

Involving stakeholders

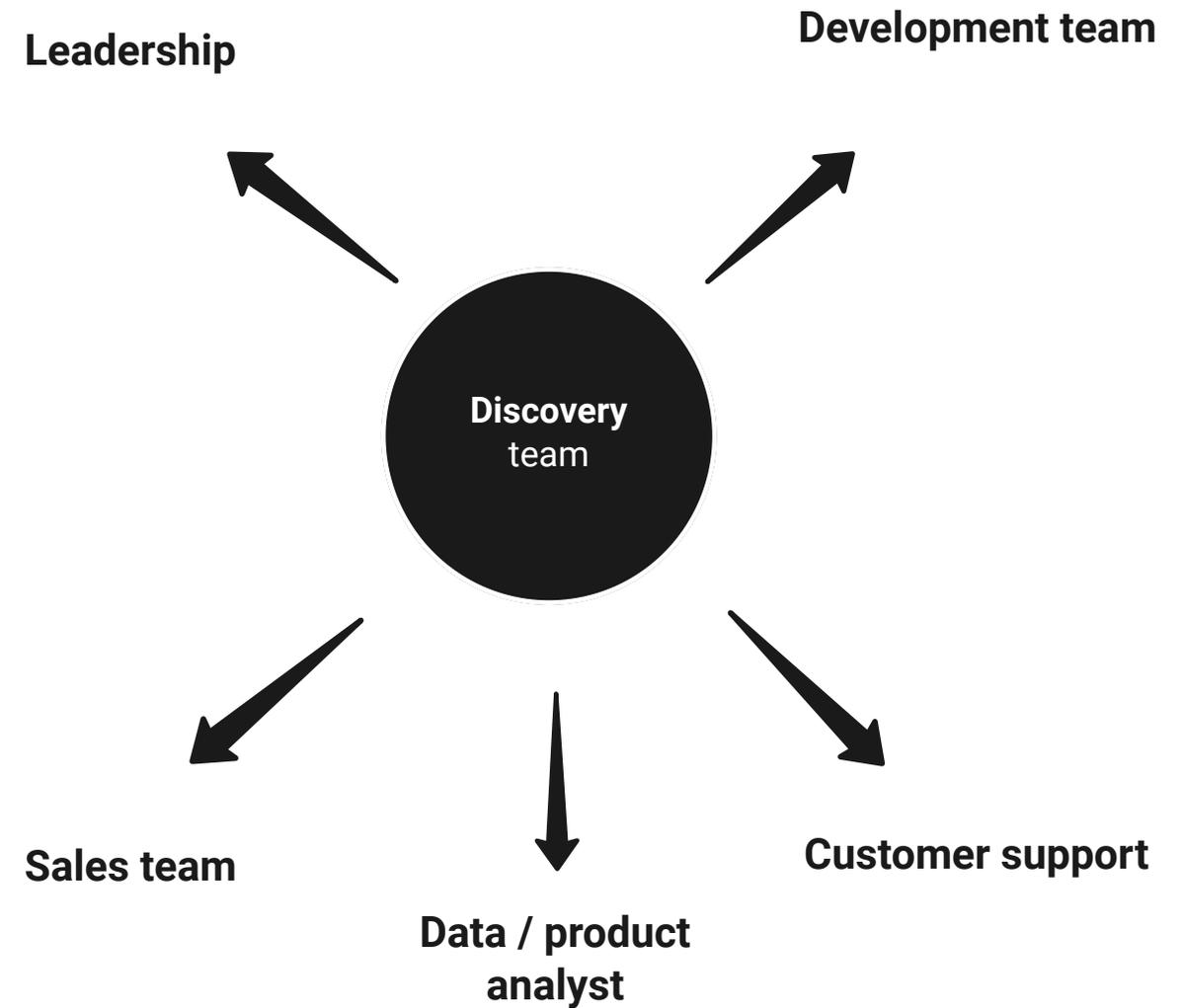
Stakeholder mapping allows you to identify key players that will influence your discovery and its success. Once you understand who your stakeholders are, what they need, and how they impact your discovery, you can make better decisions, communicate effectively, and secure the buy-in you need.

Activities:

- 1 - Brainstorming: who are your stakeholders?
- 2 - Mapping: how will you collaborate with them?

Deliverable:

Involving the stakeholders			
Define outcome	Identify opportunities	Refine idea	Validate solution
Need input from: CPO	Need input from:	Need input from: Engineer	Need input from:
Keep close & engaged: Lead tech	Keep close & engaged: Marketing Engineer	Keep close & engaged: Customer	Keep close & engaged:



Involving the stakeholders

Identify key players that will influence your discovery and its success. Once you understand who your stakeholders are, what and how they impact your discovery, you can make better decisions, communicate effectively, and secure the buy-in you need.

Stakeholders mapping and implication

Ask the following questions, for each stakeholder identified drop a post-it under:

- the relevant phase of the discovery effort
- what suits the best between "need input from" and "keep close & engaged"

- **Define outcome:**

- Who decides which resources you need (time, people)?
- Who has financial stake?
- Who can provide you valuable input on the business and/or product outcome?
- Who will sponsor your work and resources?
- Who do you need to keep close & engage?

- **Identify opportunities:**

- Who has stories to share about what customers want, need, and lack from your product?
- Who talks to customers and prospects everyday?
- Who can help you recruit participants for user research?
- Who can provide you evidence-based data to help you answering questions and establish hypotheses?
- Who can help you prioritize opportunities based on frequency and criticality?
- Who do you need to keep close & engage?

- **Refine ideas:**

- For ideation: who is good at creative thinking? Who can bring a fresh, unbiased perspective? Who should be in the room to vote on ideas?
- Who has the expertise to help you identify feasibility, viability, desirability, usability risks on solution ideas?
- Who else can provide you evidence or assess impact to prioritise your riskiest hypothesis?
- Who do you need to keep close & engage?

- **Validate solution:**

- Who will mock-up a stimulus?
- Who has access to own & paid channels to test with users?
- Who will fund the testing (if budget needed)?
- Who will collect and analyze the results data?
- Who do you need to keep close & engage?

The discovery core team (or product trio)

A discovery core team (or product trio) is an autonomous, cross-functional group of roles that work tightly together. They own the product strategy, making decisions on the ongoing discovery and delivery of the tech product.

Product Manager

The Product Manager (PM) is responsible for understanding the business viability and the value to the business of any product idea. The PM is responsible for collaborating and coordinating with other business functions (i.e. marketing, sales, finance, legal etc) to ensure the product is beneficial for the business.

Ultimately, the Product Manager is accountable for the success of the product to the business.

Main concerns

- Is the product valuable to the business?
- Is the product viable to the whole business, does it violate legal, ethical, financial constraints?
- Does the product actually move the needle on desired business outcomes?

Ownership

- Collaborating with sales to find new market opportunities
- Coordinating with marketing to bring more potential customers to the product
- Collaborating in the Trio to ensure the right product is built, to gain insights into end-users using the product, and from user research.

Design lead

s responsible for the usability and desirability of a product from the end-user's perspective. The scope of this role is the entire product experience, every touch point of the product.

The main superpower here is to be able to understand and articulate imagined use-cases and align the product experience with the end-user's mental model.

Main concerns

- Is the product usable?
- Does the product experience create changes in customer behaviour that results in positive product outcomes?
- Where is the product hard or confusing to use?

Ownership

- Designing and testing all end-user experiences
- Understanding end-user's needs/struggles, and understanding the other options end-users may have
- Observing and measuring the end-user's experience and ensuring that the team actively participates in all discovery activities.

Tech lead

Is responsible for the feasibility of the product. The Tech Lead wants to know if the product can be built by the product team. They are focused on the big picture of the tech and how it should evolve.

Main concerns

- Do we have access to the technology?
- Can the problem be solved with technology at all ?
- Do we possess the right tools and processes?

Ownership

- Adjusting/evolving/extending the technical architecture to fit any new changes
- Designing and testing all software changes to the product
- Measuring the user's experience and ensuring that the team actively participates in all discovery activities.