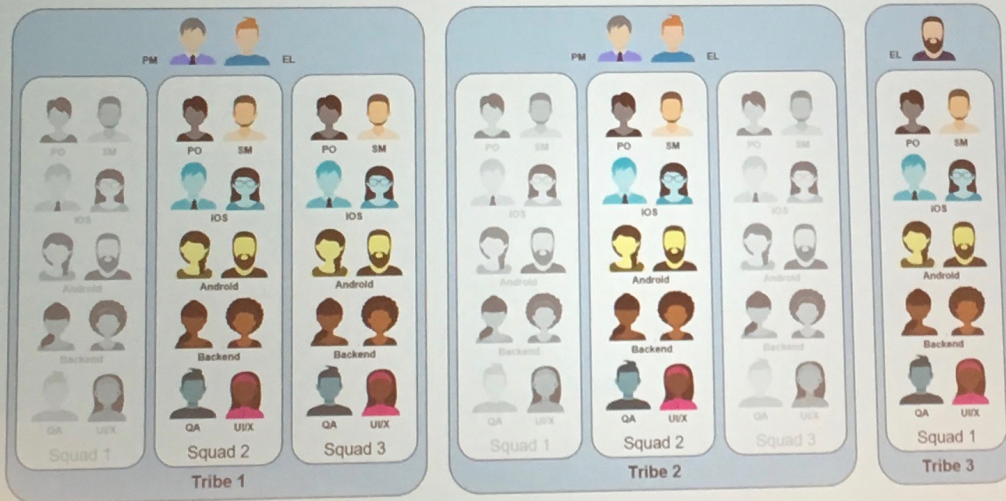




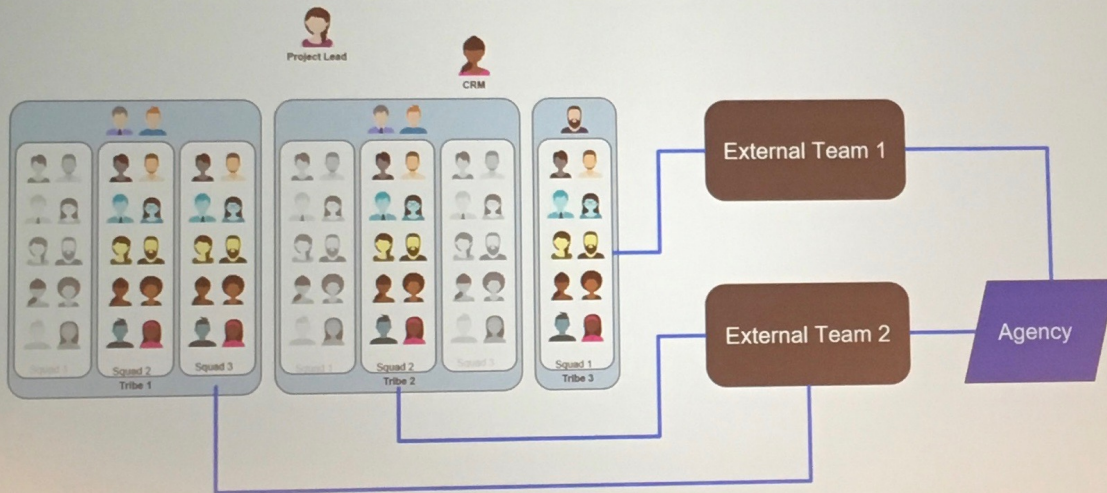
# STAFFING



SLIDE NO. 15

One Project Lead ensures that all PM head towards the same overall goal.

# STAFFING



SLIDE NO. 16

They have weekly cross-squad alignment meetings and project status reports to keep everyone involved on the same page.



# KEY TAKE-AWAYS

---

1. A fixed timeline helps to focus
2. Thoroughly think about scope and delivery time in advance
3. Continuously assess progress
4. Have a core team / steering committee
5. Communication is key
6. Put focus on high-risk parts of the project
7. Maintain a risk list

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# Start-up PM vs. Enterprise PM, Tom Leung (Google)



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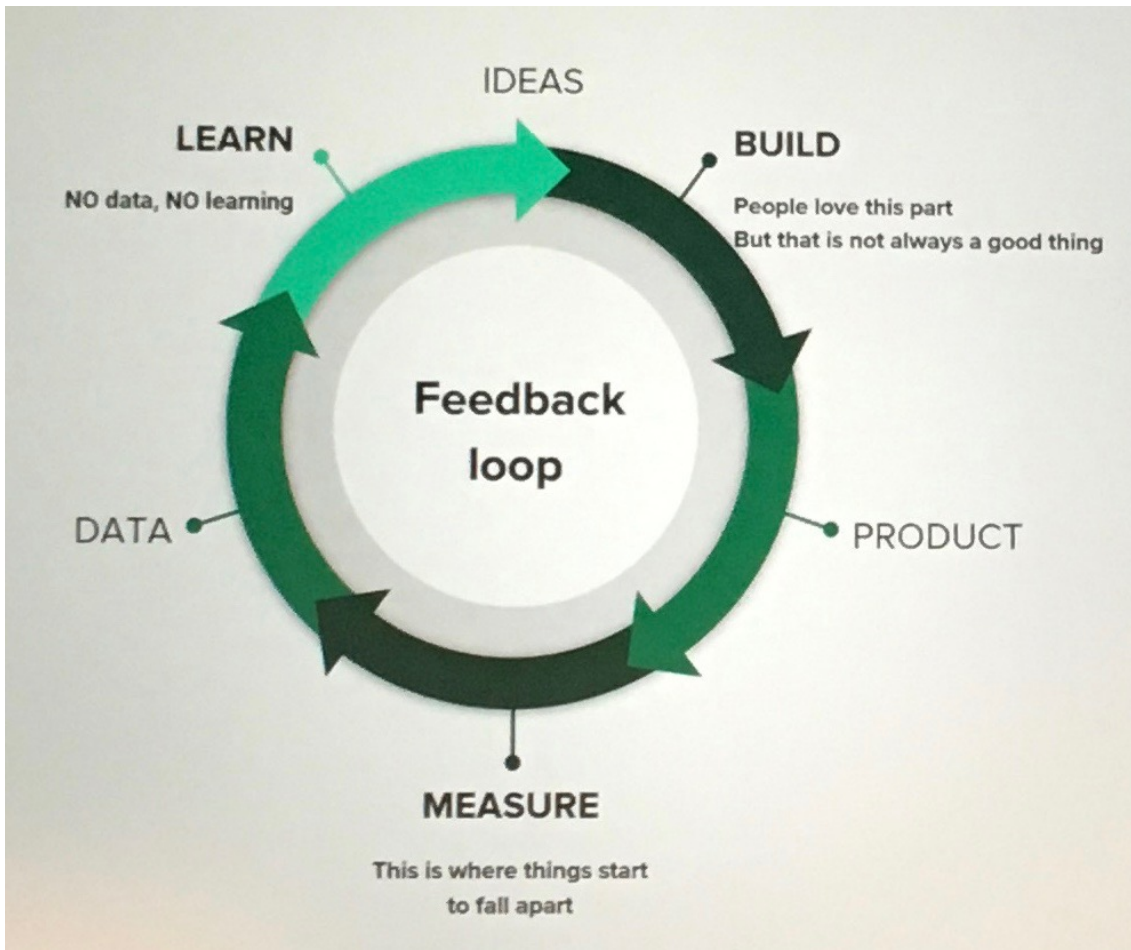
# Building Viral Loops Into Your Product, John Koenig



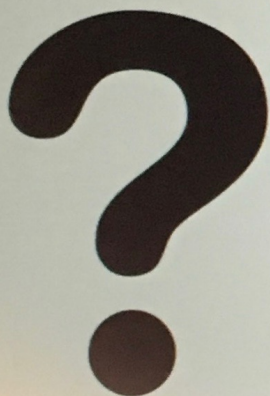
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## The Learning Machine: how to Create Feedback Loops with Smart Data - Alexandra Lung

„The best kind of feedback that you can receive comes directly from an actual user.“



## Data workshop



What is that we are trying to **achieve in this exact moment** of the project?

What data do we need in order to **make decisions**?

**How can we get** this data?

How can data help building the product in an **iterative way**?



## How a North Star Helps Develop Better Products - Gabi Weislovits Lahav

Find a North Star metric for the whole organization (!)

- A single metric
- Simple to understand
- With consistently proven correlation with your REAL goal

That will help you to

- Focus on the most important thing
- Have one single version of the truth
- Consolidate effort and conversation

But, review the North Star metric every 6 months!

If you have multiple metrics, there are too many truths.

„Metrics are only proxies for what you are actually trying to achieve“



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Mittwoch, 14. Nov. 2018, 1:40 PM MEZ

Arena Cinemas, Zürich, Zürich, Schweiz  
 8°C Cloudy

## Why You Should Stop Using Product Roadmaps and Try GIST Planning - Itamar Gilad

„Your idea will most likely fail. So what.“



## Most Ideas Don't Work

*"The vast majority of [ideas] fail in experiments, and even experts often misjudge which ones will pay off. At Google and Bing, only about 10% to 20% of experiments generate positive results. At Microsoft as a whole, one-third prove effective, one-third have neutral results, and one-third have negative results."*

Ron Kohavi and Stefan Thomke / Harvard Business Review

@itamargilad

Interesting and very logical approach towards planning that could break silos in the organization and help connect teams better toward mutual goals.

„No plan survives first contact with the enemy.“ (Moltke)

And this is probably the same for every great product idea until it hits the market.

“Don't give yourself excuses not to test with real users, it's the only way you can verify if your ideas are right”

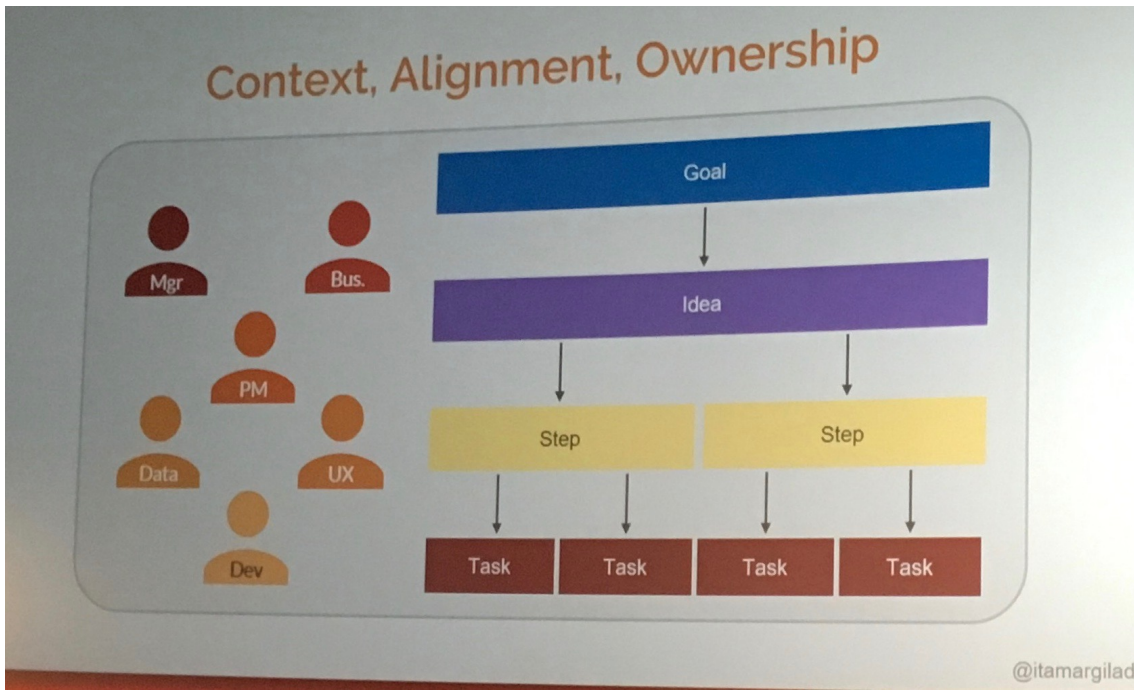
### Classical planning waterfall

1. Strategy
2. Roadmaps
3. Project
4. Agile Development

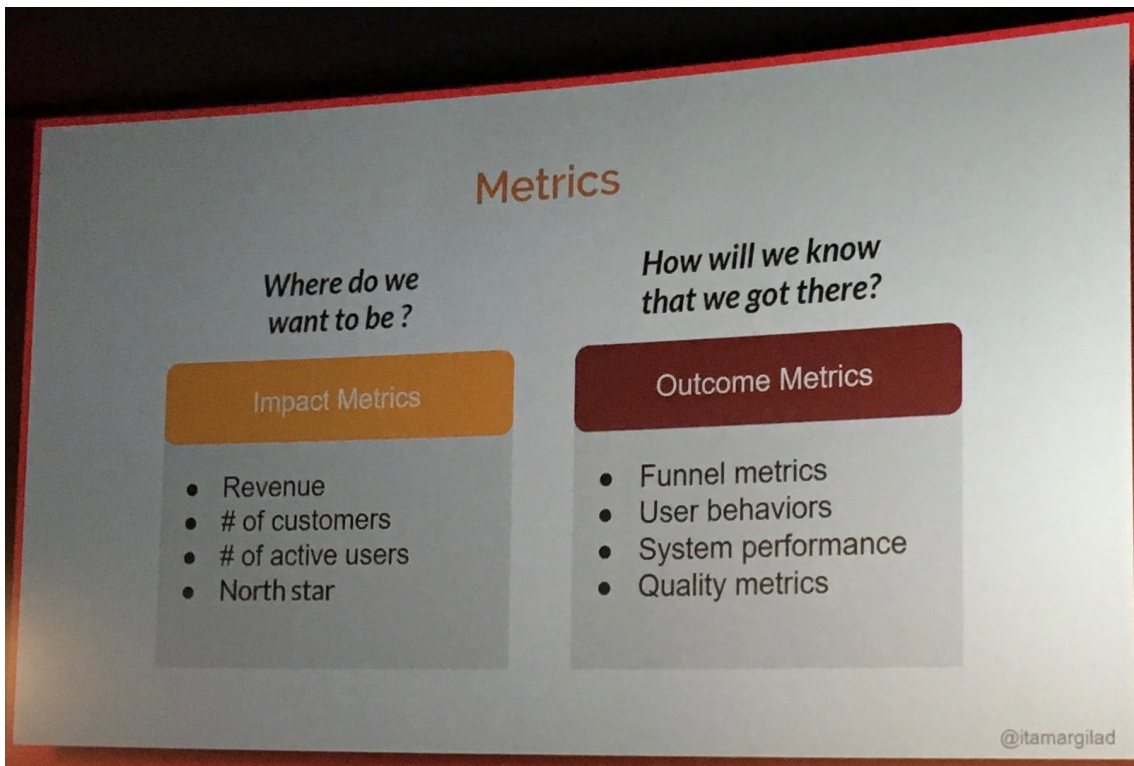
Whereas the first three are defined by management and business and then the PM and PO have to deliver.

GIST is a better way that works best for developers, because it is how they think. Difficult for management, if they constantly change their ideas. That's when GIST should be tried.

1. Goals
2. Ideas
3. Steps
4. Tasks



Define the right metrics to control the goals



Use the ICE score to test ideas

- Impact
- Confidence
- Ease of implementation



## Idea Banks

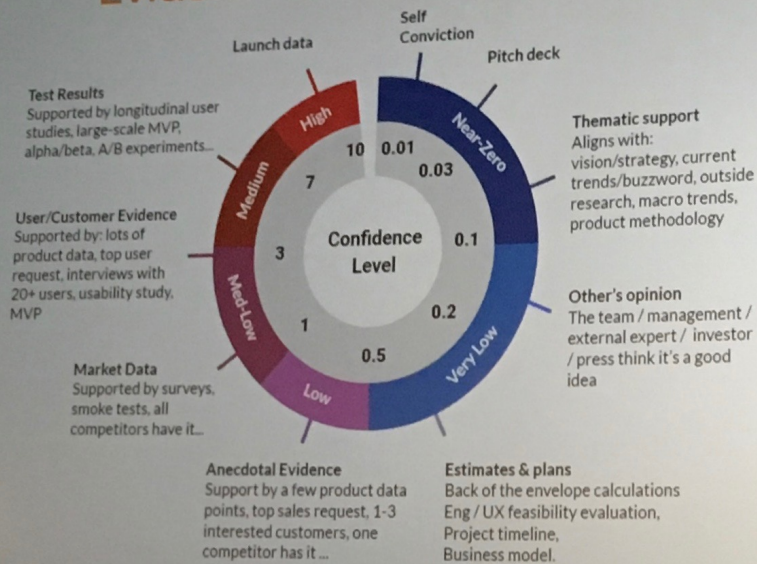
Project Idea	Impact [0-10]	Confidence [0-10]	Ease of Imp. [0-10]	ICE Score [I x C x E]
Community tab	7	2	8	112
Update submit flow	5	5	3	75
Add PayPal billing	8	1	5	40
Fix receipt issue	1	4	3	12

$$\text{ICE Score} = \text{Impact} \times \text{Confidence} \times \text{Ease}$$

@itamargilad

Use Evidence-based confidence votes

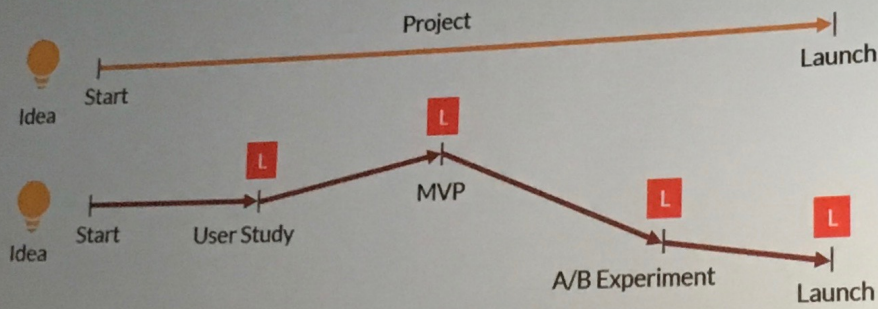
## Evidence-Based Confidence



@itamargilad

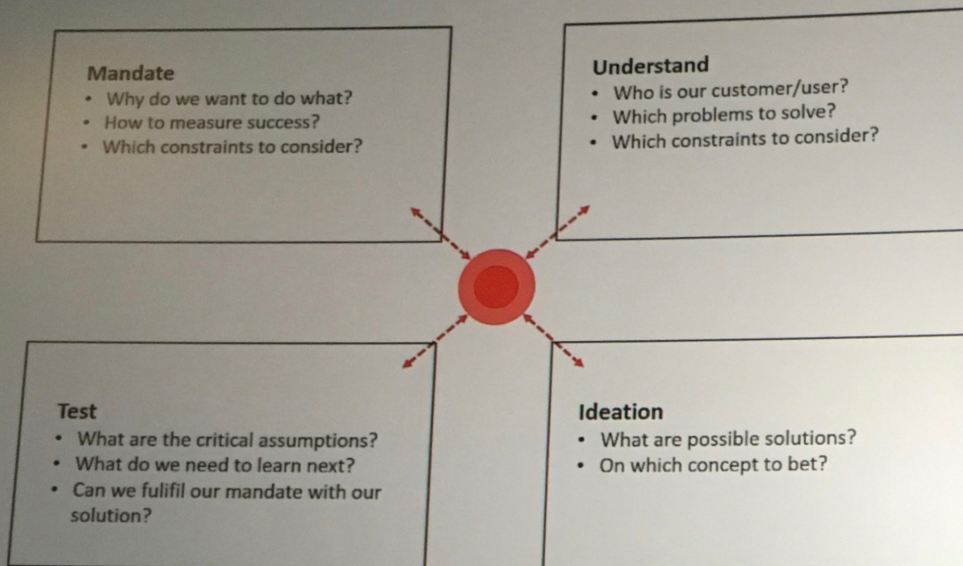
Use learning milestones to ensure you're on the right track

# Learning Milestones



@itamargilad

## The excursion model

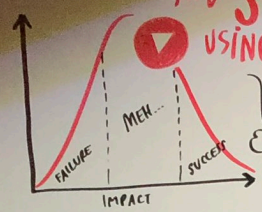


Heavily stolen from Nikkel Blaase and Jan Milz



# Why you should STOP AND START PRODUCT ROADMAP USING GIST

ITAMAR GILAD  
PM & STRATEGY  
CONSULTANT  
ITAMARGILAD.COM



THE PLANNING WATERFALL (TOP DOWN)  
NOT AGILE  
HIGH UNCERTAINTY



BUT THE PEOPLE AT THE TOP STILL EXPECT CERTAINTY

TELL PEOPLE WHERE YOU ARE GOING & BY WHEN  
GIVE MEASURABLE RESULTS and DIRECTION / NORTH STAR  
BUT MOST IDEAS FAIL

STEPS  
TASKS  
PLAN QUARTERLY TO TRACK YOUR PROGRESS (TRACK WEEKLY)



SO HAVE MANY IDEAS AND PUT THEM IN THE IDEA BIN AND SAY YES!



TEST  
LEARN  
IMPROVE

GAIN CONFIDENCE  
ALTHOUGH FULL CONFIDENCE WILL BE ACHIEVED AFTER LAUNCH ONLY.

COLLECT EVIDENCE INTERNAL/EXTERNAL



CREATE MINI-PROJECTS TO GET MORE FEEDBACK  
VALIDATE THE IDEA



SHARE THE PROCESS, IDEAS, GOALS WITH ALL EMPLOYEES (INCLUDING TOP MANAGEMENT) TO MAKE SENSE AND FIND MOTIVATION.

GIST  
GIST  
GIST

14-15 NOVEMBER 2018  
ZURICH  
Product Management Festival  
6TH EDITION

## The Anatomy of Influence Power - Stephanie Judd, Kara Davidson

Influence by using and improving your nine power sources

**INFLUENCE = ( POWER ) ( PATHWAY )**

### The Nine Power Sources

<b>EXPERTISE</b>	What you know and can do.
<b>COMMUNICATION</b>	Your ability to communicate powerfully and effectively.
<b>FAMILIARITY</b>	Your familiarity, trust, and experience with another person.
<b>LIKEABILITY</b>	Your ability to attract others to you by causing them to like you.
<b>TITLE</b>	Your formal role or authority in a group, organization, or community.
<b>RESOURCES</b>	Your control of financial, natural, and information resources.
<b>NETWORK</b>	The breadth and quality of your connections with other people.
<b>REPUTATION</b>	An estimation of your overall quality by others in the community (team, org., etc.) to which you belong.
<b>GRIT</b>	Your desire and courage to act.

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## Nailing Measurement: a Framework for Measuring Metrics that Matter - Josephine Lee, Isha Mehta (Atlassian)

Define goals outcome-related instead of output-related.



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## Leadership Beats Expertise - Emil Martinsek

He talked about what makes a great Product Manager, why #leadership is more important than expertise.

For every feature, task, or whatever: ask „Will it make the boat go faster?“

Virtues of a leader

- Vision
- Delegation
- Influence
- Integrity
- Reflection
- Fearlessness

„Building leaders around you is even more important.“



Konferenz leadership

Mittwoch, 14. Nov. 2018, 4:43 PM MEZ

Arena Cinemas, Zürich, Zürich, Schweiz  
7°C Cloudy

## KEYNOTE: BUILDING FOR THE NEXT BILLION USERS - Minal Mehta - Head of Product YouTube

If you want to build products really for users - especially if your target group is outside your (kn)own location - meet them with curiosity about their lives where they live to learn about their needs.

„Find people who believe in what you are doing, empower ambiguity, find people who can manage their energy and are teamplayers“

### Create a culture

- of being open
- Where people can be themselves
- Of inclusion through curiosity, collaboration, and compassion



„Data is crack“ (for data analysts)

„Always celebrate your wins“

„Girls can do anything“

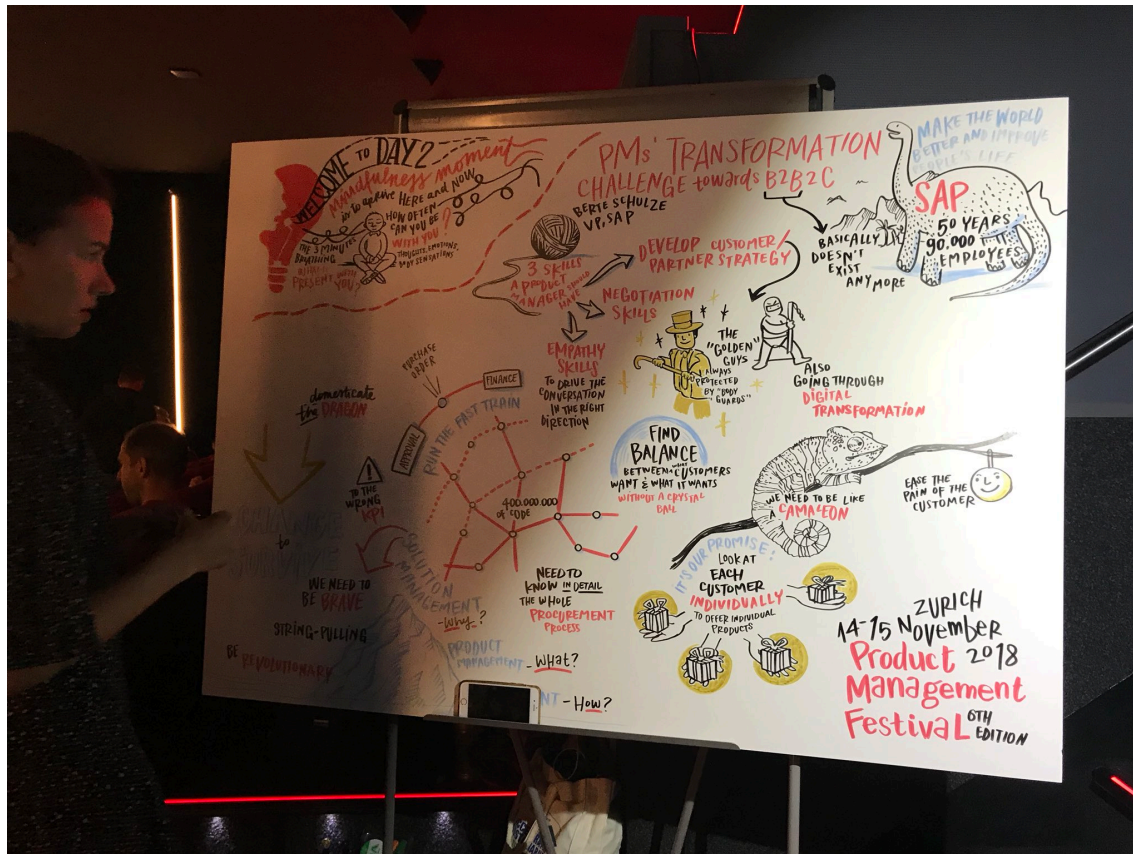


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# KEYNOTE: PM'S TRANSFORMATION CHALLENGE TOWARD B2B2C - Bert O. Schulze, Vice President, SAP

Seeing the name of my „small“ hometown in the keynote by @BeSchulze @ProdMgmtF surprised me.

- „Innovation is looked at differently: „would you like innovation and disruption in your critical business backbone?“
- „If you want to identify the decision maker in a room ask „can we prepone lunch?“ see who everyone looks at.“
- „Product Management does not need to make friends. It must make developers and sales equally unhappy.“
- „If you give sales a hammer, everything will be a nail.“
- „A wrong KPI will eat strategy for breakfast“
- „PM is picking from an infinite list of market, customer, prospect, and executive demands and applying a finite engineering capacity to that list.“

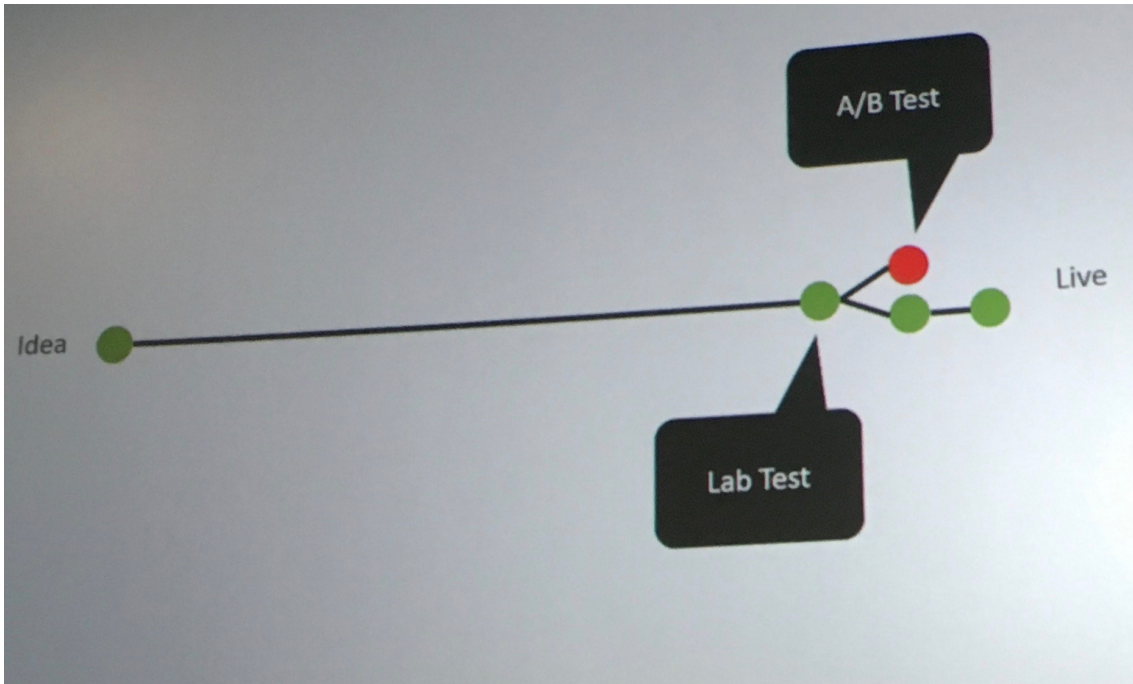


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## Lost in the Agile Jungle - Christian Becker

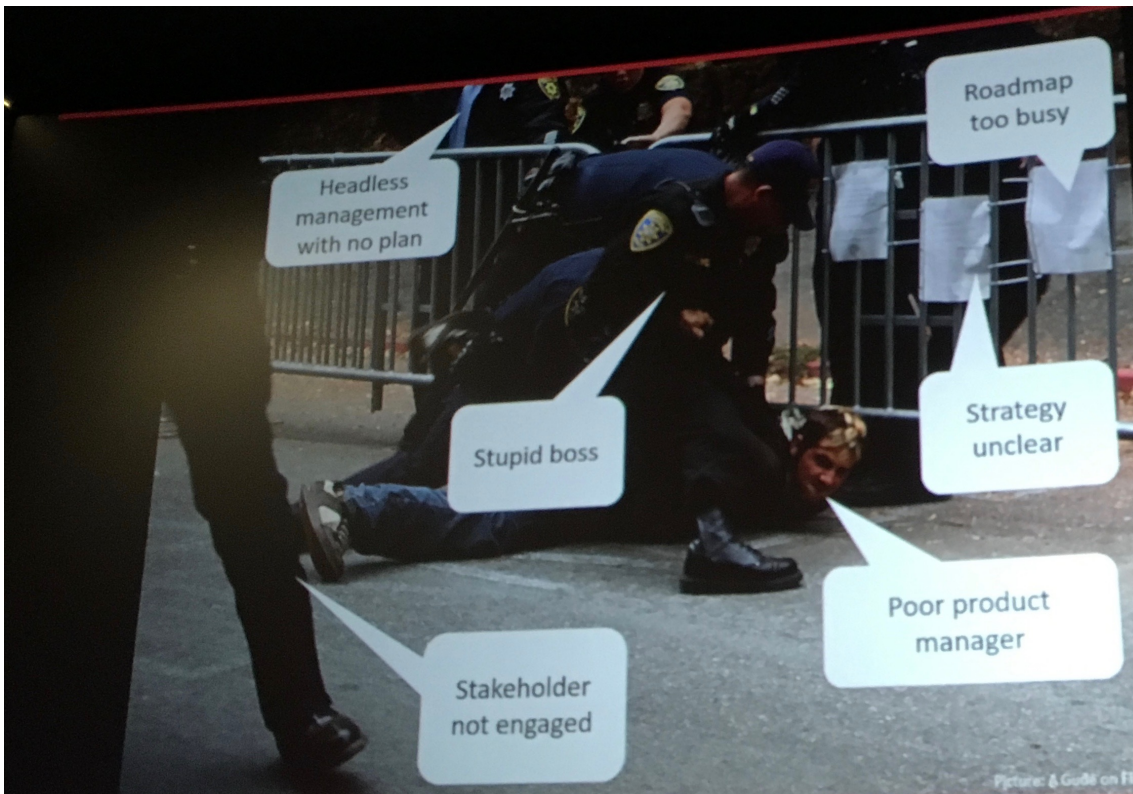
Today's agile product management leaves ideas waiting in the backlog and then implements it. At the end, it'll be lab tested and A/B tested and then released.



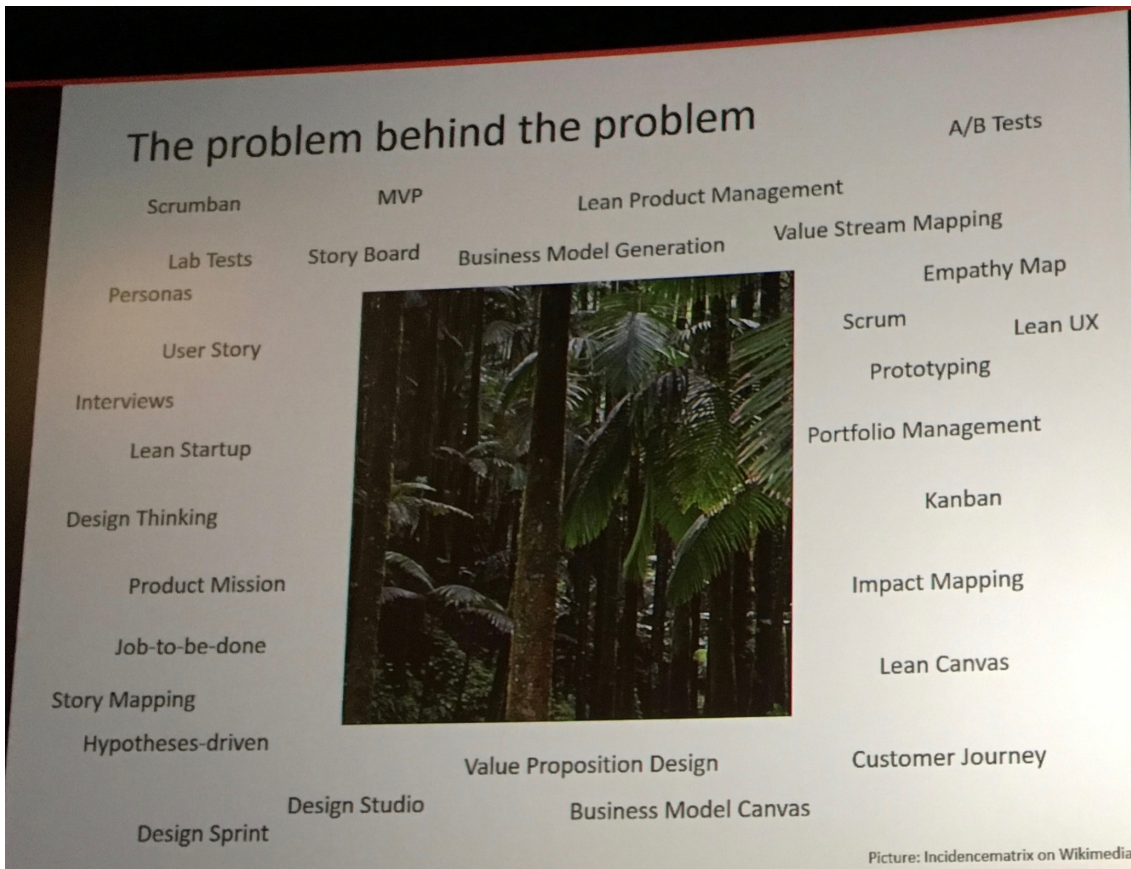


Nothing is done with the idea before being implemented or during the implementation. How can we be sure that it is still the right idea?

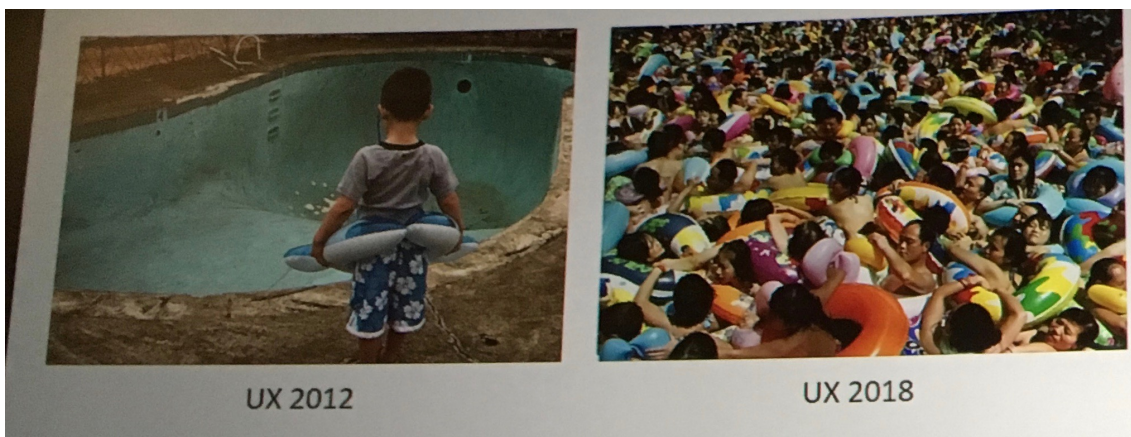
„You don't wanna work in this environment“



Lots of Methods to choose from.



But, many product managers don't know why they are using a method. Eg. UX: in 2012, a UX developer felt lonely. Nowadays, organizations employ UX designers without knowing why they are there. It is just en vogue.



Product Management is part of the problem of destroying agile if we don't know why we're doing something.

„Get out of the agile jungle. Don't just apply methods without asking why. Explore constantly and in all direction“

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## The Startup Illusion: When Corporate and Startup DNA Meet - Nesrin Elswawi, Lida Lottko

Every large corporation nowadays has innovation hubs in beautiful cities like Berlin, Barcelona, or New York to attract „talent“. But, in the end, these hubs are not left alone but are integrated into the processes and IT of the corporation.

„Getting and keeping talent could come down to stupid stuff like wanting to have a corporate MacBook. If you want to innovate, your entire organization should follow. Including HR and IT!“

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## The Three “I”s of B2B Road Mapping - Stefan Ritter

How much of your roadmap is truly customer-centered and not a direct influence from your board, management and other stakeholders? Customer-centered features, based on user research + data will outperform the rest. This includes financial & growth metrics.

- Infrastructure: monitor SLA to re-prioritize
- Interface: build for buyers and end-users, based on your North Star metric
- Intelligence: build AI-first and make everyone on the team a data analyst

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## Mindfulness for Product Managers





# 10 Habit-Releasers for stopping the autopilot

*Practise your beginner's mind every day*

## 1 USE YOUR NONDOMINANT HAND

Use your nondominant hand for some ordinary task each day. This could include brushing your teeth, combing your hair, or eating with the non-dominant hand for at least part of a meal.

## 2 JUST THREE BREATHS

Several times a day, allow your thinking mind a short rest. For the duration of three breaths ask the inner voices to be silent. Open all your senses and just be aware – of colour, sound, touch and smell.

## 3 ONE BITE AT A TIME

(Mindful Eating) After you take a bite, put the spoon, fork, sandwich or fruit back down on the plate or table. Place your awareness in your mouth until that one bite has been enjoyed and swallowed. Only then pick up the spoon, fork or food again and take another bite.

## 4 MINDFULNESS OF POSTURE

Several times a day, become aware of your posture. Become aware of what posture you are in and how it feels within the body.

## 5 MONOTASK AT LEAST ONCE A DAY

At least once every day focus on doing just one thing at a time. Turn off any possible distractions such as email notifications, instant messages and phones. Monotasking is another way of breaking that high-pressured momentum. Even though multitasking might feel more effective, it's not.

## 6 ENTERING NEW SPACES

Bring awareness to any transitions between spaces, when you leave one kind of space and enter another. Before you walk through a door, pause, even for a second, and take one breath. Be aware of the differences you might feel in each new space you enter. Use the door handle as a reminder.

## 7 WAITING

Anytime you find yourself waiting – when you are waiting for someone or the conference to begin, queuing or waiting for your computer to reboot – take this as an opportunity to practise mindfulness. Combine waiting with other actions, eg. 2, 4 or 8.

## 8 REST YOUR HANDS

Several times a day let your hands relax completely. For at least a few seconds, let them be completely still. One way to do this is to place them in your lap and then focus your awareness on the subtle sensations in the quiet hands.

## 9 GRATITUDE AT THE END OF THE DAY

At the end of the day, take your hands and find one thing for each finger that you are grateful for.

## 10 A DIGITAL DETOX DAY

For a full day each week, do not make use of digital devices and screens. Turn computer and smartphone off and keep them out of reach in a safe place. Don't watch TV, films and videos and don't listen to radio and digital music.

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www.beinresonance.com  
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Donnerstag, 15. Nov. 2018, 3:15 PM MEZ

Arena Cinémas, Zürich, Zürich, Schweiz  
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## Building Accessible Digital Products for 100 Million Users - Saurabh Gupta

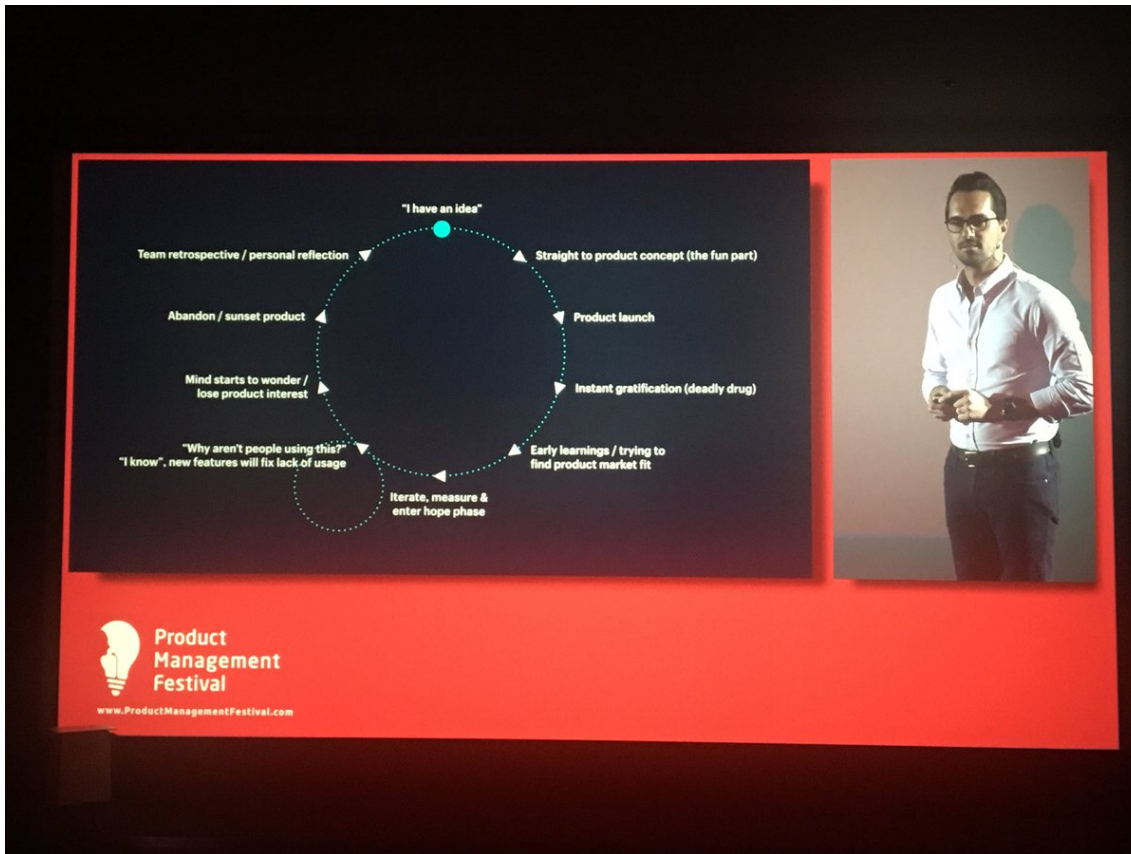
Are you underserving a large portion of your audience, i.e. the many people with some sort of disability? Do you cater to all accessibility needs? You should.

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## KEYNOTE: BECOMING A PROBLEM SOLVER - Michael Perry, Director of Product, Marketing Technology - Shopify

Michael Perry talked about his life story: He was chasing fame with his ideas and didn't actually solve a problem for anyone who would want to pay for that.

Product focused negative flywheel



„Great product managers don't chase trends. Great leaders don't give shit about Blockchain.“

„We've become product obsessed. Why don't we focus on the problems we're trying to solve?“

„Don't focus on building products or just jump into random solutions for instant gratification.“

„Fall in love with the problem. Not the product.“

„Ideas don't matter - don't focus on solution, focus on problem.“

„We're not passionate about the problem, we're passionate about the product“.

„Obsess over the problem, not the solution.“

„Great product leaders cannibalize their own visionary products to get closer to solving the problem they are insanely passionate about.“

„I'm not aiming to become a great product manager. I want to become a great problem solver.“

„Find the right problem, not what you think is the problem.“





# BECOMING A PROBLEM SOLVER

HOW BECOMING PROBLEM OBSESSED CHANGED MY LIFE

MICHAEL PERRY  
DIRECTOR OF  
PRODUCT SHOPIFY

**GIVING**  
DON'T WORK  
BUT I'M AN ENTREPRENEUR

THE WORLD WOULD BE BETTER IF WE WOULD

**COMMIT TO PROBLEMS TO SOLVE.**

BUT ALWAYS THE WRONG ONE!



THEN I REALIZED THE REAL PROBLEM

WHAT BEHAVIOURAL CHANGE

THIS IS BECAUSE YOU DON'T CARE ABOUT THE PROBLEM

- WE CHASE FAME -



"I HAVE AN IDEA" IT'S DANGEROUS - WE ARE PRODUCT-OBSESSED

BUT WHAT PROBLEMS ARE THESE PRODUCTS FIXING?

WE NEVER TALK ABOUT PROBLEMS

WE TALK TO EVERYONE ABOUT THE IDEA EVERYBODY LOVES IT

THEN YOU WORRY BECAUSE NOBODY CARES

THEN LAUNCH



AND I CREATED THE 1ST AUTOMATED EMPLOYEE

**SUCCESS**  
THE VISIONAIRES ARE **PROBLEM SOLVERS**  
SOLVING PROBLEMS COMMITTED TO IDEAS.

DO NOT CHASE TRENDS

DO NOT CARE ABOUT INSTANT GRATIFICATION.

DON'T FAKE PRODUCT SUCCESS

DO NOT QUIT THE JOURNEY.

14-15 NOVEMBER 2018  
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