AGILE BUSINESS DAY
VENEZIA 2018

BRIDGING THE GAP

HOW TO EMPATHIZE WITH BUSINESS...
AND, IN THE MEANWHILE,
CREATE THE RIGHT PRODUCTS!



@AgileTriathlete
#ABD18
#BridgingGap

Agile & Business




It was not that Simple!

...Actually we are Still Struggling, isn't it?



What about when you put into play IT / Proxy / Technical Product Owners?



...or that time when Business said:

"Should I spend my time hanging post-its?"



Challenges Experienced Adopting & Scaling Agile

From last year to this year we saw a decrease in respondents citing "organizational culture at odds with agile values" and "lack of business/customer/product owner availability" as challenges for adopting and scaling agile. Barriers that were cited more this year include "fragmented tooling", "inconsistent processes across teams" and "general resistance to change".



12th annual STATE OF AGILE REPORT

UHM...THE SAME, OLD, STORY

What are we still Missing?



Well, I have to admit.
I asked for Help,
to a Dear Friend of Mine

Jane - The Product Owner

The Product Owner is responsible for maximizing the value of the product, resulting from the work of the Development Team, in order to deliver the highest possible advantage to the business.

Name	*Jane*
Age	*31*
Education	*Software Enginering*
Job	*Product Owner*
Family	*Married, no children*

Agile Mindset ●●●●○
Business Acumen ●●●●●
Communication ●●●●○
Team Building ●●●●○
Leadership ●●●○○

Key Attitudes

Agile Passionate
Open and Enthusiast
Empowered
Decisive
Great Communicator

Goals

- Define the "Why"
- Manage Product Backlog
- Drive the Dev Team

Frustrations

- Stakeholders Convergence
- Scope Negotiation
- Too little time with Team

Bio

Jane is a Product Manager for Acme Corporation, a marketing technology firm. After her degree in Software Engineering she started to work in Acme as a Product Owner for many years, leading the development of many successful product.



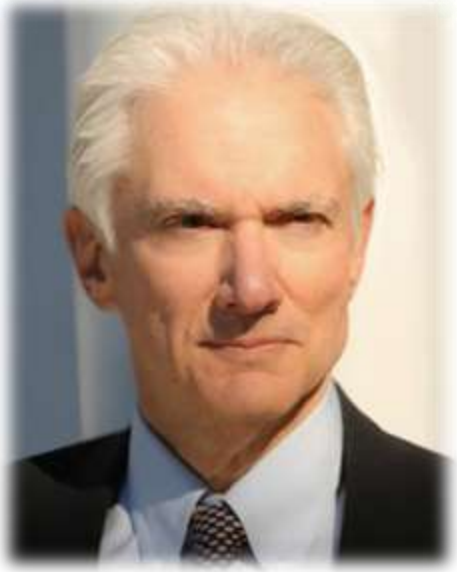
"The more I listen, the more I ask, the better I tell and the greater the products my team builds"

Ehi, Jane!!
How can we be more effective in Engaging Business and Deliver Better Products?


Tell them a story.
Their story.
If you won't be able to tell the story of your organization and products, someone else will do.
And it could not be the right story.
STORYTELLING

Hey?!
May I tell you a Story?





Jerry Kaplan

Samuel Jerrold "Jerry" Kaplan (born March 25, 1952) is an American computer scientist, author, futurist, and serial entrepreneur.

He is best known as a pioneer in the field of pen computing and tablet computers.

He is the founder of numerous companies, including GO Corporation, OnSale, Teknowledge Inc., Winster.com.

S IMPLE

U NEXPECTED

C ONCRETE

C REDIBLE

E MOTIONAL

S TORIES



"Gentlemen, here is a model of the next step in the computer revolution"


Stories are Bridges to the Future

*" All huge achievements of humankind have been based **not** on individual skills, but on the ability to cooperate, flexibly, in very large numbers "*



Yuval Noah Harari is born 24 February 1976. is an Israeli historian and a tenured professor in the Department of History at the Hebrew University of Jerusalem. He is the author of the international bestsellers Sapiens: A Brief History of Humankind (2014) and Homo Deus: A Brief History of Tomorrow (2016). His writings examine free will, consciousness and intelligence.

...WAIT,WAIT,
I AM NOT DONE.
IT'S NOT ENOUGH



"Perceive and interpret people behaviors and motivations. They often can't articulate these things, explicitly.

Observe users and their behaviors in context to identify patterns, by listening, asking questions, and challenge underlying assumptions."

Understanding emerges



EMPATHY

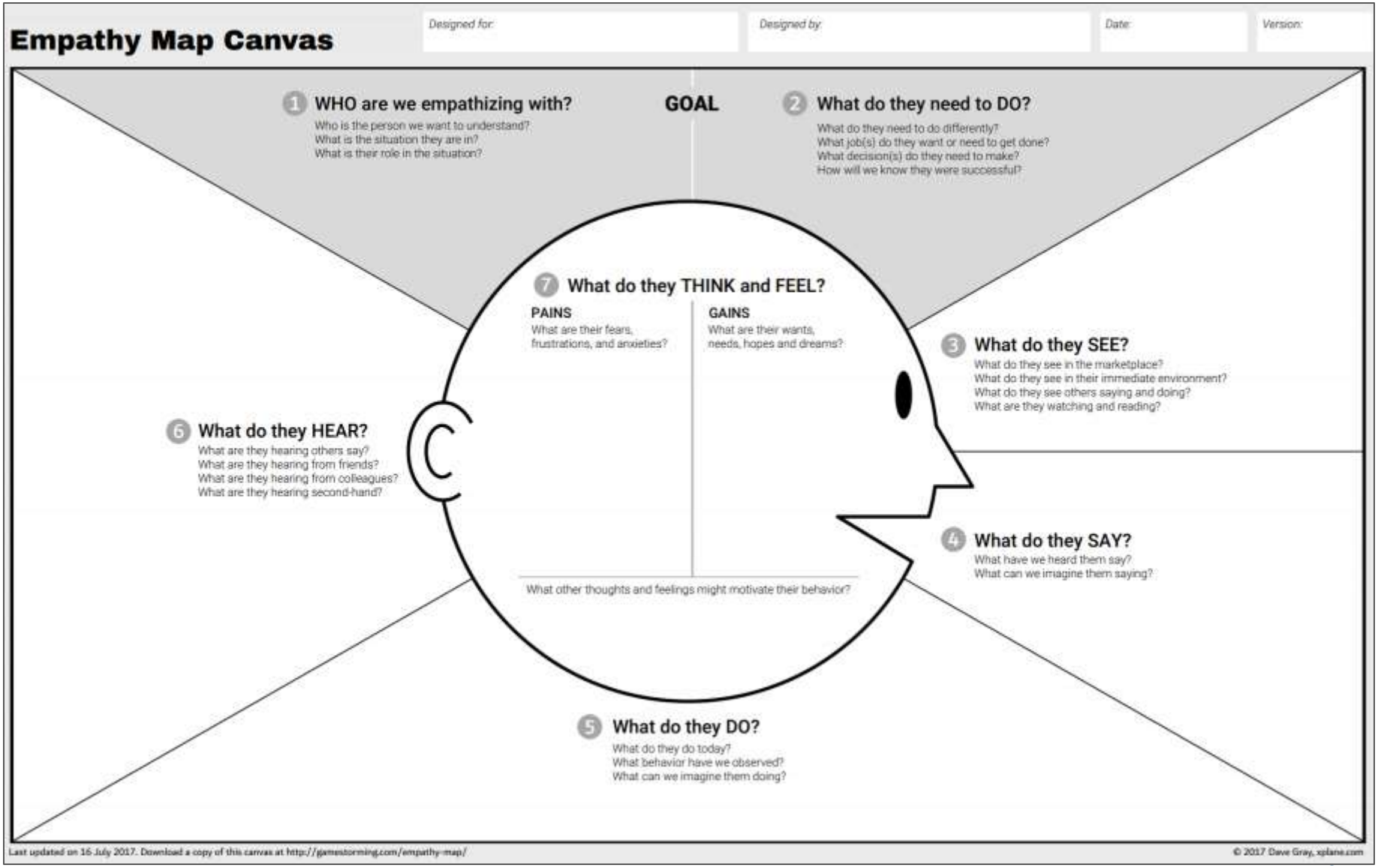


Stepping in Customers' shoes,
their environment, space and Experience.
Now, walk with them for some miles! Do they hurt you?

Ready?
First, understand your stakeholders



Empathy Map



Why not using it to explore your audience?

Persona Example Template

PICTURE & NAME

What does the persona look like? What is its name? Choose a picture and a name that are appropriate and that help you develop sympathy for the persona.

DETAILS

What are the persona's relevant characteristics and behaviours? These may include demographics, job, lifestyle, spare time activities, and common tasks.



Hey, did you call me?

GOAL

Why would the persona want to buy or use the product? What problem should the product solve? What benefit does the persona want to achieve?



www.romanpichler.com
Template version 12/13

FILL ORDER: 1 2 3

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Give Life to your Users!

Then, Involve them!



Impact Mapping



Simple and effective method for **collaborative strategic planning**.

Engage senior management and technical experts to create a **shared understanding of** high level **scope** and related **deliverables**, from a **business perspective**.

- Better **plans and roadmaps** ensuring alignment between parties.
- Clearly communication of business **objectives** and underlying **assumptions**, helping teams understand how to reach the former validating the latter.
- R**educing waste** by preventing scope creep and over-engineered solutions.
- Better **focus on delivery,** understanding **impacts** on **deliverables**.
- It enhances **collaboration** by creating a joint **big-picture view**.

Impact Mapping – Building the Map

WHY

Why are we doing this?
What are the business objectives?
Why is so strategic?

WHO

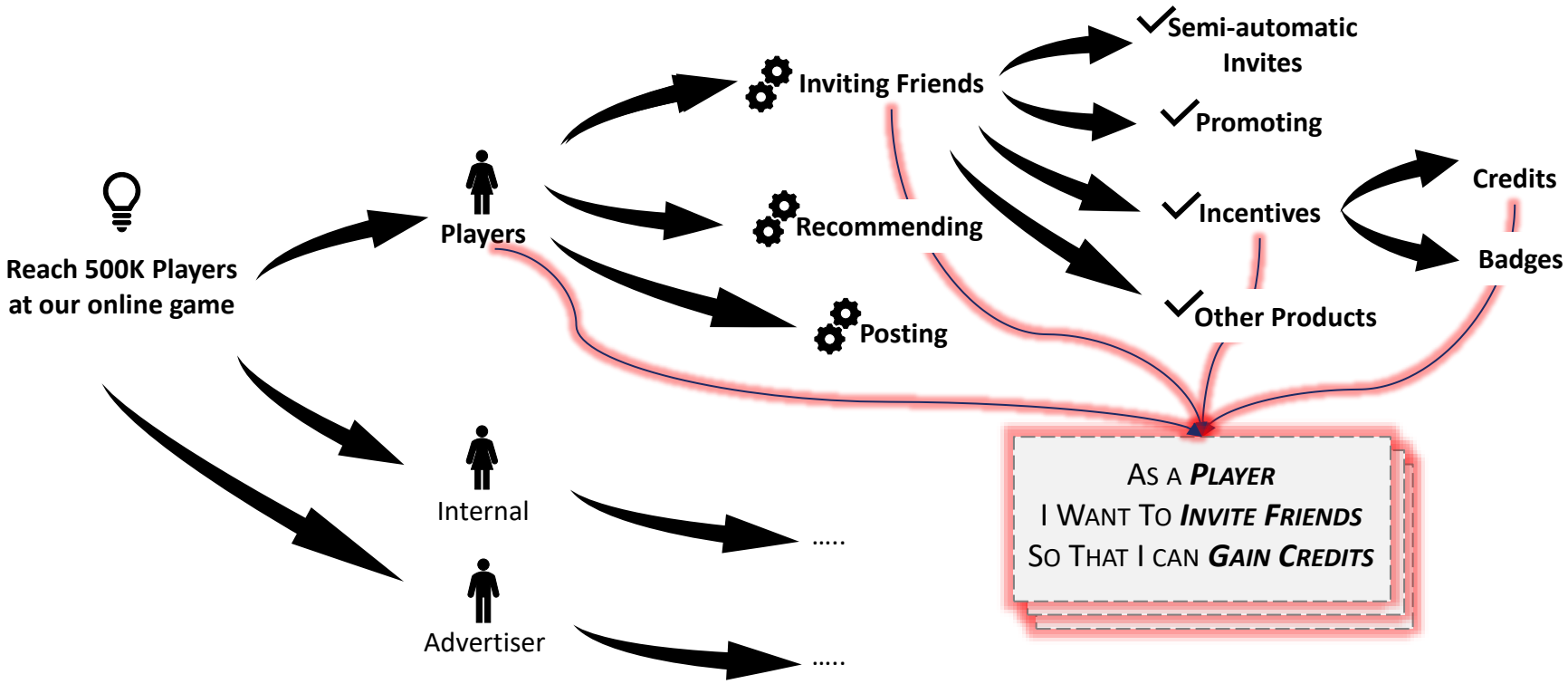
Who can produce the desired effect?
Who can obstruct it?
Who are the consumers?
Who will be impacted by it?

HOW

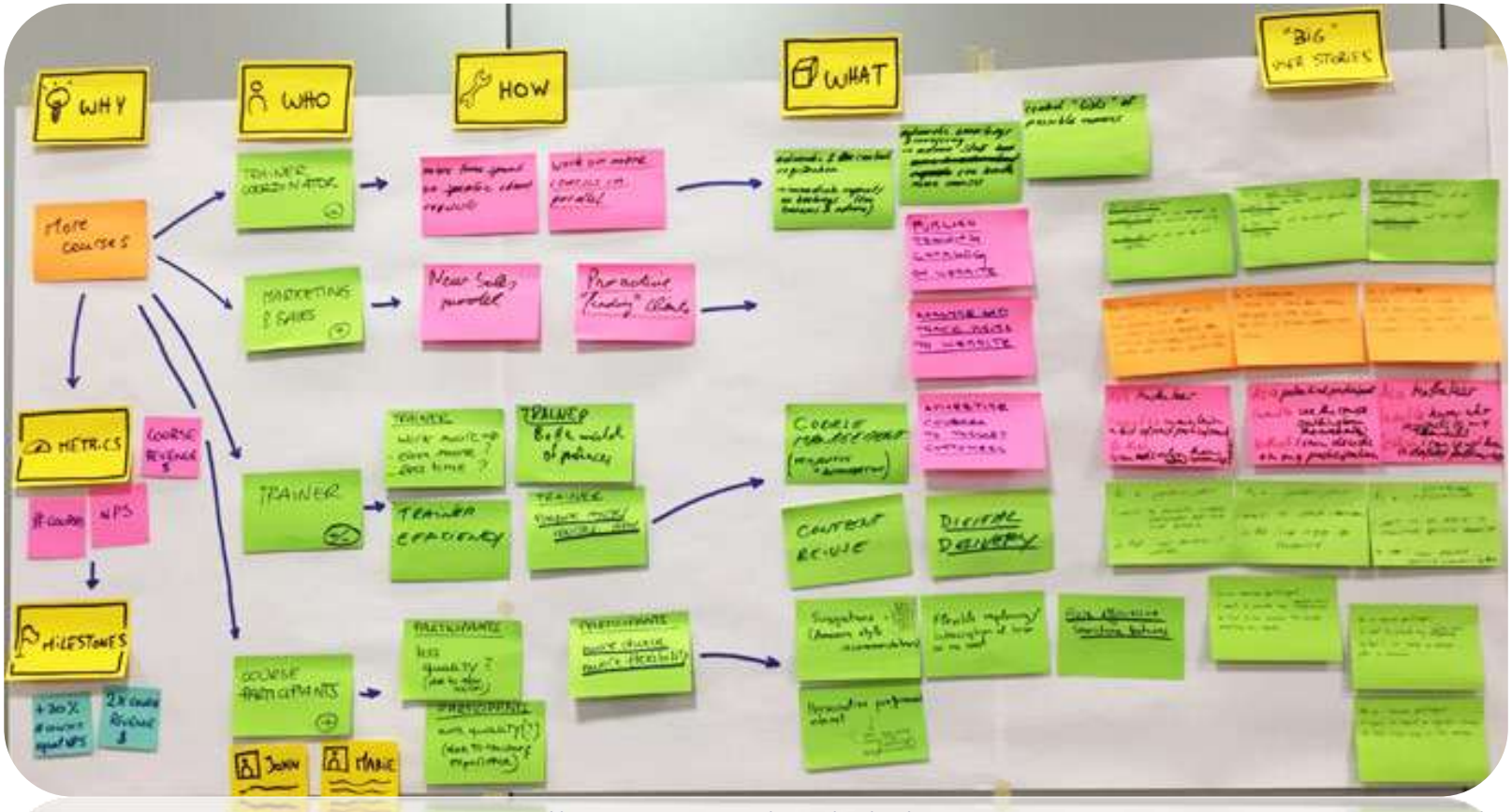
How their behaviours should change?
How can they help achieving the goal?
How can they prevent from succeeding?

WHAT

How can we support the required impacts?
What actions or decisions we shall make?
How can we influence ohter's action?



Impact Mapping – An Example



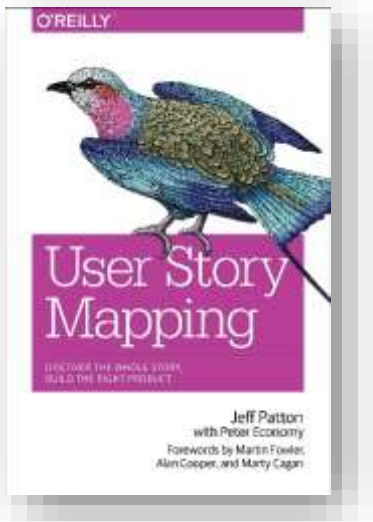
https://www.dkrimmer.de/2014/11/21/how-to-make-an-impact-with-your-software-product/

Finally, Enable Collaboration and Flexibility



User Story Mapping

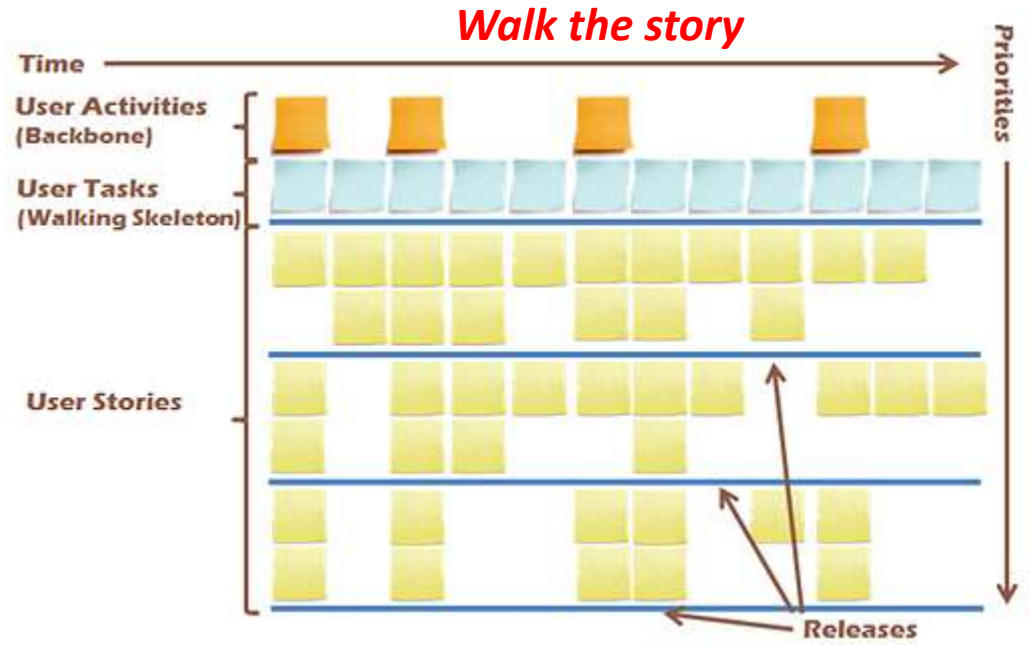
Organize user stories into a map that communicates experience.



User Story Mapping is a simple yet powerful idea.

Just talking about user's journey through your product, helps build a simple model that tells everyone the "user's story", as you go.

This turns out this simple idea, as a very effective way in seeing the big picture, creating backlog items, speculating about releases.



User Story Mapping – Building the Map

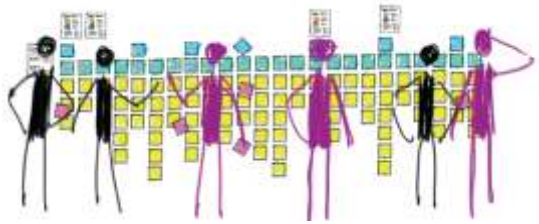
1. Tell & Frame



2. Understand & Map



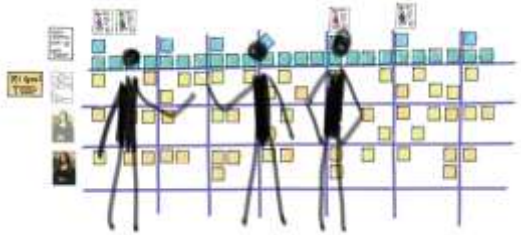
3. Discuss & Explore



The Journey



4. Define Release Strategy



5. Define MVP Strategy

User Story Mapping – Fundamental Items

Process

1. Frame

Identify the WHYs, WHATs, WHOs, of the Product you are going to develop.

2. Map the Big Picture

Tell the whole story, form the backbone of your map, by telling about the main users and related activities.

3. Explore

Fill the body of your story map by breaking down larger user tasks into smaller subtasks: split, assemble, rewrite, reorganize them.

4. Slice Out Viable Releases

Slice your map into incremental releases of your product, which span the users and use of the product itself.

5. Slice Out Dev Strategy

Think on how to realize each release, by arranging the development phase into iterations.



User Actors previously identified to tell her/his story doing something, to reach a goal.

Activities *(Capabilities)*

Activities organize tasks done by similar people at similar times to reach a goal.

Task *(Features)*

User's tasks are short verb phrases that are the basic building block of a map.

Sub-Tasks *(User Stories)*

Tasks are broken down in sub items, alternative items, exceptions.

Time

The big story of the product must be told by starting with the major activities done by the most important users, following the timeline from left to right

Release Boundary

Use a tape line to identify slices of tasks that users might use to reach their goals.
The smaller the slice that allow your specific target users to reach their goal, the better: that one is a MVP (Minum Valuable Product).

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One, last, Suggestion?





Learn and Improve your storytelling skills



Through Story Cubes



Part of our job is to tell stories, the right stories, by provoking an emotional reaction.

The best way is to exhibit some emotion yourself, heading towards people's natural sense of empathy.

"Thank you Jane"!

Thank you!

Emiliano Soldi

@AgileTriathlete
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