EMPOWERED
Achieving Extraordinary Results with Ordinary People

Marty Cagan, Silicon Valley Product Group
Product Discovery

A rapid series of experiments, primarily using prototypes, that enable us to discover effective solutions to the problems our team is tasked to solve - solutions that are valuable, usable, feasible and viable.
Teams

In most organizations, tech teams exist “to serve the business”

In strong product organizations, teams are empowered "to serve the customers, in ways that meet the needs of the business."
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Empowered Teams

The Role of Leadership

The Role of Management

The Basis for Trust

Ordinary People

Extraordinary Results
On The Virtues of Truly Empowered Teams
Then why don’t more companies truly empower their teams?

In a word: Trust
What Do These Companies Have In Common?
"Leadership is about recognizing that there's a greatness in everyone, and your job is to create an environment where that greatness can emerge."

Coach Bill Campbell
Leadership vs. Management

"Leadership serves to inspire people to greater accomplishments, and management exists to motivate them to the objective."

Mike Fisher and Marty Abbott
The Role of Leadership

- Product Vision
- Product Strategy
- Product Principles
- Product Priorities
- Product Evangelism
“The combination of curiosity, respect, and kindness combined with a crazy work ethic will take you anywhere you want to go.”

Stacee Santi
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The Role of Management

"It doesn't make sense to hire smart people and then tell them what to do; we hire smart people so they can tell us what to do."

Steve Jobs
The Role of Management

- Staffing
- Coaching
- Objectives
“All problems are people problems.”

Christian Idiodi
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Trust is a function of two things: competence and character. Competence includes your capabilities, your skills, and your track record. Character includes your integrity, your motive and your intent with people. Both are vital.

Stephen Covey
“No Assholes Rule”

New Zealand All Blacks
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“Like me, trust me, listen to me.”

Adi Soesan

Product Manager
“I love creating solutions, and I am optimistic at heart. If you put those together, you get a tenacious-seeming, "there has got to be a way!" to solve any problem mindset, even if it's a problem I don't understand at first, or that keeps morphing.”

Audrey Crane

Product Designer
Engineer

“\textit{I was bullied and often friendless throughout puberty because people automatically judged me as being someone I was not.}”

Lyndsey Scott
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The True Test of Empowered Teams

1. The team is staffed with competent people with character, covering the necessary range of skills.

2. The team is assigned problems to solve, and they are able to decide the best way to solve those problems.

3. The team is accountable for solving the customer or business problem (outcome).