

**Begin the work.**

Helping you begin, and finish what  
you've begun so you can begin, again.

# 4 Roles of a Product Manager

**Begin**



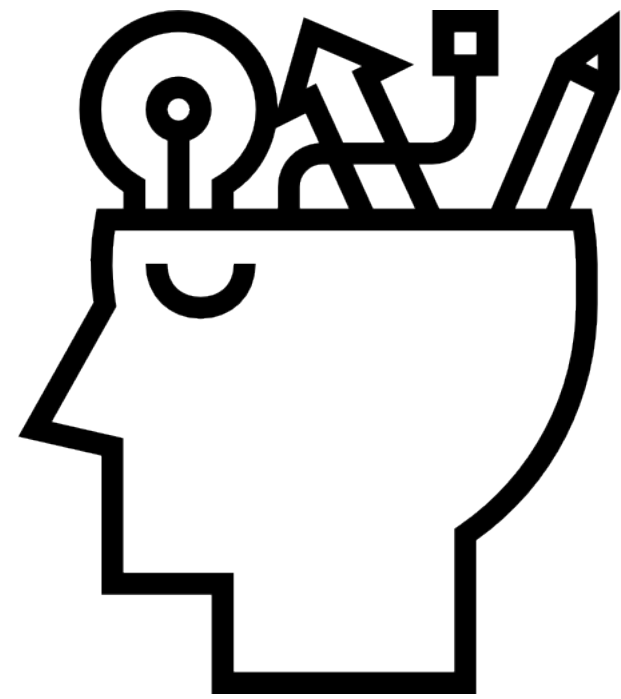
## **Business Owner**

A product manager is the mini-CEO of a channel of business. This channel must operate with the long-term health of the business in mind.



## Responsible & Accountable

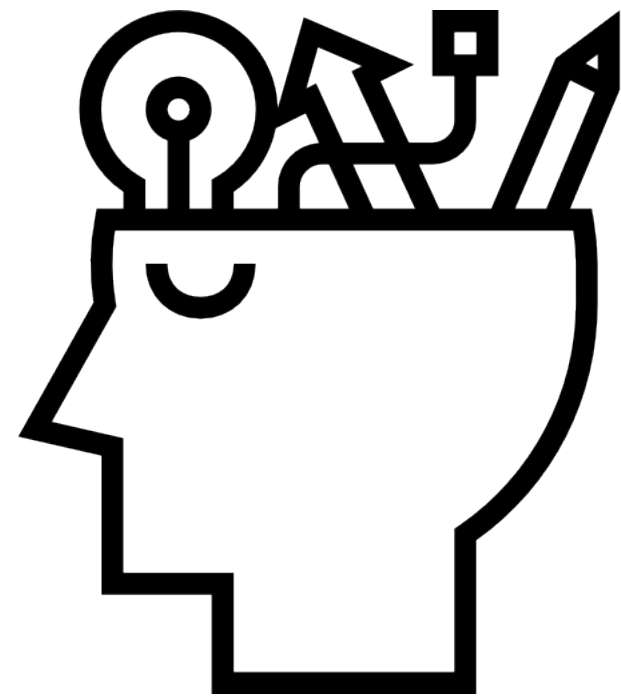
- KPI's—How are we measuring the success of the platform/feature?
- Other activities — competitive analysis, industry best practices, user stories, epic prioritization, integrated milestones, and design requirements.



## Design Led

More than fonts and colors. Product design is about efficiency and intentionality—when something is designed right, the user effortlessly flows through the experience without distraction.





## Responsible & Accountable

- Design led means solving complex problems with obvious UX and intuitive UI.
- Promote customer driven solutions; holding our partners accountable to the requirements—to the what and why.



## Vision Holder

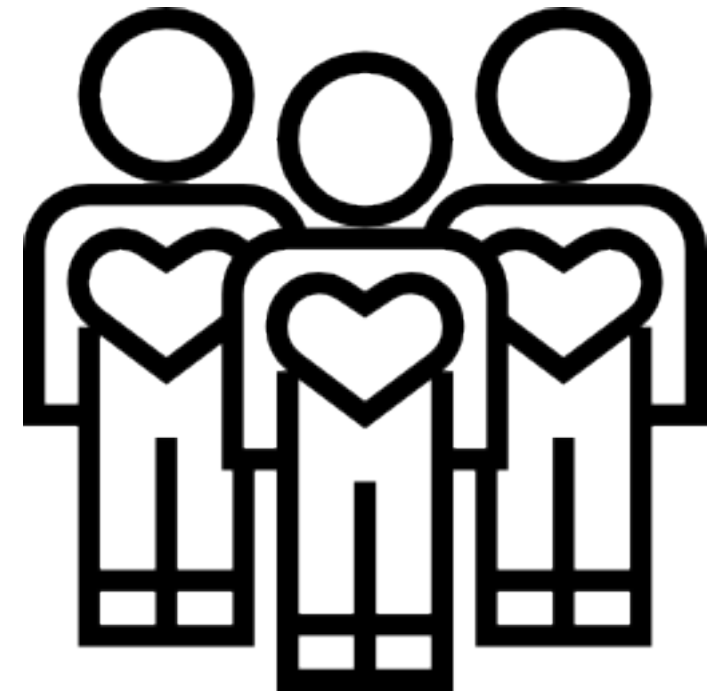
What + Why. Consistently communicate across departments to ensure each team knows what they are building and why.





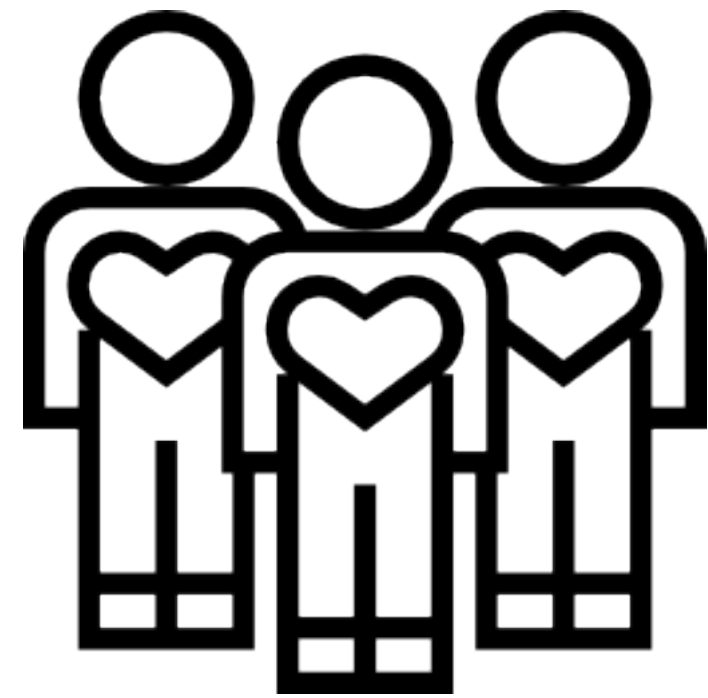
## Responsible & Accountable

- Build relational equity with the teams by including them in the what and the why of the solution.
- So that, when you need broader cooperation, collaboration and support, they will be there.



## **Team Coordinator**

Ability to communicate requirements, priority, status, blockers, and what's next at a moments notice—to ensure alignment across departments.

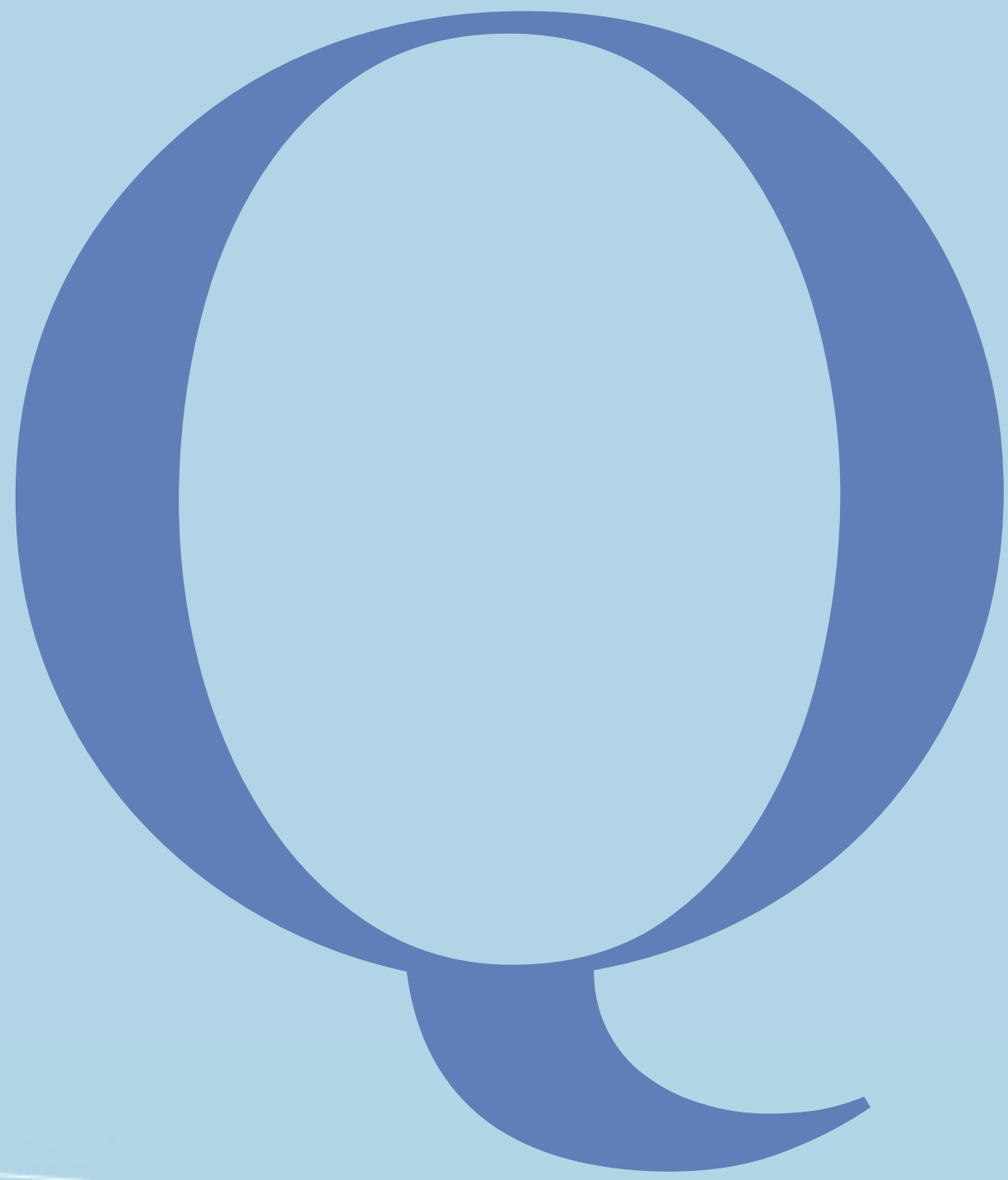


## Responsible & Accountable

- Know when to defer, when to facilitate, and when to make a decision.
- A Product Manager has done their job when two-thirds of the room knows the position because they have contributed to it.

# Leadership Characteristics

**Begin**



How do Product Managers consistently ship new code with no organizational authority?





By knowing when to shepherd the team through obstacles and when be out front setting the pace.





A shepherd nudges and diverts the herd from the back with deft aim and a strategic arm.

Product Managers must see the obstacles ahead, and give directions to navigate the path ahead.



When a Product Manager leads from the front they can pull the team forward/faster.

Utilize in short strategic bursts to maximize team output while reducing risk of burn out.

Biggest soft skill needed as a Product Manager, is the ability to engage and influence individuals through the product delivery timeline.

Positive, Persistent, Persuasion.

# 4 Practices of the Product Team

**Begin**

## **1. Become a connoisseur of the things you love.**

Continue to post articles, ideas, designs, and sites you love in Basecamp. In sharing, we expose our POV and introduce industry influencers, innovators and concepts.

## **2. Be curious. Ask the questions no one is asking.**

Press extended teams/departments—No one is thinking about the experience with our brand/products from the customer's perspective.

Continue asking the questions no one is asking.



### 3. Habituate Ideation

Explore different ideas, approaches, platforms, and interactions. Let's lead innovation from our unique POV.

Innovation is not disruption. It's more expensive and requires working within legacy systems and processes.

Disrupt when you can innovate no further.

## 4. Fail Forward Fast

Design/Product: Fail forward in design iteration and customer research via prototypes and usability testing.

DevOps: Fight for the right to deploy releases into the system on a regular basis. Rolling back is a last resort.

Reducing Mean Time to Recovery is our most valued KPI.

It is a DANGER to quality to move backwards.  
It is in the INTEREST of quality to move forward.

— Patrick Turley

# Recommended Reading

**Begin**

\*Product Leadership by Richard Banfield, Martin Eriksson & Nate Walkingshaw

\*Inspired by Marty Cagan

\*The Shape of Design by Frank Chimera

Atomic Habits by James Clear

Just Enough Research by Erika Hall

Better Onboarding by Krystal Higgins

Conversational Design by Erika Hall

Ogilvy on Advertising in the Digital Age by Miles Young

Pitching Ideas by Jeroen van Geel

Empowered by Marty Cagan

Digital Adaptation by Paul Boag

Transform by Gerry McGovern

Mismatch by Kat Holmes

The Phoenix Project by Gene Kim

The Goal by Eliyahu M. Goldratt



**Leave Your  
Ego At The  
Door.**





# Begin

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