# Build Engaging Solutions Across Power Platform Using Human-Centered Design Principles

# Understanding Business needs

**Alexandra Lee**

Principal Research Manager
Power Platform

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We organize our assets by technology, but our users are viewing it from their individual domain lens and jobs to be done.
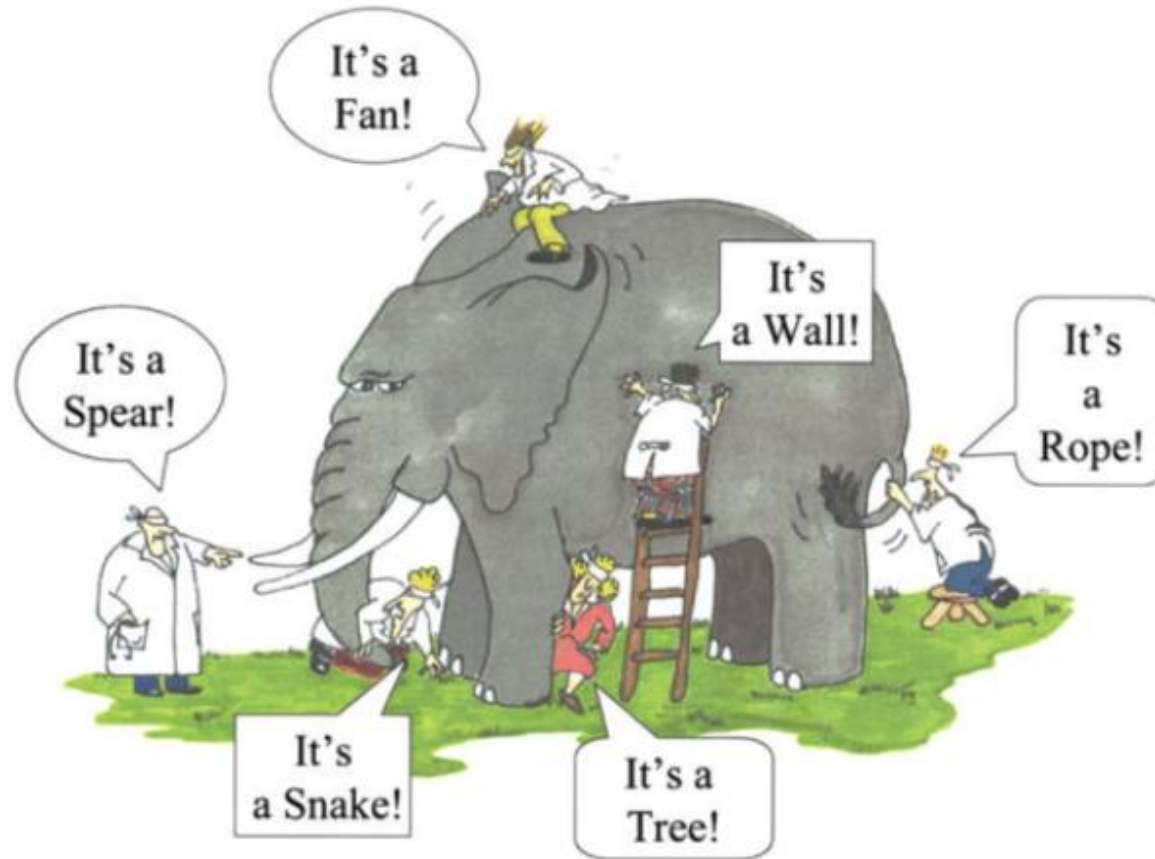
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- Mike Bassani, GM, Dataverse

# Can you answer these without hesitation?

**1.** What problems are you solving for what customers?

**2.** Why those and not others?

**3.** How are you measuring success?

**4.** How high is the bar?

**How confident are you** everyone on your product team would give the **same answers**?

Multiple truths…a **wicked problem**: "A class of social system problems which are ill-formulated, where the information is confusing, where there are many decision makers and clients with conflicting values, and where the ramifications in the whole system are confusing" (Churchman, 1967)
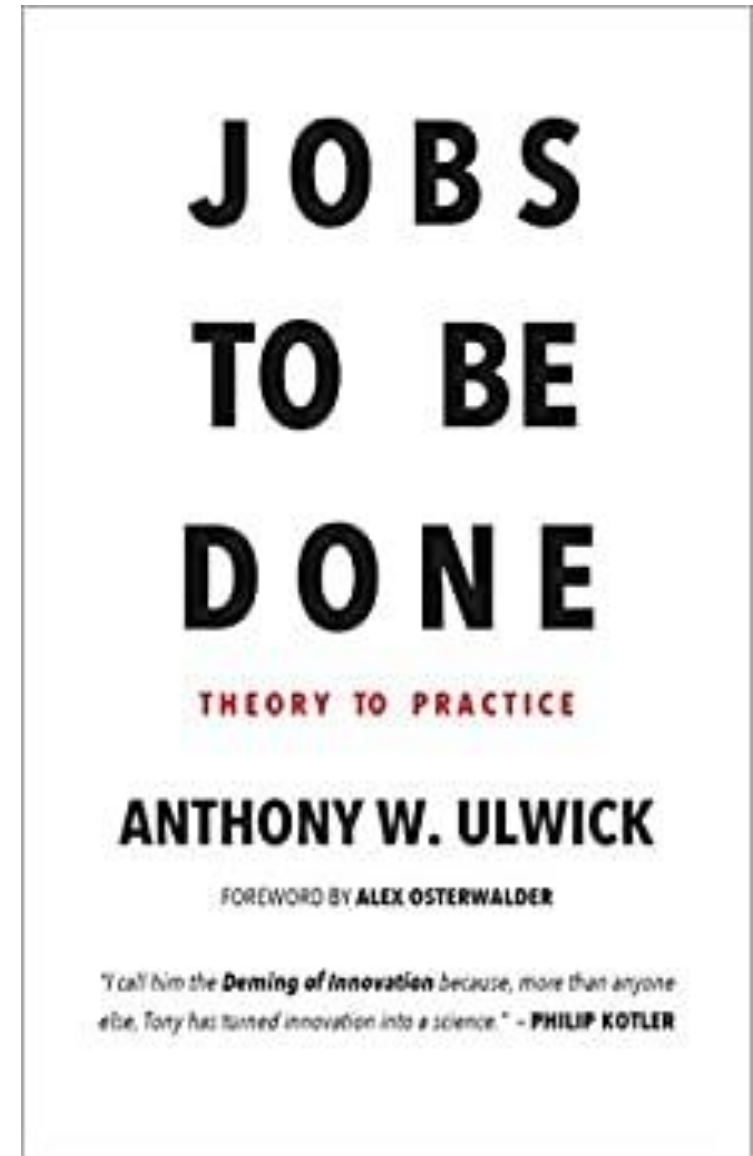
JTBD connects the problem space ("**why**") with the solution space ("**how**")
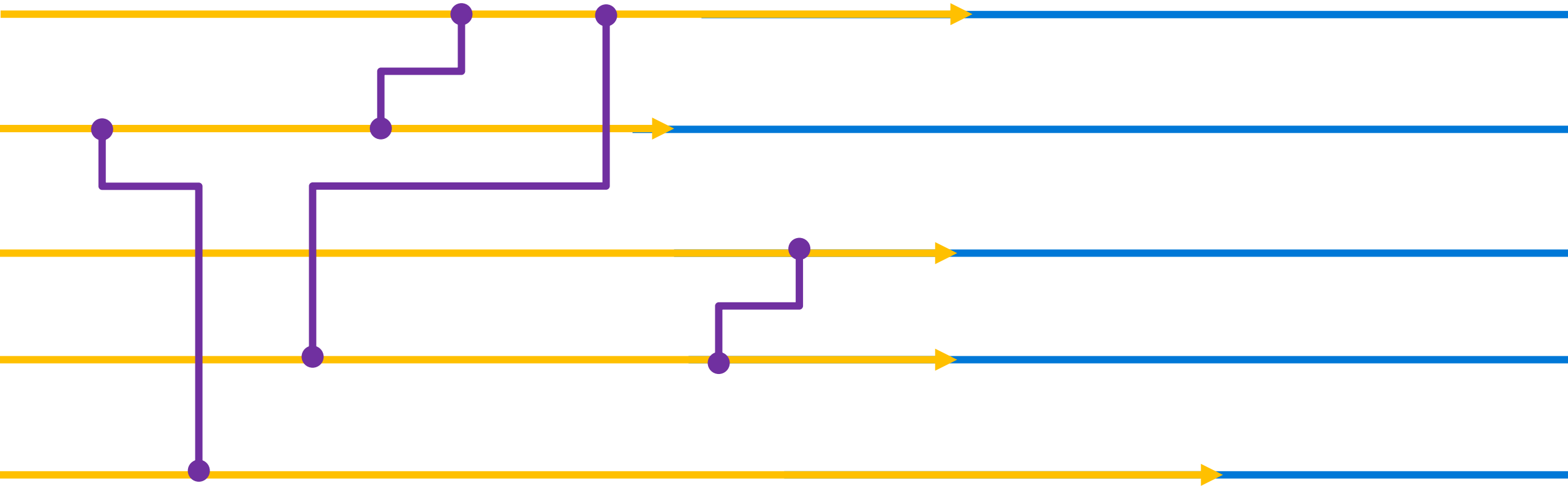
# Jobs = Problems

JTBD is a framework that helps us identify and understand the needs and goals of the users which are the original drivers of their actions or decisions (Ulwick, 2005, 2016)

Companies get disrupted because they stop focusing on what job they're trying to get done (Christensen & Raynor, 2006)

JOBS TO BE DONE

THEORY TO PRACTICE

ANTHONY W. ULWICK

FOREWORD BY ALEX OSTERWALDER

"I call him the *Deming of Innovation* because, more than anyone else, Tony has turned innovation into a science." – PHILIP KOTLER
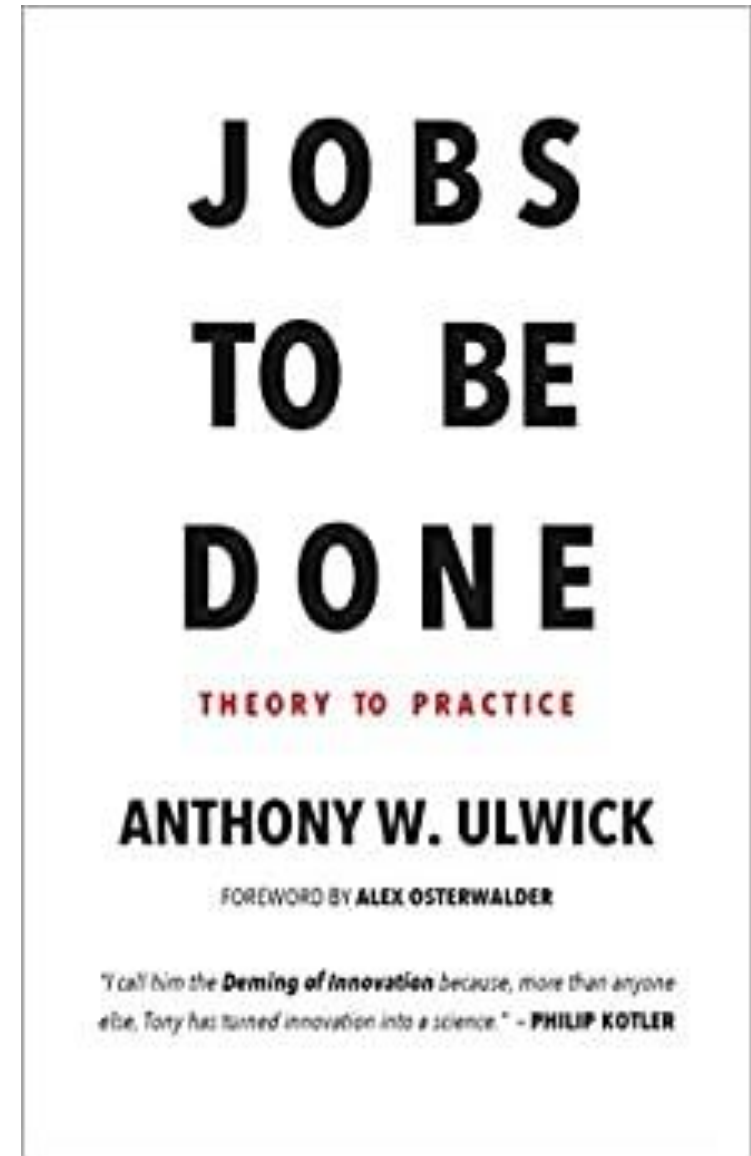
# Jobs = Problems

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- Keeps **humans at the center** of solutions
- Prioritization of **problems** rather than solutions
- Identify clear and **concrete success metrics** from day one
- Better understand primary triggers of **why** people hire our products



JOBS TO BE DONE

THEORY TO PRACTICE

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FOREWORD BY **ALEX OSTERWALDER**

*"I call him the **Deming of Innovation** because, more than anyone else, Tony has turned innovation into a science."* - **PHILIP KOTLER**

# Create job stories for your product

**Situation:** what is a triggering event or situation (context)

**Motivation:** what your users are reaching for / motivated by?

**Desired Outcome:** what are key outcomes or goals expected from this job?

**Success criteria:** what is the unit of measure? how they will know it was done?

When I am ___ **[Situation]** ___

I want to ___ **[Motivation]** ___

So I can ___ **[Desired Outcome]** ___

(better) ___ **[Success Criteria]** ___.

When I am ___ **Hungry** ___

I want to ___ **Eat healthy snacks** ___

So I can ___ **Make good choices** ___

(better) ___ **To live longer** ___.

\* Example of an **emotional** job

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**Success criteria:** what is the unit of measure? how they will know it was done?

When I am ___**[Situation]**___

I want to ___**[Motivation]**___

So I can ___**[Desired Outcome]**___

(better) ___**[Success Criteria]**___.

When I ___**notice the sink is full**___

I want to ___**load the dishwasher**___

So I can ___**avoid conflict with spouse**___

(better) ___**for a happy relationship**___.

\* Example of a **social** job

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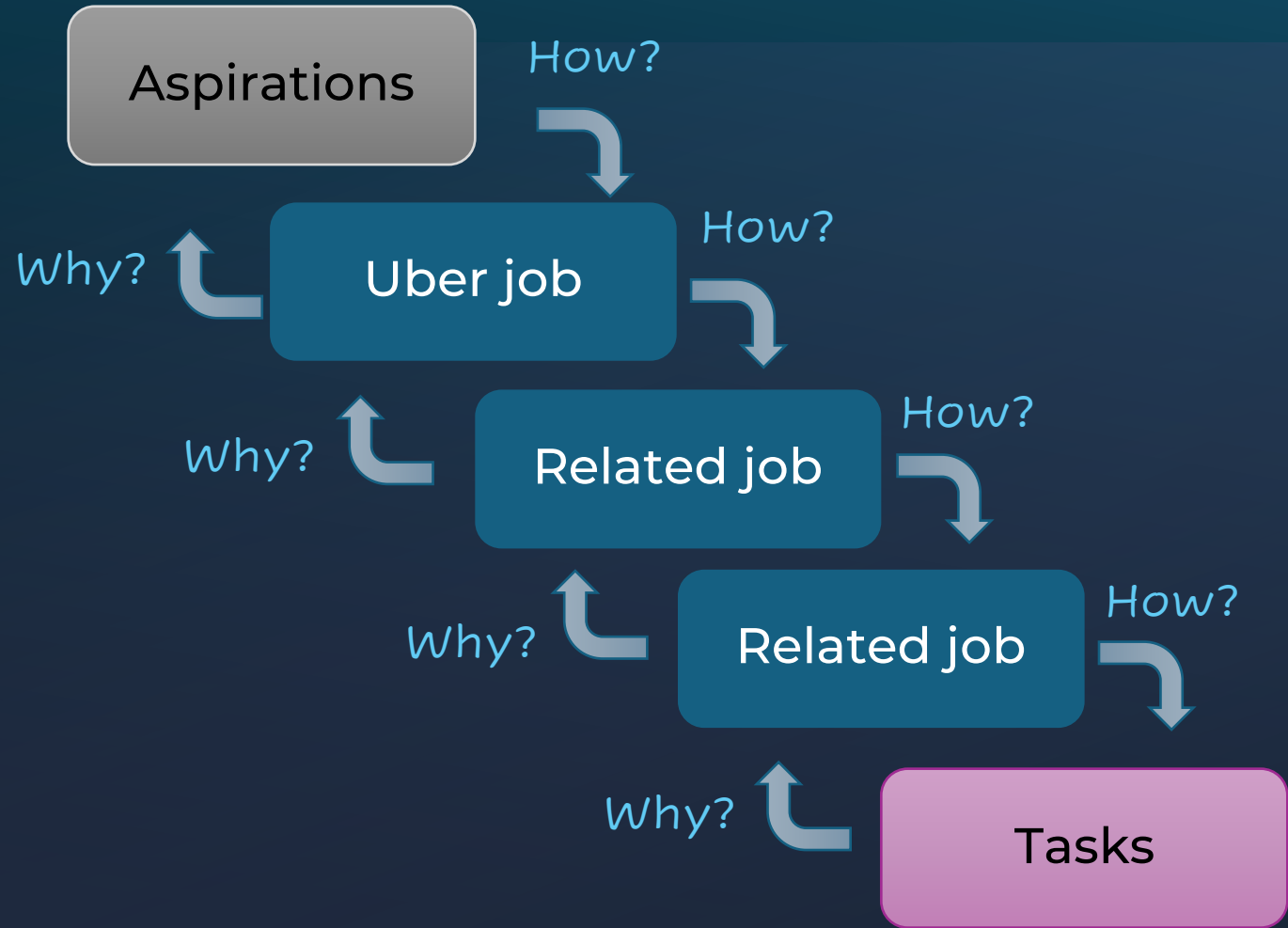
When I am ___**[Situation]**___

I want to ___**[Motivation]**___

So I can ___**[Desired Outcome]**___

(better) ___**[Success Criteria]**___.

When I am ___**Managing a customer service organization**___

I want to ___**Use AI**___

So I can ___**Automate case data handling**___

(better) ___**To increase my productivity**___.

* Example of a **functional** job

# Altitude of jobs

Ask "Why & How" to determining job level

Aspirations

How?

Why? — Uber job — How?

Why? — Related job — How?

Why? — Related job — How?

Why? — Tasks

How?

Why?

# Job hierarchy

**Project Scope**

Uber Jobs to be Done (optional)

Job Story (Priority)

Job Story

Job Story (Priority)

Job Story

Job Story

Job Story (Priority)

Job Story

Task

Task

Task

Task
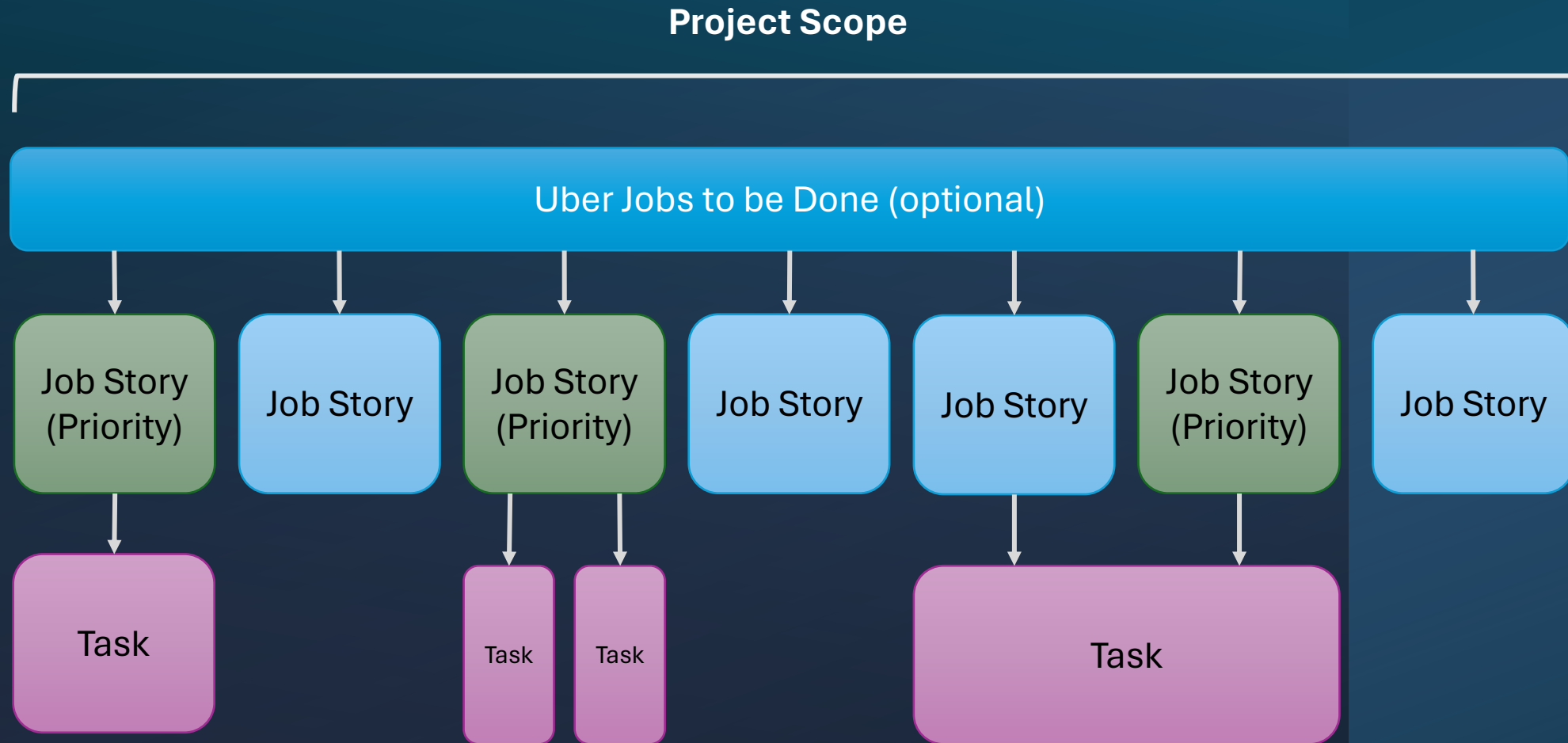
# Review job stories for your product

When I am _____ **[Situation]**

I want to _____ **[Motivation]**

So I can _____ **[Desired Outcome]**

(better) _____ **[Success Criteria]**.

| DO | DON'T |
|---|---|
| • Start with "I want.." <br> • Clarify with context <br> • Reflect user perspective | • Use compounding conjunctions like 'and' or 'or' <br> • Use specific technology or solution |

| When I am | I want to... | So I can (better) ... | | | |
|---|---|---|---|---|---|
| **Situation** <br> (optional) *What is a triggering event or situation?* | **Motivation** <br> *What is your user reaching for? What's their goal?* | **Direction** <br> *What are key outcomes or goals expected?* | **Success Criteria** <br> *Unit of measure, i.e. time, effort, skill, etc.* | **Object** <br> *What is the need about? What is the thing that changes?* | **Clarifier** <br> *What else do we need to know to understand this need?* |
| | Job 1 | "Maximize" | the likelihood | to get permission | from global admin |
| | Job 2 | "Increase" | the ability | to remember content | so I can review later |
| | Job 3 | "Decrease" | the time it takes | to summarize insights | for writing reports |