





@__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__

=)

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



@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.



@stephendiesel
Stephen Diesel

#newtwitter is so effing sexy.



@stephendiesel

Stephen Diesel

#newtwitter is so effing sexy.



@glambert279

Sam Ratliff Lambert

i love #newtwitter



@stephendiesel

Stephen Diesel

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@glambert279

Sam Ratliff Lambert

i love #newtwitter



@jAnIzzLeCARTERS

♥♥jAnE WANDSCHEER♥♥

i love thissssssssssssss!!!!!!

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



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♥♥jAnE WANDSCHEER♥♥

i love thisssssssssssssss!!!!!!

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



@tinsyyy

Hristina ♥

#newtwitter is EPIC :))



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@mikedbennett
Mike Bennett

I like the #newtwitter. The layout is much more intelligent and informative.



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Sam Ratliff Lambert

i love #newtwitter



@kajaaa_chaia
Chaia Garcia

I'm liking the #newtwitter it's way more organized!!!!



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♥♥jAnE WANDSCHEER♥♥

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@jAnIzzLeCARTERS
♥♥jAnE WANDSCHEER♥♥

i love thisssssssssssssssss!!!!!!!
#newtwitter!!!!!!!!!!!!



@itsclaudiaTOS
Claudia Nyarko

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



@tinsyyy
Hristina ♥

#newtwitter is EPIC :))

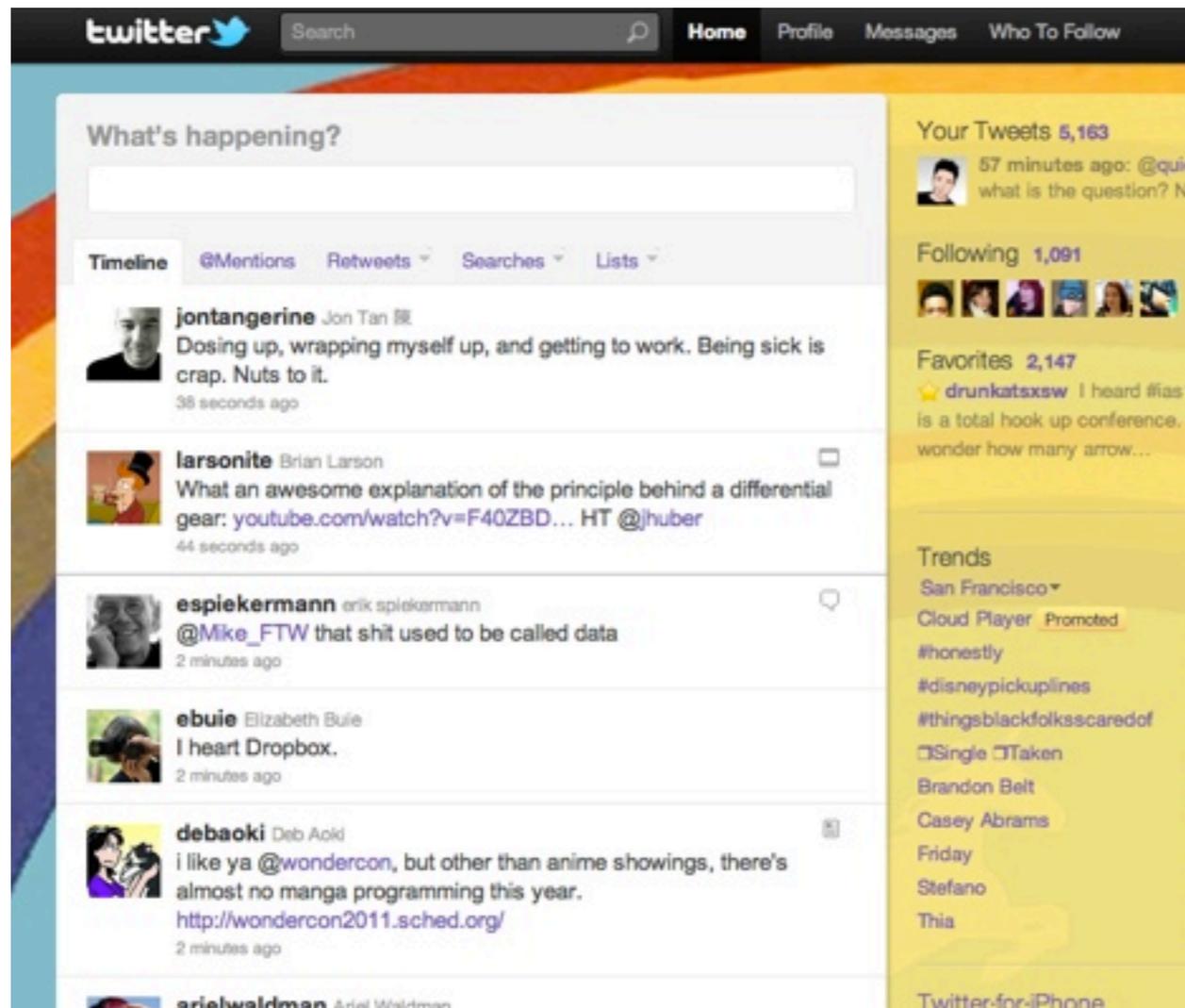


How to Become (or Work With) a Product Manager

Kevin Cheng @k #howtopm

photo: dustin diaz

#newTwitter



#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



how to become (or work with) a product manager

kevin cheng @k #howtopm

Enterprise

Welcome, Peter Collins

BRITISH AIRWAYS

Home | Tasks | Accounts | Direct Reports | Administration | Reporting

WORLD SALES > UK&I SALES > CORPORATE SALES > Some New Position Name > BOB SMITH > **Morgan Stanley**

Apr 2002 - Mar 2003
Currency: GBP

ACCOUNTS	Net net		Final Rev.			PSJs		%CoD		% Share		Gap Analysis				
	Revenue *	Yield	Actual *	Gap	%Vly	Actual	%Vly	Actual	Vly	Actual	Vly	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	-

Filter by Name Clear Filter

DETAILS | Routes | Cabin and Journey | Deals | Cost Centres | Addresses

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

how to become (or work with) a product manager

kevin cheng @k #howtopm

Big Company

The screenshot displays the Yahoo! Local Maps web application. At the top, there is a navigation bar with the user's name "Hi, Kevin", "Sign Out", and "Help" links. The "Make Y! Your Homepage" button is also present. The main header features the "YAHOO! LOCAL Maps" logo and a search bar with a "Web Search" button. Below the header, there are two main sections: "GET MAP AND DIRECTIONS" and "FIND A BUSINESS ON THE MAP". The "GET MAP AND DIRECTIONS" section includes two input fields for addresses (A and B), a "Reverse Directions | Round-Trip" option, and a "Go" button. The "FIND A BUSINESS ON THE MAP" section has a search bar with the text "Find Restaurants, Hotels..." and a "Search" button. The map itself shows a route from the Mission District to the Potrero District, highlighted in red. The map includes various street names, district names, and highway markers (80, 101, 280). The interface also features a "Print" button, "Send" and "Save" options, and a "Live Traffic" toggle. The bottom left corner contains an advertisement for ".COM" domains, offering them for just \$3.95/1st YR. with a "Go" button.

how to become (or work with) a product manager

kevin cheng @k #howtopm

Small Company in Big Company

The screenshot displays a data pipeline tool interface. On the left is a sidebar with various tool categories and specific tools:

- Fetch CSV
- Feed Auto-Discover
- Fetch Feed
- Fetch Data
- Fetch Page
- Fetch Site Feed
- Flickr
- Google Base
- Item Builder
- RSS Item Builder
- Yahoo! Local
- YQL
- Yahoo! Search
- User inputs
- Operators
- Url
- String
- Date
- Location
- Number
- Favorites
- My pipes
- Deprecated

The main workspace shows a pipeline with three components:

- Fetch Site Feed:** A window with a "URL" section containing four entries: raptr.com/kevin/, raptr.com/b2, raptr.com/richtaur, and raptr.com/kemanswar.
- Filter:** A window with "Permit" set to "all" and "items that match" set to "all". A rule is defined: "item.title" contains "play".
- Sort:** A window with "Sort by" set to "item.pubDate" in "descending" order.

The pipeline ends with a "Pipe Output" component. A "Debugger" window at the bottom right shows "Pipe Output (19 items)". The status bar at the bottom left indicates "Time taken: 1s" and "Refresh". Below the status bar, three log entries are visible:

- ▶ richtaur played some Fallout: New Vegas.
- ▶ richtaur played some Fallout: New Vegas.
- ▶ richtaur played some Fallout: New Vegas.

Joined a Startup

kevnnull (Settings) | Download Client | Sign Out

YOU ▾ FRIENDS ▾ GAMES ▾ BLOG FORUMS FIND FRIENDS

Search for all SEARCH

OVERVIEW
REVIEWS
ACHIEVEMENTS
VIDEOS
NEWS
PLAYERS

Assassin's Creed II (360) Achievements

50 TOTAL ACHIEVEMENTS 30 AVERAGE EARNED BY RAPTR MEMBERS 50 YOUR ACHIEVEMENTS FOR THIS GAME 4 YOUR RANK AMONGST FRIENDS

[Compare achievements with your friends](#)

Achievement	1st to earn	% of all players
The Birth of an Assassin Be reborn as Ezio Auditore Da Firenze.		86.73%
Arrivederci Abstergo Break out of Abstergo.		86.63%
The Pain of Betrayal Complete DNA Sequence 1.		80.78%
Lightning Strike Sprint for 100 meters.		79.37%
Welcome to the Animus 2.0 Enter the Animus 2.0.		78.77%
Vengeance		77.95%

2011 About | Partners | Terms | Blog | FAQ | Contact Us

Friends Playing (1) More ▲

Side Project / Mobile

AUGMENTED REALITY GHOST HUNTER



ANGH

Product Management

The image shows a screenshot of a Twitter home page. At the top, there is a navigation bar with the Twitter logo, a search bar, and links for Home, Profile, Messages, and Who To Follow. Below the navigation bar is a "What's happening?" section with a text input field. The main content area is a timeline of tweets. The first tweet is from @jontangerine (Jon Tan) about dosing up and getting to work. The second is from @larsonite (Brian Larson) about a differential gear. The third is from @espiekermann (erik splekermann) about data. The fourth is from @ebuie (Elizabeth Buie) about Dropbox. The fifth is from @debaoki (Deb Aoki) about Wondercon. To the right of the timeline is a sidebar with "Your Tweets" (5,163), "Following" (1,091), "Followers" (13,108), "Favorites" (2,147), and "Listed" (682). There are also sections for "Trends" (San Francisco, Cloud Player, #honestly, #disneypickuplines, #thingsblackfolksscaredof, Single/Taken, Brandon Belt, Casey Abrams, Friday, Stefano, Thia) and "Who to follow" (VeryShortStory, btaylor, MacHeist, joeypfeifer).

how to become (or work with) a product manager

kevin cheng @k #howtopm

Starting a Company



Donna



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

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



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

A: Product



“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)



“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)



“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)



“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.”



“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)



“Work directly with customers
to understand their goals”

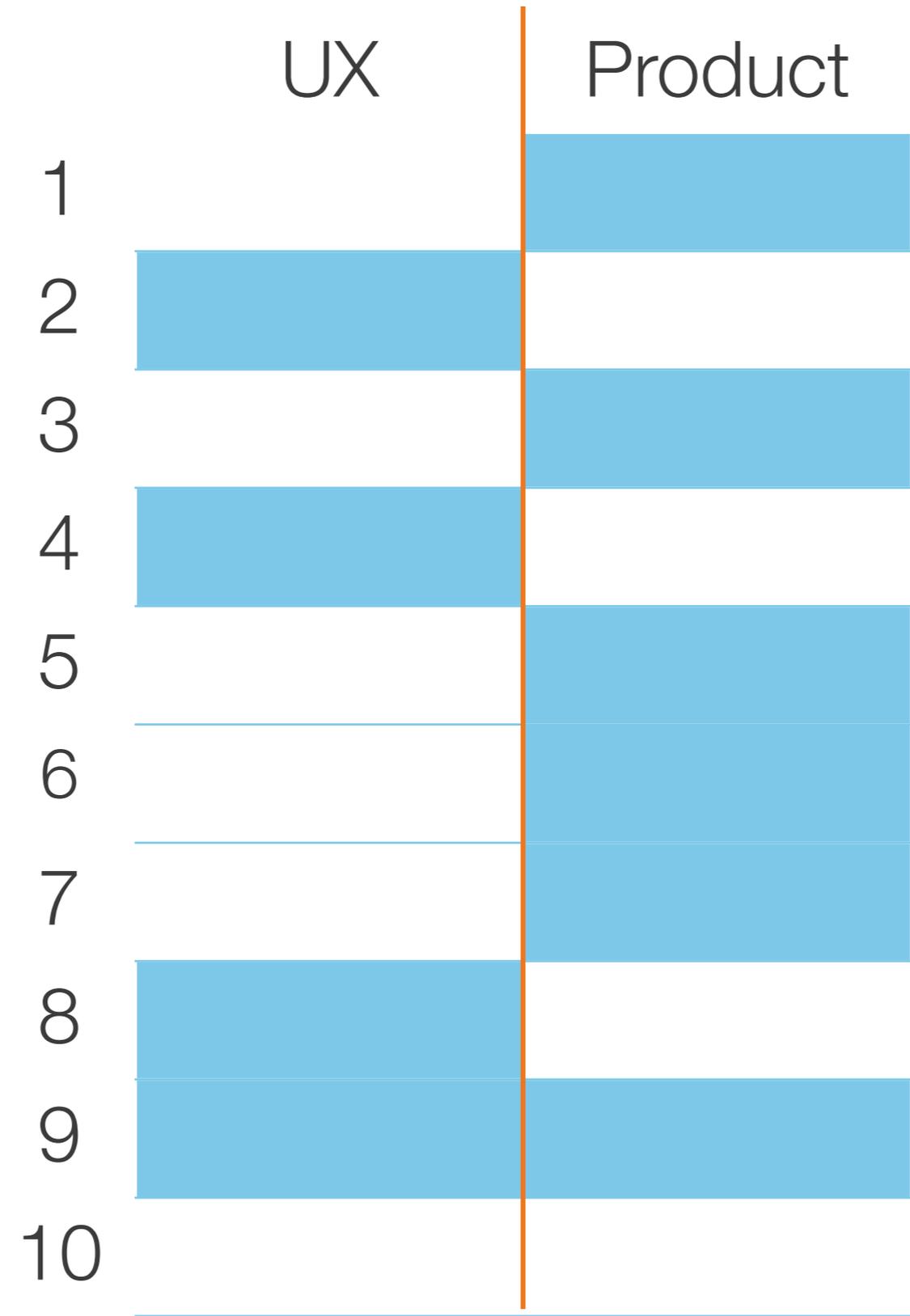
10

“Work directly with customers
to understand their goals”

A: Project

Project Manager (Endeca)

10



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.

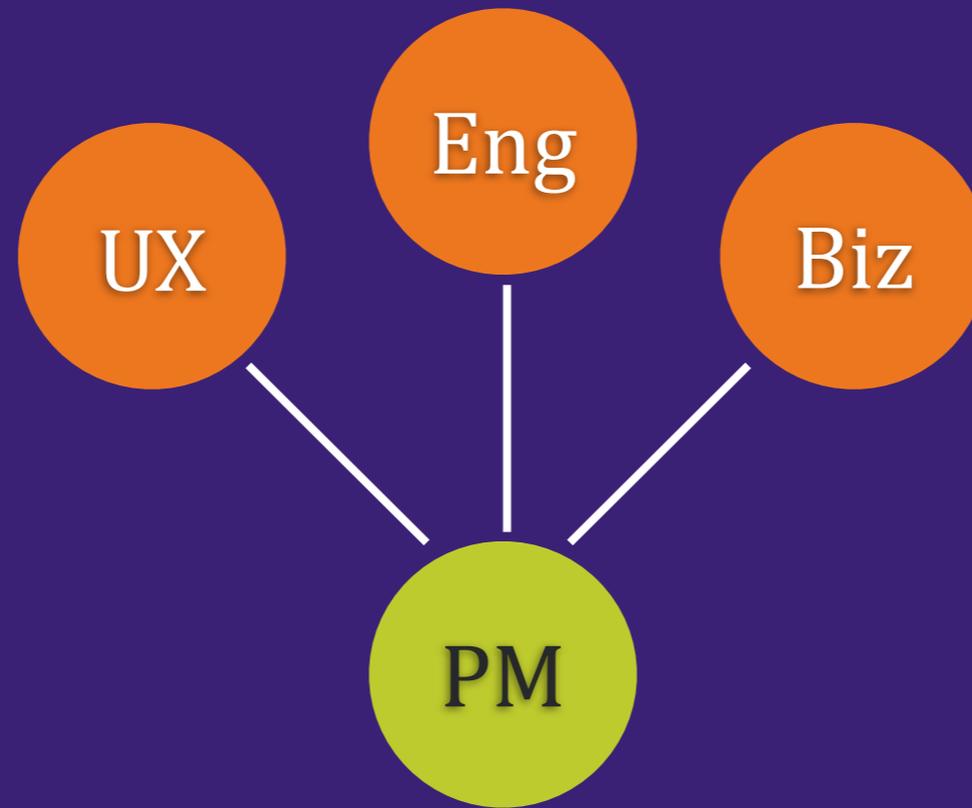


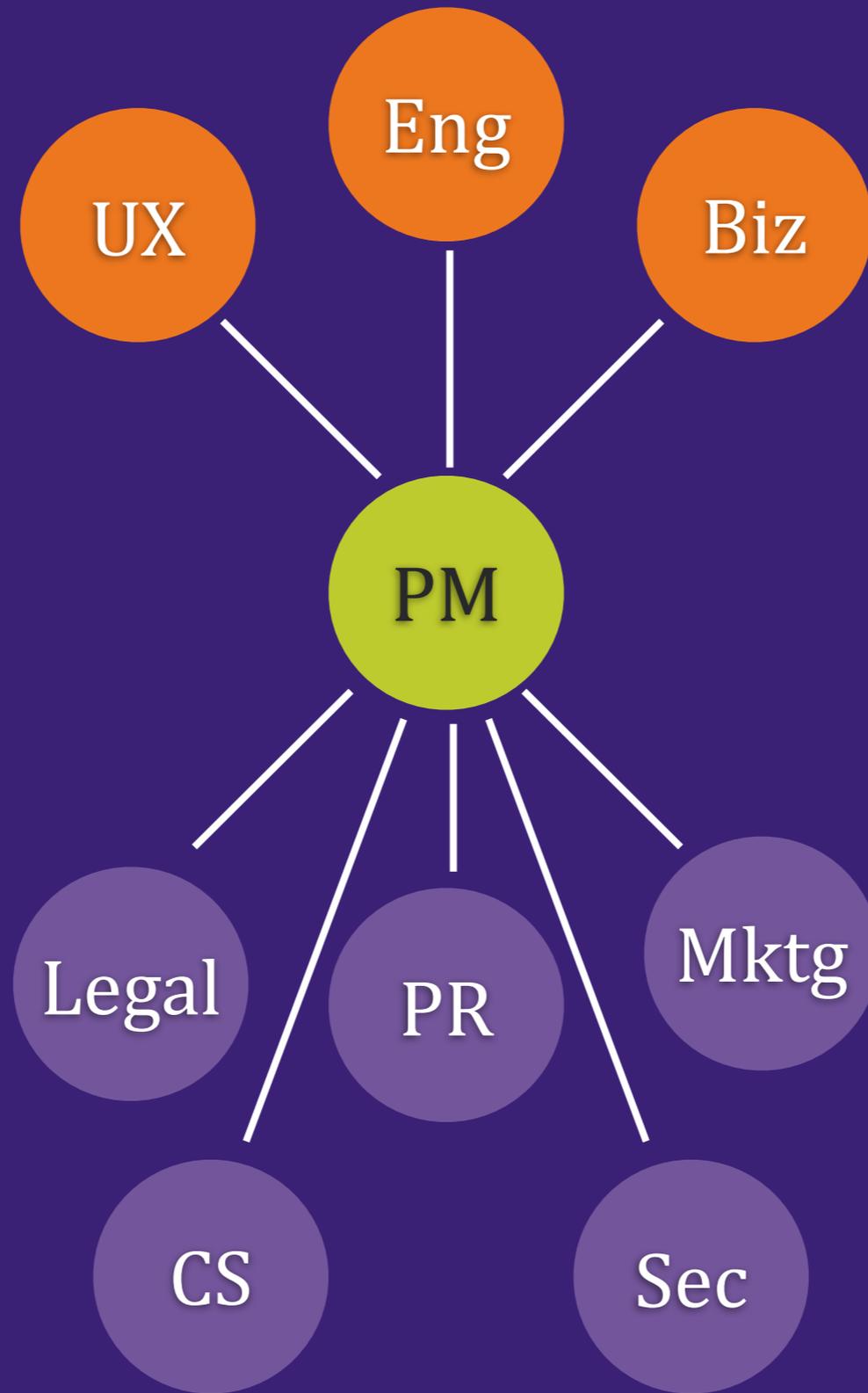
<http://www.flickr.com/photos/stuckincustoms/4481941106/>



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







ENGINEERS AND DESIGNERS CREATE

PRODUCT MANAGERS

SET THE GOAL
AND CLEAR
THE WAY

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

PRODUCT MANAGERS

SHIP

THE RIGHT PRODUCT

Roadmap and Goals

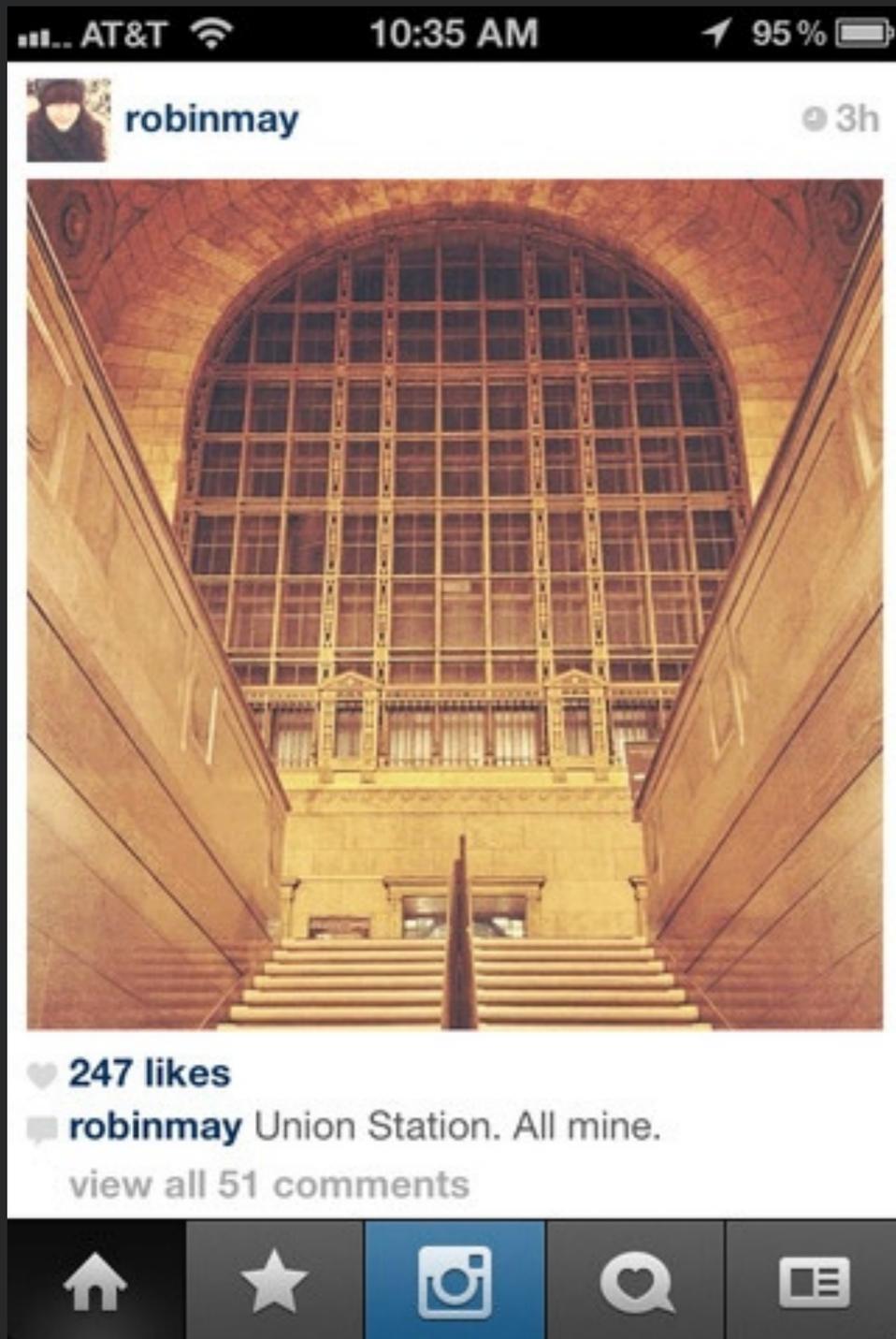
What is Important?

- ▶ 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
- ▶ take a photo
- ▶ add friends
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...for Instagram?



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...for Facebook?



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

...for Facebook?



- ▶ fast load time
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- ▶ post status

...for Facebook?



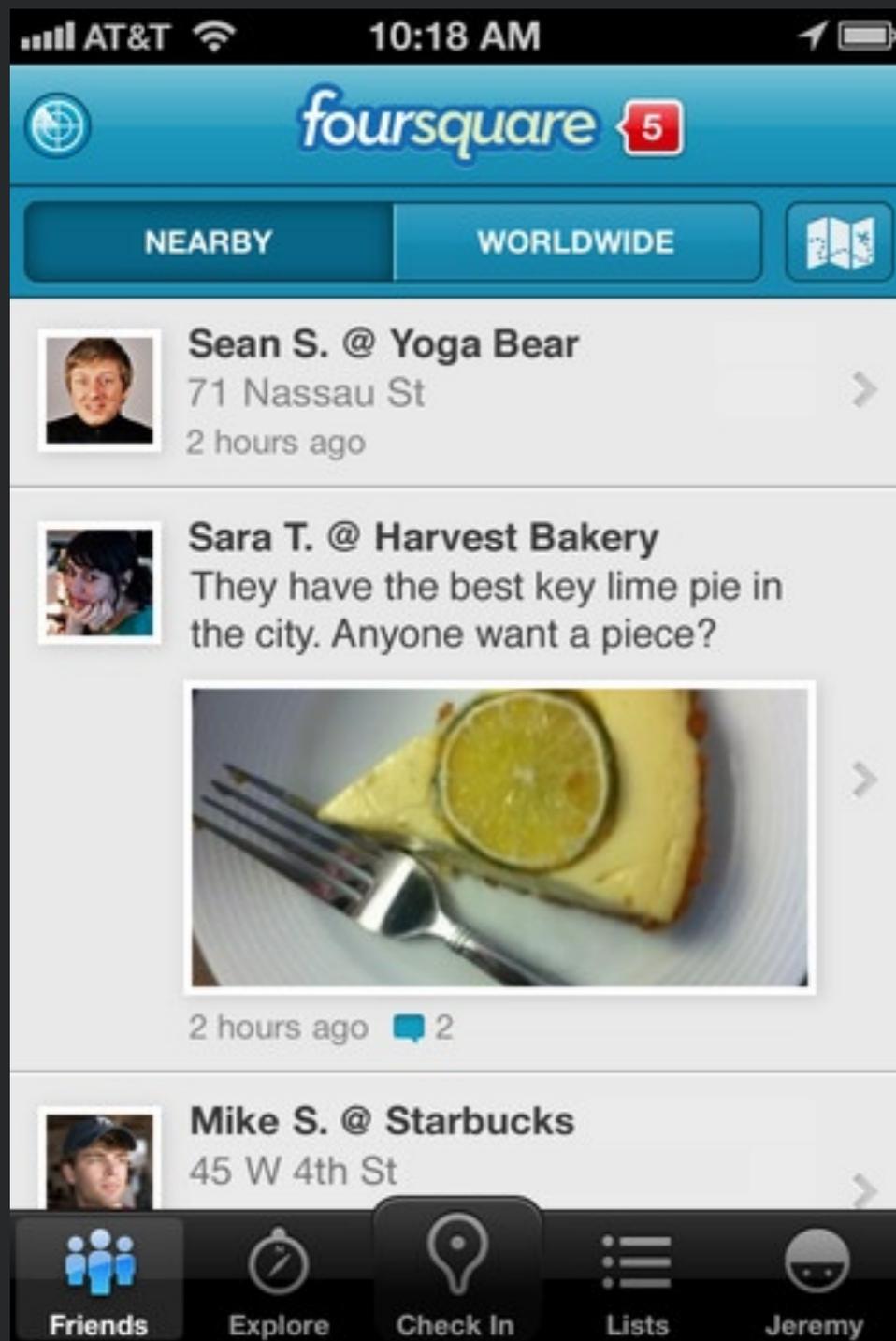
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...for Foursquare?



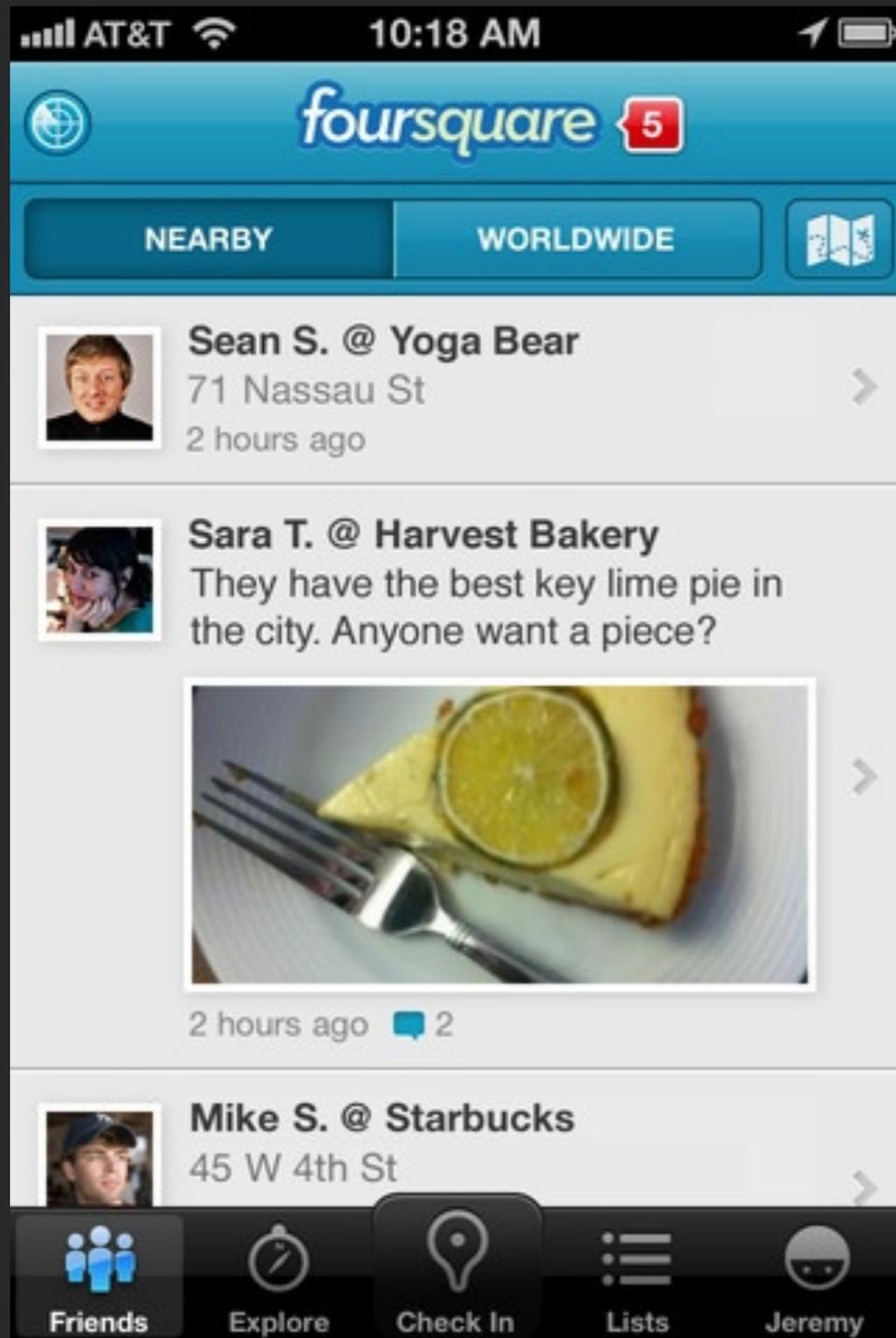
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...for Foursquare?



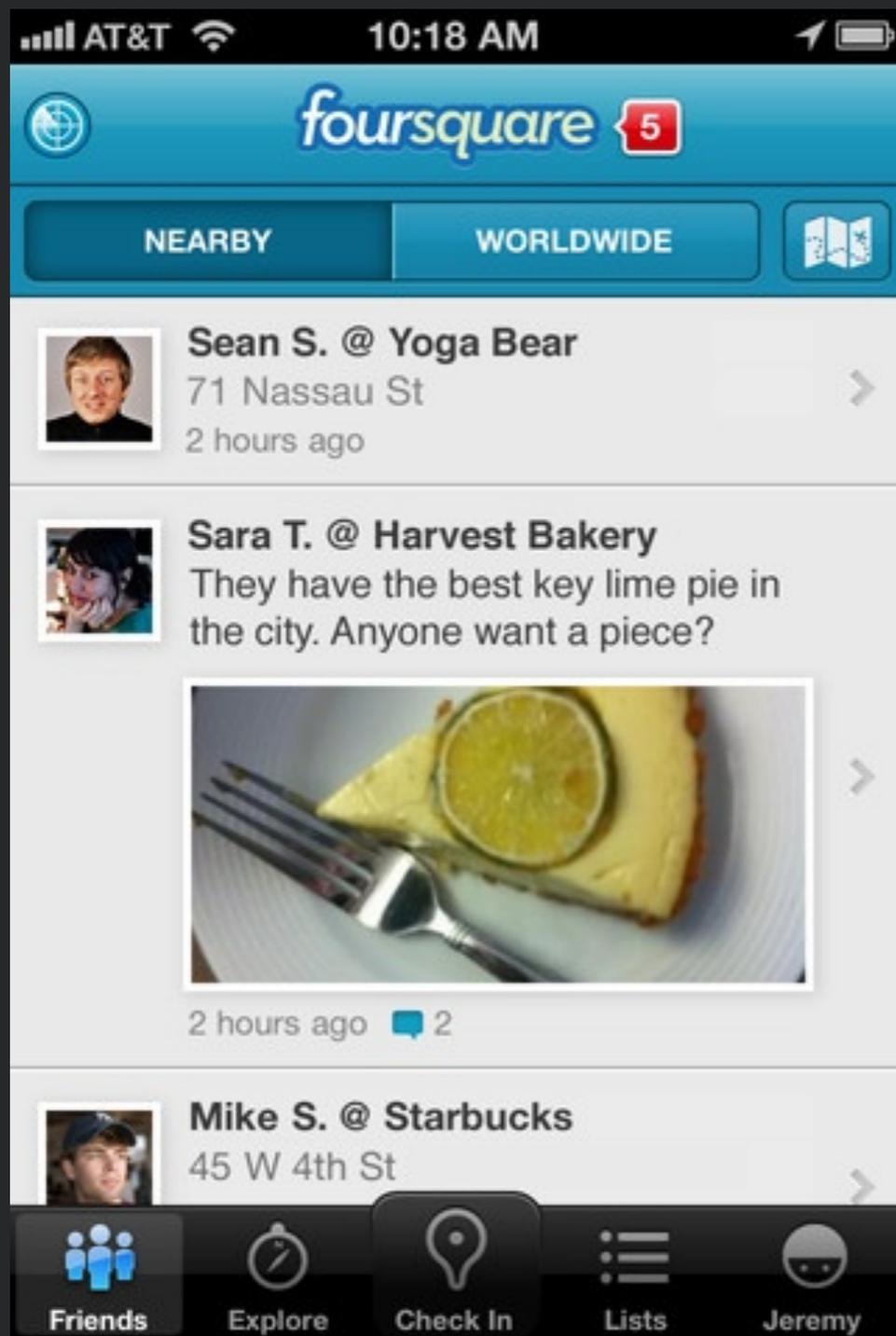
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...for Foursquare?



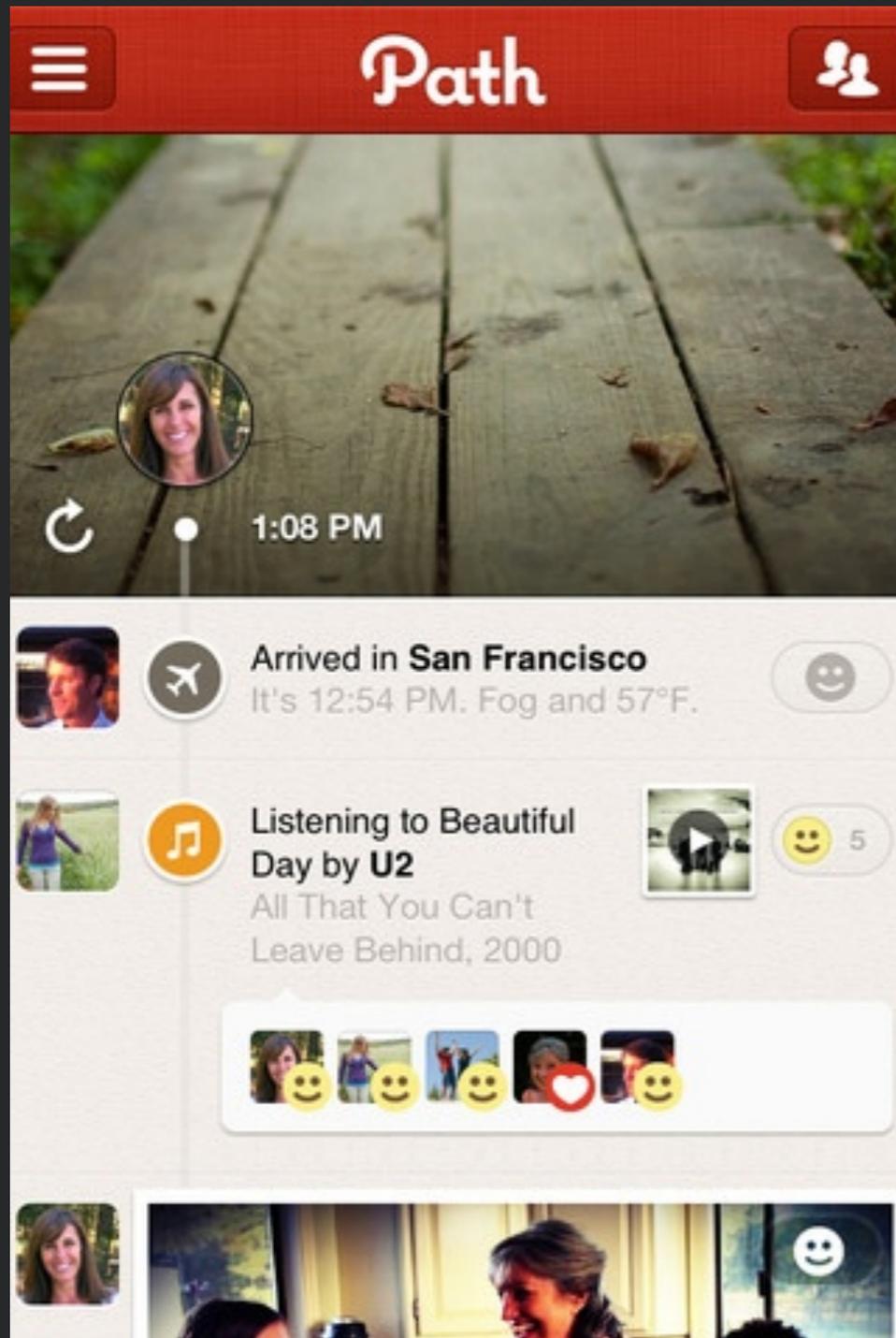
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- ▶ post status

...for Path?



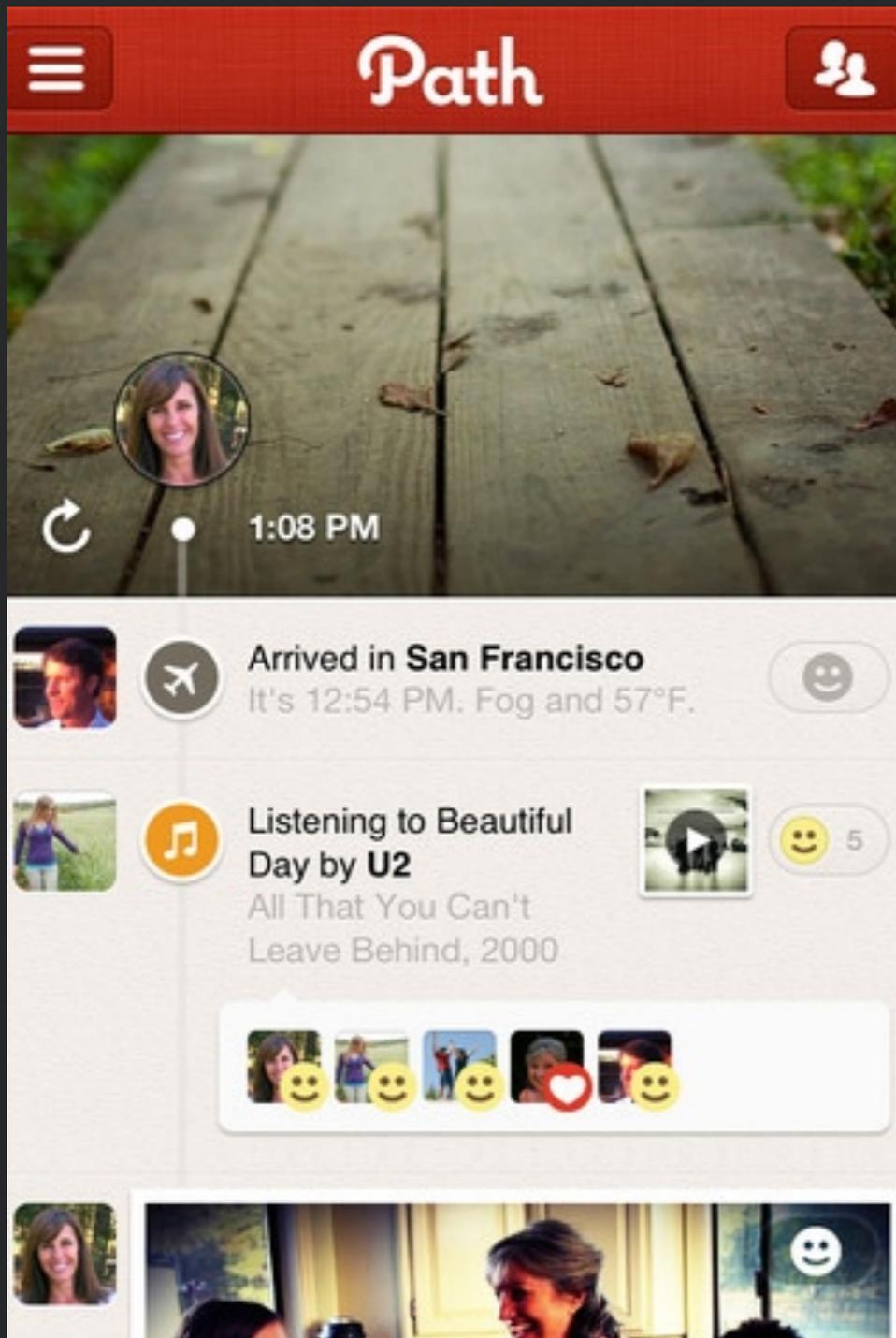
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...for Path?



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Progressis RT @adage: the Audi ad is the
history to sport a twitter hashtag



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

Search results

#uxlondon Search [Settings]

Tweets

People



Worldwide trends · Change

- #mistakesGIRLSmake Promoted
- #20songsonshuffle
- No Buzz
- Follow Ariana Grande
- Proud To Be A Jonas Fan
- #KoreografiyleBirlikteBizdeKoptuk
- Bruno Is Sexy
- Appreciate Beliebers
- Janine Tugonon
- Heskey

Tweets Top / All

- UX Cambridge** @UXCambridge 2h
MT @camusability: We're planning a #uxlondon redux event on 30th April. Please get in touch if you're attending and want do a lightning talk
- Cambridge Usability** @camusability 2h
We're planning a #uxlondon redux event on Monday 30th April. Please get in touch if you're attending and want do a lightening talk.
- micheleidesmith** @micheleidesmith 3h
@MatthewGodfrey Woop indeed! Will be great to catch up and go for some beers :) The @uxredgate team is going en masse #uxlondon
← In reply to Matthew Godfrey
- Matthew Godfrey** @MatthewGodfrey 3h
Off to #uxlondon next week woop! If anyone fancies meeting up let me know.
- Darren Armstrong** @madeinthenorth 13 Apr
Only five more sleeps to #uxlondon. Looking forward to it!
- Jeppe Henckel** @jeppehenckel 13 Apr
One more day of work here in LA and then off to #UXLondon. Can't wait.

“Increase the monthly usage of search for core users.”



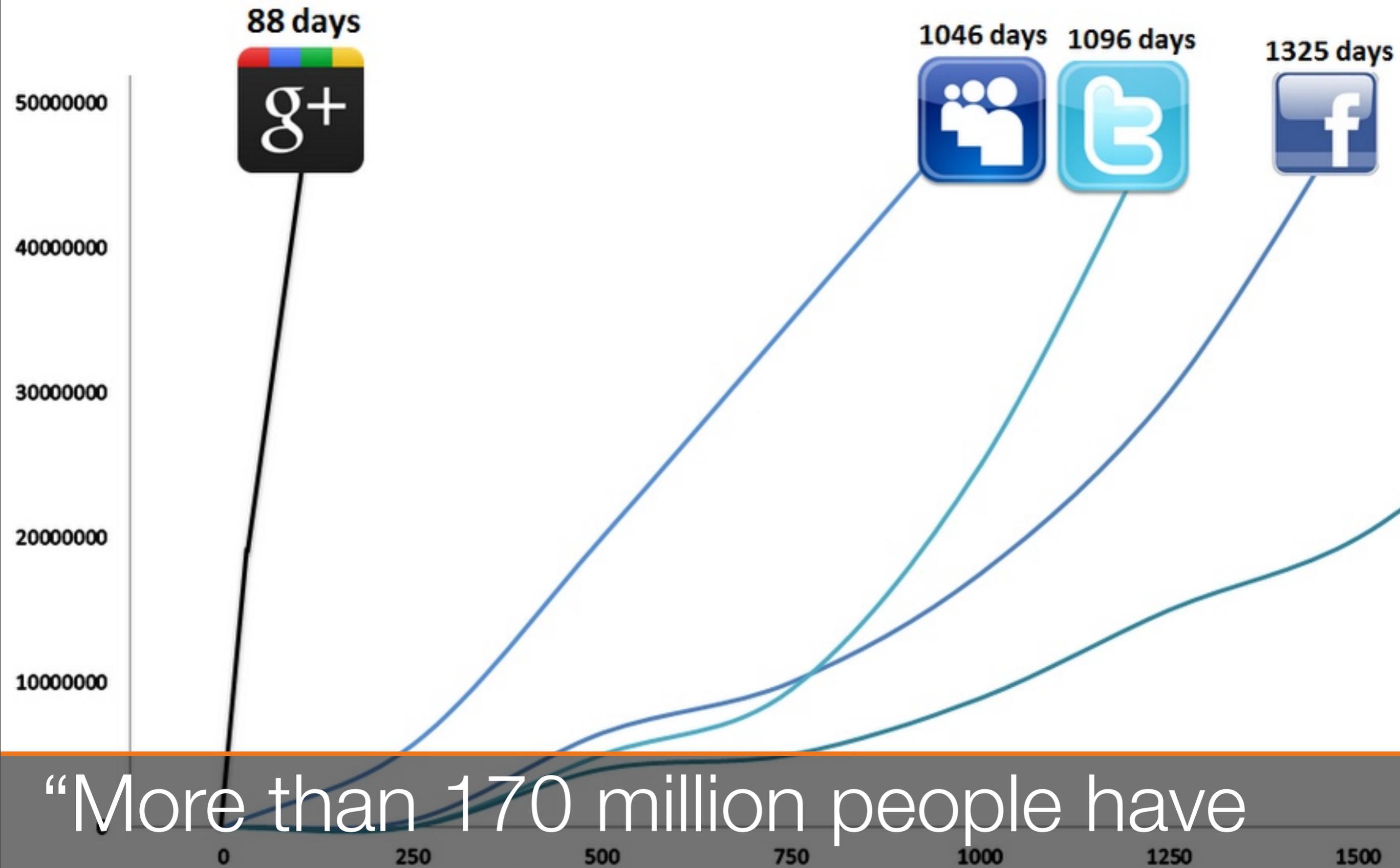
“Do No Evil”

The image features the Google Earth logo in white serif font, centered in the upper half. The word "Google" is large, with "Earth" in a smaller font directly below it. A trademark symbol (TM) is positioned to the upper right of the "e" in "Google". The background is a dark space filled with stars, with the blue and white horizon of the Earth visible at the bottom. A thin orange horizontal line is located just above the bottom text.

Google™
Earth

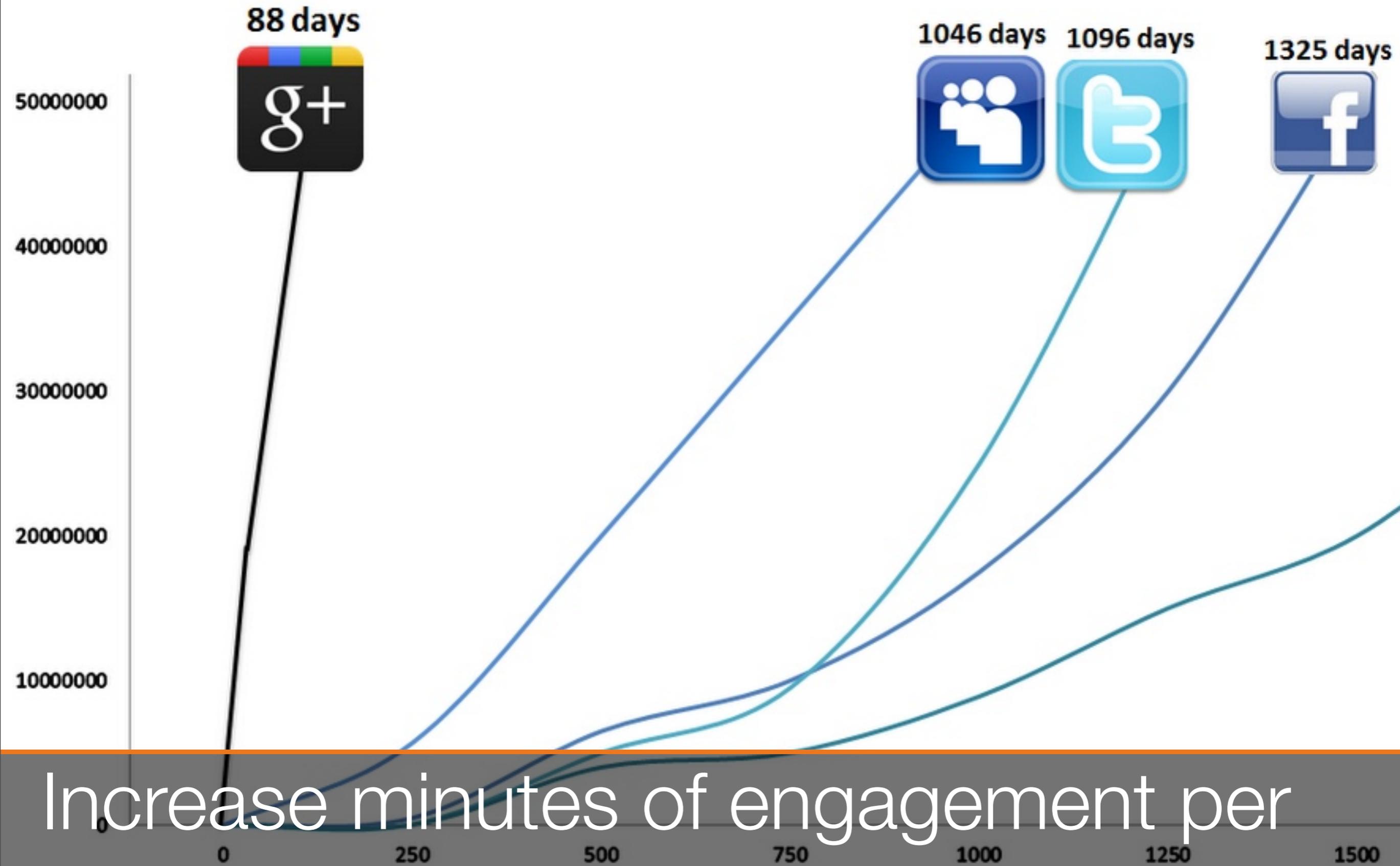
“Organize the World’s Information”

Time to reach 50 million users



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

Time to reach 50 million users



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

ARNGH

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



“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



Product Manager

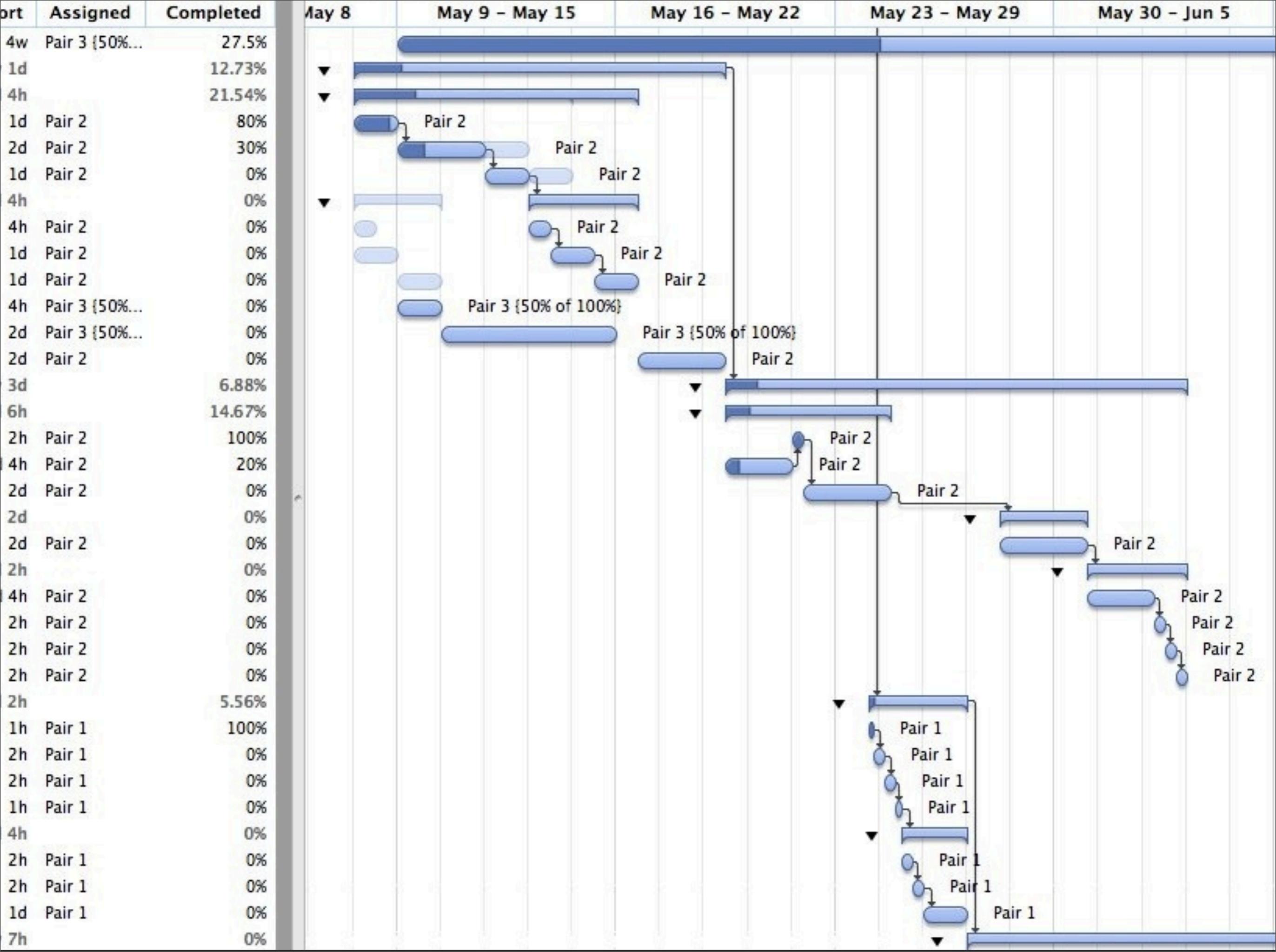
Project Manager

TRACK
PROGRESS

FORWARD
MOMENTUM



Friday, April 20, 12



Just a Spreadsheet

Layout	Reskin 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

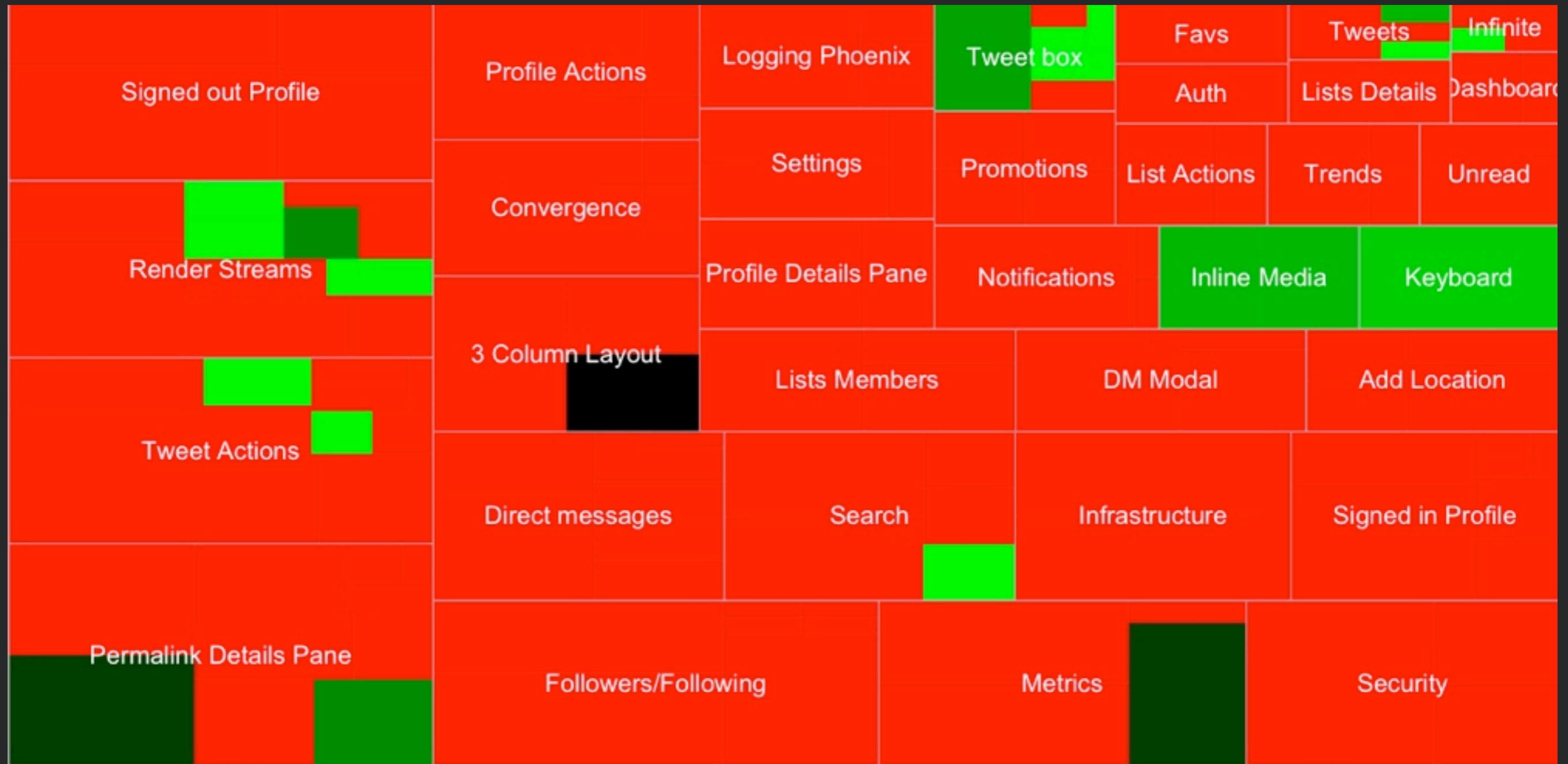
Not Started

0

100



Week 2

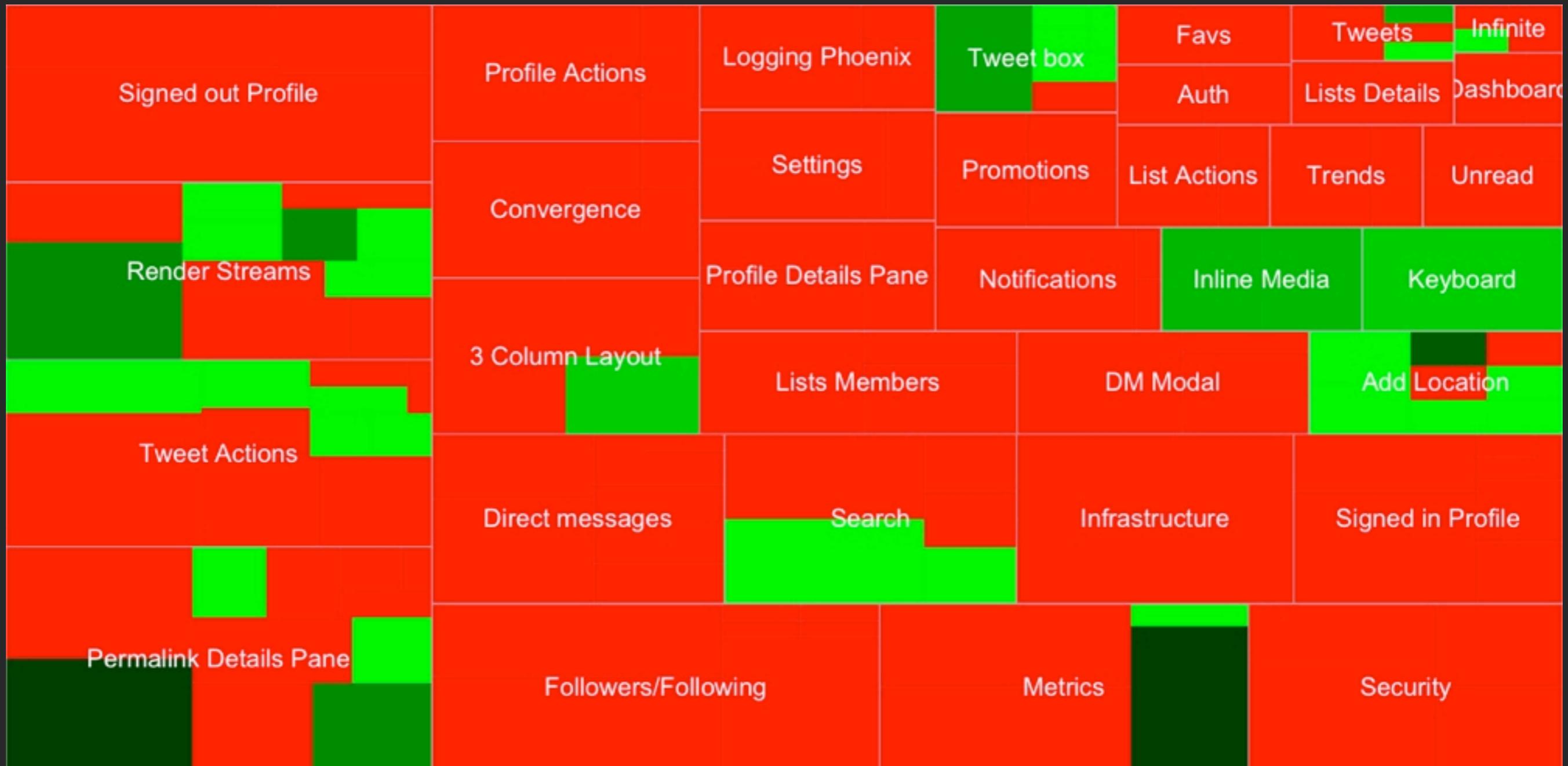


Week 3

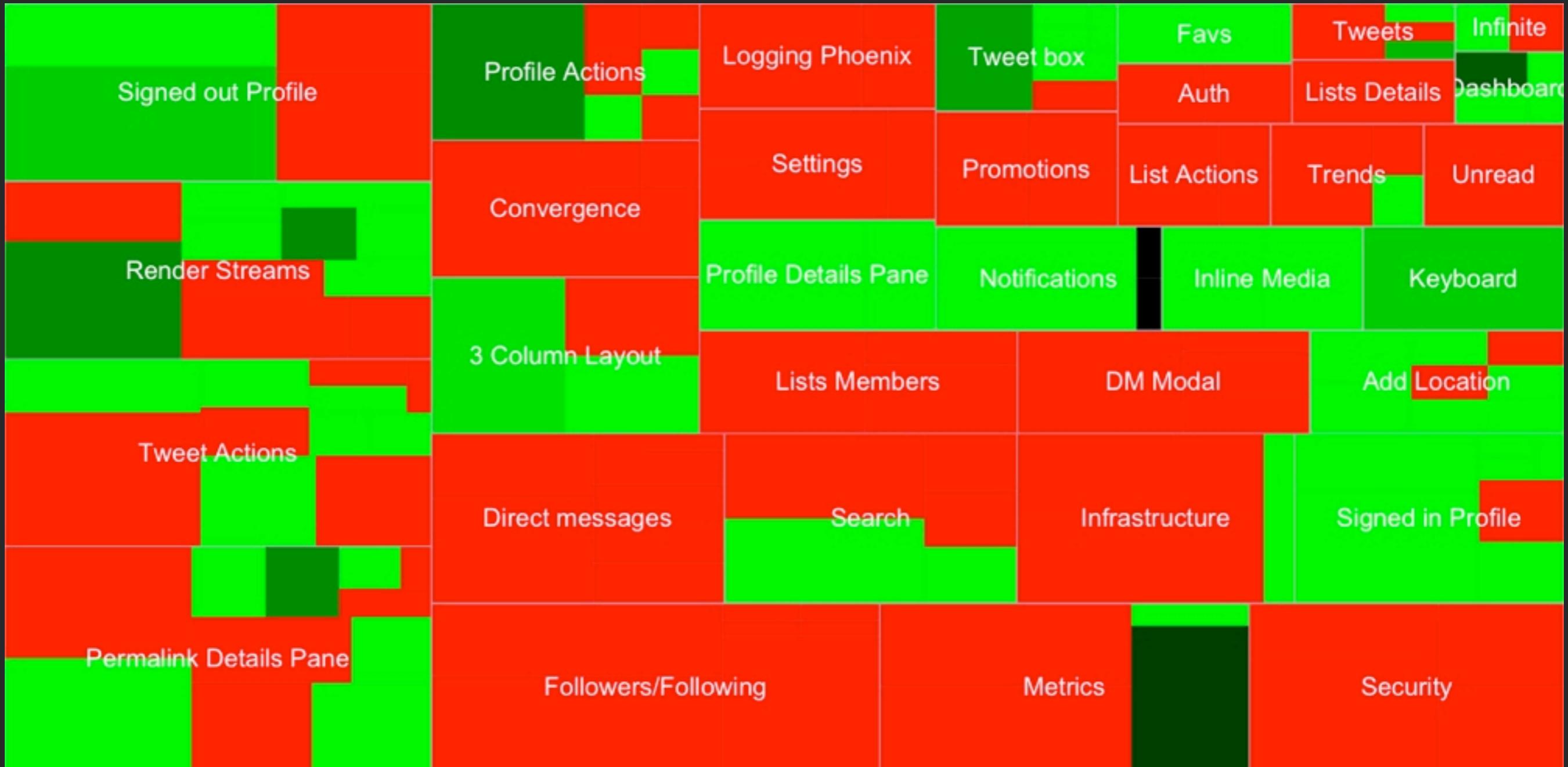
Not Started

0

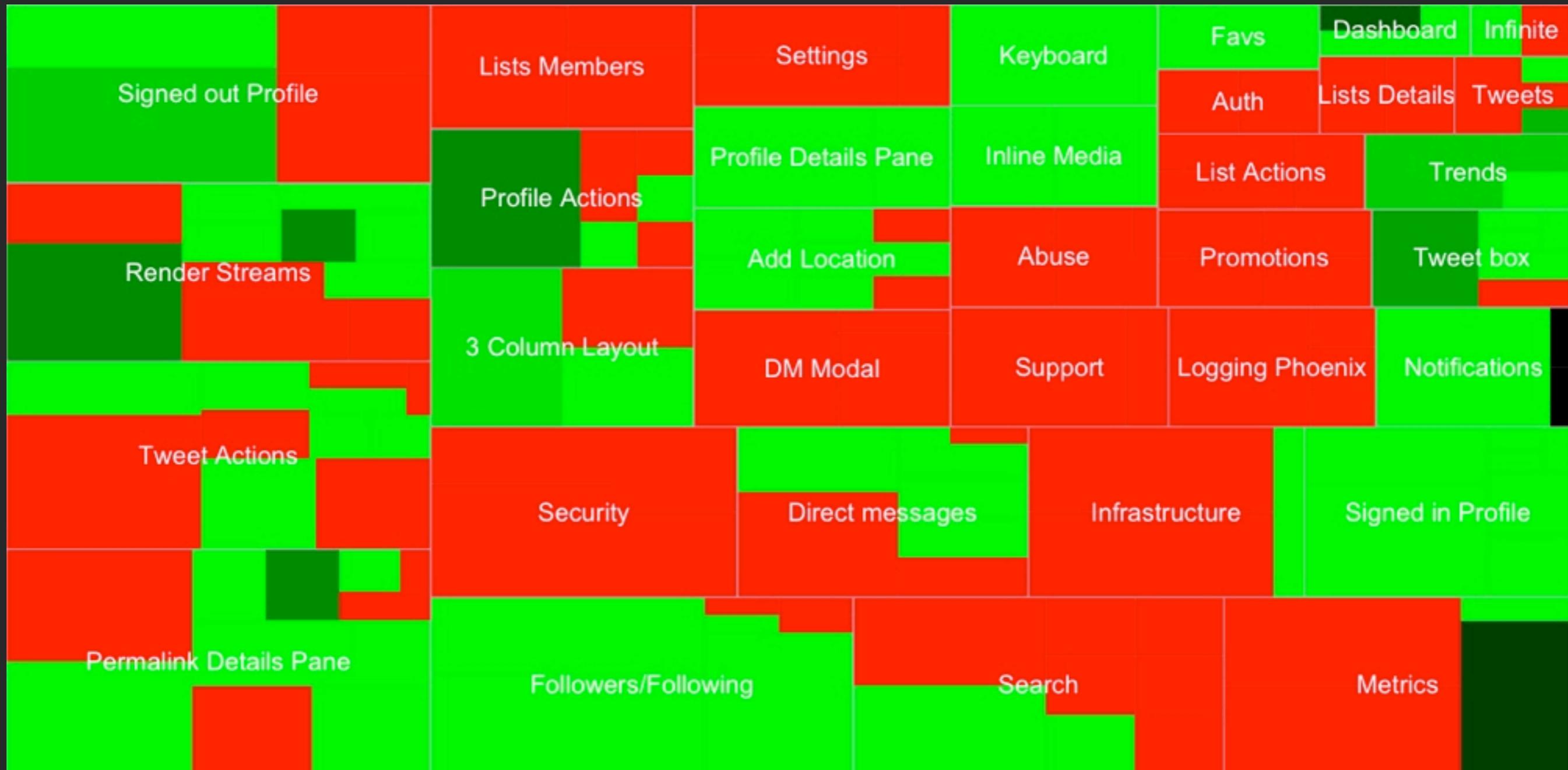
100



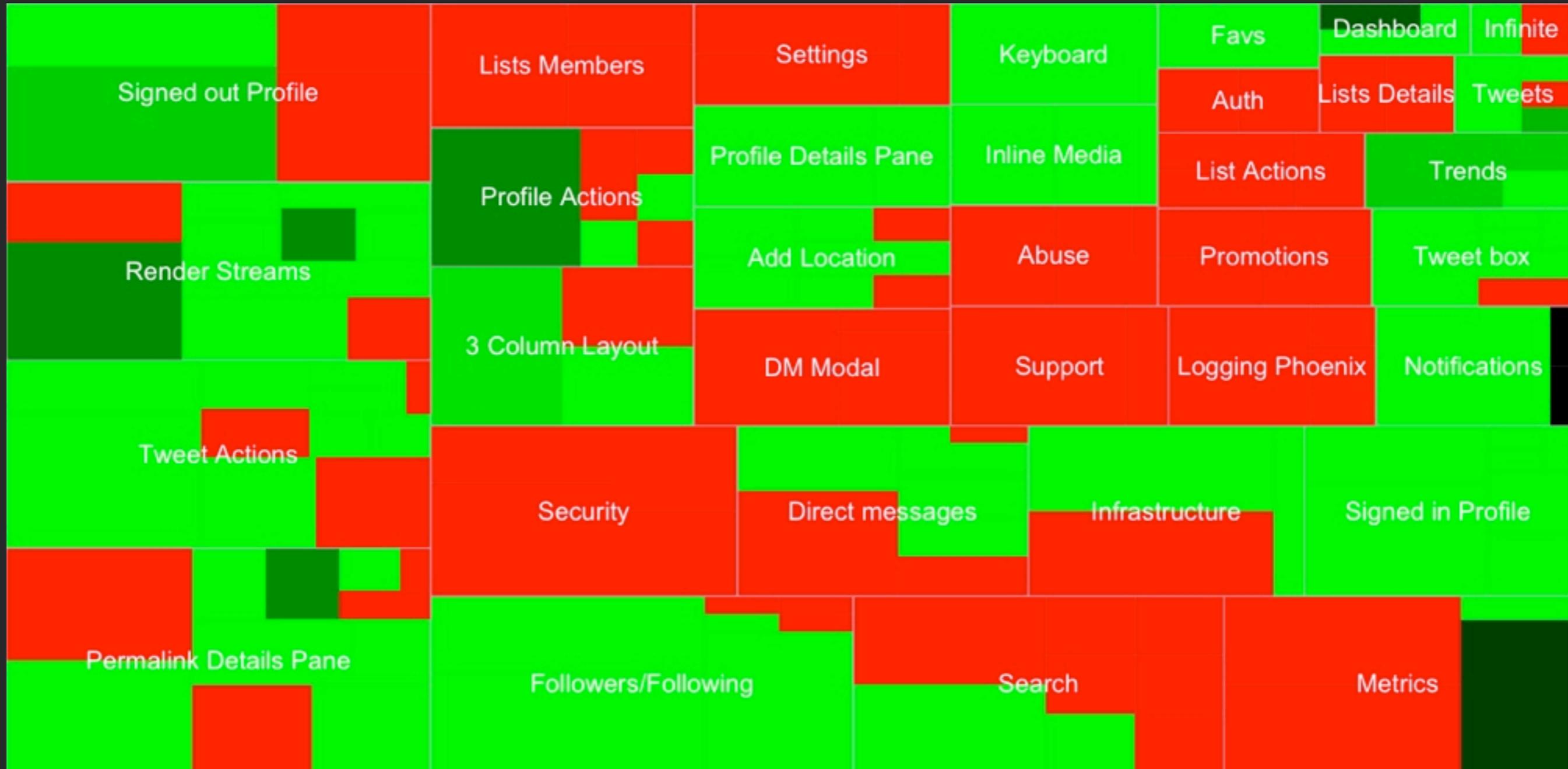
Week 4



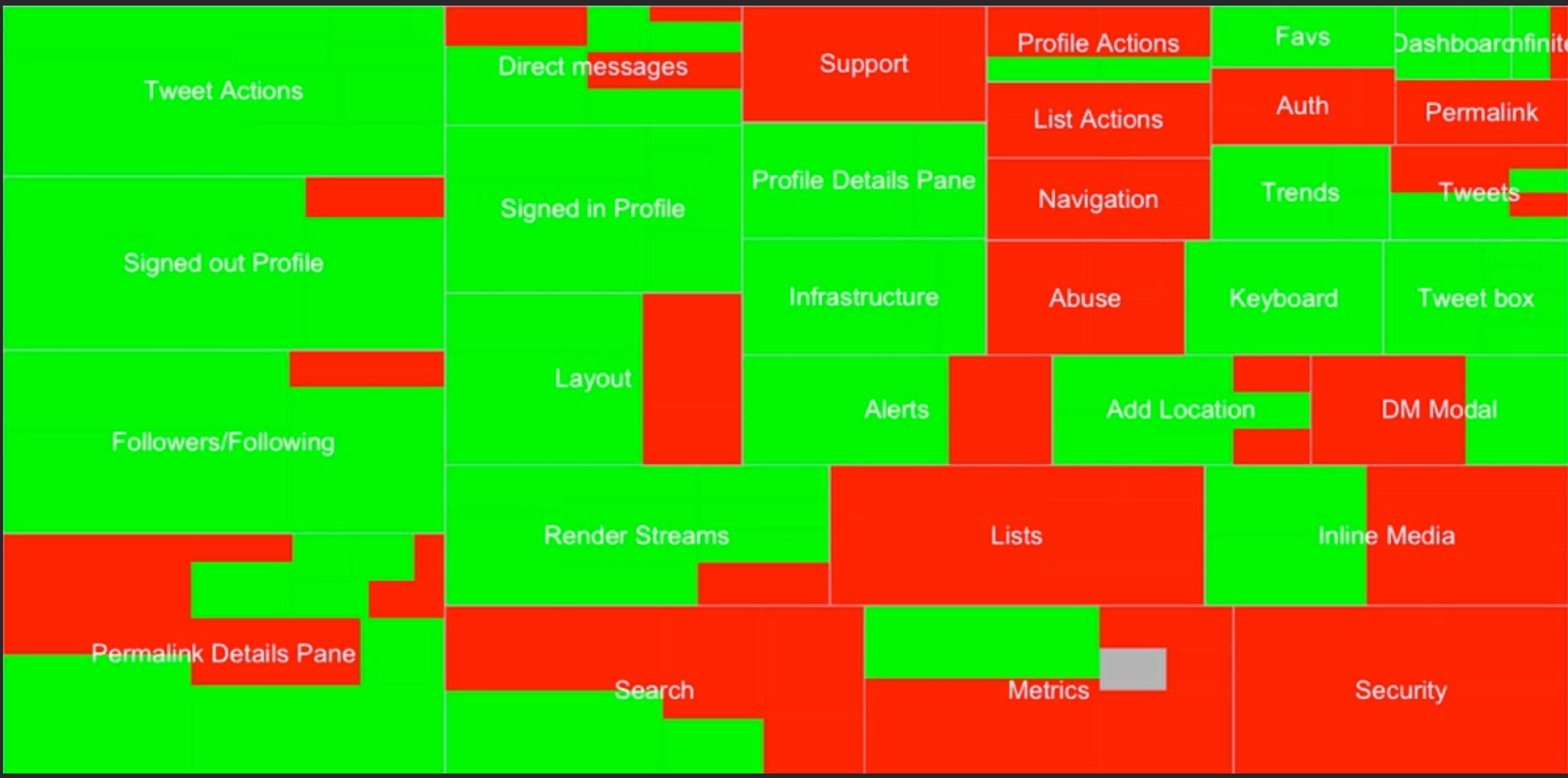
Week 4



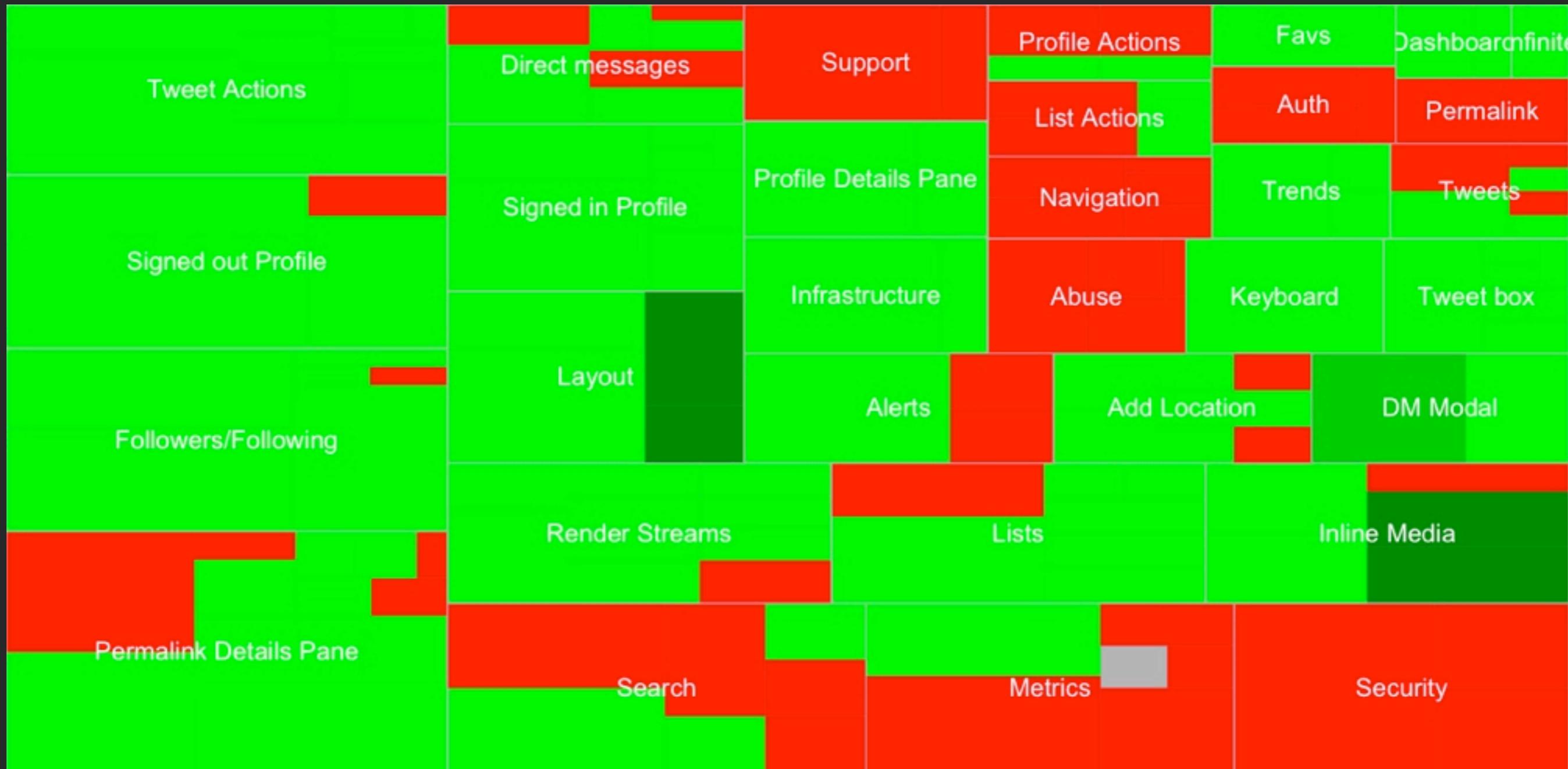
Week 5



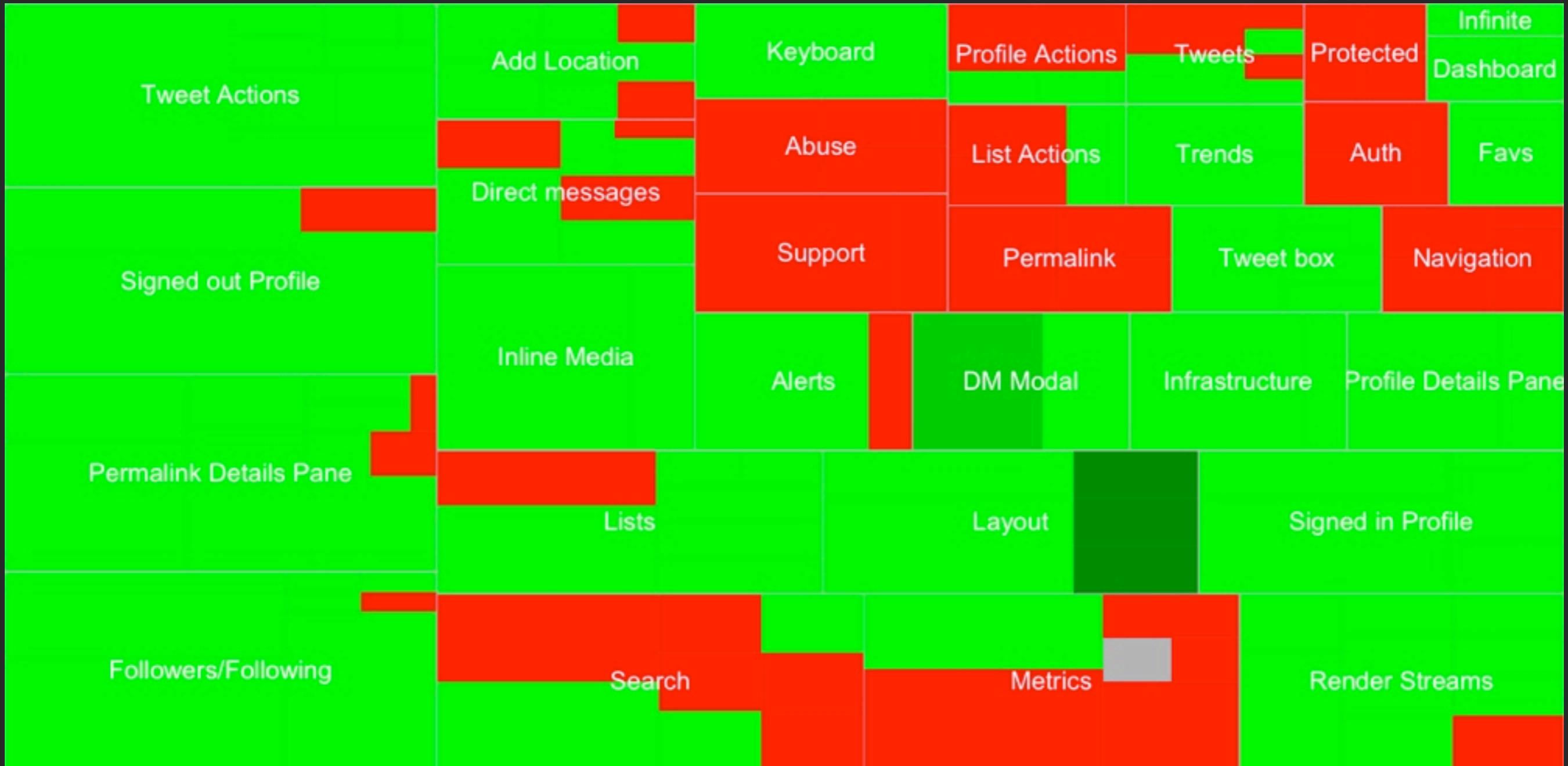
Week 6



Week 7



Week 7



Week 8

Not Started

0

100



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

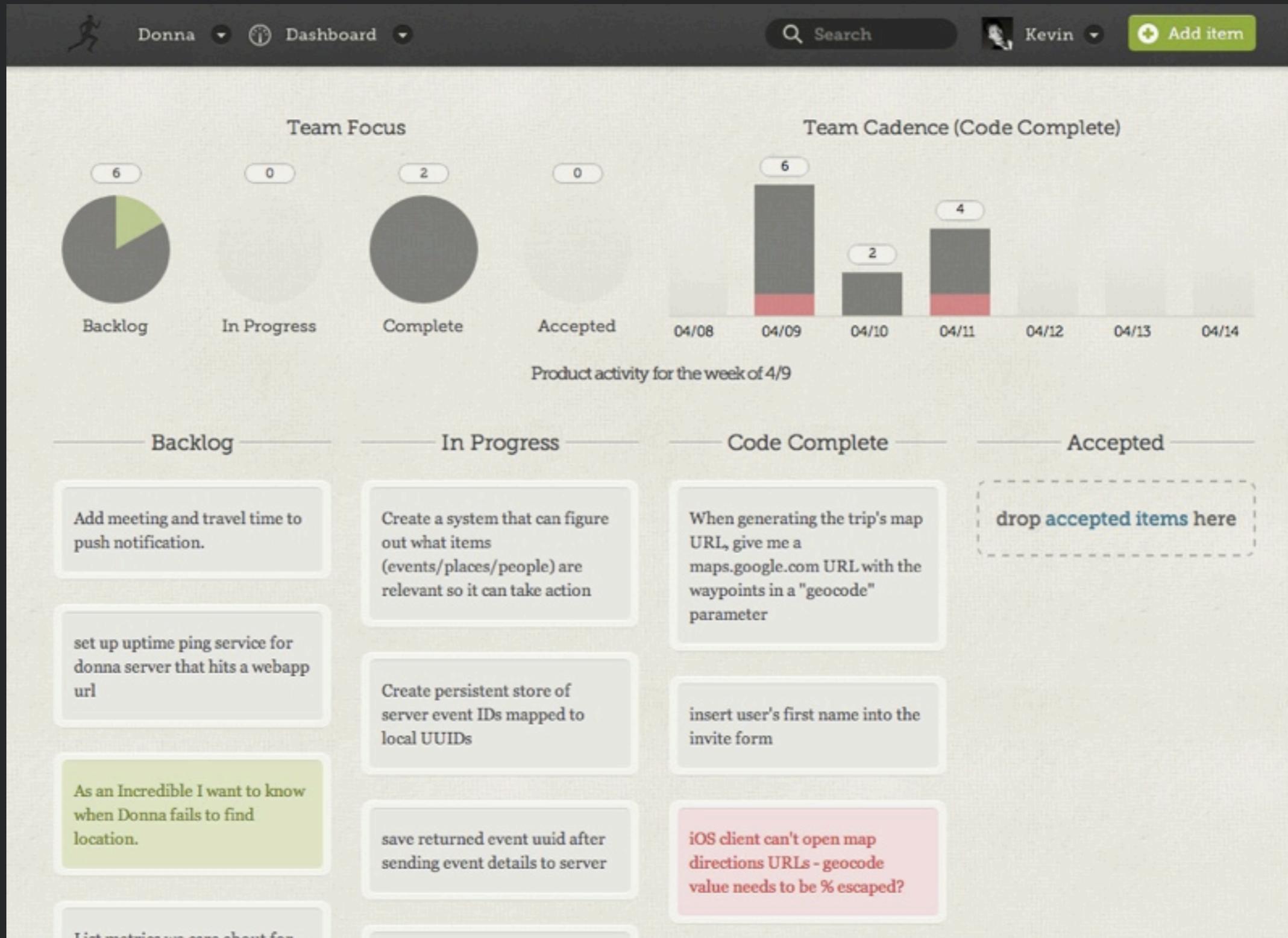
Pivotal Tracker

The screenshot displays the Pivotal Tracker interface with three main columns: Current, Backlog, and Icebox. At the top, there are navigation tabs for 'Done', 'Current', 'Backlog', and 'Icebox', along with 'View', 'Actions', and 'Add Story' buttons. A search bar on the right shows '734' items.

Current Column: Contains 10 items, each with a star icon, a description, and 'Accept'/'Reject' buttons. The first item is 'WEB-616 When accessing a suspended account, redirect users to the suspended page when API response shows user is suspended, including for URLs with /#/ or /#!/ (MC)'. The last item is 'blocked, profile when a user has blocked you, you should still be able to see their timeline but instead it shows as "loading takes a long'.

Backlog Column: Contains 10 items, each with a star icon, a description, and a 'Start' button. The first item is 'layout arrow shouldn't show active state when you click on tweet actions (DD)'. The last item is 'end of team pointing spree' with a 'Finish' button.

Icebox Column: Contains 10 items, each with a star icon, a description, and a 'Start' button. The first item is 'tweet box WEB-86 Endless wheel when posting space tweet'. The last item is 'blocked on home timeline, friend, show {RT icon} by {total rt count - 1}'.



Trello

The screenshot shows a Trello board titled "WWAPT Public Areas" with a dark teal header. The board is organized into five columns, each with a list of cards and an "Add card" button at the bottom.

- Ideas**:
 - Card: "Create a map of Izmit emphasizing the Public Areas we frequent regularly." (includes a lock icon)
 - Card: "I see, I think, I wonder using pictures of local public places."
 - Card: "Mind Map for prior assessment" (includes a pencil icon)
- Language Outcomes**:
 - Card: "Using a journal to record what we SEe, hear, taste and smell in Public Places" (includes "1 vote" and "0/3" progress indicators)
- Transdisciplinary Skills and School Values**:
 - Card: "Comment on the forum posts of other students." (includes a pencil icon)
- Assessment**:
 - Card: "Using a forum to facilitate understanding of virtual public places" (includes "1 vote" and "0/4" progress indicators)
- Student facilitated inquiries**:
 - Placeholder: "Add card"

Coordination and Consensus

~70 people contributed to
#newTwitter

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



Friday, April 20, 12



NOT

twit. API. User. Grid ("ded"...) Success: An timeout. Fin (r) s r. retry()

Picture

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

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



Friday, April 20, 12

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**

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

The screenshot shows a Twitter profile page for a user named 'stop'. The navigation bar at the top includes 'twitter', 'My profile', 'Activity', and 'Messages' with a notification badge. The main content area is titled 'What's happening?' and shows a 'New tweet' input field. Below this is a 'Following' tab with a 'focus' indicator, and a list of tweets from users like Coleen Baik, Greg Storey, Jason Santa Maria, Destry Wion, and Chris Pederick. The right sidebar contains sections for 'My profile' (1,203 tweets, 241 follows, 23,492 followers), '17 new followers', 'Suggestions' (MG Siegler, Tim O'Reilly), 'Trending keywords' (Canada change, Denis Grebeshkov), and 'Twest-i-val'.

User Testing Every Week

The screenshot shows a Twitter interface. The top navigation bar includes 'twifyb', 'Home', 'Profile', 'Activity', 'WTF', 'Messages', a search bar, and a user profile 'spanglely'. The main content area displays a tweet from Wesley Hodgson (@somnambulant) with the text 'Gold, Jerry! Gold! RT @HurricaneHelms: Betty White FTW! http://twitpic.com/1tv5u1'. The tweet includes a photo of Betty White and a 'Reply' button. On the left sidebar, there is a 'Your Follows' section with a list of users: tfly-bros, tweet_by_proxy_pets, chubies, entertain_me, geeky, thebiz, foodz, fashiony, and twitty_musicians. Below this is a list of tweets from various users, including somnambulant, alicetiara, ryan000, cap, sourjayne, and dkr.

“It doesn’t feel like Twitter”

This is Twitter

The screenshot shows the Twitter homepage with the following elements:

- Twitter Logo:** Located at the top left.
- Navigation Bar:** Home Profile Find People Settings Campaigns Help Sign out
- What's happening?:** A text input field with a character count of 140. Below it, the location is set to "Downtown Brooklyn, New York". A "Tweet" button is on the right.
- Home Feed:**
 - berkun:** "New Myths of of Innovation webcast: now on youtube! <http://wp.me/p4vkk-1Am> #creativity #management #extendedq&a" (11:57 AM Oct 19th via web, retweeted by lloydbudd and 4 others)
 - TwitterU:** "TwitterU welcomes Georgetown Baker Scholars to our San Francisco HQ today!" (less than a minute ago via web)
 - delbius:** "@sunghu Sadly, I've already gone down the path of Miller Lite with my Philly cheesesteak." (1 minute ago via Echofon in reply to sunghu)
 - uxcrank:** "Strange, random urge to dye my hair blue. I think my skull's been hacked." (1 minute ago via TweetDeck)
- Right Sidebar:**
 - User Profile:** User 'k' with 4,484 tweets, 885 following, 9,221 followers, and 544 listed.
 - Who to follow:** Lists users 'jenna' (Jenna Bilotta) and 'bruces' (Bruce Sterling) with follow buttons.
 - Home:** A menu with options: @k, Direct Messages (3,717), Favorites, Retweets, Search, and Saved Searches.

This is Twitter

The image shows a screenshot of the Twitter home page. At the top, there is a navigation bar with the Twitter logo, a search bar, and links for Home, Profile, Messages, and Who To Follow. Below the navigation bar is a text input field for posting a tweet, followed by a timeline of tweets. The right sidebar contains statistics for the user (Your Tweets, Following, Followers, Favorites, Listed), a list of recently listed tweets, a Trends section, and a Who to follow section with suggestions for users to follow.

twitter Search Home Profile Messages Who To Follow

What's happening?

Timeline @Mentions Retweets Searches Lists

jontangerine Jon Tan 陳
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 splekermann
@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

arielwaldman Ariel Waldman

Your Tweets 5,163
57 minutes ago: @quietaction That's certainly true but what is the question? Not trying to be obtuse.

Following 1,091 Followers 13,108

Favorites 2,147 Listed 682
★ drunkatsxsw I heard #ias11 is a total hook up conference. I wonder how many arrow...
Recently listed in: noteworthy, noteworthy 2, Request, Understandingu4u, Teen Bullying

Trends
San Francisco
Cloud Player Promoted
#honestly
#disneypickuplines
#thingsblackfolksscaredof
Single Taken
Brandon Belt
Casey Abrams
Friday
Stefano
Thia

Who to follow
Suggestions for you · view all
VeryShortStory · Follow ×
Very Short Story
btaylor · Follow ×
Bret Taylor
MacHeist · Follow ×
MacHeist
joeypfeifer · Follow ×
Joey Pfeifer
Refresh suggestions
Browse interests · Find friends

Twitter for iPhone



“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).



The screenshot shows a Twitter interface with a pop-up tweet box. The tweet text is: "I like how @wipeout tweets behind-the-scenes info while it's broadcasting. Somehow interesting even though I'm not watching now." The tweet box has a scroll bar on the right side, which is highlighted with a red rectangle. The scroll bar has a white track, a grey slider, and up/down arrows. The background shows a tweet from "Wipeout Official Wipeout" and a "New Tweet" button.

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

The screenshot shows the Twitter homepage interface. At the top, a blue banner features the Twitter bird logo and the text "Pssst... the new version of Twitter is here." with a yellow "Try it now!" button. Below this is the Twitter logo and a navigation menu with links for Home, Profile, Find People, Settings, Campaigns, Help, and Sign out. The main content area is titled "What's happening?" with a "140" character count. It includes a text input field, a location dropdown set to "Downtown Brooklyn, New York", and a "Tweet" button. A tweet is visible with the text "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". On the right sidebar, a user profile for "k" is shown with 4,482 tweets, 880 following, 9,218 followers, and 544 listed. Below this is a "Who to follow" section with two suggestions: "jenna" (Jenna Bilotta) and "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

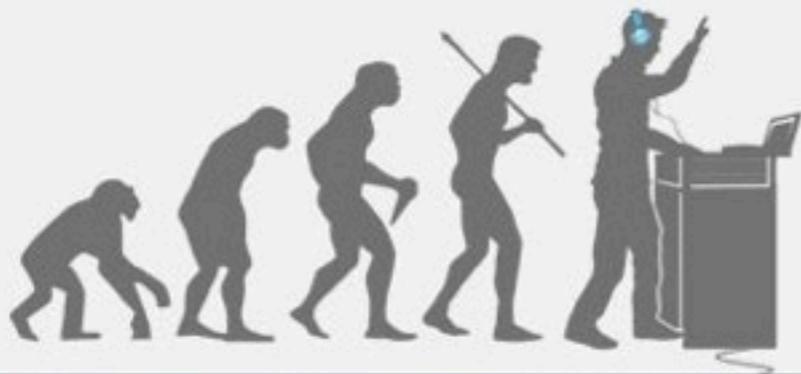
Explore

Help

Search Videos



HD 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

Welcome to #NewBird! Read up on what's new. You can also leave the preview and come back later

twifyb Search Home Profile Messages

What's happening?

Timeline @Mentions Retweets Searches Lists

 **kris** Kris
Hashtagging on the cover of Wired. <http://t.co/Ek0MZDT> (cc: @chris1sa)

Your tweets
Follow
You recommended

Even with applications, there is an unboxing process.





@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

INCREIBLE

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		
<input type="checkbox"/> Disable	All Combinations (6) ▼	Key: ■ Winner ■ Inconclusive ■ Loser ?				
<input type="checkbox"/> Combination	Status ?	Est. conv. rate ?	Chance to Beat Orig. ?	Observed Improvement ?		
Original	Enabled	12.2% ± 1.3%	—	—		
No high-confidence winner found. Learn more						
<input type="checkbox"/> 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%		

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.

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.

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
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- ▶ Managing people, with no authority

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- ▶ 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

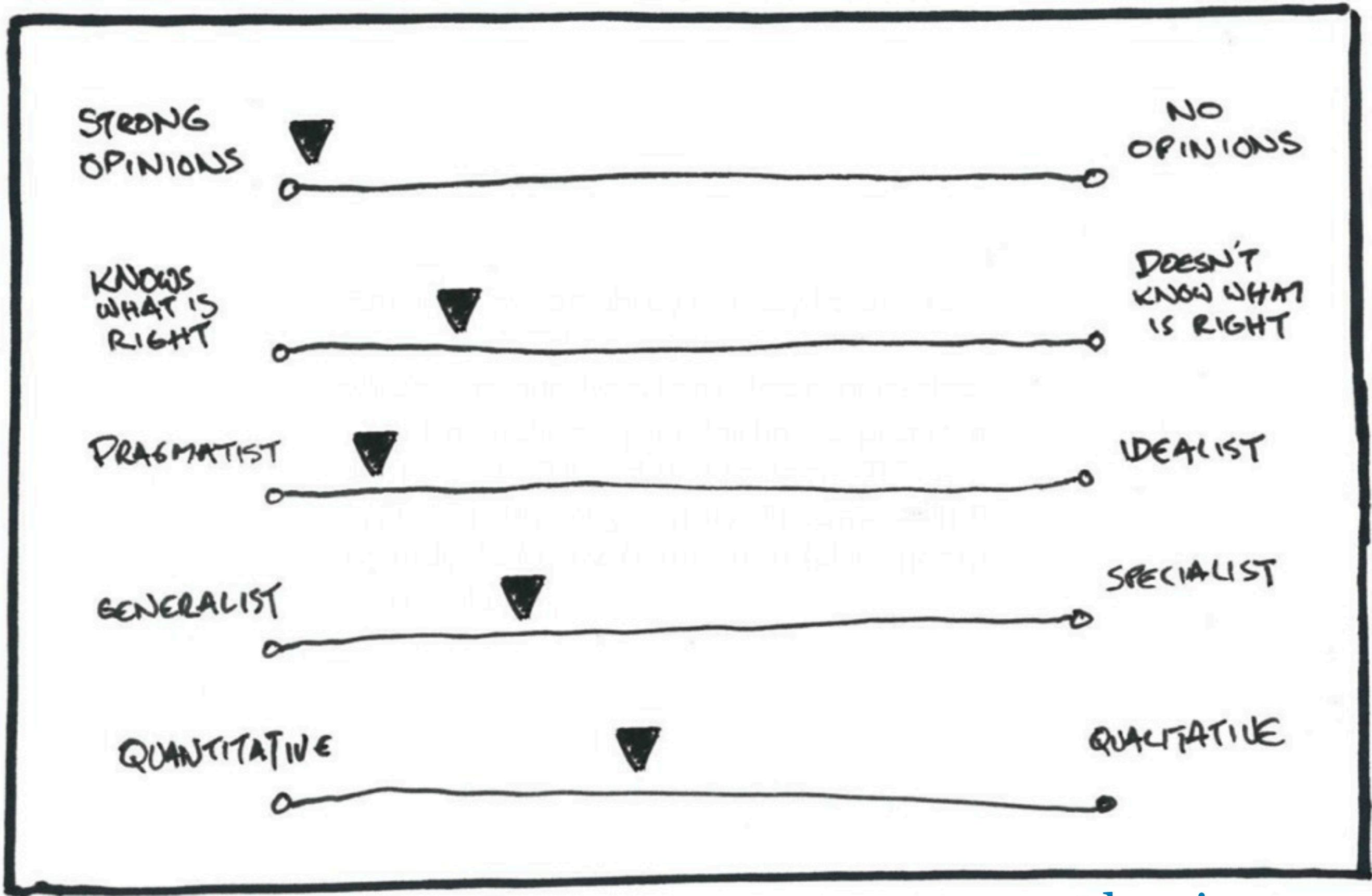
You need to be good at...

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

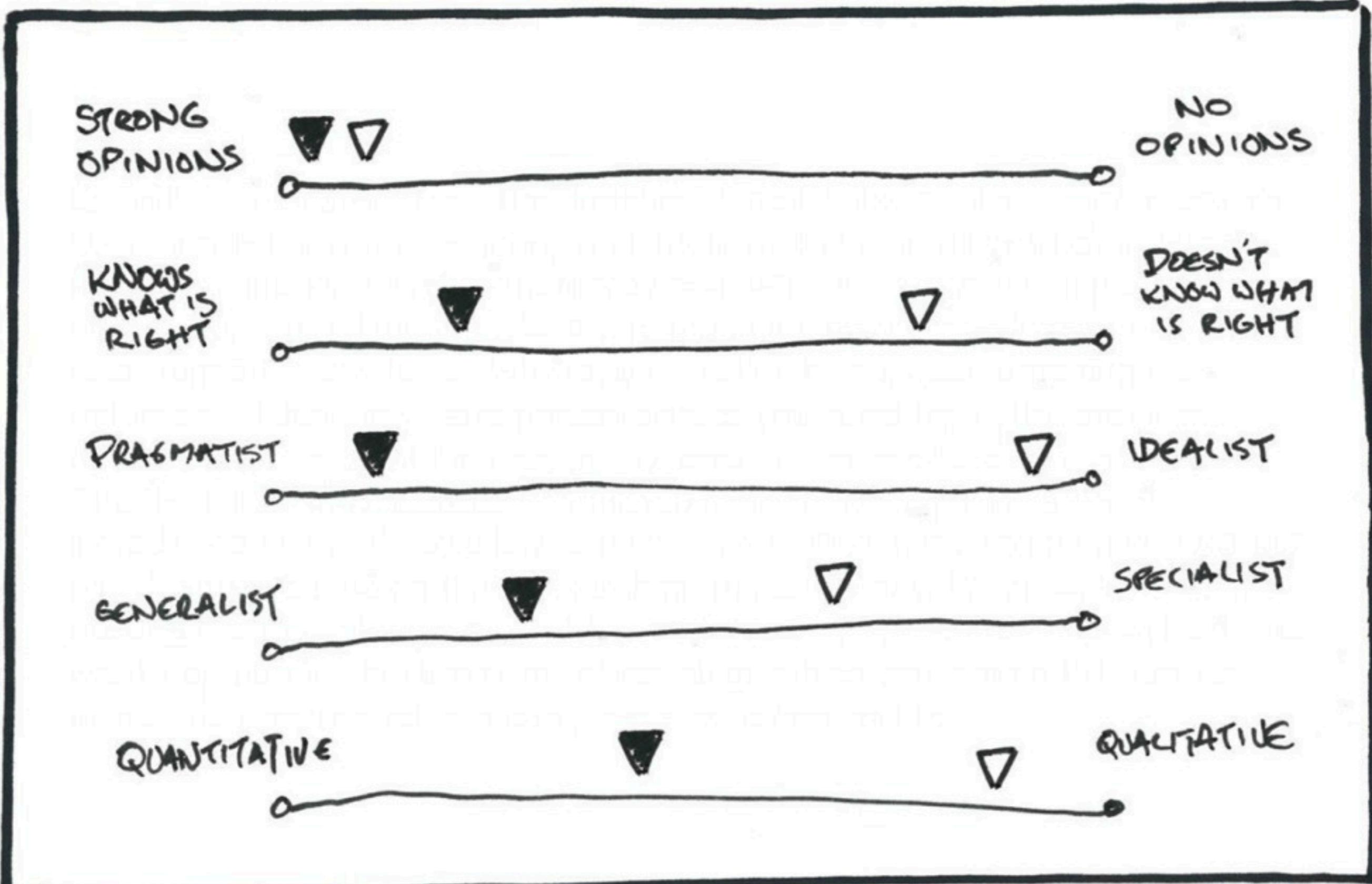
You need to be good at...

- ▶ 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@kevnnull.com

thanks!
you were great!
questions?

kevin cheng @k
kc@kevnull.com

psst. we're hiring.