Once upon a time, there was a Product Manager...
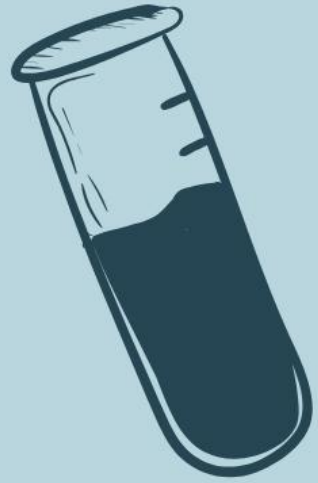
Expectation

Reality

Poor life choices

Don't use discovery to prove your CEO wrong

Just building whatever the CEO says

Doing good product work to at least build it right

Getting fired for not stubbornly not building what the CEO says

Image Credit - Jason Knight

Homepage

Homepage stats

	Total	Desktop	Tablet	Mobile
Page views	44,574	19,547 (43.85%)	2,723 (6.11%)	22,304 (50.04%)
Bounce rate	36.94%	43.07%	28.81%	43.49%
Exit rate	43.87%	44.45%	35	44.38%

Funeral services

Page stats

	Total	Desktop	Tablet	Mobile
Page views	24,622	5,076 (20.62%)	2,115 (8.59%)	17,431 (70.79%)
Bounce rate	84.38%	60.29%	80.97%	87.21%
Exit rate	57.48%	24.15%	50.21%	68.06%

IDEA

H4.1
'Recommended Next Steps' for each element on the Cost Calculator.

HYPOTHESIS

Because we saw: the cost calculator has high engagement, but not many contact CTAs
We believe that: adding relevant CTAs
Will result in: A measurable interaction / increase in conversion and allow users to take the next step

HMW: Turn interest in the cost calculator into a useful interaction for the customer

CUSTOMER SEGMENT

List your Target Users and Segments

At Need

KEY METRIC

List the numbers that tell you how your idea is doing.

KPI: Phone email/enquiries

CTA at the end of the cost calculator - should this be a new form?

SOLUTION

Outline a possible solution for each problem

Re-use existing CTA's for each funeral type (e.g. Direct Crem, Funeral Planner etc)

VALUE (Commercial & Other)

List your sources of revenue.

REACH	IMPACT	CONFIDENCE	EASE	TOTAL
6	7	3	6	756

NEXT STEPS

Build A/B Test Hypothesis

2

Each phase is divided into 3 stages:

Idea Triage	Problem Discovery	Ideation & Solutioning	Prioritised Queue	Sprint Prep	In Sprint	Release Readiness	Release & Post Deploy	Measure

Upstream   **Downstream**   **Release**
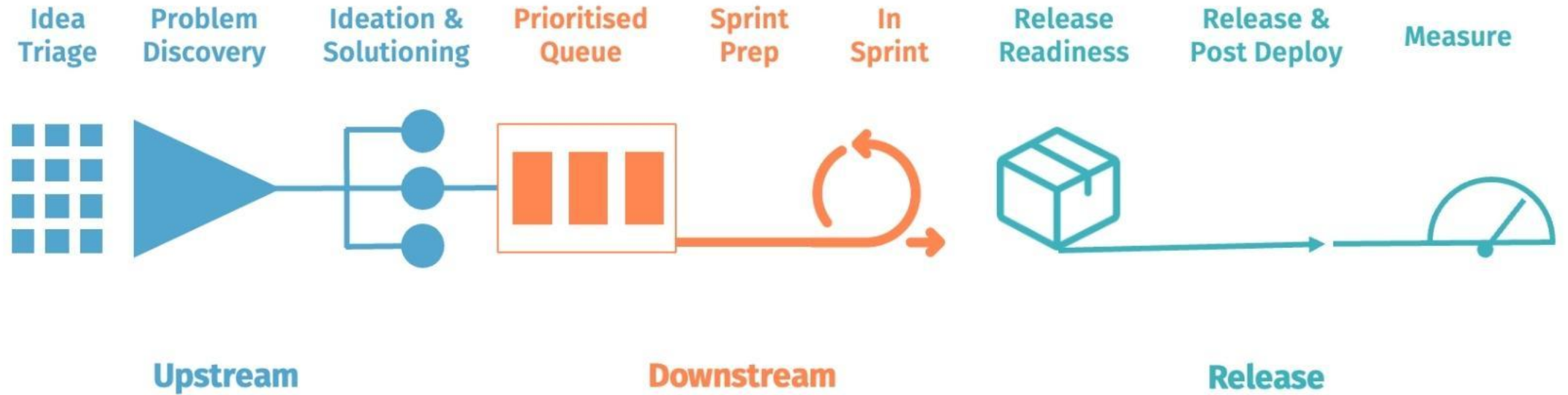
Link to the full process here:

https://miro.com/app/board/uXjVMQlPlmY=/?share_link_id=705881560485

I CAN GO SLOWER IF YOU WANT?

Don't let "product" be a blocker

2

Flip your comms

3

When you're not in a relationship but you're having relationship problems.
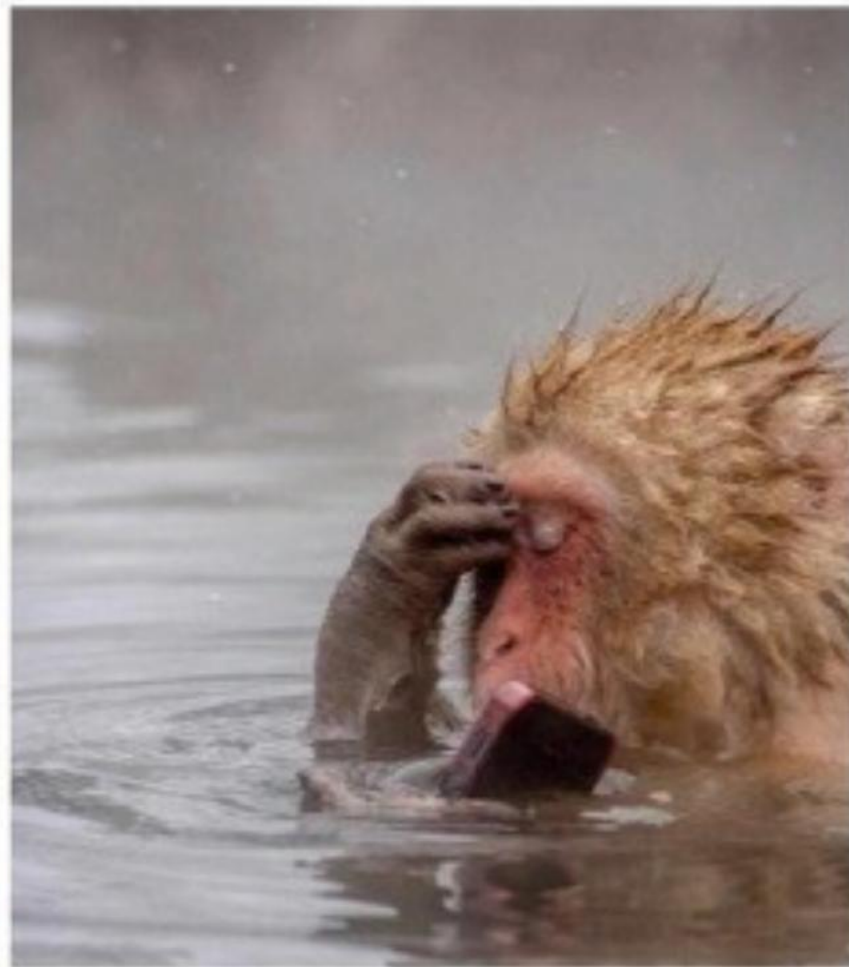
Manage your stakeholder bank balance

3

4

1 Don't use discovery to proove your CEO wrong

2 Don't let "product" be a blocker

3 Manage your stakeholder bank balance

4 Introduce change incrementally & iteratively

5

6

7

Stakeholder empathy mapping

What is their goal within FNC?
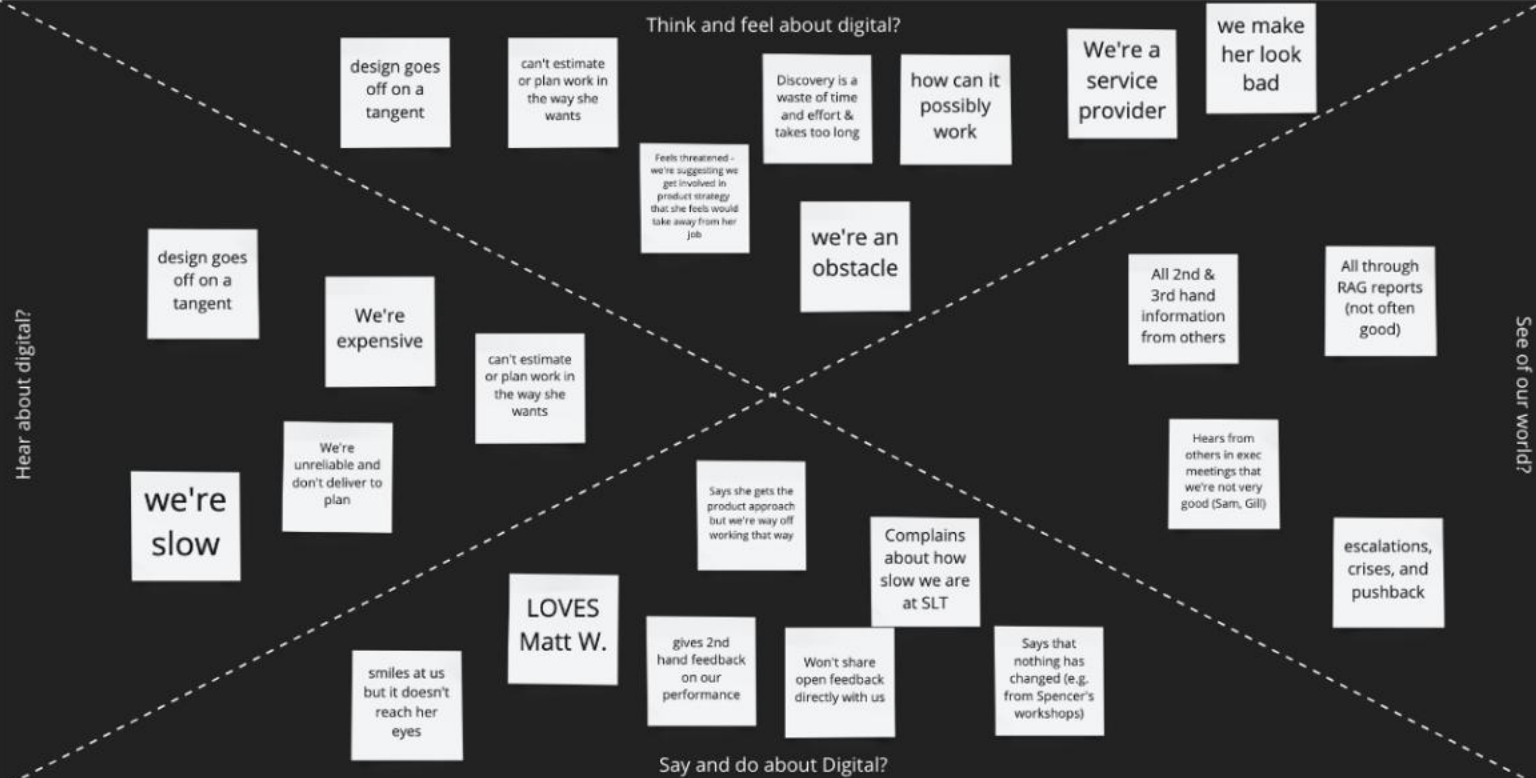She looks like she is making deliver happen, in control and on plan. Keen to impress Sam

what do they like (what makes them human)?

- Has two new (ish) kittens
- Worked with Gill at ShopDirect

Hear about digital?

Think and feel about digital?

- design goes off on a tangent
- can't estimate or plan work in the way she wants
- Discovery is a waste of time and effort & takes too long
- how can it possibly work
- We're a service provider
- we make her look bad
- Feels threatened - we're suggesting we get involved in product strategy that she feels would take away from her job
- we're an obstacle
- design goes off on a tangent
- We're expensive
- can't estimate or plan work in the way she wants
- We're unreliable and don't deliver to plan
- we're slow
- Says she gets the product approach but we're way off working that way
- Complains about how slow we are at SLT
- All 2nd & 3rd hand information from others
- All through RAG reports (not often good)
- Hears from others in exec meetings that we're not very good (Sam, Gill)
- escalations, crises, and pushback
- LOVES Matt W.
- smiles at us but it doesn't reach her eyes
- gives 2nd hand feedback on our performance
- Won't share open feedback directly with us
- Says that nothing has changed (e.g. from Spencer's workshops)

See of our world?

Say and do about Digital?

Jobs - what jobs can we help this person with?

- Reporting
- Progress on delivery
- Defining the most valuable things we should be working on
- Make sure we're aligned to her portfolio plan

Pain - what is it about our way of working that cause pain?

- we don't fit on a plan (when we're at our best)
- we ask for justifications and measurement instead of figuring out how to get it done
- Is uncomfortable with others having more knowledge than her
- We ask difficult questions about value that she can't answer - makes her feel inadequate & asking her to challenge her bosses
- Finding stuff out about one thing whilst we're working on a another
- Discovery is too far down her/the current process (how work comes to us)
- Our way of working isn't locked in

Gain - what could they gain from our work they don't know it yet?

- more time to do different work
- safe and easy change
- not needing to rely on KPMG
- Deliver valuable things that really make an impact to the business
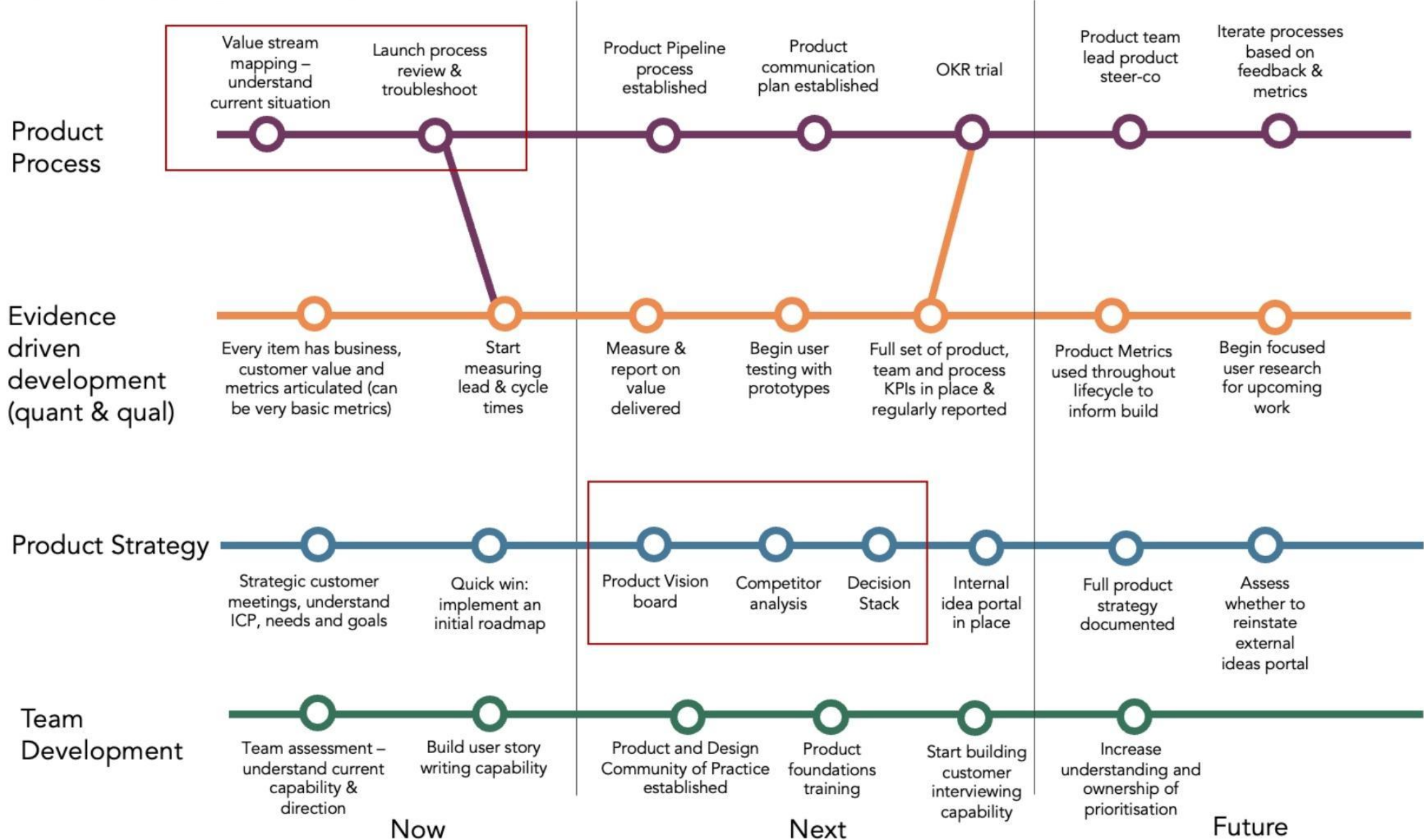- everything we do is open and transparent

What do they value?

- Professionalism
- Hierachy & not challenging others / being challenged
- Talks corporate/biz language
- How she appears to others

Who influences them?

- Her leadership - Gill, Sam
- I bet Claire Carroll (I don't know this, it's an educated guess)

Product Function Growth Plan

Product Process

- Value stream mapping – understand current situation
- Launch process review & troubleshoot
- Product Pipeline process established
- Product communication plan established
- OKR trial
- Product team lead product steer-co
- Iterate processes based on feedback & metrics

Evidence driven development (quant & qual)

- Every item has business, customer value and metrics articulated (can be very basic metrics)
- Start measuring lead & cycle times
- Measure & report on value delivered
- Begin user testing with prototypes
- Full set of product, team and process KPIs in place & regularly reported
- Product Metrics used throughout lifecycle to inform build
- Begin focused user research for upcoming work

Product Strategy

- Strategic customer meetings, understand ICP, needs and goals
- Quick win: implement an initial roadmap
- Product Vision board
- Competitor analysis
- Decision Stack
- Internal idea portal in place
- Full product strategy documented
- Assess whether to reinstate external ideas portal

Team Development

- Team assessment – understand current capability & direction
- Build user story writing capability
- Product and Design Community of Practice established
- Product foundations training
- Start building customer interviewing capability
- Increase understanding and ownership of prioritisation

Now   Next   Future

Introduce change incrementally and iteratively

4

Feature ROI metrics - a good starting point for outcomes

Feature	Cost	Outcome Delivered
Personalised recommendations	£108,000	£1.4m rev (projected)
Screen-reader support	£25,000	WCAG AA compliance - essential for healthcare market
Optimised mobile experience	£73,000	12% reduction in support desk queries (£45k p.a. equivalent)

5

Fine, we'll compromise.

I'll get my wish, and you'll find a way to be okay with it.

Deal?

someecards
user card

Ideas at the conference vs. Getting back to work

6

Be prepared for a sudden shift

6

SWAG Strategy

What is the change you want to see in the world?

What can you do that no one else can do?

What are the 2-4 most important themes of work?

For each pillar, what are the obvious things we should build?

1. Mission

3. Superpowers

5. Pillars

7. Roadmap

2. Users

4. Vision

6. Impact

Who are you building for? What do they need?

What does the future look like?

How will working on these things help you reach your objective?

Credit: Hustle Badger

7

Put on your own oxygen mask

Self-reflection questions

- **What were my wins this month? What's gone well? What made me successful?**

- **What did I learn recently? Am I applying it?**

- **What am I spending my time / energy on that isn't worthy?**

- **What and who frustrates or challenges me? Which of my core needs may feel threatened?**

- **How did I look after my wellness this month? Was it enough?**

Smart outcome PMs...

Don't use discovery to proove your CEO wrong

Manage your stakeholder bank balance

Don't let "product" be a blocker

Introduce change incrementally & iteratively

Don't drown in dogma

Prepare for sudden shifts

Put your own oxygen mask on first

Feedback

Holly Donohue

PRODUCT REBEL