

EMPOWERED

Achieving Extraordinary Results with Ordinary People

Marty Cagan, Silicon Valley Product Group

svpg

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."*

EMPOWERED

Empowered Teams

The Role of Leadership

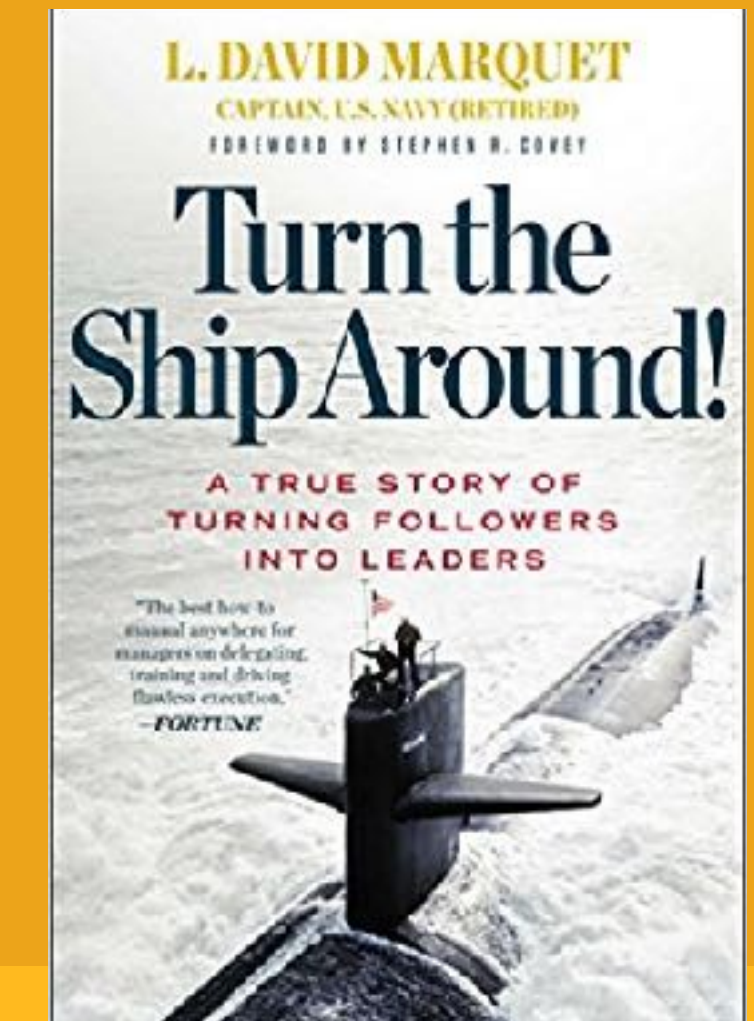
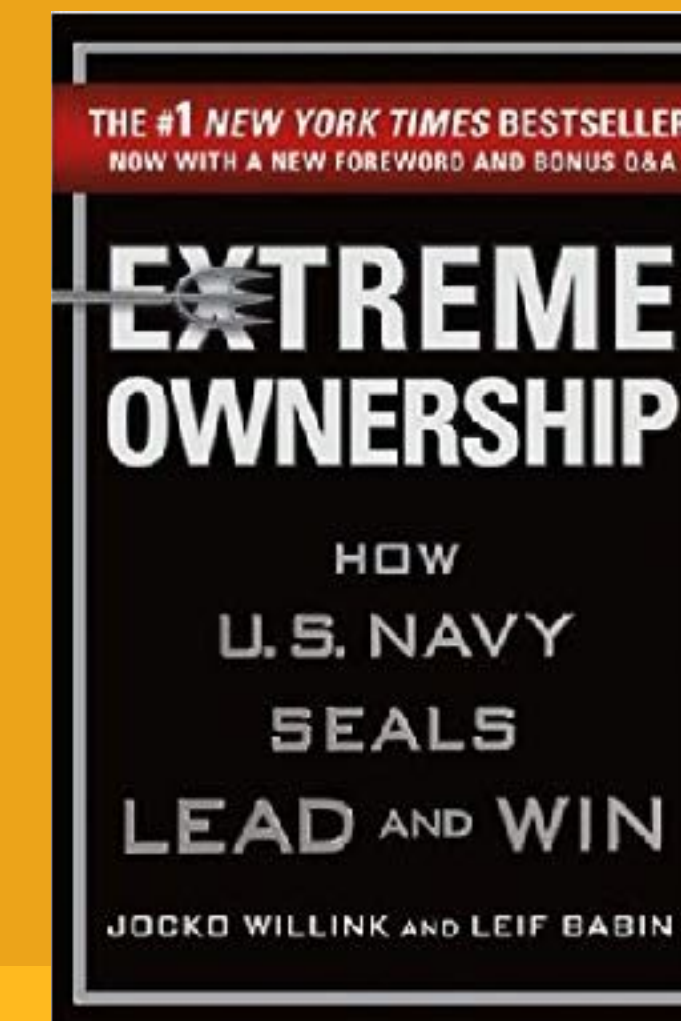
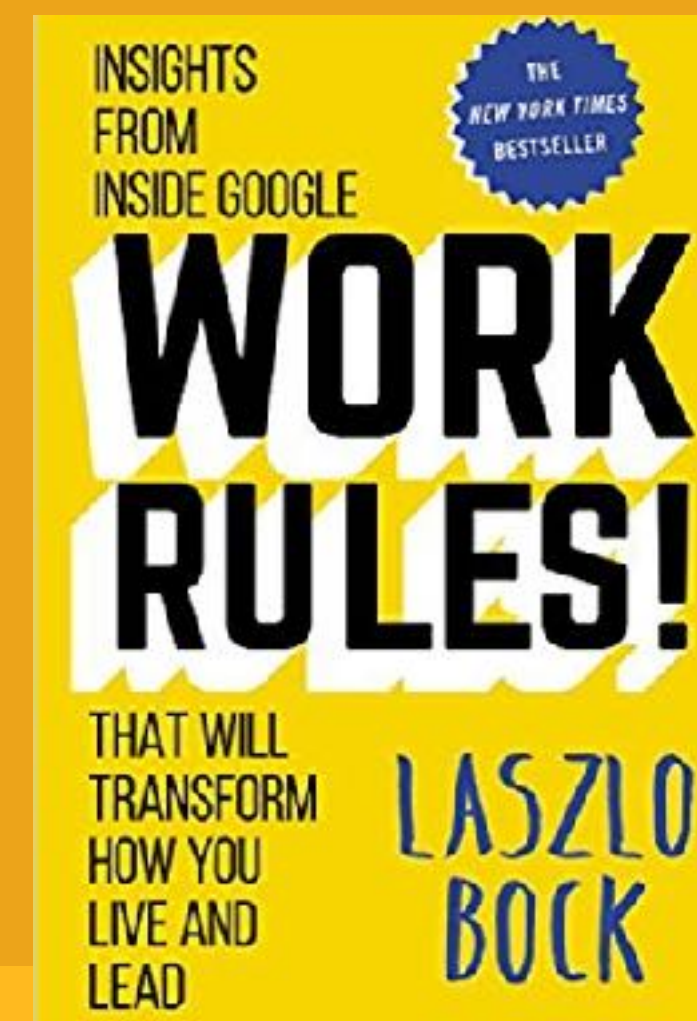
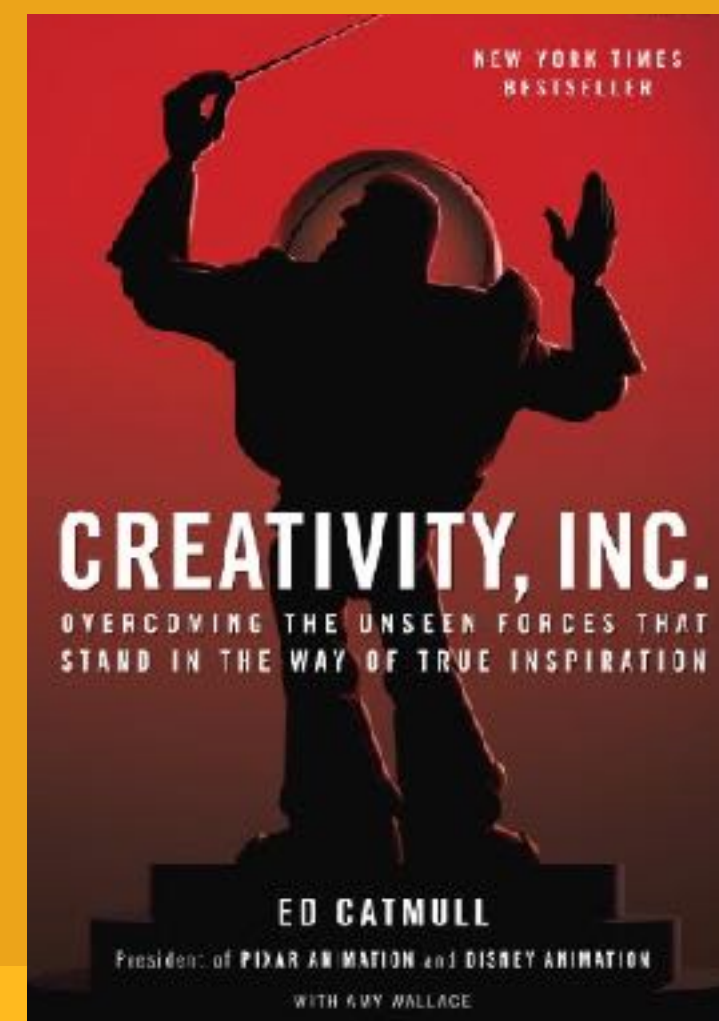
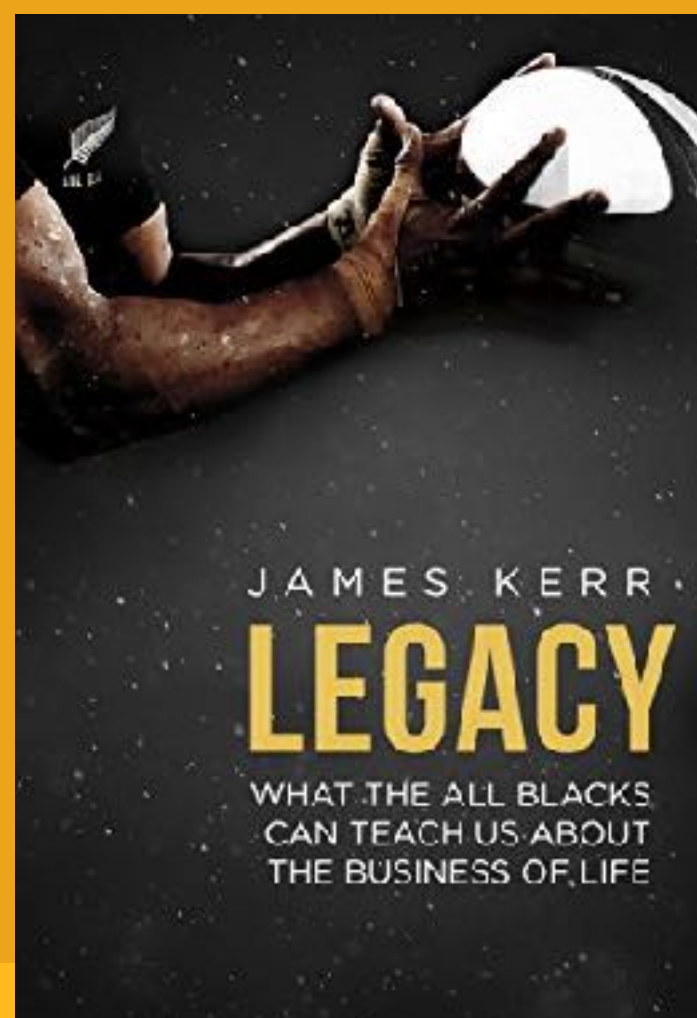
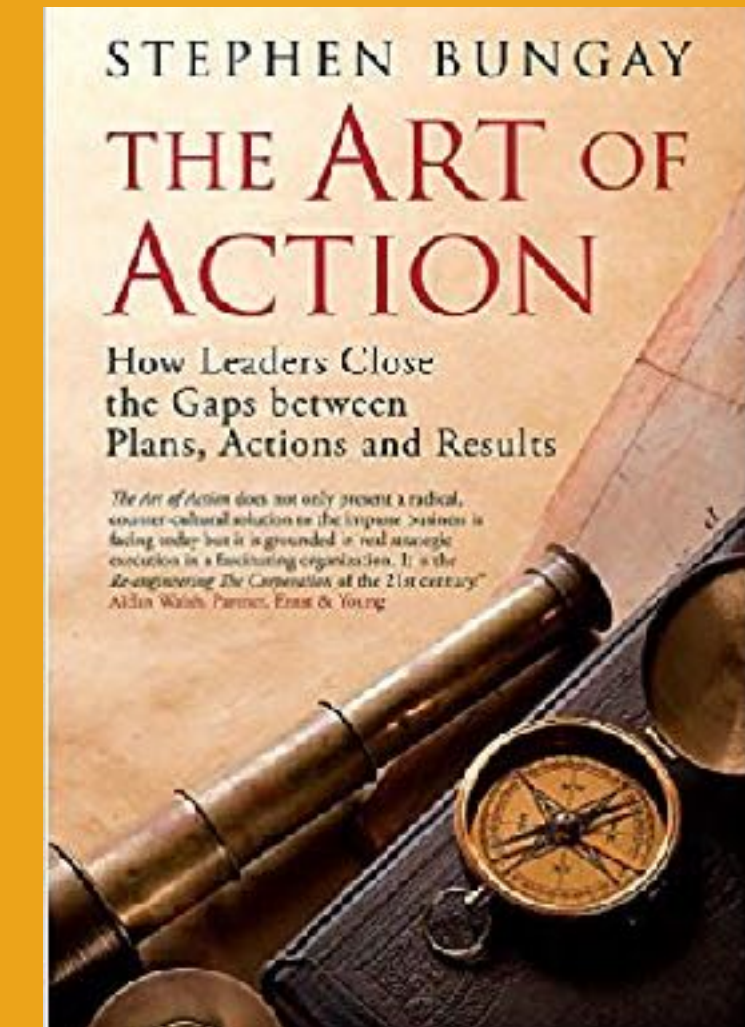
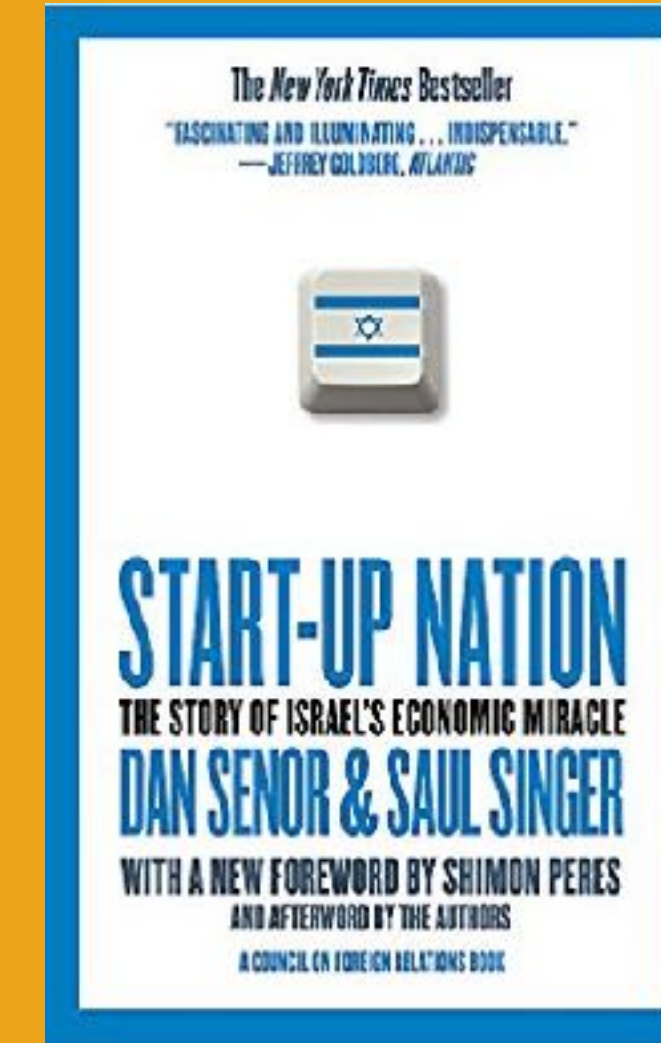
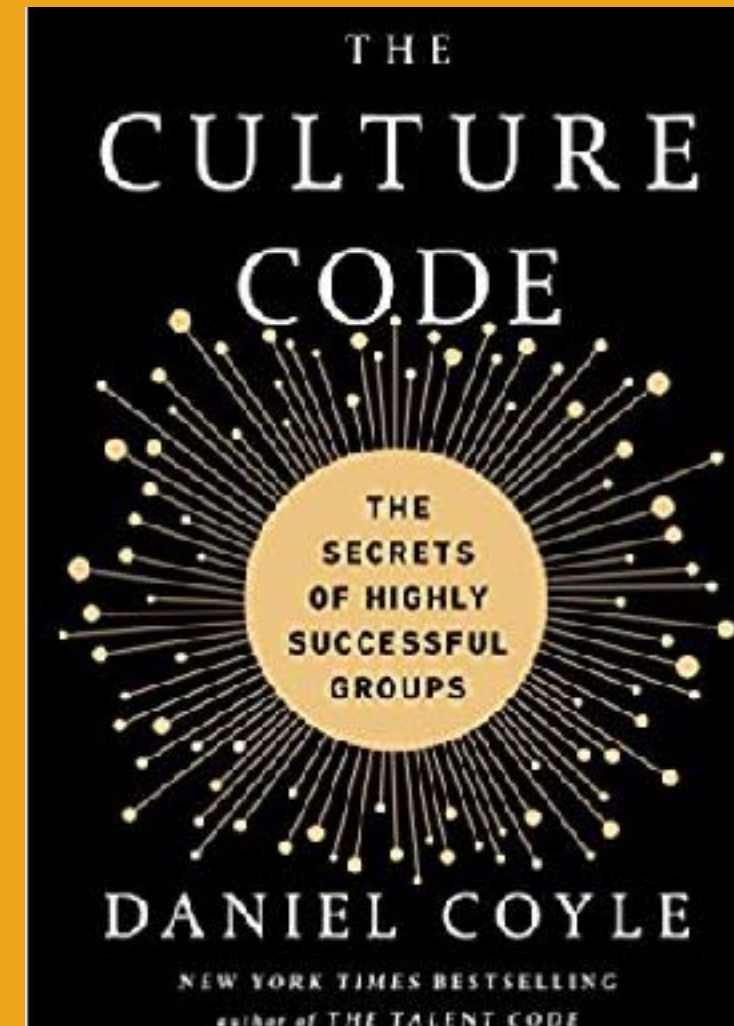
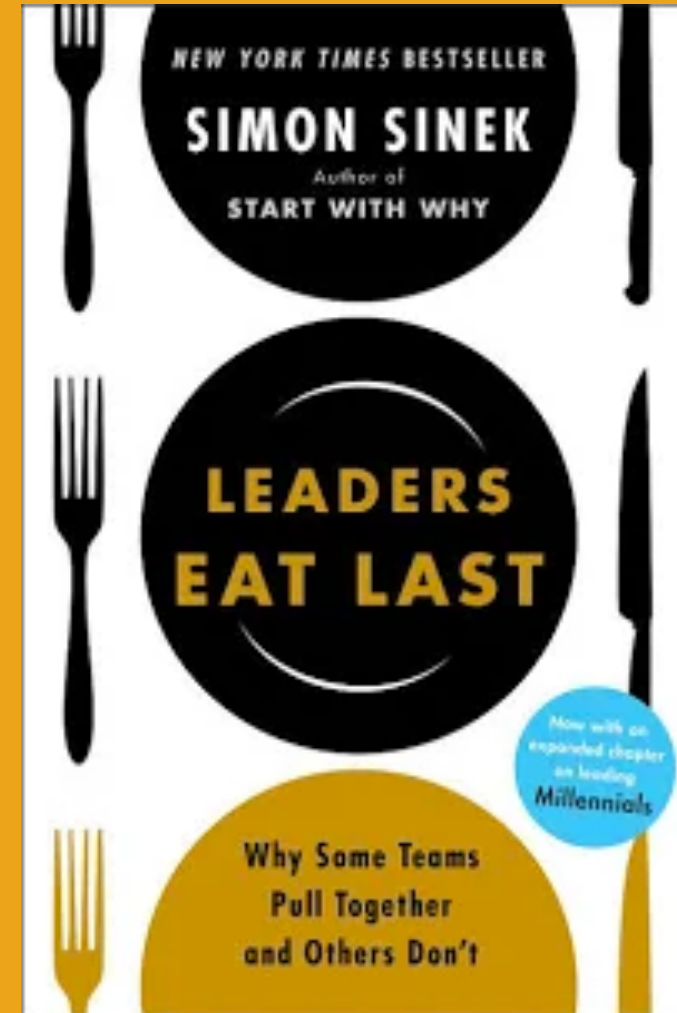
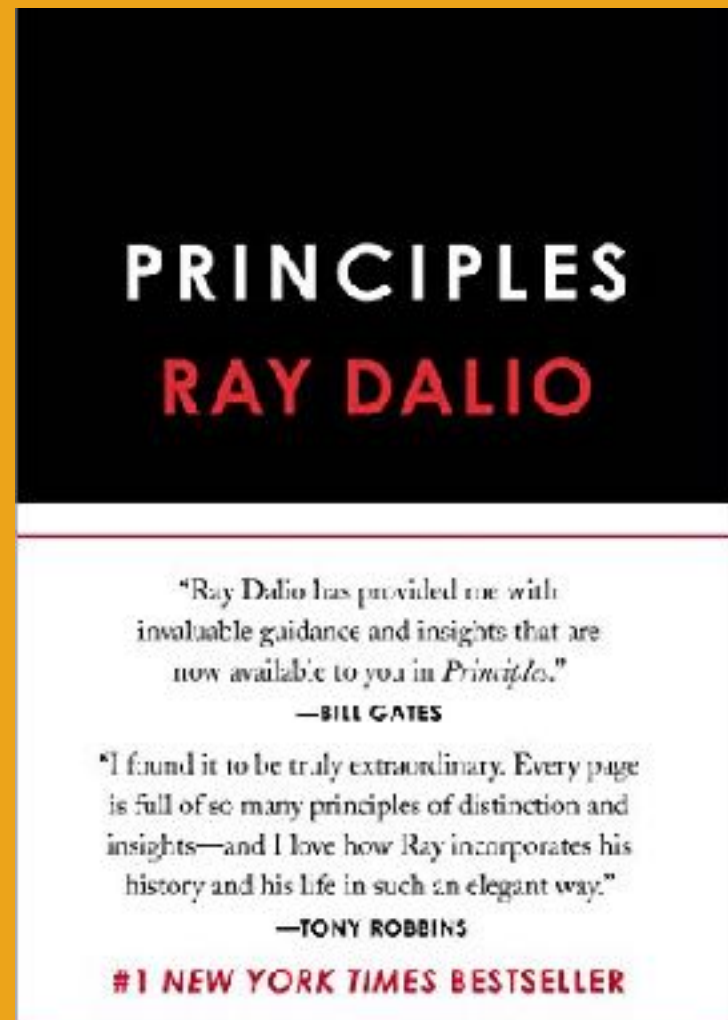
The Role of Management


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?

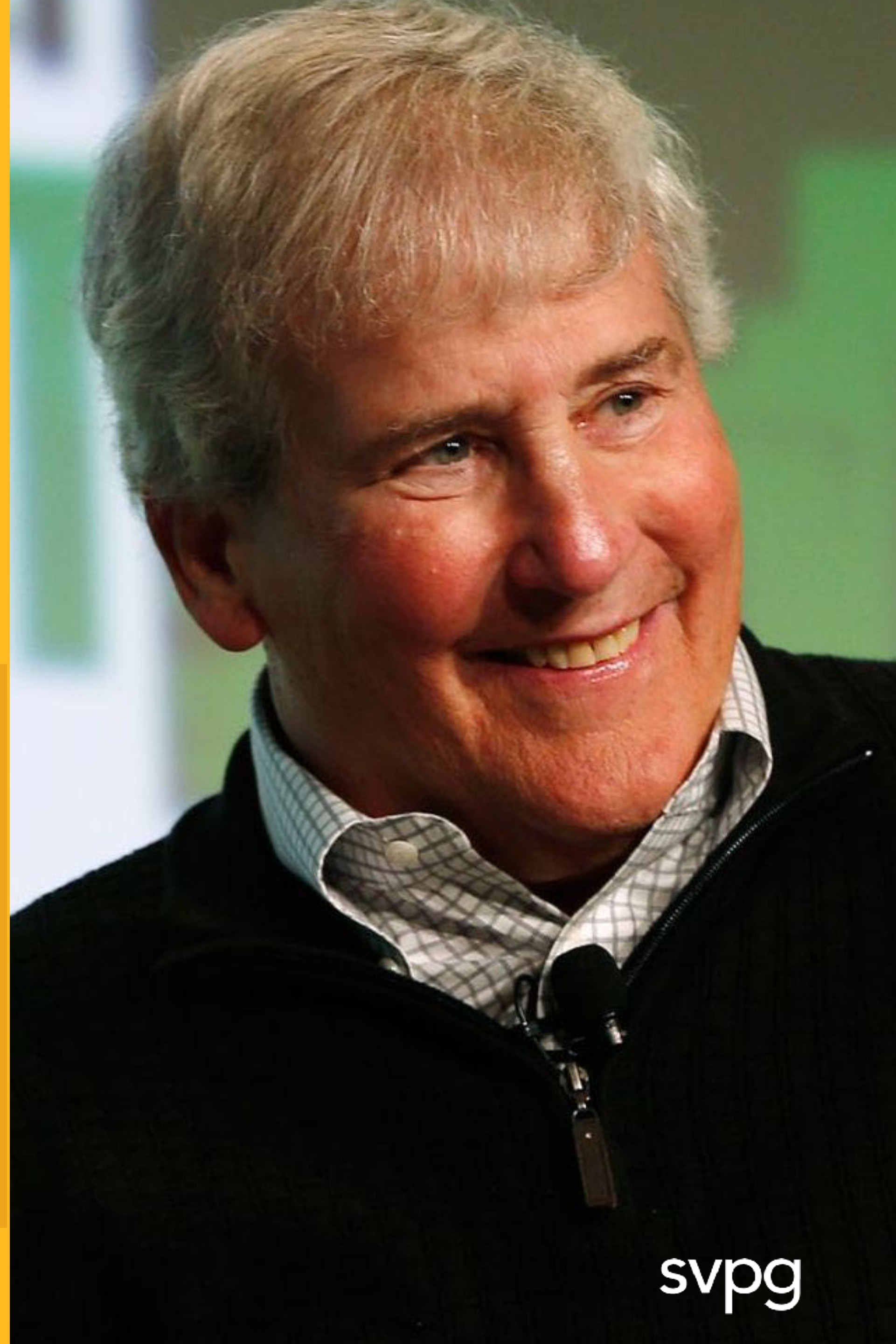
amazon.com®



Google

Coach Bill Campbell

"Leadership is about recognizing that there's a greatness in everyone, and your job is to create an environment where that greatness can emerge."



EMPOWERED

Empowered Teams

The Role of Leadership

The Role of Management

The Basis for Trust

Ordinary People

Extraordinary Results

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

A person is seen from behind, climbing a steep, rocky mountain peak. They are wearing a backpack and a hat, and are holding a flagpole with a flag. The flag is flying in the wind. The background is a clear blue sky. The overall image has a blue tint.

- Product Vision
- Product Strategy
- Product Principles
- Product Priorities
- Product Evangelism

Leadership

"The combination of curiosity, respect, and kindness combined with a crazy work ethic will take you anywhere you want to go."

Stacee Santi



svpg

EMPOWERED

Empowered Teams

The Role of Leadership

The Role of Management

The Basis for Trust

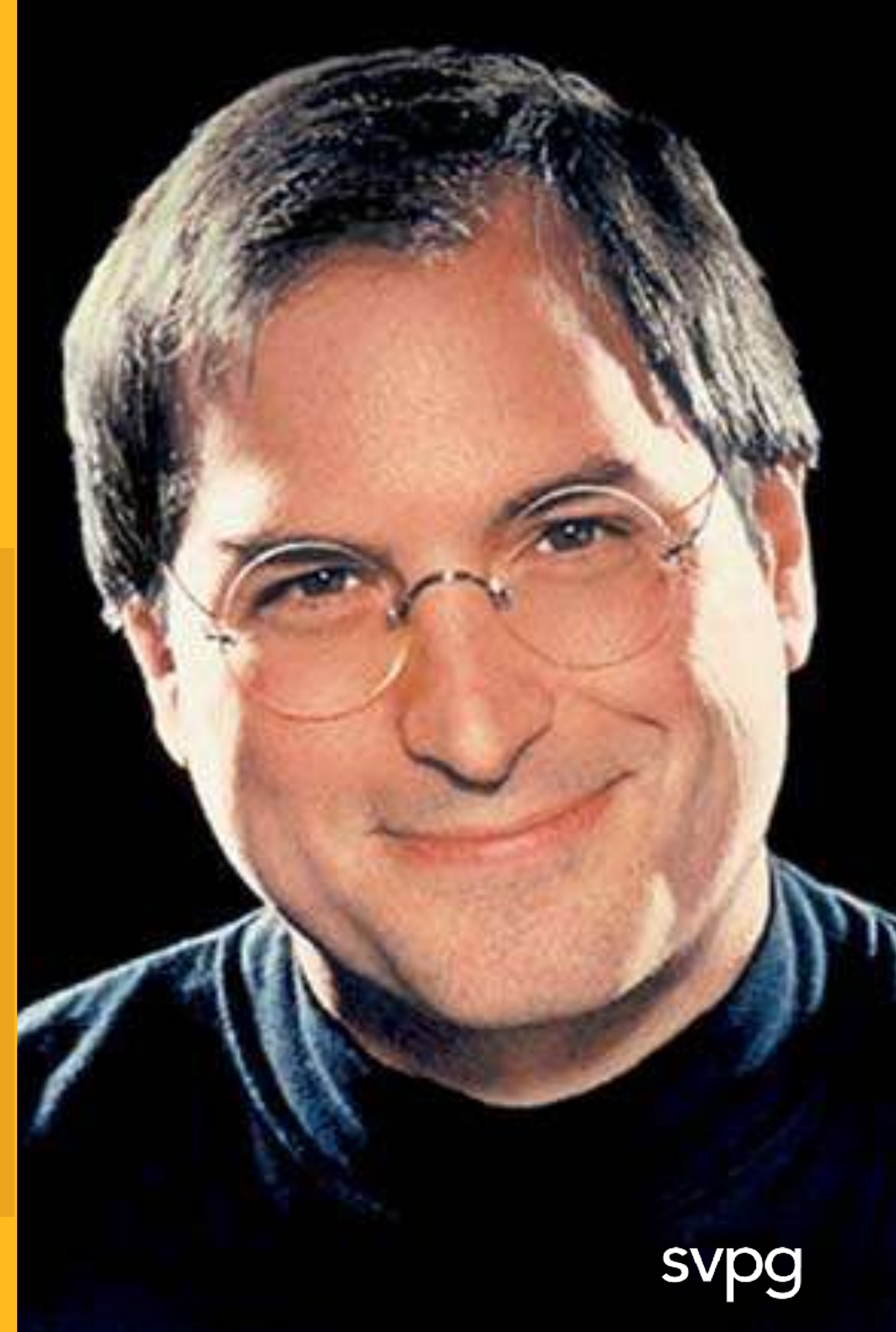
Ordinary People

Extraordinary Results

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



Management

“All problems are people problems.”

Christian Idiodi



EMPOWERED

Empowered Teams

The Role of Leadership

The Role of Management

The Basis for Trust

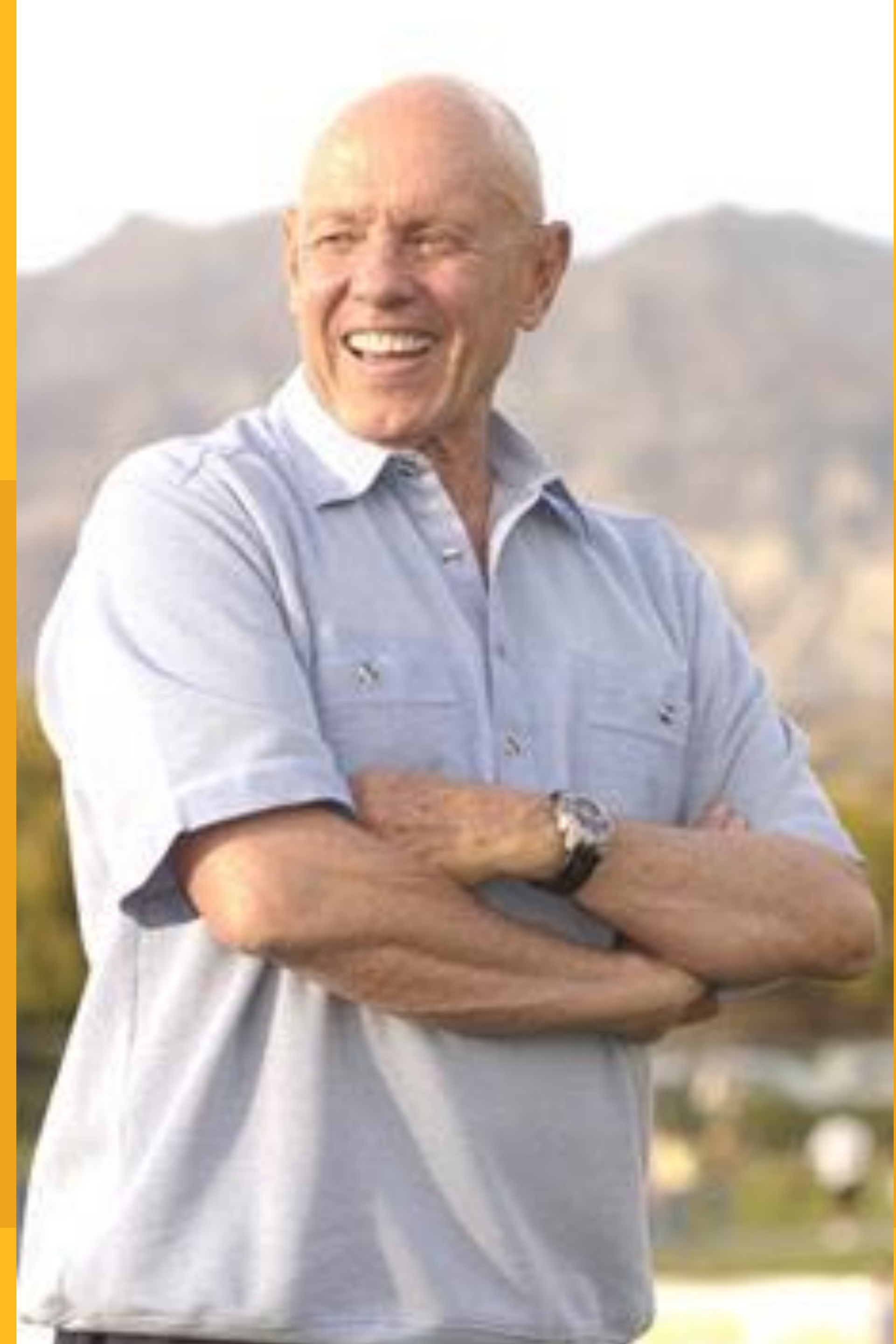
Ordinary People

Extraordinary Results

Competence

"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



Character

“No Assholes Rule”

New Zealand All Blacks



EMPOWERED

Empowered Teams

The Role of Leadership

The Role of Management

The Basis for Trust

Ordinary People

Extraordinary Results

Product Manager

“Like me, trust me, listen to me.”

Adi Soesan

svpg



Product Designer

"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."

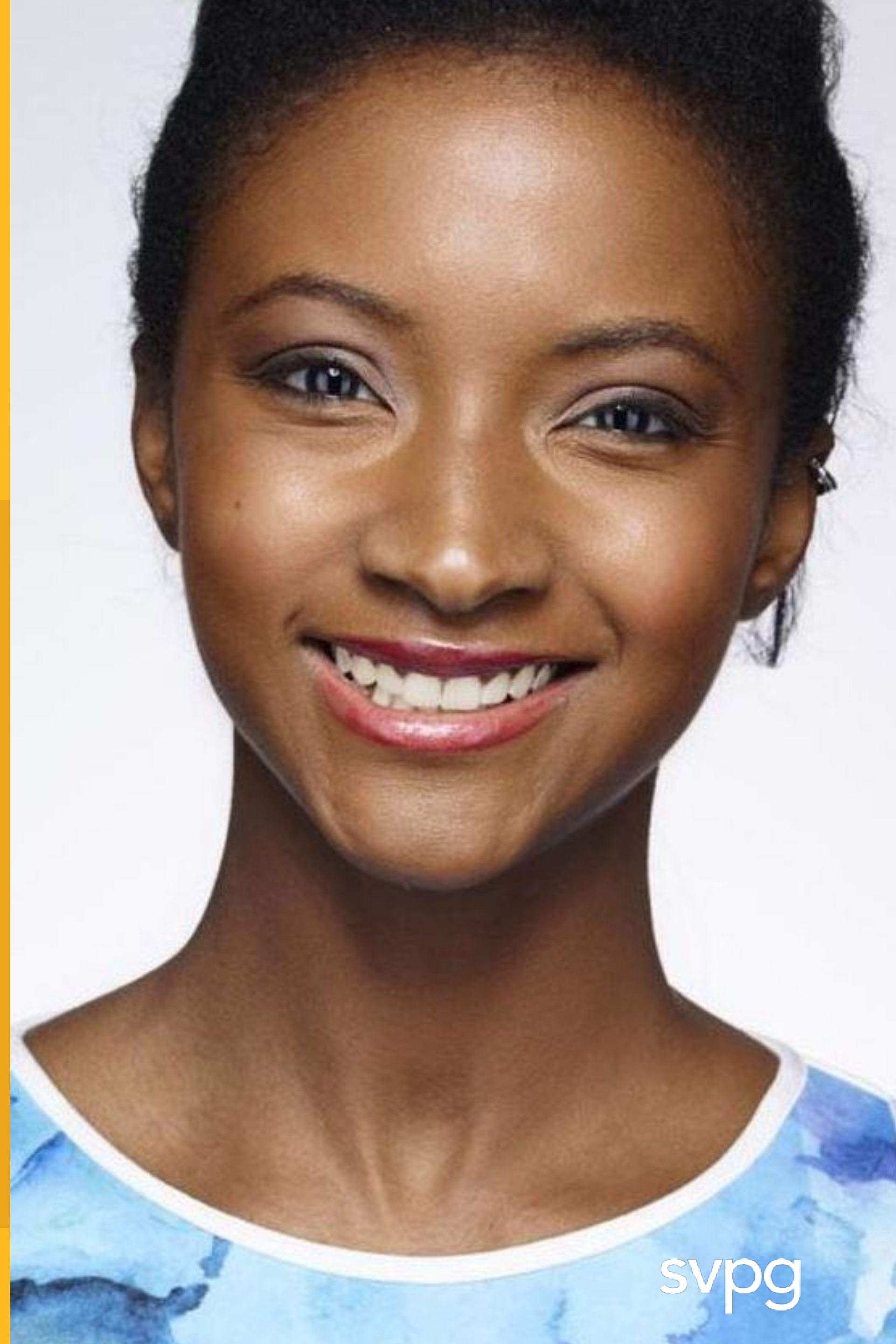
Audrey Crane



Engineer

"I was bullied and often friendless throughout puberty because people automatically judged me as being someone I was not."

Lyndsey Scott



svpg

EMPOWERED

Empowered Teams

The Role of Leadership

The Role of Management

The Basis for Trust

Ordinary People

Extraordinary Results

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*).

TRILLION DOLLAR COACH

THE LEADERSHIP PLAYBOOK
OF SILICON VALLEY'S
BILL CAMPBELL

ERIC SCHMIDT
JONATHAN ROSENBERG
AND ALAN EAGLE



Learning More

Marty Cagan

cagan@svpg.com

www.svpg.com

Twitter: @cagan

LinkedIn: [linkedin.com/in/cagan](https://www.linkedin.com/in/cagan)

MARTY CAGAN
Silicon Valley Product Group

INSPIRED

HOW TO
CREATE
TECH
PRODUCTS
CUSTOMERS
LOVE

SECOND EDITION

WILEY