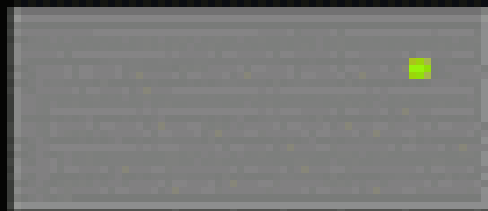# Designing a Product Culture

Brad Eiben

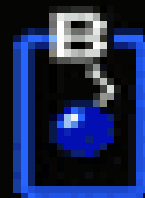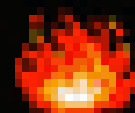LIFE

IT'S A SECRET
TO EVERYBODY.

4x

4x

Forbes

FORBES > LEADERSHIP > LEADERSHIP STRATEGY

Culture Is A Company's Single Most Powerful Advantage. Here's Why

Benjamin Laker Contributor ⓘ

Benjamin Laker is a university professor who writes about leadership

Follow

Apr 23, 2021, 09:00am EDT

https://www.forbes.com/sites/benjaminlaker/2021/04/23/culture-is-a-companys-single-most-powerful-advantage-heres-why/?sh=759179fe679e
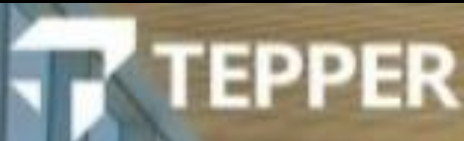
Other studies show the impact is much larger for startups...

"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
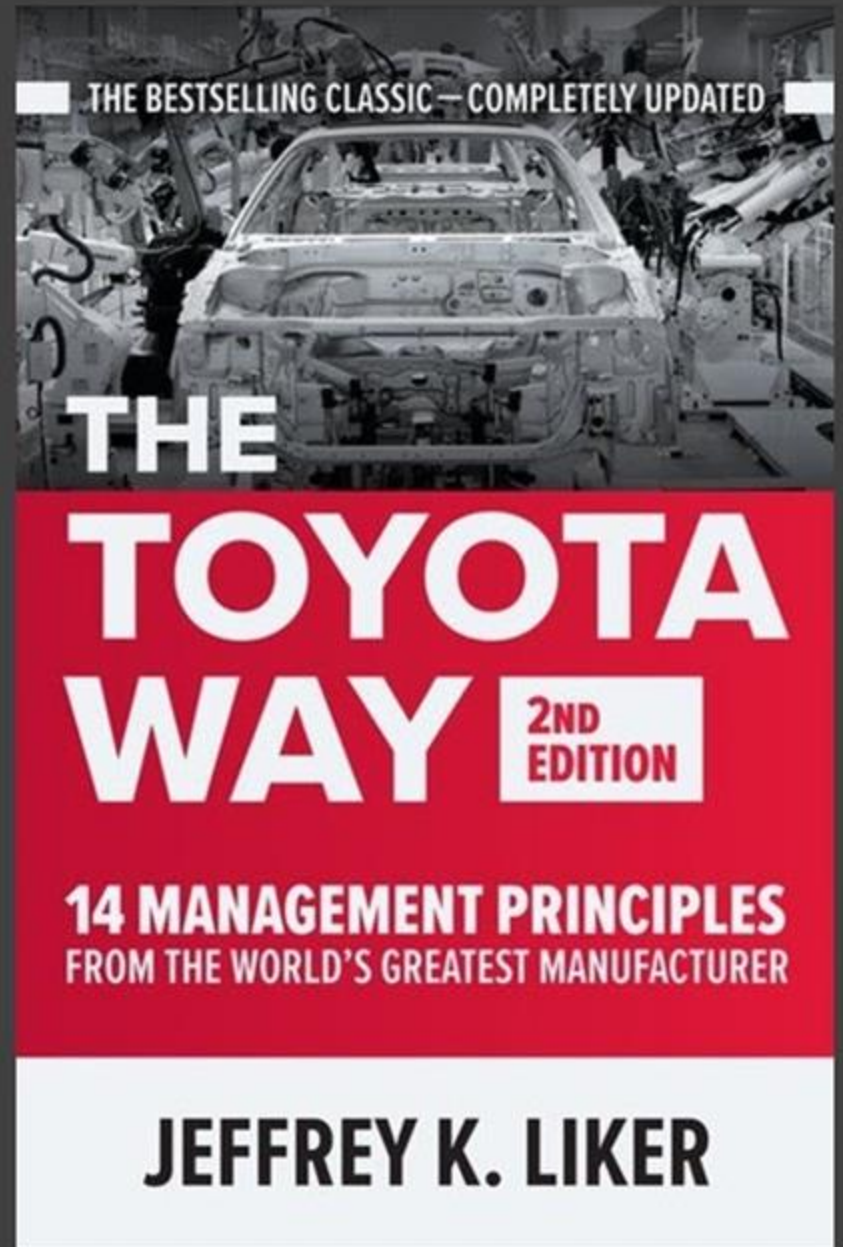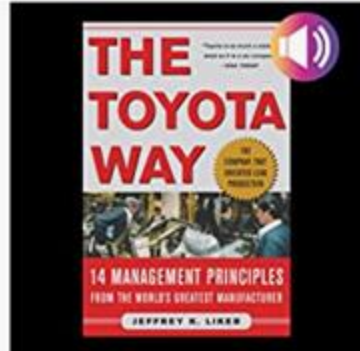Thinking | Cultural Transformation

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

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

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

4.8 ★★★★★ ˅ (533)

Audible Audiobook

$0⁰⁰ $12.17

Free with Audible trial

Available instantly

Hardcover

$29⁵⁵ $34.00

✓prime One-Day

FREE delivery **Tomorrow, Mar 27**

More Buying Choices

$22.08 (64 used & new offers)
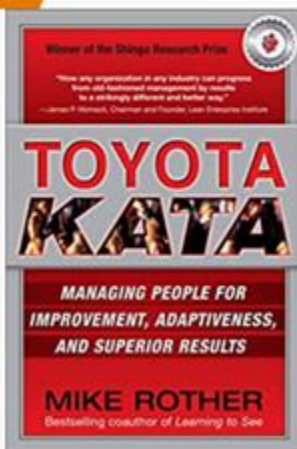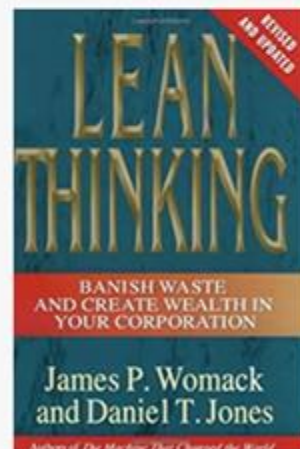
Kindle

$16⁴³ $30.60

Available instantly

SIMILAR BOOKS

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

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
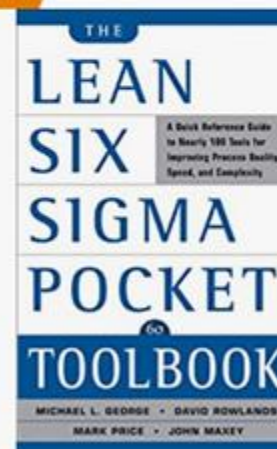
The Lean Six SIGMA Pocket Toolbook: A Quick Reference Guide to Nearly 100 Tools for Improving Quality and Speed

Toyota Production System: Beyond Large-Scale Production

by Taiichi Ohno and Norman Bodek

4.5 ★★★★★ ˅ (255)
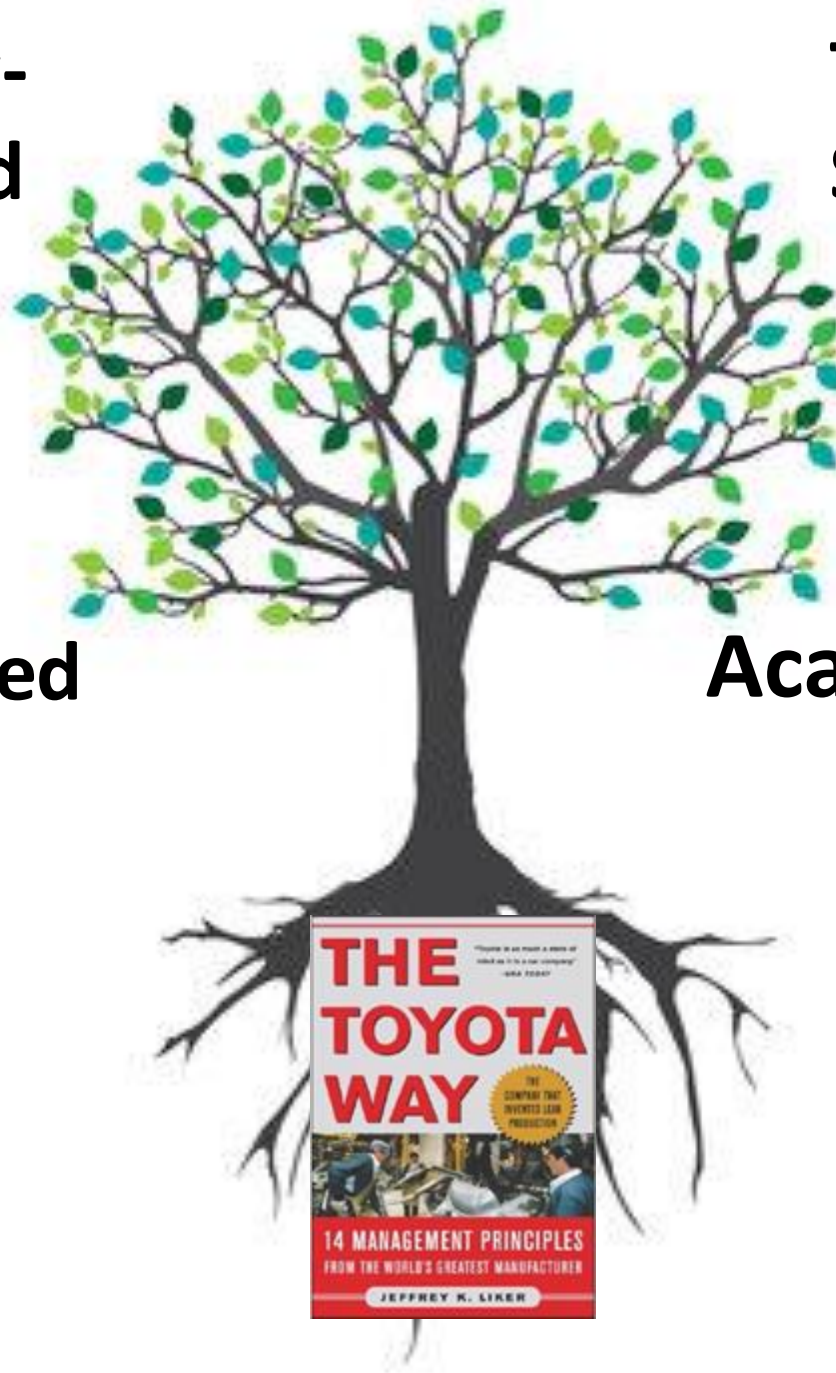
AGENDA

AGENDA:

- Why?

- What is culture?

- The wrong way

- Design thinking to the rescue

- Extreme example

Why this topic?

What is bad culture?

What is culture?

Where is culture born?

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 ███████ 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.

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 ▮▮▮▮ 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.

- Posters
- T-shirts
- Mugs

https://mahantavakoli.com/value-statements-are-meaningless/

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 employees, 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 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 solutions 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.
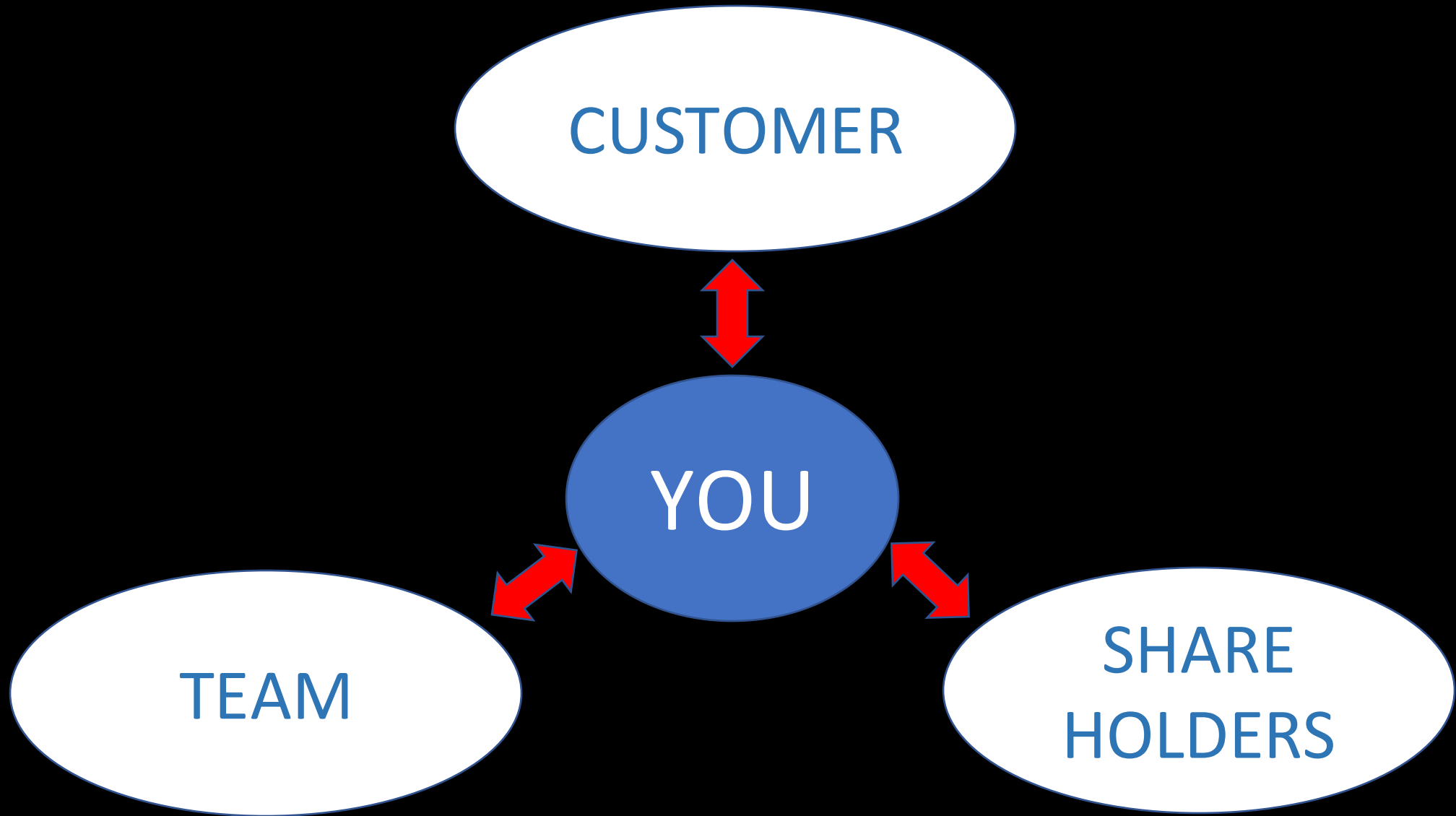
How might we avoid this?

Product culture empowers the team to solve the right problem

My Mission…

We need teams of **missionaries**, not teams of **mercenaries**
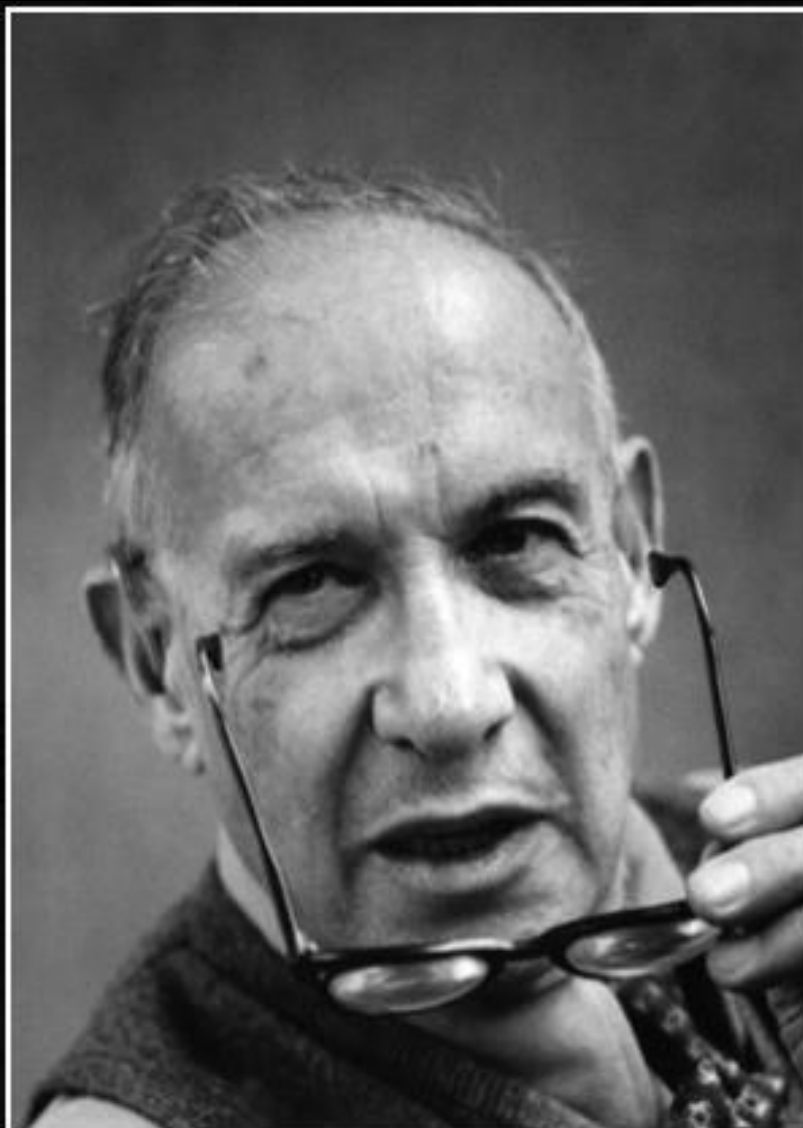
- John Doerr
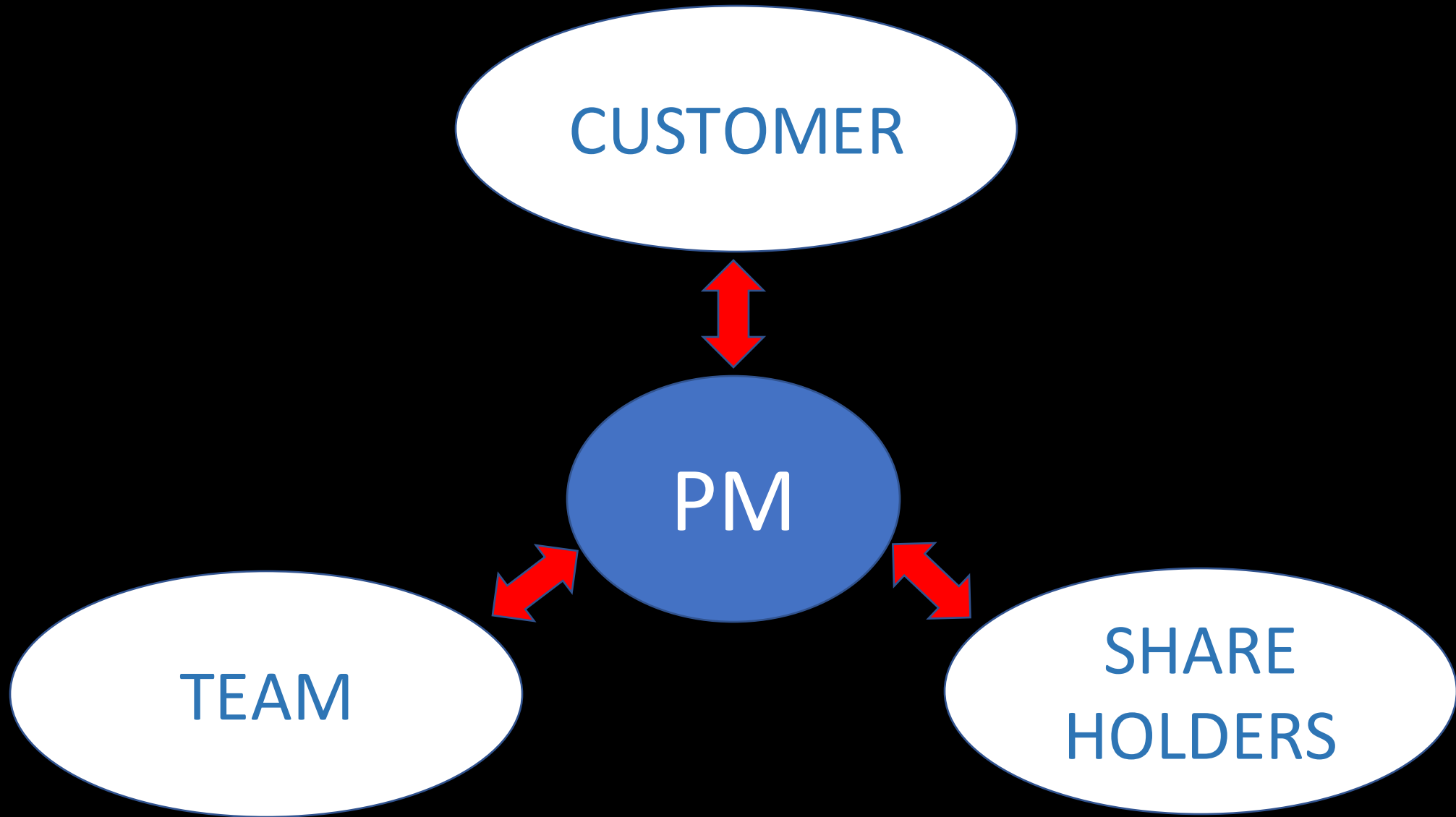
CUSTOMER

TEAM

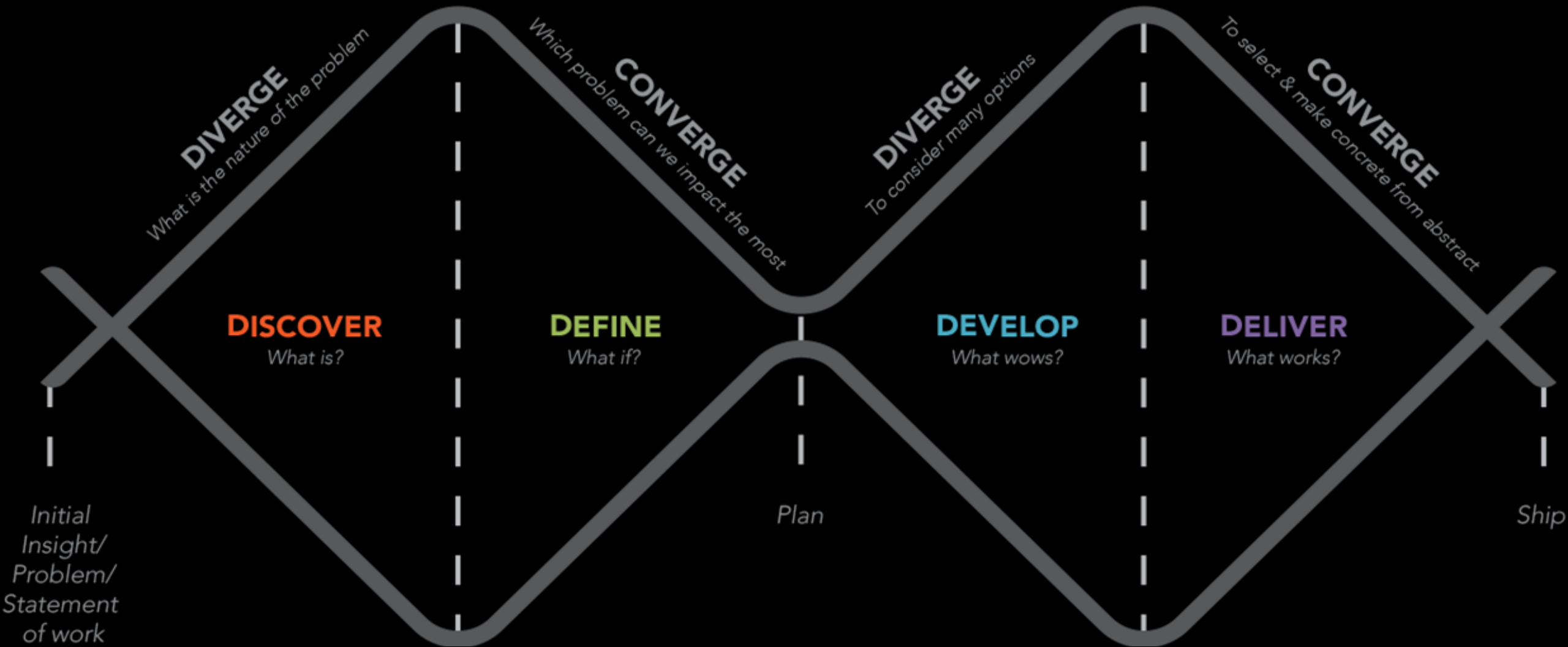SHARE HOLDERS

DESIGN FRAMEWORK

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.
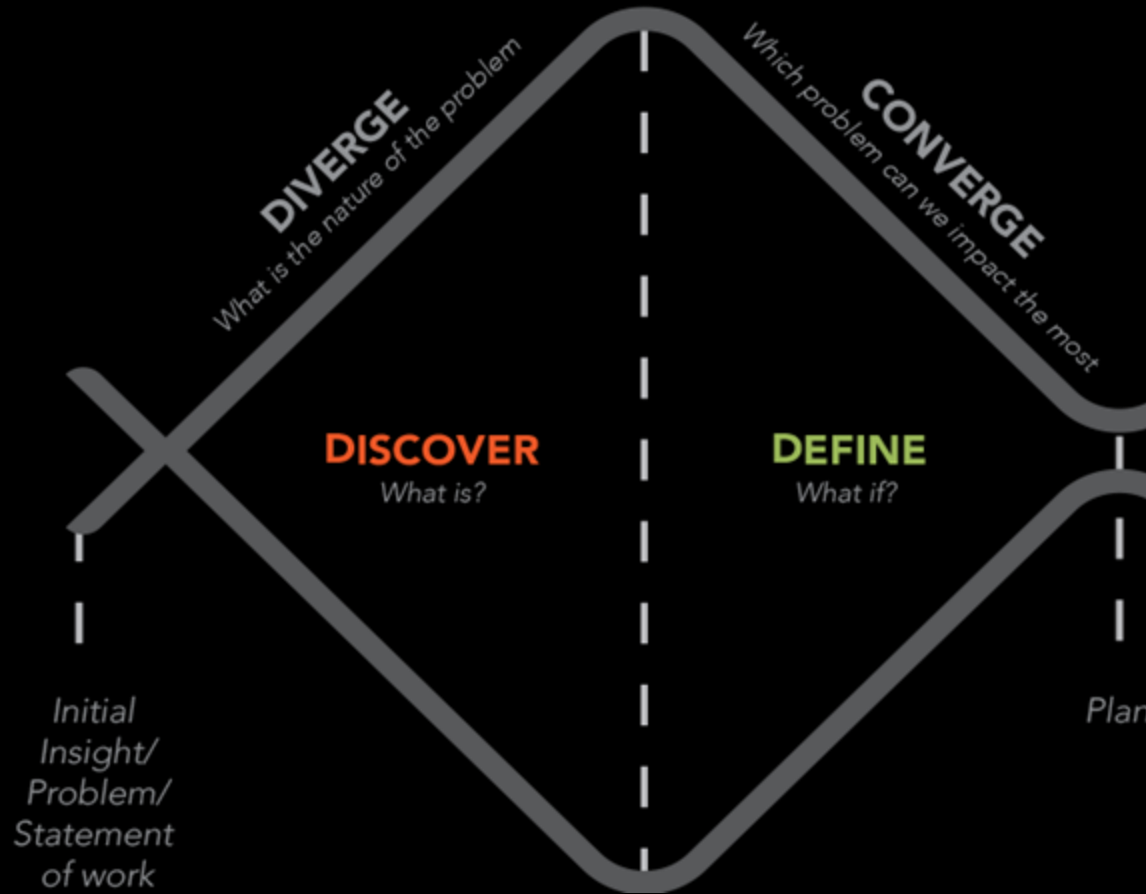
— Peter Drucker —

Design Thinking Framework

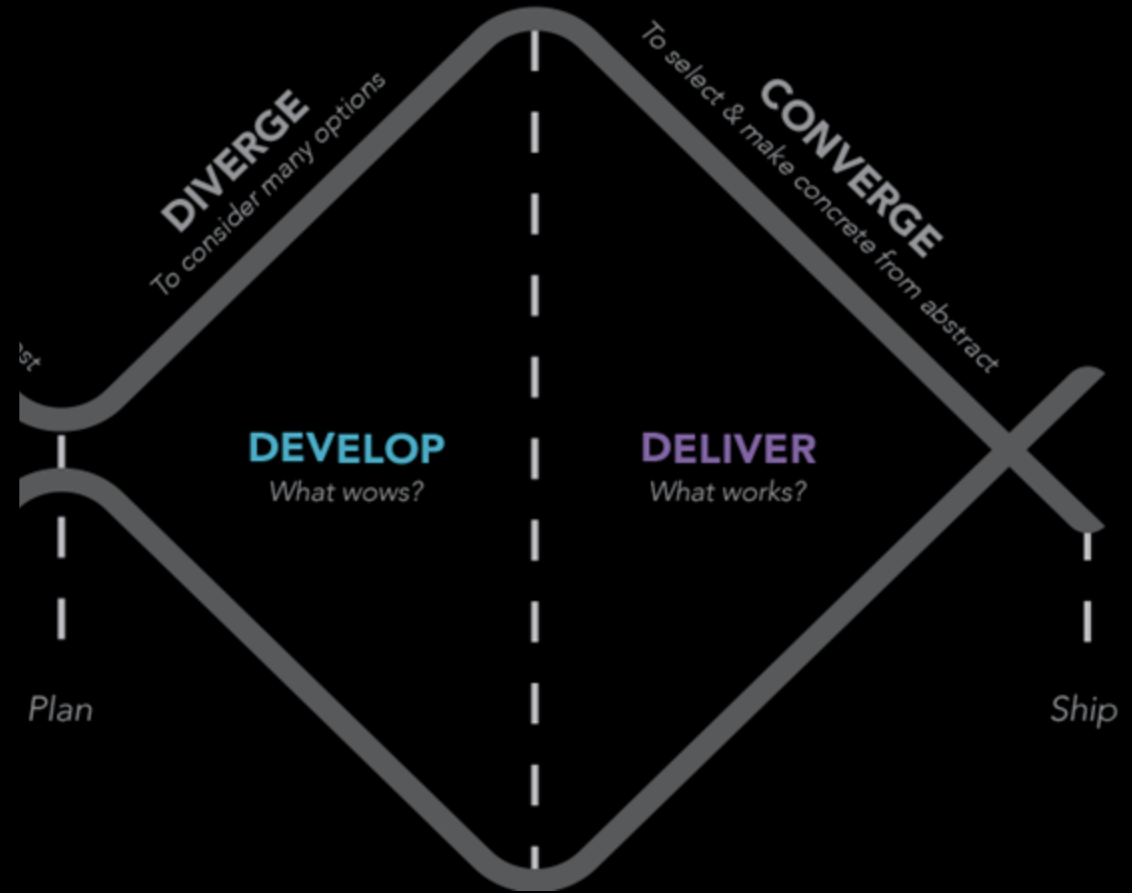# Design Thinking Framework

Problem Space

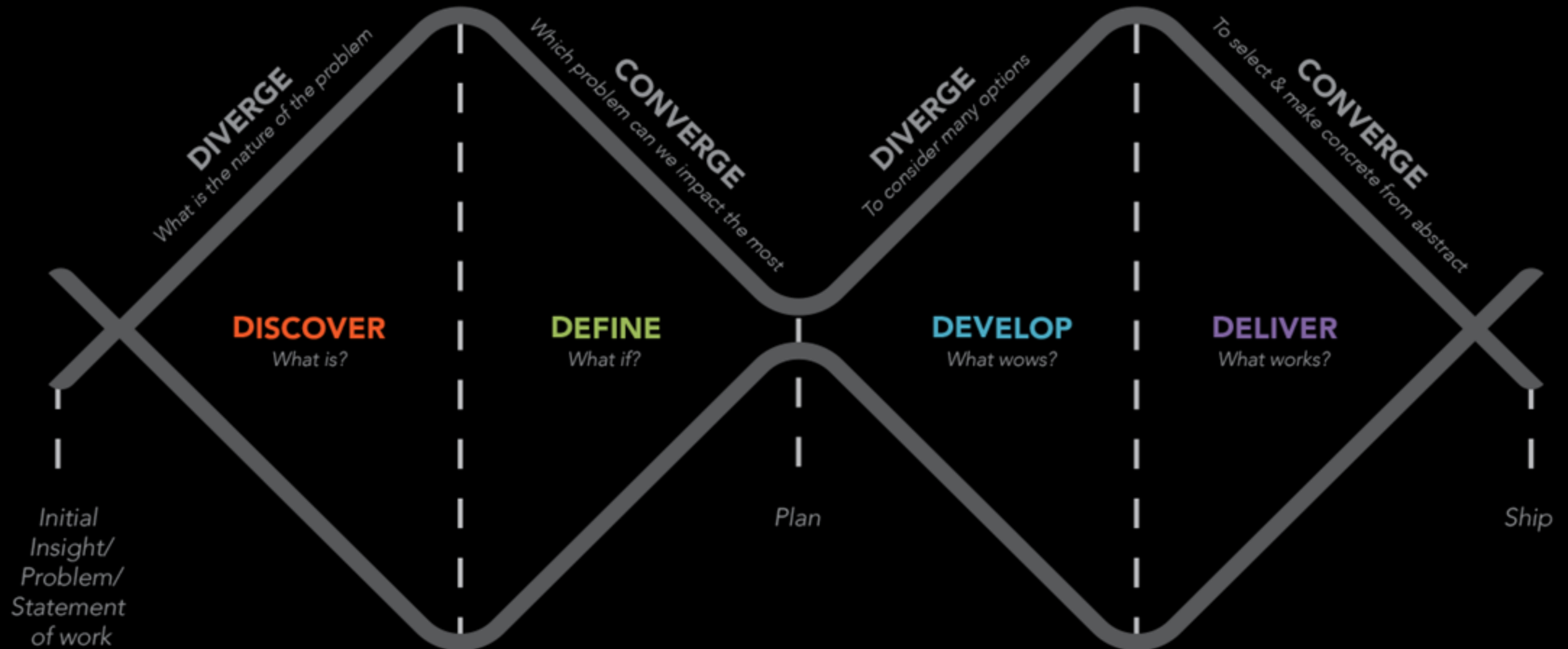# Design Thinking Framework

Solution Space

Design Thinking Framework

DIVERGE — What is the nature of the problem

CONVERGE — Which problem can we impact the most

DIVERGE — To consider many options

CONVERGE — To select & make concrete from abstract

DISCOVER — What is?

DEFINE — What if?

DEVELOP — What wows?

DELIVER — What works?

Initial Insight/ Problem/ Statement of work

Plan

Ship

Iterate Throughout

STARTING POINT

Carnegie Mellon University

Tepper School of Business +
School of Computer Science

MS in Product Management

2 in 3 academic programs fail...

Forbes

FREE | $0 $0
Fed   State

NICE REFUND!
$3,252
FEDERAL

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

FORBES > LEADERSHIP > EDUCATION

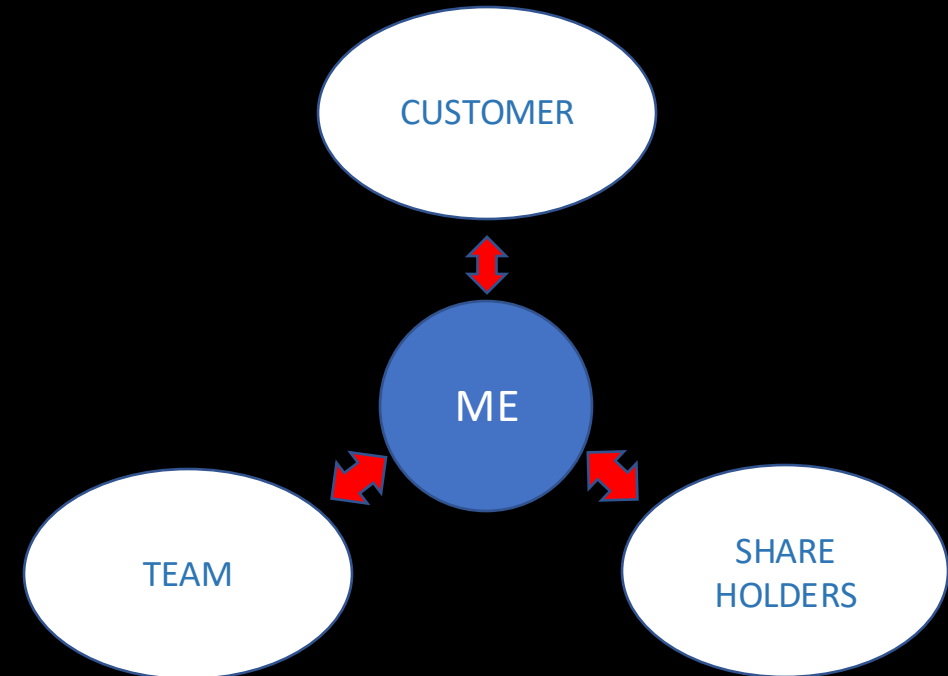**Colleges Weighed Down By Failed Program Launches**

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

Follow

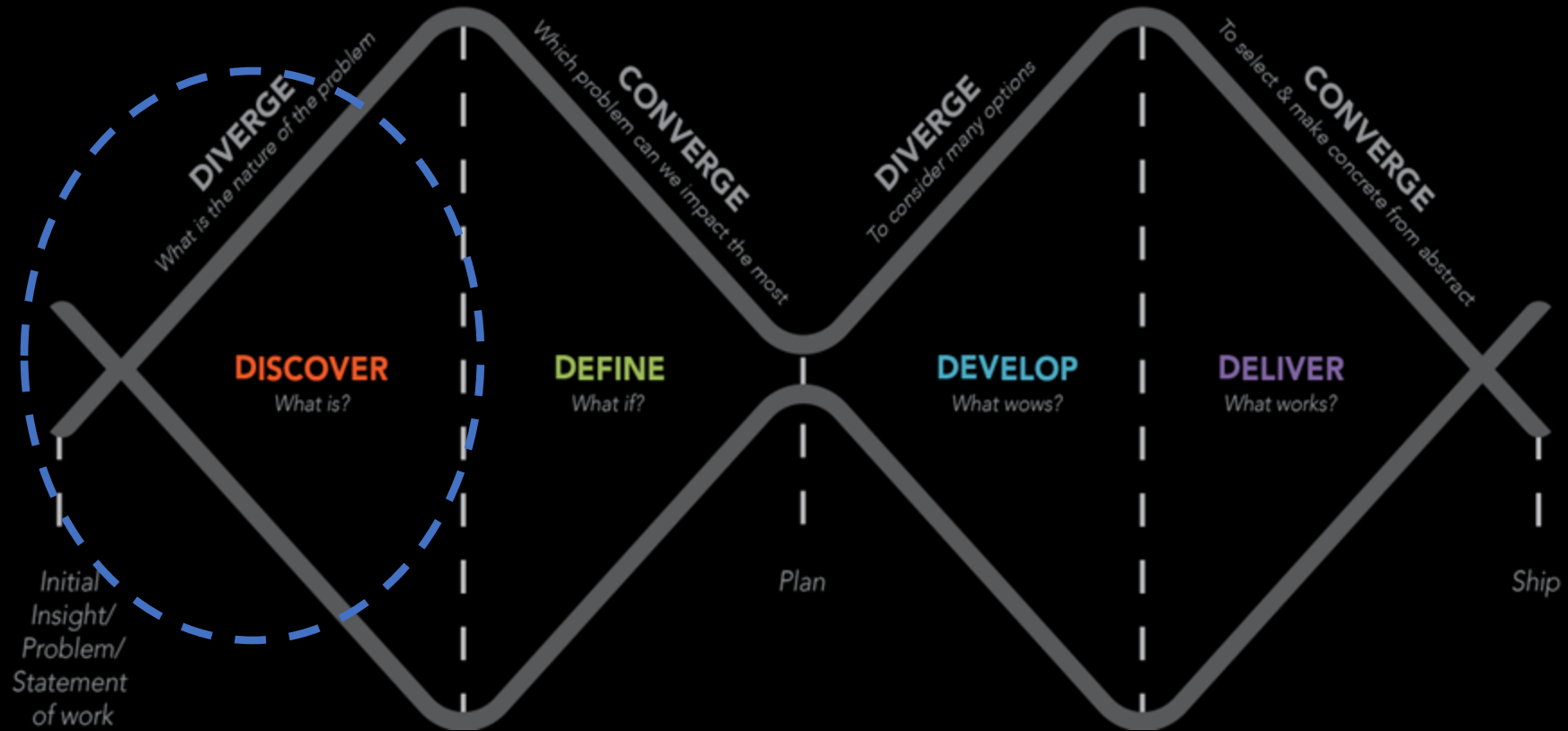💬 0   Jan 21, 2021, 02:46am EST

CUSTOMER

ME

TEAM

SHARE HOLDERS

DISCOVER

DIVERGE
What is the nature of the problem

CONVERGE
Which problem can we impact the most

DIVERGE
To consider many options

CONVERGE
To select & make concrete from abstract

DISCOVER
What is?

DEFINE
What if?

DEVELOP
What wows?

DELIVER
What works?

Initial
Insight/
Problem/
Statement
of work

Plan

Ship

Go see, ask why, show respect.

— *Fujio Cho* —

DISCOVER

DIVERGE
What is the nature of the problem

DISCOVER
What is?

Initial
Insight/
Problem/
Statement
of work

Goals:

- Collect Data

- Empathize

- Observe

DISCOVER

DIVERGE
What is the nature of the problem

DISCOVER
What is?

Initial
Insight/
Problem/
Statement
of work
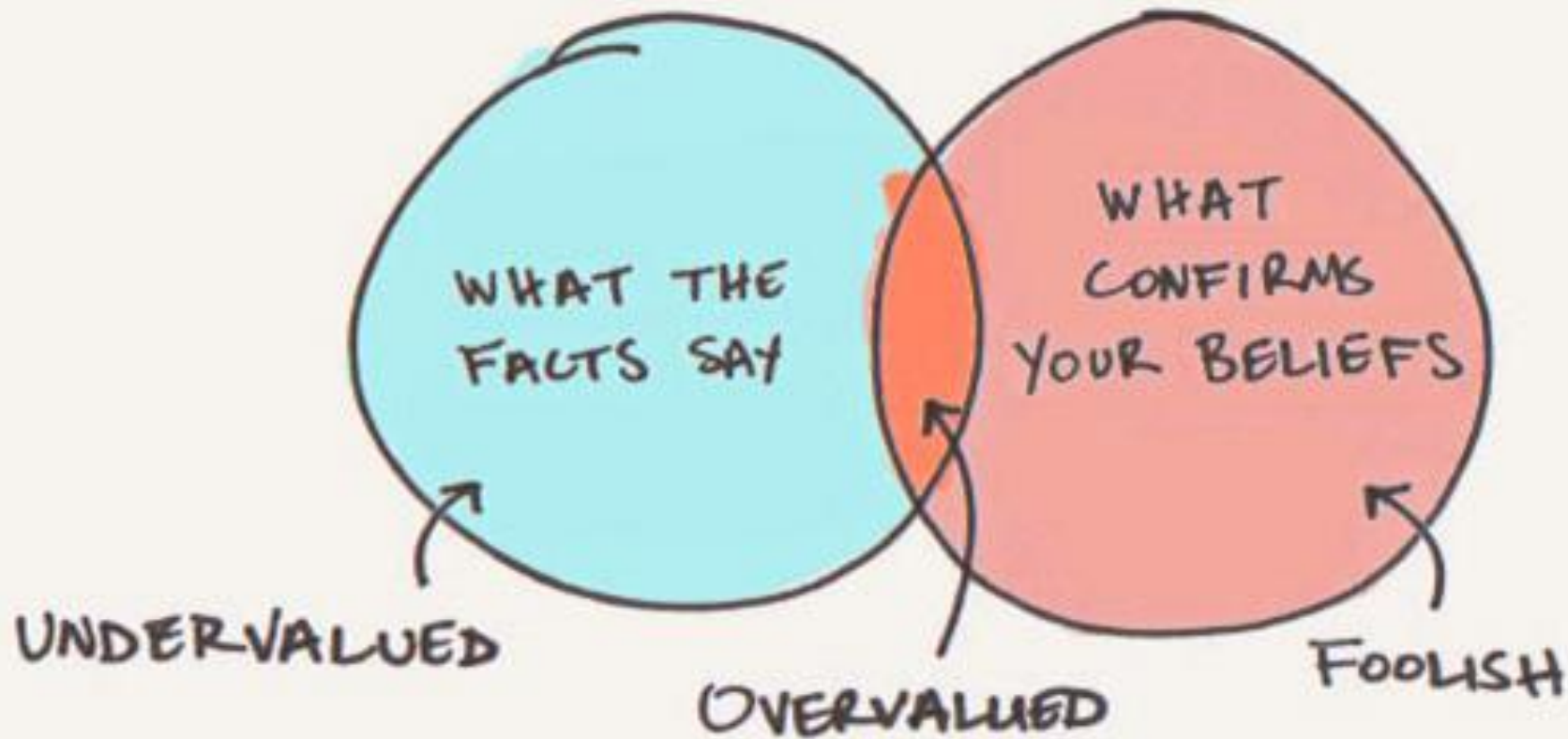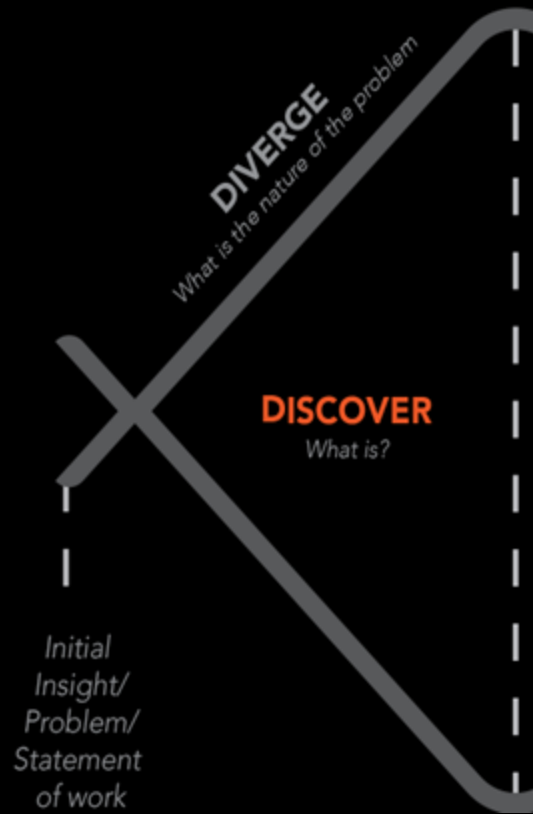
Tactics:

- Stakeholder Mapping

- Contextual Interviews

- Observe & 5 Whys

DISCOVER – Contextal Interviews

https://dlccs.com/legal-docume
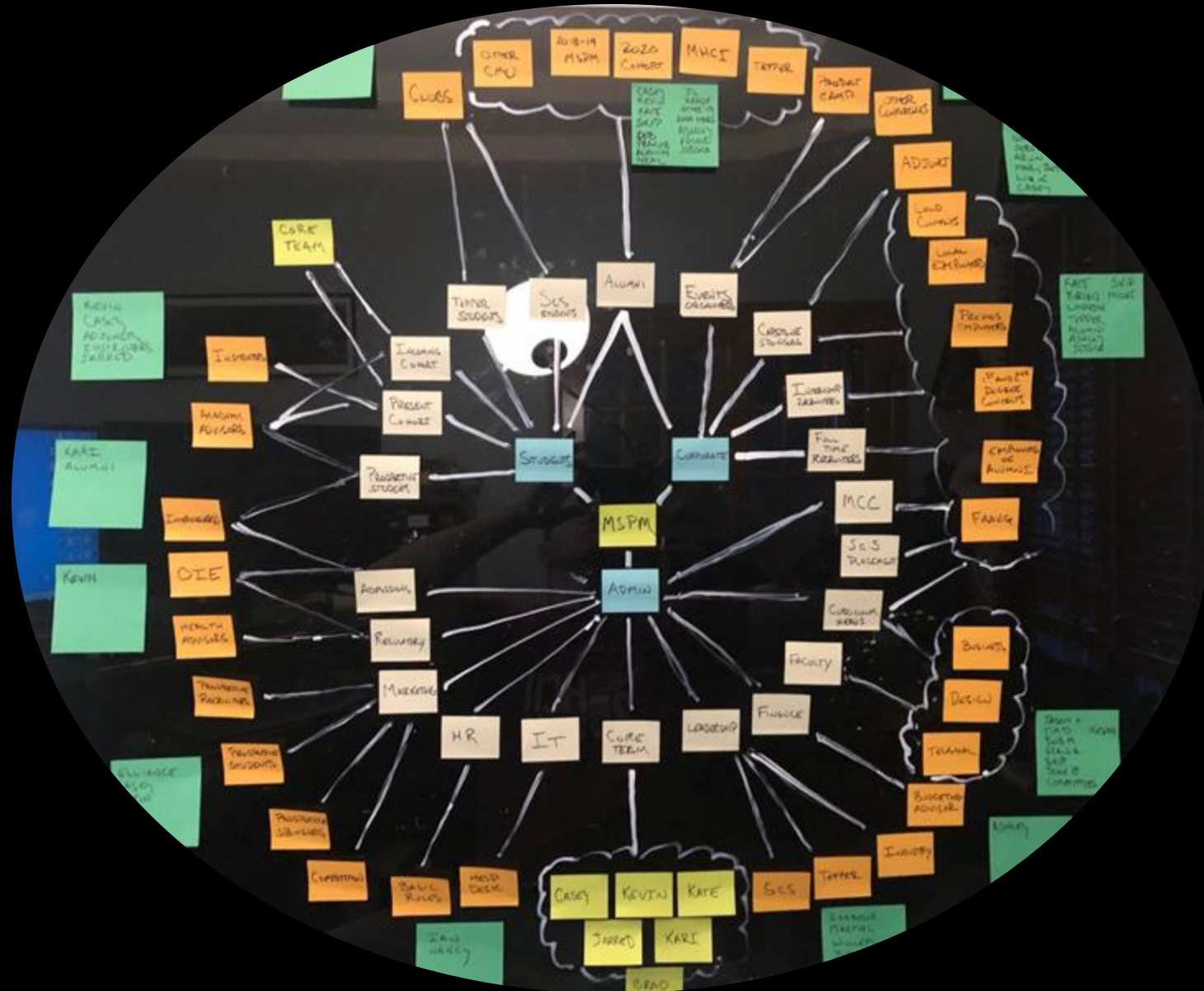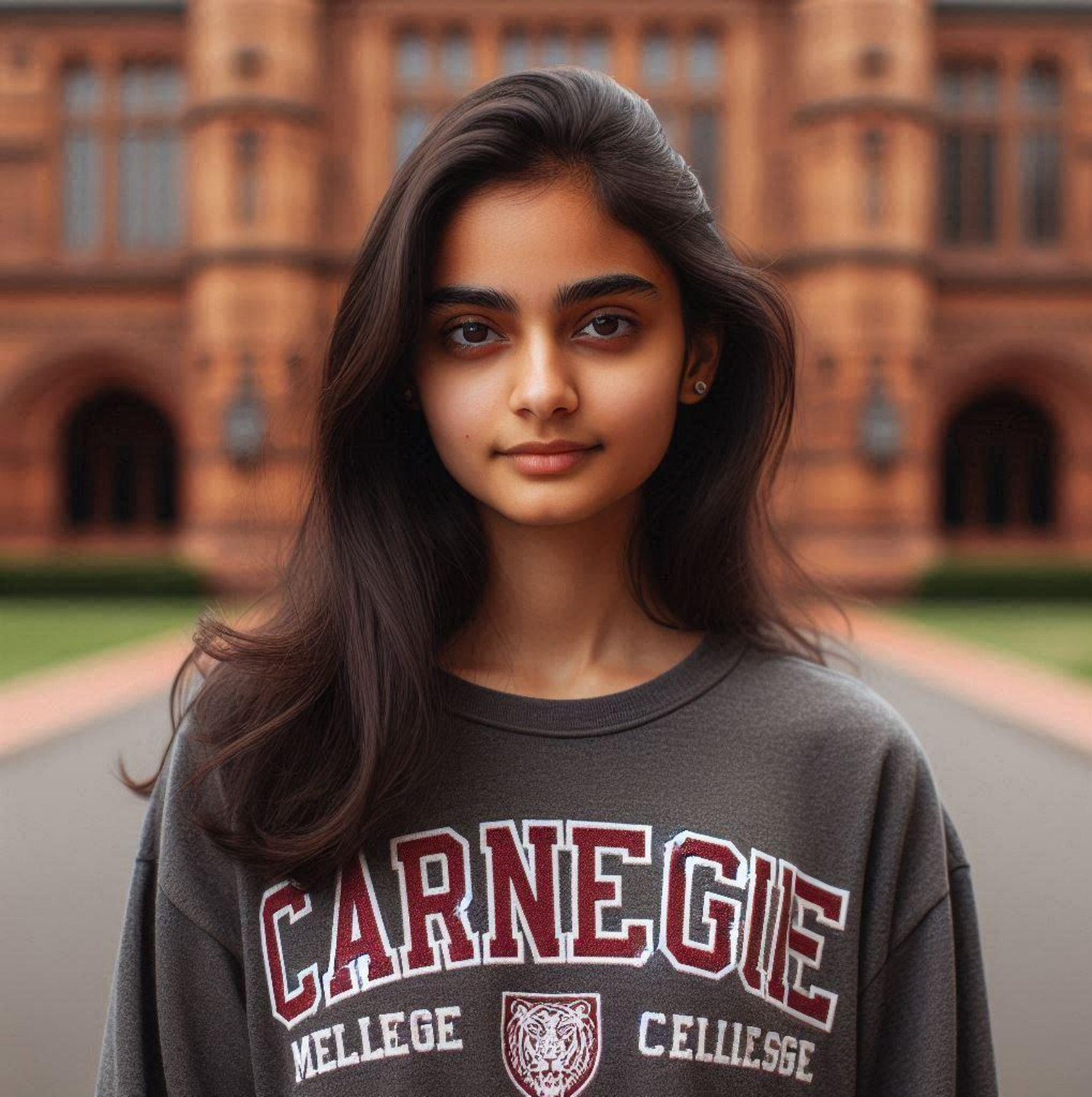
Frustration is a blessing

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."
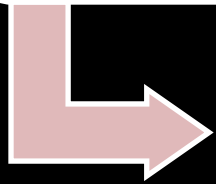- "We've always done it this way."

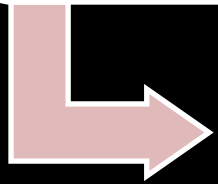"We neither feel like part of Tepper nor part of SCS."

DISCOVER – 5 Whys

WHY

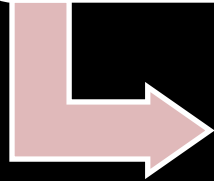- "We neither feel like part of Tepper nor SCS."

DISCOVER – 5 Whys

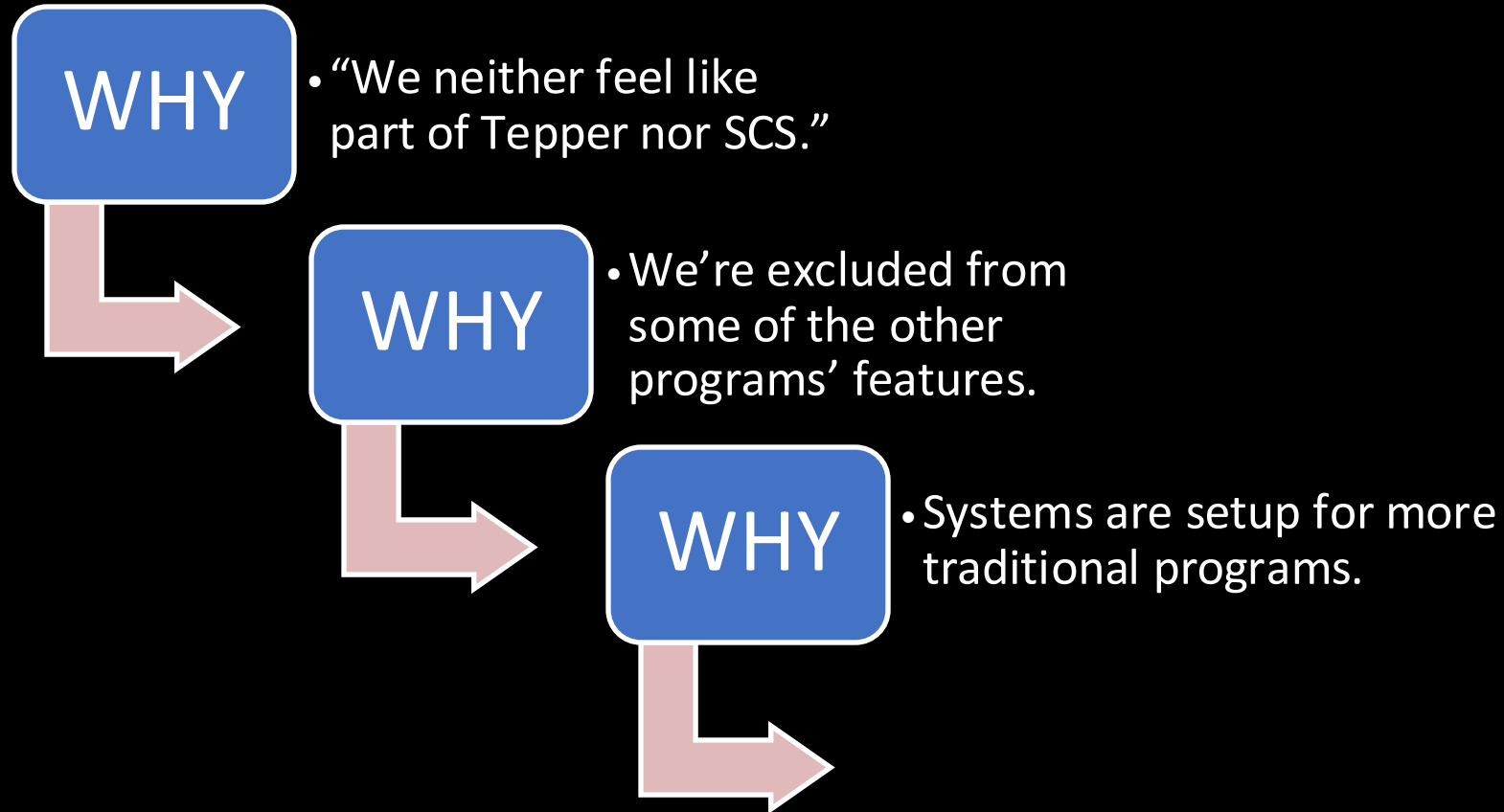**WHY**
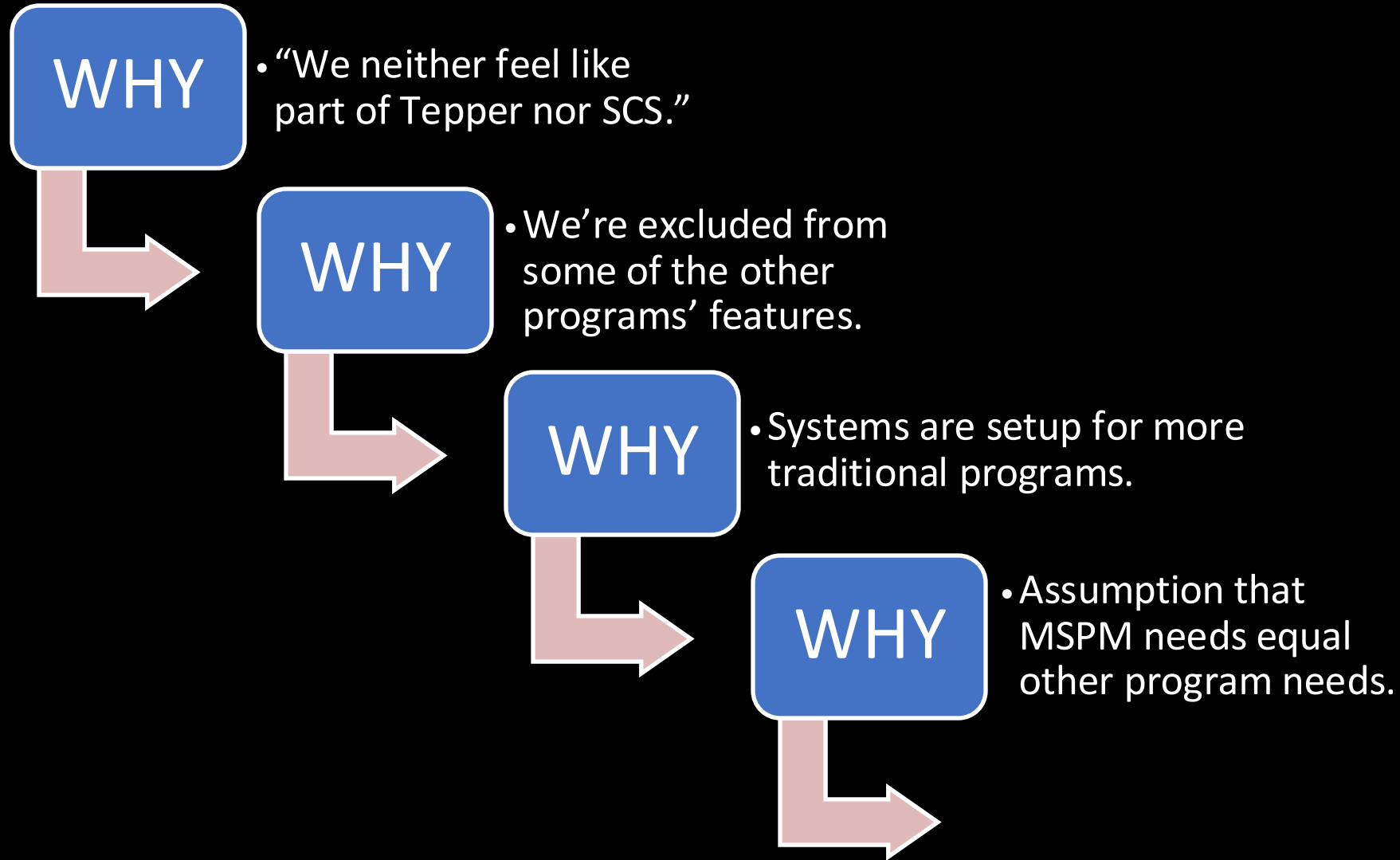
- "We neither feel like part of Tepper nor SCS."

WHY

- We're excluded from some of the other programs' features.

DISCOVER – 5 Whys

WHY
- "We neither feel like part of Tepper nor SCS."

WHY
- We're excluded from some of the other programs' features.

WHY
- Systems are setup for more traditional programs.

DISCOVER – 5 Whys

WHY • "We neither feel like part of Tepper nor SCS."

WHY • We're excluded from some of the other programs' features.

WHY • Systems are setup for more traditional programs.

WHY • Assumption that MSPM needs equal other program needs.

DISCOVER – 5 Whys

WHY
- "We neither feel like part of Tepper nor SCS."

WHY
- We're excluded from some of the other programs' features.

WHY
- Systems are setup for more traditional programs.

WHY
- Assumption that MSPM needs equal other program needs.

WHY
- Messaging and buy-in was not complete.

DEFINE

DEFINE

Source: https://www.nicepng.com/maxp/u2t4r5q8t4a9e6u2/
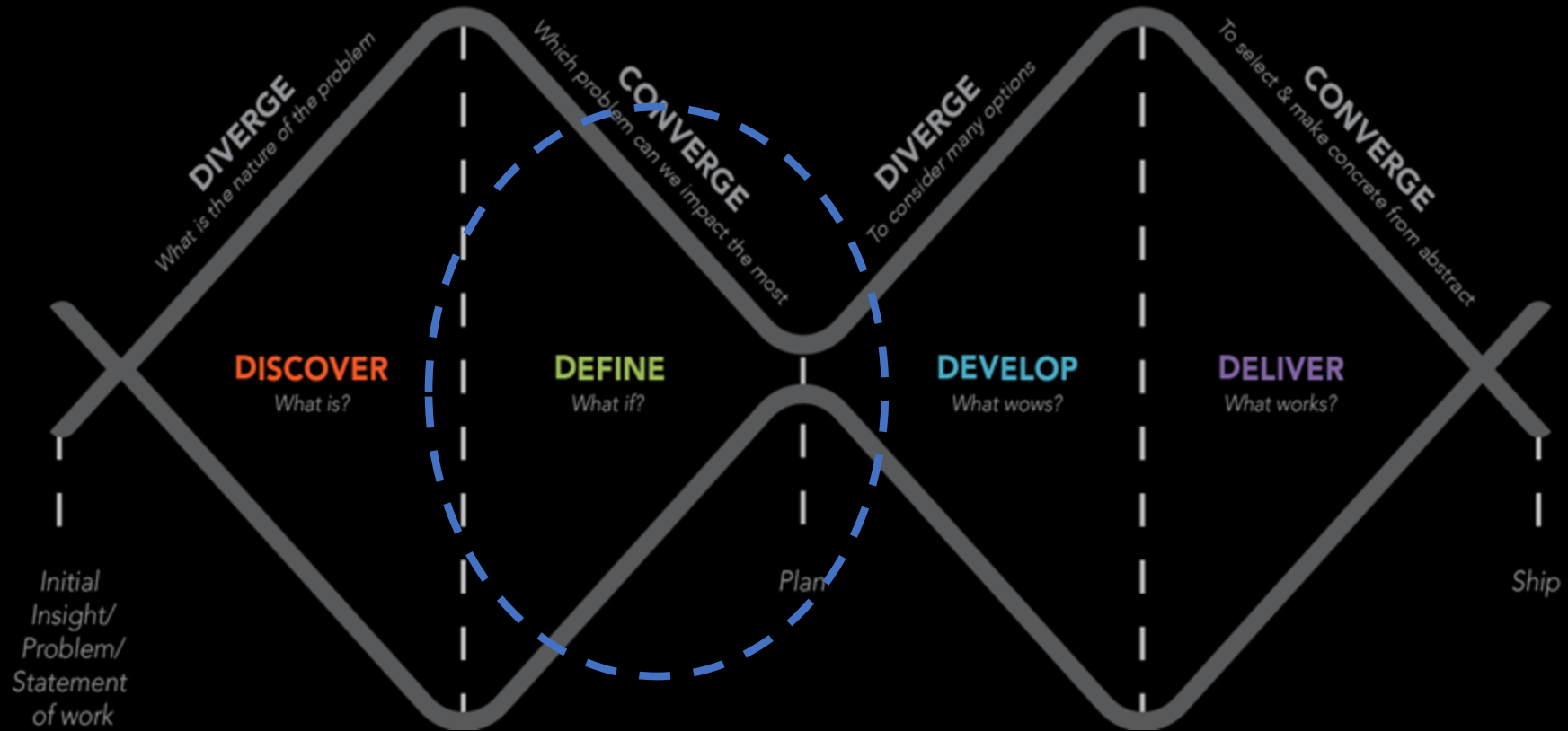
DEFINE

CONVERGE
Which problem can we impact the most

DEFINE
What if?

Plan

Goals:

- Compile

- Research

- Prioritize

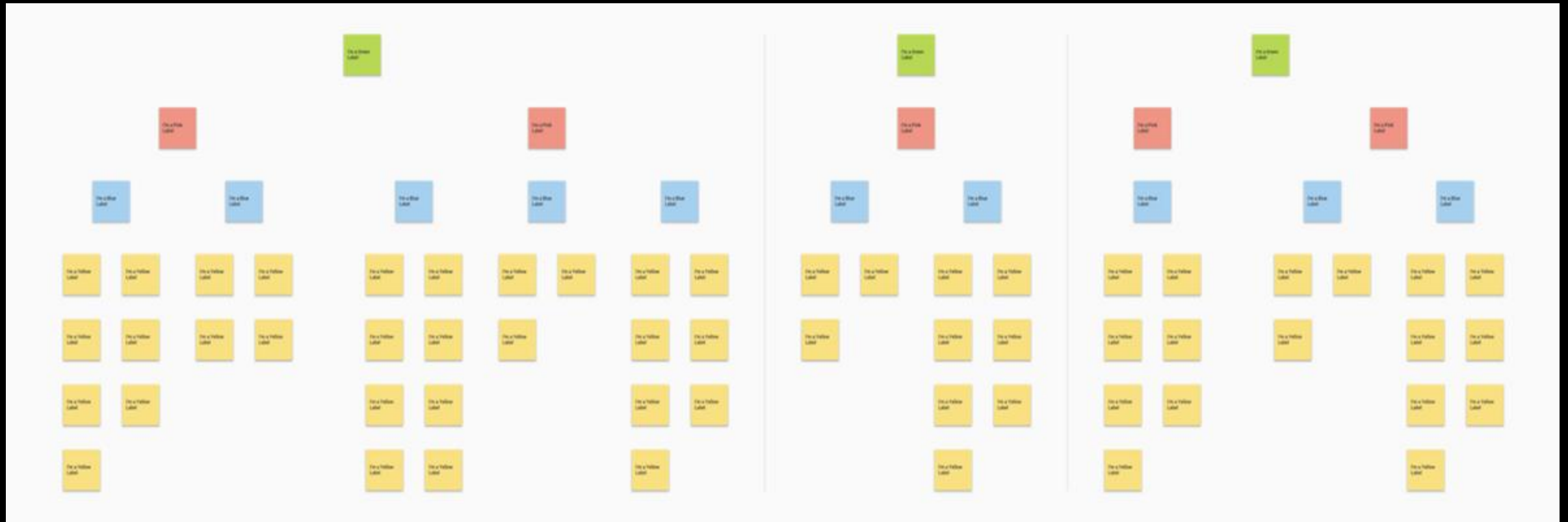# DEFINE

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

DEFINE
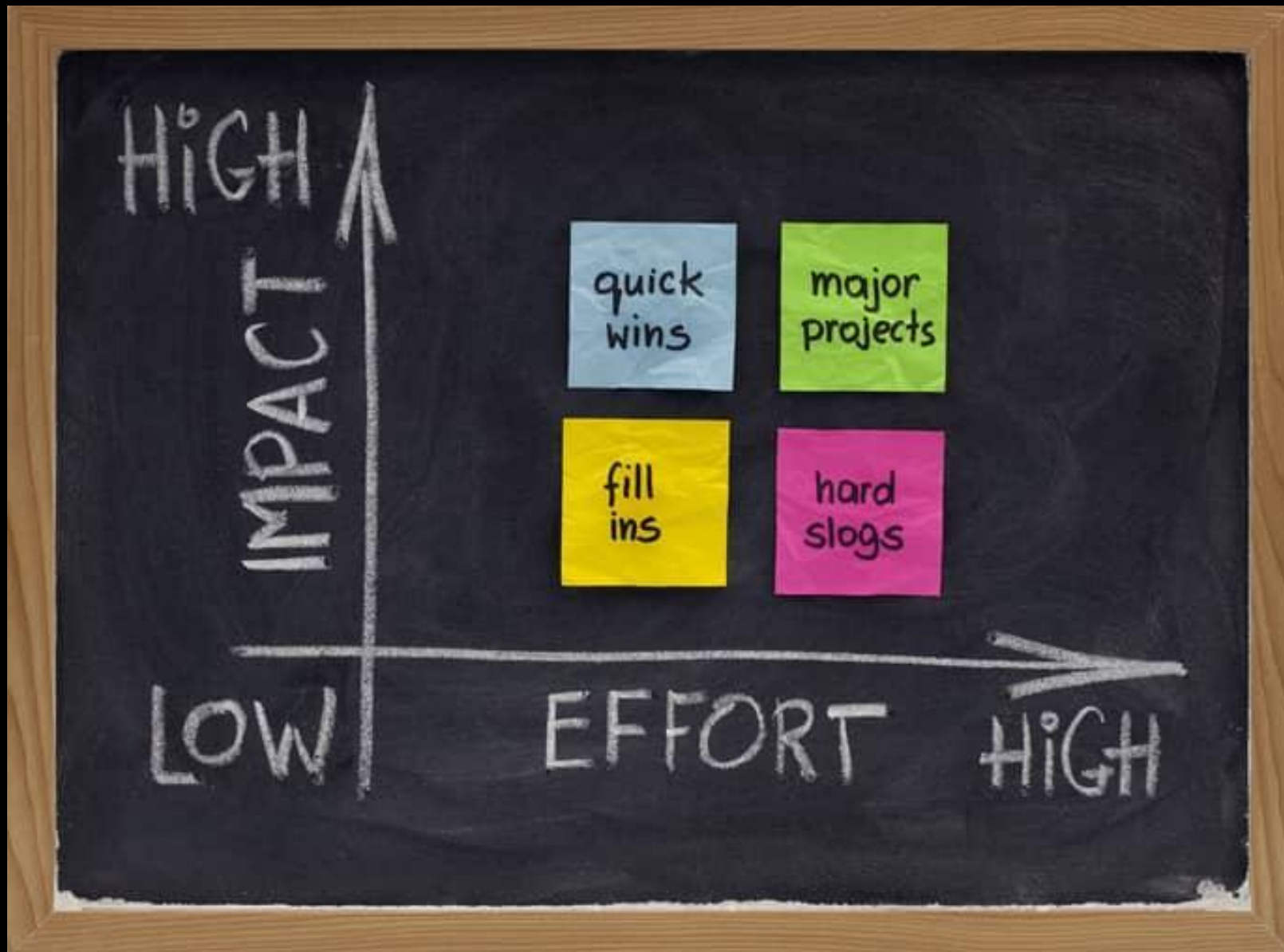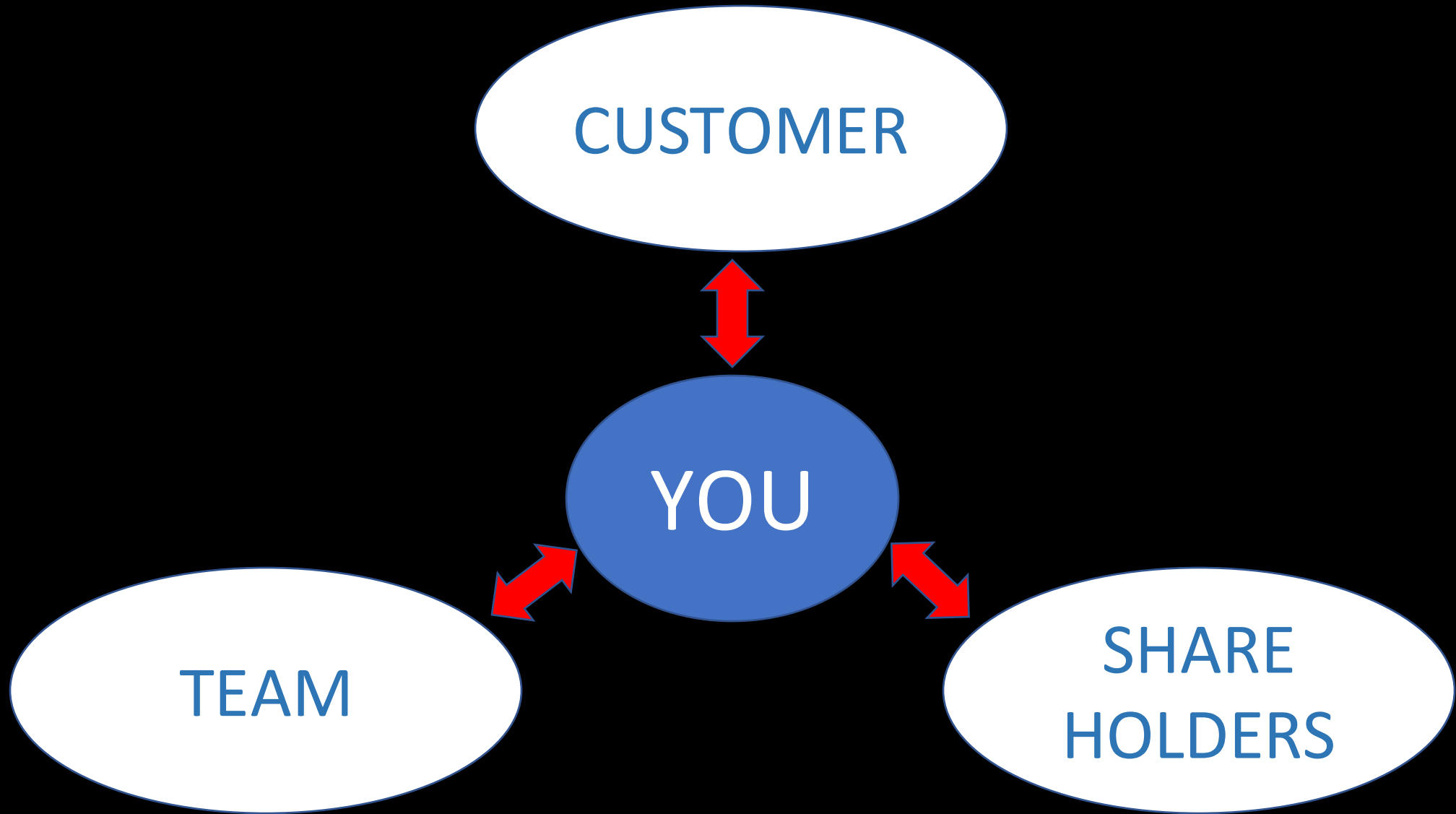
CUSTOMER

- Unique needs and goals.

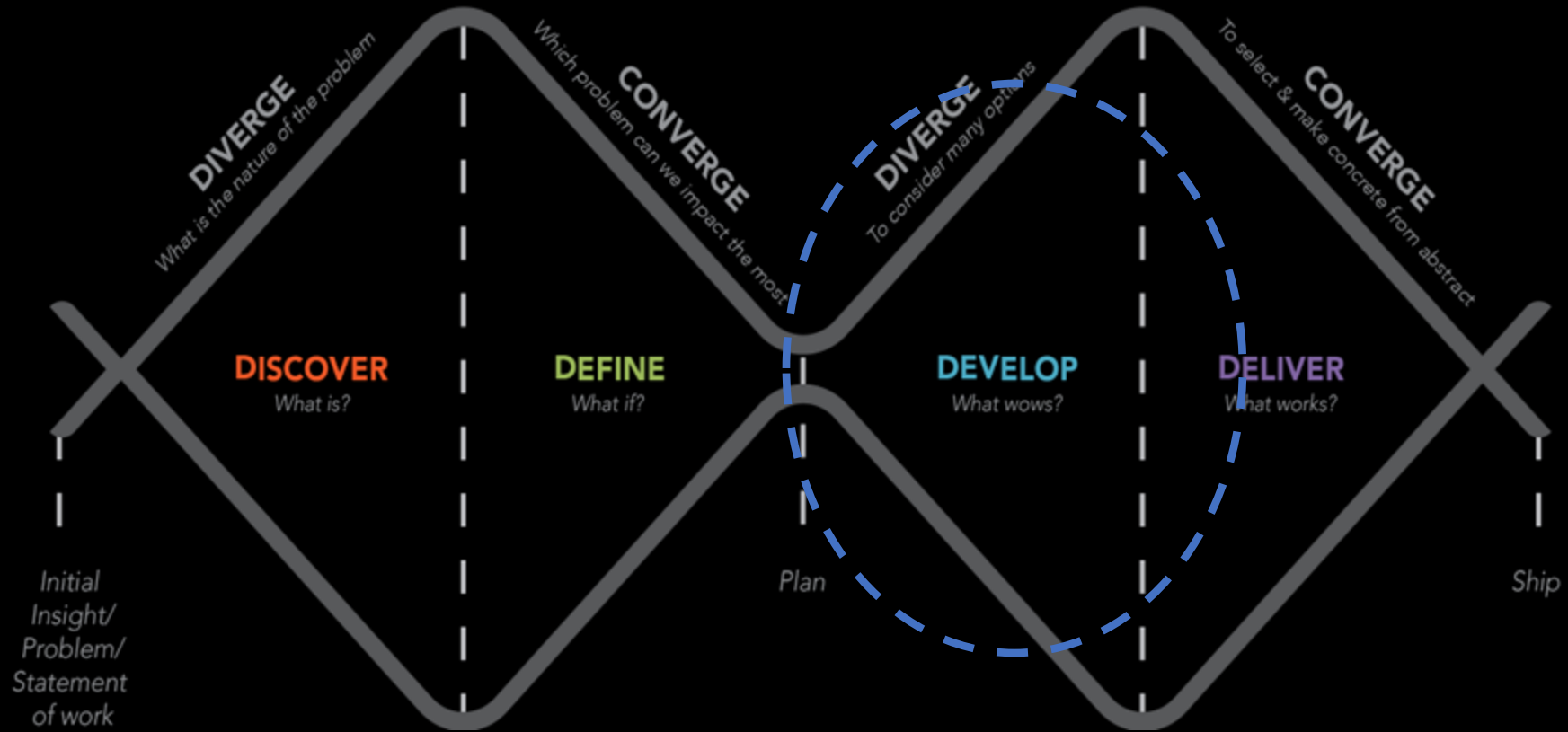- "Feel" sense of belonging.

TEAM

- Transparency & direction

- Empowered to experiment

DEVELOP

DEVELOP

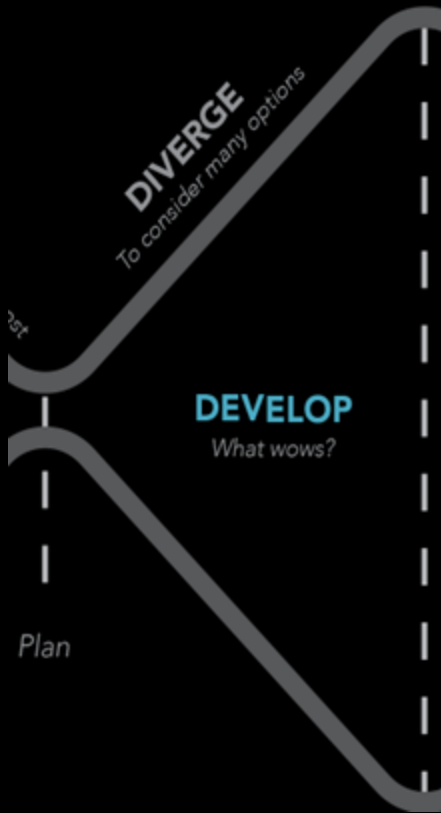The best way to have a good idea is to have a lot of ideas.

— *Linus Pauling* —

DEVELOP
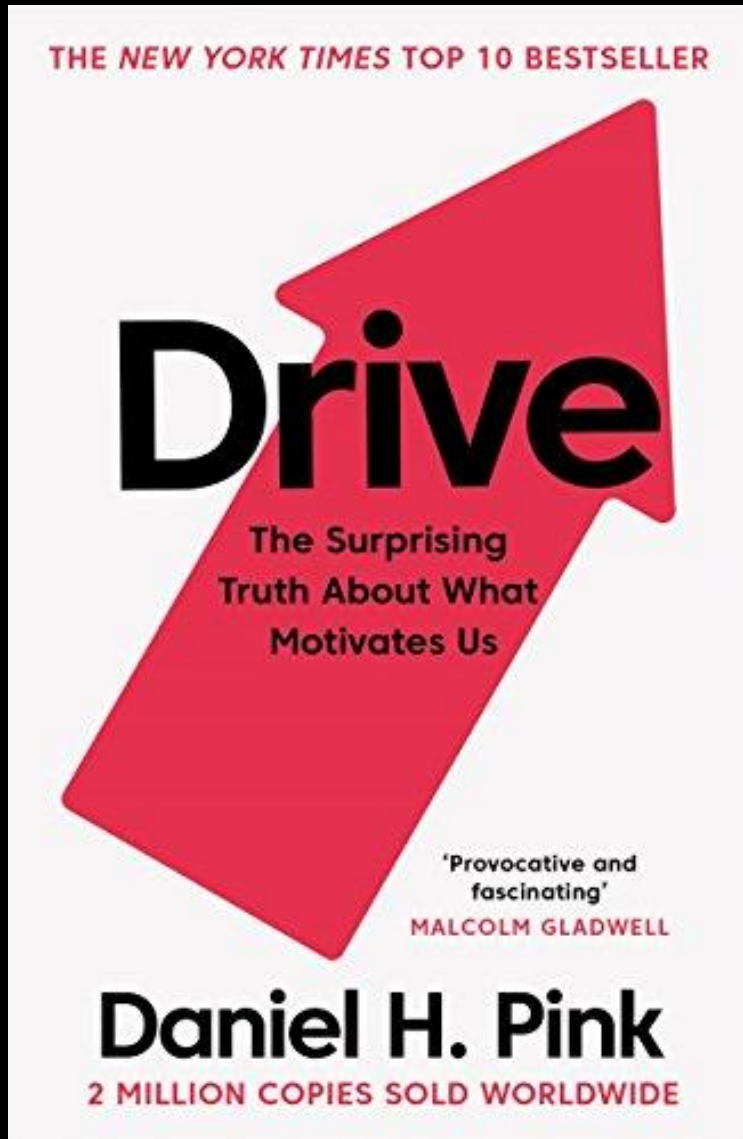

Goals:

- Research

- Ideate

- Experiment

DEVELOP

Tactics:
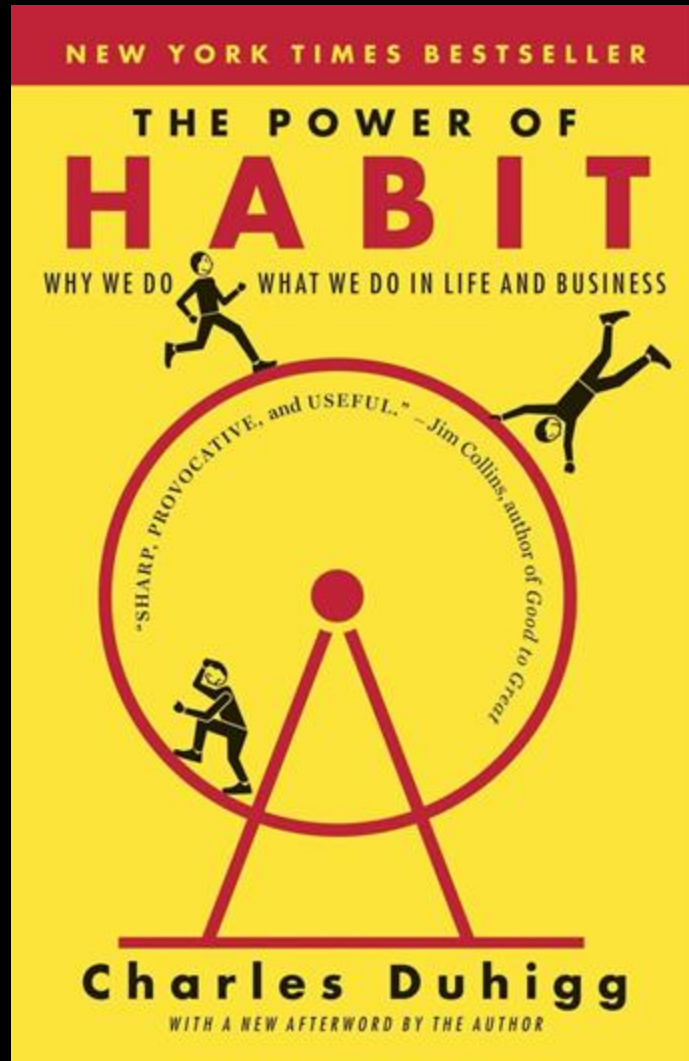- "Prototype"
- How Might We

DEVELOP - Research

Human Motivators:

- Autonomy

- Mastery

- Purpose

DELIVER – Research

"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."

DEVELOP - Experiment

DEVELOP - Experiment

"Socialization > Selection"

- Adam Grant

How might we...

How might we...
Better prepare incoming students

DEVELOP

How might we…

Create unique student experiences

How might we...

Innovate in the admissions process

How might we...

DELIVER

DELIVER

DIVERGE
What is the nature of the problem

CONVERGE
Which problem can we impact the most

DIVERGE
To consider many options

CONVERGE
To select & make concrete from abstract

DISCOVER
What is?

DEFINE
What if?

DEVELOP
What wows?

DELIVER
What works?

Initial Insight/ Problem/ Statement of work

Plan

Ship

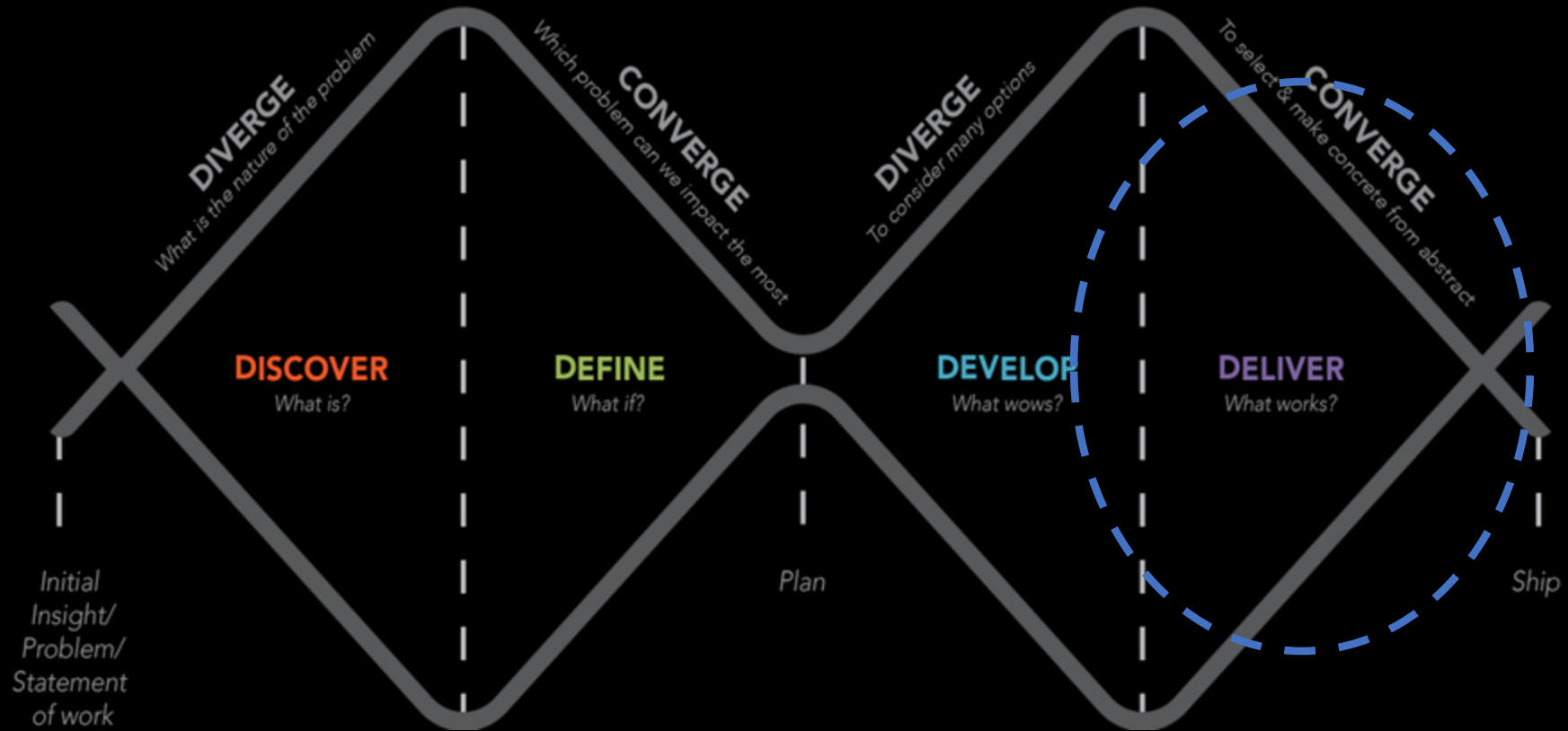Design is not just what it looks like and feels like. Design is how it works.
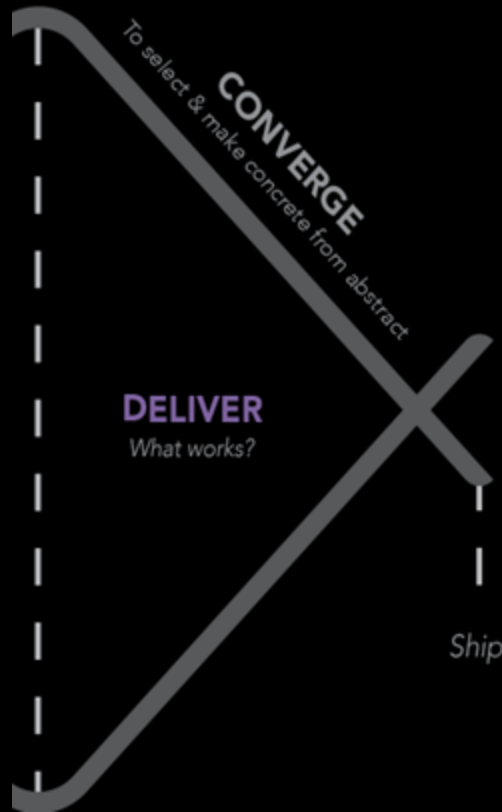
— Steve Jobs —

AZ QUOTES

DELIVER

Goals:

- Execute

- Debug

- Measure

DELIVER

Tactics:

- Coaching
- Roadmapping
- Define Success

DELIVER – Roadmapping

DELIVER – Define & Measure

[month] 2021 - STATUS UPDATE — By Brad Eiben [date]

PURPOSE
- 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. amazon HBOmax	**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 intitiated 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	❌	
					Executives-In-Residence	🔺	
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

RESULTS

- 9.0/10 "Would you recommend?"

- 2x net promoter score

EXTREME EXAMPLE

DISCOVER

Us vs. Them
Culture & History

DEFINE

- Anchor Habit

- "Safety will be a precondition for working at USS."

ACTIVITY
(TIME PERMITTING)

MSPM
Tepper School of Business +
School of Computer Science

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