



Who cares about product?

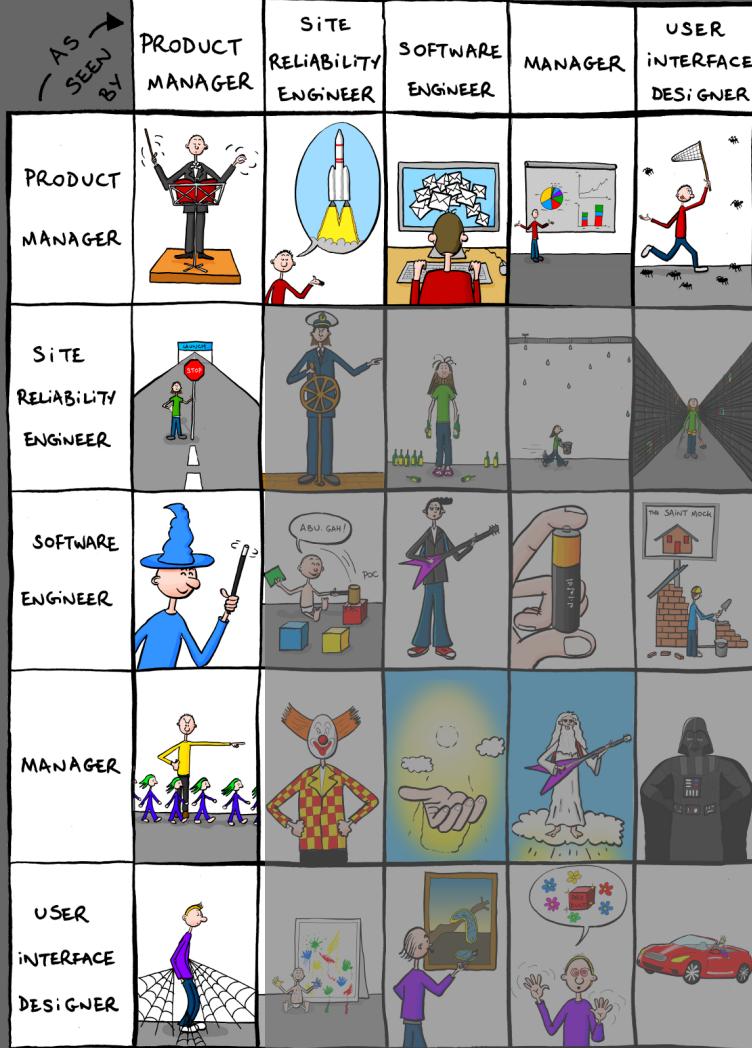
• • •

C4Q: Android cohort
August 20, 2015

1



What is Product Management?



Ship products which impact people.

Do whatever it takes to make that happen.

Why do you care?

Why?

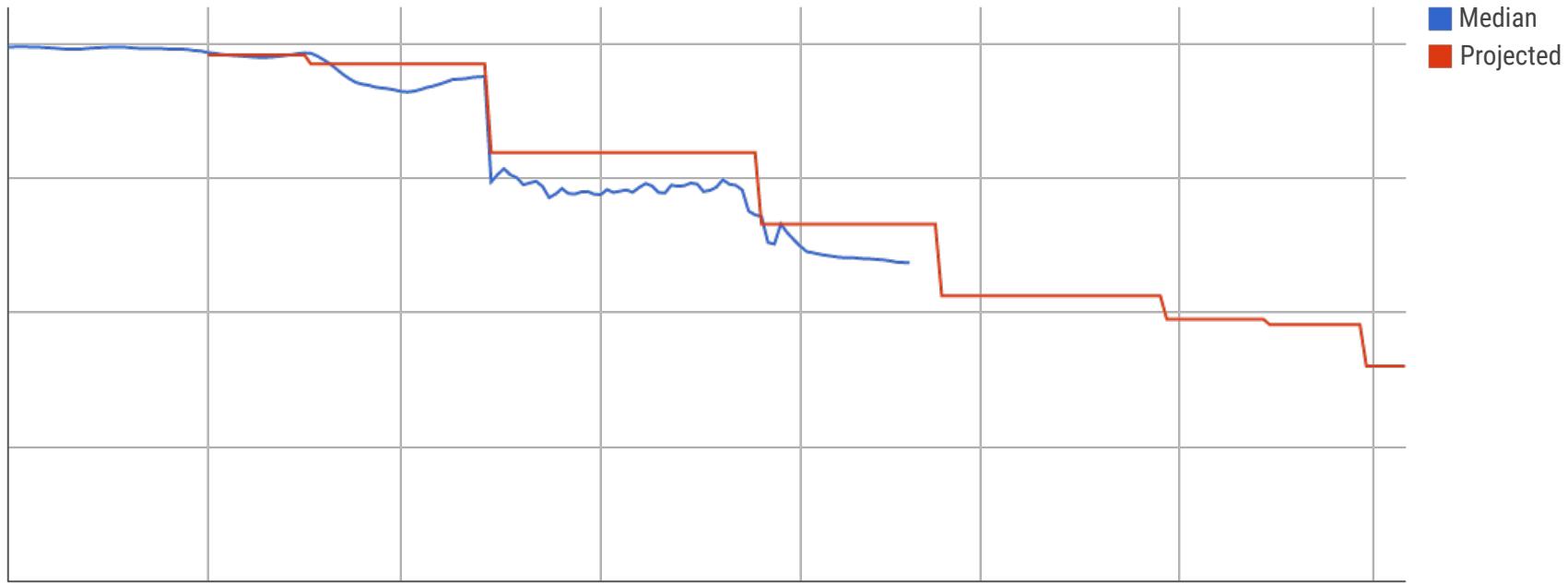
Clear Goals.

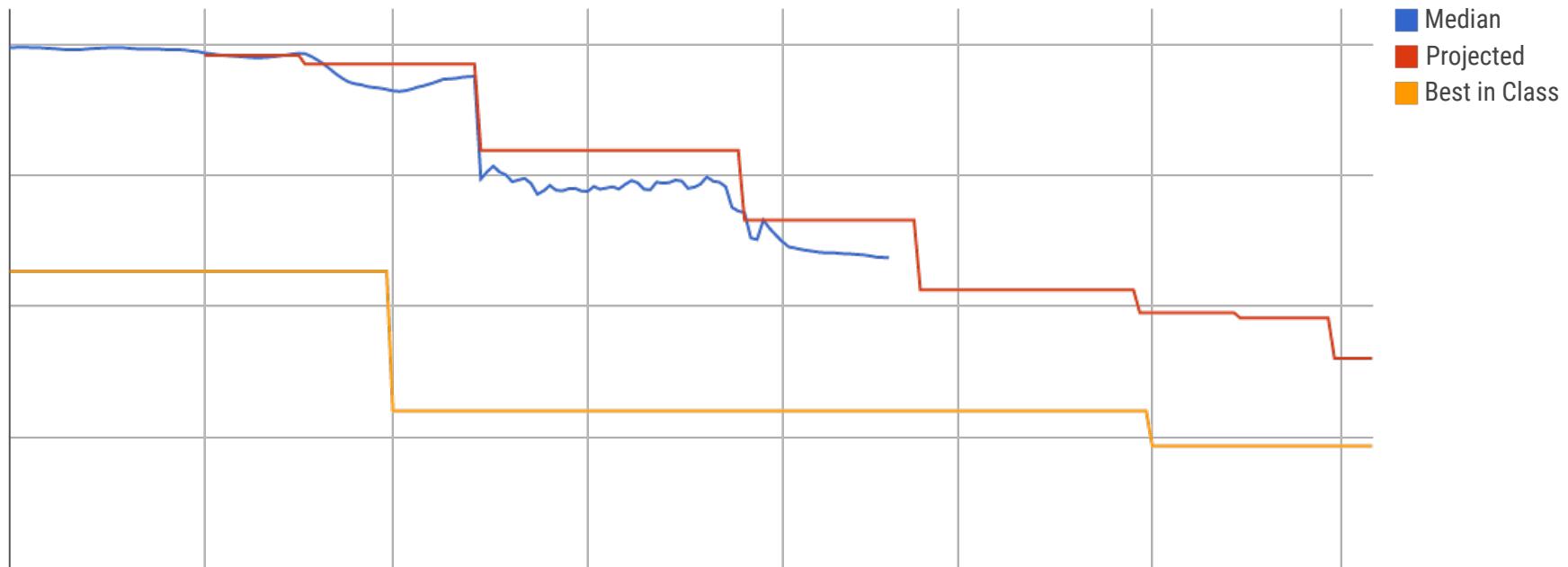








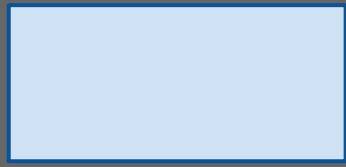




How?

Establish a
solution.





Gibberish 1

Gibberish 2

Gibberish 3

Gibberish 4

Gibberish 1

Gibberish 2

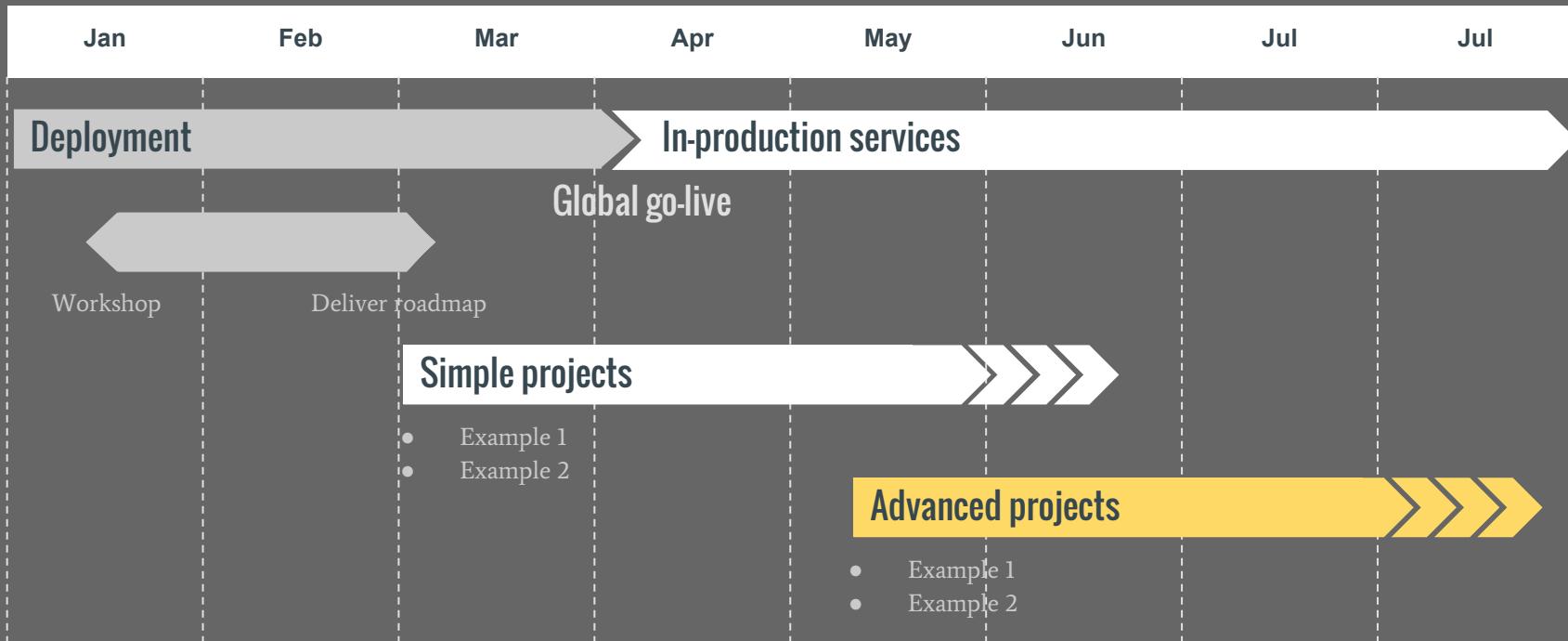
Gibberish 3

Gibberish 4

When?

Schedule.
...and iterate.

Timeline



Description	M1: Prod Launch	M2: Prod Stretch
Desired launch date	6/12/2014	7/24/2014
Number of eng days left	0.00	0.00
Starting Date for Milestone	8/20/2015	8/20/2015
Current estimated launch date	8/20/2015	8/20/2015
Number of tasks with no eng days	0	0
Number of days ahead of schedule (+/-)	DONE	DONE
Weeks in iteration remaining	0.00	0.00
Milestone notes - please keep short (ie why launch date was changed, etc)		

been able to keep the power strength governments. In American been fierce debate on by of the Milwaukee implemented in 1990, the program only coveredents whose families e eligible. However



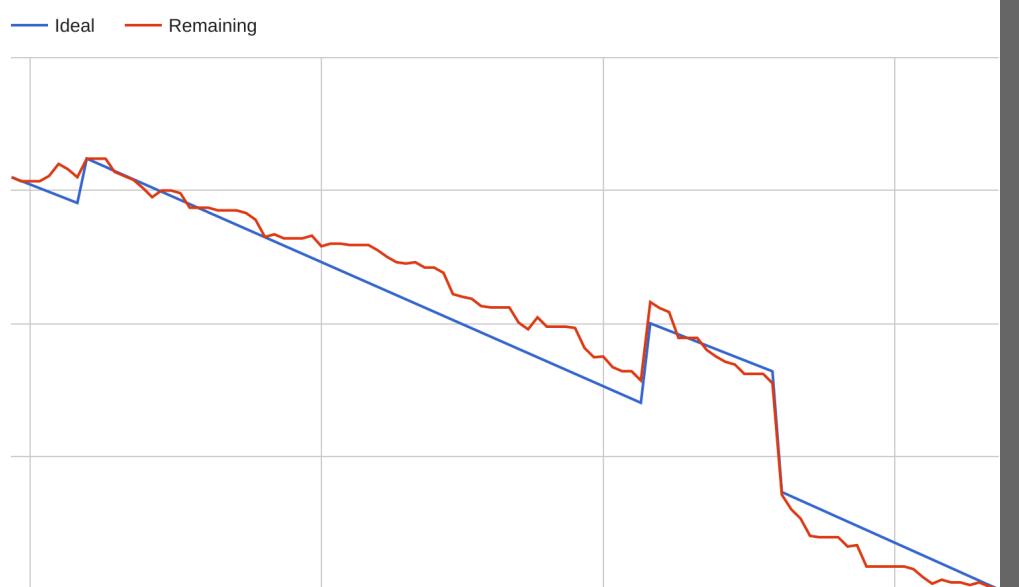
Max Davidson
2:35 PM Today



Replace: "strength" with "power"

Reply...

Task	Category	Planned By	Owner	Status	Eng I	Eng E	Start Date	End Date	Link	Comments	Sort Color
Implement - List quotes (style + entity)	Suggestion Quotes	jmarkman		done	5	0			1 https://docs.google.com/ga/...		1
Implement - Better whitespace handling. Consider whether we should be trimming whitespace on the quotes.	Suggestion Quotes	kwinter		done	1	1			1 https://docs.google.com/ga/...		1
Quotes in suggest changes quotes should not be part of the placeholders and fix the quotes to be smart quotes	Suggestion Quotes	kwinter		done	0	0			1 https://docs.google.com/ga/...		1
Update collaborator colors	Final Facet	vapell		done	0	0			1 Blocked on spec		1
Change accept/reject/review buttons to show on hover	Final Facet	kmrkman		done	1	1			1 https://ib.corp.google.com/...		1
Make suggest button always appear in mode switcher	UX tweaks	lutzp		done	1	1			1		1
Implement - Better whitespace on cursor, with bold, italic and fading on move.	UX tweaks	lutzp		done	2	1			1		1
Getting rid of the mode switcher restoration	UX tweaks	lutzp		done	0	0			1		1
Fix z-index and overflow issues with mode switcher	UX tweaks	lutzp		done	1	1			1		1
Always show accept, greyed out for now, even with a tooltip	UX tweaks	lutzp		done	5	2			1		1
[Android] Make Suggest Change button show the right text and icon.	Mobile	lgreenstein		done	0	0			1		1
Implement - Horizontal scroll bar style to match iOS implementation	Mobile	lgreenstein		done	10	1			1		1
Display new test when tapping on unsorted ranges.	Mobile	lgreenstein		done	1	1			1 https://ib.corp.google.com/...		1
Using suggest changes offsite got a doc into an "unrecoverable Docos state"	High priority bugs	kmrkman		done	0	0			1 https://ib.corp.google.com/...		1
NUPreciseException in MainActivator	High priority bugs	lutzp		done	0	0			1 https://ib.corp.google.com/...		1
Call to action taken in Docos is disabled	High priority bugs	lutzp		done	0	0			1 https://ib.corp.google.com/...		1
"File Unavailable" displayed when revision history opened after UNDO and then REDO	Docos instability	pengili		done	2	2			1		1
Performance	High priority bugs	ighall		done	0	0			1 https://ib.corp.google.com/...		1
Check editing performance (typing + suggestions mode) and get to acceptable levels	Performance	-	-	-	-	-			1		1
Update filtering usages	Performance	jvmarkman		done	20	2			1		1
Remove Docs from view mode + rollout	Server-side Filtering	lutzp		done	3	1			1 https://docs.google.com/ga/...		1
Return the right thing for viewers from query	Hide Comments from	-	-	-	-	-			1		1
Enable comments and disable comments when the user has view access	Hide Comments from	kmrkman		done	5	4			1		1
Mobile: Fix Mode switcher to not set docMode for view mode docs	Hide Comments from	lutzp		done	2	2			1		1
Add modeViewReference to storage	Hide Comments from	lutzp		done	1	1			1		1
Redefine isArchived to be based on revision number and model ACL	Hide Suggestions from	jv		done	1	3			1		1
Force a reload of the page if the ACL read storage is inconsistent with what is in the SessionTracker on initial load. Consider adding a way to avoid infinite reloads.	Hide Suggestions from	jv		done	2	2			1		1
Mobile: popularize the SessionTracker always based on the storage ACL rather than the API ACL	Hide Suggestions from	lutzp		done	2	1			1		1
Implement - Take Screenshot (Style, Table, Cell, Row) [Marker: Table Start/End, Row, Cell, Row]	Suggestion Quotes	lgreenstein		done	5	3			1 https://docs.google.com/ga/...		1
Double click to edit Headers, Document	Suggestion Quotes	lgreenstein		done	0	1			1 https://docs.google.com/ga/...		1
Implement - ImageDrawing quotes (entity)	Suggestion Quotes	kwinter		done	1	1			1 https://ib.corp.google.com/...		1
Design - Better whitespace handling. Consider whether we should be trimming whitespace	Suggestion Quotes	ll		done	0	0			1 https://ib.corp.google.com/...		1
Previous/next being able to set foreground color for line plugins.	Suggestion Color Bar	pengili		done	2	1			1 https://ib.corp.google.com/...		1
Add code to determine change and warning	UX tweaks	lutzp		done	3	1			1		1
Wordwrap right click context menu should say "Suggest edits"	UX tweaks	lutzp		done	0	0			1		1
Double click to edit Headers, Document	UX tweaks	kmrkman		done	2	1			1 https://ib.corp.google.com/...		1
Switching to edit mode in a cell causes an error. "Failed to execute 'appendData' on Node: The new child element is null."	High priority bugs	lgreenstein		done	1	1			1 https://ib.corp.google.com/...		1
Server Side error on Opening Document, Previewing (starting at page 2), or deleting a document	High priority bugs	lutzp		done	0	0			1 https://ib.corp.google.com/...		1
Scary doesn't load if the office client is disabled	High priority bugs	lutzp		done	0	0			1 https://ib.corp.google.com/...		1
Change clients to start sending session data	Session Access	kwinter		done	5	0.5			1 https://docs.google.com/ga/...		1
Double check usages of FULL and LEGACY_FULL	Server-side Filtering	lutzp		done	1	1			1		1
More info on how to use these functions. Do this in all apps. Also check fallback application handling for these funcs.	Hide Comments from	jv		done	2	2			1		1
HotToRicPunch/Sketchy don't convert to Docos (behind a flag). Docos server is not available	Hide Comments from	kmrkman		done	3	0			1		1
Modif Shelly to not show the comment button in view mode in Sketchy	Hide Comments from	kmrkman		done	1	0			1		1
Previews in edit mode are broken if a keybinding is needed for cold start recall	Hide Suggestions from	jv		done	2	2			1		1
Design - Equalise quotes (Style, Equation, Equation function) [Marker: Equation function, formula, function, review]	Suggestion Quotes	kwinter		done	0	0			1 https://ib.corp.google.com/...		1
Implement - Horizontal rule quotes (style)	Suggestion Quotes	kwinter		done	0.5	0.5			1 https://ib.corp.google.com/...		1
Implement - Bookmark quotes (entity)	Suggestion Quotes	kwinter		done	0.5	0.5			1 https://ib.corp.google.com/...		1
Implement - Autostart quotes (page number, page count)	Suggestion Quotes	kwinter		done	0.5	0.5			1 https://ib.corp.google.com/...		1



Espy - Project Plan  

File Edit View Insert Format Data Tools Add-ons Help

View only

fx | KEY

Who?

Be clear.

Be nice.

That's it.



“Jason called it a “turd”, but I think that’s being too kind. It’s maybe the worst excuse for a piece of technology that anyone has created in the past five years. ...

If they sold this product with this trackpad, Google may not be allowed to ever attempt to make another branded product ever again.”

- MG Siegler

We'd have to trust the trackpad manufacturer to fix all issues quickly

disaster

We can be a trackpad software provider

Understand the problem

- What's our end goal?
- How does the data get translated to fingers? gestures?
- What are common issues that users face?

Break it into pieces

- How do we structure the stack to achieve our end goal?
- How do we capture user behavior?
- How do we know if our changes fix the problem?

“The most recent Chrome OS update ... includes new “trackpad and sensitivity settings,” and it definitely **makes a world of difference.**”



2011.03

“You may recall myself and others blasting the trackpad on the original Chromebook, the prototype Cr-48 device. ... nothing could match the trackpad found of MacBooks. This trackpad comes very close.”



- MG Siegler

2013.02

Let's not mess up what we have.

That'll take way too long.

Look - it's just a matter of prioritization.

That's too different from what our core business is.

The logistics involved are complicated.

The risk is too high.

There are a lot of details to get right before we even think about starting.

If they haven't done it, there's a reason.

Increase all positive metrics
by 25%!

Let's launch in another country.
We need an answer to the competitor'

What process do we follow
here?

s launch

Here's the next feature request on the list

Spin off a group to do something

I want to see a 10% decrease in everything crazy for a quarter
bad

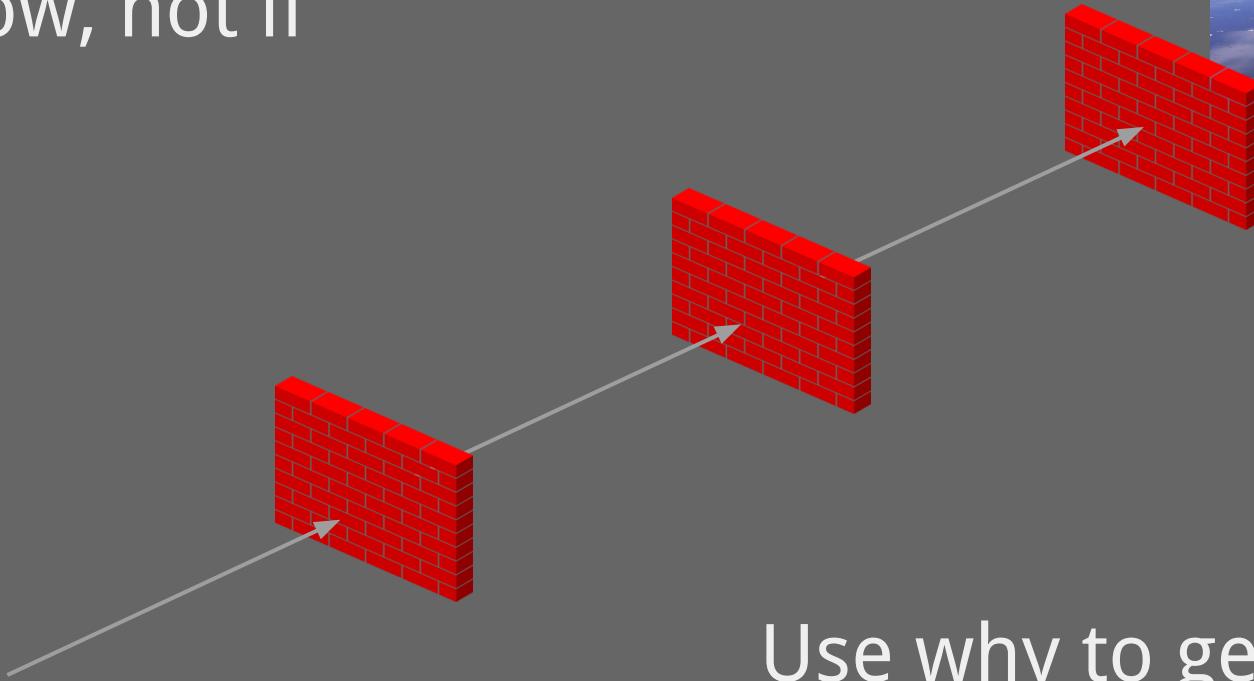
Let's prioritize the top list of complaints



“We choose to go to the moon in this decade”

Set user focused goal

How, not if



Use why to get to how

Soap

Cups



Overview

(1) identify goals (2) define requirements and (3) define success metrics / failure metrics. I feel that for me, any coder who understood that PMs help with these things, that would be a good sign. Obviously, you can dig into any one of these - how do you know the goals, what does the market look like, user needs, etc.

Candidates should be able to sit down with an initial idea and think through the product requirements, understand what the goals are, what the success / failure metrics are - what is the minimal viable product that needs to launch so you can launch an iterate.

Of course, PMs then work with engineering to figure out how to adapt their vision with what is possible.

One addition for me is some aspect of conflict resolution. I care a lot about personality / attitude. An inflexible attitude can kill a team (which is different from passionate). How did they handle when things didn't go well? What about disagreements among people on your team, particularly around product direction? PM skills are very attuned to this. I always try to probe into this. I would impart on them that engineering is rarely about working alone - its not just PMs that need to talk a lot ;)

Overview

- What does PM do (hear from group)
 - Examples of good/bad product?
- Why do you care
 - Interview
 - Entrepreneur
- What do eng look for in other eng?
 - What's the problem/Clear goals (Why?)
 - Why important/Success metrics
 - Requirements (how?)
 - Schedule (When?)
 - Simplify long poles
 - Launch & iterate
 - Softer skills (communication, conflict resolution, influence)
- Examples of this in practice (Do you really do this?)
 - 5s boot
 - Suggest changes