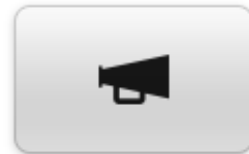


Please ask
questions via the
mobile app!



Engage

Next after agile comes

Empathy

Managing the Fuzzy Front end

Markus Andrezak - @markusandrezak

überproduct - @ueberproduct

<http://www.ueberproduct.de>

This page intentionally left blank





Image by Phil Roeder under CC by 2.0 license, <https://flic.kr/p/9uv3gC>

How should
others
change?

(so that WE become more efficient?)

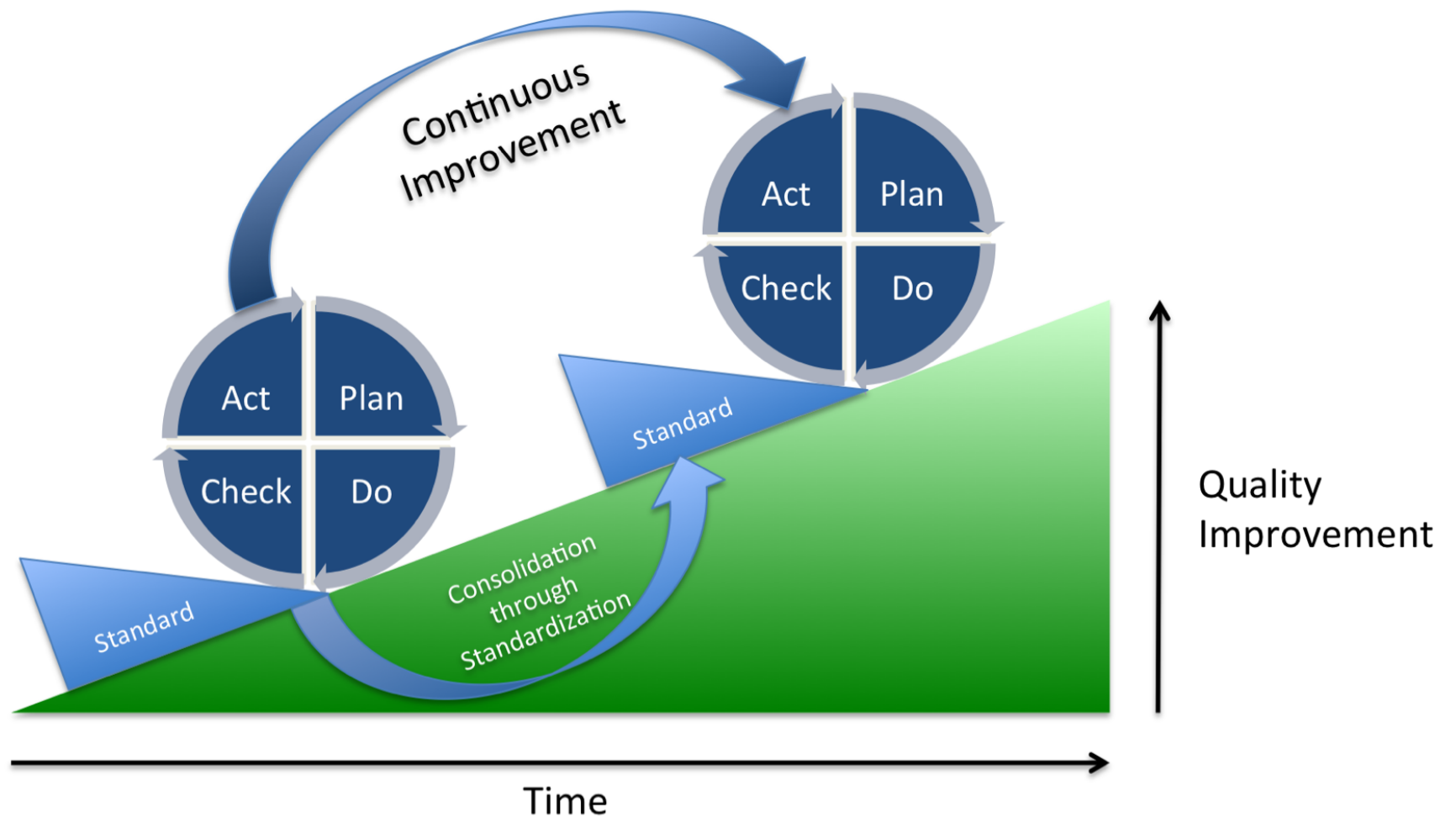
How can we change others?

(so that WE become more efficient?)

What can
we do help
others?

What can
we change
help others?

What can
WE do
different?



Accelerate this feedback loop!

Minimum viable product (p69)

Concierge: start with one customer (p100)

Simulate with people (p105)

Build

Turn ideas into products



Experiment to move numbers closer to plan (p114)

Go and see for yourself (p69)

Measure

See how customers respond

Split-test to find cause and effect (p136)

Learn

Pivot or persevere

The Five Whys: Find and fix root causes (p234)

Which activities create value?
Which are waste? (p182)

Pivots (p172)



Zoom in
Zoom out
Customer segment
Customer need
Platform
Business architecture
Value capture
Engine of growth
Channel

Product

Strategy?

BUMMER

aka Error 404

The web address you entered is not a functioning page on our site.

Try our home page:

<http://www.urbanoutfitters.com>

4 reasons

Localism

Solutionism

Incrementalism

Scientism

Result

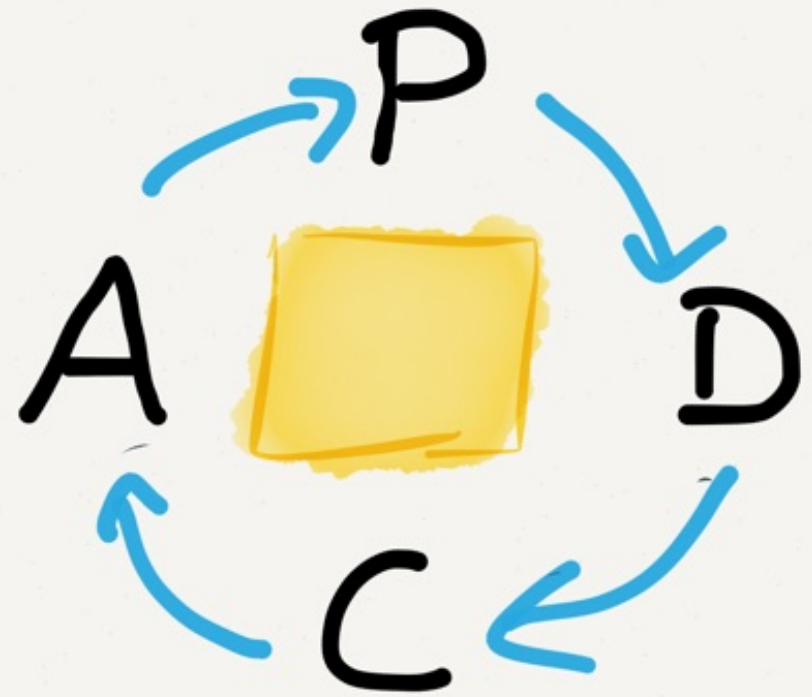
Local Rationality

over

Global Empathy

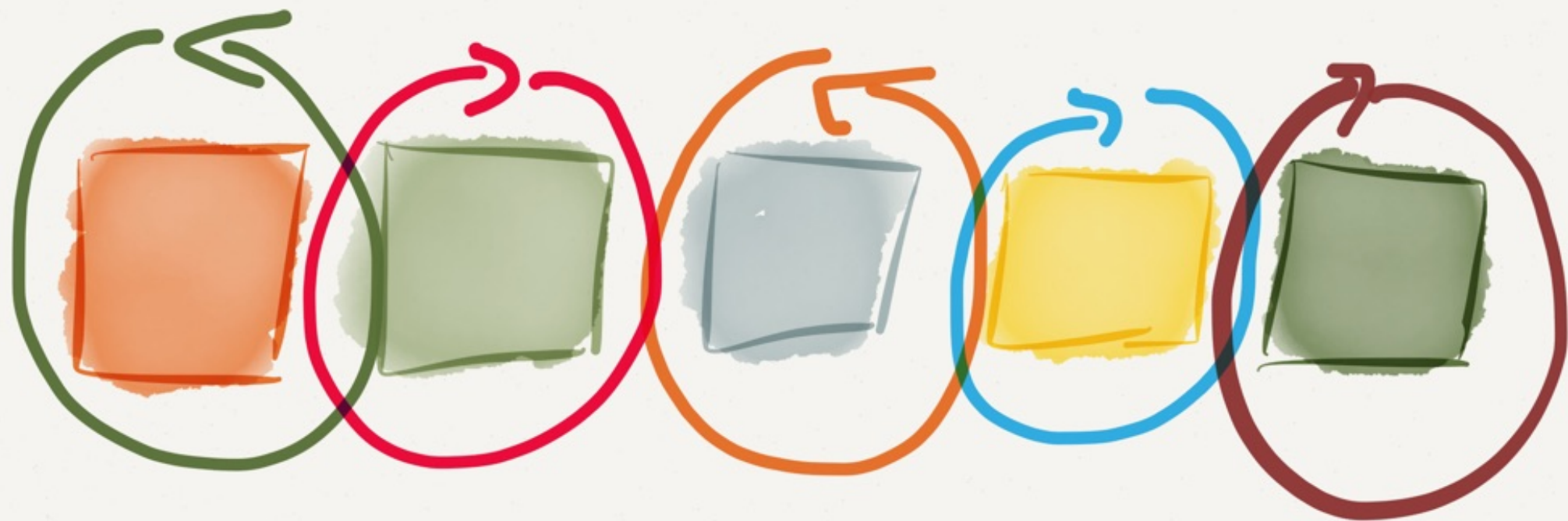
Localism







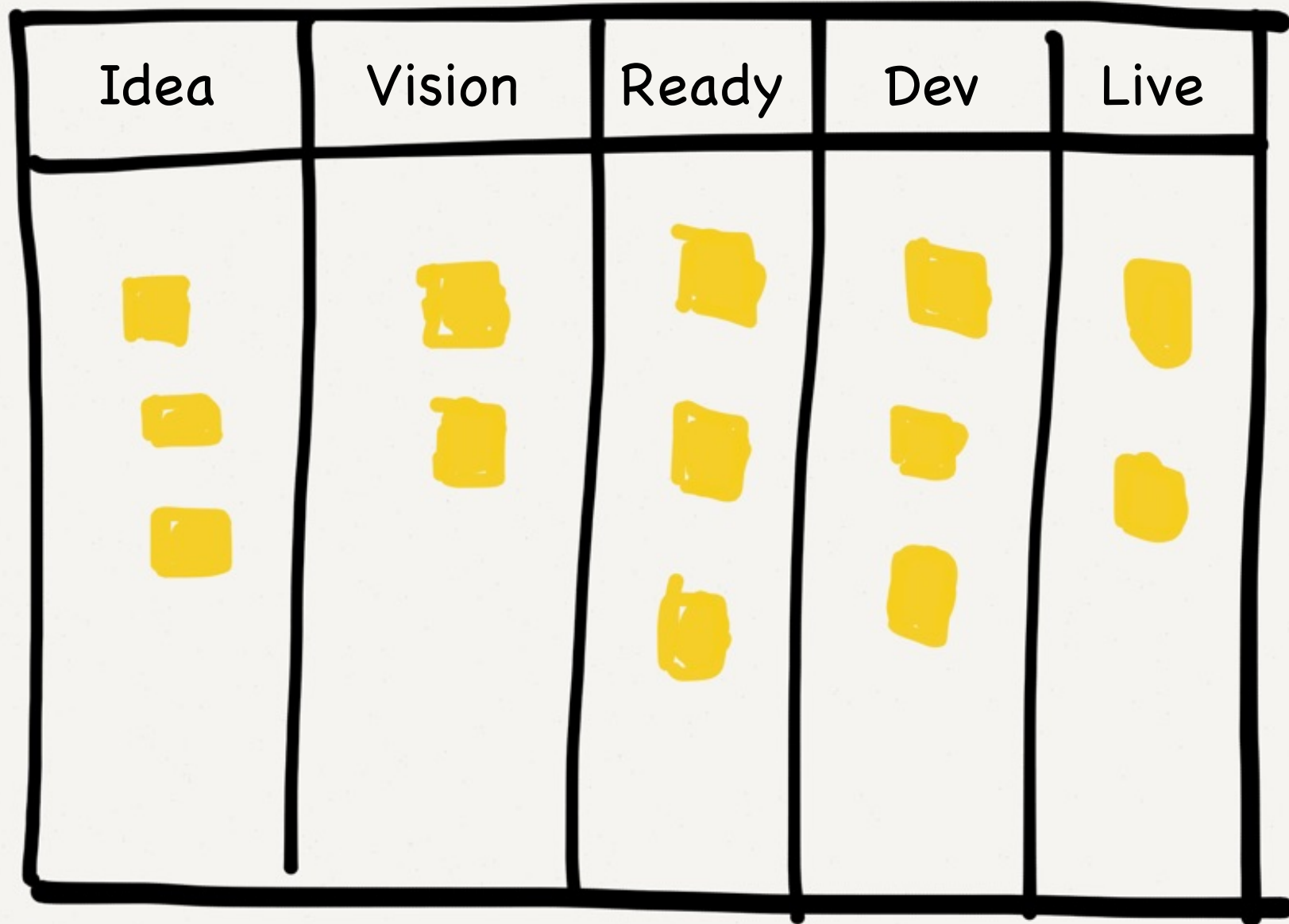
2 2 2



As an <actor>

I want to <action>

so that <achieve>



Portfolio Kanban

Solutionism

Linearity

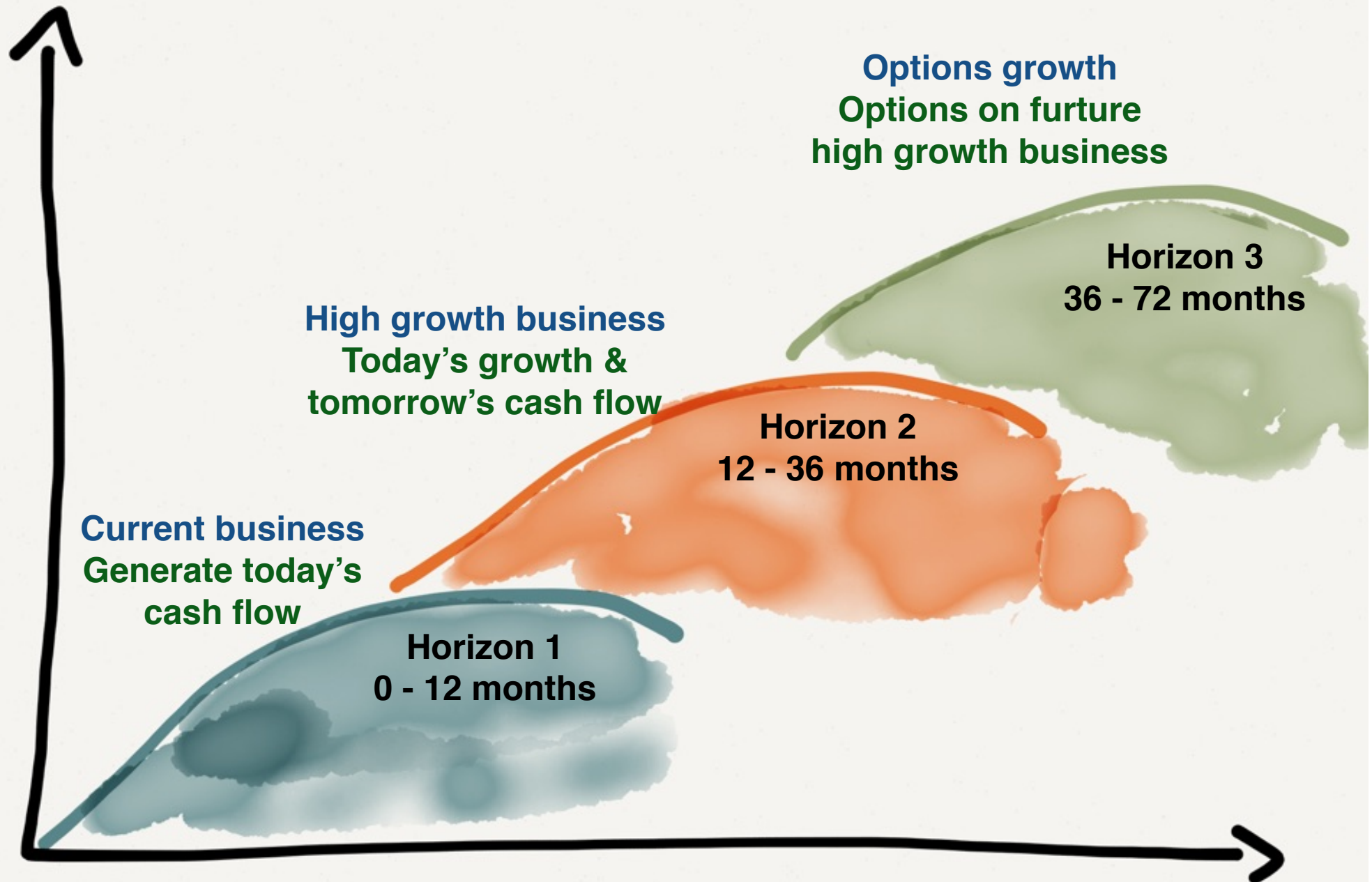
IT is where *What's Possible* goes to die.

For user-centric software developers, having the human activity of making software under the yoke of an IT department is like a fish in outer space.

Wrong environment. Wrong vibe.

<http://www.bobtuse.com/2014/10/raising-products.html>

23 OCTOBER 2014



3 Horizons by (Geoffrey Moore)

Where is the strategy?

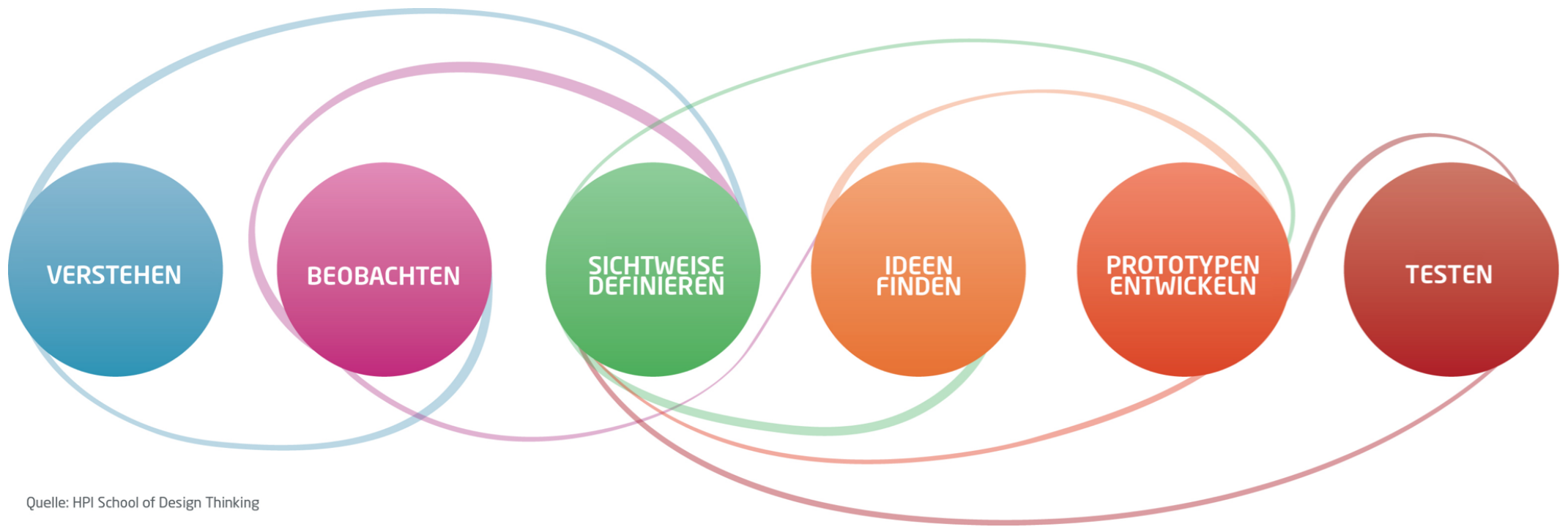
That's unclear!

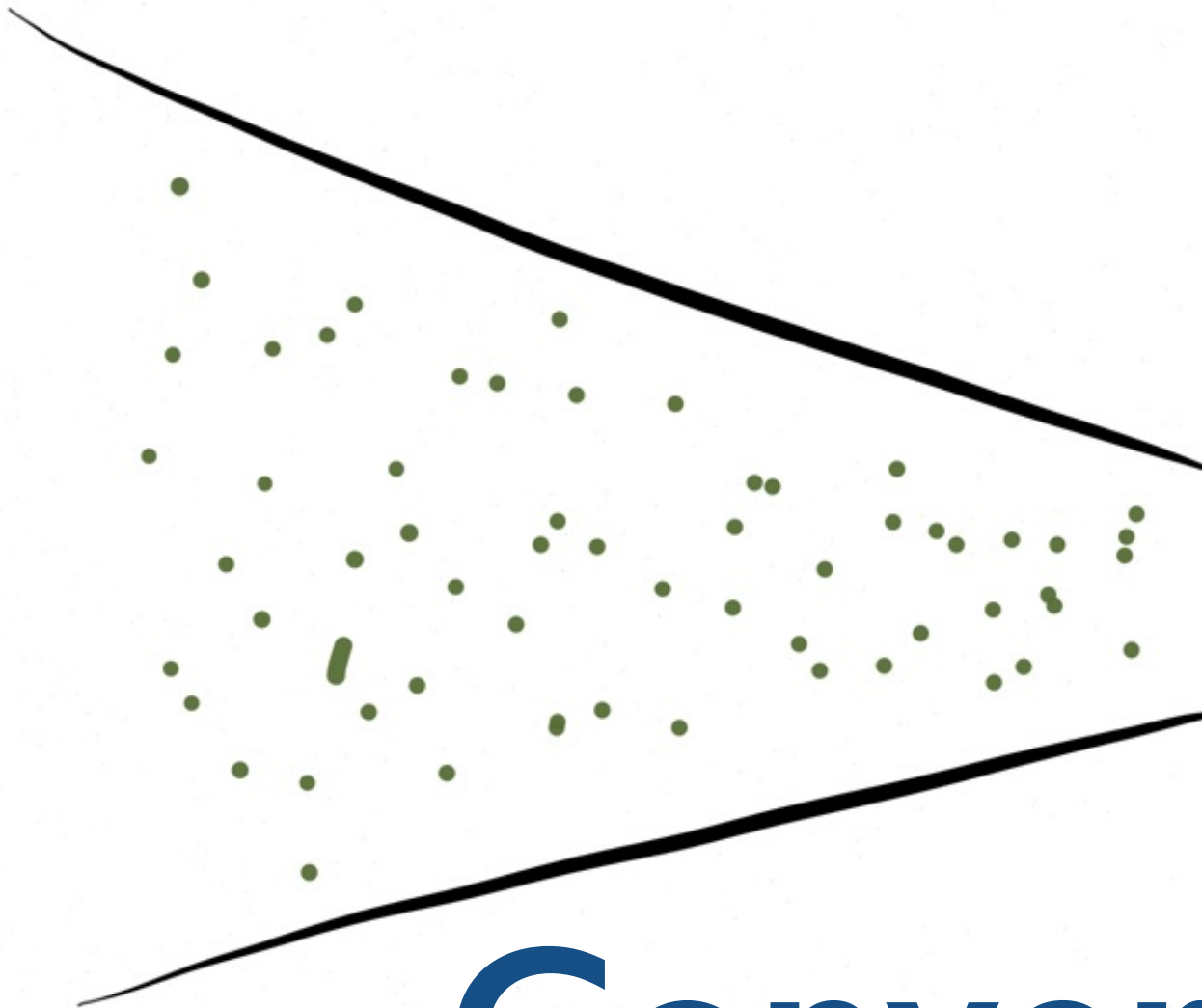
What do they want?





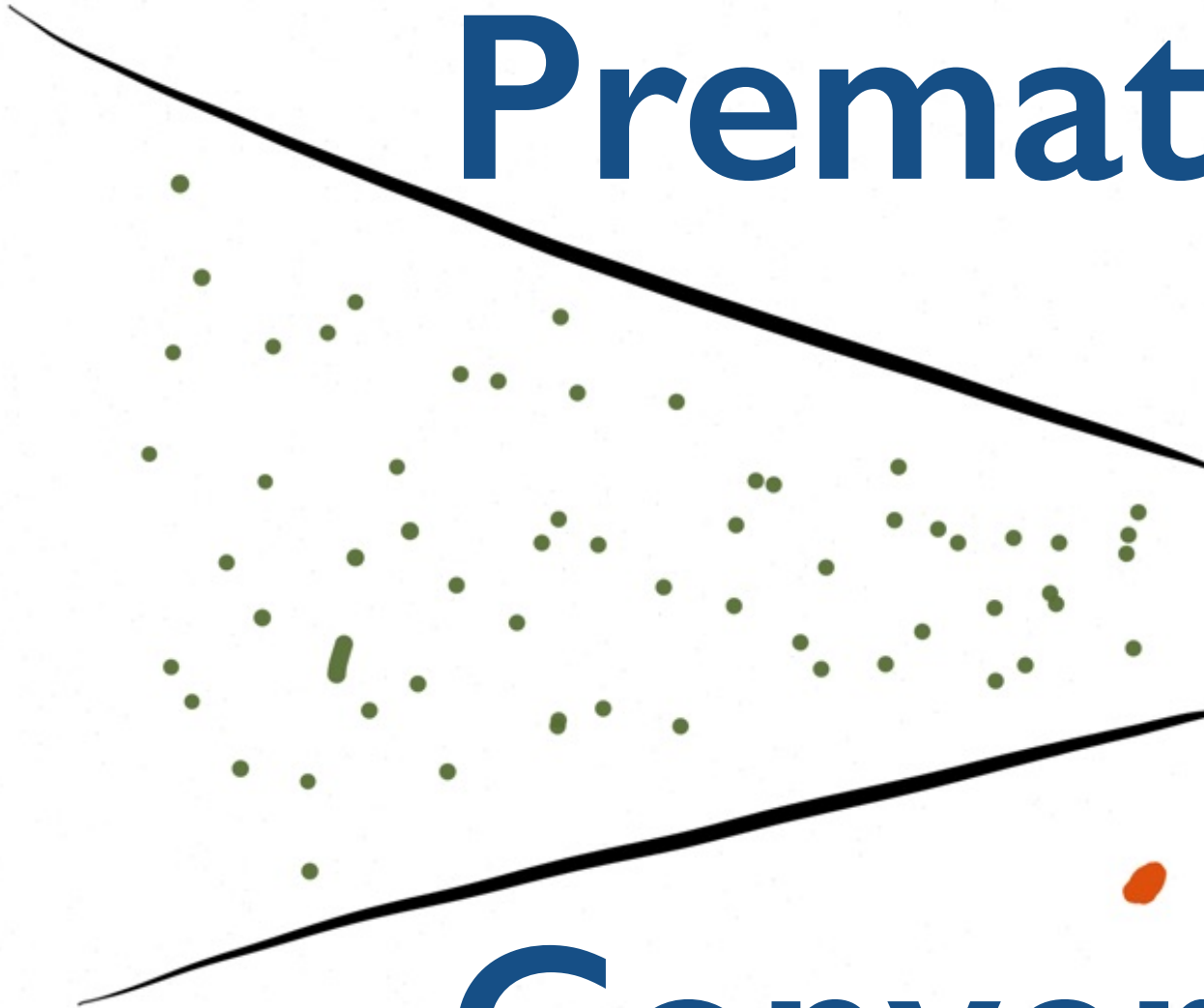
Process





Conversion

Premature



Conversion



Exploration

All rights: <http://images.fotocommunity.de/>

To get this



You have to
protect this

Incrementalism

Customers Who Viewed This Item Also Viewed



Oster 2500 Inspire 240-Watt 5-Speed Hand Mixer, White

★★★★★ 327

\$19.70



Hamilton Beach 62650 6-Speed Classic Hand Mixer, Silver

★★★★★ 580

\$29.85



Proctor Silex 62509R 5-Speed Hand Mixer,...

★★★★★ 436

#1 Best Seller in Hand Mixers

\$9.99



Proctor Silex 62507 Easy Mix Hand Mixer

★★★★★ 40

\$14.60



Hamilton Beach 62695V Power Deluxe Hand Mixer

★★★★★ 229

\$18.70



Brentwood HM-45 5-Speed Hand Mixer

★★★★★ 17

\$16.73







(from Sep 2008 to Jun 2013)

Nokia Revenue



Directed

**Having a vision of
what saves me**

Moonshots

**Having a
vision**

**Doing anything
that might save me**

**Things are good,
I'll do whatever**

**Undirected
Pessimism**

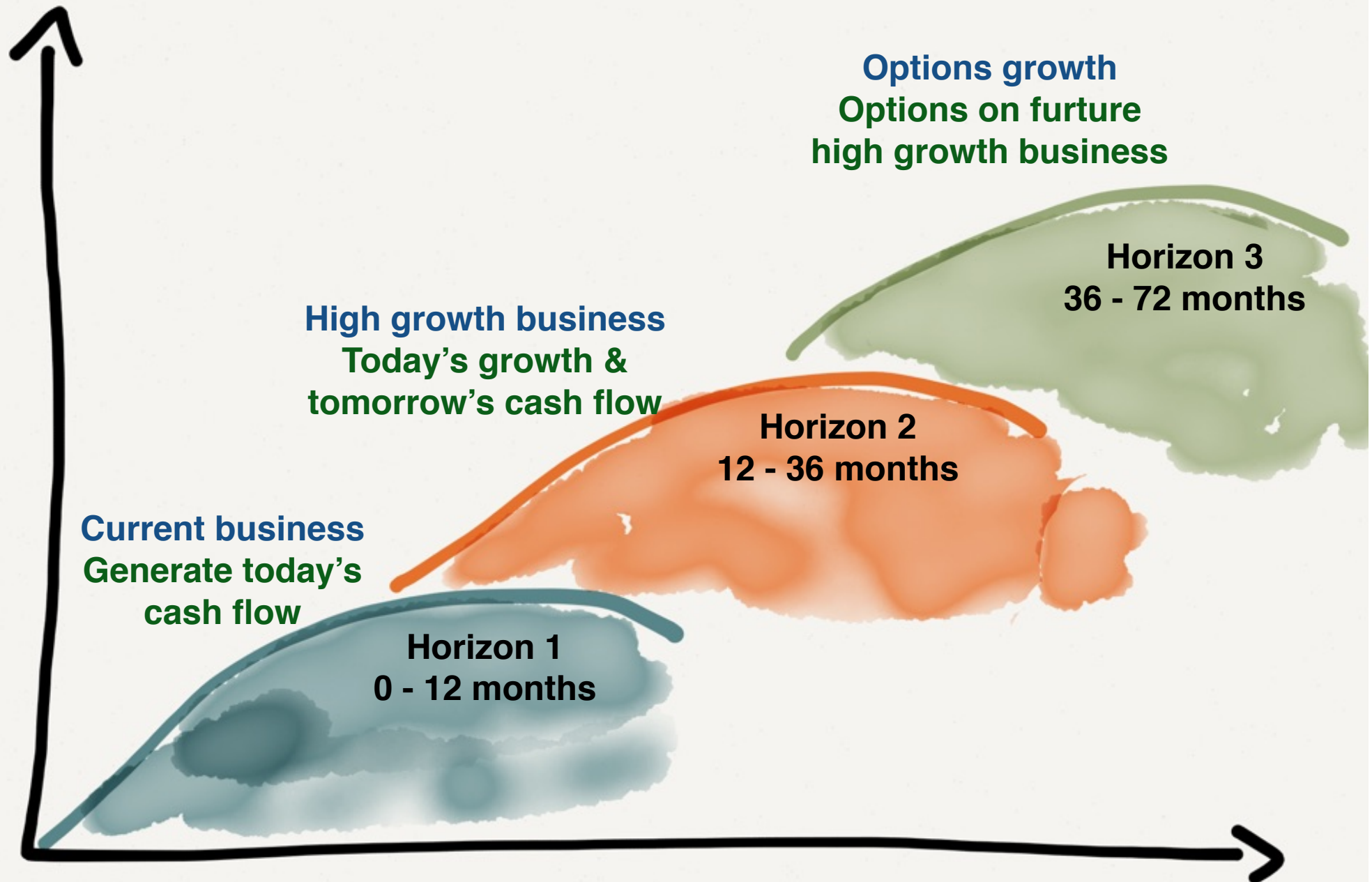
Optimism

by Peter Thiel



I repeat

This page intentionally left blank



3 Horizons by (Geoffrey Moore)

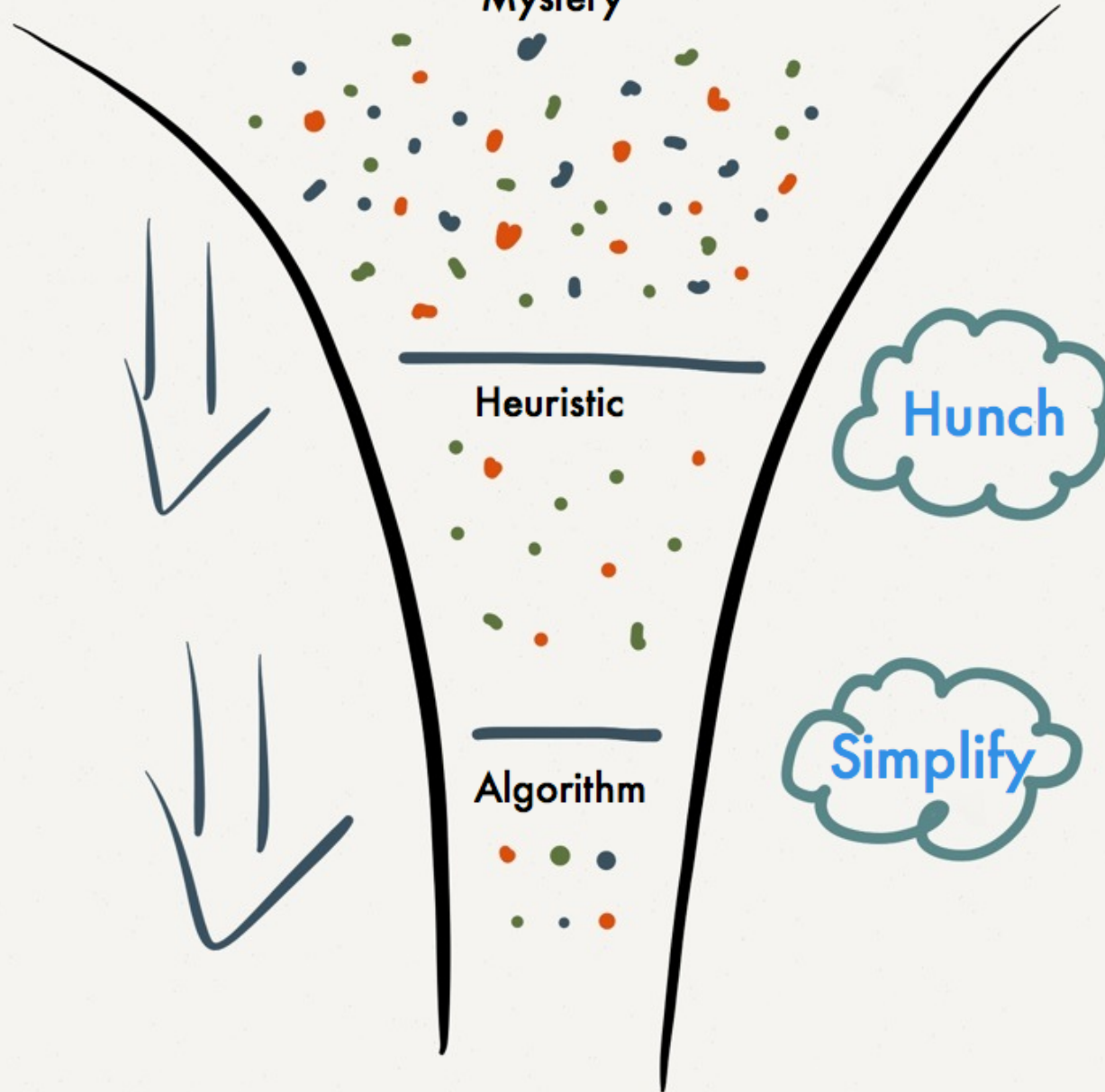
**Understanding the
nature of work:**

**The nature of
exploration**

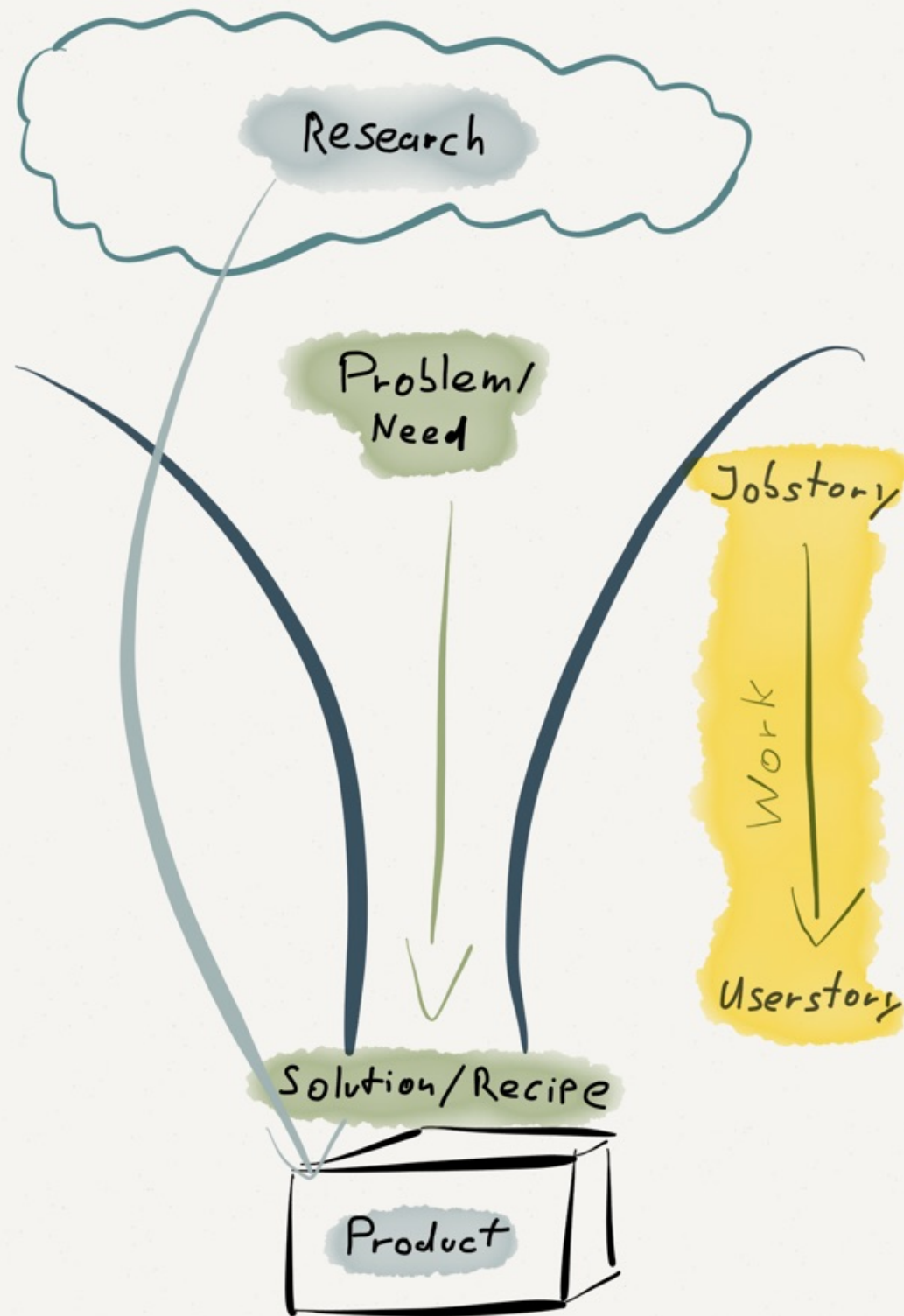
**We don't know where
to dig!**

Exploration

Mystery



Exploitation



3 places to glue

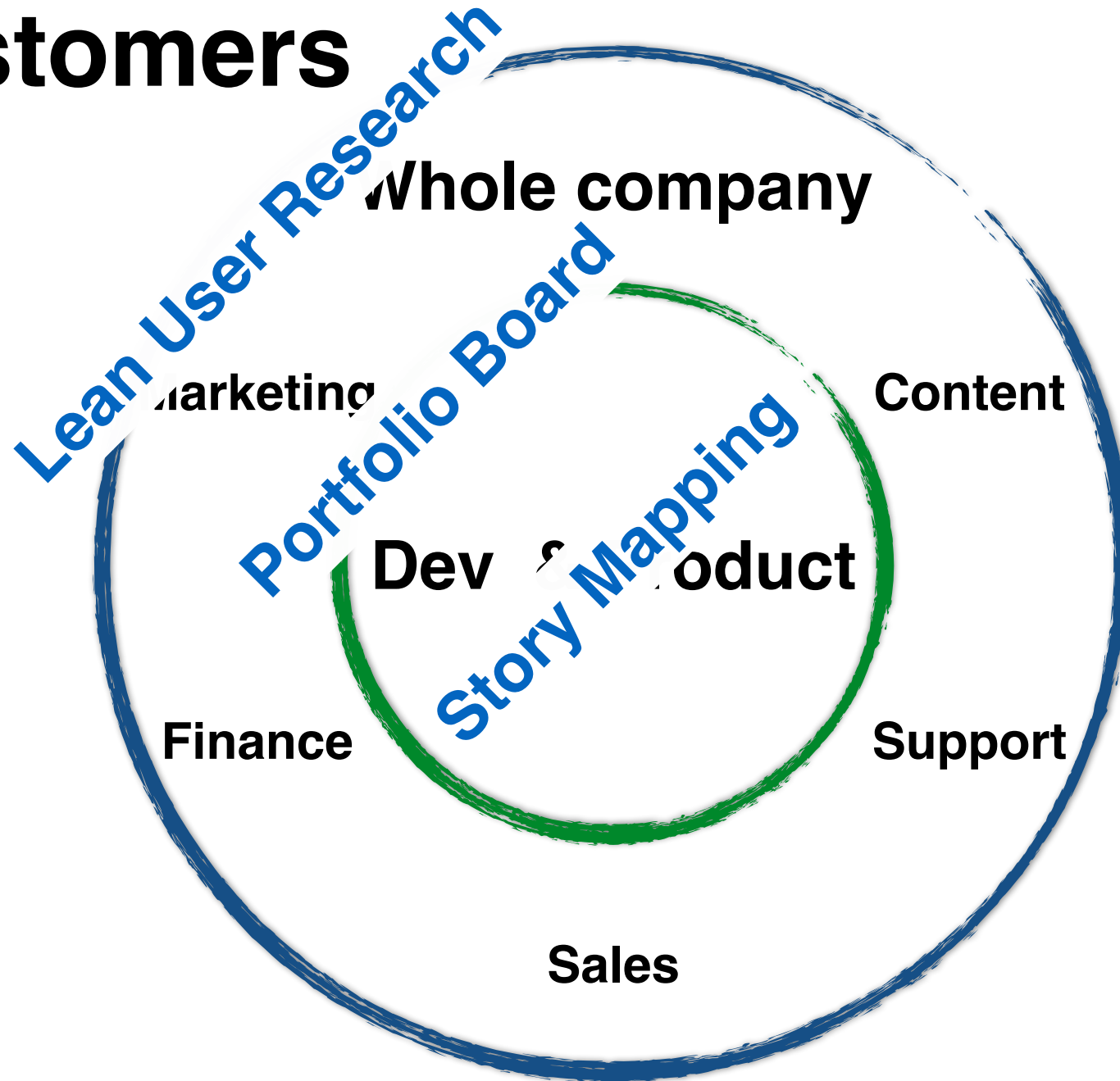
Story Mapping

Portfolio Board

User Research

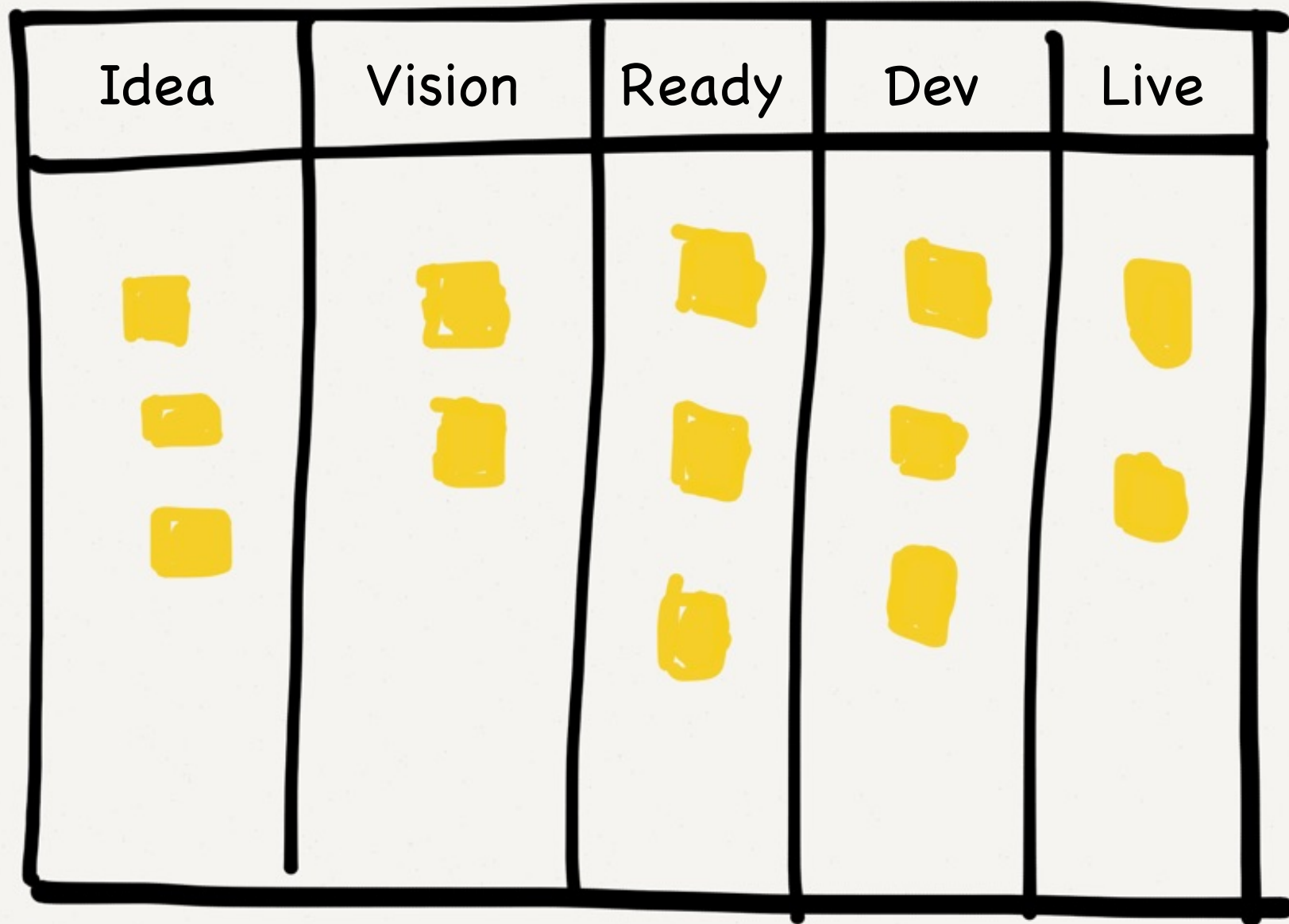
Story Mapping

Customers

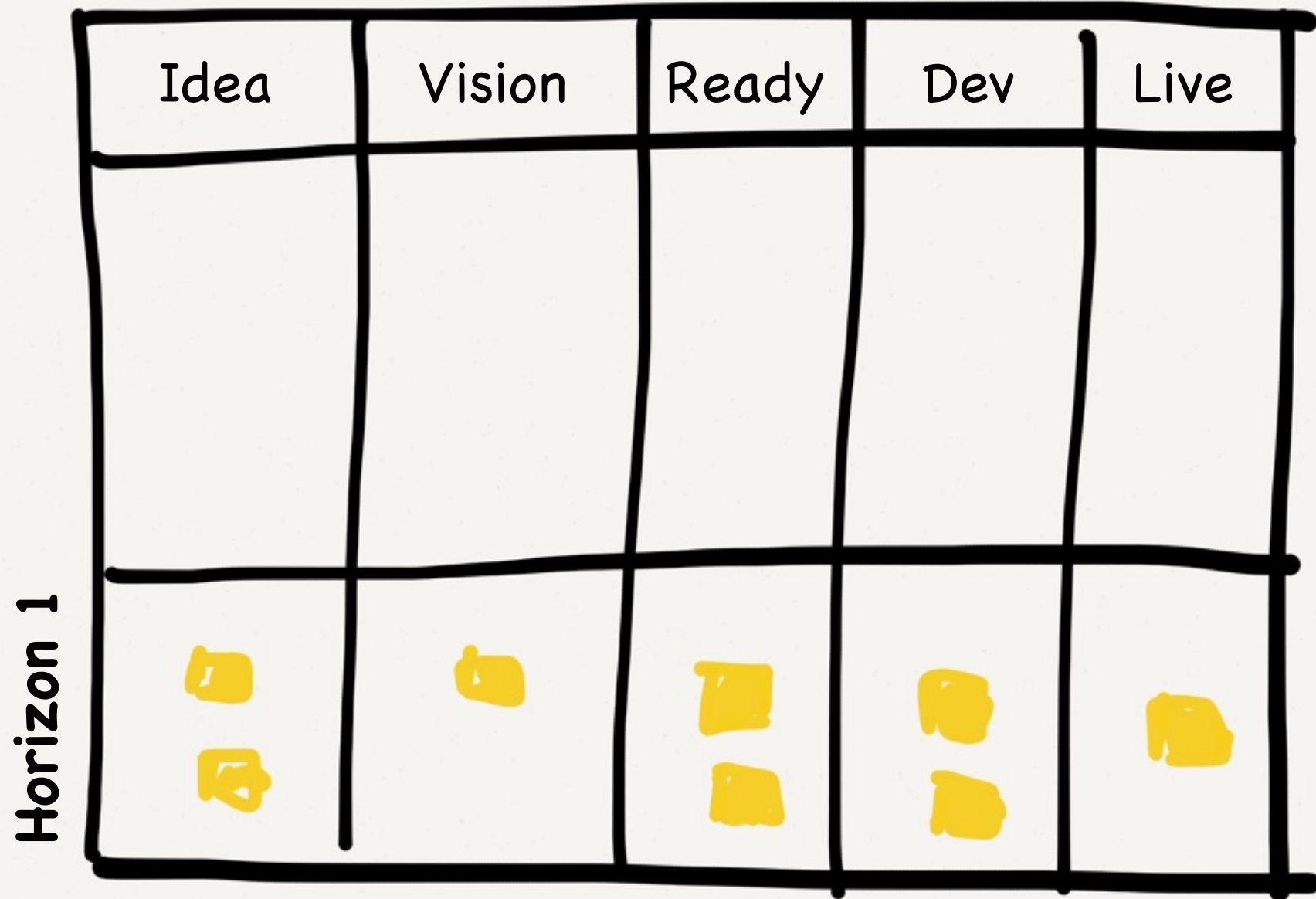




Portfolio Board














Portfolio Kanban



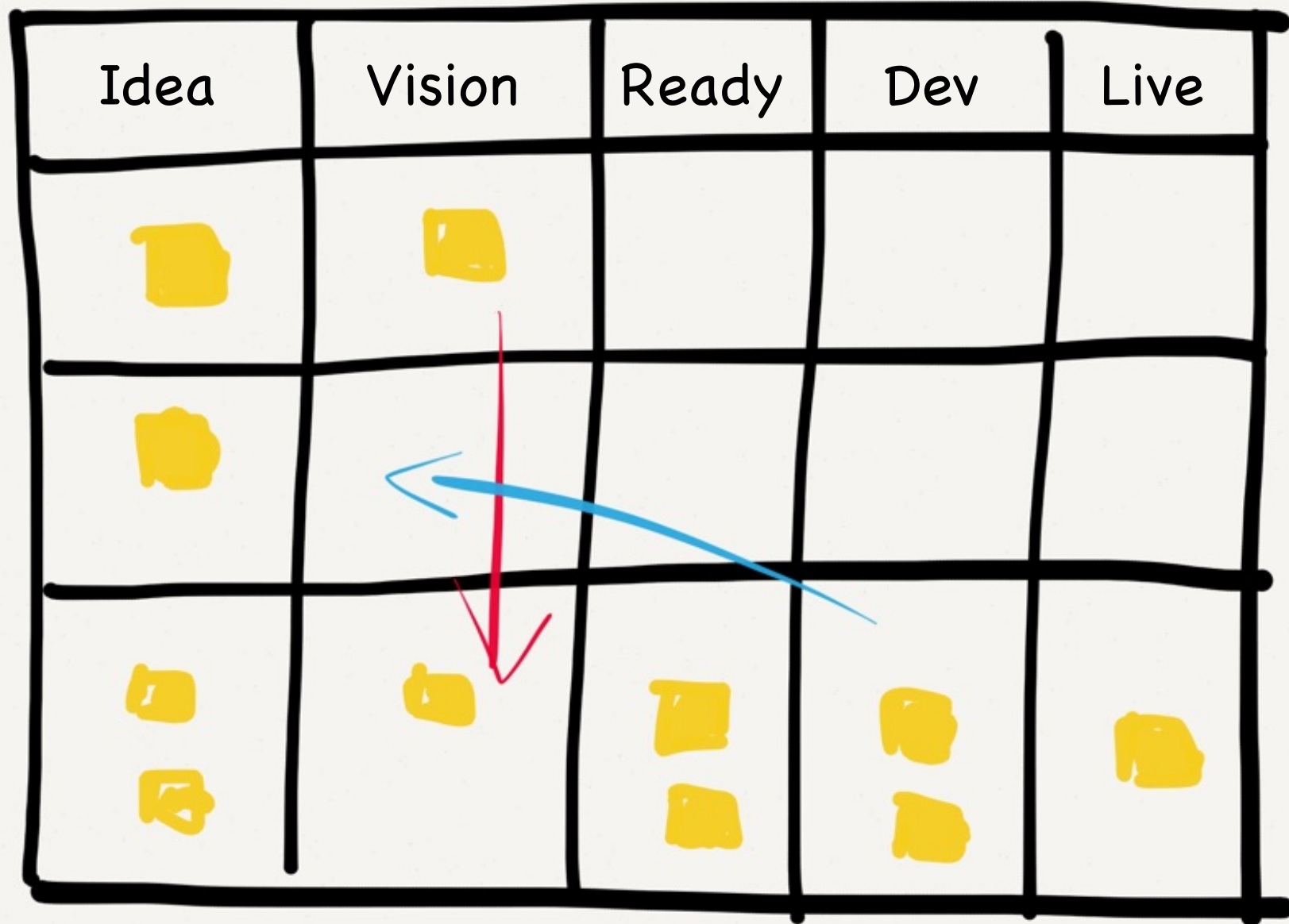
Portfolio Kanban

Horizon 3
Horizon 2
Horizon 1

Idea	Vision	Ready	Dev	Live
				
				
 		 	 	

Portfolio Kanban

Horizon 3
Horizon 2
Horizon 1



Portfolio Kanban

4 types of User Research (by Erica Hall)

Generative & Explorative Research

The diagram consists of a series of horizontal white rectangular boxes stacked vertically, each containing text. The boxes are connected by two curved black lines that start wide at the top and narrow towards the bottom, creating a funnel shape. The text in the boxes alternates between blue and green colors.

Finding Problems

Descriptive & Explanatory Research

Validating Problems, Finding Solutions

Evaluative Research

Evaluating Solutions, UX Testing

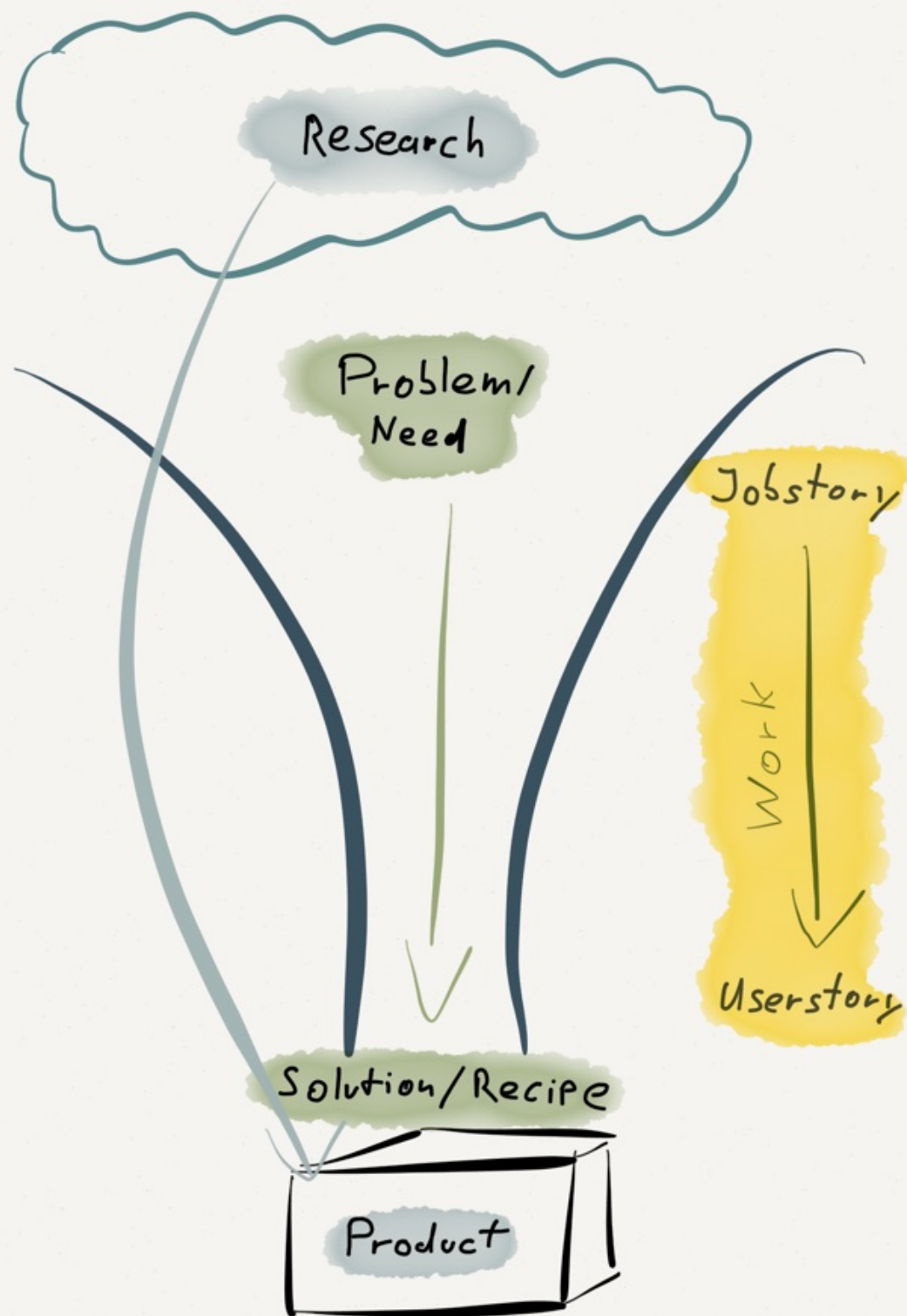
Casual Research



Mechanism for Candor

A photograph of four surgeons in an operating room. They are wearing green scrubs, blue surgical caps, and white masks. They are focused on a patient lying on the operating table. In the background, there is a medical monitor displaying vital signs, including a heart rate of 120. The text "The patient matters, not the doctor" is overlaid in white on the right side of the image.

The patient matters,
not the doctor



Level 2

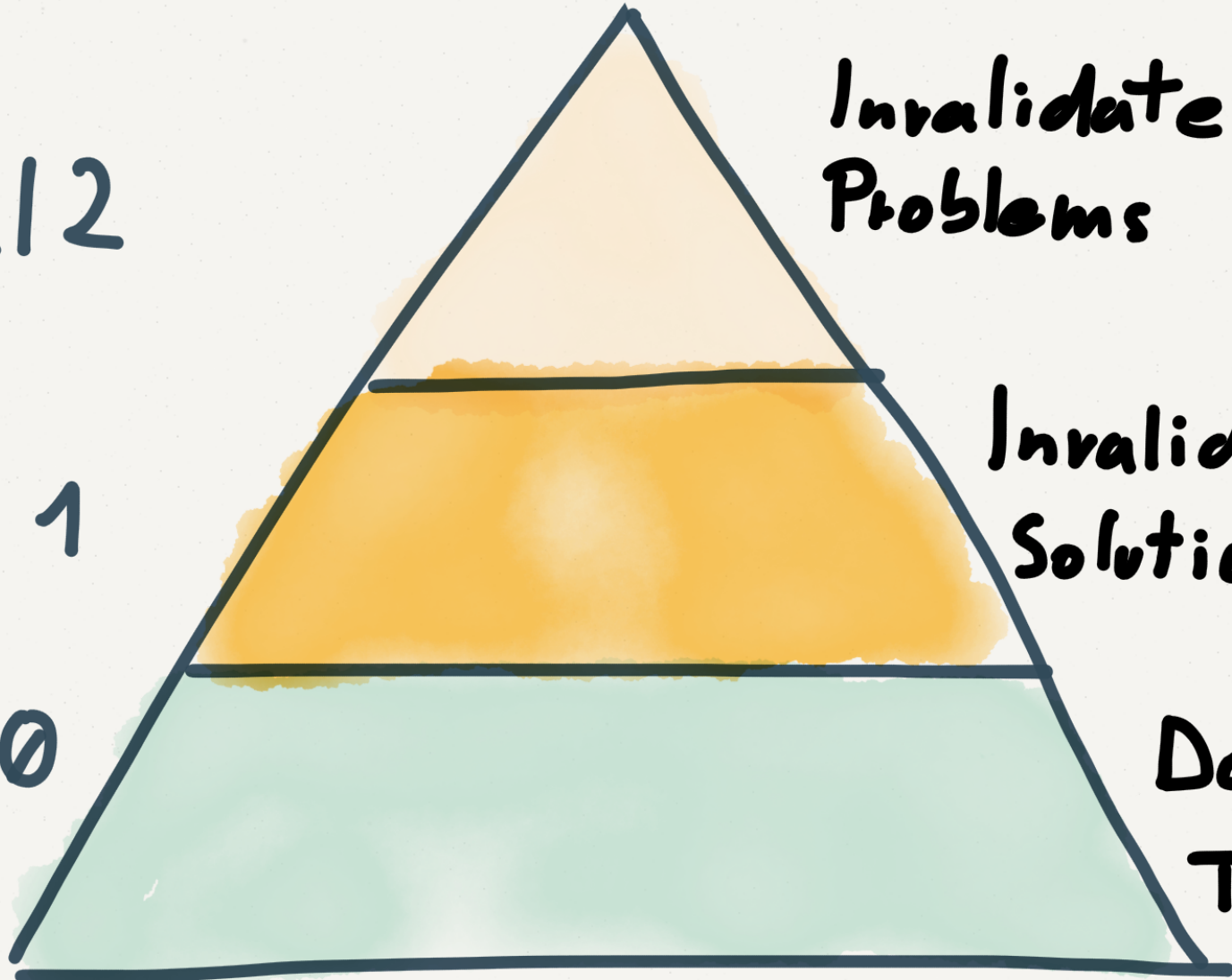
Invalidate
Problems

Level 1

Invalidate
Solutions

Level 0

Doing
Things





New Job types created

The Designer Coder

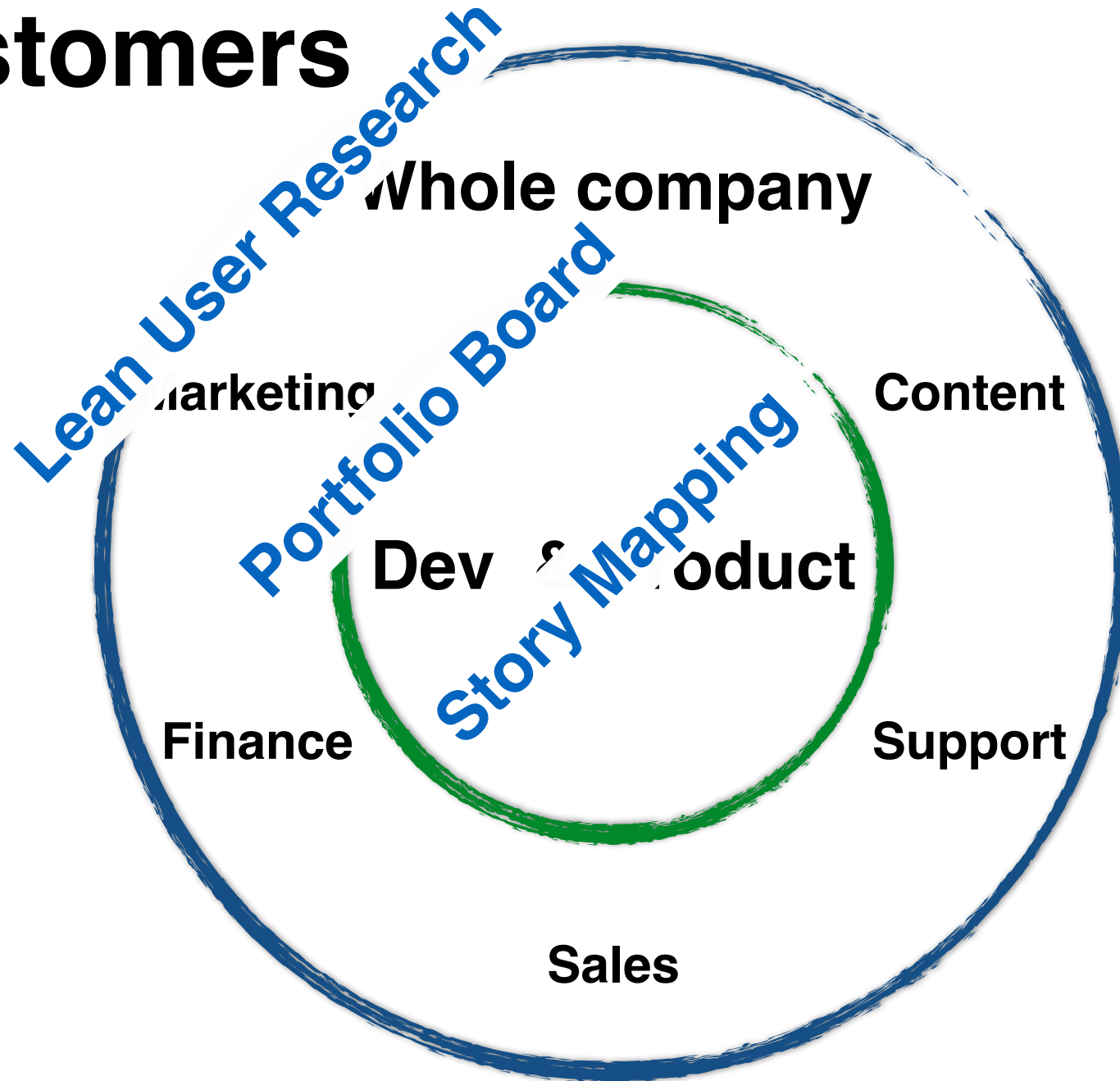
The Design Entrepreneur

The Hybrid Design Researcher

The Business Designer

The Social Innovator

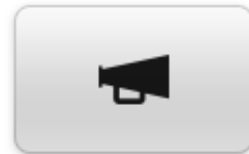
Customers





[http://ueberproduct.de/
schulungen](http://ueberproduct.de/schulungen)

Please evaluate
this talk via the
mobile app!



Engage