

# Product Manager Training 2019

December 2018

# Introduction

# Agenda

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| Topic                         | Time          |
|-------------------------------|---------------|
| Welcome and Intro             | 9:00 – 9:20   |
| Design Thinking               | 9:20 – 9:50   |
| Break                         | 9:50 – 10:00  |
| Personas                      | 10:00 – 10:30 |
| Product Development Lifecycle | 10:30 – 11:00 |
| Break                         | 11:00 – 11:10 |
| Goals Alignment               | 11:10 – 11:40 |
| Discussion and Close          | 11:40 – 12:00 |
| Lunch!                        | 12:00 – 12:45 |

# Introduction

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- We will discuss:
  - How to think about learning and progression.
  - How to structure your thinking as a PM.
  - How learning decreases risk.
  - Breaking the vision down in to components.



# Themes

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- Here we explain items that will show up throughout the different topics.
  - Collaboration Scenarios
  - Leadership concepts
  - Communication
  - Learning Opportunities

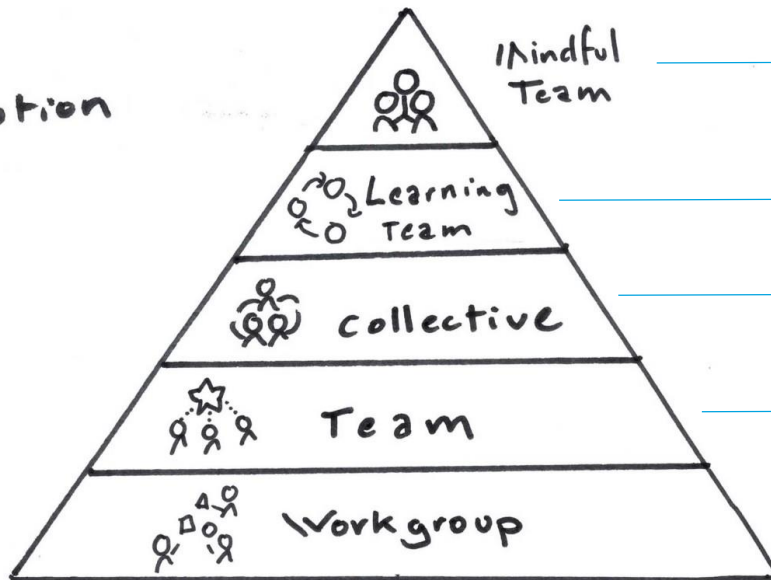
# Collaboration Scenarios

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- You are a Product Manager for Web Payroll. Your company has provided payroll services for the last 30 years through traditional employment models. The company has gotten feedback that the market is trending toward non-conventional payroll models such as feature customization, mobile payroll, team integration, and time entry by day. The proposal from sales is to build out a platform that will allow for a modular based payroll system. It should allow for customizable and add-on feature sets so a client can configure and purchase what they need to support their business.
- You have been assigned as the Product Owner for the new Sales Portal scrum team. While at HR Tech you overhear that prospects have a hard time evaluating and comparison shopping for HR Technology systems. Since the investment in these systems is so high, the decision is great but the time spent evaluating should be minimal. You've been tasked with designing a new portal for prospects who have less than 2000 employees to compare and evaluate costs and feature sets to they can make a decision to purchase HR technology software for their company (including your own offering).
- You are the Product Manager for Corporate Recruiting. This department has spent the last 5 years building employee personas based on successful hire information. Your CEO would like to expand the reach of recruiting and become the leader in predictive analytics for employee satisfaction in the WO space. You've been asked to augment the work that your team has already done in to an application for a new employee satisfaction engine.
- You are a Product Manager for a leading HR Services Organization. Your company has a wide range of offerings for customers but lacks an employee engagement tool. The COE is excited about the possibility of adding a new employee engagement tool to the offering for his company. He would like a solution that will allow employees to collaborate on ideas, form user interest groups, give feedback, announce events or other activity's. You and your team have been chosen to head up development for the new employee engagement solution that will become part of the company offering.

# Team Evolution

Team  
Evolution



Mindful  
Team

Puts team members in forefront.  
Cares about others and places  
importance on individual enrichment.

Learning  
Team

Working unit/desire  
for improvement

collective

Shared decision  
making

Team

Common  
commitment/goal

Workgroup

Call Center Team

@cwodtke

# Leadership as a PO/PM

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## 7 Ways a Leader Can Create Psychological Safety in Their Team

- Break the “Golden Rule”
- Welcome curiosity
- Promote healthy conflict
- Give team members a voice
- Earn and extend trust
- Promote effectiveness, not efficiency
- Think differently about creativity





# Design Thinking

The background of the slide is composed of several geometric shapes. A large blue triangle occupies the top half. Below it, a teal shape forms a wide base, and a purple triangle is positioned on the right side, partially overlapping the teal shape.

# Design Thinking

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## Learning Objectives

- What is design thinking
- Why is design thinking important
- Understand outputs of design thinking
- Role of product in design thinking

# Design Thinking

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Utilizes elements like **Empathy** and **Experimentation** to arrive at an innovative solution.



User Research

Solution Testing

Usability Testing

# Design Thinking

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## User Research

- Discovery Phase
- On Going Research

**Iterative Solution Validation**

# Design Thinking

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## Solution Testing

- Lean Testing
- Prototyping

**Bring conceptual / theoretical ideas to life and exploring their real world impact before execution spend**

# Design Thinking

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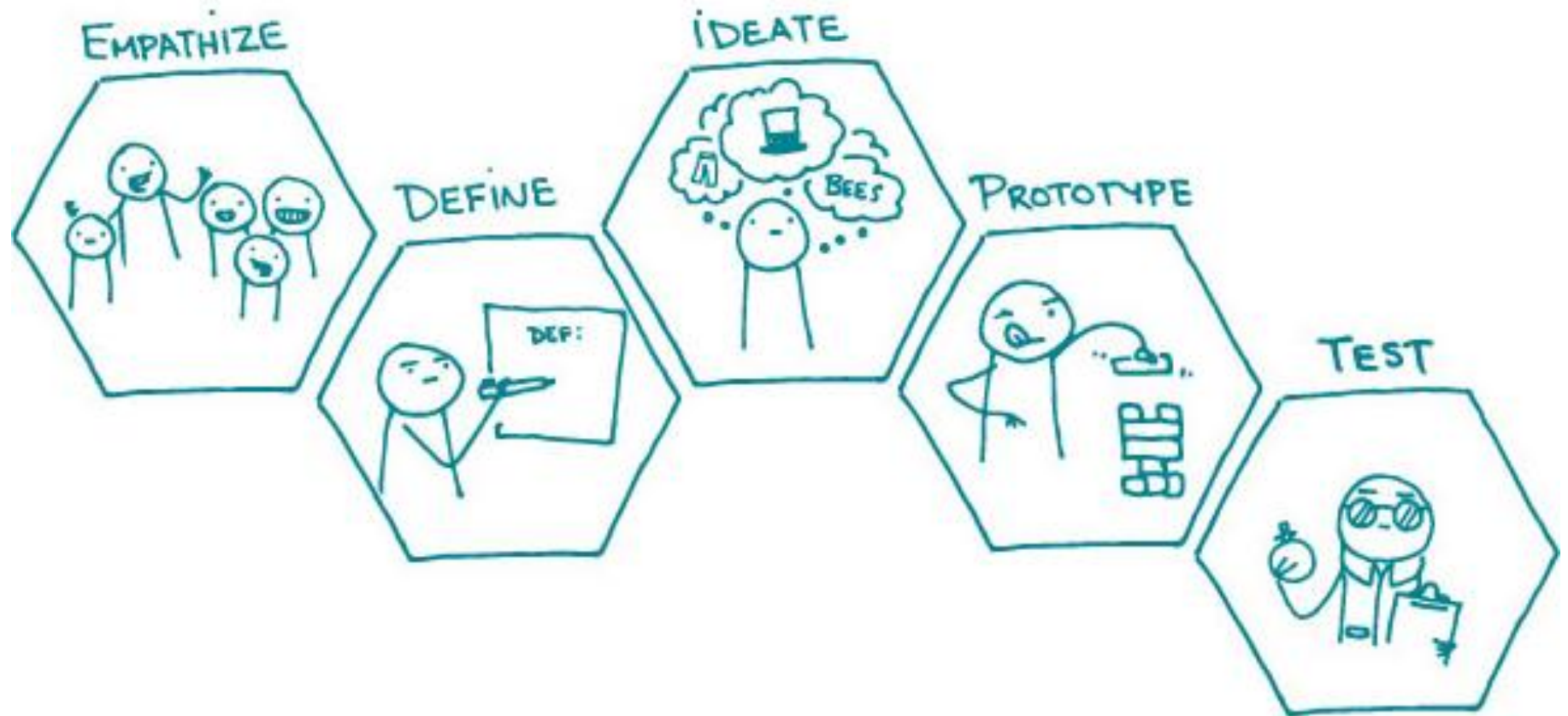


## Usability Testing

- Validating Code
- Process/System Interactions

**Making sure the product flows well and the user experience is good.**

# DESIGN THINKING!





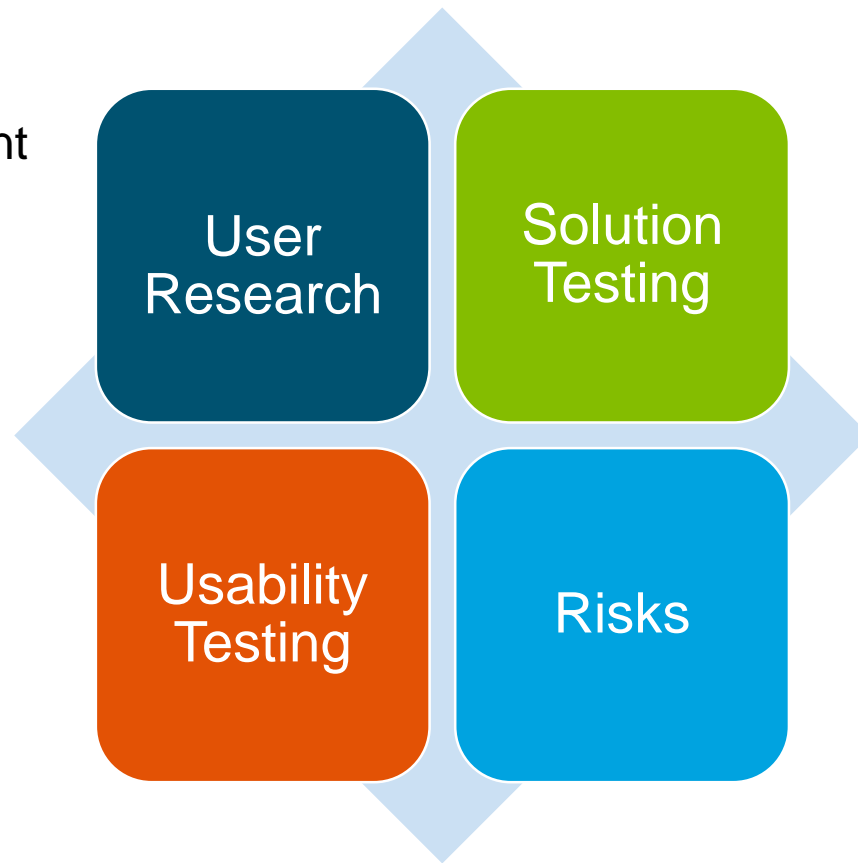
Activity



# Design Thinking

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1. List of activities
2. List of participants
3. Identify risks
4. Star most important



# Design Thinking

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## Learning Objectives

- What is design thinking
- Why is design thinking important
- Understand outputs of design thinking
- Role of product in design thinking

# Personas

The background features a solid blue upper half. The lower half is composed of two overlapping geometric shapes: a large dark blue triangle pointing upwards from the bottom left, and a smaller lime green triangle pointing downwards from the top right, which overlaps the dark blue one.

# Personas

## Learning Objectives

- What are personas
- What information should you capture
- Techniques
- How personas impact success

# Personas

A persona is a **representation** of a particular audience segment for your product.

# **Personas**

What problem does your customer have?

# Personas

Focus on the JOB user is trying to accomplish.

Connect your customer to their task.





# Name

- Give persona a 'NAME'
- Create a connection
- Empathy



# Demographics

- Age
- Gender
- Educational level
- Income
- Marital status
- Occupation
- Religion



# Behaviors

What **behaviors** do they have that compliment or inhibit their interaction with the Product?



# Goals



What are your customers  
trying to accomplish

# Needs

What do they need  
in order to  
accomplish goals



# Challenges

What are the biggest challenges as they try to achieve goals



## Career Seeker

### Seeker Sally

Career woman with a creative bent

Feels something is missing

Has previous travel experience

**Income 60K – 80K**

Freelance Consultant

Wants to grow professionally

**Likes to feel prepared so she does a lot of prep work**

## Goals

Wants to find a like minded community

Grow her creative endeavors

**Find new remote work opportunities**

Wants to create something unique

Wants growth towards leadership

Travel to places she has never been before

## Needs

Enlightenment – she may scapegoat others if she doesn't achieve it.

Resources to problem solve on her own

**Opportunities to be creative**

To feel she has support

## Challenges

High expectations of program

Internet problems ruin her reputation

**Doesn't always have a consistent pipeline of work**

Thinks she is easy going – but has difficulties dealing with less than ideal situations

# Personas

Your customer does not want to  
be great at your product.

They want to be great at life!



# **Personas**

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Persona Workshop

Crowdsourcing Personas

# Personas

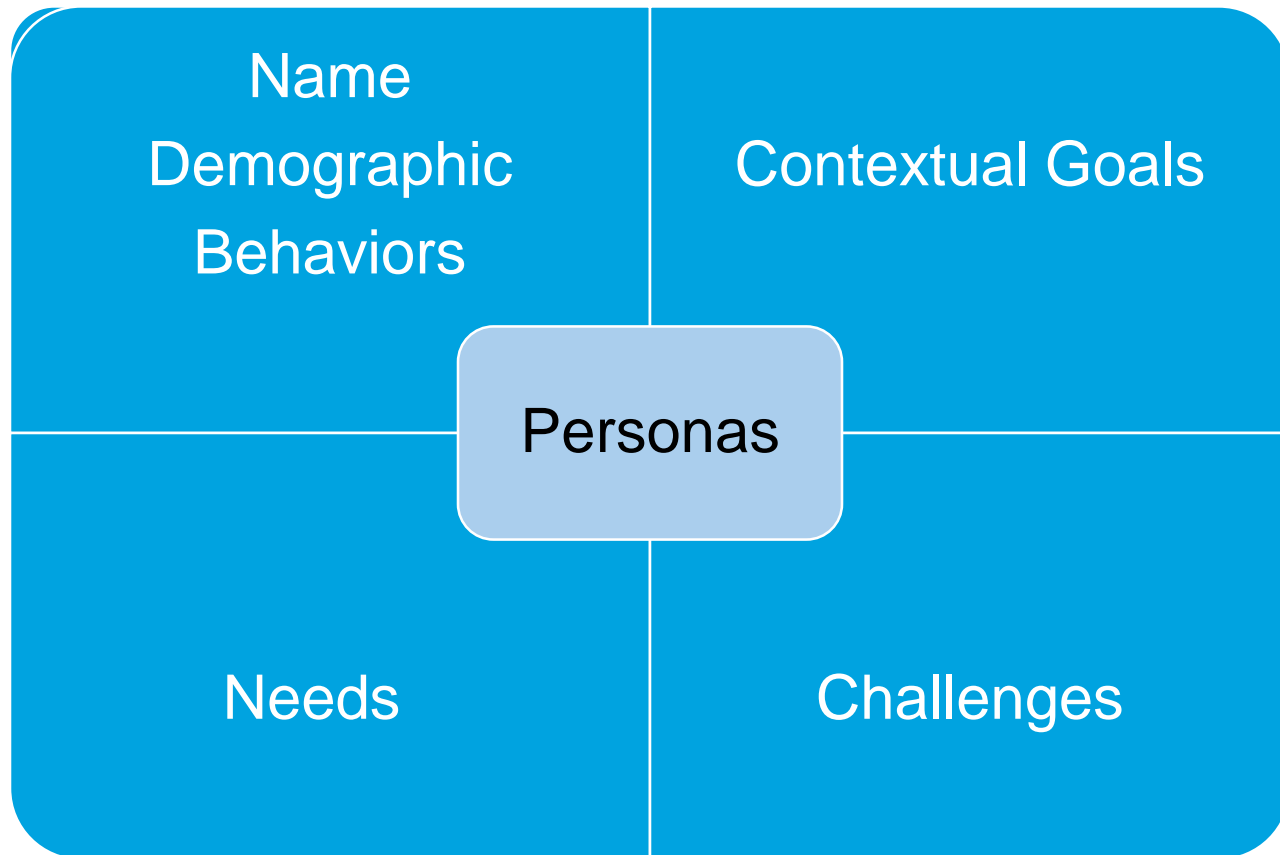
- Embrace a User Centered Approach
- Allow you to focus and understand the problem to be solved
- Use personas to test your assumptions on context , goals, and motivations
- Confirmation that you are building the right thing.

# Activity



Take 5 minutes

- Create as many personas you feel are a fit for your product solution
- Use dot voting (each person gets 3) to identify the persona you feel should be the Top Priority for your product solution.



# Personas

## Learning Objectives

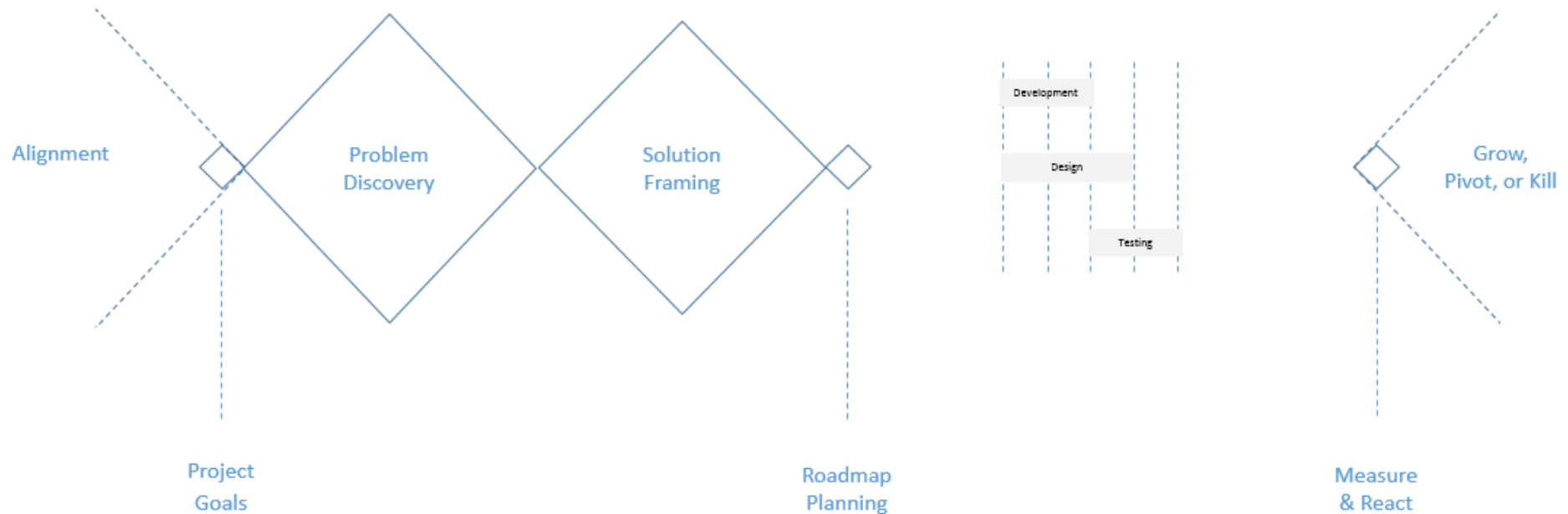
- What are personas
- What information should you capture
- Techniques
- How personas impact success

# Product Lifecycle



# Product Development Lifecycle

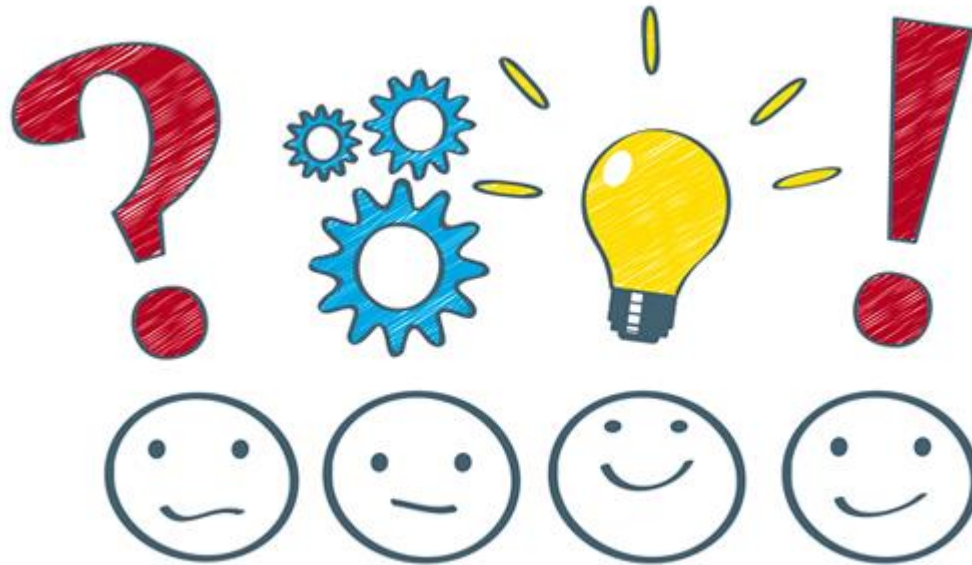
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# Product Mindsets

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How does inquiry fit in to your job today?





# Product Mindsets

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WHY do we build products?

- To meet a need
- To solve a problem
- Market competition



This is a solution

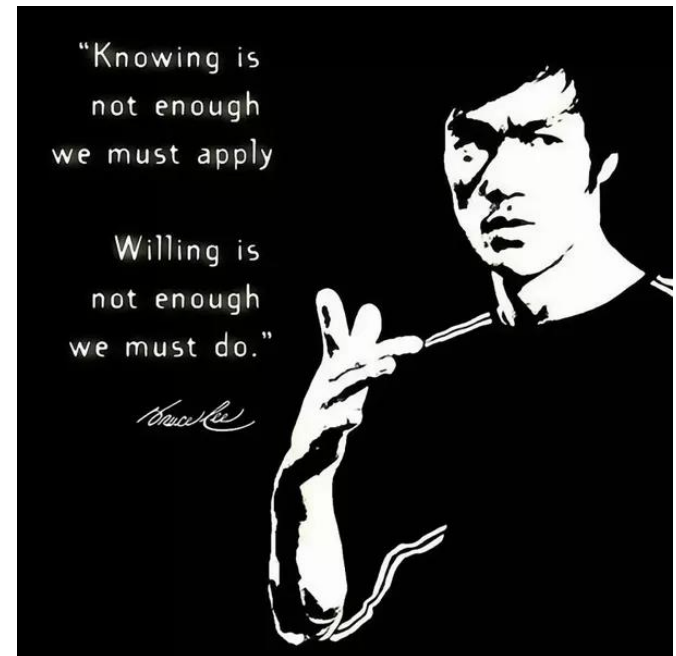
# Product Mindsets

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Our customers have **PROBLEMS**.

Product teams are responsible for understanding all aspects of a problem.

So how do we get to this understanding?



# Product Mindsets

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## 4 Learning Mindsets



### EXPLORER

Expansive vision  
Looking for treasure  
Eyes out for danger



### SCIENTIST

Making hypothesis  
Testing against controls  
Gathering data



### PILOT

Measuring all inputs  
Making small changes  
Looking for gains



### ARTIST

Finding opportunities to delight  
Having a "what if" attitude  
Create a culture of creative safety

# Product Mindsets

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Examples of 4 Learning Mindsets

What problem is a bicycle trying to solve?



# Product Mindsets

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## Basic Requirements

Two wheels

One handle bar

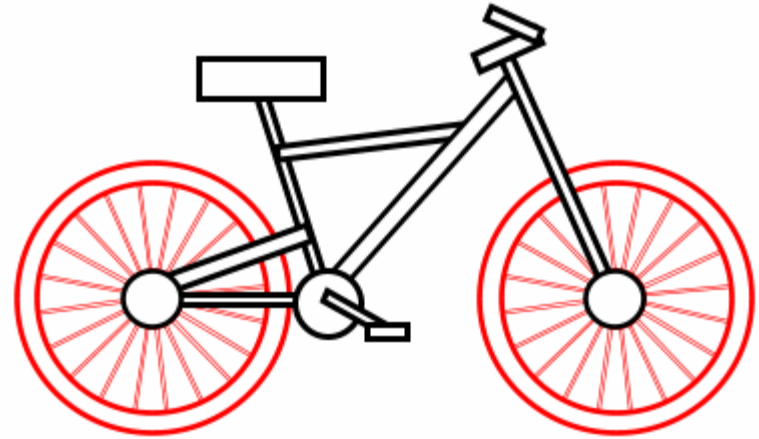
One seat

Effective gears

Functional brakes



PILOT



# Product Mindsets

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## User Value

“It’s faster than walking.”

“My new bike is really light and I can carry it up the stairs easily.”

“My bike’s tires never puncture. They are so worth the money.”

“I save a lot of money biking.”



SCIENTIST



# Product Mindsets

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## Philosophical

“Cycling takes us to the extremes of stamina, psychology, and geography, in a way other transport can only dream of. It stretches not just our bodies but our minds.”

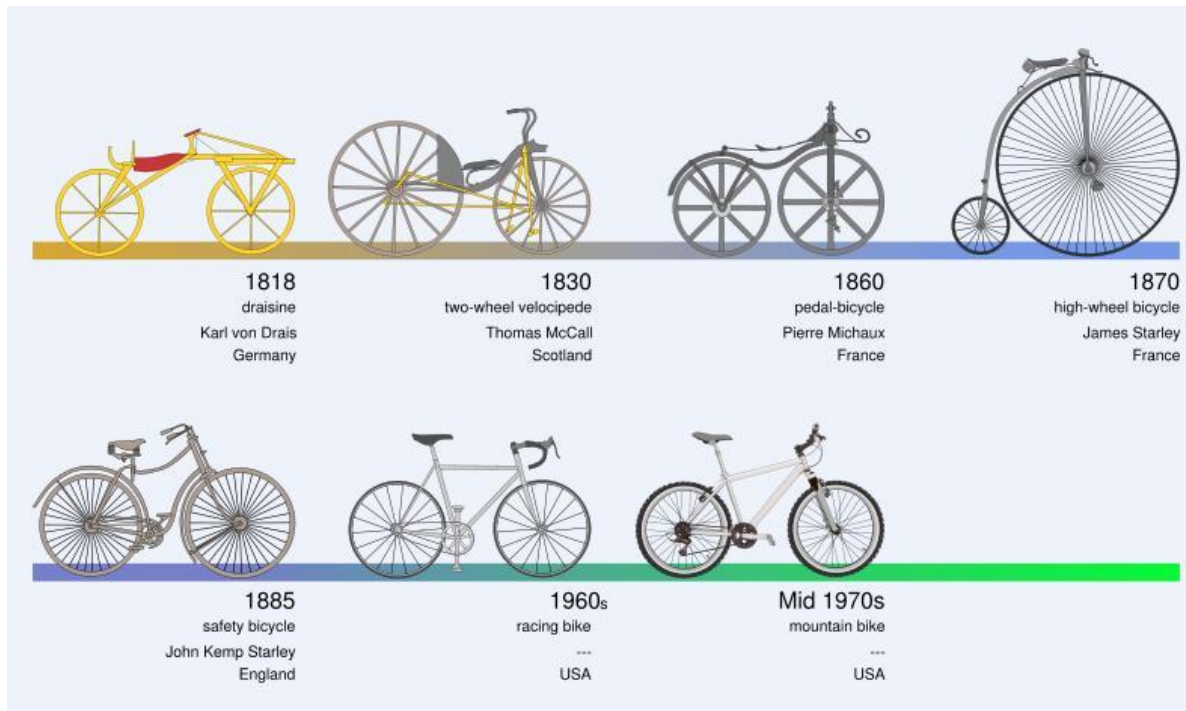
— Jet McDonald, Mind is the Ride



ARTIST

# Product Mindsets

## Evolution/Iteration



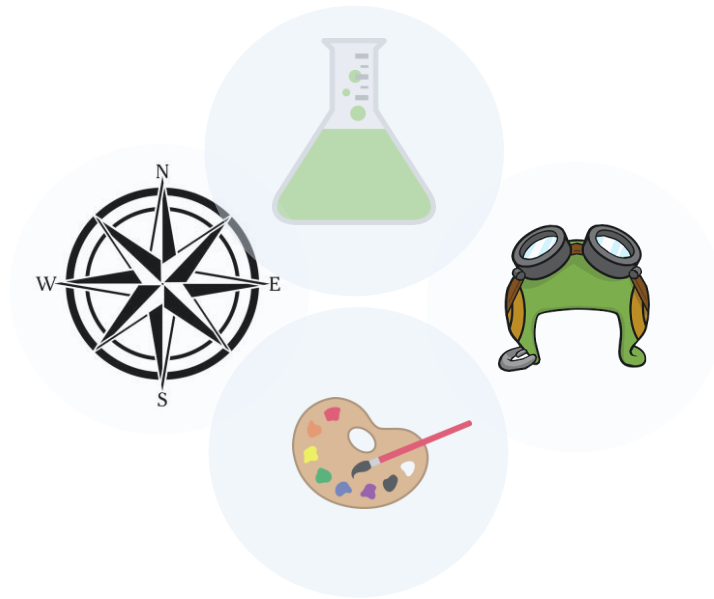
EXPLORER



# Product Mindsets

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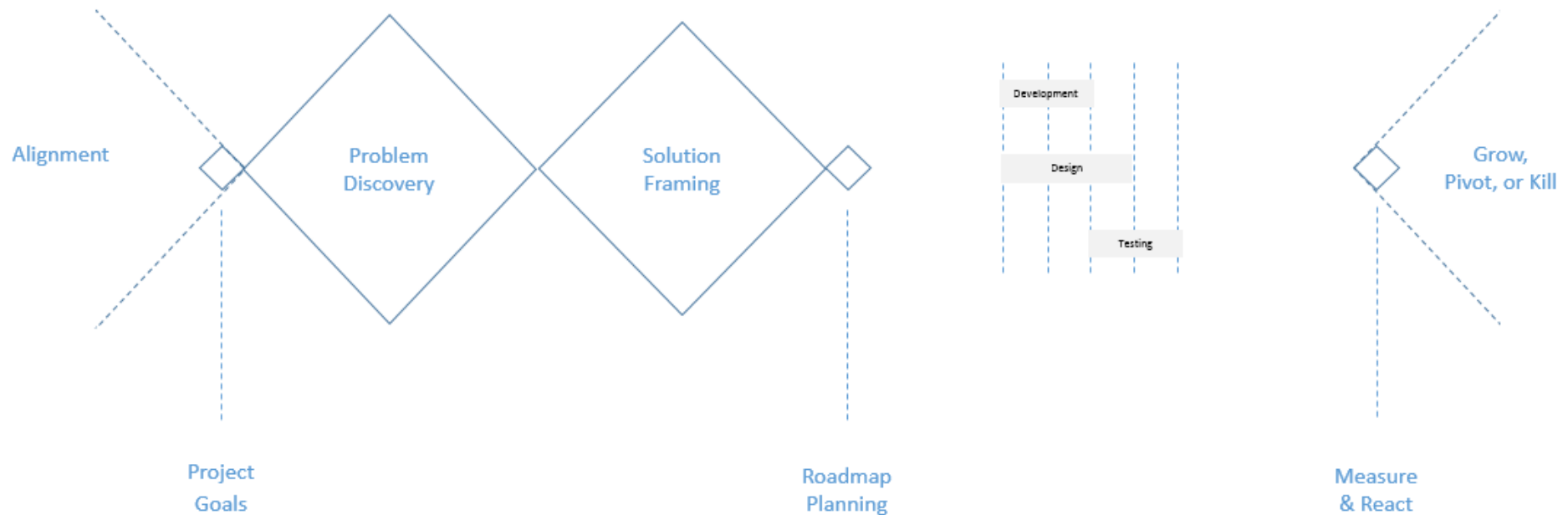
Your **primary** responsibility is a full understanding of the problem landscape.



# Product Mindsets

## ACTIVITY

Where do you learn?



# Product Leadership

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## The Product Owner:

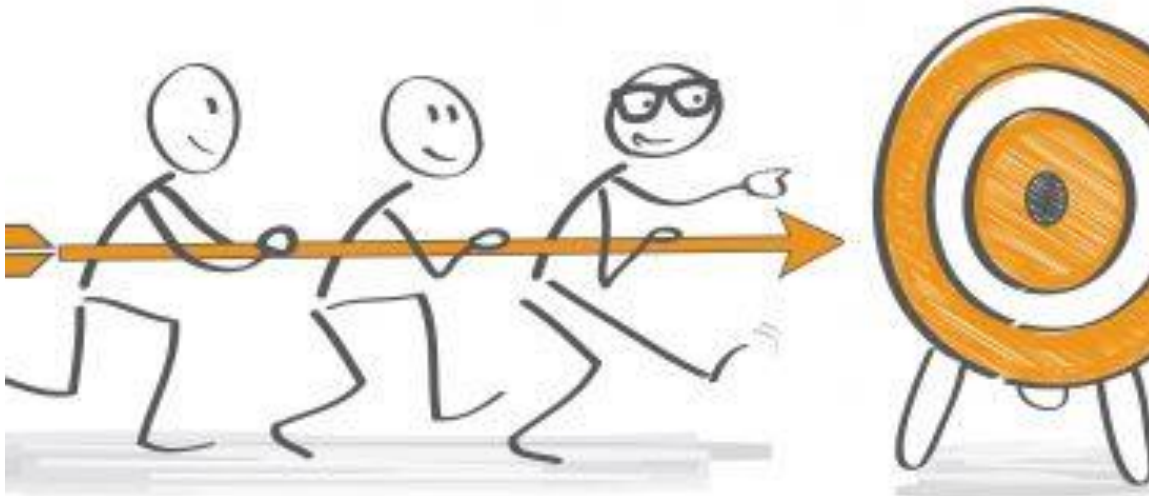
- Represents the customers voice and creates a product vision together with the stakeholders.
- Is empowered to take (important) decisions
- Orders the Product Backlog hereby balancing priority, risk, value, learning opportunities and dependencies
- Understands the best way to convey information is face-to-face communication
- Has a backpack full of valuable business models
- Is knowledgeable and has in depth functional product knowledge and understands the technical composition
- Acts on different levels. A Product Owner should know how to explain the product strategy at board level, create support at middle management and motivate the Development Team with their daily challenges
- Is available for the stakeholders, customers, Development Team and Scrum Master
- Is an entrepreneur for his/her product, has a keen eye for opportunities, focuses on business value and the Return on Investment and acts proactive on possible risks and threats

# Goals Alignment



# Goals Alignment

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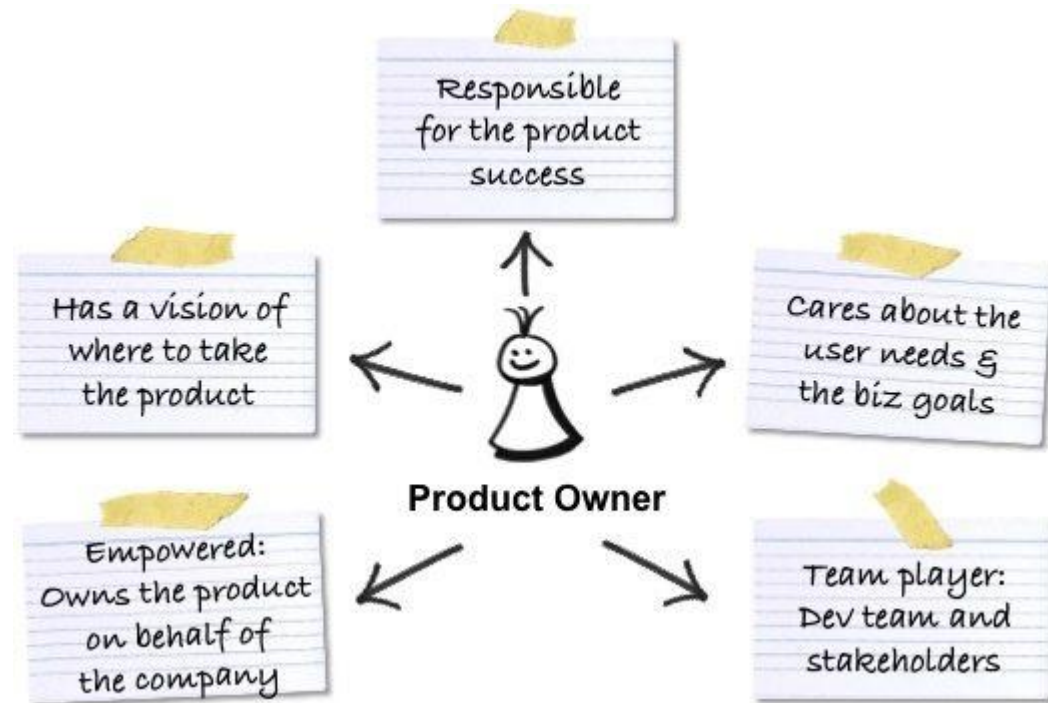


# Goals Alignment

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What does the BUSINESS need to achieve?

What can the PRODUCT achieve that contributes to the business need?



# Goals Alignment

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Explorers need to understand what they seek...

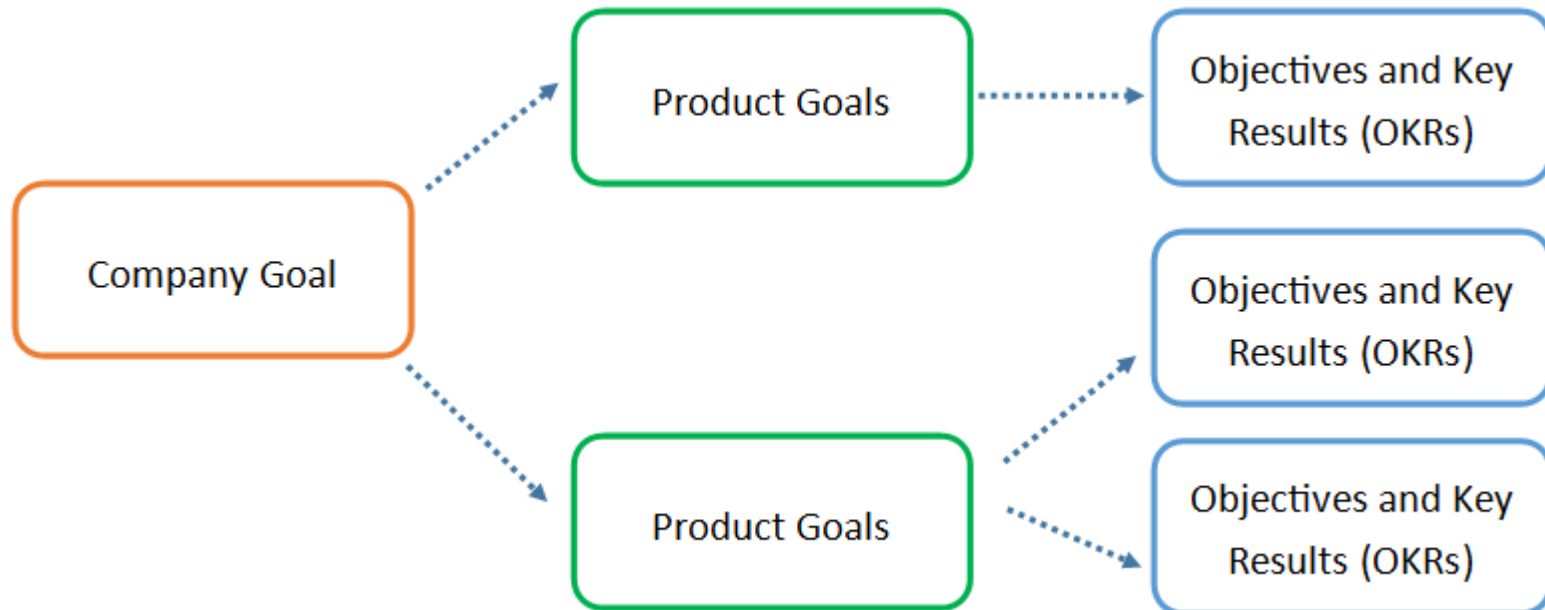
- What's the idea?
- What do we think we can achieve?
- What's the intended timeframe for launch?
- What's the timeframe for measurement?



# Goals Alignment

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Business Goals to Product Goals





# Goals Alignment

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## Traits of a Solid Goal

It's your job as a PO to push for specifics!

- Specific  
Break down terms like “engaged, happy, converted” into more tangible terms.
- Measurable  
Can have KPIs applied to them.
- Line up against user problem context

“The essence of strategy is choosing what not to do.” – Michael Porter

# Goals Alignment

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## Business Goals to Product Goals

Business Goal:

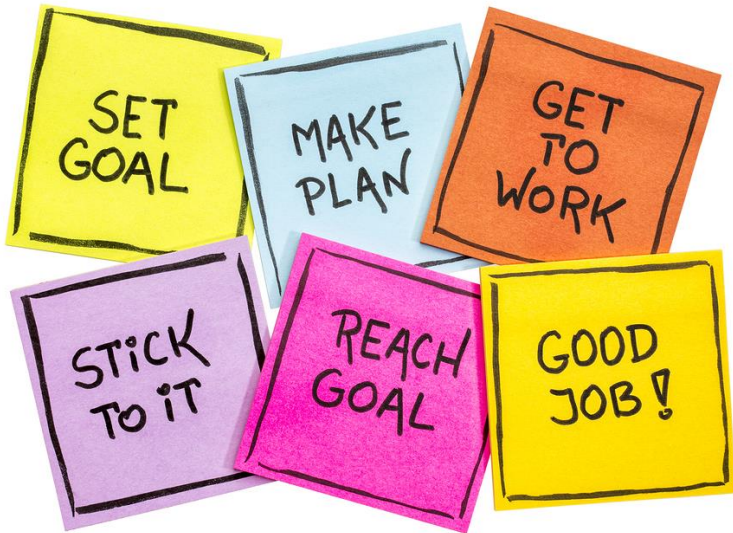
Increase Profit Margin

Product Goals:

Finance team will conduct an in-depth analysis of identifying low cost suppliers.

Sales team will create a portal for low-cost suppliers by end of Q3 that will increase sales in regions 3 and 5.

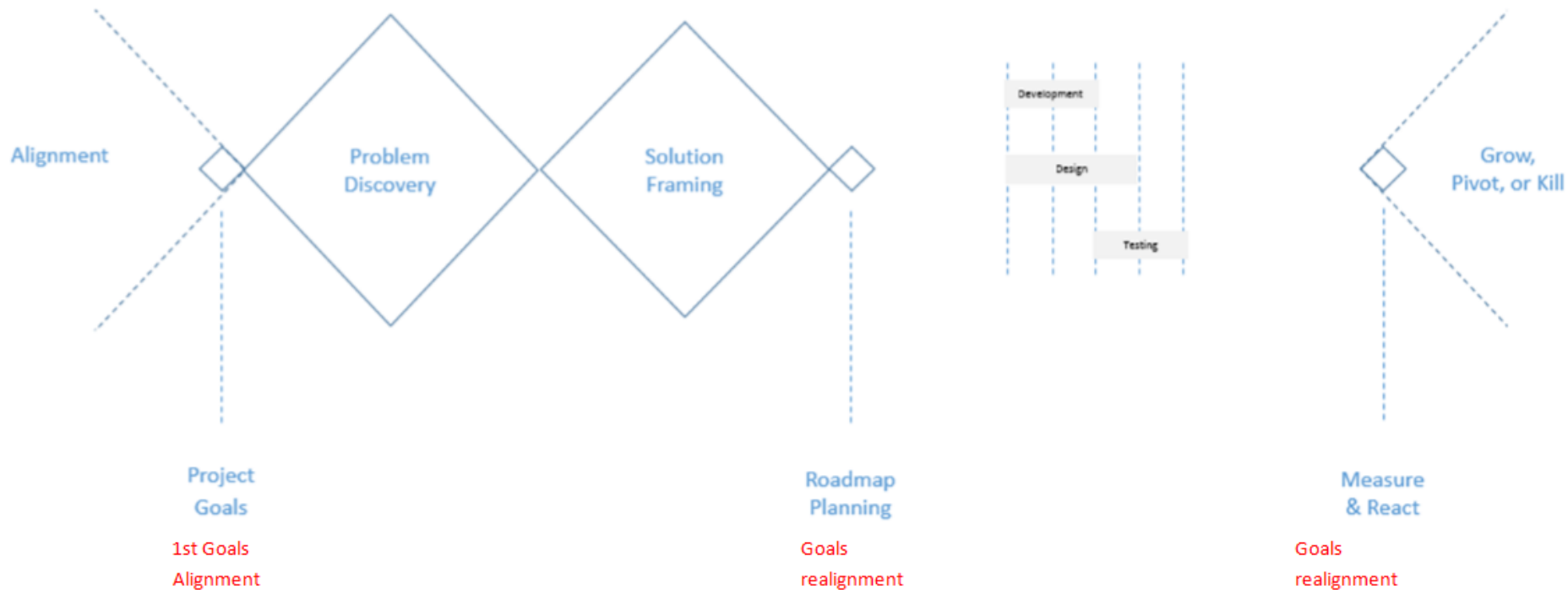
Marketing team will create and implement a marketing strategy to attract low cost suppliers to regions 1, 2, and 4 by the end of Q3.



# Goals Alignment

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Where should goals alignment happen?



# Goals Alignment

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ACTIVITY: How do you surface consensus?

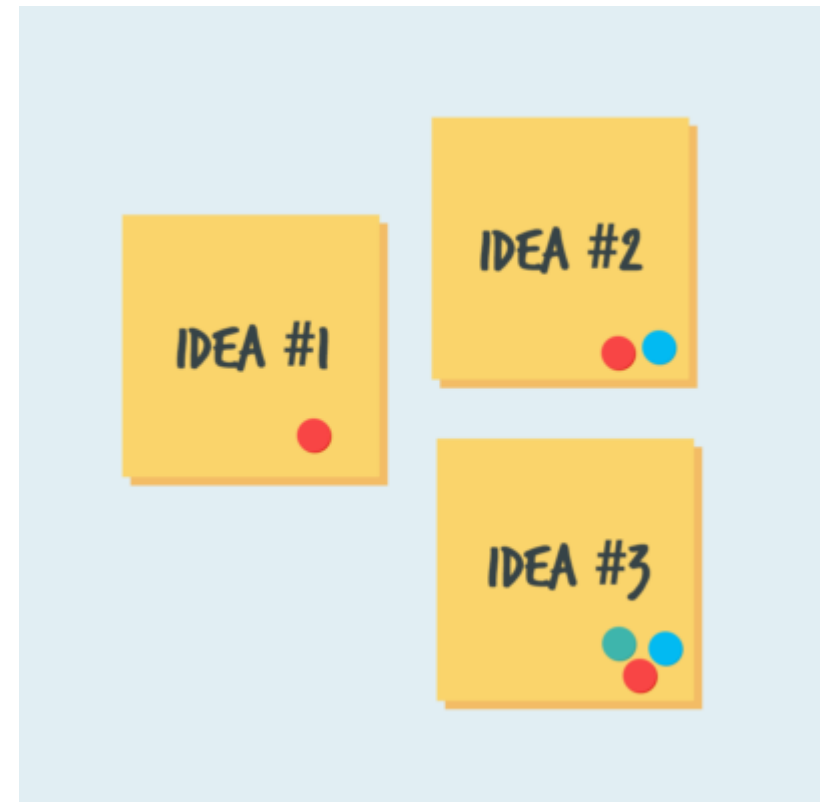
Break in to groups of 2-4.

Look at the collaboration scenarios on the next page and pick a case study. (2 minutes)

Brain dump all the possible goals your PRODUCT could achieve to help meet the business need. (10 minutes)

Bucket them in to themes. (5 minutes)

Dot vote on goal priority. (5 minutes)



# Goals Alignment

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# Goals Alignment

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## RECAP:

Group conversations help expose misalignments

Business goals frame product goals, but they are not the same thing.

An agreed upon list of goals is the foundation upon which your product is built.



# Discussion