

Innochat

Innovation and Jobs To Be Done

Times shown in: [Eastern Standard Time](#) and [Coordinated Universal Time](#)

Between **2018 Jan 11 11:45** and **2018 Jan 11 13:15**
10 people sent 136 messages containing #innochat

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12:00:05 17:00:05	John W Lewis @JohnWLewis		Welcome to #innochat!
12:02:30 17:02:30	John W Lewis @JohnWLewis		After last week's #innochat, there was a run-on conversation about "Jobs To Be Done", so let's discuss it as our main topic. #innochat
12:02:38 17:02:38	Adam Hansen @adhansen		Hey, innocats! Great to join you today. #innochat
12:03:44 17:03:44	John W Lewis @JohnWLewis		@adhansen Hello Adam! Very good to see you! #innochat
12:04:26 17:04:26	Doug Garnett @AtomicAdMan		@JohnWLewis Have a great discussion...I'll look back at it later. Have a meeting this morning so I'll miss... #innochat
12:04:27 17:04:27	John W Lewis @JohnWLewis		@Carol_Stephen Hi Carol, Hoping that you are #innochat-ting with us. :-)
12:04:37 17:04:37	Adam Hansen @adhansen		@JohnWLewis Great topic, John! Looking forward to the conversation. #innochat
12:04:58 17:04:58	Carol Stephen @Carol_Stephen		.@JohnWLewis After last week's #innochat, there was a run-on conversation "Jobs To Be Done", so let's discuss it as r main topic #innochat
12:05:11 17:05:11	John W Lewis @JohnWLewis		@AtomicAdMan We'll miss you, Doug! Enjoy your meeting. #innochat
12:05:51 17:05:51	John W Lewis @JohnWLewis		@adhansen Likewise, Adam. It's a topic which has intrigued, and somewhat mystified, me for a while! #innochat
12:06:31 17:06:31	Adam Hansen @adhansen		@JohnWLewis There's some real power in JTBD, and some crucial caveats. #innochat
12:07:31 17:07:31	John W Lewis @JohnWLewis		@adhansen Great! Well looking forward to your experience of it. Feel free to colour outside my questions! #innochat
12:08:07 17:08:07	Adam Hansen @adhansen		@JohnWLewis Heh. You do know my predispositions well, sir! #innochat
12:08:34 17:08:34	John W Lewis @JohnWLewis		Wondering wether @dshlvrsn and @mikeboysen, who were exercised about this last week, will be joining us. #innochat
12:08:56 17:08:56	John W Lewis @JohnWLewis		Let's make a start ... #innochat
12:09:11 17:09:11	John W Lewis @JohnWLewis		Q1 What are the main features of the "Jobs To Be Done" approach? #innochat
12:09:52 17:09:52	John W Lewis @JohnWLewis		Haha! What do I know?! ;-) #innochat https://t.co/Yuf7ZyGloG

12:10:20 17:10:20	Benjamin Ellis @benjaminellis		@JohnWLewis This should be fun. #innochat - what's the job to be done? #meta
12:11:16 17:11:16	John W Lewis @JohnWLewis		@benjaminellis Hello Ben! Touché! Is that like "the next job is to figure out what the next job is!"? #innochat
12:11:41 17:11:41	Adam Hansen @adhansen		A1 - At the most basic level: Step 1: Identify a Focus Market. ... Step 2: Identify Jobs Customers Are Trying to G... https://t.co/vokOfxBoWA
12:12:41 17:12:41	John W Lewis @JohnWLewis		@adhansen Fine. That makes sense. #innochat
12:13:23 17:13:23	Benjamin Ellis @benjaminellis		@JohnWLewis Is there a core doctrine to JTBD? I have heard it explained so many different ways? Who has mastered It? #innochat
12:13:42 17:13:42	John W Lewis @JohnWLewis		We've lost @Carol_Stephen, hopefully not permanently! Any other views and experience of #JTBD? #innochat https://t.co/bT8yfdlzm
12:14:20 17:14:20	Adam Hansen @adhansen		A1 - The basic thrust is for companies to escape path dependency and too much focus on established feature categori... https://t.co/fqhJUVwbZ8
12:14:45 17:14:45	Benjamin Ellis @benjaminellis		@adhansen Sounds like business analysis for a new generation. What makes it unique, and how does the approach lead to innovation? #innochat
12:15:02 17:15:02	John W Lewis @JohnWLewis		@benjaminellis That's what I'd like to find out. My mystification with #JTBD is that it seems blooming obvious to m... https://t.co/L2rtBSOPEn
12:15:10 17:15:10	Andrea Hill @afhill		@benjaminellis @JohnWLewis Ben - the five tenets is a great piece. "The Core Tenets of Jobs-to-be-Done Theory"... https://t.co/LLiqGxyQQ8
12:15:53 17:15:53	John W Lewis @JohnWLewis		@benjaminellis @adhansen You are already anticipating later questions! But go ahead!! #innochat
12:16:49 17:16:49	Andrea Hill @afhill		@JohnWLewis A1. #jtbd - people have things they want to accomplish. They "hire" products/services to help them get... https://t.co/KhYma9TvBj
12:16:52 17:16:52	John W Lewis @JohnWLewis		@afhill @benjaminellis @Ulwick Hello Andrea! Great to see you for #innochat
12:17:18 17:17:18	John W Lewis @JohnWLewis		I can hardly resist the temptation to post Q2 early!! #innochat
12:17:38 17:17:38	Adam Hansen @adhansen		@JohnWLewis @benjaminellis Done well, it busts assumptions about how that job is best accomplished; e.g. Christense... https://t.co/BbZK1hJNu1
12:18:11 17:18:11	John W Lewis @JohnWLewis		Q2 What other approaches does "Jobs To Be Done" replace and surpass? #innochat
12:20:05 17:20:05	John W Lewis @JohnWLewis		I.e. partially playing "devil's advocate"... Of course, there are daft approaches, but in terms of sensible approach... https://t.co/bGFFkxVAcq
12:20:07 17:20:07	Adam Hansen @adhansen		A2 - The main upending is of more conservative innovation efforts that buy in on the current arc of innovation with... https://t.co/USMMsU1ack
12:20:46 17:20:46	John W Lewis @JohnWLewis		@adhansen OK. Let's expand on that, Adam. #innochat
12:20:49 17:20:49	Brenda Young @4byoung		@JohnWLewis A1 #innochat
12:21:17 17:21:17	Andrea Hill @afhill		A2. I don't see it as an approach per se but a perspective / lens. Shifts product design focus from features to (mo... https://t.co/mq7XXmAdLs
12:21:28 17:21:28	John W Lewis @JohnWLewis		@4byoung Hello Brenda! Great to see you! Are you familiar with #JTBD? #innochat
12:22:34 17:22:34	John W Lewis @JohnWLewis		@adhansen Clearly this "pull" based approach is more sensible than "push" based, "technology transfer" type, thinking. #innochat
12:22:57 17:22:57	Adam Hansen @adhansen		@JohnWLewis JTBD executed well gets you beyond incremental change. Think Wii vs the incumbent competitive race at t... https://t.co/qRbQgLL9Hl

12:23:17 17:23:17	John W Lewis @JohnWLewis		@adhansen But, haven't all sensible product designers worked this way for a very long time? #innochat
12:23:23 17:23:23	Brenda Young @4byoung		@JohnWLewis @JohnWLewis A1-JTBD forces ppl to look at the larger utility of their product -i.e., what prob is solve... https://t.co/AUMJYcMQlw
12:24:43 17:24:43	John W Lewis @JohnWLewis		@adhansen I see that, and the difference between improvement of specific products and development of new products.... https://t.co/UfxggHqmOw
12:25:22 17:25:22	Adam Hansen @adhansen		@JohnWLewis Yes. And sensibility is an increasingly rare quality! #innochat #youkidsgetoffmylawn
12:25:55 17:25:55	John W Lewis @JohnWLewis		I do like that! Common sense is not very common, and all that! 💎💎 #innochat https://t.co/2eBBBYAHeJJ
12:26:55 17:26:55	Andrea Hill @afhill		W/ #JTBD, you can broaden view of your target market. Not just current customers, but potential customers who have... https://t.co/YMEpLT3qxe
12:27:03 17:27:03	John W Lewis @JohnWLewis		But, it does seem to me that if people are going to make a bog deal about something, it probably needs to have some... https://t.co/JxsidrXQZL
12:27:41 17:27:41	Carol Stephen @Carol_Stephen		A1. Main features are to focus on a new solution. Focus on the how it gets done. #innochat
12:27:44 17:27:44	Brenda Young @4byoung		@JohnWLewis Good to be here. Not familiar with JTBD per se but very familiar with the concept and an often asked ?... https://t.co/IkPdG12OEr
12:27:52 17:27:52	Carol Stephen @Carol_Stephen		RT @JohnWLewis: Q2 What other approaches does "Jobs To Be Done" replace and surpass? #innochat
12:28:27 17:28:27	John W Lewis @JohnWLewis		@afhill Thanks, Andrea, that broadens it out somewhat. But, I'm still left thinking: "Of course, but isn't that ob... https://t.co/2Y5jNgVuu
12:28:40 17:28:40	Adam Hansen @adhansen		I see obvious overlaps btw JTBD and Blue Ocean value-curve redrawing. #innochat
12:29:07 17:29:07	Andrea Hill @afhill		@JohnWLewis @adhansen Ideally, but many companies are stuck focusing on their current product category and core com... https://t.co/MWwM7opYxM
12:29:14 17:29:14	John W Lewis @JohnWLewis		Let's try another tack ... #innochat
12:29:19 17:29:19	John W Lewis @JohnWLewis		Q3 What issues does "Jobs To Be Done" not address? #innochat
12:29:38 17:29:38	Carol Stephen @Carol_Stephen		A2. Throw the old way to get the job done out the window. #innochat
12:30:13 17:30:13	Brenda Young @4byoung		@JohnWLewis @adhansen Depends how many "sensible product designers" you think there are. Very tempting for ppl to f... https://t.co/sEZUqp59gc
12:30:25 17:30:25	Carol Stephen @Carol_Stephen		RT @JohnWLewis: Q3 What issues does "Jobs To Be Done" not address? #innochat
12:30:29 17:30:29	John W Lewis @JohnWLewis		@afhill @adhansen OK. Yes, although I think that Kodak's problem was rather more deep rooted! #innochat
12:30:30 17:30:30	Andrea Hill @afhill		@JohnWLewis A lot of PMs are directed to increase margins on existing products. Not identifying ways to cannibalize themselves. #innochat
12:31:17 17:31:17	John W Lewis @JohnWLewis		@afhill Yes, I can see that too. #innochat
12:31:28 17:31:28	Andrea Hill @afhill		@JohnWLewis Now, the difference could be - this is #innochat. We're preaching to choir.
12:31:57 17:31:57	Adam Hansen @adhansen		A3 Here we go: 1) Done inartfully, JTBD leads to major issues with confabulation. It can be engineers trying to ma... https://t.co/KhhheTNRPL
12:33:03 17:33:03	Brenda Young @4byoung		@JohnWLewis Substantial, yes. However, if too much of a leap then people tend to be reluctant to adopt unless it so... https://t.co/xLJ7Mg4Cft

12:33:44 17:33:44	Andrea Hill @afhill		@JohnWLEwis Fair enough.. don't forget #jtbd was mentioned back in the 80s, so it's not like it's brand new in 2017... https://t.co/pA9eLfKgtE
12:34:04 17:34:04	John W Lewis @JohnWLEwis		@adhansen I can see that too, Adam. But isn't that why there are roles for product designers, building architects, etc., etc.? #innochat
12:34:18 17:34:18	Adam Hansen @adhansen		A3 2) Related to confabulation, Customer Naturalism is the preferred approach. Some big translation issues for JTBD... https://t.co/NFE63eqjLk
12:34:58 17:34:58	John W Lewis @JohnWLEwis		@afhill OK, but didn't the Romans figure out that they wanted to warm their houses and come up with central heating? #innochat
12:35:25 17:35:25	Adam Hansen @adhansen		@JohnWLEwis I'm seeing too many innovation teams actually asking customers to speak in JTBD terms. It's a derelicti... https://t.co/w9xjswRAFO
12:35:50 17:35:50	Carol Stephen @Carol_Stephen		@JohnWLEwis @afhill And aqueducts! #innochat
12:36:17 17:36:17	Andrea Hill @afhill		@JohnWLEwis For me, benefit is to shift efforts from "help customer use our product better" to "help customer achie... https://t.co/vi67l6UvgP
12:36:49 17:36:49	Adam Hansen @adhansen		@JohnWLEwis Things not to require your customers to be: 1) JTBD consultants 2) Behavioral scientists 3) Effectively... https://t.co/QbdVMtptbc
12:37:03 17:37:03	John W Lewis @JohnWLEwis		How do product vendors pick the "job"? I want a 1/4" drill I want a 1/4" hole I want a fixing on the wall I want to... https://t.co/4D9xW9daXY
12:37:33 17:37:33	Brenda Young @4byoung		@JohnWLEwis A3 -Is infrastructure in place to support the innovation? Are enough people comfortable using it to cre... https://t.co/VbgcHtzalM
12:38:07 17:38:07	Andrea Hill @afhill		@JohnWLEwis Which is where different practitioners diverge. Rewired Group / customer case research / switch intervi... https://t.co/uscpjvYZCp
12:38:13 17:38:13	John W Lewis @JohnWLEwis		Aqueducts have been around for a while! #innochat https://t.co/61DLqUipNj
12:38:51 17:38:51	Brenda Young @4byoung		RT @adhansen: I see obvious overlaps btw JTBD and Blue Ocean value-curve redrawing. #innochat
12:39:20 17:39:20	Adam Hansen @adhansen		@JohnWLEwis Emotional benefits are actually why anyone buys, even as shown in research with heavy-equipment purchas... https://t.co/5z1sl9pZl
12:39:27 17:39:27	John W Lewis @JohnWLEwis		@afhill As you can see, I am not disagreeing with any of this, but find it so surprising that people feel the need to label it. #innochat
12:39:31 17:39:31	Carol Stephen @Carol_Stephen		@JohnWLEwis Yes! Aqueducts have been around for a while. #innochat
12:40:25 17:40:25	Doug Garnett @AtomicAdMan		@JohnWLEwis You mentioned drills. :-) Their "job" may not even be primarily the hole. Anyway, this is a recent deep... https://t.co/Odb7ZP5CHR
12:40:54 17:40:54	John W Lewis @JohnWLEwis		Yup! But is this such a revelation? #innochat https://t.co/VwOFw9n6Su
12:41:15 17:41:15	John W Lewis @JohnWLEwis		@AtomicAdMan Meeting finished, Doug?! #innochat
12:41:21 17:41:21	Adam Hansen @adhansen		@JohnWLEwis You'd be surprised, my man. SMH. #innochat
12:42:41 17:42:41	John W Lewis @JohnWLEwis		@adhansen Haha, Maybe. I admit to having seen similar in other fields, notably IT, where OO and SOA, in particular,... https://t.co/57dnCo3c7E
12:43:18 17:43:18	John W Lewis @JohnWLEwis		OK, so now the \$64,000 Q ... #innochat
12:43:25 17:43:25	John W Lewis @JohnWLEwis		Q4 How does the "Jobs To Be Done" approach relate to innovation? #innochat
12:45:42 17:45:42	Andrea Hill @afhill		💎💎💎 this is the million dollar #jtbd question. Depends on your aspirations as an innovator, I'd say. New to https://t.co/4JmM...

12:46:14 17:46:14	Dale Halvorson @dahlvrsn		@JohnWLewis A4. When you know the dimensions of the #jtbd that are important and unmet it makes development much more focused. #innochat
12:46:24 17:46:24	Adam Hansen @adhansen		A4 - The main value of JTBD is in giving innovationistas another strategic lens, even an orthogonal one, to bust th... https://t.co/5Bhf9eTwG7
12:46:37 17:46:37	John W Lewis @JohnWLewis		While I see that an understanding of customers' actually needs helps to specify better products, it's not clear to... https://t.co/NZPSR1cNVc
12:46:40 17:46:40	Carol Stephen @Carol_Stephen		A4. The phrase "Begin with the end in mind" applies here. Keep the destination, not how you got there, as the focus. #innochat
12:47:31 17:47:31	John W Lewis @JohnWLewis		@dshlvrsn Hi Dale! Great to see you! I was hoping that you'd be able to join us. Yes ... but more focused than what? #innochat
12:48:06 17:48:06	Adam Hansen @adhansen		Being good at benefit laddering is an important adjunct to JTBD. They should be taught together. Homo economicus is... https://t.co/wHVS5jWEsq
12:48:07 17:48:07	Dale Halvorson @dahlvrsn		@afhill @JohnWLewis LOL. You didn't need me here. You've got Andrea! She's much smarter than me... #innochat
12:48:10 17:48:10	Andrea Hill @afhill		@JohnWLewis With ODI, understanding ppls' desired outcomes [even if / especially if no solution currently exists] c... https://t.co/sjsSeVR02v
12:48:50 17:48:50	Dale Halvorson @dahlvrsn		@JohnWLewis Than ideas first efforts that rely on test and pivot. #innochat
12:49:08 17:49:08	John W Lewis @JohnWLewis		@afhill Yes, and "new to customers for this purpose"? But who decides and how whether an innovation is ready to be... https://t.co/2PivatTMaR
12:49:51 17:49:51	John W Lewis @JohnWLewis		@Carol_Stephen Stephen Covey has a lot to answer for! I'm a David Allen kind of guy, meself! #innochat
12:50:17 17:50:17	Andrea Hill @afhill		@JohnWLewis Who decides if ready to be adopted.. do you mean who decides what to build? Or "if the market is ready"? #innochat
12:50:43 17:50:43	Dale Halvorson @dahlvrsn		@JohnWLewis I have to fill partisan to answer this. #ODI's process can point to clusters that are not obvious.... https://t.co/Qw659k2QCs
12:51:29 17:51:29	Carol Stephen @Carol_Stephen		@JohnWLewis David Allen is on my reading list! (Getting Things Done.) #innochat
12:52:10 17:52:10	John W Lewis @JohnWLewis		@afhill OK, but take something like Concorde: fabulous benefits, enabled people to conduct work-lives, in particula... https://t.co/DytKKivD9g
12:52:15 17:52:15	Dale Halvorson @dahlvrsn		@JohnWLewis @afhill Users #innochat
12:52:54 17:52:54	Brenda Young @4byoung		@JohnWLewis A4-Sometimes can lead to a completely new use of product or a different target market not part of origi... https://t.co/wP7ykyBekH
12:52:59 17:52:59	John W Lewis @JohnWLewis		Running out of time... last Q... #innochat
12:53:03 17:53:03	John W Lewis @JohnWLewis		Q5 How does the "Jobs To Be Done" approach relate to the strategy of the vendor organization? #innochat
12:53:20 17:53:20	Carol Stephen @Carol_Stephen		RT @JohnWLewis: Q5 How does the "Jobs To Be Done" approach relate to the strategy of the vendor organization? #innochat
12:53:33 17:53:33	John W Lewis @JohnWLewis		Those flying cars are still just around the corner! #innochat https://t.co/Kfgj9XyZg
12:53:43 17:53:43	Adam Hansen @adhansen		@JohnWLewis @afhill Both Validity and Reliability count. Many companies emphasize one to the detriment of the other... https://t.co/54mwUg3Jun
12:54:01 17:54:01	Dale Halvorson @dahlvrsn		@JohnWLewis @afhill Great ideas are dangerous because there is no guarantee that they will scale. #innochat
12:54:39 17:54:39	JTBD Police  @JTBDPoliceman		@benjaminellis @JohnWLewis It's a theory to describe how customers value solutions (products & services) based on t... https://t.co/m5q0a4Lij8

12:54:53 17:54:53	Adam Hansen @adhansen		@4byoung @JohnWLewis More products should come with exaptation thought-starters! It's the next-level riff on Betty... https://t.co/VYN2Vj1mr
12:55:09 17:55:09	Andrea Hill @afhill		Example: https://t.co/YbHh7WqKGw We thought "we'll automate something for customers- they'll love it". We were impr... https://t.co/f3AcMt2Mwk
12:55:41 17:55:41	John W Lewis @JohnWLewis		@dshlvrsn @afhill Whatever the reason for an innovation not being mature enough, I wonder how #JTBD fits that into... https://t.co/m6cE85OwG9
12:56:04 17:56:04	Dale Halvorson @dahlvrsn		@JohnWLewis Done right, a Jobs focus directs product development, marketing and R&D. ie with current tech we can A... https://t.co/ObvYv4C6b
12:56:25 17:56:25	Adam Hansen @adhansen		@JohnWLewis A5 - You gain authority when you author. Walk the JTBD talk and show them how you're doing it. I wouldn... https://t.co/x101uJpZ76
12:56:50 17:56:50	John W Lewis @JohnWLewis		A5 It seems to me that just because customers would benefit from something, it does not mean that this is the right... https://t.co/CDkKdntePB
12:57:17 17:57:17	Beat Walther @Vendbridge		@JohnWLewis Solution agnosticism and talking directly with real users. If you do neither you're not doing #jtbd #innocat
12:57:56 17:57:56	Dale Halvorson @dahlvrsn		@JohnWLewis @afhill It will tell you when the pressure is great enough. 1000 songs in your pocket didn't matter whe... https://t.co/NTBpWGuoEy
12:58:06 17:58:06	Carol Stephen @Carol_Stephen		@Vendbridge I like that: Solution Agnosticism. #innocat
12:58:15 17:58:15	Brenda Young @4byoung		RT @dshlvrsn: @JohnWLewis @afhill Great ideas are dangerous because there is no guarantee that they will scale. #innocat
12:58:19 17:58:19	Dale Halvorson @dahlvrsn		RT @Vendbridge: @JohnWLewis Solution agnosticism and talking directly with real users. If you do neither you're not doing #jtbd #innocat
12:59:05 17:59:05	Andrea Hill @afhill		@JohnWLewis A5. Last link! Can help the company with articulating their growth strategy: w "Not Every Industry Is R... https://t.co/WqSQuY1Cd6
12:59:29 17:59:29	John W Lewis @JohnWLewis		@Vendbridge I can see that. My (somewhat "devil's advocate") stance is: but, of course; so what's the big deal.; wh... https://t.co/CGm5EtaTly
12:59:46 17:59:46	Dale Halvorson @dahlvrsn		@JohnWLewis There are definitely things that better fit the company DNA. ie Kodak's blockchain for images is a great match. #innocat
12:59:57 17:59:57	Adam Hansen @adhansen		@JohnWLewis, thanks so much for a great session! I need to go off now and hone my JTBD game! Cheers. #innocat
13:00:23 18:00:23	John W Lewis @JohnWLewis		Well done and thank you very much innocats for this lively discussion about #JTBD! #innocat
13:00:54 18:00:54	John W Lewis @JohnWLewis		@adhansen Thank you very much, Adam, for your input. Haha! #innocat
13:00:57 18:00:57	Carol Stephen @Carol_Stephen		@JohnWLewis Thank you for another #innocat! #innocat
13:01:17 18:01:17	Dale Halvorson @dahlvrsn		@Carol_Stephen @Vendbridge It's critical. Companies that identify by the solution they currently provide are dead m... https://t.co/x584Tmposp
13:01:47 18:01:47	Andrea Hill @afhill		@Vendbridge @JohnWLewis Right! The hard part is understanding what "better" means to different segments, and which... https://t.co/LMRNXgOnfk
13:02:22 18:02:22	John W Lewis @JohnWLewis		@afhill Thank you very much, Andrea, for your insightful contributions to this chat. Please join us for other... https://t.co/tS1E1s2UaS
13:04:09 18:04:09	John W Lewis @JohnWLewis		Yes, I saw something about that move by Kodak. Interesting! #innocat https://t.co/CMc348BIc4
13:05:54 18:05:54	Beat Walther @Vendbridge		RT @JohnWLewis: Well done and thank you very much innocats for this lively discussion about #JTBD! #innocat