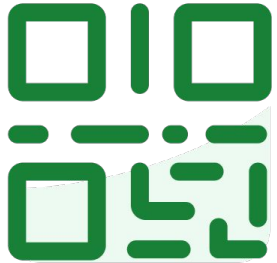


# The way we work

The Triad of Engineering, Product and Design



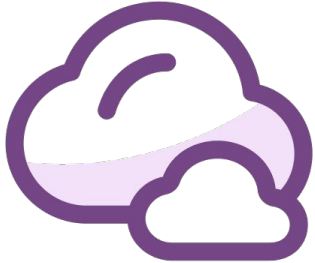
slido



Join at **slido.com**  
**#8980527**

① Click **Present with Slido** or install our [Chrome extension](#) to display joining instructions for participants while presenting.

slido



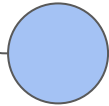
How is everyone feeling this evening ?

① Click **Present with Slido** or install our [Chrome extension](#) to activate this poll while presenting.

WIT



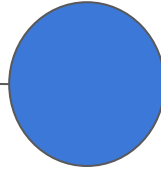
Cúram  
Software/  
IBM



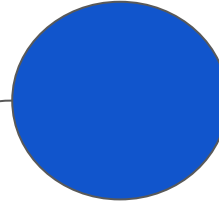
SAP



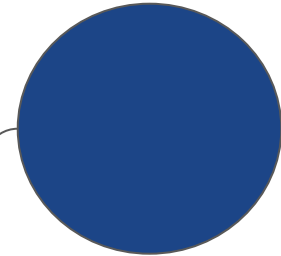
Altify



HubSpot

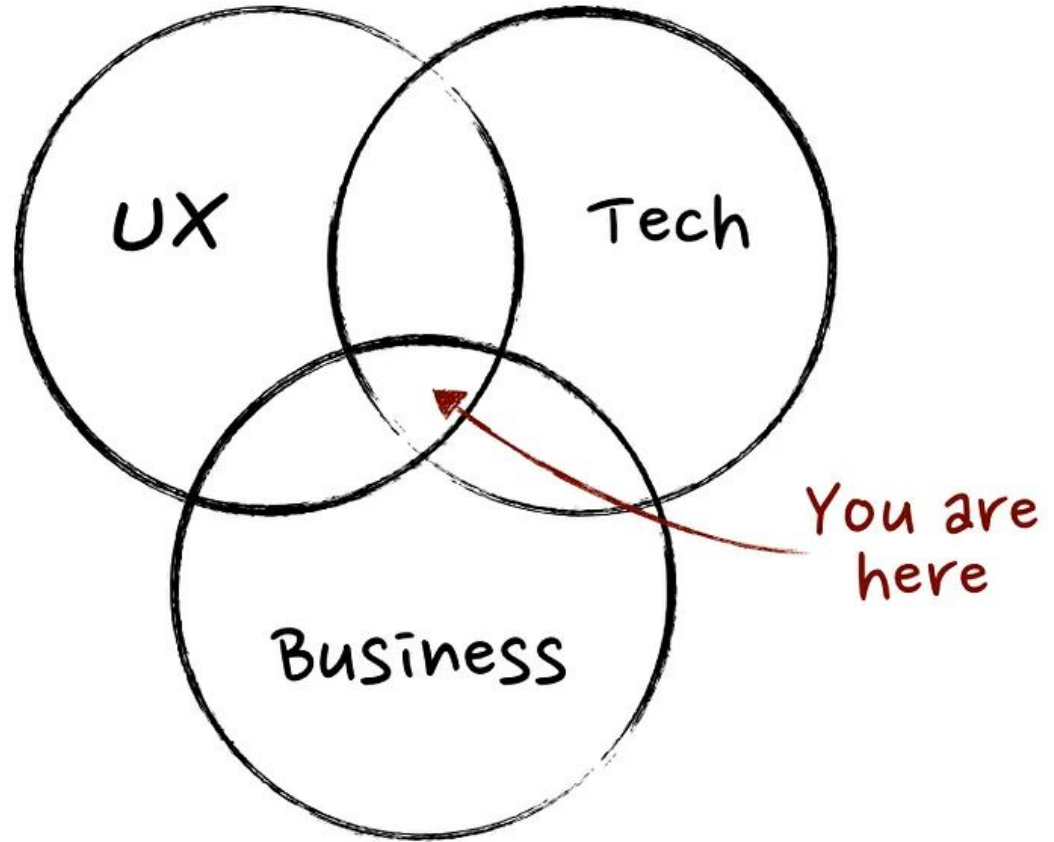


Zendesk

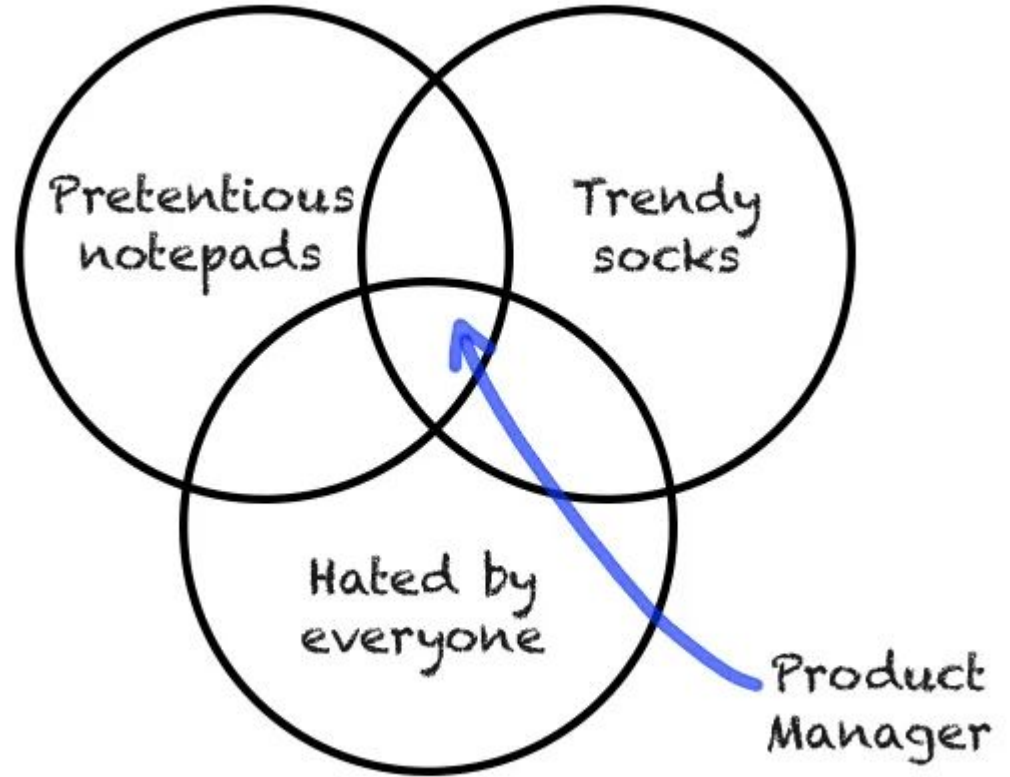


**John Costello**  
Group Product Manager  
Zendesk

What a PM believes...



What everyone else  
thinks!



Does PM  $\neq$  PO

Does PM

≠

Project  
Manager



Does PM

≠

Delivery  
Manager

The PM = *“discover a product that is  
valuable, usable, and feasible”*

slido



# In Software development who owns the Product?

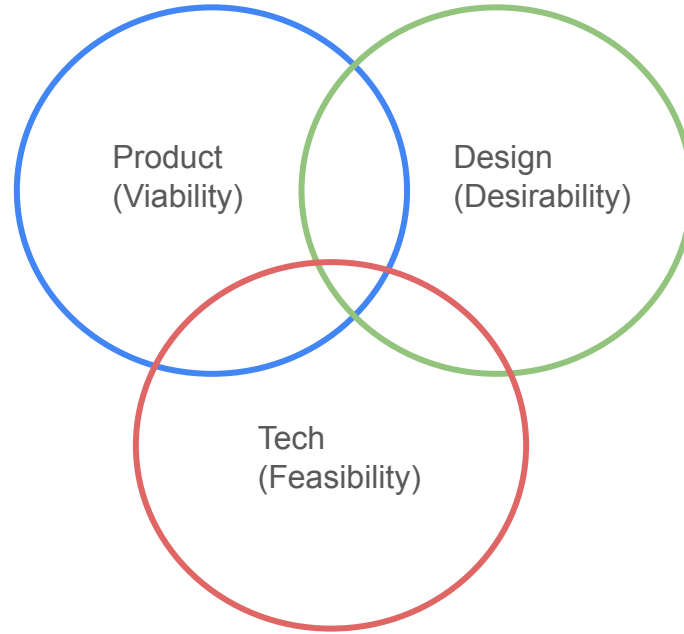
① Click **Present with Slido** or install our [Chrome extension](#) to activate this poll while presenting.

# Triad Product Team

Widely popular in Product Development with each role representing each of its corners.

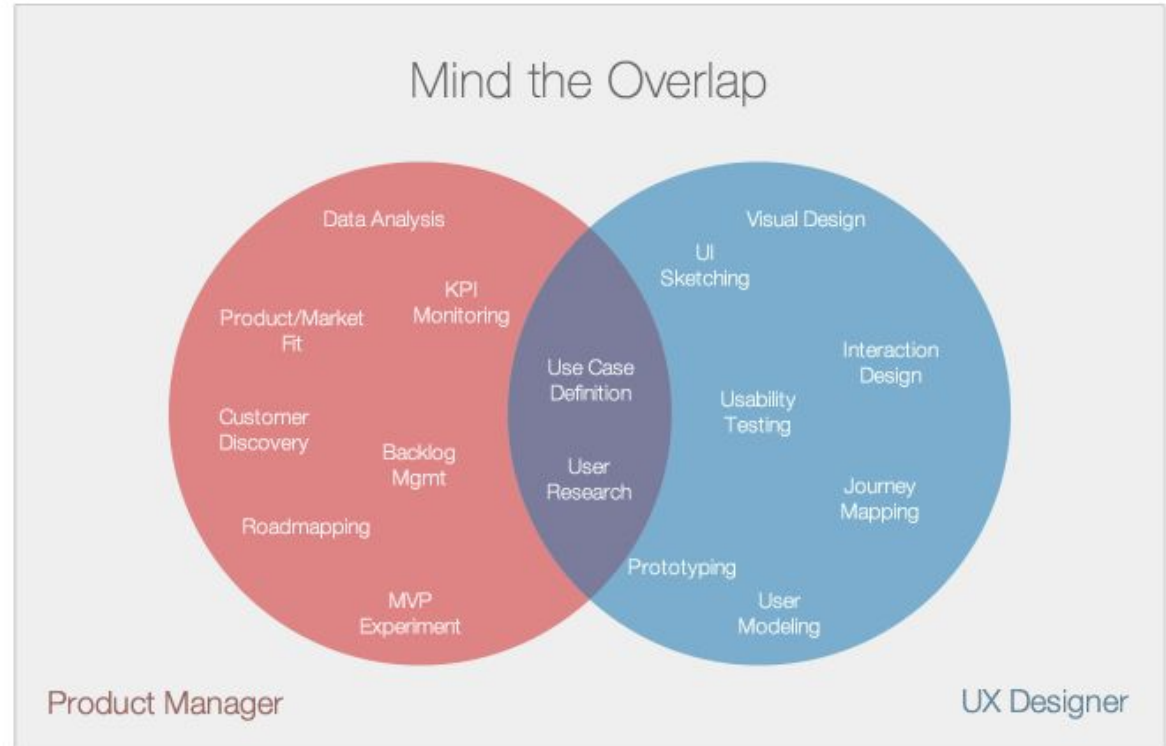
Often called...

'three lenses of innovation' as coined in the Design thinking manifesto...



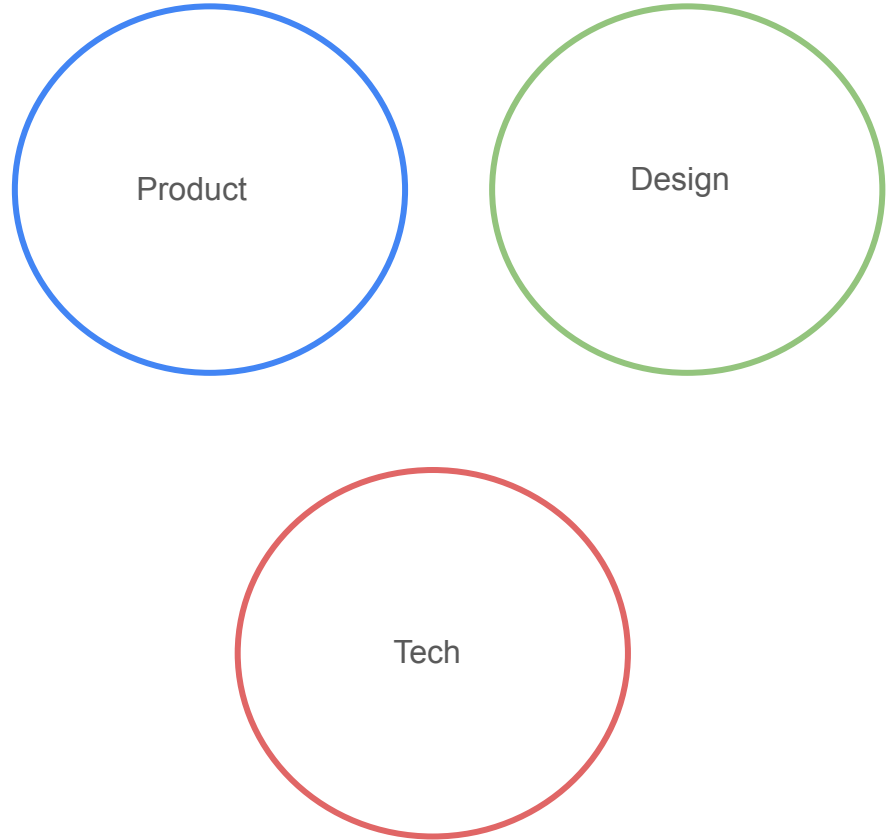
# The conflict

The one where the PM and UX Designer can't decide who does what...



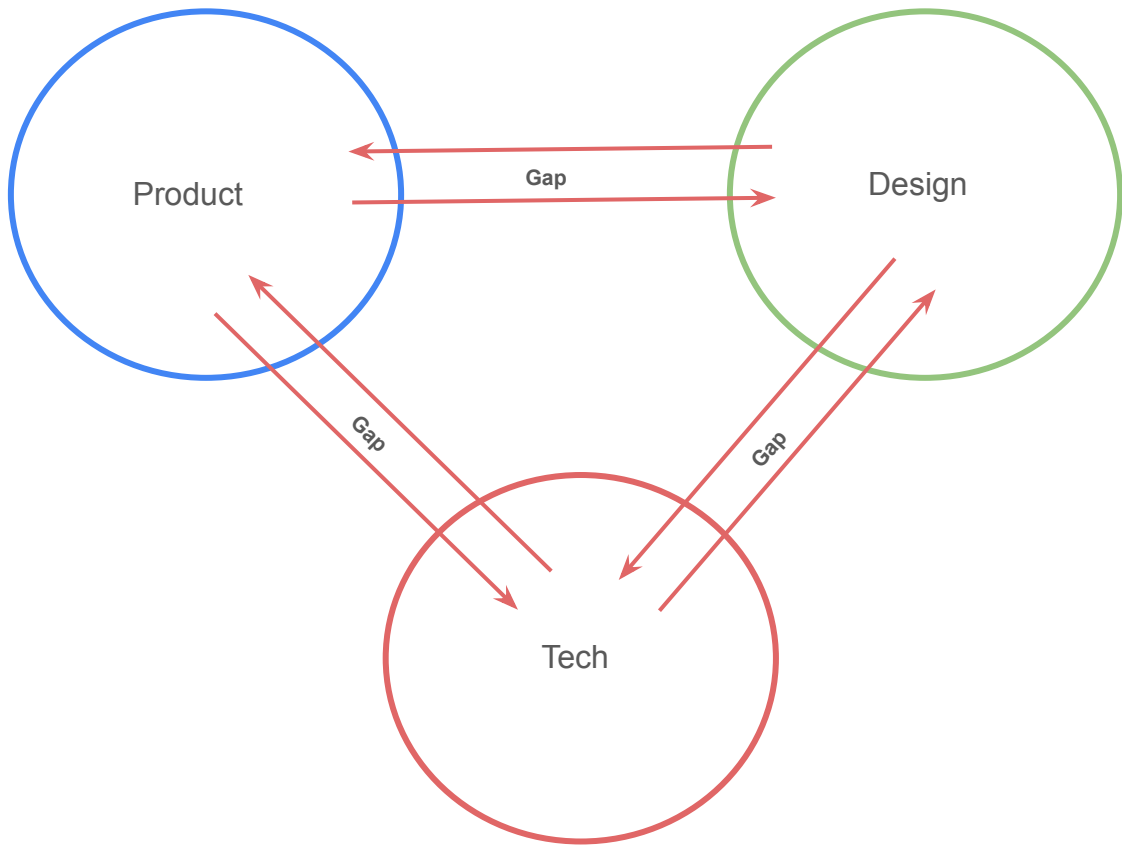
# The Silos

With a traditional 'roles and responsibilities' approach of creating clearly defined boundaries and individual accountabilities to ensure there are no overlaps between them



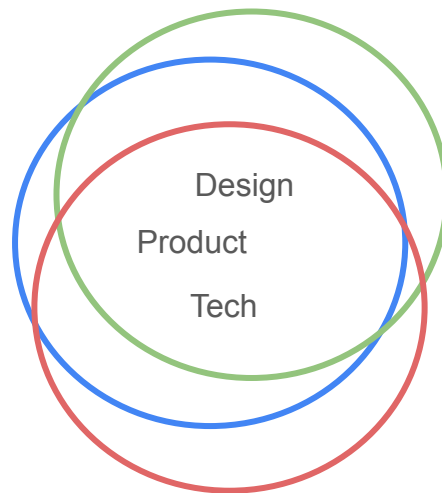
# The Gaps

Product Manager is off sick for a couple of days — or a designer has abruptly had to take compassionate leave — or an Engineer has a v sick kid at home for the week - suddenly no one has any clue what they were working on



## We need to become more like this

Having overlap is deliberate and a good thing. It helps create shared accountability and remove any bottlenecks or single-points of dependencies.

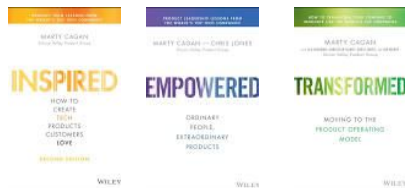




“As Marty Cagan said: “If you’re only using your engineers to code, you’re only getting half their value.” I would argue that is true for all of us — if you’re only using your designers to push pixels, you’re only getting half their value. If you’re only using product managers to groom backlogs, you’re only getting half their value. Etc.” — Martin Eriksson, Your Team is Smarter Than You Are



**svpg** silicon valley  
product group  
Marty Cagan



Martin Eriksson  
founder MTP

*How do we make this happen?*

# Great Question!



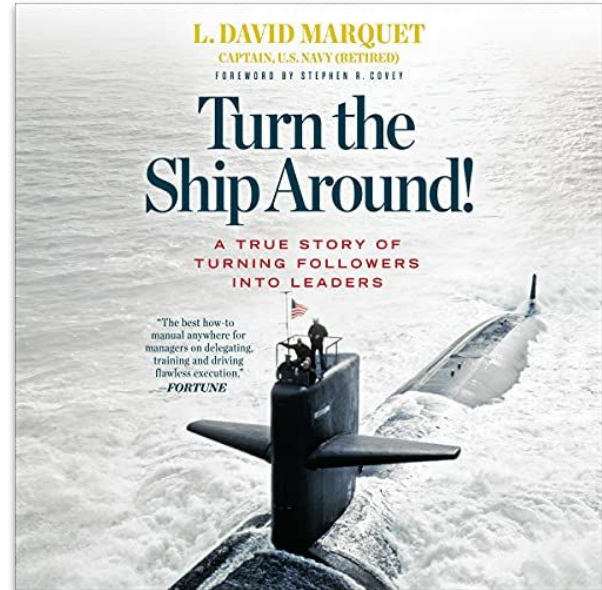
**Start with culture**

# David Marquet

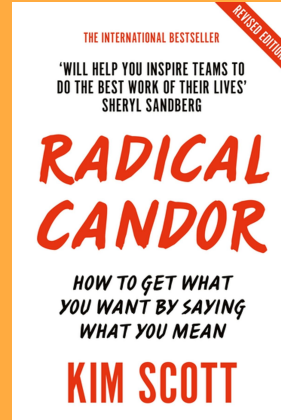
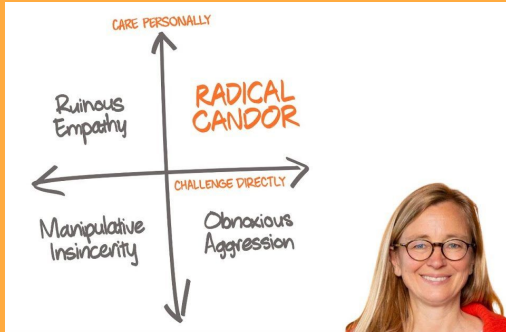


Turn the Ship  
Around!

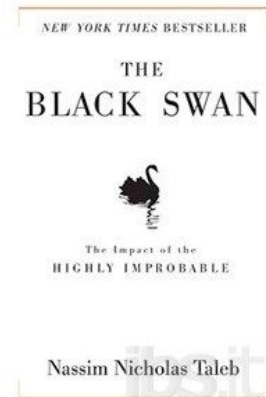
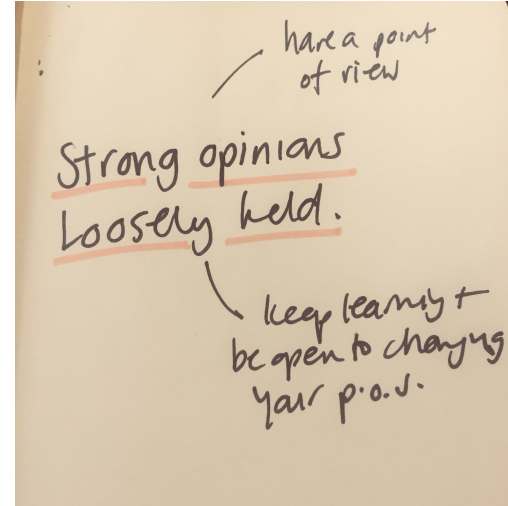
A True Story  
of Turning  
Followers into  
Leaders



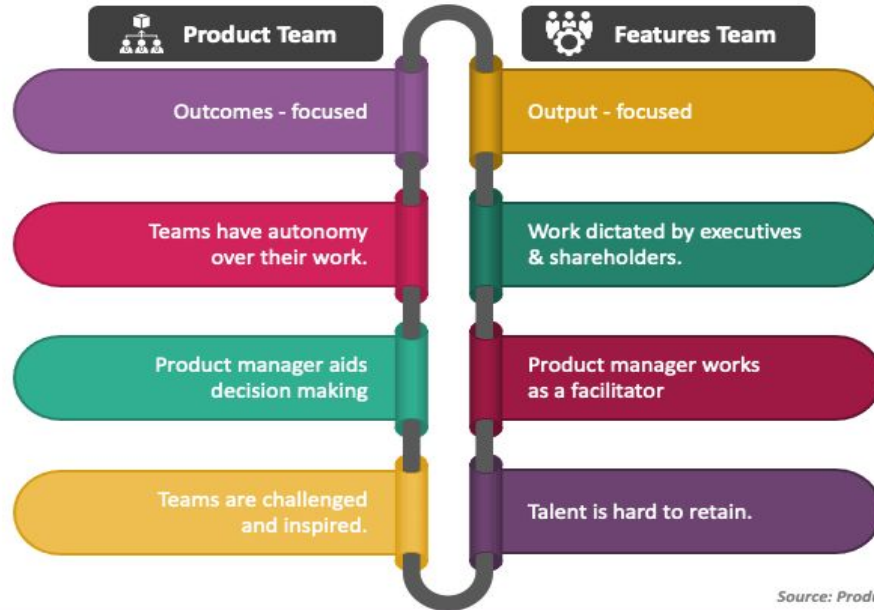
# Kim Scott



# Nassim Nicholas Taleb



## PRODUCT TEAM VS FEATURE TEAM



Source: Product School



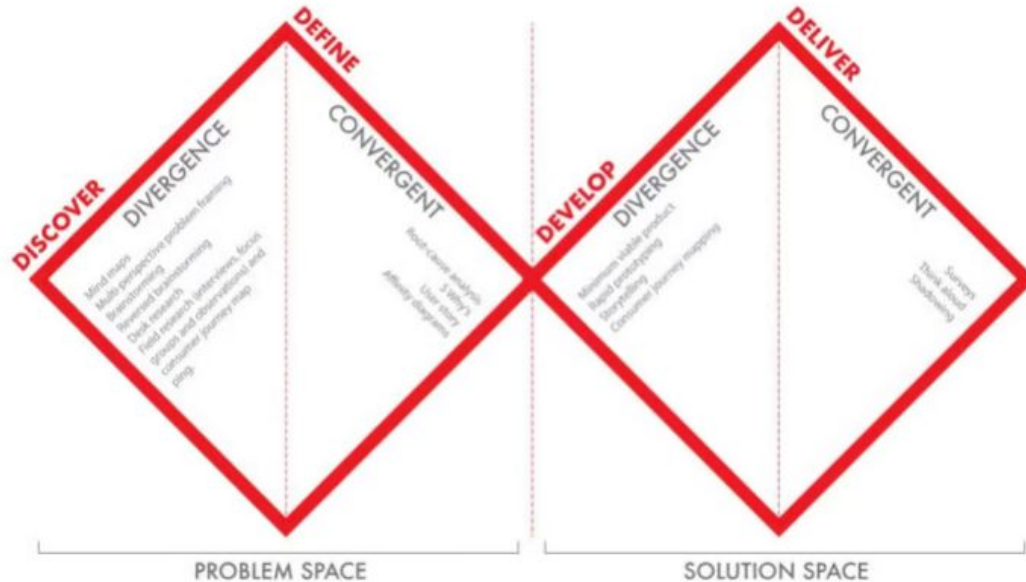
svpg silicon valley product group

Marty Cagan

"We need teams of missionaries, not teams of mercenaries."

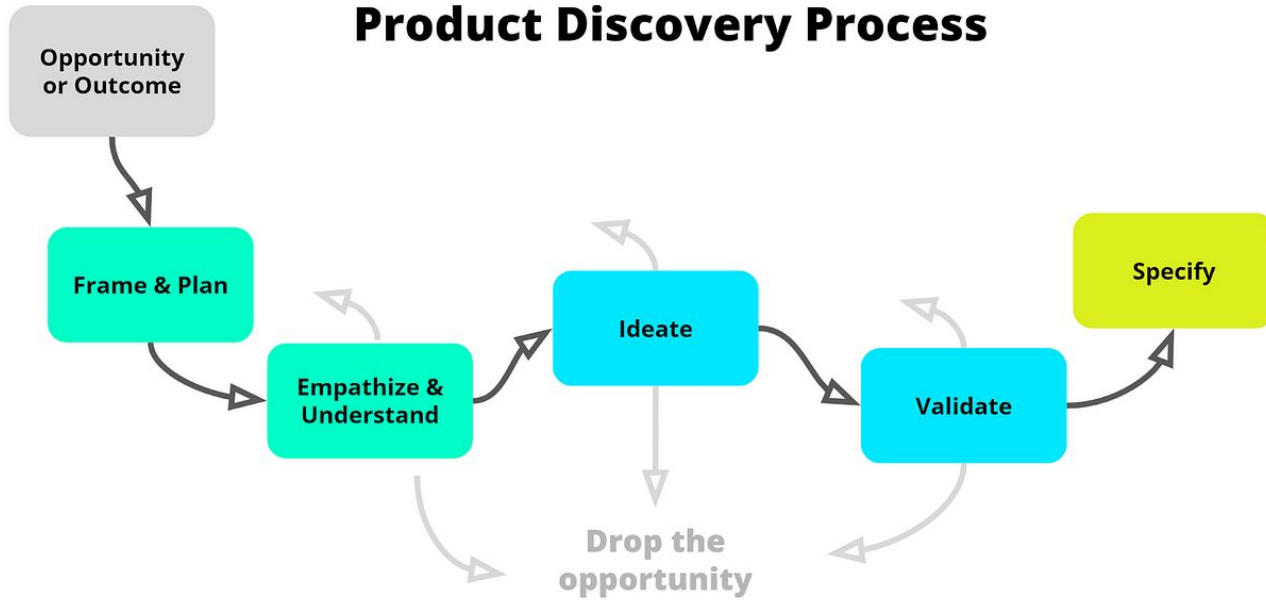
# Approach

## Common Product Lifecycle understanding



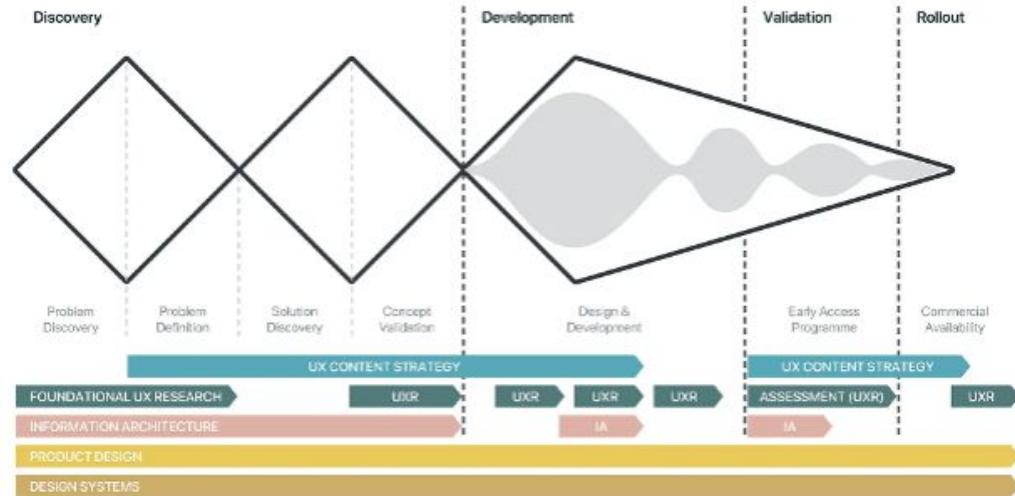
## Double diamond of discovery





*What's that ?*

## Product discovery



Zendesk Triple Diamond  
By Mike Chan, Kim Sandoz, Jenni Chang

Zendesk took it further - **triple threat**

# Tools

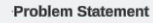
Discovery

# Ideation - Product Canvas

<b>Problem Statement</b> Customers and prospects are trying to discover and self-serve the right products / services but face confusion because of miscommunication and misaligned HubSpot processes	<b>Solutions</b> "Recommended 4 U"  Tagging Coverage / Prospective, Eligible, Enrolled	<b>Goals</b> Find the best product  Get the best price  Have self-service ability at all stages of the journey	<b>Outcomes / KPIs</b> Customer Satisfaction  Increased engagement  Decrease in support fix  Decrease in incoming emails to the CST alias  Decrease in volume of approval requests
<b>Users</b> HubSpot Customer		<b>Hypothesis</b> "We believe providing HubSpot customers product & program (pricing, services, partner services, ecosystem apps, etc) recommendations based on firmographic demo / auto / self - identification will result in improved unit economics and more revenue fo Xs."	<b>Most Important thing to learn first</b> We know what people need  People will discover on their own  We're OK with slower sales velocity in the short term  The X persona <i>wants to self-serve</i>

# Ideation - Product Canvas

## Product Canvas - Supervisor Workspace



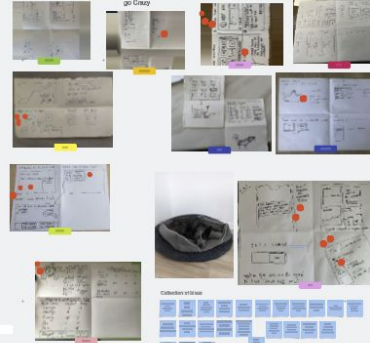
What needs help ?



### Solution/Ideas

that's valued, features, or enhancements that help your target audience achieve the benefits they're seeking.

Crazy 4's hits the road on Cruise



### User Goals & KPIs

What are the goals of the customer around the problem you have defined?



## Users & Customers

<sup>a</sup>Effect of year of use on total consumption of alcohol was linear with 2



### Hypothesis

What can be learned from solving these problems and supporting people in these situations? (what do we know at the moment?)

First go



### User Benefits

Wheat, *Triticum aestivum* L. cv. Challenge



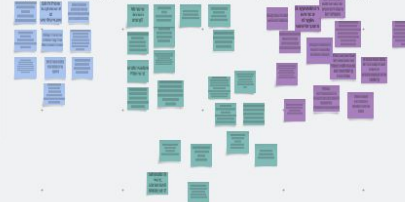
### Most Important thing to Learn first

What can help us to reduce these problems and to support people in these situations? (what do we have at the moment)

Wilt u de overname van de rondleiding horen?

What questions do we have?

### What are our regions strengths and challenge?



# Amazon Press Release

## Supervisor Workspace enables Leaders to meet their Teams where they work.

A one stop shop for CX and Sales Leaders to monitor work in real time, dig deep to uncover bottlenecks and take action to alleviate pressure.

The new Supervisor workspace allows CX Leaders to:

- **Get an clear overview** of how CX teams are performing
- Stop tab switching and **get all you need on one screen**
- **Proactively prepare** for when spikes in demand can happen and **quickly put into action** the steps needed to mitigate it

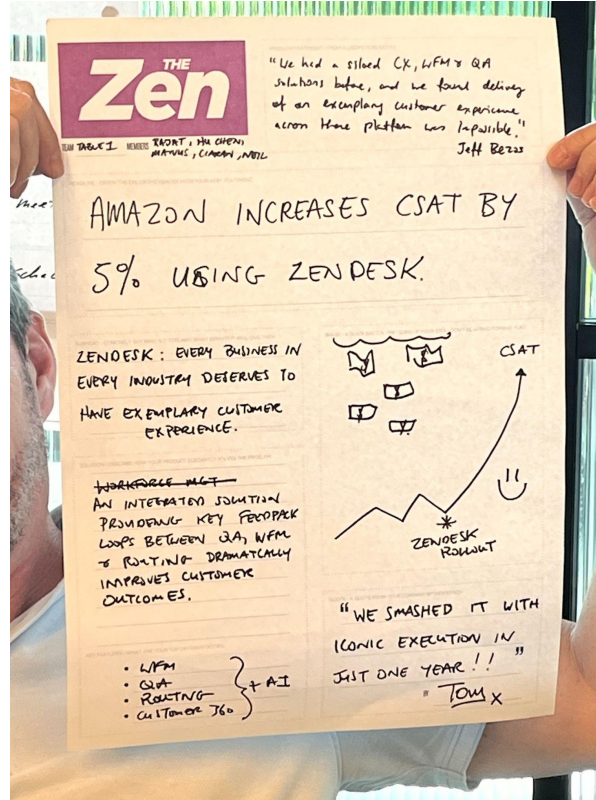
For Supervisors there has never been a central place for their work. Supervisors work was spread between Products and Admin settings pages and was frustrating and time consuming to work with.

Now Supervisors in Zendesk can in one place:

- Configure - Build custom workspaces to see, understand and action all from one location.
- Notify - Create alerts and thresholds on important KPI's alerting you to what is most important, even when you're away from your desk
- Dig deep - deep dive into Live and Historic metrics to understand where the problem is
- Take Action - Move an Agent, Shadow a chat, Barge a call all from your Supervisor Workspace

"There has never been a better time to be a Leader working in Zendesk, we believe we have put the right tools in place for our leaders to manage their business effectively"

- Some dude



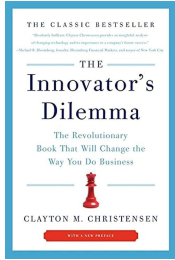
[Ian McAllister](#)

ex product lead at Amazon  
Snr Dir Product at Uber



"If the press release is hard to write, then the product is probably going to suck. Keep working at it until the outline for each paragraph flows."

# Jobs to be done framework



Clayton Magleby Christensen was an American academic and business consultant who developed the theory of "disruptive innovation".

He popularised the JTBD framework after author Tony Ulwick introduced him to it in Harvard



# Milkshake - Job to be done



**Uncover the  
"job to be done"**

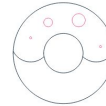


Fast Food Milkshake

40% of milkshakes  
purchased by commuters  
in the morning - to go

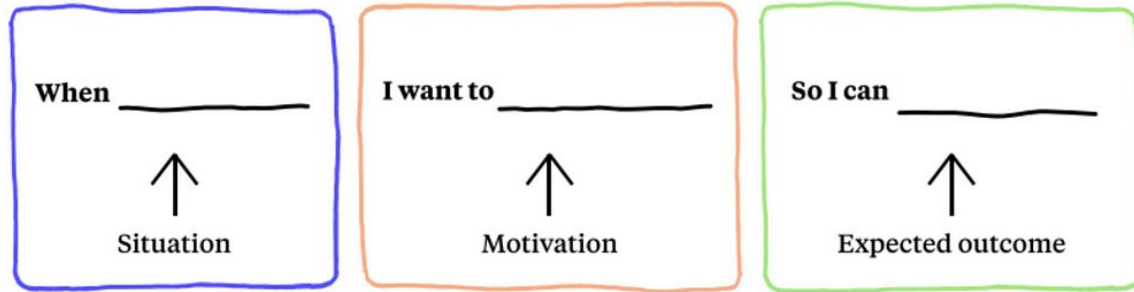
What job customers hire milkshakes to do: On a long, boring commute, customers "needed something to keep that extra hand busy and to make the commute more interesting." - Clayton Christensen, HBR

<http://hbswk.hbs.edu/item/clay-christensens-milkshake-marketing>





# Jobs to be done framework



# I have written loads

All Product Specs will start with the JTBD, these will have been written together by the Triad in discovery.

## **As a Team Lead**

When a sudden change in performance metrics

I want to make a change to staffing that actions an ML driven recommended change

So I can get back to the team baseline

## **As a Workforce manager**

When online teams can't meet demand

I want to adjust staffing and scheduling

So I can monitor desired SLA

## **As a workforce manager**

When I am planning the quarterly/weekly schedule

I want to understand demand to either hire more people or staff existing teams accordingly

So I can have the right number of ppl at the right time with the right skills

## **As a Custom Support Ops Admin**

When the AI system suggests a change to my routing

I want to choose to implement that change and monitor the results

So I can see if it improves service and if not revert changes

## **As a Omnichannel Agent**

When I receive a complex, high touch ticket

I want all relevant customer info and tools (Ki's, quick texts, traffics lights) at my fingertips

So I can meet my SLA and CSAT targets and my quota

## **As a QA manager**

When I am reviewing customer engagements

I want to understand where we are not doing well

So I can identify coaching opportunities

## **As a QA manager**

When Coaching Agents

I want to Automatically adjust workload distribution

So I can ensure more successful outcomes for agents



**INTERCOM**

# Feedback

## Remove the guesswork and create better experiences

### Target diverse audiences

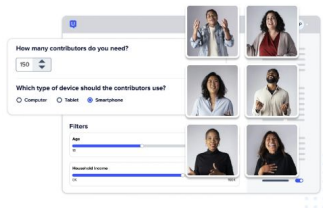
Quickly find and reach your target audiences from any of our purpose-built or partner networks.

[Learn more →](#)

### See experiences firsthand

### Validate findings with confidence

### Measure and benchmark performance



Usertesting.com

Your website should be so simple,  
a drunk person could use it.

You can't test that. I'll do it for you.

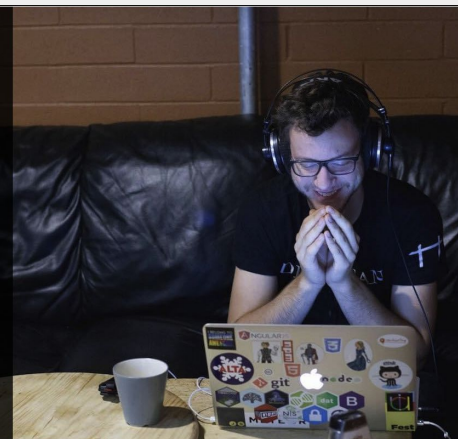
I'll get very drunk, and then review your website. I'll send you my screencast: you'll get a video of me, as a new user, and as a designer trying to keep it together. And you'll get a video the morning after (more or less) - so I can recap what I might have messed up when drunk, and apologize.

I am a UX professional and full stack developer. I've been doing this for a long time. Here is my [website](#) and my [github](#).

One of the core tenets of UX is that you've got to design like "the user is drunk." Any feature of your site has to be able to be used by someone who could be drunk - because, invariably, the user will mess it up otherwise. Wonderful idea. The thing is, it is hard to test.

I and a lot of beer will test this for you.

Let's do it!

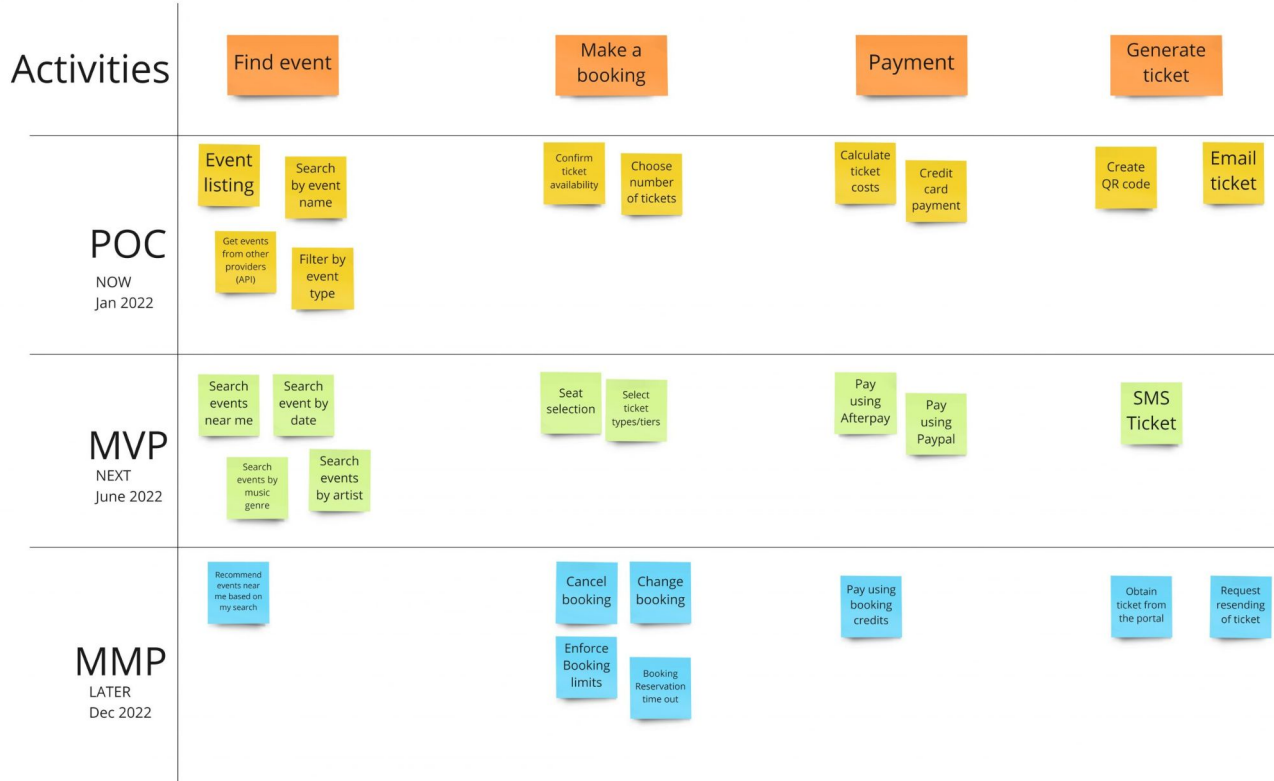


theuserisdrunk.com

# Tools

Development

# Scoping - Story Mapping



# Value driven technical debt - Product Engineers

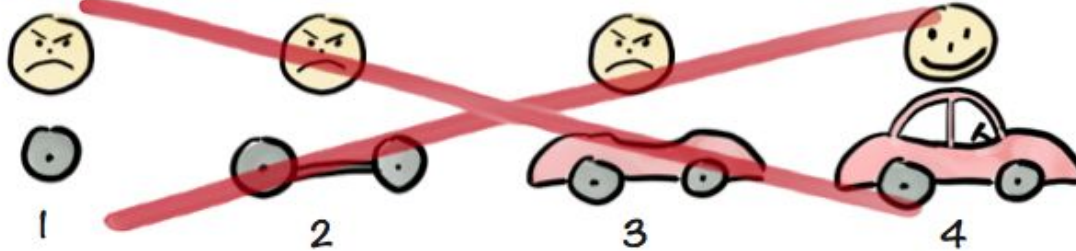
They use three main metrics:

- 🌍 **Impact** — business metrics impacted by the debt, or the value you unlock by repaying it. Crucial for the ROI equation.
- 🛠️ **Fix Cost** — a rough estimate based on some feasible solution. For the sake of prioritization, there is no need for it to be accurate. Simple t-shirt sizing (e.g. S, M, L, XL) is fine.
- 🦠 **Contagion** — this answers the question: *"if this debt is allowed to continue to exist, how much will it spread?"*. It's a great angle because, in this regard, not all debt is created equal.

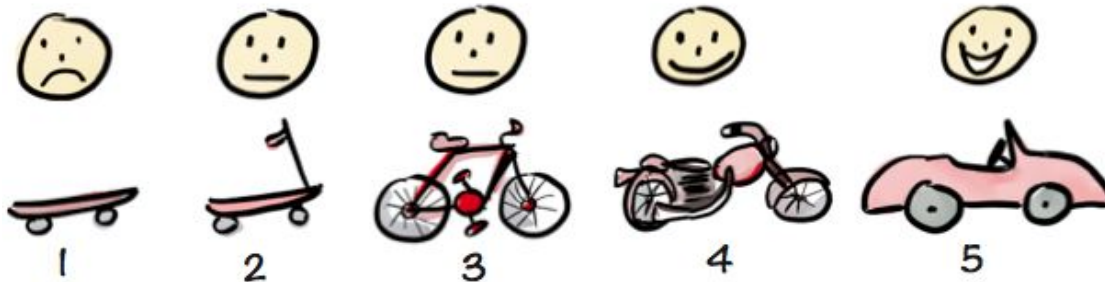


# MVP - common understanding

Not like this....



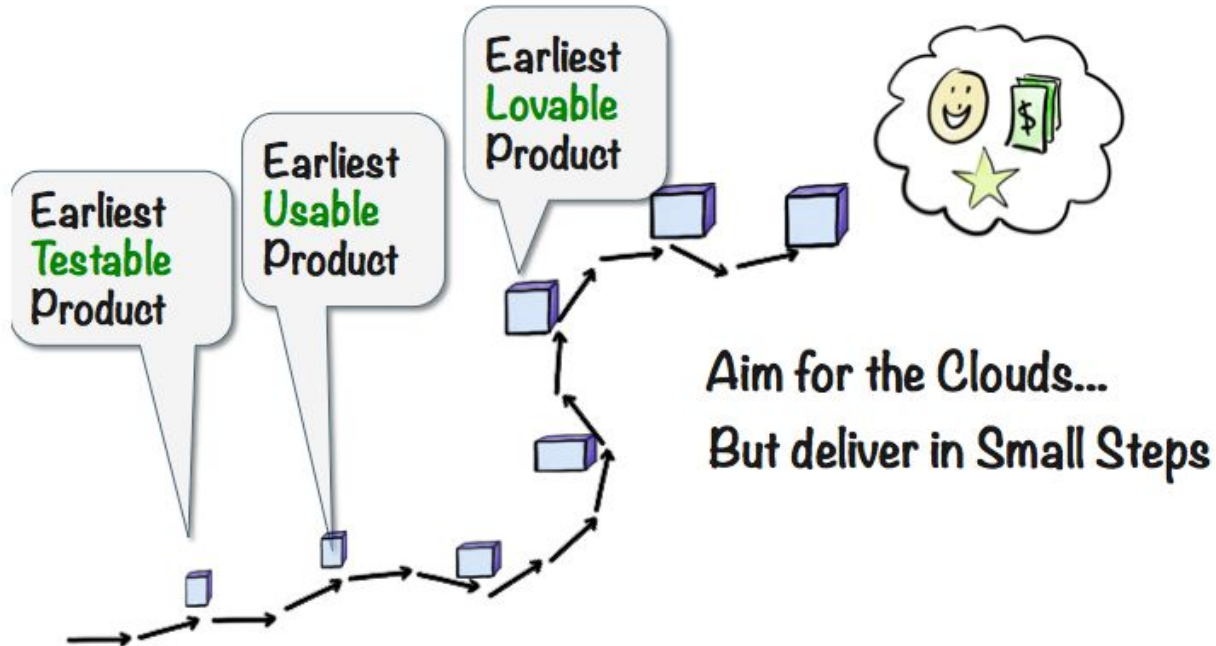
Like this!





# Evolved to this

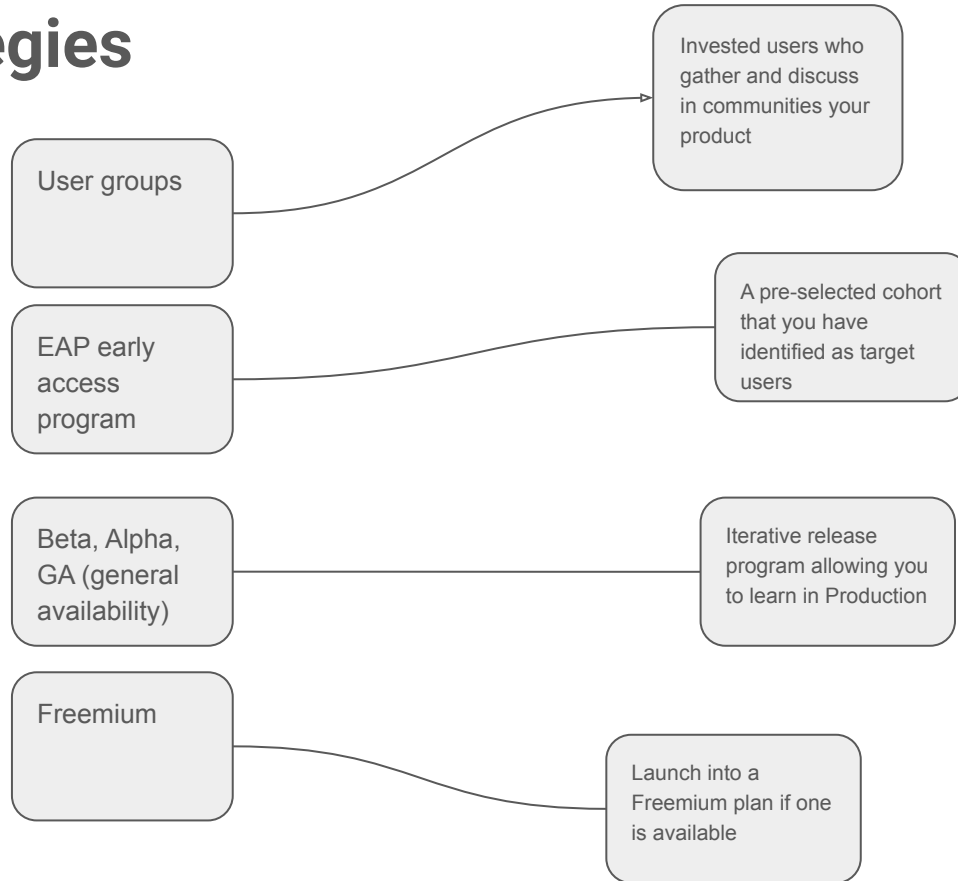
Minimum viable  $\Rightarrow$  Earliest testable/usable/lovable



# Tools

Release

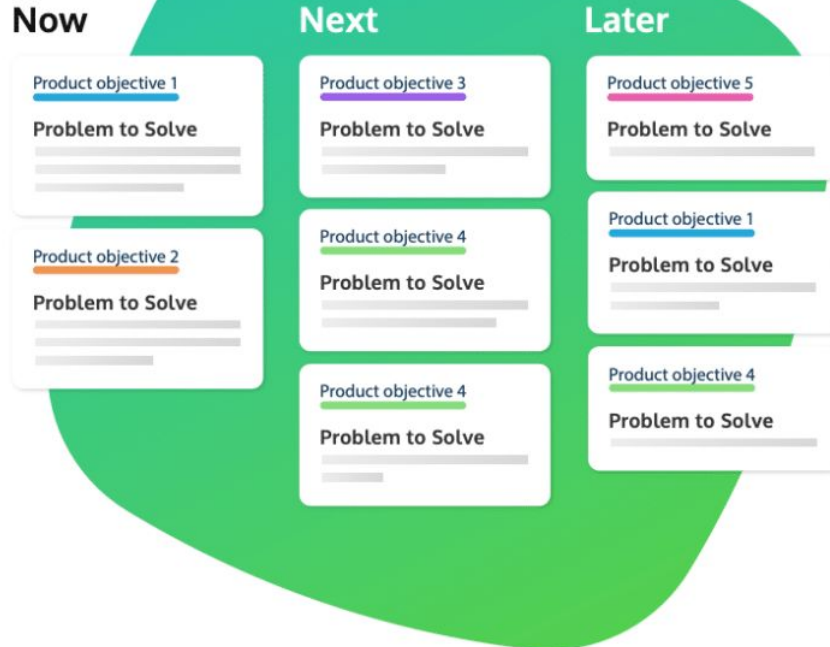
# Rollout strategies



# Now Next Later



Jana Bastow  
founder MTP  
founder ProdPad  
Inventor of NOW,NEXT,LATER



# Tracking success - don't be biased chasing vanity metrics

## Don't chase this:

- Number of Users - 20,000
- MAU - 10,000
- 50% user engagement

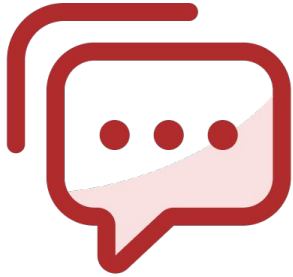


## Dig deeper to reveal:

- Number of Accounts: 100
- 2 Lrg Ent accounts: 5000 users/Ac
- MAA: 8 = 8% of accounts



slido



## Audience Q&A Session

① Click **Present with Slido** or install our [Chrome extension](#) to show live Q&A while presenting.



<https://www.linkedin.com/in/john-m-costello/>



[johnnycirl@gmail.com](mailto:johnnycirl@gmail.com)