



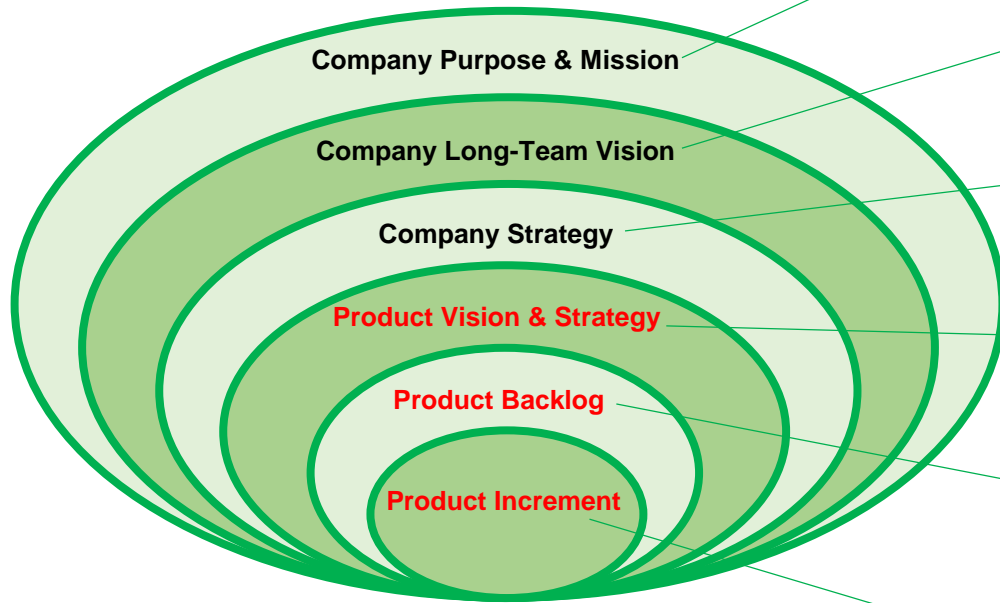
Product

Definition & Exploration *(Templates & Worksheets)*

Product Definition & Exploration Workshop

Notes:

- 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



[Empty box for notes on Company Purpose & Mission]

[Empty box for notes on Company Long-Team Vision]

[Empty box for notes on Company Strategy]

[Empty box for notes on Product Vision & Strategy]

[Empty box for notes on Product Backlog]

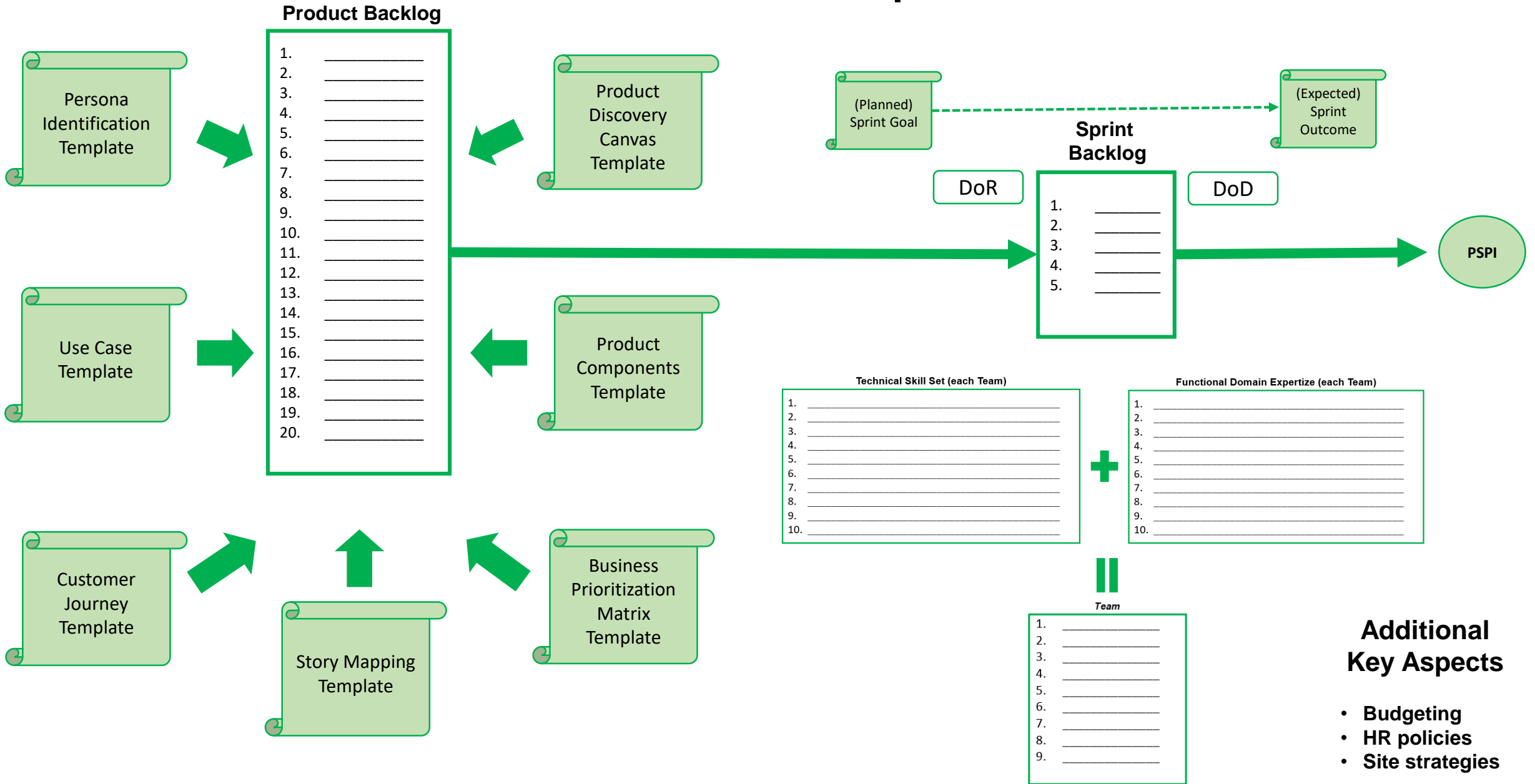
[Empty box for notes on Product Increment]

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 the ‘big picture’ (Strategy, Mission, Vision, OKRs).
- Select & discuss a product.
- Define & explore a product with Product Canvas, applying *expanding & constraining forces*.
- 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 expertise & 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

LeSS Mind Map



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.

Top-10 Product Coaching Questions Template

1. What problem are we really trying to solve?

Encourages teams to shift focus from solutions to customer needs and problem clarity.

🎯 2. How will we know if we're successful?

Helps define outcomes, not just outputs (great for OKRs, metrics, and hypothesis testing).

👤 3. Who is this for, and what job are they trying to get done?

Anchors work in the user's world. Inspired by Jobs To Be Done (JTBD) thinking.

🔍 4. What assumptions are we making—and which ones feel riskiest?

Drives discovery and experimentation (especially lean startup-style).

📊 5. What evidence do we have for this idea or decision?

Shifts teams from opinion-based to evidence-based product thinking.

⚖️ 6. What trade-offs are we making here—and are we okay with them?

Helps teams surface and discuss constraints, sacrifices, or tensions.

📝 7. What's the smallest thing we can test or learn next?

Encourages iterative delivery and learning, rather than building large features blindly.

🔗 8. How does this work align with our product vision or strategy?

Challenges "feature factory" habits and re-aligns toward long-term outcomes.

👥 9. Who else needs to be involved in this decision?

Supports stakeholder mapping and team autonomy with clarity.

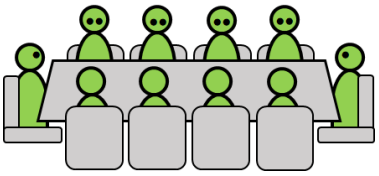
🚫 10. What would happen if we didn't do this?

A powerful challenge to avoid default yeses and overcommitting to low-value work.

Customer Interview Template

Interviewee Profile:	<i>e.g. Remote developer, 2 yrs experience, B2B SaaS user</i>
Goals:	<i>e.g. "Stay updated without extra meetings"</i>
Pain Points:	<i>e.g. "Slack is noisy; I miss updates"</i>
Workarounds:	<i>e.g. Uses Notion for async notes</i>
Quotes / Signals:	<i>e.g. "I want 1 tool to tell me what I missed today"</i>
Opportunities:	<i>e.g. Build async digest feed</i>





Product Definition & Exploration Workshop

(Peoples' Assessment: "Are You Talking To Right People?")

Use the following questions to validate if appropriate people are involved in defining a product:

20 Qualifying Questions

1. What is your current position within an *organizational structure* (org. chart)? Upward? Downward?
2. Historically, what role have you played in traditional *project, program, portfolio management? Product management?*
3. How can you articulate *vision, mission and strategic objectives* for a product?
4. Do you know what *competition* does a product face today (internally or externally)?
5. What ideas do you currently have with respect to *sales/marketing/promotion* of a product?
6. What involvement do you have today in a product's *cost management/expense reduction/investments* decisions?
7. What specific *business unit/line of business (LOB)* that will be using this product, do you represent?
8. In your current role, how closely are you positioned to *internal users/external customers'*? How well do you understand their needs?
9. How would you measure product *success/failure?* ROI? Cost per effort? Other metrics?
10. What control do you have over *funding/budgeting/sponsorship* decisions of a product?
11. In your current role, how closely do you interact with *product developers?* Do you have any special relationships built with R&D?
12. Would you be available/willing to engage directly with developers in a future, to provide *clarifications and details*, if/when requested?
13. Are you familiar (practice/theory) with the concept of *flexible/rolling-wave budgeting?* How is it different from traditional (annual) budgeting?
14. Are you familiar (in principle) with the process of *estimation/forecasting/ planning* in s/w product development (domain of high variability)?
15. How well do you understand what *components* (large, small) does a product consist of? Do you manage/work on any of them today?
16. Are you familiar with *regulatory/legal/compliance/quality controls* requirements of a product?
17. If presented with a set of features (*business-centric*), would you be able to articulate your own view on their *priority?*
18. Do you have any prior experience with *product discovery activities* (product canvassing, customer journeys, user story mapping)?
19. Have you ever been involved in discussions of *broadening and/or narrowing* a product definition?
20. Would you be willing to invest time in sharing your *personal product knowledge* with others, as well as gaining new knowledge from others?

Product Definition Canvas Template

<p>Product Name:</p> <p>Date:</p> <p>Contributor (s):</p>	<p>Vision - What is your product's purpose? How do you envision your product will change human lives and experience? Mission – What is your mission? What are you trying to do, specifically, to achieve your goals? Strategic Objectives –What are your OKRs: what are your objectives and what results do you expect to see, over time?</p>			
<p>Funding/Budgeting/Sponsorship - Where does funding come from? Who will pay for your product?</p>	<p>Costs/Expenses/Investments - What costs, expenses or other financial overhead do you expect to encounter?</p>	<p>Sales/Marketing/Promotion - What strategies/tools/techniques are you going to use to increase your sales and revenue flow? What is your marketing strategy? What promotion channels will you use?</p>		
<p>Measurements/Metrics - How will you measure your success?</p>		<p>Customers/Users/Target Groups - Who is this product for? Who uses it today and who will use it in a future?</p>		
<p>Partnerships/Benefits - Who are your key partners? What value will this product bring to them? What cost reduction, time/financial savings, improved time-to-market, increased satisfaction should they expect to see?</p> <p>Business: Key Benefits:</p> <p>Technology: Key Benefits:</p> <p>Other: Key Benefits:</p>		<p>Users – humans and systems that interact with your product</p>	<p>Business Layers – e.g. parameters, necessary to create a business object</p> <p>Service Layers – discrete operations that must be supported (API, orchestration, entity, utility)</p>	<p>Regulatory/Legal/Compliance – requirements, controls, policies, rules</p>
<p>Competitors - Who are our direct or indirect competitors? Today, what makes them more or less successful than if you? What are their weak areas that you need to take advantage of?</p>		<p>UI/UX/Interfaces – systems, applications, devices, (upstream and downstream)</p> <p>Data -bases/sources – DB, data warehouse, data-feeds, etc.</p>	<p>Components/Applications – “elements” that are included in your product, when seen from a user/customer perspective</p>	<p>Quality Controls – measurements, validations, testable properties & attributes</p>



Product Vision Canvas Template

Product Name:	<i>e.g. Team Hub</i>
Vision Statement:	<i>e.g. "Enable seamless daily collaboration for remote teams."</i>
Target Users:	<i>e.g. Remote startup teams, PMs, developers</i>
Problem to Solve:	<i>e.g. Communication chaos, tool fragmentation</i>
Unique Value Proposition:	<i>e.g. Single hub for async updates + integrations</i>
Business Goal:	<i>e.g. DAUs, session time, team activation rate</i>
Success Metrics:	<i>e.g. Improve client retention by 20% in 6 months, reduce client departure by 10%</i>



Lean UX Canvas Template

Business Problem:	<i>e.g. User drop-off during onboarding</i>
User Segments:	<i>e.g. First-time users (tech-savvy vs. not)</i>
User Needs & Pain Points:	<i>e.g. "I don't know what to do next"</i>
Value Proposition:	<i>e.g. "We guide you through first success"</i>
Solutions / Features:	<i>e.g. Guided tour, interactive checklist</i>
Key Metrics:	<i>e.g. Onboarding completion rate, activation rate</i>
Hypotheses:	<i>e.g. "If we show a checklist, users will finish more"</i>



Product Management Objectives & Key Results (OKRs) Template

O: Improve Product Adoption and User Engagement

KRs:

- Increase Daily Active Users (DAU) from to
 - Unit: Count (users)
- Improve Day retention rate from to
 - Unit: Percentage (%)
- Increase average session duration from to 6
 - Unit: Time (minutes)

O: Grow Revenue and Monetization

KRs:

- Increase Monthly Recurring Revenue (MRR) from \$ K to \$ K
 - Unit: Currency (e.g., USD/month)
- Improve conversion rate on pricing page from % to %
 - Unit: Percentage (%)
- Decrease Customer Acquisition Cost (CAC) from \$ to \$
 - Unit: Currency (USD/customer)

O: Deliver High-Impact Features on Time

KRs:

- Release major features from the roadmap
 - Unit: Count (features)
- Achieve roadmap delivery rate of % or higher
 - Unit: Percentage (%)
- Reduce average cycle time from days to days
 - Unit: Time (days)

O: Improve Product Quality and Reliability

KRs:

- Reduce production bugs reported post-release by %
 - Unit: Percentage (%) or bug count
- Achieve % product uptime
 - Unit: Percentage (%)
- Increase automated test coverage from % to %
 - Unit: Percentage (%)

O: Increase Customer Satisfaction and Loyalty

KRs:

- Increase NPS from to
 - Unit: Net Promoter Score (NPS) score (-100 to +100)
- Improve Customer Satisfaction score (CSAT) from % to %
 - Unit: Percentage (%)
- Reduce support ticket volume by %
 - Unit: Percentage (%), or count of tickets

O: Enhance User Research and Insights

KRs:

- Conduct customer interviews this quarter
 - Unit: Count (interviews)
- Launch 2 usability studies with at least users each
 - Unit: Count (studies/users)
- Implement % of usability feedback into the next release
 - Unit: Percentage (%)

Product Management Key Performance Indicators (KPIs) Template

Customer-Centric KPIs

Customer Satisfaction Score (CSAT) – percentage (%)

Measures how satisfied customers are with the product or a specific experience.

Net Promoter Score (NPS) – score (-100 to +100)

Gauges customer loyalty and the likelihood of them recommending the product.

Customer Retention Rate / Churn Rate – percentage (%)

Indicates how many users stay or leave over time — especially critical in SaaS or subscription models.

Customer Lifetime Value (CLTV or LTV) – currency

Projects the total revenue a customer will generate over their relationship with the product.

Product Usage & Engagement KPIs

Daily / Monthly Active Users (DAU / MAU) – count

Tracks how many users engage with the product over time.

Feature Adoption Rate – percentage (%)

Measures how often a new feature is used relative to its availability.

Session Duration / Frequency – time / times

Assesses how long and how often users interact with the product.

User Retention Rate / Bounce rate – percentages (%)

Analyzes user behavior over time (e.g., Day 1, Day 7, Day 30 retention).

Business & Financial KPIs

Revenue / Revenue Growth Rate – currency/ percentage (%)

Tracks overall income and its growth over time.

Customer Acquisition Cost (CAC) – currency

Calculates the cost of acquiring a new customer.

Conversion Rate percentage – (%)

Measures how many users take a desired action (e.g., sign up, purchase, upgrade).

Gross Margin percentage – (%)

Indicates product profitability after accounting for the cost of goods sold.

Delivery & Operational KPIs

Velocity or Throughput – number

Measures how much work the team delivers per sprint/iteration.

Lead Time / Cycle Time – time/time

Tracks how long it takes from idea to delivery.

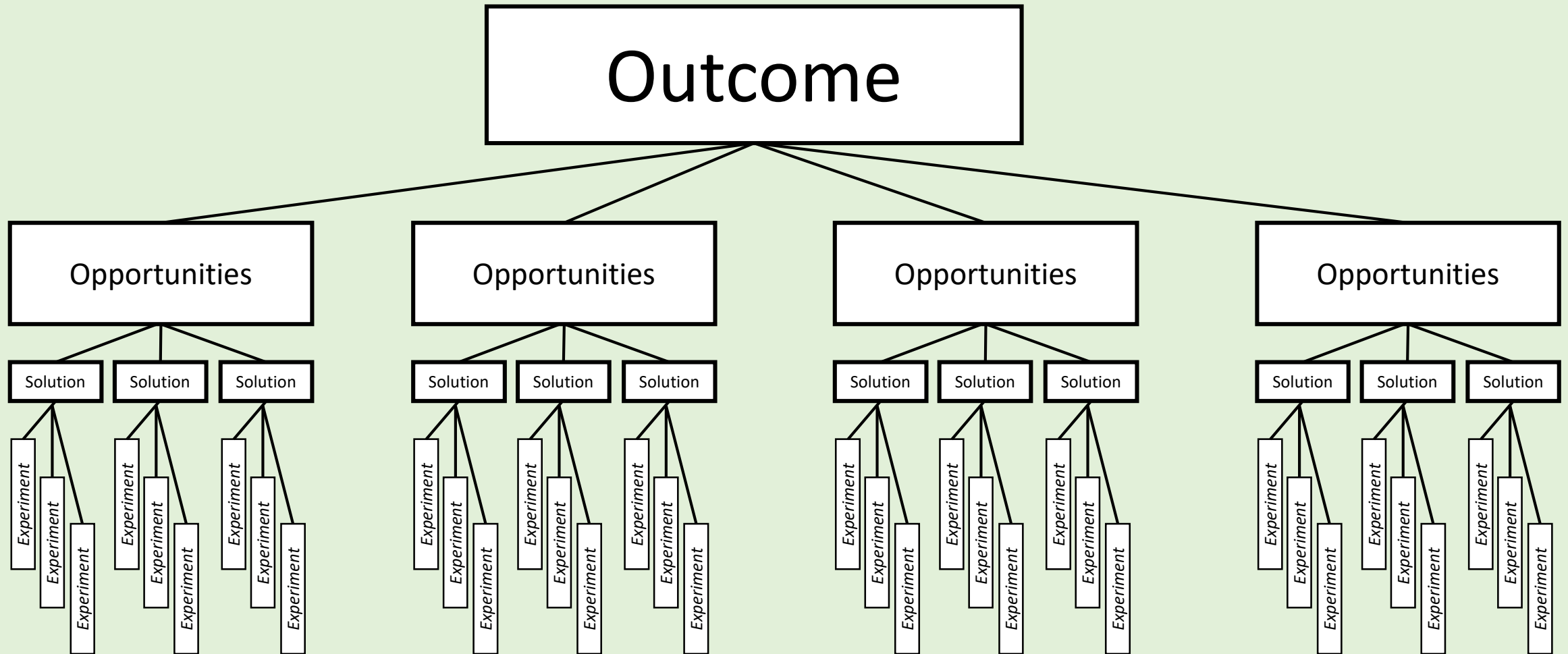
Escaped Defects / Bug Rate – number / percentage (%)

Indicates quality by showing how many issues are found after release.

Roadmap Completion Rate – percentage (%)

Percentage of committed features delivered on time.

Product Opportunity Solution Tree Template



What is Product Opportunity Solution Tree?

- **Outcome** – What is the measurable result you want to achieve?
- **Opportunities** – What unmet customer needs or pain points relate to that outcome?
- **Solutions** – What ideas or features might address those opportunities?
- **Experiments** – What small tests can validate if a solution will work?

Why use Product Opportunity Solution Tree?

- Helps avoid solution-first thinking
- Makes discovery visible and decision-making traceable
- Encourages divergent thinking at the opportunity level
- Promotes alignment across product, design, and engineering

Lean & Agile Product Development / Management Maturity Metrics

Lead Time (Idea → Production)

- What it measures:** Total time from request to delivery
- Why it matters:** Ultimate measure of responsiveness to customer needs
- Maturity Range:**
 - High:** Days/weeks, predictable, continuously improving
 - Low:** Months+, highly variable, opaque delays

Cycle Time (Work Start → Done)

- What it measures:** Execution efficiency
- Why it matters:** Reveals internal bottlenecks
- Maturity Range:**
 - High:** Stable, low variance across items
 - Low:** Highly inconsistent, blocked work dominates

Deployment Frequency

- What it measures:** Release cadence to production
- Why it matters:** Enables fast feedback loops
- Maturity Range:**
 - High:** Daily/on-demand deployments
 - Low:** Monthly/quarterly releases with heavy coordination

Change Failure Rate

- What it measures:** % of releases causing issues
- Why it matters:** Balances speed with quality
- Maturity Range:**
 - High:** <10–15%, issues are minor and recoverable
 - Low:** Frequent incidents, major rollbacks

Work in Progress (WIP)

- What it measures:** Amount of concurrent work
- Why it matters:** Core Kanban flow control lever
- Maturity Range:**
 - High:** Strict WIP limits, fast flow
 - Low:** Overloaded teams, clogged queues

Flow Efficiency (Active vs Waiting Time)

- What it measures:** % of time work is actively progressing
- Why it matters:** Highlights systemic waste
- Maturity Range:**
 - High:** 40–60%+ active time
 - Low:** <15%, most time waiting

Throughput (Items Delivered per Period)

- What it measures:** Delivery rate
- Why it matters:** Enables forecasting (Kanban maturity)
- Maturity Range:**
 - High:** Stable, predictable throughput
 - Low:** Erratic, unreliable delivery

Sprint Predictability (Commit vs Complete)

- What it measures:** Reliability of sprint commitments
- Why it matters:** Indicates Scrum discipline
- Maturity Range:**
 - High:** 80–90% consistency of meeting DoD
 - Low:** Frequent spillovers, over-commitment

Escaped Defects

- What it measures:** Defects found after release
- Why it matters:** product and developers' quality signal
- Maturity Range:**
 - High:** Rare, quickly addressed
 - Low:** Frequent customer-reported issues

Customer Satisfaction (CSAT / NPS)

- What it measures:** Customer perception of value
- Why it matters:** Direct validation of product success
- Maturity Range:**
 - High:** Continuous measurement, tied to releases
 - Low:** Infrequent surveys, ignored feedback

Feature Adoption Rate

- What it measures:** % of users adopting new features
- Why it matters:** Validates real usage vs output
- Maturity Range:**
 - High:** Measured per release, drives prioritization
 - Low:** Unknown or ignored

Outcome vs Output Ratio

- What it measures:** % of work tied to measurable outcomes
- Why it matters:** Separates product teams from feature factories
- Maturity Range:**
 - High:** Most work tied to KPIs (revenue, usage)
 - Low:** Focus on delivering features only

Deployment Readiness (Definition of Done - DoD %)

- What it measures:** % of work ready for shipment (PSPI)
- Why it matters:** Ensures timely and steady value delivery
- Maturity Range:**
 - High:** Clearly defined DoD is met by most PBIs
 - Low:** Vague/loose DoD; very few PBIs become PSPI

Backlog Readiness (Definition of Ready - DoR %)

- What it measures:** % of work ready before development
- Why it matters:** Enables smooth sprint execution
- Maturity Range:**
 - High:** Well-refined, clear acceptance criteria
 - Low:** Ambiguous, last-minute clarification

Blocked Work Ratio

- What it measures:** % of work items blocked
- Why it matters:** Surfaces systemic dependencies
- Maturity Range:**
 - High:** <10% blocked, quick resolution
 - Low:** Frequent long-lived blockers

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	



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-----
Alternative Path (Steps)	1. ----step----- 2. ----step----- 3. ----step----- 4. ----step-----
Exceptions	
Comments	
Related Use Cases	e.g. <<extend>>, <<include>>



Customer Journey Map Template

	Customer Goals	Actions/Tasks	Touchpoints	Pain Points	Opportunities/Ideas	Emotions
Awareness	Learn about product	See ad, hear from friend, search online	Website, social media, blog	Confusing value prop, low visibility	Clarify messaging, SEO improvements	Curious
Consideration	Compare solutions	Read reviews, visit site, ask peers	Review sites, demo video, landing page	Overwhelming info, hard to compare	Simple comparison tool, testimonials	Interested
Onboarding	Set up and get started	Create account, set preferences	App, email, in-app guide	Too many steps, unclear next action	Streamline flow, onboarding checklist	Confused → Guided
Usage	Get value from product	Daily logins, feature usage	Web/app interface, help center	Missing features, slow load times	Improve performance, add user tips	Neutral → Satisfied
Support	Solve an issue	Contact support, read help articles	Chatbot, support center, FAQ	No reply, hard-to-find answers	Better support routing, AI help	Frustrated → Relieved
Retention/Growth	Stay engaged and refer others	Renew, upgrade, invite colleagues	Emails, dashboards, referral program	Lack of reminders, low motivation	Loyalty program, usage-based nudges	Loyal

Customer Journey Template Legend

Dimensions

X-axis dimension – logically sequenced steps/stages/phases a customer goes through, as (s)he makes a journey (travels) through a product (service). All of them, are defined from a standpoint of a customer/user/consumer. steps/stages/phases. They can vary from product-to-product (service), based on purpose/intent. Start & end of a journey could vary.

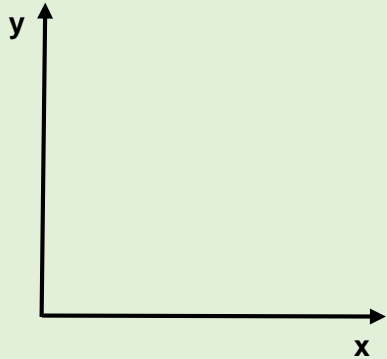
Commonly used:

- Before → During → After
- Motivation → Search (of sites) → Browsing (of site) → Evaluation → Selection → Purchase → Product Experience → Feedback
- Awareness → Research → Choice Reduction → Making Selection → Purchase
- Consideration → Discovery → Selection → Verification → Purchase → Self-Reflection
- Research → Evaluation & Comparison → Commitment → Use & Monitoring → Refining & Review

Y-axis dimension – concurrently aligned elements that are required (or expected to be required) at various steps/stages/phases. As a customer makes a journey (travels), (s)he can cross into various *elements* multiple times

Commonly used:

- Experience | Frontstage | Backstage | Systems & Processes
- Doing | Thinking | Touchpoints | Opportunities | Weaknesses | Comments | Ideas | Improvements
- Intentions | Expectations | Ideas | Activities | Perceptions/Feelings | Touchpoints | Risks | Opportunities
- PC Browser | Wireless Browser | Phone application | Customer Service | Retail Branch



Matrix

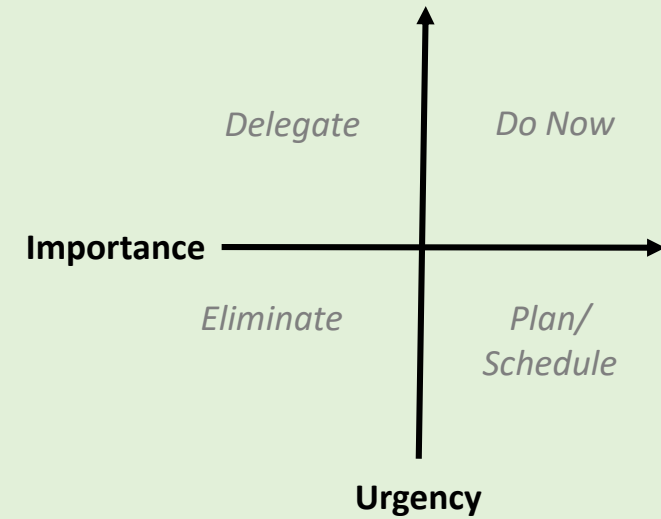
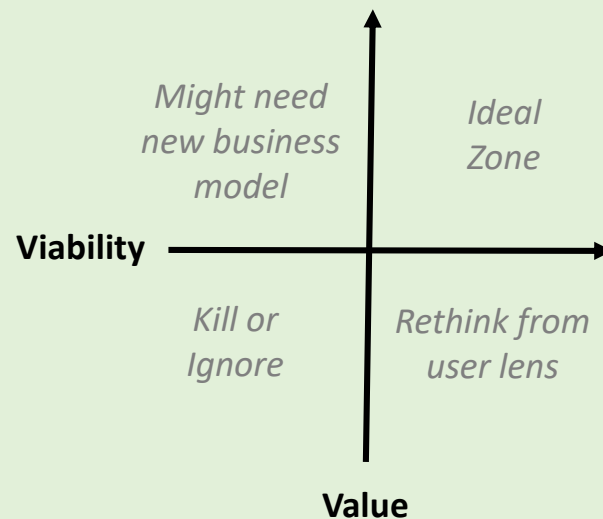
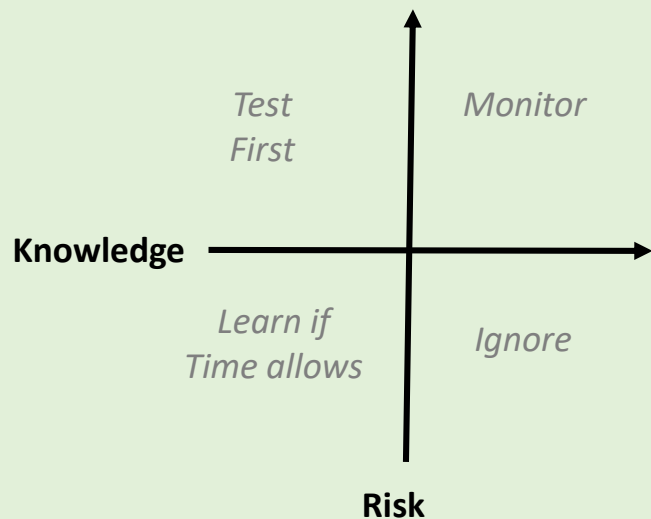
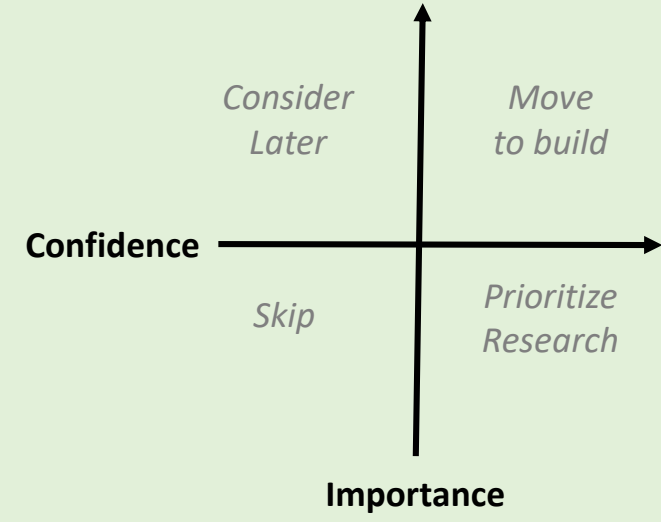
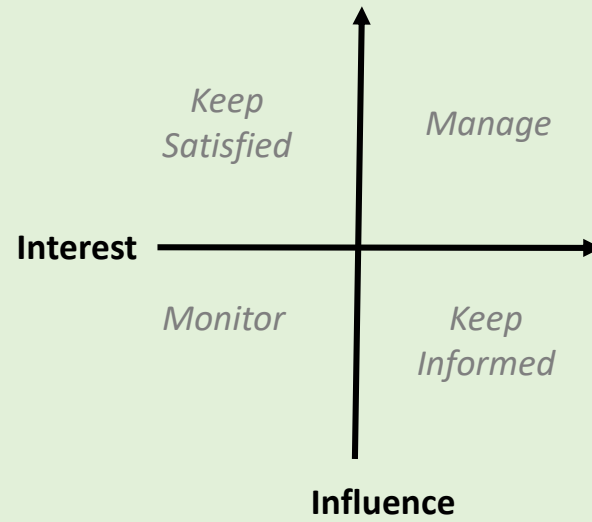
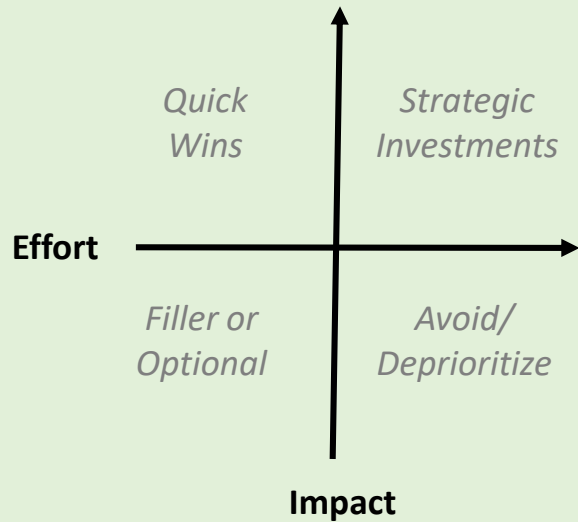
Coarse-grained matrix

Fine-grained matrix

or

X-axis /Y-axis matrix can be **coarse-grained or fine-grained**, depending on how much information needs to be captured. Matrix can be also nested.

Product Discovery Matrix Template



The 5 WHYs: Getting to a Root Cause Template

What Is Your Key Problem?

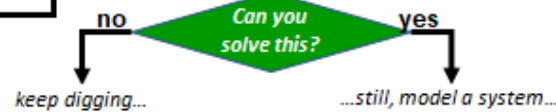
Briefly, describe/define a single, most important problem or key challenges you are facing.

WHY is it happening?

Because:

1st WHY

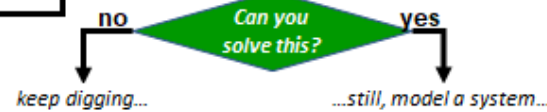
Why?



Because:

2nd WHY

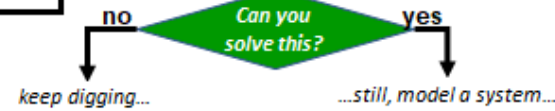
Why?



Because:

3rd WHY

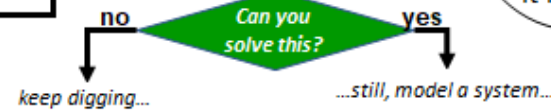
Why?



Because:

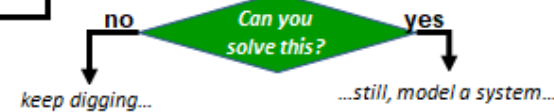
4th WHY

Why?



Because:

5th WHY



5 WHYs is a simple, yet very effective discovery tool, that helps you get to the bottom of your problem, while moving through your discovery journey, in a linear direction.

However, even when you think you have discovered a root cause of your problem ("yes" decision), and think you can interfere and solve it at *that level*, you may want to continue discovering further and deeper (systemically), where the effect of your interference could be more impactful and powerful.

Note:

Therefore, a great continuation of the 5 WHYs discovery approach, could be **System Thinking/Modelling** (e.g. Causal Loop Diagrams, a.k.a. CLD), by which you can further understand the *system*, by exploring it in various, non-linear directions.

Product Components Discovery Template “Bricks & Snakes”

Component Name:
Component Owner:
Component ID:
Component Developer(s)/Location:

Skill-set/domain knowledge:

“Organizational Ownership”:

Component Name:
Component Owner:
Component ID:
Component Developer(s)/Location:

Skill-set/domain knowledge:

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Skill-set/domain knowledge:

“Organizational Ownership”:





Product Definition & Exploration Workshop

(Balancing between “Ideal” and “Practical” Product Definition)

Use expanding and narrowing questions, to help deriving product definition that is both: as ideal, and as practical, as possible:

Expanding Questions (towards “Ideal” product definition)

- Who are the actual end-customers (or internal users)? Were they involved in product definition process from the very beginning?
- Given the current product definition, what business problem does it solve?
- Do you have free access to people who can identify Mission, Vision and Strategic Objective for the product, as it is currently defined?
- Are funders/sponsors directly involved in strategic discussions?
- As it is currently defined, can your product be easily marketed/promoted/sold to customers or offered to users?
- Does the current product definition give you a competitive edge in a marketplace? Can you acquire more market share with your current product?
- With the current product definition can you find business people that can comfortably set priorities and provide clarifications (product owners, users)?
- Can you effectively set priorities on product features, using various techniques, such as Business Prioritization matrix, Product Canvas?
- Can you define a customer journey from the standpoint of a real customer or user?
- Does customer journey include a real customer experience (interaction with a product)?
- Does your product definition freely cut across traditional WBS layers (products, programs, projects, initiatives, etc., without *political* obstacles?
- Does product definition include multiple system components, sub-components, applications, platforms, etc.?
- Can you align the current product definition with a revenue stream? ROI?
- Can you align and fund, long-lived, product-centric, cross-functional feature teams, based on the current product definition? Can you ‘follow the money’, from a market place to GEMBA?

Narrowing Questions (towards “Practical” product definition)

- Overall, what part of the product definition is within your company’s control?
- How cooperative are third parties, that are involved in product-centric development?
- Internally, what part of the product definition (platforms, infrastructure, architecture, people) is controlled by *product definition-expansion effort*, e.g. led by organizational design consultants and coaches?
- How intensely will key business users be required to get involved with product clarifications?
- How dramatically/radically will your organization have to change (flatten/de-scale) to support the proposed product definition?
- How many traditional roles will get challenged (component leads, first-line managers), when you move from portfolios/programs/projects to products? How strong will be individual resistance to change?
- To what extent a newly proposed, broader defined product definition, challenge prior “quasi”-product definition efforts, spear-headed by your predecessors?
- How many developers can be effectively involved in product development?
- How many system components, sub-components, applications, platforms can *each team* handle, independently?
- How many system components, sub-components, applications, platforms can a *single developer* learn and be able to work on, effectively? How widely can each team span its biz domain knowledge to work effectively?
- How widely can each Product Owner span her knowledge of business domain to prioritize effectively?
- To what extent will customers and users be able to embrace product definition, given it’s widened breadth?
- How effectively can you market your product, given its new, widened definition?



Business Prioritization Matrix Template

	Readiness of Funding/Budgeting/Sponsorship	Consistency with Vision/Mission/Strategy	Expected Costs/Expenses (Overall)	Effectiveness of Effective Sales/Marketing	Availability of Success Measurement	Complexity of Front-End Design (UI/UX)	Improvement of Business	Benefits to Customers/Users	Benefits to Business	Complexity of System Components Involved	Complexity of Data Layers	Complexity of Business Layers	Complexity of Service Layers	Complexity of Quality Control	Strictness of Regulatory/Legal/Compliance	Total Score
Weights																
Feature 1																
Feature 2																
Feature 3																
Feature 4																
Feature 5																
Feature 6																
Feature 7																
Feature 8																
Feature 9																
Feature 10																
Feature																
Feature																
Feature																
Feature N-1																
Feature N																

Step 1 — Items (Rows): What is being evaluated (features, initiatives, tools).

Step 2 — Criteria (Columns): The dimensions used to compare items (value, cost, risk, complexity, etc.).

Step 3 — Weights: The relative importance assigned to each criterion.

Step 4 — Scores: How well each item performs against each criterion (e.g., 1–5 scale).

Step 5 — Weighted Scores: Score × Weight for each item–criterion pair.

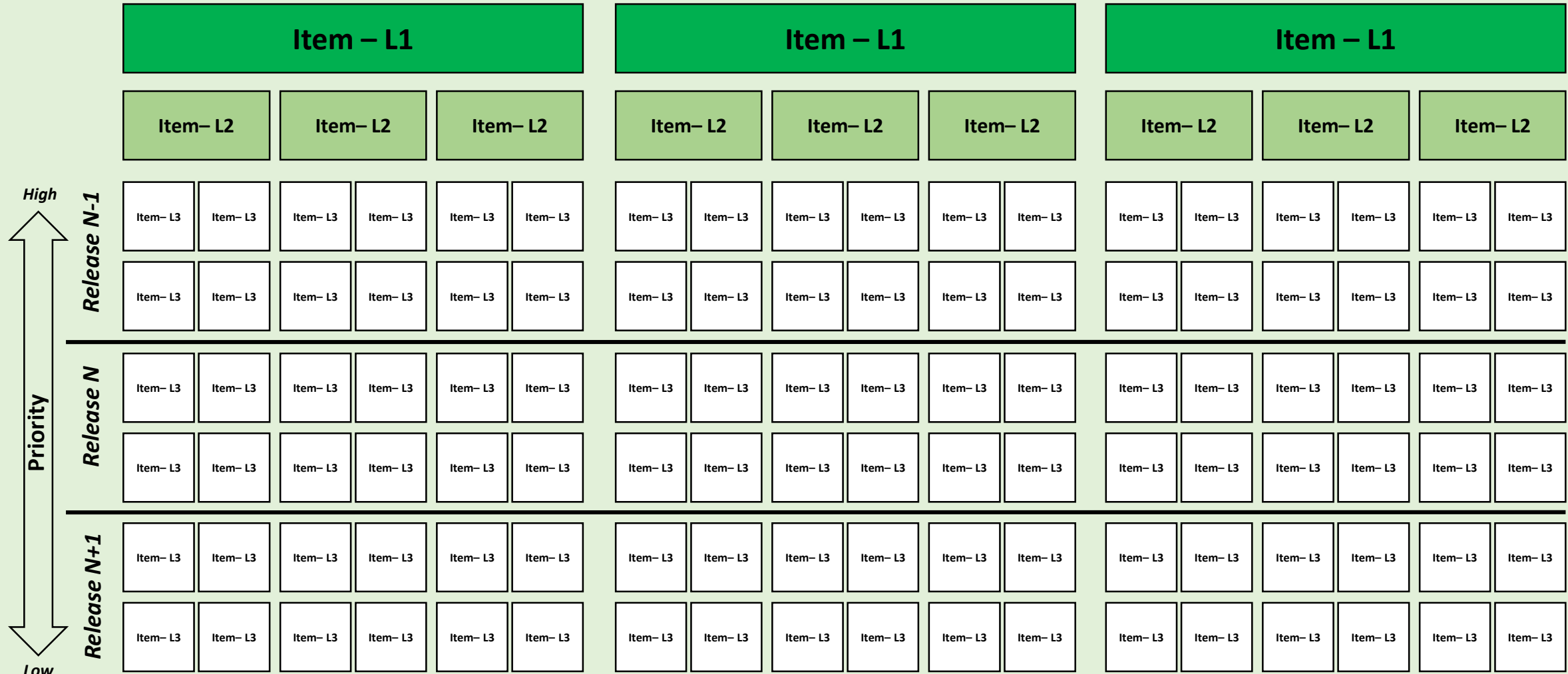
Step 6 — Total Score: Sum of all weighted scores for each item.

Step 7 — Ranking: Ordering items based on total score (highest = highest priority).

Note: Add/remove row or column headers, based on their relevance to specific organizational needs.



Story Mapping Template

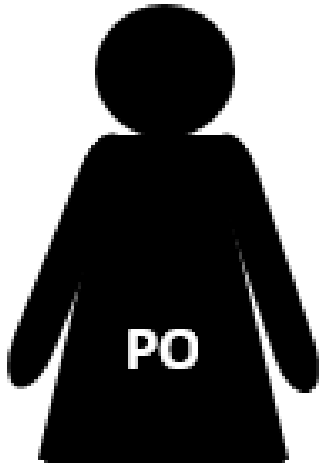


Note: Try not to exceed three levels of decomposition



Product Delivery Maturity Model

Customer focus <i>Are delivery efforts tied to validated customer needs?</i>	<i>definitely not</i>	<i>unlikely</i>	<i>not sure</i>	<i>most likely</i>	<i>definitely</i>
Outcome orientation <i>Are we delivering features or solving real problems?</i>	<i>definitely not</i>	<i>unlikely</i>	<i>not sure</i>	<i>most likely</i>	<i>definitely</i>
Discovery & validation <i>Is experimentation built into the delivery lifecycle?</i>	<i>definitely not</i>	<i>unlikely</i>	<i>not sure</i>	<i>most likely</i>	<i>definitely</i>
Team autonomy <i>How empowered are teams to make decisions?</i>	<i>definitely not</i>	<i>unlikely</i>	<i>not sure</i>	<i>most likely</i>	<i>definitely</i>
Collaboration <i>How aligned are product, design, and engineering?</i>	<i>definitely not</i>	<i>unlikely</i>	<i>not sure</i>	<i>most likely</i>	<i>definitely</i>
Feedback loops <i>How quickly do teams learn from usage, data, and users?</i>	<i>definitely not</i>	<i>unlikely</i>	<i>not sure</i>	<i>most likely</i>	<i>definitely</i>
Flow and cadence <i>How smooth, fast, and sustainable is delivery?</i>	<i>definitely not</i>	<i>unlikely</i>	<i>not sure</i>	<i>most likely</i>	<i>definitely</i>
Technical agility <i>Are practices like CI/CD, TDD, and automation in place?</i>	<i>definitely not</i>	<i>unlikely</i>	<i>not sure</i>	<i>most likely</i>	<i>definitely</i>



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

Team 1

Technical Skill Set (per Team)

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

Team 2

Functional Domain Expertize (per Team)

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

Team 1

Technical Skill Set (each Team)

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

Team 2

Functional Domain Expertize (each Team)

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

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?

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

Team 1

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.

Team 2

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. _____
5. _____
6. _____
7. _____
8. _____
9. _____

Team

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

Team

1. _____
2. _____
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9. _____

Team

1. _____
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Team

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Team

1. _____
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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.	_____
7.	_____
8.	_____
9.	_____
10.	_____
11.	_____
12.	_____
13.	_____
14.	_____
15.	_____
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.	
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16.	
17.	
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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?