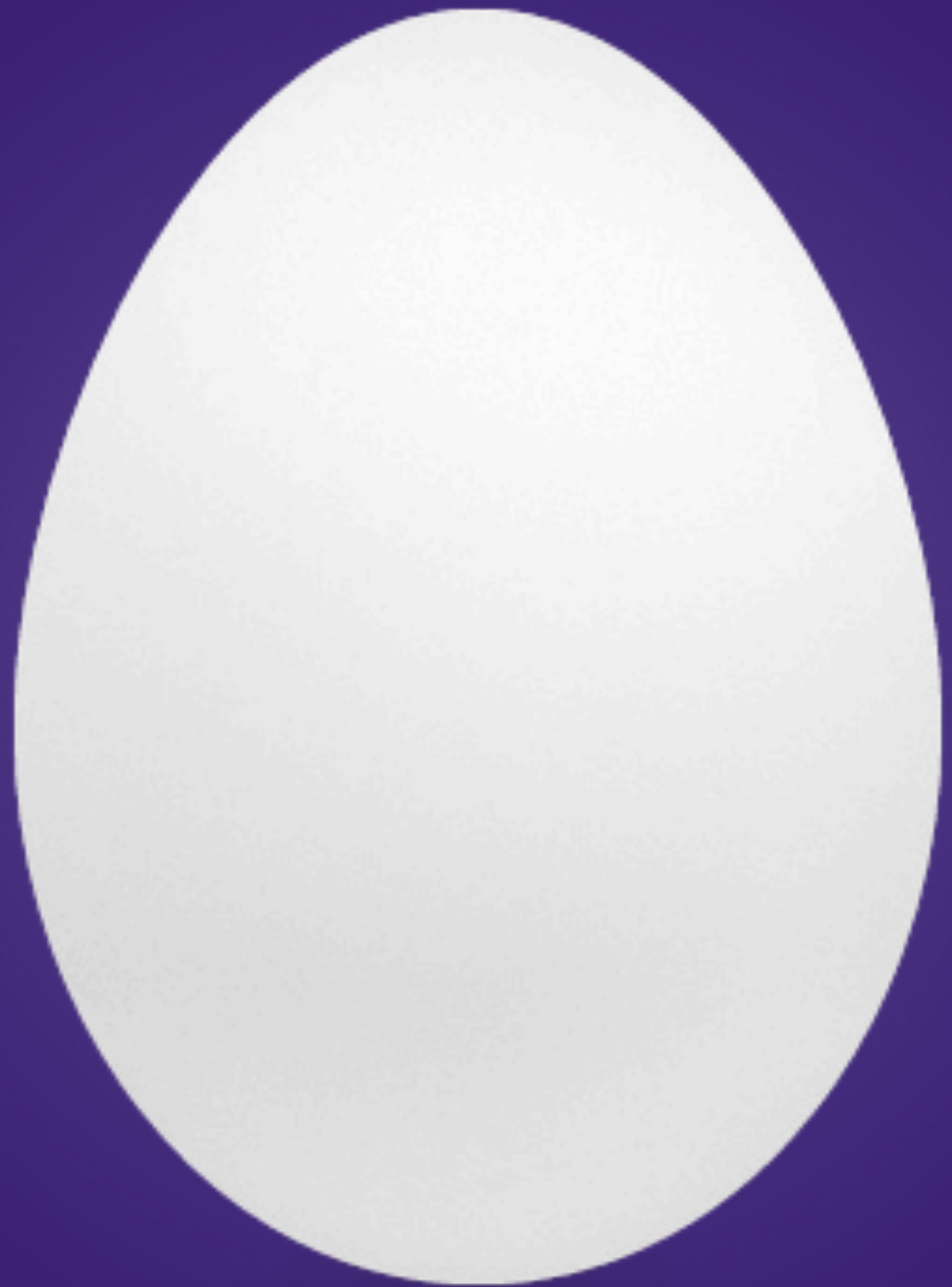

how to become (or work with) a product manager

kevin cheng @k #howtopm

HATERS
GONNA HATE

@__raawr__
=)

I dont like the #newtwitter. I dont know?
maybe im just not used to it.

@__raawr__
=)

I dont like the #newtwitter. I dont know? maybe im just not used to it.

@PLANETGRADY
Grady

#newtwitter is hideous.... hate it

@__raawr__
=)

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@PLANETGRADY
Grady

#newtwitter is hideous.... hate it

@AmandaLGalloway
Amanda Galloway

Just got the #NewTwitter. Not sure how I feel. There's a bit of information overload on the left side.

@stephenpdiesel
Stephen Diesel

#newtwitter is so effing sexy.

@stephenpdiesel
Stephen Diesel

#newtwitter is so effing sexy.

@glambert279
Sam Ratliff Lambert

i love #newtwitter

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Stephen Diesel

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@jAnIzzLeCARTERS
♥♥jAnE WANDSCHEER♥♥

i love thisssssssssssss!!!!!!!
#newtwitter!!!!!!!!!!

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#newtwitter!!!!!!!!!!

@tinsyyy
Hristina ♥

#newtwitter is EPIC :))

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Chaia Garcia

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@itsclaudiaTOS
Claudia Nyarko

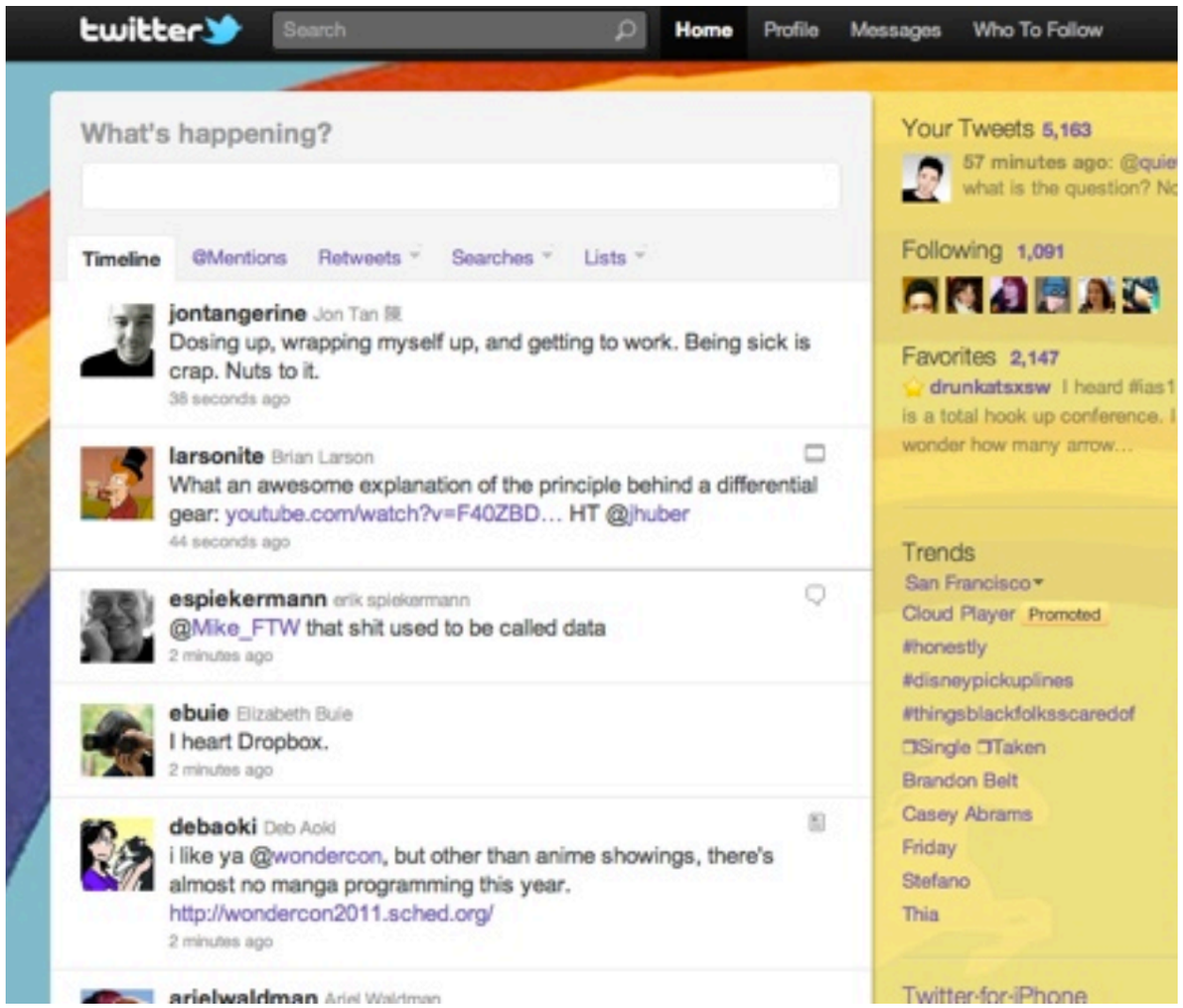
um so, i freaking love the #newtwitter, makes everything 10X easier.

How to Become (or Work With) a Product Manager

Kevin Cheng @k #howtopm

photo: dustin diaz

#newTwitter


twitter
Search
Home
Profile
Messages
Who To Follow
What's happening?
Timeline
@Mentions
Retweets
Searches
Lists
jontangerine Jon Tan
Dosing up, wrapping myself up, and getting to work. Being sick is crap. Nuts to it.
38 seconds ago
larsonite Brian Larson
What an awesome explanation of the principle behind a differential gear: youtube.com/watch?v=F40ZBD… HT @jhuber
44 seconds ago
espiekermann erik spiekermann
@Mike_FTW that shit used to be called data
2 minutes ago
ebuie Elizabeth Buie
I heart Dropbox.
2 minutes ago
debaoki Deb Aoki
i like ya @wondercon, but other than anime showings, there's almost no manga programming this year.
http://wondercon2011.sched.org/
2 minutes ago
Your Tweets 5,163
57 minutes ago: @quie
what is the question? No
Following 1,091
Favorites 2,147
drunkatsxsw I heard #las1
is a total hook up conference. I
wonder how many arrow…
Trends
San Francisco
Cloud Player Promoted
#honestly
#disneypickuplines
#thingsblackfolksscaredof
Single Taken
Brandon Belt
Casey Abrams
Friday
Stefano
Thia
Twitter for iPhone

#newnewTwitter

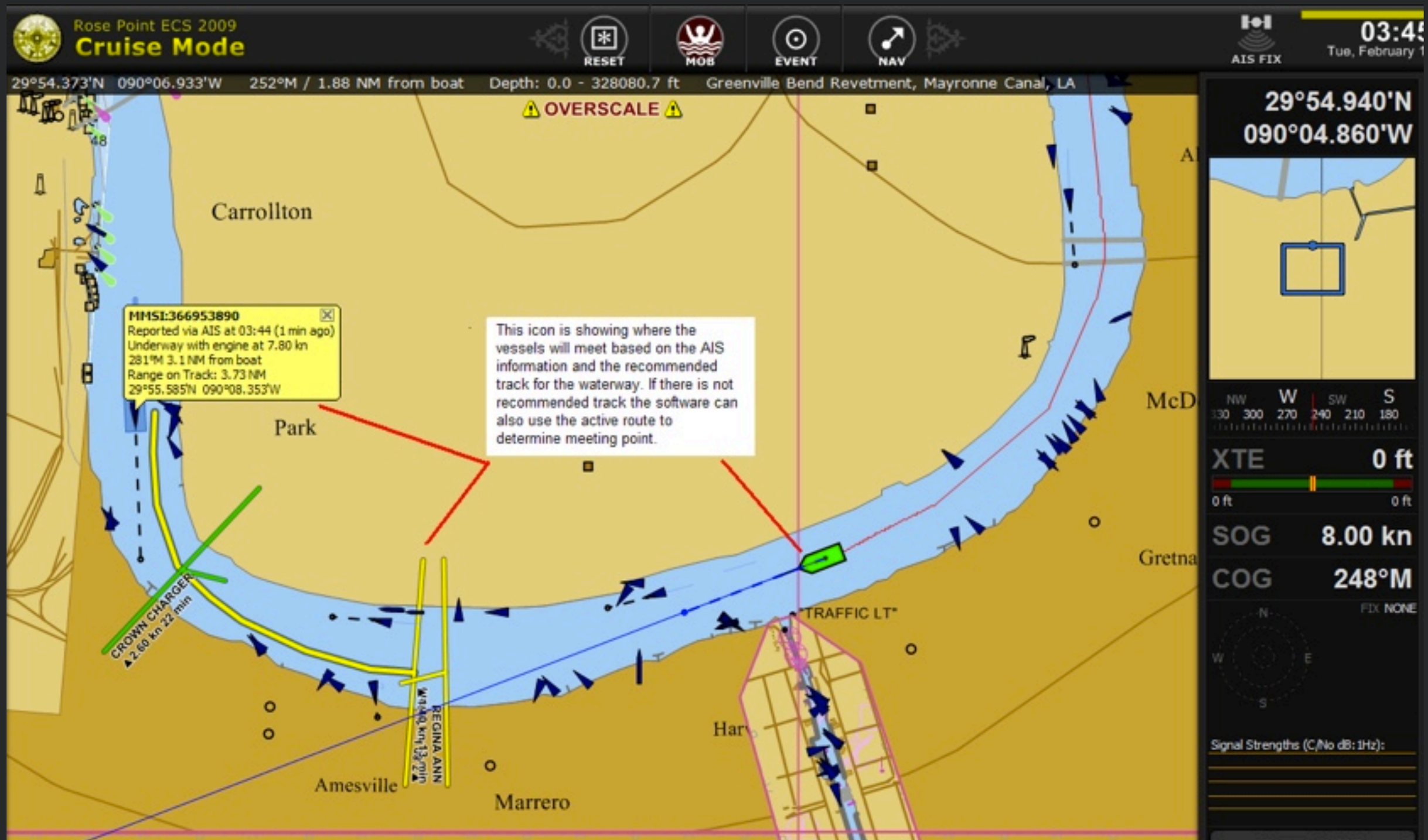
About You

About You

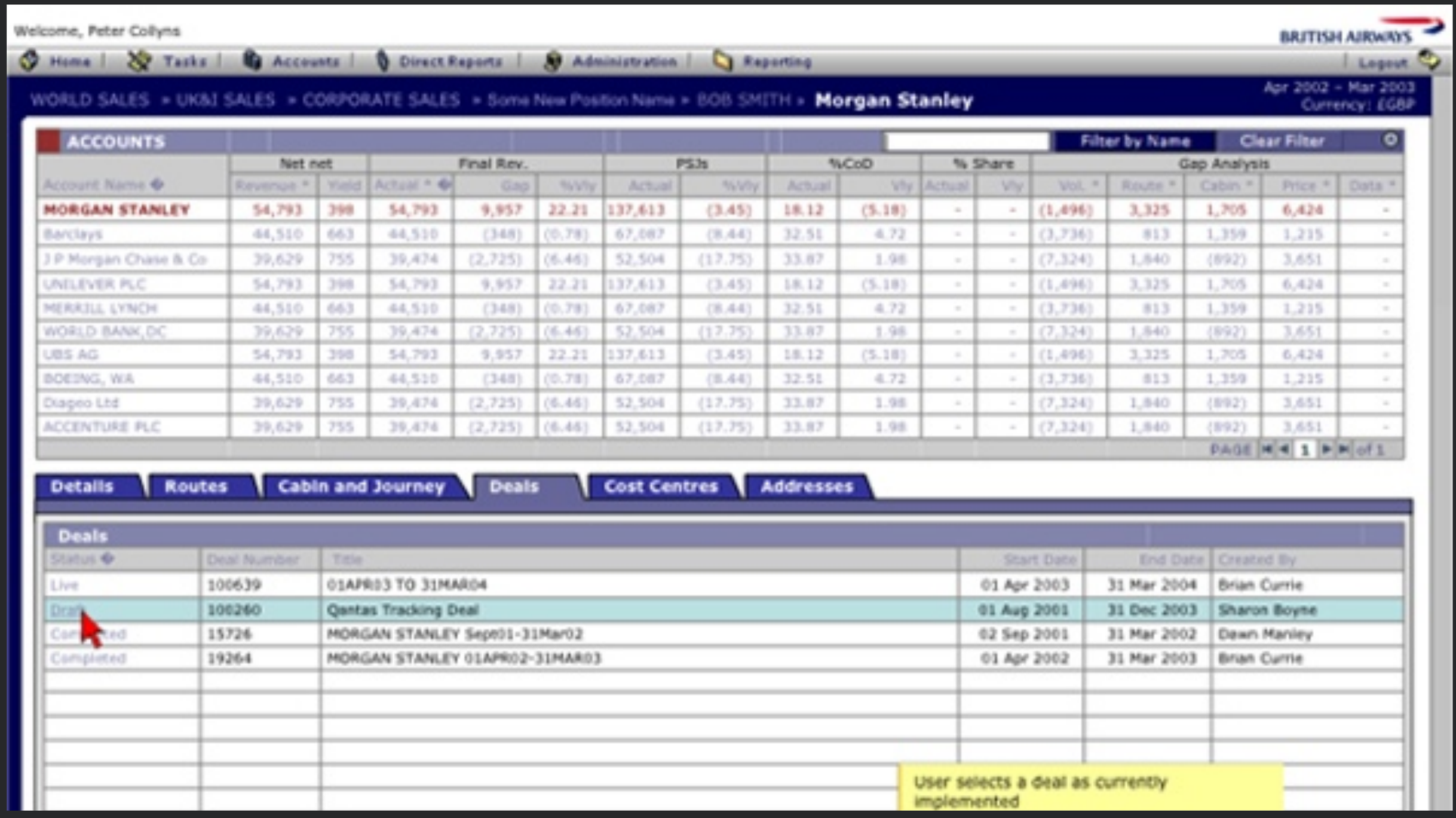
Where do you work?
What do you do?
What do you want to do?
What do you want to learn?

About Me

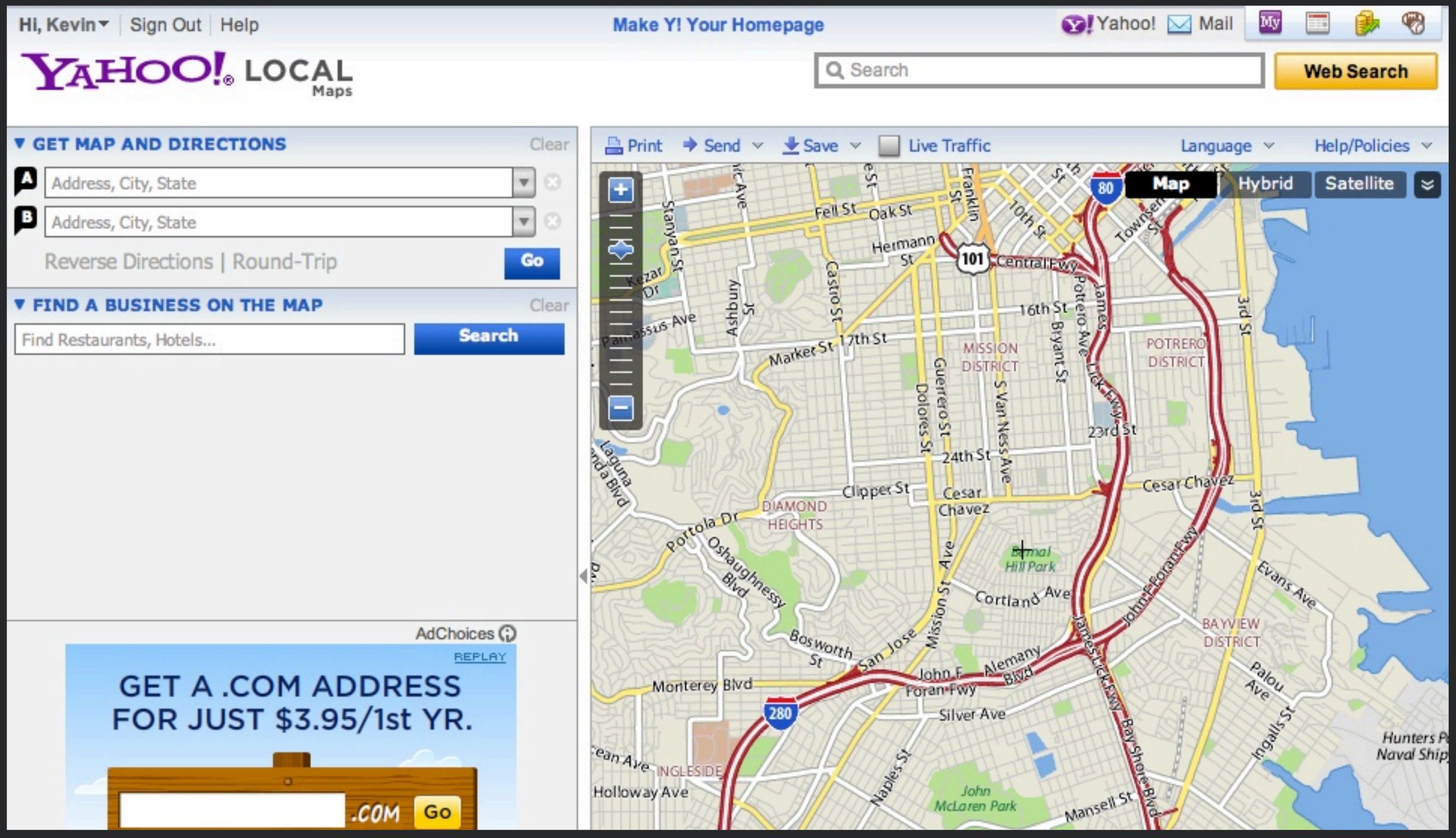
Engineering



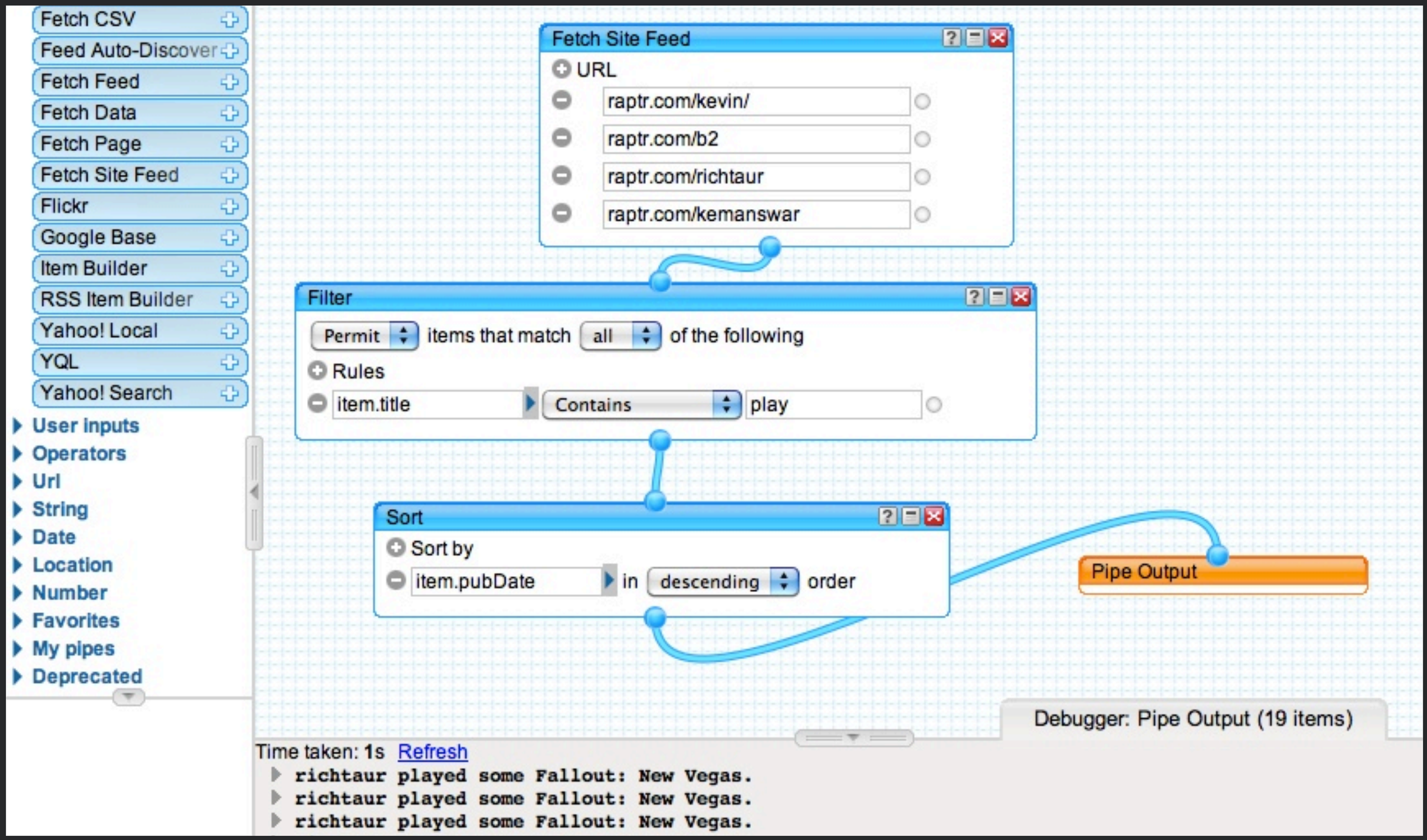
Enterprise


Welcome, Peter Collyns
BRITISH AIRWAYS
Home | Tasks | Accounts | Direct Reports | Administration | Reporting | Logout
WORLD SALES » UK&I SALES » CORPORATE SALES » Some New Position Name » BOB SMITH » Morgan Stanley
Apr 2002 - Mar 2003
Currency: EGBP
ACCOUNTS
Filter by Name
Clear Filter
Account Name
Net net
Revenue *
Yield
Final Rev.
Actual *
Gap
%Vly
PSJs
Actual
%Vly
%CoD
Actual
Vly
% Share
Actual
Vly
Gap Analysis
Vol. *
Route *
Cabin *
Price *
Data *
MORGAN STANLEY 54,793 398 54,793 9,957 22.21 137,613 (3.45) 18.12 (5.18) - - (1,496) 3,325 1,705 6,424 -
Barclays 44,510 663 44,510 (348) (0.78) 67,087 (8.44) 32.51 4.72 - - (3,736) 813 1,359 1,215 -
J P Morgan Chase & Co 39,629 755 39,474 (2,725) (6.46) 52,504 (17.75) 33.87 1.98 - - (7,324) 1,840 (892) 3,651 -
UNILEVER PLC 54,793 398 54,793 9,957 22.21 137,613 (3.45) 18.12 (5.18) - - (1,496) 3,325 1,705 6,424 -
MERRILL LYNCH 44,510 663 44,510 (348) (0.78) 67,087 (8.44) 32.51 4.72 - - (3,736) 813 1,359 1,215 -
WORLD BANK,DC 39,629 755 39,474 (2,725) (6.46) 52,504 (17.75) 33.87 1.98 - - (7,324) 1,840 (892) 3,651 -
UBS AG 54,793 398 54,793 9,957 22.21 137,613 (3.45) 18.12 (5.18) - - (1,496) 3,325 1,705 6,424 -
BOEING, WA 44,510 663 44,510 (348) (0.78) 67,087 (8.44) 32.51 4.72 - - (3,736) 813 1,359 1,215 -
Diageo Ltd 39,629 755 39,474 (2,725) (6.46) 52,504 (17.75) 33.87 1.98 - - (7,324) 1,840 (892) 3,651 -
ACCENTURE PLC 39,629 755 39,474 (2,725) (6.46) 52,504 (17.75) 33.87 1.98 - - (7,324) 1,840 (892) 3,651 -
PAGE 1 of 1
Details
Routes
Cabin and Journey
Deals
Cost Centres
Addresses
Deals
Status
Deal Number
Title
Start Date
End Date
Created By
Live 100639 01APR03 TO 31MAR04 01 Apr 2003 31 Mar 2004 Brian Currie
Draft 100260 Qantas Tracking Deal 01 Aug 2001 31 Dec 2003 Sharon Boyne
Completed 15726 MORGAN STANLEY Sep01-31Mar02 02 Sep 2001 31 Mar 2002 Dawn Manley
Completed 19264 MORGAN STANLEY 01APR02-31MAR03 01 Apr 2002 31 Mar 2003 Brian Currie
User selects a deal as currently implemented

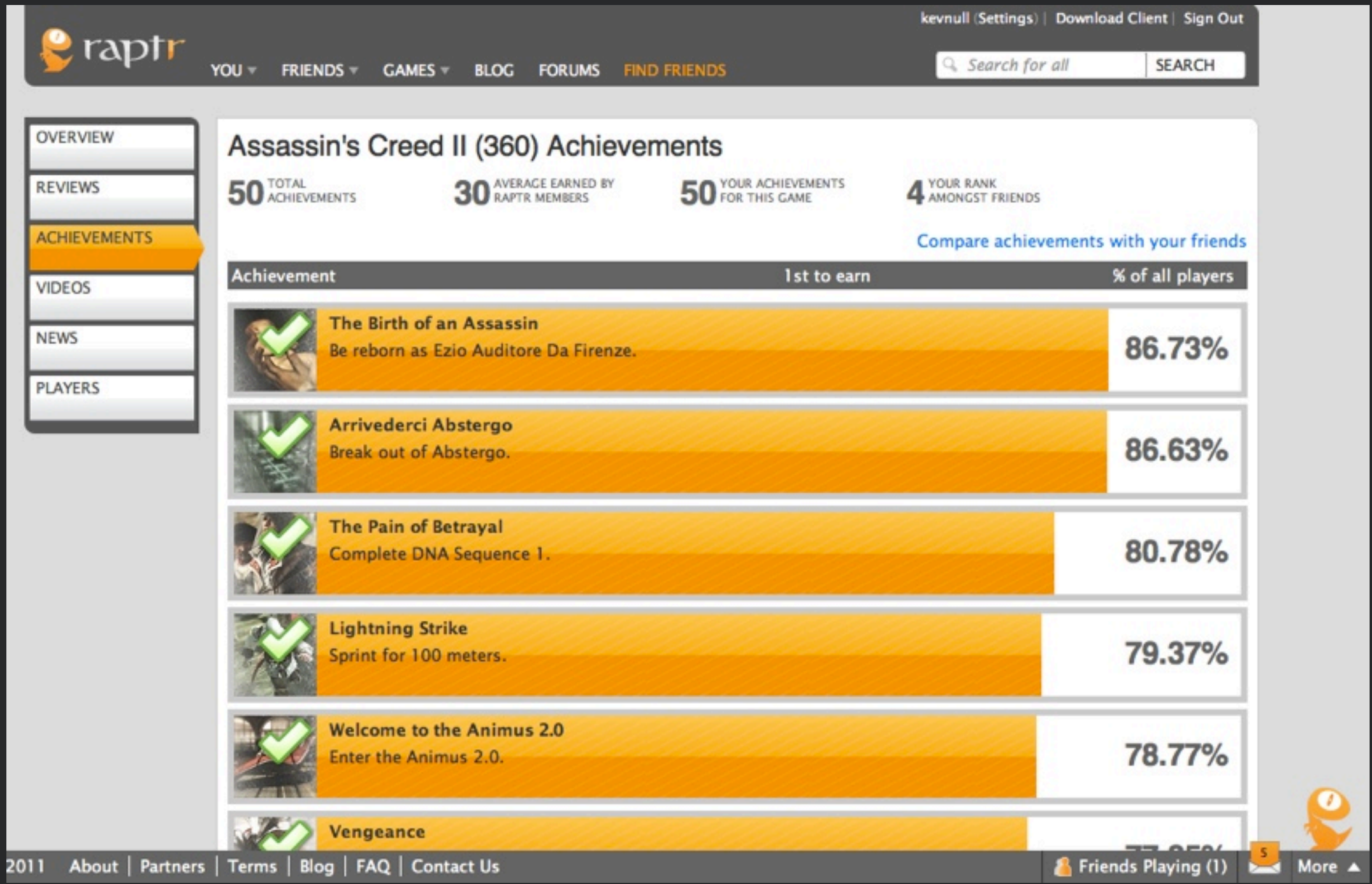
Big Company


Hi, Kevin | Sign Out | Help
Make Y! Your Homepage
Yahoo! Mail
YAHOO! LOCAL Maps
Search
Web Search
GET MAP AND DIRECTIONS
Clear
Address, City, State
Address, City, State
Reverse Directions | Round-Trip
Go
FIND A BUSINESS ON THE MAP
Clear
Find Restaurants, Hotels...
Search
AdChoices
REPLAY
GET A .COM ADDRESS FOR JUST $3.95/1st YR.
.COM
Go
Print
Send
Save
Live Traffic
Language
Help/Policies
Map
Hybrid
Satellite
Fell St
Oak St
Hermann St
Franklin St
10th St
Townsend St
Central Fwy
Potrero Ave
James Lick Fwy
3rd St
Stanyan St
Kezar Dr
Ashbury St
Castro St
Parnassus Ave
16th St
Bryant St
Market St
17th St
MISSION DISTRICT
POTRERO DISTRICT
Guerrero St
Dolores St
S Van Ness Ave
24th St
23rd St
Cesar Chavez
Clipper St
DIAMOND HEIGHTS
Portola Dr
Oshaughnessy Blvd
Bernal Hill Park
Mission St
Cortland Ave
John F Foran Fwy
Evans Ave
BAYVIEW DISTRICT
Bosworth St
San Jose
Alemany Blvd
Palou Ave
Monterey Blvd
280
Silver Ave
Ingalls St
Naples St
Bay Shore Blvd
Holloway Ave
INGLESIDE
John McLaren Park
Mansell St

Small Company in Big Company

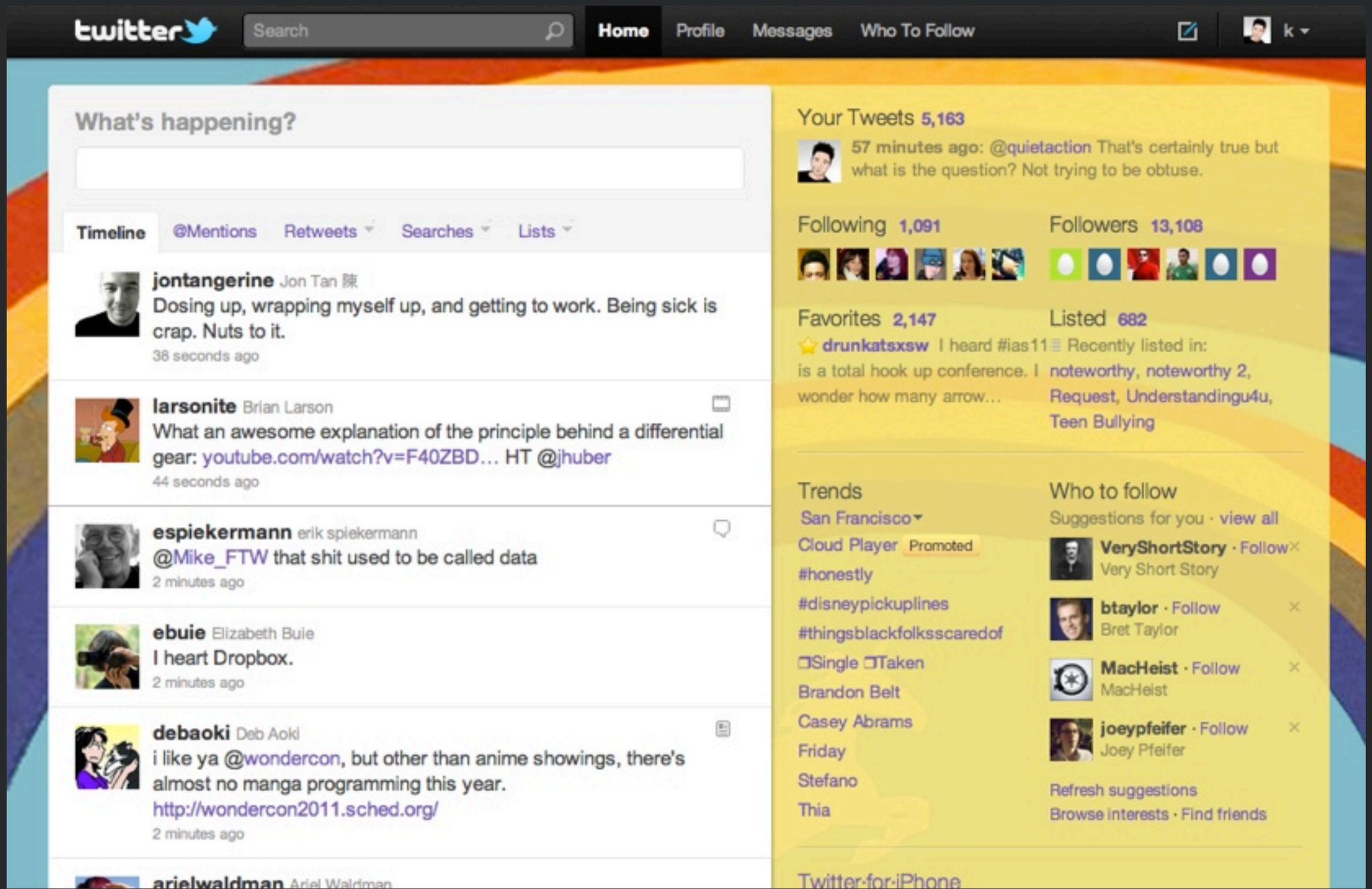


Joined a Startup



Side Project / Mobile

Product Management



Starting a Company

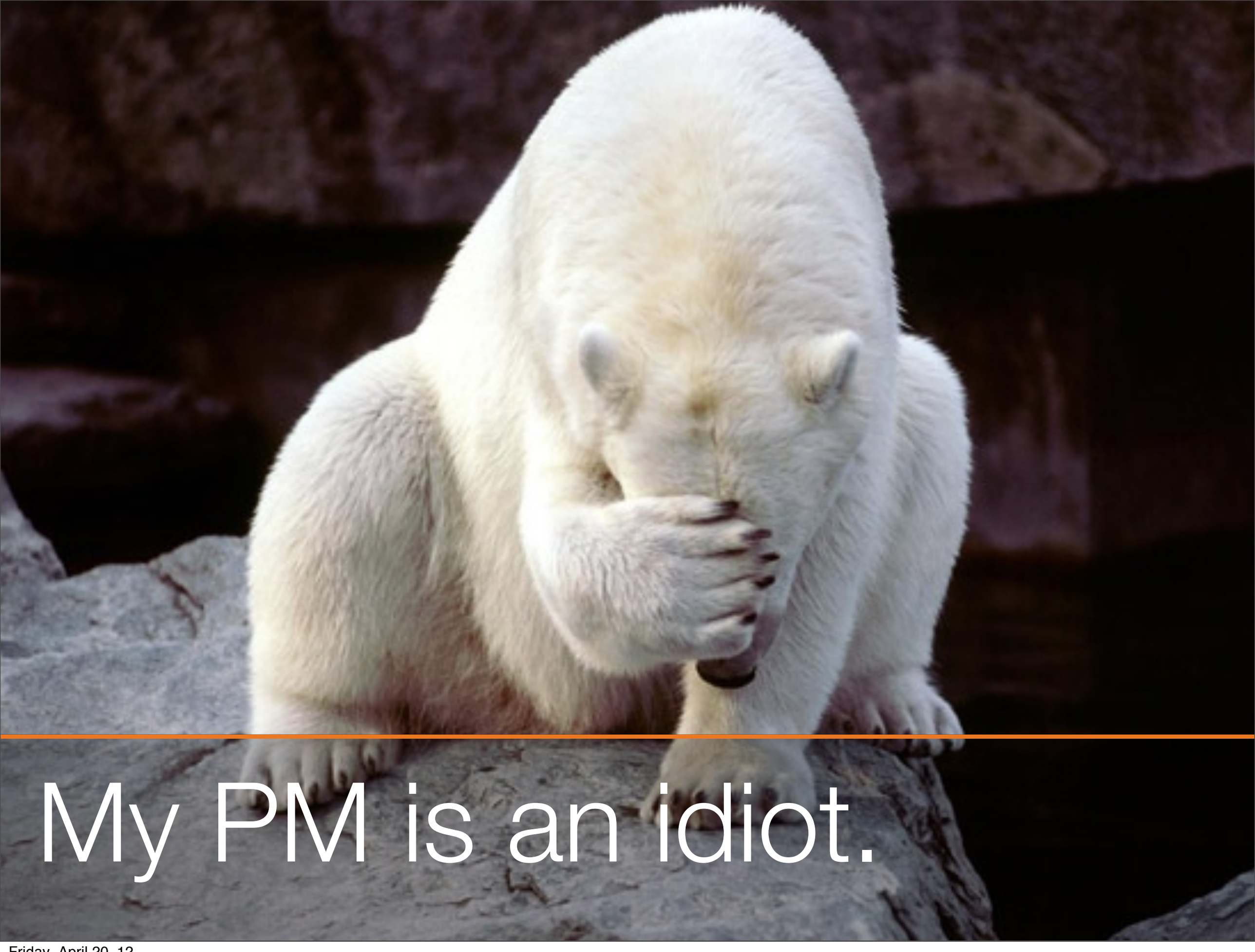
Should I Become a PM?

http://www.flickr.com/photos/dotdoubledot/2208867228/

I don’t know

I don’t know

It depends



My PM is an idiot.

Understand their job

They might still be idiots, though

UX

Product

	UX	Product
1		
2		
3		
4		
5		
6		
7		
8		
9		
10		

Design vs. Product Quiz Courtesy Jeff Lash

“You must enjoy spending time in the market to understand (customers’) problems.”

1

“You must enjoy spending time in the market to understand (customers’) problems.”

A: Product

1

“Understanding user wants, needs and expectations ... Working with the Customer Insights department to plan, execute and analyze quantitative and qualitative research ... Defining user requirements”

2

"Understanding user wants, needs and expectations ... Working with the Customer Insights department to plan, execute and analyze quantitative and qualitative research ... Defining user requirements"

A: User Experience

Manager, Usability and Information Architecture (Circuit City)

2

“Lead researching, understanding and passionately advocating target customer requirements, defining feature sets, and developing and communicating product requirements.”

3

"Lead researching, understanding and passionately advocating target customer requirements, defining feature sets, and developing and communicating product requirements."

A: Product

Senior Product Manager (Adobe)

3

“Define product requirements and plans that meet the strategic goals of the business. Propose and lead appropriate project definition activities.”

4

“Define product requirements and plans that meet the strategic goals of the business. Propose and lead appropriate project definition activities.”

A: User Experience

Information Architect, Site and Marketing (Walmart.com)

4

“Specifying market requirements for current and future products by conducting market research supported by on-going visits to customers and non-customers.”

5

“Specifying market requirements for current and future products by conducting market research supported by on-going visits to customers and non-customers.”

A: Product

5

“Gather user and market insights, analyze product metrics, articulate requirements, and launch new features … Define global product requirements, including writing scope requests, product requirements documents (PRDs)”

6

“Gather user and market insights, analyze product metrics, articulate requirements, and launch new features … Define global product requirements, including writing scope requests, product requirements documents (PRDs)”

A: Product

Senior Product Manager (eBay)

6

“Drive research & customer analysis…run consumer product advisory groups”

7

“Drive research & customer analysis…run consumer product advisory groups”

A: Product

Product Manager (Yahoo!)

7

“Understanding target audiences’ needs, tasks, and goals”

“Understanding target audiences’ needs, tasks, and goals”

A: User Experience

User Experience Lead (Avenue A/Razorfish)

8

“You will be responsible for understanding the client interaction with the product and their work-flow. You will bring this understanding to the table and work closely with Sales, Marketing, Product Management and end users to help enhance the usability of our application.”

9

“You will be responsible for understanding the client interaction with the product and their work-flow. You will bring this understanding to the table and work closely with Sales, Marketing, Product Management and end users to help enhance the usability of our application.”

A: Product / UX

Product Manager - Usability (Gridstone Research)

9

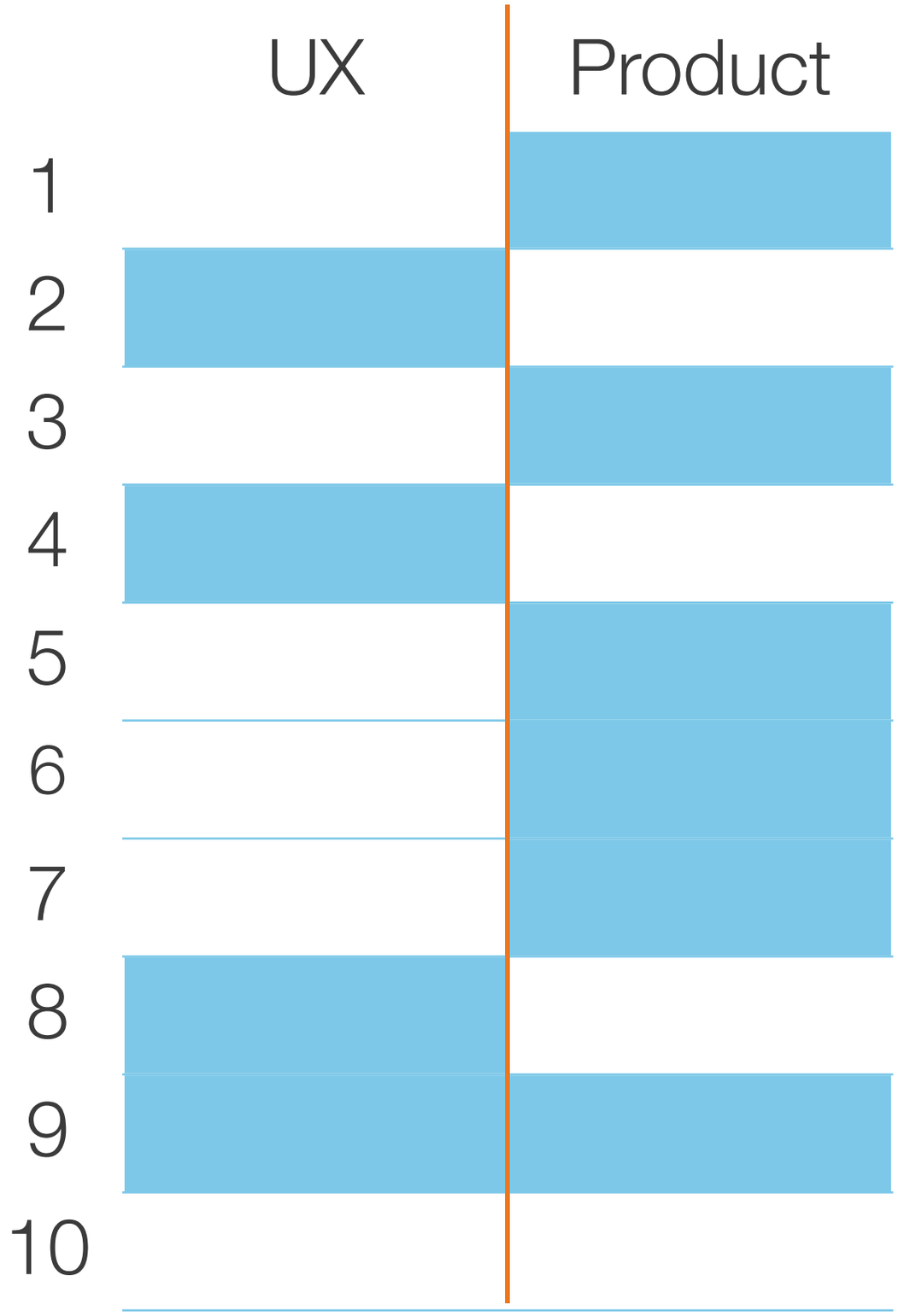
“Work directly with customers to understand their goals”

10

"Work directly with customers to understand their goals"

A: Project Project Manager (Endeca)

10



Design vs. Product Quiz Courtesy Jeff Lash

IA

IxD

IxD

VisDe

What would you say product managers do…?

Kevin Cheng's Experience

Product Manager

Twitter

Privately Held; Internet industry

January 2010 – Present (1 year 3 months)

I write emails and attend meetings so other people don't have to.

A product manager is a facilitator, building consensus across teams and disciplines.

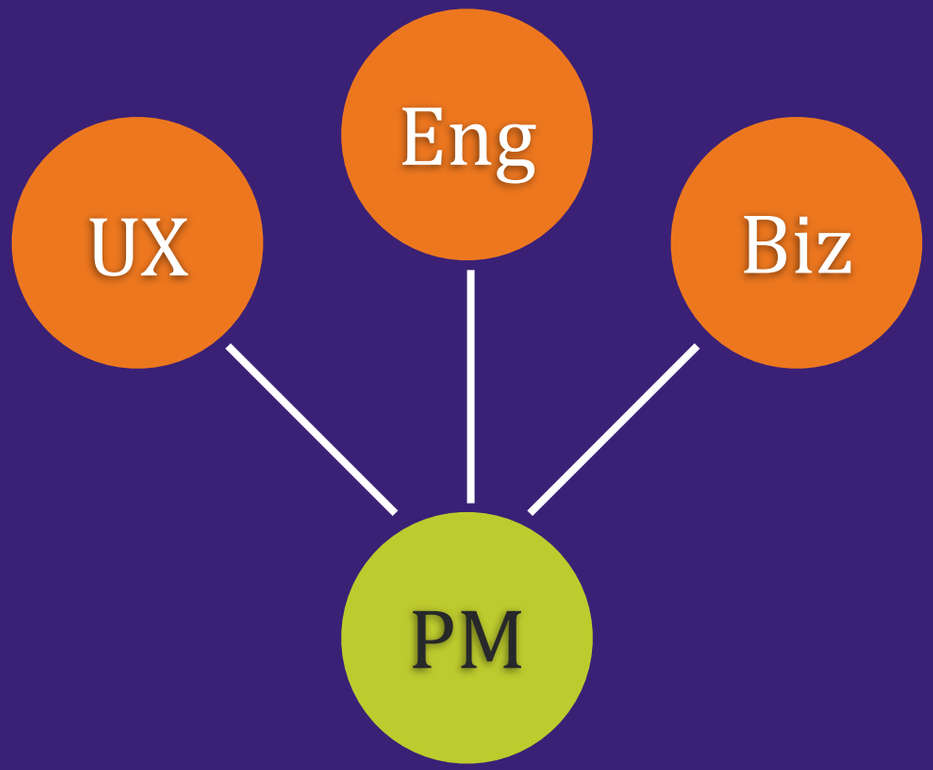
A product manager is a hub, taking input from all sources and keeping everyone informed.

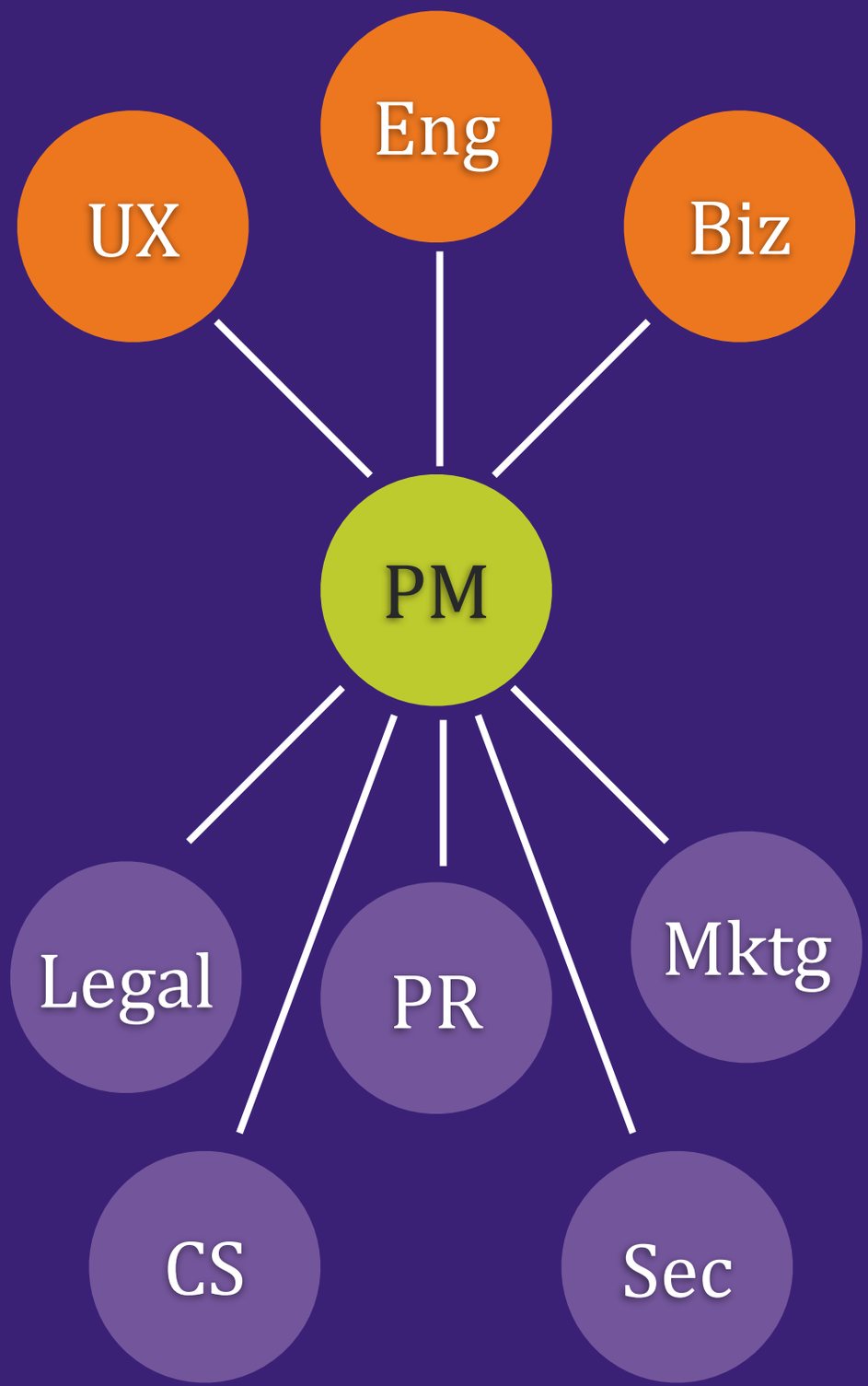
http://www.flickr.com/photos/stuckincustoms/4481941106/

The product manager is an editor, responsible for the success and vision but not contributing directly.

how to become (or work with) a product manager

kevin cheng @k #howtopm


Eng
UX
Biz
PM


Eng
UX
Biz
PM
Legal
PR
Mktg
CS
Sec

ENGINEERS AND DESIGNERS

CREATE

how to become (or work with) a product manager

kevin cheng @k #howtopm

PRODUCT MANAGERS SET THE GOAL AND CLEAR THE WAY

how to become (or work with) a product manager

kevin cheng @k #howtopm

RESPONSIBILITIES

RESPONSIBILITIES

- Roadmap and Goal Setting

RESPONSIBILITIES

- Roadmap and Goal Setting
- Scoping and Prioritizing

RESPONSIBILITIES

- Roadmap and Goal Setting
- Scoping and Prioritizing
- Scheduling and Project Management

RESPONSIBILITIES

- Roadmap and Goal Setting
- Scoping and Prioritizing
- Scheduling and Project Management
- Coordination and Consensus

RESPONSIBILITIES

- Roadmap and Goal Setting
- Scoping and Prioritizing
- Scheduling and Project Management
- Coordination and Consensus
- Measuring and Iterating

RESPONSIBILITIES

- Roadmap and Goal Setting
- Scoping and Prioritizing
- Scheduling and Project Management
- Coordination and Consensus
- Measuring and Iterating
- Shipping

PRODUCT MANAGERS

SHIP

how to become (or work with) a product manager

kevin cheng @k #howtopm

PRODUCT MANAGERS SHIP THE RIGHT PRODUCT

how to become (or work with) a product manager

kevin cheng @k #howtopm

Roadmap and Goals

What is Important?

- fast load time
- take a photo
- add friends
- popular items
- add location
- recent activity from friends
- feedback/comment on posts
- see others at location
- share on other networks
- post status

...for Instagram?

- fast load time
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- add location
- recent activity from friends
- feedback/comment on posts
- see others at location
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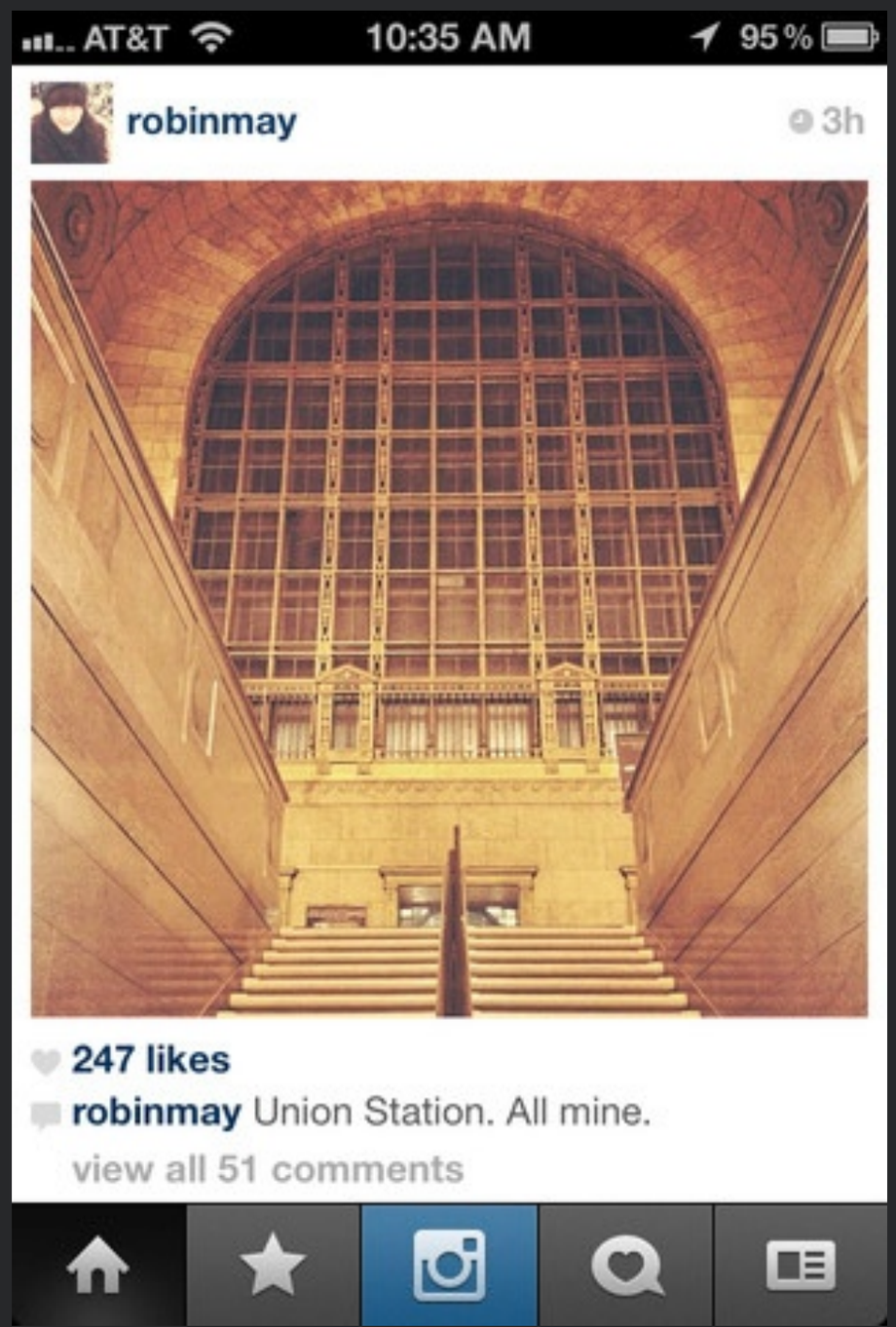
- post status

...for Instagram?



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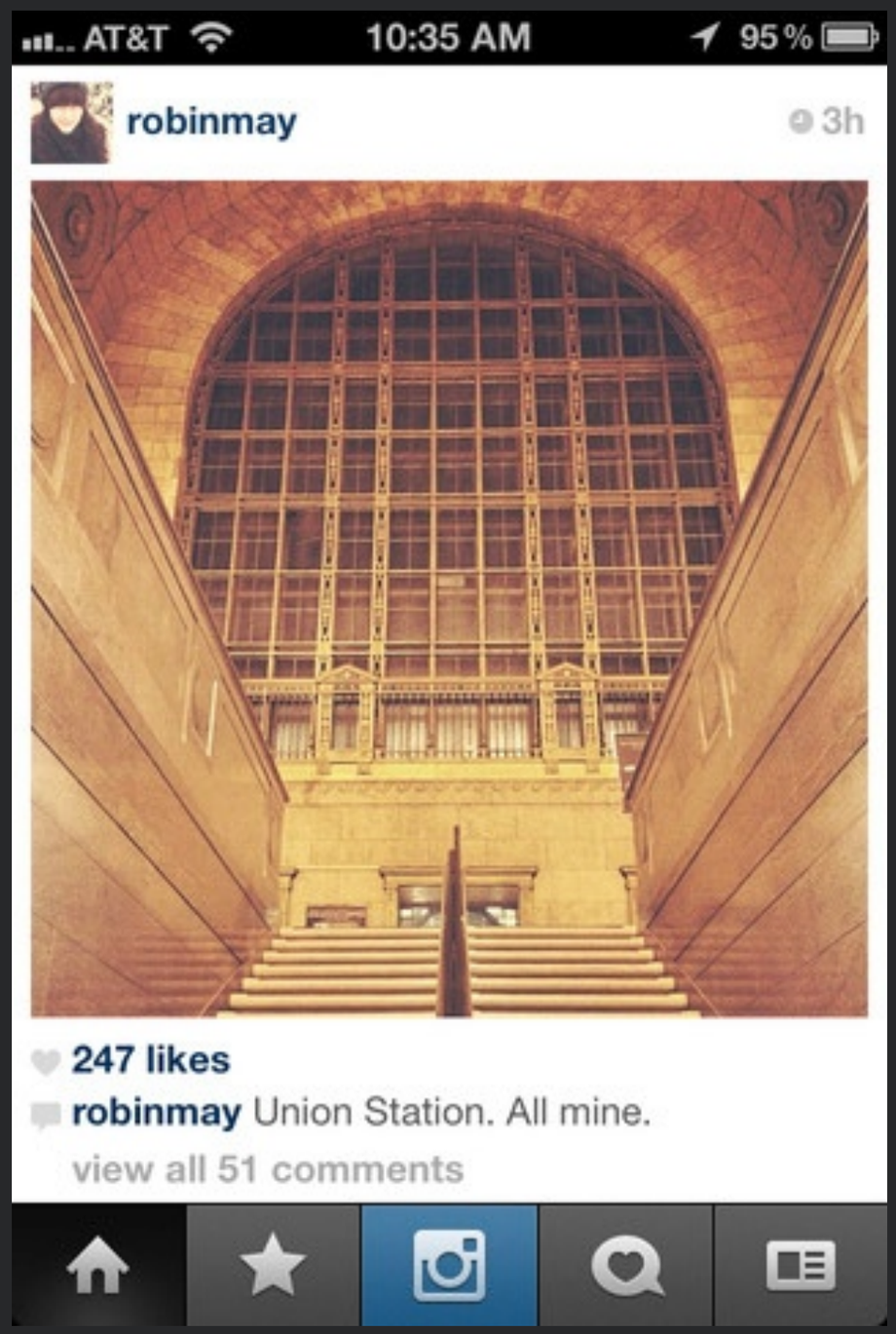

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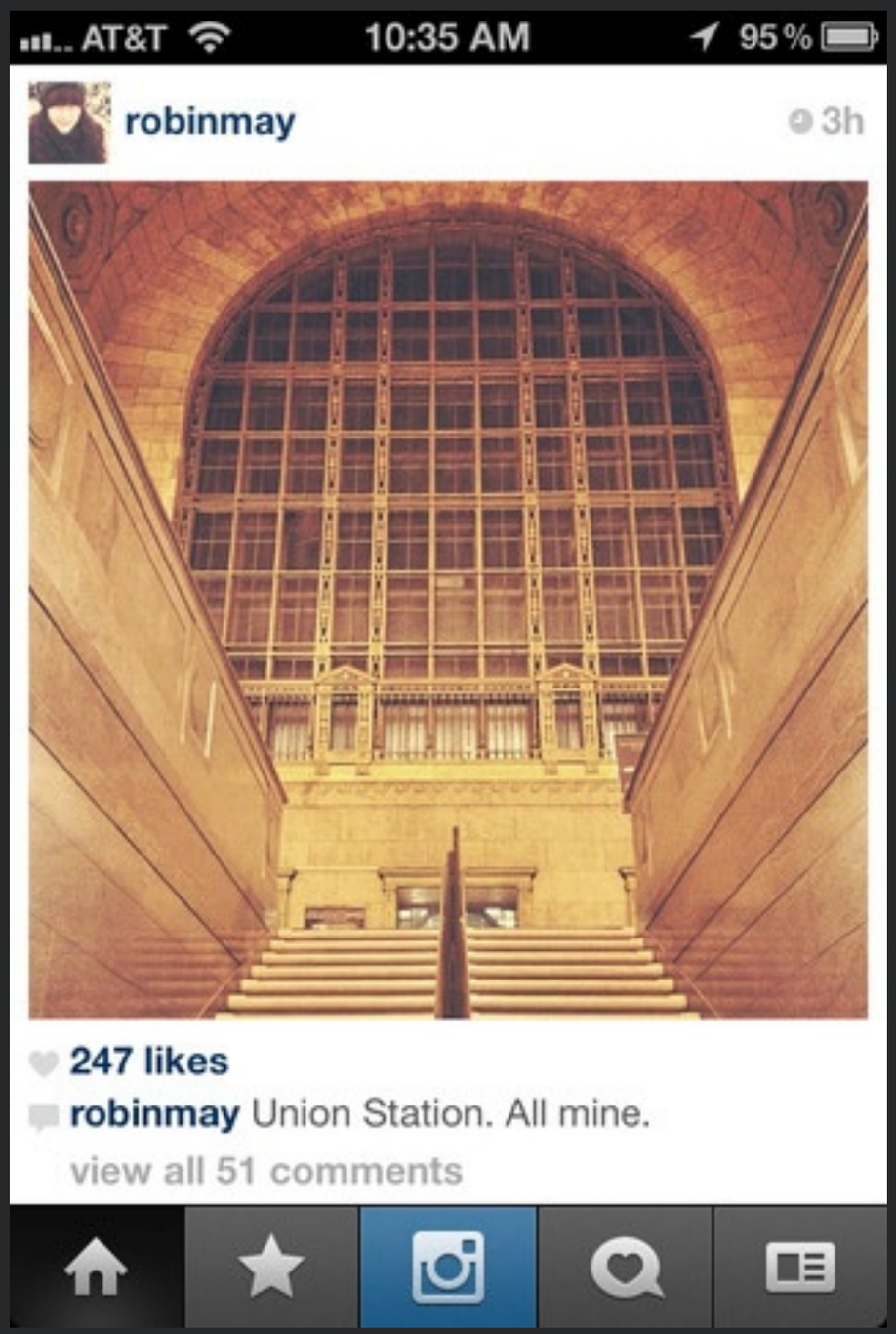
- share on other networks
- post status

...for Facebook?



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…for Foursquare?

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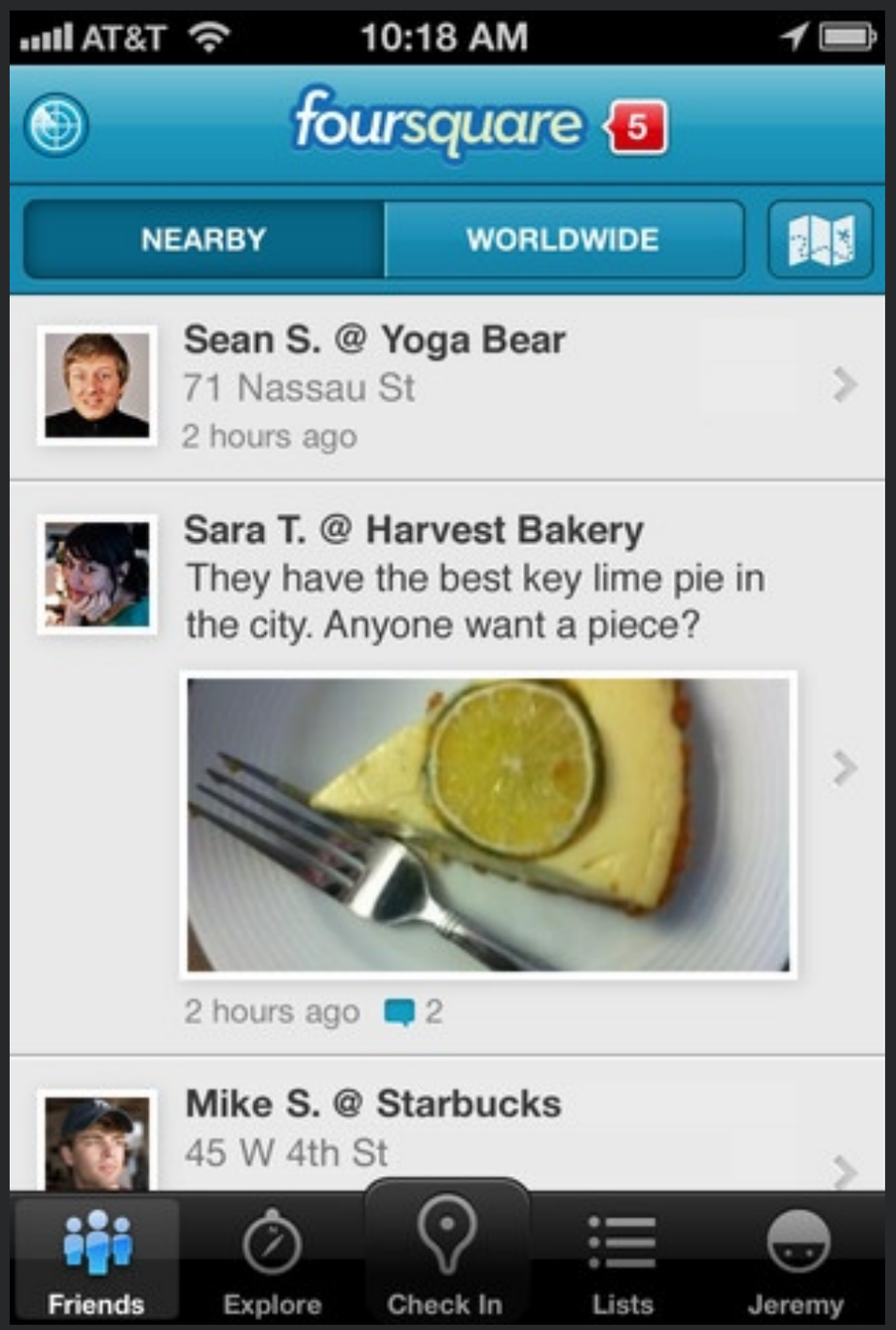
…for Foursquare?



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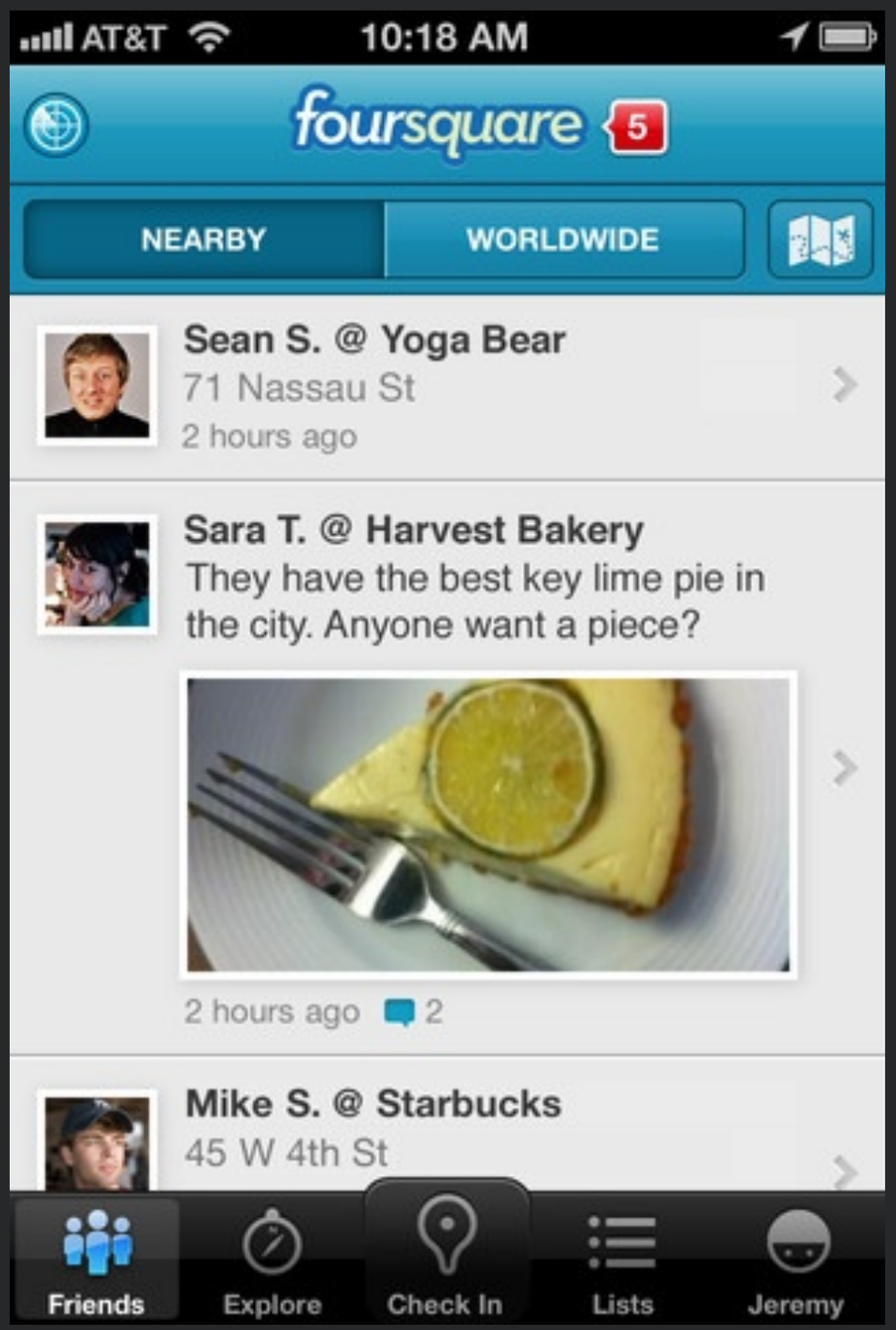

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- recent activity from friends
- feedback/comment on posts
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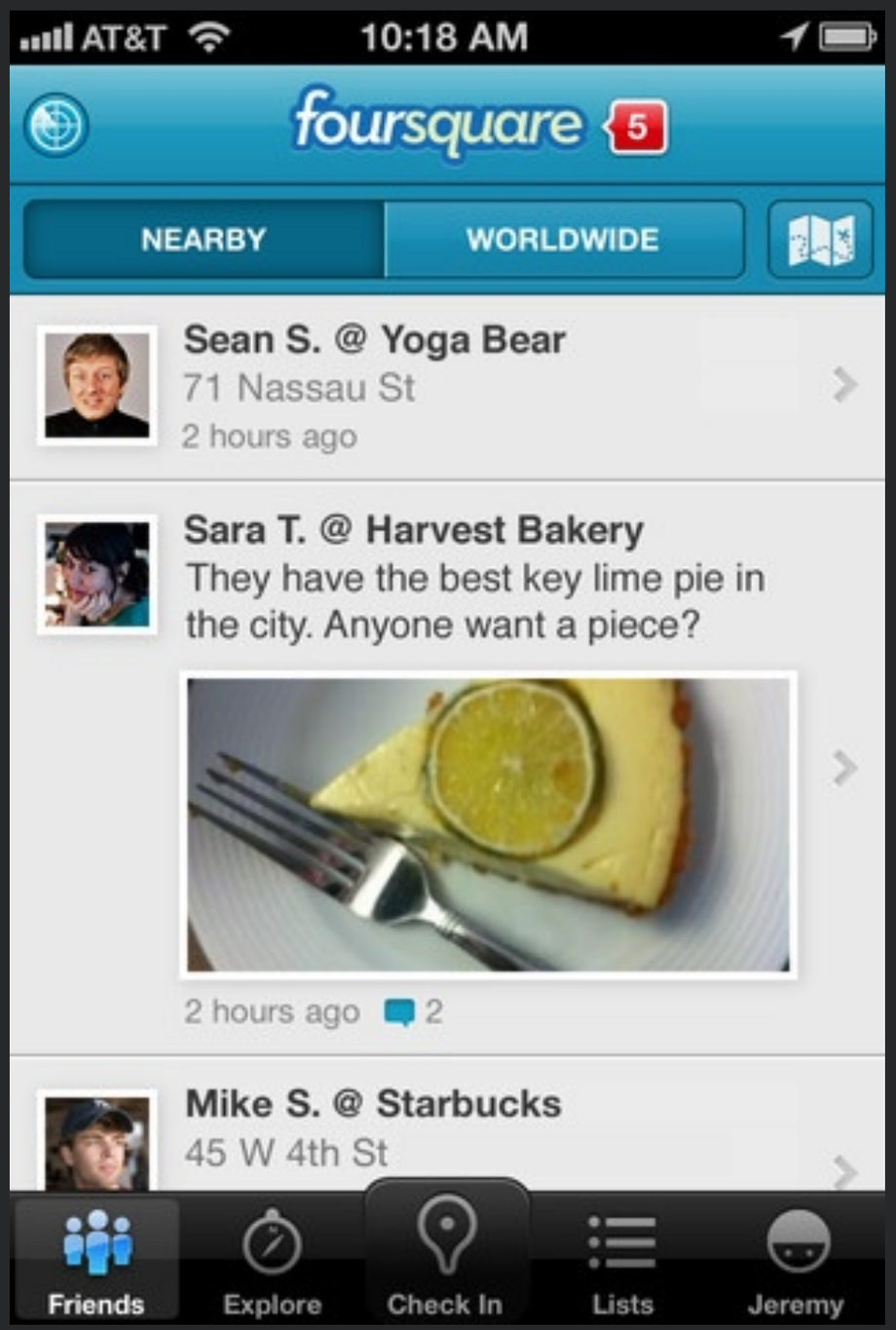
- share on other networks
- post status

…for Path?



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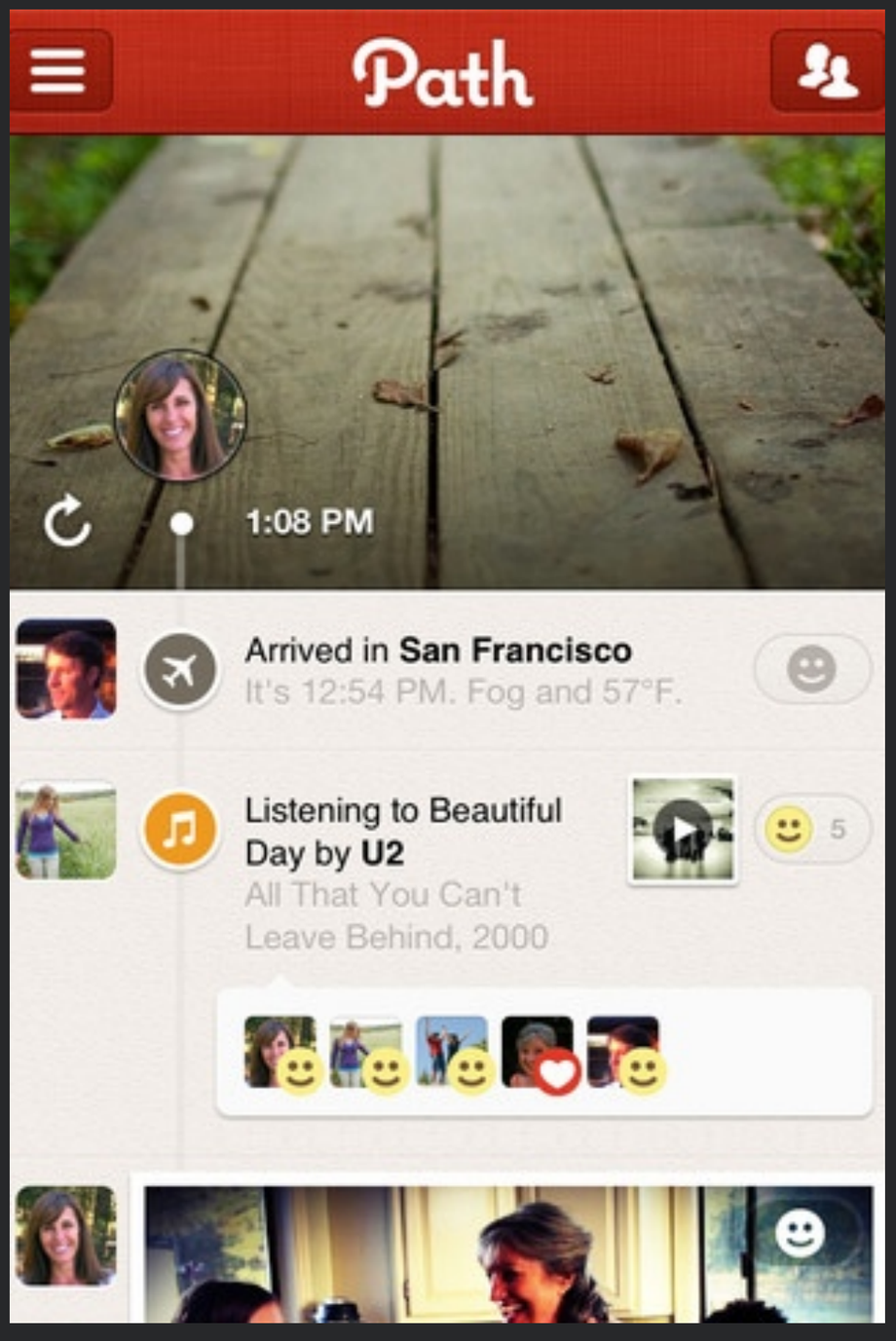

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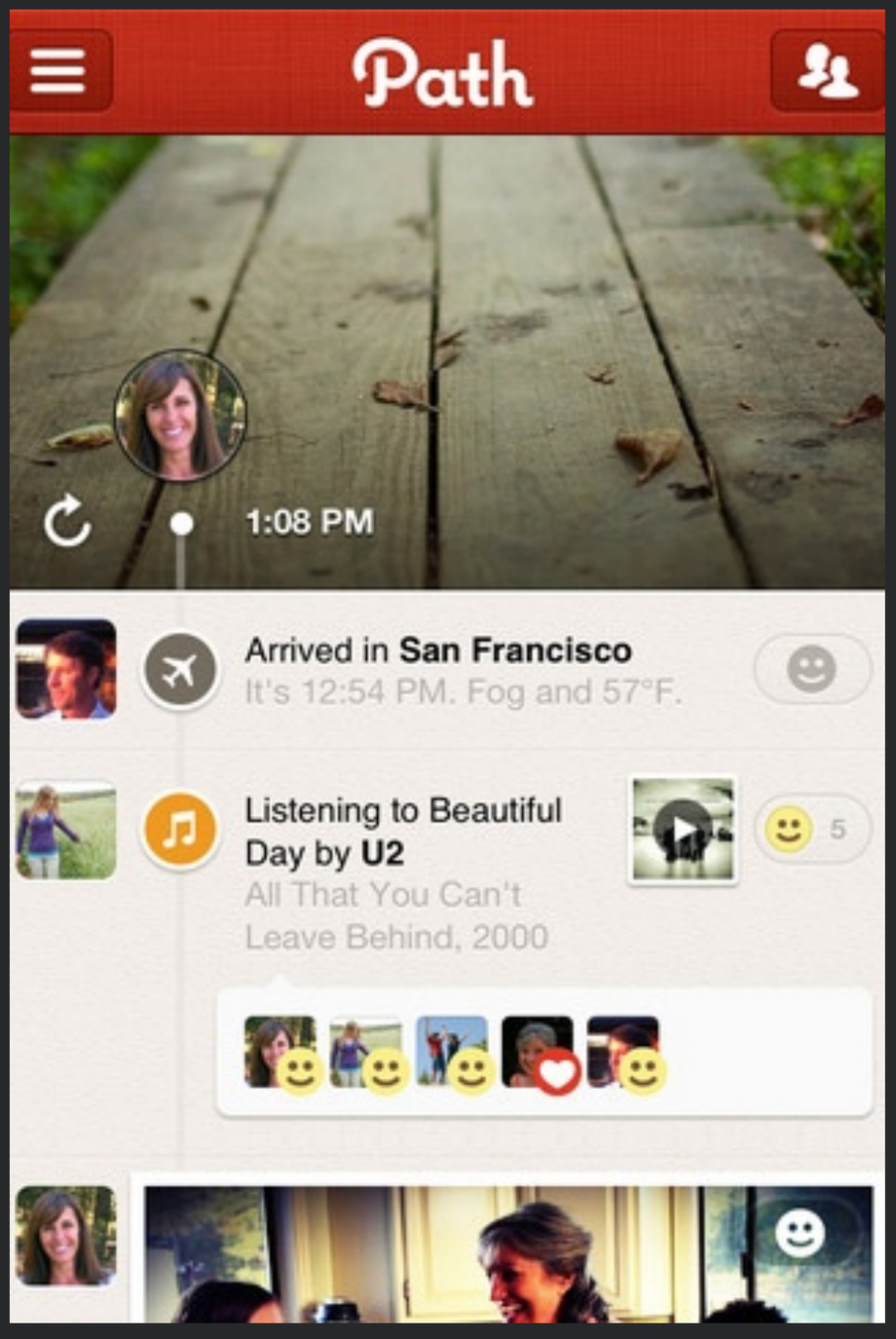

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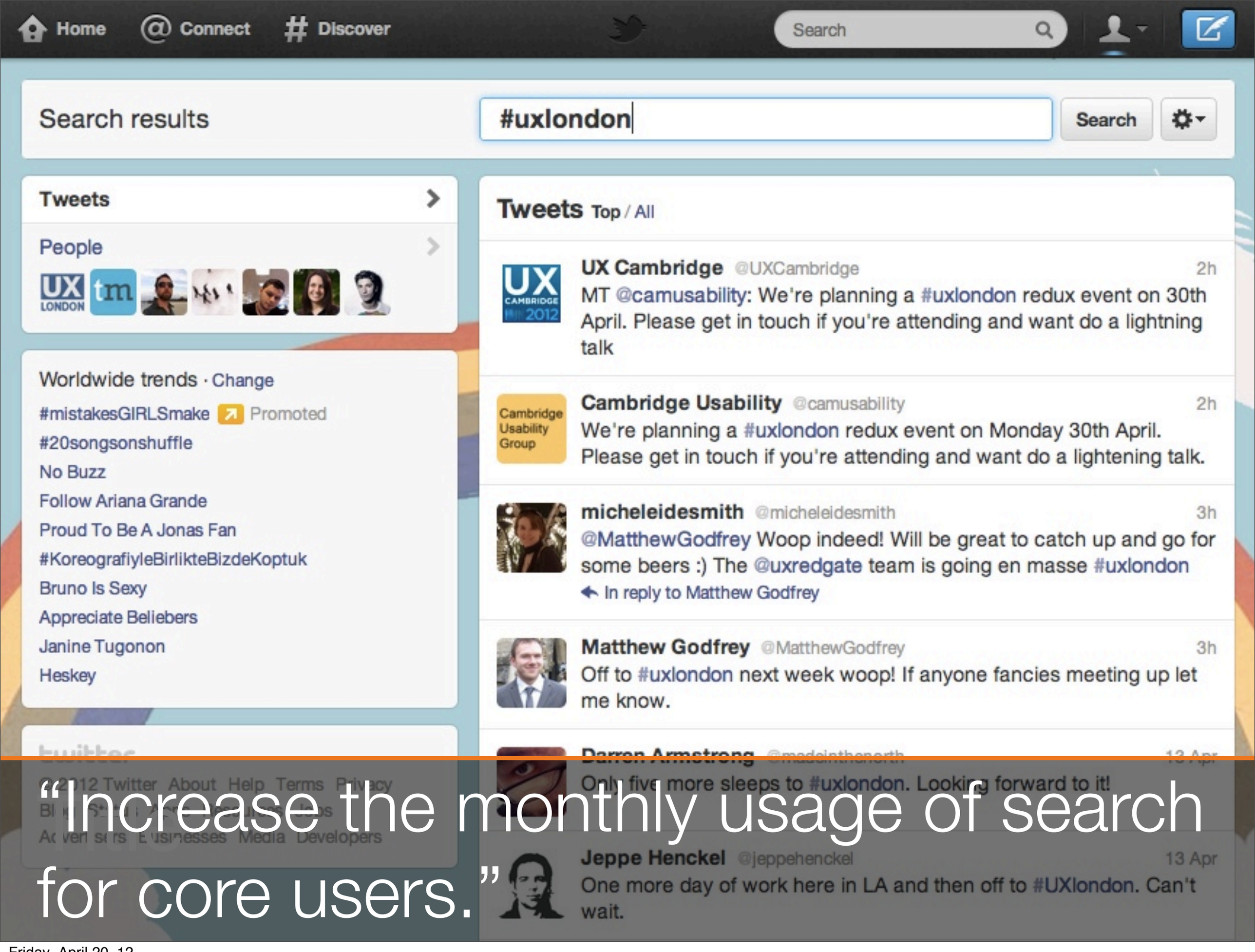
- see others at location
- share on other networks
- post status

“To instantly connect people everywhere to what’s most important to them”

Recent images by @Rick_Bayless

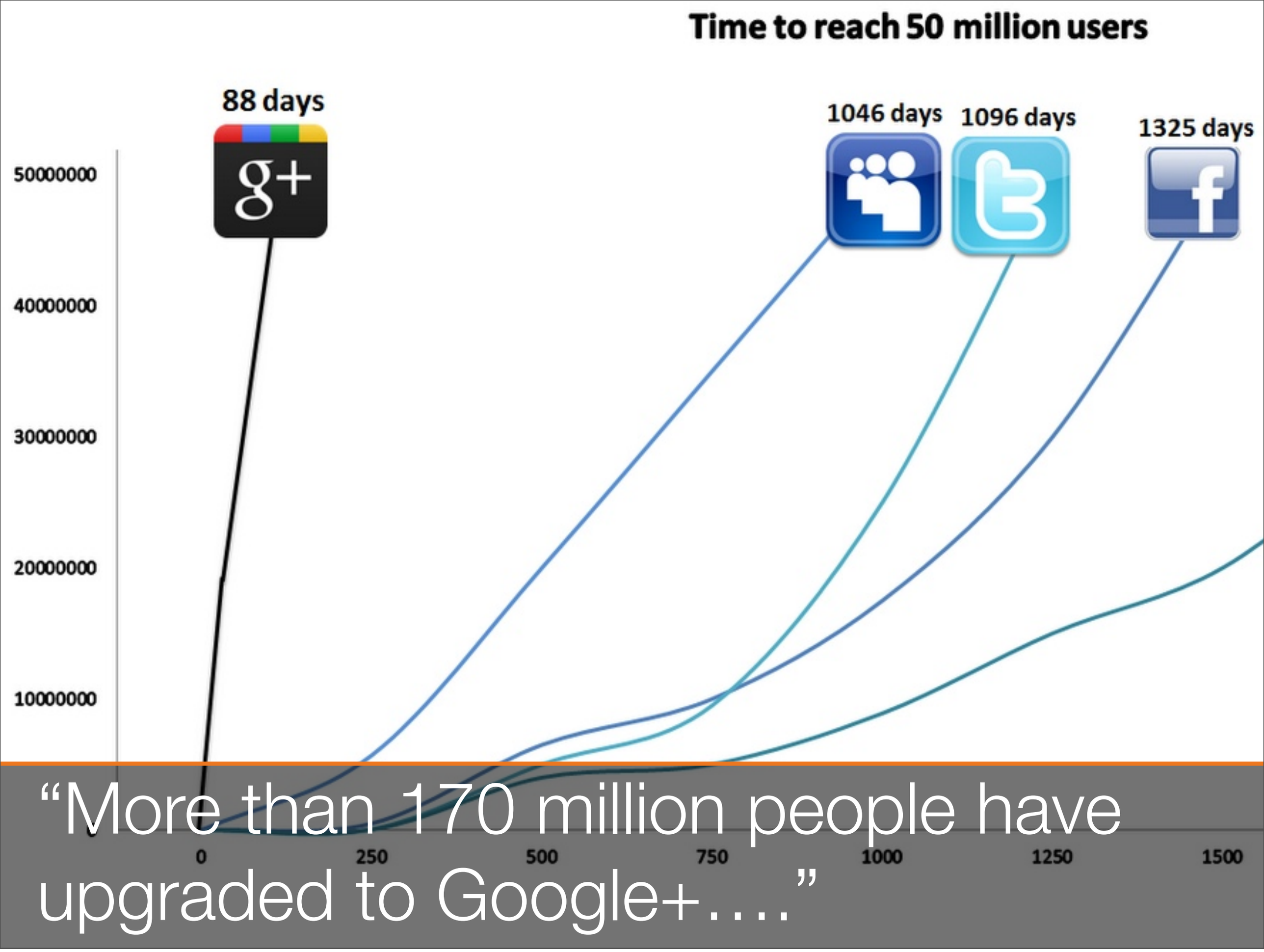
"Help Twitter users create and consume the most useful content for their context."



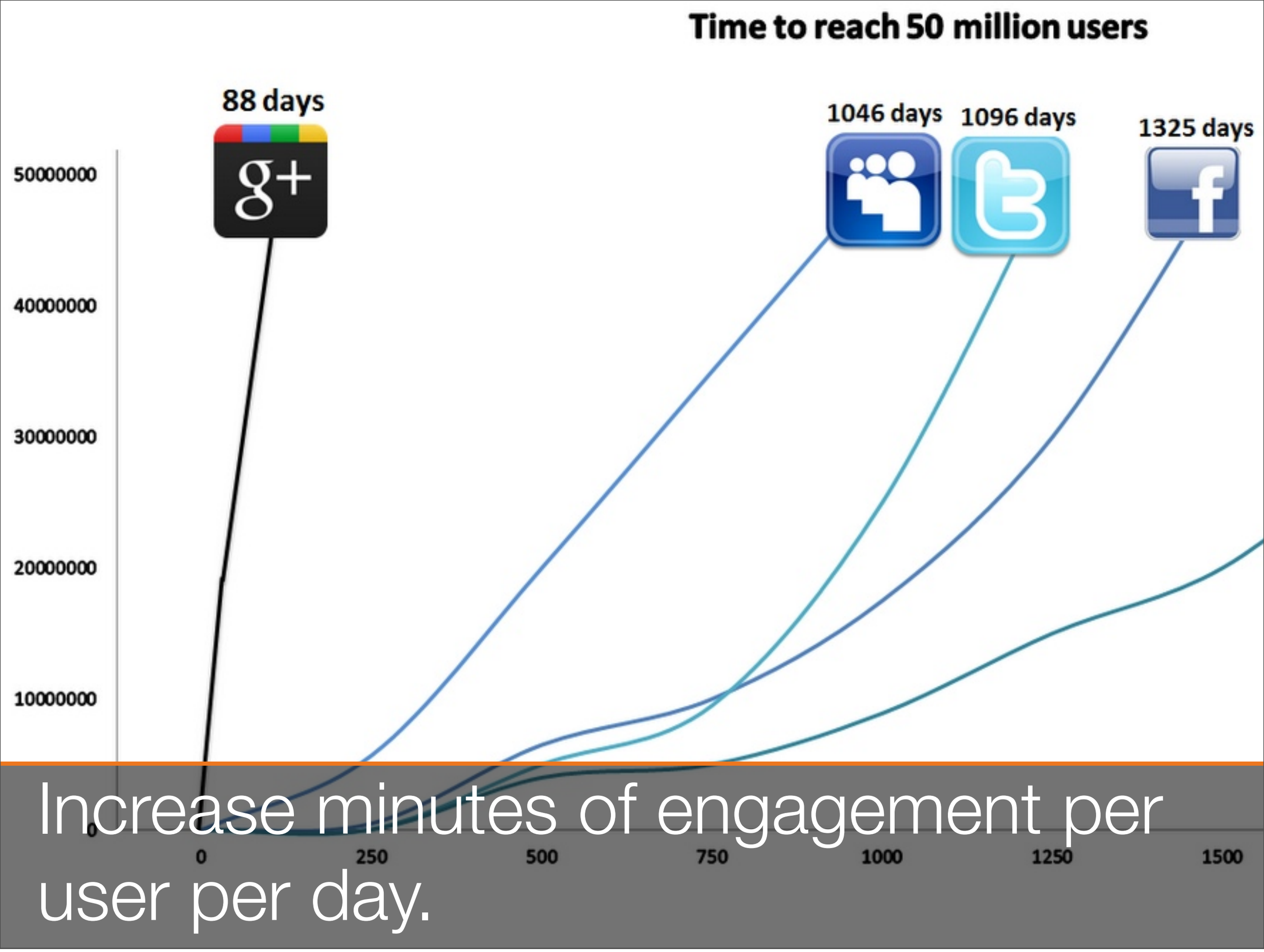
"Increase the monthly usage of search for core users."

“Do No Evil”

“Organize the World’s Information”



“More than 170 million people have upgraded to Google+….”



Increase minutes of engagement per user per day.

CORE MESSAGE

Junglebox makes it possible for everyone to experience the joy of owning, breeding and raising exotic frogs.

Call it what you want

- Goals
- Mission
- Core Message
- Objectives
- Outcomes and Key Results (OKR)
- Key Performance Indicators

Donna

- Meeting Assistant
- Birthday Reminder
- To-do Assistant
- Conference Assistant
- Email Assistant
- Travel Assistant

What We Looked At

- Customer need / market opportunity
- Technical feasibility / difficulty
- Time to market
- Existing competitors / differentiation
- Investor alignment
- Long-term goals

Donna

- Meeting Assistant
- Birthday Reminder
- To-do Assistant
- Conference Assistant
- Email Assistant
- Travel Assistant

Where UX Fits

- Help define goals through user research (but it's just one input)
- Define experience that meets the goals.

Scoping and Prioritizing

AUGMENTED REALITY GHOST HUNTER

ARGh

The Hunt

- Player receives push notifications that are alerts that ghosts are nearby. "Paranormal activity detected. Investigate? Yes/No"
- Upon opening the application, the app detects where you are in the background.
- A map of the area you're in appears.
- There's an area marked around you, indicating a ghost is nearby.
- When the phone is flat/horizontal, the device is a PKE like meter. Essentially a hot/cold meter that can tell you if you're getting closer or farther. Player walks the streets trying to get closer to the ghost while watching the meter.
- When you get very near the ghost, the meter freaks out.
- Holding the camera vertically switches it to ecto-goggle mode.
- Use sound to potentially help locate

Combat / Capture

- You take out your gun. Press on the screen to shoot but the stream is not easy to control and oscillates randomly.
- Phone continuously vibrates.
- Ghost reacts to the beam and starts running away.
- Player will need to continue to move their finger and the phone to keep up with the ghost.
- Once the beam connects, player continues to hold the ghost and then points their phone down to put it in a trap.

Progression

- Players can level up to catch more powerful ghosts
- Players may unlock
- different ways of capturing (skills)
- different weapons
- different sensors (to find more menacing ghosts)
- ability to contribute their own content
- Achievements for variety of ghosts as well as number
- Achievements for catching date/location specific rare ghosts
- Ability to contribute back to the game (placing ghosts, creating ghosts, writing lore)

New Powers

- New powers:
  - shake for an attack
  - use your shadow for an attack
  - blow into it for an attack
  - different sounds give different attacks
- http://www.youtube.com/watch?v=TvDWleKmhYs
- Deploying your ghosts to fight other ghosts

Ghost Placements

- Allow players to visit a website where they submit their own / build their own ghost
- Include "lore" on the ghost
- Other players vote on whether this ghost should actually exist in game
- Popular ghosts are included in the almanac and the game for capture
- Some ghosts are rare
- Some ghosts will utilize real lore (e.g., London specific ghosts from Jack the Ripper)

The Real Product

- Ghost were placed on startup
- No respawns
- Intro movie
- Sound effects and soundtrack
- No gallery of caught ghosts
- Sharing of ghost screenshots

I CAN HAS

“It was more important to say ‘No’ to new features instead of ‘Yes.’”—Techcrunch (on Instagram)

http://techcrunch.com/2012/04/09/instagram-story-facebook-acquisition/

"Let's say it again lest we forget: your job as a product manager is to take features out of a product not put them in."

—@jdrumgoole, Apr 12, 2012

Your Turn

Scheduling and Project Management

how to become (or work with) a product manager

kevin cheng @k #howtopm

Product Manager

Project Manager

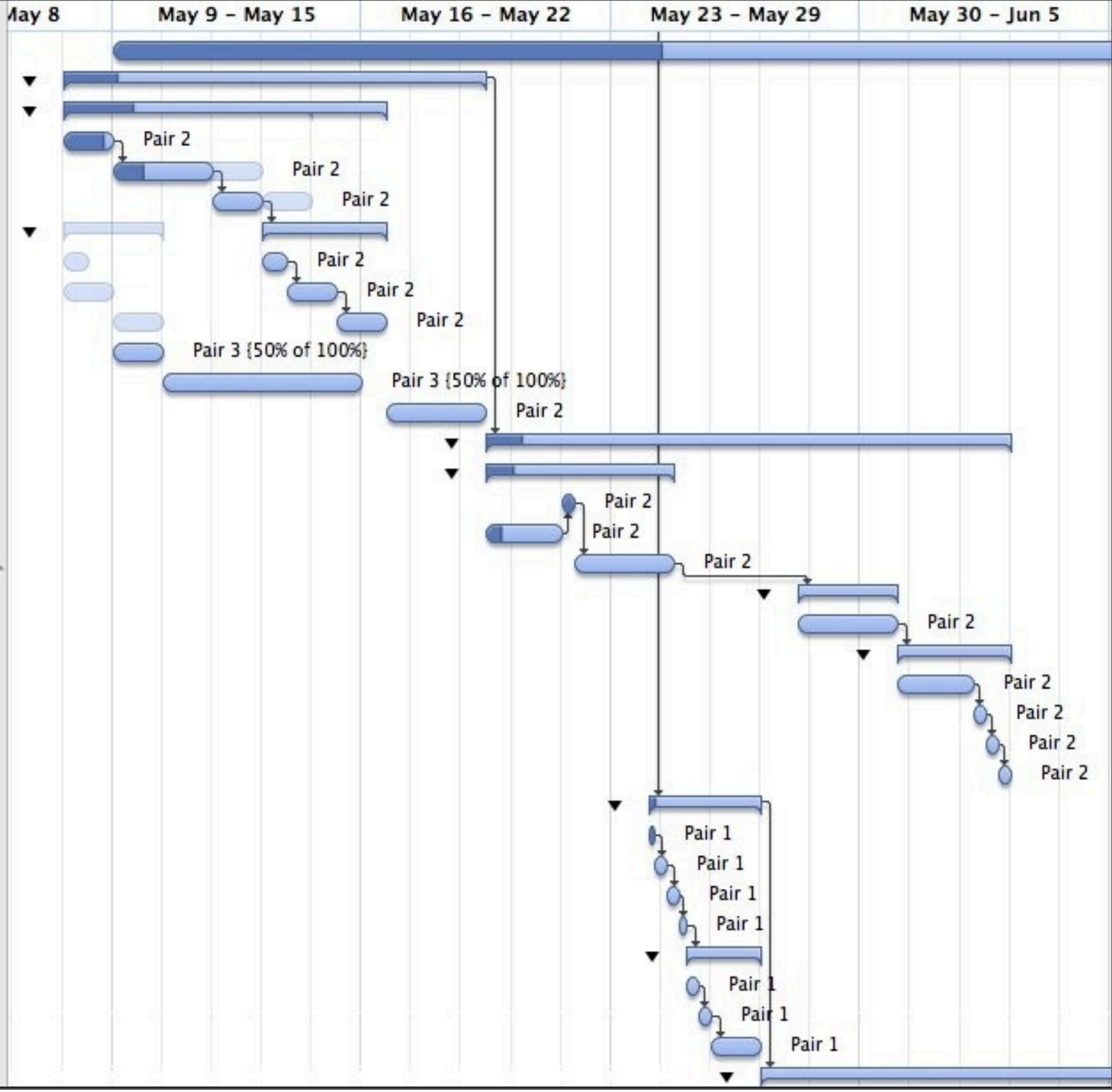
TRACK PROGRESS

FORWARD MOMENTUM

how to become (or work with) a product manager

kevin cheng @k #howtopm

ort	Assigned	Completed
4w	Pair 3 {50%...	27.5%
1d		12.73%
4h		21.54%
1d	Pair 2	80%
2d	Pair 2	30%
1d	Pair 2	0%
4h		0%
4h	Pair 2	0%
1d	Pair 2	0%
1d	Pair 2	0%
4h	Pair 3 {50%...	0%
2d	Pair 3 {50%...	0%
2d	Pair 2	0%
3d		6.88%
6h		14.67%
2h	Pair 2	100%
4h	Pair 2	20%
2d	Pair 2	0%
2d		0%
2d	Pair 2	0%
2h		0%
4h	Pair 2	0%
2h	Pair 2	0%
2h	Pair 2	0%
2h	Pair 2	0%
2h		5.56%
1h	Pair 1	100%
2h	Pair 1	0%
2h	Pair 1	0%
1h	Pair 1	0%
4h		0%
2h	Pair 1	0%
2h	Pair 1	0%
1d	Pair 1	0%
7h		0%



Just a Spreadsheet

Layout	Heskin DM	4	-100.00	4.00
Navigation	Global nav user dropdown	4	-100.00	4.00
Navigation	Connect settings link	2	-100.00	2.00
Navigation	Connect find people link	2	-100.00	2.00
Navigation	Connect help link	1	-100.00	1.00
Navigation	Signed out nav bar	4	-100.00	4.00
Infrastructure	Internal API Bridge	4	100.00	0.00
Infrastructure	Browser dispatcher	16	100.00	0.00
Infinite	loading before hitting bottom	1	100.00	0.00
Infinite	loading indicator	1	100.00	0.00
Infinite	end of timeline indication	1	-100.00	1.00
Render Streams	Home	3	100.00	0.00
Render Streams	Mentions	3	100.00	0.00
Render Streams	Favorites	3	100.00	0.00
Render Streams	Lists	3	100.00	0.00
Render Streams	Saved Searches	3	100.00	0.00
Render Streams	User Stream	3	100.00	0.00
Render Streams	internal stream locks	4	100.00	0.00
Render Streams	stream fragment caching	4	100.00	0.00
Render Streams	stream position caching	8	100.00	0.00
Render Streams	retweet streams (x3)	4	-100.00	4.00
Tweets	Shorter relative timestamps	1	100.00	0.00
Tweets	Presence of media	4	100.00	0.00
Tweets	Retweet state	1	-100.00	1.00
Tweets	Fav state	1	100.00	0.00
Tweets	Geolocation	1	-100.00	1.00
Tweets	Show real link instead of t.co	4	-100.00	4.00
Tweet Actions	Ability to fav	2	100.00	0.00
Tweet Actions	Ability to rt	8	100.00	0.00
Tweet Actions	prompt	4	100.00	0.00
Tweet Actions	notification/confirmation	2	100.00	0.00
Tweet Actions	update timeline with rt	2	100.00	0.00
Tweet Actions	ability to reply with modal	20	100.00	0.00
Tweet Actions	create modular tweet box	8	100.00	0.00
Tweet Actions	escape from modal to cancel	1	100.00	0.00

Week 1

Not Started 0 100

Signed out Profile
Convergence
Settings
Tweet box
Unread
Dashboard
Infinite
Trends
Lists Details
Tweets
Profile Details Pane
Promotions
List Actions
Auth
Favs
Inline Media
Render Streams
Add Location
Logging Phoenix
Notifications
Keyboard
3 Column Layout
Profile Actions
Lists Members
DM Modal
Tweet Actions
Direct messages
Search
Infrastructure
Signed in Profile
Permalink Details Pane
Followers/Following
Metrics
Security

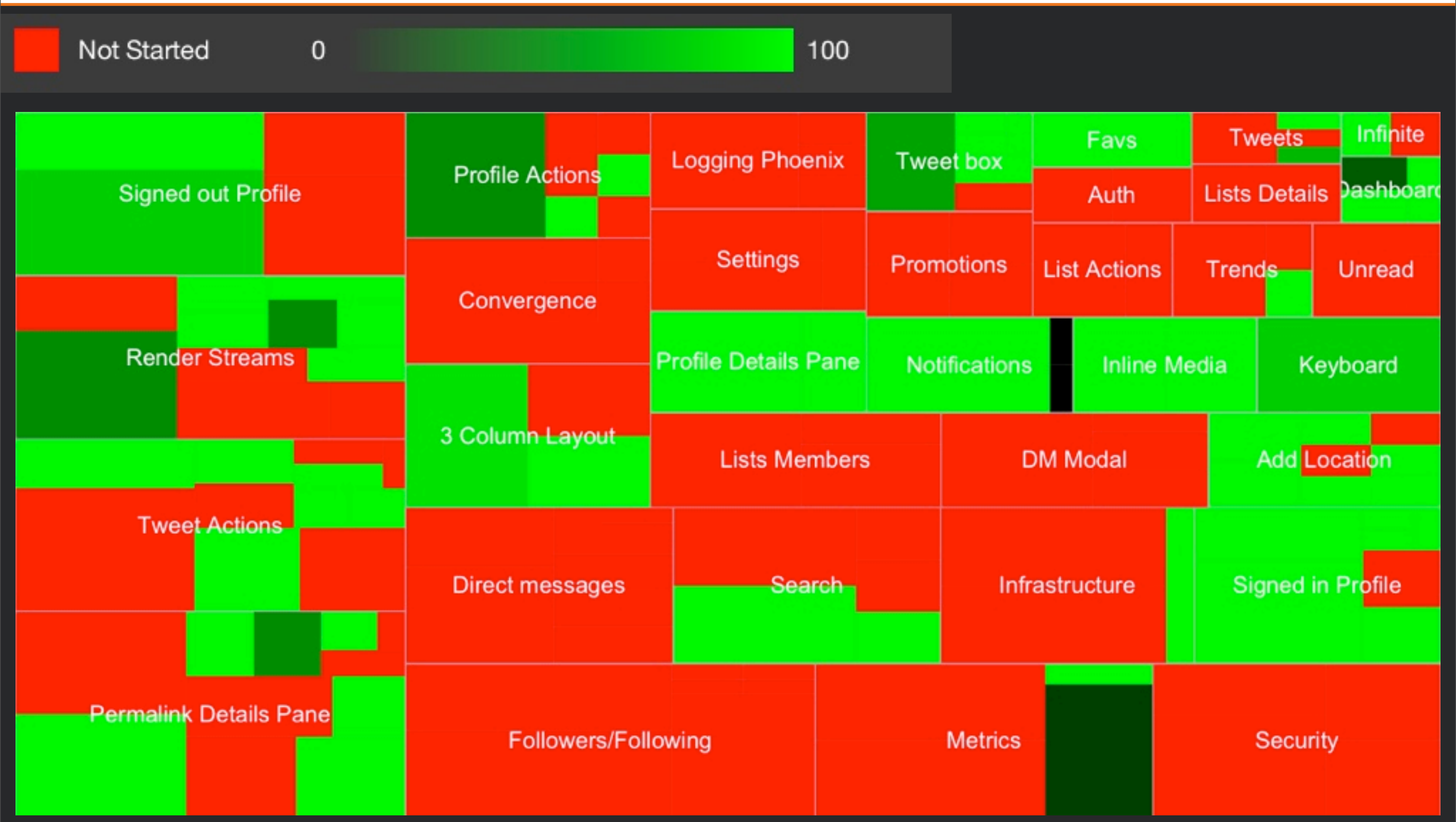
Week 2

Not Started
0
100
Signed out Profile
Profile Actions
Logging Phoenix
Tweet box
Favs
Tweets
Infinite
Auth
Lists Details
Dashboard
Settings
Promotions
List Actions
Trends
Unread
Render Streams
Convergence
Profile Details Pane
Notifications
Inline Media
Keyboard
3 Column Layout
Lists Members
DM Modal
Add Location
Tweet Actions
Direct messages
Search
Infrastructure
Signed in Profile
Permalink Details Pane
Followers/Following
Metrics
Security

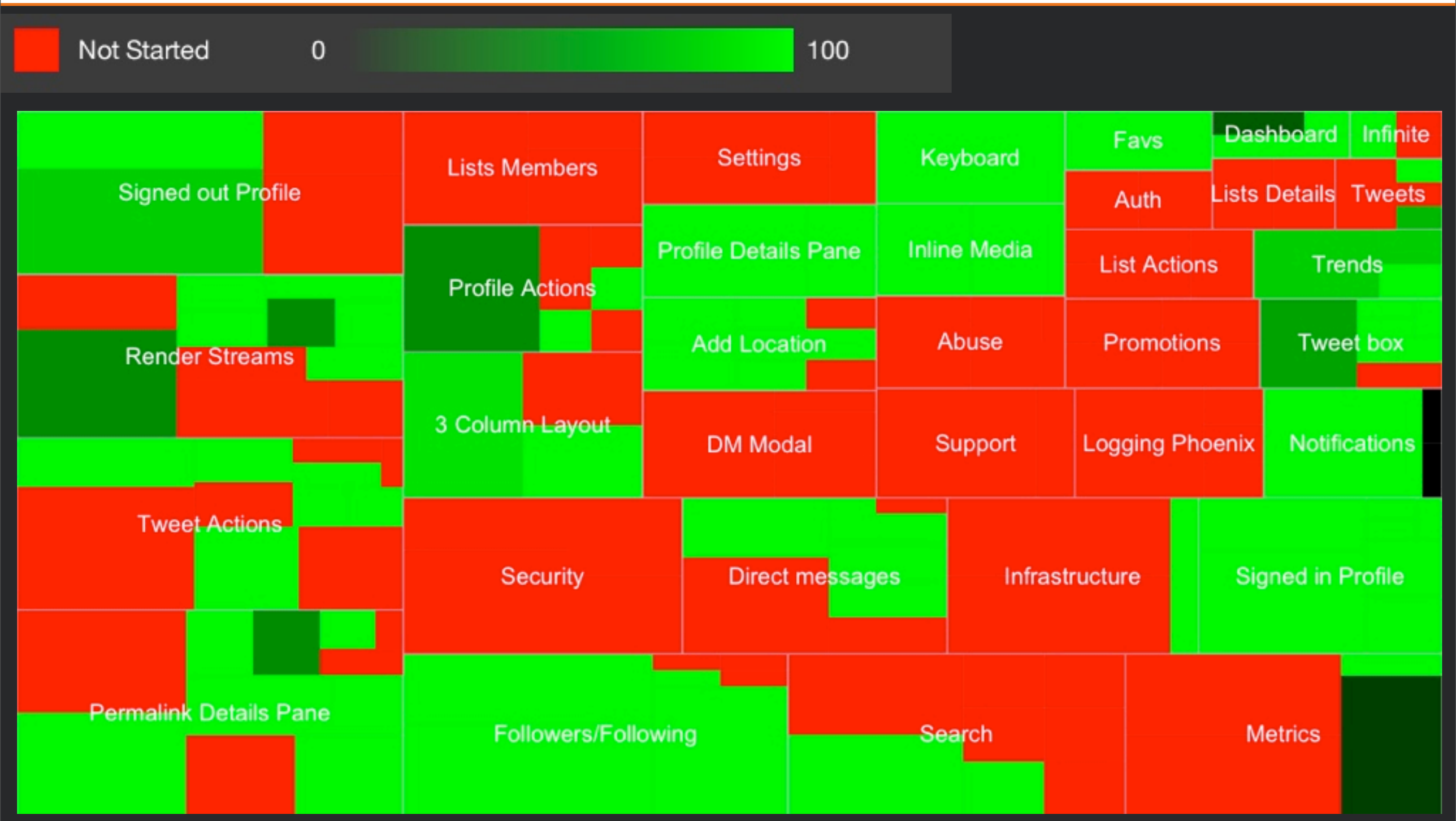
Week 3

Not Started
0
100
Signed out Profile
Profile Actions
Logging Phoenix
Tweet box
Favs
Tweets
Infinite
Auth
Lists Details
Dashboard
Settings
Promotions
List Actions
Trends
Unread
Convergence
Render Streams
Profile Details Pane
Notifications
Inline Media
Keyboard
3 Column Layout
Lists Members
DM Modal
Add Location
Tweet Actions
Direct messages
Search
Infrastructure
Signed in Profile
Permalink Details Pane
Followers/Following
Metrics
Security

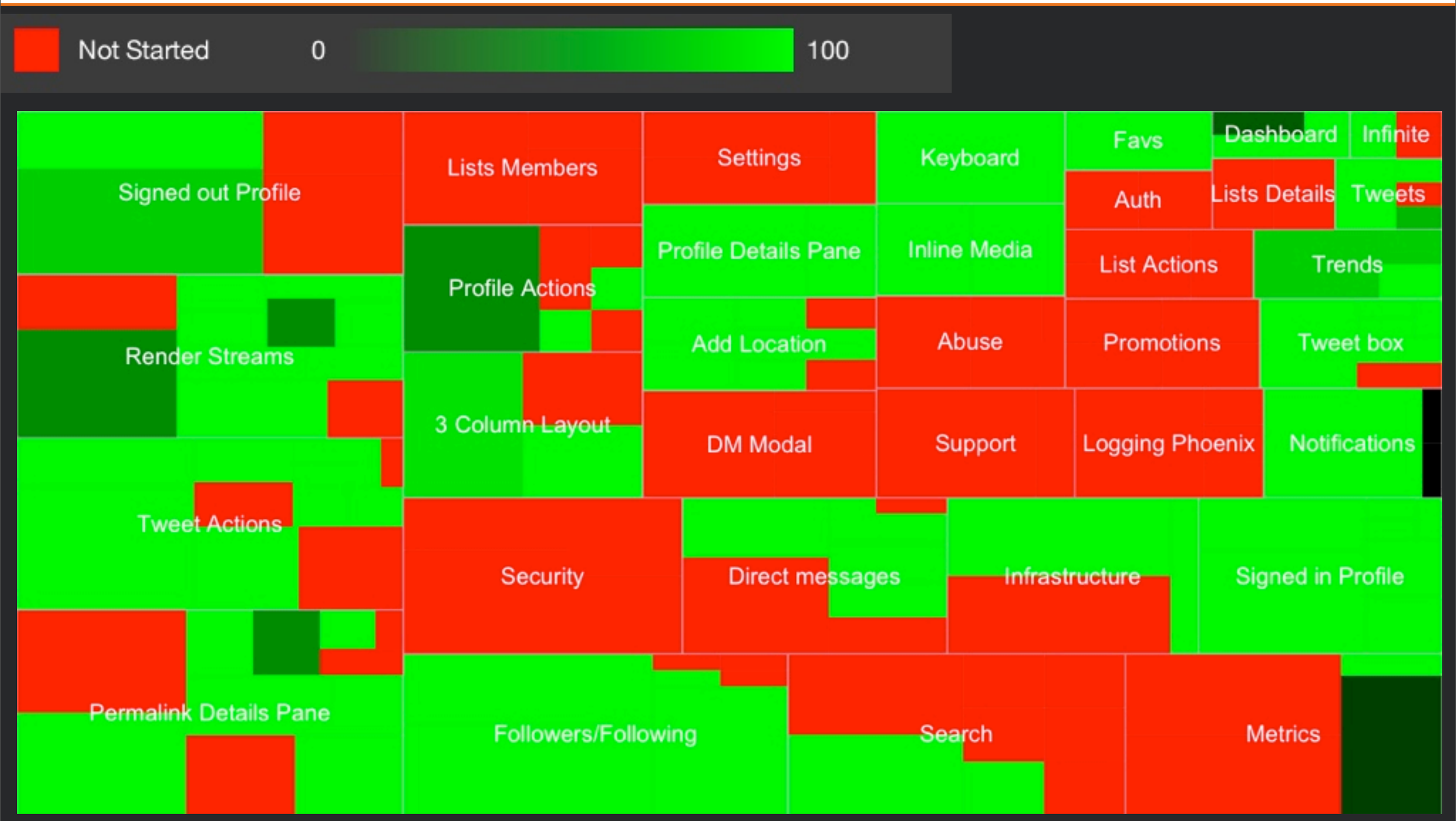
Week 4


Not Started
0
100
Signed out Profile
Profile Actions
Logging Phoenix
Tweet box
Favs
Tweets
Infinite
Auth
Lists Details
Dashboard
Settings
Promotions
List Actions
Trends
Unread
Convergence
Render Streams
Profile Details Pane
Notifications
Inline Media
Keyboard
3 Column Layout
Lists Members
DM Modal
Add Location
Tweet Actions
Direct messages
Search
Infrastructure
Signed in Profile
Permalink Details Pane
Followers/Following
Metrics
Security

Week 4


Not Started
0
100
Signed out Profile
Lists Members
Settings
Keyboard
Favs
Dashboard
Infinite
Auth
Lists Details
Tweets
Profile Details Pane
Inline Media
List Actions
Trends
Profile Actions
Render Streams
Add Location
Abuse
Promotions
Tweet box
3 Column Layout
DM Modal
Support
Logging Phoenix
Notifications
Tweet Actions
Security
Direct messages
Infrastructure
Signed in Profile
Permalink Details Pane
Followers/Following
Search
Metrics

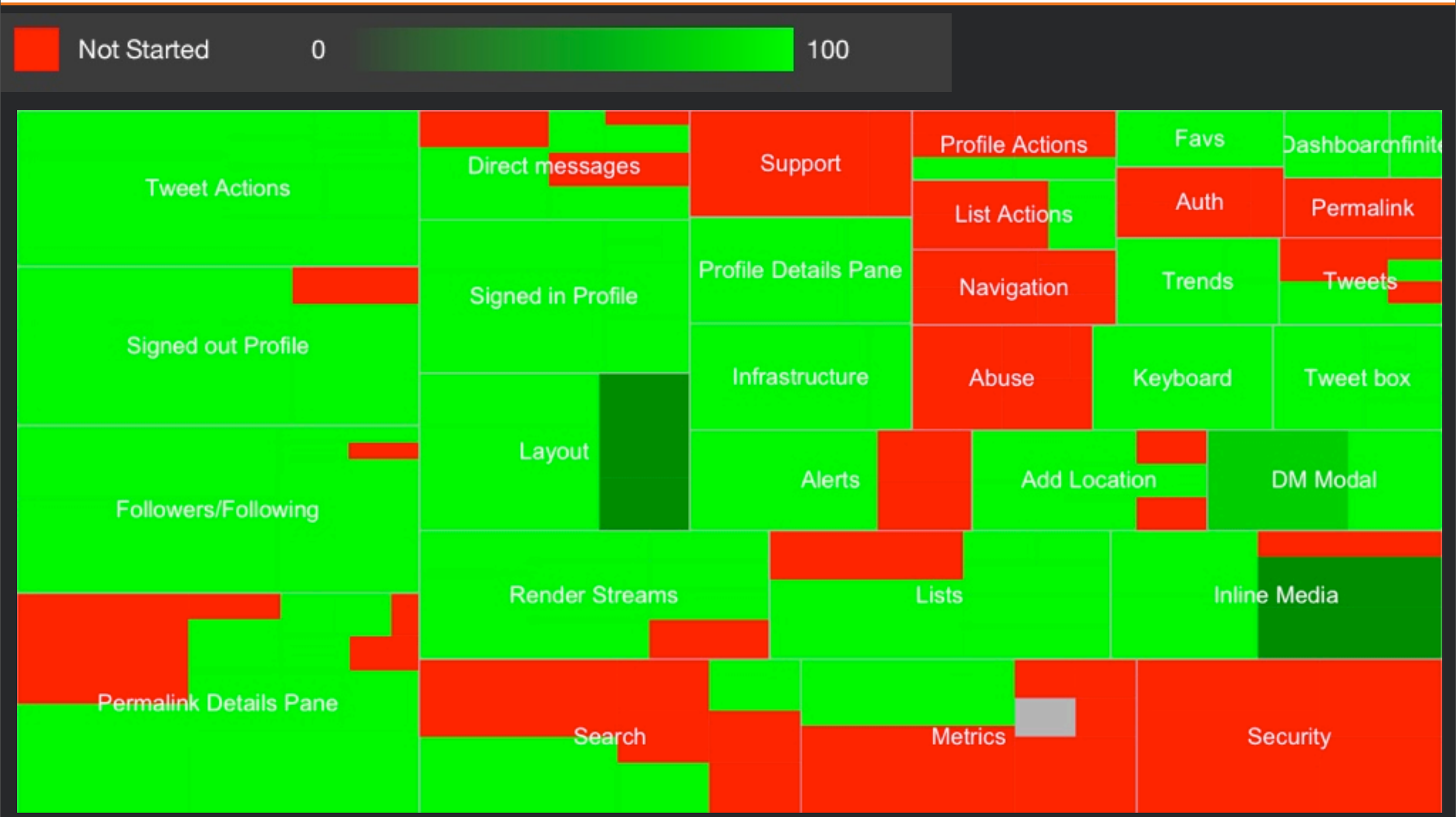
Week 5


Not Started
0
100
Signed out Profile
Lists Members
Settings
Keyboard
Favs
Dashboard
Infinite
Auth
Lists Details
Tweets
Profile Details Pane
Inline Media
List Actions
Trends
Profile Actions
Render Streams
Add Location
Abuse
Promotions
Tweet box
3 Column Layout
DM Modal
Support
Logging Phoenix
Notifications
Tweet Actions
Security
Direct messages
Infrastructure
Signed in Profile
Permalink Details Pane
Followers/Following
Search
Metrics

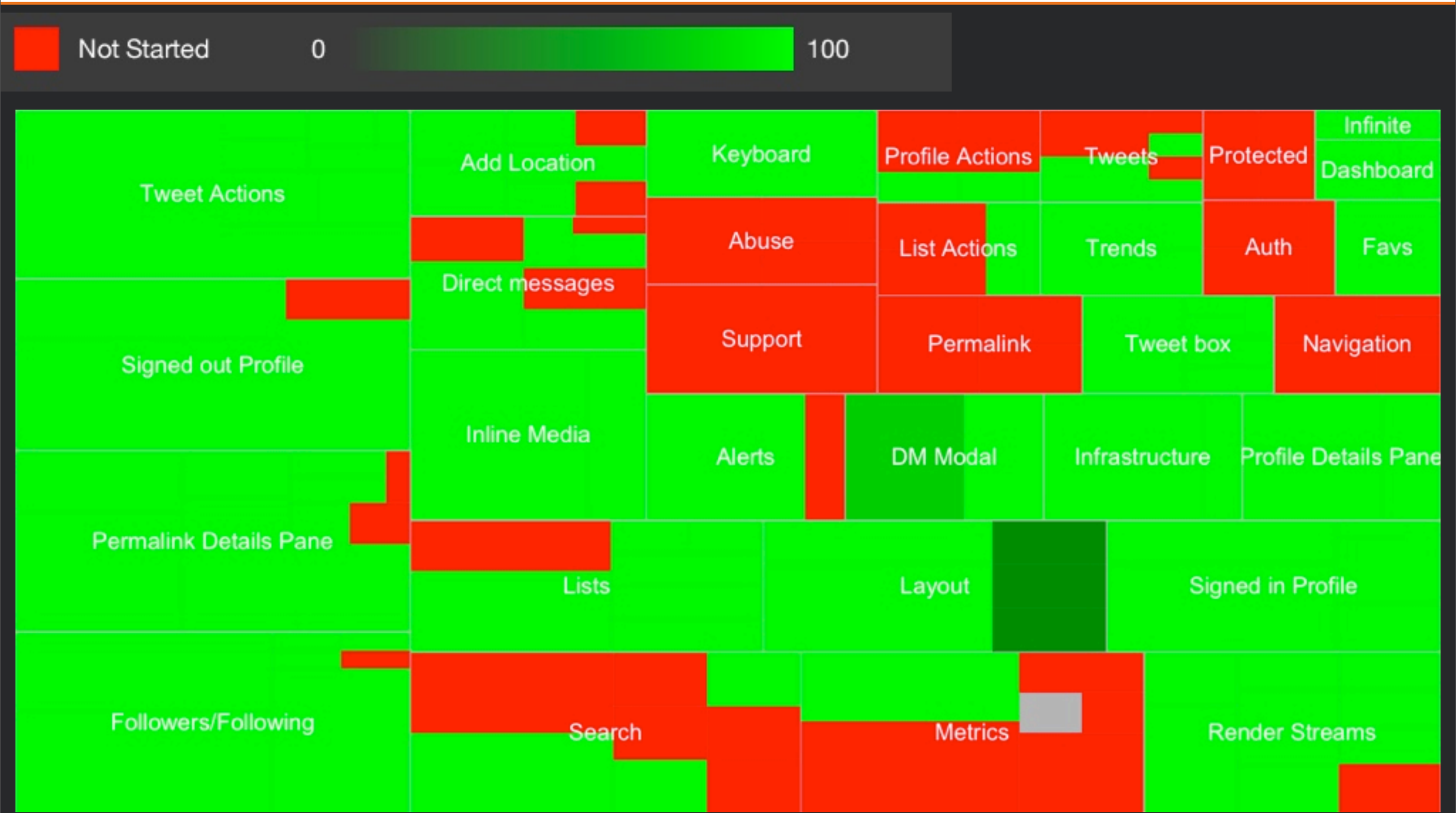
Week 6

Not Started
0
100
Tweet Actions
Direct messages
Support
Profile Actions
Favs
Dashboard
Infinite
List Actions
Auth
Permalink
Signed in Profile
Profile Details Pane
Navigation
Trends
Tweets
Signed out Profile
Infrastructure
Abuse
Keyboard
Tweet box
Layout
Alerts
Add Location
DM Modal
Followers/Following
Render Streams
Lists
Inline Media
Permalink Details Pane
Search
Metrics
Security

Week 7


Not Started
0
100
Tweet Actions
Direct messages
Support
Profile Actions
Favs
Dashboard
Infinite
List Actions
Auth
Permalink
Signed out Profile
Signed in Profile
Profile Details Pane
Navigation
Trends
Tweets
Infrastructure
Abuse
Keyboard
Tweet box
Layout
Alerts
Add Location
DM Modal
Followers/Following
Render Streams
Lists
Inline Media
Permalink Details Pane
Search
Metrics
Security

Week 7

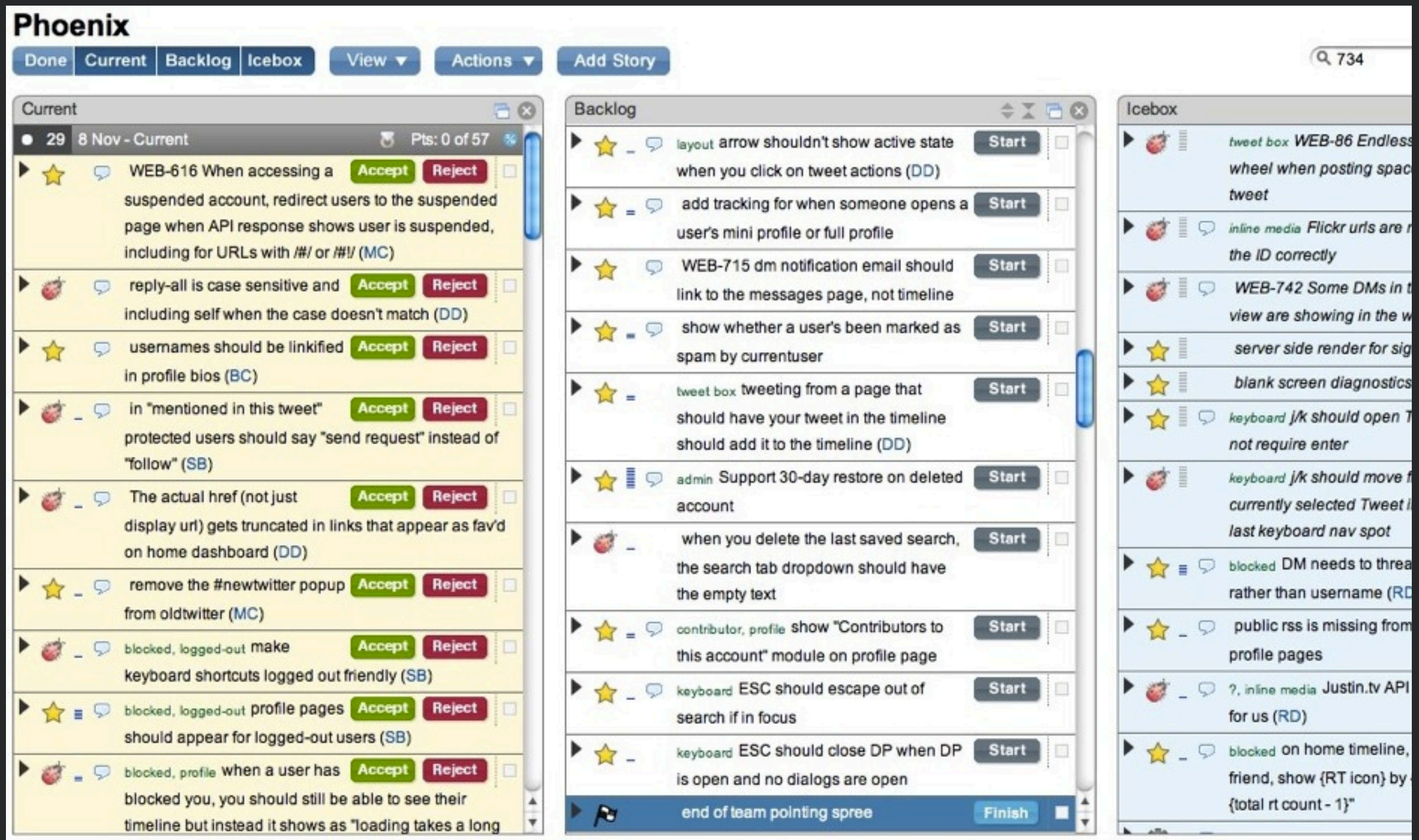

Not Started
0
100
Tweet Actions
Add Location
Keyboard
Profile Actions
Tweets
Protected
Infinite
Dashboard
Abuse
List Actions
Trends
Auth
Favs
Direct messages
Support
Permalink
Tweet box
Navigation
Signed out Profile
Inline Media
Alerts
DM Modal
Infrastructure
Profile Details Pane
Permalink Details Pane
Lists
Layout
Signed in Profile
Followers/Following
Search
Metrics
Render Streams

Week 8

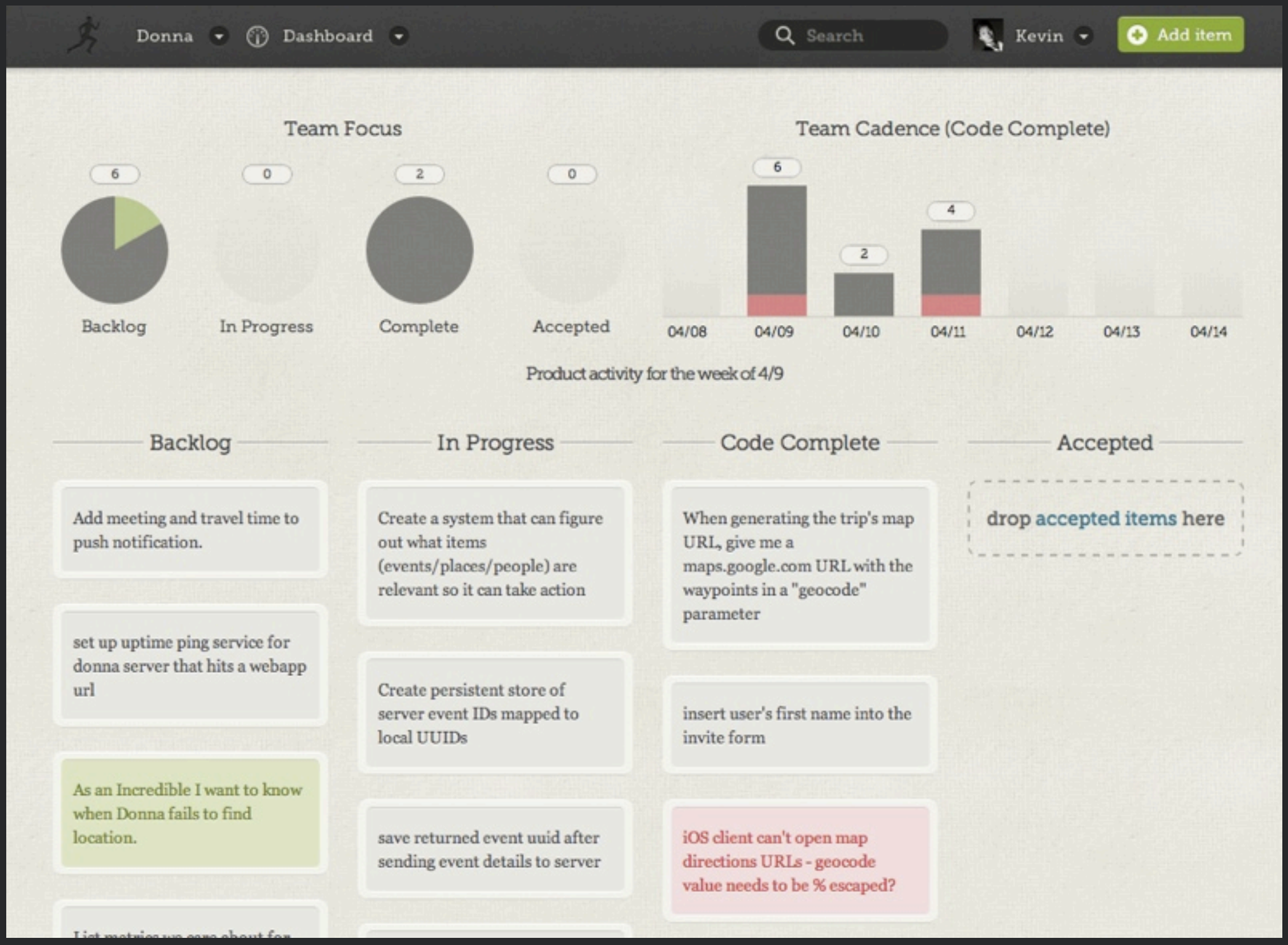
Not Started
0
100
Tweet Actions
Add Location
Keyboard
Profile Actions
Tweets
Protected
Infinite
Dashboard
Abuse
List Actions
Trends
Auth
Favs
Direct messages
Support
Permalink
Tweet box
Navigation
Signed out Profile
Inline Media
Alerts
DM Modal
Infrastructure
Profile Details Pane
Permalink Details Pane
Lists
Layout
Signed in Profile
Followers/Following
Search
Metrics
Render Streams

	497.2
4	120
5	120
6	120
7	120
8	120
	600

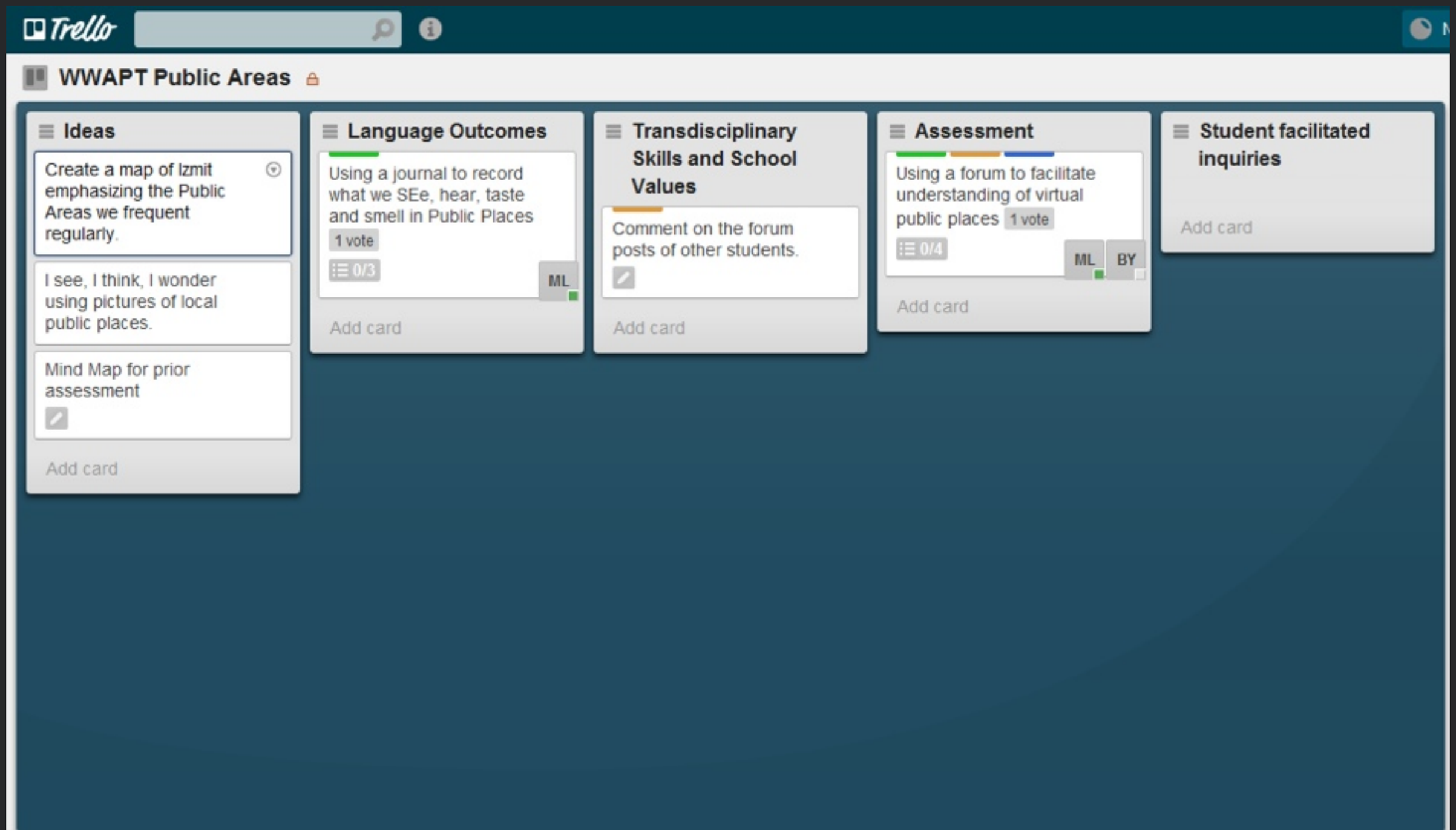
Pivotal Tracker



Sprint.ly


Donna
Dashboard
Search
Kevin
Add item
Team Focus
6
0
2
0
Backlog
In Progress
Complete
Accepted
Team Cadence (Code Complete)
6
2
4
04/08
04/09
04/10
04/11
04/12
04/13
04/14
Product activity for the week of 4/9
Backlog
In Progress
Code Complete
Accepted
Add meeting and travel time to push notification.
set up uptime ping service for donna server that hits a webapp url
As an Incredible I want to know when Donna fails to find location.
Create a system that can figure out what items (events/places/people) are relevant so it can take action
Create persistent store of server event IDs mapped to local UUIDs
save returned event uuid after sending event details to server
When generating the trip's map URL, give me a maps.google.com URL with the waypoints in a "geocode" parameter
insert user's first name into the invite form
iOS client can't open map directions URLs - geocode value needs to be % escaped?
drop accepted items here

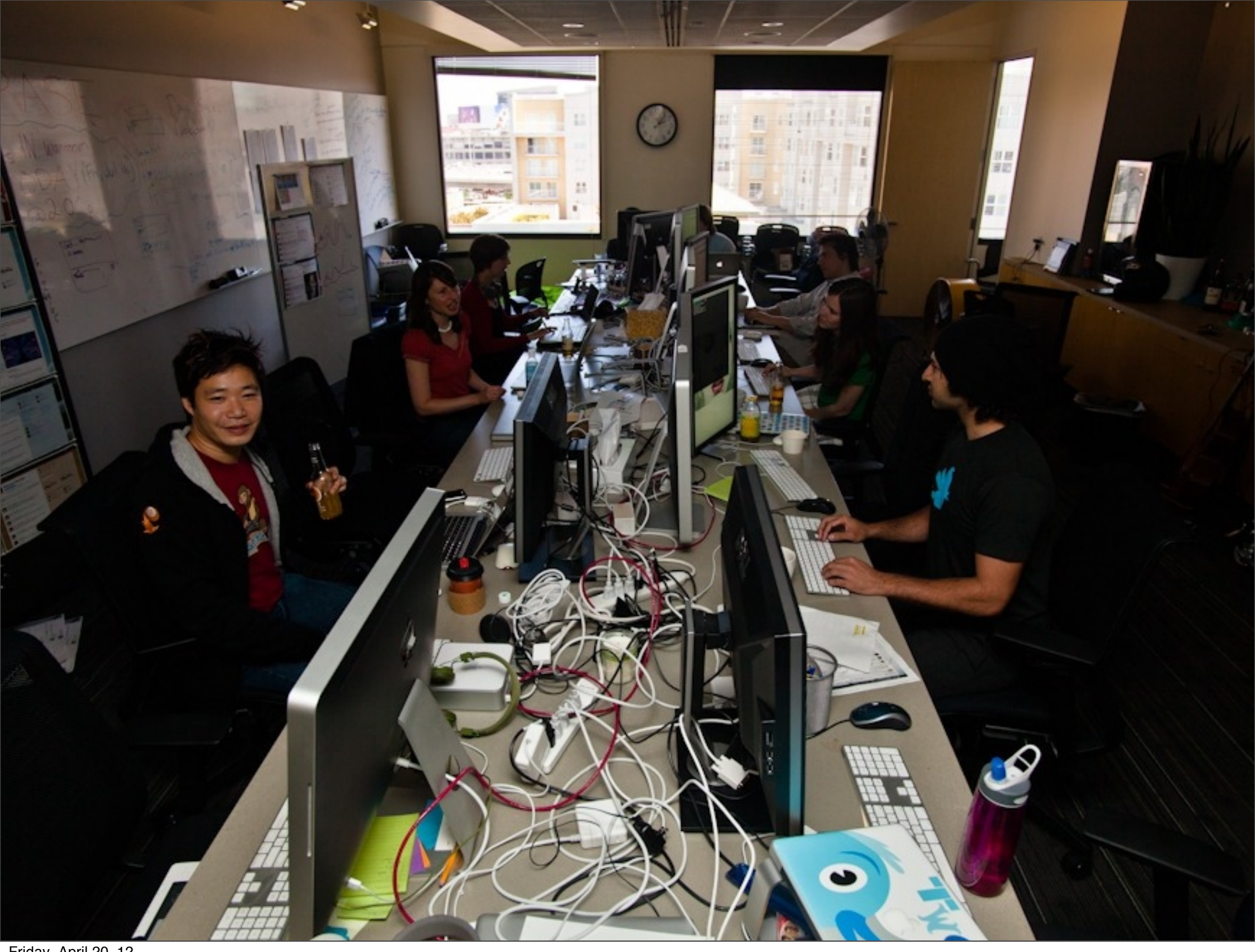
Trello


Trello
WWAPT Public Areas
Ideas
Create a map of Izmit emphasizing the Public Areas we frequent regularly.
I see, I think, I wonder using pictures of local public places.
Mind Map for prior assessment
Add card
Language Outcomes
Using a journal to record what we SEe, hear, taste and smell in Public Places
1 vote
0/3
ML
Add card
Transdisciplinary Skills and School Values
Comment on the forum posts of other students.
Add card
Assessment
Using a forum to facilitate understanding of virtual public places
1 vote
0/4
ML
BY
Add card
Student facilitated inquiries
Add card

Coordination and Consensus

~70 people contributed to #newTwitter

~70 people contributed to #newTwitter...but the core team was just 13.



DO NOT
Virgin America
Robert Scoble
Tech Pundits

“We began having daily stand-up meetings (more than 50 people)” —Google Instant

http://googleblog.blogspot.com/2010/09/google-instant-behind-scenes.html

Cross Team Checks

- **A**nalytics
- **C**ommunications
- **T**rust and Safety
- **S**upport
- **O**perations
- **L**egal
- **I**nternationalization
- **D**ocumentation

NOT ABOUT PEOPLE SAYING NO

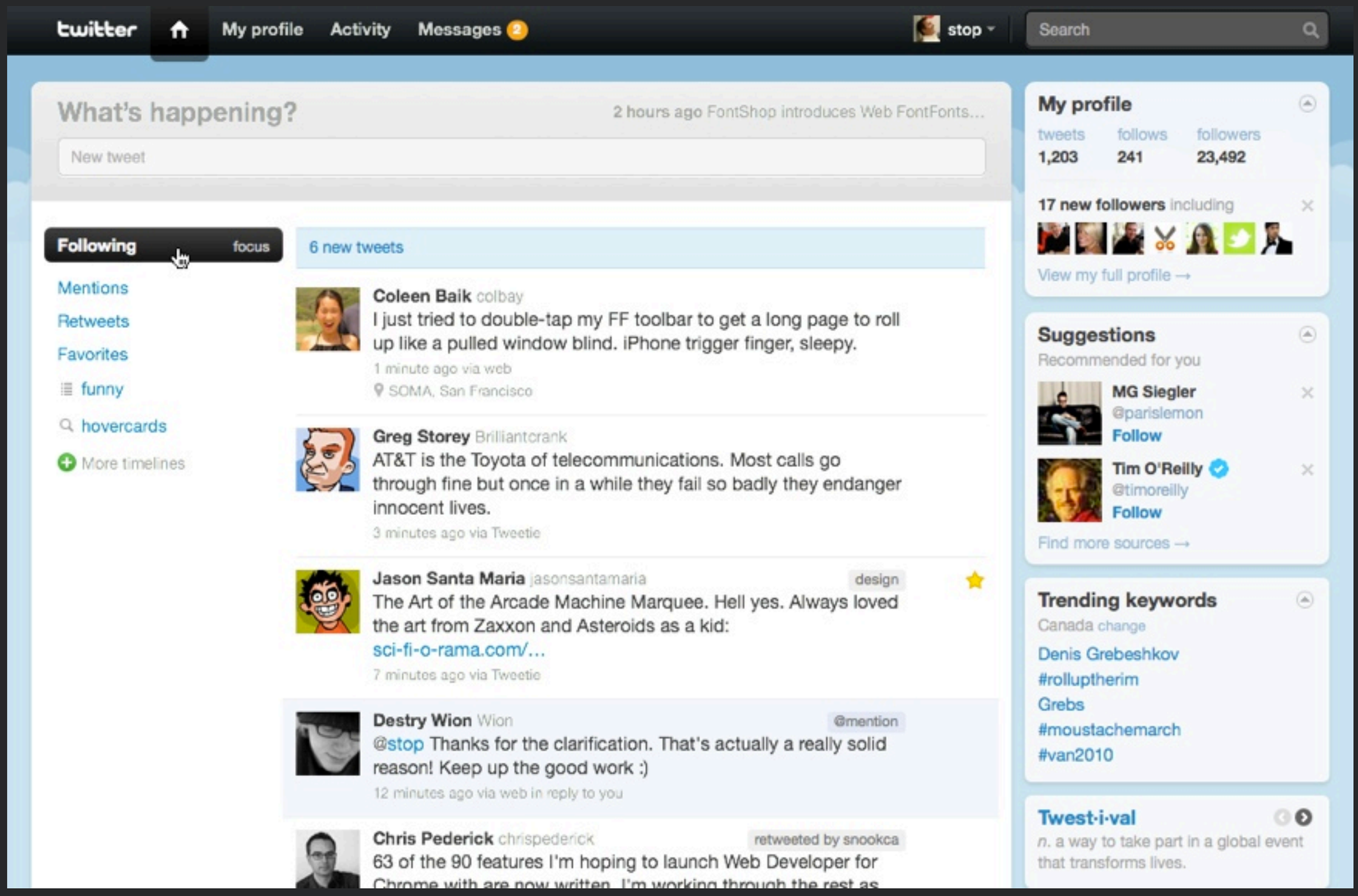
how to become (or work with) a product manager

kevin cheng @k #howtopm

Stakeholders are not blockers for sign-off; They're experts who can help you ship a better product.

Get the right people to give their input. Then make (and justify) your decision.

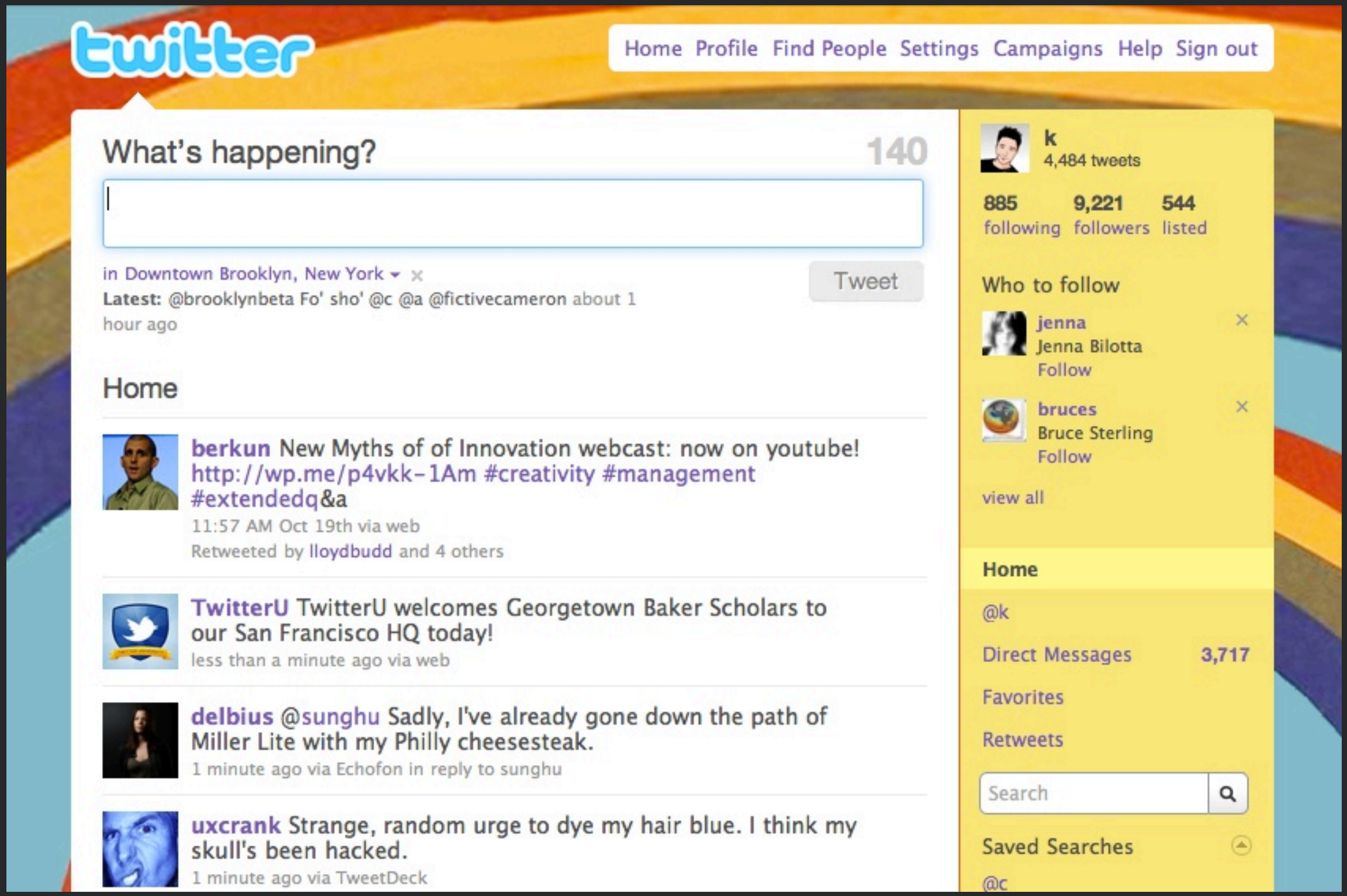
Started With This



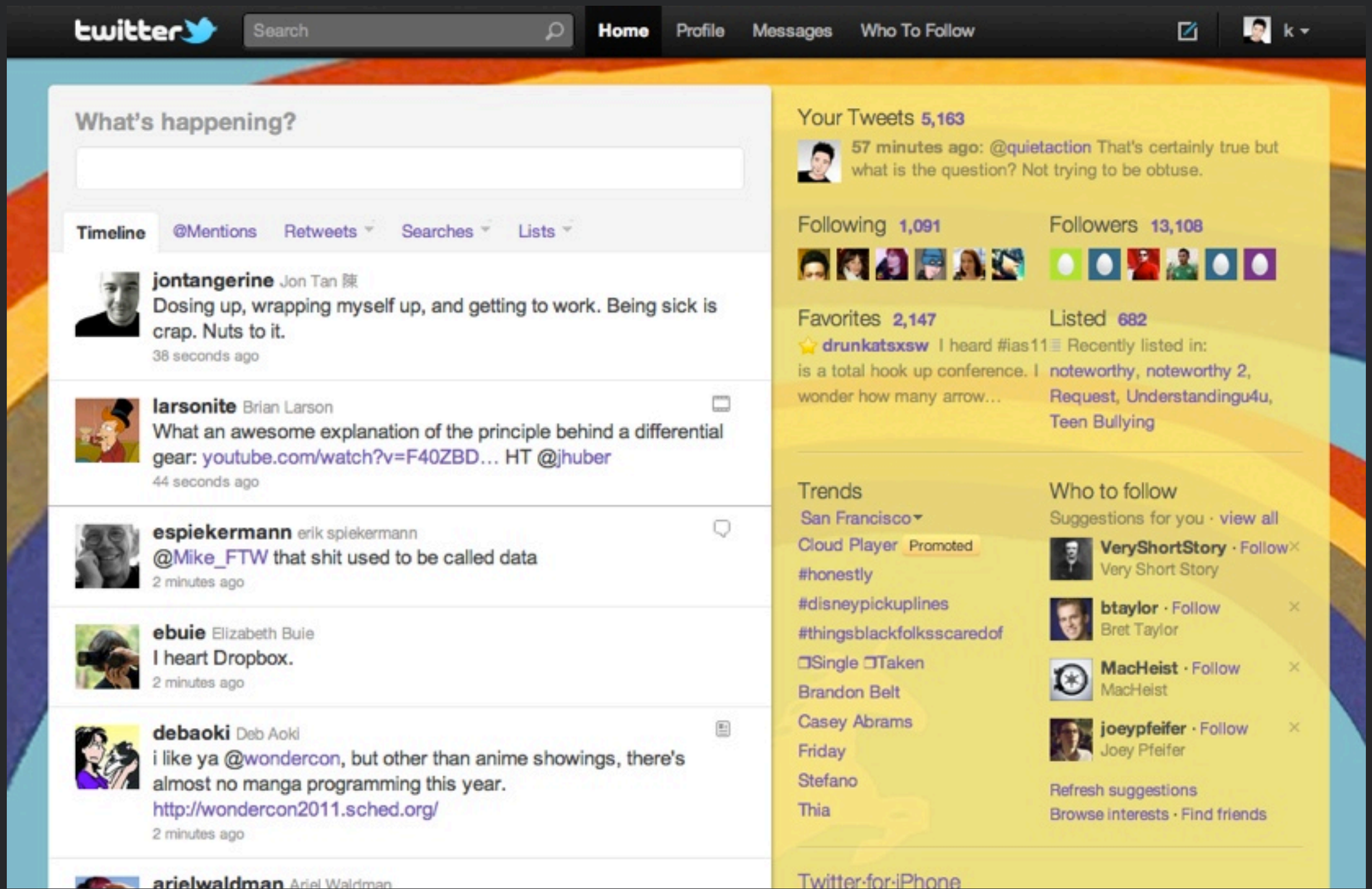
User Testing Every Week

“It doesn’t feel like Twitter”

This is Twitter



This is Twitter



“If any of the individual groups win, everyone loses.”

—Ed Catmull, Founder and President of Pixar

Shipping the Right Product

@livlab
Livia Labate

#newtwitter small and significant design detail: search box is dark, not confusing users that it's where you type in "what's happening" #wow

@livlab
Livia Labate

#newtwitter small and significant design detail: search box is dark, not confusing users that it's where you type in "what's happening" #wow

@Zimana_
Pierre DeBois

One more on #NewTwitter: I like how the follow/unfollow button changes color when hover. Nice touch.

@livlab
Livia Labate

#newtwitter small and significant design detail: search box is dark, not confusing users that it's where you type in "what's happening" #wow

@Zimana_
Pierre DeBois

One more on #NewTwitter: I like how the follow/unfollow button changes color when hover. Nice touch.

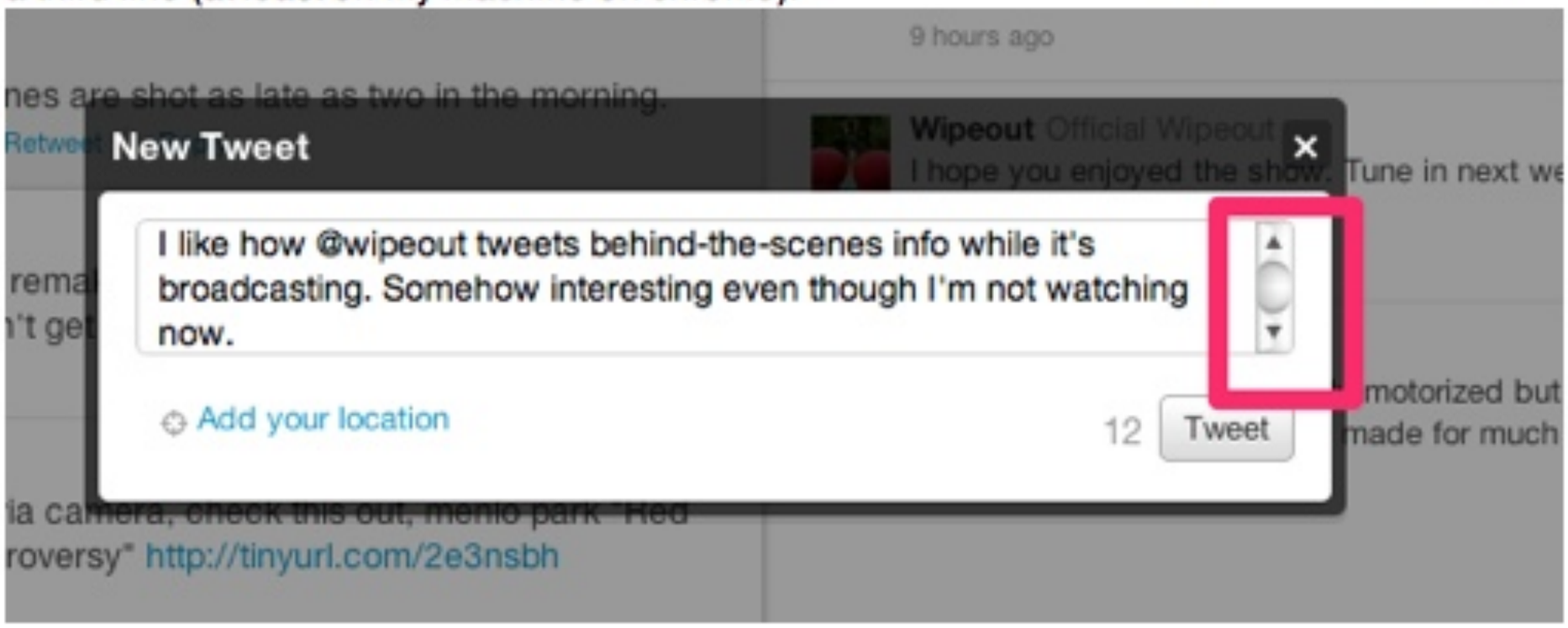
@ginatrapani
Gina Trapani

Love how a few #NewTwitter keyboard shortcuts match Gmail: ?, j, k, r
http://flic.kr/p/8B6Zu9

Everybody Cared About Details

From: Evan Williams <ev@twitter.com> Show in Mailbox
Subject: **scroll bar on tweet box**
Date: July 16, 2010 12:17:21 AM EDT
To: Kevin Cheng <kc@twitter.com>
1 Attachment, 46.5 KB Save Quick Look

looks like this pop-up tweet box should be a skosh taller. a scroll bar appears when you go to a third line (at least on my machine on chrome).

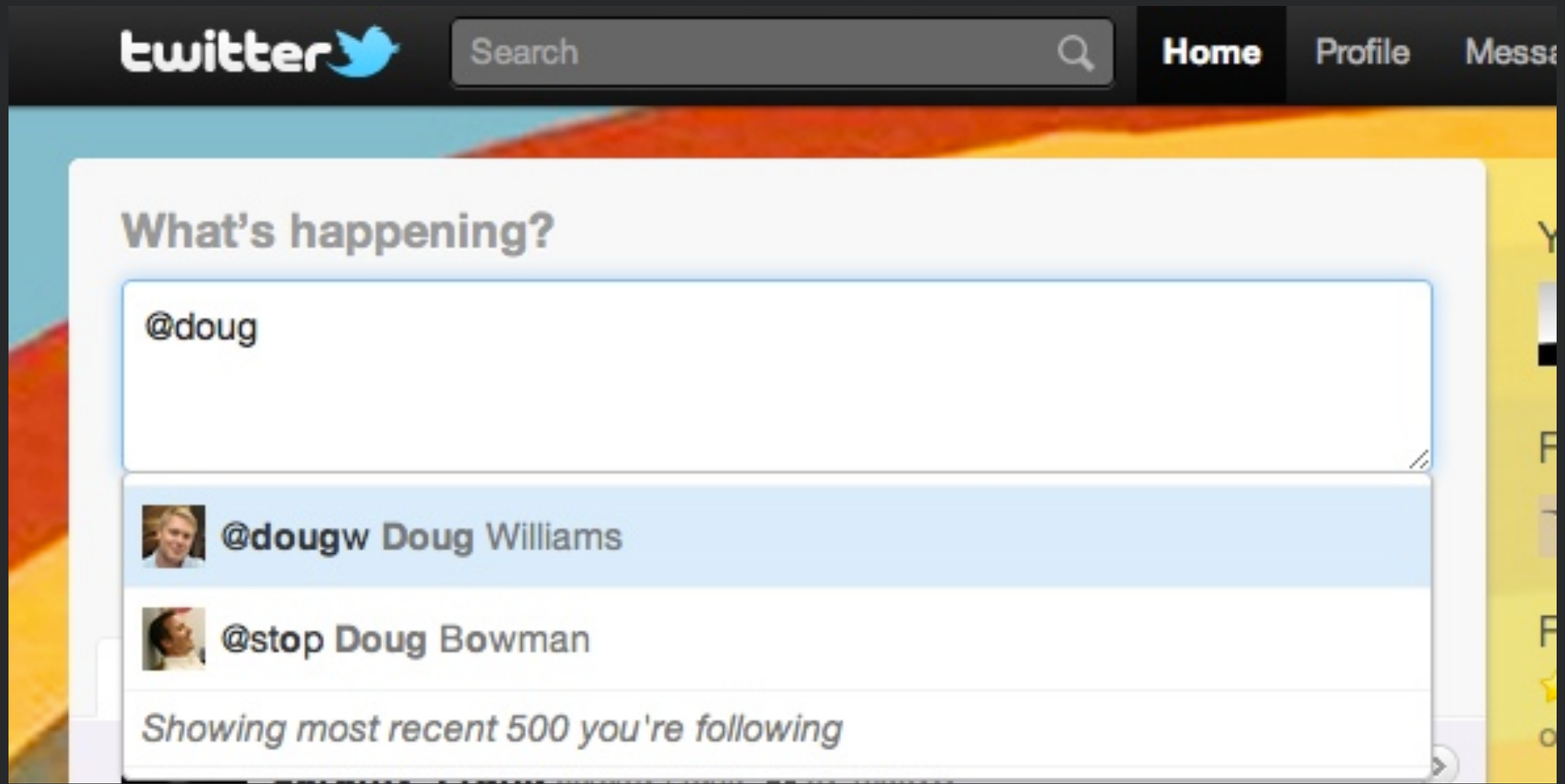


BEWARE THE 1%

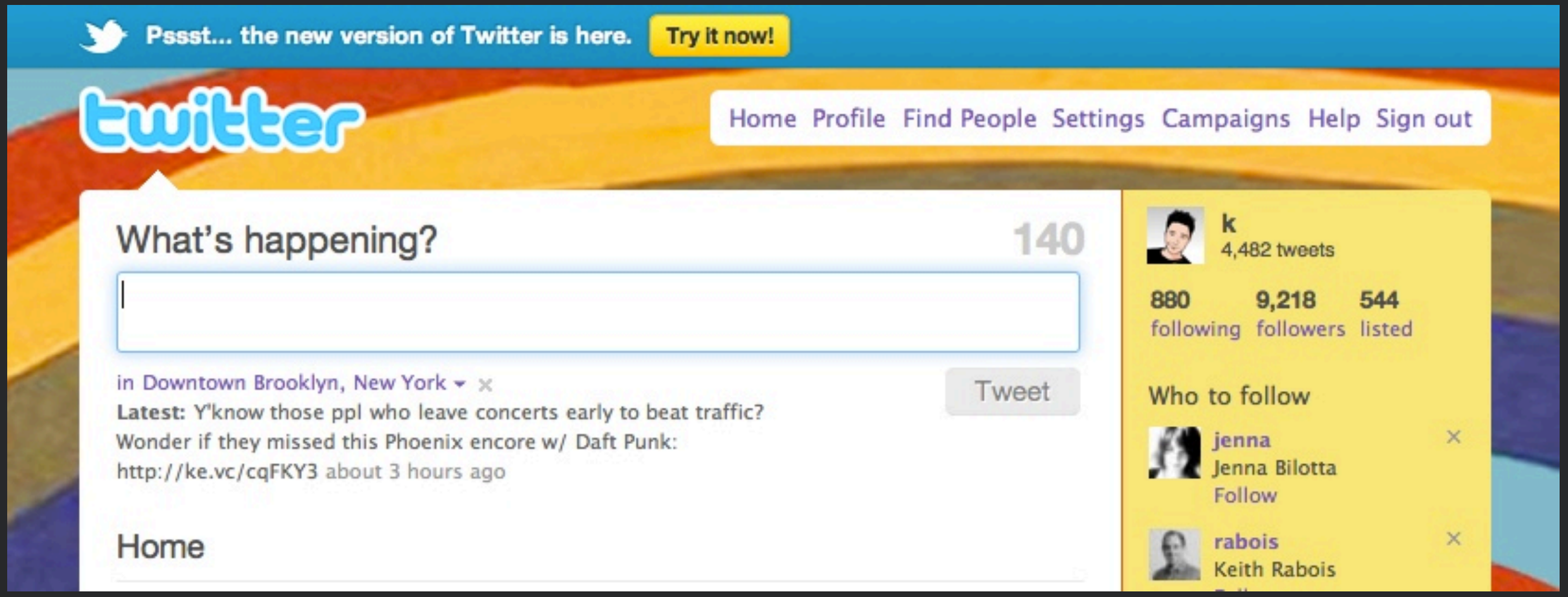
“Perhaps as a result of Enable Float Alignment, I now feel designers should be a little more firm is creating just the experience they feel is best overall.” —Jason Goldman, Google (at the time)

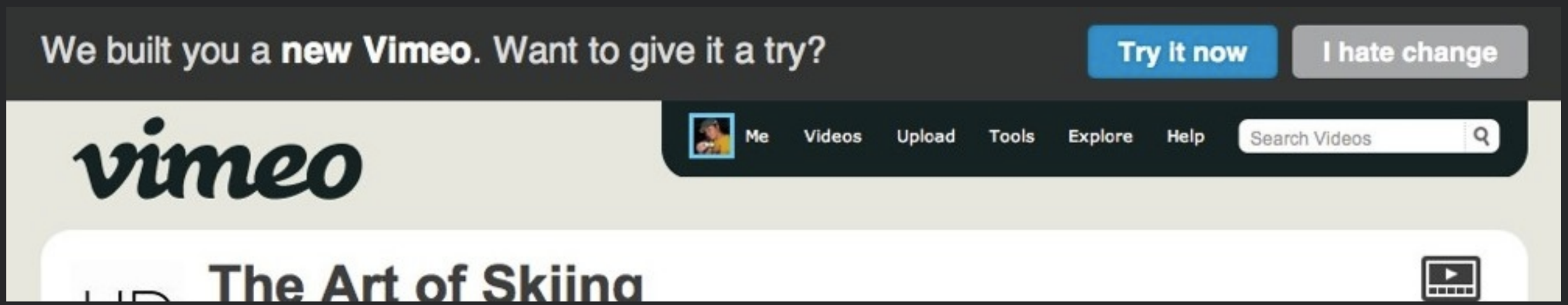
Cut Ruthlessly

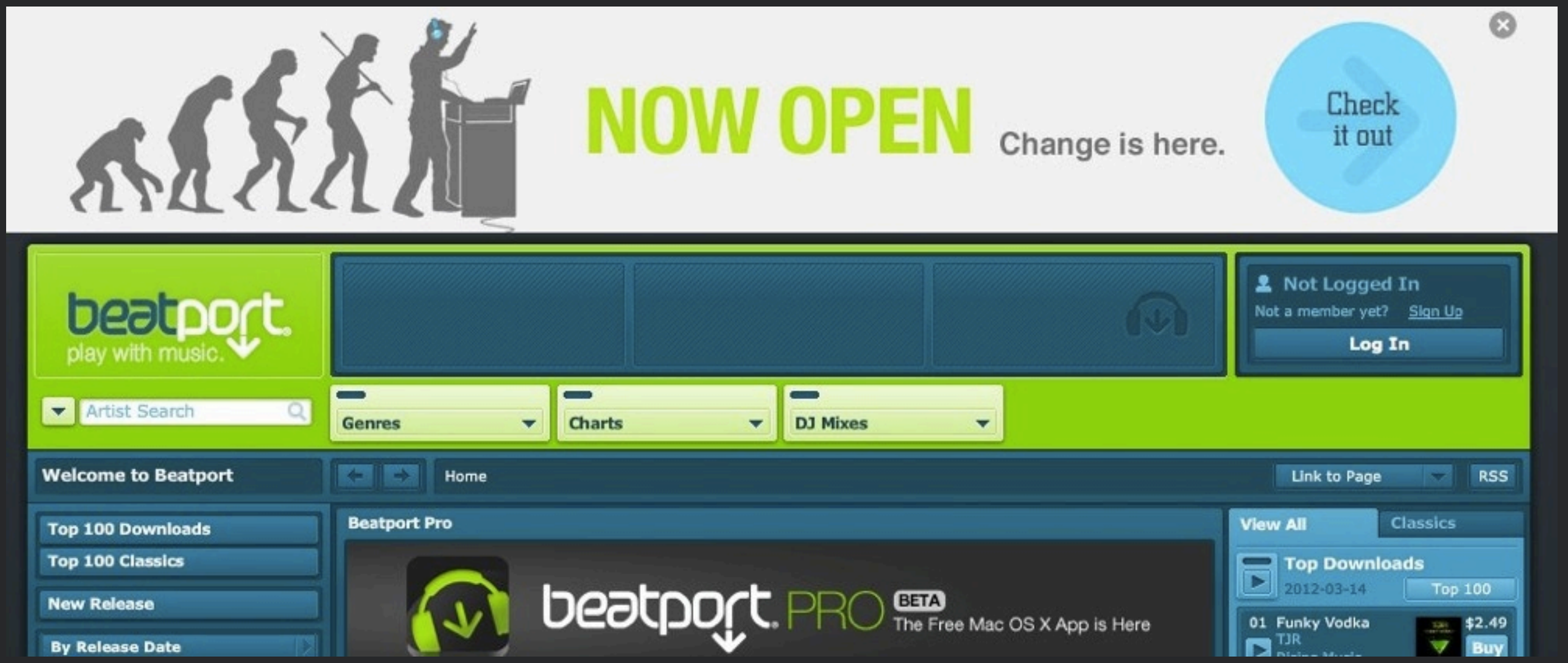
Cut Rather Than Ship Half-Baked



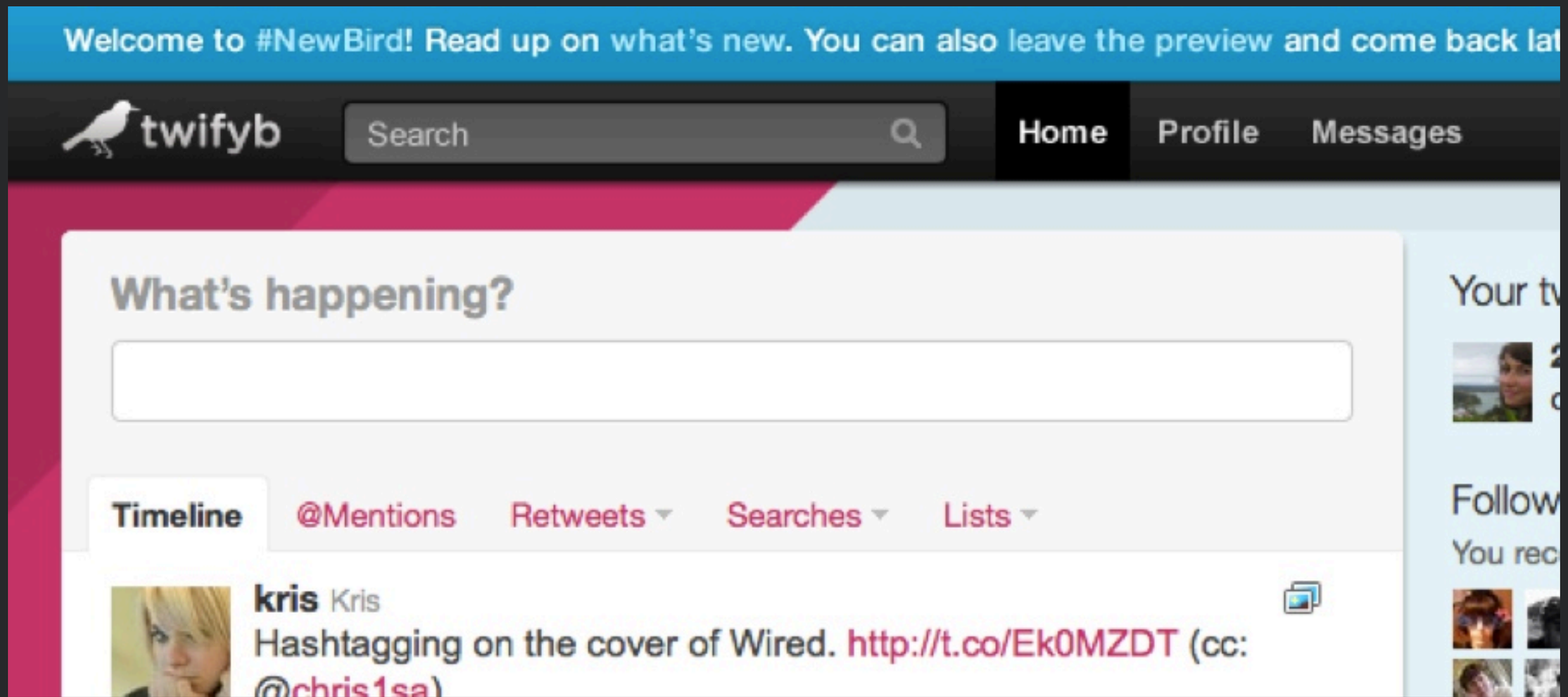
Easing In


Pssst... the new version of Twitter is here.
Try it now!
twitter
Home Profile Find People Settings Campaigns Help Sign out
What's happening?
140
in Downtown Brooklyn, New York
Latest: Y'know those ppl who leave concerts early to beat traffic? Wonder if they missed this Phoenix encore w/ Daft Punk: http://ke.vc/cqFKY3 about 3 hours ago
Tweet
Home
k
4,482 tweets
880 following
9,218 followers
544 listed
Who to follow
jenna
Jenna Bilotta
Follow
rabois
Keith Rabois


We built you a **new Vimeo**. Want to give it a try?
Try It now
I hate change
vimeo
Me
Videos
Upload
Tools
Explore
Help
Search Videos
The Art of Skiing


NOW OPEN
Change is here.
Check it out
beatport
play with music.
Not Logged In
Not a member yet? Sign Up
Log In
Artist Search
Genres
Charts
DJ Mixes
Welcome to Beatport
Home
Link to Page
RSS
Top 100 Downloads
Top 100 Classics
New Release
By Release Date
Beatport Pro
beatport PRO BETA
The Free Mac OS X App is Here
View All
Classics
Top Downloads
2012-03-14
Top 100
01 Funky Vodka
TJR
$2.49
Buy

Every Word Matters



Even with applications, there is an unboxing process.

9:13
FM
Emerson
ALSO
BATTLE

@RodrigoVaca
Rodrigo Vaca

@Twitter has become the new @Microsoft: they announce products EONS before they are actually available. #NEWTWITTER #FAIL

@heyDian
Dian Ara

Who has 2 thumbs and the #newtwitter?
This chick here! AHEY! \(¯▽¯)/

@heyDian
Dian Ara

Who has 2 thumbs and the #newtwitter?
This chick here! AHEY! \(¯▽¯)/

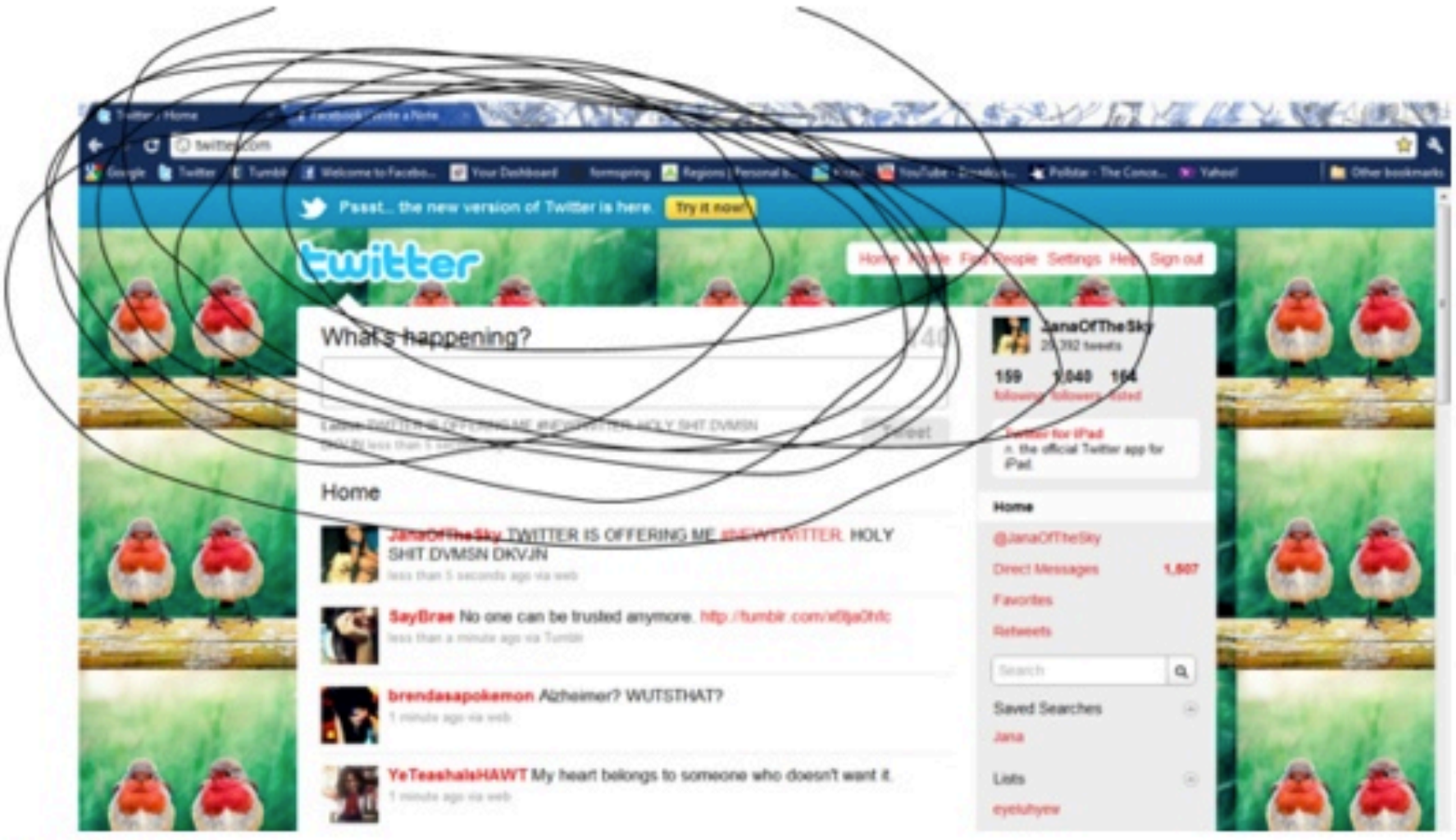
@rmitty
reema m

I am a fan of this theory! RT
@DavidPessah @rmitty The most
awesome people get it LAST. Hence why
you and I are still waiting. #newtwitter

@SomeoneLikeJana
Luna Lovegood

I'm kind of freaking out.
http://twitpic.com/2qsb8b

22 Sep via Twitpic ⭐ Unfavorite ↻ Retweet ↩ Reply



via TwitPic

To: Donna
c/o Incredible Labs, Inc.
San Francisco, CA, USA

Dear Donna,

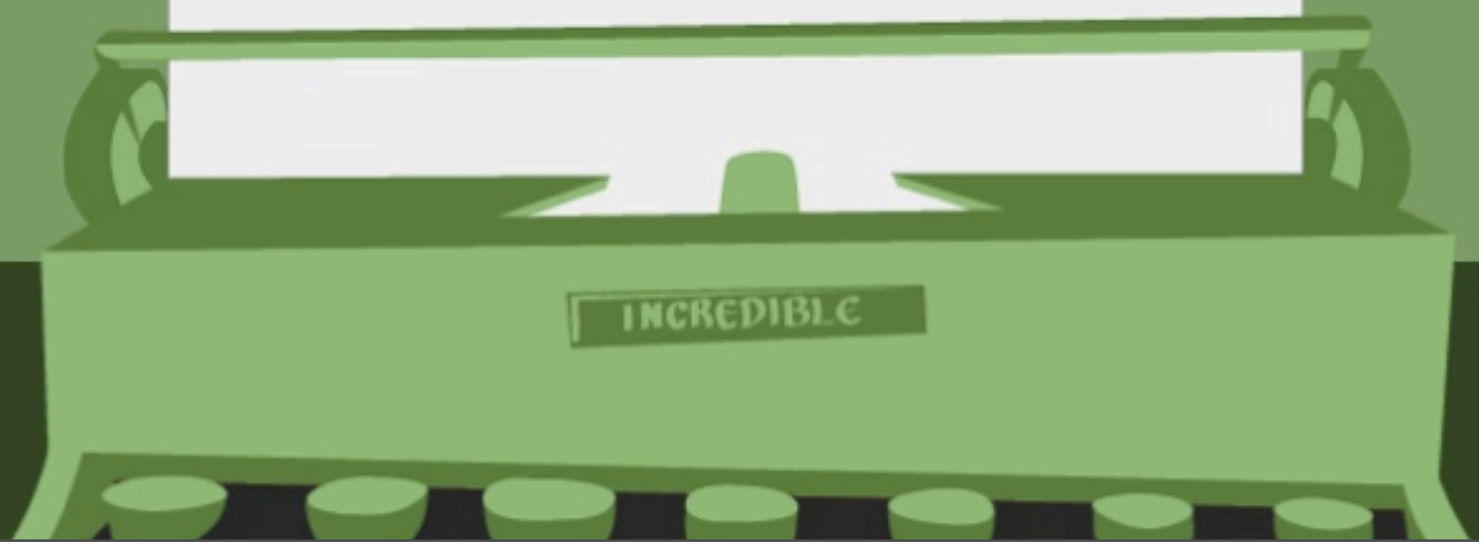
I tend to have a lot of appointments and could use an assistant who can help me stay organized and punctual. I've heard great things about how smart you are.

Can you please let me know when you are available? My email is email address .

Sincerely,

your name

send letter



Measuring and Iterating

What to Measure

What to Measure

- user signups
- return visits
- photo uploads
- checkins
- photos with location
- app open
- friends
- external shares
- visits to popular
- comments per photo

Good Metrics…

- Have a baseline
- Are aligned with strategy/goals
- Are actionable:
  - Measure per user (or per active)
  - Split the testing (A/B)
  - Measure cohorts or funnels

http://www.fourhourworkweek.com/blog/2009/05/19/vanity-metrics-vs-actionable-metrics/

Foursquare

- checkins per user per week
  - checkins on weeknights and weekends per user
- non-checkin app opening, followed by checkin
- % active users who have created lists
- friends per user

Instagram

- photos per user per week
- <3 per photo
- comments per photo
- followers per user
- following per user

A/B Testing

Combinations (6) | Page Sections (1) — Download: PDF XML CSV

Disable | All Combinations (6) | **Key:** Winner Inconclusive Loser

Combination	Status	Est. conv. rate	Chance to Beat Orig.	Observed Improvement
Original	Enabled	**12.2% ± 1.3%**	—	—

No high-confidence winner found. Learn more

Combination	Status	Est. conv. rate	Chance to Beat Orig.	Observed Improvement
Combination 1 - Get Signed Up	Enabled	**13.0% ± 1.4%**	73.3%	6.93%
Combination 3 - Learn More	Disabled	11.7% ± 1.4%	47.2%	-0.86%
Combination 4 - Sign Up Today	Disabled	9.58% ± 1.6%	36.1%	-5.82%
Combination 2 - Get Started	Disabled	7.53% ± 2.2%	47.2%	-2.09%
Combination 5 - Subscribe Now	Disabled	6.53% ± 2.3%	48.3%	-1.51%

Show rows: 15

Metric

- (•) Accounts active during the week (%)
- ( ) Tweets queued during the week (avg per account)
- ( ) Accounts using bookmarklet (%)
- ( ) Accounts upgraded to Pro (%)

Cohorts/Activity	Accounts	12 Dec	19 Dec	26 Dec	2 Jan	9 Jan	16 Jan	23 Jan
12 Dec	97	44.32	13.40	14.43	10.30	8.24	10.30	7.21
19 Dec	63		74.60	28.57	26.98	22.22	20.63	19.04
26 Dec	333			63.96	21.32	20.72	15.31	16.51
2 Jan	214				57.47	28.50	24.76	24.29
9 Jan	310					52.25	27.74	21.29
16 Jan	388						57.47	23.19
23 Jan	464							43.96

http://500.co/2011/02/08/build-a-killer-product-faster-the-secret-of-user-activity-streams-and-cohort-metrics/

Engagement over time

	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
(Joined in) January	100%	20%	19%	13%	13%	10%	12%	11%	7%	7%	7%	?
February	100%	21%	16%	13%	11%	9%	9%	7%	7%	7%	?	
March	100%	24%	20%	17%	15%	13%	11%	10%	10%	?		
April	100%	31%	27%	24%	19%	15%	12%	12%	?			
May	100%	31%	27%	25%	21%	18%	16%	?				
June	100%	39%	28%	24%	20%	19%	?					
July	100%	40%	33%	27%	23%	?						
August	100%	47%	41%	32%	?							
September	100%	52%	43%	?								
October	100%	53%	?									
November	100%	?										
December	?											

In this case engagement is improving nicely.
Of the January cohort, only 20% were engaged in month 2.
Of the October cohort, 53% were engaged in month 2.

http://redeye.firstround.com/2008/01/after-the-techc.html

http://52weeksofux.com/post/646711369/cohort-analysis-measuring-engagement-over-time

“Netflix tests everything. They're very proud that they A/B test interactions, offerings, pricing, everything.

http://sethgodin.typepad.com/seths_blog/2011/01/a-culture-of-testing.html

“Netflix tests everything. They're very proud that they A/B test interactions, offerings, pricing, everything.

Except they didn't test the model of renting DVDs by mail for a monthly fee, the model of having an innovative corporate culture, and the idea of betting the company on a switch to online delivery.

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“Netflix tests everything. They're very proud that they A/B test interactions, offerings, pricing, everything.

Except they didn't test the model of renting DVDs by mail for a monthly fee, the model of having an innovative corporate culture, and the idea of betting the company on a switch to online delivery.

Sure, go ahead and test what's testable. But the real victories come when you have the guts to launch the untestable.”

http://sethgodin.typepad.com/seths_blog/2011/01/a-culture-of-testing.html

So, is it cool?

You get to…

You get to…

- Help define many aspects of the experience

You get to…

- Help define many aspects of the experience
- Participate in strategy

You get to…

- Help define many aspects of the experience
- Participate in strategy
- Work with a lot of functions

You get to…

- Help define many aspects of the experience
- Participate in strategy
- Work with a lot of functions
- Make the final call

Less fun…

Less fun…

- Point person, win or lose

Less fun…

- Point person, win or lose
- One step removed from creation

Less fun…

- Point person, win or lose
- One step removed from creation
- Managing schedules

Less fun…

- Point person, win or lose
- One step removed from creation
- Managing schedules
- Managing people, with no authority

Less fun…

- Point person, win or lose
- One step removed from creation
- Managing schedules
- Managing people, with no authority
- Communicate with upper-management

Less fun…

- Point person, win or lose
- One step removed from creation
- Managing schedules
- Managing people, with no authority
- Communicate with upper-management
- Make the final call

You don’t get to…

You don’t get to…

- Make recommendations

You don’t get to…

- Make recommendations
- Use “it depends”

You don’t get to…

- Make recommendations
- Use “it depends”
- Go into details of design

You don’t get to…

- Make recommendations
- Use “it depends”
- Go into details of design
- Create!

You need to be good at…

You need to be good at…

- Synthesizing

You need to be good at…

- Synthesizing
- Coordinating

You need to be good at…

- Synthesizing
- Coordinating
- Empathy

You need to be good at…

- Synthesizing
- Coordinating
- Empathy
- Many languages

You need to be good at…

- Synthesizing
- Coordinating
- Empathy
- Many languages
- Documentation

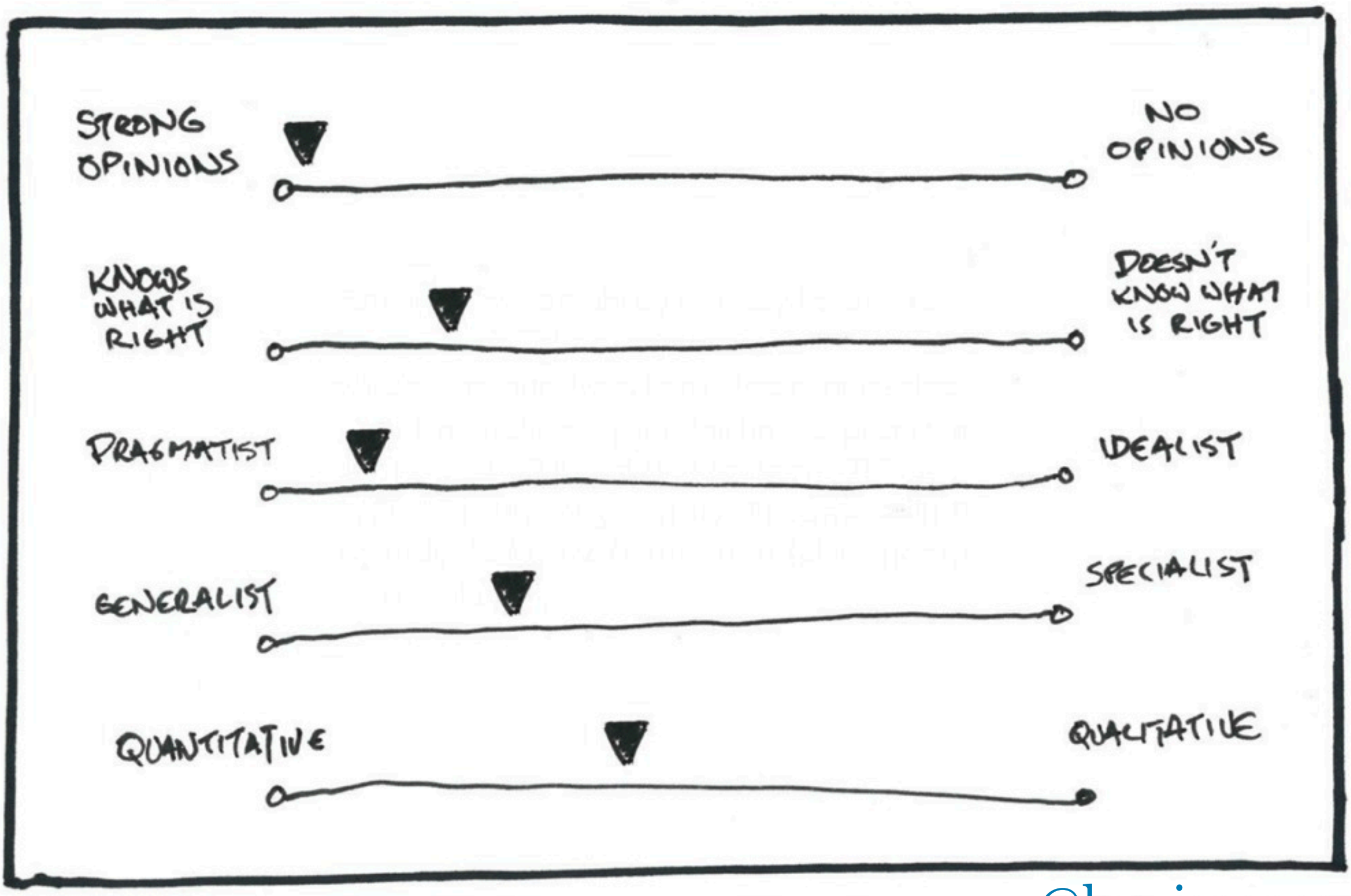
You need to be good at…

- Synthesizing
- Coordinating
- Empathy
- Many languages
- Documentation
- Numbers

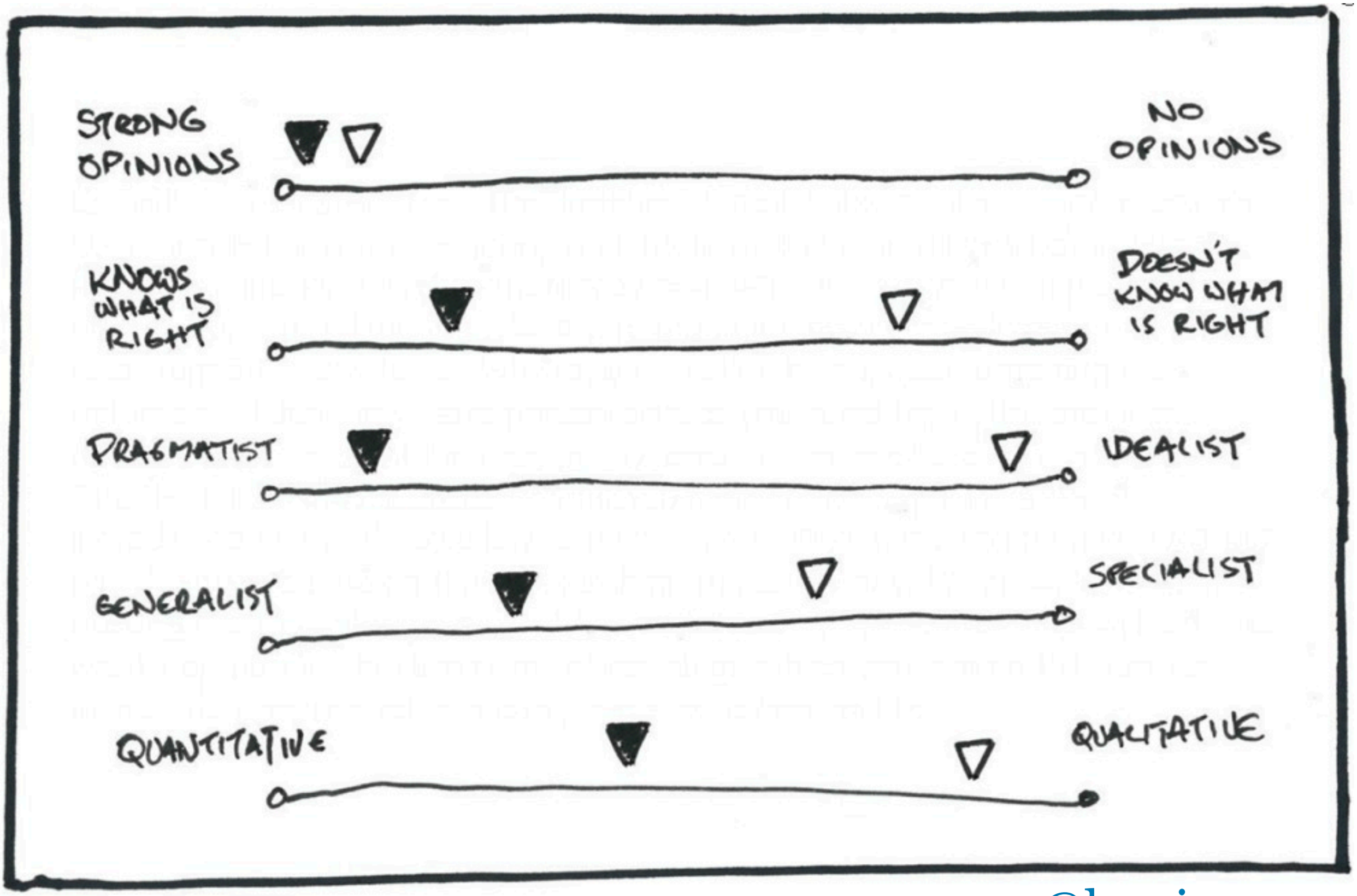
You need to be good at…

- Synthesizing
- Coordinating
- Empathy
- Many languages
- Documentation
- Numbers
- Leading

If you're more inclined towards "good enough", you should be a PM; If you're more inclined towards "perfect", you should be in UX.



@lucyjspence



@lucyjspence

thanks!

you were great!

questions?

kevin cheng @k
kc@kevnull.com

thanks!

you were great!

questions?

kevin cheng @k
kc@kevnull.com

psst. we're hiring.