

Designing a Product Culture

Brad Eiben



How do companies with
strong cultures compare
in revenue growth?

4x

<https://www.forbes.com/sites/benjaminlaker/2021/04/23/culture-is-a-companys-single-most-powerful-advantage-heres-why/?sh=759179fe679e>

How did companies on
Glassdoor's *Best Places to
Work* list perform vs. market?

115.6%

<https://kaplansolutions.com/article/the-impact-of-organizational-culture-on-business-success#:~:text=Forbes%20notes%20that%20companies%20who%20have%20strong%20cultures,believe%20that%20culture%20is%20a%20potential%20competitive%20advantage.>

Other studies show the impact is much larger for startups...

<https://womenexecutiveboard.com/financial-impact-culture/>



How many business leaders
believe culture is important?

82%

How many actively build culture?

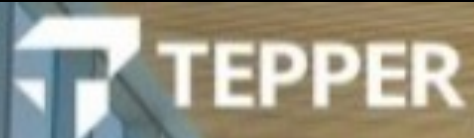
How many do it well?



“Every good startup is a cult...”

- Keith Rabois (PayPal, LinkedIn, Square...)

About Your Narrator...



Brad Eiben 

Building Product Managers @ Carnegie Mellon | Executive Director,
MS in Product Management Program | Lean Thinking | Design
Thinking | Cultural Transformation



Carnegie Mellon University -
Tepper School of Business





THE TOYOTA WAY



THE BESTSELLING CLASSIC — COMPLETELY UPDATED

THE

TOYOTA WAY

2ND
EDITION

14 MANAGEMENT PRINCIPLES
FROM THE WORLD'S GREATEST MANUFACTURER

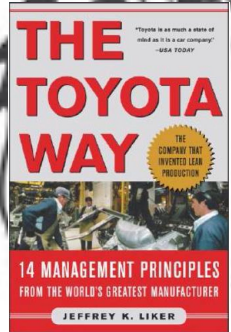
JEFFREY K. LIKER

Family-Owned

Tech Startup

Mid-Sized

Academia



**Carnegie
Mellon
University**

Tepper School of Business +
School of Computer Science
MS in Product Management

Why this topic?

What is culture?



ACTIVITY

Generate a list of the most negative workplace cultural traits you've seen...

How did this culture affect your performance?

How might we avoid this?

Integrity

We take the high road by practicing the highest ethical standards and honoring our commitments. We take personal responsibility for our own actions.

Quality

We strive for first-time quality and continuous improvement in all that we do to meet or exceed the standards of excellence stakeholders expect of us.

Safety

We value human life and health above all else and take action accordingly to maintain the safety of our workplaces, products and services. We are personally accountable for our own safety and collectively responsible for each other's safety. In meeting our goals for quality, cost and schedule, we do not compromise safety.

Diversity & Inclusion

We value the skills, strengths and perspectives of our diverse team. We foster a collaborative workplace that engages all employees in finding solutions for our customers that advance our common business objectives.

Corporate Citizenship

We are a responsible partner, neighbor and citizen to the diverse communities and customers we serve. We promote the health and wellbeing of [REDACTED] people, their families and our communities. We protect the environment. We volunteer and financially support education and other worthy causes.

Stakeholder Success

By operating profitably and with integrity, we provide customers with best-value innovation and a competitive edge in their own markets; enable employees to work in a safe, ethical environment, with a highly attractive and competitive mix of pay and benefits, and the ability to further share in the company's success; reward investors with increasing shareholder value; conduct business lawfully and ethically with our suppliers; and help to strengthen communities around the world

Trust & Respect

We act with integrity, consistency, and honesty in all that we do. We value a culture of openness and inclusion in which everyone is treated fairly and where everyone has an opportunity to contribute.

Integrity

We take the high road by practicing the highest ethical standards and honoring our commitments. We take personal responsibility for our own actions.

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• Posters

• T-shirts

• Mugs

The image features a vibrant red background with a series of concentric circles. At the center is a solid dark blue circle. Overlaid on this blue circle is the text "That's all folks!" written in a white, cursive, handwritten-style font. The text is slightly tilted upwards from left to right. The overall aesthetic is reminiscent of classic animation end screens.

"That's all folks!"

AGENDA

Today's Problem

How might we design the right culture?

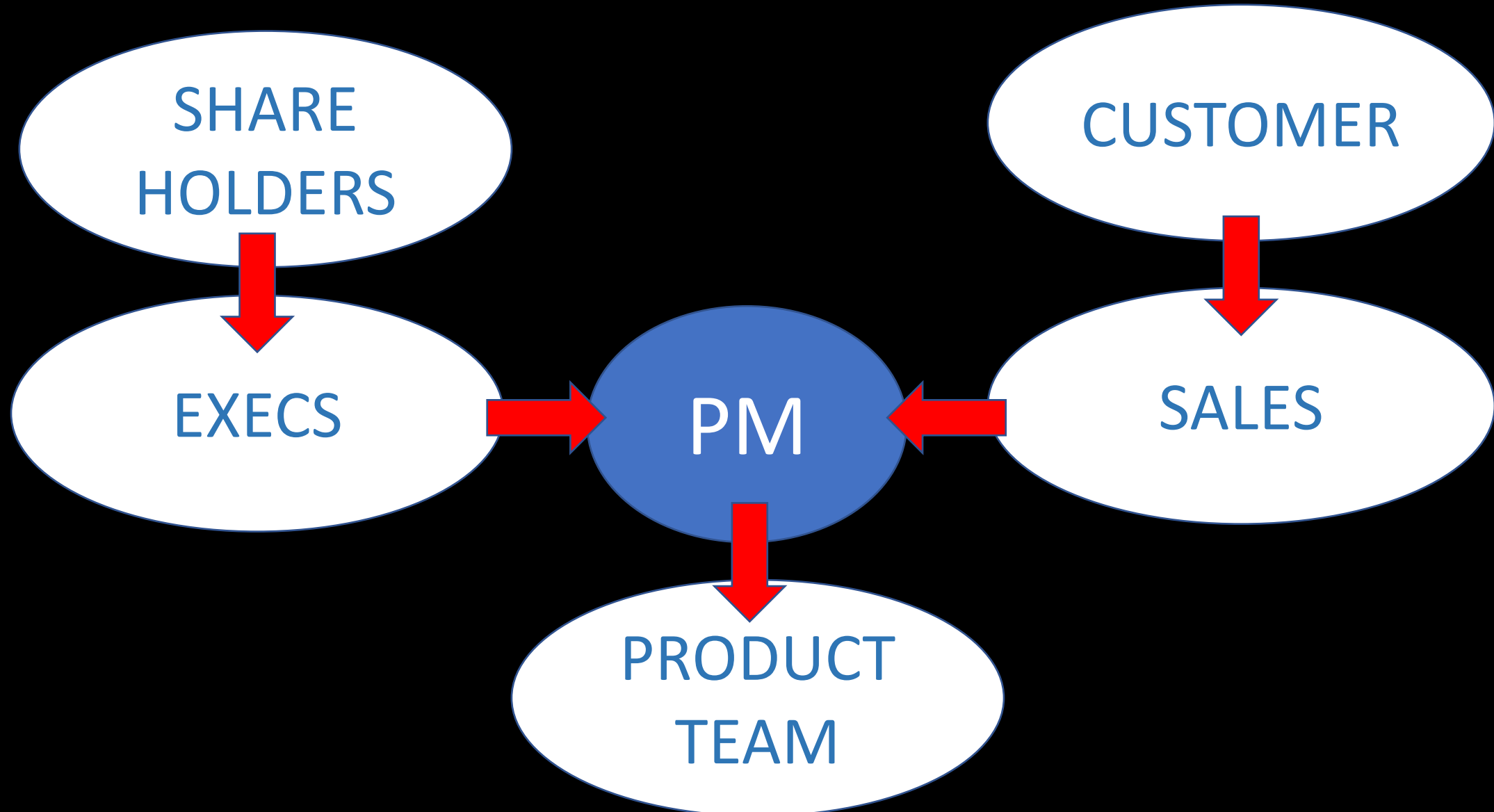
- MSPM Story
- Notable Examples

CUSTOMER

TEAM

SHARE
HOLDERS

What is Product Culture?



Employee Experience



My Mission...

@product.jet

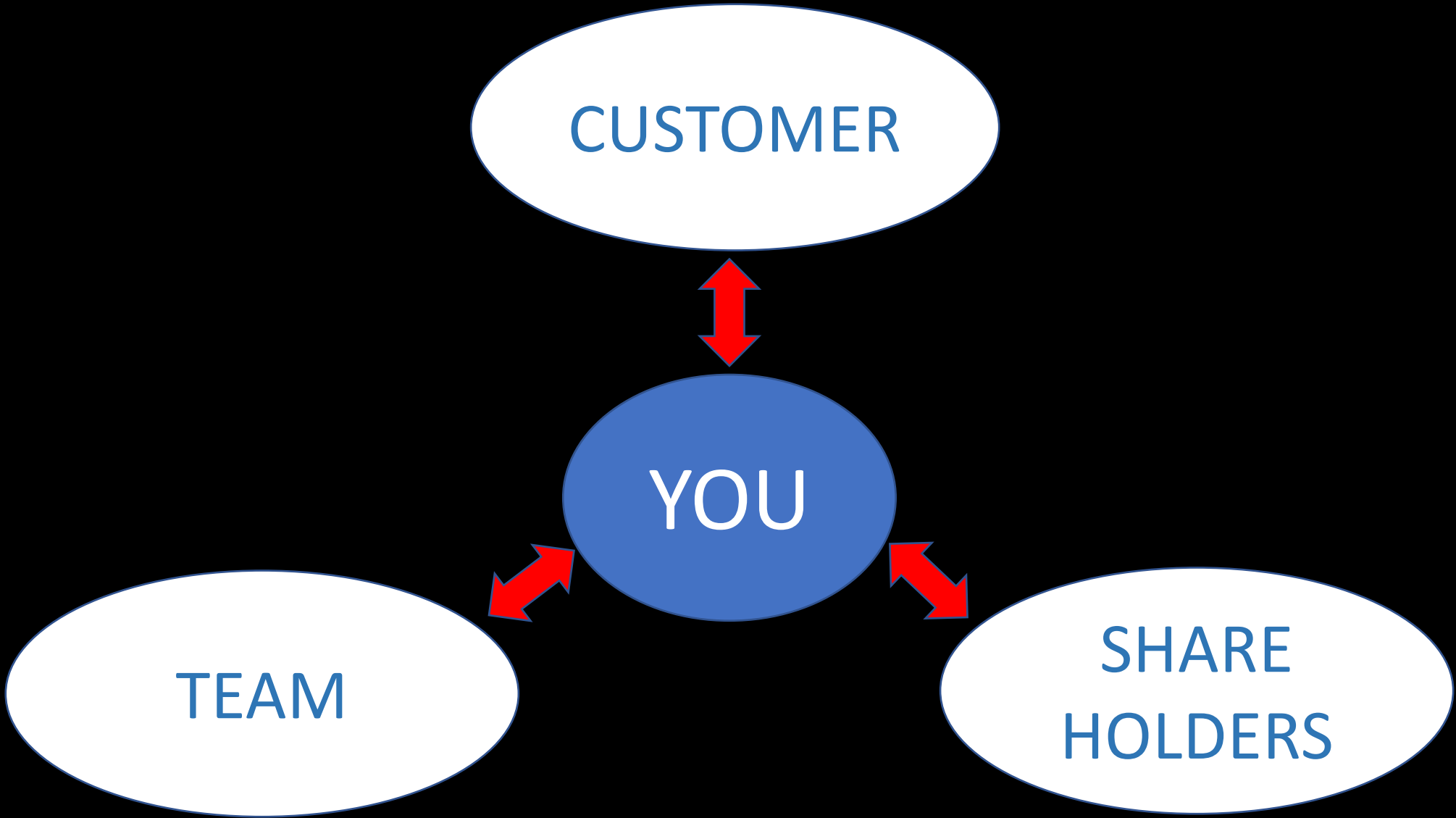
We need teams of
missionaries, not
teams of **mercenaries**

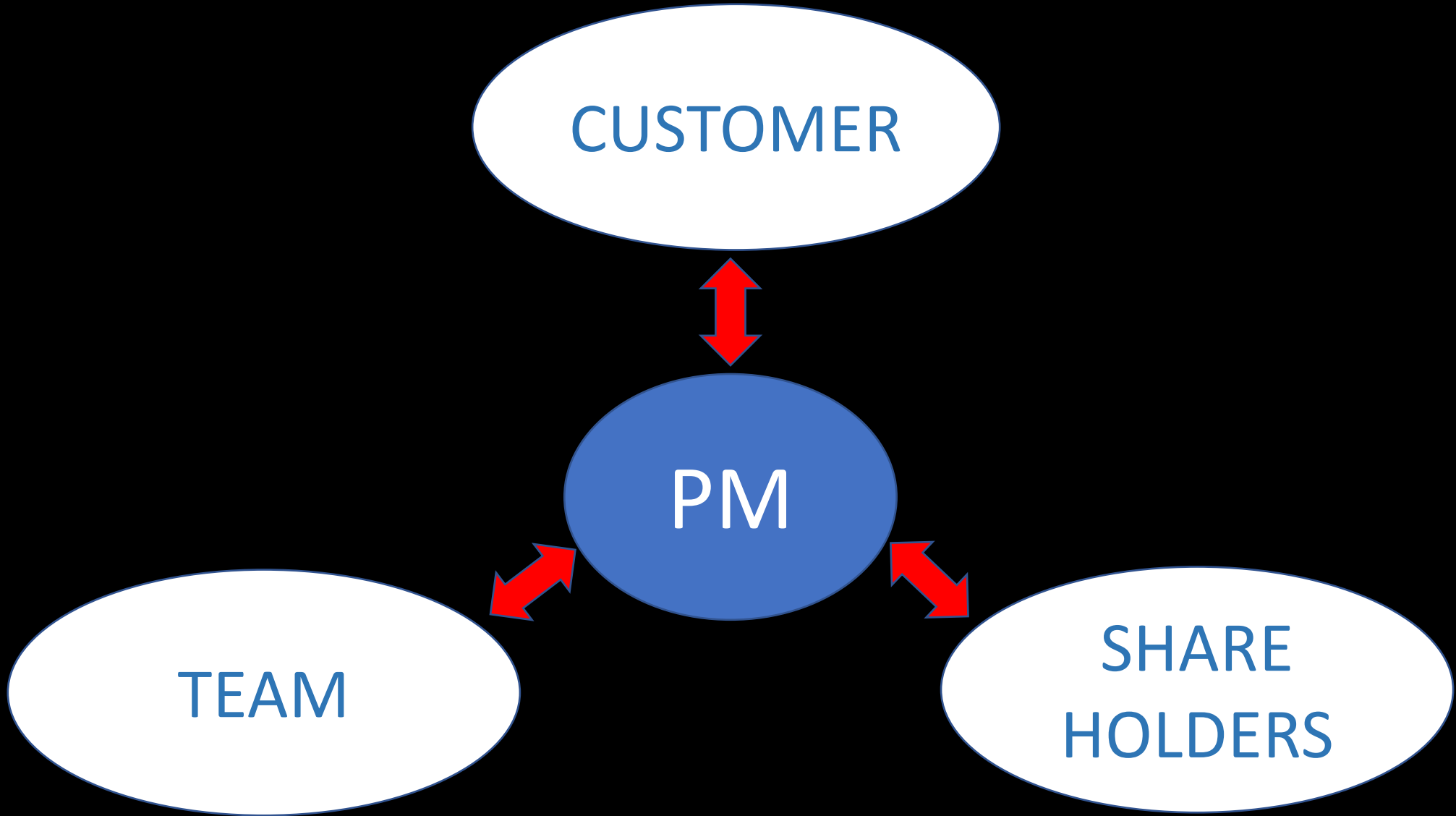
- John Doerr

CUSTOMER

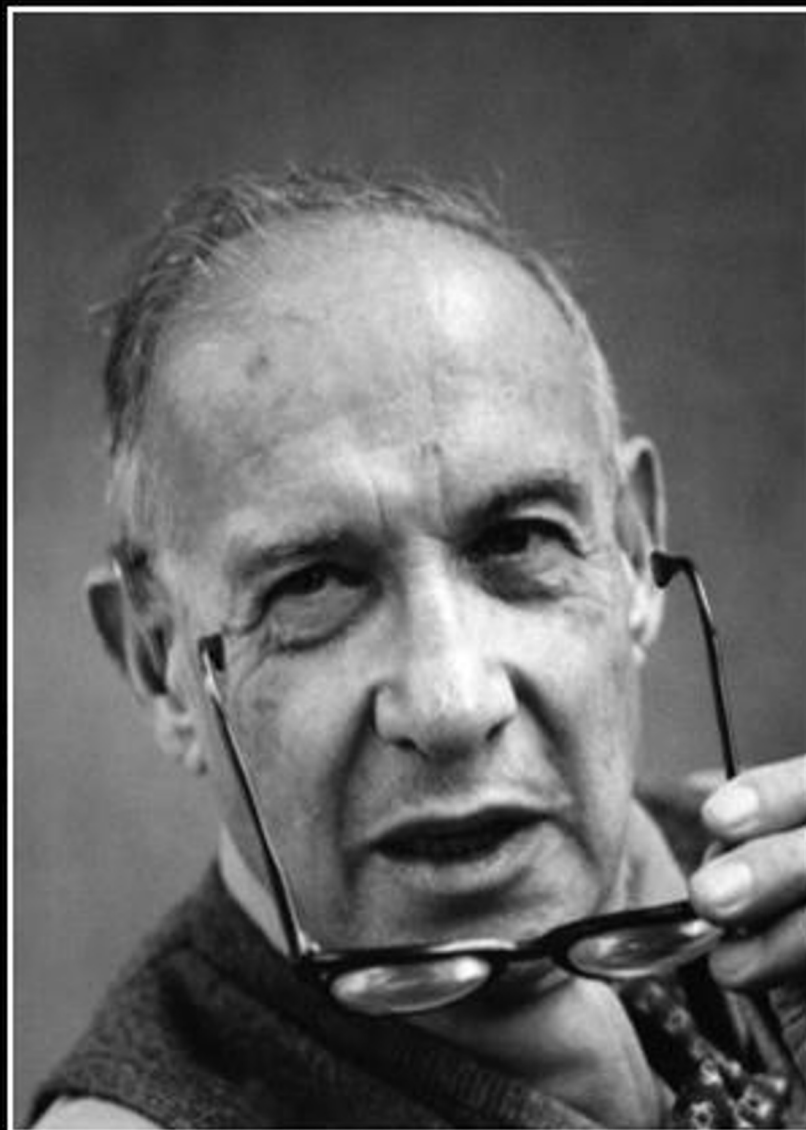
TEAM

SHARE
HOLDERS





Product culture
empowers the team to
solve the right problem



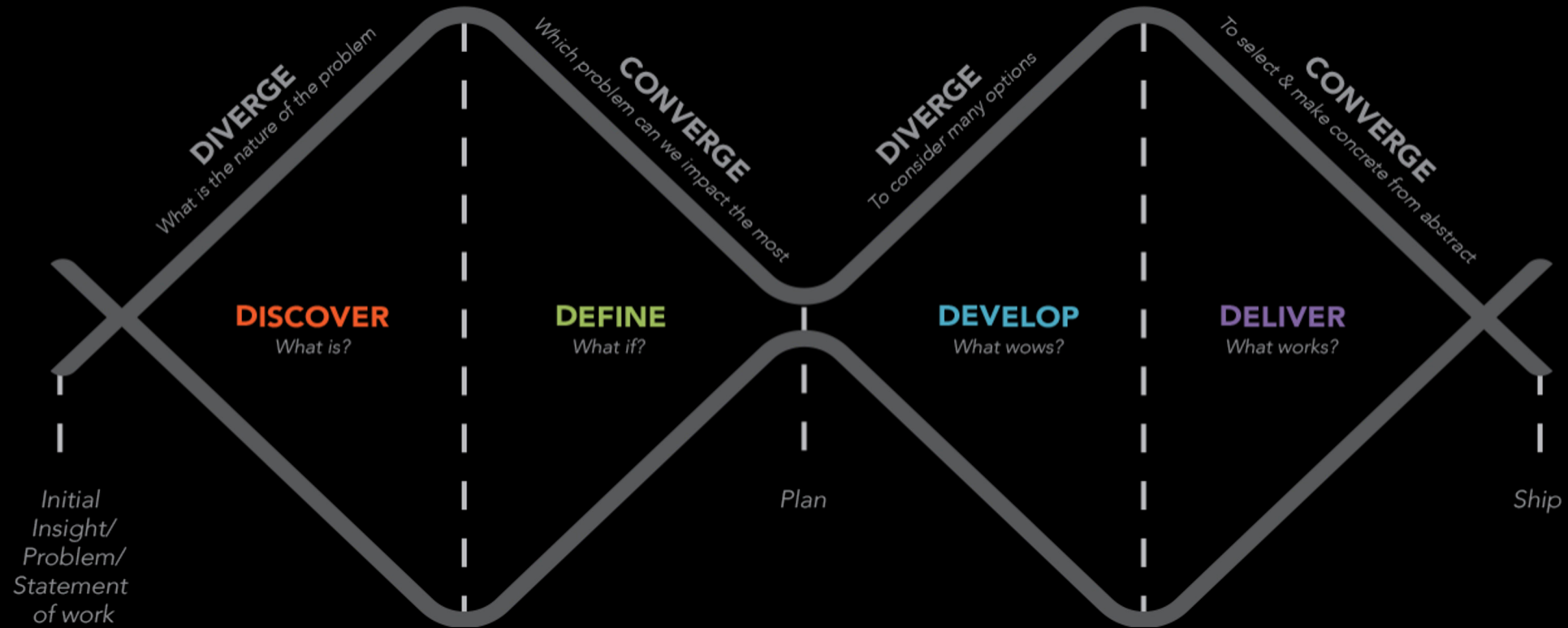
The manager who comes up with the right solution to the wrong problem is more dangerous than the manager who comes up with the wrong solution to the right problem.

— Peter Drucker —

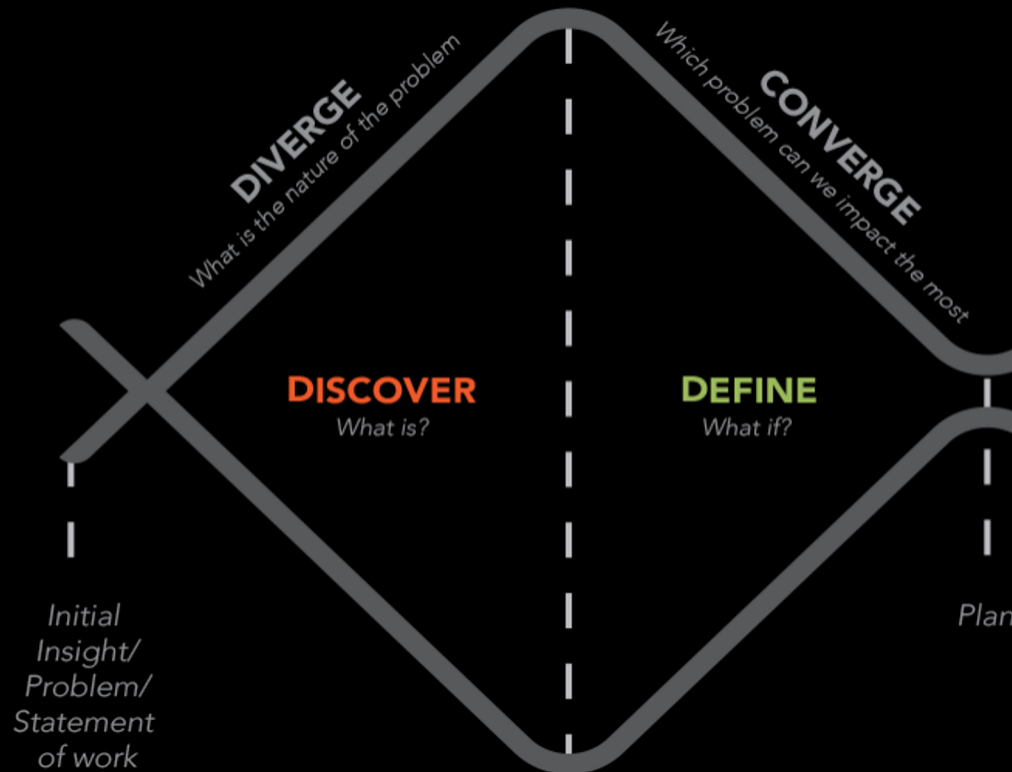
AZ QUOTES

DESIGN FRAMEWORK

Design Thinking Framework



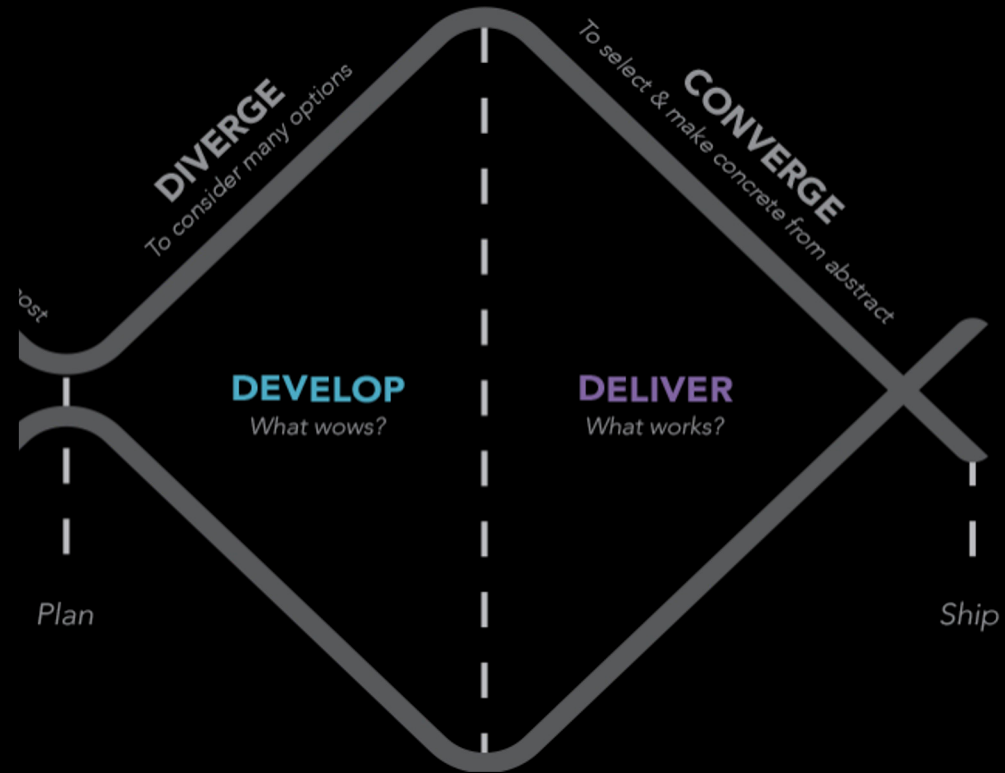
Design Thinking Framework



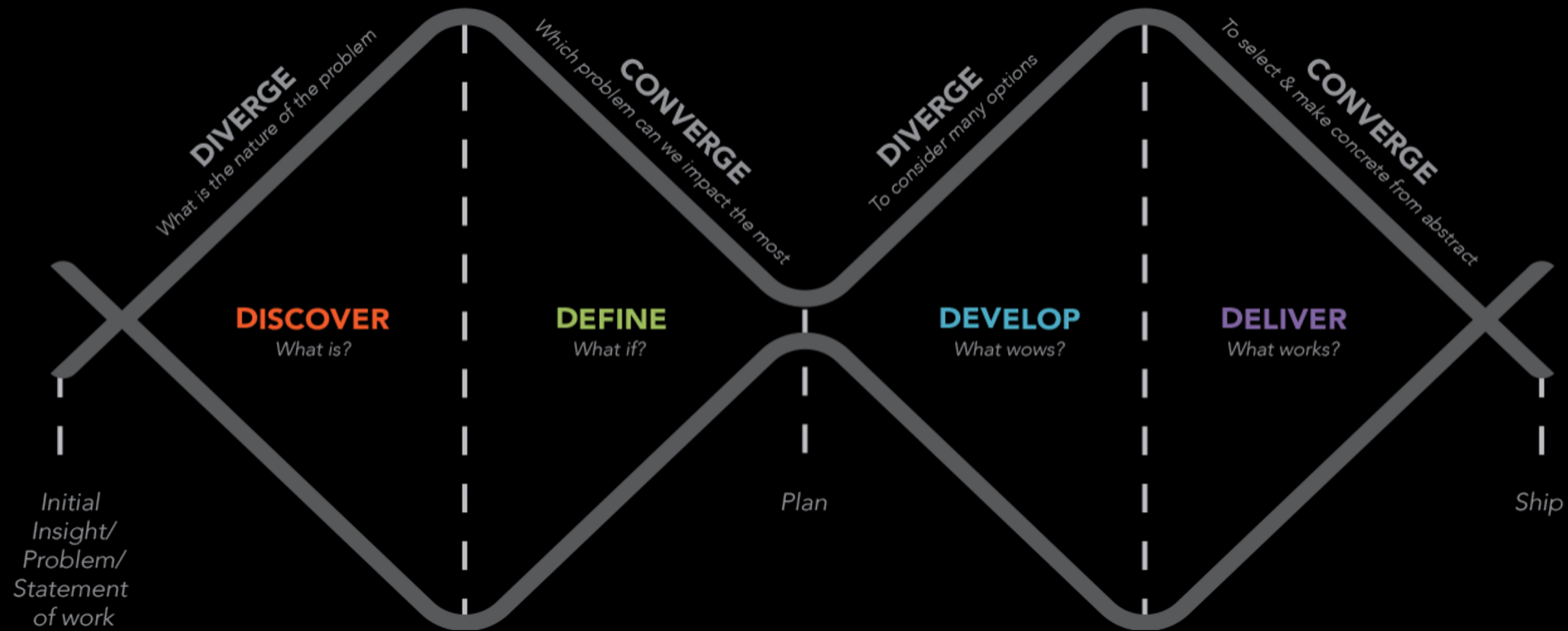
Problem
Space

Design Thinking Framework

Solution
Space



Design Thinking Framework

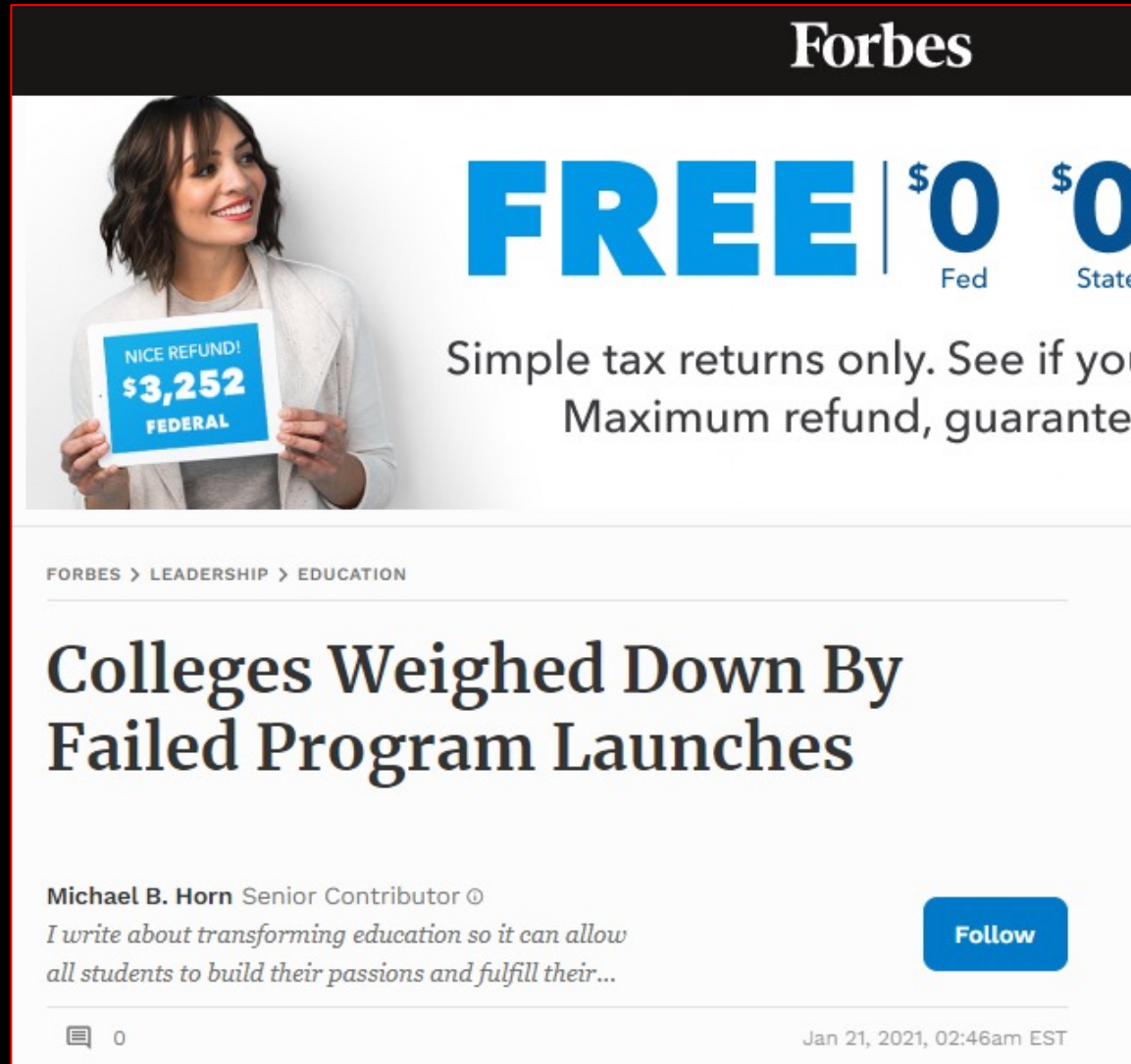


Iterate Throughout



STARTING POINT

2 in 3 academic programs fail...



Forbes

FREE | \$0 Fed | \$0 State

NICE REFUND!
\$3,252
FEDERAL

Simple tax returns only. See if you
Maximum refund, guaranteed

FORBES > LEADERSHIP > EDUCATION

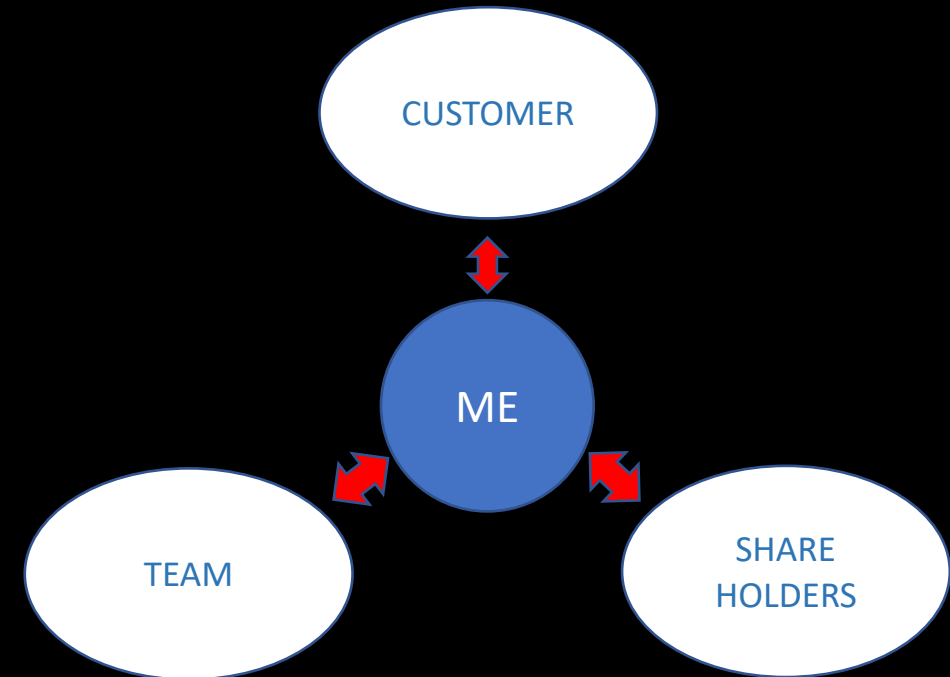
Colleges Weighed Down By Failed Program Launches

Michael B. Horn Senior Contributor ©
I write about transforming education so it can allow all students to build their passions and fulfill their...

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0

Jan 21, 2021, 02:46am EST





DISCOVER



Go see, ask why, show respect.

— *Fujio Cho* —

AZ QUOTES

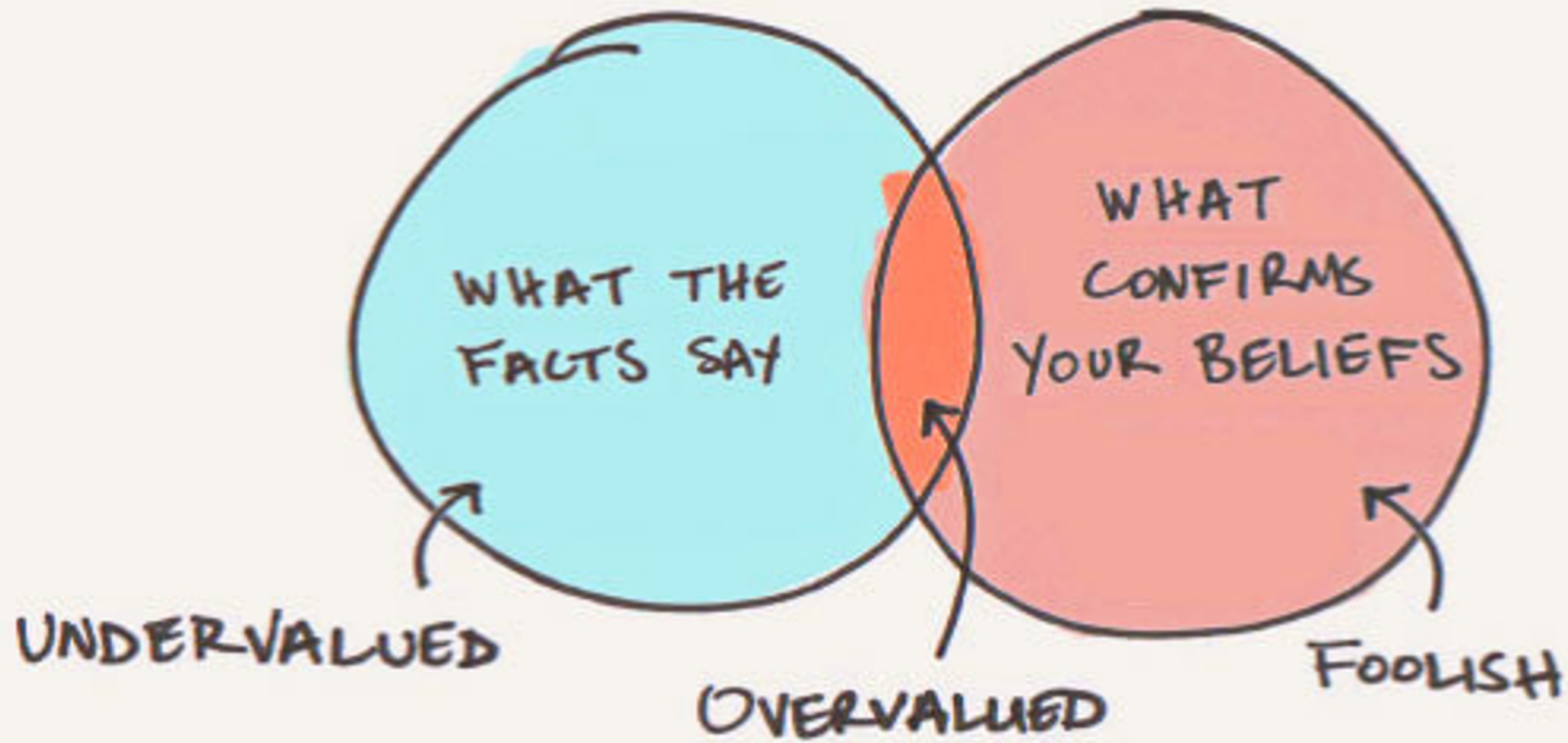
DISCOVER



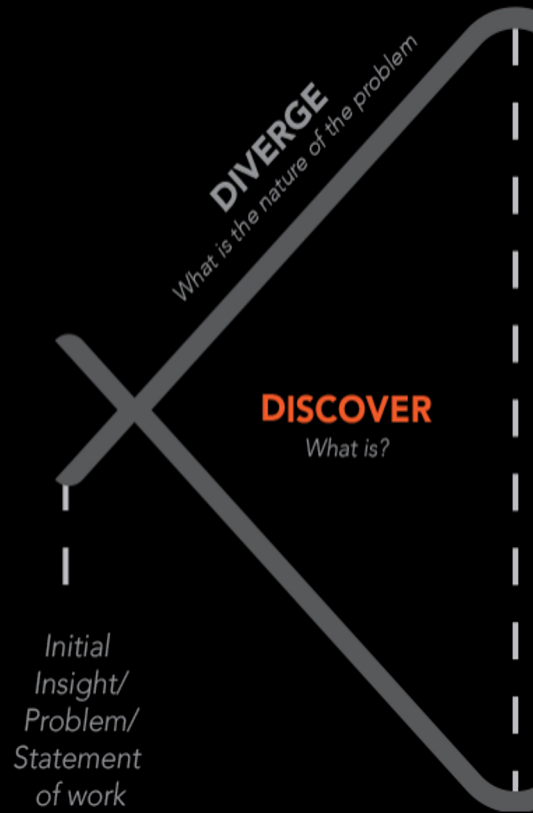
Goals:

- Collect Data
- Empathize
- Observe

THE CONFIRMATION BIAS



DISCOVER



Tactics:

- Stakeholder Mapping
- Contextual Interviews
- Surveys
- Observe & 5 Whys

Interviews & Surveys – Frustration Is Signal



<https://dlccs.com/legal-document-management-systems/>

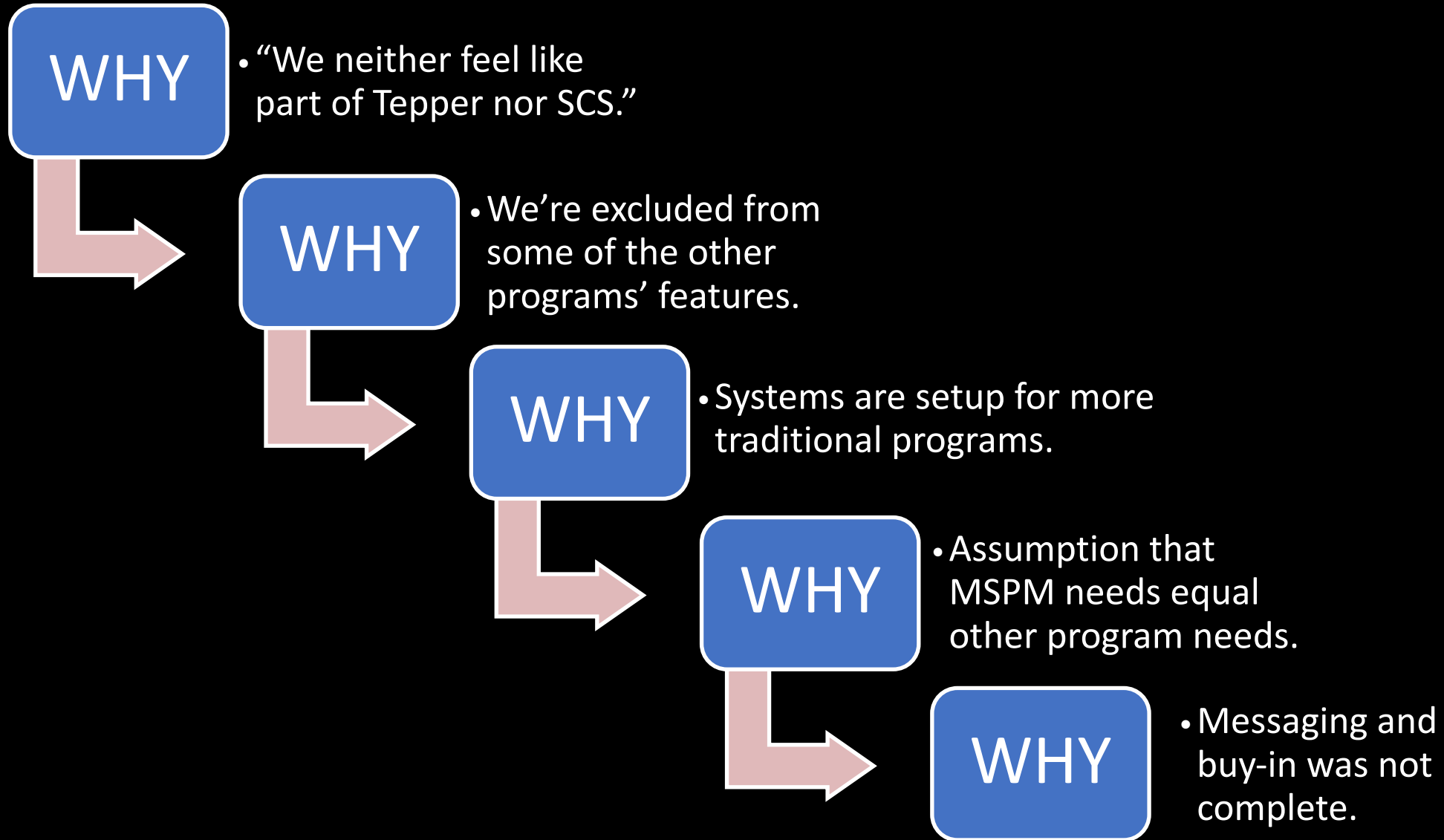
Typical Interview Themes

- “We’re acting unethically.”
- “Nobody listens to me.”
- “We have no structure.”
- “We aren’t properly equipped.”
- “I’m just a name and a number.”

Typical Interview Themes

- “Too much bureaucracy.”
- “I feel unsafe.”
- “We just do what the boss says.”
- “Our customers are underserved.”
- “We’ve always done it this way.”

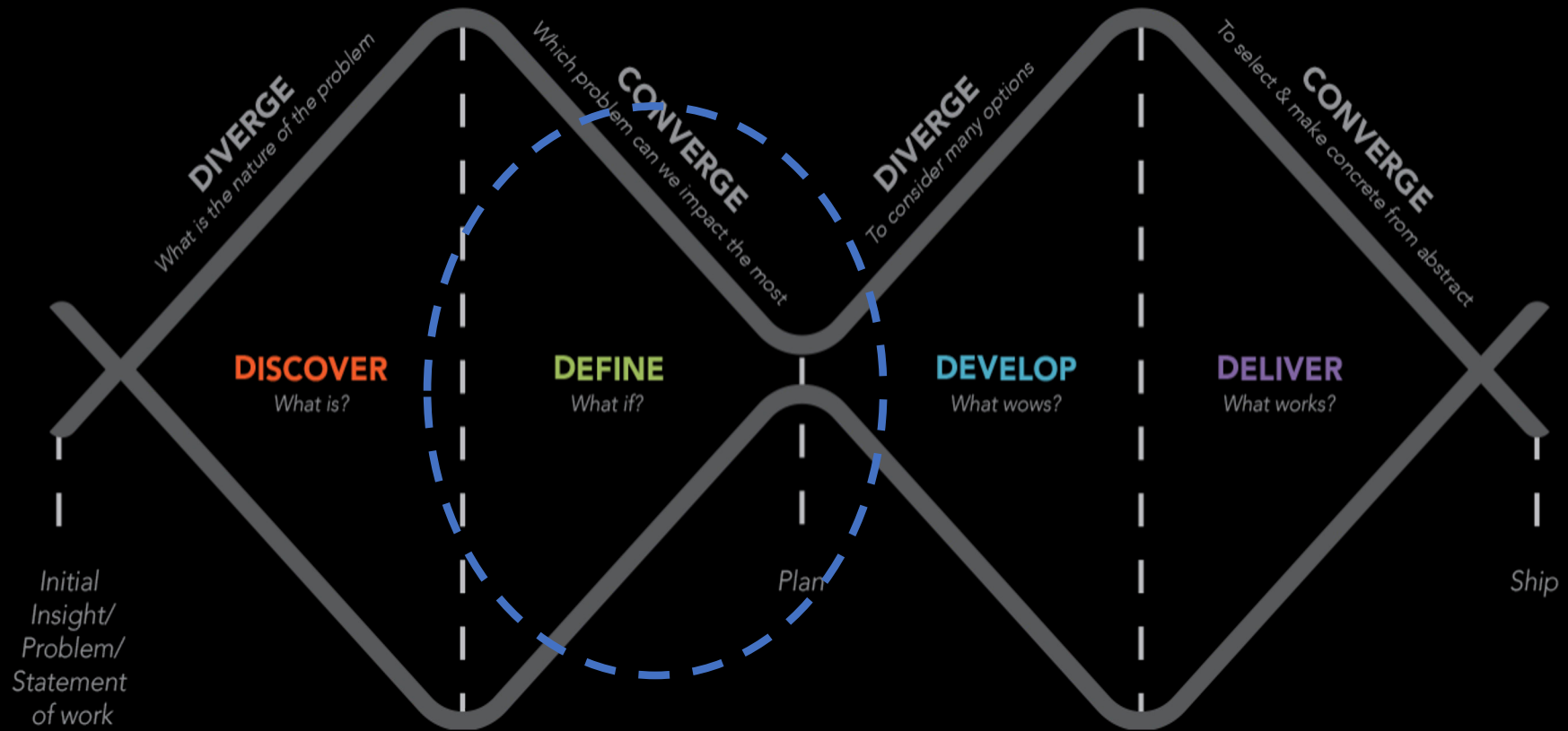
DISCOVER – 5 Whys



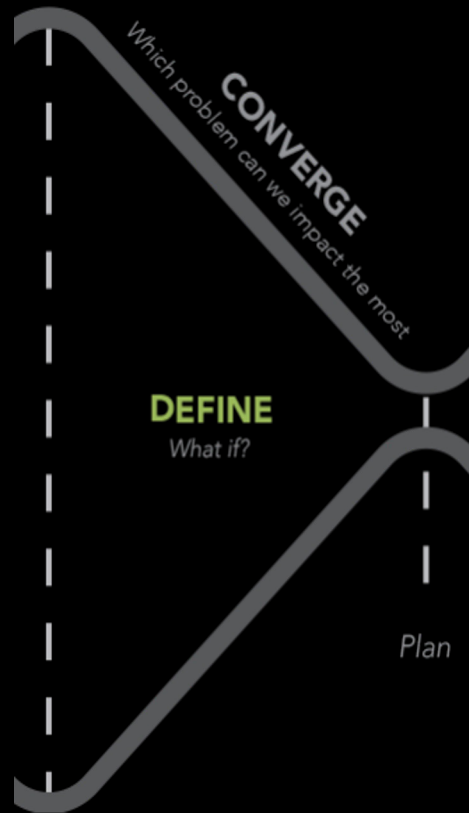


DEFINE

DEFINE



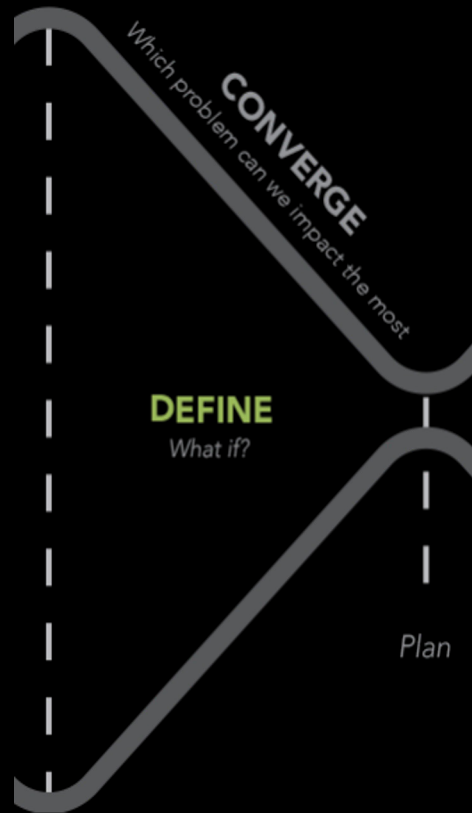
DEFINE



Goals:

- Compile
- Research
- Prioritize

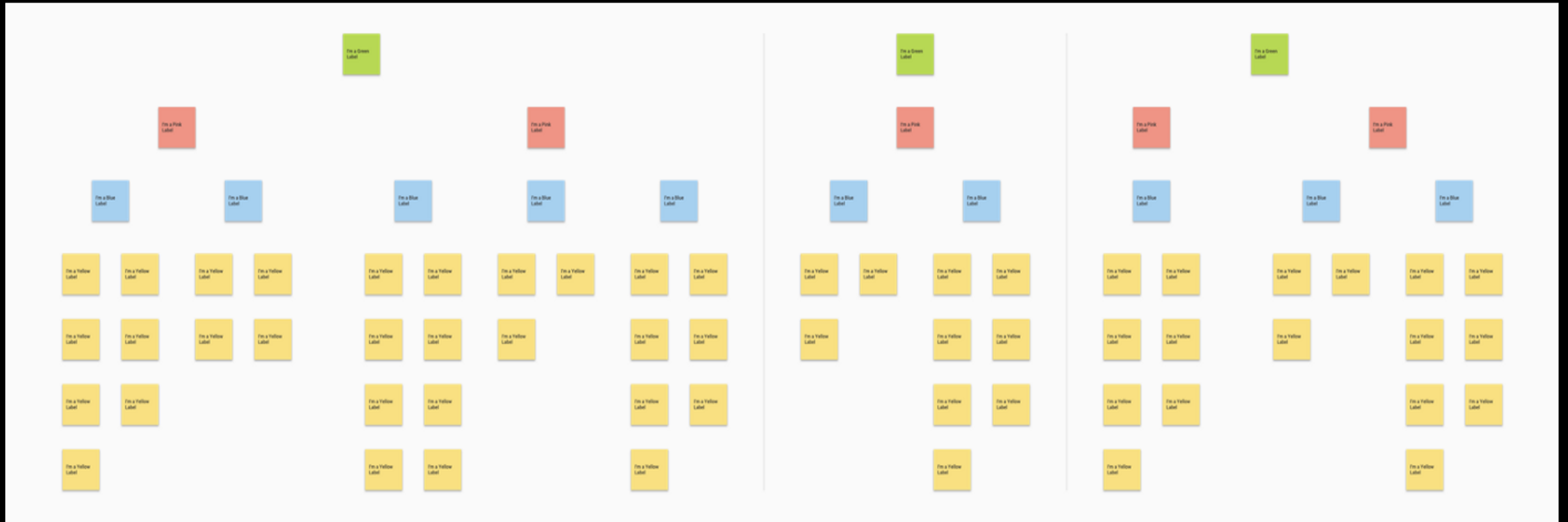
DEFINE



Tactics:

- Affinity Diagram
- Decision Matrix
- Madlibs

DEFINE - AFFINITY



MAD LIBS®

 *BOOKish* Mad Libs

There are many _____ ways to choose a/an _____ to
ADJECTIVE NOUN
read. First, you could ask for recommendations from your friends and
_____. Just don't ask Aunt _____—she only
PLURAL NOUN PERSON IN ROOM (FEMALE)
reads _____ books with _____-ripping goddesses
ADJECTIVE ARTICLE OF CLOTHING
on the cover. If your friends and family are no help, try checking out the
_____ Review in *The* _____ *Times*. If the _____
NOUN A CITY PLURAL NOUN
featured there are too _____ for your taste, try something a little
ADJECTIVE

POV Statement

[blank] **needs** [blank] **because** [blank]



Customer

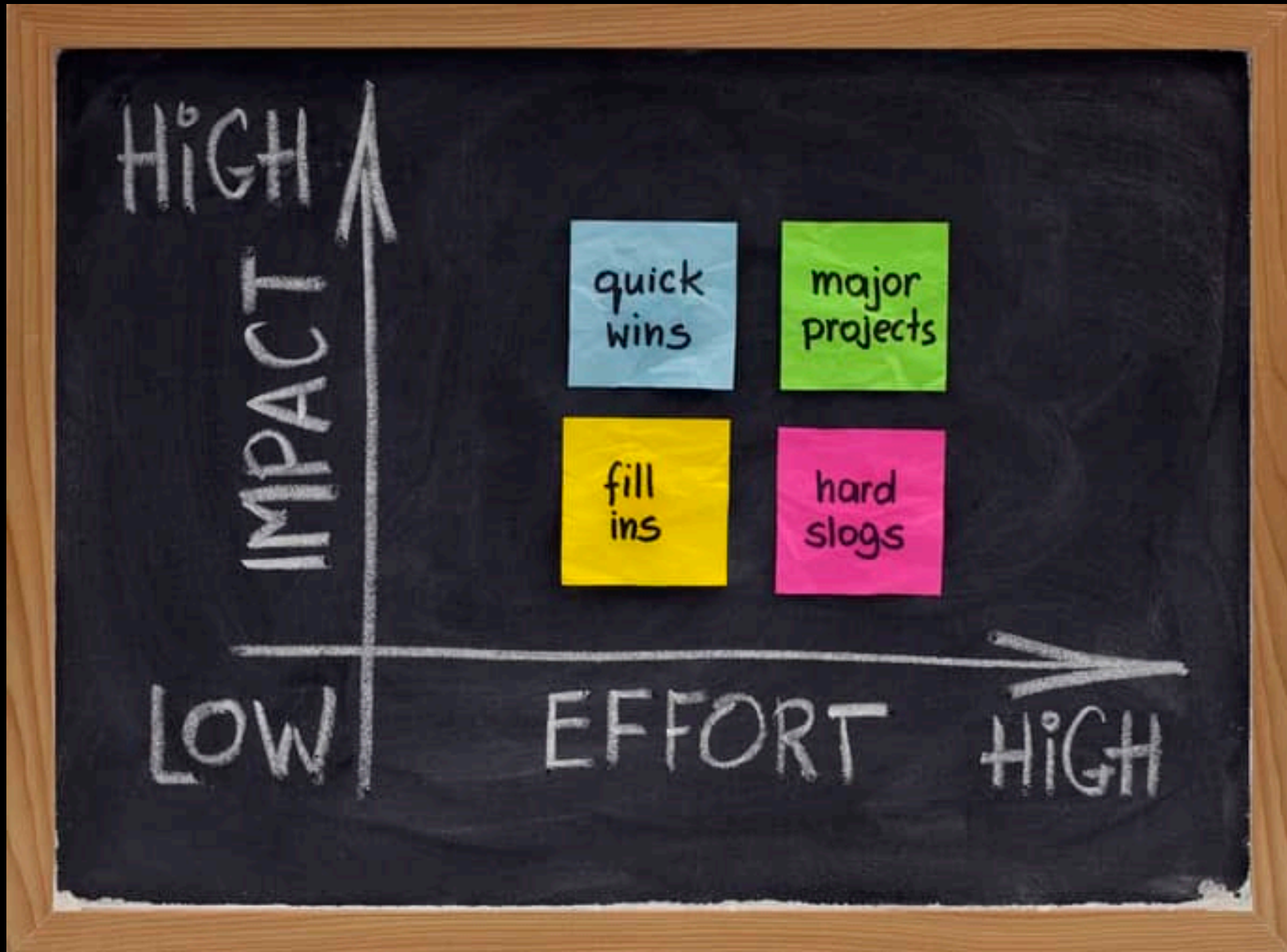


Unmet Need

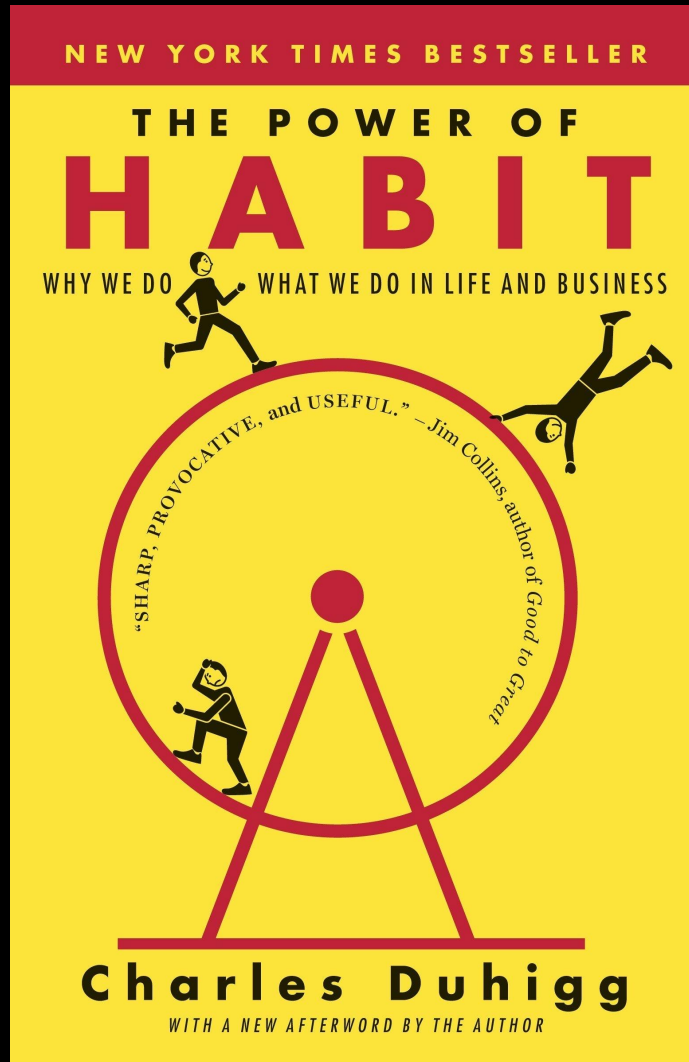


Goal

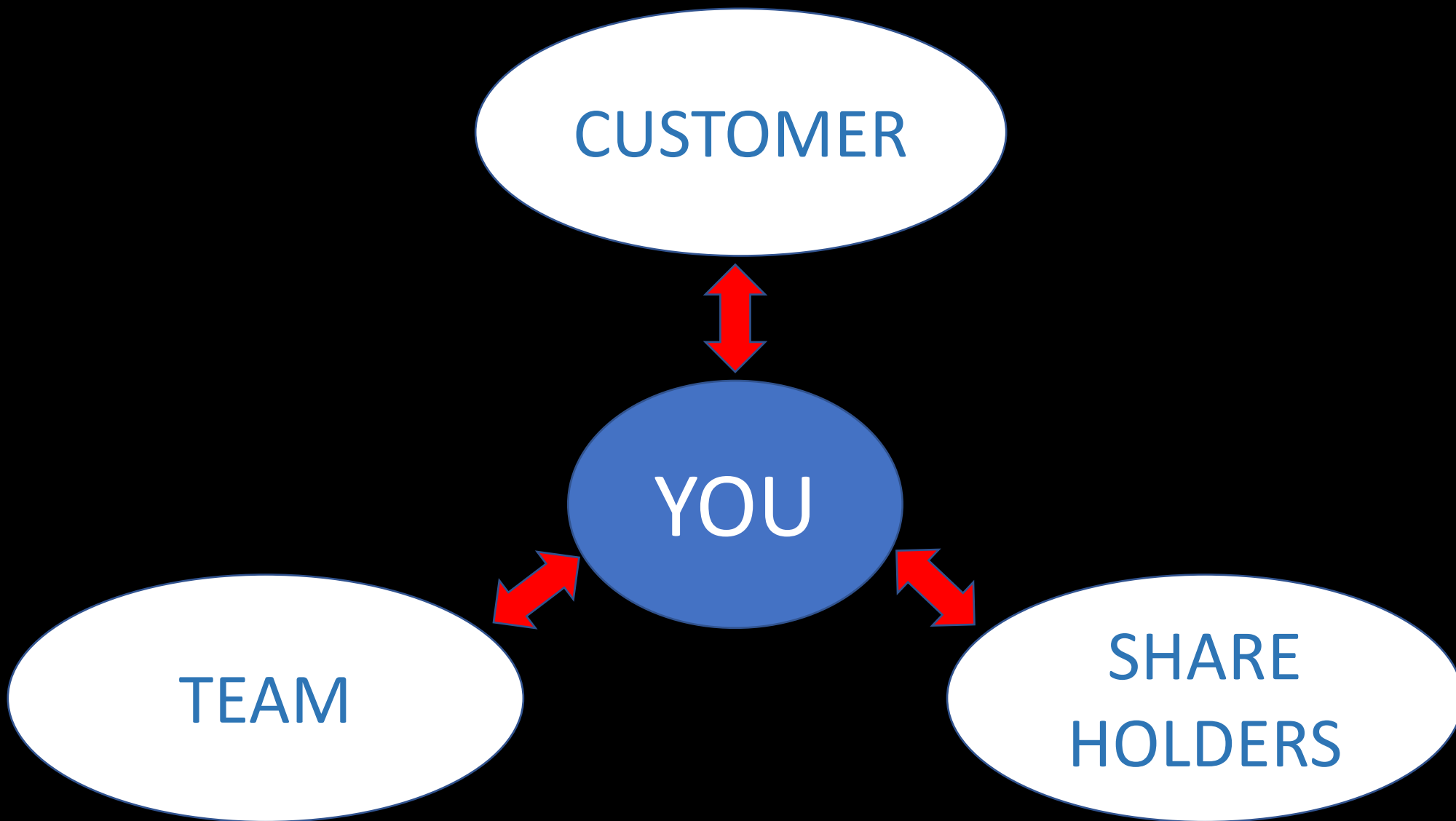
DEFINE



Potential Finding



"Anchor habits are like the keystones in an arch. They hold everything else in place. And once you change an anchor habit, everything else shifts along with it."





SHARE
HOLDERS

- Differentiation
- Positioning
- Create a Vision



CUSTOMER

- Build unique features for unique needs.
- “Feel” sense of belonging.



TEAM

- Transparency
- United front
- Empowered to experiment



DEVELOP

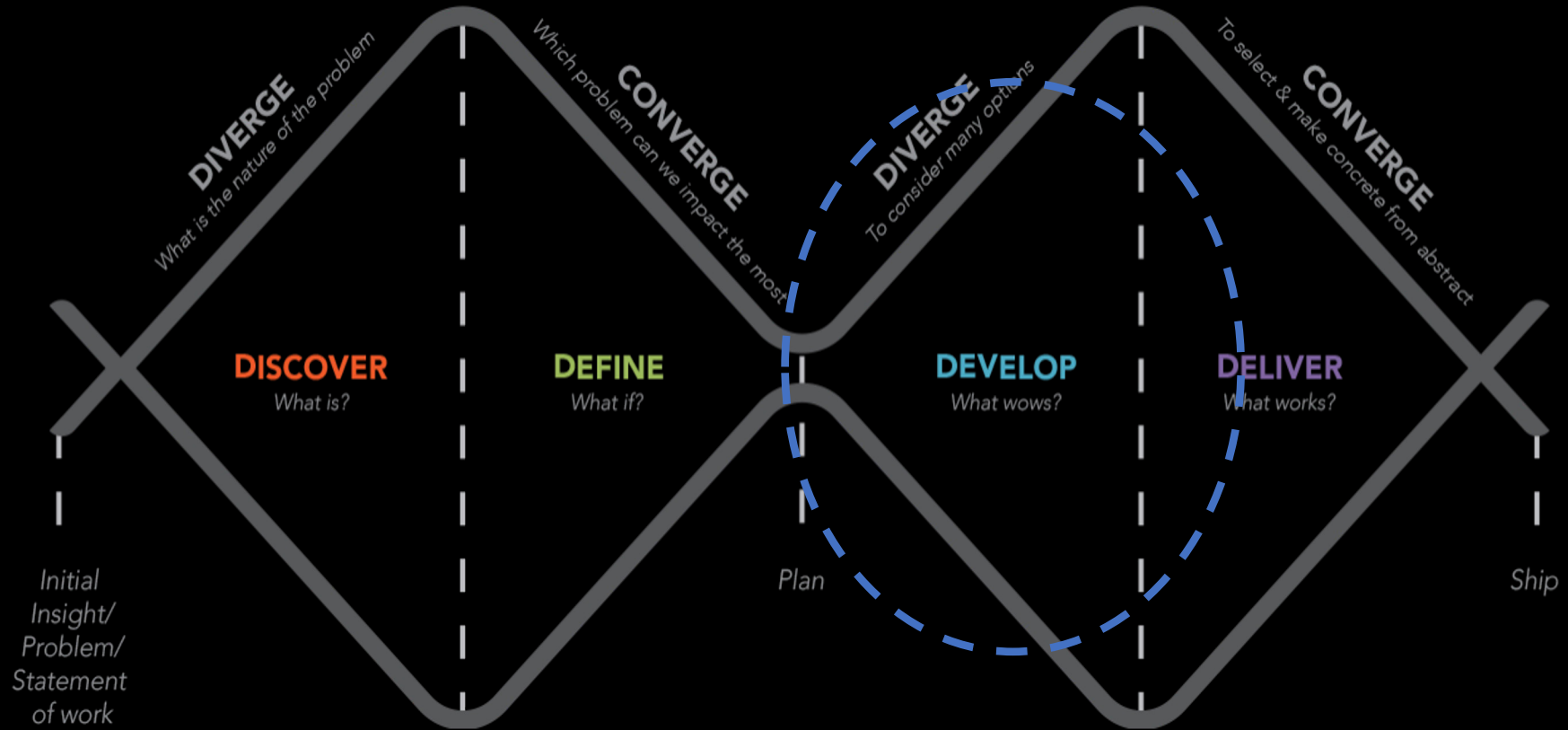


The best way to have a good idea is
to have a lot of ideas.

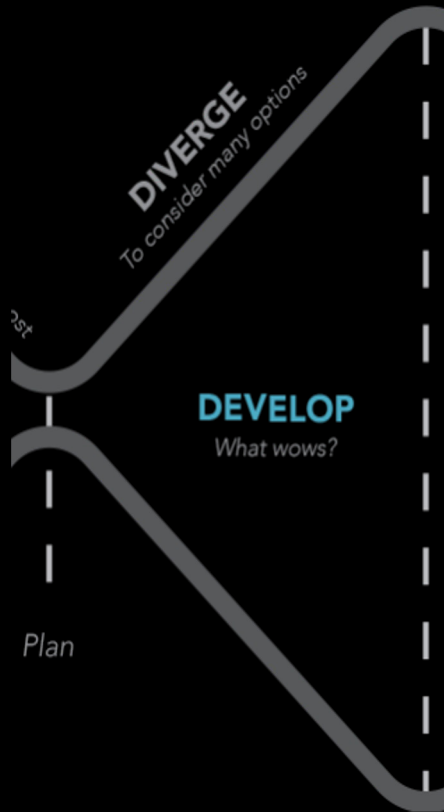
— *Linus Pauling* —

AZ QUOTES

DEVELOP



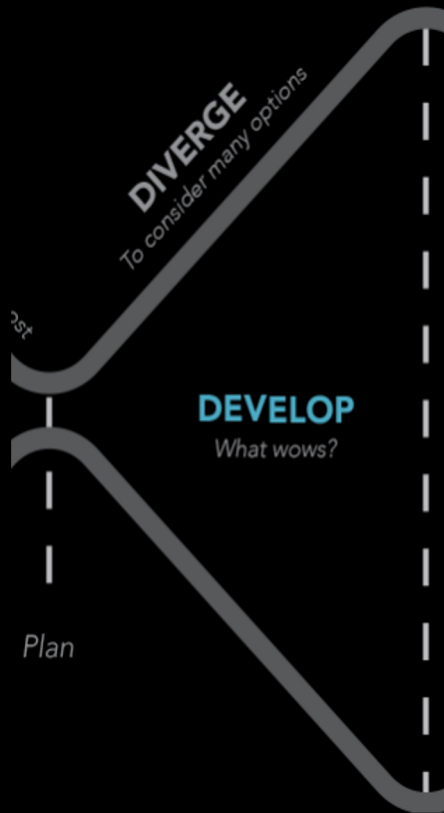
DEVELOP



Goals:

- Research
- Ideate
- Experiment

DEVELOP



Tactics:

- “Prototype”
- How Might We

DEVELOP



DEVELOP



“Socialization > Selection”

- Adam Grant

DEVELOP



MCC-Toolkit-MSPMs

Home

Modules

Announcements

Assignments

NameCoach

Zoom

Recent Announcements



Take Action: Fall Career Fairs

Pay attention to the CMU campus wide ...

Posted on:

Aug 28, 2023, 9:47 AM

MCC Toolkit for MSPMs

MSPM

Tepper School of Business +
School of Computer Science

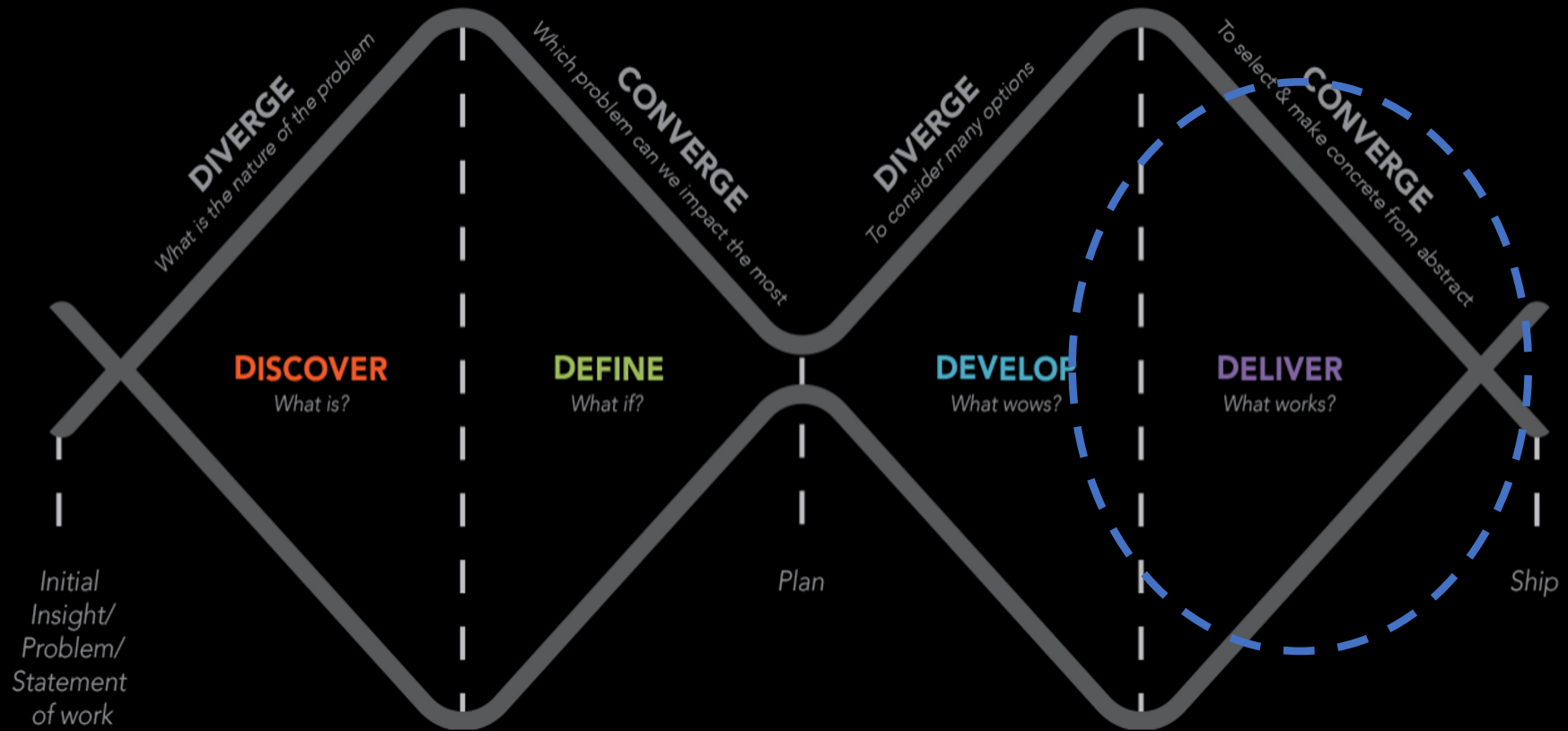
Welcome MSPM Students!

*The Masters Career Center (MCC) team looks forward to working with you when you arrive in January!
However, since the recruiting season starts **before you arrive on campus** (as soon at August/September)
we don't want you to miss any opportunities and have therefore developed this Career Course that will
help you prepare remotely for interviewing this fall.*

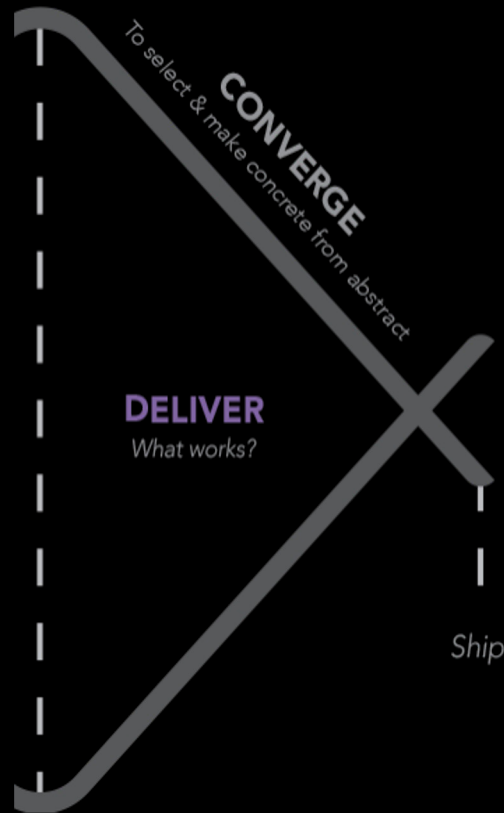


DELIVER

DELIVER



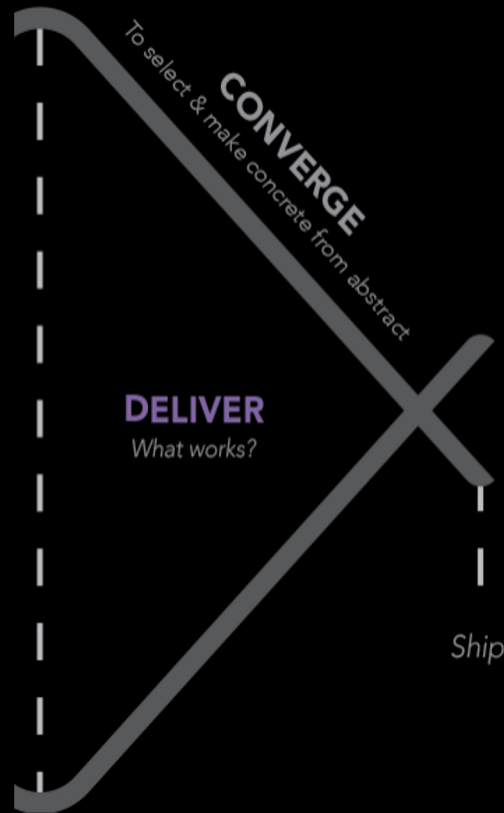
DELIVER



Goals:

- Execute
- Debug
- Measure

DELIVER



Tactics:

- Coaching
- Roadmapping
- Define Success

DELIVER

[month] 2021 - STATUS UPDATE				By Brad Eiben [date]			
PURPOSE <ul style="list-style-type: none"> - Communicate the current state of MSPM and receive feedback/advice - Exchange ideas regarding the positioning of product programs - Establish communication expectations moving forward in light of recent organizational changes 				CORE TEAM [names]			
	TARGET	R-Y-G	COMMENT		TARGET	R-Y-G	COMMENT
ADMISSIONS	xx students in 20xx	●		POSITIONING	Work experience ~ 7 years	●	Round 1 admits have 6.8 years professional experience and nearly half have master's degrees. Inviting Geoffrey Moore to speak under the banner of CMU unified as the leader in product. No central product web presence yet.
	Maintain student quality	●			Emphasize breadth vs. depth	●	
					Transparency of portfolio	▲	
CAREERS	100% employed	●	All 2020 grads had jobs by August. Salary was down from \$xxk in 2019 to \$xxk in 2020, possibly due to COVID and political turmoil. Salary still well above national average. Several new, popular employers.	DEI	Improve diversity	●	Conducted Women in PM themed admissions event with xx registrants. Few domestic applicants make URM applications difficult. Experimenting with outreach tactics.
	Competitive base salary	▲			Increase domestic applicants	✗	
	Prestigious companies	●			URM outreach	▲	
INTERNSHIP	100% paid internships	●	Internships were landed relatively quickly, with our first ever MSPM student to have an internship before arrival. 	ALUMNI	Survey and interviews	●	Gained valuable insights into alumni impressions through survey and interviews during summer. Coordinating alumni to speak with students about job search strategies.
	Prestigious companies	●			Engagement & mentorship	▲	
CAPSTONE	Graduated fee structure	●	xx projects with xx unique partners. \$20-25k per project sponsorship. Strong CMU partners like xx. xx fell through, but initiated discussion for next year.	TEAM	Developing others	●	Sharing project management advice with [name] in DEI effort. Have not started interviewing [name] permanent replacement yet due to capstone priorities. Contracts to be renewed.
	Strong CMU relationships	●			Hire Academic Coordinator	✗	
STUDENT EXP	NPS	●	All students but one in spring survey rated the program 4 or 5 out of 5. The student committee has been active in Instagram takeovers and other promotions and activities. Not many fall speakers lined up yet, and few events possible in person.	QUESTIONS	With more applications than ever, do we continue rolling admissions? Best practices in planning to scale from xx to xx? Risks of COVID with high percentage international? Continue [initiative]? Communication plan going forward?		
	Engagement	●					
	Quality of events	▲					

RESULTS

3 years later

RESULTS



- 9.0/10 “Would you recommend?”
- 2x net promoter score



EXTREME EXAMPLE



U. S. Steel

DISCOVER



Us vs. Them
Culture & History

DEFINE



- Anchor Habit
- “Safety will be a precondition for working at USS.”



ACTIVITY (TIME PERMITTING)

DEVELOP



- Shareholders' Meeting
- Management Incentives
- Open Every Meeting #1 Item
- No Budget for Worker Safety

DELIVER



"Only a leader can establish aspirational goals. And if your leader doesn't say it and mean it, that 'people who work here should never be hurt at work,' it's really hard to get that from the bottom up."

DELIVER



“Our goal will be **zero** workplace accidents.”

RESULTS

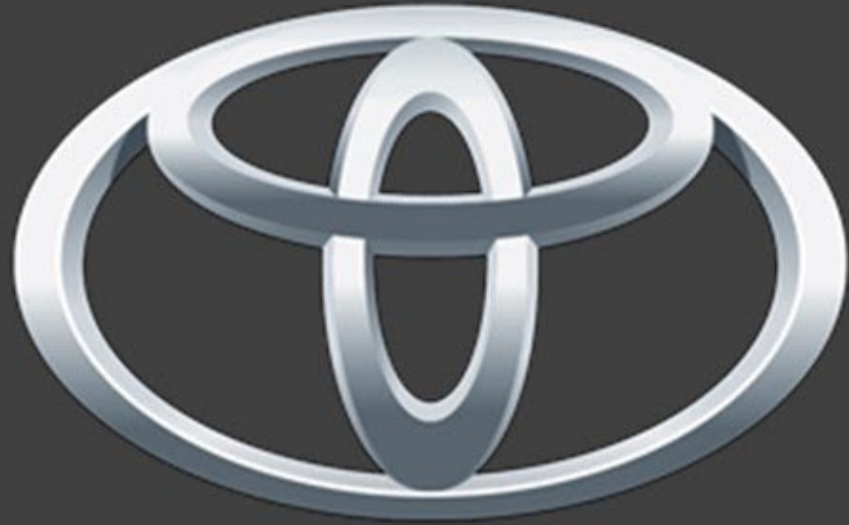


5x net income

+27B market cap



BONUS EXAMPLE



THE TOYOTA WAY



THE BESTSELLING CLASSIC — COMPLETELY UPDATED

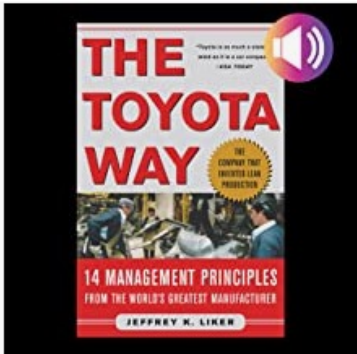
THE

TOYOTA WAY

2ND
EDITION

14 MANAGEMENT PRINCIPLES
FROM THE WORLD'S GREATEST MANUFACTURER

JEFFREY K. LIKER



The Toyota Way: 14 Management Principles from the World's Greatest Manufacturer

by Jeffrey K. Liker, Grover Gardner, et al.

4.8 ★★★★★ (533)

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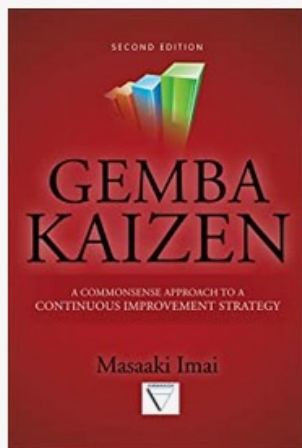
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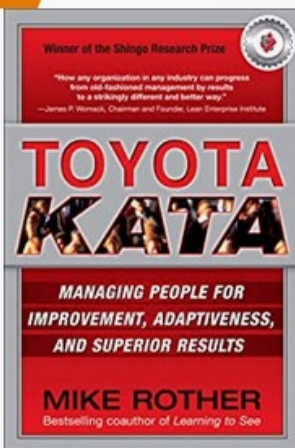
1-16 of 160 results for "toyota way"

SIMILAR BOOKS

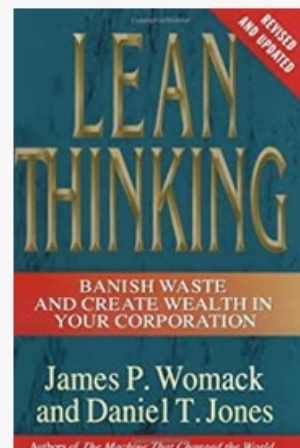


Gemba Kaizen: A Commonsense Approach to a Continuous Improvement Strategy, Second Edition
by Masaaki Imai

Best Seller

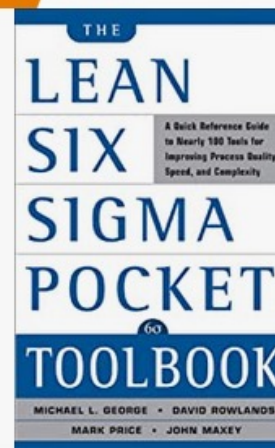


Toyota Kata: Managing People for Improvement, Adaptiveness and Superior Results
by Mike Rother

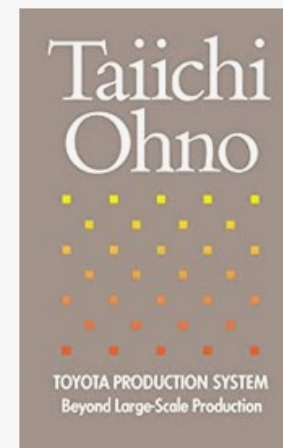


Lean Thinking: Banish Waste and Create Wealth in Your Corporation, Revised and Updated
by James P. Womack and Daniel T. Jones

Best Seller



The Lean Six SIGMA Pocket Toolbook: A Quick Reference Guide to Nearly 100 Tools for Improving Quality and Speed
by Michael L. George, David Rowlands, Mark Price, and John Maxey



Toyota Production System: Beyond Large-Scale Production
by Taiichi Ohno and Norman Bodek
4.5 ★★★★★ (255)



ADDITIONAL REFERENCE



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The Impact of Organizational Culture on Business Success

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Companies are making headlines for what is often misconceived as company culture: nap pods, ping-

[← BACK TO BLOG](#)

What is the Financial Impact of an Effective Company Culture?



This is the first in a series of posts in which we will explore the various benefits of investing in culture, and why companies with the most effective cultures experience the highest customer satisfaction and sales.

Often we believe that cutting costs and maximizing resources will increase your rate of return. However, a further strategy lies in a place that is frequently overlooked: company culture.

When calculating ROI, you determine how much revenue an investment produces. The prime investment in your

FORBES > MONEY

How Does Company Culture Affect Business Performance?



Joe Camberato Forbes Councils Member

Forbes Finance Council COUNCIL POST | Membership (Fee-Based)

Aug 10, 2022, 07:00am EDT



CEO & Founder of National Business Capital, the leading fintech marketplace offering streamlined small business loans.



FORBES > LEADERSHIP > LEADERSHIP STRATEGY


Have We Learned The Alcoa 'Keystone Habit' Lesson?

Rodd Wagner Contributor 


I report and comment on the unwritten social contract at work.


Follow

Jan 22, 2019, 07:00am EST

 This article is more than 4 years old.

TWEET THIS

 A leadership team that cracks the code on keeping people safe will simultaneously drive higher levels of performance in ways otherwise difficult to accomplish.

 When employees believe their employer is aiming to keep them safe, it unleashes the kind of reciprocity that affects more than just the accident rate.



Paul O'Neill CEO of Alcoa - It's all about safety

77K views • 8 years ago



Charter Partners

Intro ...



Intro | How Paul got interested in safety | Why safety | Do you get recognized | Were you a success

5 chapters

