

What do you hope to learn from this session?

Write one item per sticky note

As many sticky notes as you'd like

When done, put them on the flip chart.

**GOOD DISCOVERY
TECHNIQUES**

**THE ULTIMATE
QUESTION TO LIFE,
THE UNIVERSE, AND
EVERYTHING**

**HOW TO BUILD A
STRONG
REFINEMENT
APPROACH**

**AVERAGE AIR
SPEED VELOCITY OF
AN UNLADEN
SWALLOW**

The logo consists of a black square border. Inside the border, the word "INSIDE" is written in a red, sans-serif font, and the word "PRODUCT" is written in a black, sans-serif font directly below it.

INSIDE
PRODUCT

How to Survive and Thrive in a Digital Transformation

Kent J. McDonald

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<https://insideproduct.co/digital-transformation>

A little bit about me

**INDUSTRIAL
ENGINEER BY
TRAINING**

**CONTENT
CREATOR / TRAINER**

UNEMPLOYABLE

**PROJ MGR / BA
ROTATION**

**FREELANCE
PRODUCT
MANAGER /
WRITER**

**WRITE TO LEARN
AND EARN**

**STARTED BUSINESS
ANALYSIS TO
LEARN IT**

**RECOVERING AGILE
COACH**

**PRACTICE TO STAY
CURRENT**

Your turn: Introductions

Write notes on sticky note

Introduce yourself at your table

When done, put notes on the appropriate charts

YOUR ROLE

**INDUSTRY YOU
WORK IN**

**TYPE OF
PRODUCT YOU
WORK ON**

The Transformation Trifecta

AGILE TRANSFORMATION

FOCUS ON TECH
EFFICIENCY

BUILD STUFF RIGHT

INTRODUCED
THE PRODUCT
OWNER ROLE

DIGITAL TRANSFORMATION

SHIFTING
PERSPECTIVE OF
TECHNOLOGY FROM
COST CENTER TO
ENABLER, BUT STILL
LOOK AT THINGS AS
PROJECTS, OUTPUTS,

PRODUCT TRANSFORMATION

CHANGE HOW WE
ORGANIZE WORK.

CHANGE HOW WE
ORGANIZE TEAMS

INTRODUCED
PRODUCT
MANAGER ROLE
TO INTERNAL
CONTEXT

Product Transformation

PROJECT ORIENTATION

HOW MUCH WILL THIS COST?

FIXED DURATION

DELIVER AN ASSIGNED SOLUTION

OUTPUT, ON TIME, IN BUDGET

TEMPORARY, SPLIT FOCUS,
PULLED FROM RESOURCE POOLS

BUILD ONLY

EXPENSE

BUDGETING

TIME FRAME

DEFN OF SCOPE

SUCCESS

TEAM MAKEUP

TEAM OWNS

IT ORG

PRODUCT ORIENTATION

HOW MUCH ARE WE
WILLING TO SPEND?

ENTIRE PRODUCT LIFECYCLE

ASKED TO SOLVE A PROBLEM

ACCOMPLISH OUTCOME

STABLE, DEDICATED,
ALL NEEDED SKILLS

BUILD AND RUN

INVESTMENT

5 Survival tips: D3C2

Discovery

Decisions

Delivery

Context

Collaboration

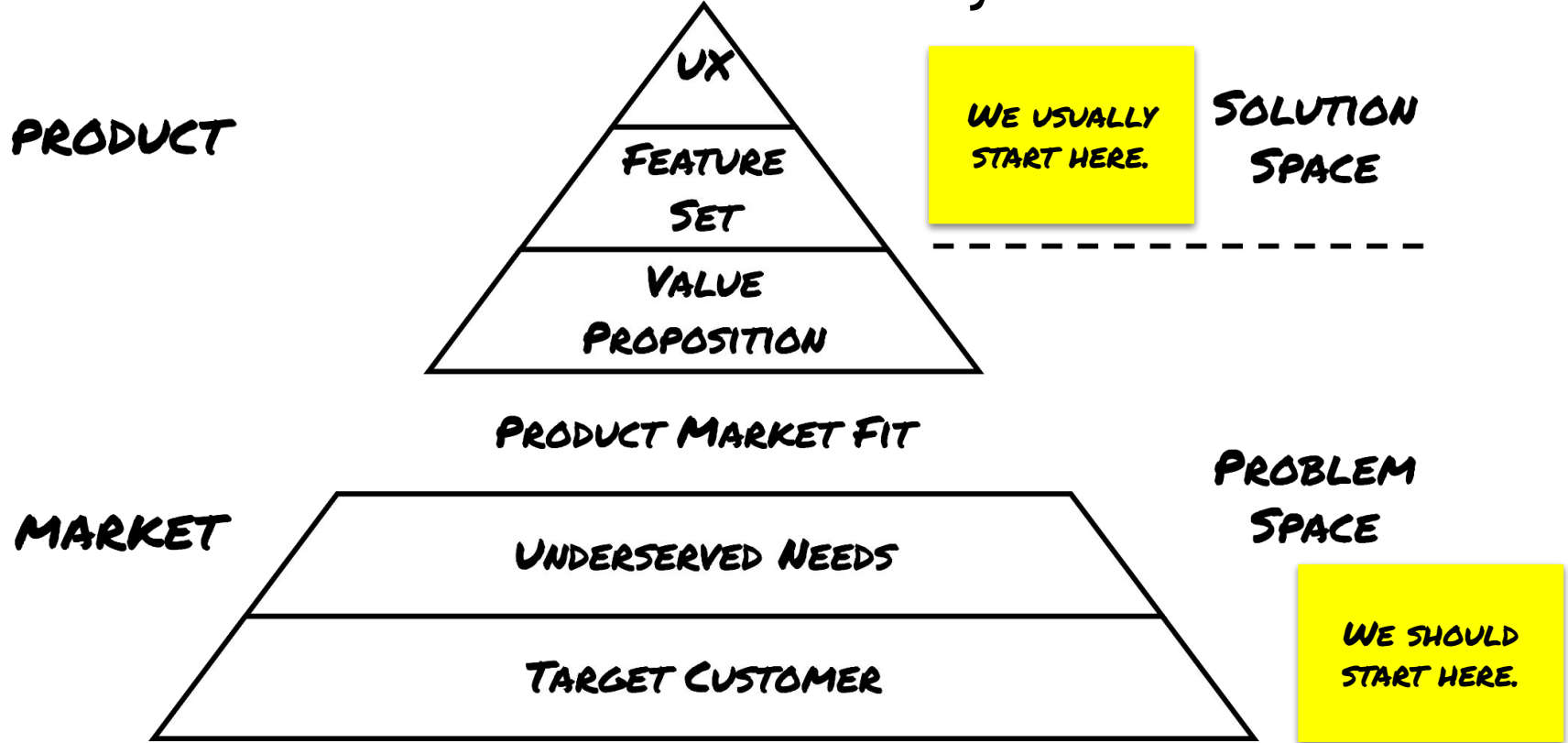


Discovery

Don't elicit
requirements.

Elicit
stories.

Product Market Fit Pyramid



Don't make your interviewees lie to you

Generally Good Advice:

DECIDE WHAT
YOU'LL ASK
UP FRONT

ASK
OPEN-ENDED
QUESTIONS

DON'T ASK
ABOUT FUTURE
BEHAVIOR

DON'T ASK
LEADING
QUESTIONS

Even Better Advice:

RESEARCH
QUESTIONS
WHAT YOU WANT
TO FIND OUT

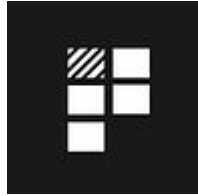
INTERVIEW
QUESTIONS
WHAT YOU ASK TO
FIND THAT OUT

"TELL ME
ABOUT THE
LAST TIME
YOU..."

FOCUS ON
ACTUAL
BEHAVIOR

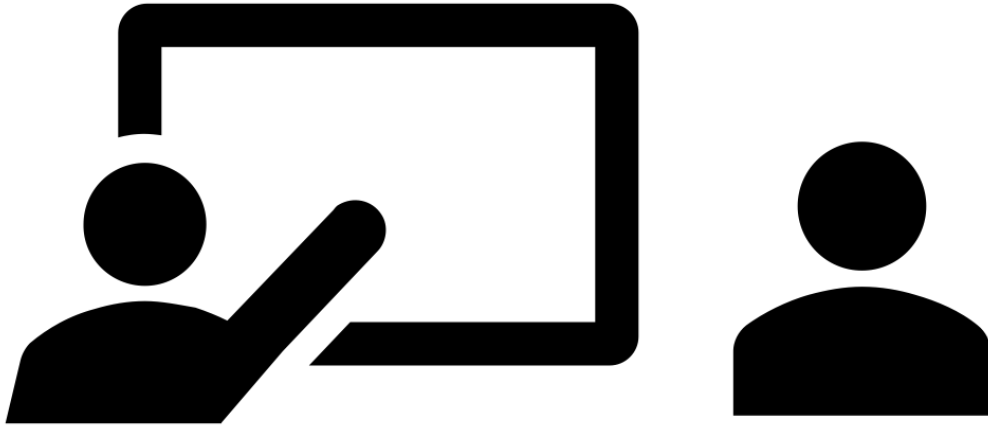
SHUT UP!

Example: Product Newsletters



**RAISE YOUR HAND IF
YOU HAVE READ AN
EMAIL NEWSLETTER
IN THE PAST
COUPLE OF WEEKS**

Your turn: story based interviews



Pick a situation

Groups of 3:

- Interviewer,
- interviewee,
- observer

3 minutes to do a story based interview

Rotate!

Interview Snapshot: Participant's Name



"A MEMORABLE QUOTE THAT BUILDS EMPATHY AND HELPS YOU REMEMBER THE EMOTION AND STORIES SHARED IN THEIR INTERVIEW"

INSIGHTS

- **INSIGHT**
- **INSIGHT**
- **INSIGHT**

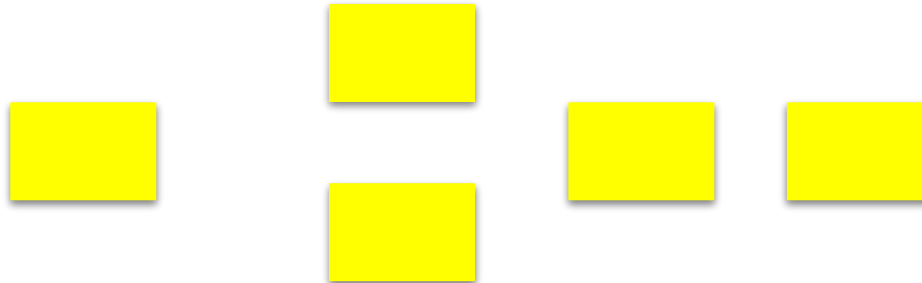
QUICK FACTS

- **KEY FACT**
- **KEY FACT**
- **KEY FACT**

OPPORTUNITIES

- **I WANT TO BE ABLE TO**
- **I'M TRYING TO...**
- **I WISH I COULD...**
- **I DO THIS EVERY DAY**

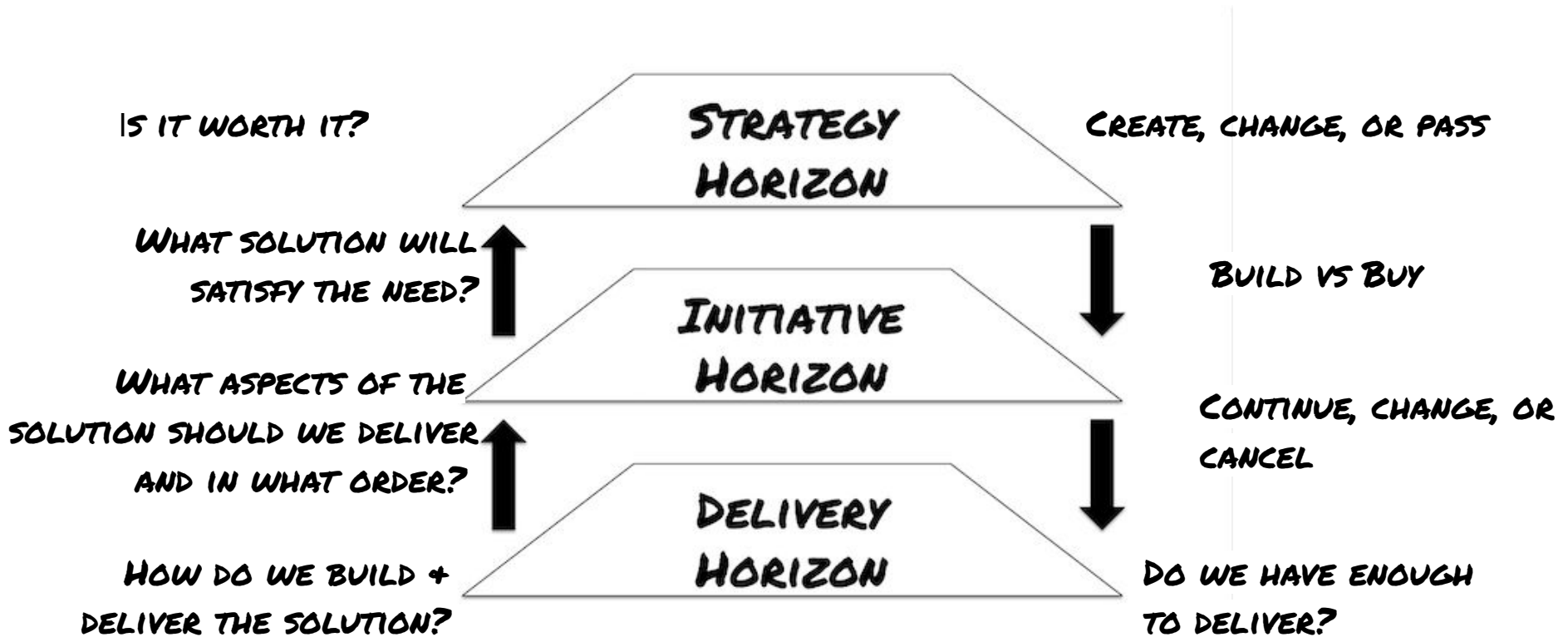
EXPERIENCE MAP



Decisions

If you *choose* not to *decide*,
you still have made a *choice*
- Freewill, Rush

Decisions in three horizons



Decision Filters

What

- Simple questions used to guide decision making.
- Quick way to communicate goals to everyone involved

When

- Ensure strategic alignment
- Align key product features
- Align key project objectives
- Align release goals
- Align Iteration goals
- Determine design approach



WILL THIS HELP US
HAVE A COMMUNITY
BASED SUBMISSION
PROCESS?



WILL THIS HELP US
RECEIVE
SUBMISSIONS AND
PROVIDE REVIEWS?

Use decision filters when you're in a situation that is not easily measured.

Guiding Constraints

CONSTRAINT	FIXED	FLEXIBLE	ACCEPT	DEFINE AS
SCOPE			X	OUTCOME
TIME		X		EXTERNAL DEADLINES
COST	X			TEAM CAPACITY

Decide who decides - DACI

DRIVER

MAKES SURE A DECISION
GETS MADE

CONTRIBUTORS

PEOPLE WHO HAVE
KNOWLEDGE THAT
INFORMS THE
DECISION-MAKING
PROCESS

APPROVER

ONE PERSON WHO HAS
FINAL SAY IN APPROVING
THE DECISION

INFORMED

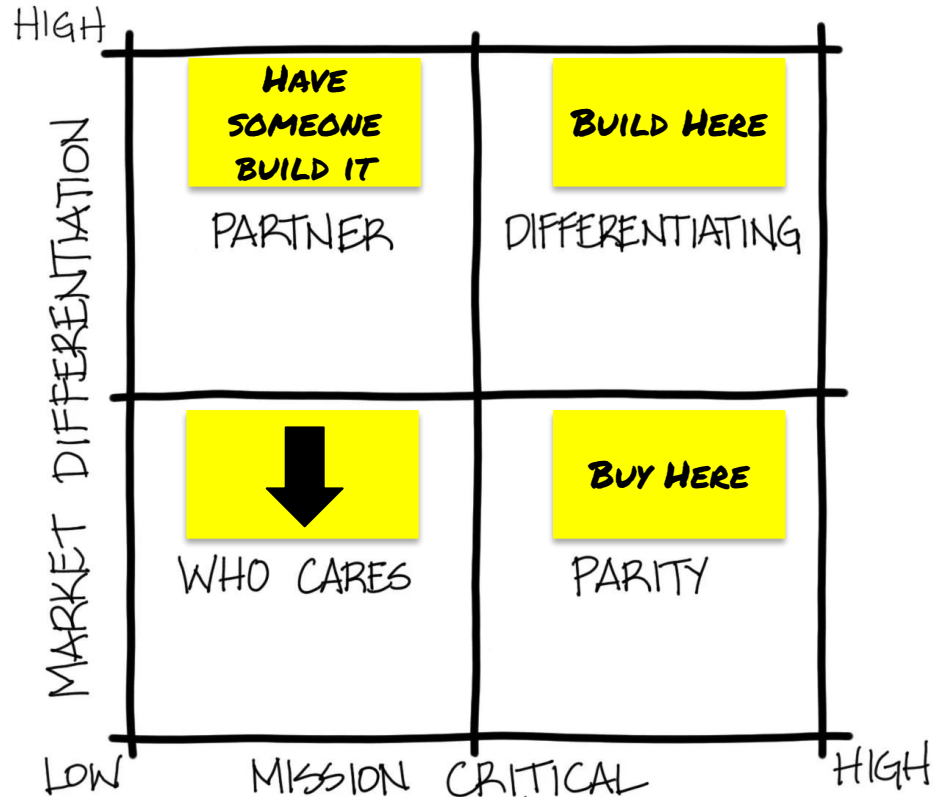
ANYONE AFFECTED BY
THE DECISION NOT
INVOLVED IN MAKING IT.

Discuss before you
need to make decisions

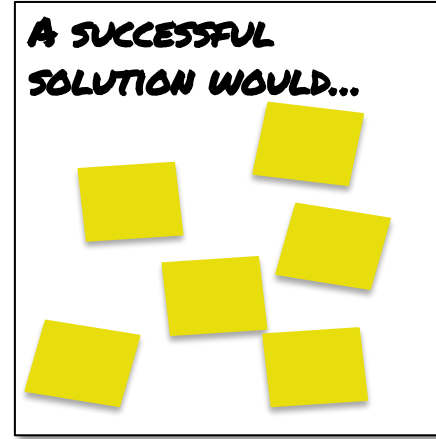
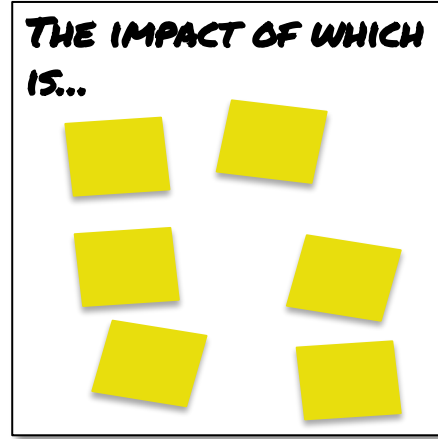
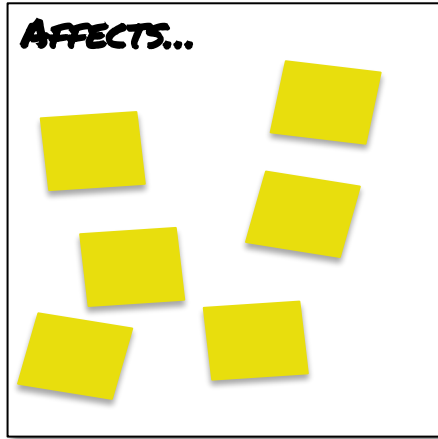
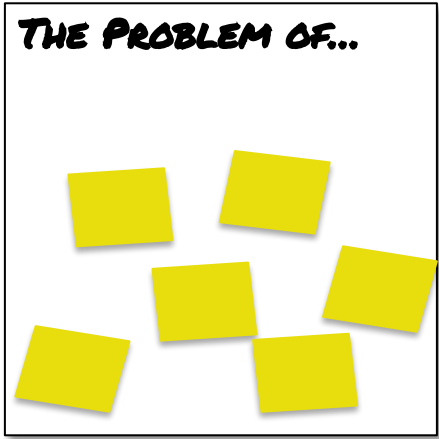
Will be different for
different types of
decisions

Keep those involved in
decisions to the
necessary few

Build vs Buy



Problem Statement



Statement	Description
The problem of	Describe the problem.
Affects	Who are the stakeholders affected by the problem?
The impact of which is	What is the impact of the problem?
A successful solution would be	List the critical benefits or key capabilities that the solution however implemented must have to be successful.

Your turn: Problem Statement

Select a problem from your table

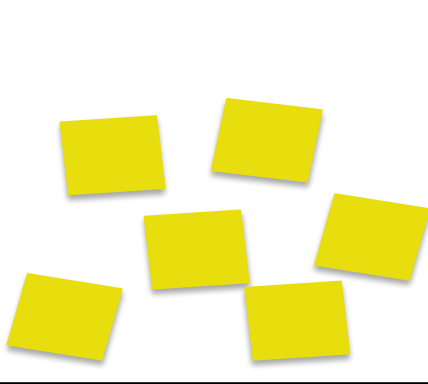
Describe that problem

Everyone write out their individual problem statement on sticky notes

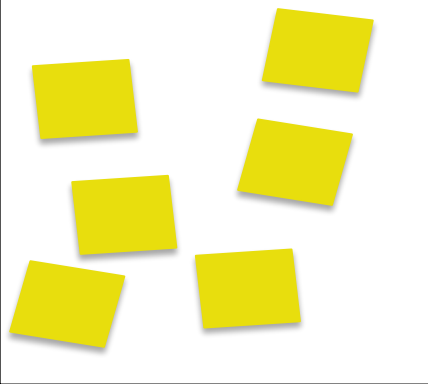
Each person at the table read out your statement

Work to create a single statement

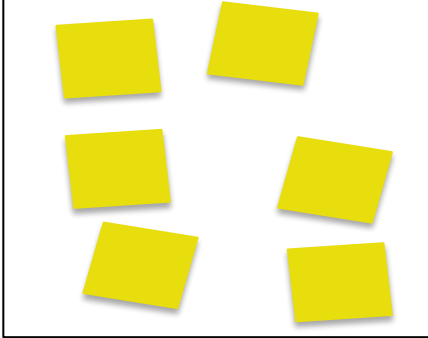
THE PROBLEM OF...



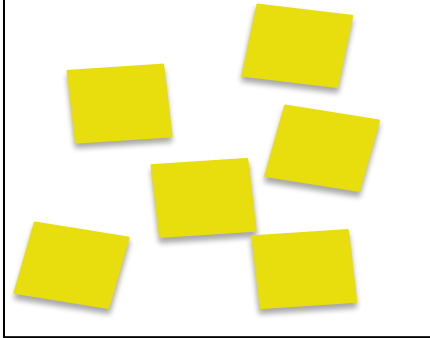
AFFECTS...



THE IMPACT OF WHICH IS...



A SUCCESSFUL SOLUTION WOULD...



Delivery

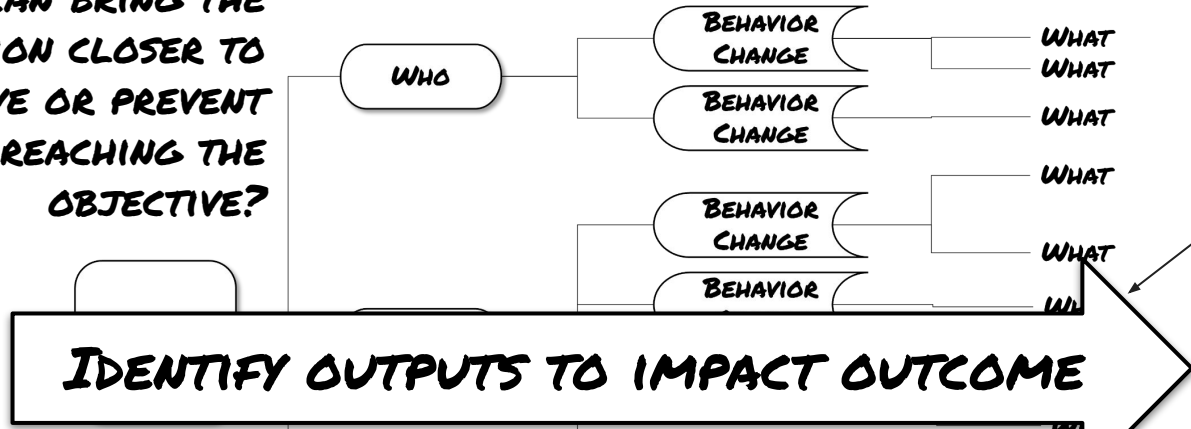
Forget *outcome vs output*.

You deliver *output* to
achieve *outcomes*.

Impact Mapping

HOW SHOULD OUR ACTORS' BEHAVIOR CHANGE? (IMPACT)

WHO CAN BRING THE ORGANIZATION CLOSER TO THIS OBJECTIVE OR PREVENT US FROM REACHING THE OBJECTIVE?

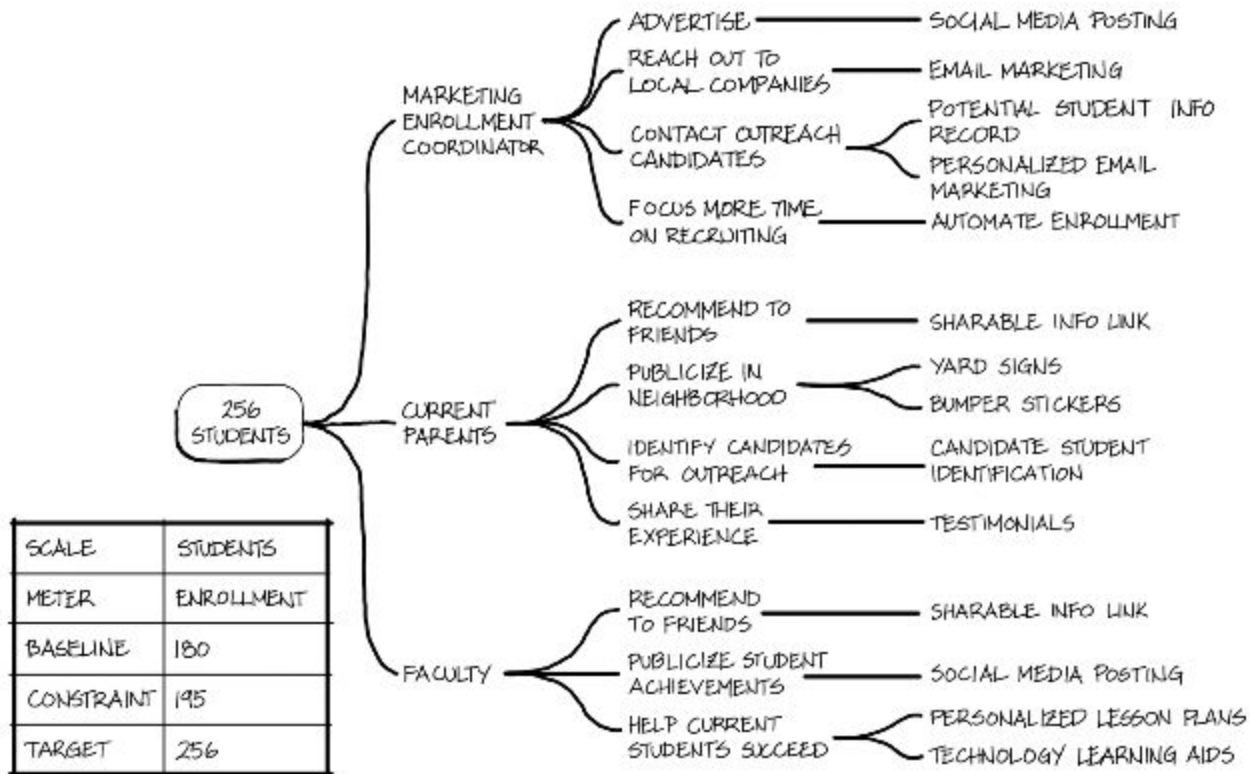


THESE BECOME BACKLOG ITEMS

WHY ARE WE DOING THIS? THE GOAL THAT THE PROJECT IS TRYING TO ACCOMPLISH, AS MEASURED BY AN OBJECTIVE

WHAT CAN THE ORGANIZATION DO TO SUPPORT THE DESIRED IMPACTS? (DELIVERABLE)

Impact Mapping



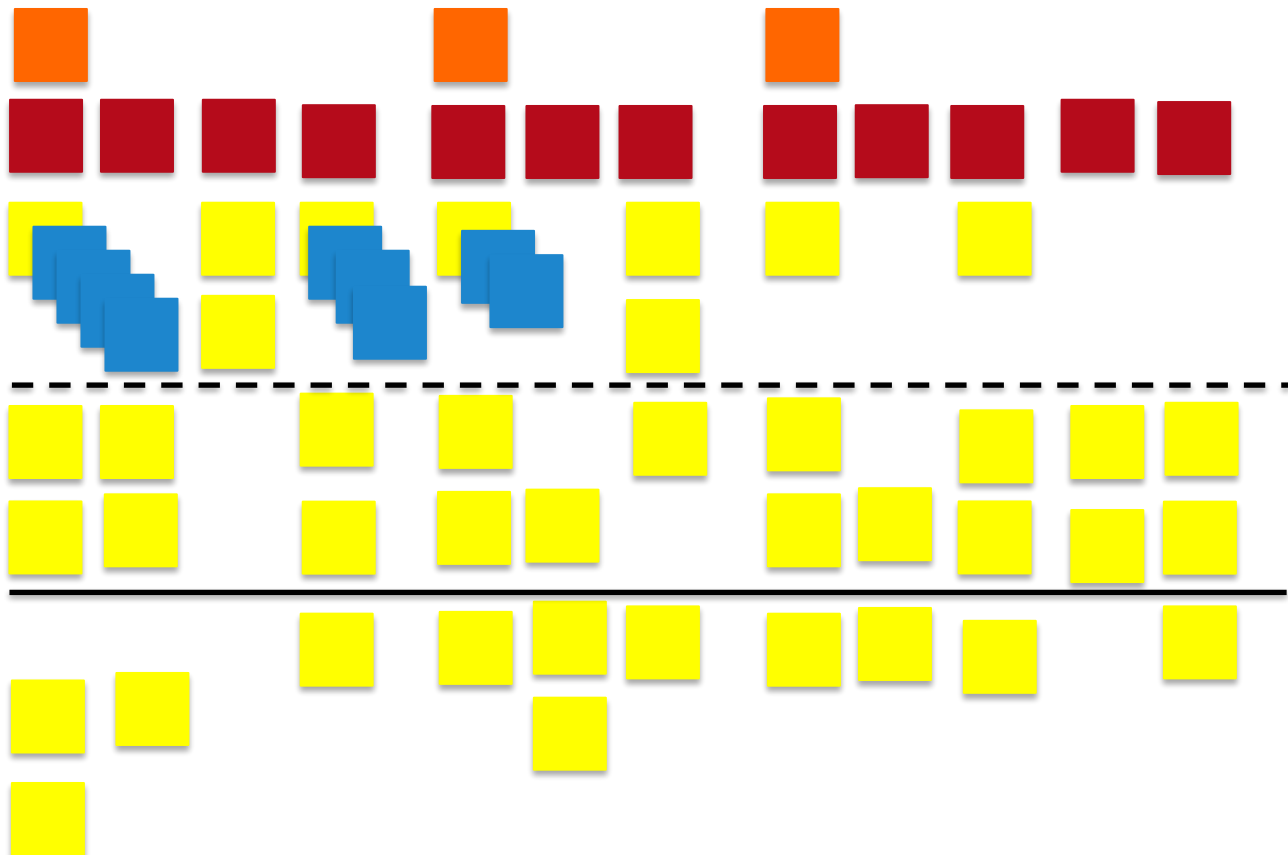
Story Mapping

SELECT A SMALL SLICE OF THE OVERALL SOLUTION

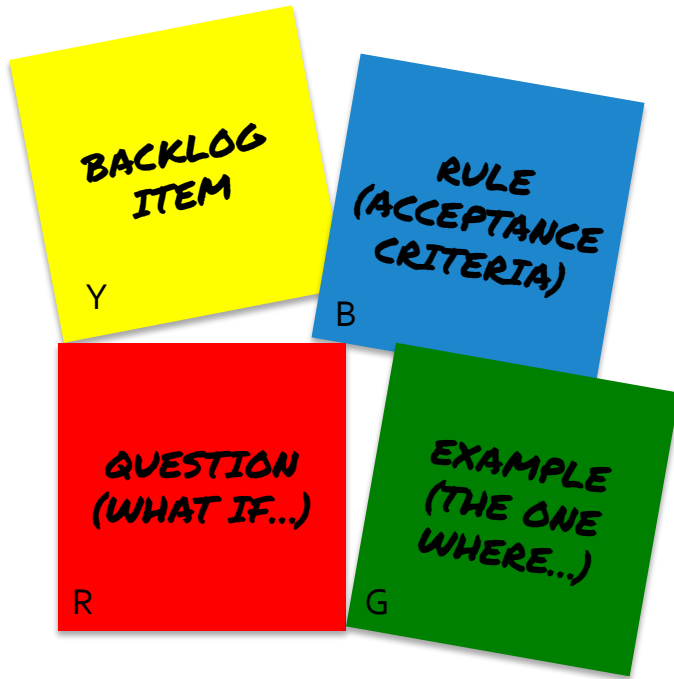
DEFINE THAT SLICE IN MORE DETAIL

PROVIDE THE DETAIL TEAM NEEDS TO BUILD THAT PART OF SOLUTION

APPLY LEARNING FROM PRIOR DELIVERY



Example Mapping



Outputs:

- Examples
- Refined rules/acceptance criteria
- New/split stories
- Shared understanding
- Empathy

Example Mapping

**BACKLOG
ITEM**

QUESTION

RULE

RULE

RULE

RULE

QUESTION

EXAMPLE

EXAMPLE

EXAMPLE

EXAMPLE

EXAMPLE

Example Mapping – An Example

ADD A
REVIEW

WHAT IF
SESSION
CHANGES
TRACKS?

CAN ONLY
REVIEW
SESSIONS IN
OWN TRACK

CAN ONLY
REVIEW A
SESSION
ONCE

CAN'T
REVIEW
YOUR OWN
SESSION

WHAT IF
REVIEWER IS
ADDED TO
SESSION AS
CO-PRESENTER
?

THE ONE
WHERE
SESSION IS IN
REED'S TRACK

THE ONE
WHERE REED
IS PRESENTER

THE ONE
WHERE
SESSION IS
NOT IN REED'S
TRACK

THE ONE
WHERE REED
IS
CO-PRESENTER

Your turn: Example Mapping

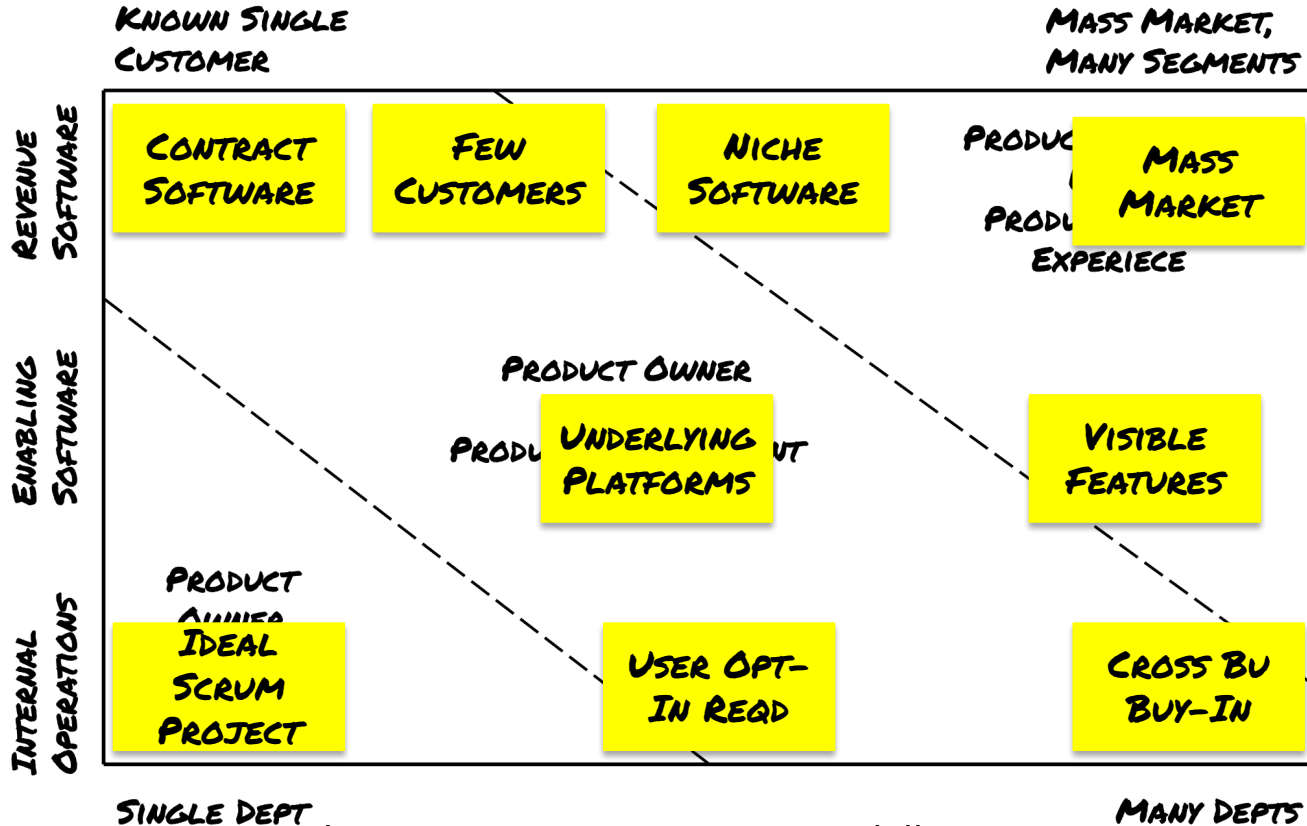
**IN ORDER TO PREVENT
PASSWORDS FROM BEING
GUESSED,
USERS MUST BE FORCED TO
CREATE STRONG
PASSWORDS**

Context

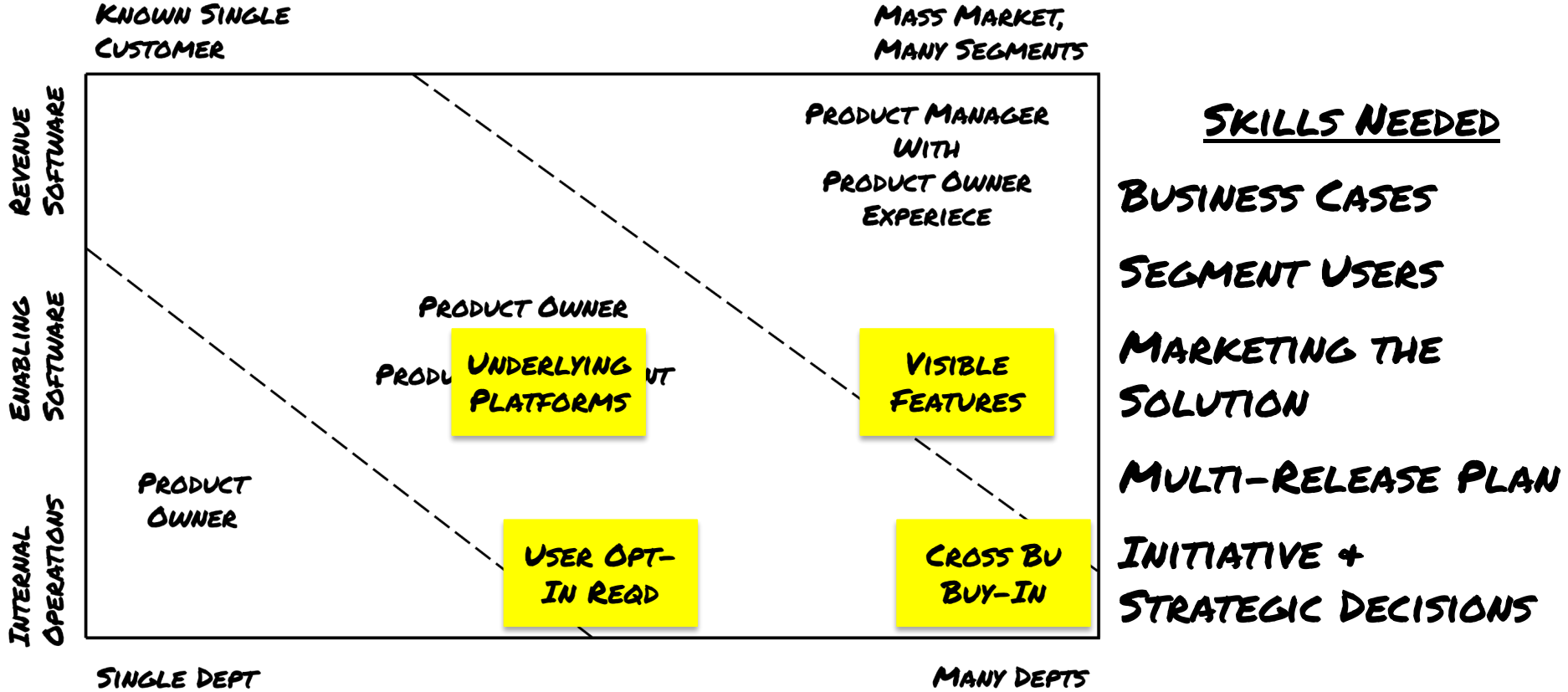
Context is not an excuse
for why you can't transform.

It's something you *consider* to
make your transformation
successful.

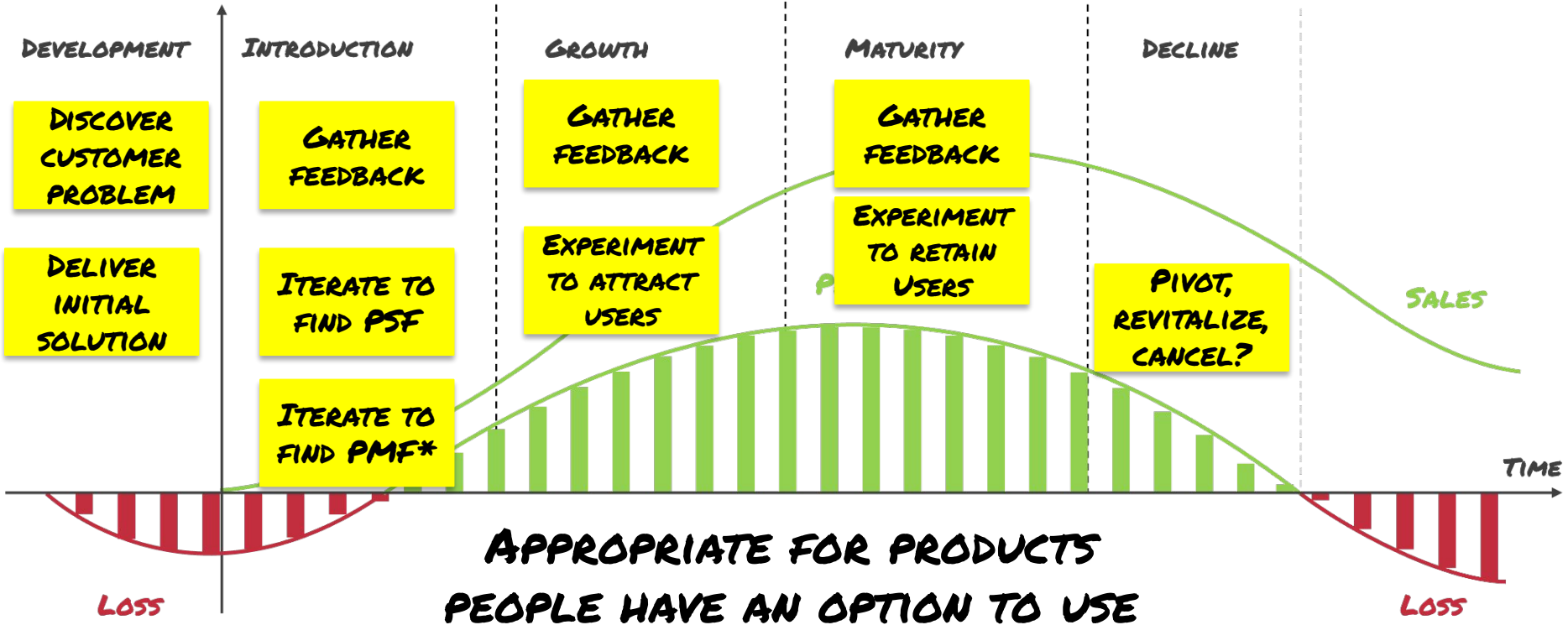
Type of Product



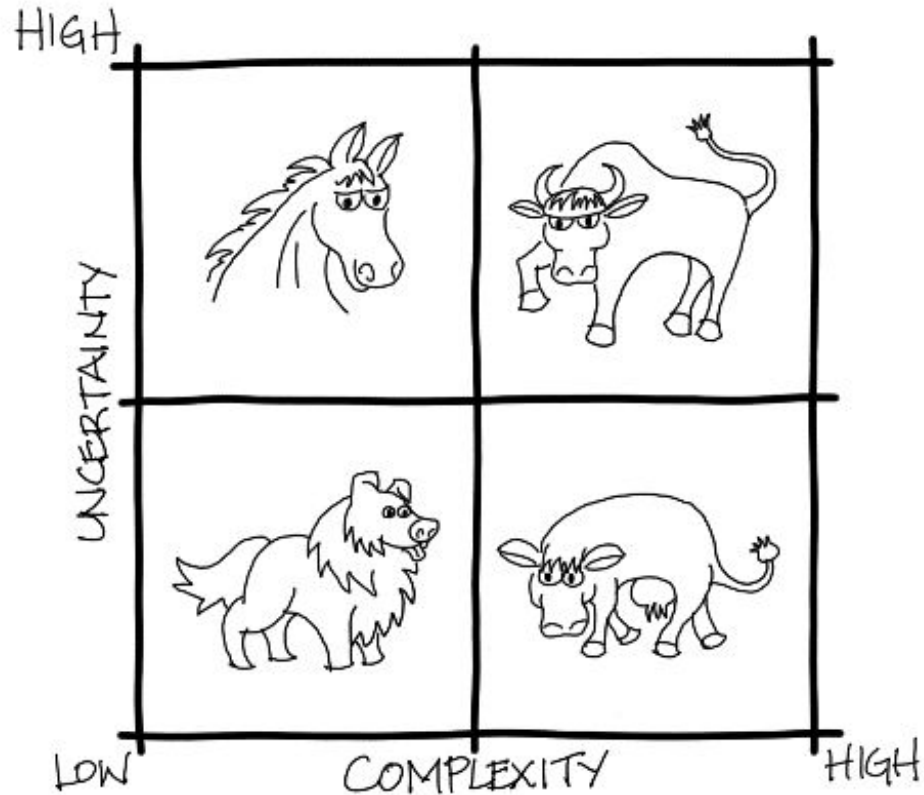
Products in Digital Transformations



Product Life Cycle



Context Leadership Model



TEMPLATE

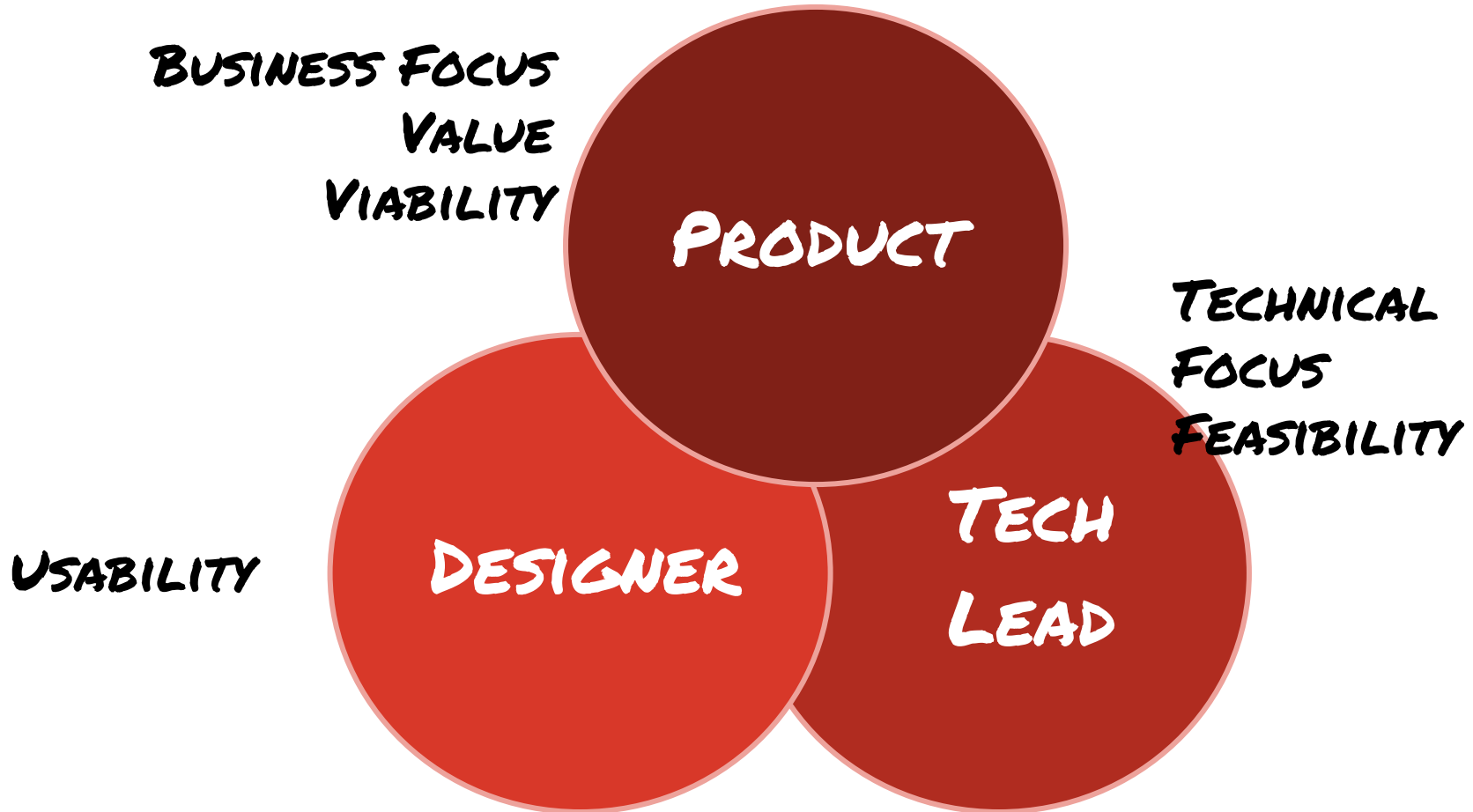
Your turn: Context Leadership

Complexity					Uncertainty				
Attribute	Low Complexity	Medium Complexity	High Complexity		Attribute	Low Uncertainty	Medium Uncertainty	High Uncertainty	
Team Size	2	15	100	High		Known deliverable, possibly defined contractual obligation	Initial market target is likely to require steering	New market that is unknown and untested	High
Mission critical	Speculative	Established market	Safety critical or significant monetary exposure	Medium	Market Uncertainty				
Team location	Same room	Within same building	Multisite, worldwide	Low		Enhancements to existing architecture	We're not quite sure if we know how to build it.	New technology, new architecture, some research may be required.	Medium
Team maturity	Established team of experts	Mixed team of experts and novices	New team of mostly novices	Low	Technical Uncertainty	Few internal users or one well-defined customer	Multiple internal users and/or small number of defined customers	B2C, SaaS or Shrink-wrapped software	Low
Domain knowledge gap	Product team knows the domain as well as SME	Product team requires some domain assistance	Product team has no idea about the domain	Medium	Number of customers	0 - 3 months	3 - 12 months	> 12 months	Medium
Dependencies	No dependencies	Some dependencies	Tight integration with several products	High	Iterative duration (time between releases)	Significant change control	Moderate control over change	Embrace or create change	High
Resulting Complexity				High	Approach to change				
								Resulting Complexity	High
								Quadrant	Bull
					High Uncertainty	Colt	Bull		
					Low Uncertainty	Sheepdog	Cow		
						Low Complexity	High Complexity		

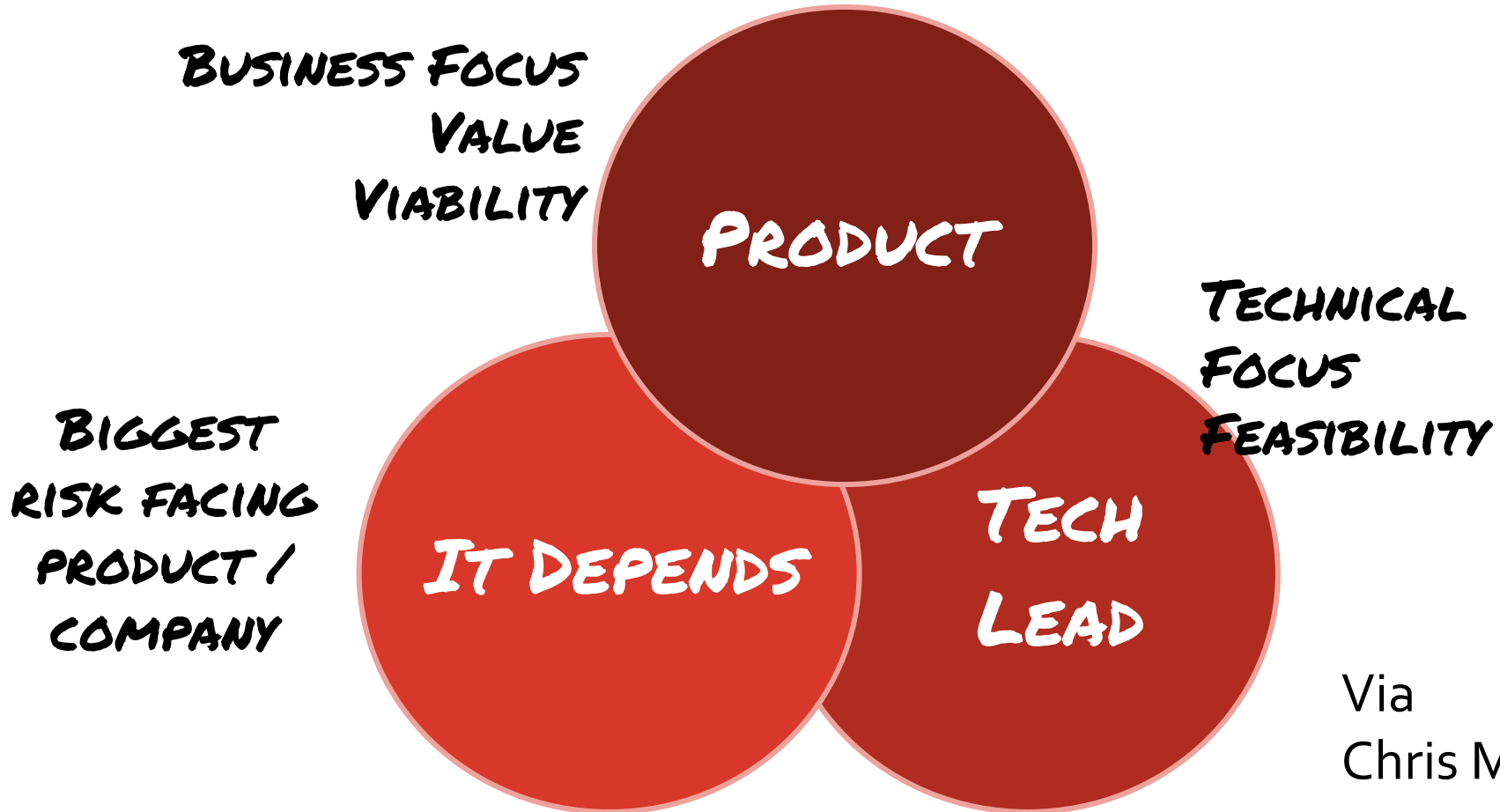
Collaboration

Software product
development is a *team*
sport

The Product Trio In Theory



The Product Trio In Practice



Via
Chris Matts

How to work with Engineers



<https://debbiewidjaja.medium.com/arise-a-product-managers-guide-to-working-with-engineers-647c3675d294>

How to work with Designers

**DON'T THROW
YOUR DESIGNER
UNDER THE BUS**

**PROVIDE CLEAR
AND ACTIONABLE
FEEDBACK**

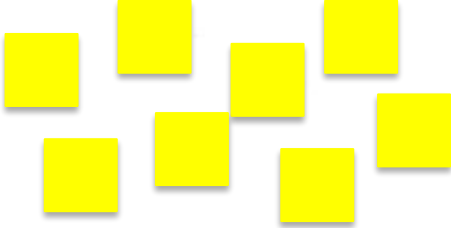
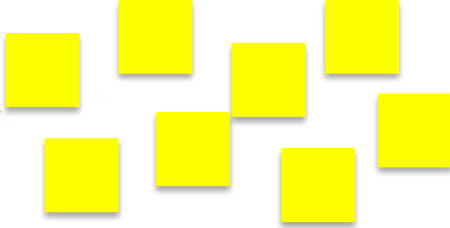
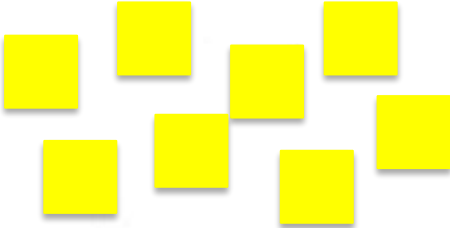
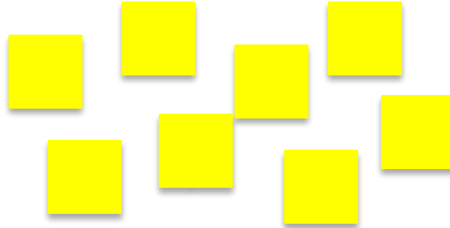
**BE AN EXPERT IN
THE USER, THEIR
PROBLEMS, AND
THE BUSINESS**

**SET THE PRODUCT
STRATEGY BEFORE
YOUR TEAM STARTS
ANY DESIGNS**

**DON'T SAY "I
DON'T LIKE IT"
WITHOUT A
REASON**

**IT'S OK FOR YOU
TO DRAW
WIREFRAMES**

Your turn: Retrospective

<p>WENT WELL</p> 	<p>DO DIFFERENT</p> 
<p>LEARNED</p> 	<p>STILL PUZZLES ME</p> 

Let's talk about
those puzzles



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