

Communication and Collaboration in Product-Led Organizations

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STKI



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Jiaqi Wang



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85% of time

*Time spent on email, IM, phone, and video calls

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identitasunhas
HBR

Collaboration Cooperation

שיתוף פעולה =

שיתוף פעולה של אנשים/צוותים,

שיתוף ידע

וסיעור מוחות

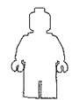
להשגת מטרה מוגדרת.



Internal Collaboration

"Break all barriers to effective communication - instant and intuitive"

Collaboration within the team
Collaboration between teams

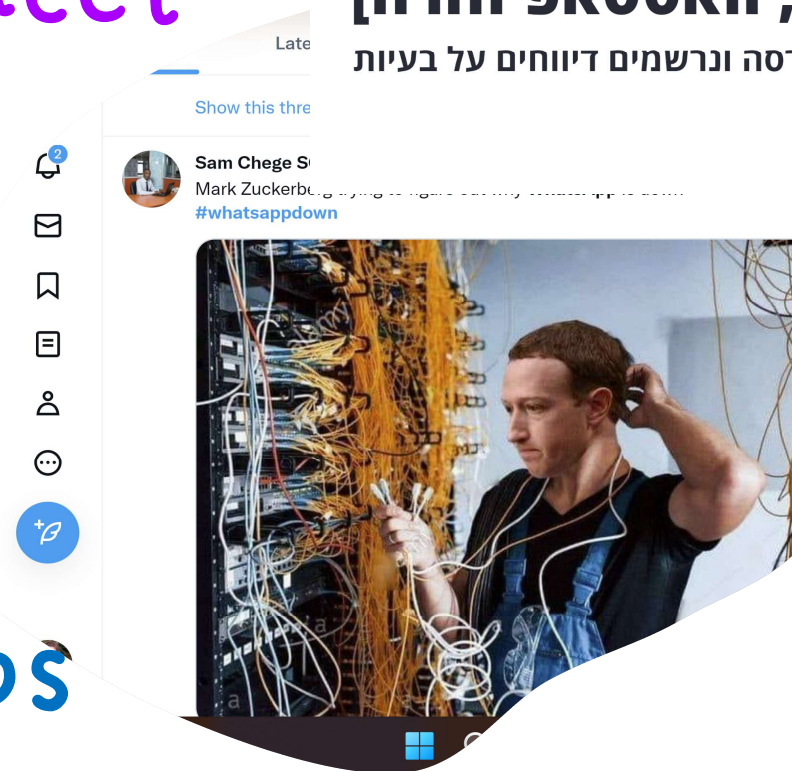


Loss of ability to connect

We Need Backups

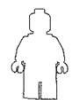
**לא רק אצלכם: תקלה עולמית
בוואטסאפ ואי אפשר לשלוח ולקבל
הודעות [עדכון: חזל"ש, וואטסאפ חזרה]
אפליקציית המסרים הפופולרית בעולם קרסה ונרשמים דיווחים על בעיות
שליחה וקבלה בכל העולם**

25.10.2022 • מערכת Geektime • {מטא}

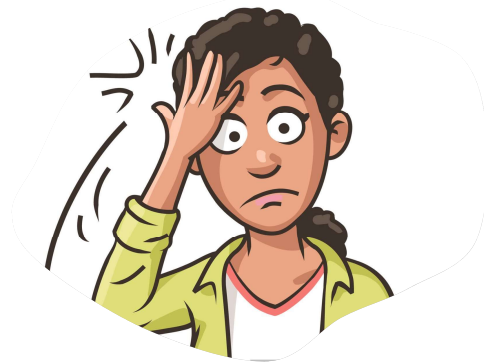


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Twitter.com
: <https://www.whatsapp.com>



WhatsApp - Collaboration tool?



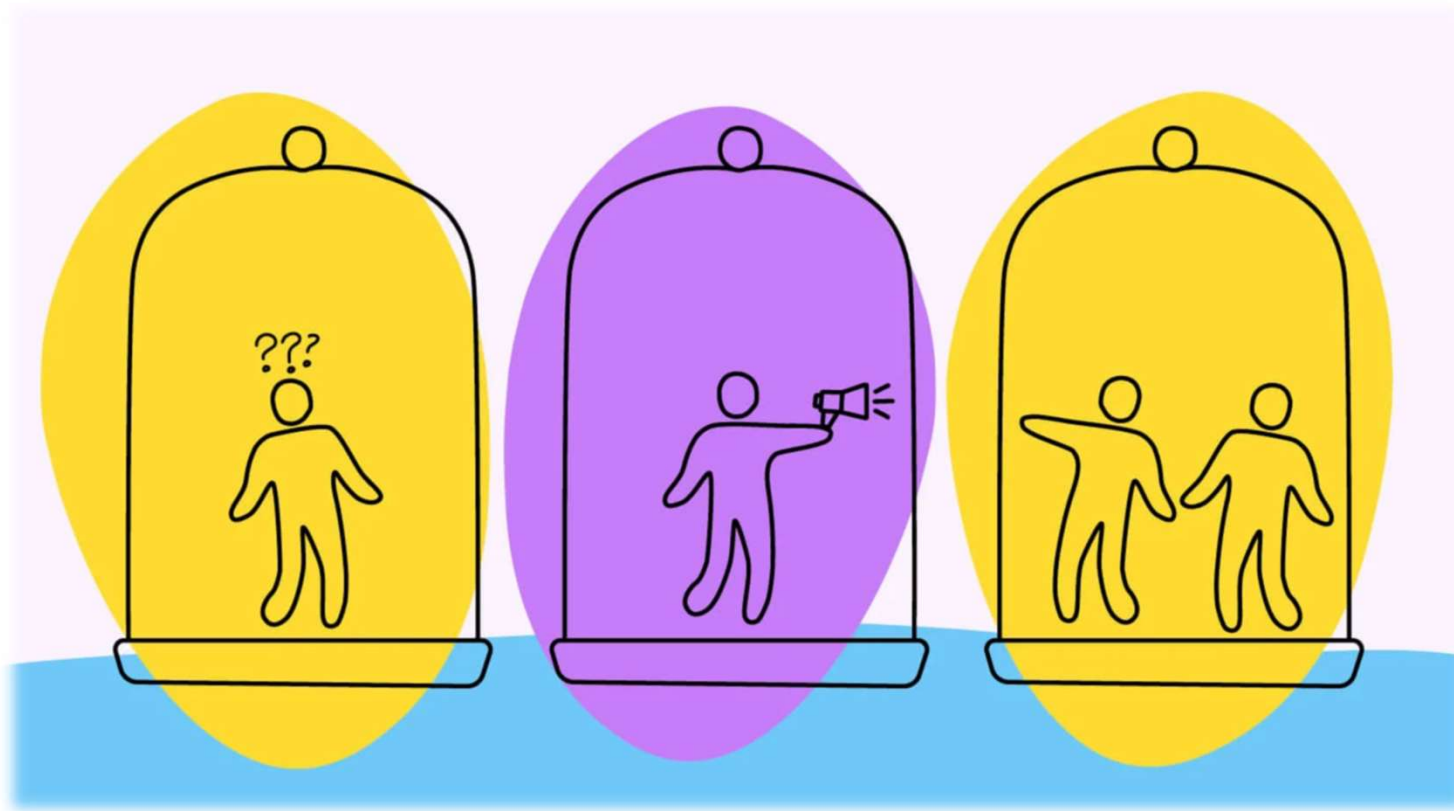
30% Of time

- 🕶 Security, compliance and data management problems (even though its end-to-end encryption)
- 🕶 No interoperability with other platforms
- 🕶 No admin-level permissions

Unsupervised ISLAND



Break Down Silos



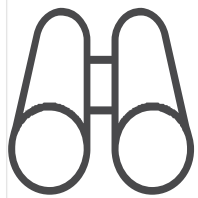
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Anahi Alanis

Cross-functional Collaboration

Product managers and teams tend to work in silos, forgetting the diverse teams behind working towards the same goals,

When product teams fully realize the support available from **OTHER TEAMS**, it creates collectively work towards goals faster and more efficiently.



Shared data

Increased innovation

Develop a common language and inclusive culture

Goal Alignment



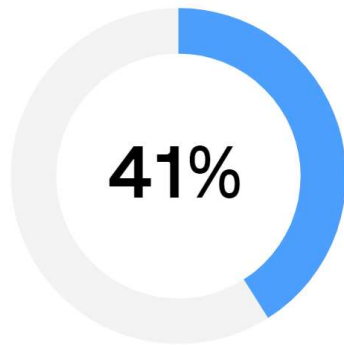
Hive mind

Wisdom of the crowd

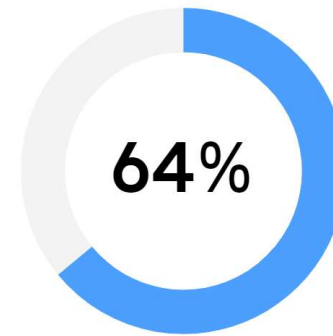
✓ Information retrieval אחזור מידע



Team collaboration effect

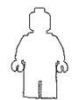


of enterprise employees have left
or are considering leaving their
jobs due to poor collaboration
tools



of employees claim that poor
collaboration is wasting at least
3-5 hours of productivity per
week

12%



Collaboration Challenges

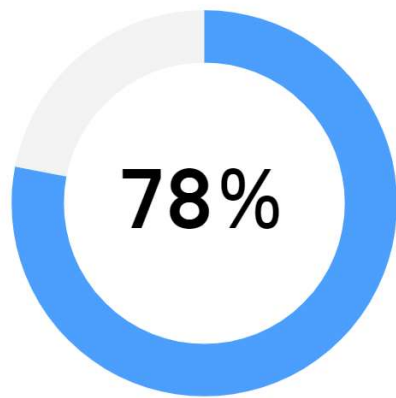
10

- ❑ Ineffective communication channels and protocols
- ❑ Doing things more than once (different software, same data)
- ❑ Misunderstandings and miscommunication
- ❑ Low trust and mutual respect
- ❑ Conflict and differences in culture and values



Collaboration Tools

+44% Collaboration Tools 2019 vs. 2021



of employees claim their company's leadership could be doing more to promote collaboration within the organization



What Goes Where?

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Overflow of team collaboration tools

13



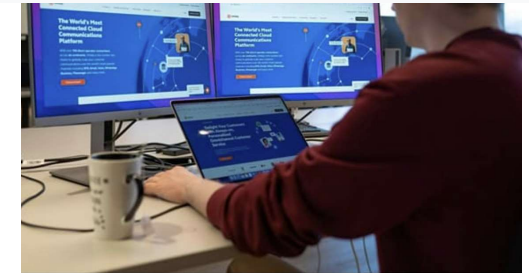
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hbr.org
[Barkuni \(@barkuni\) • Instagram photos and videos](#)

Collaboration Overload Is Sinking Productivity



Collaboration Fatigue



15

עקוב

TheMarker

זום, טימס וסלאק: האפליקציות שנועדו לסייע לנו בעבודה, אבל הורסות אותה

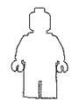
מעבר בין כמה אפליקציות לטובת ביצוע משימות גוזל זמן ופוגע ביעילות העבודה ■ במקרים מסוימים, חברות מנסות לפתור את הבעיה באמצעות תוכנה נוספת, אך התשישות שחשים העובדים מהמעבר בין כלי העבודה כבר מוכרת כבעיה ■ "הטכנולוגיה נהפכה מהמאפשר הגדול למעכב הגדול"

2015 – 59

2022 – 89

Enterprises – 187

30% are duplicative
or add no value



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Bloomberg Savanna Judd
The Marker
Okta, WalkMe

Product-Led Productivity

Luke Murphy

@lukemurph89



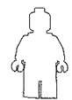
Product people, if a meeting doesn't...

- create alignment
- encourage collaboration to solve a problem
- help to prioritise or make a decision
- generate ideas
- unblock the team
- strengthen a relationship

How can we overcome?

- Delegating tasks internally
- Automation
- Inhouse Outsourcing tasks

Then don't go! Use the time for a break or deep work.



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Productplan.com
123rf.com

Gig Collaboration

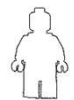
Create collaboration when we know

What to look for

And not

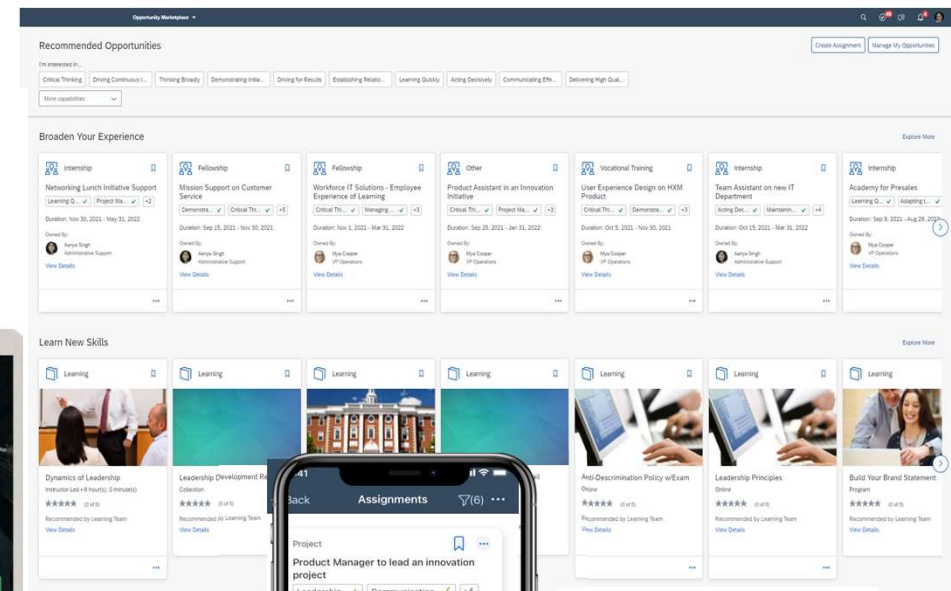
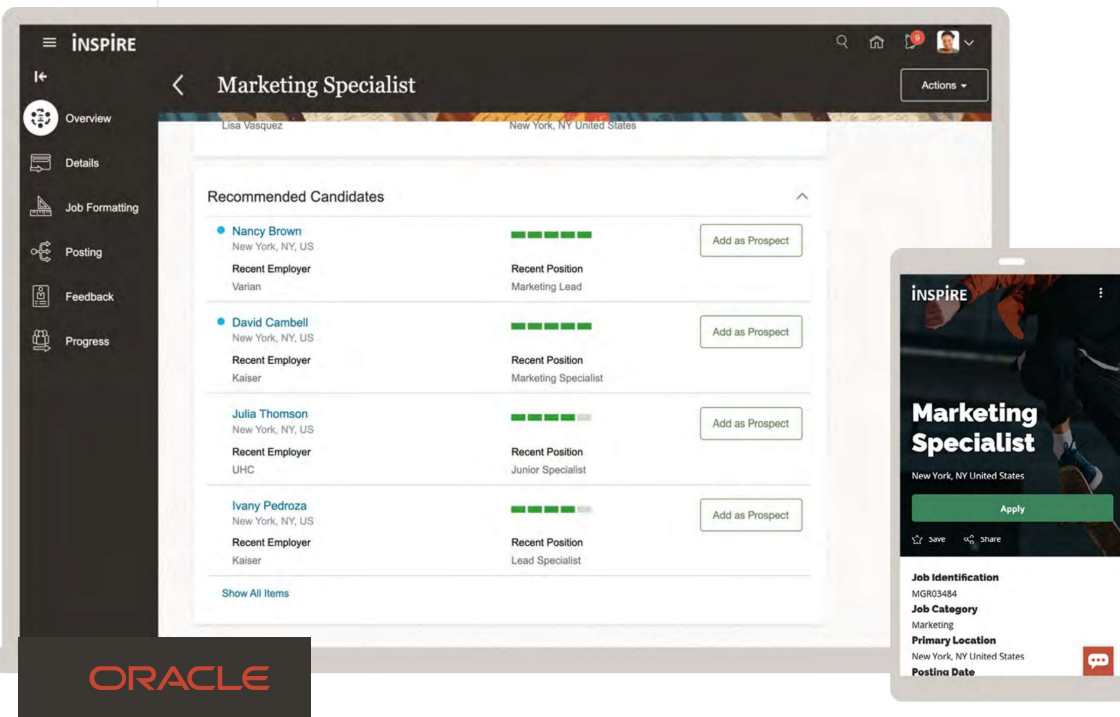
Who to look for.

Its not a social tool,
but an option to create interaction and collaborate with employees you
don't know or familiar with from other teams/departments etc.



Gig Collaboration tools

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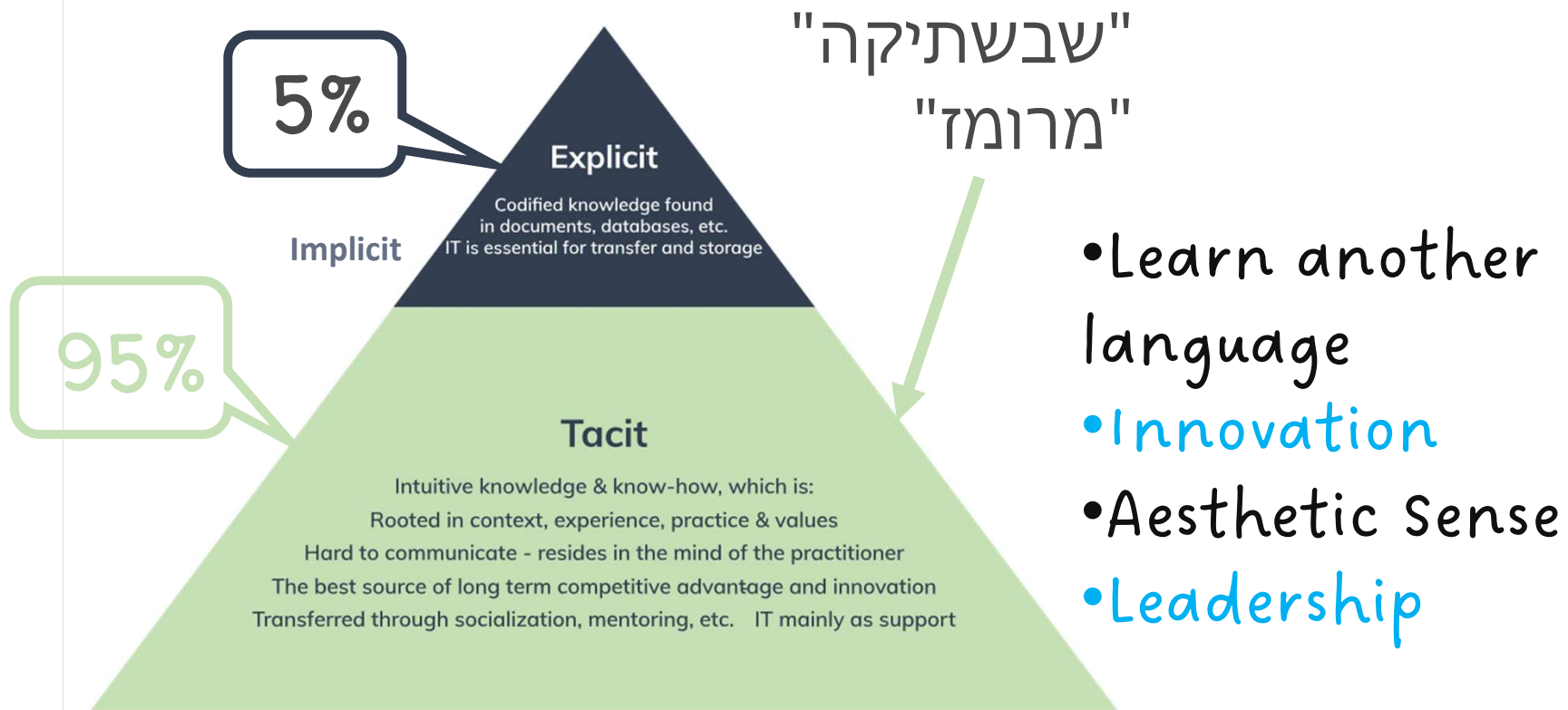


SAP SuccessFactors

The unknown knowledge

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Types of knowledge



How can we handle Tacit knowledge?

Proper **documentation** - presentations, user guides, case studies...

Going through **experiences** – trial and error

KIS – Keep It Simple

Capturing data throughout a **research** period



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document360

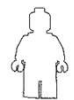


OK, and yet..
WHY?



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Freepik



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25%
Increase in
productivity



450% Employee
Retention

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Esic
Freepik

Internal to External

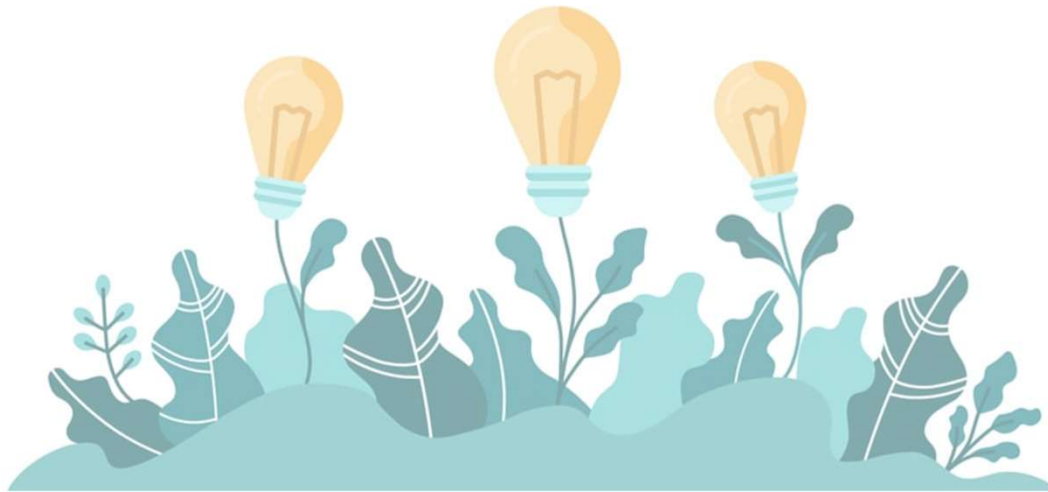


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NetPMI

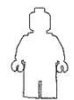
NPD (New Product Development)

Internal collaboration has a significant impact on
time and product performance.



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William H. A. Johnson
Roberto Filippini
Iannaro



Touch-points



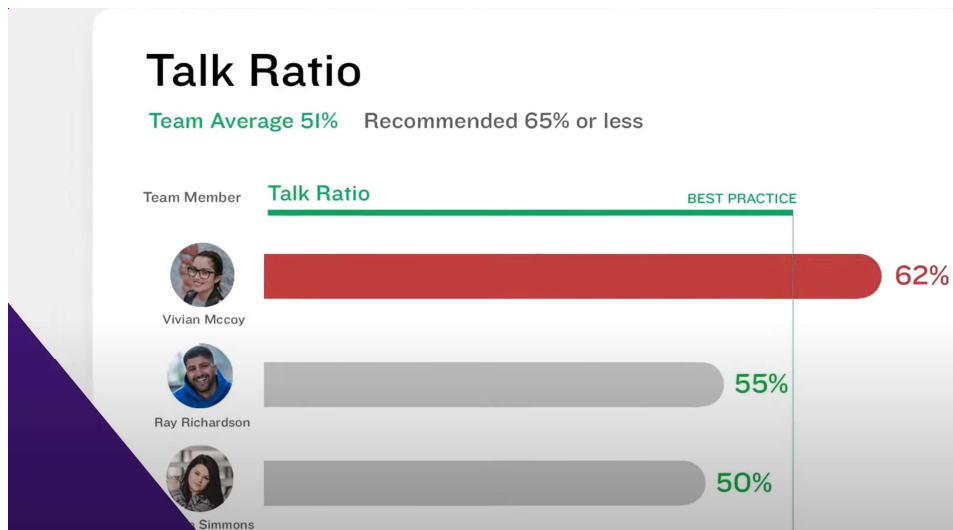
Call Center



Sales



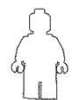
Customer Success

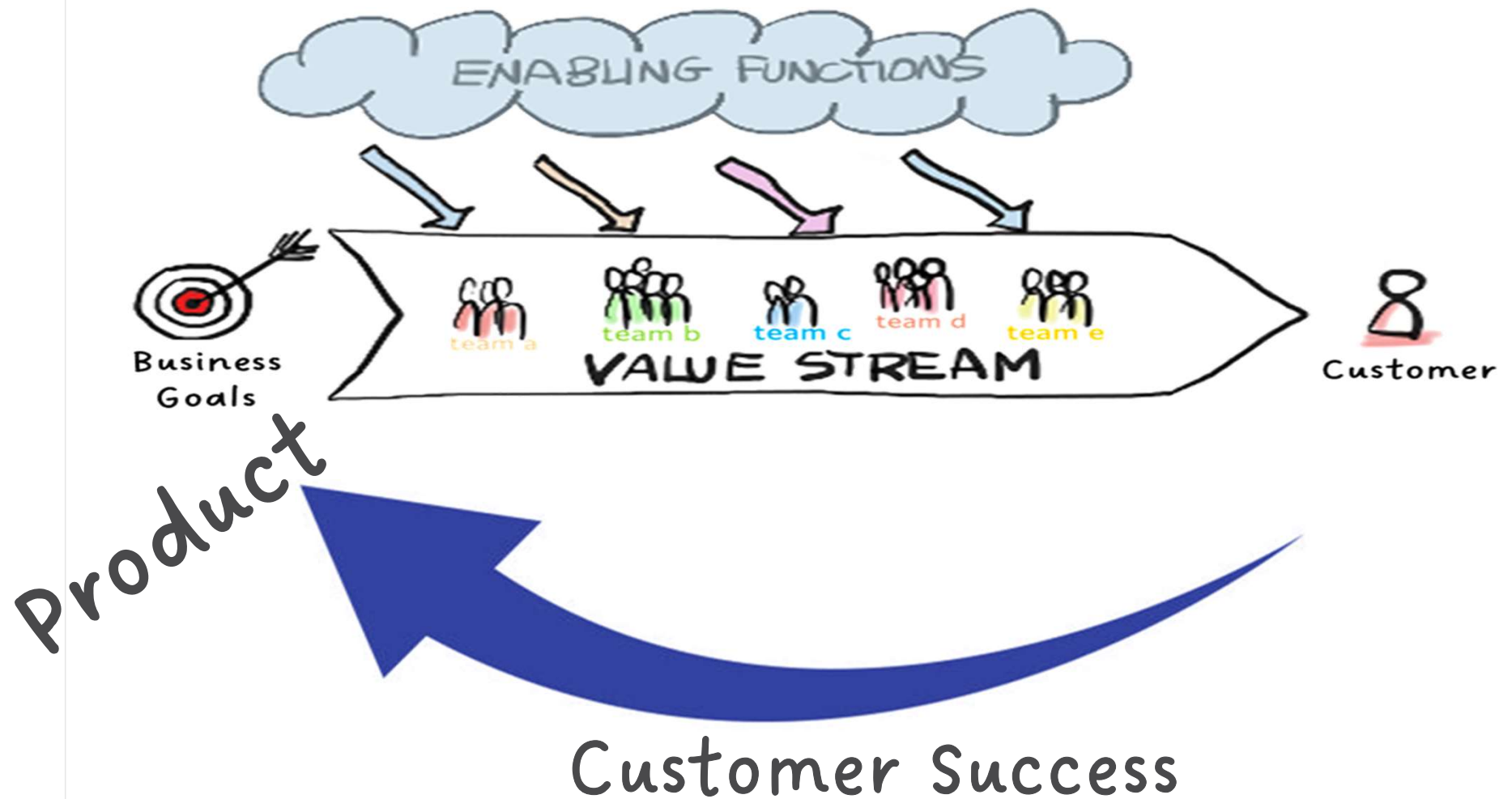


- Social Media/ Advertisement
- Peer Referral
- Product Catalogs/ Product Reviews
- Ecommerce
- Upsell/Cross-Sell Emails
- Subscription Renewals
- Customer Support Channels
- Customer Success Programs
- Customer Onboarding
- Customer Loyalty Programs
- Self-Service Resources

Openviewpartners
Gong.io
hubspot

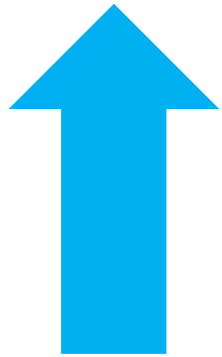
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Where are we heading

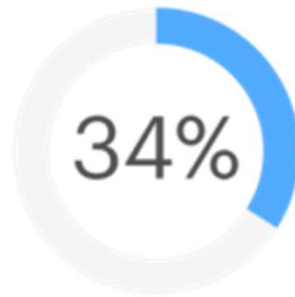


300-800%

Call Volume Increase in enterprises



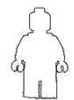
Increase in escalations



Increase in hold times



Increase in difficult calls



AI Supervisory

Shift scheduling

Manpower's needs

Working time regulations

Employee wishes

Biometric Voice Recognition

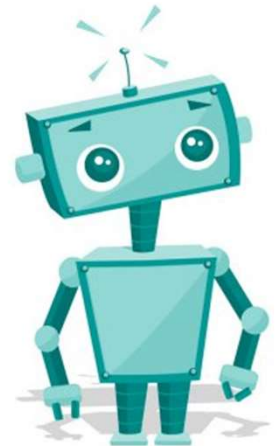
"Haglasha"

Recording

Analytics



Increasing use of AI



Contact Centers and help desk

Amazon Will Close All But One US Customer Call Center



Bloomberg

By Spencer Soper



Amazon.com Inc. will close all but one of its US call centers and shift hundreds of office employees to remote work in an effort to save on real estate, according to people familiar with the matter.

The call centers currently planned for shuttering are in Kennewick, Washington; Lexington, Kentucky and Phoenix, said one of the people, who who asked not to be named because they weren't authorized to speak about the plans. The call center that remains open will most likely be in Huntington, West Virginia, or Houston, the person said, adding that the plans still could change.



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Trello



Service Employee Empowerment

Call center employee can **MAKE DECISION-**
Give refunds, send another item...



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Bloomberg | Getty Images
techtello



Service Employee Empowerment



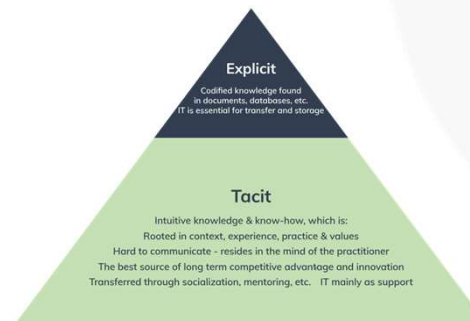
A Zappos employee recently had a customer-service call that lasted 10 hours, 43 minutes, breaking an internal record at the Amazon-owned online retailer.



“way to build
relationships,
not make a
sale”

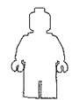
The relationship between Service and Knowledge

Adoption to Advocacy
Customer success and
product management, **MUST**
document and collect data,
otherwise it will be lost and
not available for other.



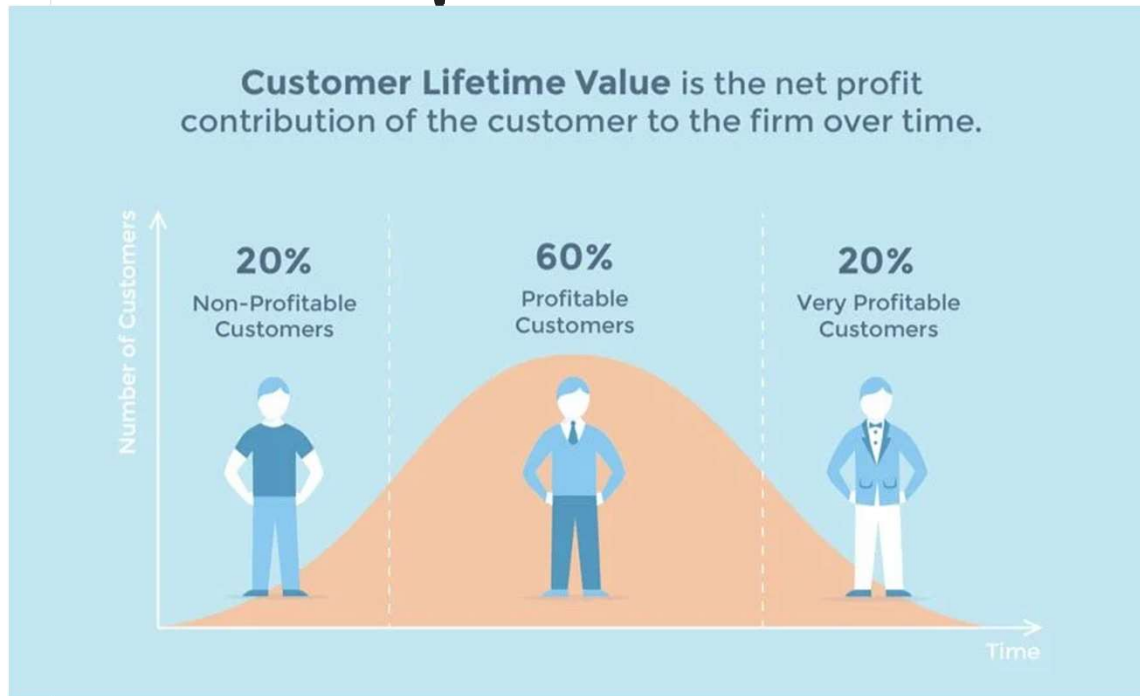
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huddle



LTV - lifetime Value

USAGE



Device

>Features

>Service

>Repairs

UPGRADES		×
Eligible	Purchased	
<input checked="" type="checkbox"/> Acceleration Boost	\$2,000.00	
<ul style="list-style-type: none"> Improved 0-60 mph time, 4.8s to 4.3s 		
Requires software version 2020.36 installed		



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Popupsmart
Tesla

In conclusion

Gives customers control and anticipate their needs

Value

The Key to better Customer Experience
Is Customer Success and Product Management

Alignment.



**The half-life
of most professional
skills has shrunk to
three years.**

THE HUMAN FACTOR Of Product-Led Organizations

Reut Shefer- Bar

VP & Senior Analyst

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[ragn](#)

Successful Organizations

WHAT

Every organisation on the planet knows WHAT they do. The products they sell or the services.

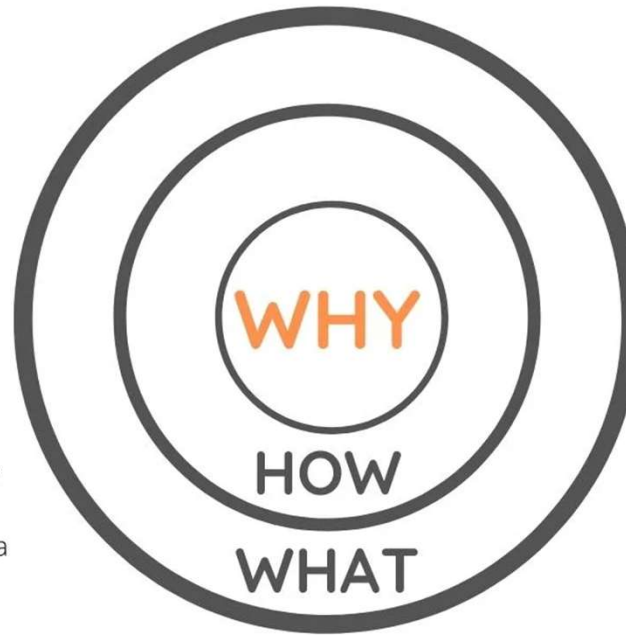
HOW

Some organisations know HOW they do it. These are the things that make them special or set them apart from the competition.

WHY

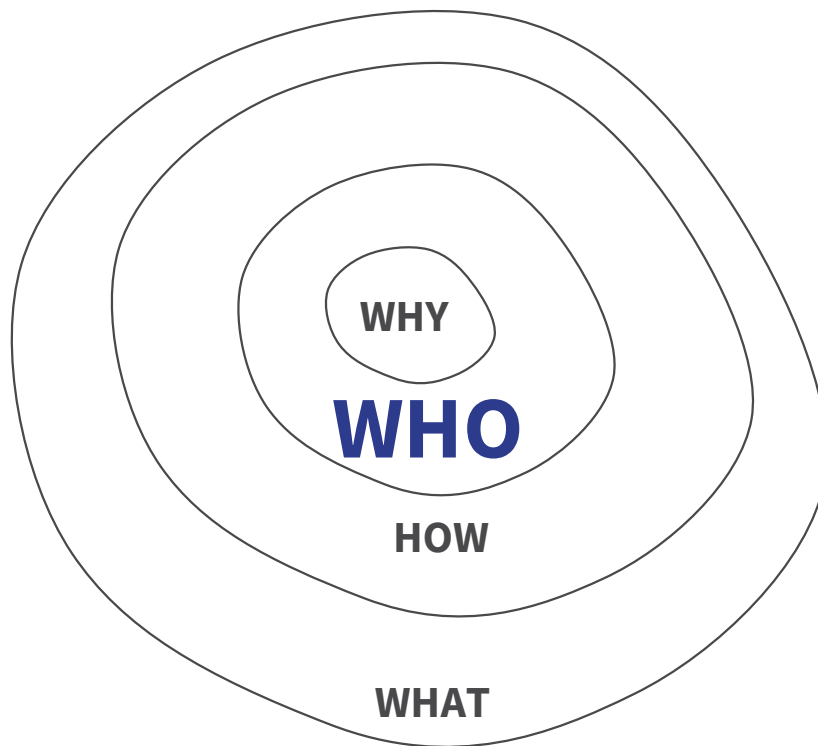
Very few organisations know WHY they do what they do. WHY is not about making money. That's a result. WHY is a purpose, cause or belief. It's the very reason your organisation exists.

The Golden Circle



WHO?

The “new” golden circle



WHY – Purpose, belief – when you understand (and say!) how your company will change their world.

WHO – are we empowering the teams and are they given autonomy?

HOW – The Differentiator – what makes you special

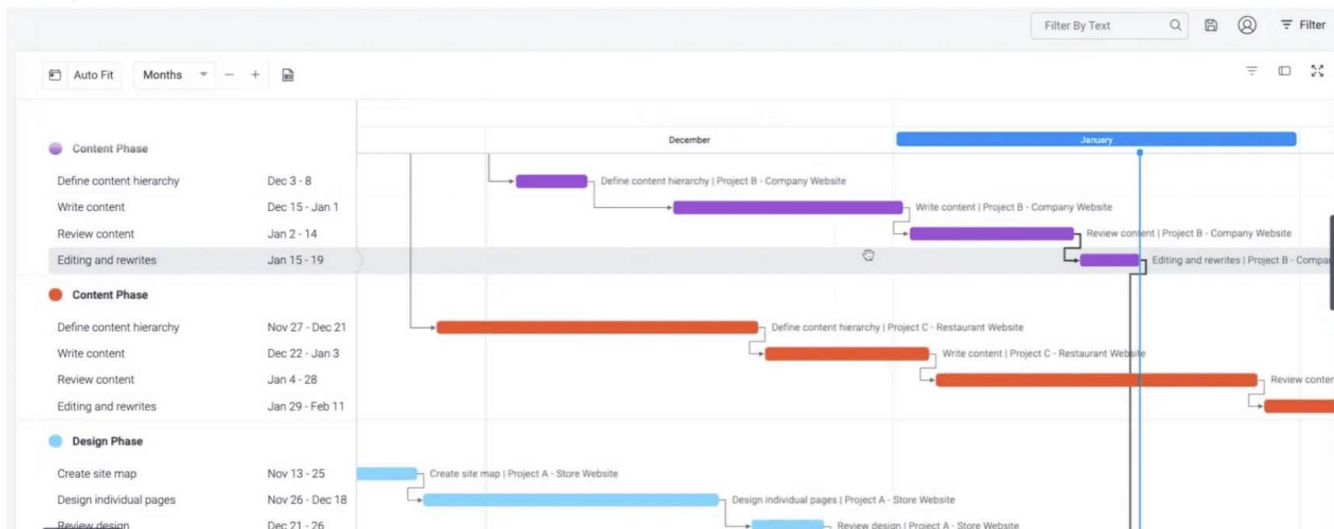
WHAT – What is the actual product/service

40



The Product Road Map

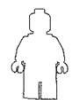
Prioritized list of features, Gantt...



"Command-and control-style leadership"



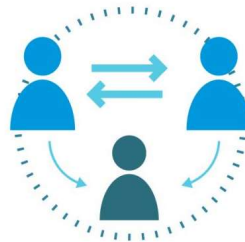
**Empower teams with
problems to solve
rather than features
to build.**



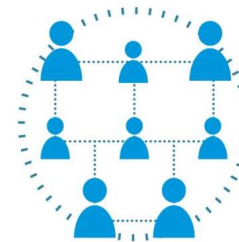
Empowered Teams



1. JOINT PURPOSE
OR OBJECTIVE



2. OPEN FLOW OF
COMMUNICATION



3. COLLABORATIVE
AUTONOMY

Ensuring they have the necessary **strategic context** to understand the **why** and make good decisions.

OKR, KPI?

KPI 2023

Keep People **INTERESTED**

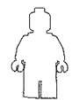
Keep People **INFORMED**

Keep People **INVOLVED**

Keep People **INSPIRED**

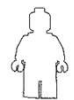
2021

Great Resignation
Recruit Difficulties
Remote Work
Work-Life Balance



The #1 thing we need to realize is that

People have
changed.



Quiet Quitting

#ActYourWage

Some employees who put no more effort into their jobs than necessary



*להקטין ראש

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Investopedia
jobs.ie

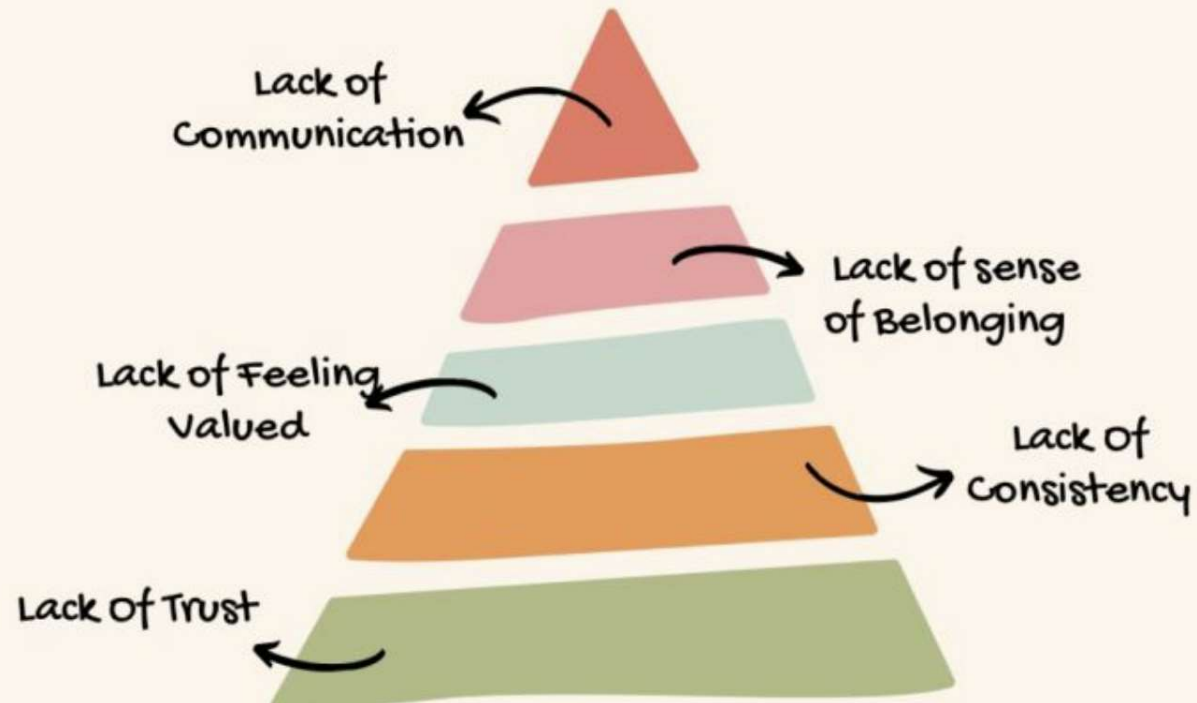


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What?

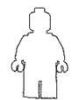
48

Pyramid of Quiet Quitting



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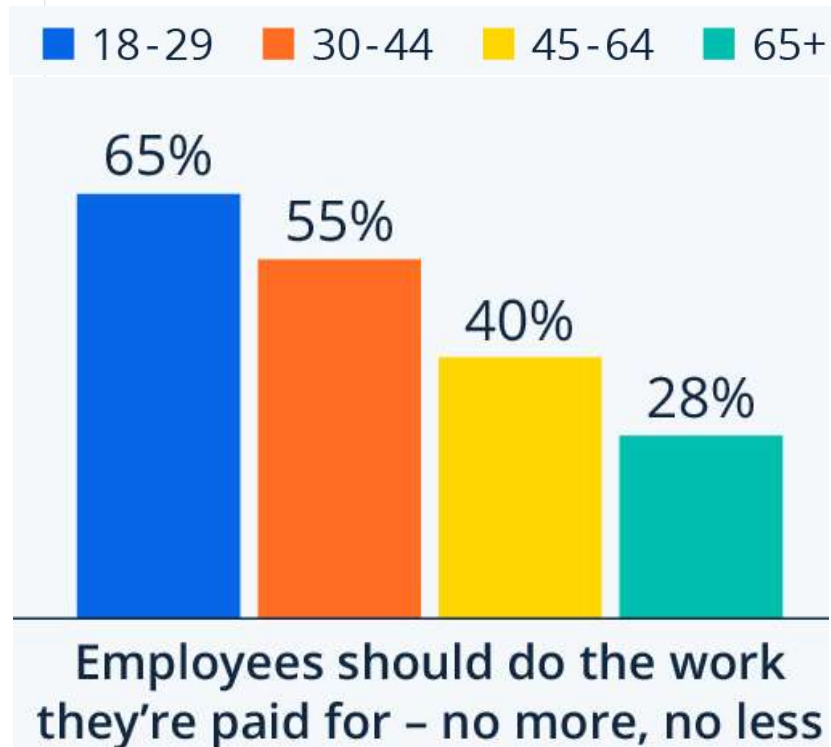
Jason Kaplan



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Generation Perspective

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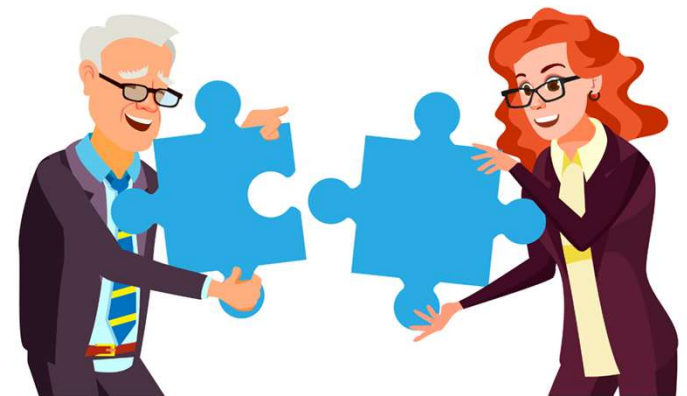
60% - H1 of career (18-45)

34% - H2 of career (45-65+)



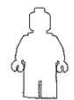
“Quiet quitting is **less about intrinsic motivation** — and more about the manager's ability to **build a relationship** that makes an employee want to stay.”

Harvard Business Review



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University of Arkansas

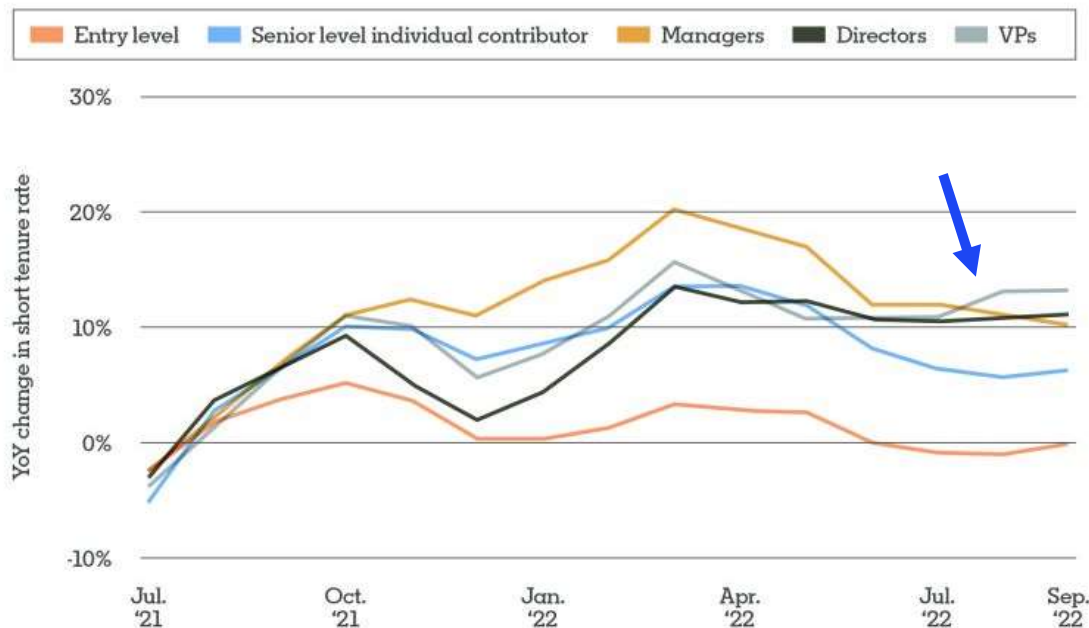


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Quick Quitting

Bosses catch the 'quick quitting' bug

Entry-level workers make up the largest share of quick quitters: those who leave a new job in under a year. But their bosses are "quick quitting" at brisker rates in 2022 than they did in 2021.



Quick Quitting – Changing jobs within less than a year Especially in the positions of Directors and VPs

FOMO – Fear of missing out

51



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[Josia Nakash](#)

Recruiting and training are expensive
**Employees who leaves takes
Relationships and knowledge.**

How much does is cost to replace
employee?

Entry Level – 3-5 Salary Months

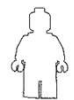
Middle Level – 18 Months

High Level – 24- 48 Months!



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[Alvernia University](#)



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**Unemployment rate is low,
salaries are (relatively) high**

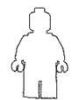
SO...Why?

Absence of Engagement

אובדן המחוייבות/ מעורבות



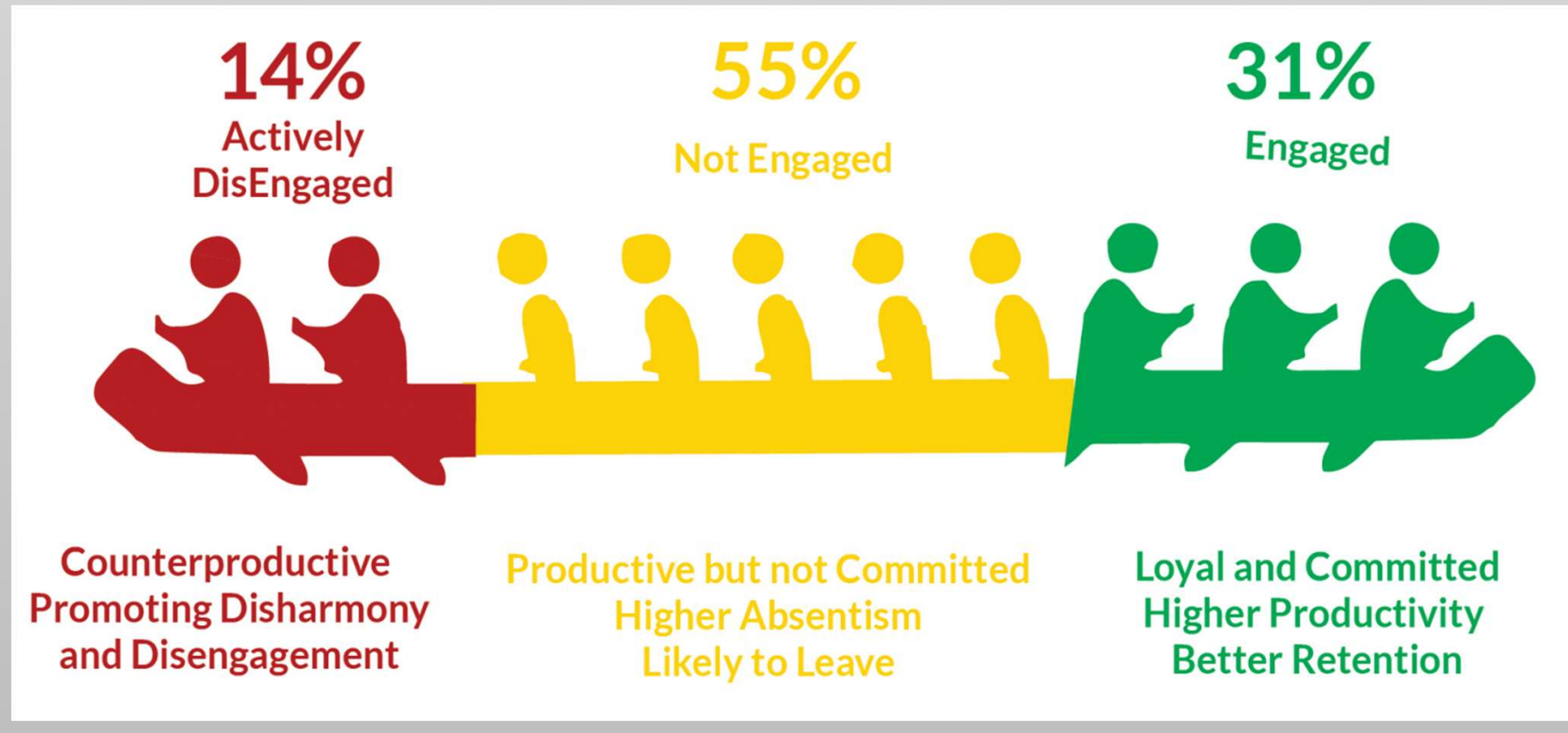
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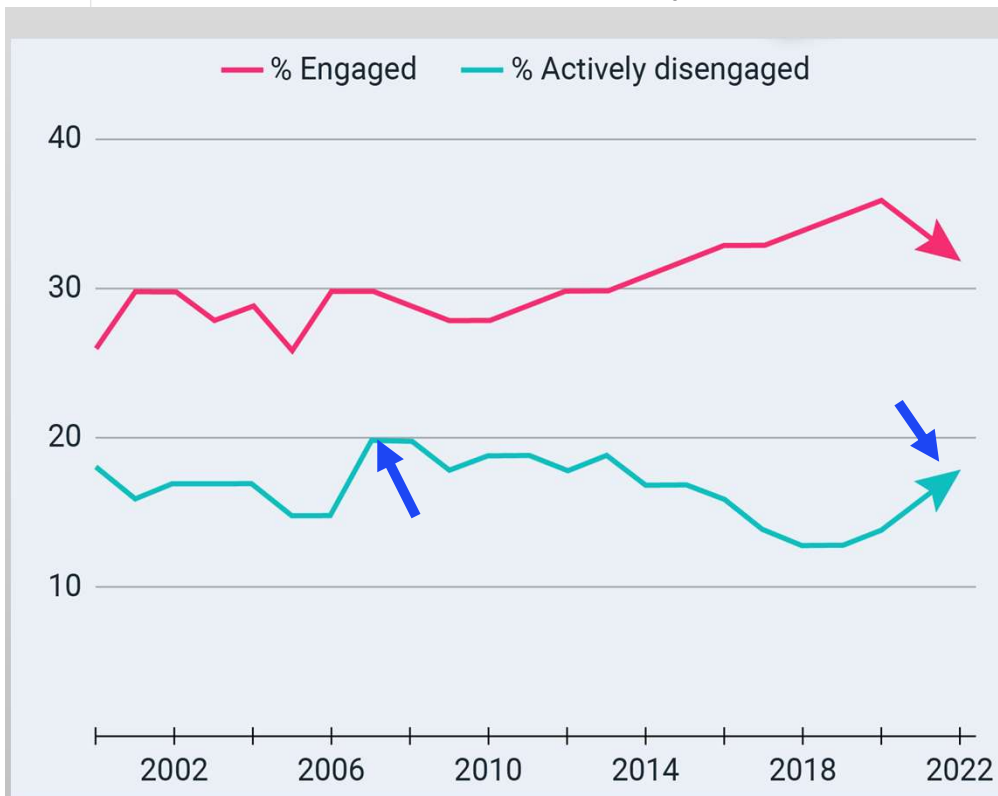
Employee Engagement

55



"Energy Vampires"

56



“Actively Disengaged
Employees –aren’t just unhappy
at work, they’re busy acting out
their unhappiness. Every day
these workers undermine
what their engaged coworkers
accomplish.”

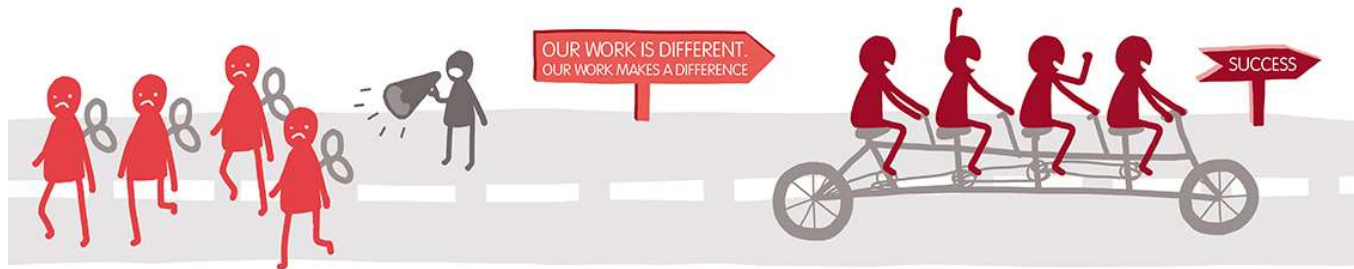


What makes an employee engaged?

Highly Engaged

Low or no engagement

99%	They know what is expected of them at work	89%
98%	They have opportunities to learn and grow	13%
92%	Someone has talked about their progress	13%
91%	Their opinion count at work	19%



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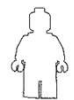
HR Trust is an issue

The way most HR work doesn't work for employees



When employee has a problem:

- 🔊 First, he/she will turn to their manager
- 🔊 Then they go to a trusted colleague
- 🔊 Try to handle it by them self
- 🔊 Will approach other leader in the organization
- 🔊 **last resort - HR**



Why does it bother us?



Bad “Vibes”



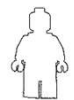
Motivation



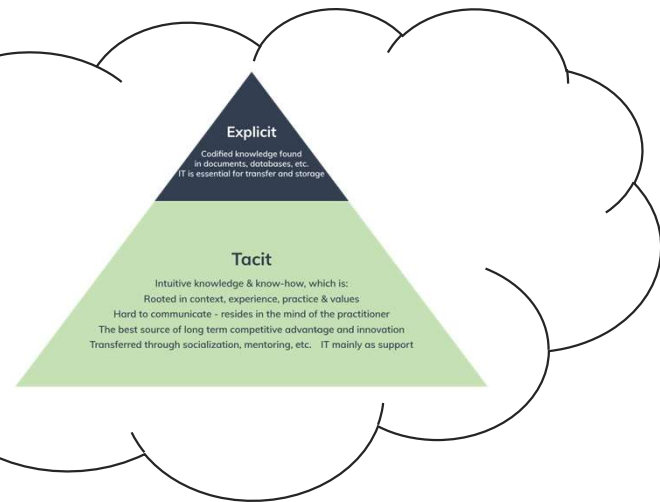
Gaps emerge



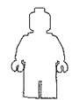
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Whatever is not really defined into the IT department organizational chart
And does not exist in any of the employee's position definition.
"Falls through the cracks"



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GAPS

-  Lack of clear definition
-  Knowledge handling shortage
-  Rapidly changing skills

The half-life
of most professional skills has
shrunk to three years.



Strong communicators



Cultivated interpersonal skills



Good writing skills



Emotional intelligence and empathy



2023... what next?

People aren't willing to travel to work (and pay for parking etc..).

Daily commute is an issue.

People are **RETHINKING**.

Micro-Management – doesn't work anymore.



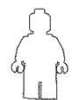
When you drive 1.5 hours
each way everyday

720 Hours per year

30 Days

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Look and Listen for Lsport



Under Pressure

Employees work under so much pressure- most of them needs to deliver a new feature

every 2 weeks

Every WEEK?



Chris Bakke @ChrisJBakke · Nov 4

The **layoff** email from **Twitter** is the first email in history that should have been a meeting.

201

4,199

44.7K

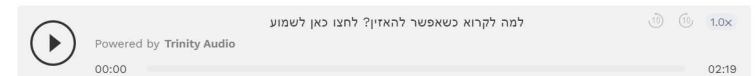


מאסק לעובדי טוויטר: יש לכם שבוע

להשיק פיצ'ר או שכולכם מפוטרים

ה-Chief Twit- קבע דד-ליין אמביציוזי לשינוי משמעותי בפלטפורמה, ואם זה לא יקרה - המפתחים יצטרכו לרענן קו"ח

31.10.2022 • אושרי אלקסלסי • (סושיאל)



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Geektime

Trust

משתלם לעובדים? גם אמדוקס מציעה חופשה ללא הגבלה

אמדוקס תהיה המעסיקה הגדולה הראשונה בארץ שתציע לעובדים כמה ימי חופש שירצו. לפי סקרים ועדויות של עובדים שכבר מקבלים הטבה דומה, לעיתים דווקא המעסיק הוא זה שמרוויח ממנה - כי העובדים לוקחים פחות חופש בפועל. אמדוקס: "הידקנו את המודל כדי שהעובדים ידעו שהוא לטובתם"

72 תגובות

שקד אילת | 02.02.22 | 12:00



האזינו לכתבה 5 דקות

אחרי לא מעט סטארטאפים בארץ ומספר הולך וגדל של חברות ענק בחו"ל, קבוצת אמדוקס תהיה המעסיקה הגדולה הראשונה בישראל שמציעה לעובדים ימי חופש ללא הגבלה. החברה, שמעסיקה 29 אלף עובדים ברחבי העולם ו-5,000 בישראל, הודיעה היום (ד') על המעבר למודל החדש, שיחל במרץ בישראל ובארה"ב ולאחר מכן יתרחב למדינות נוספות בהן אמדוקס פועלת.

Days off, We **TRUST** our employees to take a break when they need and still Be responsible for their Projects/Product.



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HRZone
Jason Kaplan

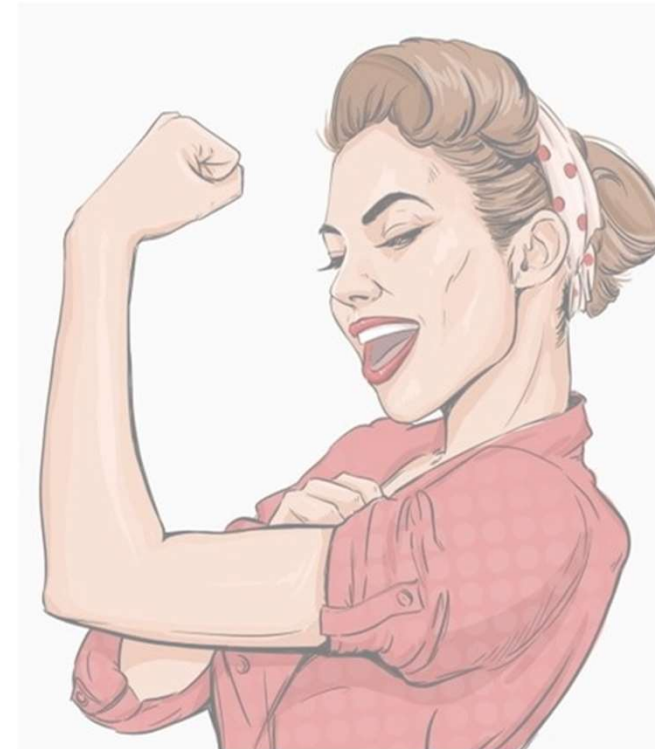


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Autonomy and Empower

WHERE physical location really matter?
WHEN 9-5'?
WHAT Freedom within the responsibilities
HOW Freedom over how to accomplish
WHY Meaning and motivation

Employee empowerment
leads to innovation



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Applauz



Significant and ongoing innovation

75% of executives

Are concerned of not
having enough ideas

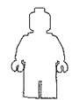
35% of ideas come
from outside of the
team/group

Only 18% of
Employees believe their
managers encourage them to
take risks at work that could
lead to important new
products, services, or solutions

82% Don't

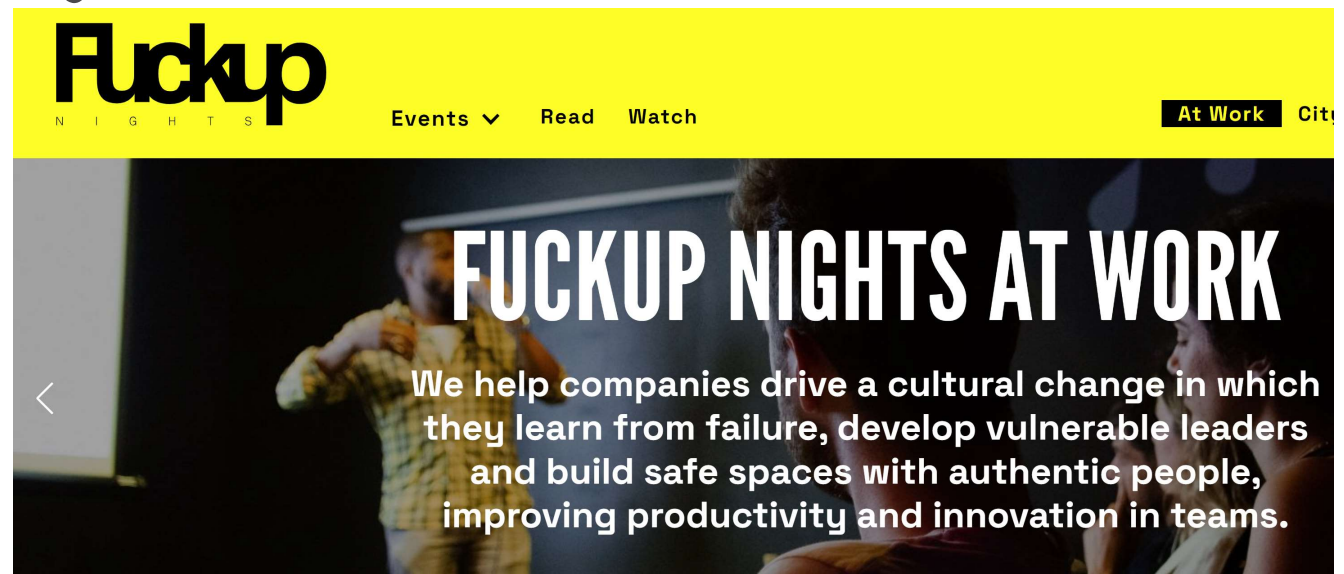
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Plainview, Gallop, Marty
Kagen



Having a culture that encourages its employees to innovate, even though success is not guaranteed
Win-loss meetings

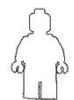
Investigation
of Failure



Chaos Monkey

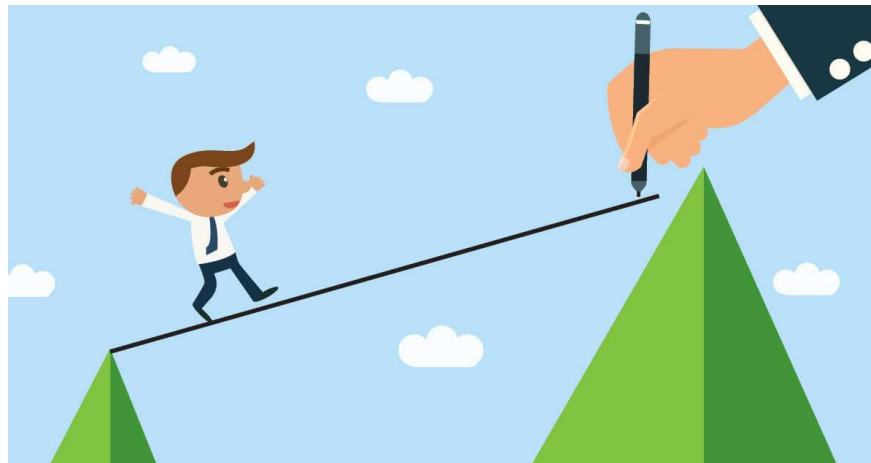
Source: Plainview, Gallop
fuckupnights.com
Techcrunch
AWS, Netflix

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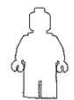
Leadership and Coaching

An effective manager-as-coach **asks questions** instead of providing answers, **supports employees** instead of judging them, and **facilitates their development** instead of dictating what must be done.



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hbr.org
insperity



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Employee Success

"What we do matters"

"I quickly find what I need"

"I'm recognized for what I do"

"I know what to do"

"I belong"

"I know what's going on"

"We're rockin' this together"



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jostle.me
Geekworldtour

Thank you
