

Design and PM

Roles, Responsibilities, Collaboration

Week 2 - User

Lecture 2



Speakers

Terhi Hänninen

PM

Google

Pekka Poukamo

Head of Design

RELEX Solutions

Terhi

After Uni

Consultant at
Accenture

Noticed, not
much of a
software
engineer →
pivot

Media

Oikotie
Sanoma Digital
MTV Classifieds
Katsomo

Product Owner, Development Manager,
Product Designer, Program Manager,
Head of TV (?!?)

TelCo

Taste of
international work
environment at
TeliaSonera
(cable, IPTV, TV
apps)

Big
pivot

Dream of
becoming a tech
PM

Business Design
consultant to get
the hands on user
research chops

Big
Tech
PM

Zalando
Google

Pekka

2014

2015

2016

2017

2018

2019

2020

2021

2022

2023

AALTO, INFORMATION NETWORKS

PRODUCT DEVELOPMENT STUDIES

LEADIN

AGENCY WORK

GOFORÉ

RELEX

IN HOUSE DESIGN

DESIGN FOCUS

USER RESEARCH
FOCUS

COMPLEX B2B
PRODUCT FOCUS

USER RESEARCH
PRACTICE FOCUS

TEAM LEAD &
PRODUCT
RESPONSIBILITY

Agenda

Design - Not About Pretty
In Practise
Deep Dive into Diamonds
Summary



Aalto-yliopisto
Aalto-universitetet
Aalto University



Warning!

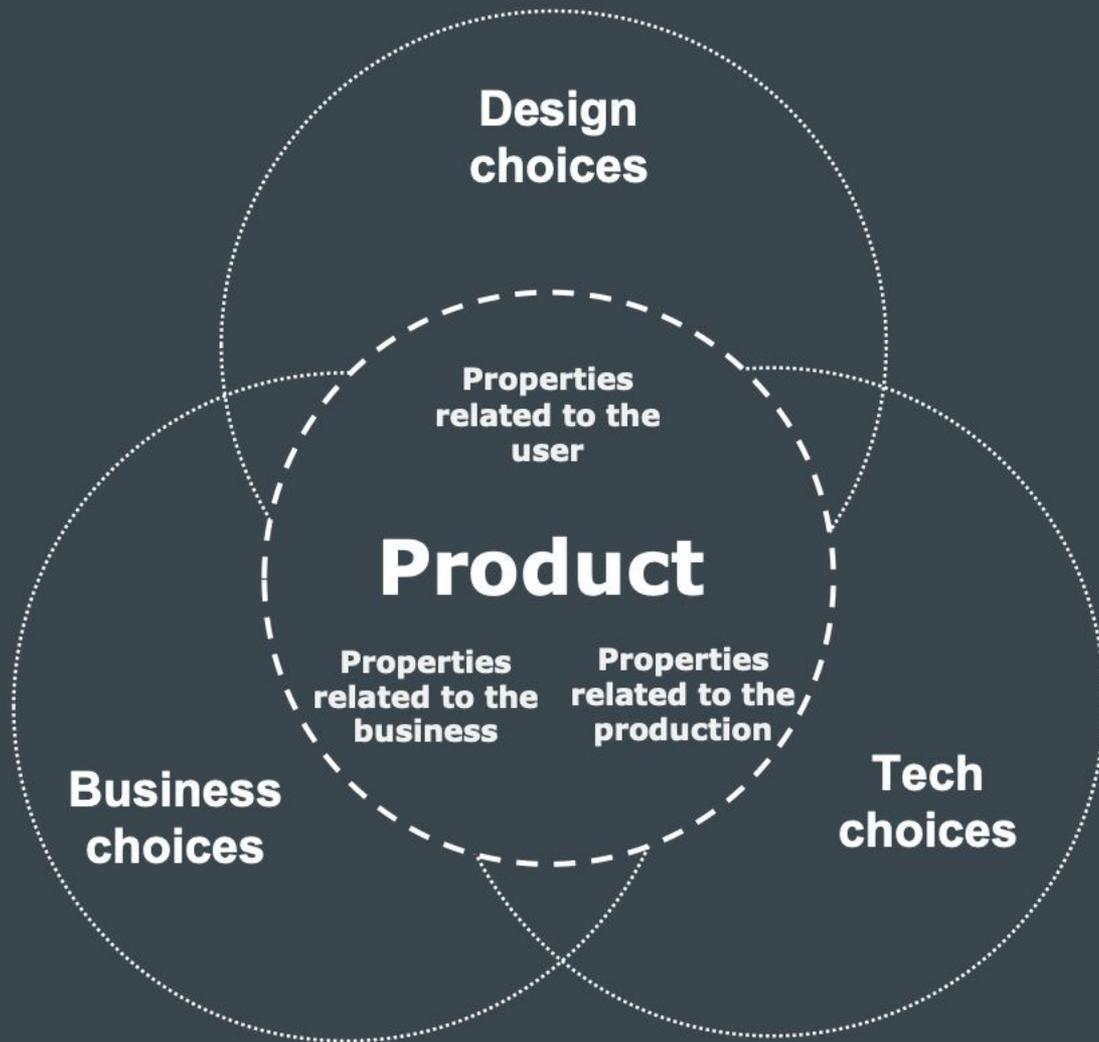
Product Development is highly context specific

What does design bring to the table?

Frequent situations

- Business focus
- Technology focus

How to balance with user focus?



UX DESIGNER



What my friends think I do



What my family thinks I do



What society thinks I do



What my CEO thinks I do



What I think I do



What I actually do

Design Is NOT About Pretty...

The purpose of the work in product development is to figure out how to craft a good product

→ viable and valuable

→ desirable and usable

Desirable & Usable AND Viable & Valuable



More Things to Consider

A good product is good for the user and good for the business

Plenty of guardrails and guiding principles

- Company objectives
- Company brand
- Capabilities and strengths of the company
- Roadmap
- Other teams

How Do You Do It In Practise?



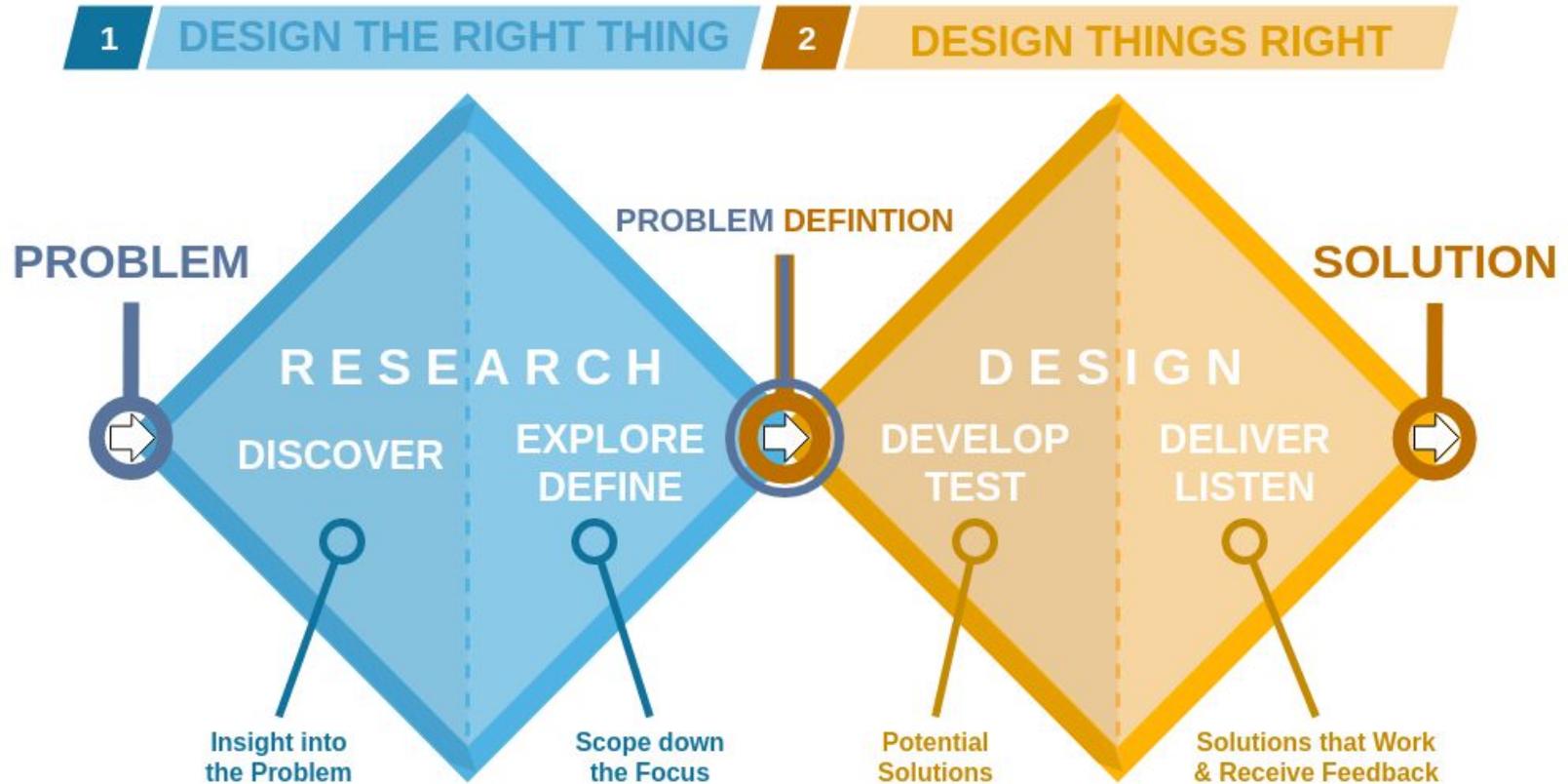
Aalto-yliopisto
Aalto-universitetet
Aalto University

The Design Team

There are many types of designers

- Graphic designer
- Illustrator
- Motion designer
- UI designer
- Product designer
- Interaction designer
- UX designer
- Design researcher
- Service designer
- Business designer
- UX writer
- Content designer
- ...

When Should Design Be Involved?



Design Should Be Involved ALL THE TIME

DISCOVER

PM Drives

Design contributes

DEFINE

PM Drives

Design contributes

DESIGN

Design Drives

PM & Engineering
contribute

DELIVER

Engineering Drives

PM & Design
contribute

Who are the users?

What problems are
the users trying to
solve?

Which problem is
the most important
and impactful to
solve?

Which problem
aligns with goals
and strategy?

What are the
different ways to
solve the problem?

What are the
guardrails?

Can we implement
the solution?

How do we
implement the
solution?

Does it really work
(viable, feasible,
usable, desirable)?

Deep Dive

Collaboration Methods and Deliverables



Aalto-yliopisto
Aalto-universitetet
Aalto University



Discovery

Discover – Define – Design – Deliver



Aalto-yliopisto
Aalto-universitetet
Aalto University

The outcome of discovery is:

- 1. What's the problem** (why does it exist and for whom)
- 2. What's the impact of solving it** (higher revenue, lower cost, etc.)
- 3. What are the alternative solutions** (competitors, alternatives, new)
- 4. What are the risks of solving it** (value, business, usability, feasibility)

That's all you need to enable your team to design a great solution!

Day in a life

(Activities & Responsibilities)

PM

Think of the goal of the discovery

Focus, re-focus

Find 'em

Talk but mostly listen to them

Sit and think

Find the patterns

Design

UX researcher is the specialist in research

Build research plan & interview guides

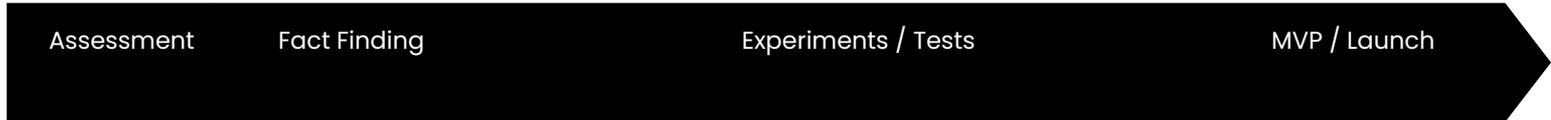
Conduct interviews & other sessions

Organize analysis workshops

Designers need to be involved in the discovery phase

Validation Method

Goals Alignment	Data Analysis				
Business Modeling	Surveys	Smoke Tests	Early Adopter Programs	Labs	Holdback
ICE Analysis	Competitive Analysis	Wizard of Oz	Alpha	Beta	% Launch
Assumption Mapping	User Interviews	Concierge Test	Longitudinal User Studies	Preview	Multivariate
Stakeholder Reviews	Field Research	Usability Tests	Fishfood	Dogfood	A/B tests



Define

Discover – Define – Design – Deliver



Aalto-yliopisto
Aalto-universitetet
Aalto University

Questions & Outcomes

How big are the problems we identified? Which ones generate value if solved?

Which problems are we uniquely positioned to solve better than anyone?

Which problems fit the company/product goals & strategy?

Which problem are we trying to solve? Why?

Day in a life

(Activities & Responsibilities)

PM

Market research

Data analysis

Writing

“Shopping around”

Design

Making concepts concrete
(storyboards, prototypes, fake ads
etc.)

Conducting user interviews &
tests

Deliverables

PM

Arguments / Proof

An answer to “why this problem and not something else?”

Likely a document (1-pager)

Design

Concrete examples of the problem to be solved (e.g. storyboards, prototypes, fake ads)

User testing reports

Storyboard



Credit: [Jenna Cameron](#)

Prototypes

←

Wishes editable from August 20, 2021

Create a new wish

Type of wish

Day off Work Swap

Date

12.08.2021

Message

Create wish

☰ RELEX

Home Shifts Wishes

Extra shift offers

Mon 21.4 CASHIER SHELF

12:00 16:00

Store 1 - Relex street 1 4:00

Apply for extra shift

Thu 24.4 CASHIER

08:00 14:00

Store 1 - Relex street 1 6:00

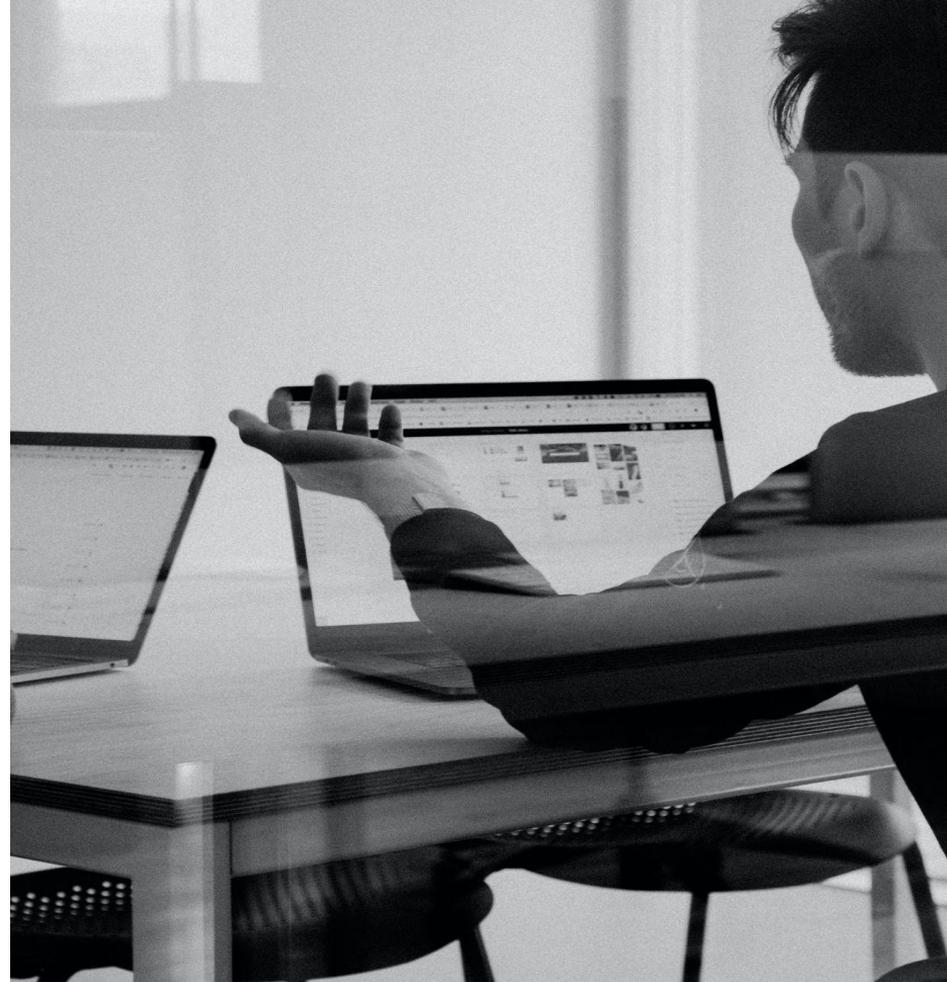
Apply for extra shift

Thu 24.4 CASHIER

08:00

Secure Buy In

- Team
- Lead
- PM team
- Contributing & Influenced teams outside own org.
- Marketing & Sales & PR
- Legal
- Customer Support
- etc.



Validation Method

Goals Alignment	Data Analysis				
Business Modeling	Surveys	Smoke Tests	Early Adopter Programs	Labs	Holdback
ICE Analysis	Competitive Analysis	Wizard of Oz	Alpha	Beta	% Launch
Assumption Mapping	User Interviews	Concierge Test	Longitudinal User Studies	Preview	Multivariate
Stakeholder Reviews	Field Research	Usability Tests	Fishfood	Dogfood	A/B tests



Design

Discover – Define – **Design** – Deliver



Aalto-yliopisto
Aalto-universitetet
Aalto University

Questions & Outcomes

What solution options are there?

What could the solution look like?

What is the best solution to the problem?

How do we solve the problem?

Day in a life

(Activities & Responsibilities)

PM

Present, pitch

Include engineering for feedback and input

Include all other relevant parties for feedback and input, LISTEN

Write

Design

Explore different designs

Information architecture / navigation patterns

Build UI prototypes

Test designs with users

Gather stakeholder feedback

Start over

Deliverables

PM

PRD draft

→ Why

→ What

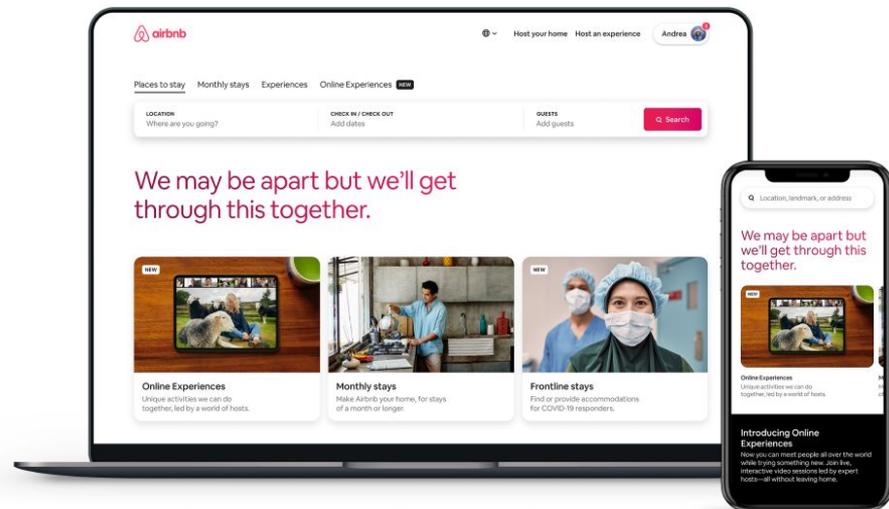
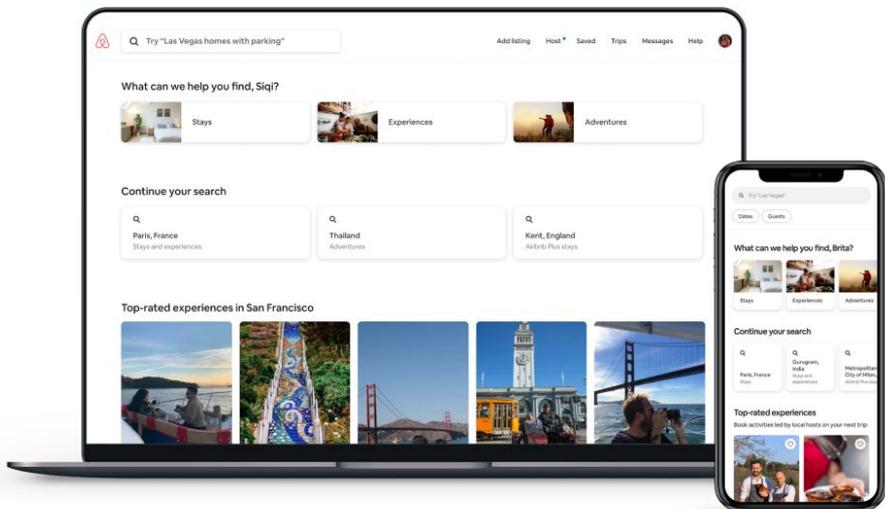
Design

Use process flows

User interface prototypes

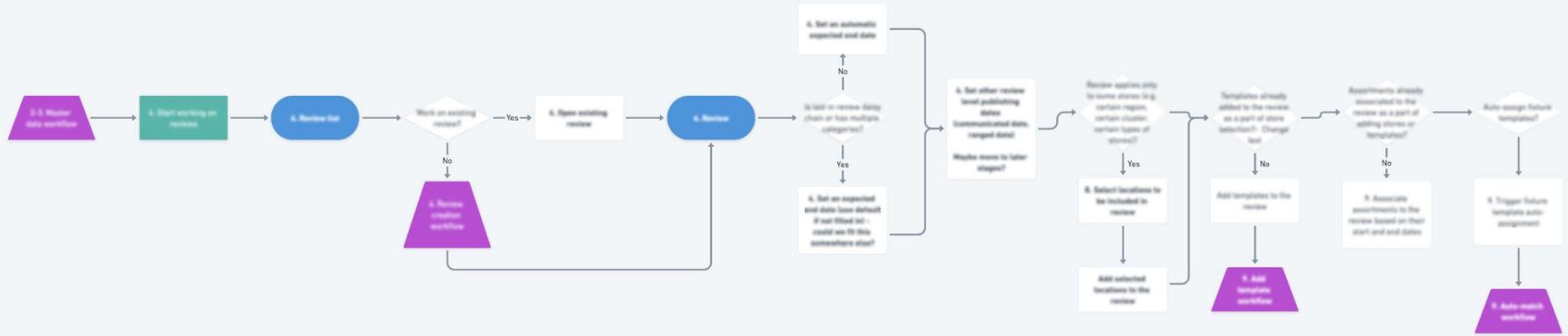
Design specifications

User interface prototypes



Credit: [AirBnb](#)

User flows



Document

- Press Release
- PRD
- Product card
- ...

NOTE: Technical design doc is a different thing



Shreyas Doshi • Following

Product Advisor to fast-growing startups. Built products at Stripe, Twitter, Go...

4d • Edited • 🗨️



How to write docs for busy executives at work:

Short doc (2-3 pages max)

Lead with the gist in the first 3-4 sentences

General structure -

Context (why)

Why it matters (so what)

Proposal (how)

Recommended actions (what next)

Make it flow

(shouldn't read like you just filled out a template)

Use a story or an example for the Proposal part

Don't pack every single thing you know about the topic
(your goal is to create clarity, not showcase knowledge)

Use footnotes & links for details

(to avoid distracting the reader from the core message)

Use an appendix for readers interested in learning more
(especially for diagrams, mocks, tables, charts)

For high stakes topics, get a trusted peer's feedback

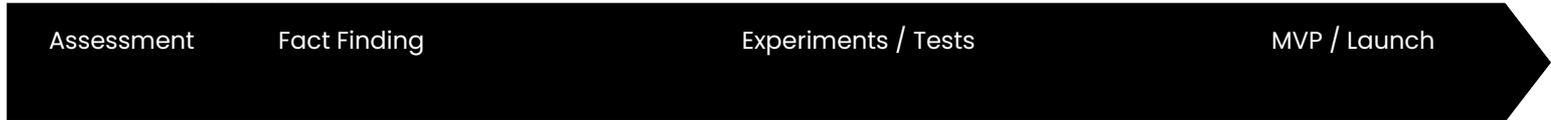
Lastly, the doc is not your identity. Be open to feedback



804 • 20 comments

Validation Method

Goals Alignment	Data Analysis				
Business Modeling	Surveys	Smoke Tests	Early Adopter Programs	Labs	Holdback
ICE Analysis	Competitive Analysis	Wizard of Oz	Alpha	Beta	% Launch
Assumption Mapping	User Interviews	Concierge Test	Longitudinal User Studies	Preview	Multivariate
Stakeholder Reviews	Field Research	Usability Tests	Fishfood	Dogfood	A/B tests



Deliver

Discover – Define – Design – Deliver



Aalto-yliopisto
Aalto-universitetet
Aalto University

Questions & Outcomes

Questions

How exactly should the solution work?

How do we break the problem into smaller parts?

Does it really work?

Outcomes

Plan (don't worry, it will change)

Specifications for development

“Finished” product

Day in a life

(Activities & Responsibilities)

Product Manager

Prioritization

Ad hoc decision making

Collaborate on documentation

Steer if needed

Design

Documentation

Developer support

Usability testing

Validation Method

Goals Alignment	Data Analysis				
Business Modeling	Surveys	Smoke Tests	Early Adopter Programs	Labs	Holdback
ICE Analysis	Competitive Analysis	Wizard of Oz	Alpha	Beta	% Launch
Assumption Mapping	User Interviews	Concierge Test	Longitudinal User Studies	Preview	Multivariate
Stakeholder Reviews	Field Research	Usability Tests	Fishfood	Dogfood	A/B tests



Summary



Design Should Be Involved ALL THE TIME

DISCOVER

PM Drives

Design contributes

DEFINE

PM Drives

Design contributes

DESIGN

Design Drives

PM & Engineering
contribute

DELIVER

Engineering Drives

PM & Design
contribute

Who are the users?

What problems are
the users trying to
solve?

Which problem is
the most important
and impactful to
solve?

Which problem
aligns with goals
and strategy?

What are the
different ways to
solve the problem?

What are the
guardrails?

Can we implement
the solution?

How do we
implement the
solution?

Does it really work
(viable, feasible,
usable, desirable)?

Purpose of (PM & Design) Life:

Refine the Model You Have of the Customer



Credit, 3rd & 4th pic: Hugo Pratt

TASK

Jobs to be done

A”

Aalto-yliopisto
Aalto-universitetet
Aalto University



Task: Jobs to be Done

Pick an app that:

- you use regularly
- you know other ppl who use it and you can interview (ideally not “people like you”)

Using JTBD framework, think how you would improve the app with a new feature

Validate both the job and related requirements, and your solution idea with the other users you know (only focus on customer value)

Resources:

[How Twitter uses JTBD in their strategy](#)

[Step by Step instructions for a PM](#)