

Outcome-Driven Product Development in Action



taxfix

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Agenda

1. **The Problem**

Challenges in Product Development Today

2. **The Solution**

Implementing the Product Operating Model

3. **The Impact**

Improved Product Delivery and Team Empowerment



Problem

Challenges in Product Development Today

- Teams struggle to see progress and adapt to changing priorities
- Overloaded teams face burnout due to too many simultaneous tasks
- Lack of connection between day-to-day work and strategic objectives



A real scenario

The Impact of Misalignment

- Engineering Managers struggled to create transparency on team capacity, which was overburdened by product initiatives
- Teams lacked insight into unplanned work and resource investments, resulting in not meeting desired outcomes



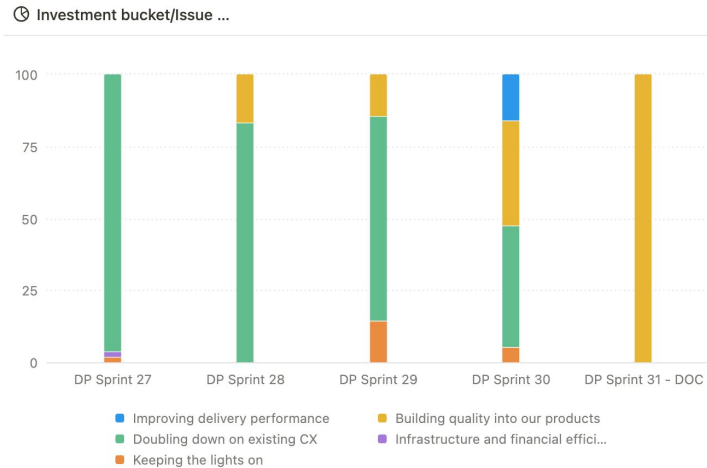
Solution

Adopting Marty Cagan's product operating model principles to empower teams with real-time insights and data-driven decision-making

- Empowered with problems to solve
- Outcomes over output
- Sense of ownership
- Focus
- Transparency
- Principles over processes



Solution – Strategic Prioritization: Investment Buckets



Allocate
resources to
high-impact
initiatives



Enables better
strategic focus



Concentrate
efforts where
they drive the
most value

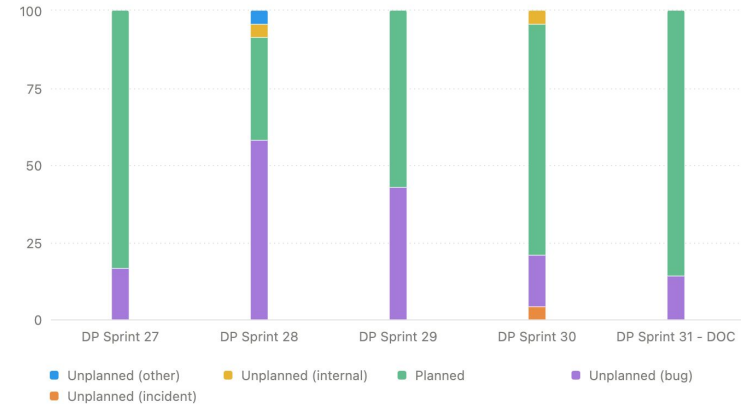
Solution – Adapting to Change: Planned vs. Unplanned Work

 Tracks deviations from planned objectives

 Allows teams to adapt and reprioritize

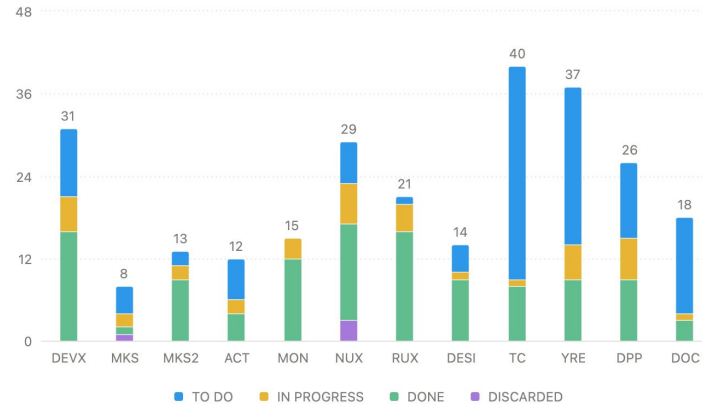
 Respond to unexpected changes effectively

🕒 Work classification Issue ...



Solution – Maintaining Focus: Work in Process Metrics

🕒 Jira tickets status/team



Helps teams
manage
workload



Ensures
prioritization



Focus on
high-value
tasks

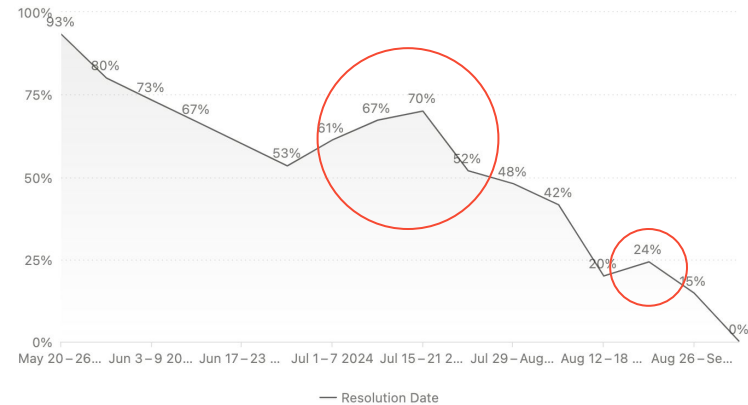
Solution – Visualizing Progress: The Project Burndown Chart

 Tracks progress toward goals

 Enable teams to stay aligned with objectives

 Identify risks and unblock progress

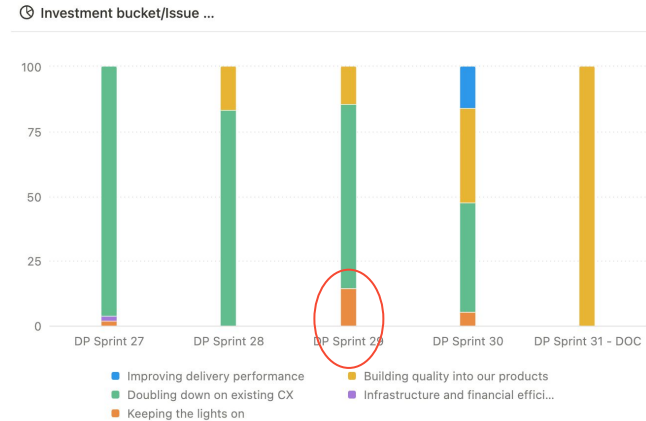
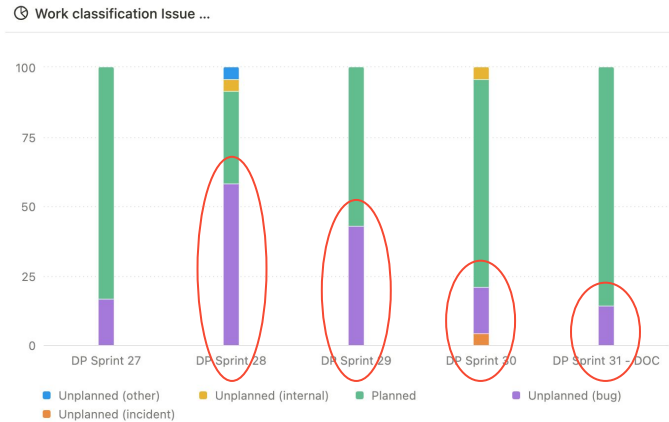
🕒 Project Burndown



Solution – An Example: Addressing Increased Unplanned Work

During Sprint 28, unplanned work rose due to a surge in bugs. The number of bugs reduced in subsequent sprints.

The team adapted by shifting capacity to 'Keeping the lights on' in Sprint 29.



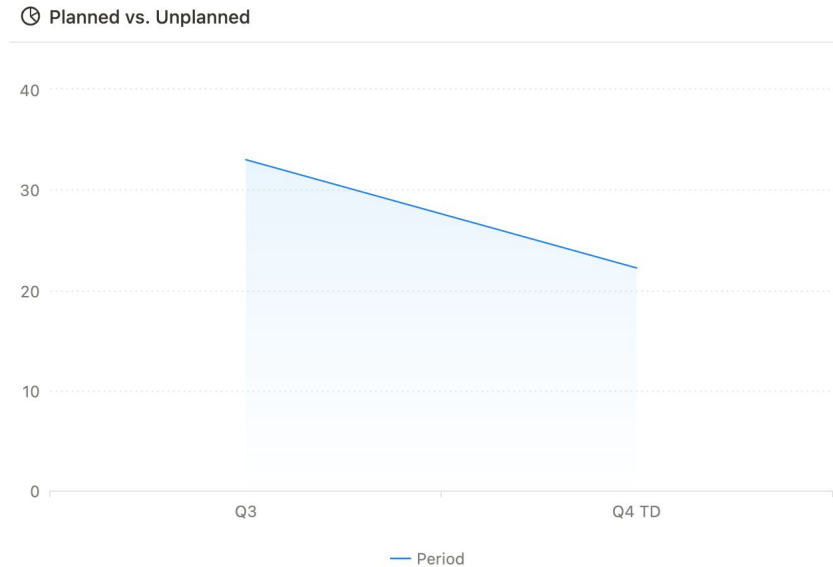
Impact

Alignment with Cagan's Principles

- Empowered Teams: "Shifted from directive management to teams owning their results"
- Focus on Outcomes over Outputs: "Metrics emphasized value delivery"
- Adaptability: "Teams became more agile and proactive in responding to real-time insights"



Impact



Ratio of Planned vs. Unplanned Work: "Reduced from **33%** to **22%** over one quarter."

Increased Team Engagement and Accountability: "Teams felt ownership over results and adjusted quickly to changes."





Key Takeaways

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Empower Teams for Better Results by Embracing the Product Operating Model Principles

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Boost Agility by Making Key Metrics Visible - Track Investment Buckets and Planned vs. Unplanned Work

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Save Time and Enhance Engagement with Notion Charts to Build Products Users Love and Trust



Thank you

