Disclaimers

• I am not here represent my company nor sell their services
• I am not endorsing any framework or tools
• I will not be able to teach you everything about Jobs To Be Done

➤ I am going to deliver a fast-paced, practical hands on workshop on Jobs To Be Done
➤ I will upload the slides and the packet to the Agile 2019 website
Understanding Customer Needs

Brief Overview of Jobs To Be Done

Facilitated Workshop with Hypothetical Scenario

Recommended Takeways from the Workshop
Understanding Customer Needs

Brief Overview of Jobs To Be Done

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Recommended Takeways from the Workshop
How do great product innovation companies create business value?
Discover interesting problems

How valuable are they to solve?
Discovery – Enterprise thinking vs Product thinking

**Enterprise Thinking**
- Someone senior has an idea (HiPPO)
- Business unit justifies with a lengthy Business Case
- With conviction you eventually get ready to build that thing...
- ...But nobody ever checks if was a good idea, or if it achieving what was wanted by customers

**Product Thinking**
- What is the consumer job to be done?
- Do people really have the problem they say they have?
- How are they handling that problem now?
- How is what we're offering better than what exists?
“People don’t want a quarter-inch drill, they want a quarter-inch hole”

Theodore Levitt
Classic DT Empathy Map

What does she think and feel?
what really counts
major preoccupations
worries & aspirations

What does she hear?
what friends say
what boss says
what influencers say

What does she see?
environment
friends
what the market offers

What does she say and do?
attitude in public
appearance
behavior toward others

PAIN
fears
frustrations
obstacles

GAIN
wants/needs
measures of success
obstacles
**Luca**

**Age: 17 | Occupation: Student | Status: Single**

**Background**

I’m so excited to get my license! I live in the countryside where there is very little public transportation and you must have a car to get to school, to friends, to sports practices, anywhere you want to go. My uncle already said he would give me his old car and I’ve picked out a new sound system for it. I’m so looking forward to finally being more independent and driving around in my own car.

**Behaviours**

- I use my smartphone for everything, much more so than I use my tablet or laptop
- I’ve been so excited that I have been practicing driving with my parents in empty parking lots preemptively, but they got their licenses a while ago and don’t remember much about the process to share
- My friends and I talk a lot about our licenses and what cars we are getting. I spend most of my time thinking about my new car
- I try my best to be a good driver, but I have to admit I’m still learning. When I practiced, I scraped the car against a pole once and jumped a curb another time.

**Key Frustrations**

- Since I live in the countryside, it will be hard for me to get to the license office in the city and my parents have to take time off work to take me there
- I have no idea what paperwork I need for the application, why don’t they tell you more ahead of time? I don’t even know if I have the right documentation they want!
- None of this process of submitting the paperwork or booking appointments seems mobile friendly so I have to dig out my laptop and it still doesn’t seem to work on my laptop!
- I don’t know how long it will take to get my license or what the process is. I have sports this summer and don’t want to miss that
## Experience

What are the actions for the journey?

- Researches license process
- Gathers required documentation

## Emotions & Thoughts

How is the user feeling throughout the journey? What is the user thinking about in this moment?

This is confusing, where am I supposed to find the steps for this process?

I get to practice driving – I love this part!

I didn’t plan for how much driving school would cost – I wonder what other fees are coming?

They asked for a proof of residency, but I don’t have a paystub or household bill in my name. What do I do?

This application is long and I don’t know where all this requested documentation is!

I’m so thrilled to get my license finally!

## Luca

| Age: 17 | Occupation: Student | Status: Single |

<table>
<thead>
<tr>
<th>Prepare for License Process</th>
<th>Enroll in and Complete Driving School</th>
<th>Complete &amp; Submit Application</th>
<th>Take Driving Exam and Obtain License</th>
</tr>
</thead>
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<tr>
<td>• Researches license process</td>
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<td>• Submits required driving school and identification paperwork</td>
<td>• Makes appointment for exam</td>
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<tr>
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<td>• Completes paper application and mails it in</td>
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<td>• Takes license photo and finalizes paperwork</td>
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Prepare for License Process

- Selects a driving school
- Enrolls in course
- Completes course

Complete & Submit Application

- Submits required driving school and identification paperwork
- Completes paper application and mails it in
- Submits fees

Take Driving Exam and Obtain License

- Makes appointment for exam
- Passes exam
- Takes license photo and finalizes paperwork
- Receives License
As Product Owners, sometimes our current tools don’t really land (#PinterestFail)

Empathy Maps  
Cookie Monster Cupcakes  
Nailed it

Personas  
SpongeBob Cake

Customer Journey Maps  
Rainbow Pancakes
Empathy Maps

Are great for ...
- Generating better understanding of <customer>
- Inspiring conversation about being more customer-centric
- The value is in the conversation to produce the Empathy map, less in the Empathy map itself

AND are less useful for ...
- Understanding motivations and deep mindsets of <customer>
- Understanding expectations at a more granular level
- Are often inaccurate/wrong/misleading without a lot of user research behind it

Customer Journey Maps

- Generating better understanding of <customer>’s work or experience
- Inspiring conversation about being more customer-centric
- The goal is to streamline an existing linear process

- The work/experience isn’t linear
- Understanding motivations and deep mindsets of <customer>
- Are often inaccurate/wrong/ misleading without a lot of user research behind it

Personas

- Making your customer/user more of a human and less of an abstraction
- Understanding some of their motivations and beliefs

- Resemble market segments rather than real user/customer groups
- Often are too abstract disguised
- We often put a lot of our own biases into Persona
Discover interesting problems

How valuable are they to solve?
Understanding Customer Needs

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Recommended Takeways from the Workshop
Principles: Job To Be Done

1. People have Jobs; Things don’t.
2. Competition is defined in the minds of customers, and they use progress as their criterion.
3. When customers start using a solution for a JTBD, they stop using something else.
4. Innovation opportunities exist when customers exhibit compensatory behaviors.
5. Customers favor progress over outcomes and goals.
6. Progress defines value; contrast reveals value.
7. Producers, consumers, solutions, and Jobs should be thought of as parts of a system that work together to evolve markets.
You want to motivate yourself when going for a run?
Same job, better product hired...

1994

2001

Say hello to iPod. 1,000 songs in your pocket.

2018
Capturing Jobs That Your Customer Does Requires you to know:

1. Situation
   - In this situation...

2. Motivation
   - When trying to...
     - I Want to _________
       - Verb + Object
     + Contextual Clarifier

3. Expected Outcome
   - People struggle to...
     - So I Can _________.
       - Direction + Metric + Object
   - And want to feel and be perceived as...
     - Emotion + Context

When getting ready to run, I want to minimize the time it takes to get the songs in the desired order for listening so I can not lose motivation.
• The work is really unpredictable
• There is more than one actor
• Desirability of your solution is crucial
• Your solution space has high emotionality

More simply, Jobs to Be Done can be useful:
Understanding Customer Needs

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Recommended Takeways from the Workshop
The Setup

1. Packets on all your tables with post its, markers
2. Split into groups of 2-4 and pick 1 persona
3. Create Jobs to Be Done and Opportunities
4. Share
The Instructions

1. (3 minutes) For your group (2-4 ppl), review the packets on the table and pick 1 for your group to focus on.

2. (5 minutes) Update the Persona and Customer Journey to include considerations for Real ID.

3. (3 minutes) Brainstorm situations and pick 3 to focus on.

4. (8 minutes) Write out the Jobs to be Done using the template.

5. (5 minutes) Rewrite JTBD adding emotional jobs.

6. (8 minutes) Identify opportunities to improve the experience.

7. Share!
Some Tips

1. Facilitate Yourselves
2. This is a drive-by of the PROCESS, focus less on the outcome
3. No, there won’t be enough time
4. If you have an idea you simply must get onto a post it – go ahead and put it on the Opportunities page
5. If you’re not having fun you’re doing it WRONG
What Should You Be Doing Now?

1. For your group (2-4 ppl), review the packets on the table and pick 1 persona and 1 state for your group to focus on.

Tips:
• Nominate someone to watch for instructions/time
• No state is “easy”
2

Update the Persona and Customer Journey to include considerations for Real ID

Call out areas where:
- The work is really unpredictable
- There is more than one actor
- Desirability of your solution is crucial
- Your solution space has high emotionality
What Should You Be Doing Now?

3 Brain storm situations and pick 3 to focus on

Paper, pen, post its, or just talk
What Should You Be Doing Now?

4 Write out the Jobs to be Done using the template

reference

Capturing Jobs Template:

When ________  I Want to ________  So I Can ________  ________

Write on this template using method of choice
What Should You Be Doing Now?

5 Revise the JTBD adding emotional jobs

reference

Capturing Jobs That Your Customer Does Requires you to know:

<table>
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<tr>
<th>Define The Core Functional JTBD</th>
<th>Define Outcomes</th>
<th>Define Emotional jobs</th>
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When getting ready to run, I want to minimize the time it takes to get the songs in the desired order for listening so I don't lose motivation

Write on this template using method of choice

Capturing Jobs Template:

When __________ I Want to ________ So I Can ________
What Should You Be Doing Now?

6 Identify opportunities to improve the experience

Challenge yourself – does your solution address the emotional jobs as well as the functional jobs?

Write on this template using method of choice
What Should You Be Doing Now?

7 Share
COME BACK AND I WILL CLOSE OUT THE WORKSHOP
Structure of this Workshop Guide

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Recommended Takeways from the Workshop
Recommended Take Aways for this Workshop

Look at Your Jobs with a Critical Eye
- Are your jobs just a recreation of a job description? Is it what you think the person SHOULD be doing? Do the Jobs really provide value to your end customer?

Iterate! Iterate! Iterate!
- It’s impossible to create a fully accurate and useful Opportunity Map in a single marathon workshop. Take time to reflect, interview, push back, re-organize and rewrite the jobs.

Post in Analog Format for all Teams to Reference
- This should be a living reference not to be filed away in a digital archive. For example, we posted in a common area for a Customer Care team to reference constantly during “How Might We Improve” conversations.

Learning mindset and ability to be comfortable in uncertainty
- This is not a thinking exercise. The sooner you can experiment, the sooner people can experience the approach, the better.

Jobs-To-Be-Done can Augment Understanding
- When desire-ability of a solution is extremely important, Product Owners need as much information as possible to inform what customer’s VALUE.

Example: A request to reset a Password isn’t a Job after all
- A Call Center recently went through this exercise to see how they might improve the experience for callers. They realized that when a customer calls to reset a password, the REAL job of value was actually something else (e.g. send money). And that the password reset was actually an impediment. This realization changed everything.
The work is really unpredictable

There is more than one actor

Desirability of your solution is crucial

Your solution space has high emotionality

More simply, Jobs to Be Done can be useful:
Reframe how you talk about your products
Using Jobs to Be Done

Kathryn, how would you like Premium to help?
We’ll recommend the right plan for you.

- To job search with confidence and get hired
- To grow my network or manage my reputation
- To find leads more effectively
- To find and hire talent faster

Explore all plans
For more complex offerings with a lot of jobs, it helps to prioritize where to work next

- Prioritize Functional Jobs (Green Posts) according to rough Customer Satisfaction and how important the job is to the Customer.
- Draw a triangle as shown on the left to show where some Jobs are:
  - Over-Served: we have perfected easy items that aren’t that important.
  - Under-Served: we need to spend more time here.
  - Served Right: when pressed for time/people/energy, let’s limit our investments here.
Discover interesting problems

How valuable are they to solve?
We deliver VALUE because we help our Customers (Internal and External) Achieve their Goals.