

Agile ORLANDO JULY 24-28 2023

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Holly Bielawa

Why Product Coaching is hard



Agile ORLANDO
JULY 24-28 **2023**

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What We'll Do Today



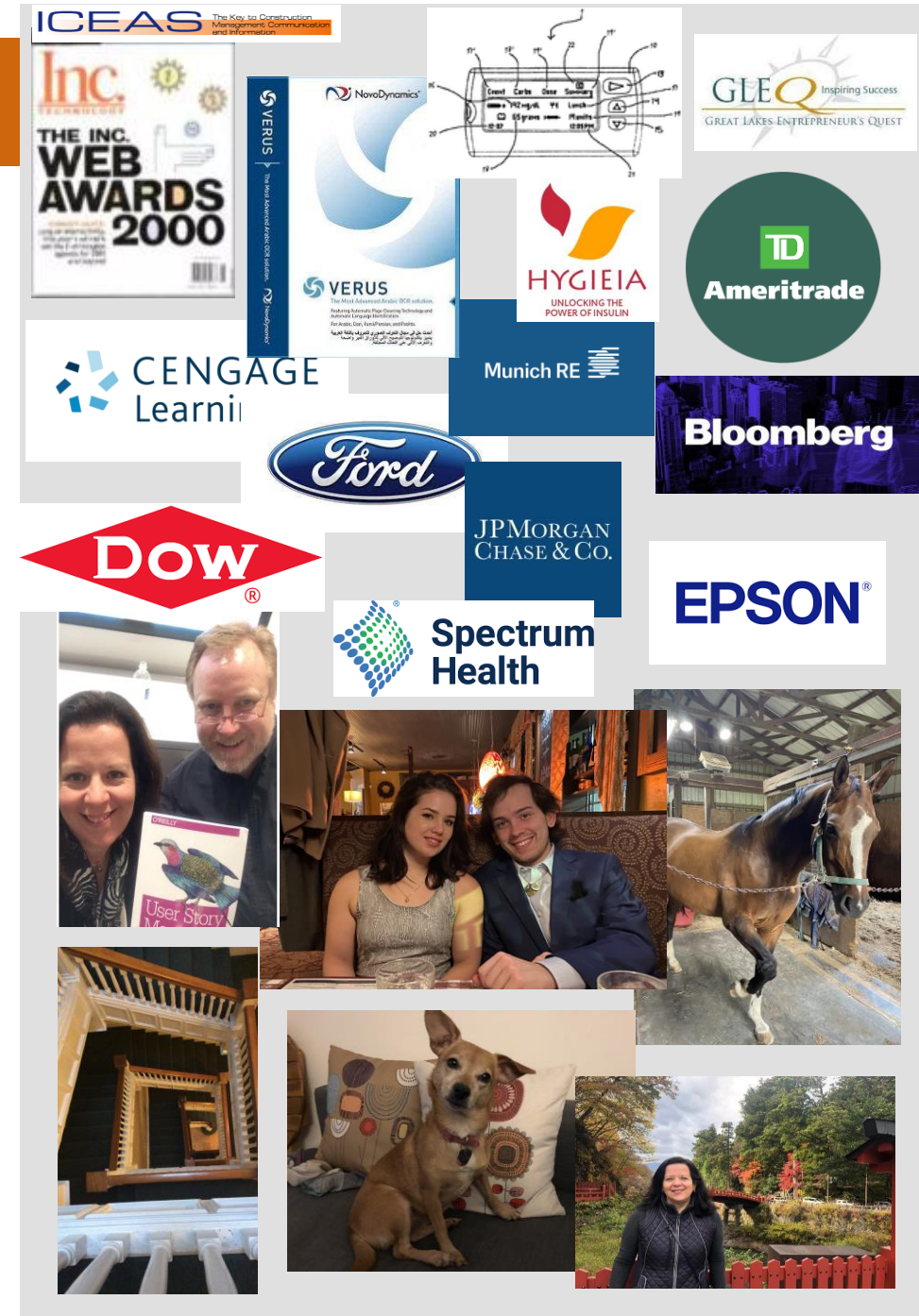
- Intros
- Coaching Defined
- Product Definition
- Measuring product success
- Intro to Product Thinking
- Product Thinking Statements and OKRs
- Tools for Product Thinking

Poll



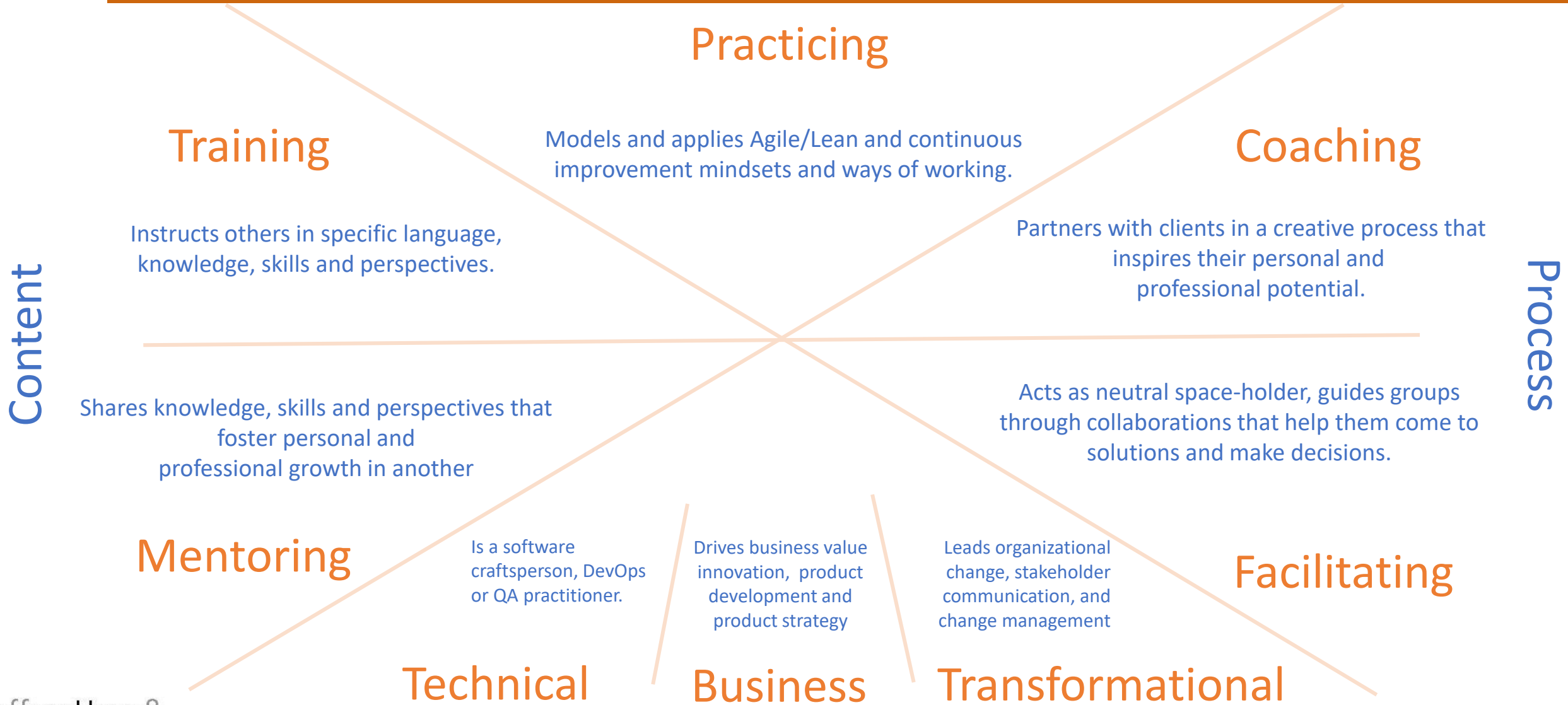
About Holly Bielawa

- **Tech Founder - Inc. Web Award 2000**
- **Inventor – Patented Glucose Meter Design**
- **Coach of the Year: Great Lakes Entrepreneur Quest**
- **Director of Agile Business, TD Ameritrade**
- **Global Product Transformation Lead, Bloomberg**
- **Head of Product Coaching and Consulting**
 - We help organizations focus and Product Thinking by helping internal stakeholders influence change
 - Product Thinking for Agile Coaches
 - Product Discovery and Design Thinking
 - Embedded Product Coaching
 - OKR and Product Team Jumpstarts
 - Organizational Change Management





Coaching is a group of Competencies





Product, “Product,” Product?



At your table:

Agree on a definition of “Product” (Google won’t help you)

1. **By yourself:** Write your definition on a post-it (2 minutes)
2. **As a table:** Each person share your definition and agree on a definition for the table (10 minutes) |

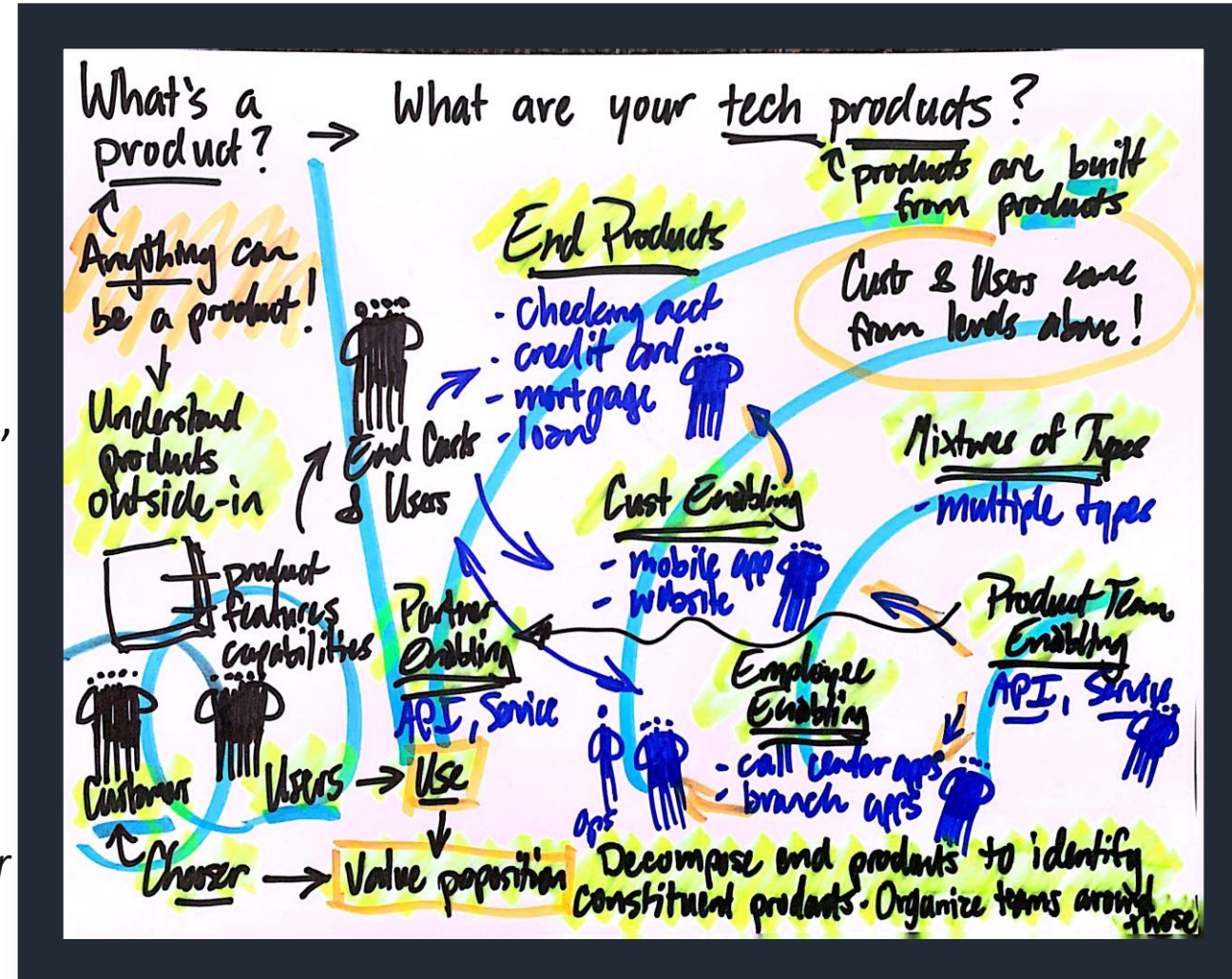
Be ready to share with the room



The Product Landscape

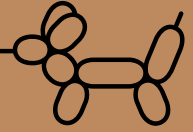
- **End Products** – Customers/Users
- **Partner-Enabling Products** – APIs and Services
- **Customer-Enabling Products** – Self-service, website, mobile
- **Employee-Enabling Products** – Customer service, Workflow, Expense
- **Product Team-Enabling Products** – Data stores/dashboards
- **Combination Products** – by security or workflow

Most organizations are not agreed on, organized around, or are sometimes even aware of their product landscape!





Activity #2: Product Success



Activity

Types of product and how you measure success

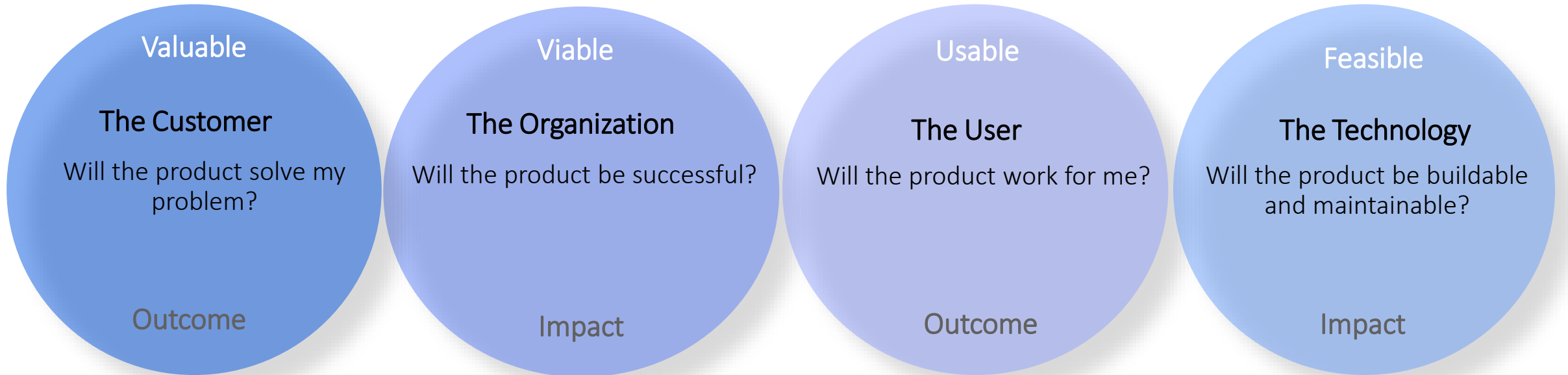
1. **By yourself:** Given what you know now, what kind of products does your organization have? (2 minutes)
2. **As a table:** By product type, pick one product type and list how your organizations measure product success (10 minutes)

Be ready to share with the room



What Product Coaches are Coaching

Product Thinking = Success



By focusing us on these 4 areas, **Product Thinking** works regardless of product type

The Language of Product Thinking

An **output** is a measure of what **needs** to be done to achieve a measurable **outcome** that will result in an **impact** for your organization



Product Thinking Statements – Using Outcomes and Impacts

We believe that if we
(Output) the user will
(Outcome), and the
Customer will **(Outcome)**
resulting in **(Impact)**.

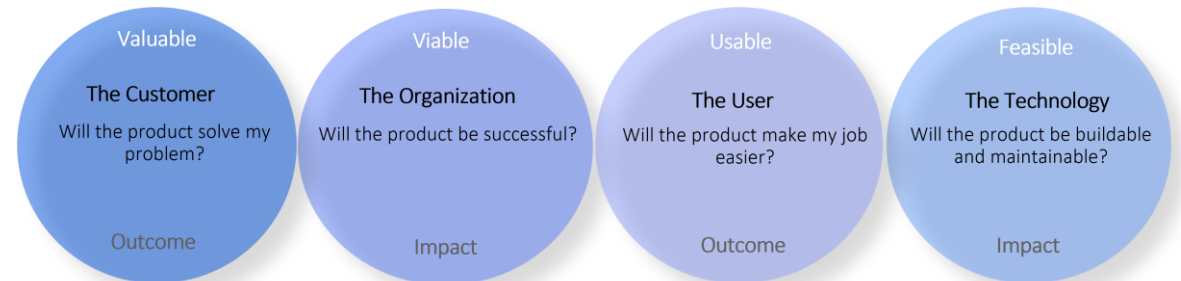
Amazon Example:

We believe that if we add a “Buy Now” capability, users will buy more products and vendors will sell more, resulting in increased vendor fee revenue of 20%.

Financial Company Example:

We believe that if we provide credit scores to customer service reps, they will be able to assess risk for clients so low-risk clients will begin trading immediately, resulting in increased trading through the platform by 10%

Where is the OKR?





Activity #3: Write Your Product Thinking Statement



Activity

Types of product and how you measure success

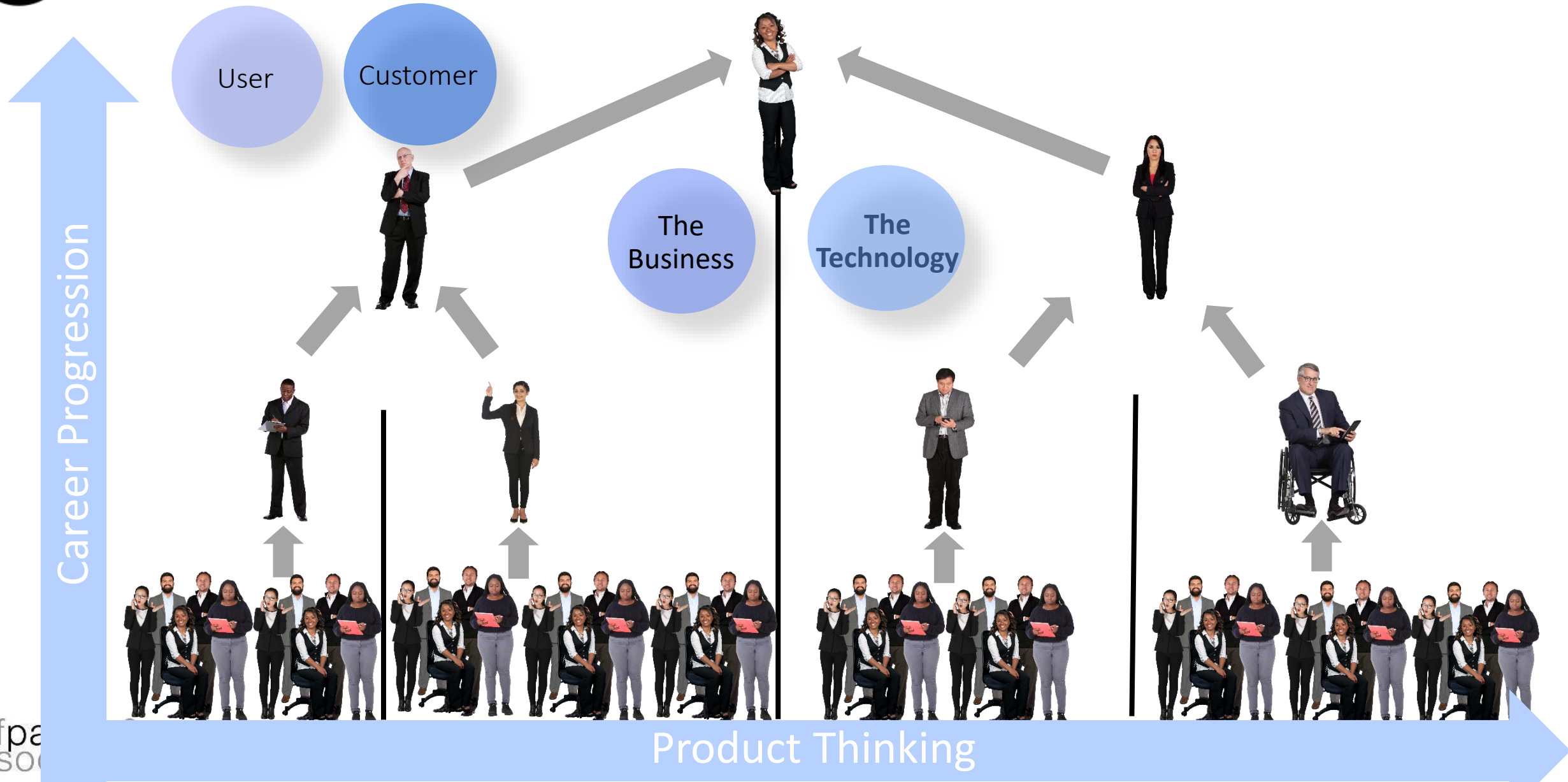
As a table: Use a success measure from the last activity to write a Product Thinking Statement.

Use a real example (5minutes)

Be ready to share with the room

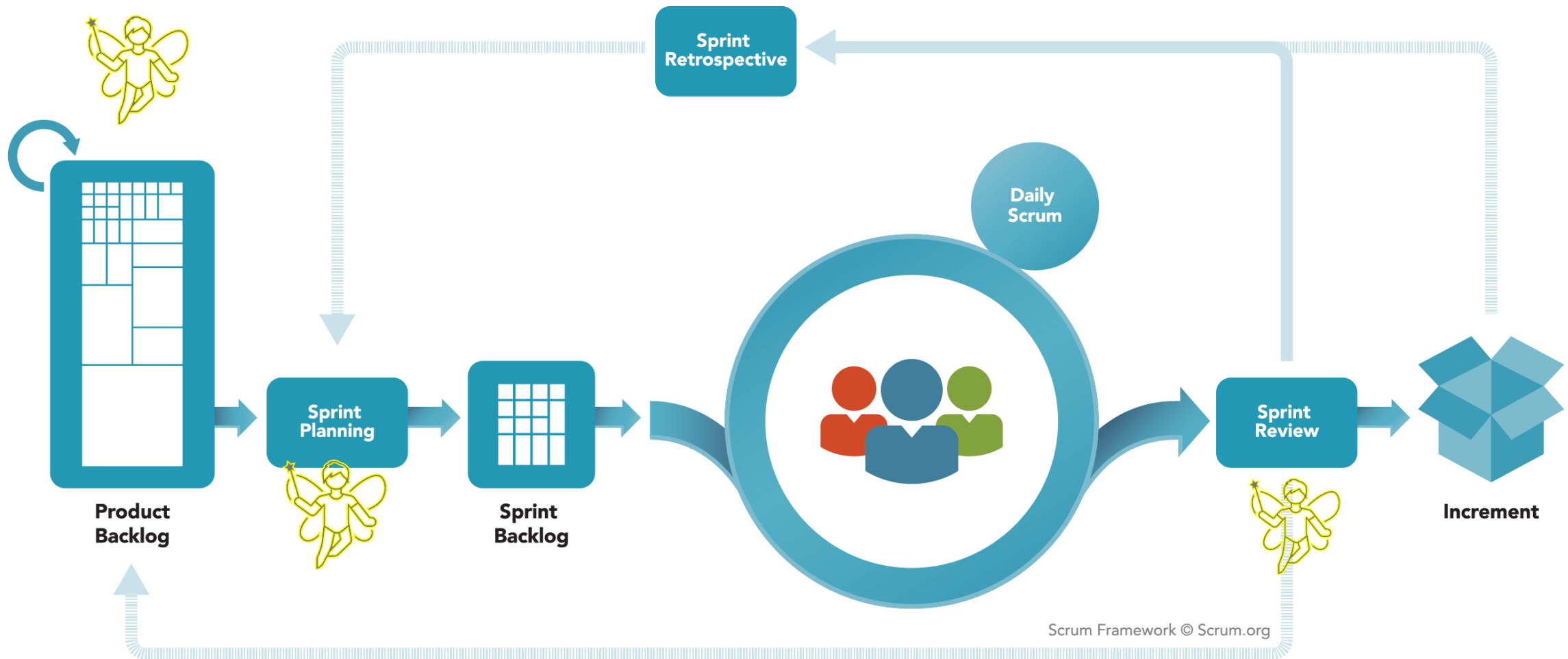


Who is Responsible for Product Thinking?





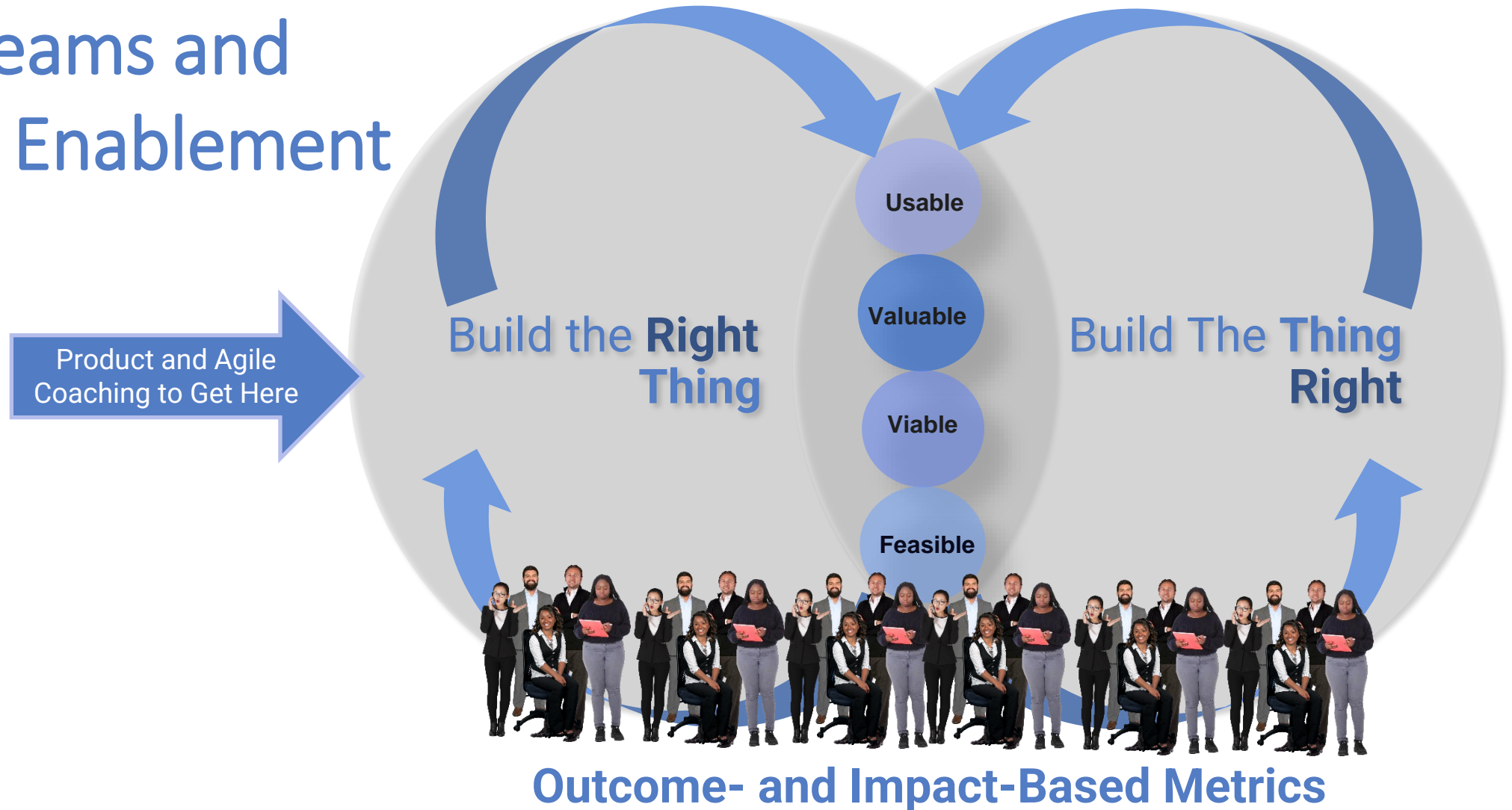
What Many Agile Coaches are Coaching





The Desired State

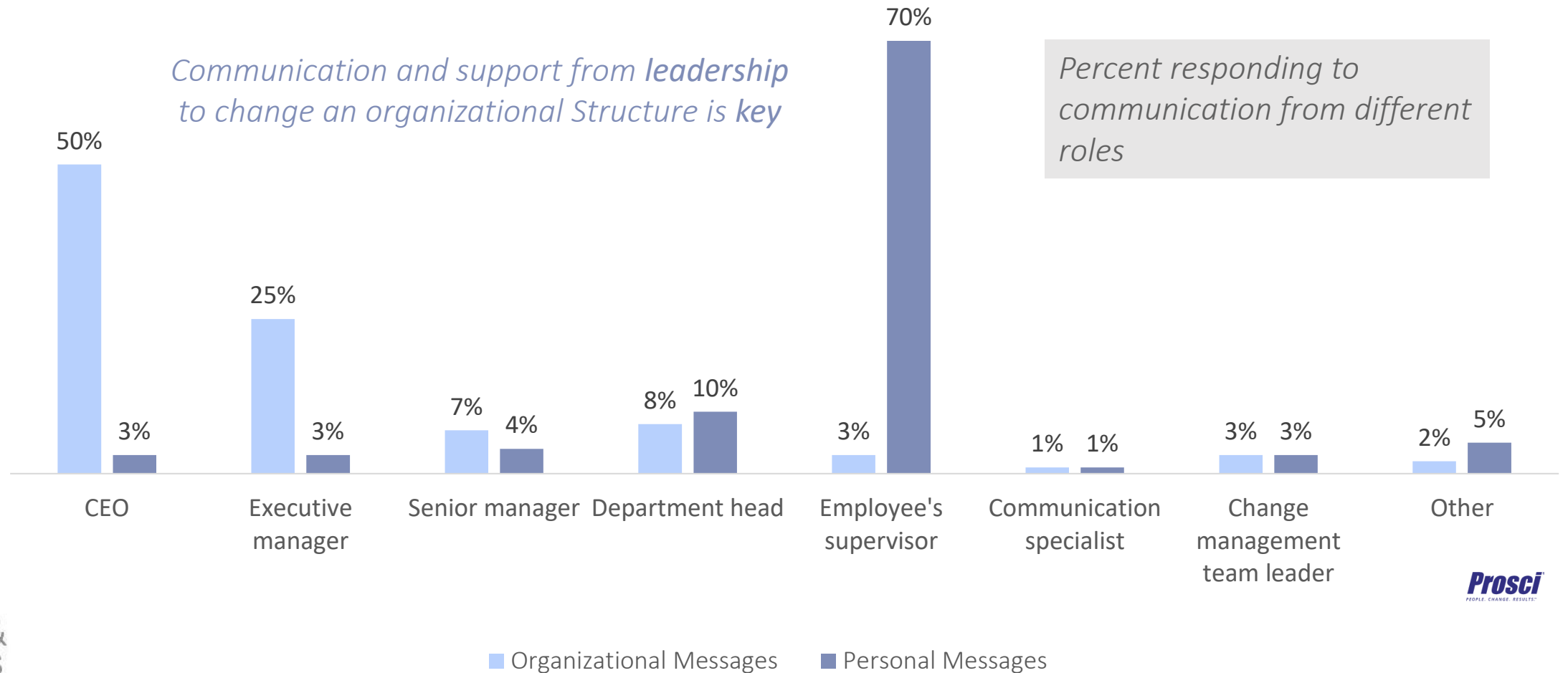
Product Teams and Discovery Enablement





Why Product Coaching is Hard – Product Thinking v Org

Making Product Coaching Easier will Requires Change Management

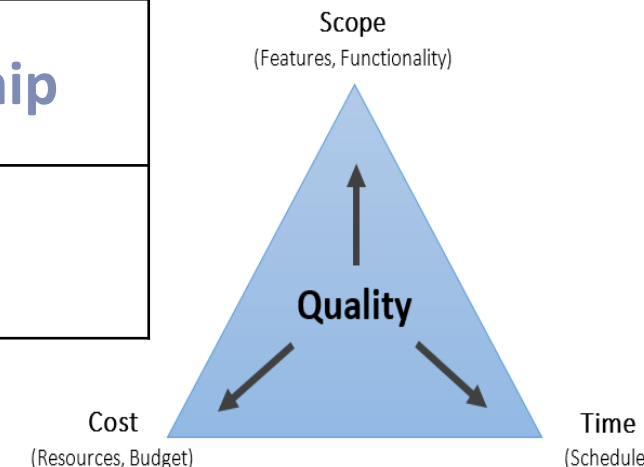






Services Model = Project Management

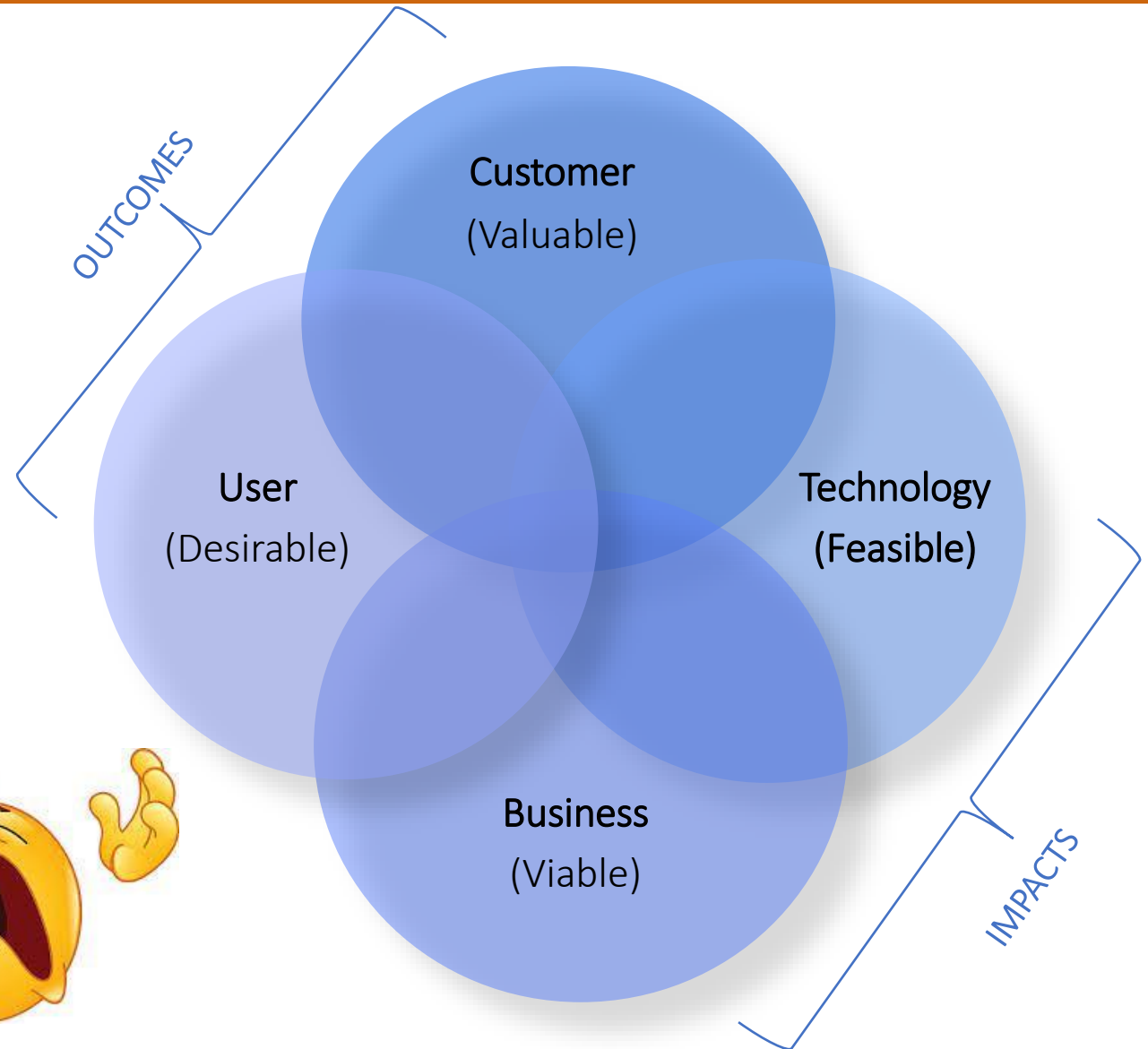
Services Model	Product Model
Output-Driven (Sales-Powered)	Build once and sell to a market
Time is Money	Maximize impacts and outcomes in minimum time
Client owns the output	Producer owns and maintains the product
Minimize costs (labor or materials)	Minimize total cost of ownership
More work output means more money	More output means lost profitability





Mixed Models Makes it Harder to use Product Thinking

- No holistic view of what AWESOME means
- Lack of code maintenance and funding for sustainability work
- Code dependencies
- Culture of busy, no incentives to do Discovery
- Inability to deliver a whole product
- Lack of Product Metrics based on Impacts and Outcomes





Back to Why it's Hard to Coach Product

It's an Output-oriented World...

Product Managers are treated like Program Managers and are heavily time-slices with little support

Focus on poorly-formed teams...

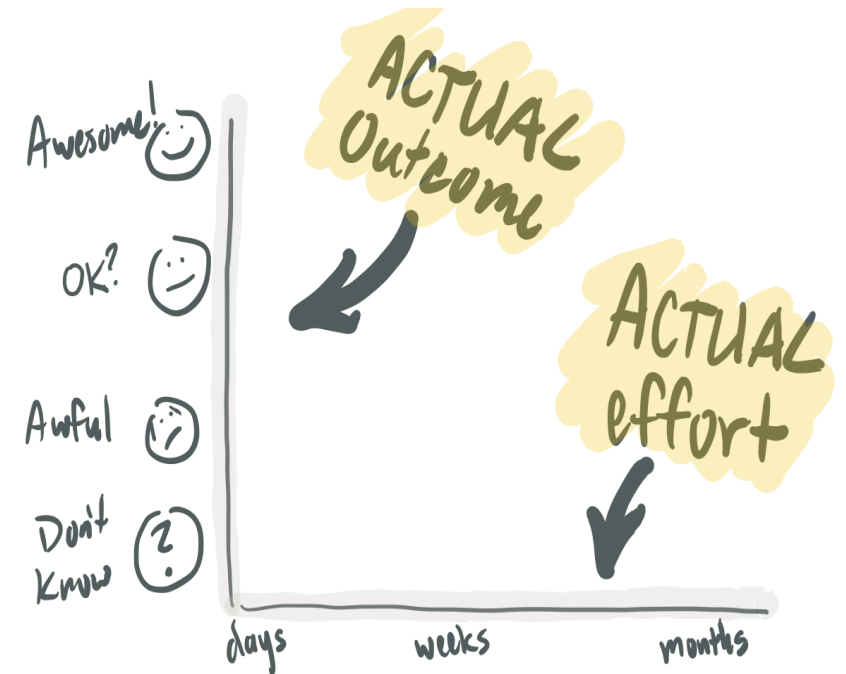
The hierarchy keeps dependencies in place, making a change to Product Teams difficult.

Collaboration is Required...

Framework tools and practices implemented to accommodate output driven systems do not reward the collaboration needed for Product Thinking.

Early Success is Required...

Grass-roots success plus top-down support from Leadership





Practical Stops and Trips

Product Manager mindsets vary **WILDLY** – don't lecture frameworks!

Create a **Product Topology** – help by creating a view of product types for your organization and dependencies between them

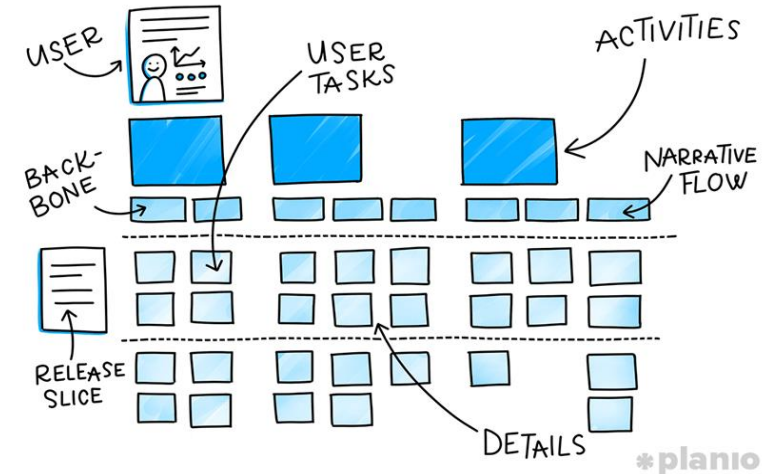
Develop relationships across silos to get ahead of dependencies

Educate leaders on Product Thinking

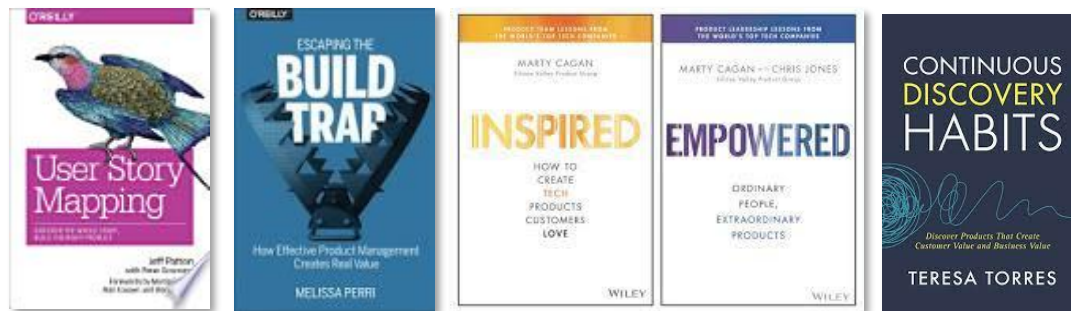
Start thinking of your position as **CHANGE MANAGEMENT**

Read: *User Story Mapping*, *Escaping the Build Trap*, *Continuous Discovery Habits*, *Empowered*, and a new book coming out on *Product Operations in 2024*

Reach out: holly@jpattonassociates.com



Questions?





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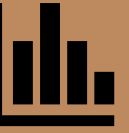
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How was that?



Activity Poll





Getting to Product Thinking and OKRs

- OKRs represent desired Impacts and need validation
- OKRs can be lagging indicators, so Discovery is needed to find leading indicator OUTCOMES
- Business and product OKRs are at different levels and serve different purposes
- Know current state first
- Don't jump to Employee Evaluations

Product OKR Worksheet

Business Problem (optional)
 What problem does your business have? Remember, to really solve your business problem using software, you'll need to identify a user and a need to focus on.
 1. What hurts or constrains revenue?
 2. What slows growth?
 3. What harms your organizations reputation?
 4. What adds unnecessary costs to running your business?

Choose a business problem to focus on. Then move forward to identify the software products and users that can make an impact on this problem. Alternatively, work backwards. Given a user's problem or unmet need, how does having this problem impact the business?

User's Challenge or Unmet Need
 What big challenge or unmet need do your users have? A challenge is something your users likely complain about such as a hard to use product. An unmet need is something that brings you or delight to users when they get it such as scrolling through Instagram posts.
 1. Name these specific challenges or unmet needs
 2. What specific kind of users have these challenges?
 3. Choose your most important challenge to base your OKR on

Objective
 Write an ambitious statement that describes solving the problem. This should be a hard-to-reach goal. If you're able to reach even half your objectives, they may not be ambitious enough.
 1. Don't prescribe a specific feature
 2. Describe the outcome – the things users do that solve their problem or meet their unmet need
 3. Don't be vague – focus on the specific outcome

Key Results
 If you were solving your user's problem, making progress on your objective, what could you observe and measure in the world to detect it?
 1. Identify 2-4 metrics.
 2. Choose leading indicators – metrics that you can observe within days or weeks of testing a solution.
 3. Don't worry whether you can easily measure using tools. If you can at least observe the change, that may be enough.
 4. While it's good to have a specific target to hit, it's not necessary. A direction may be enough. It's hard to set a target without a baseline.

Learning Plan Opportunity/Option

<p>Hypothesis (your bet) <small>Do not test your customer to learn about their problems. The market has validated your target problem and your customer's, your customer feedback, and your sales and business model. It is validated. To be sure, do a experiment first your own.</small> <small>Do not test your customer to learn about their problems. The market has validated your target problem and your customer's, your customer feedback, and your sales and business model. It is validated. To be sure, do a experiment first your own.</small> <small>Do not test your customer to learn about their problems. The market has validated your target problem and your customer's, your customer feedback, and your sales and business model. It is validated. To be sure, do a experiment first your own.</small></p> <p style="text-align: center; font-size: 2em;">1</p>	<p>The least amount of work we need to do to learn or test our most important assumption: <small>What quantity, length, or number of experiments do you need? Choose 1 to 3. How long will the experiments be? How many users?</small></p> <p style="text-align: center; font-size: 2em;">5</p>
<p>The most important thing to learn now: <small>For the hypothesis above, what are the maximum 3 or 4 questions you need to know to learn the hypothesis? Do not test your customer to learn about their problems. The market has validated your target problem and your customer's, your customer feedback, and your sales and business model. It is validated. To be sure, do a experiment first your own.</small></p> <p style="text-align: center; font-size: 2em;">3</p>	<p>List test and learning approaches <small>What can you learn by asking questions or users? What can you learn by building directly from your customer and watch for changes? What can you learn by watching customer or users? What can you learn by watching data about their usage? What can you learn by watching a competitive product or industry? What can you learn by watching technology? (Using their ability or open source information?) What can you learn by asking technology? (Using customer code or product information?)</small></p> <p style="text-align: center; font-size: 2em;">4</p>
<p>List assumptions and questions: <small>For the hypothesis above, what are the maximum 3 or 4 questions you need to know to learn the hypothesis? Do not test your customer to learn about their problems. The market has validated your target problem and your customer's, your customer feedback, and your sales and business model. It is validated. To be sure, do a experiment first your own.</small></p> <p style="text-align: center; font-size: 2em;">2</p>	

Download at: <http://getpattonassociates.com/opportunity-canvas/>

Using the Opportunity Canvas

- Label the areas of the Opportunity Canvas by Success Factor (Valuable, Viable, Feasible, Usable)
- If your organization used this, or has tried to use it before, what unknowns would exist?
- Discuss in your team and be prepared to share back

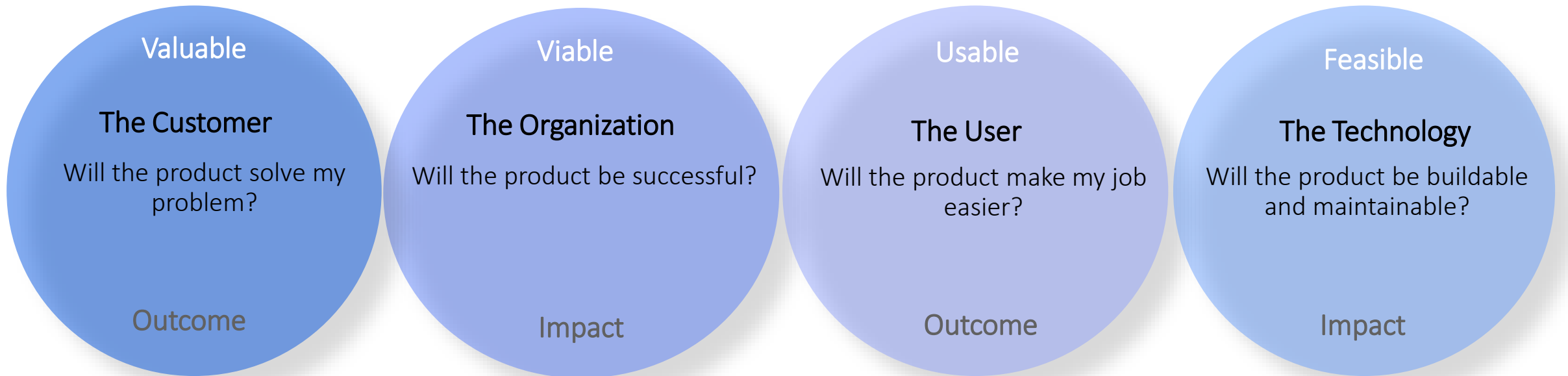
The Opportunity Canvas is a structured template for developing a business idea. It consists of a grid of sections, each with specific prompts. At the top, there are fields for 'Title', 'Date', and 'Iteration'. The grid is divided into several colored sections: pink for 'Users & Customers', 'Problems', and 'Business Challenges'; light blue for 'Solution Idea' and 'Budget'; light green for 'What Will Users Do To Get Value?' and 'Business Impact'; and white for 'Solutions Today' and 'Adoption Strategy'. Each section contains a title, a question, and a brief instruction. At the bottom left, there is a Creative Commons license icon (CC BY-NC-SA) and a download link: <http://pattonassociates.com/opportunity-canvas/>.

Opportunity Canvas		Title:	Date:	Iteration:
Users & Customers What types of users and customers have the challenges your solution addresses? It's likely not all users. Describe the characteristics of the people that have the problems you just described.	Problems What problems do prospective users and customers have today that your solution addresses? What needs, goals, or jobs-to-be-done should your solution address?	Solution Idea List a specific product, feature, or enhancement idea. Describe it based on what you're imagining now.	What Will Users Do To Get Value? If your target audience has your solution, what will they do? Imagine the feature exists, then tell a story that describes how they'll use it to get value. This is the outcome you're hoping for.	User Metrics Given the story of what they do to get value, what could you measure that would show they actually did that? This is how you'll measure the outcome.
	Solutions Today How do users address their problems today? List competitive products or work-around approaches your users have for meeting their needs.		Adoption Strategy How will customers and users discover, learn to use, and adopt your solution? If you're introducing a new feature, they may not notice it without a little help.	
Business Challenges How do these customers' and users' and their challenges above impact your business? If you don't solve these problems for your customers and users, will it hurt your business? How? Possible negative business impact is lower customer satisfaction, lower retention, or losing business to competitors.	Budget How much money or team time would you budget to solve this problem and achieve this outcome? Think of the budget as something set before you estimate what it'll actually take to build. At this point you don't know enough about the solution to estimate anyway. But, you do have some idea of the value it'll bring.	Business Impact What business performance metrics will be affected by the success of this solution? These usually change as a consequence of users actually using your solution. Business metrics are often things that contribute to revenue, customer satisfaction, or customer retention.		



What we heard from others

How we determine Product Success



Product Thinking gives us the guide to assure product success regardless of product type