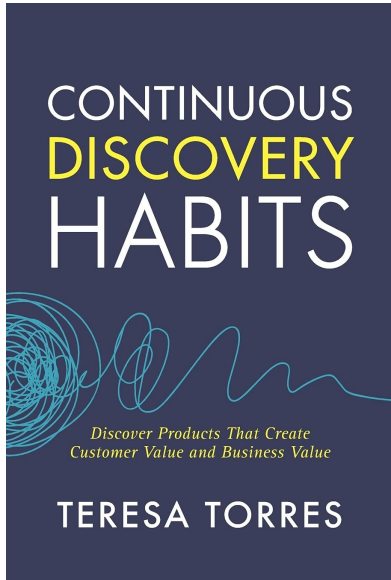


# Continuous Discovery Habits

## Book Review

Diego Pacheco



# Continuous Discovery

- ❑ Highly inspired by Agile Manifesto
- ❑ Prerequisites mindsets
  - ❑ Outcome Orientation
    - Don't define success by the code you ship
    - Define success by the value that code creates
    - Measure success impact on customers, not features
  - ❑ Customer Centric
  - ❑ Collaboration
  - ❑ Visual
  - ❑ Experimental
  - ❑ Continuous

# Why Continuous Discovery?

- ❑ How do you know you are building the product your consumers want?
- ❑ How do you ensure you are improving over time?
- ❑ How to make sure teams are creating value for the consumers?
- ❑ Discovery is not a one-time thing, digital products are never done.
- ❑ Teams only measure what they deliver - not if they add value to the user!
- ❑ We measure when to deliver a feature that nobody used.
- ❑ Test assumptions don't validate ideas

# How to do it?

- ❑ Product Trio: Manager, Designer, and Engineer (These are product people - this trio)
  - ❑ Designers: Being visual and iterative ensures the users best know how to use the system.
  - ❑ Engineers: Make sure the product is reliable and stable
  - ❑ Product Managers

The book is april 2021. Read my post feb 2020

<http://diego-pacheco.blogspot.com/2020/02/multi-track-agile-with-tta.html>

... or this one in 2019

<http://diego-pacheco.blogspot.com/2019/09/modern-discovery-breaking-new-silos.html>

# Driving Outcomes

- ❑ "iLL-Structured-Problem"
  - ❑ By definition have many solutions
  - ❑ There are no right wrongs
- ❑ The customer-centric way by:
  - ❑ Discover customer needs
  - ❑ Pain Points
  - ❑ Desires
  - ❑ IF all addresses should drive business outcomes
- ❑ OST - Opportunity Solution Tree

# Focus on outcomes not output

<b>Business Outcomes</b>	Measure business value	Retention
<b>Product Outcomes</b>	Measure how the product drives business value	Dogs who like the food
<b>Traction Metrics</b>	Tracks usage of specific features	Owners who use the transition calendar

# Focus on outcomes not output

- ❑ Avoid Anti-Patterns:
  - ❑ Pursuing too many outcomes at once
  - ❑ Ping-Pong from one outcome to another
  - ❑ Setting individual outcomes rather than product trios outcomes
  - ❑ Choosing an output over an outcome
  - ❑ Focus on one outcome to determine all else

# Workshops - Careful with groups...

## Start Individually to Avoid Groupthink

It's easy when working in a team to experience groupthink. Groupthink occurs when a group of individuals underperform due to the dynamics of the group. There are a number of reasons for this. When working in a group, it's common for some members to put in more effort than others; some group members may hesitate or even refrain from speaking up, and groups tend to perform at the level of the least-capable



# Continuous Interviewing

Name		
<div>Photo</div>	"A memorable quote ..."	<div></div> <div></div> <div></div> <div></div> <div></div> <div></div>
Quick Facts	Insights	Opportunities

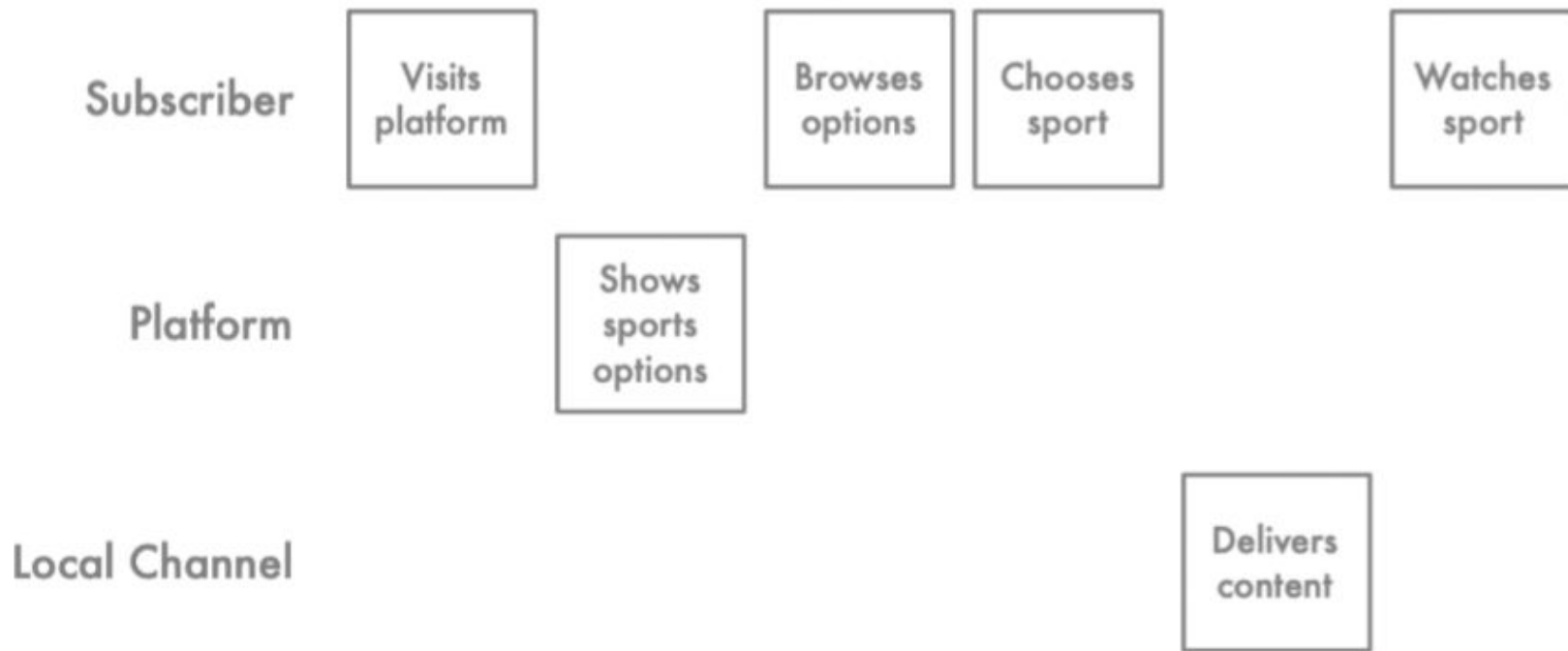
# Continuous Interviewing

- ❑ We do all fabricate reasons for your behaviors. (Santa Barbara, CA research by Gazzaniga)
- ❑ So asking the customer to explain some behavior will get him some reasonable fabricated answer to the real behavior.
- ❑ Primary interview questions should be:
  - ❑ What are the needs of the customer
  - ❑ What are the pain points for the customer
  - ❑ What desires matter the most for the customer
- ❑ How to ask interview questions?
  - ❑ Wrong: What criteria do you use to buy a pair of jeans?
  - ❑ Right: What was the last time you bought a pair of jeans?

# Ideation

- ❑ Researchers measure quality in 3 aspects:
  - ❑ Fluency (the number of ideas we generate)
  - ❑ Flexibility (how diverse the ideas are)
  - ❑ Originality (how novel the idea is)
- ❑ Osborn 1953 brainstorm rules:
  - ❑ Quantity: Generate as many ideas as you can.
  - ❑ Defer judgment: Separate idea generation from judgment.
  - ❑ Welcome unusual ideas, combine and improve

# Identifying Hidden Assumptions



# Identifying Hidden Assumptions

- ❑ For a 5 Story Map, we generate 20 assumptions. Think on:
  - ❑ Desirability Assumptions
  - ❑ Viability Assumptions
  - ❑ Feasibility Assumptions
  - ❑ Usability Assumptions
  - ❑ Ethical Assumptions
- ❑ Conduct a Pre Mortem
  - ❑ It's the opposite of the post-mortem
  - ❑ Generate Assumptions
- ❑ Testing Assumptions, not Ideas

# Summary

- ❏ Backed by Agile manifesto ideas
- ❏ Lots of samples and data
- ❏ Practical advices
- ❏ Great book

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