



# Collaboration at Scale: Building Alignment and Empathy

12-July-2017

conteneo |



# Collaboration at Scale

Designed for Scrum-centric organizations with more than 10 Scrum teams, the **Collaboration at Scale** webinar series provides focused, outcome-driven solutions to collaboration problems faced by Product Owners, ScrumMasters, and Development Teams.

Produced by the Scrum Alliance and Conteneo, Inc., we're proud of the many distinguished experts who share their wisdom in our series.



Luke Hohmann

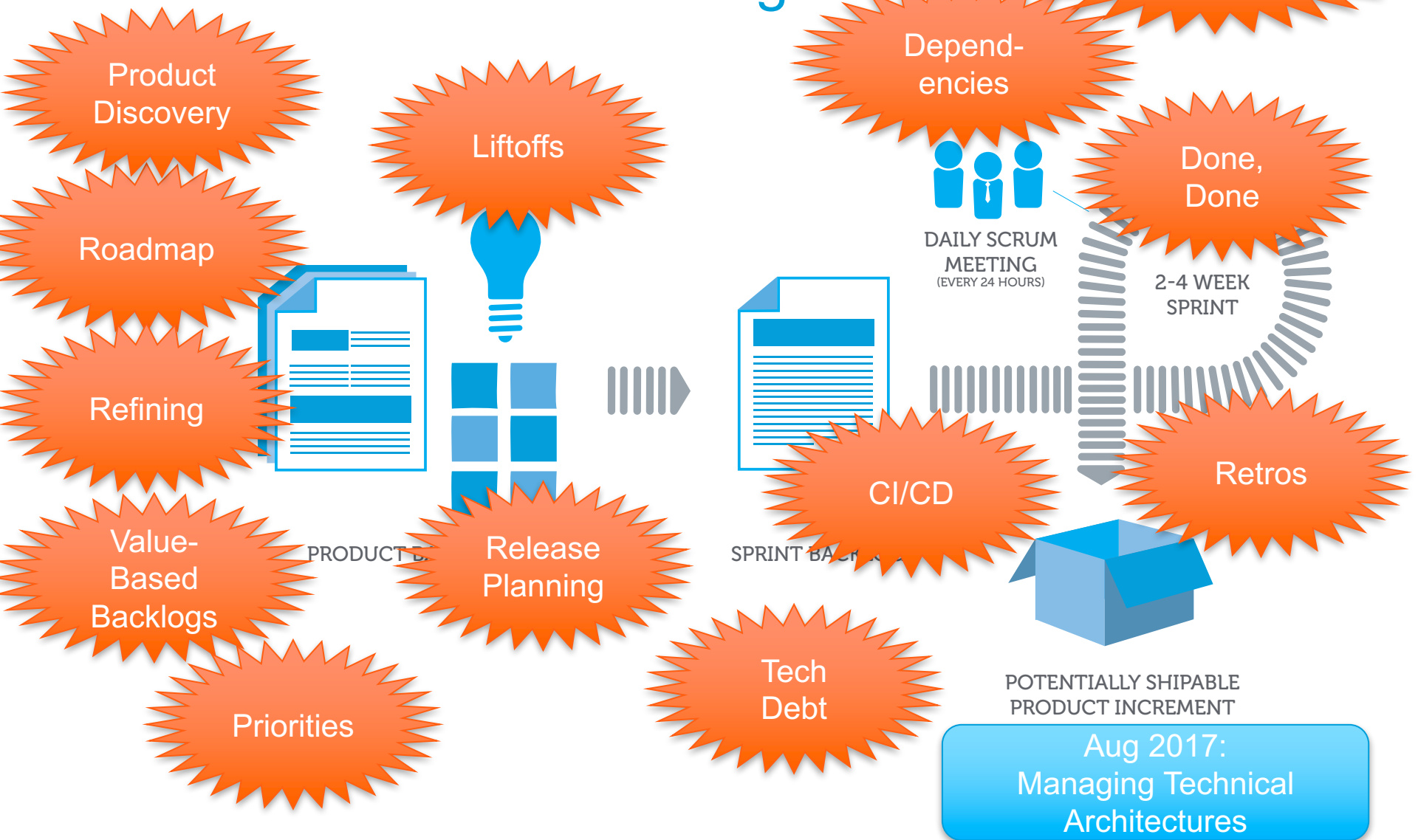


Ellen  
Gottesdiener



Dave Sharrock

# Common Scrum Challenges



## How well does your work align to customer needs?

- I am highly confident our work is aligned to customer needs
- I am somewhat confident our work is aligned to customer needs
- I have no idea if our work is aligned to customer needs
- You mean we are supposed to be aligned to customer needs?

## Agenda

- 1 Why we need alignment & empathy
- 2 Why are they hard to create?
- 3 Frameworks and techniques
- 4 How to know if you're doing well

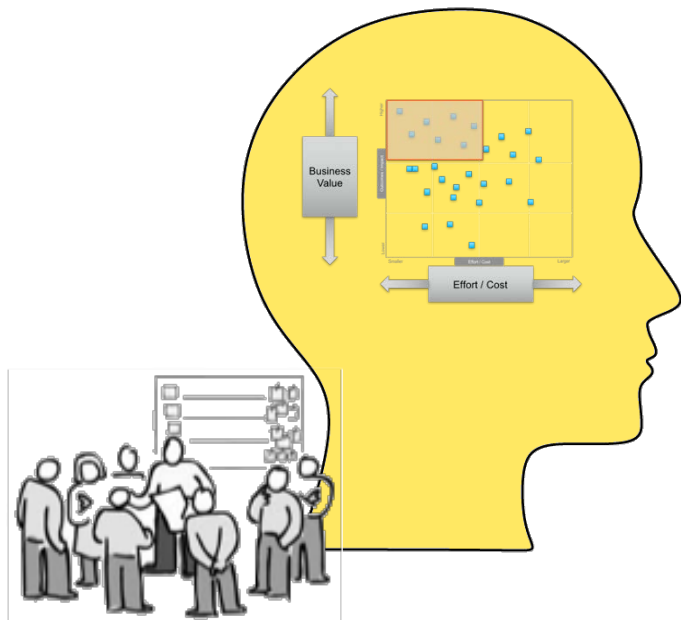
# Alignment isn't Empathy...

... but they are related

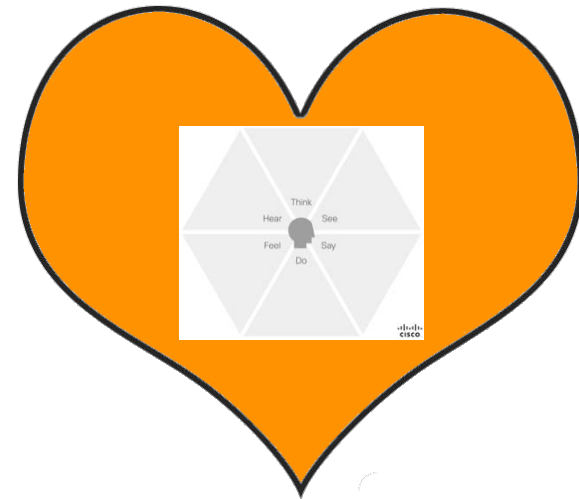




# Alignment and Empathy → Greatness



We know **what** we're going to build and **why** we're building it!

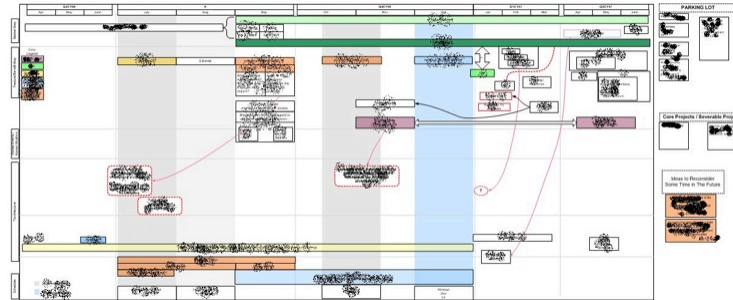


We **care** about **who** we're building this for and **why** this matters to **them**.

# Alignment and Empathy Impact MANY Things

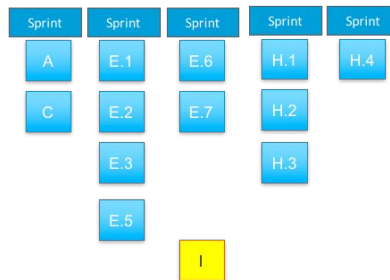


Vision & Strategy

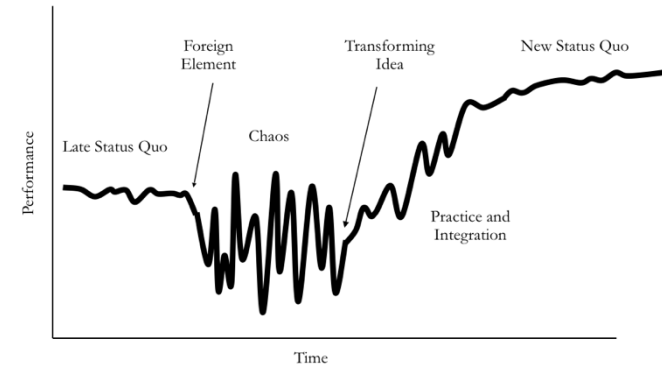


Roadmapping

A. New Feature	8
C. Bug Fix	2
E. User Story	
E.1. ....	3
E.2. ....	2
E.3. ....	2
E.5. ....	1
E.6. ....	2
E.7. ....	3
Integration	
H. New Feature	
H.1. ....	3
H.2. ....	3
H.3. ....	3
H.4. ....	2
M. User Story	8



Project Liftoff /  
Release Planning



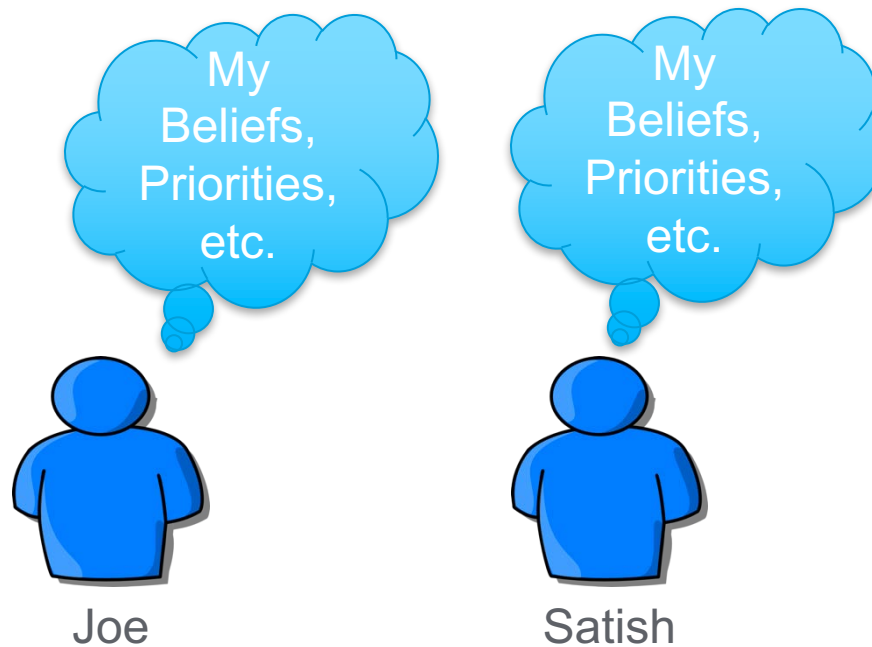
Agile Transformations



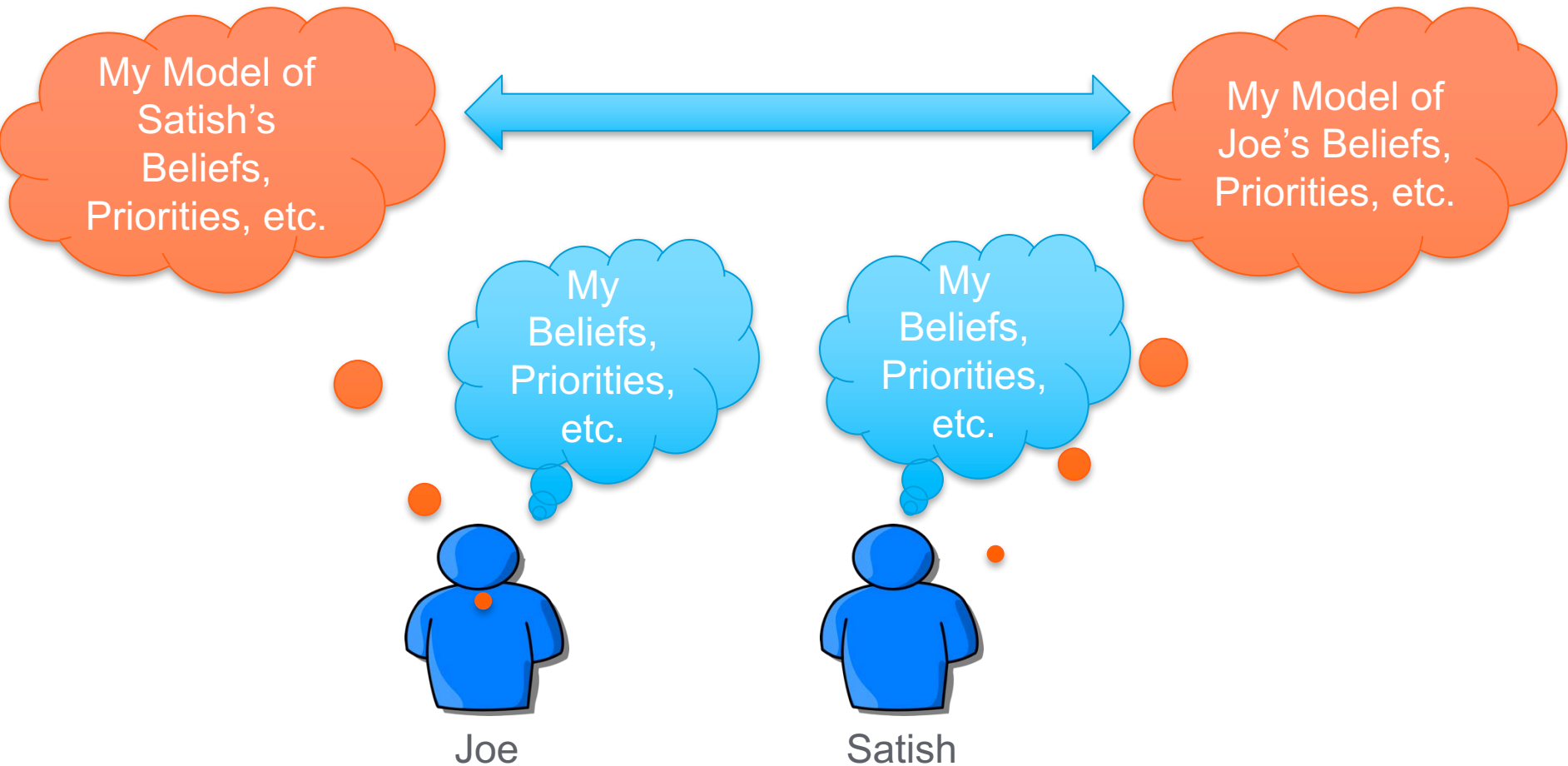
We Don't Get Them For Free!



# We Each Have Mental Models

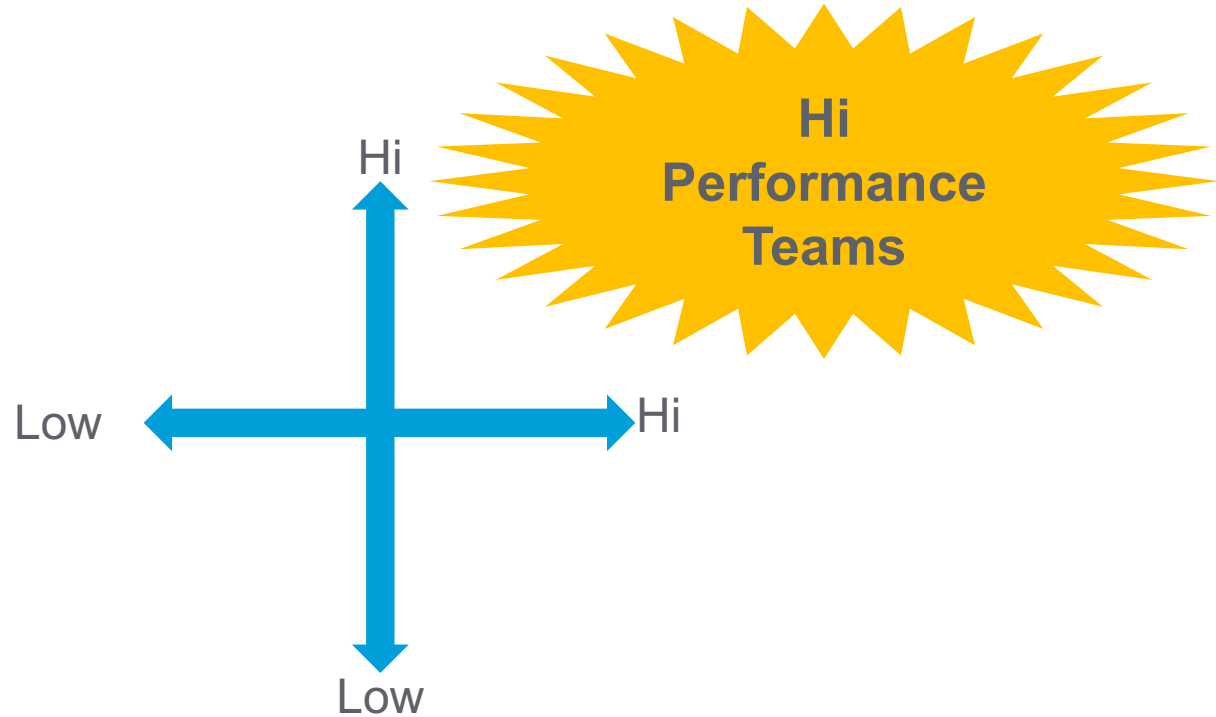


# Alignment: Accurate Mental Models of Others



## External Alignment

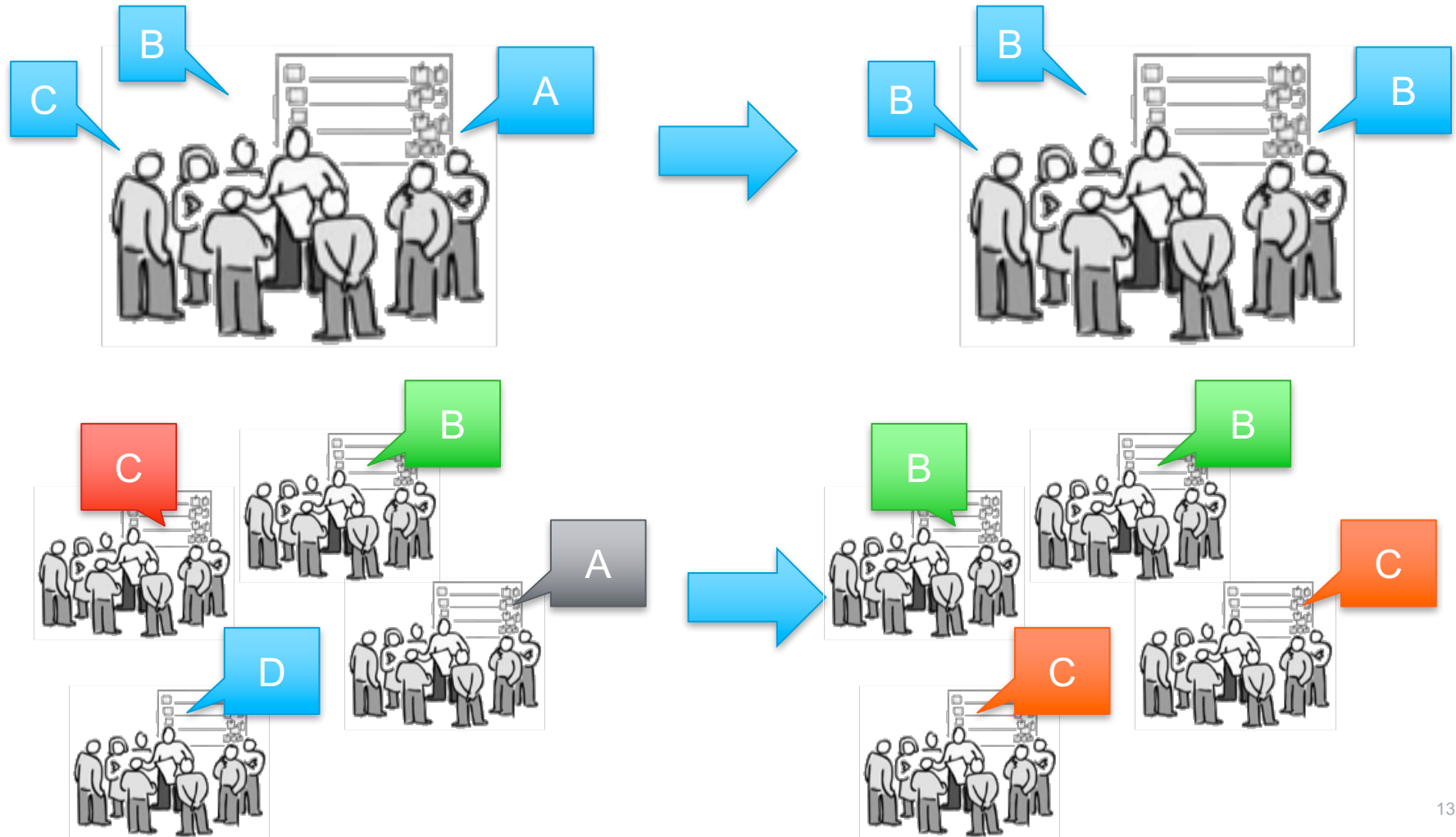
*We can accurately predict  
the rankings of others*



## Internal Alignment

*We rank items the same*

# Building Alignment Can Be Hard



# Empathy Helps Us Persevere

We fight for our users!





## What's Your Alignment?

- We have weak alignment, whether internal or external (no alignment)
- We have strong **INTERNAL** alignment **only** (we all agree on the same thing)
- We have strong **EXTERNAL** alignment **only** (we can predict what others will do)
- We have strong internal **and** external alignment (high performing teams)

*Remember:*

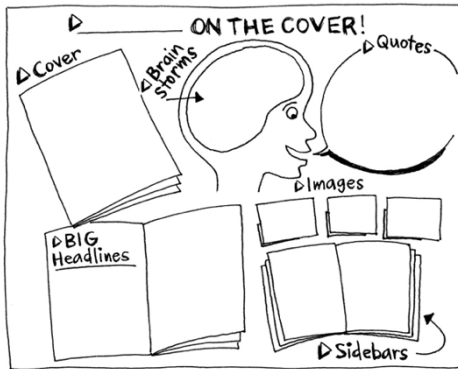
*Internal alignment: we rank things the same way*

*External alignment: we can predict the rankings of others*

# Frameworks for Building Alignment



# Frameworks for Aligning on Vision



Cover Story

<http://bit.ly/2sUHL2u>

**For** (target customer)  
**Who** (statement of need or opportunity)  
 (Product name) is a (product category)  
**That** (statement of key benefit)  
**Unlike** (competing alternative)  
 (Product name) (statement of primary differentiation)

Positioning Statement

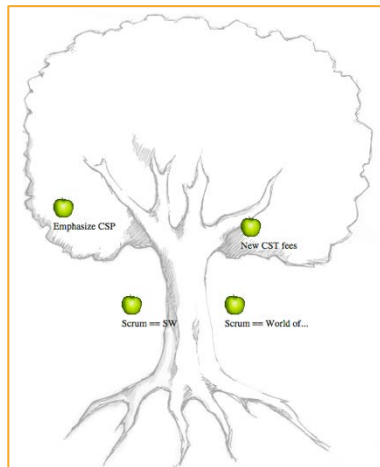


As-Is (Now) and To-Do (Later) Drawings

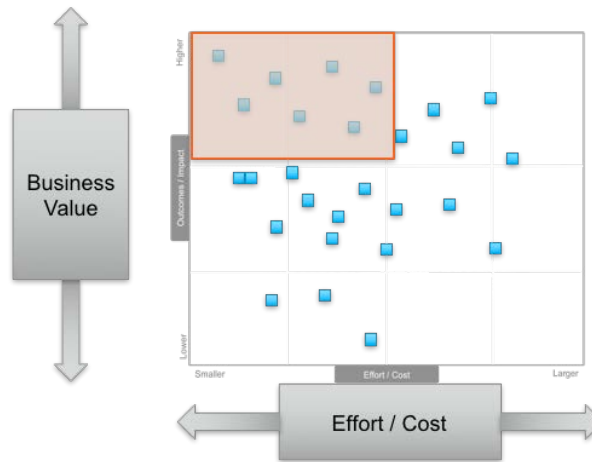


Vision Mandala

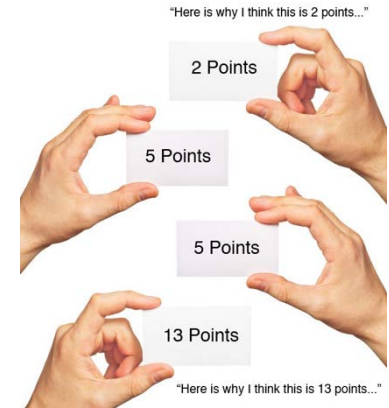
# Frameworks for Aligning on Priorities



Prune the Product Tree



Impact – Effort Matrix



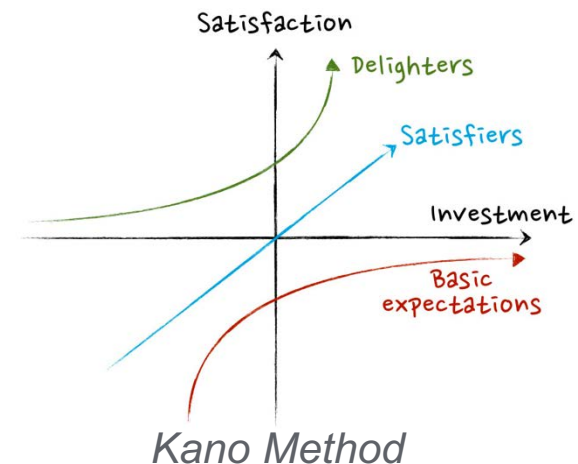
Business Value Poker

weave Conteneo Roadmap

Forum ID: 498-348-372 City: Austin, TX David Phillips

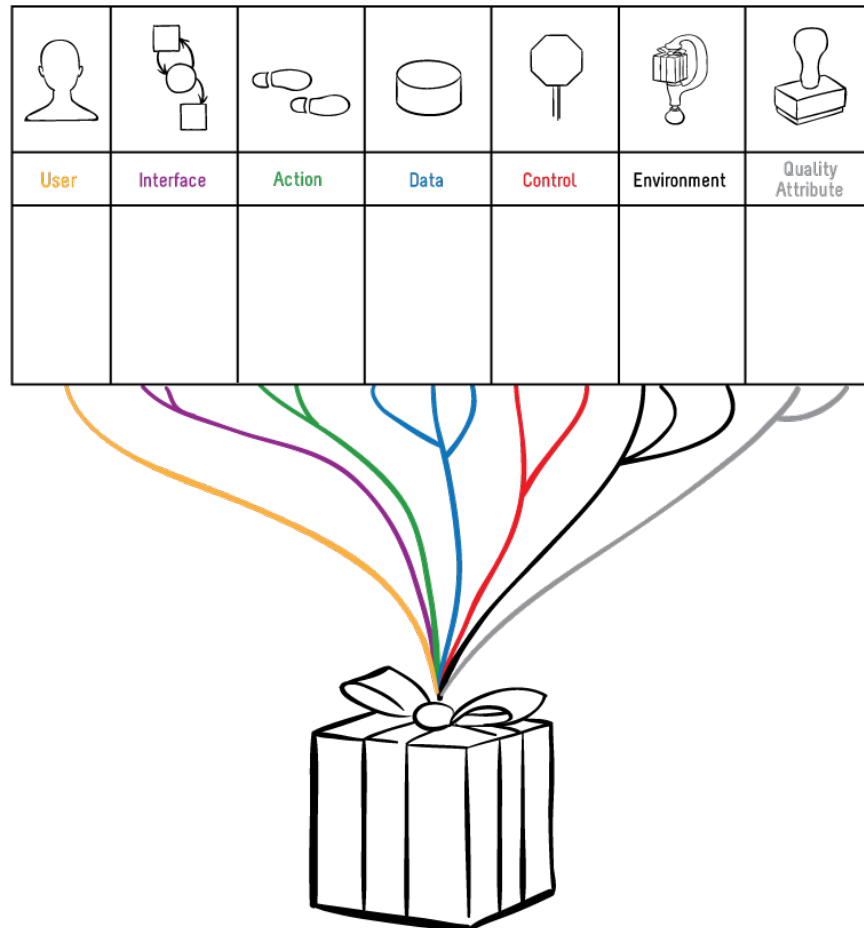
Item	Budget	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
PLA Community Center Hours	\$1,000,000	PLANNED	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Regulate and Regrowth/Control Co	\$0	PLANNED	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Park Rangers	\$1,200,000	PLANNED	\$1,200,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Park Maintenance	\$1,500,000	PLANNED	\$1,500,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Revised Branch Library Hours	\$0	PLANNED	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Branch Library Hours	\$0	PLANNED	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
USA Library System	\$175,000	PLANNED	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
40 Seven Point - Feed Point	\$0	PLANNED	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
40 Seven Point - Feed Point	\$17,200,000	PLANNED	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Group Prevention Efforts	\$0	PLANNED	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Customer Development	\$0	PLANNED	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Neighborhood Traffic Safety by	\$0	PLANNED	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Priority Landfill/Recycling by	\$2,400,000	PLANNED	\$2,400,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Landfill/Recycling by	\$0	PLANNED	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Child Entertainment	\$1,000,000	PLANNED	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Landfill/Recycling by	\$0	PLANNED	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Philanthropic Responder Teams an	\$3,500,000	PLANNED	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Employee Compensation	\$1,100,000	PLANNED	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Payment Maintenance - Oth	\$1,000,000	PLANNED	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Priority Landfill/Recycling by	\$1,000,000	PLANNED	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Employee Compensation	\$0	PLANNED	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Five Engine Company	\$1,100,000	PLANNED	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Crime Prevention Operations	\$400,000	PLANNED	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Cost</b>	<b>\$10,270,000</b>											

Buy a Feature - \$100 Test

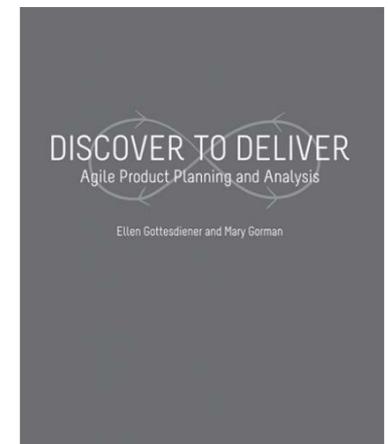


Kano Method

# Frameworks for Aligning on Product Options



*Discovery Board with 7 Product Dimensions*





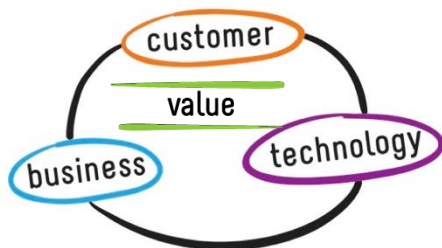
# Frameworks for Building Empathy





# Frameworks for Building Empathy

## Product Partners



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	Navigate website	Visit FAQ section	Submit a request	Follow up from customer service	Resolution
Customer process	<ul style="list-style-type: none"> <li>Arrive at website</li> <li>Navigate for help section</li> </ul>	<ul style="list-style-type: none"> <li>Look for relevant question</li> <li>Look for topic answer</li> <li>Search for contact numbers</li> </ul>	<ul style="list-style-type: none"> <li>Find query form</li> <li>Enter personal details</li> <li>Find account number</li> <li>Submit query</li> </ul>	<ul style="list-style-type: none"> <li>Wait for call back or email from customer service</li> <li>Can it be dealt with or does it need to be referred?</li> </ul>	<ul style="list-style-type: none"> <li>Problem is solved by customer service</li> </ul>
Internal Process	<ul style="list-style-type: none"> <li>Internal process example</li> <li>Internal process example</li> </ul>	<ul style="list-style-type: none"> <li>Internal process example</li> <li>Internal process example</li> </ul>	<ul style="list-style-type: none"> <li>Internal process example</li> <li>Internal process example</li> </ul>	<ul style="list-style-type: none"> <li>Internal process example</li> <li>Internal process example</li> </ul>	<ul style="list-style-type: none"> <li>Internal process example</li> <li>Internal process example</li> </ul>
Experience	<ul style="list-style-type: none"> <li>Examples of positive experience</li> <li>Examples of positive experience</li> <li>Examples of positive experience</li> </ul>	<ul style="list-style-type: none"> <li>Examples of negative experience</li> <li>Examples of negative experience</li> <li>Examples of negative experience</li> </ul>	<ul style="list-style-type: none"> <li>Examples of negative experience</li> <li>Examples of negative experience</li> <li>Examples of negative experience</li> </ul>	<ul style="list-style-type: none"> <li>Examples of average experience</li> <li>Examples of average experience</li> <li>Examples of average experience</li> </ul>	<ul style="list-style-type: none"> <li>Examples of positive experience</li> <li>Examples of positive experience</li> <li>Examples of positive experience</li> </ul>
Improvements and key learnings	<ol style="list-style-type: none"> <li>Improvement, or learnings to maintain high performance?</li> <li>1.</li> <li>2.</li> <li>3.</li> <li>4.</li> <li>5.</li> <li>6.</li> </ol>	<ol style="list-style-type: none"> <li>Improvement, or learnings to improve poor performance?</li> <li>1.</li> <li>2.</li> <li>3.</li> <li>4.</li> <li>5.</li> <li>6.</li> </ol>	<ol style="list-style-type: none"> <li>Reduce the form down to improvement, or learnings to improve average performance?</li> <li>1.</li> <li>2.</li> <li>3.</li> <li>4.</li> <li>5.</li> <li>6.</li> </ol>	<ol style="list-style-type: none"> <li>Reduce the form down to improvement, or learnings to improve average performance?</li> <li>1.</li> <li>2.</li> <li>3.</li> <li>4.</li> <li>5.</li> <li>6.</li> </ol>	<ol style="list-style-type: none"> <li>Improvement, or learnings to maintain high performance?</li> <li>1.</li> <li>2.</li> <li>3.</li> <li>4.</li> <li>5.</li> <li>6.</li> </ol>

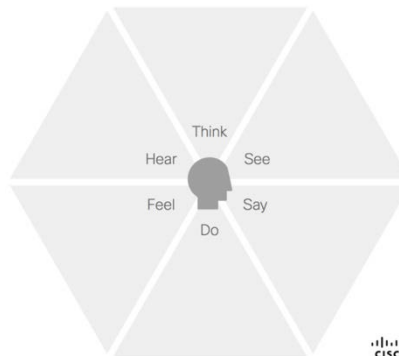
## Customer Journey Map

## Product Partners

www.discovertodriver.com

Atlassian Experience Canvas				
Problem	Idea	Value	Stakeholders	Personas
<p>What triggered the hypothesis?</p> <p>Clearly list challenges, issues, analytics facts and assumptions</p>	<p>Early thoughts/options to solve this?</p> <p>Best practices Patterns Comparative reviews</p> <p><b>MVE</b></p> <p>The smallest, easiest, fastest-to-make version of your idea that you can reasonably launch as an experience.</p>	<p>What is the likely user benefit and business benefit?</p> <p>Expected user gains 3 business benefits Technical benefits Competitor analysis Expected analytics change</p>	<p>Who needs to be happy and actually has a say in it, who needs to be informed?</p> <p>Driver, Team below Approver: 1 (max 3) Consulted: Informed:</p> <p><b>Team</b></p> <p>Keep it small and keep it balanced. Shouldn't overlap with Stakeholders above.</p>	<p>Who will use this?</p> <p>Build on the persona sets we already have or create ad-hoc personas</p>
<b>End to end demo</b>		<b>Test results</b>		
<p>Tell a story end to end from the very beginning on</p> <p>5 key scenarios end to end as role play, sketches, lo-fi and hi-fi prototypes, real code, the MVE</p>		<p>Test early and often with humans and customers</p> <p>Test results and recommendations</p>		
<p><b>Decision:</b> Refine keep team / Refine split into multiple teams / Pivot, run another round / Stop</p>				

## Atlassian Experience Canvas



## Empathy Map

**Henery Jacobs**  
Commercial Business Development

**Age:** 35  
**Location:** London  
**Since:** 1998  
**Office activities:** LinkedIn, Facebook  
**Office activities:** Rugby, Formula 1, Wine tasting and Theatre  
**Hobbies:** Responsible for the retail development, formal development and retail implementation and the strategic direction and operational performance of his company as a result of being Operations. Prior to joining the Partnership he was Buying and Marketing Director at a product being previously held a variety of Buying, Merchandising and Supply Chain roles in Asda, Debenhams and Janger, the bulk of the post of Commercial Director in February 2006.  
**Technical expert point:** A high knowledge of what is available online as a consumer but does not know a great deal about the technology that powers it.  
**Social content level (online):** Limited or no Facebook  
**Mobile usage:** BlackBerry for email, downloads music to his iPhone and is watching 'The One' during his commute.  
**Key entry or trigger point:** Company was recommended by an old colleague and friend who gave Henry the website URL.  
**Motivations to use client, brand, or product:** Henry wishes to enhance the website and brand by adding Music and Video to the existing catalog of products that are sold on his company website but does not have the time, resource or contacts to make it happen.  
**Goals:** Henry wants to sell music and videos online not only to add another revenue stream to his business but also to enhance the brand.

**Brands:** Apple, Ferrari, BBC, Virgin, The Daily Telegraph, TAG Heuer, BMW


## Persona

# Persona Role Play

Complex software will often have between 3 and 6 personas.

Each member of the team chooses a persona and “acts as if they are that persona” in a game.


The process creates empathy for users and enables the dev team to internalize the persona in ways that just reading a persona can't accomplish.



**Mike**  
25-34 single male living with friends

Techie


Mike works as a graphic designer in a small agency and one day wants to run his own agency.  
He's got an iPhone and a Vodafone 360 H1 by Samsung phone, one personal and one for work. He follows friends and key people in the design industry via Twitter, blogs, and RSS feeds. He uses his iPhone for work emails and his H1 for Facebook.  
He uses Twitter to post updates about what he's up to with his project work as well as using it as a tool to find out what people are up to and to invite them to events.  
He uses Facebook to share personal photos and video and keeps a Tumblr blog to post interesting things he discovers and share them with his friends and followers.



**Zoë**  
18-33 single female living with friends

Socialite

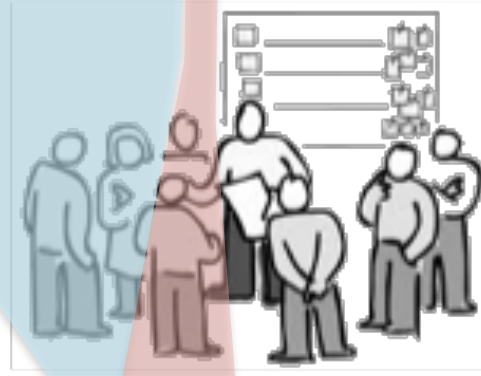
Zoë is studying a Masters in International Development unsure of what the future lies ahead of her.  
She is constantly using the Facebook app on her Vodafone 360 M1 by Samsung phone as well as on her PC to upload and tag photos and videos from places she's been to with her friends, as well as to find out and comment on who's been where at which club nights and parties.  
She regularly texts and messages her friends to find out if they've heard about a new pop-up shop she heard about via a flyer, or one-off warehouse party started by friends of friends.



**Geoff**  
35-49 married male with young kids

Cost-conscious

Geoff works as a senior architect in a large practice, and has a wife and a young girl and 6-month baby boy. He thinks the time is right to start looking for a bigger home for his family.  
Geoff uses his Vodafone 360 H1 to take photos and videos of prospective sites he visits. He purchased the H1 because of its ability to check email, surf the web, use apps, and take photos and video.  
He loves the built-in camera and also uses this phone on holiday to take snaps of the family as it fits in his pocket and doesn't want to carry a large SLR around with him. He likes to upload his photos and video to Flickr and share them with his family and friends. He also creates photo books from his holidays snaps to give as gifts to his parents.



**weave Conteneo Roadmap** Forum ID: 438-346-972 [Conteneo V1.0](#) David Phillips

Category	Item	Start	End	Estimate	Actual	Progress	Dependencies	Notes
Marketing	100 Conteneo Core Hours	1/1/2010	1/1/2010	\$0	\$0	100%		
Marketing	Leadlists and Neighborhoods	1/1/2010	1/1/2010	\$0	\$0	100%		
Marketing	Peak Program	1/1/2010	1/1/2010	\$0	\$0	100%		
Marketing	Peak Maintenance	1/1/2010	1/1/2010	\$0	\$0	100%		
Marketing	Reserve Search Library Hours	1/1/2010	1/1/2010	\$0	\$0	100%		
Marketing	Reserve Search Library Hours	1/1/2010	1/1/2010	\$0	\$0	100%		
Marketing	M&L Library Services	1/1/2010	1/1/2010	\$0	\$0	100%		
Marketing	Corporate	1/1/2010	1/1/2010	\$0	\$0	100%		
Marketing	100 Search Hours - Peak Phase	1/1/2010	1/1/2010	\$0	\$0	100%		
Marketing	100 Search Hours - Peak Phase	1/1/2010	1/1/2010	\$0	\$0	100%		
Marketing	Economic Development	1/1/2010	1/1/2010	\$0	\$0	100%		
Marketing	Long Range Planning	1/1/2010	1/1/2010	\$0	\$0	100%		
Marketing	Long Range Planning	1/1/2010	1/1/2010	\$0	\$0	100%		
Marketing	Employee Compensation	1/1/2010	1/1/2010	\$0	\$0	100%		
Marketing	Financial Statements - Other	1/1/2010	1/1/2010	\$0	\$0	100%		
Marketing	Priority Loan/Repayment	1/1/2010	1/1/2010	\$0	\$0	100%		
Marketing	Strategic Plan/Engine	1/1/2010	1/1/2010	\$0	\$0	100%		
Marketing	The Engine Company	1/1/2010	1/1/2010	\$0	\$0	100%		
Marketing	Conte Research Expenses	1/1/2010	1/1/2010	\$0	\$0	100%		

*Advanced Use: Compare the results to actual market research and help the team understand any differences.*

What features would this persona purchase?

# Getting Really Hands On: Ethnography



*The Apprentice*  
Actually use your own product!



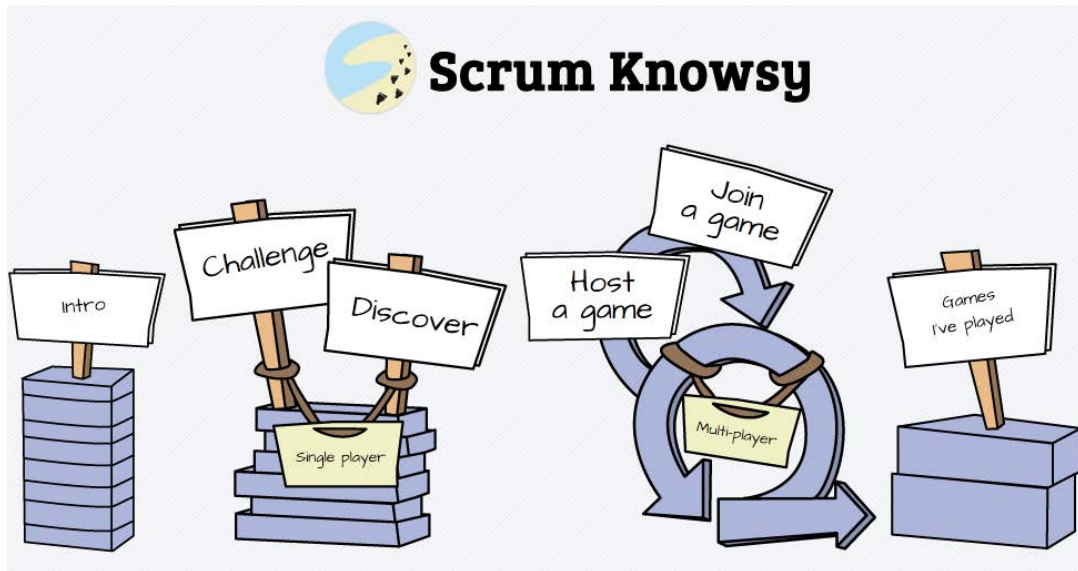
*Me and My Shadow*  
Observe customers using your product.  
*Warning: Powerful, but not highly scalable.*

# How to Know if You're Doing Well





# Scrum Knowsy® Can Test Alignment



*Designed to help teams build alignment on roles, processes and artifacts.*

## The Role Pointer!

*I depend on these roles to do my job well:*

*These roles depend on me to do their job well:*

*My name is...*

*Here's what I need from them to do my job well:*

*Here's what they need from me to do their jobs well:*

*My role is...*

*My goals are...*

*Source: Ellen Gottesdiener, EBG Consulting*



# Summary

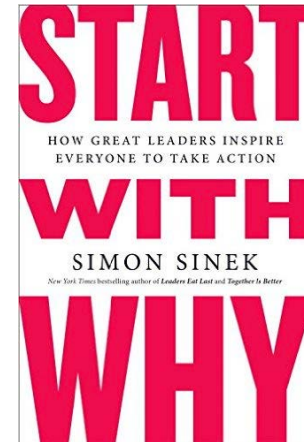
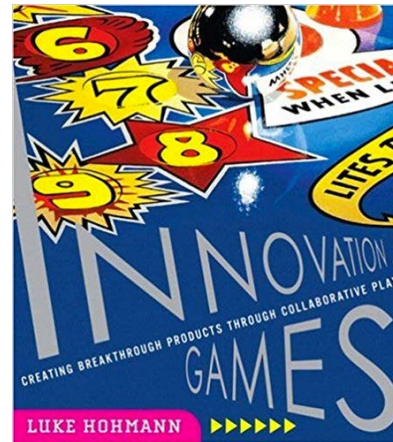
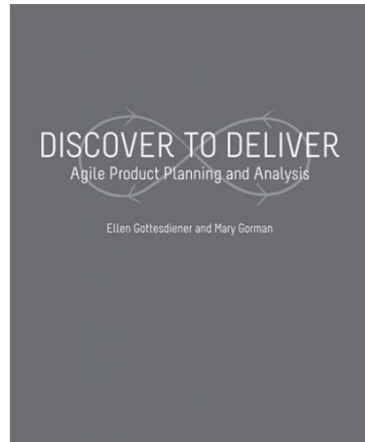
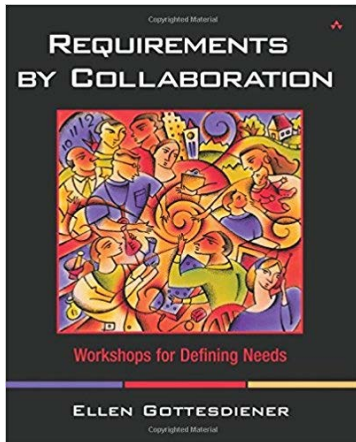


## Summary: Alignment and Empathy

- Between stakeholders is needed to agree on a product
- Across teams is essential to build a cohesive product
- With the user is essential to build a successful product

All three are needed to excel.

## Books & Websites



Learn more about

- business value poker here: <http://bit.ly/2tXniO0>.
- the Atlassian Experience Canvas here: <http://bit.ly/2tKzlvD>

## What do you want for the Sep 2017 webinar?

- Impact Mapping
- Distributed Team Liftoffs / Kickoffs
- Buyer and User Personas
- Facilitating Online Meetings
- User Teardowns
- Understanding Problem Types and Problem Solving Strategies
- How To Implement Lean Coffee at Scale
- Analyzing Retrospective Data at Scale
- My desired topic isn't listed – email [luke.hohmann@conteneo.co](mailto:luke.hohmann@conteneo.co)

# Discussions



Luke Hohmann  
[conteneo.co](http://conteneo.co)



Ellen Gottesdiener  
[ebgconsulting.com](http://ebgconsulting.com)



Dave Sharrock  
[agile42.com](http://agile42.com)

Thank you for attending.

Our next webinar is  
**23-Aug-2017 on Managing  
Technical Architectures.**

