



The Product Confidence Trap

(or – how to get out of the Labyrinth...)



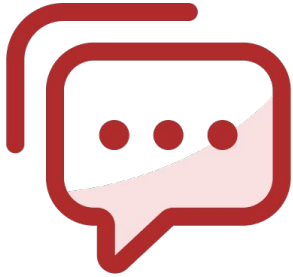
Stuart Muntton

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AND *Scrum Half*

Agile on the Beach – July 2024

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Audience Q&A Session

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Start of the Story



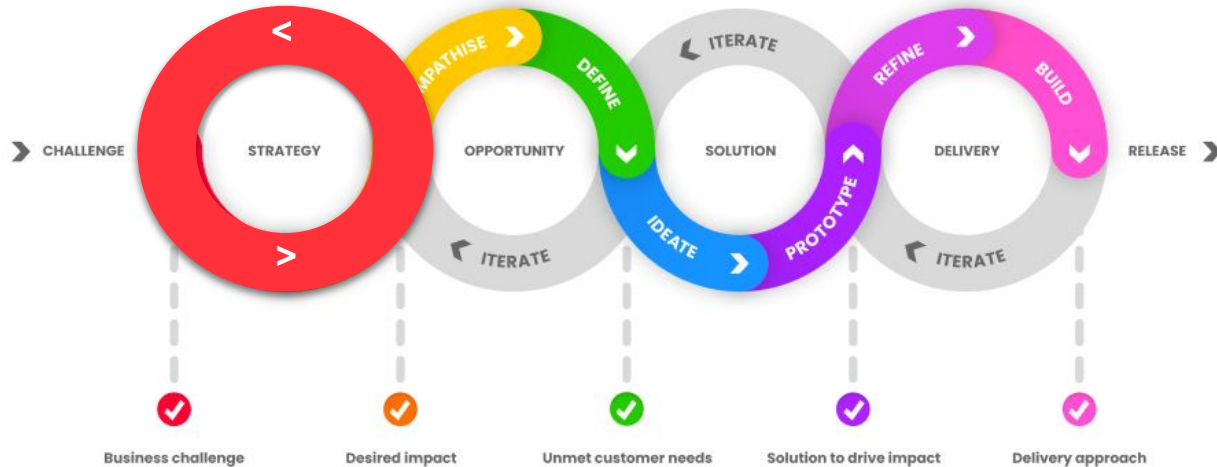
What is *'The Product Confidence Trap'*?



- It is a 'loop' where you can get stuck evaluating
- It is where you are unsure that you have enough insight
- It is where you are concerned about the level of risk
- Confidence is critical for fast pace product delivery

Discovery Flow

How might we know what to do and when to do it?

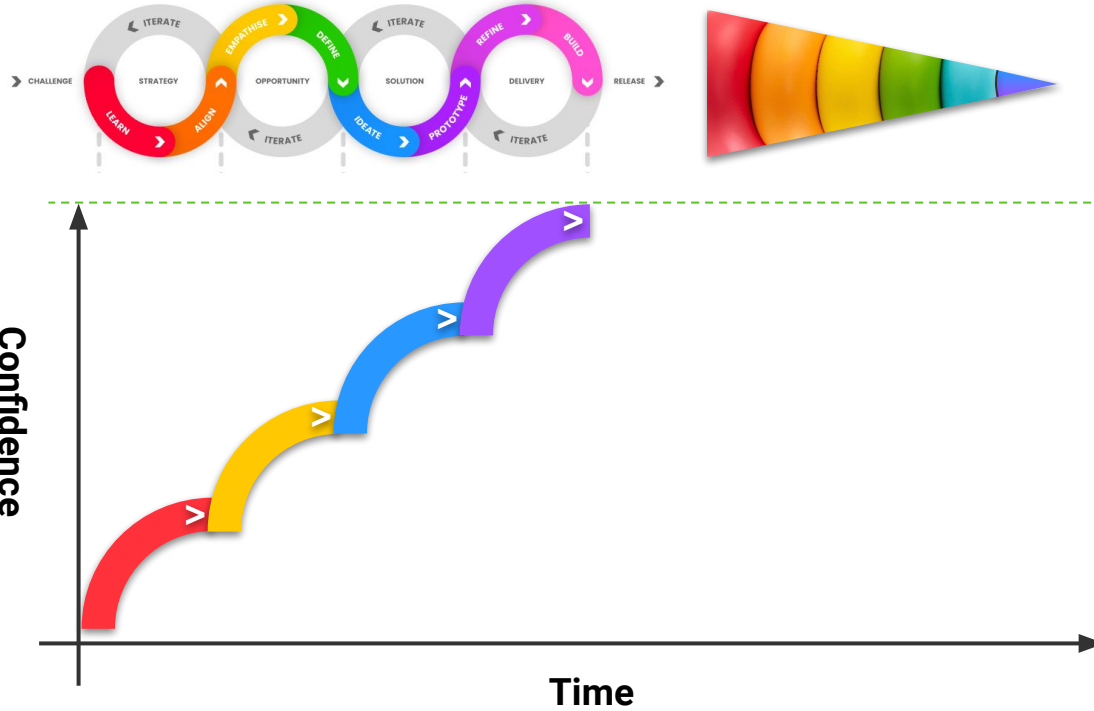


What you should get from of this session

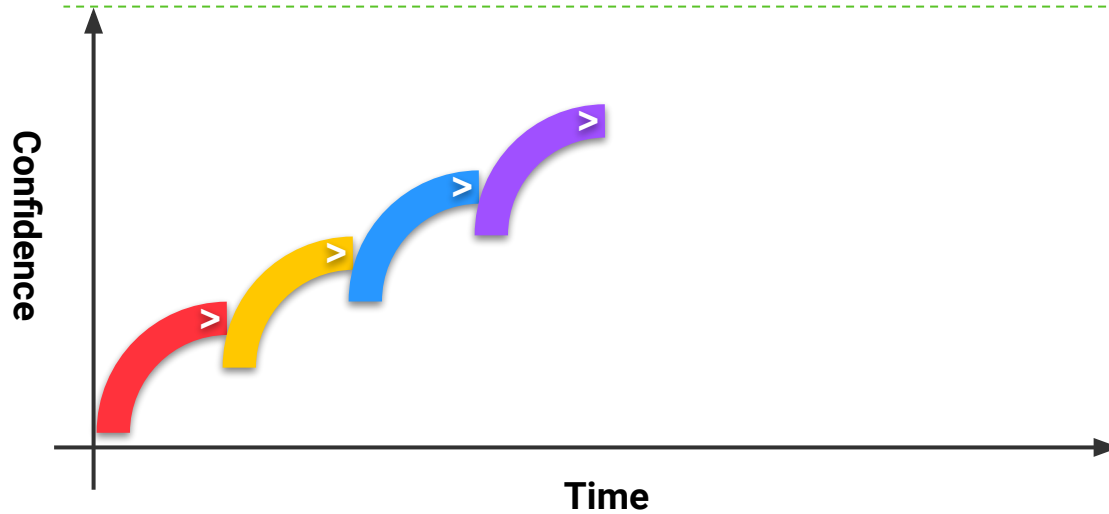
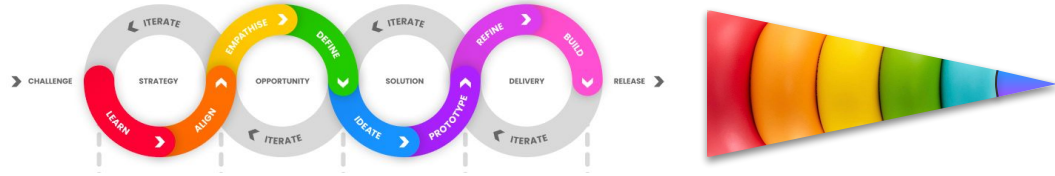
- A framework to evaluate your **Product Discovery** context
- A linkage to **Cynefin** to focus thinking with enabling constraint:
- A simplified **Boyd Loop** to help break out of potential traps
- A tenuous link to the lessons learnt in **“The Labyrinth”**



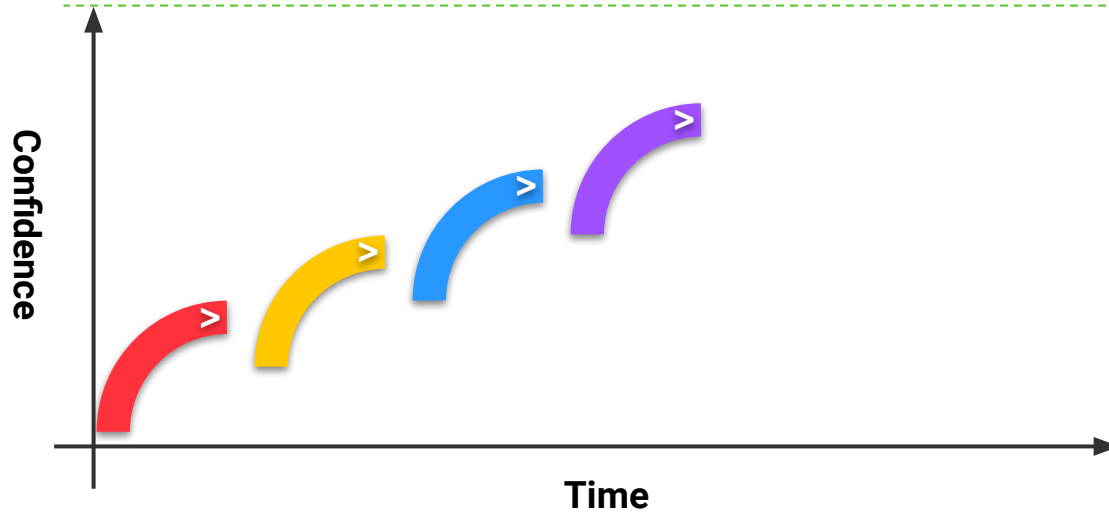
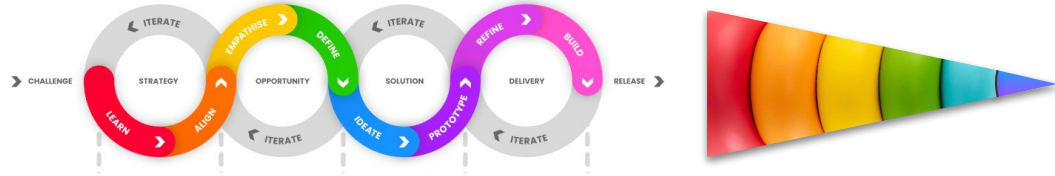
Confidence - Our hopes



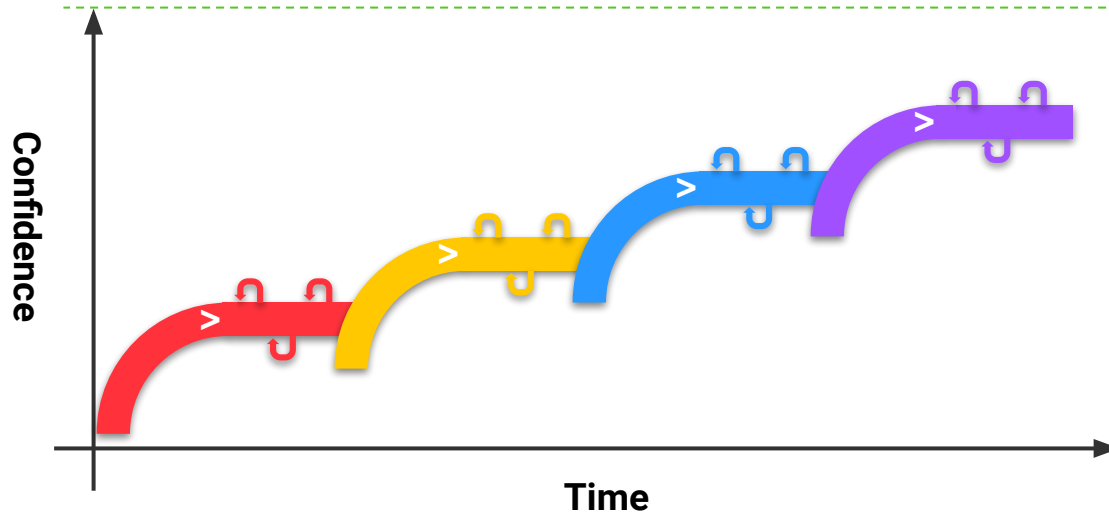
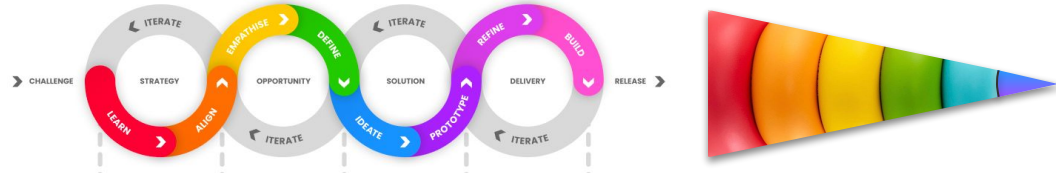
Losing Confidence between phases



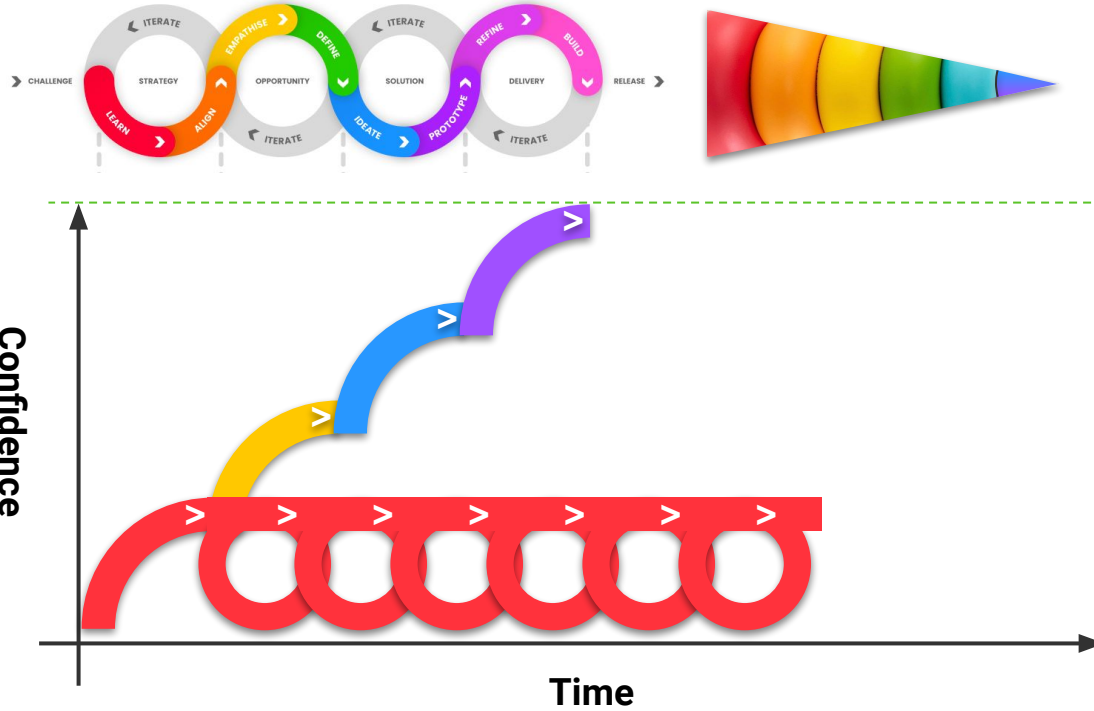
Losing time and confidence between phases



Second guessing at the end of Phases

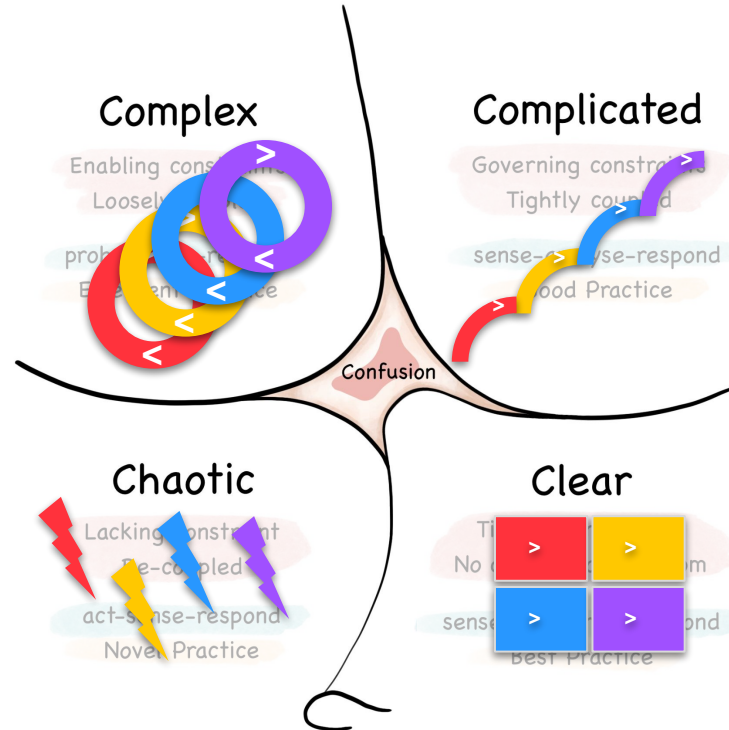


Confidence trap vs Hopes



Cynefin - Getting stuck in Complex...

Enabling
Constraints



Define the context...

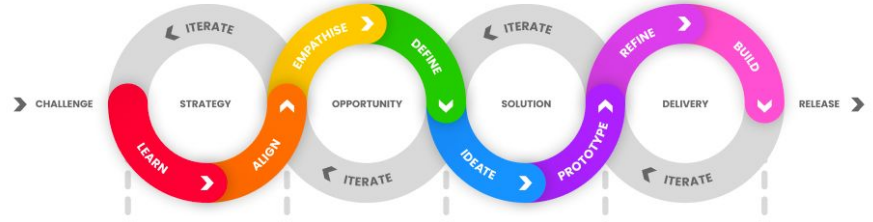


Don't take
things for
granted

**Strategy
Discovery**



Strategy Discovery



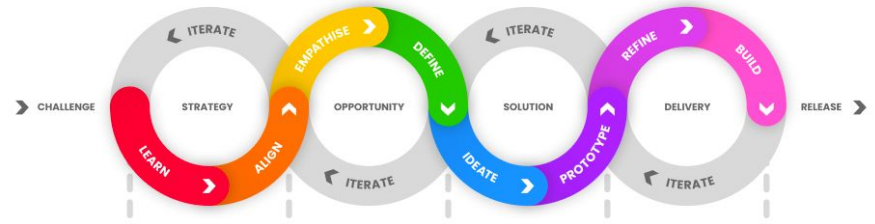
Business Challenge to Desired Impact

Learn business strategy and capability

Align on business success factors

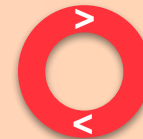
Focusing attention on shaping the **WHY**

Strategy Discovery



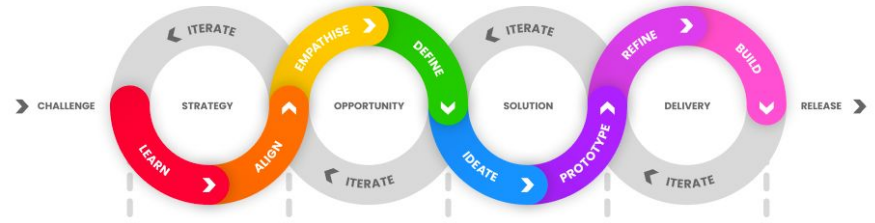
Why does this phase exist?

- To **answer** why you are spending the energy
- To **question** the direction you want to go
- To **evaluate** that a new idea is worth pursuing
- To **define** overall business / customer value



...but what if you
get stuck in a trap?

Strategy Discovery



Break 'Confidence Traps' using...



Business Model Canvas



Wardley Mapping



Stakeholder Research



Parallel Options

Set Enabling Constraints e.g.



2 weeks duration

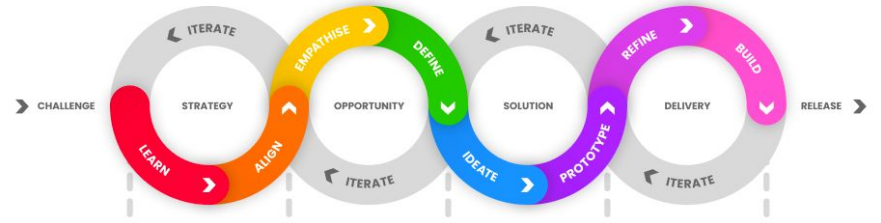


£10K cost



Sponsor Direction

Strategy Discovery



Mapping + Direction + Discussion

Highlight the **adjacent possible**

Strategy Discovery



Which of these techniques have you used successfully for Strategy Discovery?

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Which of these other techniques have you used successfully for Strategy Discovery?

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Steps towards a solution...

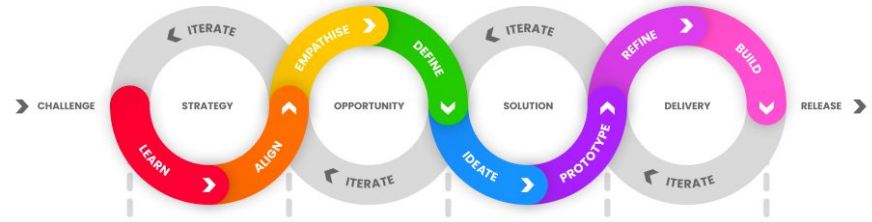


Go back to
go forwards

**Opportunity
Discovery**



Opportunity Discovery



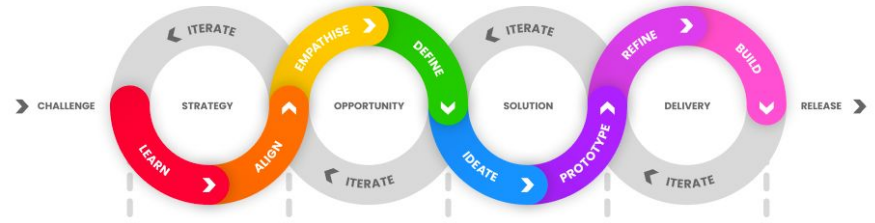
Desired Impact to Unmet Customer needs

Empathise on customer needs

Define potential opportunities

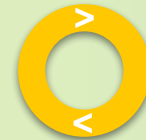
Focusing attention on solving the **WHAT**

Opportunity Discovery



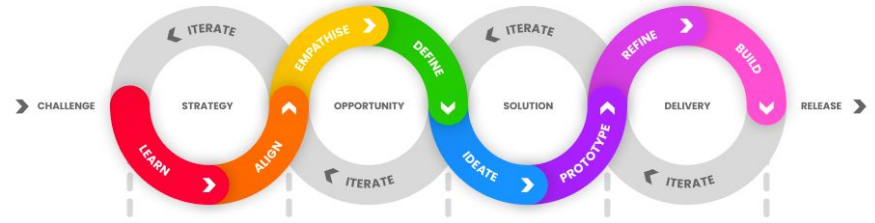
Why does this phase exist?

- To **uncover** high impact customer needs
- To **empathise** with customers needs
- To **refine** the number of potential options
- To **prioritise** the highest value opportunities



...but what if you
get stuck in a trap?

Opportunity Discovery



Break 'Confidence Traps' using...



User Interviews



Customer Journey Analysis



Domain-Driven Design



Assumption Mapping

Set Enabling Constraints e.g.



Capped effort

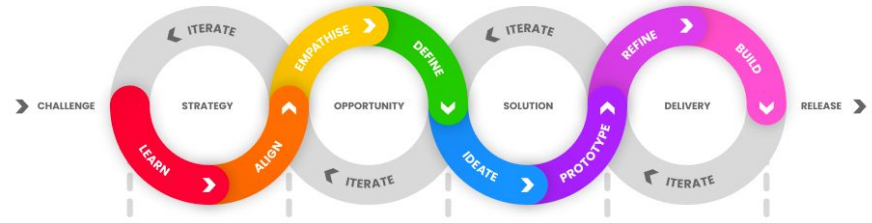


Paid external research



Stakeholder Direction

Opportunity Discovery



Increase Decision Velocity

Becoming comfortable making
decisions at **~70% confidence**

Marking the route forwards



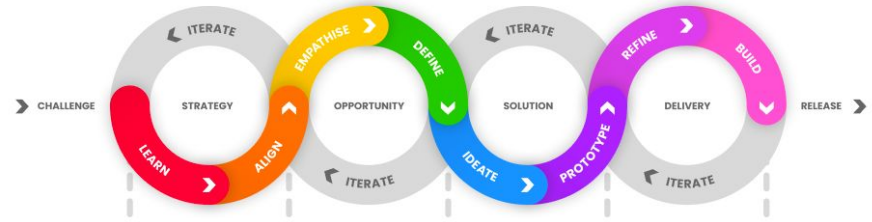
It's not fair!



**Solution
Discovery**



Solution Discovery



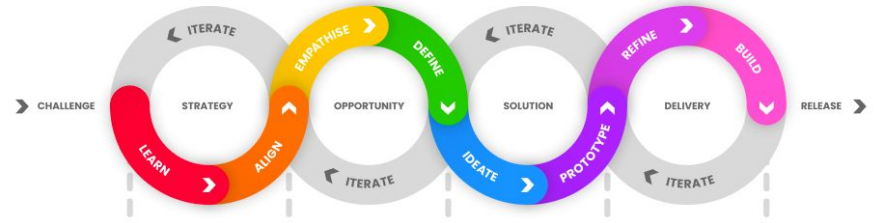
Unmet Customer needs to Solution to Drive Impact

Ideate the solutions designs

Prototype and test viable solutions

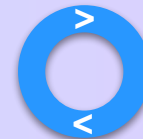
Focus attention on designing the **HOW**

Solution Discovery



Why does this phase exist?

- To **explore** and rank multiple solutions
- To **validate** of these solutions
- To **show** what the value you are providing
- To **present** options to potential customers



...but what if you get stuck in a trap?

Solution Discovery



Break 'Confidence Traps' using...



Cost / Benefits analysis



Lightning Demos



Sketching



A / B Tests

Set Enabling Constraints e.g.



1 week Design Sprint



% of budget allocation



Product Team Direction

Solution Discovery



Perfect is the enemy
of **good enough**

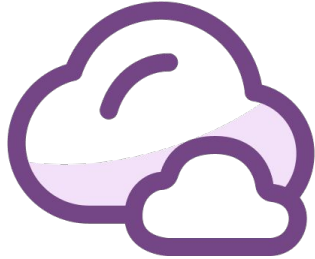
**Opportunity
Discovery**

**Solution
Discovery**



What other techniques do you use for
Opportunity and Solution Discovery?

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What other techniques do you use for Opportunity and Solution Discovery?

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Can customers be trusted?



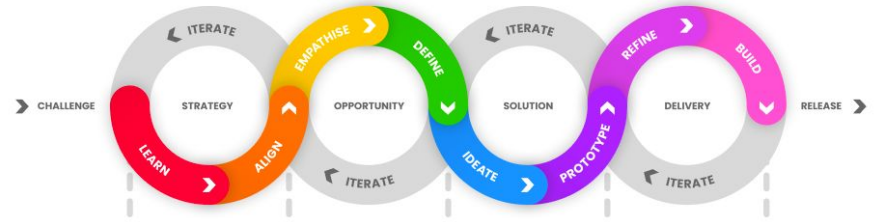
Truth or
Not Truth?



Delivery
Discovery



Delivery Discovery



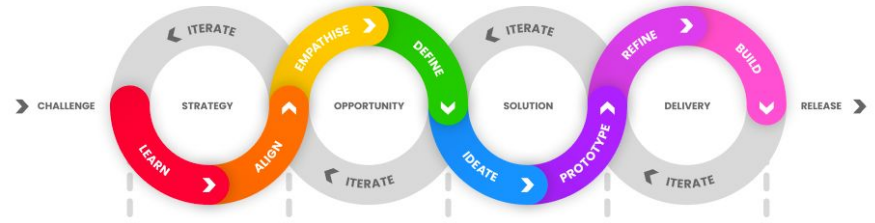
Solution to Drive Impact to Delivery Approach

Refine your potential solutions

Build your practices and approach to deliver

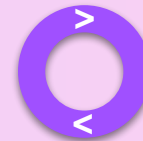
Focus on defining the **WHO, WHERE, WHEN,**
and also refine your **WHY, WHAT, and HOW**

Delivery Discovery



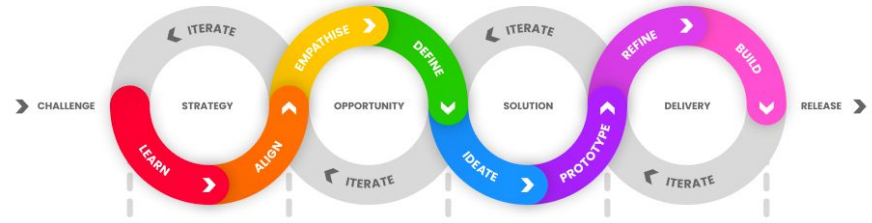
Why does this phase exist?

- To **demonstrate** the product is feasible to deliver
- To **close** assumptions and check dependencies
- To **refine** your product backlog for delivery
- To **explain and share** your intent with the team



...but what if you
get stuck in a trap?

Delivery Discovery



Break 'Confidence Traps' using...



Empirical Forecasting



Skills + Capabilities analysis



Team Topologies



Cost Forecast

Set Enabling Constraints e.g.



Fixed number of Sprints

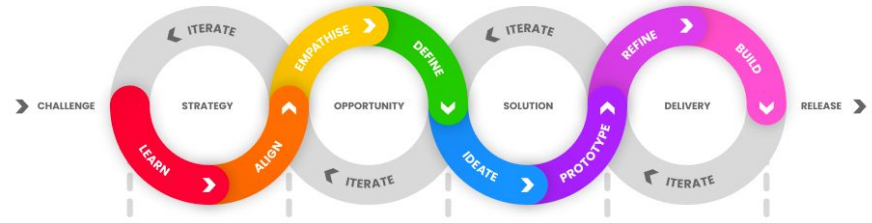


Capex allocation



Delivery Team Direction

Delivery Discovery



Faster feedback at all stages

Incremental AND iterative delivery

Learning the rules



Understand
and leverage
the rules



Next Steps



Next Steps

Boyd Loop (OODA)

Design your next Discovery...

Act

Increase pace and move forward with momentum by focusing on embracing **Enabling Constraints**

Observe

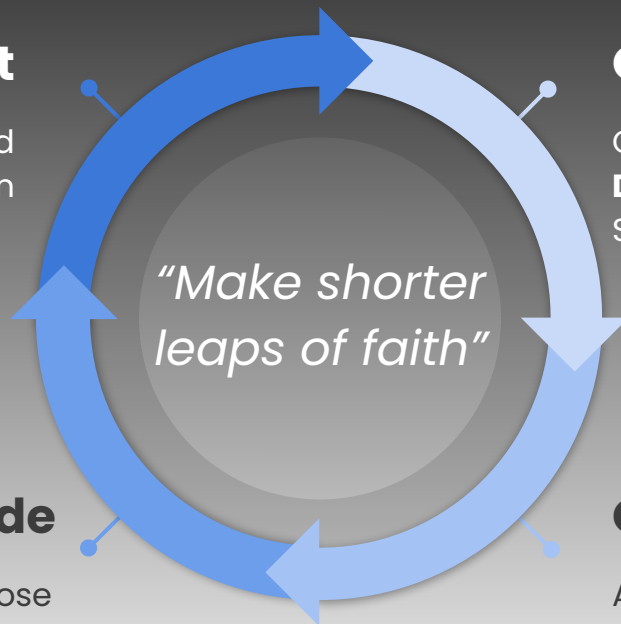
Confirm where you are in the **Product Discovery flow** (Strategy, Opportunity, Solution, Delivery)

Decide

Look for '**Confidence Traps**' - choose appropriate Product, Design, Delivery, or Eng. techniques to build confidence

Orientate

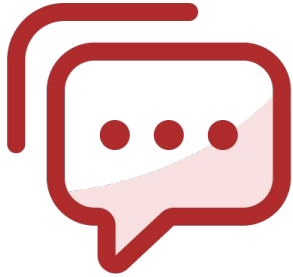
Assess your **current confidence** and where you will need to work to allow you to move onwards.



End of the Story



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Audience Q&A Session

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Thanks for your attention

And also thanks to **Craig Haslam**, **Greg Danford**, and **Jamie Nicholson** for their work on the *AND Discovery Model*



Stuart Muntun

Chief for Group Operations & Technology

AND Scrum Half

