

BEFORE  
**USER**  
STORIES



the **product** envisioning  
**W O R K S H O P**

20 May 2017



**KARIERA.GR**



**Zanshin**  
Labs

# INTRO

## PREFACE & SETUP

OTB Team Intro

OTB Approach

Workshop Schedule

BUS Approach

Team Formations

# Today's Schedule

<b>10:00</b>	<b>Intro</b>
<b>10:30</b>	<b>Part I</b>
<b>11:15</b>	<b>Short Break</b>
<b>12:30</b>	<b>Part II</b>
<b>13:00</b>	<b>Lunch Break</b>
<b>15:35</b>	<b>Part III</b>
<b>17:10</b>	<b>Short Break</b>
<b>17:25</b>	<b>Part IV</b>
<b>17:45</b>	<b>Part V</b>
<b>18:00</b>	<b>Beer Time!</b>
<b>18:30</b>	<b>End</b>

**OTB TEAM**

A close-up of Captain Jack Sparrow's face. He is wearing his signature large brown tricorn hat and has long, dark hair and a beard. He is looking upwards and slightly to the side with a thoughtful expression, his right hand resting against his chin. He is wearing a gold ring with a green stone on his middle finger and a long, beaded necklace.

**WHY ARE WE  
DOING THIS ?**

A man with dark hair and a black t-shirt is seen from behind, working on a large jigsaw puzzle. The puzzle depicts a vibrant, colorful town scene with various buildings, a bridge, and a figure in the background. In the foreground, a woman with curly blonde hair, wearing a black top, holds a red "STOP" sign. To her left, another woman in a green dress is laughing. A small child in a cowboy hat is visible at the bottom of the puzzle. The overall atmosphere is one of a creative, collaborative environment.

**WE LEARN TOGETHER**



# EXPERIENTIAL LEARNING

What is “Before User Stories”?

**It is a workshop about an approach which identifies if some software **should** be built**

**If** it is needed  
and how it is to be **used**

What is “Before User Stories”?

**It is a workshop about an approach which identifies if some software **should** be built at all**

**If** it is needed by ***users*** or ***customers*** and how it is to be **used** by ***users*** or ***customers***

What is “Before User Stories”?

## **Desires → Valuable Product**

*By the end of the day we will have a toolkit to answer  
the question:*

**“Should we build this?”**

What is “Before User Stories”?

## Desires → Valuable Product

*By the end of the day we will have a toolkit to answer  
the question:*

**“Should we build this?”**

\*Based on evidence



**OUR  
APPROACH  
IS TAKEN FROM  
EXPERIENCE**

A photograph of a live performance. On the right, a man with dark skin and curly hair is singing into a microphone. He is wearing a dark t-shirt with a white graphic of three crosses. In the lower-left foreground, another person's hands are visible playing a set of silver cymbals. The background is dark and out of focus, suggesting a concert setting.

**THIS IS NOT A GOSPEL  
WE ALL LEARN**

# Our Research Approach

**Business**

**System**

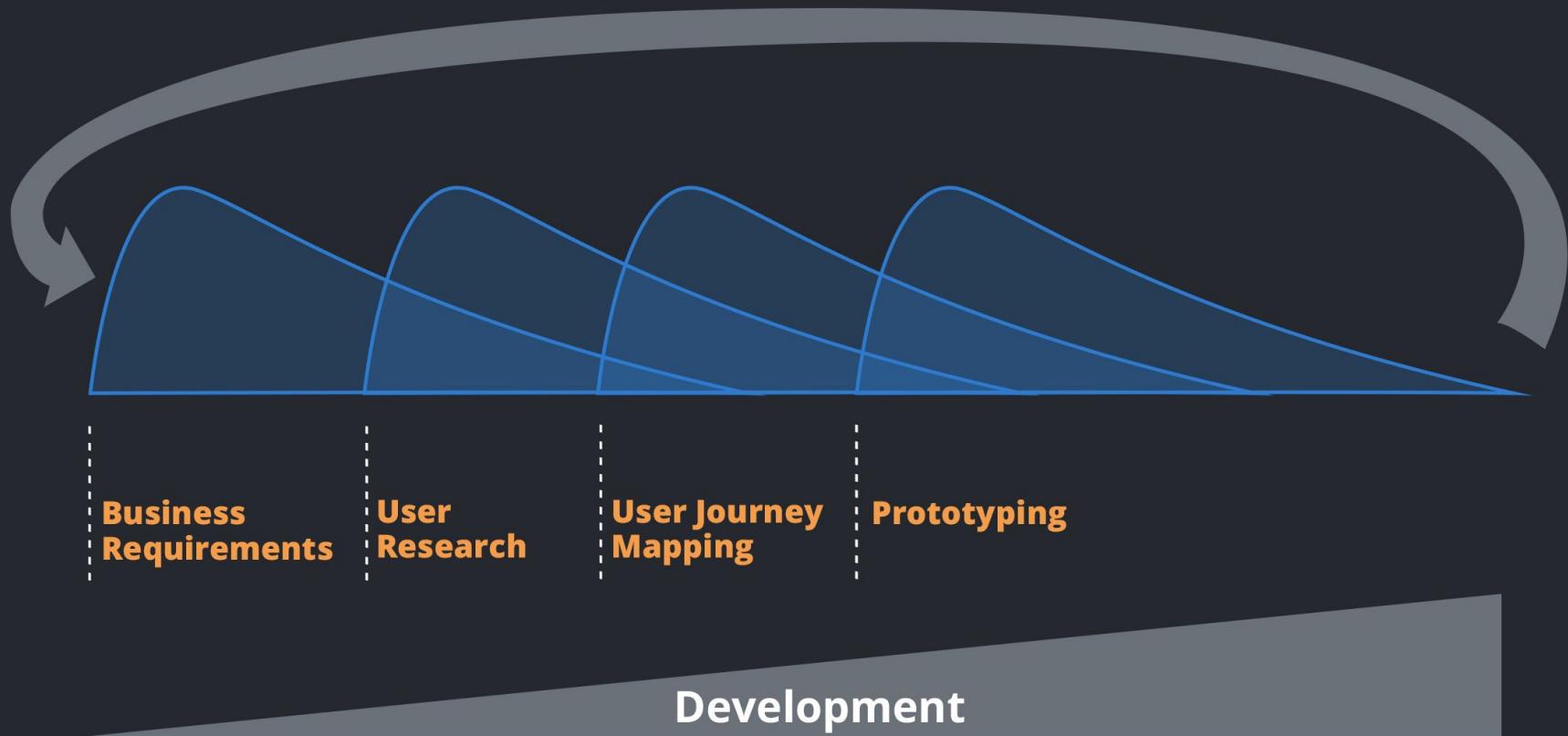


**Users**

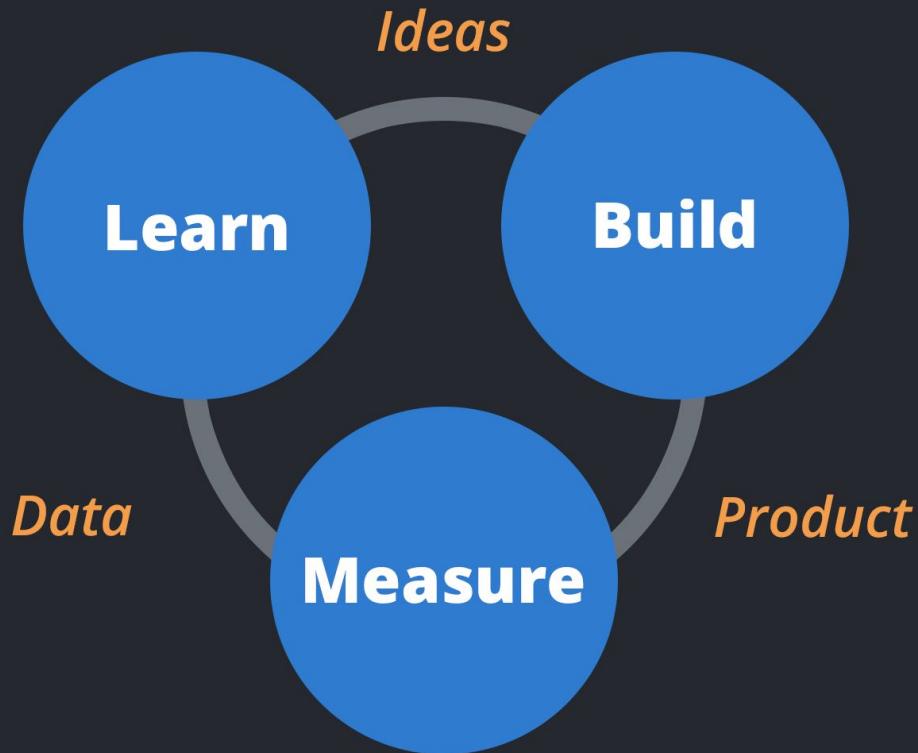
# Evidence-Driven Approach



# Concurrent Development



# Lean UX Approach



A dramatic scene from the movie "The Matrix" featuring Trinity (Natalie Portman) and Neo (Keanu Reeves). Trinity is shown from the chest up, wearing a light blue ribbed sweater over a dark top. She has dark hair and is looking down at Neo with a somber expression. Neo is lying on his back, looking up at her. He has a white cloth or bandage wrapped around his mouth and nose. The background is dark and moody, with some blurred lights and equipment visible.

# TIME-CONSTRAINED SIMULATION



# TEAM FORMATIONS

A large, detailed red origami dragon is the central focus. It has a long, spiny tail, a long neck with a small head at the end, and large, bat-like wings. A person's hand is visible at the bottom, holding the dragon's tail. The background is a plain, light color.

**LET'S FOLD SOME DRAGONS**

A close-up profile of Peter Griffin's face from the animated TV show Family Guy. He has his signature orange hair and is wearing his signature white shirt and red jacket. His eyes are closed, and he has a neutral or slightly weary expression. The background is a solid blue.

**AMBIGUITY**

# PART I

## Scenario

---

You are a **product team**  
and you receive a project brief

## BUSINESS REQUIREMENTS

**01** Assumptions Table

**02** Stakeholder Interview

**03** Part I Reflection

**Watch the stakeholder presentation**

---

Covve

## Identify Assumptions

---

### Assumption

*Something that is accepted as true  
or as certain to happen, without proof*

*syn: belief, expectation, speculation*

## Formulate Assumptions

---

### User Problem

*A matter or situation regarded as **unwelcome** or harmful and needing to be dealt with and **overcome***

### User Need

*Require something because it is **essential** or very important, rather than just desirable*

## Maslow's hierarchy of Needs

**Self-Actualisation**

*ex. Creativity*

**Esteem**

*ex. Confidence*

**Love/Belonging**

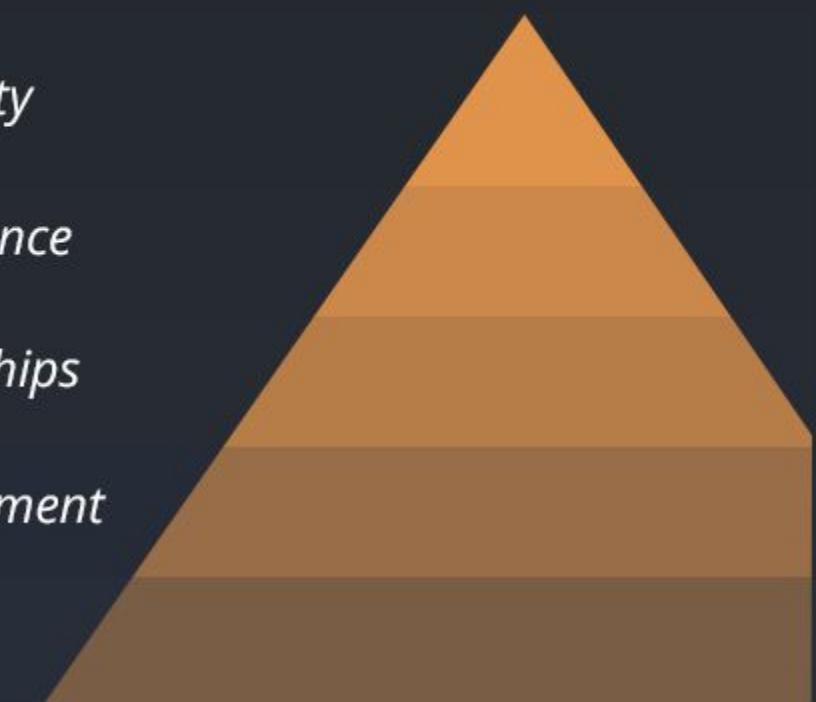
*ex. Friendships*

**Safety**

*ex. Employment*

**Physiological**

*ex. Food*



## Formulate Assumptions

---

Car broken down is a **User Problem**

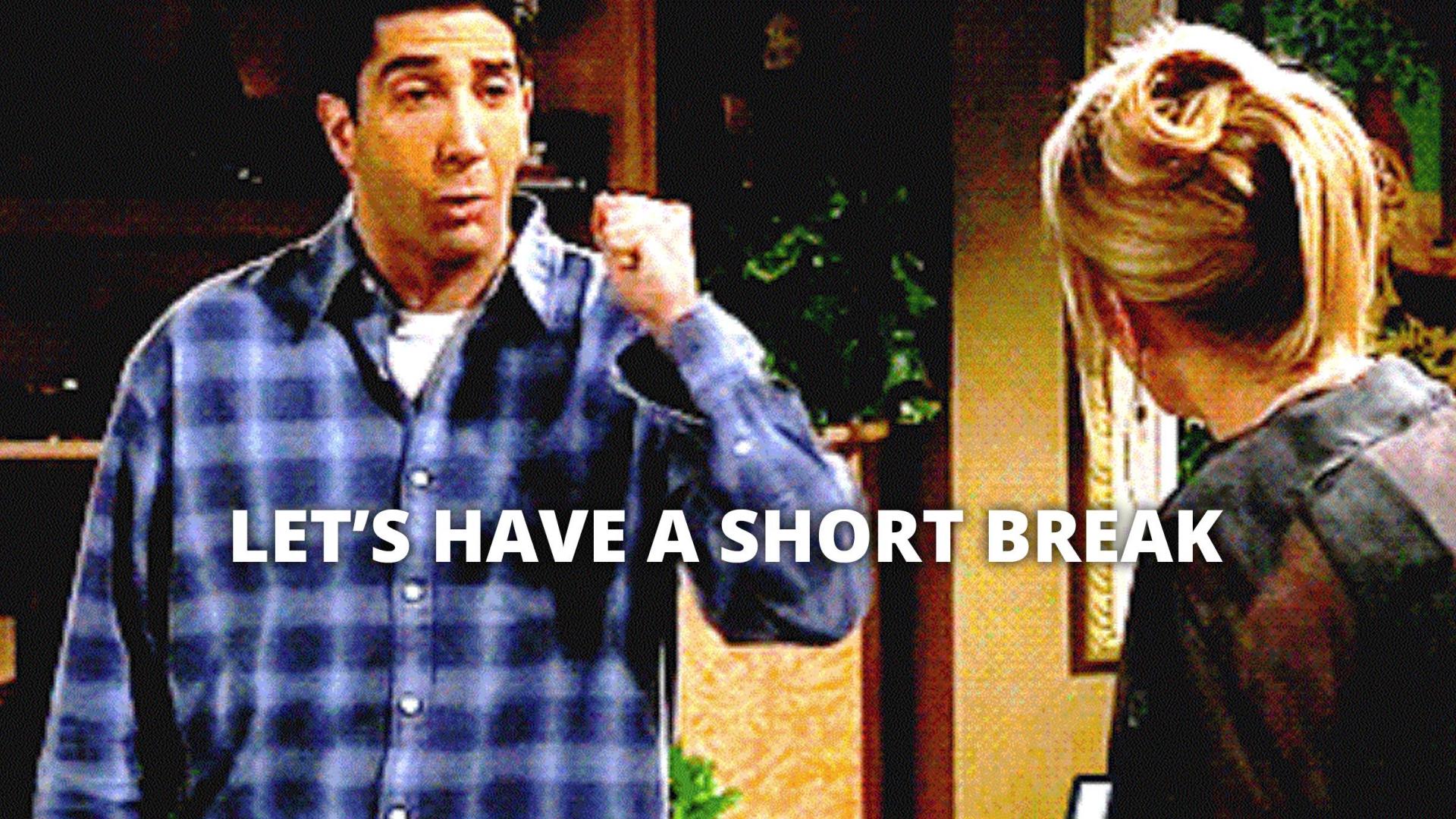
Not missing the meeting is a **User Need**

## Create Assumptions Table

---

Problems

Needs



**LET'S HAVE A SHORT BREAK**

## BUSINESS REQUIREMENTS

**01** Assumptions Table

**02** Stakeholder Interview

**03** Part I Reflection

## Prepare Stakeholder Questions

---

Write **3** Questions per pair

## Merge Questions

---

You should end up  
with **9** Questions in total

## Watch the stakeholder Interview

---

Observe

Keep Notes

Record your Questions

Decide which ones to ask at the end

## Update Assumptions Table

---

Use your **notes** from the interview

## Prioritise Assumptions

---

### Business Risk

*Which assumptions will **harm** the company  
or the project if they turn out to be **wrong**?*

## BUSINESS REQUIREMENTS

**01** Assumptions Table

**02** Stakeholder Interview

**03** Part I Reflection

**Think about what we've done so far...**

---

What's **different** than usual?

## Share your learnings

---

Learn through **differences**

## Analyse

---

Discuss with your **team**

# PART III

# Evidence-Driven Approach



# Our Research Approach

**Business**

**System**



**Users**

## USER RESEARCH

**04** User Proto-Persona

**05** User Interview

**06** Part II Reflection

# User research is a reality check

It tells you what really happens  
when people use computers.

You can speculate on what customers want,  
or you can find out

*- Jacob Nielsen*



## What is a User Persona?

### Hiroki Yamashida

AGE 38

OCCUPATION Presales Consultant

STATUS Married

LOCATION Kyoto, Japan

Department Presales

ARCHETYPE Character model

Multitasker

Communicative

Focused

Techy



#### Needs

- Trustworthy service that is always available and protects him from data loss
- Transparent "assistant" that provides all relevant info to the task at hand and reduces task repetition
- Useful guide that offers focus to the most prior activities and helps him to achieve completion
- Valuable tool that increases his productivity and saves time for tasks related to his role in the company

#### Personality



#### Goals

- Serve Customer with the best possible Solution
- Communicate designed Solutions rapidly among colleagues
- Act promptly on priorities and stay informed on Solution status

#### Technology



#### Motivations



## User Problems vs User Needs

---

### User Problem

*A matter or situation regarded as **unwelcome** or harmful and needing to be dealt with and **overcome***

### User Need

*Require something because it is **essential** or very important, rather than just desirable*

## Behavioral drivers

---

### User Goal

*An observable and measurable **end-result**.  
The ideal end-state that **satisfies** a need.*

## An example

---

Car broken down is a **User Problem**

Not missing the meeting is a **User Need**

Getting to work in-time is a **User Goal**

## Behavioral drivers



## When is a User Persona complete?



## Fill-out the User Proto-Persona template

---

Use the **Assumptions**  
you already have

A close-up shot of Remy the rat from Disney Pixar's Ratatouille. He is a small, blue-furred rat with a large red nose and whiskers. He is holding a large, round, yellow cheese wheel with both hands, looking up at it with a satisfied expression. The background is a warm, reddish-brown color.

**LUNCH BREAK!**

## USER RESEARCH

**04** User Proto-Persona

**05** User Interview

**06** Part II Reflection

## Scenario

---

You will validate ideas and assumptions by conducting **user interviews**

## About User Research

---

Moderated - Unmoderated

Qualitative - Quantitative

Formative - Summative

Exploration - Validation

## About User Research

---

Moderated

Qualitative

Formative

Exploratory

What people **say**,  
what people **do** and  
what they **say they do**  
are entirely different things

- *Margaret Mead*



## Formulate User Interview Questions

---

Think about the '**signals**'  
that you expect to pick up  
from the user's answers

## Question formulation Tips

### DO'S

Open-ended

Neutral

Single-targeted

### DON'T'S

Biased

Hypotheses

Brainstorming

## Conduct User Interview

---

One member from another team  
acts as a potential **user**

One member of your team  
acts as the **interviewer**

The rest of your team  
act as **observers**

## User Interview Tips

### DO'S

Follow-ups

Ask “why”

Boomegang

### DON'T'S

Sell or pitch

Interrupt

Comment

## Watch the live User Interview

---

Keep **notes!**

## Update the User Persona template

---

Refine **Behavioral drivers**

**Digest the findings from the case study**

---

Review the **handouts**

## USER RESEARCH

**04** User Proto-Persona

**05** User Interview

**06** Part II Reflection

## Analyse User Personas

---

Work in pairs

## Discuss your findings

---

Work with your team

A behind-the-scenes look at a movie set. In the foreground, a large ARRI camera on a dolly is positioned, with a man in a blue shirt operating it. To the right, a muscular man with a beard, shirtless and wearing a red cape and brown leather pants, stands looking towards the left. A woman in a red hoodie and a man in a light-colored shirt stand nearby, also looking towards the left. The background shows a brick wall and some equipment.

**JUST A TINY BREAK**

# PART III

# Evidence-Driven Approach



## USER JOURNEY MAPPING

**07** User Goal Analysis

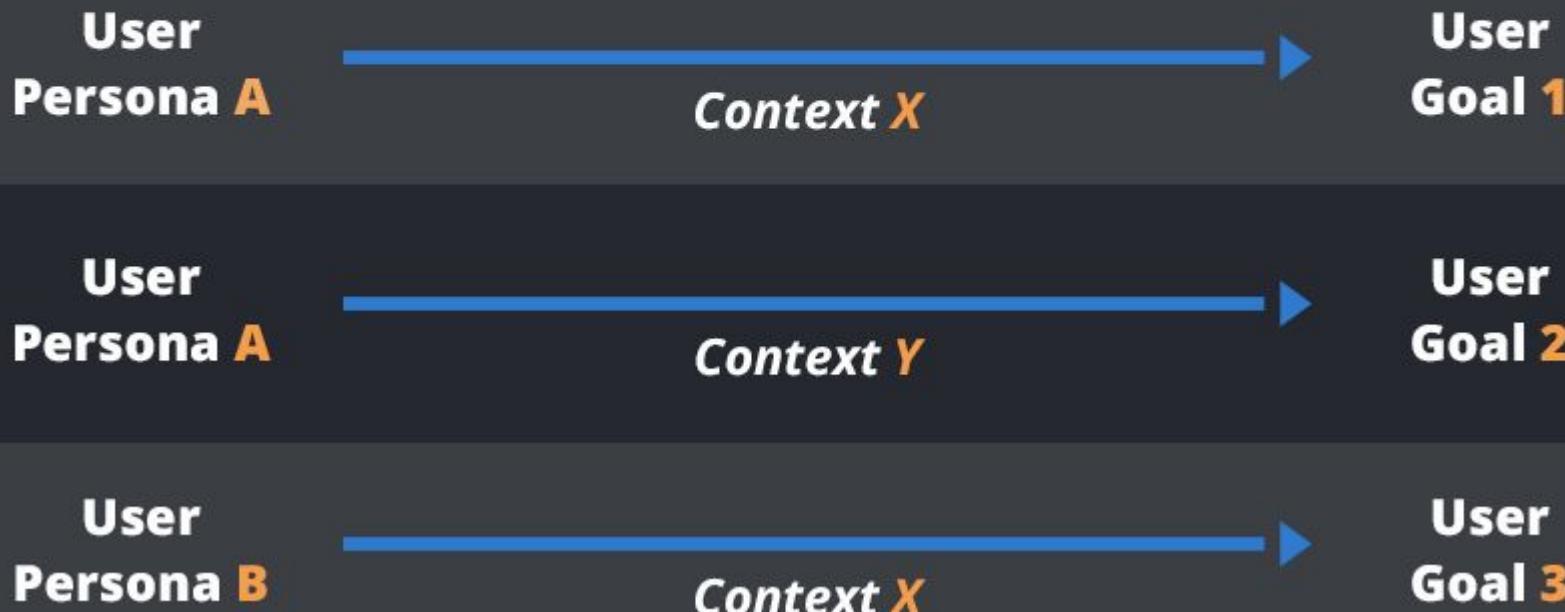
**08** User Task Analysis

**09** Part III Reflection

## What are User Journeys made of?



## User Journey = f (Persona, Goal, Context)



## An example: AirBnB

Peter the  
“family guy”



Rent a room  
in Bora Bora

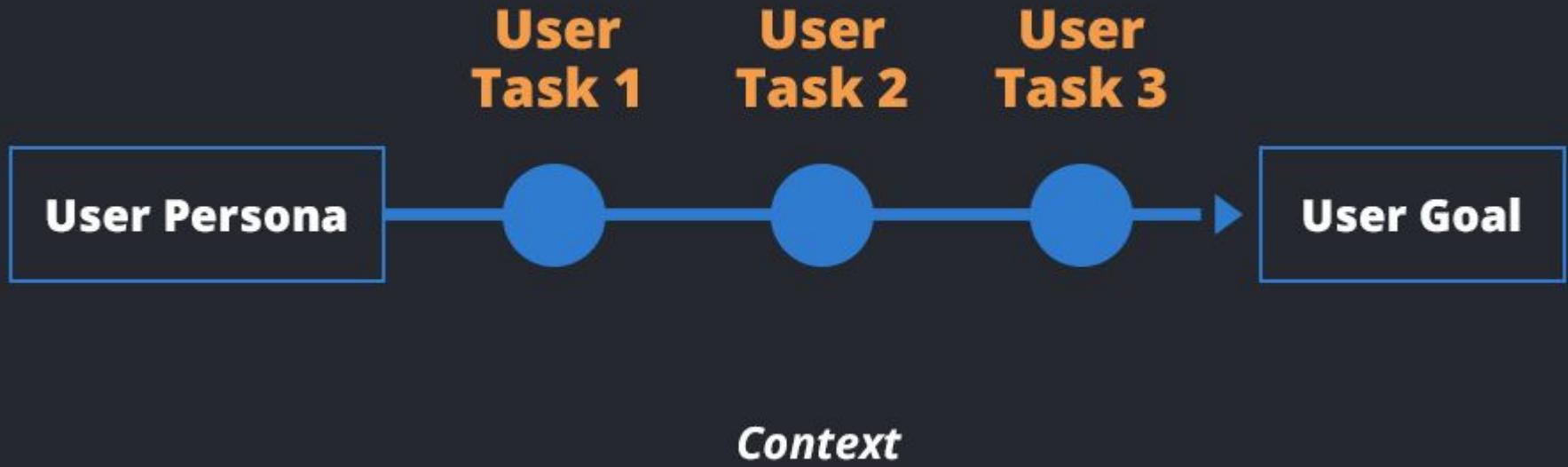
*Looking vacation accommodation*

Lois the  
“single mom”



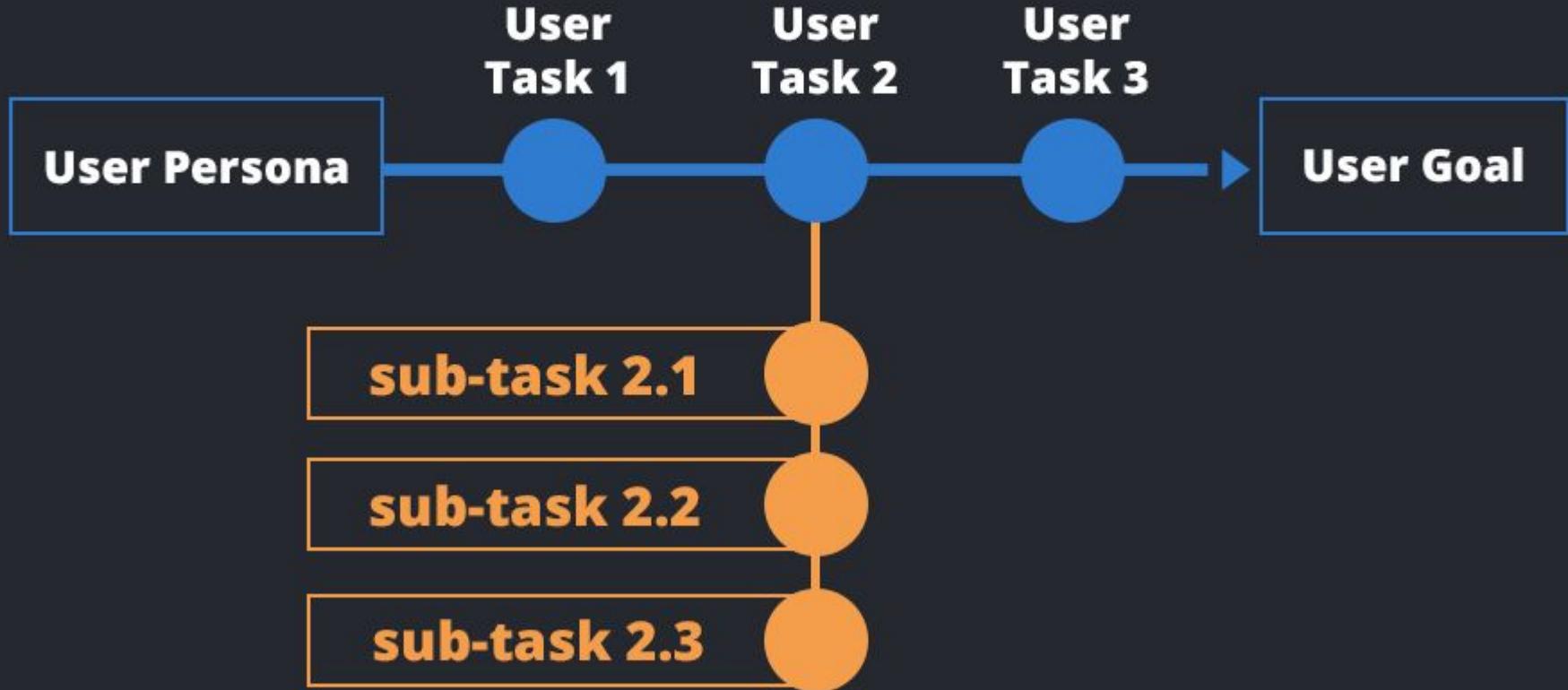
Find tenants

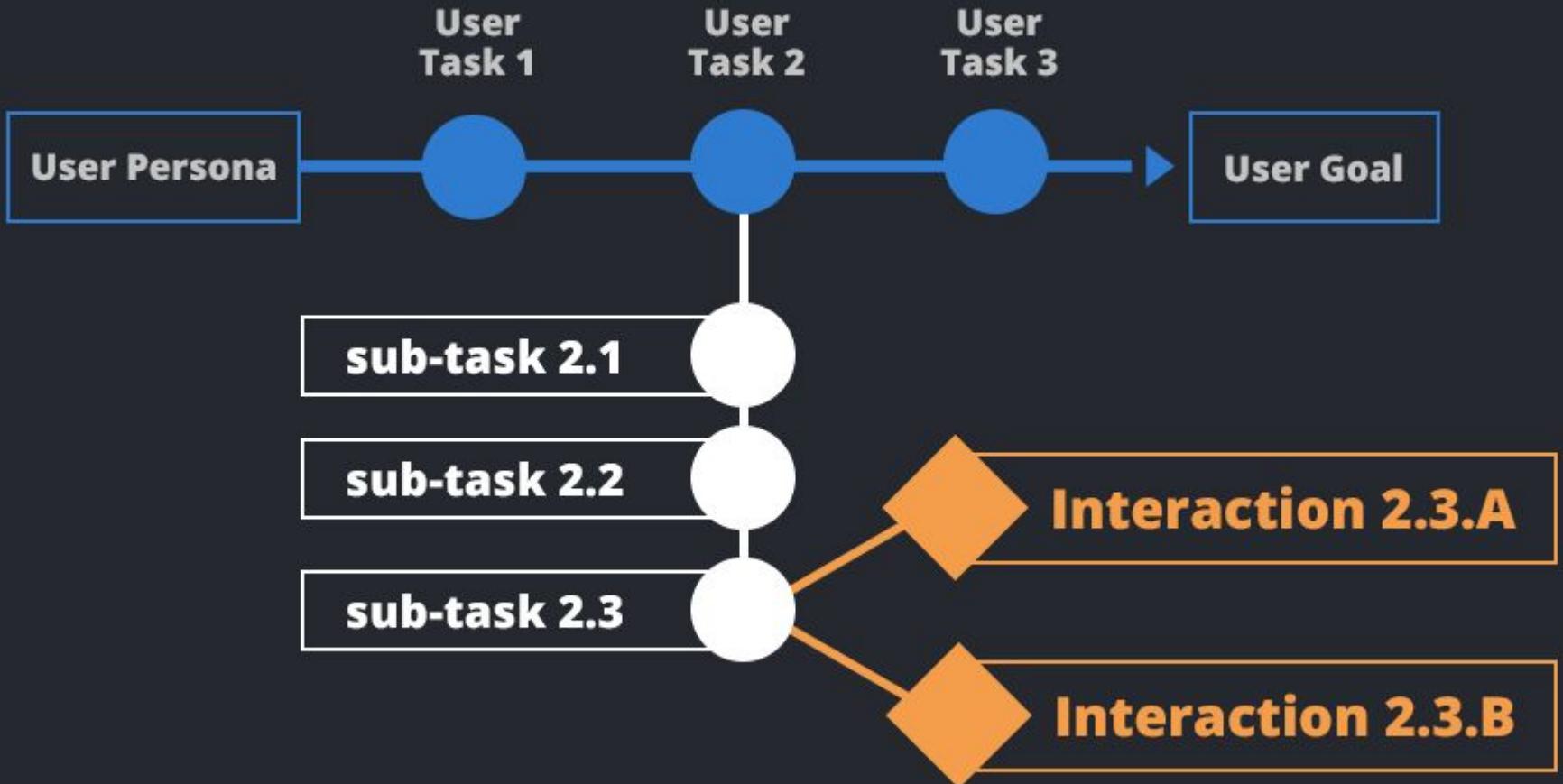
*Owes a resort for rent*

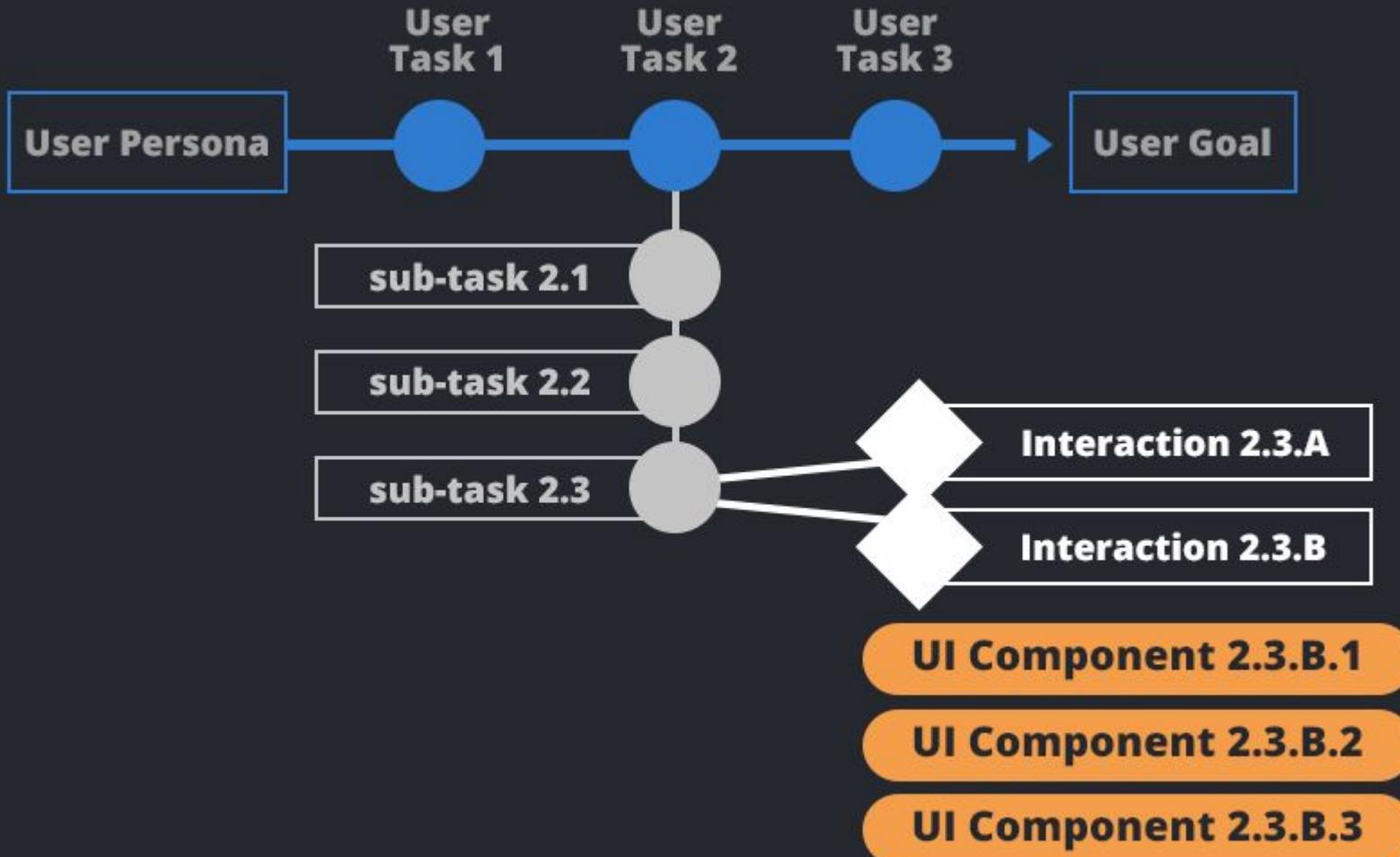


## *Ticket Booking Service Example*





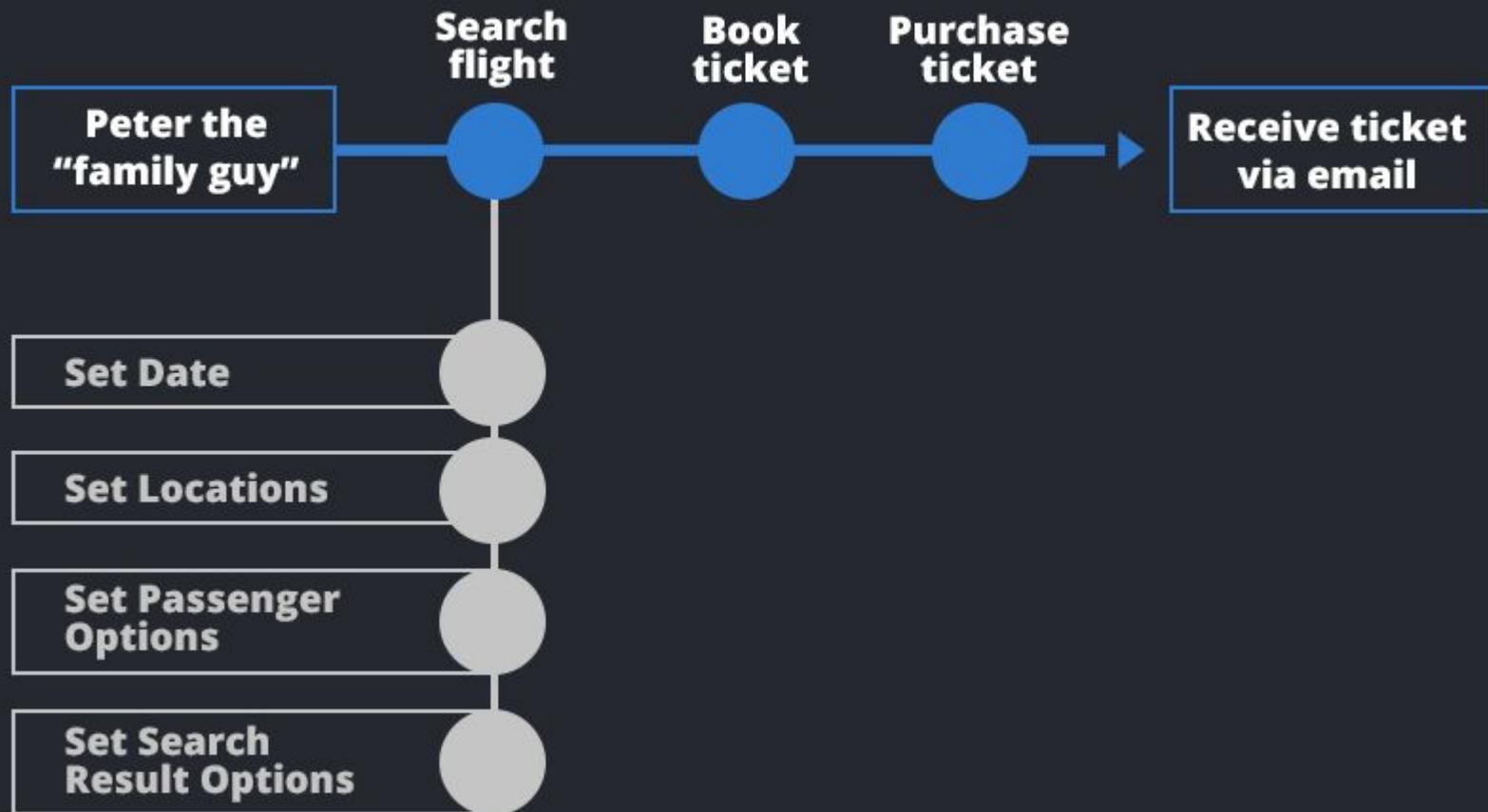




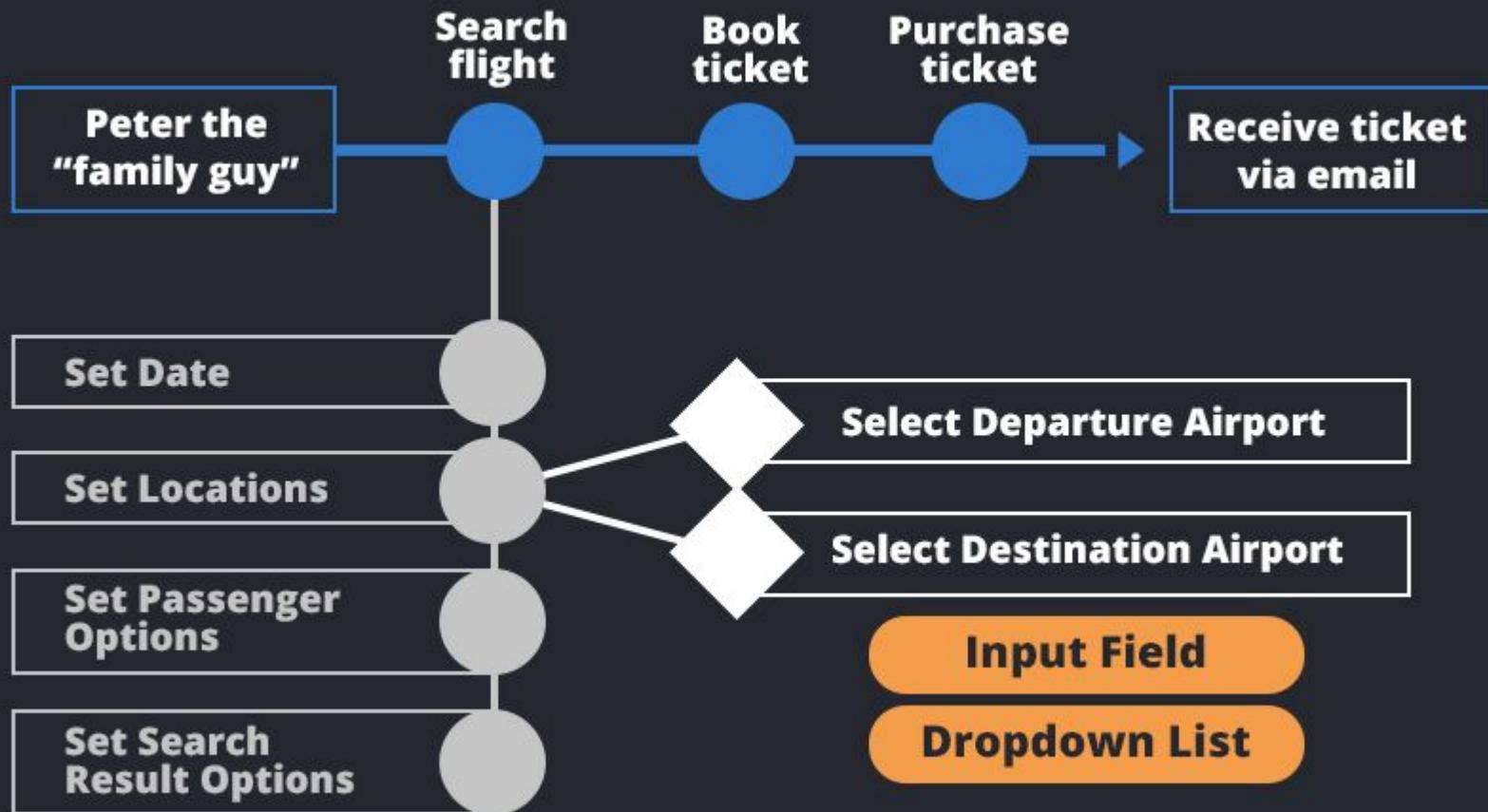
## *Ticket Booking Service Example*



## *Ticket Booking Service Example*



## *Ticket Booking Service Example*



## Create User Journeys



## Create User Tasks



## USER JOURNEY MAPPING

07

User Goal Analysis

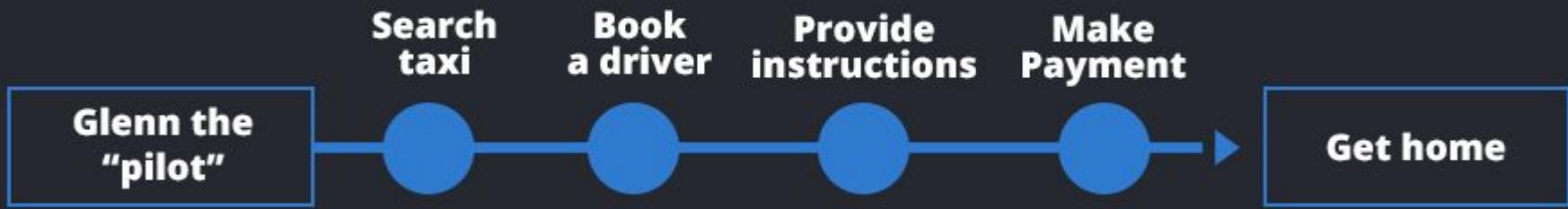
08

User Task Analysis

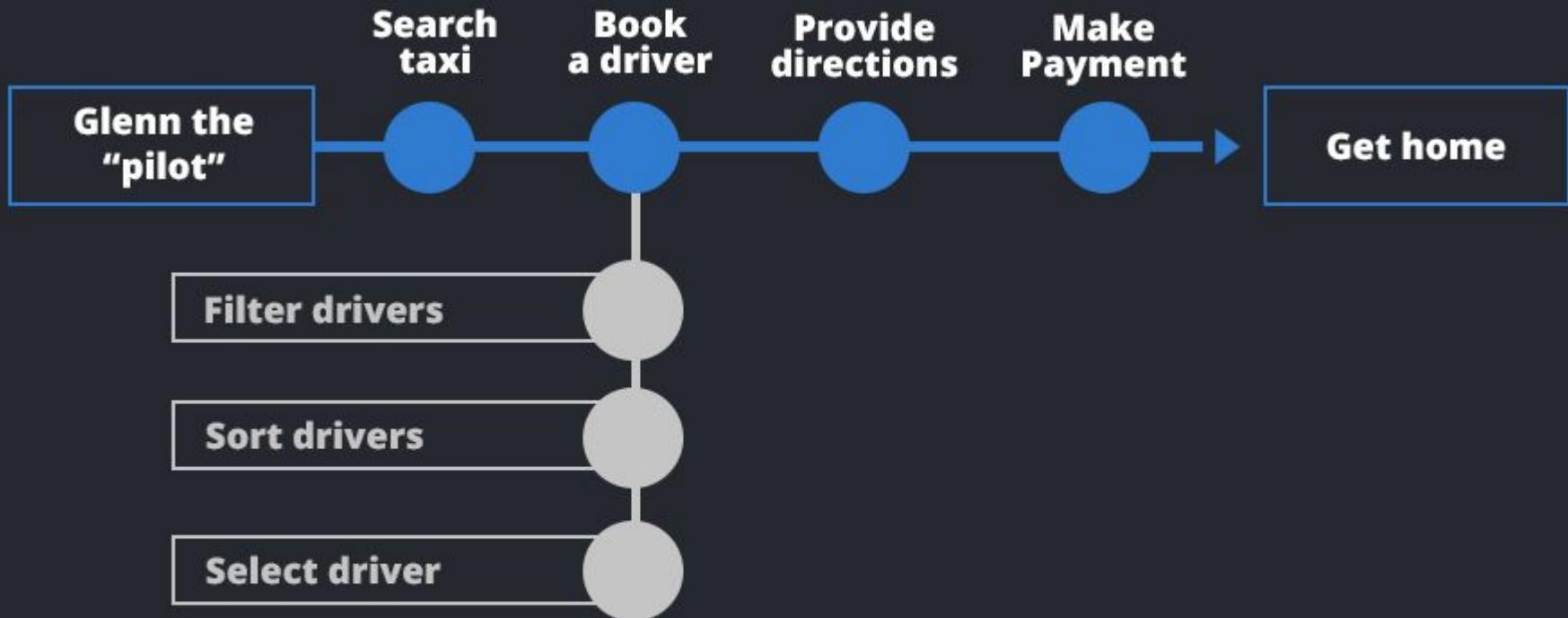
09

Part III Reflection

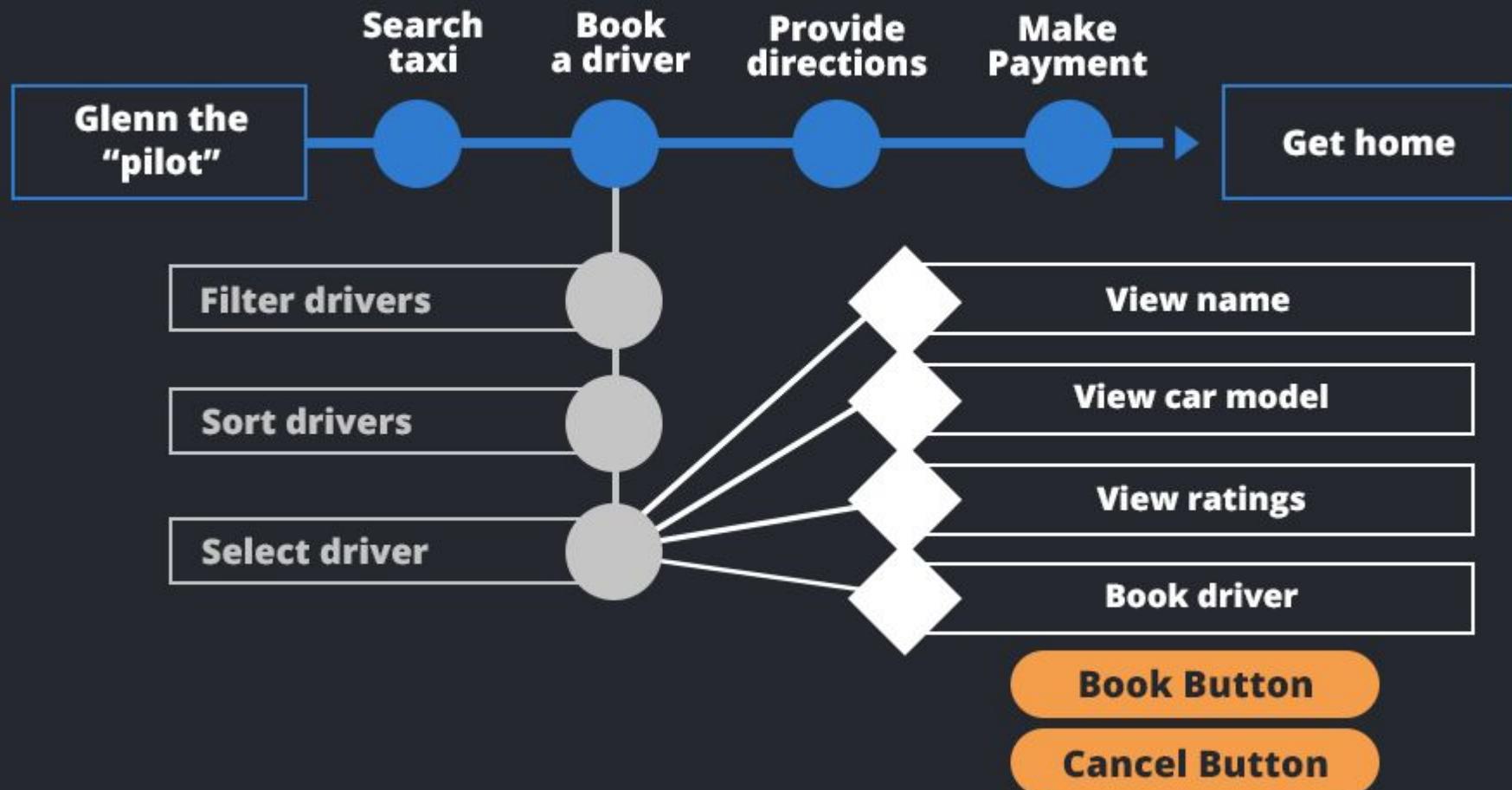
## *Mobile Taxi Booking Service Example*



## *Mobile Taxi Booking Service Example*



## Mobile Taxi Booking Service Example



## Create User sub-Tasks

### Task 1

sub-task 1.1

sub-task 1.2

sub-task 1.3



### Book a driver

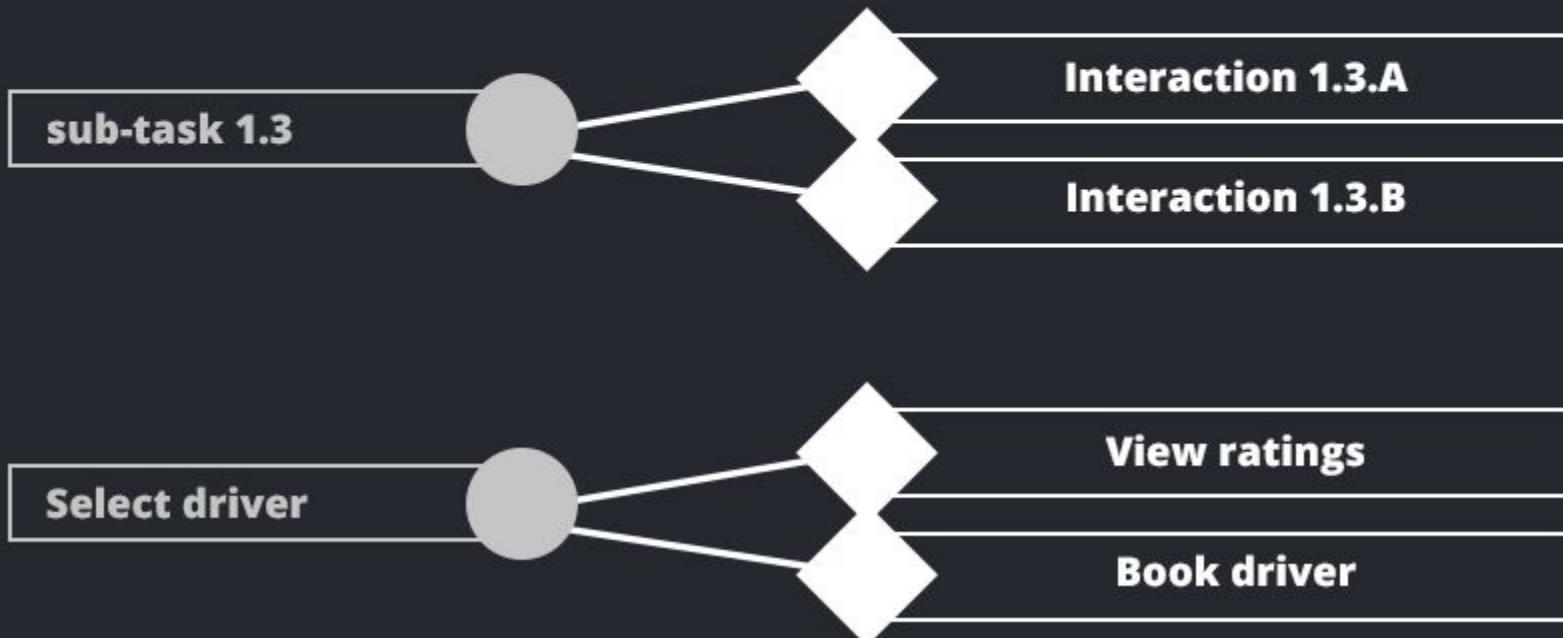
Filter drivers

Sort drivers

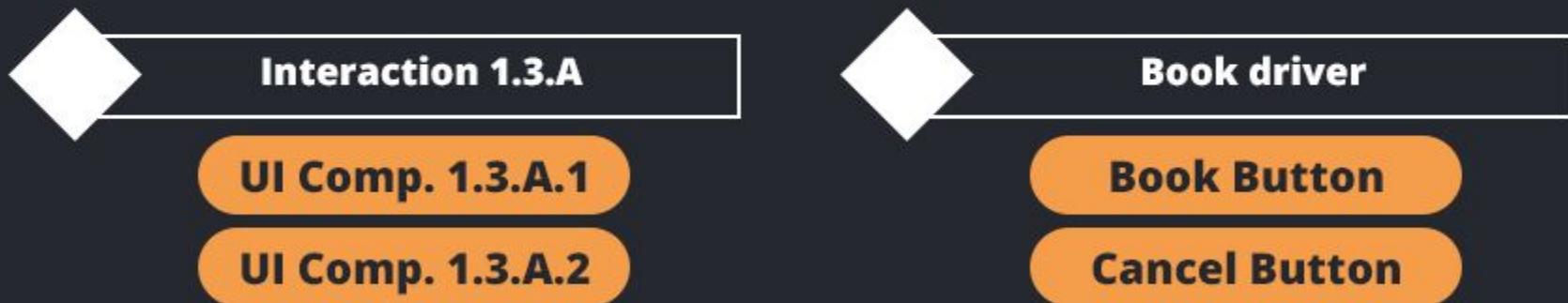
Select driver



## Create User Interactions



## Generate UI Components



## USER JOURNEY MAPPING

07

User Goal Analysis

08

User Task Analysis

09

Part III Reflection

## Discuss learnings

---

Work in **pairs**

## Discuss topic

---

Work with your **team**



**LET'S HAVE A COFFEE BREAK**

# PART IV

## CONSOLIDATION

10 User Stories

Journey



User Task



Sub-task

# **Big Story**



Journey



User Task



Sub-task

# **Small Story**

*low*

*Precision*

# **Big Story / big picture**



Feature



Journey



User Task



Sub-task



Interactions /  
UI Components

*high*

# **Small Story / details**

*low*

*Precision*

# **Big Story / big picture**



Feature



Journey



User Task



Sub-task



Interactions /  
UI Components

*User  
Language*

*Tech  
Language*

*high*

# **Small Story / details**

*low*

*Precision*

# **Big Story / big picture**



Feature



Journey



User Task



Sub-task



Interactions /  
UI Components

*User  
Language*

*Tech  
Language*

*high*

# **Small Story / details**

**Which do you think is the correct level to create user stories?**

*low*

*Precision*

# **Big Story / big picture**



Feature



Journey



User Task



Sub-task



Interactions /  
UI Components

*User  
Language*

*Themes*

*Activities*

*Epics*

*User stories*

*Tech  
Language*

*high*

# **Small Story / details**

What is a “User Story”?

As <who> I need <what> so that <why>

What is a “User Story”?

As <who> I need <what> so that <why>

As <user> I need <X feature> so that <I get Y benefit>

What is a “User Story”?

As <who> I need <what> so that <why>

As <user> I need <X feature> so that <I get Y benefit>

*How does what we did today fit with the above?*

# Let's fill in the blanks

As < \_\_\_\_\_ in \_\_\_\_\_ >  
I need < \_\_\_\_\_ >  
so that < I can complete \_\_\_\_\_ / reach \_\_\_\_\_ /  
solve \_\_\_\_\_ / satisfy \_\_\_\_\_ in \_\_\_\_\_ >

Let's improve this

As < specific persona in journey context >  
I need < to do user sub-task >  
so that < I can complete user task / reach  
goal / solve problem / satisfy need in journey  
context >

## Example I : Driver selection for Taxibeat

Title: Suzie selects a taxi driver

As < Persona Suzie late at night >  
I need < to select a taxi driver >  
so that < I can book a taxi that makes me feel  
safe late at night >

## Example II : Driver selection for Taxibeat

Title: John selects a taxi driver by pickup time

As < Persona John that can't get to the entrance fast >

I need < to select a taxi driver by pickup time >  
so that < I can book a taxi to arrive in about time x >

Let's improve this further...

**Title: Activity of sub-task for goal / in context**

As < *specific persona in journey context* >  
I need < *to do user sub-task* >  
so that < *I can complete user task / reach goal / solve problem / satisfy need in journey context* >

Let's improve this further...

## A user story also

...has many acceptance criteria

...belongs to an epic (perhaps)

...is INVEST

...has dependencies

...etc.

## About User Stories

**However today we are not in a workshop  
about user stories**

## About User Stories

They are a token for **conversation**  
NOT for documentation

## About User Stories

They are a token for **conversation**  
NOT for documentation

and must have a granularity that allows  
**software** to be written

## About User Stories

The conversation leads to **storytelling**,  
which is memorable and gives us shared  
understanding!

## About User Stories

So, where do you **start** the storytelling?

From user stories, from journeys, from briefs  
or from...

*low*

*Precision*

# **Big Story / big picture**



Feature



Journey



User Task



Sub-task



Interactions /  
UI Components

*User  
Language*

*Themes*

*Activities*

*Epics*



*User stories*

*Tech  
Language*

*high*

# **Small Story / details**

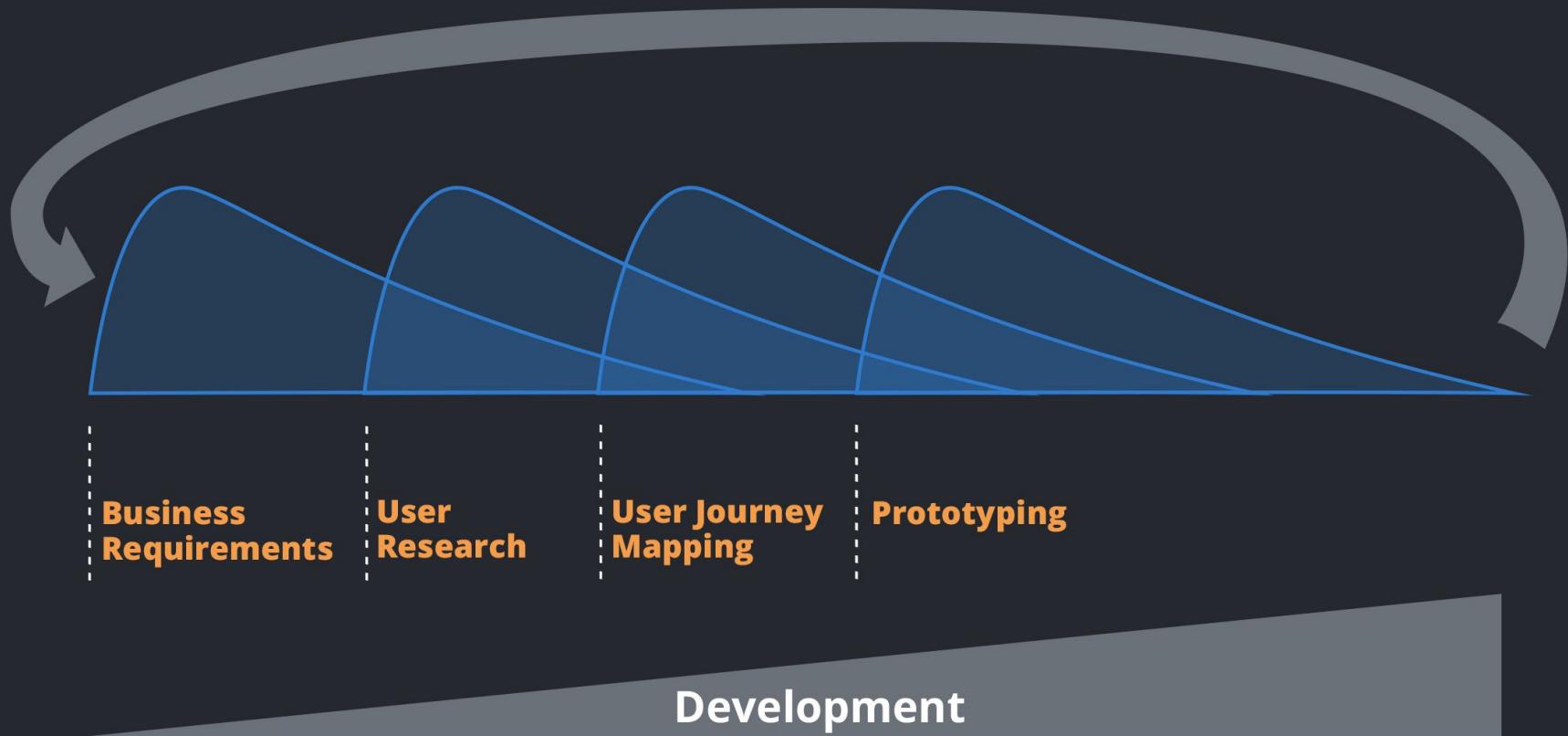
## About User Stories

Let's do some  
user stories together  
from the journeys we built today

How do we know that our UI design for a story is a **good one?**

Or that a whole journey is actually **needed?**

# Concurrent Development



Enough!  
;-)

# FEEDBACK

## CONCLUSION

Personal Reflection

Participant Feedback

Open Discussion

Further Reading

Contact Details

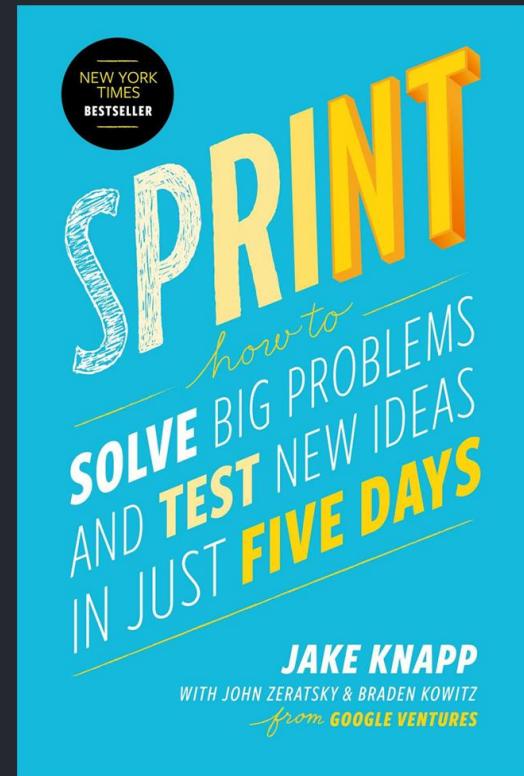
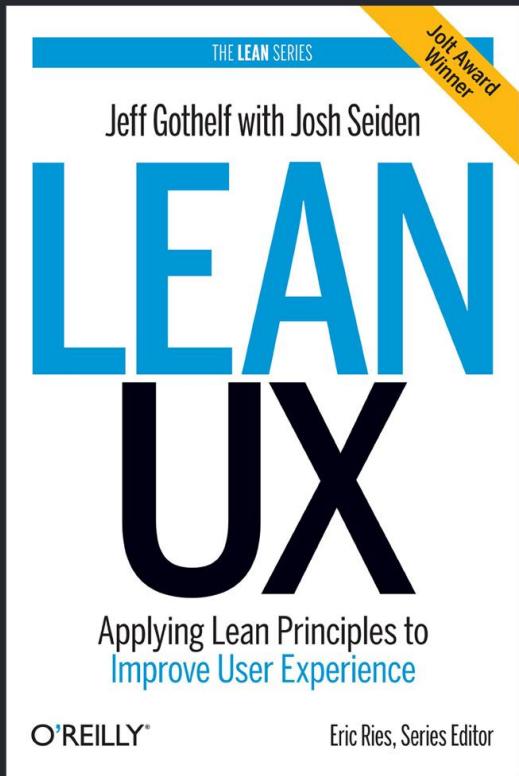


**NOW, WE'D LIKE YOUR FEEDBACK**



# TAKEAWAYS OPEN DISCUSSION

# FURTHER READING



WE LOVE SHARING INSIGHTS  
**JOIN OUR NEWSLETTER**

**zanshinlabs.io**



**Zanshin**  
Labs

## Contact Details

Bruce Anderson **bachgenb@yahoo.co.uk**

John Pagonis **john@zanshinlabs.io**

Sotiris Sotiropoulos **sotiris@zanshinlabs.io**

Vassilis Vatikiotis **vvatikiotis@gmail.com**

Maria Karydi **lilamariakarydi@gmail.com**

Athina Founta **athinafounta@gmail.com**

Stella Vareli **thunderasv@gmail.com**

Javier Govel **bolibic@gmail.com**

**thank you!**