Product
# Definition & Exploration
Workshop in LeSS

Product Definition & Exploration Workshop

- Discuss what each 'onion' layer below means in the context of your organization
- Modify the 'onion', based on organizational specifics (add/remove layers)
- In respective areas on the right side, provide some examples and details for each layer
- Discuss and agree where to keep information (e.g. tool, directory, other repository)
- Discuss and agree how 'onion' layers will be maintained and updated over time
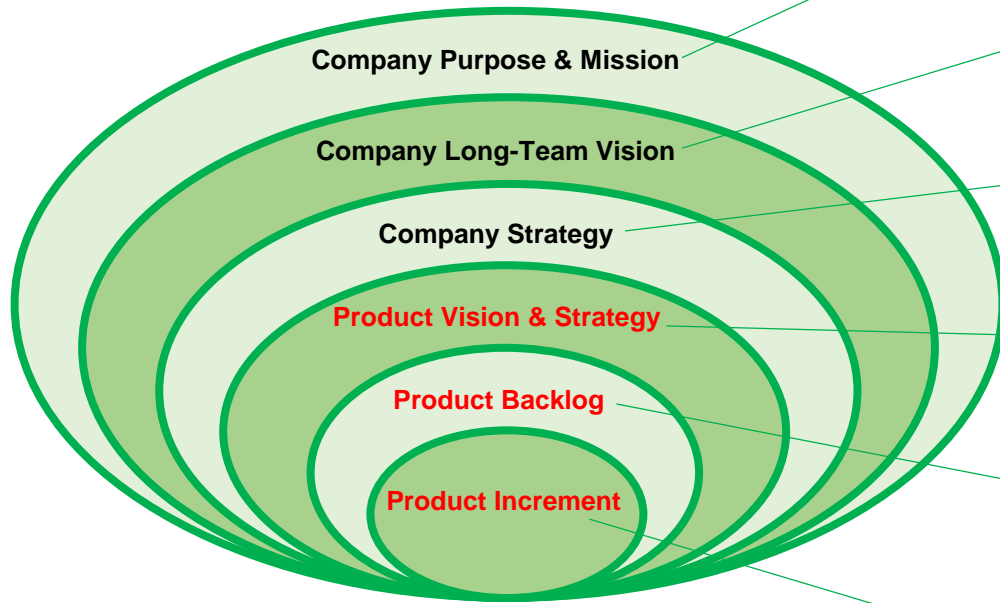
Notes:

Company Purpose & Mission

Company Long-Team Vision

Company Strategy

Product Vision & Strategy

Product Backlog

Product Increment

Note: *Since customers buy and users use Products, in agile development, we focus on ProDUCTs, not ProJECTs, not ProGRAMs. We also challenge the term Portfolio, unless it is a portfolio or real Products. Please, be mindful of this, as you add layers to the 'onion'.*

Product Definition & Exploration Workshop

- Understand a 'big picture' (Strategy, Mission, Vision, OKRs).
- Select & discuss a product.
- Define & explore a product with <u>Product Canvas, applying *expanding & constraining* forces</u>.
- Run exercises (e.g. Item mapping, value stream mapping, customer journey, etc, personas.)
- Create an *initial* Product Backlog.
- Create Definition of Done (DoD). Agree on what is "UNDONE".
- Identify functional expertize & technical skillset required (each Team; LeSS Product Group)
- Prototype a team 'blueprint' (*Do NOT create teams, on behalf of teams*)
- Prototype a product group 'blueprint' (beyond Teams; entire LeSS Product Group)
- Identify (all known) organizational design impediments and assign them to executives
- Run team self-design exercise
- Start sprinting

Product Definition & Exploration Workshop

Define & Explore Product (using Product Canvas): use expanding & constraining forces

PRODUCT CANVAS (1/2)

Product	Organization	Date	Version

Vision
What do we strive to be? What do we do that changes the world? What differentiates us? Tagline? Visual image?

Revenue Streams
How do we fund our product? Where does our revenue come from?

Cost Factors
What cost factors are there to discover, deliver, market, sell, and service our product? What activities and assets are most expensive? Most risky?

Channels
How do we keep our customers coming back? How do we obtain, retain, and grow customer awareness of our product?

Product Partner: Business
Who are the people in the business (ours, others) who legitimize, authorize, pay for, or help us promote the product? Who has domain experience we need to draw upon?

Value
What outcomes do business partners want (e.g., increased revenue, cost reduction, risk reduction, brand projection, customer satisfaction, etc.)?

Product Partner: Customer
Who needs or uses our product? Who are our target customers? What market or market segment do we serve?

Value
What outcomes do customer partners want (e.g., save time, reduce effort, simplify access, appeal to aesthetics, etc.)?

Product Partner: Technology
Who designs, builds, tests, deploys, services, trains, supports the product?

Value
What outcomes do technology partners want (e.g., increase architectural readiness, improve reliability, reduce future cost to service, develop technical expertise, etc.)?

Competitive/Leader Landscape
Who competes with us? What are their strengths? Weaknesses? Who is the leader? What is their superior capability?

Competition: Capability/Threat: Leader: Superior Capability:

Innovation Waves (technology | platforms | standards)
What changes are happening now or possibly in future to hardware, software, platforms, or standards? What trends might impact the design, development, acquisition, deployment or servicing of the product?

Source: https://www.ebgconsulting.com/ProductCanvas.pdf   ebgconsulting.com

Product Definition & Exploration Workshop

Define & Explore Product (using Product Canvas): use expanding & constraining forces

PRODUCT CANVAS (2/2)

Product	Organization	Date	Version

User
People, systems, and devices that interact with the product

Interface
Connections to and from users, systems, and devices.

Action
Capabilities provided for users

Data
Data and useful information the product stores and uses

Control
Constraints, policies, regulations, and business rules enforced by the product

Environment
Technology platforms (software and hardware components, standards, and physical properties) the product conforms with

Quality Attribute
Measurable properties that qualify the product's operation and development

Source: https://www.ebgconsulting.com/ProductCanvas.pdf   ebgconsulting.com

Product Definition & Exploration Workshop

To help yourself with PRODUCT BACKLOG creation, run various exercises and discovery activities:

Persona Identification	→	**Product Backlog**	←	Product Canvasing

Product Backlog

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____
11. _____
12. _____
13. _____
14. _____
15. _____
16. _____
17. _____
18. _____
19. _____
20. _____

Persona Identification →

Value Stream Mapping →

Customer Journey Mapping →

← Product Canvasing

← [User] Story Mapping

← Use Case Decomposition
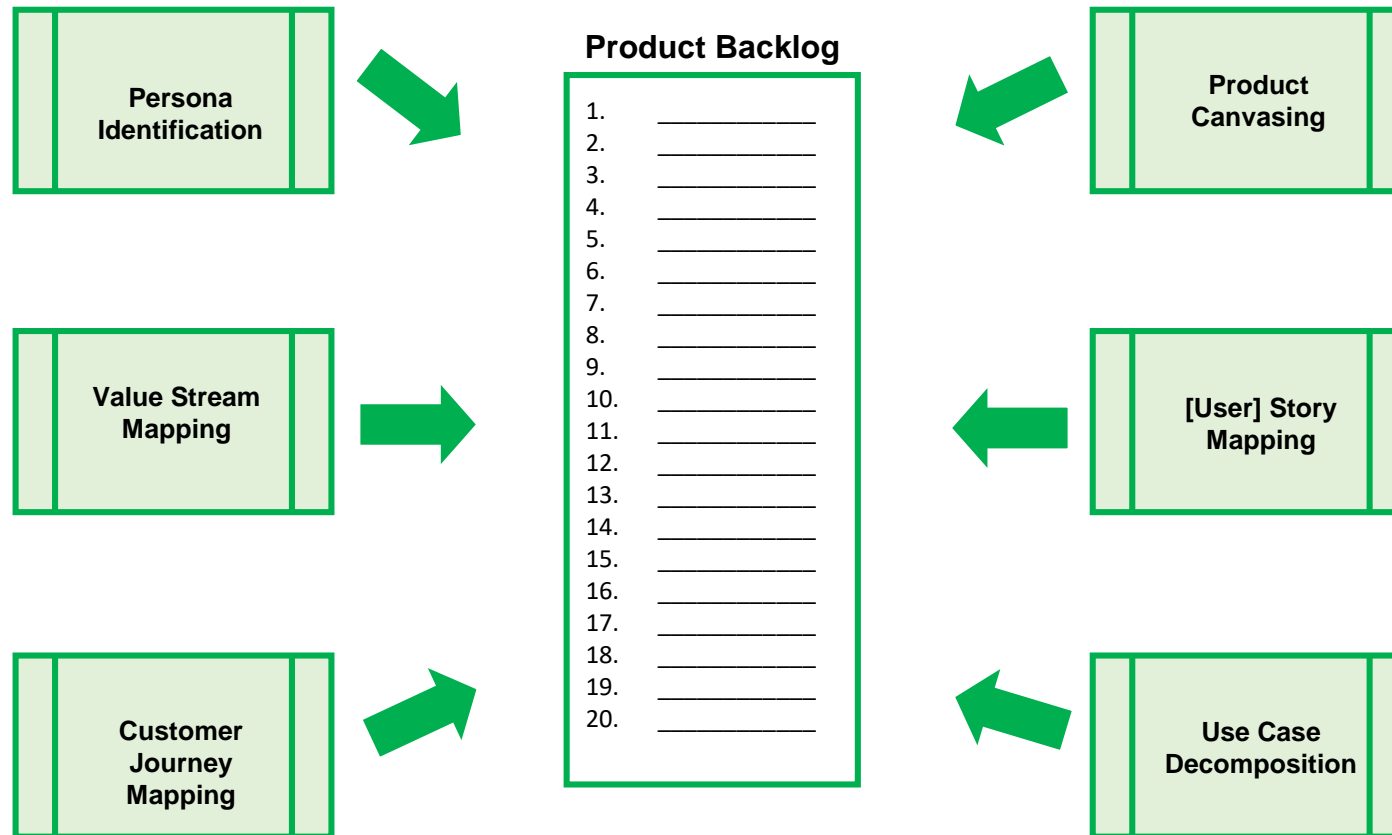
Note: *Remember that the goal of all supplementing exercises and activities is to produce a single Product Backlog, to be prioritized by Product Owner and shared by all teams that will be working on a product.*

Product Definition & Exploration Workshop

Persona Identification Template

Attribute	Description
Picture	
Name	
Age/Gender	
Personality	
Interests	
Title/Organizational Position	
Career Path/Journey	
Technical Skills	
Business Expertize	
Personal Goals	
What is today's solution?	
Reasons to buy/use a product	
Comments	

Product Definition & Exploration Workshop

Additional Roles & Responsibilities (input could be required)

- Product Management
- Legal, Risk, Compliance & Control
- Human Resources
- Marketing & Strategy
- Finance & Administration

Traditional Roles & Responsibilities (potentially, impacted)

- Business Analysts, System Analysts, Data Analyst, Product Analyst
- UI/UX Designers, Customer Journey Specialists
- Technical Managers, Component/Application Leads, Chief Architects
- Project Managers, Program Managers, Portfolio Managers, General Managers, Integration Managers

Product Definition & Exploration Workshop

Use Case Template

Attribute	Description
Name	
ID	
Description	
Actors	
Assumptions	
Benefits	
Pre-Conditions	
Post-Conditions	
Main Path (Steps)	1. ------step------ 2. ------step------ 3. ------step------ 4. ------step------ 5. ------step------ 6. ------step------ 7. ------step------
Alternative Path (Steps)	1. ------step------ 2. ------step------ 3. ------step------ 4. ------step------
Exceptions	
Comments	
Related Use Cases	e.g. <<extend>>, <<include>>

Product Definition & Exploration Workshop

Customer Journey Map Template

Phase/Stage of Journey	Phase 1		Phase 2		Phase 3		Phase 4	
Specific Activities/Steps	1. Activity 2. activity 3. activity 4. activity 5. activity 6. activity	1. Activity 2. activity 3. activity 4. activity 5. activity 6. activity	1. Activity 2. activity 3. activity 4. activity 5. activity 6. activity	1. Activity 2. activity 3. activity 4. activity 5. activity 6. activity	1. Activity 2. activity 3. activity 4. activity 5. activity 6. activity	1. Activity 2. activity 3. activity 4. activity 5. activity 6. activity	1. Activity 2. activity 3. activity 4. activity 5. activity 6. activity	1. Activity 2. activity 3. activity 4. activity 5. activity 6. activity
Sentiments, Perceptions, Feelings, Emotions								
Comments, Ideas, Improvements								

Product Definition & Exploration Workshop

[User] Story Mapping Template

Item – L1			Item – L1			Item – L1		
Item– L2	Item– L2	Item– L2	Item– L2	Item– L2	Item– L2	Item– L2	Item– L2	Item– L2

Priority (High → Low)

Release N-1

| Item– L3 | Item– L3 | Item– L3 | Item– L3 | Item– L3 | Item– L3 |
| Item– L3 | Item– L3 | Item– L3 | Item– L3 | Item– L3 | Item– L3 |

Release N

Release N-3

Note: *Try not to exceed three **levels** of business-centric decomposition*
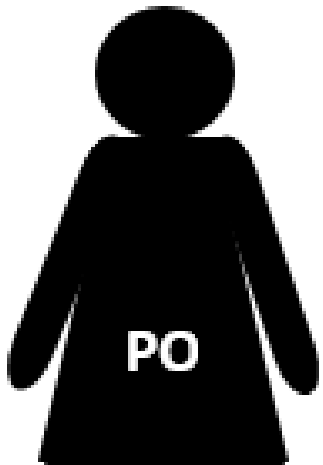
As Product Owner, I want the following components to be included in Product Definition, so that I see it as a REAL Product that I can successfully prioritize.

Product Definition & Exploration Workshop

"Bricks & Snakes"

Component Name:
Component Owner:
Component ID (e.g. seal_id):
Developer(s)/Location:

Skill-set/domain knowledge:

"Organizational Ownership":

Component Name:
Component Owner:
Component ID (e.g. seal_id):
Developer(s)/Location:

Skill-set/domain knowledge:

"Organizational Ownership":

Component Name:
Component Owner:
Component ID (e.g. seal_id):
Developer(s)/Location:

Skill-set/domain knowledge:

"Organizational Ownership":

Component Name:
Component Owner:
Component ID (e.g. seal_id):
Developer(s)/Location:

Skill-set/domain knowledge:

"Organizational Ownership":

Component Name:
Component Owner:
Component ID (e.g. seal_id):
Developer(s)/Location:

Skill-set/domain knowledge:

"Organizational Ownership":

Component Name:
Component Owner:
Component ID (e.g. seal_id):
Developer(s)/Location:

Skill-set/domain knowledge:

"Organizational Ownership":

Component Name:
Component Owner:
Component ID (e.g. seal_id):
Developer(s)/Location:

Skill-set/domain knowledge:

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Component Name:
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Developer(s)/Location:

Skill-set/domain knowledge:

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Developer(s)/Location:

Skill-set/domain knowledge:

"Organizational Ownership":

Component Name:
Component Owner:
Component ID (e.g. seal_id):
Developer(s)/Location:

Skill-set/domain knowledge:

"Organizational Ownership":

Component Name:
Component Owner:
Component ID (e.g. seal_id):
Developer(s)/Location:

Skill-set/domain knowledge:

"Organizational Ownership":

Product Definition & Exploration Workshop

Technical Skill Set (per Team)

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
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19. _____
20. _____

Note: *What technical skill set (e.g. technology, language) a team needs to have, in order to perform work in a backlog, to meet Definition of Done?*

Functional Domain Expertize (per Team)

1. _____
2. _____
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19. _____
20. _____

Note: *What domain expertise (e.g. line of business) each team needs to have, in order to perform work in a backlog, to meet Definition of Done?*

Product Definition & Exploration Workshop

Prototype Team 'Blueprint'

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____

Note: *Team 'blueprint' is a template of what a team may look like, given technical skillset and domain expertise required, in order to perform work in a backlog?* **Do not assign individuals to teams**: *teams will be created during a self-design workshop.*

Prototype Product Group 'Blueprint' (beyond Teams)

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____
11. _____
12. _____
13. _____
14. _____
15. _____

Note: *Product Group 'blueprint' is a template of what the whole group may look like, including teams, Product Owner and users/customers, in order to function effectively and independently?*

The Big Day:
Team Self-Formation Workshop

Product Definition & Exploration Workshop

Run Team Self-Design Exercise

Team

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____

Team

1. _____
2. _____
3. _____
4. _____
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6. _____
7. _____
8. _____
9. _____

Team

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9. _____

Team

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9. _____

Team

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9. _____

Team

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7. _____
8. _____
9. _____

Team

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____

Team

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____

*Note: Use this sheet to capture names of team members (each team) during **Team Self-Formation Workshop**. **Managers do NOT create teams on behalf of teams.***

Initial
Product Backlog Refinement
(IPBR)

Product Definition & Exploration Workshop

[Initial] Product Backlog

High Priority

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
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10. _____
11. _____
12. _____
13. _____
14. _____
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16. _____
17. _____
18. _____
19. _____
20. _____

Low Priority

*Note: Initial product backlog should provide enough work ("feed" work) for teams during the first few sprints of LeSS adoption. This takes place during Initial Product Backlog Refinement event. **Participation of an entire product group is required**.*

Product Definition & Exploration Workshop

Definition of Done

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____
11. _____
12. _____
13. _____
14. _____
15. _____

Note: A check list of items that must be done, by the end of each sprint, in order deliver a product increment (PI), as per agreement, by all teams, and with Product Owner. In LeSS, all teams share the same Definition of Done. The goal should be to expand Done, over time.

"Undone" Department

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____
11. _____
12. _____
13. _____
14. _____
15. _____

Note: A check list of items that are explicitly known, as 'undoable', due to technical and/or organizational limitations. The goal should be to reduce 'Undone' over time.

Product Definition & Exploration Workshop

Organizational Impediment Backlog

High Priority

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____
11. _____
12. _____
13. _____
14. _____
15. _____
16. _____
17. _____
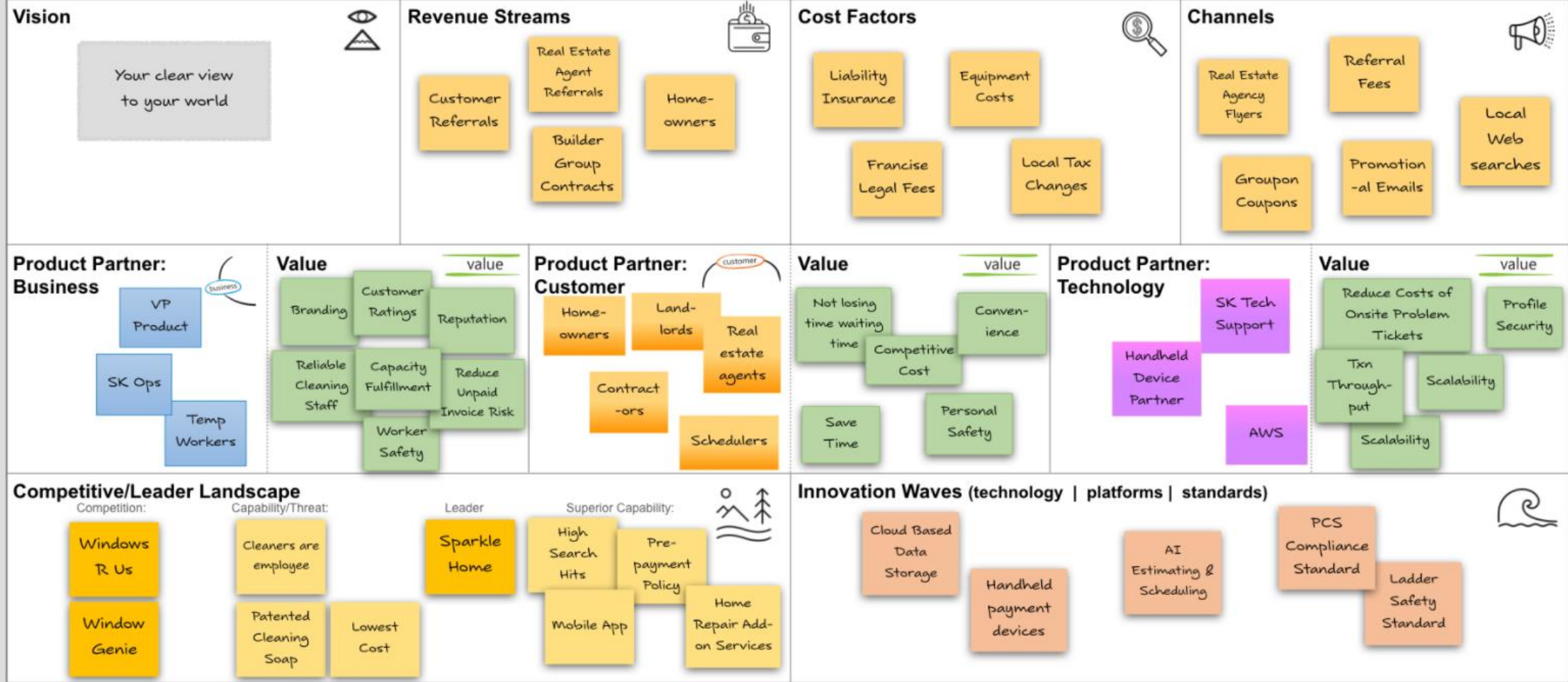18. _____
19. _____
20. _____

Low Priority

Note: *What organizational impediments (e.g. HR policies, reporting structure, career path, location strategies, budgeting, etc.) may potentially hinder healthy dynamics of a product group in LeSS adoption? Who will self-assign this responsibility (e.g. sr. manager, executive)? How do you plan on measuring progress of impediment resolution?*

Product Definition & Exploration Workshop (example)

PRODUCT CANVAS (1/2)

Product: Squeeky Kleen
Organization: Example Inc.
Date: 2019-01
Version: v1.06

Vision
Your clear view to your world

Revenue Streams
- Customer Referrals
- Real Estate Agent Referrals
- Builder Group Contracts
- Home-owners

Cost Factors
- Liability Insurance
- Equipment Costs
- Francise Legal Fees
- Local Tax Changes

Channels
- Real Estate Agency Flyers
- Referral Fees
- Local Web searches
- Groupon Coupons
- Promotion-al Emails

Product Partner: Business
- VP Product
- SK Ops
- Temp Workers

Value
- Branding
- Customer Ratings
- Reputation
- Reliable Cleaning Staff
- Capacity Fulfillment
- Reduce Unpaid Invoice Risk
- Worker Safety

Product Partner: Customer
- Home-owners
- Land-lords
- Real estate agents
- Contract-ors
- Schedulers

Value
- Not losing time waiting time
- Conven-ience
- Competitive Cost
- Save Time
- Personal Safety

Product Partner: Technology
- SK Tech Support
- Handheld Device Partner
- AWS

Value
- Reduce Costs of Onsite Problem Tickets
- Profile Security
- Txn Through-put
- Scalability
- Scalability

Competitive/Leader Landscape

Competition:
- Windows R Us
- Window Genie

Capability/Threat:
- Cleaners are employee
- Patented Cleaning Soap
- Lowest Cost

Leader
- Sparkle Home

Superior Capability:
- High Search Hits
- Pre-payment Policy
- Mobile App
- Home Repair Add-on Services

Innovation Waves (technology | platforms | standards)
- Cloud Based Data Storage
- Handheld payment devices
- AI Estimating & Scheduling
- PCS Compliance Standard
- Ladder Safety Standard

https://www.ebgconsulting.com/wp/wp-content/uploads/2019/01/SK-Ex-ProductCanvas-1EBG.png

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Product Definition & Exploration Workshop (example)

PRODUCT CANVAS (2/2)

Product: Squeeky Kleen
Organization: Example Inc.
Date: 2019-01
Version: v1.06

User — Persona, User Role Map

Interface — Context Diagram, Estimator Prototype

Action — Features: Scheduling, Estimation, Analytics, Invoicing, Inventory Management, Account Management; Business Process Diagram; Story Map

Data — Data Model, State Diagram

Control — Scheduling, Cancellation, Estimation; Decision Table

Environment — Onsite, Office; Handheld: Apple IoS; Laptop: Windows Chrome 64.032+; S/W Platform: Anxious Anti-Virus, Cassidy 3500 Router, Fast Switch 73, Open Connect Protocol; Architecture Diagram

Quality Attribute — Response Time, Availability, Recoverability; Calculated price shows within 3 seconds of selection; 95% M-F EST hours 8:30 am -6 pm; 2 hours MTR

https://www.ebgconsulting.com/wp/wp-content/uploads/2019/01/SK-Ex-ProductCanvas-2EBG.png

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Product Definition & Exploration Workshop

Notes: