

## Twitter Thread by Shreyas Doshi

Shreyas Doshi

@shreyas



### ■■■Recap of March 2021 content

**Includes:**

**Solve THE problem**

**3 types of product leaders**

**Levels of product work**

**Getting work done**

**“I don’t know”**

**Good people, bad managers**

**Customer segmentation**

**LinkedIn Envy**

**On communication**

**Important definitions**

**Life-changing books**

**& much more..**



A story that often plays out when we are not rigorous enough about the importance of the customer problem our product solves

<https://t.co/HIAu8K8lxE>

A B2B Product Management Story: on discovering problems that customers actually care about

Very visual story thread [U0001f447U0001f3fe pic.twitter.com/SQKpmLtBGC](https://pic.twitter.com/SQKpmLtBGC)

— Shreyas Doshi (@shreyas) [March 28, 2021](#)

The 3 types / hats / modes of product leaders

<https://t.co/L3i69G7zqf>

3 types of product leaders:

- 1) The Operator
- 2) The Craftsperson
- 3) The Visionary

It is important for you as a startup founder or CEO, product manager, or a product leader to deeply understand these types, as you make decisions on whom to hire or whom to work for.

Thread\U0001f447\U0001f3fe

— Shreyas Doshi (@shreyas) [March 26, 2021](#)

An extremely important observation about product work

<https://t.co/8JraIVpSri>

There are 3 levels to product work

- (1) The Execution level
- (2) The Impact level
- (3) The Optics level

When an individual & their team are fixated on different levels, often there is conflict.

E.g.

PM is fixated on (2), Team on (1)

PM on (3), Team on (2)

PM on (2), Team on (3)

— Shreyas Doshi (@shreyas) [March 12, 2021](#)

A thread on getting work done

<https://t.co/iSF9cGDc3t>

How I like to plan my work:

Limit meetings

\u21d2 Long scheduled work blocks

At end of the work day, plan next day

\u21d2 Easier to disconnect, be present

Fit the next day's tasks in calendar

\u21d2 Forces prioritizing

Plan next week on Friday evening

\u21d2 Go into weekend with a clear mind

— Shreyas Doshi (@shreyas) March 17, 2021

"I don't know" is fine

<https://t.co/c9YgrKMsP1>

Okay folks, here's a theme we need to normalize in high-stakes meetings:

\u201dI don't know\u201d

\u201dThere is no way to be certain about that\u201d

\u201dWe will do our best, based on what we know\u201d

It's fine to say these things when they are true.

In fact, it's best.

Certainty theatrics are bad.

— Shreyas Doshi (@shreyas) March 4, 2021

A basic, often overlooked reason for bad management: viewing team members as resources first rather than fellow human beings first

<https://t.co/zcRK5e9FRF>

In today's high-performance work cultures, too many smart & reasonable people end up being very bad managers due to one simple reason: they view team members as \u201dresources\u201d first and not as fellow human beings first.

And unfortunately, very few will admit this to themselves.

— Shreyas Doshi (@shreyas) March 30, 2021

With a rigorous customer segmentation, your product strategy will often write itself

<https://t.co/HVMnmKLisD>

A good customer segmentation is worth a thousand strategy meetings.

— Shreyas Doshi (@shreyas) March 7, 2021

When making a career decision, check if “LinkedIn Envy” is influencing the decision

<https://t.co/LxbFqWy0lq>

LinkedIn Envy can be dangerous

It's when we browse LinkedIn, comparing our career with others like us, feeling envious of those who appear to be doing better

LinkedIn Envy is natural

But we should remember that it may lead to unauthentic career decisions that we regret later

— Shreyas Doshi (@shreyas) [March 2, 2021](#)

A thread on communication

<https://t.co/xqd89q7MLd>

George Bernard Shaw said:

The single biggest problem with communication is the illusion that it has taken place

Possibly the most important communication lesson, ever.

— Shreyas Doshi (@shreyas) [March 20, 2021](#)

Attempting to define stuff that truly matters

<https://t.co/M67ZbXtaYq>

Compact definitions of important stuff:

Joy = Pleasure in the present moment

Happiness = Reality meets expectations

Success = Time optionality

Presence = Immersed observation

Tranquility = Lack of resistance

Wisdom = Discerning what truly matters

— Shreyas Doshi (@shreyas) [March 7, 2021](#)

Books and pointers from books

<https://t.co/4wWfh4AI7v>

5 life-changing books for me:

Sum, for reminding me I know very little

Power of Now, for being a good manual

The Art of the Good Life, for practical wisdom

The Practicing Stoic, for summarizing important stuff

Courage to be Disliked, for counterintuitive but correct ideas [pic.twitter.com/QivRDeR1OJ](https://pic.twitter.com/QivRDeR1OJ)

— Shreyas Doshi (@shreyas) [March 21, 2021](#)

Happy → Happier is an illusion

<https://t.co/bqFgA4Ucy4>

“I am happy but I want to be happier” is a pretty good way to invite misery.

Happiness is a state, not a scale.

— Shreyas Doshi (@shreyas) [March 5, 2021](#)

For clearer thinking, ask why and prioritize goals

<https://t.co/9aetSS2yzt>

A surprisingly high amount of value when you are coaching someone simply comes from asking

1) Why do you want to do this?

2) Which of these reasons (or goals) is most important for you, and why?

With rigorous answers, the right tactics & solutions often just reveal themselves.

— Shreyas Doshi (@shreyas) [March 16, 2021](#)

Tips for product discovery

<https://t.co/h5a2Hx5LJQ>

3 quick tips for product discovery:

— Shreyas Doshi (@shreyas) [March 3, 2021](#)

Why we don't talk to customers enough and what to do about it

<https://t.co/m5L3K9rcty>

Why don't we talk to customers enough?

It could be for one of many reasons.

But the root cause is worry.

Short thread on these worries  
(and what to do about them)

<https://t.co/081oSwBm21>

— Shreyas Doshi (@shreyas) [March 14, 2021](#)

Product people should understand this

<https://t.co/081oSwBm21>

In Product Mgmt, there's a difference between

1) the Role: the core of what you must accomplish

2) the Job: what you do day to day

3) the Title: one's official title

The wish:

Role = Job = Title

The reality:

Role  $\neq$  Job  $\neq$  Title

To succeed, PMs must manage in this reality.

— Shreyas Doshi (@shreyas) [March 16, 2021](#)

Math is important, it isn't the only thing.

<https://t.co/UtExQDdiWI>

We need to stop pretending that *all* product decisions require mathematical proof.

Trust me, it's fine to use instinct & creative insight for major product decisions.

And if you like moving fast, it's often required.

The trick is when to do it, who does it & how it gets done.

— Shreyas Doshi (@shreyas) [March 30, 2021](#)

If you've reviewed most of this content, would you kindly take a survey? (just 1 required question & 2 optional)

It would help me immensely to get your feedback.

Head over to SurveyMonkey for a super-quick survey:

<https://t.co/ggMf7HH3Ed>

(takes <2 min)

Thank you very much



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<https://t.co/zCvzBJZ43u>

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— Shreyas Doshi (@shreyas) [April 3, 2021](#)