OUTPUT vs. OUTCOME vs. IMPACT

OUTPUT → GENERATES *WHEN USED BY CUSTOMERS* → **OUTCOME** → GENERATES → **IMPACT**

Tasks/To Dos   CUSTOMERS   ORG

- ☐ USER STORY / EPIC
- ☐ FEATURE
- ☐ PRODUCT

- ★ PROBLEMS SOLVED
- ★ NEW POSSIBILITIES
- ★ CUSTOMERS ADOPT OR CHANGE **BEHAVIORS**
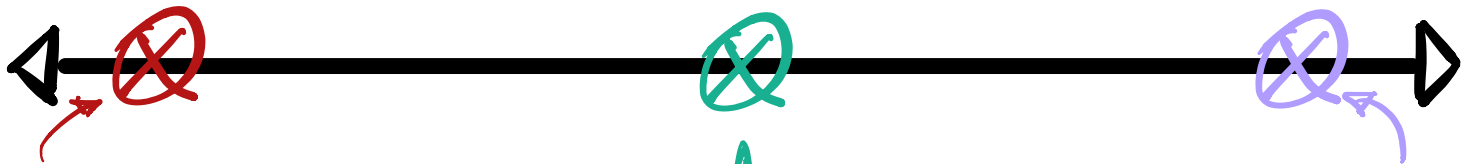
BOTTOM LINE / NET RESULT FOR THE ORG ($, FINANCIAL RATIOS)
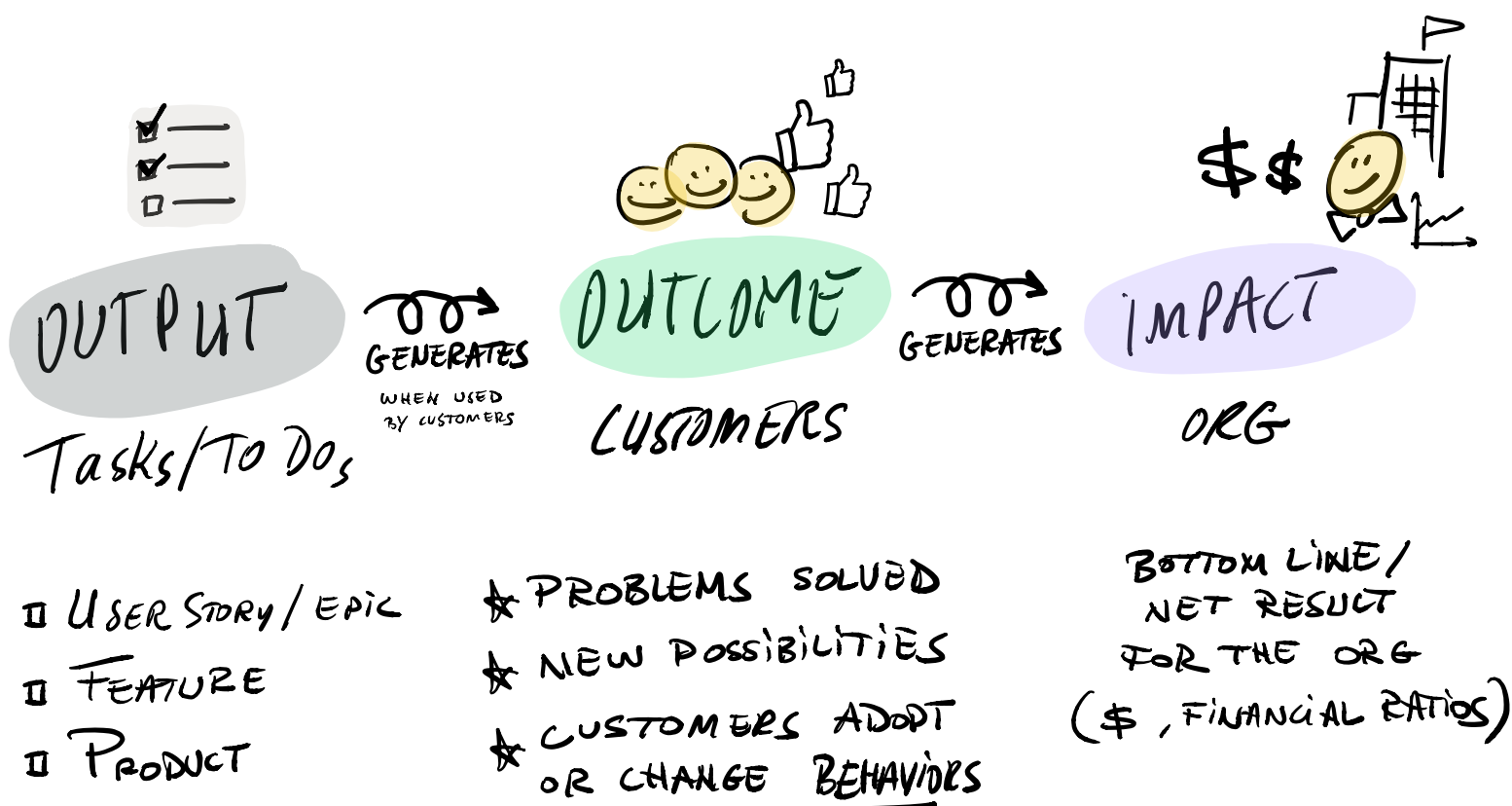
WHERE IS YOUR FOCUS?

crisp
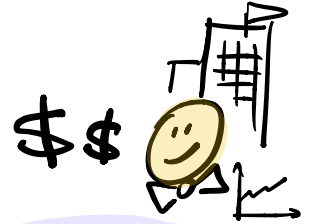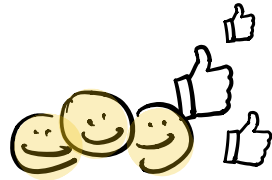
OUTPUT → GENERATES → **OUTCOME** → GENERATES → **IMPACT**

OUTPUT
Tasks/To Dos
- ☐ User Story / Epic
- ☐ Feature
- ☐ Product

OUTCOME
CUSTOMERS
- ★ PROBLEMS SOLVED
- ★ NEW POSSIBILITIES
- ★ CUSTOMERS ADOPT OR CHANGE <u>BEHAVIORS</u>

IMPACT
ORG
BOTTOM LINE / NET RESULT FOR THE ORG ($, FINANCIAL RATIOS)

OUTPUT CENTRIC
You know you're focusing too much here when you:
- Spend too much time optimizing your t/€/Scope triangle
- Endlessly debate and administrate Story Points, Epic Points and other artificial proxies
- Optimize Delivery and forget there even is Discovery
- Build development/delivery teams, not product teams

REMEMBER:
CUSTOMERS DO NOT WANT FEATURES, THEY WANT YOU TO SOLVE THEIR PROBLEMS!

IMPACT CENTRIC
You know you're focusing too much here when you:
- End-up managing costs, making costs go up
- Tend to value efficiency innovations over market-creating (customer value) innovations

REMEMBER:
AN ORG LOOSING SIGHT OF ITS CUSTOMERS STARTS SOLVING ITS OWN PROBLEMS, AND NOT ITS CUSTOMERS!

CUSTOMER CENTRIC
You know you have the right focus when:
- Teams strive towards objectives related to *customer outcomes*
- Work is done in *product teams* that engage with the customers
    - Teams, not someone else, formulate and validate bets/hypotheses
- Org re-organizes itself to avoid silos/hand-overs to deliver customer value (value streams)
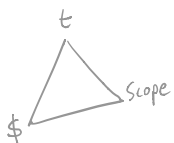
SUCCESS IS TO INNOVATE ON BEHALF OF YOUR CUSTOMERS

v1.0
Christophe
Achouiantz
@ChrisAch