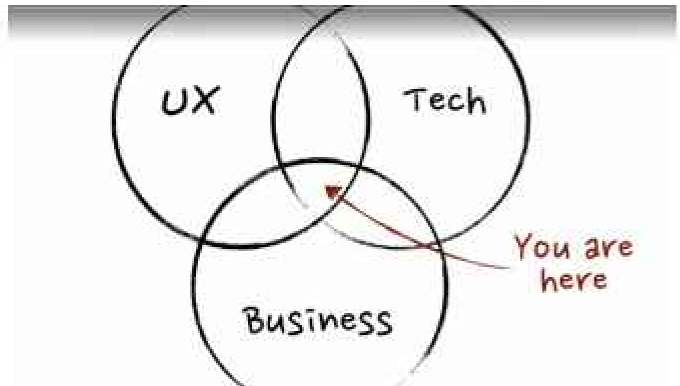
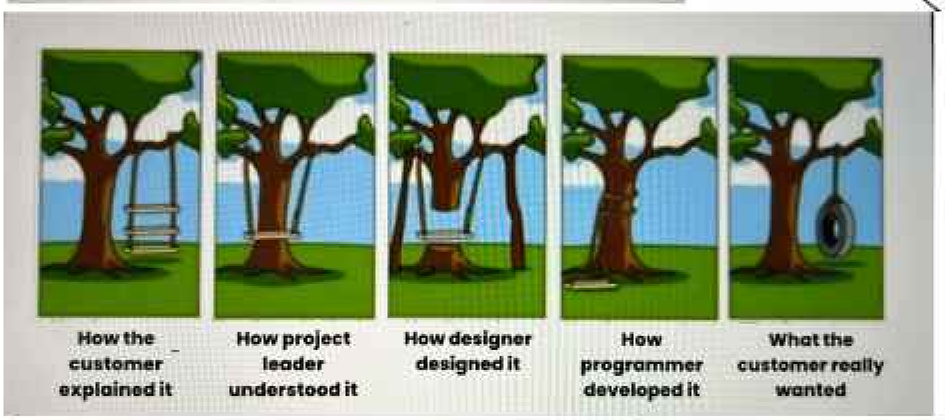
<u>Being a product manager is all about finding a solution to a problem instead of trying to fit a problem to a solution that you or someone else has thought of in the first place</u>

SCRUM IS THE MOST POPULAR AGILE FRAMEWORK. Scrum changed 5 times since 2001 and agile is still the same

Product management. It's one of the most vague and misunderstood roles in the tech industry, but did you know that a huge number of current CEOs got their start as product managers. On top of that, nearly every founding CEO performs the role of product management, some more than others. Steve Jobs is one of the most well-known product CEOs in history.





Methodologies	Agile, Waterfall
Frameworks	Scrum, Kanban, Lean, SAFe, LeSS, Nexus, DAD
Roles	Product Owner, PM (Project Manager), Scrum Master, Development Team

1. What is a Product Manager?

A Product Manager (PM) is a professional responsible for the development and success of a product. They act as the bridge between various teams, such as engineering, design, marketing, and sales. Their main tasks include:

- Defining the product vision and strategy.
- Gathering and prioritizing product and customer requirements.
- Working with cross-functional teams to deliver products that meet customer needs and company goals.

2. What is a Product?

A product is anything that can be offered to a market to satisfy a want or need. It can be a physical item (like a smartphone), a digital good (like software), or a service (like a cleaning service).

3. Types of Product Managers

Product managers can be categorized based on the type of products they manage and the target customers. Here are three types:

Internal Product Managers

- **Role**: Focus on products used within the organization (e.g., internal tools, systems). It is less risky cause we are just making it for a few users and not millions.
- **Stakeholders**: Employees, internal teams.
- **Example**: An internal project management tool for company employees.

Consumer Product Managers (B2C - Business to Consumer)

- **Role**: Manage products that are sold directly to consumers. It's risky and a high pressure job. It can cost a company millions of dollars.
- **Stakeholders**: End-users, marketing teams, sales teams.It involves extensive user testing.
- **Example**: A mobile app for personal finance.

Business to Business Product Managers (B2B - SaaS)

- **Role**: Manage products that are sold to other businesses, often as Software as a Service (SaaS).
- **Stakeholders**: Client businesses, sales teams, customer success teams.
- **Example**: A CRM (Customer Relationship Management) software used by sales teams in various companies.

4. Roles of Stakeholders

Stakeholders are individuals or groups who have an interest in the product. Their roles include:

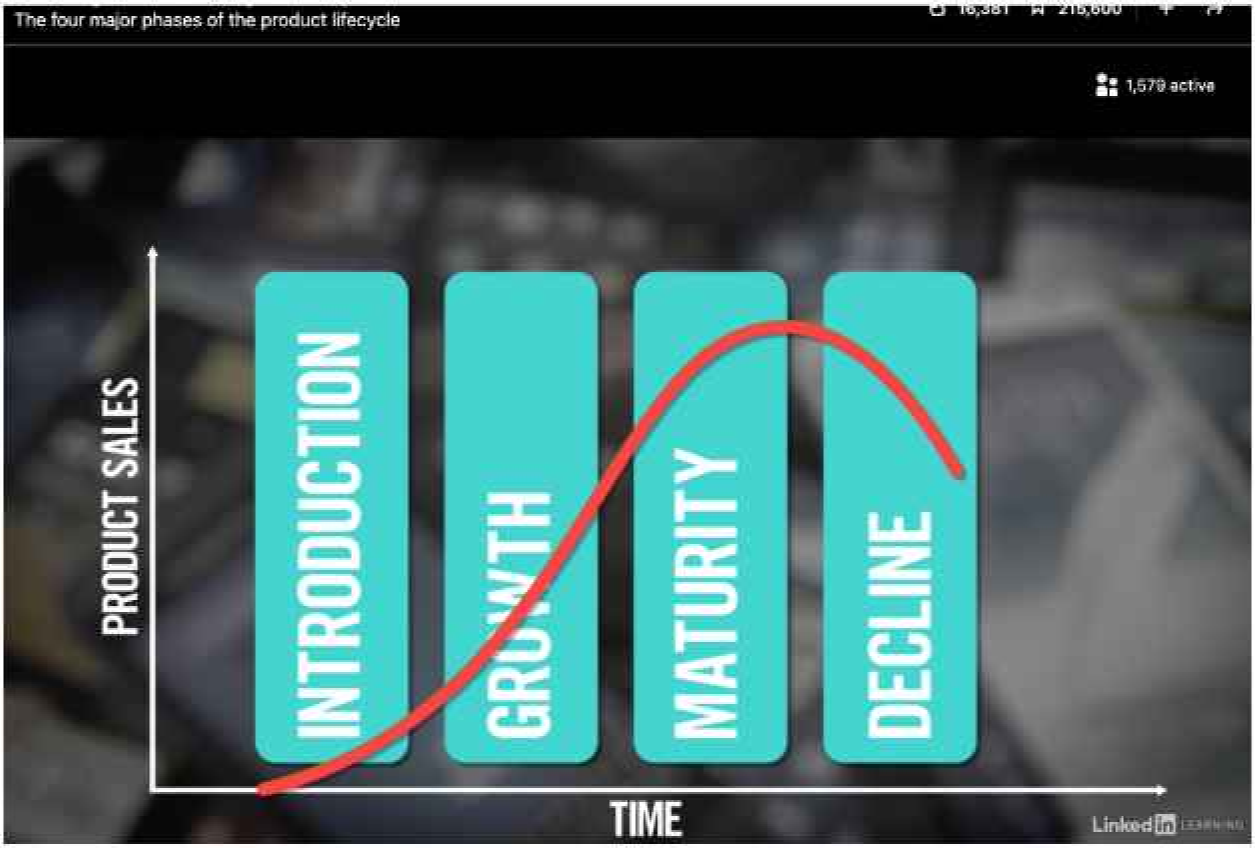
- **Customers/End-users**: Provide feedback and use the product.
- **Internal Teams (Engineering, Design, Marketing, Sales)**: Collaborate to build and promote the product.
- **Executives**: Provide strategic direction and approval for product initiatives.
- **Partners**: May help in distribution, support, or enhancing the product's capabilities.

What management skill is part of the product manager position rather than that of a project manager? - solving problems

You have three opportunities to start your career as a product manager. In which type of product manager role will you also work as a project manager? - internal product manager

What type of product manager interacts with the sales department the most, especially in overseeing development of product features? - business-to-business product manager

The product life cycle (PLC)



The product life cycle (PLC) describes the stages a product goes through from its introduction to the market until its eventual decline or discontinuation. There are four major phases of the product life cycle:

1. **Introduction Phase**
2. **Growth Phase**
3. **Maturity Phase**
4. **Decline Phase**

a. Introduction Phase

Characteristics:

- **Market Entry:** The product is launched and introduced to the market.
- **Low Sales:** Initial sales are typically low as the product is new and unknown.
- **High Costs:** Costs are high due to marketing, promotion, and initial production.
- **Limited Distribution:** Distribution channels are limited, and awareness is being built.
- **Product Development:** Ongoing adjustments and improvements are made based on early feedback.

Objectives:

- **Create Awareness:** Promote the product to build awareness and attract early adopters.
- **Encourage Trial:** Encourage customers to try the product through promotions, discounts, or samples.

b. Growth Phase

Characteristics:

- **Increasing Sales:** Sales grow rapidly as the product gains acceptance.
- **Economies of Scale:** Production costs per unit decrease as volume increases.
- **Market Expansion:** Wider distribution and availability in more locations.
- **Competitors Enter:** New competitors may enter the market, leading to increased competition.
- **Improved Profitability:** Profits increase due to higher sales volume and lower costs.

Objectives:

- **Maximize Market Share:** Capture as much market share as possible.
- **Differentiate the Product:** Differentiate from competitors to build brand loyalty.

c. Maturity Phase

Characteristics:

- **Peak Sales:** Sales reach their highest point and then begin to stabilize.
- **Market Saturation:** The market becomes saturated with competing products.
- **Price Competition:** Increased price competition as growth slows.
- **Stable Profits:** Profits stabilize but can start to decline due to competitive pressures.

Objectives:

- **Maintain Market Share:** Defend market share against competitors.
- **Maximize Profit:** Optimize profitability by managing costs and efficiency.

d. Decline Phase

Characteristics:

- **Decreasing Sales:** Sales decline as market saturation, changes in consumer preferences, or technological advancements occur.
- **Reduced Profits:** Profits decline due to decreased sales and continued costs.
- **Market Shrinkage:** The overall market for the product shrinks.
- **Product Obsolescence:** The product may become outdated or replaced by newer innovations.

Objectives:

- **Reduce Costs:** Minimize costs to maintain profitability.
- **Decide on Product Future:** Decide whether to continue, update, or discontinue the product.

6. Six different phases of the product development life cycle

1. **Conceive**: This is the idea phase. You come up with a new product idea by identifying a need or a problem that you can solve.
2. **Plan**: In this phase, you create a detailed plan for your product. This includes figuring out the resources you need, the timeline, and the steps you'll take to develop the product.
3. **Develop**: Now you start building the product. This is where you turn your plan into something real by creating the product, testing it, and making improvements.
4. **Iterate**: After the initial development, you keep refining the product. You collect feedback, make changes, and improve the product through multiple cycles until it meets the desired quality and functionality.
5. **Launch**: This is when you introduce the product to the market. You make it available for customers to buy or use.
6. **Steady State (Maintain or Kill)**: Once the product is out there, you monitor its performance. If it's doing well, you maintain and support it. If it's not meeting expectations, you might decide to discontinue it.

7. Lean Product Development

Lean is all about creating products or businesses efficiently without wasting resources or money. Think of it like being very careful with your time and money, only using them when you absolutely need to.

Example: Imagine you want to open a lemonade stand. Instead of buying a lot of lemons, sugar, and cups all at once, you start with just enough to make a few servings. You sell those, see how people like it, and then decide whether to buy more supplies based on the feedback you get.

8. Agile

Agile takes this lean mindset and applies it specifically to software development. It's a way of managing projects that breaks down the work into small, manageable parts (called iterations or sprints) and focuses on delivering parts of the product quickly and frequently.

Example: Let's say you're creating a new app with 10 features. Instead of trying to build all 10 features at once, you pick the 2-5 most important features to work on first. You develop these features, release them to users, and get feedback. Based on what users say, you decide what to do next. Maybe you improve those features, or you move on to the next set of features. This way, you're always making sure you're working on what's most valuable and not wasting time on things users might not need.

- **Lean:** Avoids waste and only uses resources when necessary. (Lemonade stand example)
- **Agile:** Breaks down work into small parts, delivers them quickly, and adapts based on feedback. (App development example)

By using lean and agile, you can build products more efficiently and ensure you're meeting users' needs effectively.

Different types of agile framework

Scrum

- **Description**: A lightweight framework focused on iterative and incremental progress through sprints.
- **Key Components**: Scrum Master, Product Owner, Development Team, Sprint Planning, Daily Stand-up, Sprint Review, Sprint Retrospective.

Kanban

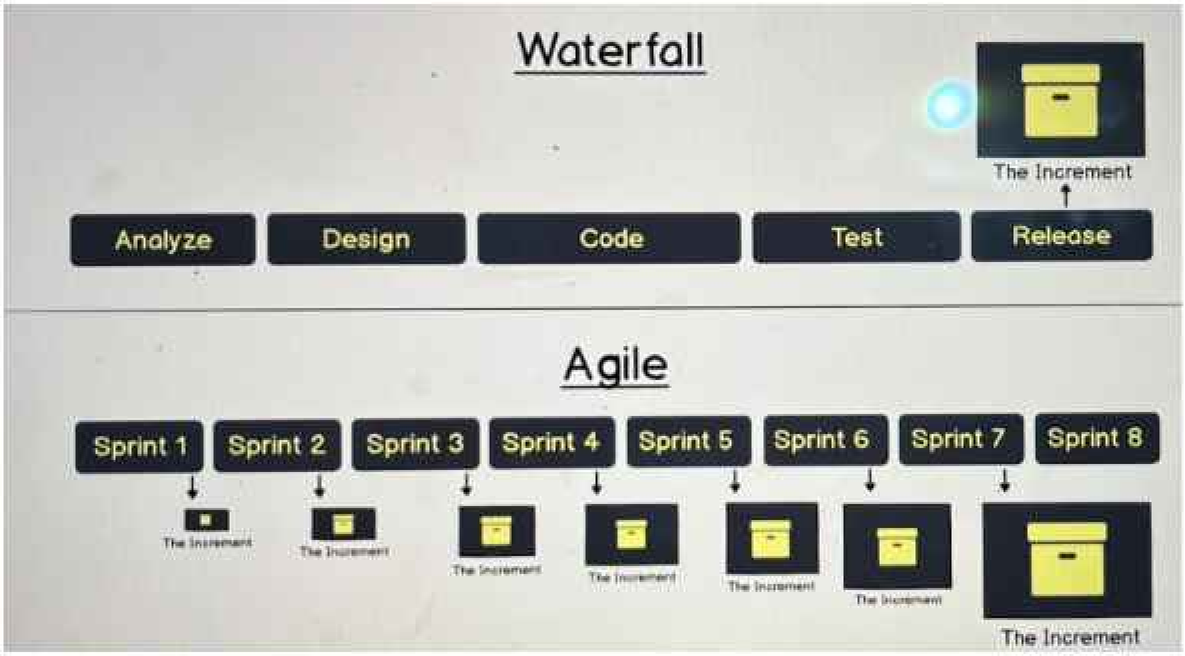
- **Description**: A visual workflow management method that uses boards to visualize work, limit work-in-progress, and maximize flow.
- **Key Components**: Kanban Board, Work-in-Progress (WIP) Limits, Continuous Delivery, Lead Time, Cycle Time.

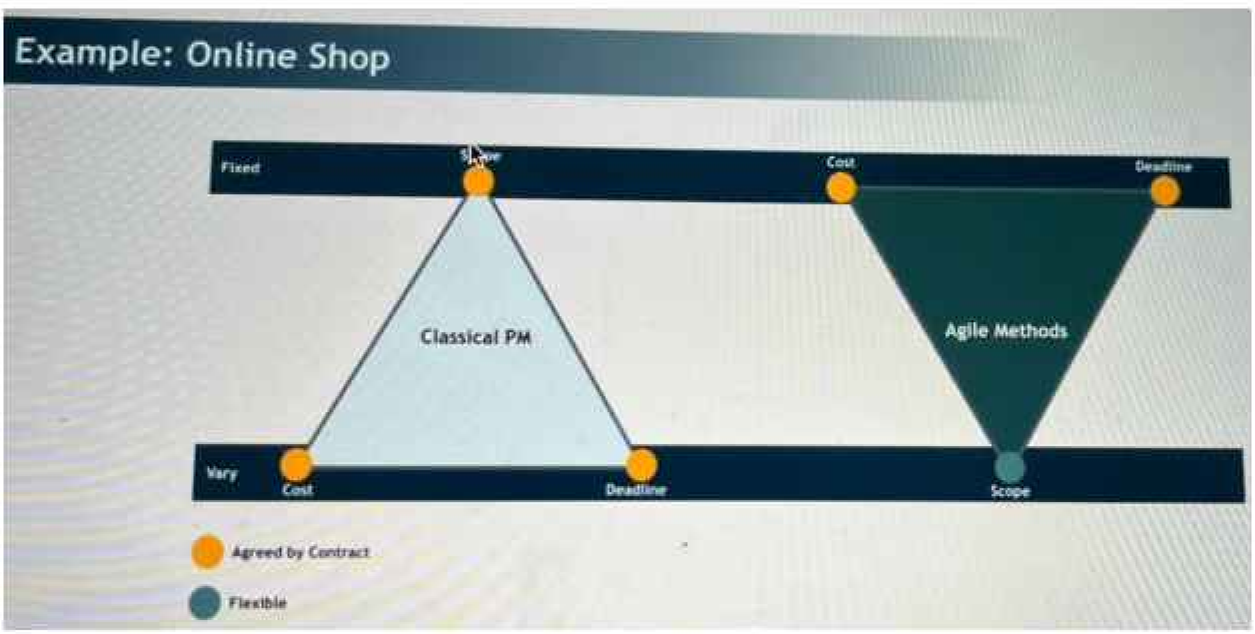
Lean

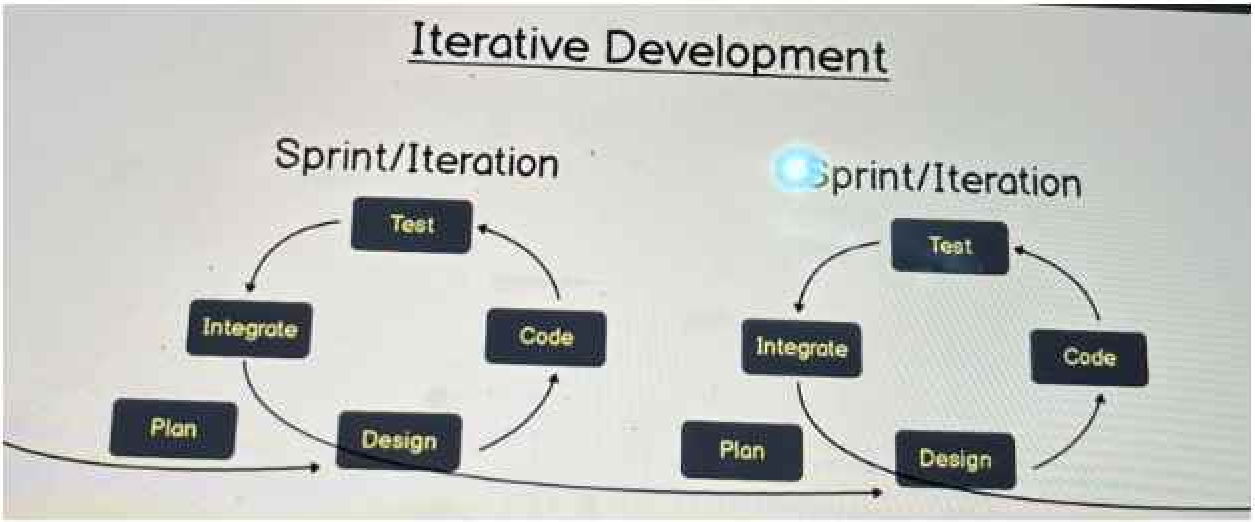
- **Description**: Focuses on delivering value to the customer by eliminating waste and improving efficiency.
- **Key Components**: Value Stream Mapping, Continuous Improvement (Kaizen), Just-In-Time (JIT), Pull Systems.

Scaled Agile Framework (SAFe)

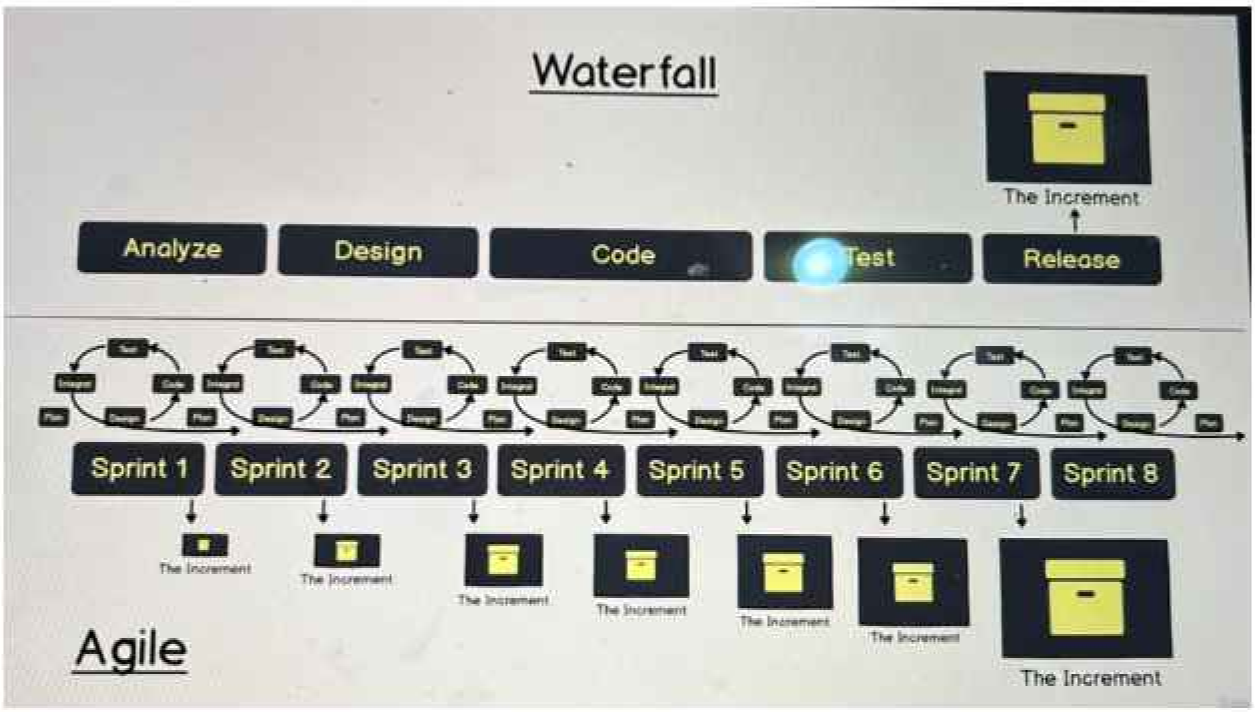
- **Description**: A framework for scaling Agile practices to large enterprises.
- **Key Components**: Agile Release Train (ART), Program Increment (PI) Planning, Lean-Agile Principles, Value Streams, Portfolio Management.


Waterfall
The Increment
Analyze
Design
Code
Test
Release
Agile
Sprint 1
Sprint 2
Sprint 3
Sprint 4
Sprint 5
Sprint 6
Sprint 7
Sprint 8
The Increment


Example: Online Shop
Fixed
Cost
Deadline
Classical PM
Agile Methods
Vary
Cost
Deadline
Scope
Agreed by Contract
Flexible



Iterative Development
Sprint/Iteration
Test
Integrate
Code
Plan
Design
Sprint/Iteration
Test
Integrate
Code
Plan
Design



Waterfall
The Increment
Analyze
Design
Code
Test
Release
Sprint 1
Sprint 2
Sprint 3
Sprint 4
Sprint 5
Sprint 6
Sprint 7
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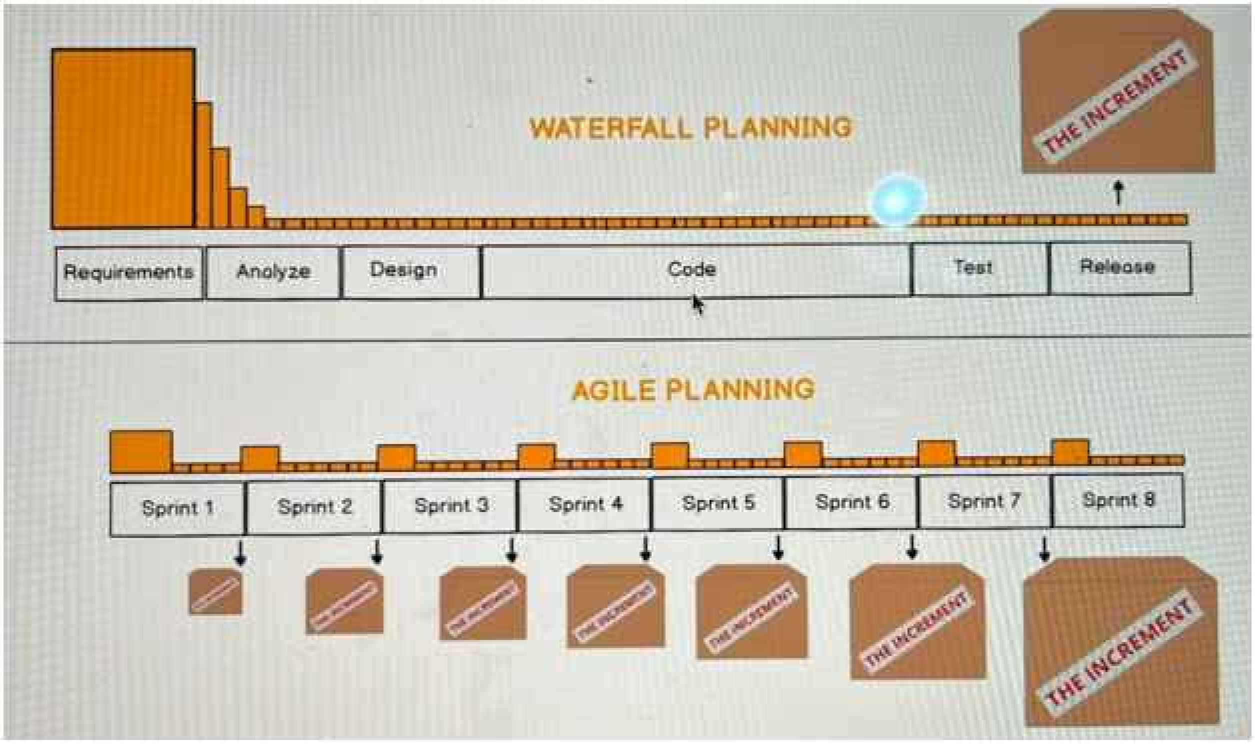
Agile



WATERFALL PLANNING
THE INCREMENT
Requirements
Analyze
Design
Code
Test
Release
AGILE PLANNING
Sprint 1
Sprint 2
Sprint 3
Sprint 4
Sprint 5
Sprint 6
Sprint 7
Sprint 8
THE INCREMENT
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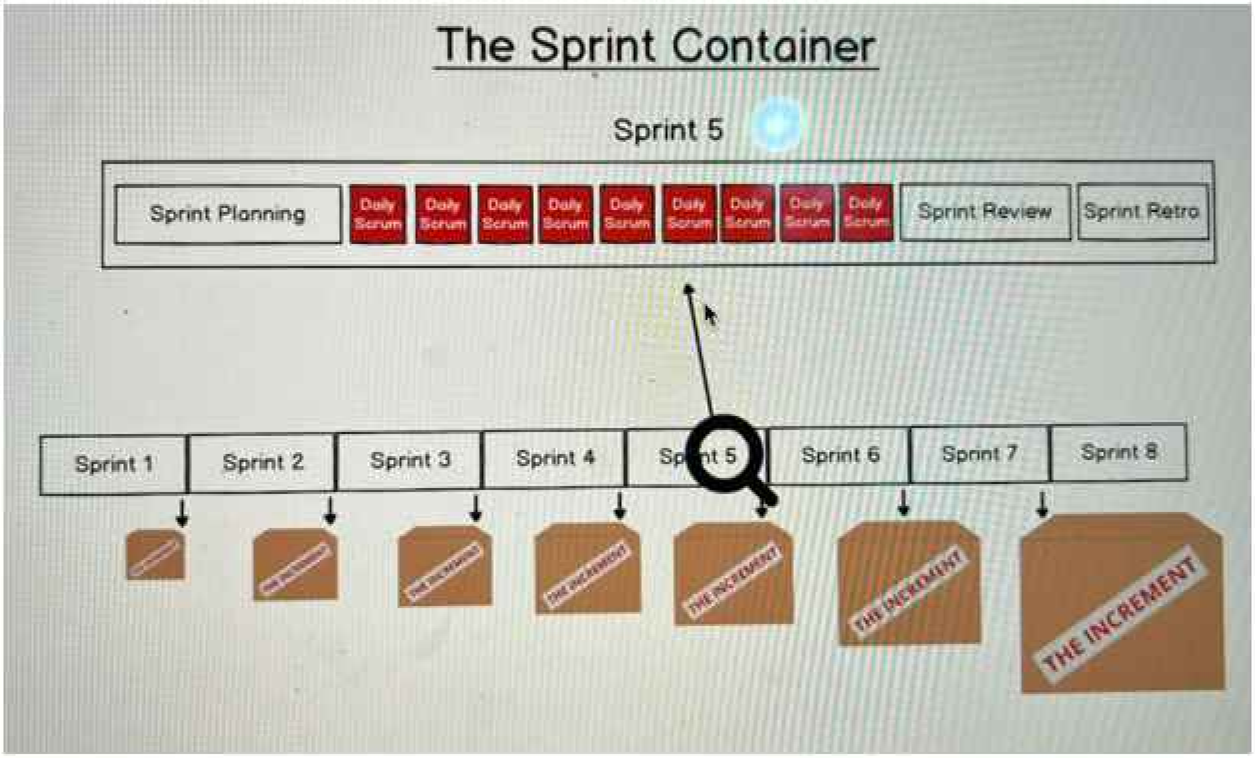
The Sprint Container
Sprint 5
Sprint Planning
Daily Scrum
Daily Scrum
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Daily Scrum
Sprint Review
Sprint Retro
Sprint 1
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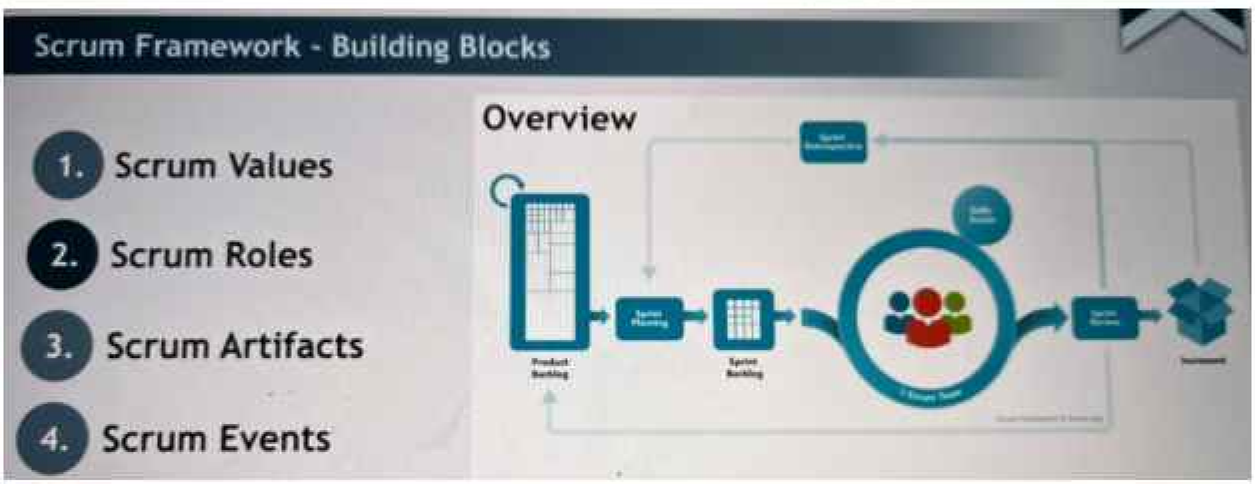
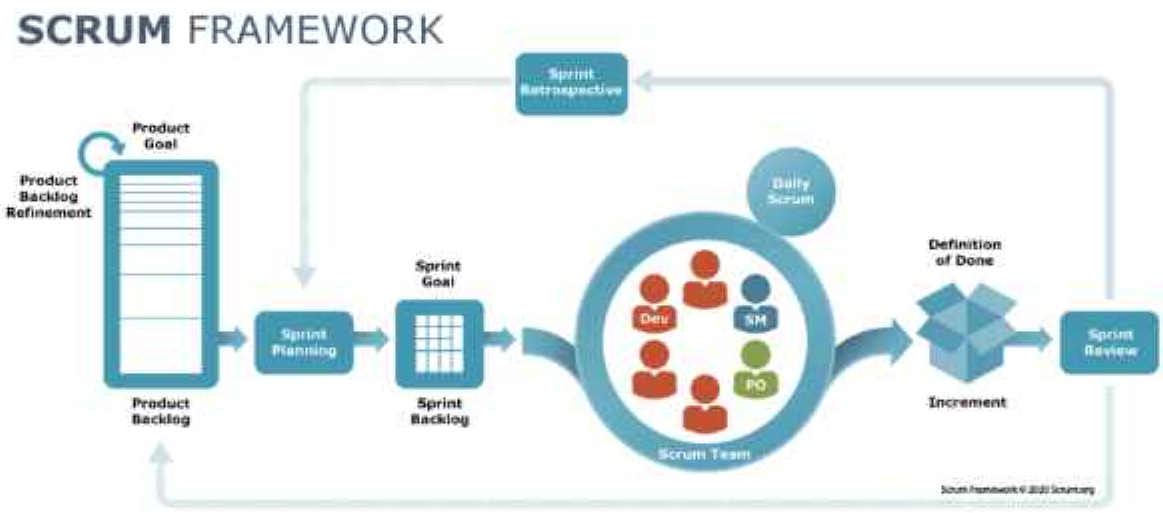
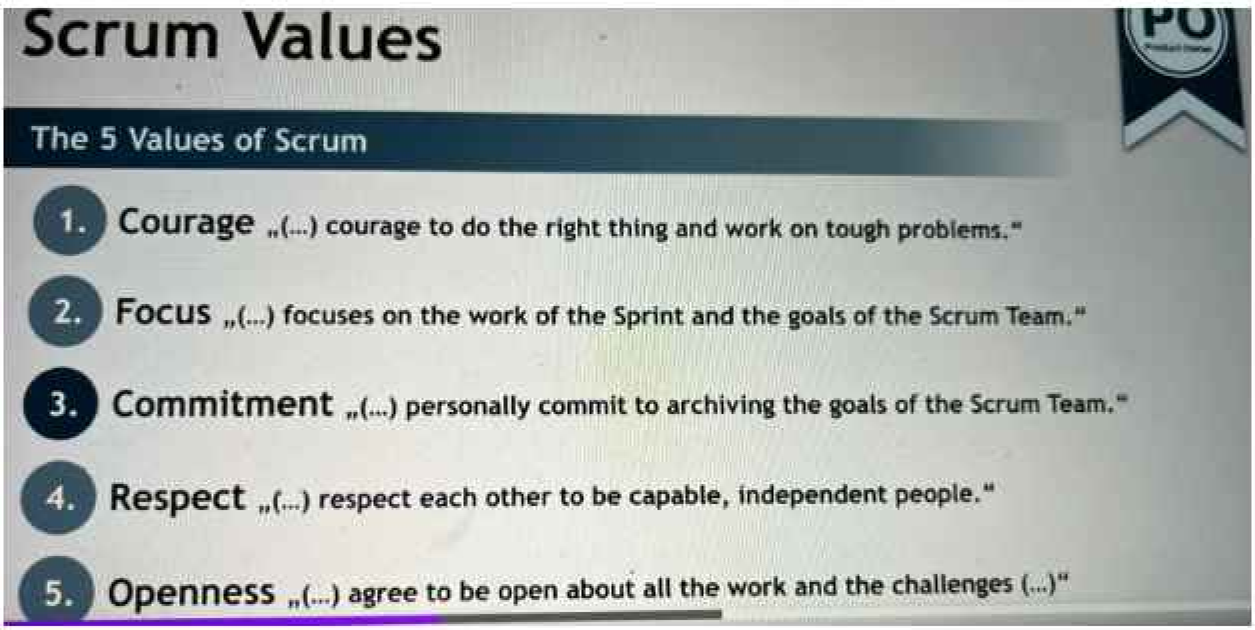

Scrum Framework - Building Blocks
1. Scrum Values
2. Scrum Roles
3. Scrum Artifacts
4. Scrum Events
Overview


SCRUM FRAMEWORK
Sprint Retrospective
Product Goal
Product Backlog Refinement
Daily Scrum
Definition of Done
Sprint Goal
Sprint Planning
Dev
SM
PO
Sprint Review
Product Backlog
Sprint Backlog
Increment
Scrum Team


Scrum Values
The 5 Values of Scrum
1. Courage „(...) courage to do the right thing and work on tough problems."
2. Focus „(...) focuses on the work of the Sprint and the goals of the Scrum Team."
3. Commitment „(...) personally commit to archiving the goals of the Scrum Team."
4. Respect „(...) respect each other to be capable, independent people."
5. Openness „(...) agree to be open about all the work and the challenges (...)"
PO


The Scrum Team
PO
Roles in a Scrum Team
Scrum Team
Scrum Master
Product Owner
Development Team
1 Person (Scrum Expert)
1 Person (Business oriented)
3-9 Persons (Developer)

9. What is Scrum?

Scrum is a way of organizing work for software development. It helps teams work together, be efficient, and continuously improve. It's like a game plan for a team to build software in a structured and organized way.

The Scrum framework is designed to foster rapid learning and adaptation through short, iterative cycles. Here's an overview:

1. **Product Backlog**: The Product Owner maintains a prioritized list of work items (user stories).
2. **Sprint Planning**: Every two weeks, the team selects items from the backlog they can complete in the upcoming sprint.
3. **Development and Testing**: The team works on the selected items, developing and testing until they are done.
4. **Sprint Review**: At the end of the sprint, the team demonstrates their work to stakeholders.
5. **Sprint Retrospective**: The team reflects on their process and identifies improvements for the next sprint.

SCRUM EVENTS

1. **Sprint Planning:**
   - **When**: At the start of each sprint (a 2-4 week work cycle).
   - **What Happens**: The whole team gets together to decide what work they'll complete during the sprint.
   - **Key Activities**: They review the list of tasks (product backlog), set a goal for the sprint, and agree on what they can realistically finish (sprint backlog).

2. **Daily Scrum:**
   - **When**: Every day, at the same time and place.
   - **What Happens**: A quick 15-minute meeting where the team checks their progress.
   - **Key Activities**: Each team member answers three questions:
     1. What did I do yesterday?
     2. What will I do today?
     3. Are there any problems stopping me or others?
   - This helps the team stay on track and adjust plans as needed.

3. Sprint Review:

- **When**: At the end of the sprint.
- **What Happens**: The team shows what they've accomplished to stakeholders (like users or managers).

- **Key Activities**: They demonstrate the new features or improvements, get feedback, and discuss what went well or what needs changing. This helps them update their list of tasks for future sprints.

4. Sprint Retrospective:

- **When**: After the sprint review but before the next sprint planning.
- **What Happens**: The team reflects on their work process and teamwork.
- **Key Activities**: They talk about what went well, what didn't, and how they can improve. They create a plan to implement these improvements in the next sprint.

How Scrum Works

Step 1: Sprint Planning Meeting

1. **Product Backlog**: Think of this as a to-do list of all the features and tasks that need to be done. It's a big list that's always being updated and prioritized.
2. **Sprint Planning**: The team holds a meeting to decide which tasks from the product backlog are most important to work on next. These tasks go into a smaller list called the sprint backlog.
3. **Create Tickets**: The team breaks down the tasks into smaller pieces of work, called tickets, and assigns them to team members.

Example: If you're building an app, your product backlog might include tasks like "design login page" and "develop user authentication." In the sprint planning meeting, you decide to focus on these two tasks for the next two weeks.

Step 2: The Sprint

1. **Timeframe**: A sprint is a set period of time, usually two weeks, where the team focuses on completing the tasks in the sprint backlog.

2. **Work Process**: Team members pick up tickets from the sprint backlog, work on them, and move them through stages like "in progress" and "done."

Example: During the sprint, the developer works on "develop user authentication" while the designer focuses on "design login page." They move their tickets from "to do" to "in progress" and finally to "done."

Step 3: Daily Standup Meetings

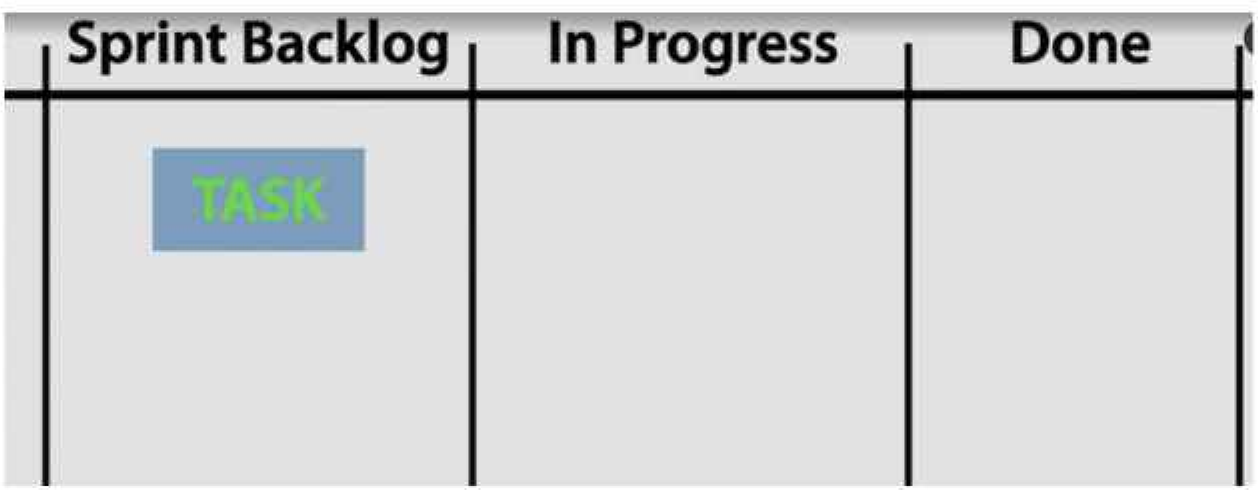
1. **Short Meetings**: Every day, the team has a quick meeting, usually standing up to keep it brief (around 10-15 minutes).
2. **Status Update**: Each team member shares what they worked on yesterday, what they're working on today, and any obstacles they're facing.

Example: In the standup meeting, the developer might say, "Yesterday, I started on user authentication. Today, I'll finish it. I need help from the designer to finalize the login page design."

Step 4: Sprint Retrospective Meeting

1. **End of Sprint Review**: At the end of the sprint, the team meets to discuss how the sprint went.
2. **Three Main Points**: They talk about what went well, what didn't go well, and any questions or suggestions for improvement.

Example: In the retrospective, the team might say, "The design and development coordination went well, but we need better tools for testing. Any ideas on how we can improve?"



SCRUM ARTIFACTS

1. Product Backlog:

- **What It Is**: A big list of everything that needs to be done for the project.
- **Details**: Every time a new need or requirement is identified, it gets added to this list. Each item on the list is called a Product Backlog Item (PBI). Items on the list are ordered by priority, so the most important things are at the top and get done first. This list is always changing as new needs are discovered and priorities shift.

2. Sprint Backlog:

- **What It Is**: A smaller list of tasks taken from the product backlog that the team commits to completing during a single sprint.
- **Details**: A sprint is a short, repeating cycle (usually 2-4 weeks) during which the team works on specific tasks. At the start of each sprint, the team selects which items from the product backlog they can realistically complete by the end of the sprint. These selected items make up the sprint backlog. The goal is to create a working product or piece of a product that can be delivered by the end of the sprint.

3. Increment:

- **What It Is**: The working product or piece of a product that is completed at the end of each sprint.
- **Details**: Each increment includes not just the new work done during the current sprint, but also all previous work from past sprints. Think of it like software updates: version 1.0 is the first release, and version 1.1 includes everything from 1.0 plus the new updates. The increment represents the total progress made on the product and is always in a releasable state.

NON OFFICIAL SRUM

1. User Stories:

- **What It Is**: A way to describe a need from the user's perspective.
- **Details**:
  - **Story**: Describes what the user wants and why. For example, "As an online shopper, I want to see product images so I can see what it looks like and make sure it meets my needs."
  - **Acceptance Criteria**: Conditions that must be met for the story to be considered complete. For the above example, it might include being able to view the image, zoom in, and cycle to the next image.
- **Purpose**: Keeps the focus on the customer and ensures everyone understands what needs to be done and why.

2. Backlog Refinement (Backlog Grooming):

- **What It Is**: A dedicated time for the team to review and update the product backlog.
- **Details**: The team adds details, clarifies items, and re-prioritizes tasks in the product backlog.
- **Purpose**: Helps keep the product backlog accurate and organized, making it easier to plan future sprints.

3. Definition of Done:

- **What It Is**: A shared understanding of what it means for a task to be complete.
- **Details**: This can be a formal document or a simple list. It ensures everyone knows exactly what "done" means.
- **Purpose**: Prevents confusion and ensures consistency in the team's work. For example, "done" might mean the task is fully tested and ready to be used, not just that one part of it is finished.

4. Burndown Chart:

- **What It Is**: A visual representation of the work remaining in a sprint.
- **Details**: The vertical axis shows the amount of work left, and the horizontal axis shows time. It helps the team see if they are on track to meet their goals.
- **Purpose**: Allows the team to quickly see their progress and make adjustments if needed.

5. Burn Up Chart:

- **What It Is**: A visual representation of the work completed over time.
- **Details**: It shows the total work completed and helps differentiate between work that's been added or removed from the backlog and work that's been completed.

- **Purpose**: Provides a clear picture of progress and helps with decision-making by showing both the completed work and the overall scope.

ONE SPRINT PROCESS

1. **Product Backlog:** This is a list of everything that needs to be done for a project, ordered by priority.
2. **Sprints:** Work is done in chunks called sprints, which usually last 2-4 weeks.
3. **Sprint Planning:** At the start of each sprint, the team meets to decide which tasks from the product backlog they will work on during the sprint. These selected tasks become the sprint backlog.
4. **Daily Scrum:** Every day, the team has a quick meeting to discuss what they did yesterday, what they plan to do today, and any issues they are facing.
5. **Product Backlog Refinement:** During the sprint, the product backlog is updated with new tasks or changes. There are also special sessions where the team reviews and updates the backlog to keep it current.
6. **Sprint Review:** At the end of the sprint, the team shows what they've completed to stakeholders and gets feedback.
7. **Sprint Retrospective:** After the sprint review, the team meets to discuss what went well, what didn't, and how they can improve for the next sprint.
8. **Repeat:** The process then repeats with the next sprint, using feedback and lessons learned to make the product and the process better each time.

This cycle of planning, working, reviewing, and improving helps the team adapt and improve their work continuously.

Spikes, Technical stories, Defects and Internal Tasks in product backlog

1. Spikes

What They Are: Spikes are like taking a time-out to figure out how to solve a tricky problem.

Example: You're asked to add a feature that automatically sends a weekly report. However, you're not sure how to set this up because your team hasn't done it before. To figure it out, you create a spike to research and experiment with different ways to set up the automatic email reports. The spike helps you understand how to do it, but doesn't directly deliver the feature to the client.

When to Use: Use spikes when you need to learn or explore new ideas before you can complete a task.

2. Technical Stories

What They Are: Technical stories focus on system requirements like security or performance, rather than directly benefiting a user.

Example: You need to ensure the app's data is secure. A technical story might be about setting up encryption to protect user data. This doesn't directly provide a new feature to users but is essential for keeping their information safe.

When to Use: Use technical stories to address important behind-the-scenes needs of the project.

3. Defects in the Product Backlog

What They Are: Defects are bugs or issues found in the product after it's been released. They need to be fixed just like any other feature or improvement.

Example: Suppose you're developing an app, and after a new version is released, users find a bug where the app crashes when opening a specific feature. This bug needs to be fixed, so you add it to the product backlog.

How It Works:

1. **Identify**: As soon as the bug is reported, it's added to the product backlog.
2. **Prioritize**: The bug is placed in the backlog based on how urgent it is. If it's causing major issues, it'll be high priority.
3. **Estimate**: The team will estimate how much effort is needed to fix it.
4. **Adjust Sprint**: If the bug needs urgent attention, it might replace a lower-priority task in the current sprint to ensure it gets fixed quickly.

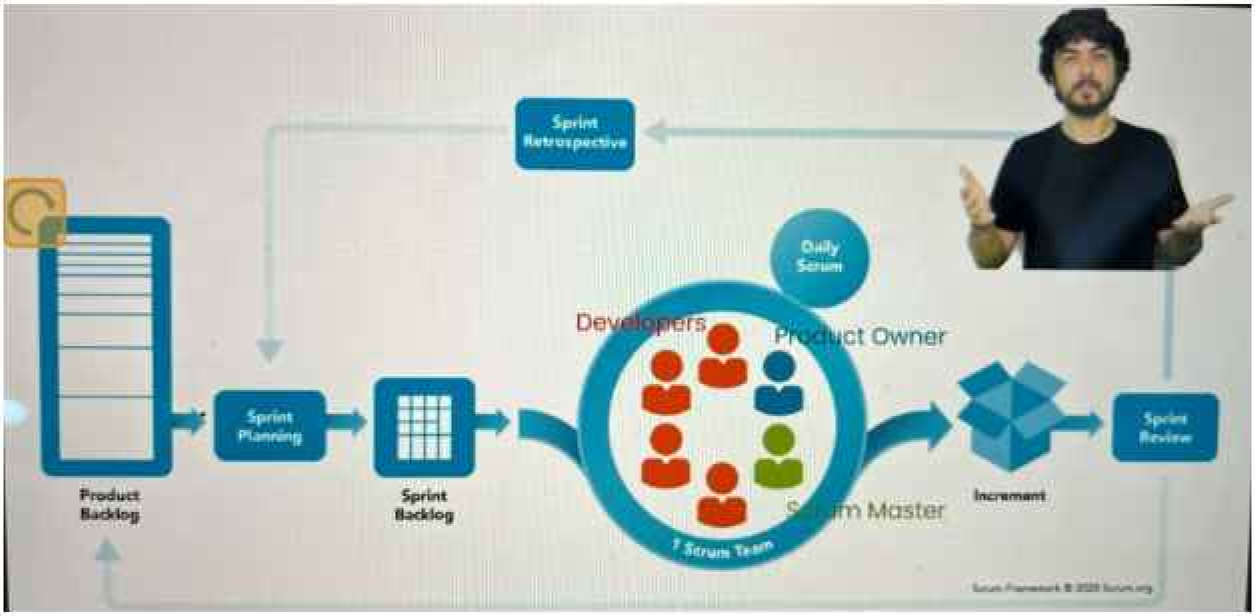
4. Internal Tasks in the Product Backlog

What They Are: Internal tasks are improvements or changes that help the team work better but don't directly affect users. These tasks improve team efficiency and processes.

Example: During a sprint retrospective, the team decides they need a whiteboard in their workspace to track tasks better. This doesn't directly improve the product but helps the team work more effectively.

How It Works:

1. **Identify**: The need for the whiteboard is identified during the retrospective and added to the product backlog as an internal task.
2. **Prioritize**: This task is placed in the backlog based on its importance for improving team efficiency.
3. **Estimate**: The effort to get the whiteboard and set it up is estimated.
4. **Include in Sprint**: If it's important, the task can be added to a sprint, possibly replacing a lower-priority task.



10. Kanban

Kanban is a method used to manage work and improve productivity. It's visual and flexible, helping teams keep track of their tasks and progress without strict rules.

How Kanban Works

1. **Visual Board:** Imagine a board divided into columns like "To Do," "In Progress," and "Done." Each task is written on a card and moved across the columns as work progresses.
    - **Example:** If you're working on a school project, you might have columns for "Research," "Writing," and "Editing." You move tasks (cards) like "Find sources" or "Write introduction" from "Research" to "Writing" and finally to "Editing" as you complete each stage.
2. **Continuous Flow:** There are no fixed time periods (like weeks) for completing tasks. Work flows continuously.
    - **Example:** You work on your tasks one by one. Once you finish one task, you move on to the next task on your list.
3. **Limit Work in Progress (WIP):** To prevent overload, Kanban sets a limit on how many tasks can be in each column at a time.

- ◦ **Example:** If your "In Progress" column can only have 3 tasks, you can't start a new task until you finish one and move it to "Done."

11. Differences Between Kanban and Scrum

- **Structure:**
  - **Kanban:** Flexible with no fixed timeframes. Tasks move continuously.
  - **Scrum:** Structured with fixed time periods called sprints (usually 2-4 weeks).
- **Planning:**
  - **Kanban:** No specific planning meetings. Tasks are picked from a backlog as soon as there's space.
  - **Scrum:** Requires sprint planning meetings, daily stand-ups, and retrospective meetings.
- **Work Limits:**
  - **Kanban:** Limits the number of tasks in progress to prevent overload.
  - **Scrum:** Organizes work into sprints with a set amount of work planned for each sprint.

12. Waterfall Development

Waterfall development is a method where all planned features of a project are developed at the same time, in a linear and sequential process. It involves researching, designing, developing, and releasing all features together. This approach can be risky because it takes a long time to complete and may not adapt well to changing user needs or market conditions. However, it can be useful in projects with well-defined requirements that are unlikely to change.

13. Agile vs. Waterfall Models

Agile Model:

- **Flexible & Iterative:** Develops features in small parts, adjusts based on feedback.
- **Collaborative:** Teams work closely together, often in the same location.
- **Example:** A music streaming app where you add a playlist feature, get user feedback, then move on to the next feature.

Waterfall Model:

- **Sequential & Planned:** Develops all features at once, follows a strict sequence.
- **Less Collaboration:** Different teams can work separately and pass the work along.
- **Example:** Building an entire operating system or mission-critical systems like car brakes, where everything must be planned and built together from the start.

In summary, Agile is flexible and adjusts along the way, while Waterfall follows a strict plan from beginning to end.

The product manager's job is not only to listen to the request the person is giving us, but to find the real pain behind the request, what is the real reason they're asking for this? We also learned that the easiest way to get to that is to continually ask why.

Users vs. Customers:

- Users are the individuals who directly interact with and use the product or service on a daily basis.

- Customers are the entities or organizations that purchase or subscribe to the product or service.
- In some cases, especially in B2B scenarios, customers (who pay for the product) may not be the same as users (who actually use the product).
- **Example**: At Mass Relevance, companies bought social media monitoring software (customers), but the actual users were social media managers and marketing personnel.
- Product managers need to balance feedback from both customers and users to ensure the product meets both strategic business goals and user satisfaction.
- This dual feedback loop ensures that the product not only meets the overarching objectives set by customers but also addresses the practical usability and functionality needs of its users.

14. Top down and Bottom Up approachs

Top-Down Analysis: Estimates market size by identifying the total market and projecting your potential share. For example, estimating how many users might download an app based on the total number of potential users in a specific market segment.

Bottom-Up Analysis: Evaluates market size by studying current sales data of similar products or services. This approach considers existing trends and actual sales figures rather than overall market size estimates.

For eg, Top-down market analysis estimates potential market size based on broad assumptions, like assuming a percentage of total users will buy your product. For instance, estimating sales by assuming 10% of 100,000 potential customers. Bottom-up analysis, however, focuses on current sales data of similar products, adjusting assumptions based on existing market trends. For example, estimating sales by capturing 5% of monthly downloads of similar apps, ensuring a more realistic market assessment. This method is generally more accurate and grounded in current market behavior compared to the optimistic projections of top-down approaches.

Different types of competitors:

- **Direct Competitors**: These are competitors offering similar products or services to the same target market, directly competing with your offerings. For example, a restaurant serving Italian food like yours across the street.
- **Indirect Competitors**: They solve the same problem but in a different way or for a different customer group. For instance, a Greek restaurant in another neighborhood that some customers might confuse for Italian food.
- **Potential Competitors**: These competitors could enter your market or expand their offerings to compete with you, though they currently focus on different products or markets. An example would be an Italian grocery store that might start serving hot meals.
- **Substitute Competitors**: These offer different products that can fulfill a similar need but are not direct replacements. For example, frozen pizzas like DiGiorno's can substitute going to an Italian restaurant for dinner.

The criteria for understanding competitors

- **Product Core**: Assess the quality and capability of your competitor's product development team. A strong team can outperform in engineering and innovation, giving them a competitive edge.
- **User Base**: Understand the size of your competitor's customer base. Larger user bases offer advantages in market dominance, press coverage, partnership negotiations, and overall product value.
- **Design**: Consider the aesthetic appeal and usability of your competitor's products. Well-designed products often attract more users and can dominate markets where design is a critical factor, like Apple's approach to consumer electronics.
- **Brand**: Evaluate the strength and perception of your competitor's brand. Strong brands command customer loyalty, higher pricing power, and easier market entry for new products. Weak brands may struggle to expand into new markets or product categories.
- **Speed**: Gauge how quickly your competitor can develop and launch new products or features. Agility can be a significant advantage over larger, slower competitors, allowing quicker adaptation and innovation in the market.
- **Funding**: Keep track of your competitors' financial health and capabilities by monitoring their funding activities on platforms like Crunchbase. Funding can impact their product team's capabilities, speed of development, and user base expansion.
- **Acquisitions**: Stay informed about any acquisitions your competitors make. This can affect their product team, user base, and even design capabilities if they absorb another company's talent or technology.
- **Feature and Product Launches**: Monitor mentions and updates about your competitors' new features or products using tools like Mention.com. This helps you stay aware of market moves that could impact your brand and competitive position.
- **Google Alerts**: Use Google Alerts to receive notifications whenever your competitors are mentioned online. This broad tool helps track broader market sentiment, SEO changes, and emerging conversations.

The **feature table** helps teams organize and prioritize their development efforts, track progress, and communicate effectively about the features being developed for a software product. It is often used in Agile and other iterative development methodologies to manage the product backlog and sprint planning.

15. Agile Manifesto:

Values

- **Individuals and Interactions** over processes and tools.
- **Working Software** over comprehensive documentation.
- **Customer Collaboration** over contract negotiation.
- **Responding to Change** over following a plan.

Background

- Created in 2001 by 17 developers in Utah.
- Aimed to improve large organizations' software delivery.
- Values focus on practical work over rigid processes.

Principles

1. **Prioritize customer satisfaction** through early and continuous delivery.
2. **Welcome changing requirements**, even late in development.
3. **Deliver working software frequently**, from a couple of weeks to a couple of months.
4. **Business people and developers** must work together daily.
5. **Build projects around motivated individuals.** Provide them the environment and support they need.
6. **Face-to-face conversation** is the most efficient and effective method of conveying information.
7. **Working software** is the primary measure of progress.
8. **Sustainable development** is essential.
9. **Continuous attention to technical excellence** enhances agility.
10. **Simplicity** is essential.
11. **Self-organizing teams** produce the best architectures, requirements, and designs.
12. **Regular reflection** on how to become more effective, adjusting behavior accordingly.

Agile notes

1. **Multitasking is generally harmful to productivity.**

- **Context switching:** Moving between tasks takes time and mental energy, reducing overall efficiency.
- **Focus disruption:** Multitasking makes it difficult to concentrate fully on any one task.
- **Increased errors:** Multitasking can lead to mistakes and lower quality work.

Agile methodologies like Scrum emphasize focused work on a limited set of tasks at a time to improve productivity and quality. By concentrating on a single task or set of related tasks, teams can deliver higher-quality work more efficiently.

2. **Handoffs in the workplace, especially in large organizations, can be inefficient.**

When one person finishes a task and passes it on to the next person, delays and bottlenecks can occur. This is similar to traffic congestion on a highway.

To improve efficiency, it's better to have smaller batches of work moving through the system. This reduces wait times and keeps everyone working at a steady pace.

3. **The Penny Game: A Lesson in Agile Productivity**

The Penny Game is a simple exercise that demonstrates core Agile principles.

- **Individuals vs. Team:** While individuals might be more productive focusing on large tasks, the team as a whole is more efficient when working in smaller batches.
- **Value of Small Batches:** Breaking work into smaller pieces (like flipping fewer pennies) accelerates delivery to the "customer" (receiving the final product).
- **Importance of Flow:** Reducing handoffs and keeping work moving smoothly improves overall efficiency.

- **Contrast with Traditional Waterfall:**
- **Waterfall:** Emphasizes long-term planning and sequential phases, often leading to delays and reduced flexibility.
- **Agile:** Prioritizes shorter iterations, adaptability, and continuous delivery.

In essence, Agile teams focus on delivering value consistently and predictably, rather than relying on extensive upfront planning. This approach allows for greater flexibility, faster time-to-market, and improved customer satisfaction.

Agile teams prioritize delivering software in a predictable and sustainable manner.

- **Short Iterations (Sprints):** Work is broken down into small, manageable chunks called sprints, typically lasting 2-4 weeks.
- **Sprint Goals:** Each sprint has a clear objective, ensuring focus and delivering value.
- **Constant Pace:** Teams strive to maintain a consistent delivery rate, avoiding burnout and ensuring predictability.
- **Focus on Value:** Agile teams prioritize delivering valuable features over comprehensive long-term plans.

4. **Cross-Functional Teams in Agile**

Cross-functional teams are a cornerstone of Agile development. They bring together individuals with diverse skills to work collaboratively on a product.

Key points about cross-functional teams:

- **Breaking down silos:** Traditional organizational structures often silo teams based on function (e.g., development, testing, design). Cross-functional teams break down these barriers, improving communication and collaboration.
- **Increased efficiency:** By having all necessary skills within the team, handoffs are reduced, and work can progress more smoothly.
- **Improved quality:** A shared responsibility for the final product leads to a stronger focus on quality.
- **Empowerment:** Cross-functional teams are often self-organized, allowing for greater autonomy and decision-making.
- **T-shaped skills:** While not everyone needs to be an expert in all areas, team members should have a breadth of knowledge (the top bar of the "T") and depth in at least one area (the vertical part of the "T").

In essence, cross-functional teams are essential for Agile success as they foster collaboration, improve efficiency, and enhance product quality.

5. **User Stories: A Focus on Conversation and Value**

User stories are short, simple descriptions of a feature or function written from the end-user's perspective. They're a key component of Agile development, emphasizing communication and collaboration over rigid documentation.

Key Points:

- **Focus on value:** User stories prioritize the value delivered to the user, rather than technical details.
- **Conversation starter:** They initiate discussions between the product owner and development team to clarify requirements.

- **Informal format:** User stories use simple language and avoid technical jargon.
- **Iterative development:** They support Agile's iterative approach by enabling flexibility and adaptation.

Common User Story Format:

- **As a** [user role],
- **I want** [feature],
- **So that** [benefit].

Example:

- As a customer, I want to be able to add items to my shopping cart so that I can purchase them later.

Remember:

- User stories are not a replacement for requirements documents.
- They should be used in conjunction with other Agile practices, such as acceptance criteria, to ensure clarity and quality.

6. **Common Challenges with User Stories**

User stories are a great tool in Agile development, but teams often face challenges when writing them. Here are some common pitfalls:

- **Too many details:** User stories should be concise and focus on the user's needs, not technical specifications.
- **Missing value statement:** The "so that" part of the user story is crucial for understanding the benefit to the user.
- **Multiple value statements:** A single user story should focus on one clear value proposition.
- **Technical focus:** User stories should be written from the user's perspective, not the developer's.

7. **Prioritizing Value and Delivering Working Software**

Agile teams focus on delivering the most valuable features first.

- **The Pareto Principle (80/20 rule):** Most of the value comes from a small portion of the features.
- **Task boards:** Visual tools to prioritize and track work.

- **Working software:** The primary measure of progress, not documentation or plans.

Key points:

- **Prioritize high-value features:** Identify and deliver the features that customers will use most frequently.
- **Iterative development:** Break down the product into small, deliverable increments.
- **Focus on working software:** Deliver fully functional features to customers early and often.
- **Avoid big-bang projects:** Avoid traditional project management approaches with multiple milestones.

8. **Respond to changes**

Inspect and Adapt:

- Agile teams thrive on flexibility and adaptability, constantly improving their processes.
- This adaptability is rooted in the Agile Manifesto, emphasizing responsiveness to change.
- Both Scrum and Extreme Programming (XP) support this by encouraging teams to inspect their work and adapt based on feedback.
- "Inspect and adapt" means evaluating what's working and what's not, then making necessary adjustments.
- This iterative process helps teams better meet customer needs and deliver a more competitive product.

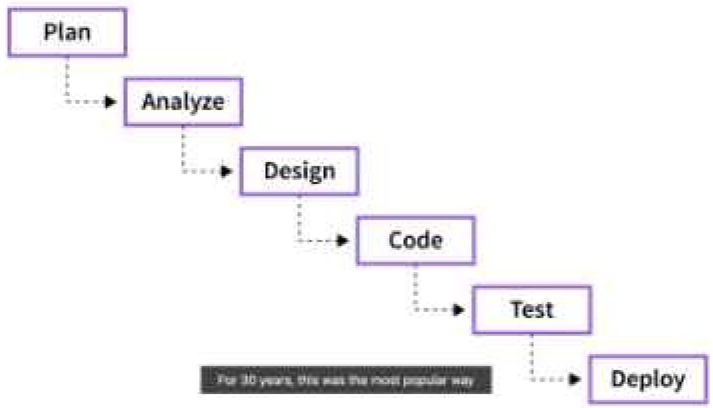
Stay within Timeboxes:

- Timeboxing is a key practice in Agile to ensure tasks are completed within set time frames, avoiding overrun.
- Agile teams work in sprints, which are short, fixed-length periods (often two weeks) to deliver a usable product increment.
- Meetings, work sessions, and individual tasks are all time-boxed to maintain focus and productivity.
- By sticking to these time limits, teams can deliver work predictably and sustain a constant work pace.
- This structure helps prevent burnout and keeps projects on track.

Jump off the Waterfall:

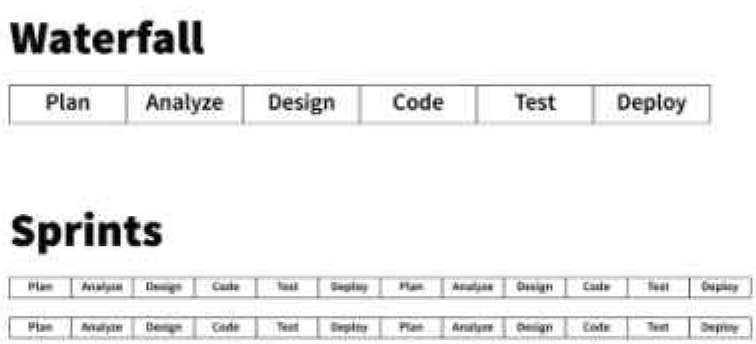
- Traditional software development followed a linear, phase-based approach called the waterfall model.
- Waterfall's rigid phases (requirements, design, coding, testing, deployment) often led to delays and inflexibility.

- Agile replaces this with a more flexible, iterative approach where all team members collaborate continuously.
- Agile teams are cross-functional, meaning they have diverse skills and can handle various tasks simultaneously.
- This approach helps avoid bottlenecks and keeps the team moving forward, delivering value incrementally.



Commit to Sprints:

- Sprints are a cornerstone of Agile, providing a structured way to work in short, manageable bursts.
- Each sprint starts with planning, where the team decides what to accomplish in the next period.
- Daily stand-ups (short meetings) help the team stay coordinated and address any issues quickly.
- At the end of the sprint, the team reviews the work done and gathers feedback from stakeholders.
- This cycle of planning, working, reviewing, and improving helps teams deliver consistent, high-quality results.



Iterative Delivery:

- Agile teams deliver products incrementally and iteratively, refining and improving with each sprint.
- Rather than working on a project in one big phase, Agile teams break it down into smaller, deliverable pieces.
- Each iteration focuses on delivering a usable product increment, which is then improved upon in subsequent sprints.
- This approach allows teams to adapt quickly to changes and provide ongoing value to customers.
- Customers benefit from this by getting regular updates and having the flexibility to change requirements based on evolving needs.

16. Detailed Explanation of Agile Team Roles

1. **Scrum Master:**
    - **Role**: Not a manager, but a coach or trainer for the Scrum team.
    - **Responsibilities**:
        - Ensure everyone understands Scrum principles.
        - Facilitate meetings and remove obstacles that might slow down the team.
        - Protect the team from outside interruptions.
        - Help improve the team's processes over time.
    - **Key Skills**:
        - Good at conflict management and communication.
        - Knowledgeable about Scrum and Agile practices.
        - Supportive and encouraging, not controlling.
        - Scrum master works with both development team and product owners

2. **Product Owner:**
    - **Role**: Owns the product and is responsible for its direction and priorities.
    - **Responsibilities**:
        - Create and maintain the product backlog, a list of tasks and features needed for the product.
        - Prioritize the tasks based on customer needs and business value.

- Work closely with the development team to ensure they understand what is needed.
- Make real-time decisions about the product, often being physically present with the team.

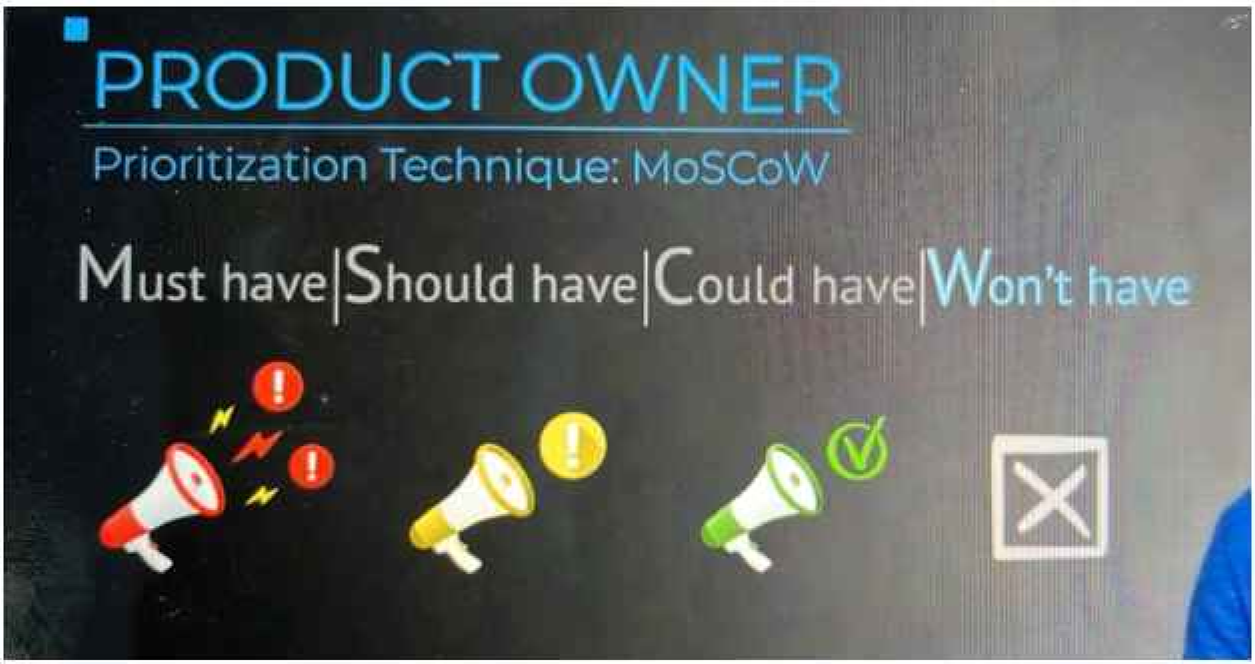
- **Key Skills**:
- Strong understanding of customer needs and business goals.
- Ability to make quick decisions and communicate effectively with the team.

3. **Development Team:**
   - **Role**: Cross-functional group responsible for delivering the product incrementally.
   - **Responsibilities**:
     - Work together to complete tasks from the product backlog within the sprint.
     - Self-organize and manage their work.
     - Ensure the quality of the product through testing and feedback.
   - **Key Skills**:
     - Technical skills relevant to the product.
     - Ability to collaborate and communicate effectively within the team.
     - Flexibility to take on different tasks as needed.
4. **Business Analyst vs. Product Owner:**
   - **Business Analyst**:
     - Typically creates project requirements and hands them off to the development team.
     - Acts as a go-between for the business and developers.
   - **Product Owner**:
     - Works closely with the team throughout the development process.
     - Owns the product and makes decisions in real-time.
     - Collaborates with the team, not just handing off requirements but being involved continuously.
5. **Project Manager vs. Scrum Master:**
   - **Project Manager**:
     - Oversees the entire project, providing status updates and managing resources.
     - Responsible for hiring and firing team members.
   - **Scrum Master**:
     - Coaches the team and facilitates Scrum processes.
     - Does not have direct authority over the team, focusing instead on helping the team self-manage.
6. **Planning Poker:**
   - **Purpose**: A consensus-building technique to estimate the effort required for tasks.
   - **Process**:
     - Team members use numbered cards to represent effort estimates.
     - After discussing the task, they reveal their estimates simultaneously.
     - The team discusses differing estimates to reach a consensus.
   - **Benefits**: Helps avoid groupthink and ensures everyone's input is considered.

Product Owner Prioritization Techniques: MoSCoW and Kano

The MoSCoW method helps prioritize tasks by categorizing them into four groups:

1. **Must Haves**: Essential features that are necessary for the project to work or be safe. Without them, the project can't go forward.
2. **Should Haves**: Important but not critical features. The project can still function without them, but it would be better with them.
3. **Could Haves**: Nice-to-have features that are less important. If needed, these can be removed first when there's not enough time.
4. **Won't Haves**: Features that will not be included in the current project. They may be too complex or not relevant right now.



KANO

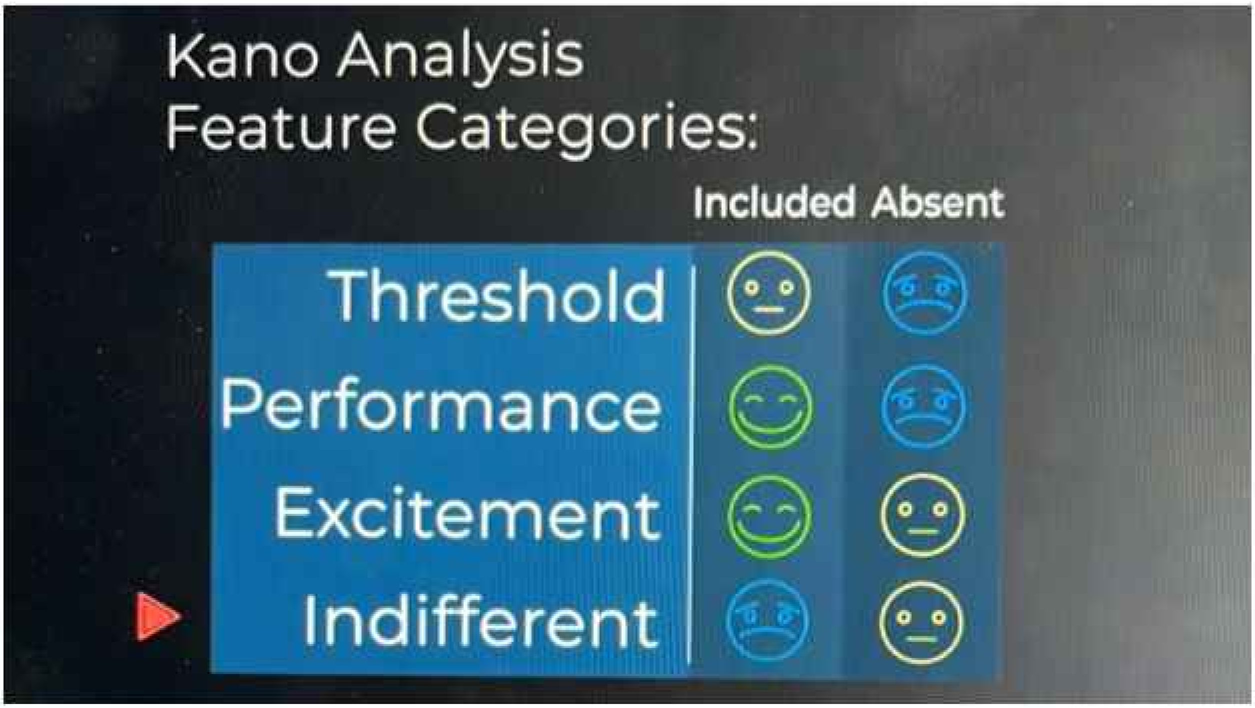
Kano Analysis helps figure out which features are most important by looking at how they affect customer satisfaction. It sorts features into four types:

1. **Threshold Characteristics**: These are basic features that customers expect. If they're missing, customers are unhappy, but having them doesn't make customers particularly happy. For example, side mirrors on a car are a basic expectation.
2. **Performance Characteristics**: These features affect how satisfied customers are. The better these features are, the happier customers are. For example, a car with good gas mileage or Bluetooth can increase satisfaction.
3. **Excitement Characteristics**: These are unexpected, exciting features that delight customers. They're not required, but they can make customers very happy if they're included. For example, self-driving technology in a car.

4. **Indifferent Characteristics**: These features don't matter much to customers. They neither increase nor decrease satisfaction. For example, motorized seat belts or social media integration in a car might not be valued.

To use Kano Analysis, ask two questions:

1. How would you feel if this feature is included?
2. How would you feel if this feature is not included?



Three Agile Estimation Techniques

1. BUS Estimation Technique

- What It Is: A way to categorize user stories into three sizes: Big, Uncertain, and Small.
- How It Works:
  - Small: Easy tasks that can be done in one sprint.
  - Big: Large or complex tasks that need to be broken down into smaller parts.

    - Uncertain: Tasks with not enough information yet; they need more details before you can estimate them.
- Goal: Break down "Big" stories into smaller ones and clarify "Uncertain" ones so everything ends up as "Small."
- Velocity: The number of small user stories completed in each sprint. This helps predict future work.

2. Fibonacci Estimation Technique

- What It Is: A numerical system for estimating tasks using numbers like 1, 2, 3, 5, 8, 13, etc.
- How It Works:
    - Each user story is assigned a number based on its size and complexity.
    - Velocity: Add up the numbers of the user stories completed in a sprint. For example, if the team completes stories with values 3, 2, 5, 2, and 1, their velocity is 13.
    - Over multiple sprints, total the story points and divide by the number of sprints to find the average velocity.

3. T-Shirt Size Estimation Technique

- What It Is: Categorizes user stories into sizes like Extra Small, Small, Medium, Large, and Extra Large.
- How It Works:
    - Assign each size a Fibonacci-like number (e.g., Extra Small = 1, Small = 3, Medium = 5, Large = 8, Extra Large = 13).
    - Velocity: Calculate the total points for completed stories in a sprint using these numbers. For example, if a sprint includes stories sized Small (3), Medium (5), and Large (8), the velocity would be 16.
    - Over multiple sprints, add up the story points and divide by the number of sprints to find the average velocity

Key Differences Between Agile Project Management and Traditional Project Management

- Agile project management is adaptive, focuses on delivering value through regular iterations, involves continuous stakeholder collaboration, and empowers team members to make decisions.
- Traditional project management relies on extensive upfront planning, fixed requirements, and centralized decision-making, aiming to stick to a set plan and meet predefined deadlines.

Customer development

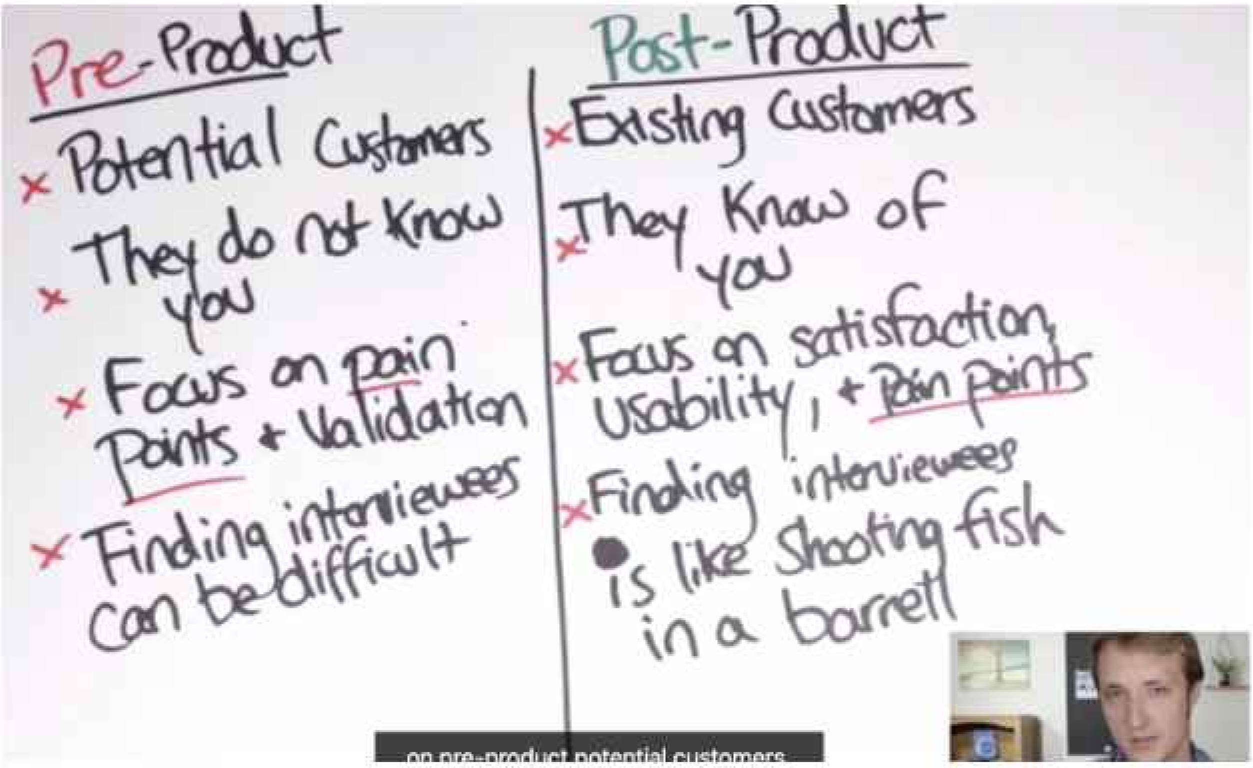
It is a crucial approach used by product managers and entrepreneurs to understand if they are building the right product that the market will accept. Four different types of interviews are:

Exploratory Interview: This is open-ended and aims to uncover customer pain points, needs, and behaviors. It helps in generating new ideas and understanding customer context. Example question: "What's the worst part of your commute?"

Validation Interview: Designed to test hypotheses about customer reactions to a product or feature without biasing their responses. It focuses on understanding if the proposed solution solves a real problem. Example question: "Do you ever lose your keys?"

Satisfaction-Oriented Interview: Aims to gauge customer satisfaction and dissatisfaction with the product. It seeks to uncover what's working well and what needs improvement. Example question: "What should we stop doing?"

Efficiency Interview: Focuses on understanding how customers use the product in their daily lives, identifying inefficiencies, and improving usability. It aims to optimize the product's fit into the customer's workflow. Example question: "How easy is it for you to use feature X?"



17. JIRA

Agile is a methodology focused on flexibility and continuous improvement, while Jira is a tool that supports these agile processes, helping teams to visualize and manage their work effectively.

1. **Purpose**:
    - Jira is a tool to help teams visualize, manage, and perform their work.
    - Models and supports the team's current processes or workflows.
2. **Functionality**:
    - Facilitates planning, prioritizing, organizing, and completing tasks.
    - Visualizes work through project boards, reports, and dashboards.
    - Enhances team communication and collaboration.
3. **Jira and Agile**:
    - Jira implements practices related to the agile mindset.
    - Supports empirical process control and continuous improvement.

JIRA and Key Components of Jira:

1. **Projects**:
    - A collection of related issues with either fixed end dates or ongoing timelines.
    - Can be of different types, like Kanban or Scrum.

2. **Issues**:
    - Work items within a project (e.g., stories, tasks, bugs).
    - Each issue has an associated type and key for identification.
3. **Project Boards**:
    - Visual representations of the team's workflow, showing issues as cards.
    - Help in tracking the status and progress of tasks.

User Types in Jira:

1. **Jira Administrator**:
    - Configures the Jira instance for all users.
2. **Jira Project Administrator**:
    - Configures specific projects to match the team's process.
3. **Team Members**:
    - Work on the projects and issues within Jira.

18. Minimum Viable Product

Definition: MVP stands for Minimum Viable Product. It's the smallest version of a product that can be built and released to gather real feedback from users.

Purpose: The main goal of an MVP is to test hypotheses and assumptions about a product idea in the real market environment.

MVPs focus on validating market demand and usability through real-world testing, whereas prototypes are primarily used for exploring and refining design ideas and functionalities before full-scale development.

Seven steps to running an MVP experiment

1. **Define Problem and Solution Set**:
    - Identify the problem your product or feature aims to solve.
    - Understand the basic solution you propose to address this problem.
2. **Identify Assumptions**:
    - List all assumptions associated with your problem-solution set.
    - Identify which assumptions are critical and pose the highest risk.
3. **Build Testable Hypotheses**:
    - Formulate clear hypotheses based on your assumptions.
    - Define how you will test these hypotheses with measurable criteria.
4. **Minimum Criteria for Success**:
    - Establish specific criteria that define success or failure of your experiment.
    - This serves as a benchmark to evaluate the outcomes objectively.
5. **Choose MVP Type**:
    - Select the type of MVP (Minimum Viable Product) that best fits your experiment.

    - Consider the size of your organization and the nature of the product or feature being tested.
6. **Execute the MVP Experiment**:
    - Implement and run your MVP to collect real-world data.
    - Monitor and gather insights from user interactions and feedback.
7. **Iterate and Learn**:
    - Analyze the results of your experiment.
    - Determine what worked well, what didn't, and what adjustments are needed.
    - Use this feedback to decide whether to proceed with further development or pivot to a different approach.

Decision-making Strategy:

- Prioritize high risk, low difficulty assumptions for meaningful progress with minimal resources.
- Sequentially tackle other quadrants based on decreasing risk and increasing confidence in the project.
- **Low Risk, Low Difficulty**: Test these assumptions first; they offer quick wins with minimal resource expenditure.
- **Low Risk, High Difficulty**: These assumptions are less critical but require more effort to validate.

- **High Risk, Low Difficulty**: Focus here next; high potential impact but easy to test.
- **High Risk, High Difficulty**: These assumptions are risky and resource-intensive; approach cautiously or defer.

Example Scenarios:

- **High Risk, Low Difficulty**: Testing a subscription service for Airbnb hosts sending gifts to guests.
- **Low Risk, High Difficulty**: Determining if hosts would purchase gifts they already have access to locally.

MVP techniques

Different ways to test ideas for new features or products without actually building them yet are called Minimum Viable Products (MVPs). There are different MVP techniques that require varying levels of effort.

- **Email MVP:** This is the simplest technique. You send an email to some of your users describing the new feature or product and see how they respond.
- **Shadow Button MVP:** You add a button to your existing product that looks like it links to the new feature, but doesn't actually do anything. You can track how many people click on the button to see if there's interest.
- **404/Coming Soon Page MVP:** You create a page for the new feature that either shows a "page not found" message or a message saying "coming soon." You can track how many people visit the page and if they sign up to learn more.
- **Explainer videos** can be like mini commercials or tutorials that show how your product would work. Even though the product isn't actually built yet, you can use editing tricks to make it look real.
- **Fake landing pages** are single web pages that describe the benefits of a product and try to get people to sign up for it. This is a good way to see if there's any interest in your idea before you invest time and money into building it.
- **Concierge MVP:** Manually do the tasks your product would do for a small group of people. This lets you see if it's actually helpful.
- **Piecemeal MVP:** Use existing tools and websites (like Wix or Squarespace) to fake your product. This is good for testing basic features.
- **Wizard of Oz MVP:** Build a pretty front-end for your product, but manually do everything behind the scenes. This lets you see if people like the idea without complex programming.

19. Wireframing

It is a fancy way of saying creating a rough blueprint for a website or app. It's like a first draft that helps you figure out the overall layout and what goes where before you actually build anything.

There are two main types of wireframes:

- **Low fidelity:** This is a very basic sketch that just shows the general idea, like circles for buttons and scribble text for content.
- **High fidelity:** This is a more detailed mockup that looks almost like the finished product, with graphic design and actual content written out.

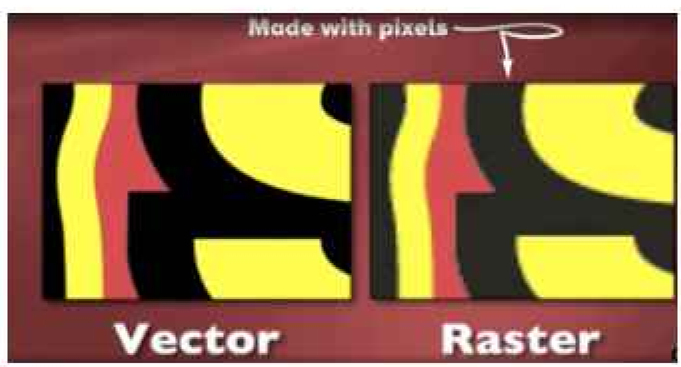
As a product manager, you might not always be the one creating wireframes, but it's still important to understand what they are and how they're used. This way, you can communicate your ideas effectively and work with designers to create a great product.

Difference between Wireframes, Mockups and Prototype

- **Wireframes** are like blueprints - they show the basic structure and layout of a product, but they don't have any visual details. They are like the skeletons of your design.
- **Mockups** are more detailed than wireframes. They show what the final product will look like visually, including things like colors, fonts, and images.
- **Prototypes** are like mockups, but they also allow you to interact with them. This means you can click on buttons and see what happens, which helps you test out the usability of your design.

Guide to creating wireframes

Guide to creating wireframes which are basically visual mockups of websites or apps. Here's the key takeaway:



- **Start simple:** You don't need fancy software, just a pen and paper.
- **Focus on function:** Sketch the basic layout and what users can do on the page, not how it looks.
- **Follow these steps:**
    1. Draw a browser window.
    2. Add a logo and navigation bar (optional).
    3. Write down the page's purpose (what users do there).

4. List the actions users can take on the page.
5. Sketch how these actions would work visually (boxes, buttons, etc.).

- **Get inspired:** If you're stuck, browse real websites or Dribbble.com for ideas.

20. Metrics

- **Growth & Activation:** Tracks how many new users you get and where they come from (e.g., App Store, website). Activation measures how many users actually use your product after finding it.
- **Retention:** Tracks how many users keep coming back. It includes metrics like returning users and users who came back after a break ("resurrected users").
- **Engagement:** Tracks how actively users interact with your product. Examples include how often users tweet on Twitter or how long they watch videos on YouTube.
- **User Happiness:** Measures how satisfied users are. This can be through surveys (e.g., Net Promoter Score asking how likely users are to recommend your product), app store ratings, or even customer service complaints.
- **Revenue:** Measures how much money you make. It includes metrics like Lifetime Value (average revenue a user generates over time) and Cost of Customer Acquisition (how much it costs to get a new user).

Companies use a mix of these metrics to understand the entire user journey, from finding the product to using it and hopefully paying for it (if applicable).

Product analytics software, which helps you track how people use your product. There are two main types:

- **Quantitative:** This tracks a lot of data about many users at once, like how many people use a certain feature. Examples include Amplitude and Mixpanel.
- **Qualitative:** This focuses on how individual users experience your product, like watching recordings of people using your app. Examples include FullStory and Hotjar.

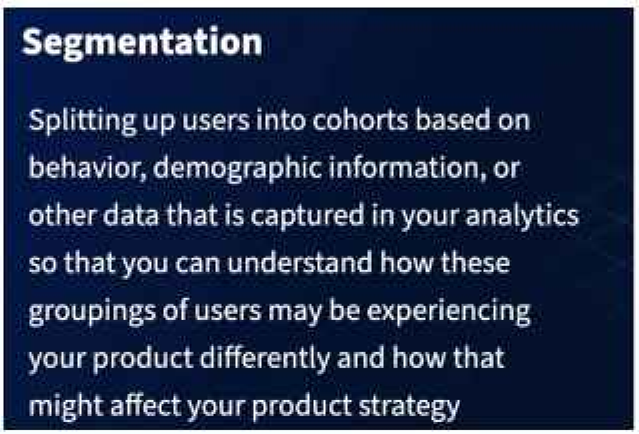
Product market fit

PMF stands for **product-market fit**. It refers to the ideal situation where your product directly addresses a need in the market, and customers are willing to pay for it.

Why PMF is Difficult Early On: Finding PMF is hard initially because you don't know your users well (limited data). The steps help you gather user data and feedback to see if your product idea resonates with the market.

Signs You've Achieved PMF: The video mentions two ways to gauge PMF:

- **High User Engagement:** Users actively use your product and would be very disappointed if they couldn't use it anymore.
- **Willingness to Pay:** If your product solves a valuable problem, users will be happy to pay for it.



Getting More Users:

- **Understand your audience:** Use data to figure out who your ideal customers are.
- **Experiment with different markets:** Try different marketing channels and see what works best.
- **Viral hooks:** Encourage users to share your product with others.

Getting More Money:

- **Product-led growth:** Let your product sell itself by offering a freemium model (basic version is free, premium features cost money).
- **Pricing strategy:** Experiment with different pricing models (e.g., subscription, one-time fee) and price points to see what works best.
- **Conversion funnels:** Analyze how users go from being aware of your product to becoming paying customers. Optimize this process to increase conversions.

Key Takeaways:

- Use data and experimentation to drive growth.
- Focus on either acquiring more users or increasing revenue from existing users.
- Understand your target audience and tailor your growth strategy accordingly.

Traditional growth relies heavily on sales and marketing efforts to convince customers to buy the product.

Product-led growth focuses on building a product that sells itself, with the product being the primary driver of customer acquisition and expansion.

21. Retention

Types of churn: There are two main types of churn:

- **Customer churn:** When customers cancel their subscription or downgrade their plan.
- **User churn:** When users stop using the product altogether.

Measuring retention: There are different ways to measure how long users stay with a product:

- **N-day retention:** Measures the percentage of users who return after a specific number of days (e.g., 30-day retention).
- **Unbounded retention:** Measures the percentage of users who return at any point after signing up.
- **Bracketed retention:** Used for products with less frequent usage (e.g., payroll apps), it measures retention within specific time intervals.

Understanding churn: When retention drops, analyze why users are leaving. Look at user feedback, app store reviews, and customer support data.

Key Performance Indicators (KPIs) Explained

KPIs are like a company's report card. They are specific measurements used to track how well a company is achieving its goals. Think of them as the most important numbers a company follows to understand its performance.

There are different types of KPIs for different areas of a business:

Financial KPIs

- **CAC (Customer Acquisition Cost):** How much it costs to acquire a new customer.
- **CLTV (Customer Lifetime Value):** How much revenue a customer generates over their lifetime.
- **MRR (Monthly Recurring Revenue):** Total recurring revenue generated each month.

- **ARR (Annual Recurring Revenue):** Total recurring revenue generated each year.
- **ARPU (Average Revenue Per User):** Average revenue generated from each user.

Growth KPIs

- **DAU (Daily Active Users):** Number of unique users who use the product on a daily basis.
- **MAU (Monthly Active Users):** Number of unique users who use the product in a month.
- **Traffic:** Number of visitors to your website or app.
- **Bounce Rate:** Percentage of visitors who leave your site after viewing only one page.

Retention KPIs

- **Session Duration:** How long users stay on the site or app per visit.
- **Actions per Session:** How many things users do during a visit.
- **Retention Rate:** Percentage of users who continue using the product over time.
- **Churn Rate:** Percentage of users who stop using the product.

Satisfaction KPIs

- **CSAT (Customer Satisfaction):** Measures how satisfied customers are with the product or service.
- **NPS (Net Promoter Score):** Measures how likely customers are to recommend the product to others.
- **CES (Customer Effort Score):** Measures how easy it is for customers to interact with the company.

North star metric

A North Star metric is a single, crucial measurement that guides a company's overall direction. It's like a compass that helps everyone in the company stay focused on the same goal.

Key points about North Star metrics:

- **Clarity and Alignment:** It helps everyone in the company understand the shared objective.
- **Focus:** It prevents the company from getting distracted by less important metrics.
- **Measurable:** It should be easy to track and understand.
- **Actionable:** It should guide decision-making and inspire actions.
- **Evolving:** It can change as the company grows and its goals evolve.

Examples of North Star metrics:

- **Facebook:** Daily Active Users (DAU)
- **Uber:** Rides per week
- **Spotify:** Time spent listening

Third-party integrations provide a holistic view of your users by combining data from various sources. This enriched data helps you make more informed product decisions, improve customer experiences, and drive business growth.

Minimum Detectable Effect

MDE helps you figure out how big of a difference you need to see in your experiment to know if something truly works better.

Example:

If you want to test a new button design, you might:

- **Problem:** Current button design has a low click-through rate.
- **Hypothesis:** A new button design with a different color will increase clicks by 20%.
- **Metric:** Click-through rate.
- **MDE:** A 5% increase in click-through rate would be considered significant.
- **Variations:** Create two button designs: the original and the new one.
- **Audience:** Test with a random sample of your website visitors.

By following these steps and using analytics tools, you can make data-driven decisions to improve your product.

Key Metric Categories:

1. **Growth and Activation:** These metrics focus on how the product is gaining new users.
   - **Examples:** Total new users, new users by source (e.g., social media, search), activated users (those who complete a specific action).
2. **Retention:** Measures how well the product keeps existing users.
   - **Examples:** Returning users, resurrected users (those who came back after a break).
3. **Engagement:** Shows how actively users interact with the product.
   - **Examples:** Frequency of use, time spent on the product, interactions with features.
4. **User Happiness:** Measures user satisfaction.
   - **Examples:** Net Promoter Score (NPS), customer satisfaction surveys, app store ratings.
5. **Revenue:** Tracks the financial performance of the product.
   - **Examples:** Lifetime Value (LTV), Customer Acquisition Cost (CAC), Monthly Recurring Revenue (MRR).

22. Understanding the HEART Metrics Framework

The HEART metrics framework is a tool to help you choose which metrics to track for your product. It stands for:

- **Happiness:** How satisfied are users?
- **Engagement:** How often do users interact with the product?
- **Adoption:** How many users are actively using the product?
- **Retention:** How many users keep coming back?
- **Task Success:** How well does the product help users achieve their goals?

How to use the HEART Framework:

1. **Identify your goals:** What do you want to achieve with your product?

2. **Define signals:** Determine what data you need to track to measure progress towards your goals.
3. **Create metrics:** Turn the signals into measurable metrics.

Example: For an Uber-like spiked lemonade delivery app:

- **Happiness:** App store ratings, Net Promoter Score (NPS)
- **Engagement:** Average number of orders per customer per day, order value
- **Adoption:** Percentage of app downloads that result in orders
- **Retention:** Monthly returning customers
- **Task Success:** Average order completion time, cart abandonment rate

23. AARRR Pirate Metrics Framework

The AARRR framework, also known as Pirate Metrics, is a simple yet effective tool for understanding how users interact with your product and where to focus your efforts. It stands for:

- **Acquisition:** How do you attract new users?
- **Activation:** How do you encourage new users to become active users?
- **Retention:** How do you keep users coming back?
- **Referral:** How do you encourage users to tell others about your product?
- **Revenue:** How do you generate income from your users?

By focusing on these five stages, you can identify bottlenecks in the user journey and optimize your product accordingly.

Key points:

- The framework helps you visualize the customer lifecycle.
- It's often used by startups and businesses with a focus on user growth.
- Each stage requires careful consideration of relevant metrics.

24. Understanding Epics

An epic is essentially a large project or goal that can be broken down into smaller tasks.

Think of it as a big-picture idea or objective that guides the development of a product or feature. It's like a chapter in a book, while the smaller tasks (called stories) are the sentences within that chapter.

Key points about epics:

- **They break down the product vision:** Epics help to translate a company's overall vision into actionable projects.
- **They are larger than sprints:** Epics typically span multiple sprints or development cycles.
- **They can be user-facing or internal:** Epics can focus on features for users or on behind-the-scenes improvements.
- **They provide structure:** Epics help organize and prioritize development work.

Epic Spec Sheets: Bringing Epics to Life

An Epic Spec Sheet is a document that outlines the details of an epic. It serves as a blueprint for the development team, ensuring everyone is aligned on the project's goals and requirements.

Key components of an Epic Spec Sheet:

- **Introduction:** A brief overview of the epic, including its purpose, goals, and any relevant background information.
- **Product Requirements:** Detailed description of the desired features and functionalities.
- **Design Requirements:** Outlines the visual and user experience aspects of the epic, often including wireframes or mockups.
- **Engineering Requirements:** Technical specifications and constraints for the development team.

Purpose of the Epic Spec Sheet:

- **Clear communication:** Ensures everyone involved understands the project.
- **Alignment:** Keeps the team focused on the same goals.
- **Documentation:** Serves as a reference point throughout the development process.

Remember: While the product manager is primarily responsible for the Epic Spec Sheet, it's a collaborative effort involving designers and engineers.

By creating thorough and well-structured Epic Spec Sheets, product managers can streamline the development process and increase the chances of delivering successful products.

25. User Stories and Acceptance Criteria

User stories are short descriptions of a desired feature from the user's point of view. They follow the format: "As a [user], I want [feature], so that [benefit]."

Acceptance criteria are specific conditions that must be met for a user story to be considered complete. They outline exactly how the feature should work.

Why are they important?

- **Clear communication:** User stories and acceptance criteria help ensure everyone involved (product managers, designers, engineers) understands the requirements.
- **Focus:** They keep the team focused on delivering value to the user.
- **Testability:** Acceptance criteria provide a basis for testing to verify that the feature works as expected.

Example:

- **User story:** As a user, I want to send pictures in a direct message to my friends so that I can share my favorite photos with them.
- **Acceptance criteria:**
    - Given I am a user, and I click the add picture button in the direct message, I am presented with a popup window to choose the file I can upload, submit it with the upload button and see a preview of the uploaded image.
    - Given I am a user who has successfully uploaded a photo from my computer, when I click send, the image is sent to my friend through the direct message, and it appears in the chat.

By using user stories and acceptance criteria, product teams can effectively break down large epics into smaller, manageable tasks and ensure that the final product meets user needs.

Key points:

- **Epics:** Large features or groups of related features. They are broken down into smaller user stories.
- **User stories:** Small, user-focused descriptions of desired functionality. They follow the format "As a [user], I want [feature], so that [benefit]."
- **Acceptance criteria:** Specific conditions that define when a user story is complete.
- **Backlog:** A list of all the work that needs to be done, including epics and user stories.
- **Sprint:** A time-boxed period (usually 2 weeks) during which a team works on a set of user stories.

How they work together:

1. **Epics** are created to represent larger features or initiatives.
2. **User stories** are written to break down epics into smaller, manageable tasks.
3. **Acceptance criteria** are added to user stories to clarify expectations.
4. User stories are prioritized and added to the **backlog**.
5. During sprint planning, user stories are selected from the backlog and moved to the sprint.

6. The team works on the user stories during the sprint, following the acceptance criteria.

By using this approach, product teams can effectively manage and prioritize their work, ensuring that they deliver value to users in an efficient and organized manner.

26. Estimating Software Development: Velocity and Story Points

Estimating how long software development will take is challenging. Unlike building a car, where parts are standardized, software is often custom-built.

The Challenge of Estimation

- **Uniqueness:** Each software project is unique, making it hard to predict timelines accurately.
- **Changing Requirements:** Software requirements often change during development, affecting timelines.
- **Team Factors:** Team dynamics, skill levels, and communication can impact productivity.

Using Velocity to Estimate

Velocity is a measure of how much work a team can complete in a specific time period (usually a sprint).

1. **Story Points:** Tasks are assigned story points based on their complexity.
2. **Sprint Planning:** The team estimates the total story points for the upcoming sprint.
3. **Velocity Calculation:** At the end of the sprint, the completed story points are summed to calculate velocity.
4. **Predicting Future Sprints:** By averaging velocity over multiple sprints, teams can estimate how many story points they can complete in future sprints.

Key Points:

- **Velocity is not a perfect predictor:** It's a tool, not a guarantee.
- **Team collaboration:** Accurate estimation requires input from the entire team.
- **Continuous improvement:** Regularly review and adjust velocity estimates based on performance.

Roadmapping

A roadmap is a visual representation of a product's direction and planned features over time. However, it's important to remember that roadmaps are often inaccurate due to the agile nature of software development.

- **Types of Roadmaps:**
    - **Time-based roadmaps:** Outlines features and release dates, but can be misleading due to changing priorities.
    - **Thematic roadmaps:** Focus on themes or goals rather than specific dates, allowing for more flexibility.

Prioritization

Prioritization is the art of deciding which features or tasks to tackle first.

- **Methods for Prioritization:**
    - **Assumption Testing:** Prioritize features based on the riskiest assumptions.
    - **BUC Method:** Evaluate features based on business benefits, user benefits, and costs.
    - **MOSCOW Method:** Categorize features as Must-have, Should-have, Could-have, or Won't-have.

Key Points:

- Roadmaps should be flexible and adaptable to changes.
- Prioritization is an ongoing process that requires careful consideration of various factors.
- There's no one-size-fits-all approach to prioritization; the best method depends on the specific situation.

Legacy Code

Legacy Code is often misunderstood as simply old code, but that's not always accurate. There are a couple of key definitions:

1. **Michael Feathers' Definition**: Legacy code is any code without tests. This is a straightforward definition, but it may be too simplistic.
2. **Andrea Goulet's Definition**: Legacy code is code that lacks sufficient communication artifacts to explain its purpose and functionality. These artifacts include:
    - **Tests**: Help ensure code works as intended.
    - **Documentation**: Written explanations and instructions.
    - **Code Comments**: Notes within the code that explain what it does.

So, legacy code isn't just about age; it's about how well the code's intent and functionality are communicated.

Technical Debt

Technical Debt is a concept introduced by Ward Cunningham. It refers to the long-term cost of taking shortcuts in software development to achieve quick results. Here's a simple breakdown:

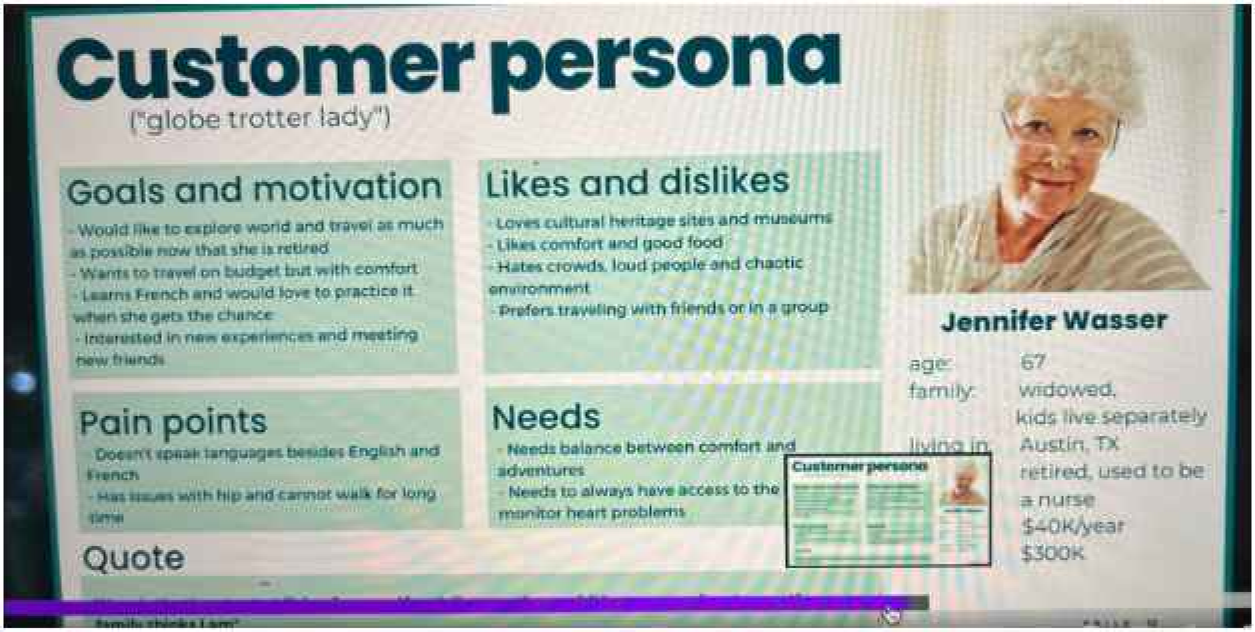
1. **Short-Term Gain**: By cutting corners, like skipping best practices or not writing thorough tests, teams can release new features faster.
2. **Long-Term Pain**: These shortcuts lead to problems that make future development slower and more difficult. It's like borrowing money – if you don't pay it back, you accumulate interest and end up spending more time and effort to manage the debt.
3. **Metaphor**: Just like financial debt, if you don't address technical debt, it builds up over time. Eventually, most of your efforts go towards managing this "interest" rather than making real progress, similar to being stuck paying off interest on a loan without reducing the principal.

27. Product Owner vs Product manager

The main difference between the two is that, product owner is the role and product manager is a skill

Customer research

1. **Start with Customer Research:** Understand who the customers are, their needs, values, and desired outcomes to deliver a great product. Avoid starting with a solution in mind without understanding the customer first.
2. **Avoid Stereotypes:** Don't rely on stereotypes when understanding your target audience. For instance, not all older women fit the typical "grandma" stereotype. Dig deeper to get a clear, accurate picture of your customers.
3. **Conduct Quantitative Research:** Begin with broad quantitative research to gather data about your target demographics. This could involve using big data sources, demographics data, or publicly available resources like Wikipedia to get an overview.
4. **Segmentation and Qualitative Research:** After understanding the broad demographics, segment your audience and conduct qualitative research. This involves interviews to gather detailed information about the specific needs, wants, and pain points of your target segment.
5. **Create Personas and Customer Journeys:** Build detailed personas based on your research to represent your target segment. Develop customer journeys to map out the interaction between the customer and your product, identifying pain points and opportunities for improvement.



Different Tools

Miro and **Jira** serve different purposes in project management: Miro is a collaborative online whiteboard platform designed for brainstorming, ideation, and visual project planning, enabling real-time collaboration on diagrams and mind maps. Jira, on the other hand, is a powerful project management tool specifically geared towards agile software development, offering robust features for tracking issues, managing tasks, and facilitating sprints .

The Dance of DEIB (Diversity, equity, inclusion and belonging)

1. **Diversity:**

- **Definition:** The fact of our world, representing various social identity factors.
- **Example Situation:** Imagine an organization that actively recruits a diverse workforce, ensuring representation from different nationalities, races, gender identities, and backgrounds.
- **Contribution:** A diverse team brings a variety of perspectives and ideas. For instance, in a marketing campaign, a diverse team can provide insights that resonate with a broader audience, leading to more effective and inclusive campaigns.
  - **Integration of Diversity and Inclusion Efforts**: Make diversity and inclusion a core part of your business, not just an extra effort.
  - **Research Supporting Inclusion**: Studies show that including everyone helps the company succeed.
  - **Innovation**: Diverse teams perform better and can boost company profits by up to 19%.
  - **Retention**: Employees who feel valued stay longer and contribute more.
  - **Organizational Principles**: Inclusion should be a key value, just like efficiency and excellence.
  - **Public Commitment to Diversity**: Practice what you preach about diversity being important.
  - **Value of People**: Always prioritize the well-being of your employees.
  - **Supporting Resources**: Use available data to support the benefits of diversity.
  - **Like me bias** - "Like me" bias in recruiting is when people prefer to hire those who are similar to themselves. This bias is natural but can lead to unfairness and a lack of diversity in organizations. To counter this, it's important to recognize and address biases without blaming individuals. Recruiting efforts should reach out to diverse groups and explore new places to find qualified candidates from various backgrounds. By doing this, organizations can achieve greater diversity and innovation.

Question 1 of 3

When hiring new employees it is important to ____ .

look for bias in the process
Correct
Bias is a natural part of decision making. Naming and looking for it increases fairness in the hiring process.

2. **Inclusion:**
   - **Definition:** Practices governing how people are treated within the organization.

- **Example Situation:** An organization that has policies ensuring equal access to resources and opportunities, such as mentoring programs available to all employees.
- **Contribution:** Inclusion practices help all employees feel valued and supported. For example, when launching a new project, an inclusive organization ensures that all team members, regardless of their background, are invited to contribute ideas and have equal access to the necessary tools and training.
- **Interrupting bias** means actively addressing and challenging biases when they appear. It's important to ask for more information to understand someone's viewpoint, separate their intent from the impact of their words, and directly challenge stereotypes. Creating a culture that addresses bias involves setting agreements within a team to continually look for and reduce biases, such as ensuring everyone has a chance to speak in meetings. This approach helps build trust and encourages open discussion about bias.
- **Inclusive communication** means being aware of the impact of your words on others and continually learning to improve. It involves humility when receiving feedback and helps build better relationships.
- **Sponsorship and mentorship** are important for inclusion by providing opportunities and support to those from different backgrounds. Mentorship helps individuals navigate and grow in their environment, while sponsorship involves advocating for someone's advancement. Programs should aim to connect with diverse groups and address potential biases, ensuring fair opportunities for all.

Question 1 of 3

Practicing inclusive communication means ____ .

being humble and educating yourself on an ongoing basis
Correct
Language and inclusion practices continually evolve so we need to continue our education and be humble when we make a mistake.

3. **Belonging:**
   - **Definition:** Feeling free to bring one's authentic self to work.
   - **Example Situation:** An organization that celebrates cultural diversity through events and encourages employees to share their unique traditions and backgrounds.
   - **Contribution:** Belonging fosters a sense of community and support. For instance, an employee who feels they belong will be more engaged and committed to their work. If a team member can express their authentic self, they are likely to be more creative and innovative, contributing to the organization's success.
   - **Why Belonging?** Belonging is crucial in a workplace because it boosts productivity and reduces turnover. Regularly surveying employees helps identify

feelings of exclusion and areas for improvement. Addressing biases and supporting all employees can significantly enhance their job satisfaction and commitment.

- **Microaggressions** are subtle, often unintentional comments or actions that target people based on their identity. They can make others feel excluded or uncomfortable. To address them, it's important to listen, understand, and avoid dismissing others' feelings or becoming defensive.
- **Employee Resource Groups (ERGs)** are employee-led groups that create a sense of belonging for people with different backgrounds and their allies. These groups support diversity and inclusion efforts, helping employees feel comfortable and develop leadership skills. Participating in ERGs benefits both employees and the organization by fostering a supportive and inclusive workplace.

4. **Equity:**
    - **Definition:** Fairness in treatment, including compensation and opportunities.
    - **Example Situation:** An organization conducts regular salary audits to ensure fair compensation and addresses any discrepancies found.
    - **Contribution:** Equity ensures that all employees are treated fairly and justly. For example, when employees see that their contributions are rewarded equitably, it boosts morale and motivation. An equitable organization attracts and retains top talent because employees know they will be treated fairly.
    - **Equity** in the workplace means giving everyone what they need to be on equal footing, considering historical and societal discrimination. It involves creating policies and practices that support diverse needs, like parental leave for all genders or accommodations for disabilities. Equity is different from equality, which gives everyone the same thing without considering individual needs.
    - **Transparency** means openly sharing information like pay and hiring metrics to highlight areas needing improvement. **Accountability** means taking responsibility for making real changes based on this information. Both principles are crucial for building a fair and inclusive workplace where everyone feels valued and respected.
    - **ESG (Environmental, Social, Governance)** metrics help companies measure their efforts in areas like environmental impact, social responsibility (including diversity), and governance practices. It's about ensuring fairness and inclusivity both internally and externally, from addressing environmental issues like racism in environmental policies to promoting diversity in leadership and supporting inclusive workplace cultures. These practices not only align with societal expectations but also contribute to long-term organizational success and employee retention.

Question 2 of 2

What is the difference between equity and equality?

- Equality levels the playing field for everyone.
- Not much, they are basically the same thing.
- Equality is fairness and Equity punishes people in the majority.
- Equity gives each person what they need to succeed while equality gives everyone the same thing.

Correct

Different groups have different needs to be successful. Equality is noble but does not take these differences into consideration.

Question 1: "I feel like I try really hard, but I'm afraid to make a mistake. Should I explain myself when I apologize? Does my intention even matter?"

Answer: Making mistakes is normal. When you apologize, focus on understanding how the person affected feels. It's okay to acknowledge their feelings without making it about your intentions, unless they ask for more explanation.

Question 2: "How do I deal with a manager or senior leadership who doesn't understand why DEIB matters?"

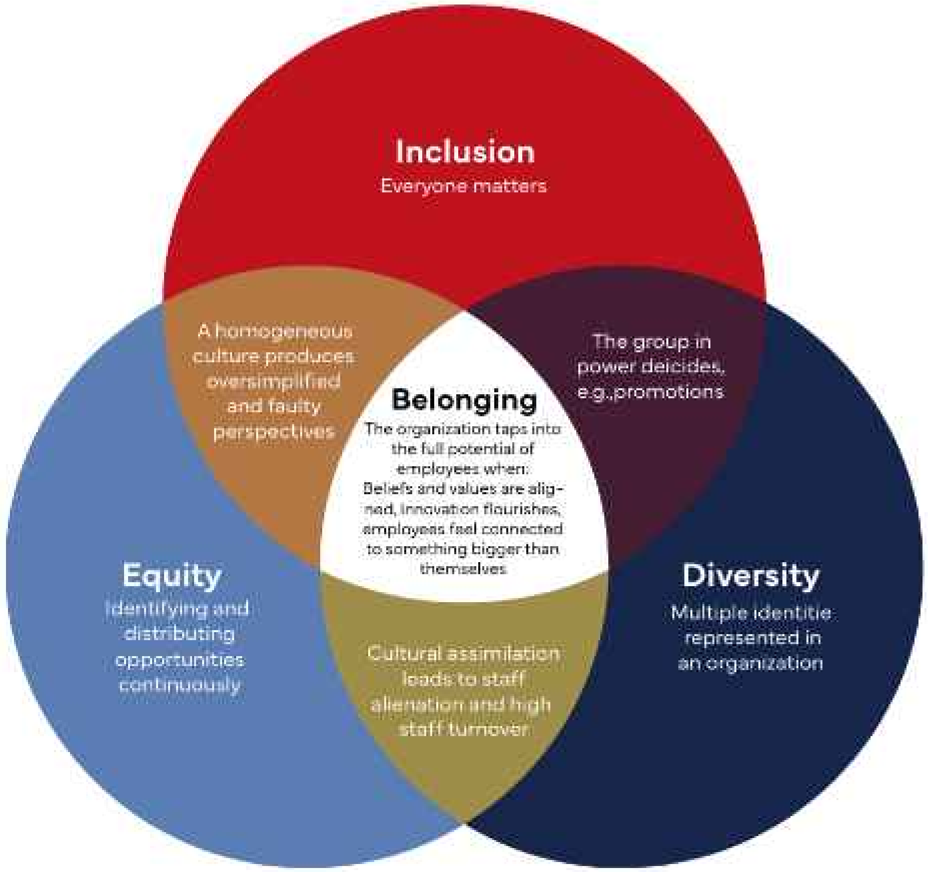
Answer: Find allies within the organization who care about DEIB. Build relationships with them and work together to show why diversity, equity, inclusion, and belonging are important for business success.

Question 3: "How do we go beyond performative allyship and make real change?"

Answer: To make real change, involve everyone in ongoing conversations about inclusion. Use surveys or regular team discussions to check progress. It's a journey that requires patience and collaboration to create lasting impact.

Question 4: "How do I convince people who think race is only a problem in the United States?"

Answer: Help people see common issues globally, such as how skin color can affect opportunities worldwide. Use examples that resonate with their experiences to foster understanding beyond national borders.



- **BIPOC** stands for "Black, Indigenous, and People of Color." It is an acronym used to collectively refer to individuals who are marginalized based on race or ethnicity in predominantly white societies.
- To find out why mid-level female managers at ABC Corp are leaving more than their male counterparts, they can conduct exit interviews. In these interviews, departing female managers are asked about their reasons for leaving. This helps ABC understand if there are specific issues or challenges that affect women more than men in their mid-level management roles. The information gathered from these interviews can then be used to address and improve conditions to reduce attrition among female managers.

Question 1 of 4

Which concept applies to a woman being held back from her first promotion to a management position?

- glass ceiling
- broken rung
  Correct
  If the first rung on the ladder is broken, then a woman will not be able to move up the ladder.

Question 3 of 4

Beta Industries wants to increase the diversity of its workforce. In terms of determining its current state, how should Beta start?

- Select the dimension of diversity it wants to measure.
  Correct
  The dimension of diversity can include race, ethnicity, disability, or a combination of these.

Question 4 of 4

Dante's company has been unable to increase the number of women it hires. He is tasked with uncovering potential bias in the hiring process. Where should Dante begin?

- Determine where women drop off in the hiring process.
  Correct
  This involves the steps in the recruitment funnel; for example, women dropping off during the invited-for-interview stage.

- **To measure inclusion in a workplace**, organizations can gather data actively through employee surveys that ask about different aspects of inclusion, or passively through existing data like meeting records. Active surveys provide transparency but rely on high response rates, while passive data might be seen as intrusive without consent. Combining both methods can offer a comprehensive view of inclusion dynamics in the organization.

Question 1 of 4

Is it more difficult to measure inclusion or diversity, and why?

- Diversity is more difficult to measure because it is not as well-defined.
- Both inclusion and diversity are difficult to measure because neither can be quantified.
  Incorrect
  On the contrary, both inclusion and diversity can be quantified with the proper research methods.
- Inclusion is more difficult to measure because it is not as well-defined.
  Correct
  Inclusion is subject to an individual's perception, which makes it more difficult to measure.

Q) Zara will likely use an index to quantify the results of the company-wide inclusion survey with a single metric. This index combines multiple survey questions related to inclusion into a single score. Typically, each survey question contributes to the index score based on its importance and relevance to measuring inclusion. Zara may assign weights to different questions or dimensions of inclusion to reflect their significance in the organization's goals. By calculating this index, Zara can obtain a holistic view of the organization's overall level of inclusion based on aggregated survey responses.

Question 3 of 4

Your company's data indicates that male employees have built more relationships with senior leaders than female employees have. What should your company do with this data?

- Restrict senior leaders from engaging in relationships with male employees.
- Hire more female employees to close the gap.
- Develop sponsorship programs between leaders and female employees.
  Correct
  This is a way to keep the gap from leading to more promotion opportunities for male employees.

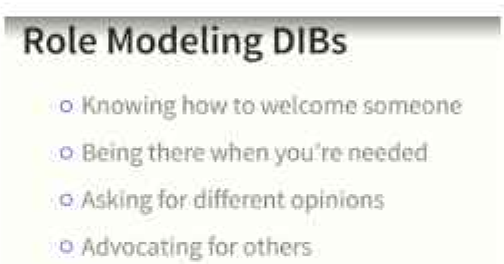
Q) In active data-gathering methods for inclusion, such as surveys, psychological safety can be an issue because employees may feel reluctant to honestly share their experiences if they fear negative consequences or judgment.

Why is employee well-being difficult to measure?

Measuring employee well-being is challenging because it is subjective and encompasses various dimensions like physical, economic, social, and emotional aspects. Organizations face difficulties in obtaining comprehensive data due to sensitivity concerns, lack of standardized measures, and the complexity of developing surveys that accurately capture holistic well-being. These challenges highlight the need for thoughtful measurement strategies that address these diverse dimensions effectively.

How to measure

To measure employee well-being, organizations can use objective health data like blood pressure or subjective surveys about how employees feel. Objective health data might include conditions like hypertension or diabetes, while surveys ask about overall health or workload satisfaction. Identifying burnout involves asking about emotional exhaustion, depersonalization, and decreased sense of accomplishment. It's important to check in with employees regularly, typically two to four times a year, to understand how their well-being changes over time.



Question 6 of 7

You are introducing a group of summer interns to the IT department, and you begin by telling them a story about your career. You are attempting to prevent the interns from _____ .

creating space

feeling courageous

trying to mask

being intentional

Question 7 of 7

Your company is looking for role models for its DIBs program. What is an important factor the company should consider when choosing role models?

They need to be in a management role.

They need to be the top employees.

They need to be from HR.

They need to represent the world.

Question 4 of 7

You are going through a panel interview for a company you really wanted to work for. However, you realize the diversity is far from what it claims on its website. What is the likely issue?

The panel was diverse, but not inclusive.

The panel needed to reflect the uniqueness of the company.

The panel was reflective of DIBs.

The panel was confident, but too vulnerable.

Question 2 of 3

While in conversation, Jason's coworker makes a biased remark. Jason feels uneasy, but leans in to learn more. What practice is he demonstrating?

constructive discomfort

Correct

Jason uses the practice of constructive discomfort by leaning in. Although it is uncomfortable, Jove uses it as a learning experience.

Question 3 of 3

When systems and institutions have a negative impact on groups of people it is known as ____.

prejudice
Incorrect
Prejudice goes from an unconscious state of bias to consciously judging entire groups of people based on stereotypes and assumptions.

oppression
Correct
Oppression uses the power of systems and institutions to negatively impact groups of people. Inclusion programs seek to address this historical damage.

Microaggressions

Subtle verbal and nonverbal slights, insults, indignities, and denigrating messages directed toward an individual due to their group identity, often automatically, unconsciously, and unintentionally

Question 1 of 3

Jamal is given the feedback from his coworker that he has committed a microaggression towards him. While Jamal doesn't understand how what he said could be hurtful, he wants to respond to the coworker expressing care and showing cultural humility. What framework is cultural humility based on?

Strive for allyship.

Try to do the right thing.

Be brave, humble, and dedicated.
Incorrect
These three words make up an Inclusive Mindset.

Stay humble and curious about difference.
Correct
Cultural humility acknowledges that we experience the world differently and respects the experiences of others. It encourages using difference as a learning opportunity.

Question 2 of 3

You unintentionally offend a coworker. What is the most important thing you can do?

Apologize profusely.

Tell the person you had the same experience.

Act defensively.

Let your coworker know that you care about the hurt they are experiencing.
Correct
The best thing to do is to separate the intent from the impact by showing the person you care about the hurt they are experiencing.

Learn Framework

Lean into discomfort
Engage in deep listening
Appreciate feedback
Recognize responsibility
Next steps

Allyship Continuum

Definition:

- Allyship refers to supporting and advocating for marginalized groups to promote inclusion and equity.

Explanation:

- **Beginning Level:** Showing support through social media posts or wearing symbols.
- **Intermediate Level:** Actively speaking out against unfairness and discrimination.
- **Advanced Level:** Forming accountable relationships and committing to long-term support, similar to strong personal relationships.
- Allyship is about consistent commitment and action, not just occasional gestures.

Question 2 of 2

Prita wants to talk with her manager about taking off an upcoming Indian cultural holiday but is feeling pressure to let it pass without saying anything to stay in the workflow. What might she be sacrificing?

- safety
- diversity
  Incorrect
  Prita is not sacrificing diversity, which is ultimately about demographic representation.
- authenticity
  Correct
  Prita is sacrificing authenticity - she may feel being herself at work will prevent her from being successful.
- economic opportunity
  Incorrect
  Prita is not sacrificing economic opportunity though sacrificing authenticity may subject her to less economic opportunities.

1. **Advocate for systemic change**

- Companies need to invest in practices that promote inclusion, like DEI councils and employee resource groups.
- Advocating for fair compensation and tying inclusion goals to career advancement is important.
- Employee pulse surveys and exit interviews help gather feedback to improve workplace culture.
- Stay interviews focus on keeping employees in crucial roles or from marginalized backgrounds.

Exit and Stay Interviews:

- **Exit Interviews:** Done when employees leave, to understand their reasons and improve future experiences.
- **Stay Interviews:** Conducted to retain employees in critical roles or from underrepresented groups by addressing their concerns.

2. **Definition of Equity Evaluation:**

Inside Systems: Look at things like pay fairness and do audits to make sure everything is fair.

Outside Systems: Check that suppliers and consultants represent diversity.

Leadership Involvement: Push for diverse people in top roles like board members.

Reasons for Inclusion:

- **Business Reasons:** It helps companies do better economically.
- **Ethical Reasons:** It's the right thing to do to make up for past unfairness.
- **Personal Reasons:** People's own stories about why fairness is important.

Question 1 of 1

Hannah volunteered to be part of the newly formed DEI council and wants to create a lasting impact. How can she advocate for systemic change?

- Tie inclusion goals directly to advancement and compensation.
- Gather data through surveys and focus groups to learn how to improve in areas of opportunity and further support areas of strength.
- all of these answers
  Correct
  While it is far from an exhaustive list, all of these ideas work towards the overall objective of systemic change and equity.
- Support and fund affinity groups and dedicated staff.

✓ Question 9 of 10

Which approach should Manish use to better develop an inclusive mindset?

✓ Follow thought leaders on social media.

Let people know that he is embracing inclusivity.

Ask colleagues to educate him on their background.

✗ Question 10 of 10

Which term reflects when we go from the unconscious state of bias to consciously making assumptions about entire groups of people based on stereotypes?

✗ discrimination

✓ prejudice

systemic inequity

oppression

✓ Question 7 of 10

How can Sylvia use constructive discomfort to deal with challenging issues at work?

Stop listening when issues are too uncomfortable.

Avoid uncomfortable conversations.

✓ Lean into discomfort to see what she can learn.

✗ Question 8 of 10

Being a member of a marginalized group in the workplace may require _____.

✗ workplace burnout

going it alone

✓ boundaries

endless sacrifice

Question 5 of 10

Finn joined two ERGs to show his support as an ally and has been posting about it on social media. Which part of the allyship continuum does this represent?

actively interrupting prejudice and discrimination

partnership with those to whom he is accountable

✓ **visibility and self-appointed allyship**

Question 6 of 10

Javier does not understand why a colleague is upset about a comment that another colleague made during a meeting. How can Javier use cultural humility in this situation?

Try to change the subject to help his colleague get over the perceived slight.

✓ **Think about how his colleague's experiences might be very different from his own.**

Point out to the colleague that they are being too sensitive.

✓ Question 3 of 10

The VP of HR has put time on the CEO's calendar, citing the need to review internal and external systems for equity. What type of allyship is she modeling?

performative allyship

excessive bureaucracy

✓ **advocacy**

✓ Question 4 of 10

Mei just gave a presentation at her team meeting. Her colleague, David, says, "I'm very impressed by how articulate you were." What does David's comment represent?

✓ **a microaggression**

a bias

a compliment

✓ Question 1 of 10

After Ana speaks at a meeting, her colleague complains that she said something offensive. When Ana gives the colleague space to discuss his feelings, which part of the LEARN framework is she using?

Recognize responsibility.

✓ **Engage in deep listening.**

Lean into the discomfort.

Appreciate the feedback.

✗ Question 2 of 10

You are waiting for a meeting to begin when a team member mocks a coworker with a disability who has not yet arrived. What should your approach be?

✗ **Speak up for the person.**

✓ **Speak up because it matters to you.**

Don't say anything because it wasn't addressed to you.

3. **ALLY**

Ally What is an Ally? An ally is someone with privilege who supports and stands with people who are underrepresented or oppressed. They use their influence to promote social justice and inclusion. Being an ally is not about having a title or badge; it's about genuinely supporting others.

Stages of Becoming an Ally:

1. **Awareness:**
   - Learn what values and needs are important to different people.
   - Understand how others communicate and recognize differences.
2. **Connection:**
   - Identify what helps everyone communicate effectively.
   - Find and address any barriers that hinder communication.
3. **Action:**
   - Use your understanding to fix issues that harm communication and individuals.
   - Work to make these changes lasting and effective.

Authenticity means being yourself and being able to receive recognition and acceptance from peers.

Question 3 of 4

How can Steffi use collective individualism to foster productive communication on her team?

Encourage her team to ask the right questions at the right time.
Incorrect
This is an example of nurturing fruitful curiosity, not using collective individualism.

Redirect the conversation if the topic becomes uncomfortable.

Accept that everyone has different experiences and perceptions.
Correct
In this way, Steffi uses collective individualism to avoid reinforcing the status quo and to foster more productive conversations.

Question 4 of 4

Damon just started a new job and wants to be authentic at work. In addition to being true to how he sees himself, what else must Damon do?

Understand how others see him.
This was the correct answer

Question 4 of 7

When creating safe spaces at work, _____ should take the lead on determining who can participate.

underrepresented groups
This was the correct answer

Question 6 of 7

Jack regularly, but unintentionally, mispronounces his colleague Faouzia's name when talking with her. What does this issue exemplify?

microaggression
Incorrect
Jack's mispronunciation is not considered a microaggression because it is unintentional.

implicit discrimination
This was the correct answer

Question 9 of 10

Who is most likely to contribute to a toxic work environment?

A. staff who generalize based upon limited or skewed evidence
B. senior staff who dominate discussions
C. staff who focus on long term solutions
D. staff who focus on short term campaign-led solutions

B, C, D

B, C

A, B, C

✓ A, B, D

Question 10 of 10

The best communicators are _____ .

funny

✓ prepared

extraverted

multicultural

Question 7 of 10

Is being an ally an official role?

Yes

✓ It depends

✗ No

Question 8 of 10

The A.I.D.A. communications framework stands for ____.

An Intercultural Diversity Activity

✓ Attention, Interest, Desire, Action

Accuse, Interrogate, Discriminate, Alienate

Question 5 of 10

Intentional or unintentional microinvalidations, implicit discrimination, and micro-assaulting have the effect of ____ co-workers.

disrupting

enraging

engaging

✓ alienating

Question 6 of 10

Can anyone be an ally to others?

No, there will always be individuals that just aren't cut out to be an ally.

✓ Yes, everyone has the potential to become an ally.

Maybe – you need to have the right personality to be an effective ally.

Question 3 of 10

Discussing someone's personal characteristics is a great way to build workplace friendships ____.

- ✓ **sometimes**
- **always**
- ✗ **never**

Question 6 of 10

Achieving workplace cultural diversity involved ____.

- **representation**
- **protecting and celebrating**
- ✓ **all of these answers**
- **understanding**

Question 1 of 10

What is a good way to build social currency with colleagues from different backgrounds or cultures?

- ✓ **Acknowledge but do not dwell on differences.**
- **Fill silences when talking with them.**
- **Focus on sharing your own truths.**

Question 2 of 10

Cultural diversity is concerned with which employee characteristics? (select as many as apply)

A. physical differences
B. individual beliefs
C. needs and practices
D. coworker relationships

- **B, C**
- **B, C, D**
- ✓ **A, B, C, D**
- **A, B**

Platinum and Golden Rule in Confronting Bias: Thriving Across Our Differences

The Platinum Rule and the Golden Rule are both principles for guiding interpersonal behavior, but they have different emphases.

Golden Rule

- **Definition:** Treat others as you want to be treated.
- **Focus:** Emphasizes empathy by encouraging people to consider their own desires and apply them to others.
- **Example:** If you like to be spoken to politely, speak politely to others.

Platinum Rule

- **Definition:** Treat others as they want to be treated.
- **Focus:** Emphasizes respect and understanding by encouraging people to consider the preferences and desires of others, which may differ from their own.
- **Example:** If you prefer direct communication but know someone else prefers a more gentle approach, adjust your communication style to suit their preference.

The Platinum Rule builds on the Golden Rule by recognizing and respecting individual differences, making it especially relevant in diverse and multicultural settings.

Descriptive Bias

Descriptive bias happens when people make assumptions about someone based on stereotypes or generalizations instead of seeing them as an individual. For example, thinking all teenagers are lazy because you met a few who were, or assuming someone is not good at a job just because they belong to a particular group. It's a way of thinking that overlooks the unique qualities and abilities of each person.

Question 1 of 18

You overhear the human resources representative talking about hiring qualified minority candidates. Which type of unconscious bias is this?

- micro-aggression
  This was the correct answer

Question 2 of 18

You share an elevator with an Asian woman on the way to the engineering floor. You say nothing, assume she is an engineer, and find out she is a Director of Operations. Which term describes this scenario?

- micro-inequities
- descriptive bias
  Correct
  Descriptive bias involves assumptions about people based on particular attributes, themes, and schema.
- micro-aggression

Next question

Question 5 of 18

The Backstreet Shoe Company wants to hire someone to manage their Diversity and Inclusion program. The most difficult aspect of this program to manage will be _____ . To make the program successful the manager will need _____ .

- diversity; a daily focus on competencies
- inclusion; a daily focus on competencies
- inclusion; a daily focus on behaviors
  Correct
  This is considered more difficult because everyone needs to understand how they show up and how they behave in the workplace.
- diversity; a daily focus on behaviors

Question 7 of 18

Camille has been hired to lead a Diversity and Inclusion initiative. How would you recommend that she start?

Take a class to develop inclusion skills.
Incorrect
Camille was hired because she already has experience within this field.

Develop an understanding of the competencies of the employees.
Incorrect
More importantly, Camille must discover how the employees can learn from one another. Understanding their competencies will not help her with this.

Take a class to develop diversity skills.
Incorrect
Camille was hired because she already has experience within this field.

Develop an understanding of the generational perspective.
This was the correct answer

Question 10 of 18

Sandra is trying to avoid making mistakes when dealing with others. What is the first thing she should do?

She should be more curious.

She should follow the golden rule.

She should assess her cultural lens.
Correct
The first step involves increasing self-awareness; that is, Sandra understanding how her cultural lens has been shaped.

She should be more empathetic.

Question 11 of 18

What is the first step in preventing yourself from saying the wrong thing?

- slow down
  Correct
  First, slow down and try to avoid jumping to conclusions too quickly.
- be more suspicious
- be more curious

Question 13 of 18

Mario meets a colleague at a conference. The colleague has a deep Southern accent. How should Mario prevent himself from saying the wrong thing to the colleague?

- He can ask closed-ended questions.
  Incorrect
  These type of questions do not lead to an exchange of information that would prevent Mario from saying the wrong thing.
- He can ask open-ended questions.
  Correct
  By asking open-ended questions, Mario is being curious and having the colleague provide him information.

Close-Ended Questions

Close-ended questions are those that can be answered with a simple "yes," "no," or another short, specific response. These questions are useful for obtaining clear, direct information but often limit the depth of the conversation.

Examples:

- "Do you feel included in team meetings?"
- "Have you attended diversity training at this company?"
- "Is our workplace diverse?"

Open-Ended Questions

Open-ended questions require more elaborate responses and encourage people to share their thoughts, experiences, and feelings. These questions are particularly valuable in diversity and inclusion efforts because they invite deeper reflection and discussion, helping to uncover more nuanced insights.

Examples:

- "How do you feel about the inclusiveness of our team meetings?"
- "Can you describe your experience with diversity training at this company?"
- "What are your thoughts on the diversity of our workplace?"

Question 16 of 18

What are the three foundational values of an inclusive culture?

- carefulness, cautiousness, and comfort
- caring, confirmation, and concern
- consciousness, courage, and compassion

Correct

Staying open and intentional, staying connected, and having empathy are all important actions to establish an inclusive culture.

"You have said something to a colleague that was interpreted as offensive. How should you respond?
explain your intent

Incorrect

You want to do this but also inquire about the impact of what you said.

withdraw

Incorrect

This is something you want to avoid doing as it will likely be interpreted as disengagement.

move closer
This was the correct answer" how would that help

When you move closer in a conversation where something you said was interpreted as offensive, it shows a willingness to engage and address the issue directly. Here's why this approach can be helpful:

Question 18 of 18

You are building the inclusion program for your company. Which outcome should **not** be a part of the goals for an inclusion program?

Employees will feel respected and engaged.

Employees will understand that they are expected to be at work and to perform well.

Employees will recognize that they are a part of an identity and culture.
Correct
This outcome is typically associated with a diversity program, not an inclusion program.

Employees will feel that they are reflected in the policies and practices of the company.

Question 1 of 8

Stephan is crunching the numbers for his boss regarding the mix of identities, cultures, and experiences of the company's employees. What is he focused on?

the diversity in the company

the cultivation of the company

the inclusion in the company

Question 2 of 8

You are instructing a class on how to prevent yourself from saying the wrong thing. What is the number one tip you can offer?

Be curious.

Listen to others.

Be willing to do the work.

Question 3 of 8

Dave is in an elevator with a person who has short hair and is dressed in scrubs. He notices their name tag: Kerry. Dave thinks this person is a nurse. How is his brain reacting to this situation?

His brain is helping him to decide the right thing to say with a positive impact.

The fast brain is giving him a negative intention on who the person is.

✓ The fast brain is coming to the conclusion based on themes, patterns, and schema.

Question 4 of 8

Cheng is a judge for a robotics team competition. He tends to be harsh on teams that are not from his alma mater, Tech University. Which type of bias is Cheng displaying?

trigger

conformational

✓ out-group

✗ in-group

✓ Question 5 of 8

Suri, Jamal, and Tom are in a meeting when one of them says the wrong thing to the others. What is the most likely reason any one of these individuals would say the wrong thing to the others?

basic comfort

conscious bias

✓ cultural lens

concept of being right

✓ Question 6 of 8

You are auditing a company's Diversity and Inclusion program. What would provide you an indication of the company's inclusion?

the number of women in management

✓ the policies and practices

the employees' competencies

✓ Question 7 of 8

Holly is taking a new position in another country. What must she remember to do as she gets to know the people there?

Think about who influenced her.

✓ Consider the lens of others.

Treat people the way she wants to be treated.

✓ Question 8 of 8

Clarise makes a negative comment to Brandon, who is a person with a disability. Brandon tells Clarisse the impact of her statement on him. What is the best way for Clarise to respond with empathy?

"I am sorry, but you are being oversensitive."

✓ "I am sorry. Can you explain this more?"

"That is not what I meant."

Different type of bias

1. **Affinity Bias**: This bias happens when we prefer people who are similar to us in some way, like having the same hobbies or background. For example, a manager might promote someone who went to the same university as them, even if another candidate is more qualified.

2. **Halo Bias**: Halo bias occurs when we let one positive trait about someone influence our overall opinion of them. For instance, if a coworker is very friendly, we might assume they are also very competent in their work, even if we haven't seen evidence of it.

3. **Perception Bias**: This bias involves forming assumptions or judgments about someone based on how they look or behave. For instance, assuming someone is lazy because they appear tired, without considering other factors like workload or health.

4. **Confirmation Bias**: This bias happens when we seek out information that confirms our existing beliefs and ignore information that contradicts them. For example, if we believe a certain group is unreliable, we might only notice instances that support this belief and overlook examples of their reliability.

Question 4 of 6

What is the best description of confirmation bias?

- Confirmation bias is selecting your ideas after they have been confirmed to be best.
- none of these answers
- Confirmation bias is seeking out evidence that confirms your initial perceptions, ignoring contrary information.
  Correct
  Confirmation bias is cherry-picking evidence to confirm the beliefs you already hold. To combat confirmation bias, you need to look for data that disproves your point, and ask for others to review your conclusions. You must review both pros and cons to objectively make the best decision.
- Confirmation bias is when you conform your view to that of the most popular view in a group.

Question 2 of 4

As long as you have less than a 5% bias in favor of promoting men, the outcome of promoting a man versus a woman remains the same.

TRUE
Incorrect
Research has shown that even a 1% bias in favor of promoting men changes the outcome. Adding a small amount of bias to every step of the hiring process only compounds the situation, creating a large impact on the careers of women.

FALSE
This was the correct answer

✓ Question 1 of 8
What are some ways you can challenge or prevent Group Think?

Take on the role of dissenter in every meeting without establishing this as a meeting norm.

none of these answers

✓ Reserve a sizable block of time to critically evaluate the options that have been discussed.

Allow the person with the most authority in the room to state their preferences first.

✓ Question 2 of 8
What is the Halo Effect?

The Halo Effect is someone's aura.

The Halo Effect is the effect someone's continued good works has on you.

✓ The Halo Effect is our tendency to think everything about a person is good because our first impression of them was good.

The Halo Effect is when someone pretends to be nice to their peers when they actually dislike them.

Question 3 of 6

How can you combat confirmation bias?

- ✕ Look for data that disproves your point.
- Review all of the data in your possession.
- Ask others to review your conclusions.
- ✓ all of these answers

Question 4 of 6

How can you begin to notice perception bias?

- Acknowledge that the problem exists.
- Resolve to do something and hold yourself accountable.
- Ensure there is widespread awareness of the pitfalls leading to unconscious bias.
- ✓ all of these answers

Question 5 of 6

Heuristics are the ____ that humans use to reduce task complexity in judgment and choice.

- biases
- ✓ shortcuts
- assumptions
- emotions

Question 6 of 6

Focusing on unconscious bias ____ .

- is necessary to address primarily when the bias has a large impact on the workforce
- is necessary, but not a priority because candidates won't know biases exist in your company
- ✓ is necessary as candidates are beginning to make decisions about job offers based on a company's reputation and management of diversity issues
- isn't necessary because bias will have no financial impact on your company

Practicing True Empathy

1. **Importance of Empathy in Conversations**
   - Empathy is crucial in culturally sensitive conversations.

2. **Two Kinds of Empathy**
    - **Intentional Empathy**: A conscious choice to understand your conversation partner's perspective.
    - **Psychological Empathy**: An automatic, psychological response that isn't a choice.
3. **Challenges in Empathy**
    - Most advice on empathy doesn't acknowledge the difference between intentional and psychological empathy.
    - Our ability to empathize is influenced by **ingroup bias**.
    - Easier to empathize with people we perceive as part of our group.
    - Difficult to empathize with those of different races and ethnicities.
4. **Strategies to Improve Empathy**
    - Use bias to your advantage by highlighting similarities with the person you're speaking with.
    - Trigger psychological empathy by finding commonalities.
    - Challenge yourself to identify and emphasize similarities to overcome biases.

Types of Empathy

1. **Intentional Empathy**
    - **Definition**: Intentional empathy is a conscious decision to understand and share the feelings of another person.
    - **Characteristics**: It involves actively choosing to put yourself in someone else's shoes and seeing things from their perspective.
    - **Example**: During a conversation, you actively listen and try to understand what the other person is feeling and thinking.
2. **Psychological Empathy**
    - **Definition**: Psychological empathy is an automatic, natural response where you emotionally resonate with someone else's feelings without making a conscious effort.
    - **Characteristics**: It is an involuntary reaction that happens because of your brain's natural ability to connect with others' emotions.
    - **Example**: You feel sad when you see someone crying, even if you don't know them personally.
3. **False Empathy**
    - **Definition**: False empathy is when someone pretends to understand and share the feelings of another person without genuinely doing so.
    - **Characteristics**: It involves giving the impression of empathy without the genuine emotional connection or understanding.

    - **Example**: Nodding and saying "I understand" while not actually caring about the other person's feelings or situation.

Situation + Impact + Invitation = Engaged Communication Formula

The "situation + impact + invitation = engaged communication" formula is a structured approach to addressing and resolving issues in a respectful and constructive manner. Here's a breakdown of each component:

1. **Situation**:
    - **Definition**: Clearly describe the specific event or behavior without adding any judgment or interpretation.
    - **Example**: "In yesterday's meeting, you made a comment about the project timeline."
2. **Impact**:
    - **Definition**: Explain how the situation affected you or others, focusing on feelings and consequences.
    - **Example**: "What you said made me feel really uncomfortable."
3. **Invitation**:
    - **Definition**: Invite the other person to discuss the issue further or to find a solution together, promoting open and engaged communication.
    - **Example**: "Can we talk about how we can communicate more effectively in the future?"

Example and Explanation

Given the formula, here's how it works:

- **Situation**: "In yesterday's meeting, you made a comment about the project timeline."
- **Impact**: "What you said made me feel really uncomfortable."
- **Invitation**: "Can we talk about how we can communicate more effectively in the future?"

Question 3 of 5

According to the three-minute preparation method, which question should you ask yourself before starting a difficult conversation with another person?

- "Can we finish the conversation in three minutes or less?"
- "What is a simple yes/no question that I can ask the other person?"
- ✓ "What is the likely goal of the other person?"

  Correct

  According to the three-minute method, this is one of three questions that will boost your performance in difficult conversations.

Question 3 of 4

What is the correct term for undermining another person's reality by denying the facts, their feelings, or their environment?

- gaslighting
  This was the correct answer

Question 4 of 4

What is one of the biggest mistakes a person can make in a culturally sensitive conversation?

- focusing on the intent behind their words rather than on the impact of their words
  This was the correct answer

- trying to find points of agreement at the start of the conversation rather than toward the end
  Incorrect
  Trying to find points of agreement at the very start of a conversation is actually a recommended way to have a productive discussion.

- accidentally offending someone with a microaggression
  Incorrect
  Accidentally offending someone through a microaggression is not a major mistake if it is followed by an apology.

Question 1 of 2

What is the correct term for someone who speaks out on behalf of another person or stands in support of them?

- a crutch

- an ally
  Correct
  An ally stands in solidarity with another person to help bring about change.

- a tiger

- **nd a stronger emphasis on value creation and co-creation.**

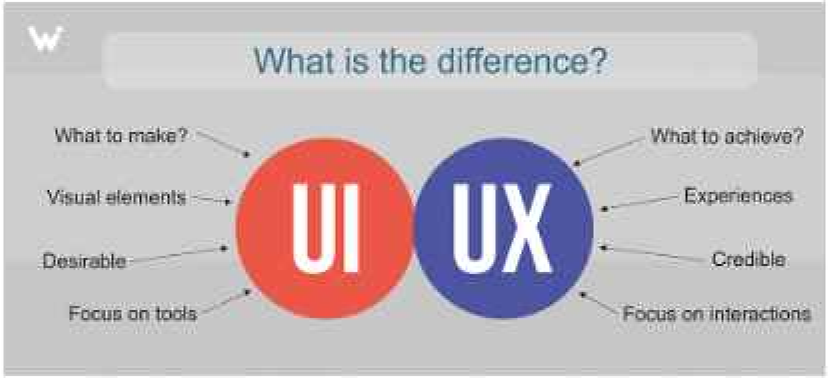
ANY OFFICE HAS A FOLLOWING TEAM IN IT :-

1. **Executive Team**: This includes the CEO, CFO, COO, and other top-level executives who set the overall strategy and direction of the company.
2. **Human Resources (HR)**: Manages recruitment, employee relations, benefits, training, and development.
3. **Finance and Accounting**: Handles budgeting, financial planning, reporting, auditing, and payroll.
4. **Sales and Marketing**: Focuses on promoting the company's products or services, generating leads, managing customer relationships, and driving revenue.
5. **Product Management**: Oversees the development, launch, and lifecycle of products, ensuring they meet market demands and company goals.
6. **Operations**: Ensures the day-to-day running of the business, including logistics, supply chain management, and process optimization.
7. **Information Technology (IT)**: Manages the company's technology infrastructure, cybersecurity, and digital tools.
8. **Legal and Compliance**: Handles contracts, ensures adherence to regulations, and manages legal risks.
9. **Customer Support/Service**: Provides assistance to customers, handles complaints, and ensures customer satisfaction.
10. **Research and Development (R&D)**: Innovates and develops new products, services, or processes.
11. **Corporate Communications/Public Relations**: Manages internal and external communications, including media relations, branding, and crisis management.
12. **Administrative Support**: Provides support services like office management, reception, and scheduling for executives.

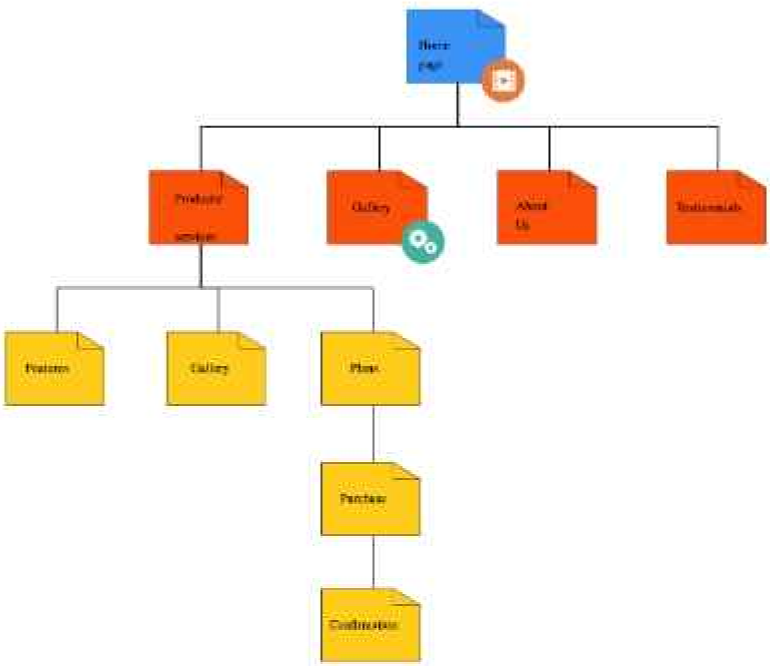
These teams work together to achieve the company's strategic goals and operational efficiency

RAPID PROTOTYPING FOR ENTREPRENEURS

- **User Interface (UI)**: This is what you see and interact with on a website or mobile app, like buttons, text, images, etc.
- **User Experience (UX)**: UX goes beyond UI to include the overall experience of using a site or app. It covers everything from the design to how easily users can navigate and achieve their goals.



- **Interactivity**: This refers to the parts of a website or app you can interact with, such as buttons, menus, and other clickable features.
- **Sitemap**: A visual map that shows all the pages on a website or app and how they are connected. It helps organize content and make sure nothing is missing.



- **Storyboard**: A visual plan, usually used for movies or animations, showing how scenes progress from one to the next. Sometimes it's used for website animations, but it's more common in film.

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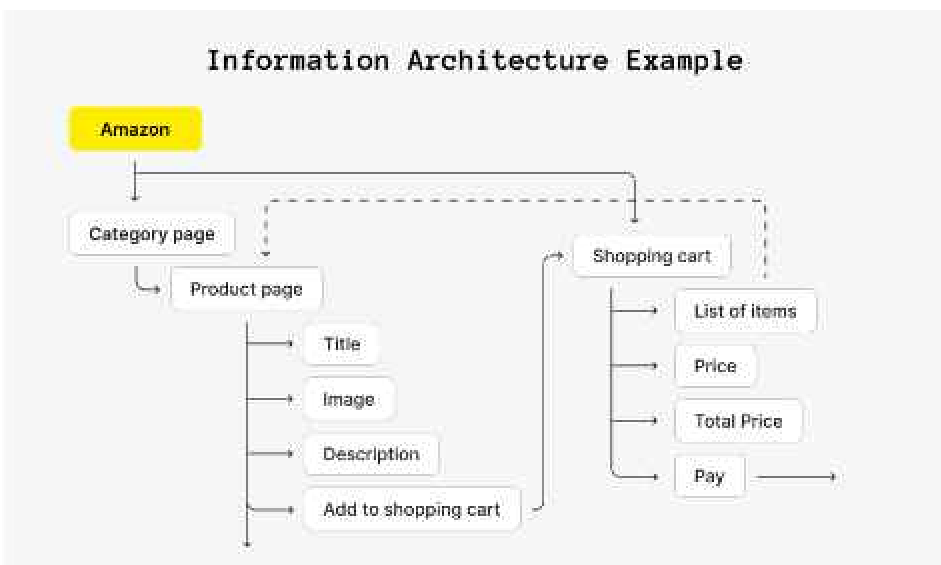
- **Persona**: A made-up profile of a typical user for a website or app, including details like age, goals, and preferences. It helps designers understand the needs of different users.
- **Information Architecture**: The way information and content are arranged on a website to make it easy for users to find and understand.



- **Responsive Design**: A design approach where a website automatically adjusts its layout to fit different screen sizes, like phones, tablets, and computers.

DIFFERENT BETWEEN HIGH FIDELITY AND LOW FIDELITY

High Fidelity: High-fidelity designs are detailed and polished, closely resembling the final product, with accurate colors, typography, and interactivity, used for user testing and final presentations.

Low Fidelity: Low-fidelity designs are simple, often hand-drawn or using basic shapes, focusing on structure and layout rather than fine details, typically used for early brainstorming and wireframes.