CONTENTS

Lot Chapter 12 The Engineers VATEOUTIET COLOR

Preface to the Second Edition			xvii
		SONS FROM TOP TECH MPANIES	1
Chapter	1	Behind Every Great Product	5
Chapter	2	Technology-Powered Products and Services	7
Chapter	3	Startups: Getting to Product/Market Fit	9
Chapter	4	Growth-Stage Companies: Scaling to Success	11
Chapter	5	Enterprise Companies: Consistent Product Innovation	13
Chapter	6	The Root Causes of Failed Product Efforts	15
Chapter	7	Beyond Lean and Agile	23
Chapter	8	Key Concepts	25
PART II T	Ή	E RIGHT PEOPLE	31
PRODUC	ΤТ	TEAMS	32
Chapter	9	Principles of Strong Product Teams	33
Chapter	10	The Product Manager	41

xiv	CONTENT

Chapter 11	The Product Designer	53
Chapter 12	The Engineers	59
Chapter 13	Product Marketing Managers	63
Chapter 14	The Supporting Roles	67
Chapter 15	Profile: Jane Manning of Google	71
PEOPLE @ So	CALE	74
Chapter 16	The Role of Leadership	75
Chapter 17	The Head of Product Role	79
Chapter 18	The Head of Technology Role	87
Chapter 19	The Delivery Manager Role	91
Chapter 20	Principles of Structuring Product Teams	93
Chapter 21	Profile: Lea Hickman of Adobe	103
PART III THI	E RIGHT PRODUCT	107
PRODUCT R	OADMAPS	108
Chapter 22	The Problems with Product Roadmaps	111
Chapter 23	The Alternative to Roadmaps	115
PRODUCT V	TSION	121
Chapter 24	Product Vision and Product Strategy	123
Chapter 25	Principles of Product Vision	129
Chapter 26	Principles of Product Strategy	133
Chapter 27	Product Principles	135
PRODUCT C	BJECTIVES	137
Chapter 28	The OKR Technique	139
Chapter 29	Product Team Objectives	143
PRODUCT @	SCALE	146
Chapter 30	Product Objectives @ Scale	147
Chapter 31	Product Evangelism	151
Chapter 32	Profile: Alex Pressland of the BBC	155

CONTENTS	XV
CONTENIS	A V

PART IV THE	E RIGHT PROCESS	159
PRODUCT D	ISCOVERY	161
Chapter 33	Principles of Product Discovery	165
Chapter 34	Discovery Techniques Overview	171
DISCOVERY	FRAMING TECHNIQUES	175
Chapter 35	Opportunity Assessment Technique	179
Chapter 36	Customer Letter Technique	183
Chapter 37	Startup Canvas Technique	187
DISCOVERY	PLANNING TECHNIQUES	191
Chapter 38	Story Map Technique	193
Chapter 39	Customer Discovery Program Technique	195
Chapter 40	Profile: Martina Lauchengco of Microsoft	205
DISCOVERY	IDEATION TECHNIQUES	208
Chapter 41	Customer Interviews	211
Chapter 42	Concierge Test Technique	215
Chapter 43	The Power of Customer Misbehavior	217
Chapter 44	Hack Days	221
DISCOVERY	PROTOTYPING TECHNIQUES	223
Chapter 45	Principles of Prototypes	227
Chapter 46	Feasibility Prototype Technique	229
Chapter 47	User Prototype Technique	233
Chapter 48	Live-Data Prototype Technique	235
Chapter 49	Hybrid Prototype Technique	239
DISCOVERY	TESTING TECHNIQUES	241
Chapter 50	Testing Usability	243
Chapter 51	Testing Value	251
Chapter 52	Demand Testing Techniques	253

xvi CONTENTS

Chapter 53	Qualitative Value Testing Techniques	259
Chapter 54	Quantitative Value Testing Techniques	265
Chapter 55	Testing Feasibility	273
Chapter 56	Testing Business Viability	277
Chapter 57	Profile: Kate Arnold of Netflix	283
TRANSFORM	AATION TECHNIQUES	286
Chapter 58	Discovery Sprint Technique	287
Chapter 59	Pilot Team Technique	291
Chapter 60	Weaning an Organization Off Roadmaps	293
PROCESS @ S	SCALE	295
Chapter 61	Managing Stakeholders	297
Chapter 62	Communicating Product Learnings	305
Chapter 63	Profile: Camille Hearst of Apple	307
PART V THI	E RIGHT CULTURE	309
Chapter 64	Good Product Team/Bad Product Team	311
Chapter 65	Top Reasons for Loss of Innovation	315
Chapter 66	Top Reasons for Loss of Velocity	319
Chapter 67	Establishing a Strong Product Culture	323
Acknowledgments		327
About the Author		329
Learning More Index		331 333