Building the Right Thing

Understanding the client goals and problems to maximize the value of your team's backlog

Agenda

Introductions & Class Expectations

30 mins **Understanding your client goals / problems and your client users**

30 mins **Identifying your MVP**

Class Expectations

✓ Participate in exercises and ad-hoc conversations

✓ Have a question – raise your hand – room monitors will help us keep organized

Understanding your client goals, problems and end-users

GETTING TO KNOW YOU. GETTING TO KNOW ALL ABOUT YOU.

But what is the difference between a Problem and a Solution

Problem = A pain point or need that an end user has

Solution = A way to reduce, fix or address the pain point or need that the end user has

What comes first: the problem or the solution?

Strategy

- Understand the **vision**
- Identify the **value**
- Identify the **outcomes**
    - What are the goals your product will accomplish?
    - What will be *measurably different* for the organization?

Methods of Identifying Problems

- *Knowing Your User*
- *Using Real Data – be Data Informed*
- *Understanding the Market / Competitors*
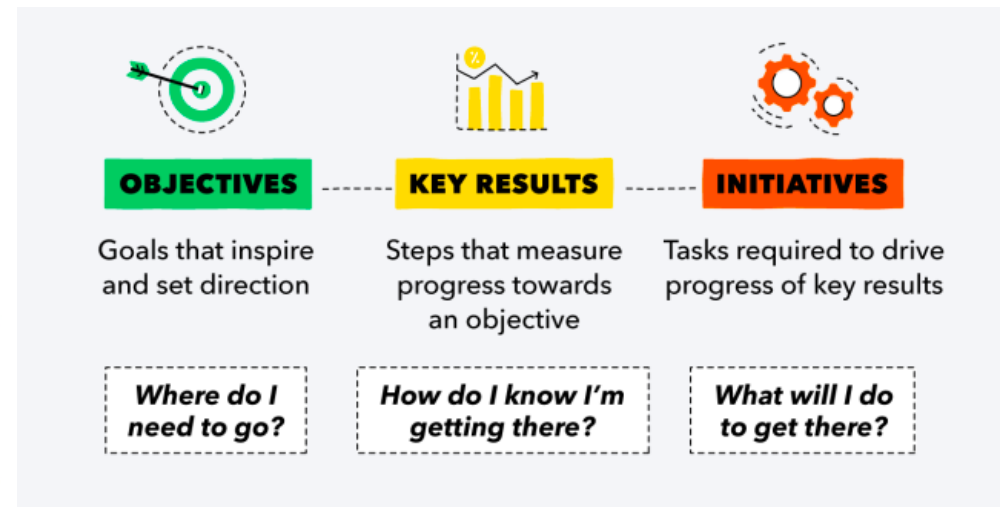- *Evaluating your technology*
- *Ask – 5 Whys*

We look for the "Why"

We look for how we define success

Setting Shared Goals

S Specific
What is your goal?
Can you define it as clearly as possible?

M Measurable
How will you measure your success?
What metrics will you use?

A Attainable
Is your goal achievable?
What roadblocks will you face?

R Relevant
Is the goal relevant to your company?
Is it worth targeting?

T Time-bound
How long will it take you to complete your goal?
What's your roadmap going forward?

OBJECTIVES
Goals that inspire and set direction
Where do I need to go?

KEY RESULTS
Steps that measure progress towards an objective
How do I know I'm getting there?

INITIATIVES
Tasks required to drive progress of key results
What will I do to get there?

Edward Jones – Vision and Goals

Platform Vision

Create a best-in-class, next-generation, universal communications platform for branch teams to better serve clients

Product Vision

Provide accurate and meaningful status information for pending home office requests to further enable our branch teams to more quickly self-serve and take the appropriate action to best serve our clients

Reduce # of contacts to Home Office for understanding status for checks & wires to help reduce overall costs

Would like to reduce by 25% of the 22% of outgoing checks & wire transfers

Reduce average time spent by Home Office on getting status for checks & wires to help reduce overall costs

Increase receipt of feedback from the Branch - "We want more!"

User Persona

A user persona is an archetype that encapsulates key characteristics of a distinct user group for an application. It encompasses demographic information, behaviors, motivations, goals, and challenges. By understanding a user persona, developers gain insights into how individuals within that group would navigate the application, complete tasks, and achieve their objectives. This understanding informs design choices, ensuring the application caters precisely to the needs and preferences of these potential users.
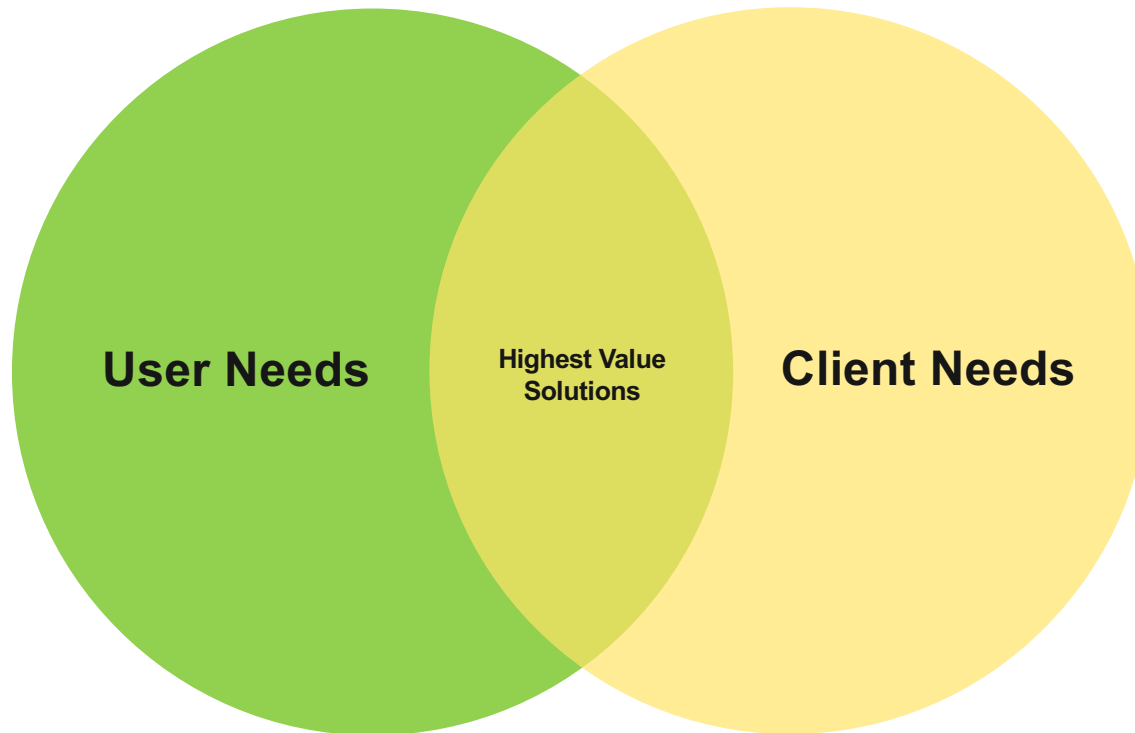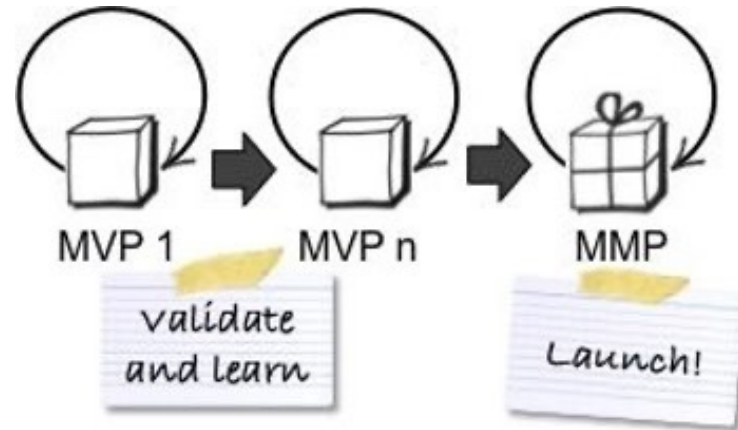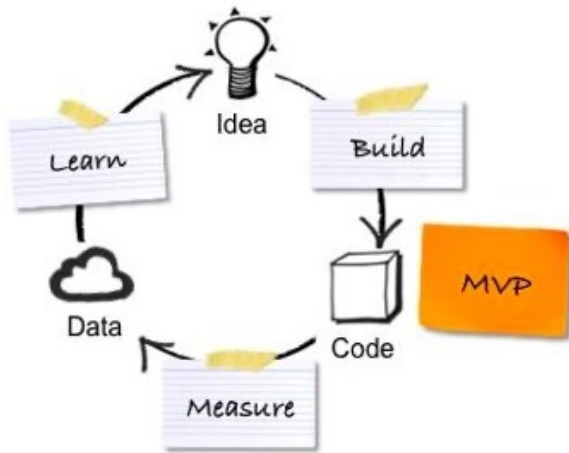
Identifying your MVP & Creating your Backlog

WHAT PROBLEM ARE YOU TRYING TO SOLVE, AND WHAT'S THE EASIEST WAY TO GET THERE?

What is an MVP?

https://dzone.com/articles/minimum-viable-product-and

MVP = Minimum Viable/Valuable Product
- Learning vehicle
- Risk reduction tool
- that version of a new product which allows a team to collect the maximum amount of validated learning about customers with the least effort

MMP = Minimum Marketable Product
- Based on idea that less is more
- Consists of smallest possible feature set that meets the user needs, creates the desired user experience, provides enough value to user and can be launched successfully
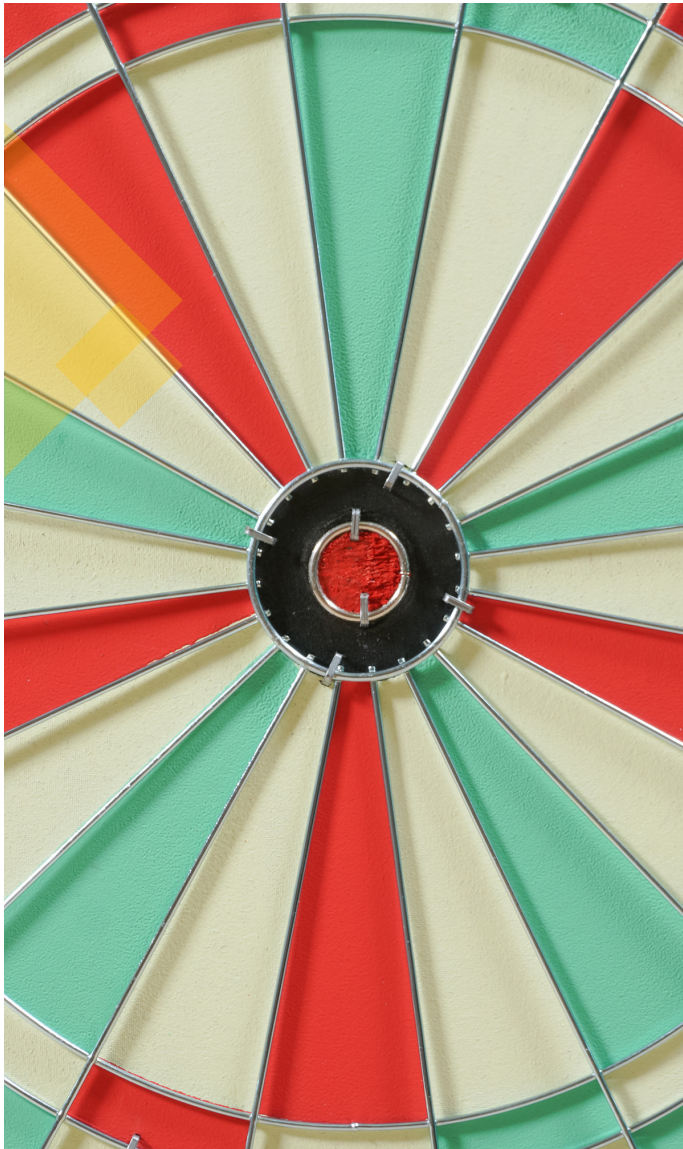
The Goals of an MVP

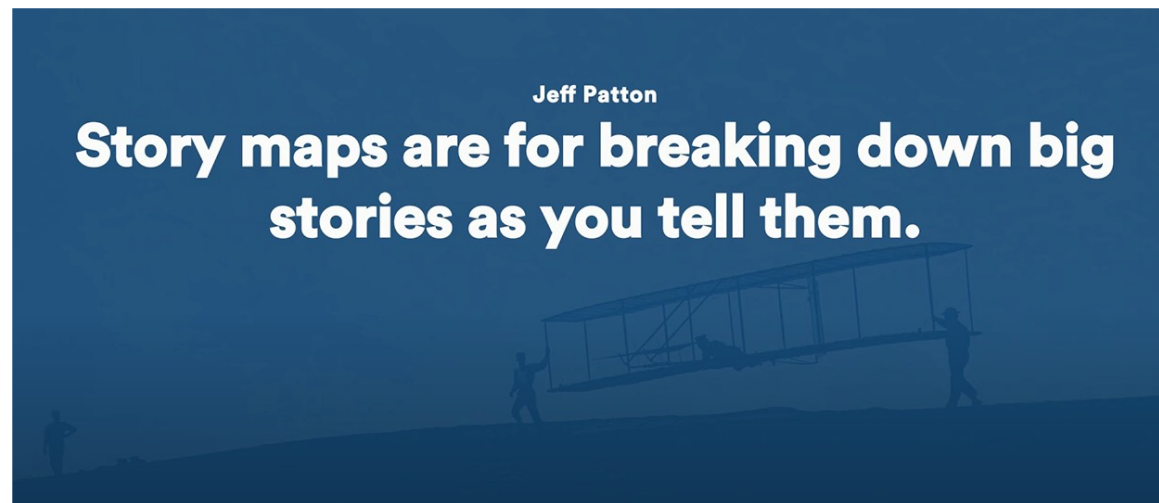|	
Minimize	Minimize risk
Maximize	Maximize value
Align	**Align with** SOW, product vision, goals
Build	Build, Learn, Adapt

Common Tools used to find the MVP

1. Story Mapping
2. MOSCOW ("Must Do", "Should Do", "Could Do", "Won't Do")
3. Process Mapping
4. User Journey Mapping
5. System Mapping
6. User Experience Testing
7. Action Priority Matrix

Story Mapping

- Can help discover requirements from a user experience point of view (*Story Mapping*, Jeff Patton)

- An effective way to visualize, communicate and collaborate on scope & related priorities

- Ensures alignment with the Client and team

"

Jeff Patton

Story maps are for breaking down big stories as you tell them.
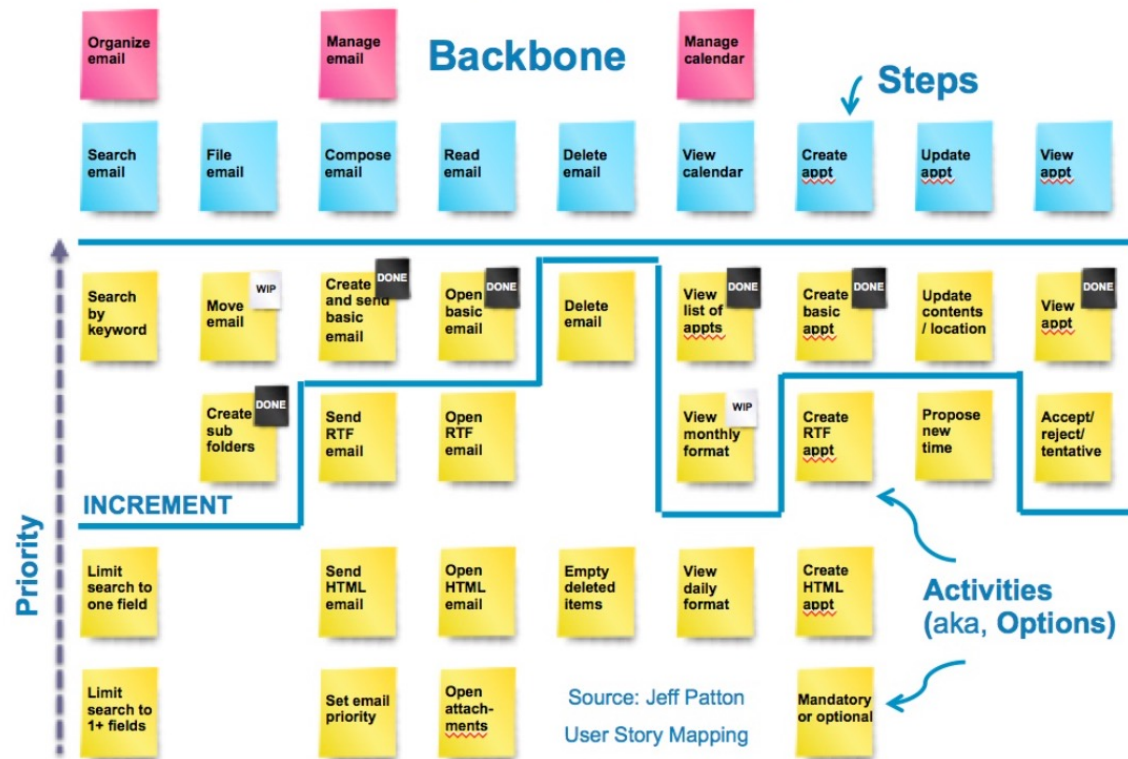
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Story Mapping Overview

The desired **outcomes / Themes** in the user journey ➡️

The **user journey 'story'**, also called the 'backbone' or 'walking skeleton' (aka **Features/Epics**) ➡️
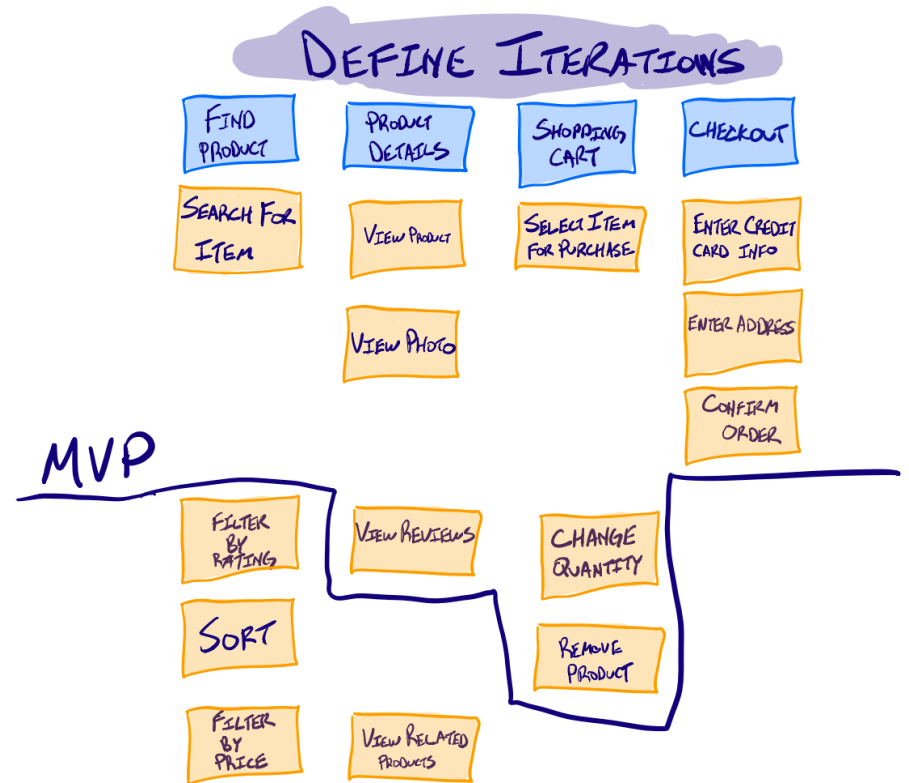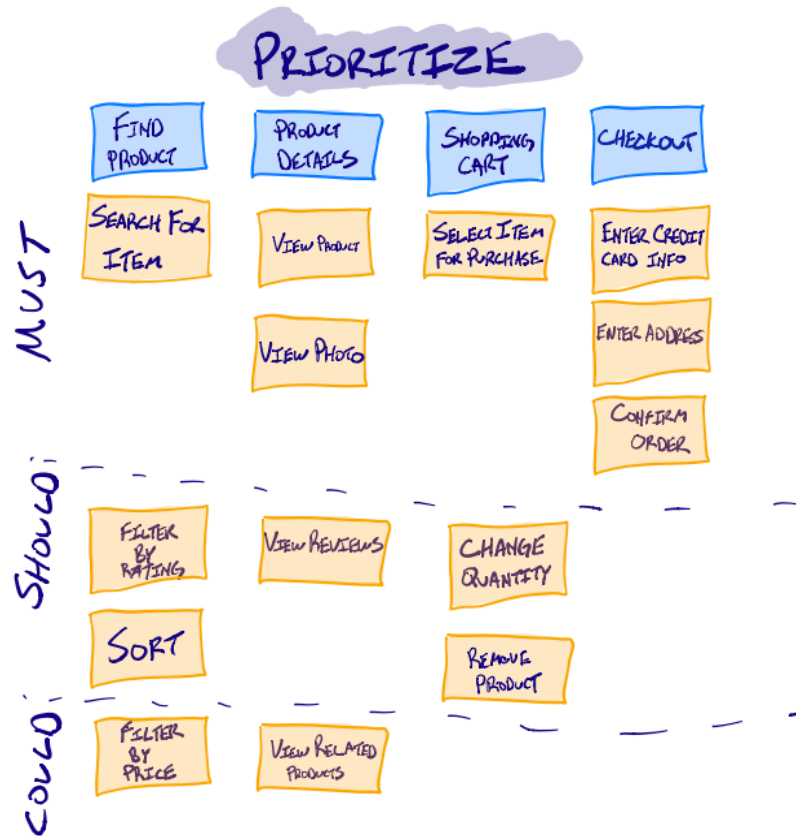
Stories are small increments of value & can be implemented independently ➡️

Prioritize & Define Iterations / Increments for example, everything above the line is MVP ➡️

Keep the stories as small of a slice of work as possible.

Story Mapping Example

Backbone ← Organize email / Manage email / Manage calendar

Steps ✓

Backbone								
Organize email		Manage email			Manage calendar			
Search email	File email	Compose email	Read email	Delete email	View calendar	Create appt	Update appt	View appt

Priority (vertical axis)

Search by keyword	Move email (WIP)	Create and send basic email (DONE)	Open basic email (DONE)	Delete email	View list of appts (DONE)	Create basic appt (DONE)	Update contents / location	View appt (DONE)
Create sub folders (DONE)	Send RTF email	Open RTF email		View monthly format (WIP)	Create RTF appt	Propose new time	Accept/ reject/ tentative

INCREMENT

Limit search to one field	Send HTML email	Open HTML email	Empty deleted items	View daily format	Create HTML appt	
Limit search to 1+ fields	Set email priority	Open attachments			Mandatory or optional	

Activities (aka, Options) ←
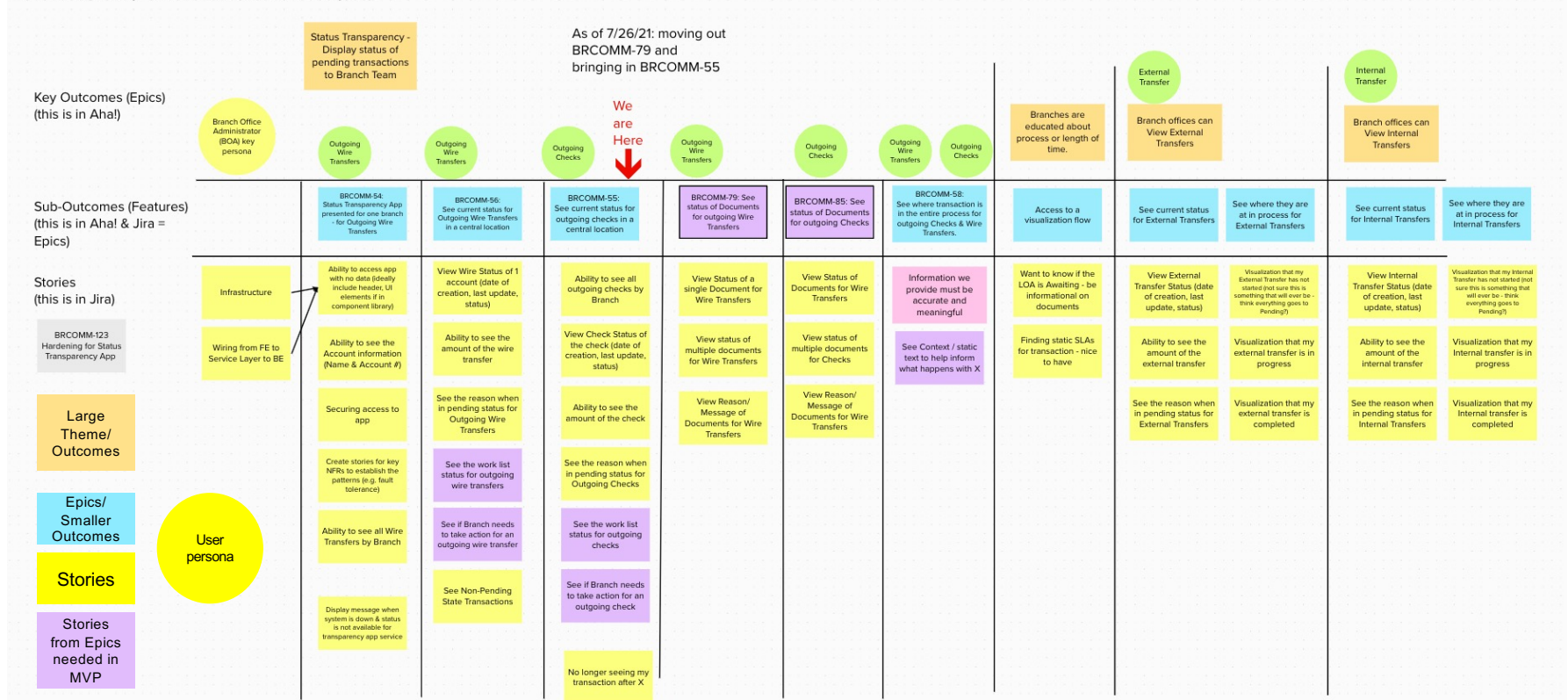
Source: Jeff Patton
User Story Mapping

Story Mapping Approach

Edward Jones

Problem to solve: Wanted more transparent status for transactions for the internal employees taking care of clients.

Questions to Help Define an MVP

1. What is the product vision?

2. What are the desired outcomes/goals?

3. Who is the end-user/customer that you are building for?

4. What is the minimum thing we can build that the business and end-user will find valuable?

5. What are the essential non-functional requirements?

6. Who are your upstream or downstream consumers?

Identify Your Client's MVP

Ok – we've talked about it so let's try and apply it.

Let's take time and try this out on your Capstone Projects

1.   **Can you identify the incremental work you need to do or know the path you need to take to figure it out?**
2.   **What is the highest value work needed that you could deliver quickly?**
3.   **Do you see opportunity to deliver value incrementally past the MVP?**
4.   **Do you have any questions before we begin the exercise?**

Story Mapping Overview

The desired **outcomes / Themes** in the user journey ➡

The **user journey 'story'**, also called the 'backbone' or 'walking skeleton' (aka **Features/Epics**) ➡

Stories are small increments of value & can be implemented independently ➡

Prioritize & Define Iterations / Increments for example, everything above the line is MVP ➡

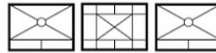*Keep the stories as small of a slice of work as possible.*

Story Mapping Example

Backbone ✓ **Steps**

Organize email		Manage email			Manage calendar		

Search email	File email	Compose email	Read email	Delete email	View calendar	Create appt	Update appt	View appt

Priority

Search by keyword	Move email [WIP]	Create and send basic email [DONE]	Open basic email [DONE]	Delete email	View list of appts [DONE]	Create basic appt [DONE]	Update contents / location	View appt [DONE]
	Create sub folders [DONE]	Send RTF email	Open RTF email		View monthly format [WIP]	Create RTF appt	Propose new time	Accept/ reject/ tentative

INCREMENT

Activities (aka, Options)

Limit search to one field		Send HTML email	Open HTML email	Empty deleted items	View daily format	Create HTML appt	
Limit search to 1+ fields		Set email priority	Open attach-ments	Source: Jeff Patton User Story Mapping		Mandatory or optional	

ADDITIONAL RESOURCES

Why Understand Your User?

- **User-Centric Design:** Creating an application tailored to user personas ensures the design aligns with their needs and behaviors, leading to high user satisfaction.

- **Tailored User Experience:** Understanding user personas enables intuitive navigation and user flows, enhancing engagement and adoption rates.

- **Effective Feature Prioritization:** User personas guide feature selection, preventing bloat and ensuring essential functionalities are included for improved usability.

- **Informed Decision-Making:** User personas drive data-driven choices, from design to features, ensuring alignment with user characteristics and preferences.

  Reduced Iterations: Accurate user persona understanding minimizes design iterations, saving time, effort, and development resources.

- **Enhanced Marketing:** Targeted marketing efforts based on user personas increase acquisition rates and attract a loyal user base.

EMPATHY MAP

Identifying stakeholder behaviour

what does (s)he
THINK & FEEL?

What really counts

Major preoccupations

Worries & aspirations

what does (s)he
HEAR?

What friends say
What the boss says
What influencers say

what does (s)he
SEE?

Environment
Friends
What the market offers

what does (s)he
SAY & DO?

Attitude in public
Appearance
Behaviour towards others

PAINS

fears
frustrations
obstacles

GAINS

"wants"/needs
measures of success
obstacles

The Art of Saying "No"

As Dr. Aziz Gazipura says (author of "Not Nice"), being 'nice' isn't always good. You can be kind and empathetic, but be real!

Being the funnel of work for the product means sometimes you have to say "no" or "not now". This can be really challenging especially depending on the who is asking.

When to say "No"

- *The request is not in alignment with the vision*

- *The request is a high cost with low or no value or there are more valuable features to build*

- *The request is not feasible*

When to say "Yes"

The market can change, and you need to keep up with the competitors OR there can be new compliance needs OR End users are screaming about a pain point and it's costing you money and reputation

Whatever you do - make sure you understand and communicate the impacts of saying "No" and saying "Yes".

Planning: Scoping and Prioritization

Tools:

Action Priority Matrix
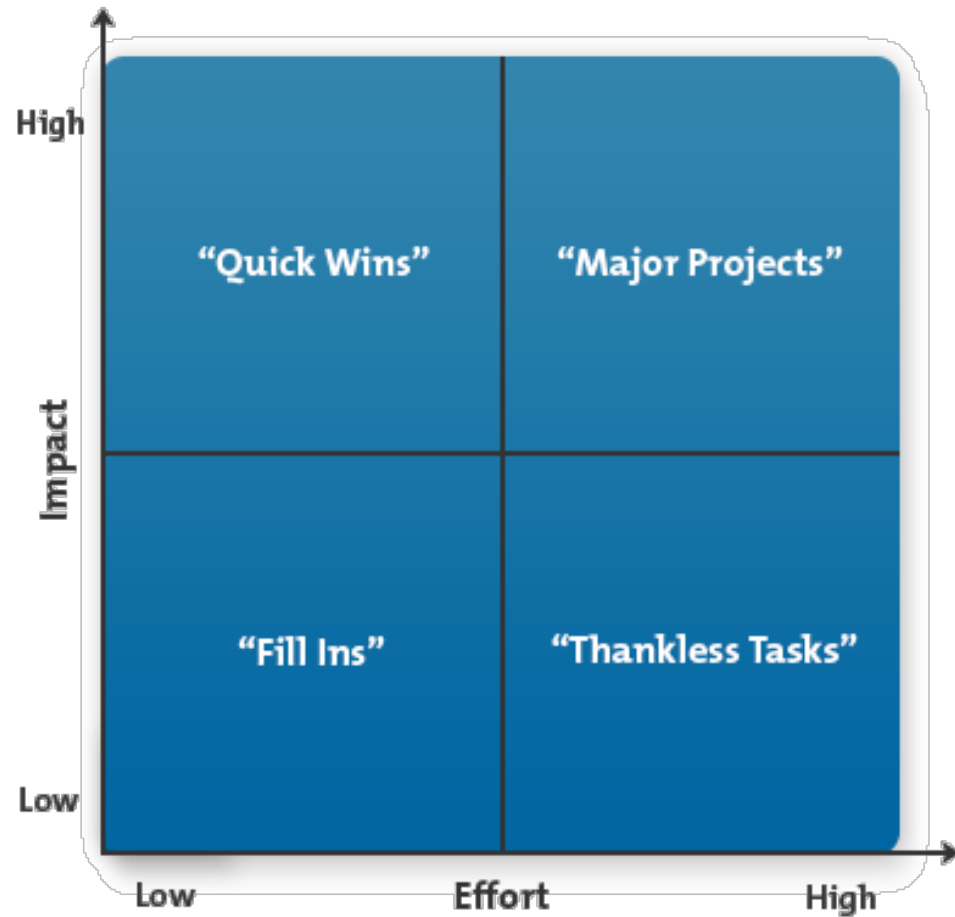
Planning: Scoping and Prioritization

Tools:

MOSCOW

Must Do	Should Do
Could Do	Won't Do
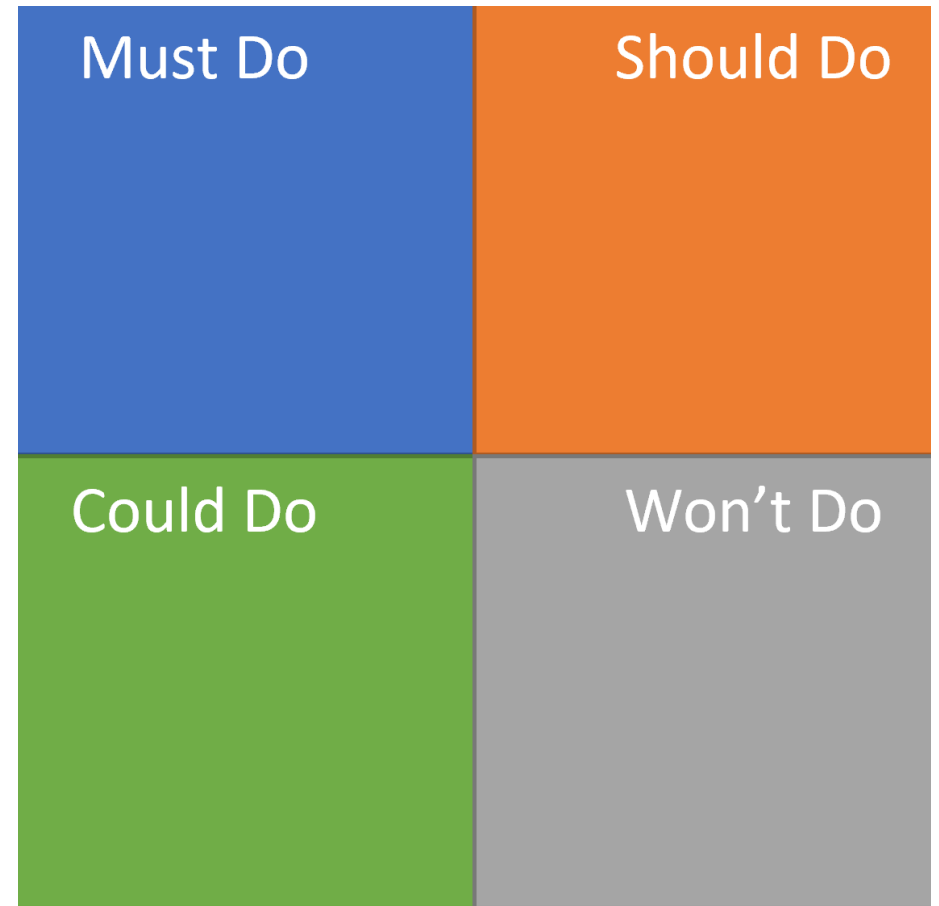
Why Mapping?

Why is mapping important? Process, System, and Story mapping **allows you to visualize users, events and activities**. It is a way to increase your ability to comprehend. It allows you to frame problems and identify solutions as you map the full scope of the product.
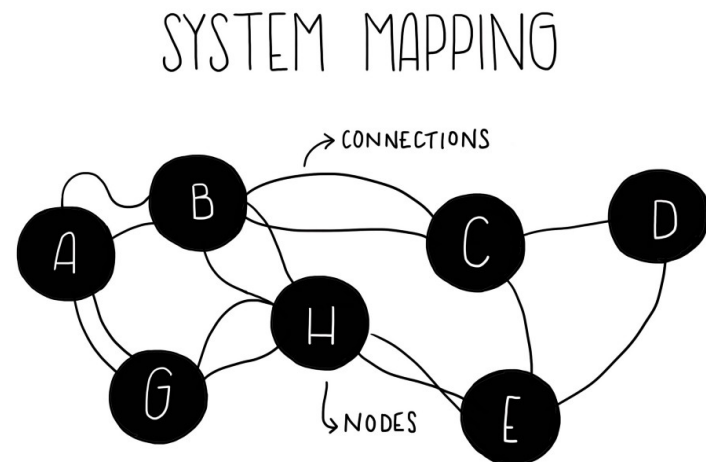
Tools of the PO Trade: Process Mapping

- Visually represents activities that are completed, by whom, in what sequence

- Can be started informally and then validated by the client

- Identifies actual or ideal paths, revealing problem areas of risk and potential solutions
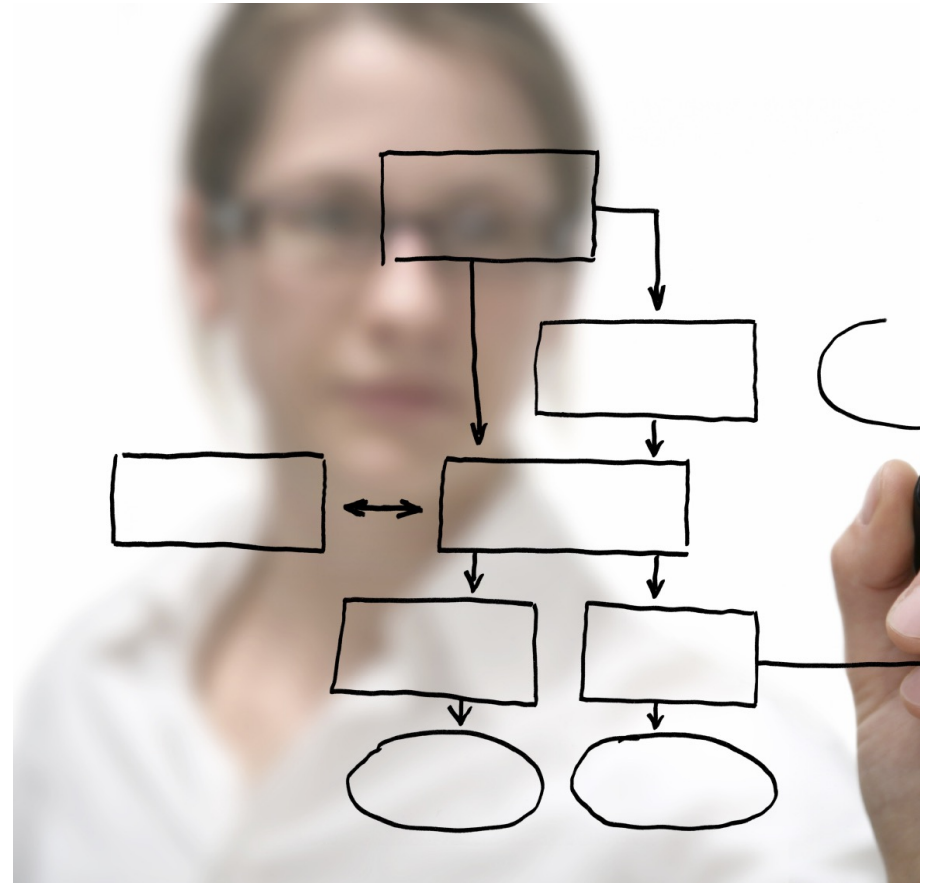
Tools of the PO Trade: System Mapping

- Visually represents activities that are completed, by which system, in what sequence

- Can be started informally and then validated by the client

- Identifies actual or ideal paths, revealing problem areas of risk and potential solutions

SYSTEM MAPPING

Deeper Dive

To learn more about defining your MVP and MMP

Guide on How to Define Your MVP

https://www.linkedin.com/pulse/7-steps-guide-how-define-your-minimum-viable-product-mvp-agarwal/

Deeper Dive

To learn more about specifics of
story mapping check out :

Story Map Guide

Jeff Patton & Associates User Story Mapping

https://jpattonassociates.com/story-mapping/

Product Vision

THE PRODUCT VISION BOARD

romanpichler

VISION
What is your motivation for creating the product?
Which positive change should it bring about?

TARGET GROUP
Which market or market segment does the product address?
Who are the target customers and users?

NEEDS
What problem does the product solve?
Which benefit does it provide?

PRODUCT
What product is it?
What makes it stand out?
Is it feasible to develop the product?

BUSINESS GOALS
How is the product going to benefit the company?
What are the business goals?

Product Ownership in a Nutshell