

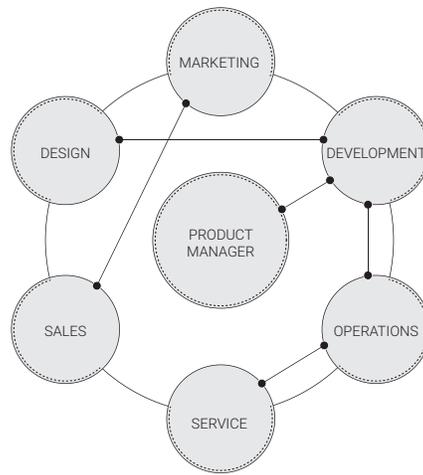
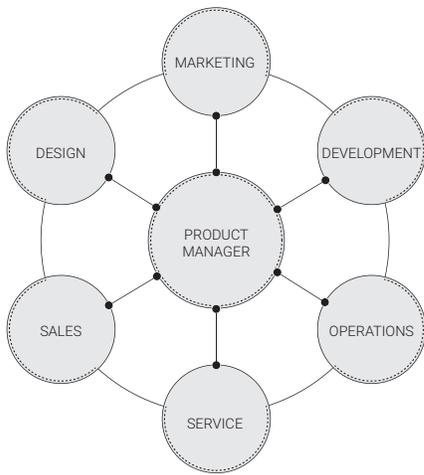
Product Manager's Desk Reference (3e)

Illustration Insights – Chapter 4 - Figures 4.1, 4.2

Leveraging Teams to Get Things Done

The purpose of a cross-functional product team is to manage all the elements needed to achieve the financial, market, and strategic objectives of the product as a business. The cross-functional product team is made up of delegated representatives from their respective business functions. This team is the primary mechanism through which an organization initiates product strategies and plans. The team is responsible for making sure that plans are executed in a timely fashion. Finally, the product team is accountable for the profitability of the product in the marketplace.

The two diagrams on this page are shown as simple examples of cross-functional product team structures. What's it like in your company or in your experience? Use the space below to sketch out the team structures you're familiar with. Also, think about things that work well and things that don't - and why.



A large, empty rectangular box provided for sketching out team structures and reflecting on experiences.

Product Manager's Desk Reference (3e)

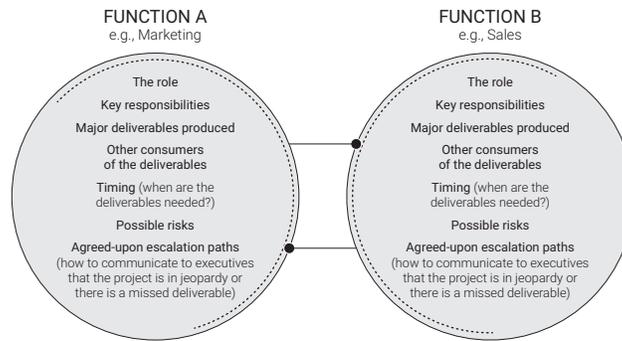
Illustration Insights – Chapter 4 - Figures 4.3, 4.4

Leveraging Teams to Get Things Done

For any product team, it's important to have clarity around roles and responsibilities. In fact, role clarity is one of the issues that stand in the way optimal team performance. A RACI model (RACI stands for Responsible, Accountable, Consulted, and Informed) can help you and your team members to communicate about roles and responsibilities. Use the table below from Figure 4.3 to help you in this work.

	Task/Activity 1	Task/Activity 2	Task/Activity 3
Functional Team Member A	R	R/A	R
Functional Team Member B	C	R	I
Functional Team Member C	A	R	R

Another great tool to use is a "Functional Support Plan." This FSP can help you negotiate work, almost like a contract, between two or more people who work in different functions. Use the diagram below as a resource. Also, in the space at the bottom of the page, identify ways you can improve roles and responsibilities in your own company.

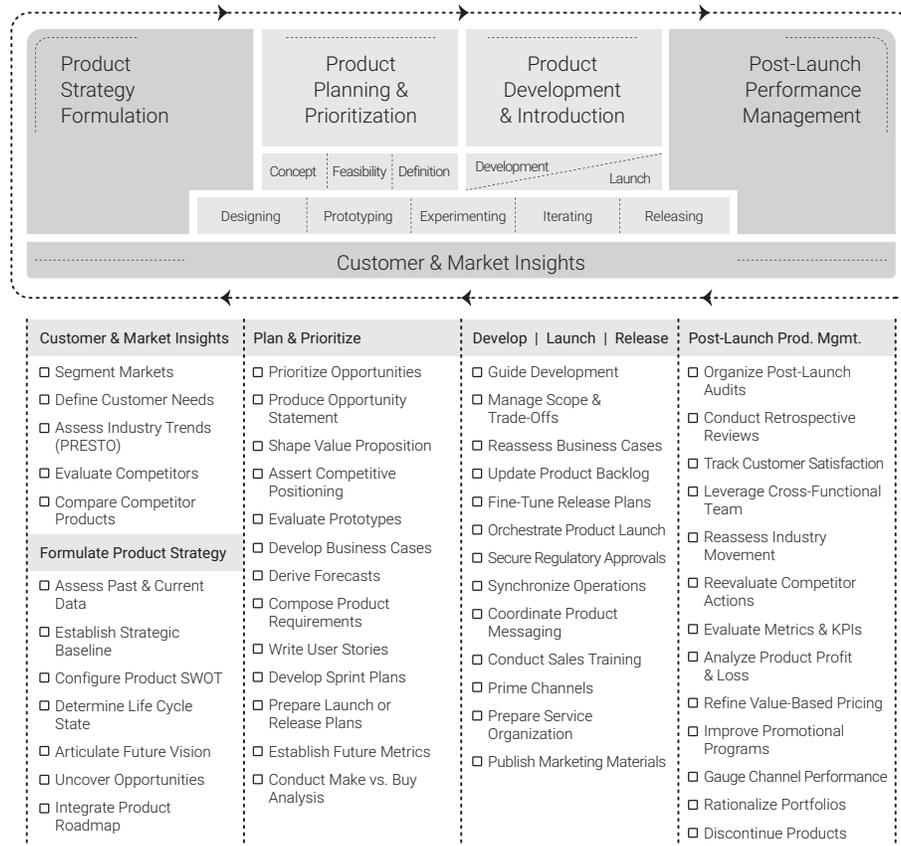


Product Manager's Desk Reference (3e)

Illustration Insights – Chapter 4 – Figures 4.5, 4.6

Leveraging Teams to Get Things Done

As products move across the life cycle, roles and responsibilities of team members will differ. The activities that are undertaken by full-stream life cycle product teams are revealed in more detail in the comprehensive version of the Product Management Life Cycle Model, shown below. You can use this to clarify roles and responsibilities for the work activities called out in this model, and in the table shown below the model.



	Developing Customer & Market Insights	Formulating Product Strategies	Product Planning & Prioritization	Product Development & Introduction	Post-Launch Performance Management
Product Manager					
Development/Engineering					
Design					
Marketing					
Operations					
Supply Chain					
Sales					
Manufacturing					
Customer Service					
Customer Success					
Legal					
Regulatory/Compliance					

Product Manager's Desk Reference (3e) Illustration Insights – Chapter 4 – Figure 4.7

Leveraging Teams to Get Things Done

The product team leader inspires a shared sense of purpose—the success of the product. The product team also leader also acts as the catalyst for action, which helps the team focus on the tasks at hand. At times, the product team leader is the coach, the teacher, and even a negotiator when conflict arises or priorities need to be adjusted. During meetings, product team leaders encourage participation through inclusion with a shared, standard agenda, agreed-upon times for discussion, rules to take “other things” offline, negotiating discussions, and facilitating the team to consensus.

With the figure on this page, you have an opportunity to carry out a quick self-assessment to determine where you are in your evolutionary development as a product team leader.. On a scale of 1 to 10, 10 being the best, where do you think you are, and what might you be able to do to improve? You may benefit from a conversation with your team members, peers, or even the managers of your peers to understand their perceptions and how you might fine-tune your approach to cross-functional product team leadership. Use the space at the bottom of the page to record notes about actions you might take.

	RATING	ACTION PLAN
Clarifies the product's strategy and makes sure others buy in		
Builds relationships with other core team members and understand what each member brings to the table		
Plans and organizes purposeful product team meetings with agreed-upon agendas and desired outcomes		
Provides a forum for making sure that team roles and responsibilities are clear using FSPs		
Solicits input and inspires others to contribute to problem solving		
Creates a collaborative working environment to focus on the product and the market instead of individual team agendas		
Focuses the team on the productions of results		
Keeps the team on track so it meets its commitments		
Provides positive reinforcement to team members for their participation		
Regularly reviews the product's business results and inspires team members to contribute to the analysis of variances and the identification of solutions		