

The Improvements of Communication being a Product Manager



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「01」 Self-introduction



Peihua Li

Internet Production Manager

Senior Product Manager for Asiainfo Technology

Used to work for UC Browser, in charge of the User Experience for UC on Windows Phone, oversea Product Manager. **Participated in promoting UC Browser's iteration optimization in five major versions of Windows Phone platform 3.2-4.0, and six major versions of Android platform 9.5-10.0.** Responsible for core user needs such as front page renovation and basic experience optimization.

Worked as the product manager of children games for Tabtale, initiating Tabtale's Shopping Game Product Line. The Shopping Mall Girl, which was led, ranked first in the download volume and **revenue performance among 56 game applications of TabTale in 2016, the total number of iPhone downloads in more than 20 countries worldwide in 15 days ranked first, scoring 4.27/5, with the download volume exceeding 1.300W (AppAnnie, 2017)**



「02」 Basic Communication Skills During Development Process

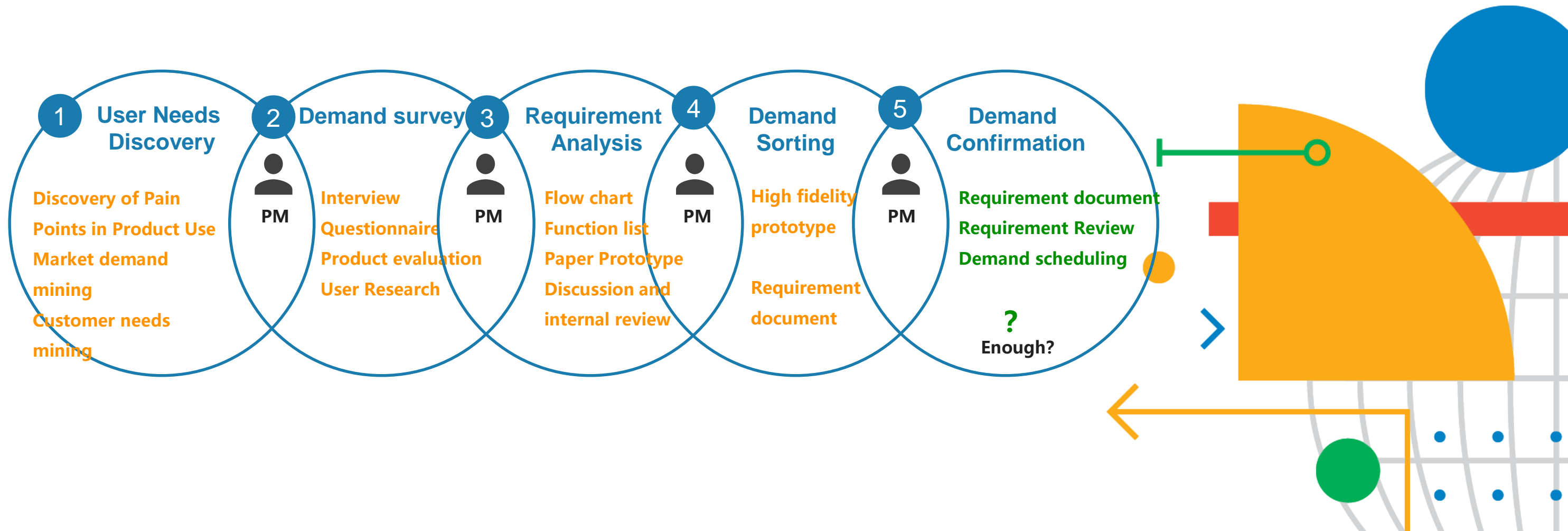
Before Development: The Communication of Requirement
Validation

Before Development: The Improvement of the Core
Communication

After Development: The Unavoidable User Requirements
Changes



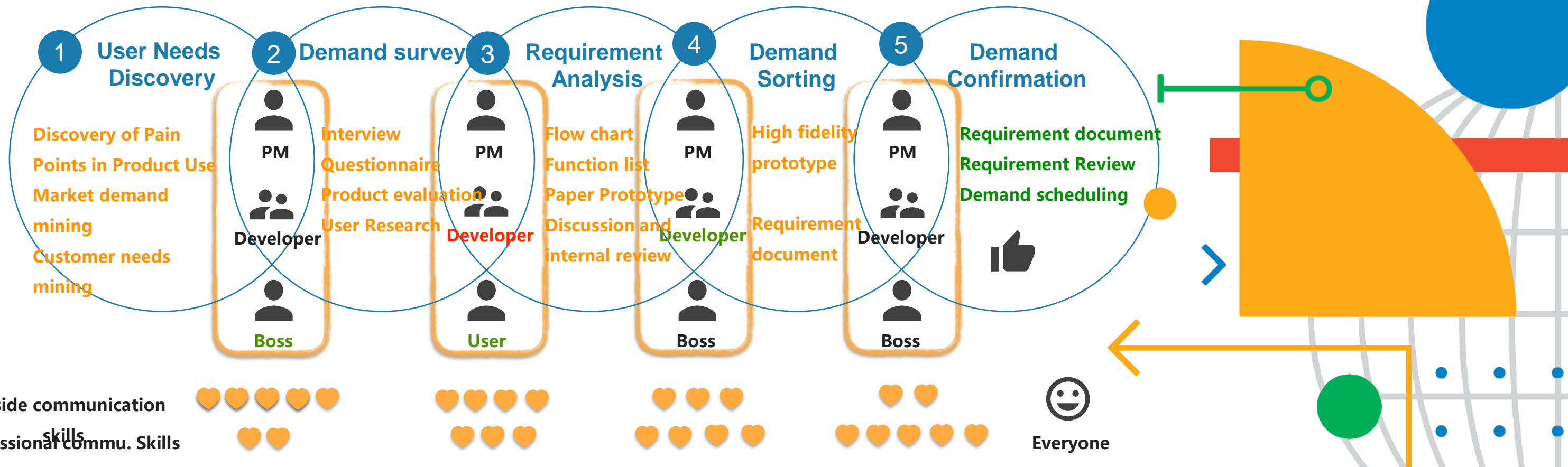
Before Development: The Communication of Requirement Validation



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Before Development: The Communication of Requirement Validation

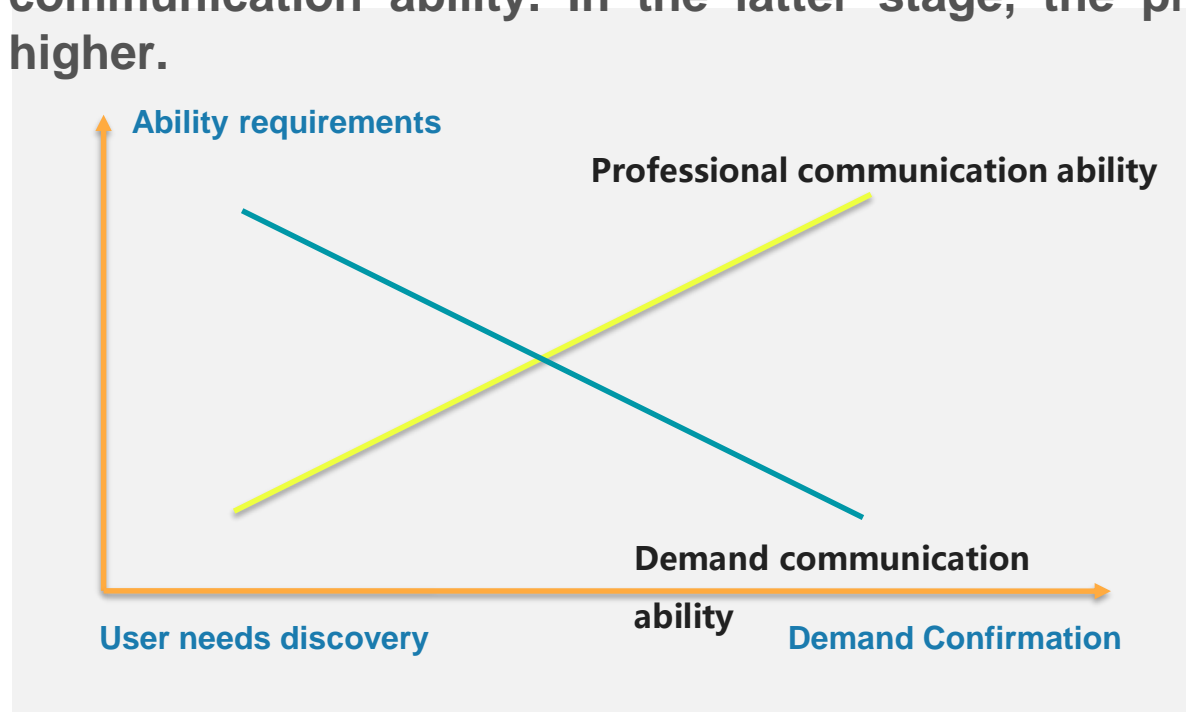
Product documentation work is an important reflection of product managers' basic skills, such as carrying out a good user research, outputting high-quality interactive prototypes and requirements documents. These need continuous efforts and improvement when product experience added, but is that enough?



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Before Development: Communication Ability Index for Product Managers

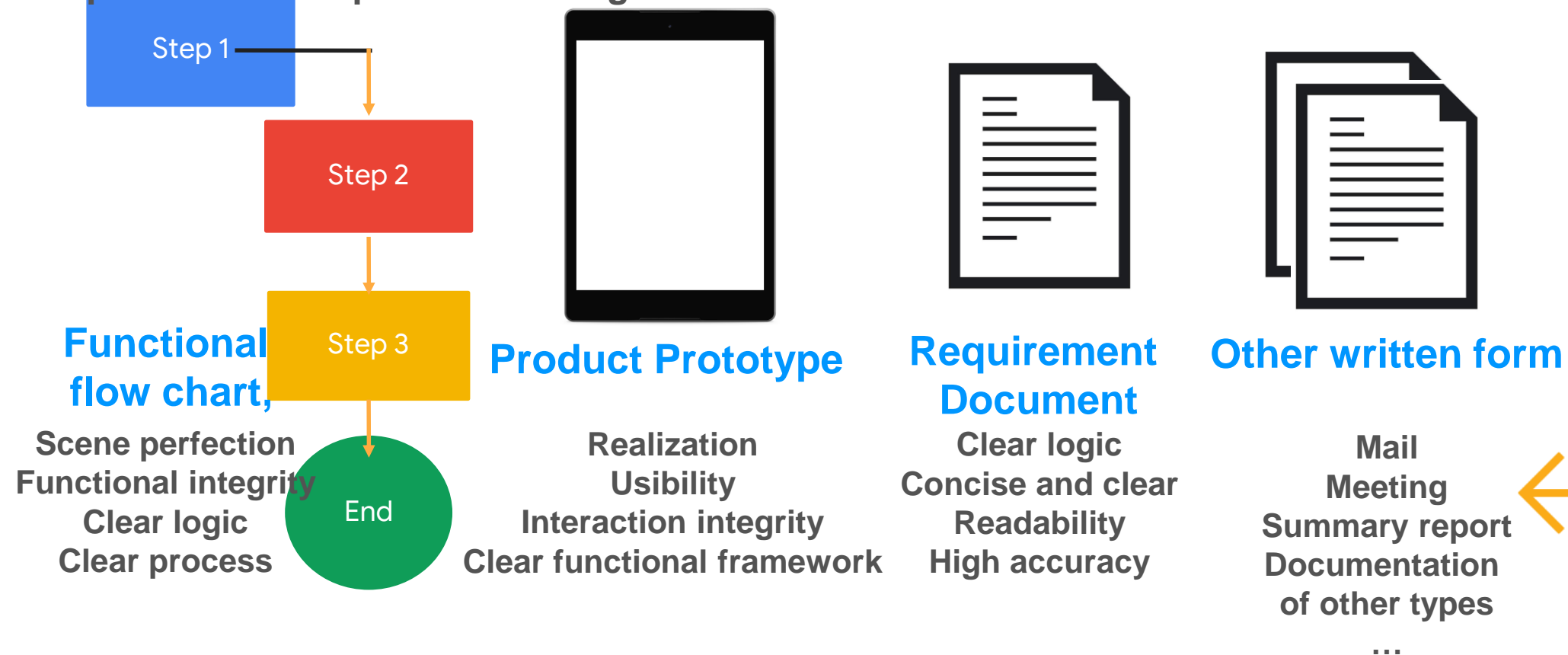
Here, we use professional communication ability to refer to a product manager's product document/work ability, and demand communication ability to refer to all kinds of formal and informal communication needed in the period of demand confirmation. From experience, we know that from demand discovery to demand confirmation, **in the early stage, the communication ability of a product manager requires higher demand communication ability. In the latter stage, the professional communication ability is required to be higher.**



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During Development: Documentation Communication

In the process of development, the content of documentation communication mainly includes developing functional flow chart, product prototype, requirement document, mail, meeting, summary report and so on. **Documentation communication, used flexibly and accurately, is the basic guarantee for demand promotion and product landing.**



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During Development: Communication between different relations

In the process of a product development, the communication object involves all aspects. If the product team can give consideration to good communication with different people and groups, the development process will be more smooth. Here are the internal and external communication relationships we listed in the general process of an APP product development.



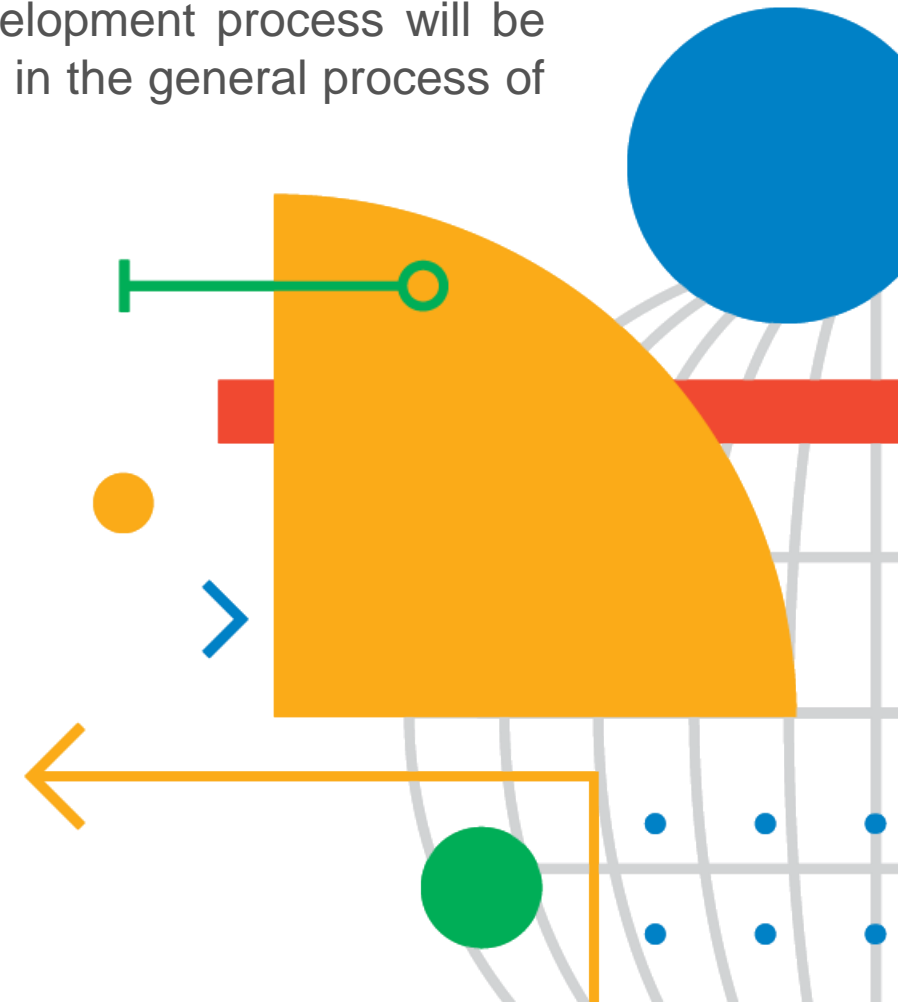
Internal Communication:

Design, Testing, Operations and Maintenance, Customer Service, Project Manager, Boss and Management Staff...



External Communication:

partners, customers, users (users of products) and the general public



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During Development: Oral and invisible communication

In addition to written communication, the development process also contains large amount of oral communication and invisible communication, which is also very important. Sometimes, at the key points of demand promotion and product realization, oral communication and invisible communication are the key factors to solve the problems and realize the smooth launch of products.



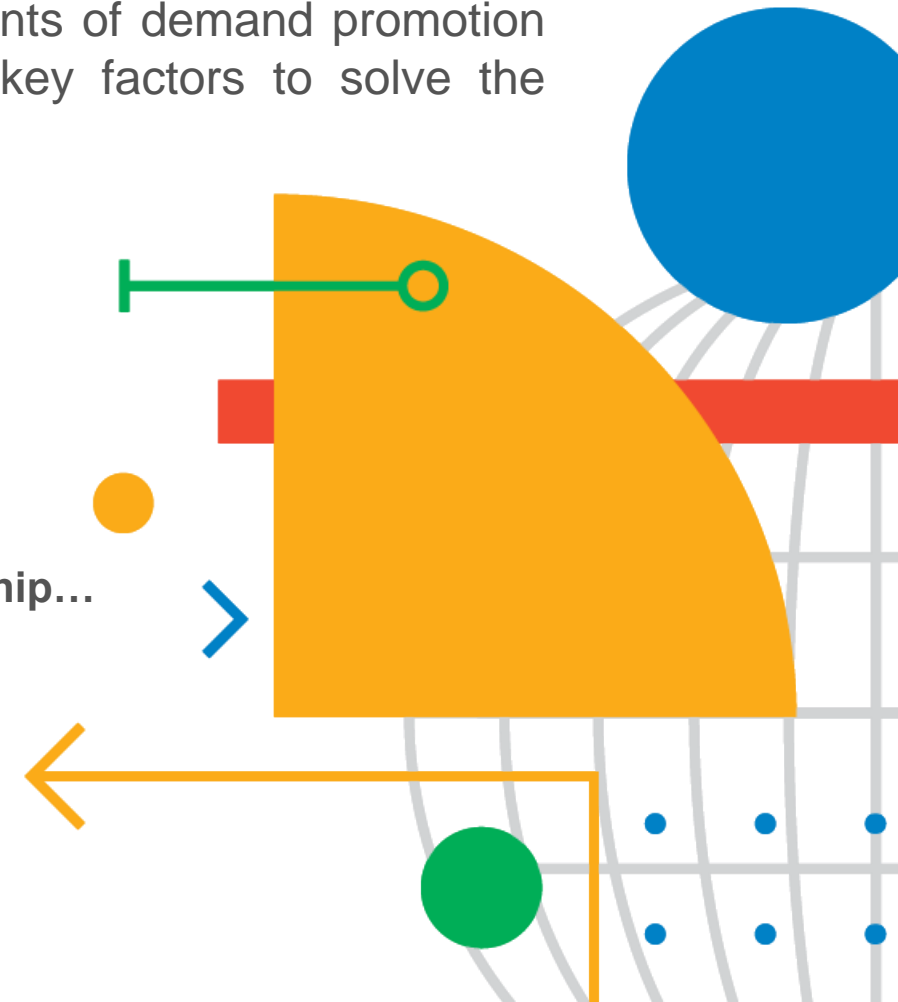
Oral Communication:

One-to-one exchanges, one-to-many meetings, public lectures



Invisible Communication:

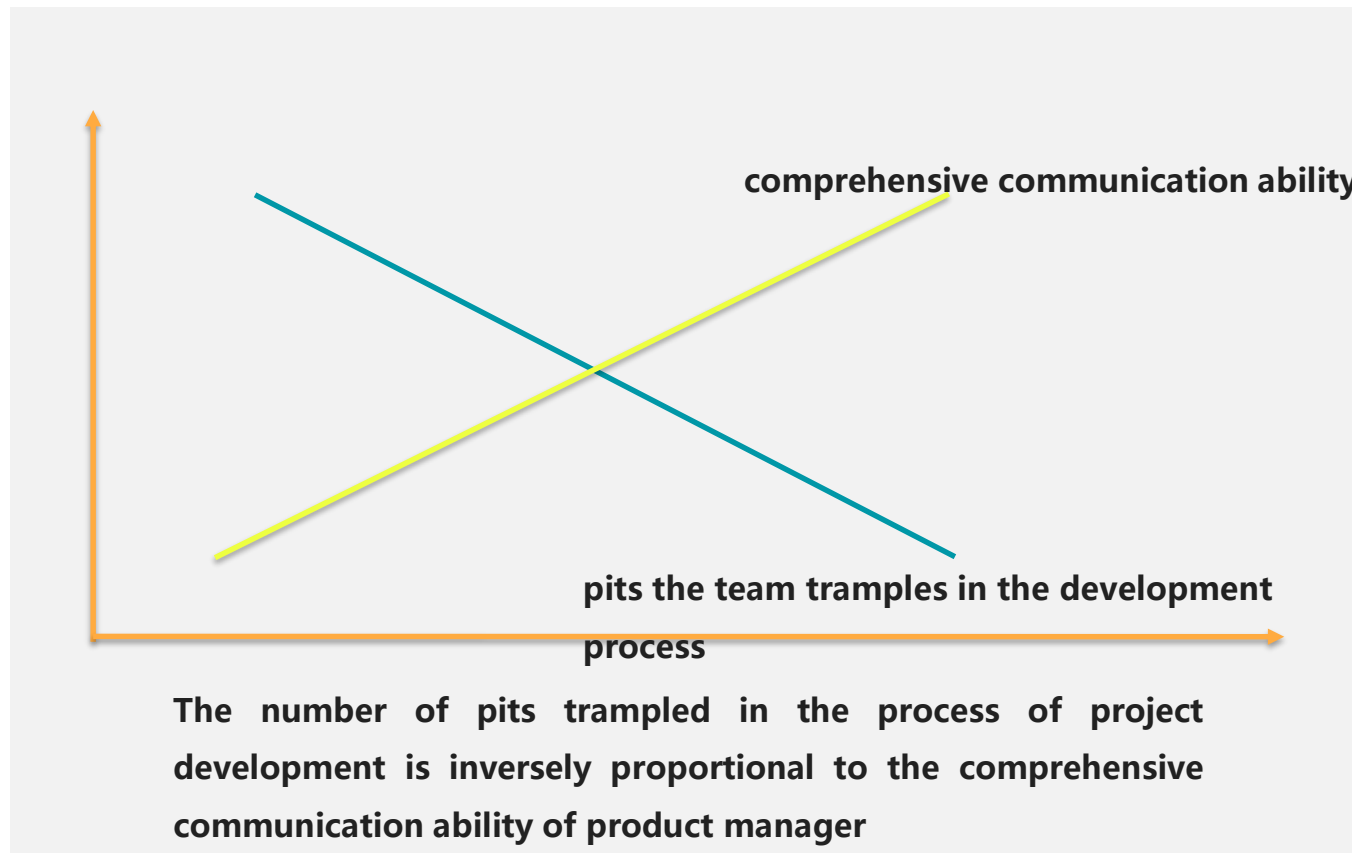
Personal reputation, personality, industry influence, demand driving force, leadership...



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During Development: Communication Ability Index for Product Managers

The above communication ability is called a product manager's comprehensive communication ability. From practice, it can be seen that the higher the product manager's comprehensive communication ability is, the fewer pits the team tramples in the development process.



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After Development: Unavoidable changes in requirements

After the development work is in progress or has been completed, the change of requirement often results from the change of internal and external environment, which often makes the whole team headache but seems inevitable. The change of requirement is also a part of the communication work of product managers, which will be relieved by following principles.

Several Principles of Demand Changes:

1. Improving the Impact Analysis of Change - Minimizing the Impact
2. Change communication in all respects - both internal and external and boss are aware
3. Take a formal change process - no matter how small the change point is
4. Reduce the number of changes - multiple changes go through one change process



Who is the most responsive to changing requirements?

What is the most effective way to communicate here?

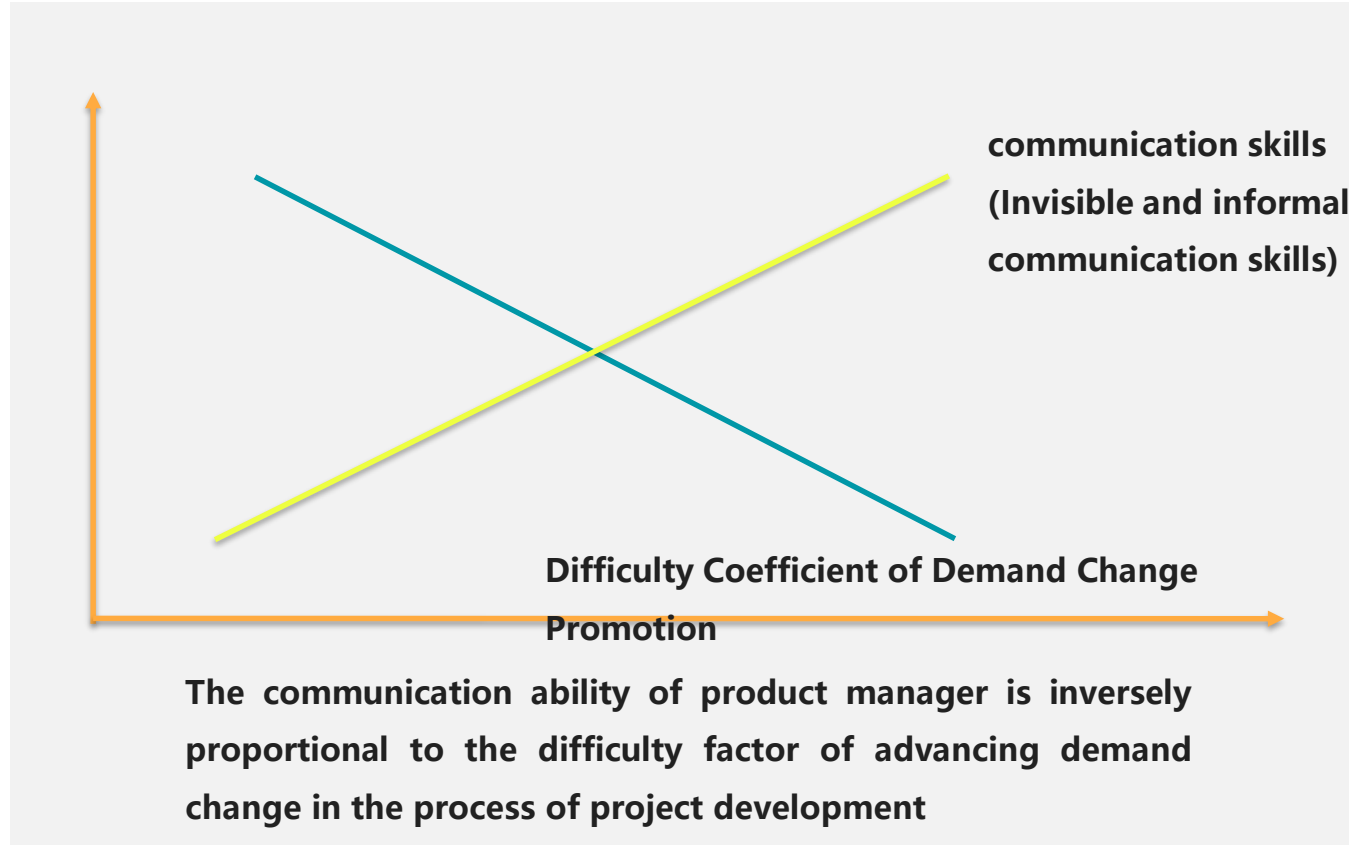
Informal Communication: Dining out, playing cut, treating coffee and snacks...



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After development: the relationship between requirement change and communication ability

In the process of demand change, the stronger the product manager's ability of invisible and informal communication, the lower the difficulty coefficient of demand change.



「03」 Advanced improvements in PM communication

The Art of Cross-Team Communication

Keep an Open Mind

Identification of communication impasse

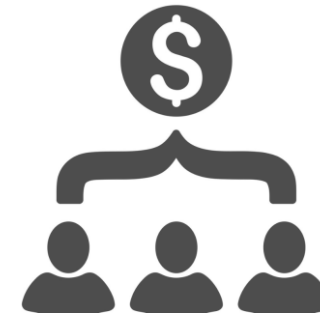
External Pressure in Product Decision-making



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The Art of Cross-Team Communication

Multi stakeholder interests



Internal communication
External communication

The launch of a new product/function usually involves many aspects of teamwork. Good internal and external communication and coordination is often the key to promote the realization of product requirements. This is why **the requirements of cross-team communication and coordination skills are particularly prominent in the recruitment requirements of product managers.**

If you are in a development environment that includes not only R&D resources within the company, but also partners and customers, how to balance the interests of all parties in internal and external communication is very important when promoting product landing. Communication will become smoother with full consideration of the interests of all parties.



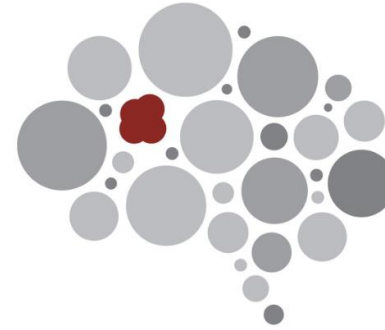
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Keep an Open Mind

Give up "Must Listen to Me"

Background sounds like "Must listen to me" and "Only I am right" can be headache and difficult in any form of communication. Although it is never wrong for product managers to devote themselves to building up their professional image in the process of development, **dictatorship is often difficult to stimulate team creativity and even to undermine team motivation.**

The product manager's courage to listen to different voices when his opinions diverge is always beneficial to the improvement of product functions and the progress of projects. At the same time, **cultivating an open communication environment for the team helps us to play an active and creative role in solving the problems we encounter.**



Invisible
Communication

Informal
Communication



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Identification of communication impasse

Communicate to enhance product value

Invisible
communication

In the process of product development, either one-to-one or one-to-many communication, formal or informal discussions are inevitable. Even if we have a very open communication mentality, we will inevitably fall into the trap of "communicating for defending our views". We advocate **communicating to enhance the value of products**. Once we realize that one party in communication is "communicating for the sake of maintaining views", that is what we often call "raising the bar", we say that the situation is falling into a communication impasse.

Product managers need to be able to quickly identify communication impasse and take actions and strategies to reverse the situation. This situation may be different opinions of different demanders on a demand solution, or it may be that the big boss who paid for the product does not agree with you in the direction of a product. Either way, product managers need to be quick in recognizing it and try best to reverse it.



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External Pressure in Product Decision-making

Persistence in Product Decision-making

External pressure can come from all aspects. For your product, whether it is a specific demand or product development direction, **if you have a full judgment, then do not easily compromise in product decision-making.**

Ask yourself the following two questions:

If your boss is an outsider and puts forward "unreasonable" requirements for the product, can you carry the pressure and stick to your product judgment in the process of communication?

What if your boss is an industry lead and you are just a green hand?



「04」 What else can be done?

Foundations of communication

Personality of a Product Owner

Focus on product value enhancement

Widen the horizon of Product Manager's
Vision



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Foundations of communication



All-round Ability Improvements

Invisible

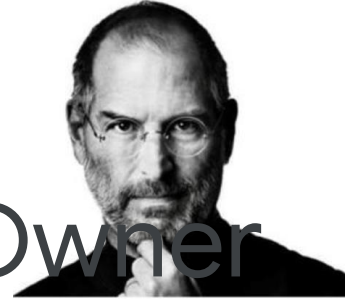
Good communication is one of the essential qualities being a good product manager. **Many of the communication methods and techniques shared above are very practical in the process of products landing.**

But now, maybe you're thinking about becoming a product manager. Maybe you've practiced as a product manager for many years and plan to go higher. Or maybe you're even wondering if you want to continue on the path of a product manager...

Maybe you are an extrovert who is naturally good at communicating. Maybe you have a personality trait that is stressful about communicating. **Experience and methods tell us that improving other aspects of the product manager's ability help the communication process flow smoothly.**



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Personality of a Product Owner

Do you want to be a product manager, too? **Invisible**

Trait One: Mature Individuals

Trait Two: Inner Self-confidence

Trait 3: Preference for the most efficient way of communication

Trait 4: Openness and Curiosity

Trait 5: Super sense of purpose and focusing ability

Trait 6: Ultra-fast learning speed

Trait 7: **Great product enthusiasm** reduces their sensitivity to stress



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Focus on product value enhancement



Increase efficiency for communication **Invisible**

Once you become a product manager, it means that the work done is guided by the promotion of product value. In the competitive market environment of "jungle food", creating higher value products is undoubtedly the basic guarantee for survival. When you focus on improving the value of your products, you will be more able to convince your team, customers and bosses to believe in your product judgments and increase communication efficiency.

Creating higher value products can mean finding clearer positioning for products, building more intuitive and reliable product capabilities through the improvement of product usability and ease of use, and making products popular with users, etc.



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Widen your Horizon



Bury your head in doing things and look up ^{Invisible} at the road

Stand at a higher level to see the problem. A professional point helps you to view farther. If you have a deeper understanding of the product, it will increase your influence in the communication process.

Many times, as a product manager, we are immersed in dealing with all the urgent affairs of the project, ignoring that it is also a product manager's duty to steer the direction of the product.

To achieve this, we need to think and summarize, review and look forward in time. Keeping the habit of open learning, being sensitive to the frontier knowledge and technology, keeping keen on the direction of the industry, understanding the political and economic environment, and establishing an open cultural atmosphere of communication and sharing in the team will help everyone learn and grow up together.



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Thank you!



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GDG Location

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Q&A

The Improvements of Communication being a
Product Manager

