Balanced Products with Balanced Teams!

Heewon Choi, Associate Director, Pivotal Labs Tokyo
November 19, 2019
Amoris Hall, GS Tower
Safe Harbor Statement

The following is intended to outline the general direction of Pivotal's offerings. It is intended for information purposes only and may not be incorporated into any contract. Any information regarding pre-release of Pivotal offerings, future updates or other planned modifications is subject to ongoing evaluation by Pivotal and is subject to change. This information is provided without warranty or any kind, express or implied, and is not a commitment to deliver any material, code, or functionality, and should not be relied upon in making purchasing decisions regarding Pivotal's offerings. These purchasing decisions should only be based on features currently available. The development, release, and timing of any features or functionality described for Pivotal's offerings in this presentation remain at the sole discretion of Pivotal. Pivotal has no obligation to update forward looking information in this presentation.
Common problems we hear from clients

“It takes forever to release new features. We see opportunities to sell to new customers, but we can’t respond to change fast enough.”

“We built something for our customers but it doesn’t meet their needs. Users aren’t adopting our product”

“We handed off the requirements to IT, but then 6 months later we got a product that didn’t meet our expectations.”
Waterfall Development

Long feedback loops, higher risk

- Plan
- Design
- Build
- QA & Test
- Release

Months or Years

Start ➔ Finish

Waterfall Development
Lean Product Management Practices
Lean Product Management Practices

![Graph showing risk and unvalidated effort over time.](image-url)
Lean Product Management Practices
Balanced Teams Create Balanced Products

- Design: Understand the Users
- Development: Understand the Technology
- Product Management: Understand the Business

Product
What is Balanced Team?

A team management philosophy that has people with a variety of skills and perspectives that support each other towards a shared goal.

A product team that values multi-disciplinary collaboration and iterative delivery focused on customer value as a source for innovation.
Lean
Reducing the risk of building the wrong thing while comfortably changing direction

**PRACTICES**
- Minimum Viable Product (MVP) definition
- Lean experiments
- Identify & test assumptions
- Data driven decisions

User Centered Design
Ensuring the software solves a real problem for real users in a desirable and usable product.

**PRACTICES**
- User Interviews
- Ethnographic studies
- Persona definition
- Prototype creation

Extreme Programming
Building working software at a consistent speed and quality in the face of changing requirements.

**PRACTICES**
- Paired Programming
- Test-Driven Development
- Short iterations
- Continuous Integration / Continuous Deployment
Balanced Teams Create Balanced Products

Desirable
“What pains exist today for the user? How might we solve those pains? Are they able to use the system effectively? Will they adopt this product?”

Viable
“By solving these specific user problems with these specific solutions, are we creating valuable business outcomes? How might we measure those outcomes?”

Feasible
“What are the technical complexities necessary to satisfy the project and product goals best? How can we build a system that will respond well to change?”

Design
Will users like this?

Development
Can we build this?

Product Management
Will this help the business?
Stay Connected.

hchoi@pivotal.io
@twheeit