

## **Chapter 2: Principles of Shaping**

Shaping work involves finding a balance between abstraction levels, avoiding over-specification, estimation errors, and avoiding vagueness. Straight-to-wireframes or high-fidelity mockups lead to over-specification and estimation errors. Vagueness can cause confusion among team members, so it's crucial to provide enough information for informed decisions. Setting boundaries and defining the project's scope is essential, including the appetite, or the amount of time and resources allocated. Clear boundaries prevent projects from growing out of control. Shaped work has three key properties: it's rough, solved, and bounded, indicating the main elements of the solution are in place, and it defines what the team should and should not work on

## **Chapter 3: Set Boundaries**

Shaping work starts with a clear problem statement and defining the scope of the idea/project. The appetite determines the worth of time, effort, and resources, assessing feasibility and team capacity. Appetites are categorized into Small Batch (1-2 weeks) and Big Batch (6 weeks). The "fixed time, variable scope" principle encourages decision-making and allows for trade-offs. The "good" solution depends on constraints, including time and resources, and the goal is to find the best solution within defined boundaries. Narrowing down the problem helps to identify the specific pain points or use cases, making it more manageable and easier to find a solution

## **Chapter 4: Find the Elements**

To explore solutions, it's crucial to move at the right speed during the shaping process, avoiding unnecessary detail like wireframes. Breadboarding creates a simplified representation of software components and interactions, focusing on Places (screens or menus), Affordances (user interactions like buttons), and Connection Lines (how actions lead from one place to another). Breadboarding helps in exploring different possibilities quickly. Fat marker sketches are used for visual arrangement of elements, focusing on layout and fundamental design elements. Shaping at the right level of abstraction ensures that there's room for designers to contribute later in the project, setting the boundaries and rules, and allowing creative solutions to be developed later

## **Chapter 5: Risks and Rabbit Holes**

Shaping work involves assessing a project's viability within a fixed time frame, identifying and eliminating potential holes or uncertainties. Well-shaped work should have a thin-tailed probability distribution, minimizing risks like technical unknowns and design challenges. To mitigate risks, slow down and critically analyze the concept, asking questions about technical work, assumptions, and hard decisions. Clearly specify out of bounds to maintain focus on the core value of the project. Cut back and present to experts to validate assumptions and ensure the project is de-risked and well-prepared for the next stage