Kathryn Kuhn and Skip Angel
No Dream Crushing: Human-Centered Solutions using Design Thinking
Agenda

1. OPENING
2. WHAT CHALLENGES DO PRODUCT OWNERS FACE?
3. WHAT IS DESIGN THINKING AND HOW MIGHT IT HELP ME?
4. HOW DOES ONE DO DESIGN THINKING?
5. WHAT IS THE BIG TAKE-AWAY?
Opening
Who We Are

Transformation Consultant, Rally

Transformation Consultant, Rally

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If you want to go fast, go alone.
If you want to go far, go together

African Proverb
What Challenges do Product Owners Face?
Why didn’t this solution live up to its promise?
“Ideal” Product Development Process

What the customer wants

What the Product Owner asks for

What The Team Actually Delivers
But our Reality is More Like This

What The Team Actually Delivers

What the Product Owner asks for

What the customer wants
You need to know what your customers value and need otherwise you get →
Martin Luther King Jr. said “I Have a Dream” Not “I have a bunch of cool new features”

- Wired Magazine January 2014
High Utility
Low Usability
Zero Aesthetics

Our Most Vulnerable
What is Design Thinking and How Might it Help Me?
The Design Thinking Process

UNDERSTAND \rightarrow OBSERVE \rightarrow POINT of VIEW \rightarrow IDEATE \rightarrow PROTOTYPE \rightarrow TEST

identifying the problem

identifying the solution

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Desirable Solutions

The Sweet Spot!

What is desirable to users?
What is possible with technology
What is viable in the marketplace

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How Does One DO Design Thinking?
identifying the problem

identifying the solution

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What Challenges do Agile Teams Face With Getting Good Data Into Their Planning Tools?
First, Some Expectation Setting

1. We won’t actually SOLVE the problem today

2. Learning to ask **Good Questions** is hard, takes practice and is iterative

3. Your work here matters
1. Prepare
2. Frame
3. Interview & Observe
4. Unpack
5. Needs & Insights
1. Prepare
1. Prepare

“What challenges do Agile Teams face with getting accurate data into an Agile Planning tool?”
2. Frame
Tips for Creating Great Interview Questions

- Ask Why - even if you think you know the answer
- Never say “usually” - be specific
- Encourage stories - tell me more about that
- Don’t be afraid of silence
- Use provocative words like “Imagine if..”
- Be prepared to capture notes
Examples of NOT Great Interview Questions

“What do you think about my great idea for how to solve this problem”

“Yeah, that’s not a good reason not to enter story updates into a tool”
Example Questions that Inspire Story Telling

- What do you think about Status Reports?
- Describe a typical person on your team? What do you think they think about Status Reports?
- Think about a typical day at work, what is the first thing you do each day? What is the last thing you do?
- Do you have your desktop or laptop screen organized a certain way with certain windows in certain locations/sizes? Describe it to me.
- Do you track velocity in your company? Why or why not?
- Think about the worst app you ever used in a work setting. Describe it.
- Do you multi-task at work? Describe what different projects or tasks you might be working on in the same day.
- Describe the perfect day at work
ACTIVITY

Create an interview Questionnaire using a Human-Centered Approach
At Least 3 Questions

Prepare your Questionnaire worksheets

Share at your tables and iterate
3. Interview & Observe
ACTIVITY

Practice Interviewing Someone from another table
Follow the Script
Write answers on worksheet
4. Unpack
ACTIVITY

Silently Re-read the answers on everyone’s worksheets for your table

Write the answers on stickies

Place answers on collective worksheet for table

Group, Find Patterns
5. Needs & Insights
What is the Big Take-Away?
OK, That Was Fun, but how can I apply this to my work?
Questioning is “the ability to organize our thinking around what we DON’T know.”

Warren Berger
Top 10 Things We Learned Today

2. “Why” over “How”
3. Empathy
4. Design Thinking is a great natural fit with Agile methods
5. Steps for Interviewing
6. Encourage Story Telling
7. Interview Story Arc
8. It’s ok to not solve a problem right away
9. You need to know what your customers value
10. Lather-Rinse-Repeat
THANK YOU

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