Helping IT HiPPOs dance to the Product-Focused tune

@selleithy  @gdinwiddie  #productfocusedtune
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Agenda

- The problem
- Why the problem is a problem
- The happy place we all want to be
- The path to get there
  - Imagining the impact we want to make in the world (Impact Mapping)
  - Imagining the viewpoints of the people involved in that impact (Empathy Mapping)
  - Mapping out the functionality to meet the above needs (Story Mapping)
- Staying on the right path
  - Testing our hypotheses with each slice of functionality
Who are the HiPPOs
FATE* for Doomed Companies
(* = Fake Agile Transformation for Enterprises)

- Over-Engineer
  - Relabelled Important Manager
    - FATE Program Manager
    - More relabeled Managers
      - Scrum Master Master
      - Product Owner Owner
      - Really Important Architect
  - More Buzzword Bingo
    - Culture
    - Objective
    - Change
    - Improvement
    - Stability
  - CROSS
    - Completely Ridiculous and Overloaded Structure
    - Scrum
    - Kanban
    - XP
    - DevOps
    - Autonomy
    -Velocity
  - Agile Buzzword Bingo
    - Scrum
    - DoD
    - BDD
    - Sprint
    - Backlog
  - Play
    - Set up some useless metrics
  - Overload your developers with useless work

- Company
  - Executives get a Pay Raise
  - Managers get a Promotion
  - You’re doing great!

- Team
  - Management always wins
  - Continue doing the same trash that never worked
  - Think like before

- Program
  - Meetings

- Idea
  - Even more relabeled Managers
    - Master Scrum Master Master
    - Product Owner Owner
    - Really Important Architect
  - Work
  - Waste
  - Processes
  - Enterprise Buzzword Bingo
    - Portfolio
    - Strategy
    - Budget
    - KPIs
  - Suffer your FATE
  - Tormenting FATE
  - Inevitable FATE

Michael Küsters

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Patterns we observed (make it a story)

● Proving a capability to build an ordering system in order to win a contract (date is already determined by executives for contract award)

● Determining what the solution before defining what the problem is
  ○ At a large program at a federal agency, the goal was defined as “computerize all the paperwork”
  ○ What is the benefit of this?
    ■ Not misplacing files
    ■ Speed up processing
  ○ That’s speculation. The real goal was doing what Congress directed.

● The goal is not a benefit, it’s more of a task (example of goal: reduce number of errors, task: not misplacing files)

● Eliciting requirements rather than doing research

● Automating tasks rather than defining goals and benefits
Patterns We Have Observed

- Determining the solution before defining the problem
  - At a large program at a federal agency, the goal was defined as “computerize all the paperwork”
- The donated goal is not a benefit, it’s more of a task
- Eliciting requirements rather than doing research
“Computerize all the paperwork!” (“Digital Transformation”)
Visualize a Better Situation
Potential Non-Product Development for Exercises

- Fraud detection for a store self-checkout system
- System to support the customer service reps when someone calls with a problem
- Track vacation and sick time, past and planned, for employees
- Accounts Receivable system to match up invoices and payments

Or something else, of your choice.
Jobs to be done

- What will you hire this system to do?
- What will it do for you?
- “If you had that, what would that do for you?”
Jobs To Be Done

Computerizing the paperwork isn’t it.

- Making it easy to apply for benefits
- Controlling and overseeing the evaluation process
- Transferring files around the country
- Not losing any information
- Reducing human time to process applications
- ...

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Impact Mapping

- What impact do we want to have? (cost reduction or capability increase)
  - Reduce cycle time for some business process
  - Reduce cost to process an invoice
- How do we measure that?

https://www.impactmapping.org/drawing.html
### Impact Mapping

**Goal**
- More Efficient Processing

**Actor**
- Applicants
- Processors

**Impact**
- Prefer over paper forms
- Fewer errors in processing
- Less labor to process

**Deliverable**
- Online Data Entry
- Computer assisted workflow
- Selection of common boilerplate

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Empathy Mapping

Who are the people needed to have the desired impact?

- Users
- Stakeholders
- Clients

What do they need?

How do your ideas resonate with them?

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Our example of Empathy Mapping

Applicants

- It takes too long to get my application approved
- Call customer service to check on status
- Find a legal advisor

Hard-to-answer questions

- Lengthy process
- A lot of paperwork
- Confusing instructions

We need more information

- What do they hear?
- What do they think & feel?
- What do they see?
- What do they say?
- What do they do?
Our example of Empathy Mapping

- **Who are they?**
  - Processors
  - Applicant’s information
- **What do they see?**
  - "This is incomplete"
- **What do they say?**
  - "Is this applicant trustworthy?"
- **What do they think & feel?**
  - "Is my supervisor happy with my work?"

- **What do they hear?**
  - "This is incomplete"

- **What do they do?**
  - Get approval from a supervisor
  - Print apps manually to review

- **Where is this application status?**
  - Who is working on what application
## User Story Mapping

<table>
<thead>
<tr>
<th>User Activity</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>User Task</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sub-Task or Details</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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User Story Mapping

- Apply
- Review Application
- Make Decision
- Notification

- Submit Data
- Check for Completeness
- Human Review of Info
- Letter of Decision

- Pay Fee
- Check for Consistency
- Refer for Special Processing
- Provision Benefit

- Update Data
- Request for More Info
- Benefit Rules Check
- Accept or Reject

- Recording in System of Record

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Product focused tune

A canon, round, or fugue

Product-Focused tune = JTBD / Impact + Empathy + Story mapping
Closing Tune

Make an impact take a stance
Help HiPPOs do the dance
Slice the product at a glance

Repeat ad infinitum

JTBD/Impact Mapping
Empathy Mapping
Story Mapping
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