

**Begin the work.**

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

# 4 Roles of a Product Manager

**Begin**



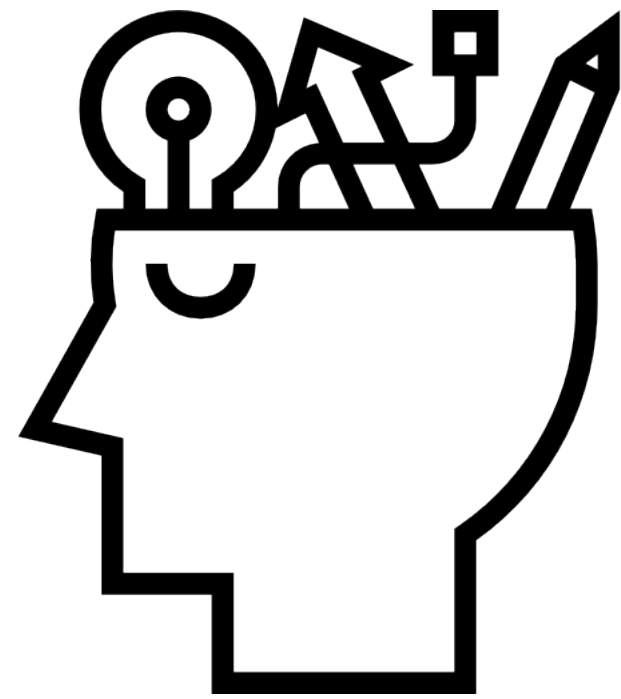
## **Business Owner**

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.



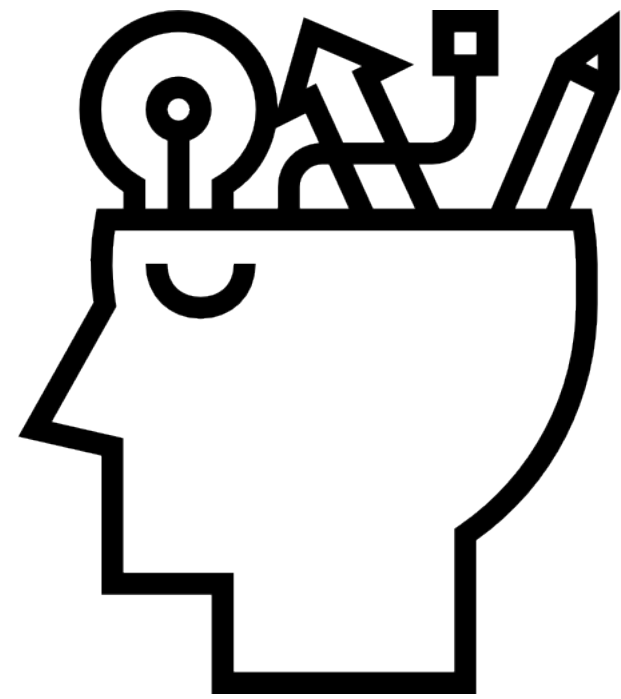
## Responsible & Accountable

- 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, the what, and the why.



## Vision Holder

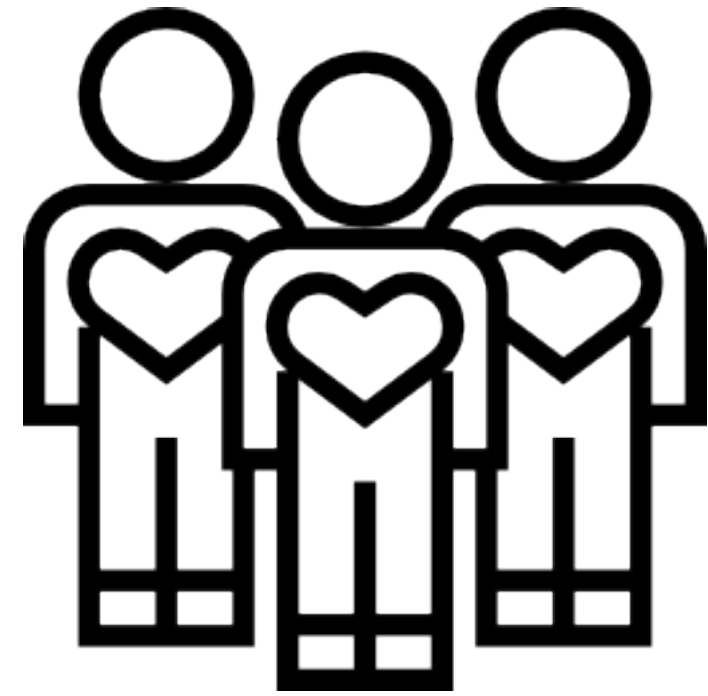
What + Why. Consistently communicate across departments to ensure each team knows what they are building and why.





## Responsible & Accountable

- Build relational equity with the team—include them in the problem statement and dialogue around potential solutions.
- So that when you need broader cooperation, collaboration, and support, the team will know the context.



## **Team Coordinator**

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

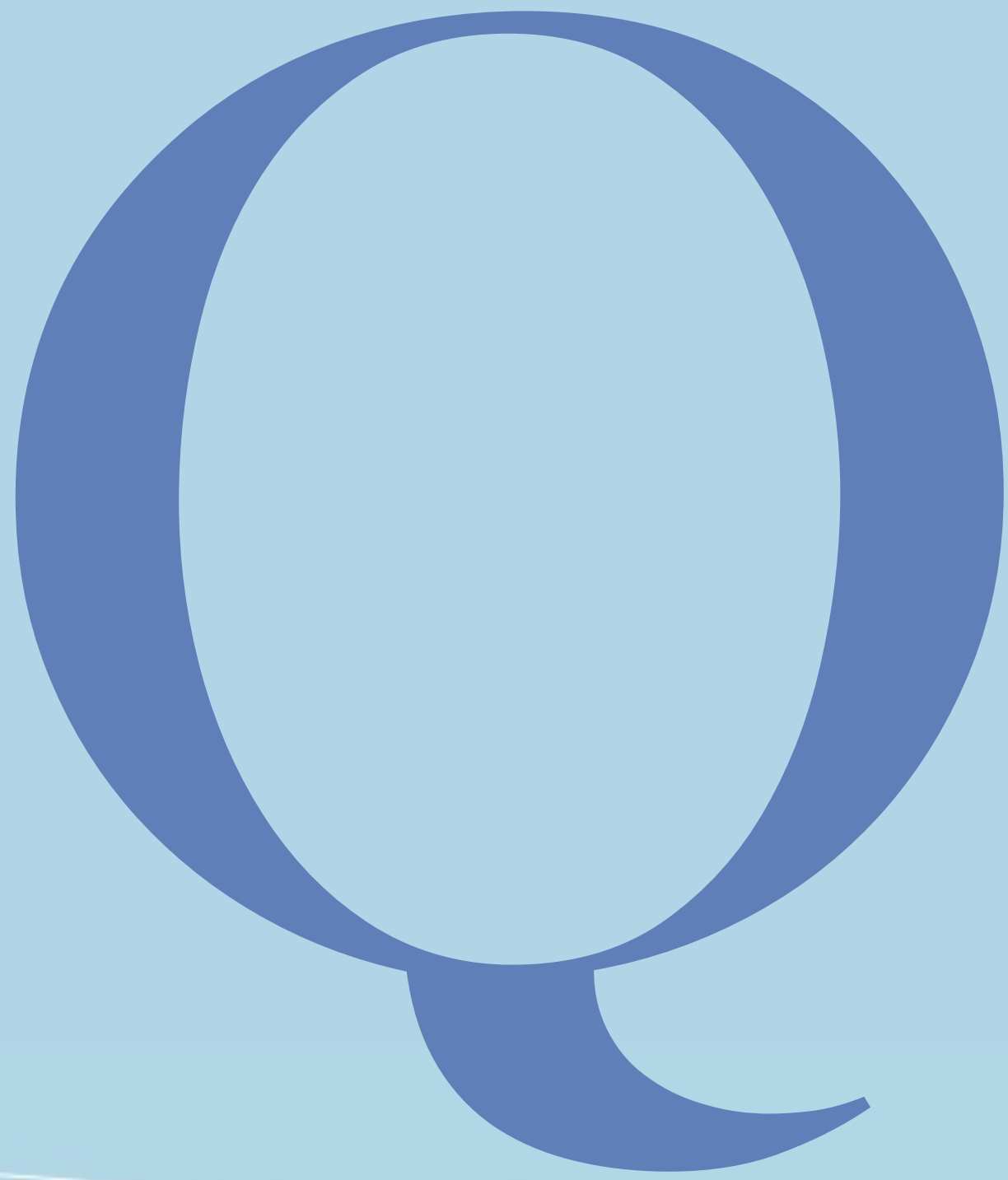


## Responsible & Accountable

- 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?



Know when to shepherd the team from behind and when to be out front setting the pace.



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

Product Managers must see the obstacles ahead and give directions to navigate without incident.



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 the risk of burnout.



An important set of skills 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.

Post articles, ideas, designs, and sites you love in a collaboration tool. In sharing, you expose your **POV** and introduce others to influencers, innovators, and new concepts.

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

Press extended teams/departments—Product Teams should view each experience with the brand or product from a customer's perspective.

Continue to ask 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 regularly. Rolling back is a last resort.

Reducing Mean Time to Recovery is our most valued KPI.

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

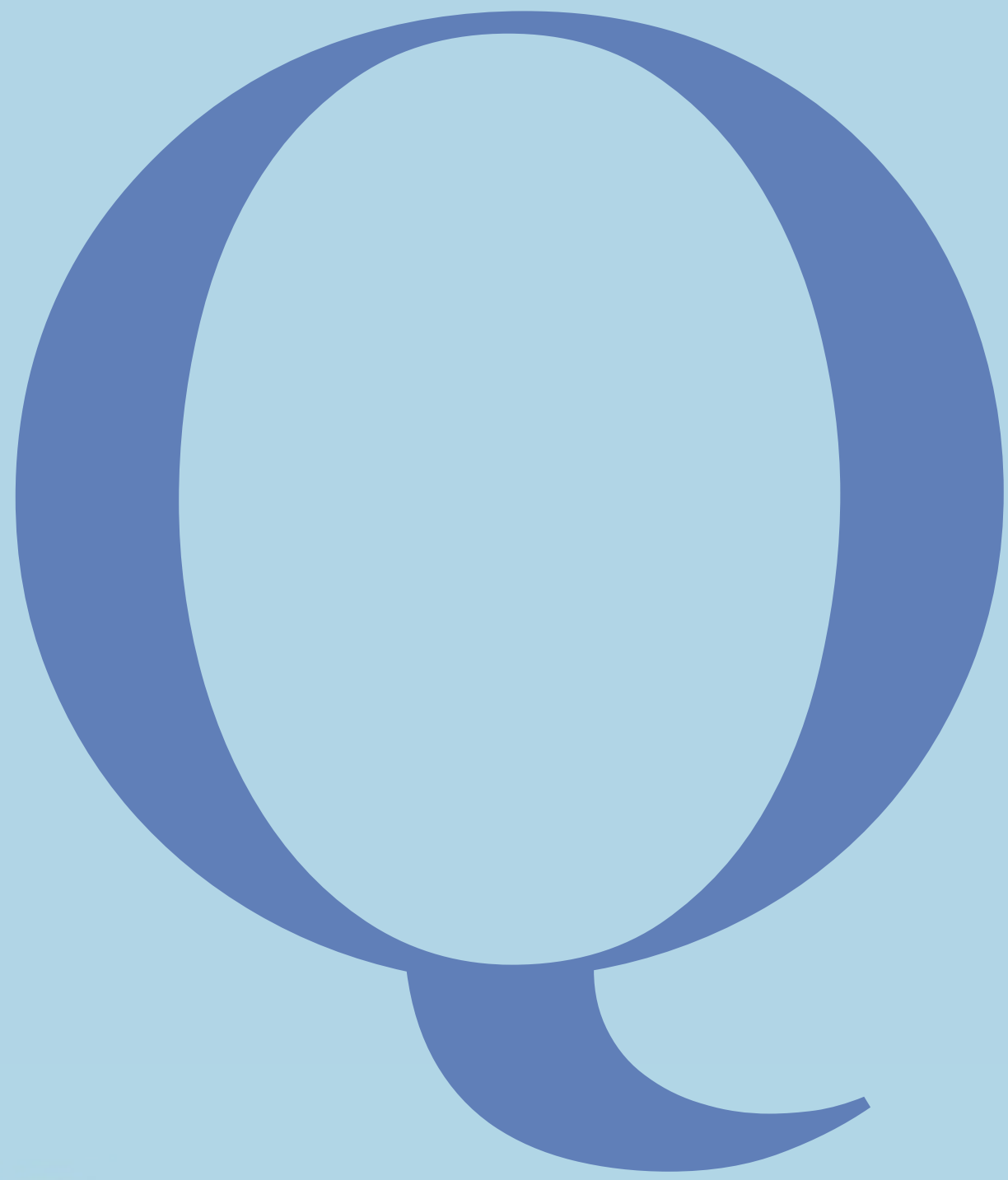
— Patrick Turley

A decorative graphic at the bottom of the page consisting of multiple thin, white, wavy lines that create a sense of movement and depth, resembling a stylized horizon or a series of ripples.

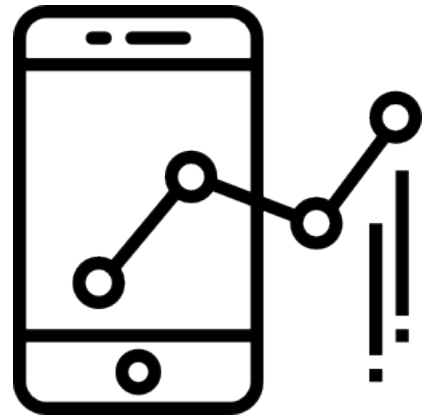
# Practical Product Exercises

**Begin**

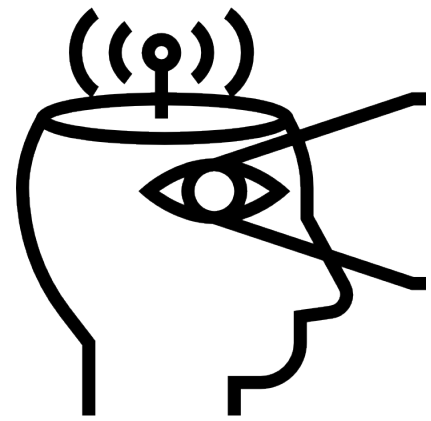




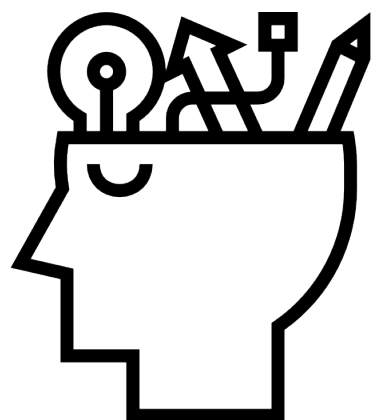
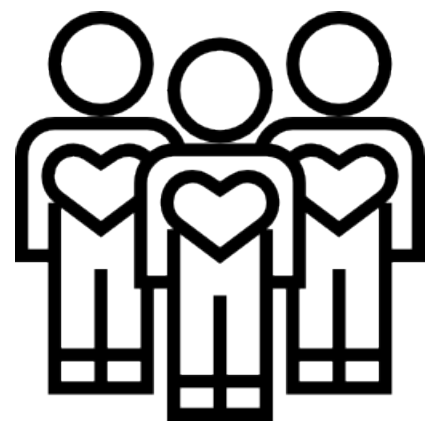
What role does a Product Manager play within an Agile POD with Product Design, Delivery, PMO, and Scrum Master?



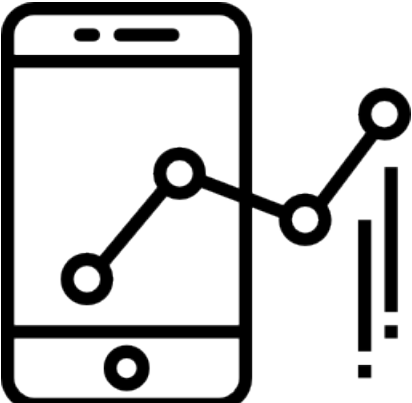
## Role Activation Visualization



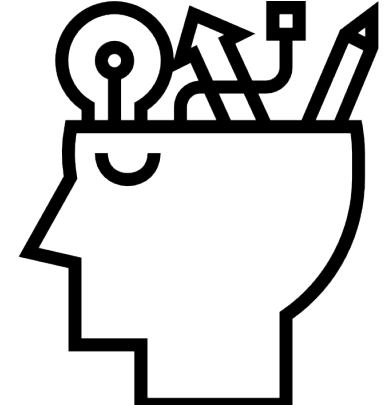
- Every Agile POD is comprised of individuals with a variety of strengths and weaknesses.
- POD success is better seen as a framework to adjust than a formula to fit into.
- Once the team is together, we can see how the strengths play out and adjust our **Role Activation** accordingly.



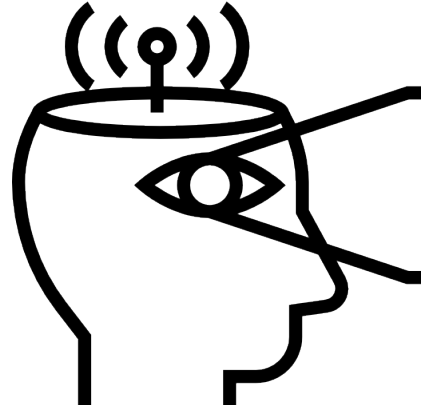
Use a slider to **visualize** where each PM needs to activate (more or less) within each role.



**Business Owner**



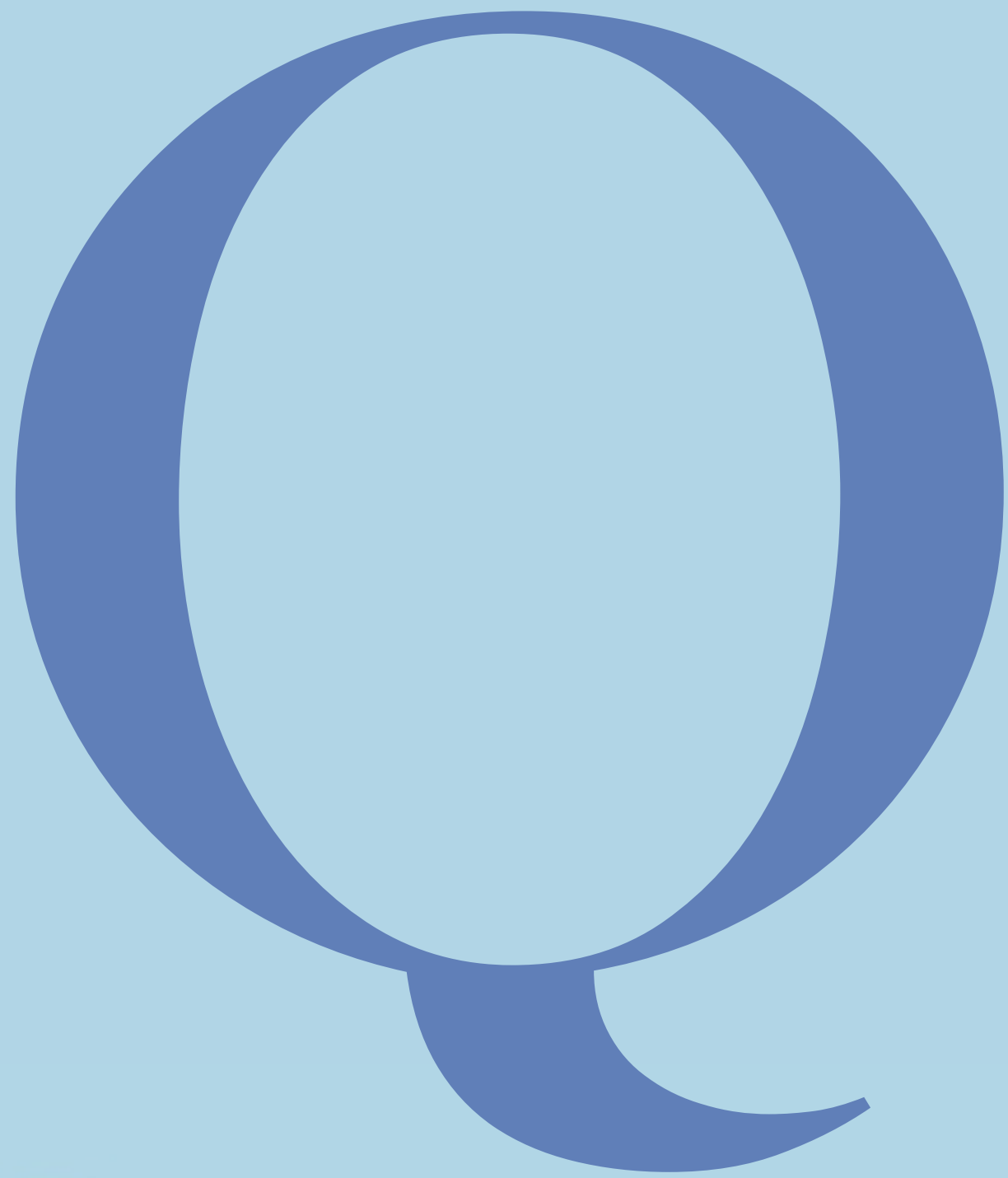
**Design Led**



**Vision Holder**



**Team Coordinator**



How do I explain what the Product Team is responsible for in a matrixed organization with project management, operations, marketing, legal, compliance, et cetera?

# DAACI

**Driver Approver Contributor Informed**

or

# RACI

**Responsible Accountable Consulted Informed**

# DACI vs RACI

In utilizing a framework, the **PRODUCT TEAM** can designate individuals in each meeting or collaborative task toward their respective levels of engagement.

## Preference: DACI

Assignment of active roles—Doer and Approver, will orient the individual toward their expected level of engagement.

Assignment of passive roles—Consulted and Informed, helps individuals prioritize their time and attention.

The team wants to know if they've progressed with what was assigned.

Frameworks can give the team confidence that they've met the expectation.

**Leave Your  
Ego At The  
Door.**



# 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



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