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Discovery Playbook

2024

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The Basics

What is a discovery

What makes discovery a success

When you should & shouldn't do discovery

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"There is nothing quite so useless as doing with great efficiency **something that should not be done at all."**

Peter Druker

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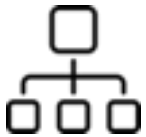
What Is A Discovery?

A process of reducing risk or uncertainty with problems worth solving and solutions worth building.

What & Why

A dedicated process to **evaluate project/product requirements**, identify challenges and deliverables and provide the platform to deliver a successful project



How

A TMO/DO led team focused on key areas of **analysis** and market research across product, technology and design

Benefits & Deliverables

Identify a **clear delivery roadmap**

Improve user experience

Ensure all projects are technically efficient, reducing costs

Avoid costly failures

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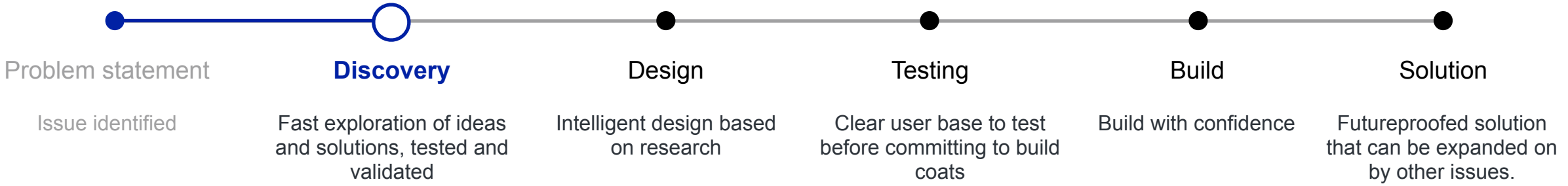
Setting the tone

Discovery sets up the project for success



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What Makes Discovery A Success?

A good discovery strategy should be based on answering 5 core questions

1. What is **the problem** the feature, product or tool is solving?
2. What **alternatives do users** solve this problem with today?
3. What is the **core value proposition** for your solution?
4. How is your feature, product or tool **differentiated from alternatives**?
5. Is this being solved already with **existing applications** in Lloyds?

Other important factors:

Team empowerment: Leadership must allow all team members to feel empowered to share thoughts, ideas and opinions

Clear outcomes: Successful discovery begins with defining clear outcomes you wish to achieve

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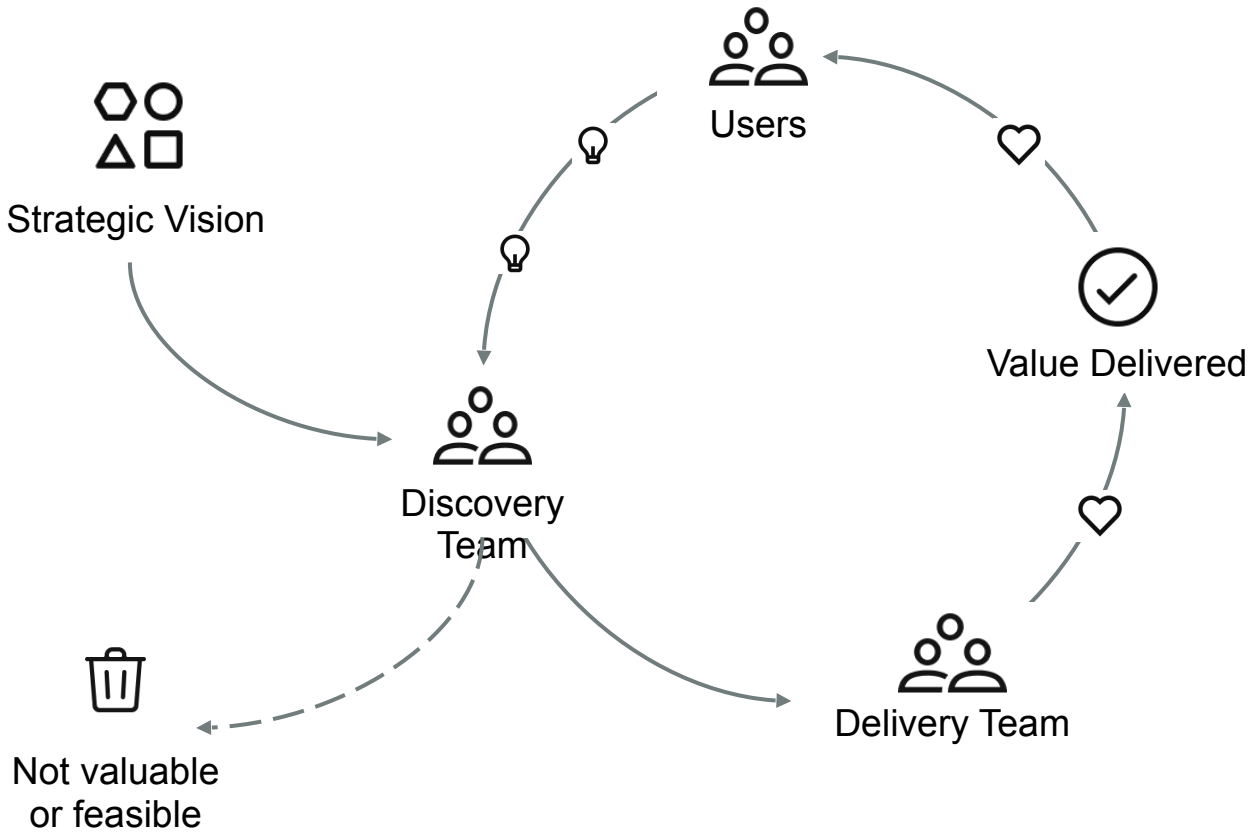
Why You Need To Be Doing Discovery

Filtering vision into reality

1. Processing inputs like feedback and feature requests
2. Generating feature ideas based on user needs and strategic considerations
3. Prioritizing the most valuable ideas, pushing them to the dev team's backlog
4. Discarding low-value or infeasible ideas



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Why You Don't Need To Be Doing Discovery

Time spent in discovery should be flexible

The goal of discovery is to reduce uncertainty.

If a requirement or project has **clear goals, benefits and outcomes** then a discovery would be limited, if at all required.

Large, complex projects that span across locations could require ongoing discovery for several months.

Simply:

Discovery time = Amount of uncertainty

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Identifying Risk

Understanding the need for a discovery

A quick risk check list to determine if a discovery process is required

Value risk:
Do the customers actually want this particular problem solved, or is our proposed solution good enough to get people to switch from what they have now?

Technical risk:
Will the technology work at the scale and performance we need?

Financial risk:
Can we afford this solution?

Business development risk:
Does this solution work for our partners?

Marketing risk:
Is this solution consistent with our brand?

Sales risk:
Is this solution compatible with our go-to-market strategy?

Legal risk:
Is this solution something we can legally actually do?

Ethical risk:
Is this solution something we should do?

Stakeholder risk:
Will this work with the different people in the company?

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Discovery At Lloyds

Systems Thinking

Discovery Types

Discovery Team

Discovery Deliverables

Discovery Timeline

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Moving Lloyds to a Systemic Approach

Using discovery to meet needs

Systemic thinking is a powerful problem-solving approach that includes a variety of tools and methods. Generally used as a way to diagnose complex and cross-functional issues in business operations and technical workflows, systemic thinking focuses on the 'system' as a whole.

In contrast to regular analysis methods that usually isolate different components of a system to find solutions, systemic thinking involves studying all components and their influence on each other together.

Effective discovery support this approach.

Existing way of looking at demands	Systemic approach
Understand the demand as isolated date	Understand the demand end to end
Categories demand by groups	Understand what matters, outside-in
Internal perspective	Customer perspective

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Discovery In A Marketplace

Adapting to requirements with a discovery type

Alibi Discovery

Why
To **validate an idea** already on the table (top-down), a thesis that needs to be tested, broken and refined

Example
Lloyds want to create a tax calculator for multiple markets

Tools & Methods
- User testing
- Proof of concepts (POCs)
- Architecture Maps

Product Discovery

Why
To understand whether a **problem exists** for their users, customers, or stakeholders and focus on executing a solution.

Example
Brokers are using multiple 3rd party tools for tax calculations

Tools & Methods
- Service blueprint
- User research
- Competitor analysis

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Discovery Team

Bring the right people in at the right time

Who should be permanently or temporarily involved should be **based on the requirements and context of your challenge**, instead of a one-size-fits-all definition.

Permanent Collaborators

All active participants bring their own specialities and area knowledge

Who
- Lead BA
- TMO Lead
- Engineering Leads
- UX Designer

Temporary Collaborators

Specialist individuals required for their skill set depending on requirements

Who
- Developers
- Underwriters
- Brokers
- Managing Agents
- Market Participants

Supporters

Champions and stakeholders for the overall project & deliverables

Who
- Senior Leadership
- Enterprise Design Director
- Corporation Transformation Director

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Outputs & Deliverables

Multiple optional outputs for each collaborator

TMO Lead / Lead BA (Product)	Developer / Architect (Technology)	UX Designer (Experience)
Delivery roadmap	Architecture map	Service blueprints / Journey maps
Impact assessment	Sprint requirements & T-shirt sizing	Proof of concepts
User stories	As-is & To-be analysis	User personas
As-is analysis		Value & failure Demand
Process maps		User testing
Time = Money calculation		Competitor analysis

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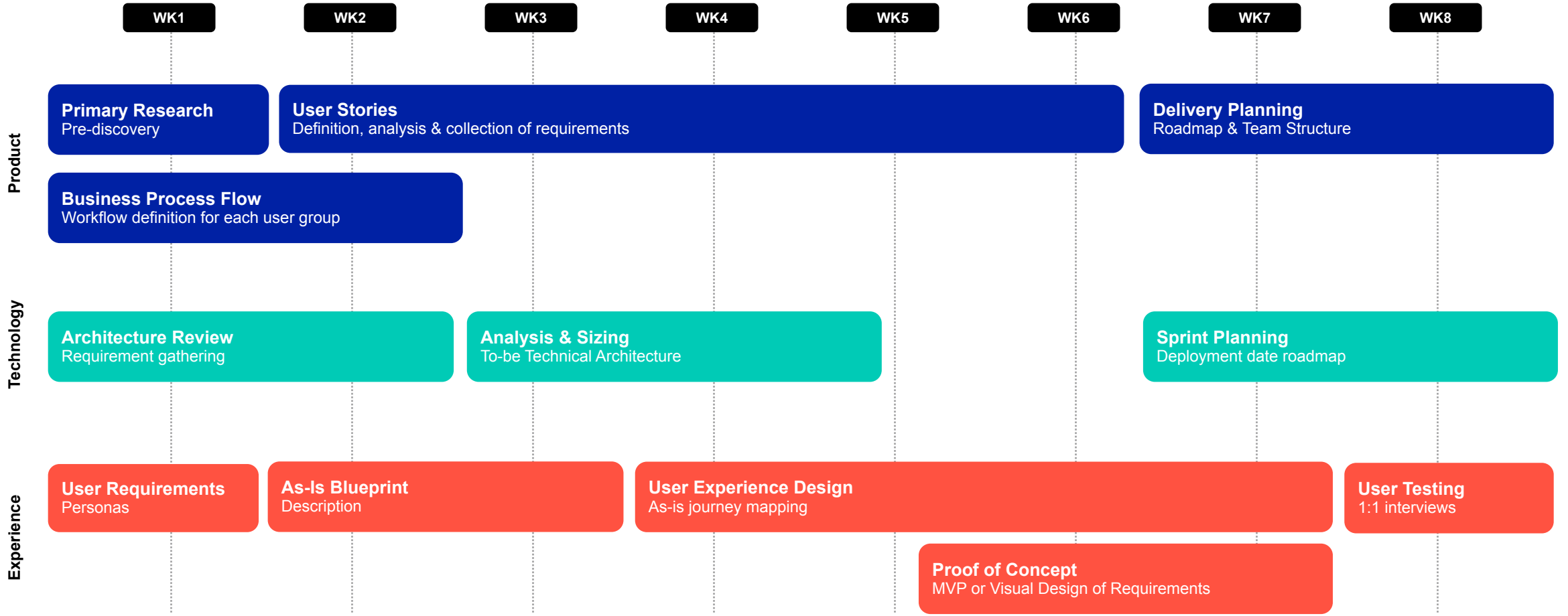
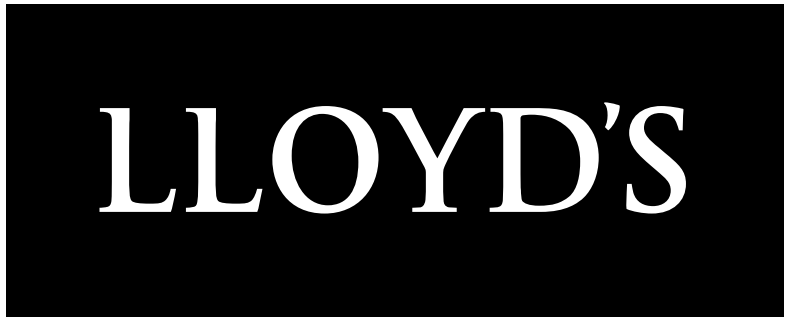
Example Of A Discovery Process

Ideally a discovery is a focused short sprint. This is not a rule.

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