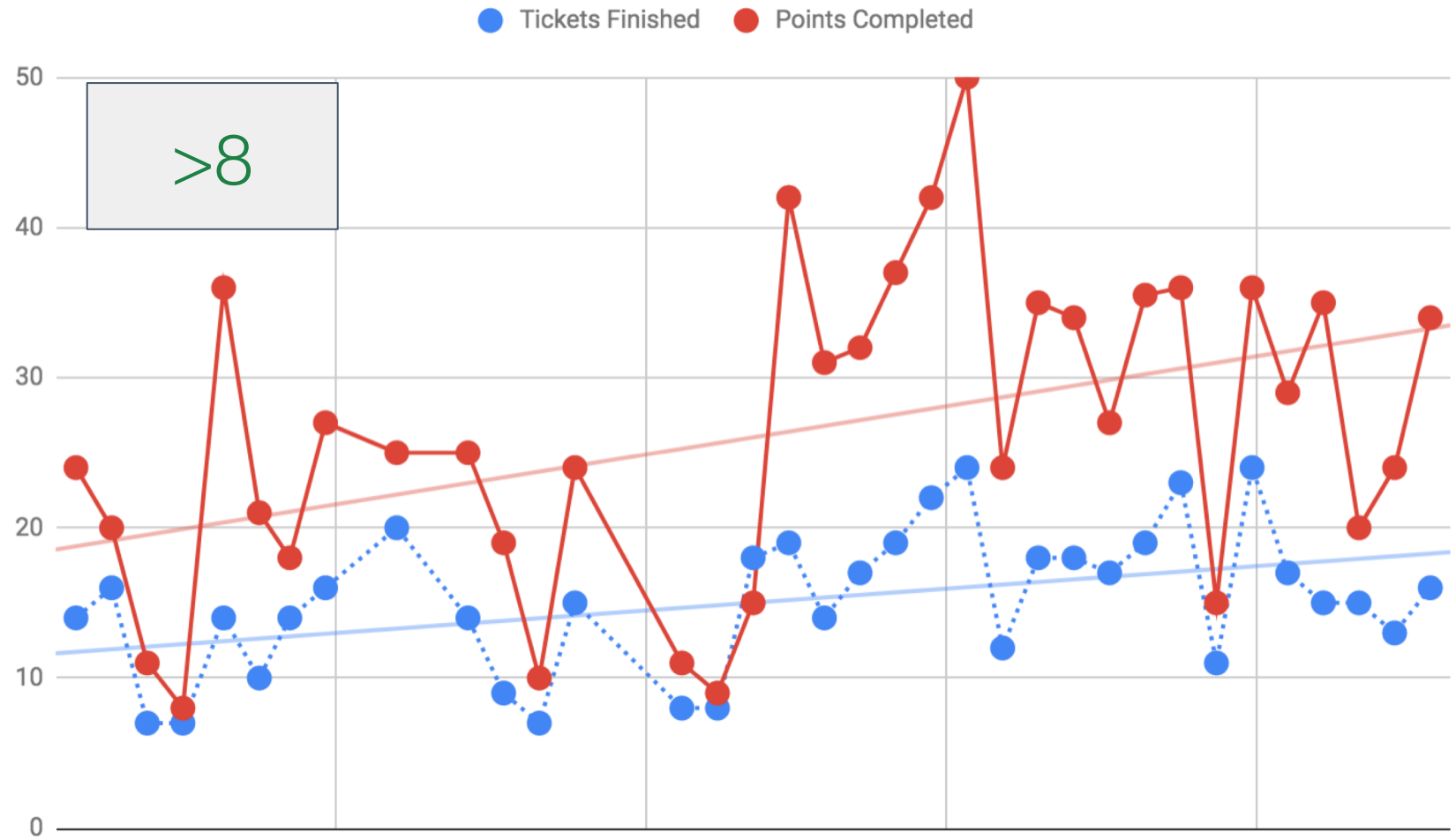
Navigating Complexity

High-performance discovery teams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Points Completed
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40
30
20
10
0
>8

Key Learnings

Two different types of work; two different ways of thinking

Maximize Learning	Accelerate discovery MVPs
Better Ideas	Idea flow Collective intelligence
Alignment	OKRs Briefs Roadmap
Metrics	3 levels Correct category

Our Team

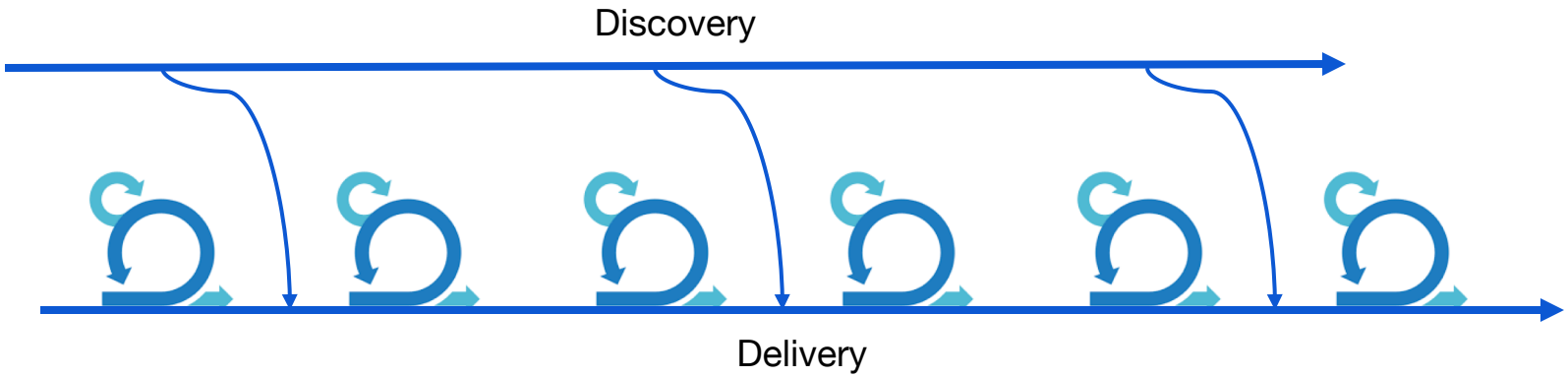
1 Product Manager
1 Designer
3 Engineers

HANDSHAKE

Build a B2B payments system

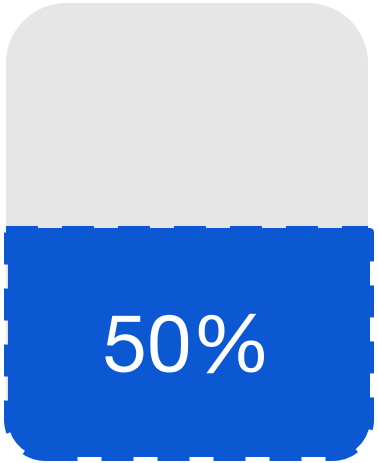
Delivery

Dual-track

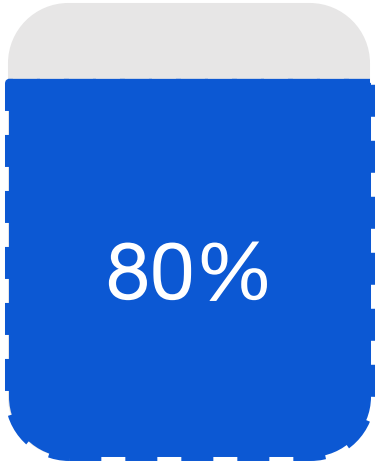


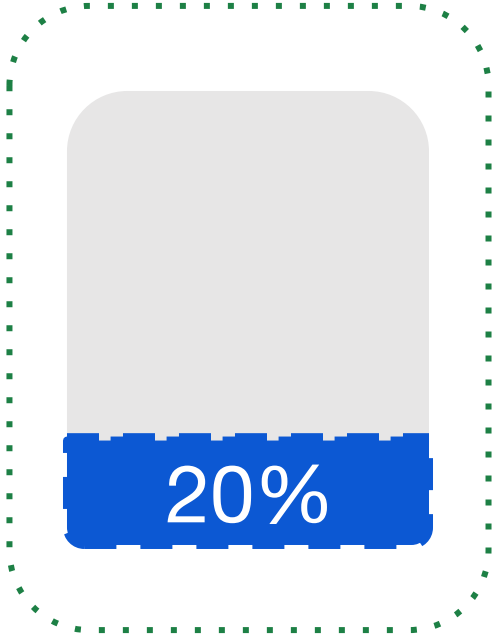
Balance

Discovery / Innovation



Delivery / Execution





discovery

delivery

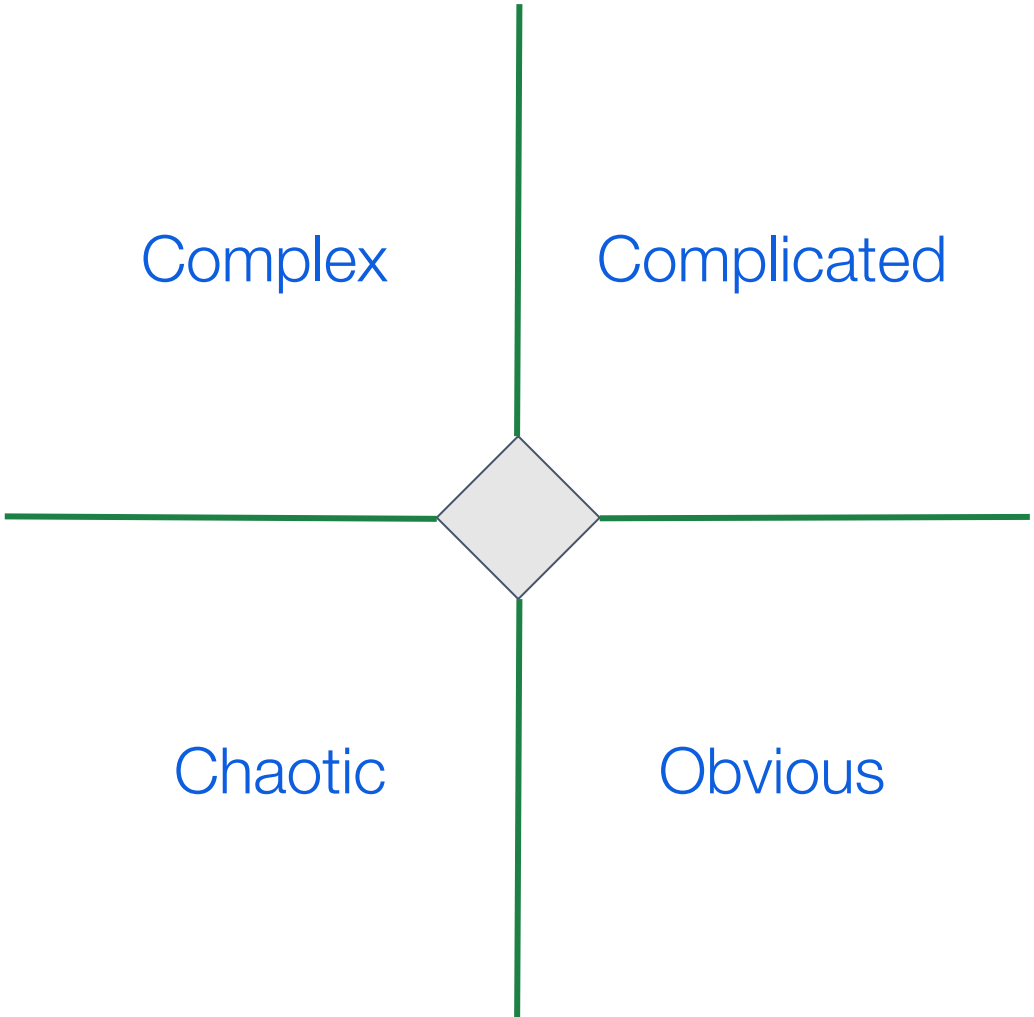
Balance

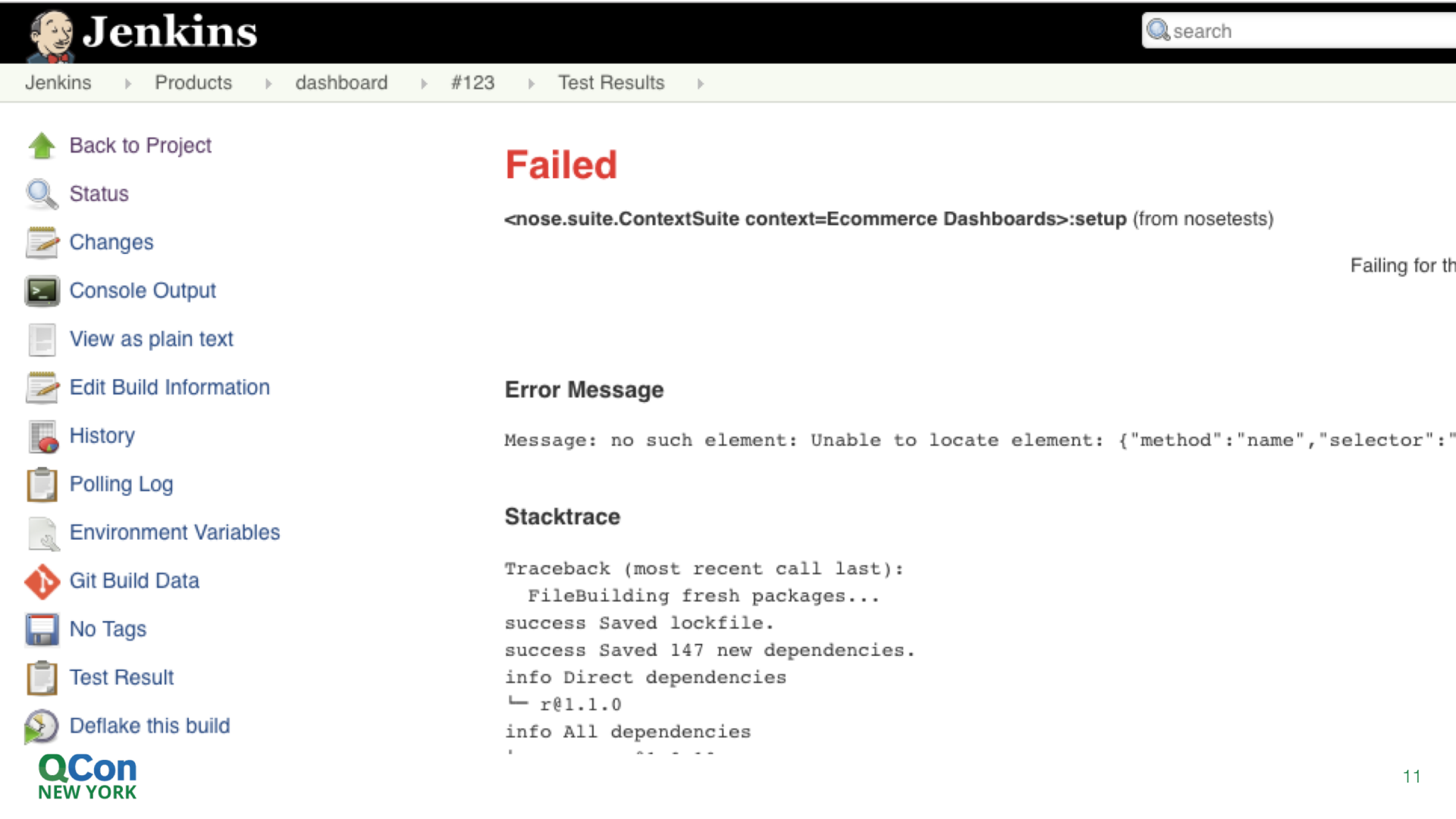
Discovery / Innovation
Delivery / Execution
discovery
delivery

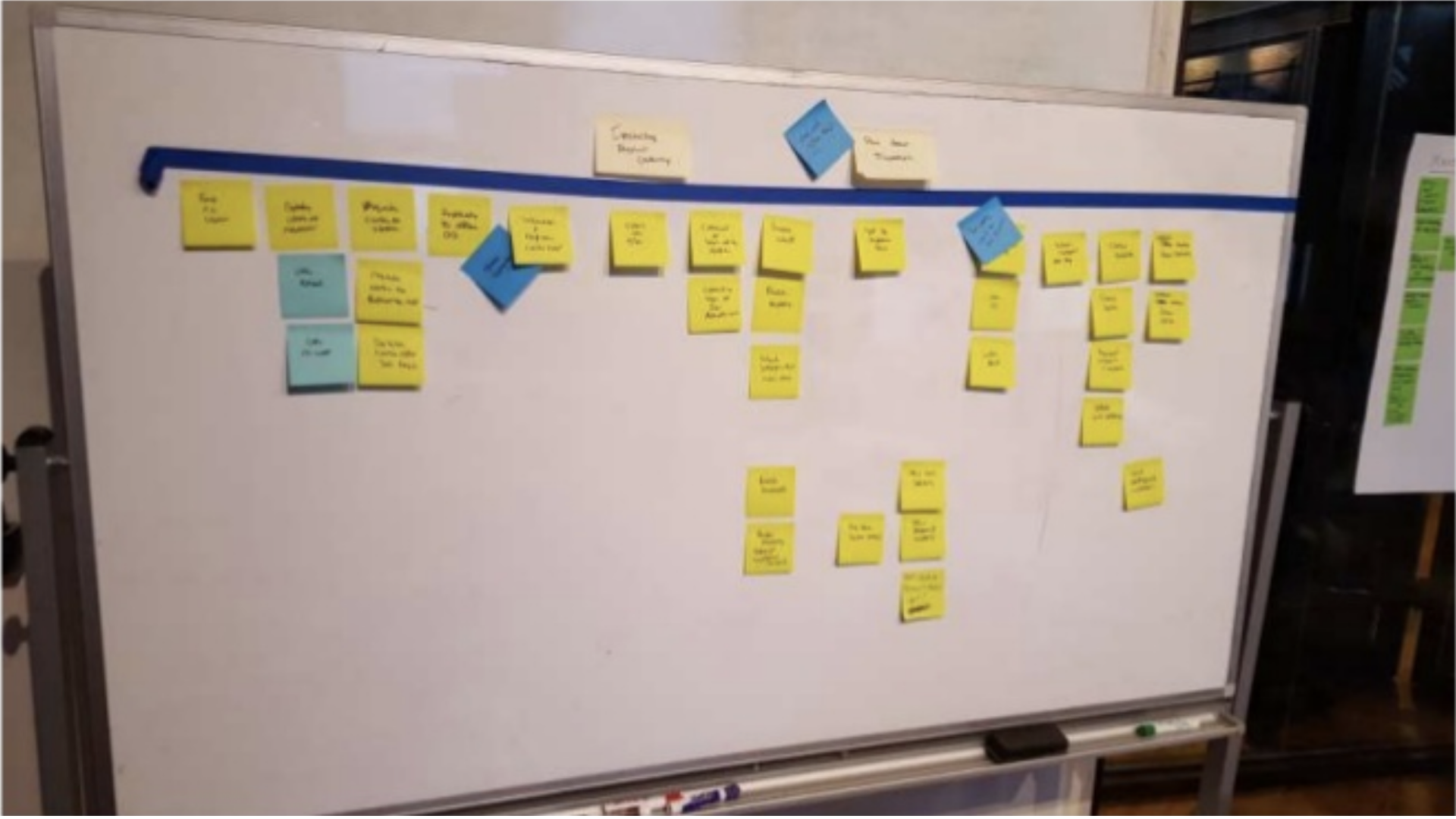
Key Learnings

Two different types of work

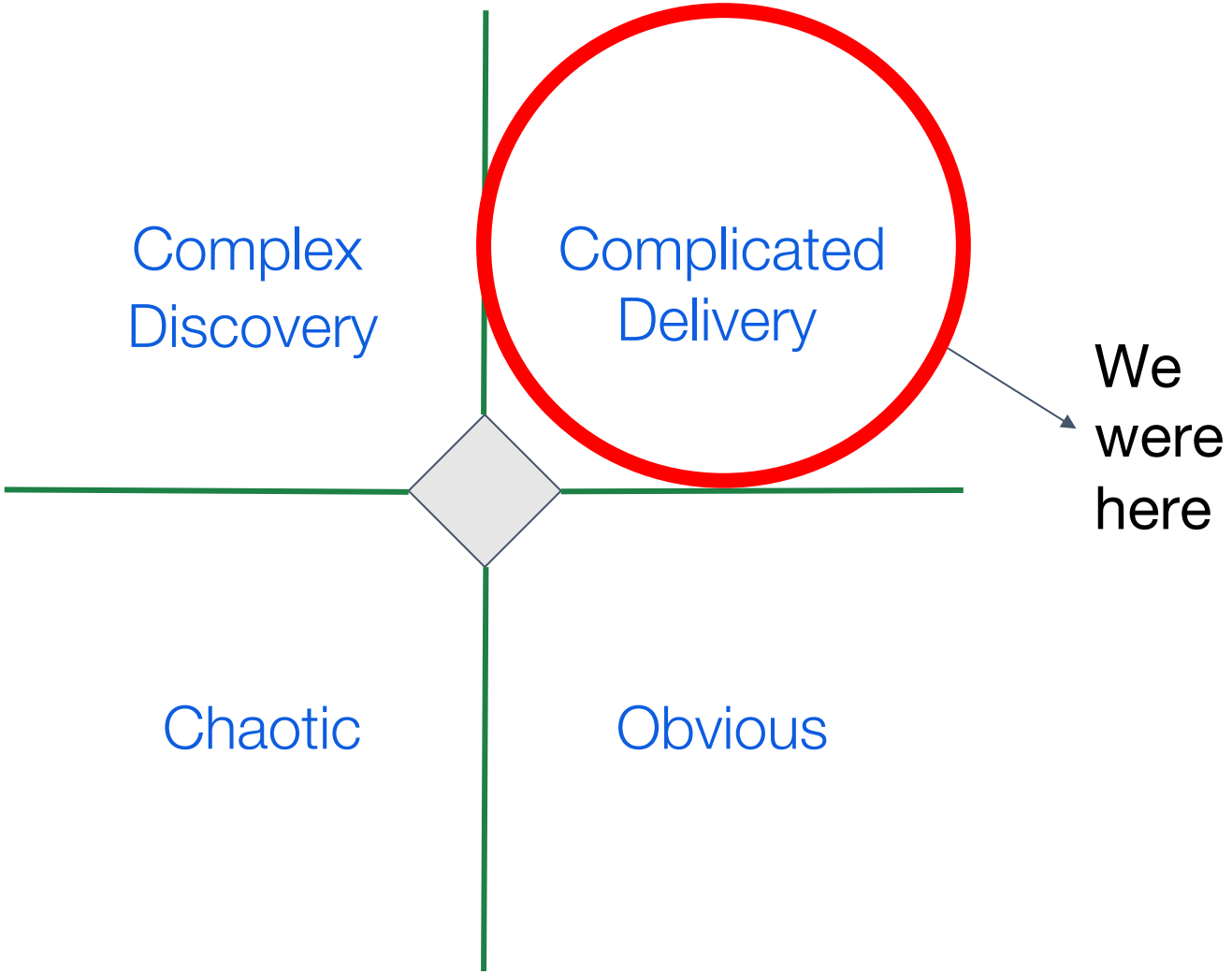
Cynefin

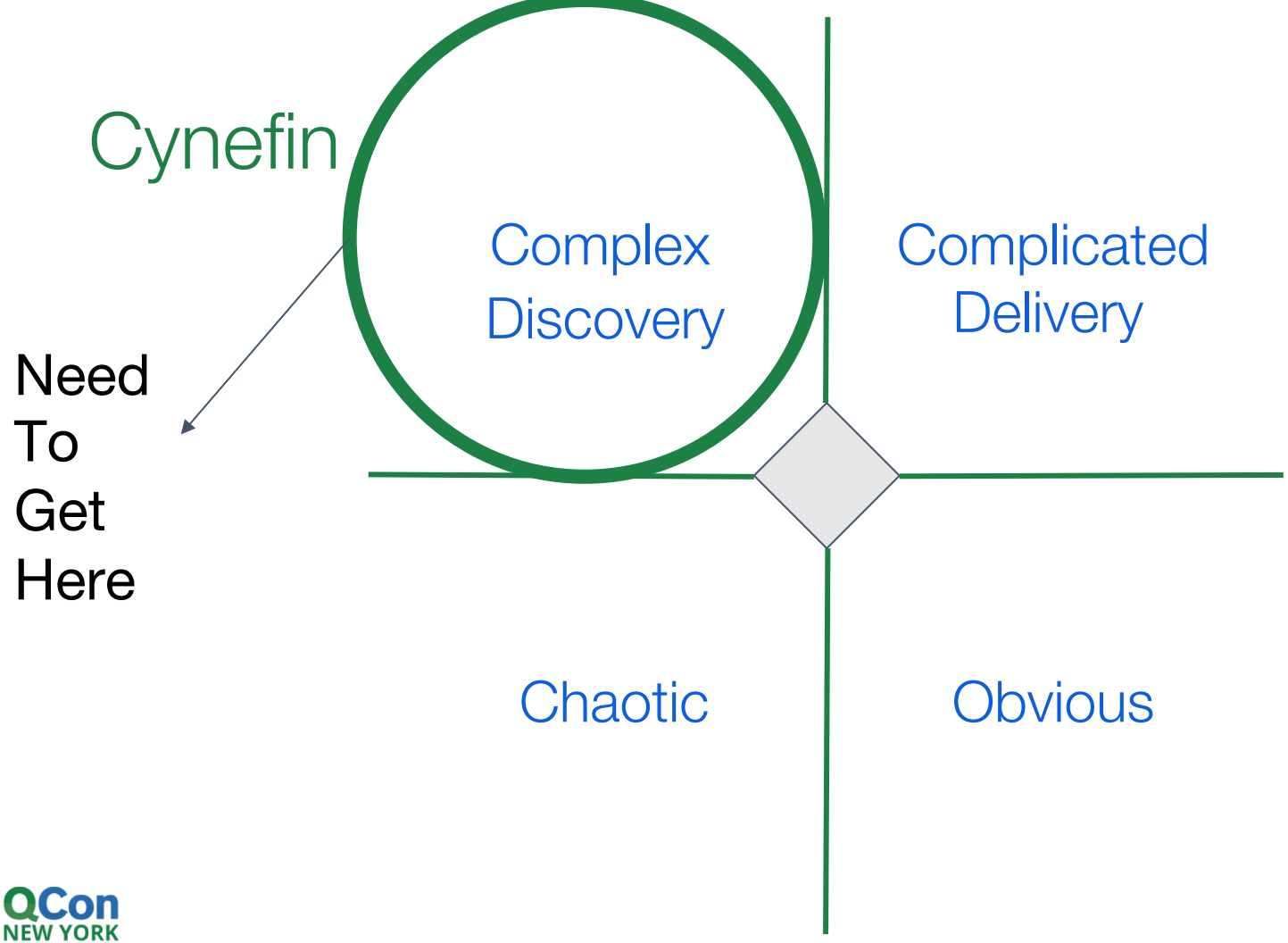



Jenkins
search
Jenkins ▸ Products ▸ dashboard ▸ #123 ▸ Test Results ▸
Back to Project
Status
Changes
Console Output
View as plain text
Edit Build Information
History
Polling Log
Environment Variables
Git Build Data
No Tags
Test Result
Deflake this build
Failed
<nose.suite.ContextSuite context=Ecommerce Dashboards>:setup (from nosetests)
Failing for th
Error Message
Message: no such element: Unable to locate element: {"method":"name","selector":"
Stacktrace
Traceback (most recent call last):
FileBuilding fresh packages...
success Saved lockfile.
success Saved 147 new dependencies.
info Direct dependencies
└─ r@1.1.0
info All dependencies

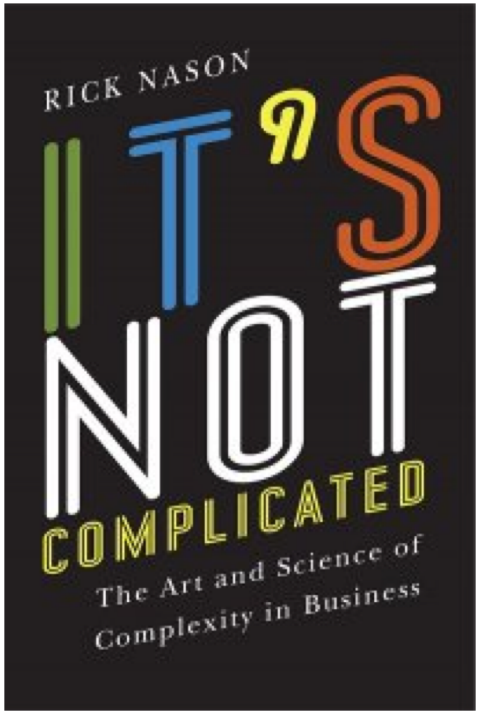


Cynefin


Complex
Discovery
Complicated
Delivery
We
were
here
Chaotic
Obvious


Cynefin
Complex
Discovery
Complicated
Delivery
Need
To
Get
Here
Chaotic
Obvious

Dealing with Complexity



1. Recognize which type of system you are dealing with
2. Think “manage, not solve”
3. Employ a “try, learn, and adapt” operating strategy
4. Develop a **complexity mindset**.

https://sloanreview.mit.edu/article/the-critical-difference-between-complex-and-complicated/

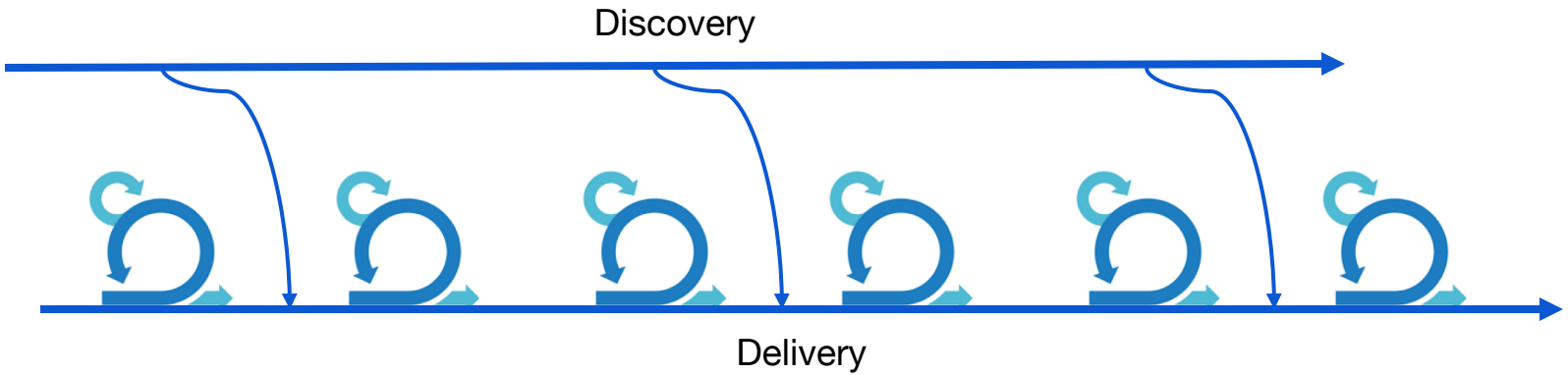
Key Learnings

Two different types of work; **two different ways of thinking**

Maximize Learning

Accelerate discovery

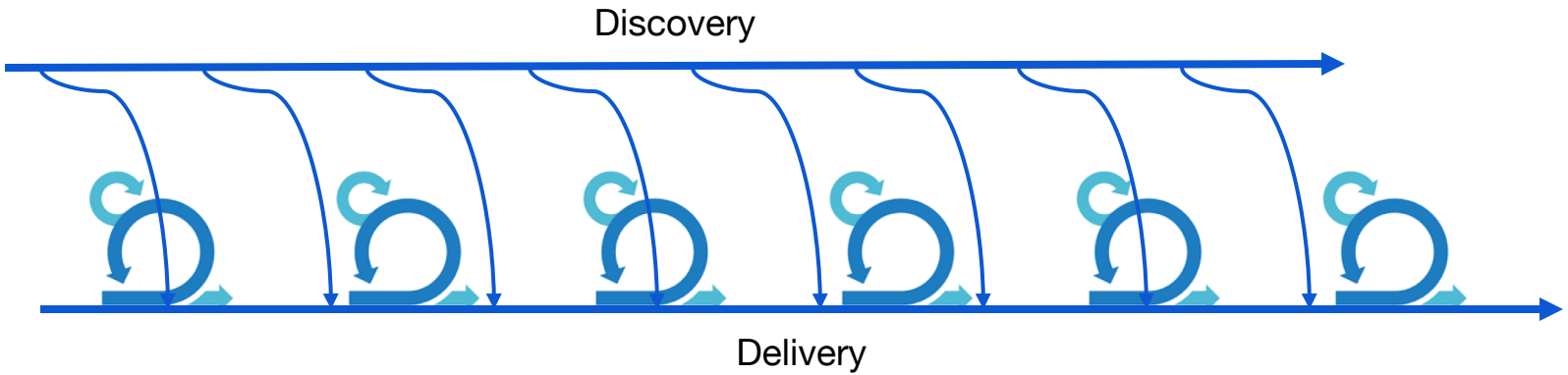
MVPs



Maximize Learning

Accelerate discovery

MVPs



Maximize Learning

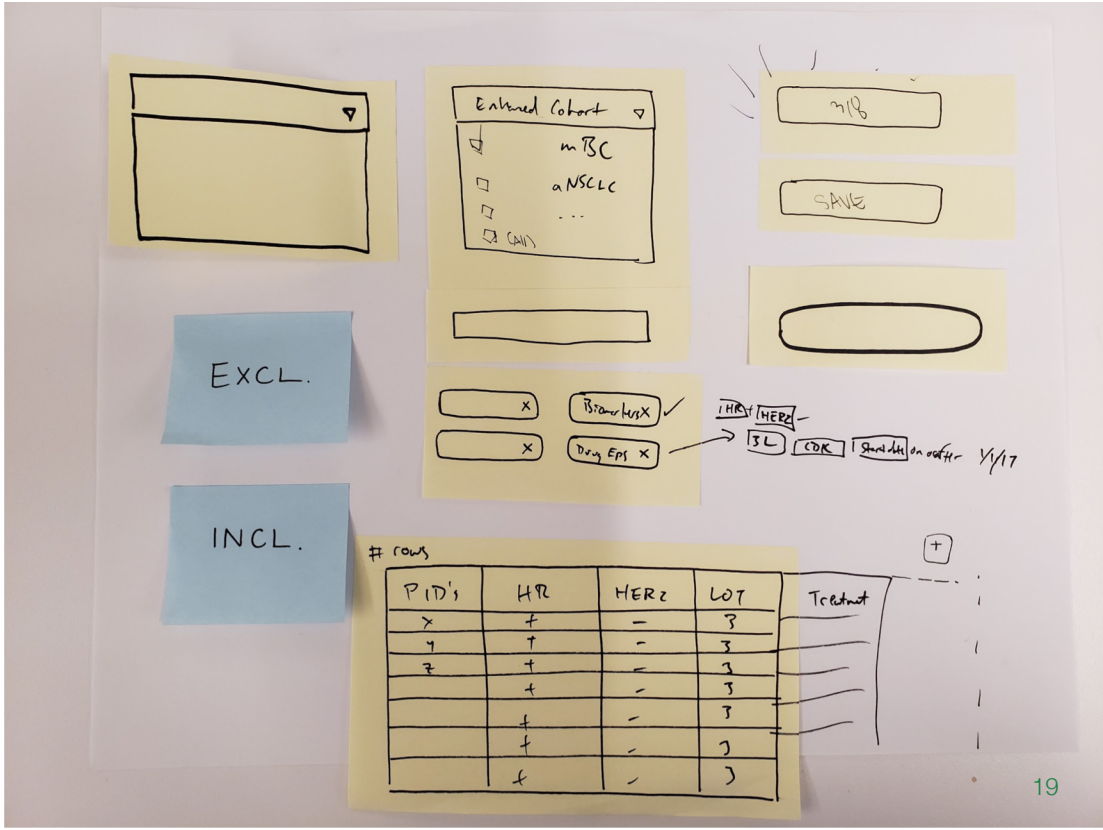
Accelerate discovery

MVPs

Maximize learning while minimizing risk and investment

Types:

- Paper Prototypes
- Invisionapp
- Single Use Case



Maximize Learning

Accelerate discovery

MVPs

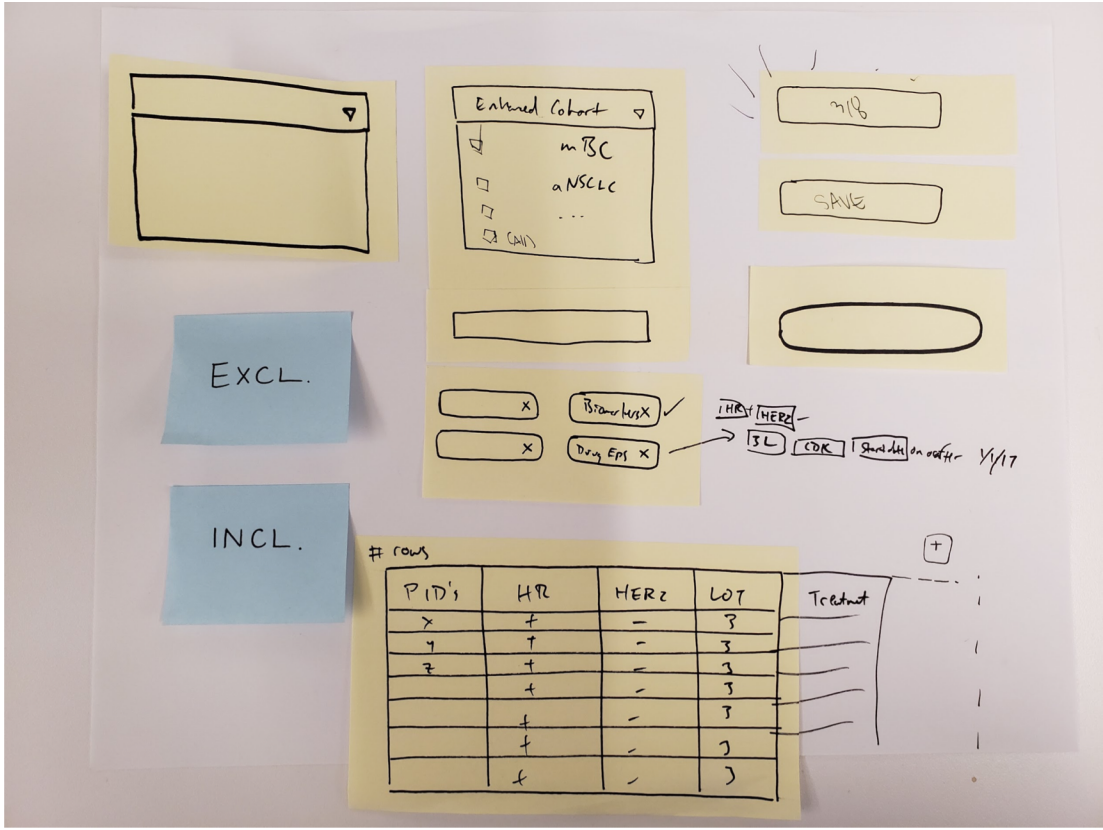
Validate Problem

↓

Validate Usability

↓

Validate Interactions

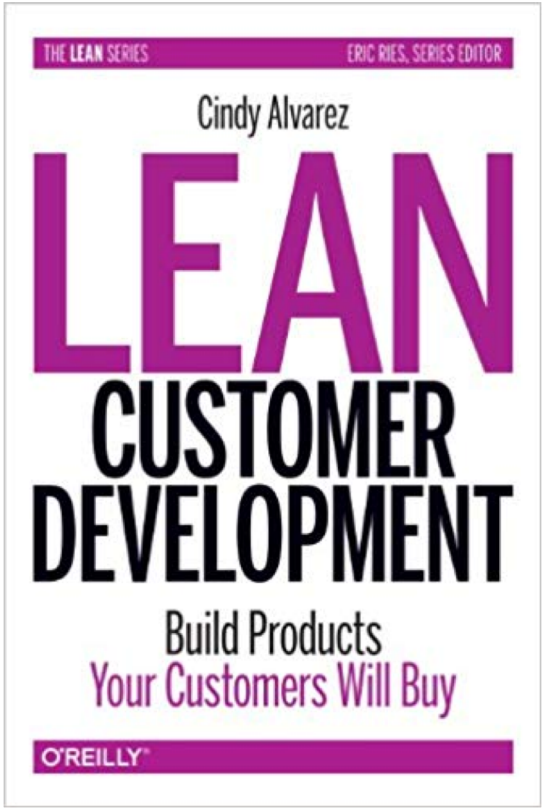


Maximize Learning

Accelerate discovery

MVPs

- Pre-Order
- Audience Building
- Wizard of Oz
- Concierge



Key Learnings

Two different types of work; two different ways of thinking

Maximize Learning	Accelerate discovery MVPs

Better Ideas

Idea flow

Collective Intelligence

“the team is safe for interpersonal **risk taking**”

Better Ideas

Idea flow

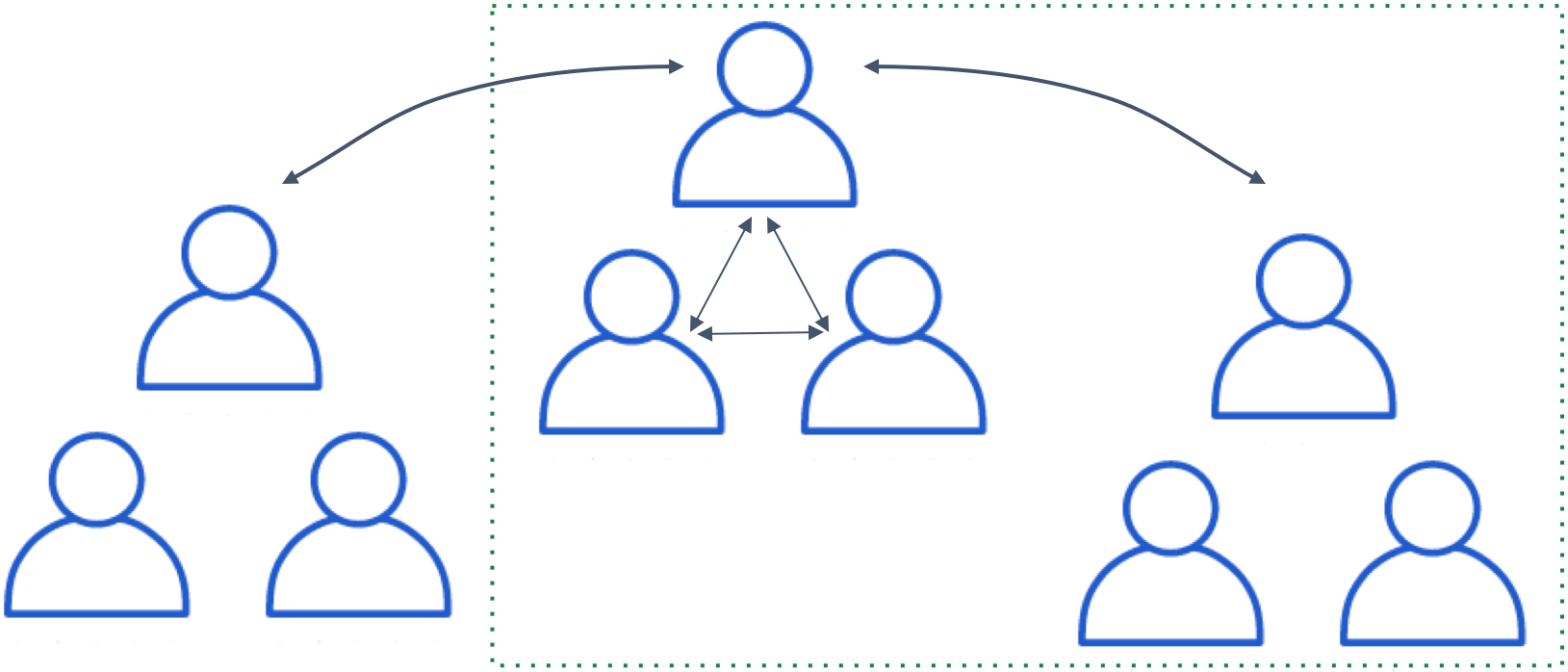
Collective Intelligence

https://rework.withgoogle.com/print/guides/5721312655835136/

Better Ideas

Idea flow

Collective Intelligence

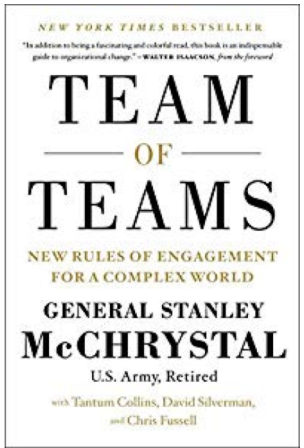


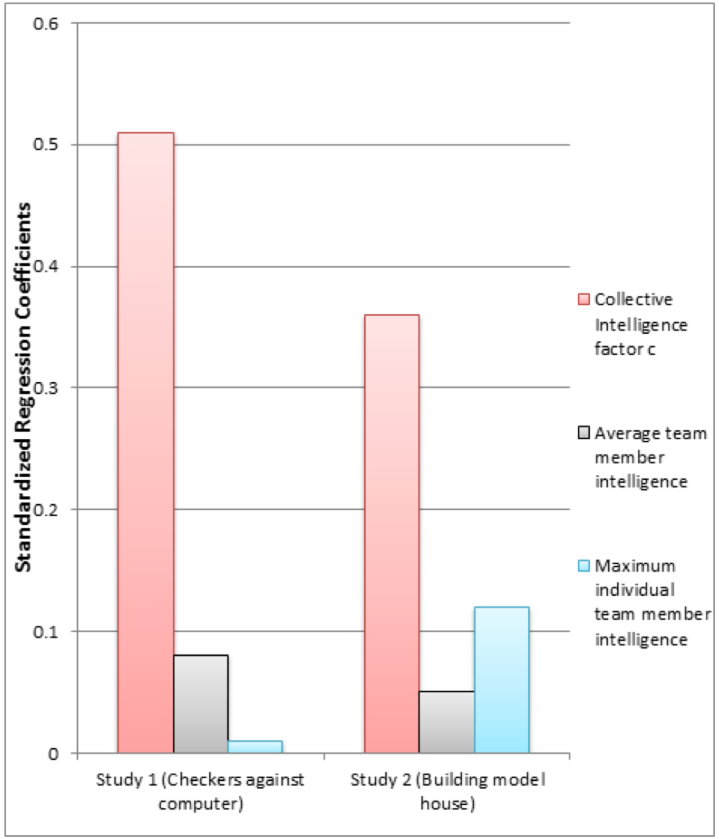
Better Ideas

Idea flow

Collective Intelligence

- Ability to perform a wide range of tasks
- **Correlated with performance on complex tasks**





Better Ideas

Idea flow

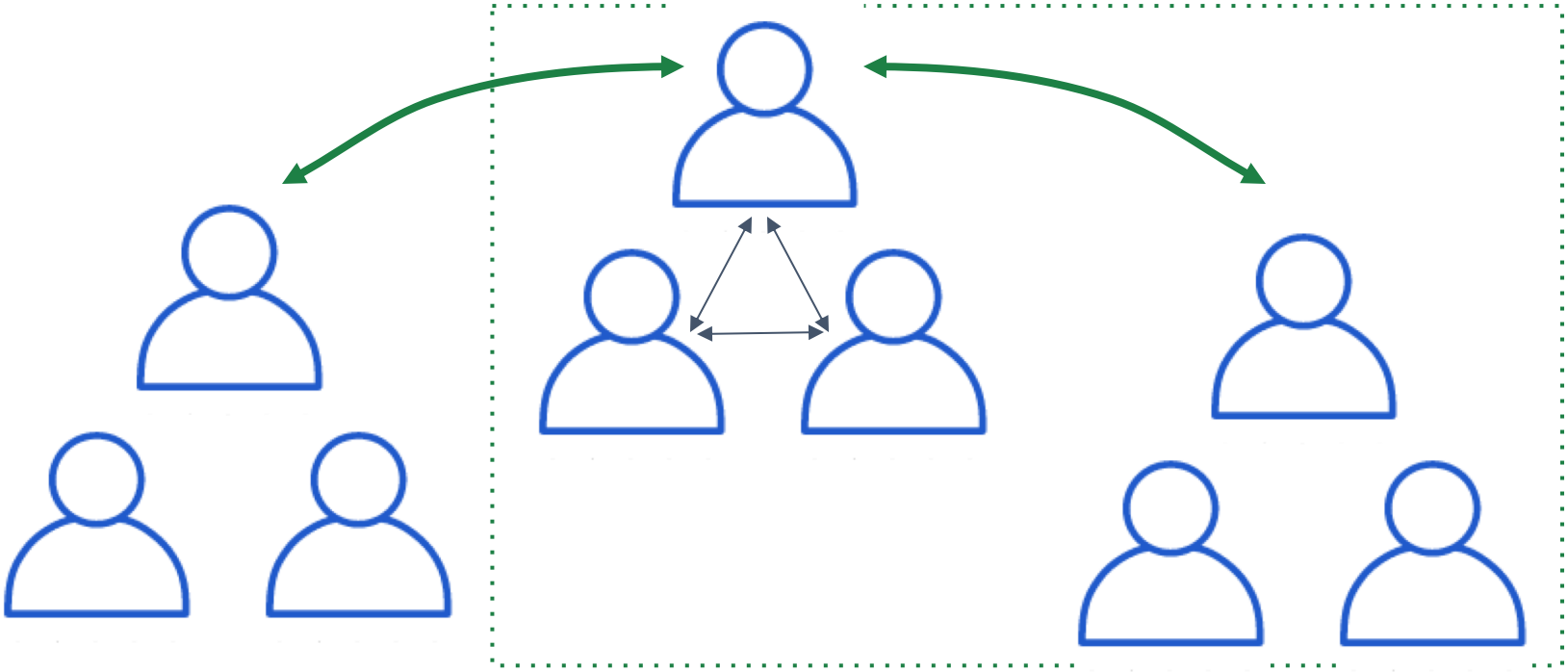
Collective Intelligence

1. Remove friction in feedback
2. Informal, internal teams focused on collaboration
3. Broadcast updates

Better Ideas

Idea flow

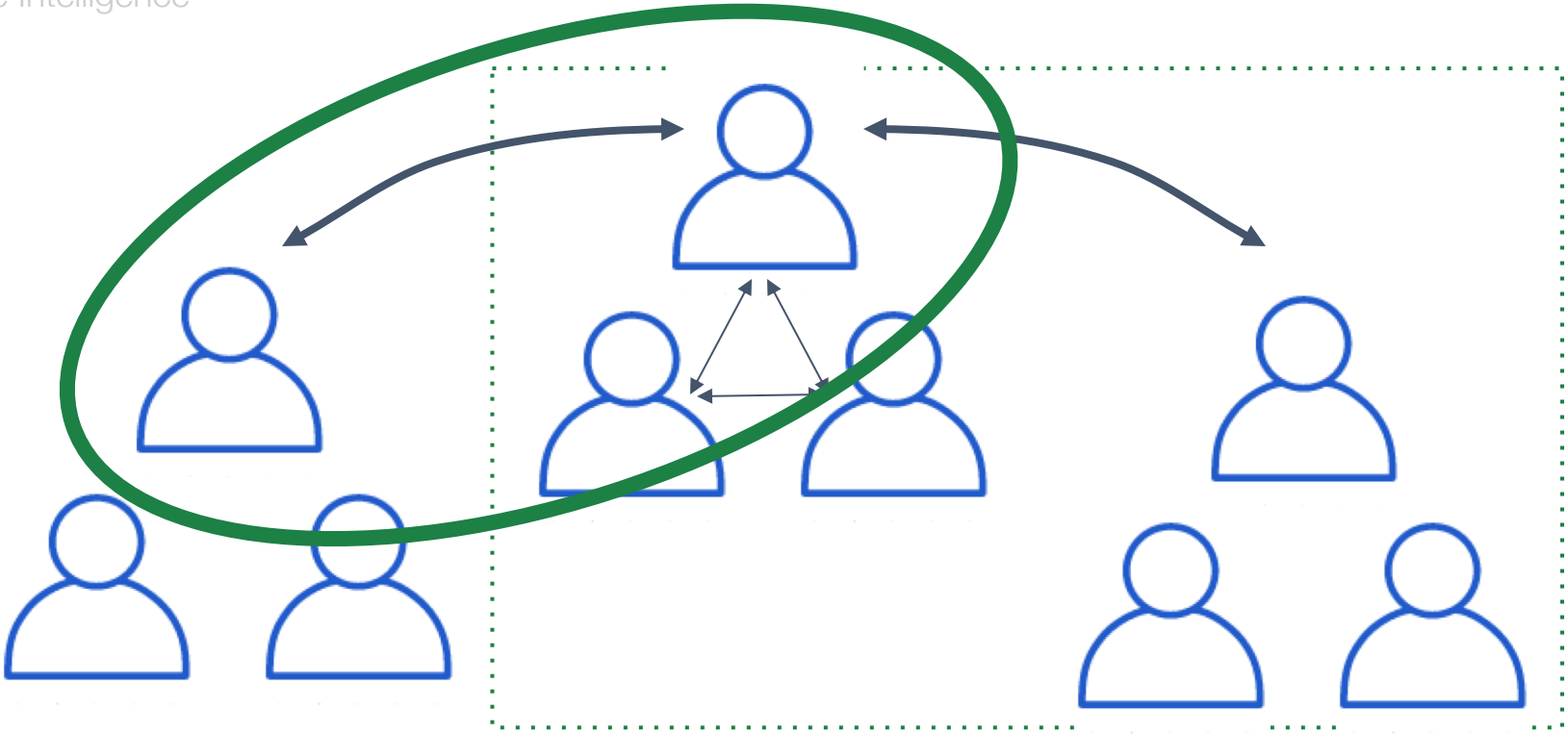
Collective Intelligence



Better Ideas

Idea flow

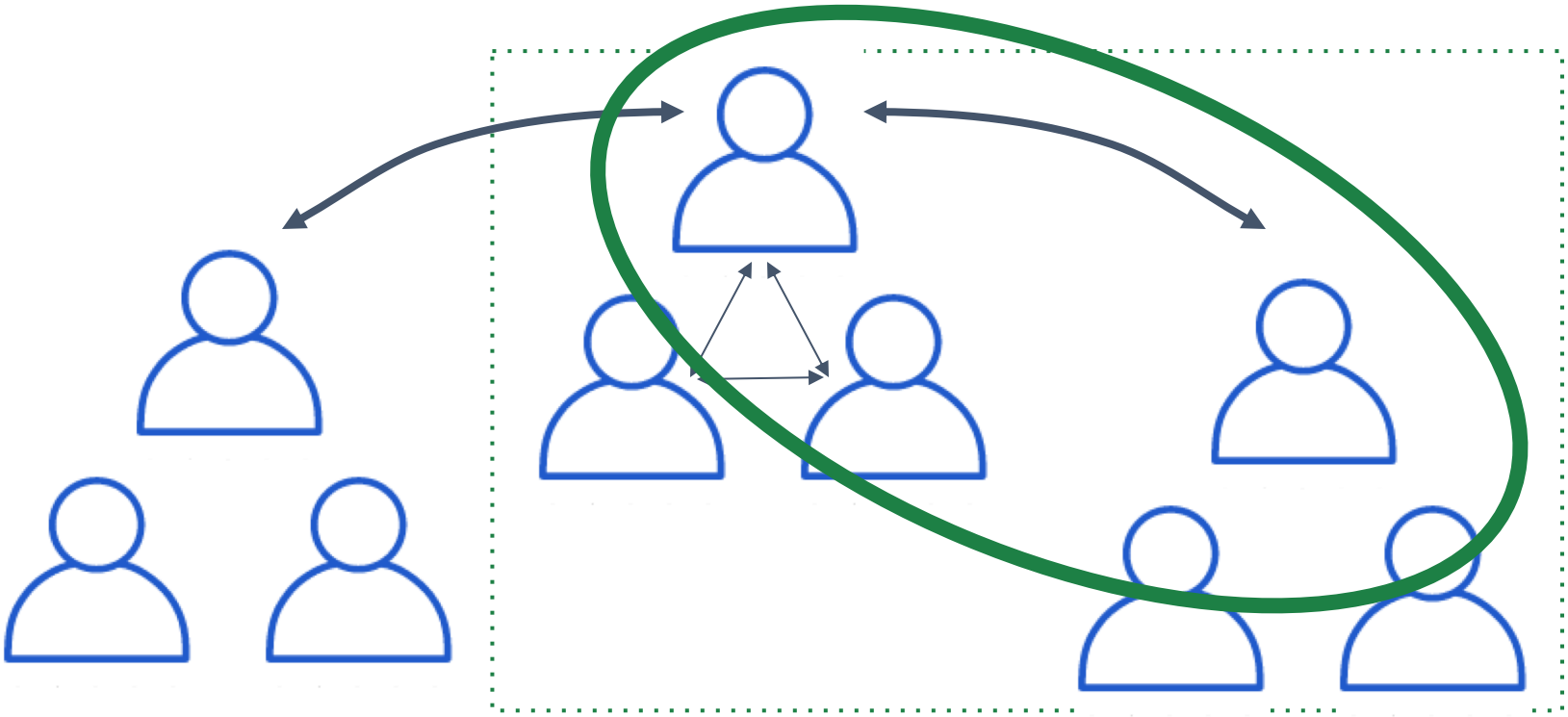
Collective Intelligence



Better Ideas

Idea flow

Collective Intelligence



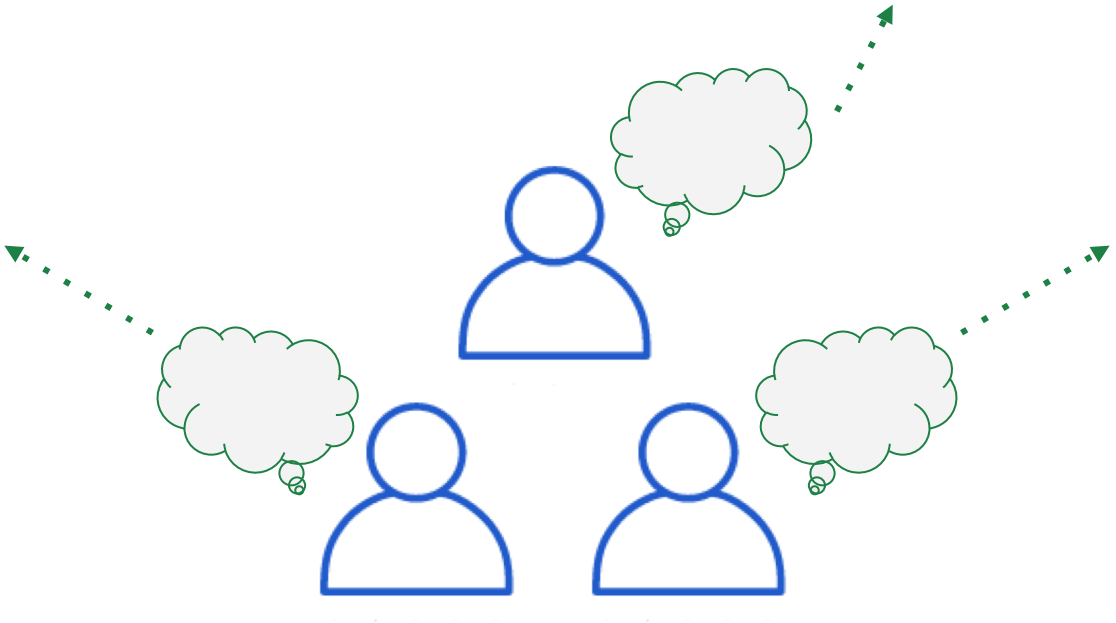
Key Learnings

Two different types of work; two different ways of thinking

Maximize Learning	Accelerate discovery MVPs
Better Ideas	Idea flow Collective intelligence

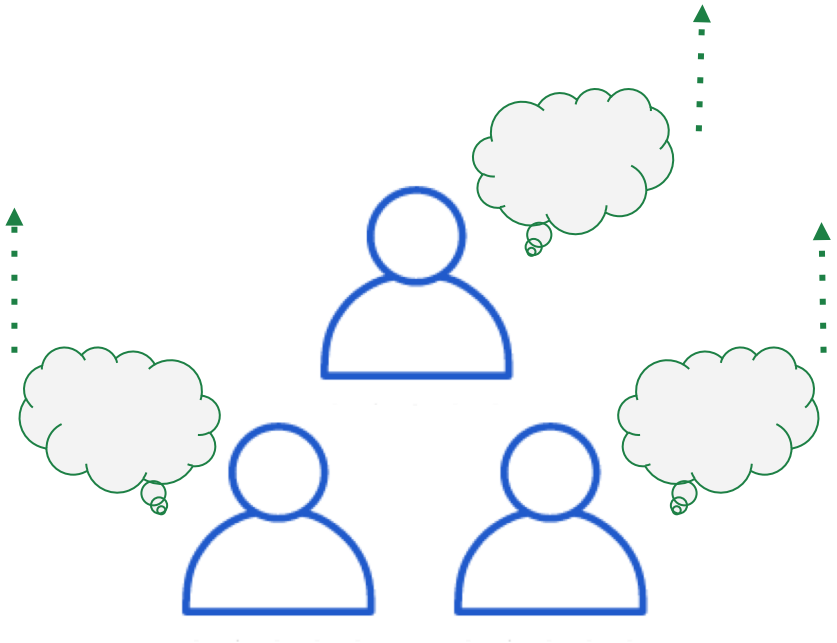
Alignment

OKRs
Briefs
Roadmaps



Alignment

OKRs
Briefs
Roadmaps



Alignment

OKRs
Briefs
Roadmaps

Objective: where do I want to go?

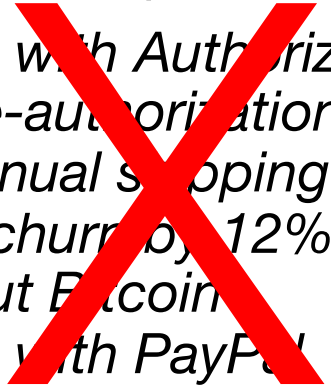
- KR1: how will I pace myself to see if I'm getting there?
- KR2: how will I pace myself to see if I'm getting there?
- KR3: how will I pace myself to see if I'm getting there?

Alignment

OKRs
Briefs
Roadmaps

Objective: Beat our competitors

- *KR1: Integrate with Authorize.net*
- *KR2: Build pre-authorization functionality*
- *KR3: Build manual shipping charges*
- *KR4: Reduce churn by 12%*
- *KR5: Check out Bitcoin*
- *KR6: Integrate with PayPal*



Alignment

OKRs
Briefs
Roadmaps

Objective: Accelerate cash flow for small businesses

- *KR1: Integrate with 2 payment processors by August 1st*
- *KR2: Conduct at least 15 customer development interviews*
- *KR3: Process $100K/mo GMV*

Alignment

OKRs
Briefs
Roadmaps

Objective: Establish ourselves as the premier B2B platform for small businesses

Objective: Accelerate cash flow for small businesses

- *KR1: Integrate with 2 payment processors by August 1st*
- *KR2: Conduct at least 15 customer development interviews*
- *KR3: Process $100K/mo GMV*

OKRs Scorecard

Objective

80% Accelerate cash flow for small businesses

Overall score

Key Results

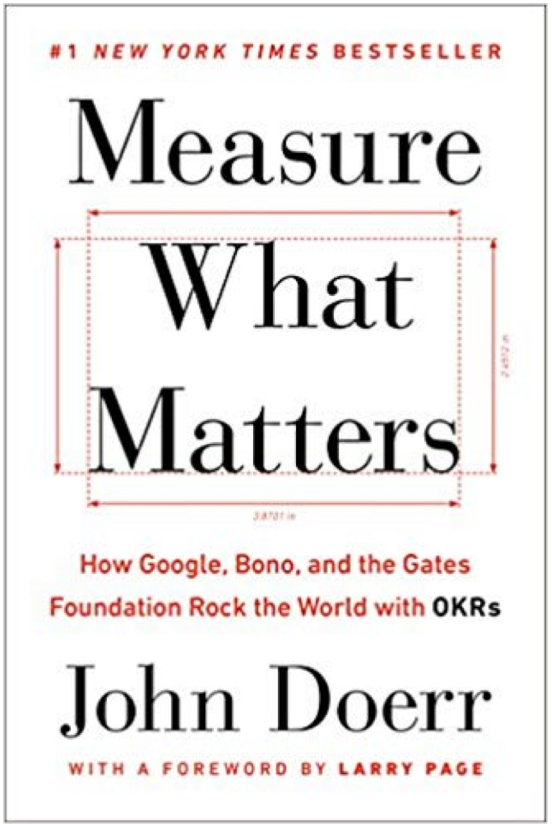
50%	Integrate with 2 payment processors by August 1st
100%	Conduct at least 15 customer development interviews
80%	Process $100K/mo GMV

https://rework.withgoogle.com/print/guides/6229207193485312/

Alignment

OKRs
Briefs
Roadmaps

1. Focus and commit to priorities
2. Align and connect for teamwork
3. Track for accountability
4. Stretch for amazing

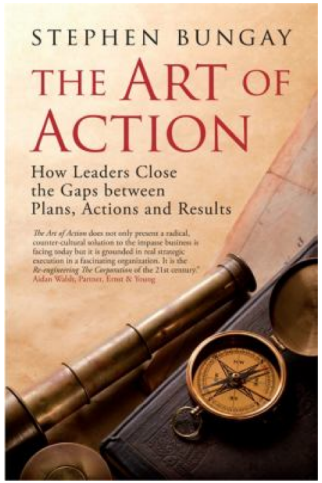


Alignment

OKRs
Briefs
Roadmaps

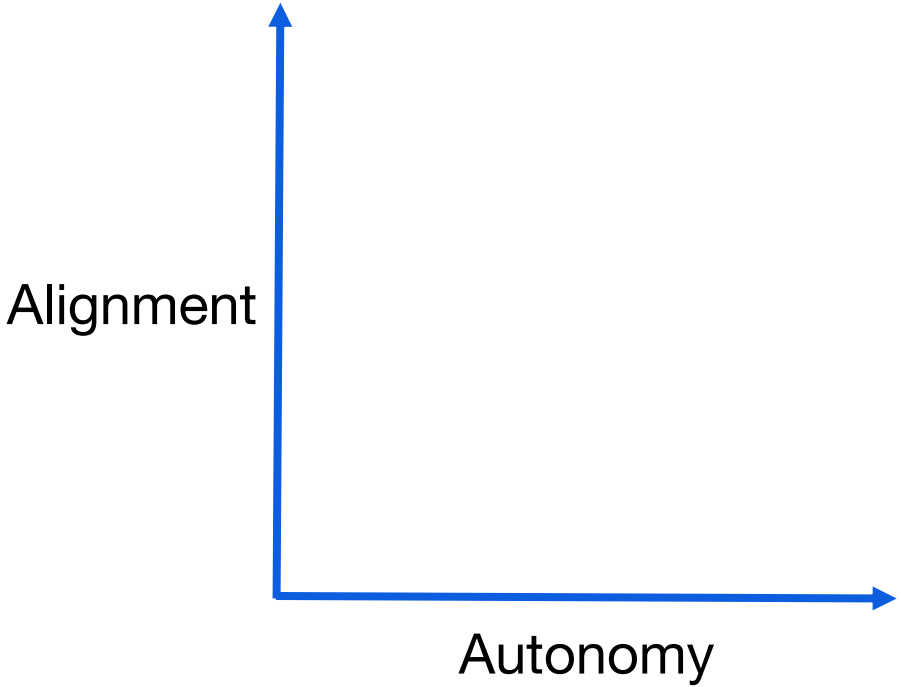
Alignment

Autonomy



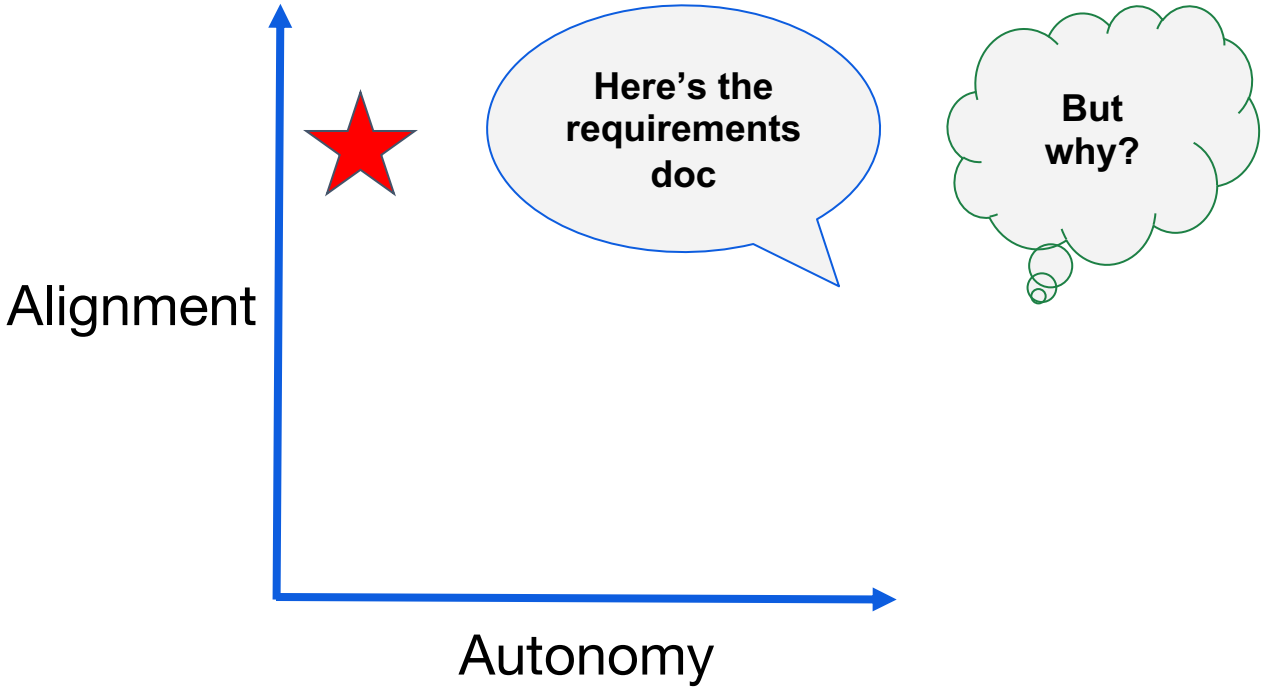
Alignment

OKRs
Briefs
Roadmaps



Alignment

OKRs
Briefs
Roadmaps



Alignment

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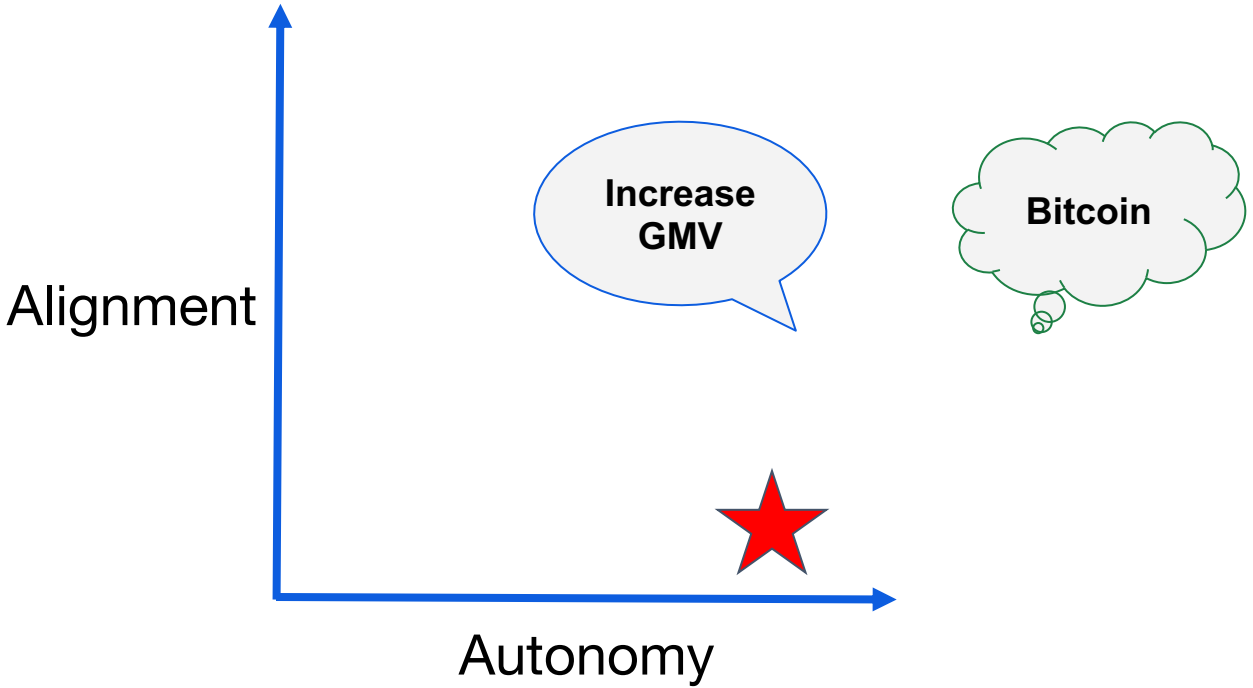
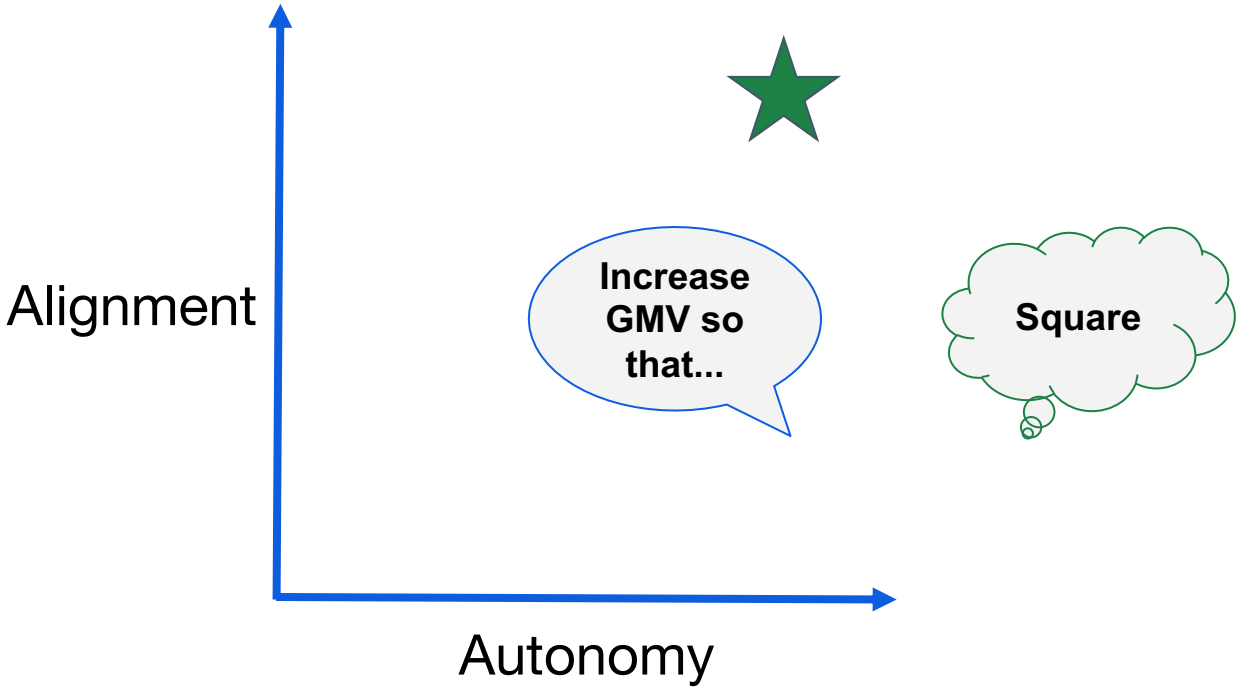
Roadmaps



Alignment

OKRs
Briefs
Roadmaps



Alignment

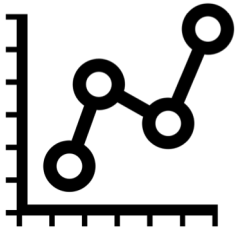
OKRs
Briefs
Roadmaps

Problem

Hypothesis

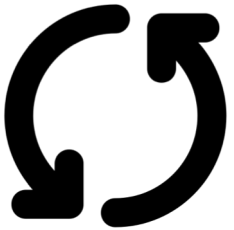
We believe that *[doing/building this]*
For *[these people]*
Will *[have this impact]*
If it works, we'll *[take this step]*
If it fails, we'll *[take this step]*

Metrics



1. Business
2. Product
3. Engagement

Back Brief



1. Initial
2. Ongoing

Alignment

OKRs
Briefs
Roadmap

Project	Q2			Q3			Q4			Q1		
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Stripe Integration (CG)	X											
Manual shipping charges				X								
Credit card migration				X								
Automatic shipping charges								X				
Integrate with Square											X	

Alignment

OKRs
Briefs
Roadmap

	In Progress	Next (6 months)	Later
Objective	Accelerate cash flow for small businesses		Improve admin experience
Metric	Monthly GMV		Activation
Features	Launch Stripe integration on Web	Allow migration of historic credit cards	Create trial version
	Allow manual shipping charges	Automatic shipping charges at checkout	Users can build promotions
		Integrate with Square	Store designer
			More flexible pricing

Key Learnings

Two different types of work; **two different ways of thinking**

Maximize Learning	Accelerate discovery MVPs
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Alignment	OKRs Briefs Roadmap

Metrics

3 levels

Correct category

How do I know my product is helping my business?
Benefit to the business as a result of achieving the outcome

Examples: revenue, ACV, customer satisfaction

How do I know my product is
itting users?
Outcome of engagement; our product hypothesis
Leading indicator of impact

Examples: efficiency, throughput, risk

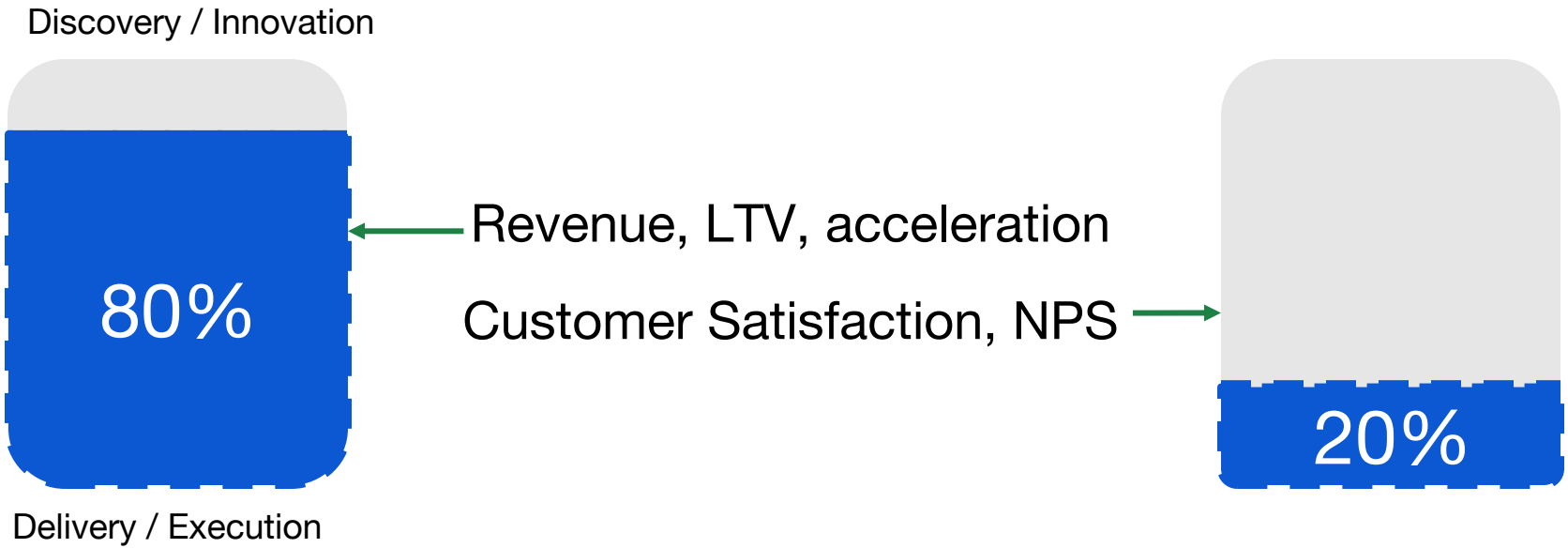
How do I know people are using it?
How we know people are using our product

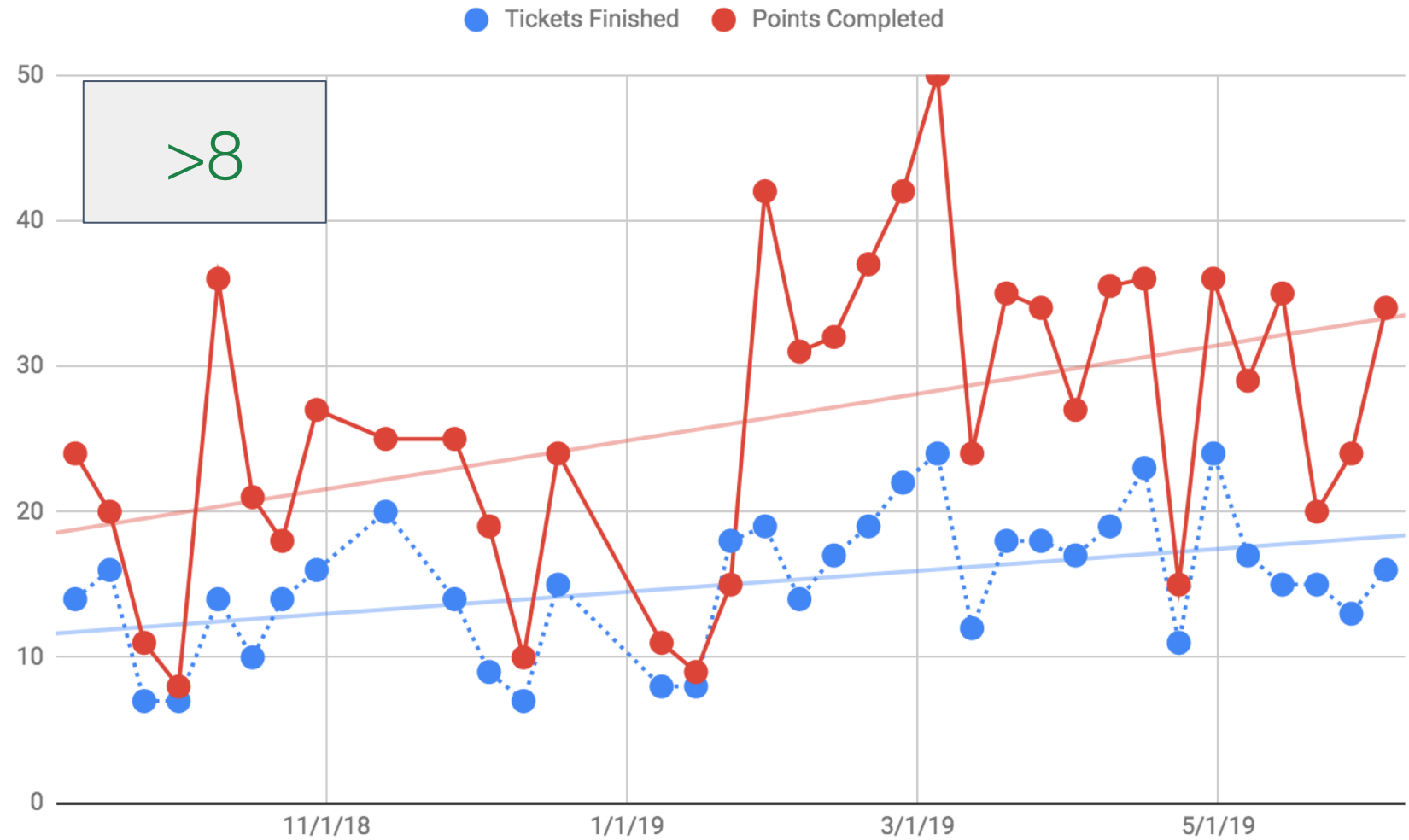
Example: DAUs, pageviews, events, milestones

Metrics

3 levels

Correct category




Tickets Finished
Points Completed
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3/1/19
5/1/19

Points				OKRs						OKRs			
Committed	ints Comple	Remaining	%	Q	G	Y	O	R	G%	O1	O2	O3	Ov
41	24	13	59%										
50	35	15	70%										
49	34	13	69%										
50	27	21	54%	Q1	5	3		3	45%	60%	70%		65%
49.5	35.5	12	72%										
50	36	14	72%										
33	15	18	45%										

Key Learnings

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Alignment	OKRs Briefs Roadmap
Metrics	3 levels Correct category

flatiron

https://flatiron.com/careers/

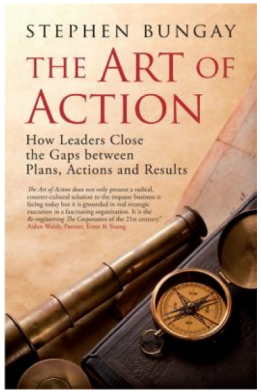
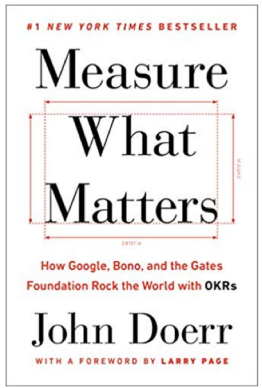
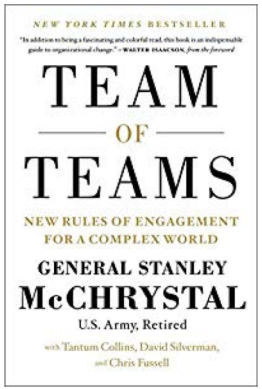
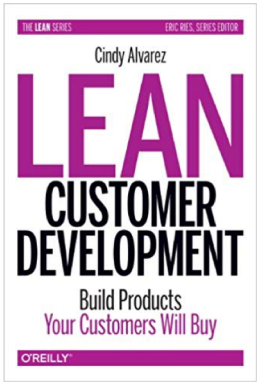
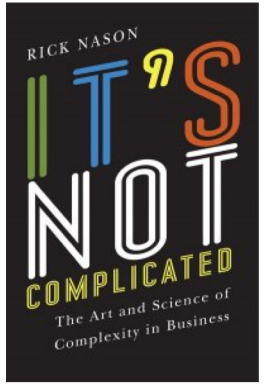
cognosante®

HANDSHAKE

flatiron https://flatiron.com/careers/

Alex Pentland - Social Physics

Collective Intelligence in Computer-Mediated Collaboration Emerges in Different Contexts and Cultures

Evidence for a Collective Intelligence Factor in the Performance of Human Groups

Exploring the use of Cynefin Framework for to Inform Software Development Approach Decisions