

Session 4
Planning and
Communicating
Strategic Intent

Vision to Value

Instructor and Conversation Facilitator: Anjali Leon
Date: 07/30/2020



YOUR PROGRAM LEADER



Anjali Leon

Coach, Workshop Designer & Facilitator, Advisor, Speaker



- Founder and Principal Coach & Consultant at PPL Coach
- 10+ years as Agile Practitioner, Coach and Trainer
- Specialties: Value-driven and Values-based Product, People and Personal Leadership
- Founder of Empowering South Florida Women In Agile
- Clients include: Office Depot, Modernizing Medicine, Alpine ITW, Pearson, UVA, Optical Group, AJT Systems
- Worked with: Accuweather, HealthFirst, BCBS, Fannie Mae



*Co-Creator of the
PPL Agility and Resilience Navigator*





Program Objectives

1. Align a product vision and strategy to your organization's purpose and values.
2. Understand how your product creates value for your customers and business.
3. Define your organization's strategic outcomes and intent for win-6™ advantage.
4. Cascade an adaptive value-driven approach to all levels of the planning cycle.
5. Communicate strategies to accelerate time to market.
6. Influence stakeholders with customer-centric data-driven decisions.
7. Apply the Design Thinking framework to discover, define and validate value.
8. Validate and measure customer and business outcomes.
9. Understand your role and impact as a champion of value.

Session Name**Date****Time****1. Understanding and Championing Value**

July 9, 2020

2:00pm –
6:00pm ET**2. Discovering Value through Empathy and Ideation**

July 16, 2020

2:00pm –
6:00pm ET**3. Validating Value through Focused Experiments**

July 23, 2020

2:00pm –
6:00pm ET**4. Planning and Communicating Strategic Intent**

July 30, 2020

2:00pm –
6:00pm ET

What to expect

- ❖ Power Point Decks
- ❖ MURALs for Collaborative Work
- ❖ Vision to Value Workbook
- ❖ ~2 - 3 hours of homework between sessions
 - ❖ Practice of concepts and techniques
 - ❖ Videos, articles, case studies
 - ❖ Reflections



Session Objectives

- Understand storytelling as a power skill throughout the product lifecycle
- Apply stakeholder mapping to understand how to engage different stakeholder groups
- Leverage Story Mapping as a communication tool
- Effective strategies for how to package and deliver value

Opportunity / Solution Tree



What is the desired outcome that will create value for our customers?

Qualitative Objective, Quantitative Measure (OKRs)

What are opportunities that achieve the desired outcome?

Frame the problem / opportunity.

What are the solutions that solve the problem or address the opportunity?

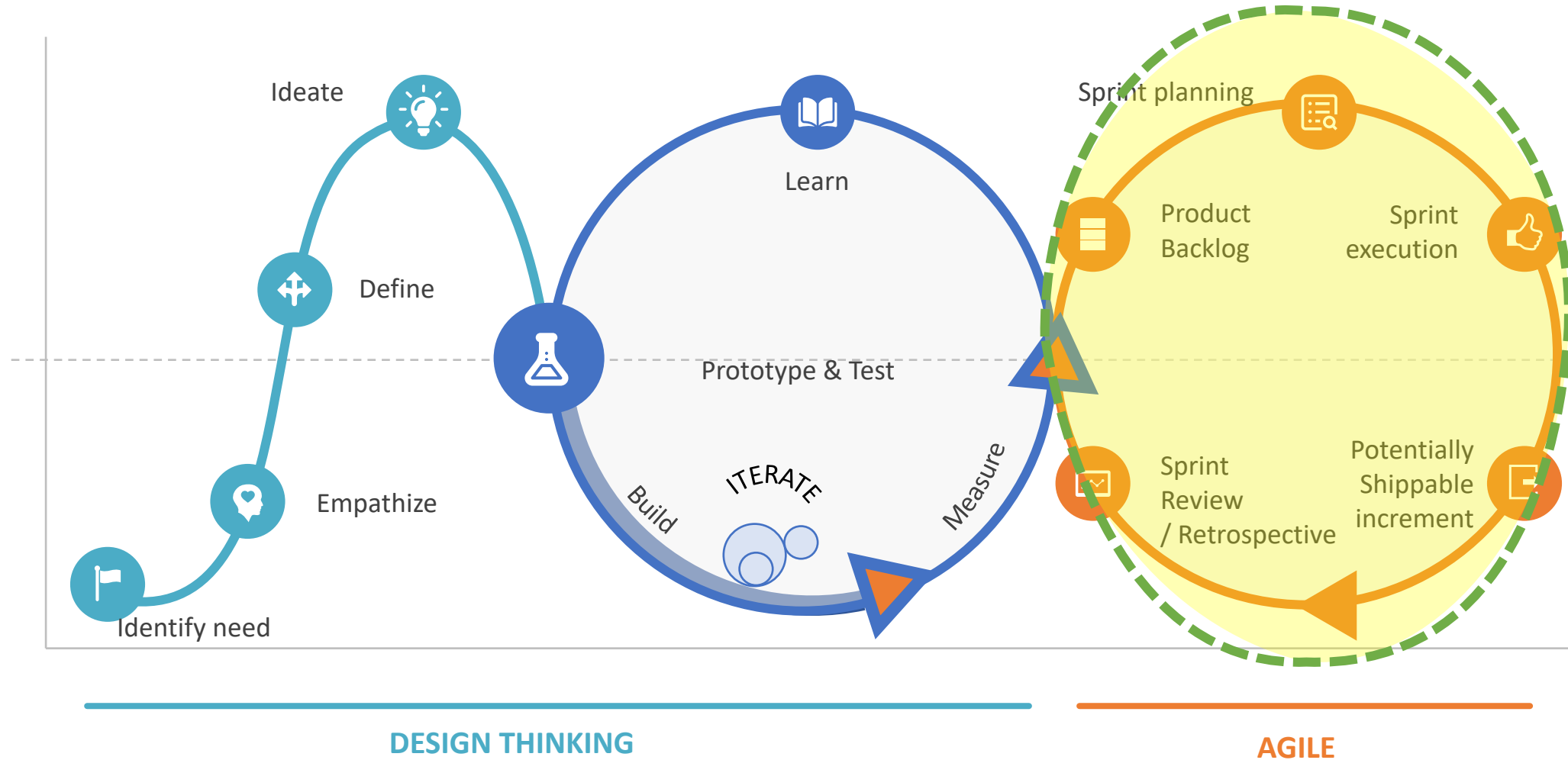
Is the solution viable?

Build, Measure, Learn

Does the solution deliver on the opportunity?

Does the solution deliver in a way that addressed the desired outcome?

Discover, Deliver and Validate Value



Communicating Strategic Intent - Story Telling



The Storyteller

- Tells the story of the **Product**
- **Right** Information
- At **Right** level of detail
- At **Right** time
- To the Right People

Why *Stories* from Product Leaders?

1. Build trust in your product / organization

- Use narrative to empathize with the customer
- Use narrative to let others know who you are
- Use narrative to build your brand

2. Align to a vision

- Use narrative to lead people into the future
- Use narrative to make the work meaningful and purposeful

3. Motivate others to action

- Use narrative to ignite action in the team
- Use narrative to stimulate new ideas

4. Create shared knowledge and understanding

- Use narrative to develop shared understanding



Story Telling Basics for Product Leaders

1. Know your audience

- Their level of understanding of the subject
- What they care about

2. Connect with your audience

- Add situational context
- Use humor

3. Share goals and objectives

- Make it clear, short and succinct
- Share purpose and take-aways

4. Let your points emerge

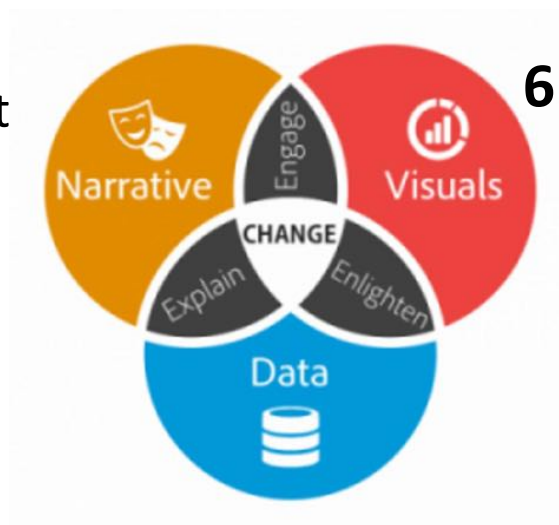
- Deliver content that is linear and has a clear narrative
- Accompany with compelling visuals

5. Let your passion show

- Know your subject
- Be authentic

6. Be self-aware

- Listen, observe, ask, invite
- Use your body language



Who is the Audience?

IMPACTED

Who are the users?

Who are the customers?

Who are the investors?

Who are vendor partners?

What is our community?

A Stakeholder is someone who could impact your project or be impacted by your project



IMPACT

Who is funding / sponsoring this effort?

Who is a promoter of this effort ?

Who is a detractor of this effort?

Who influences the solution for this effort?

Who supports the delivery of this effort ?

Telling the Story to Stakeholders

Motivations

What is their interest in the outcome of the project? Positive or negative?

What motivates them?

Information

What information do they want from you?

What information do you need from them?

What is the best way to communicate with them?

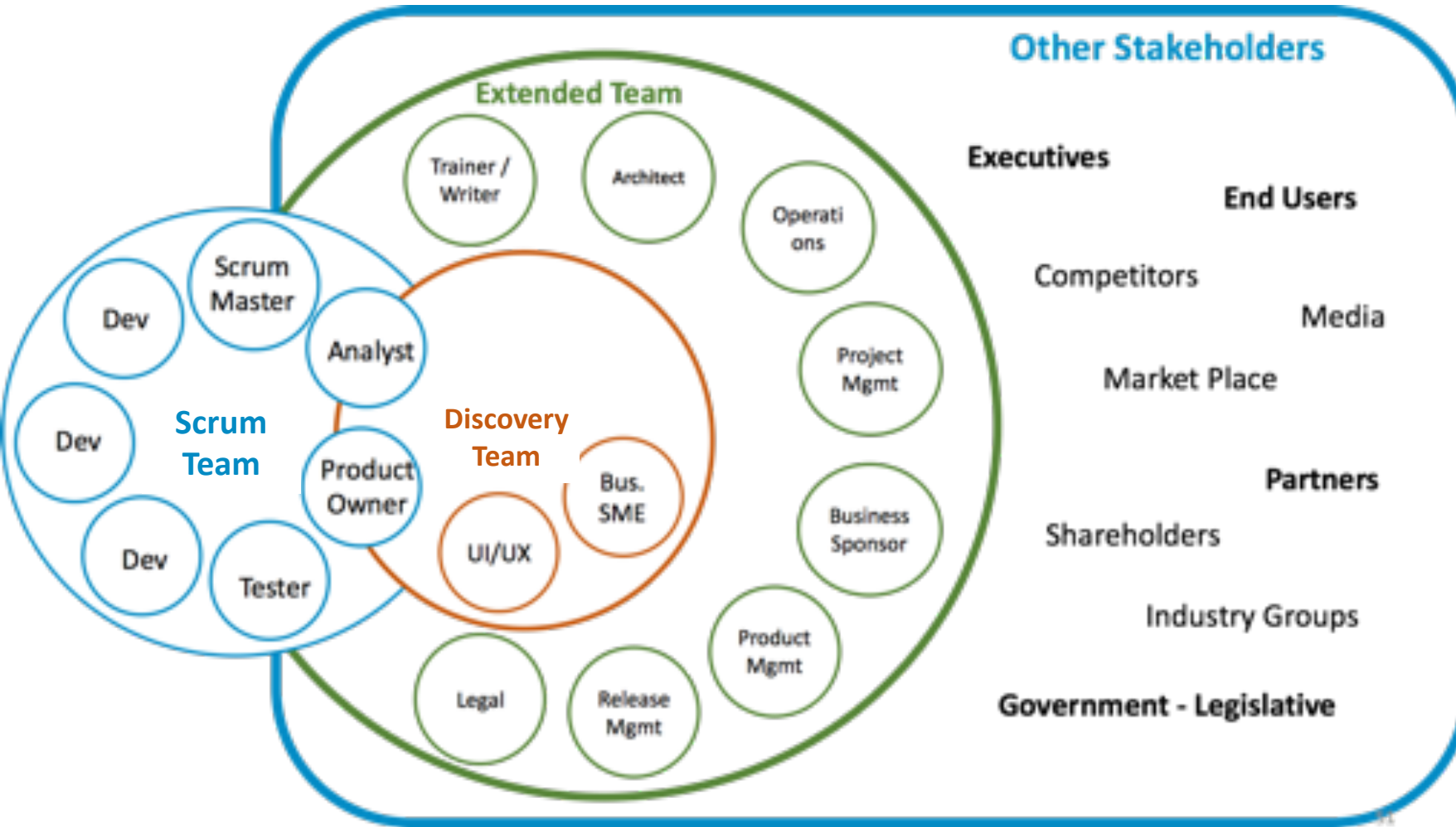
Influence

Who influences their opinions?

Who else is influenced by their opinions? Should they be included as stakeholders?

What is their current impression of your work or your team's work?

Stakeholder Map



The Scrum Team

- Scrum Master
- Product Owner
- 't'eam

Discovery Team

- Product Owner
- Business/System Analysts / SMEs
- UX Designers
- Tech Lead & QA Lead (part-time)

Extended Team

- Internal / external stakeholders who can offer and validate insights & support delivery

Other Stakeholders

- Others that impact or are impacted

Visual and Engaging Storytelling Tools

Vision Board

- Convey the Why, Who, How and What

Product Box

- Identify the most exciting features

20/20 Vision

- Understand customer priorities

Remember the Future

- Understand Customer's Definition of Success

Speed Boat

- Understand what customers don't like about your product or service

Personas

- Understand your users

Empathy Maps

- Empathize with others

Impact Maps

- Connect outcomes to deliverables through impact

Customer Journeys

- Understand user and customer journeys

User Story Maps

- Collaborative define MVP

Start Your Day

- Understand when and how your customer uses your product

The Apprentice

- Create empathy for the customer experience

Me and My Shadow

- Identify customer's hidden needs

Prune the Product Tree

- Shape your product to market needs

Buy a Feature

- Prioritize Features

Spider Web

- Understand product relationships

Show and Tell

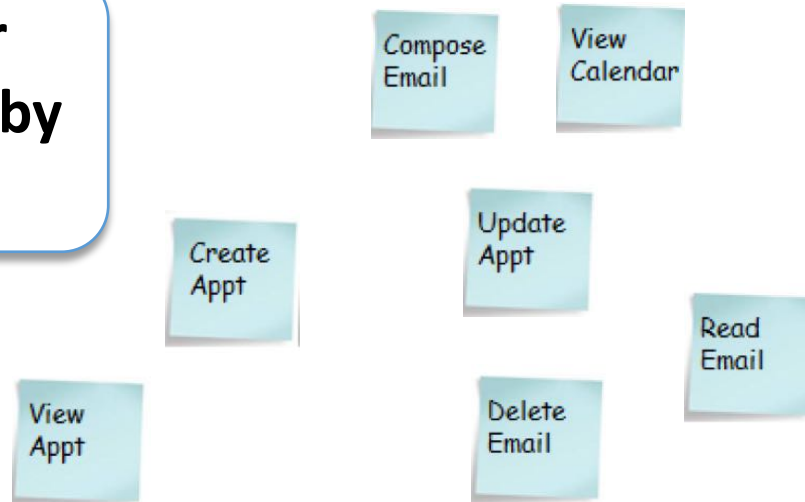
- Identify the most important artifacts created by your product



Story of the Solution |

Generate User Tasks

What are the **major actions performed by the user?**



- **Identify all the major tasks** a user may perform as they interact with the system

**User
Tasks**

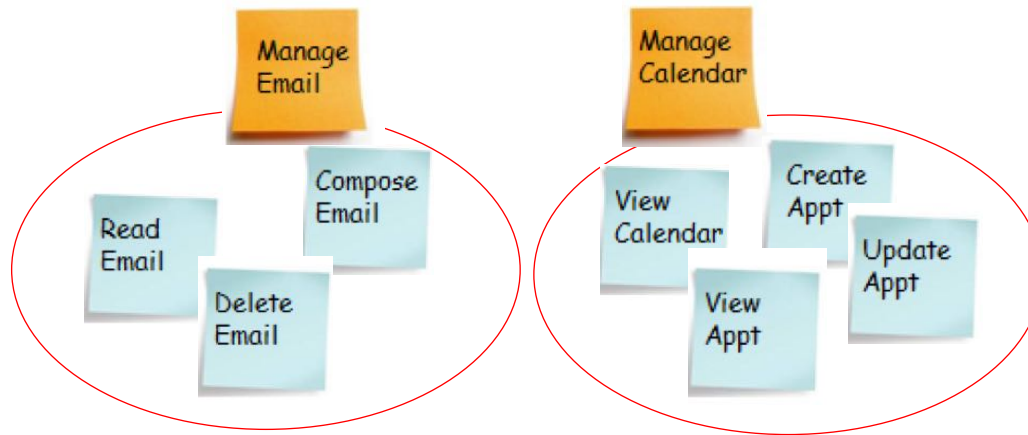
Major actions performed by user

Typically **start with a verb**

Feature or Deliverable or Capability

Derive User Activities

Can I group the User Tasks as larger Activities?



- Group similar tasks
- Remove duplicates
- Name similar tasks as a user activity

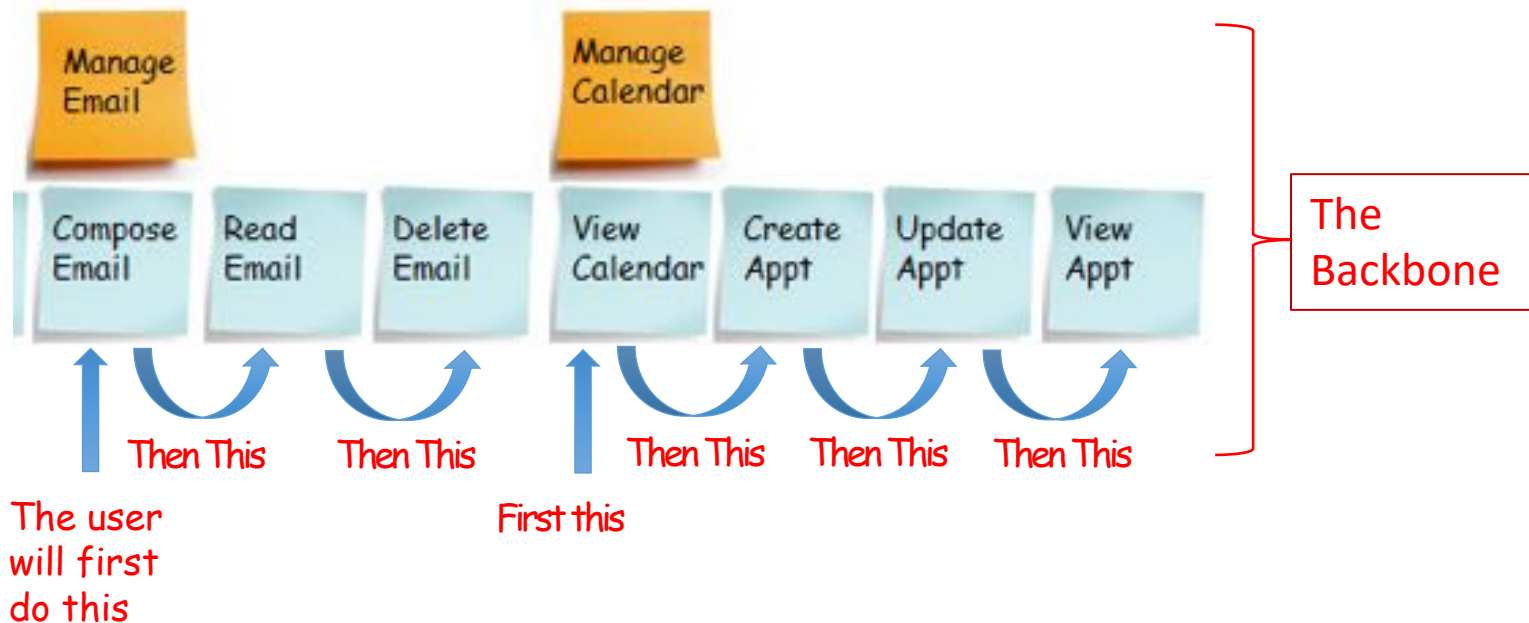
**User
Activity**

Cluster of related user tasks

Epic or Goal or Product Area

Organize User Activities and Tasks

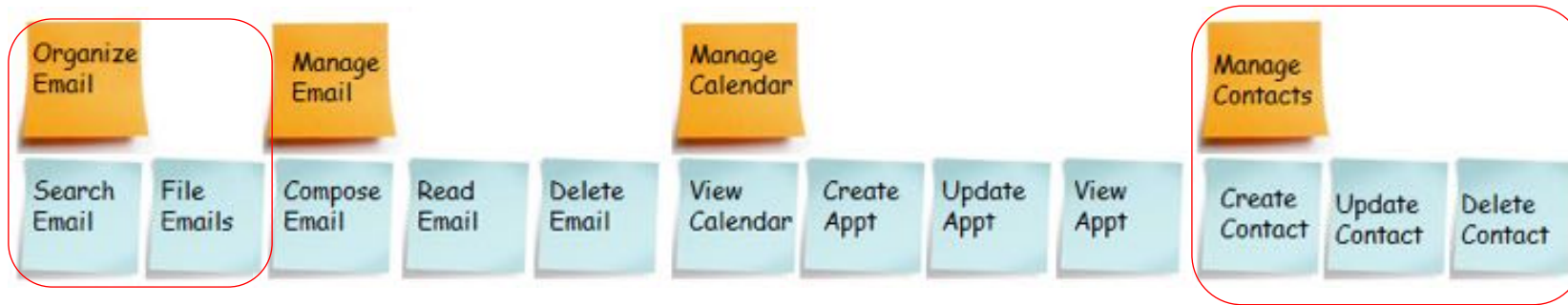
How can I organize the user activities and tasks to **tell the story of the user using the product?**



- Organize the User Tasks **from left to right in sequence in which the user will interact** with your product

Check for missing features

Are we missing anything?



Walk the
backbone

Look for **missing features**

Look for **alternative tasks**

Look for **exceptions**

Consider **other users**

- **Walk the backbone** from the perspective of the user
- Look for **any thing not accounted for**
- **Fill in holes**



Story of the Strategy |

What is an MVP?

The **deliverable** with the **absolute least number of features** that will **satisfy customer's need**...nothing more, nothing less.

- How much of the features are needed for the working product?
- Stick to the Must-Have's and Should-Have's
- Focus on the satisfiers and the delighters



Minimum Valuable Product

MLP
Minimum
Learnable
Product

The deliverables that help you learn about what your users and customers want and validate your assumptions about the viability of the solution.

1



2



MVP
Minimum
Valuable
Product

The deliverable with the absolute least number of features that will make it usable...nothing more, nothing less.

3



4



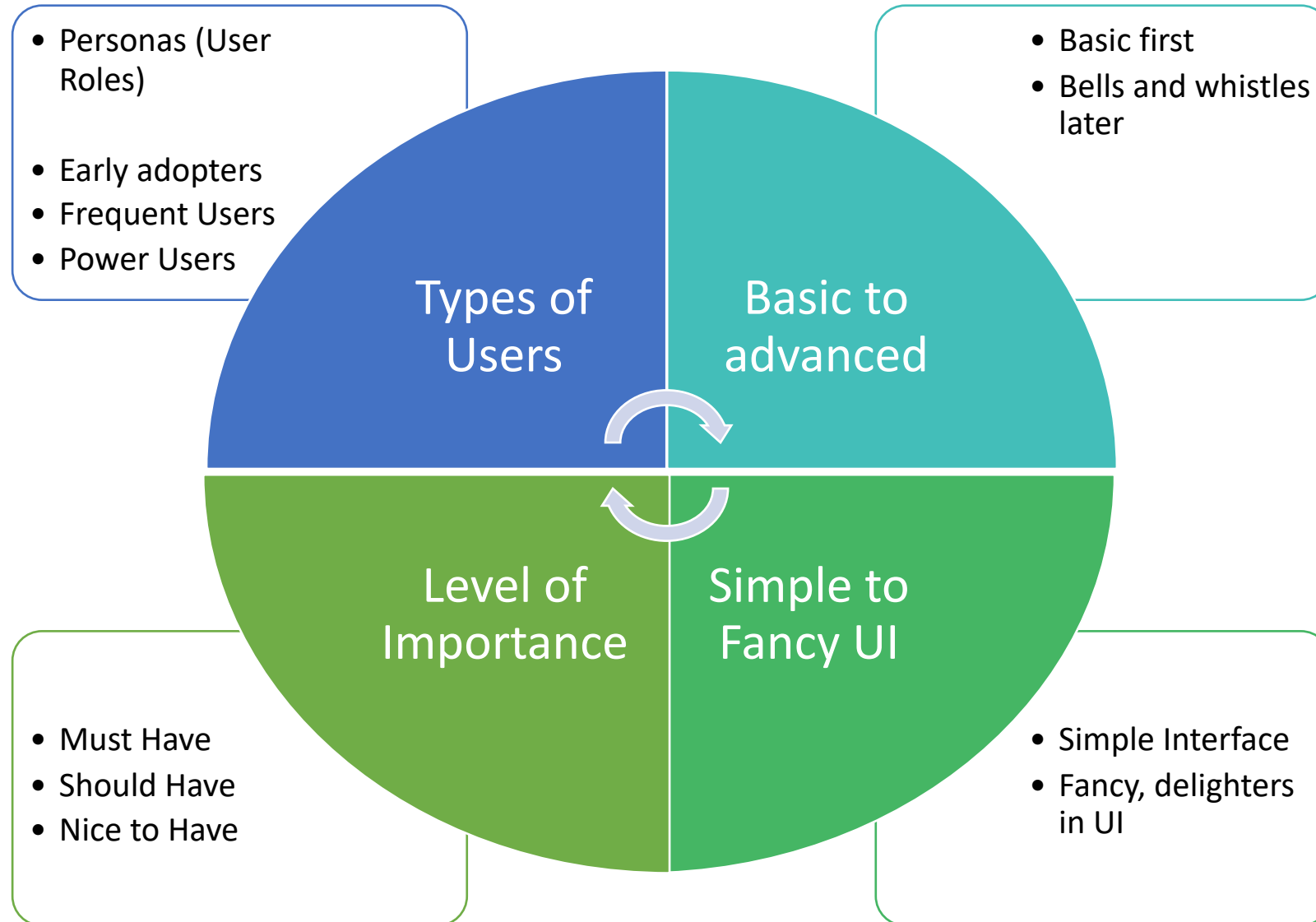
MSP (MMF)
Minimum Saleable
Product or Minimum
Marketable Features

The deliverable with enough functionality that a significant number of customers are willing to pay for and is scalable.

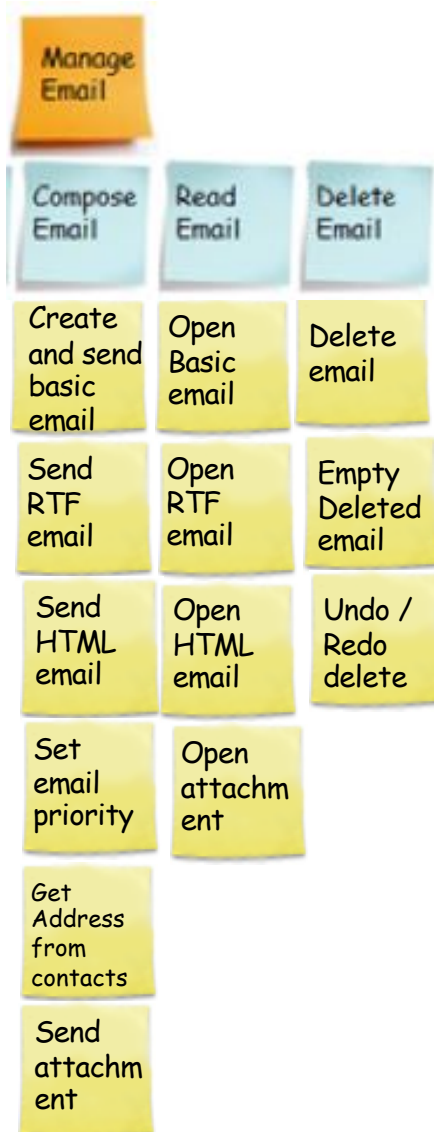
5



Slicing the Product



Add User Tasks

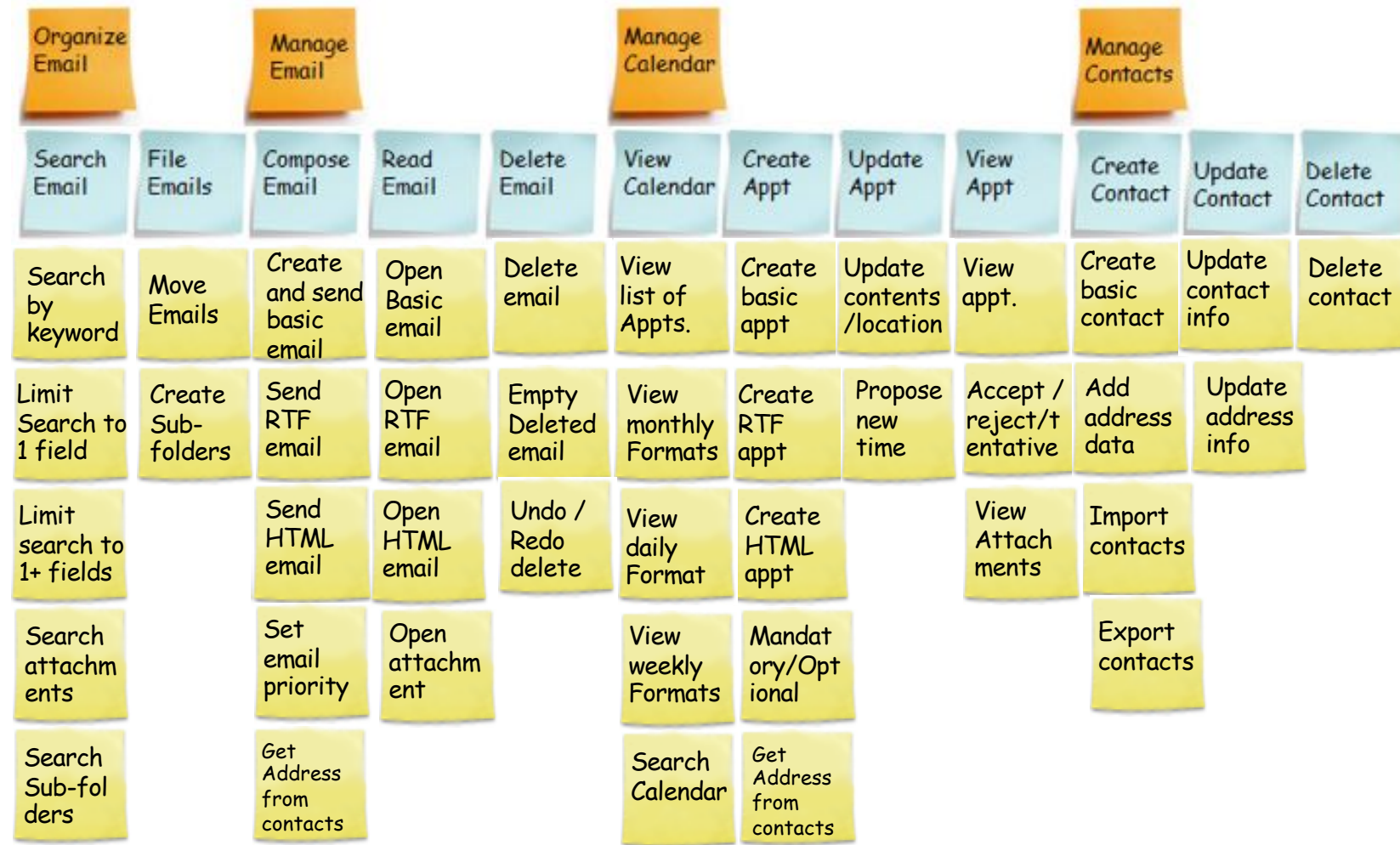


Add the details as user stories

What are different ways the user can accomplish the User Task?

- Break down functionality of **User Tasks** into **User Sub-Tasks**
- Add **User Sub-Task** below each **User Task**

An example Story Map



The Product Backlog

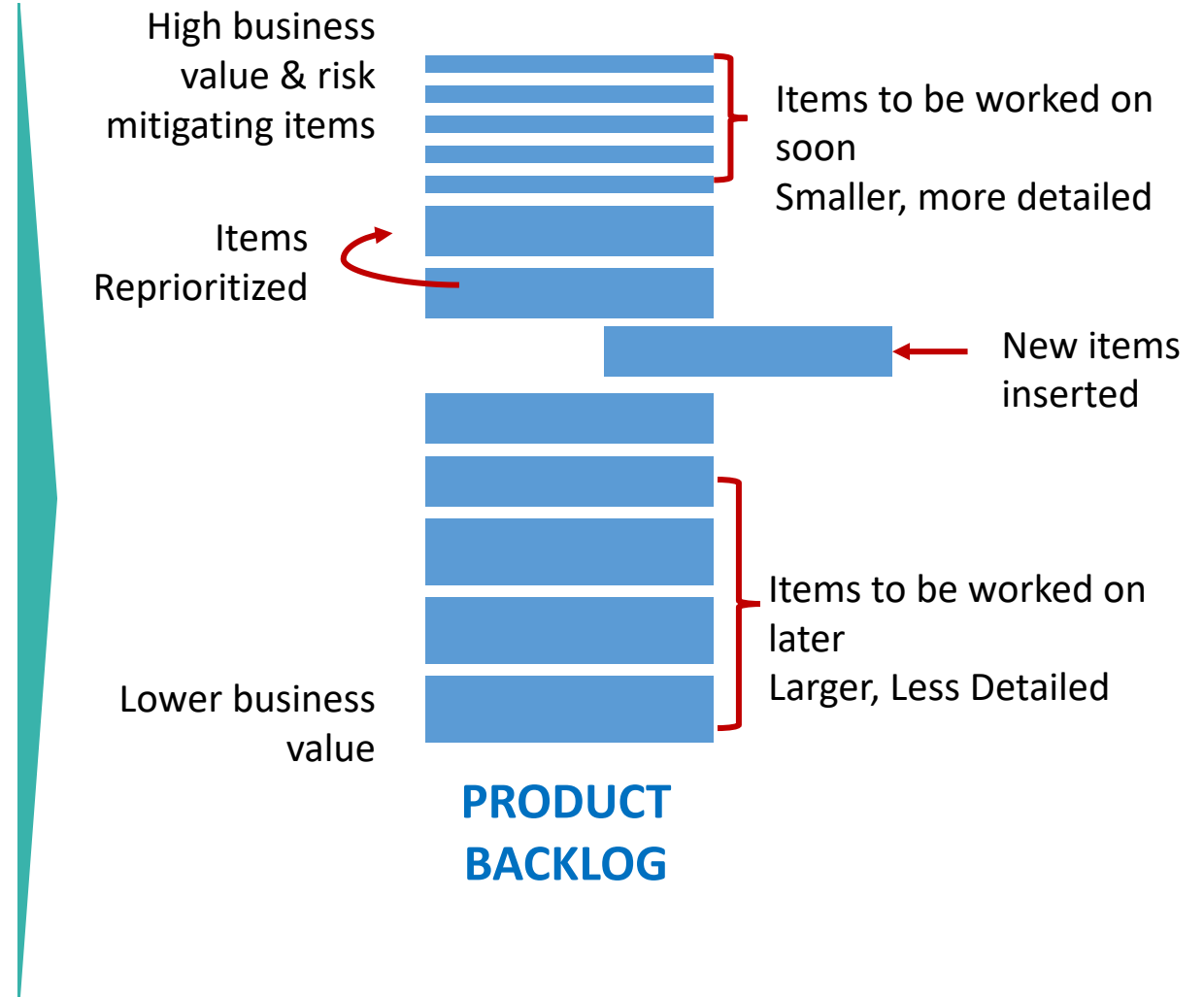
An ordered **list of user requirements** captured as user stories

Prioritized in order of **business value**

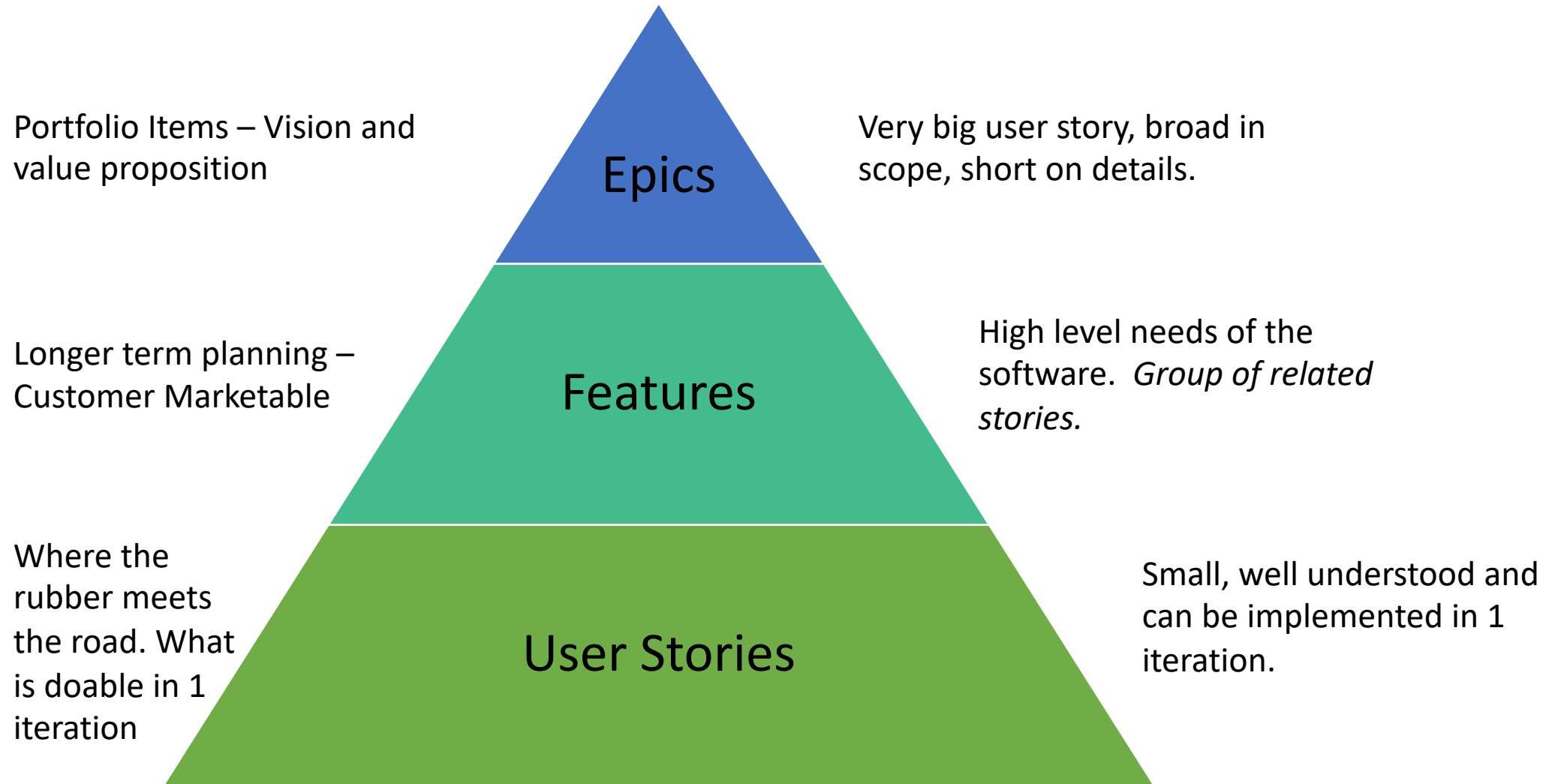
Items at **top** are **more granular and detailed**;
Items at the bottom are **more coarse and high level**

May include **functional, non-functional, architecture and infrastructure requirements**

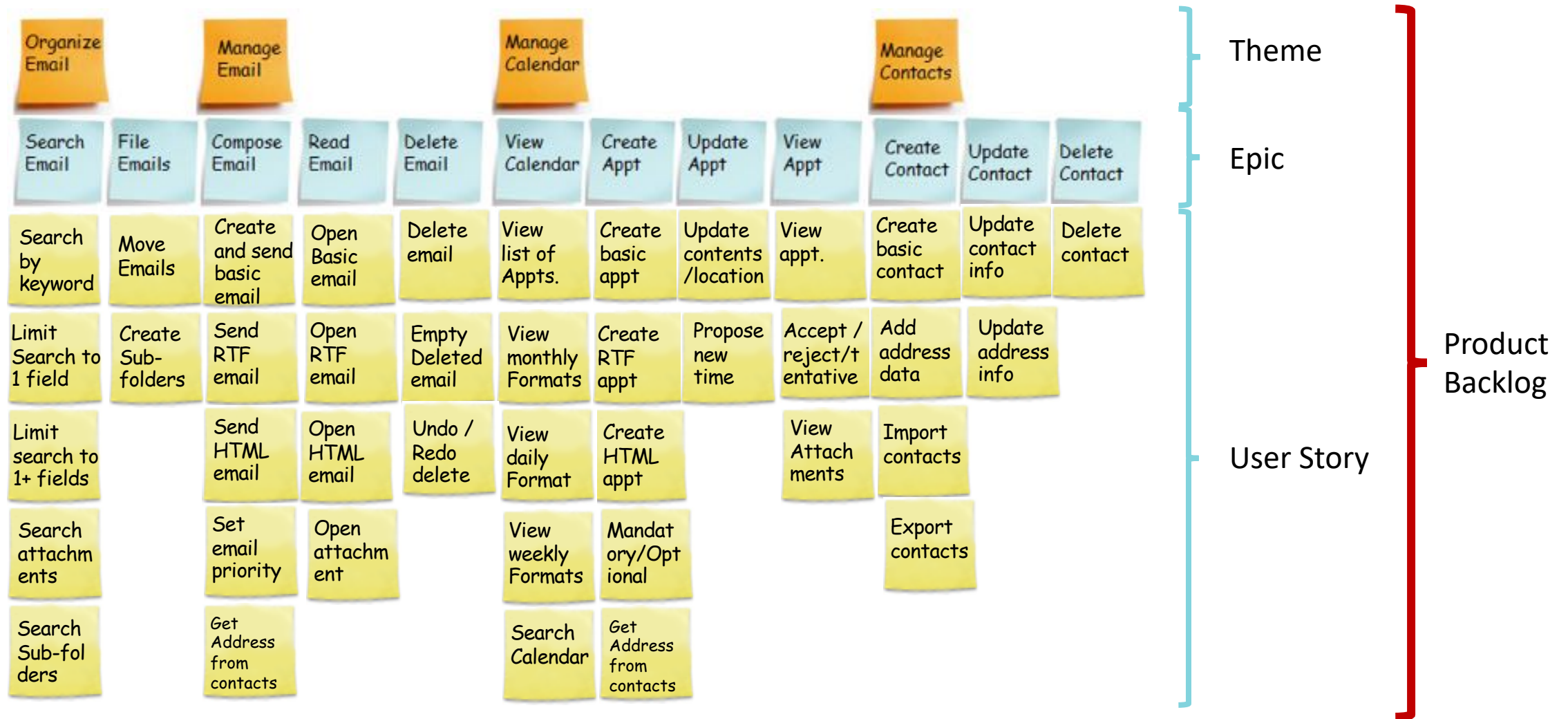
Owned by the Product Owner



Epics, Features and User Stories

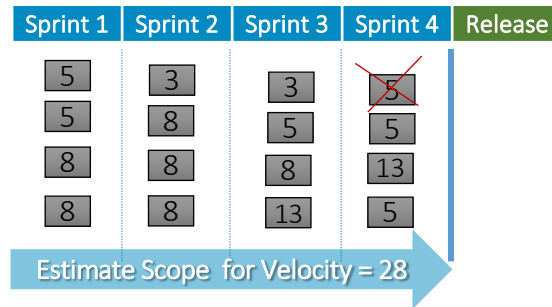


Story Map to Agile Language



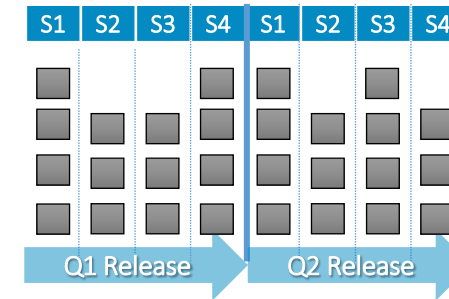
Time to Value Delivery Strategies

DATE DRIVEN



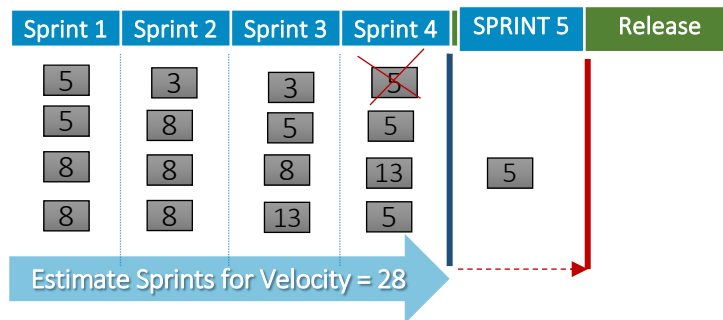
Deliver whatever is ready by the date

RELEASE TRAIN



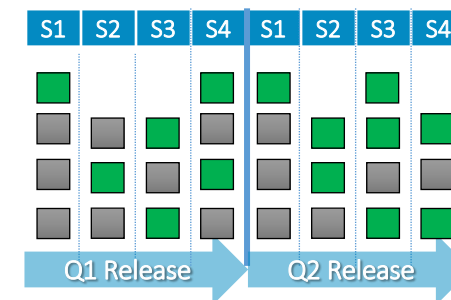
Deliver whatever is ready by the date

SCOPE DRIVEN



Deliver when feature set is complete

CONTINUOUS DELIVERY



Deliver each feature as it is completed

Prioritizing for MVP

Focus on early
adopters

Importance
(MoSCoW)

Customer
Satisfaction and
Delight

MoSCoW Prioritization

MUST

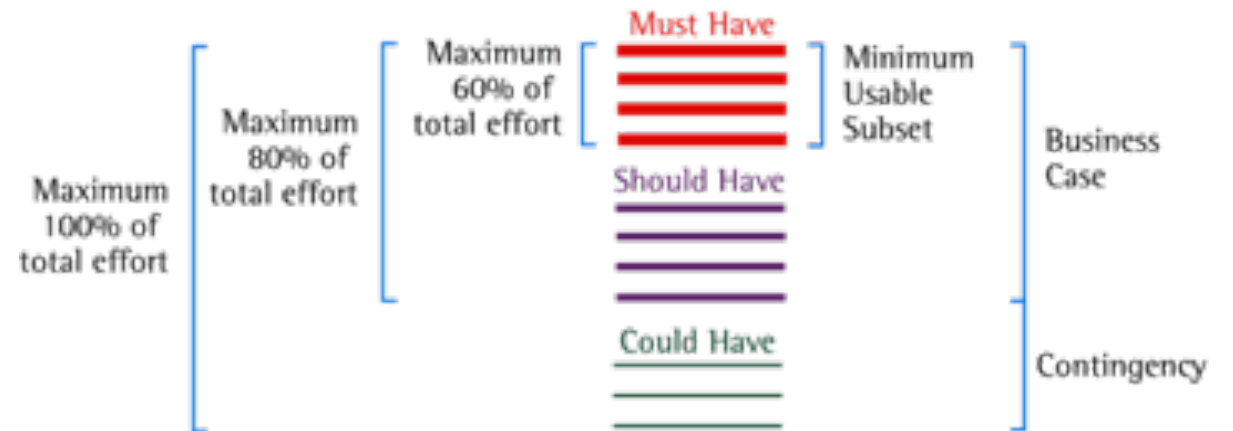
- Cannot deliver on target date without this (no point, not legal, or unsafe)
- Cannot deliver the business case without it

SHOULD

- Important but not vital
- Painful to leave out, but solution is viable
- May need a work around

COULD

- Wanted or desired but less important
- Less impact if left out



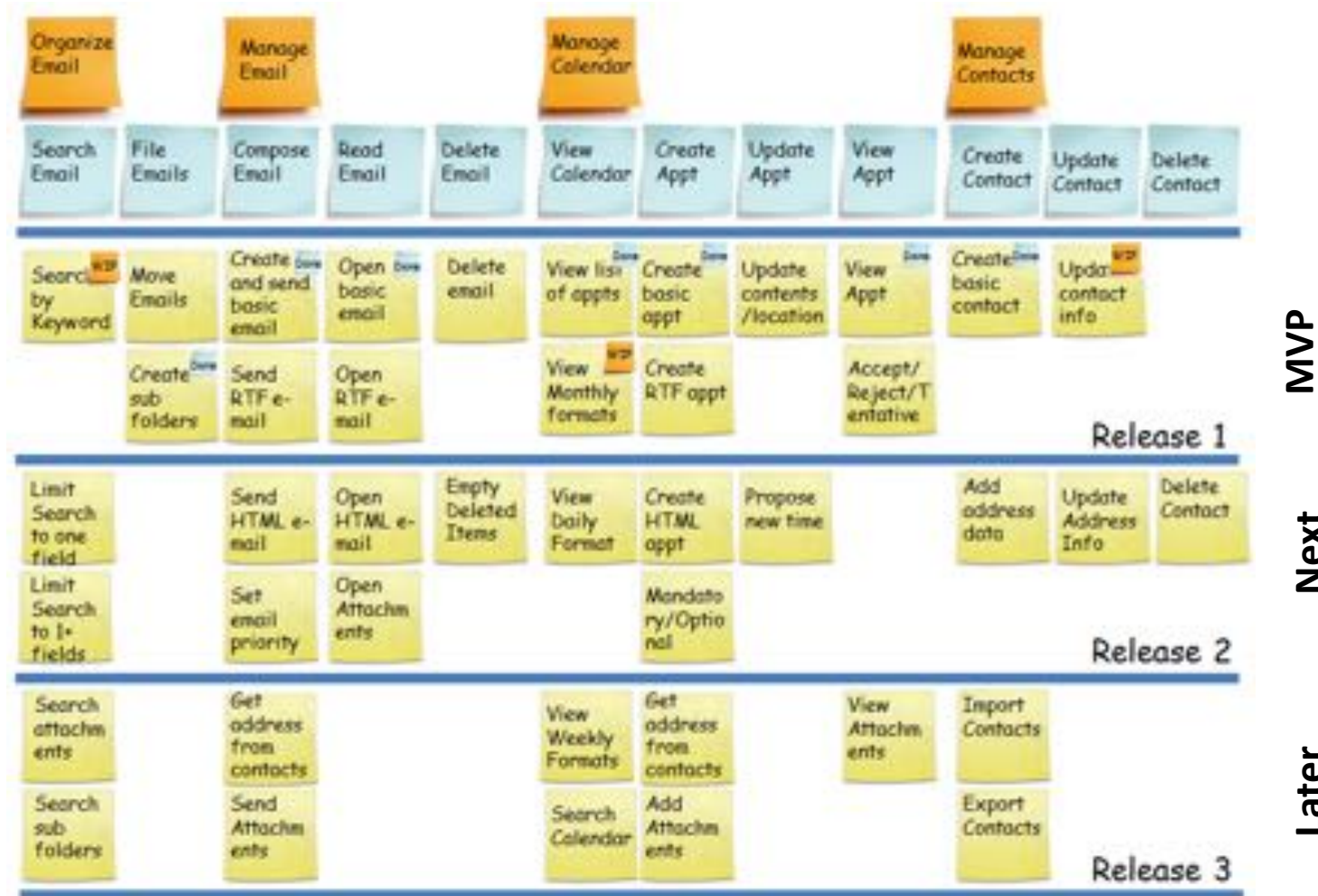
W - Won't Have at This Time

- Team has agreed not to deliver

Source: www.agilebusiness.org

A Product Roadmap

Product Roadmap



MVP

Next

Later

PRODUCT ROADMAPS

Now

Revenue

Search & listings page

search discovery

Enterprise

Single sign on

Next

User growth

Homepage redesign

design marketing

Engagement

Badgification

Later

Reduce churn

Digest emails

email

Integrations

Custom reports



Post MVP Prioritization

Return on Investment(ROI):
Prioritization model for assessing
highest value

$$\text{ROI} = \frac{\text{BV (Business Value)}}{\text{Cost (Effort)}}$$

Business Value based on
weighted organizational
drivers

Weighted Shortest Job First (WSJF):
Prioritization model for sequencing
work to maximize economic benefit

$$\text{WSJF} = \frac{\text{Cost of Delay}}{\text{Effort (Job size)}}$$

Cost of Delay = User Business Value +
Time Criticality + Risk
Reduction and/or
Opportunity Enablement

Prioritize with Stakeholder Input

Perpetual Multi-voting



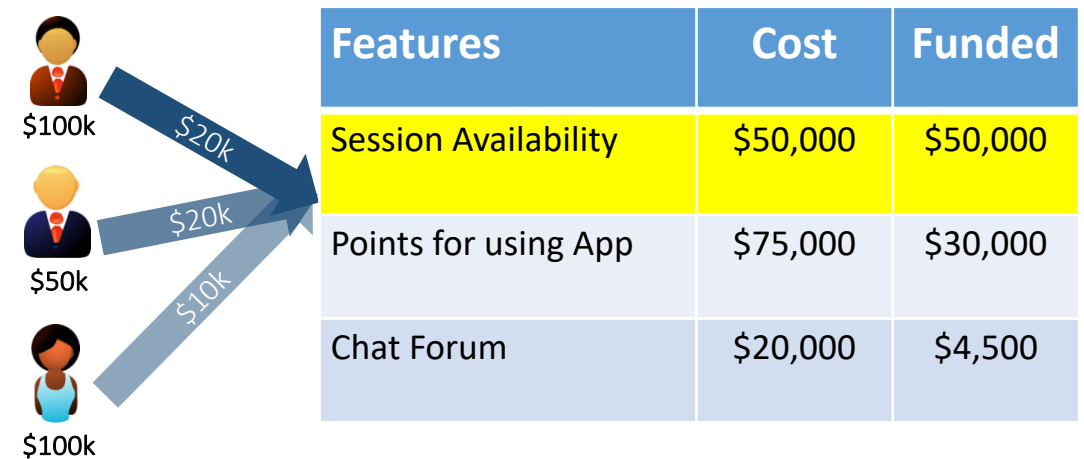
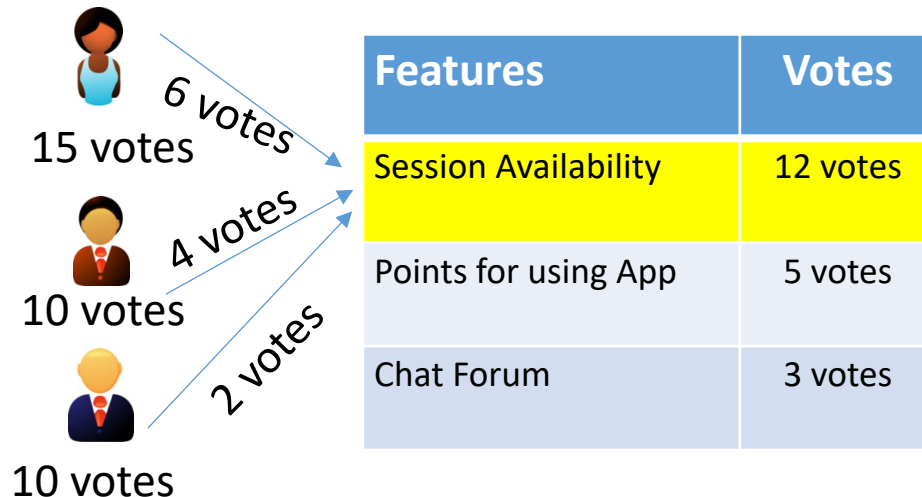
- Voting tokens “stick” to winning requests until done.
- Votes can be allocated unevenly
- Votes on the winning features are returned only after the feature is complete

Buy a Feature

Stakeholders apply budget against desired features.



- Features include benefits and costs.
- Collusion is encouraged on shared priorities
- Budgets can be allocated unevenly



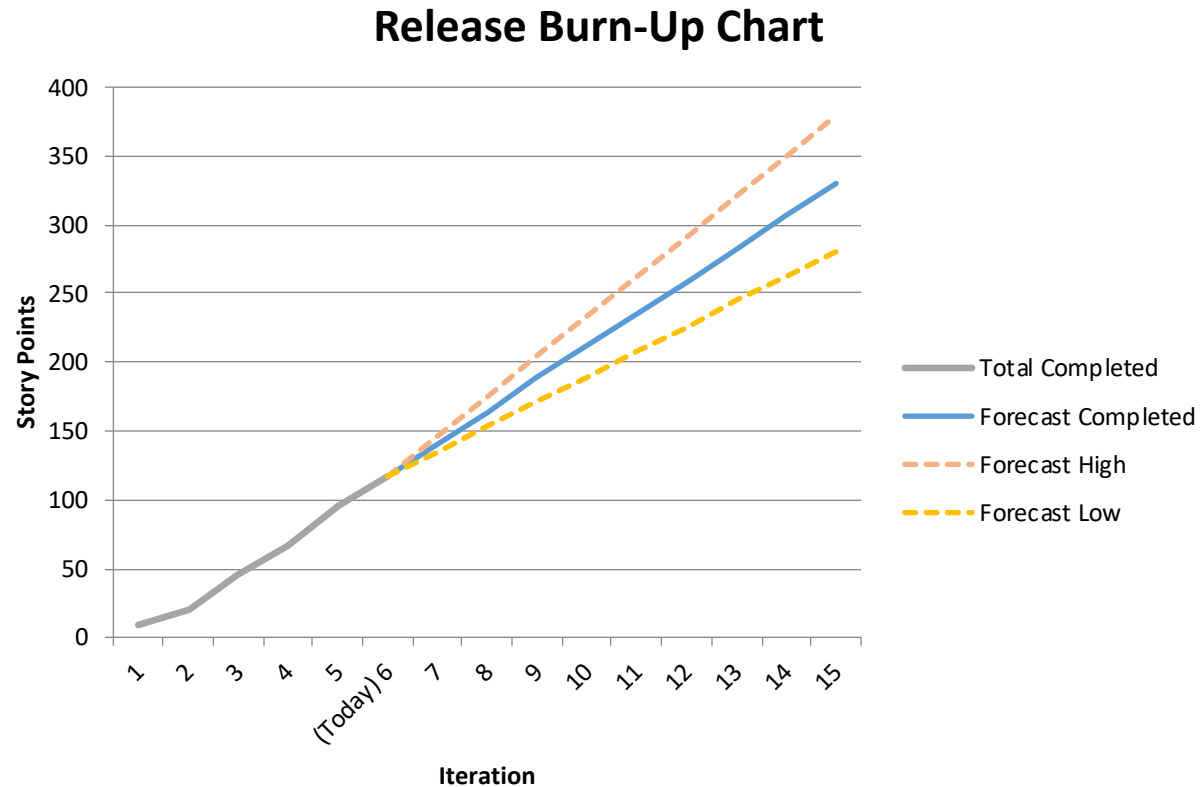


‘When Will it be Done?’ |

Hurricane Dorian –Sept 29 to Oct 2



Forecast and Keep Informed



Source: <https://robfrohman.com>

	Iteration	Story Points Completed	Total Completed	Forecast Completed	Forecast High	Forecast Low	Notes
Historical	1	9	9				
	2	12	21				
	3	25	46				
	4	20	66				
	5	30	96				
Forecast	(Today) 6	21	117	117	117	117	
	7			141	146	135	
	8			164	175	153	
	9			188	205	171	
	10			212	234	190	
	11			235	263	208	
	12			259	292	226	
	13			283	321	244	
	14			306	350	262	
	15			330	380	280	

Average Points Completed Last 5 Sprints	24
Standard Deviation Points Last 5 Sprints	5.51

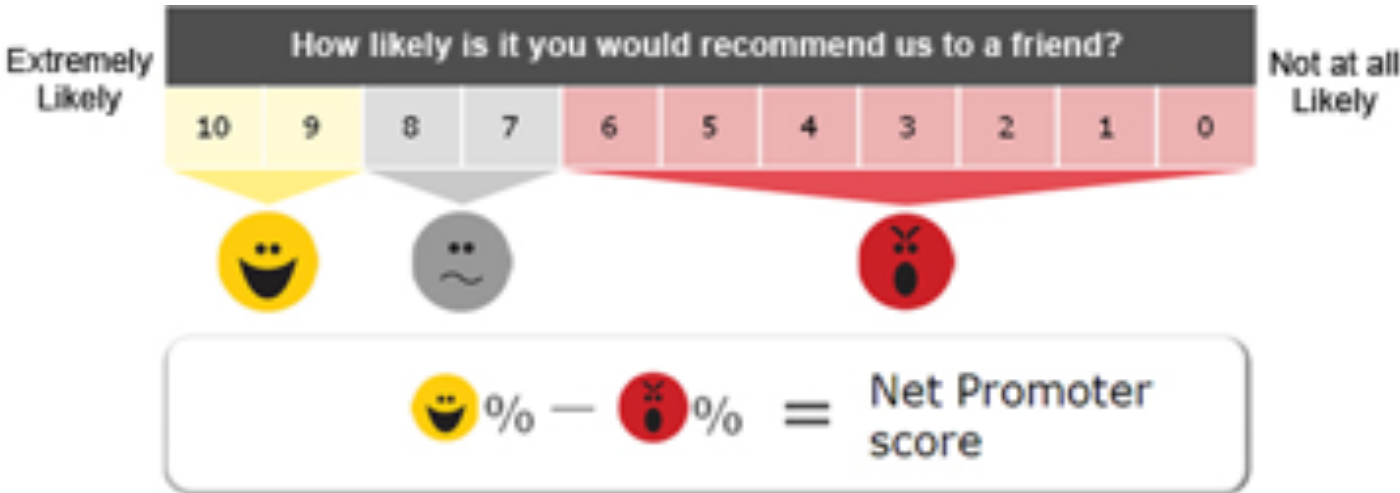
Add forecast highs and lows






Let your stakeholders help tell the
story |

Actionable Feedback

NET PROMOTER SCORE



-  **Promoters (9 or 10)**
Promoters are loyal, enthusiastic fans.
-  **Passives (7 or 8)**
Satisfied—for now.
-  **Detractors (0 to 6)**
Detractors are unhappy customers.

THE PERFECTION GAME



How could we perfect the feature / product?

Score the feature from 1 – 10

If not a 10,

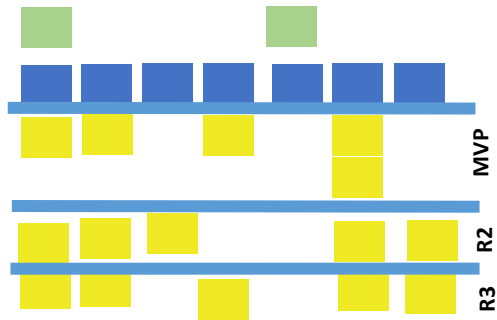
What do you currently like?

What would make it a perfect 10?



Planning for Value Delivery |

Multi-Team Planning



Prioritized List of Features

Team Capacity	
Totals	Hours
Remaining Work	129
Remaining Capacity	177
Utilized	129
Over	0
Under	48

Team Capacity



Time box:
4 hours for 2 Sprints
2 Days for 1 Quarter

Participants:
Product Leader(Vision, Priorities)
Facilitator
Technical Leader(System Flows etc.)
+
All teams involved in the project / program
+
Key Stakeholders
(From IT, Business, ITSS etc.)

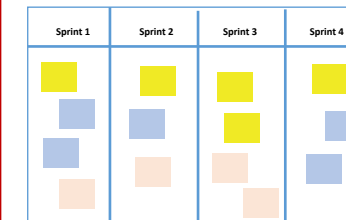
Planning Cycle:
2 Sprints to 1 Quarter

	Sprint 1	Sprint 2	Sprint 3	Sprint 4
Team 1	Feature 2 Dependency	Feature 1	Feature 3	Feature 4
Team 2	Feature 2 Dependency		Feature 2	
Team 3		Feature 3 Dependency	Feature 4 Dependency	

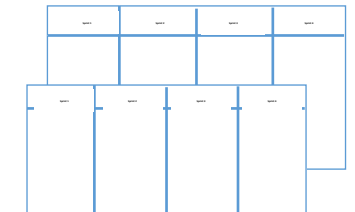
Planning Wall / Program Wall



Goal / Objectives



Team 1: Release Plan



Team 3: Release Plan

Team Plans

Ordering Criteria for Program Increment



Time sensitivity

Build features that decay in value over time earlier.

Uncertainty & Risk

Use “spikes” to test market or technical viability for critical, risky features.



Size

All else being equal, do the shortest first.

External Dependency

Third party or support group dependencies may determine priority.



Learning

Prioritize learning spikes in early iterations to gain knowledge.

Program Increment Plan

Sprint 1	Sprint 2	Sprint 3	Sprint 4	Sprint 5
<div>Create and send basic email</div> <div>Open Basic email</div> <div>Create basic appt</div> <div>View appt.</div>	<div>Send RTF email</div> <div>Open RTF email</div> <div>View list of Appts.</div> <div>Delete email</div>	<div>Create recur. appt</div> <div>Accept / reject / tentative</div> <div>Create basic contact</div> <div>Update appt contents / location</div>	<div>Update contact info</div> <div>Create Sub-folders</div> <div>Search by keyword</div>	<div>View monthly Formats</div> <div>Move Emails</div>

Program Wall

Teams	Sprint-1	Sprint-2	Sprint-3	Sprint-4	Sprint-5
Team 1		Feature 1	Feature 2	Feature 3	Feature 4 Feature 5 Feature 6
Team 2	Feature 9	Feature 10	Feature 11	Feature 12 Feature 13	Feature 14
Team 3	Feature 16	Feature 17	Feature 18	Feature 6 Support Feature 19	Feature 20





The End...



Appendix

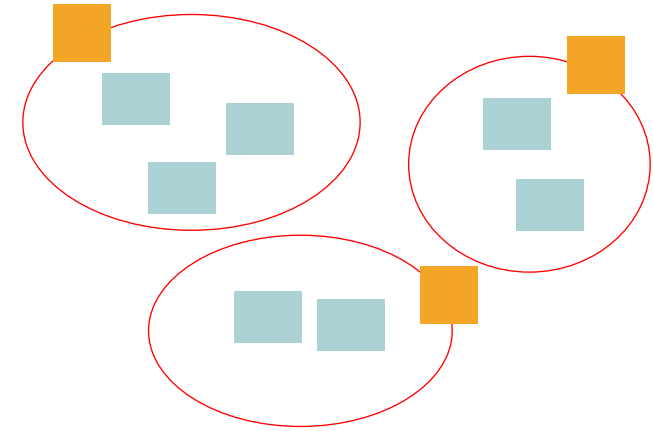
Persona (User Role)



Capture Major *User Tasks* Performed by User

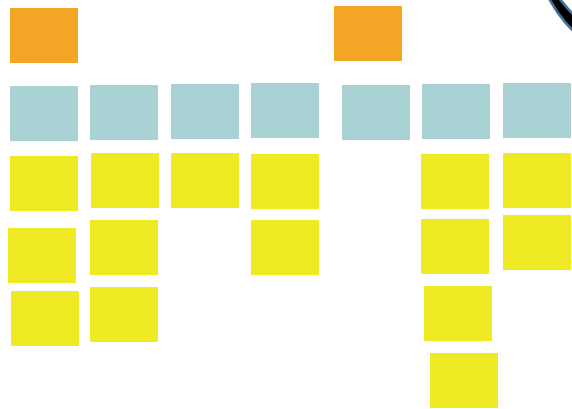


Group *User Tasks* into Larger *Activities*, Name *Activities*



USER STORY MAPPING

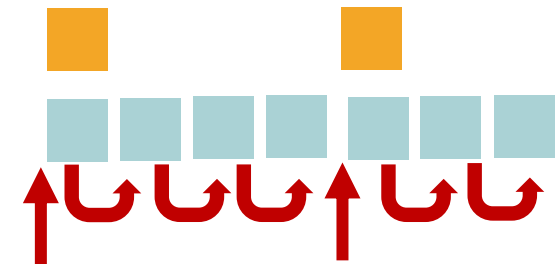
Repeat for each user



Slide Tasks into User *Sub Tasks*



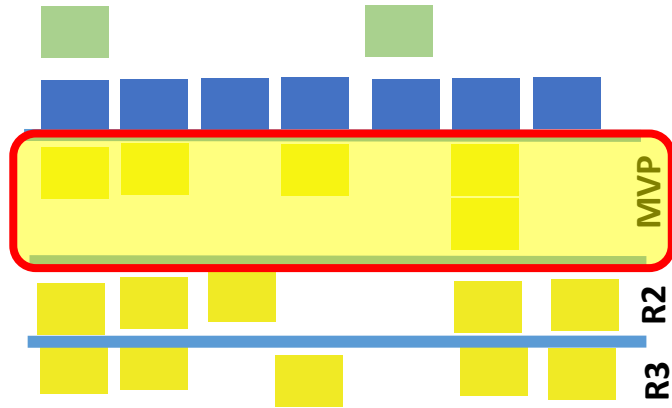
Define The Backbone



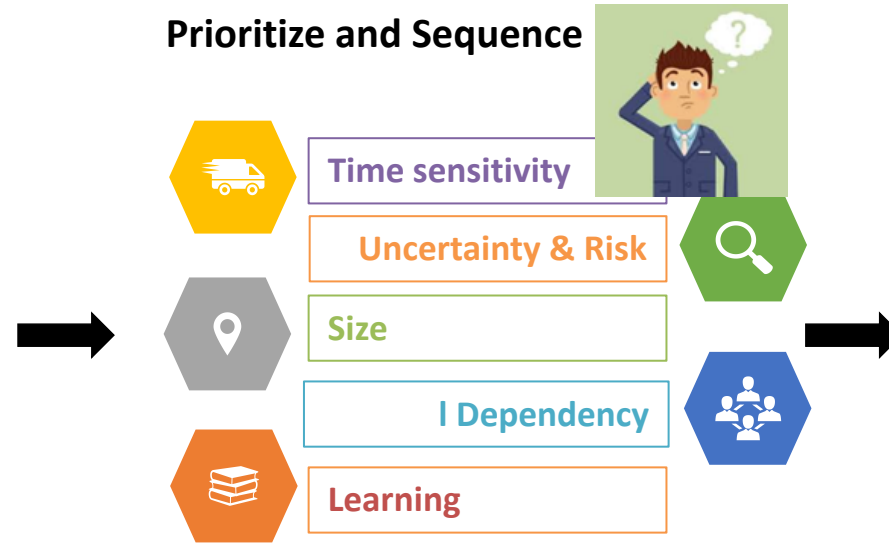
Sequence Activities Find Gaps



Release Goal



Prioritize and Sequence



Release Plan

Sprint 1	Sprint 2	Sprint 3	Sprint 4

MULTI-TEAM PLANNING

	Sprint 1	Sprint 2	Sprint 3	Sprint 4
Team 1	Feature 2 Dependency	Feature 1	Feature 3	Feature 4
Team 2	Feature 2 Dependency		Feature 2	
Team 3		Feature 3 Dependency	Feature 4 Dependency	

Release Planning Wall



Refined Release Goal

Planning with multiple teams

