

ROAD 2 MASTERY

WELCOME TO KAYAKING THE VALUE STREAM

5.1

PRESTUDY



KAYAKING AGENDA

5.1

Prestudy

5.2

Value

5.3

Waste

5.4

Value Metrics

5.5

Goal Setting

5.6

Discovery

5.7

Engagement & Ownership

5.8

Assessment

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WELCOME

On this expedition you will experience how to:

- Translate vision to value with validation.
- Communicate visions clearly and visually.
- Foster focus through effective goal setting.
- Enable inspection toward Product Goals.
- Manage uncertainties and unknowns.
- Differentiate between *product* and *project* management.
- Enable discovery through delivery.
- Eliminate waste.
- Measure what matters.
- Take an evidence-based approach to product planning.
- Manage stakeholder needs and expectations.
- Expand product ownership and influence.



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THE PADDLE

A current may sweep things away, and yet it may also take us to new places. So do *ideas*.

All too often I am uncertain about where I stand in life. I can be uncertain about the way things are flowing. I am caught in a rapid at times.

When kayaking I can only control my flow by tuning into the flow. That involves accepting the way the river flows rather than how you would like it to flow. Only then can I direct myself to where I want to go.

My paddle has two sides: ***Inspect*** and ***Adapt***.

When I realized what is transferred from my paddle to the river, I was able to achieve more with less resistance.



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WHAT IS VALUE?

Some consider *money* to be the ultimate representation of value. Although money facilitates the *exchange* of things we value, it is not synonymous with value.

If money was the ultimate representation of value, we'd be like dragons hoarding gold for the sole purpose of sleeping on it.

It's what you use the money for that is ultimately *of* value. *And*, we value things that can't be expressed in money.

Your task is to reflect on what value truly means and consider examples of value that organizations add to our lives.

According to you, what is a good example of value that a product adds?



TYPES OF VALUE 1/2

- **Accessibility:** Making resources or opportunities available to all.
- **Access:** Enabling entry or participation in various domains.
- **Adventure:** Fostering a sense of excitement and exploration.
- **Affiliation and Belonging:** Fostering a sense of community or membership.
- **Affordability:** Making products or services accessible and affordable.
- **Aesthetic Value:** Enhancing beauty, design, or visual appeal.
- **Altruism:** Selflessly helping others for their benefit.
- **Belief:** Instilling faith and confidence in abilities.
- **Certification:** Confirming quality, authenticity, or standards.
- **Challenges:** Providing opportunities to overcome obstacles.
- **Choice:** Offering options and decision-making power.
- **Collaboration:** Encouraging teamwork and cooperation.
- **Community Engagement:** Involving and benefiting the community.
- **Compassion:** Showing kindness and empathy to others.
- **Contribution:** Allowing individuals to make a positive difference.
- **Convenience:** Providing ease of use and accessibility.
- **Cultural Appreciation:** Respecting and honoring diverse cultures.
- **Curiosity:** Cultivating inquisitiveness and a thirst for knowledge.
- **Discovery:** Encouraging new experiences and knowledge.
- **Diversity and Inclusion:** Celebrating differences and fostering inclusivity.
- **Effort Saving:** Minimizing physical or mental exertion.
- **Emotional Value:** Engaging emotions and providing emotional satisfaction.
- **Empathy:** Demonstrating understanding and compassion for others.
- **Empowerment:** Granting authority and control over decisions.
- **Environmental Conservation:** Protecting and preserving the environment.
- **Environmental Impact:** Addressing ecological and sustainability concerns.
- **Ethical Responsibility:** Acting with moral and social responsibility.
- **Ethical Value:** Adhering to ethical principles and values.
- **Flexibility:** Adapting to changing needs and circumstances.
- **Freedom:** Enabling individuals to exercise their choices and rights.
- **Fun and Entertainment:** Delivering enjoyment and amusement.
- **Fulfillment:** Providing a sense of satisfaction and completeness.
- **Health:** Enhancing physical well-being and vitality.
- **Heirloom Value:** Items or experiences with sentimental or legacy value.
- **Hope:** Instilling optimism and positive expectations for the future.
- **Individuality:** Acknowledging and celebrating uniqueness.
- **Inclusivity:** Embracing diversity and inclusiveness.
- **Innovation:** Introducing new and creative solutions or ideas.
- **Inspiration:** Motivating individuals to aspire to greater heights.
- **Integration:** Promoting compatibility and cohesion

TYPES OF VALUE 1/2

- **Justice:** Upholding fairness, equality, and ethical conduct.
- **Knowledge:** Providing information and insights for learning.
- **Lasting Experiences:** Creating memorable and enduring moments.
- **Motivation:** Encouraging individuals to take action and achieve goals.
- **Nostalgia:** Eliciting fond memories and emotional connections.
- **Personal Freedom:** Ensuring individual rights and liberties.
- **Personal Growth:** Fostering self-improvement and development.
- **Positive Impact:** Creating positive change or outcomes.
- **Powerful Emotions:** Evoking strong emotional responses or connections.
- **Progress:** Driving positive change and advancement.
- **Progressive Values:** Supporting progressive social and political ideals.
- **Quality:** Ensuring high standards and excellence.
- **Recognition:** Acknowledging and valuing hard work.
- **Relevance:** Remaining current and applicable in a changing world.
- **Reputation:** Building trust and credibility.
- **Resilience:** Promoting the ability to adapt and bounce back from challenges.
- **Respect:** Treating all individuals with dignity and honor.
- **Safety:** Creating secure and protected environments.
- **Self-Actualization:** Empowering individuals to realize their full potential.
- **Simplification:** Making tasks or processes easier and more efficient.
- **Social Impact:** Contributing to societal well-being and progress.
- **Serenity:** Cultivating a sense of calm and tranquility.
- **Simplicity:** Emphasizing clarity and straightforwardness.
- **Social Responsibility:** Engaging in actions that benefit society.
- **Solidarity:** Promoting unity and support among people.
- **Stability:** Ensuring reliability and steadfastness.
- **Sustainability:** Promoting responsible and sustainable practices.
- **Teamwork:** Collaborative efforts for shared goals.
- **Therapeutic:** Promoting mental or physical well-being and healing.
- **Tolerance:** Accepting and respecting differences.
- **Transparency:** Providing openness and clarity in actions.
- **Trust:** Building confidence and reliability in interactions.
- **Ubiquity:** Being widely present and accessible.
- **Unity:** Fostering harmony and cohesion among individuals.
- **Variety:** Offering diverse options and choices.
- **Wellness:** Contributing to overall health and well-being.
- **Wisdom:** Sharing knowledge and insights gained from experience.
- **Xenophilia:** Love of foreign cultures and people.
- **Yearning:** A strong desire or longing for something.
- **Youthfulness:** Preservation of a youthful spirit.
- **Zeal:** Enthusiasm and fervor.
- **Zen:** Embracing a state of tranquility, simplicity, and mindfulness.

BUSINESS VALUE



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EVIDENCE-BASED MANAGEMENT

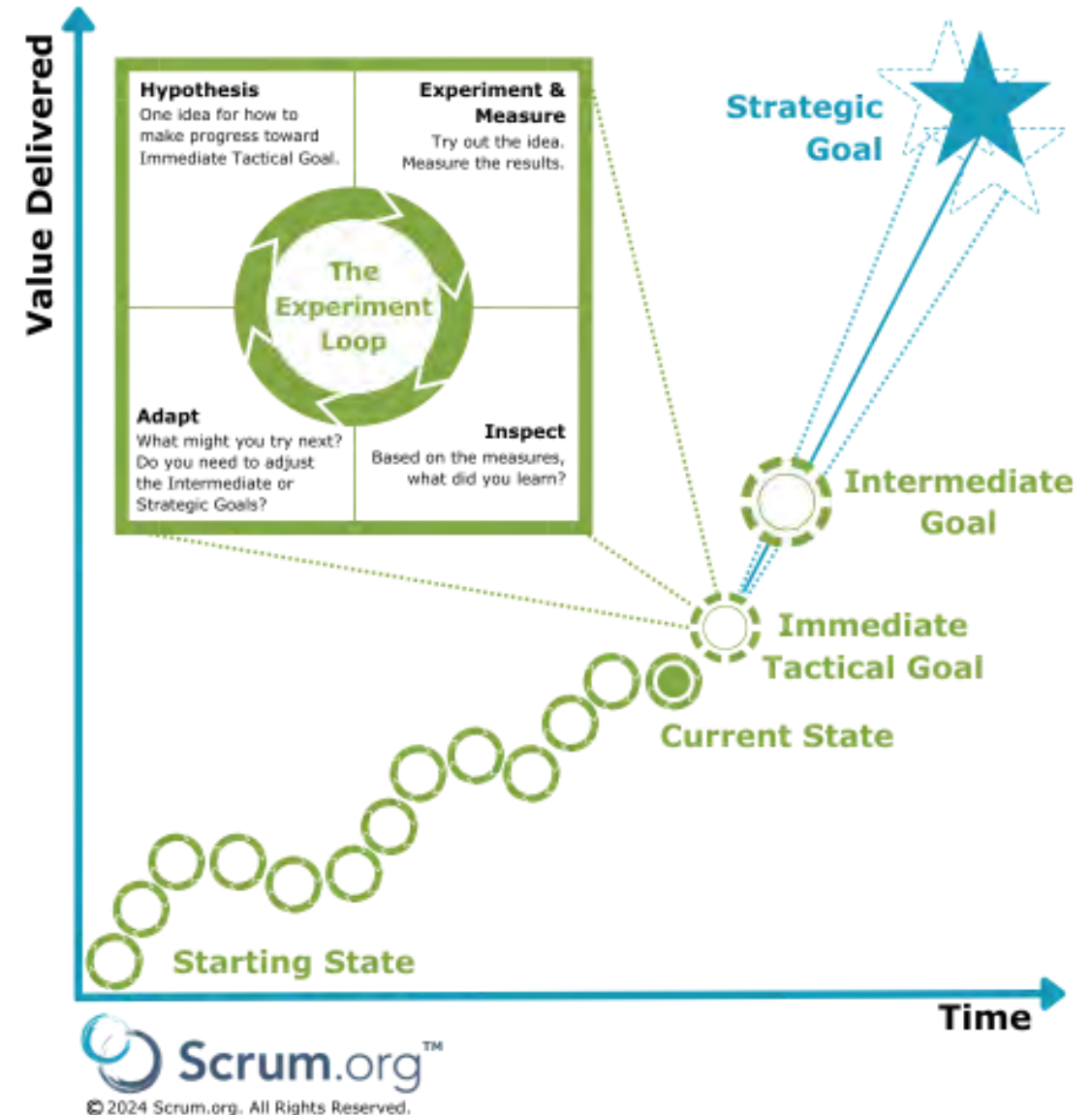
EBM is a framework organization can use to help them measure, manage and increase the value they derive from their product.

EMB focusses on improving outcomes, reducing risks and optimizing investments.

It is developed by Ken Schwaber and Scrum.org.

[-Evidence-Based Management Guide.](#)

<https://www.scrum.org/resources/evidence-based-management-guide>



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WASTE

Not all ideas are viable. They may get stuck. The workflow can become polluted.

Taiichi Ohno described three major wastes that can pollute a value stream or disrupt the flow:

- Muda (wasteful activities)
- Muri (overburden),
- Mura (unevenness).

This is further expanded to the seven types of waste:

- Overproduction
- Waiting
- Transport
- Processing
- Inventory
- Motion
- Correction



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PRODUCT GOAL

In the tumultuous currents of the market, envision the Product as the kayak amidst the chaotic currents.

The Product Goal represents intermediate objectives. It's the focal point, providing clarity amidst uncertainty, aligning efforts, and fostering adaptability.

The Product Goal empowers teams to adjust their strategies and priorities, ensuring alignment with emerging market realities, solving emerging challenges, while moving forward towards a meaningful outcome.

Moreover, the Product Goal instills a culture of continuous learning and improvement within the team. By regularly assessing progress towards the goal and gathering feedback from customers and stakeholders, teams can swiftly iterate on their approaches, pivoting when necessary to seize upon evolving opportunities or address emerging challenges.

The Product Goal is in the Product Backlog and there can be **only one**. In essence, it's the North Star.





ROOF-SHOTS

Roofshots are aimed at achievable and realistic results.

These are **challenging yet attainable**.

Roof-Shots set objectives that align with current capabilities and means.

They help teams make incremental improvements while maintaining a sense of accomplishment.



MOON-SHOTS

Moonshots are **aspirations** that seem unattainable at first glance but have the potential to drive extraordinary breakthroughs.

They encourage teams to stretch beyond their limits, challenge conventional thinking, and explore uncharted territories.

Moonshot goals have the potential for immense impact.

They are most effective when pursued by independent teams with a high level of expertise and autonomy.

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STAKEHOLDER ENGAGEMENT

Everyone who builds a product has to deal with stakeholders. They may have an interest in you as a person, but in most cases it is in your product. Their importance can be either positive or negative.

People sometimes talk about “stakeholder management”. The intention is of course not to “manage” them, but to “involve” them – to talk to them, to enter into meaningful relationships that result in valuable outcomes.

When you make a connection, you notice that not everyone can and wants to be approached in the same way. For you, this means that you have to be flexible in your approach and approach to the different types of stakeholders.



TYPES OF STAKEHOLDERS

- Accountants
- Analysts
- Associates
- Auditors
- Board/Council members
- Candidates
- Community members
- Competitors
- Consultants
- Creatives
- Creditors
- Customers
- Directors
- Distributors
- Donors
- Employees
- Friends
- Governments
- Influencers
- Investors
- Labor organizations
- Lawyers
- Leads
- Local authorities
- Managers
- Media outlets
- Non-profit organizations
- Partners
- Politicians
- Press agents
- Prospects
- Regulatory bodies
- Relatives
- Representatives
- Researchers
- Residents
- Scientists
- Service providers
- Shareholders
- Supervisors
- Suppliers
- Traders
- Universities
- Users
- Vendors

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SAYING NO

All too often, we say 'yes' when we really shouldn't and don't want to. But whenever we implicitly say 'yes' to one thing, we are explicitly saying 'no' to something else.

There are several underlying fears that can make saying no to stakeholders difficult:

1. **Conflict:** Avoid tension.
2. **Disappointment:** Avoid letting stakeholders down.
3. **Repercussions:** Avoiding backlash or criticism.
4. **Missing Out (FOMO):** Not missing an opportunity.
5. **Uncooperativeness:** Avoid being perceived as unhelpful.
6. **Losing Influence:** Avoid diminishing status.
7. **Incompetence:** Avoid being seen as incompetent.



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OWNERSHIP

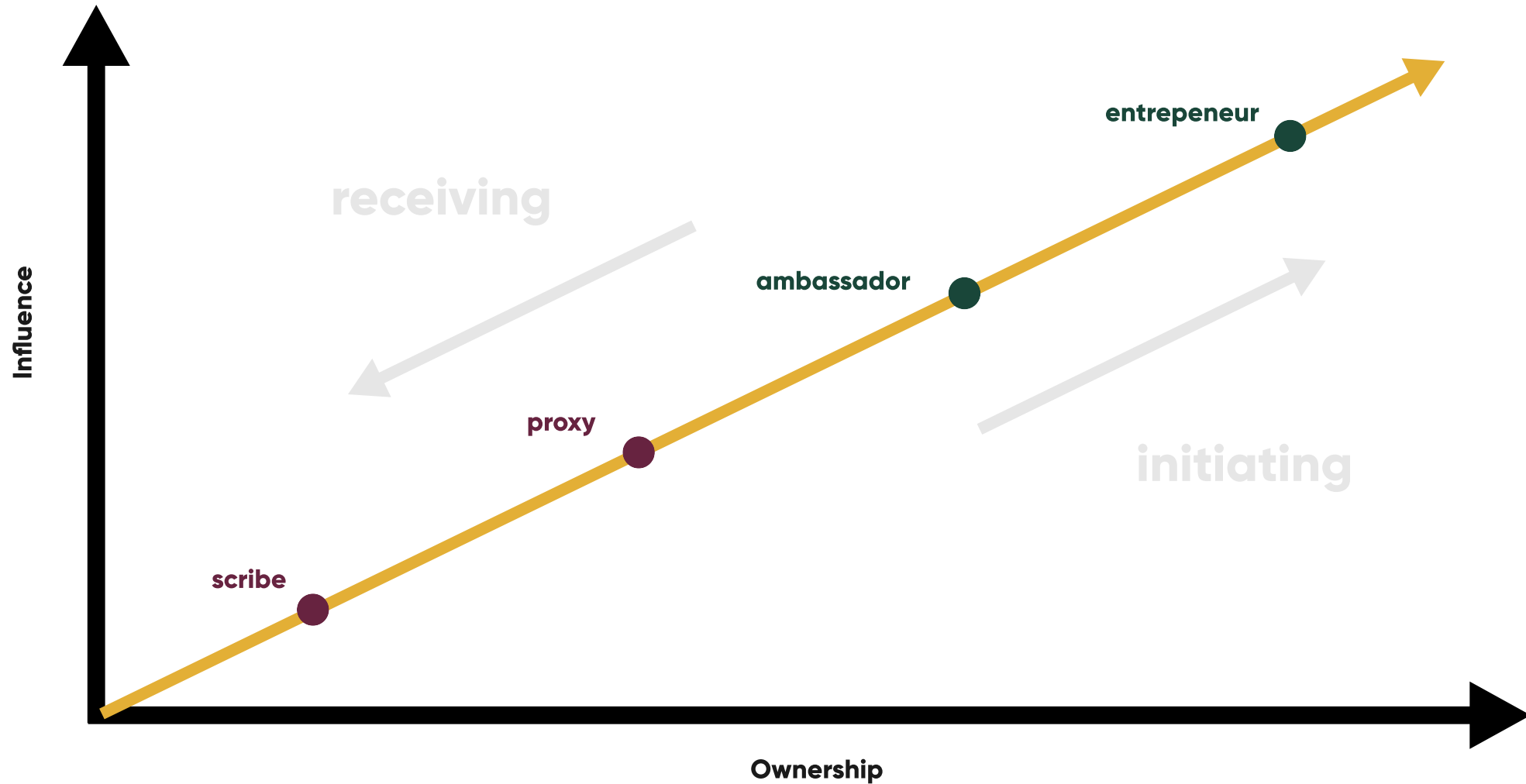
Ownership in Scrum refers to the sense of responsibility and accountability that a team member, particularly the Product Owner, holds towards the product being developed. It entails taking initiative, making decisions, and actively driving the product towards success.

A strong sense of ownership means you're not just responsible for one or a few aspects that are within your comfort zone, but that you're embracing the product's vision, actively guiding its development, and being committed to its success.

When someone lacks ownership they demonstrate complacency by failing to fully engage with the team, ignore professional standards and agreements, defer decisions, or prioritize other work over that which contributes to the product's success. This lack of ownership can result in delays, miscommunication, and a product that falls short of its potential.



PRODUCT OWNERSHIP



PRODUCT OWNERSHIP

New table

	SCRIBE	PROXY	AMBASSADOR	ENTREPRENEUR
SCOPE	I specify requirements from stakeholders	I am an intermediary between the team and stakeholders	I am an empowered representative of the product	I am respected in my ownership of the product
OWNERSHIP	I manage the project	I am leading a team	I manage the product	I own the product
VISION	What vision?	I work towards a vision set by others	I am the ambassador for the vision	I define and live the vision.
COMPETENCE	I can write PBIs and User Stories.	I manage the Product Backlog	I track outcomes and make evidence-based decision.	I enact empirical product planning with predictive forecasting.

