

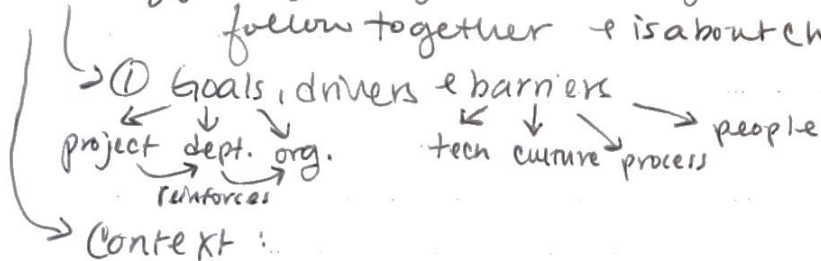
Collaborative Product Design Pt 2

Project Strategy

* The Strategy is at the beginning of the experience machine

⑤ The Strategic Landscape

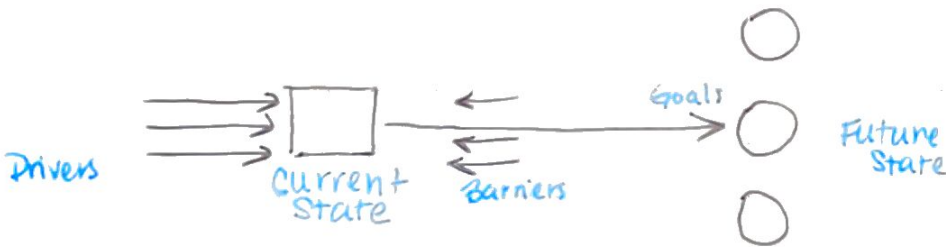
Strategy: single, bright line everyone in the org. can see, understand & follow together & is about change



① Why change? What's driving the change?

② Why haven't you changed? What barriers prevent change?

③ What will change? What concrete actions signal that change is a success?



Drivers explain the scope & scale of the organization's change

Barriers are ~~opposing~~ ^{opposing} forces preventing change

Goals explain how you believe you will navigate the context to arrive at a future state, doing this & expecting that.

* Projects can be in exploration mode or solution mode or fluctuate b/w the two

* Make sure goals "ladder up" from project → dept → org.

⑥ Identify Project Goals w/ Goal Mapping

• Goal Mapping: generate & group goals into themes & prioritize list of themes

↳ do this at the beginning of a project or when there are disagreements about how to accomplish something

<http://pxd.gd/strategy/goal-map> ← for resources/templates

NOTE: this chapter has step-by-step guide on goal generation & sharing. I'm not recreating that here.

Identify Project Goals, cont'd

* is the goal project, dept., or org. specific / unique?

↳ to better categorize the goal or rule it out as too broad

↳ you can set aside dept / org unique goals as a way to communicate value to the rest of the org. of this project

↳ try to get 3-5 goals w/ one clearly most important goal

"In over 20 years of leading cross-functional teams, I have never seen a team able to focus on & achieve more than five goals"

* surface disagreements early & try to understand where they're coming from

* knowing goals helps the "check" of "think, make, check"

④ Identify a Concrete Vision for Success

"Goals are a direction, not a destination"

* Create a shared vision w/ future state canvas.

* Collect current issues & past successes & generate concrete visions & metrics

<http://pxd.gd/strategy/future-vision>

* Sometimes it's more useful to think about themes of issues vs. indiv. issues

* when generating a vision:

① must be feasible w/ today's technology

② must be legal

[User] will [task], so they can [goal]

↳ users can be customers, coworkers, managers, etc.

"Instead of a list of features, you have specific descriptions about what people will do. Instead of requirements, your team has described outcomes."

* identify a metric associated with each concrete vision

↳ You're not defining Key Performance Indicators yet, so don't worry about limiting the # of metrics

* The team is now envisioning how specific user behaviors are enabled vs. just a product & this perspective shift is more like a fire that needs to be fed.

⑧ Document & Share Project Goals & Vision

* document goals in a prioritized list or hierarchy

Document & Share Cont'd

- * Convert concrete vision stories into an easy-to-share vision that tells a brief story "that explain where you will start, the problem you will overcome & what the successful future looks like." & act like an elevator pitch
 - * double check what was documented w/ the team & review at the beginning of every meeting
 - * "Wordsmith phrasing to make goals clear & concise & describe the future vision in clear, concrete terms."
 - every time the vision is reviewed they can be fixed or adjusted to be more accurate, including w/ stakeholders
- <http://pxd.gd/strategy>