

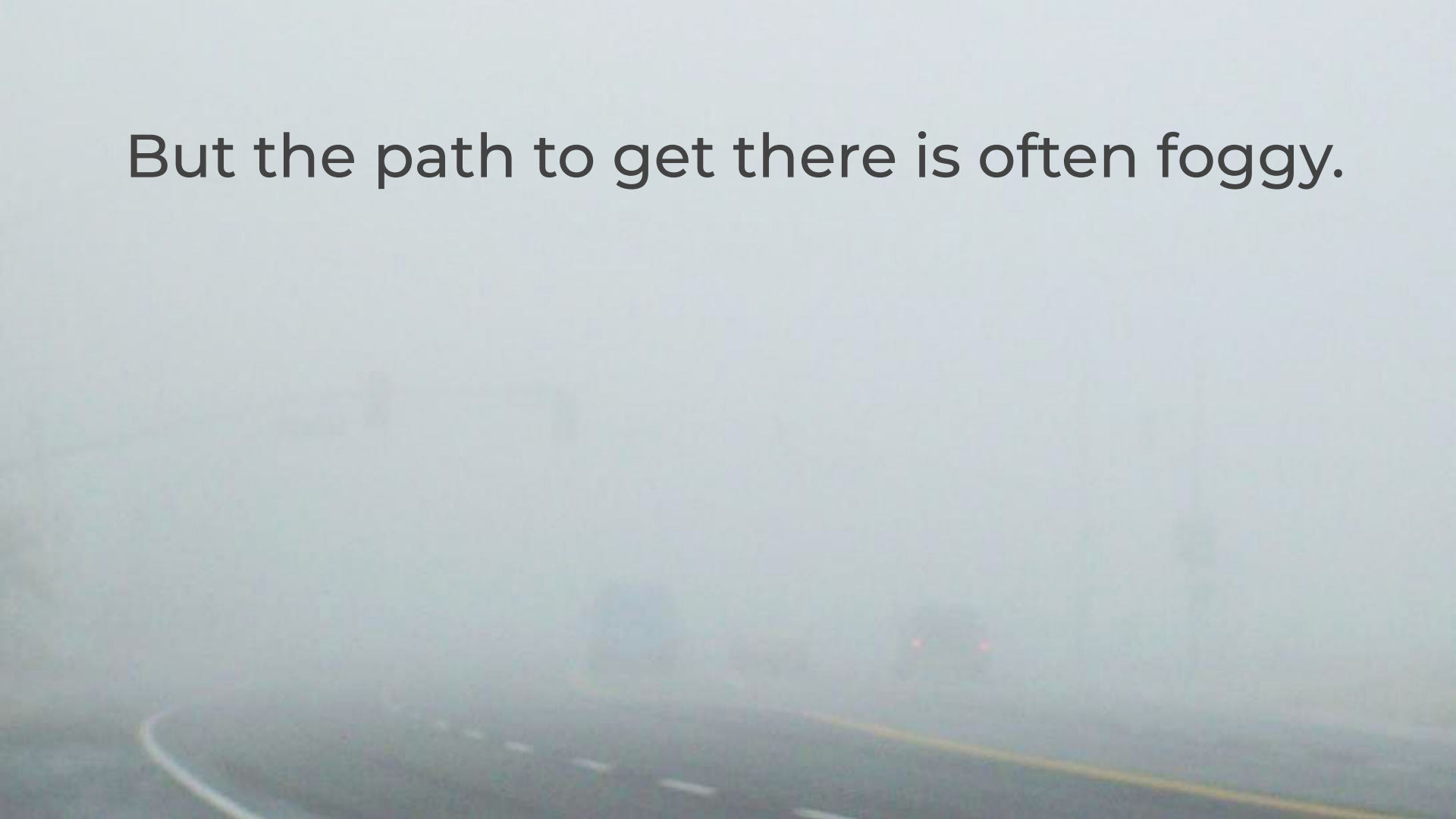
# Radical Product Thinking: How Agile transformation goes wrong (and what you can do)

@RadhikaDutt





But the path to get there is often foggy.





Transformation is often interpreted as using Lean and Agile to give customers what they ask for.

*“We have to ask customers what they want and be Agile so we can deliver.”*




Lean and Agile give you the equivalent of a fast car - they help you innovate faster.



We continue to optimize our fast car (get better at Agile, increase sprint velocity...)



But in focusing on a *fast* car, it's easy to lose sight of *where* we're going.

A close-up photograph of a dark-colored coffee cup filled with a latte. The coffee has a white foam top with intricate latte art in the shape of a heart with leaf-like patterns. The background is dark with numerous out-of-focus, warm-toned bokeh lights, suggesting a cozy, indoor setting like a cafe or home. The overall mood is warm and inviting.

The tale of how delighting customers led a company astray.





**“Product diseases”** are  
easy to catch.

Time for a checkup ?



# Obsessive Sales Disorder (OSD)

Features delivered for  
**individual customers**

**Fragmented** product,  
distracted engineers



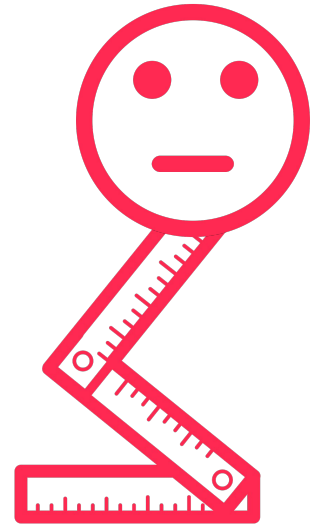
*“Customer centric means we give customers what they want.”*

# Hypermetricemia

**Obsession** with metrics and analytics

**Incremental** product improvement, stuck in local maxima

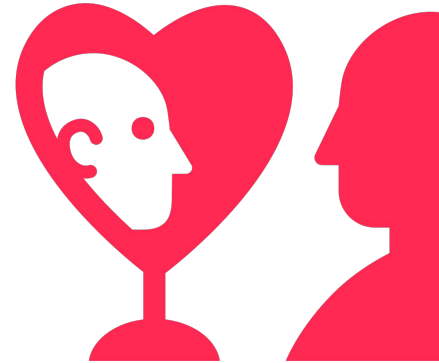
*“MEASURE EVERYTHING! TEST EVERYTHING!”*



# Narcissus Complex

**Looking inwards** and  
focusing on our own needs

**Disconnected** from  
customer needs

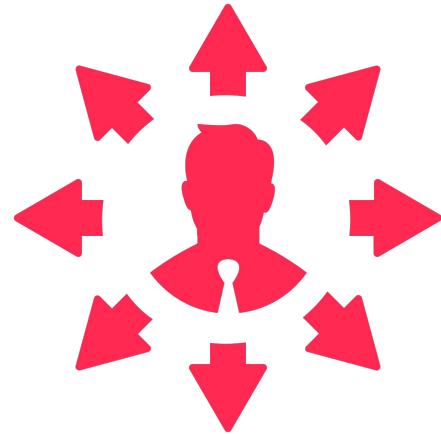


*“If we just add this feature, I know customers will use it. I know I would.”*

# Strategic Swelling

Product tries to do **too much** for **too many** users

**Unfocused** efforts, weak value proposition



*“All of these features are important. Making me choose one over another is like asking me to choose between my kids.”*



These diseases are barriers to transformation and happen when we're missing a clear **product vision and strategy.**



**Product diseases**  
sap momentum.

It feels like Agile  
Transformation is  
**“not working”**.

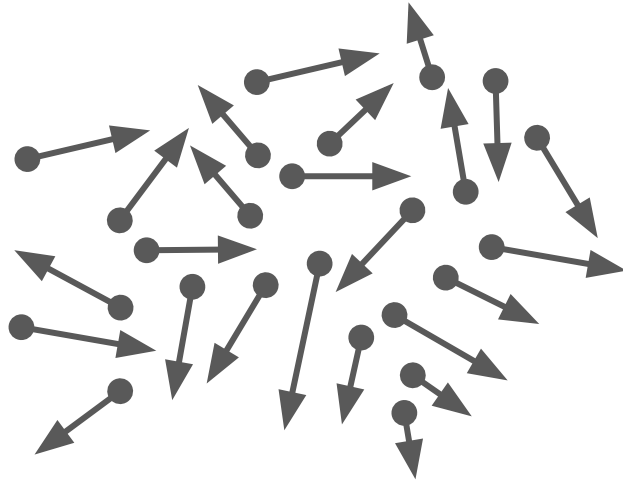


# Lean and **Agile**

..are **important** feedback-driven **execution methodologies** that give us...

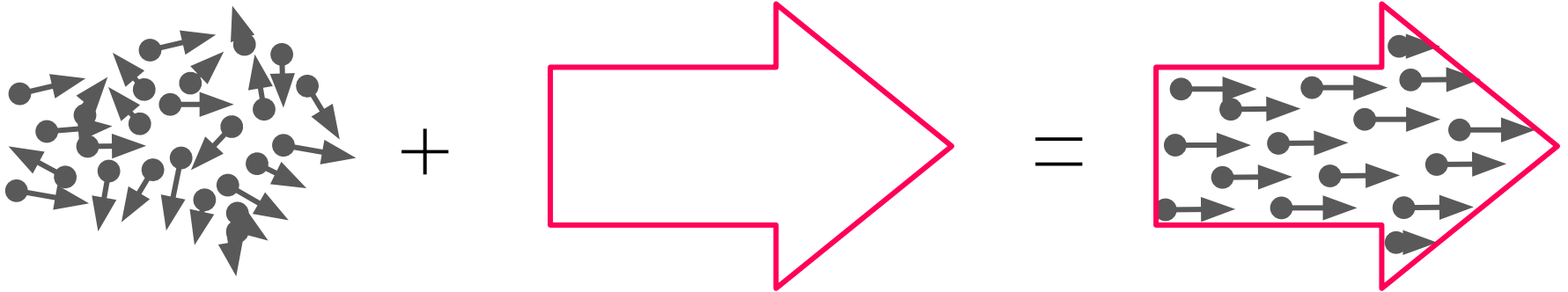
...*Speed*

*Speed*, by itself, can look like this...

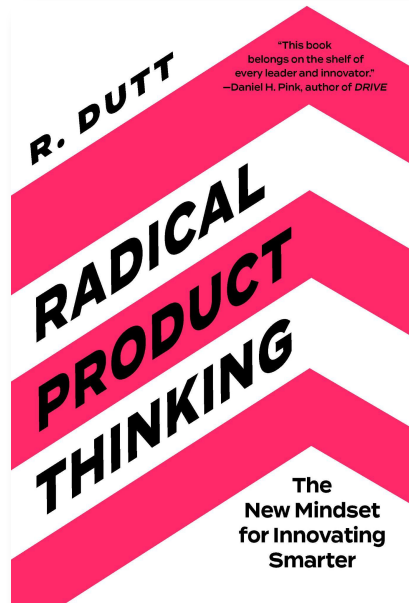


# *Speed + Direction = Velocity*

Before launching into **execution**,  
we must define the **direction** of our speed



What is **RADICAL PRODUCT THINKING** ?



It's a methodology for building **world-changing products...**

...giving organizations a practical approach and a clear process.

# You can systematically **engineer your change**:



## **Vision**

What's the end-state you want to create?



## **Strategy**

How will you create that?



## **Prioritization**

In what order will you deliver it?



## **Execution & measurement**

How will you measure and adapt?



## **Culture**

What culture do you need in place?

...and **communicate** your rationale across your team and within your organization



Define your  
**VISION**



First we must unlearn  
all we know about a  
“good vision”.

Here’s why...

“Contributing to human progress by empowering people to express themselves.”





# Your **Vision** should articulate...

- **Who:** Whose world are you changing?
- **What:** What does their world look like today?
- **Why:** Why does their world need changing?
- **When:** When will you know that you've arrived?
- **How:** How are you going to change it for them?

... the **Who, What, Why, When** and **How**



A close-up photograph of a dark-colored coffee cup filled with a latte. The surface of the coffee is decorated with intricate latte art, featuring a central heart shape with symmetrical, leaf-like patterns extending outwards. The background is dark and filled with numerous out-of-focus, warm-toned bokeh lights, creating a soft, atmospheric glow. The overall mood is cozy and inviting.

How we applied this approach  
in the context of Nack.



# Reimagine product as your mechanism for change



## **Envisioned Change**

Spreading kindness and getting people to pay it forward.



## **Product**

An app where users can participate in random acts of coffee.



# The Radical Vision Statement

Today, when *people who often go to coffee shops* want to *say thank you to someone or spread kindness around them*,  
*identified group* *desirable outcome*

they have to *remember to engage in a random act of kindness*. This is unacceptable, because  
*current activity/solution(s)*

*it results in these acts being rare, awkward, and not a habit*. We envision a world where *spreading random acts of kindness becomes a habit for people*.  
*shortcomings of current solution* *shortcomings are resolved*

We're bringing this world about through *an app that makes it easy to create random acts of kindness by buying someone a coffee to brighten their day.*  
*broad technology/approach*



R



## Real Pain Points

*“What pain makes someone engage?”*

I join to claim a coffee someone sent me. But I hesitate to give someone a coffee.

D



## Design

*“What does our solution look like?”*

Get users accustomed to giving coffee without having to pay.

Later, they can pay for the coffee they send someone.

C



## Capabilities

*“How do we enable those capabilities?”*

Establish partnerships so brands sponsor “random acts of coffee” (user gets 2 coffees: one to drink, one to gift).

L



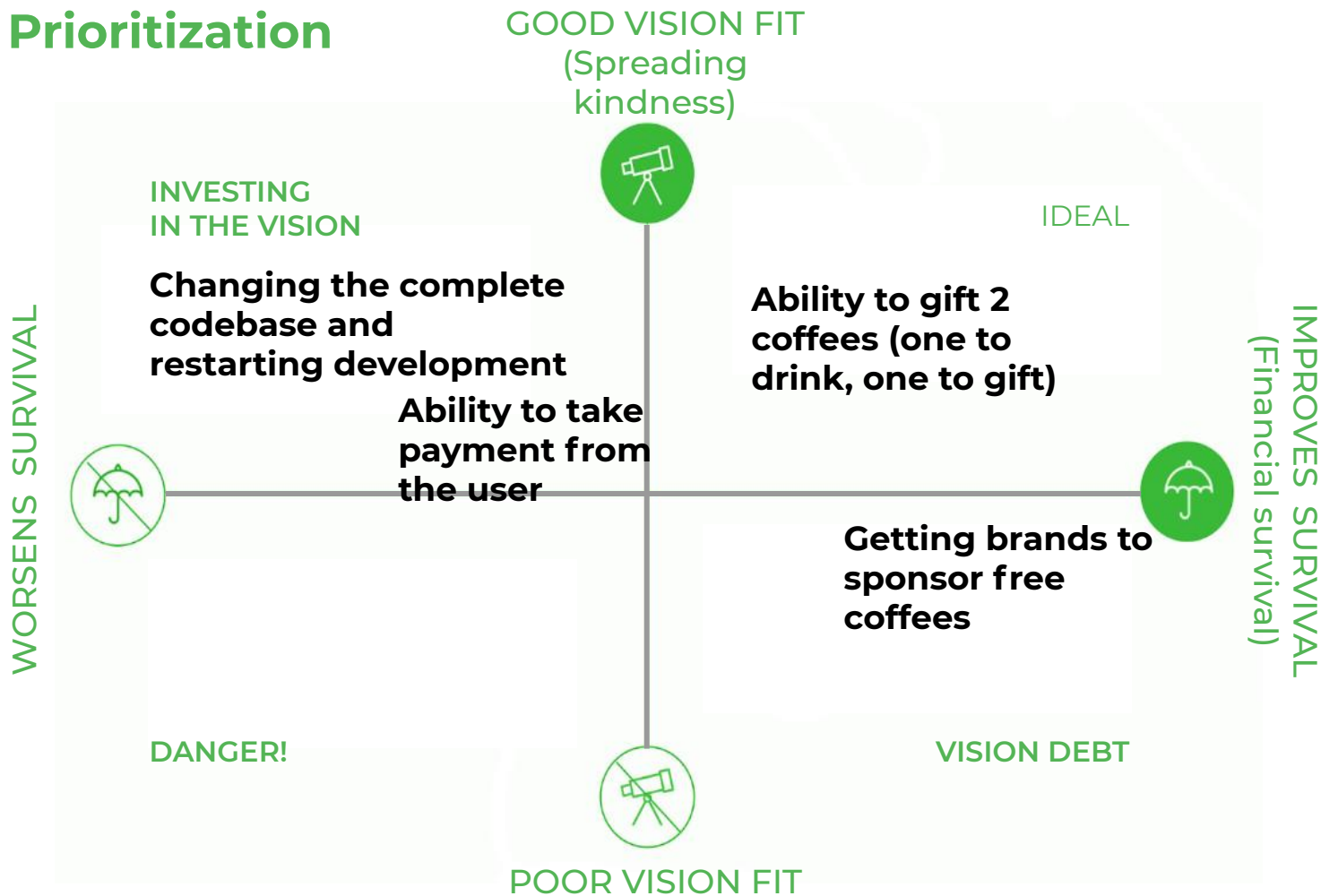
## Logistics

*“How do we deliver it?”*

Pricing model is to get a % of brands' sponsorship.



# Prioritization



# Activities define the **specific tasks and steps** the responsible team will take



## KEY METRICS

What measurable outcomes are we seeking?

1. Number of people who are gifting free coffees from brands
2. Number of people who are spending money to gift



## HYPOTHESES

How and why do we think we can create those outcomes?

If...  
ACTIVITY

We train users to give coffee that's sponsored by brands

Then...  
OUTCOME

By gifting free coffee they'll be more likely to spend money to spread kindness

Because...  
CAUSE OR CONNECTION

They'll start to enjoy spreading kindness through coffee.

## ACTIVITIES

What concrete actions should we plan to take?

First sprint:

- Redesign app so that each user gets 2 coffees
- Engage brands and create a pipeline of campaigns
- Front-end development for gifting and getting coffee
- Back-end dev to keep track of coffees and campaign

In the next sprint:

- Enable payments





We measured success by the % of users who were using their own money to send someone a random act of kindness.

Popular metrics such as number of daily users, time spent on site, and NPS scores are important but aren't indicators of progress towards **Nack's vision.**

A radical product is your  
**improvable mechanism** for  
**engineering the change** you envision.

*Alignment in the team toward building a radical product  
creates a strong foundation for Agile Transformation.*



How do we **plug this in**  
to what we're doing today?

# Radical Product Thinking + Lean and Agile

**Radical Product** helps you define and communicate **what** you're building and **why**



Lean and Agile help you **execute**,  
**learn and iterate** under uncertainty

# You can transform to create change systematically:



## **Vision**

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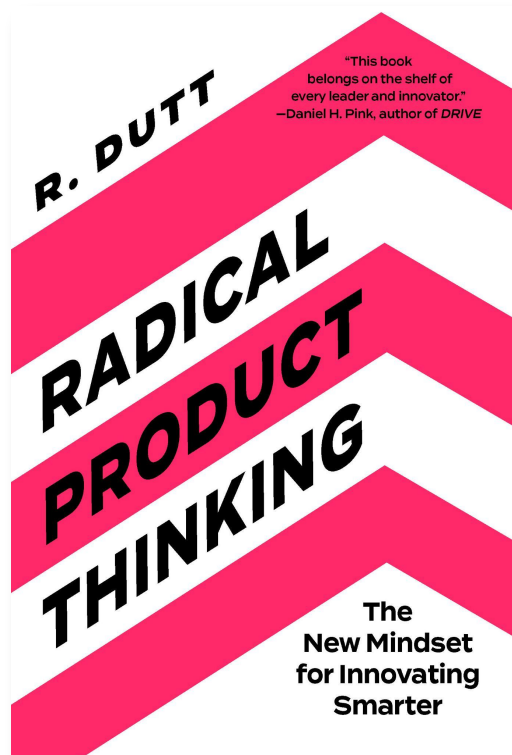


## **Culture**

What culture do you need in place?

...and **communicate** your rationale across your team and within your organization

# Want to learn more?



- Get the [Radical Product Thinking](#) book
- Join the mailing list on [www.radicalproduct.com](http://www.radicalproduct.com)
- Message me on LinkedIn

# Questions?

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

**@RadhikaDutt**