

# COURSERA SPECIALIZATION

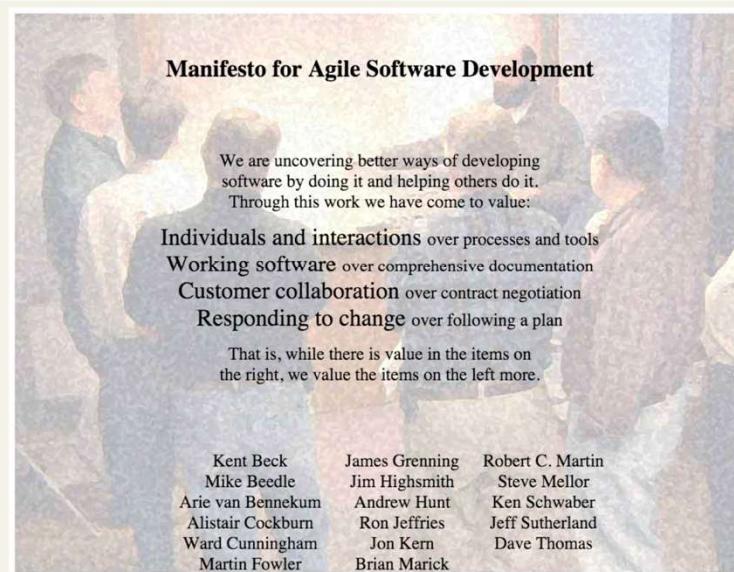
## COURSE 1 MODULE 1

### WHAT IS AGILE?

Alex Cowan

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## AGILE- ORIGINS



Source: [agilemanifesto.org](http://agilemanifesto.org)

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## THE MANIFESTO WAS SIMPLE

INDIVIDUALS  
INTERACTIONS ➤ PROCESSES  
TOOLS

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## THE MANIFESTO WAS SIMPLE

INDIVIDUALS  
INTERACTIONS ➤ PROCESSES  
TOOLS

WORKING  
SOFTWARE ➤ COMPREHENSIVE  
DOCUMENTATION

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## THE MANIFESTO WAS SIMPLE

- INDIVIDUALS  
INTERACTIONS** ➤ PROCESSES  
TOOLS
- WORKING  
SOFTWARE** ➤ COMPREHENSIVE  
DOCUMENTATION
- CUSTOMER  
COLLABORATION** ➤ CONTRACT  
NEGOTIATION

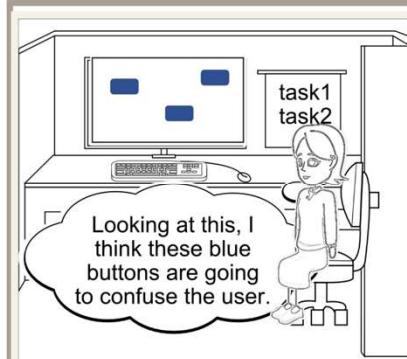
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INTERACTIONS** ➤ PROCESSES  
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COLLABORATION** ➤ CONTRACT  
NEGOTIATION
- RESPONDING TO  
CHANGE** ➤ FOLLOWING  
A PLAN

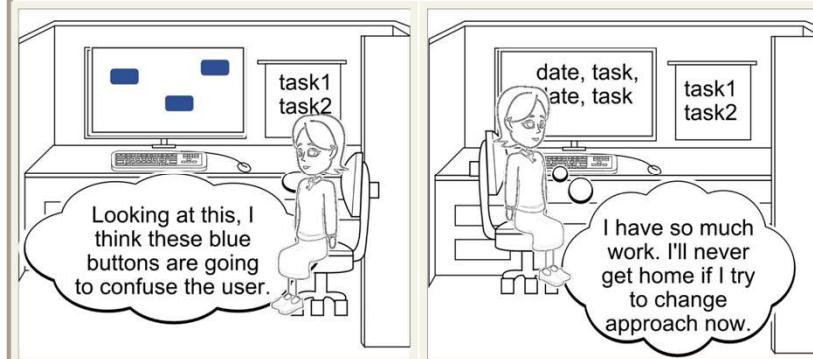
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## THE BLUE BUTTON MOMENT- NOT AGILE



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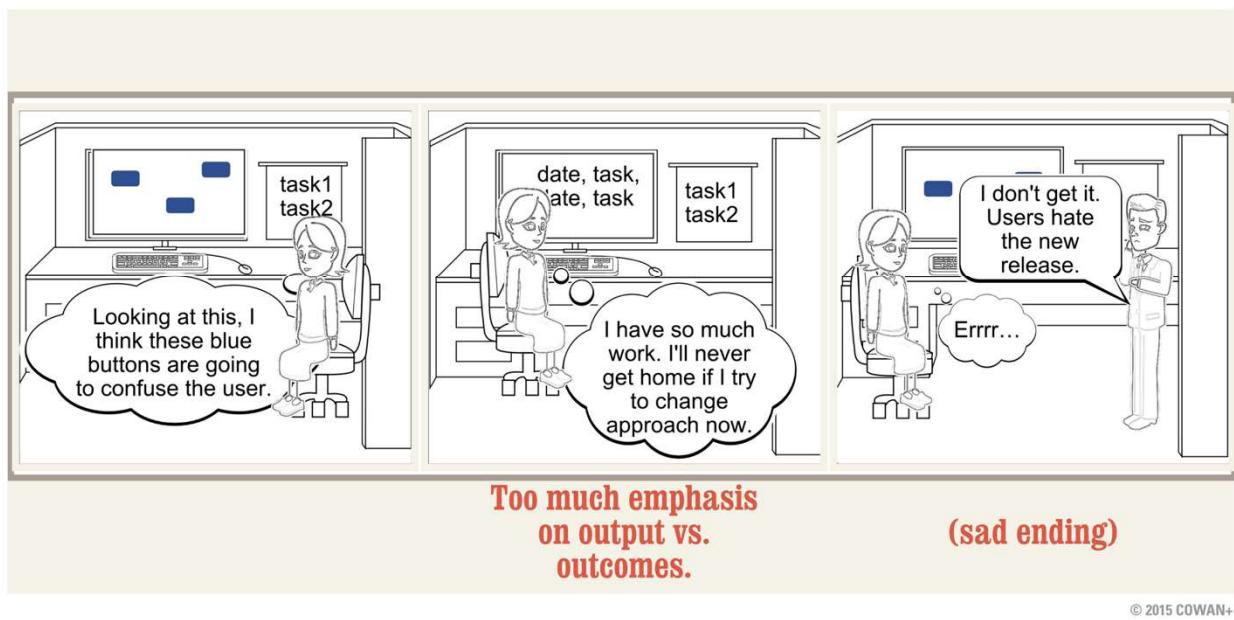
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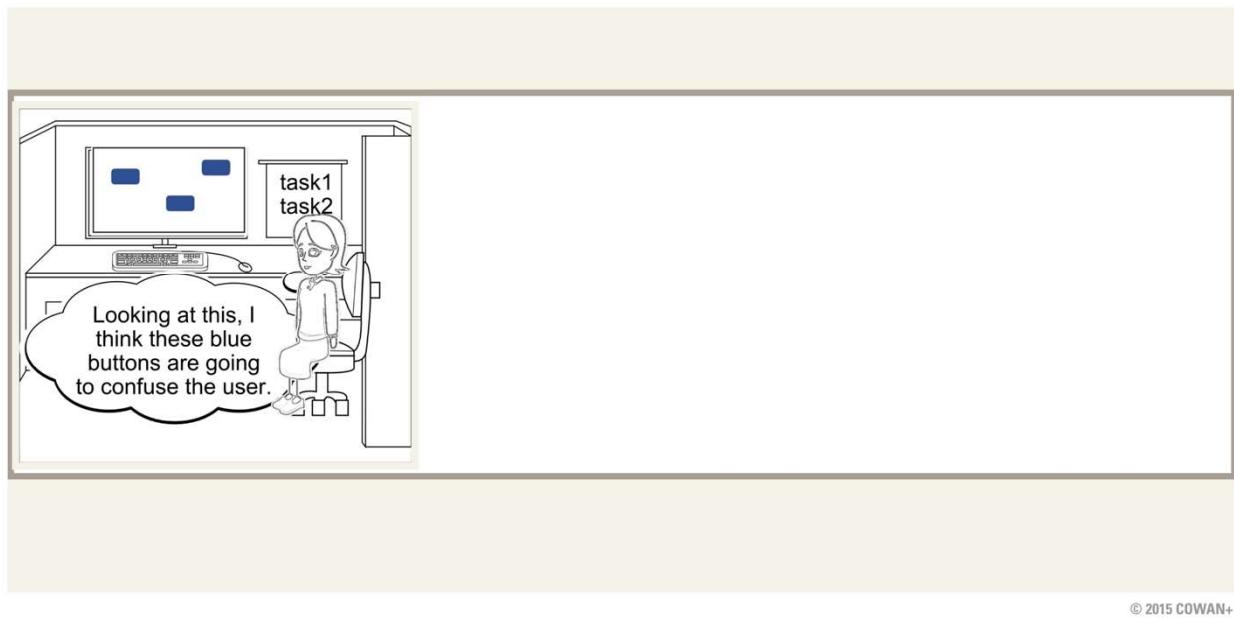
Too much emphasis  
on output vs.  
outcomes.

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## THE BLUE BUTTON MOMENT- NOT AGILE

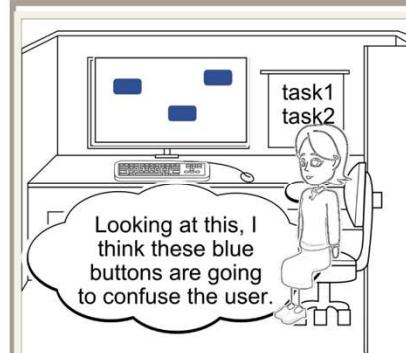


## THE BLUE BUTTON MOMENT- AGILE



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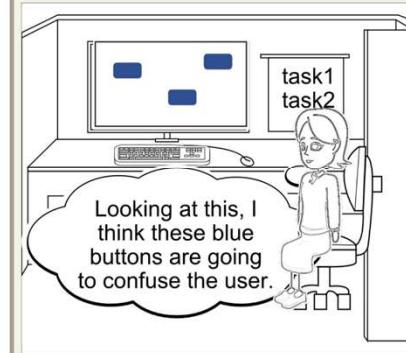
## THE BLUE BUTTON MOMENT- AGILE



Easy, ready narrative collaboration.

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## THE BLUE BUTTON MOMENT- AGILE



Easy, ready narrative collaboration.

(happy ending)

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## THE MANIFESTO

- INDIVIDUALS INTERACTIONS** ➤ PROCESSES TOOLS
- WORKING SOFTWARE** ➤ COMPREHENSIVE DOCUMENTATION
- CUSTOMER COLLABORATION** ➤ CONTRACT NEGOTIATION
- RESPONDING TO CHANGE** ➤ FOLLOWING A PLAN

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## SUCCESSFUL INTERDISCIPLINARY COLLABORATION



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## FOCAL POINTS

**FOCUS ON THE INDIVIDUAL  
WITH TESTABLE NARRATIVES**

**FRONTLOAD VALUE**

**OUTCOMES VS. OUTPUT**

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## ABOUT THE SPECIALIZATION

"How do I use best practices from design thinking to drive narrative collaboration on a practical, everyday basis?"



### Course 1:

**Agile: Making Time to Create Something Valuable**

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## ABOUT THE SPECIALIZATION

"How do I use best practices from design thinking to drive narrative collaboration on a practical, everyday basis?"



"How do I schedule and plan just enough discovery work to validate that we're building something valuable?"



### Course 1:

Agile: Making Time to Create Something Valuable

### Course 2:

Running Valuable Design Sprints

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## ABOUT THE SPECIALIZATION

"How do I use best practices from design thinking to drive narrative collaboration on a practical, everyday basis?"



"How do I schedule and plan just enough discovery work to validate that we're building something valuable?"



"How do I actually make all this work with my team? How do I create interdisciplinary collaboration?"



### Course 1:

Agile: Making Time to Create Something Valuable

### Course 2:

Running Valuable Design Sprints

### Course 3:

Managing with Agile

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## ABOUT THE SPECIALIZATION

"How do I use best practices from design thinking to drive narrative collaboration on a practical, everyday basis?"



**Course 1:**  
Agile: Making Time to Create Something Valuable

"How do I schedule and plan just enough discovery work to validate that we're building something valuable?"



**Course 2:**  
Running Valuable Design Sprints

"How do I actually make all this work with my team? How do I create interdisciplinary collaboration?"



**Course 3:**  
Managing with Agile

"How do we integrate high quality testing and validation into our regular workflow?"



**Course 4:**  
Testing for Agile Teams

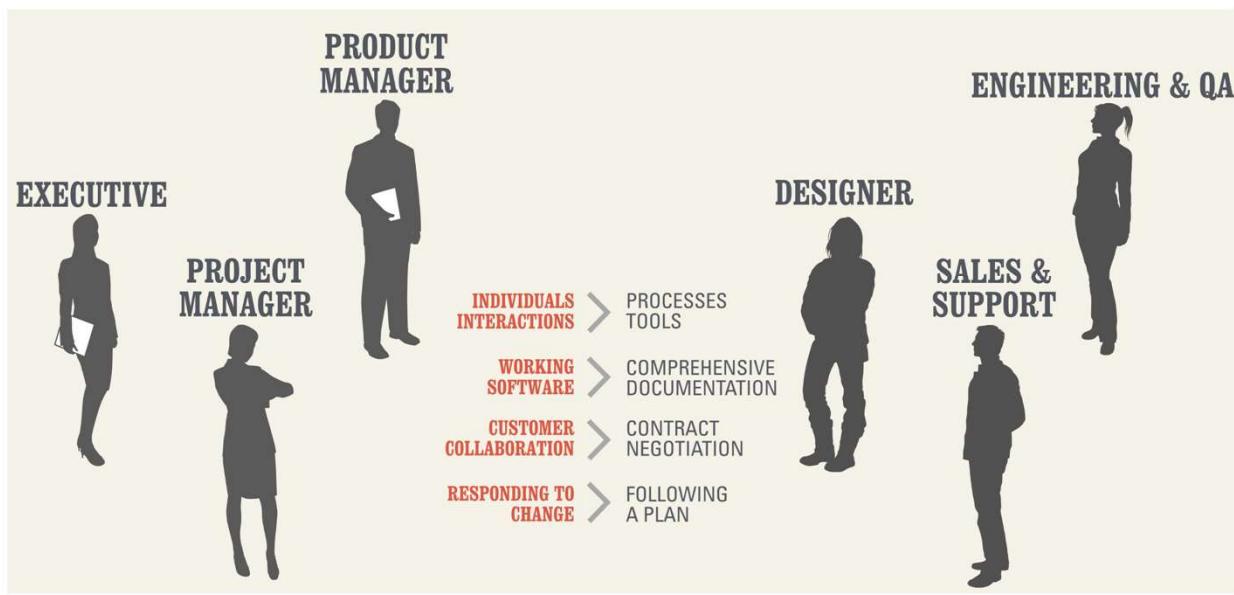
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# COURSERA SPECIALIZATION COURSE 1 MODULE 1 AGILE FOR MANAGERS

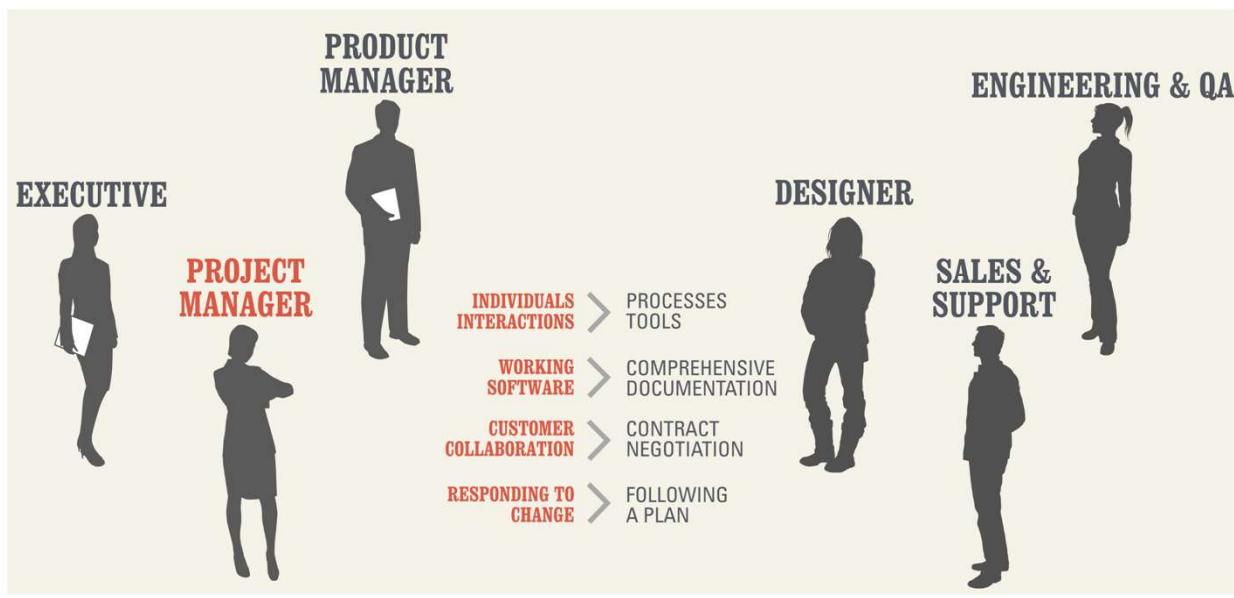
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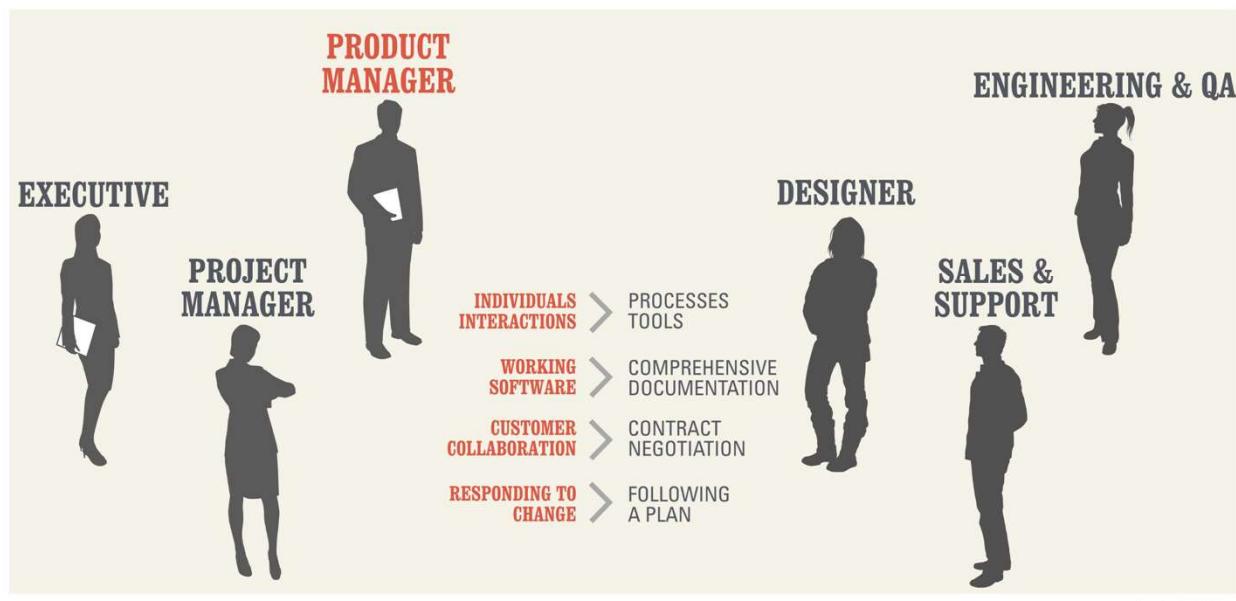
## SUCCESSFUL INTERDISCIPLINARY COLLABORATION



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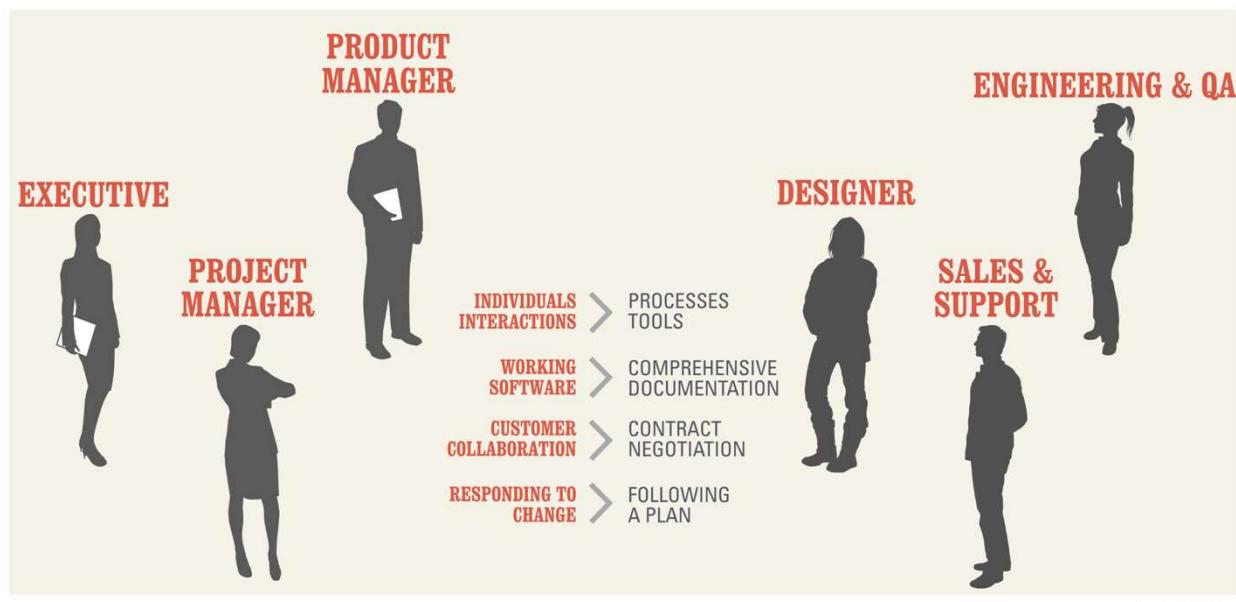


## SUCCESSFUL INTERDISCIPLINARY COLLABORATION



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## SUCCESSFUL INTERDISCIPLINARY COLLABORATION



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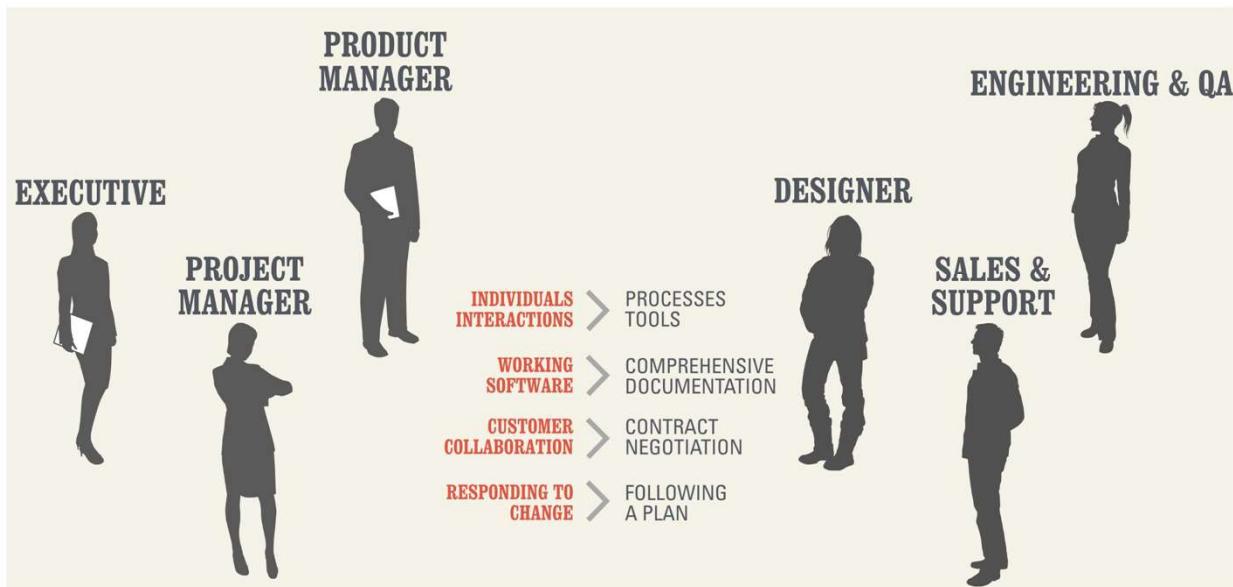
## COURSE 1 MODULE 1

### AGILE FOR MANAGERS

Alex Cowan

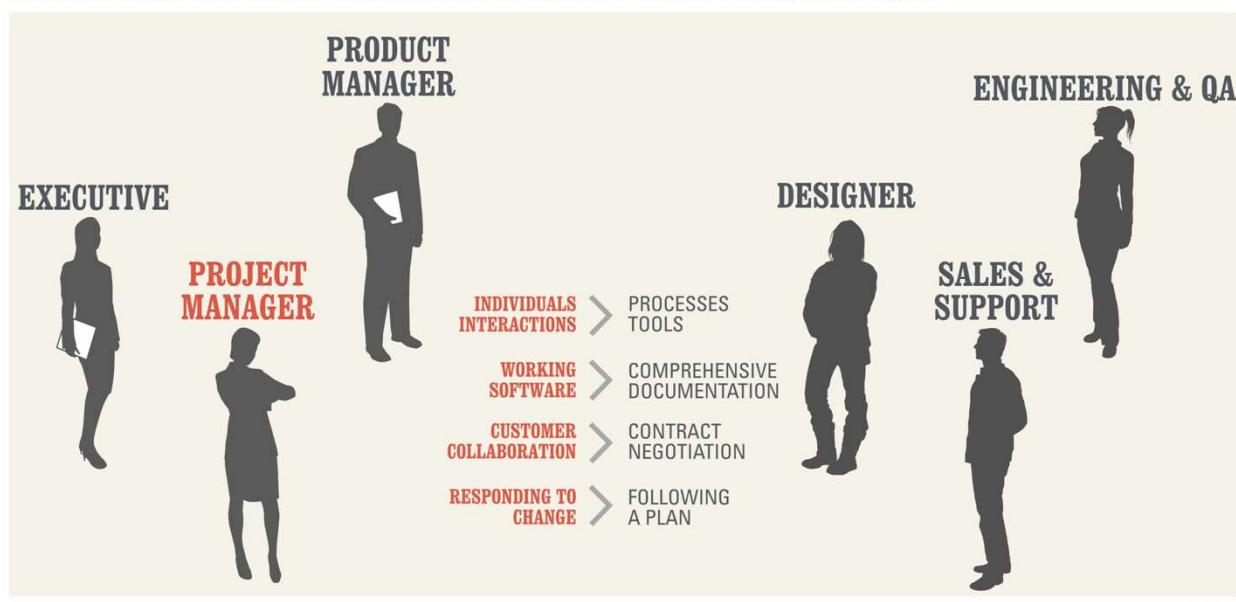
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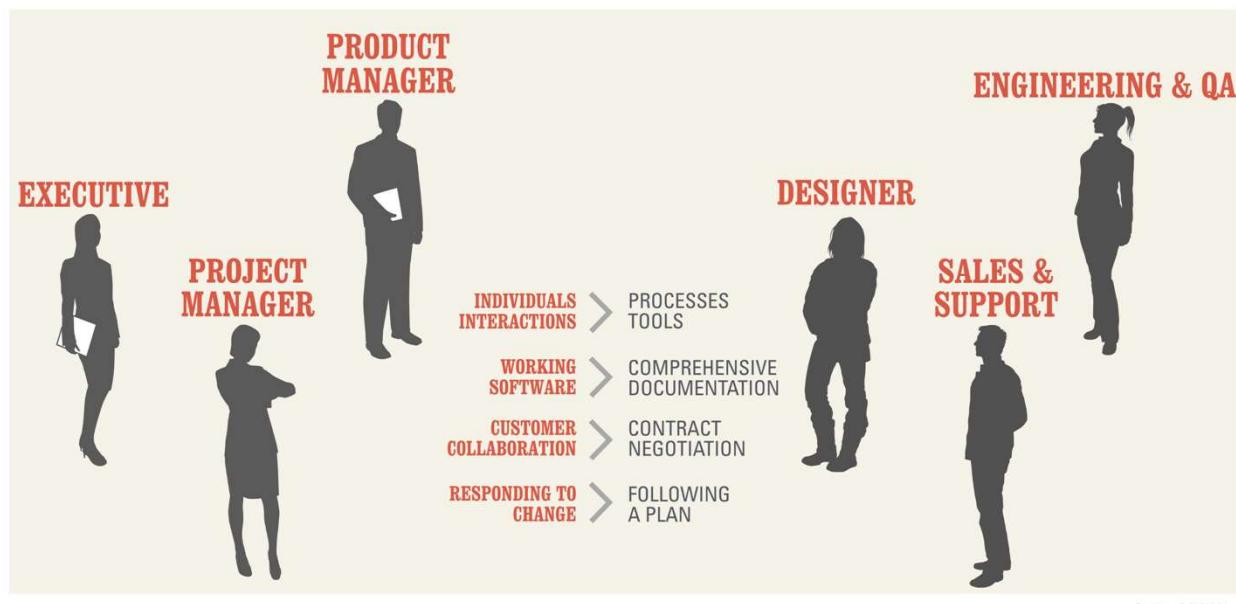
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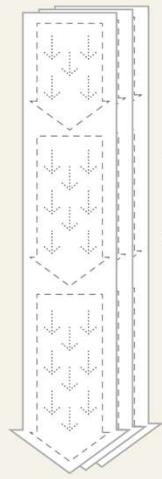


# COURSERA SPECIALIZATION COURSE 1 MODULE 1 AGILE 101

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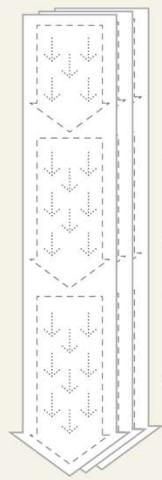
## (THE WHOLE) AGILE USER STORY



“As a [persona],  
I want to [do something]  
so that I can [derive a reward]”

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## (THE WHOLE) AGILE USER STORY

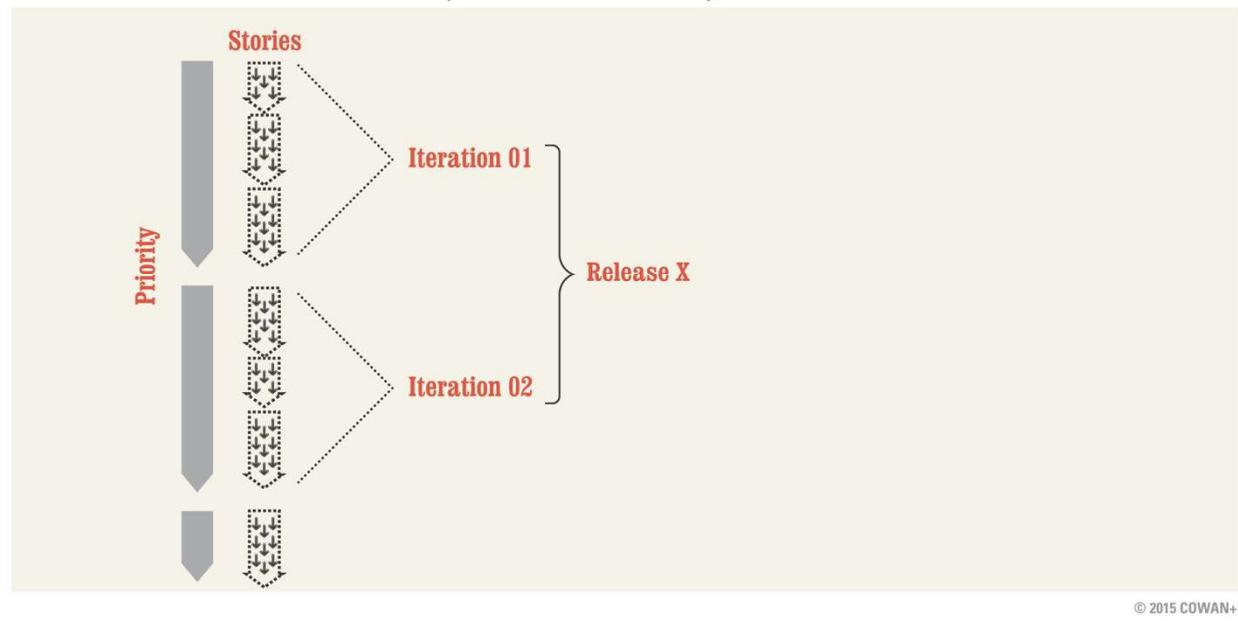


“As a [persona],  
I want to [do something]  
so that I can [derive a reward]”

“As a social mom,  
I want to see if anyone likes my Facebook post  
so I can decide if I want to go back and look at the post”

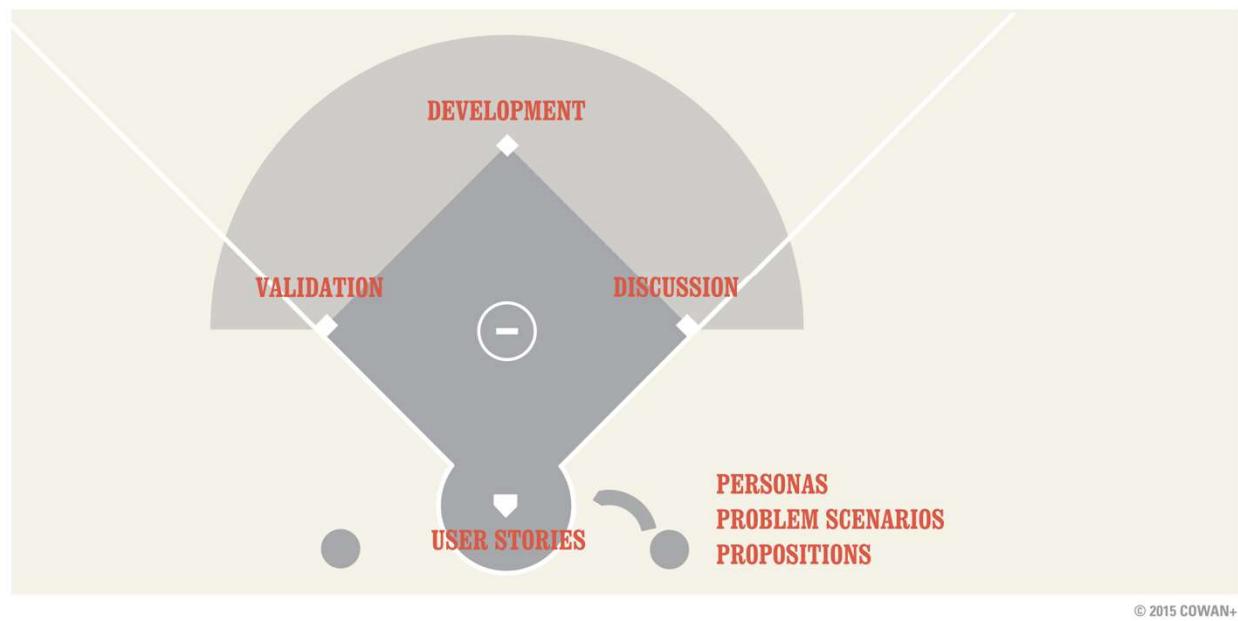
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## STORIES IN BACKLOGS, ITERATIONS, & RELEASES



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## MANAGING ITERATIONS



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## DAILY STANDUP

What did I accomplish yesterday?

What will I accomplish today?

What obstacles are impeding my progress?

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## BURNDOWN

Effort

Time (Days)

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## METHODOLOGIES

Scrum

Extreme  
Programming (XP)

Kanban

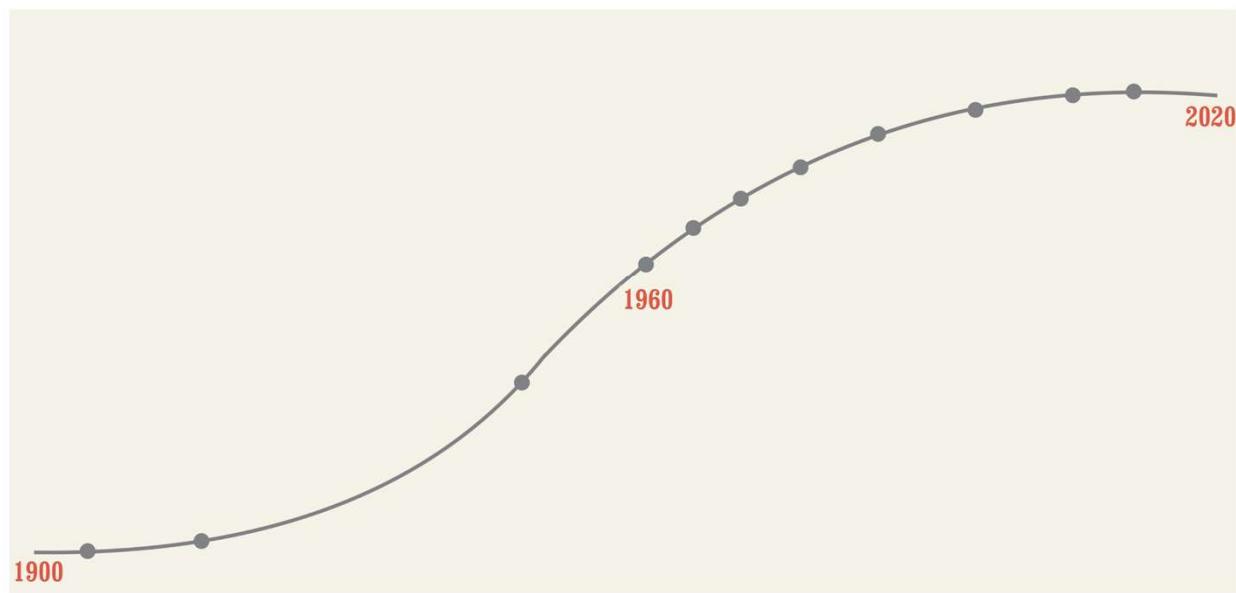
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**COURSERA SPECIALIZATION  
COURSE 1 MODULE 1  
TODAY'S BEST PRACTICES**

Alex Cowan

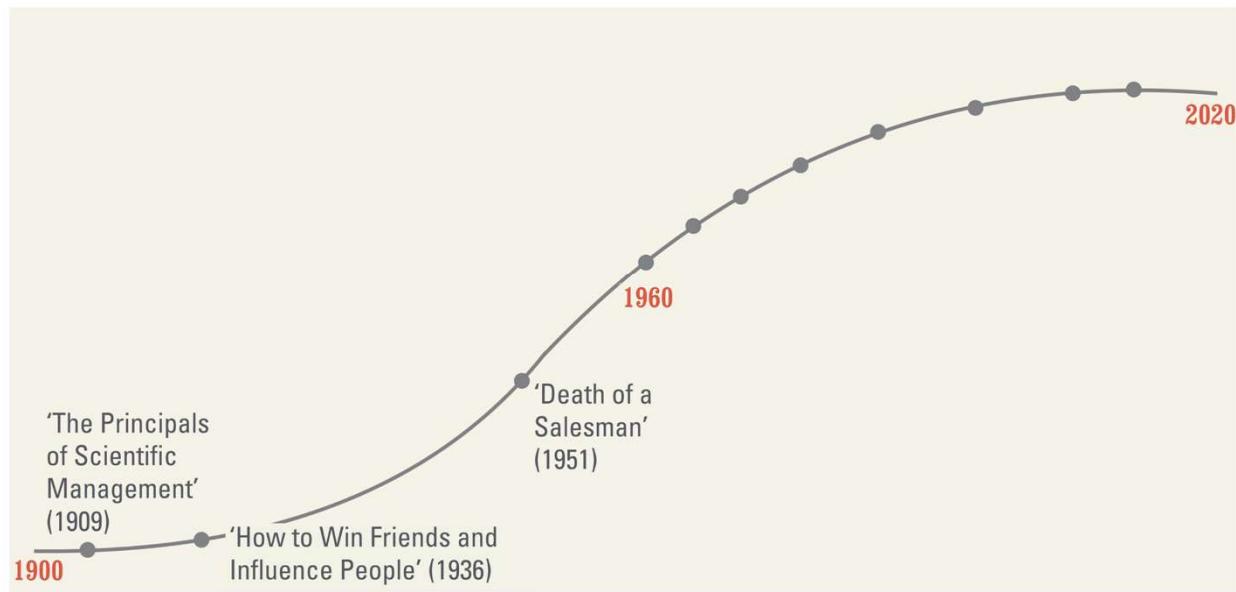
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## THE ASCENT OF KEY BUSINESS PRACTICES



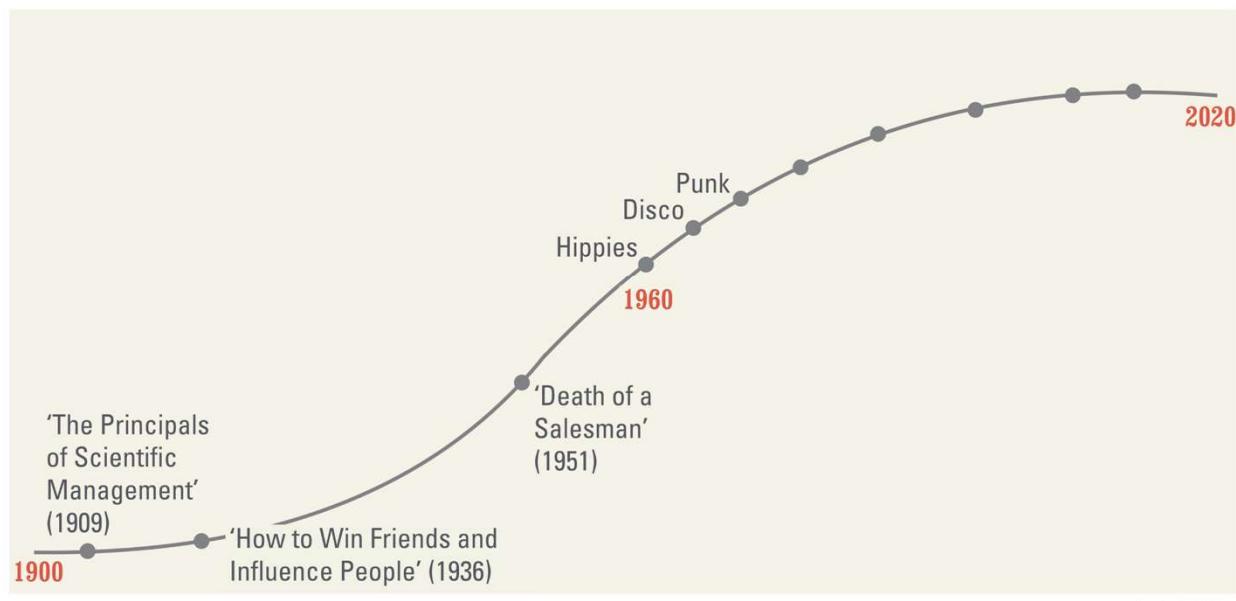
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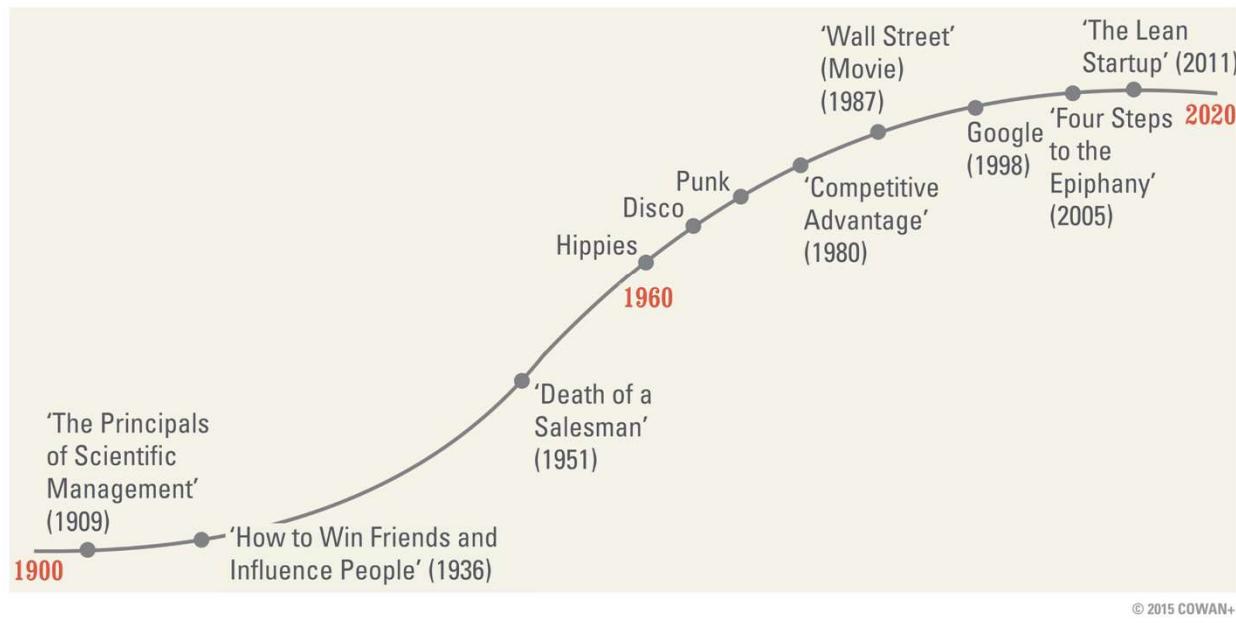


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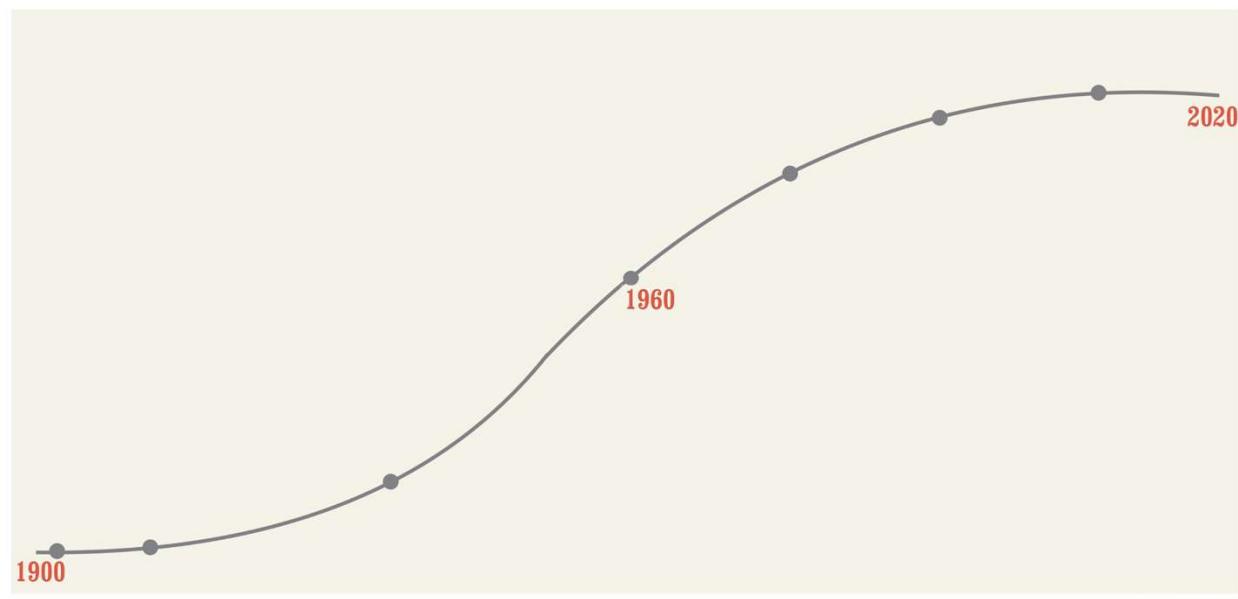
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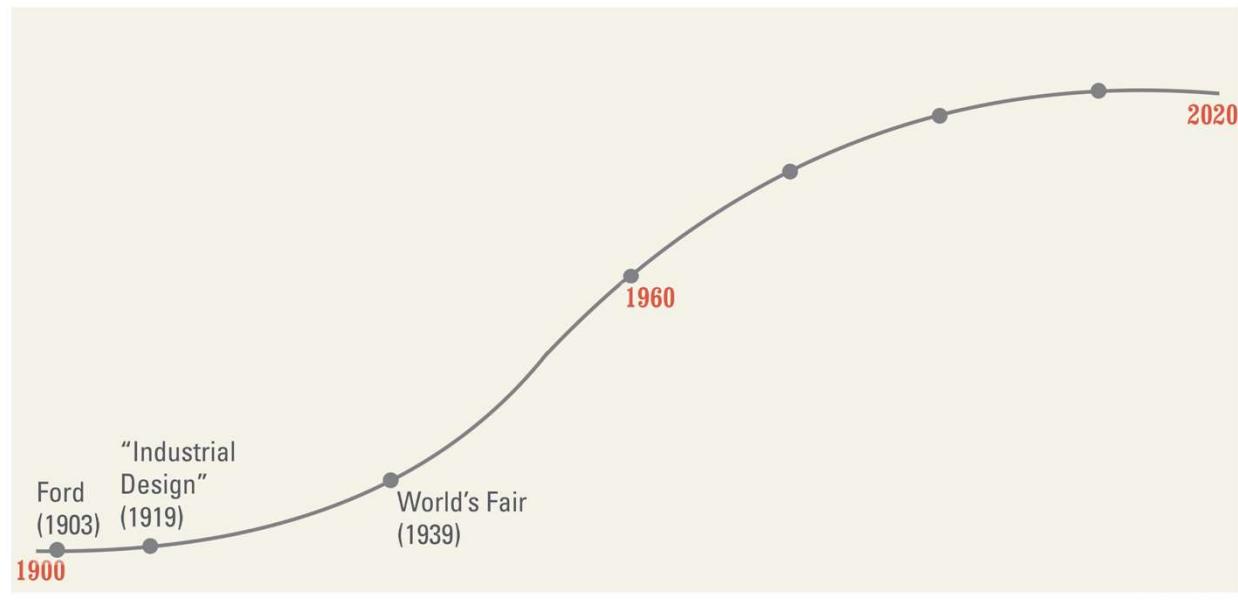


## THE ASCENT OF KEY DESIGN PRACTICES



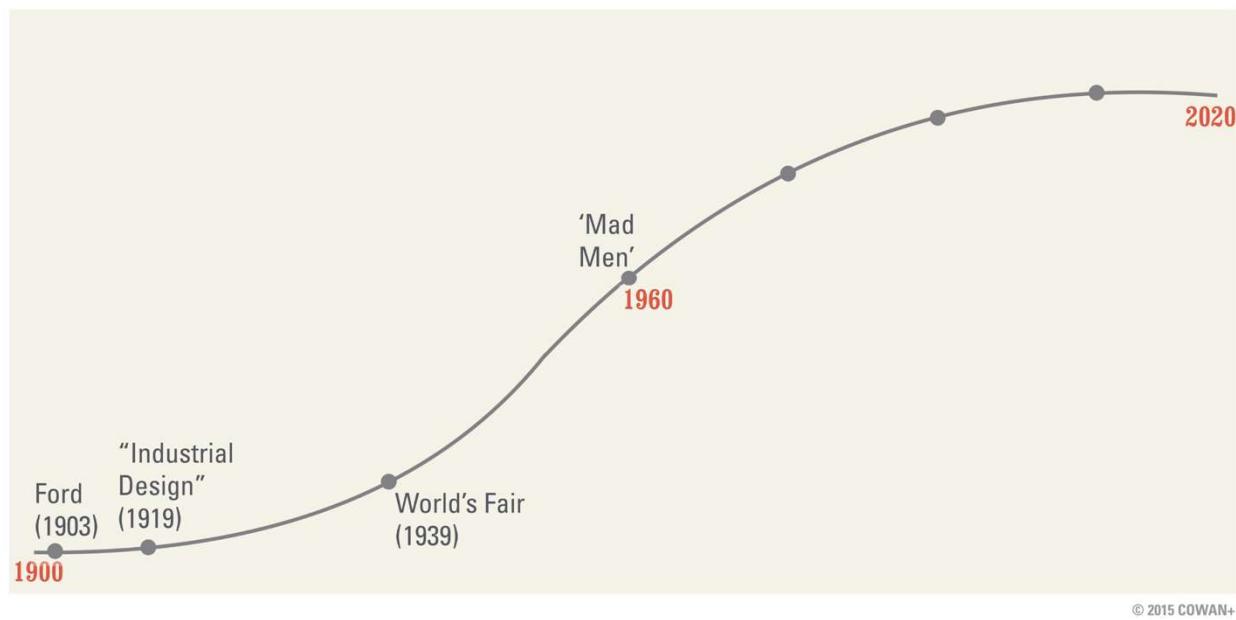
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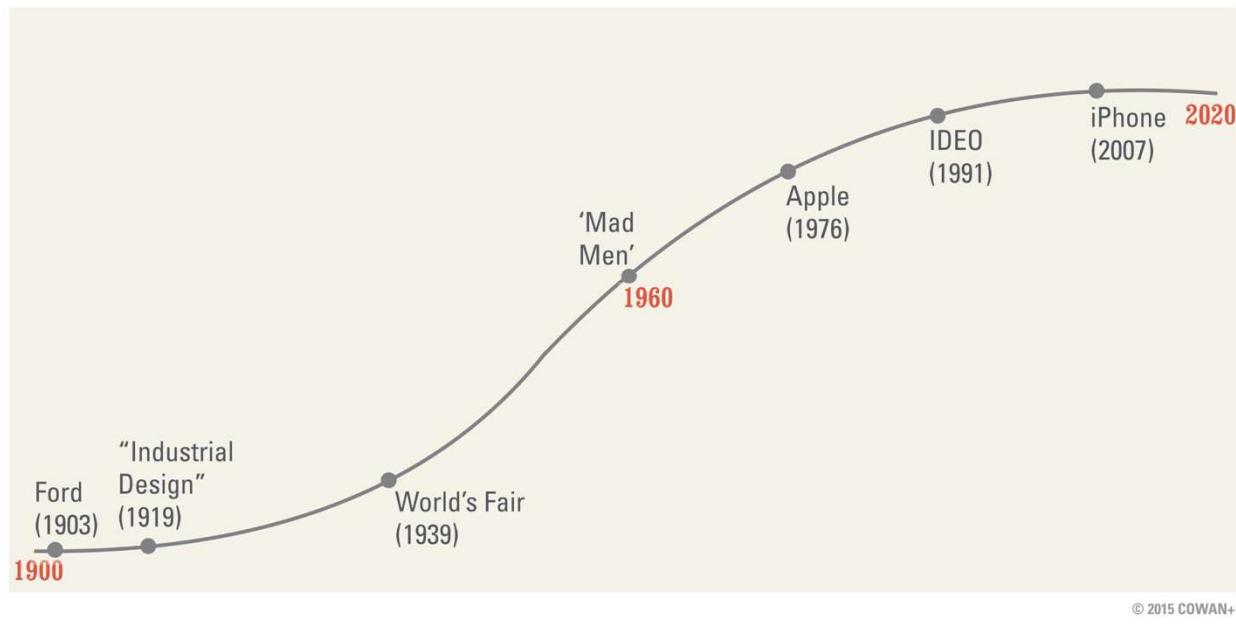


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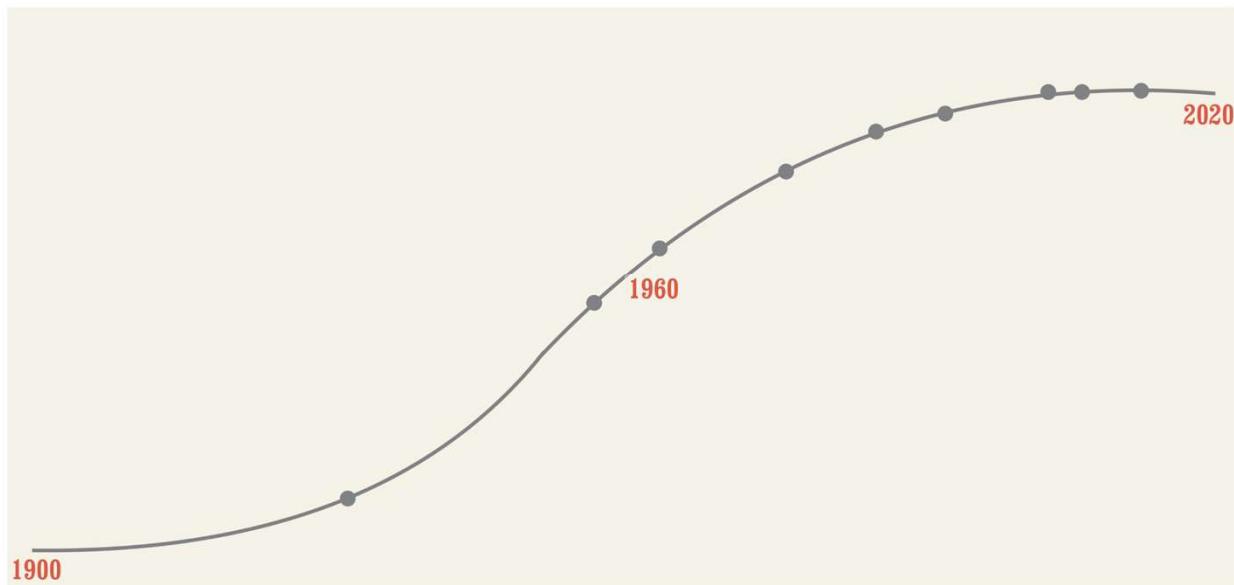
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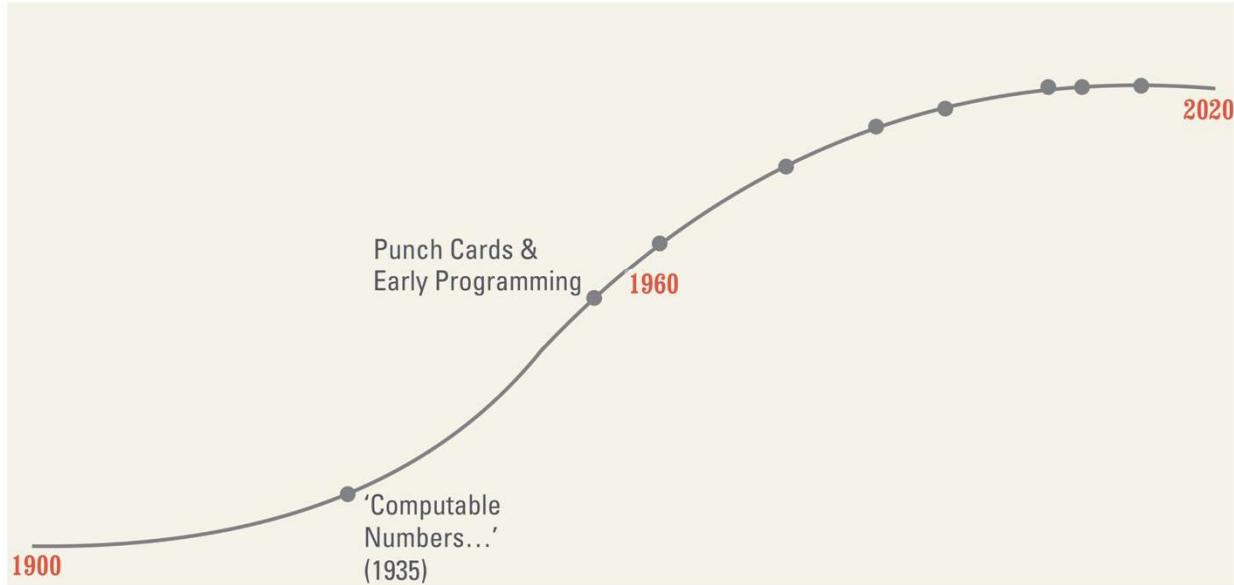


## THE ASCENT OF KEY SOFTWARE PRACTICES



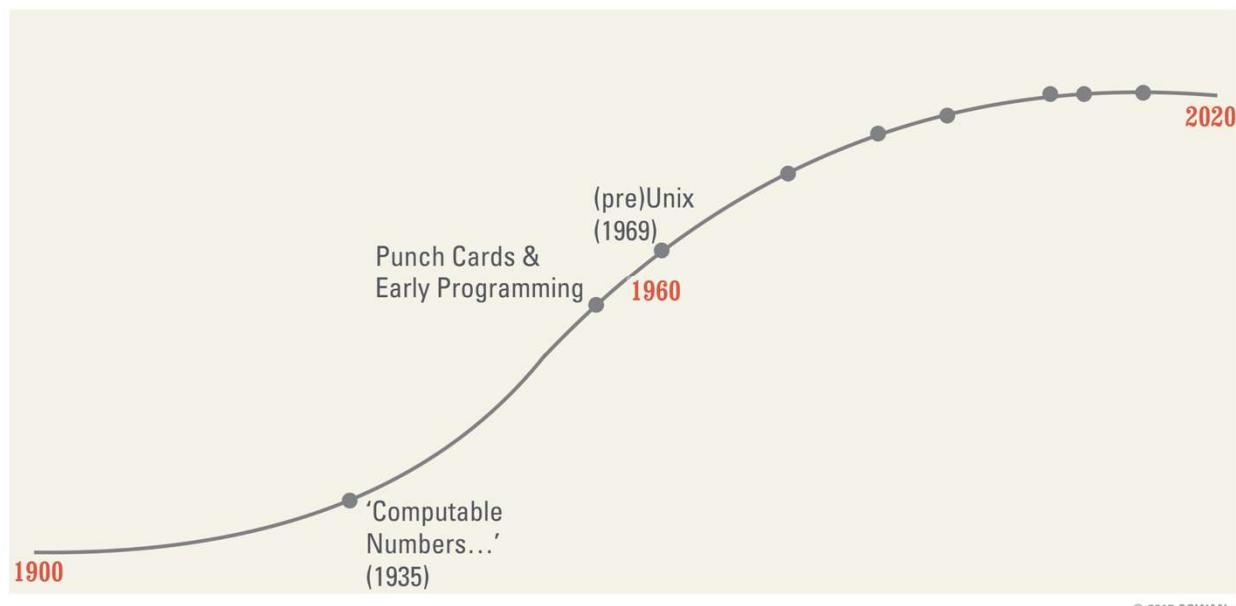
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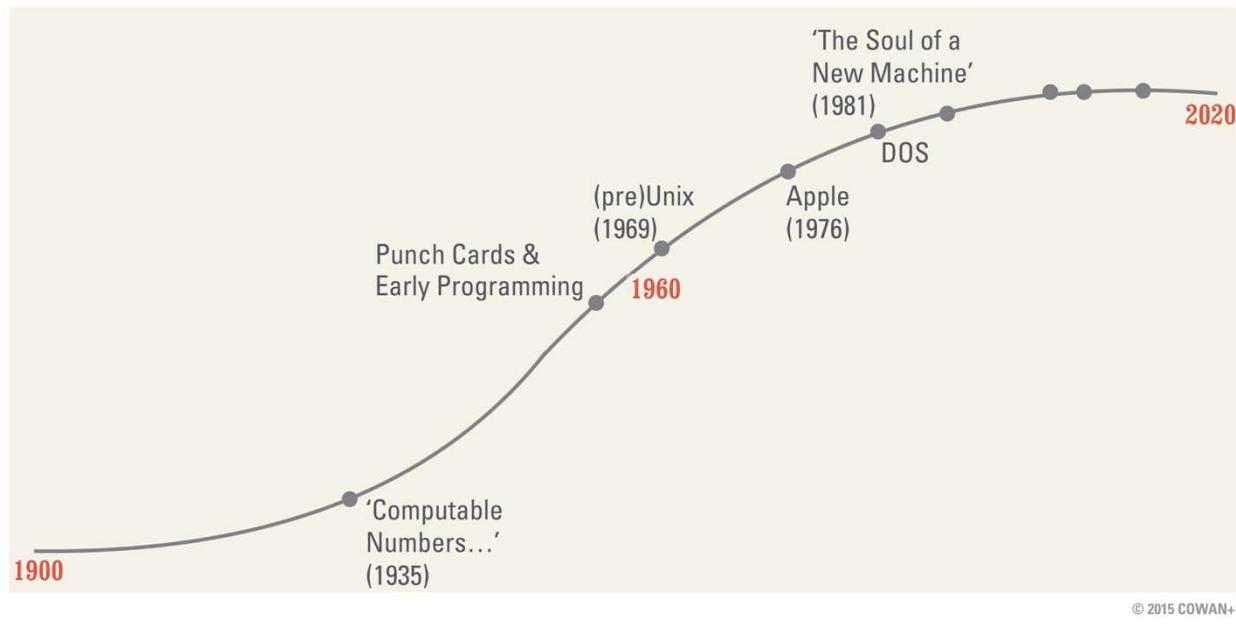


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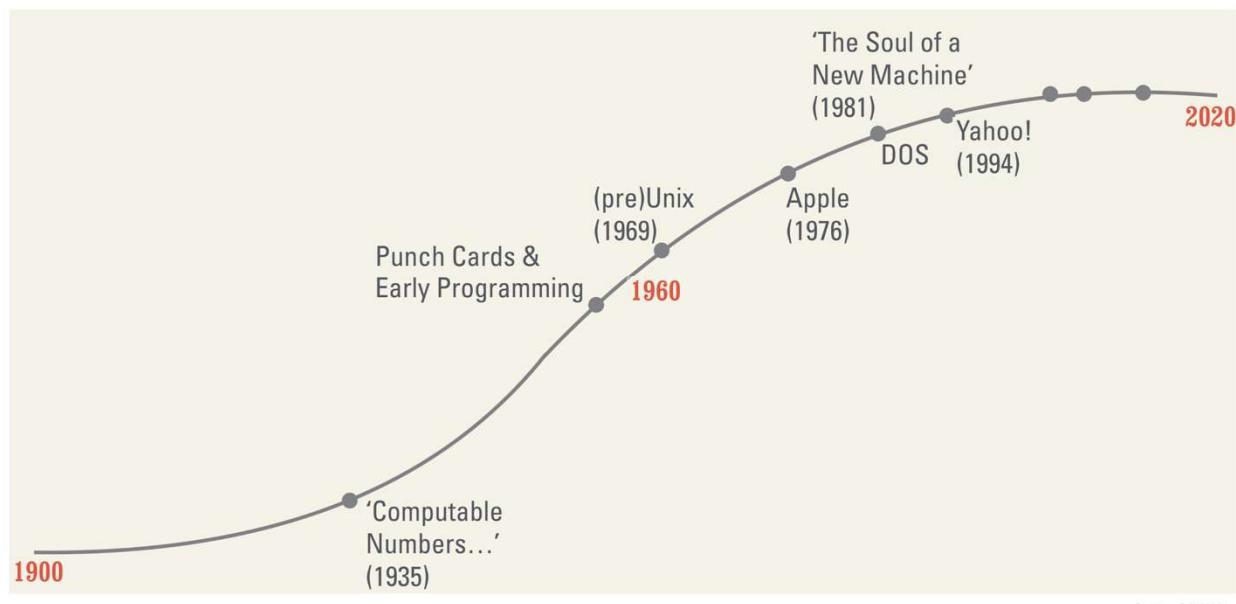
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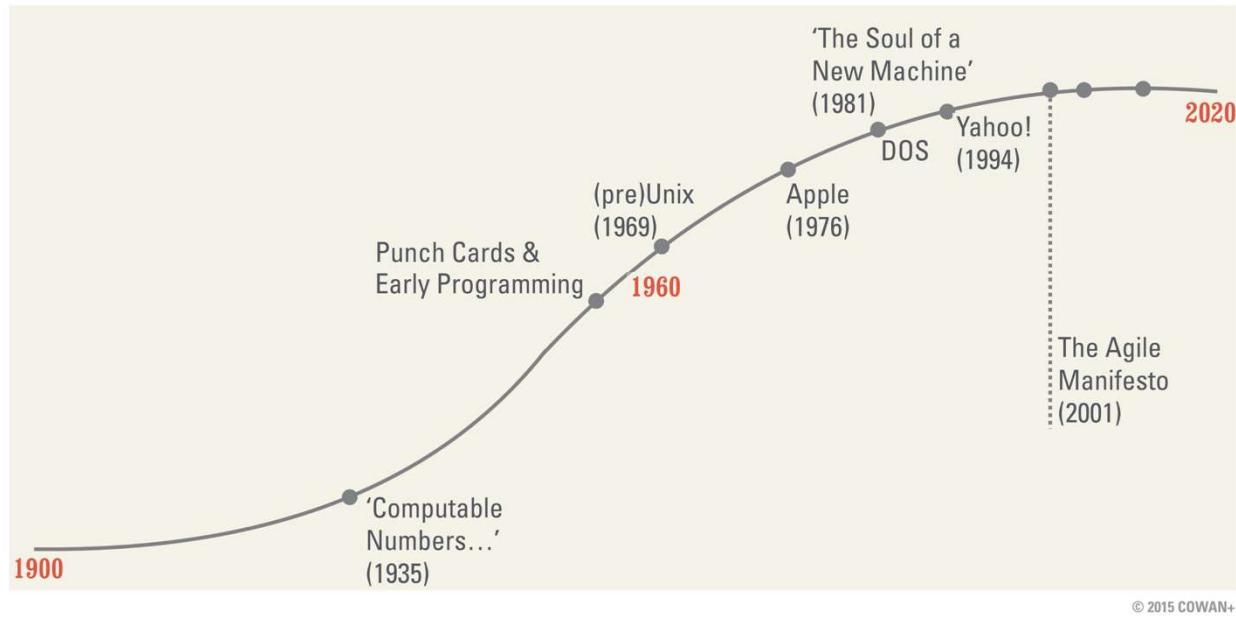
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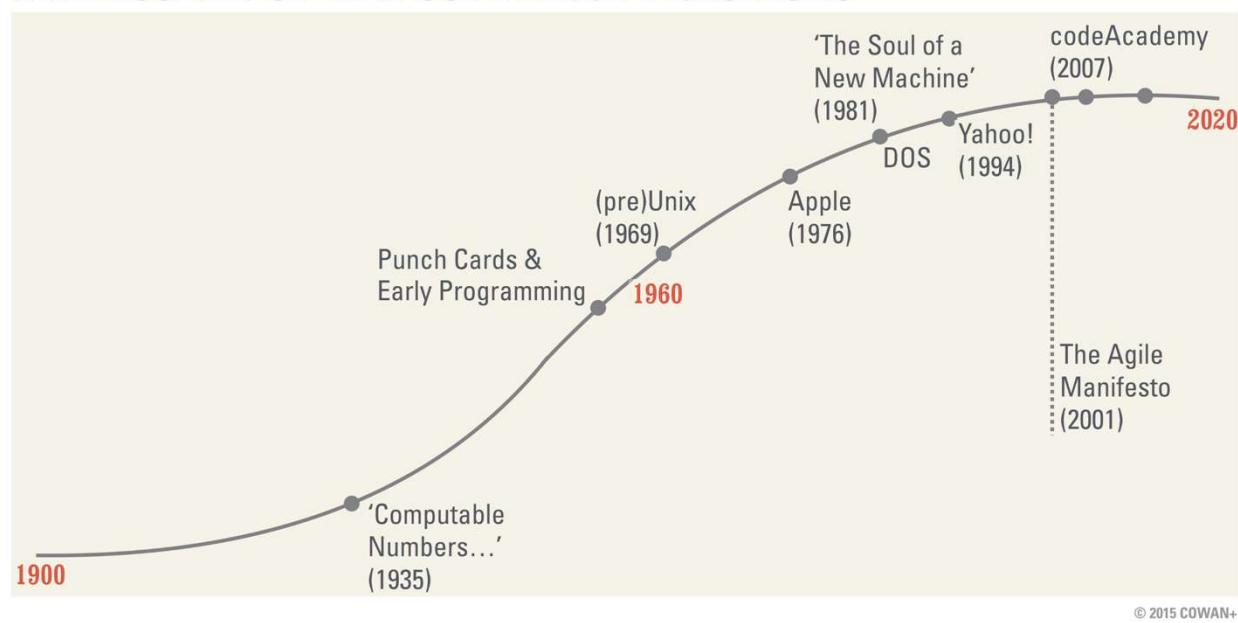
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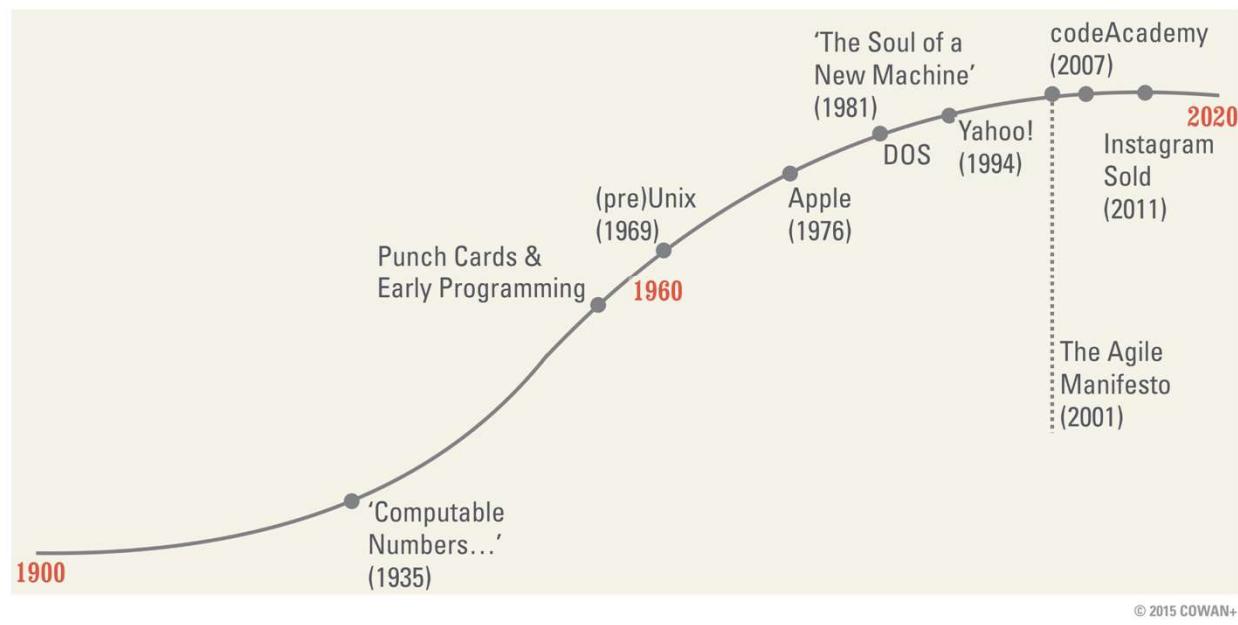
## THE ASCENT OF KEY SOFTWARE PRACTICES



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## SCALE FRIENDLY VS. INNOVATION FRIENDLY

Scale  
Friendly

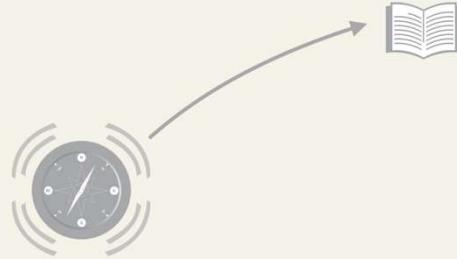


Innovation  
Friendly

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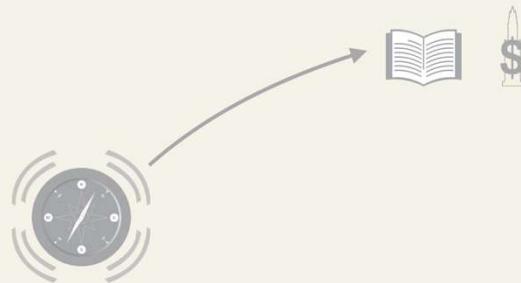


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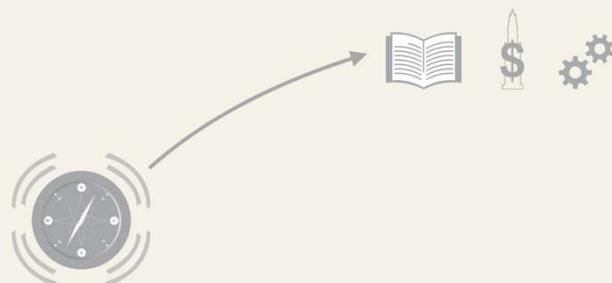


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Friendly

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## SCALE FRIENDLY VS. INNOVATION FRIENDLY

Scale  
Friendly



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Scale  
Friendly



Innovation  
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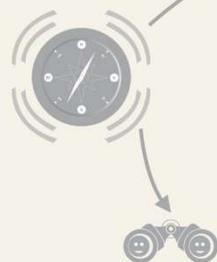


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Friendly



Innovation  
Friendly



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Innovation  
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Innovation  
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Innovation  
Friendly



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Scale  
Friendly



Innovation  
Friendly



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## SCALE FRIENDLY VS. INNOVATION FRIENDLY

Scale  
Friendly



Innovation  
Friendly



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# COURSERA SPECIALIZATION COURSE 1 MODULE 1 THE FAULTS IN OUR NATURE, THE FAULTS IN OUR SOFTWARE

Alex Cowan

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## WHY IS THE PRACTICE OF AGILE HARD?

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## WHY IS THE PRACTICE OF AGILE HARD?

Then  
**Survival**



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## WHY IS THE PRACTICE OF AGILE HARD?

Then  
**Survival**



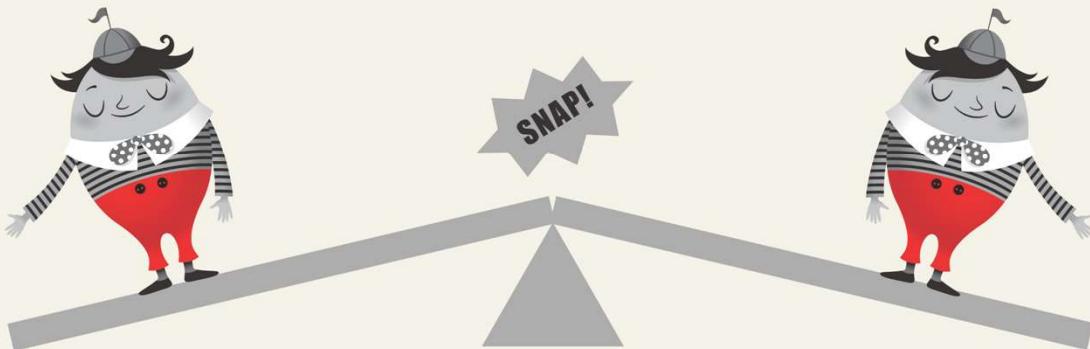
Now  
**Agile**



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## THE FAULTS IN OUR NATURE, THE FAULTS IN OUR SOFTWARE

### The Twin Anti-Poles of Failed User Engagement



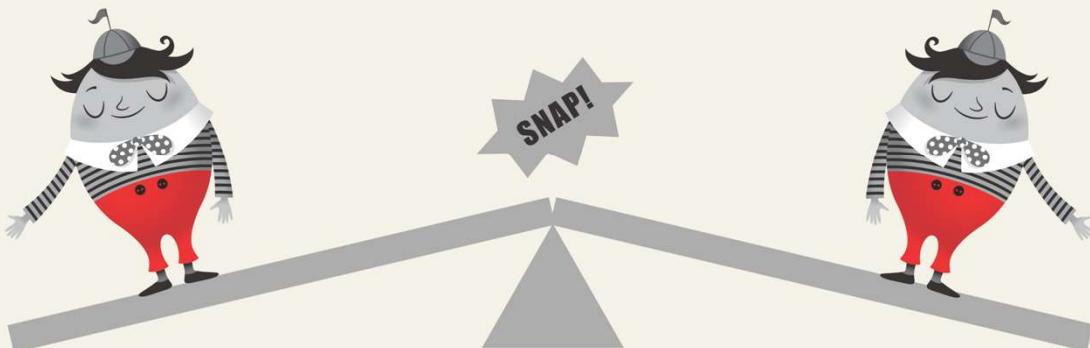
Doing precisely, literally  
what the customer asks

Assuming you know what's  
best and ignoring the user

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## THE FAULTS IN OUR NATURE, THE FAULTS IN OUR SOFTWARE

### The Twin Anti-Poles of Failed Collaboration



Micromanagement

You do you're thing;  
I'll do mine

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## THE FAULTS IN OUR NATURE, THE FAULTS IN OUR SOFTWARE

Triangulating Successful Collaboration



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## THE FAULTS IN OUR NATURE, THE FAULTS IN OUR SOFTWARE

Triangulating Successful Collaboration

Narrative  
Collaboration



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## THE FAULTS IN OUR NATURE, THE FAULTS IN OUR SOFTWARE

### Triangulating Successful Collaboration



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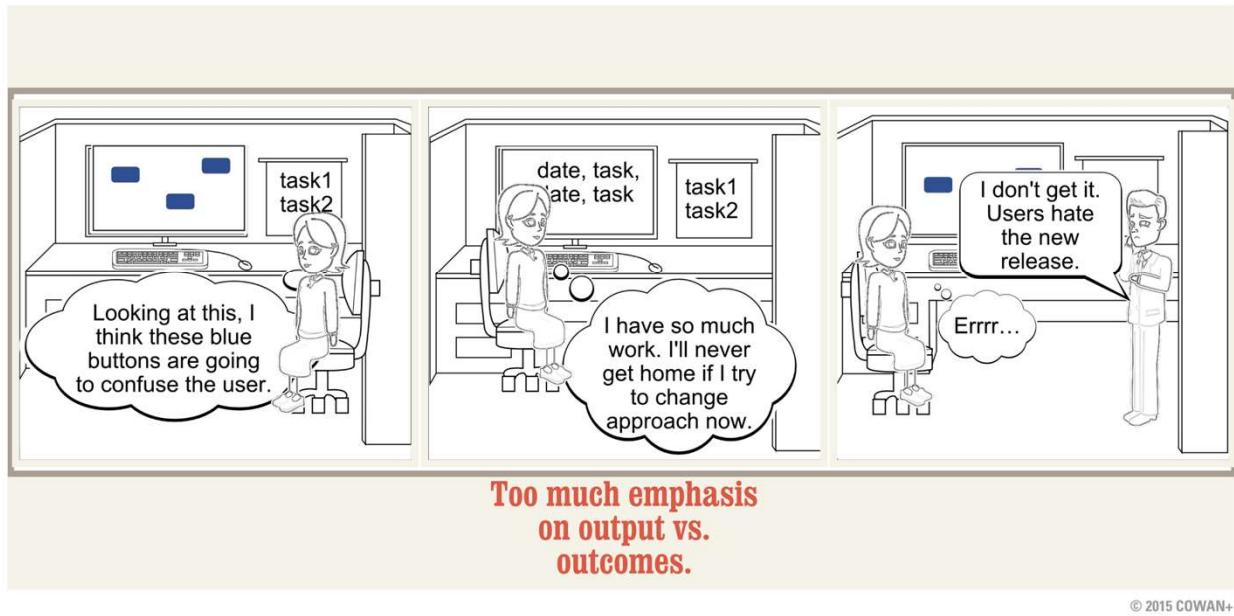
## THE FAULTS IN OUR NATURE, THE FAULTS IN OUR SOFTWARE

### Triangulating Successful Collaboration

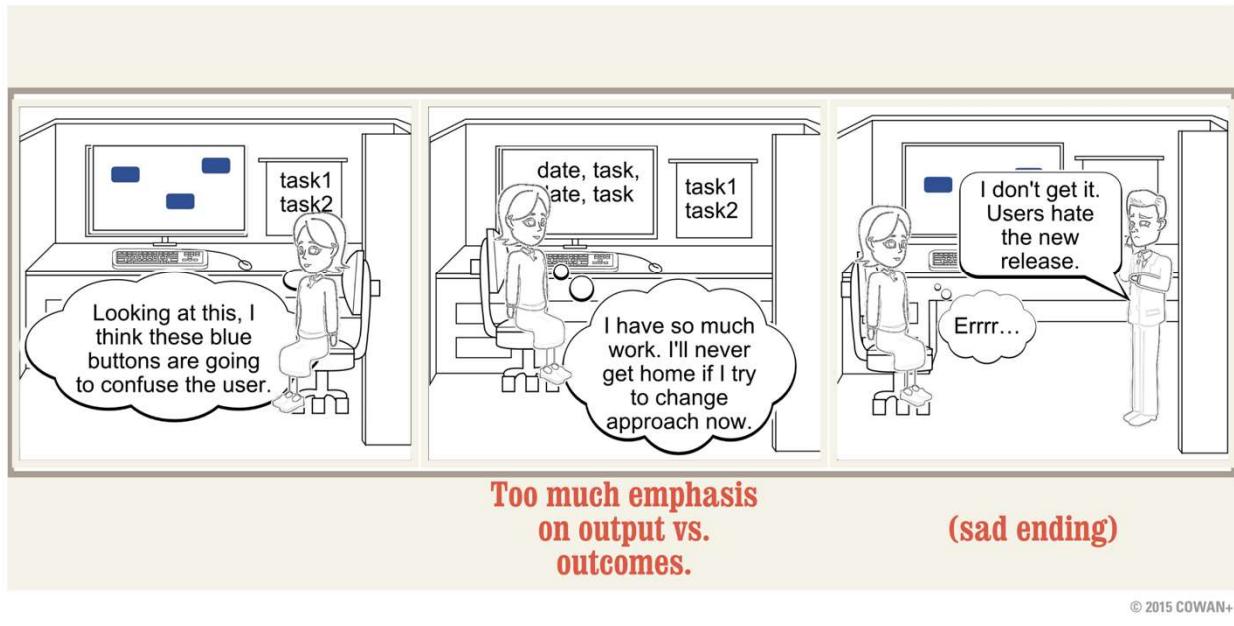


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## THE BLUE BUTTON MOMENT- NOT AGILE



## THE BLUE BUTTON MOMENT- NOT AGILE



## THE BLUE BUTTON MOMENT- AGILE

Easy, ready narrative collaboration.

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## THE BLUE BUTTON MOMENT- AGILE

Easy, ready narrative collaboration.

(happy ending)

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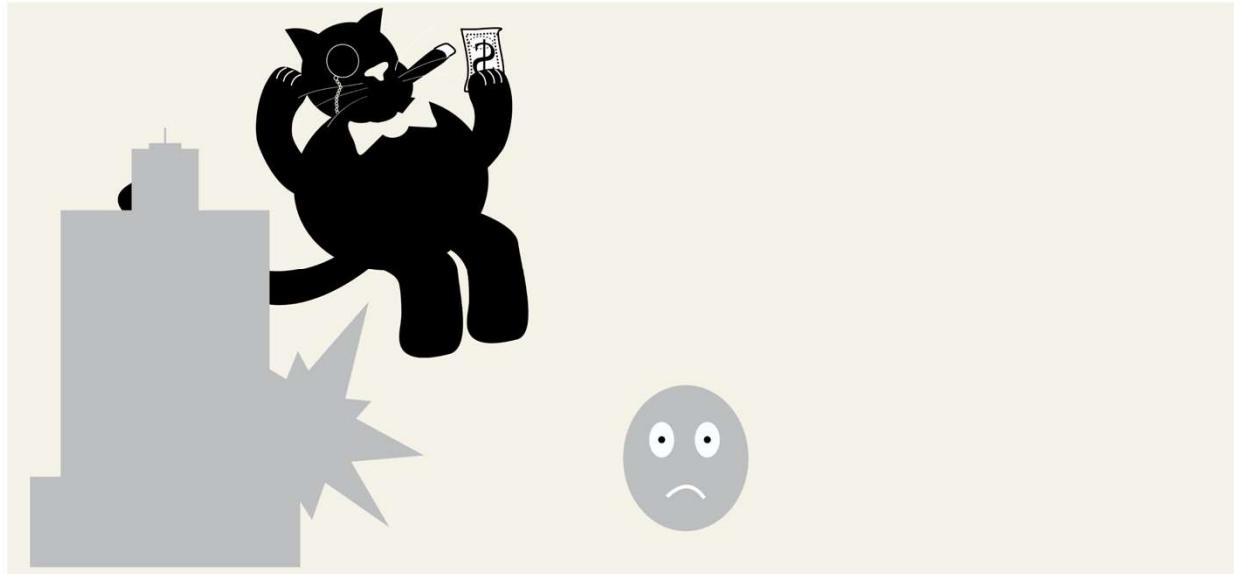
## UNDERSTANDING VALUABLE OUTCOMES



Building: Wereon; Explosion: Thirunavukkarasye-Raveendran; via Wikimedia

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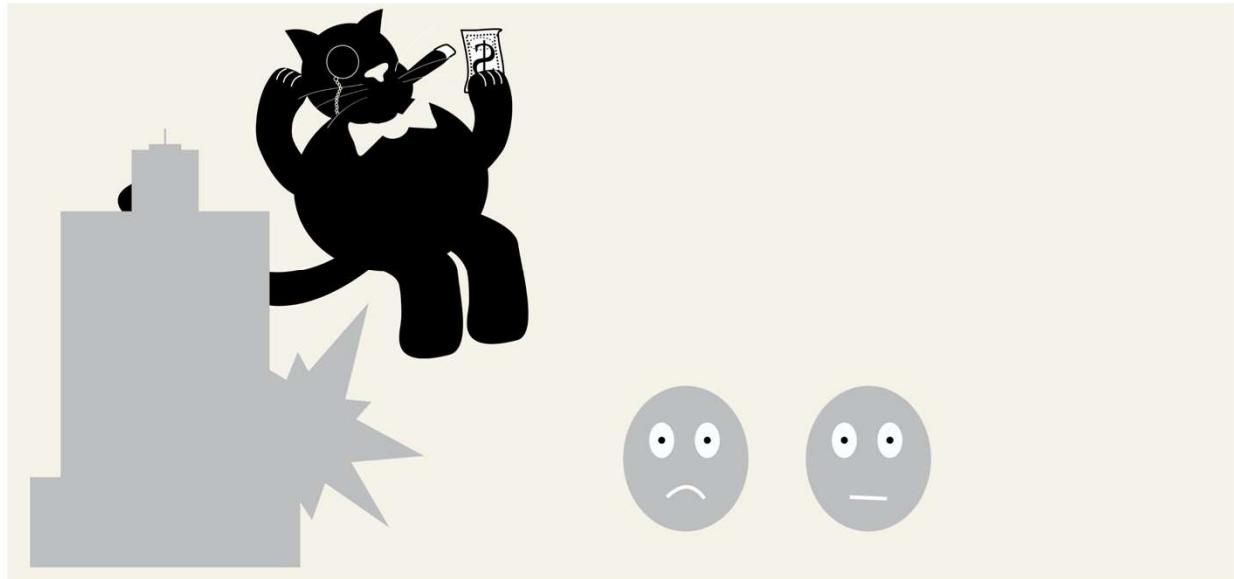
## UNDERSTANDING VALUABLE OUTCOMES



Building: Wereon; Explosion: Thirunavukkarasye-Raveendran; via Wikimedia Commons

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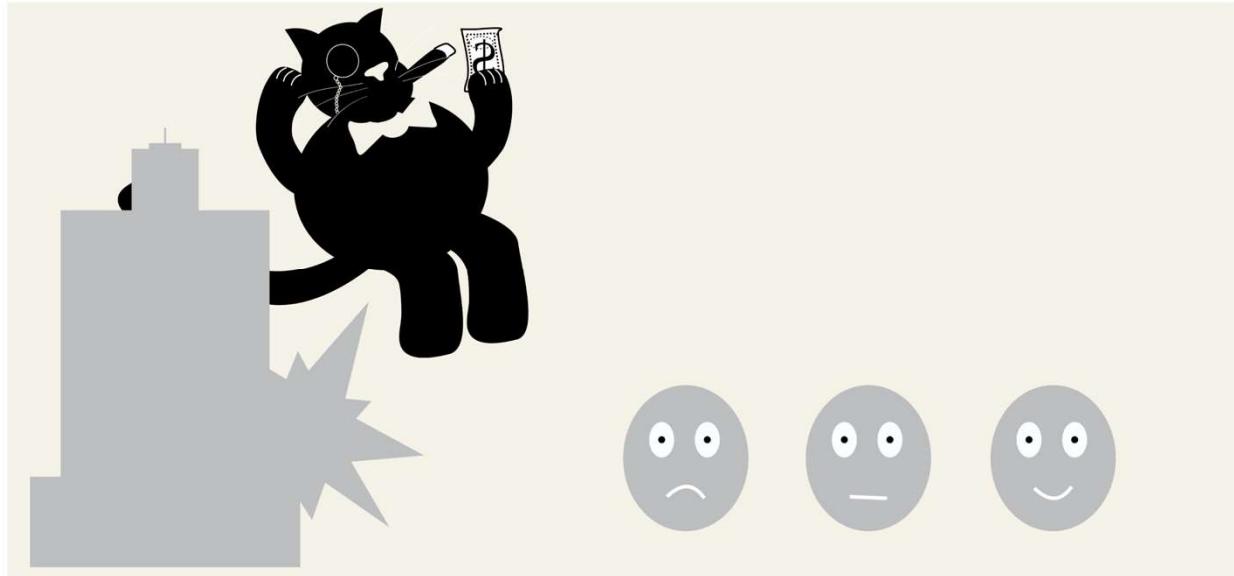
## UNDERSTANDING VALUABLE OUTCOMES



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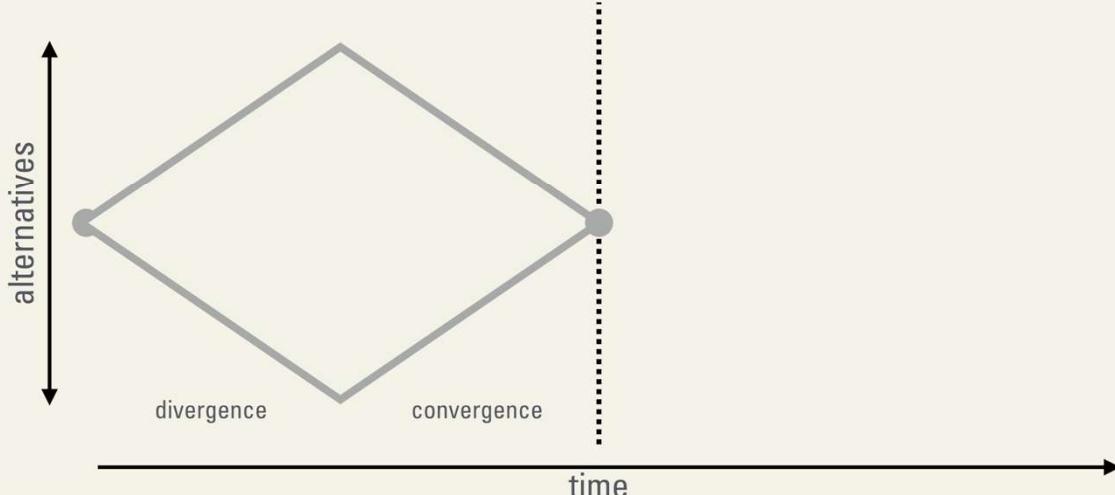
## UNDERSTANDING VALUABLE OUTCOMES



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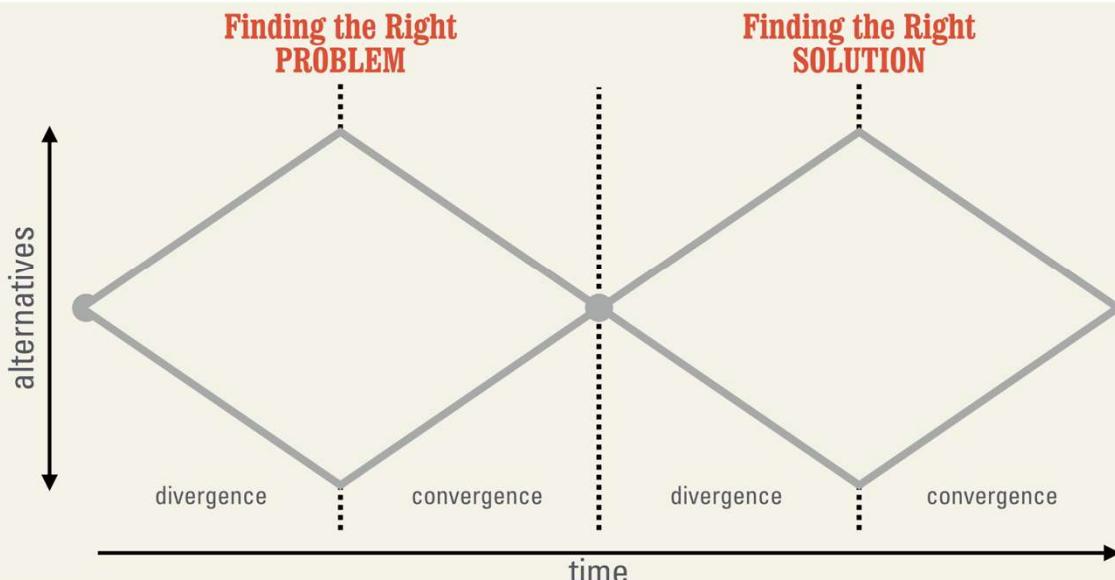
## UNDERSTANDING VALUABLE OUTCOMES



source: adapted from 'The Design of Everyday Things'

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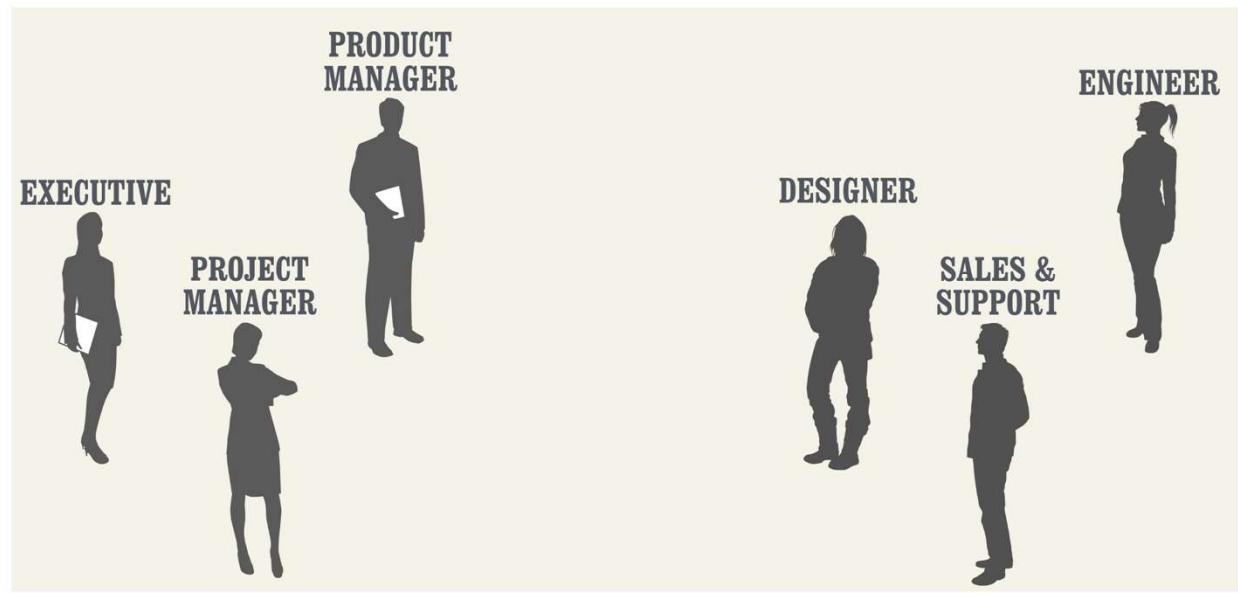
## UNDERSTANDING VALUABLE OUTCOMES



source: adapted from 'The Design of Everyday Things'

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## IT'S NATURAL TO MEASURE YOUR SUCCESS LOCALLY



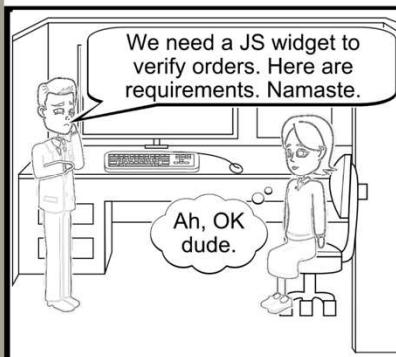
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# COURSERA SPECIALIZATION COURSE 1 MODULE 1 THE BLUE BUTTON MOMENT IN RETROSPECT

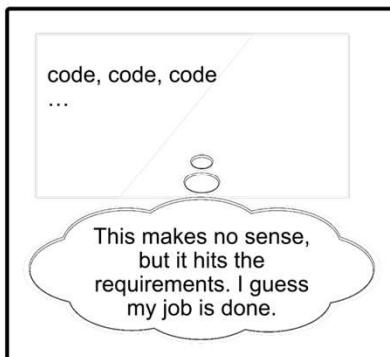
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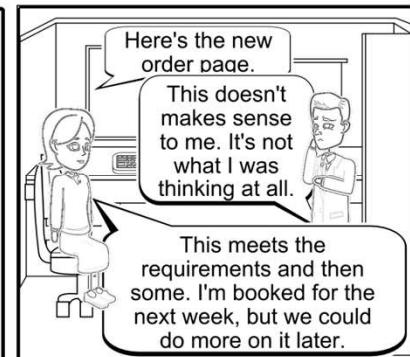
## MANAGING TO VALUABLE OUTCOMES- NOT AGILE



Over-prescription on solution.



Single batch implementation with no narrative collaboration.

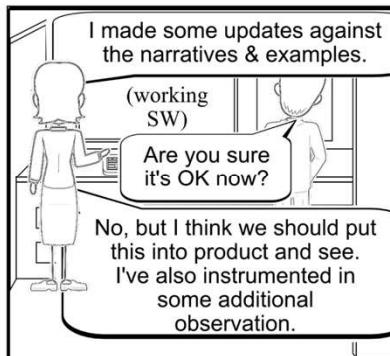


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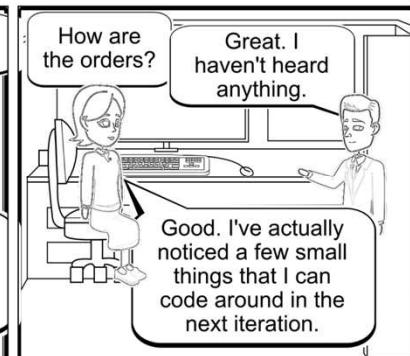
## MANAGING TO VALUABLE OUTCOMES- AGILE



Narrative description of the problem.



Narrative collaboration & iterative solutions.



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## WHAT INFLUENCED DANA?

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## WHAT INFLUENCED DANA?

Area

Not Agile/Before

Agile/After

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## WHAT INFLUENCED DANA?

Area	Not Agile/Before	Agile/After
Understanding of Valuable Outcomes	Vague, low	Specific, high

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Inputs	Requirements	Narrative collaboration

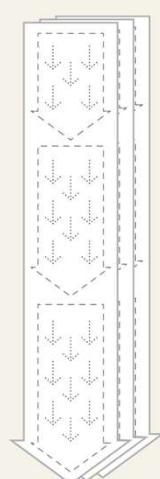
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Area	Not Agile/Before	Agile/After
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Inputs	Requirements	Narrative collaboration
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## (THE WHOLE) AGILE USER STORY



"As a [persona],  
I want to [do something]  
so that I can [derive a reward]"

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Collaboration	Infrequent & formal	Frequent & easy
Culture	Plan	Experimentation
Testing & validation	Few, far between	Many, frequent

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## A CULTURE OF DISCIPLINED EXPERIMENTATION & TESTING

Do I have real evidence from my buyer that this is compelling?

01 IDEA!

source: adapted from 'The Lean Startup'

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## A CULTURE OF DISCIPLINED EXPERIMENTATION & TESTING

Do I have real evidence from my buyer that this is compelling?

01 IDEA!

What is our 'value hypothesis' and what are its key assumptions?

02 HYPOTHESIS

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## A CULTURE OF DISCIPLINED EXPERIMENTATION & TESTING

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How do I definitely prove or disprove the assumptions with a minimum of time and effort?

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03 EXPERIMENTAL DESIGN

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Am I reacting or am I focused on validating my pivotal assumptions?

01 IDEA!

02 HYPOTHESIS

03 EXPERIMENTAL DESIGN

04 EXPERIMENTATION

source: adapted from 'The Lean Startup'

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## A CULTURE OF DISCIPLINED EXPERIMENTATION & TESTING

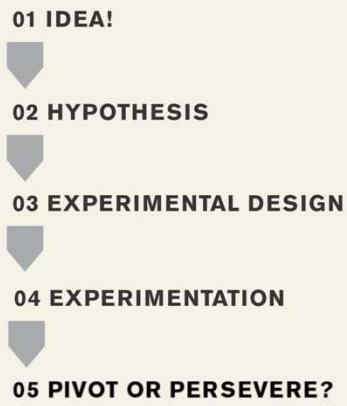
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'Pivot or persevere?'



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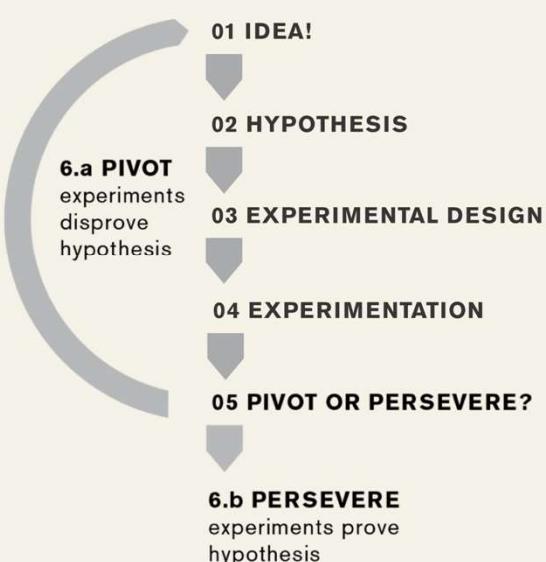
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## SCIENCE ORIENTATION: FACTS VS. ASSUMPTIONS VS. OPINIONS

California is in its most serious drought in 1,200 years.

Residents of Orange County will not reduce their water usage this summer.

It is the moral imperative of the governor to mandate statewide water usage reductions!!

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## SCIENCE ORIENTATION: FACTS VS. ASSUMPTIONS VS. OPINIONS

**Fact** —————•

**Assumption** —————•

**Opinion** —————•

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## SCIENCE ORIENTATION: FACTS VS. ASSUMPTIONS VS. OPINIONS

**Fact**

- California is in its most serious drought in 1,200 years.

**Assumption**

- 

**Opinion**

- 

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**Opinion**

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## FOCAL POINTS OF AN EXPERIMENTATION AND TESTING CULTURE

**Being Generally  
Not Wrong**

**VS.**

**Being Specifically Right  
(Or Wrong)**

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# COURSERA SPECIALIZATION

## COURSE 1 MODULE 1

### THE MANIFESTO IN PRACTICE

Alex Cowan

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#### THE MANIFESTO

- INDIVIDUALS > PROCESSES  
INTERACTIONS TOOLS
- WORKING > COMPREHENSIVE  
SOFTWARE DOCUMENTATION
- CUSTOMER > CONTRACT  
COLLABORATION NEGOTIATION
- RESPONDING TO > FOLLOWING  
CHANGE A PLAN

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## THE MANIFESTO

INDIVIDUALS  
INTERACTIONS ➤ PROCESSES  
TOOLS

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## THE MANIFESTO

INDIVIDUALS  
INTERACTIONS ➤ PROCESSES  
TOOLS

PRODUCT  
MANAGER

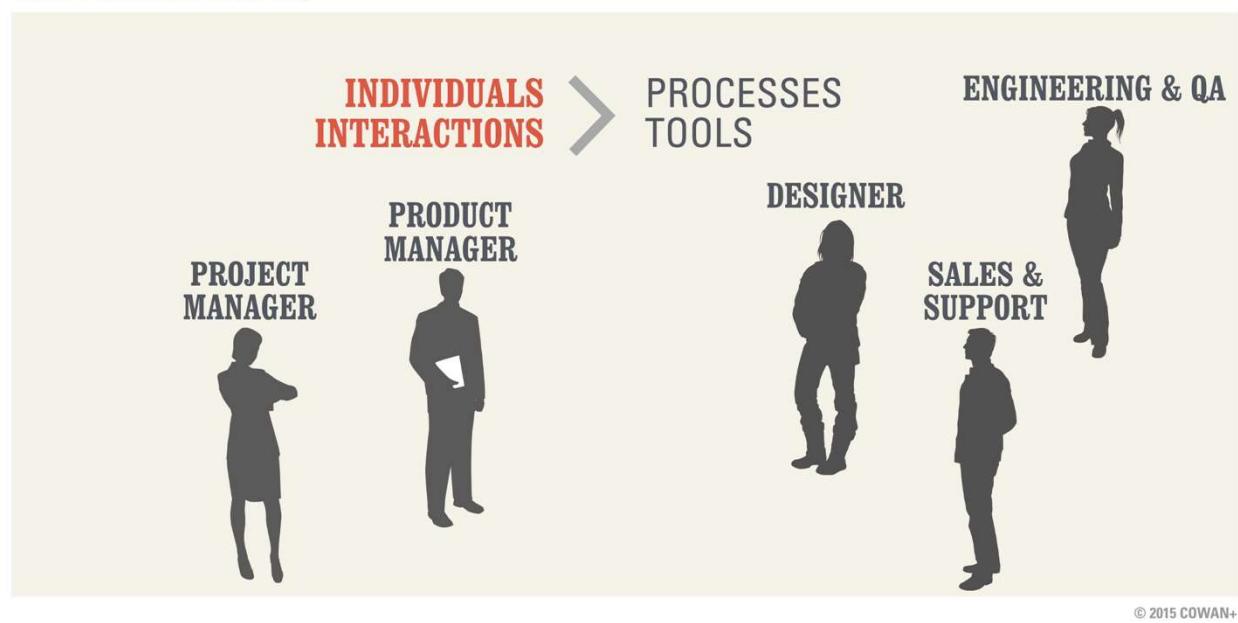


DESIGNER



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## THE MANIFESTO



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## THE MANIFESTO



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## THE MANIFESTO

PRODUCT  
MANAGER



WORKING  
SOFTWARE



COMPREHENSIVE  
DOCUMENTATION

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## THE MANIFESTO

PRODUCT  
MANAGER



PROJECT  
MANAGER



WORKING  
SOFTWARE



COMPREHENSIVE  
DOCUMENTATION

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## THE MANIFESTO



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## THE MANIFESTO



The diagram illustrates the workflow of 'THE MANIFESTO'. It starts with a red arrow labeled 'CUSTOMER COLLABORATION'. An arrow points from it to the right, labeled 'CONTRACT NEGOTIATION'.

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## THE MANIFESTO



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## THE MANIFESTO



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## THE MANIFESTO

RESPONDING TO  
CHANGE > FOLLOWING  
A PLAN

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## THE MANIFESTO

PRODUCT  
MANAGER



RESPONDING TO  
CHANGE > FOLLOWING  
A PLAN

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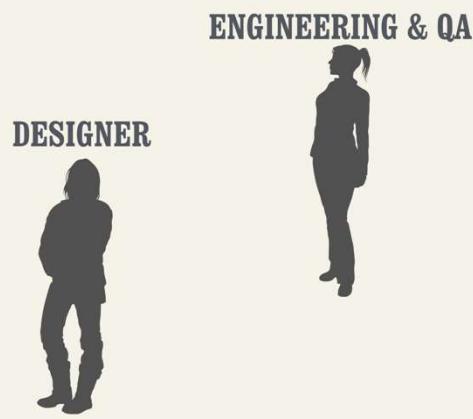
## THE MANIFESTO



RESPONDING TO  
CHANGE > FOLLOWING  
A PLAN

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## THE MANIFESTO



RESPONDING TO  
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# COURSERA SPECIALIZATION COURSE 1 MODULE 1 INTRODUCING THE VENTURE DESIGN FRAMEWORK

Alex Cowan

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## THE VENTURE DESIGN PROCESS



PERSONAS

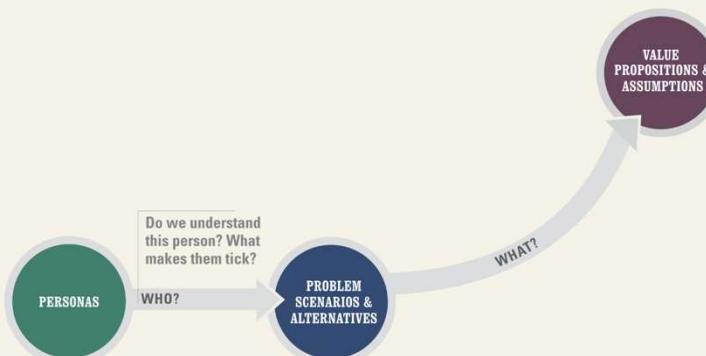
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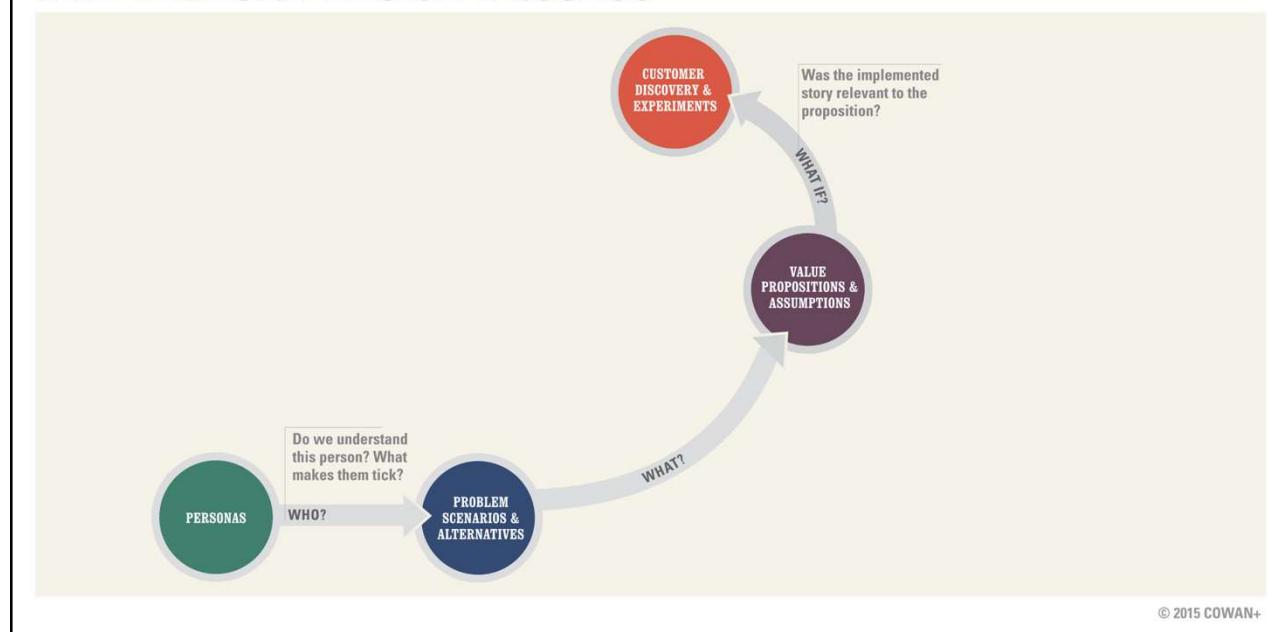
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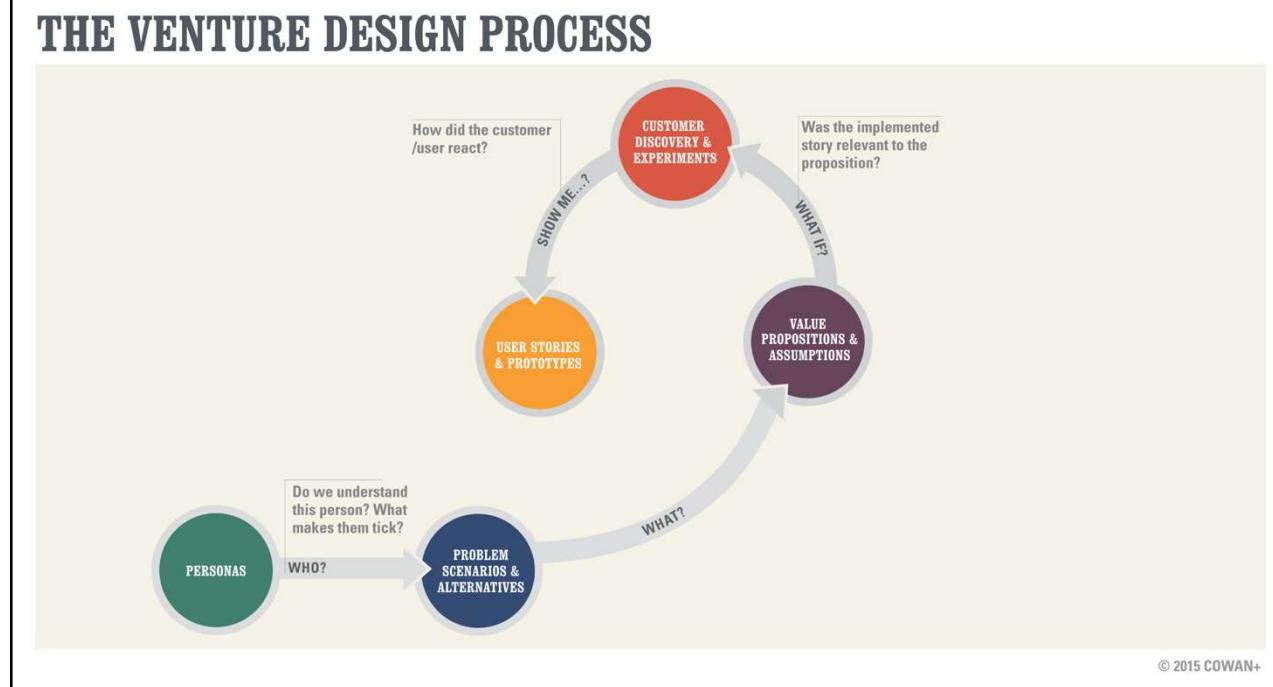


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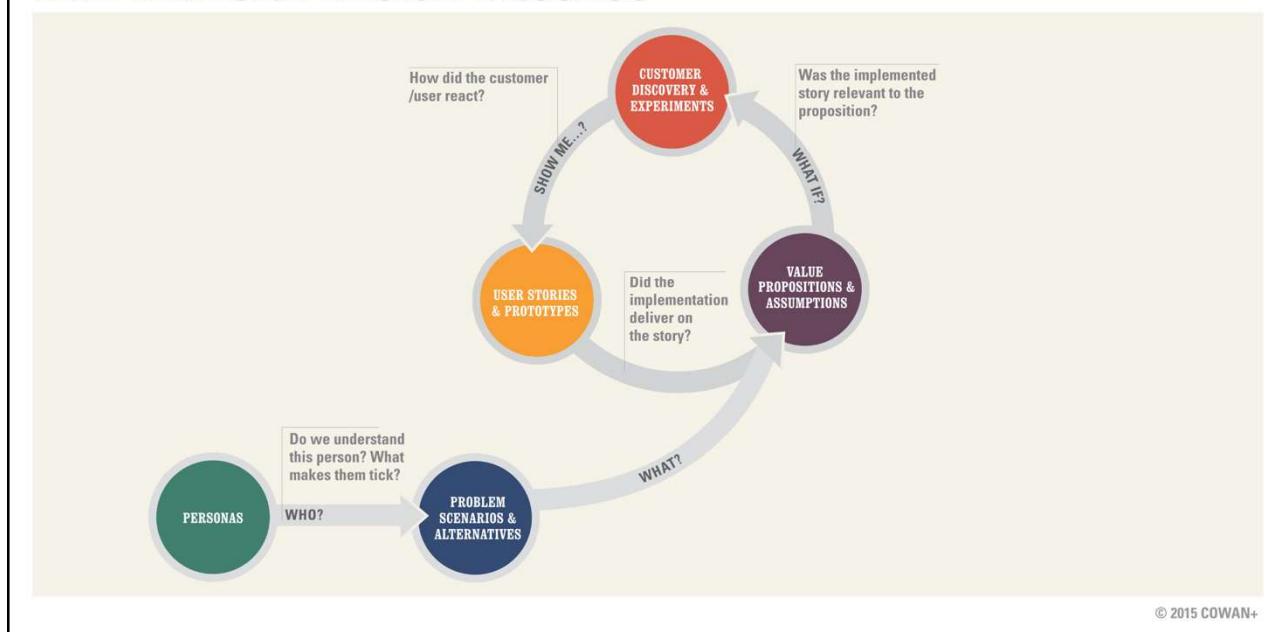
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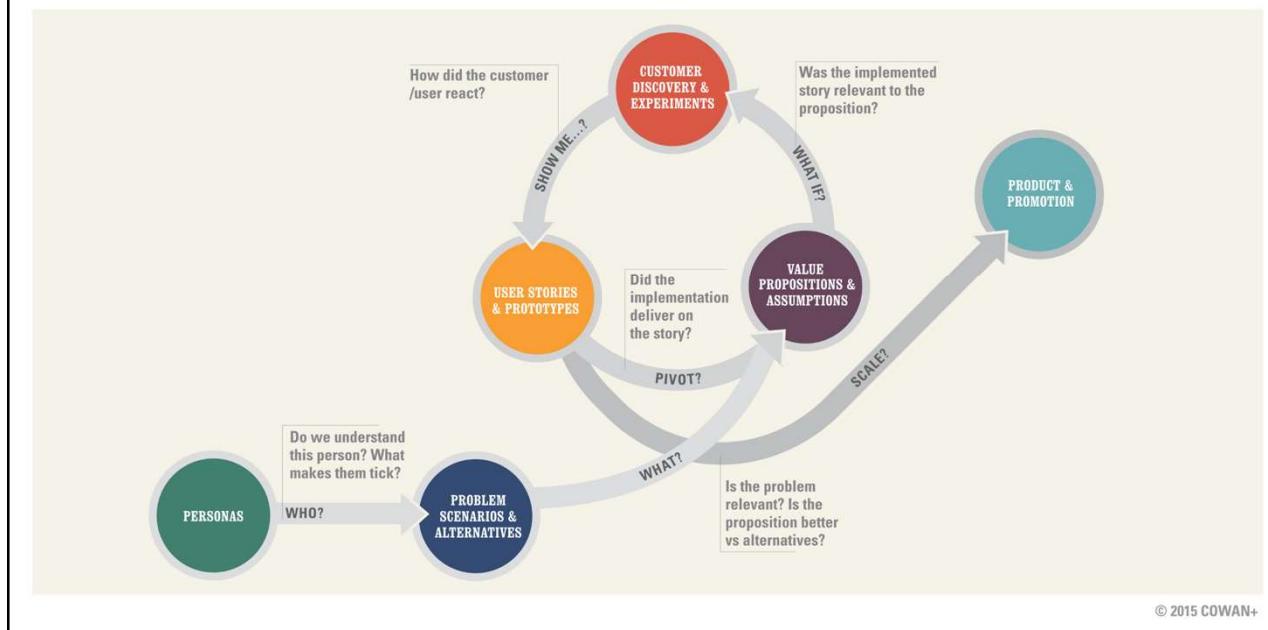
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