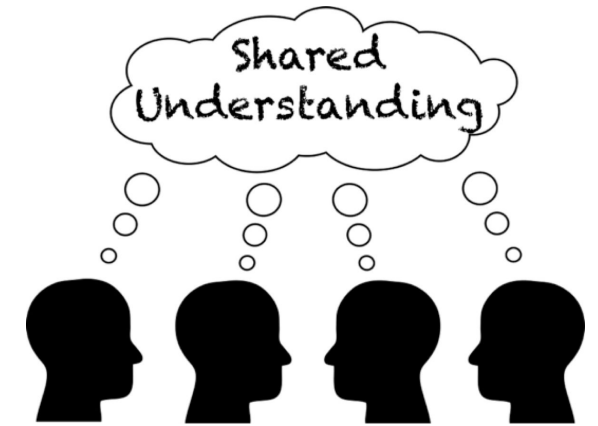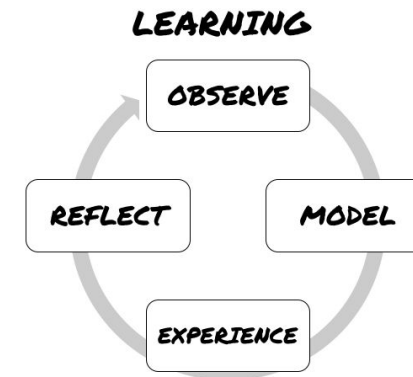
Maximum **Outcome**
with
Minimum **Output**

Build **Shared Understanding**

Make Sure **Decisions** Get Made

WILL THIS HELP US DO X?

YES

NO

IDEA

Use **Short Feedback Cycles** to Learn

LEARNING

OBSERVE

REFLECT

MODEL

EXPERIENCE

Discovery and Delivery

LEARNING OCCURS IN BOTH DISCOVERY AND DELIVERY

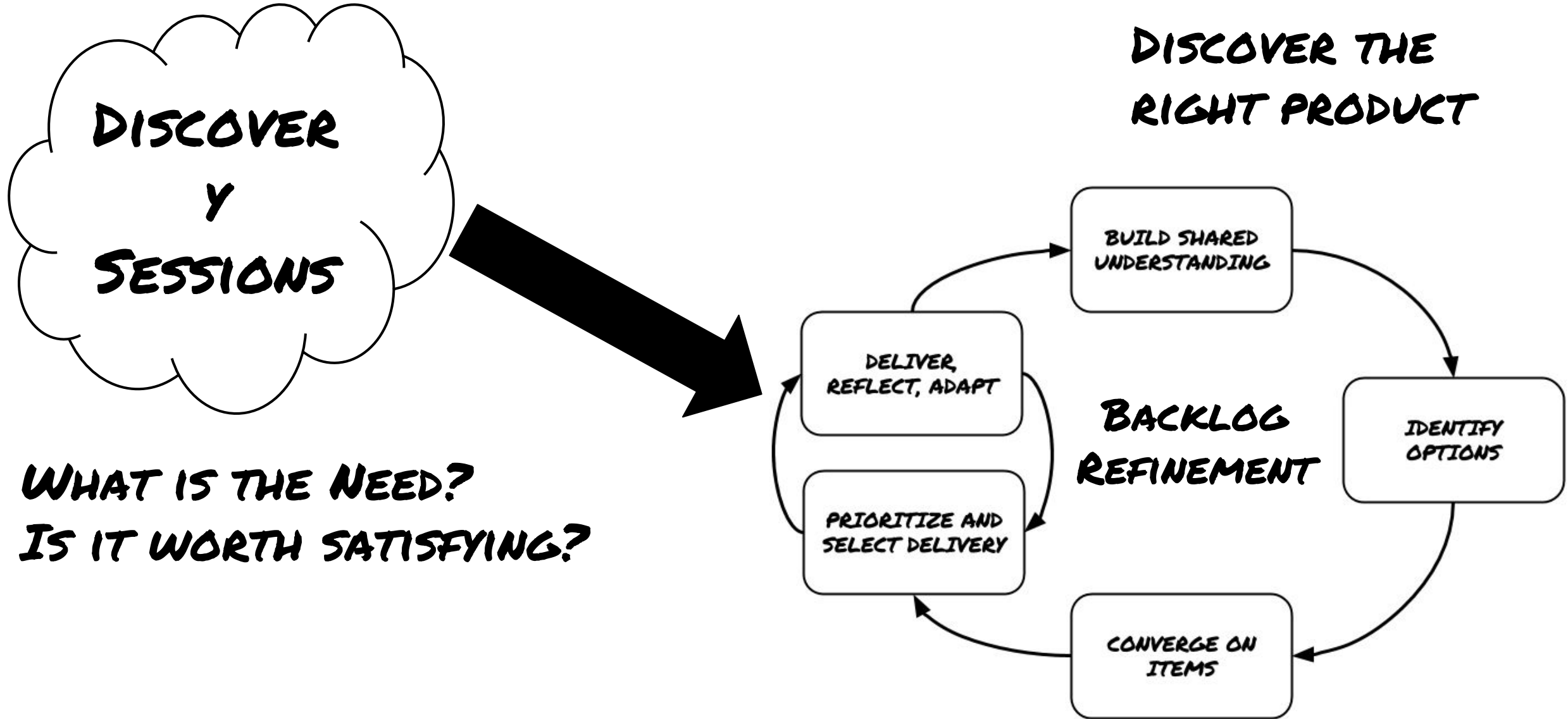**DELIVERY IS PRIMARILY ABOUT DEVELOPMENT, TESTING, AND DEPLOYING**

DISCOVERY

DELIVERY

DISCOVERY INCREASE YOUR UNDERSTANDING OF THE NEED AND SOLUTION TO SET UP DELIVERY

DELIVERY HELPS YOUR TEAM BUILD FURTHER UNDERSTANDING OF NEED AND SOLUTION TO AID DISCOVERY

Discovery Sessions and Backlog Refinement

Discovery Sessions
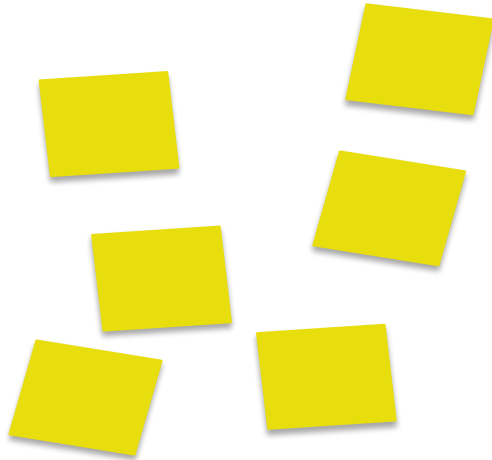
What is the Need?
Is it worth satisfying?

Discover the right product

Build Shared Understanding

Identify Options

Backlog Refinement

Converge on Items

Prioritize and Select Delivery

Deliver, Reflect, Adapt

Discovery Sessions

Problem Statement

The Problem of...
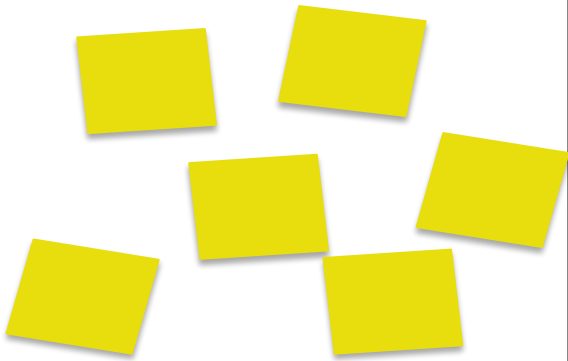
Affects...

The impact of which is...
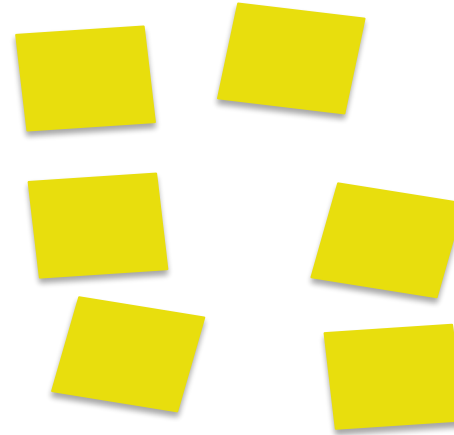
A successful solution would...
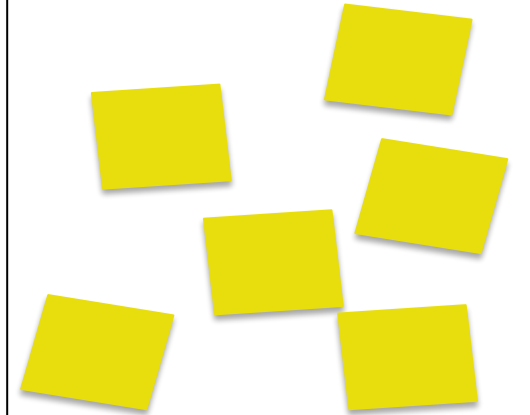
Statement	Description
The problem of	Describe the problem.
Affects	Who are the stakeholders affected by the problem?
The impact of which is	What is the impact of the problem?
A successful solution would be	List the critical benefits or key capabilities that the solution however implemented must have to be successful.

Problem Statement Exercise

Project Opportunity Assessment

Question	Explanation
1. Exactly what problem will this solve?	It's important to get this answer right so that you are attacking a clearly defined problem.
2. For whom do we solve that problem?	Identifies the key stakeholders who have a vested interest in the project.
3. What can be gained from solving this problem?	Identifies the benefits to be gained from the project.
4. How will we measure success?	Identifies measurable objectives relevant to the project.
5. What alternatives are out there now?	Identifies different ways of solving the problem.
6. Do we have the right people to solve this problem?	Identifies whether you have the proper skill sets on your team.
7. Why now?	Identifies time constraints, if any exist for the project.
8. How will we encourage adoption?	Identifies change management and implementation concerns.
9. What factors are critical to success?	Identifies any specific requirements, dependencies, or constraints.
10. Is this problem worth solving?	Sums up the discussion. In other words, is the project worth it?

Success Metrics

Outcome: Encouraging practitioners to engage with association and others

Attribute	Value
Name	Change in subscribers/month
Units	Unique subscribers
Method	Determine the difference in subscribers between current & previous month
Target	+50
Constraint	0
Baseline	+10

Attribute	Value
Name	New and renewed memberships/month
Units	Individual Members
Method	Sum of new memberships and renewed memberships within the month
Target	200
Constraint	100
Baseline	100

Decision Filters

What
- Simple questions used to guide decision making.
- Quick way to communicate goals to everyone involved
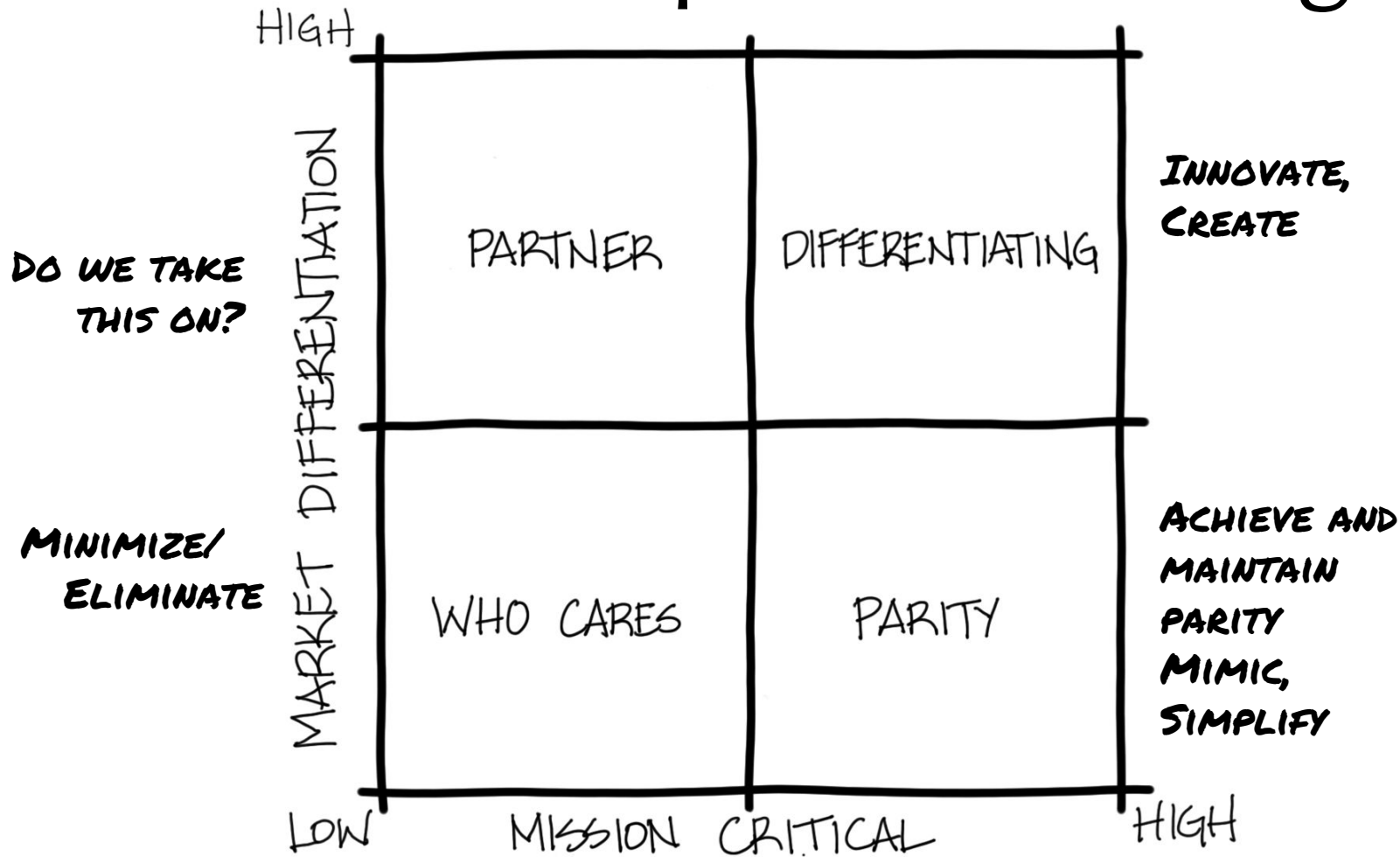
When
- Ensure strategic alignment
- Align key product features
- Align key project objectives
- Align release goals
- Align Iteration goals
- Determine design approach

WILL THIS HELP US HAVE A COMMUNITY BASED SUBMISSION PROCESS?

WILL THIS HELP US RECEIVE SUBMISSIONS AND PROVIDE REVIEWS?

Use decision filters when you're in a situation that is not easily measured.

Purpose Based Alignment

HIGH

MARKET DIFFERENTIATION

Do we take this on?

| PARTNER | DIFFERENTIATING |

Innovate, Create

Minimize/ Eliminate

| WHO CARES | PARITY |

Achieve and maintain parity Mimic, Simplify

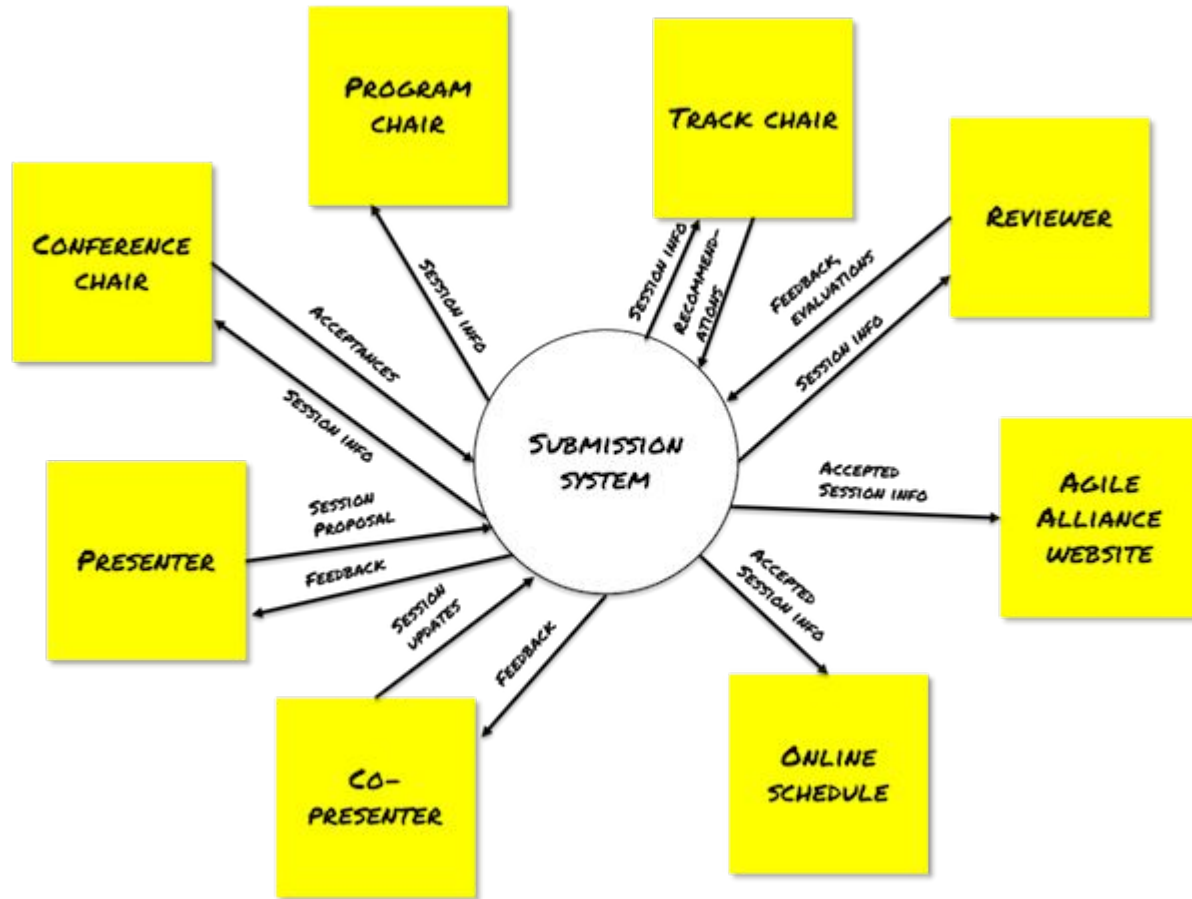LOW   MISSION CRITICAL   HIGH

Distribute the decision filters

Purpose is not priority

Purpose shifts the burden to behavior change

Parity is mission critical

Differentiating changes over time

Interfaces

Processes
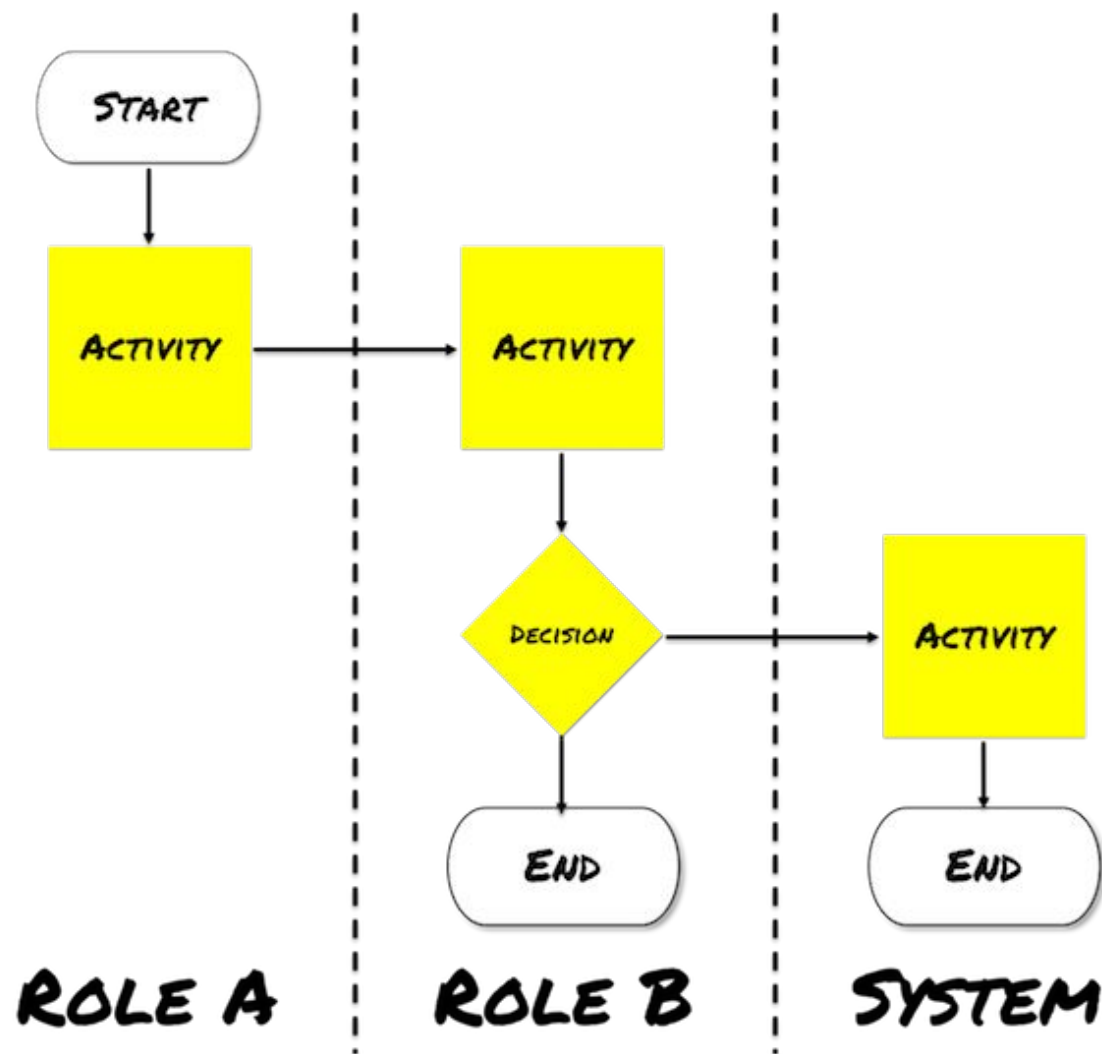
Risks and Assumptions

Organize Scope with a Story Map

ACTIVITY
PEOPLE WILL USE
SOFTWARE FOR

STEPS
INSIDE THAT
BIGGER ACTIVITY

EPICS

FEATURES

(BIG) USER STORIES

DETAILS
OF THE STEP
ABOVE
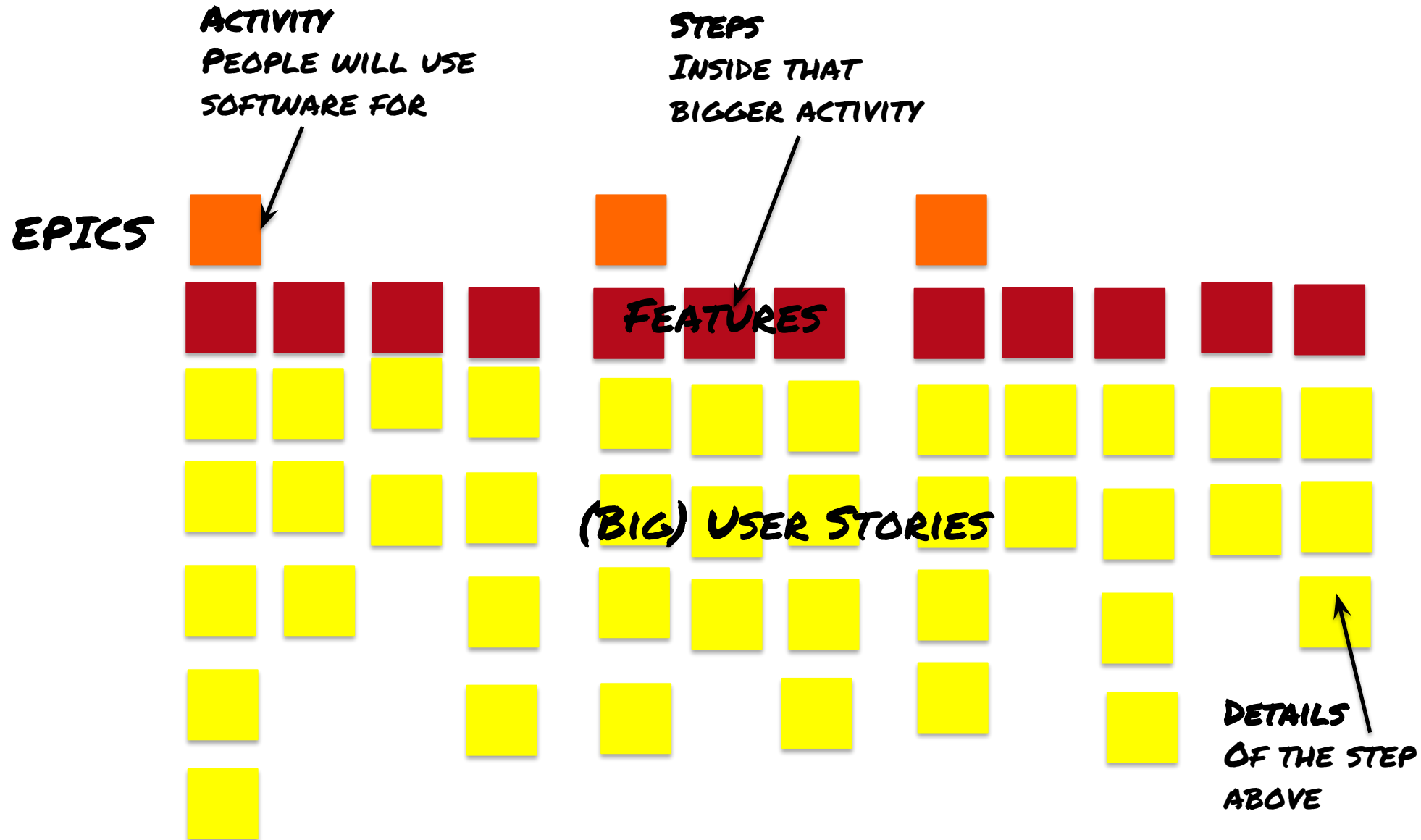
Map the Big Picture

EPICS REPRESENT
THE MAIN PROCESSES
OR INTERFACES

FEATURES REPRESENT
THE STEPS FOR EACH
ACTIVITY

NARRATIVE FLOW
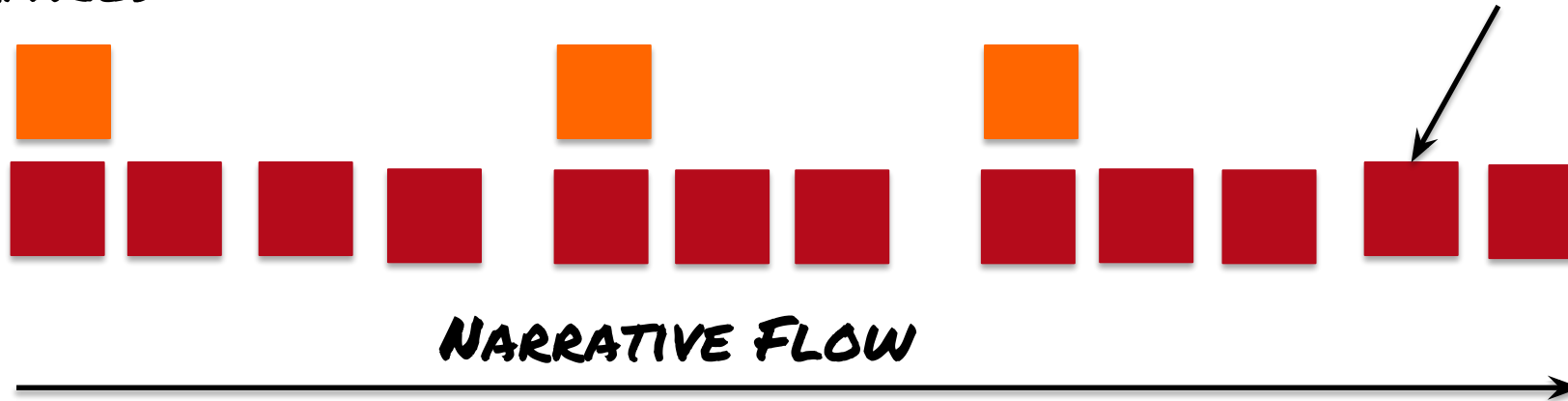
Think breadth, not depth

Is often helpful to map steps in current state

Include pains and joys that uses have today

Explore

Narrative Flow

Variations
Alternatives
Details

What could
go wrong?

Different platforms?

Different users?
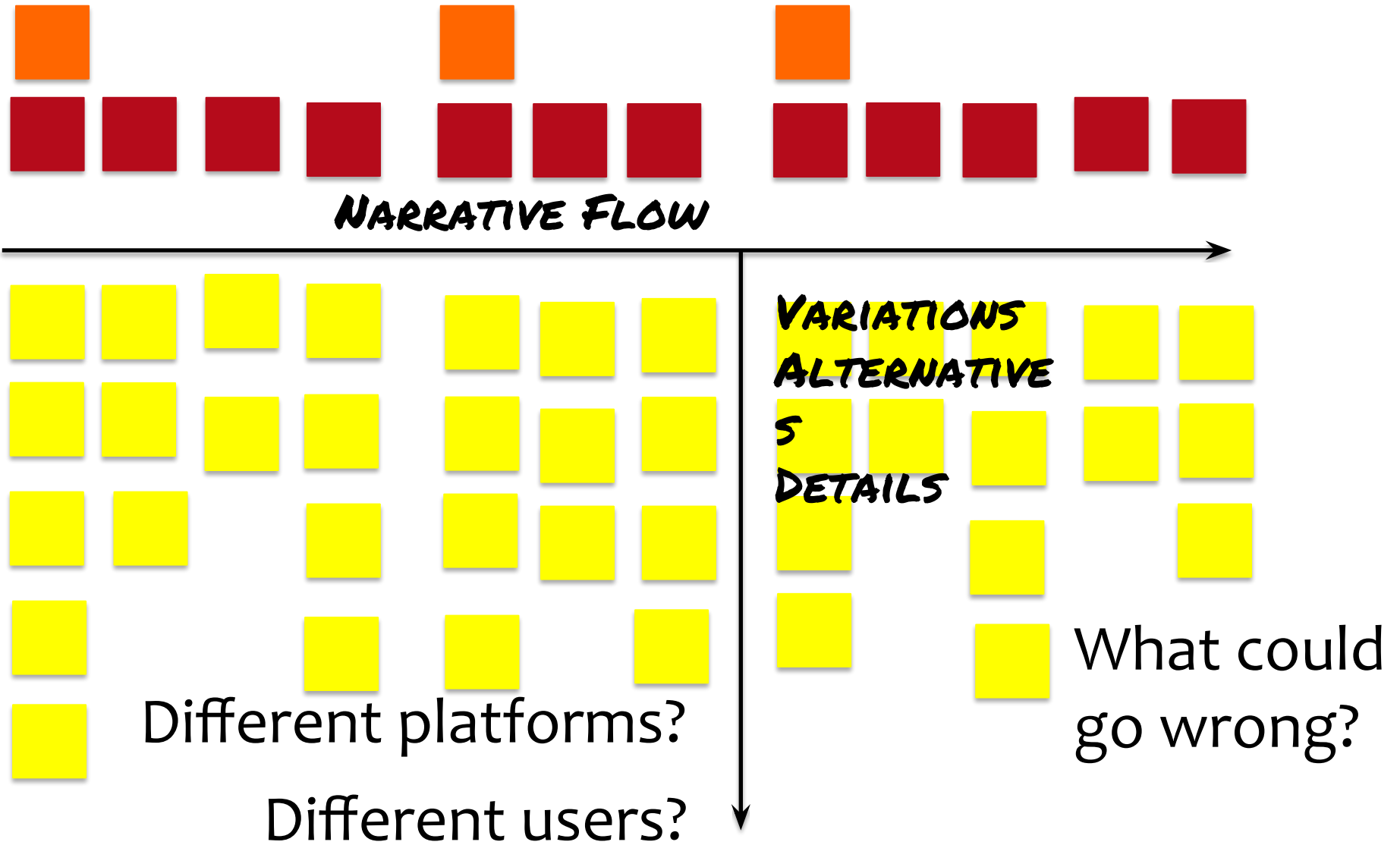
Slice out a Release Strategy

Feasible

Usable

Valuable

MVP

Informative

***Minimum* output to deliver *Maximum* outcome?**
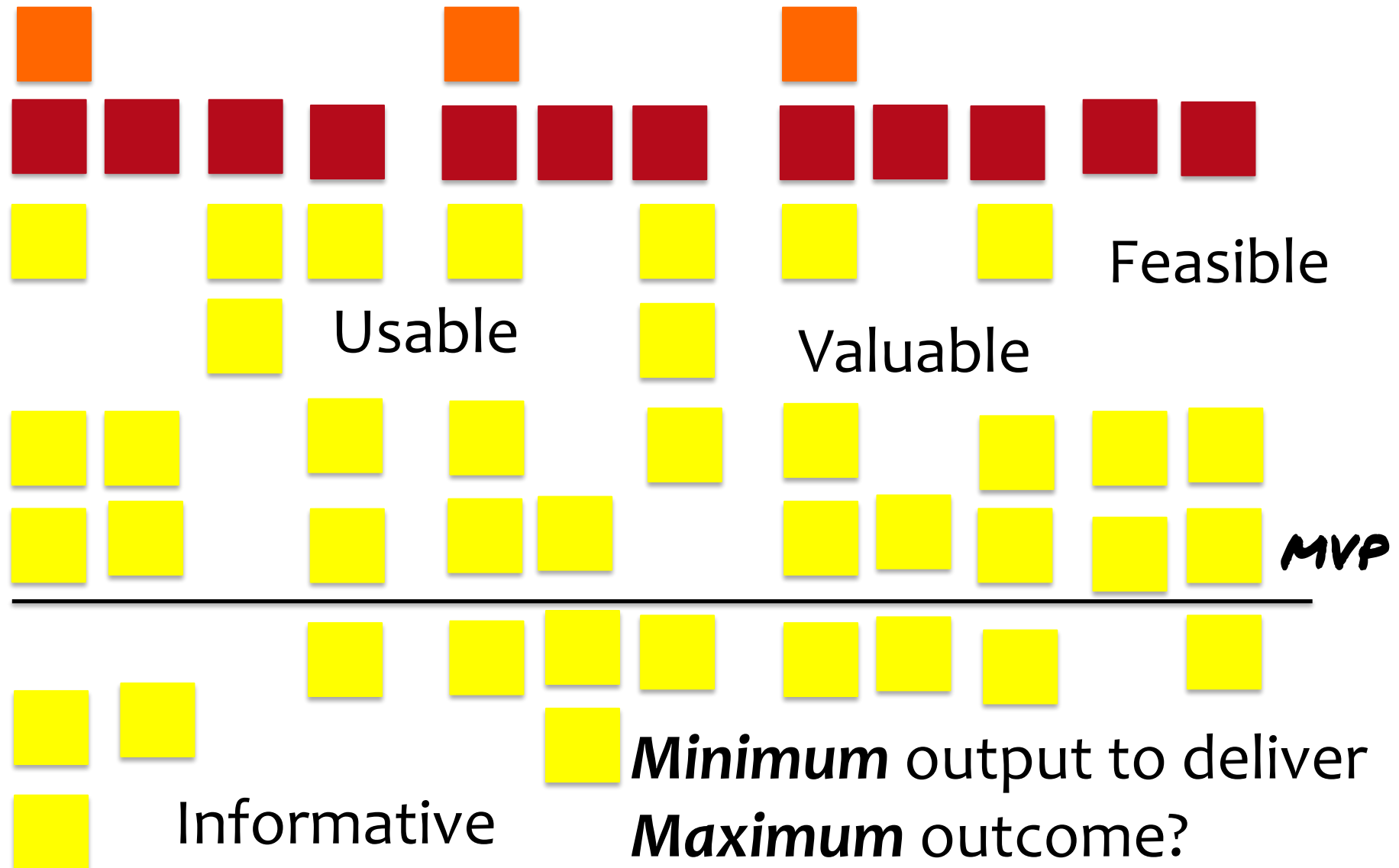
Slice out a learning strategy

REL 1

MVP
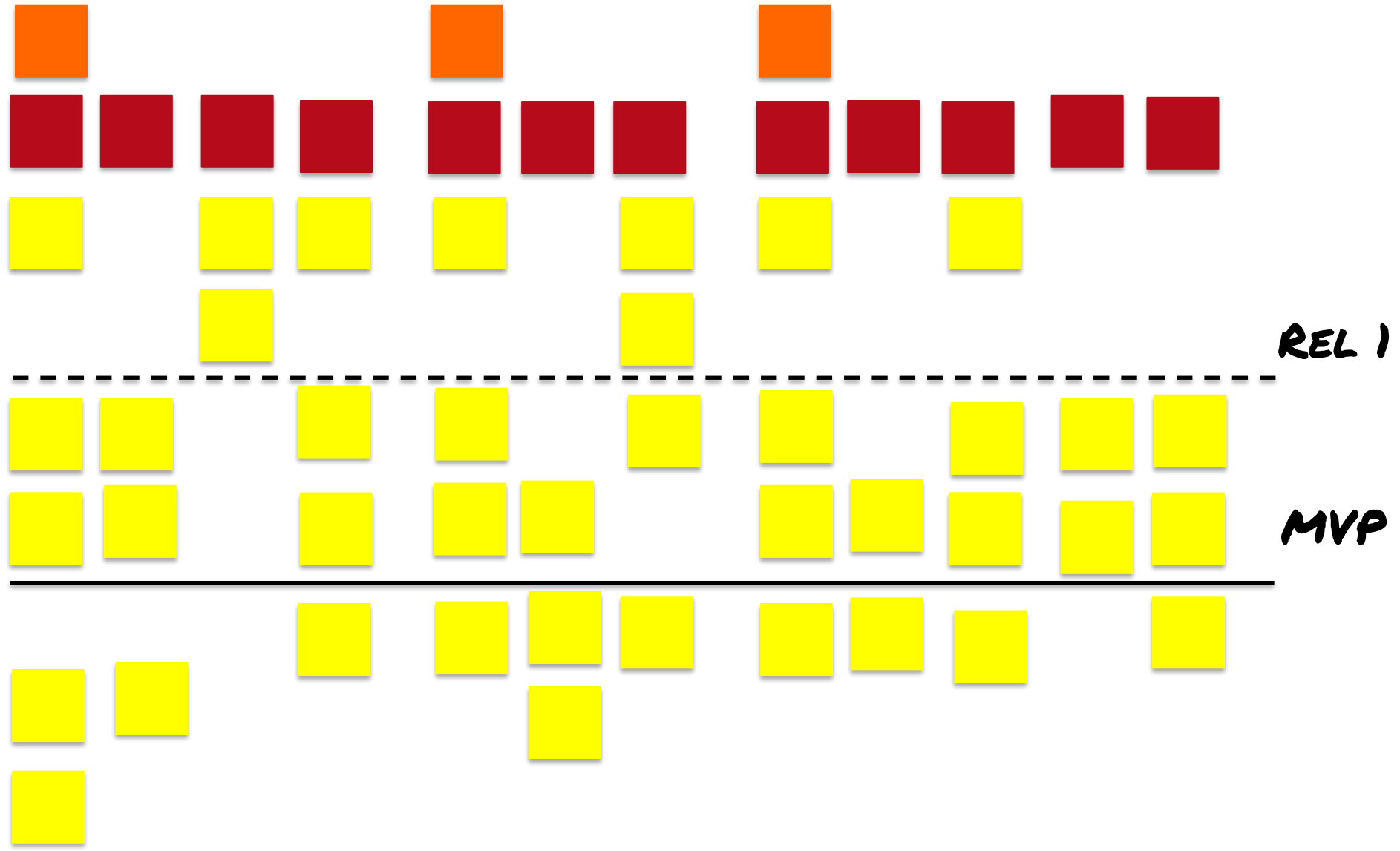
Slice out a Development Strategy

Rel 1

MVP

Stories for the first sprint

Story Map Exercise

| Persona	Conference Chair						Track Chair		Track Reviewer		Submitter			Attendee	
Key Activities	Manage Tracks	Moderate Content	Manage Deadlines	Build Program	Manage Conference Theme	Manage Conference Venue	Manage Track	Monitor Track	Identify proposals to be reviewed	Review a proposal	Submit a session	View my session	Create/Manage my account	Provide feedback	Plan my conference
Release 1	Assign Roles	Edit Keywords	*Not Supported*	*Not Supported*	Manual CSS Changes	Add room through admin page	Assign reviewers (roles)	Show Review Activity	Identify new proposals	Create a review	Respond to review	View session list		Feedback/Question Link	
	Create Track through admin pages	Add new keyword				Edit room through admin page			Notify of new proposals	Delete my review	Edit a session	View session details			
	Delete Track through admin pages	Delete a keyword				Delete room through admin page			Notify of track changes	Edit my review	Upload attachment				
		Delete Comment								Notified of review reply	Delete a session				
										Reply to review response	Specify co-presenter				
											View session reviews				
											Submit a session				
											Get notified of new review				
Release 2		Export presenters will use the admin page	Lock down new submissions	Release to submitter for editing			Mark recommendation								
		If this functionality is needed we will use the admin page	Lock down submission editing	Mark acceptance			Edit track description								
							View Track Sessions								

Backlog Refinement

What is backlog refinement?

Select a small slice of the overall solution

Define that slice in more detail

Provide the detail team needs to build that part of solution

Apply learning from prior delivery
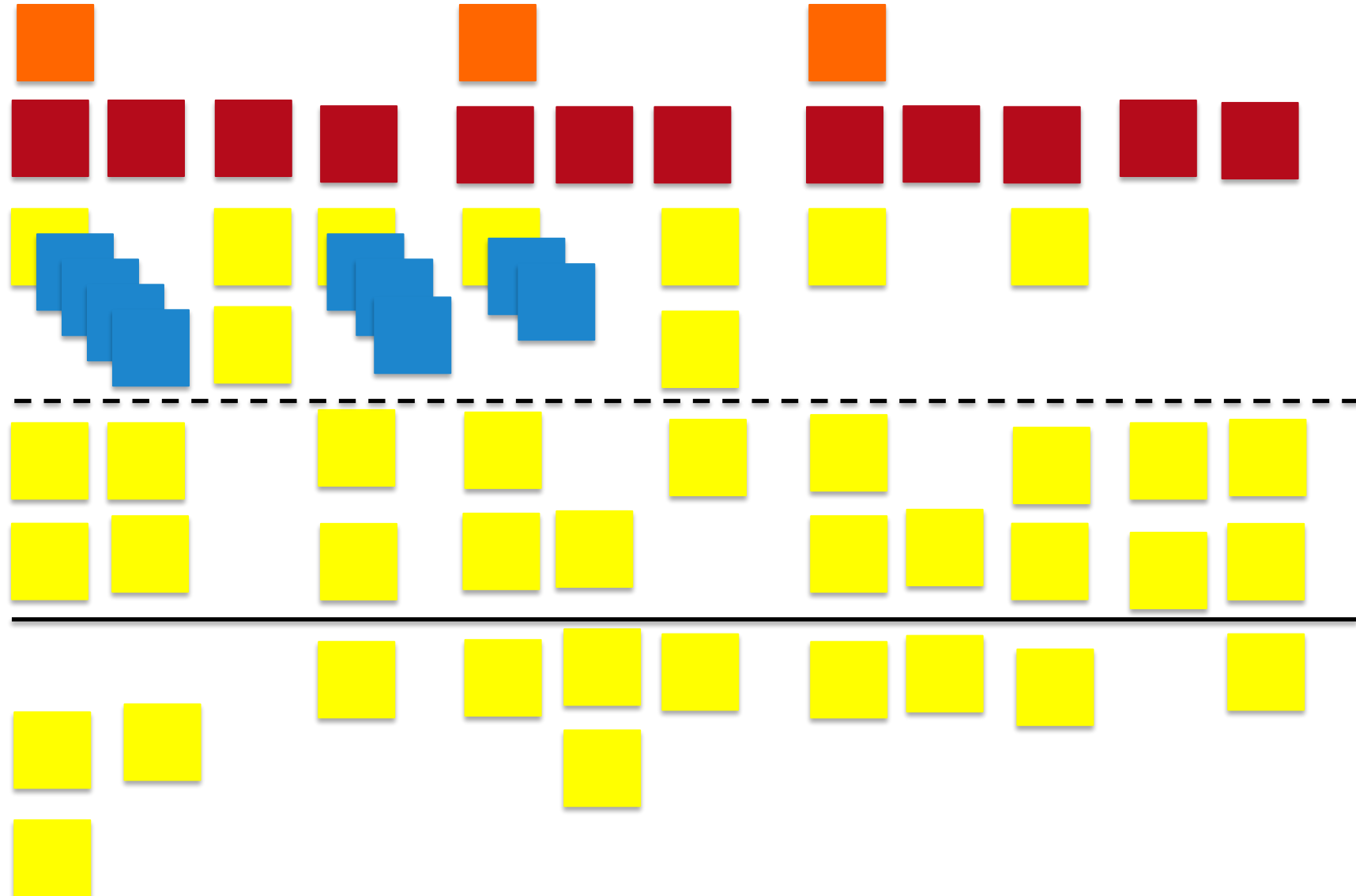
Discovery Board

NEW

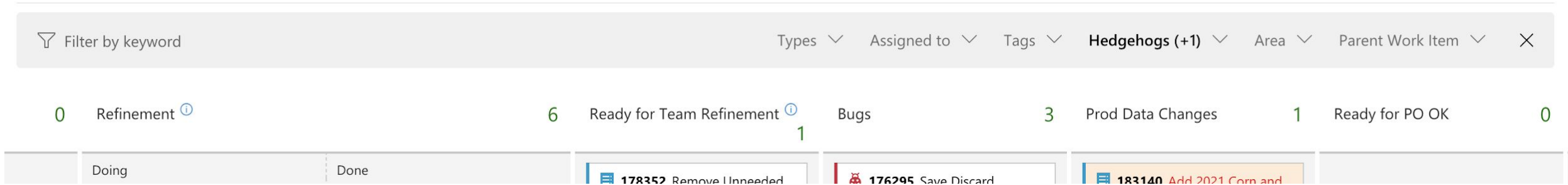**READY TO ESTIMATE**

ESTIMATED

READY TO ROCK

DEFN OF READY

BACKLOG ITEMS FLOW AS THEY ARE DESCRIBED (READY)

INCLUDE:
BACKLOG ITEM
ACCEPTANCE
CRITERIA

INCLUDE:
BACKLOG ITEM
ACCEPTANCE
CRITERIA
SIZE

INCLUDE:
BACKLOG ITEM
ACCEPTANCE
CRITERIA
SIZE
MOCKUP
DEPENDENCIES
STAKEHOLDER LIST
EXAMPLES

Your Discovery Board changes over time

0 Refinement ⓘ		6 Ready for Team Refinement ⓘ	Bugs 3	Prod Data Changes 1	Ready for PO OK 0
Doing	Done	1			
		178352 Remove Unneeded	176295 Save Discard	183140 Add 2021 Corn and	

Backlog items I'm doing initial work to describe	**Backlog items I want someone on my team to take a look at**	**Backlog items to discuss as full team and size**	**Things discovered after a backlog item was called "done"**	**Changes to Master Data for which we don't have a UI yet**	**Backlog items that are ready to be considered for delivery**

Columns for backlog items related to different epics

⟵

Columns for tracking delivery work in progress

⟶

(At Least) Three Perspectives

DEVELOPMENT

BUSINESS

Backlog Item

DO I HAVE ENOUGH INFO TO SOLVE THIS PROBLEM?

HAVE I DESCRIBED THE PROBLEM I WANT SOLVED?

TESTING

WHAT HAPPENS WHEN...

THE "THREE AMIGOS"
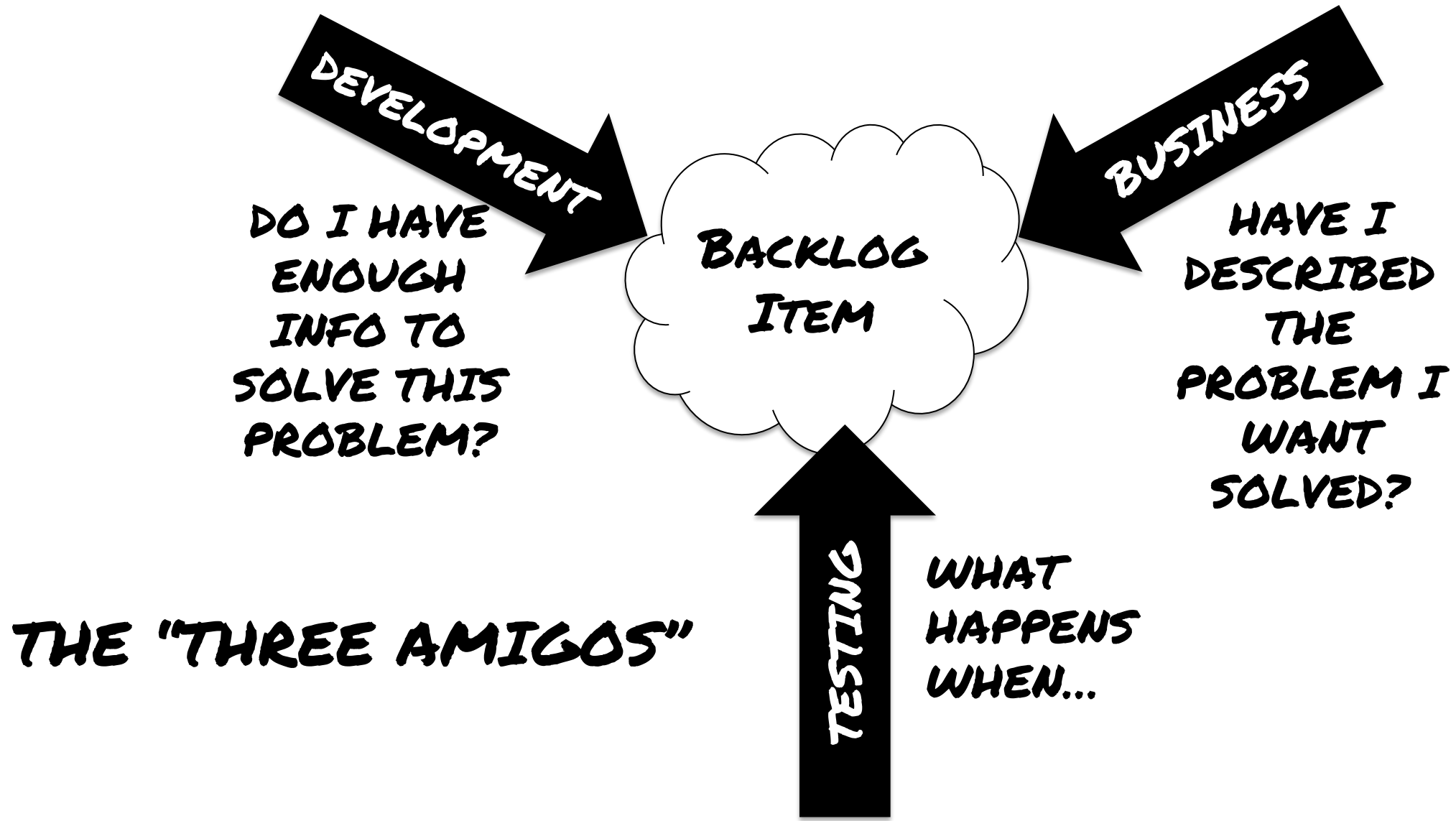
Splitting Backlog Items

Easier to understand

Some parts aren't needed

SUBMIT A SESSION PROPOSAL

ADD SESSION PROPOSAL

EDIT SESSION PROPOSAL

VIEW SESSION PROPOSAL

DELETE SESSION PROPOSAL

Smaller stories provide faster feedback

Small stories increase progress

Describing Backlog Items

Add Review

in list To Do

Description Edit

As Reed the Reviewer I can add a review to a session so that I can provide Sam Feedback.

Acceptance Criteria

- Reviewers must provide a title and description for the review.
- Reviewers may indicate whether they think the session should be included in the program.
- Reviewers may provide details of any conflicts of interest they have in reviewing the session.
- Reviewers may provide comments for the review committee.
- Submitters of the reviewed session can see only the title and description of the review.

Attachments

Add_review_examples.png
Added a few seconds ago - Comment - Delete
Download   Remove Cover

SubmitReviewMockup.JPG
Added 3 minutes ago - Comment - Delete
Download   Make Cover

15-4_Acceptance_Criteria_Mind_Map.png
Added 5 minutes ago - Comment - Delete
Download   Make Cover

Add
- Members
- Labels
- Checklist
- Due Date
- Attachment

Actions
- Move
- Copy
- Subscribe
- Archive

Share and more...

BUILD SHARED UNDERSTANDING OF THE STORY

IDENTIFY AND ANSWER QUESTIONS TO MINIMIZE INTERUPTS DURING DELIVERY

GIVE TEAM A JUMP START ON TEST PLANNING AND TESTING

AID INTERACTION WITH OTHER TEAMS (DEFINE INTERACTIONS, SET EXPECTATIONS)

IDENTIFY AND DISCUSS ASSUMPTIONS

PROVIDE CLEAR PICTURE OF BUSINESS INTENT

Example Mapping

STORY

Y

RULE
(ACCEPTANCE
CRITERIA)

B

QUESTION
(WHAT IF...)

R

EXAMPLE
(THE ONE
WHERE...)

G

Outputs:

- Examples
- Refined rules/acceptance criteria
- New/split stories
- Shared understanding
- Empathy

https://speakerdeck.com/mattwynne/example-mapping

Example Mapping – An Example

Add a Review

What if session changes tracks?

What if reviewer is added to session as co-presenter?

Can only review sessions in own track

Can only review a session once

Can't review your own session

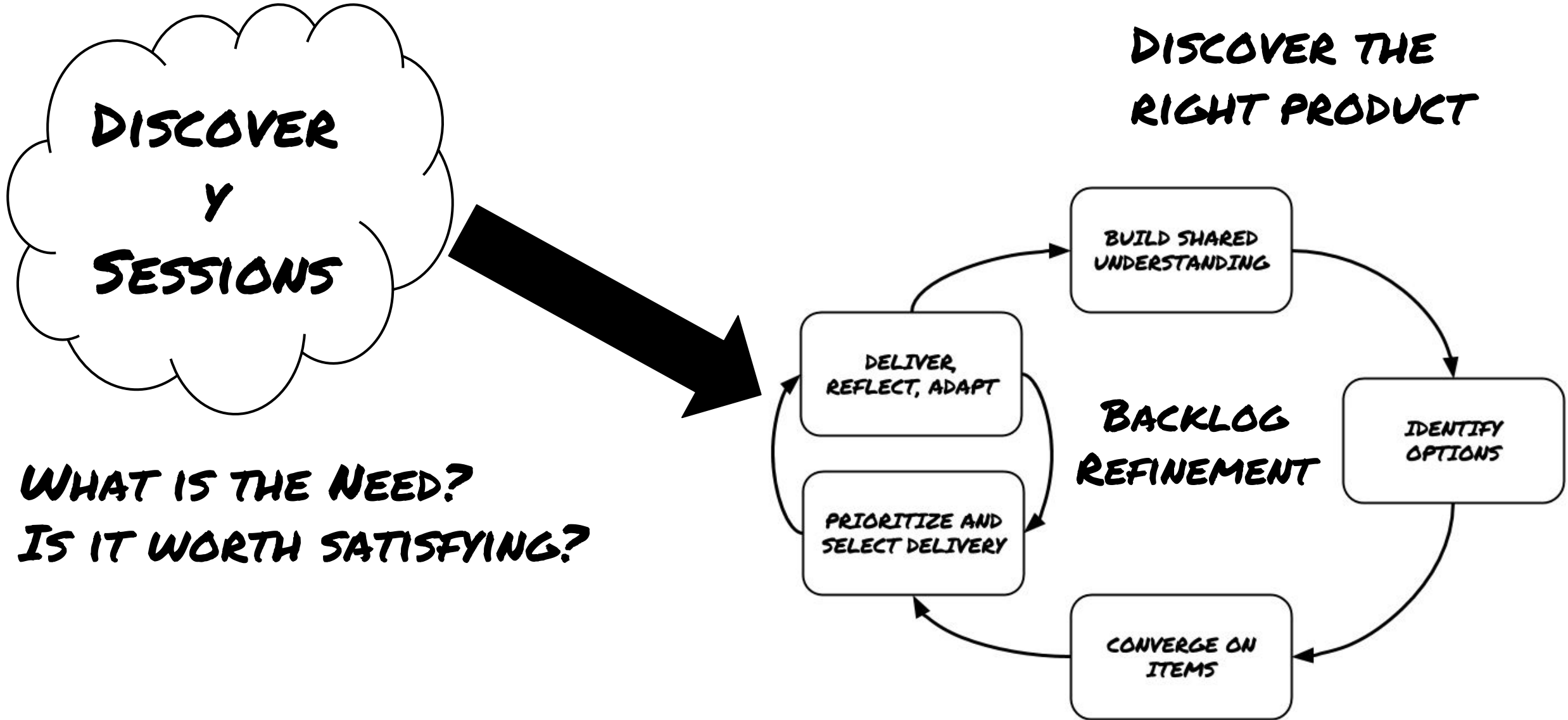**The one where session is in Reed's track**

The one where session is not in Reed's track

The one where Reed is presenter

The one where Reed is co-presenter

Backlog Refinement Exercise

Kent J McDonald

kent@kbp.media

@kbpmedia

www.kbp.media/go/bbc-right-product-right-problem

HOW TO BE
AN AGILE
BUSINESS
ANALYST

KENT J McDONALD