All track development

(or “how we created a collaborative product playbook by dropping the collective ego”)

*Caveat, you’ll need to check these slides out with the context of my associated experience report ;-)
Hello!

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Agile Ego
BNZ DIGITAL

Partners Tribe

Consumer Wealth (Retail) tribe
- Sales hapū
- Banking hapū
- Staff Assist hapū
- Education hapū
- WWW. Experience hapū

Platforms Tribe

Creative Services

Performance & Capability
Product, UX and development, was just a little bit awkward....
What Product Management means to us...

1. Whole team has ownership
2. Focus on creating an outcome
3. Do the smallest amount of work possible to start measuring change
Dual track development is 2 activities happening continuously and in tandem.

- **GOALS**
- **DISCOVERY**
  (Focus on fast learning and validation)
- **DELIVERY**
  (Focus on predictability and quality)
Success !
(2 teams to 3 tribes)
/kənˈfjuːziən/ (confusion)
A clash of collective egos
How I hoped people saw me
How I hoped people saw me

How I sometimes came across
You can’t read the label of the jar you’re in.
How can I be the conscience for the team?
You’re Invited!
to collaborate on a change!
[please bring your expertise]
This is a playbook

This is not a playbook...
Be understood by anyone who picks it up, so it needs to be:

- no more than 30 pages
- self explanatory
- endorsed by key skill-set areas
- be enjoyable to read
1. If it does not fit in your head, don’t use it!
Dual-track felt and looked like separate ‘duelling’ tracks
It’s a one for all empirical track
2. Acknowledge and mash up the mindsets

- Design Thinking
  - Explore the problem

- Lean
  - Build the right things

- Agile
  - Build the thing right

@jonnyschneider
Think agile, but you don’t always have to ‘talk’ agile
3. Keep it... and invite input from experts
• Guided by a specialist (e.g. design, UX research)
• Involve the wider product team
• Tracked on the team board
• Time boxed
Who do you probably need to get involved?

<table>
<thead>
<tr>
<th>UX Researcher</th>
<th>Team Designer</th>
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<tbody>
<tr>
<td>Data Analytics team</td>
<td></td>
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<tr>
<td>Developer</td>
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<tr>
<td>Product Owner</td>
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<table>
<thead>
<tr>
<th>Team Designer</th>
<th>Content</th>
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<tbody>
<tr>
<td>Developer</td>
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<table>
<thead>
<tr>
<th>Dev team</th>
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<tr>
<td>Content and Comms</td>
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<tr>
<td>Team Designer</td>
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<tr>
<td>Risk</td>
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<tr>
<td>Tribe PM</td>
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4. Say No!

treat your Product Playbook like your Product
5. Question the thinking, not the answer
<table>
<thead>
<tr>
<th>Customer Problems</th>
<th>Solutions Today</th>
<th>User Metrics</th>
</tr>
</thead>
<tbody>
<tr>
<td>What problems do prospective users and customers have today?</td>
<td>How do users address their problems today? List competitive products or workaround approaches your users have for meeting their needs.</td>
<td>What specific user behaviors can you measure that will indicate they try, adopt, use, and place value in your solution?</td>
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<tr>
<td>Business Problems</td>
<td>Budget</td>
<td>Business Metrics</td>
</tr>
<tr>
<td>What are the challenges/problems that impact your business</td>
<td>Are there time/budget constraints?</td>
<td>What business performance metrics will be affected by the success of this solution? These usually change as a consequence of users actually buying and using your solution.</td>
</tr>
<tr>
<td>Customers &amp; Users</td>
<td>Solution Ideas</td>
<td>How will users adopt and use your solution?</td>
</tr>
<tr>
<td>What types of users and customers have the customer/business problems</td>
<td>List product, feature, or enhancement ideas that solve problems for your target audience. Which problems does your solution address?</td>
<td>If your target audience discovers your solution, what will they do differently as a consequence? How will that benefit them?</td>
</tr>
<tr>
<td>Mission</td>
<td>Current Condition</td>
<td>Assumption</td>
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</table>
|         | What is the current known behaviour and measure | Assumption that must be true for your product to be successful | - Talk to a customer  
- Analyse data  
- Prototype something | Results, observations, and insights from your experiment |
| Target Metric | | | | |
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Who is your customer?

What assumptions do you have?

Who will lead the experiment? Who do you need to involve?

How will you know you are being successful?

What does your next experiment look like?
The results?

People are talking about this, using this and it’s become part of our Digital DNA
BNZ Product Management Playbook

A field guide to running product experiments and delivering value to BNZ's customers and users
“[it] brings together all the best parts of our practices in an easy to understand way, providing a framework that our team have adopted and then adapted”

Penny Goodwin,
Xerofox clan PO
Team effort!
Thanks!

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