Best Practices to Improve the Outcome in Product Management

Prezi

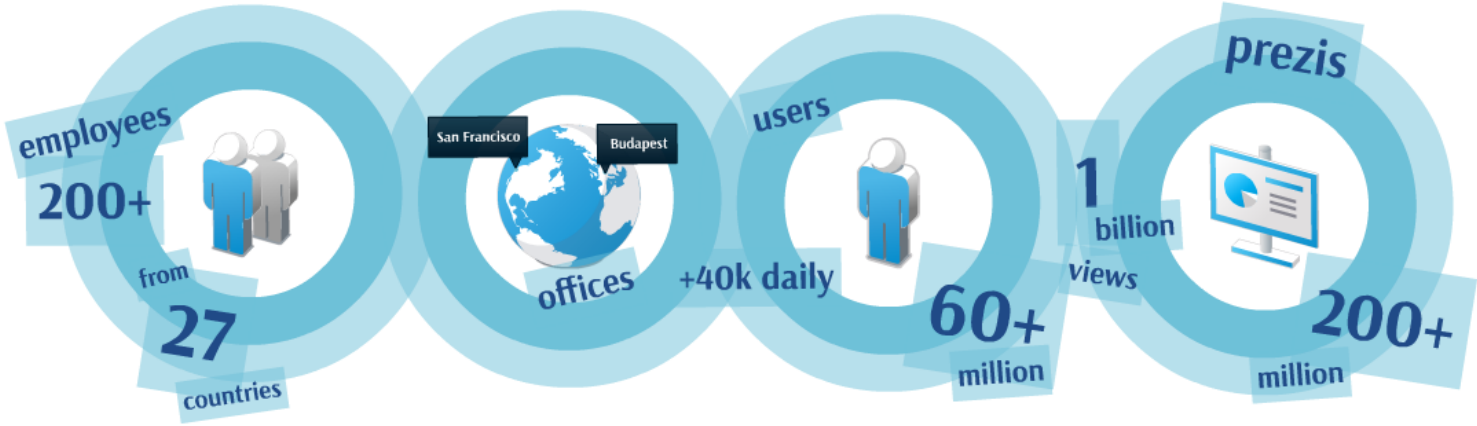
about Prezi

about me

disclaimer

there is no holy grail

about Prezi


employees
200+
from
27
countries
San Francisco
Budapest
offices
users
+40k daily
60+
million
1
billion
views
prezis
200+
million

about me

kálmán kéménczy

director of product

rendering engine

data engineering

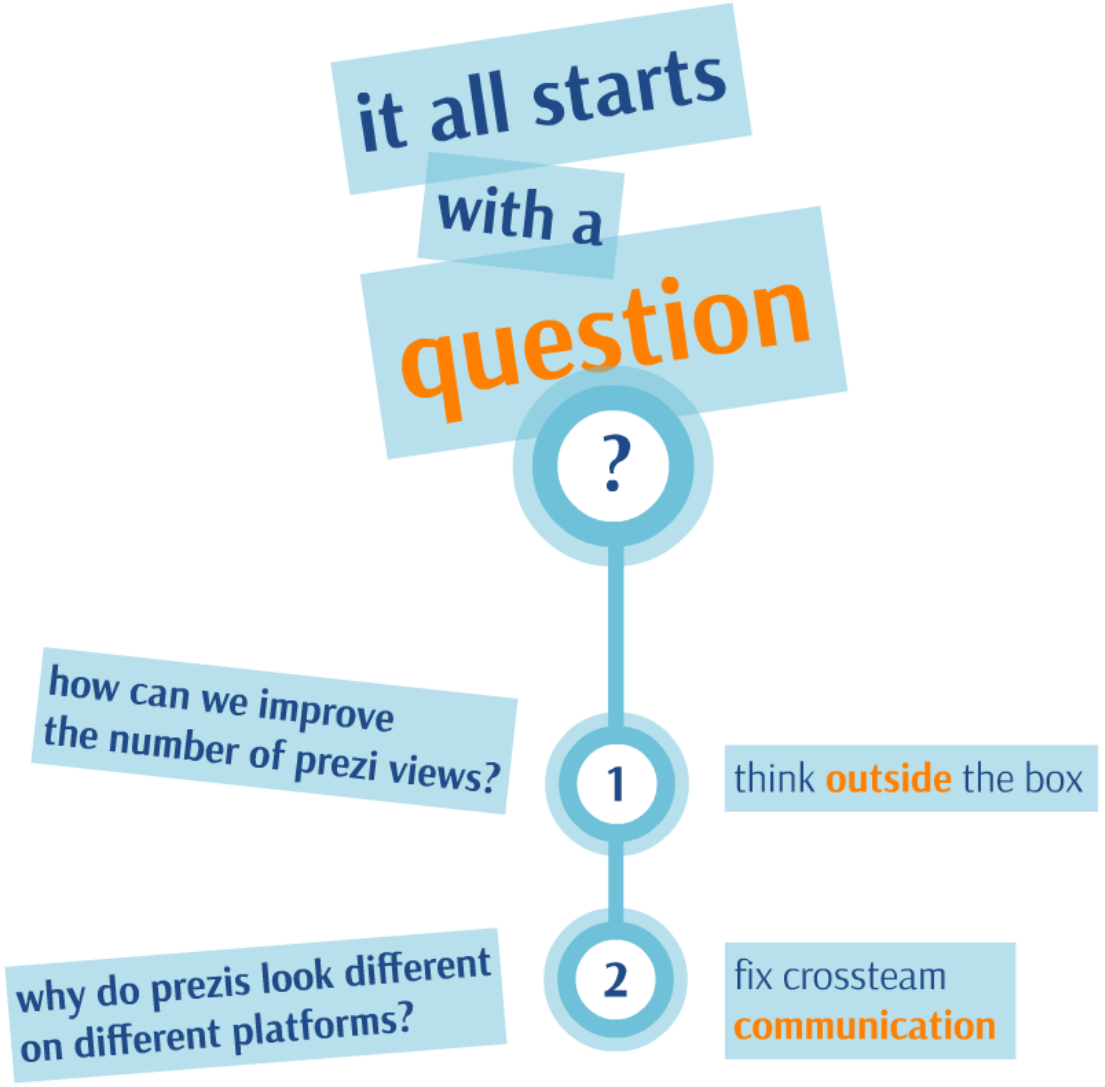
infrastructure

security

disclaimer

there is no holy grail

it all starts
with a
question
?
how can we improve
the number of prezi views?
1
think outside the box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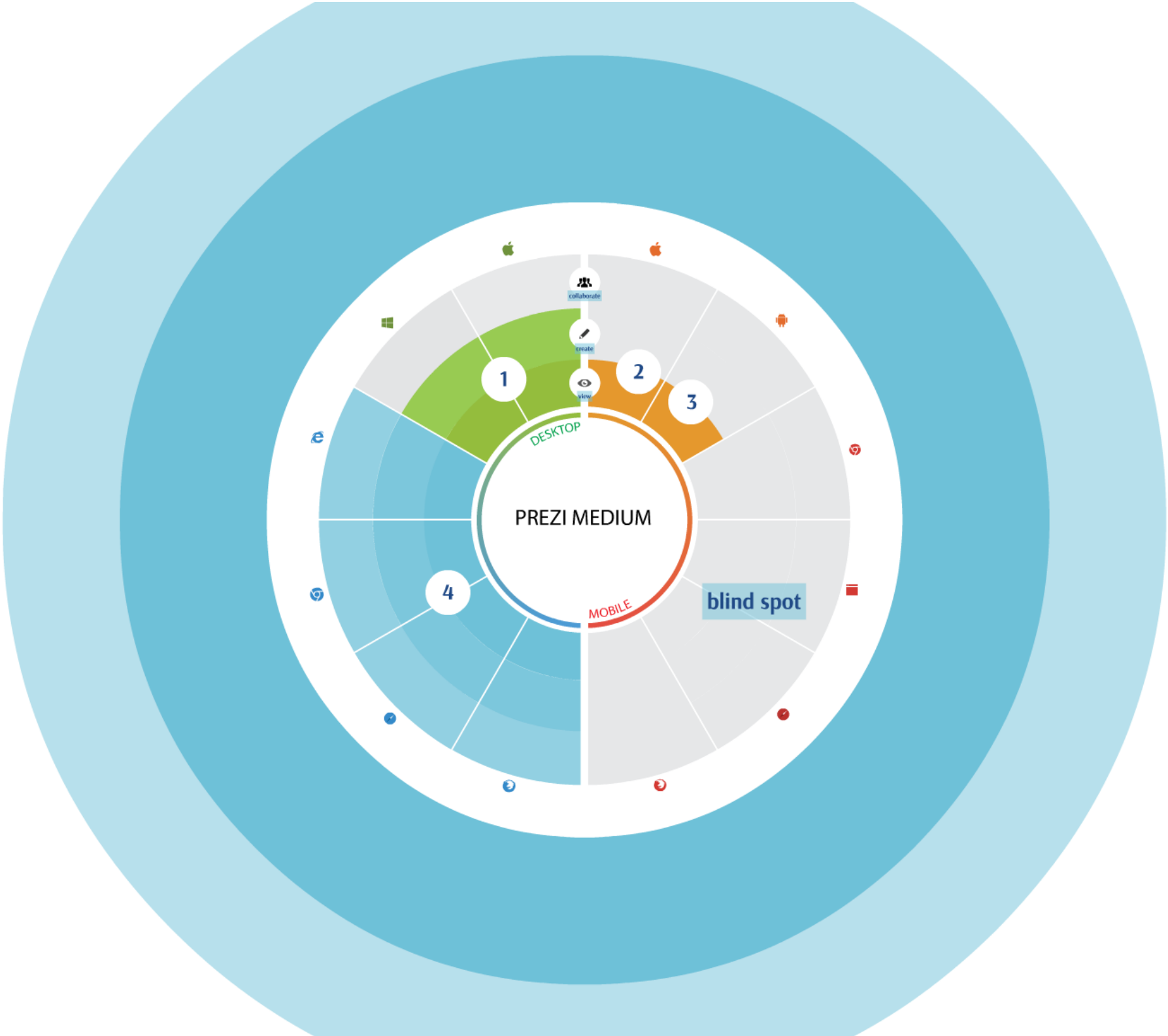
think outside the box
why do prezis look different
on different platforms?
2
fix crossteam
communication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blind spot

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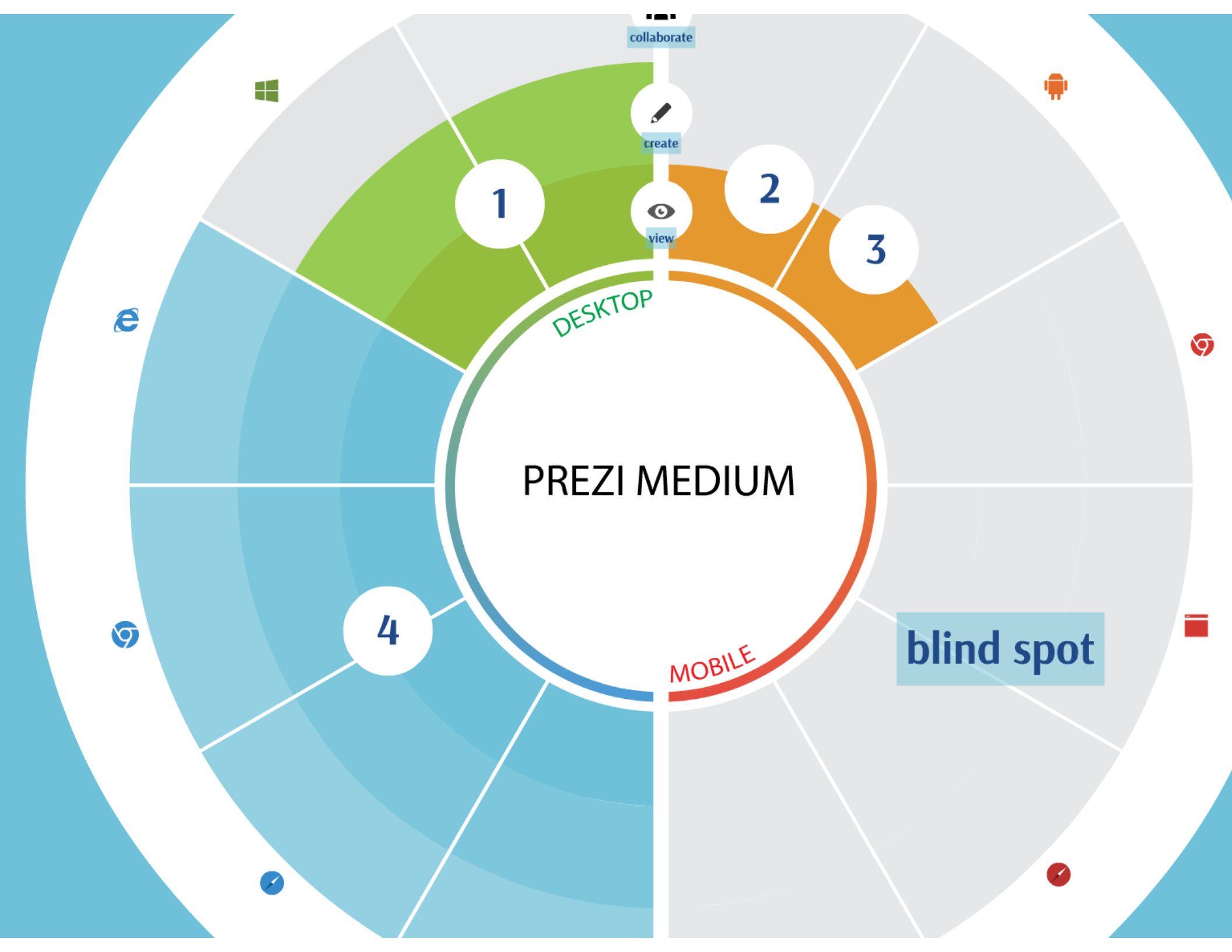
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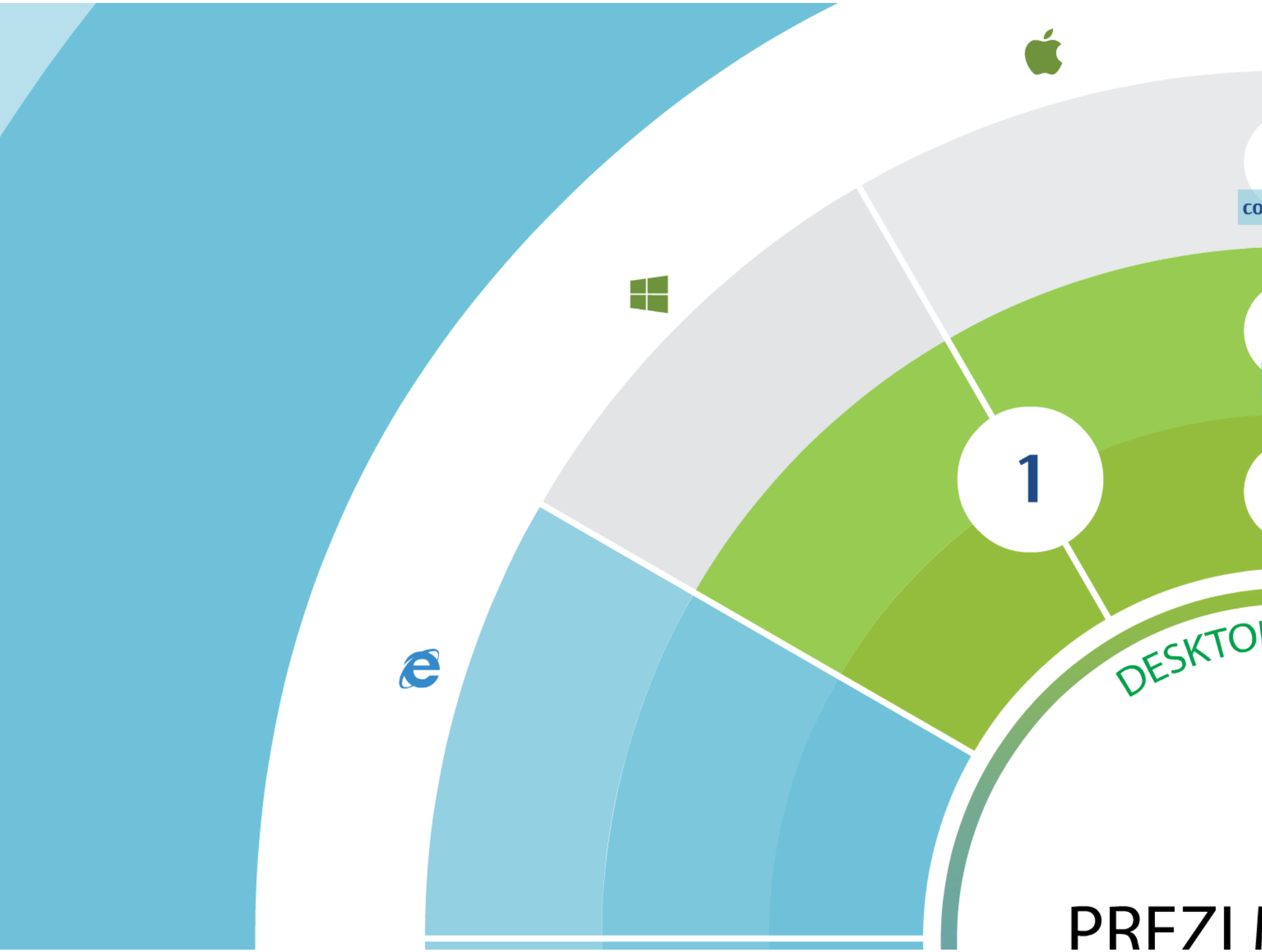
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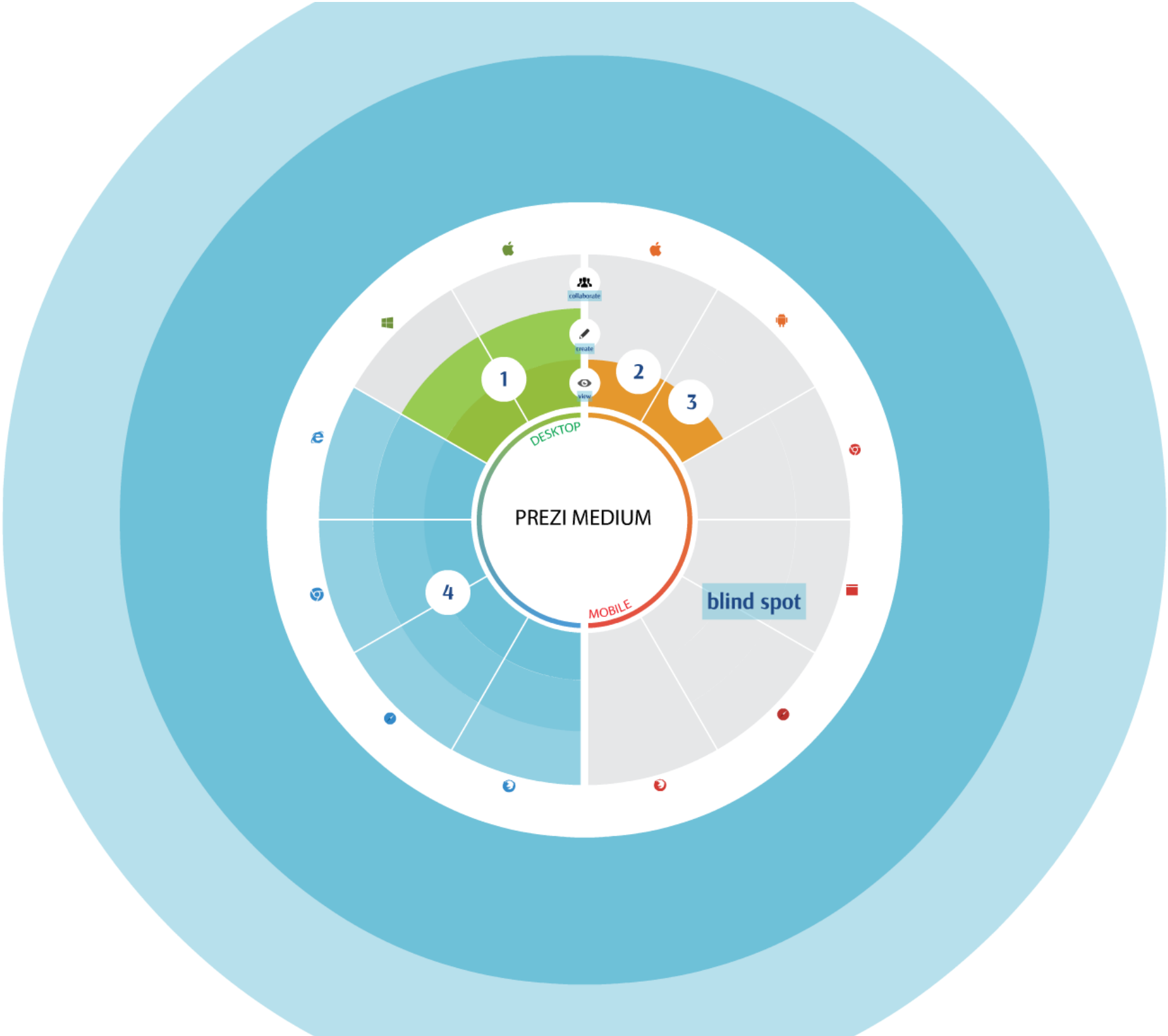
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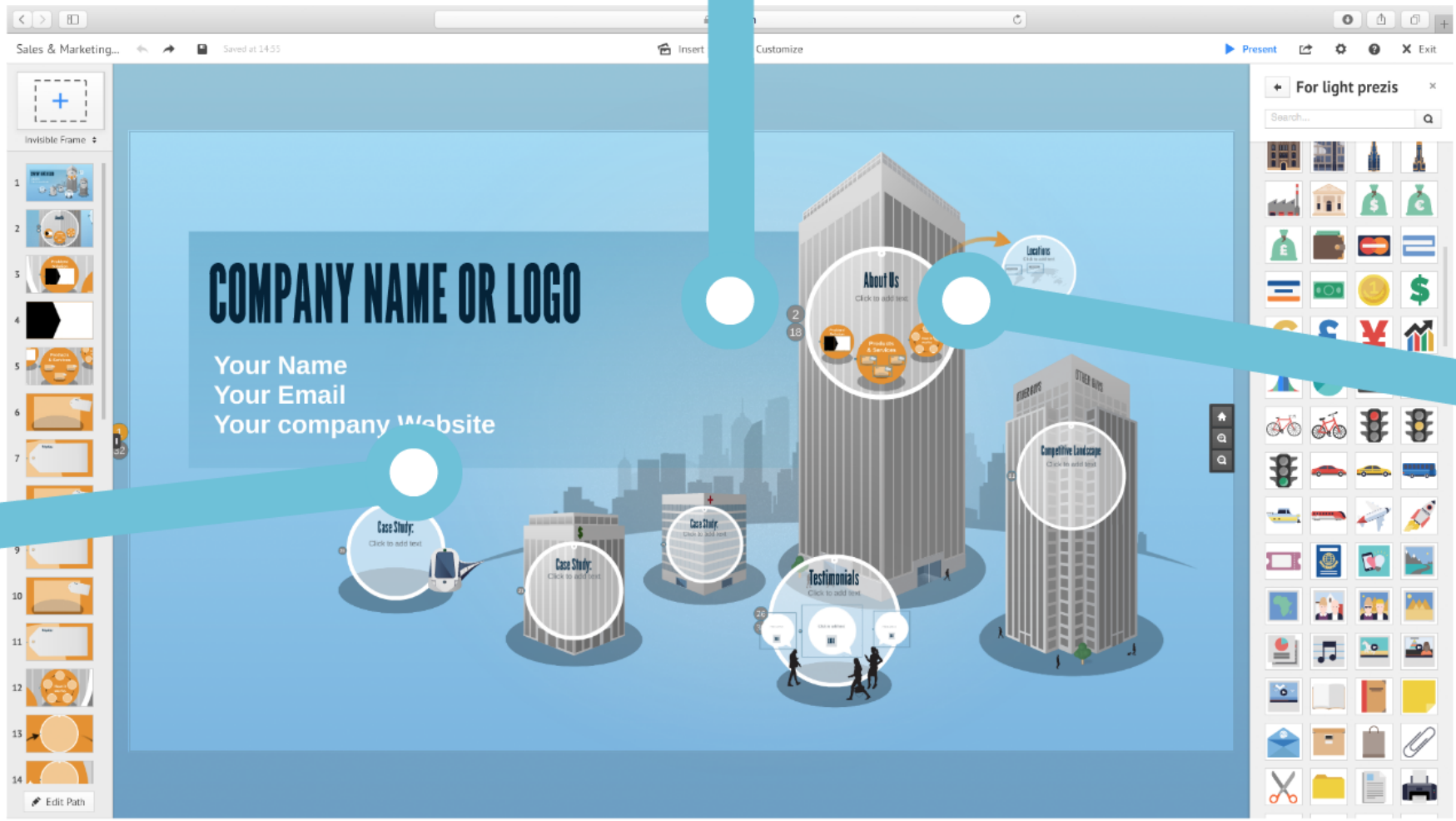
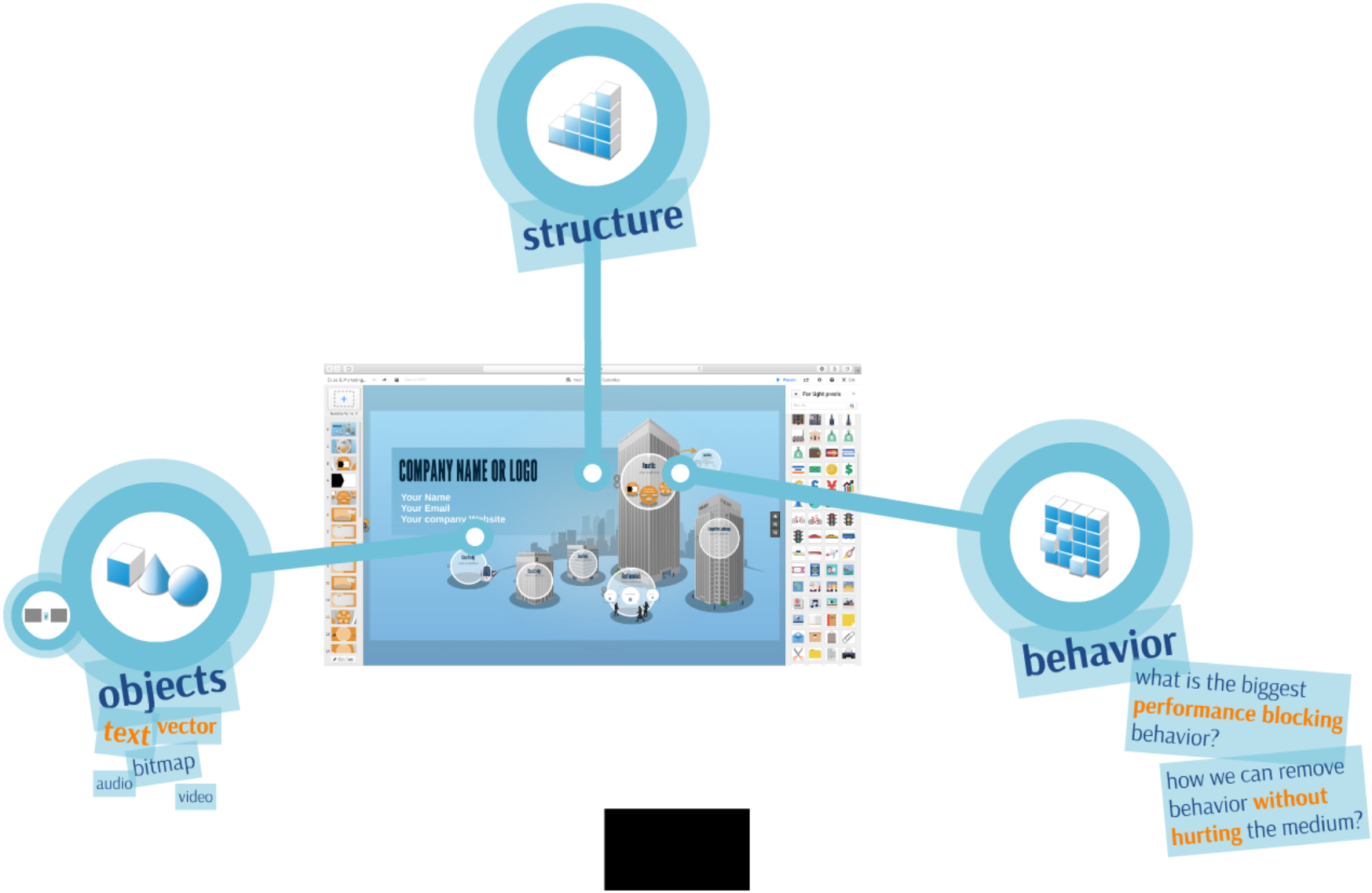

Sales & Marketing...
Insert
Customize
Present
Exit
Invisible Frame
Edit Path
COMPANY NAME OR LOGO
Your Name
Your Email
Your company Website
About Us
Locations
Products & Services
Case Study:
Case Study:
Case Study:
Testimonials
Competitive Landscape
OTHER BUYS
For light prezis


structure
COMPANY NAME OR LOGO
Your Name
Your Email
Your company Website
objects
text
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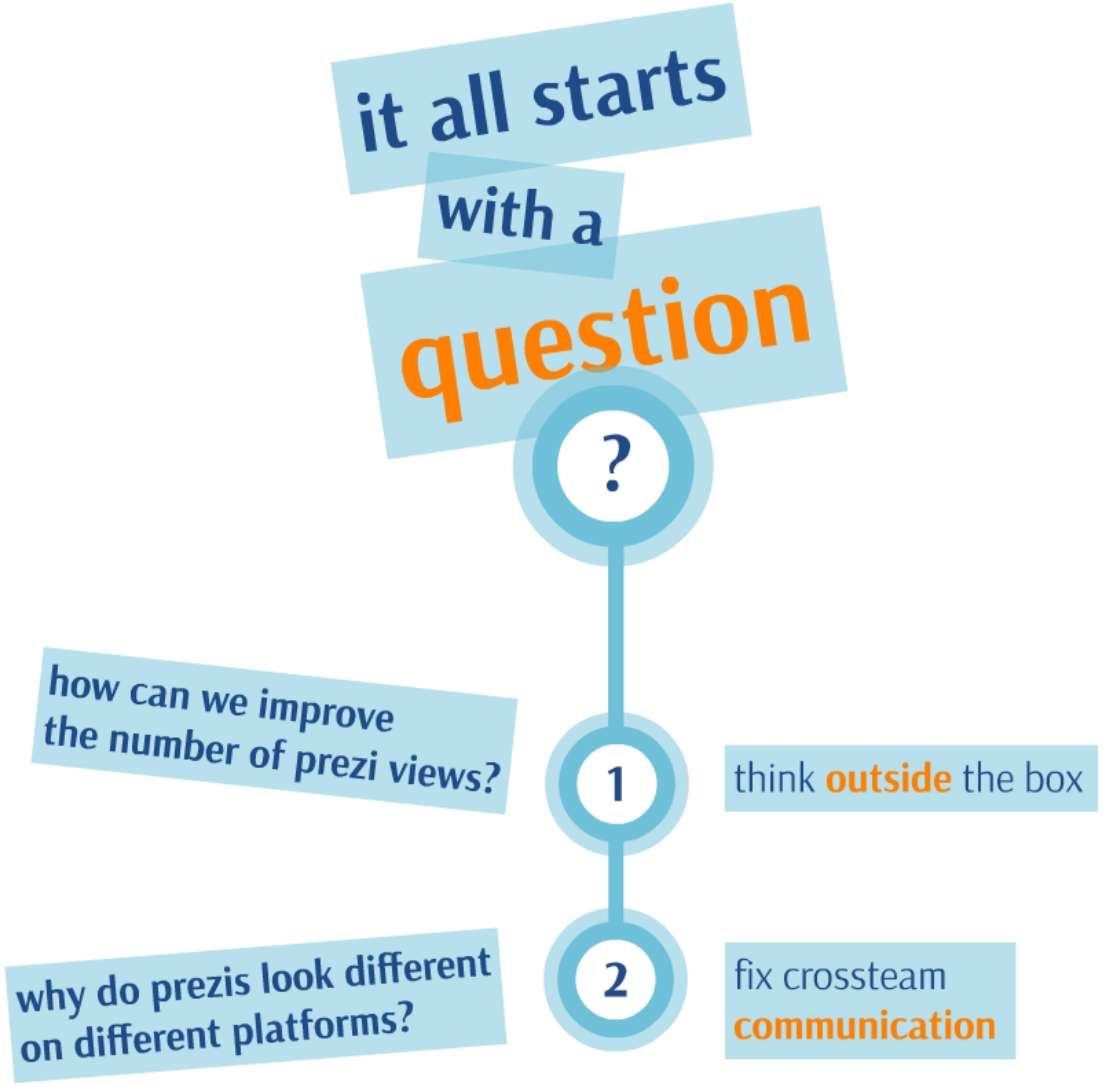
bitmap
audio
video
behavior
what is the biggest performance blocking behavior?
how we can remove behavior without hurting the medium?

behavior

what is the biggest **performance blocking** behavior?

how we can remove behavior **without hurting** the medium?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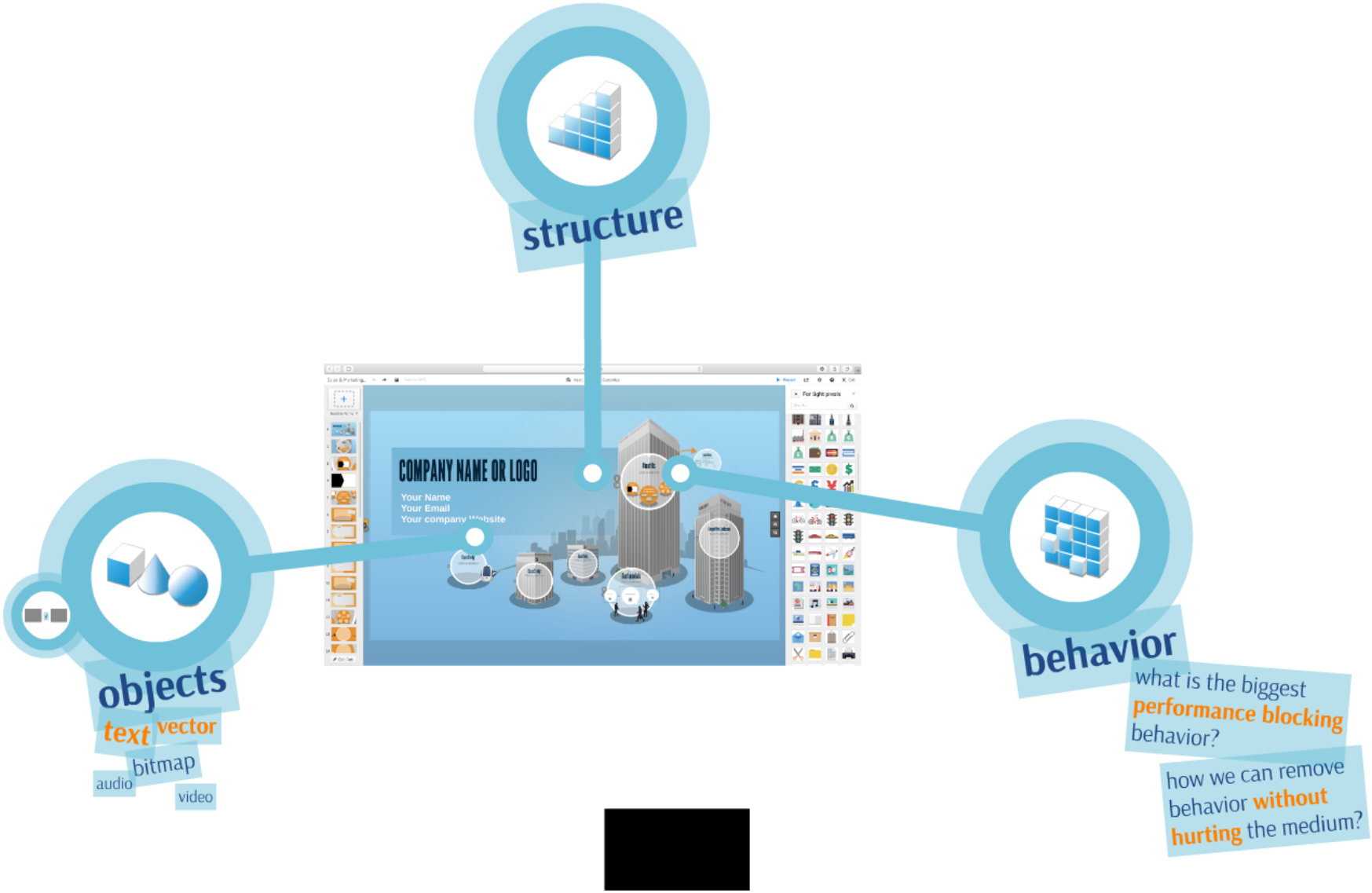
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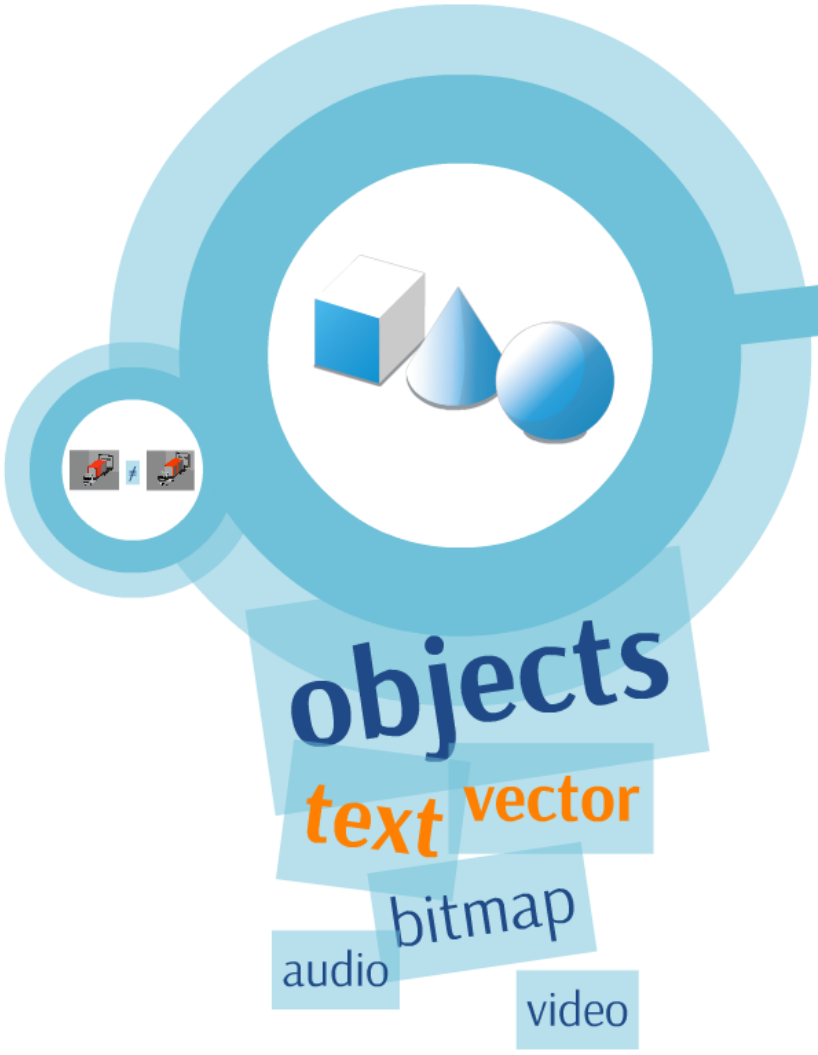
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Sales & Marketing...
Invisible Frame
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Case Study:
Edit Path

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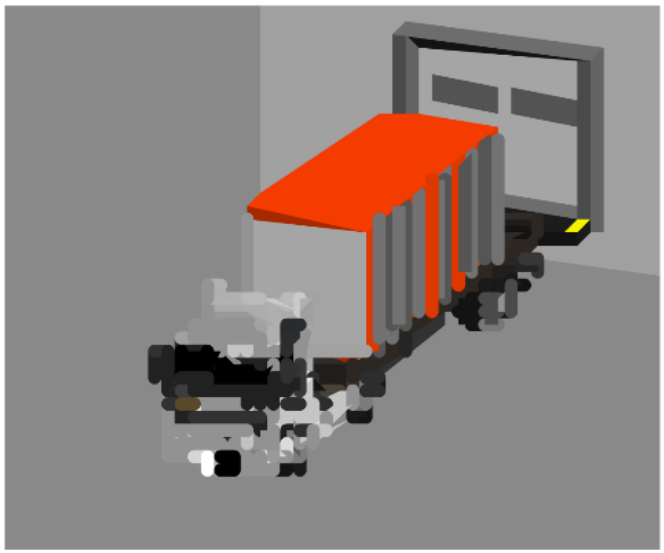

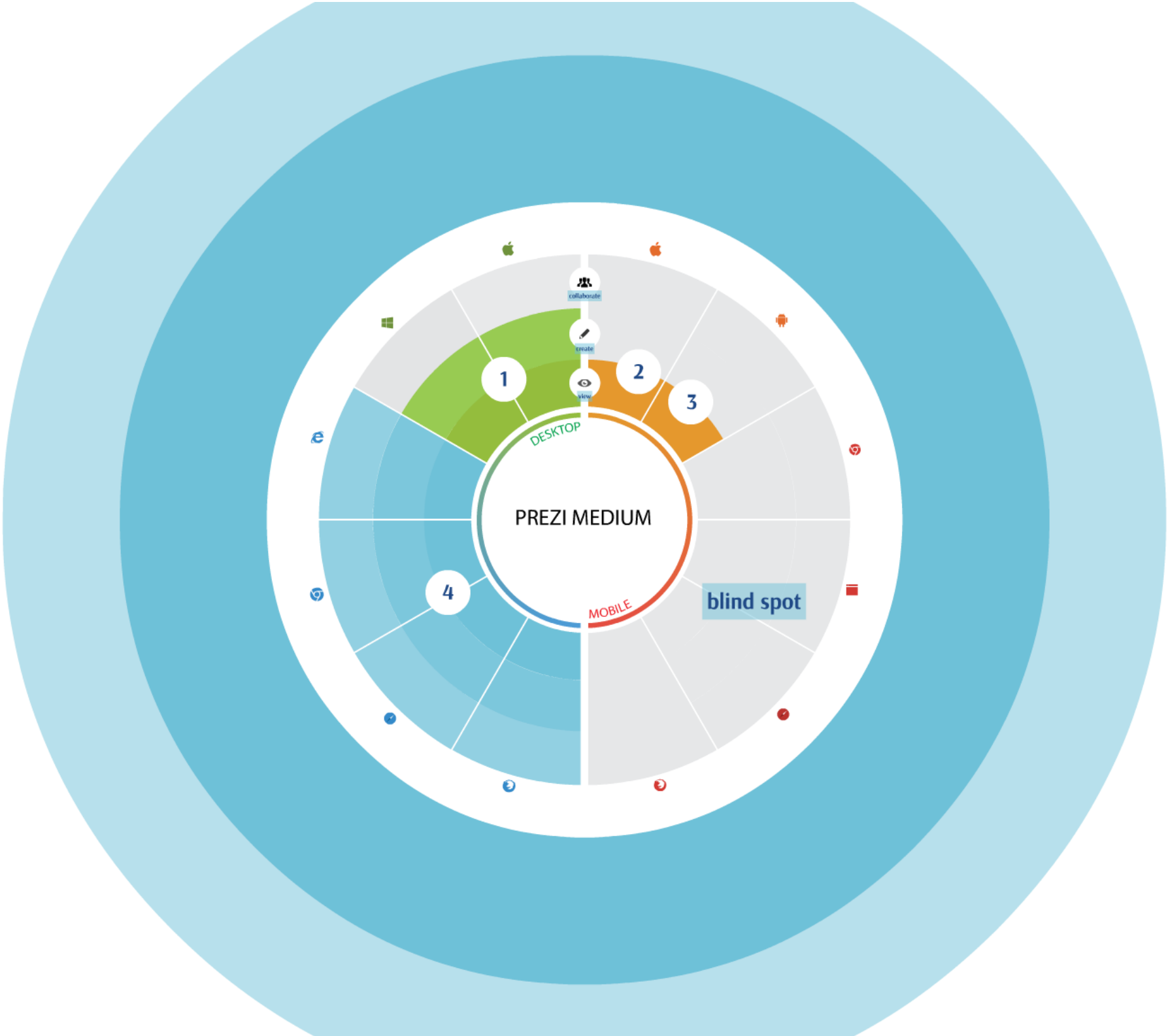
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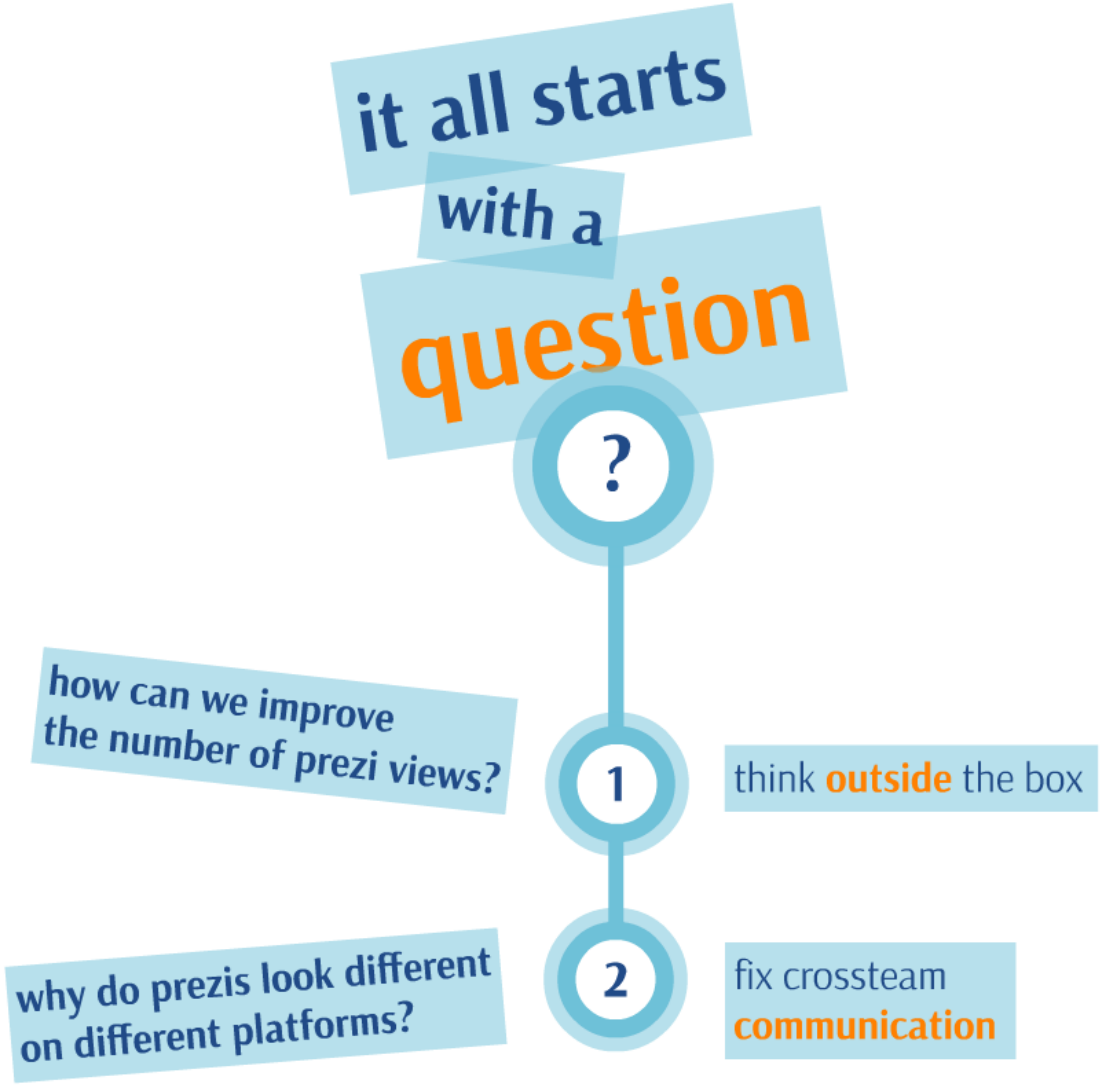
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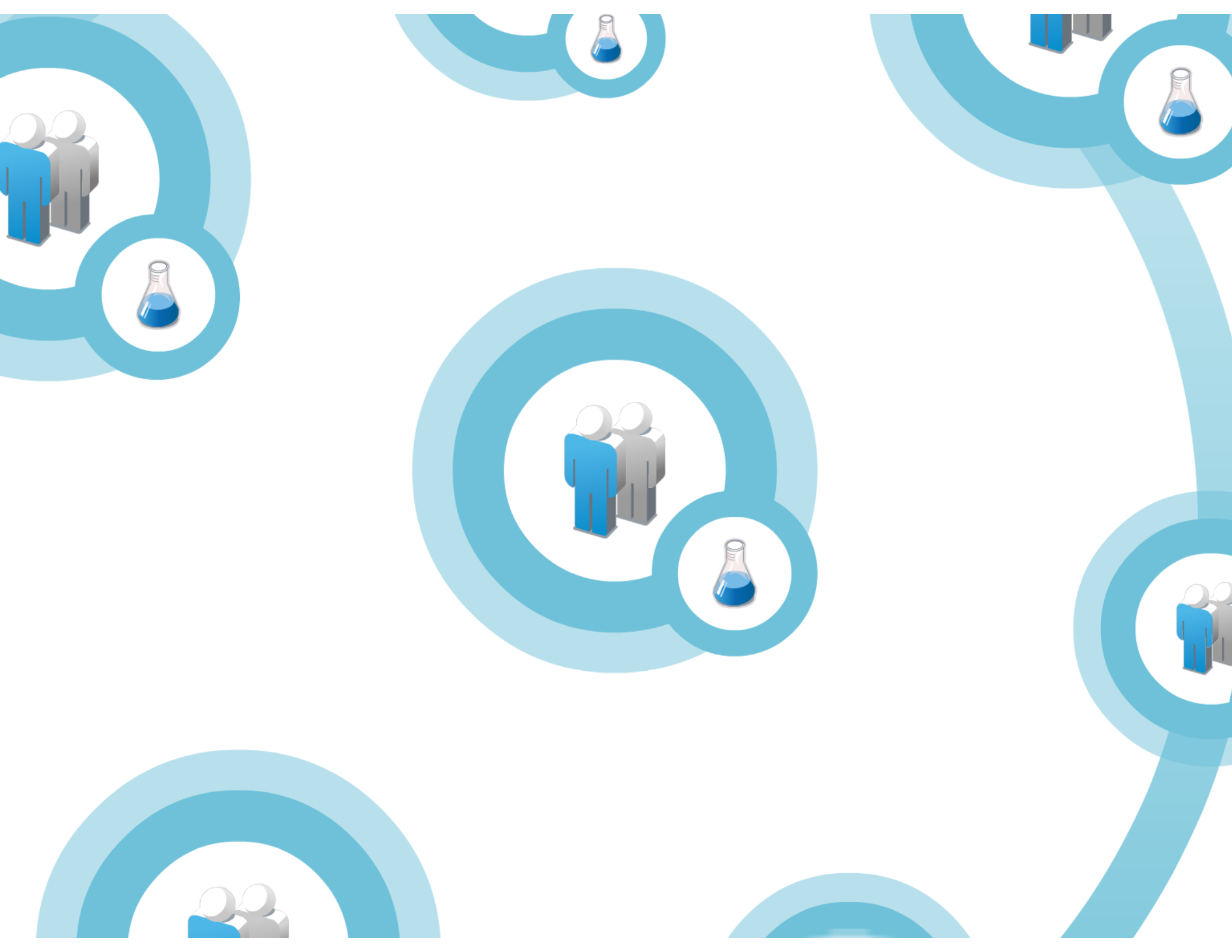
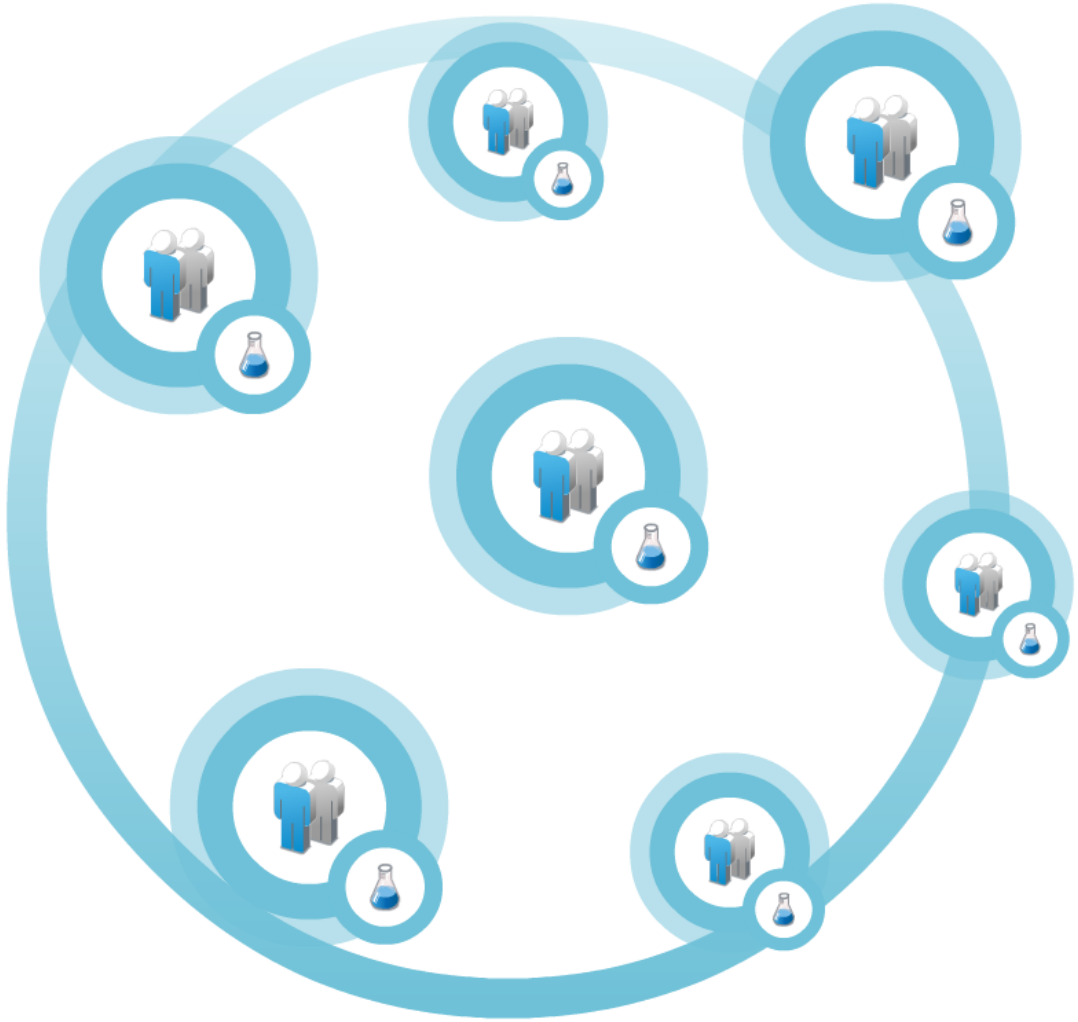
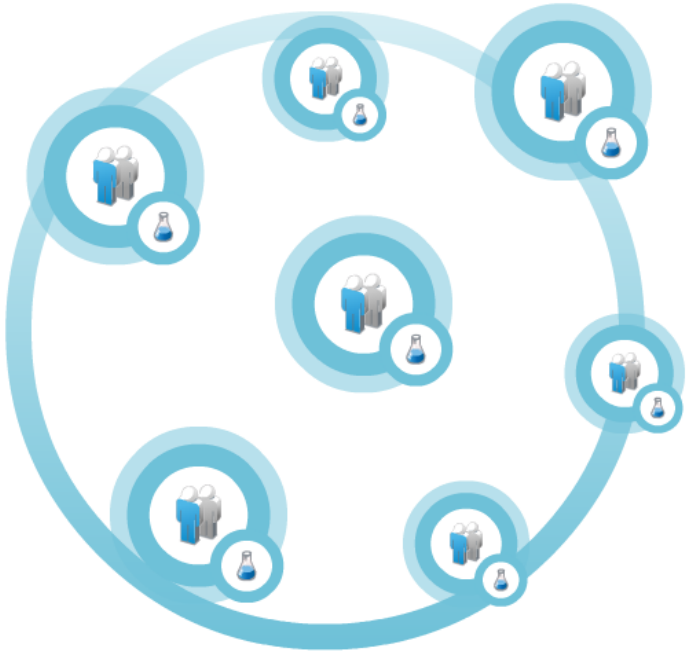




1 year + 7 months

Conway's law



1 year + 7 months

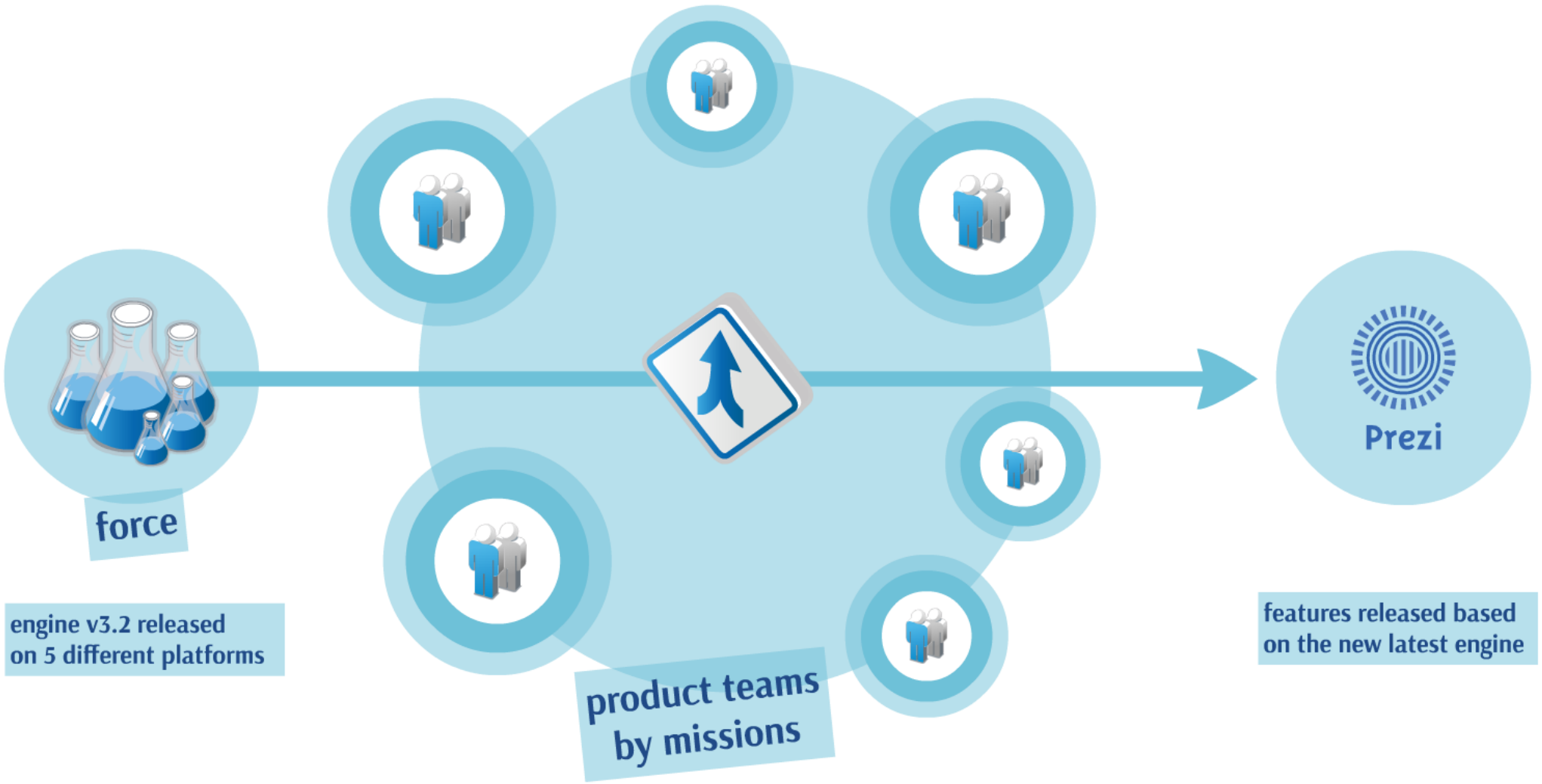
force

engine v3.2 released
on 5 different platforms

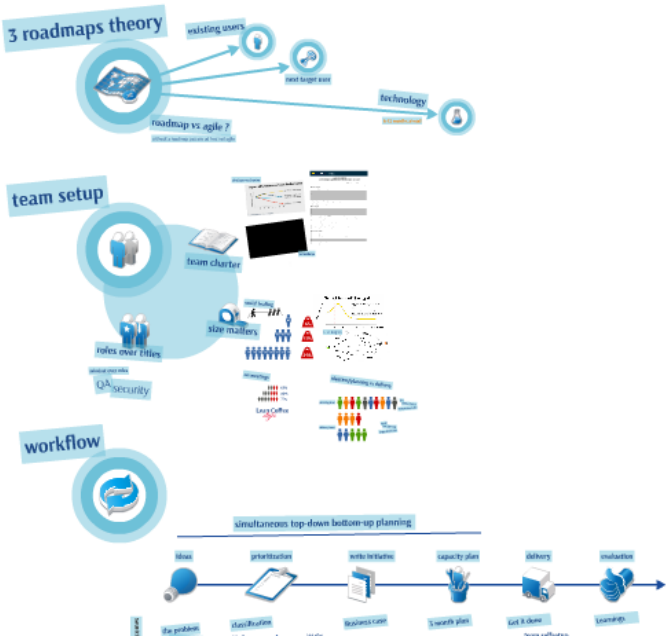
Conway's law

Melvin Conway

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


force
engine v3.2 released
on 5 different platforms
product teams
by missions
Prezi
features released based
on the new latest engine

Leading a mission



3 roadmaps theory

existing users

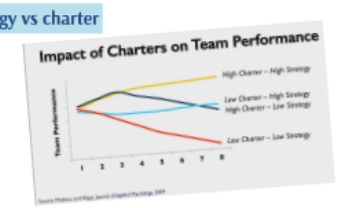
next target user

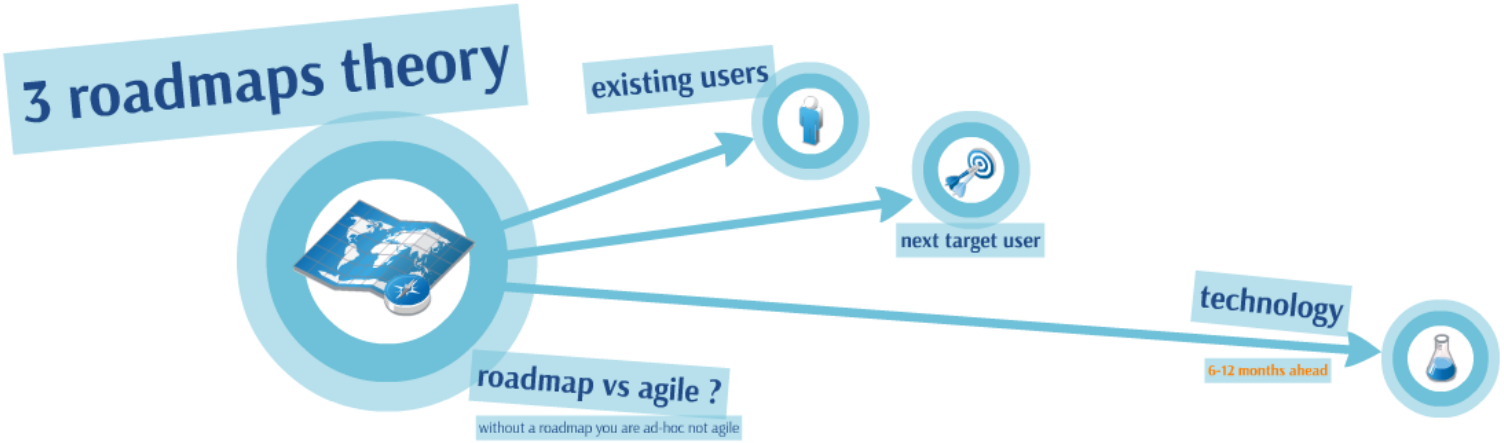
roadmap vs agile ?

without a roadmap you are ad-hoc not agile

team setup

strategy vs charter




3 roadmaps theory
existing users
next target user
technology
6-12 months ahead
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team setup
strategy vs charter
Impact of Charters on Team Performance
5 monkeys
team charter
social loafing
Too big? Too small? Just right?

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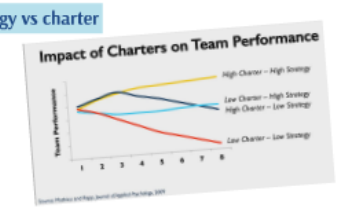

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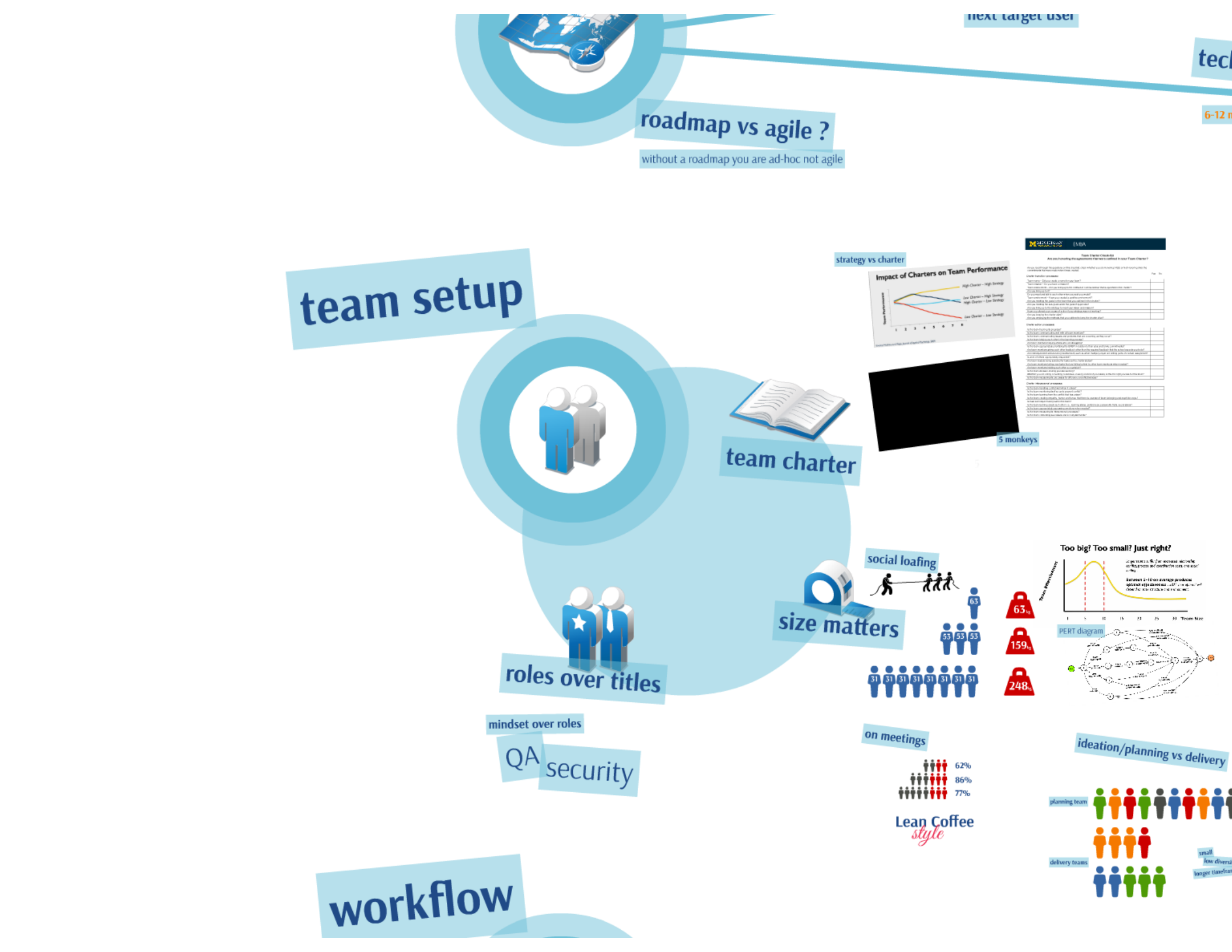

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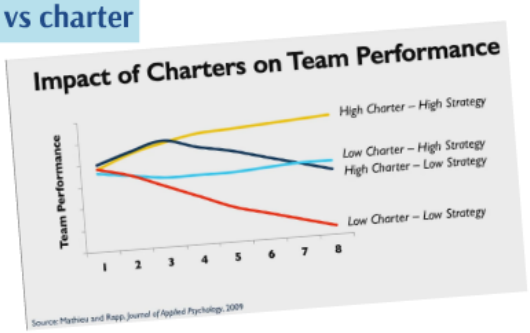
size matters
Too big? Too small? Just right?
PERT diagram
roles over titles
mindset over roles
QA
security
on meetings
62%
86%
77%
Lean Coffee style
ideation/planning vs delivery
planning team
delivery teams
workflow

without a roadmap you are ad-hoc not agile

strategy vs charter



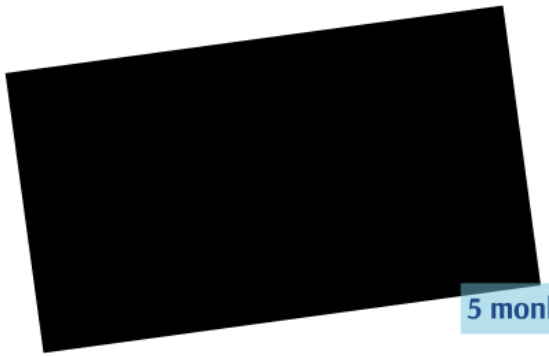
MICHIGAN ROSS SCHOOL OF BUSINESS | EMBA

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.

	Yes	No
Charter transition processes:		
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 other team members when needed?		
Are team members holding each other accountable?		
Is the team decision-making process working?		
Whether you are voting or building consensus or using a blend of processes, is this the right process for this team?		
Is the team measuring its processes for efficiency and effectiveness?		
Charter interpersonal processes:		
Is the team handling conflict well when it arises?		
Is the team monitoring itself so as to prevent conflict?		
Is the team learning from the conflict that has arisen?		
Is the team creating empathy, humor and fun so that there is a sense of team belonging and esprit de corps?		
Is trust and respect being built in the team?		
Is the team learning about each other, i.e., learning styles, preferences, personality traits, social styles?		
Is the team appropriately expressing emotions when needed?		
Is the team measuring its interpersonal processes?		
Is the team celebrating successes and accomplishments?		

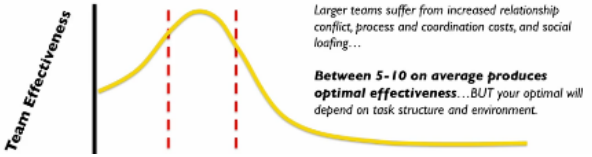
team charter



5 monkeys

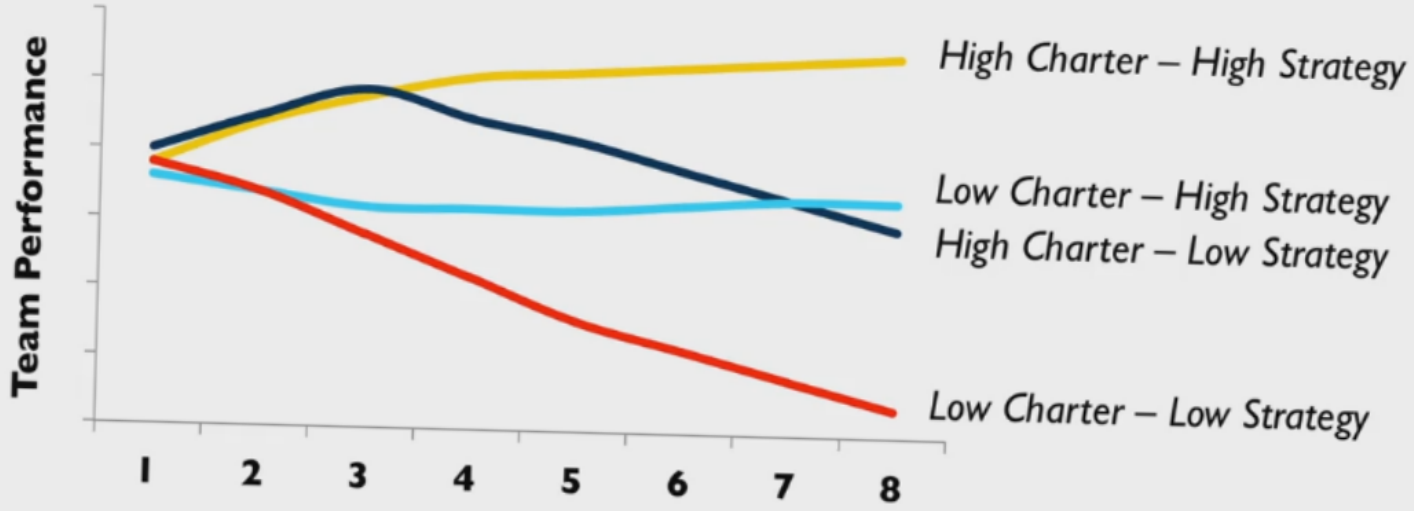
social loafing

Too big? Too small? Just right?



rategy vs charter

Impact of Charters on Team Performance



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

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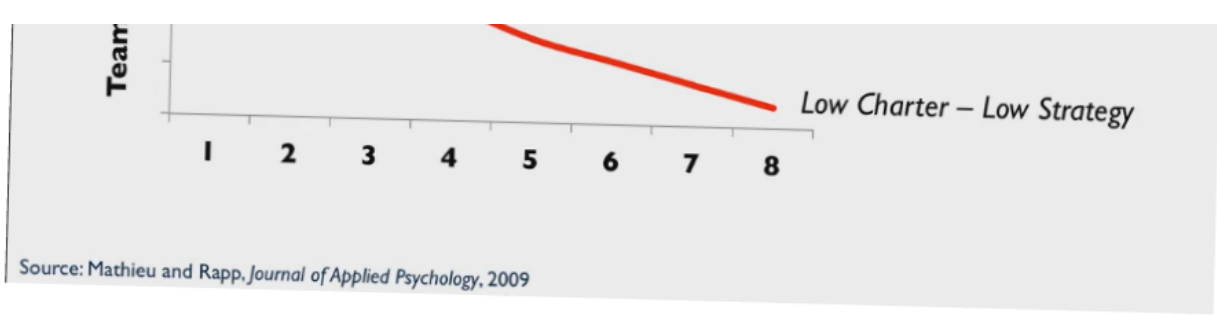

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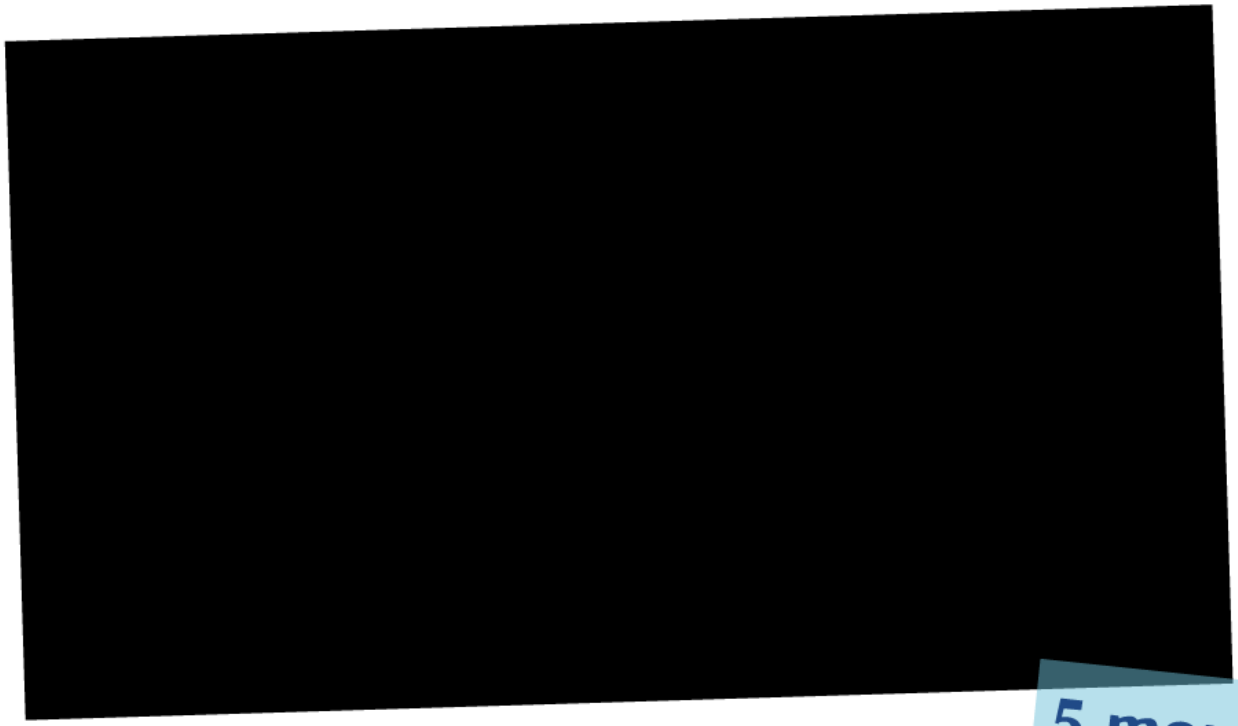
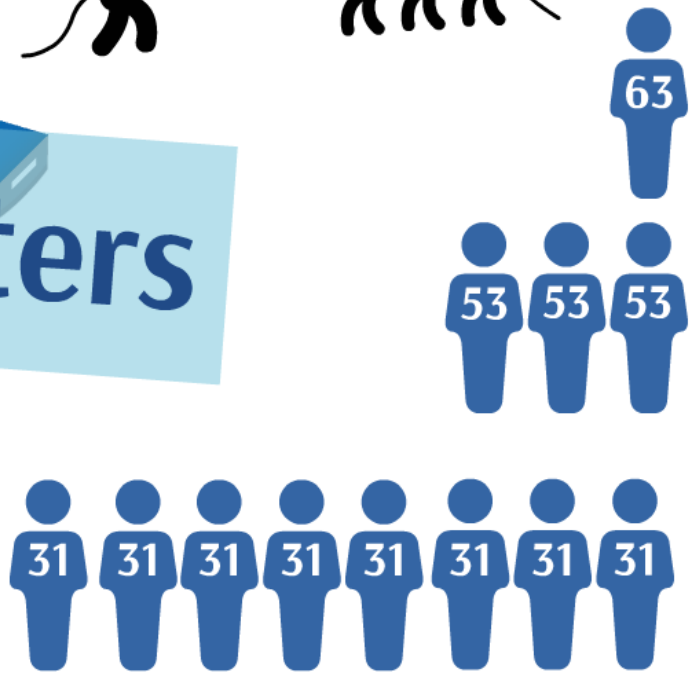


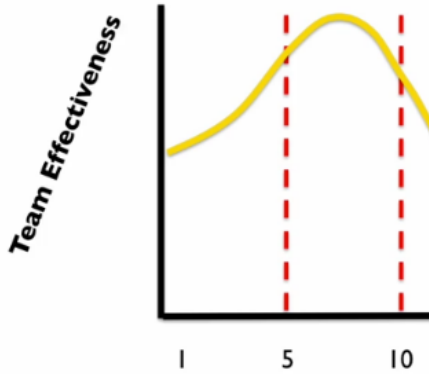
5 monkeys

size matters

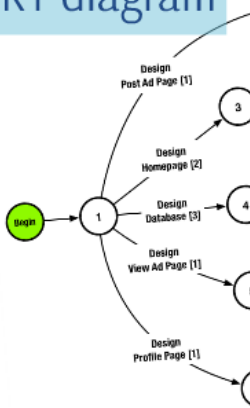
social loafing



Too big? Too



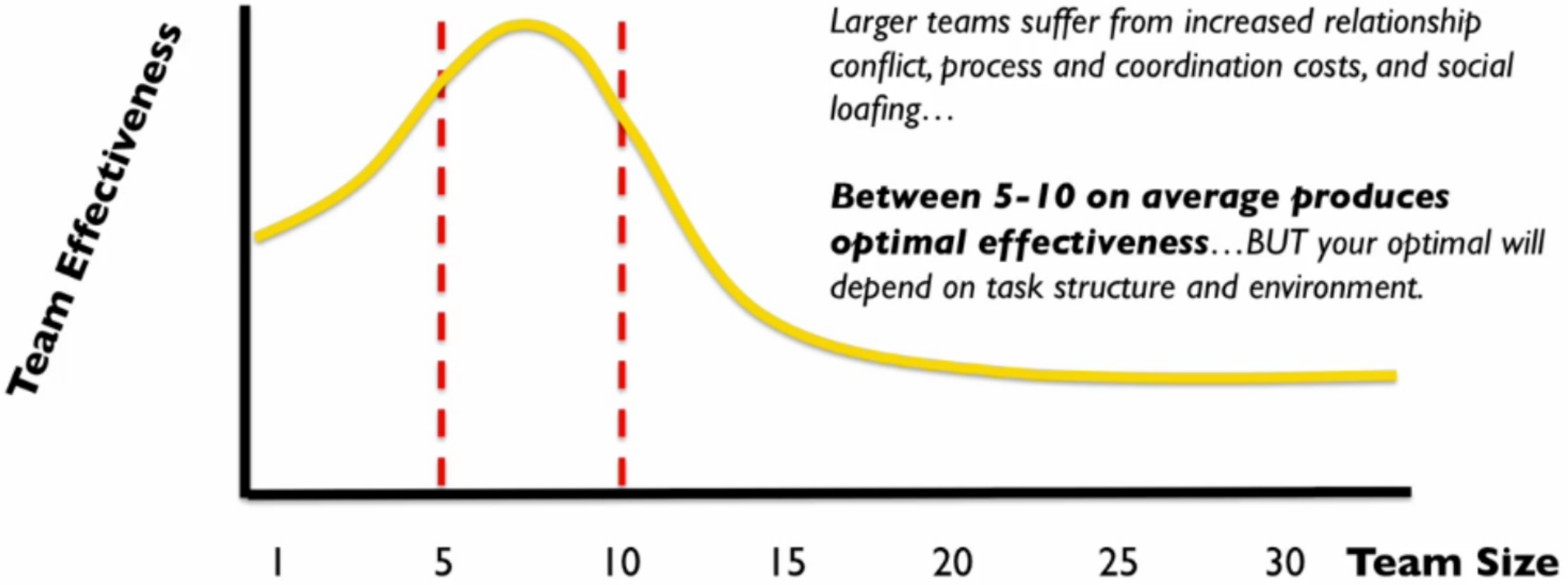
PERT diagram



on meetings

ideati

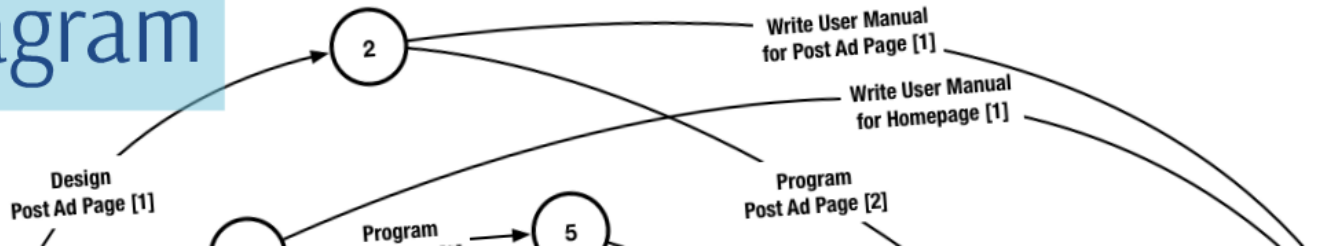
Too big? Too small? Just right?

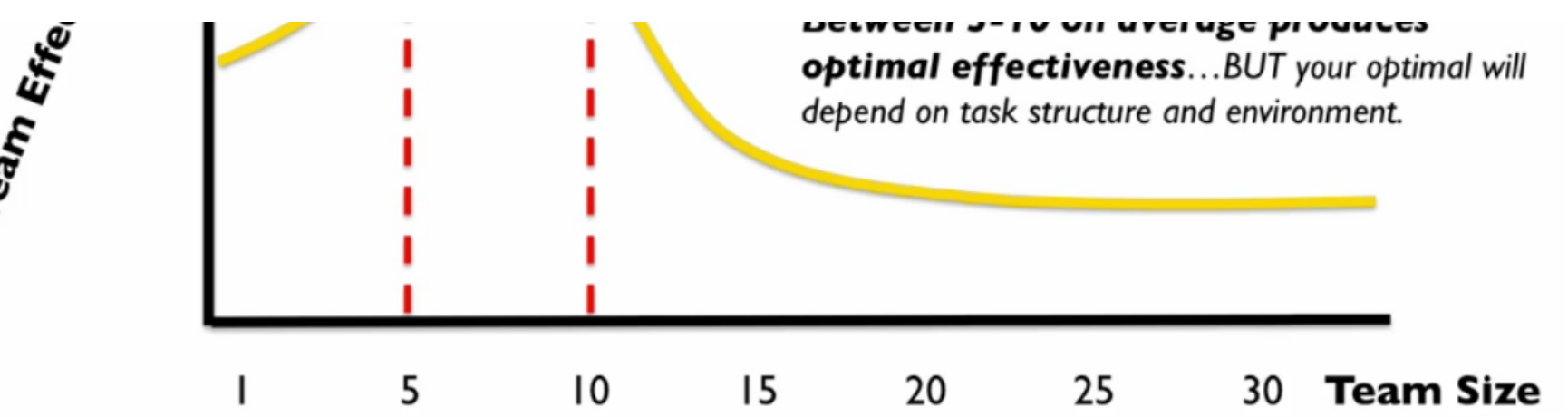


Larger teams suffer from increased relationship conflict, process and coordination costs, and social loafing…

***Between 5-10 on average produces optimal effectiveness**…BUT your optimal will depend on task structure and environment.*

PERT diagram





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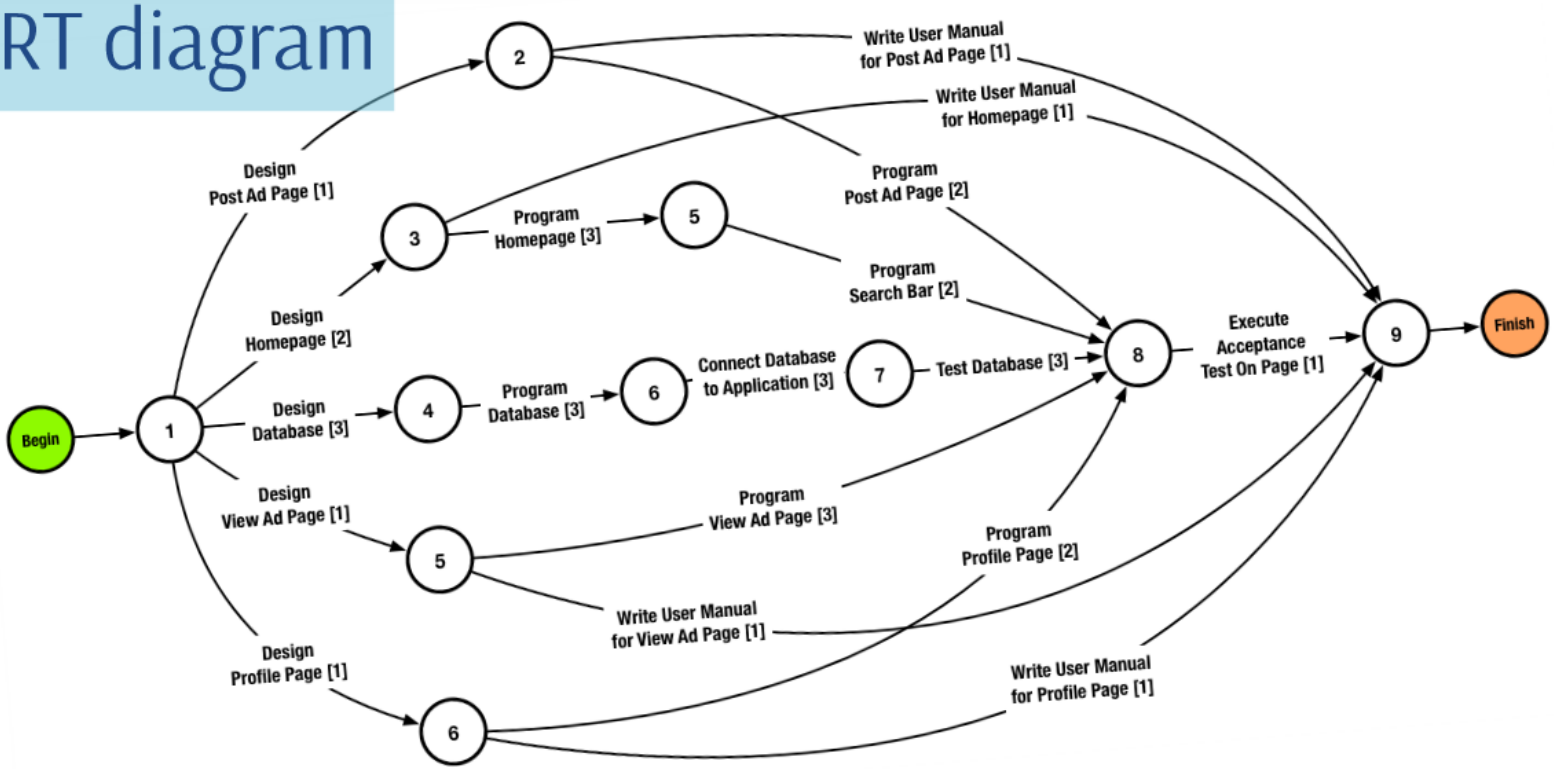


ideation/planning vs delivery

planning team

big

highly diverse

shorter timeframe

delivery teams

small

low diversity

longer timeframe

on meetings

62%

86%

77%

Lean Coffee *style*

roles over titles

size matters

social loa

on meeting

mindset over roles

QA

security

Lea

workflow

QA

security

workflow

sim

ideas

over roles

security

on meetings

Lean Coffee *style*

ideation/planning vs delivery

simultaneous top-down bottom-up planning

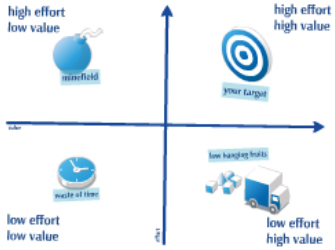
ideas | prioritization | write initiative | capacity plan | delivery | evaluation

outcomes

the problem
solution idea

keep it simple

classification



bucketing

top5s

Business case

connection to
the business goal(s)

Hypothesis with Goals

whom?
what?
when?
from? to?
why?

SWAGs

Scientific wild-ass guess

3 month plan

Get it done

team selfsetup
replan
architecture plan
TSO review
delivery plan
delivery
retro

sense of urgency

Learnings

simultaneous top-down bottom-up planning

ideas

prioritization

write initiative

capacity plan

delivery

outcomes

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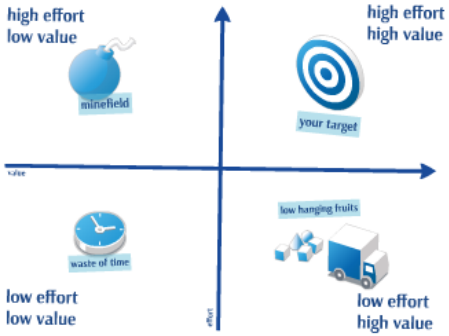

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delivery
retro

sense of urgen

bucketing

top5s

classification

high effort
low value

minefield

high effort
high value

your target

value

waste of time

low hanging fruits

low effort
low value

effort

low effort
high value

low value

effort

high value

bucketing

top5s

ultaneous top-down bottom-up planning

prioritization

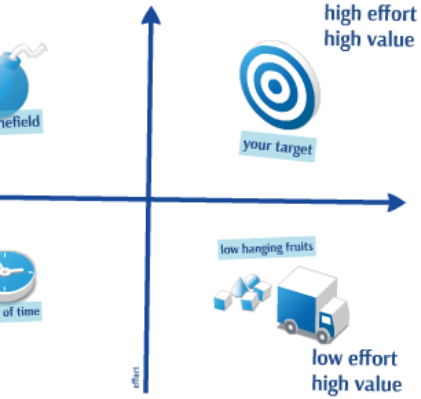
write initiative

capacity plan

delivery

evalu

ification



Business case

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Learnin

eting

ss

bottom-up planning

write initiative

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evaluation

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apacity plan

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evaluation

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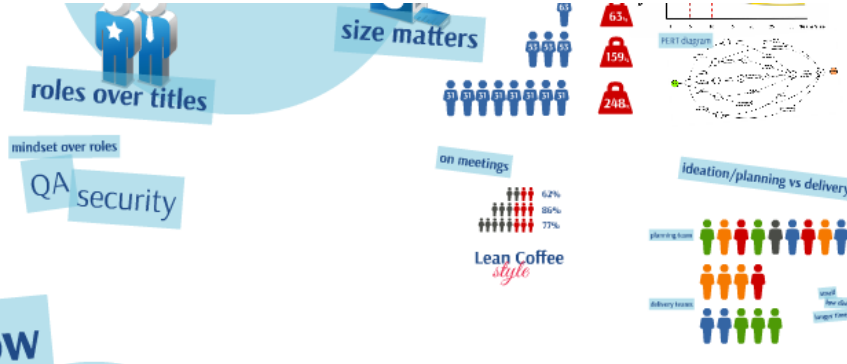

workflow

simultaneous top-down bottom-up planning

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the problem
solution idea

keep it simple

classification

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top5s

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Scientific wild-ass guess

3 month plan

Get it done

- team selfsetup
- replan
- architecture plan
- TSO review
- delivery plan
- delivery
- retro

sense of urgency

Learnings