



Patrick Gregory

Director of Product

interval

LEADING
PRODUCT
TEAMS

Why should you listen to me?

interval



MOBIALS INC.

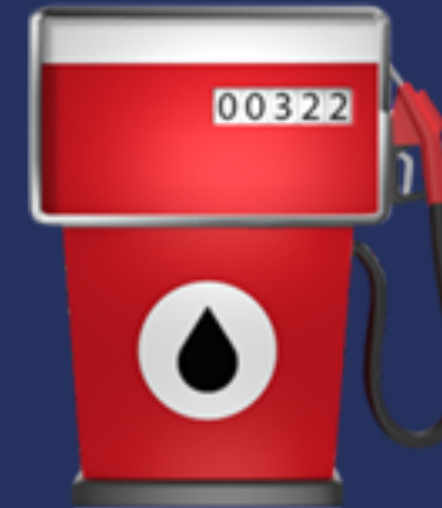
Voices.com

Sun 
Life Financial

canada  TM



Great leadership is the **fuel** that powers
amazing product teams...



Great leadership is the **fuel** that powers
amazing product teams...

...and companies!



“Everything depends on strong product leaders, specifically the people that lead product management, product design and engineering. These are the people that are responsible for everything that follows.”

Marty Cagan,
Silicon Valley Product Group

1 PROBLEMS

2 SOLUTIONS

PROBLEMS





Leadership **challenges** for Product Managers

Implicit vs explicit leadership

🙄 Implicit vs explicit leadership

😱 Large and diverse groups

- 🙄 Implicit vs explicit leadership
- 🙄 Large and diverse groups
- 🗑️ **Limited influence on team selection**

- 🤔 Implicit vs explicit leadership
- 🤔 Large and diverse groups
- 🤖 Limited influence on team selection
- 🤔 **Dual role**

- 🙄 Implicit vs explicit leadership
- 😬 Large and diverse groups
- 🙄 Limited influence on team selection
- 🤔 Dual role
- 😐 **Multiple types of leadership**



Symptoms of **poor** product leadership

 Organizational silos

 Organizational silos

 No shared understanding

- 👎 Organizational silos
- 👎 No shared understanding
- 👎 **Slow product development**

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- 👎 No shared understanding
- 👎 Slow product development
- 👎 **Expensive product development**

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- 👎 Expensive product development
- 👎 **Underwhelming product value** (customer and business)

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- 👎 **Product launch failures**

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- 👎 Product launch failures
- 👎 **Lack of product vision or roadmap**

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- 👎 Lack of product vision or roadmap
- 👎 **Lack of prioritization**

- 👎 Organizational silos
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- 👎 Lack of prioritization
- 👎 **Micromanagement & command and control**



MERCENARIES



VS.



Coinbase is a mission focused company



Brian Armstrong [Follow](#)

Sep 27 · 8 min read ★



There have been a lot of difficult events in the world this year: a global pandemic, shelter in place, social unrest, widespread protests and riots, and west coast wildfires. On top of that we have a contentious U.S. election on the horizon.

Everyone is asking the question about how companies should engage in broader societal issues during these difficult times, while keeping their teams united and focused on the mission. Coinbase has had its own challenges here, including employee walkouts. I decided to share publicly how I'm addressing this in case it helps others navigate a path through these challenging times.

In short, I want Coinbase to be laser focused on achieving its mission, because I believe that this is the way that we can have the biggest impact on the world. We will do this by playing as a championship team, focus on building, and being transparent about what our mission is and isn't.

PRODUCT

LEADERSHIP



IS KIND OF A BIG DEAL

SOLUTIONS



SOLUTIONS



MOTIVATION



INFLUENCE



SENSE

SOLUTIONS



MOTIVATION



INFLUENCE



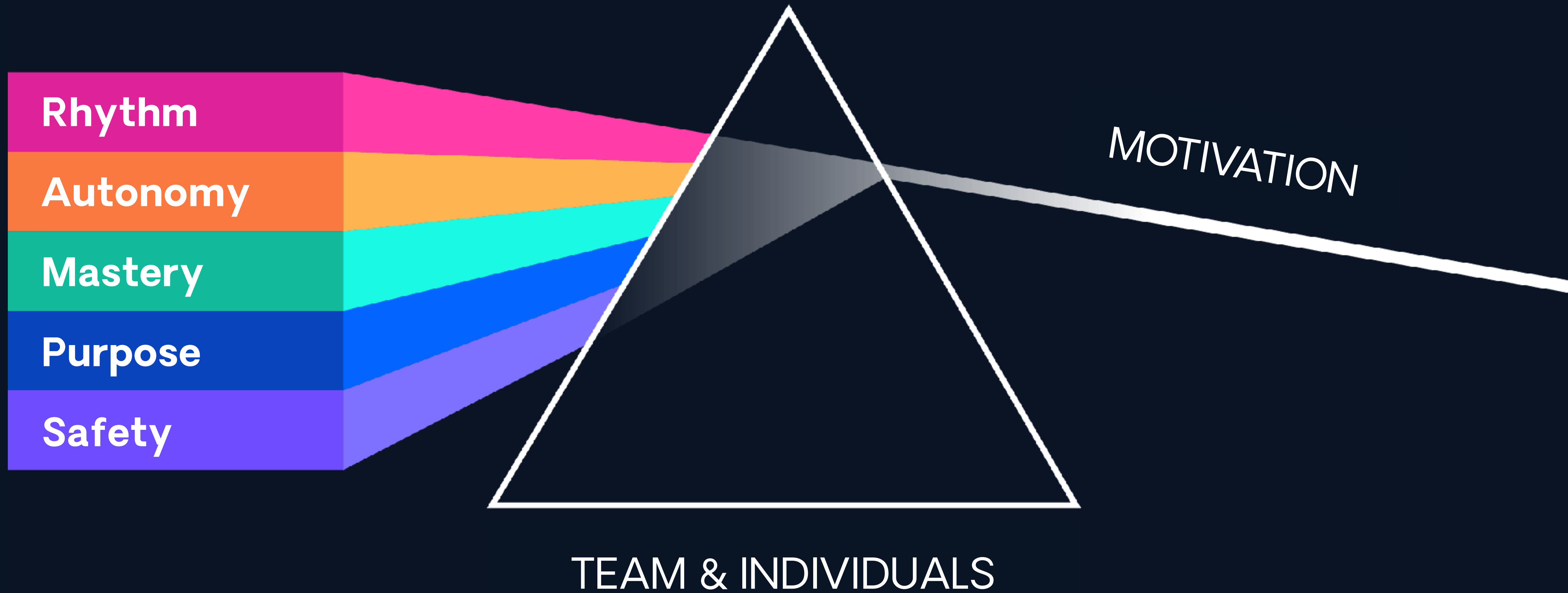
SENSE



MISSIONARIES



R.A.M.P.S





Motivation: Rhythm



Organization



Team



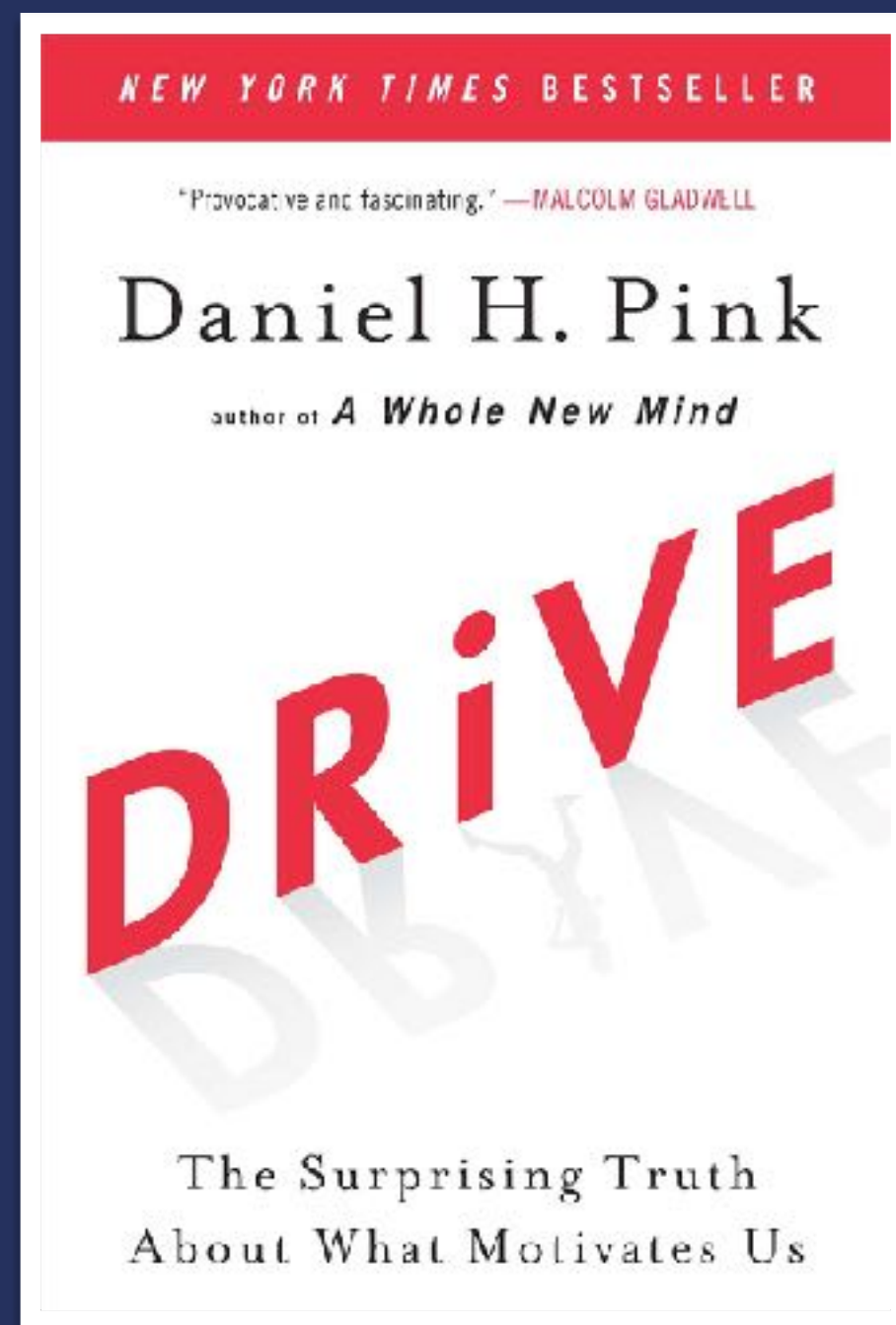
Individual



Motivation: Autonomy

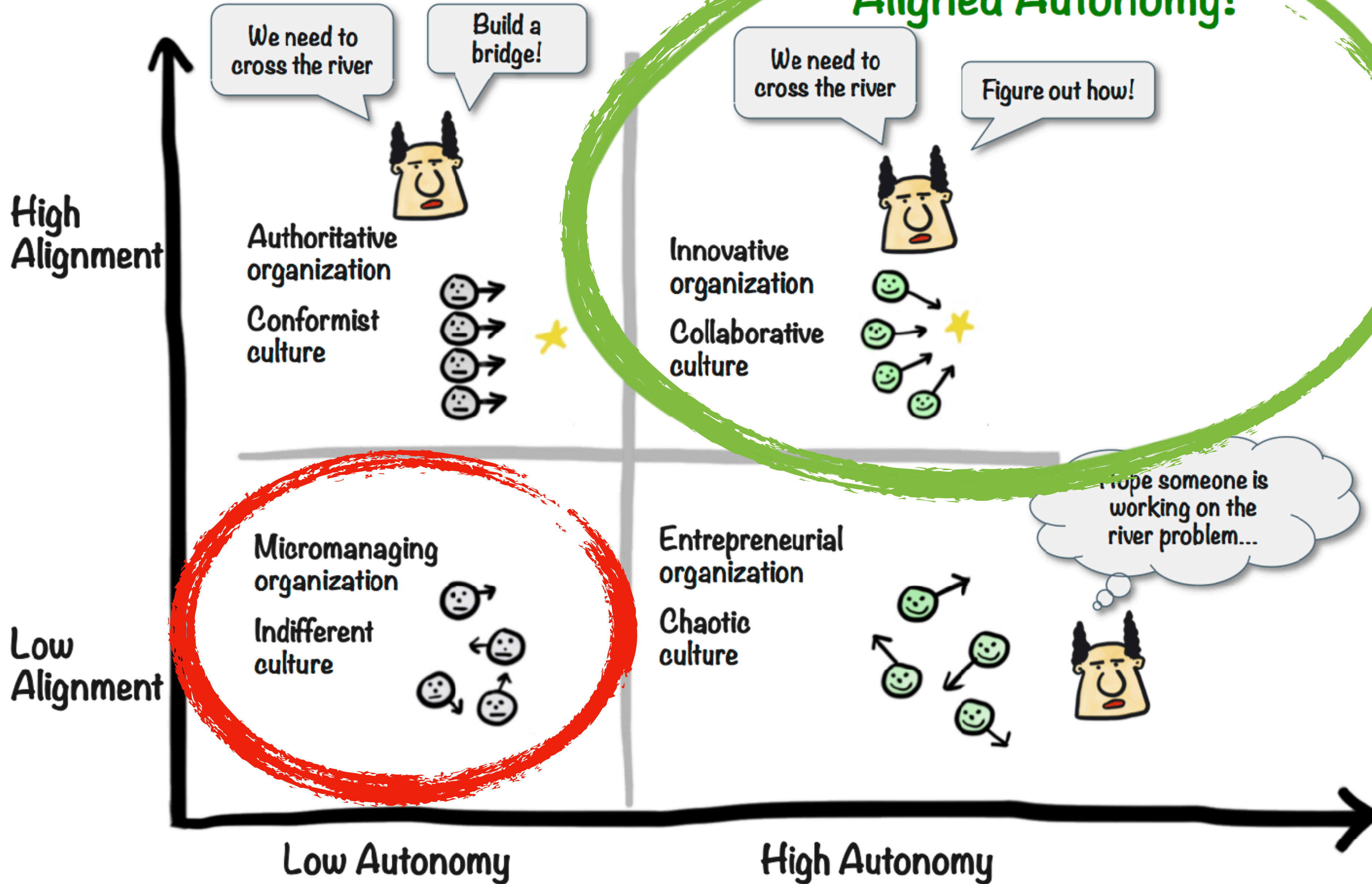
“Human beings have an innate inner drive to be autonomous, self-determined, and connected to one another. And when that drive is liberated, people achieve more and live richer lives.”

– Daniel Pink



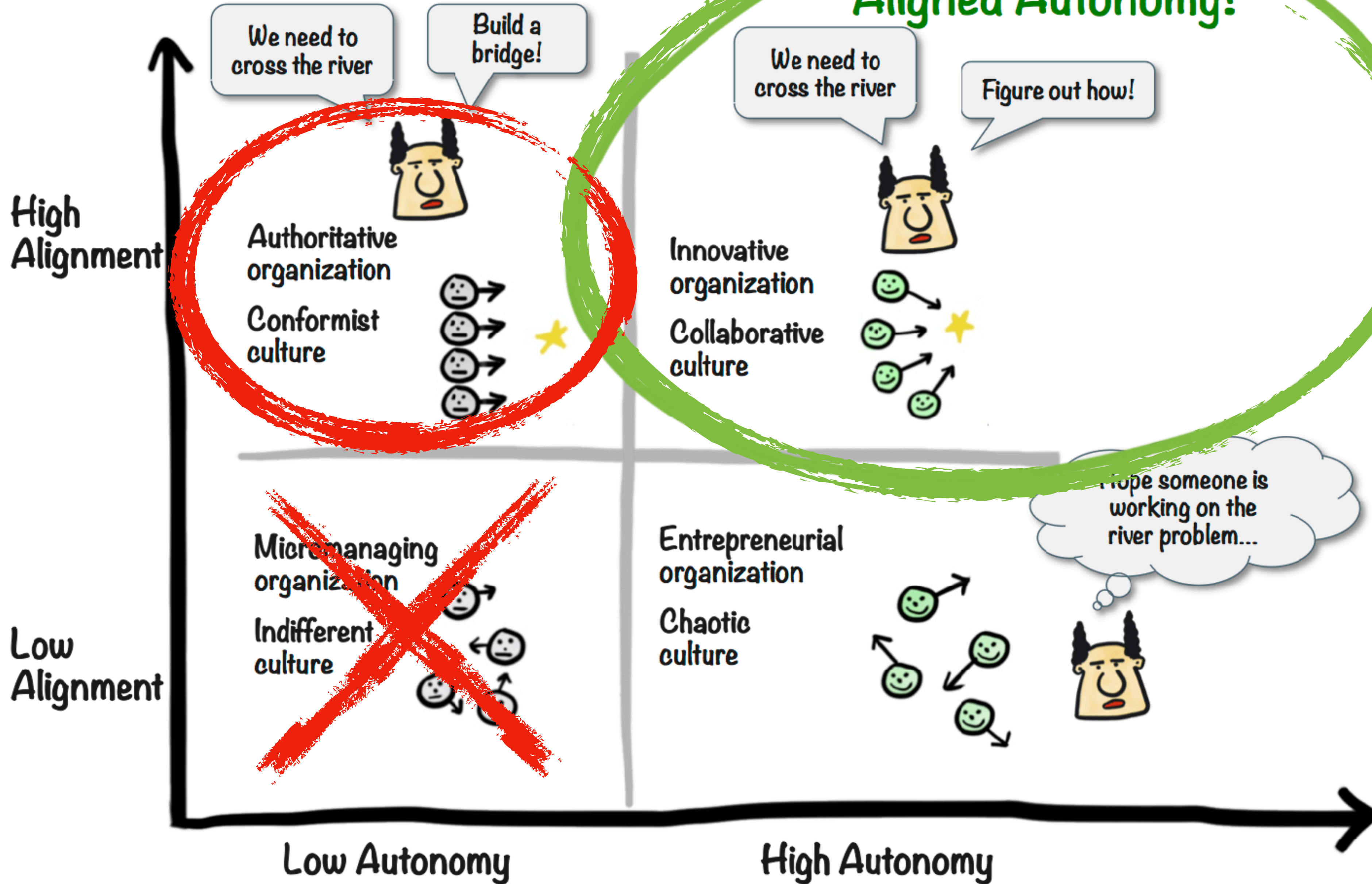


Alignment enables Autonomy



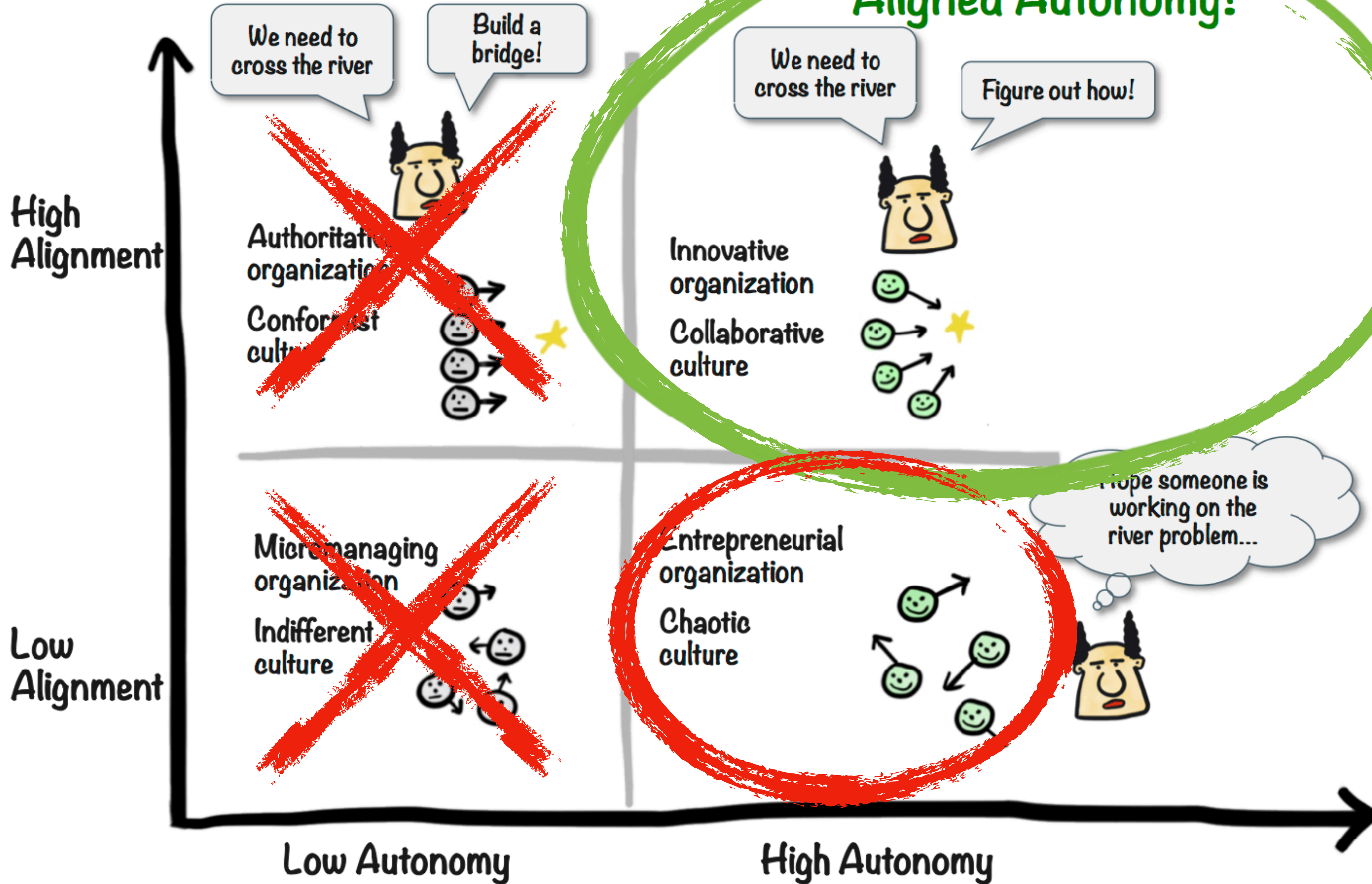


Alignment enables Autonomy



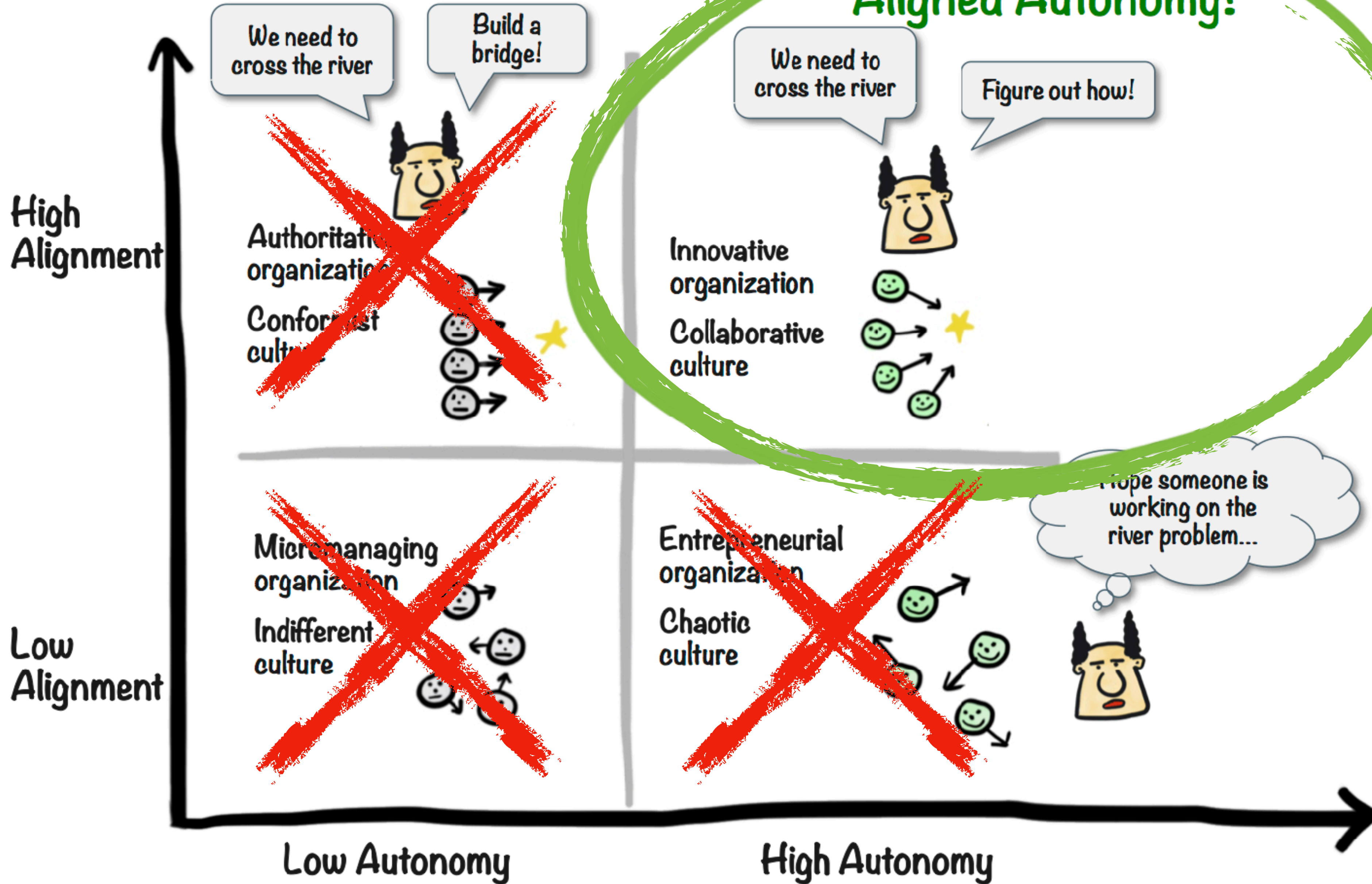


Alignment enables Autonomy





Alignment enables Autonomy





Motivation: Autonomy

NOT THIS!



Single wringable neck



Align the teams



Make decisions



Keep people busy



THIS!



Create shared sense of accountability



Create conditions that enable teams to align



Ensure that decisions can be made



Create slack in the system

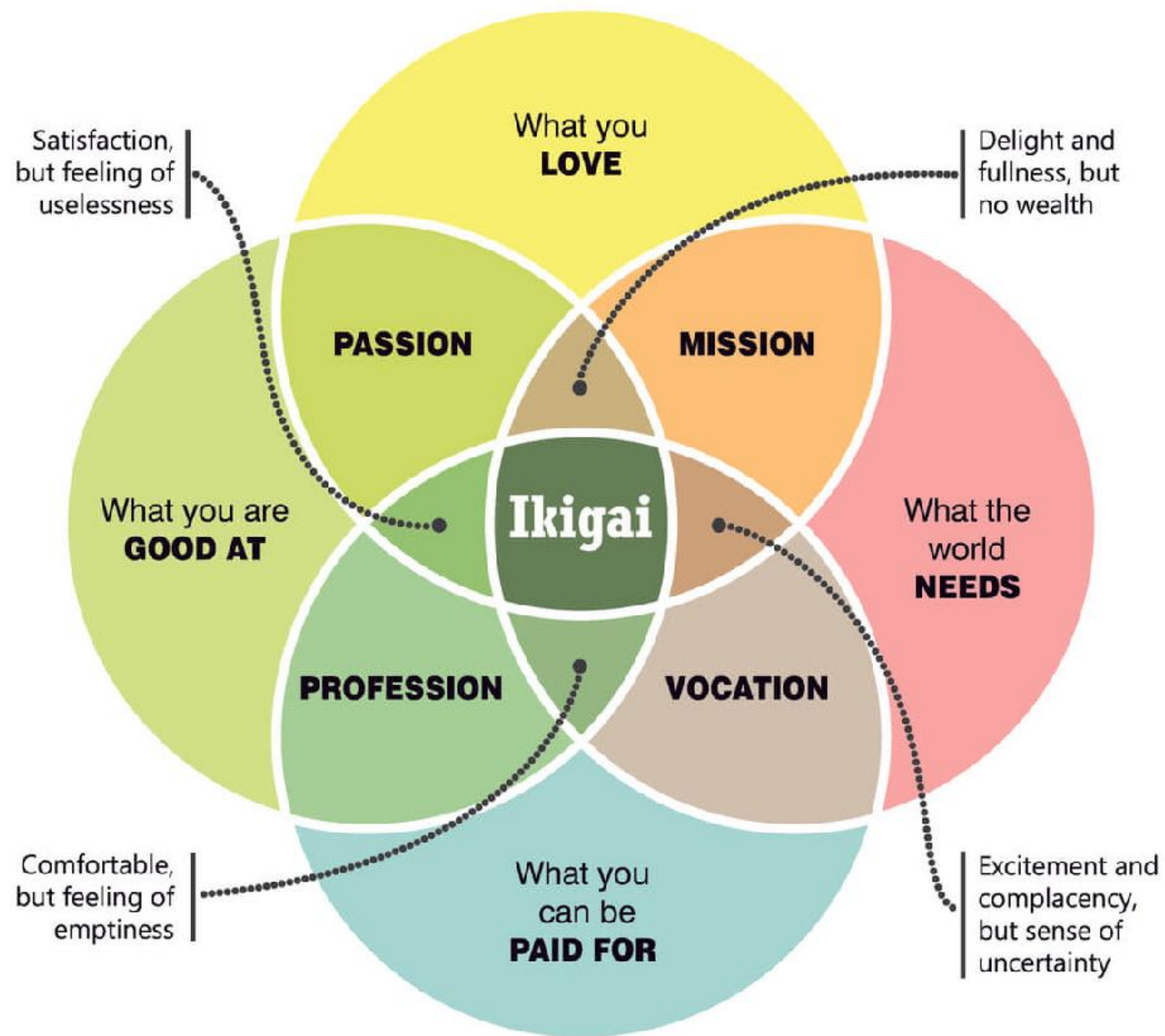


Motivation: Mastery





Motivation: Purpose





Motivation: Safety



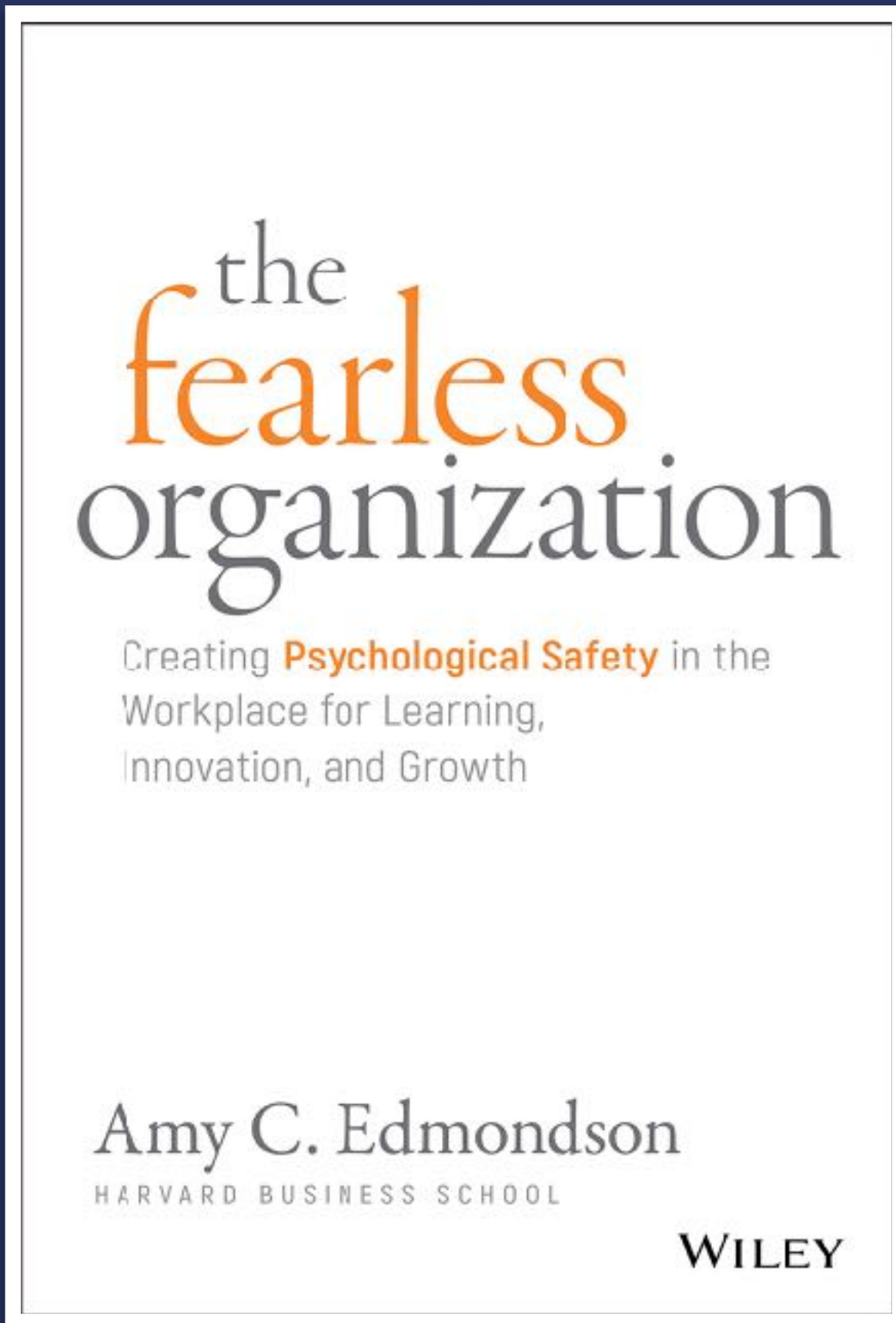


Motivation: Safety





Motivation: Safety



- Demonstrate humility
- Express appreciation
- Emphasize purpose
- Listen well and ask good questions
- De-stigmatize failure
- Gather and encourage input
- Provide guard rails for discussion
- Sanction clear violations
- Encourage continuous learning



Motivation: Safety



Fear-driven teams may give you their hands and their heads, but never their hearts.

SOLUTIONS



MOTIVATION



INFLUENCE



SENSE



Influence



Communication



Trust



Negotiation



Collaboration



Influence: Communication



Horizontal

Product
Technology
Sales
Marketing
Customer Success
Legal, Compliance
Stakeholders



Vertical

Executives
C-Suite
Investors
Board of Directors
Senior Stakeholders

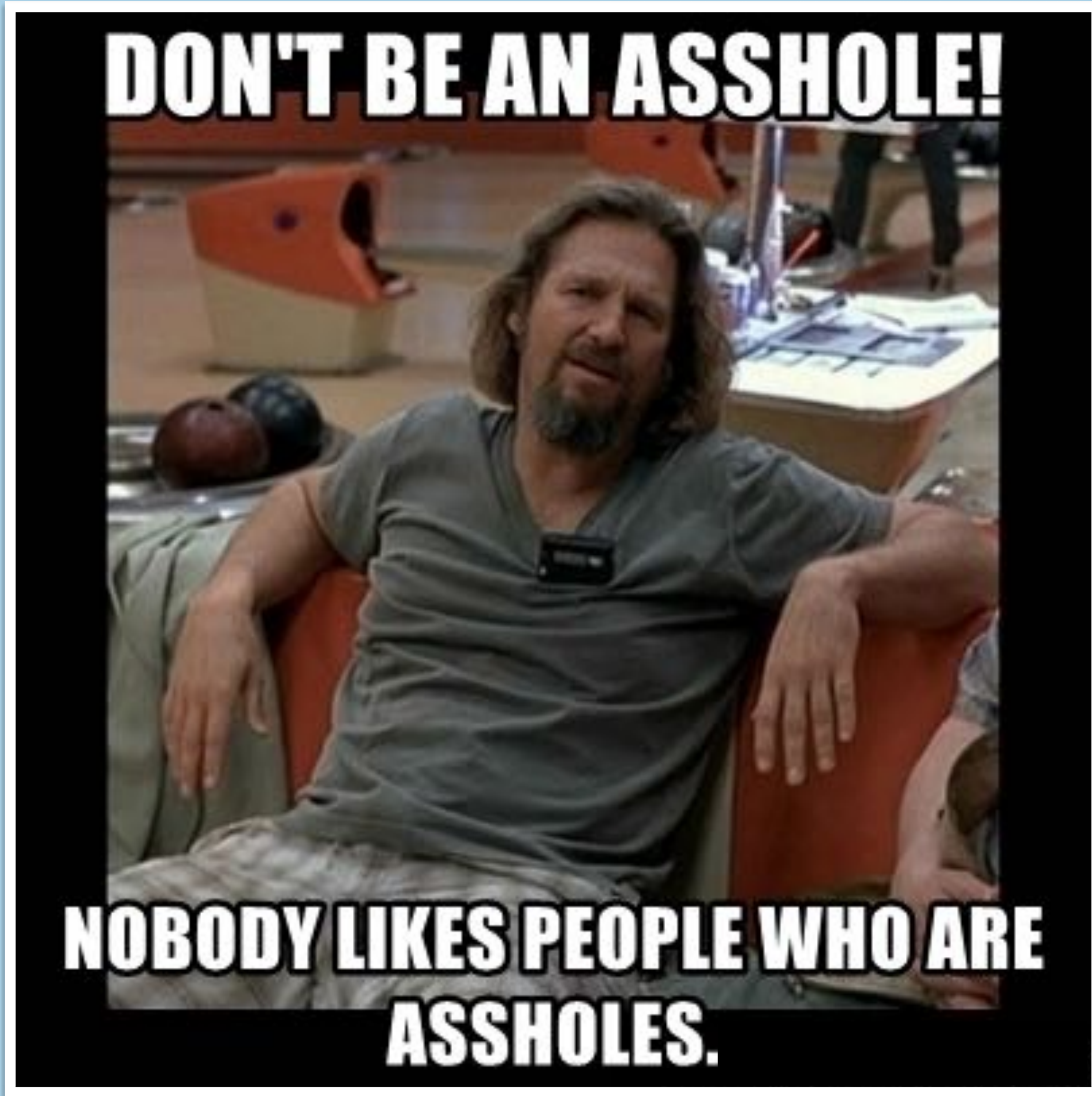


External

Customers
Vendors
Partners
Media
Analysts
External Stakeholders
Data providers



Influence: Communication



- Don't be an asshole, ditch the ego
- Be authentic
- Encourage reciprocity
- Always provide context
- Be complimentary, liberal with praise
- Encourage asynchronous communication
- Provide evidence
- Listen well with empathy
- Tell a story
- Use the right communication tool



Influence: Trust



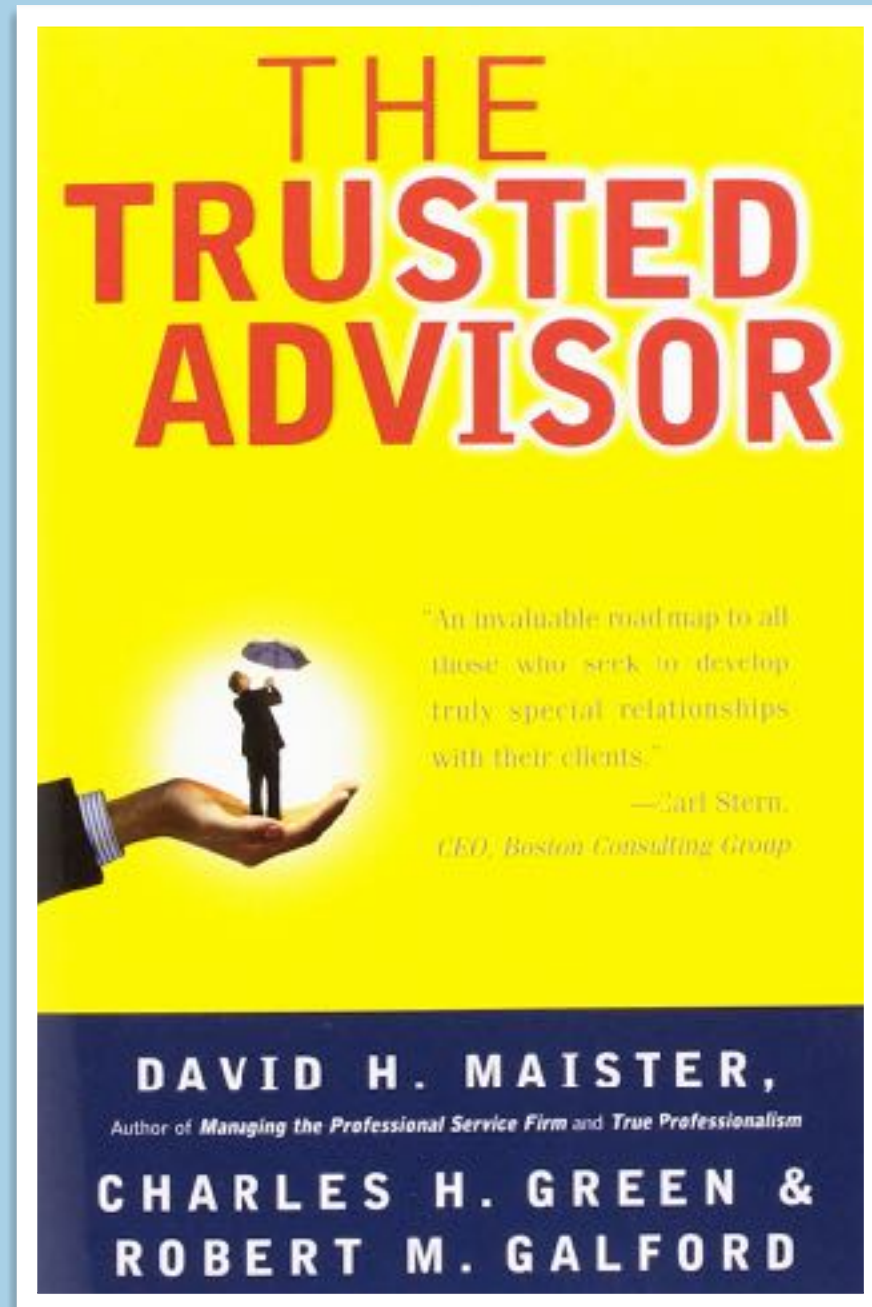


Influence: Trust

$$\text{Trust} = \frac{\text{Credibility} + \text{Reliability} + \text{Intimacy}}{\text{Self-orientation}}$$



Influence: Trust



Credibility

I can trust what they say about...

Reliability

I can trust them to...

Intimacy

I feel comfortable discussing this...

Self-orientation

I can trust that they care about...



Influence: Negotiation



Sales

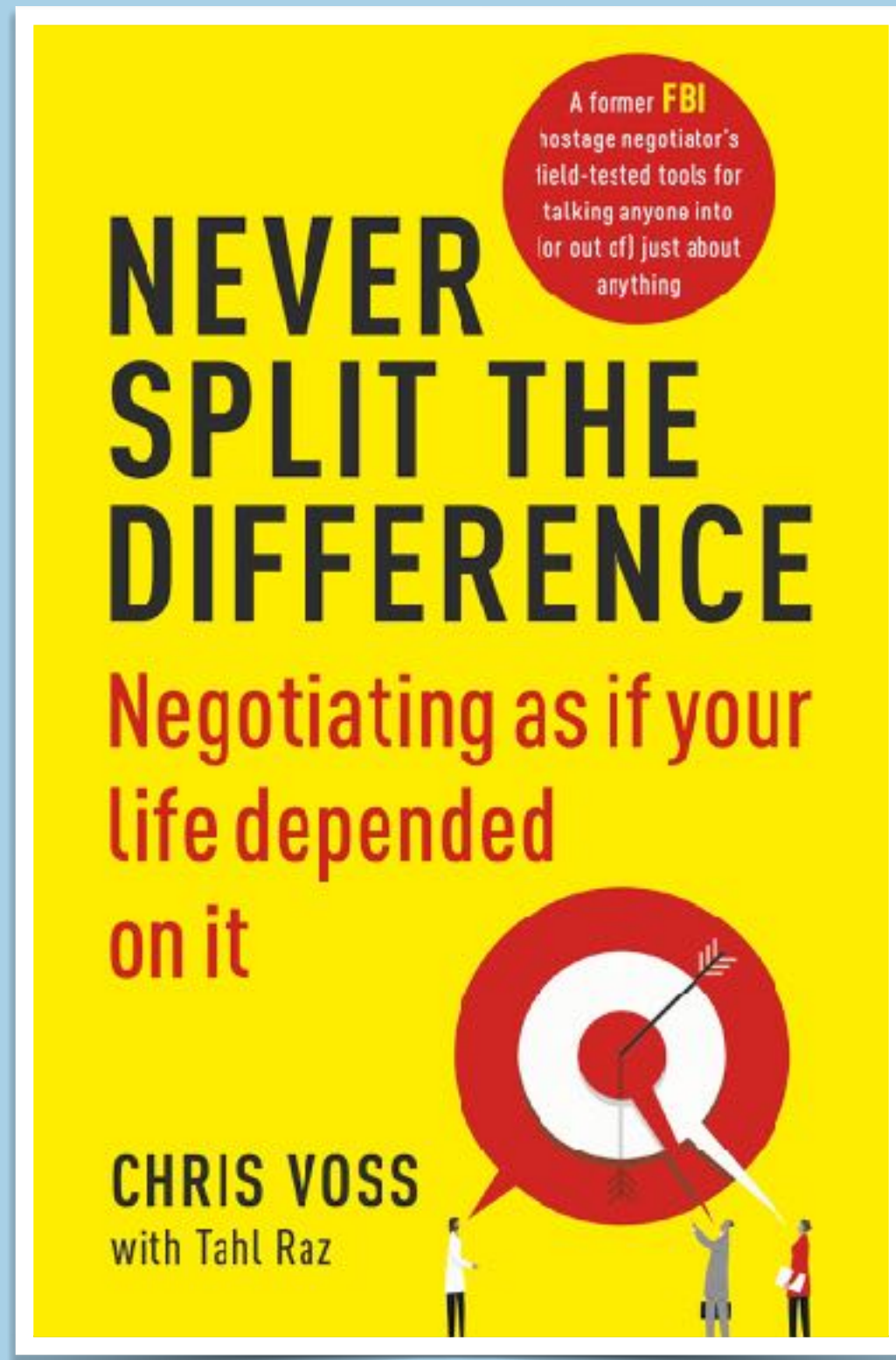
Product
Manager

CEO

Customer
Success



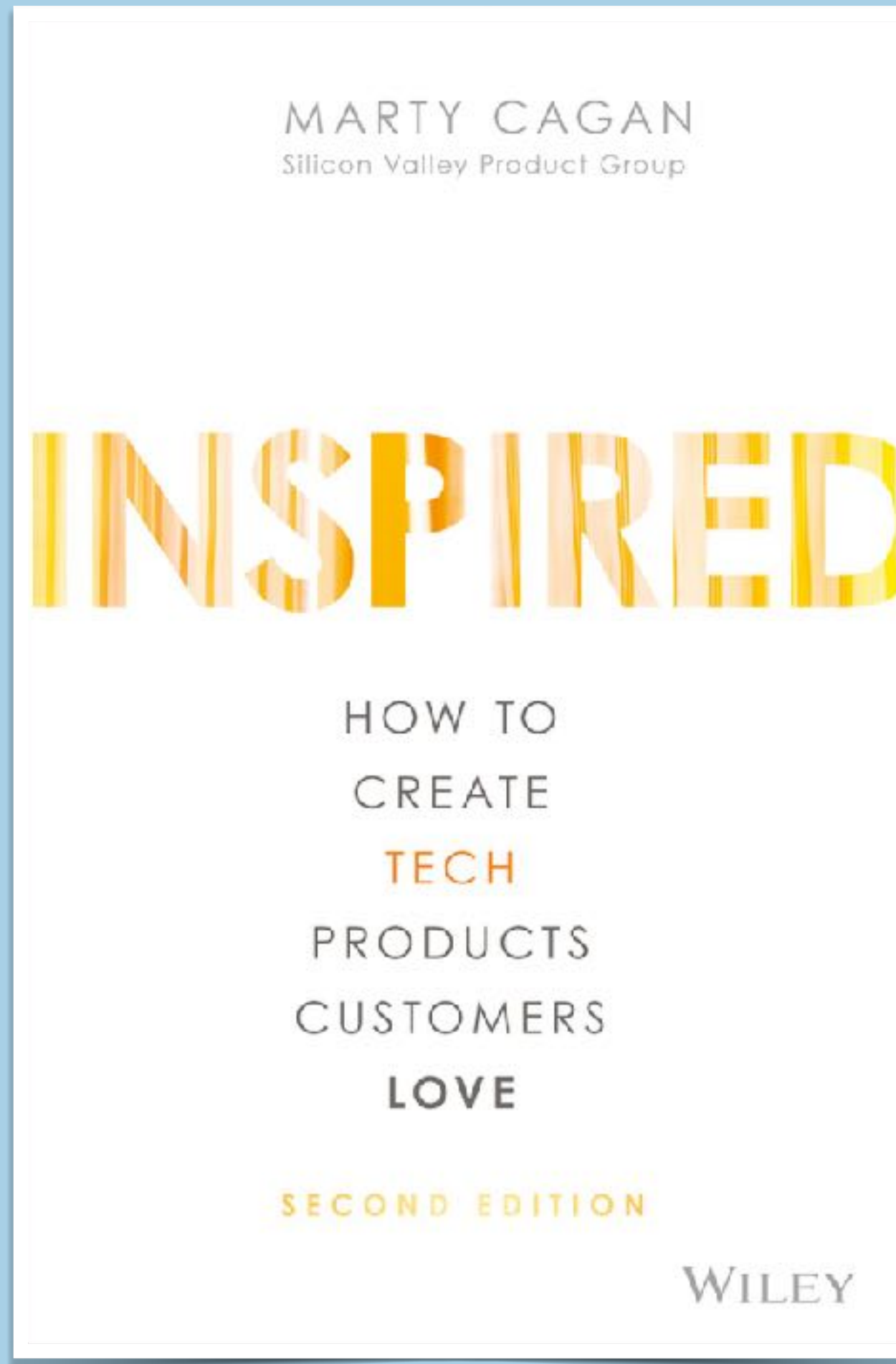
Influence: Negotiation



- Empathize with your counterpart's situation
- Get them to empathize with your situation
- Ensure that your counterpart feels as though they have been heard and treated fairly
- Turn the negotiation into a collaborative problem solving session



Influence: Collaboration

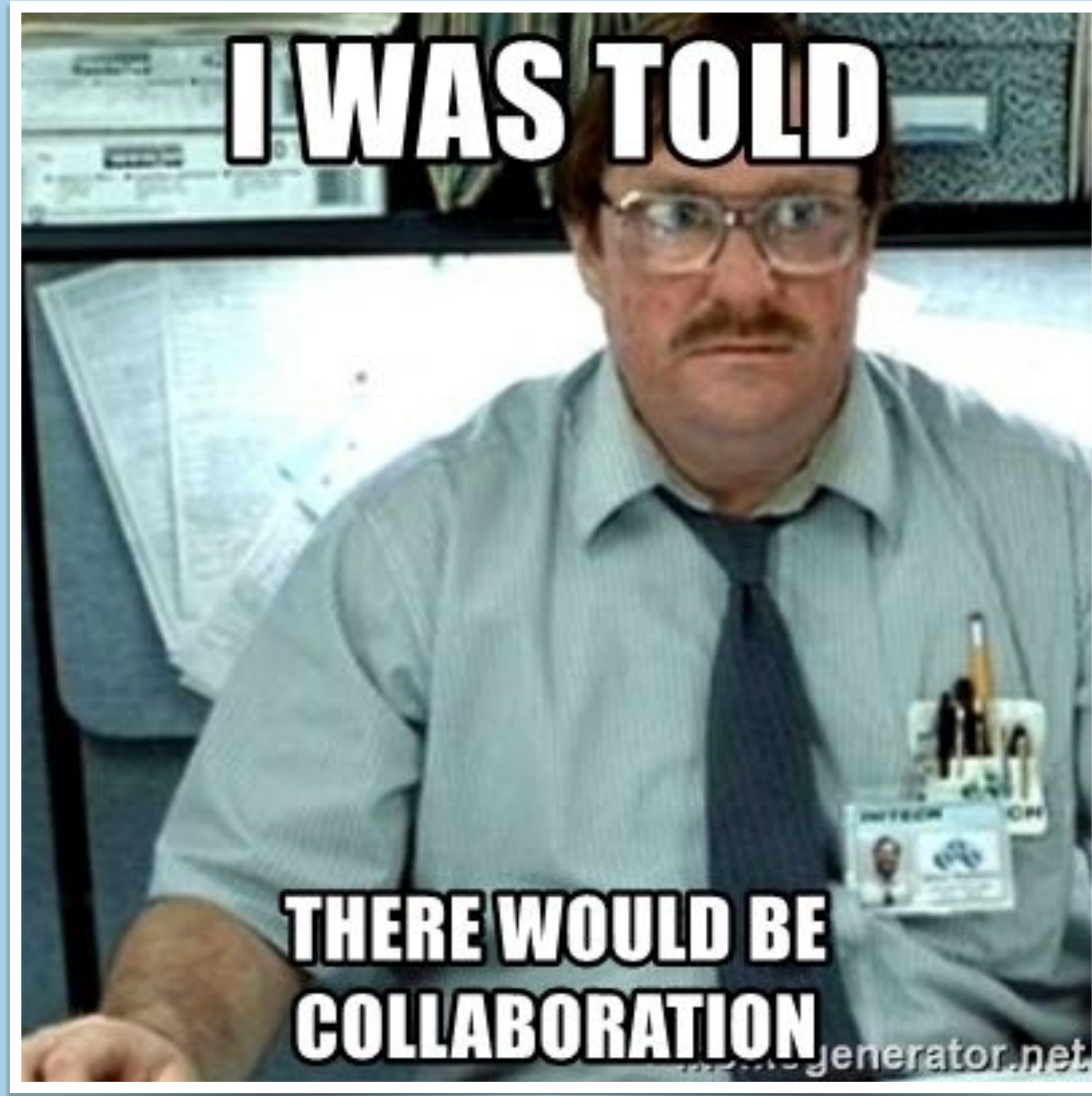


“Getting good at true collaboration is at the heart of how strong product managers work.”

Marty Cagan,
Silicon Valley Product Group



Influence: Collaboration





Influence: Collaboration

NOT THIS!



Don't be an "expert"



Collaborate on output



Make decisions



Handoff requirements



THIS!



Model and share collaborative behaviour



Collaborate around shared outcomes



Ensure that decisions can be made



Allow the team to use their unique skills

SOLUTIONS



MOTIVATION



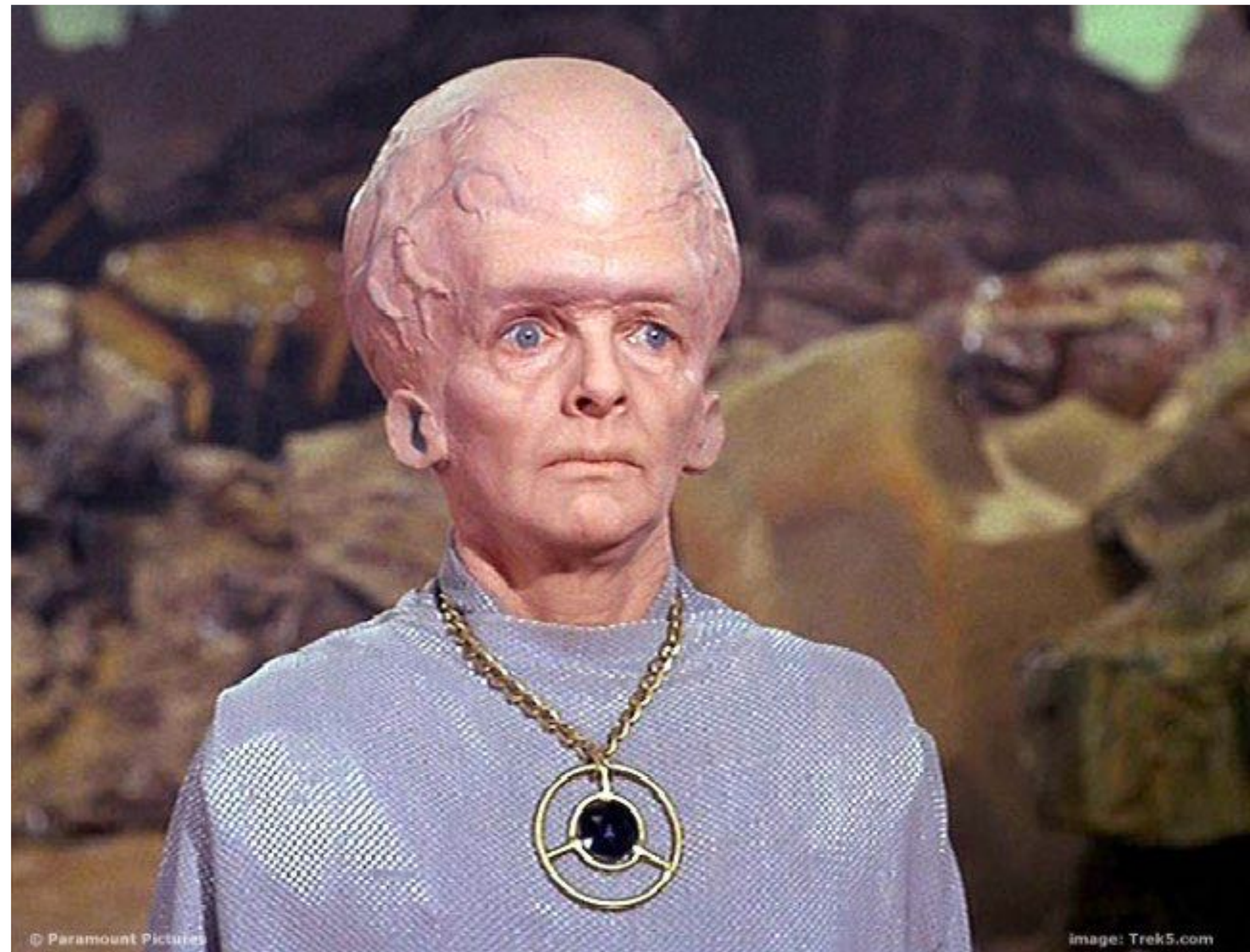
INFLUENCE



SENSE



Sense



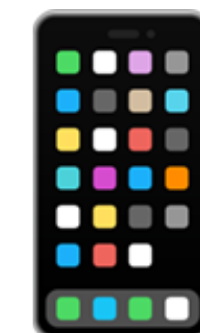
Customer



Strategy & tactics



Data & insights



Technology



Sense: Customer



- Learn from customers weekly
- Customer discovery tasks in backlog
- Identify priority segments
- Leaders must value the customer
- Focus on ways to retain customers
- Organize product team around CX



Sense: Strategy & Tactics



VISION

PRODUCT STRATEGY

OBJECTIVES AND KEY RESULTS

OPPORTUNITIES / INITIATIVES

EPICS / PROJECTS

DAILY ACTIVITIES / TASKS



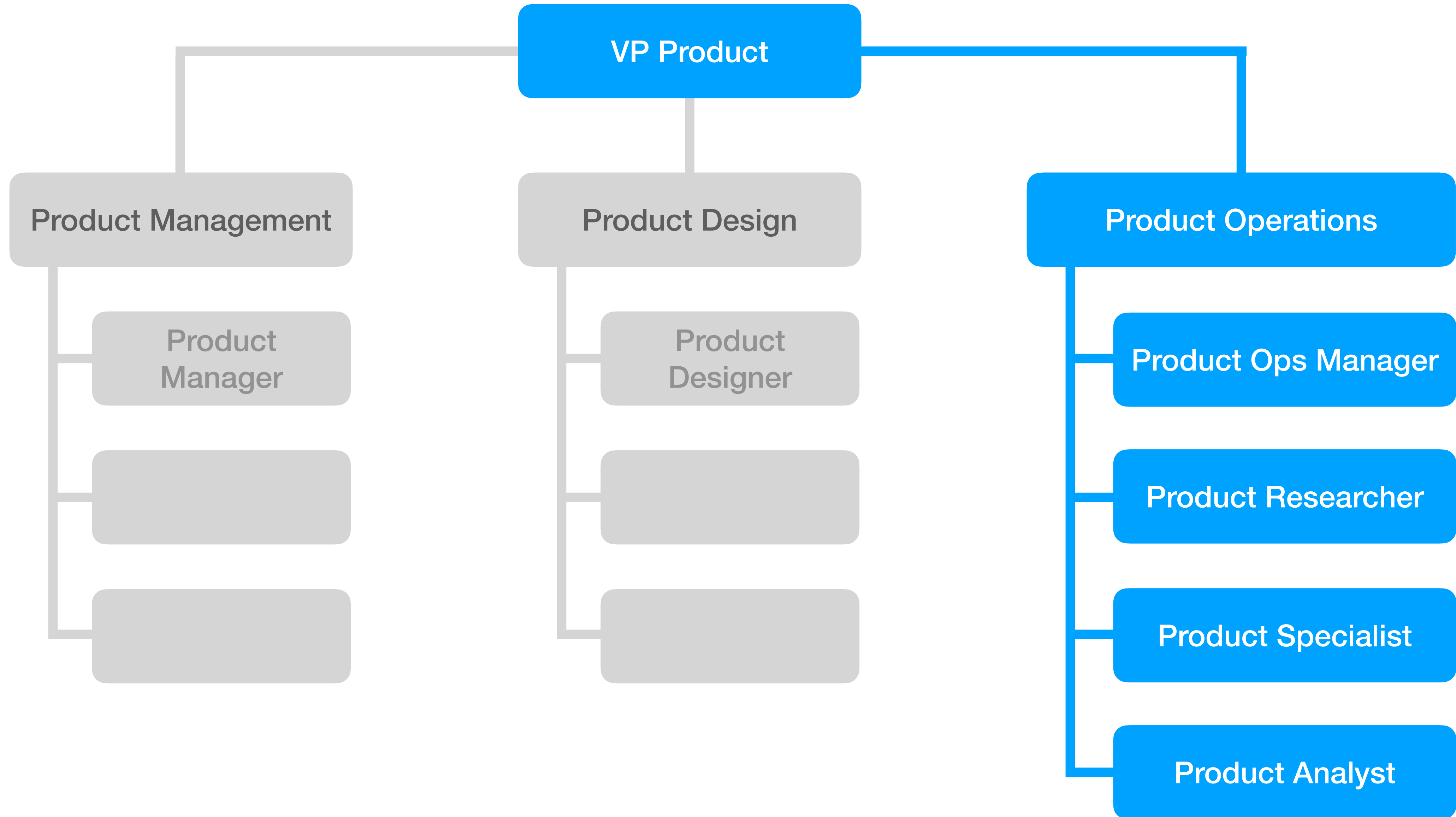


Sense: Data & insights





Sense: Data & insights





Sense: Data & insights

- Create a product analytics dashboard for your team
- Don't rely on quantitative data alone
- Test product capabilities incrementally with feature flags
- A/B test product solutions prior to a full rollout
- Make data/insights meaningful for your stakeholders
- Simplify your many KPIs into one metric for easy reporting



Sense: Data

North Star Framework

Worksheet

Team Name

Spotify

Input Metrics

Breadth - How many users are engaging?

- # of premium trial users
- # of premium subscriptions
- # of users listening on more than one device

Depth - What level of engagement are they reaching?

- Avg # of hours/session
- Avg # songs shared per user per month
- # of recommended songs/session

Frequency - How often does each user engage?

- # sessions/week
- median usage interval
- 2-day weekly stickiness of radio

Other - Add in your own leading metrics

North Star Metric

What's your Product's North Star?

Time spent listening to music by subscribers

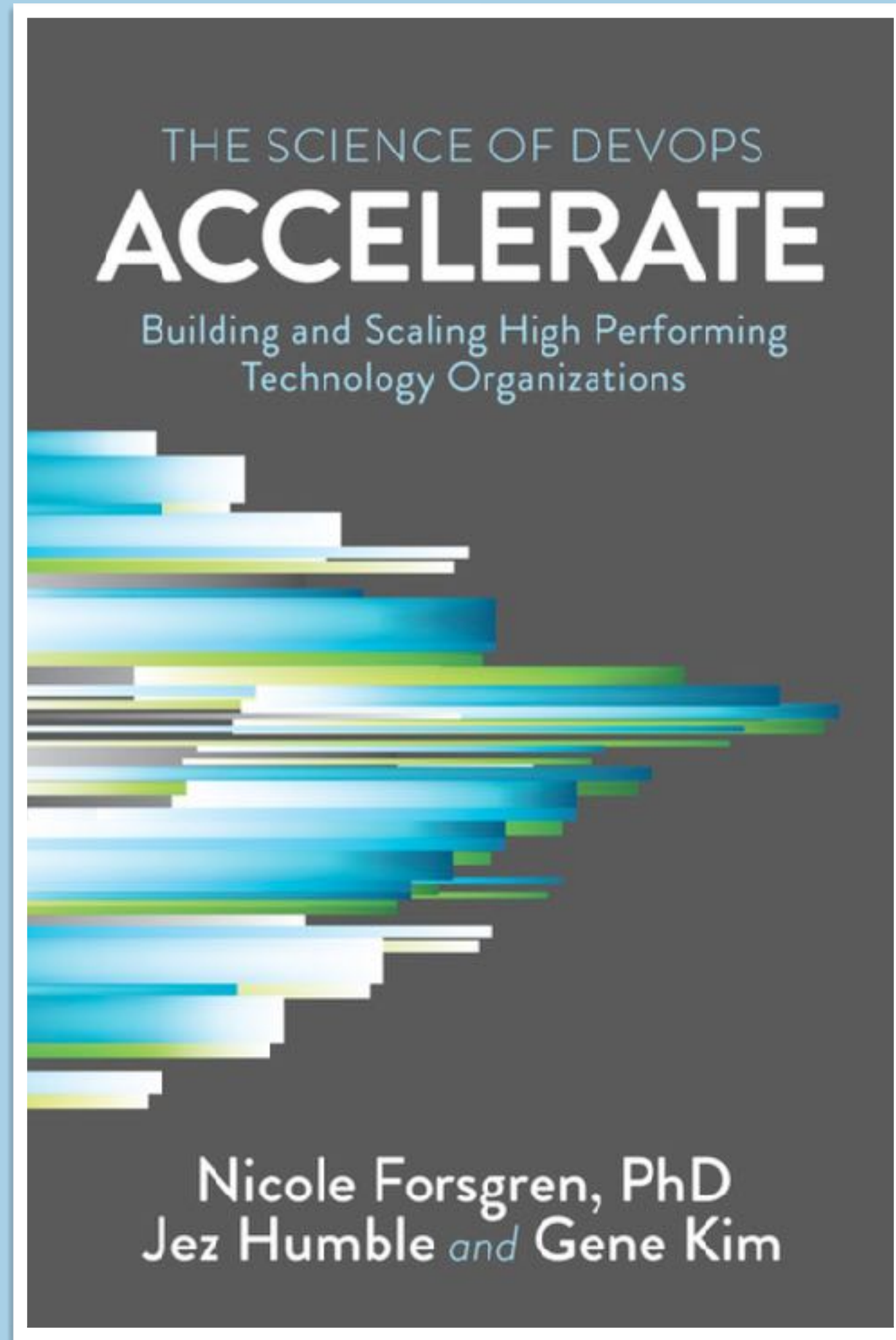
Mid/Long-term Impacts

What will the impacts to the business be?

Monthly subscriptions from premium users



Sense: Technology



- Decoupled system architecture
- Continuous delivery (teams release whenever)
- Code management
- Security monitoring and testing
- System performance testing and monitoring
- Automated QA testing to reduce waste

THANK
YOU!

patrick@patrickgregory.com

[linkedin.com/in/patricksgregory/](https://www.linkedin.com/in/patricksgregory/)

Twitter: @psbgregory

www.patrickgregory.com/slides

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