



RMpdma  
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## ***Product Development / Innovation***

***What Project Managers and Product Managers  
Need to Know***

***Chad McAllister, PhD [chad@drchadmcallister.com](mailto:chad@drchadmcallister.com)***



# The Plan

## **A Journey in Product Development and Self Reflection**



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## **A Journey in Product Development and Self Reflection**



# Outline

1

## Background

- Project Management
- Product Management
- Product Development/Innovation

2

## A Road Less Taken

- Accidental Project Lead
- Software Development Lifecycles
- Project Management
- Product Management

3

## Product Development / Innovation

- Knowledge Areas
- Integrated Framework
- Process and Strategy
- Next Steps



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# Inspiration for the Innovator

## Techstars at [www.techstars.tv](http://www.techstars.tv)

The screenshot shows the TechStars website interface. At the top left is the TechStars logo, which consists of a green star above a stylized mountain range and the word "techstars" in lowercase. To the right of the logo is a navigation menu with links for "Home", "Apply", "Details", "Mentors", "Schedule", "TechStarsTV", "Companies", and "Blog". Above this menu is a secondary navigation bar with links for "iphone app", "about", "contact", "news", "media", "search", "apply", and "are you an investor?".

The main content area features a video player with the title "Be Fearless. Today." and the subtitle "Added June 10, 2010 by TechStars". Below the title are social sharing options: "techstars, the founders" (with a blue button), "Comment on this Video" (with a speech bubble icon), and "Collect this Video" (with a plus icon). To the right of these options are icons for "20" likes and "5" comments.

Below the video player is a section titled "Recent Videos (108 videos)" which displays a horizontal list of six video thumbnails. Each thumbnail has the "The Founders" logo overlaid. The thumbnails are labeled as follows:
 

1. Conditions of Extreme Uncertainty
2. The Element of Surprise
3. We're Not Alone
4. Risk Takers
5. Let's Be Honest
6. Be Fearless. Today.

 A blue double arrow icon is positioned to the right of the last thumbnail.

# Bride or Groom Side?

Project Manager?

Product Manager?



Don't know or Don't care



# What do you see?







# Poll Question

- What best describes your preference?
  - **Product manager**
  - **Project manager**
  - **Have not yet decided**
  - **Other**



# Definitions

- **Project Management:** “an endeavor to create a product or service” (PMI)
- **Product Management:** “Ensuring over time that a product or service profitably meets the needs of customers by continually monitoring and modifying the elements of the marketing mix, including: the product and its features, the communications strategy, distribution channels and price” (PDMA)
- **Product Development:** “The overall process of strategy, organization, concept generation, product and marketing plan creation and evaluation, and commercialization of a new product.” (PDMA)



# Project Management

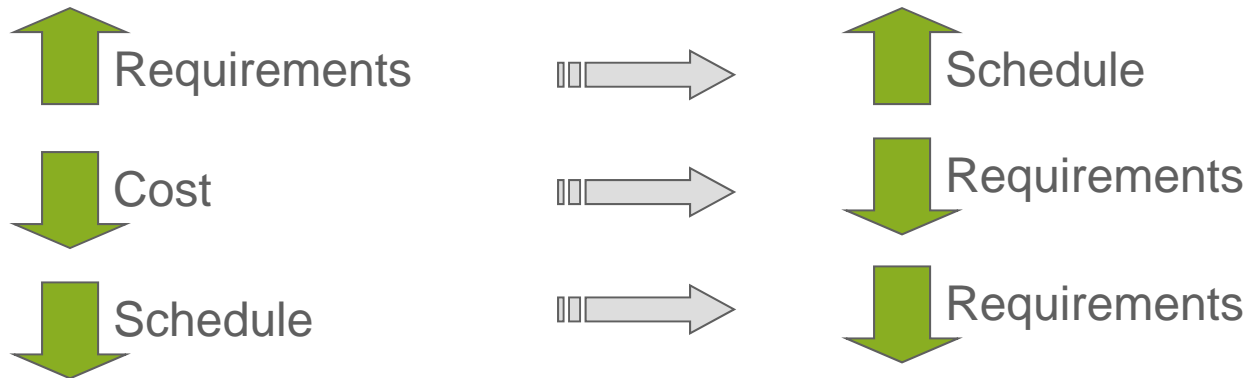
- 5 Process Groups
  - Initiating
  - Planning
  - Executing
  - Controlling and Monitoring
  - Closing
- 9 Knowledge Areas
  - Project Integration Management
  - Project Scope Management
  - Project Time Management
  - Project Cost Management
  - Project Quality Management
  - Project Human Resource Management
  - Project Communications Management
  - Project Risk Management
  - Project Procurement Management.



# Project Manager

- Works to align resources, manage issues and risks, and coordinate all of the various elements necessary to complete the project.
- Responsible for the successful delivery of a project — scope, deadline, budget.

# Triple Constraint





# Product Managers

- Responsible for the overall and ongoing success of a product in alignment with business objectives.
- Likely works with a project manager to build the product.



# Possible Conflict

- Project Managers want...
- Product Managers want...



# Innovation

- Innovation can be the reason for conflict



# Thinking Differently

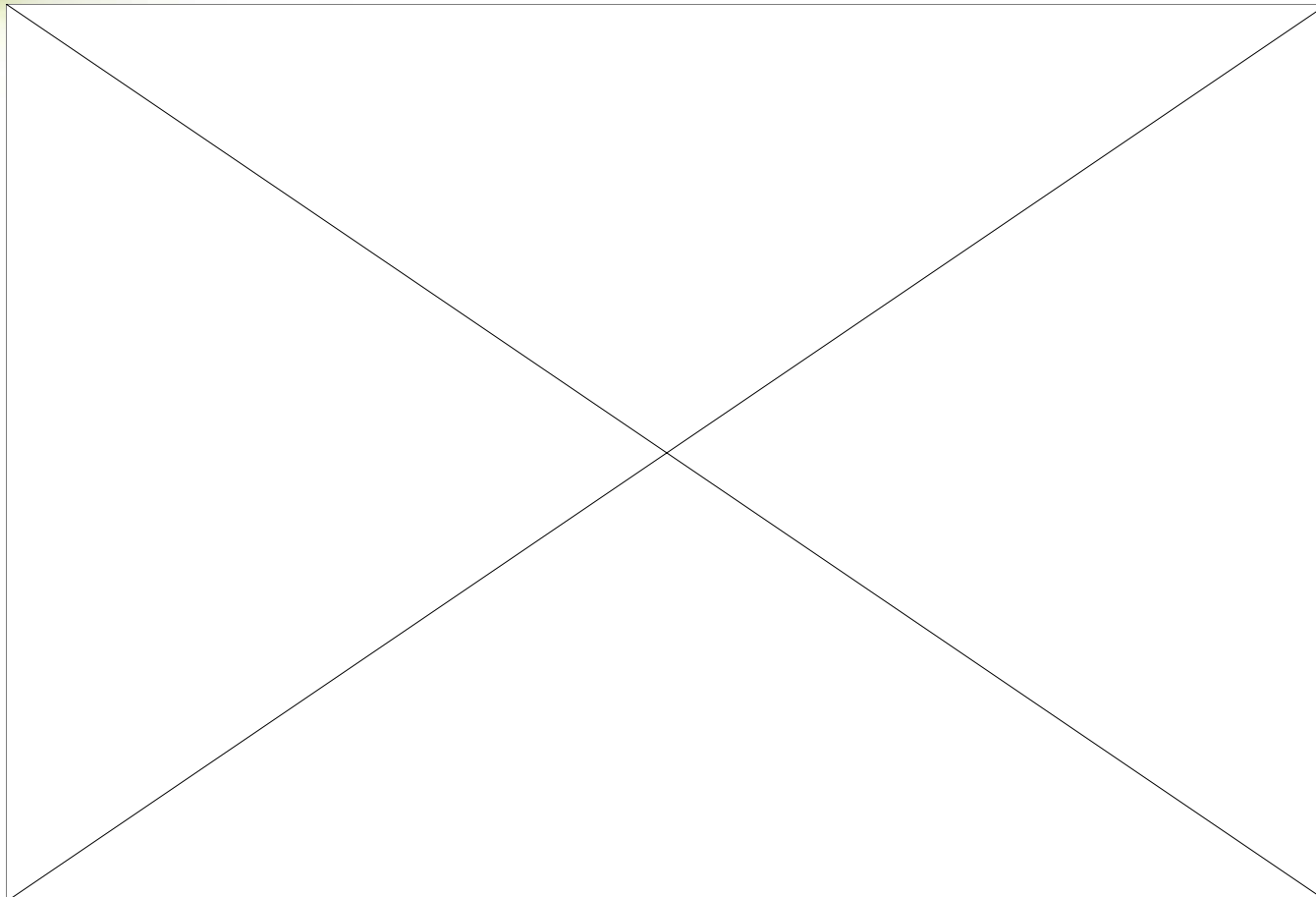


"...and this is where we train our employees to think out of the box."



# IDEO

An Example of what Innovation Looks Like



<http://www.youtube.com/watch?v=wcODLI5X1d8>

<http://tinyurl.com/ideopdma>



# Poll: IDEO--What is Significant

- “Not experts at any given area...experts on the process of how you design stuff”
- Cross-discipline team
- No titles on team
- Secondary research
- Primary research – ethnographic and interviews
- Other



# Innovation

"We look for people who are so inquisitive about the world that they're willing to try to do what you do. We call them "T-shaped people." They have a principal skill that describes the vertical leg of the T -- they're mechanical engineers or industrial designers. But they are so empathetic that they can branch out into other skills, such as anthropology, and do them as well. **They are able to explore insights from many different perspectives and recognize patterns of behavior that point to a universal human need.** That's what you're after at this point -- patterns that yield ideas."

Tim Brown, IDEO CEO

# “Shape” is Significant

**T-Shaped**

**I-Shaped**

**Cross-disciplinary/Social**

**Tech Knowledge**

**Empathy & Curiosity**

**Depth of Skill**

**Depth of Knowledge & Skill**





# Project Management?

- What is challenging about being a project manager for IDEO?



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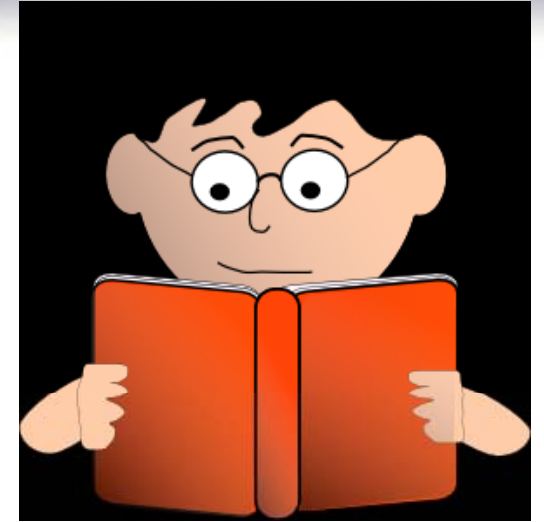
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# Act 1

- Role: Software Team Lead
- Issue: Project Performance
- Answer: Software Lifecycle Development
- Resources: Steve McConnell “Rapid Application Development”, SEI
- Solution: Pre-Agile agile approach
- Key Learning: the right amount of process aids innovation





## Act 2



The daydreams of cat herders



## Act 2

- Role: Project Manager
- Issue: Project Control
- Answer: Project Management
- Resources: PMI, PM with MS Project
- Solution: WBS, Task Estimation, Gantt Chart, Progress Tracking
  
- Key Learning: I can't do it myself. Why are we not always right?

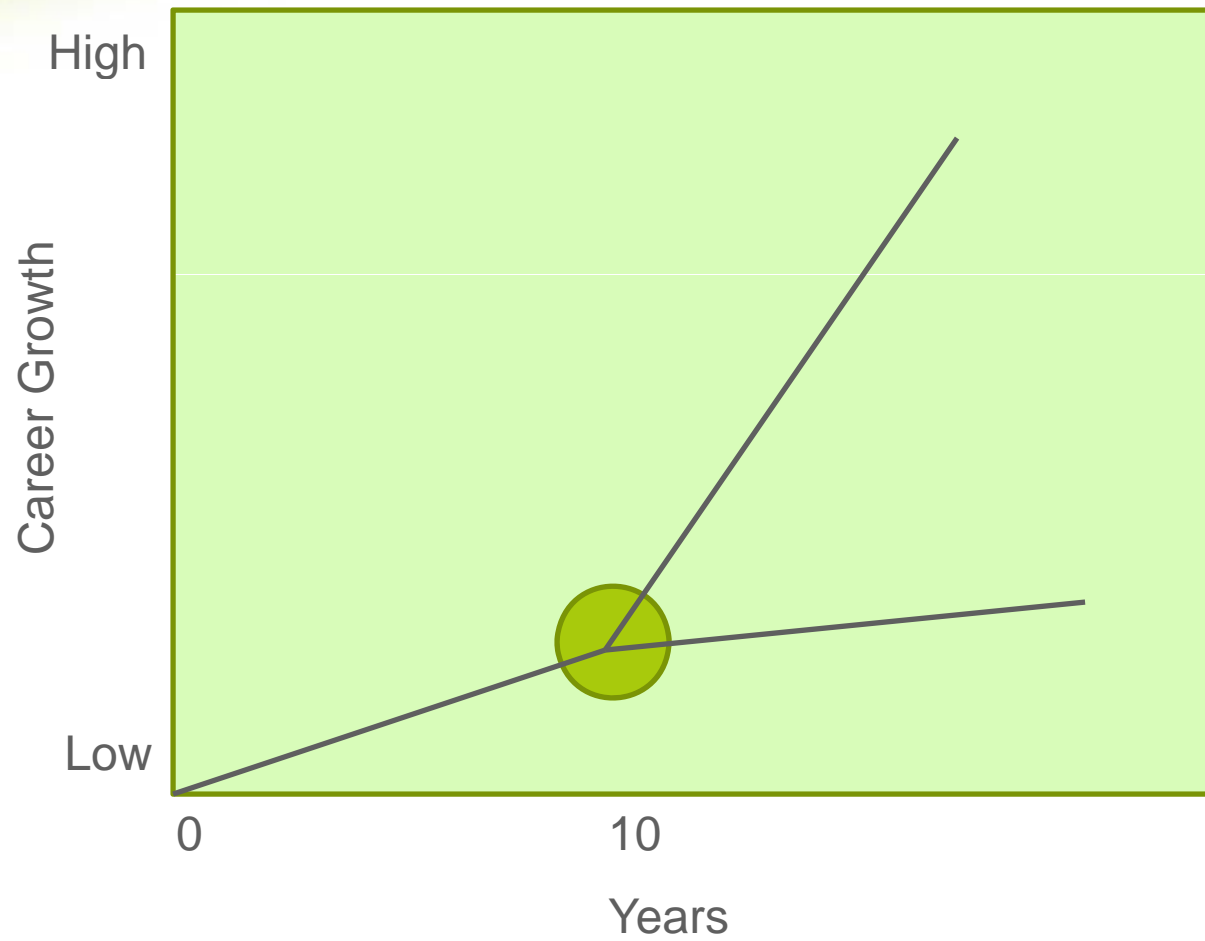


## Act 3

- Role: “Mini-CEO”
- Issue: Success
- Answer: Integrated Perspective
- Resources: PDMA, Innovation & Design Books
- Solution: Process Development, Returning to School
- Key Learning: paranoia is good; cross-functional approach critical, career growth



# Career Growth





## Act 4 – In the Making

- Role: Educator / Engineer / Consultant
- Issue: Lifestyle
- Answer: Evolving
- Resources: Experience & Networking
- Solution: Evolving



# What Changed

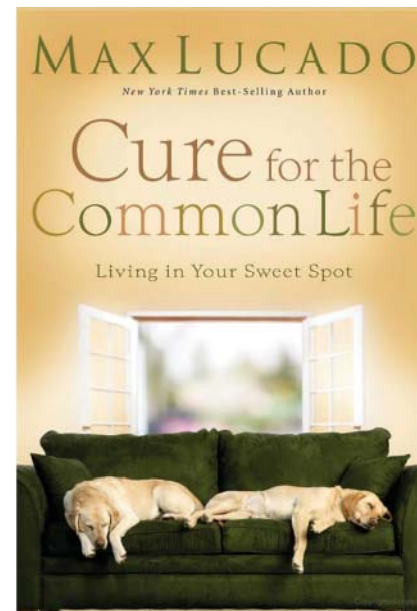
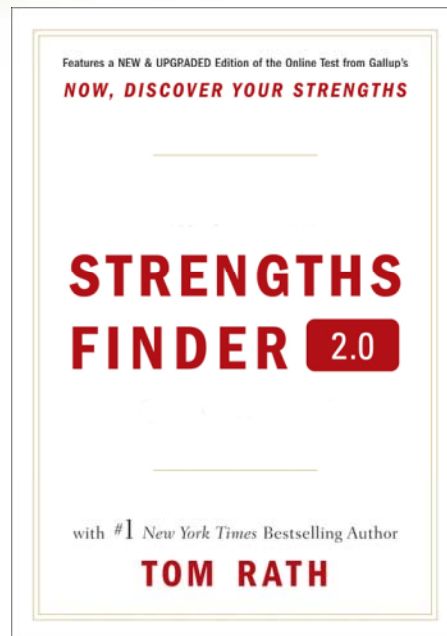
- Act 2: Project Management
- Act 3: Product Management
  
- What questions changed between these Acts?



# What Changed--Bigger Picture

- From:
  - Are we meeting the requirements
  - Are cost and schedule reasonable
- To:
  - Who is our customer
  - Do we have the right customer
  - Are we building the right products
  - What is the role of marketing, sales, and customer service
  - What product strategy should we be using
  - What is the competition doing
  - How do we create value

# Self-Reflection in the Journey







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# Poll

- What certifications do you have?
  - **PMP**
  - **NPDP**
  - **Six Sigma**
  - **Agile**
  - **Others**

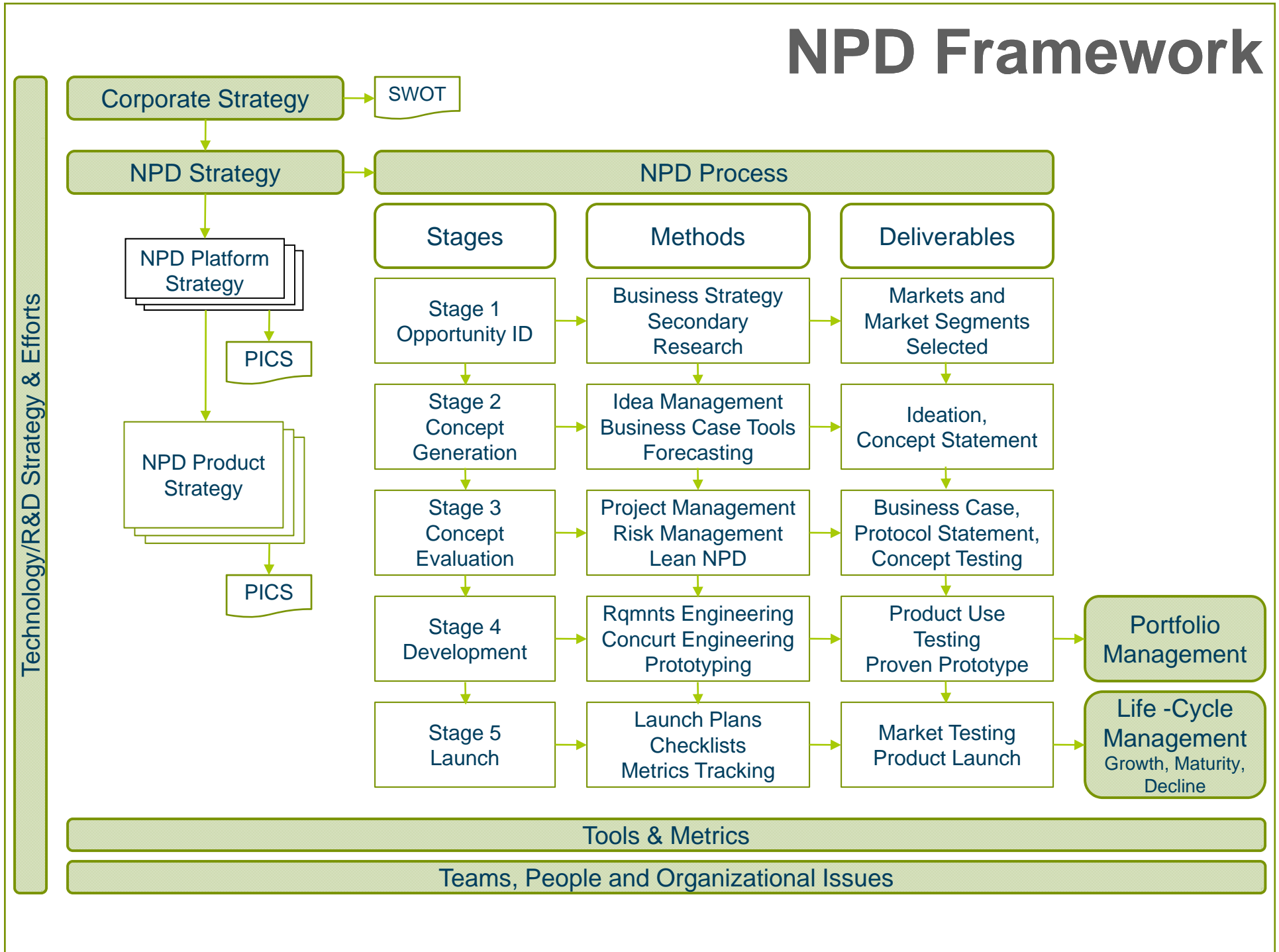


# Breadth and Depth

Functional Areas	Business Development	Marketing	Sales	Accounting & Finance	Customer	Engineering/ Development	Manufacturing	Program Management Office	Support/ Customer Service	Business Intelligence	Change Management	Strategy Development	Others ...
	Teams			Tools and Metrics			Portfolio Management			Lifecycle Management			
Tasks	New Product Process			Market Research			NPD Strategy			Others ....			

No wonder Product Management is so difficult – it is an extremely cross functional!.

# NPD Framework



# NPD Strategy

- How do we play the game?
- How will we compete?





# Strategy Key Questions

- What is our business?
- Who are our customers?
- What product (value) do we offer them?
- How do we approach the market?



# Market Approaches

## How do we play the game?

- Prospectors, *First To Market* — Innovators, first to market and to adopt new technologies
- Analyzers, *Fast Followers* — Often better products
- Defenders; *Niche* — Maintain niche in stable market. Defend market at all cost.
- Reactors — Respond only under duress



# Breadth and Depth

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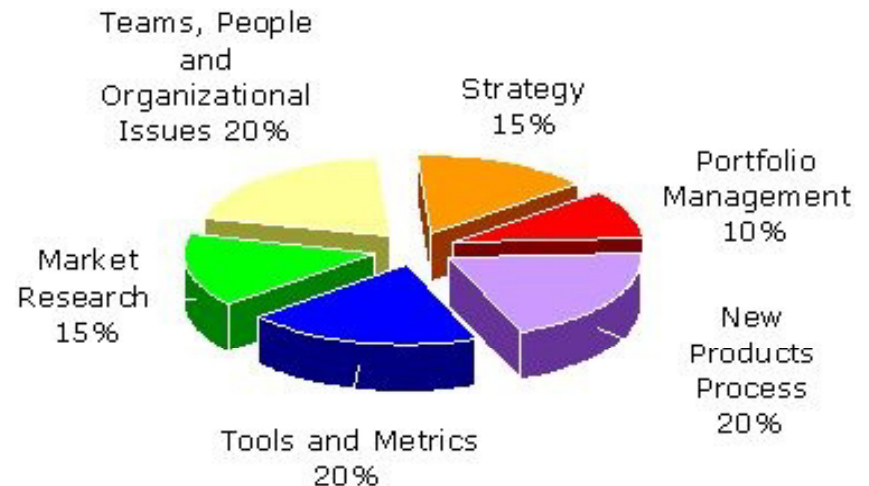
# Enhance Your Professional Image

- New Product Development Professional (NPDP) Certification
  - **Two years\*** applicable experience
  - **Pass NPDP certification exam**

# NPDP Certification

## *Built around 6 areas of Best Practices and Knowledge*

Certification confirms the mastery of new product development principles and best practices.



### *The Six Areas of NPDP Concentration*

# NPDP Certification

## International Growth

Canada  
Europe  
Pacific Rim  
China  
India



NPDP Certification is represented in 26 countries in all global innovation centers

# NPDP Certification

## *Why is NPDP Certification Important?*

Collection & Refinement of 30 Years of Best Practices in New Product Development!

- Body of Knowledge
- JPIM
- Visions
- Tool Books
- Hand Books





# NPDP Certification

***What does NPDP Certification do for you?***

- Better job performance
- Improved career opportunities.
- Increased recognition by peers, employers, and recruiters
- Real networking



***Sets you apart as an expert and leader in your field!***



# *Fortune 500 Companies Supporting NPDP Certification*

**Bank of America.**



**P&G**



**at&t**



**ExxonMobil**



**FedEx.**





# NPDP Study Group

- RMPDMA conducts virtual study groups at least twice each year
- Over 70 people have taken and passed the NPDP certification exam -- a 100% success rate.
- Next Study Group:
  - **Starts: Sept, first week, 2010**
  - **Meetings: 60 to 90 minute weekly phone conference call -- people can and have joined from around the world. Specific weekly time will be determined by the study group participants.**
  - **Time Required: 6 weeks of conference calls; plan on 2-4 hours each week for reading and studying.**
  - **Materials: Created by a PDMA certified educator: [www.productinnovationeducators.com](http://www.productinnovationeducators.com).**
  - **Cost: There is no cost for participating in the study group. The books, study guide, and practice questions cost approximately \$350 to \$400 after discount.**



# NPDP Study Group

For more information on the  
study group, email:

[npdp@drchadmcallister.com](mailto:npdp@drchadmcallister.com)



# A Journey in Product Development



***Thank you!***

***Chad McAllister, PhD [chad@drchadmcallister.com](mailto:chad@drchadmcallister.com)***