Agile ORLANDO 2023

JULY 24–28

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Holly Bielawa

Why Product Coaching is hard

What We'll Do Today

- Intros
- Coaching Defined
- Product Definition
- Measuring product success
- Intro to Product Thinking
- Product Thinking Statements and OKRs
- Tools for Product Thinking

Poll

About Holly Bielawa

- **Tech Founder** - Inc. Web Award 2000
- **Inventor** – Patented Glucose Meter Design
- **Coach of the Year**: Great Lakes Entrepreneur Quest
- **Director of Agile Business**, TD Ameritrade
- **Global Product Transformation Lead**, Bloomberg
- **Head of Product Coaching and Consulting**
  - We help organizations focus and Product Thinking by helping internal stakeholders influence change
    - Product Thinking for Agile Coaches
    - Product Discovery and Design Thinking
    - Embedded Product Coaching
    - OKR and Product Team Jumpstarts
    - Organizational Change Management

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MENLO innovations

INSPIRED

EMPOWERED

Scrum Alliance CSPO CERTIFIED

Prosci CERTIFIED Change Practitioner

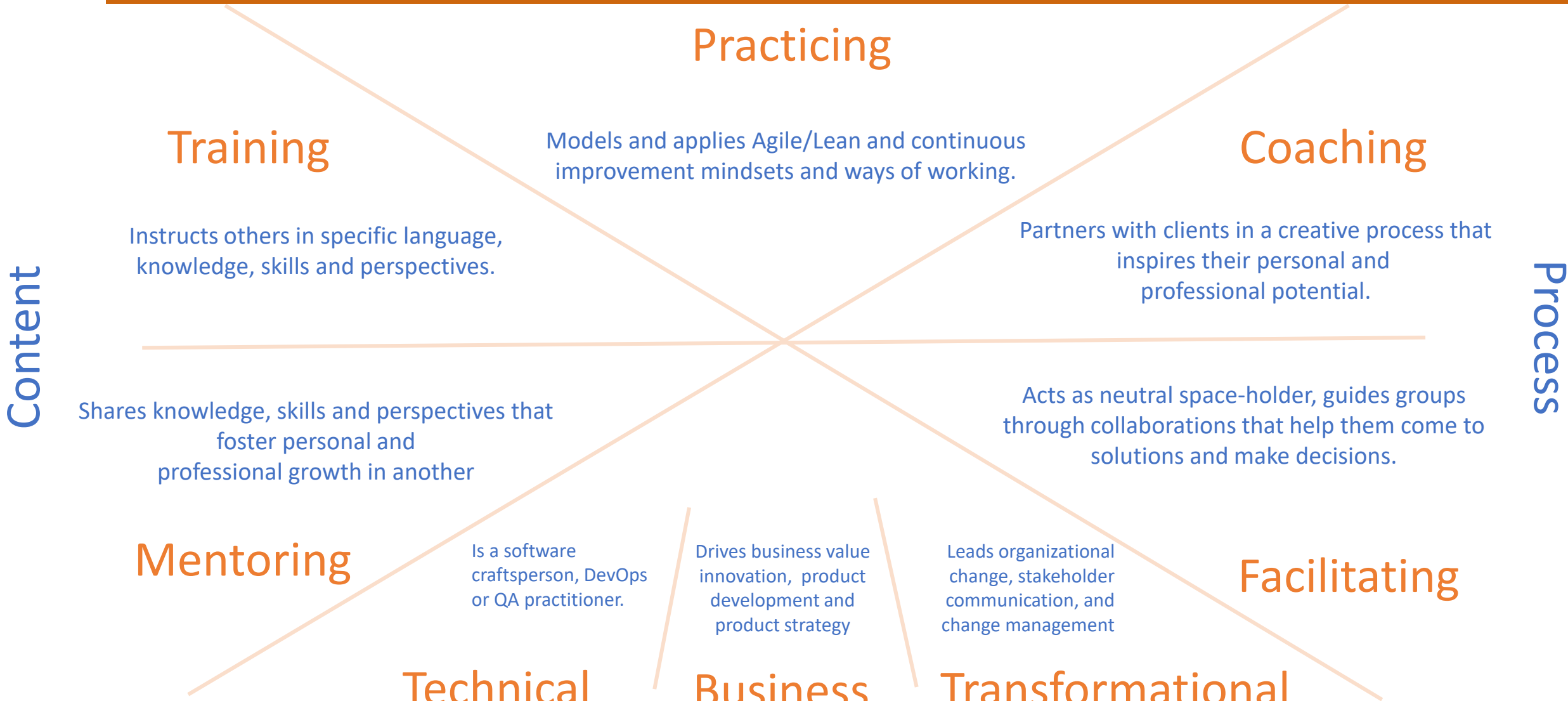
AHF

POPM SAFe

LPM SAFe

SPC SAFe

Coaching is a group of Competencies



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Credit: Philiy Lander

Product, “Product,” Product?

Activity

At your table:

Agree on a definition of “Product” (Google won’t help you)

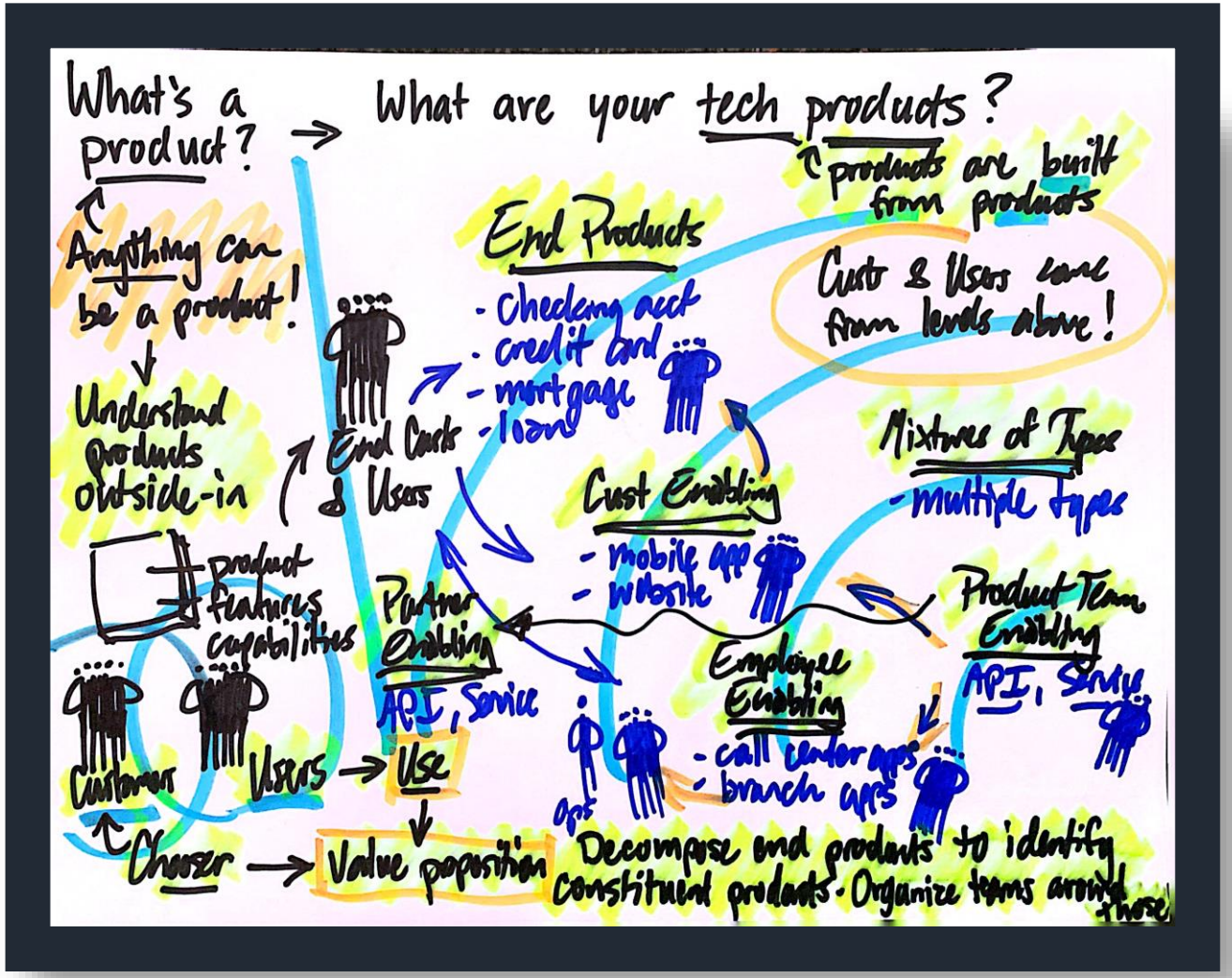
1. By yourself: Write your definition on a post-it (2 minutes)
2. As a table: Each person share your definition and agree on a definition for the table (10 minutes)|

Be ready to share with the room

The Product Landscape

- **End Products** – Customers/Users
- **Partner-Enabling Products** – APIs and Services
- **Customer-Enabling Products** – Self-service, website, mobile
- **Employee-Enabling Products** – Customer service, Workflow, Expense
- **Product Team-Enabling Products** – Data stores/dashboards
- **Combination Products –** by security or workflow

Most organizations are not agreed on, organized around, or are sometimes even aware of their product landscape!



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Activity #2: Product Success

Activity

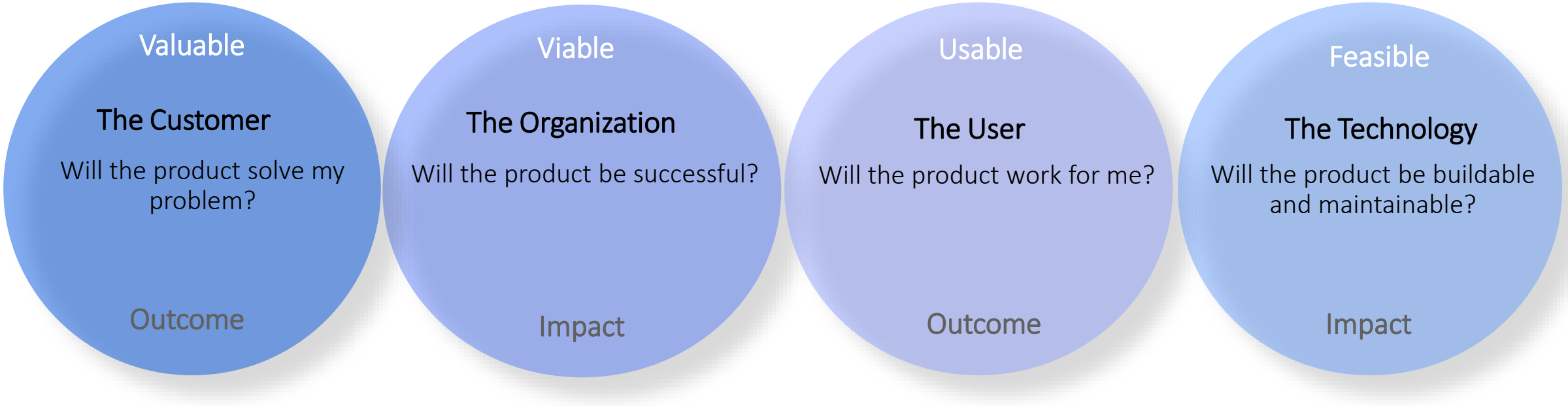
Types of product and how you measure success

1. By yourself: Given what you know now, what kind of products does your organization have? (2 minutes)
2. As a table: By product type, pick one product type and list how your organizations measure product success (10 minutes)

Be ready to share with the room

What Product Coaches are Coaching

Product Thinking = Success



By focusing us on these 4 areas, Product Thinking works regardless of product type

The Language of Product Thinking

An **output** is a measure of what **needs** to be done to achieve a measurable **outcome** that will result in an **impact** for your organization

Product Thinking Statements – Using Outcomes and Impacts

We believe that if we **(Output)** the user will **(Outcome),** and the Customer will **(Outcome)** resulting in **(Impact)**.

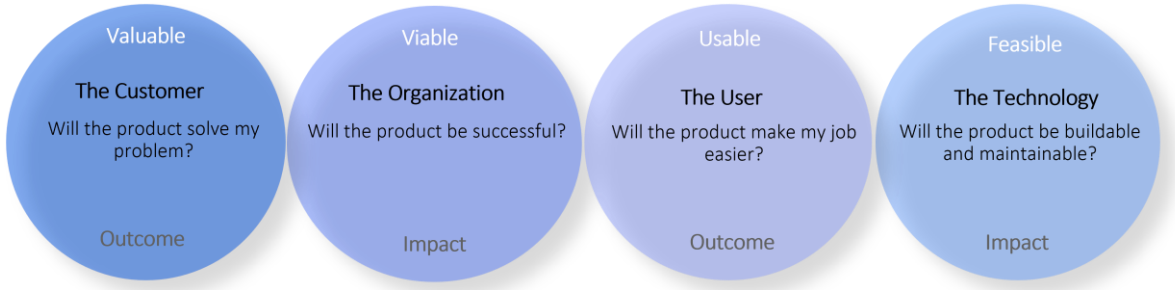
Where is the OKR?

Amazon Example:

We believe that if we add a "Buy Now" capability, users will buy more products and vendors will sell more, resulting in increased vendor fee revenue of 20%.

Financial Company Example:

We believe that if we provide credit scores to customer service reps, they will be able to assess risk for clients so low-risk clients will begin trading immediately, resulting in increased trading through the platform by 10%



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Activity #3: Write Your Product Thinking Statement

Activity

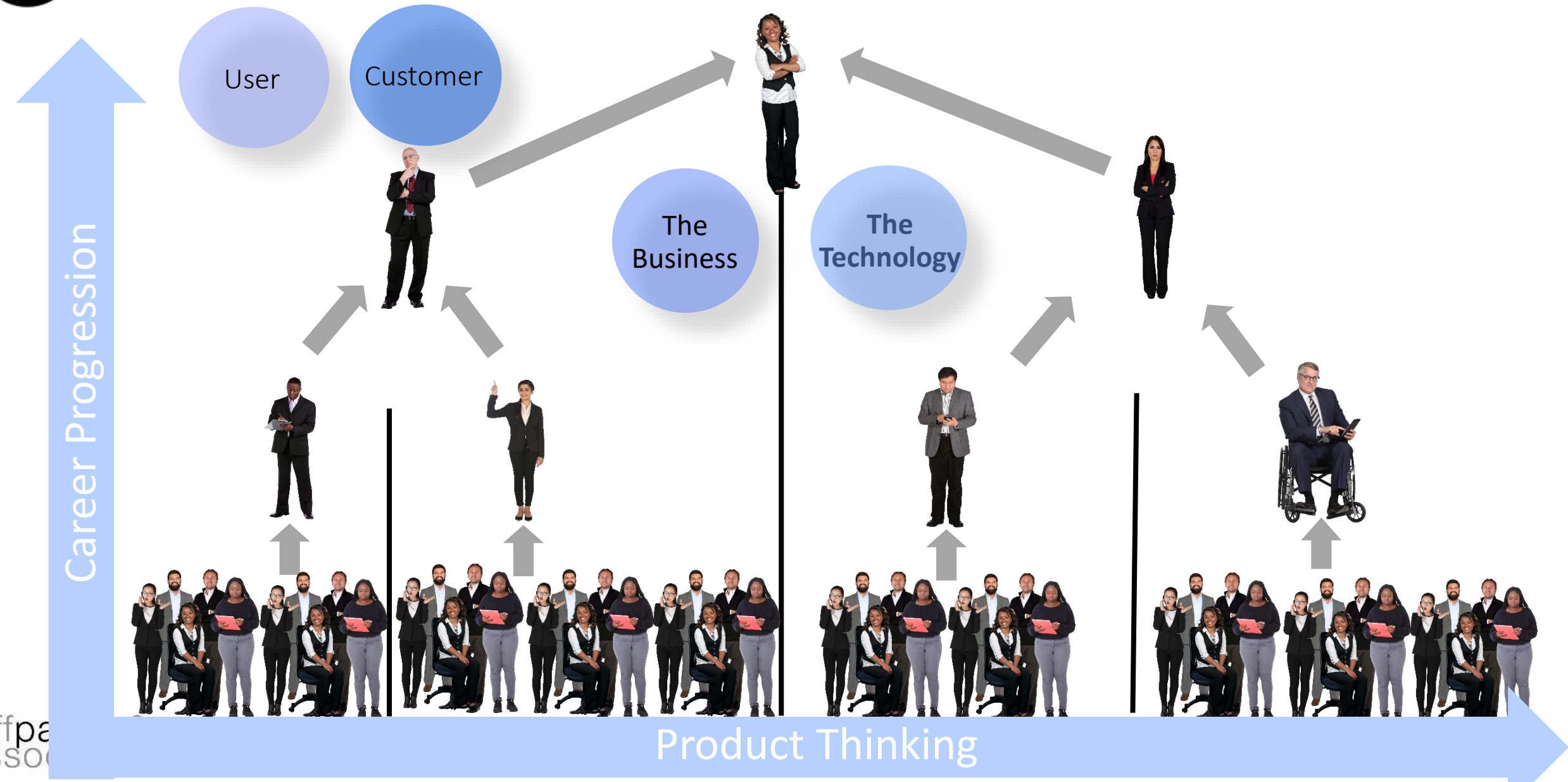
Types of product and how you measure success

As a table: Use a success measure from the last activity to write a Product Thinking Statement.

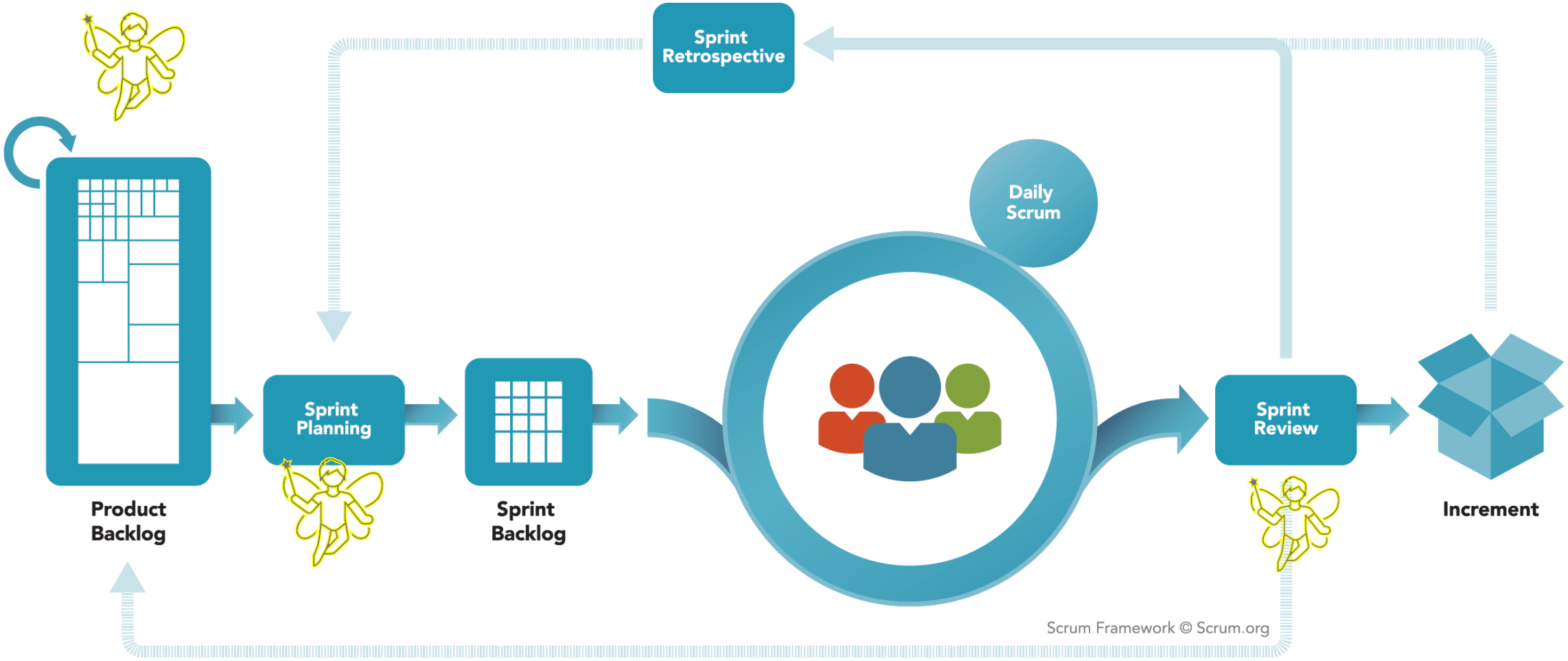
Use a real example (5minutes)

Be ready to share with the room

Who is Responsible for Product Thinking?



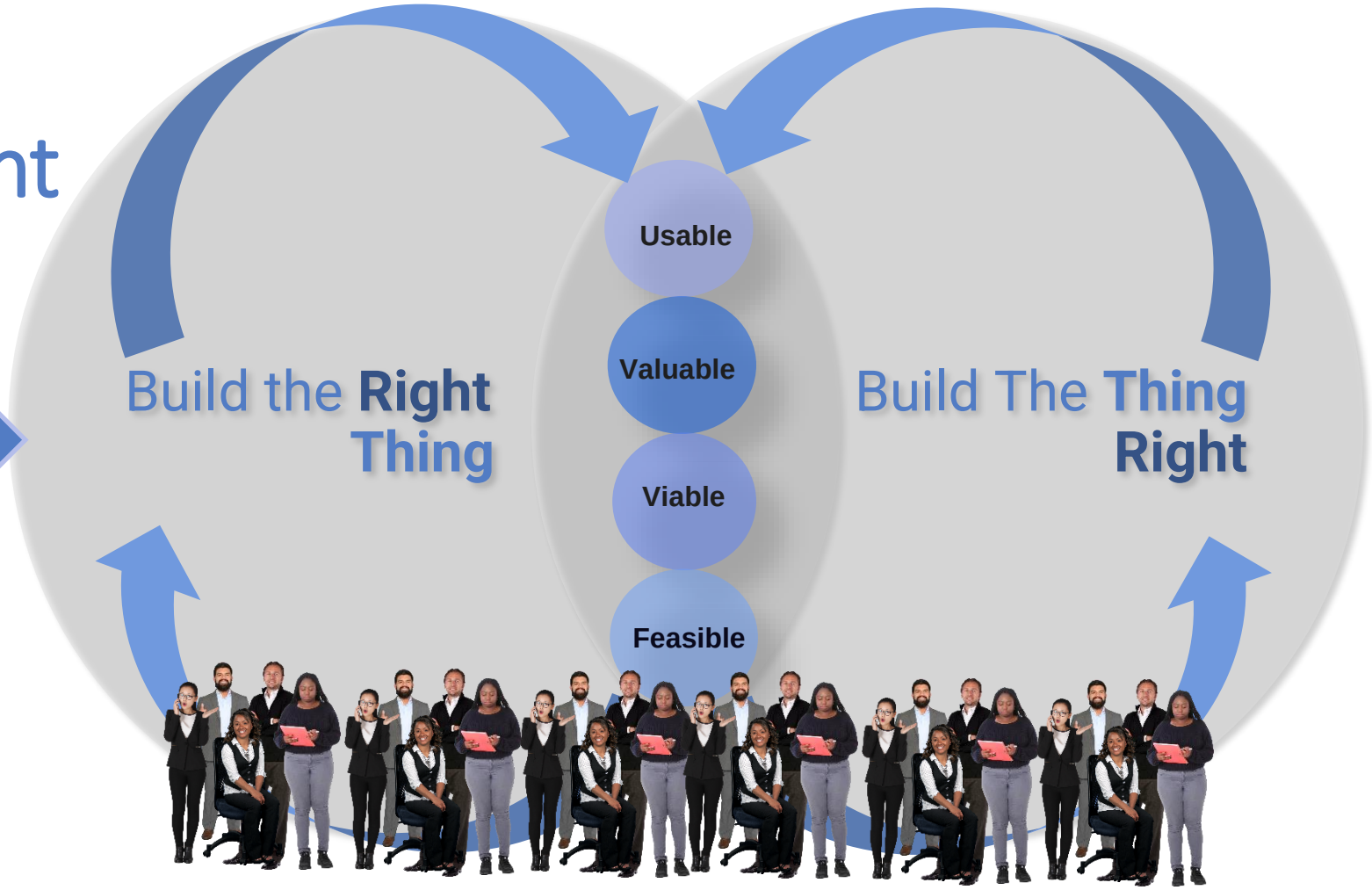
What Many Agile Coaches are Coaching



The Desired State

Product Teams and Discovery Enablement

Product and Agile Coaching to Get Here



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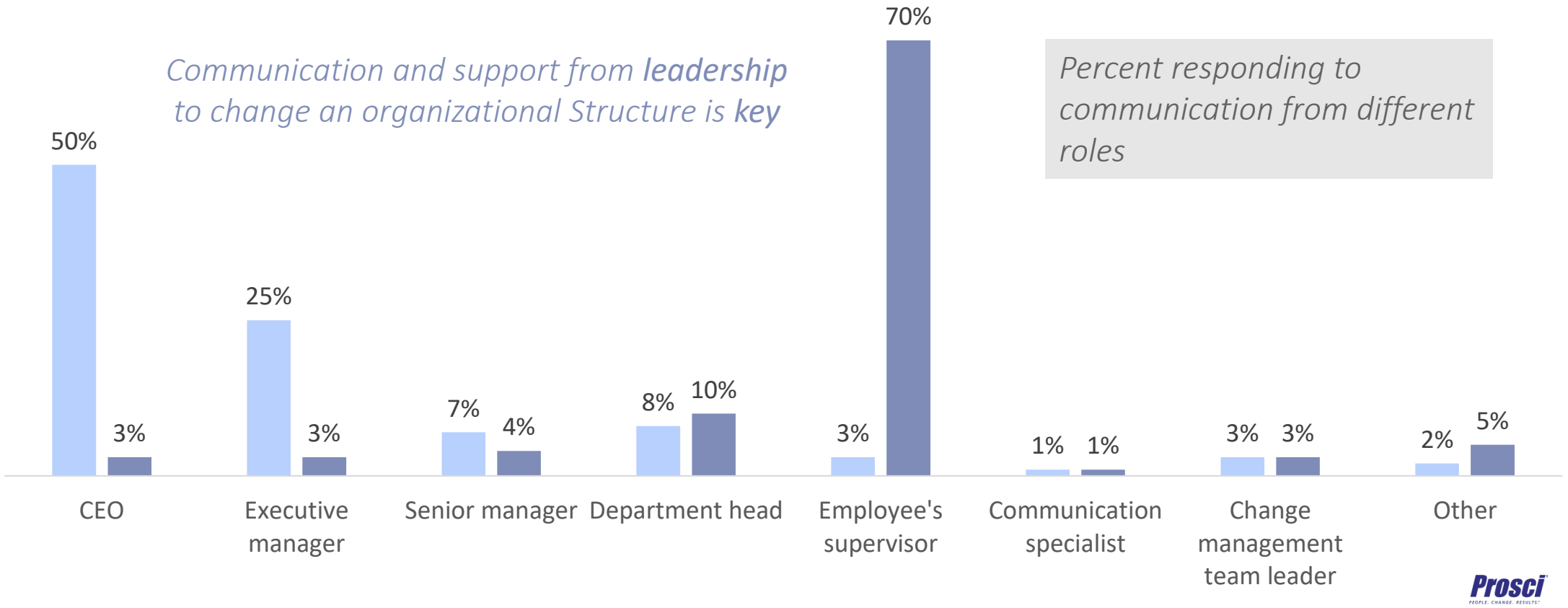
Why Product Coaching is Hard – Product Thinking v Org

Making Product Coaching Easier will Requires Change Management

*Communication and support from **leadership** to change an organizational Structure is **key***

Percent responding to communication from different roles



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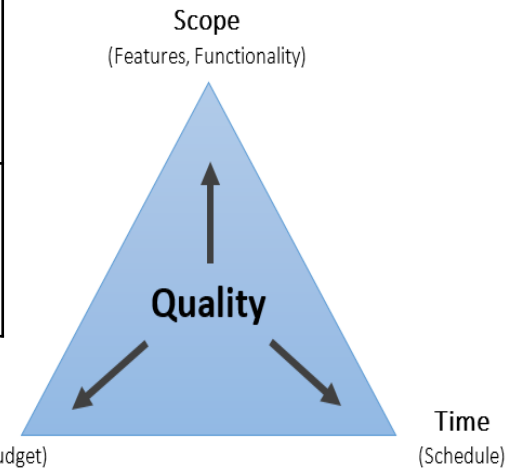
Prosci

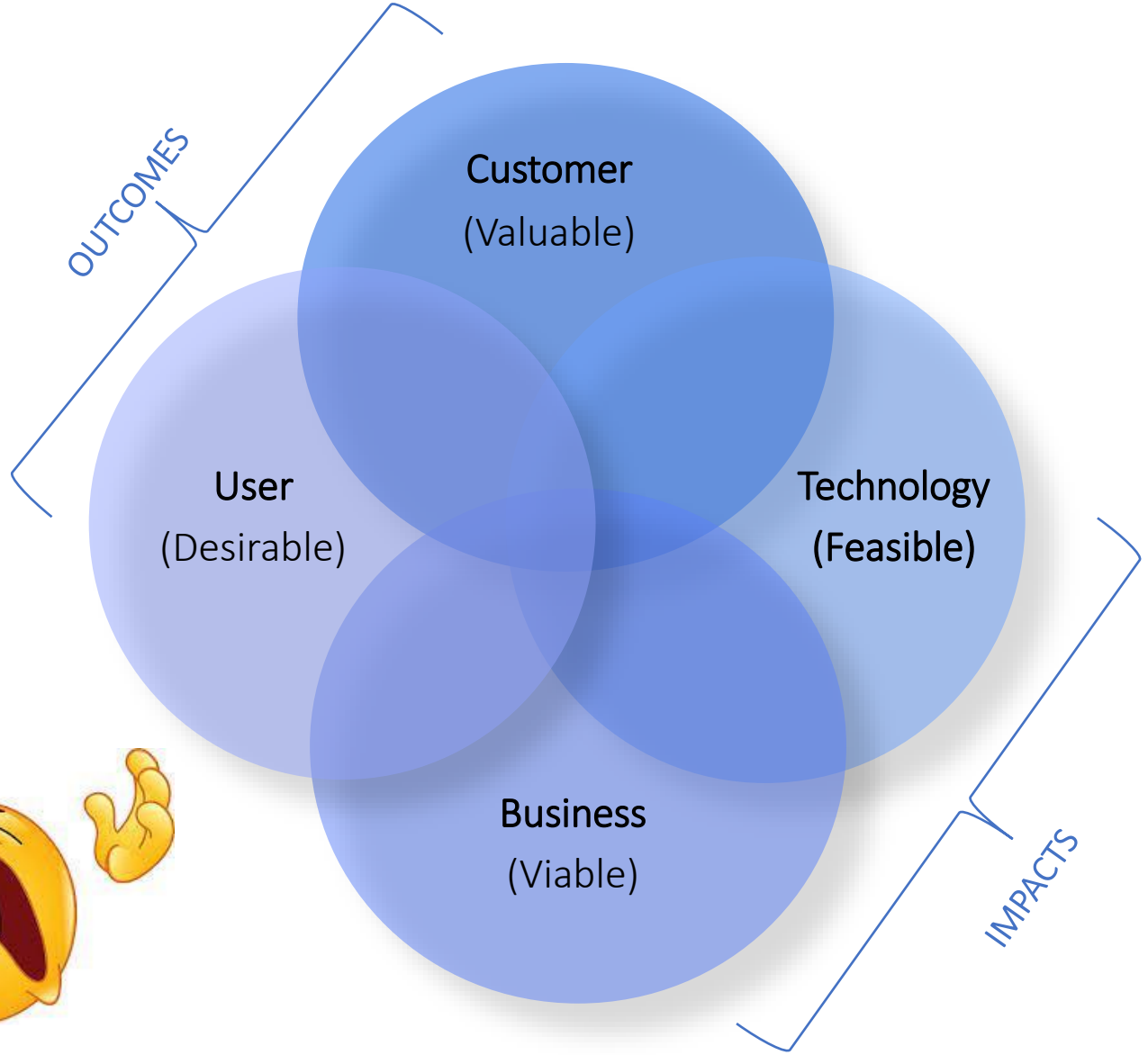
Services Model = Project Management

Services Model	Product Model
Output-Driven (Sales-Powered)	Build once and sell to a market
Time is Money	Maximize impacts and outcomes in minimum time
Client owns the output	Producer owns and maintains the product
Minimize costs (labor or materials)	Minimize total cost of ownership
More work output means more money	More output means lost profitability



Mixed Models Makes it Harder to use Product Thinking

- No holistic view of what AWESOME means
- Lack of code maintenance and funding for sustainability work
- Code dependencies
- Culture of busy, no incentives to do Discovery
- Inability to deliver a whole product
- Lack of Product Metrics based on Impacts and Outcomes



Attribution to Marty Cagan

Back to Why it's Hard to Coach Product

It's an Output-oriented World…

Product Managers are treated like Program Managers and are heavily time-slices with little support

Focus on poorly-formed teams…

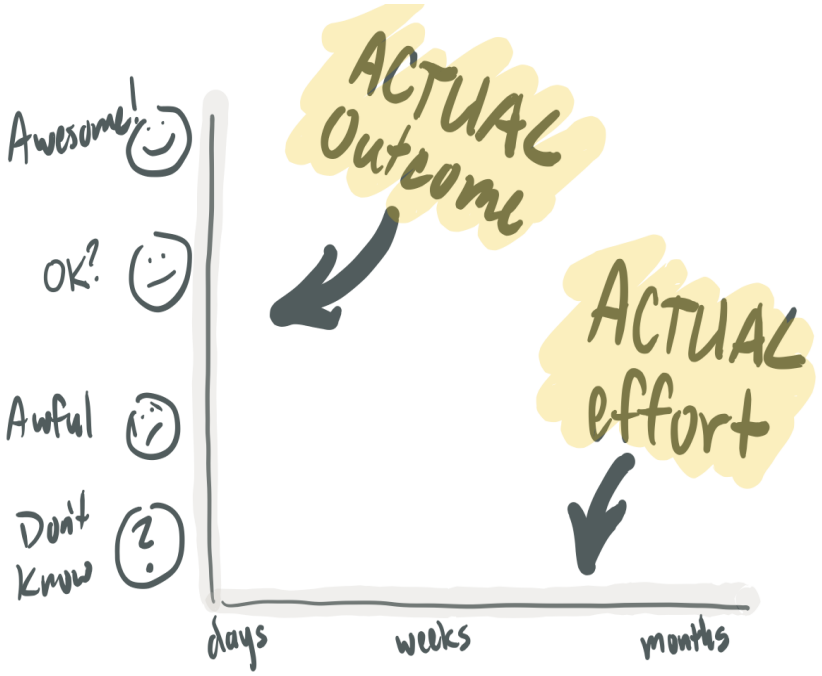
The hierarchy keeps dependencies in place, making a change to Product Teams difficult.

Collaboration is Required…

Framework tools and practices implemented to accommodate outpu driven systems do not reward the collaboration needed for Product Thinking.

Early Success is Required…

Grass-roots success plus top-down support from Leadership



Practical Stops and Trips

Product Manager mindsets vary WILDLY – don't lecture frameworks!

Create a Product Topology – help by creating a view of product types for your organization and dependencies between them

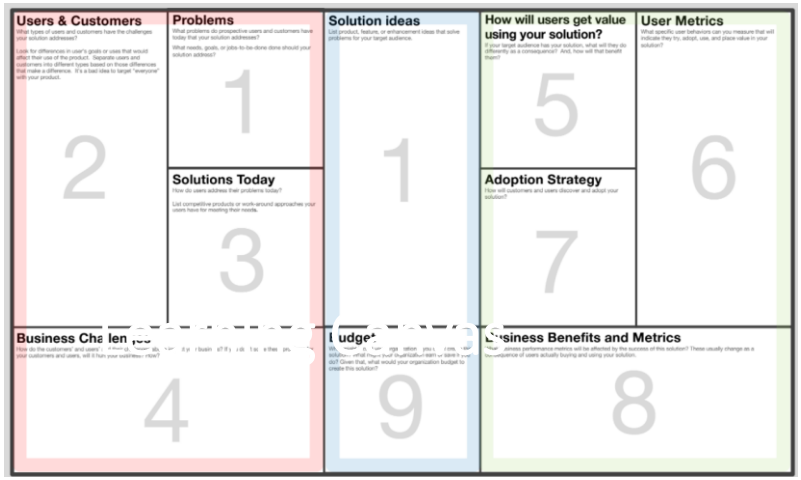
Develop relationships across silos to get ahead of dependencies

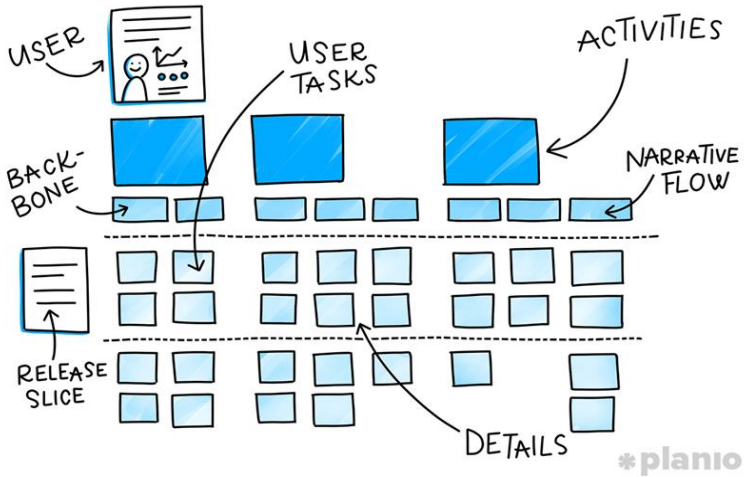
Educate leaders on Product Thinking

Start thinking of your position as CHANGE MANAGEMENT

Read: *User Story Mapping*, *Escaping the Build Trap*, *Continuous Discovery Habits*, *Empowered*, and a new book coming out on Product Operations in 2024

Reach out: holly@jpattonassociates.com





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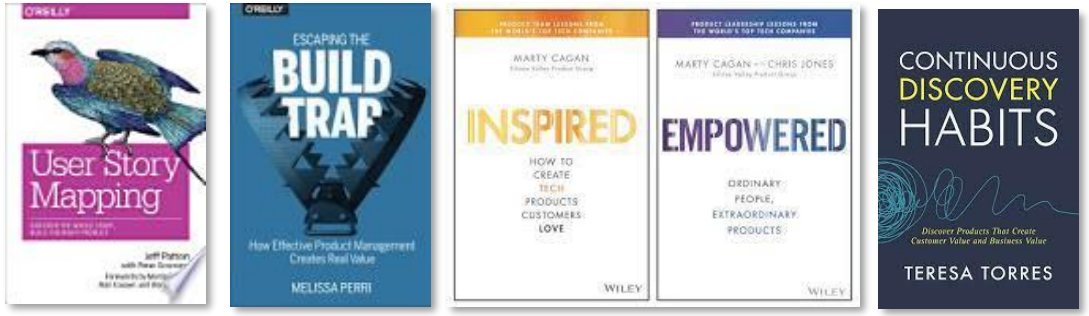
Questions?


User Story Mapping
ESCAPING THE BUILD TRAP
How Effective Product Management Creates Real Value
MELISSA PERRI
MARTY CAGAN
INSPIRED
HOW TO CREATE TECH PRODUCTS CUSTOMERS LOVE
WILEY
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CONTINUOUS DISCOVERY HABITS
Discover Products That Create Customer Value and Business Value
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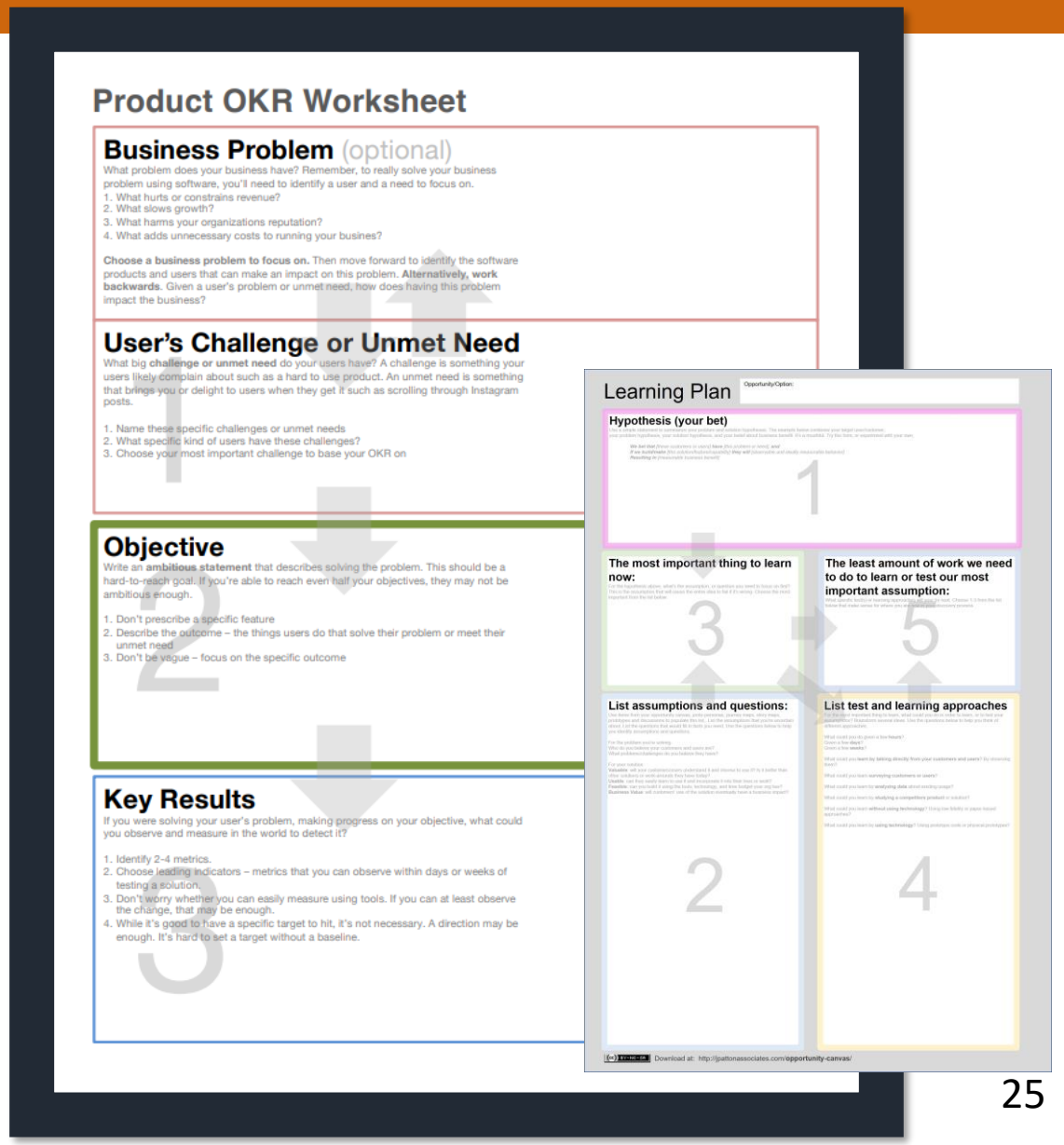
How was that?

Activity Poll

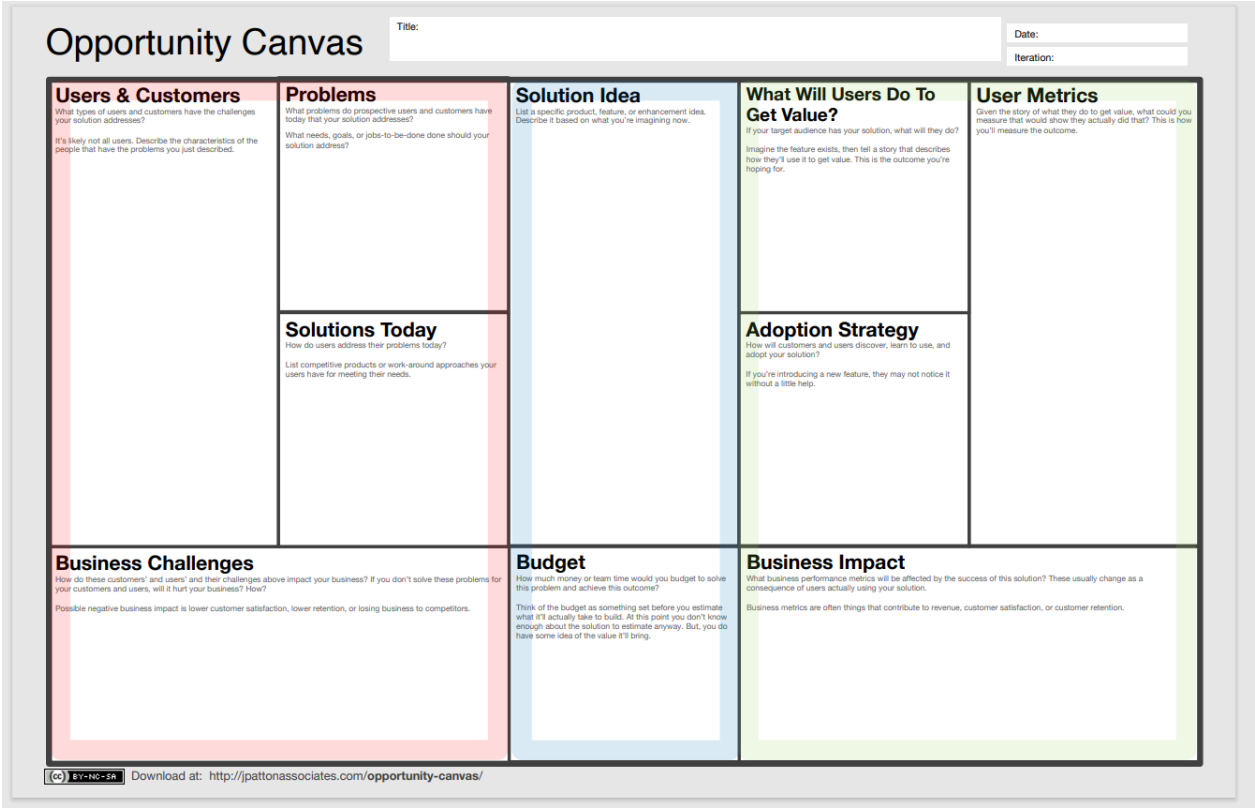
Getting to Product Thinking and OKRs

- OKRs represent desired Impacts and need validation
- OKRs can be lagging indicators, so Discovery is needed to find leading indicator OUTCOMES
- Business and product OKRs are at different levels and serve different purposes
- Know current state first
- Don’t jump to Employee Evaluations



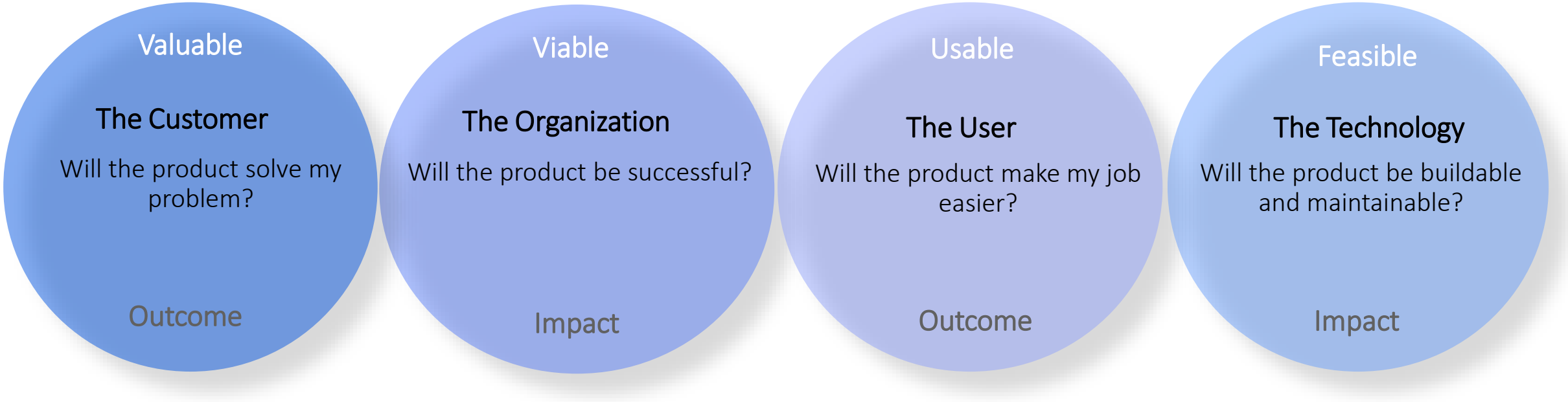
Using the Opportunity Canvas

- Label the areas of the Opportunity Canvas by Success Factor (Valuable, Viable, Feasible, Usable)
- If your organization used this, or has tried to use it before, what unknowns would exist?
- Discuss in your team and be prepared to share back



What we heard from others

How we determine Product Success



Product Thinking gives us the guide to assure product success regardless of product type