ROADMAPS CUSTOMERS CAN TRUST & ENGINEERING CAN DELIVER

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MICROSOFT OUTLOOK

REFRAME AN INTRACTABLE PROBLEM

Product Team

- Deliver Value

- Prove Hypotheses

- Perform Discovery

- Learn by Failing

Agile

Enterprise Customers

- Feature Requests

- Delivery Dates

Waterfall

ENTERPRISE SOFTWARE IS DEAD

First purchase decision maker?	Users
Who Distributes the App?	Users
Most Feedback?	Users
Greatest Roadmap Influencer?	Users

BALANCE DIFFERENT EXPECTATIONS

IT

- At-Scale Deployment
- Security
- Support
- Change Management

Cost & Risk

User

- Awesome User Experience
- High Performance
- High Quality
- Frequent Updates

Productivity, Morale, & Risk

Digital Transformation

- Value Delivery
- Productivity Goals
- Global Collaboration
- Unconstrained by Context

Productivity & Morale

Contention
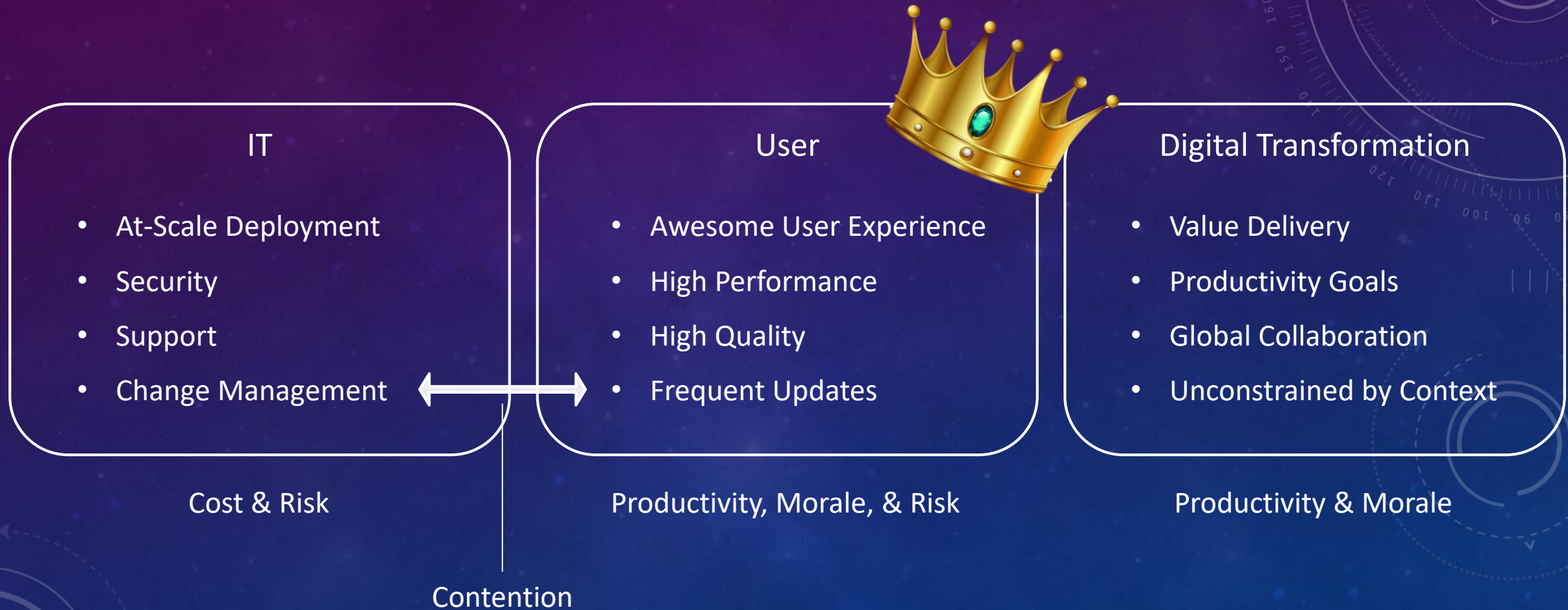
ENLIST SCALE DECISION MAKERS

PM

Vision – "The Why"

Problem to be Solved

Value Proposition

Themes to be Tackled

IT

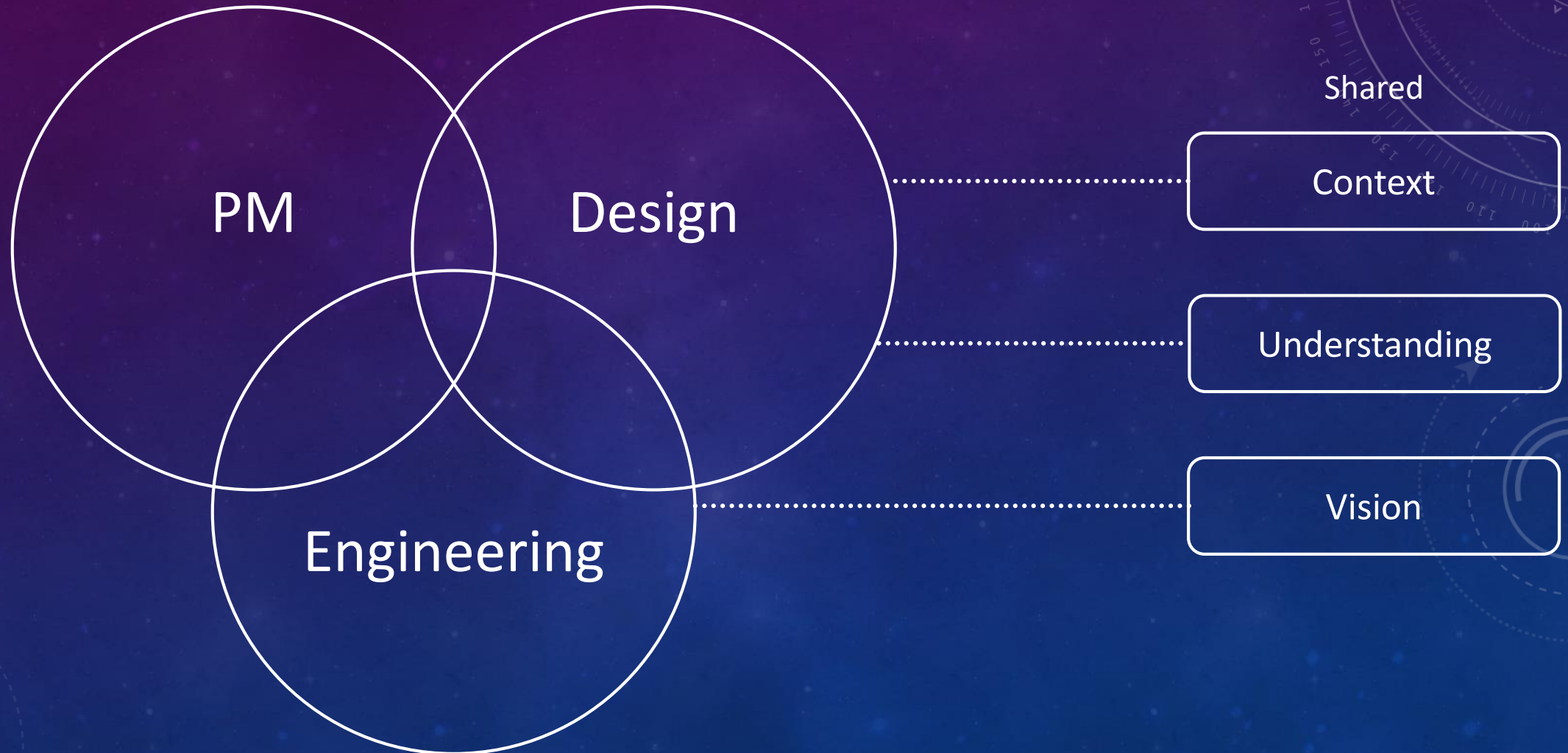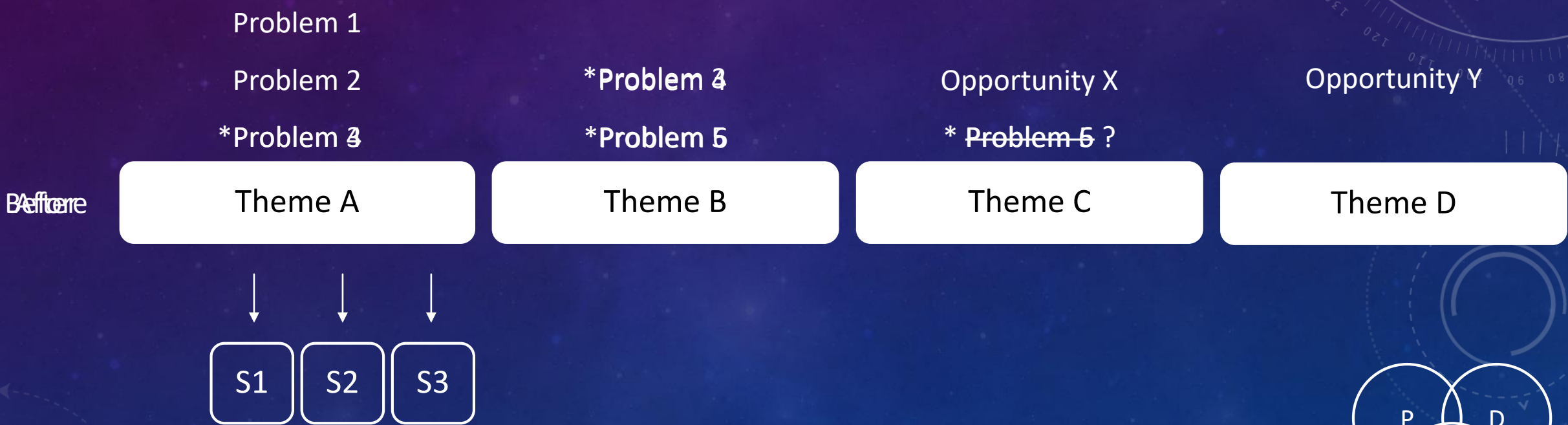Digital Transformation
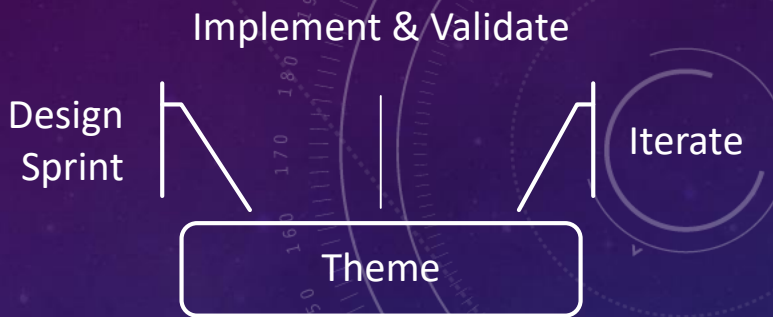
VISCERAL UNDERSTANDING OF USERS

Users

PM

Executive

Manager

Individual Contributor

IT Facilitator

Understand the Problem

Understand Context

Understand Impact

Understand Urgency

TRIAD COLLECTIVELY LEARNS

INTEGRATE NEW INSIGHTS

Implement & Validate

Design
Sprint

Iterate

Theme

Problem 1

Problem 2

*Problem 3

Opportunity X

Opportunity Y

*Problem 4

*Problem 5

* ~~Problem 6~~ ?

Before/After

| Theme A | Theme B | Theme C | Theme D |

S1 S2 S3

P   D

E

CLOSE LOOP & VALIDATE WITH CUSTOMERS

STORIES

VISION

Theme A

Theme B

Theme C

Problem 1

Problem 3

Opportunity X

Problem 2

Problem 6

Problem 4

Problem 5 ?

Opportunity Y

Theme D

SUMMARY

- Reframe the problem → Enterprise Software is Dead

- User Experience Rules → Understand & Balance Expectations

- Enlist Scale Decision Makers → Facilitators of User Engagement

- The Triad Learns Collectively → Synthesis of Context

- Integrate Insights → Create Roadmap with Decreasing Fidelity

- Communicate → Close Loop with Customers