

A large, stylized blue silhouette of a human figure with arms raised, positioned in the background on the left side of the slide.

# How to Get Started on Any Big Idea

humanizing  
**WORK**

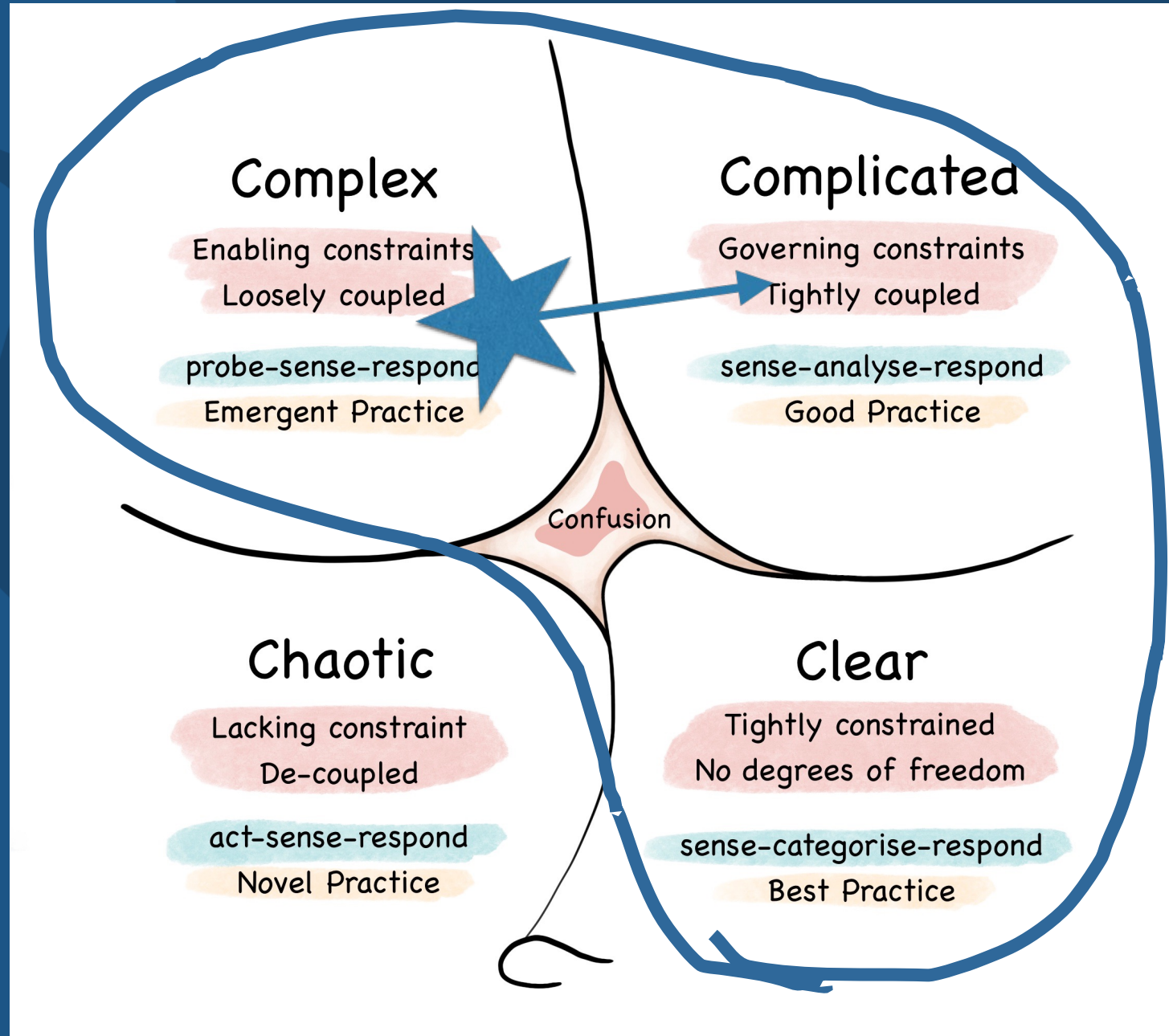
@humanizingwork



**What's your  
big idea?**



# Two common mistakes



Cynefin Framework from Dave Snowden

A large, stylized blue silhouette of a human figure is positioned on the left side of the slide. The figure is composed of simple geometric shapes: a circle for the head, a thick line for the arm raised to the right, and thick lines for the legs. The figure is semi-transparent, allowing the text to be seen through it.

# Feature Mining

# THE OUTPUT OF FEATURE MINING

It's designed to get you the...

**MINIMUM  
EFFECTIVE  
DOSE**



MMF  
MVP  
Probe  
Experiment  
First Release  
Etc.

...of your big idea.

# FEATURE MINING STEP-BY-STEP

A large, stylized blue silhouette of a person with their arms raised, positioned on the left side of the slide. The person is facing right, with their right arm raised higher than their left arm. The silhouette is composed of solid blue shapes.

# FEATURE MINING STEP-BY-STEP

Step 1: Get the right people in the “room”

**BUSINESS**  
PERSPECTIVE + TECHNICAL  
PERSPECTIVE



# FEATURE MINING STEP-BY-STEP

Step 1: Get the right people in the room

Step 2: Name the thing you're slicing

We're trying to find  
some early slices  
through  
\_\_\_\_\_.

# EXAMPLE: WEEKLY SALES REPORTING

FM 1

Feature Mining

## Weekly Sales Reporting

<i>IMPACT</i>	<i>BIGNESS</i>	<i>RISK</i>	<i>WHAT IF WE JUST...</i>
The customer or other stakeholder <b>OUTCOMES</b> that we are most excited to create include	Creating those outcomes is a really big effort (will take a long time) because	The things that might cause us to fail to achieve those outcomes include	Some ways we could... 1. get all or some of the impact

# FEATURE MINING STEP-BY-STEP

Step 1: Get the right people in the room

Step 2: Name the thing you're slicing

Step 3: Brainstorm the lists



1	2	3
		4

1

2

3

4

## IMPACT

The customer or other stakeholder **OUTCOMES** that we are most excited to create include...  
*(don't list products, services & features here)*


## BIGNESS

Creating those outcomes is a really big effort (will take a long time) because...  
*(think many, much of, always time consuming):*


## RISK

The things that might cause us to fail to achieve those outcomes include...  
*(state this as the thing going wrong):*


## UNCERTAINTY

The questions we must answer in order to achieve those outcomes include...  
*(actually write these as questions)*


What impact are we hoping to create with this?

## IMPACT

What will we get out of it?

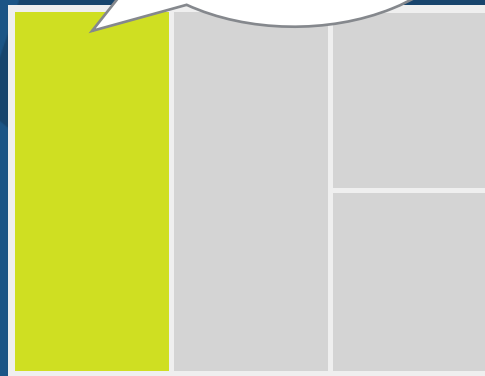
What makes this worth doing?

What will our customers get out of it?

How will it make us money?

# EXAMPLE: WEEKLY SALES REPORTING

What's the  
desired  
impact?



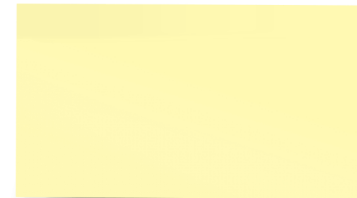
## IMPACT

The customer or other stakeholder **OUTCOMES** that we are most excited to create include...  
*(don't list products, services & features here)*

Stores can respond to changes faster than the current monthly reporting allows

Management can help low-performing stores before problems get too bad

IT won't get requests for ad hoc, mid-month sales reports as often



What makes  
this big?

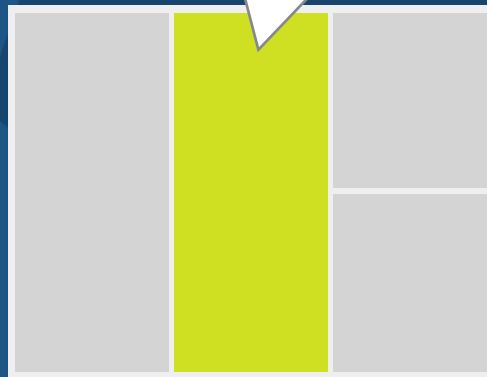
**BIGNESS**

Why isn't this just  
something we'd  
knock out in an  
afternoon?



# EXAMPLE: WEEKLY SALES REPORTING

What makes this big?



## **BIGNESS**

Creating those outcomes is a really big effort (will take a long time) because...  
*(think many, much of, always time consuming):*

1000s of stores

Dozens of regions

Different regions report sales differently

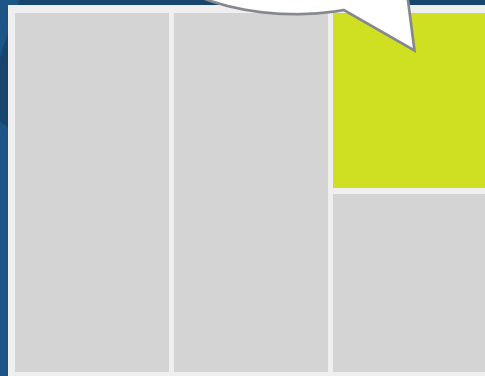
Notifications

Performance—running reports much more often than before



# EXAMPLE: WEEKLY SALES REPORTING

Where's  
the risk?



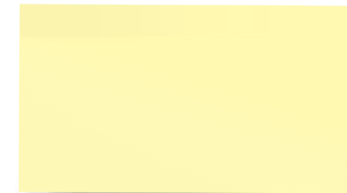
## RISK

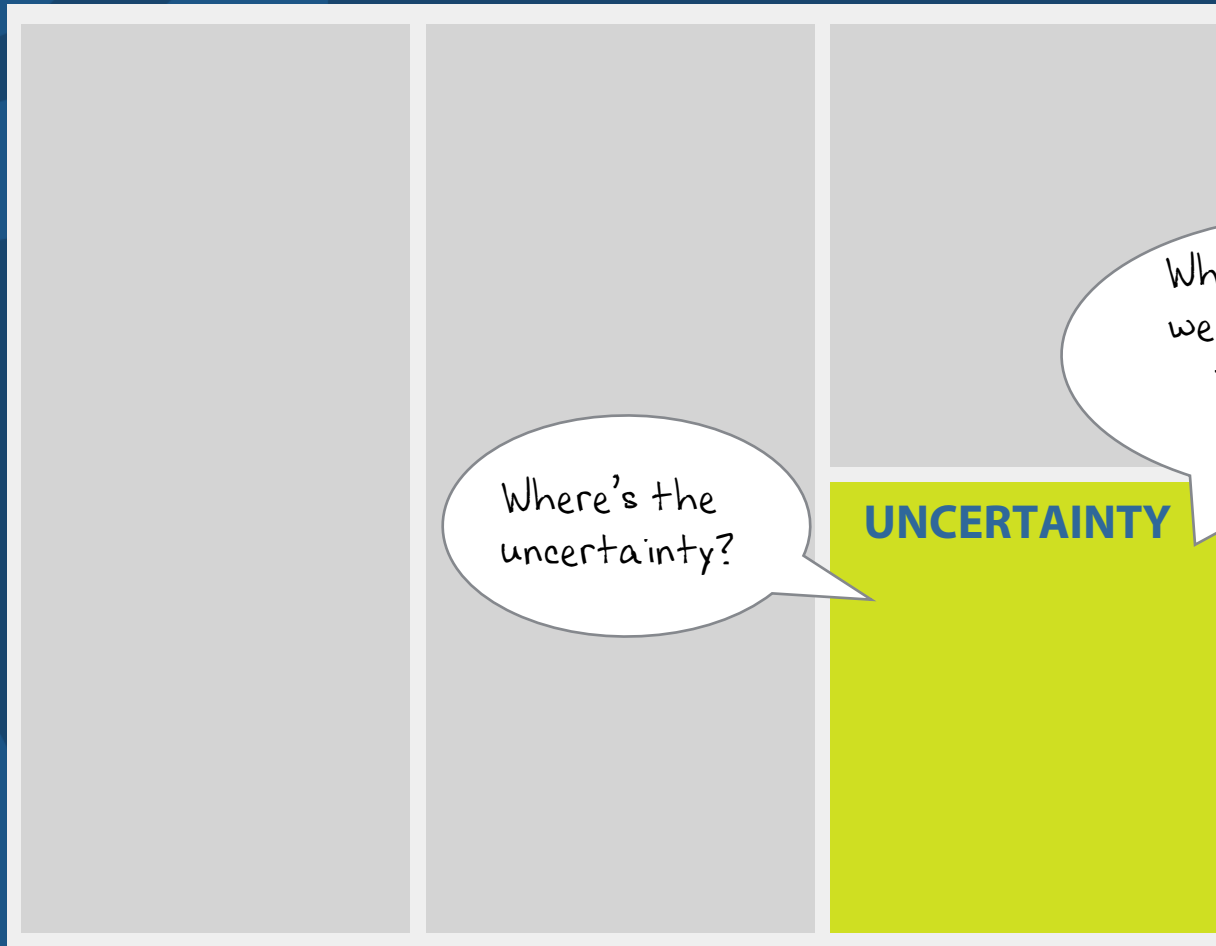
The things that might cause us to fail to achieve those outcomes include...  
*(state this as the thing going wrong):*

Stores don't get the info they need in the reports so they don't use them

We can't get performance to an acceptable level for weekly runs

We can't handle the differences between the regions in an automated way





Where's the uncertainty?

What questions do we need to answer in order to be successful?

# EXAMPLE: WEEKLY SALES REPORTING



## UNCERTAINTY

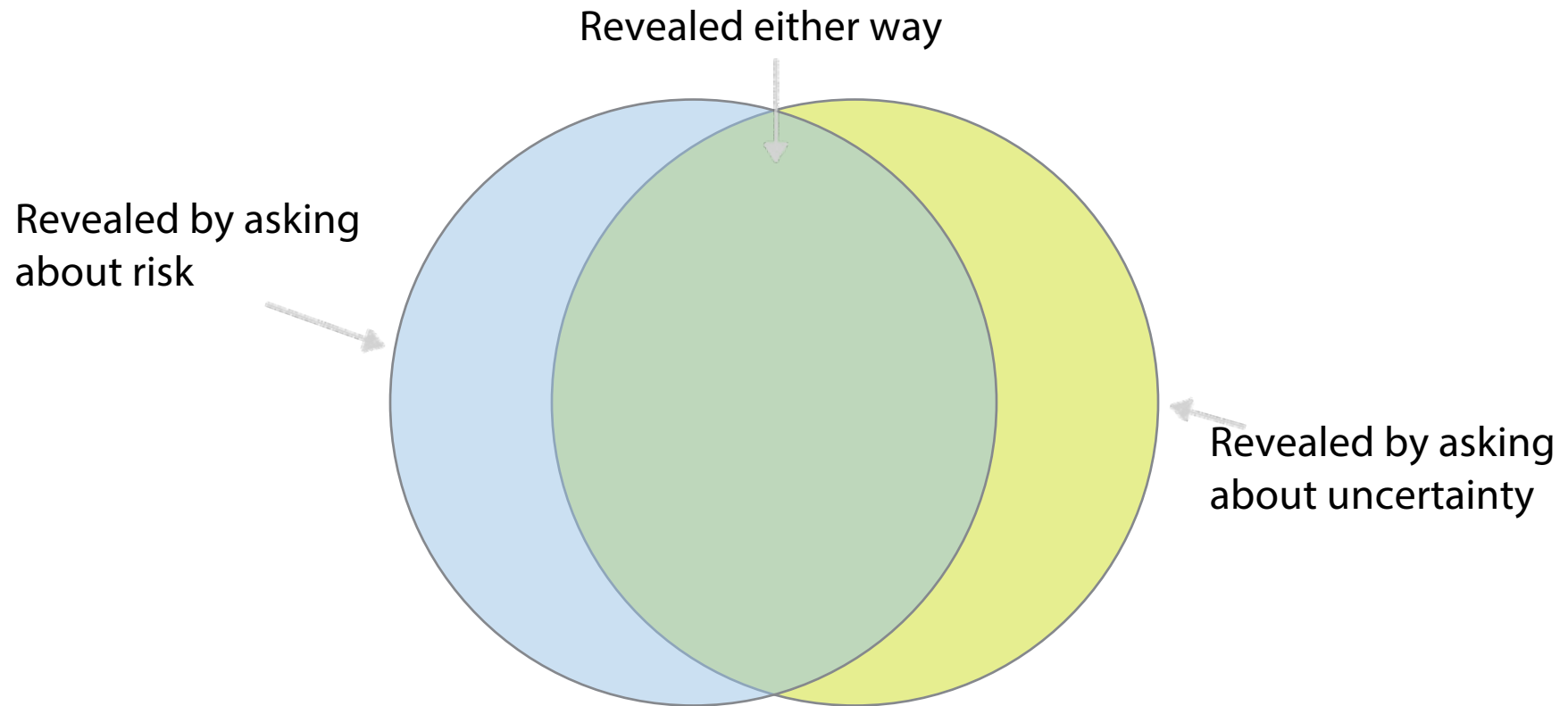
The questions we must answer in order to achieve those outcomes include...  
*(actually write these as questions)*

What sorts of things would happen to sales that stores would want to respond to on a weekly basis?

Where's the performance bottleneck in the current monthly reports?

How should the report design be different for weekly?

Will managers use the reports weekly?



**IMPACT**

**BIGNESS**

**RISK**

**UNCERTAINTY**

# FEATURE MINING STEP-BY-STEP



Step 1: Get the right people in the room

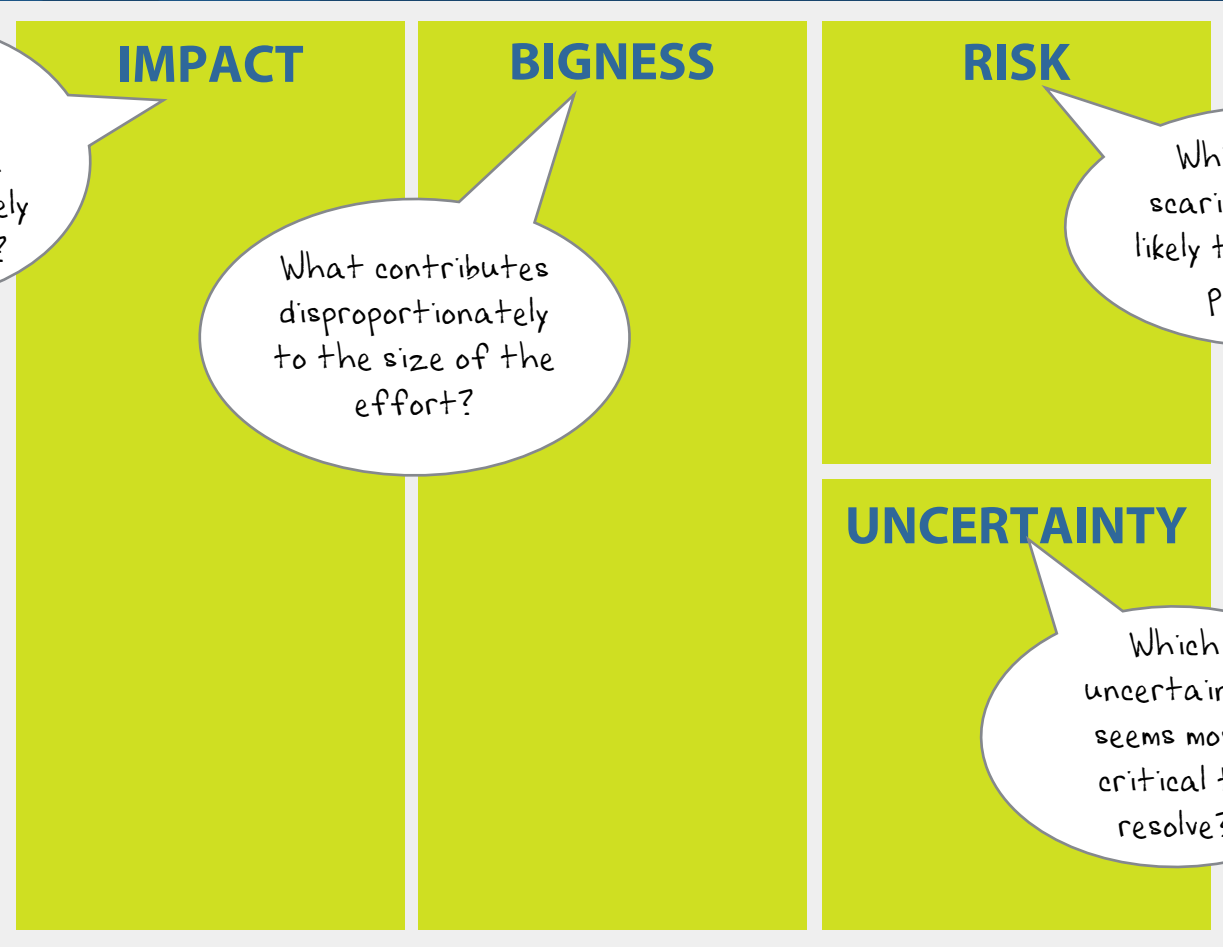
Step 2: Name the thing you're slicing

Step 3: Brainstorm the lists

Step 4: Filter the lists



What's the value that makes all the others relatively unimportant?



What contributes disproportionately to the size of the effort?

Which risk is scariest or most likely to derail the project?

Which uncertainty seems most critical to resolve?

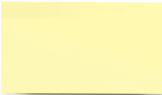
# IMPACT

The customer or other stakeholder OUTCOMES that we are most excited to create include...  
*(don't list products, services & features here)*

Stores can respond to changes faster than the current monthly reporting allows

Management can help low-performing stores before problems get too bad

IT won't get requests for ad hoc, mid-month sales reports as often



# IMPACT

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# IMPACT

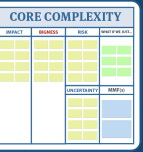
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A small grid titled 'CORE COMPLEXITY' with columns labeled 'OBJECT', 'ISSUES', 'RISK', and 'DEVELOPMENT'. The grid contains colored cells (yellow, green, blue) representing different levels of complexity or risk.

# FEATURE MINING STEP-BY-STEP

Step 1: Get the right people in the room

Step 2: Name the thing you're slicing

Step 3: Brainstorm the lists

Step 4: Filter the lists

Step 5: Brainstorm ways to slice

# EXAMPLE: WEEKLY SALES REPORTING

IMPACT	BIGNESS	RISK	WHAT IF WE JUST...
<p>The customer or other stakeholder OUTCOMES that we are most excited to create include... (don't list products, services &amp; features here)</p> <p>Stores can respond to changes faster than the current monthly reporting allows</p> <p>Management can help low-performing stores before problems get too bad</p> <p>IT won't get requests for ad hoc, mid-month sales reports as often</p>	<p>Creating those outcomes is a really big effort (will take a long time) because... (think many, much of, always time consuming!)</p> <p>1000s of stores</p> <p>Dozens of regions</p> <p>Different regions report sales differently</p> <p>Notifications</p> <p>Performance—running reports much more often than before</p>	<p>The things that might cause us to fail to achieve those outcomes include... (state this as the thing going wrong!)</p> <p>Stores don't get the info they need in the reports so they don't use them</p> <p>We can't get performance to an acceptable level for weekly runs</p> <p>We can't handle the differences between the regions in an automated way</p>	<p>Some ways we could...</p> <ol style="list-style-type: none"> <li>1. get all or some of the impact,</li> <li>2. mitigate the riskiest risks,</li> <li>3. answer the most important questions, while avoiding the things that make it big include...</li> </ol>
UNCERTAINTY			MMF(S)
<p>The questions we must answer in order to achieve those outcomes include... (actually write these as questions)</p> <p>What sorts of things would happen to sales that stores would want to respond to on a weekly basis?</p> <p>Where's the performance bottleneck in the current monthly reports?</p> <p>How should the report design be different for weekly?</p> <p>Will managers use the reports weekly?</p>			<p>Big enough to deliver so much value that our customers would be excited about it, small enough to avoid the side effects of a big release...</p>

# EXAMPLE: WEEKLY SALES REPORTING

## IMPACT

The customer or other stakeholder **OUTCOMES** that we are most excited to create include...  
*(don't list products, services & features here)*

Stores can respond to changes faster than the current monthly reporting allows

Management can help low-performing stores before problems get too bad

IT won't get requests for ad hoc, mid-month sales reports

How might we get some of the top item in **impact** without all the top item in **bigness**?  
What if we just...

## BIGNESS

Creating those outcomes is a really big effort (will take a long time) because...  
*(think many, much of, always time consuming):*

1000s of stores

Dozens of regions

Different regions report sales differently

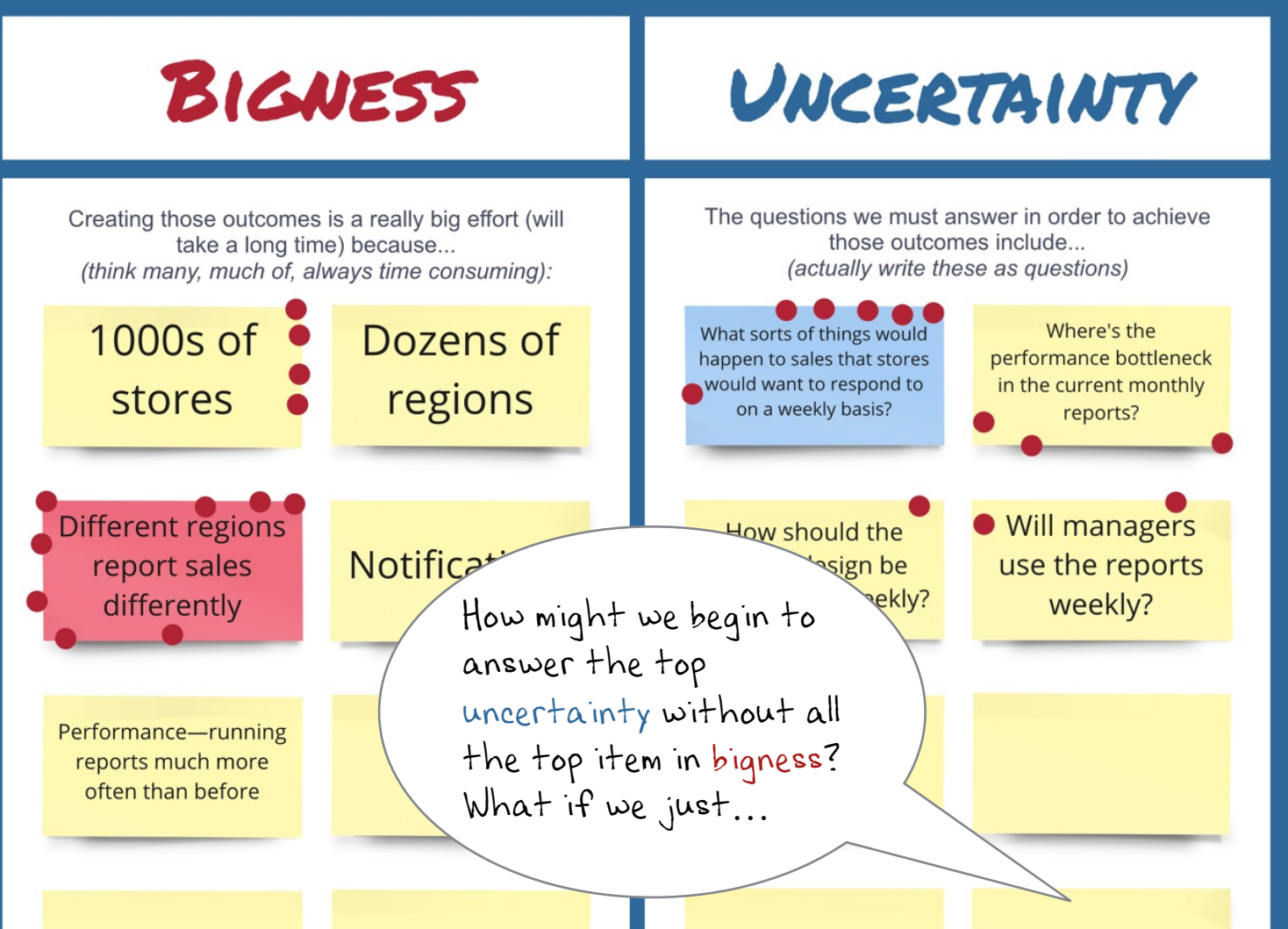
Notifications

Performance—running reports much more often than before

# EXAMPLE: WEEKLY SALES REPORTING

<b>BIGNESS</b>	<b>RISK</b>
<p>Creating those outcomes is a really big effort (will take a long time) because... <i>(think many, much of, always time consuming):</i></p> <ul style="list-style-type: none"><li>1000s of stores</li><li>Dozens of regions</li><li>Different regions report sales differently</li><li>Notifications</li><li>Performance—running reports much more often than before</li></ul>	<p>The things that might cause us to fail to achieve those outcomes include... <i>(state this as the thing going wrong):</i></p> <ul style="list-style-type: none"><li>Stores don't get the info they need in the reports so they don't use them</li><li>We can't get performance to an acceptable level for weekly runs</li><li>We can't handle the differences between the regions automatically</li></ul> <p>How might we begin to mitigate the top risk without all the top item in bigness? What if we just...</p>

# EXAMPLE: WEEKLY SALES REPORTING



# EXAMPLE: WEEKLY SALES REPORTING

Stores can respond to changes faster than the current monthly reporting allows

Different regions report sales differently

We can't get performance to an acceptable level for weekly runs

What sorts of things would happen to sales that stores would want to respond to on a weekly basis?

## WHAT IF WE JUST...

Some ways we could...

1. get all or some of the impact,
2. mitigate the riskiest risks,
3. answer the most important questions, while avoiding the things that make it big include...

Focus on one region

Focus on one store

Create weekly reports manually for a few weeks and see how stores use them

Find (and fix?) the performance bottleneck in the current report



# FEATURE MINING STEP-BY-STEP

Step 1: Get the right people in the room

Step 2: Name the thing you're slicing

Step 3: Brainstorm the lists

Step 4: Filter the lists

Step 5: Brainstorm ways to slice

Step 6: Name the feature(s) and get started

# EXAMPLE: WEEKLY SALES REPORTING

**MMF(S)**

Big enough to deliver so much value that our customers would be excited about it, small enough to avoid the side effects of a big release...

Manual reports  
for January in  
store #102

Find performance  
bottleneck on  
current sales calcs

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