

Twitter Thread by Shreyas Doshi

Shreyas Doshi

@shreyas



A thread of product management frameworks:

(this might be useful if you are a product manager, product leader, or founder)

Before we jump in:

Frameworks will not fix all your problems.

Used right, they should help you

- 1) better understand your context
- 2) create structure for problems
- 3) communicate ideas & solutions

I often use these frameworks in my product work, sometimes without realizing it.

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3X framework (Kent Beck)

A product can be in one of 3 stages

1. Explore
2. Expand
3. Extract

For product leaders this is the most vital framework to understand because almost every important decision should account for the stage your product is in.

<https://t.co/3chBQ8bfzY>

Examples of decisions you can make more rigorously with the 3X framework:

- optimize for inputs, outputs, or outcomes?
- set more qualitative or quantitative goals?
- how to measure progress?
- what skills to look for?
- how to evaluate PMs' impact?

More:

<https://t.co/3QdE2q3ERO>

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5Qs for product rigor

- 1) Who is the customer?
- 2) What is the problem/opportunity?
- 3) What is the main customer benefit?
- 4) How do you know customers want this?
- 5) What is the customer experience?

This framework provides useful structure for product proposals, reviews, etc.

Source:

<https://t.co/R7kH6kaEPW>

Another framework that we use at Amazon is 5Qs:

1. Who is the customer?
2. What is the problem/opportunity?
3. What is the main customer benefit?
4. How do you know customers want this?
5. What is the customer experience?

— Usama Naseem (@usamanaseem) July 21, 2020

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Product metrics categories

When conceiving product metrics, consider these categories & pick the right metrics across them:

1. Health metrics
2. Usage metrics
3. Adoption metrics
4. Satisfaction metrics
5. Ecosystem metrics
6. Outcome metrics

More:

<https://t.co/QHz75P7BAd>

CATEGORY	DEFINITION / QUESTION IT ADDRESSES	EXAMPLE
Health Metrics	Is the product available and performing in the manner that users would reasonably expect?	Latency
Usage Metrics	How are users using the product?	Top N feature usage
Adoption Metrics	Is the product (along with its key features) being used as much as we'd hope, and in the ways that we'd like?	Active users
Satisfaction Metrics	What is our customers' overall sentiment towards the product or its main features?	CSAT
Ecosystem Metrics	What is the macro state of the product within the domain in which it operates?	Marketshare
Outcome Metrics	What overall business results are we seeing from this product?	Revenue

Product metrics categories:

1. Health metrics
2. Usage metrics
3. Adoption metrics
4. Satisfaction metrics
5. Ecosystem metrics
6. Outcome metrics

When conceiving your metrics, consider each of these categories & pick the right metrics across them.

A product metrics primer

— Shreyas Doshi (@shreyas) [September 12, 2020](#)

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Themes for product planning

Think through your allocation across a subset of these themes:

- 1) Differentiators
- 2) Tablestakes
- 3) Incrementals
- 4) Embarrassments (or “Broken Windows”)
- 5) Customer Specials (or “Large Customer Requests”)
- 6) Tech Foundation
- 7) Speculative Bets

Related thread:

<https://t.co/JWp8EZ71EK>

\u201cMy team has a prioritization problem. Help!\u201c

Product prioritization, a thread:
(1/30)

— Shreyas Doshi (@shreyas) October 24, 2020

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ICE prioritization (Sean Ellis)

Evaluate candidate features across expected Impact, Confidence, Ease.

I use it as a *heuristic* when prioritizing between a handful of fungible features, *not* as a formula for prioritized rank ordering.

More here:
<https://t.co/i8hplkxUJt>

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Obvious, Easy, Possible (Jason Fried)

A practical way to think & talk about tension in interface design. In your UI, what features must be obvious, what features should be easy to find, and what features should be possible to discover?

More here:
<https://t.co/KG0ZCIP9WH>

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Customer Problems Stack Rank

A B2B/SaaS product framework to elicit what problems truly matter for your customers. It isn't enough that your product solves a problem for the customer. You need to understand where that problem ranks.

Related thread:
<https://t.co/G1CEGFleav>

A good solution here:
Customer Problems Stack Rank (CPSR)

Ask the customer to stack rank the problem vs. the other problems they are trying to solve for their business & org.

Also get the CPSR from other personas involved: VP Support, VP Mktg...

You are now closer to truth. pic.twitter.com/NTCF6KIXM8

— Shreyas Doshi (@shreyas) March 28, 2021

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the product vs. The Product

"the lowercase-p product" is the pixels you're directly working on.

But that's not necessarily "The uppercase-p Product".

The Product is The Main Thing that makes or breaks the user value prop.

Sometimes the product & The Product are different.

Related thread:

<https://t.co/3FljfeB7Mx>

Sometimes:

product \u2260 Product

For example:

If you manage the Netflix app, you are managing the product, but that isn't The Product

The Product is all the content that Netflix has licensed.

the product you manage is merely a delivery mechanism for the real Product for the user.

— Shreyas Doshi (@shreyas) November 12, 2020

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Porter's 3 Generic Strategies

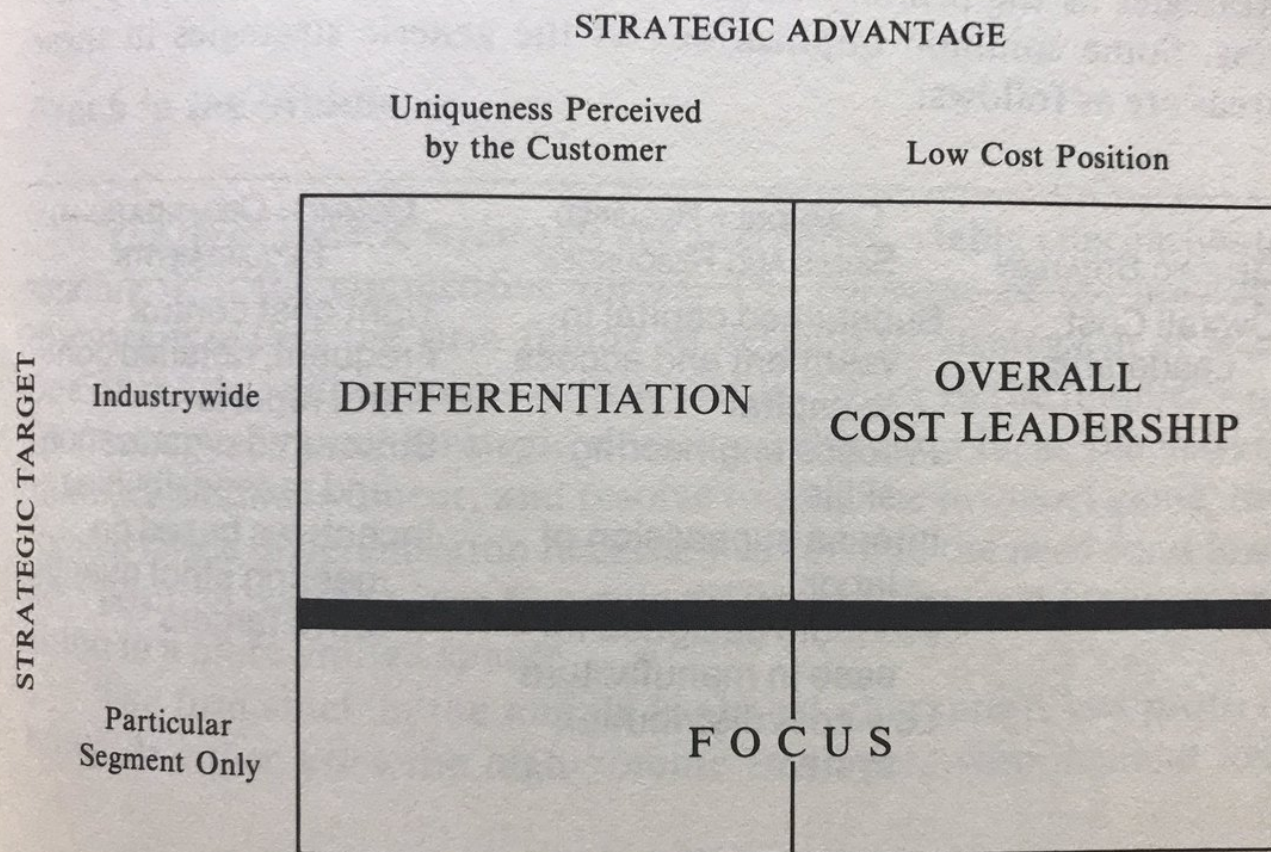
For B2B/SaaS products, be intentional about which of Porter's 3 generic strategies you are picking

1. Broad differentiation
2. Overall cost leadership
3. Segment focus

Avoid getting "stuck in the middle".

(Competitive Advantage, chapter 2)

FIGURE 2-1. Three Generic Strategies



Related video:

<https://t.co/VWWxWvH1hU>

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Porter's 5 Forces

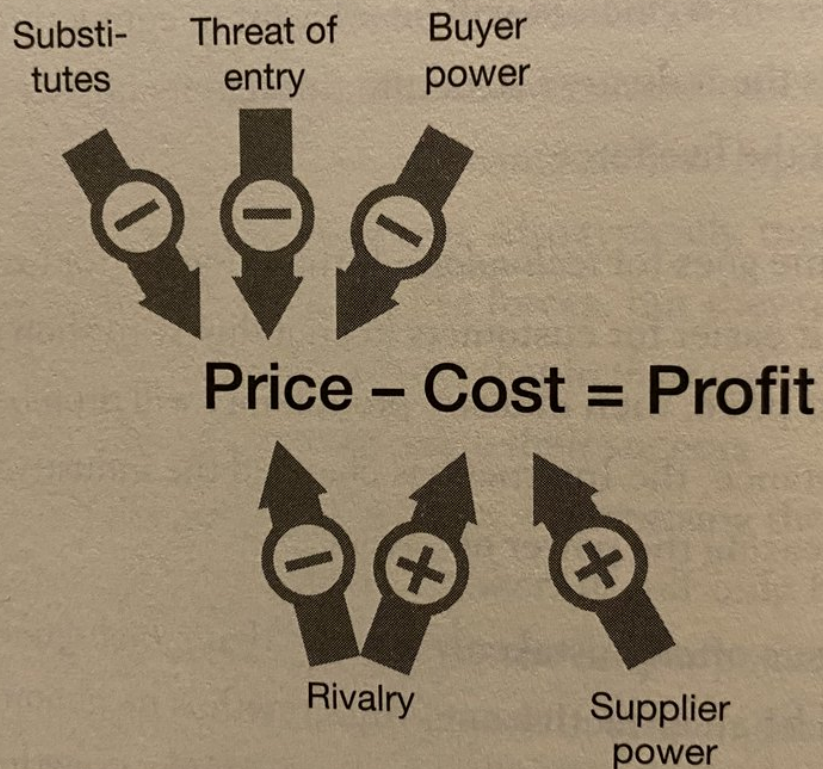
Understand how these 5 forces shape the market your product operates in:

1. Buyer bargaining power
2. Supplier bargaining power
3. Existing competitor rivalry
4. Threat of new entrants
5. Threat of substitute products

(ref: Understanding Michael Porter)

FIGURE 2-2

How the five forces impact profitability



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Helmer's 7 Strategic Powers

Be intentional about these powers as you devise your product strategy

1. Scale Economies
2. Network Effects
3. Counter-Positioning
4. Switching Costs
5. Branding
6. Cornered Resource
7. Process Power

More:

<https://t.co/2qszCKRtFi>

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Stages of strategy maturity

1: We don't need a strategy

2: We need a strategy but don't have one

3: We have a strategy but it isn't articulated

4: We have an articulated strategy but execution is disconnected

5: We are cohesively executing on a known & rigorous strategy

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Jobs To Be Done (Christensen et al)

To innovate, you need to understand what jobs your customers are hiring your product for. Look beyond the obvious utility of your product. I like how JTBD emphasizes customer psychology & creative execution.

More:

<https://t.co/9Kcclr3iUi>

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Basic criteria for product comms

When communicating about your product (e.g. on your website, blog post, pdf case study, product video), make it easy for customers to get an answer these questions

1) What does it do?

2) Is it for me?

3) How good is it?

4) Should I act now?

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Team diagnosis framework

Are we defining the product right?

Are we defining right, but not building it fast?

Are we defining right, building fast, but not at desired quality?

Are we defining right, building fast, at desired quality, but not with expected business impact?

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The 3 levels of product work

1. The Execution level

2. The Impact level

3. The Optics level

Very important, esp. for product leaders to be intentional about the level at which they (and others) need to operate in a given context.

Related thread:

<https://t.co/PBMMYTvcGe>

An example I see often:

PM fixated on Execution

Has to make compromises
(justified, execution is hard)

Is proud of upcoming launch
("I executed against major odds")

VP/CEO reviews it
(& is fixated on Impact)

Tells PM product not good enough

Launch is a no-go
(PM frustrated)

— Shreyas Doshi (@shreyas) March 12, 2021

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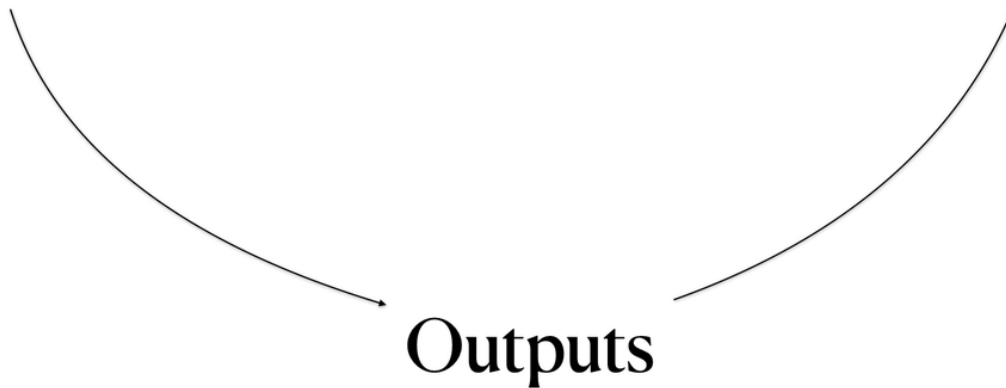
Inputs-Outputs-Outcomes

Product management is about collecting the right Inputs, converting them to the right Outputs, so we can get to the right Outcomes.

Like the 3X framework, this framework can help product people make better, context sensitive observations & decisions.

Inputs

Outcomes



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Take the perennial question of how to evaluate a Product Manager's impact.

The vast majority (easily >90%) of companies don't have a good answer to this question.

Here's how you might use the Inputs-Outputs-Outcomes framework to answer this question:

<https://t.co/Aeqs6vy6Bq>

Business impact is critical to evaluate, but it can in many cases lag well beyond the evaluation duration.

So here's the framework I use to evaluate a PM's overall caliber (it can work well on situation #1 teams, but less effective as the org devolves into situation #2)

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— Shreyas Doshi (@shreyas) December 31, 2020

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Basic B2B Product Strategy Framework

Your B2B product strategy must rigorously answer these 3 questions:

- 1) What customer segments are we targeting?
- 2) What differentiation will we create for them?
- 3) How will we reach these customers?

Related:

<https://t.co/Vsj4ux2NQy>

Short thread on the strategy questions you need to answer for B2B products:

(a strategy primer in 10 tweets)

— Shreyas Doshi (@shreyas) April 19, 2021

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Agreed Target Quality Framework (h/t Jeff Seibert)

Very effective for proactively & rigorously addressing Eng/Design/PM conflict when building a product.

Instead of litigating 100s of details just before launch, discuss upfront the quality level you are aiming for (and why)

THE AGREED TARGET QUALITY FRAMEWORK



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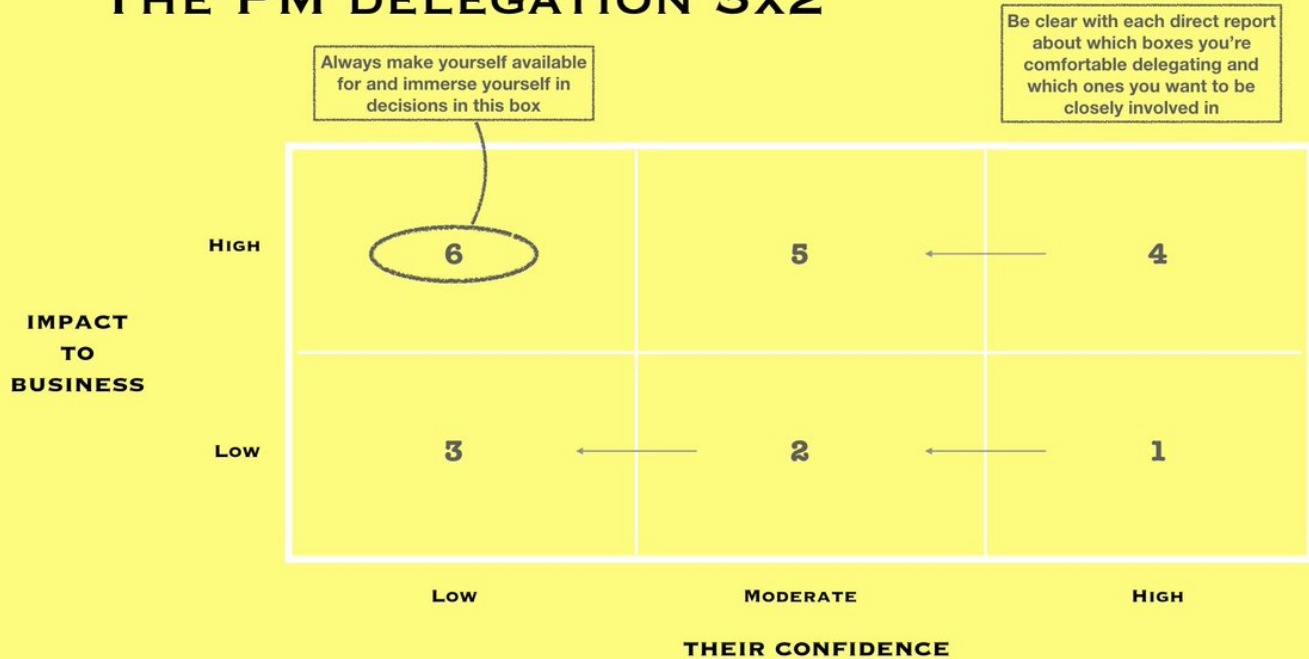
Delegation Framework (h/t Keith Rabois)

This framework is especially useful for senior product managers & leaders to create clarity on the decisions team members can make on their own and the decisions you'd like to make with them.

Learn more here:

<https://t.co/uQ9xrYIIv9>

THE PM DELEGATION 3x2



© 2018 Shreyas Doshi

This 3x2, which I've adapted from a framework by [@rabois](#), is something I draw for my direct reports early on in the relationship.

Along the X-axis is their own confidence level on a decision and on the Y-axis is the impact to the business (positive or negative) of that decision. pic.twitter.com/GUev2cylcQ

— Shreyas Doshi (@shreyas) [October 26, 2018](#)

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LNO Effectiveness Framework

This framework improved the quality of my life as a PM & my work more than anything else I've encountered.

The main insight is that all your tasks are not created equal. There are 3 types of PM tasks:

- 1) Leverage
- 2) Neutral
- 3) Overhead

L



~10X

Leverage

N



~1X

Neutral

O



<1X

Overhead

Before taking on a task, identify what type of task it is. Take more time than you would for Leverage tasks, and create the time to do that by taking less time for Neutral & Overhead tasks.

(especially imp't for senior PMs & leaders)

Concrete example here

<https://t.co/5jviCX8IAm>

A nonspecific PM's to-do list, before using the LNO Effectiveness Framework:

(not including the 4 hours of meetings they have today) pic.twitter.com/UPAZ0Pqii1

— Shreyas Doshi (@shreyas) [February 2, 2020](#)

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The 3 Essential Senses of a PM

1. Execution sense
2. Analytical sense
3. Product sense

It is important for PMs to understand these senses, identify their superpower, identify any liabilities & be intentional about their growth.

To learn more:

<https://t.co/NZmSOBFfSV>

THE 3 ESSENTIAL SENSES OF A PM



The 3 Essential Senses of a PM pic.twitter.com/hzeu1XiXCP

— Shreyas Doshi (@shreyas) [October 26, 2018](#)

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The 10-30-50 PM

To make a major impact with your products, accelerate your career, get the opportunity to lead other PMs & create tremendous career optionality, aim to become a 10-30-50 PM: top 10% in one of the senses, top 30% in another one, and top 50% in the third.

A 10-30-50 PM



To learn more, check out this thread:

<https://t.co/JmG1Le6h6u>

Now we can answer why Alice has risen so fast while her peers are stuck on the PM Career Treadmill.

[pic.twitter.com/LXFe0EekkN](https://t.co/LXFe0EekkN)

— Shreyas Doshi (@shreyas) [October 26, 2018](#)

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Components of Product Sense

Product sense has 3 components:

1. Cognitive Empathy
2. Domain Knowledge
3. Creativity

To improve product sense, work on each of these.

Thread on Cognitive Empathy for PMs:

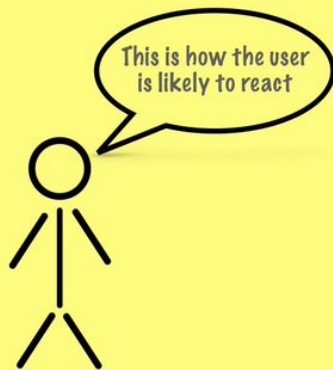
<https://t.co/HWrOoR9Thw>

To learn more:

<https://t.co/XSruO2bQWh>

THE KEY ELEMENTS OF PRODUCT SENSE

Empathy

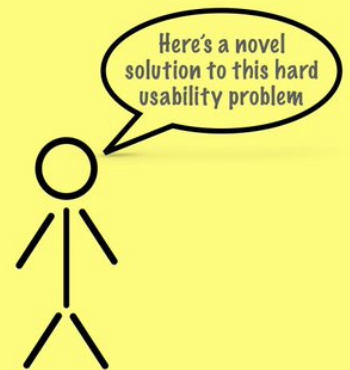


Domain knowledge

(Customers, Competition, Technology..)



Creativity



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Empathy is the most valuable product skill

Why?

It's vital for correct product decisions

It's useful at all granularities: from strategy to UI copy

It's crucial in execution too: project mgmt, sales..

Empathy in action feels like magic. Like magic, it can be learned

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— Shreyas Doshi (@shreyas) August 7, 2020

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Scope/Impact matrix for PM career growth

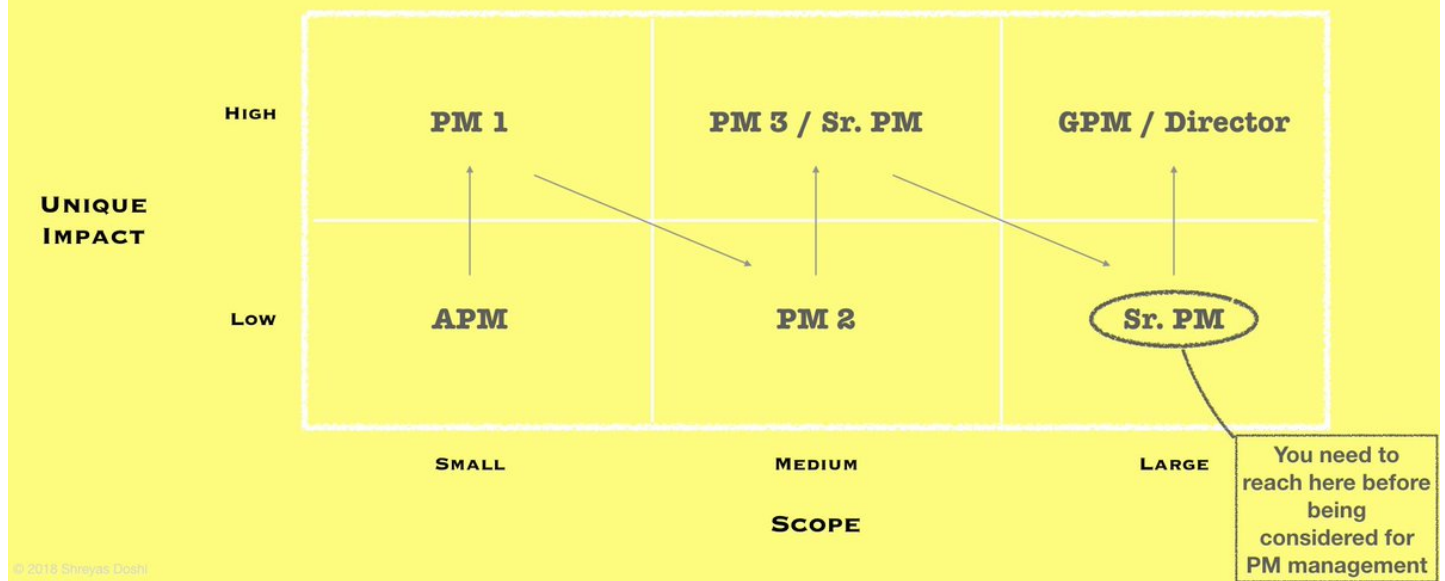
At any point in your PM career, you're managing a certain amount of product scope and you have a specific degree of unique impact.

And you grow by alternately increasing your impact and your scope.

For more:

<https://t.co/CQo0zfGyHk>

THE PM SCOPE & IMPACT MATRIX



In almost any job, you'll have to check these 3 boxes to get ahead. pic.twitter.com/jqn9qs4Ff3

— Shreyas Doshi (@shreyas) October 26, 2018

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The SMART framework for PM feedback

Product leaders should give level-specific guidance on:

Skills—to build/enhance

Mindset—to be more effective e.g. high agency

Activities—to improve product/team

Results—expected Outputs+Outcomes

Training—resources to achieve all this

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Types of Product Managers (Sachin Rekhi)

- 1) Builders
- 2) Tuners
- 3) Innovators

As a hiring manager, create clarity (for yourself first & then for candidates) on what primary type (or primary hat, if you wish) is best suited for a given role

More here:

<https://t.co/z1d4A742f6>

Three types of Product Managers, per [@sachinrekhi](#):

- 1) Builders
- 2) Tuners
- 3) Innovators

I really like this framework because it's quite accurate without being too prescriptive.

The blog post: <https://t.co/n78PRrGpZA>

My high-level thoughts: [U0001f447U0001f3fe](#)

— Shreyas Doshi (@shreyas) [November 16, 2020](#)

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Types of Product Leaders

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

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

More

<https://t.co/cV1CwQ7gIY>

First, why it is important that we understand these types:

- for startup founders: so you can hire the right type of product leader
- for PM leaders: for self-awareness & combating imposter syndrome
- for PMs: to pick right type of manager & plan your own leadership journey

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

Okay, this is where I will stop for now.

Reply to this tweet with any great frameworks I missed.

■■■■■

Back to the top of this thread:

<https://t.co/5Xz9YcyUyS>

A thread of product management frameworks:

(this might be useful if you are a product manager, product leader, or founder)

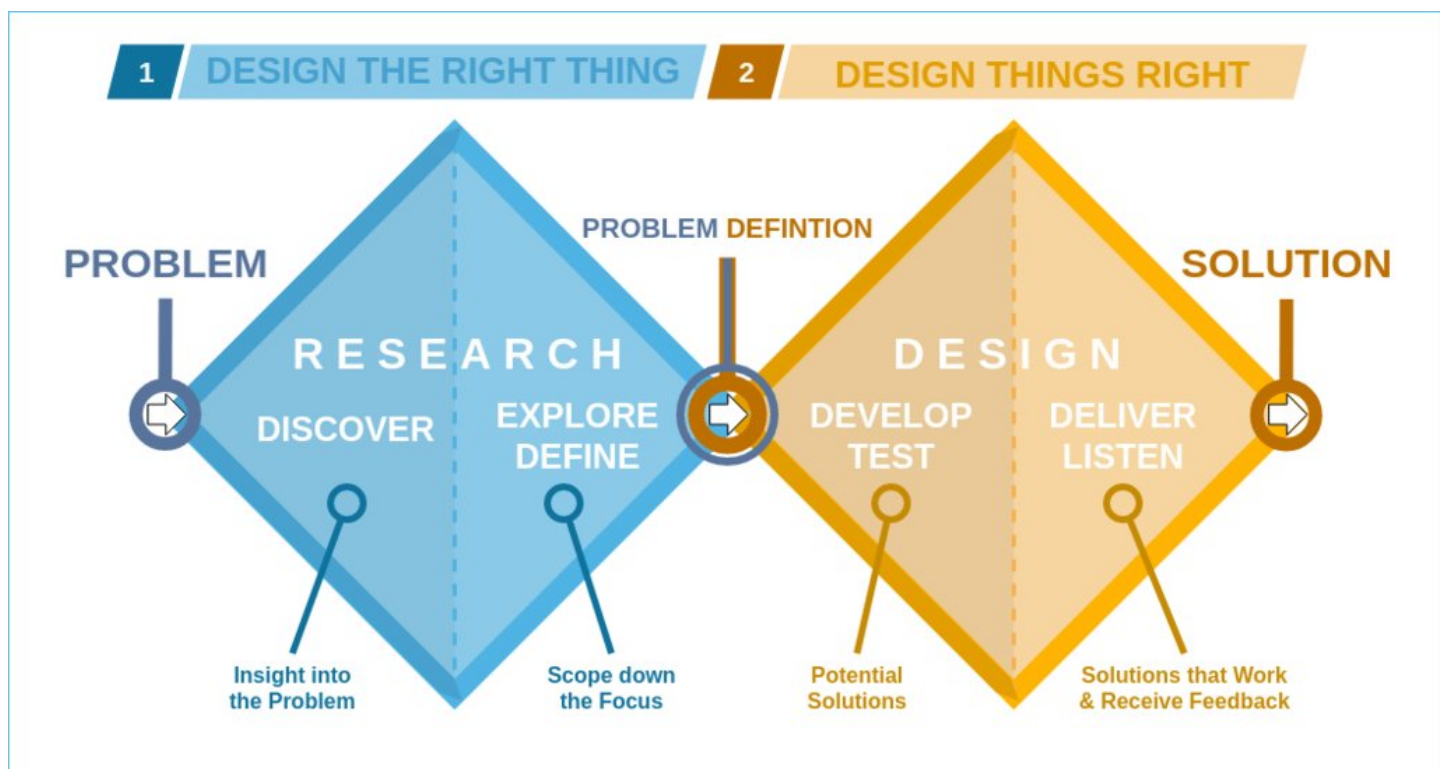
— Shreyas Doshi (@shreyas) [May 30, 2021](#)

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Double Diamond process

This is a practical Diverge-Converge framework that's useful for ambiguous product discovery. Likely the most salient part here is the vocabulary to help get stakeholders on the same page & avoid rushing the discovery process.

<https://t.co/XAqrm4mZV6>



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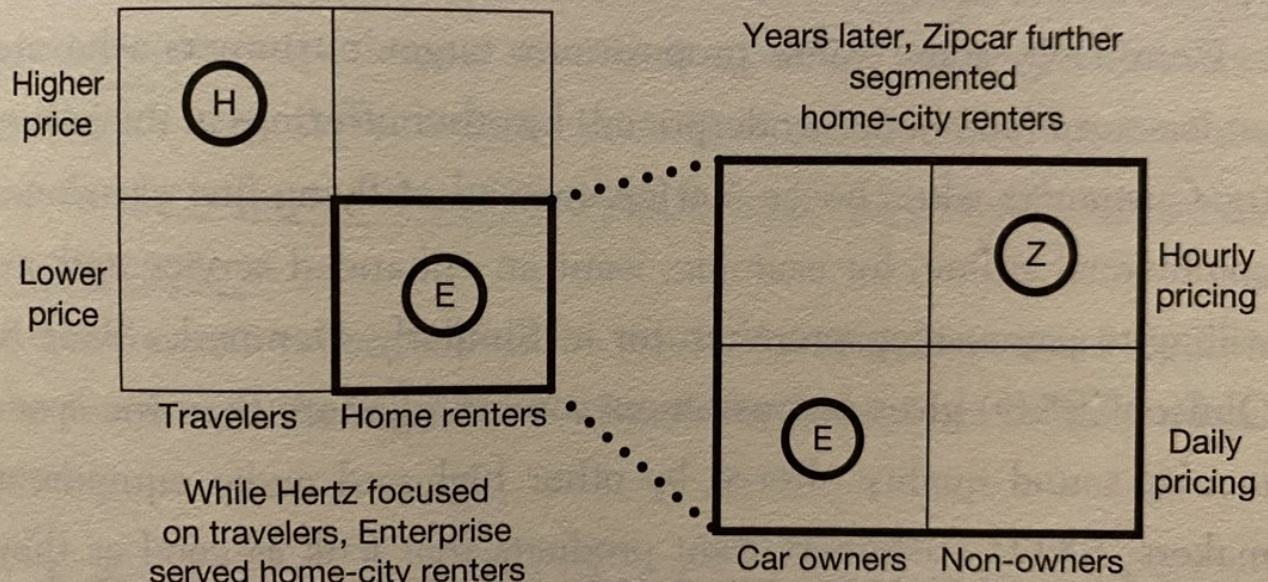
Segmentation & positioning maps

A vital product strategy lesson that many PMs miss: your customer segmentation should be tailored to your product & its category. Generic axes (e.g. SMB vs enterprise) are usually not super-useful.

A+ example from Understanding Michael Porter

FIGURE 4-2

Positioning maps



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Possible stages of Prod Mgmt in a company

Stage 0: No-PM

Stage 1: Do-No-Harm

Stage 2: PM-As-Leverage

Stage 3: PM-Takeover

None of these is the "right" stage, it all depends on the specifics of the company & its challenges. But avoid reaching Stage 3 too early, it's not fun.

STAGES OF PROD MGMT AT COMPANIES

Everybody PMs.
Don't need PMs.



STAGE
0

NO-PM

Alright let's try out
this PM thing. Pls
don't screw it up
though.



STAGE
1

DO-NO-HARM

Okay, we get it. PM can
be super-valuable. Let's
get more org-wide
leverage from PM.



STAGE
2

PM-AS-LEVERAGE

PMs run the show
around here. All other
functions pretty much
work for Prod Mgmt.



STAGE
3

PM-TAKEOVER

Some PMs actively seek highly "PM-Driven" companies i.e. Stage 3, not realizing that product work at such companies is either not actually fun or the products produced are mediocre at best. More here:

<https://t.co/9VP96NDPxn>

Really, Stage 3 is not fun, especially for PMs who want to build superb products. pic.twitter.com/hokbf6Ex6c

— Shreyas Doshi (@shreyas) June 21, 2020

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Four Types of Product Risk (Cagan)

1. Value risk
2. Usability risk
3. Feasibility risk
4. Business viability risk

Learn more here:

<https://t.co/mstqXV0pEV>