

The Pragmatic Guide to Product Discovery

27th September 2018

EuroIA, Dublin

Kevin Devine and Jeff Simons

Hello!

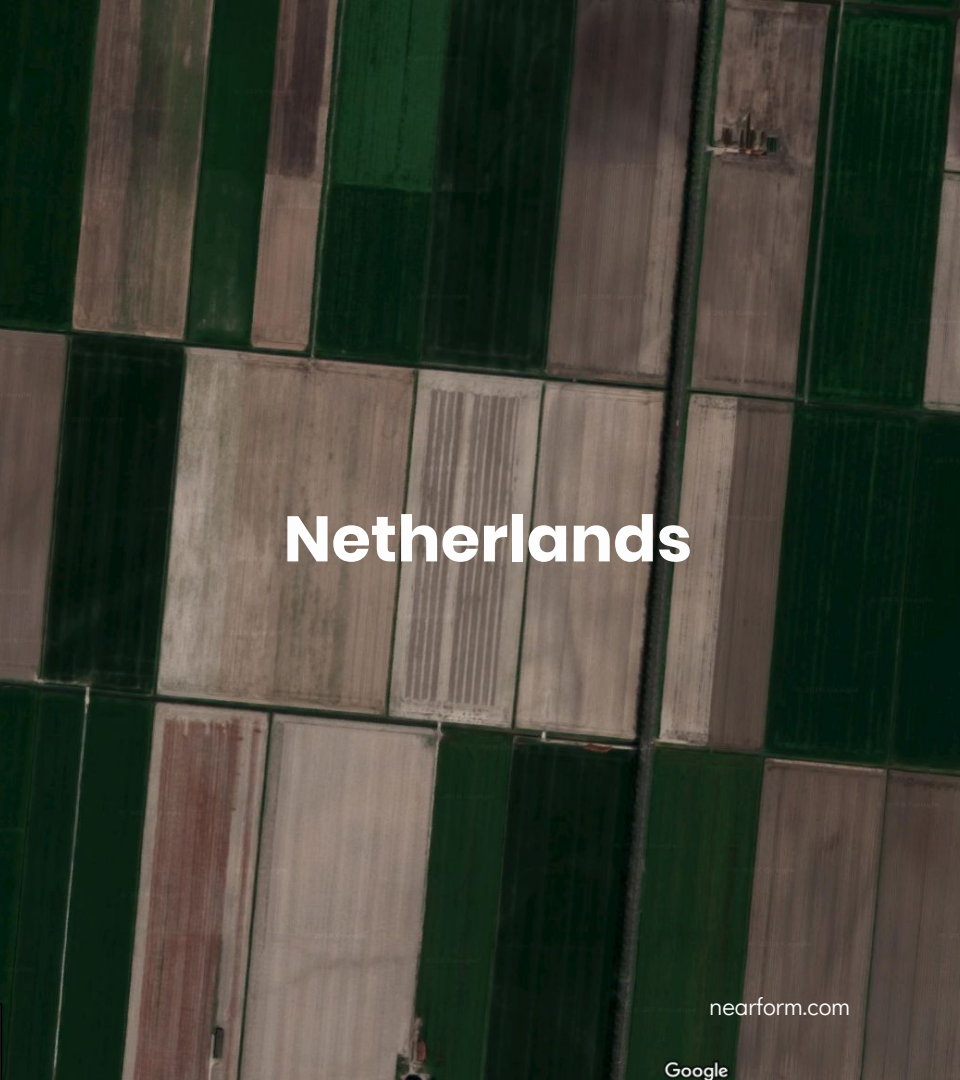


Housekeeping





Ireland



Netherlands



Introducing us



Kevin Devine:

Senior Product Designer at NearForm,
previously with Ryanair, Paddy Power, etc

@kevindevine



Jeff Simons:

Senior Product Designer at NearForm,
previously Coolblue, Design Partners, etc

@jeffsimons





About NearForm



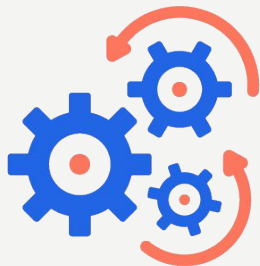
Pragmatic Guide to Product Discovery

nearform.com

Evolving the enterprise by building open creative software.



What we do



**Modern Software
Application Development**



**Digital Product- and
Experience Design**



**Capability
Building**



A hand pointing through a hole in a wall with an American flag background. The hand is rendered in a realistic, slightly stylized manner, with the index finger pointing directly at the viewer. The background behind the hand is a dark blue field with a white star, and the background behind the hole is a red and white striped American flag. The overall image has a dark, muted color palette.

Introducing you



Pragmatic Guide to Product Discovery

nearform.com

Never have I ever...

- Participated in a workshop
- Facilitated a workshop
- Been in a workshop where it was difficult to contribute due to dominant participants
- Felt overwhelmed by organising a workshop
- Organised a remote workshop
- Used icebreakers in a workshop
- Felt like a workshop was not as good as it could have been
- Have participated in a design sprint





The Red Paperclip

- **By yourself:** Think of as many different ways to use a paperclip. (5 minutes)
- **As a group:** Pool all your ideas together and identify themes (5 minutes)
- **As a group:** Choose the best idea (2 minutes)



A man in a dark suit and light shirt is running towards the right. He is holding a knife in his right hand and has a determined expression. The background is a dark, overcast sky with a cityscape visible at the bottom.

Why did we do those things?



Why do we use energizers?

- **Psychological**
 - To get comfortable with each other
 - Gives everyone a chance to speak
- **Priming**
 - Gets people warmed up to creative thinking
- **Assessment**
 - Allows a facilitator to understand the level of participants
 - Enables facilitator to tailor contents



Backstory to this workshop

- Need for Facilitation and Structure to Creative Problem Solving sessions
- Design Sprints → Did not quite fit.
- Training and Courses → Learned loads, now what?
- Effort to combine both learnings → This workshop!

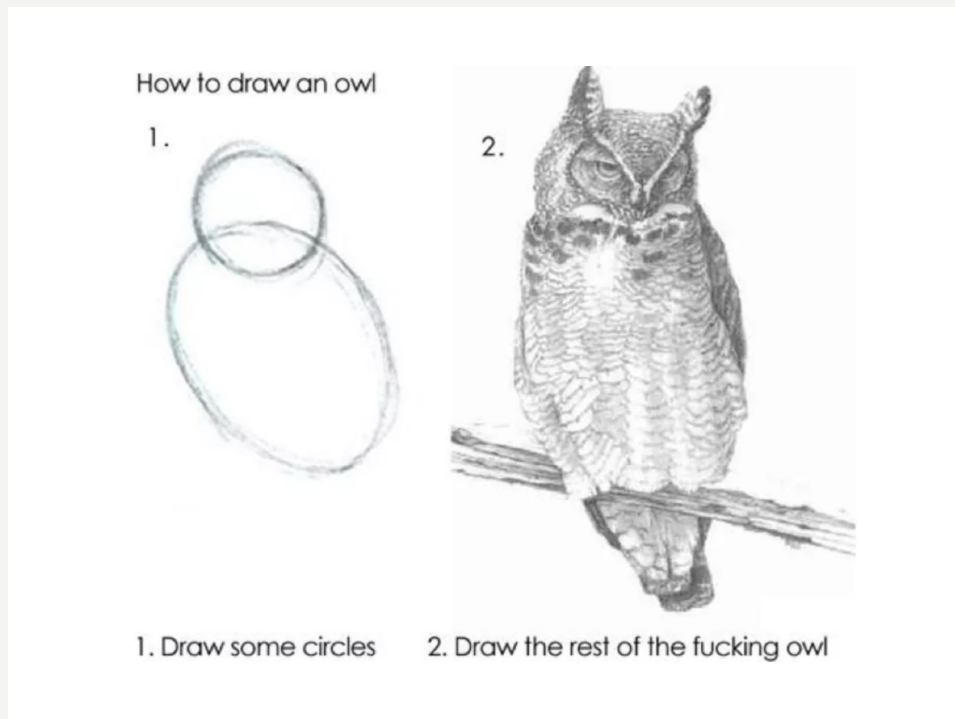


What you will learn

How can we make workshops work for us?



Every workshop resource ever



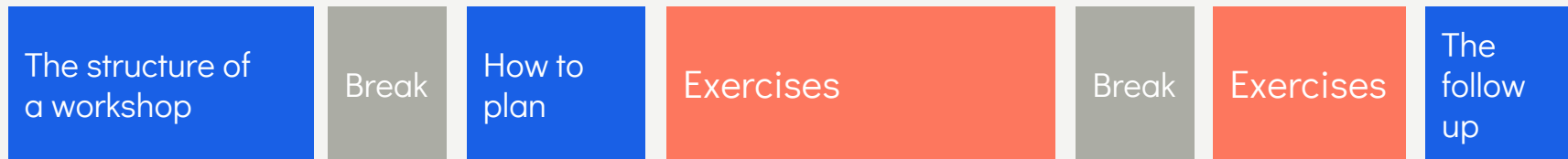
What you will learn

- How workshops are structured, and why they are structure that way
- How to plan for such a workshop, the things to look out for and what not to miss
- Tips for facilitation, handy alternative exercises for problem solving sessions
- How to plan and account for follow-up, and how to build that aspect into your workshop

In general: a taster for workshop planning facilitation through the lens of Design Sprints.



How we will do that today



Product Discovery?





Dan Brown: Practical Design Discovery



Design on paper



Design in reality



Design on paper



Design in reality



Part 1

How are workshops structured?





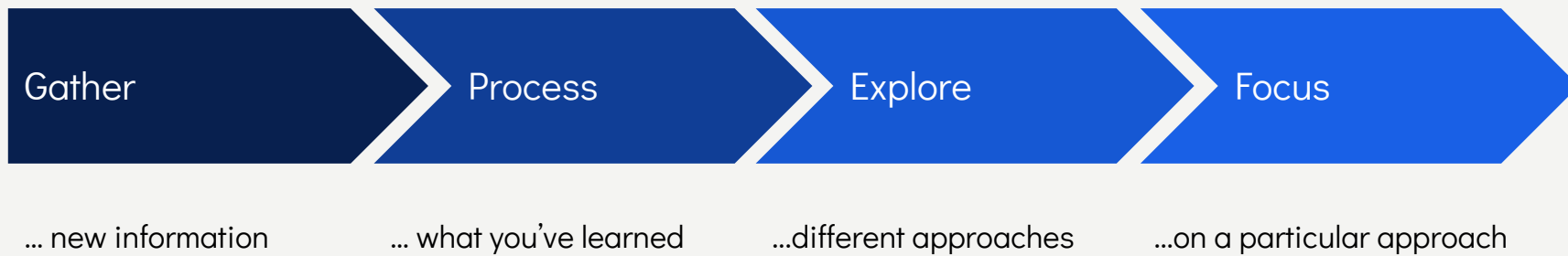
Humble beginnings: The brainstorm



The different phases of Discovery



The different phases of Discovery



Divergent Thinking



Convergent Thinking





Why ‘the council of Elrond’ was a great Workshop.



A great workshop...

- Has a clear goal and metrics that measure how to get there.
- Is structured with activities that help iterate towards the goal.
- Has a strong facilitator, that guides the group through the session.
- Is a space of equal contribution and considerate collaboration.



A great workshop...

- Has a clear goal and metrics that measure how to get there.
 - “The One Ring must be destroyed.”
 - “We have to get to Mt. Doom”
- Is structured with activities that help iterate towards the goal.
 - How might we’s and Journey Mapping
- Has a strong facilitator, that guides the group through the session.
 - Elrond
- Is a space of equal contribution and considerate collaboration.
 -eventually





Workshop vs. Meeting





Things get done



Things get discussed



Structure of a Workshop





Green field



Playground



Types of constraints

- **Rules** for interaction
- **Boundaries** in time and space
- **Artifacts** that hold information about the activity
- **Goals** or an end-state that everyone tries to attain



Constraints

Rules for interaction?

Boundaries?

Artifacts?

Goals?





Constraints

Rules for interaction?

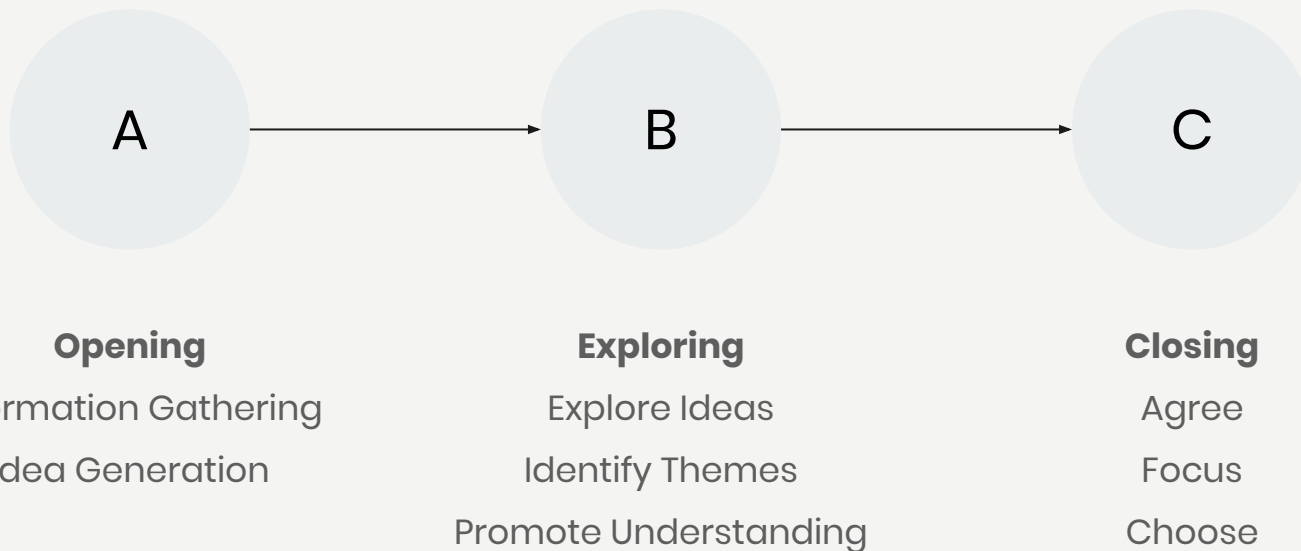
Boundaries?

Artifacts?

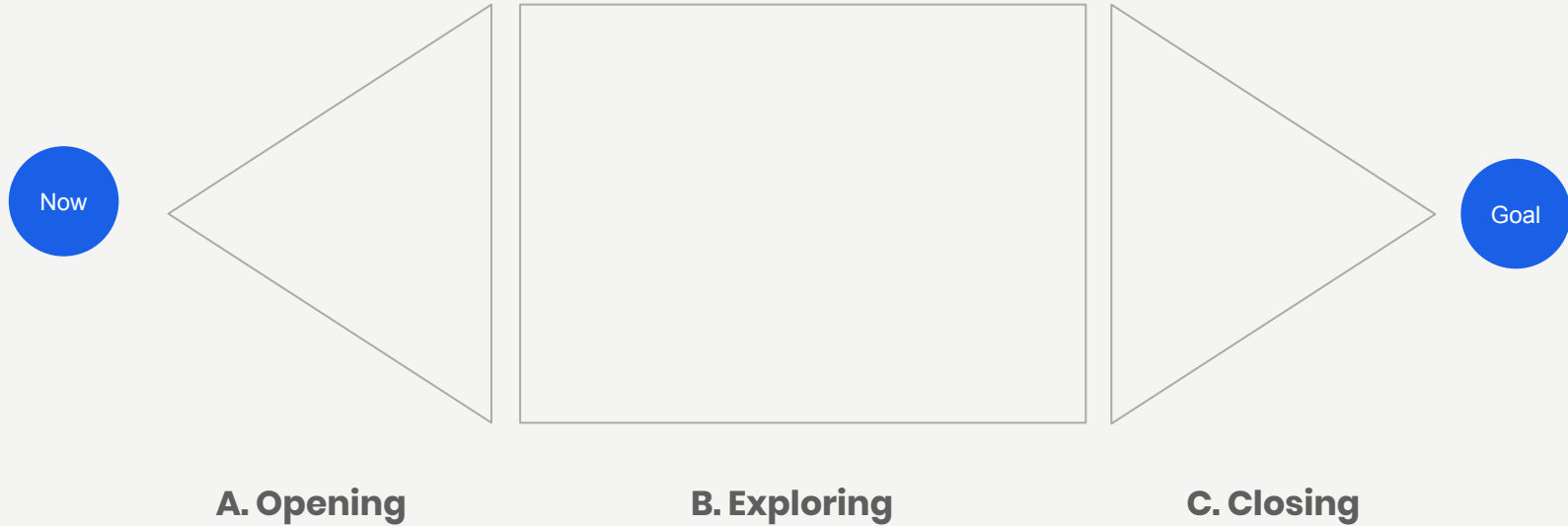
Goals?



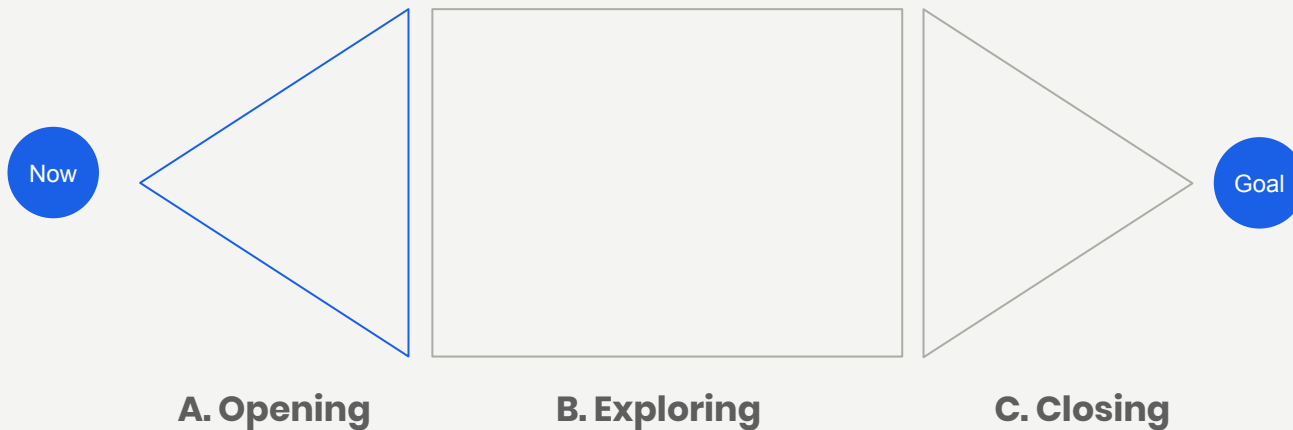
High-level structure



Structure



Opening



A. Opening

B. Exploring

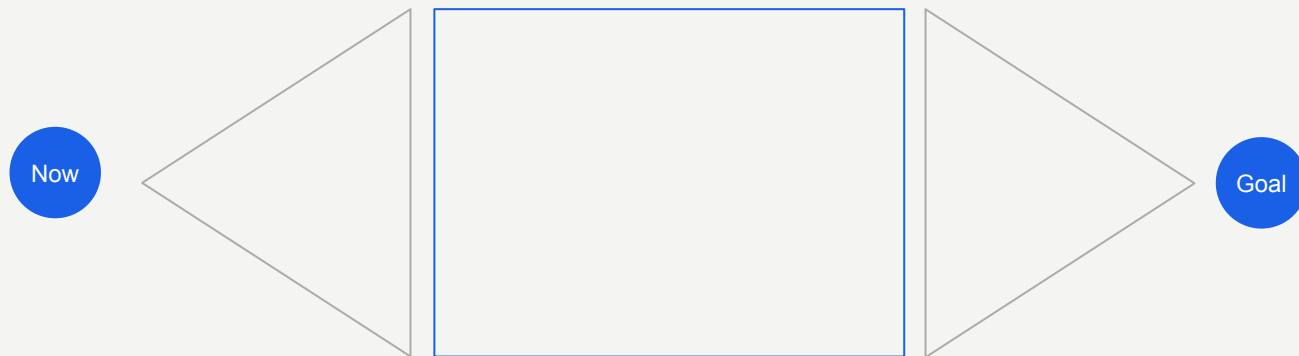
C. Closing

Divergent

Stage Setting

Theme Development

Exploring



A. Opening

B. Exploring

C. Closing

Divergent

Emergent

Stage Setting

Examine

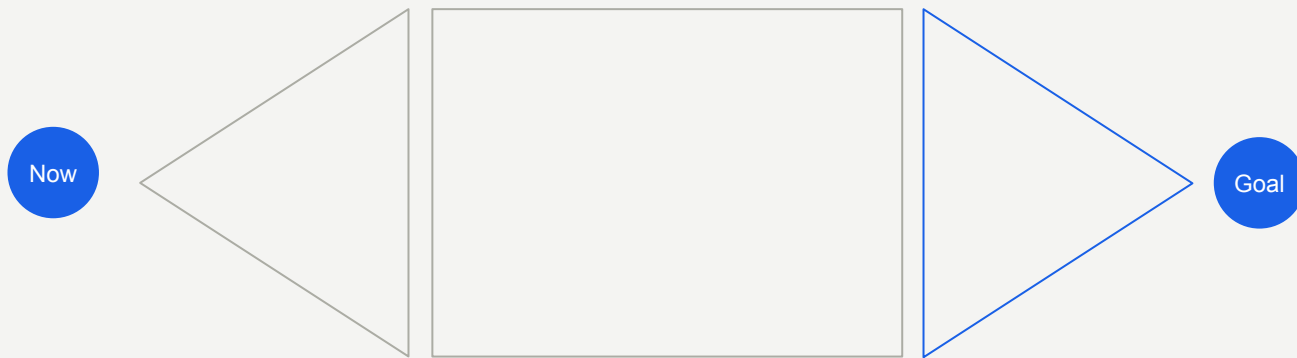
Theme Development

Explore

Experiment



Closing



A. Opening

Divergent

Stage Setting

Theme Development

B. Exploring

Emergent

Examine

Explore

Experiment

C. Closing

Convergent

Conclusions

Decisions

Actions

The dissected Design Sprint



Quick re-cap

- Workshop Format by Google Ventures.
- Conceived by Jake Knapp, John Zeratsky, Braden Kowitz
- Five Days: Mix of exercises and activities
- Packageable Product Discovery method



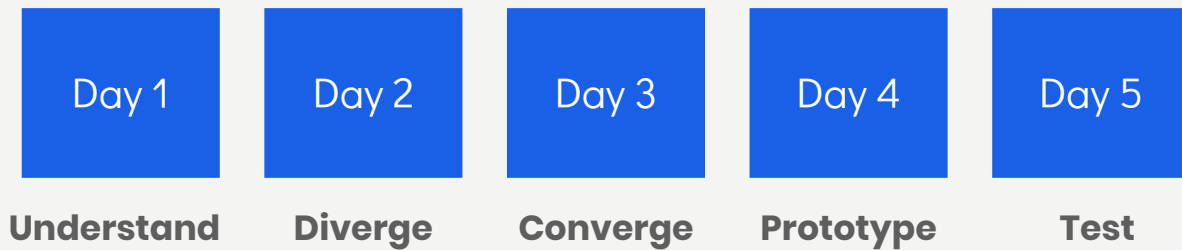
A man with glasses and a beard, wearing a plaid shirt, stands on a stage holding a microphone. He is addressing an audience seated at tables in a room with large windows. A large screen behind him displays the text "Today will be frustrating and exhausting." The word "Purpose" is overlaid on the image.

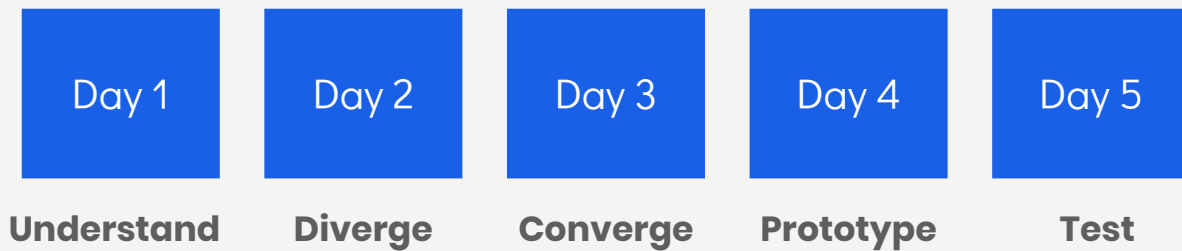
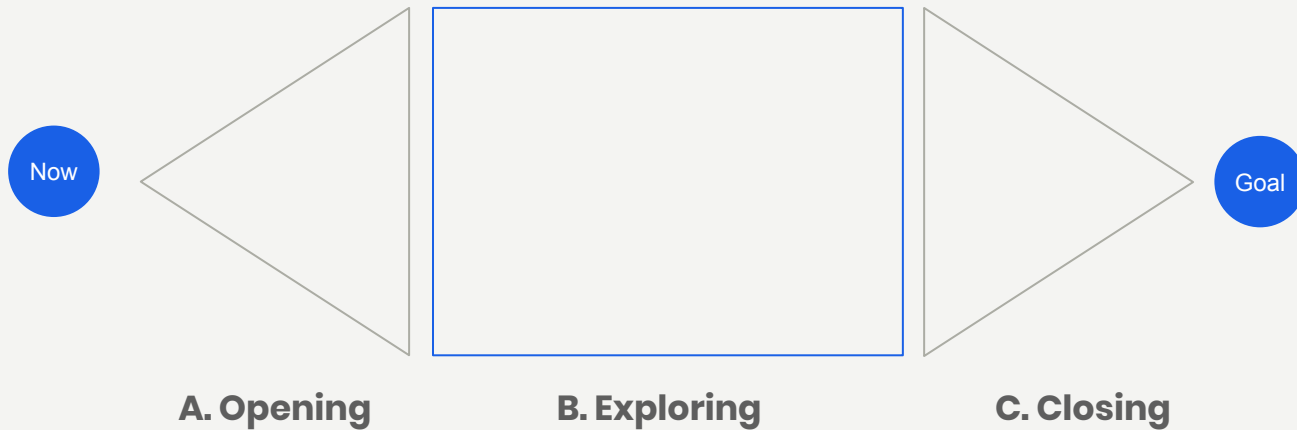
Purpose

To help explore, conceptualise, define, iterate and user test a specific problem of a digital product.



Days of a Design Sprint





Part 2

How to plan the right workshop?



A historical black and white photograph of a park walkway. In the foreground, a man in a top hat and a woman pushing a stroller are walking. To the right, another woman stands near a railing. In the background, a large, ornate building with a central tower and multiple windows is visible. The scene is set outdoors with trees and a clear sky.

Introducing the Case Study





Proposed Breakwater

Harbour
Light H.

Kingstown

Wassdool Tower

Scotchman's Bay

Sandycove Pt.

Bullock Cove

Packets
Wharf
Boat H.

Dumleary
Harb.

Dumleary

Marehmo
Scapoint

BLACK ROCK

Patrick

Williamstown
Marble Pt.

Boosterstown
Railway

Bullock

KINGSTOWN

Markstown

M. Pellier

Mark's
Town Ch.
Ashton

Blooms-
bury

Carriclea

Woodale

Glenagary

Bellevue

Bestown

Burnhill

Railway to Granite Quarry

Dal...



8111

 DART

Image source [instagram.com/donaghtc/](https://www.instagram.com/donaghtc/)

Background Information

- From a technology point of view the Dublin rail system does not have a dedicated application.
- In 2019 they want to launch this new digital initiative.
- They are thinking about mobile but not limited by it.
- The focus will be on their coastal route from Howth to Bray.
- A large number of users come from overseas, particularly at weekends with a strong commuter customer base Monday to Friday.
- They hope to roll out apple and android pay at their stations in 2019.



Planning



Planning

So in order to help we need to plan and execute a workshop for the DART rail service. So where do we begin? There are so many variables but we've tried to group them into 5 key elements that will influence your workshop.

1. **Location**
2. **People**
3. **Duration**
4. **Agenda**
5. **Successful outcomes**



Location



People



People

Recruit your team

1. **Decider**
2. **Finance expert**
3. **Marketing expert**
4. **Customer expert**
5. **Tech Expert**
6. **Design Expert**



Duration



The Sprint Brief



Sprint Brief

So now we can start to fill out a brief for our workshop based on our knowledge of Location, People and Duration. Make assumptions.

Group discussion

High level challenge. Think about logistics.

Step 2

Fill out the brief based on your team discussions and assumptions.

Sprint brief

Sprint challenge

Deliverables

Logistics

Who

When

Where

Facilitator

Approvers

Project Timeline

Current state of the project

Roadblocks

Early wins

Estimated launch plan

© Pragmatic Guide to Product Discovery

NearForm.com



Curveballs



Revised brief based on curveballs

- Be prepared to change brief and agenda
- Will location have to change
- People decline invite
- Can't user test on Friday



Set the Agenda



	Mon 1	Tue 2	Wed 3	Thu 4	Fri 5
		Recruit Customers for Test		Throughout the Day	
GMT+01					
10am	Write Checklist - Intr, 10am	Lightning Demos 10am – 12:30pm	Sticky decision 10 – 11:30am	Pick Tools/Divide & Conquer/Prototype! 10am – 1pm	Makeshift Research Lab 10 – 11am
11am	Set a long-term goal - List sp 10:30 – 11:30am				
12pm	Make a map 11:30am – 1pm	Tea Break, 11:30am	Divide Winner "maybe later" 11:30am – 1pm	Tea Break, 11:30am	Interviews 11am – 4pm
1pm	Lunch Break 1 – 2pm	Lunch Break 1 – 2pm	Lunch Break 1 – 2pm	Lunch Break 1 – 2pm	Lunch Break 1 – 2pm
2pm	Ask the experts 2 – 3:30pm	The Four-Step Sketch 2 – 5pm	Make a storyboard 2 – 5pm	Prototype/Stitch it together 2 – 3pm	
3pm	Explain How Might, 3:30pm				
4pm	Organise and Vote HA, 4pm			Do a trial run/Finish Prototype 3 – 5pm	Wrap up 4 – 5pm
5pm	Pick a target, 4:30pm				



**Learn the rules like a pro,
so you can break them like
an artist**

Pablo Picasso



Sprint Dating



About the Sprint Dating

We want to give everyone an intro to workshop exercises, some from GV Sprint, others from elsewhere. See what works and what doesn't.

- Problem Framing
- Brainwriting
- Provisional Persona
- Crazy 8s
- Solution Sketch
- 1-2-4-all
- €100 Test


\$100 Test

Item/Topic/Issue	\$	
Internet Access	\$21	+
alarm clock	\$7.50	+
Telephone	\$55	of revenue
SMS	\$8	connect with FMC
camera	\$4.2	Quick Person 2
Solitaire	.75	
voice recorder	\$3	

4 x 3 x 2

Problem Statement	Idea 1	Idea 2	Idea 3
Participant 1	I think this is a great idea	This is another one	Not sure if this one but hey
Participant 2	This is my idea	I'm expanding on this one	Comes idea
Participant 3	This has potential		
Participant 4			

Provisional Persona

NAME: 

Role: Chef

Goal: Use up all product (ingredients ordered) to save money/don't waste food

Motivation: People order different things unpredictably

Conflict: Supplement with frozen

Attempts to Solve: Check last year's orders

Setting: Kitchen of busy lunch place

Tools & Skills: Very basic excel skills
Handwritten log book of past orders

@cwadtke

Problem Framing



Problem Framing

This exercise will help us to define the problem we're working on. Our goal in this exercise is to create a single statement to help focus our sprint.

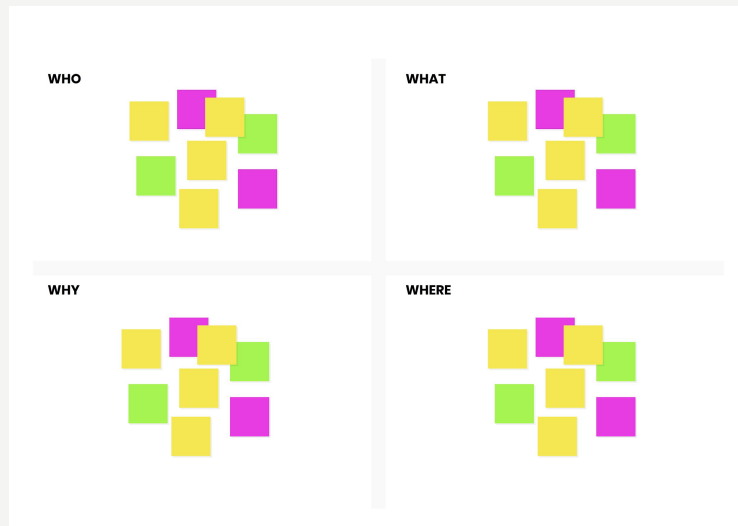
Step 1 - 5 mins

Who - Who actually has this problem?

What - What is the nature of the problem?

Why - Why is the problem worth solving? What's the impact on the customer?

Where - Where does this problem arise? Have you/your team observed this problem in its natural habitat?



Problem Statement

Step 2 - 2 mins

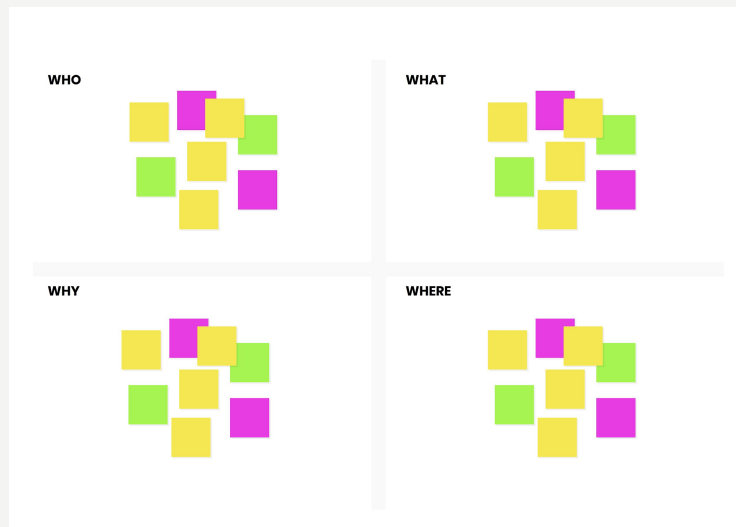
Place your best ideas in the Problem Framing sheet and dot vote

Step 3 - 5 mins

Formulate statement

E.g. We are going to create a **“What”** for **“Who”** because **“Why”** is happening for **“Where”**.

We are going to **“run a workshop”** for **“EuroIA attendees”** because **“Sprints can be daunting”** from our **“workshop experience”**.



Brainwriting



Brainwriting

Encourages full participation and generating lots of ideas.

Step 1

Individually come up with a few ideas based on problem statement.

Step 2

Pass sheet to the right and try come up with more ideas on your new sheet based on the ideas you see.

Step 3

Keep enhancing on ideas as sheet is passed around

Problem Statement			
6 x 3 x 2	Idea 1	Idea 2	Idea 3
Participant 1	I think this is a great idea	This is another one	Not sure of this one but hey
Participant 2	This is my 1st idea	I'm expanding on this one	Combo idea
Participant 3	This has potential		
Participant 4			
Participant 5			
Participant 6			

The diagram illustrates the flow of ideas during a brainwriting session. It features a grid with columns for 'Idea 1', 'Idea 2', and 'Idea 3' and rows for 'Participant 1' through 'Participant 6'. A 'Problem Statement' is at the top. Participant 1's idea 'I think this is a great idea' is expanded by Participant 2 ('I'm expanding on this one') and then Participant 3 ('This has potential'). Participant 2's 'Combo idea' is also influenced by Participant 1's idea. Arrows indicate the direction of idea flow: from Participant 1 to Participant 2, from Participant 2 to Participant 3, and from Participant 2 to Participant 3's 'Combo idea'.

Provisional Persona




Provisional Persona

Keeping the target user in mind when coming up with solutions. Simplified by Christina Wodtke.

- Who is this person? Name or code-name.
- Role: Product manager, student, parent, chef
- Goal and Motivation: I want this, because that.
- Conflict & Attempts: Why I can't do it now? What stands in my way? What am I trying now?
- Setting: Where they try to solve problem. Environment matters!
- Tools they can use to solve problem

Quick Person 2



NAME: _____

Role: Chef

Goal & Motivation: Use up all product (ingredients ordered) to save money/don't waste food

Conflict & Attempts to Solve: People order different things unpredictably
Supplement with frozen
Check last year's orders

Setting: Kitchen of busy lunch place

Tools & Skills: Very basic excel skills
Handwritten log book of past orders

@cwodtke

Image source <http://eleganthack.com>

Crazy 8's



Crazy 8's

Fold your paper into 8 rectangles.

Sketch 1 idea in each rectangle rather than a storyboard.

Go for quantity, don't worry about making these beautiful, these are just for yourself.

Try to get beyond your initial idea. 8 ideas in 5 mins

"You're scraping the bottom of the barrel, which makes it more painful to come up with new ideas, but often this is where the most interesting solutions come from."

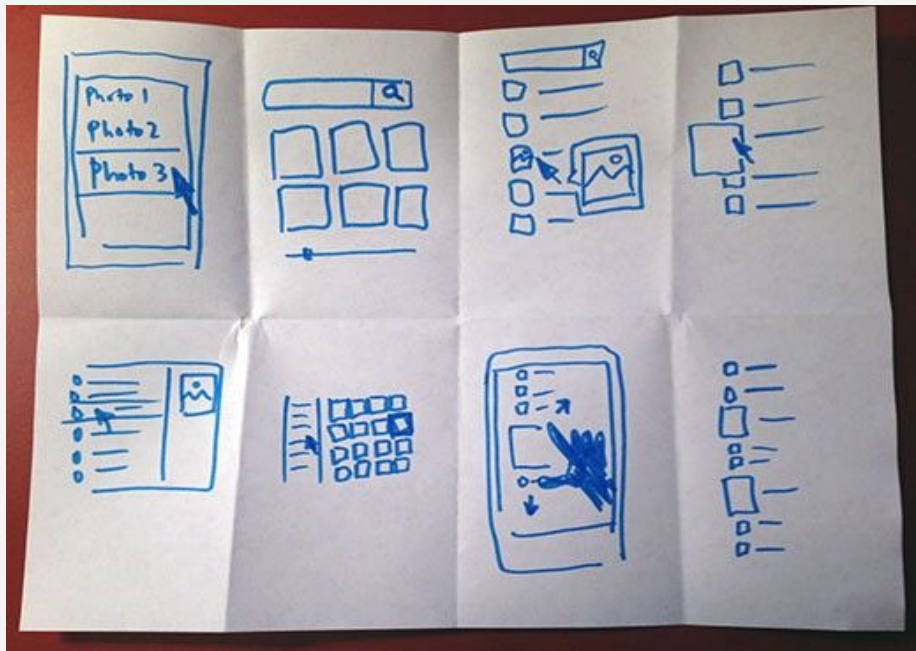


Image source library.gv.com/

Solution Sketch



Solution Sketch

Each person selects their best idea

Sketch it out showing multiple states of the ideas

Include words to create a sketch that can communicate on its own

Add a memorable title

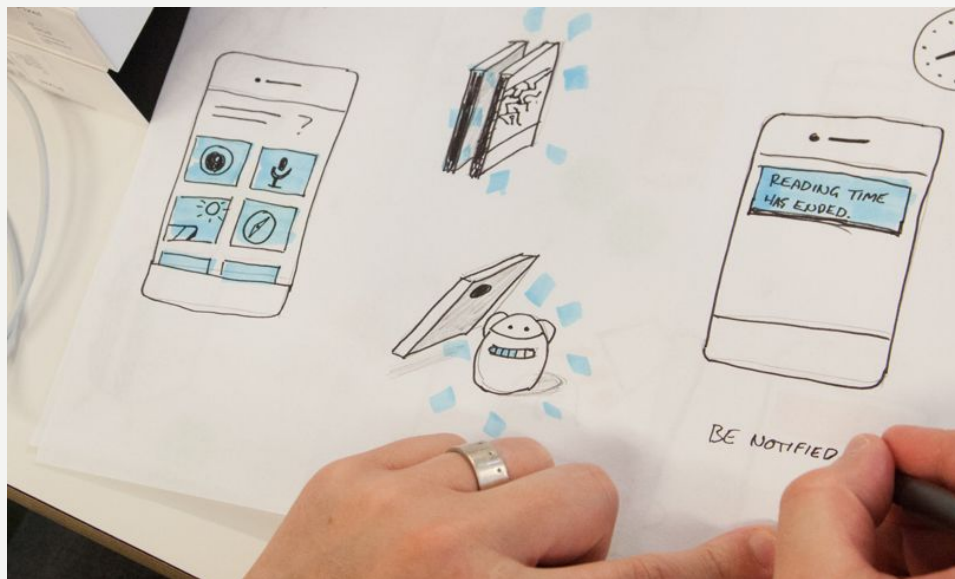


Image source library.gv.com/



1-2-4-All



1-2-4-All

Engages everyone in generating questions, ideas and suggestions. Use paper to help ideas. Start alone, then in pairs, then foursomes and finally as a group

Step 1

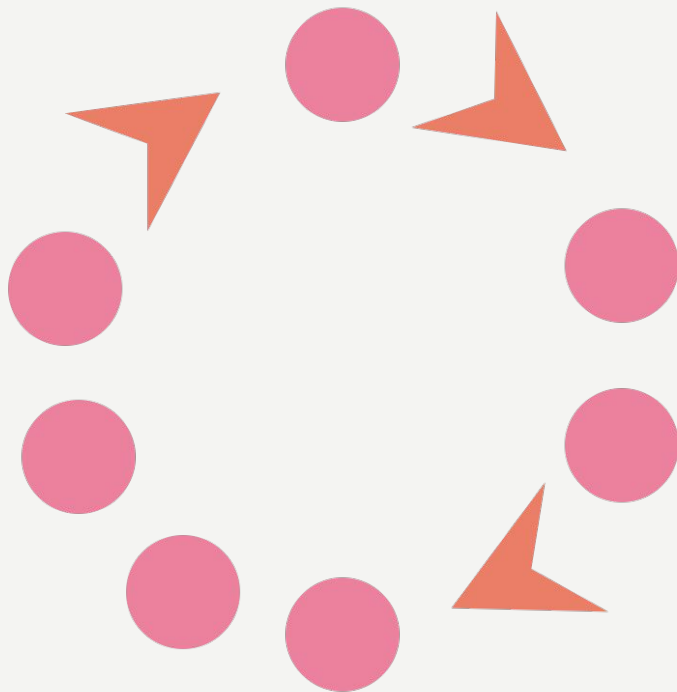
Self reflect individually

Step 2

Generate ideas in pairs

Step 3

Share and develop ideas from pair in foursomes



**What is one idea that stood
out in your conversation?**



€100 Test



€/£/\$ 100 Test

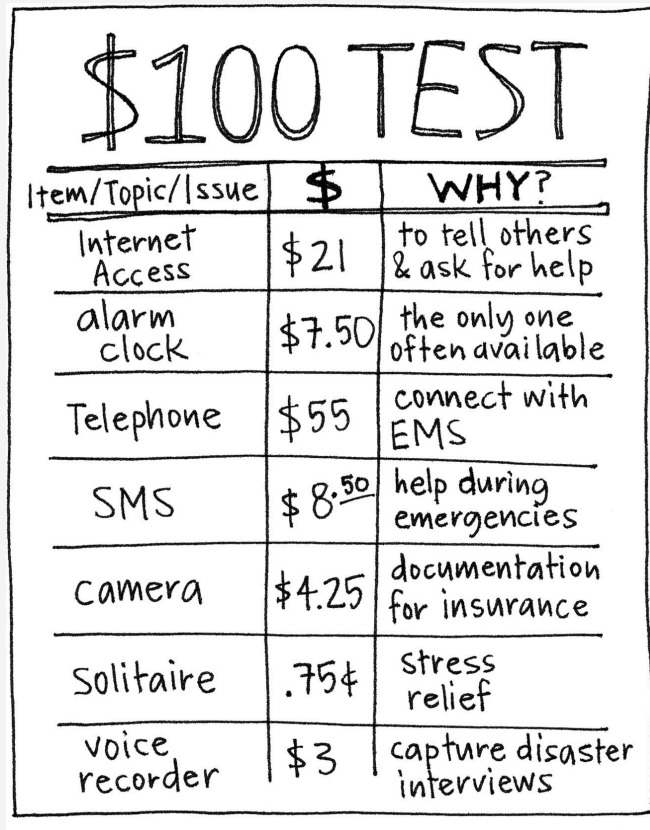
Method of prioritisation to assign relative value to features.

Step 1

Decide as a group where to assign value across the features.

Step 2

Explain decisions and reasoning.



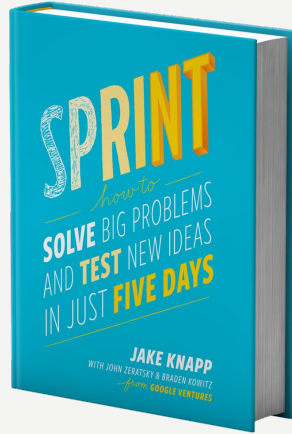
A hand-drawn table titled "\$100 TEST" with three columns: "Item/Topic/Issue", "\$", and "WHY?". The table lists seven items with their assigned values and reasons.

Item/Topic/Issue	\$	WHY?
Internet Access	\$21	to tell others & ask for help
alarm clock	\$7.50	the only one often available
Telephone	\$55	connect with EMS
SMS	\$8.50	help during emergencies
camera	\$4.25	documentation for insurance
Solitaire	.75¢	stress relief
voice recorder	\$3	capture disaster interviews

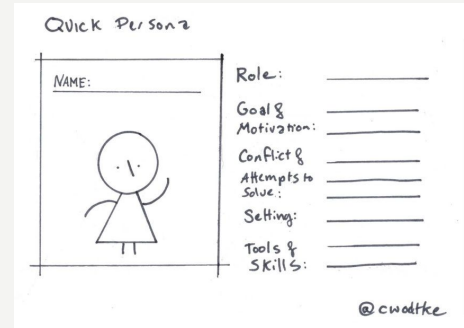
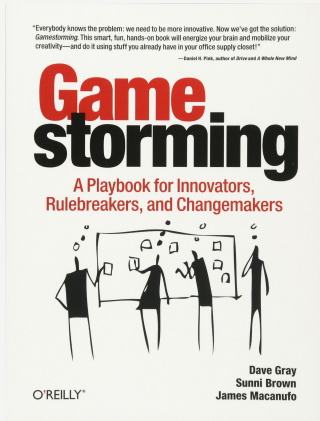
Image source gamestorming.com

Hope you found your match





NN/g



So, back to the Agenda



Think about...

- Duration
- Icebreaker
- Coffee breaks
- Lunch
- User Testing

Recap. Our Agenda

- Intro and Icebreaker
- Structures of a Workshop
- 5min Break
- Setting a brief
- Sprint Dating exercises x 2
- 10min Coffee
- Sprint Dating exercises x 4
- 5min Break
- Setting an Agenda
- Finish



Sprint Agenda

Day one

Day two

Day three

Day four



Go raibh maith agaibh



Pragmatic Guide to Product Discovery



Dank je wel!

nearform.com

Google

Kevin Devine

kevin.devine@nearform.com

Jeff Simons

jeff.simons@nearform.com



United States: +1 456 788 55

United States: +1 456 457 54

International: + 353 456 562 13

nearform.com

sales@nearform.com

References & Links

- <https://designsprintkit.withgoogle.com/resources/>
- <https://medium.com/@brookecreef/the-home-depot-design-sprint-training-manual-196e4bbe255b>
- <http://www.liberatingstructures.com>
- <https://www.atlassian.com/team-playbook/plays>
- <https://medium.com/inside-design/the-design-sprint-2-0-ba89b8713752>
- <https://medium.com/ux-playbook/5-ways-to-keep-your-team-energised-678554e7b7e9>
- Gamestorming - A playbook for innovators, Rulebreakers, and Changemakers - Gray, Brown & Macanuso
- Sprint - How to solve big problems and test new ideas -Knapp, Zeratsky & Kowitz
- Practical Design Discovery - Dan Brown
- Lean UX - Jeff Gothelf



Images

- Salthill Railway Station and Hotel - National Library of Ireland
<https://www.flickr.com/photos/nlireland/17699678910>
- The Dublin and Kingstown line in 1837
https://en.wikipedia.org/wiki/History_of_rail_transport_in_Ireland#/media/File:Dublin_Kingstown_railway_1837_map.jpg
- Solution Sketch <https://designsprintkit.withgoogle.com/methods/sketch/solution-sketch/>
- Pablo Picasso <https://canalhistoria.es/blog/pablo-picasso-el-genio-de-la-pintura/>
- Dart Image <https://www.instagram.com/donaghtc/>