# Growing Impactful Product Teams
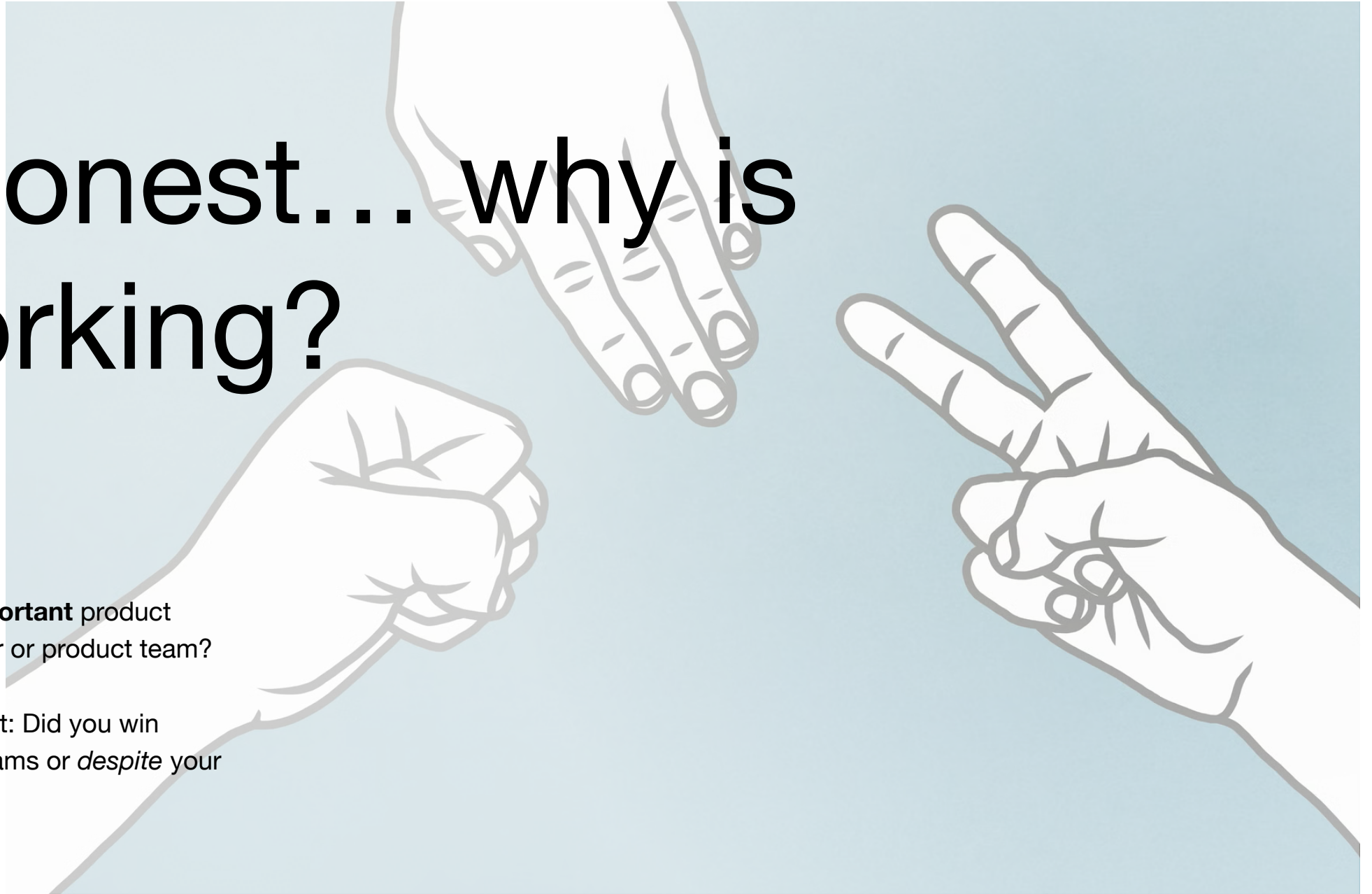
**MATT FENBY TAYLOR, CPO@UNOBRAVO**

# Be honest… why is it working?

▲

Who made the **important** product decisions? Founder or product team?

Brutal but important: Did you win *because* of your teams or *despite* your teams?

# Will it scale?

▲

If it will **don't fuck with it** until it doesn't…?

If it doesn't, it's time to change the model…

## Diagnose what isn't working

▲

Do you have teams that don't deliver code or deliver impact? Very different.

Do you need to add more teams but your leadership can't scale?

## Fix what you have first

▲

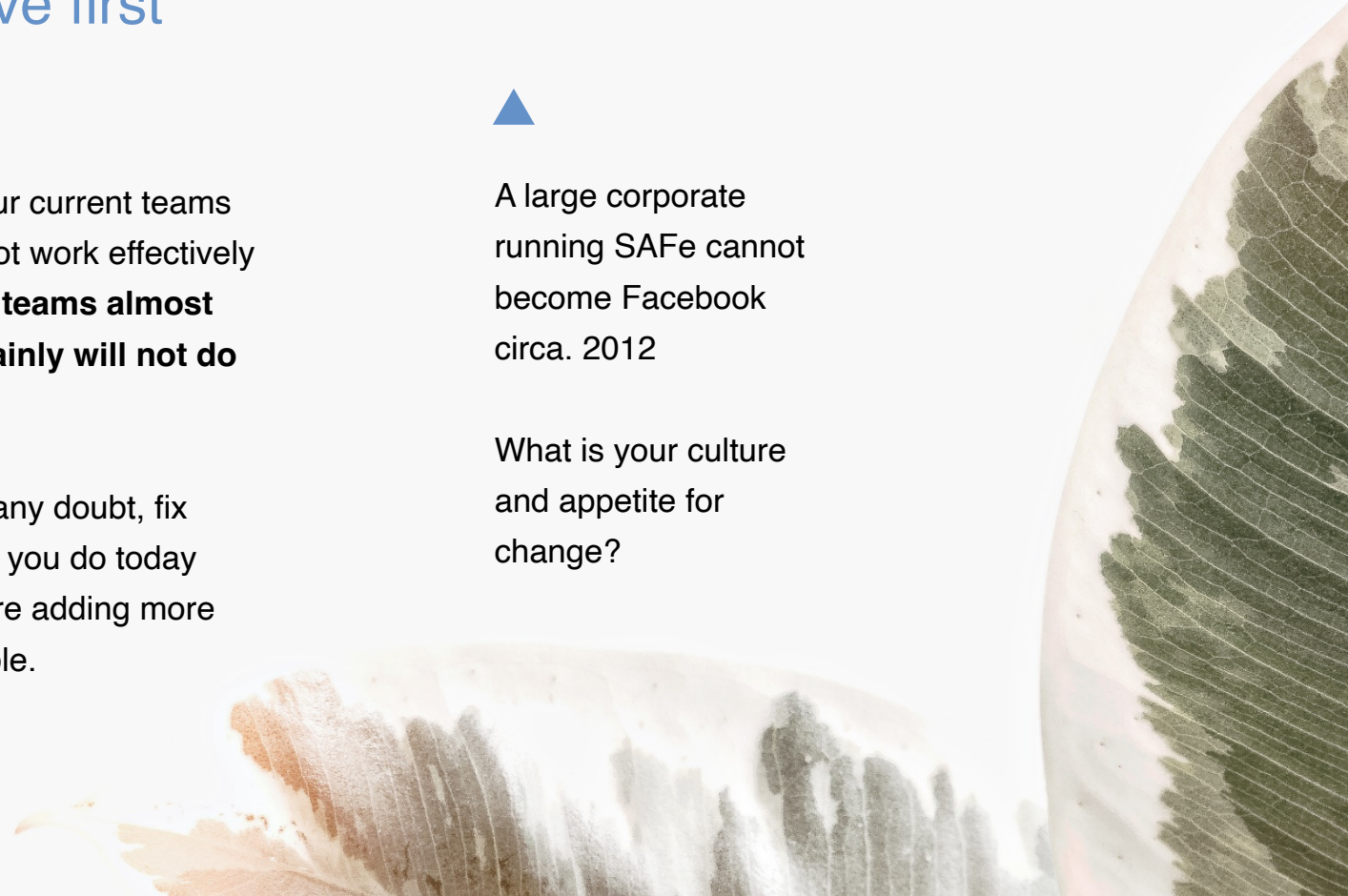If your current teams do not work effectively **new teams almost certainly will not do so.**

If in any doubt, fix what you do today before adding more people.

## Be realistic

▲

A large corporate running SAFe cannot become Facebook circa. 2012

What is your culture and appetite for change?

▲ **Understanding users**

▲ **Thinking big**

▲ **Healthy debate and challenge**

▲ **Cross-functional collaboration**

# DIAGNOSIS

▲ **Ownership of goals or OKRs**

▲ **Iterative delivery**

▲ **Prioritising work / analysis paralysis**

▲ **Measuring impact**

"I didn't understand the ticket so I'll work on it *next* sprint"

"Oh i have a lot of meetings the next few days for <non-important> things, I won't start this work for 3 days"

"Lets have a meeting to decide… when is your calendar next open?"

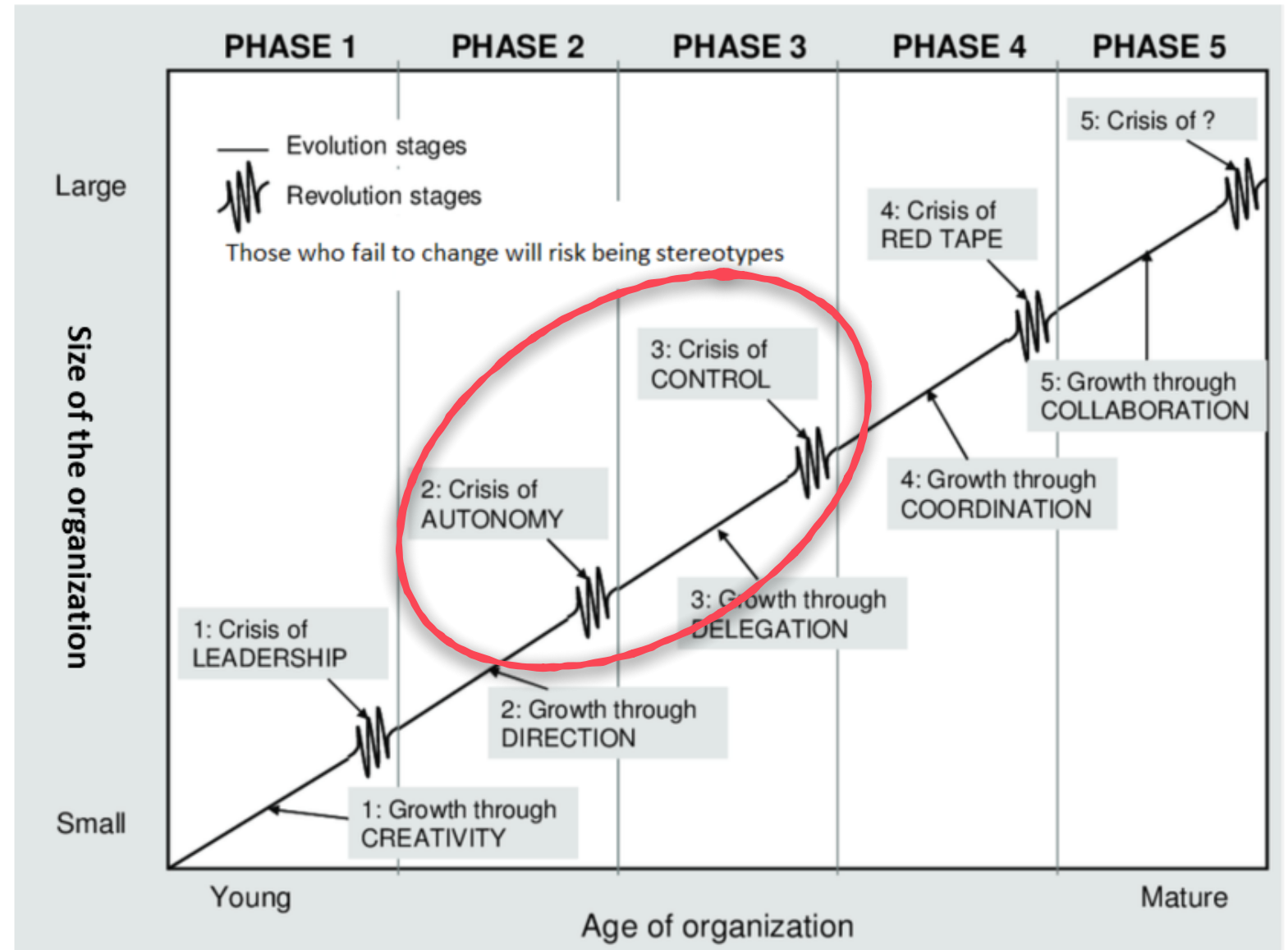# RECOGNISE ANY OF THESE?

"We're blocked waiting for team X"

"We don't all agree so we're trying again for consensus"

**"This is what came from the design sprint… I'm not convinced myself, but we'll go with it."**
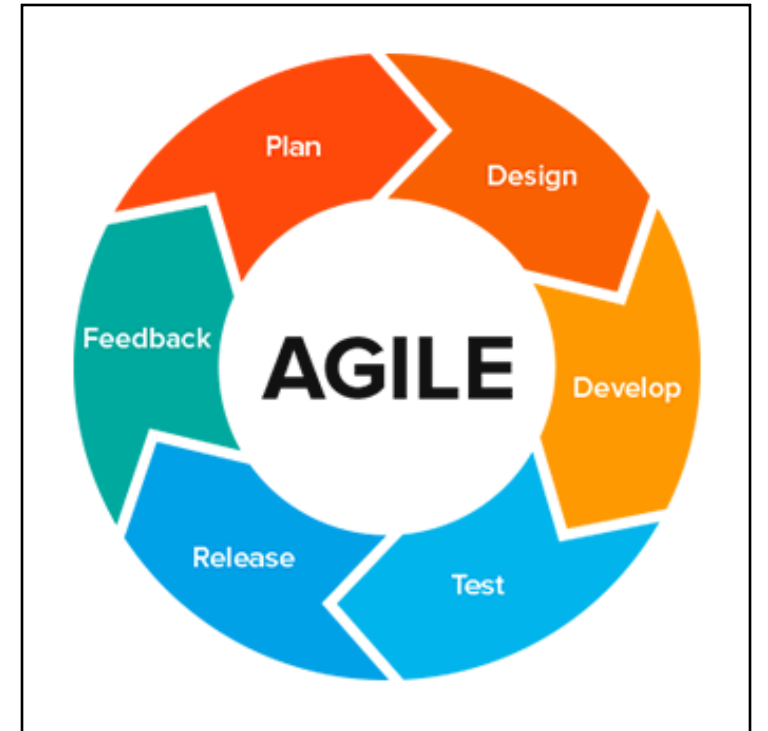
# Greiner's **Growth** Model



Greiner's growth model - 5 Phases of Growth

'Product Sense' beats Process

# Product Sense

User empathy + Creativity + Experience

*MIHIKA KAPOOR - FIGMA*

PIRATE vs.
WORKER
BEE

# SPEED

*"Fast gets good faster than good gets fast"*

*PAUL ADAMS - INTERCOM*

# VELOCITY

Is the strategy clear?

Is everyone bought in?

Are they comfortable with ambiguity?

The tyranny of choice

**Don't be afraid of asking for direction or being directive**

# HIRE THE BEST PEOPLE
## MINDSET BEATS EXPERIENCE
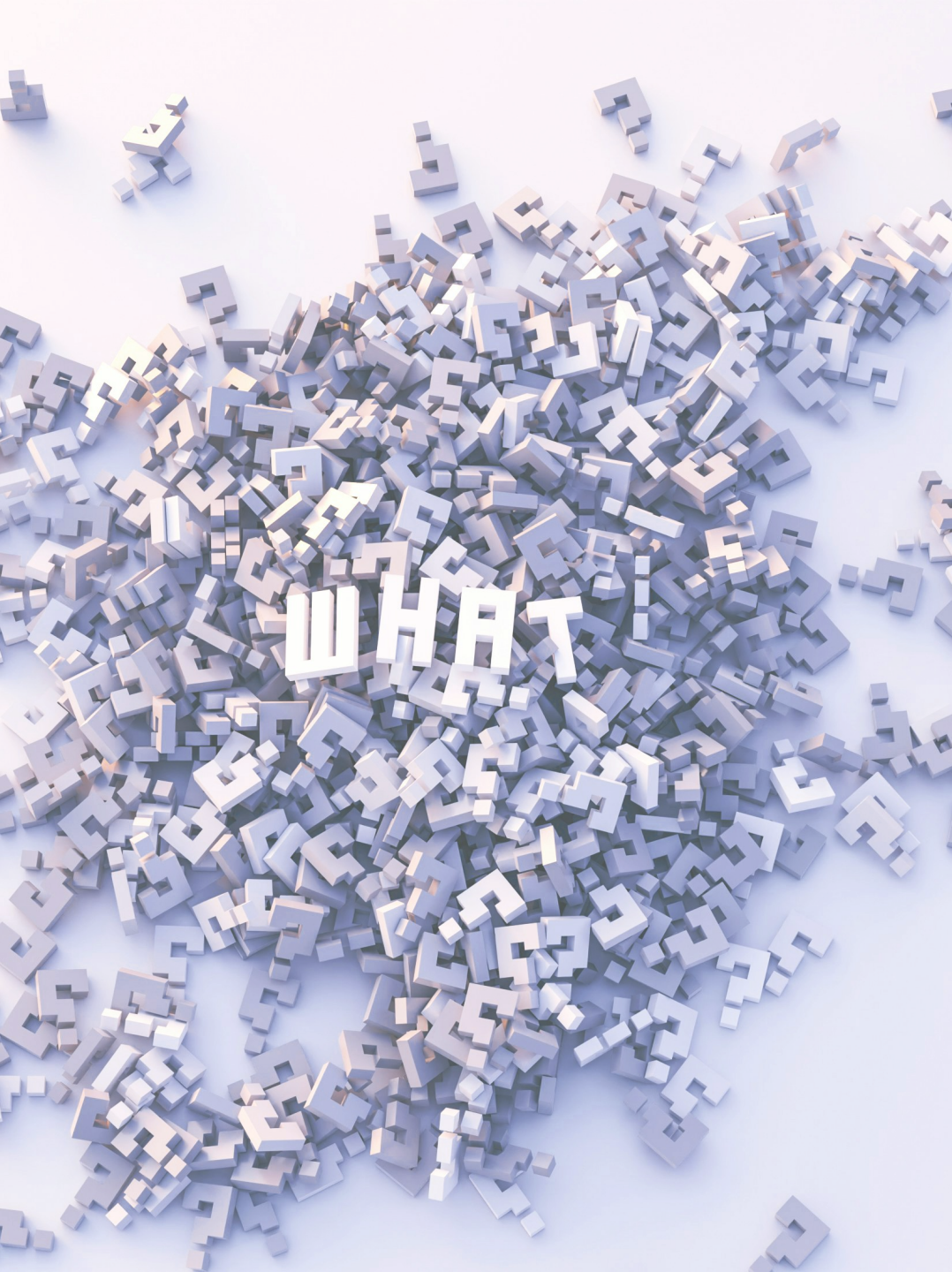## DEAL WITH UNDERPERFORMANCE

▲

Mindset is key and will beat experience every day

Invest in your hiring process

Take underperformance seriously. Deal with it fast. Be a good human when you do so.

RIGHT PEOPLE
**MOTIVATED AND CREATIVE**
SOLVING IMPACTFUL USER
PROBLEMS

Q&A