Express Yourself!
Visualisatie en modellering in Business Analyse en Requirements Engineering

DREAM 16
Helder op het raakvlak van Business en IT
Donderdag 6 oktober 2016 in Hotel Van Der Valk in Vianen
De benefit map als visueel kompas voor lean strategie uitvoering

DREAM — 6 oktober 2016
tablets in school
Almost 70% of primary and secondary schools in the UK now use tablet computers, according to research.

But the study says there is no clear evidence of academic improvement for pupils using tablet devices.

“The iPads should encourage collaborative learning, which has to be good,” says a teacher of politics. “The ease of communication means that classes can share ideas and resources easily. They will even be able to participate in live e-debates for homework.”

"I think it's really important that schools function in the way that the world is," said Mr Mason.
lean strategy execution

1. pin down goals
2. expose enablers
3. identify, prioritise & validate hypotheses
benefit map

- Goal
  - Sub goal
  - Sub goal
  - Enabler
    - Feature
    - Feature
    - Feature
pin down goals

lean strategy execution
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“you press the button, we do the rest”
strategy sniff test

“Can I make the opposite choice without looking stupid?”

Source: HBR — Roger L. Martin
decompose goals – goal seeking

improve academic results

why?

tables with PDF books and exercises app

how?
ask why 5 times – goal seeking

– Why do we want to introduce tablets?
  Because they will increase real time communication between students, also when they are not physically together

– Why do we want to increase communication between students?
  Because we believe students will collaborate more intensively when we offer them accessible collaboration tools and opportunities
ask why 5 times – goal seeking

- Why should students collaborate more?
  Because we see that academic results are better when students work together on their study material and projects.

- Is real time communication the only reason tablets will improve academic results?
  No, it might also increase the students’ engagement as they will be able to use tools from their daily life, as opposed to email we currently use.
decompose goals – goal seeking

- Improve academic results
- Increase collaborative learning
- Increase student engagement

Real-time, visual communication via tablet

Books and exercises on tablet

how?

why?
ask why 5 times

- Think about your latest project
  
  Do the strategy sniff test
  Work back from the proposed solution to find the project's goal
  (5 x why)
measurable goals

one year after introducing the solution
average task score
must be 15% higher than before

▸ when ?
▸ what ?
▸ how much ?
measurable goals

Increase collaborative learning
- Double the number of tasks students work on together spontaneously within 1 academic year

Increase student engagement
- Increase the number of answers to non-mandatory questions by 20% within 3 months

Real-time, visual communication via tablet
- Books and exercises on tablet

Improve academic results
- One year after introducing the solution, average task score must be 15% higher than before
**lean strategy execution**

1. **pin down goals**
   - strategy = choice, be specific
   - solution ≠ goal
   - multiple deliverables, one story

2. **expose enablers**

3. **identify, prioritise & validate hypotheses**
expose enablers

lean strategy execution
“We expect all students to write reports about their internship, while some have better speaking skills than writing skills. So it’s preferable to let them make a picture report on a tablet and have them explain it orally.”
what’s the real need?

Find the solution independent need between the proposed solution and the project goal
open up for alternatives

Goal: Increase collaborative learning

Enabler: Enable out of classroom collaboration between students

Solution:
- Real-time, visual communication via tablet
- Real-time communication conference system
- Virtual communication via Facebook group
- Real-time communication via WhatsApp
say yes to no

what if our solution could have

no tablets?
no digital books?
no real-time communication?
Goals

- Improve academic results
  - One year after introducing the solution, average task score must be 15% higher than before

- Increase collaborative learning
  - Double the number of tasks students work on together spontaneously within 1 academic year

- Increase student engagement
  - Increase the number of answers to non mandatory questions by 20% within 3 months

Enablers

- Enable out of classroom collaboration between students
- Enable students to use engaging “tools” from their world

Solutions

- Real-time, visual communication via tablet
- Real-time communication via WhatsApp
- Books and exercises on tablet
- Learning environment accessible on smartphone

**DREAM 2016 — de benefit map als visueel kompas voor lean strategie uitvoering**
say yes to no

- Take a solution requirement and the goal it helps achieve

  Say no to this proposed solution
  Think of an alternative solution
  What would be the alternative’s advantages and disadvantages?
  Formulate the requirement in a solution independent way
lean strategy execution

1. pin down goals
   - strategy = choice, be specific
   - solution ≠ goal
   - multiple deliverables, one story

2. expose enablers
   - say “no” to solutions
   - find the hidden needs
   - open up for alternatives

3. identify, prioritise & validate hypotheses
identify, prioritise & validate hypotheses

lean strategy execution
Are we solving a relevant problem?
Are people willing to use our solution?
triple constraint

Time

Quality

Scope

Budget
implementation plan

- Improve academic results
  - Increase collaborative learning
  - Increase student engagement

- Enable out of classroom collaboration between students
- Enable students to use engaging tools from their world

- Real-time, visual communication via tablet
- Real-time communication via WhatsApp
- Books and exercises on tablet
- Learning environment accessible on smartphone

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triple constraint

Time

Scope

Budget

Value
value creation

goals

help achieve

enablers

realise

solutions

Increase collaborative learning

Enable out of classroom collaboration between students

Enable students to use engaging tools from their world

Real-time, visual communication via tablet

Real-time communication via WhatsApp

Books and exercises on tablet

Learning environment accessible on smartphone

Improve academic results

Increase student engagement

Improve academic results

Increase student engagement
identify hypotheses

goals

- Increase collaborative learning
- Increase student engagement

enablers

- Enable out of classroom collaboration between students
- Enable students to use engaging tools from their world

solutions

- Real-time, visual communication via tablet
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Improve academic results

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In God we trust.
All others must bring data.

— W. Edwards Deming
validate hypotheses = validation plan

- Survey
  Which communication tools do students use frequently?
  Which tools are students willing to use for school work?

- Small try-out
  Measure additional time spent on school work with 3 groups of students, using the top 3 tools from the survey results
validate your solution

– Take your project’s benefit map

Identify assumptions
What, in your opinion, are the two most important assumptions and why is that?
How can you test the most important hypotheses?
1. pin down goals
   - strategy = choice, be specific
   - solution ≠ goal
   - multiple deliverables, one story

2. expose enablers
   - say “no” to solutions
   - find the hidden needs
   - open up for alternatives

3. identify, prioritise & validate hypotheses
   - learn fast ≠ trial and error
   - implementation plan ≠ validation plan
   - bring data
key messages

- Be a value manager
  Clear and explicit goals are key for creating business value

- Be an opportunity manager
  Enablers give a better context for solution shaping, alternatives and specification

- Be an assumption manager
  First test, then invest
  Goals, requirements and solution features can and should be tested
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benefits of a benefit map

– Ensure we understand well each requirement’s *reason of existence* (why)
– Ensure the proposed requirements suffice to *realize the goals*
– Provide a framework for *prioritising* requirements
– *Manage scope changes*: provide a framework to assess changes and detailed requirements against project and strategic goals
– Explicitly show *conflicts* between requirements
more

- IRM Connects article
  - [A Business Analyst’s Approach to Lean Strategy Execution](#)

- Blog
  - [LinkedIn Pulse](#)
  - [Full blog](#)
about me

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