



Lack of Product Thinking will Doom your Legacy modernisation

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HUBRIS

DISTRACTION

TIMIDITY

OVER-CAPITALISE



Four key practices to keep doom at bay

1. Discovery - upfront and continuous
2. Shared visual knowledge and wisdom - think mapping
3. Strong, experienced product management
4. Change management - how to make people want what's good for them



HUBRIS

OVER-CAPITALISE

**DISCOVERY -
UPFRONT AND CONTINUOUS**

Pitfalls and the sweet spot

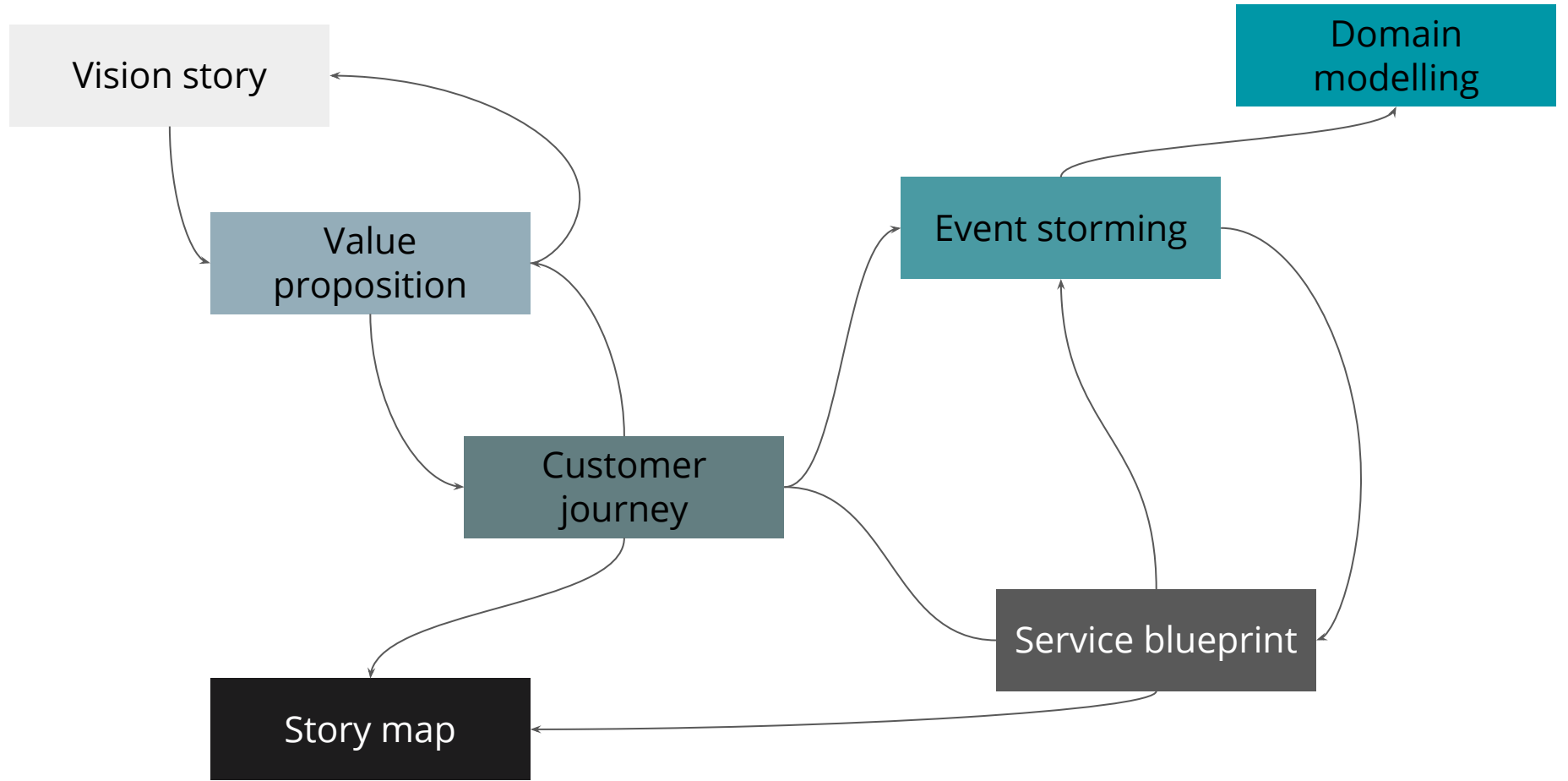
- **Not doing enough discovery upfront**
 - Invest time to uncover the knowns
 - Create value over feature parity
 - Build a roadmap
- **Continuous discovery**
 - Look ahead and adjust the roadmap
- **Doing discovery for too long upfront**
 - Opportunities will be missed and unnecessary things will be built



HUBRIS

DISTRACTION

**SHARED VISUAL
KNOWLEDGE AND WISDOM**



AGILITY

Establish common, flexible, digital-ready infrastructure to provide great customer experience, agility, scale and control

3A OWNER: Craig Sims
Rationalise products, and simplify and industrialise key banking processes

3B OWNER: Craig Sims
Automate key processes to speed service delivery

3C OWNER: Paul Duggan
Create common Banking Services in Payments, Identity & Fraud, Customer Self-Service and Collections

MEASURE: PEOPLE 4T, ISSUES, THEMES, BUDGET, MISSIONS

FILE HEADLINES

THEMES

THEME HEADLINES

Simplification centre of excellence

PEOPLE BUDGET MISSIONS

3D OWNER: Lorna Cole
Build core capabilities to better understand and serve our customers

OUTCOMES, MEASURES, INDICATORS, INITIATIVES

3E Own and standardise technology products

3F: [unclear]

3G: [unclear]

CULTURE

4A: [unclear]

4B: [unclear]

4C: [unclear]

4D: [unclear]

4E: [unclear]

DISCIPLINE

4 ARE WE GETTING BETTER?

CHANGES

Are we getting better? (charts)

How is work evolving? (charts)

Alignment

How well are we working together? (charts)

EXCERPTS

HOW TO IMPROVE CUSTOMER WORK

EXCERPTS

PILLARS

THEMES

TILES

STOP





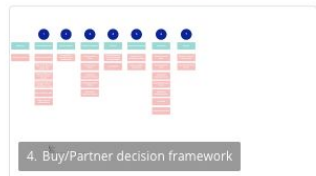
1. Analysis / WIP



2. Roadmap to a stand-alone, online, tax and



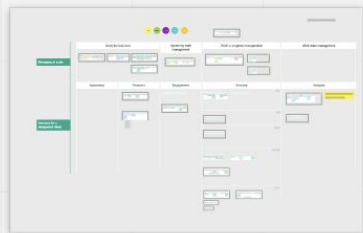
3. Backlog to build out (online) enabling capab



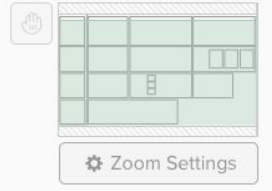
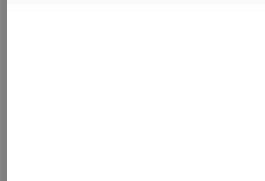
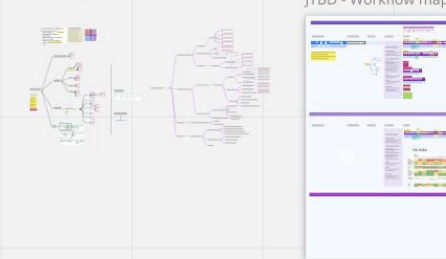
4. Buy/Partner decision framework



JTBD



JTBD and user needs



1 Mapa da Inception

A Lean Inception é uma metodologia do brasileiro Paulo Caralli, autor do livro que leva o

2 Agenda BurnUp

3 Nossos Combinados

4 Parking Lot + Glossár...

5 Parede de participan...

6 Visão do Produto

7 É - Não é | Faz - Não ...

8 Objetivos do Produto

9 Personas

10 Jornadas

11 Funcionalidades



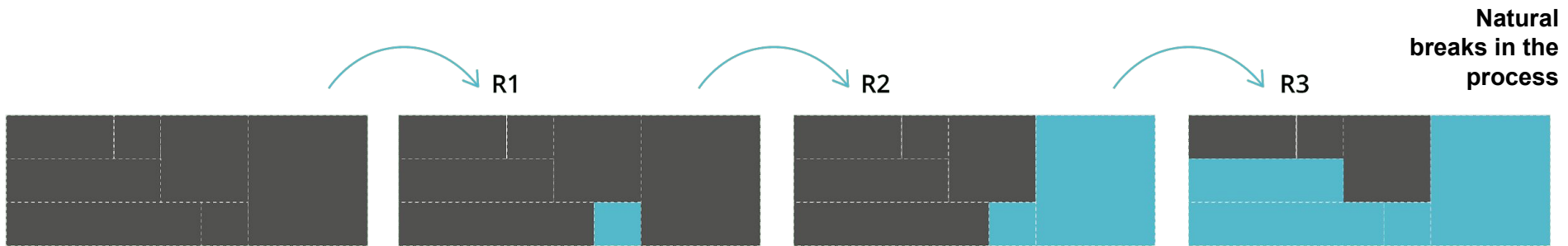
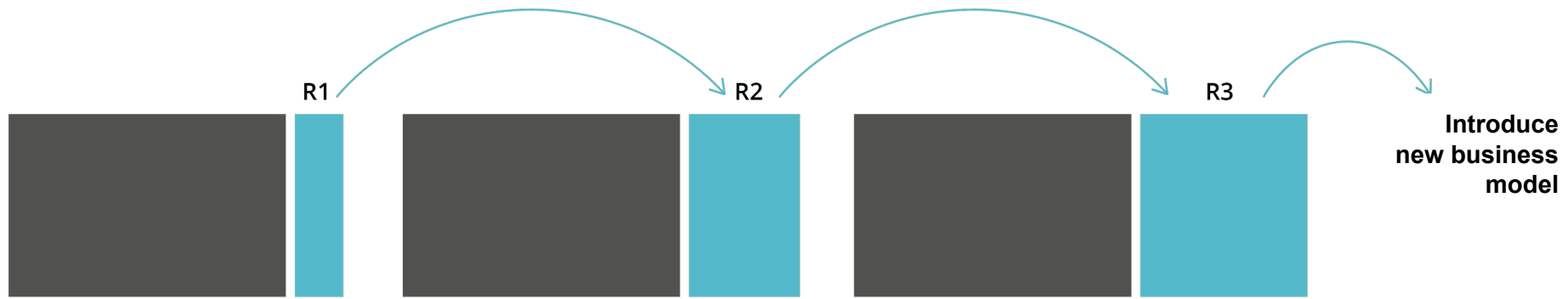
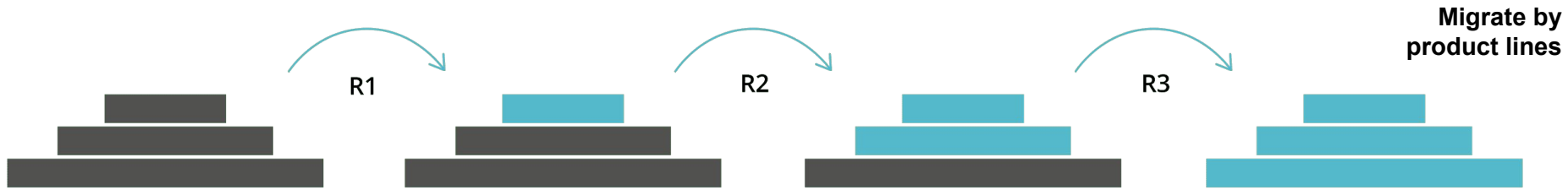
DISTRACTION

TIMIDITY

**PARTNER WITH A
STRONG EXPERIENCED
PRODUCT MANAGER**

Innovative and pragmatic

- Innovative product managers take the opportunity to do things better
 - No lift and shift here
- Pragmatic product managers create a meaningful and directional vision
 - No flip flopping
- Modernisation is a beast that needs careful planning and design
 - Slicing into sensible releases helps realise value early
 - Experiment and learn from each slice before scaling



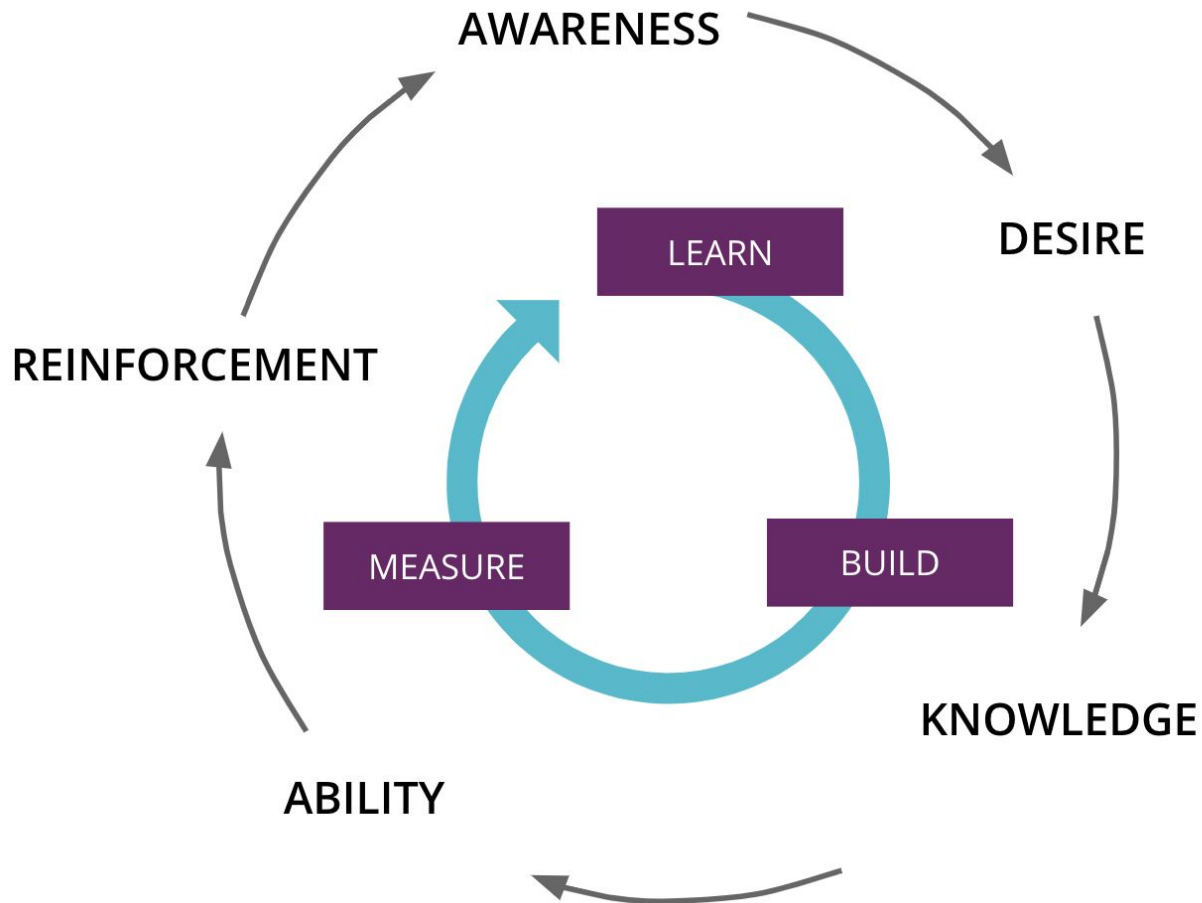


DISTRACTION



OVER-CAPITALISE

CHANGE MANAGEMENT



Takeaways

- Invest in extra upfront and continuous discovery
- Visible maps breakdown the complexity
- An strong experienced product manager will delivers value continuously
- Change management is budgeted for and ongoing activities are taking place

Avoid the pitfalls by thinking of it as a product within a broader ecosystem over replacing a legacy!