



AGILE PRODUCT OPEN

SESSION 1 NOTES

MAY 21, 2016

WORKBAR CAMBRIDGE, MA

Is your concept or “product” blocking organizational agility?

Are we stuffing bigger and bigger engines into development, like adding a Ferrari, without adding tools or how to use it? Can Agility outstrip product management?

Is our concept of Products slowing us down?

Product as stream of capabilities...customers don't care about apps

Back when tech was slow, you needed a lot of people to get things done. But now tech is super fast.

What is a product?

- Has a price
- Brand
- Environment - like entertainment system in car, or phone
- Features
- Anything that can be bought or sold
 - Though not always money
 - Sometimes time
- A solution
- Something a customer wants/needs
- The people and process that created it
- A point of view eg Spotify Facebook Apple
- Vision
- Versions

What is not a product?

- the tools we use to make products (don't get distracted by the tools)

Does our current way of doing product planning align with this list? Even places that say they are Agile, are they still doing things the old way? Eg where does the concept of "version" fit anymore, if we deploy daily?

What if we talked about delivering opportunities?



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Eg CDN content delivery network

- do roadmaps lock us in? And force us to do waterfall anyway
- Gets to how we do agility at scale

Can you change direction if you never get anything done?

Getting the parts to version 1 ship able quickly, so that it is easy to pivot

At every quarter, we get to done done

The hard part of product management is which customers do you believe? Which ones are really leading the future?

What can I do in a quarter that my best customers

If your competitors can beat you to market if they know what you're doing, maybe you deserve to fail

So what is your competitive advantage? Critical to know this.

Over engineer the interfaces

Is it about the features? No, it's about what customers need. Continuous improvement.

Facebook when they release a new feature, they don't performance optimize because the top has already a been optimized. Put new features down below, and if people like the new thing, then they optimize.

Rally with new features, they always let people switch back to former version. If most people won't

Stay with the new, then they drop the feature.

Release a feature, to part of your audience, do they like it? Be willing to throw it away.



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Build your code so that you can easily Add and subtract features, even if it makes the product managers crazy.

Automate deploy ... And undeploy!

So think of product as a grand experiment! But still can't ever deliver garbage. Every deploy should be about learning.

Product map Is it *learning* or *features and capabilities*?

Vanessa roadmaps

- Features
- calls out what she hopes to achieve
- And what experiments will be run
- Objectives: how to get more people to sign up and stick with the product
- Enabling new opportunities
- Problem or opportunity and what I hope to see
- Financial -- what we're solving
- 90 days out for detail, beyond that is more ambiguous and is only at 60% of capacity

Keeping the future fuzzy and below capacity gives you much more flexibility.

Scaling 1:15 product to engineers who are self-organizing

Rally went from 14 initiatives where nothing got done, to only as many initiatives as you had product managers, and stuff starting getting done fast.

Evaluating the product is important. Build measure learn.

A/B testing yes you then have to deal with big data. Or figure out how to do a small test with a slice of your customers. To figure out if it's worth investing in big data.

We as agile folks have to be able to communicate this idea of what is a product, to encourage our management to think in new ways. Remember agile isn't the same everywhere. It is about continuous improvement.