

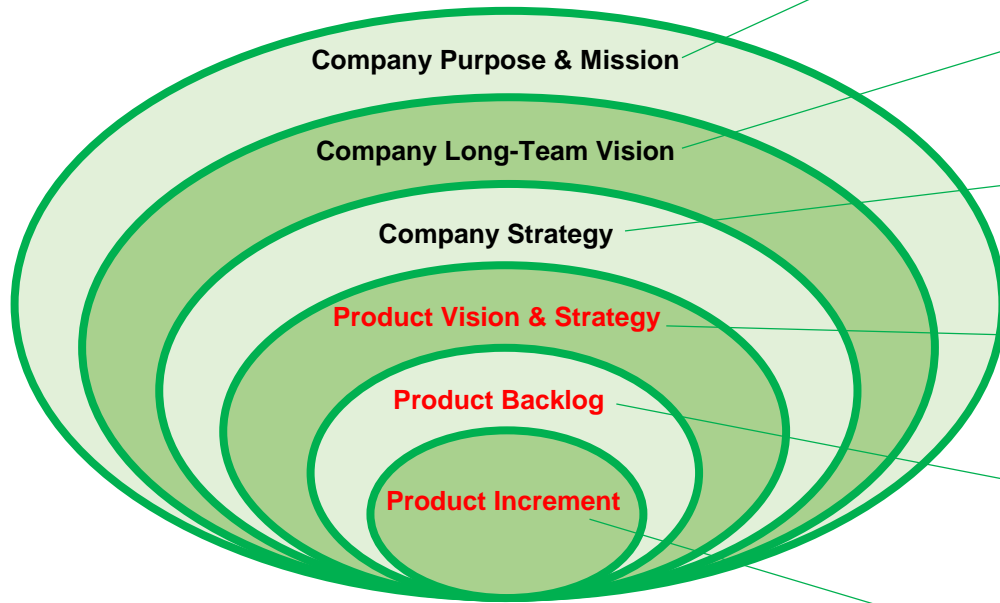
# Product Definition & Exploration Workshop in LeSS



# 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



Notes:

[Empty rectangular boxes for notes, connected to the layers of the onion diagram]

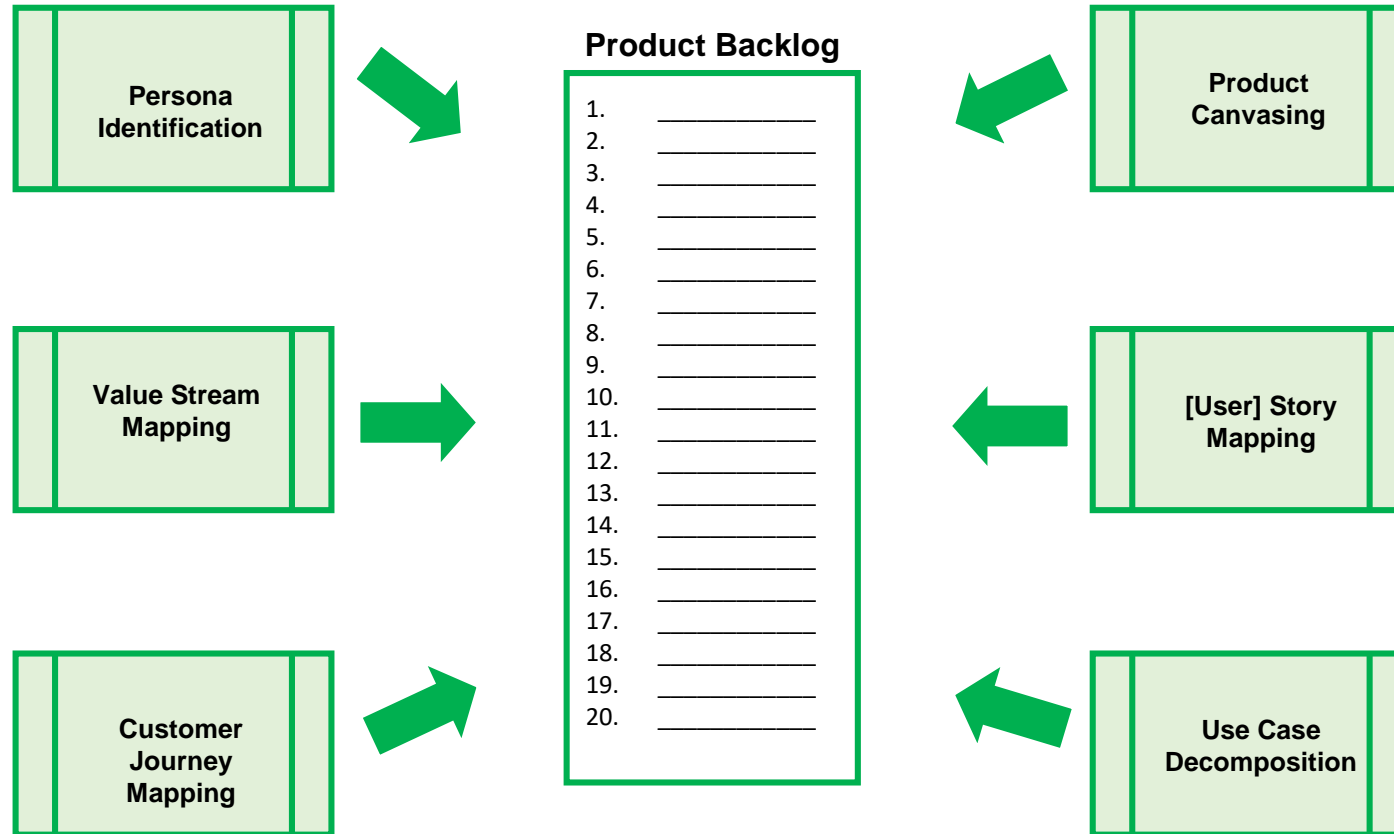
**Note:** Since customers buy and users use Products, in agile development, we focus on ProDUCTs, not ProJECTs, not ProGRAMs. We also challenge the term Portfolio, unless it is a portfolio or real Products. Please, be mindful of this, as you add layers to the 'onion'.

# Product Definition & Exploration Workshop

- Understand a '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

# Product Definition & Exploration Workshop

To help yourself with PRODUCT BACKLOG creation, run various exercises and discovery activities:



**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.



# 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<br>(Steps)        | 1. ----step-----<br>2. ----step-----<br>3. ----step-----<br>4. ----step-----<br>5. ----step----- |
| Alternative Path<br>(Steps) | 1. ----step-----<br>2. ----step-----<br>3. ----step-----<br>4. ----step-----                     |
| Exceptions                  |  |
| Comments                    |  |
| Related Use Cases           | e.g. <<extend>>, <<include>>   |

  [www.keystepstosuccess.com](http://www.keystepstosuccess.com)

# Product Definition Canvas Template

|  |  |   |   |  |
|--|--|---|---|--|
| <p><b>Product Name:</b></p> <p><b>Date:</b></p> <p><b>Contributor (s):</b></p>   | <p><b>Vision</b> - What is your product's purpose? How do you envision your product will change human lives and experience?</p> <p><b>Mission</b> – What is your mission? What are you trying to do, specifically, to achieve your goals?</p> <p><b>Strategic Objectives</b> –What are your OKRs: what are your objectives and what results do you expect to see, over time?</p> |   |   |  |
| <p><b>Funding/Budgeting/Sponsorship</b> - Where does funding come from? Who will pay for your product?</p>   | <p><b>Costs/Expenses/Investments</b> - What costs, expenses or other financial overhead do you expect to encounter?</p>  | <p><b>Sales/Marketing/Promotion</b> - 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><b>Measurements/Metrics</b> - How will you measure your success?</p>  |  | <p><b>Customers/Users/Target Groups</b> - Who is this product for? Who uses it today and who will use it in a future?</p>   |   |  |
| <p><b>Partnerships/Benefits</b> - 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><b>Business:</b><br/><b>Key Benefits:</b></p> <p><b>Technology:</b><br/><b>Key Benefits:</b></p> <p><b>Other:</b><br/><b>Key Benefits:</b></p> |  | <p><b>Users</b> – humans and systems that interact with your product</p>  | <p><b>Business Layers</b> – e.g. parameters, necessary to create a business object</p> <p><b>Service Layers</b> – discrete operations that must be supported (API, orchestration, entity, utility)</p>    | <p><b>Regulatory/Legal/Compliance</b> – requirements, controls, policies, rules</p>              |
| <p><b>Competitors</b> - 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><b>UI/UX/Interfaces</b> – systems, applications, devices, (upstream and downstream)</p>  | <p><b>Data -bases/sources</b> – DB, data warehouse, data-feeds, etc.</p> <p><b>Components/Applications</b> – “elements” that are included in your product, when seen from a user/customer perspective</p> | <p><b>Quality Controls</b> – measurements, validations, testable properties &amp; attributes</p> |



# Product Definition & Exploration Workshop

## Understanding Customer Journey

### 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.

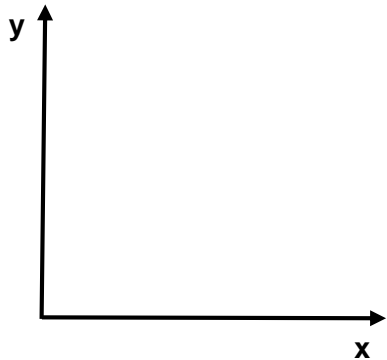
Commonly used:

- 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

|  |  |  |  |  |  |
|--|--|--|--|--|--|
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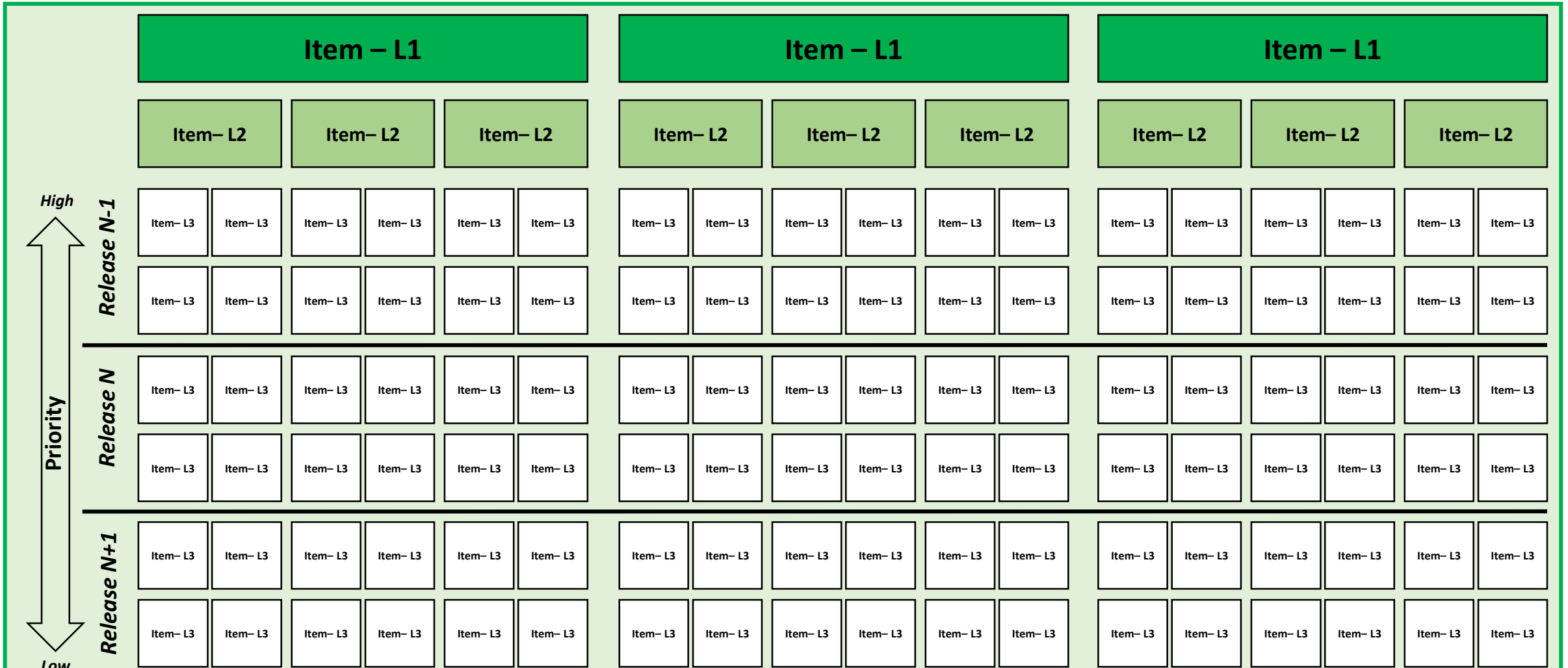
or

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.



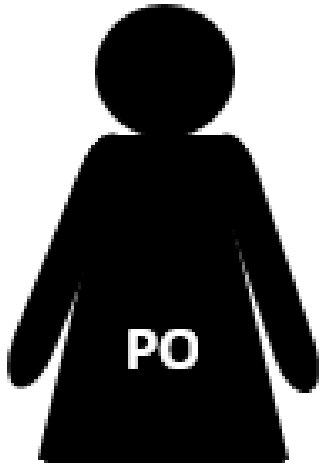


# Story Mapping Template



*Note: Try not to exceed three levels of decomposition*





**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 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:

“Organizational Ownership”:

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:

“Organizational Ownership”:

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:

“Organizational Ownership”:

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:

“Organizational Ownership”:

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:

“Organizational Ownership”:

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:

“Organizational Ownership”:

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:

“Organizational Ownership”:

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:

“Organizational Ownership”:



# Product Definition & Exploration Workshop

## 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?

## 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

## 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.

## 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. \_\_\_\_\_
6. \_\_\_\_\_
7. \_\_\_\_\_
8. \_\_\_\_\_
9. \_\_\_\_\_

*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. \_\_\_\_\_
6. \_\_\_\_\_
7. \_\_\_\_\_
8. \_\_\_\_\_
9. \_\_\_\_\_

*Team*

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_
6. \_\_\_\_\_
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.  | _____ |
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| 10. | _____ |
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| 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.  |  |
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| 17. |  |
| 18. |  |
| 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?