

Ledelse af produktledere

Sådan leder du produktfolk, så de kommer til at shine



Martin Ibsen

Product Leadership

Syndicate



Hvem er I?



Hvad beskriver bedst din rolle i dag?

- VP of product / Head of product
- Product manager
- Ledende indenfor Tech
- Ledende medarbejder
- Freelance/konsulent
- Andet



Agenda

- Hvilke kompetencer skal produkt-folk have?
- Hjælp dem med rammen og rollen. Hvordan er produkt-folk en succes?
- Hvordan finder, beholder og udvikler du product folk?
- Q&A

Produkt kompetencer



Transformation Mastery

Byg det effektivt!

- Org. design
- Ways of Working
- Forandringsledelse
- Governance
- People/HR

ROLLER
Scrum Master
Agile Coach
People Dir.

EKSPERIMENTER
flow og
kommunikation

METRIKKER
Flow/
output

PRINCIPPER
Agile
manifest

PRAKTIKKER
Scrum
Kanban, SAFe,
Less, Nexus

Ingen har
brug for det

PRAKTIKKER
XP
DevOps
Clean code

METRIKKER
Kvalitet

PRINCIPPER
Manifest
for software
craftmanship

EKSPERIMENTER
Kvalitet
og automati-
sering

ROLLER
Developers
Chapter Lead
Tech. Dir.

Technical Mastery

Byg det rigtigt!

- QA
- Tech stack
- Tooling
- Arkitektur
- Sikkerhed

For dårlig kvalitet

PRINCIPPER
Customer
development

PRAKTIKKER
Lean Startup
Design Thinking
User Experience

EKSPERIMENTER
Kunde-
feedback og
produkt

METRIKKER
Værdi/
outcome

ROLLER
Product Owner
Product Manager
Product Dir.

For langsomt

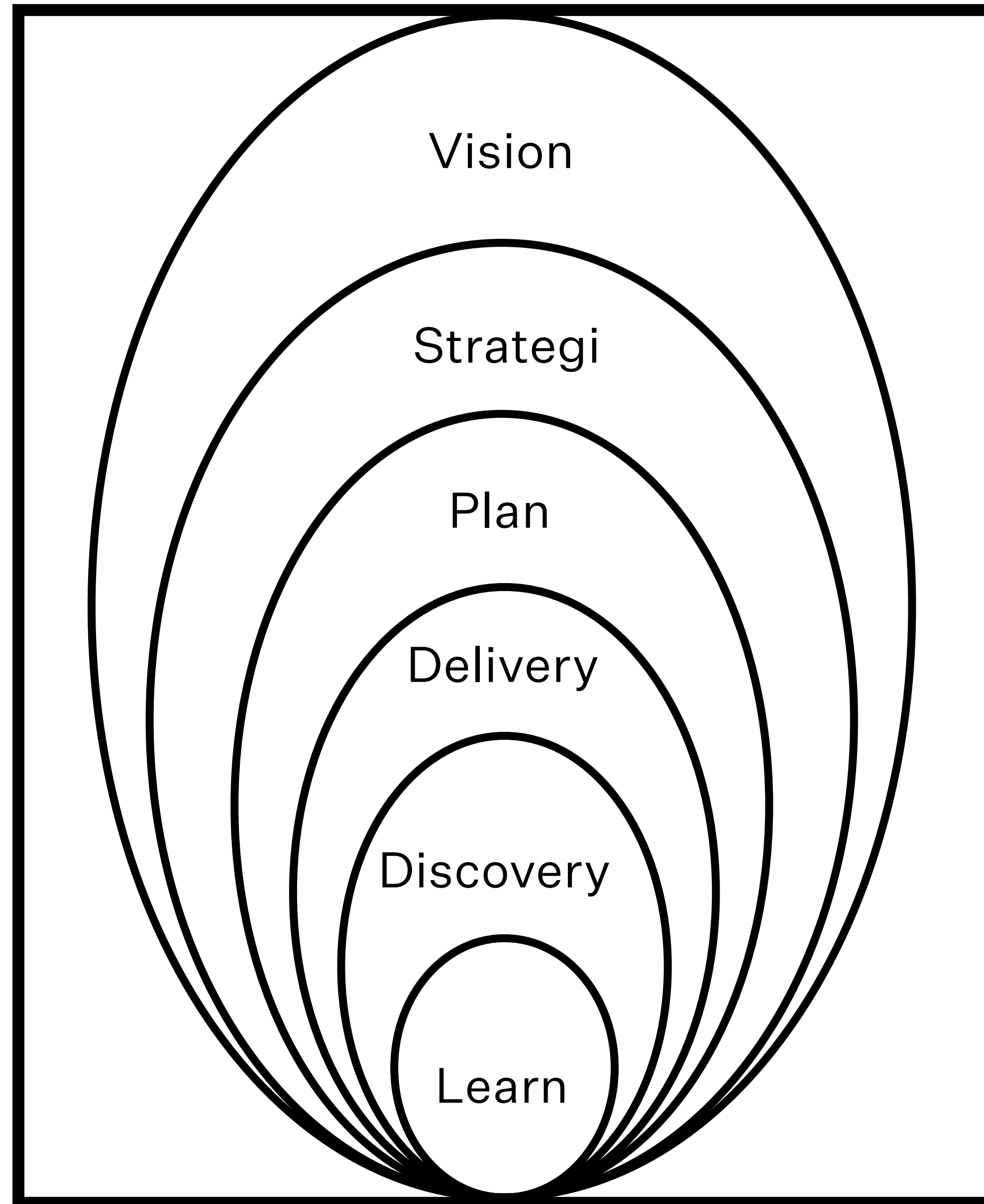
Product Mastery

Byg det rigtige!

- Continuous discovery habits
- Hypoteser/ eksperimenter
- Finansiering
- Produkt-vision
- Roadmap/OKR

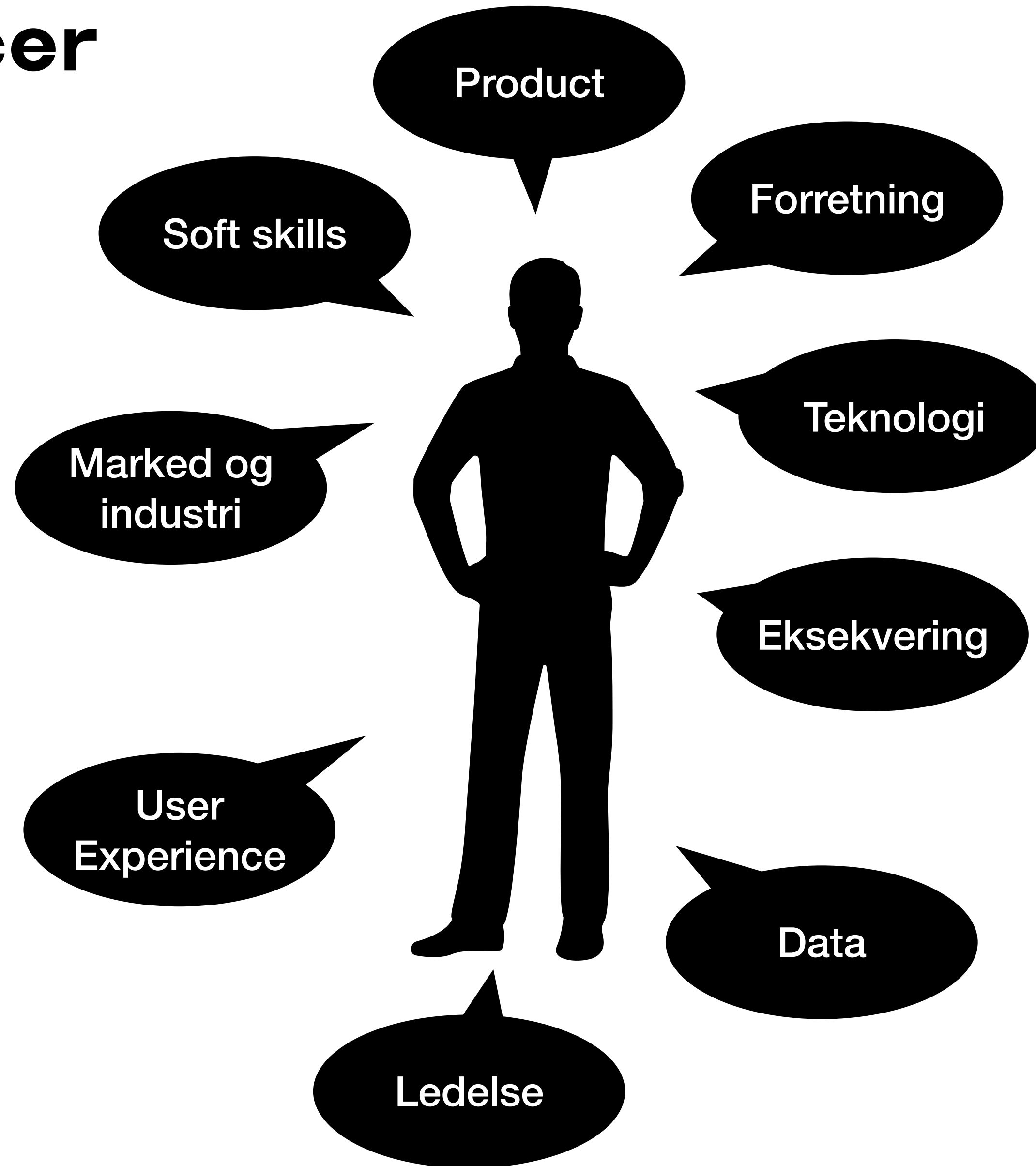


Org.



Product skills

Kompetencer



Product Leadership
Competency Areas

Leadership

Ability to influence and lead others, leading without authority, creating followership, managing stakeholders.

Product Vision

Positioning your product to be valuable long term, create a compelling product vision, create alignment and longer-term focus for effective execution.

Communication

Clear communication in writing and speaking, public speaking, creating a narrative.

Product Strategy

Ability to plan for the future, balance trade-offs, align with company objectives and related company initiatives, create near term focus.

User Experience

Ability to discover user pain points and empathising with users, envisioning solutions for solving user needs

Plan

Ability to plan and execute your strategy and product vision, setting goals and building roadmap. Establish short term focus.

Data analysis

Ability to structure an analysis, work with data, understand analytics, A/B test etc.

Delivery

Understanding of tech delivery processes such as agile frameworks, being able to deliver incrementally and according to customer- and business value.

Business Development

Ability to understand business models, value creation, revenue streams

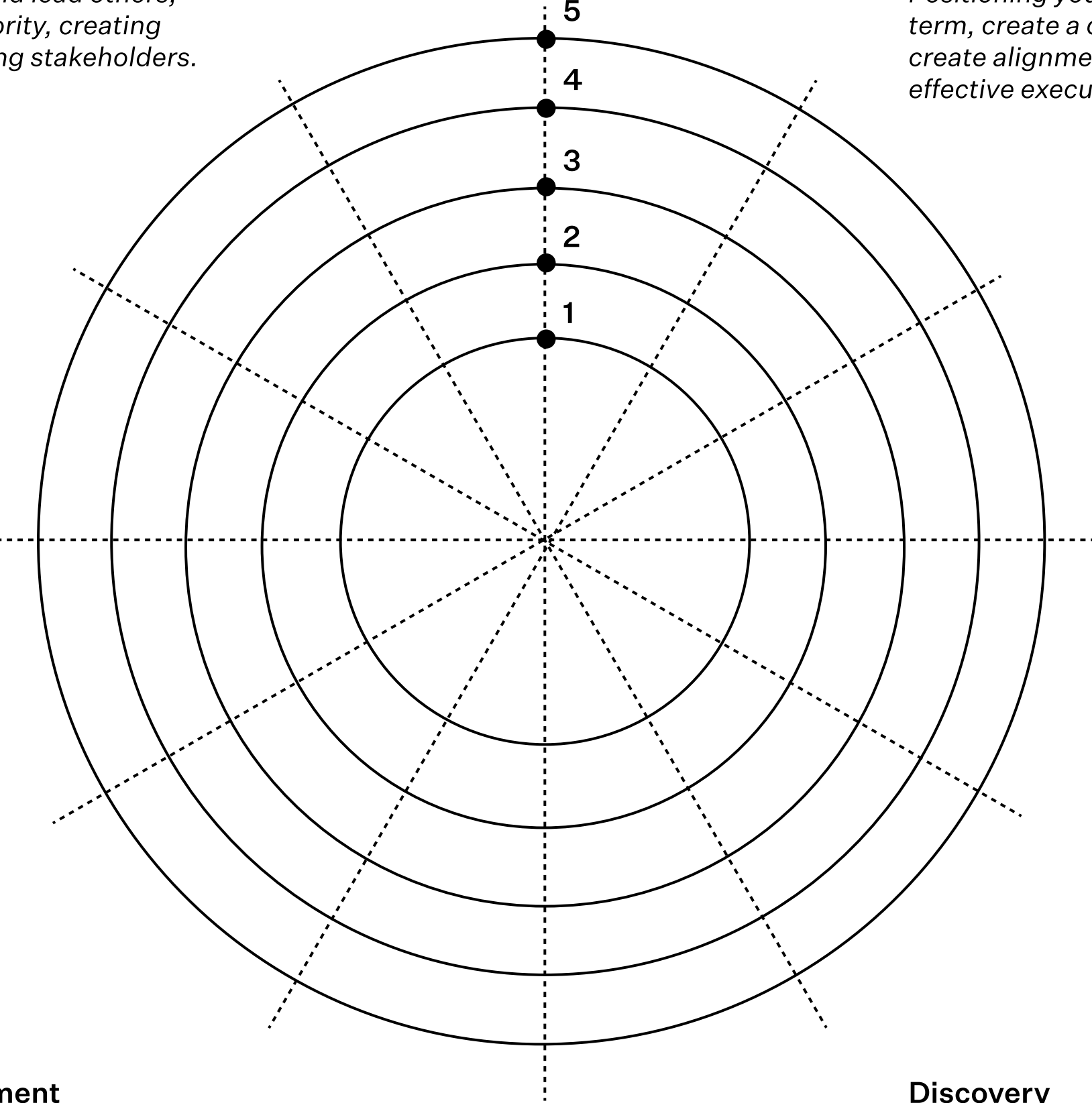
Discovery

Driving a discovery process, building evidence by working data driven, building feedback loops, and being able to make data-driven product development decisions

Market and Industry

Understanding of the market and industry you are operating in, including related tech and customer trends.

1 = Beginner
5 = Expert



Product Leadership Competency Areas

Leadership

Ability to influence and lead others, leading without authority, creating followership, managing stakeholders.

Product Vision

Positioning your product to be valuable long term, create a compelling product vision, create alignment and longer-term focus for effective execution.

Communication

Clear communication in writing and speaking, public speaking, creating a narrative.

User Experience

Ability to discover user pain points and empathising with users, envisioning solutions for solving user needs.

Data analysis

Ability to structure an analysis, work with data, understand analytics, A/B test etc.

Business Development

Ability to understand business models, value creation, revenue streams.

Market and Industry

Understanding of the market and industry you are operating in, including related tech and customer trends.

Product Strategy

Ability to plan for the future, balance trade-offs, align with company objectives and related company initiatives, create near term focus.

Plan

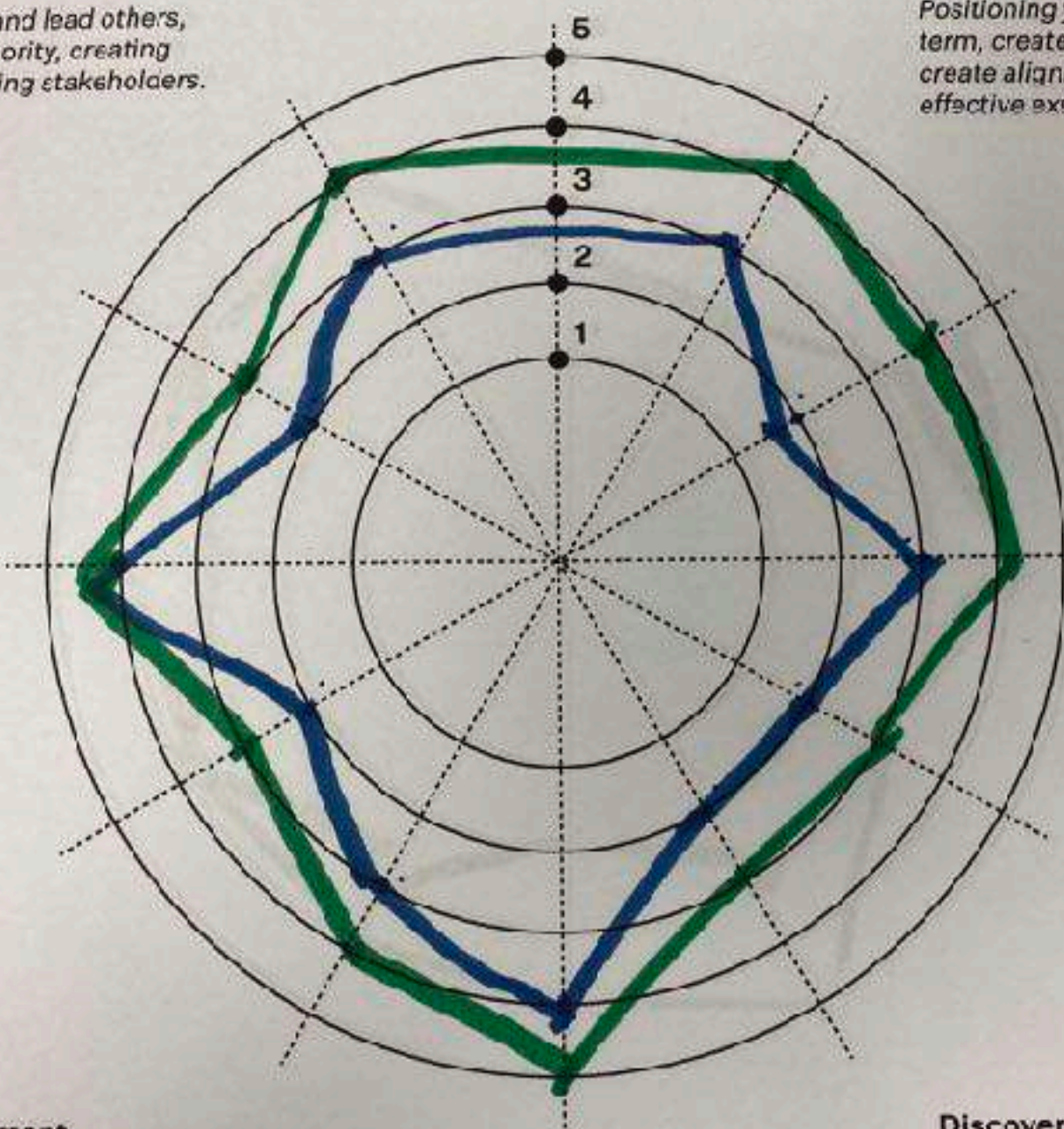
Ability to plan and execute your strategy and product vision, setting goals and building roadmap. Establish short term focus.

Delivery

Understanding of tech delivery processes such as agile frameworks, being able to deliver incrementally and according to customer- and business value.

Discovery

Driving a discovery process, building evidence by working data driven, building feedback loops, and being able to make data-driven product development decisions.



1 = Beginner
5 = Expert

AS IS
TO BE

PLATFORM AS A PRODUCT Product Leadership Competency Areas

Leadership

Ability to influence and lead others, leading without authority, creating followership, managing stakeholders.

Product Vision

Positioning your product to be valuable long term, create a compelling product vision, create alignment and longer-term focus for effective execution.

Communication

Clear communication in writing and speaking, public speaking, creating a narrative.

Product Strategy

Ability to plan for the future, balance trade-offs, align with company objectives and related company initiatives, create near term focus.

User Experience

Ability to discover user pain points and empathising with users, envisioning solutions for solving user needs.

Plan

Ability to plan and execute your strategy and product vision, setting goals and building roadmap. Establish short term focus.

Data analysis

Ability to structure an analysis, work with data, understand analytics, A/B test etc.

Delivery

Understanding of tech delivery processes such as agile frameworks, being able to deliver incrementally and according to customer- and business value.

Business Development

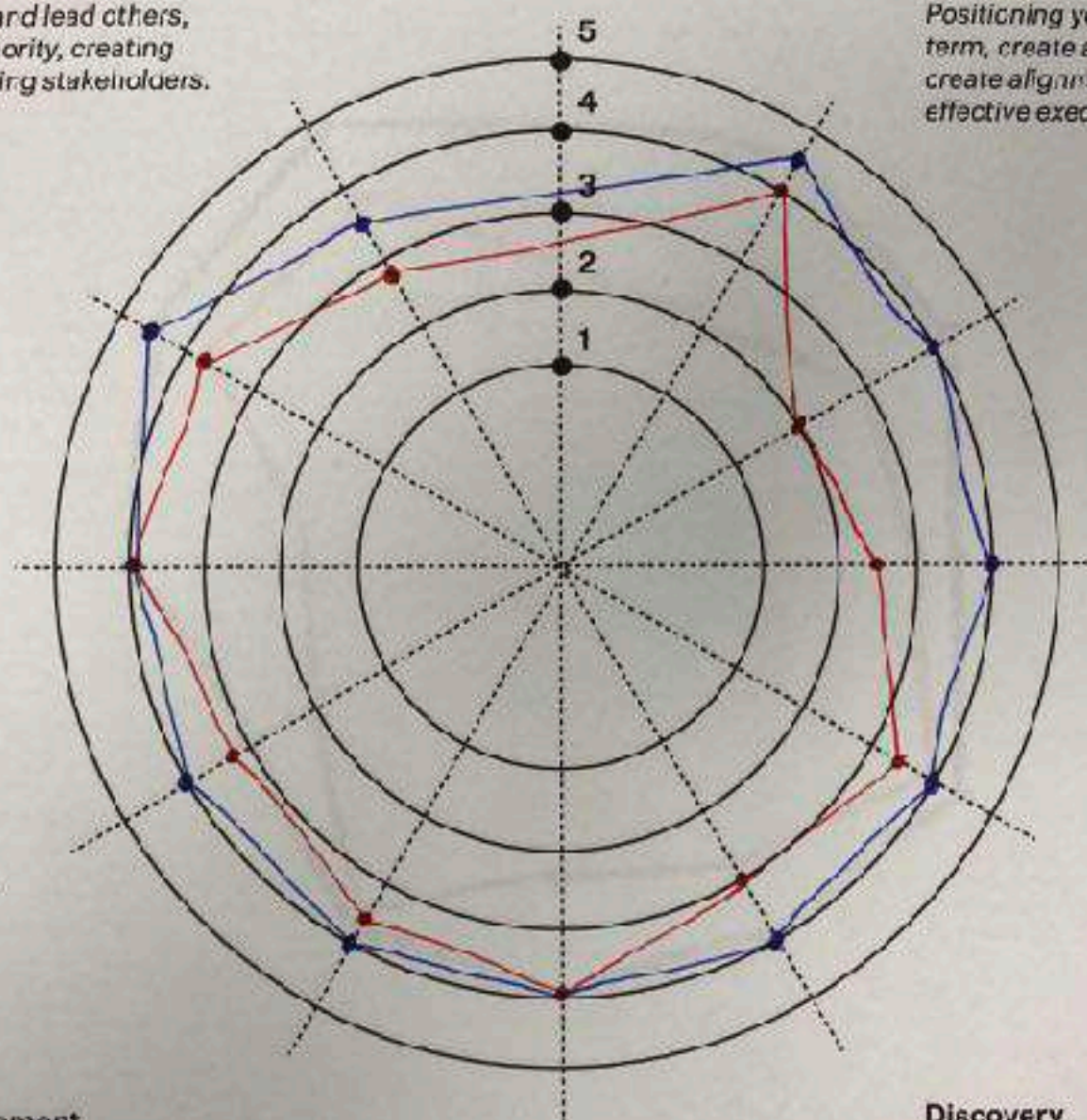
Ability to understand business models, value creation, revenue streams.

Market and Industry

Understanding of the market and industry you are operating in, including related tech and customer trends.

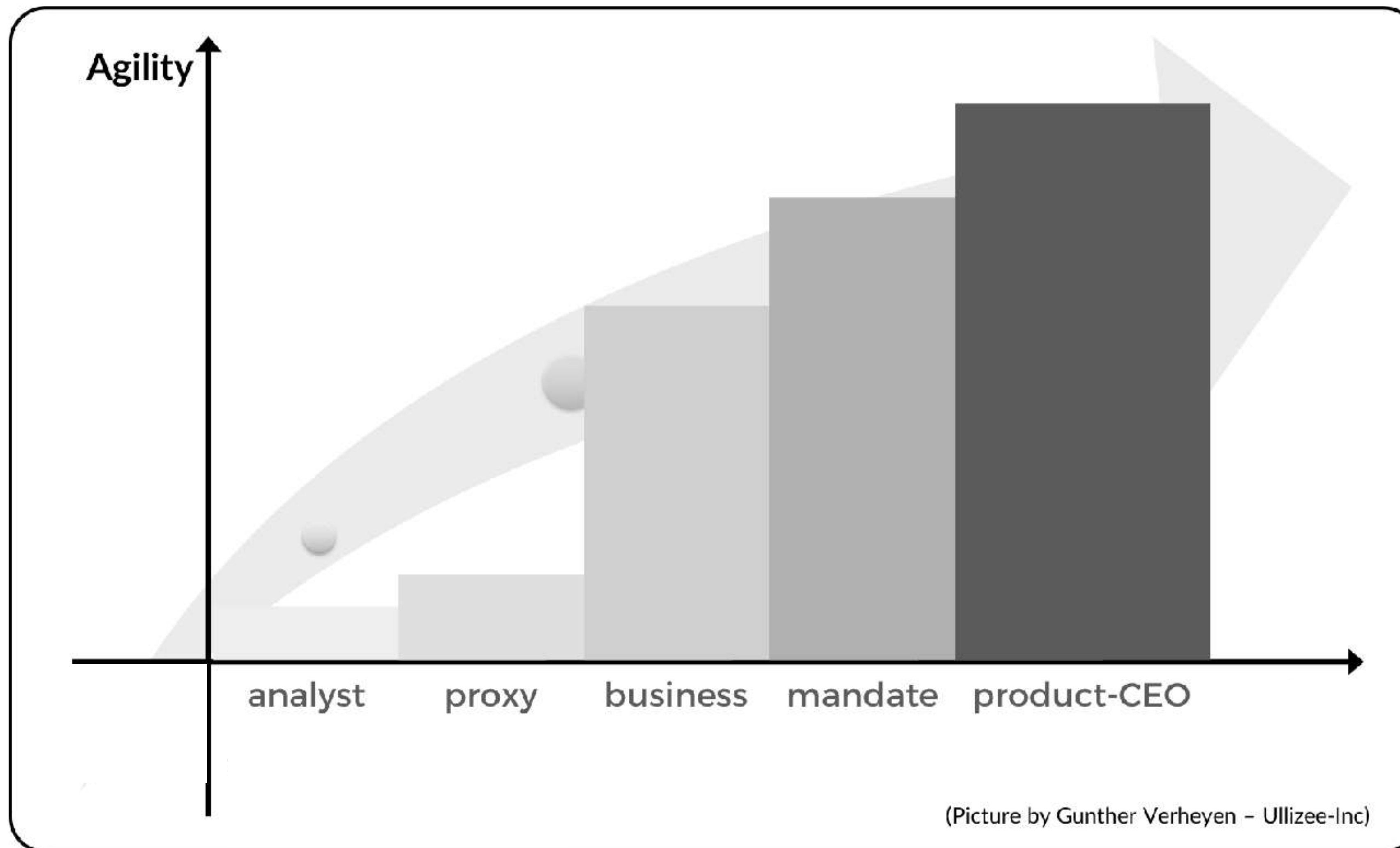
Discovery

Driving a discovery process, building evidence by working data driven, building feedback loops, and being able to make data-driven product development decisions.



1 = Beginner
5 = Expert

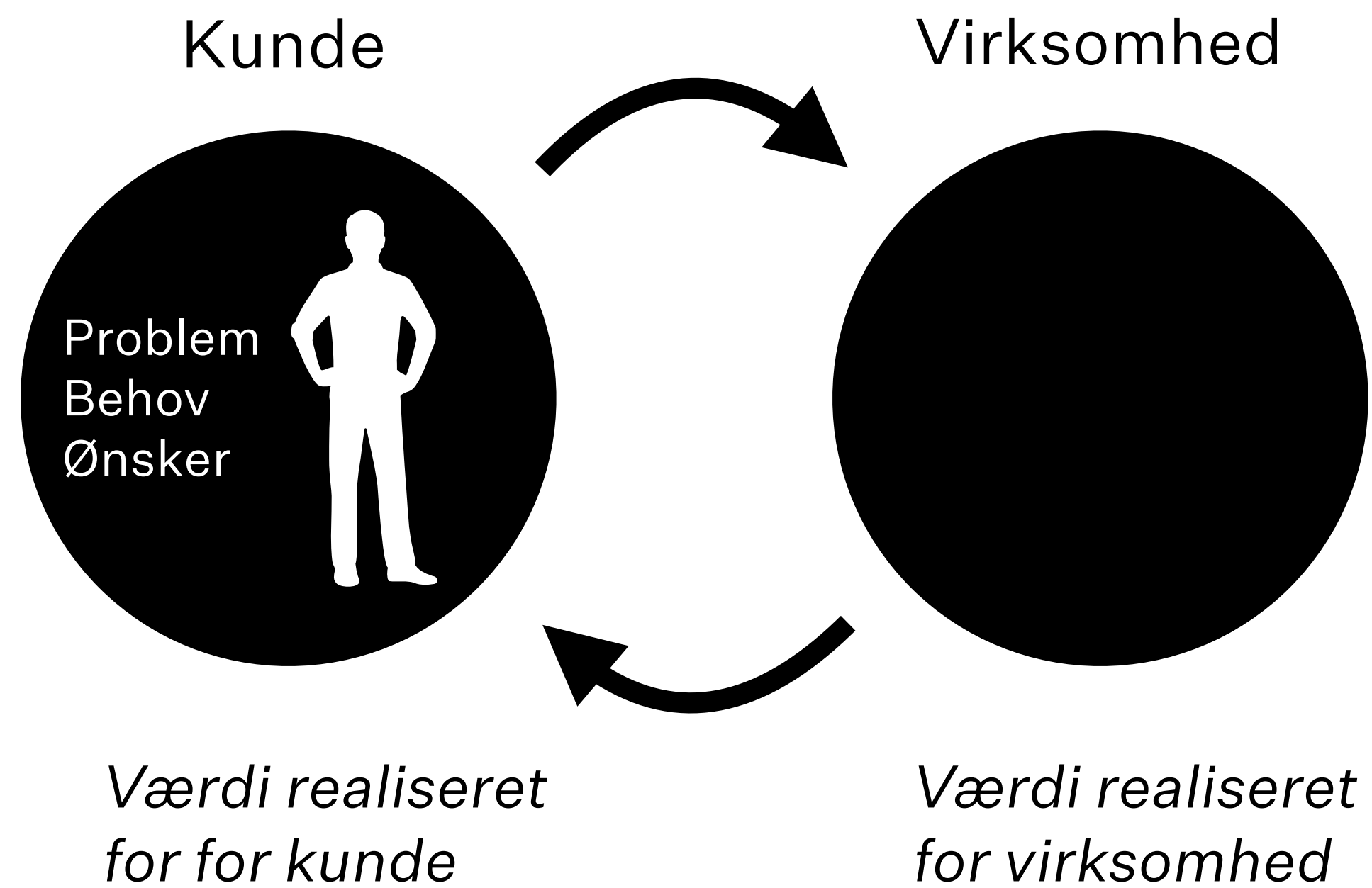
Hvad er deres mandat?



Hjælp dem med rammen og rollen

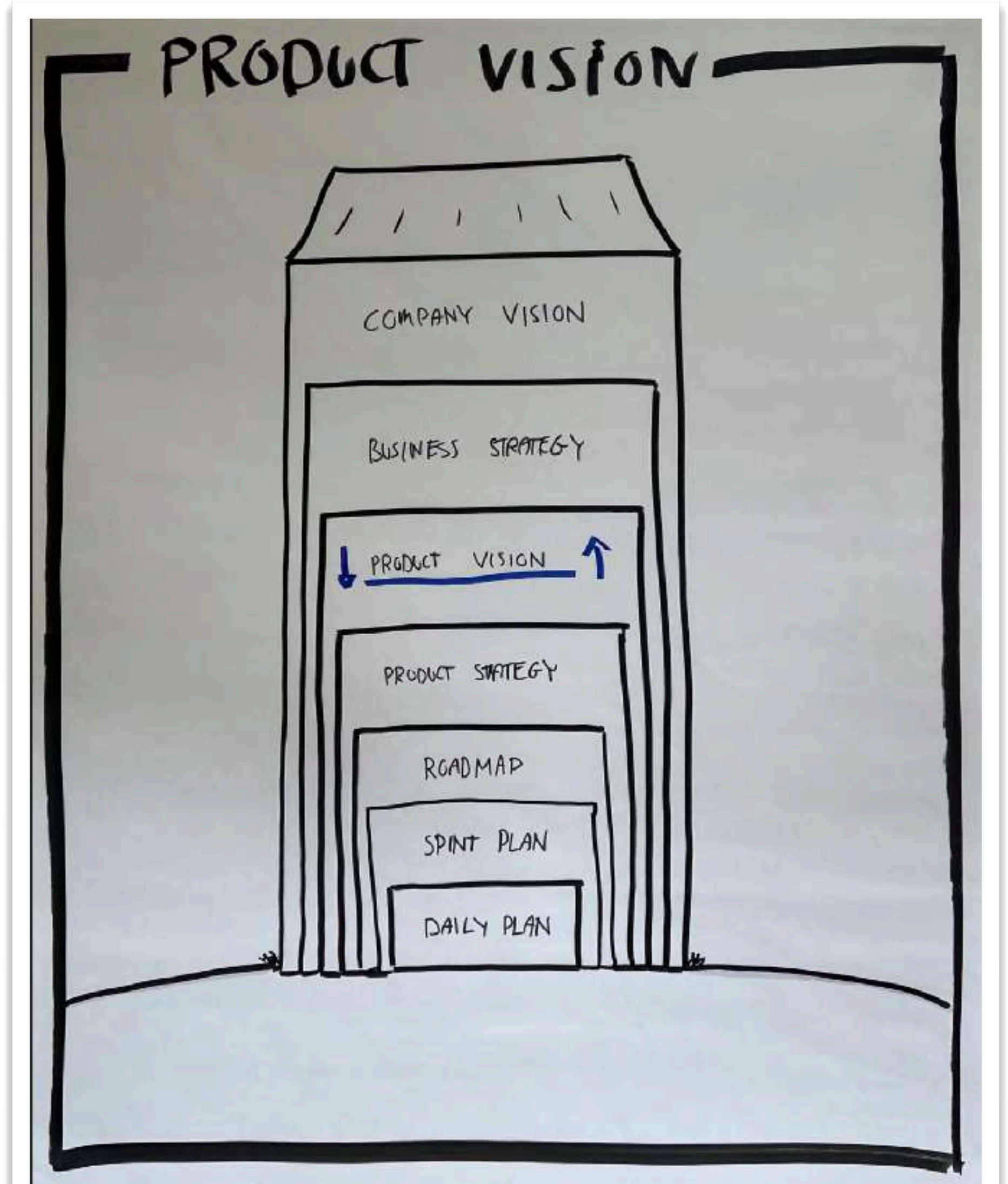
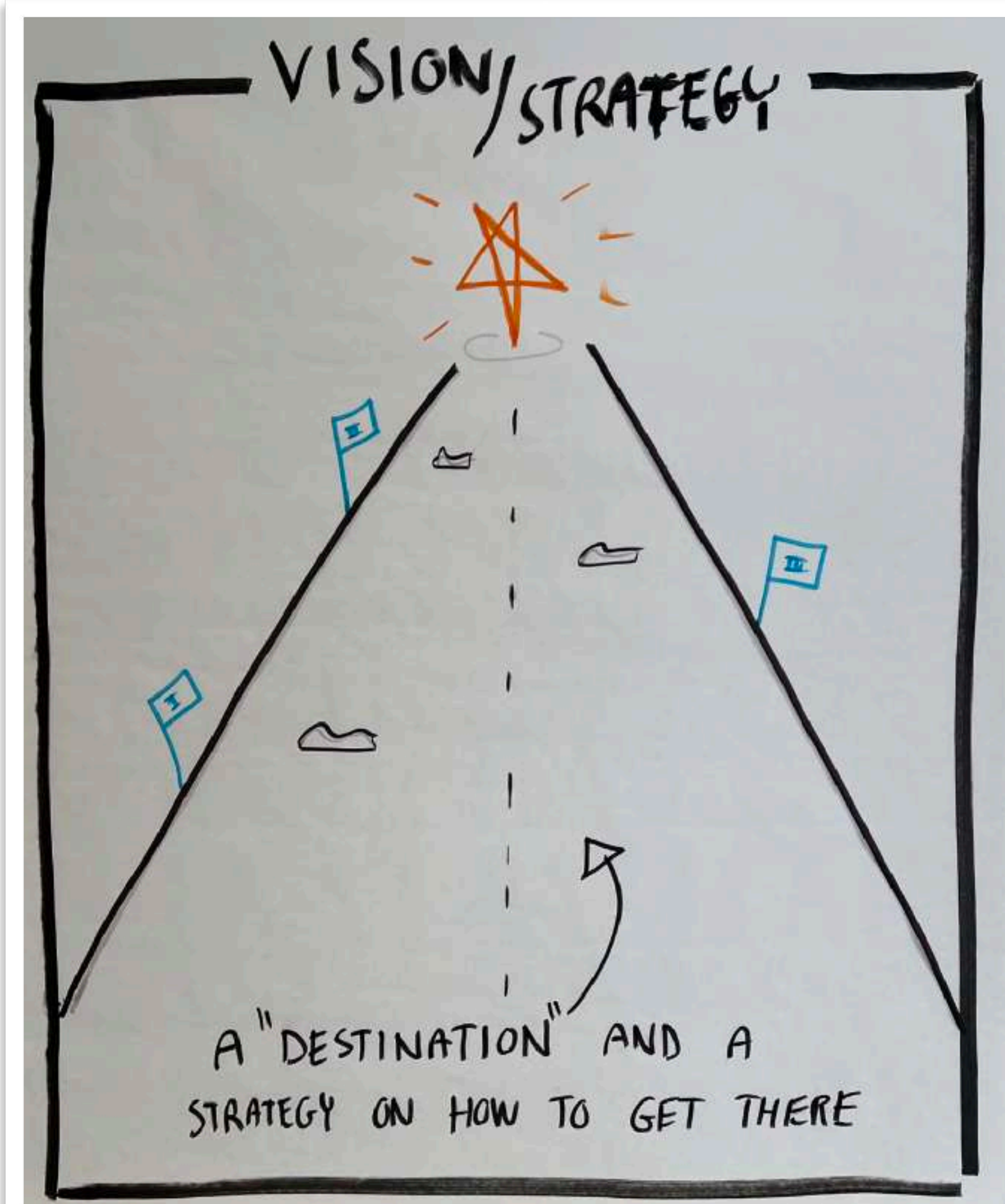


A driver of value to the customer



Hvad er deres produkt?

Vision og strategi



Hvordan arbejde de sig imod visionen?

Løser de problemer eller får de krav lister?

product model over project model
problems to solve over features to build
experimentation over requirements
collaboration over consensus
customers over competition
evidence over opinions

Hvordan finder, beholder og udvikler du?



Low intervention

1 : 1

1 : many

Neglect

- Autonomy
- Self-org.
- Mastery

Coaching

Facilitation

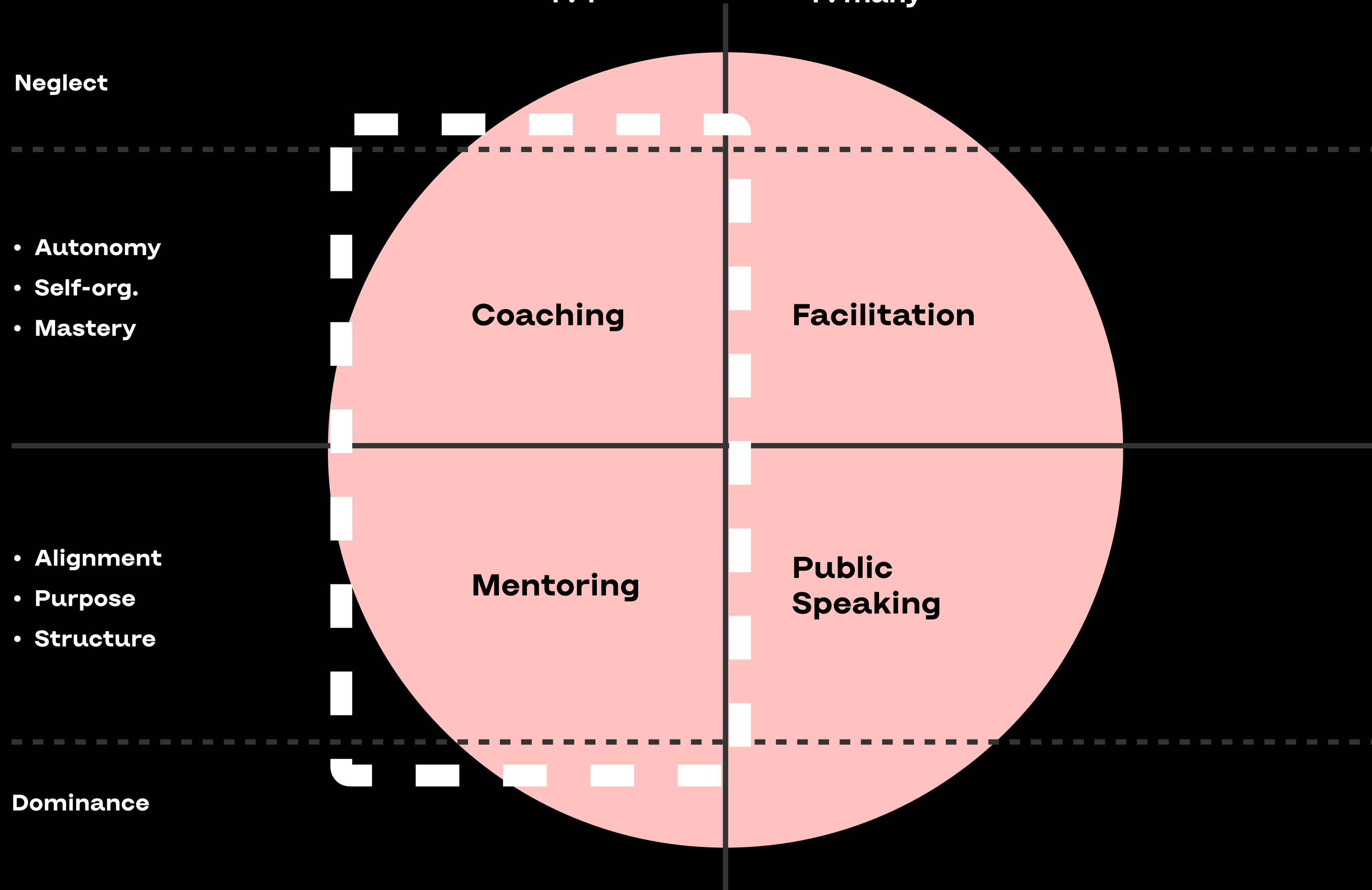
- Alignment
- Purpose
- Structure

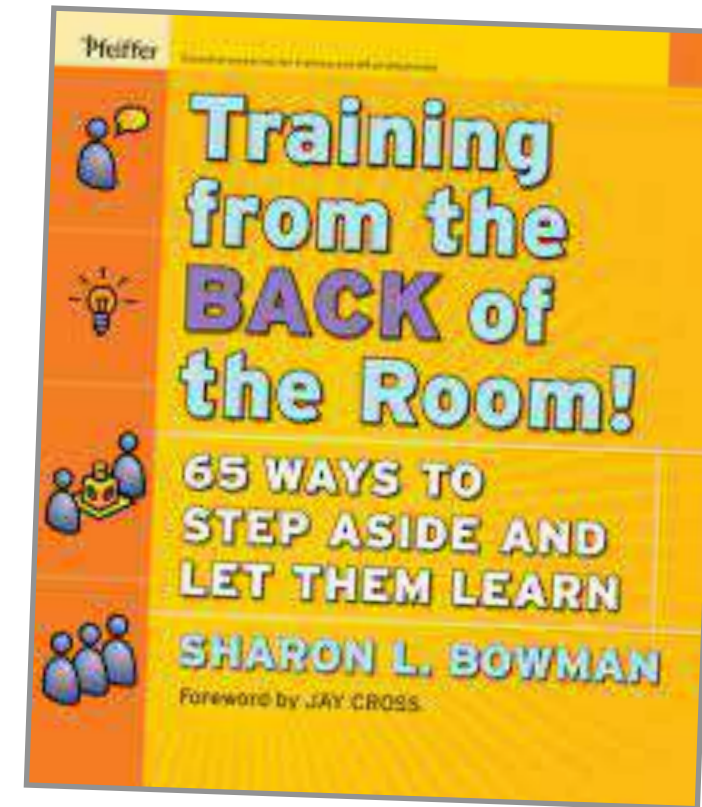
Mentoring

Public
Speaking

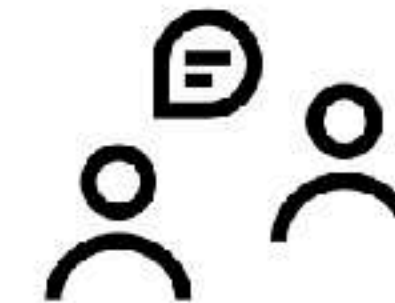
Dominance

High intervention

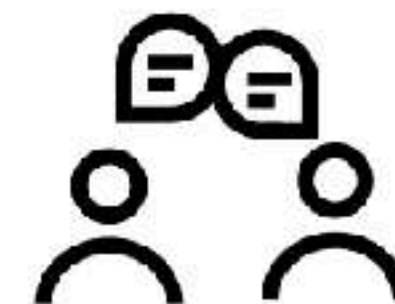
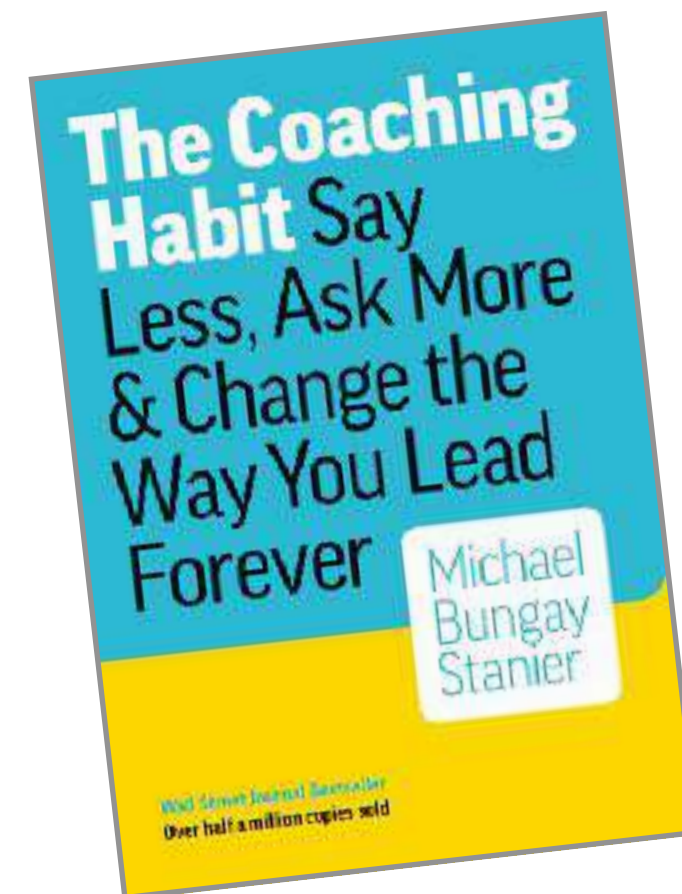
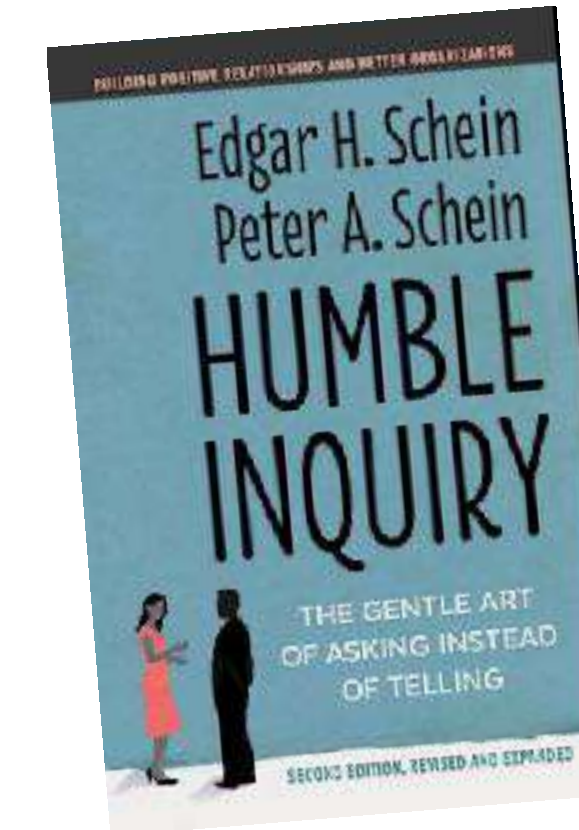




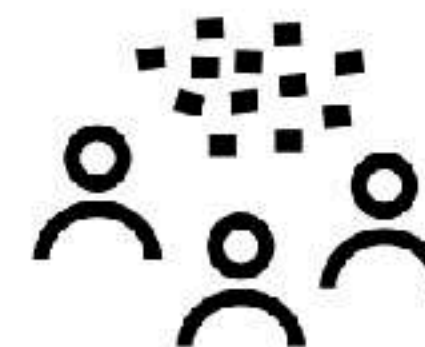
Træning & Public Speaking



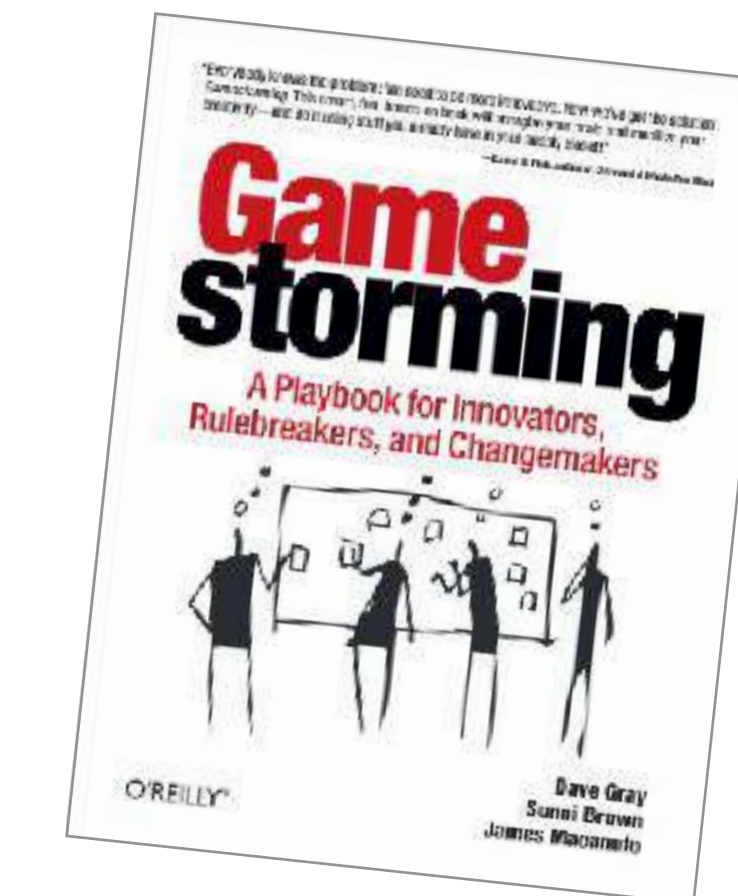
Mentoring



Coaching



Facilitering



En simpel guide til samtale

FACILITATION GUIDE TO GET STARTED

THE WHAT AND WHY

This tool is designed to enhance your one-on-one conversations, raising product leaders' awareness of the required skillset. It also assists them in training, where to focus their effort and engaging in collaborative learning to improve their expertise in their respective roles.

THE HOW - FACILITATED SESSION TO GET GOING

PREPARATION

Book your product leaders (Product Owner, Product manager etc.).

Print a Spiderweb model for each participant.

Prepare your introduction - the why you are going to try this out. You might want to introduce this as an experiment, on which to will be doing some learning loops and gather feedback to improve.

Prepare your closure and suggested next steps.

<u>Time</u>	<u>What</u>	<u>How</u>
5 min.	Introduce	Explain the purpose of this session you might use some of the why stated above.
2 min.	Reflect	Have the participants reflect in silence upon the state of their product, users of the product and how they cooperate with stakeholders.
20 min.	Discuss	Discuss the topics of the spiderweb and how they play into your organization.
10 min.	Explore	Have the participants spend one minute on each topic of the spiderweb to reflect and rate themselves from one to five. Make sure to spend the time on the reflection, do not rush it, and remember that this is meant to help the participants improve their competencies with support from the their people manager and colleagues.
8 min.	Close	Next steps from here. Explain how you intent to use the model in 1-1 conversations and how you might help the product leaders pair up to mentor and coach each other.
<u>45 min. total time</u>		



**Product Leadership
Competency Areas**

Leadership

Ability to influence and lead others, leading without authority, creating followership, managing stakeholders.

Product Vision

Positioning your product to be valuable long term, create a compelling product vision, create alignment and longer-term focus for effective execution.

Communication

Clear communication in writing and speaking, public speaking, creating a narrative.

Product Strategy

Ability to plan for the future, balance trade-offs, align with company objectives and related company initiatives, create near term focus.

User Experience

Ability to discover user pain points and empathising with users, envisioning solutions for solving user needs

Plan

Ability to plan and execute your strategy and product vision, setting goals and building roadmap. Establish short term focus.

Data analysis

Ability to structure an analysis, work with data, understand analytics, A/B test etc.

Delivery

Understanding of tech delivery processes such as agile frameworks, being able to deliver incrementally and according to customer- and business value.

Business Development

Ability to understand business models, value creation, revenue streams

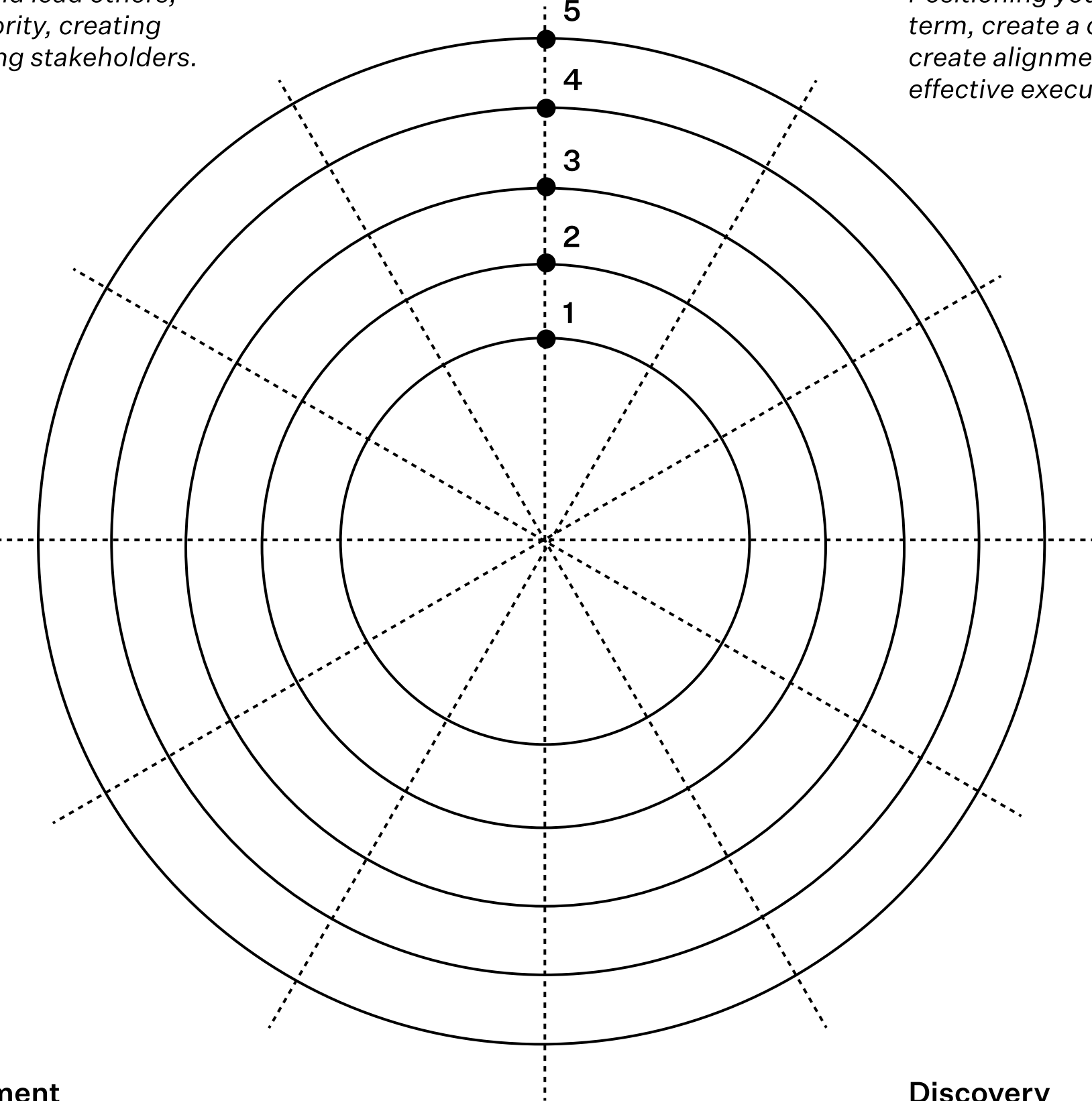
Discovery

Driving a discovery process, building evidence by working data driven, building feedback loops, and being able to make data-driven product development decisions

Market and Industry

Understanding of the market and industry you are operating in, including related tech and customer trends.

1 = Beginner
5 = Expert



1-1 CONVERSATION

- 1

CHECK-IN

How are you doing?
What is on top of your mind?
- 2

BRIEF ABOUT LAST CONVERSATION

What did we discuss last time?
└ Are there actions to follow up on?
- 3

EXPECTED CHANGE

What should be different after this meeting?
- 4

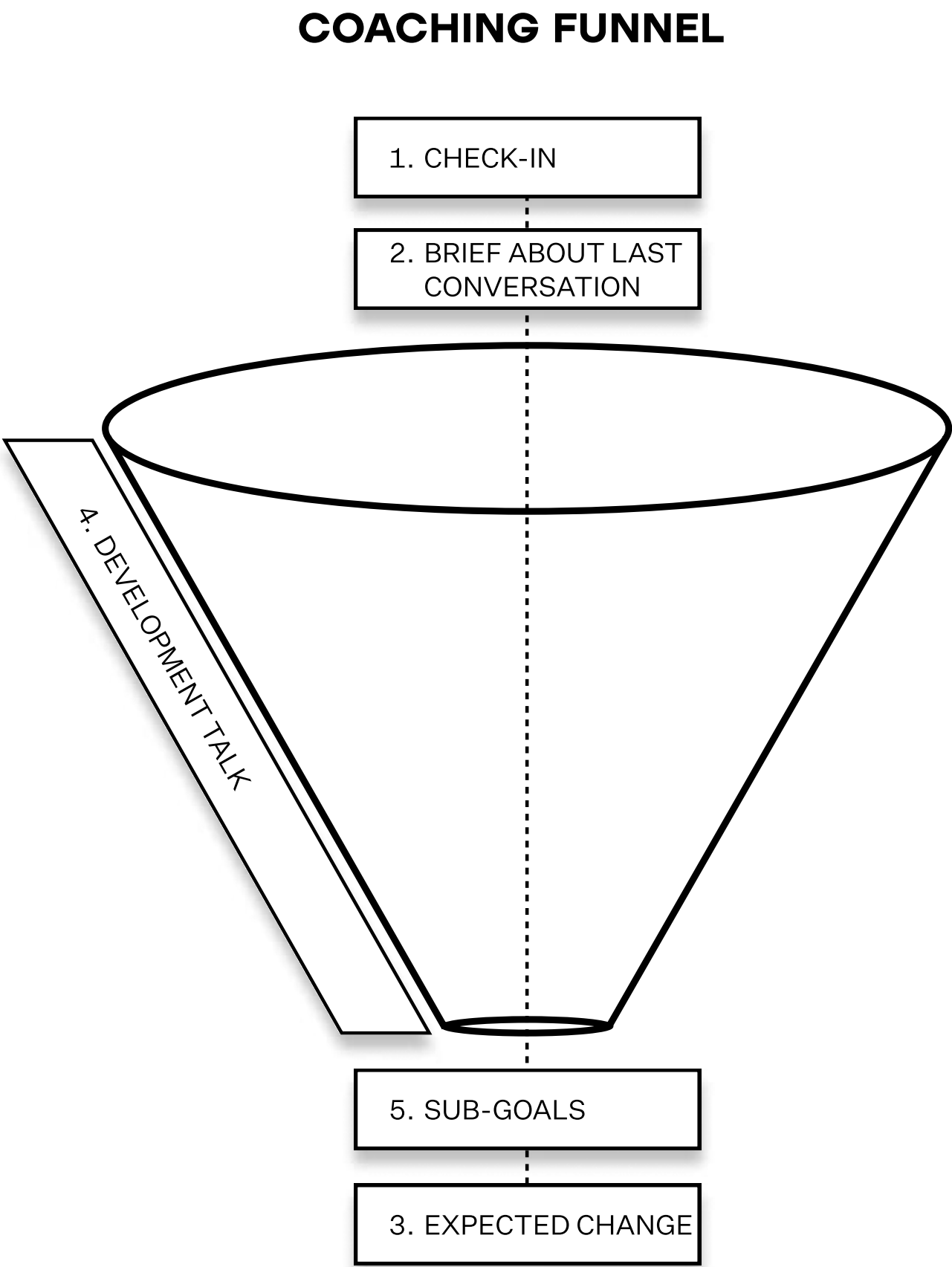
DEVELOPMENT TALK

What are you currently working on?
└ How are you doing that?
└ Where in the product leadership spiderweb would you place that task?
└ How do rate your skillset in that area?
└ What drives you in that area?
└ Where do you find lack of knowledge in that area?
└ How are you developing your skillset doing your current task?
└ How do you expect to do that?
└ How do you make sure to involve the team, stakeholders or users?
└ Who can assist you?

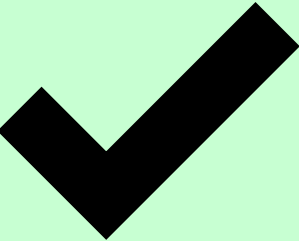
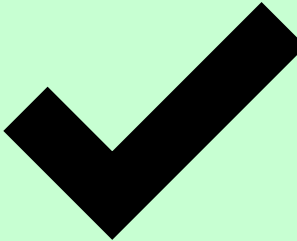
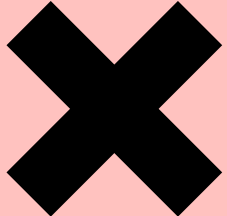
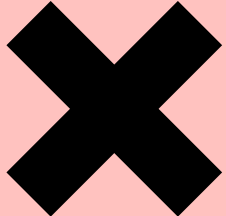
What else?
- 5

SUB-GOALS

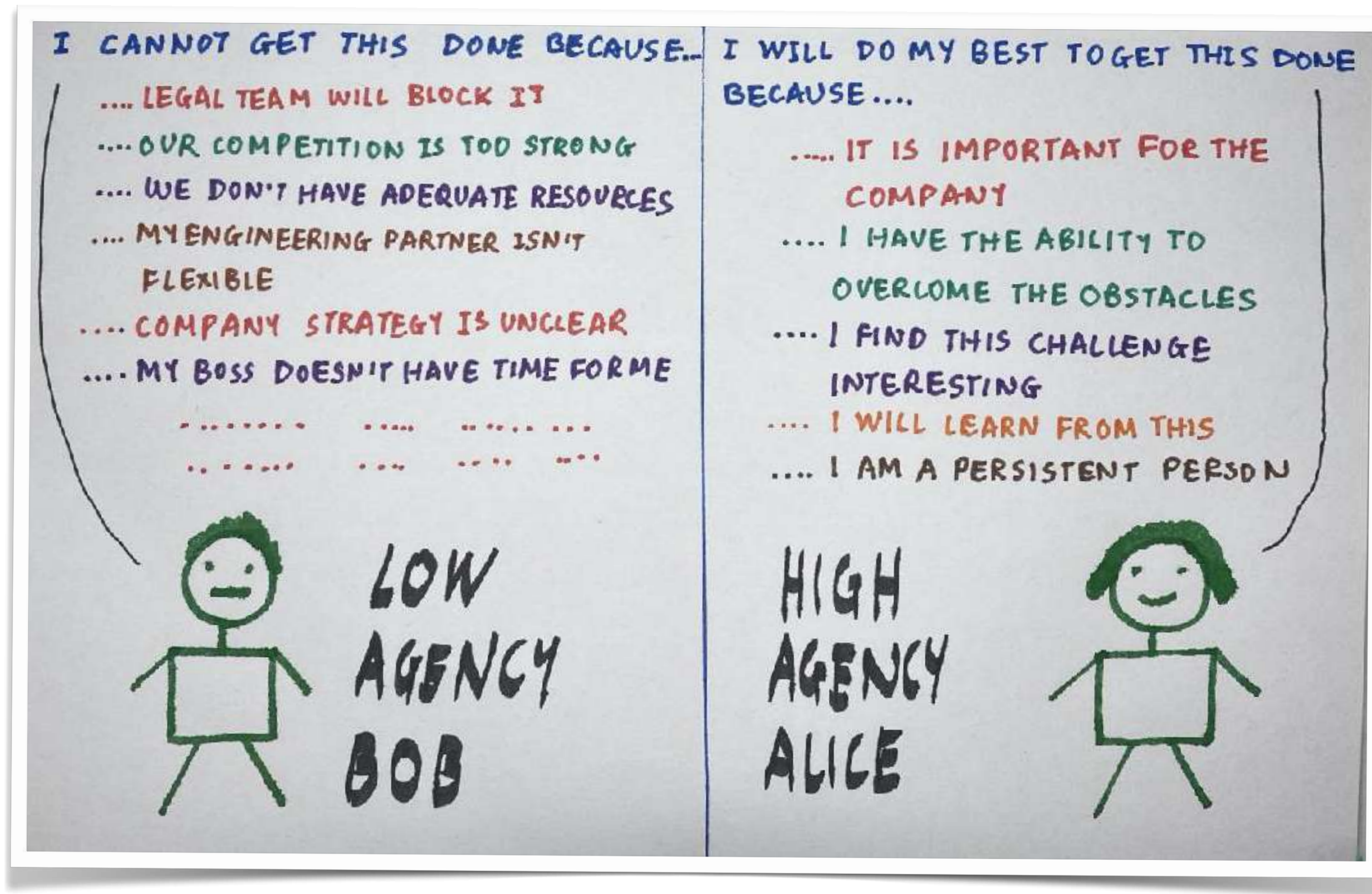
What are your committed goals and actions from here?
What do you take with you from this conversation?



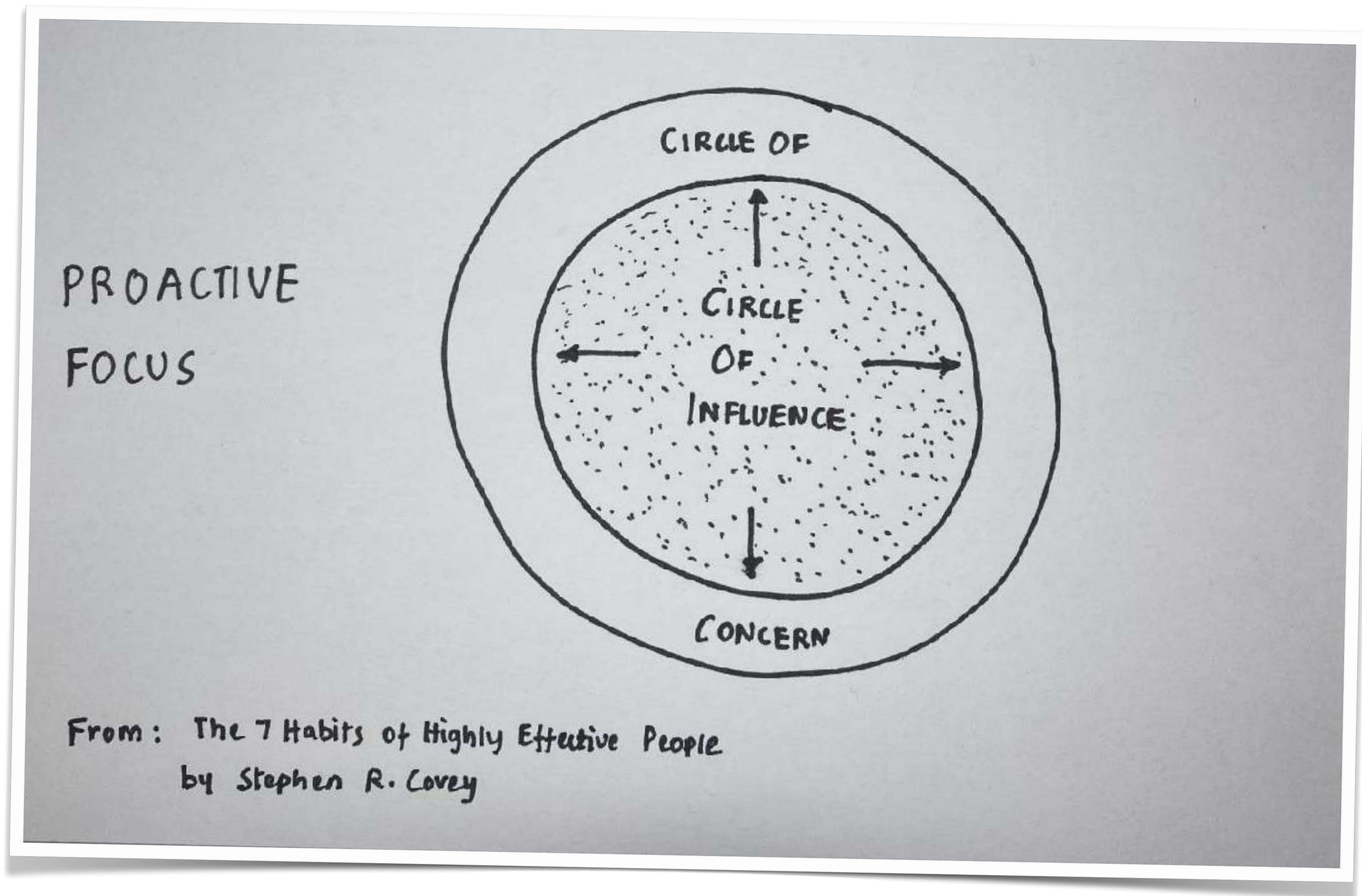
Hvem ansætter du?

		Competence fit	
		Low	High
Culture fit	High	<div> Keep & train</div>	<div> Hire & keep</div>
	Low	<div> Don't hire</div>	<div> Don't hire</div>

Høj handlekraft



Høj handlekraft



Lyt efter...

Reactive Language

There's nothing I can do.

That's just the way I am.

He makes me so mad.

They won't allow that.

I have to do that.

I can't.

I must.

If only.

Proactive Language

Let's look at our alternatives.

I can choose a different approach.

I control my own feelings.

I can create an effective presentation.

I will choose an appropriate response.

I choose.

I prefer.

I will.

Næste skridt

Syndicate

Formål

Med Product Leadership in Practice-uddannelsen hæver vi barren for nutidens og fremtidens produkter og sætter fokus på værdiskabelse. Vores praksis-orienterede uddannelse gør jer klar til at lede udviklingen af produkter, der virkelig gør en forskel for kunder, brugere og virksomheden.

[Agile Onboarding](#)[Kurser](#)[Konsulenter](#)[Webinarer](#)[Podcast](#)[Blog](#)[Kontakt](#)[English](#)

Product Leadership in Practice

En 7-dages uddannelse/kursus der giver dig alle de kompetencer, du skal mestre indenfor product management.



Bliv den skarpeste kniv inden for Product Management

Det er ikke kun Amazon, Google, Apple og Facebook,

Uddannelsen er praktisk orienteret. Vi tror på at