

Techniques

The context for practical lessons





Techniques Miro boards



Techniques Visioning



Visioning

Mission statement

- Quick and memorable way of communicating a business or nonprofit's **unique purpose, function, and day-to-day goals** to employees, clients, and other stakeholders.
-

Vision statement

- The description of **ultimate goals** and **overarching purpose** of an organization.

A vision statement provides with direction and a general destination as well as defines aspirations and values.

Vision Statement

For *Customers/recipients/colleagues/project types*

Who want/need *Statement of need/opportunity*

The product *Product name/description*

Is a *type/style/adjectives*

That *Key benefit*

Unlike *Primary alternatives*

Our product *Primary differentiator*



Considerations

Strengths

- Specifies what is considered in and what is out for the product or initiative
- Focuses the team and stakeholders on the organizational value to be achieved
- Helps the organization decide when enough product is delivered to stop working on this initiative

Limitations

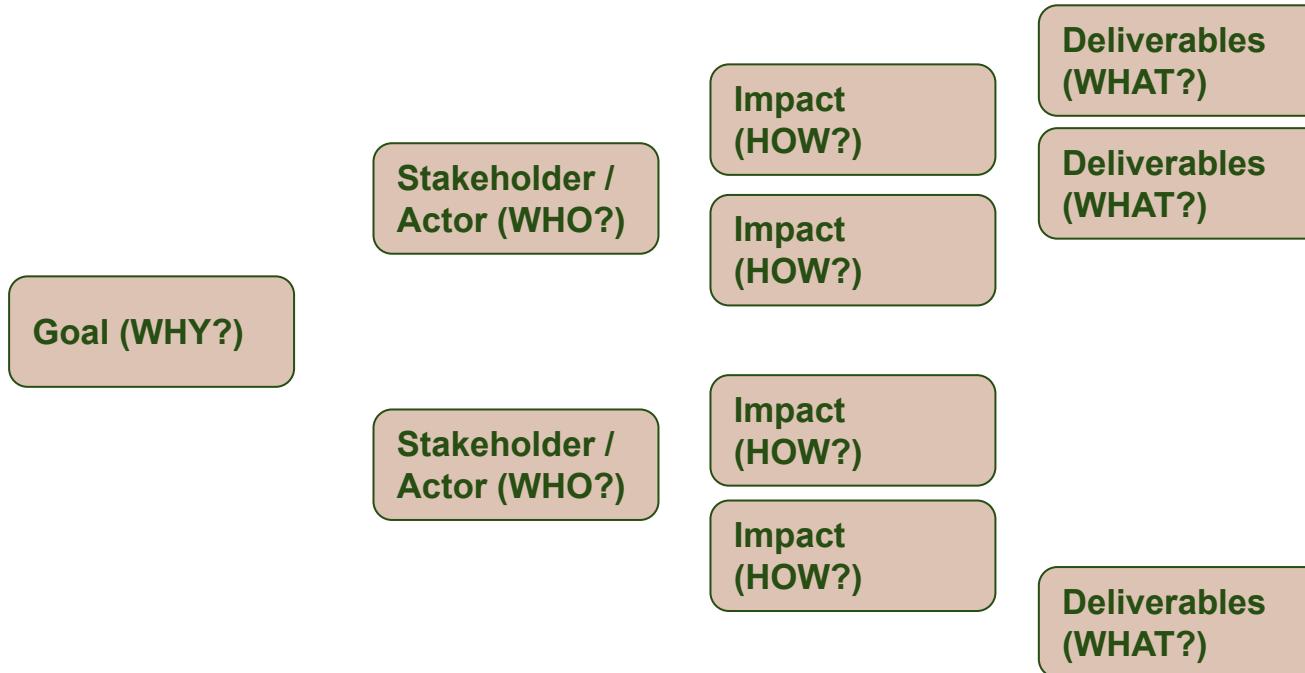
- The effort becomes useless if the vision is not referred to for decision making and prioritisation
- May lead to confirmation bias if people attach to one solution and fail to learn from evidence or explore alternative options
- The best visioning depends on the imagination, diversity, trust, and ability to collaborate in the group. Otherwise, the vision can lead the team to make wrong decisions.

Impact mapping

Any change in business generates impact. When proposing a solution, you need to understand what the impact is going to be on all levels and how initiatives and delivery activities are aligned with overall organisational goals.

The **impact map** is a visual map that breaks down the organizational goals into specific deliverables.

Impact mapping



Techniques

Value proposition



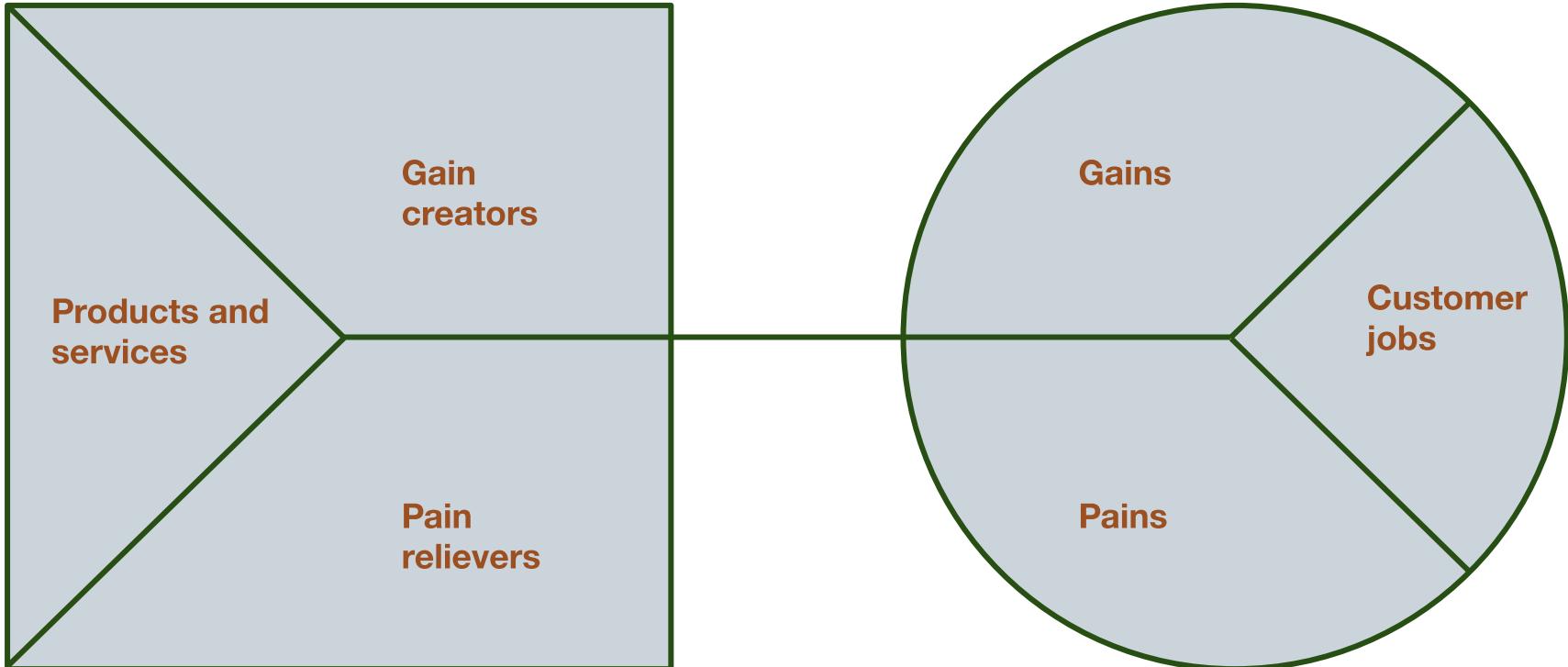
Value proposition

The general steps to create a value model include:

- Identify all **the stakeholders** for the solution. Consider external stakeholders (end customers) as well as internal business stakeholders.
- Identify **the needs** of each stakeholder group and what will provide value to them.
- Identify **the process** to satisfy those needs.

Customer value is composed of the benefits the customer gets (real or perceived) being offset by the associated costs.

Let's identify our customers



A photograph of a woman with blonde hair tied back, wearing a brown jacket, sitting on a rocky ledge and looking down at a winding road through a hilly, dry landscape.

Techniques Customer journeys



What is a customer journey map?

Journey mapping helps you visualize how customers experience your product or service, and how they feel along the way.

[https://www.atlassian.com/team-playbook
/plays/customer-journey-mapping](https://www.atlassian.com/team-playbook/plays/customer-journey-mapping)



customer journey map



All



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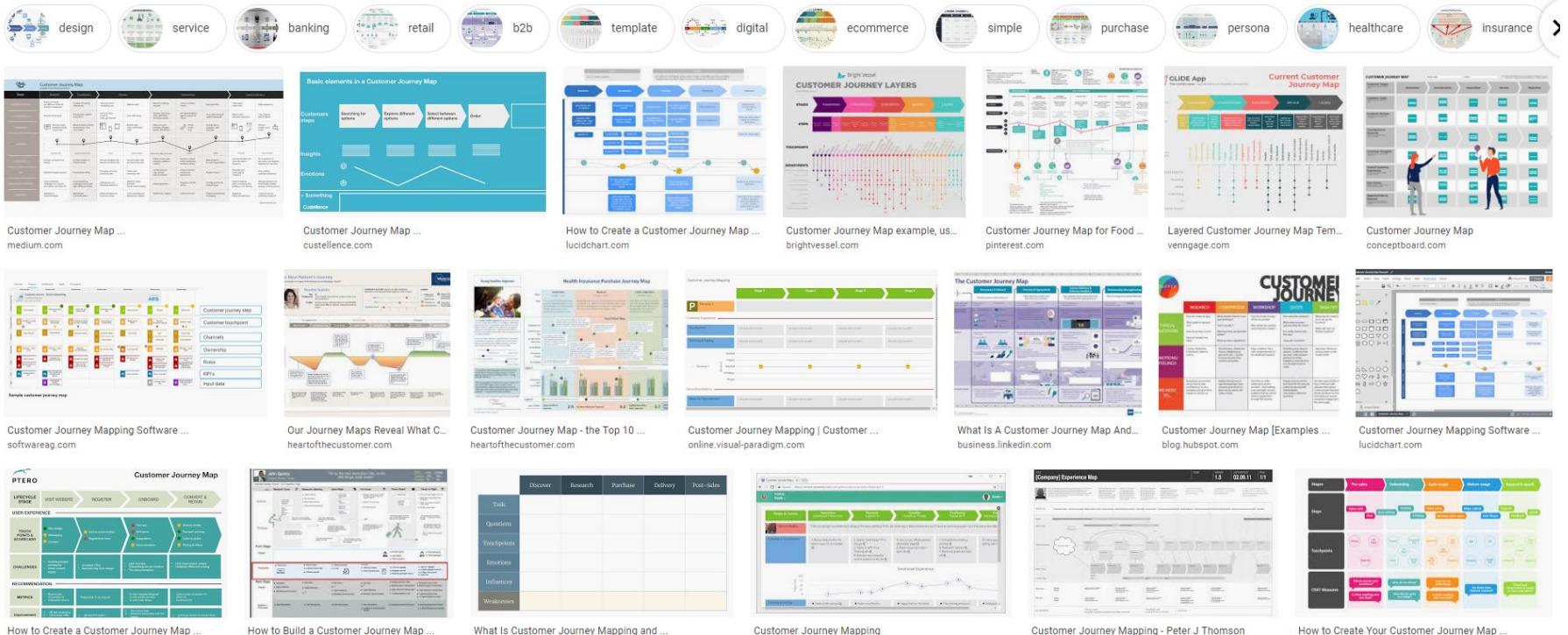


More

Settings Tools

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* Google search results

How do you build a customer journey map?

- 1.** Identify the customer persona
 - 2.** Define the phases of the customer lifecycle
 - 3.** Define the actions/touchpoints
 - 4.** Explore the motivation behind the actions
 - 5.** Research how the customers feel at touchpoints
 - 6.** Research what the customers consider as issues/blockers
-

5 E's framework

Entice. What event triggers a user to enter into the journey?

Enter. What are the first few steps in the journey?

Engage. What task(s) is the user trying to accomplish?

Exit. How does the user complete the task?

Extend. What follow-up actions occur after the user completes the task?

* <https://www.lewis-lin.com/blog/2016/11/11/customer-journey-map-the-5es-framework>
Igor Arkhipov, CBAP

Techniques Hypotheses



Hypothesis driven approach



Photo: <https://unsplash.com/@jtylernix>

It is important that when new functionality is developed, the value is not delivered directly. What is delivered is **a promise of value**.

Hypothesis is a tool to capture the rationale behind the functionality being built.

It is essentially the way to manage assumptions on a Strategy horizon.

Hypothesis template

We believe that <a change>

Will result in <value>

Because <research
data/assumptions>

<This is how we are going to
measure it>

**Why is it important to keep track
of hypotheses?**

- It helps validate assumptions
- It ensures decisions are made based on data
- It is a controlled way of moving forward

What do we know so far?

- Who are the customers - beneficiaries of the potential initiatives we are going to run
- What they see as value
- What is their experience going to look like
- Which hypotheses have we made

What is it we don't know? **How we are going to deliver that value to them!**



Techniques Value stream mapping



Value stream mapping

A complete, fact-based, time-series representation of the stream of activities required to deliver a product or service.

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BABOK ® Guide**

Actions *What the customer does*

Touchpoints *Where the customer interacts with the business?*

Back of house *What the business does to support the touchpoints?*

Considerations

Process

- Prepare the team who will create it, assign an owner, define the scope
- Create the current state
- Analyse current state
- Create future state
- Implement process improvement

Strengths

- Comprehensive
- Provides a blueprint for implementing improvement.
- Establishes a shared understanding of the process waste and bottlenecks

Limitations

- Requires effort to construct
- Prone to “mapping paralysis”
- Doesn't work well in knowledge based or non-linear work.
- Leads to disruptive or “re-engineering” approach

Techniques Product roadmap and MVP



What do we know so far?

- Which changes do we need to introduce in the business to support the customer journeys

What is it we don't know? **Priorities and timelines!**

Minimum Viable Product

A concept from Lean Startup that describes the fastest way to get through the Build-Measure-Learn feedback loop with the minimum amount of effort.

**Agile Extension to the
BABOK ® Guide**

Types of MVP

- Without a product at all
 - With a substitute for a product
 - With just enough functionality
-

Product roadmap

Visual representation of how a team plans to implement their product strategy over progressively longer time horizons. The product roadmap is updated frequently, and reflects outcomes the team plans to realize rather than outputs the team plans to deliver.

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BABOK ® Guide**

How do we construct a roadmap?

- List capabilities that you need to deliver
 - Perform relative prioritisation
 - Perform relative estimation
 - Place them on a timeframe in order of priorities
-

Considerations

Strengths

- MVP is less expensive than developing a product with more robust features, it reduces cost and risk
- Defined roadmap orients stakeholders to a shared focus
- It can be used to facilitate conversations about priorities

Limitations

- Requires advanced market understanding to identify the necessary feature set for early adopters.
- MVP is not about creating a minimal product, but testing an initial hypothesis for a product
- Roadmap is time-consuming to maintain if overly detailed or multiple different views are required
- Ineffective if the organizational environment leads to a frequently changing vision and desired outcomes



Techniques Portfolio Kanban



Definitions

Kanban is a framework which helps in the application of agile values and principles.

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Definitions

Kanban (english: billboard) started as a visual scheduling system, a part of the Toyota production system.

In its core, there is a physical board that visualises how individual work items travel through a production process or a business process.

Ohno, Taiichi (1988), Toyota Production System: Beyond Large-Scale Production

Definitions

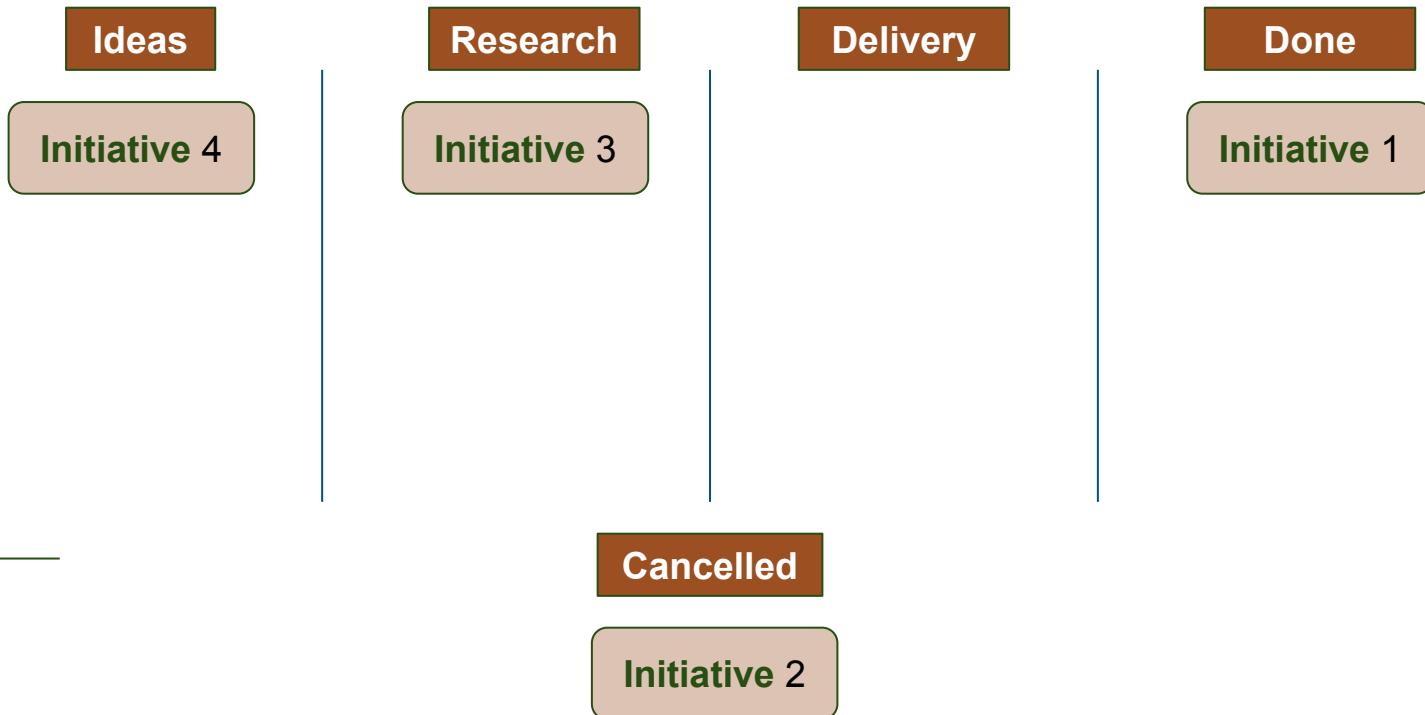
Kanban is a framework which helps in the application of agile values and principles.

A **portfolio** is a collection of strategic initiatives for an organization or department to execute in alignment with their business goals.

Portfolio Kanban brings structure to analysis and decision making at the Strategy Horizon.

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Example of a Kanban



Kanban principles

- Visualise the work
 - Limit work in progress
 - Identify bottlenecks
 - Make rules explicit
 - Incorporate feedback loops
 - Increase collaboration
-

Considerations

Strengths

- Can be replicated at other horizons
- Optimizes portfolio management to respond to real needs
- Increases feedback loop
- Increased visibility into work-in-progress, thus identifies bottlenecks and issues
- Limiting work-in-progress increases overall flow

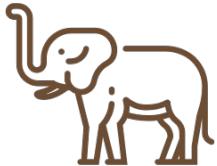
Limitations

- Works when all initiatives go through the same flow.
- Initiatives should be appropriately sized to regularly move through columns.
- It is best used for a single flow system.

Strategy horizon Mapping the Principles



Principles on strategy horizon



See the whole

Make effective decisions via incorporating a holistic view of the context in which the organization exists (the market, the political climate, the competition, etc.).

Create rapid feedback cycles.

Think as a Customer

Help the organization to set goals and align work to the customer's needs across the organization.



Principles on strategy horizon



Analyze to Determine What is Valuable

Identify strategic needs to be met.

Help better allocate resources in the pursuit of goals.

Analyse new learnings and re-assess viability of previous decisions

Get Real Using Examples

Communicate evidence based information.

Document and validate assumptions.

Use hypothesis driven approach



Principles on strategy horizon



Understand what is doable

Present clear, relevant information to stakeholders and decision makers.

Help allocate resources effectively based on the initiative type and needs

Stimulate Collaboration and Continuous Improvement

Develop channels for the teams to interact with each other and share the learnings.

Facilitate knowledge sharing.



Principles on strategy horizon



Avoid Waste

Ensure decisions are made on current and accurate information.

Share understanding of goals and priorities.

Remove duplication in initiatives.

Agile BA Study guide



Igor Arkhipov, CBAP