



Build



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COURSE SLIDES

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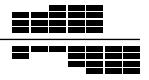
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BUILD



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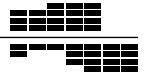


Worksheets and templates at PragmaticInstitute.com/Community

Notes



Notes



Remarkable products solve market problems.



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Notes

About Pragmatic Institute

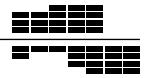
- ▶ Recognized globally as the authority on product management, product marketing, design and data science
- ▶ Delivers expert training and coaching
- ▶ Offers the most sought-after certifications for product, data and design professionals



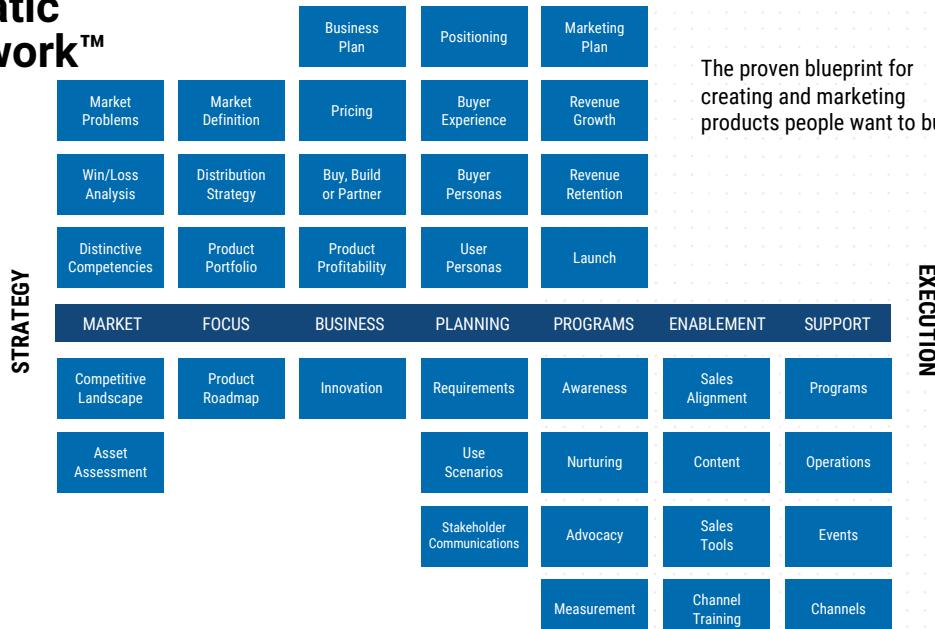
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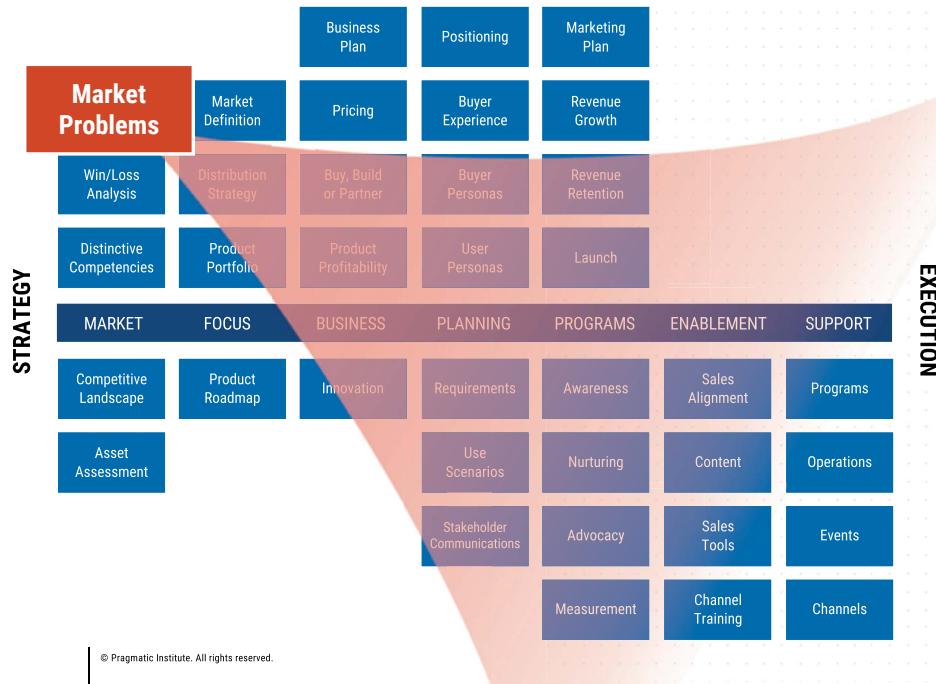


Pragmatic Framework™

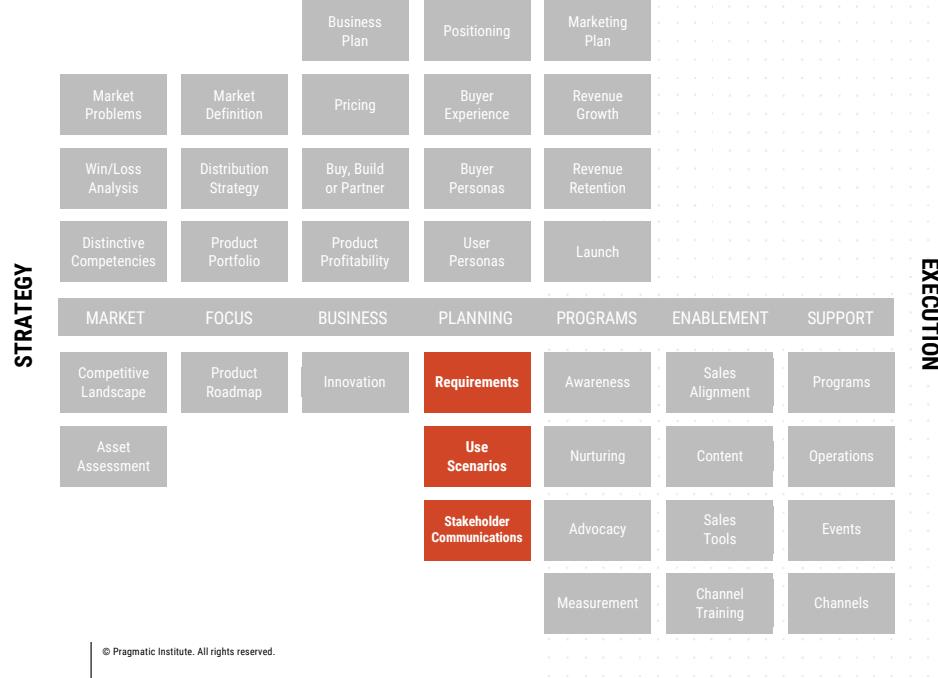
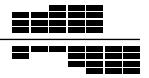


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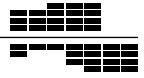
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COMMON Challenges



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Notes



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**Development says
requirements aren't
specific enough**

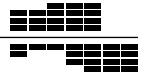


Notes



Priorities frequently change

Notes



12

**More time is spent
estimating than
building, and release
dates are impossible
to predict**



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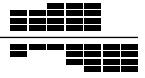


**Product team spends
too much time with
development**



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Notes



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**Launches happen,
but the team never feels done**

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Notes

COMMON Challenges

Development says requirements aren't specific enough

Product team spends too much time with development

More time is spent estimating than building, and release dates are impossible to predict

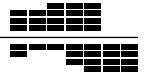
Launches happen, but the team never feels done

Priorities frequently change



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Notes



“ It's not enough to be busy, so are the ants. The question is what are we busy about?”

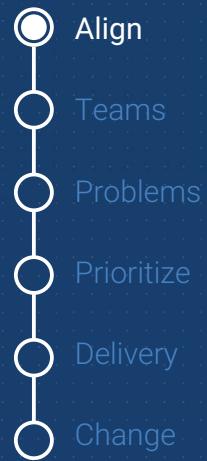
—Henry David Thoreau



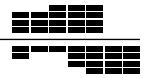
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Notes

Align Strategy to Execution



Notes



Align

18

“

Without market knowledge, we risk killing the product with a thousand cuts.

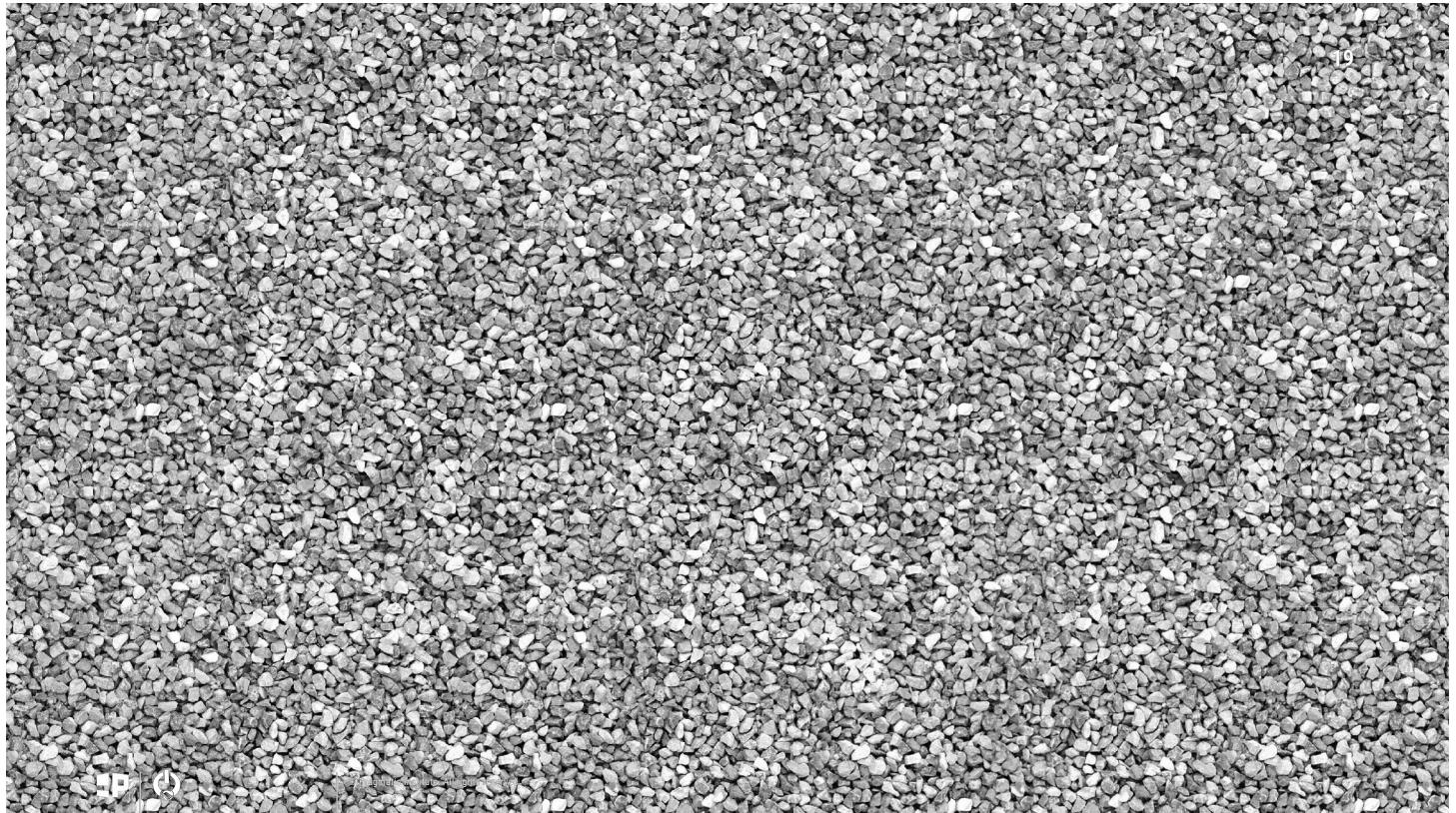
FEATURES

—Executive at technology company

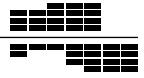


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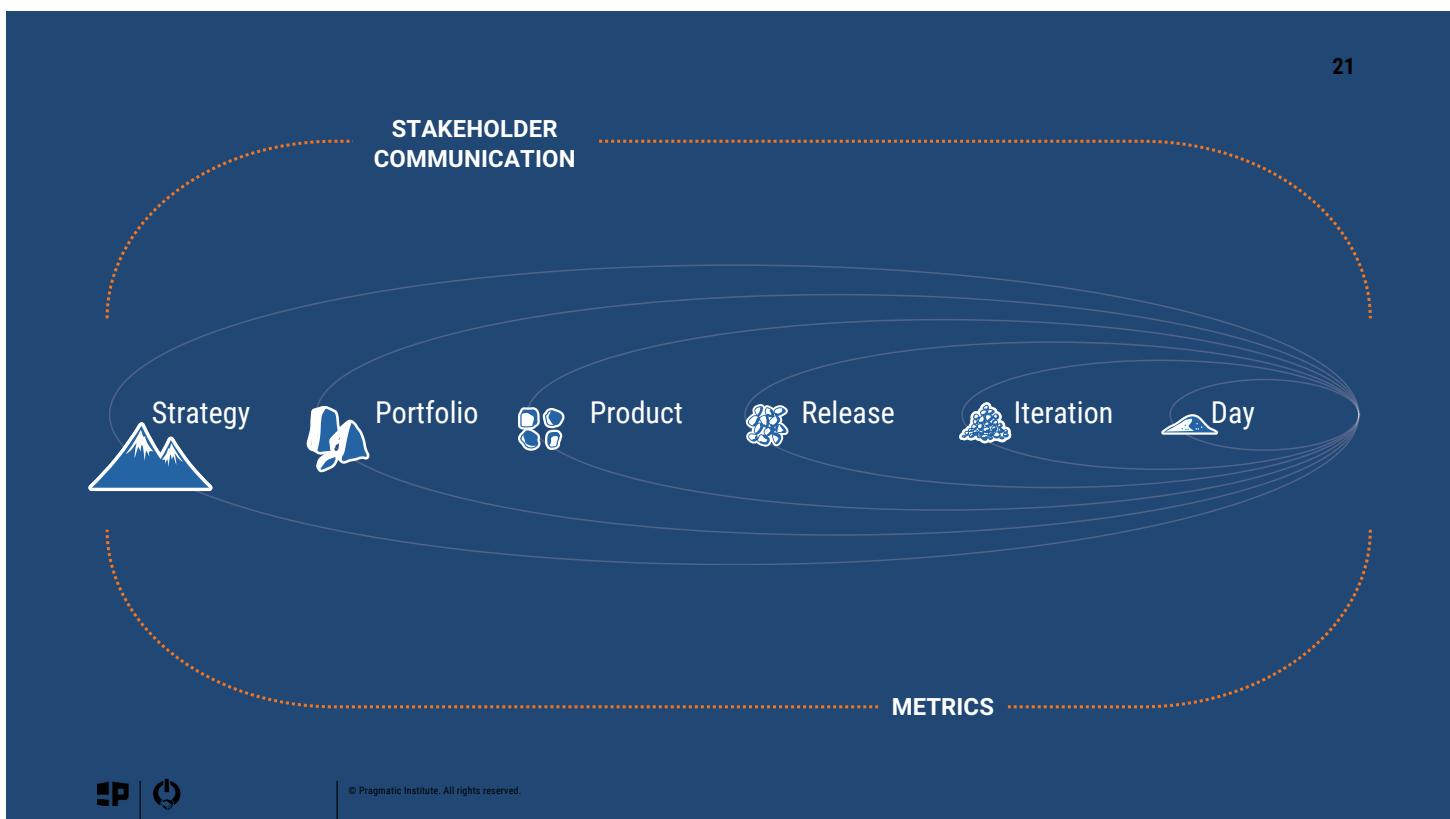
20



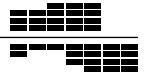
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Notes

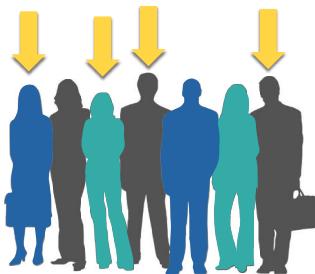


Align

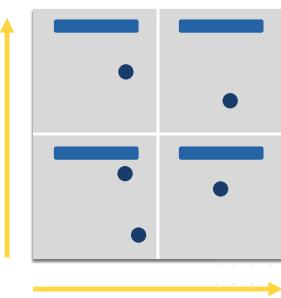
23

Three Steps to Stakeholder Management

IDENTIFY



ANALYZE



COMMUNICATE

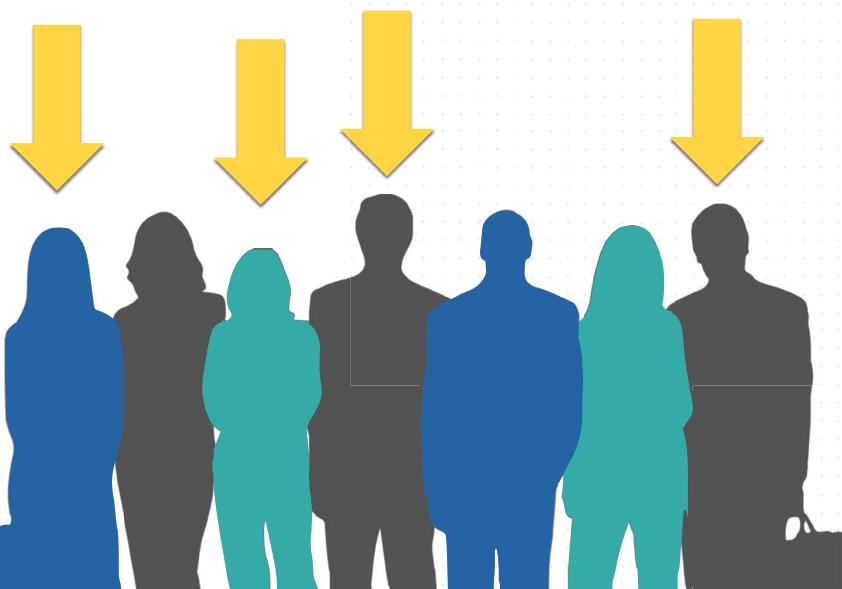
Downloading update ...



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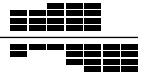
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STAKEHOLDER MANAGEMENT: **Identify**



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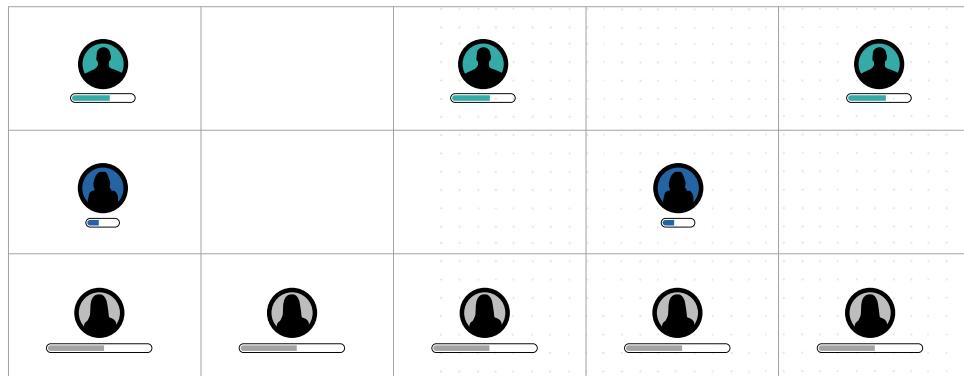
STAKEHOLDER MANAGEMENT: Analyze



Notes

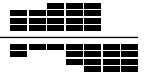
STAKEHOLDER MANAGEMENT: Communicate

Frequency and Depth of Updates



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Common Communication Errors

DON'T:



Ignore, delay or surprise stakeholders with bad news



Rely solely on email and electronic communications



Deliver disparate status to different stakeholders



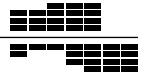
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Stakeholder communication gone wrong

Notes



Executives communicate in spreadsheets, not screenshots.



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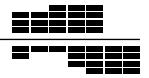
METRICS

- Number of defects
- Percent test coverage
- Fix to feature ratio
- Return rate
- Lead time and cycle time
- Velocity/burndown
- Percent dependencies
- Net Promoter (NPS)
- CSAT
- Renewal rate
- Time to value
- Customer effort (CES)
- LTV
- LTV:CAC



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Notes



- LTV
- LTV:CAC

Value

- Number of defects
- Percent test coverage
- Fix to feature ratio
- Return rate

Quality

- Lead time and cycle time
- Velocity/burndown
- Percent dependencies

Progress

- Net Promoter (NPS)
- CSAT
- Renewal rate
- Time to value
- Customer effort (CES)

Satisfaction



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Notes

- LTV
- LTV:CAC

Value

- Number of defects
- Percent test coverage
- Fix to feature ratio
- Return rate

Quality

- Lead time and cycle time
- Velocity/burndown
- Percent dependencies

Progress

- Net Promoter (NPS)
- CSAT
- Renewal rate
- Time to value
- Customer effort (CES)

Satisfaction

EXPOSE
RISK

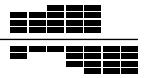
—AND—

INCREASE
PREDICTABILITY



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Notes



Align

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Track Trends Not Absolute Numbers



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Notes

Activity



Map the Metrics that Matter

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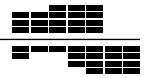
	Question	Answer	Question	Answer	Question	Answer	Question	Answer
1	Who is the individual or group being informed about the iteration review or Monitor Drop-off?	Who is the individual invited with preceding communication?	Where is the venue or method of communication?	When does the communication take place?	How often is the communication taking place?	What category of metric will the communication be focused on?	What metric is measured?	What is the specific metric or indicator being measured in this stakeholder?
2	e.g., traps (out of band)	Manager/Coach	Office/Online/Email	One-off meeting (e.g., invitation to diversity sprint review)	Weekly or bi-weekly	Other metrics of interest and the frequency of communication with this stakeholder?	Progress	Ticket closures
3		Keep informed	Online/ScrumMaster	Virtual status template				
4			Virtual meeting (e.g., invitation to standup)	Standup chart, sprint review deck	Bi-weekly or Friday			
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SD 16 Stakeholder Communications

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Notes



“

If you don't collect any metrics, you're flying blind. If you collect and focus on too many, they may be obstructing your field of view.”

—Scott Graffius

[Agile Scrum: Your Quick Start Guide with Step-by-Step Instructions](#)



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Notes

Action Plan



ALIGN STRATEGY TO EXECUTION

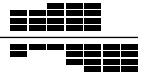
Action Items

- Identify and analyze the stakeholders for your upcoming project.
- Partner with your stakeholders to build a communication plan and choose the right metrics to measure.

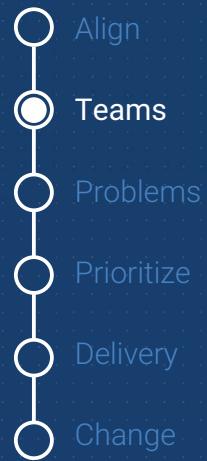
SD 1 Action Plan



Notes



Create Effective Teams



Notes

Focus on Proficiencies



Market
expertise



Schedule



Design



Who fills
each role?



Build



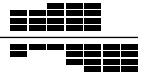
Test



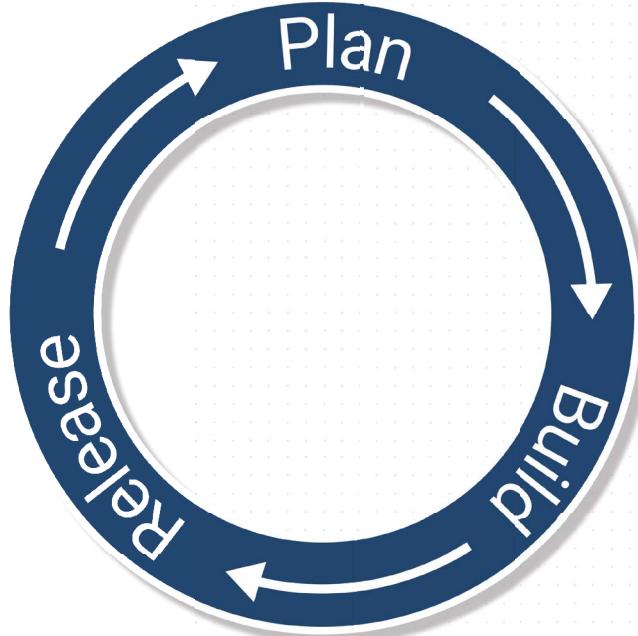
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SD 4 Roles

Notes



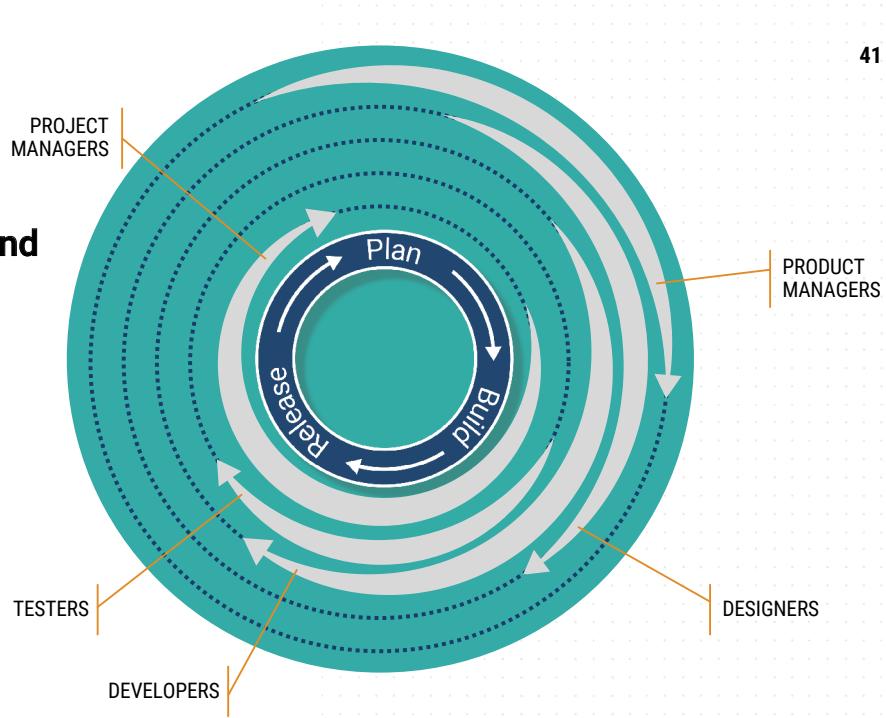
Individual Ownership and Shared Responsibility



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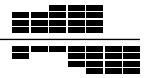
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Individual Ownership and Shared Responsibility

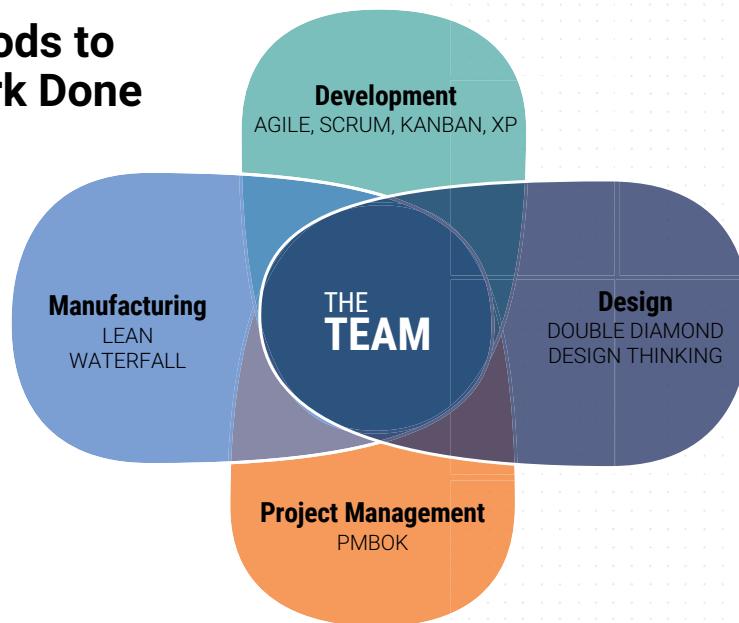


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Many Methods to Getting Work Done



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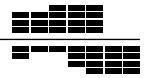
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Google's Project Aristotle



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Notes



Effective Teams



Team members feel safe to take risks and be vulnerable in front of each other.

Team members get things done on time and meet a high bar for excellence.

Team members have clear roles, plans, and goals.

Work is personally important to team members.

Team members think their work matters and creates change.



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Notes

**What can
you do?**

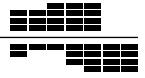
TRUST

CONTEXT



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Building Trust

TRUST

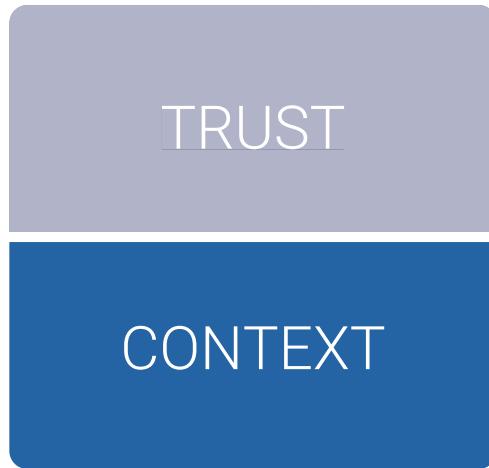
CONTEXT



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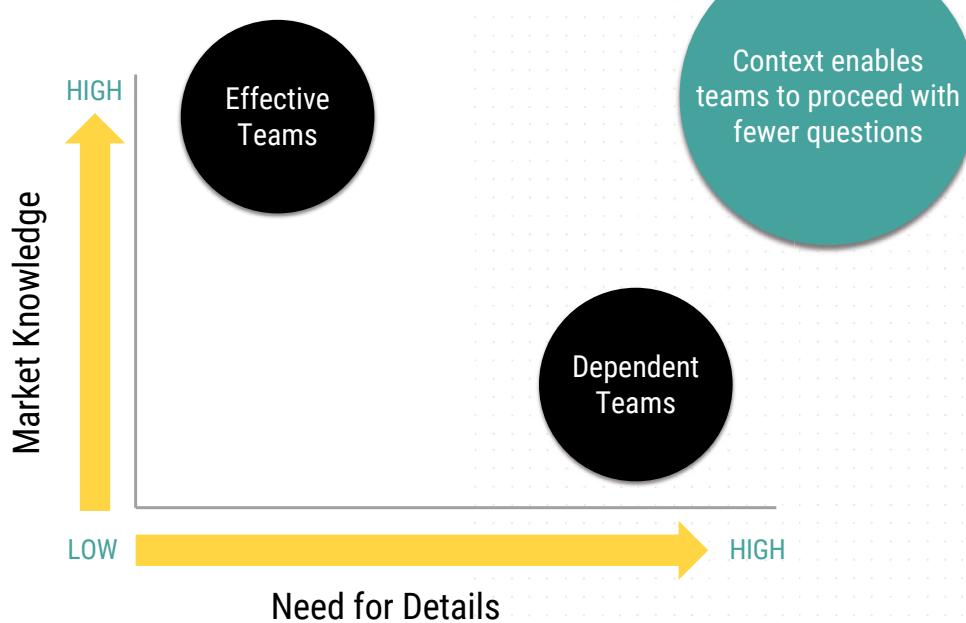
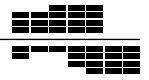
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Provide Context



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Notes



Notes

Action Plan



CREATE EFFECTIVE TEAMS

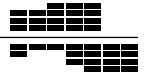
Action Items

- Create a working agreement with your team
- Determine if your team is effective or dependent

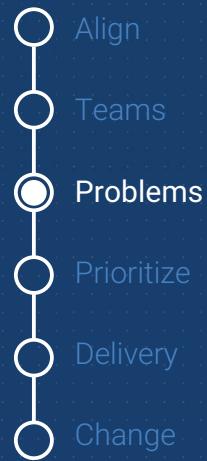
SD 1 Action Plan



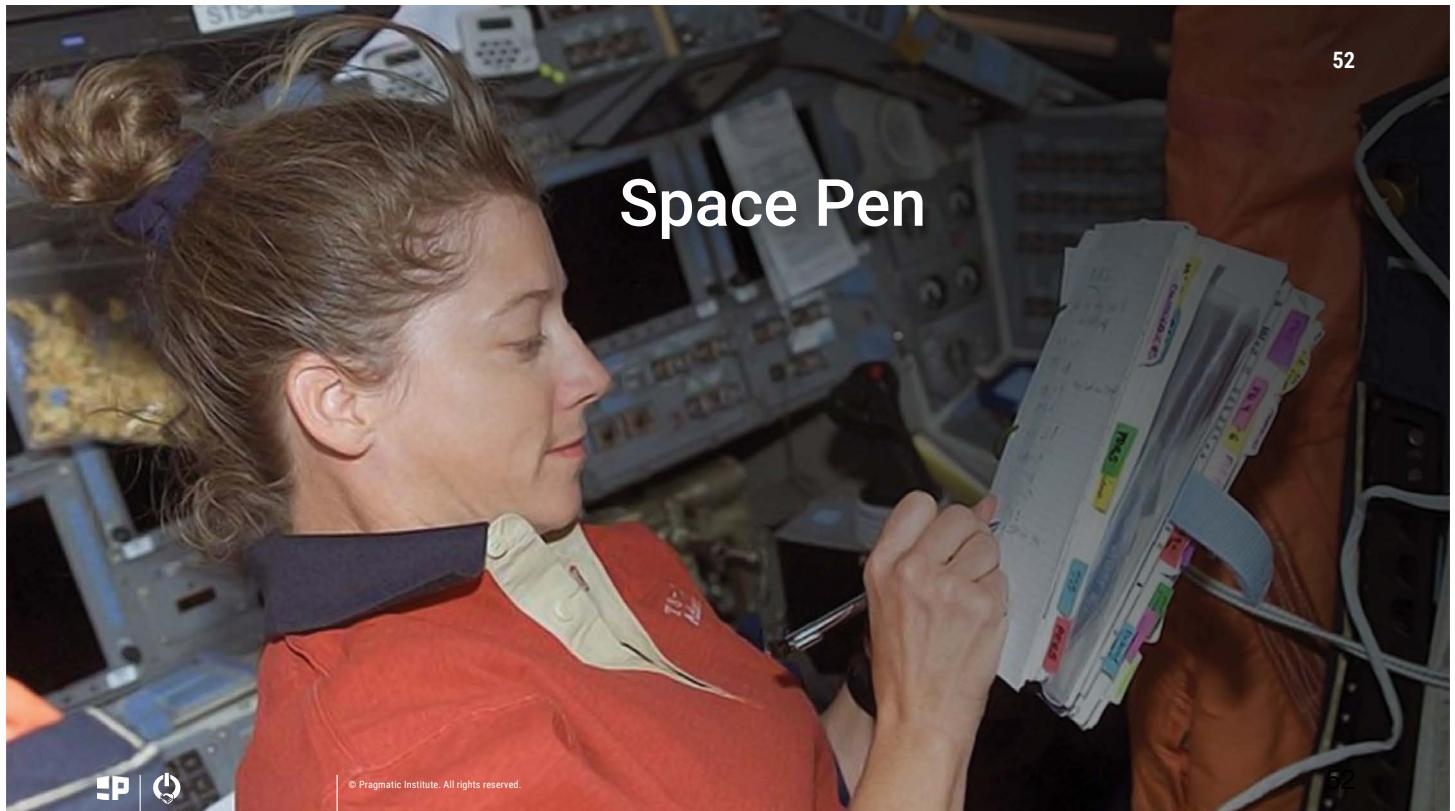
Notes



Articulate Problems



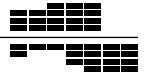
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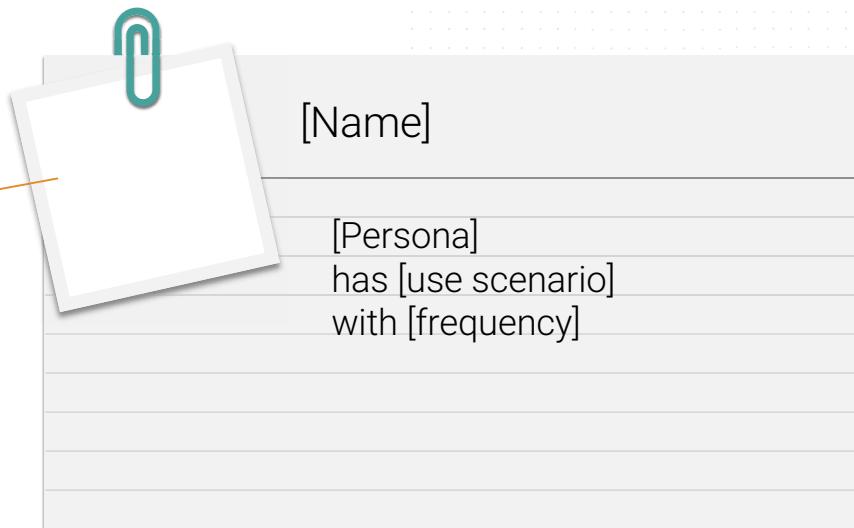
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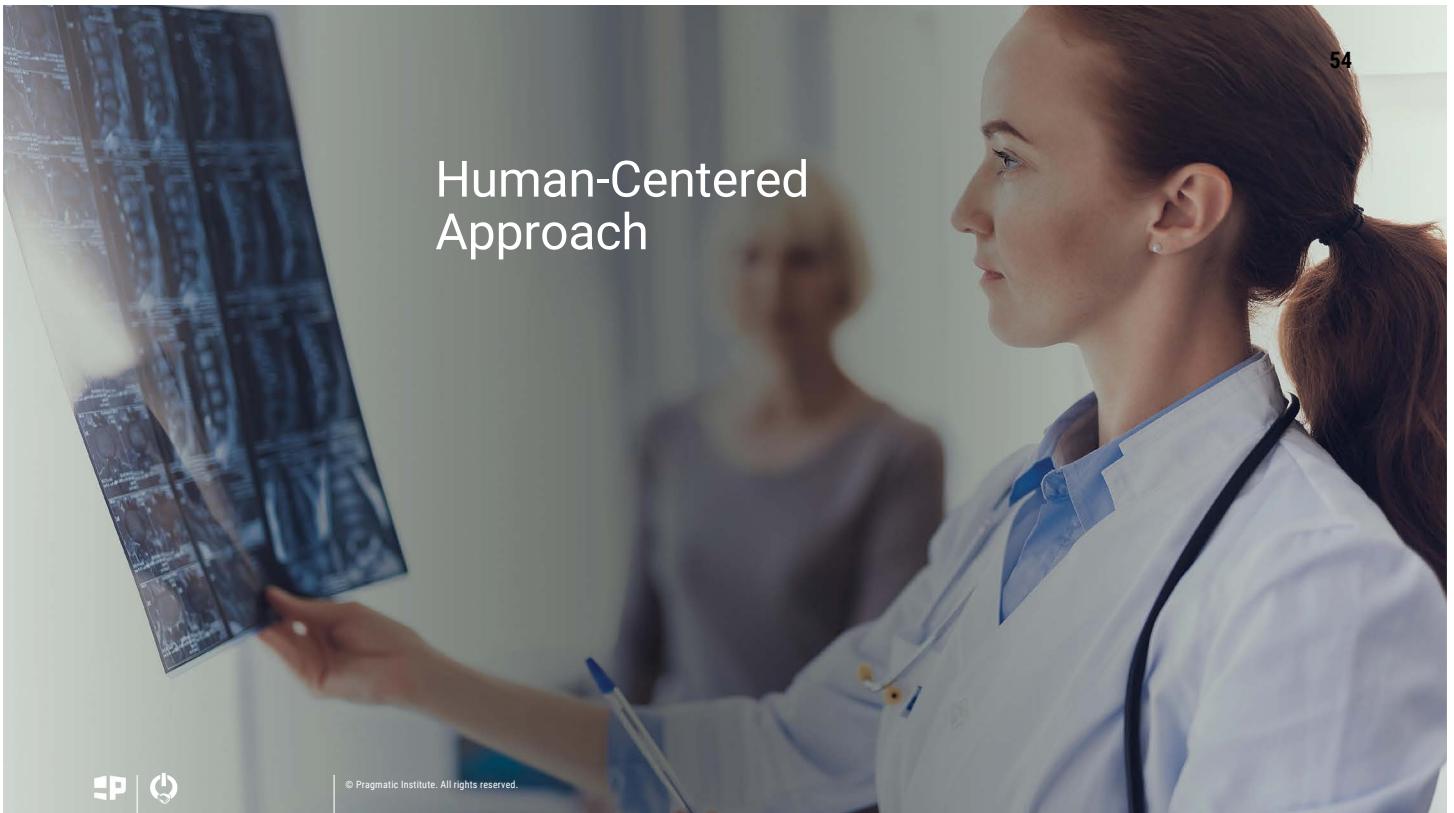
Capturing the Problem

PERSONA



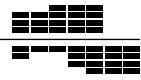
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Notes



Start with a Persona

- ▶ An archetype of potential users
- ▶ Represents actual patterns observed
- ▶ Used to generate and evaluate potential solutions
- ▶ Build empathy within the organization



SD **7** User Persona



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Notes



Sarah Gordon

2nd year university student

Paying for college with financial aid and part-time job

"I want to make smart choices about my courses, so I can graduate on time and still get the most out of my college experience."



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Problems

- Navigating the university bureaucracy can be confusing and time-consuming
- She can't explore as many areas of study as she'd like, while still graduating on time
- Staying on top of tuition payments and financial aid form deadlines
- Making sure she masters her required courses, while still leaving time for social life, job, and interests
- Getting into the classes with the best professors can be difficult



Goals

- Choose a career path in which she can support herself and be happy
- Develop the skills she needs for her chosen career
- Graduate in four years
- Better communicate with her parents about what's happening financially and academically with the university
- Enjoy her learning experience



Background story

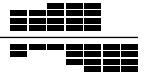
Sarah started university expecting to study medicine, but after her first year of school, she decided that wasn't the right path for her. She's considering concentrating in either psychology or business, and she wants to choose the right courses to leave her options open. While her parents are willing to support Sarah in her educational journey, she wants to graduate in four years, so that she doesn't place any additional financial burdens on them.



Behaviors

- Looks for morning classes so she can pick up afternoon hours at work
- Spends a lot of time researching her decisions, to make sure that she's making the right choices
- Not having a clear plan makes her a bit anxious
- Finds the aging systems for course selection bewildering, adding to her stress about staying on track

Notes



Add a Use Scenario

SUGGEST
A STORY

Register for courses needed to graduate

Once each term, Sarah must pick courses for the next term. She's trying to graduate on time, but it's difficult to analyze the choices and degree requirements—and she's chosen wrong before.



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With Frequency

HOW
OFTEN?



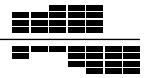
Register for courses needed to graduate

Once each term, Sarah must pick courses for the next term. She's trying to graduate on time, but it's difficult to analyze the choices and degree requirements—and she's chosen wrong before.



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Notes



Name the Problem



Register for courses needed to graduate

A HELPFUL SHORTHAND REFERENCE

Once each term, Sarah must pick courses for the next term. She's trying to graduate on time, but it's difficult to analyze the choices and degree requirements—and she's chosen wrong before.



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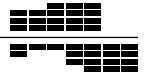
Register for courses needed to graduate

Once each term, Sarah must pick courses for the next term. She's trying to graduate on time, but it's difficult to analyze the choices and degree requirements—and she's chosen wrong before.



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Notes



Articulate problems
from the persona's
point of view.



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Notes

A Poorly Articulated Problem

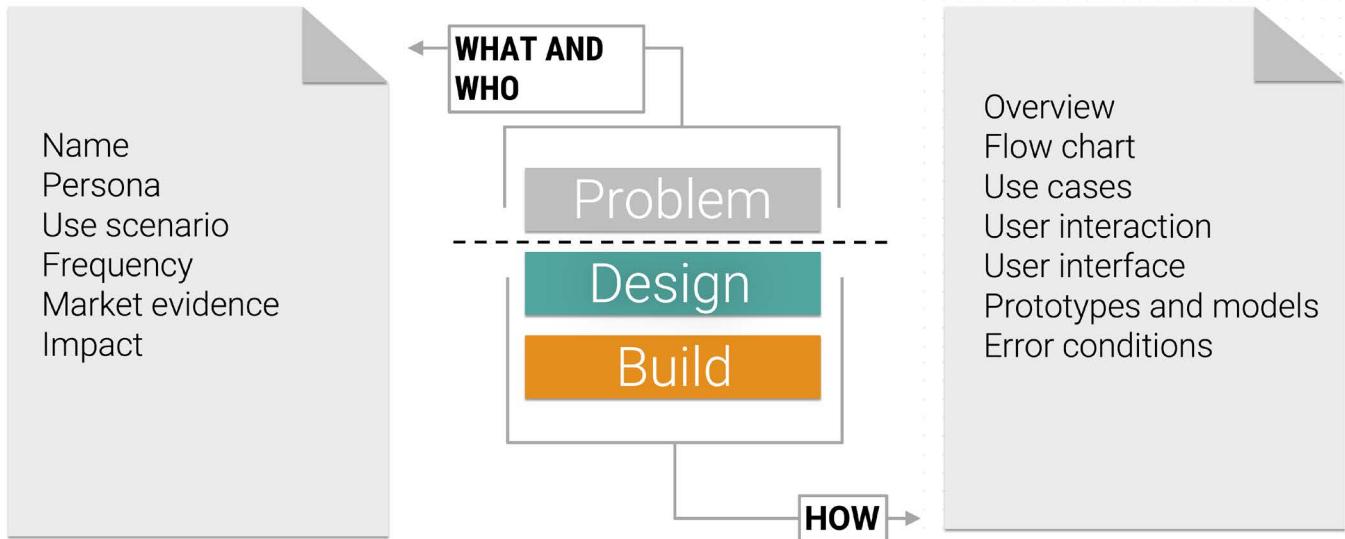
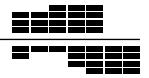


As a student, I want to browse through possible classes so that I can click the ones that best conform to my schedule.



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Notes



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Notes

WORDS TO AVOID

User-friendly
Adequate Scalable And/or Etc.

Adaptable
Flexible
Rapidly, quickly or fast
ASAP

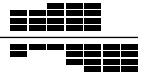
TBD

Fault tolerant

Maximize, minimize,
optimize (any "ize" word)AVOID
AMBIGUOUS
TERMS

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Notes



What if **Sarah** doesn't know how to use a browser?

No one will ever do this, but what if they did?

WHAT IF

What if **someone** doesn't know how to use a mouse?

What if **someone** doesn't know that it needs electricity?

WHAT IF

WHAT IF

WHAT IF



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Notes

STATISTICAL ANOMALIES

Yes, anything is
POSSIBLE, but is it
PLAUSIBLE?

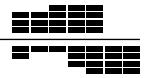
Will your persona do it?

IP | Q

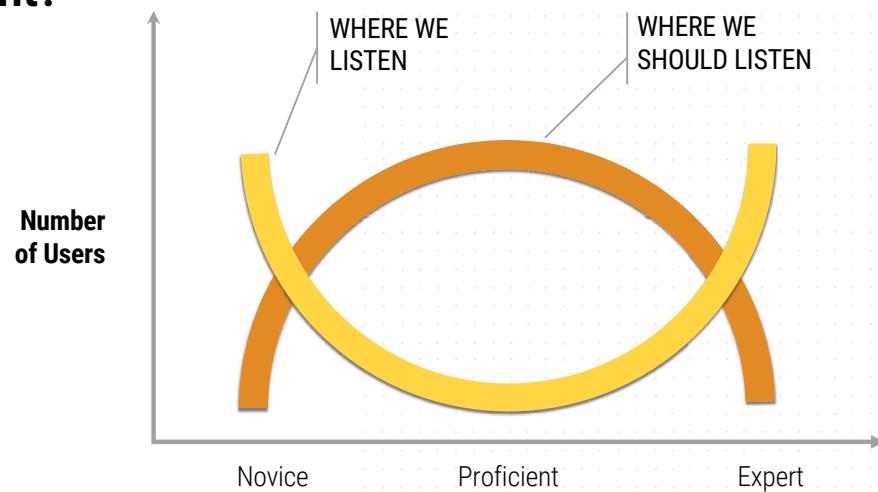
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66 66

Notes



Who is significant?



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Notes

Clarify with Context

Provide the team with

MORE
CONTEXT

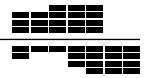


Name
Persona
Use scenarios
Frequency



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Notes



Context Drives Design

Jon,
Associate
Professor



TA Quality Problems

Once a year, students assigned to a particular teaching assistant drop, withdraw or fail at a rate higher than the target assigned by the administration. Jon must be aware of this in order to address the issue.



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Notes

Context Drives Design

Cheryl,
Student
Adviser



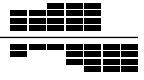
Student Risk Review

Once each week, Cheryl needs to identify her at-risk students by reviewing the current drop, withdrawal and fail occurrences.



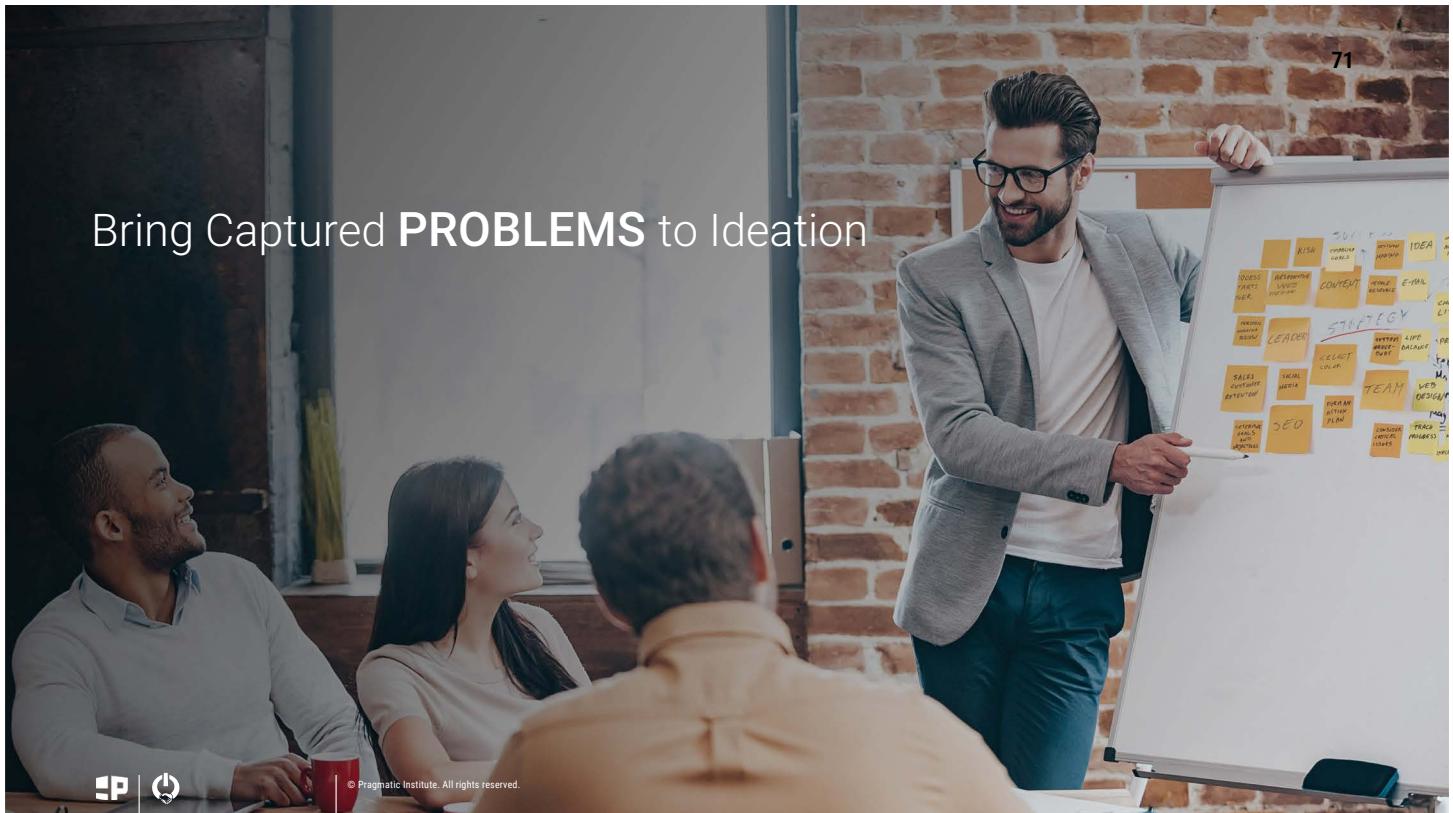
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Notes



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Bring Captured **PROBLEMS** to Ideation



Notes

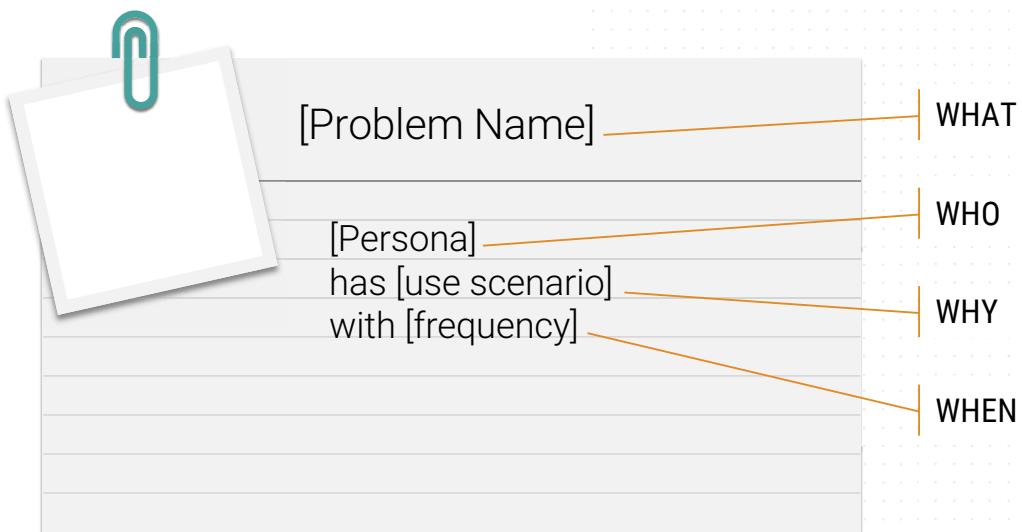
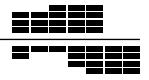


Context drives innovation.



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Notes



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Notes

Activity



Using the new method you've learned, articulate 3–4 problems that Sarah may experience.

Sarah Gordon

2nd-year university student
Paying for college with financial aid and part-time job

Want to make smart choices about my courses, so I can graduate on time and still get the most out of my college experience!

Problems

- Managing the university bureaucracy can be confusing and time-consuming
- She can't explore as many areas of study as she'd like, because she has to take the required courses for her major
- Stringing up top tuition payments and financial aid forms can be overwhelming
- Making sure she registers her required courses, while still taking electives that interest her, can be difficult
- Getting into the classes with the best professors can be difficult

Goals

- Choose a career path in which she can support herself and others in her family
- Develop the skills she needs for her chosen career
- Graduate in four years
- Find a job after graduation that pays well and offers her the same opportunities she had in college
- Enjoy her learning experience

Background story

- Problem 1
- Problem 2
- Problem 3
- Problem 4

Capturing the Problem Worksheet

PERSONA _____ PROBLEM NAME _____

USE SCENARIO (detailed description of the problem, including frequency)

MARKET EVIDENCE (if any)

PERSONA _____ PROBLEM NAME _____

USE SCENARIO (detailed description of the problem, including frequency)

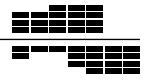
MARKET EVIDENCE (if any)

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SD 9 Capturing the Problem



Notes



Action Plan



ARTICULATE PROBLEMS

Action Items

- Familiarize yourself with your organization's personas (or create one if they don't exist)
- Articulate a few problems from your problem backlog by combining context and persona.

Action Items

- Familiarize yourself with your organization's personas (or create one if they don't exist)
- Articulate a few problems from your problem backlog by combining context and persona.

Articulate Problems

Questions to consider:

- How can I bring the context of the market to my team?
- Does my team have a connection to the users of my product?
- What is driving my product's design today?

Prioritize Effectively

Actions to take:

- Add prioritization criteria to the priority problems you articulated in the previous task.
- Re-prioritize according to your criteria. Consider how that would affect your stakeholder and customer representation.

Questions to consider:

- What method am I using today to prioritize work for my team?
- Do I feel like I'm balancing the requests of my stakeholders with the needs of the market?
- What additional information is important to consider when prioritizing for my organization?

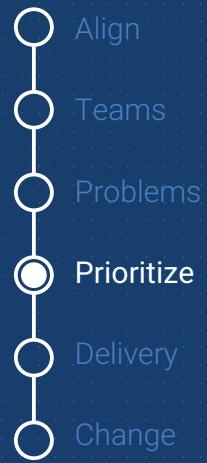
SD 2 Action Plan

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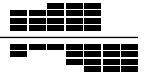
Notes

Prioritize Effectively



80

Notes



Prioritization Methods that Don't Work

- High/Medium/Low
- Must Have/Should Have/Nice to Have
- Essential/Conditional/Optional
- Hours/Days
- Mandatory/Desirable/Optional
- 1, 2, 3, etc.
- Employee voting



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Notes

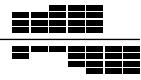
Prioritize Problems

- Use facts, not opinions
- Use common sense
- Use market evidence to show pervasiveness
- Define a scale for impact to the market
- Create a formula that aligns with strategy



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Notes



Prioritize

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Use Market Data to Set Priority

Register for courses needed to graduate

Once each term, Sarah must pick courses for the next term. She's trying to graduate on time, but it's difficult to analyze the choices and degree requirements—and she's chosen wrong before.

||||| || | #

MARKET EVIDENCE PROBLEM IMPACT



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Notes

Prioritize

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Market Evidence

How many times
have we seen it?
[or]
What percentage
experience it?

Register for courses needed to graduate

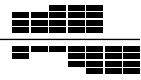
Once each term, Sarah must pick courses for the next term. She's trying to graduate on time, but it's difficult to analyze the choices and degree requirements—and she's chosen wrong before.

||||| || | #



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Notes



Problem Impact

How bad is it for the market? [or]

How bad is it if we don't address it?



Register for courses needed to graduate

Once each term, Sarah must pick courses for the next term. She's trying to graduate on time, but it's difficult to analyze the choices and degree requirements—and she's chosen wrong before.

||||| ||||| ||| #



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Notes

Prioritize Problems



Register for courses needed to graduate

How would this align with your product strategy?

Once each term, Sarah must pick courses for the next term. She's trying to graduate on time, but it's difficult to analyze the choices and degree requirements—and she's chosen wrong before.

||||| ||||| |||

#

PROBLEM IMPACT

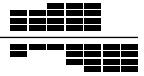
- 5 - Evaluators:
Minimum purchase criteria
- 4 - Potentials:
Lose time or money
- 3 - Customers:
Difficult to achieve primary goal
- 2 - Customers:
Difficult to achieve subordinate goal
- 1 - Other:
Not in target market segment

SD 13 Prioritization



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Notes



Prioritize Problems



Register for courses needed to graduate

Once each term, Sarah must pick courses for the next term. She's trying to graduate on time, but it's difficult to analyze the choices and degree requirements—and she's chosen wrong before.

||||| ||||| |||

#

Or maybe this?

PROBLEM IMPACT

- 5 – Affects profits
- 4 – Affects productivity
- 3 – Affects satisfaction
- 2 – Affects comfort
- 1 – Nominal impact



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Notes

Prioritize

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Problem Impact

 A photo of a young woman with long brown hair, smiling, attached to a clipboard with a green paperclip.

Register for courses needed to graduate

Once each term, Sarah must pick courses for the next term. She's trying to graduate on time, but it's difficult to analyze the choices and degree requirements—and she's chosen wrong before.

MARKET EVIDENCE



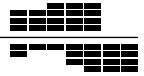
4

PROBLEM IMPACT

[Market Evidence] **X** [Problem Impact] = Priority


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Notes



Market Problems Table			Evidence	Impact	Priority
Persona	Problem Name				
Sarah	Register for courses needed to graduate		17	4	68
Sarah	Schedule classes online		21	3	63
Sarah	Keep my information private		10	5	50
Sarah	Tour campus using my phone		1		
Mom & Dad	Keep our finances private		24	4	96
Sarah	Buy supplies and books for class				
Sarah	Need to remember to pay tuition				
Mom & Dad	Find the right information to apply				
Sarah	See my grades				
Sarah	Friends & family want to give tuitions				
Sarah	Find most qualified professor				
Sarah	Notes from missed classes				
Sarah	Find out whether my tuition's been paid				
Sarah	Wondering about switching majors				
Sarah	Don't remember my class reading				
Sarah	Find nearby restaurants that accept my tuition				
Sarah	Looking for the easiest professors				

Register for courses needed to graduate



Once each term, Sarah must pick courses for the next term. She's trying to graduate on time, but it's difficult to analyze the choices and degree requirements—and she's chosen wrong before.



4



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SD 14

Market Problems Table

Notes

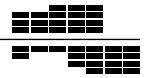
LIST ALL
PROBLEMS

Market Problems Table					
Persona	Problem Name	Evidence	Impact	Priority	
Sarah	Register for courses needed to graduate	17	4	68	
Sarah	Schedule classes online	21	3	63	
Sarah	Keep my information private	10	5	50	
Mom & Dad	Keep our finances private	24	4	96	
Sarah	Buy supplies and books for class	6	2	12	
Sarah	Robotic faculty adviser	0	2	0	
Sarah	Need to remember to pay tuition	19	4	76	
Mom & Dad	Find the right information to apply for financial aid	16	4	64	
Sarah	See my grades	27	2	54	
Sarah	Friends & family want to give tuition as a gift	15	3	45	
Sarah	Find most qualified professor	14	3	42	
Sarah	Notes from missed classes	21	2	42	
Sarah	Find out whether my tuition's been paid	18	2	36	
Sarah	Wondering about switching majors	10	2	29	
Sarah	Don't remember my class reading assignment	14	2	28	
Sarah	Find nearby restaurants that accept meal plan	11	2	22	
Sarah	Skipping for the easier professor	1	2	2	



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Notes



Evidence \times Impact = Priority

Market Problems Table

Persona	Problem Name	Evidence	Impact	Priority
Mom & Dad	Keep our finances private	24	4	96
Sarah	Need to remember to pay tuition	19	4	76
Sarah	Register for courses needed to graduate	17	4	68
Mom & Dad	Find the right information to apply for financial aid	16	4	64
Sarah	Schedule classes online	21	3	63
Sarah	See my grades	27	2	54
Sarah	Keep my information private	10	5	50
Sarah	Friends & family want to give tuition as a gift	15	3	45
Sarah	Notes from missed classes	21	2	42
Sarah	Find most qualified professor	14	3	42
Sarah	Find out whether my tuition's been paid	18	2	36
Sarah	Wondering about switching majors	10	2	29
Sarah	Don't remember my class reading assignment	14	2	28
Sarah	Find nearby restaurants that accept meal plan	11	2	22
Sarah	Buy supplies and books for class	6	2	12
Sarah	Looking for the easiest professor	1	2	2



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Notes

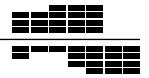
Insert new items in priority order

Market Problems Table				
Persona	Problem Name	Evidence	Impact	Priority
Mom & Dad	Keep our finances private	24	4	96
Sarah	Need to remember to pay tuition	19	4	76
Sarah	Register for courses needed to graduate	17	4	68
Mom & Dad	Find the right information to apply for financial aid	16	4	64
Sarah	Schedule classes online	21	3	63
Sarah	See my grades	27	2	54
Sarah	Keep my information private	10	5	50
Sarah	Friends & family want to give tuition as a gift	15	3	45
Sarah	Notes from missed classes	21	2	42
Sarah	Find most qualified professor	14	3	42
Sarah	Find out whether my tuition's been paid	18	2	36
Sarah	Wondering about switching majors	10	2	29
Sarah	Don't remember my class reading assignment	14	2	28
Sarah	Find nearby restaurants that accept meal plan	11	2	22
Sarah	Buy supplies and books for class	6	2	12
Sarah	Looking for the easiest professor	1	2	2
Sarah	both	0	2	0
Sarah	cult	0	2	0
Sarah	advise	0	2	0



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Notes



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Market Problems Table					
Persona	Problem Name	Evidence	Impact	Priority	
Sarah	Tour campus using my phone	1	99999	99999	
Mom & Dad	Keep our finances private	24	4	96	
Sarah	Need to remember to pay tuition	19	4	76	
Sarah	Register for courses needed to graduate	17	4	68	
Mom & Dad	Find the right information to apply for financial aid	16	4	64	
Sarah	Schedule classes online	21	3	63	
Sarah	See my grades	27	2	54	
Sarah	Keep my information private	10	5	50	
Sarah	Friends & family want to give tuition as a gift	15	3	45	
Sarah	Notes from missed classes	21	2	42	
Sarah	Find most qualified professor	14	3	42	
Sarah	Find out whether my tuition's been paid	18	2	36	
Sarah	Wondering about switching majors	10	2	29	
Sarah	Don't remember my class reading assignment	14	2	28	
Sarah	Find nearby restaurants that accept meal plan	11	2	22	
Sarah	Buy supplies and books for class	6	2	12	
Sarah	Looking for the easiest professor	1	2	2	

Sometimes you
have to force
a priority



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Notes

Another Approach

BUYING CRITERIA

Create compelling content to attract new customers

USING CRITERIA

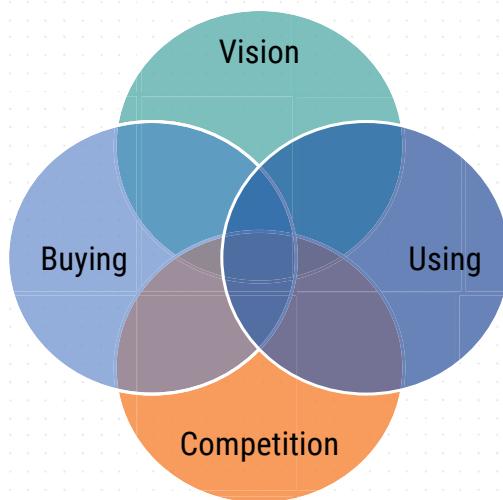
Motivate existing customers to expand their use or upgrade

VISION CRITERIA

Execute toward long-term strategic vision

COMPETITIVE CRITERIA

Make the competition irrelevant

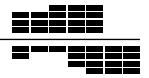


$$\text{Priority} = \text{Evidence} \times \text{Impact} \times (B+U+V+C)$$



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Notes



MULTIPLIERS

Market Problems Table								
Persona	Problem Name	Evidence	Impact	B	U	C	V	Priority
Sarah	Tour campus using my phone	1	99999	●				99999
Mom & Dad	Keep our finances private	24	4	●	●		●	384
Sarah	Need to remember to pay tuition	19	4	●	●		●	304
Sarah	Register for courses needed to graduate	17	4	●	●		●	272
Mom & Dad	Find the right information to apply for financial aid	16	4	●	●			192
Sarah	Schedule classes online	21	3	●	●	●		126
Sarah	See my grades	27	2	●	●			162
Sarah	Keep my information private	10	5	●				100
Sarah	Friends & family want to give tuition as a gift	15	3	●				90
Sarah	Find most qualified professor	14	3	●	●	●		84
Sarah	Notes from missed classes	21	2	●				42
Sarah	Find out whether my tuition's been paid	18	2	●	●			36



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Notes

Prioritize

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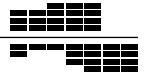
Always Maintain a Prioritized List

Market Problems Table				
Persona	Problem Name	Evidence	Impact	Priority
Sarah	Tour campus using my phone	1	99999	99999
Mom & Dad	Keep our finances private	24	4	96
Sarah	Need to remember to pay tuition	19	4	76
Sarah	Register for courses needed to graduate	17	4	68
Mom & Dad	Find the right information to apply for financial aid	16	4	64
Sarah	Schedule classes online	21	3	63
Sarah	See my grades	27	2	54
Sarah	Keep my information private	10	5	50
Sarah	Friends & family want to give tuition as a gift	15	3	45
Sarah	Notes from missed classes	21	2	42
Sarah	Find most qualified professor	14	3	42
Sarah	Find out whether my tuition's been paid	18	2	36
Sarah	Wondering about switching majors	10	2	29
Sarah	Don't remember my class reading assignment	14	2	28
Sarah	Find nearby restaurants that accept meal plan	11	2	22
Sarah	Buy supplies and books for class	6	2	12
Sarah	Looking for the easiest professor	1	2	2



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Notes



Additional Information

Market Problems Table				
Persona	Problem Name	Evidence	Impact	Priority
Sarah	Tour campus using my phone	1	99999	99999
Mom & Dad	Keep our finances private	24	4	96
Sarah	Need to remember to pay tuition	19	4	76
Sarah	Register for courses needed to graduate	17	4	68
Mom & Dad	Find the right information to apply for financial aid	16	4	64
Sarah	Schedule classes online	21	3	63
Sarah	See my grades	27	2	54
Sarah	Keep my information private	10	5	50
Sarah	Friends & family want to give tuition as a gift	15	3	45
Sarah	Notes from missed classes	21	2	42
Sarah	Find most qualified professor	14	3	42
Sarah	Find out whether my tuition's been paid	18	2	36
Sarah	Wondering about switching majors	10	2	29
Sarah	Don't remember my class reading assignment	14	2	28
Sarah	Find nearby restaurants that accept meal plan	11	2	22
Sarah	Buy supplies and books for class	6	2	12
Sarah	Looking for the easiest professor	1	2	2

- 
- ▶ Source of request
 - ▶ Market segment
 - ▶ Metrics



Notes

Prioritize

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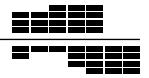
What prioritization method aligns with your strategy?

SD 13 Prioritization



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Notes



A simple and objective prioritization system beats emotions and politics.



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Notes

Action Plan



PRIORITIZE EFFECTIVELY

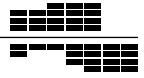
Action Items

- Add prioritization criteria to the priority problems you articulated in the previous unit
- Re-prioritize according to your criteria. Consider how that would affect your stakeholder and customer expectations

SD 2 Action Plan



Notes

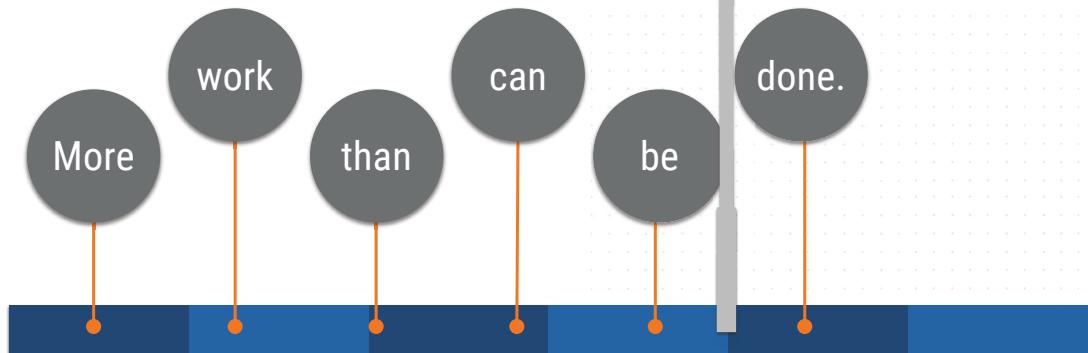


Optimize Delivery



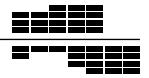
Notes

The Typical Schedule



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Notes



| Delivery

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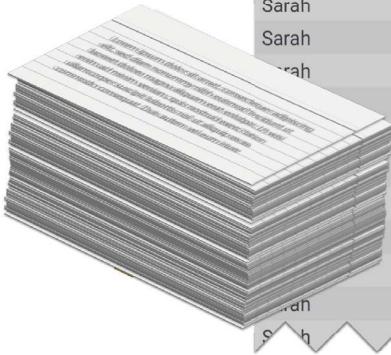
How can we ensure a release people will embrace?



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Notes

Prioritized List

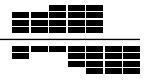


Market Problems Table				
Persona	Problem Name	Evidence	Impact	Priority
Mom & Dad	Keep our finances private	24	4	96
Sarah	Need to remember to pay tuition	19	4	76
Sarah	Register for courses needed to graduate	17	4	68
Mom & Dad	Find the right information to apply for financial aid	16	4	64
Sarah	Schedule classes online	21	3	63
Sarah	See my grades	27	2	54
Sarah	Keep my information private	10	5	50
Sarah	Friends & family want to give tuition as a gift	15	3	45
Sarah	Notes from missed classes	21	2	42
Sarah	Find most qualified professor	14	3	42
Sarah	Find out whether my tuition's been paid	18	2	36
Sarah	Wondering about switching majors	10	2	29
Sarah	Don't remember my class reading assignment	14	2	28
Sarah	Find nearby restaurants that accept meal plan	11	2	22
Sarah	Buy supplies and books for class	6	2	12
Sarah	Looking for the easiest professor	1	2	2

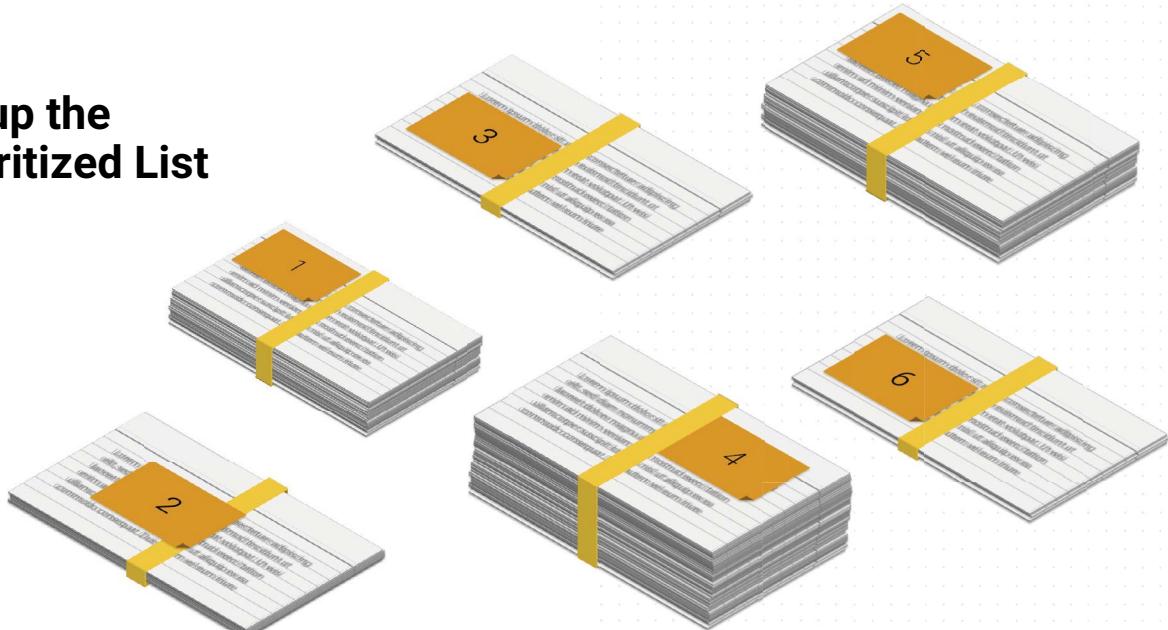


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Notes



Group the Prioritized List

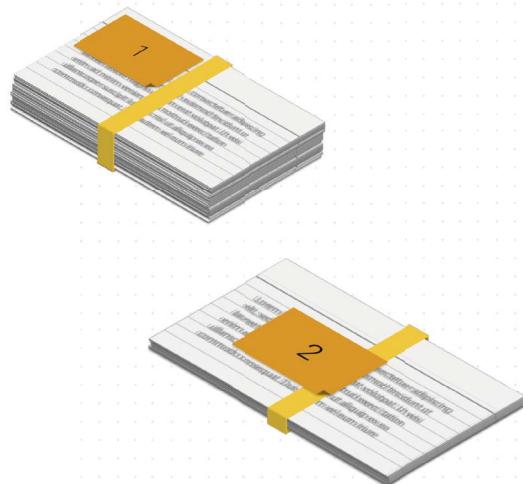


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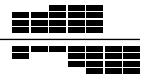
Create a Theme

- ▶ Target a persona
- ▶ Meet a product goal
- ▶ Implement a technical decision
- ▶ Execute a strategy
- ▶ Align with roadmap
- ▶ Target a metric



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Notes



Deliver 100% of
something, not 70%
of everything.



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Notes

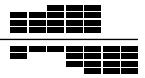
Shape the Release

	A	B	C	D	E	F	G	K	L	M	N
1	Problem Name	Persona	Market Evidence	Customer Impact	Priority	Group	Group Order	LEGEND			
2	Tour campus using my phone	Sarah	1	99999	99999	Contract	1	Customer Impact			
3	Keep our finances private	Parents	24	4	96	Financial aid	2	5 – Affects [customer] profits			
4	Find info to apply for financial aid	Parents	16	4	64	Financial aid	2	4 – Affects productivity			
5	Keep my information private	Sarah	10	4	40	Financial aid	2	3 – Affects satisfaction			
6	Register for courses needed to graduate	Sarah	17	4	68	Scheduling	3	2 – Affects comfort			
7	Schedule classes online	Sarah	21	3	63	Scheduling	3	1 – Nominal impact			
8	Find most qualified professor	Sarah	14	3	42	Scheduling	3				
9	Looking for the easiest professor	Sarah	1	3	3	Scheduling	3				
10	Wondering about switching majors	Sarah	10	4	40	Scheduling	3				
11	Need to remember to pay tuition	Parents	19	5	95	Payment	4				
12	Friends & family want to give tuition gift	Sarah	15	3	45	Payment	4				
13	Find out whether my tuition's been paid	Sarah	18	4	72	Payment	4				
14											
15											



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Notes



Development input
helps planning

	A	B	C	D	E	F	G	H	I	J
1	Problem Name	Persona	Market Evidence	Customer Impact	Priority	Group	Group Order	Size	Diff	Conf
2	Tour campus using my phone	Sarah	1	99999	99999	Contract	1	S	L	M
3	Keep our finances private	Parents	24	4	96	Financial aid	2	M	M	H
4	Find info to apply for financial aid	Parents	16	4	64	Financial aid	2	S	L	H
5	Keep my information private	Sarah	10	4	40	Financial aid	2	M	M	H
6	Register for courses needed to graduate	Sarah	17	4	68	Scheduling	3	L	M	H
7	Schedule classes online	Sarah	21	3	63	Scheduling	3	M	M	L
8	Find most qualified professor	Sarah	14	3	42	Scheduling	3	L	H	L
9	Looking for the easiest professor	Sarah	1	3	3	Scheduling	3	L	M	M
10	Wondering about switching majors	Sarah	10	4	40	Scheduling	3	M	M	H
11	Need to remember to pay tuition	Parents	19	5	95	Payment	4	S	M	M
12	Friends & family want to give tuition gift	Sarah	15	3	45	Payment	4	S	L	H
13	Find out whether my tuition's been paid	Sarah	18	4	72	Payment	4	S	L	H

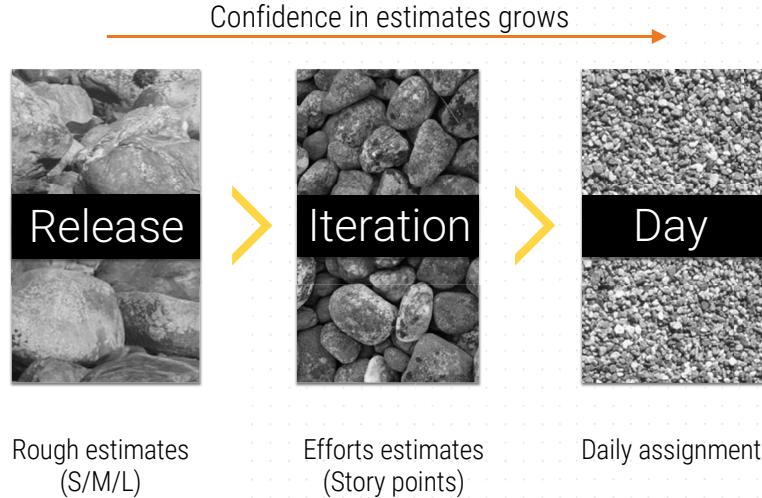


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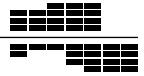
Development Estimates Evolve

Product management is available to answer questions at every step



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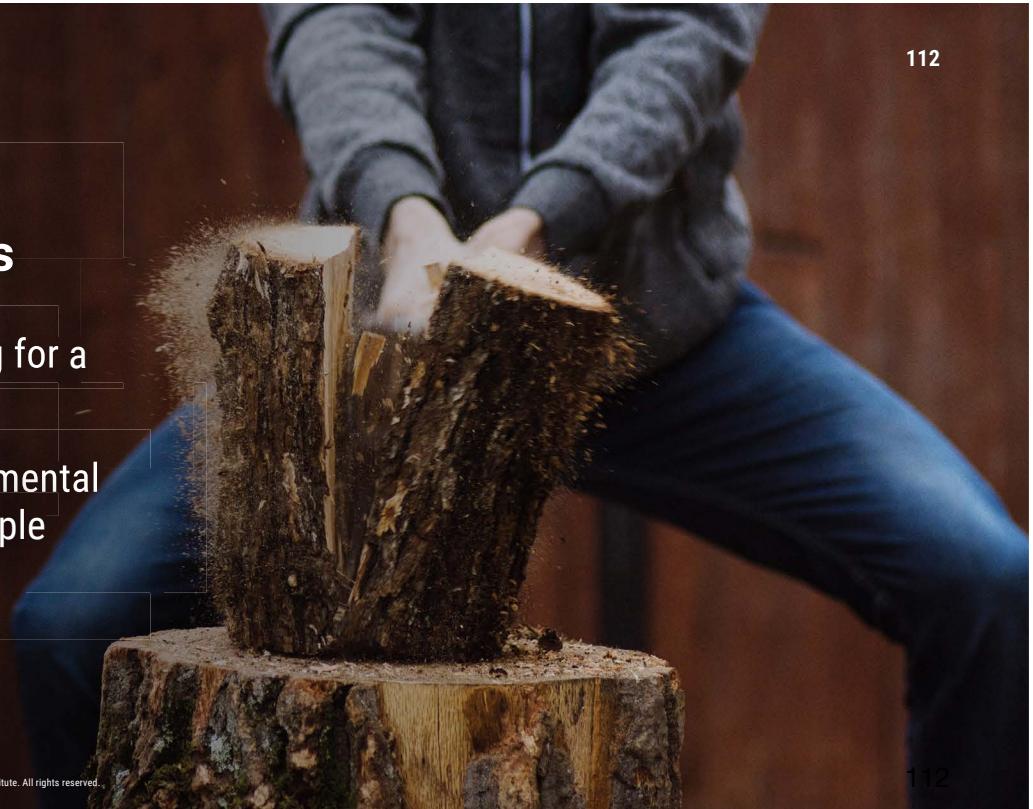


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Split Problems

If they're too big for a single release

To deliver incremental value over multiple releases



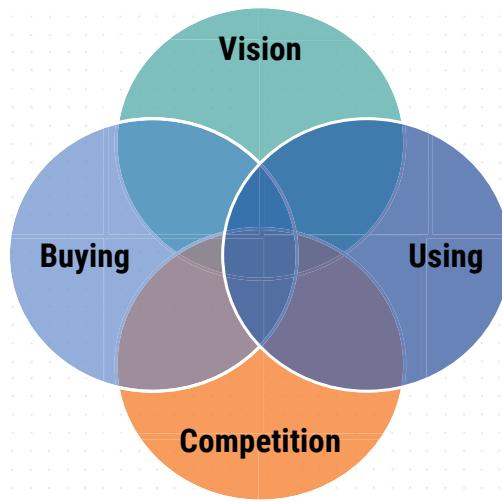
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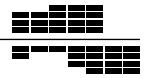
Make the Release Remarkable

- ▶ Create compelling content to attract new customers
 - **Buying criteria**
- ▶ Motivate existing customers to expand their use or upgrade
 - **Using criteria**
- ▶ Execute toward long-term strategic vision
 - **Vision criteria**
- ▶ Make the competition irrelevant
 - **Competitive criteria**

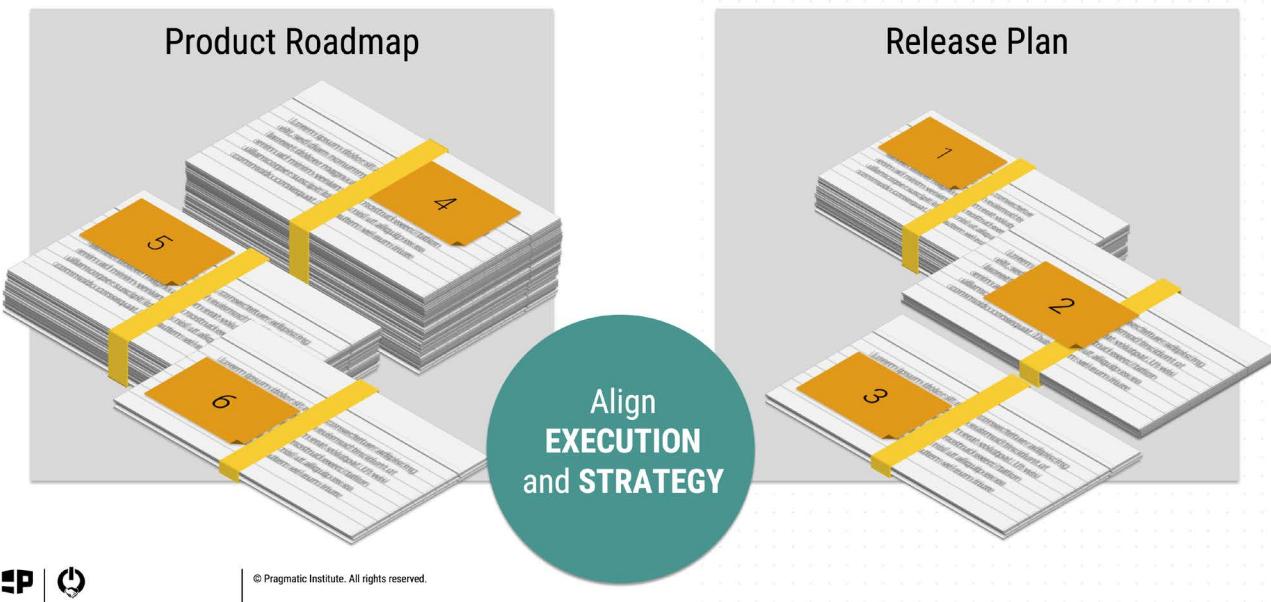


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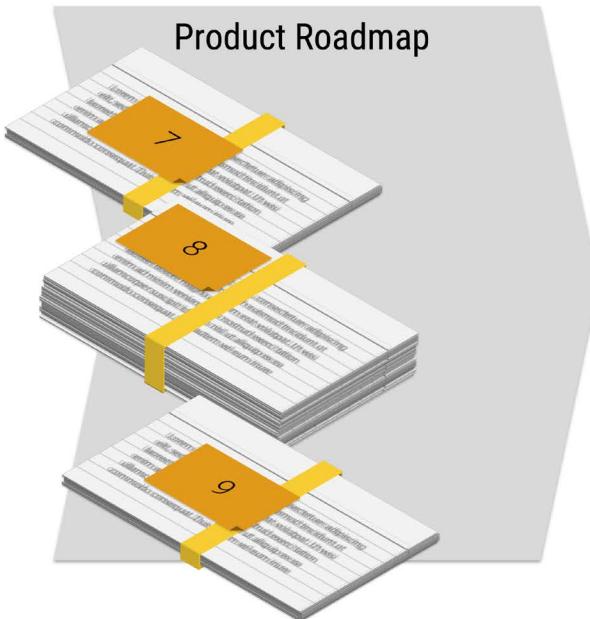
Notes



Groups Feed Roadmap and Releases

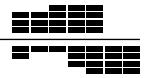


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Artifacts

- Positioning
- Product roadmap
- Release plan
- Iteration/Sprint plan and goal



Notes

Market Window

Works **TO** a date

DEVELOPMENT



Work backward
FROM a date

MARKETING

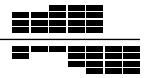
OPERATIONS

SALES

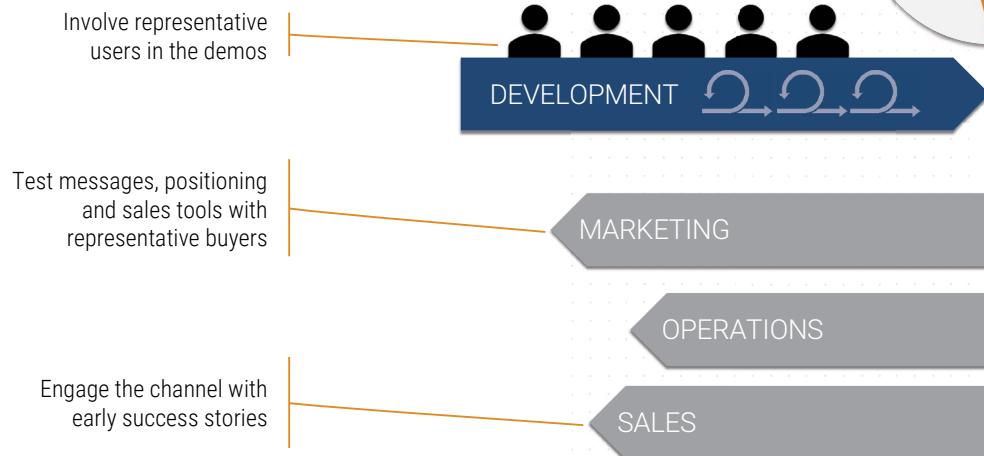


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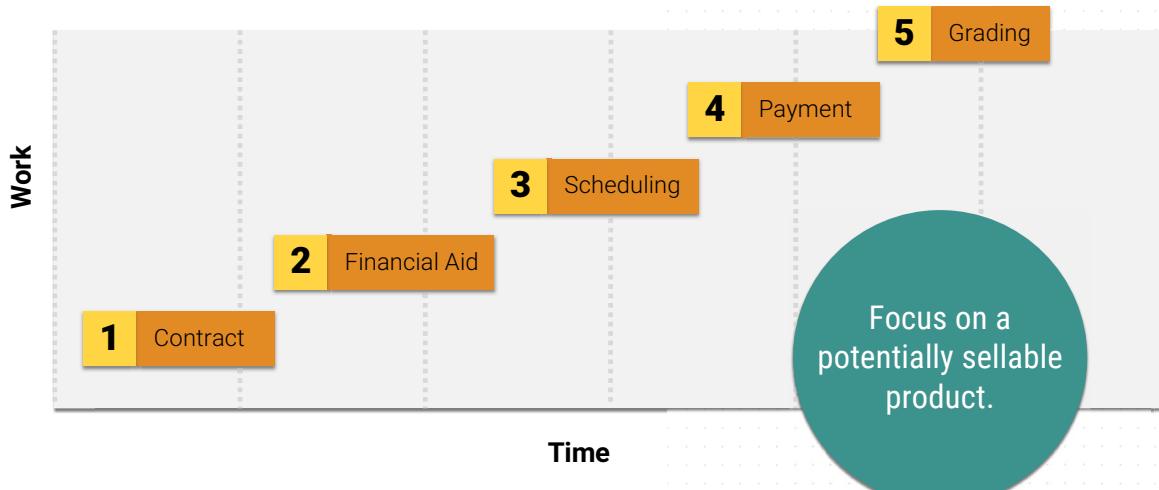


Opportunities for Market Feedback



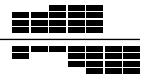
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Deliver 100% of Something Valuable

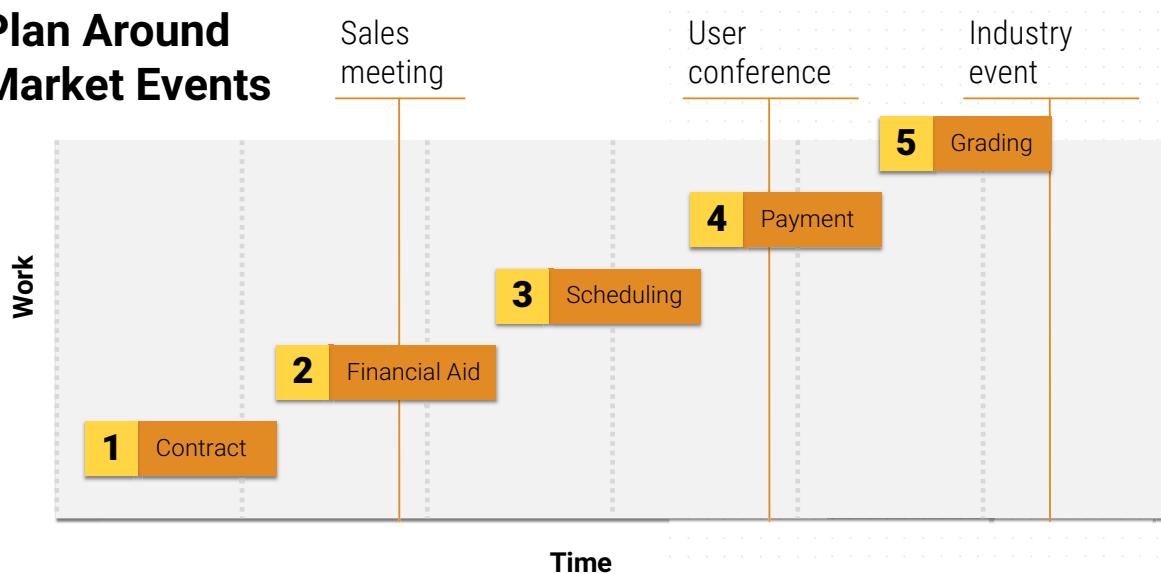


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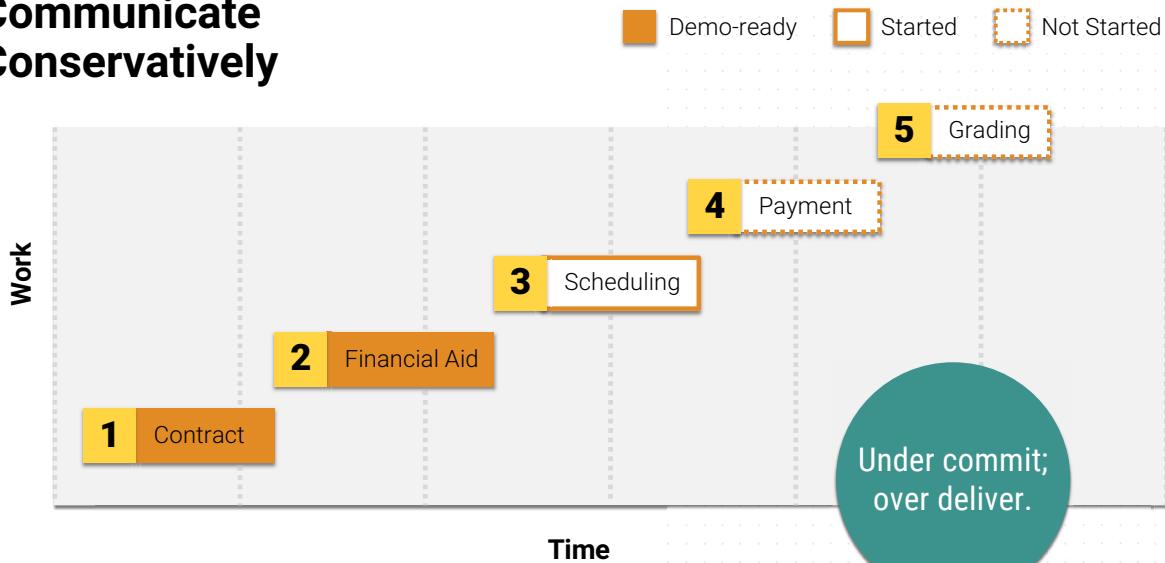
Plan Around Market Events



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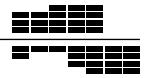
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Communicate Conservatively



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Commitments must reflect reality.



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Action Plan



OPTIMIZE DELIVERY

► Action Items

- Consider the problems you have articulated and prioritized. Is there a clear release theme that customers will embrace?
 - If so, articulate that theme
 - If not, articulate and prioritize other problems to build a release

Action Items

- Consider the problems you have articulated and prioritized. Is there a clear release theme that customers will embrace?
 - If so, articulate that theme
 - If not, articulate and prioritize other problems to build a release

Questions to consider

Do the releases my team currently do tell a story that customers can relate to? Am I delivering 100% of something, or 70% of everything? How am I considering the market when I determine my releases are critical?

Add your thoughts here...

Plan for Change

Action Items

- Create a plan to prepare for changes to the releases you planned in the last unit. How will you handle scope, schedule, effort, or resources?
- Gather feedback and data throughout the project to be discussed at the post-release retrospective.

Questions to consider

Are my releases more often detailed by time, scope or resources? How often have I delivered something that didn't meet the needs of the market? What changes have been proposed? What's been successful? What's been stuck?

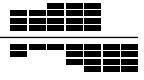
Add your thoughts here...

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SD 3 Action Plan



Notes



Plan for Change



Notes

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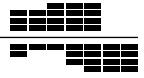
The nicest thing about not planning is that failure comes as a complete surprise and is not preceded by a period of worry and depression.”

—John Preston
Boston College



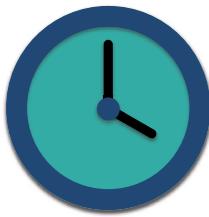
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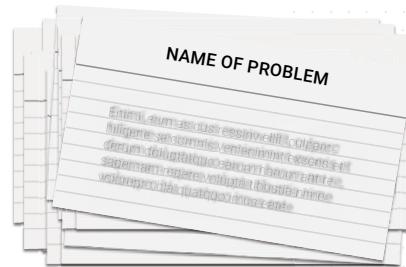


What will drive the plan?

SCHEDULE



SCOPE



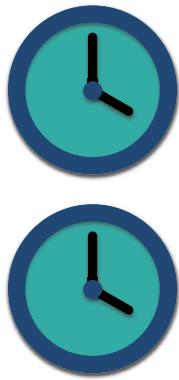
RESOURCES



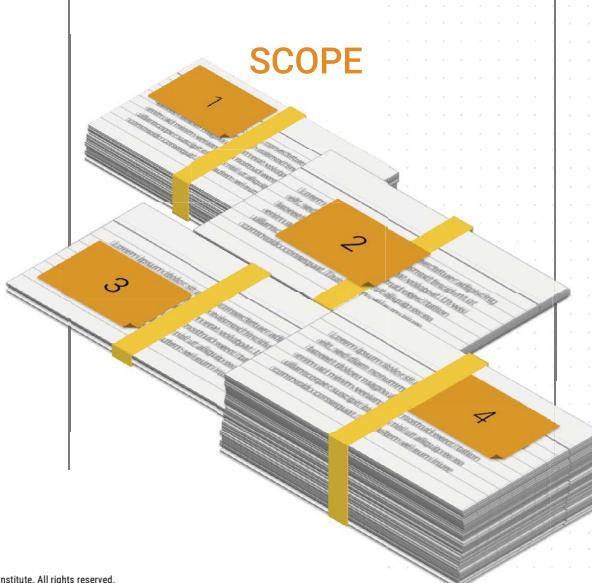
Notes

How will you deal with change?

SCHEDULE



SCOPE

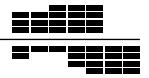


RESOURCES

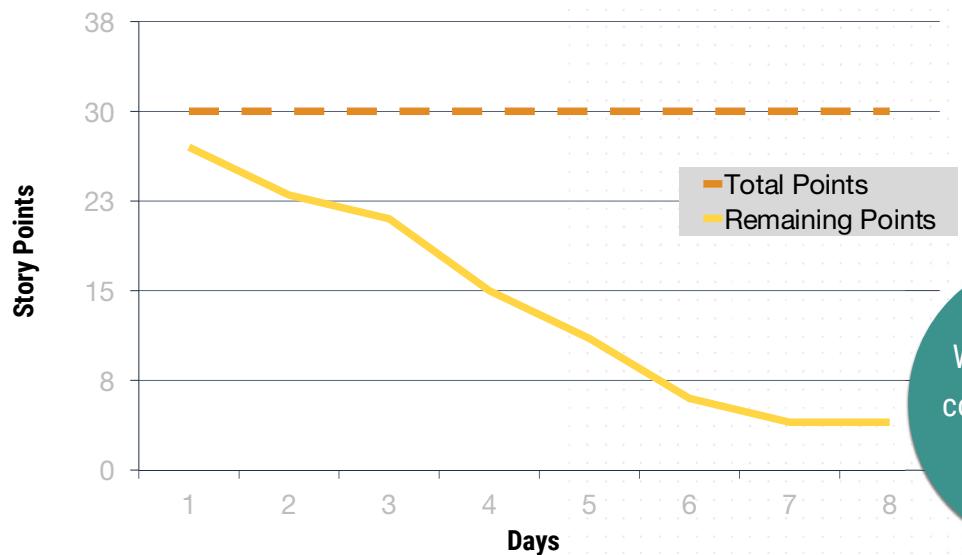


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Iteration Burndown



Will the work be completed during this cycle?

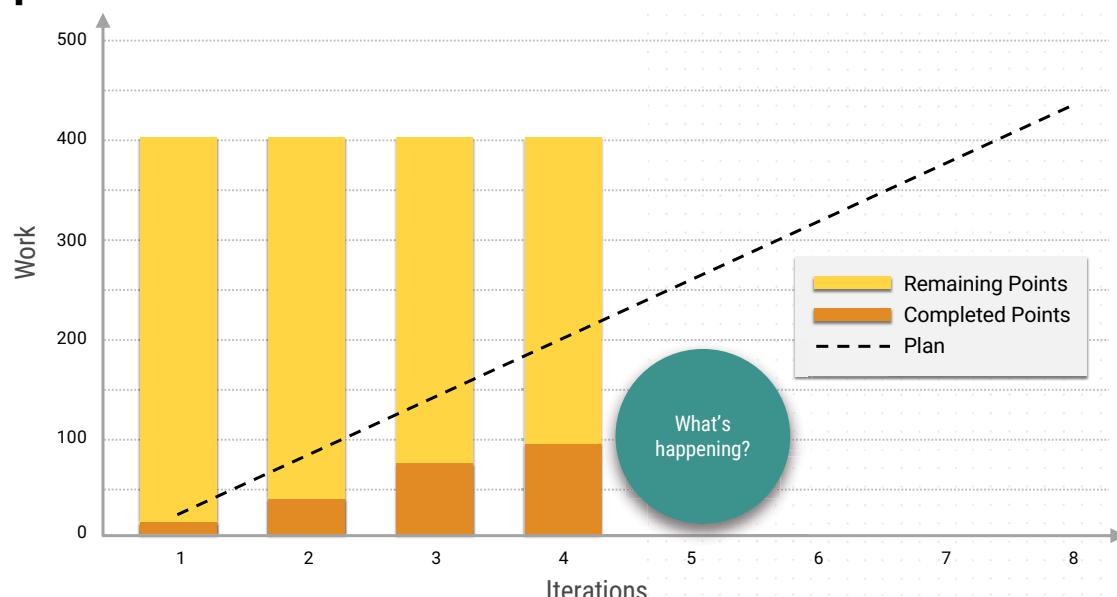


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Change

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Gap Between Actual and Plan



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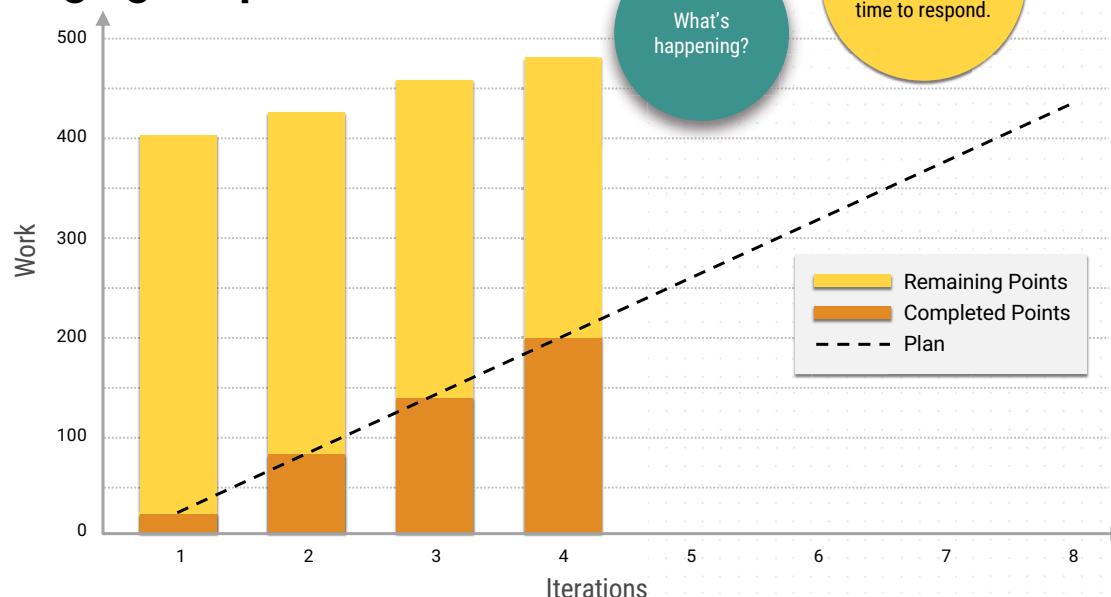
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Change

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Changing Scope

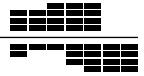


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Retrospective: Planned vs. Actual

Problem Name	Evidence	Impact	Priority	Agreed to	Delivered
Tour campus using my phone	1	99999	99999	✓	✓
Keep our finances private	24	4	96	✓	✓
Need to remember to pay tuition	19	4	76	✓	✓
Register for courses needed to graduate	17	4	68	✓	✓
Grades via Twitter	0	?	0	✗	✓
Find the right information to apply for financial aid	16	4	64	✓	✓
Schedule classes online	21	3	63	✓	✓
See my grades	27	2	54	✓	✓
Keep my information private	10	5	50	✓	✓
Friends and family want to give tuition as a gift	15	3	45	✓	✗
Support Sarah's browser issue from my own office	9	5	45	✓	✗
Find most qualified professor	14	3	42	✓	✓
Notes from missed classes	21	2	42	✓	✓
Find out whether my tuition's been paid	18	2	36	✓	✓
Looking for the easiest professor	11	3	33	✓	✓
Don't remember my class reading assignment	14	2	28	✓	✓
Find weekend activities at other colleges	23	1	23	✓	✓
Find nearby restaurants that accept meal plan	11	2	22	✓	✓
Wondering about switching majors	3	4	12	✓	✓
Buy supplies and books for class	6	2	12	✓	✓
Robotic faculty advisor	0	2	0		



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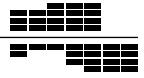
Retrospective: Roadmap

	This Year				Next Year		Beyond
	Q1	Q2	Q3	Q4	H1	H2	-
Contracts							
Project	SP1	Burger	Salmon	Steak			
Theme	Campus Living		Tech Support	Globalization			
Market	North America			Europe	Asia	Latin Am	
Persona Goals	Class Scheduling	Alerts	Live Chat	Localize: Monique, Rolf & Charles	Localize: Yin Lee & Jon-San	Localize: Jose	



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Effective Teams Reflect

What went right?
What are the barriers to success?
What went wrong?
What could we do better?

Retrospectives
are at every level
of planning.

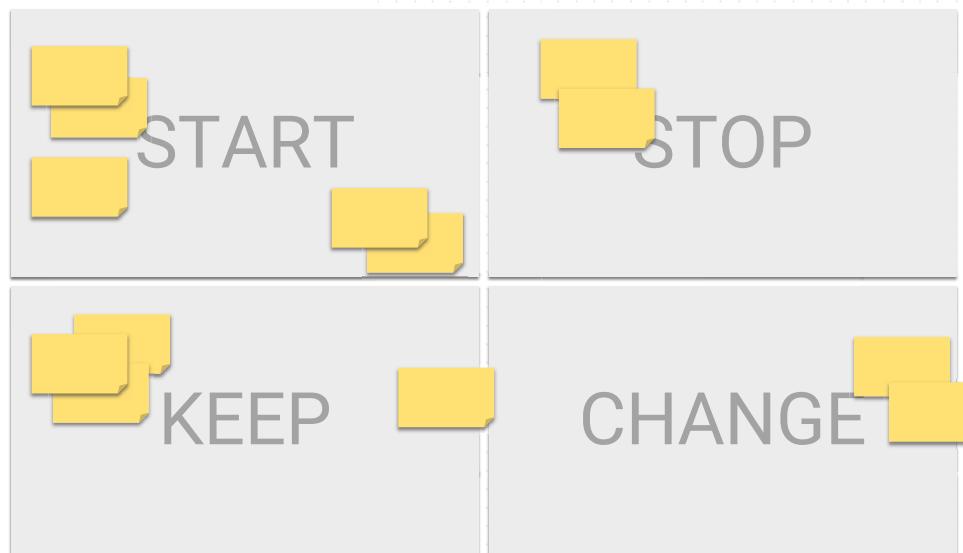


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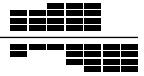
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Retrospective Worksheet



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“ Obstacles do not block the path.
They are the path.”

—Zen proverb



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Action Plan



PLAN FOR CHANGE

Action Items

- Create a plan to prepare for changes to the release you themed in the last unit. How will you handle changes to scope, time, or resources?
- Gather feedback and data throughout the project to be discussed at the post-release retrospective

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Action Plan

Optimize Delivery

Action Items

- Consider the problems you have articulated and how they relate to the market and where there might be opportunities. Are we including that theme? If not, how can we include it and prioritize other problems?

Questions to consider

- What are the challenges my team currently face? What am I delivering 100% of something, or 70% of many things? How am I considering the market when I determine my release schedule?

Plan for Change

Action Items

- Create a plan to prepare for changes to the release you themed in the last unit. How will you handle changes to scope, time, or resources?
- Gather feedback and data throughout the project to be discussed at the post-release retrospective.

Questions to consider

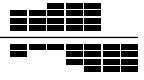
- Are my releases most often delayed by time, scope or resources? How often have I promised delivery of something that has not been delivered on time?
- What changes have been proposed in previous retrospectives that have been successfully implemented? What were the results?

Add your thoughts here ...

SD 3 Action Plan



Notes



Summary

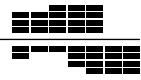
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Personas ...



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... Have Problems

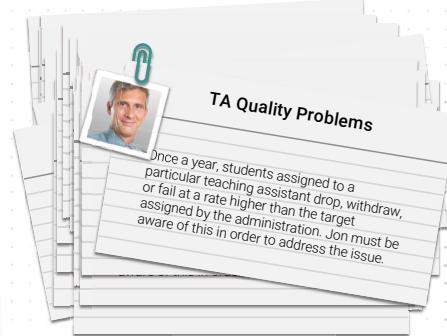


Register for courses needed to graduate

Once each term, Sarah must pick courses for the next term. She's trying to graduate on time, but it's difficult to analyze the choices and degree requirements—and she's chosen wrong before.

||||| |||||

4



TA Quality Problems

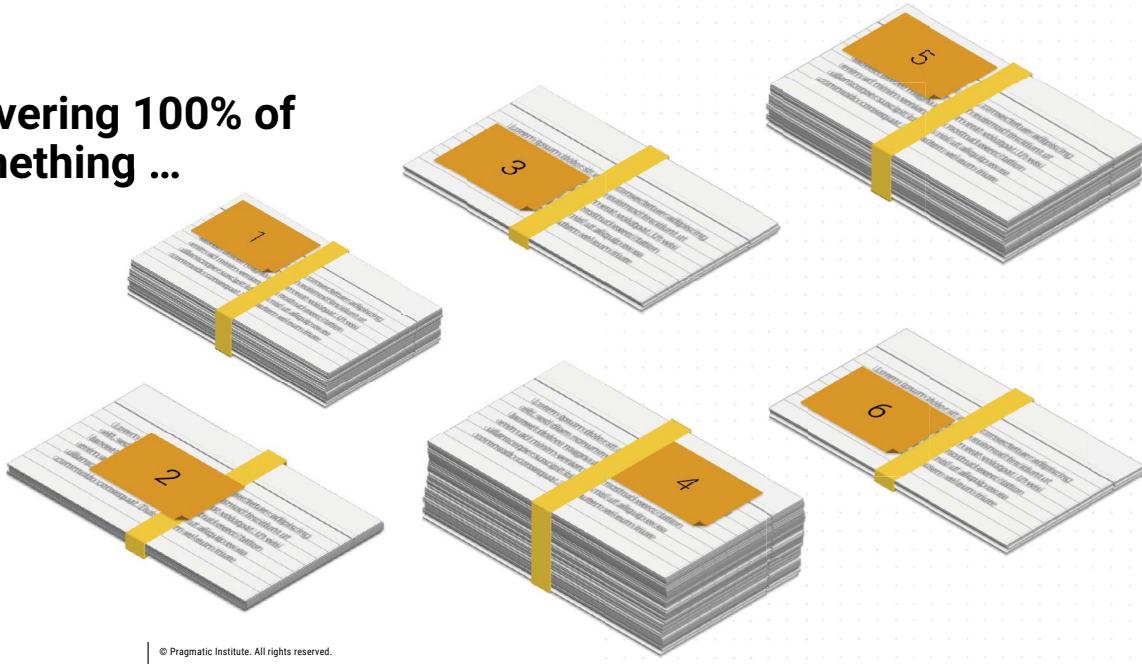
Once a year, students assigned to a particular teaching assistant drop, withdraw, or fail at a rate higher than the target assigned by the administration. Jon must be aware of this in order to address the issue.



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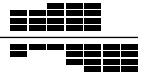
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Delivering 100% of Something ...

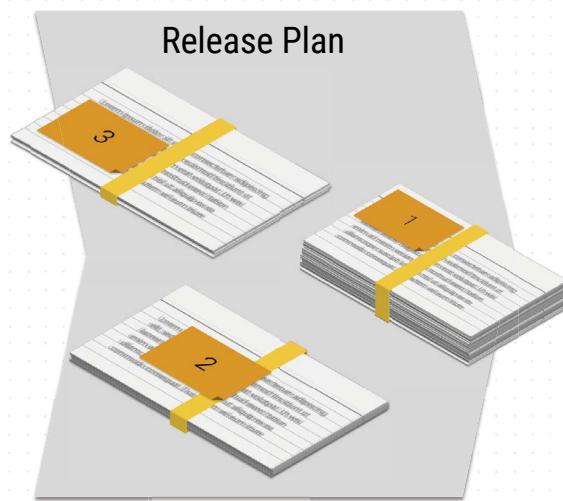
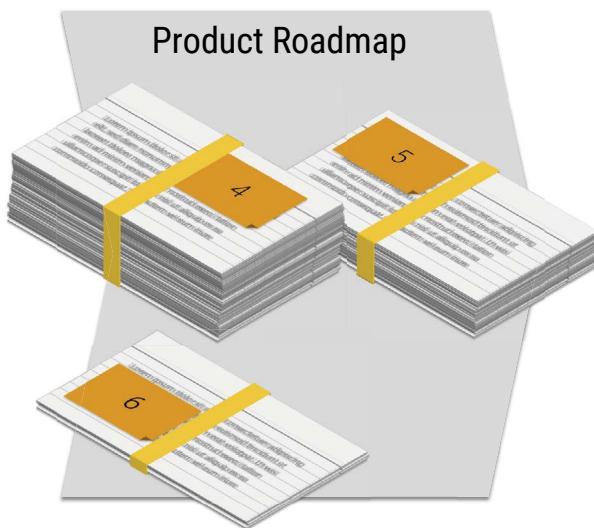


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... Focuses the Roadmap and Releases



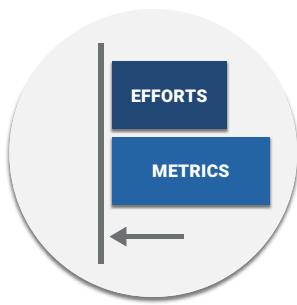
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Product Managers Who Do this Best ...

ALIGN

Align efforts to key metrics



COMMUNICATE

Communicate with stakeholders regularly



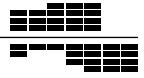
EMPOWER

Build effective teams with context and trust



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Teams that understand personas and their problems build remarkable products.



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What to do **NEXT** ...



Share context

Use your market knowledge to articulate personas and their problems for your team



Prioritize

Use impact and evidence to order your market problems table



Group release

Determine the product goal for this release and choose problems to solve for that goal



Manage your stakeholders

Identify and analyze your stakeholders and build a communication plan



Plan for change

Consider how you will mitigate risk to scope, time, and resources



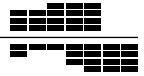
Above all, empower your team

Use working agreements to build trust and context to empower your team to build remarkable products



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Share your Pragmatic journey #IAmPragmatic



Pragmatic Office Hours

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