



The Hard Truth About *Product Leadership*

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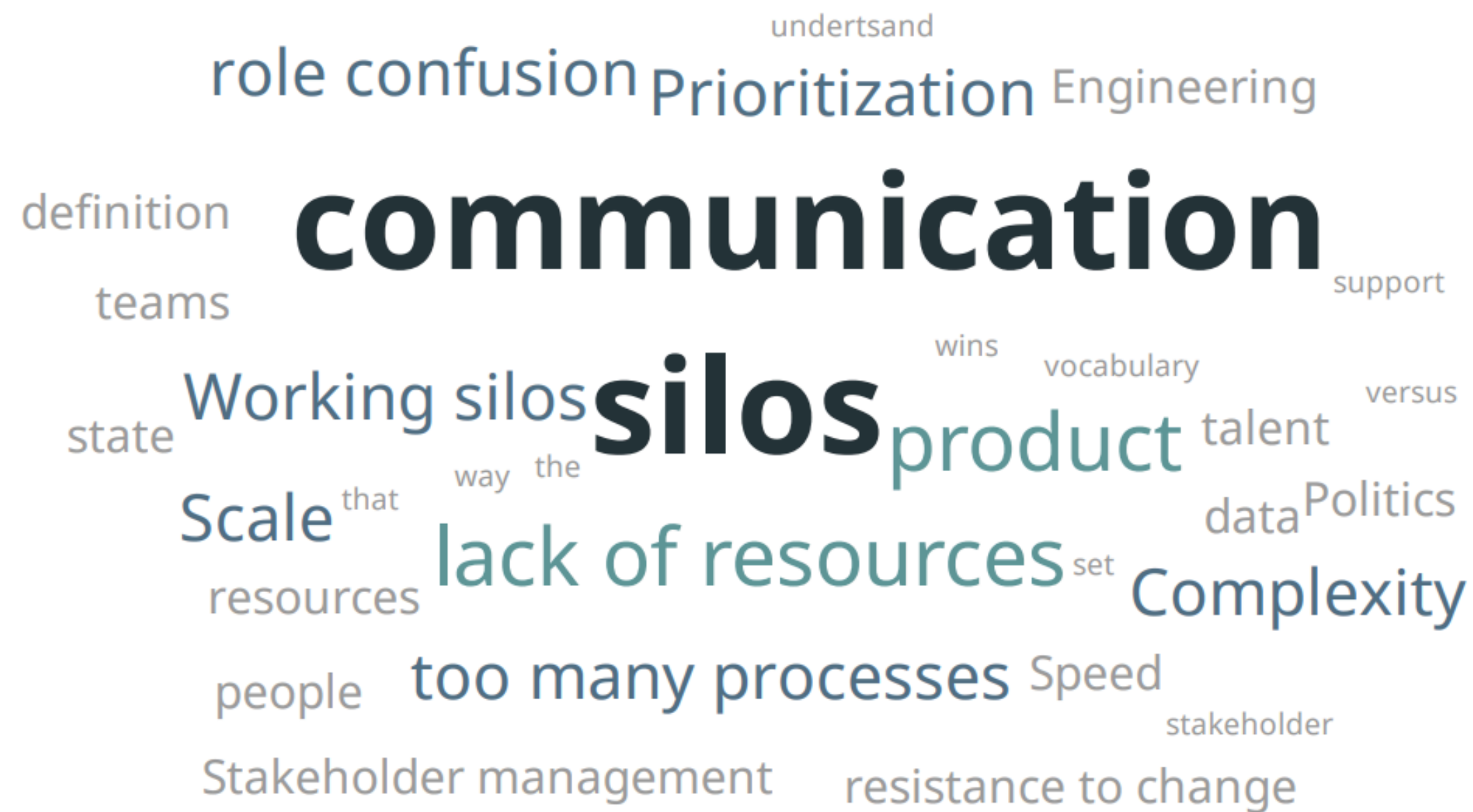
“No assholes”

New Zealand All Blacks



What are the biggest challenges for how we operate as a product organization?

167



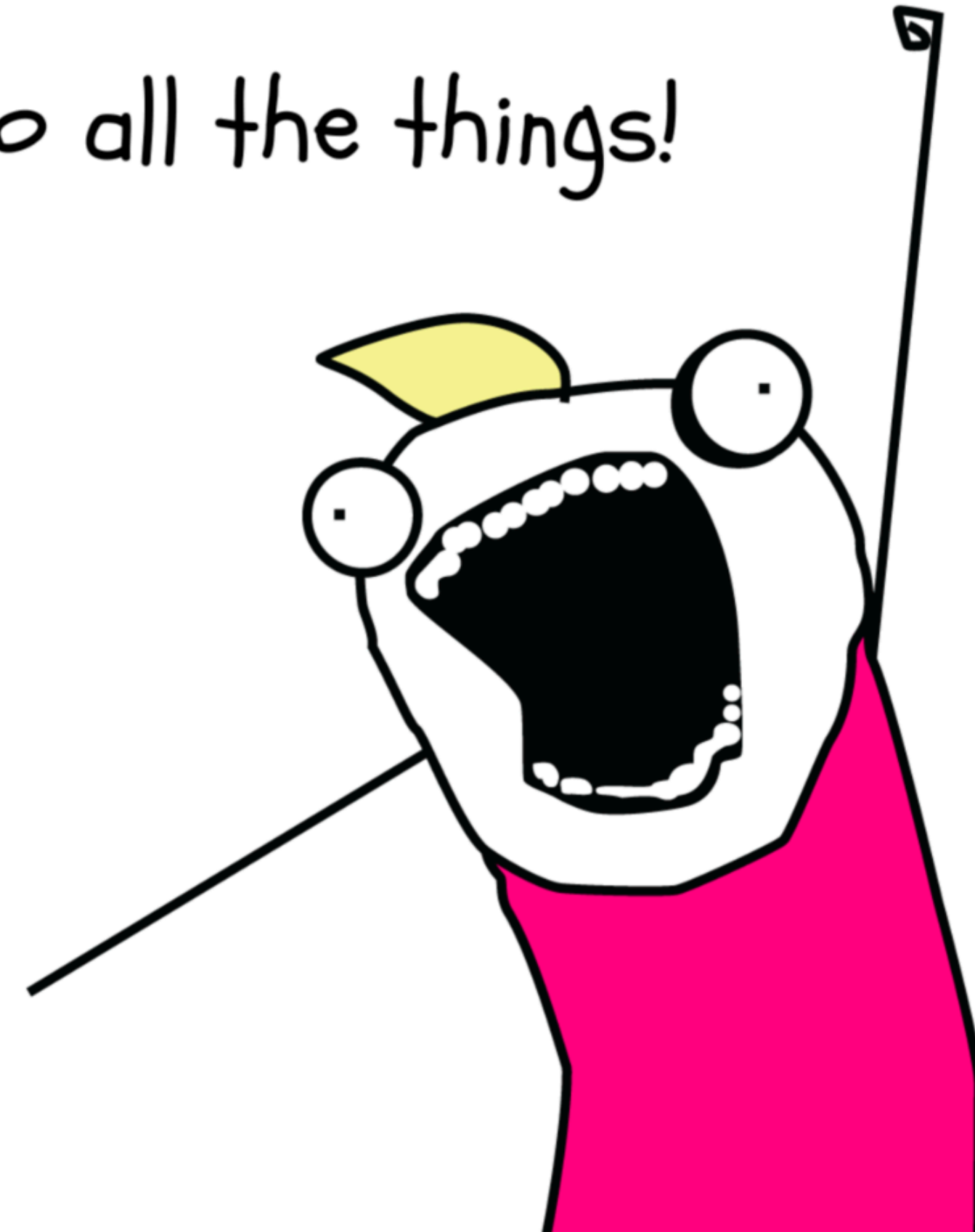
What are the biggest challenges in your current role?

110



Everything is Important
Not enough resources
Too many competing
priorities

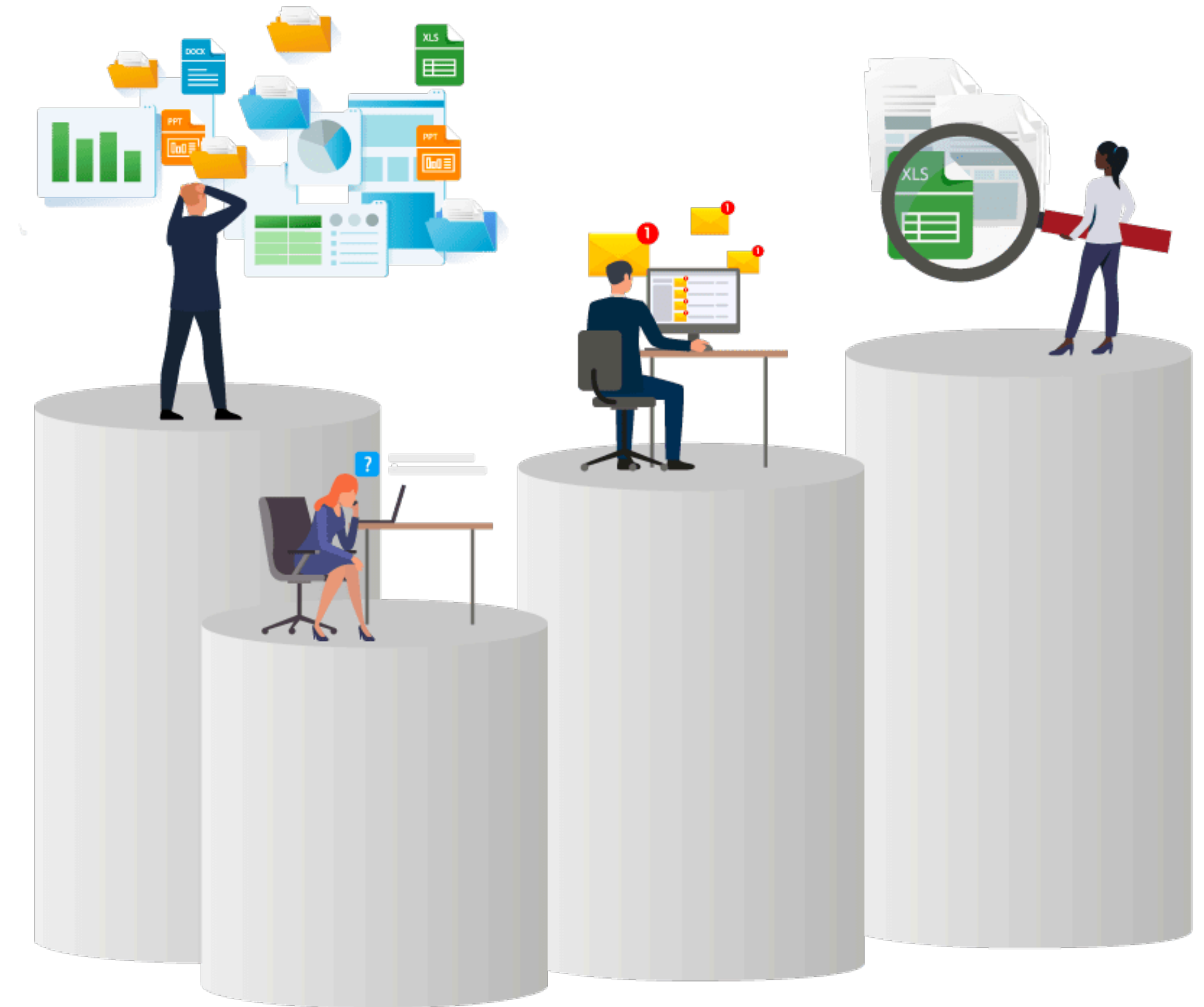
do all the things!



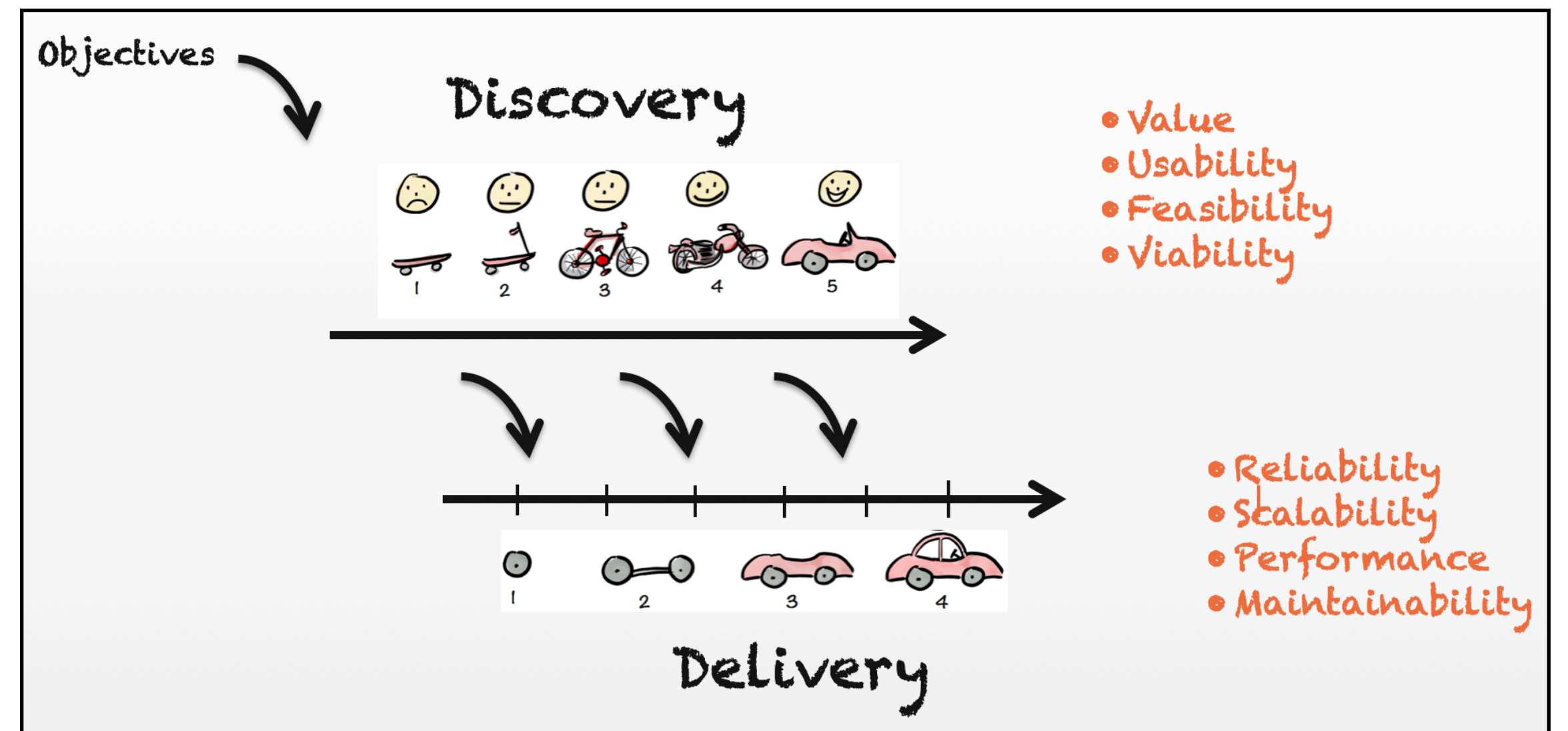
No Time
Meetings!
Poor communication
Lack of clarity

MEETINGS THIS MONTH						
✓	✓	✓	✓	✓	✓	✓
✓	✓	✓	✓	✓	✓	✓
✓	✓	✓	✓	✓	✓	✓
✓	✓	✓	✓	✓	✓	✓
✓	✓	✓				

Silos
Lots of dependencies
Poor Cross functional
alignment



WaterAgile
Bureaucracy
Slow to Value



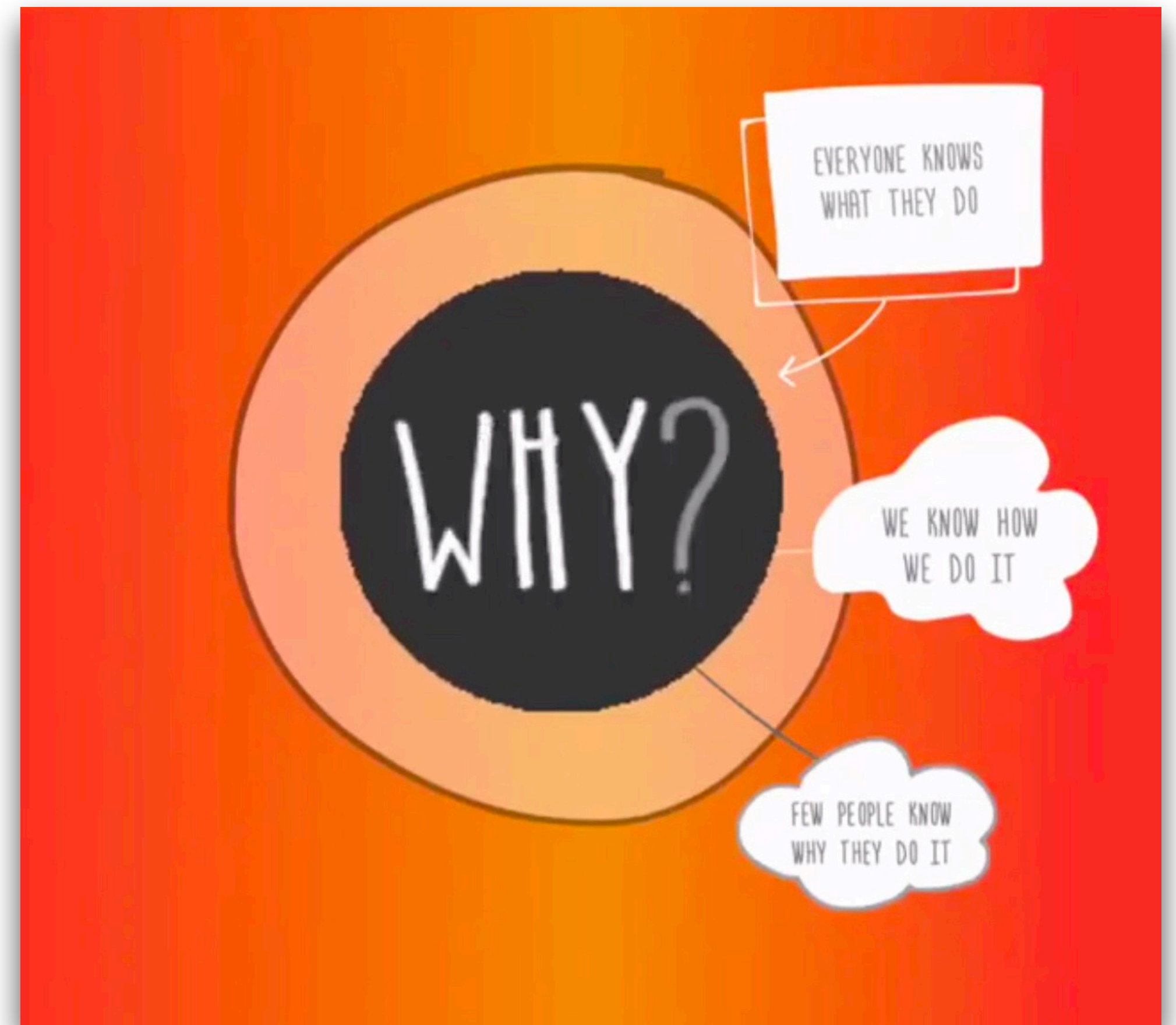
OKRS?
More like **OK** this **Really**
Sucks

***“Never tell people how to do things;
Tell them what you need them to
accomplish and let them surprise you
with their ingenuity.”***

George Patton



Lots of features
Lots of releases
Still
Poor Results



Doing Discovery in Delivery

**“Discovery, by definition means
you don’t know the answer
when you start.”**

Ed Catmull | Co-founder Pixar



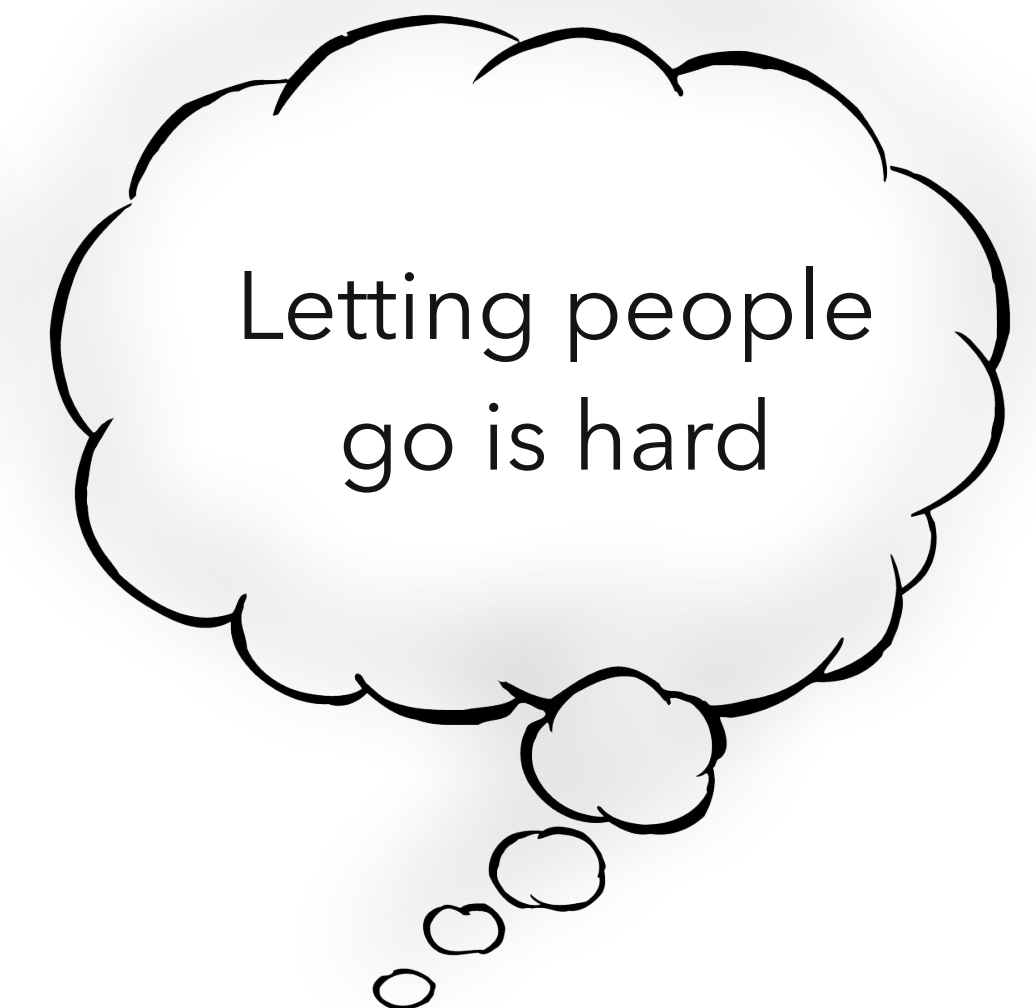
We are in Debt -
Tech Debt



Watermelon Projects



FN
People



SORRY.

***We need to
ReOrg***

...again!



In Empowered organizations,
you don't need less leadership
and management, you need
better leadership and
management.

Marty Cagan



“The hard truth about product leadership is that none of us were prepared well for it”

Transformation Survey (3/3)

1 1 1

What will be the obstacles we have to overcome to work this way?



Transformation Survey (3/3)

1 0 4

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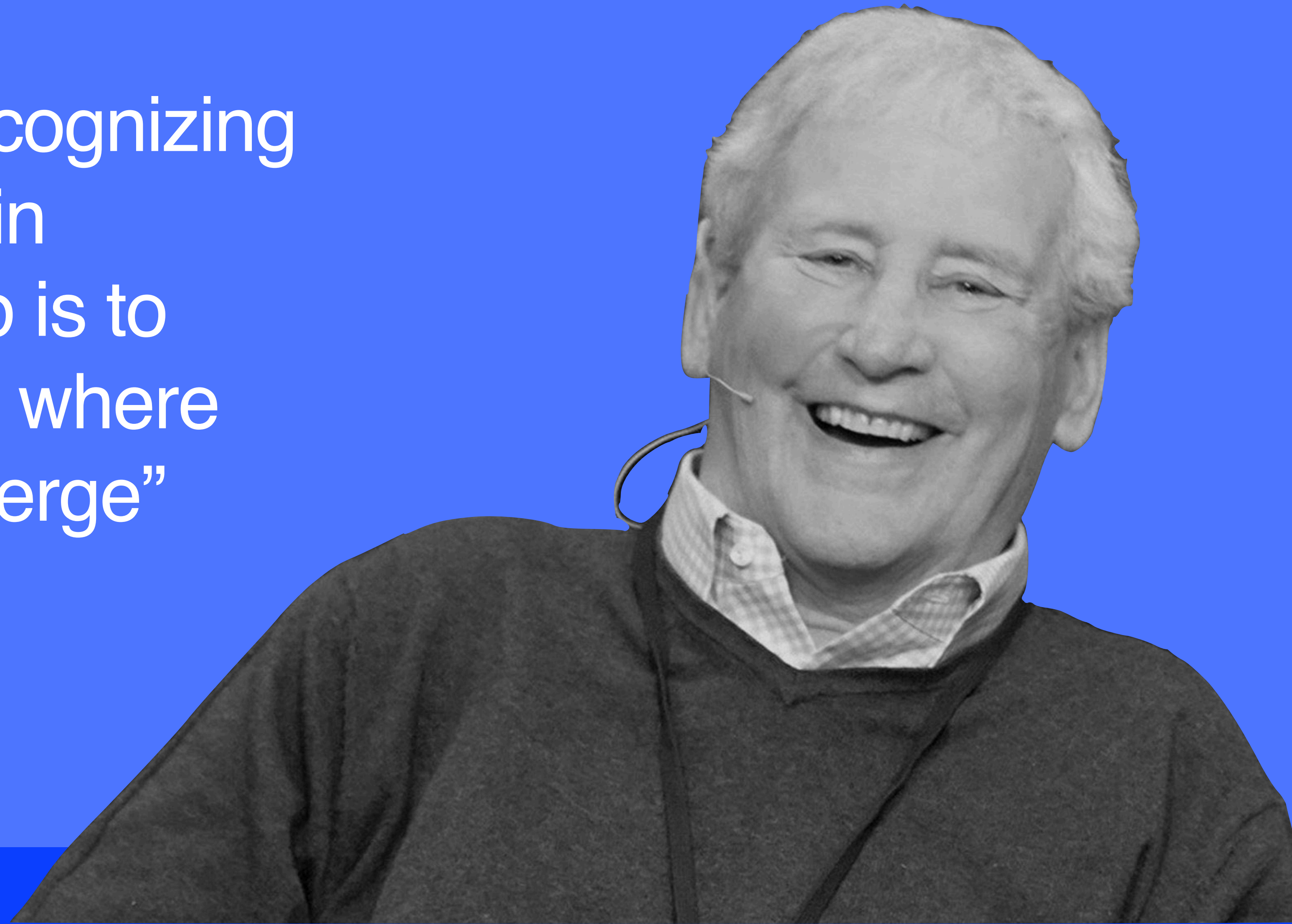


The Role of Leadership

on leadership

“Leadership is about recognizing that there’s greatness in everyone, and your job is to create an environment where that greatness can emerge”

Bill Campbell



the role of leadership

Strategic Context

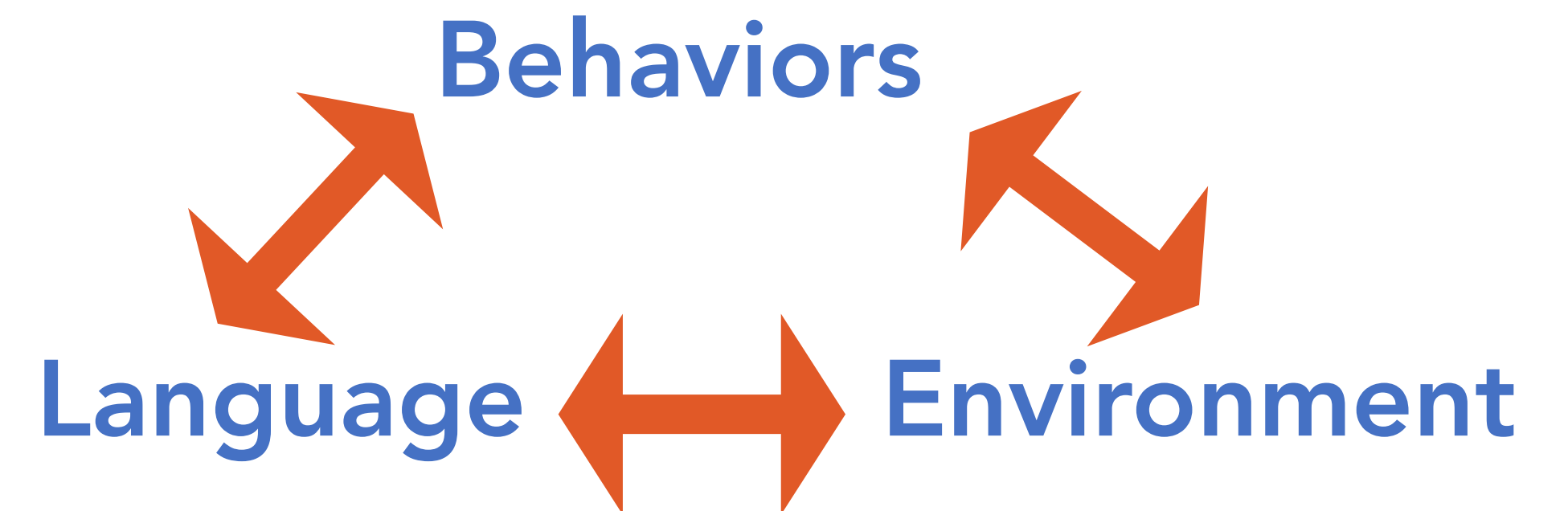
Business Mission / Objectives
Product Vision / Principles
Product Team Scoping
Product Strategy / Priorities

Culture



The relationship between.....

- Employees and management.
- Employees and their jobs/company.
- Employees and other employees.



strategic context



Mission - *Why do we exist?*

Product Vision - *Where are we going now?*

Product Strategy - *What is our chosen path to get there?*

Objectives & Priorities - *What is important right now & how will we measure success?*

strategic context

- Lack of Focus
- Too many priorities
- Lack of Resources
- Lack of Clarity
- Poor Alignment
- Frequent ReOrgs
- Lots of dependencies
- Output over Outcomes
- Tech Debt



- Mission
- Product Vision
- Team Topology
- Product Strategy
- Objectives

on culture

“If we get the culture right,
most of the other stuff will
happen naturally on its own.”

Tony Hsieh



empowered product teams



empowered product teams exist "*to serve our customers, in ways that meet the needs of our business.*"

Product teams are given customer or business *problems to solve*, empowered to *discover, design* and *deliver* a solution to those problems, and are held *accountable* to the results.

Psychological safety

“The presence of fear in an organization is the first sign of weak leadership.”

Timothy Clark



on trust

“The best way to find out if you
can trust somebody is to trust
them.

Ernest Hemingway



The Role of Management

On management

"Leadership serves to inspire people to greater accomplishments, and management exists to motivate them to the objective."

Mike Fisher



the role of management



**Developing people
to and beyond
competency**

Team Objectives



Staffing

- Recruiting
- Interviewing & Hiring
- Onboarding
- Promoting & Terminating
- Retention

elements of management



Staffing



Coaching



Culture




Objectives

on staffing

“I realized I needed to stop designing products in order to start designing a place where good products could happen...I’ve been making teams out of groups of individuals ever since.”

Christina Wodtke

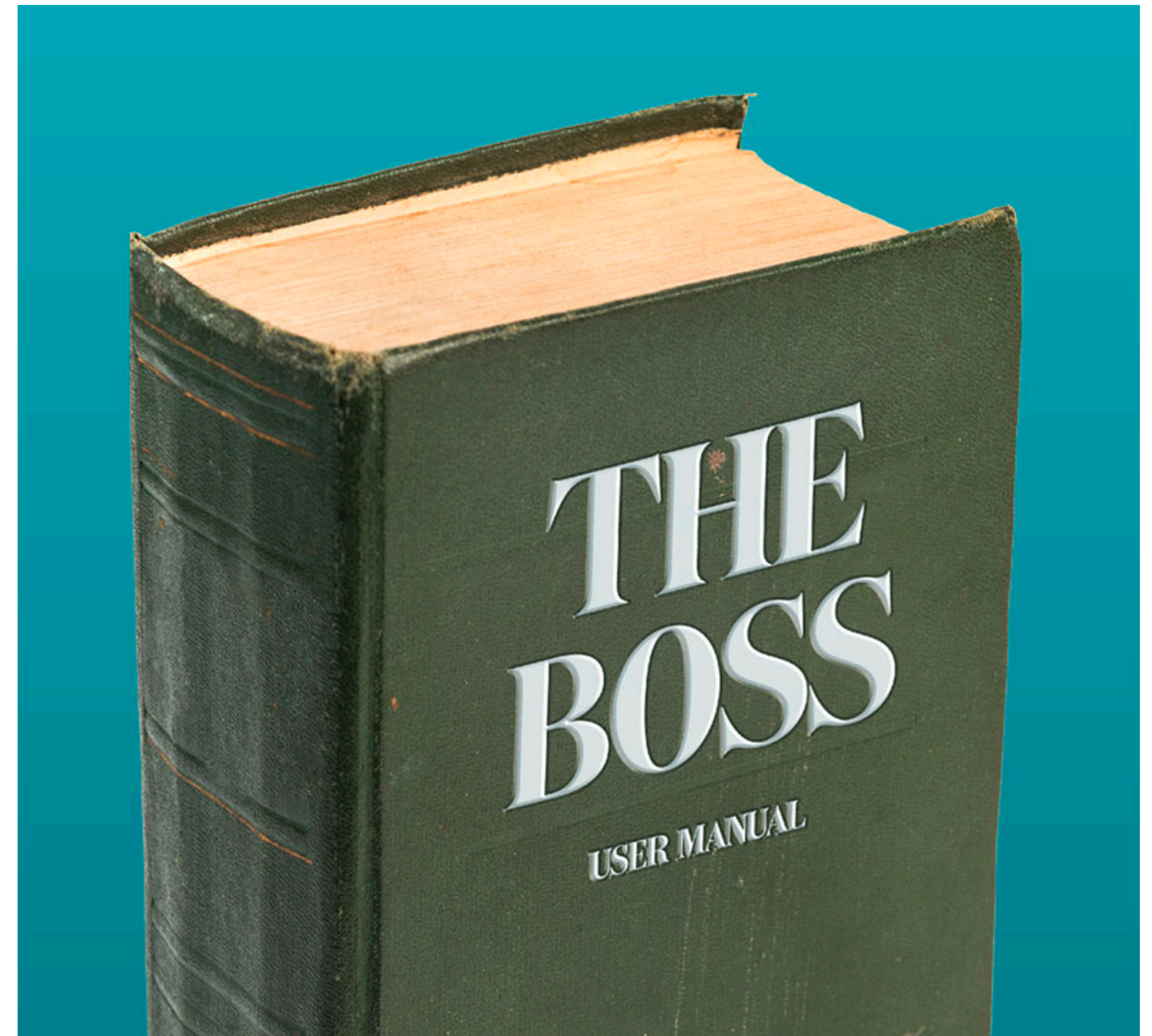




**5 KEY
ACTIONS**

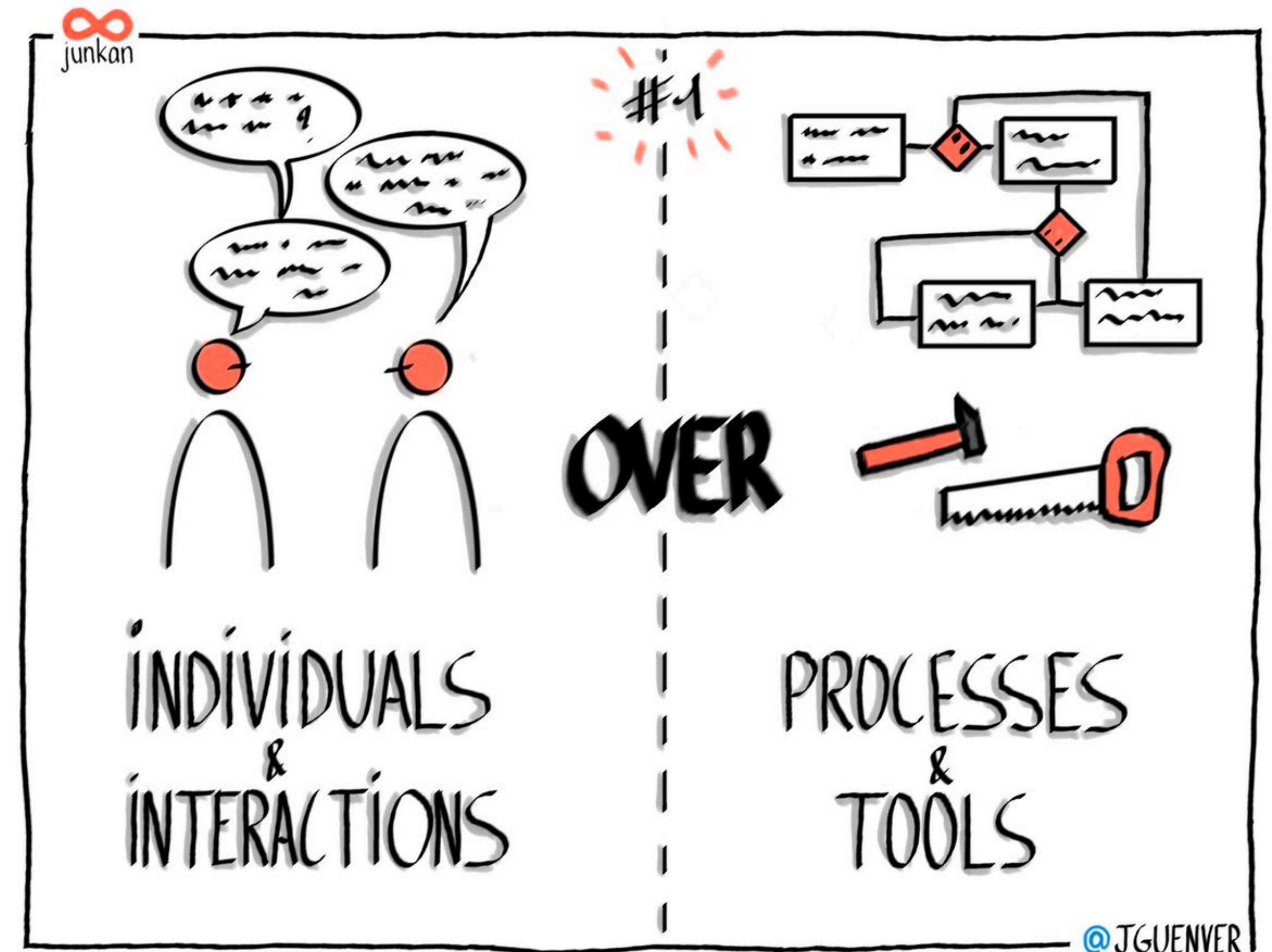
*You can only give what
has been given to you*

Create a user manual
for your boss and give
one to your team



*Do not substitute
good coaching with
process*

Duplicate yourself.
Not what you do.
Have a succession
plan



*If everyday is game time,
when do you practice?*

Create practice and
learning opportunities



*Who really is your team?
Your employees or your
peers?*

Find a peer and share
your strengths and
opportunities.



If you don't know why your team member joined or why they are staying; it will surprise you when they leave.

Pitch your existing employees

214 English reviews out of 228

Sort Popular

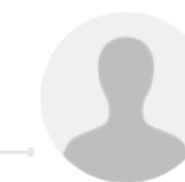
3.3 ★★★★★



Recommend to a Friend



Approve of CEO



Hidden

98 Ratings



Your trust is our top concern, so companies can't alter or remove reviews.



Pros

"Very well and enthusiastic work culture, chance to work with highly professional and highly self motivated leader trainer co founder" (in 31 reviews)

"Work environment and flexible working hours" (in 27 reviews)

Cons

"Work life balance at times can go for a toss" (in 18 reviews)

"Whatever he has learn is Hidden and we know the work culture there" (in 11 reviews)

More Pros and Cons

Here

Featured Review

Hidden

"Good company to work with."

5.0 ★★★★★ Current Employee - BDA in Mumbai

Recommends

Positive Outlook

Approves of CEO

I have been working at Hidden full-time

Pros

Great culture with flat hierarchy.

Cons

A bit disorganized but manageable.



Helpful



“What gets in the way of good work?
There are only two possibilities: The first
is that people don’t know how to do
good work. The second is that they
know how, but they aren’t motivated.”

Andy Grove



“Business Transformation starts with
Personal Transformation”

Thank You!

Stay in touch



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