

# **Product Management Toolkit**

[www.DuncanMalcolm.com](http://www.DuncanMalcolm.com)

# Welcome

Thanks for downloading my Product Management toolkit.

This is a collection of accumulated tools and process from my last 10 years of working in product.

Please feel free to contribute via comments/PRs or ping me a tweet [@duncan\\_m](https://twitter.com/duncan_m)

## Discovery

In the first 2-4 weeks of a product or project you should be getting towards having at least a decent draft of most of these.

### Product stakeholder map

Usually when I start with a new product/company I like to map out all the people as they pertain to the project. This is a great opportunity to meet people, get a feel for culture and understand issues as they're understood internally.

### Business model canvas

Even if the business has been running for some time, it's good to map out how your product or product to be fits within the overall organisation.

### Wall of pain

This is the most basic way of mapping out issues but I've found often that it's the best place to start.

### User story map

Fairly standard story map with assumptions, measures, hypothesis and audience release(s) will go to.

### Risk map

More traditional projects might have a raid log in a spreadsheet, problem is, nobody looks at them. This can sit next to your user story map and keep you on your toes.

## Delivery

Often discovery and build happen at the same time, here are some of the best tools I've found for organising build.

### Roadmap

I'm not a big fan of detailed timeline roadmaps but you should understand what problems you have to solve today and what's up next.

### Roadmap readiness

A slightly different take on roadmap this is a team/management view of where different features/bets are in the lifecycle.

### Quarterly roadmap

If a product is sufficiently mature a quarterly roadmap can be reasonable. This is a simple template that includes all of the key elements.

### Feature definition

This is best done on a big whiteboard with all the key stakeholders for a feature. It allows you to map out on a single board the key UX, architecture and people needed to build a given feature/journey.

### Service dependency map

A simple way to show what services/APIs/etc each feature uses. Great for having informed decisions about who should be involved in a sprint/squad.

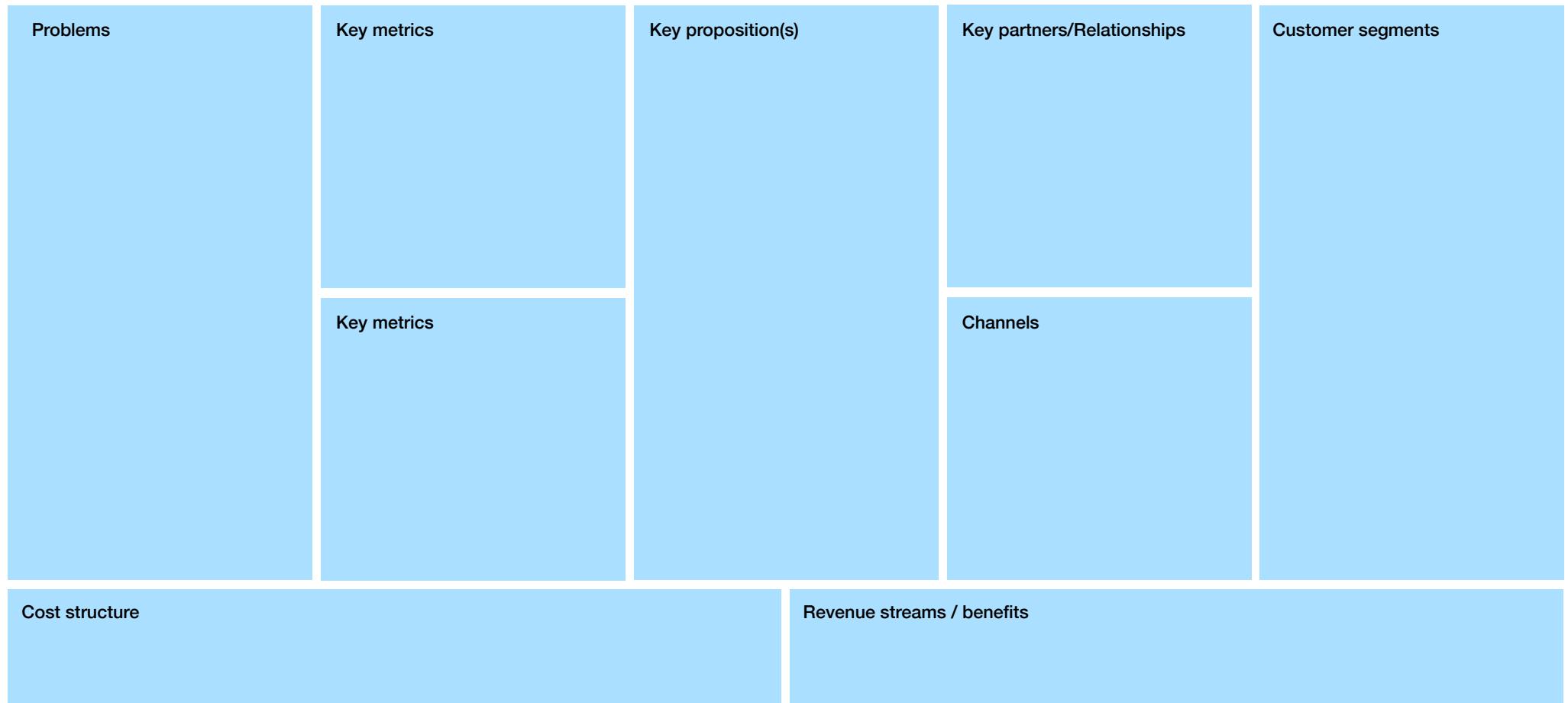
# **Discovery**

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# Stakeholder map



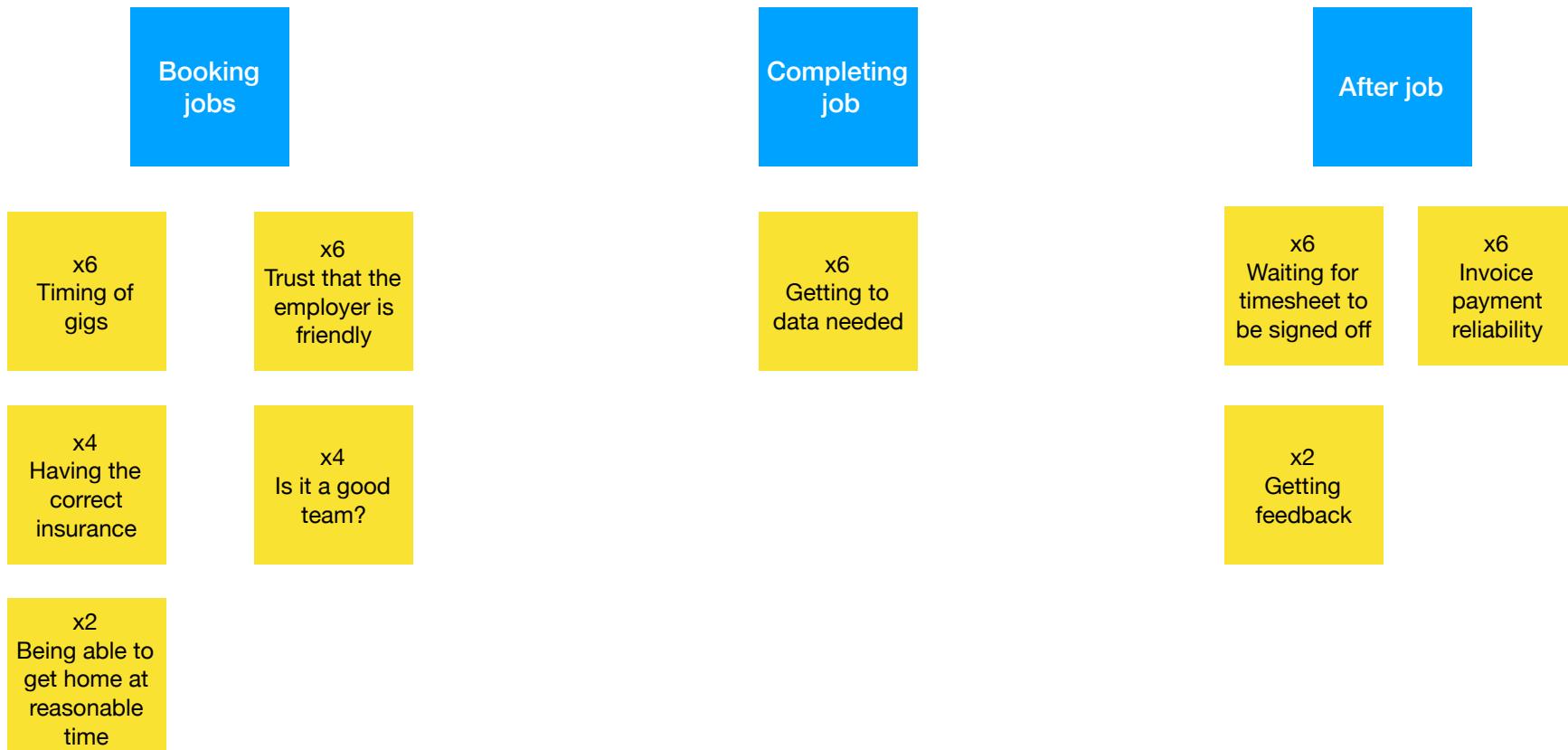
# Business model canvas



# Wall of pain

Based on discussions with customers this is a simple visual way to track common issues and requests across different customers.

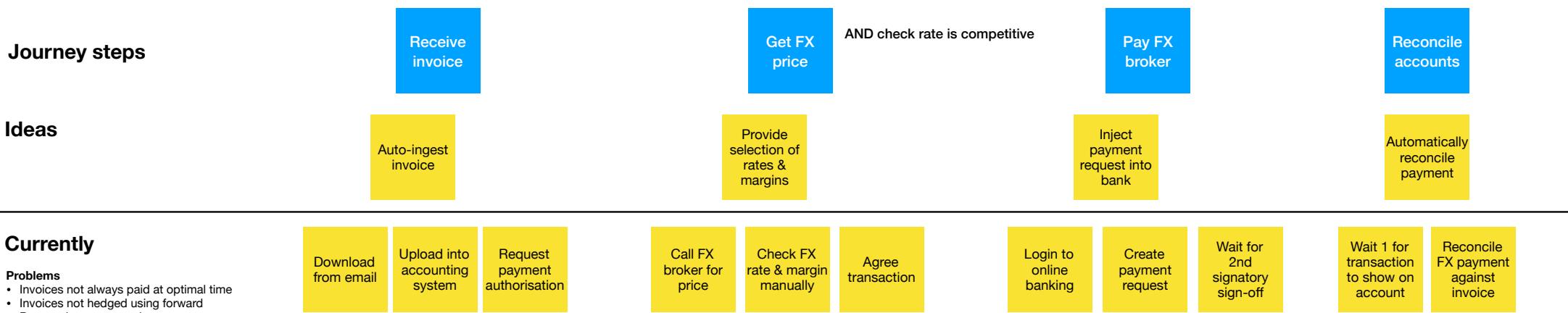
User IT freelancer



# User story map

If you would like to find out more about user story maps please look up Jeff Patton on YouTube.

**User** Finance manager paying foreign currency invoice

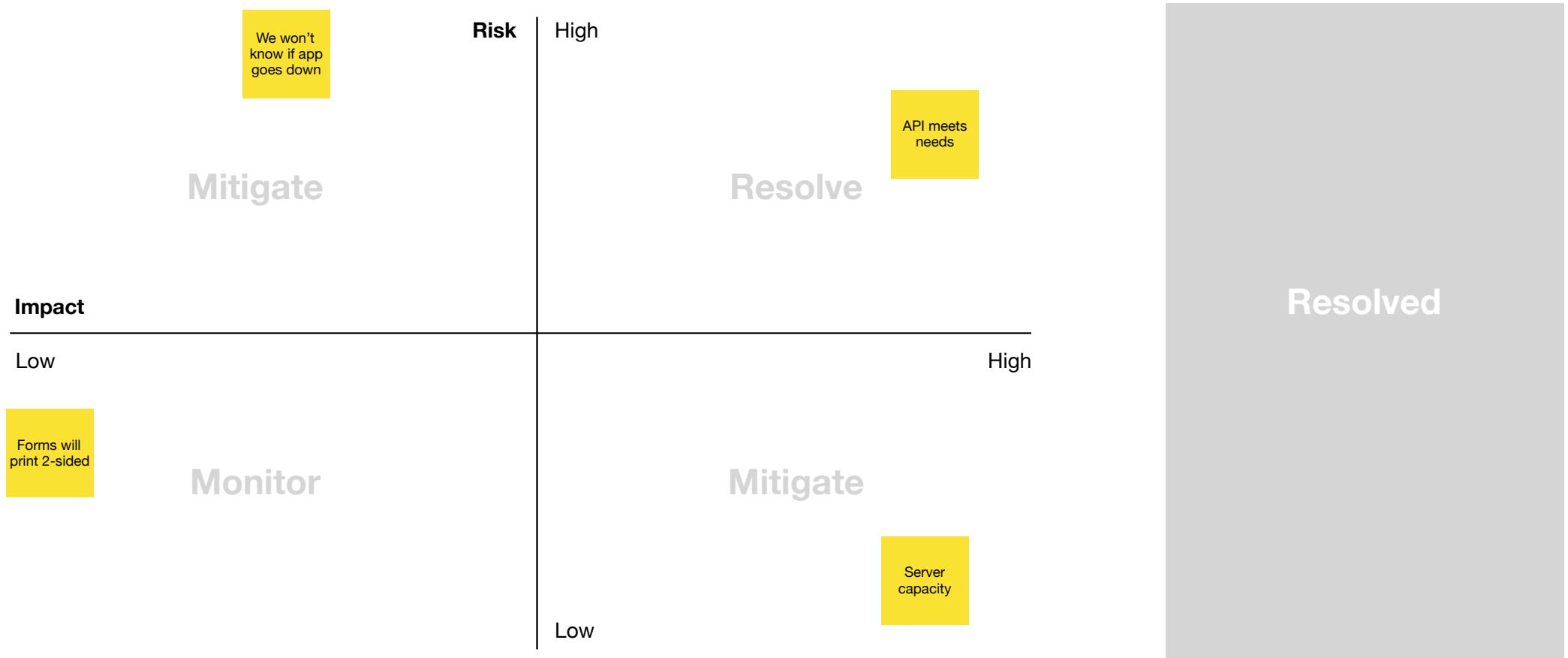


## Release 1

Assumptions	Build gmail integration	Ingest all foreign currency invoices	Instantly reply via email with top 3 rates
<b>Measure</b> <ul style="list-style-type: none"><li># of quotes ↗ (Hyp: Clients are not asking us to quote on all foreign currency invoices)</li><li>Churn ↘ (Hyp: Reducing effort to get a quote will decrease churned clients)</li></ul>			

- Exposure to**
  - 100 new and 100 existing clients, mix of account sizes

# Risk cube

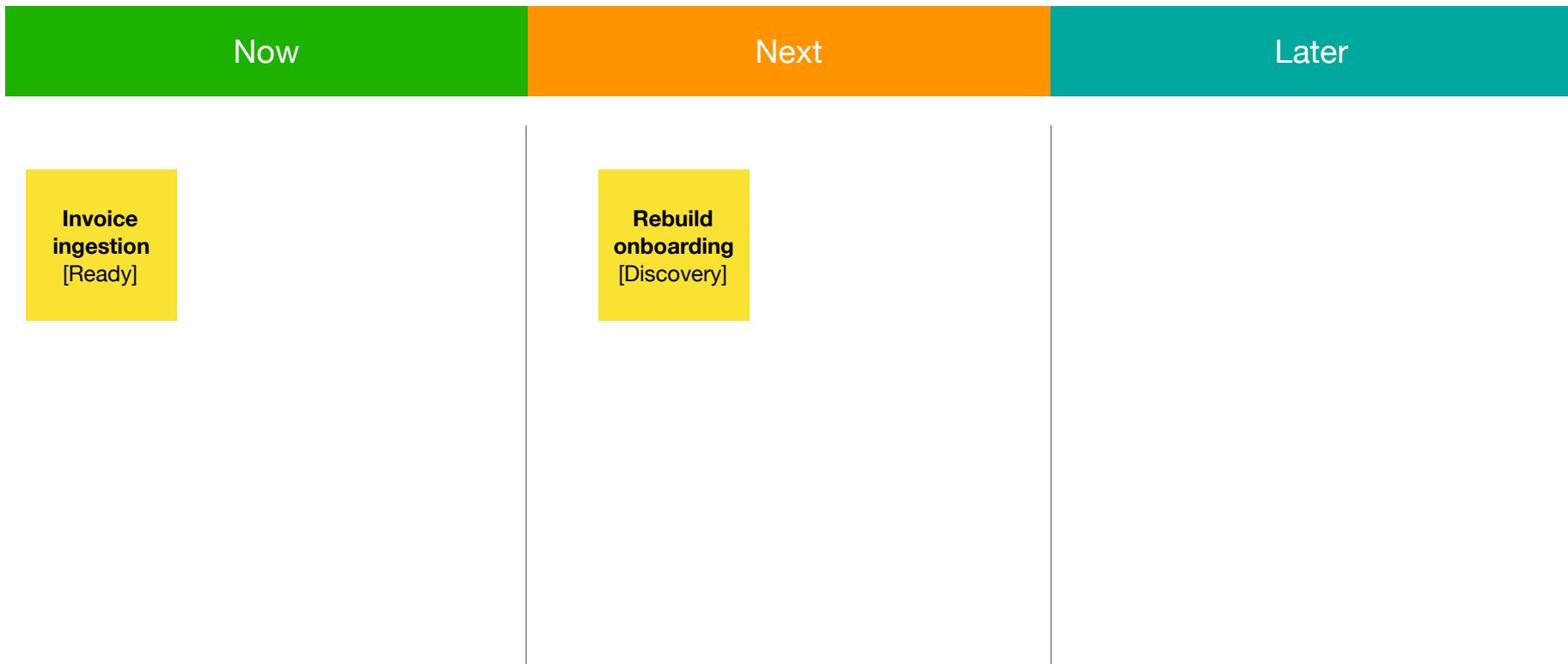


# **Delivery**

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# Roadmap

A good way to have a communicable roadmap where you want to focus on solving problems vs.  
Delivering features is to have a roadmap that does not tie to dates but instead to priority.



# Roadmap readiness

Backlog	Discovery 10-20 ideas or iterations/week	Ready for build	Building	Done
Improve retention				
Improve acquisition: Segment A				
Increase revenue: Repeat purchases				
Improve activation: In-app registrations				
Improve acquisition: Installs				

**Definition of done for each step**  
Update to your own needs.

Agreed by CPO In-line with OKRs	Prototypes/Experimented	Feature story Estimated Design complete	In current sprint being built	Fully tested & Bug free In-production Objective met
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# Quarterly roadmap

## Feature vs problems to be solved roadmap

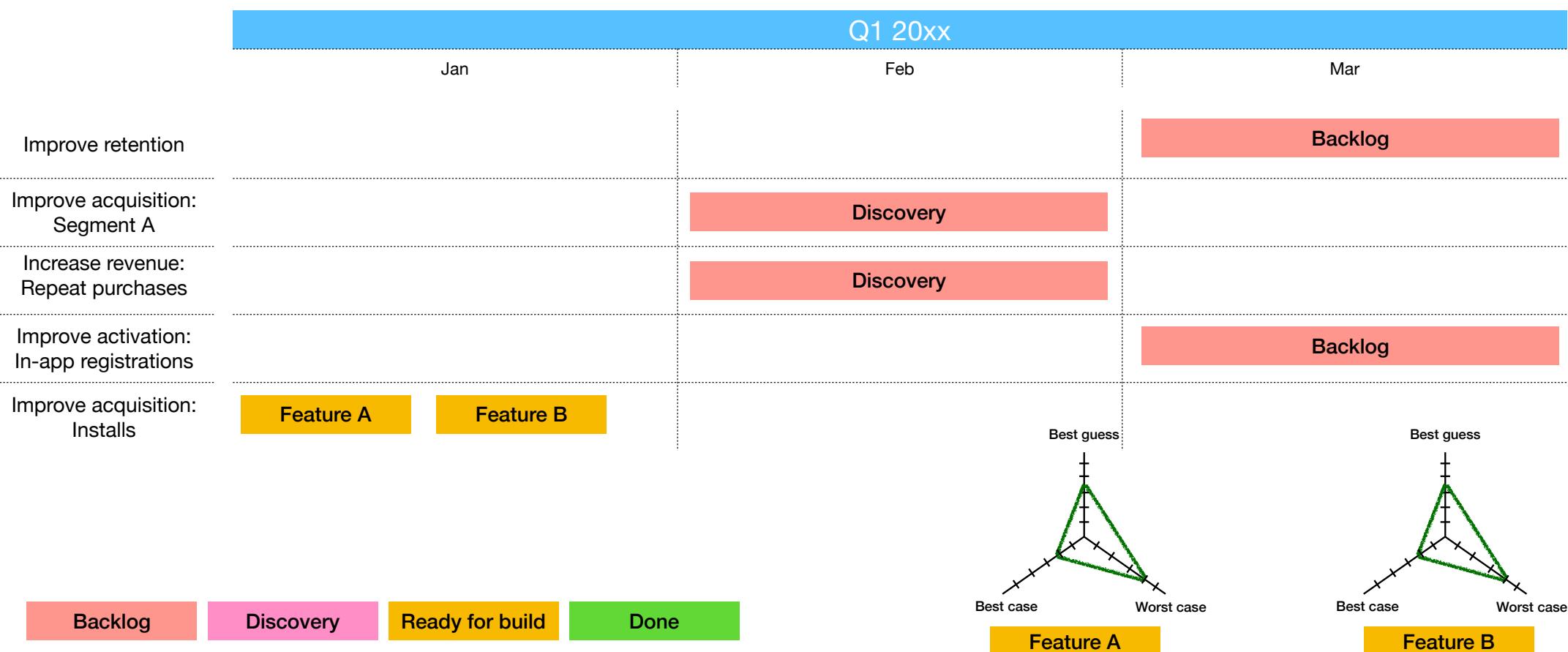
Most product managers and engineering teams hate roadmaps. It is quite reasonable to not like them as building a feature does not guarantee a problem is solved.

An alternative solution is to instead of mapping features to map the problems to be solved. You can also mix both approaches.

## Feature estimation and problem solving time boxing

If building validated features then they should be estimated with best/ideal/worst case estimation of effort or time to set expectations with stakeholders.

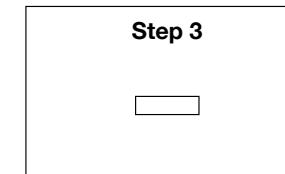
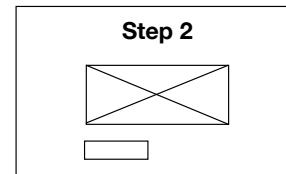
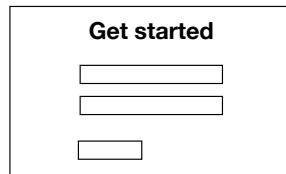
If solving problems then they should ideally be time-boxed.



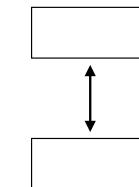
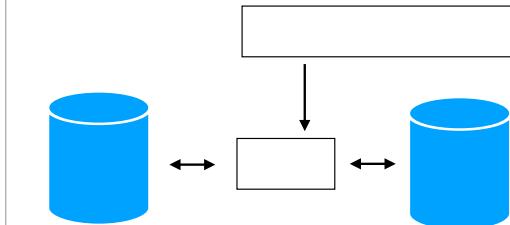
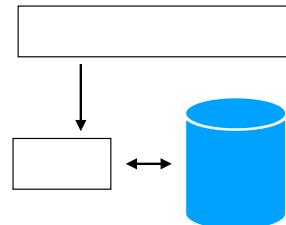
# Feature definition

Before building a new feature ideally you should have outlined the UX as well as drawn out the different systems and how they interact with the new feature.  
Finally it should be clear with people are needed internal or external to complete the work..

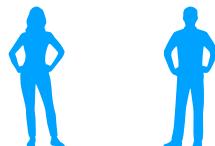
Wireframe



Architecture



People



# Service dependency map

A simple way to show what microservices/APIs/people with specialist knowledge etc each feature uses. Great for having informed decisions about who should be involved in a sprint/squad.

Also good to get a realistic picture of the risks and impacts of developing a feature in a way that is understandable by most stakeholders.

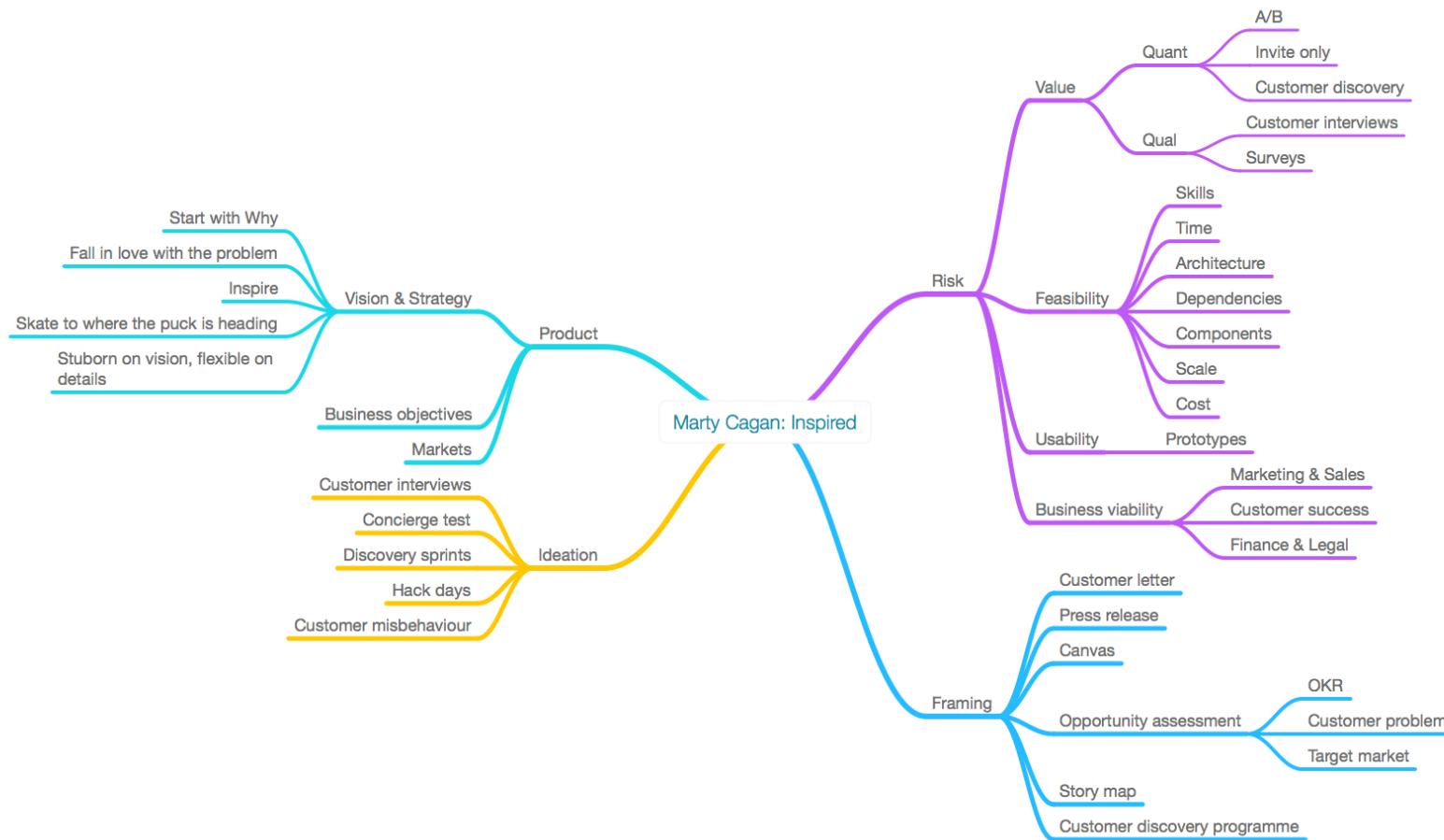
Stage	Acquisition		Activation		Retention	
Feature	Get a quote	Create account	Book trade	Review history		
Service	Events API	Events API	Events API	Events API		
	Customer DB	Customer DB	Customer DB	Customer DB		
	Quote	Quote	Quote	Quote		
	Trade	Trade	Trade	Trade		
	Fraud	Fraud	Fraud	Fraud		
People						

# Reference

A small collection of handy resources

# Book summary: Inspired, Marty Cagan

<https://svpg.com/inspired-how-to-create-products-customers-love/>



# Hypothesis Kit

<https://medium.com/@optimiseordie/hypothesis-kit-2-eff0446e09fc>

@rikhigham at #mtpcon

The image shows a whiteboard with a yellow header box containing the text "Hypothesis Kit". Below this, there is a pink-bordered box containing the following text:

**Design like you're right:**  
Based on [quantitative/qualitative insight].  
We predict that [product change] will cause [impact].

**Test like you're wrong:**  
We will test this by assuming the change has no effect (the null hypothesis) and running an experiment for [X business cycles].  
If we can measure a [Y%] statistically significant change in [metric] then we reject the null hypothesis and conclude there is an effect.

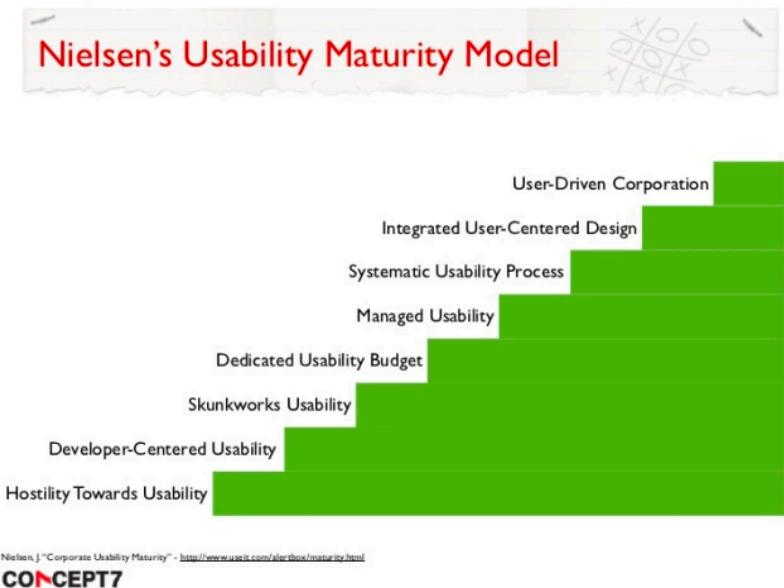
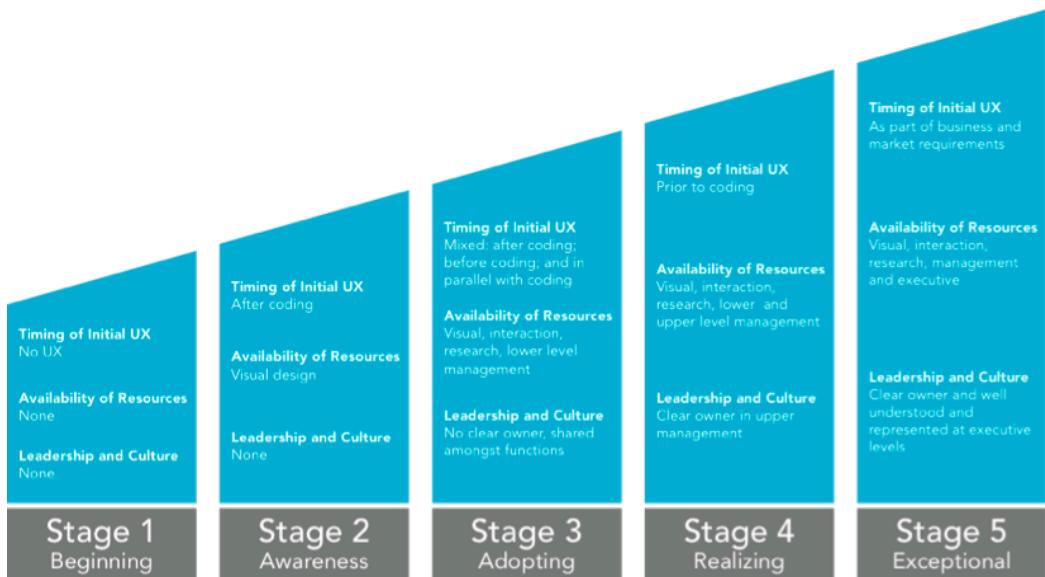
The Hypothesis Kit was developed by Rik Higham and Colin McFarland, with contributions from David Pier, Lukas Vermeier, Ya Xu, Ronny Kohavi, Craig Sullivan, and Jane Murison.

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## Advanced kit

1. Because we saw (qual & quant data)
2. We expect that (change) for (population) will cause (impact(s))
3. We expect to see (data metric(s) change) over a period of (x business cycles)

# UX maturity models



<http://www.macadamian.com/learn/indicators-of-user-experience-maturity/>

## Leadership

### Checklist

- Is there a link between product plans and the company strategy?
- Are objectives for the PM team clear and aligned?
- Is the role of PM agreed across the business and its value evangelised?
- Does portfolio analysis take place, so resources are allocated appropriately across all products?
- Is there a plan to improve the product management function i.e. a Roadmap for PM?
- Is there a clear ongoing business planning process that locks into product and portfolio plans?
- Are PMs encouraged to see themselves as leaders within the business?

## Organisation

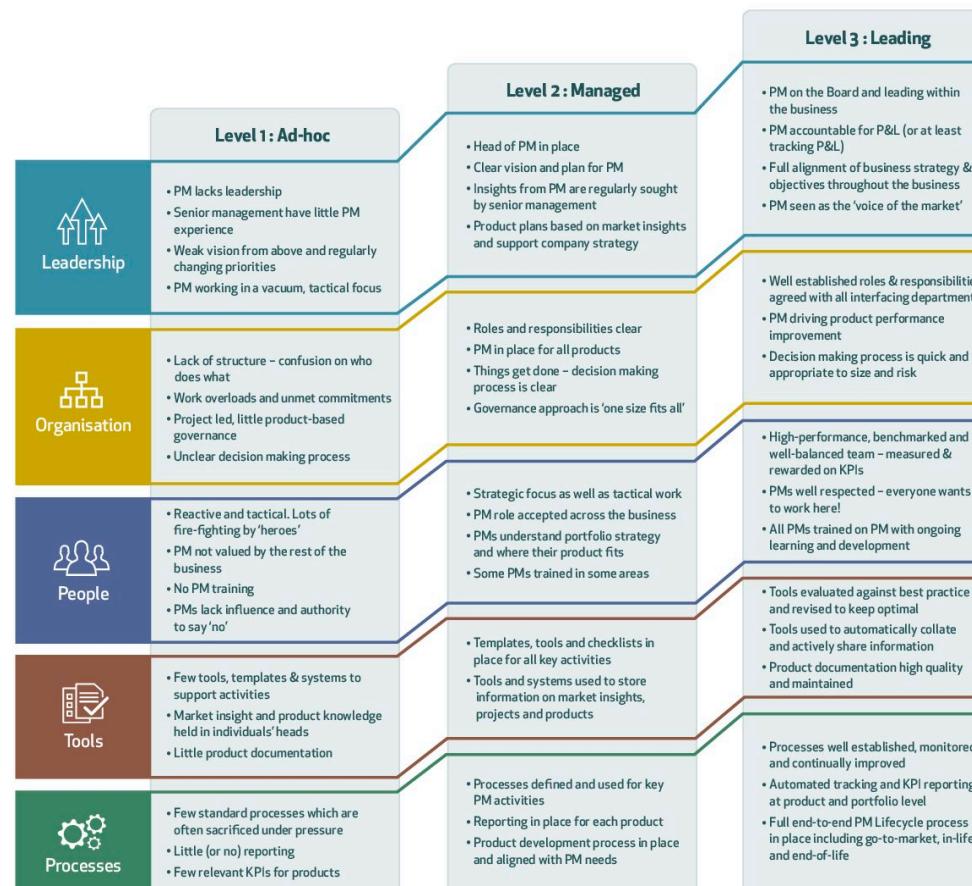
### Checklist

- Is PM reporting into a functional team or is it independent and reporting directly to the board?
- Is governance fast and effective?
- Are PMs encouraged and able to meet customers?
- Are resources aligned and sized to deliver on plans?
- Is PM done consistently across the organisation?
- Does every product activity have a home?
- Is there a product community for PMs to share best practice?
- Does every product have a PM?
- Are there clear role definitions agreed between PM and adjacent functions such as Technology?

## People

### Checklist

- Do PMs have the necessary balance of skills, knowledge and experience?
- Is there a career path into and within PM?
- Is PM the place that people want to be?
- Do PMs know where to go for help?
- Is there a performance improvement plan for each person?
- Is there a PM onboarding process in place?
- Is the company culture 'in it together' or 'finger pointing'?
- Do PMs feel they own their products?
- Is the distinction between the Scrum Product Owner role and the PM role clear?



## Tools

### Checklist

- Do PMs have the systems, tools, templates and checklists they need to work through all stages of the lifecycle e.g. roadmap, propositions, launch, requirements?
- Are tools appropriate for the size or riskiness of work?
- Are there standards for reporting to management or are there lots of ad-hoc requests?
- Is data available to manage and report on products?
- Is there a single master-reference location for product information in the business?
- Are software tools used to improve efficiency in areas such as roadmaps, requirements management and business planning?
- Is product documentation standard across the business?

## Processes

### Checklist

- Do product managers have standard processes for all stages of the lifecycle?
- Is feedback used to improve processes to make them more efficient and effective?
- Are PMs trained on the processes?
- Is there a consistent language used for products and product management across the organisation?
- Are Key Performance Indicators (KPIs) established for every product?
- Is there reporting on product profit and loss (P&L), revenue, sales, performance vs target?
- Is it clear to the rest of the organisation how to engage with PM?
- Is there an owner for each process?
- Is the product development process benchmarked and performance tracked?
- Is there a clear process to support and foster innovation from across the business

## Product Management Maturity Model

- Review the maturity of your product management (PM) function.
- The level required depends on the size and complexity of your business.
- Most businesses find their PM maturity varies across the different areas.
- Use this model to create an action plan to improve your PM function.

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# Links

## Resources

- Value proposition design: <https://www.youtube.com/watch?v=kiWkRiynPAo>
- SVPG/Marty Cagan's blog: <https://svpg.com/articles/>

## Ideal product stack

This is my usual and ideal stack of tools.

### *Collaboration*

- Miro/RealTimeBoard, where you can collaborate on ideas - <https://miro.com/>
- Trello or similar

### *Data & Analytics*

- Segment, capture analytics events, push them to useful places - <https://segment.com/>
- Chartio, Tableau type analytics tool, great for PMs and analysts alike - <https://chartio.com/>
- Mixpanel, Great event analytics tool for PMs - <https://mixpanel.com/>

If you love  
this toolkit  
I hope that  
this is you

