**Product Management at Leading Companies**

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| **Amazon** | **Google** |
| 1. What are the PM responsibilities? | |
| You will be working with analytics A LOT. As a PM at Amazon, you are highly encouraged to have a very strong analytical background.  Be prepared to launch updates and new products quickly and often.  Being customer-centric. PMs at Amazon are obsessed with customer satisfaction (as all PMs should be)!  Working with stakeholders is a huge part of your role. You will have plenty of meetings, and plenty of opportunities to collaborate with coworkers both in-person and through telecommunications.  Plenty of market research. You are constantly learning more about how your product fits with new markets.  A PM role at Amazon really varies by vertical. Meaning are you in retail, advertising, hardware, AWS, logistics, etc. As a general rule, Amazon PM's are expected to own the product they work on. Meaning they decide what gets built, lead the design process, work to operationalize key components, and once launched figure out if its working and if not what needs to be tweaked. As a result, they wear a lot of hats and have to interface with both technical and non-technical stakeholders.  They also must be comfortable representing their product in a multitude of forums which could include finance / business performance, customer experience / design, and technical / development. So all in all it can be a pretty demanding position.  Product Manager at Amazon means very different things depending on which team you’re working for.  At Amazon, people might confuse Product Manager with Program Manager, Technical Program Manager (TPM), or Software Development Manager (SDM) because there are some overlaps between these roles.  Depending on the organization you end up in, and the size and the type of project, your job as a product manager can vary from a strategy-centric position - say if you are tasked in coming up with a pricing strategy; to a customer-facing technical product - say like working on Echo; to working on very tactical projects - say like managing retail systems related projects.  The size of the team, the scope, the maturity of the project, and the allocated budget will influence whether you have full ownership or whether you will have the support of a project manager (or if you will be doing this work yourself). The skills you will learn will obviously directly depend on what you will work on, but you can assume that you will have to refine your problem solving skills and methodical thinking, your writing, your influencing skills, and your data analytics.  Amazon is a place for you to roll up your sleeves. Product Manager roles at Amazon is different from classic Product Manager role at other companies. You will need to get into a lot of nitty-gritty details. You might even need to run SQL query to get report. You might also do a lot of coordination and project management work. You need to be ready to get into a lot of details. This is less strategic than a typical MBA would expect from a product manager role.  Source1:  <https://www.quora.com/What-is-it-like-to-work-at-Amazon-as-a-product-manager>  1. Start with the customer and work backwards to define your product vision and customer needs.  2. Innovate and develop friction-free products that solve problems for Amazon customers  3. Manage a strong cross functional team to see their business initiatives from conception through launch.  4. Be the end-to-end owner of the product – manage the business case, identify the Amazon value proposition, define the customer experience, build out the product requirements, launch plan and see the business through launch and customer adoption  5. Draft strategy and product updates for the Amazon’s senior leadership team  Source2:  <https://www.amazon.jobs/en/jobs/538781/sr-product-manager>  Major responsibilities:  - Drive product prioritization and detailed product definition for AWS Insights products and features  - Engage with customers through a variety of channels and serve as the voice of the customer internally  - Define and maintain a product roadmap with inputs from all stakeholders  - Work directly with software engineering teams to execute and deliver on your product roadmap  - Provide effective written and verbal updates on the product roadmap and key projects to senior leadership and stakeholders  Source5:  <https://www.amazon.jobs/en/jobs/935400/product-manager>  Some of the Key Responsibilities include:  · Work with leadership and key business and engineering stakeholders to set strategy, define the product, and make appropriate high-judgment trade-offs between features and speed-to-launch.  · Collaborate with technology teams, UX, marketing and business development partners to determine what features to move forward and in what priority order.  · Ensure business and technical stakeholder needs are aligned by driving mindful discussions that lead to crisp decisions.  Source6:  <https://interviewschool.com/blog/everything-you-need-to-know-about-becoming-a-product-manager-at-amazon/> | When deciding what to build:  Focus on what is important, rather than what is obvious - It's very tempting to work on obvious improvements to an existing product, but this often isn't what's most important. Make sure you step back to the big picture of what is really most important for your company and its users.  Understand the importance/headroom/difficulty -  Before putting serious effort into doing something, make sure you understood how much it matters to the company that the problem be solved, how much headroom there is to improve, and how hard it will be to improve.  Be explicit about what you need to do badly or break -  If everything is important then nothing is important, and it's rare that you can make one thing better without making something else worse. Be explicit about what you want to make worse.  Make sure you have sufficient exec support -  How much support you need will depend on what you need to break, and how difficult the project will be. To get support, you need to show that it is sufficiently important to justify this. In general, you need support from anyone who cares about things you will break.  Keep re-evaluating what's important -  As you iterate you'll get a better understanding of the importance/headroom/difficulty of your projects. Often, something that seemed important or easy turns out not to be once you've worked on it for a while. Similarly, make sure to prioritize work that will improve your understanding of the importance/headroom/difficulty.  Working with your team:  Cause the team to have a shared understanding of the product –  Everyone on the team should understand what is important, what isn't important, what the guiding principles are, and what key tradeoffs are being made. The team should know enough to be able to execute autonomously and do the right things.  Take responsibility for making things bad - Solving a problem almost always requires breaking something else. Make sure that the team understands what they are allowed to break, and that they can redirect any resulting anger towards you.  Don't try to have all the ideas –  If you are having all the ideas then either you aren't listening to your team, or you haven't given them a sufficient understanding of the problem the product is trying to solve for them to have good ideas.  Route problems and questions to people -  You are rarely the best person to solve a problem or answer a question. Your job is to determine what problems and questions are important, and to route them to people who will be excited about solving them and answering them.  Give people problems/questions/hypotheses rather than solutions -  You'll get more out of your people and they will feel more empowered.  Make yourself unnecessary -  The mark of a great PM is that the team should understand what they are doing well enough that if you get hit by a bus tomorrow, the team still ships a great product. Find some chaos, make order out of chaos, make yourself unnecessary, then go find some more chaos.  Be optimistically vulnerable -  Be open about the problems the team faces and needs to solve, but optimistic about overcoming them. It's not helpful to be in denial about the challenges and it's not helpful to be pessimistic.  Have a basic understanding of the fields the people you work with are in -  You probably want a decent understanding of engineering, law, design, psychology, marketing, etc. This will make it easier for you to understand what experts in these fields are telling you when you work with them. Ask a person in the relevant role what books you should read.  Dealing with disagreements:  Avoid disagreeing in public if possible -  People are much more defensive if you they are being watched and risk losing face. Disagree in private where possible.  Avoid having public opinions unless key stakeholders on your team agree - Your job is to represent the team, not to publicly disagree with them. If there is a disagreement, then your public attitude should be that this is an open question with several possible hypotheses of what the right answer is.  Smart people are rarely "stupid" -  If someone who should be smart says something that sounds stupid, then it probably isn't. Resist the temptation to disagree too early. Their thinking is probably reasonable, although it might be predicated on an incorrect assumption.  Know when you don't need to win the argument -  How much do you trust the other person to be right? How bad would it be if they turned out to be wrong? How quickly would they find out and course-correct? If the risk isn't that big, then it's usually better to trust people, even if you aren't sure they are right. It isn't worth winning every argument.  Be comfortable with bad ideas -  Most interesting ideas start out as bad ideas. Rather than trying to look smart by pointing out why they are bad, try to help them turn into good ideas.  Source3:  [https://www.forbes.com/sites/quora/2015/10/09/what-makes-someone-a-great-product-manager-at-google-2/#3f50706565f7](https://www.forbes.com/sites/quora/2015/10/09/what-makes-someone-a-great-product-manager-at-google-2/" \l "3f50706565f7)  A Product Manager is the navigation system of a product development team, where they drive each and every department involved in the process, with the right decisions and resources to ensure a timely delivery.  There are many roles that a PM plays in a team. When evaluated thoroughly, everything boils down to one thing. Impact. They are responsible for every decision precisely to bring an expected impact for the organisation.  It may either be deciding whom to take onboard or what resources to use, and when. Ultimately, the impact of their decisions decide the fate of the project.  Use case: Before beginning to frame the product, it is the key requirement of a PM to conclude on the use case of the product.  Metrics & success: A PM is always recognized by his success. His success is coined by the success graph of the product he is responsible for.  It is wise for a PM to analyze and set an expected success scale of a product, before beginning to work on it. This helps in post evaluation of the metrics and the success rate.  Collaboration, leadership, advocacy: Leading without authority is the significant role of a product manager. This involves extensive collaboration with a number of researchers, advocates, designers, engineers, marketers, UX engineers, etc and get them working towards a single goal and driving leadership through it.  Velocity & delivery: The difference between a program manager and a product manager is that the former mainly focuses on execution. While a PM is always working on the velocity of the process.  Managing uncertainty & complexity: It is inevitable to encounter uncertainties during a project’s lifetime. However, it is the PM who manages the unforeseen challenges while still giving enough space for the team to work with their ideas.  Mucking in: Sometimes, a person involved in a particular aspect of the product is unavailable when they are needed. It is the responsibility of the PM to then muck-in to perform his/her role or bring in a replacement, to ensure that the process is not halted. The main focus of the PM must always be to reach the finish line!  Solve impactful problems using new technologies  It is important to recognize the prime area of research needed while developing a project. Most often this area is found in the intersection of New technologies, Use Case and Domain expertise:  Back expands on this concept by giving an example of it in one of his own projects; a clinically inclined project that thrives on deep learning. The main objective of the project is to develop a product that helps in detection of eye impairment.  Key Takeaway  A successful PM is able to justify their work, and foresee the impact of their actions in advance. This aids with crucial decision making, and helps to pre-plan for inevitable bumps in the road.  Source4:  <https://www.productschool.com/blog/product-management-2/responsibilities-product-manager-google-pm/>  Understand markets, competition, and user requirements in depth.  Launch new products and features, test their performance, and iterate quickly.  Work collaboratively with engineering, marketing, legal, UX, etc. on cutting edge technologies.  Develop innovative solutions to some of the world’s hardest problems by collaborating as needed across regions, product areas, and functions.  Source12:  <https://careers.google.com/jobs/results/75769522755117766-product-manager/> |
| 1. Describe the product team and organization structure | |
| Amazon’s “two-pizza teams” have become gospel for managers and startups. This team method is so-called because the teams are small enough (six to 10 people) to be satiated with two pizzas when working hard on a project into the evening hours. Everyone loves to quote the term, but how and why does the model work?  The model originated from Bezos’ desire to create a decentralized company where teams can run with ideas independently of other operations. This is in stark contrast with the definition of Aha!, which states that product teams must rely on other teams throughout the organization.  Jason Crawford, co-founder and CEO of Fieldbook, characterizes two-pizza teams as the ultimate embodiment of a divisional organization. In a divisional organization, product teams act as independent entities within the greater organization. They have their own marketing, sales, engineering, and finance functions so that they have autonomy and accountability. “Most crucially, each product has its own profit-and-loss statement (P&L),” said Crawford.  Amazon’s two-pizza teams excel. Structure, clarity, meaning, and impact are all part of the two-pizza team design. Amazon’s special forces are deeply aware of their goals, which are cemented by highly visible metrics. And while Google’s research didn’t find a statistically significant correlation with team size and success, the size of Amazon’s team ensures everyone is recognized for their impact.  Source7:  <https://medium.com/west-stringfellow/building-product-teams-examples-from-amazon-google-apple-basecamp-and-fog-creek-d222c9bc4317>  There isn't a monolithic Product Management group at Amazon.com. Product Managers are embedded at various levels of the many businesses that Amazon runs so if you're looking for a simple answer, there isn't one.  My experience as a Product Manager within the Wish List group felt like I had substantial (although by no means total) input and authority. As a business owner in any group, you come up with your product plans, present it up through the chain of your superiors, vet it, alter as necessary, and then you execute and measure your progress against your plan. I expect if you're really good at your job you'll feel like you have tons of autonomy. If you're not, it will feel like senior business leaders are breathing down your neck. Like any intelligent organization, you earn your autonomy - it's not something that's granted. Prepare to rigorously justify and defend your ideas. If successful in obtaining buy-off on your plan, be prepared to be measured against it. Amazon is notorious for living and breathing quantifiable data and you will live and die by the quality of your planning and your ability to execute over a substantial period of time.  The answer to your resourcing question is similar. The product team I was on had a dedicated development team and therefore a set of resources. For initiatives where we required work from other teams, we used our twice a year product plans to try and get on their respective road maps. It helps if you're drafting on one of the core strategic goals of the company for that year and you can make the other team see that you're helping their stated goals as well. Assuming you're doing big things that move the needle and people believe you can do what you say you're going to do, this works pretty well. If you're working off of a flimsy business case that nobody believes, you will generally not get resources from another team. It's common to make arrangements where you supply your own development resource to work within another team (with their senior development leadership/code reviews/etc.) to get a feature done.  Source8:  <https://www.quora.com/How-is-the-product-management-organization-at-Amazon-com-structured-How-do-product-managers-PMs-get-access-to-resources-How-much-decision-making-authority-do-PMs-have-What-skills-are-valued-the-most> | In 2015, Google set out to bring empirical evidence to the team debate. The company embarked on “Project Aristotle,” which identified 180 teams in its engineering and sales groups. The sample included a mix of high and low-performing teams who were then subjected to a series of double-blind interviews to determine which factors contributed the most to team success at Google.  The project leaders first had to define success. Google quantitatively defined team effectiveness by examining factors such as written lines of code, the number of bugs fixed, and customer satisfaction.  However, the researchers also obtained qualitative input from executives, team leaders, and team members because quantitative measures alone are misleading. For example, more code is not always better. Google used four different types of quantitative measures for more nuanced and less subjective results.  What really mattered for team success, according to the researchers, was how the team worked together, not who was on the team. The most important factor for team members was psychological safety; team members wanted to feel that they would not be vilified for going out on a limb or for making a mistake. Also, team participants wanted to be able to depend on their peers, and they wanted structure and clarity in their purpose.  The researchers also found factors that were not particularly significant for successful team performance. According to Google’s research, teammate proximity, a consensus when making decisions, extroverted personalities, the individual performance of team members, the amount of work, seniority, team size, and tenure of teammates were not major influencing factors on team performance.  Source7:  <https://medium.com/west-stringfellow/building-product-teams-examples-from-amazon-google-apple-basecamp-and-fog-creek-d222c9bc4317>  There are eight levels of product manager at Google.    First year Associate Product Managers who receive help and guidance to carry out their tasks which normally revolves around individual products or specific features within products.  Second year Associate Product Managers are the same as first year only with less guidance.  PM1's understand the product better within the context of the vision for the product area, presents to executives and has less direction than APMs. They also begin interviewing APM candidates.  PM2's can get things done with very little assistance and become very good at overcoming obstacles.  PM3's own larger products and have a strong hand in creating new products.  Senior Product Managers overview whole product areas (in terms of both the teams and the products themselves) as well as having a broader horisontal vision across the company. They also interact more frequently with VPs.  Group Product Managers take a larger role in recruiting teams and acting as a spokesperson for the product area.  Directors set visions across product areas and have a very broad reach over a large array of products.  You will normally find a number of level 1-4 PM's working on various products and features within a given area. There will generally be a small number of SPM's in the area who then report up to GPMs or Directors.  An example management chain for a typical lower tier product manager may run: PM1 -> SPM -> Director -> SVP -> Larry Page.  Source9:  <https://www.quora.com/How-is-the-product-management-organization-structured-at-Google> |
| 1. How PM role and product organizations differ in these companies? | |
| Amazon: Very fuzzy boundary between product management role and TPM role. You act almost like a coordinator at amazon for product roadmap and development. You’ll learn a lot, but the PM at Amazon needs to be get into details, very metric driven, and have thick skin to deal with high stress situation. Also, the more technical you are, the better.  Source10:  <https://www.quora.com/Whats-the-difference-between-being-a-product-manager-at-Google-Microsoft-Facebook-Amazon-and-Apple>  Company Culture:  Amazon has a culture where hard work is prized. It’s common for employees to work long hours and take weekend calls because they are inspired by the company’s mission and don’t mind the work when there’s an amazing product at stake.  Prior Experience:  Apart from technical or non-technical PMs, companies also look for PMs with backgrounds as diverse as MBAs, engineers, and new graduates during their hiring process. The examples below should give you some ideas of the huge variance among different companies.  Amazon – prefers MBAs, technical background not critical, doesn’t hire new graduates  Source11:  <https://www.productmanagerhq.com/2014/12/5-ways-the-pm-role-varies-across-companies/> | Google: Much kinder work culture. Less in your face confrontation. Product Managers are also asked to be quite technical. At least you need to be able to drill down into details and earn the respect of engineers. PM acts like General Manager for the products they manage at Google.  Source10:  <https://www.quora.com/Whats-the-difference-between-being-a-product-manager-at-Google-Microsoft-Facebook-Amazon-and-Apple>  Transparency:  Companies are transparent when their teams can see what every other teams are working on. There’s a culture of openness – PMs may work on projects in different teams and there is more frequent cross-team collaboration. In these companies, PMs have the benefit of understanding the bigger picture and making good use of other PMs’ subject matter expertise, at the expense of spreading themselves more thinly because of these additional interactions.  Companies that are more siloed have teams that focus on their own projects and try to minimize interaction with other teams. The culture at these companies is more closed, and teams are more heads down and less in-the-know of the big picture. Frequently these companies work with confidential projects where a leak could end up costing a huge amount of money.  Google is more transparent, while Amazon is more siloed.  Ratio of PMs to Engineers:  PMs work closely with engineers, and the amount of engineers they work with also vary widely among companies. The ratio could be 1:10 at a smaller startup or 1:3 at a larger company. A key thing to consider about the ratio as an aspiring PM is overall responsibility. In companies with more PMs, the PMs have less ownership of the product as a whole but more opportunities to learn from and work with other PMs. In companies with fewer PMs, the PMs tend to own a larger piece of the scope and more opportunities to do independent work.  Google have very few PMs per engineer.  Company Culture:  Google has a laid-back culture with plenty of great perks (free food, snacks, messages, laundry services, etc.). This isn’t to say the employees don’t work hard – there’s just more of an emphasis on the quality of their work as opposed to the number of hours worked.  Prior Experience:  Google – hires college graduates, prefers technical background, hires some MBAs, with more emphasis on master’s degrees or PhDs  Source11:  <https://www.productmanagerhq.com/2014/12/5-ways-the-pm-role-varies-across-companies/> |
| 1. Who do they hire for PM and what is the interview process? | |
| · customer focus  · visionary  · experienced business manager  · keen on solving complex problems  · operate comfortably in a fast environment  · data-based decision makers  · reliable record of customer obsession.  · strategic and tactical thinking skills.  · ability to prioritize in an ambiguous environment.  · ability to make data-driven decisions and produce results.  · ability to conceptualize, manage and prioritize projects.  · excellent interpersonal, communication (spoken and written) and influence-making skills, as well as the ability to navigate complex and unstructured cross-functional environments.  · ability to work with technical and operational teams  Source12:  <https://www.amazon.jobs/en/jobs/882133/product-manager>  What they look for in a PM candidate:  People who drive products from ideation to all the way to delivery.  Strong analytical understanding, with the ability to make impactful decisions with data.  Top-tier stakeholder management.  Obsession with customers and finding solutions for them.  Ownership of ideas and long-term thinking with goals.  Are experts at developing trust with their colleagues.  Are able to stand up for what they believe in.  Amazon really looks for the cream of the crop with their PMs, and that is why they have been able to become an industry juggernaut. Luckily, there is tons of information on the web about how to become an Amazon-level PM.  For the interview process, there are several overlapping features that you can expect from other top tech companies in the industry. However, they do have some nuanced aspects to their process as well.  Here is what to expect during the interview:  The online application. Similar to many companies where you search for an interest, post your resume, cover letter, and portfolio.  Assessments → do your skillsets fit what they are looking for at Amazon.  Phone interview → expect in-depth behavioral questions, specific examples of previous work, explanations about your leadership abilities.  In-person interview → Again, expect an intensive process. This will cover a behavioral interview section “i.e. describe a time you took leadership on a product”. \*QUICK TIP\* Research the STAR method of answering questions. This will be very helpful.  Expect to meet up to 2–7 people who will be deep diving into your previous experience to assess the amount of impact you could potentially have at Amazon.  Source14:  <https://www.quora.com/How-does-Amazon-hire-product-managers>  BASIC QUALIFICATIONS  · Bachelor’s degree or higher (ideally in a technical field such as computer science or engineering; or recent experience working at a tech company or in a tech role)  · 5+ years of product management experience  · 5+ years of large-scale production experience in a leadership capacity  · 3+ years of defining, building and managing products at large scale  · 2+ years working with developer-facing technologies  PREFERRED QUALIFICATIONS  · MBA  · MS in a technical field  · 3+ years of experience managing a complex suite of products across various customer bases simultaneously  · A strong technical background with software engineering or technical management experience (e.g. experience as a product manager, tech director, lead programmer, or similar)  · Proven track-record of taking ownership and driving results  · Great communication skills and ability to work effectively on projects with developers and software dev managers  · Experience coordinating complex product development cycles and software development schedules  · Ability to work autonomously in a highly demanding and often ambiguous environment, with attention to detail and organizational skills  · Experience developing products and solutions for enterprise customers  Source5:  <https://www.amazon.jobs/en/jobs/935400/product-manager>  The basic qualifications for this particular role are:  · 4+ years of experience in product management, program management, or technology implementation.  · Bachelor’s degree in Computer Science, Computer Engineering or related technical discipline.  · Demonstrated experience in agile.  Source6:  <https://interviewschool.com/blog/everything-you-need-to-know-about-becoming-a-product-manager-at-amazon/> | Minimum qualifications:  Bachelor's degree or equivalent practical experience.  2 years of Technical Product Management experience (i.e. creating strategic product roadmap(s) from conception to launch and working with cross-functional teams).  Experience driving the product vision, go-to-market strategy, and design discussions.  Experience developing Internet products and technologies.  Preferred qualifications:  MS, MBA, or PhD in a technology or business-related field.  Experience managing day-to-day technical and design direction.  Knowledge of multiple functional areas such as Product Management, Engineering, UX/UI, Sales, Customer Support, Finance or Marketing.  Ability to influence multiple stakeholders without direct authority.  Source13:  <https://careers.google.com/jobs/results/75769522755117766-product-manager/>  What's the Google PM interview process and timeline? The process takes four to eight weeks on average and follows these steps:  Resume, cover letter, referrals  Phone screens (one to two interviews)  On-site interviews (four to six interviews)  Hiring committee recommendation  Senior leader review  Compensation committee recommendation  Senior executive review  You get an offer!  Source15:  <https://igotanoffer.com/blogs/product-manager/google-product-manager-interview>  First, we screen their CV - looking for:  Record of excellence - whether in academic studies, career, or elsewhere.  Proof for Initiative, leadership, and ability to get things done - depending on the seniority and experience of the candidate, that could be something they did during their studies, extracurricular, or at their workplace.  Relevant training and experience - ideally, CS degree and previous experience as a PM in a software organization. But these are not a must. If you stand out in (1) and (2) - we are flexible in (3). Other degrees can be considered (math, physics, other engineering, etc), as well as other positions in tech (engineers, designers, etc).  Next, we do a screening interview over the phone. It's a 45 minutes conversation with a Google PM. The goal is to see whether the candidate should be invited for on site interviews. The main things we are focusing on in that call are: product thinking - both strategic thinking as well as detailed design thinking, analytical thinking and problem solving skills, and cultural fit. If any red flags were raised during the CV screening, the interviewer might check these too.  The main and final step are the on-site interviews. These are 45 minutes each, and focusing on:  Product - strategic thinking and product design. How do you approach a vague product problem, do you put the use first, do you have a good understanding and intuition on what makes a good product, are you creative in your thinking, can you actually come up with ideas and solutions rather than process, can you design a screen, etc  Problem solving and analytical skills - can you articulate and break up a big fuzzy problem, are you comfortable with numbers, how do you deal with assumptions and estimations, how structured is your thinking, and how well do you communicate it, do you think critically about the results you get, etc  Technical interview by an engineer - checking on basic understanding of algorithms, data structures, and system design. Goal is to see that the candidate can understand technical trade-offs and considerations, and can participate intelligently in a technical conversation.  Cultural fit, creativity, communication style, leadership, …  If you are very strong on product, strong on analytical, not technically clueless, and didn't raise any cultural red flags - you have good chances to be hired.  Small disclaimer: the first step already filters for strong candidates from top universities, with a stellar career path. So that's the baseline you are compared against. Make sure to go beyond the trivial, and focus on answering the questions you are asked, not give a rehearsed pitch.  Source16:  <https://www.quora.com/How-does-Google-hire-product-managers> |
| 1. How do they practice agile? What is the framework they use, team structure, etc? Scrum? Kanban? XP? | |
| Scrum became widely adopted in its development organisations. Amazon’s adoption strategy has been described as an unplanned and decentralised transformation that’s different from the way Scrum adoption usually takes place.  6 ways Amazon uses the Scrum methodology:  1.Permission  Amazon’s teams were given broad discretion to solve their own problems without detailed prescriptive practices from a central authority. The decentralised decision-making discretion is designed to let teams create, deliver, and operate high-quality software in a streamlined and red-tape-free way.  2.Teams  Stable and long-lived teams support agile practices. Development teams have one manager to whom they report to directly. These standard Amazon team policies make the culture and work arrangement consistent with Scrum practices.  3.Knowledge  The spark was lit through team members who were happy to help educate others about Scrum on an ad hoc and voluntary basis. Once they were educated in the practices, individual teams were able to make ground-level decisions about how to implement it. The results these teams achieved drove other teams to become interested.  4.Scale capacity  Amazon switched from dedicated servers to AWS and removed the siloed approach from their operations and development teams. This means their developers can deploy individual codes to any of their servers at their disposal, allowing the business to move and innovate faster. Engineers can scale up or down their capacity without restrictions.  5.Better software  Adopting Agile has allowed Amazon to deliver better software and save considerably on costs. An average of their 40% of dedicated-servers capacity ended up going to waste. Shifting to Agile practices have seen their engineers deploy a code every 12 seconds, accompanied by a drop in the volume and duration of outages.  6.Impetus  With ad hoc, voluntary Scrum education; an email-based Scrum community; and occasional Scrum master training sessions, a critical mass of teams had adopted the winning practice. Following this, a Scrum trainer/coach position was created, and having a full-time trainer on board meant easier adoption and high-quality agile working implementations.  Scrum implementation happened from the ground-level up at Amazon. No timelines or mandates were used. It didn’t start with management-level decisions and prescriptive plans for adoption.  By encouraging Scrum through fostering a culture of innovation and ensuring information about it is available, organisations can drive adoption by responding to demand and removing impediments as they’re discovered. Allowing stable, long-term teams to exist and giving teams plenty of discretion about how they would adopt went a long way to make this approach to agile working successful.  Source17: <https://www.alctraining.com.au/blog/amazon-spotify-used-scrum-change-work/> | Agile software development being one of the most common approaches to software development, requires certain stages to be implemented properly:  Thus, it is often initiated by customer’s stories/journeys and executed by the collaborative effort of cross-functional teams of developers working in a single project management tool and lead by certain people — Agile Coaches/Scrum Masters and Product Owners.  Since Google is one of the largest multinational companies which provides digital products and services such as browsing, cloud computing and software retailing, they’ve certainly assembled a lot of strong teams handling the work around those projects.  First, we’ll need to identify the premises needed to fulfill the Agile Methodology circle mentioned above:  Google Customers → Here’s an awesome fact: Last year, Google was ranked first amongst the most visited multi-platform services with 247 million U.S. unique visitors. That’s a lot of feedback, aye? So how do they collect all the user stories?  Well, first of all, they’ve put a CTA on each and every one of their products to share the feedback and report issues.  The real question is ‘Do they really go through all of it?’  Yes. According to a close source (which worked for Google for several years) Google assembled more than 500 Support teams scattered around each and every product Google offers. They’re handling the feedback and working alongside Product Owners to classify, diverse and store it effectively.  Also, Google has established a large number of teams which consist of Closed Testers which are providing teams of Product Owners with the most valuable and confidential feedback they could get. And they’re paying them a lot. So you can see how important this feedback is to Google.  Product Owners and Agile Coaches/Scrum Masters → Google’s Product Owners are assembled in teams of a dozen people (Agile Coaches/Scrum Masters) working on a lot of different stuff including classifying feedback, setting priorities, organizing product backlog, weekly sprints, etc. They’re in close correlation with the Support Team, other Product Owners and of course a massive amount of Google Developers.  (Developer) teams → There’s more than 1000 teams of developers and 10,000 individuals working on Google products. So the need for a lot of Product Owners, Agile Coaches, Scrum Masters and Project Managers are rather obvious. Google developers are often following instructions and organization from Team Leaders, who are adjusting their workflow to the sprints Product Owners and Project Managers are defining.  Project Management Tools → An interesting fact: Google is actually combining the set of their own tools (such as Sheets, Documents, PM-er) alongside some of the most commonly used project management tools (which they haven’t shared yet).  Source18:  <https://www.quora.com/How-does-Google-implement-Agile-Scrum> |

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