



Patrick Gregory

Director of Product



MOBIALS INC.

BUILDING &

SCALING

PRODUCT

TEAMS





Cold Activated Can

Coors
LIGHT
THE SILVER BULLET.

BEER • 16 FL.OZ. • 1 PINT (473ml)

WHERE
DOES YOUR
PRODUCT STRATEGY
COME FROM?



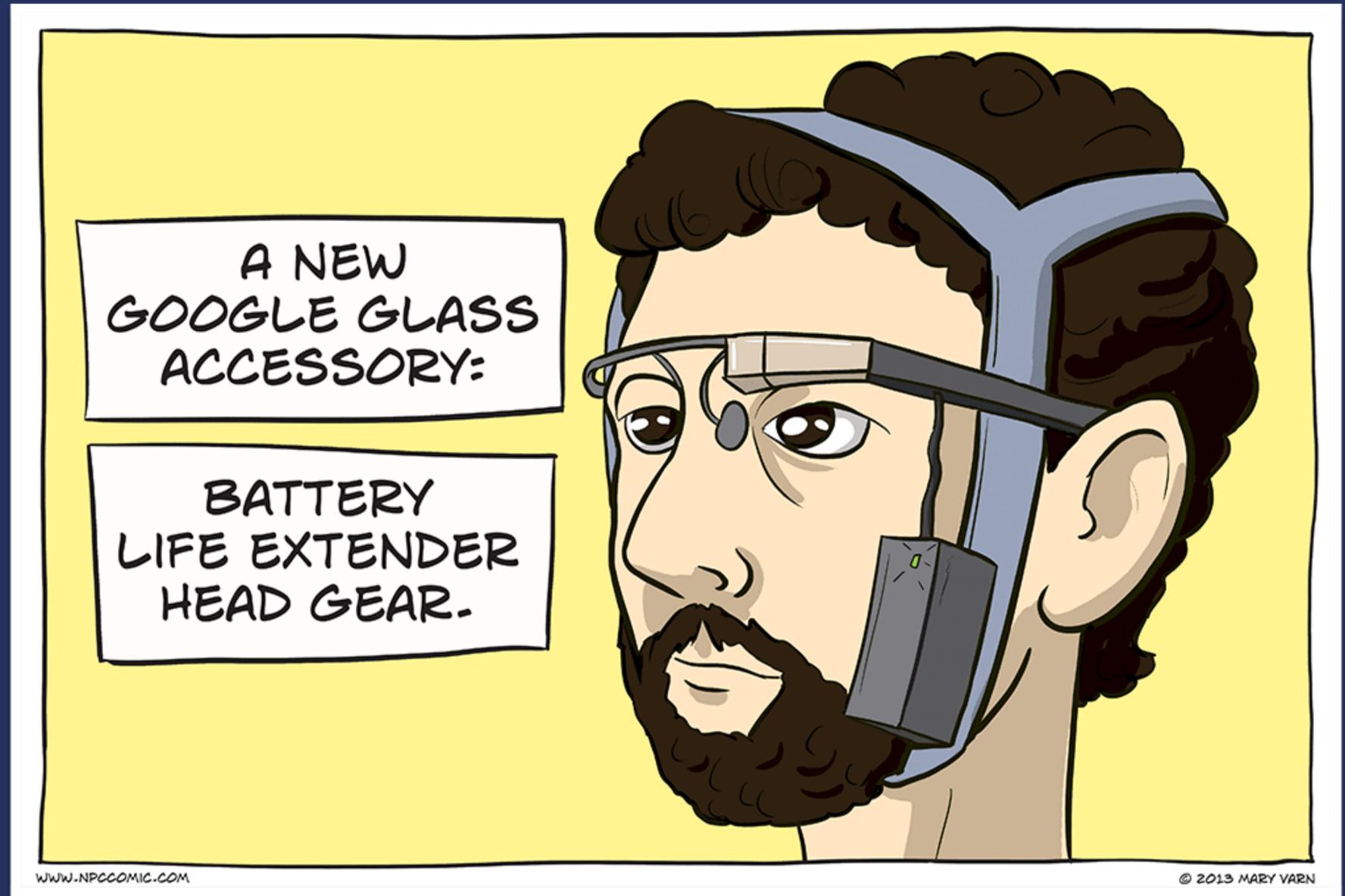
Sales-led



Product strategy is driven by Sales Department



Technology-led



Product strategy is driven by Technology



Visionary-led



You are not Steve Jobs!

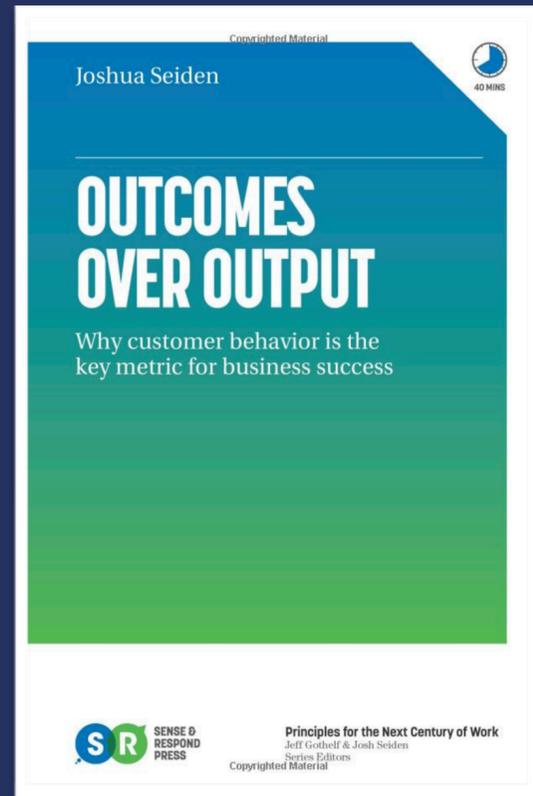
WHAT IS THE
ALTERNATIVE?



Product-led



Product strategy is driven by a Product Department



Outcomes Over Output
Joshua Seiden



Outcomes over output mindset

Customer value = business value

Hypothesize and experiment

Source: Watterson, Andrew. (2013). "We are a product-led company" Asana Blog

Source: Perri, Melissa. (2018). "Escaping the Build Trap"

Source: Seiden, Joshua. (2019). "Outcomes Over Output".

(1) PEOPLE

(2) PROCESS

(3) SYSTEMS

PEOPLE



Product Manager



Product Designer



UX Researcher



Front-end Developer



Back-end Developer



Mobile Developer



PEOPLE

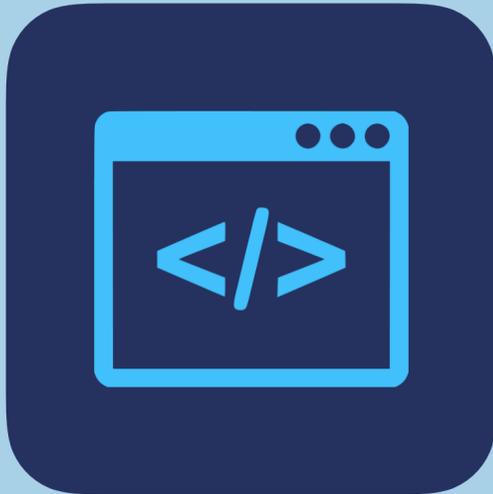
In the beginning...



Product Manager
(likely a CEO or Founder)



Product Designer



Developer



Product Manager

Full-stack skillset:

- Product Owner
- Project Manager
- Business Analyst
- Scrum Master
- Everything else!!! 😊
(Sales, Marketing, Design, Development, Data, Blah, Blah, Blah)



Product Designer

Full-stack skillset:

- Graphic Design
- User Experience Design
- UI & Interaction Design
- Information Architecture
- Motion Design for UI



Developers

Full-stack skillset:

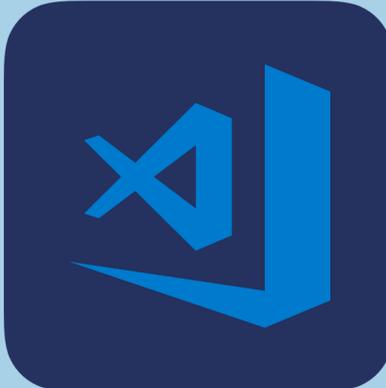
- Front-end Development
- Back-end Development
- Mobile Development
- Quality Assurance Development

PEOPLE

As you scale...



**UX
Researcher**



**Front-end
Developers**



**Back-end
Developers**



**Mobile
Developers**

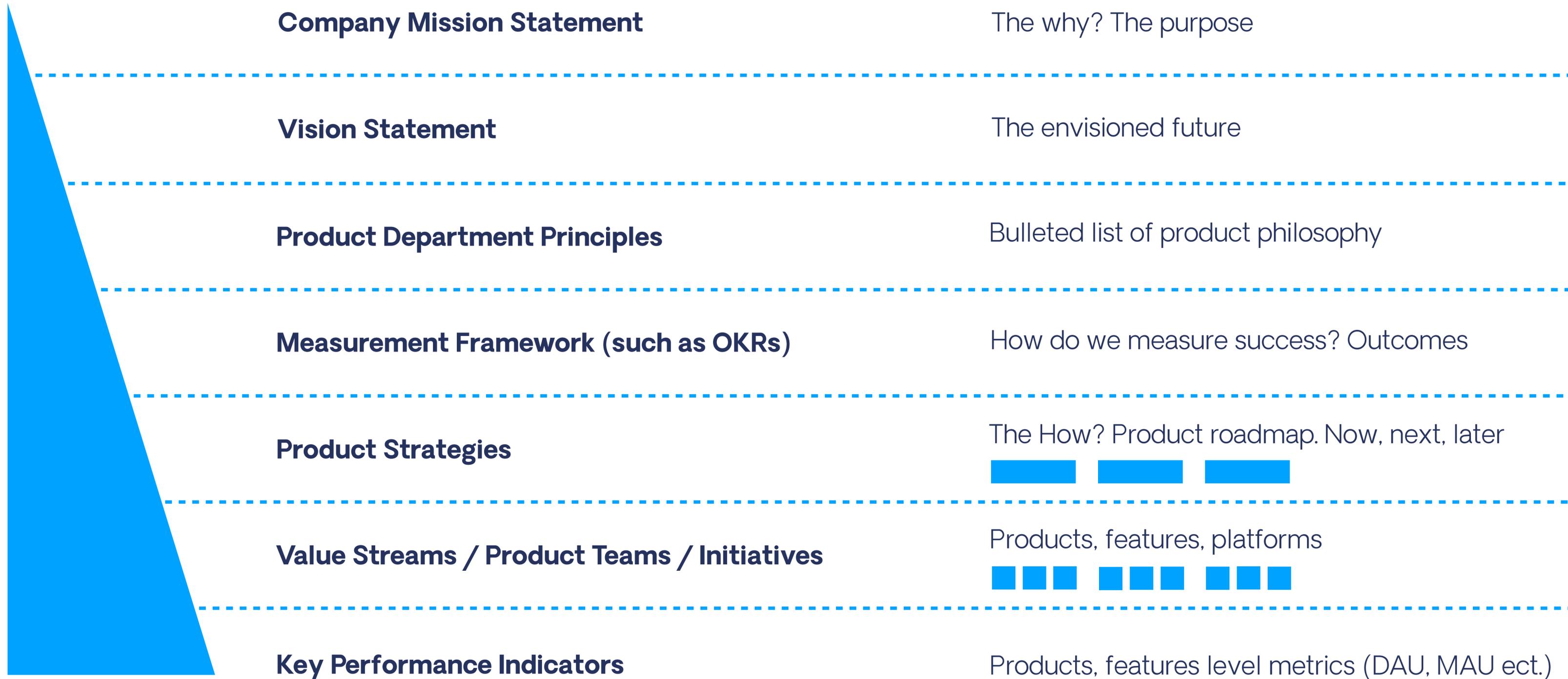


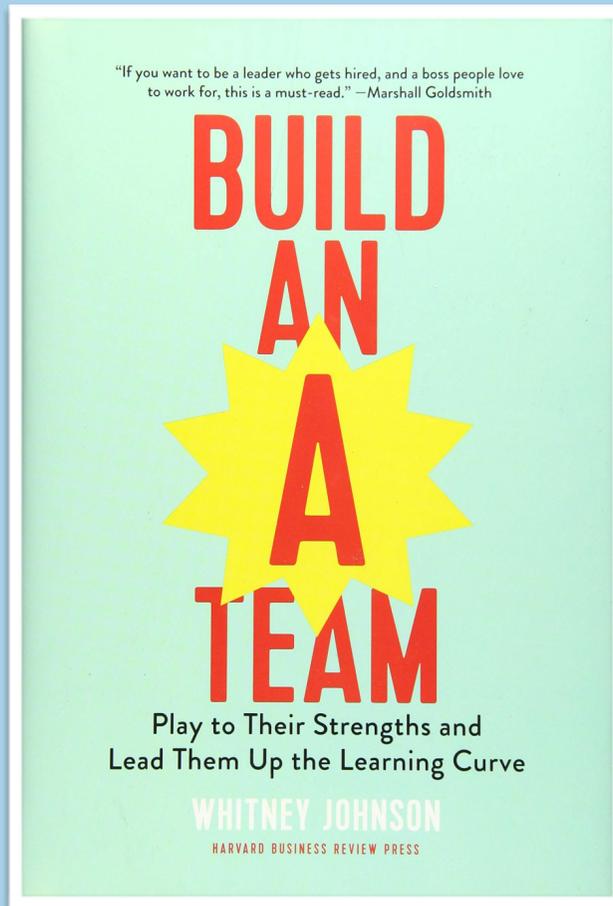
**Data
Scientist**

PEOPLE



Creating a compelling product vision & strategy



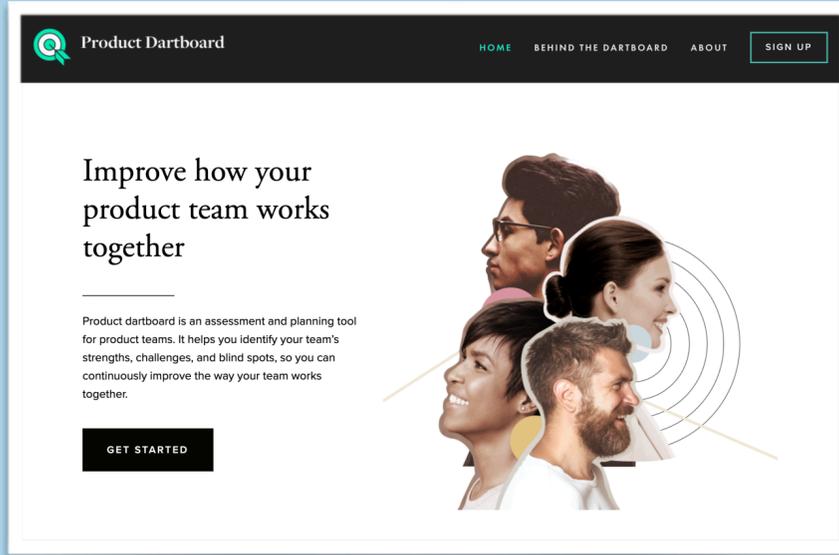


Building an A team
Whitney Johnson

A culture of continuous learning

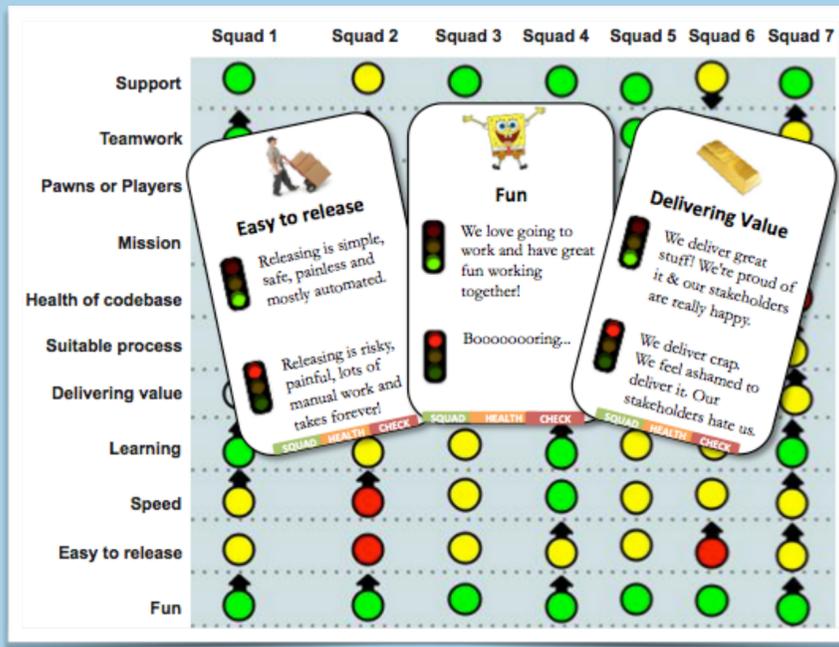
- Book club
- Lunch and learns
- Dedicated learning time on Friday afternoons
- Udemy or Lynda learning objectives
- Corporate learning objectives (OKR's for training)
- Individual learning plans (quarterly)
- Community of practice (Guilds)
- Dedicated coaching sessions / pairs or group programming

PEOPLE



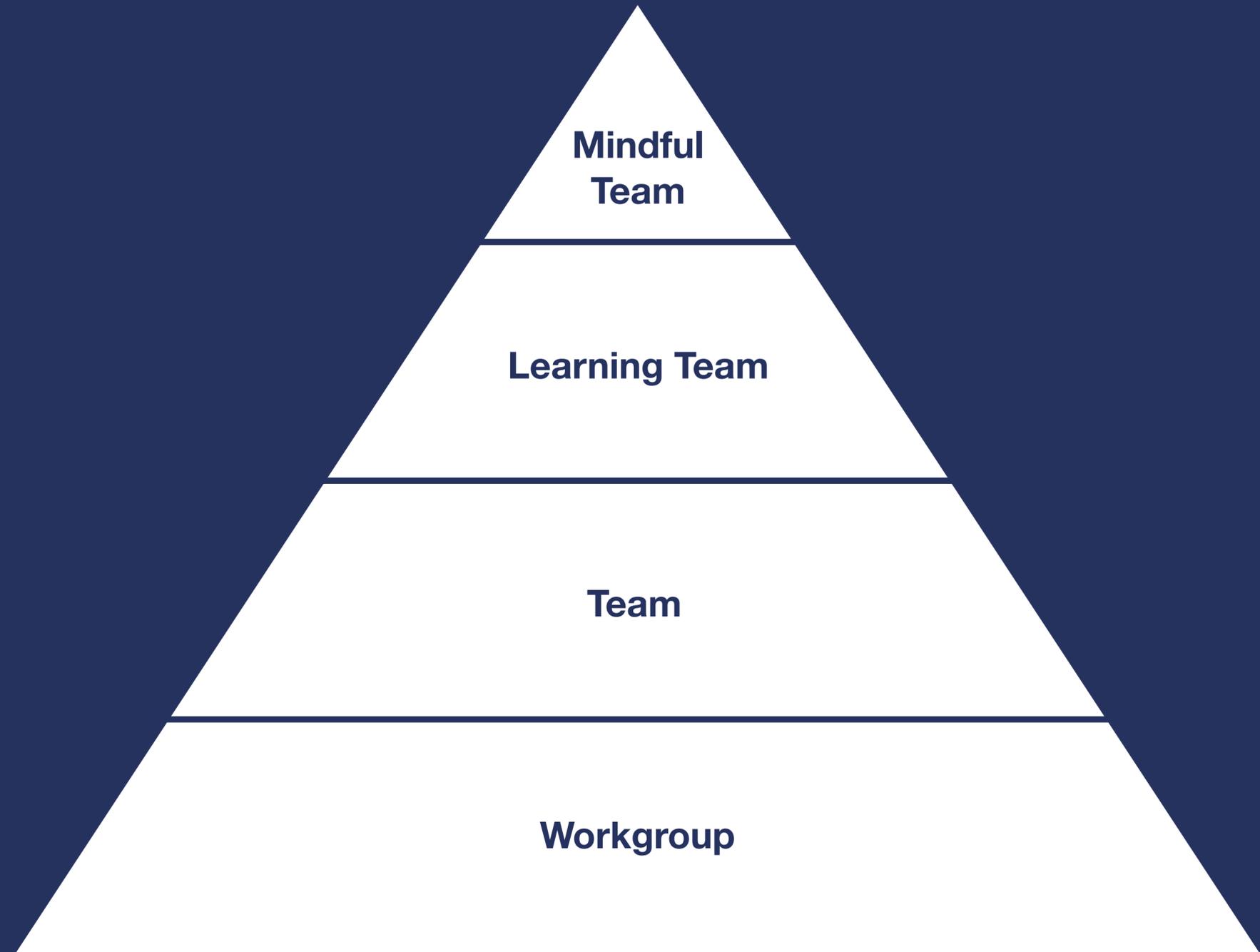
Carbon Five Dartboard

<https://productdartboard.com>



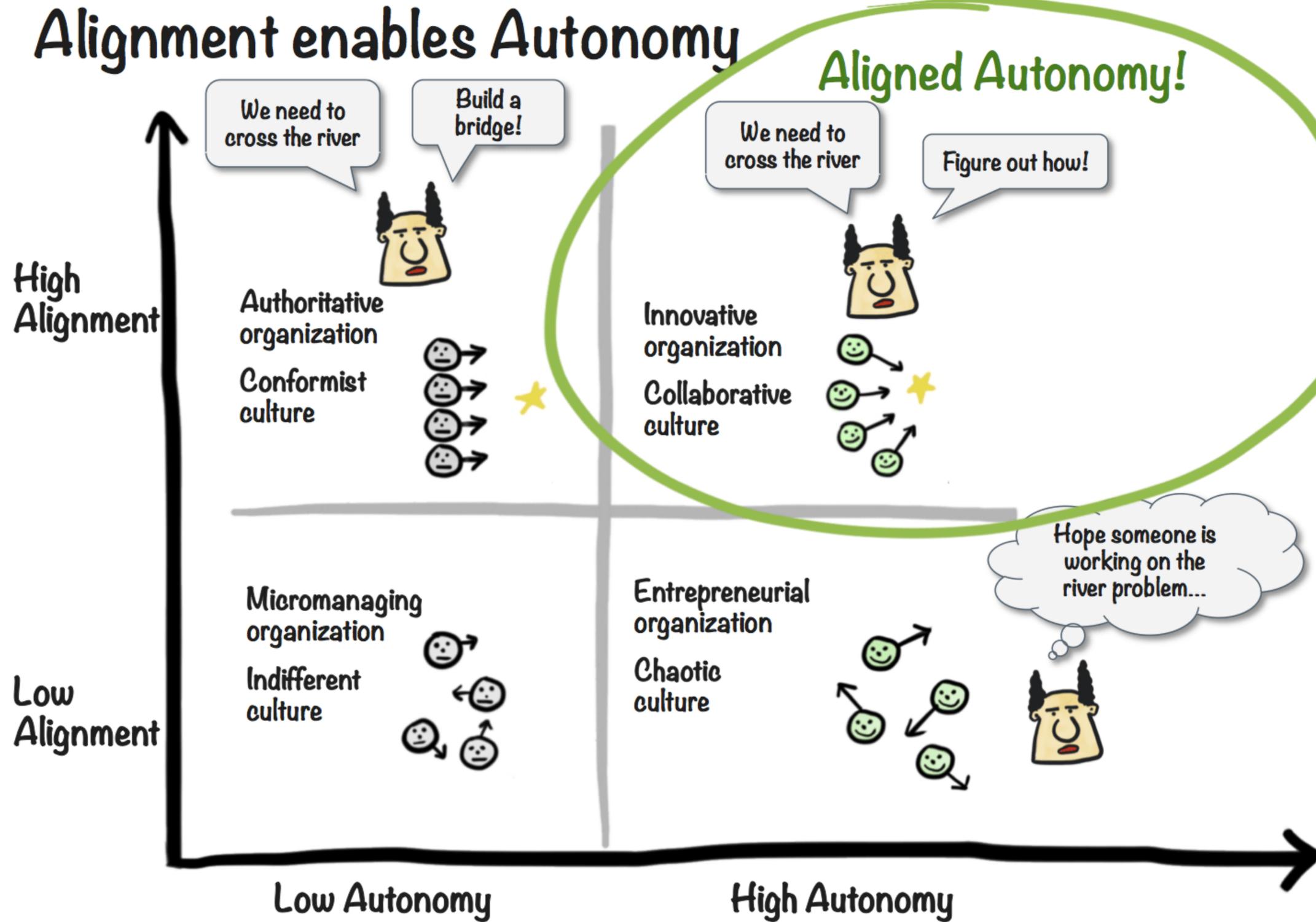
Spotify Health Check

Spotify Labs



Team health strategy

Source: Christina Wodtke "Reboot Your Team" 2018

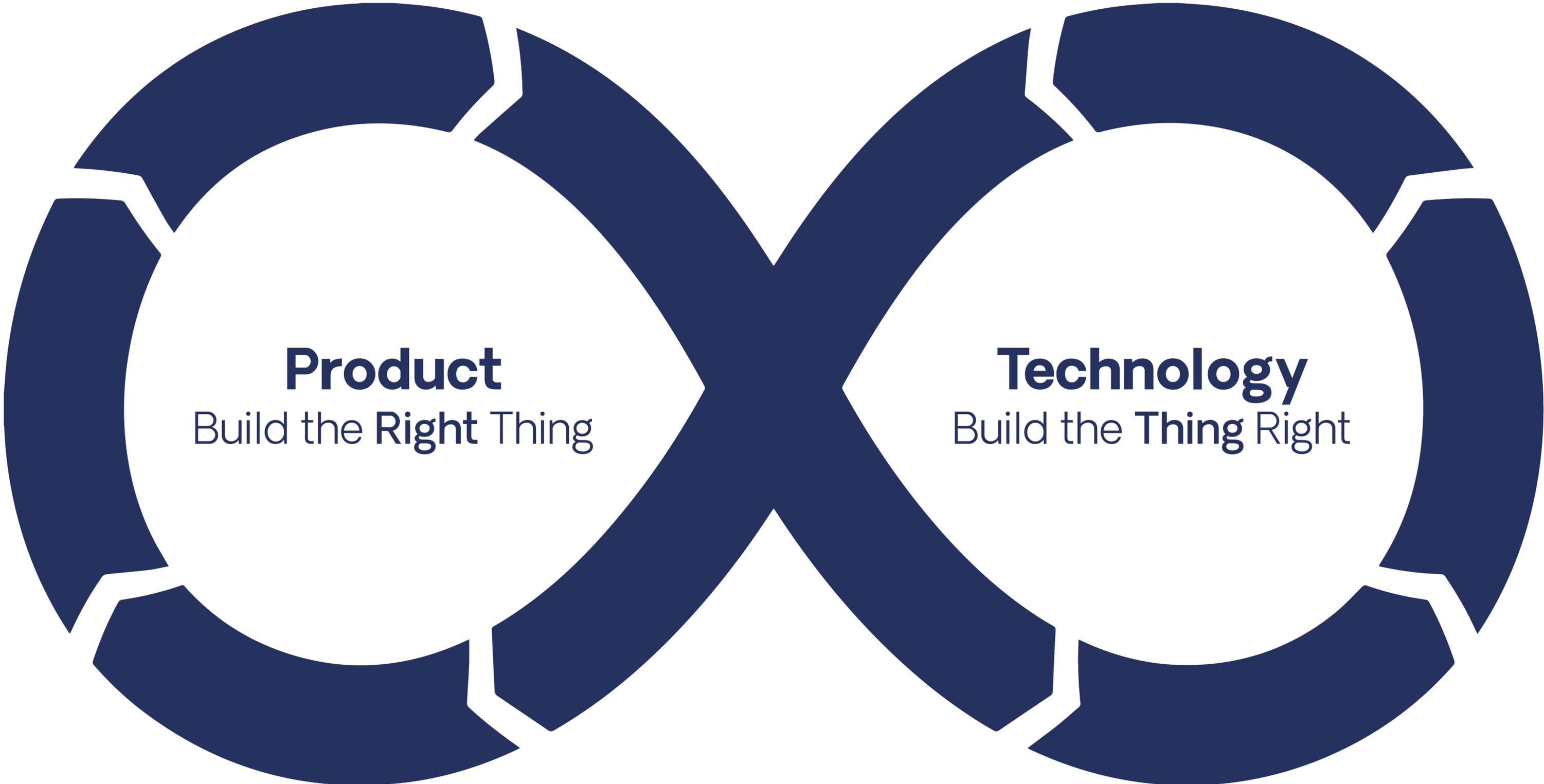


Henrik Kniberg

(1) PEOPLE

(2) PROCESS

(3) SYSTEMS



PROCESS

FRAMEWORKS!

PROCESS

Alignment

How do we stay aligned with our business goals?

Measurement

How do we measure success?

Discovery

How do we determine the right thing to build?

Delivery

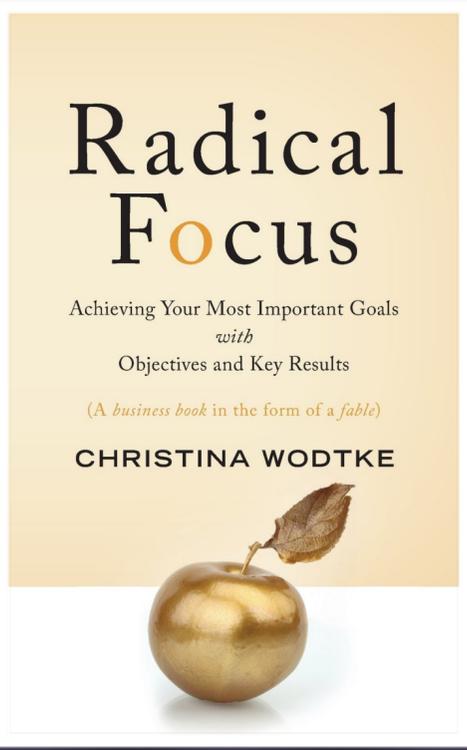
How do we continuously deliver value?

Prioritization

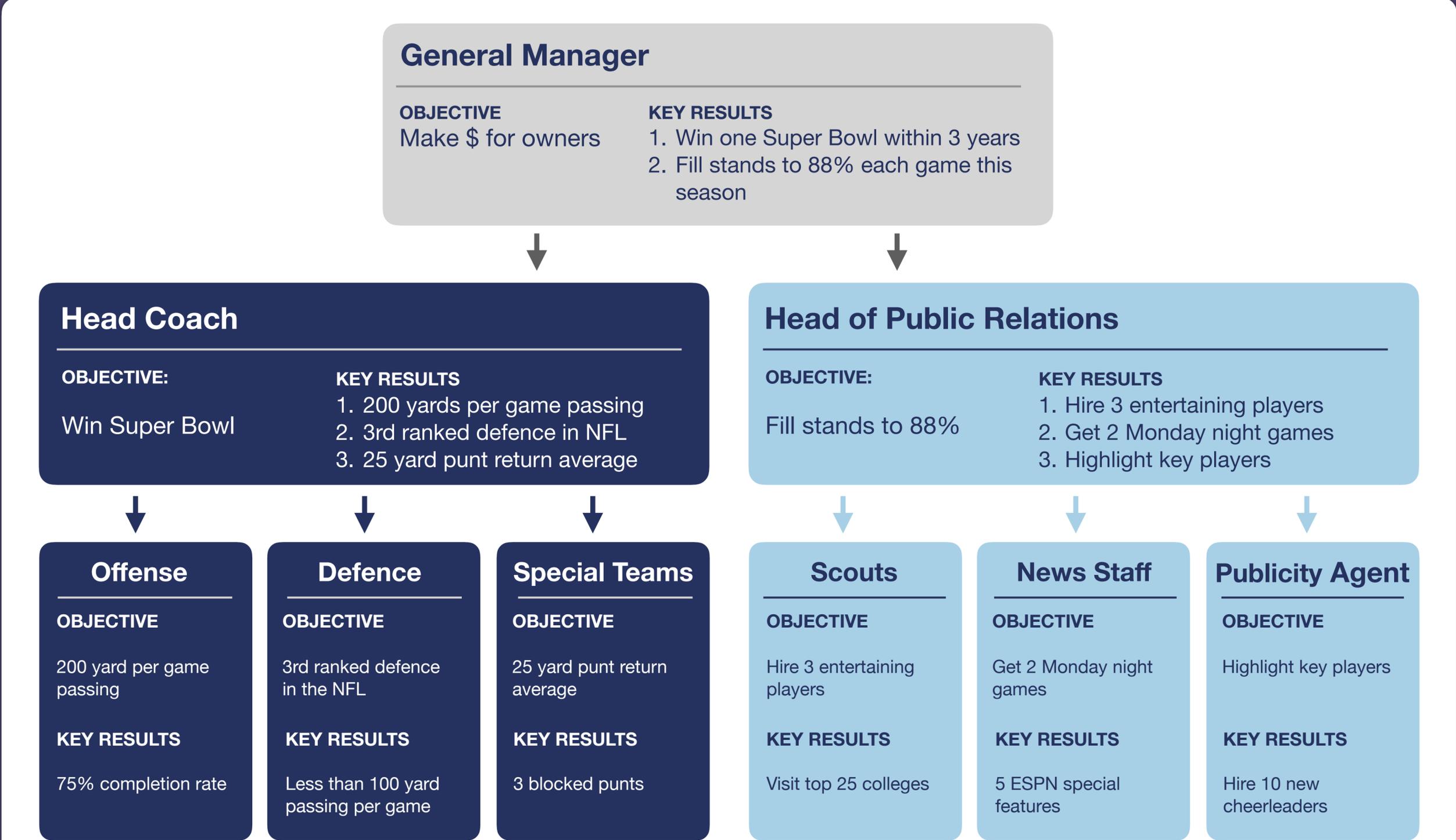
How do we prioritize what is most important?

PROCESS

Alignment Framework: Objectives and Key Results (OKR)



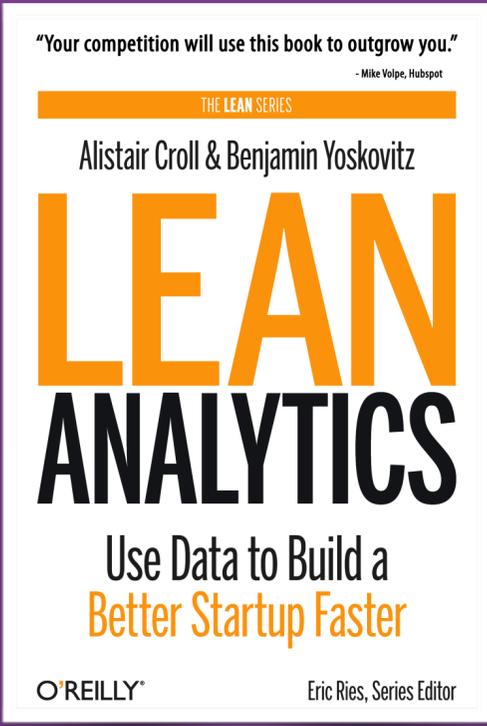
Radical Focus
Christina Wodtke



Source: Lee, Kevan. "All About OKRs." 2016. Trello Blog.

PROCESS

Measurement Framework: AARRR: Pirate Metrics



Lean Analytics
Alistair Croll & Benjamin Yoskovitz

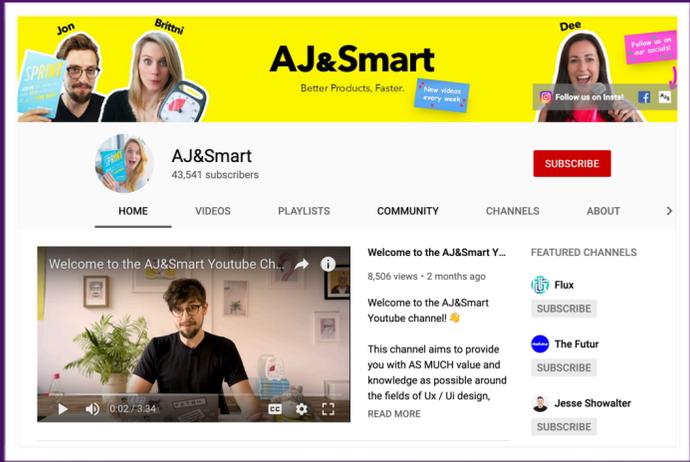


Metrics/Framework	Product Stages		
	Prototype	MVP	Production
Surveys/Customer feedback	✓	✓	✓
HEART		✓	✓
AARRR		✓	✓
MRR		✓	✓
CAC		✓	✓
LTV			✓
CCR			✓
ROI			✓
DAU			✓
MAU			✓
Stickiness			✓
NPS			✓
Churn			✓
North Star metric			✓
Innovative			✓

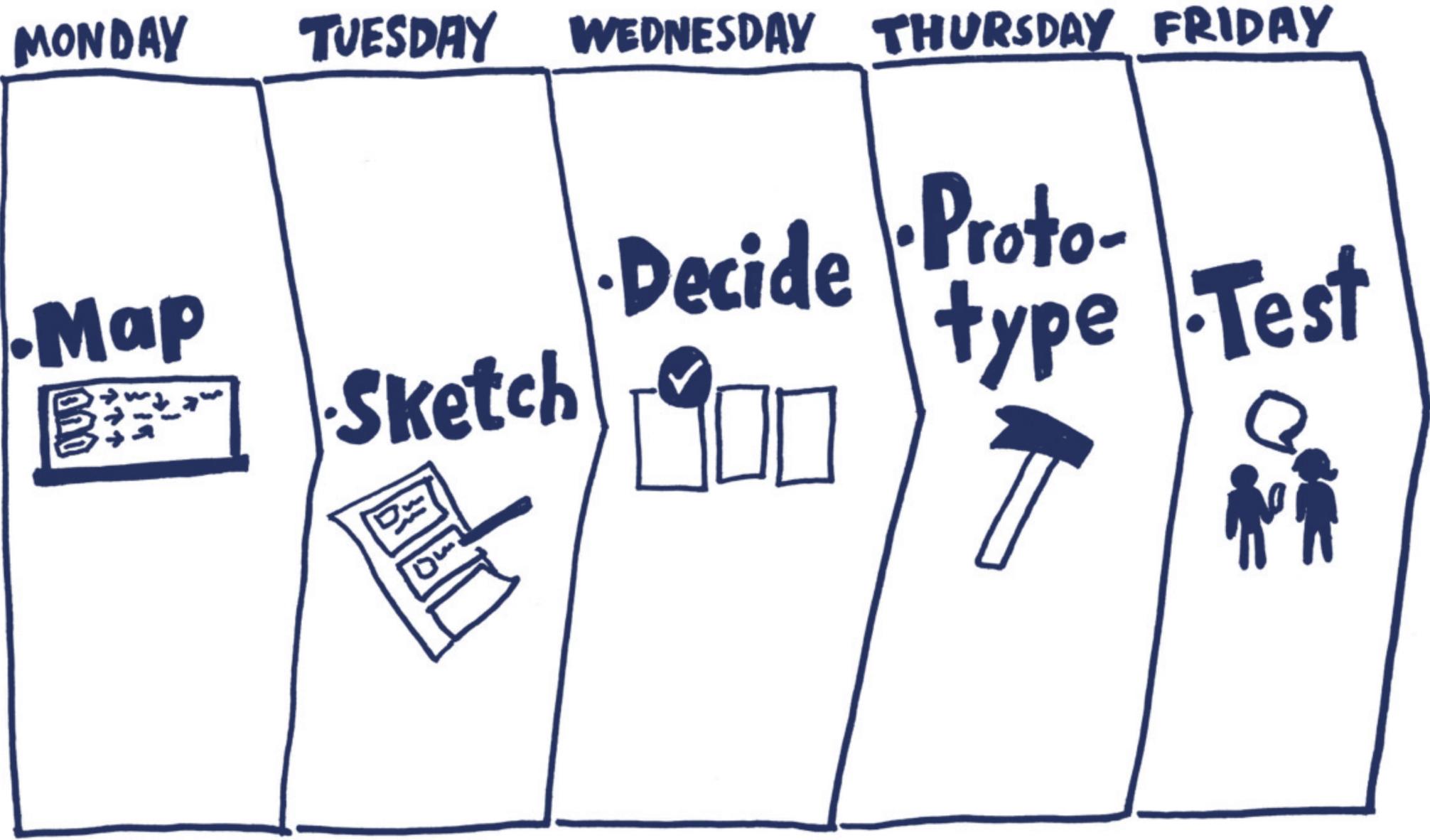
Source: Croll, Alistair & Benjamin Yoskovitz. "Lean Analytics".

PROCESS

Discovery Framework: Design Sprint



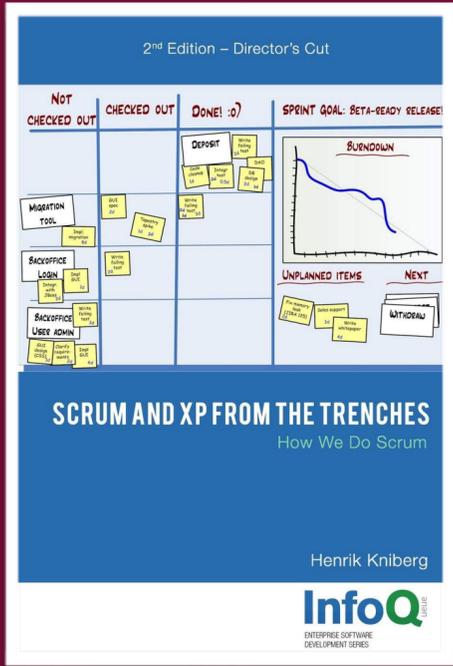
AJ&Smart on Youtube



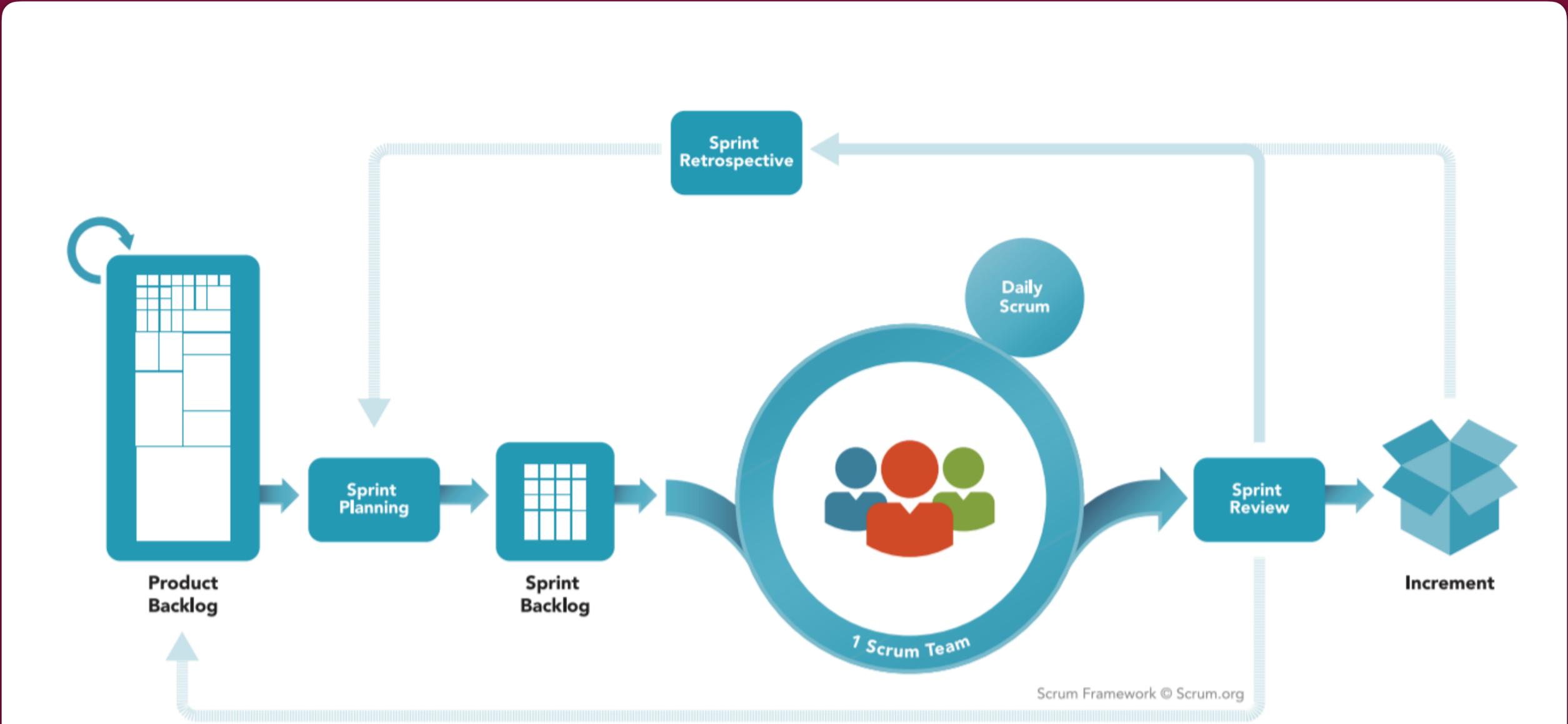
Source: Fitzgerald, Miles. "Spotify: What We Learned About Sprints". 2016. Medium

PROCESS

Delivery Framework: SCRUM

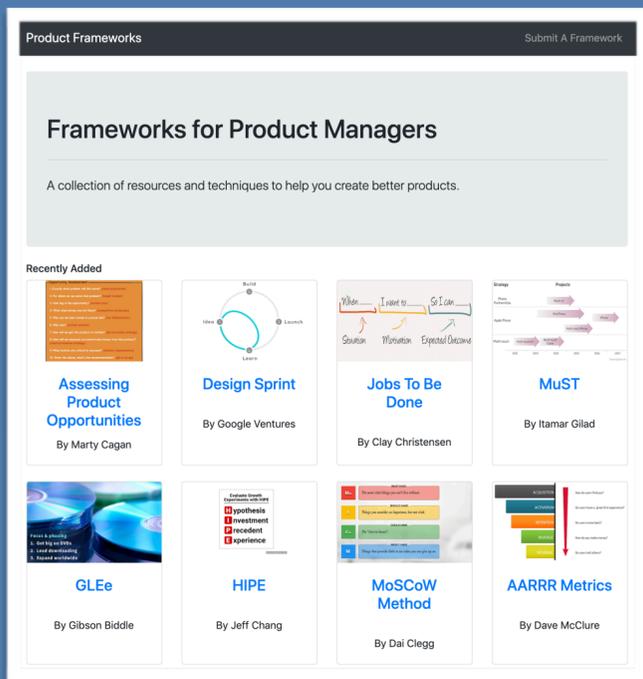


Scrum and XP from the Trenches
Henrik Kniberg



Source: Scrum.org "What is SCRUM?"

Prioritization Framework: Impact, Ease, Confidence



Product Frameworks
product-frameworks.com

Test Results

Supported by longitudinal user studies, large-scale MVP, alpha/beta, A/B experiments...

User/Customer Evidence

Supported by: lots of product data, top user request, interviews with 20+ users, usability study, MVP

Market Data

Supported by surveys, smoke tests, all competitors have it...

Anecdotal Evidence

Support by a few product data points, top sales request, 1-3 interested customers, one competitor has it ...

Self Conviction

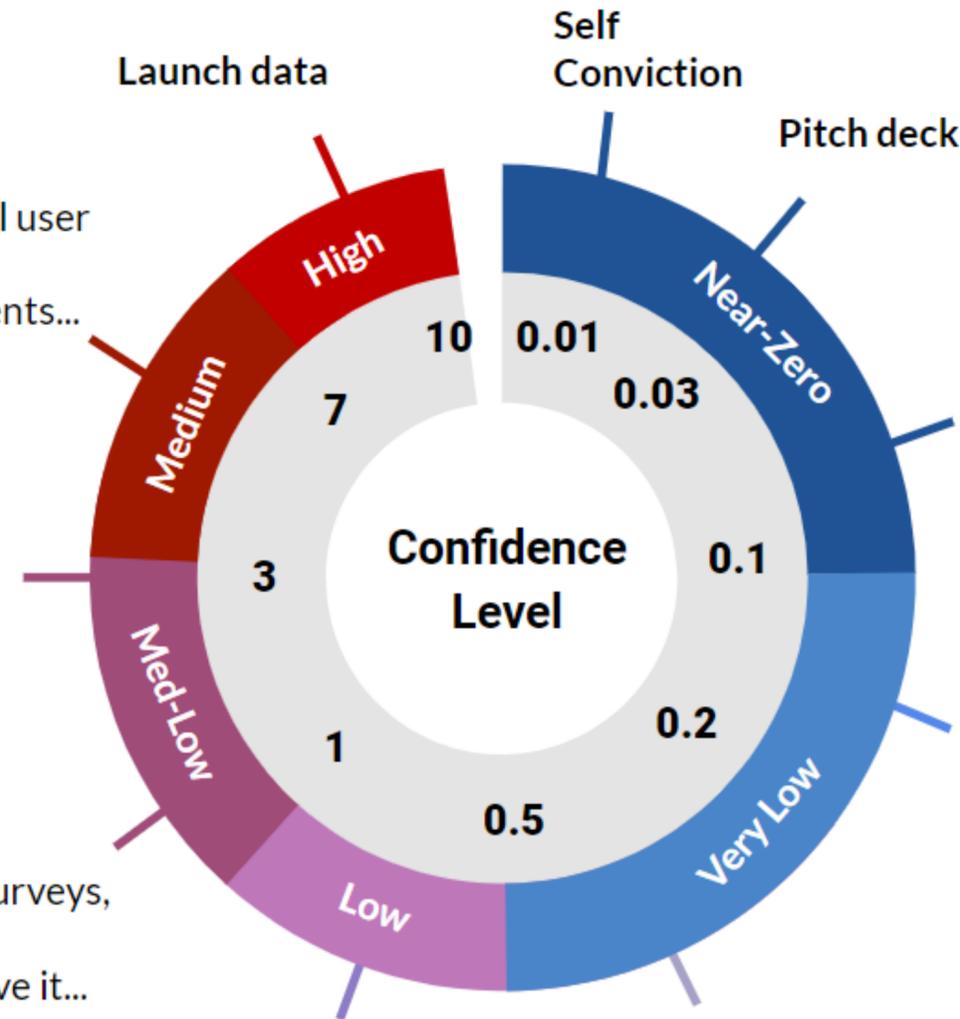
Pitch deck

Thematic support

Aligns with: vision/strategy, current trends/buzzword, outside research, macro trends, product methodology

Other's opinion

The team / management / external expert / investor / press think it's a good idea



Estimates & plans

Back of the envelope calculations
Eng / UX feasibility evaluation,
Project timeline,
Business model.

itamargilad.com

RITUALS!

PROCESS

Weekly

Monday
Planning meeting

Daily
Standup

Friday
Demo Day

Bi-weekly
Team Health Check

Quarterly

Quarterly meeting
Review previous objectives

Quarterly meeting
Set current quarter objectives

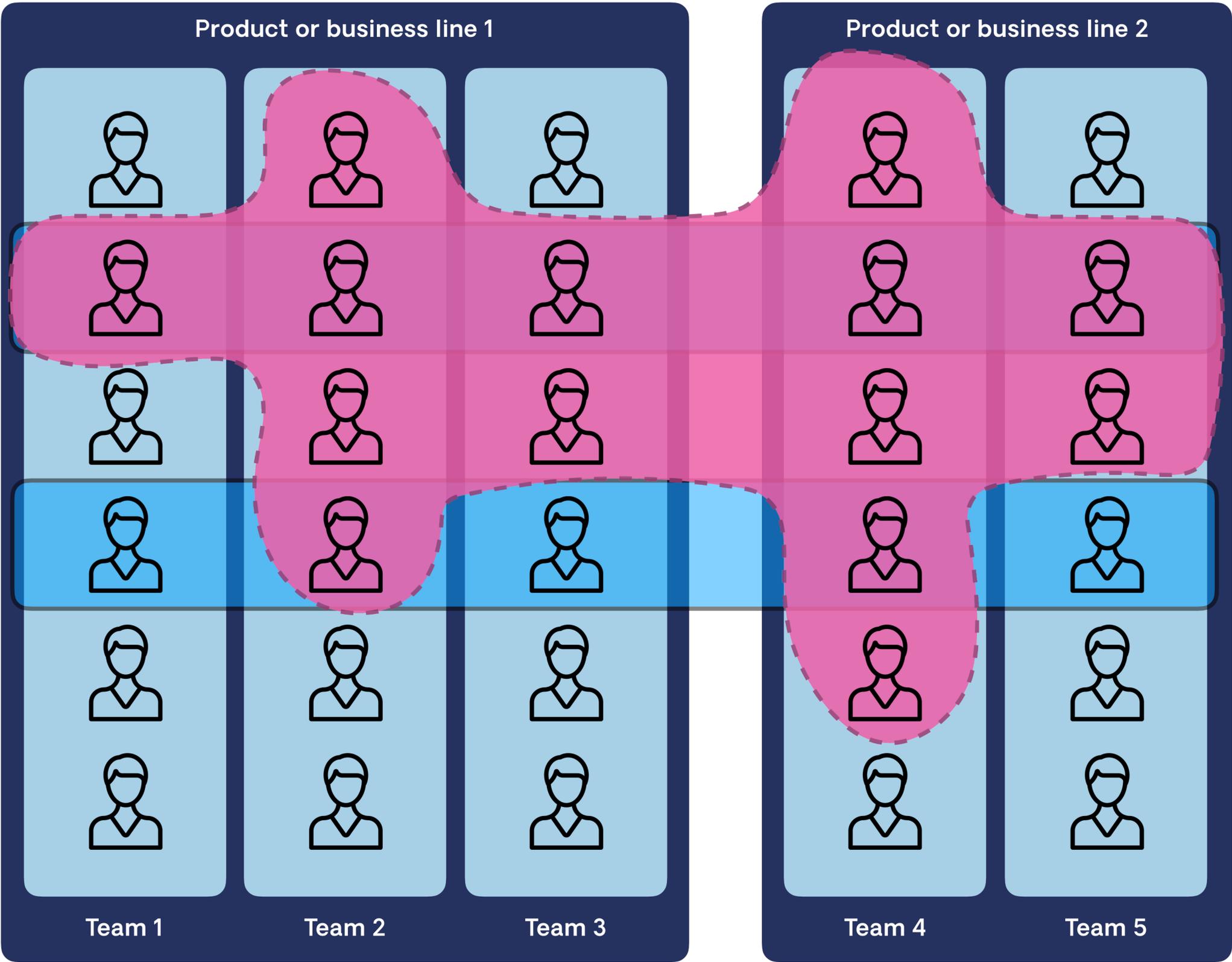
Quarterly meeting
Department retrospective

Celebrate!

Annually

Annual meeting
Set high-level company objectives

PROCESS



Guild

A community of practice

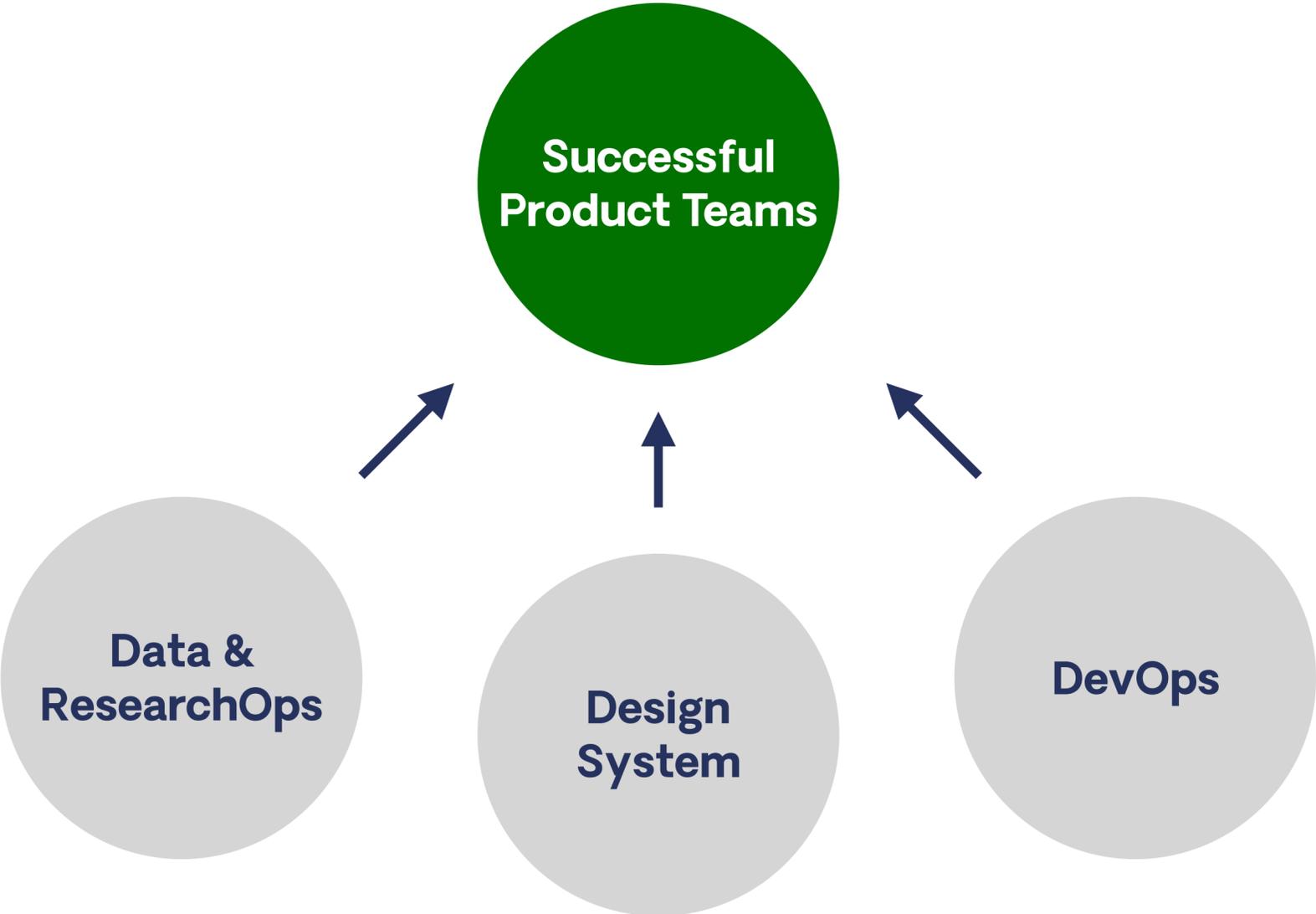
Shared interest group around a specific competency (ie Design)

Great for applying governance, standardization, consistency and best practices to your organization

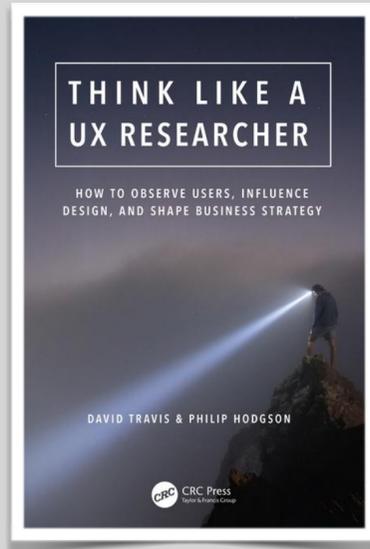
(1) PEOPLE

(2) PROCESS

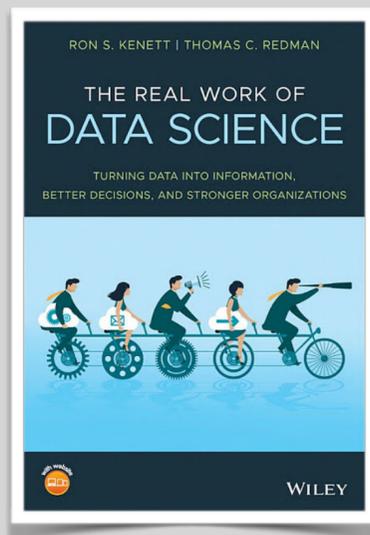
(3) SYSTEMS



Data and ResearchOps



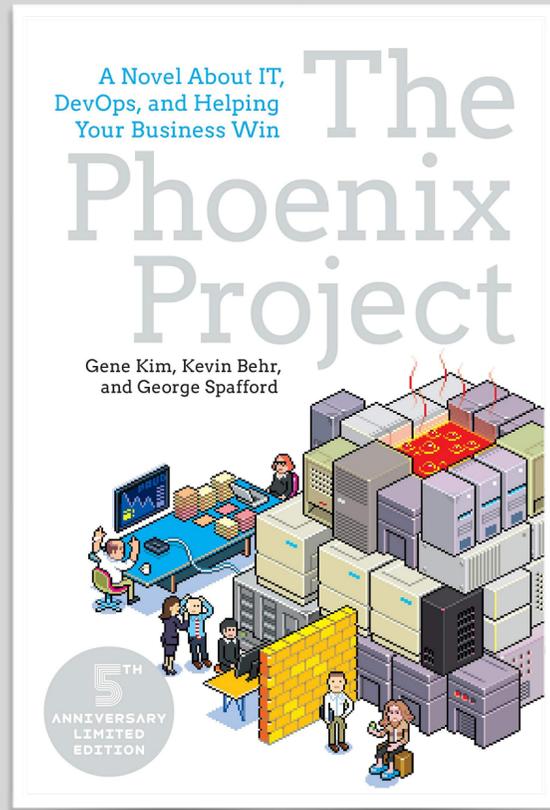
Think Like a UX Researcher
David Travis & Philip Hodgson



The Real Work of Data Science
Ron Kenett & Thomas Redman

- Customer research data from a customer advisory group or reference customers
- Market research and competitive analysis
- Product feedback (internal and external)
- Analytics, KPIs, Metrics
- Data science
- Machine learning
- Artificial Intelligence

DevOps



The Phoenix Project
Gene Kim, Kevin Behr and
George Spafford

- 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

Design System



Atomic Design
Brad Frost

- Standardization of design elements
- Efficient front-end development
- Improved user experience through consistency
- Reduces waste in the design process
- Allows for faster product iterations
- Improves onboarding for new designers
- Design is communicated concisely (internally and externally)

TO

SUMMARIZE...

**Document a thoughtful,
compelling product
vision & strategy**

**Create a culture of
continuous learning and
improvement**

**Focus on solving to
outcomes instead of
output**

**Empower your teams to
build the right thing and
build the thing right.**

**Use frameworks to help
guide your company as
it scales.**

**Use scalable systems
for design, development
and data.**

Have fun along the way!



Patrick Gregory

Director of Product



MOBIALS INC.

THANK
YOU!

Slides are available at patrickgregory.com/slides

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Director of Product



MOBIALS INC.

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