

**Best** Practices to

Improve the Outcome

in **Product Management**



Prezi

about Prezi



about me



disclaimers

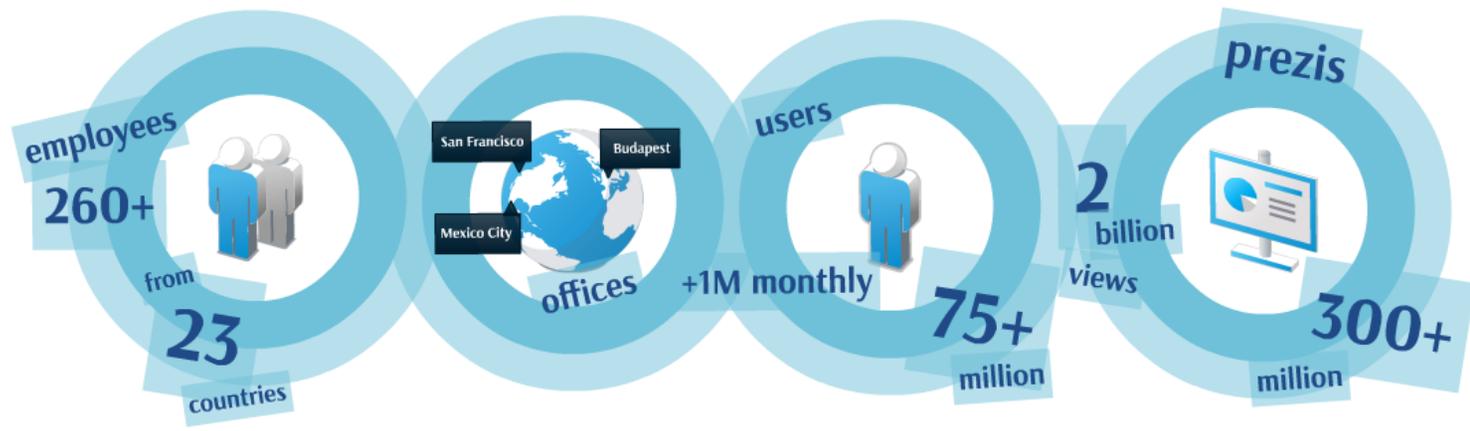


All advice is bad

# about Prezi



Prezi



# about me

kálmán

kéménczy

director  
of  
product

mission  
captain



rendering  
engine



data  
engineering

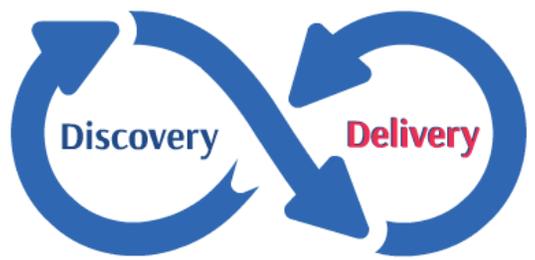


infrastructure



security

# disclaimers



All advice is bad  
really

# Alignment Transparency



what?



why?



how?



who?



**before**  
**Delivery**

**setup  
for success**

**organization**

**charter**

**company**

**vision**

**mission**

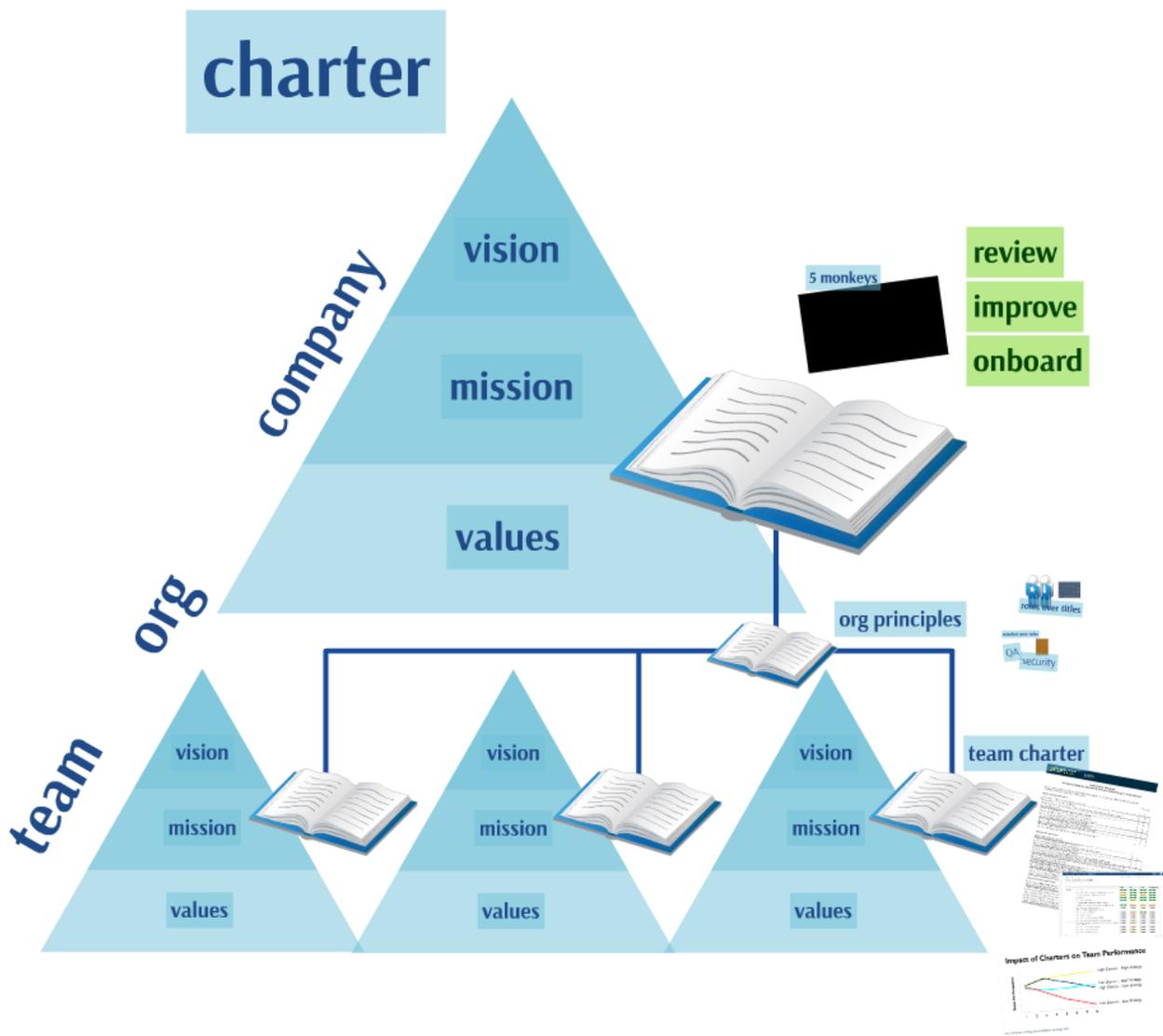
5 monkeys

**review**

**improve**

**onboard**





# m charter



EMBA

## Team Charter Check-list

Are you honoring the agreements that were outlined in your Team Charter?

As you read through the questions on this checklist, check whether you are Honoring (YES) or Not Honoring (NO) the commitments that were made when it was created.

### Charter transition processes:

	Yes	No
Team name – Did you create a name for your team?		
Team mission – Do you have a mission?		
Team environment – Are you living up to the method of communication that is specified in the charter?		
Are you living up to it?		
Do you meet and talk to each other when you said you would?		
Team environment – Have you created a positive environment?		
Are you meeting the goals for the team that you outlined in the charter?		
Are you meeting the sub-goals under the goals if applicable?		
Are you living up to the strategy to meet your vision and mission?		
Have you altered your course of action if your strategy was not working?		
Are you keeping the charter alive?		
Are you employing the methods that you outlined to keep the charter alive?		

### Charter action processes:

Is the team tracking its progress?		
Is the team communicating well with all team members?		
Is the team communicating issues and problems that are occurring, as they occur?		
Is the team helping each other in the learning process?		
Are team members helping others who are struggling?		
Is the team appropriately prioritizing the EMBA in relation to their jobs and family commitments?		
Are team members giving each other feedback other than the required feedback that the school expects you to do?		
Are interdependent actions being handled well, such as when multiple people are writing parts of a whole assignment?		
Is work of others appropriately respected?		
Are team leaders being selected for tasks as the charter states?		
Are team members taking over tasks that are falling behind by others?		
Are team members holding each other accountable?		
Is the team decision-making process...		
Whether you...		

... as the charter states?  
 ... are falling behind by other  
 ... countabl  
 ... People are writing parts of a whole assignment?  
 ... school expects you to do?

# Force Team Charters Checklist

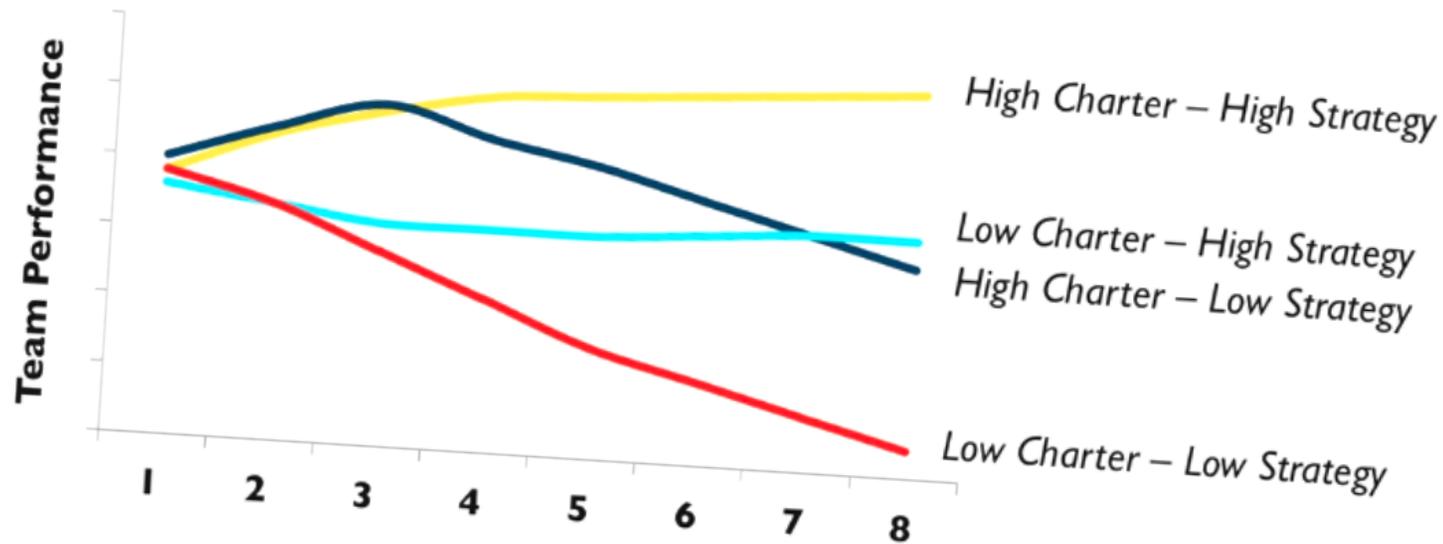
Created by Matyas Barsi, last modified by Kalman Kemenczy just a moment ago

		Engine	Infra	Security	Data Engineering
Milestone	Team mission	DONE	DONE	DONE	DONE
	How will the team decision-making process work; voting or consensus or a blend	IN PROGRESS	DONE	DONE	DONE
	What is each person on the team accountable for (role clarity)?	IN PROGRESS	DONE	IN PROGRESS	DONE
	Goals for the team	DONE	DONE	DONE	DONE
	How will the team track its progress <i>OKRs, initiatives mapped to them and how do we progress with those</i>	DONE	IN PROGRESS	DONE	DONE
	Strategy to meet mission and alternative course of action if strategy is not working	DONE	IN PROGRESS	IN PROGRESS	IN PROGRESS
	How will the team communicate issues and problems <i>emails?, slack?, initiative document signals to stakeholders</i>	PLANNED	PLANNED	PLANNED	PLANNED
	How will team leaders be selected for tasks	PLANNED	IN PROGRESS	DONE	PLANNED
	How will the charter be kept alive	PLANNED	PLANNED	PLANNED	PLANNED
	How will the team help each other when they are struggling	PLANNED	PLANNED	PLANNED	PLANNED
How will the team give each other feedback other than the required feedback	PLANNED	PLANNED	PLANNED	PLANNED	
How will interdependent actions be handled, such as when multiple people are writing parts of a whole assignment	PLANNED	IN PROGRESS	PLANNED	PLANNED	
How will team members hold each other accountable	PLANNED	PLANNED	PLANNED	PLANNED	
How will the team measure its action processes	PLANNED	PLANNED	PLANNED	PLANNED	
How will the team handle conflict when it arises	PLANNED	IN PROGRESS	PLANNED	PLANNED	

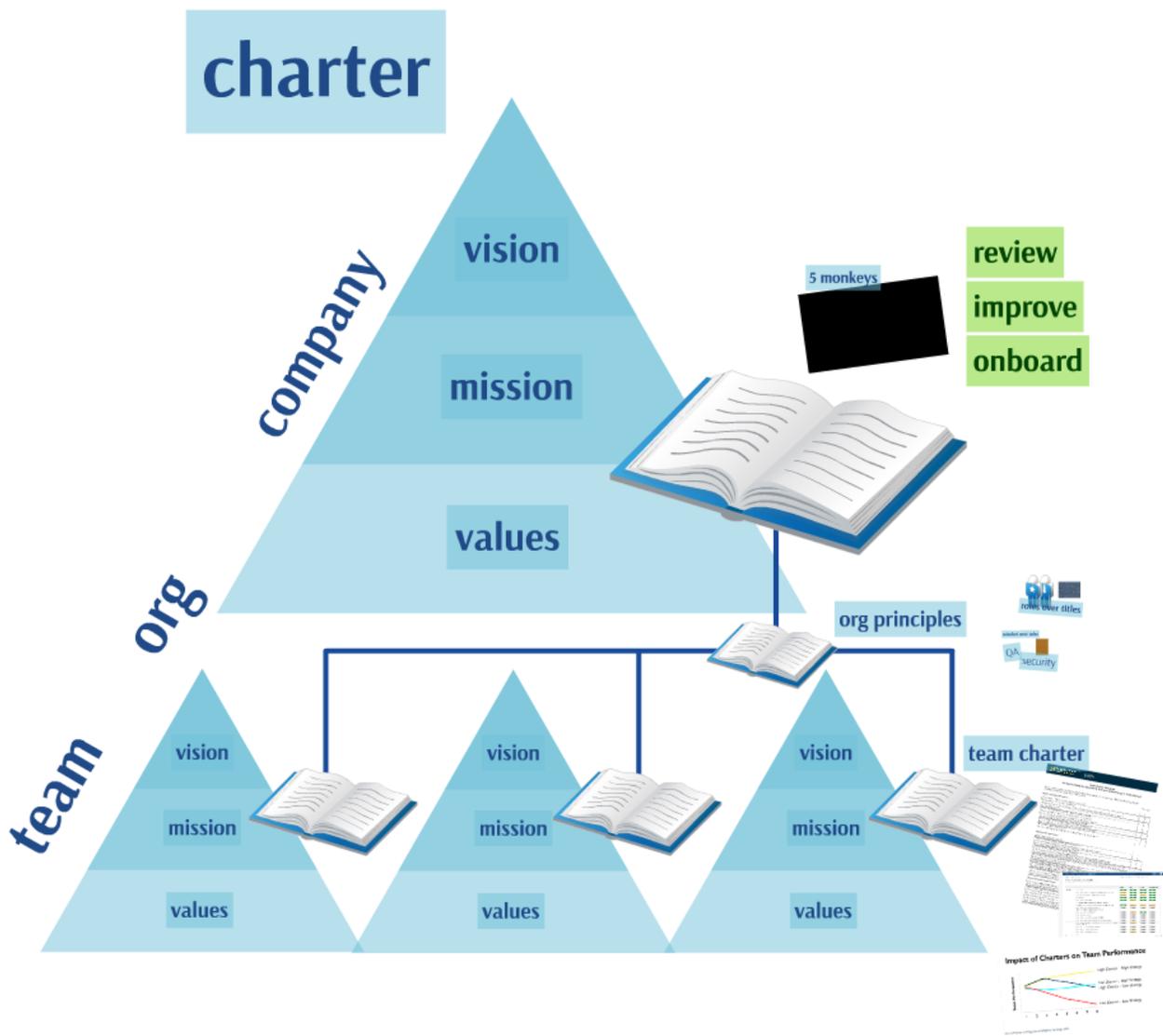
How will the team help each other when they are struggling	PLANNED	IN PROGRESS	PLANNED	PLANNED
How will the team give each other feedback other than the required feedback of a whole assignment	PLANNED	PLANNED	DOWN	PLANNED
How will interdependent actions be handled, such as when multiple people are writing parts	PLANNED	PLANNED	PLANNED	PLANNED
How will team members hold each other accountable	PLANNED	PLANNED	PLANNED	PLANNED
How will the team measure its action processes	PLANNED	IN PROGRESS	PLANNED	PLANNED
How will the team handle conflict when it arises	PLANNED	PLANNED	PLANNED	PLANNED
	PLANNED	PLANNED	PLANNED	PLANNED
	PLANNED	IN PROGRESS	PLANNED	PLANNED
	PLANNED	PLANNED	PLANNED	PLANNED

No labels

# Impact of Charters on Team Performance



Source: Mathieu and Rapp, *Journal of Applied Psychology*, 2009



oles



mindset over roles



**Kálmán Kémenczy**  
Monkey of Product Monkeys

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linkedin.com/in/kkemenczy/



**Prezi**

**Kalman  
helps to the product  
team to be successful.**

oles



mindset over roles





**Godin**  
Quality Assurance/Assurance-qualité

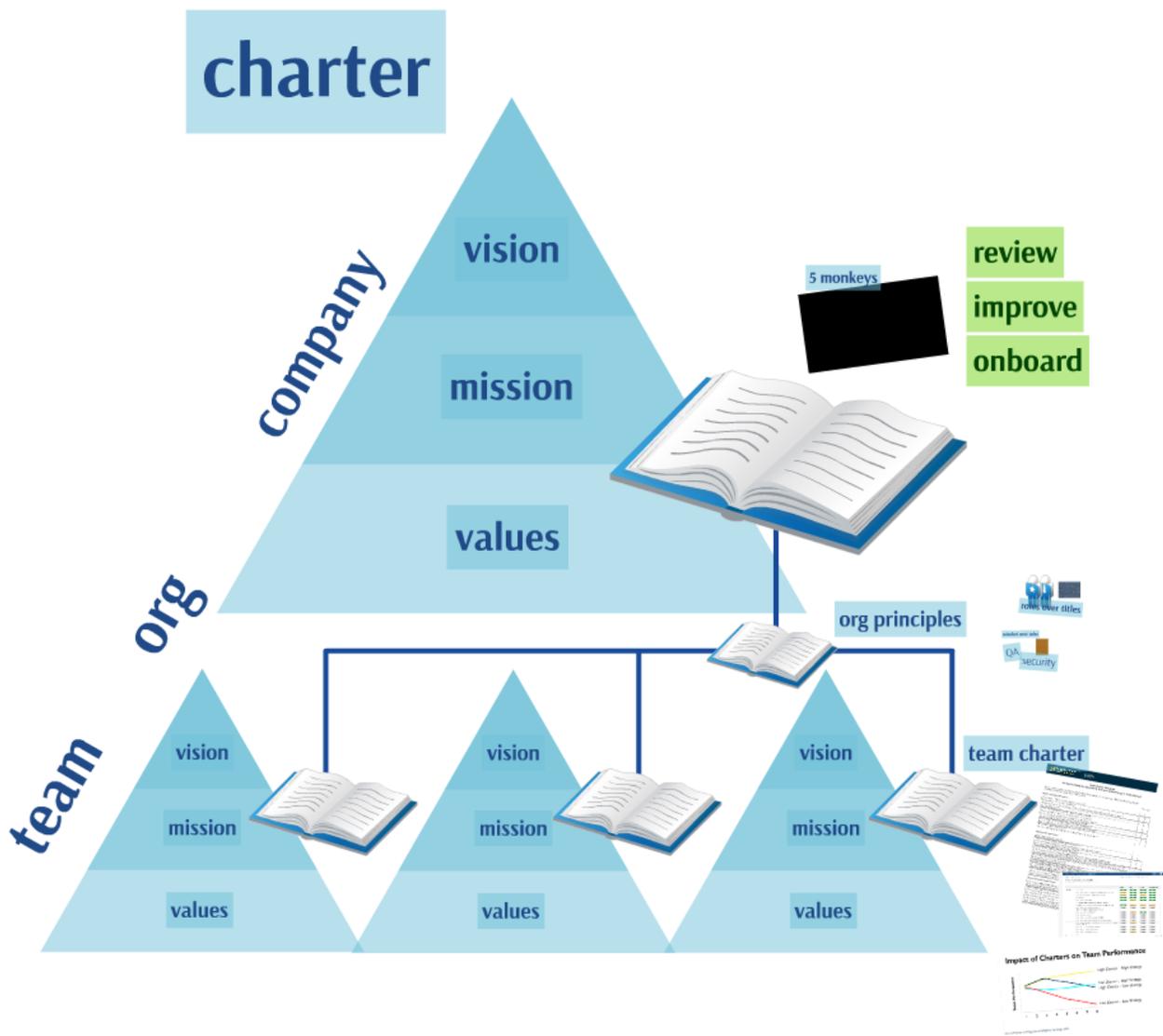
Points	Init.
● Body/Neck finish <i>Fini manche-caisse</i>	MU
● Machine head install <i>Montage des clés</i>	ALB
● Neck/Bridge install <i>Montage manche/chevalet</i>	CK M
● Fret Work <i>Fini frette</i>	P PSC
● Neck/Bridge nut install <i>Montage des sillets</i>	DB F
● String install <i>Montage cordes</i>	P
● Action & Intonation <i>Jeu et Intonation</i>	P
● Visual inspection <i>Inspection visuelle</i>	P
● Electronic install <i>Montage électronique</i>	P
● Final inspection <i>Inspection finale</i>	P
● Packaging <i>Emballage</i>	P

oles



mindset over roles





5 monkeys

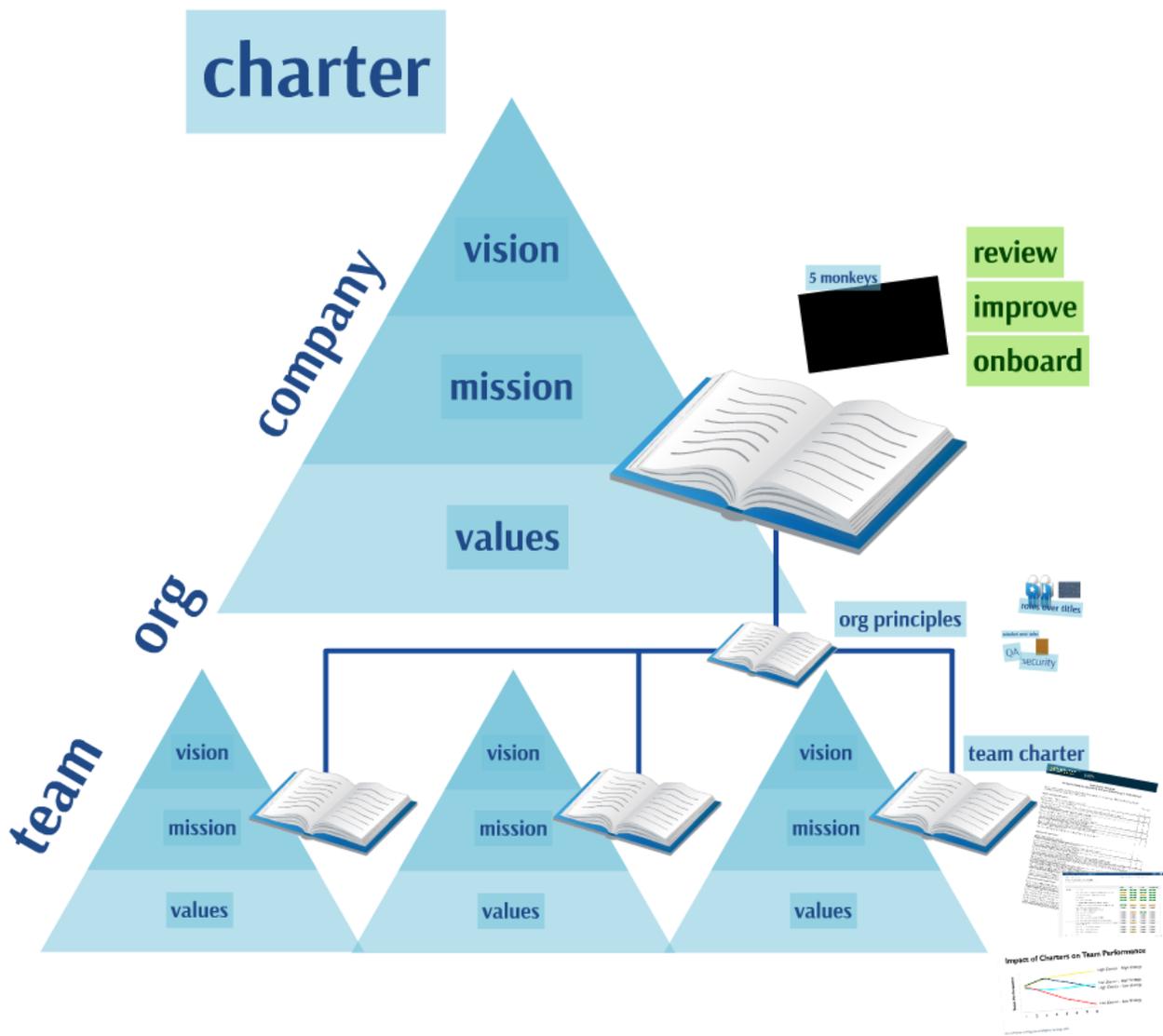
**review**

**improve**

**onboard**



5 millionkeys



# structure

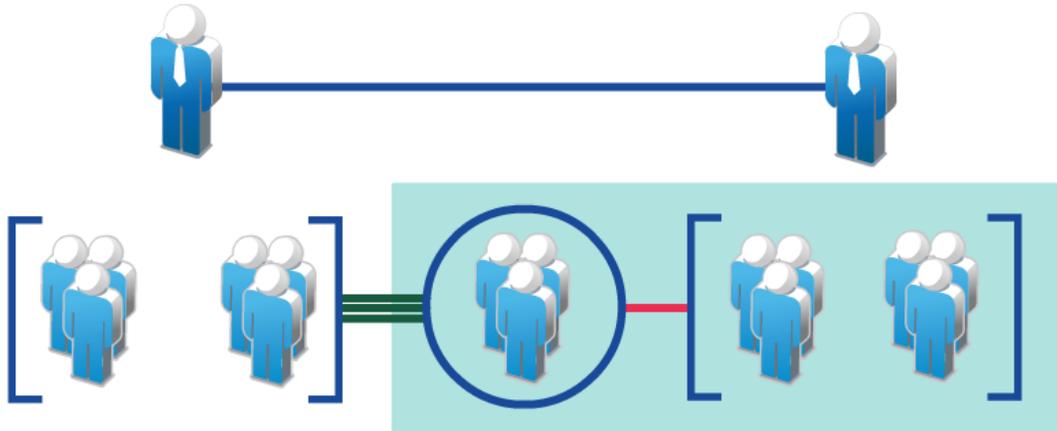
## Conway's law

1968 organizations which design systems ... are constrained to produce designs which are copies of the communication structures of these organizations



Melvin Conway

### interfaces

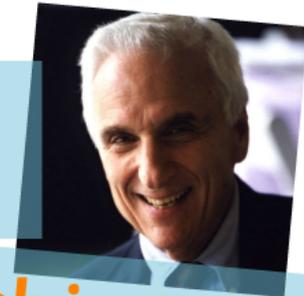


# structure

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1968

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**Melvin Conway**

interfaces



# Conway's law

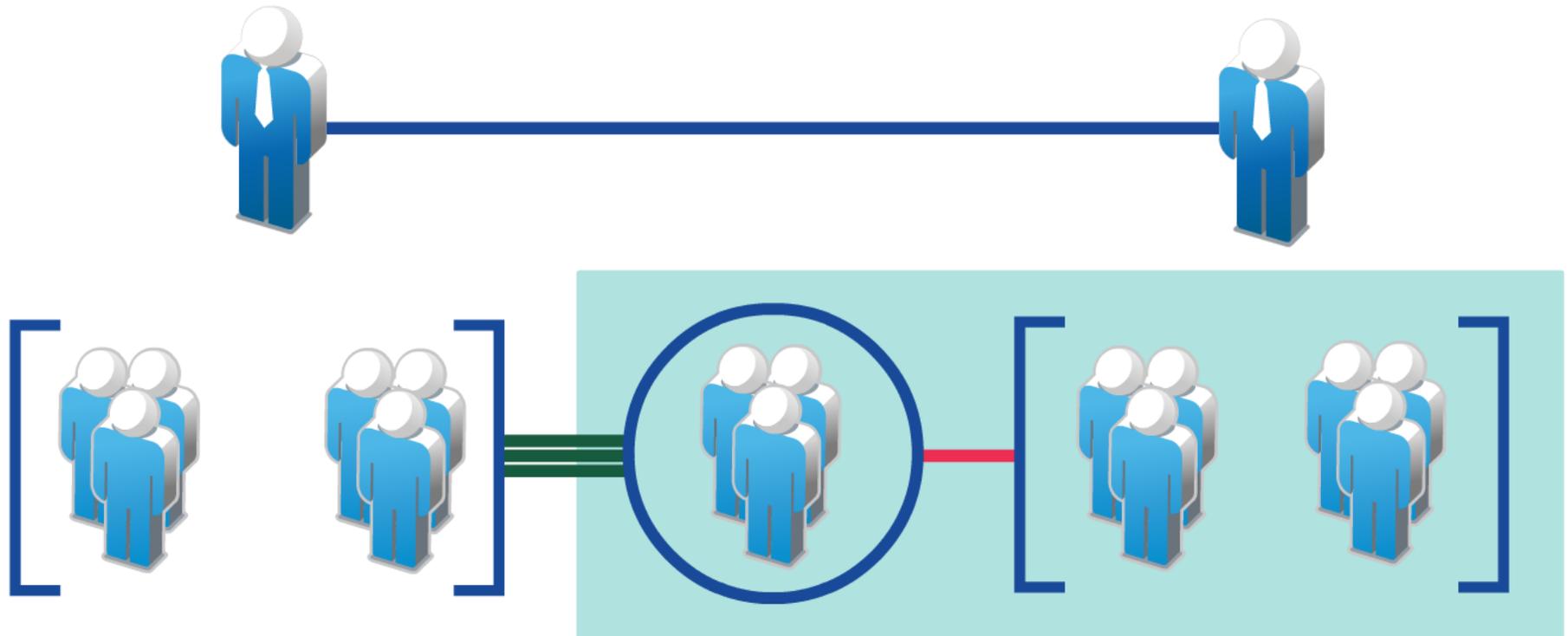
1968

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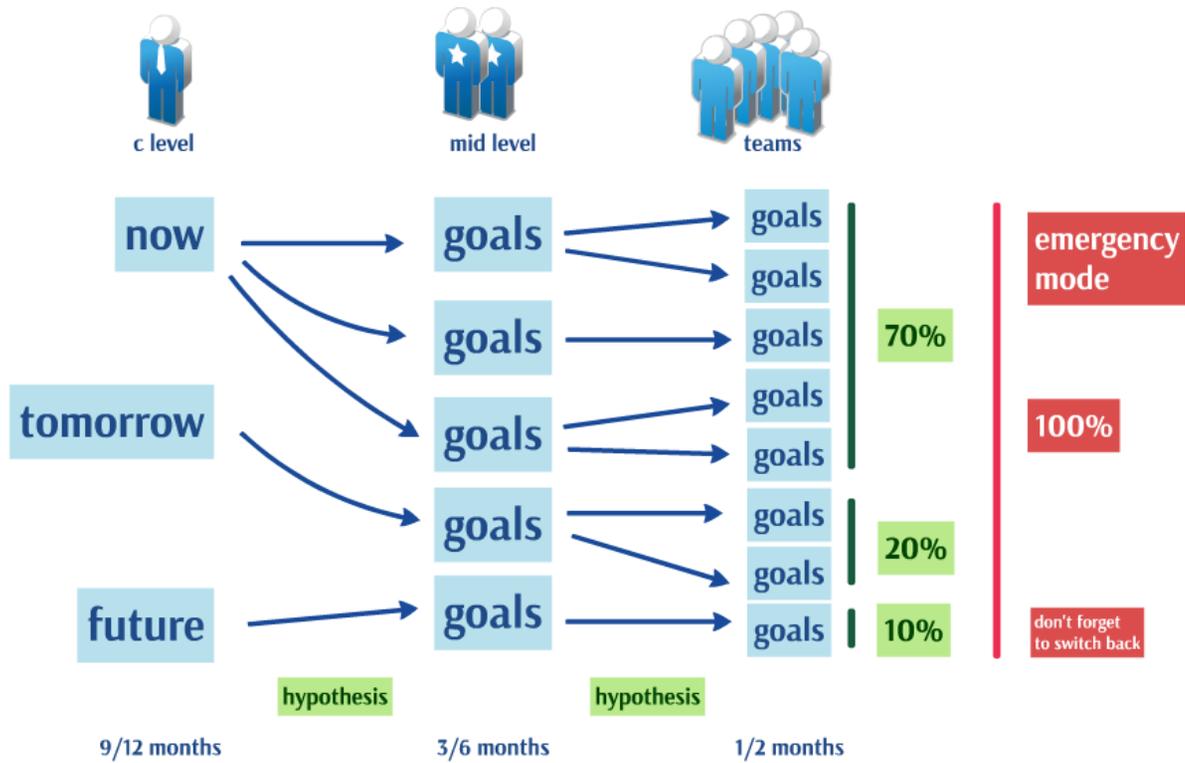


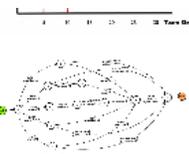
Melvin Conway

interfaces



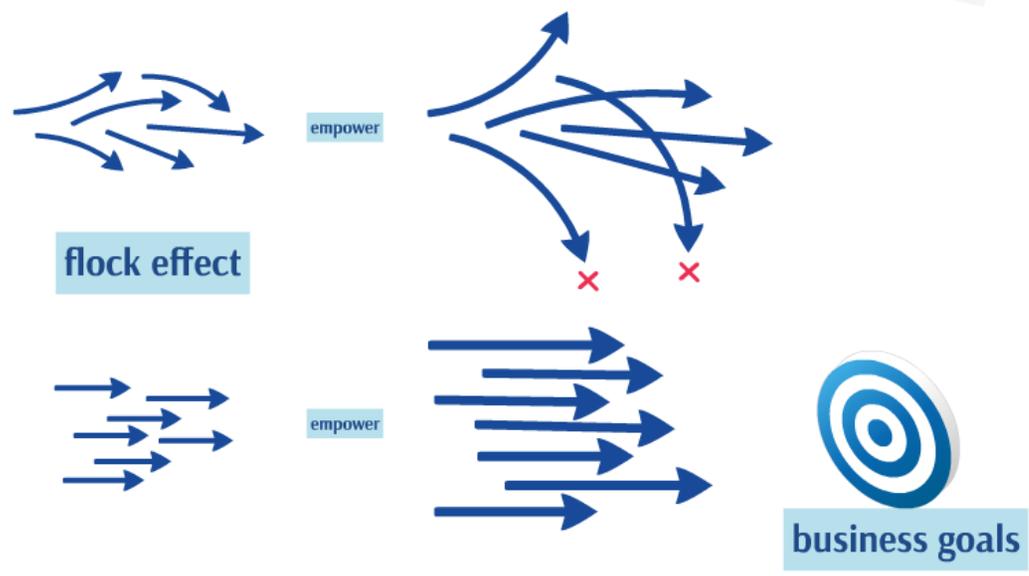
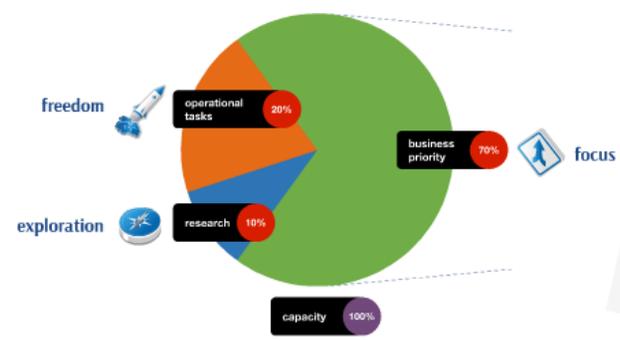
# connection to the goals





# capacity

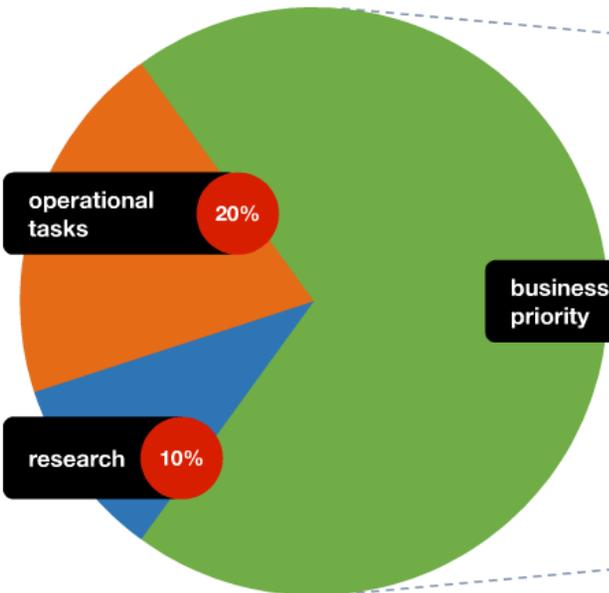
## The 70/20/10 model



# capacity

## The 70/20/10 model

freedom



business priority 70%

operational tasks 20%

research 10%

capacity 100%

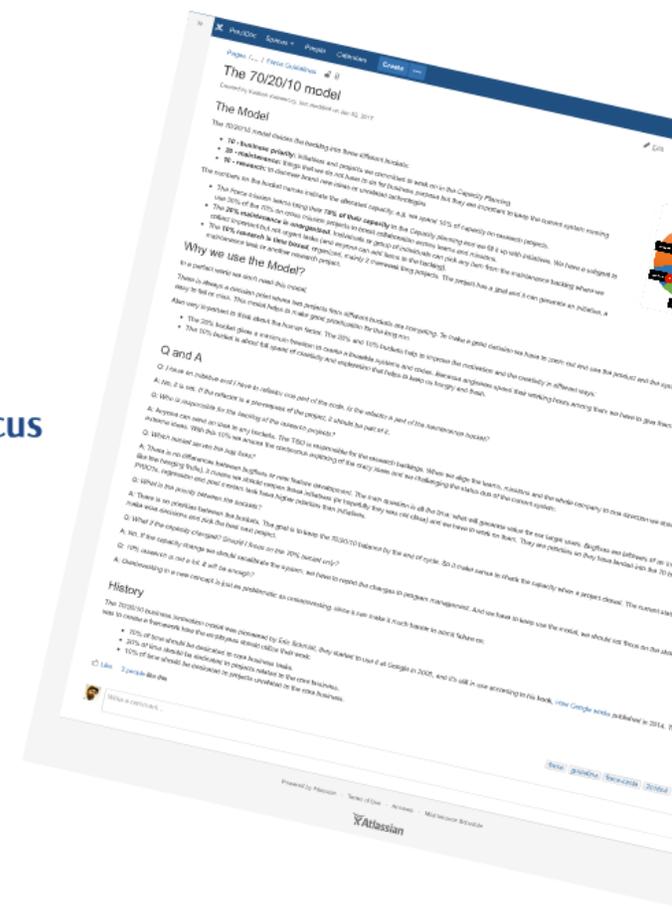
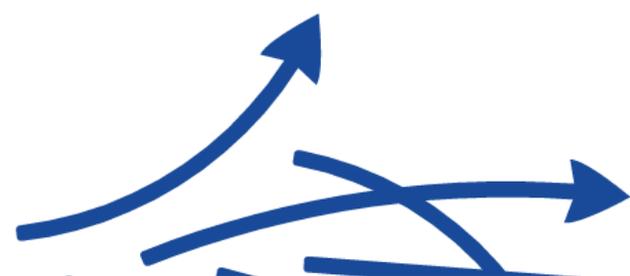


focus

exploration



empower



# The 70/20/10 model

Created by Kalman Kemenczy, last modified on Jan 02, 2017

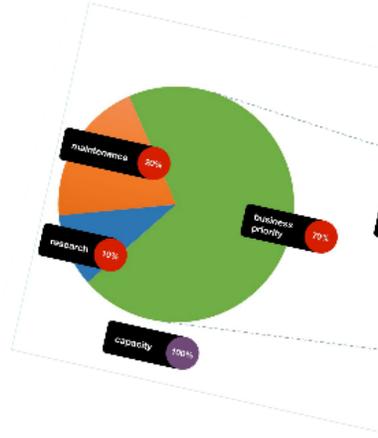
## The Model

The 70/20/10 model divides the backlog into three different buckets:

- **70 - business priority:** initiatives and projects we committed to work on in the Capacity Planning
- **20 - maintenance:** things that we do not have to do for business purpose but they are important to keep the current system running
- **10 - research:** to discover brand new ideas or unrelated technologies

The numbers on the bucket names indicate the allocated capacity. e.g. we spend 10% of capacity on research projects.

- The Force mission teams bring their **70% of their capacity** to the Capacity planning and we fill it up with initiatives. We have a subgoal to use 30% of the 70% on cross mission projects to boost collaboration across teams and missions.
- The **20% maintenance is unorganized.** Individuals or group of individuals can pick any item from the maintenance backlog where we collect important but not urgent tasks (and anyone can add items to the backlog).
- The **10% research is time boxed,** organized, mainly 2 manweek long projects.



## Why we use the Model?

In a perfect world we don't need this model.

There is always a decision point where two projects from different buckets are competing. To make a good decision we have to zoom out and see the product and the systems around holistically. This model helps to make good prioritization for the long run.

Also very important to think about the human factor. The 20% and 10% buckets help to improve the motivation and the creativity in different ways:

- The 20% bucket gives a maximum freedom to create a loveable systems and codes. Because engineers spend their working hours among them we have to give them a chance to maintain their easy to fail or miss. This model helps to make good prioritization for the long run.
- The 10% bucket is about full speed of creativity and exploration that helps to keep us hungry and fresh.

## Q and A

- Q: I have an initiative and I have to refactor one part of the code. Is the refactor a part of the maintenance bucket?
- A: No, it is not. If the refactor is a pre-request of the project, it should be part of it.
- Q: Who is responsible for the backlog of the research projects?
- A: Anyone can send an idea to any buckets. The TSO is responsible for the research backlogs. When we align the teams, missions and their extreme ideas. With this 10% we ensure the continuous exploring of the crazy ideas and we challenging the status quo of the
- Q: Which bucket serves the bug fixes?
- A: There is no differences between bugfixes or new feature development. The (like low hanging fruits), it means we should reopen those initiatives
- Q: What is the priority between
- A: The

## Why we use

In a perfect world we don't need this model.

There is always a decision point where two projects from different buckets are competing. To make a good decision is easy to fail or miss. This model helps to make good prioritization for the long run.

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Q: Who is responsible for the backlog of the research projects?

A: Anyone can send an idea to any buckets. The TSO is responsible for the research backlogs. When we align the teams, missions and the whole company to one direction we ensure extreme ideas. With this 10% we ensure the continuous exploring of the crazy ideas and we challenging the status quo of the current system.

Q: Which bucket serves the bug fixes?

A: There is no differences between bugfixes or new feature development. The main question is all the time: what will generate value for our target users. Bugfixes are leftover like low hanging fruits, it means we should reopen those initiatives (or hopefully they was not close) and we have to work on them. They are priorities so they have landed into PRIO1s, regression and post mortem task have higher priorities than initiatives.

Q: What is the priority between the buckets?

A: There is no priorities between the buckets. The goal is to keep the 70/20/10 balance by the end of cycle. So it make sense to check the capacity when a project closed. To make wise decisions and pick the best next project.

Q: What if the capacity changed? Should I focus on the 70% bucket only?

A: No. If the capacity change we should recalibrate the system: we have to report the changes to program management. And we have to keep use the model, we should not change it.

Q: 10% research is not a lot. It will be enough?

A: Overinvesting in a new concept is just as problematic as underinvesting, since it can make it much harder to admit failure on.

## History

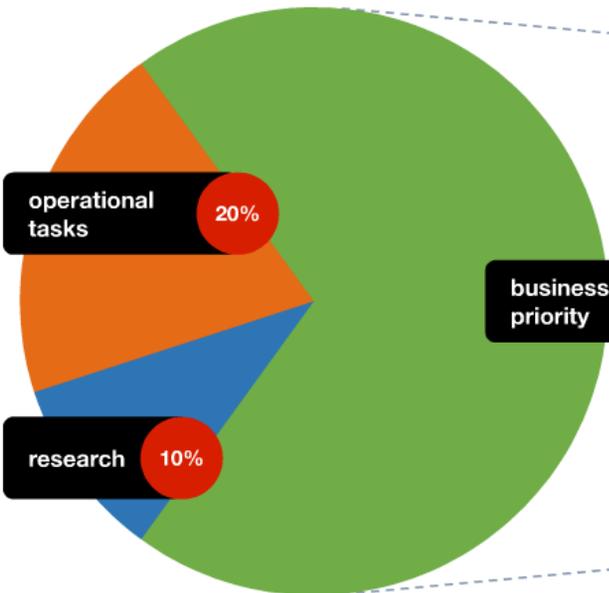
The 70/20/10 business innovation model was pioneered by Eric Schmidt, they started to use it at Google in 2005, and it's still in use according to his book, [How Google Works](#).

- 70% of time should be dedicated to core business tasks.
- 20% of time should be dedicated to projects related to the core business.
- 10% of time should be dedicated to projects unrelated to the core business.

# capacity

## The 70/20/10 model

freedom



business priority

70%



focus

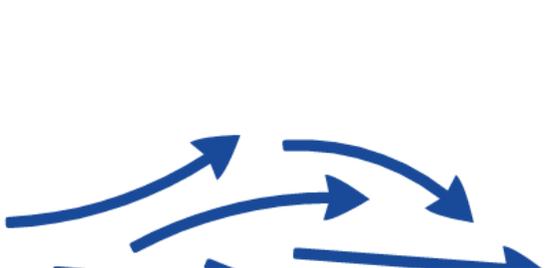
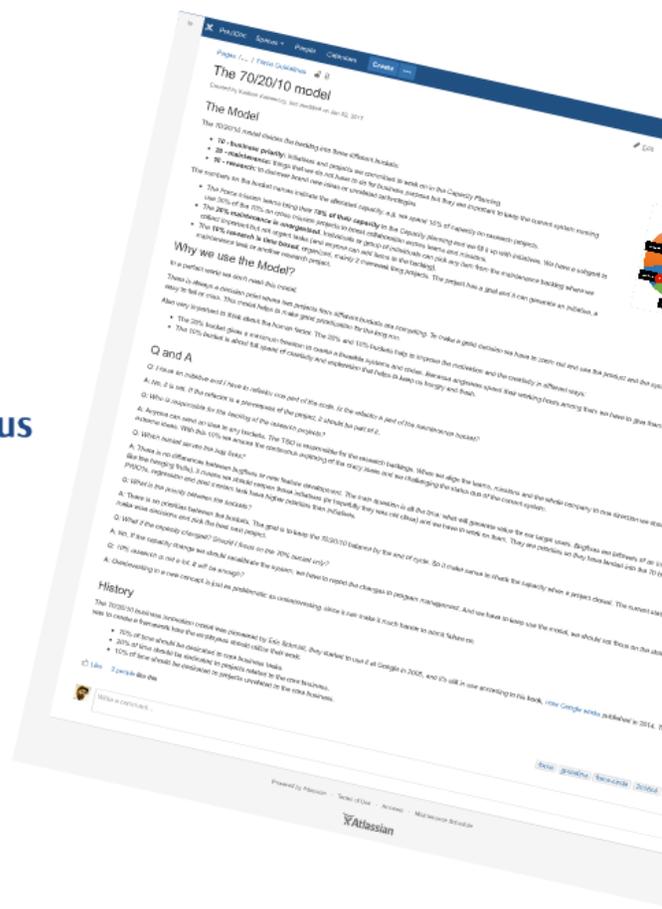
exploration



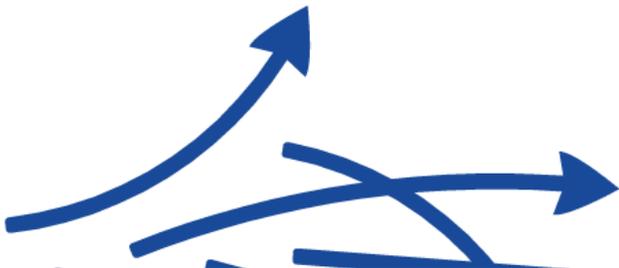
research

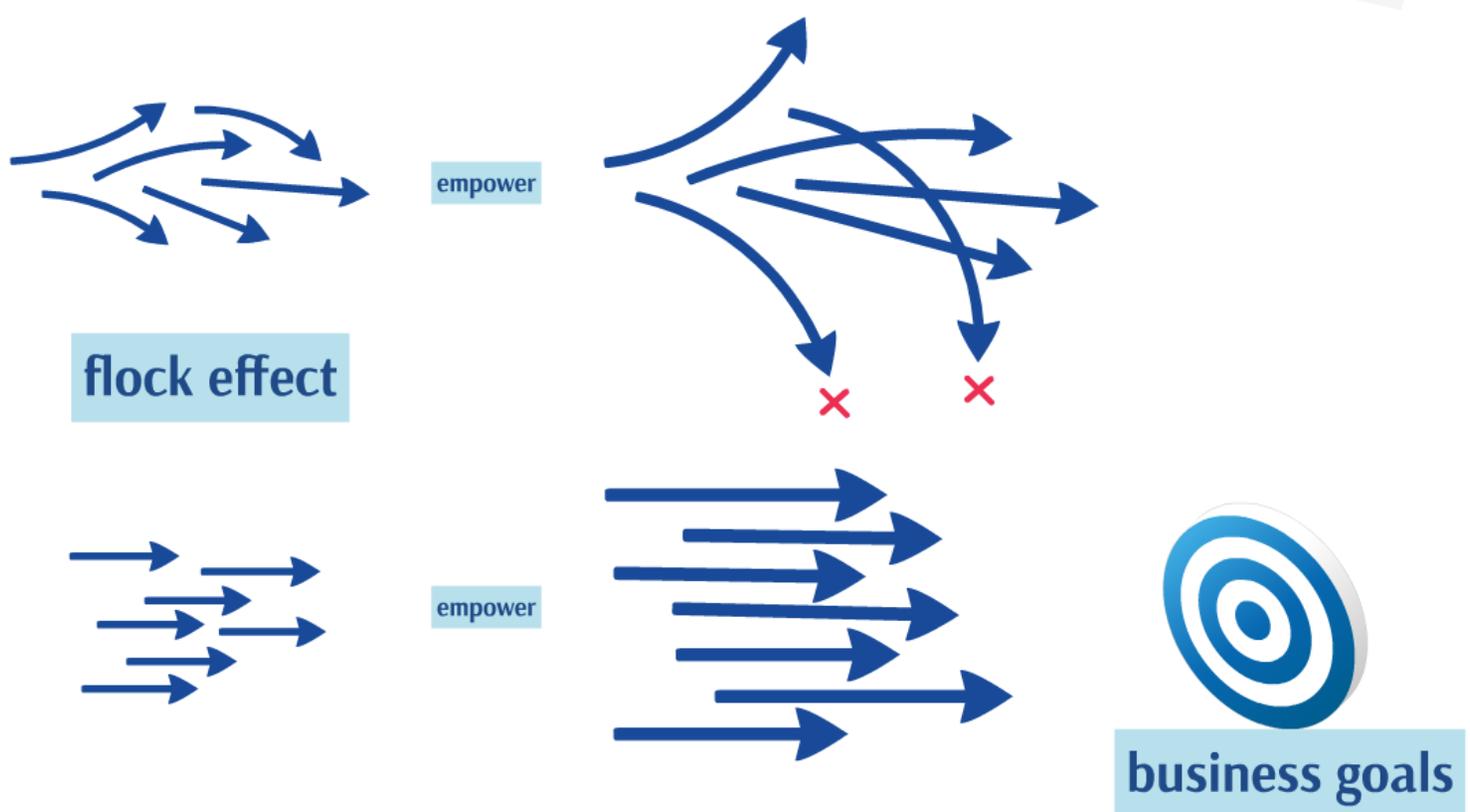
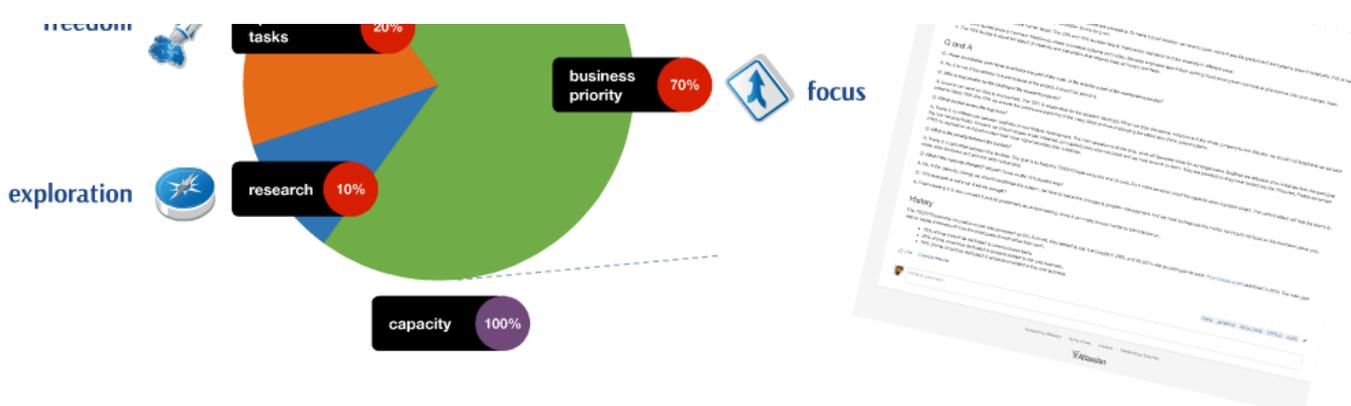
10%

capacity 100%



empower



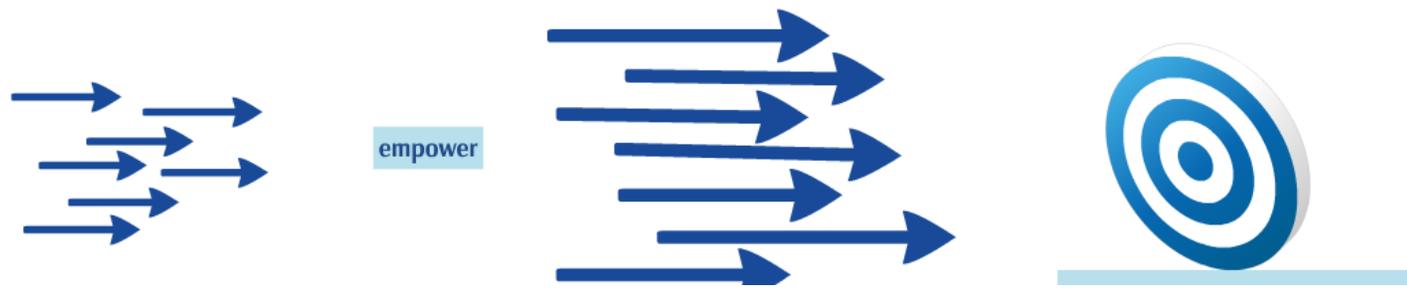
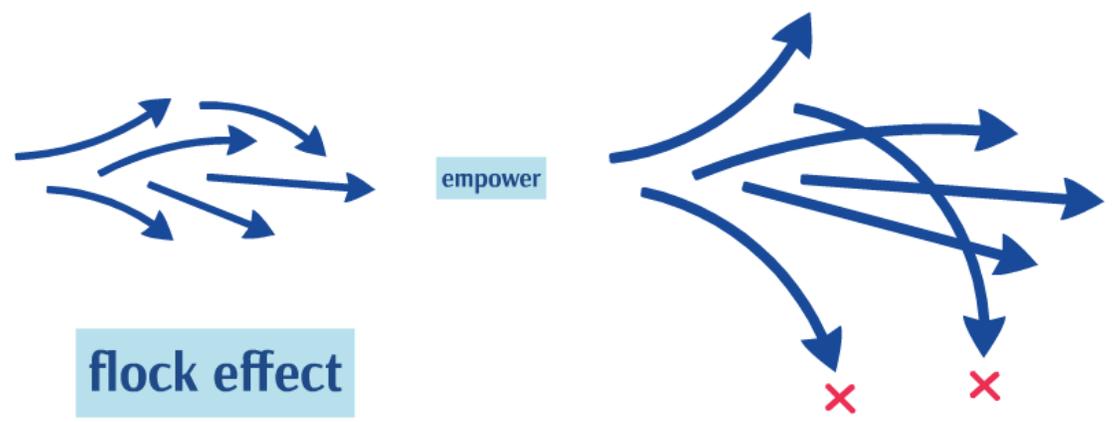
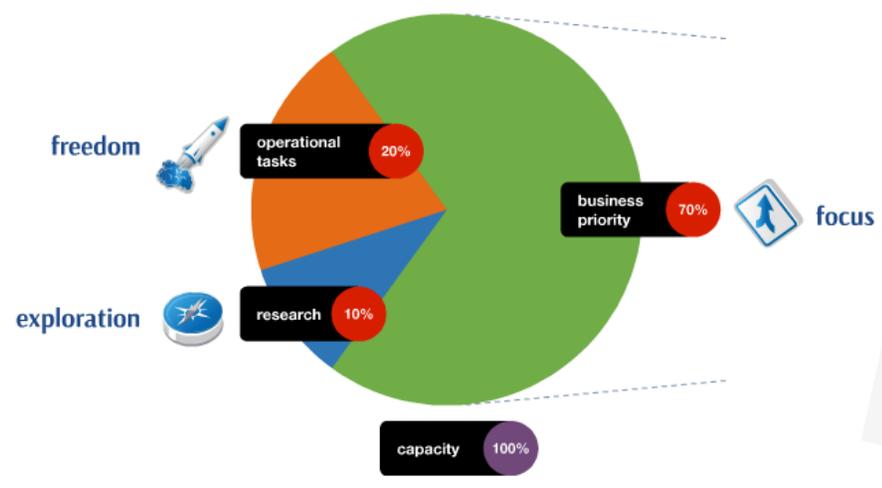


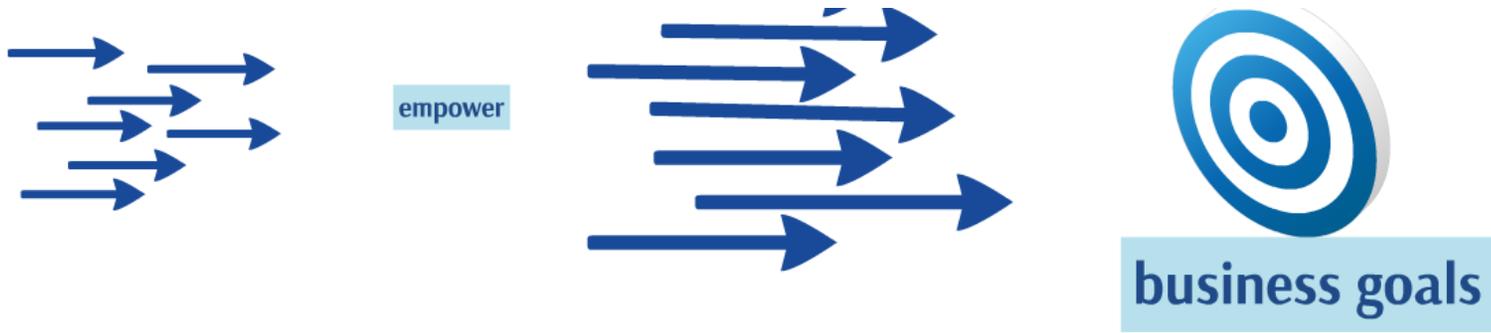
real capacity



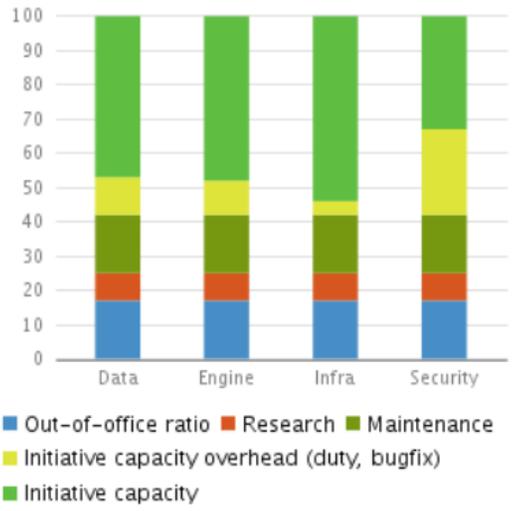
# Capacity

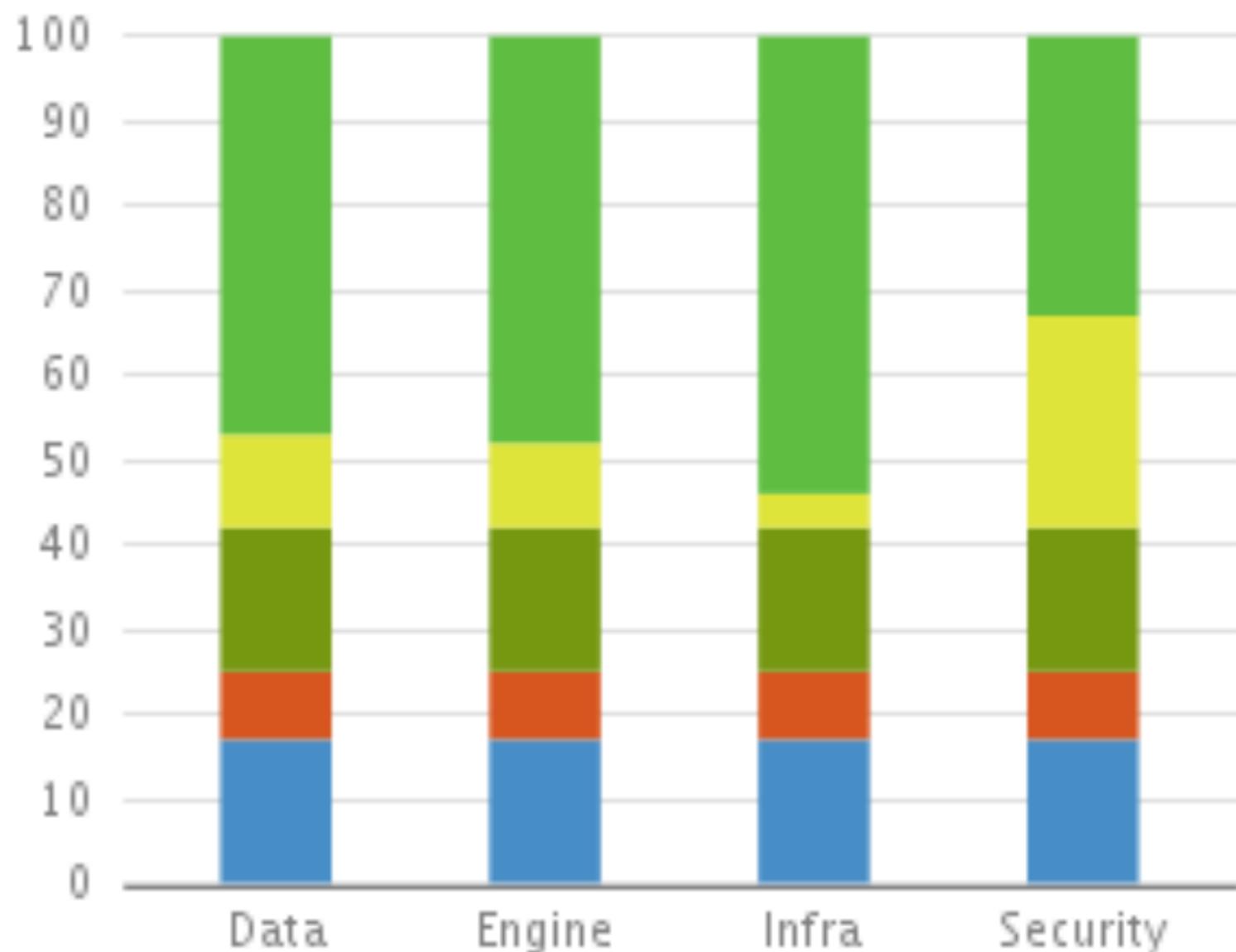
## The 70/20/10 model





## real capacity





- Out-of-office ratio
- Research
- Maintenance
- Initiative capacity overhead (duty, bugfix)
- Initiative capacity



what?



why?



how?



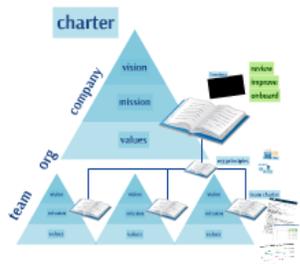
who?



before Delivery

setup for success

### organization



### structure

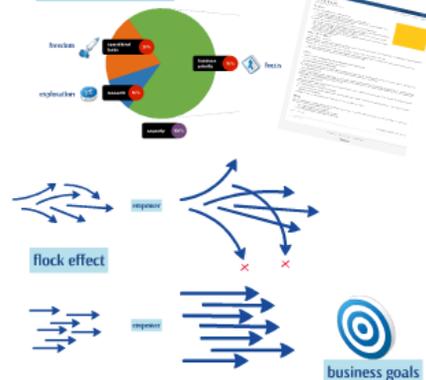


### connection to the goals

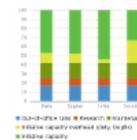


### capacity

#### The 70/20/10 model

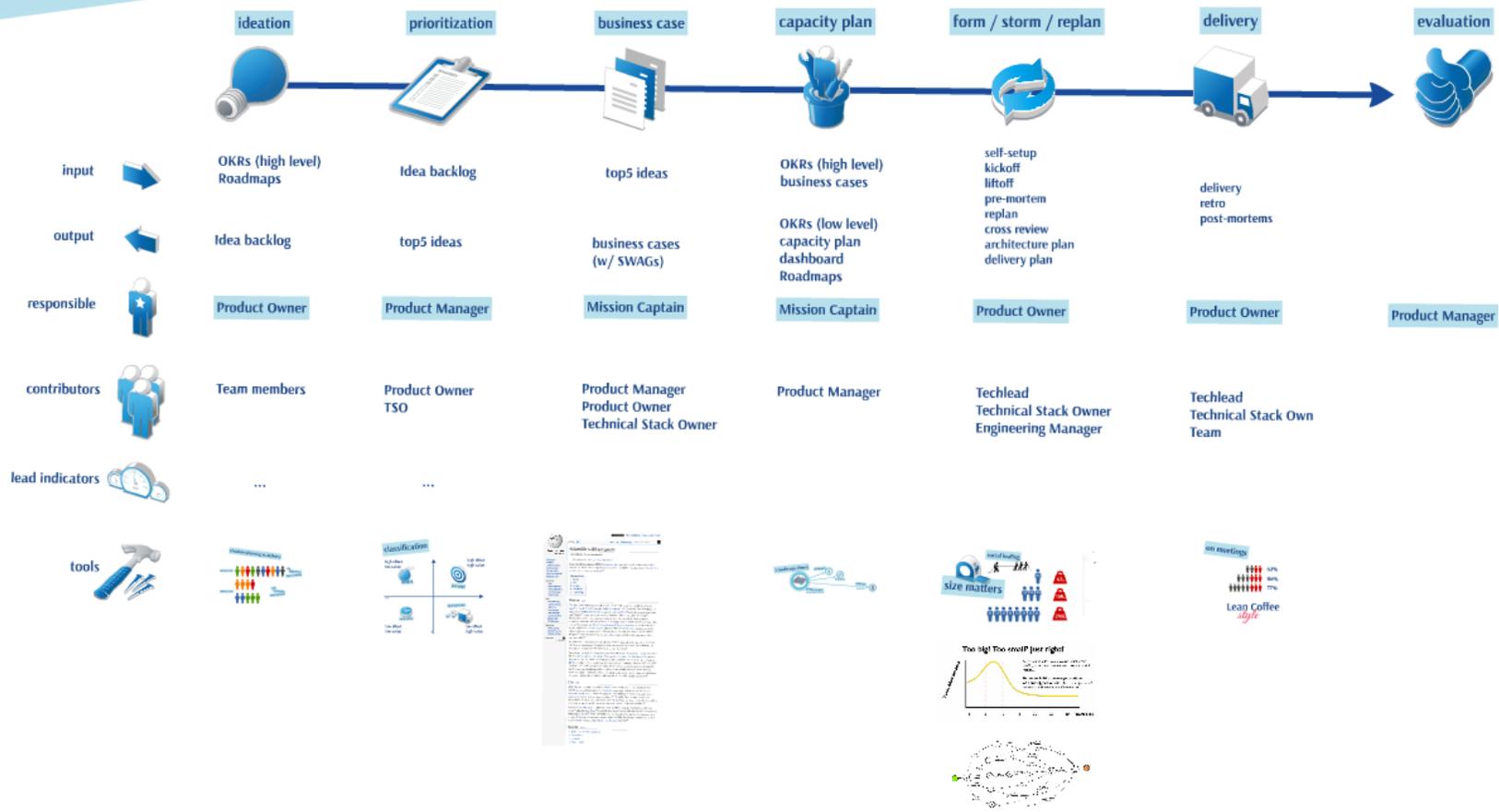


#### real capacity

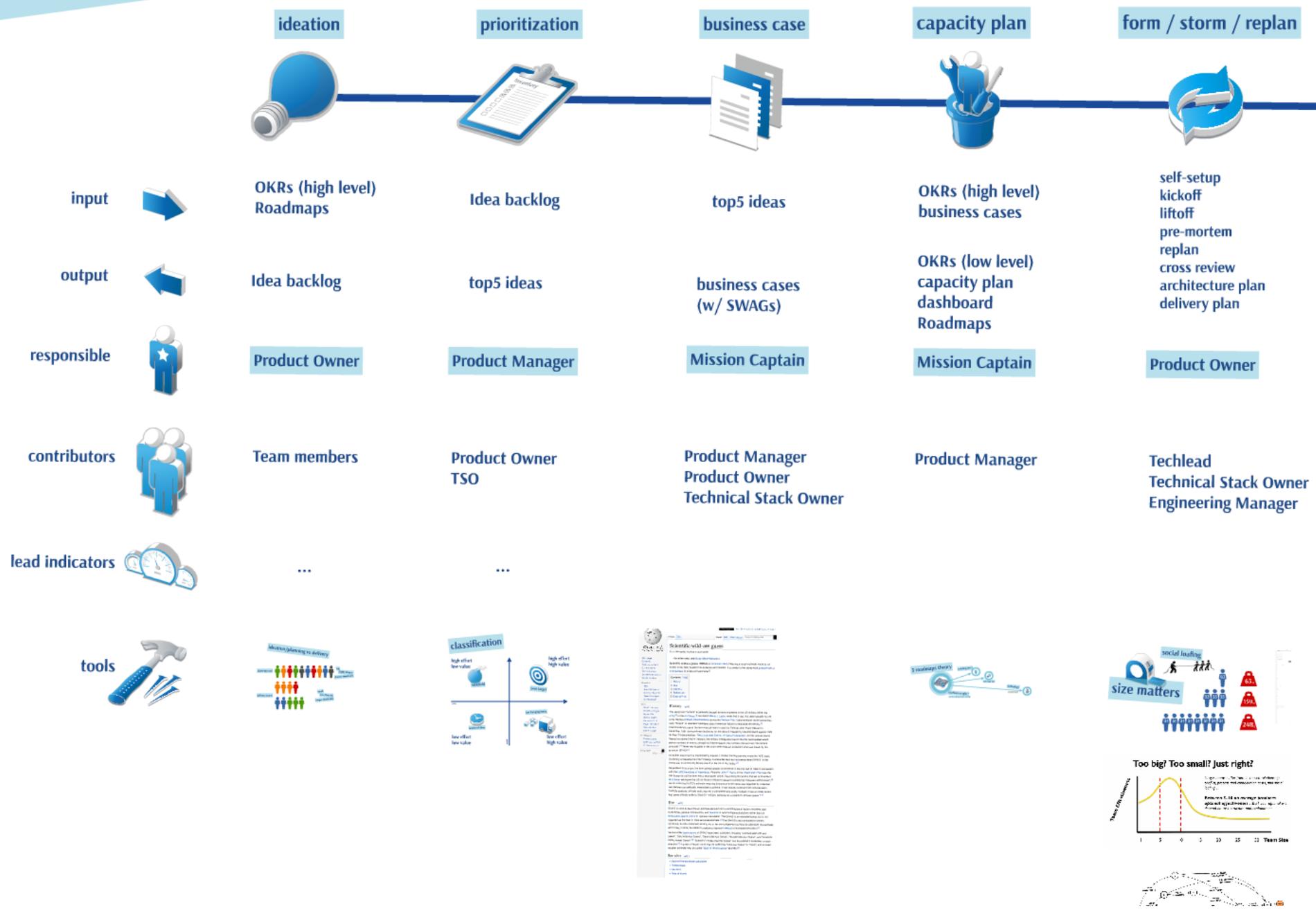


Thank you!

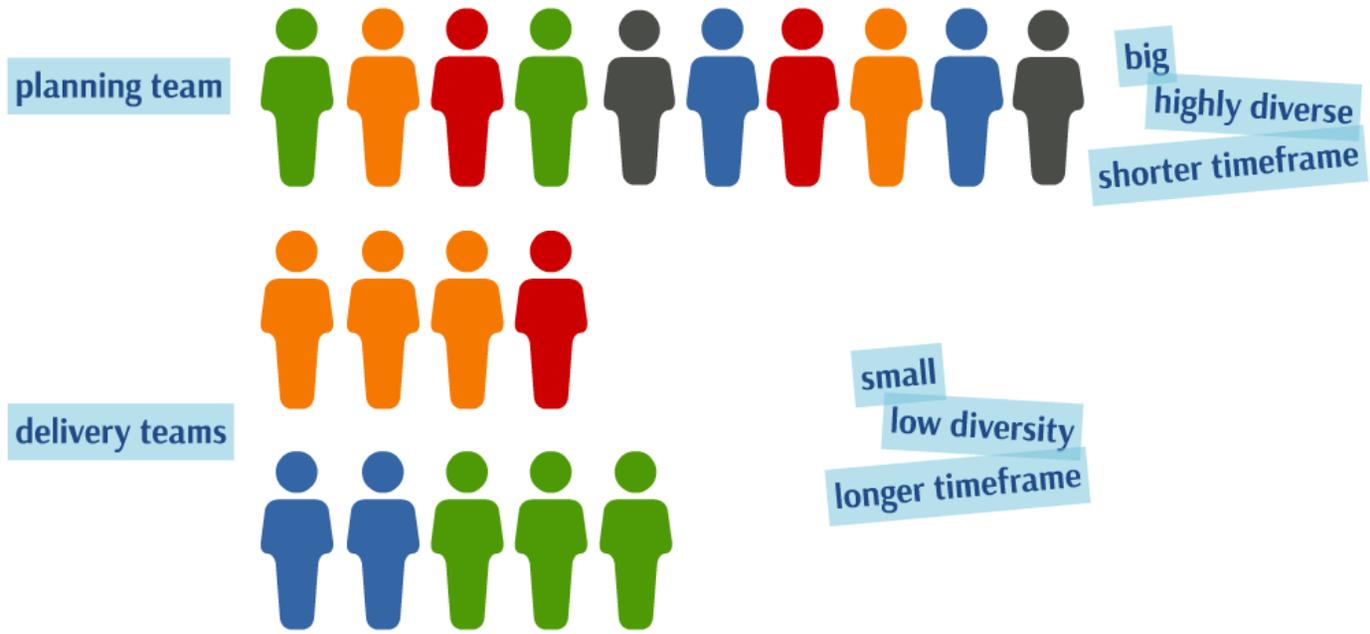
# Delivery timeline



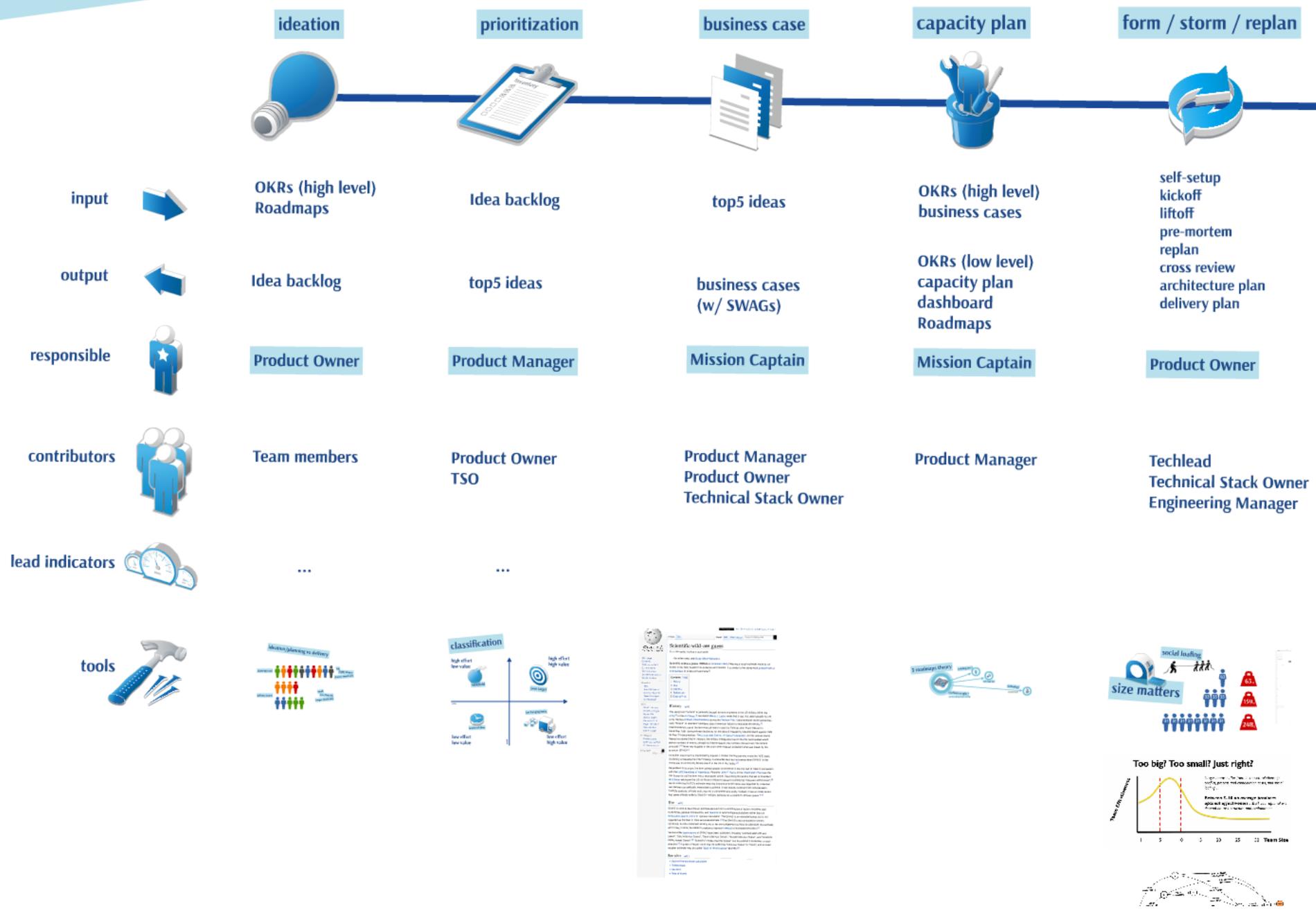
# Delivery timeline



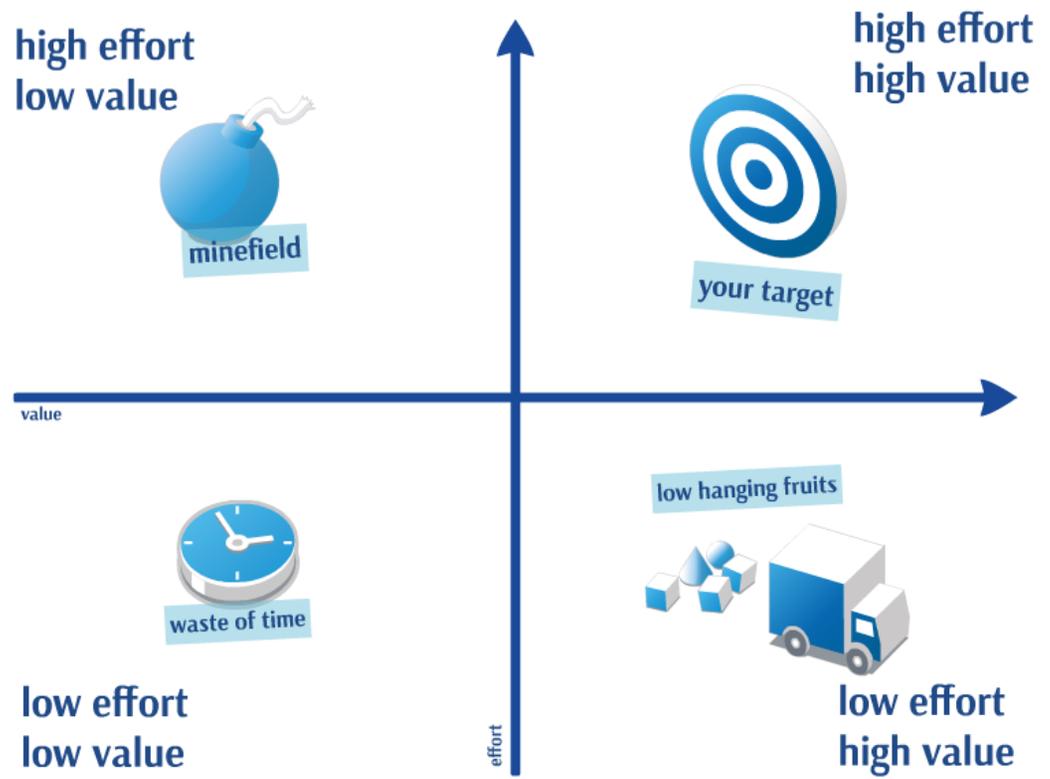
# ideation/planning vs delivery



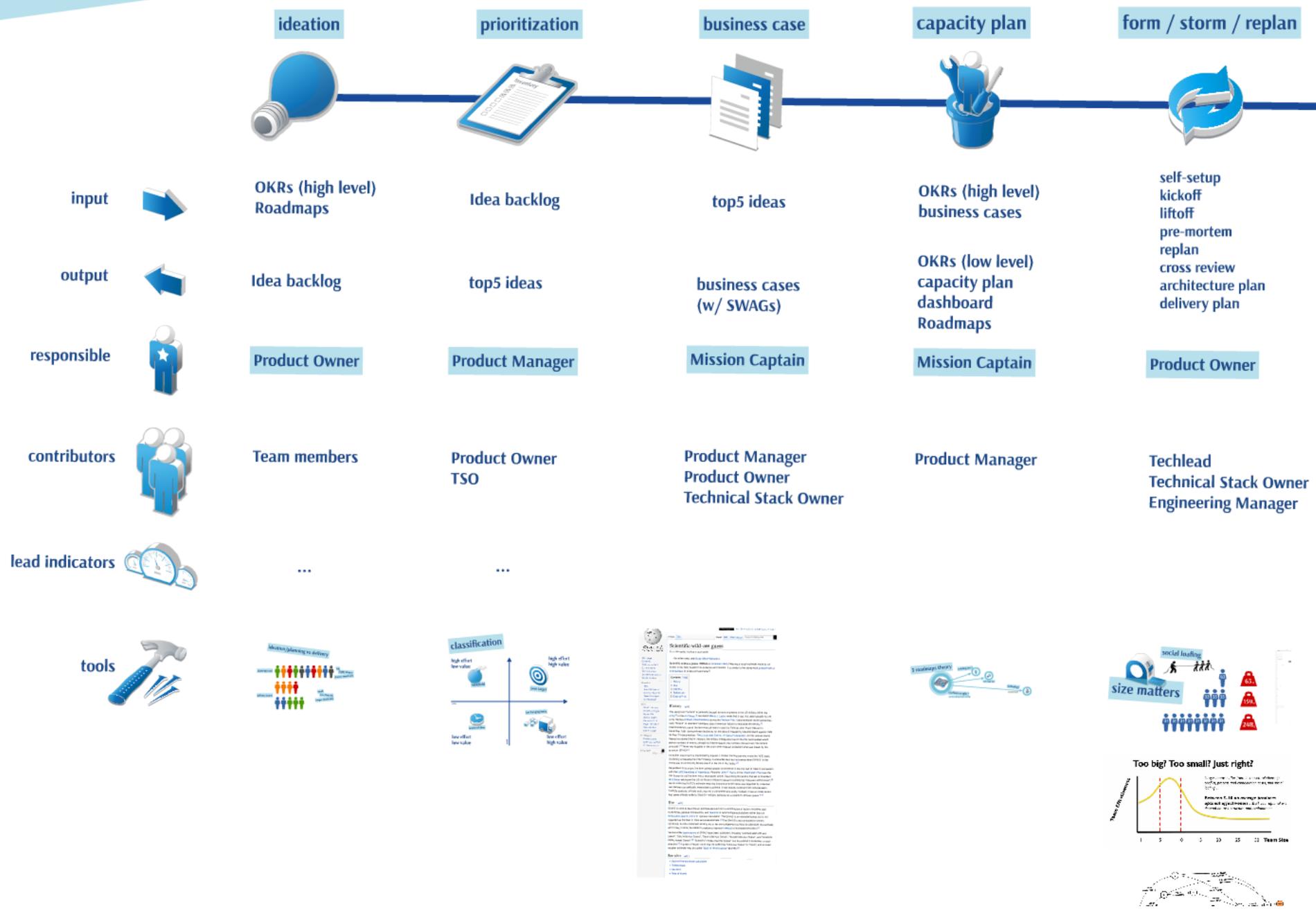
# Delivery timeline



# classification



# Delivery timeline



input

output

responsible

contributors

lead indicators

tools

OKRs (high level)  
Roadmaps

Idea backlog

Product Owner

Team members

...



Idea backlog

top5 ideas

Product Manager

Product Owner  
TSO

...

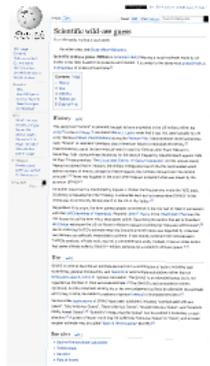


top5 ideas

business cases  
(w/ SWAGs)

Mission Captain

Product Manager  
Product Owner  
Technical Stack Owner



OKRs (high level)  
business cases

OKRs (low level)  
capacity plan  
dashboard  
Roadmaps

Mission Captain

Product Manager

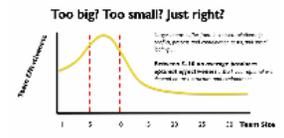


form / storm / replan

self-setup  
kickoff  
lift-off  
pre-mortem  
replan  
cross review  
architecture plan  
delivery plan

Product Owner

Techlead  
Technical Stack Owner  
Engineering Manager





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The Free Encyclopedia

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# Scientific wild-ass guess

From Wikipedia, the free encyclopedia

*For other uses, see [Swag \(disambiguation\)](#).*

**Scientific wild-ass guess (SWAG)** is [American slang](#) meaning a rough estimate made by an expert in the field, based on experience and intuition. It is similar to the slang word *guesstimate*, a [portmanteau](#) of *guess* and *estimate*.<sup>[1]</sup>

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## History [\[edit\]](#)

The slang term "SWAG" is generally thought to have originated in the US military, either the [Army](#)<sup>[2]</sup> or the [Air Force](#).<sup>[3]</sup> Journalist [Melvin J. Lasky](#) wrote that it was first used casually by US Army General [William Westmoreland](#) during the [Vietnam War](#). Westmoreland would sometimes reply "SWAG" to reporters' questions about American failure to neutralize the enemy.<sup>[1]</sup> Westmoreland's use of the term was affirmed in court by Colonel John Frank Stewart in November 1984 during witness testimony for the lawsuit initiated by Westmoreland against CBS for their TV documentary *The Uncounted Enemy: A Vietnam Deception*. On 11 October 1984, Stewart explained that

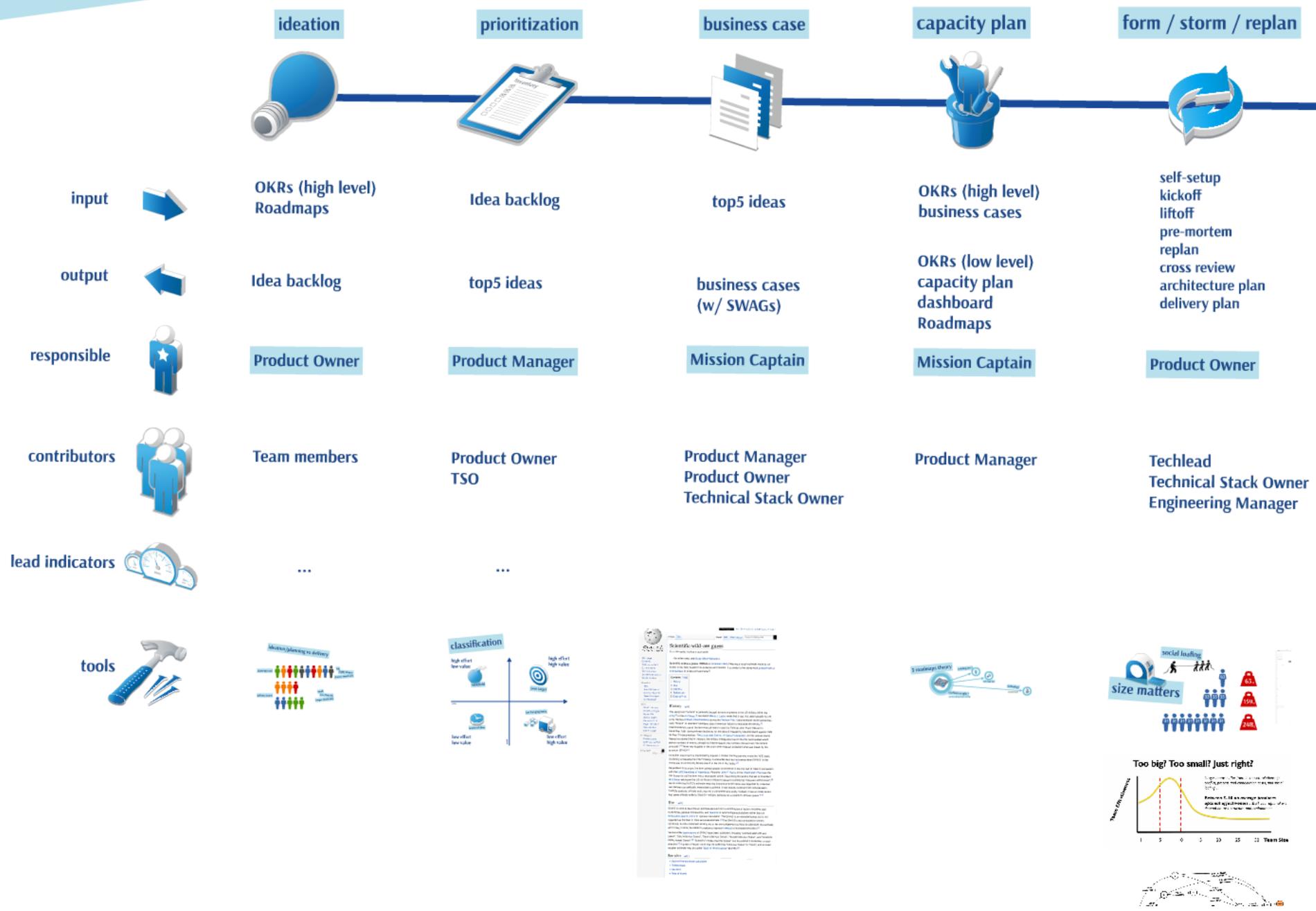
## History [[edit](#)]

The slang term "SWAG" is generally thought to have originated in the US military, either the [Army](#)<sup>[2]</sup> or the [Air Force](#).<sup>[3]</sup> Journalist [Melvin J. Lasky](#) wrote that it was first used casually by US Army General [William Westmoreland](#) during the [Vietnam War](#). Westmoreland would sometimes reply "SWAG" to reporters' questions about American failure to neutralize the enemy.<sup>[1]</sup> Westmoreland's use of the term was affirmed in court by Colonel John Frank Stewart in November 1984 during witness testimony for the lawsuit initiated by Westmoreland against CBS for their TV documentary *[The Uncounted Enemy: A Vietnam Deception](#)*. On the witness stand, Stewart explained that in Vietnam, the military intelligence branch that he commanded would deliver numbers of enemy strength to Westmoreland, the numbers derived from "the SWAG principle".<sup>[4]</sup> There was laughter in the court when Stewart explained what was meant by the acronym *SWAG*.<sup>[4]</sup>

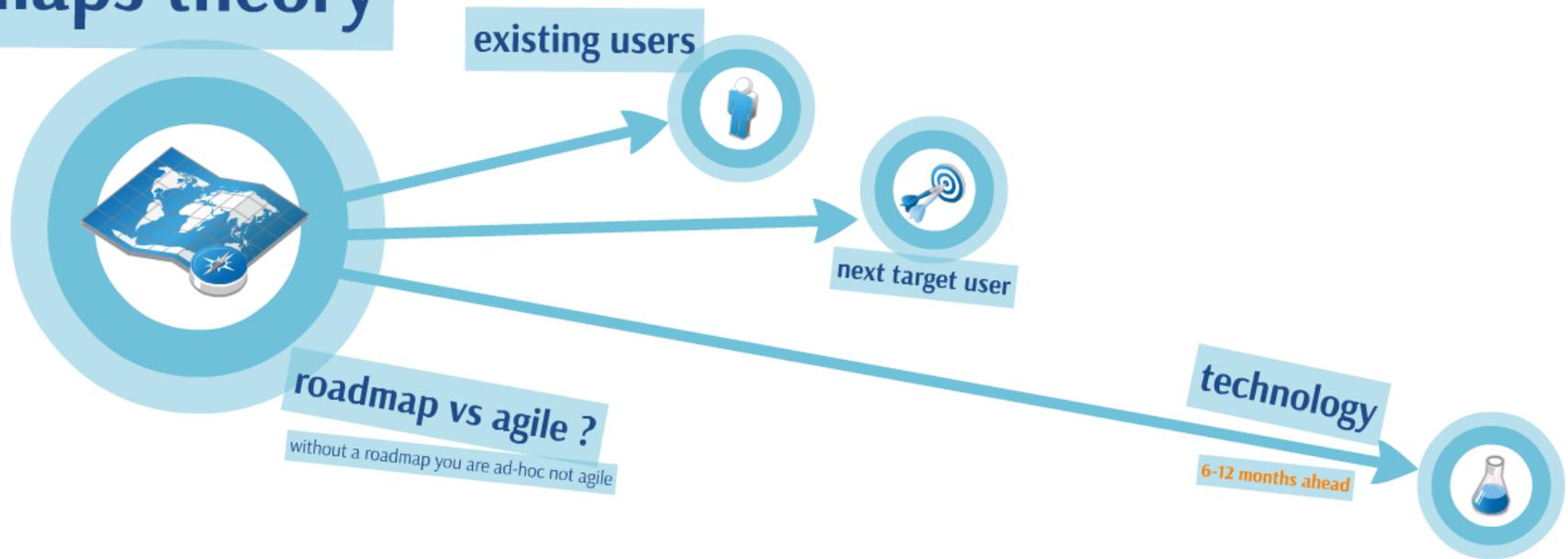
An earlier use of term is mentioned by linguist J. Robert Dumouchel who wrote the 1975 book, *Dictionary of Development Terminology*. Dumouchel says he first encountered SWAG "in the vernacular of community development" in the US in the 1960s.<sup>[2]</sup>

Regardless of its origin, the term gained greater prominence in the first half of 1999 in connection with the [NATO bombing of Yugoslavia](#). Reporter [John F. Harris](#) of the *Washington Post* was the first person to put the term into a newspaper article. Describing the factors that led to President [Bill Clinton](#) relying on the US Air Force in Kosovo instead of employing "200,000 NATO troops",<sup>[5]</sup> Harris wrote that NATO's estimate requiring 200,000 ground troops was regarded by American war planners as politically impossible to achieve; it was quickly removed from consideration. "NATO's analysis, officials said, was not a comprehensive study. Instead, it was an initial review that some officials called a 'SWAG'—military parlance for a 'scientific wild-ass guess.'"<sup>[4]</sup>

# Delivery timeline



# 3 roadmaps theory

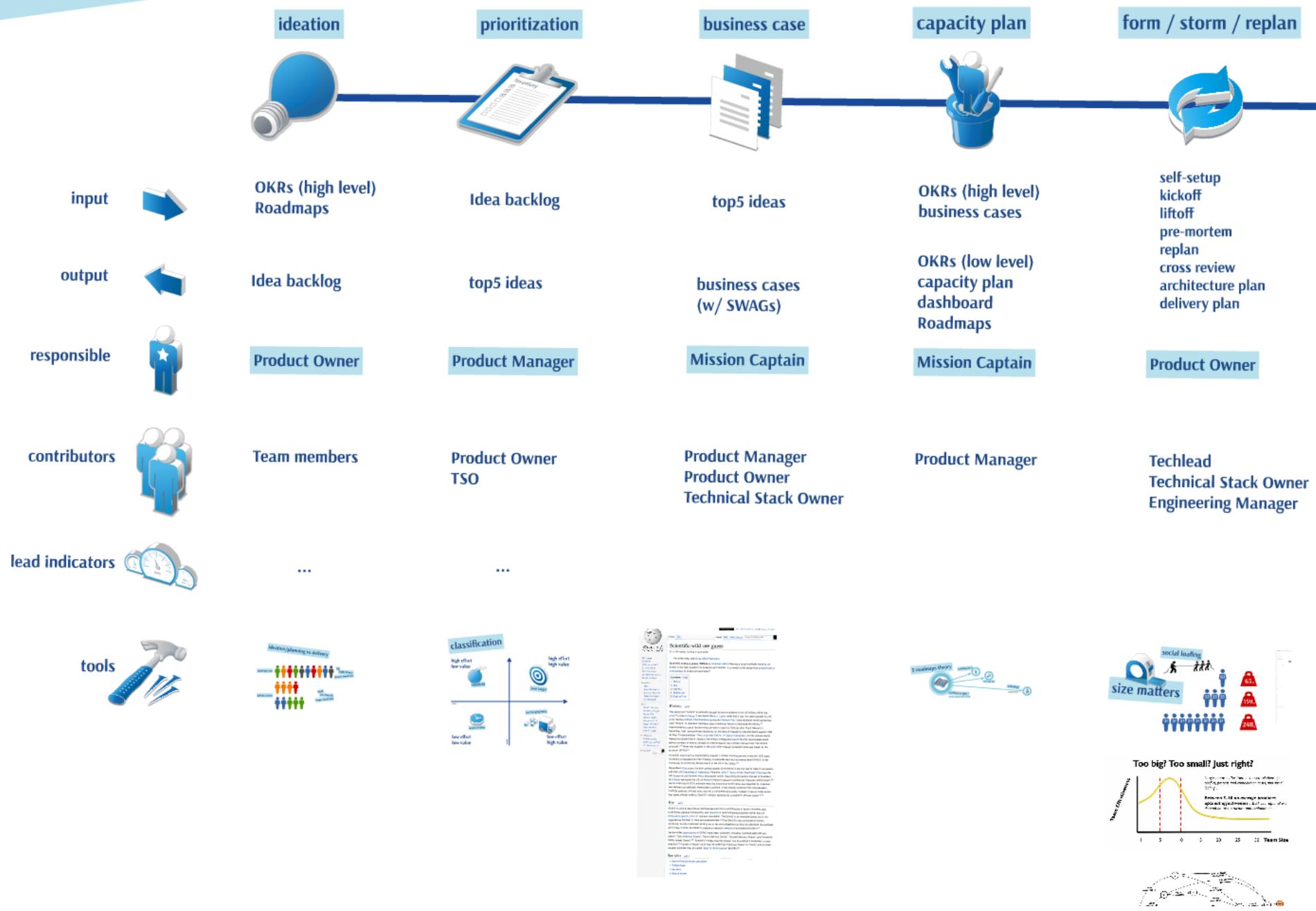




## **roadmap vs agile ?**

without a roadmap you are ad-hoc not agile

# Delivery timeline



social loafing



size matters



**Too big? Too small? Just right?**





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# Social loafing

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In [social psychology](#), **social loafing** is the phenomenon of a person exerting less effort to achieve a goal when they work in a [group](#) than when they work alone.<sup>[1][2]</sup> This is seen as one of the main reasons groups are sometimes less productive than the combined performance of their members working as individuals, but should be distinguished from the accidental coordination problems that groups sometimes experience.

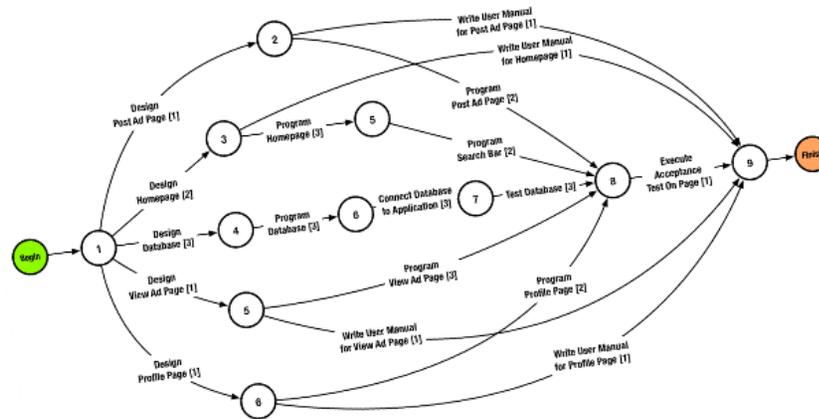
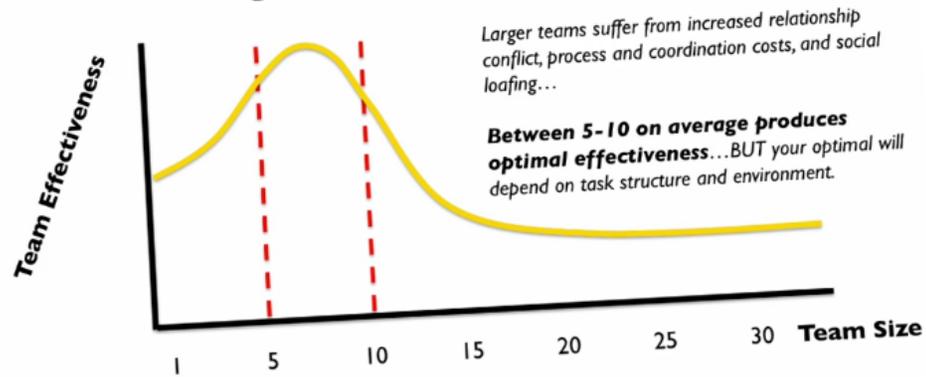
Research on social loafing began with rope pulling experiments by Ringelmann, who found that members of a group tended to exert less effort in pulling a rope than did individuals alone. In more recent research, studies involving modern technology, such as online and distributed groups, have also shown clear evidence of social loafing. Many of the causes of social loafing stem from an individual feeling that his or her effort will not matter to the group.<sup>[3][4]</sup>

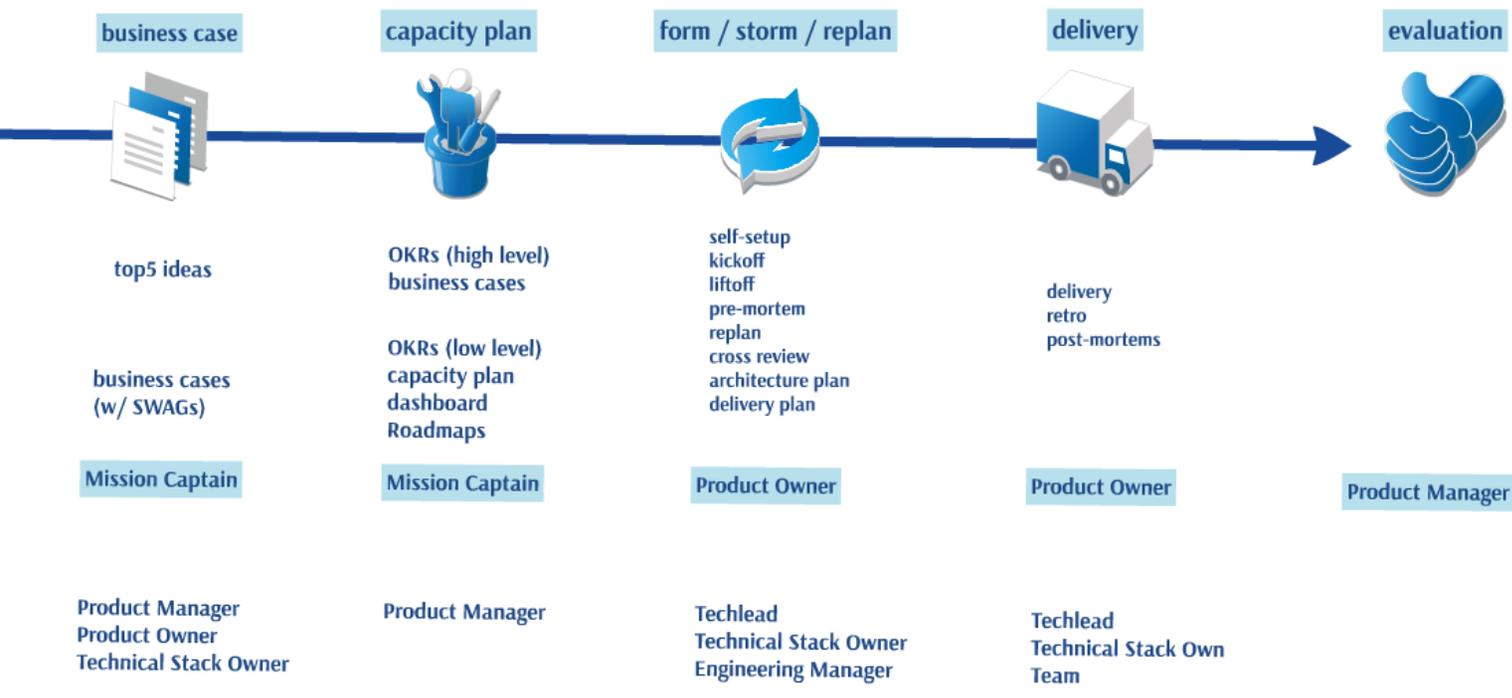
## Contents [\[hide\]](#)

- History
  - Rope-pulling experiments
  - Clapping and shouting experiments
  - Meta-analysis study and the Collective Effort Model (CEM)
  - Dispersed versus collocated groups
- Effect of culture
- Causes
  - Diffusion of responsibility/Evaluation potential
  - Motivation
  - Dispensability of effort
  - "Sucker" effect/Aversion
  - Attribution and equity/Matching of effort
  - Submaximal goal setting
- Real-life instances
  - 1994 Black Hawk shutdown incident
  - Social loafing and the workplace
  - Online communities and groups
    - Age-related effects on participation
- Reduction



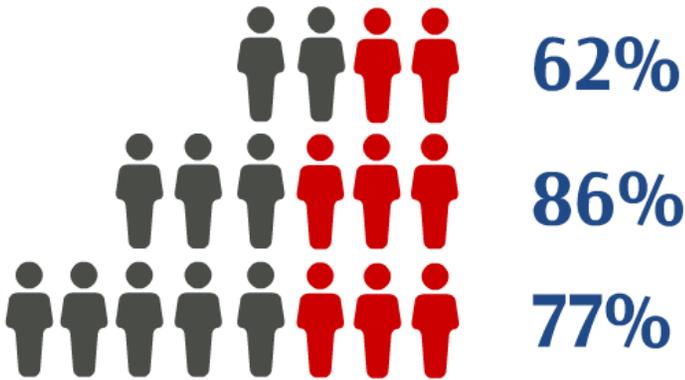
## Too big? Too small? Just right?





Lean Coffee  
style

on meetings



# Lean Coffee

*style*

business case

capacity plan

form / storm / replan

delivery

evaluation



top5 ideas

OKRs (high level) business cases

self-setup  
kickoff  
liftoff  
pre-mortem  
replan  
cross review  
architecture plan  
delivery plan

delivery  
retro  
post-mortems

business cases (w/ SWAGs)

OKRs (low level)  
capacity plan  
dashboard  
Roadmaps

Mission Captain

Mission Captain

Product Owner

Product Owner

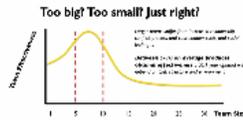
Product Manager

Product Manager  
Product Owner  
Technical Stack Owner

Product Manager

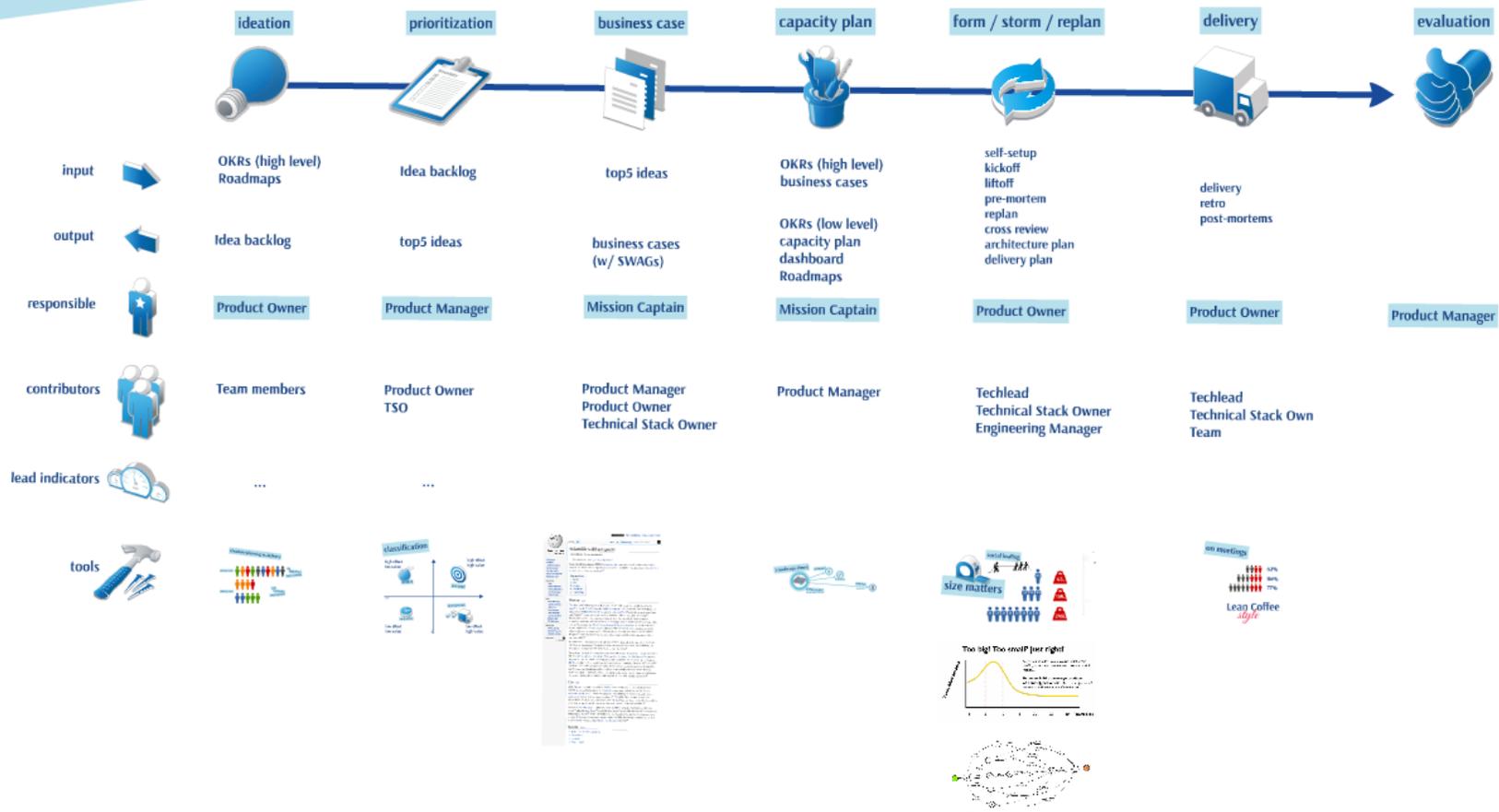
Techlead  
Technical Stack Owner  
Engineering Manager

Techlead  
Technical Stack Own  
Team

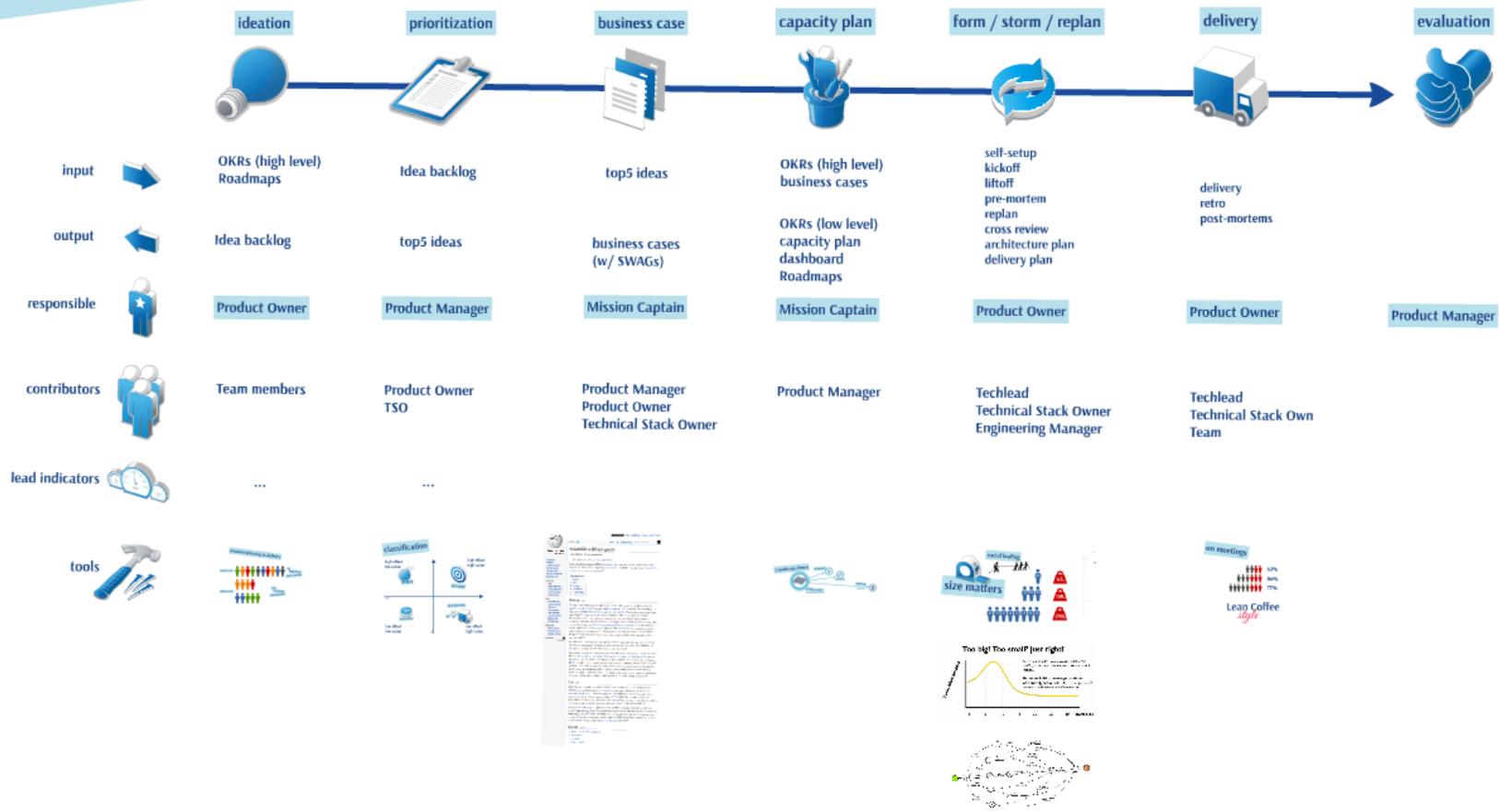


Lean Coffee style

# Delivery timeline



# Delivery timeline



**Takeaway?**

**All advice is bad**

**Tools are just tools**

**TPS lean principles work**

**continuous improvement**

**respect people**

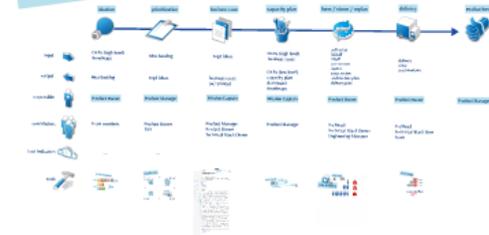
# Best Practices to Improve the Outcome in Product Management



## Alignment Transparency

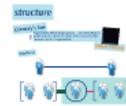


## Delivery timeline



## before Delivery setup for success

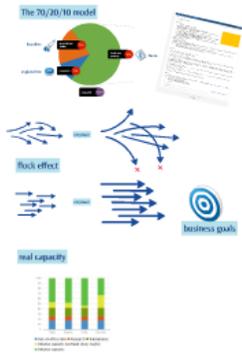
### organization



### connection to the goals



### capacity



## Takeaway?

All advice is bad

Tools are just tools

TPS lean principles work

continuous improvement

respect people

# Thank you!