

# AGILE 2022

JULY 18-22

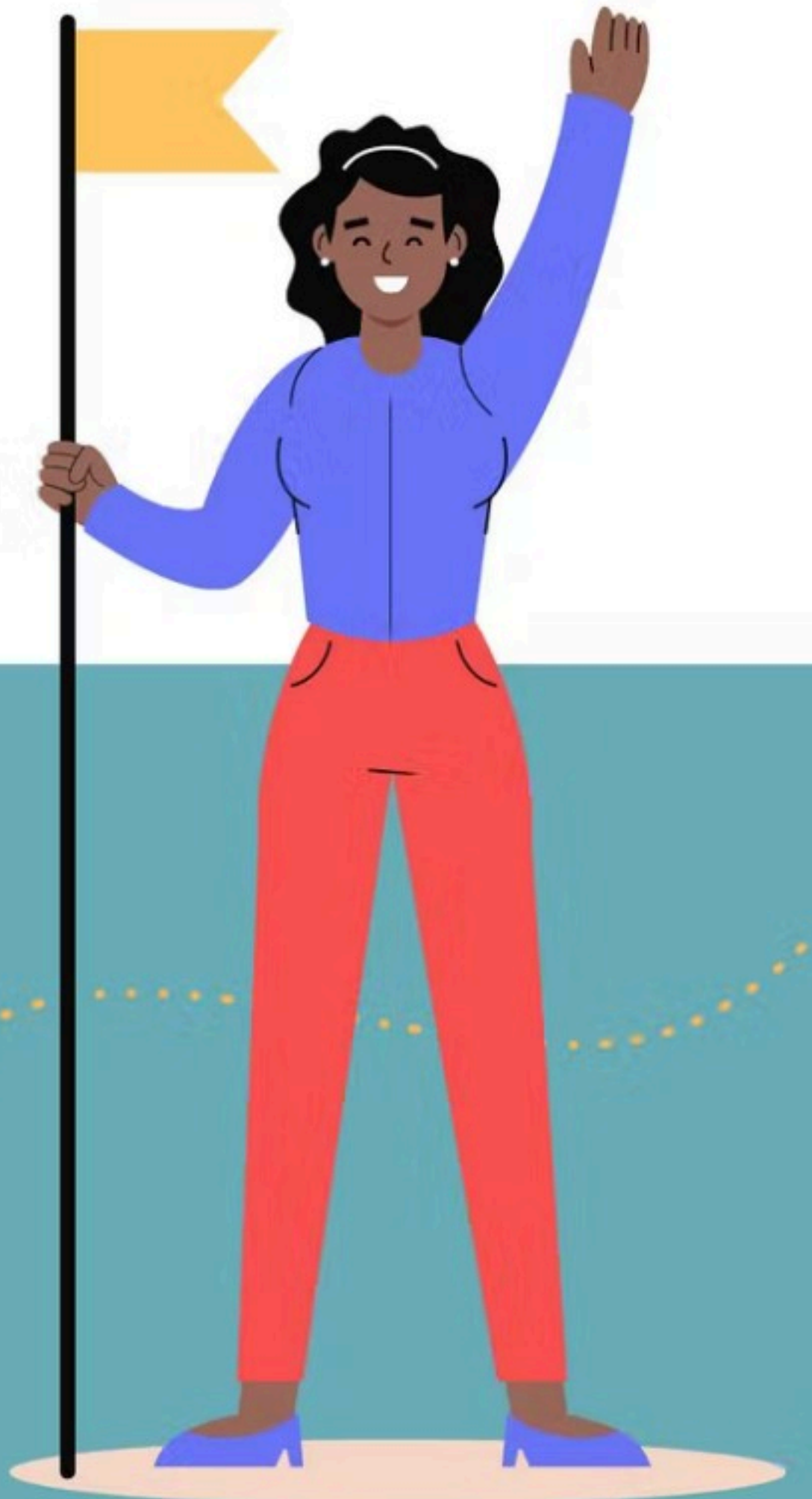
## NASHVILLE





# Six Stances of Product

# Leadership





# About Us



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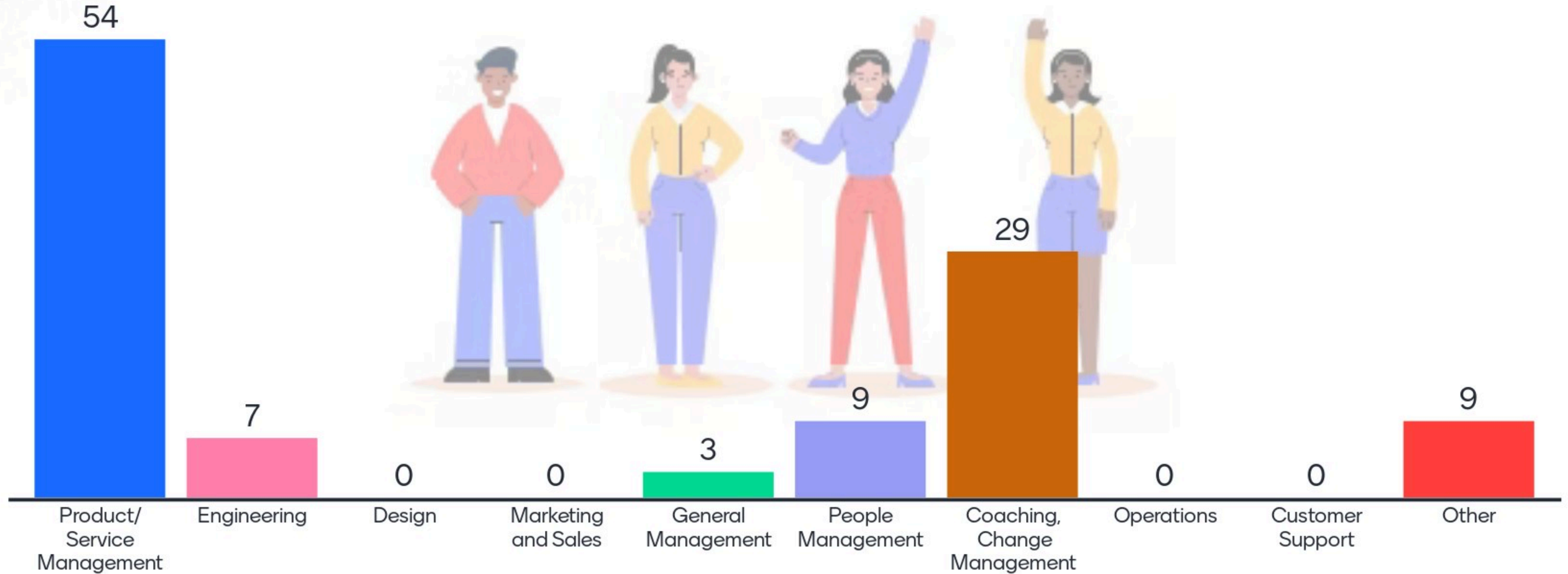
# About You



Who is with us today?

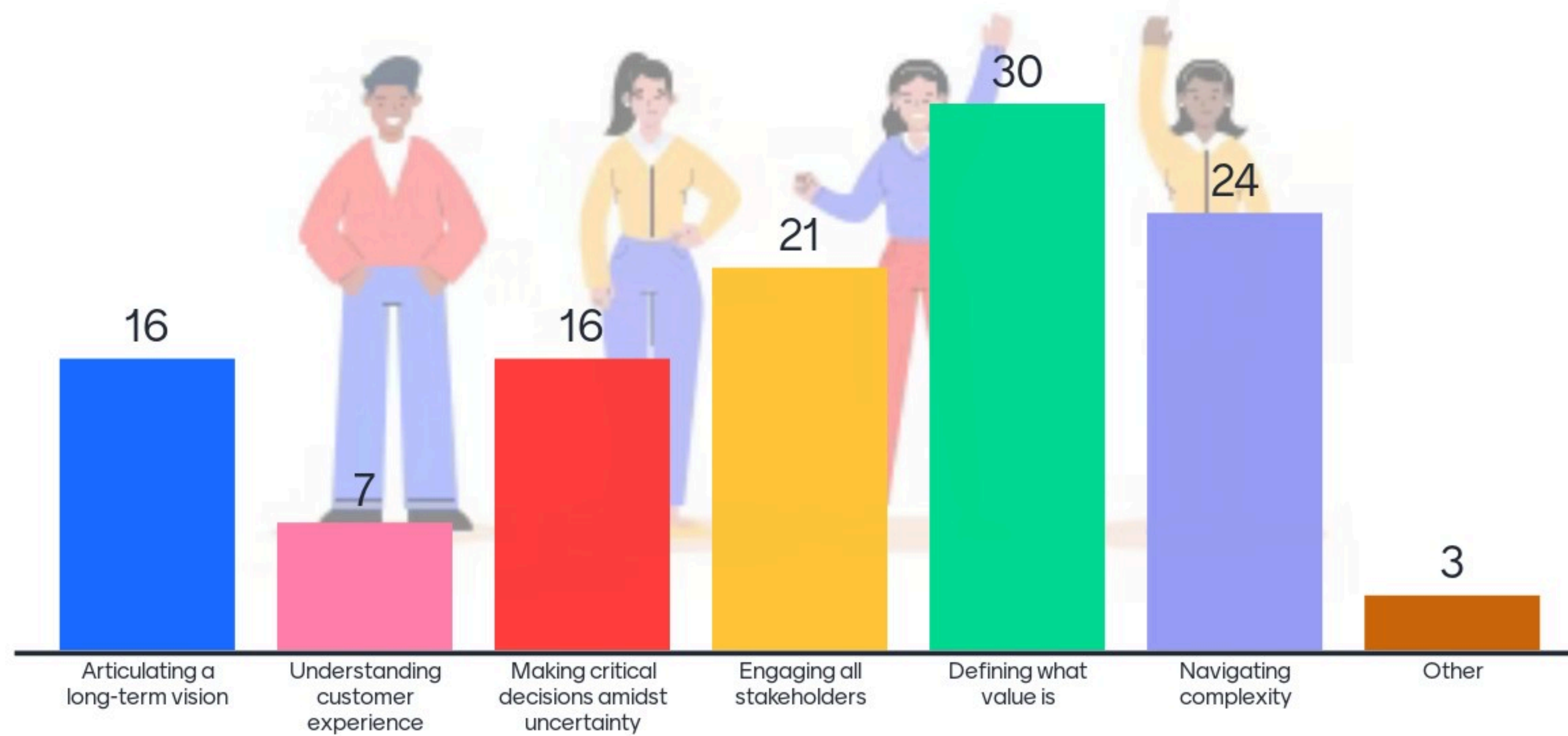


# What is your professional background?





# What is your top challenge with product leadership?





# Agenda

01

Product  
Leadership

02

6 Stances  
Overview

03

Characteristics  
And Areas of Focus

04

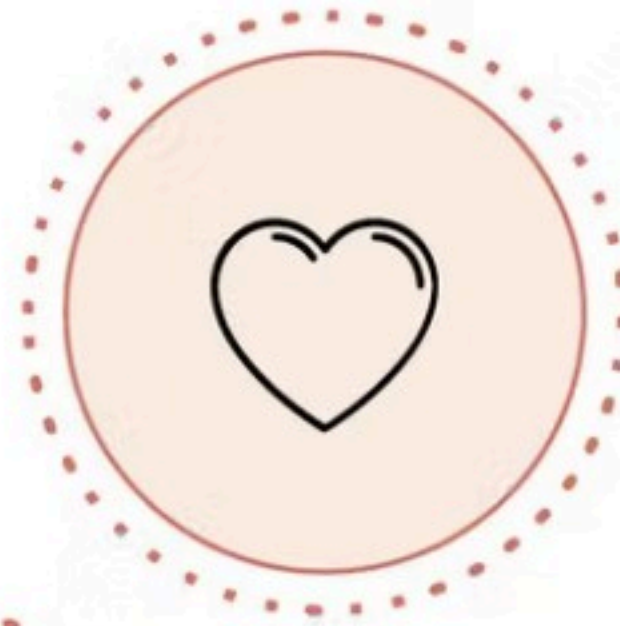
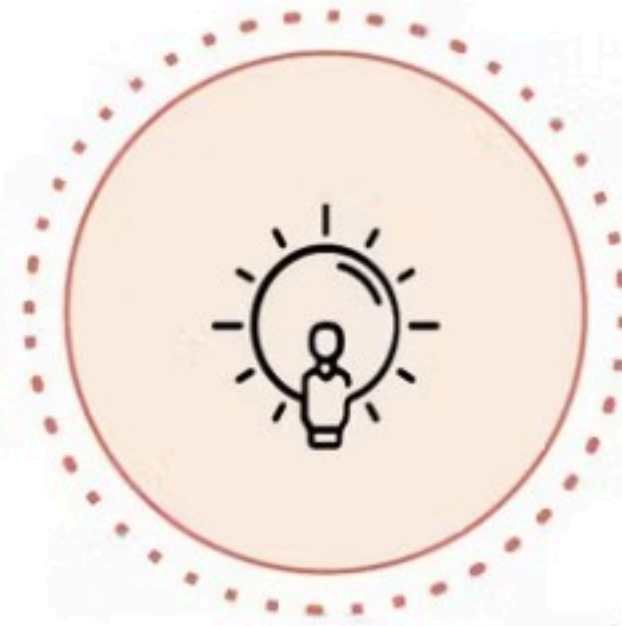
Synergies And  
Tensions



# Product Leadership

## Competence

Product expertise,  
industry knowledge,  
product development  
experience...



## Connection

Empathy,  
understanding,  
meaningful  
interactions...



## Collaboration

Communication, co-  
creation, engagement  
and contribution...













# Visionary

## Characteristics



Empowering

Dreamy

Charismatic

Convicted

Passionate

Imaginative

Inspiring

Futuristic

Innovative

Long-term oriented

Courageous

Entrepreneurial

Convincing







# Strategist



## Characteristics

- Calculating
- Pragmatic
- Decisive
- Analytical
- Informed
- Steady
- Data-driven
- Objective
- Consistent
- Organized
- Observant
- Prepared







# Systems Thinker

## Characteristics

Complex thinker

Cross-cutting

Holistic

Systematic

Detail-oriented

Visual

Connecting

Questioning

Sense maker

Impact-focused

Pattern detector

Diagnostic

Modeler

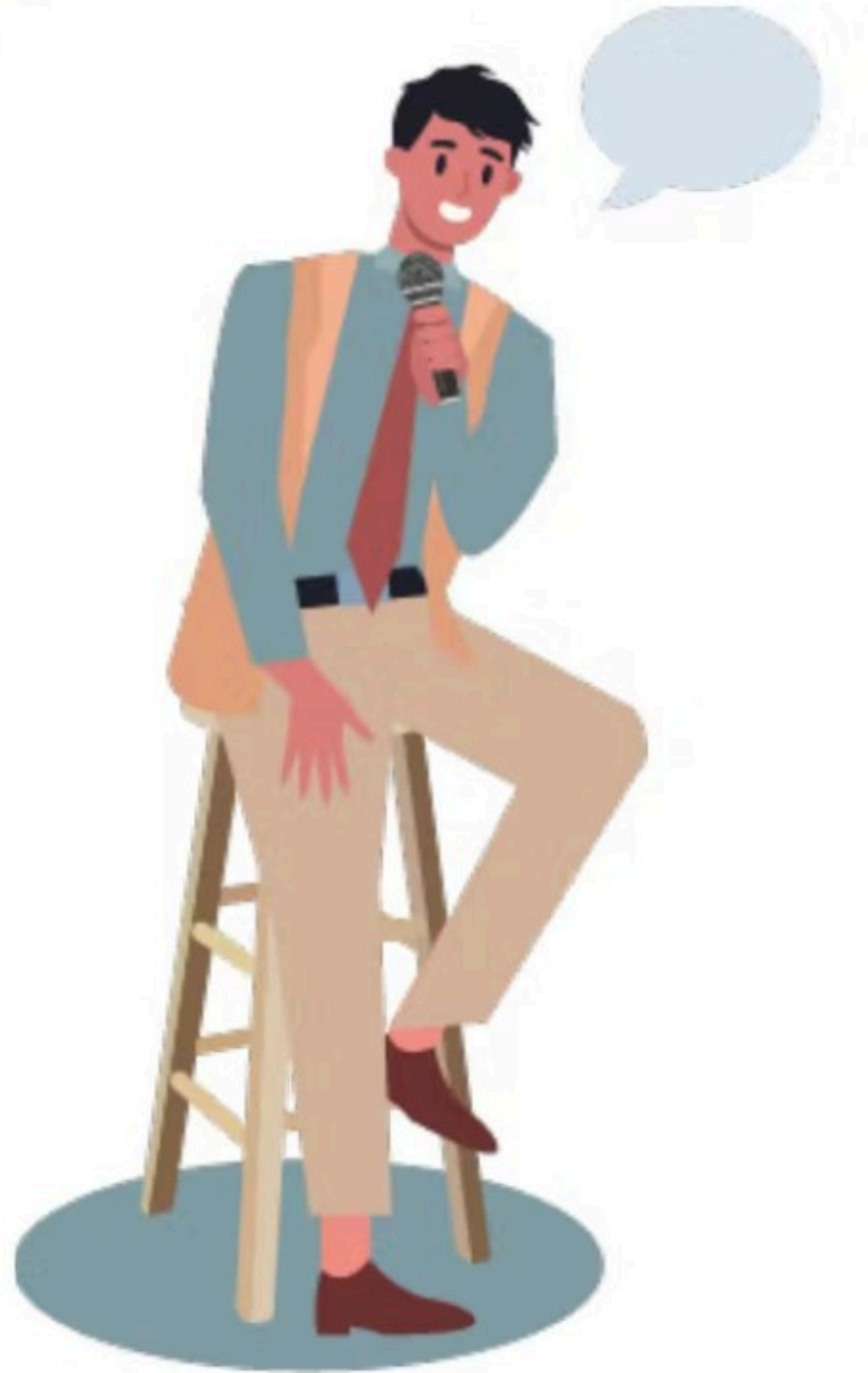








# Storyteller



## Characteristics

Insightful

Interpretive

Dramatic

Attuned

Engaging

Persuasive

Articulate

Creative

Accessible

Expressive

Motivating

Captivating

Word painter







# Characteristics Customer Advocate

- Listener
- Committed
- Curious
- Empathetic
- Trusted
- Supportive
- Activist
- Caring
- Feedback-driven
- Compassionate
- Open-minded
- User-focused





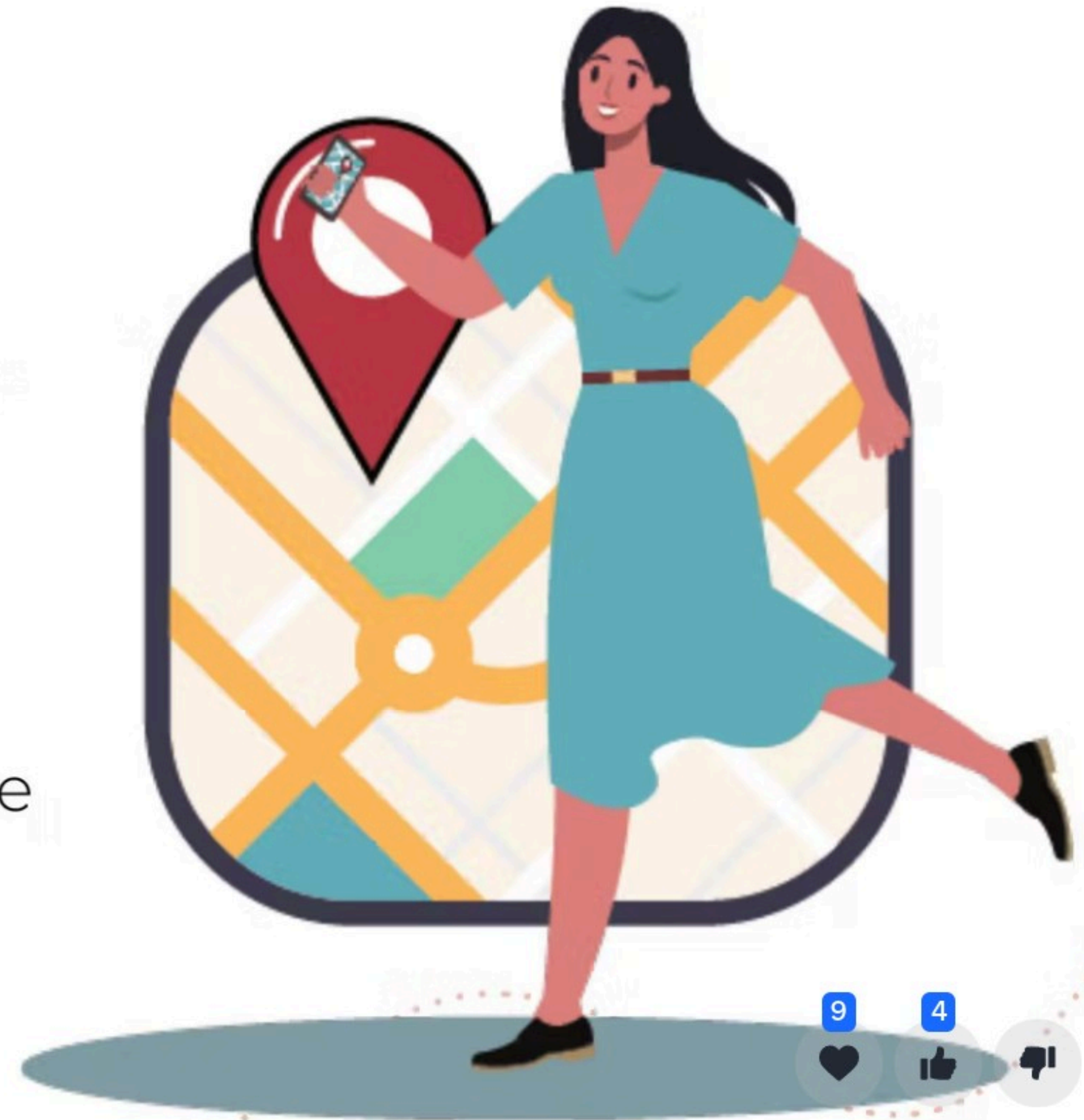




# Value Navigator™

## Characteristics

- Negotiator
- Practical
- Mobilizing
- Tactical
- Adaptable
- Opportunistic
- Optimizer
- Hands-on
- Pivoting
- Discerning
- Aware
- Responsive
- Short-term focused







3 1



# I look for patterns in the environment



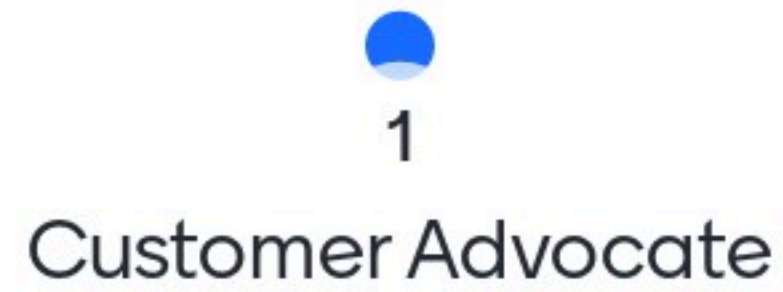
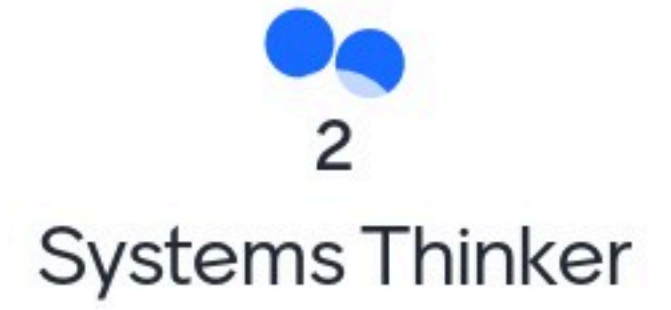


# I enable data to reveal its meaning





# I look beyond the edges of the known





# I find ways to shorten the feedback loop

0  
Visionary

10  
Strategist

7  
Systems Thinker

4  
Storyteller

52  
Customer Advocate

22  
Value Navigator



# I anticipate trade-offs





# I walk the extra mile for my clients

0  
Visionary

2  
Strategist

1  
Systems Thinker

0  
Storyteller

91  
Customer Advocate

0  
Value Navigator



# Visionary

## Focus Areas

- What if...?
- How far can we go here?
- What vision will transform the world of our users?
- How can I help them see what I see?
- ...





# Strategist

## Focus Areas



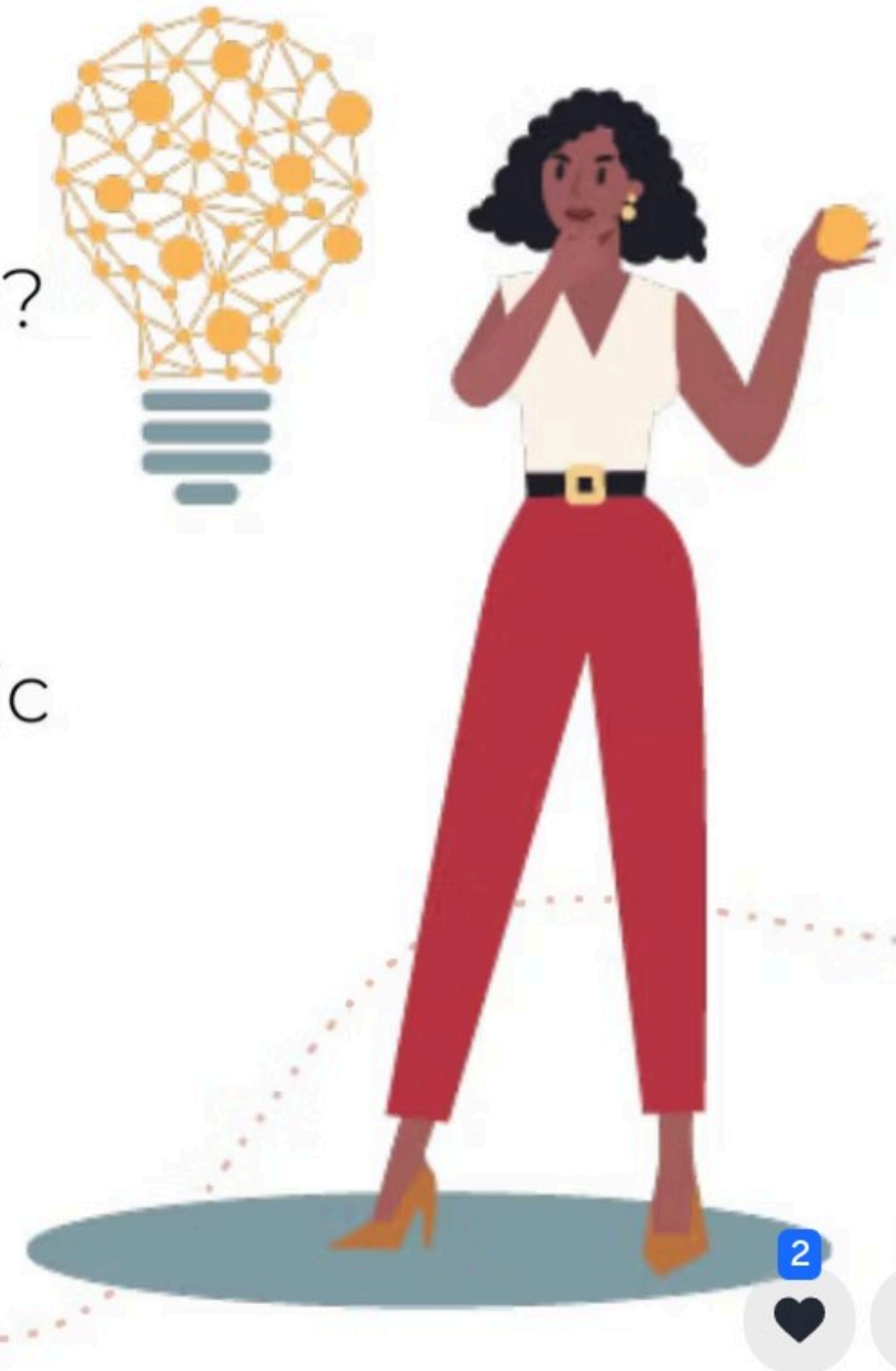
- What are our options?
- What are key risks and mitigation actions?
- What is the biggest bang for the buck?
- What are the trends and their impact on the probability of success?
- ...



# Systems Thinker

## Focus Areas

- What is the cascading effect of this decision?
- What are the points of leverage to mobilize the ecosystem?
- Are our choices aligned with each other?
- What data do we have/need to take a holistic view?
- ...

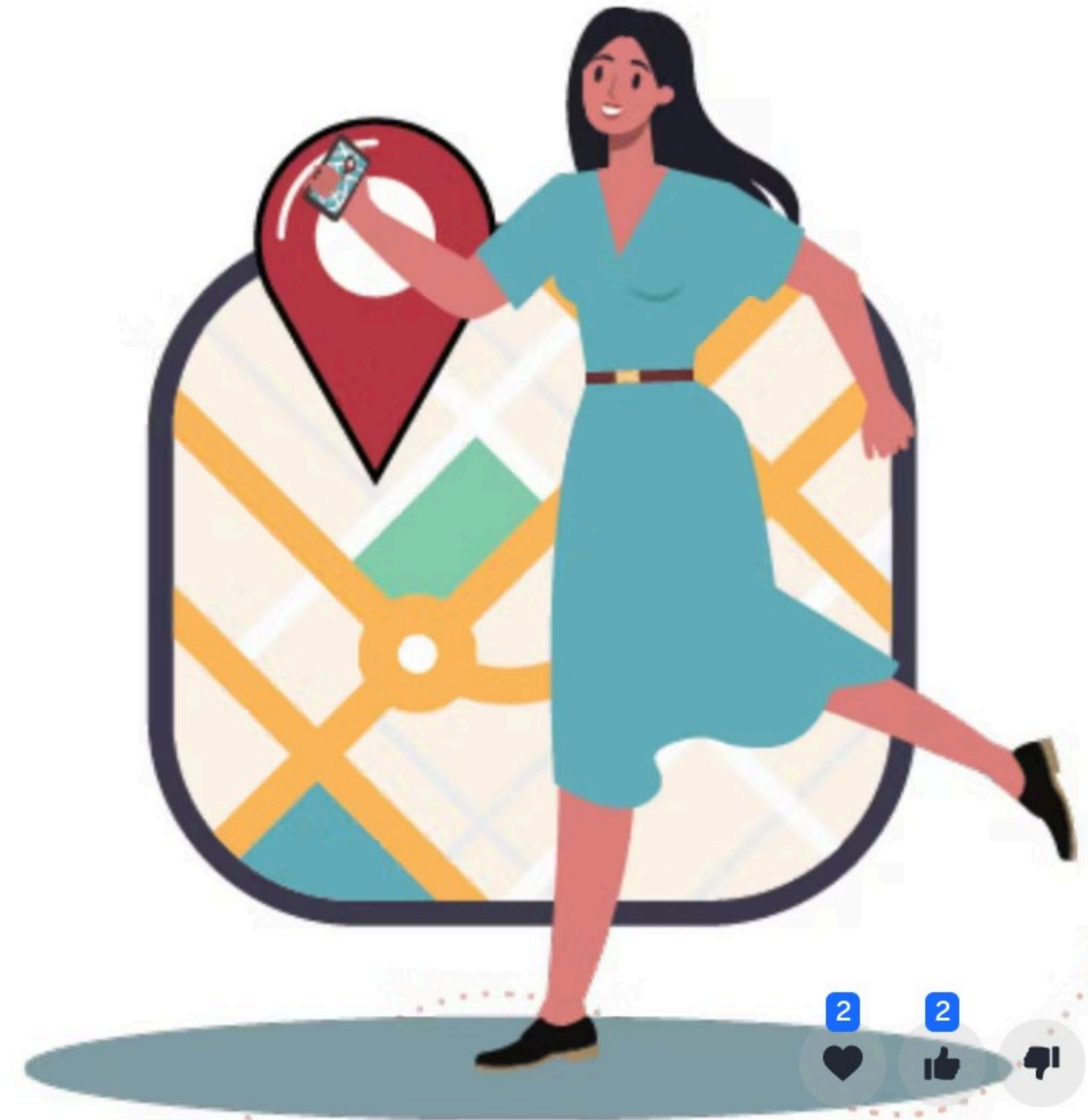




# Value Navigator™

## Focus Areas

- How can we learn faster?
- How are we engaging in continuous value discovery?
- What does value mean for us in this context?
- How do we adjust the plan based on what we know now?
- ...





# Customer Advocate

## Focus Areas

- What are the pain points of our customers?
- How do I stay connected with our users?
- How do we know that we are solving our customers' problems?
- What can I do to enable my team in getting to know our customers?
- ...



4

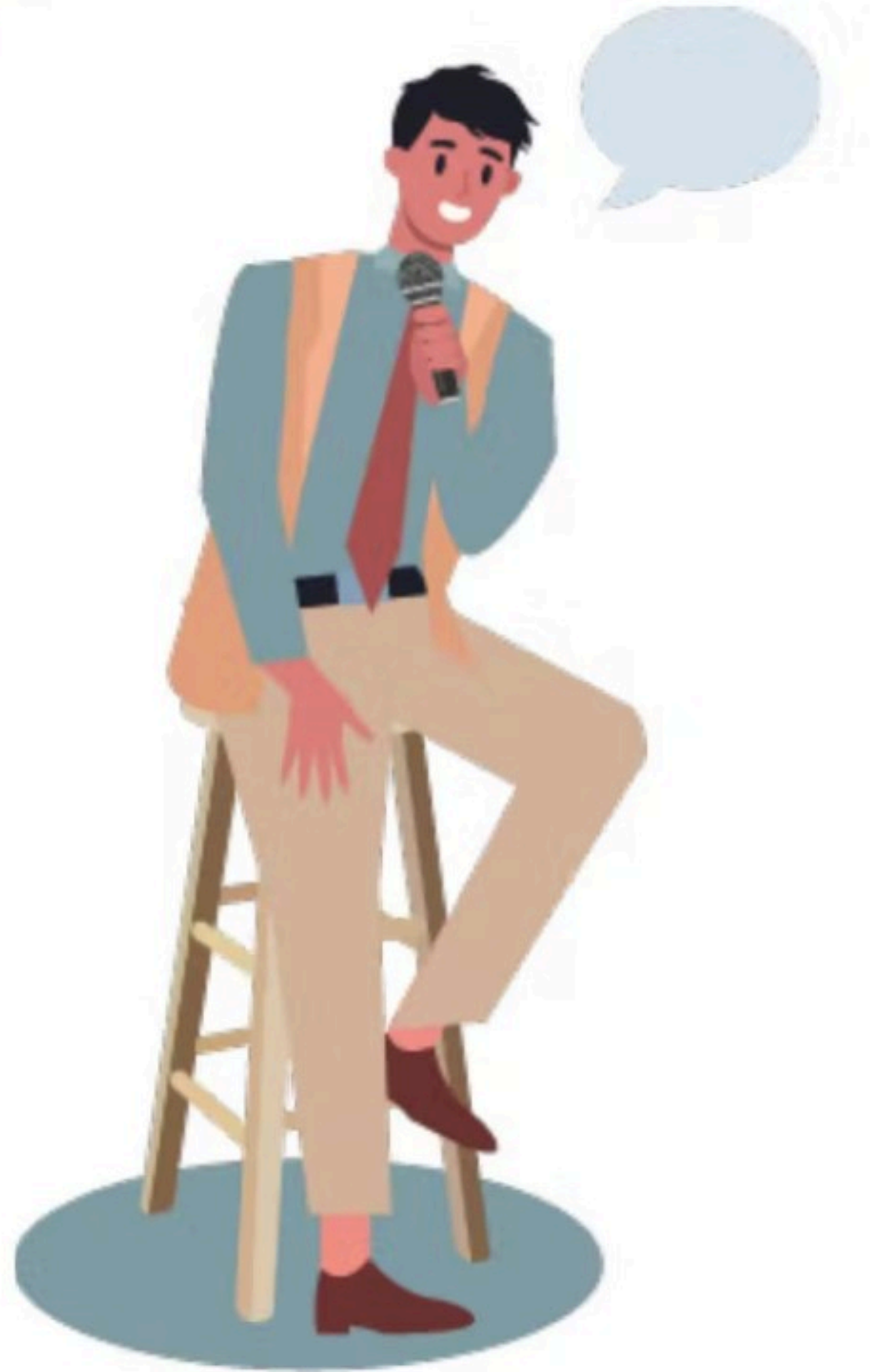


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# Storyteller



## Focus Areas

- How do I express my ideas in a way that fully lands and resonates with all stakeholders?
- What do I need to emphasize to get my point across?
- What metaphor or imagery applies here?
- What information do others need to know?
- ...







# What is your go-to stance?















# Synergies



- Resilient and compelling vision
- Grounded assessment of potential
- Powerful invitation
- Inspired alignment
- Creative game plan





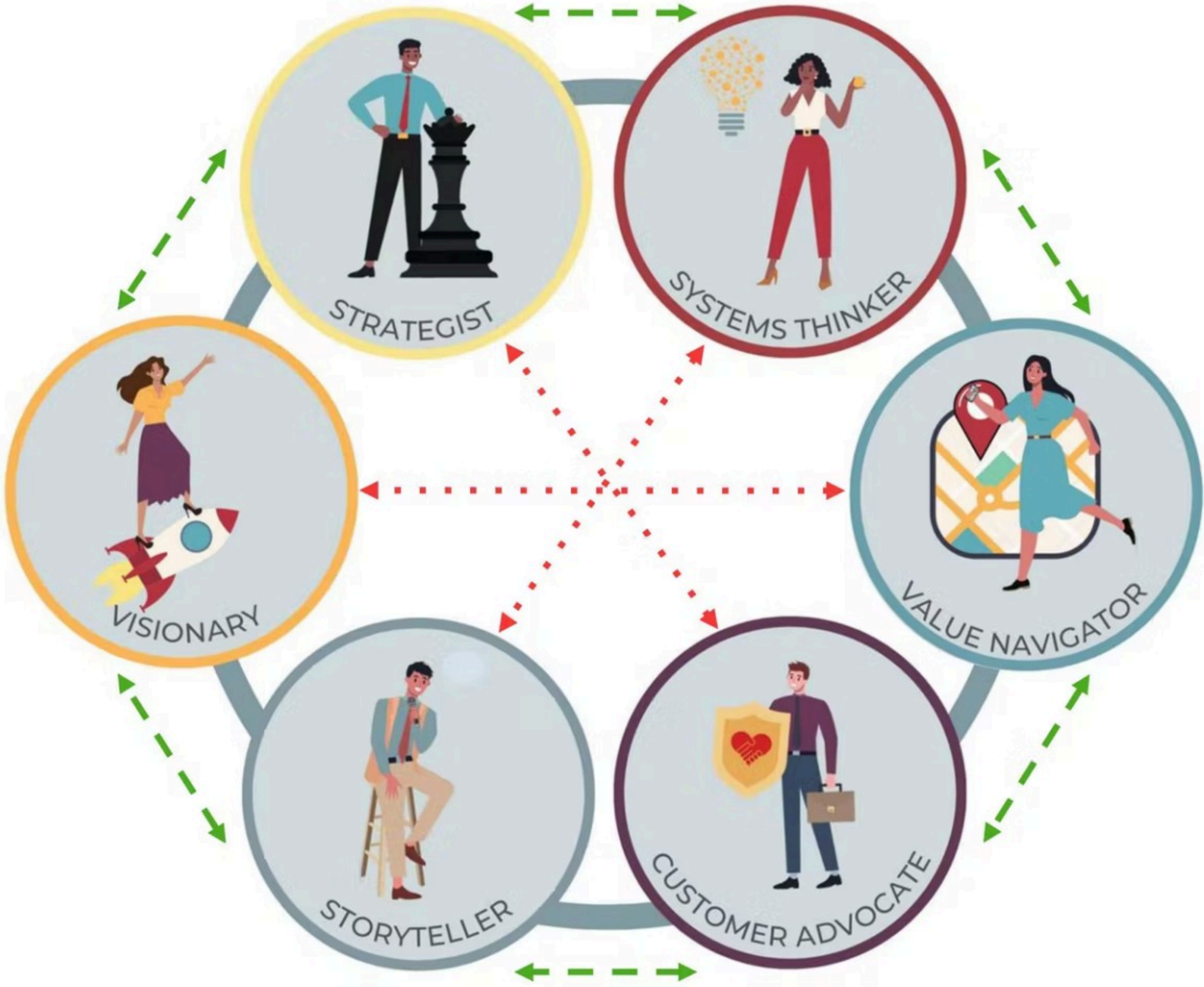
# Synergies



- Customer-centric value delivery
- Qualitative and quantitative evidence
- Inclusive emergent design
- Feasible and desirable solutions
- Thoughtful product pivots







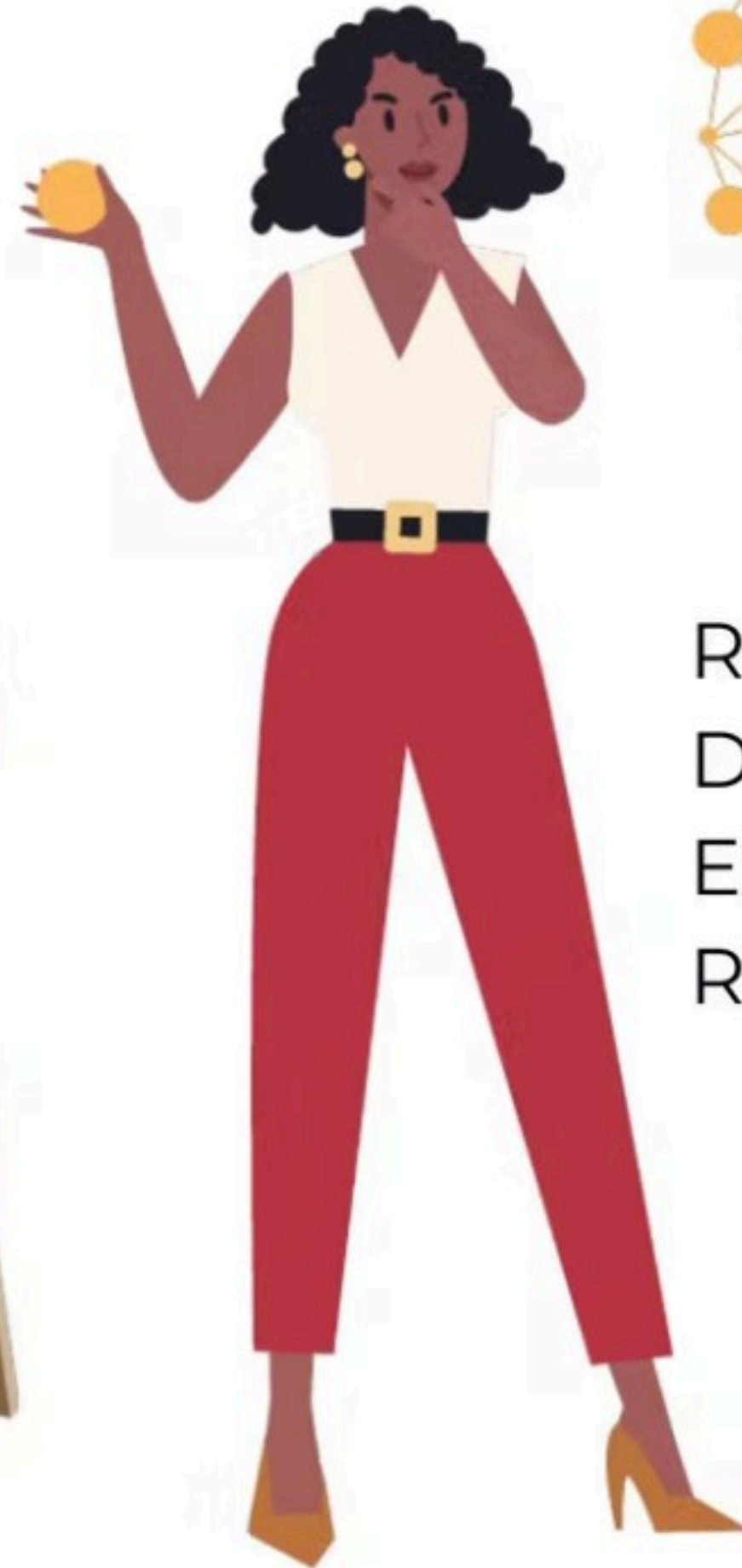


# Tensions



- Evoking emotion
- Offering insightful metaphors
- Anchoring key messages
- Inviting audience in

**STORYTELLER**

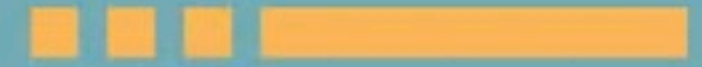


- Rationalizing data
- Detecting patterns and abnormalities
- Exploring interrelated dynamics
- Reflecting evolving ecosystems

**SYSTEMS THINKER**



# Tensions



Competing and winning  
Taking calculated risks  
Evaluating trends  
Generating options



**STRATEGIST**



**CUSTOMER ADVOCATE**

Co-creating and delighting  
Championing user needs  
Eliciting feedback  
Nurturing relationships









# We want to hear from you



What is your key takeaway from the Six Stances of Product Leadership™?



# What is your key takeaway from the Six Stances of Product Leadership?

Can't be everything all the time.

Better understanding of my team

Unscientific

Need to think about the size of my shadow

I'm uncertain what I do with said information

Product Leaders need to wear many hats.

The six stances may not just represent people but actual teams in a program office.

Balance and insight. How I am as a PM and how to harmonize these different qualities.

Stances I may want to develop or lean into



# What is your key takeaway from the Six Stances of Product Leadership?

Figure out how to use it pragmatic in Daily work.

Push and pull

The dependency of one stance on another

You can't be great at all aspects of Product Leadership.

Understand others' points of view and how we can work collaboratively.

This is like DiSC for Product Leadership. Really interesting what's you've created with this.

Unpacking how one person tackles with all these stances

A better understanding of product leadership

The variety of qualities and stances necessary for a good PO, sometimes polarity



# What is your key takeaway from the Six Stances of Product Leadership?

How the stances interact and how tension can form

Continue to multitask

The shadows are important to identify and avoid

Visionary, storyteller, strategist seem to align to Product Strategy, and the other three align to Product Deliver

Be aware of stances and which you tend to favor

Appreciate the differences

Requires a broad skill set. Need to surround self with depth because no one can be great at all

This session opened up my eyes to the complexities of my role.

Multiple ways to approach things but helpful to categorize stances



# What is your key takeaway from the Six Stances of Product Leadership?

Product leadership is complex and I gained new appreciation for product leaders!

I'm a customer advocate to a fault and clash with strategists regularly. This was a great exercise for self awareness.

To remember that it's natural to have conflicts and tensions within the stances..

Love the synergy vs conflict

6stances :)

Better understanding of strengths and areas of opportunity

I was able to realize who I am as a product leader.

Being more cognisant of the different stances a product leader can leverage

This provides a great foundation I can use for my team's professional development and growth.



# What is your key takeaway from the Six Stances of Product Leadership?

Product Managers are more layered than I ever considered

The importance of including diversity of stances in a team

Why I might clash with a different person

There is a lot of overlap and grey in these stances. I appreciate acknowledging the nuances and not putting people in one "bucket"

Product leadership is hard - balancing these approaches in the right scenarios can help enable more success.

I ate way too much a lunch

Understanding of the dichotomy of the PL types and how they play together on my teams

Relationship between Stances/ roles of leadership

When do you take which stance? Does product leadership require all 6 stances within a PM role or as long as you have these competences or stances within the product organisation?



# What is your key takeaway from the Six Stances of Product Leadership?

Balancing all 6 is not easy

My stance vs the stance(s) I need to improve in

Focus on synergies that are a natural fit

Tensions and synergies between stances

Synergy is important... Characteristics of all stances are important for success.

It allows to many perspectives to be considered.

The stances are an interesting way to understand team dynamics. I'll be interested to see how we can apply it to our team

Must be aware of all stances in order to determine what is motivating you at that moment

Problems can be solved by all kinds of leadership perspectives and problem solving types



# What is your key takeaway from the Six Stances of Product Leadership?

Make better connections with other types of thinkers

Knowing and supporting the team. Be personable

Product teams are made up of diverse individuals with their own strengths. Utilizing those strengths and collaboration is critical to the success of the team.

Better understanding the difference between the Six Stances

Success requires you to pull from all six stances.

Thoughts on how it fits with hoffstades coltural compas...

Great framework to understand strengths & weaknesses of product people so we can lean in & support them to achieve success.

I felt like you ladies were using us to gather metrics and data. I was expecting more teaching less data gathering

A product mgr has many roles and interesting qualities that interconnect. The product manager is powerful and influential.



# What is your key takeaway from the Six Stances of Product Leadership?

The synergies between the stances And the characteristics of the stances

Can one person master all of these skills

Success requires you to pull from all six stances.

The product team has their hands full. Give them the benefit of the doubt.



# Thank you!



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