UNDERSTANDING YOUR PRODUCT’S PURPOSE & DIRECTION

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Thomas Heisey

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Hina is a Senior Agile Practitioner at Red Hat. Before Red Hat, she was doing government contracting work while pursuing her passion for Agile avoiding process related bottlenecks.

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Matt is an Agile Coach with the Red Hat Open Innovation Labs. He is passionate about adapting working environments for customers to innovate, while ensuring individuals and interactions are never sacrificed.

Matt Takane

Ross Turk

Ross is a director of technical product marketing at Red Hat. He has a passion for communities and the way they operate - particularly their effect on businesses and the users they serve.

Ross Turk
THE CHALLENGES OF PRODUCT DEVELOPMENT
A TYPICAL PRODUCT TEAM

**Engineering Manager**
- Implements features
- Evaluates technologies

**Product Manager**
- Owns the product plan
- Manages to milestones

**Marketing Manager**
- Brings the market reality
- Generates demand

Team Members
SILOS ARE NATURAL
AND A BIG PROBLEM
COORDINATING END-TO-END

OBSERVE -> RESEARCH -> DEFINE -> PRIORITIZE -> DEVELOP -> TEST -> PACKAGE -> RELEASE

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A TYPICAL OPEN SOURCE PRODUCT PROCESS

- Observe
- Research
- Define
- Prioritize
- Engage
  - Analyze community roadmap
  - Build project credibility
- Develop
  - Rebase upstream releases
  - Backport critical fixes
- Test
- Package
- Release
NOT REALLY A SINGLE PROCESS ANYMORE

OPEN SOURCE PROCESS

PRODUCT PROCESS

- OBSERVE
- RESEARCH
- ENGAGE
- DEFINE
- PRIORITIZE
- ADAPT
- TEST
- PACKAGE
- RELEASE
THE PLOT THICKENS!

OPEN SOURCE PROCESS
REAL WORLD EXAMPLES

- redhat
- SUSE
- CANONICAL
- FUJITSU
- Ceph
- Eclipse
- IBM
- Adobe
- redhat
- Talend
A WEB OF CONTRIBUTORS
...ALSO A TYPICAL LARGE COMPANY
A MULTI-DIMENSIONAL EFFORT

<table>
<thead>
<tr>
<th>MULTIPLE</th>
<th>MULTIPLE PURPOSES WORK STYLES</th>
</tr>
</thead>
<tbody>
<tr>
<td>INTERSECTING</td>
<td>GOALS PROCESSES</td>
</tr>
<tr>
<td>ASYNCHRONOUS</td>
<td>COMMUNICATION DECISION MAKING</td>
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DON’T LOSE SIGHT
OF YOUR PRODUCT’S PURPOSE
ACTIVITY INSTRUCTIONS

Build a tower using only 15 sheets of paper
Tower must be completely free-standing
Tower must stand for 10 seconds
No speaking (gestures okay)
Highest tower wins
THE IMPORTANCE OF PRODUCT VALUE AND PURPOSE
Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.

- Agile Manifesto
This wasn't what we wanted
UNDERSTAND WHAT ADDS VALUE

Christiaan Verwijs Business Value Cheatsheet:

- **Commercial Value**
  - How much profit or revenue will this generate?
- **Market**
  - How many new customers will we be able to serve?
- **Efficiency**
  - How much time or money will this save us?
- **Customer**
  - To what extent will this decrease the likeliness that customers will abandon our product?
- **Future**
  - How much time or money will this save us in the future?

https://blog.agilistic.nl/what-is-this-thing-called-business-value/
THE PLOT THICKENS .... AGAIN
Let's forget about the community's needs and focus only on our customers

NO!
THE VALUE OF OPEN SOURCE

The open source way:

- **Open Exchange**
  - Exchange ideas
- **Participation**
  - Collaborate and create
- **Rapid Prototyping**
  - Faster solutions
- **Meritocracy**
  - Rewards best ideas
- **Community**
  - Share work

https://opensource.com/open-source-way
CONSUMING THE OPEN SOURCE PIE

- Consider the needs of our users based on a clear defined mission & vision
- Determine which pieces you want to pull in and provide support for
  - Make sure it fits in your story
  - Update your story if necessary
DEFINE THE PURPOSE

Tell a story that answers the following questions:

- What challenges currently exist?
- Who is being impacted?
- Why is it important to solve the problem?
- Which enhancements will make me happier than my current state?
  - Where do I start?
Sharing your product’s purpose creates transparency and alignment with you and your communities.
USER STORY MAPPING
WHAT IS USER STORY MAPPING?

“User Story Mapping is about having a good old-fashioned conversation and then organizing it in the form of a map.” - Jeff Patton

Individuals and Interactions over Processes and Tools

- Core Value of Agile
WHY USER STORY MAPPING?

How does this benefit me?

1. Create a Shared Understanding of the product between all involved
   - Everybody is a first class citizen here
2. Think of work as a story progression instead of a task list
3. Helps keep the big picture in mind during implementation
WHO IS INVOLVED IN STORY MAPPING?
WHO IS INVOLVED IN STORY MAPPING?

EVERYONE!
USER STORY MAPPING STEPS
How do I do this?

1. Understand your User’s goal/objective
2. Understand who your Users are
3. Identify common activities your Users do
4. Derive stories from those activities
5. Identify slices of work
KNOW YOUR GOAL/OBJECTIVE

EXERCISE GOAL: Want to be able to get out of bed and out the door on my way to work
WHO ARE MY USERS?

Who is involved between when you get out of bed and when you get out the door on your way to work?
EXERCISE: WHAT ARE MY STEPS?

Think of the steps that you do to get ready in the morning to get out the door on your way to work.
EXERCISE: WHAT ARE MY STEPS?

Expected Outcomes:
● Done Individually
● Post-its with Steps performed
● One Step per Post-it
● Identify roll-up topics for your Steps
EXERCISE: LET'S CREATE A TEAM BACKBONE!

Tell the story over time

Backbone
- Wake Up
- Get Presentable
- Eat Something

Steps
- Take a Shower
- Get Dressed
- Activity A

- Choose a space on the wall and gather 6 of your new friends
- Group your steps under common topics (Backbone items) on the wall in sequential order
EXERCISE: LET’S CREATE A BACKBONE!

- Choose a space on the wall and gather 6 of your new friends
- Group your activities under common topics (Backbone items) on the wall in sequential order
EXERCISE: GETTING SOME MORE DETAIL

Backbone

Wake Up

Get Presentable

Steps

Get Dressed

Activity A

Activities

Take a Shower

Get Dressed

Put on Pants

Put on Belt

“What additional detailed activities are taken within each of the Steps identified”

Lather Soap

Wash Face

Shave Legs

Wash Body

Wash Hair

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EXERCISE: LET’S GET DETAILED!

- Identify activities for each Step that you have
- Order your activities based on criticality (top being the most critical)
EXERCISE: O.M.G. I OVERSLEPT!!

Backbone
- Get Presentable

Steps
- Take a Shower
- Get Dressed

Activities
- Lather Soap
- Wash Face
- Shave Legs
- Wash Hair
- Put on Pants
- Put on Shirt
- Put on Belt
- Put on Socks

“What is a must have slice to consider ready to go out the door?”
EXERCISE: O.M.G. I OVERSLEPT!

- What are the must have items now that you don’t have all the time you thought you did?
- Draw a line with Tape that identifies your MVP
SUMMARY

- Understand your purpose
- Know who will benefit from it
- Share your vision with everyone
- Define a minimally-viable product
OTHER SUMMIT SESSIONS

Matt Takane and Josh Ranoa
● “Using impact mapping to increase team velocity”
  ○ Time: Thursday, May 10, 11:15 AM - 12:00 PM
  ○ Location: Discovery Theater
Discovery Session One-on-One Sign Up

One-on-One sessions with Red Hat consultants will provide an open communication forum with one of our subject matter experts to better assist you with understanding how Red Hat products and solutions can help solve your business problems.

Please visit red.ht/labsssignup to request time with your speakers either on-site at Summit or in the near future!
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THANK YOU

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