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1. Customer vs. internal customer. *Why should you care?*
2. Ways to get to know your customer
3. Realities of being a customer centric in an enterprise
KNOW YOUR CUSTOMER
Customer is King

Customer knows Best

Customer Obsessed

Customer Focused Organisation
Who is the customer?
Do we have internal customers?
“The manager is the customer” problem

- Engineer has issue
- Contacts team for support
- Team is non-responsive or not engaged in quality customer service
- Engineer complains to their manager
- Manager complains to team’s manager
- Manager thinks other manager is the problem and therefore the customer.
Confusing Stakeholders for Customers

1. Budgeting replaces prioritization.
2. Scorekeeping is based on delivery dates.
3. Short-term trade-offs accumulate over the long term.

https://www.mironov.com/abandon/
Ikigai: A Japanese concept meaning "A reason for being"

- What you LOVE
- Delight and fullness, but no wealth
- Satisfaction, but feeling of uselessness

- What you are GOOD AT
- What the world NEEDS
- Comfortable, but feeling of emptiness

- What you can be PAID FOR
- Excitement and complacency, but sense of uncertainty

PASSION
MISSION
PROFESSION
VOCATION

SOURCE: dreamstime
TORONTO STAR GRAPHIC
# Project Aristotle

<table>
<thead>
<tr>
<th></th>
<th>Psychological Safety</th>
<th>Dependability</th>
<th>Structure &amp; Clarity</th>
<th>Meaning</th>
<th>Impact</th>
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<tbody>
<tr>
<td>1</td>
<td>Team members feel safe to take risks and be vulnerable in front of each other.</td>
<td>Team members get things done on time and meet Google’s high bar for excellence.</td>
<td>Team members have clear roles, plans, and goals.</td>
<td>Work is personally important to team members.</td>
<td>Team members think their work matters and creates change.</td>
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Customer satisfaction affects stock price

Why Service Matters
A study of 200 companies shows a clear correlation between higher levels of customer satisfaction and higher stock prices.

GET TO KNOW YOUR CUSTOMER
Our goal is to ship a million units this quarter.

Do we have any goals that involve making customers happy?

I'm talking about our goals, not their goals. Totally different.
Human Centered Design / Design Thinking

**INSPRIATION**
I have a design challenge. How do I get started? How do I conduct an interview? How do I stay human-centered?

**IDEATION**
I have an opportunity for design. How do I interpret what I’ve learned? How do I turn my insights into tangible ideas? How do I make a prototype?

**IMPLEMENTATION**
I have an innovative solution. How do I make my concept real? How do I assess if it’s working? How do I plan for sustainability?

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**Design Thinking Process Diagram**

- **EMPATHIZE**
  - conduct interviews
  - uncover emotions
  - seek stories

- **DEFINE**
  - reframae and create human-centric problem statements
  - identify meaningful surprises and tensions
  - infer insights

- **IDEATE**
  - brainstorm radical ideas
  - build on others’ ideas
  - suspend judgment

- **PROTOTYPE**
  - create lo-res objects and experiences
  - role play to understand context and key features
  - quickly build to think & learn

- **TEST**
  - test with customers to refine solution and gather data
  - gain deeper empathy
  - embrace failure

- **ASSESS**
  - guidelines for evaluating project
  - work critically
  - openly giving & receiving feedback
  - integrating feedback

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d.school Executive Education

*not necessarily linear, apply as needed ©2019*
Empathy

- Take Their Perspective
- Consider Emotion
- Withhold Judgment

Empathy here.
Stakeholder Analysis

- **Latents**
  - Keep satisfied

- **Promoters**
  - Manage closely

- **Apathetics**
  - Monitor

- **Defenders**
  - Keep informed
Customer Personas
Customer Journey Maps

[Image: Customer Journey Maps diagram]
Empathy Maps

**Empathy Map Example (Buying a TV)**

- **Says**
  - I was expecting something different
  - What do you think?
  - What size is best?
  - What brand do you like?
  - Why is this so hard?
  - What else am I missing?
  - Waiting too much time?
  - I want something awesome
  - I want something reliable
  - Do they think I'm stupid?
  - What is best for me?
  - Too many acronyms
  - Maybe this isn't the best

- **Does**
  - Checks the website
  - Lists pros/cons
  - More research
  - Compares products
  - Observes in store
  - Asks friends
  - Postpones big decisions
  - Overwhelmed
  - Inadequate

- **Feels**
  - Fear
  - Excited
  - Anxious
  - Unsure who to trust

- **Thinks**
  - Why is it so hard?
  - What is best for me?
  - Too many acronyms
  - Maybe this isn't the best

**JAMIE**
Customer Interviews
Shadowing
Surveys
PUTTING IT TOGETHER
“It’s the ability to take customer problems, apply intuition to establish ideas and continually test that idea against the constraints of reality”
Products over Projects

Product Management as a discipline

Value proposition

New Ways of Working

Push inner sourcing to reinforce product behaviour
(internal) Customer Service

Transparency

Live in their channels

Software Engineers with less ego

Service Level agreements
Organisational Structure

Communism

Monopoly
Choice

Howard Moskowitz
Branding

ENGINEERING ACCELERATION
From how we deliver software today...

...to the way we will deliver software tomorrow.
I actively avoid office politics by hating everybody equally.
Where to next?

Atlassian Team Playbook
Some Great Resources

LEAN ENTERPRISE
How High Performance Organizations Innovate at Scale
Jez Humble, Joanne Molesky & Barry O'Reilly

INSPIRED
How to Create Tech Products Customers Love
Marty Cagan
Second Edition
Wiley
IN SUMMARY
• Work out if you have customers, consumers and who your stakeholders are.
• Create clarity by contextualising how you provide value to the customer.
• Learn how your team add value to the people you serve
• Build your internal systems like products
THANK YOU

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