

# Product Mgmt & Engineering: Friend or Foe?

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# Ripe for Conflict

## **Product Mgmt says...**

- What's the estimate?
- Why so long?
- Make it \_\_\_\_\_
- That's a bug!
- They don't listen.

## **Engineering says...**

- What do you want?
- Why so big?
- That's not a requirement
- Was an unclear reqmt.
- They don't tell us.

# Areas of Focus

Product Mgmt: What

Engineering: How

*“Form follows function”*



# Tensions

- Challenge vs. Respect
- Continuity vs. Fresh Eyes
- Over-document vs. Undocumented

*(To name a few...)*

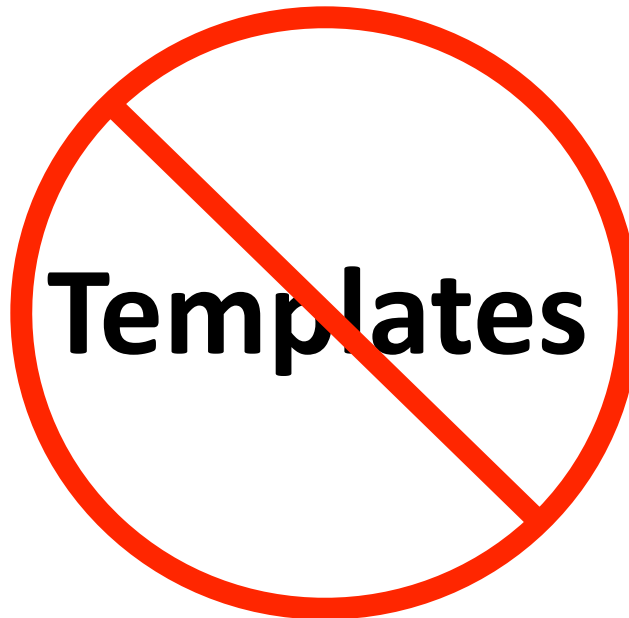
# Documents

A way to memorialize shared understanding

*not*

a way to communicate;

a contract



# On Planning

- “The plan is nothing, planning is everything”
  - Eisenhower
- “No plan survives contact with the enemy”
  - Von Moltke
- “A good plan violently executed today is better than a perfect plan next week”
  - Patton
- “There is always one more thing to you can do to increase your odds of success”
  - Hal Moore

# Making Things Better

- Empathy
- Mutual Respect
- Communication
- Proximity
- Pragmatism

# Making Things Better

- Go low-fidelity
- Evolve prototypes
- Build incrementally
- Attack risk
- Build stubs
- Look for corner cases, then ignore them (until later)
- Get the lead
- Find a flywheel
- Understand your flight envelope

That's All Folks...