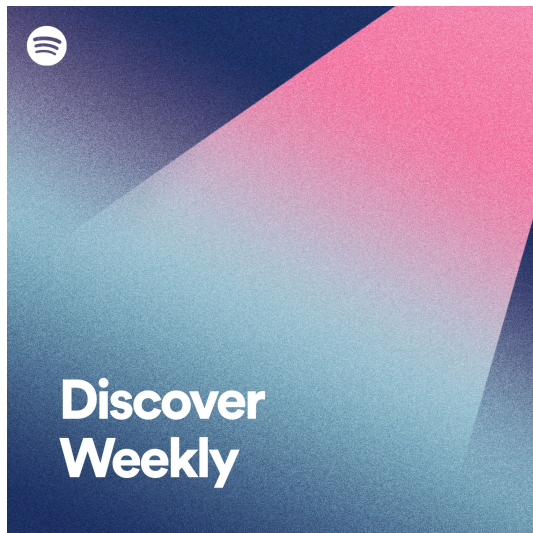
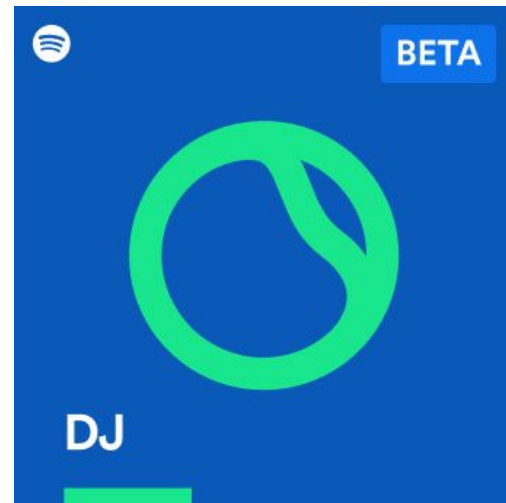
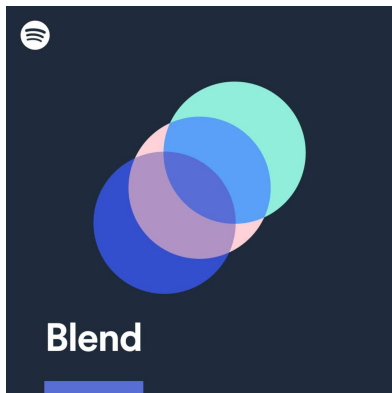




Leading Teams Through 0 to 1 Product Development

Jen Lamere



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Let's imagine someone says to us

We're about to kick off this super challenging project...

We aren't even sure if it's possible...

We want to ship it ASAP...

Oh and by the way can you lead it?

Ok 😅

Where do we start?

⚠️ Resist the urge to build things sequentially



When we don't know what we're building yet



Optimize for feedback,
learning and discovery

Build a prototype end to end.

- Ignore hard problems for now
- Hard code things if you need to
- Aim for a 75% across features, not a 100%



When parts of the project are extremely risky



Focus on those components first

- Work on the hardest thing first
- The project lives or dies by this
- Until you prove out the core concept, the rest is just details

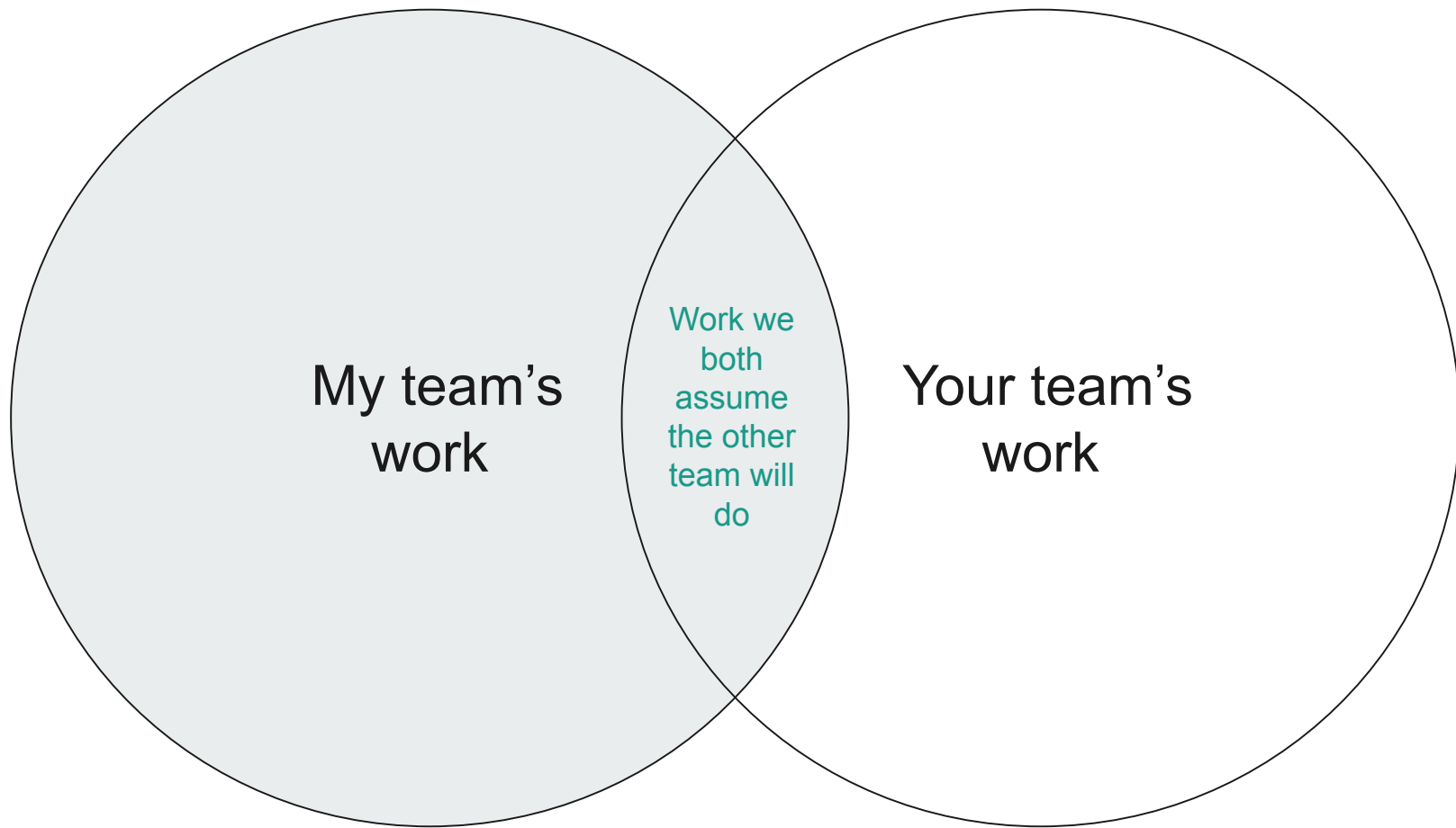


When there are a lot of teams involved



Establish boundaries and ownership first

- Work on any integration points or apis first
- This forces the conversation of ownership



Avoid this trap!



In practice, it usually makes sense to combine these approaches over the course of a project

1. Build integration points
2. Do the minimal work to make the product work fully end to end
3. Sub team 1:
 - a. Based on this, identify what the biggest risks are
 - b. Focus on improving the risks
4. Sub team 2:
 - a. Work on more straightforward tasks that are required to make a good user experience

We're able to make some progress on our project

But the design, product requirements, timeline and priorities keep changing



How do we make decisions when everything keeps changing?

 Resist the urge to make decisions before you need to

- #1 Rule: Do we need to make this decision now?
 - Future you has more information that current you - let them make the decision when possible
- Is it reversible?
 - What is the level of risk if you're wrong?
 - When in doubt, pick the easiest option
- Otherwise
 - List out what you want to optimize for and pros and cons of each option
 - Use that information to pick the best option

Top Priorities: Iteration speed and flexibility
Secondary Priority: Latency

	Option 1	Option 2
Iteration Speed	Slow	Fast
Flexibility	Slow	Fast
Latency	Fast	Slow

We're almost ready to ship....

When someone says “Hey can we add in this one last thing?”



How do we deal with changes in scope?

 Resist the urge to immediately say “yes!”

- “What would we need to de-prioritize in order to make this happen?”
- For a really big ask, “What would we need in order to make this happen?”
 - Specific people, cutting scope, etc

The product ships and is a great success!



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Spotify Staff Engineer

- Be intentional in how you prioritize work: sequentially, to derisk, to collaborate, to learn
- Defer decisions when possible, otherwise match pros and cons of what you want to optimize for
- Consider what work the team may have to put down in order to add new scope