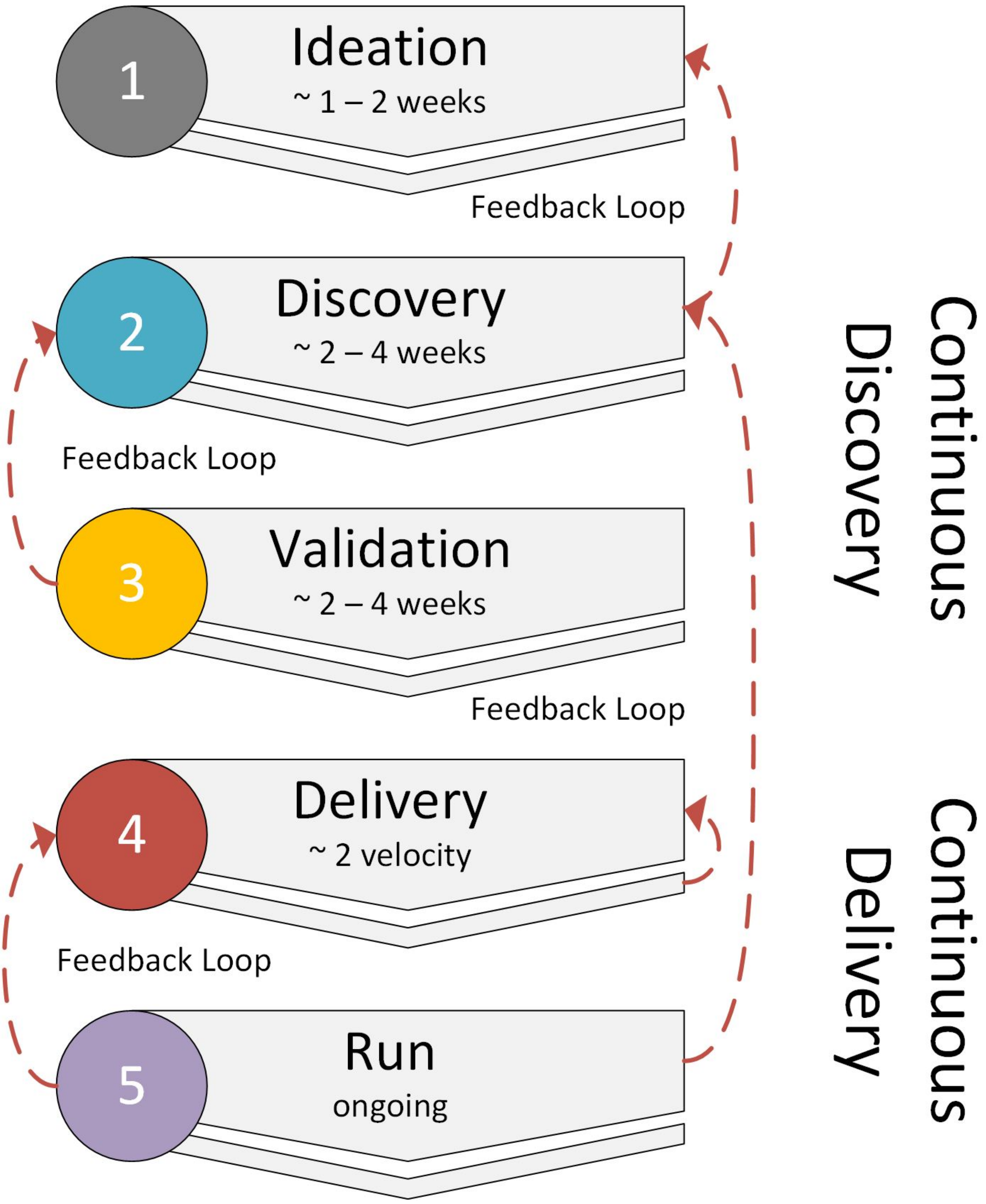
Delivery Framework

Outcome Delivery Framework

Overview


1
Ideation
~ 1 – 2 weeks
Feedback Loop
2
Discovery
~ 2 – 4 weeks
Feedback Loop
3
Validation
~ 2 – 4 weeks
Feedback Loop
4
Delivery
~ 2 velocity
Feedback Loop
5
Run
ongoing
Continuous Discovery
Continuous Delivery

Ideation

~ 1 to 2 weeks

> We have lots of insight from multiple sources we think might be worth exploring.

➡ Input

- Customer insights
- Market Landscape
- Technology Landscape
- Business Objectives/ Strategy
- Service performance insight
- Idea capture form

Output ➡

- Identified sponsor
- Prioritised idea candidates to take forward into discovery
- Draft vision
- Value statement
- Idea description
- Strategic fit (relative value impact on existing OKRs)
- Key customer segments and jobs to be done
- Big assumptions to address
- Ideas backlog

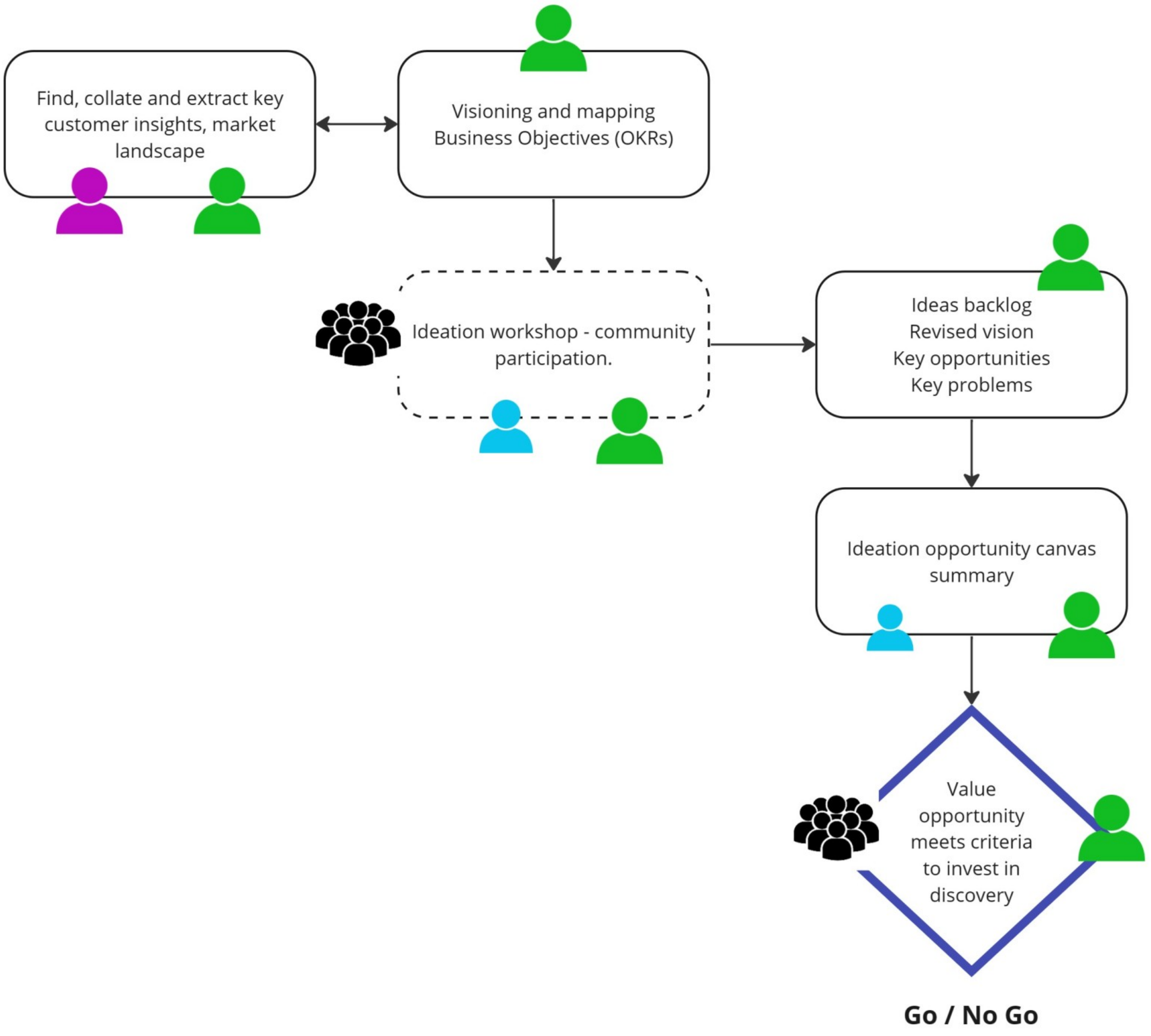
The above outputs are typically summarised within an opportunity canvas

□□Golden Thread Practices

- Brainstorming
- Visioning
- Value definition

□□Golden Thread Techniques

- Amazon PR release
- Ideation workshop
- Value proposition canvas
- 6 thinking hats
- OKR mapping
- Idea capture form



Find, collate and extract key customer insights, market landscape

Visioning and mapping Business Objectives (OKRs)

Ideation workshop - community participation.

Ideas backlog
Revised vision
Key opportunities
Key problems

Ideation opportunity canvas summary

Value opportunity meets criteria to invest in discovery

Go / No Go

Key capabilities

- Core Team 👥
- User Research 👤
- Service Design 👤
- UX Design 👤
- Tech Architecture 👤
- Product 👤
- Development 👤
- Operations 👤
- Delivery 👤
- Data / Analytics 👤
- Forum 👥

Discovery

~2 - 4 weeks

> We have prioritised ideas we want to explore in more detail so we can confirm it solves a real problem for the customer

➡ Input

Problems to Solve

or

Ideation output

- Ideas backlog
- Draft vision statement
- Agreed sponsor
- Capacity / Plan
- Opportunity Canvas
- Value statement

Output ➡

- Defined Problem Statement
- User Segmentation
- Hypotheses
- Research
- Data Insight
- Key unknowns / assumptions
- Indicative size of opportunity
- Baselined vision statement
- Refined Value Proposition
- High level outcome roadmap
- High level current technology baseline

The above outputs are typically summarised within a discovery paper

□□Golden Thread Practices

- Visioning
- Root cause analysis
- Generative research
- Human centred design
- Hypothesis thinking
- Value definition
- Value Prioritisation

□□Golden Thread Techniques

5 Whys

Value Proposition Canvas

Empathy Mapping

User Journey Mapping

OKR Mapping

Problem Definition

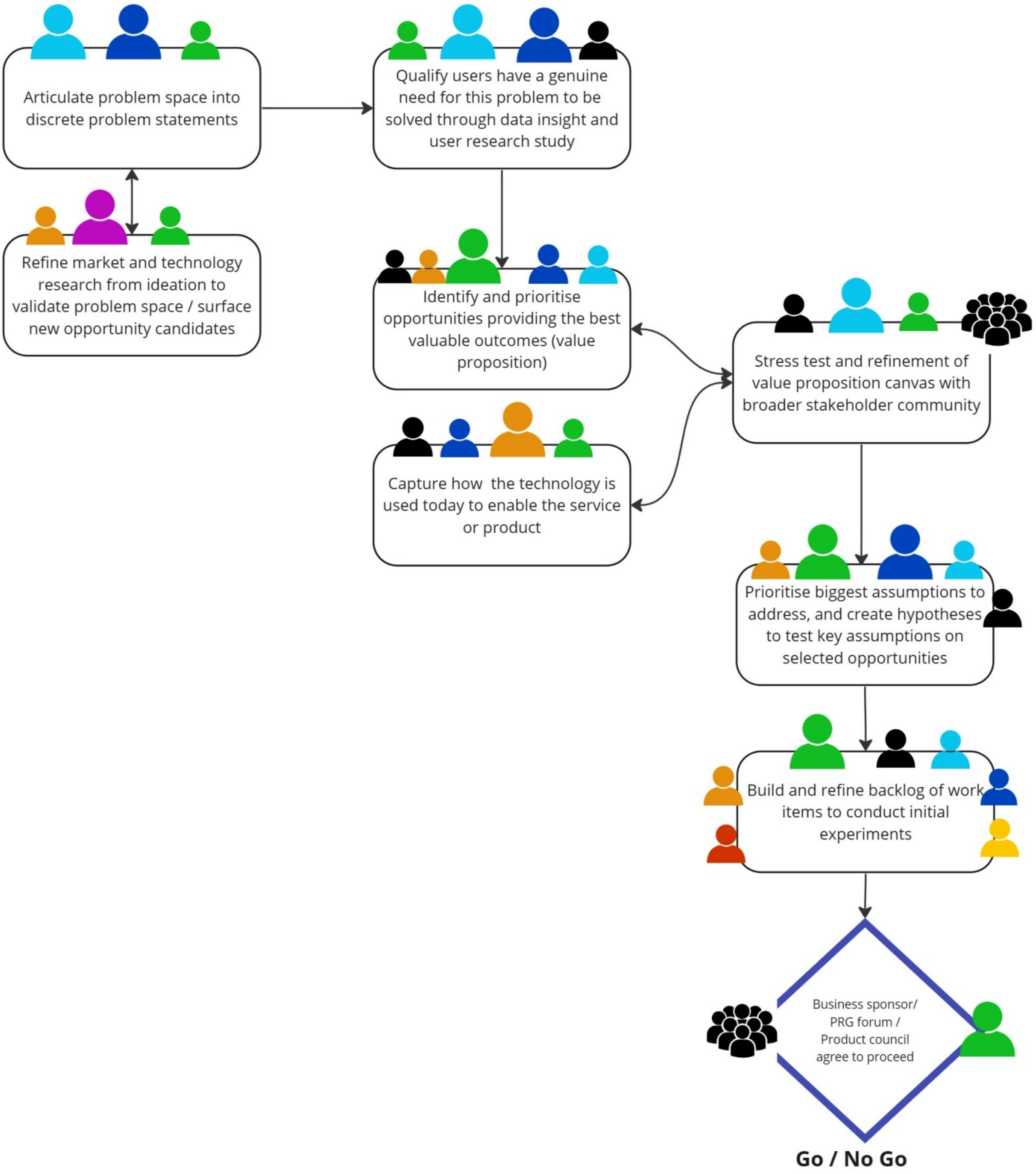
Opportunity Solution Tree

User interviews

Observational study

Surveys

Assumption impact quad...



Articulate problem space into discrete problem statements

Refine market and technology research from ideation to validate problem space / surface new opportunity candidates

Qualify users have a genuine need for this problem to be solved through data insight and user research study

Identify and prioritise opportunities providing the best valuable outcomes (value proposition)

Capture how the technology is used today to enable the service or product

Stress test and refinement of value proposition canvas with broader stakeholder community

Prioritise biggest assumptions to address, and create hypotheses to test key assumptions on selected opportunities

Build and refine backlog of work items to conduct initial experiments

Business sponsor/ PRG forum / Product council agree to proceed

Go / No Go

Key capabilities

- Core Team
- User Research
- Service Design
- UX Design
- Tech Architecture
- Product
- Development
- Operations
- Delivery
- Data / Analytics

Validation

~ 2 to 4 weeks

> We want to find a solution that demonstrably solves a valuable customer problem

➡ Input

- Prioritised experiments (test and learn cards)
- Defined Problem Statement
- User Segmentation
- Hypothesis
- Supporting research
- Key unknowns / assumptions

Output ➡

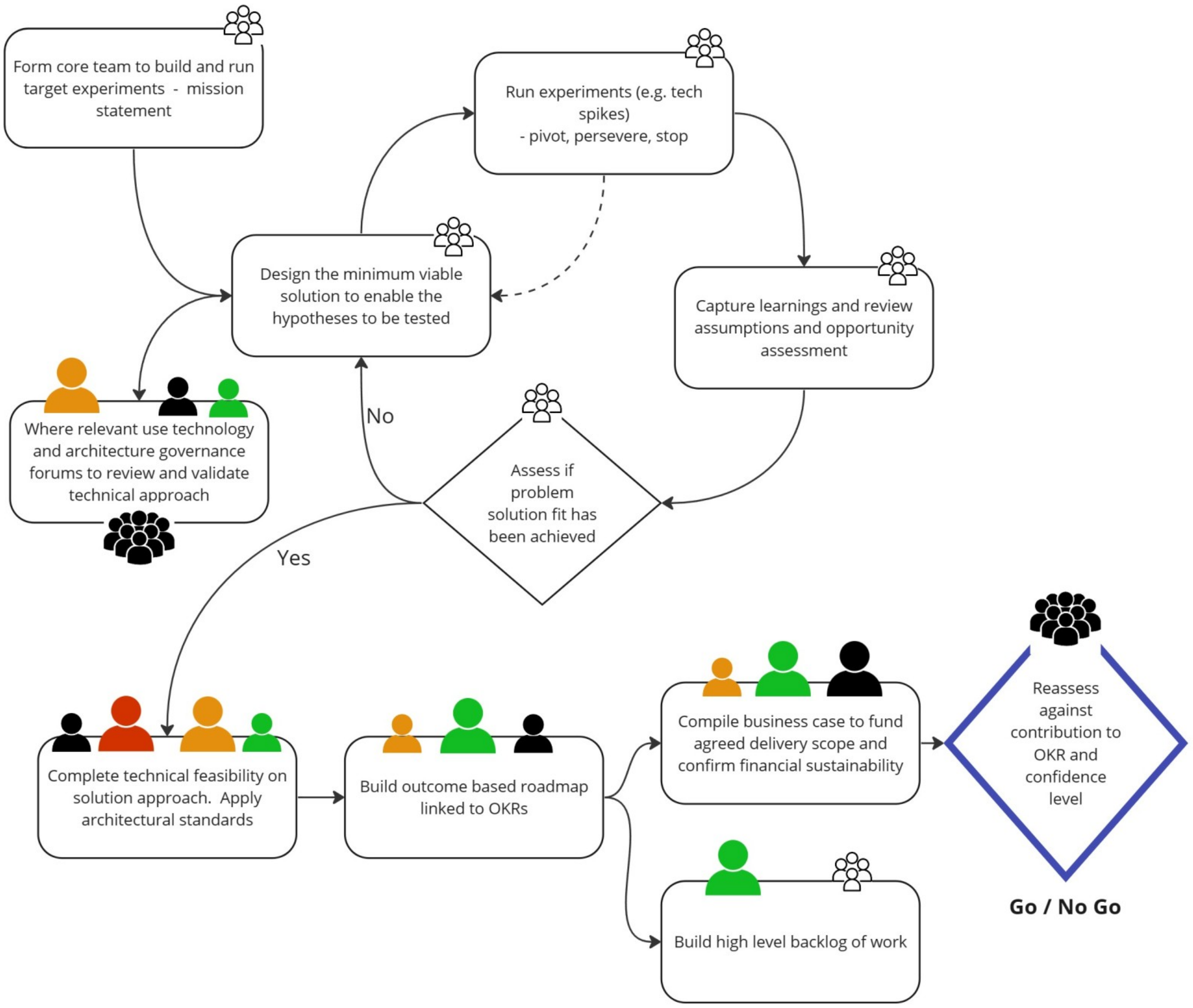
- Business case
- Emergent Hypothesis
- Solution Approach + Options
- Solution architecture design
- Service Design
- Backlog (DEEP)
- Refined outcome roadmap
- Ruthless MVP candidate

□□Golden Thread Practices

- Generative research
- Backlog refinement
- Mobilisation
- Lean experimentation
- Prototyping
- Data driven decision m...
- Value based prioritisa...

□□Golden Thread Techniques

- Team Charter
- Test and Learn Cards
- Hypothesis Creation
- Cost of Delay Prioriti...
- Effort/Value Matrix (2...
- A/B Testing
- Card Sorting
- Data Analysis
- NPS/ CSAT metric
- Lo-Fi Prototyping
- Service Design Bluepri...
- Usability testing
- User Story Mapping
-



Form core team to build and run target experiments - mission statement

Design the minimum viable solution to enable the hypotheses to be tested

Run experiments (e.g. tech spikes) - pivot, persevere, stop

Capture learnings and review assumptions and opportunity assessment

Where relevant use technology and architecture governance forums to review and validate technical approach

Assess if problem solution fit has been achieved

No

Yes

Complete technical feasibility on solution approach. Apply architectural standards

Build outcome based roadmap linked to OKRs

Compile business case to fund agreed delivery scope and confirm financial sustainability

Build high level backlog of work

Reassess against contribution to OKR and confidence level

Go / No Go

Key capabilities

- Core Team 👥
- User Research 🔵
- Service Design 🔵
- UX Design 🟡
- Tech Architecture 🟠
- Product 🟢
- Development 🔴
- Operations ⚪
- Delivery ⚫
- Data / Analytics 🟣
- Forum 👥

Delivery

Optimal velocity target is ~2 weeks

> We prioritise our backlog of committed work to maximise delivery of value to our customers as early as possible

➡ Input

- Prioritised Backlog
- Acceptance Criteria
- Test Scenarios
- Release Plan / Road Map
- Reference Solution Architecture
- Wireframe / Assets
- Service Guide / Maps
- Measures for success

Output ➡

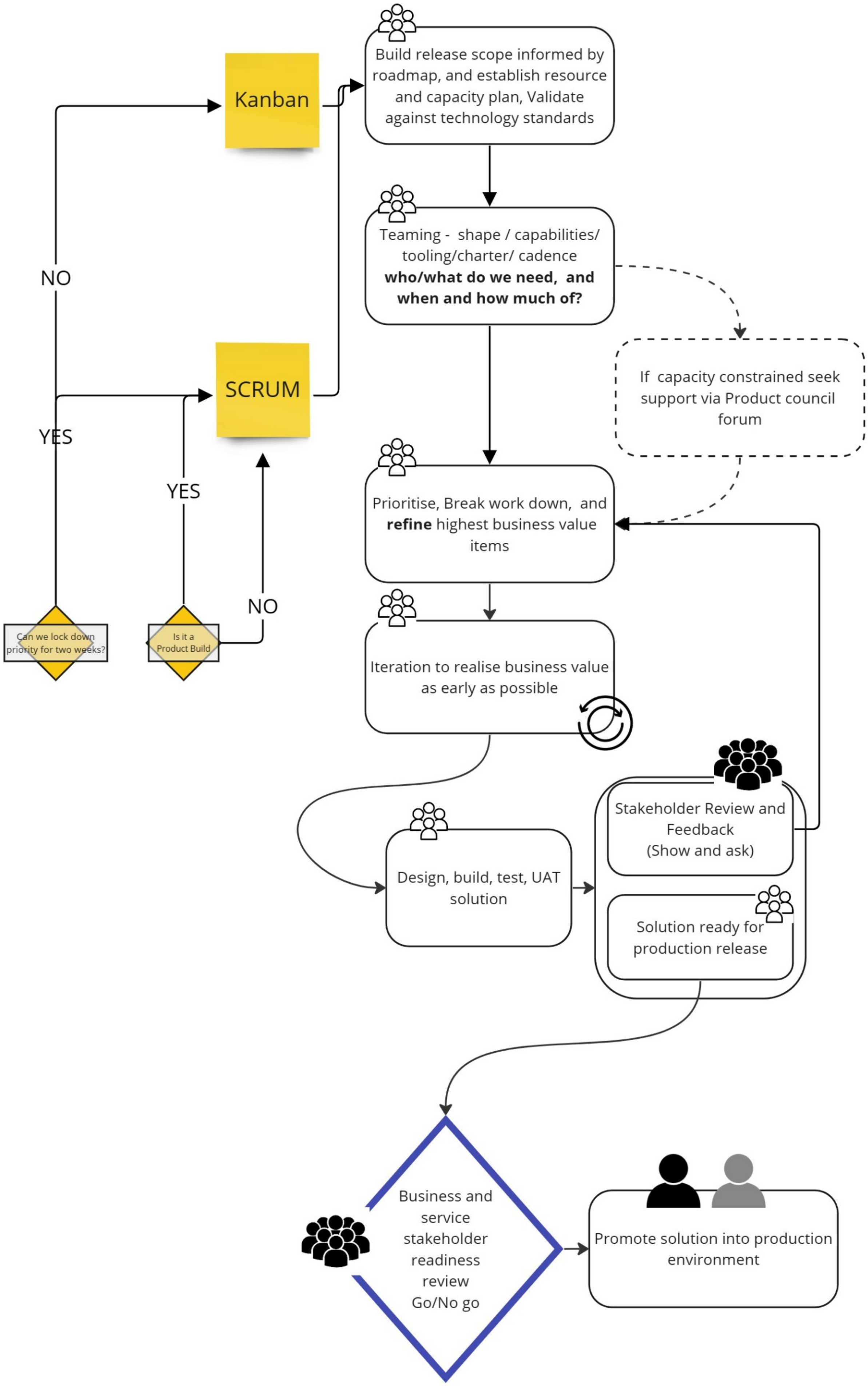
- Deliverable Increment
- Test Cases
- Documentation (Min Viable Doc)
- Solution Architecture
- Service Guides
- Released solution
- End user documentation
- Internal and External Comms

□□Golden Thread Practices

- Visualisation
- Value Prioritisation
- Backlog refinement
- Estimation
- Incremental Delivery
- CI/CD Continuous Integ...
- Source Control
- Automated Testing
- Release Management

□□Golden Thread Techniques

- User Story Mapping
- 3Cs (Backlog Refinement)
- User Story Writing
- Cost of Delay Prioriti...
- Effort/Value Matrix (2...
- BDD - Behaviour Driven...
- Vertical Story Slicing
- User Story Splitting
- Estimation - Planning ...
- Sprint Planning
- Sprint Retrospectives
- Sprint Review
- Infrastructure as Code...


Kanban
SCRUM
NO
YES
YES
NO
Can we lock down priority for two weeks?
Is it a Product Build
Build release scope informed by roadmap, and establish resource and capacity plan, Validate against technology standards
Teaming - shape / capabilities/ tooling/charter/ cadence **who/what do we need, and when and how much of?**
If capacity constrained seek support via Product council forum
Prioritise, Break work down, and **refine** highest business value items
Iteration to realise business value as early as possible
Design, build, test, UAT solution
Stakeholder Review and Feedback (Show and ask)
Solution ready for production release
Business and service stakeholder readiness review Go/No go
Promote solution into production environment

Key capabilities

Run

and improve through measuring and learning

ongoing

> We measure metrics that matter, continually capture customer feedback and proactively identify new opportunities to improve the product experience

➡ Input

- Service analytics
- Customer feedback analytics
- Operational analytics
- Customer service insight

Output ➡

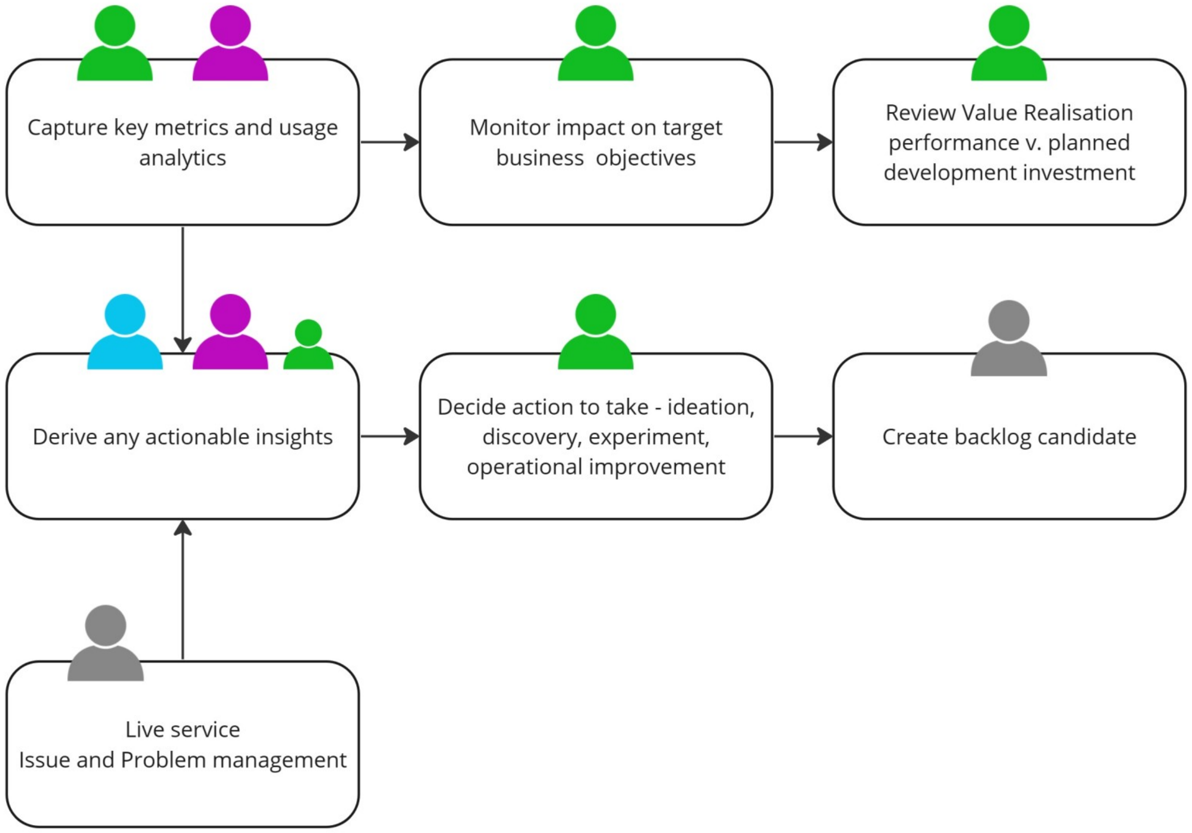
- Idea candidates for discovery
- Defects backlog
- Operational improvements
- Candidates for experiments

□□Golden Thread Practices

- Proactive monitoring
- Service Operations - I...
- Continuous Discovery

□□Golden Thread Techniques

- Cohort Analysis
- Logging and Monitoring



Capture key metrics and usage analytics

Monitor impact on target business objectives

Review Value Realisation performance v. planned development investment

Derive any actionable insights

Decide action to take - ideation, discovery, experiment, operational improvement

Create backlog candidate

Live service
Issue and Problem management

Key capabilities

- Core Team
- User Research
- Service Design
- UX Design
- Tech Architecture
- Product
- Development
- Operations
- Delivery
- Data / Analytics
- Forum

Perspectives

Perspectives

Software Agile Delivery Overview

Backlog Refinement and Sprint Planning

Adding to the backlog

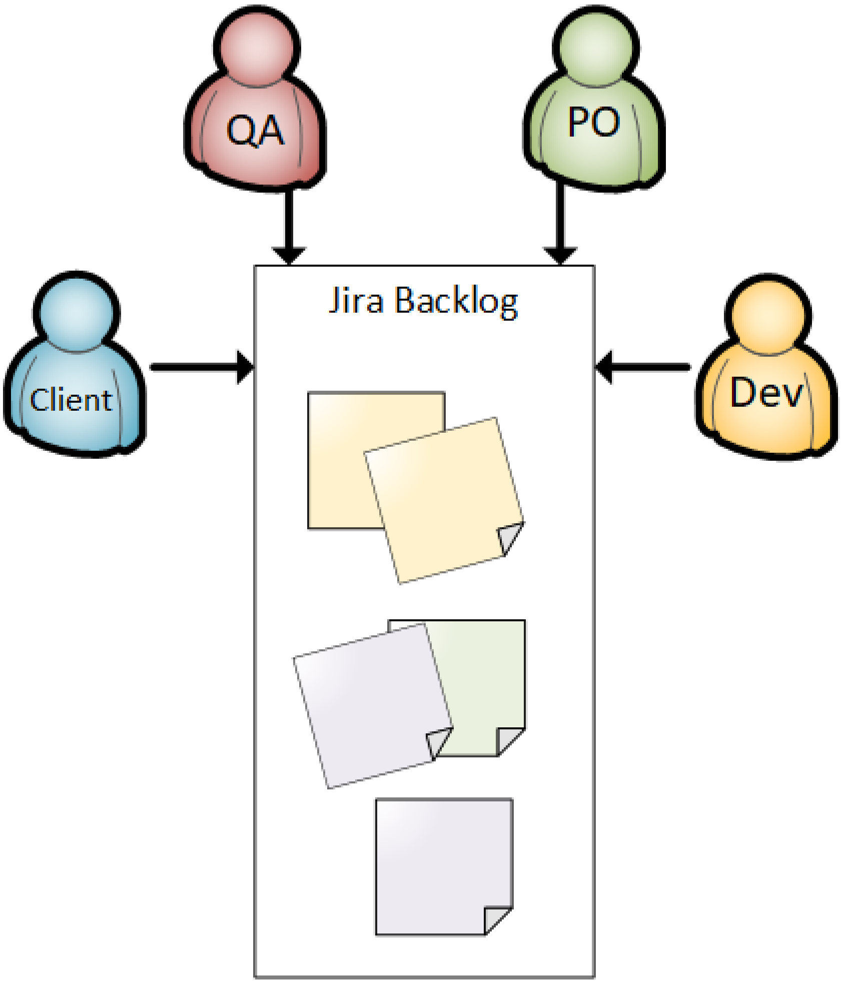
We run a flexible system where anyone in the project can add an issue to the backlog in Jira.

The backlog will contain a mix of technical tasks, bugs, user stories and spikes .

*see below

Larger pieces of work, that might span several sprints, are entered as Epics. Other issues can be assigned to an epic to show that they will contribute to it.

Just because an issue is in the backlog, does not necessarily mean that it will be worked on.



Refining the backlog

The dev elopement team must have a complete understanding of each ticket before they can agree to work on it. Each ticket must be understood at a business level and at a technical level.

Where the definition of done is not well understood, or there are edge cases that aren’t specified, the ticket will be referred to stakeholders for clarification.

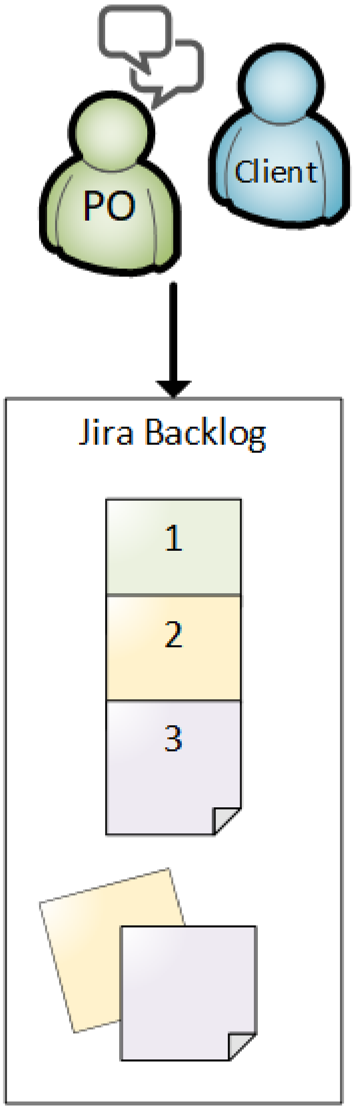
Where the ticket is not understood technically, we will raise a time-boxed spike to investigate.

*

For these reasons we prefer to plan our sprints well in advance, so that all preliminary work can be undertaken first.

Once a ticket is well understood the development team will collaboratively ‘score’ the ticket, reaching a multi-faceted consensus on the amount of work, the complexity of the task and their experience with tasks of that nature.

Our Product Owner and the Stakeholders will collaborate to prioritise the backlog, with stories that are ‘Ready to Play’ at the top.



Sprint Planning

The top tickets in the backlog are moved into the current sprint until it contains tickets with a combined score equal to the team’s velocity (based on past experience).

It is worth noting that two, equally performant teams might allocate different scores to the same ticket, if they were both presented with it, and will have different sprint velocities accordingly. Our scoring system is deliberately unitless.

During a Sprint

The functional test team will create a test plan from the User Stories in the backlog.

Development

Developers will write code to fulfil the selected user stories, technical tasks and so on. Our code is supported by the automated tests we write, to prove our code works first in isolation and then when integrated with the rest of the solution.

In parallel to this, our automated testers will produce the scripts to validate the work produced at a UI level.

Review

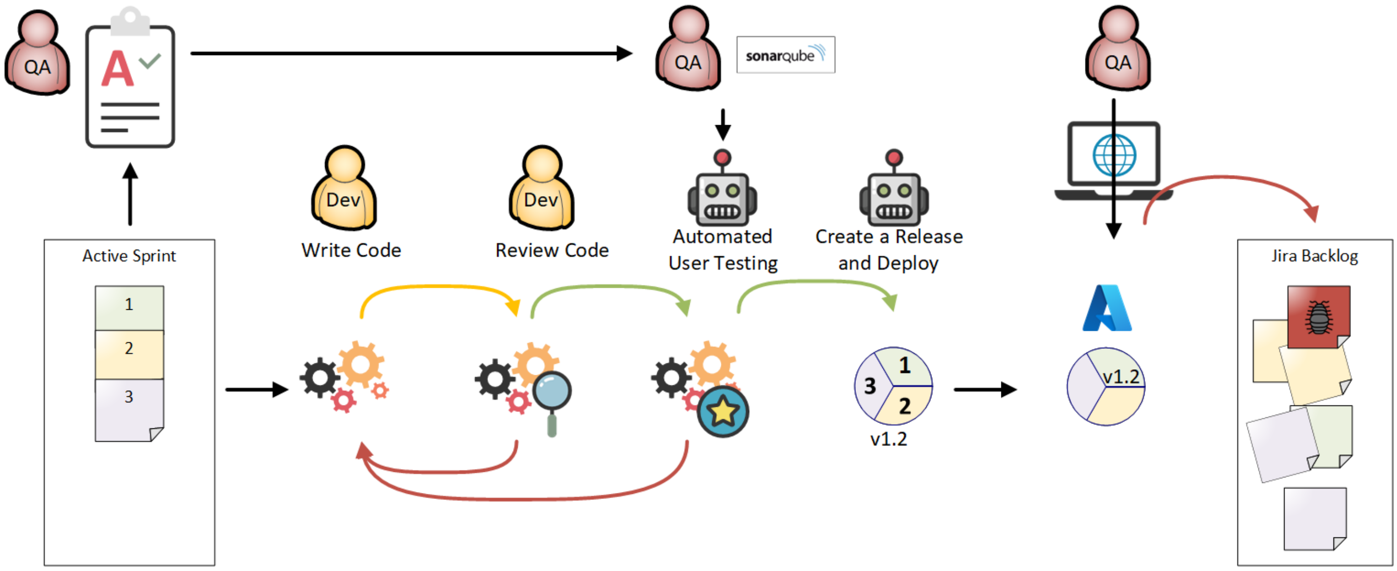
Once a ticket has been completed, we automatically run every unit and integration test for entire project, to make sure the changes we've made in one area of the project don't adversely affect another.

The code is then subject to the review of at least two other development team members. We verify that the work completed is of good quality and that it will fulfil the definition of ready, as specified by the ticket in Jira.

Internal Signoff

Our code is then deployed to a working environment where we can then run every UI test for the entire project.

If QA are happy with the result they will sign off the ticket. If bugs are found after this point, they must be added as new tickets on the backlog and go through the usual triaging process with the product owners and stakeholders.



Release management

As the development process continues, we accrue new completed work in our development environment, for internal sign off, that is not in our staging area, for external sign off.

External Signoff

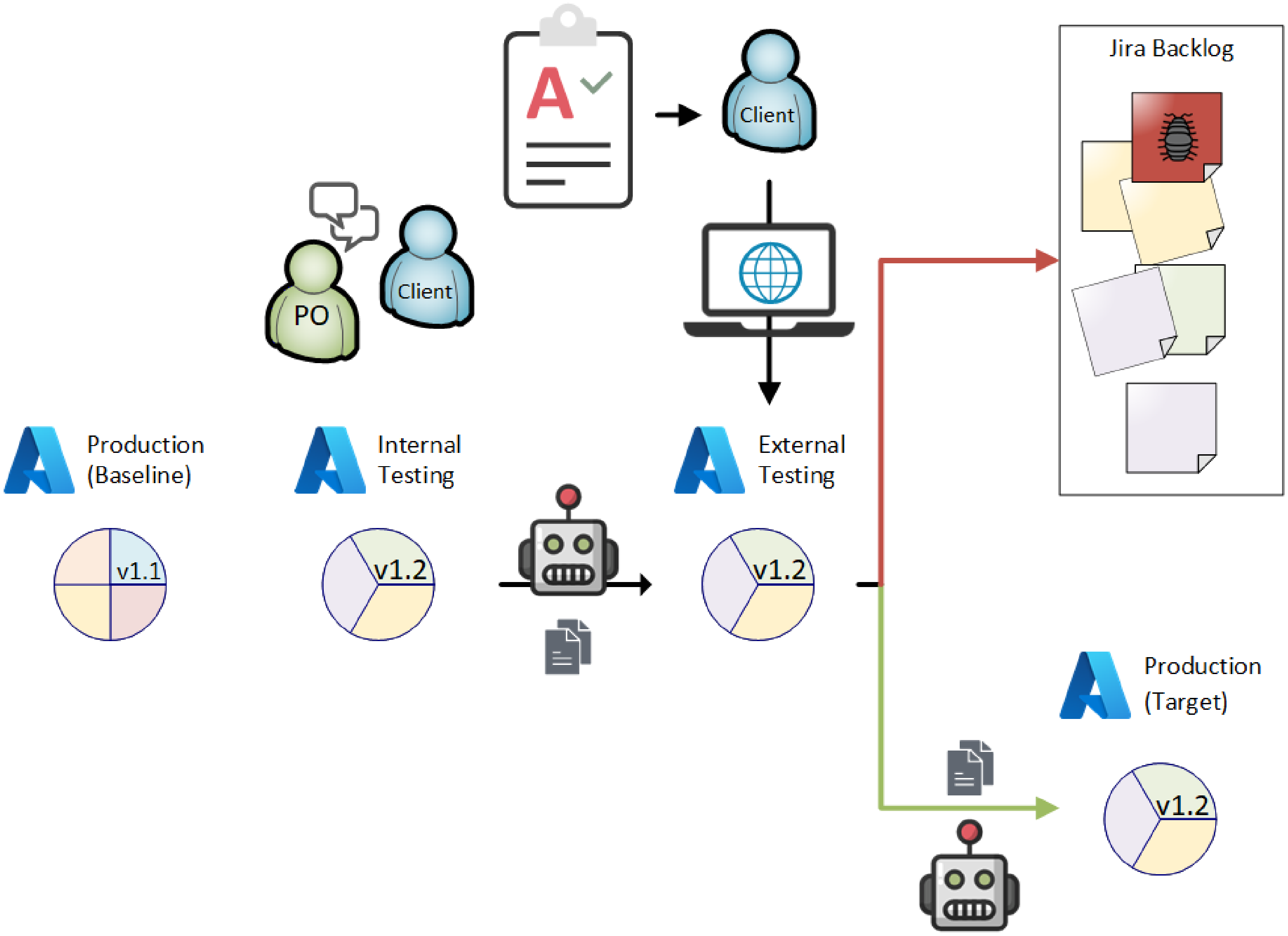
Stakeholders can communicate that they would like to see a new version of the product at any time.

The work that is signed off internally is bundled into a release build and migrated the external sign off environment. We will provide our own functional test plan to the stakeholders, as a good starting point, but the stakeholders are then free to test the system as they see fit.

Going live

If the stakeholders are happy with the product then the version that is currently in our external testing environment is promoted to our live environment.

This process can happen at any time, although it is advisable to do this earlier in the week in case the need to rollback our work arises.



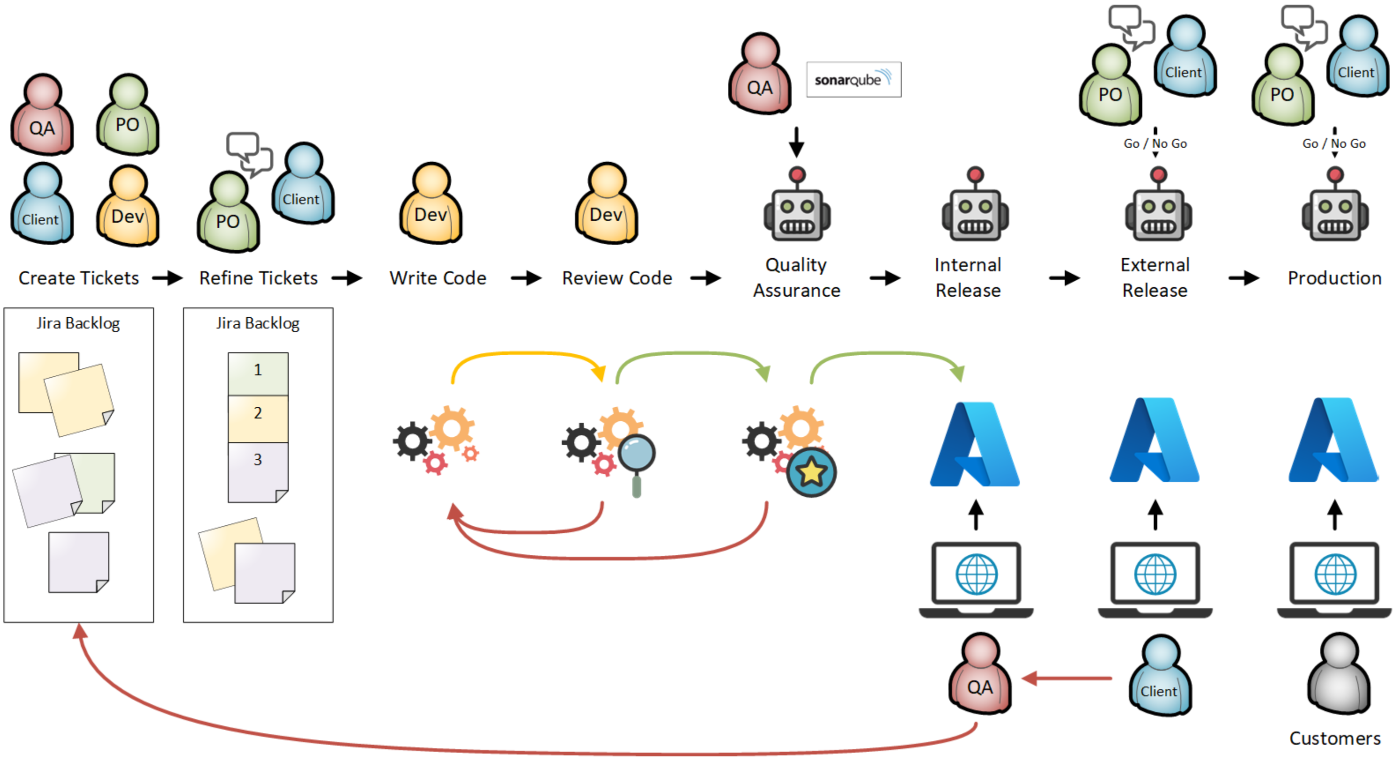
Q: Where are the Gant charts?

Our development, testing and infrastructure team practice continuous deployment.

We can deliver code to our external testing and production environments rapidly, and on demand. We can also roll back changes just as quickly.

Our formal meetings to review each sprint’s work may be a good time for stakeholders to request a new version of the product, although this could also happen at any other time.

The backlog in Jira delivers transparency over our work and allows for dynamic re-prioritisation of that work by the stakeholders.


QA
PO
Client
Dev
Create Tickets
Client
PO
Refine Tickets
Dev
Write Code
Dev
Review Code
QA
sonarqube
Quality Assurance
Internal Release
PO
Client
Go / No Go
External Release
PO
Client
Go / No Go
Production
Jira Backlog
Jira Backlog
1
2
3
QA
Client
Customers

Perspectives

Research & Design: Discovery Plan

Scoping, Resourcing & Planning Discovery

Pre-Discovery Planning

Everything that needs to be in done by R&D before Discovery Starts

- Identify key Stakeholders
- Identify Key Services Involved.
- Plan & Schedule Primary Research
- Kick-off brief session with Core Discovery team
- Plan Stakeholder / Service Workshops
- Define Discovery brief & Manage expectations

Discovery Team

Core Discovery

- Product / Project Manager
- User Researcher
- Service Designer

Supportive Discovery

- Technical Architect
- Data Analyst
- UX Designer

Discovery Phase

We can't make an informed decision

- Primary Research
- Current State Blueprint
- Expert Review
- Competitor Analysis

- Existing Systems & Processes
- Existing Analytics
- Identify best practice guidelines & principles for the service
- Workshops with the Services, Contact Centre
- Technical Discovery

Discovery Conclusion

We can make an informed decision

Key Owner: **Architect**, **UX, UR & SD**

- Current State Blueprints
- Primary Research
- Existing Architecture
- Technical Discovery
- Expert Review
- Competitor analysis
- Existing Analytics

Key Owner: **Product Manager**

- Defined problem statement
- Hypothesis
- Key unknowns & Assumptions
- Refined Value Proposition
- High level outcome roadmap
- Experiment backlog
- Indicative size of opportunity