



Product  
**Anonymously**

Get Excited and Make Things

# Welcome to Product Anonymously

**Kill your darlings**

**Lessons on setting up to be objective from the get-go**

**Jim O'Malley & Su Lim**



#prodanon



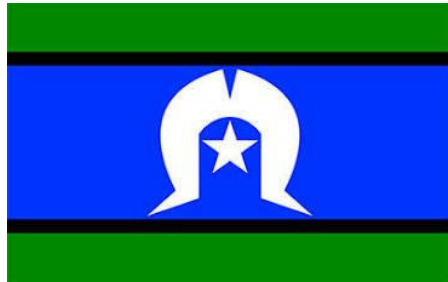
slack [bit.ly/prodanonslack](https://bit.ly/prodanonslack)



[www.productanonymously.com](http://www.productanonymously.com)

# Acknowledgement of Country

Product Anonymous acknowledges the Wurundjeri and Boonwurrung people of the Kulin nation and the Ngunnawal people as the Traditional Owners of the lands on which our homes are located. We also acknowledge the Traditional owners of Country on which we meet and work throughout Australia. We recognise that sovereignty over the land has never been ceded, and pay our respects to Elders past, present and emerging.



# Stay connected on all the socials



#prodanon



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# Thank you

# isobar



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# Join our slack - [bit.ly/prodanonslack](https://bit.ly/prodanonslack)



Say hello on **#intros**



**#job-opportunities**  
channel

- Your company
- Available roles

or



- Your name
- What role you're looking for



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**slack** [bit.ly/prodanonslack](https://bit.ly/prodanonslack)



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# Upcoming events



Social!!

#dumplings

26<sup>th</sup> May

Leading the Product

17<sup>th</sup> June

Continuous Discovery @ Fat Secret



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# LEADING THE PRODUCT

## A Product Management Conference



**Bill Bartee**

General Partner,  
Main Sequence Ventures



**Larry Diamond**

Co-Founder and  
Chief Executive Officer,  
Zip Co. Limited



**Narelle Charity**

Director of Product,  
Seek



**Lisa Tobin**

MD Technology,  
Seek



**Corinna Stukan**

VP Product,  
Roam Digital





# LEADING THE PRODUCT

A Product Management Conference



**Ken Sandy**

Author,  
The Influential Product  
Manager



**Janey Wong**

VP Ecommerce,  
Away



**Hugh McLachlan**

Head of Product,  
ELMO Cloud HR & Payroll



**Michael Ayoola**

Senior Product Manager,  
The New York Times







Product  
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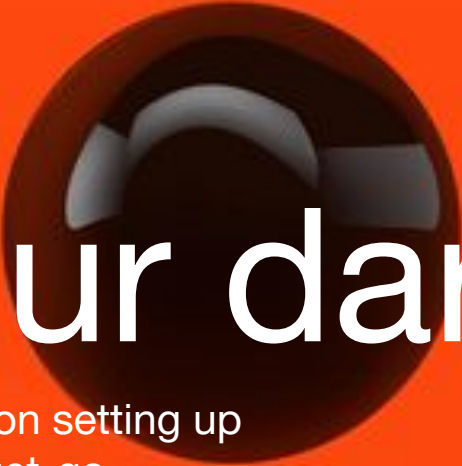


slack [bit.ly/prodanonslack](https://bit.ly/prodanonslack)



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# Kill your darlings

Lessons from an agency on setting up  
to be objective from the get-go

April 2021



Jim O'Malley\*

Head of Strategic Design

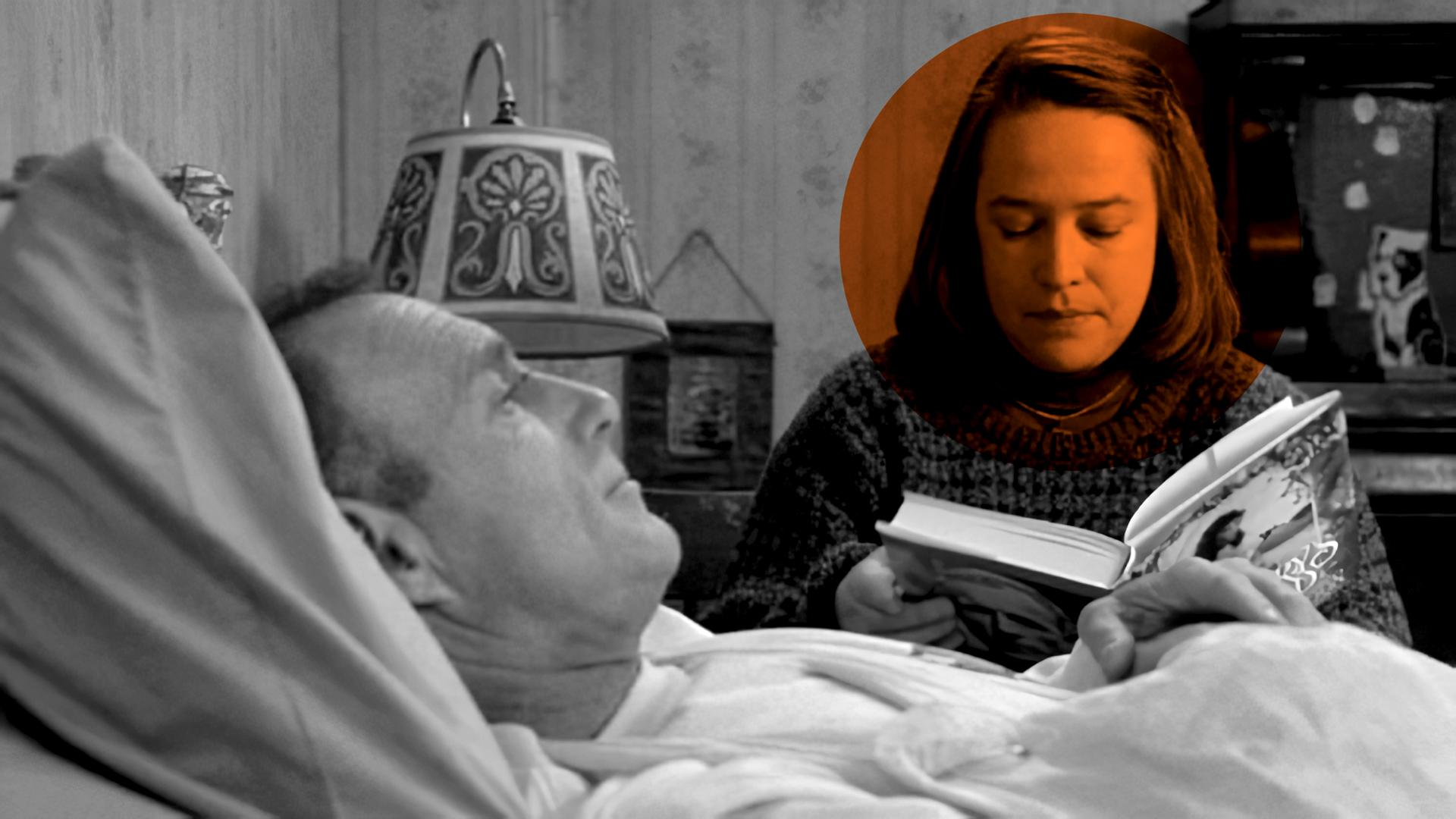
Su Lim

Associate Design Director

“Kill your darlings, kill your darlings, even when it breaks your egocentric little scribbler’s heart, kill your darlings.”

–Stephen King, *On Writing: A Memoir of the Craft*







**Agile**

Desirability

**Lean Change**

Viability



Feasibility

**Design Thinking**

**Human Centred Design**



Product management: A process of understanding and prioritising what's important, being able to say no to what isn't, and moving things forward in the face of uncertainty



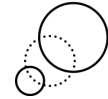
Opportunity  
Exploration



Product  
Direction



Lean  
Execution



Launch,  
Grow & Scale

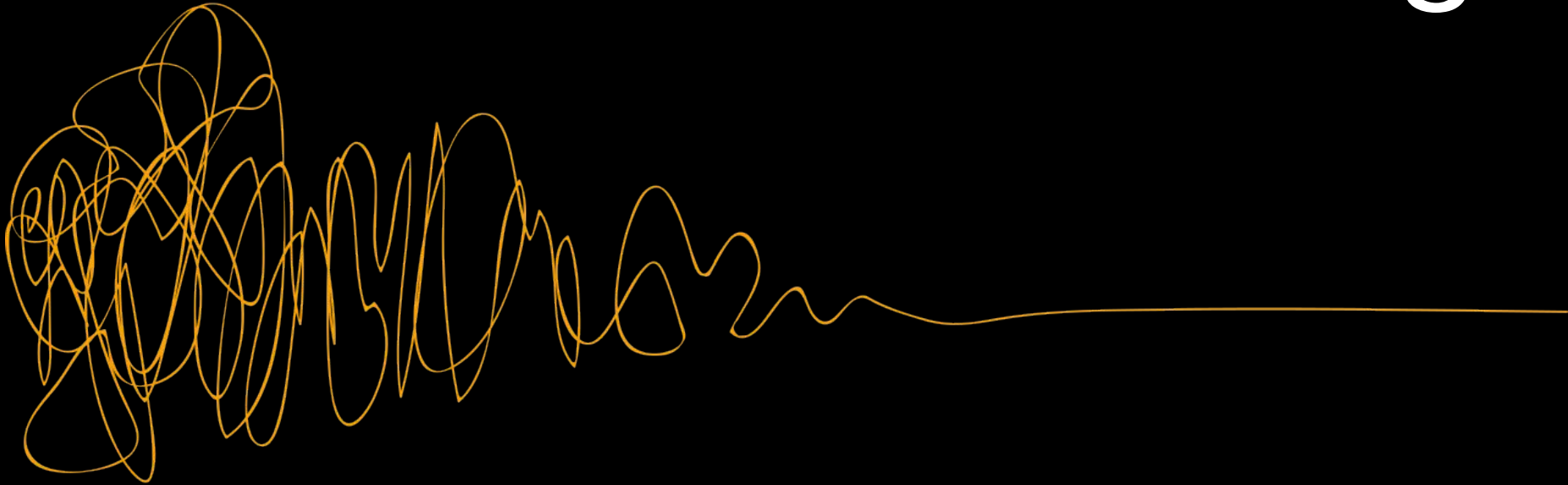




PIECE.  
OF.  
CAKE.

NAILED IT!

# Linear thinking



Stakeholders or teams don't understand  
this process is a squiggle, not a line



# Fixed solutions

The team or organisation doesn't take up the hypothesis-driven approach

A photograph of a cardboard box and a black book standing side-by-side. The box is on the left, and the book is on the right. The background is a plain, light-colored wall.

# Lack of autonomy

Teams given goals in  
the form of feature  
sets, not problems

# Here Be Hippos



Lack of comms, vision alignments  
and focus on objectives.

A photograph of a train approaching on tracks at sunset. The train's headlights are on, creating a bright glow. The tracks lead towards the train, flanked by tall grass and brush. The sky is a mix of orange and blue.

# Data derailers

Too much, too little, the 'wrong sort' can grind the gears of progress

When it comes to product development...

Hell is other  
people



# What can we do?

1

Connect with  
senior  
leadership

2

Create  
psychological  
safety for flags  
to be raised  
early

3

Identify the  
complexity and  
take action

4

Quickly show  
value in working  
this way

5

Conceptualise  
the approach  
and build it  
together



A group of people are gathered around a table in a meeting. A woman in the center, wearing a black jacket, is smiling and pointing at a document on the table. Other people are looking at the document and talking. There are water bottles, a coffee cup, and various papers on the table. The background is slightly blurred, showing a workshop or office environment.

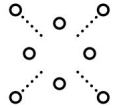
# Introducing the Diagnostic

Helping set up things right since 2018

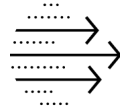
# When is it done?



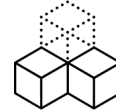
Diagnosis



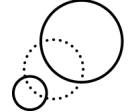
Opportunity  
Exploration



Product  
Direction



Lean  
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Launch,  
Grow & Scale



# Diagnostic session framework

01

Intro

02

Past

03

Present

04

Future

05

Wrap

# 01 Intro

Set the context.

Create a safe space.

- Who's in the room and what the session is about.
- Warm-up activity.



## 02 Past

Understand how we got here.

The further along the process the project is, the more emphasis and time is spent on what has come before.



### Example activities

- Guided conversation:  
Where did this idea come from? What was the trigger? etc...
- Reference previous research/artefacts

## 03

# Present

Understand the current state.

What is known and what are the gaps?

Uncover the intent for the project.

How aligned are people?



### Example activities

- Business model canvas
- Journey/value chain mapping
- Unpack the brand and the audience/s



# 04

## Future

What needs to change and how we could make this a reality?

Consider the organisation and identify factors that may contribute to or hinder the project's success.

### Example activities

- Sketch the future
- Ideal outcomes for customer, business and team
- Future vision statement and value proposition
- Stakeholder mapping
- Identify project barriers, enablers, organisational cultural quirks

# 05 Wrap

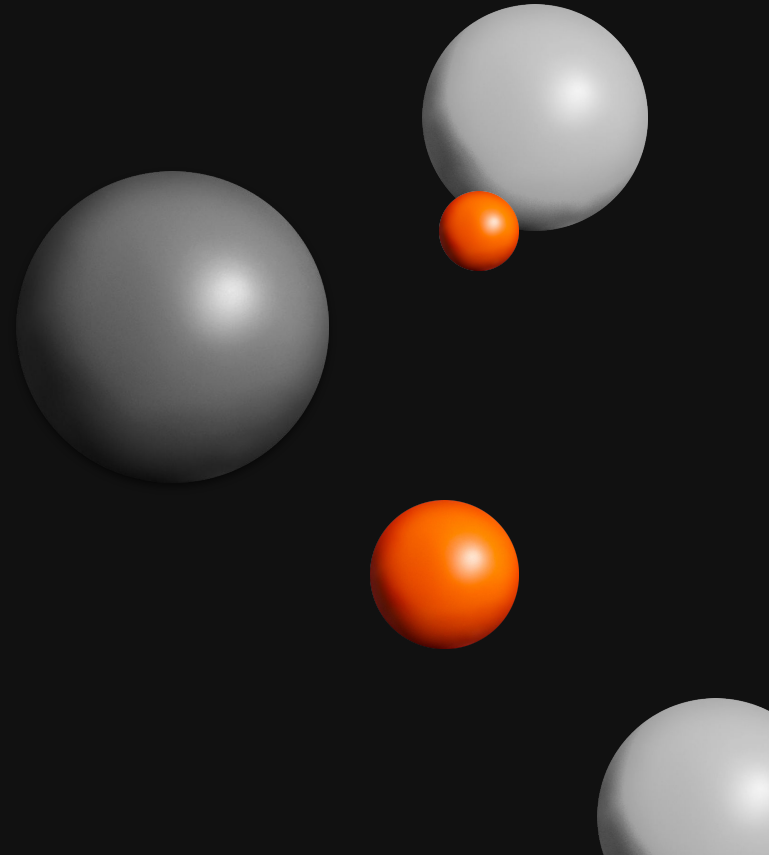
It is important to always end with clear next steps.

Discuss when & how will you provide a playback of the session.



# Case study

A signature brand experience



**People:** cross-functional core team,  
key senior leader (8)

**Time:** Bigly - 2 x 3hr sessions

**Agenda:** Loosey-goosey

**We received:** 5kg of research\*  
(maybe, if printed)

## Session Agenda

### Day 1

#### Intro - 15 mins

Intros and set the scene  
Warm-up - pitch slide?

#### Past - 15 mins

Why are we doing this - history and trigger

#### Present - 45 mins

Current state summary deck stuck up or just key points/takeouts (JC to identify which slides)  
Also have summary deck up on screen to dive into details/discuss  
What are our Unknowns - sheet with title

#### Break - 5 mins

#### Future - 1hr 30 mins

From>to exercise - sketch and stick up 15  
Space for why are we doing this - golden circles x we, by, through 15  
Ideal outcomes> AHM leadership>Customers>This team 15  
What will our success be measured on? 15

#### Wrap up - 10 mins

### Day 2

#### Future

What is the future?  
How could we make this a reality?

What barriers or challenges might we face?  
Scale - what's on/off the table?

20 What enablers are in play? (Sheet of paper with both challenges/enablers listed) - 30 mins

What cultural quirks could we anticipate?

How will we make decisions?

What would send this off the rails? (Culture, Decisions, Derailers on a sheet) - 30 mins





# 04 Future

Many ways to unpack the future experience.

Like an open conversation, visualising can be an unrestricted way to uncover views.

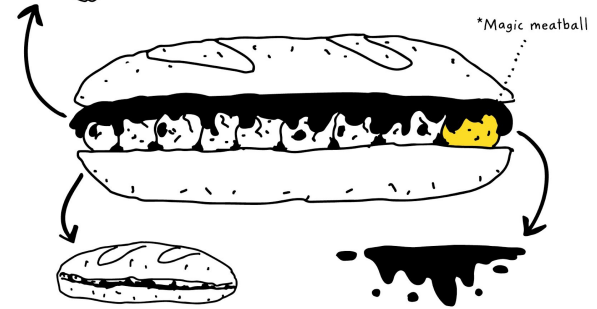
This can lead to a shared mental model and alignment on aspiration and what needs to be done.

## FUTURE EXPERIENCE



### Meatballs

Specific interactions/features that make up the experience.



### The Sub

Everything we stand for as a brand used as a vehicle to connect the whole experience.

### The Sauce

The secret recipe that makes it all uniquely

---

All of these elements need to be considered to deliver a true signature experience.

\*Magic meatballs represent distinctive moments that epitomise the signature experience.

SINGLE SERVICE PRINT FOR APPROPRIATE

DEFINING CAPABILITY (OR CORE) SERVICE

BRANDS OR SIMPLE CORE CONCEPT SERVICE

BRANDS ARE THE BEST REPRESENTATION (BRANDS)

BRANDS ARE THE BEST REPRESENTATION (BRANDS)

LOCATIONS

WALK

Light comes from shimmering





## Our approach: 2 week sprints

# Outcome

Detailed approach, with buy-in and understanding of what we wanted to do, and how, from the business.

isobar

Statement of Work



LEVEL 4 | 111 CECIL STREET | SOUTH MELBOURNE | VIC | 3205 | +61 3 9693 8301  
LEVEL 5 | 14 MOORE STREET | CANBERRA CITY | ACT | 2601 | +61 2 6203 4506  
LEVEL 3 | 20 WINDMILL STREET | WALSH BAY | NSW | 2000 | +61 2 8094 7567  
TOWER 2 | LEVEL 14 | 123 ST GEORGES TERRACE | PERTH | WA | 6000 | +61 8 6298 6801

### SPRINT 1

Exploration  
Opportunity  
Definition

Idea Generation

Prioritisation  
and Decision  
Hypothesis

the  
nity

*Push for big  
ideas*

Set  
experim

igned to the  
and

This stage focuses on  
creative thinking workshops

Taking ideas from  
previous stages

Meet the Isobar Team: Core



**Jim O'Malley**  
Associate Director,  
Strategic Design

12 years of experience designing and leading the development of innovative customer experiences across digital channels. He has worked across multiple industries for start-ups and global brands, including Travel & Leisure, Pharmaceuticals, Health, Superannuation and Automotive.



**Su Lim**  
Senior Designer

13 years in the design industry, creating digital experiences for top brands, not-for-profit organisations, and start-ups.



**Albert**  
Creative

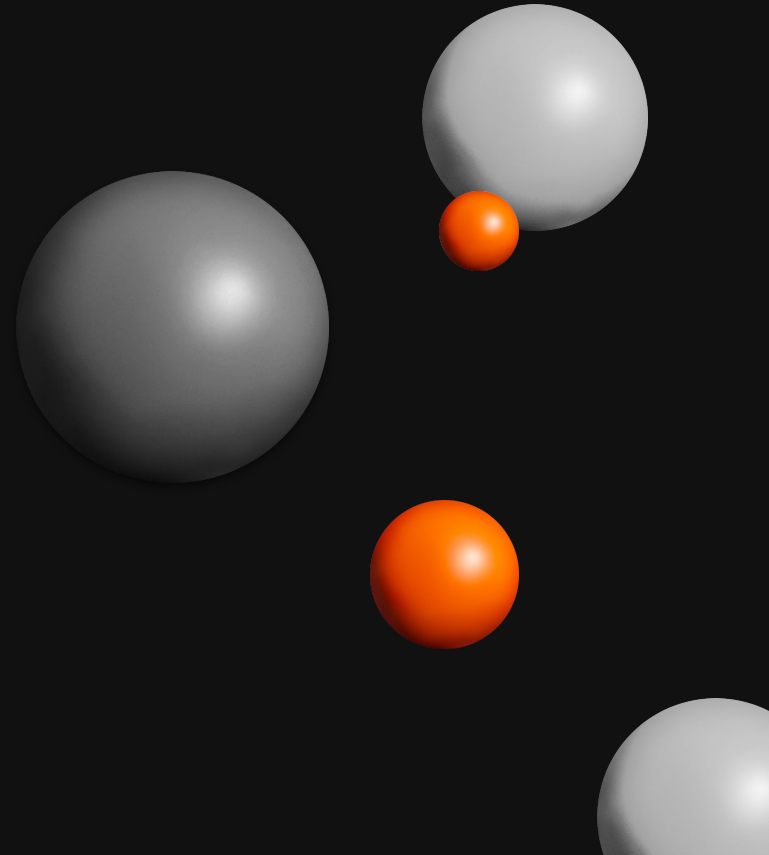
14 years of experience leading creative teams and developing different content strategies and development campaigns.

aker  
on

Team participation

Decision-  
particip

Putting into  
practice



### **Set-up the session right**

Curate who attends, gather any pertinent info and make sure they know what they are letting themselves in for

### **The project team diagnoses**

This can be a vital part of onboarding, understanding and team formation and it would be a shame to miss the opportunity.

### **Leverage momentum gained**

With clear next steps, and having potentially brought people together for the first time, a well run diagnostic

### **Be flexible and conversational**

Allow the talk to flow. Keep an eye on the clock and what you want to uncover, but don't be too rigid in how you get there.

### **Collaborative wall-work (brick or digital)**

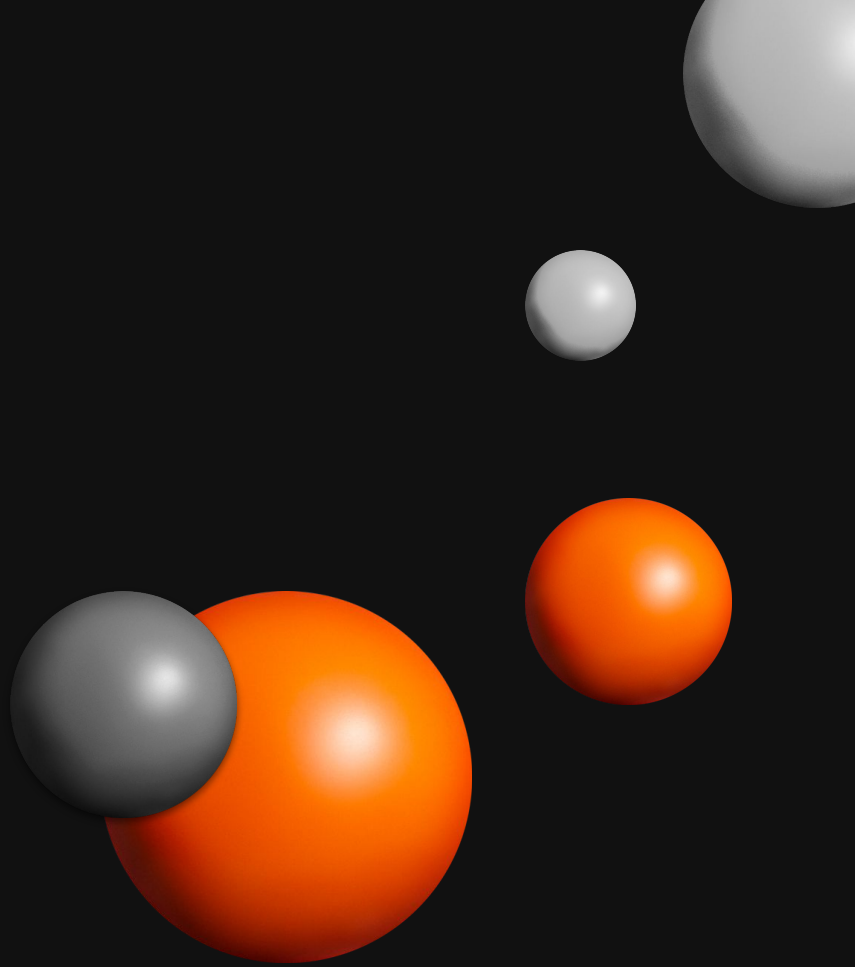
Annotate, synthesise and structure these thoughts as the session goes on in a way that is visible, shared and at the end of the session able to be recapped as part of the wrap/approach building

### **And... start small and do just enough**

Keep this as lean as possible!

# Applying it yourselves

Time to chat to your colleagues



**People problems:**  
Which are you facing?

Linear thinking

Here be hippos

Fixed solutions

Data derailers

Lack of autonomy

**Diagnostic session framework:**

What would you want to cover? What value do you see in this and what challenges/opportunities to implement it do you see?

01

Intro

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Wrap

Some indicative questions

What 'past baggage' do we need to be aware of that could skew perceptions?

Why are we doing this piece of work?

What's the vision for this?

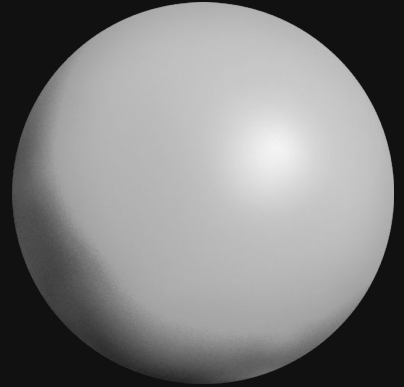
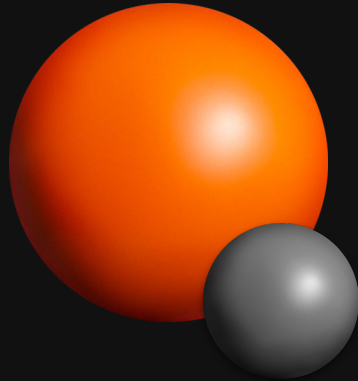
What barriers or challenges might we face?

What enablers are in play?

What does the project need to support or align with?

How will we decide what's important?

Q&A



We've created a page for you to go get:

- This preso
- A miro board as a starter for your own remote diagnostic, with guide (PLEASE MAKE A COPY)

...and reach out if you think you'd like some help from us in future

**Finally: We are hiring!**



<https://isobar.training/anonymous/>