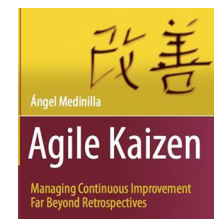


LEAN STARTUP FOR AGILE PRODUCT MANAGEMENT



AGILE PRAGUE, SEPTEMBER 2015



<VANITY>

Angel Medinilla

[www.proyectalis.com/en/
AngelMedinilla](http://www.proyectalis.com/en/AngelMedinilla)

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EUSKO JAURLARITZA
GOBIERNO VASCO



XUNTA
DE GALICIA



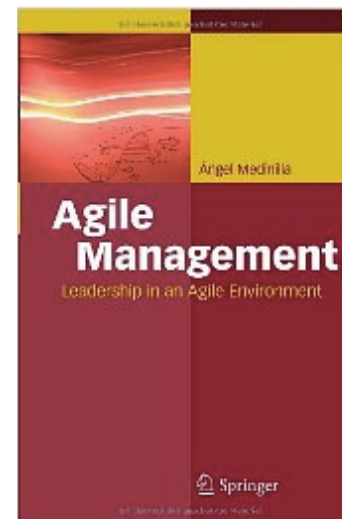
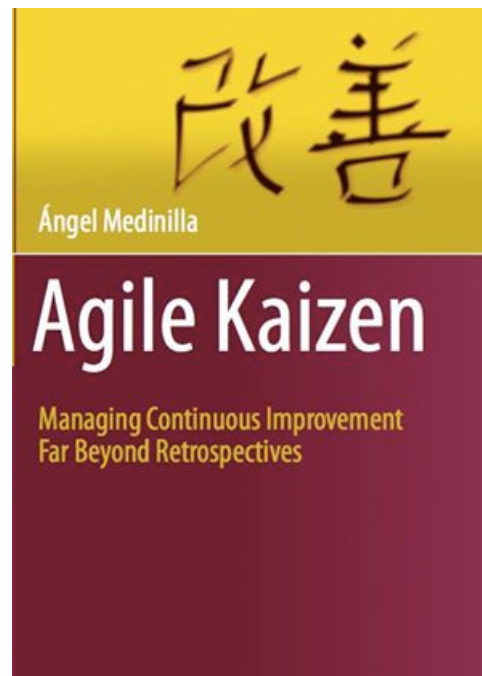
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de Navarra



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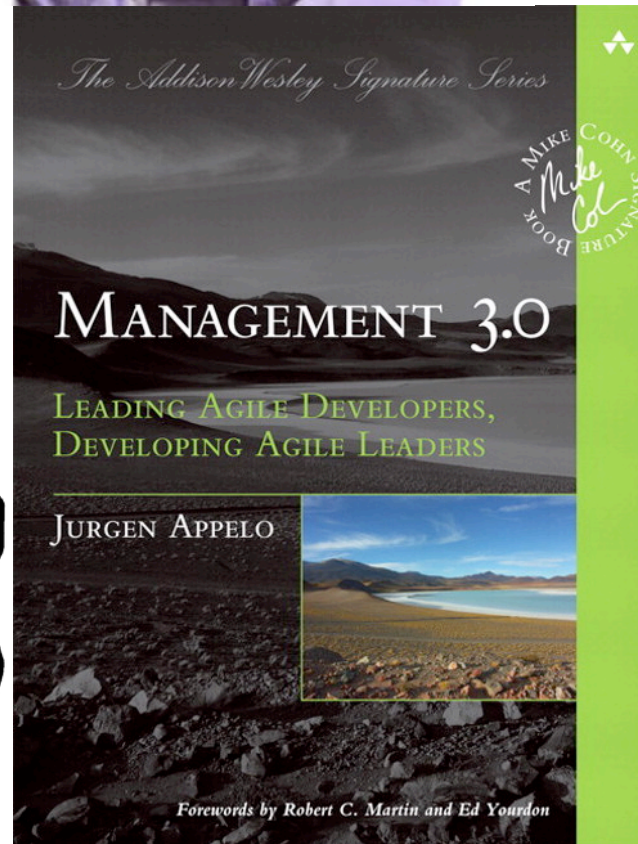
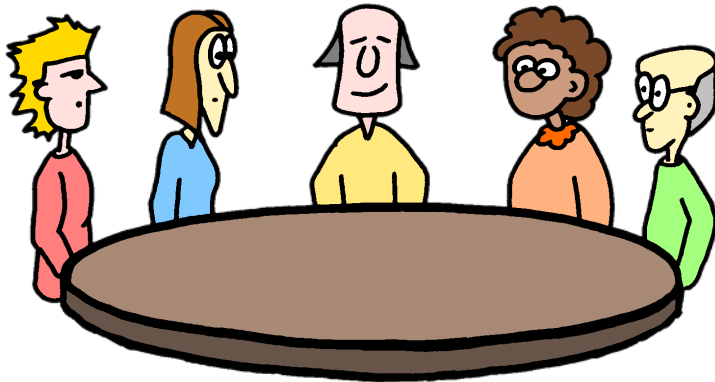
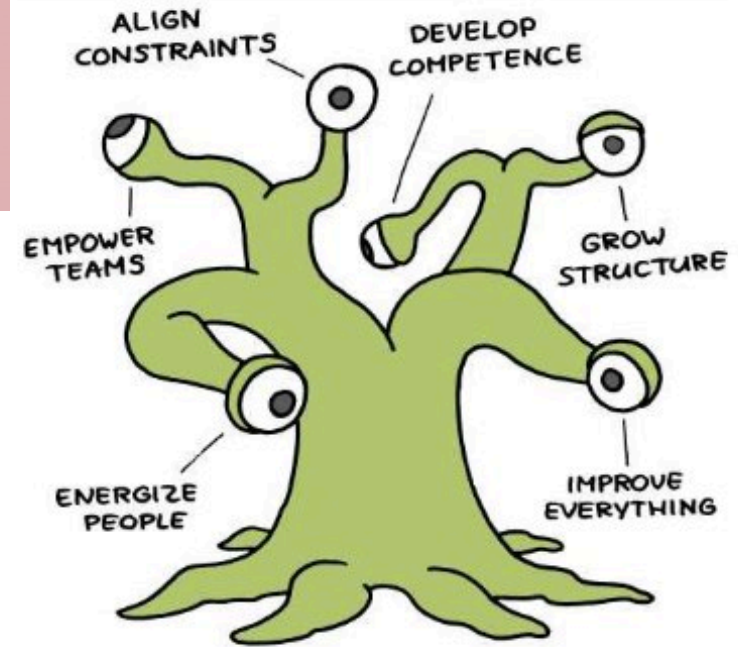
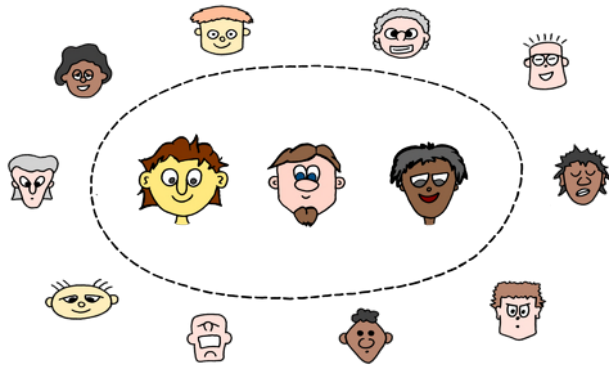
Angel Medinilla



Happyforce



More at <http://Slideshare.net/proyectalis>



MY PLEASURE!

</VANITY>



ALL DRAWINGS BY YOURS TRULLY
(IPAD + NOTESHELF APP+REGULAR STYLUS)
< /VANITY.NO.REALLY.I.SWEAR >



OH, LOOK, KITTEN!



OH, LOOK, KITTEN!



(25% BETTER FEEDBACK GUARANTEED)

HOW MUCH TIME, YOU SAID?

(72 SLIDES TO GO!!)



HOW MUCH TIME, YOU SAID?

(HYPER-TRIM MODE ON! MAKE THAT ~44 SLIDES TO GO!!)



WHERE'S THE BACKLOG COMING FROM?



“REQUIREMENTS GATHERING”

A.K.A. – “CLIENT KNOWS EXACTLY WHAT HE WANTS, SHUT UP AND BUILD THIS”



PRODUCT MANAGEMENT

THE “REQUIREMENTS GATHERING ERA” – BY JEFF PATTON



PRODUCT MANAGEMENT

THE “REQUIREMENTS GATHERING ERA” – BY JEFF PATTON



PRODUCT MANAGEMENT

THE “REQUIREMENTS GATHERING ERA” – BY JEFF PATTON

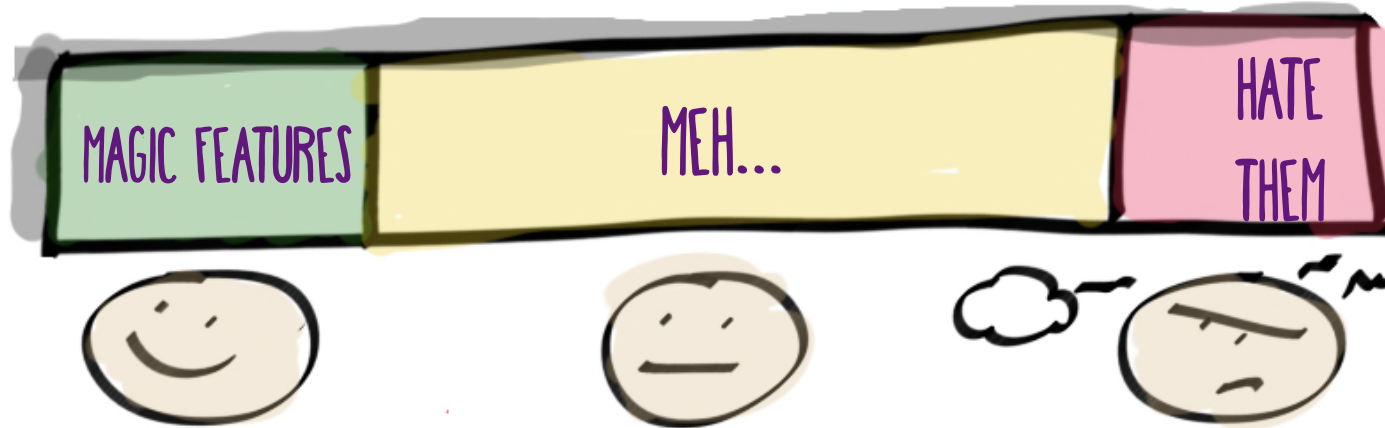


PRODUCT MANAGEMENT

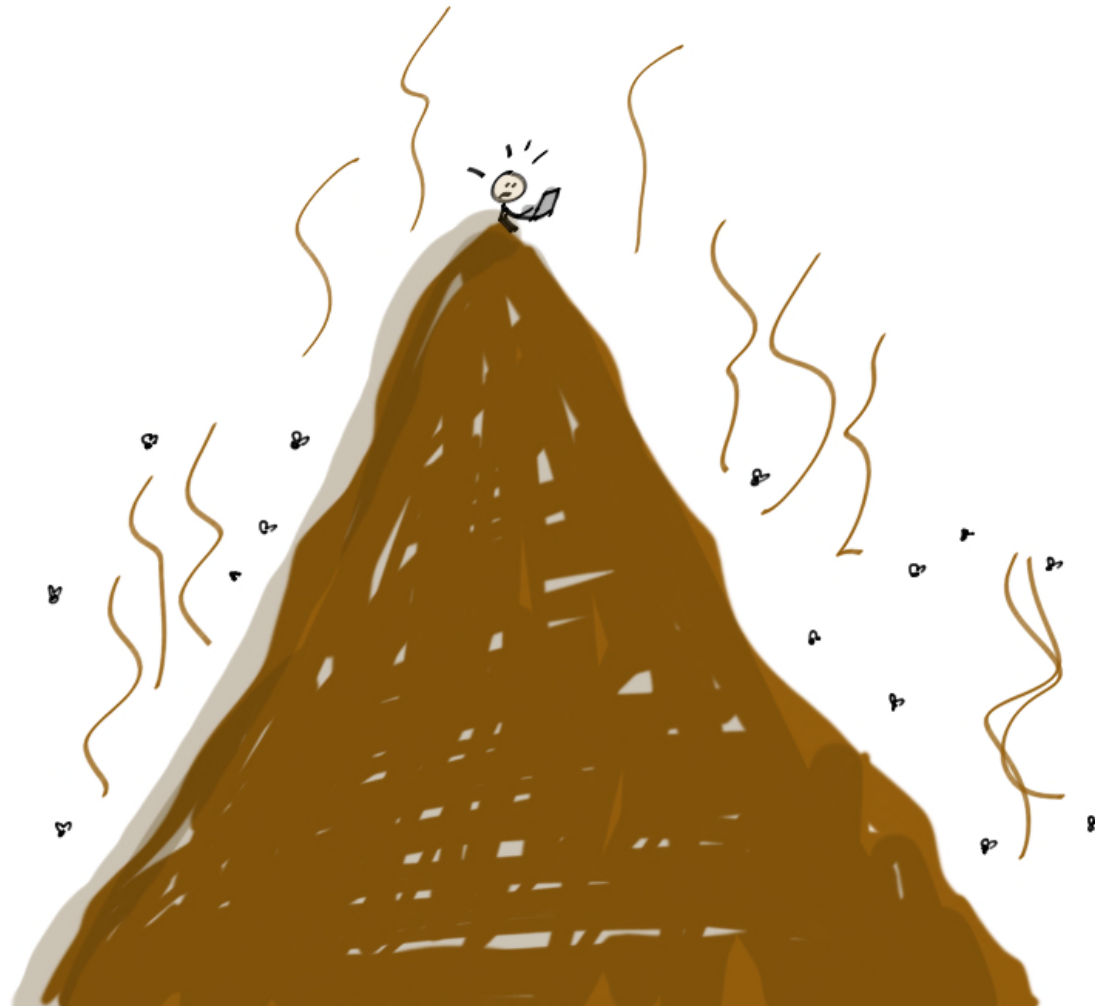
THE “REQUIREMENTS GATHERING ERA” – BY JEFF PATTON



“HORROR MOVIE WITH A FEATURE MONSTER”



“DOUBLE THE CR*P, DOUBLE FAST”



SO AGAIN...



THE VISIONARY MYTH

A.K.A. – “PRODUCT OWNER KNOWS WHAT THE CLIENT NEEDS, SHUT UP AND BUILD WHAT HE SAYS”



WRONG PRODUCTS!



VERY WRONG PRODUCTS!



VERY, VERY WRONG PRODUCTS!

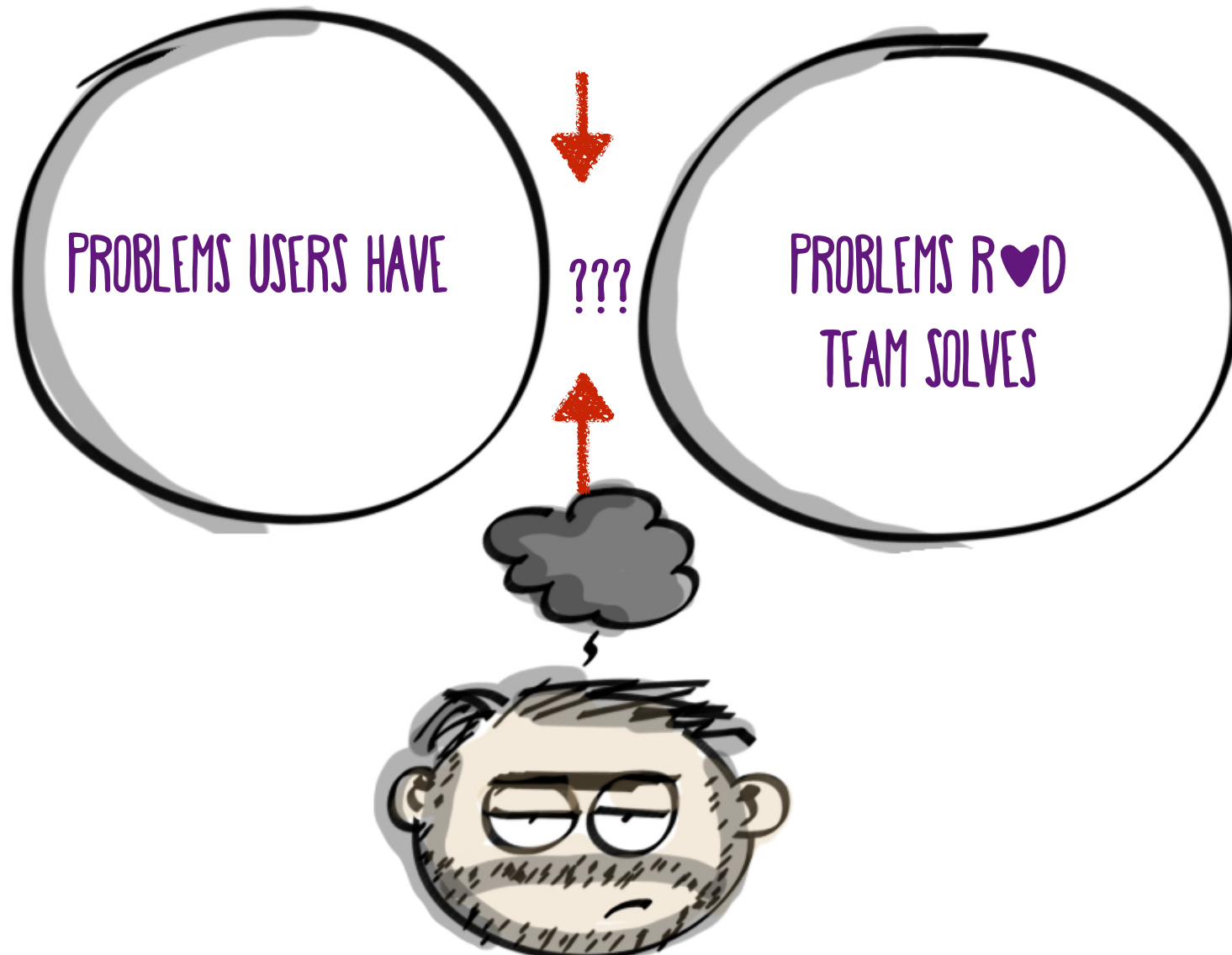


VERY, VERY, VERY WRONG PRODUCTS!



LEAN STARTUP

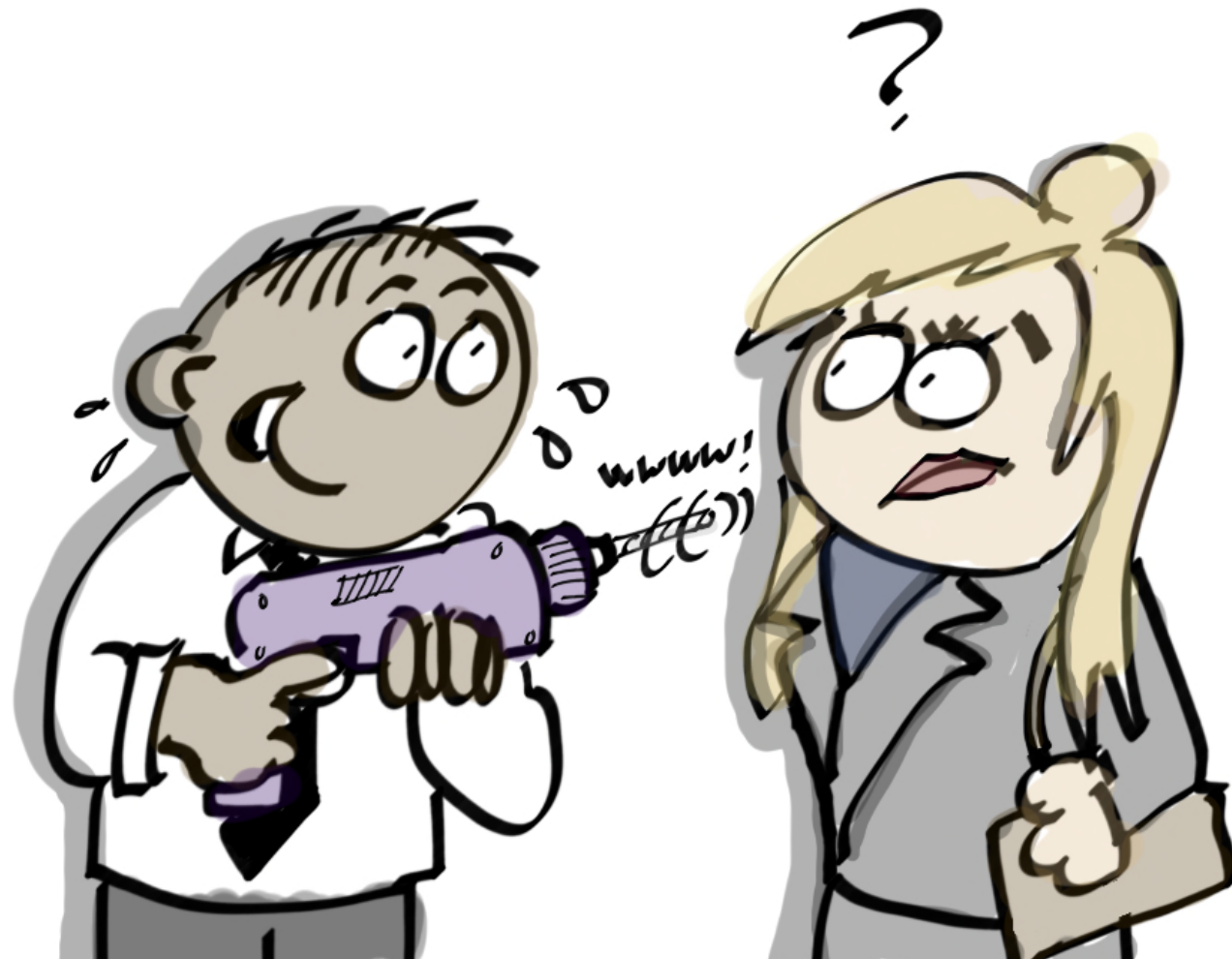
BASICALLY: BE SURE THERE'S A MARKET THAT WANTS YOUR PRODUCT, BEFORE YOU BUILD IT



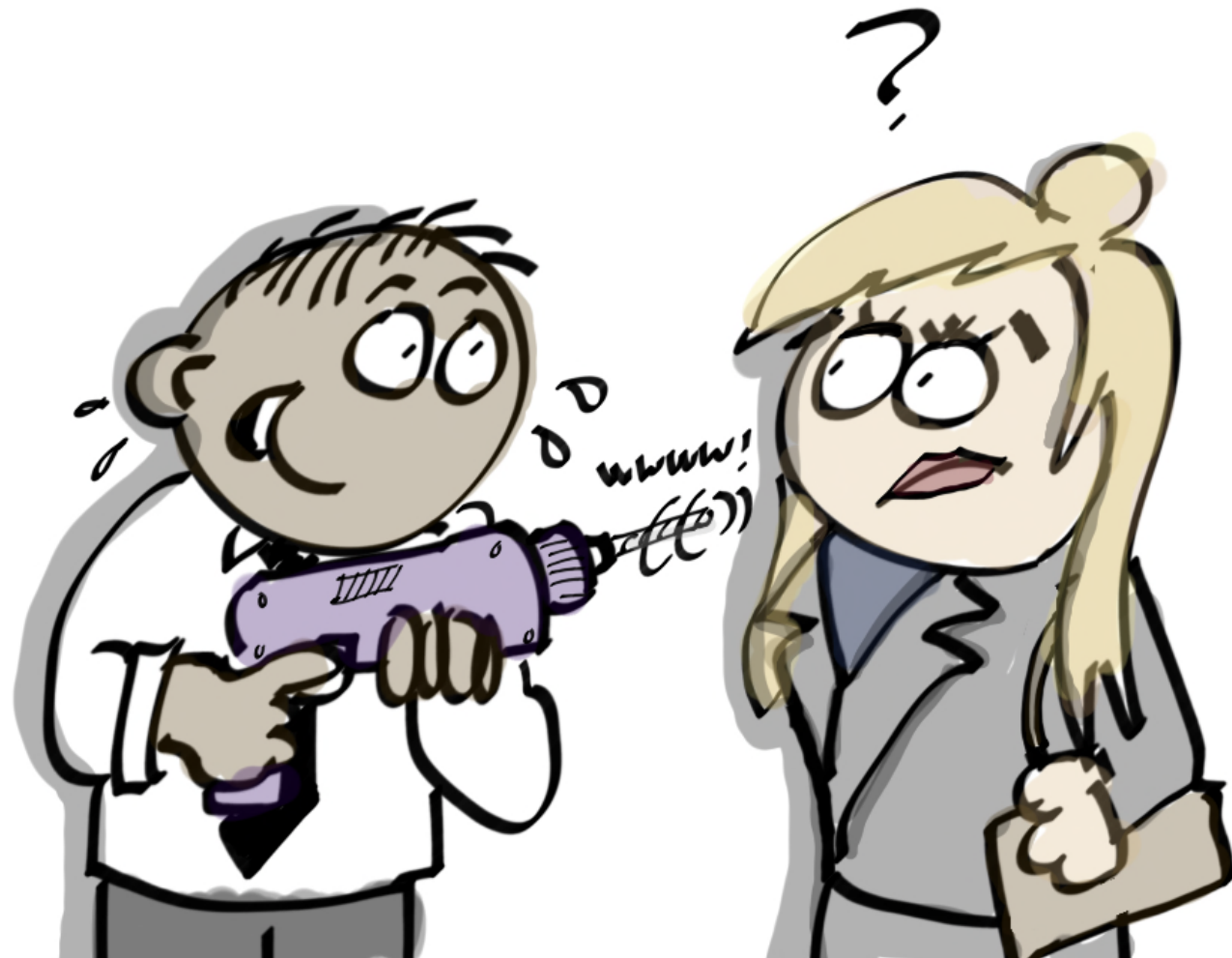
SO... 4 THINGS I LEARNED FROM LEAN STARTUP!



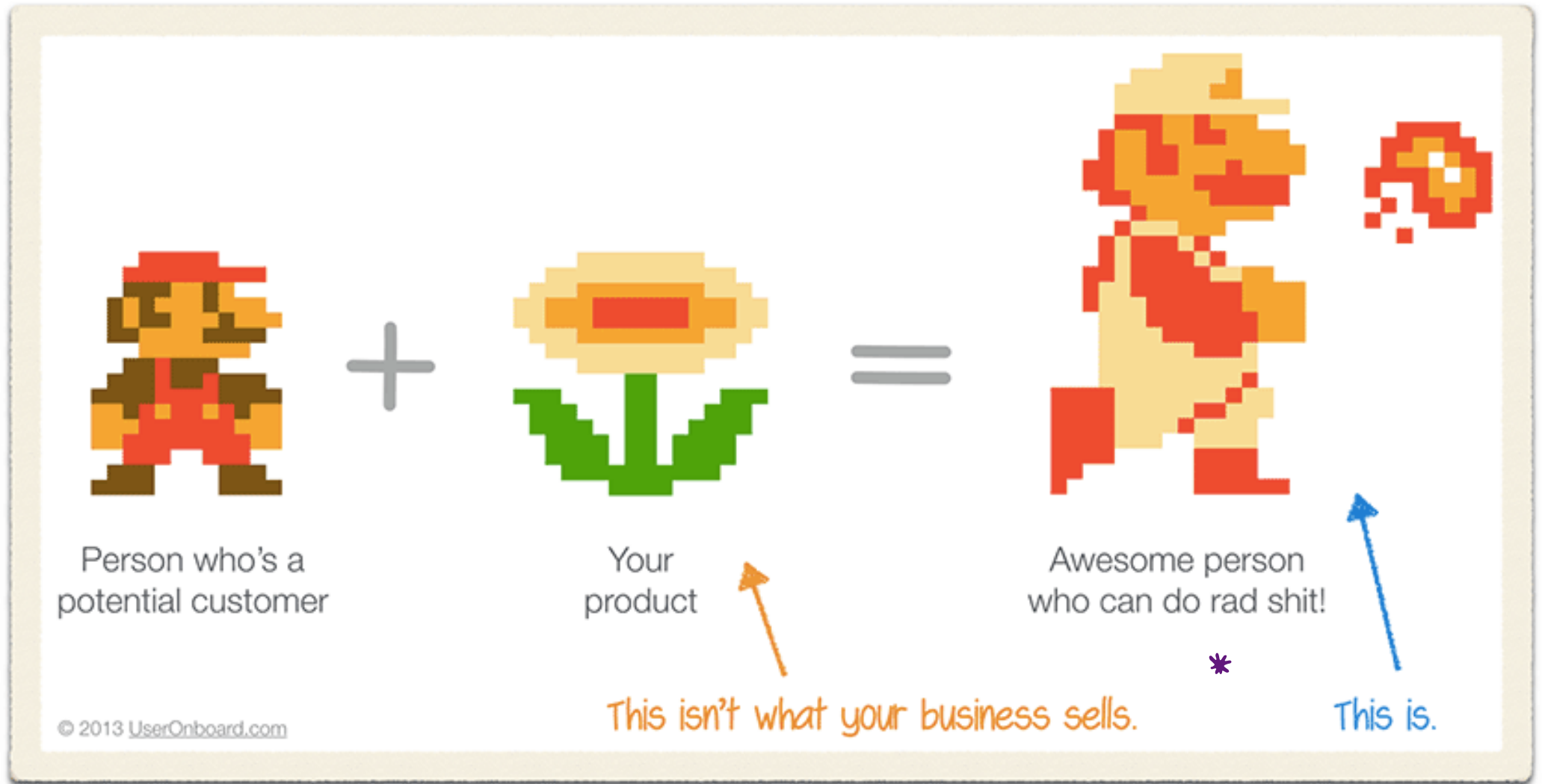
1) UNDERSTAND VALUE



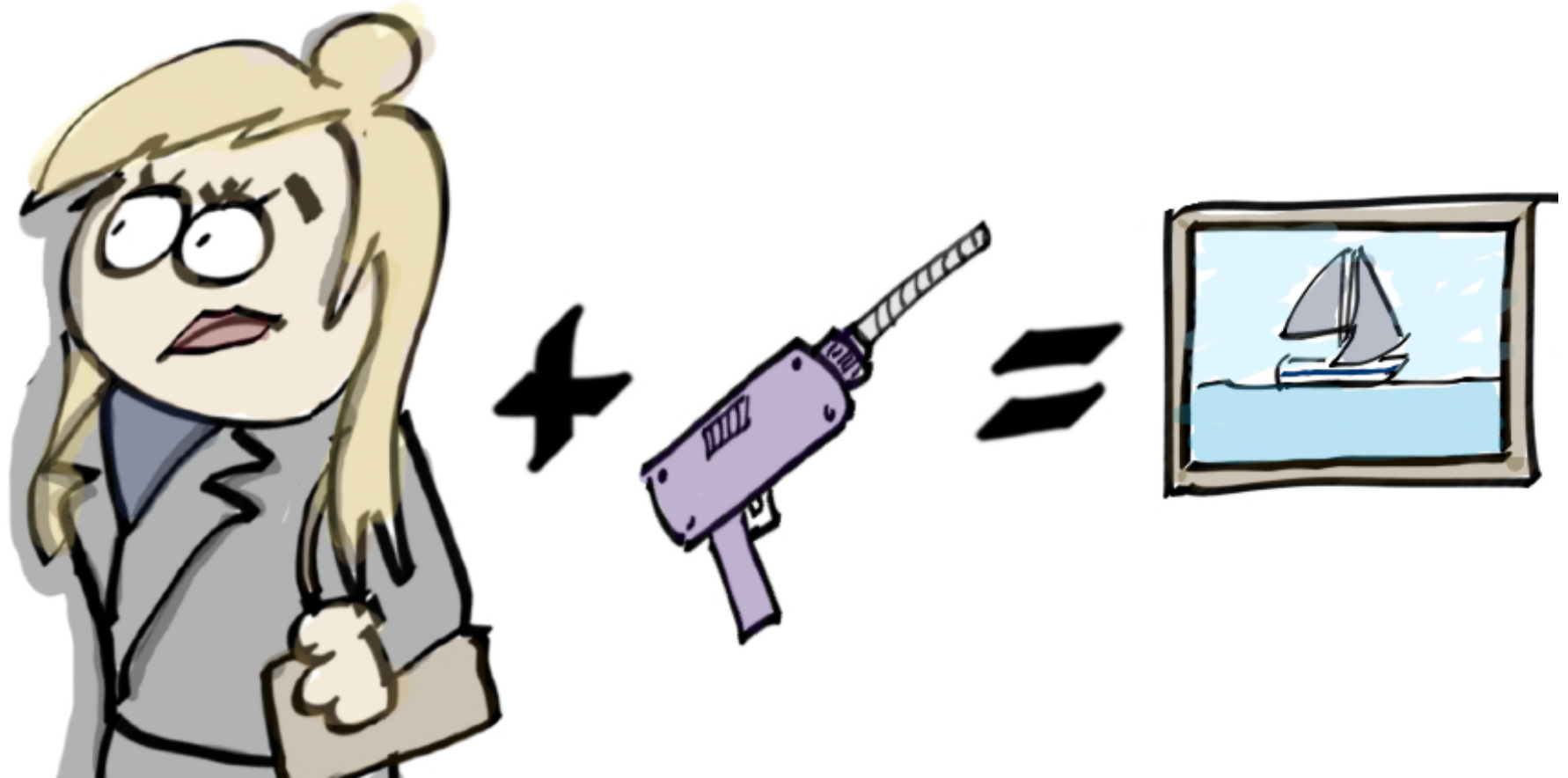
PROJECT SPACE – PRODUCT SPACE – PROBLEM SPACE



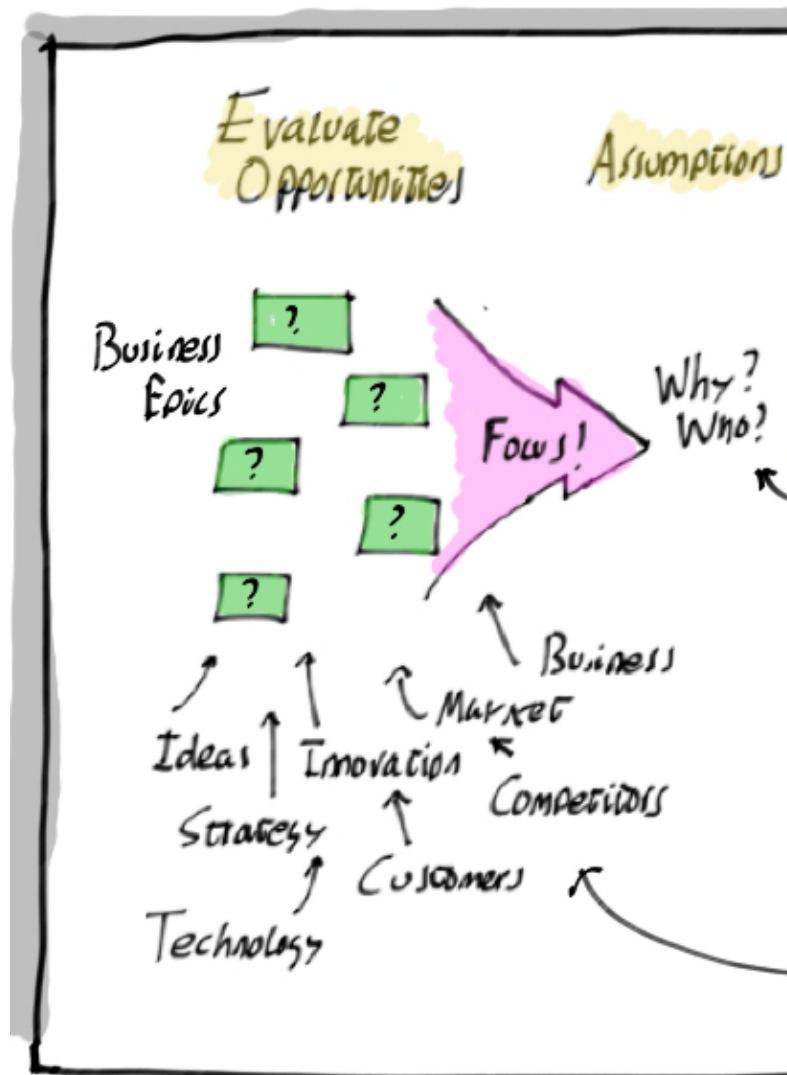
PROJECT SPACE – PRODUCT SPACE – PROBLEM SPACE



2) GATHER YOUR OPPORTUNITIES AS ASSUMPTIONS



DEMAND MANAGEMENT AT PORTFOLIO LEVEL



PRIORITIZATION: EVERYTHING IS IMPORTANT

YOU NEED A PRIORITIZATION FRAMEWORK (OTHER THAN H.I.P.P.O.)



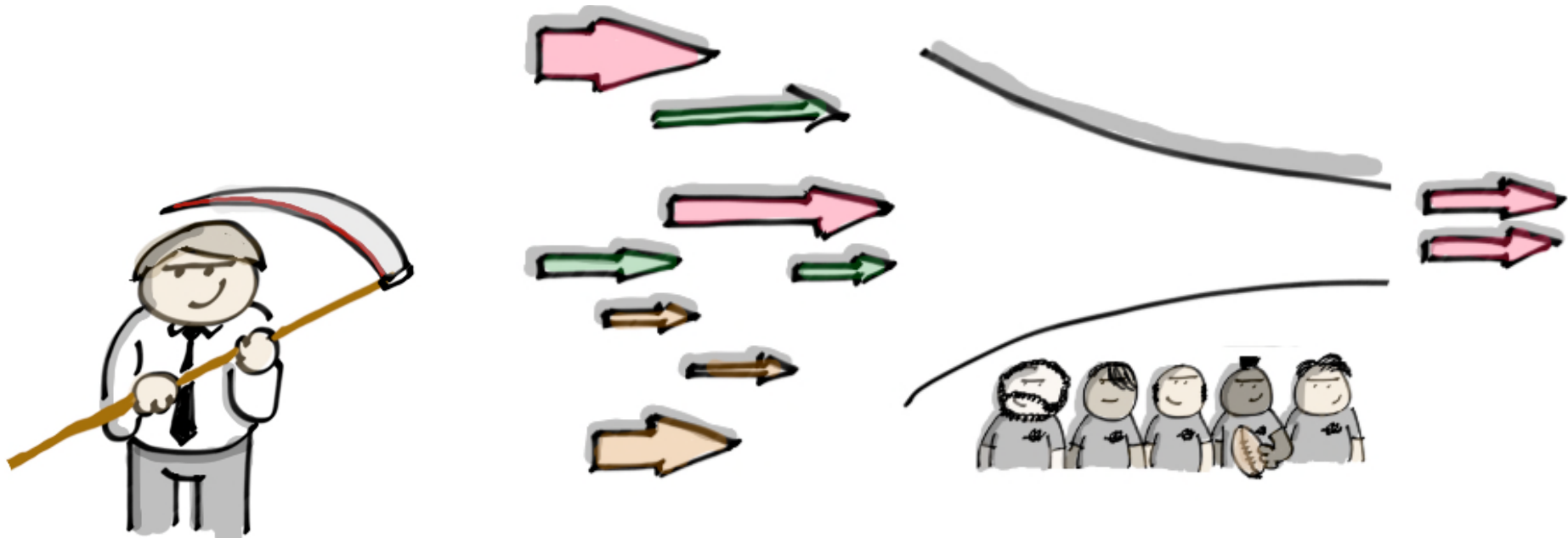
TRIM YOUR PORTFOLIO!

PORTFOLIO IS A FUNNEL, NOT A TUNNEL— THERE'S ALWAYS MORE TO DO THAN CAPACITY

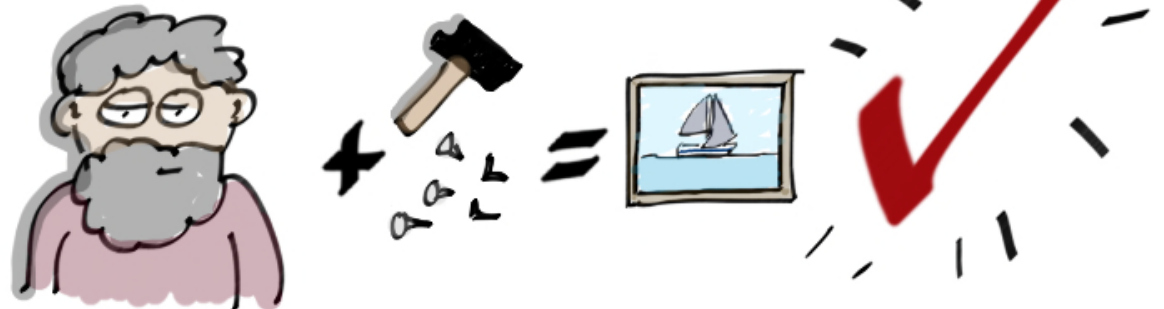
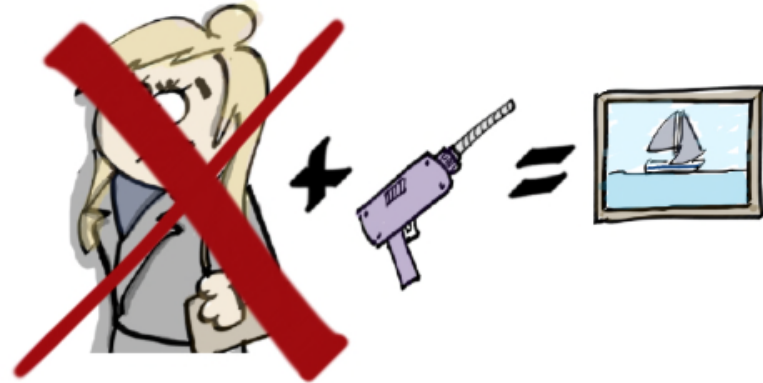
YOU WON'T MAKE EVERYONE HAPPY — DEAL WITH IT

FOCUS MEANS SAYING “NO” —> IF YOU CAN'T SAY NO, YOUR “YES” MEANS NOTHING

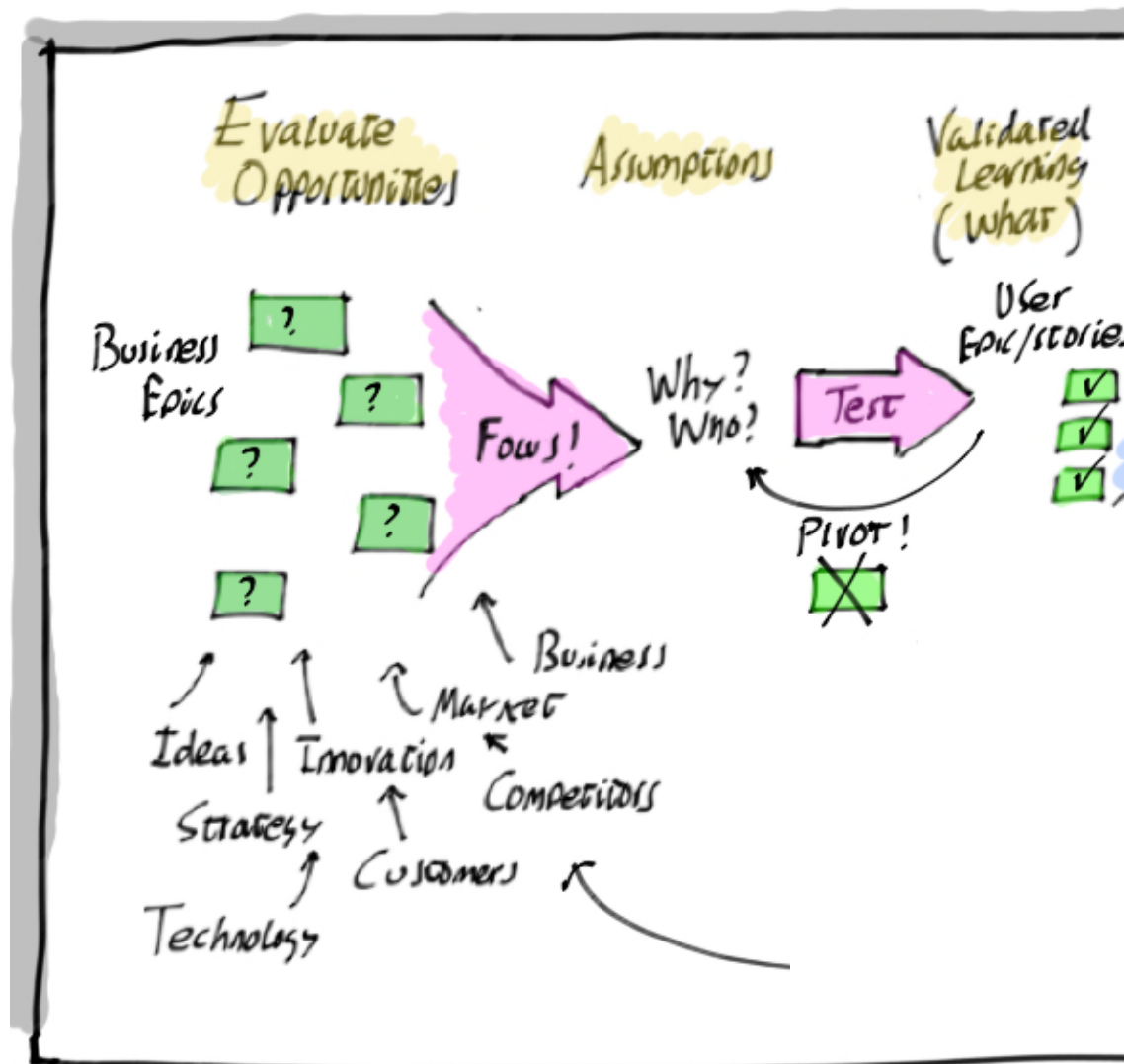
PRIORITIZE OUTCOMES AND GOALS, NOT STORIES OR FEATURES



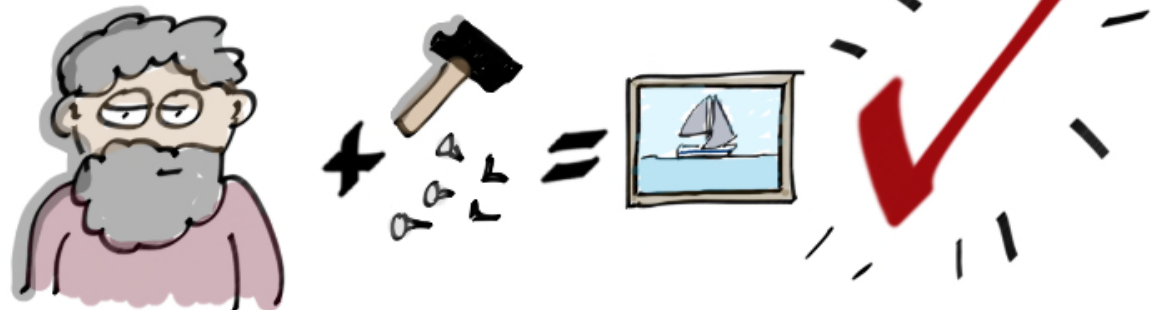
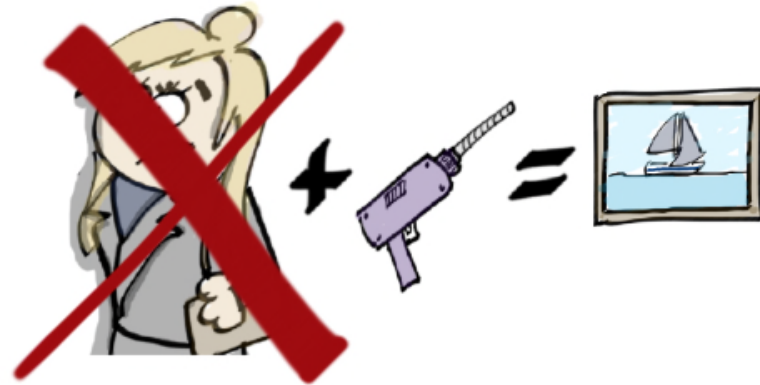
3) EARLY AND LATE VALIDATION OF ASSUMPTIONS



TEST YOUR ASSUMPTIONS – EVEN BEFORE STARTING



MVE, MVP, MMFS



TTFU!



VALIDATION BOARD

leanstartupmachine **Validation Board**

Goal: Decrease time and money spent between pivots

Product = Experiment

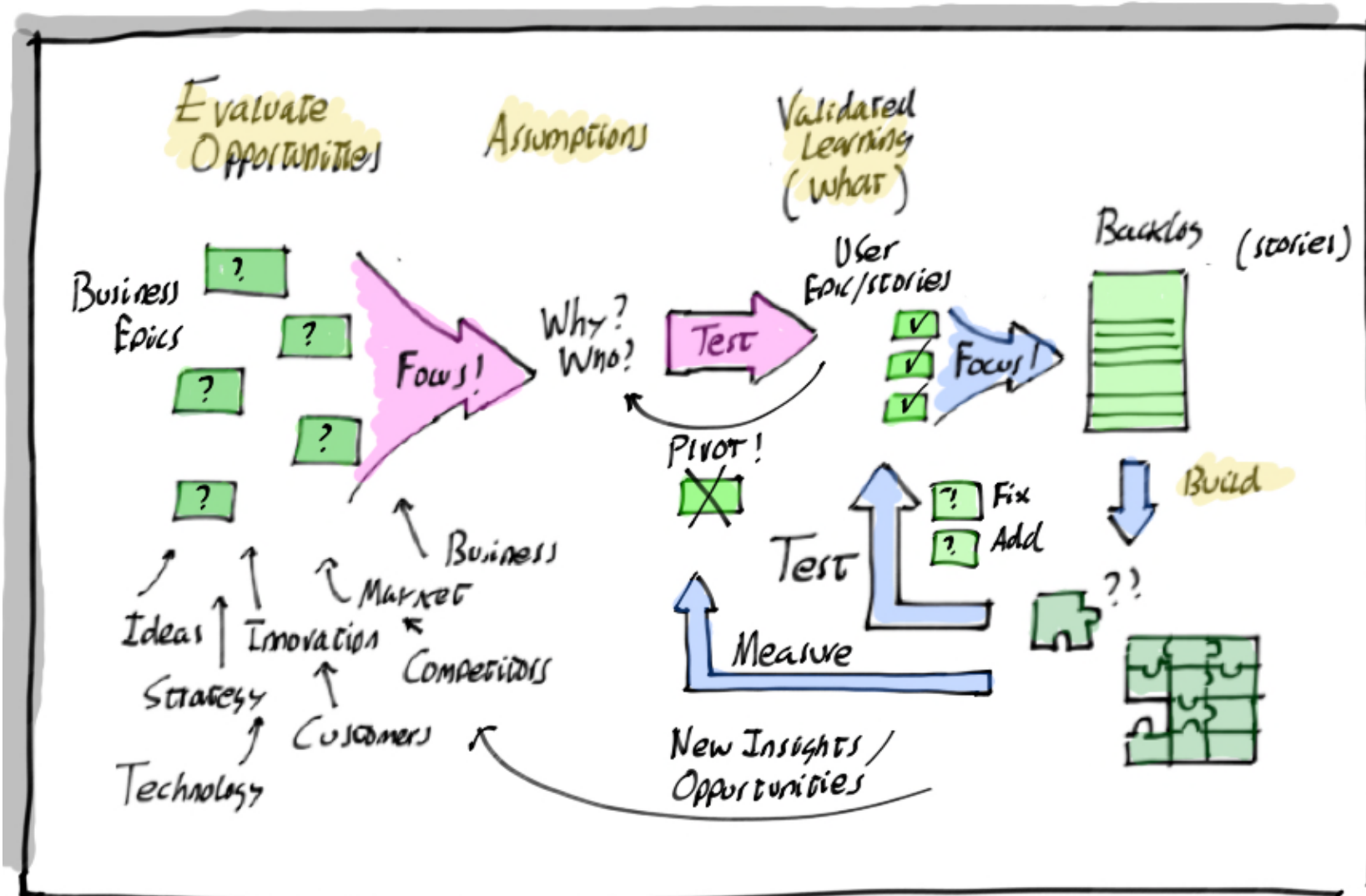
Progress = Validated Learning

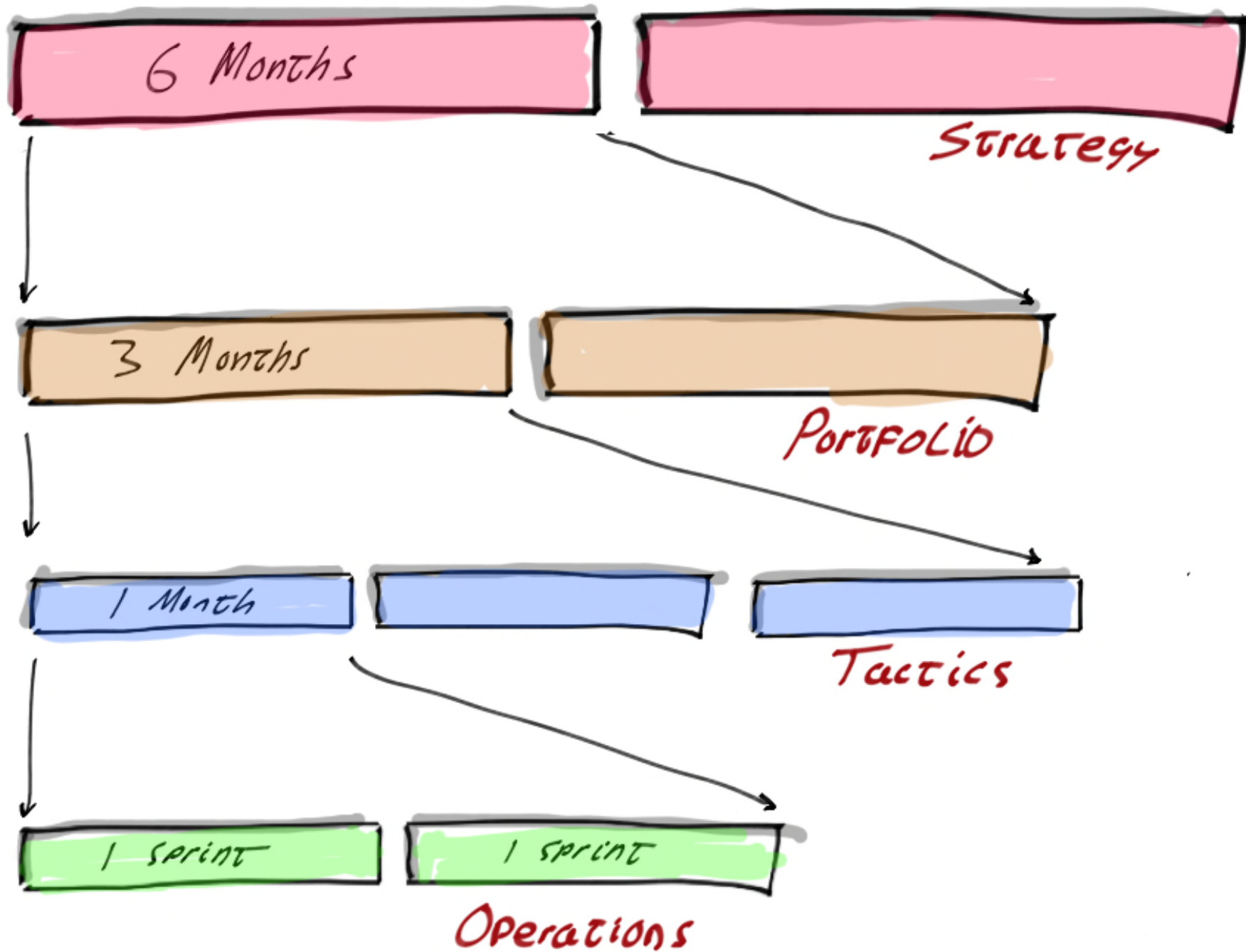
GET OUT OF THE BLDG

Results → **Invalidated** **Validated**

www.ValidationBoard.com

DOUBLE LEARNING LOOP





STRATEGY MEETING

6 Months

STRATEGY MEETING

VISION, GOALS, PRIORITIES..

Strategy

PORTFOLIO MANAGEMENT – PORTFOLIO REVIEW MEETINGS

3 Months

PROJECTS TO BE LAUNCHED

Portfolio

1 Month

Tactics

1 Sprint

1 Sprint

Operations

STRATEGY MEETING

6 Months

STRATEGY MEETING

VISION, GOALS, PRIORITIES..

Strategy

PORTFOLIO MANAGEMENT – PORTFOLIO REVIEW MEETINGS

3 Months

PROJECTS TO BE LAUNCHED

Portfolio

RELEASE PLANNING – PRODUCT REVIEW

1 Month

BUSINESS EPICS

BUSINESS EPICS

Tactics

SPRINT PLANNING, GROOMING, DEMO

STORIES *sprint* STORIES

STORIES *sprint* STORIES

Operations

STRATEGY MEETING

6 Months

STRATEGY MEETING

VISION, GOALS, PRIORITIES..

Strategy

PORTFOLIO MANAGEMENT – PORTFOLIO REVIEW MEETINGS

3 Months

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BUSINESS EPICS

BUSINESS EPICS

Tactics

SPRINT PLANNING, GROOMING, DEMO

STORIES *sprint* STORIES

STORIES *sprint* STORIES

Operations

4) NO “SCRUM NORRIS”

[HTTP://WWW.SHINO.DE/2010/02/20/SCRUM-NORRIS/](http://www.shino.de/2010/02/20/scrum-norris/)



4) NO “SCRUM NORRIS”

[HTTP://WWW.SHINO.DE/2010/02/20/SCRUM-NORRIS/](http://www.shino.de/2010/02/20/scrum-norris/)

“SCRUM NORRIS IS SCRUMMASTER AND PRODUCT OWNER — SIMULTANEOUSLY”



4) NO “SCRUM NORRIS”

[HTTP://WWW.SHINO.DE/2010/02/20/SCRUM-NORRIS/](http://www.shino.de/2010/02/20/scrum-norris/)

“SCRUM NORRIS PAIRS ALONE”



4) NO “SCRUM NORRIS”

[HTTP://WWW.SHINO.DE/2010/02/20/SCRUM-NORRIS/](http://www.shino.de/2010/02/20/scrum-norris/)

“SCRUM NORRIS SITS ON THE STAND-UP MEETING”



4) NO “SCRUM NORRIS”

[HTTP://WWW.SHINO.DE/2010/02/20/SCRUM-NORRIS/](http://www.shino.de/2010/02/20/scrum-norris/)

“SCRUM NORRIS DOES NOT MOVE STORY CARDS,
HE MOVES THE TASKBOARD”



4) NO “SCRUM NORRIS”

[HTTP://WWW.SHINO.DE/2010/02/20/SCRUM-NORRIS/](http://www.shino.de/2010/02/20/scrum-norris/)

“SCRUM NORRIS BURNS-DOWN WITH NAPALM”

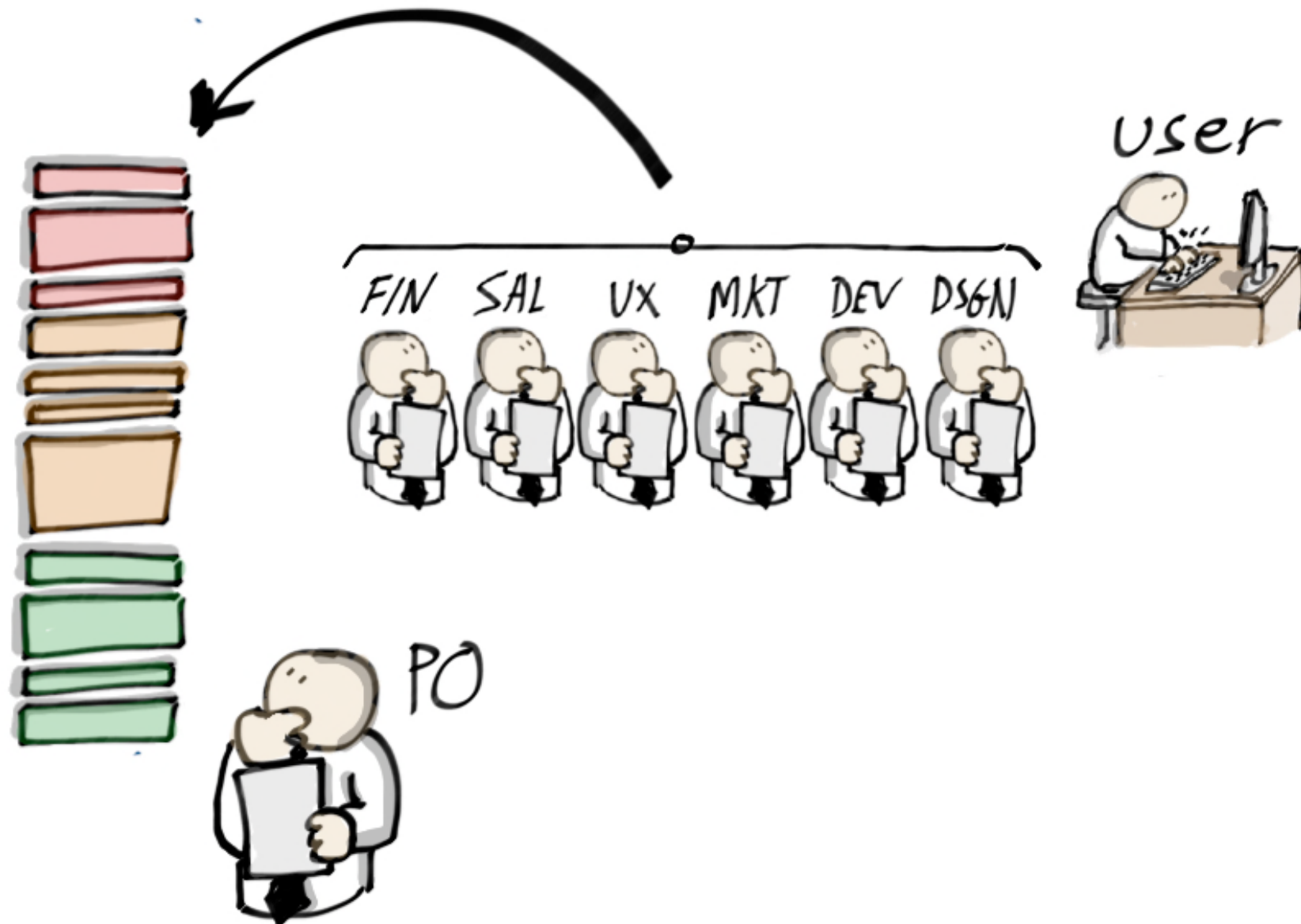
“SCRUM NORRIS IS SCRUMMASTER – WITHOUT
BEING CERTIFIED”
(...)



AGILE PRODUCT DEVELOPMENT TEAM



AGILE PRODUCT DEVELOPMENT TEAM



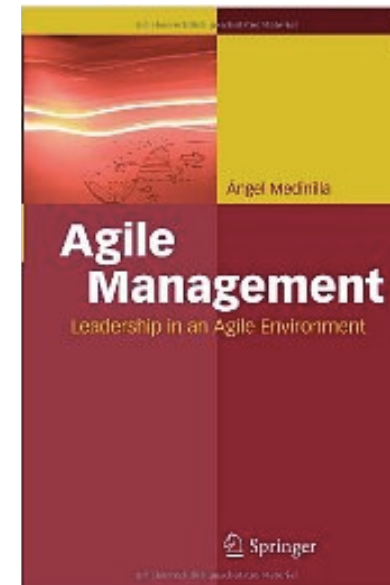
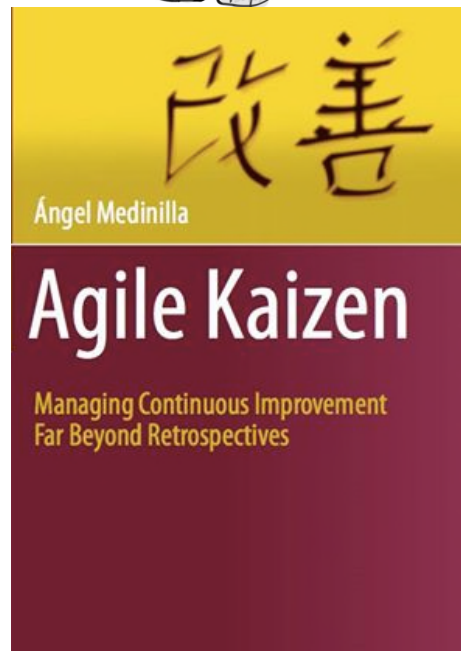
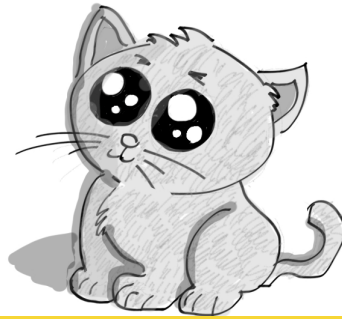
OVER ALL: MAKE IT ABOUT YOUR CLIENT..



..BUT BE THE ONE MANAGING!



THANK YOU AND... BLOG IT!!



(Oh, yes, and buy the books!)

<http://www.proyectalis.com/en/AngelMedinilla>



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angel.medinilla@proyectalis.com

SPECIAL THANKS FOR THIS ONE TO ERIC RIES, ALEX OSTERWALDER, ASH MAURYA, AND JEFF PATTON



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