# Product Management & Product Legal

## The Ultimate Cross Functional Jobs?

Jen Stefanski & Mayling Wu
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# Jen Stefanski

★ Senior Product Counsel @ Momentive Inc., f/k/a SurveyMonkey Inc.

★ Supports Platform Team (lucky Mayling?)

★ Specialties: Consumer protection, trademark, copyright, internet law, privacy and regulatory issues, and promotional and marketing matters, with a *bit* of contract negotiation work when *absolutely* necessary

★ Prior to Momentive, Jen spent 7 years at eBay and Paypal in various Legal roles

★ Associate at Blank Rome LLC in their Intellectual Property and Technology Practice Group
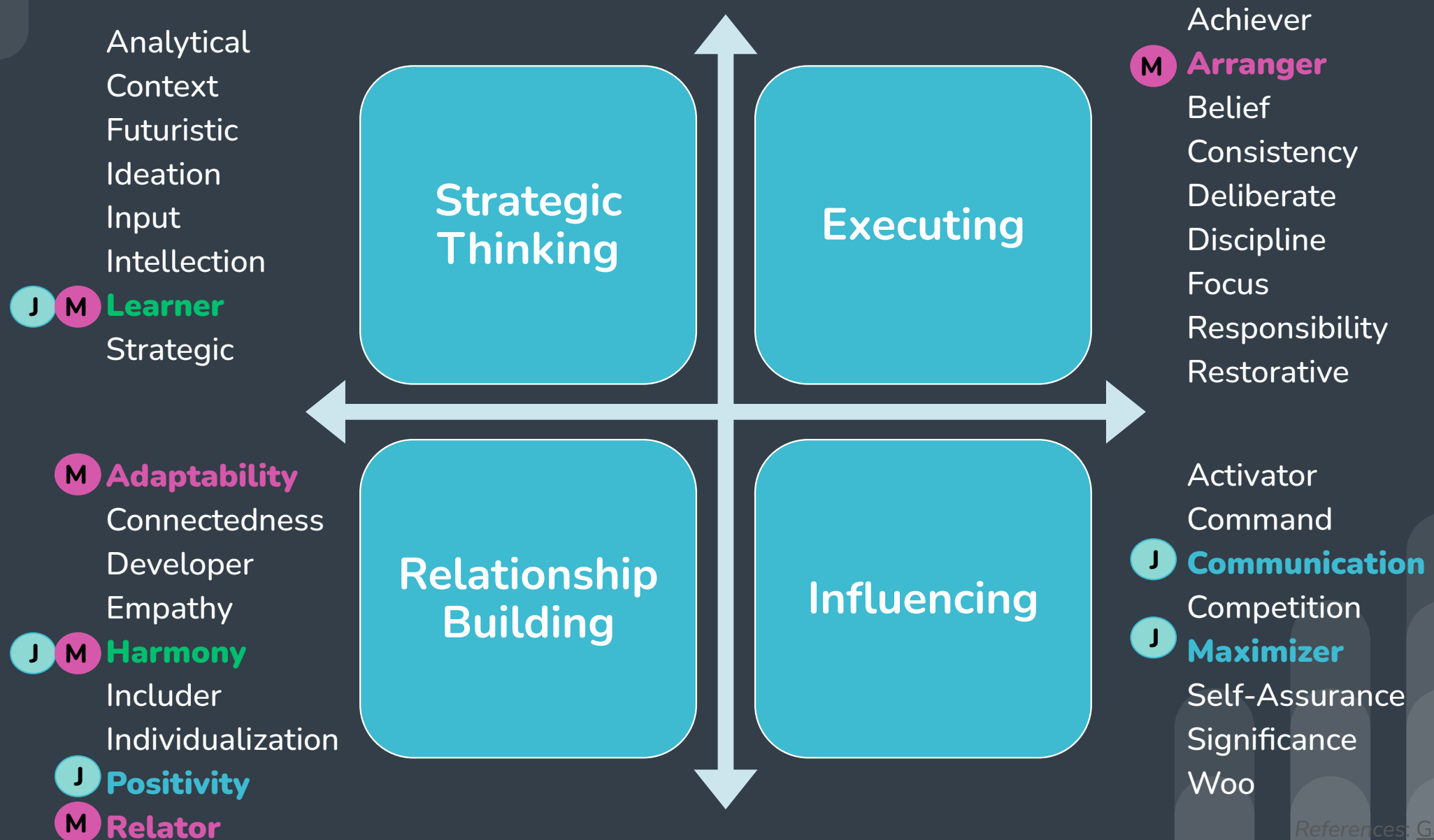
★ JD from University of Pittsburgh

# Mayling Wu



★ Senior Director of Product @ Momentive Inc

★ Leads Platform Team (as cross-functional as product gets!)

★ Specialties: Building products, team leadership, decision making, stakeholder management, working through conflict, lead through influence

★ Prior to Momentive, Mayling spent 10 years at Intuit in various product roles

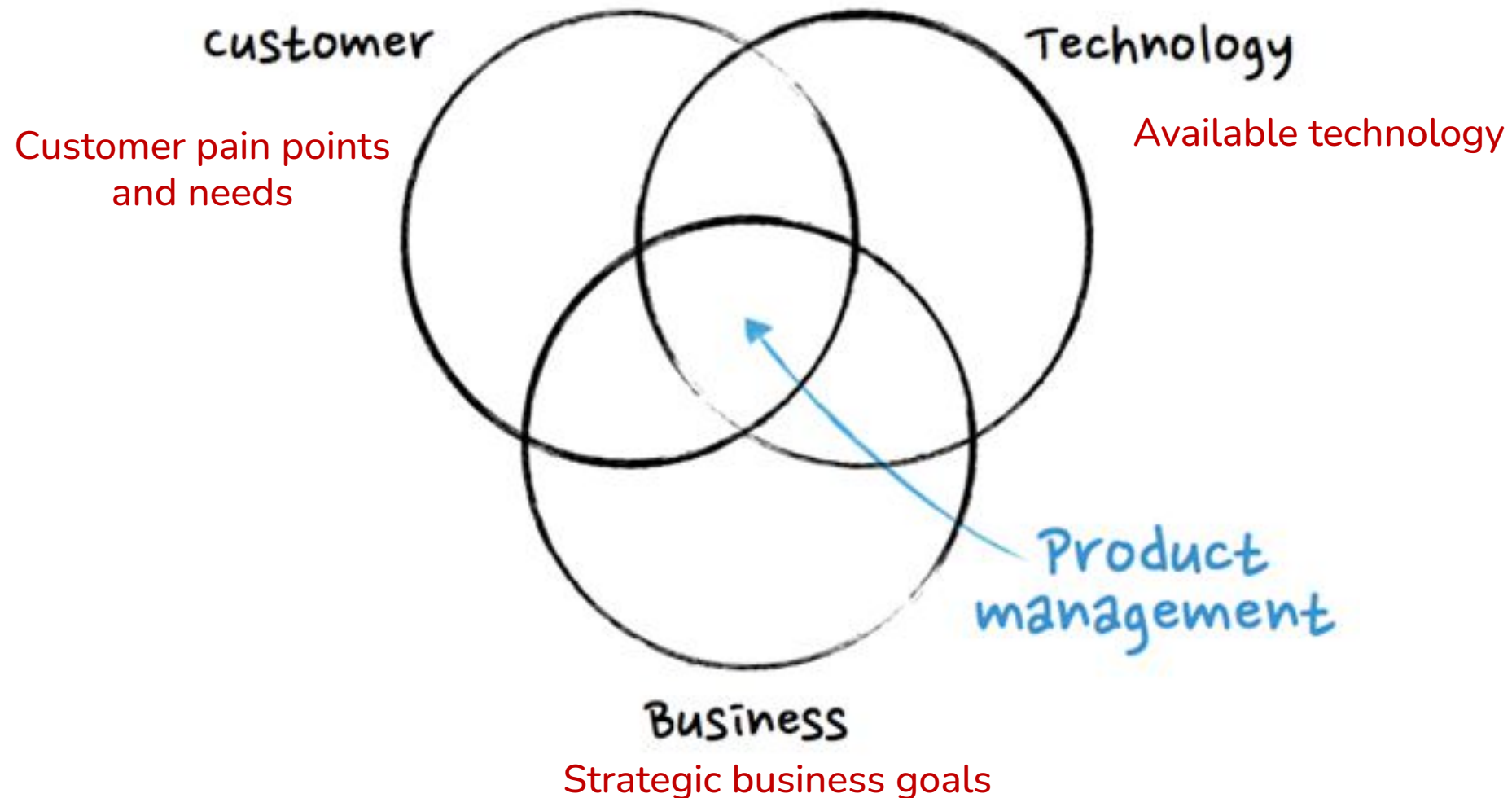★ BA and MBA from Berkeley

# What are our Strengths & Personalities?

**Jen**

| Strengths | Quick Quotes |
|---|---|
| Harmony | Looks for consensus |
| Communication | Putting thoughts into words |
| Maximizer | Focus on strengths to stimulate folks |
| Positivity | Contagious enthusiasm |
| Learner | Desire to learn and continuously improve |

**Mayling**

| Strengths | Quick Quotes |
|---|---|
| Adaptability | Doesn't resent sudden requests or unforeseen detours |
| Arranger | A conductor! |
| Relator | Encourages deepening relationships |
| Learner | Desire to learn and continuously improve |
| Harmony | Looks for consensus |

# What are the Domains of Strengths?

Analytical
Context
Futuristic
Ideation
Input
Intellection
**(J)(M) Learner**
Strategic

Achiever
**(M) Arranger**
Belief
Consistency
Deliberate
Discipline
Focus
Responsibility
Restorative

**Strategic Thinking**

**Executing**

**(M) Adaptability**
Connectedness
Developer
Empathy
**(J)(M) Harmony**
Includer
Individualization
**(J) Positivity**
**(M) Relator**

**Relationship Building**

**Influencing**

Activator
Command
**(J) Communication**
Competition
**(J) Maximizer**
Self-Assurance
Significance
Woo

# What is a Product Manager?



customer

Technology

Customer pain points and needs

Available technology

Product management

Business
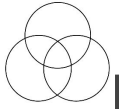
Strategic business goals

# Who do PMs work with?



Product managers are responsible for setting a **product vision**, defining a **product strategy** and developing a **roadmap** that meets both **business goals** and **customer needs**.

We **guide** the success of a product and **lead** the teams that are responsible for improving it.

Image credit: https://www.pro-productmanagement.com/articles/product-management-in-company

# Underrated skill: Influence without Authority

**50%** Communication skills

**19%** Objective prioritization skills

**14%** People management skills

**10%** Organization skills

**4%** Technical skills

**2%** Design skills

**2%** Other

What's the most **important skill** you need to have at your job on a day-to-day basis?

Reference: *"Product Managers in 2020: Insights from product managers at the world's leading companies."*

# Product Legal - How do we work?

*A good lawyer knows the law; a clever one takes the judge to lunch* - Mark Twain

Product Legal has the **responsibility** to issue spot, identify risk and offer mitigating options, but **not the authority** to make the decision at the end of the day

- First: Get in the room!
- Did I identify all the risk?
  - More importantly did I identify the *top* issues
- Did I articulate the legal issue correctly?
- Did I articulate the impact/risk to the business?
  - Financial risk (regulators, class action, other companies)
  - Public relations risk
- Did I provide mitigating steps we could take?
  - Were those suggestions reasonable / did they make sense with the product?

# Agile Product Ownership in a Nutshell



https://www.youtube.com/watch?v=502ILHjX9EE
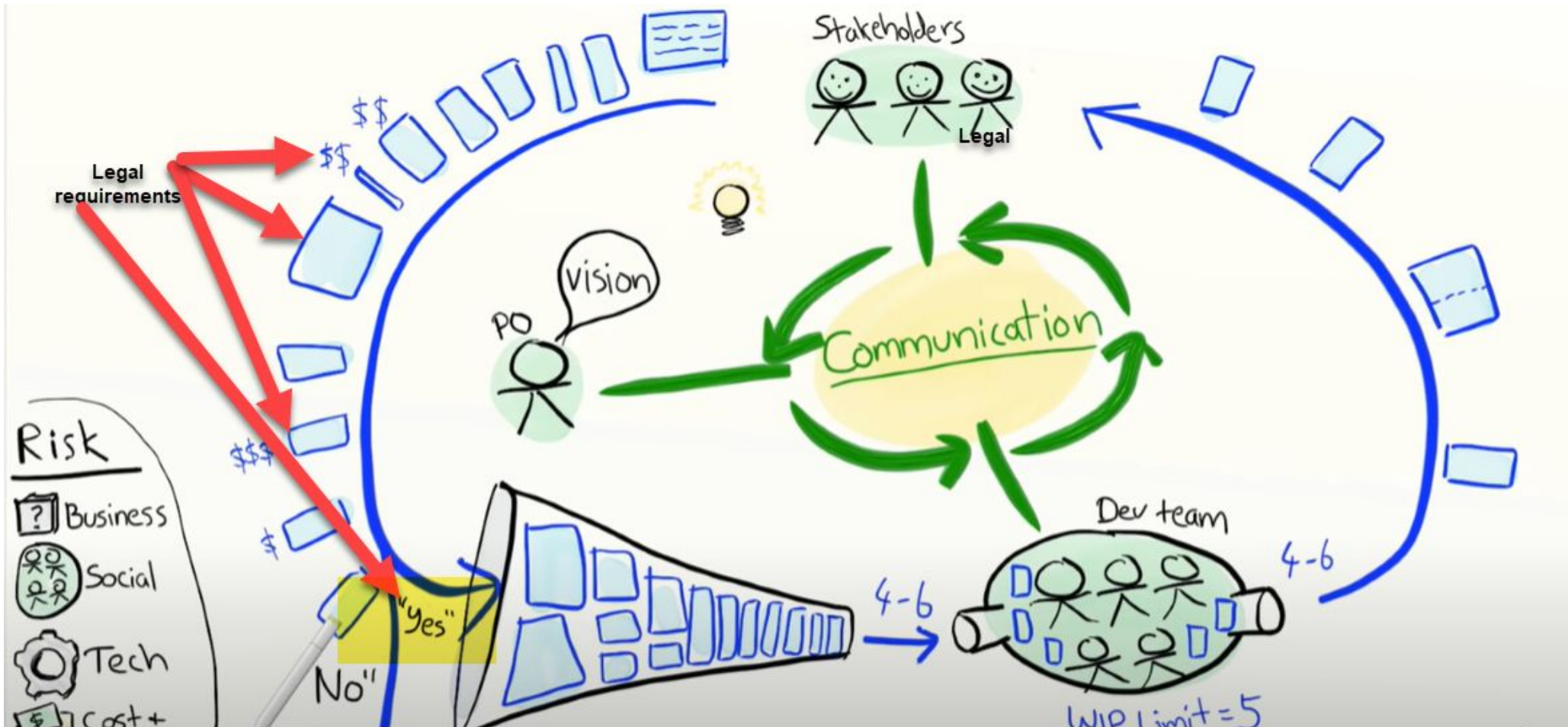
# Know your stakeholders

| Stakeholder | Interaction | Example |
|---|---|---|
| Executive Sponsors | Define product vision & strategy | *Google: To provide access to the world's information in one click.* |
| Business Leaders<br><br>Technology Leaders | Define product roadmap<br><br>Define product success criteria & KPIs to measure success and ROI | *18 month focus - SMB time management and self-organization (Google calendar, contacts, tasks)*<br><br>*30% conversion*<br>*70% weekly active users* |
| Legal | Dependency, discuss risk and negotiate prioritization | *How does Google use the info it "sees" in my Google Calendar and what is my understanding / expectation?* |
| QA Leads | Negotiate prioritization and resource commitment for upcoming work | *I need to you test Contacts before Tasks because without it, sharing can't happen.* |
| Design | User flows and interactions | *We need Executive Admins to have a different flow.* |
| Program Managers | Update business and stakeholders | *Project status is Red trending Yellow because we have a fix that is a week away.* |
| Customer Service | Voice of the customer | *We need a help article on sharing my contacts..* |

# Components of Product Requirements

**User Stories**



**Flows**



**Design**

# User Stories

**What is a User Story?**

It's a brief, **plain-language** explanation of a feature or functionality written from a user's point of view

**They are:**

- **Easy** for anyone to understand
- Represent **bite-sized** deliverables that can fit in sprints, whereas not all full features can.
- Help the team **focus on real people**, rather than abstract features
- Build momentum by giving development teams a feeling of progress

**A good user story should INVEST:**

- **I**ndependent: Should be self-contained in a way that allows to be released without depending on one another.

- **N**egotiable: Only capture the essence of user's need, leaving room for conversation for. User story should not be written like contract.

- **V**aluable: Delivers value to end user.

- **E**stimable: User stories have to able to be estimated so it can be properly prioritized and fit into sprints.

- **S**mall: A user story is a small chunk of work that allows it to be completed in about 3 to 4 days.

- **T**estable: A user story has to be confirmed via pre-written acceptance criteria. *lossary/user-story/*

# User Stories

**WHO** are we building it for? Who is the user?

**WHAT** are we building? What is the intention?

**WHY** are we building it? What is the value for the customer?

| Who | What | Why |
|-----|------|-----|

As a [role] , I want to [action] (so that [benefit] ).

## User Story

| Title: | Priority: | Estimate: |
|--------|-----------|-----------|

**User Story:**

As a [description of user],
I want [functionality]
so that [benefit].

**Acceptance Criteria:**

Given [how things begin]
When [action taken]
Then [outcome of taking action]

ProductPlan
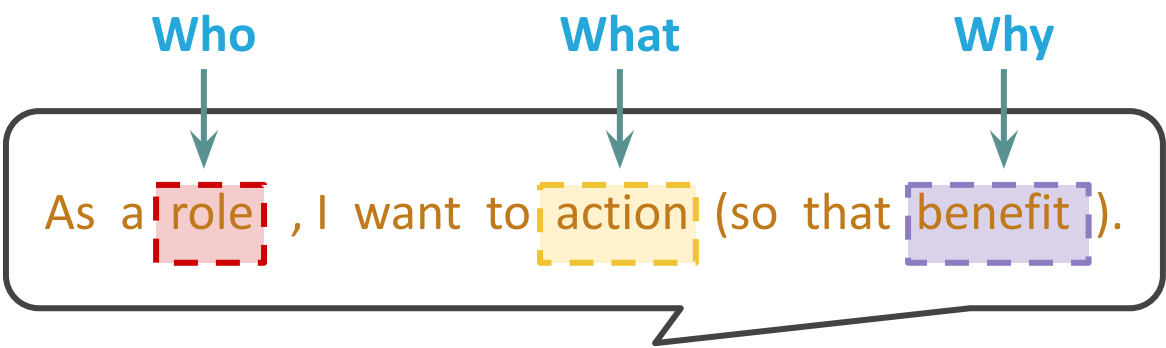
- User story: As a user, I want to be able to cancel my hotel reservation at any time so that I do not lose all the money if an unforeseen event happens.
- Acceptance criteria:
  - Verify a paid customer can cancel the same day without a fee
  - Verify a free customer is charged a fee for a same-day cancellation
  - Verify an email confirmation is sent
  - Verify the hotel is notified of cancellation

# User Stories and Your Fact Pattern

| | |
|---|---|
| (1) which **opportunities are most promising** and which resources / business assets are most **valuable** to enable us to move forward? | **WHO**  What users do we want to server?<br><br>**WHAT** What is the intention?<br><br>**WHY** What is the value for the customer? |
| (2) the legality of potential SDW and ICE projects, and how we can legitimately monetize the data collected, along with sale of related products.  Specifically, what are the use cases of how we can monetize the data in alignment with our company's goals and vision? | |
| (3) what are the data privacy implications that need to be considered? | **WHO**  As a lawyer for SDW & IC Everything<br><br>**WHAT** I want to build a compliant product that takes into account the privacy rights of users<br><br>**WHY** to remain compliant with changing privacy laws and build user trust |
| (4) what are some of the ethical, trust and safety, and reputational/brand impacts to consider? And how do we mitigate them? | |

# User Stories and Your Fact Pattern

| | |
|---|---|
| (5) **how do we structure** our product/service and present the data in **order to monetize i**t, including the information asset, formatting, and categorizing (classifying) of the data? | **WHO**  As an Engineer at SDW, <br><br> **WHAT** I want to build a solution framework that is repeatable <br><br> **WHY** So that we can scale and deliver fast, high quality output for our end users |
| (6) how and where we should store and deliver data, including encryption of the data, who should have access, and hosting ideas? | |
| (7) what security controls should we consider and employ, such as a disaster recovery plan, unauthorized access prevention, and data leak management? | |
| (8) how do we manage access to the data in a way to control and limit access on an as-needed basis, and have a tiered permission management model? | |

# User Stories & Requirements for Simulation



As a financial institution, I want to be able to reduce credit card fraud for my account holders so there are less chargebacks.

# Your Turn:
## Breakout Groups

# User Stories & Requirements for Simulation



As a child with a vision impairment, I want to be able to see better without appearing different than my peers.

Image credit: https://fashnerd.com/2019/02/augmented-reality-transforming-fashion-industry/

**Communication:
A cautionary tail**
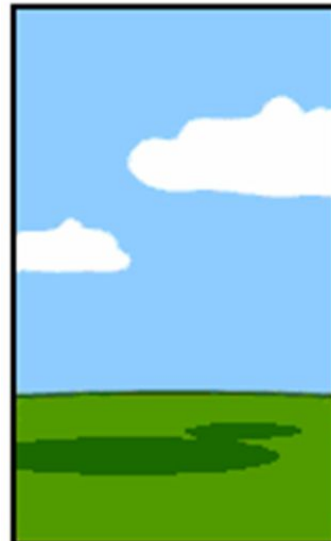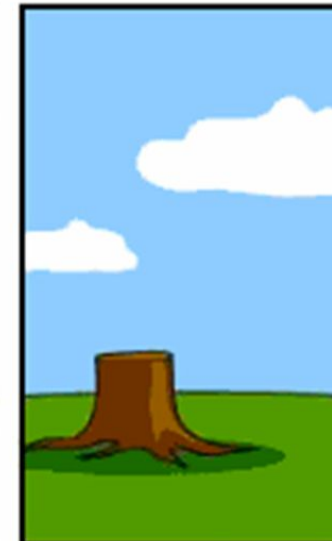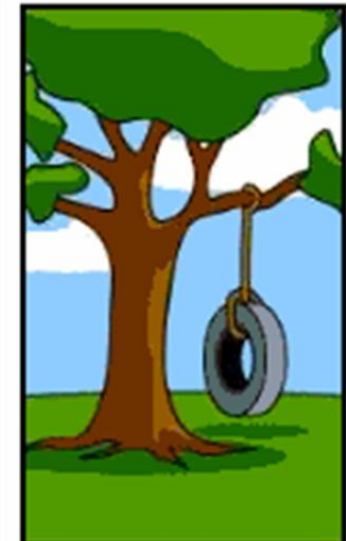


credited to Alex Gorbatchev on codinghorror.com

**Agile: What *are* the Requirements?**
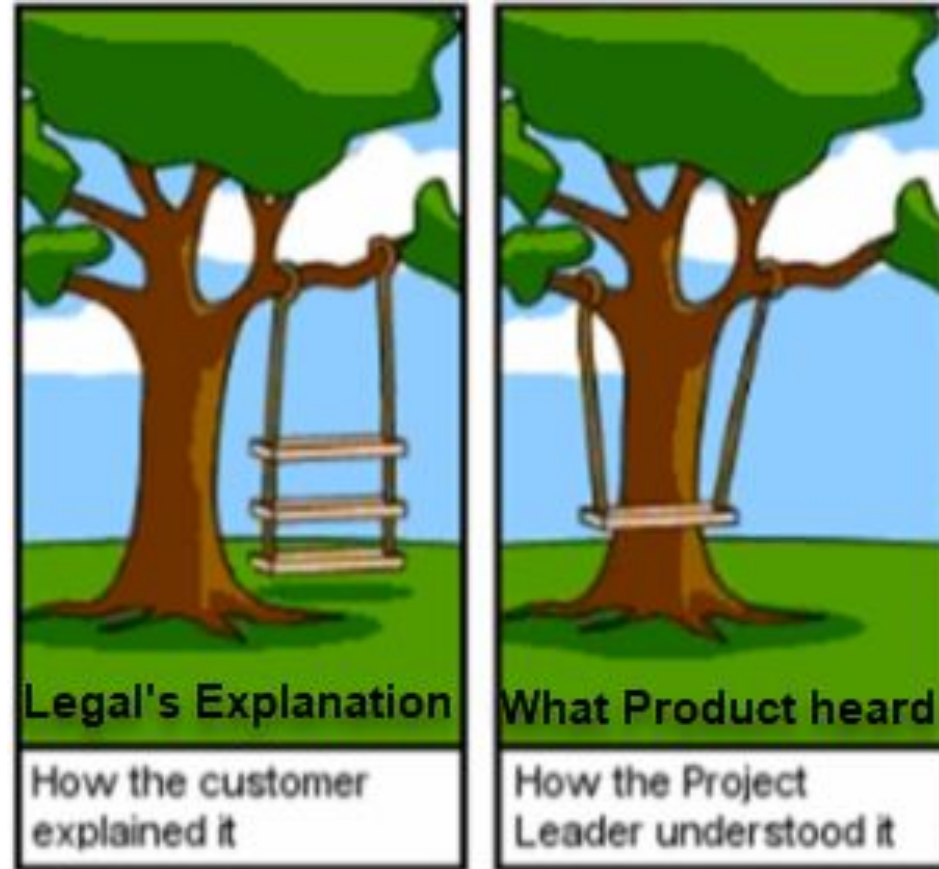
# Product Management Interaction - live

## Legal Requirements: What Legal Says --

- New Privacy Regulation commonly called the **"Lasso Law" is coming into effect** in the Richmond territory for **organizations that are located in Richmond** or without a presence in Richmond but who **target Richmond Football Fans** with goods or services.
- As compared to the prior directives for ManCity and Manchester United, this new regulation **applies to all regions** and is much **more stringent.** Despite applying to all as a Regulation, member states are allowed to legislate it in many ways.
- The fines for non-compliance can be an administrative fine up to **10,000,000฿, or up to 2% of the total worldwide annual revenue** of the preceding financial year, whichever is higher.
- Because of the Lasso Law, we will have obligations of:
    - **Personal data rights such as notice, consent, erasure, restriction of processing, access, rectification, portability, rights to object, profiling restrictions, need for certain data to be held and used in aggregate / pseudonymised**
    - **Data Governance**
    - **Personal data breaches and notifications**

*There are **some special conditions**, exclusions as well that we should discuss

# Product Management Interaction - live



What do I need to know?

Why should I care?

How will it impact the business or the customer experience?

What happens if I don't do it now vs 12 months from now?

What are the guardrails I need to work within?

(And by the way, what is pseudonymised?)
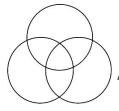
# Product Management Interaction - live

| What Product Needs to Hear: | <ul><li>**Why** they should **care**</li><li>**What** they need to do about it **now**</li><li>**Where** we need to land eventually</li></ul> |
| --- | --- |

| |
| --- |
| Policy: The Lasso Law is meant to **standardize** privacy protection for all Richmond citizens and make it easier for citizens to **understand how their data is being used** and to file **complaints**. |
| <ul><li>**Why**:  New regulation **applies to us** even though we don't have a business located in Richmond, because **we have/want customers from Richmond**, and carries **large fines** for our non-compliance</li></ul> |
| <ul><li>**What now**:  Help me identify a **cross-functional group to scope** how each requirement (which I will define and summarize!) could impact our product.</li><li>From that group, we will create a timeline and assign responsibility/owners.</li></ul> |
| <ul><li>**Eventually**, we are looking at **new product builds and processes in place**.</li></ul> |

# Resources:

**Add links to product brief**
**Netflix memo**
**Amazon media blitz**

**https://www.parlor.io/blog/the-key-to-creating-a-fool-proof-product-brief/**

**https://medium.com/@mishmosh/zero-to-one-in-product-management-54d182a2df6f**

# Appendix

# Product User Flows & Legal

As a Santa Clara Law School supporter, I want to be able to easily donate funds so that law students can better afford the cost of education.

# Who do we work with?

"It's a known fact that product managers have the **responsibility**, but **not the authority** to deliver product results"
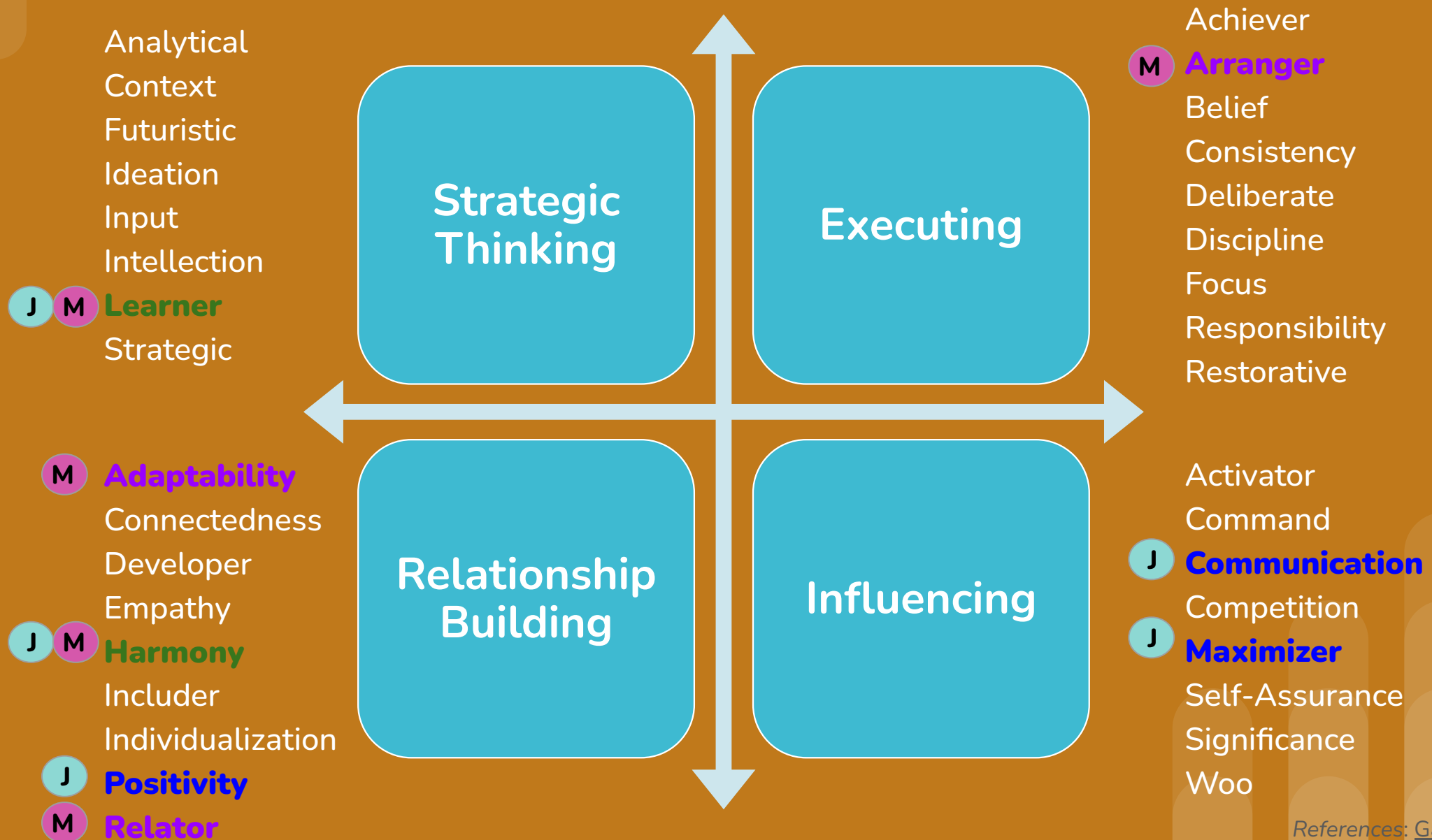
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*References*: Gallup Strengths

# Product Manager Responsibilities & Interactions

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# Agile: Product Requirements

A holistic product requirements set contains:

- **User Stories** - Description of requirements from the perspective of the end user

- **User Acceptance Tests** - Set of all scenarios included from user stories to test the product

- **Workflow** - Picture of the screens involved (flow diagram)

- **Wireframes** - Sample mock screens / pictures on expected user experience





*Reference - Keith Braithwaite, Richard Emerson, Immo Hüneke © Zühlke 2009*