

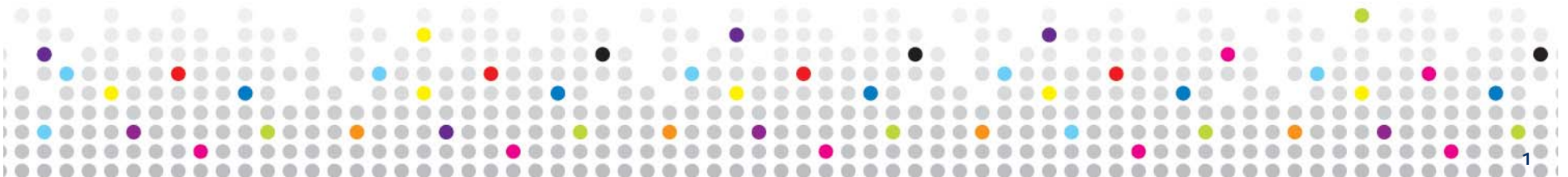


---

# Product Management: Preparation to be a CXO

Brent Lang  
President & COO

July 1, 2009

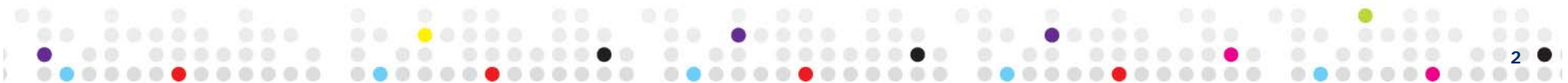




## Connecting People with Instant Voice Communication



Helping customers save steps, save time, and save lives  
with unified communication solutions.





# Reforming Healthcare starts with improved communications

## Vocera's Benefits



Ensure patients progress through the hospital with peak efficiency

Rapidly convene resources to mitigate and manage life-threatening events

Reduce noise levels and deliver high-touch patient-centered care

Increase staff efficiency and effectiveness across the healthcare enterprise

**8+**

Years of Experience

**30%+**

Magnet, Most Wired, and Top 100 Hospitals

**600+**

Hospital and Health Systems

**450,000+**

Active System Users





- Similarities between Product Management and CXO
- Differences
- Key skills to develop
- Five Temptations of a CEO
- Lessons Learned
- Q&A





## Similarities Between Product Management and CXO

- Product Management is like running your own business
  - P&L for the product or the company
  - Understanding the Business Case
  - Pricing and Forecasting
  - Balancing priorities & resources
  - Customer driven (what will generate revenue?)
  - Competitive outlook
- Cross Functional Coordination and Communications
- Board of Directors = Product Council
- Raising money from investors = Business case for project approval
- Influence without ultimate authority or power
- E-staff “hat” = Project Team “hat”





Product Management is:

- Closer to the product and technology
- More focused
- Easier to set priorities
- Easier to get stuck on a narrow perspective
- More fun?





- Listening
- Consensus building
- Leading with a vision for the future
- Trusting
- Influence
- Selling
- Making tough trade offs and setting priorities
- Time management
- Understanding how the business makes money





## Five Temptations of a CEO (Patrick Lencioni)

1. Choosing status over results
2. Choosing popularity over accountability
3. Choosing certainty/accuracy over clarity
4. Choosing harmony over productive conflict
5. Choosing invulnerability over trust







- Building relationships is job #1
- The voice of the customer is king at all levels of the organization
- No one has “ultimate” authority... so get over it!
- Product management has high job security
- Get to know how the rest of the business works, because someday you might be leading it!
- Start acting like a CXO today!





- Questions?

