Designing for Agile Delight!
Customer obsessed innovation at Intuit

Agile2018 - August 9th, 2018

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A bit about Ian
How well does your organization deal with innovation?
Recognized as one of the world’s leading companies:

**MOST ADmIREd: SOFTware INdUstry**

- **14 Years** in a Row

**FORTUNE 100 BEST COMPANIES TO WORK FOR** - 16 Years in a Row
Let’s solve a problem...
First, a bit of background...
Agile Since 2007
100's Teams
Many Playbooks
12 Principles
6 Outcomes
1 Program
Deliver world class agility through enterprise-wide adoption of Agile principles
12 Agile Principles

1. Our highest priority is to satisfy the customer through early and **continuous delivery** of valuable software.

2. Welcome changing requirements, even late in development. Agile processes harness change for the customer’s competitive advantage.

3. Deliver working software frequently, with a preference to the **shorter timescale**.

4. Business people and developers must work **together daily** throughout the project.

5. Build projects around **motivated individuals**. Give them the environment and support they need, and trust them to get the job done.

6. The most efficient and effective method of conveying information to and within a development team is **face-to-face conversation**.

7. **Working software** is the primary measure of progress.

8. Agile processes promote **sustainable development**. The sponsors, developers, and users should be able to maintain a constant pace indefinitely.

9. Continuous attention to **technical excellence** and good design enhances agility.

10. Simplicity—the art of maximizing the amount of work not done—is essential.

11. The best architectures, requirements, and designs emerge from **self-organizing teams**.

12. At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly.
Agile Principles

Employee Engagement
Quality
Predictability
Speed
Productivity
Customer Satisfaction

Agility Outcomes

Employee
Customer
Partners
Shareholder

True North Goals

Create an environment where the world's top talent can do the best work of their lives
Delight customers more than rivals in ways that matter most
Delight partners who add value to the ecosystem
Inspire confidence in our long term growth, leading to a higher stock price
So what’s the problem?
Deliver **world class** agility through enterprise-wide adoption of Agile principles
"Not Agile" — "Doing Agile" — "Being Agile" — "Beyond Agile"
How Agile are we?
Well...

We have ways to assess Agile maturity with a team...

...and lots of metrics

Intuit Agile Maturity Assessment Tool
bit.do/IntuitAgileMaturityTool

That’s another talk...
“Measuring Agility - Customer and other outcome obsessed Agile metrics”
So...
“We are not there yet”
- State of Agile at Intuit Survey
How can we help our teams with this problem?
Introducing: Design for Delight (D4D)
DEEP CUSTOMER EMPATHY

KNOW YOUR CUSTOMER
BETTER THAN THEY KNOW THEMSELVES
The Customer Safari
Deep Customer Empathy - Customer Safari

VISIT
• Go to the location where your current or potential customer is

OBSERVE
• Watch the specific activities in their environment

EXPLORE
• Ask clarifying questions about what you observe

CAPTURE
• Notes and photographs

DISCOVER
• Look for SURPRISES, in order to reveal INSIGHTS

“An insight changes the way we think about our opportunity, our customer and the world around us”
The Customer Safari Mindset

BE A DUMMY
• Ditch your expertise, be the newbie

CLARIFY
• Ask clarifying questions, follow up with ‘why’

DON’T JUDGE, OR SUGGEST
• Take only pictures, leave only footprints

BE PRESENT AND ACTIVELY LISTEN
• Listen not just to the words but also watch body language and emotion

IT’S NOT ABOUT US
• Don’t look at the world through your product
Kiwi Art Inc is a design company that specializes in Kiwi based art. They **quickly** make **unique**, **colorful** and **humorous** depictions of Kiwi’s only.

You will perform a customer safari to get deep customer empathy with a **brand-new employee working on their first day**.

Steps:

1. **Pick** a partner
2. **Observe** your partner produce Kiwi Art
3. **Swap** and repeat
Customer Safari #1 of 2 at Kiwi Art Inc

Your turn...

<table>
<thead>
<tr>
<th>Who are we observing?</th>
<th>&lt;my partners name&gt;, a day 1 new employee at Kiwi Art Inc</th>
</tr>
</thead>
<tbody>
<tr>
<td>What are they trying to do?</td>
<td>Draw Kiwi’s • Quick • Unique • Colorful • Humorous</td>
</tr>
</tbody>
</table>

STOP!

OBSERVE and CAPTURE

What do they actually do?
What problems do they have?
Why is it occurring?
How do they deal with it?

Ask clarifying questions, for example:
• “You seem stuck, are you having an issue at this point?... Why?... Why?”
• “How did you get around this problem?”
• “You seemed to be looking for something? What was it?”
SWAP
Customer Safari #2 of 2 at Kiwi Art Inc

Your turn again...

Who are we observing?  
<my partners name>, a day 1 new employee at Kiwi Art Inc

What are they trying to do?  
Draw Kiwi’s
• Quick
• Unique
• Colorful
• Humorous

Ask clarifying questions, for example:
• “You seem stuck, are you having an issue at this point?... Why?... Why?”
• “How did you get around this problem?”
• “You seemed to be looking for something? What was it?”

OBSERVE and CAPTURE

What do they actually do?
What problems do they have?
Why is it occurring?
How do they deal with it?
Customer Safari Debrief

Any Kangaroos?

What problems occurred? Why did they occur?

Did anybody ask how their partner was feeling?

Anybody take any pictures?

Any other surprises / insights?

Could we write some customer problem statements?
The customer problem statement

I am <your partners name>, a day 1 employee at Kiwi Art Inc
I am trying to quickly draw, colorful, funny and unique Kiwis
but <insert problem here>
because <insert reason here>
which makes me feel <insert emotion here>
Back to our world class agility problem...
“We are not there yet”

- State of Agile at Intuit Survey
That’s another talk...

“Intuit Agile - Anatomy of an Enterprise Agile program”
What is holding us back?

Teams

Agile Coaches
The problem statement

I am an Agile team at Intuit
I am trying to deliver optimal outcomes using Agile
but some of our Agile practices leave a lot to be desired and we are not making forward progress because we do not have access to Agile coaching which makes me feel frustrated and not supported
Go Broad to Go Narrow
TO DISCOVER ONE GREAT IDEA, YOU MUST EXPLORE MANY DIFFERENT IDEAS
Let’s try it! - Go Broad

I am an Agile2018 attendee, I am trying to attend the conference and have an enjoyable experience but...

• Too many options! I want to attend it all
• I couldn’t find the room
• I can’t find my friends
• The session was already full when I got there!

Work as a team at your table to solve this problem

Step 1 - Choose an idea for your table

Step 2 - Generate as many ideas as you can in 2 minutes to solve the problem

• Individually, generate ideas and write them down, one per ‘stickie’
• Read your idea out loud to your team as soon as you have it written down
• Listen! and add to form new ideas using ‘Yes, and…’
• Don’t judge the ideas, this is about quantity, not quality, wild ideas are welcome!

Let’s go! STOP!
Debrief

Who generated the most ideas?
Anything we could do to improve Agile2019?
Anything we could do to improve Agile2018?
Anything we could do to improve this session?
Who has the wildest idea?

So which idea is the right one to start with...?
Go Narrow with 2x2 Narrowing
A technique for narrowing ideas

1. **Experiment with word pairs** for axis labels
2. **Place your ideas on the grid** and see what starts to emerge
3. **Repeat with different word pairs** until you have your first idea

*intuit*
day 1
day 2
day 3

3 innovation days - 1 idea
Not enough coaches... but we do have...

What if the teams could coach each other...?
Our idea:

AgileCupid!
The Idea - AgileCupid

A way to connect our teams so they can help each other on their Agile journeys

Intuit scrum masters and Agile team members

We are making slower progress than we want on Agile and agility maturity due to limited access to Agile coaching

Have our teams coach each other in their strength areas
RAPID EXPERIMENTS WITH CUSTOMERS

MEASURING WHAT THEY DO...
IS BETTER THAN LISTENING TO WHAT THEY SAY...
Leap of faith assumptions

Riskiest assumptions about our idea that’s keeping us up at night
(if people don’t behave this way, we need to change our idea).

1. Teams recognize weakness in their Agile practices and are willing to receive help from other teams.

2. Teams have strength in some Agile practices and are willing to spend time coaching others
Hypothesis #1 - ‘Demand’

If we ask Intuit scrum masters “Do you have an Agile opportunity area?” and “Would you be coached by another Intuit Scrum Master?” then at least 50% would commit to do it.

Instead, obtain CURRENCY!
3. **Our Experiments**

Brainstorm potential experiments we can run quickly (starting today/tomorrow for example) to test our hypothesis. Select 1 experiments, build them and go out in the real world to test it - NOW!

**Experiment #1 - “Demand”**

**CURRENCY:** Meeting invite was **accepted**
What did we learn?

What did our experiments reveal about our hypothesis. What did we learn? What surprised us? Did we uncover any insights? How would we run the experiment differently?

Results: Experiment #1 – ‘Demand’
- 80% of teams accepted a meeting invite to get coaching from another team on an Agile practice

Results: Experiment #2 – ‘Supply’
- 75% of scrum masters accepted a meeting invite to help another team on one or more Agile practices
- We have demand!
- We have supply!
- Keep going!
- **Our Next Leap of Faith Assumptions**
  - We can identify which teams are good at which practices
  - We can expose that in an easy way for teams for self-service coaching
- **Time to build a prototype!**
Five Types of prototype

**Fast Cycle Sketch Test:** Observe testers using a sketch prototype

**Fake-o Test:** Part of the experience is fake or hard-coded

**Concierge Test:** Find a way to deliver the experience manually

**Technical Test:** Prove the technology can work

**Fully Built A/B Test in Production**
## The Agile Cupid Prototype

**Which Agile outcome would you like help with?**

<table>
<thead>
<tr>
<th>Agile Outcome</th>
<th>Top Teams</th>
<th>Velocity Stability</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Predictability</strong></td>
<td>CTG: TTU IOS</td>
<td>19.2</td>
</tr>
<tr>
<td></td>
<td>Web Platform View</td>
<td>22.3</td>
</tr>
<tr>
<td></td>
<td>CTO Dev Team Collab Scrum Board</td>
<td>24.5</td>
</tr>
<tr>
<td><strong>Time to Market</strong></td>
<td>QBN scrum board</td>
<td>4.3 days</td>
</tr>
<tr>
<td></td>
<td>CTO Dev Team Collab Scrum Board</td>
<td>7.6 days</td>
</tr>
<tr>
<td></td>
<td>CTG: Alpha Fuego</td>
<td>9.7 days</td>
</tr>
</tbody>
</table>
OK got it, innovation is cool... Now what?
How do we integrate Innovation with Agile?
Maybe Don’t… At least not in the early stages

But what if …
What if innovation was the way we work?
If you are picturing this...

...that’s not quite how it works!
Balancing the Agile Innovation scale

Experiments

BOTH are needed!

User Stories

**More unknowns**
- Green field
- Exploring new problem spaces
- Brand New Products
- Dedicated Innovation sessions

= **More Experiments**

**More knowns**
- Compliance and regulation
- Contractual obligation
- Established Products
- Run the business

= **More User Stories**
Agile and Innovation at multiple altitudes

Vision
- Horizon: 3-5 years
- Ceremonies: Envisioning / Ideal State
- Backlog of: Strategic Priorities

Roadmap
- Horizon: 12 Months
- Ceremonies: Portfolio Management / Solution Planning
- Backlog of: Programs / Initiatives / Customer problems

Release
- Horizon: 3 months
- Ceremonies: Customer Safari / Go Broad / Inception
- Backlog of: Epics / Ideas / Leap of Faith Assumptions

Sprint
- Horizon: 2 weeks
- Ceremonies: Sprint Planning and Backlog Grooming
- Backlog of: User stories / Hypotheses / Experiments

Daily
- Horizon: 24 hours
- Ceremonies: Standup / Story Huddle / Run Experiments
- Backlog of: Tasks
For example: Integrating Experiments into the story board

<table>
<thead>
<tr>
<th>Backlog</th>
<th>In Progress</th>
<th>Done</th>
</tr>
</thead>
<tbody>
<tr>
<td><img src="E" alt="Experiment" /></td>
<td><img src="S" alt="User Story" /></td>
<td><img src="B" alt="Bug" /></td>
</tr>
<tr>
<td><img src="B" alt="Bug" /></td>
<td><img src="E" alt="Experiment" /></td>
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</tr>
<tr>
<td><img src="S" alt="User Story" /></td>
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</table>
The bottom line...
Innovation needs a place to start...
... but also needs to be part of how we work
Find what works for your teams and try it!
Perhaps... Innovate on your innovation?
Thank you
Ask me anything...

...or ask me later... linkedin.com/in/ianmaple