New New Product Development Game.
Revisited

In the context of software product development

Product Development

The New New Product Development Game

by Hirotaka Takeuchi and Ikujiro Nonaka

From the Magazine (January 1986)

In today's fast-paced, fiercely competitive world of commercial new product development, speed and flexibility are essential. Companies are increasingly realizing that the old, sequential approach to developing new products simply won't get the job done. Instead, companies in

New New Product Development Game

Lean

SCRUM
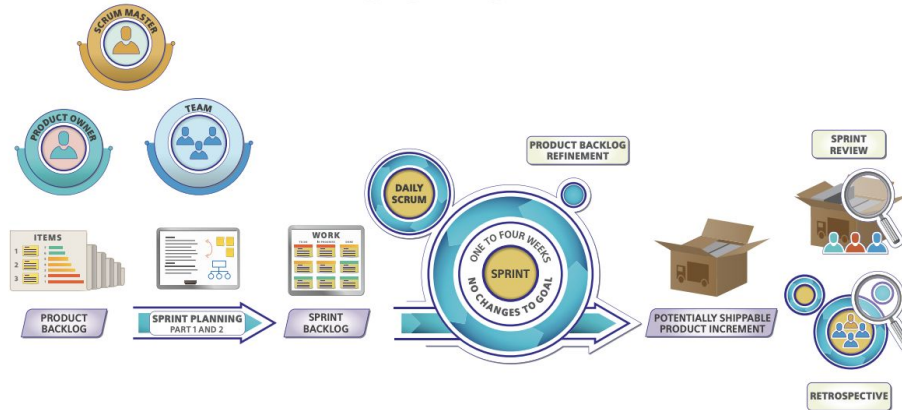
Agile Manifesto

I digress, let me explain (a bit) about rugby

Forwards

1. Loose-head prop
2. Hooker
3. Tight-head prop
4. Lock
5. Lock
6. Blind-side flanker
7. Open-side flanker
8. Number 8

Backs

9. Scrum-half (Half-Back)
10. Fly-half (First Five-Eight)
11. Left wing
12. Inside centre (Second Five-Eight)
13. Outside centre (Centre)
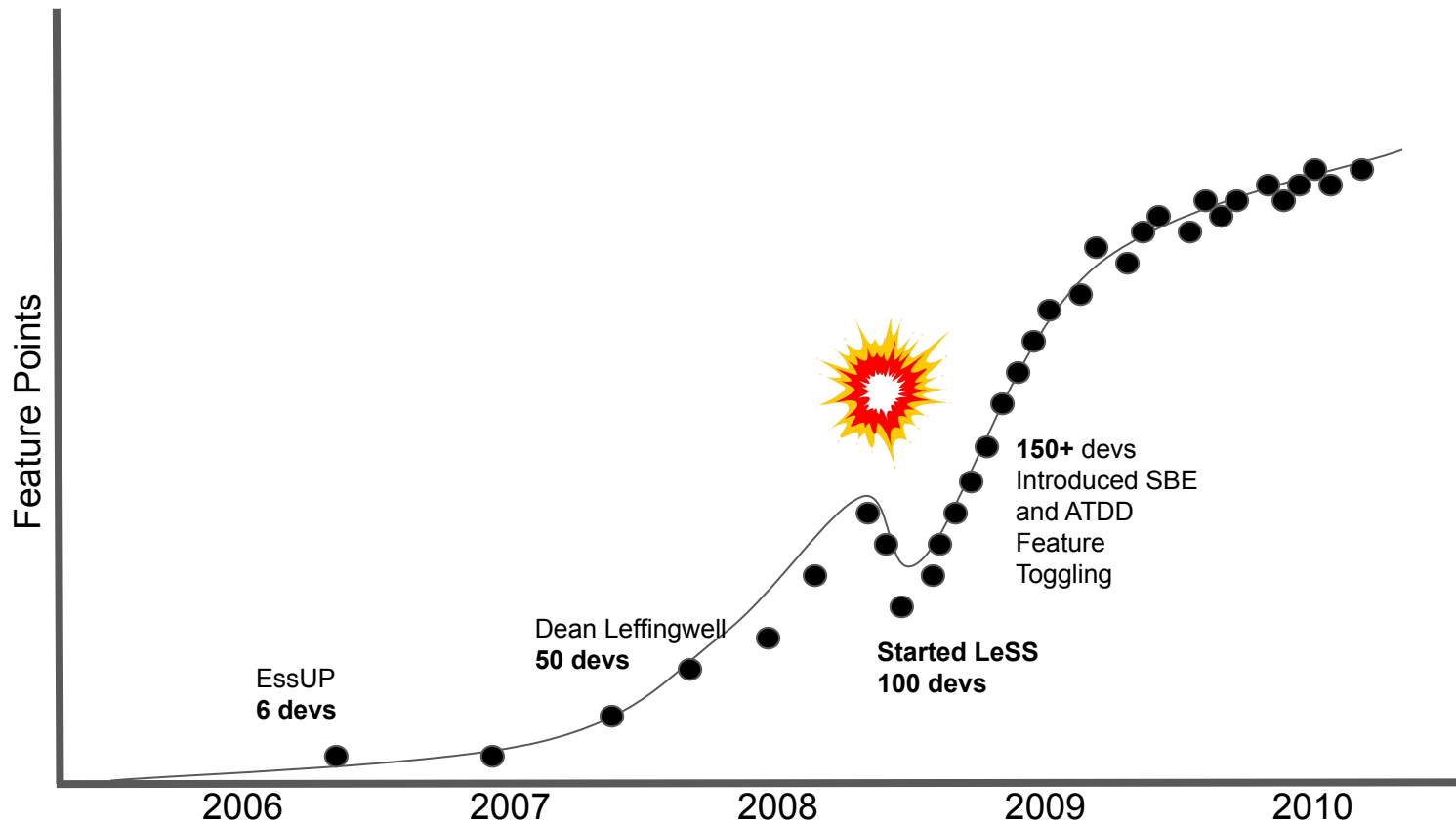14. Ring wing
15. Full-back

2008

We were in the middle of a wicked hard problem(s)

I met Craig. He is seriously smart, and a good friend.

Cross functional teams

Feature Points

EssUP
6 devs

Dean Leffingwell
50 devs

**Started LeSS
100 devs**

150+ devs
Introduced SBE
and ATDD
Feature
Toggling

2006   2007   2008   2009   2010

Learn About the Role of the Product Owner

As described in the Scrum Guide, a Scrum Product Owner is accountable for maximizing the value of the product resulting from the work of the Scrum Team. How this is done may vary widely across organizations, Scrum Teams, and individuals.
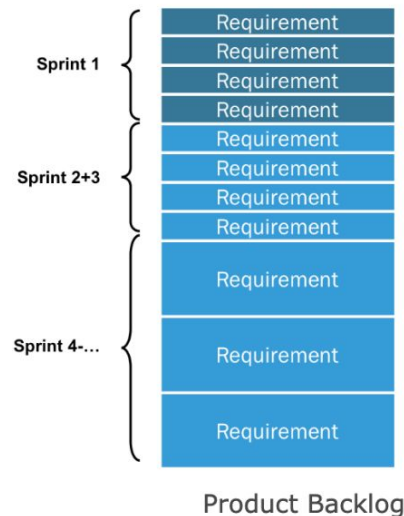
The Product Owner is also accountable for effective Product Backlog management, which includes:

- Developing and explicitly communicating the Product Goal;

- Creating and clearly communicating Product Backlog items;

- Ordering Product Backlog items; and,

- Ensuring that the Product Backlog is transparent, visible and understood.

The Product Owner may do the above work or may delegate the responsibility to others. Regardless, the Product Owner remains accountable.
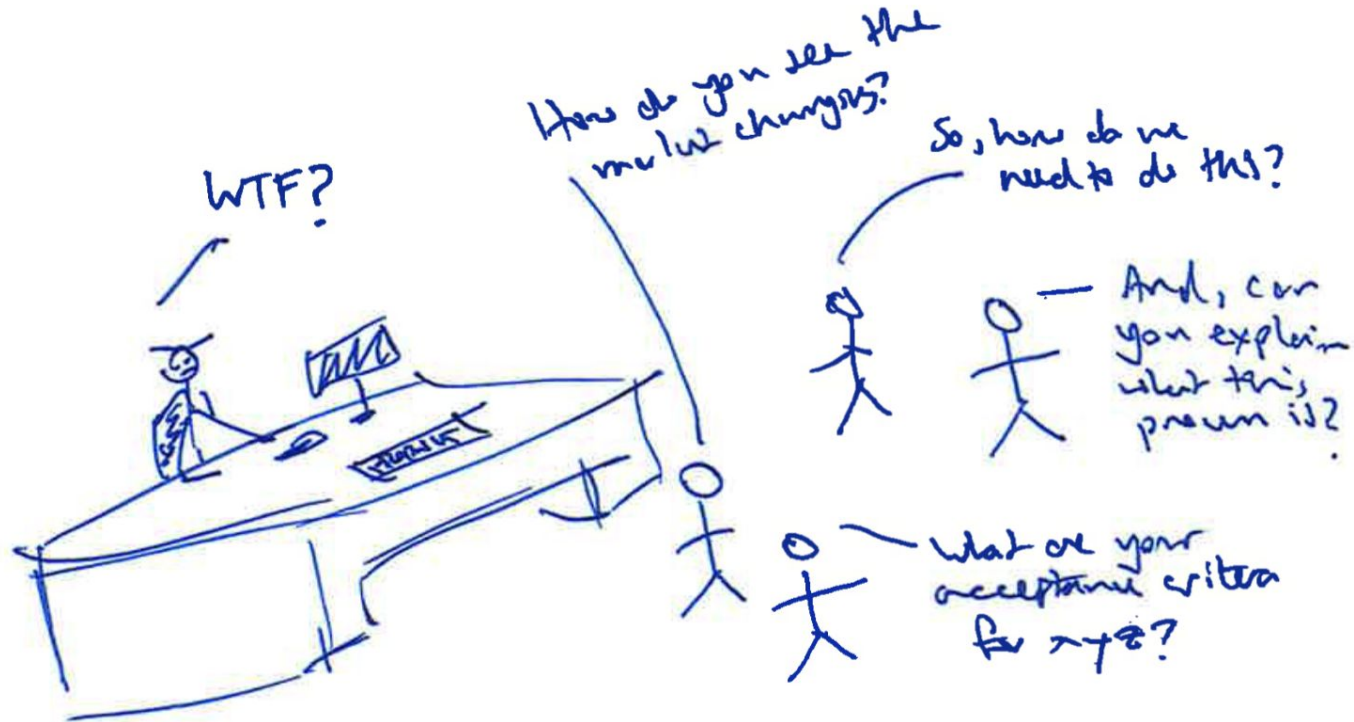
For Product Owners to succeed, the entire organization must respect their decisions. These decisions are visible in the content and ordering of the Product Backlog, and through the inspectable Increment at the Sprint Review.

The Product Owner is one person, not a committee. The Product Owner may represent the needs of many stakeholders in the Product Backlog. Those wanting to change the Product Backlog can do so by trying to convince the Product Owner.

Sprint 1
- Requirement
- Requirement
- Requirement
- Requirement

Sprint 2+3
- Requirement
- Requirement
- Requirement
- Requirement

Sprint 4-...
- Requirement
- Requirement
- Requirement

Product Backlog

"Business people and developers must work together daily throughout the project"

Back to the NNPDG

What are the teams in the NNPDG doing?

- FX-3500 medium-sized copier (introduced by Fuji-Xerox in 1978)

- PC-10 personal-use copier (Canon, 1982)

- City car with 1200 cc engine (Honda, 1981)

- PC 8000 personal computer (NEC, 1979)

- AE-1 single-lens reflex camera (Canon, 1976)

- Auto Boy, known as the Sure Shot in the United States, lens shutter

What are the teams in the NNPDG doing?
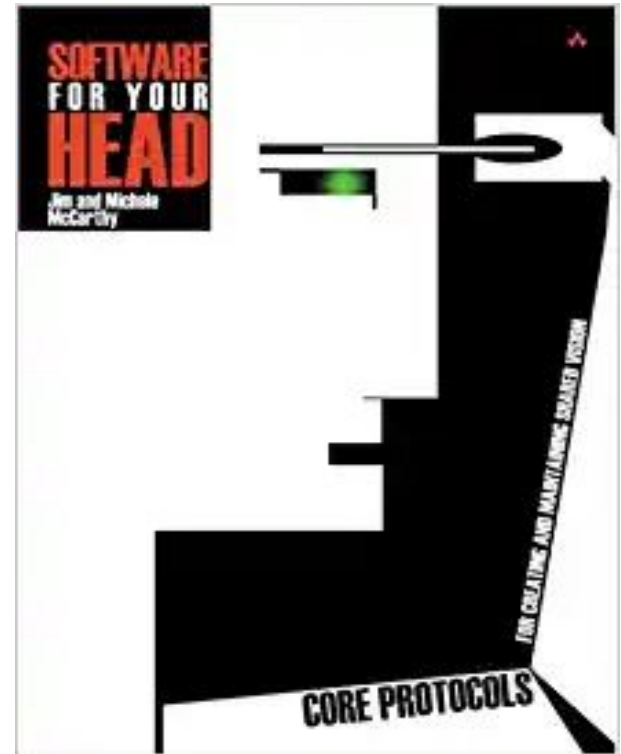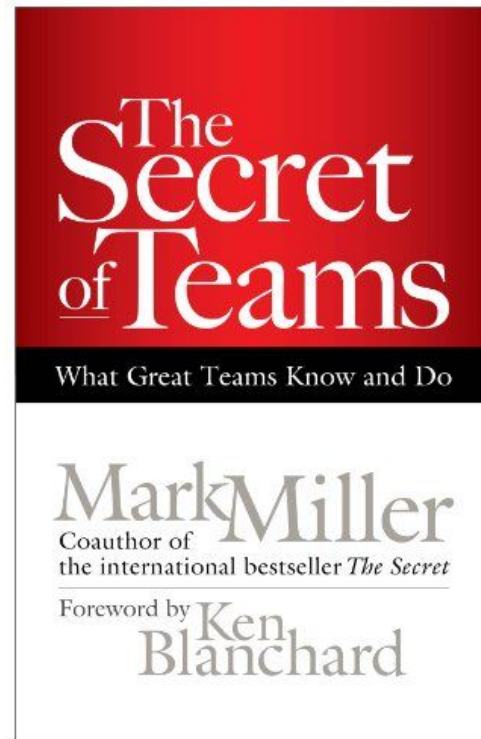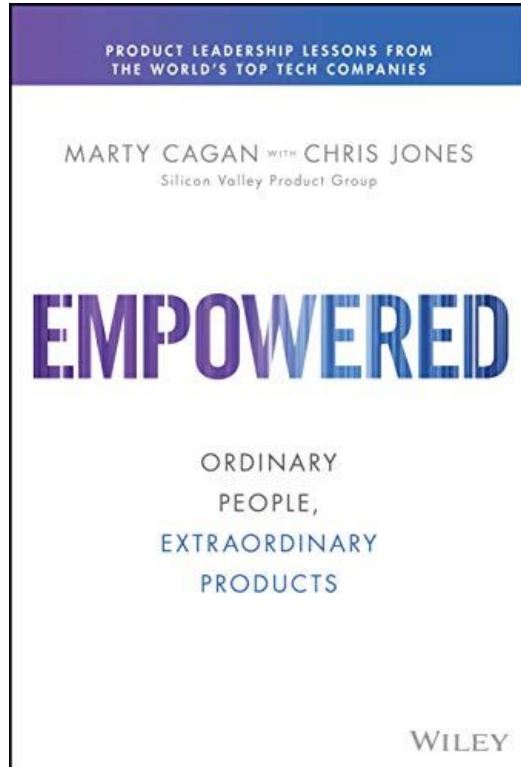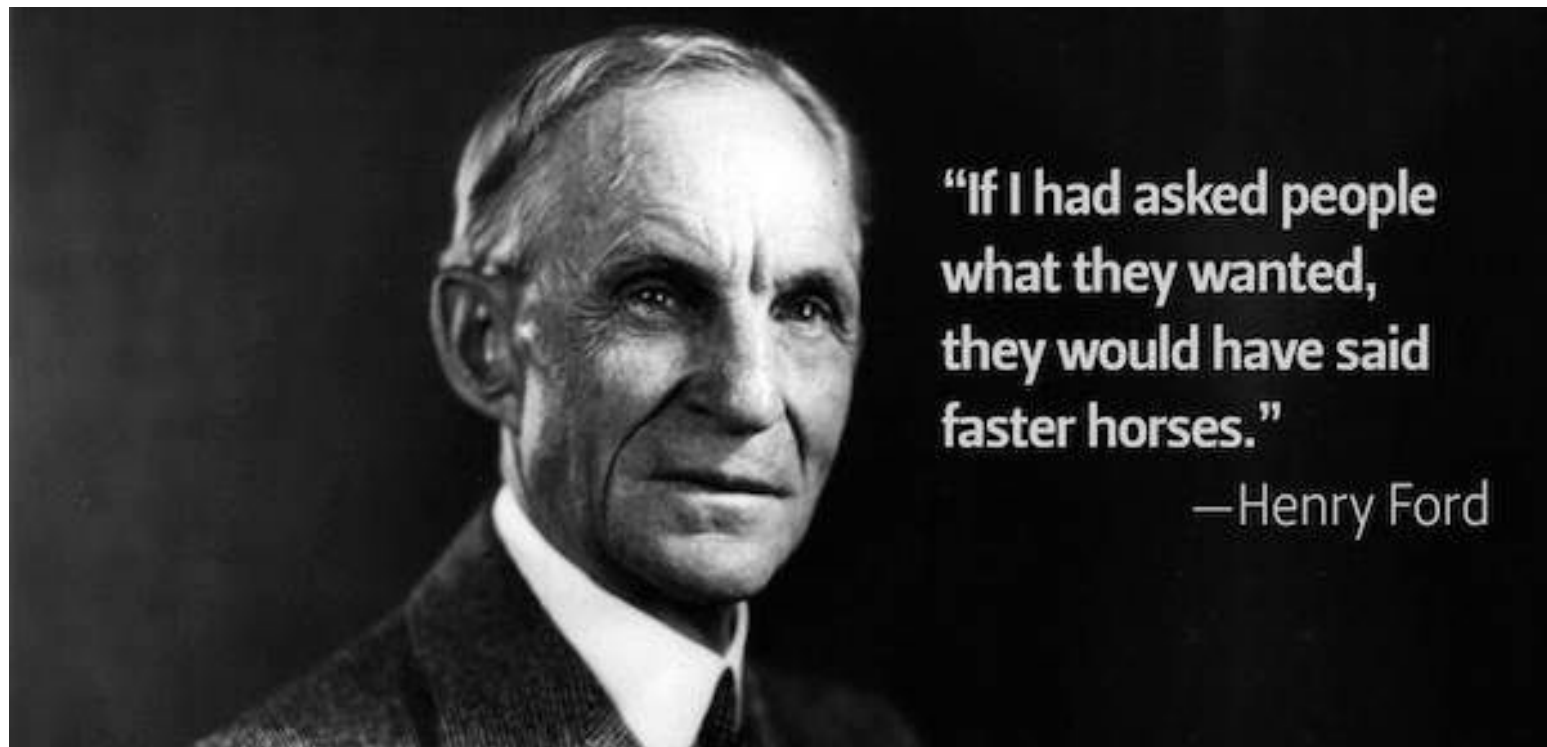
"Product Development"

Not this

Moving the Scrum Downfield

From interviews with organization members from the CEO to young engineers, we learned that leading companies show six characteristics in managing their new product development processes:

1. Built-in instability

2. Self-organizing project teams

3. Overlapping development phases

4. "Multilearning"

5. Subtle control

6. Organizational transfer of learning

PRODUCT LEADERSHIP LESSONS FROM THE WORLD'S TOP TECH COMPANIES

MARTY CAGAN WITH CHRIS JONES
Silicon Valley Product Group

EMPOWERED

ORDINARY
PEOPLE,
EXTRAORDINARY
PRODUCTS

WILEY

The Secret of Teams

What Great Teams Know and Do

Mark Miller

Coauthor of
the international bestseller *The Secret*

Foreword by Ken Blanchard

SOFTWARE FOR YOUR HEAD

Jim and Michele McCarthy

CORE PROTOCOLS

FOR CREATING AND MAINTAINING SHARED VISION

Finding the product

"If I had asked people what they wanted, they would have said faster horses."

—Henry Ford

"You need an electric drill with a ¼ inch bit"

"No

I need a ¼ inch hole"

What "job" is it doing?

Anthony Ulwick

Better product?

How does it work in a software context?

Cup of tea..

Needs hot water…

Operations/Support

Finance

Facilitation

Research

Leadership

Data analysis

Domain knowledge

Product "Development"

Planning

Software/tech

Communications

Ability to say "no"

Marketing

UX/UI

Delivery Team

Delivery Team

Delivery Team

Needs hot water…

Extraordinary Teams

I have long argued that innovation is all about the team. But rather than focus on the techniques these teams use, let's look at the actual role or purpose of the team in the broader organization.

In *most* companies, technology teams exist "to serve the business." That is very often the literal phrase you will hear. But even if they aren't explicit about it, the different parts of the business end up driving what is actually built by the technology teams.

However, in contrast, in *strong* product organizations, teams exist for a very different purpose. They exist "to serve the *customers*, in ways that meet the needs of the business."
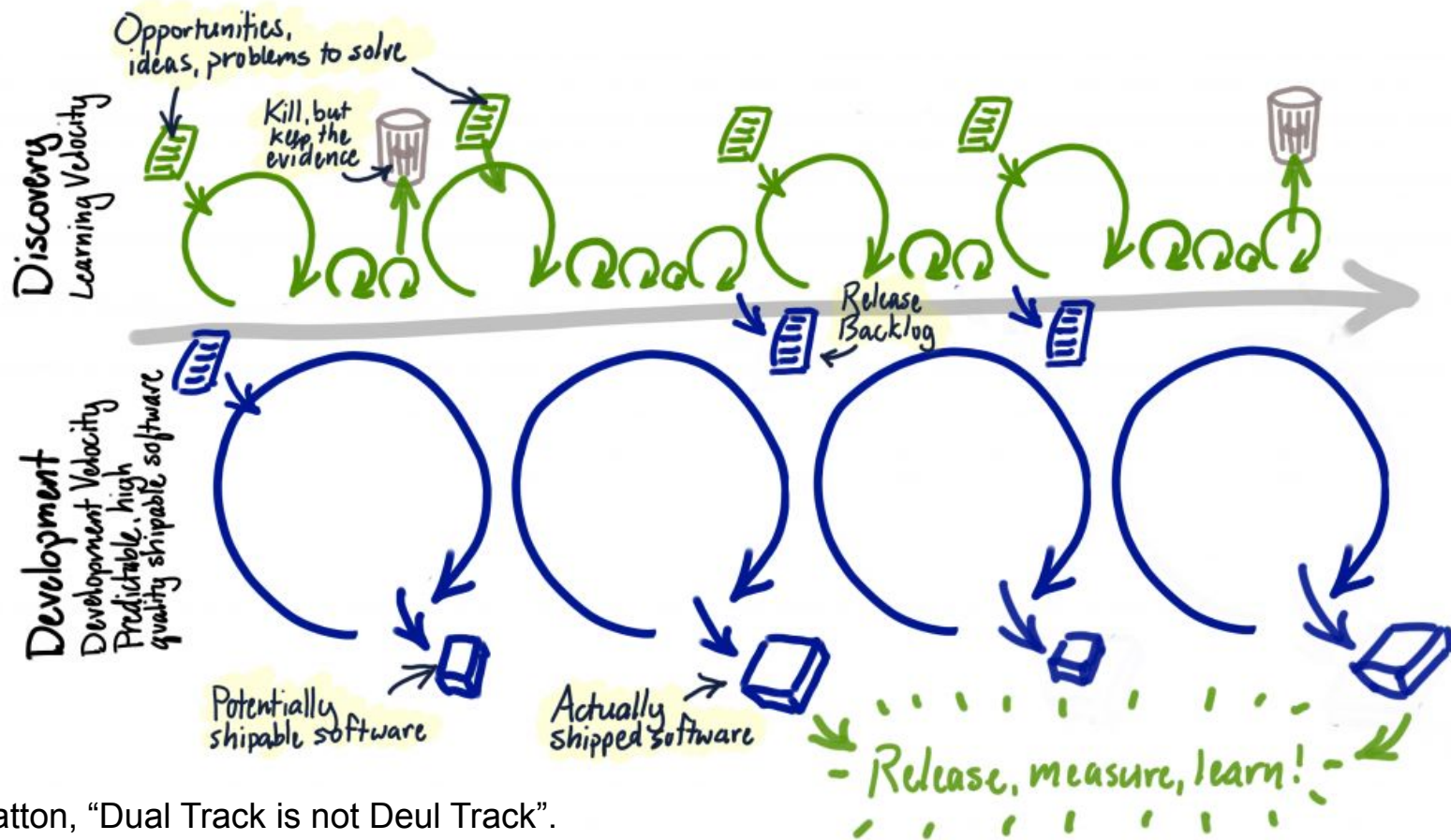
Marty Cagan

Who?

Marty Cagan;
Product Manager, Designer (UX) and
Lead Engineer

Let's discuss

Who?

Putting it together

Jeff Patton, "Dual Track is not Deul Track".

Summary

Doing this is Wicked Hard

Jeff Patton, "Dual Track is not Deul Track".

Summary

Doing this is Wicked Hard

Jeff Patton, "Dual Track is not Deul Track".

They are not the same

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