OUTPUT vs. OUTCOME vs. IMPACT

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

OUTCOME
- Generates when used by customers
- Problems solved
- New possibilities
- Customers adopt or change behaviors
- Customers

IMPACT
- Generates
- Bottom Line/Net Result for the org
- Org
- ($, Financial Ratios)
WHERE IS YOUR FOCUS?

OUTPUT

Tasks/To Do's

- User Story/Epic
- Feature
- Product

OUTCOME

Generates

CUSTOMERS

- Problems Solved
- New Possibilities
- Customers Adopt or Change Behaviors

IMPACT

Generates

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/E/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

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

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

Credits / Going further:
- Jeff Patton
- Marty Cagan
- Clayton Christensen
- John Seddon
- Gojko Adzic

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REMEMBER:

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