

PROJECT

MANAGER

&

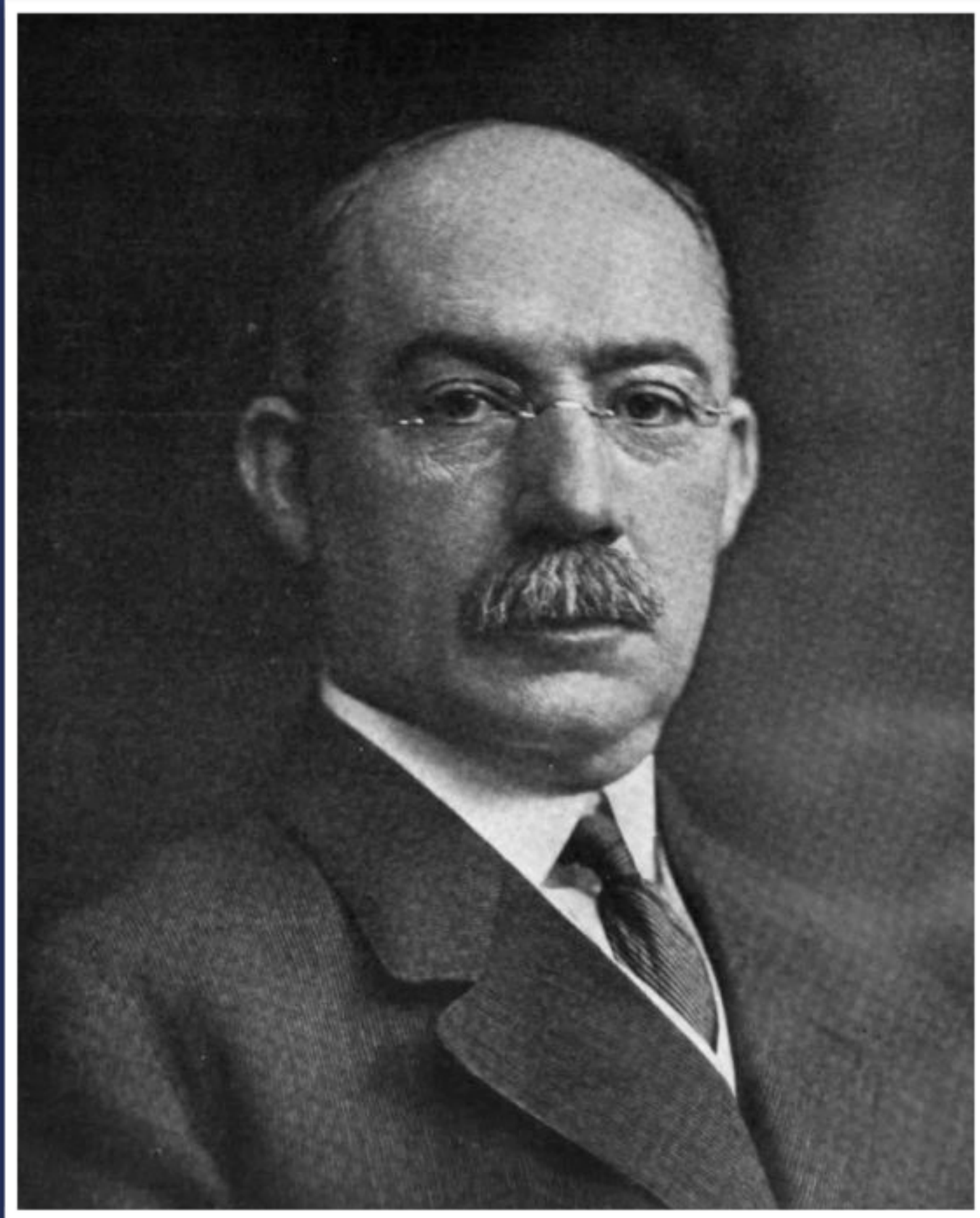
PRODUCT

MANAGER

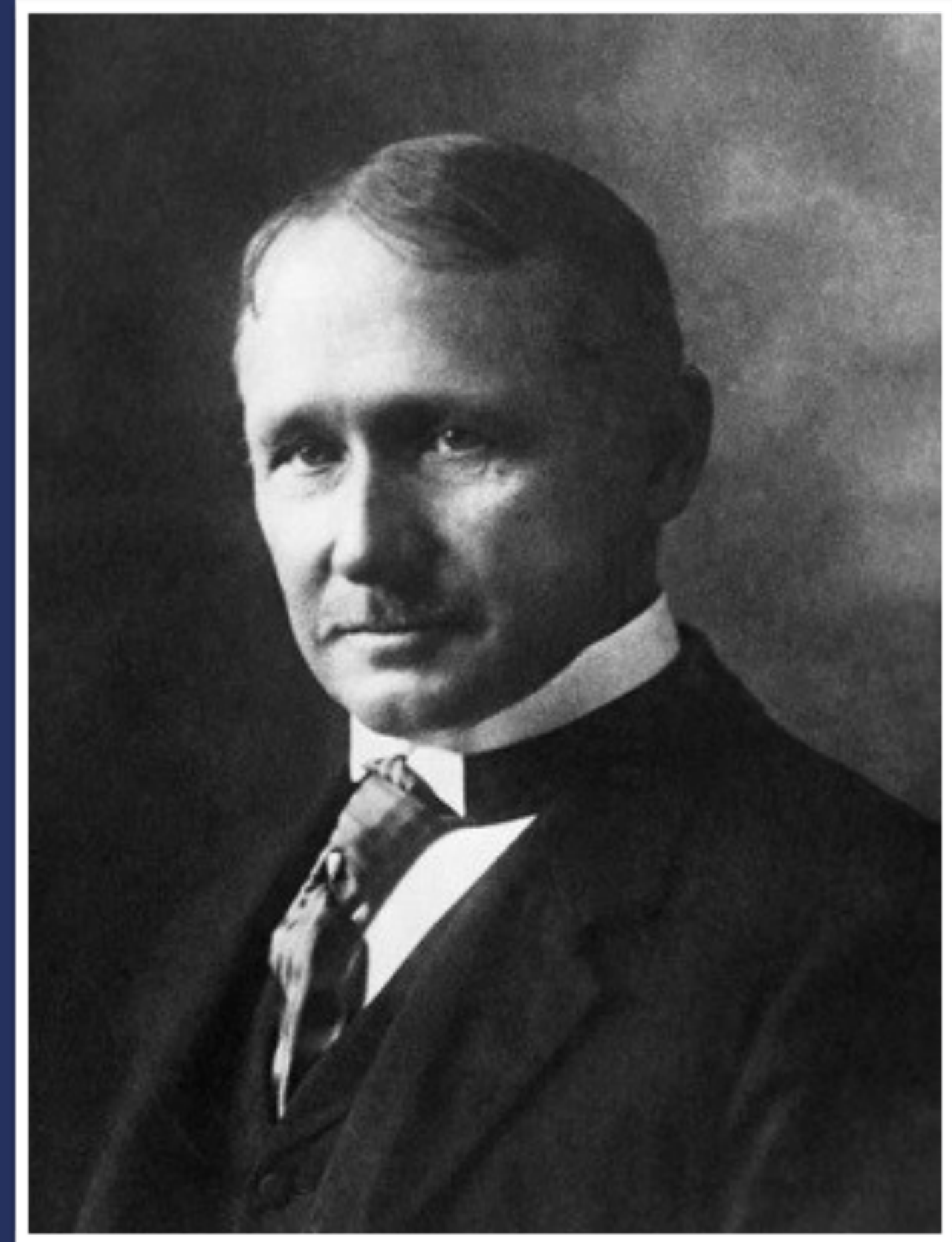
**PROJECT  
THINKING**

**PRODUCT  
THINKING**

PROJECT  
THINKING



**Henry Gantt**



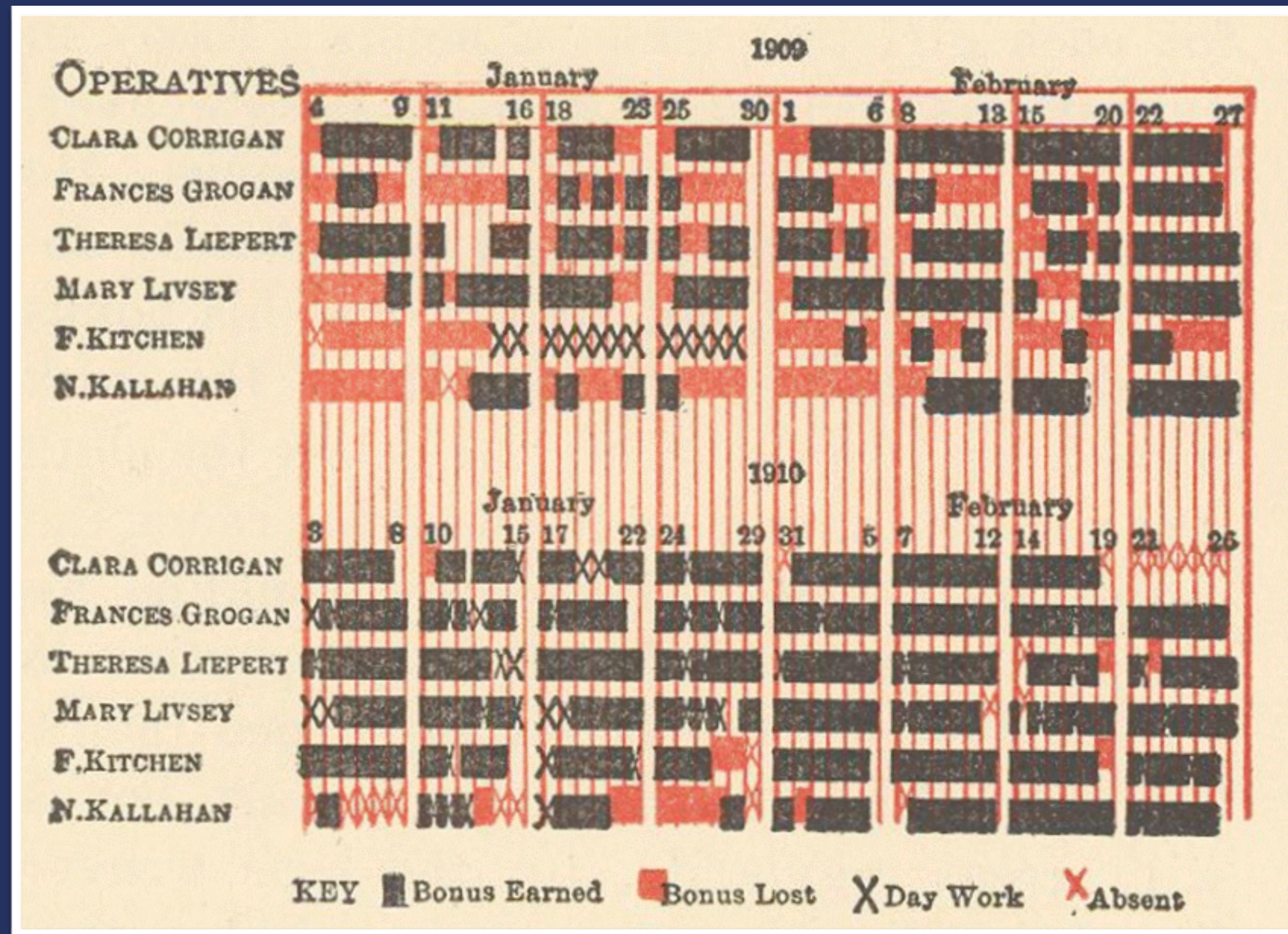
**Frederick Taylor**

# The Principles of Scientific Management

BY  
 FREDERICK WINSLOW TAYLOR, M.E., Sc.D.  
 PAST PRESIDENT OF THE AMERICAN SOCIETY OF  
 MECHANICAL ENGINEERS

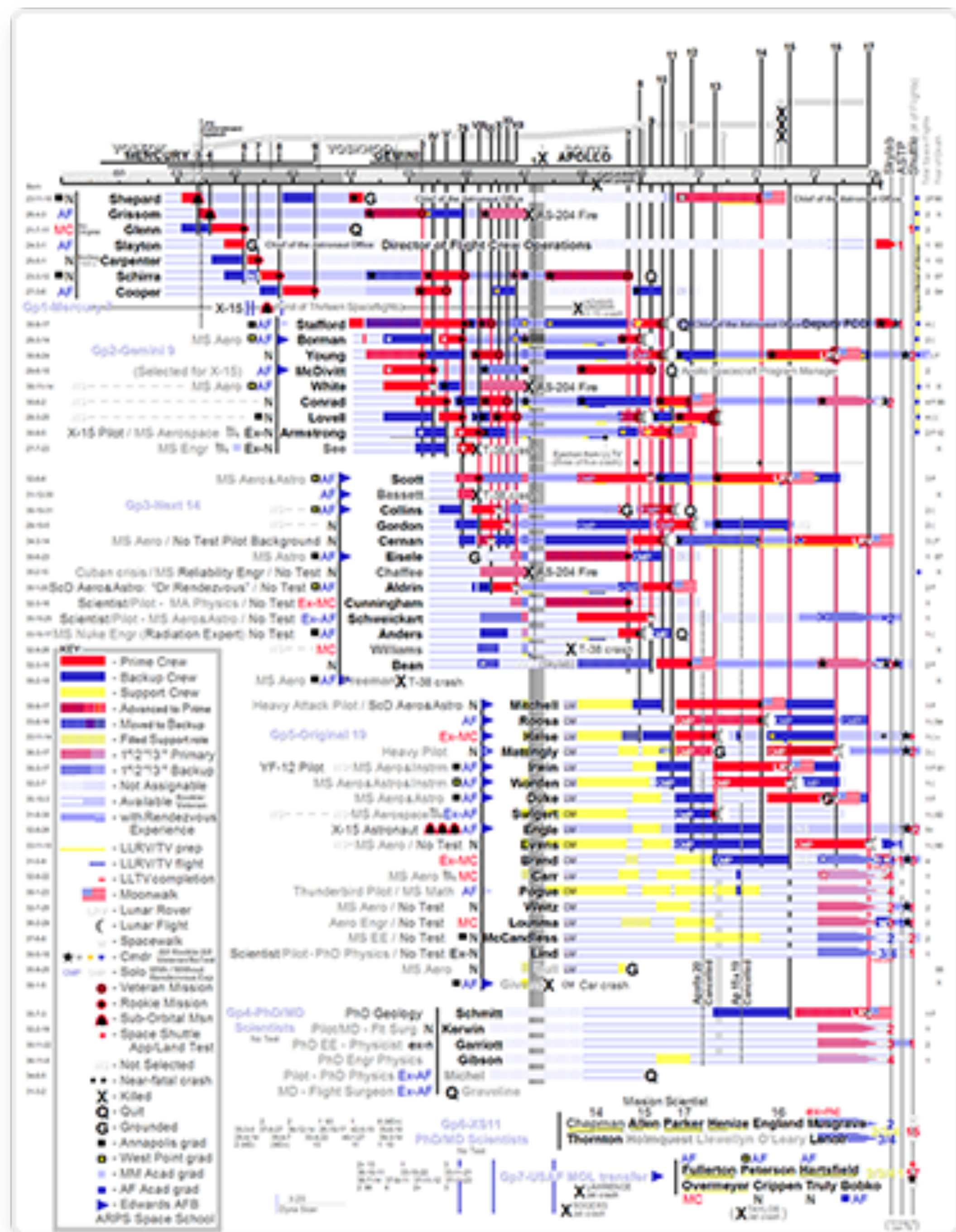


HARPER & BROTHERS PUBLISHERS  
 NEW YORK AND LONDON  
 1919



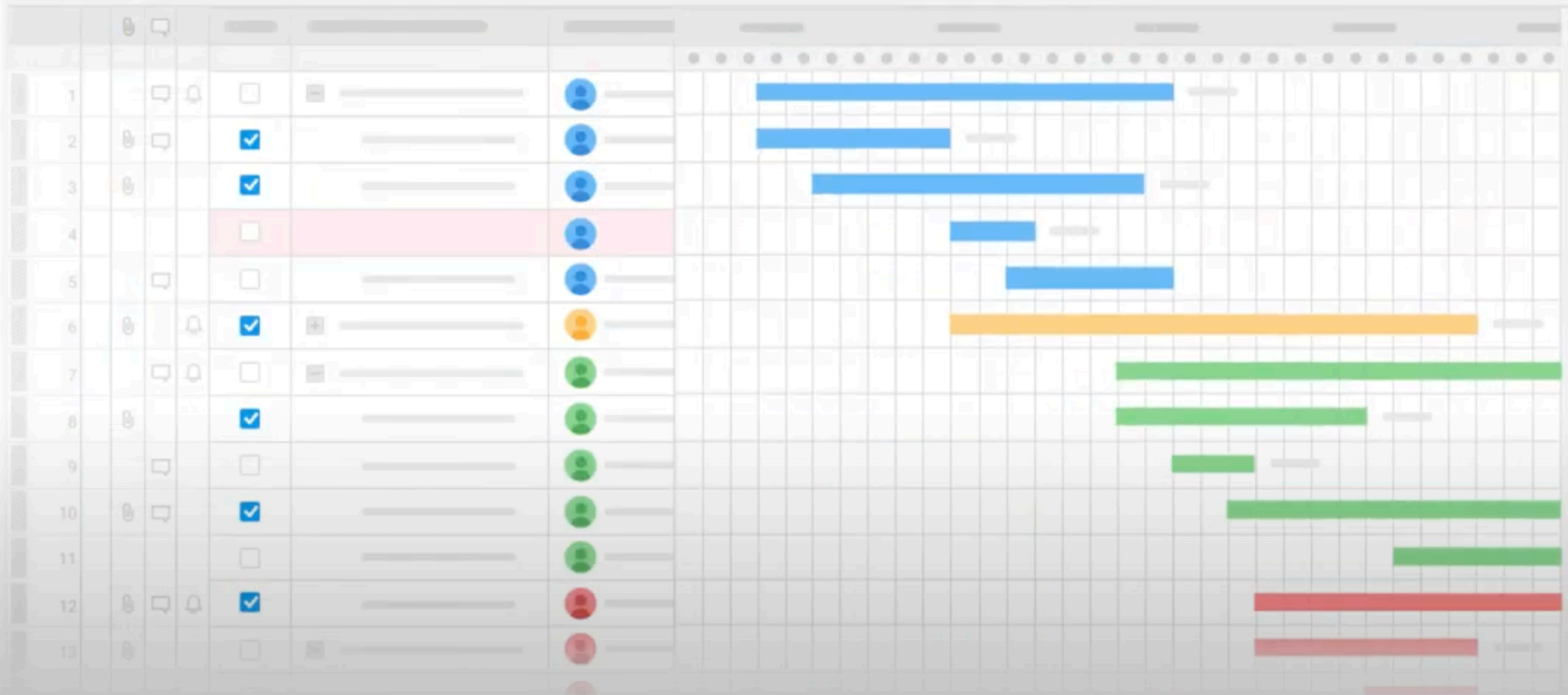


Artist: James Gillard



smartsheet

Share

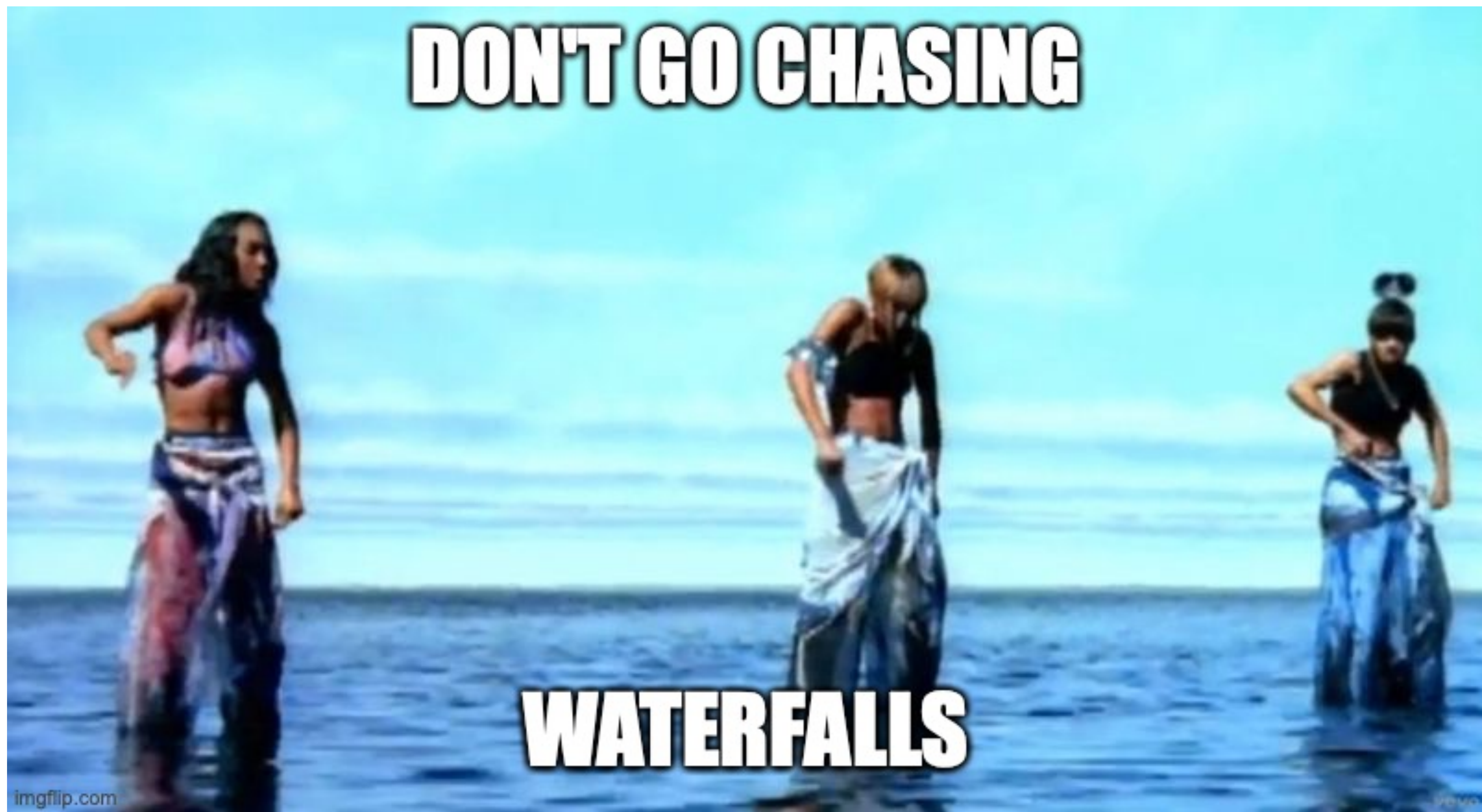


or choose **card**, **Gantt**, or **calendar view**

MORE VIDEOS

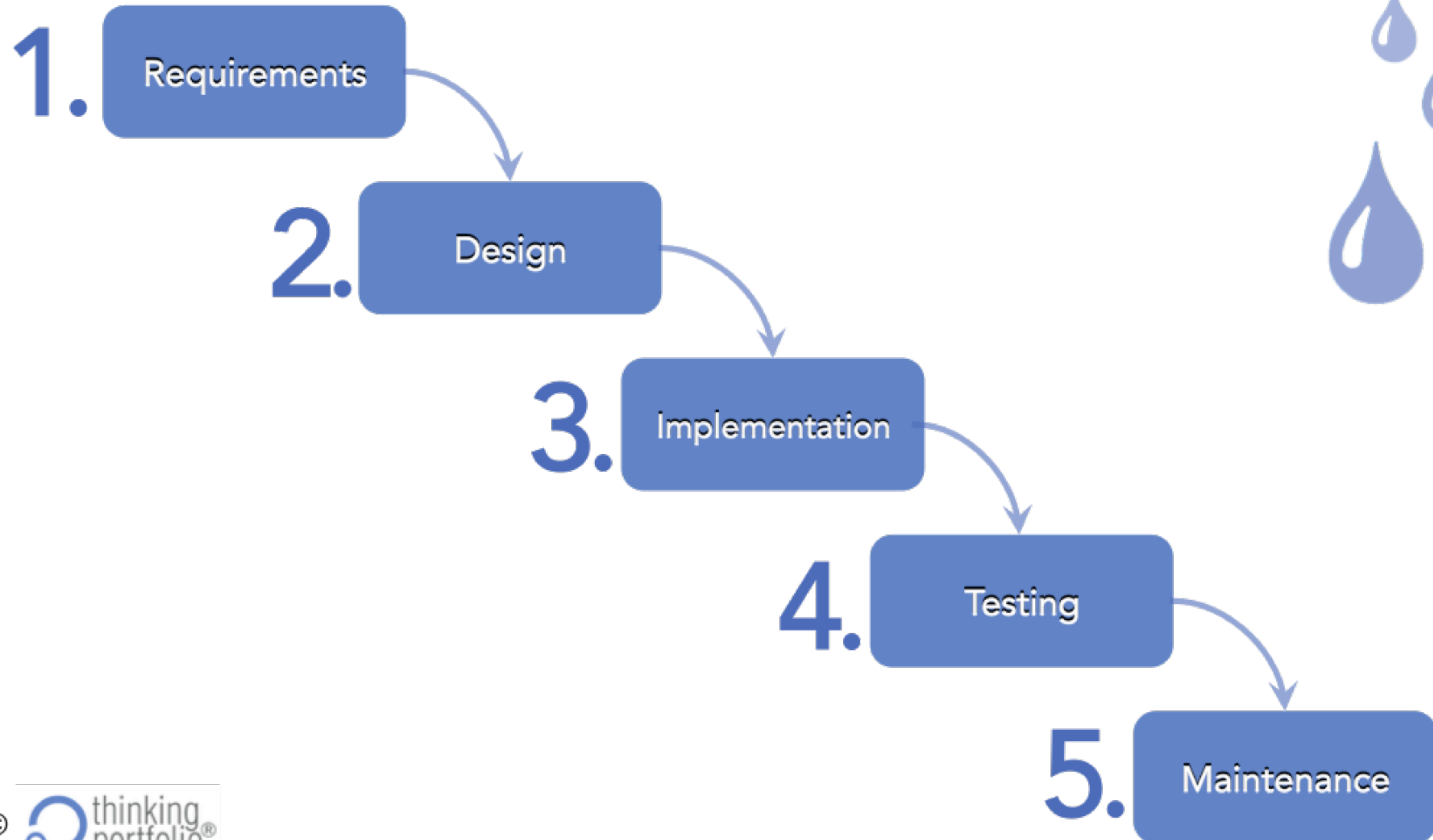


**DON'T GO CHASING**



**WATERFALLS**

# Project Waterfall Method







Microsoft

Office Professional

eBookShelf



Office Suite with Integrated CD-ROM Library

Microsoft Front Microsoft Word Microsoft Access Microsoft PowerPoint Microsoft Windows Message Database

Return Windows 95 and Windows 98 Windows

Microsoft

Windows 95 Upgrade



Operating System

Microsoft

Windows 98 Upgrade



Operating System

Microsoft

Windows Me

Promotions Step-By-Step

Compatible with Programs for Windows 95 and Windows 98



Microsoft

Windows Home Edition



Upgrade

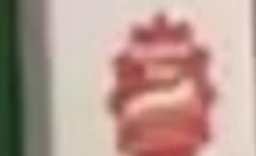
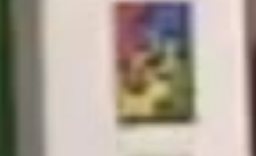
Microsoft

Plus! for Windows



Microsoft

Office Standard



GENM

GENM

Microsoft

WATCHDOG

PC Data Security



GENM

GENM

GENM

GENM

GENM

GENM

GENM

GENM

GENM



**NETFLIX**



## Why Software Is Eating the World

by Marc Andreessen

how innovation happens •  
nature of the firm & evolving institutions



**SUBSCRIBE TO OUR  
NEWSLETTER!**



Software is eating the world.

More than 10 years after the peak of the 1990s dot-com bubble, a dozen or so new Internet companies like Facebook and Twitter are sparking controversy in Silicon Valley, due to their rapidly growing private market valuations, and even the occasional successful IPO. With scars from the heyday of Webvan and Pets.com still fresh in the investor psyche, people are asking, “Isn’t this just a dangerous new bubble?”

I, along with others, have been arguing the other side of the case. (I am co-founder and general partner of venture capital firm Andreessen-Horowitz, which has invested in Facebook, Groupon, Skype, Twitter, Zynga, and Foursquare, among others. I am also personally an investor in LinkedIn.) We believe that many of the prominent new Internet companies are building real, high-growth, high-margin, highly defensible businesses.

Today’s stock market actually hates technology, as shown by all-time low price/earnings ratios for major public technology companies. Apple, for example, has a P/E ratio of around 15.2 — about the same as the broader stock market, despite Apple’s immense profitability and dominant market position (Apple in the last couple weeks became the biggest company in America, judged by market capitalization, surpassing Exxon Mobil). And, perhaps most telling, you can’t have a bubble when people are constantly screaming “Bubble!”

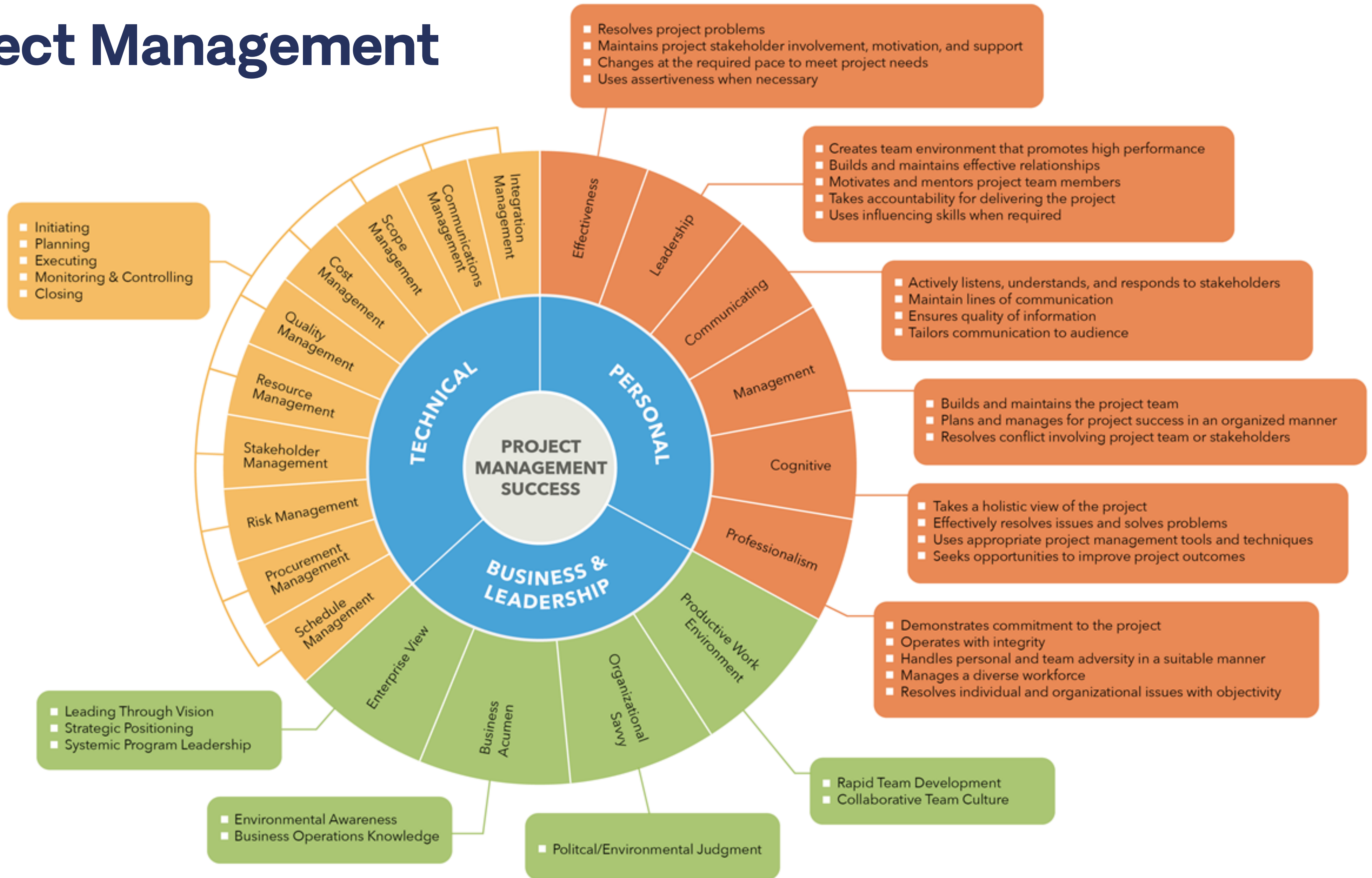
But too much of the debate is still around financial valuation, as opposed to the underlying intrinsic value of the best of Silicon Valley’s new companies. My own theory is that we are in the middle of a dramatic and broad technological and economic shift in which software companies are poised to take over large swathes of the economy.

More and more major businesses and industries are being run on software and delivered as online services — from movies to agriculture to national defense. Many of the winners are Silicon Valley-style entrepreneurial technology companies that are invading and overturning established industry structures. Over the next 10 years, I expect many more industries to be disrupted by software, with new world-beating Silicon Valley companies doing the disruption in more cases than not.

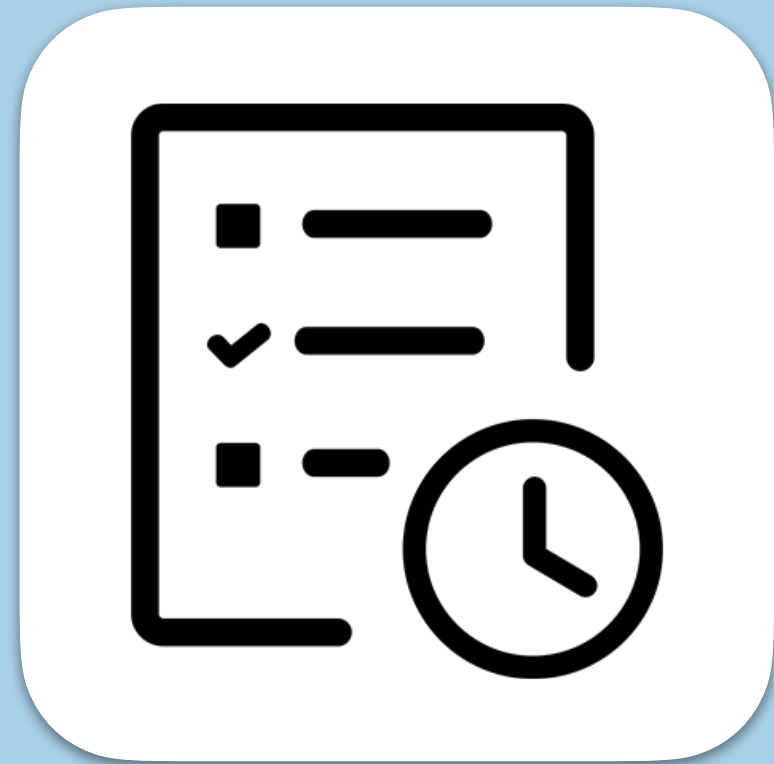
**“Every company is a  
software company”**

**- Satya Nadella, CEO, Microsoft**

# Project Management







## Summary

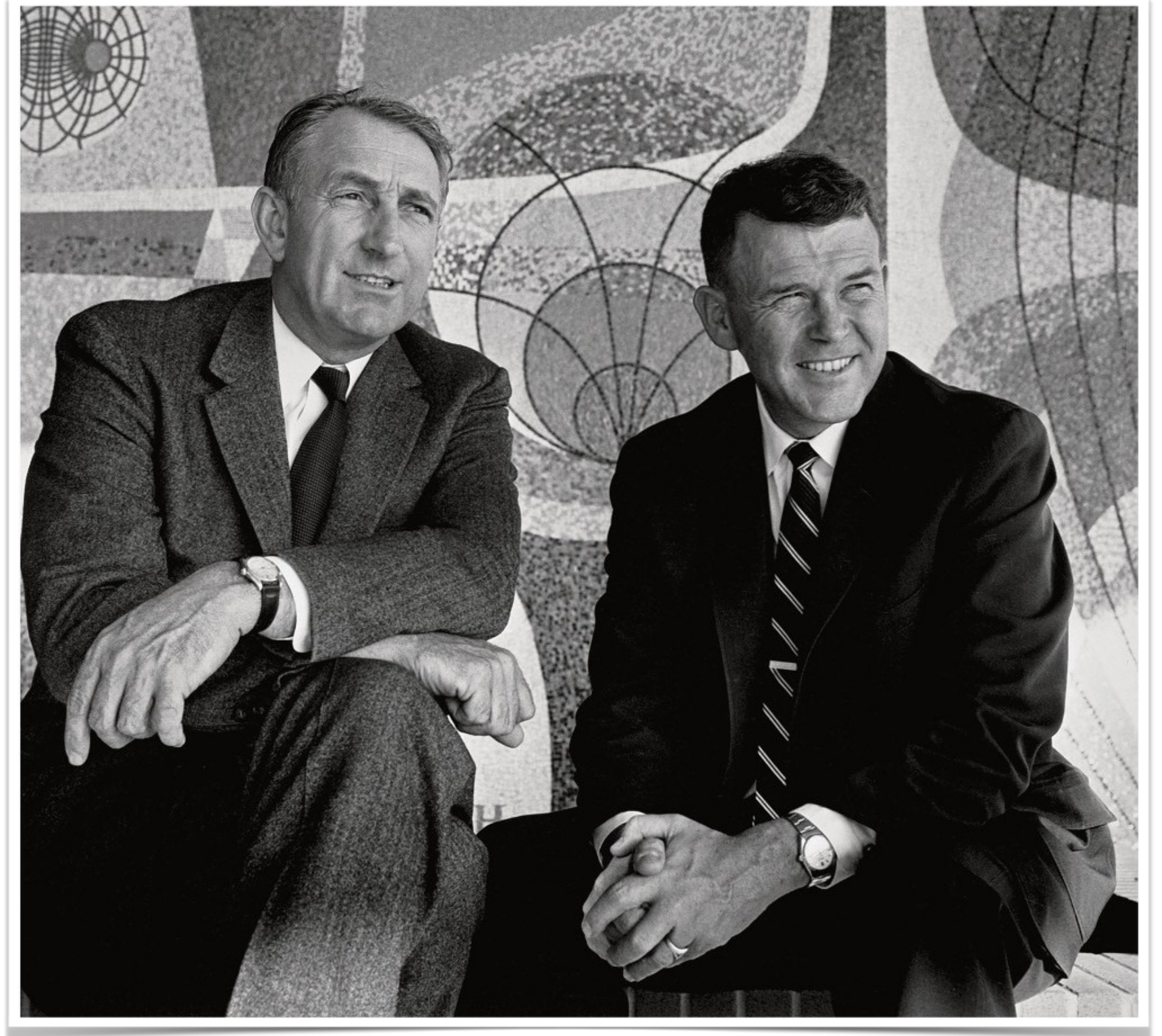
- Comes from construction and large engineering production
- Traditionally business-centric perspective
- Traditionally utilizes waterfall processes
- Delivery, execution focused
- Output focused
- Coordination of resource pools
- Manage time and costs to ensure estimates are met

PRODUCT  
THINKING



*Greetings from*

**SILICON VALLEY**



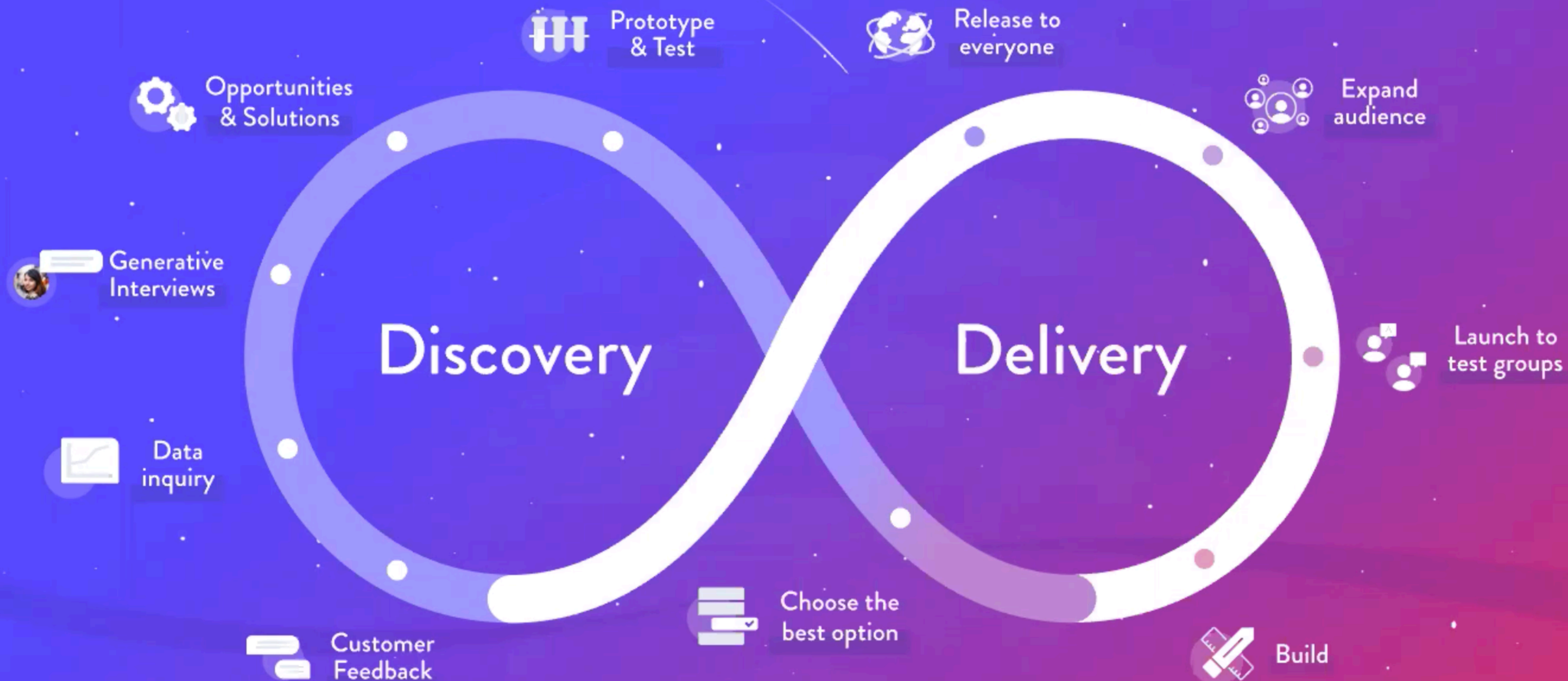
**Dave Packard and Bill Hewlett**





# Product-thinking



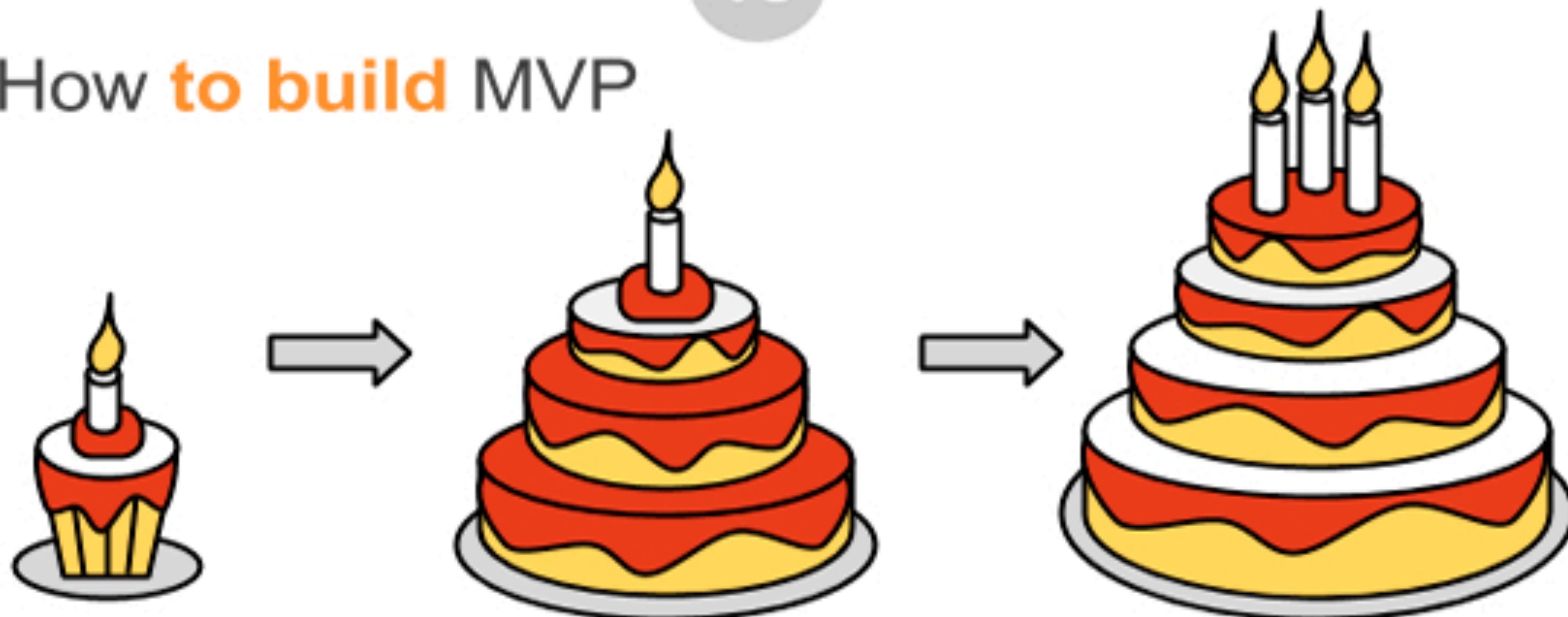


## How **not to build** MVP



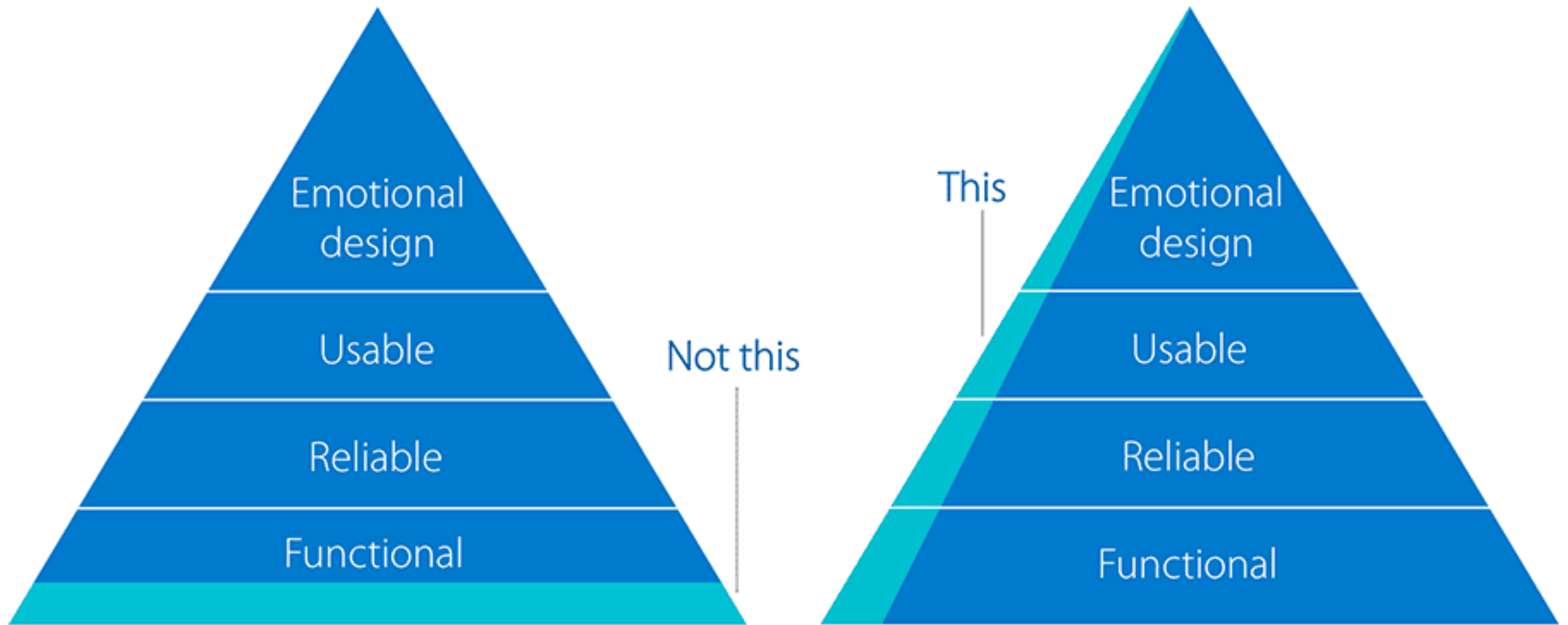
VS

## How **to build** MVP

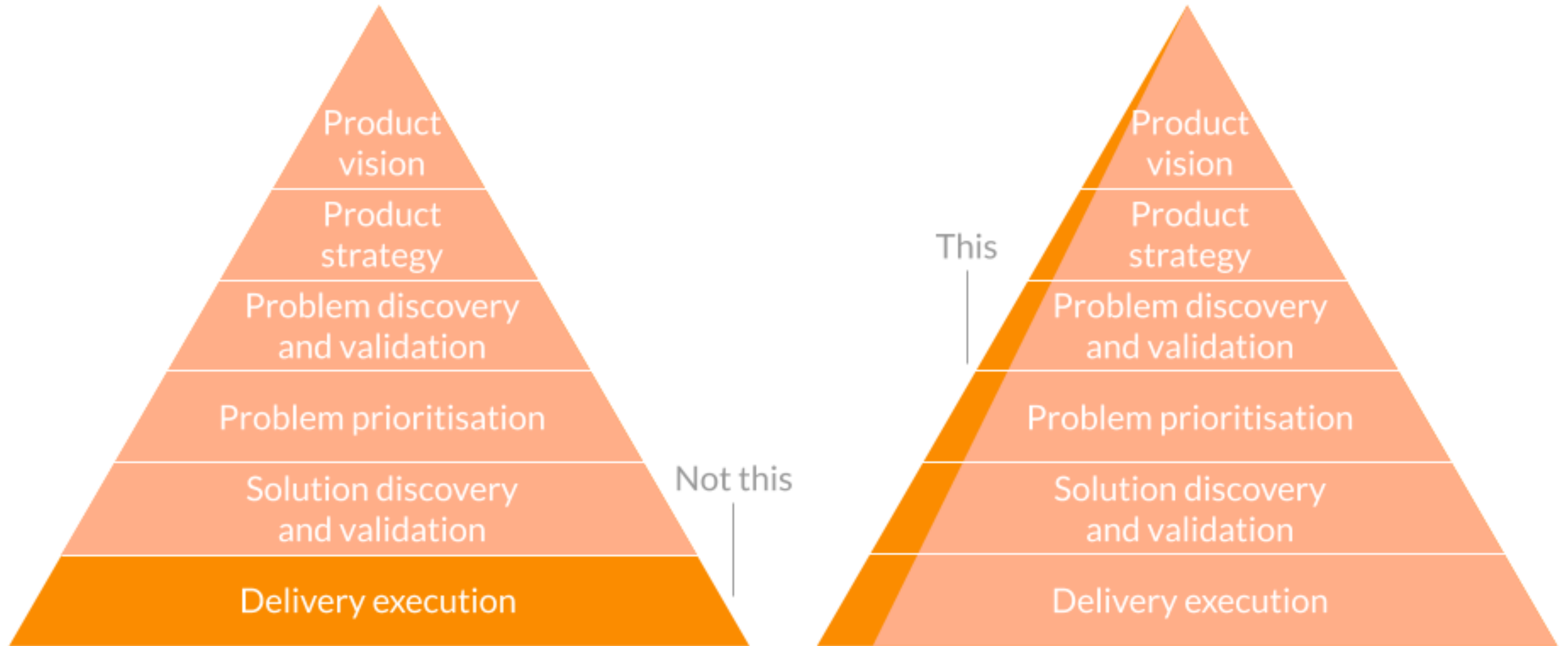




# Minimum Viable Product

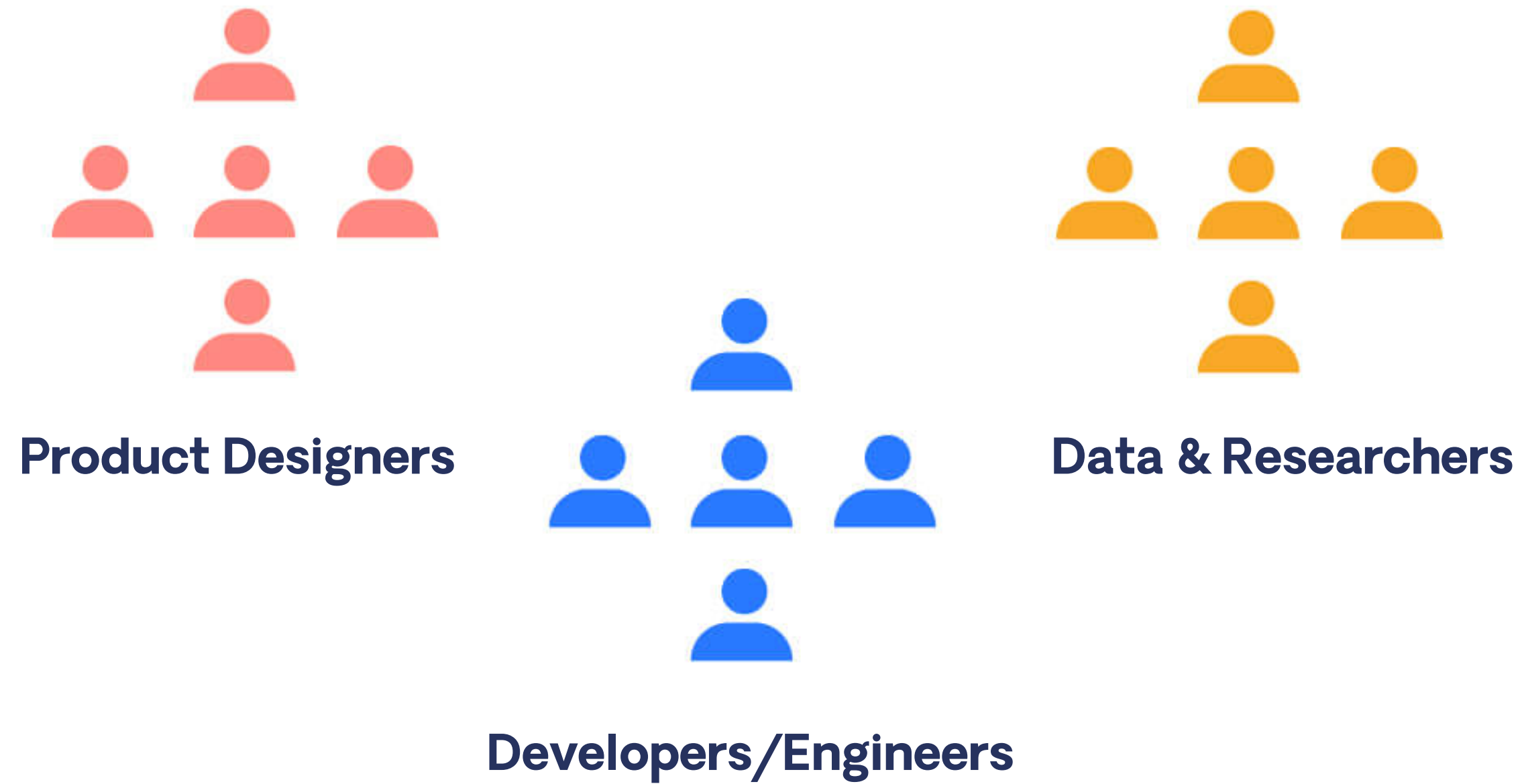


# Minimum Viable Product Manager



# Functional

Common functional expertise



# Cross - Functional

Representatives from the various functions





**Steven Sinofsky** 

@stevesi



As a product manager you don't decide things, you make sure the best decisions are actually made with all the right people with follow-through.

 1,283 4:47 PM - Dec 21, 2017



 383 people are talking about this



Chief Product Officer (CPO)

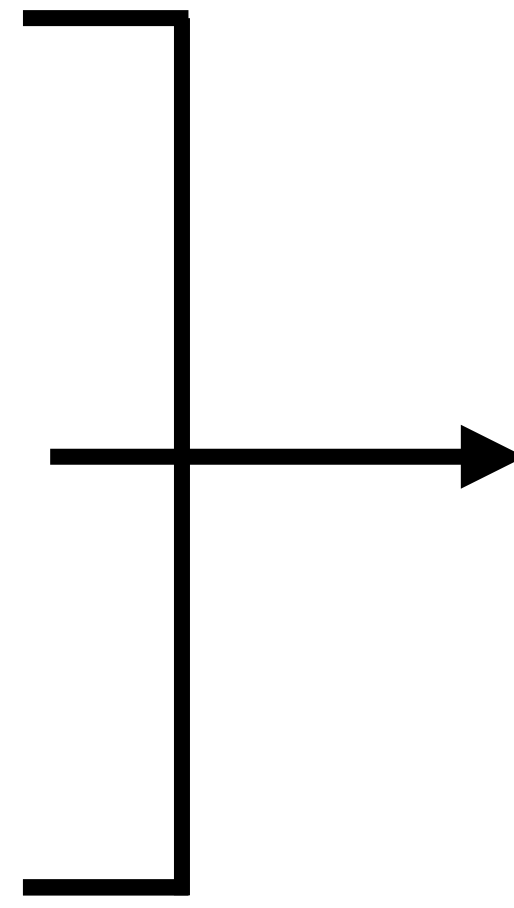
VP Product

Director of Product

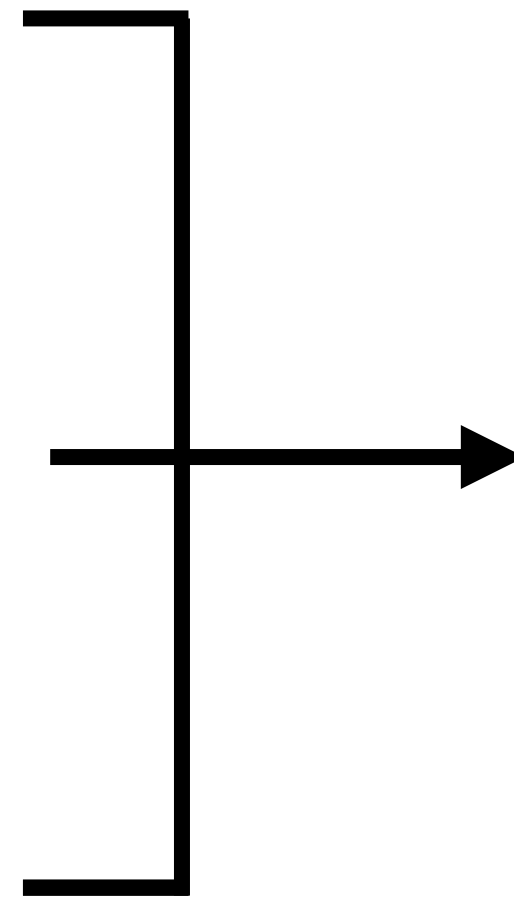
Senior Product Manager

Product Manager

Associate Product Manager

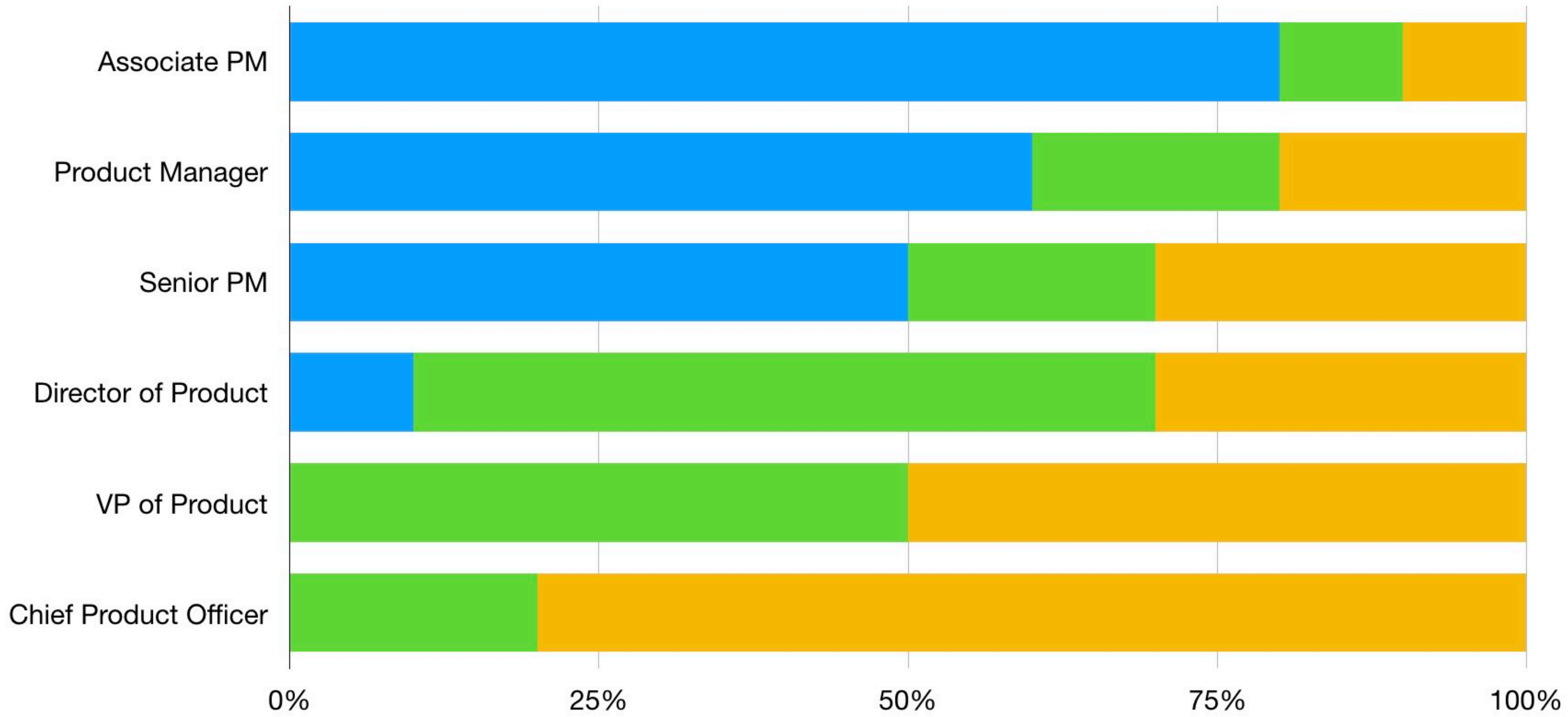


**Executive & People Management Roles**



**Individual Contributor Roles**

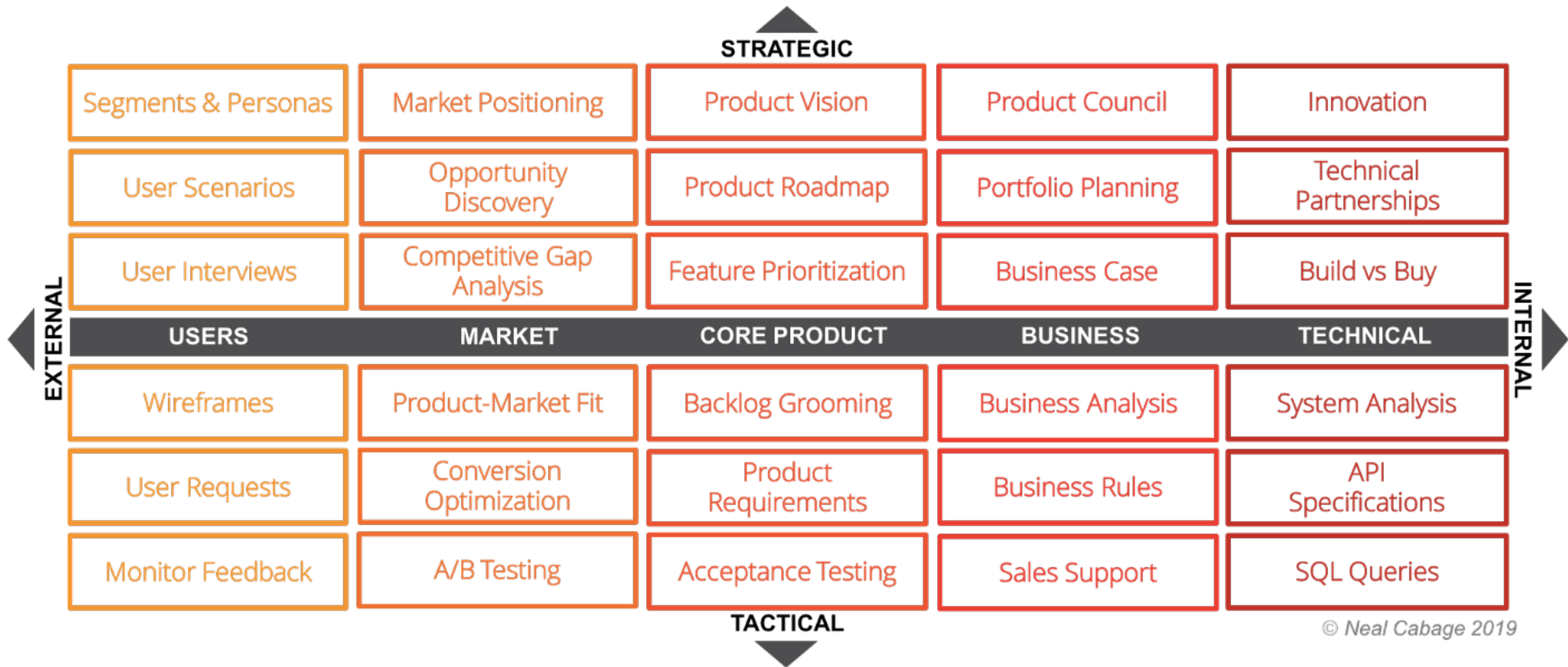
Tactical Operational Strategic



**\*For Product Teams over 10 people**

Source: Melissa Perri - Escaping the Build Trap

# Product Manager Skills





## 15 Product Management Skill Sets

- 
- The image displays 15 essential product management skill sets arranged in a 5x3 grid. Each skill set is represented by a dark teal circle containing a white number, followed by the skill name in a dark teal font. The skill sets are: 1. Strategy, 2. Market Research, 3. Competitive Analysis, 4. Pricing, 5. Forecasting, 6. End of Life, 7. Business Skills, 8. Domain Knowledge, 9. Marketing & Launch, 10. Requirements, 11. Customer Understanding & Knowledge, 12. Product Management Process, 13. Communication, 14. Management, and 15. Leadership.
- |                        |                      |                                       |
|------------------------|----------------------|---------------------------------------|
| 1 Strategy             | 6 End of Life        | 11 Customer Understanding & Knowledge |
| 2 Market Research      | 7 Business Skills    | 12 Product Management Process         |
| 3 Competitive Analysis | 8 Domain Knowledge   | 13 Communication                      |
| 4 Pricing              | 9 Marketing & Launch | 14 Management                         |
| 5 Forecasting          | 10 Requirements      | 15 Leadership                         |

**Figure 3.** Essential product management skill sets identified by 280 Group.



**Peak product managers don't just ship features,  
they deliver business impact**



Forecasting P&L Management

Funnel analysis

Define Success Metrics (OKRs)

Data Modeling

Align to business goals (KPIs)

## Data Analysis

## Business Acumen

Access Data (SQL)

GTM strategy

Analyze data (Excel, R)

Market Research

### Core competencies

Marketing strategy

Communication Execution

A/B Testing

Leadership Analysis

Opportunity Analysis

Vision Prioritization

Journey Mapping

Technical Knowledge

Problem Definition

Surveys

## User Empathy

## Product Design

Interviews

Develop Mockups (balsamiq, sketch)

Ideation

Usability testing

Prototyping

Persona Development

Andrew M Jones

# Product Management Competencies



## Product Knowledge

- User & customer knowledge
- Data knowledge
- Industry & domain knowledge
- Business & company knowledge
- Product operational knowledge

## Process Techniques

- Product discovery techniques
- Product optimization techniques
- Product delivery techniques
- Product development process

## People Skills

- Team Collaboration Skills
- Stakeholder Management Skills
- Evangelism Skills
- Leadership Skills

Product management competencies assessment and coaching tool developed by SVPG.



## Summary

- History in Japanese lean manufacturing and American consumer goods marketing philosophies
- Foundational perspective is on customer needs that are valuable to the business
- Built around lean and agile software development principles
- Small, empowered cross-functional teams
- Continuous discovery and delivery mindset
- Focused on solving for customer and business outcomes as opposed to output



**Product Owner**

**Program Manager**

**Scrum Master**

**Group Product Manager**

**Principle Product Manager**

**Technical Product Manager**

**Product Marketing Manager**



## Product Owner

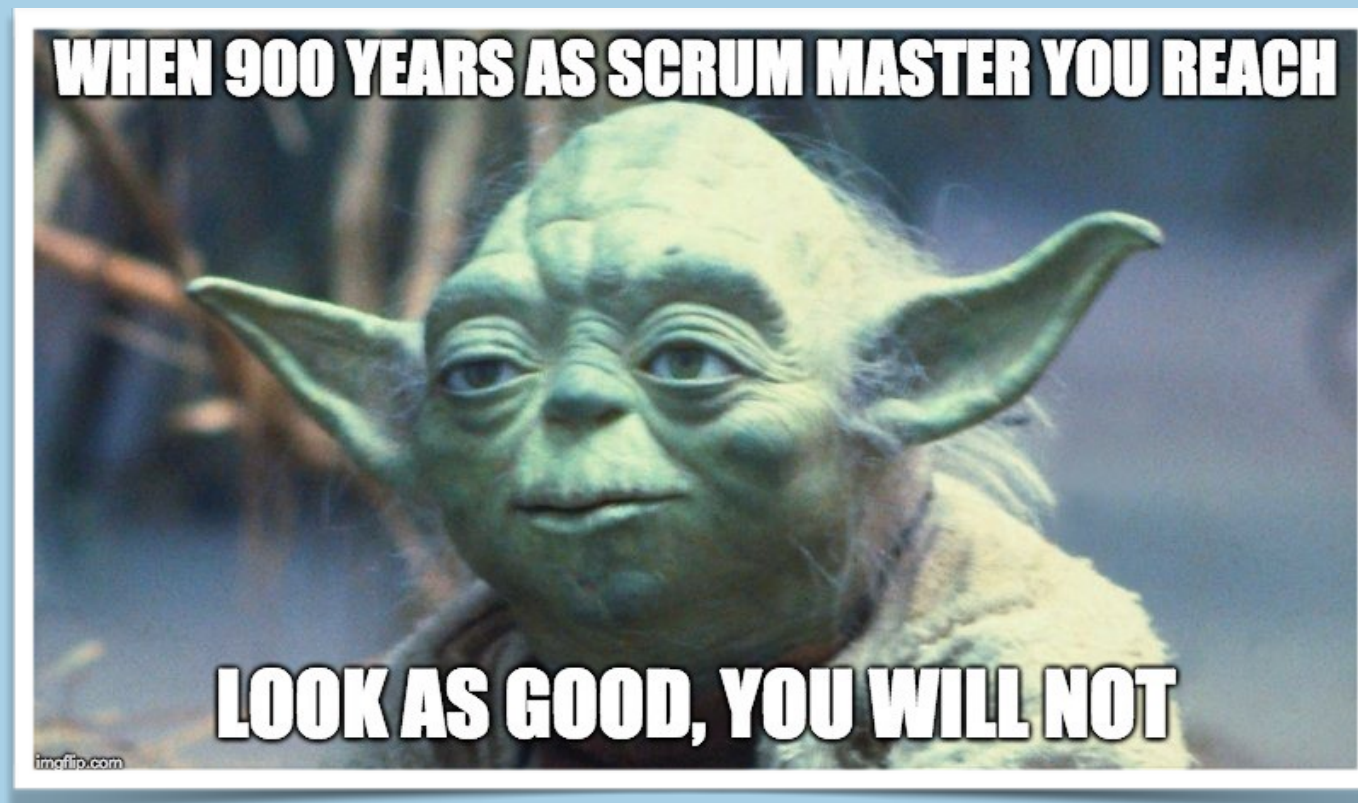
- Usually found in large companies
- Delivery focused
- Comes from Scrum
- Usually a subject matter expert or experienced engineer
- Typically in charge of managing a backlog
- Similar to project management, product ownership is a subset of the skills required by product managers





## Program Manager

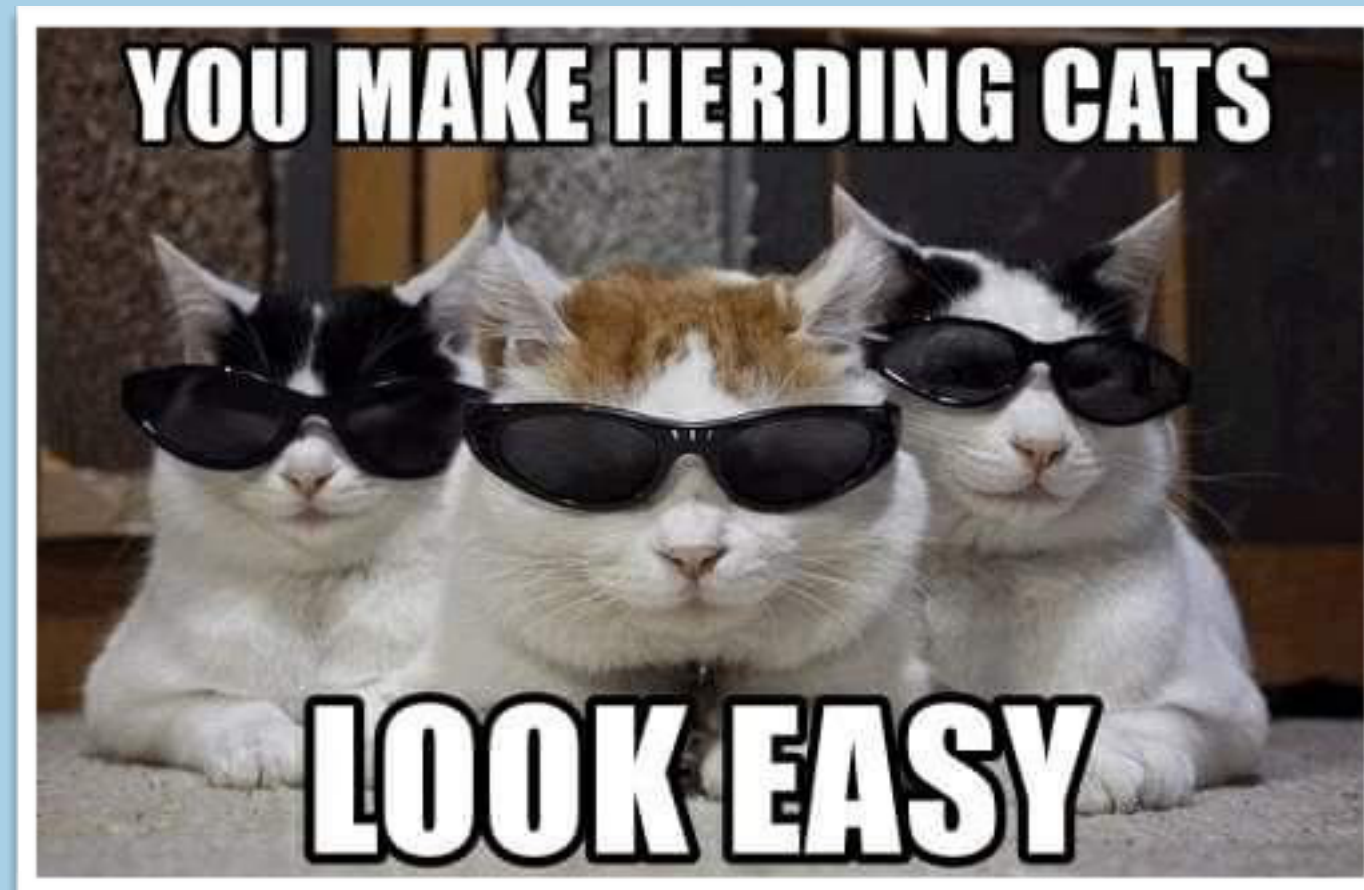
- Comes from project management
- Higher level than project management
- Responsible for coordinating multiple projects
- Longer term strategic focus
- Typically business-centric objectives



## Scrum Master

- A facilitation role in Scrum delivery teams
- Creates the right conditions for Scrum teams to succeed
- Coaches teams on best practices, tools and processes related to the Scrum delivery framework
- Protects team from outside distractions or interruptions
- Subset of skills required by product managers





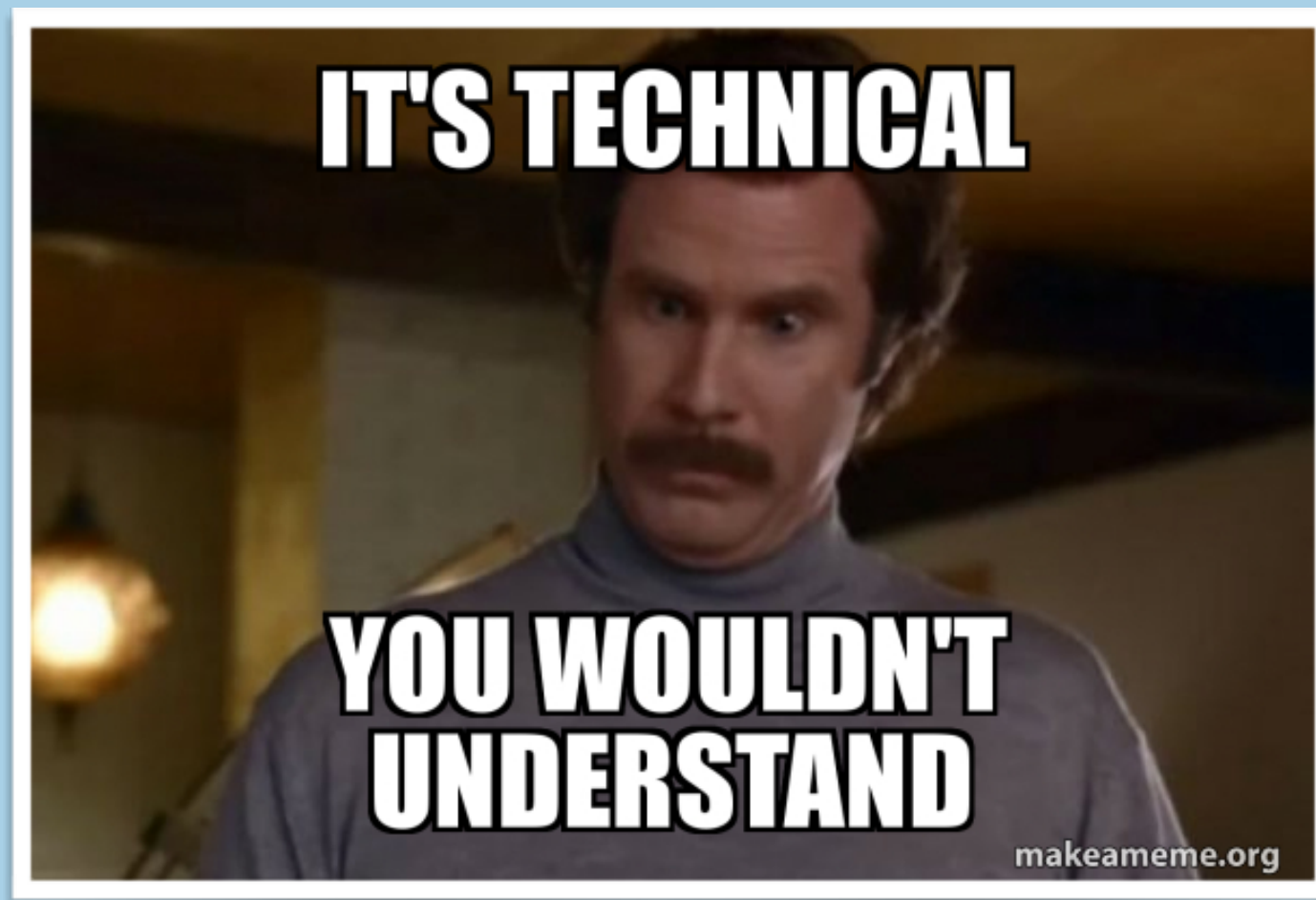
## Group Product Manager

- Found in larger product organizations
- Part first level people manager and part individual contributor (depending on the company)
- Typically manages a logical grouping of products and or product teams under one theme
- Typically fits in directly above Senior Product Manager
- Individual contributor role that is compensated on par with a director or VP of product

## Principle Product Manager

- Similar function to group product manager
- Career track path to provide growth for individual contributors in product organizations

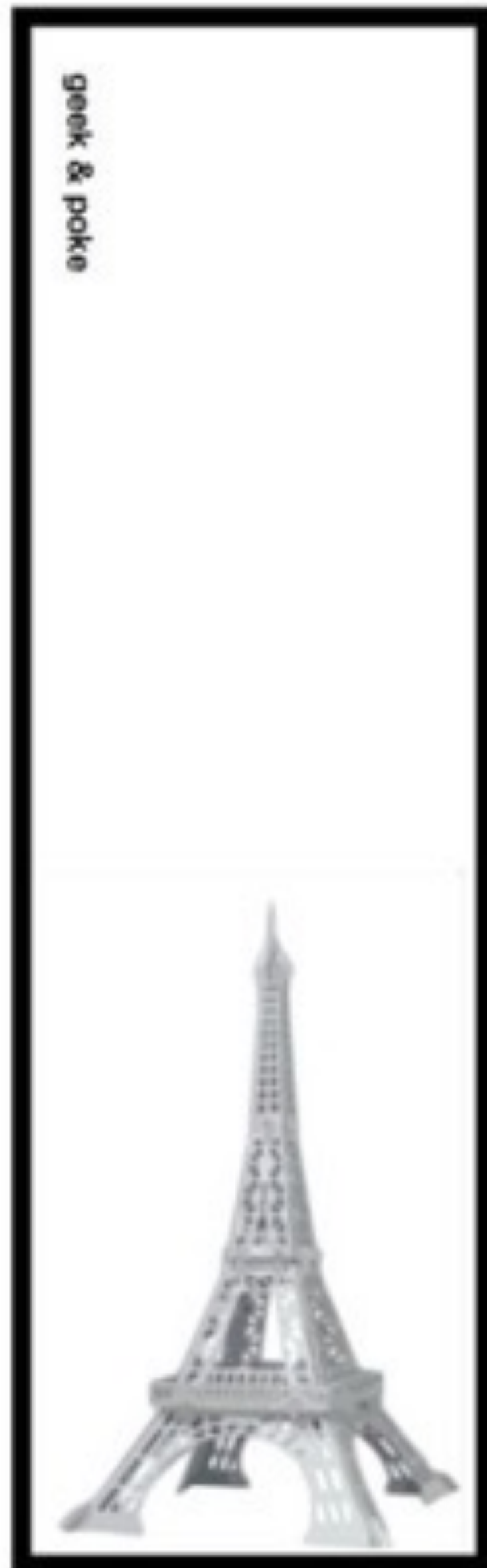




## Technical Product Manager

- Like a product manager but with highly specialized or technical background
- Often see Technical Product Managers managing infrastructure or platform teams that support front facing product teams

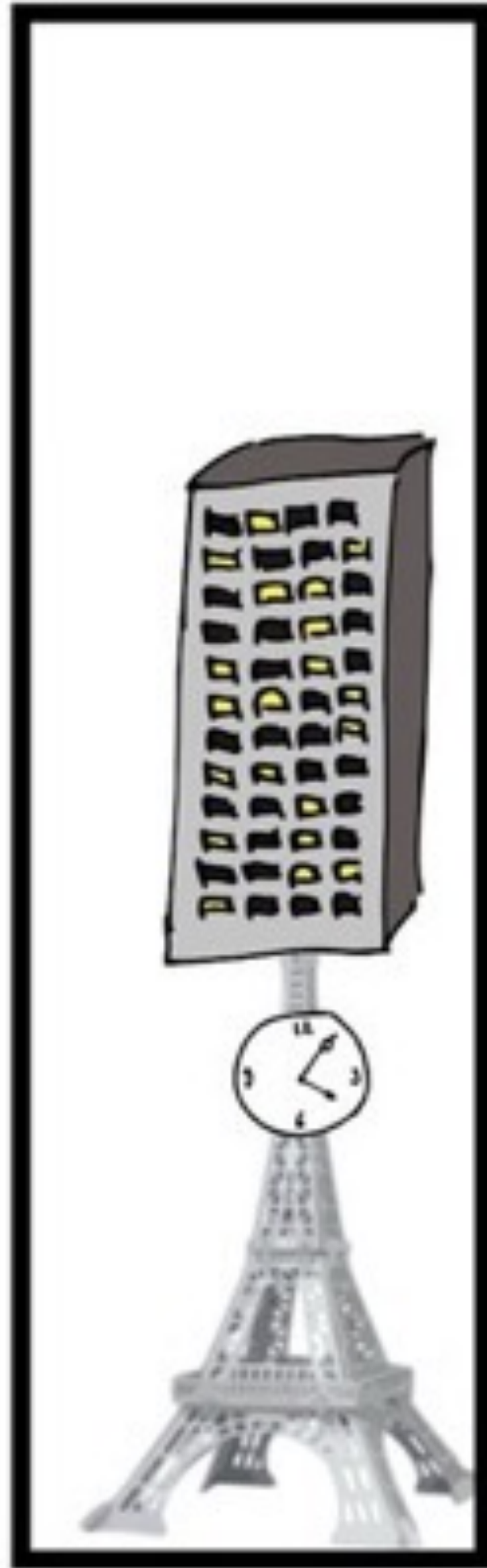
1889



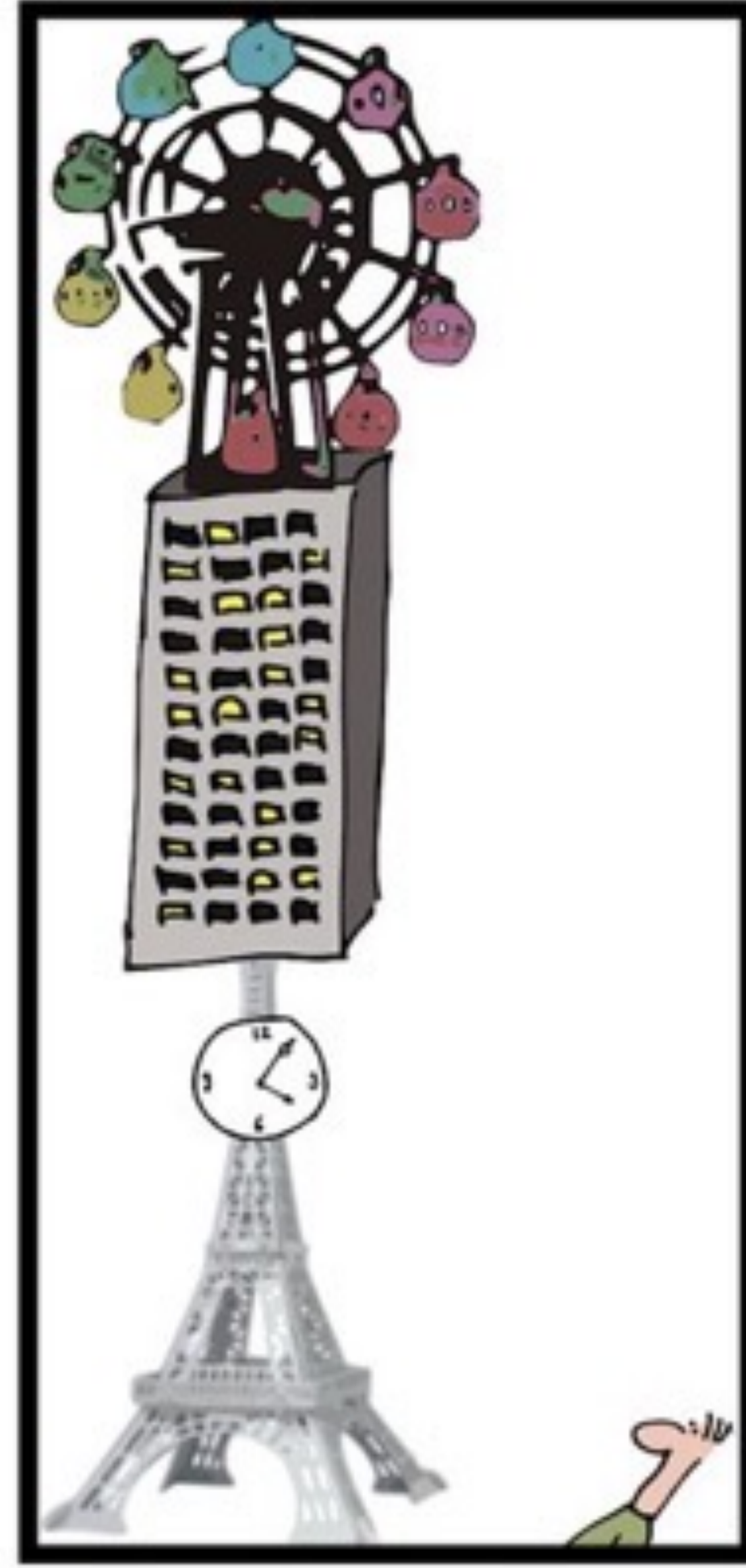
1893



1897



1903



Thank god not everything is software

Yet!



THANK

YOU!

[patrick@patrickgregory.com](mailto:patrick@patrickgregory.com)

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

Twitter: @psbgregory

[www.patrickgregory.com](http://www.patrickgregory.com)