

# Sense & Respond

By Jeff Gothelf and Josh Seiden

*Sense, Respond, Ship and iterate your idea/guess to increase value and reduce uncertainty*

5 key principles



**Create Two-way conversations**

Create two-way conversations between company and market. Understanding the unexpressed and unmet needs of the people who are using our products, services, and technology is the key to unlocking value.



**Focus on the outcomes**

You need to focus on outcomes: management needs to declare the business outcomes they wish to achieve and then set up their teams to figure out how to get there.



**Small-batch processes**

You have to embrace continuous change. Move away from big-batch manufacturing processes and adopt small-batch, continuous processes.



**Create collaboration**

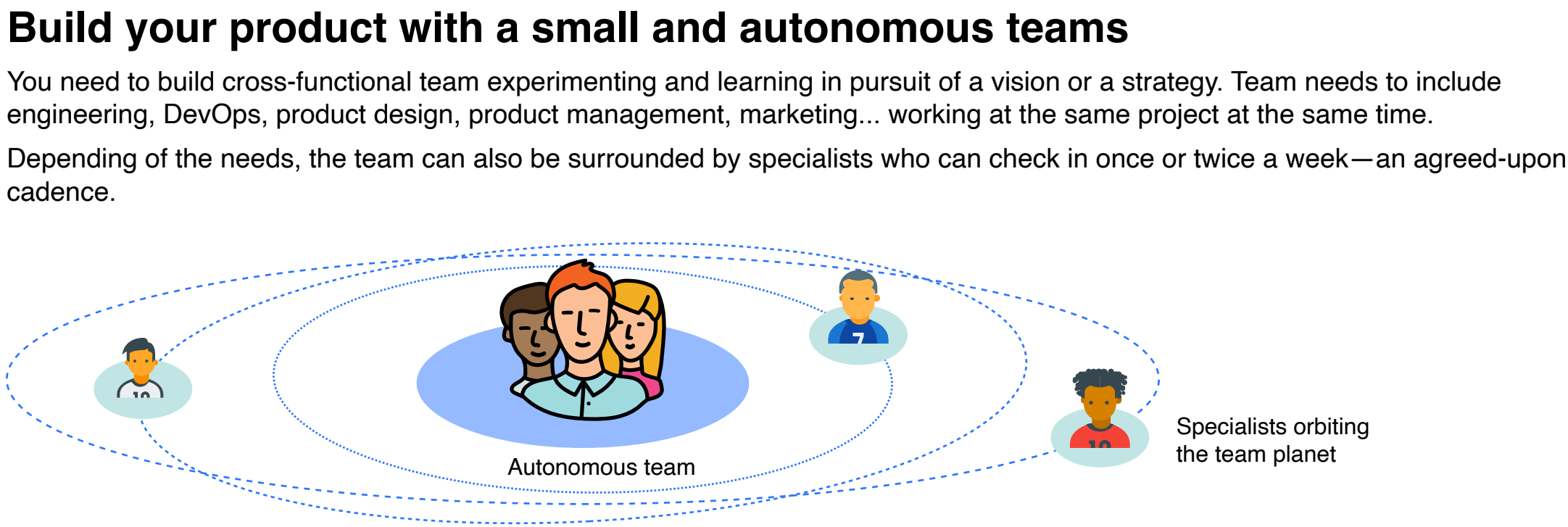
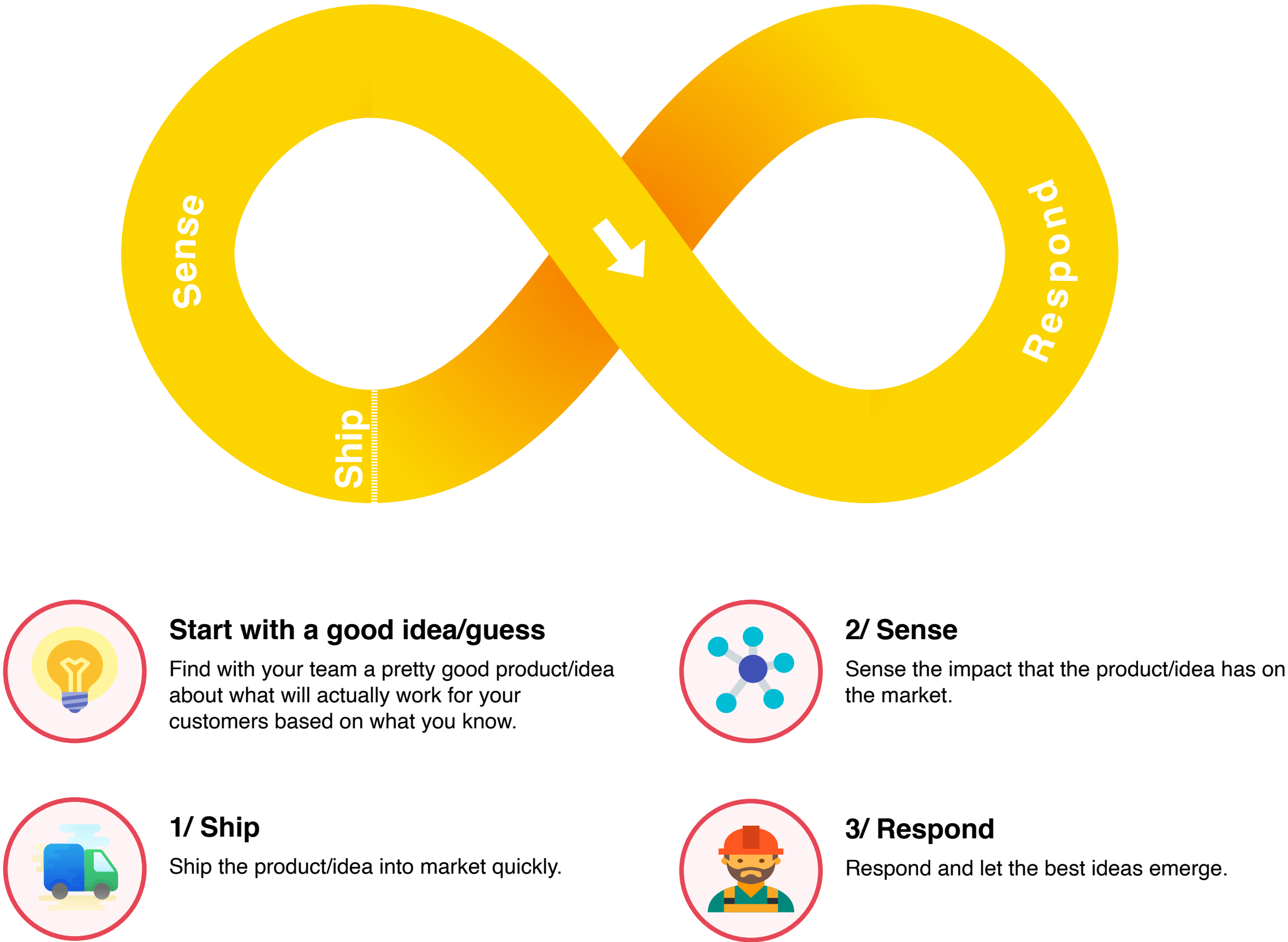
You need to embrace collaboration deeply:

- between the creator and the audience
- between developers and operations people
- between designers and business stakeholders:



**Create a learning culture**


Prioritizing Learning over Delivery. Sense and respond means embracing a way of working that is about continuous learning, which requires significant changes to process and organizational structures.





Top-down, order-taking culture

**Sense & Respond requires to shift :**




from a culture of delivery... to a culture of continuous learning



Prioritizing Learning over Delivery

1

Fixed plans, commitments, and budgets




**POSITION OF HUMILITY**

Admit you don't have all the answers. You have to figure out how to learn what you need to learn in order to succeed.

This position of humility creates agility because you're never sure, you're never confident of the direction that you're heading, it's easier to change course.

2

Failure is not an option. Use process control in order to mitigate all risks. You need to find the right solution as soon as possible.




**PERMISSION TO FAIL IN A SAFE ENVIRONMENT**

Your team must feel safe to experiment. Treat failures as learning opportunities.

Exploring and testing new ideas mean that sometimes we'll be wrong. And that's OK.

3

Explicit direction and tight controls with strong management.




**SELF-DIRECTION AND ALIGNMENT**

Build projects around motivated individuals. Give them the environment and support they need and trust them to get the job done.

As you discover new evidence, you continue to push your learning in the directions you feel will yield the best results.

4

Hierarchy knows better than you what to do. Keep your own opinions. Don't speak the truth, this is not your role.




**TRANSPARENCY**

We need information. Don't blame the messenger. Share the information. Share knowledge. Share experience.

Transparency means sharing new information—good or bad—broadly so that others may adjust their exploration accordingly.

5

Debate bigs subjects over and over.




**A BIAS TOWARD ACTION**

Stop debate and find evidence. Make many small decisions, seek feedback, evaluate the evidence, and decide.

We must encourage people to take action and not wait for permission. We encourage to make something to get the information we are missing rather than sit around the conference room.

6

Only use research specialists to speak with customers. Focus on your product, not on customers.



**EMPATHY AND CUSTOMER VALUE**


Consider customer value as the necessary path to achieve business value. Place customer value at the core of everything the organization does.

Teams that met with real customers for at least two hours per team member every six weeks produced superior products.

Repeated exposure to customers struggling with real-life problems, in the field, drove more empathic conversations and helped teams focus on solutions that added customer value.

7

Focus on your job. Don't try to do better, deliver as planned.



**COLLABORATION, DIVERSITY AND TRUST**

Different people have different values, make different assumptions and bring different knowledge. Combines people with different points of view and different skills to work on a problem together. Create some shared purpose with trust.

By bringing diverse points of view to bear on a problem, we find better solutions.