The People Side of Product Management

SVPMA
October 15, 2016

Overview

About This Workshop

One of the key roles for Product Managers (PMs) is enrolling members of the team to stay involved throughout the product life cycle (PLC). This workshop will explore how Social Technical Systems (STS), a theory of practice and methodology, can achieve joint optimization between the people involved in the product life cycle and the technology systems associated with developing the product.

We will look at the importance of building high performance teams to engage throughout the product life cycle so that the products/services are aligned with the customer needs as well as the organization's performance metrics.

Stakeholder engagement is a critical success factor. We will look at two skills to increase stakeholder commitment: Empathy and Dealing with Resistance

- Three Questions Exercise
- Introductions and Workshop Objectives
- Understanding the Challenges
- Social Technical Systems (STS)
- STS Case and Exercise
- Stakeholder Engagement
- Building Commitment
  - Empathy
  - Dealing with Resistance
- Close: Next Steps

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What are the challenges Product Managers face when leading a new product initiative?

3 Qs Exercise

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3 Qs Exercise

l. What are the critical challenges you have as a product manager?

2. Which of these challenges can be resolved through: Technical: purely analytic skills? People: people management skills?

3. What percentage of the challenges listed are technical? What percentage of these are people related?

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Introductions and Workshop Objectives

Product Management Workshop Objectives

Workshop Objectives:

- Understand the challenges facing Product Managers

- Offer a framework to align the social and technical systems for joint optimization

- Increase stakeholder engagement and commitment

  - Empathy

  - Dealing with Resistance

- **Outcome:**

- Action steps to ensure Joint Optimization throughout the PLC

  - Build a high performance team

  - Engage and align stakeholders

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What are the challenges PMs face when launching a product?

Understanding the Challenges

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Understanding the Challenges

Technical Challenges

- Tracking product details while responding to a constant stream of new information
- Finding critical information you need at the moment you need it
- Re-prioritizing what goes into each release, based on new information, insights, pressures from many voices
- Revisiting decisions and changes because you haven't been able to capture discussions or approvals in an accessible manner
- Identifying opportunities to reuse and synchronize projects, items to reduce risk and save time
- Mastering the complexity of products, processes, teams and communication
- Struggling to delight customers while juggling overtaxed resources, deadlines
- Ensuring on-time, within-budget delivery of the right product
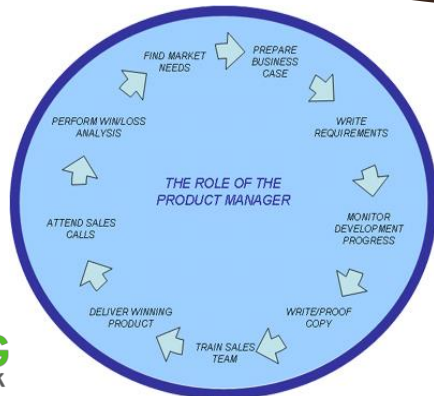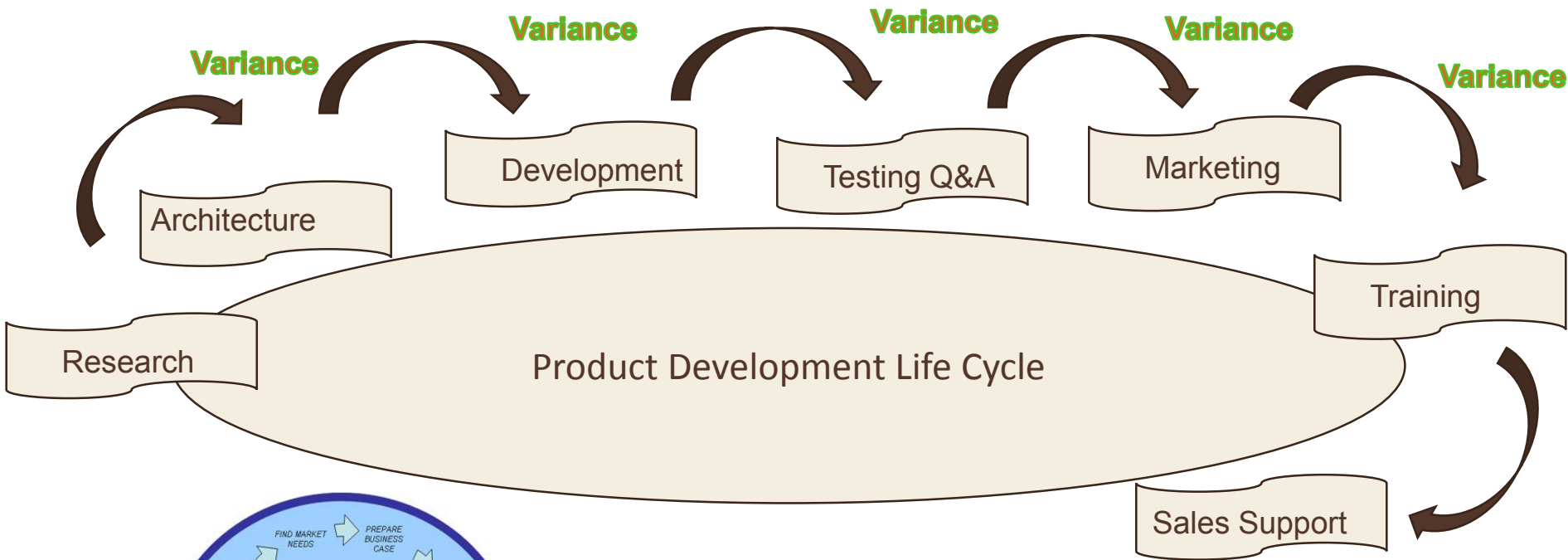
People Challenges

- Engaging the right stakeholders in the most effective, efficient way (knowing who to involve, when and how)
- Keeping teams in-sync and updated on what they are planning, building, testing and releasing

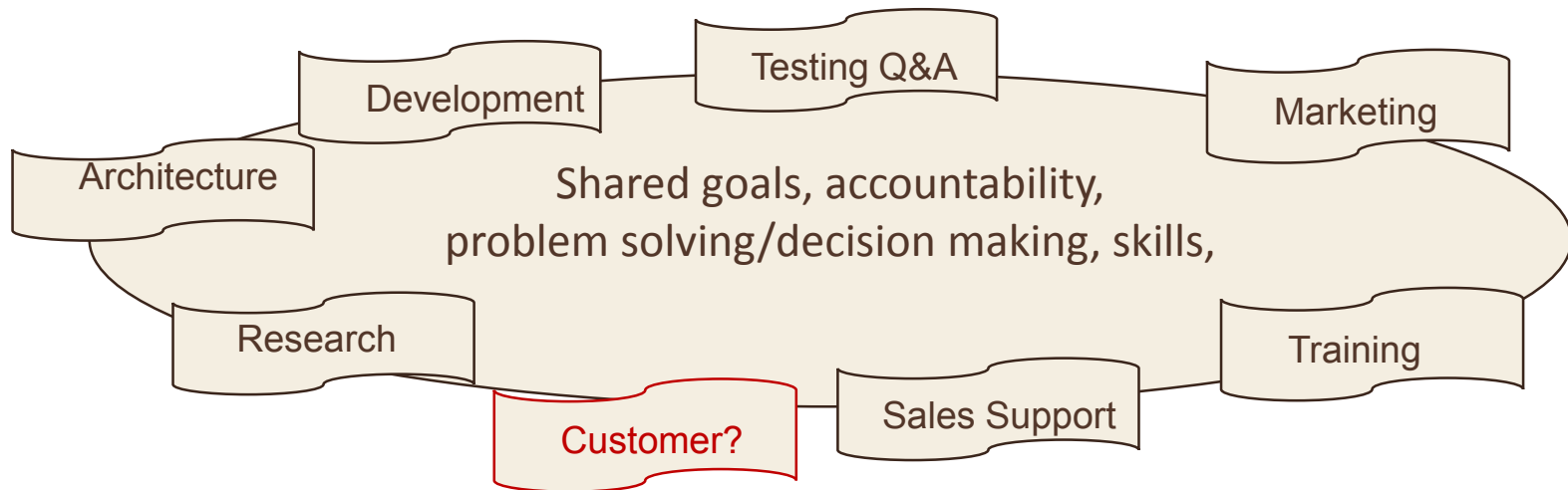**PUTTING PEOPLE AT THE HEART OF DESIGN**

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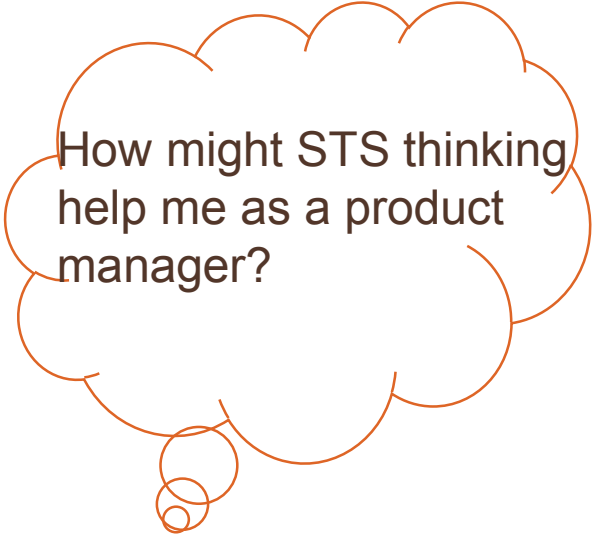Jama blog 2014

Understanding the Challenges - Current

Product life cycle hand offs create variances

Understanding the Challenges - Future

Team members collectively bring complementary expertise to address product life cycle variances through iterations

Development

Testing Q&A

Marketing

Architecture

Shared goals, accountability,
problem solving/decision making, skills,

Research

Training

Customer?

Sales Support

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How might STS thinking help me as a product manager?

Social Technical Systems (STS)

Social Technical Systems

History

- Tavistock Institute: (1946) focused on human behavior and organization behavior. Eric Trist, Ken Emory and others did seminal research in the coal mines (1963).

- Socio Technical Systems assumes all organizations are composed of a *social system* (the people) and a *technical system* (how the work gets done)

- These two systems have to be harmonious and the technical system must meet the needs of the people

- System imports information from the environment

- Workforce involvement is emphasized

- STS led to shop floor democracy and autonomous work systems

Social Technical Systems

STS is a recognized theory and methodology for:

- driving *joint optimization* with a shared emphasis on achieving both excellence in technical performance and quality in people's work lives

- reinforcing the interaction and interrelatedness between *people* and *technology* in workplaces

- *controlling variances* by those closest to the work

- maximizing t*echnical performance* and *people commitment*

STS Exercise - High Performance Teams

Key Characteristics

- Broader than just the development team

- Focuses on the entire solution –technology, marketing, sales, support, service, production, localization, etc.

- Looks at the entire product life cycle holistically rather than a series of hand offs from development to marketing to sales…..

- Represents the organization's interest in a specific product

- Brings as an information processing capability to address variances

- Communicates product updates to representative's function

Benefits

- Helps PM communicate more broadly across company functions involved in the product life cycle

- Aligns team members around product business value, opportunities

- Builds better products (hw, sw, services) through collaboration

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STS Exercise - High Performance Teams

Key Concepts to Consider

- **Customer Journey Map**: identifies key players at each touchpoint for the customer from inception/introduction to dissemination/support

- **Key Touchpoints:** actual touchpoints customers experience with the app and/or service

- **Variances**: Variances between desired/actual performance along the Customer Journey Map

- **Customer Feedback/Leaning**: Iterative deliberations shaped by customer feedback

- **High Performance Teams (HPTs)**: self-managed team equipped with decision making authority, information, right skills to address social and technical variances

- **Joint Optimization**: shared emphasis on achieving both excellence in technical performance and quality in people's work lives

- **Information Processing**: HPTs function as information processing mechanisms with increased ability to respond to complexity through rapid decision making

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Social Technical Systems – Exercise (1/2)

Creating a High Performance Team to Coordinate the PLC

As the PM, you have been asked to build an app for the Home Dialysis Project. Assume the customer journey map & touchpoints are done.

Task:

Create a High Performance Team to control variances in the social and technical system while developing, testing, launching your app suggested by one of the Cottage report outs.

Step 1: Select the app to address the social/technical variance
Step 2: Who should be on your team to address this variance?
Step 3: Determine how often you meet?
Step 4: Discuss how decisions are made?
Step 5: How would you ensure joint optimization?
Step 6: How would you control variances?
Step 7: Communication: What? To Whom? How Often?

Social Technical Systems – Exercise (2/2)

Identify social/technical variance/solution:_____
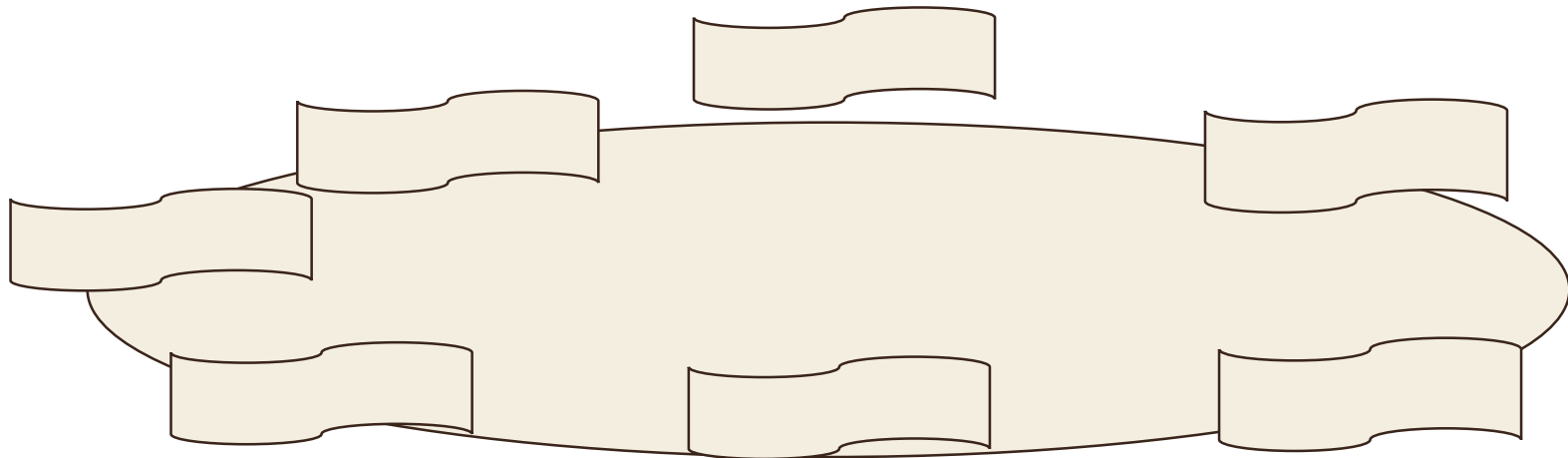
List functional representation in graph below

How often will you meet?_____

Who makes decisions? _____

How would you ensure joint optimization?_____

How would you control variances?_____

Who communicates what information?_____

Customer?

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How do we get Stakeholders to commit to their role in the product life cycle?

Stakeholder Engagement

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Stakeholder Engagement

Stakeholder Defined

Individuals, groups, or organizations who have a vested interest in your Product Development life cycle.

Key Questions

- Who are the key stakeholders?
- Which departments/teams/individuals will be impacted?
  - Whose support will be most critical for success?
  - At what phase of the product life cycle?
- To what degree do you anticipate they will support the product development effort?
- How will you get their support?
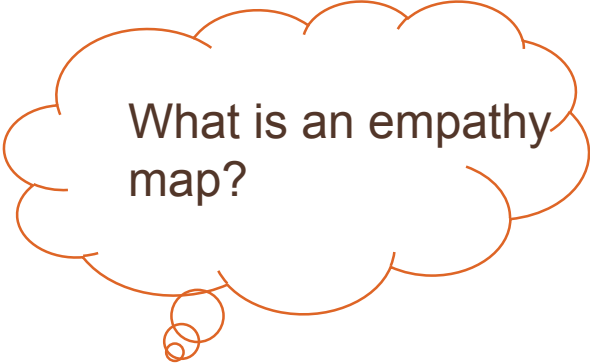
Stakeholder Engagement

Functional Representation

STAKEHOLDER ENGAGEMENT MATRIX								
#	Stakeholder	Function	Unaware	Resistant	Neutral	Support	Leading	Comments
1	Jim S	R&D				X		R&D onboard but too busy with other projects
2	Joan F	Prod Dev					x	Product success is primary metric for PD
3	Jeb T	Sales		x				Doesn't believe product will be successful
4	Mary Beth L	Marketing		x				Doesn't understand how product aligns w/ strategy
5	Selma V	HR	x					Has no clue about the product, not viewed as relevant to HR
6	Tom B	Finance			x			Viewed as critical to get proper function, not engaged

Stakeholder Engagement

Assessment and Commitment →

SUPPORT

- Product Development
- R&D
- Finance
- Marketing
- HR
- Sales

IMPORTANCE

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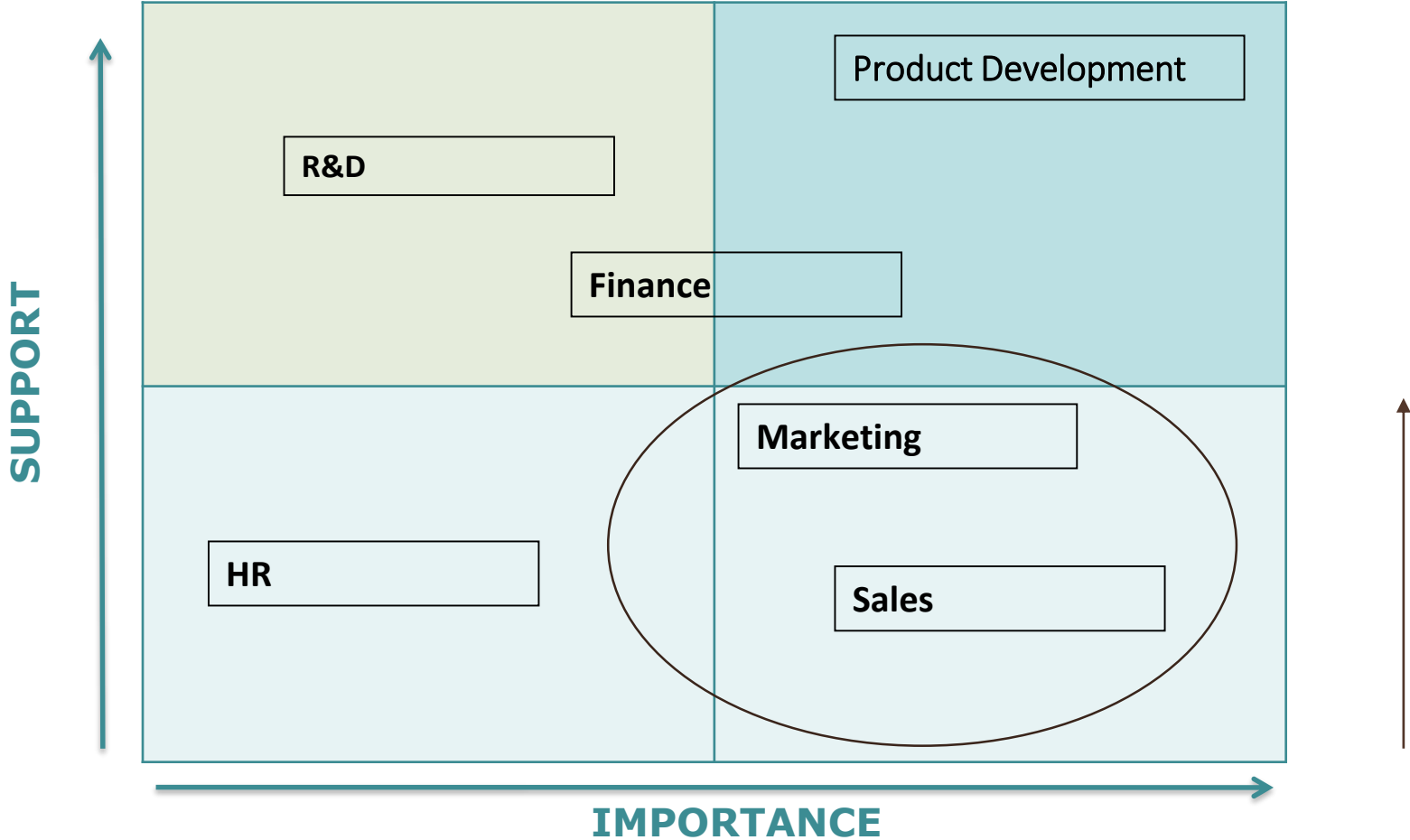
What is an empathy map?

Stakeholder Empathy Map

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Empathy Map- Exercise

Empathy: Empathy is the ability to sense other people's emotions, coupled with the ability to imagine what someone else might be thinking or feeling

Exercise:

- *Identify your most resistant Stakeholder from the previous exercise*

- *Imagine 1-3 feelings you think they might be experiencing:*

    - *What does this Stakeholder feel?*

    - *What does this Stakeholder think?*

    - *What does this Stakeholder do?*

    - *What does this Stakeholder see?*

    - *Share with another person*
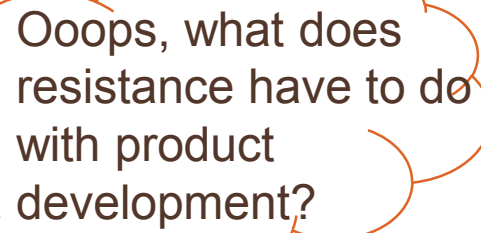
    - *Identify 2-3 ways to approach Stakeholder*

Stakeholder Empathy Map

What does this Stakeholder THINK AND FEEL?

o
o
o

What does this Stakeholder HEAR?

o
o
o

What does this Stakeholder See?

o
o
o

What does this Stakeholder SAY/DO?

o
o
o
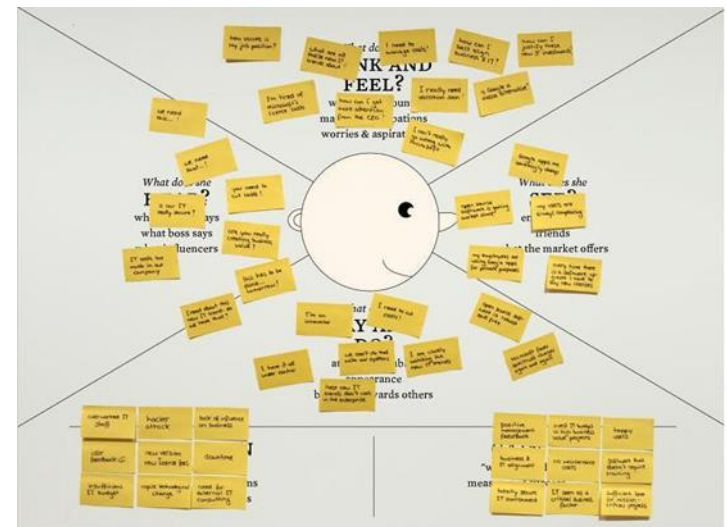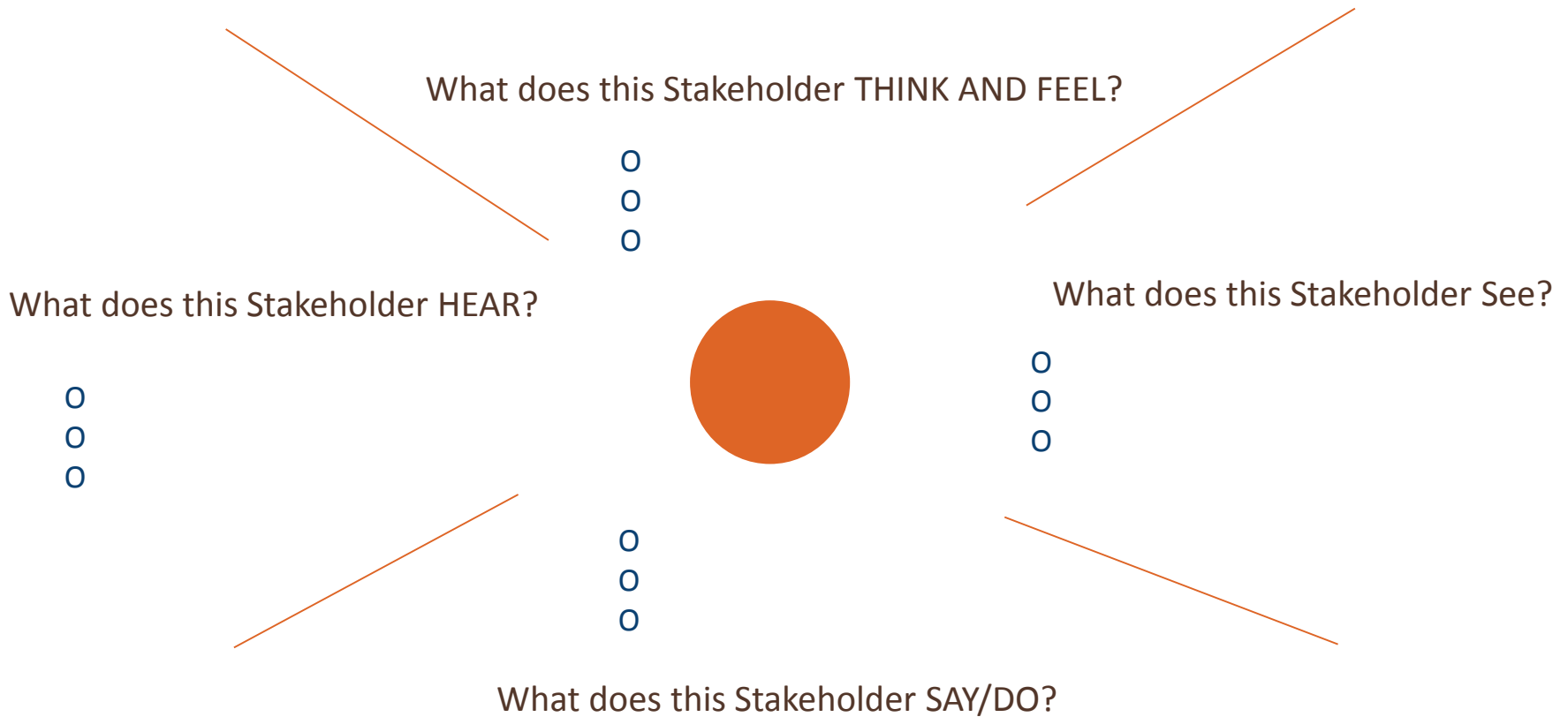
PAIN – fears, frustrations, obstacles   GAIN – wants, needs, measures of success

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Ooops, what does resistance have to do with product development?

Dealing with Resistance

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Resistance Defined

- <u>Resistance</u> to change is the action taken by individuals and groups when they perceive that a change is a threat to them.
- Key words are 'perceive' and 'threat'. The threat need not be real or large for resistance to occur.
- Resistance refers to change within organizations
- Resistance may take many behavioral forms, including active or passive, overt or covert, individual or organized, aggressive or timid.

Changing Minds link

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Typical Causes of Resistance

- Disrupted expectations amplify stress and discomfort, signaling to the brain something is wrong

- Changing any hardwired habit requires a lot of effort/attention

- Loss or threat of loss – of Security/Certainty, Control/Autonomy, Relationships/Sense of Belonging, Purpose/Direction, Confidence/ Competence, Power/ Status)

- Low Tolerance for Change

See "Change Resisted: Thirty Three Hypotheses Why", by J. O'Toole, 1995, Organizational Change, Chapter 23.
http://www.wiley.com/WileyCDA/WileyTitle/productCd-0470260564,descCd-DOWNLOAD.html

Many Faces of Resistance

- Give me more detail
- Flood others with detail
- Time
- Impracticality
- Attack
- Confusion
- Silence

- Intellectualizing
- Moralizing
- Compliance
- Methodology
- Flight into Health
- Pressing for Solutions

Dealing with Resistance

✓ Identify when resistance is present.

✓ View resistance as natural and on target.

✓ Support people as they express resistance.

✓ Don't take resistance personally.

✓ A person's behavior is not a reflection on you.

✓ Dealing with resistance is much harder than coming up with good interventions – it is at the heart of a change leader's role.

✓ One ground rule is to give two good faith responses to every question you are asked. The third time, suspect resistance and respond using this guide.

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Dealing with Resistance

Cisco Change Management Training

Cisco Change Management Training Video

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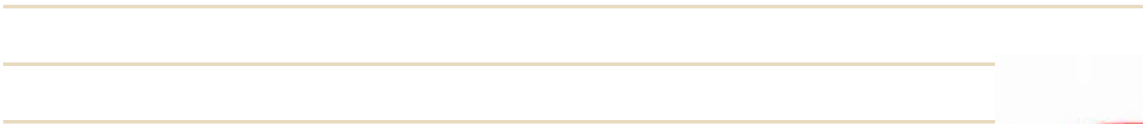
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Links

- STS Roundtable Website

- Spring Network

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