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# Minimum Viable Product Manager

Susana Lopes  
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# Lily's story

A close-up photograph of a white lily flower with prominent red stamens. The flower is in full bloom, with its petals slightly curled. It is surrounded by several green leaves and two unopened buds. The entire plant is set against a plain, light-colored background, which causes it to cast a soft, dark shadow to the right.

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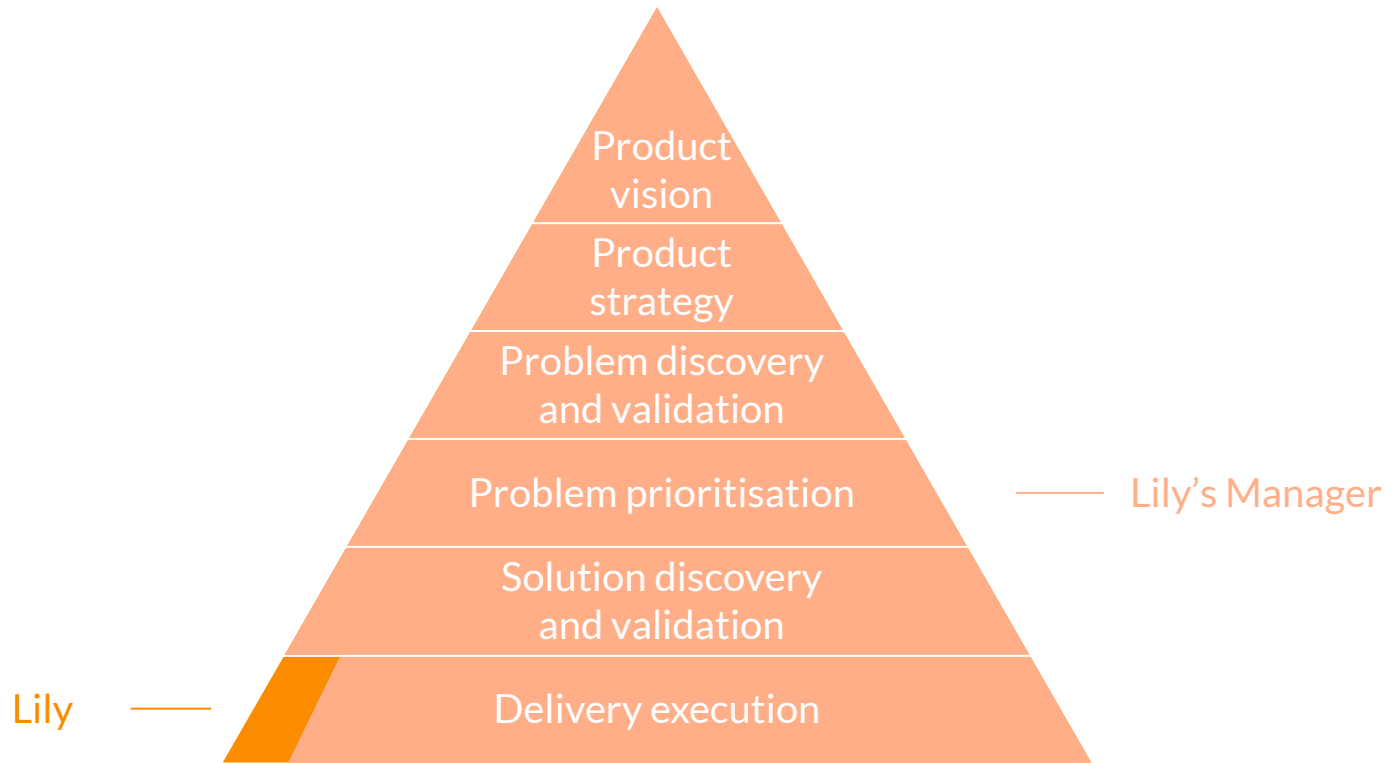
# no experience

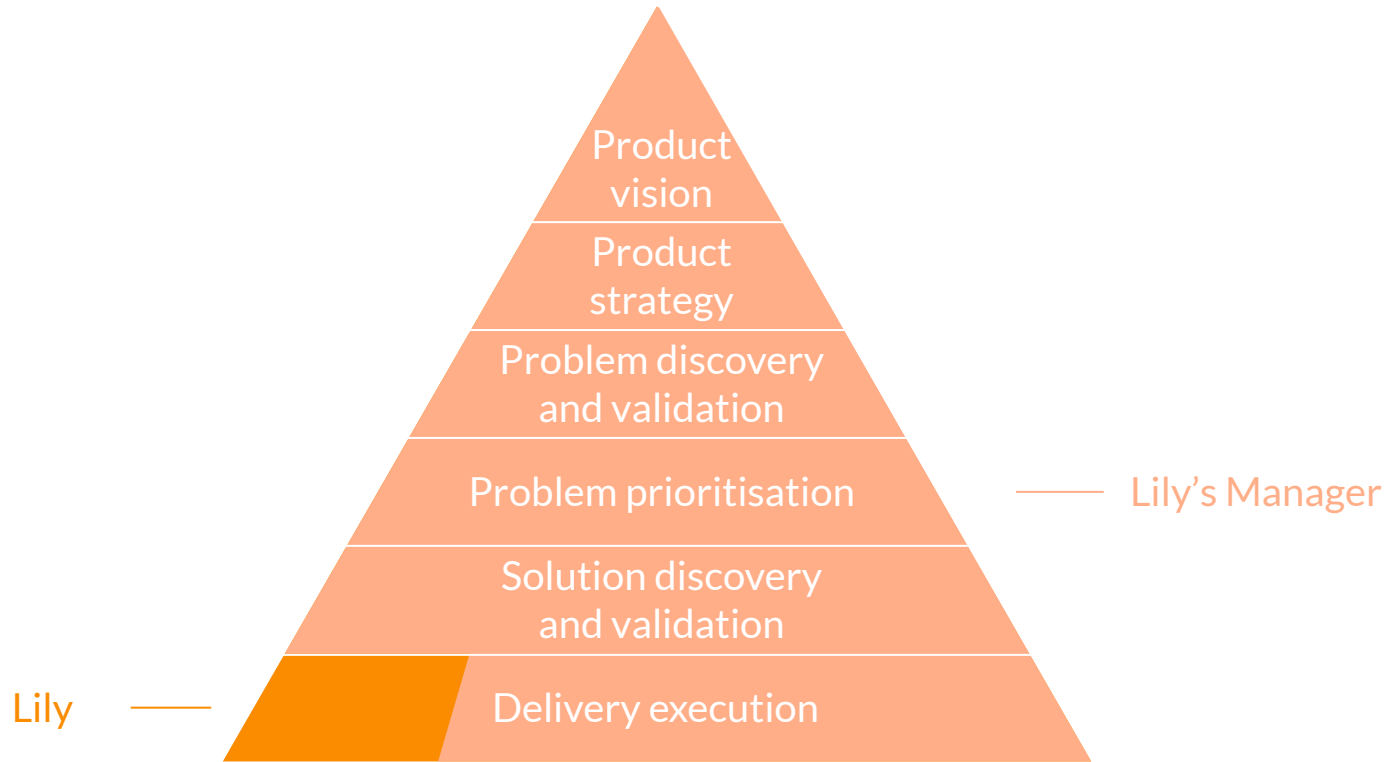
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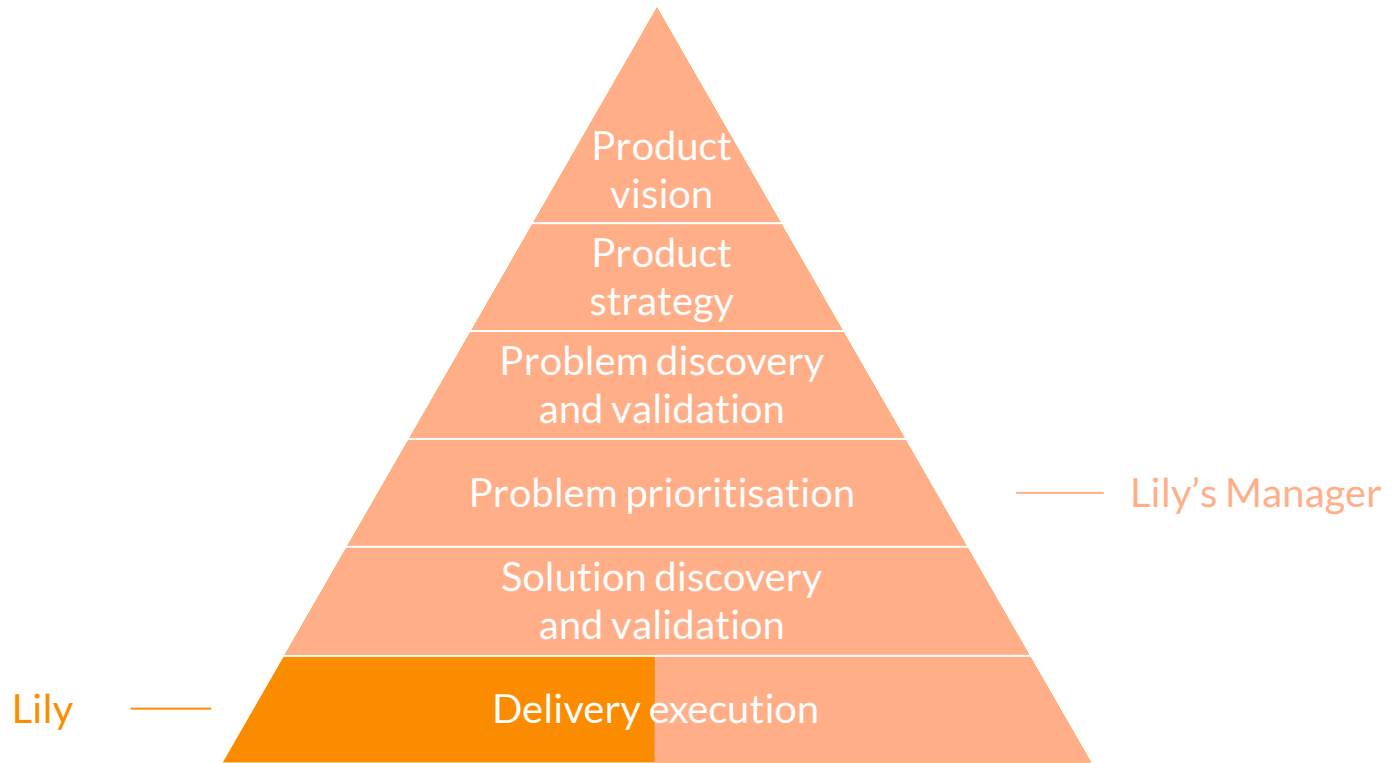
**no experience  
+ leadership by  
influence  
= impostor syndrome**



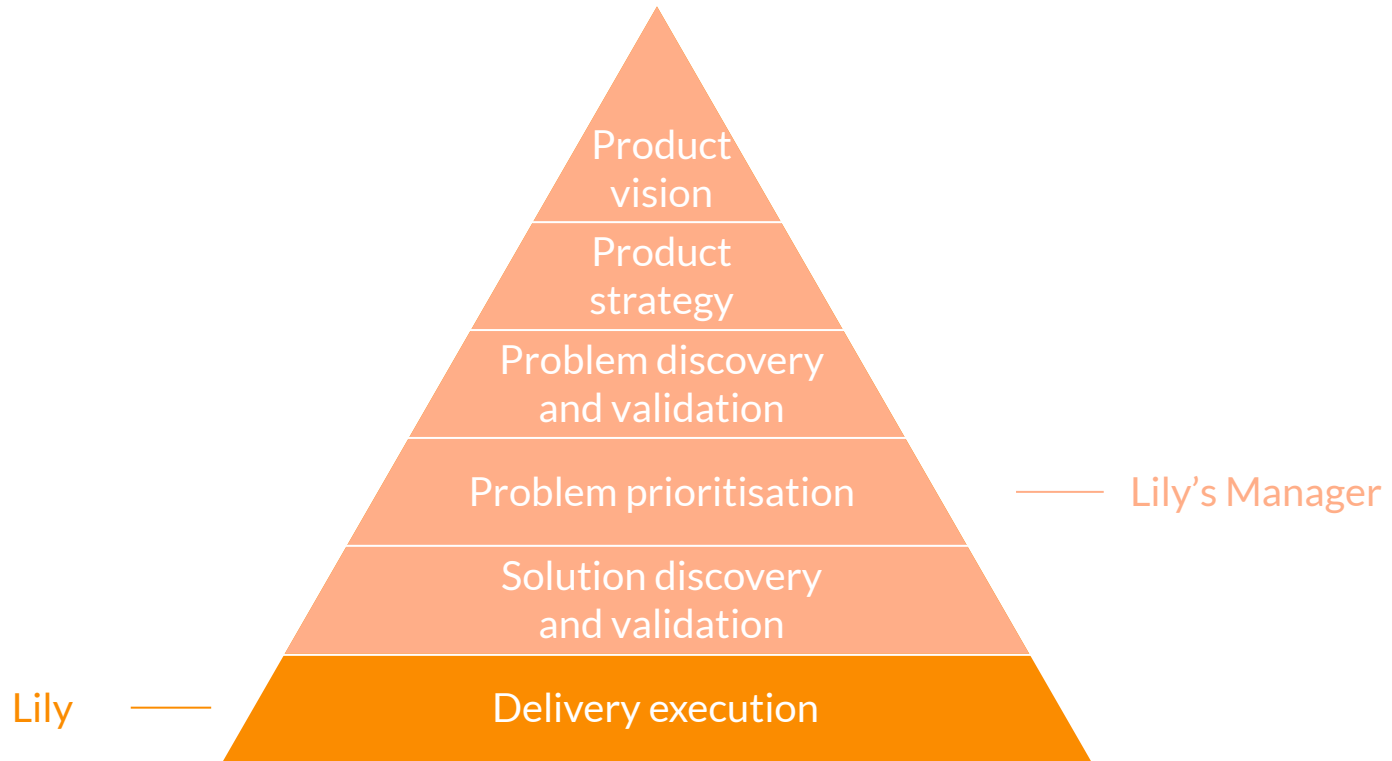
— Lily's Manager







# The Horizontal Slice





**“I just want to know why!”**

Lily

Stuck on project management

Lily's manager

Lily

Stuck on project management

Lily's manager

If I let the PO do this what's my job?

Lily

Stuck on project management

Lily's manager

If I let the PO do this what's my job?

Why does everything take so long to ship??

Lily

Stuck on project management

Under pressure

Lily's manager

If I let the PO do this what's my job?

Why does everything take so long to ship??

Lily

Stuck on project management

Under pressure

Does not feel the right to ask why

Lily's manager

If I let the PO do this what's my job?

Why does everything take so long to ship??

Lily

Stuck on project management

Under pressure

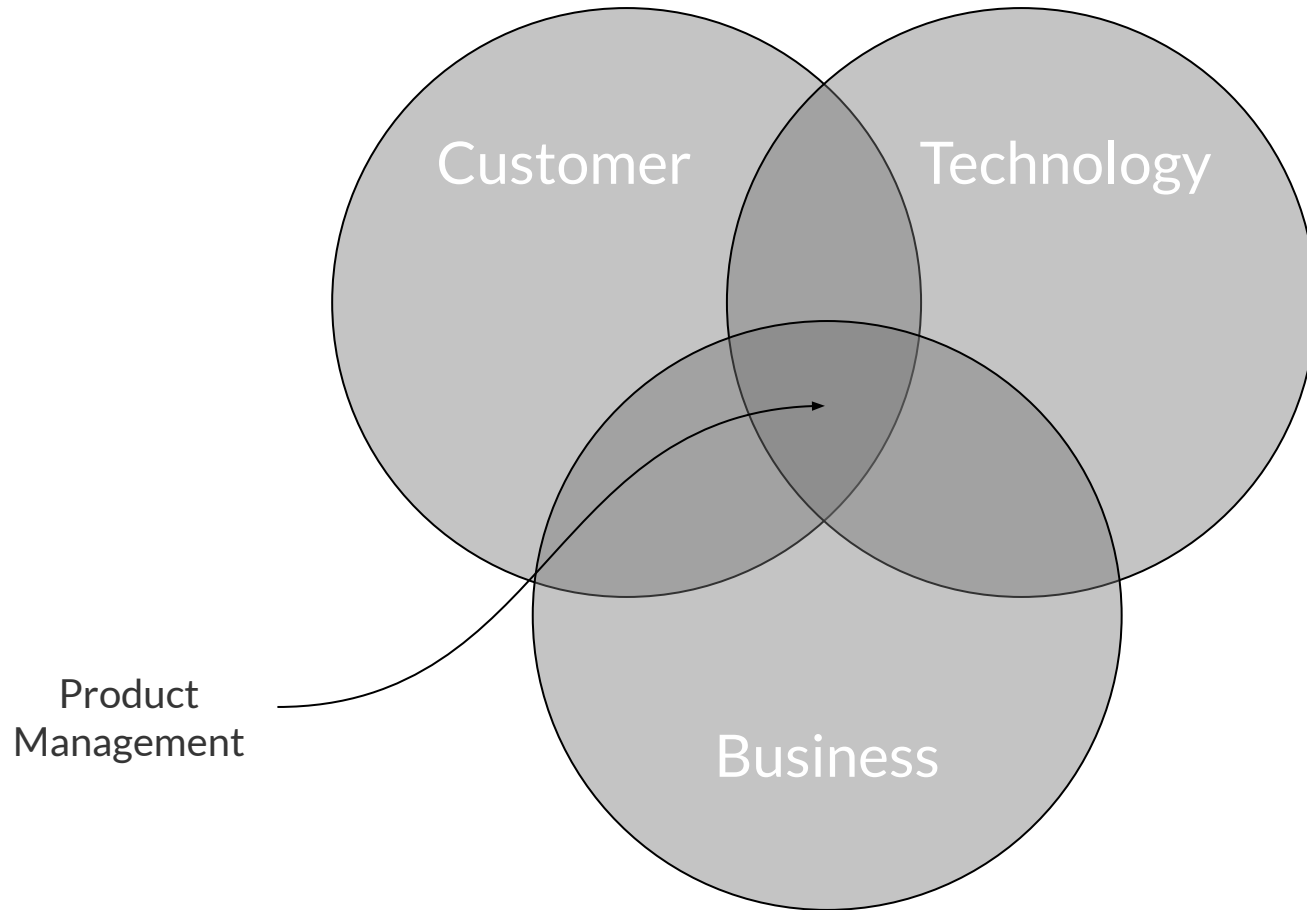
Does not feel the right to ask why

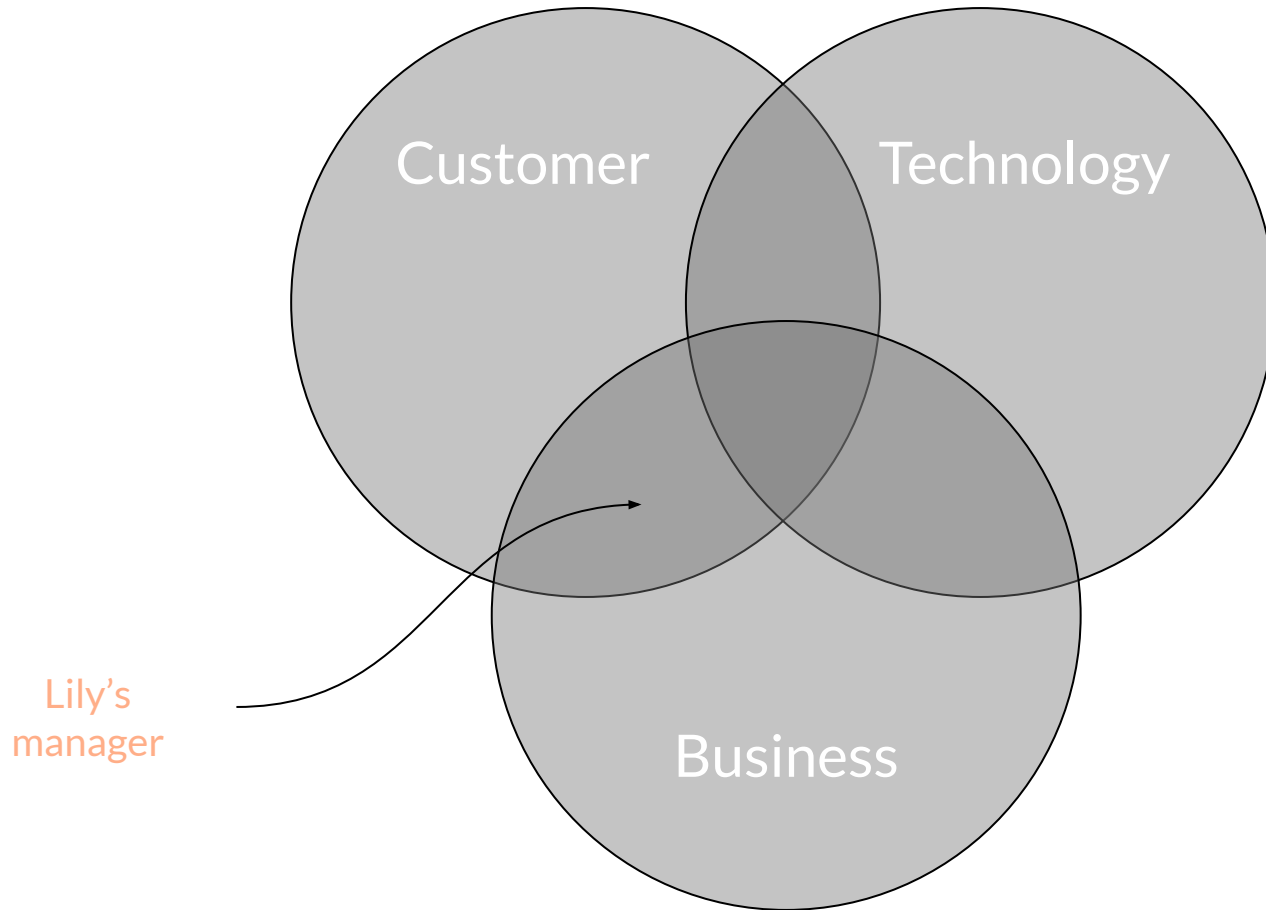
Lily's manager

If I let the PO do this what's my job?

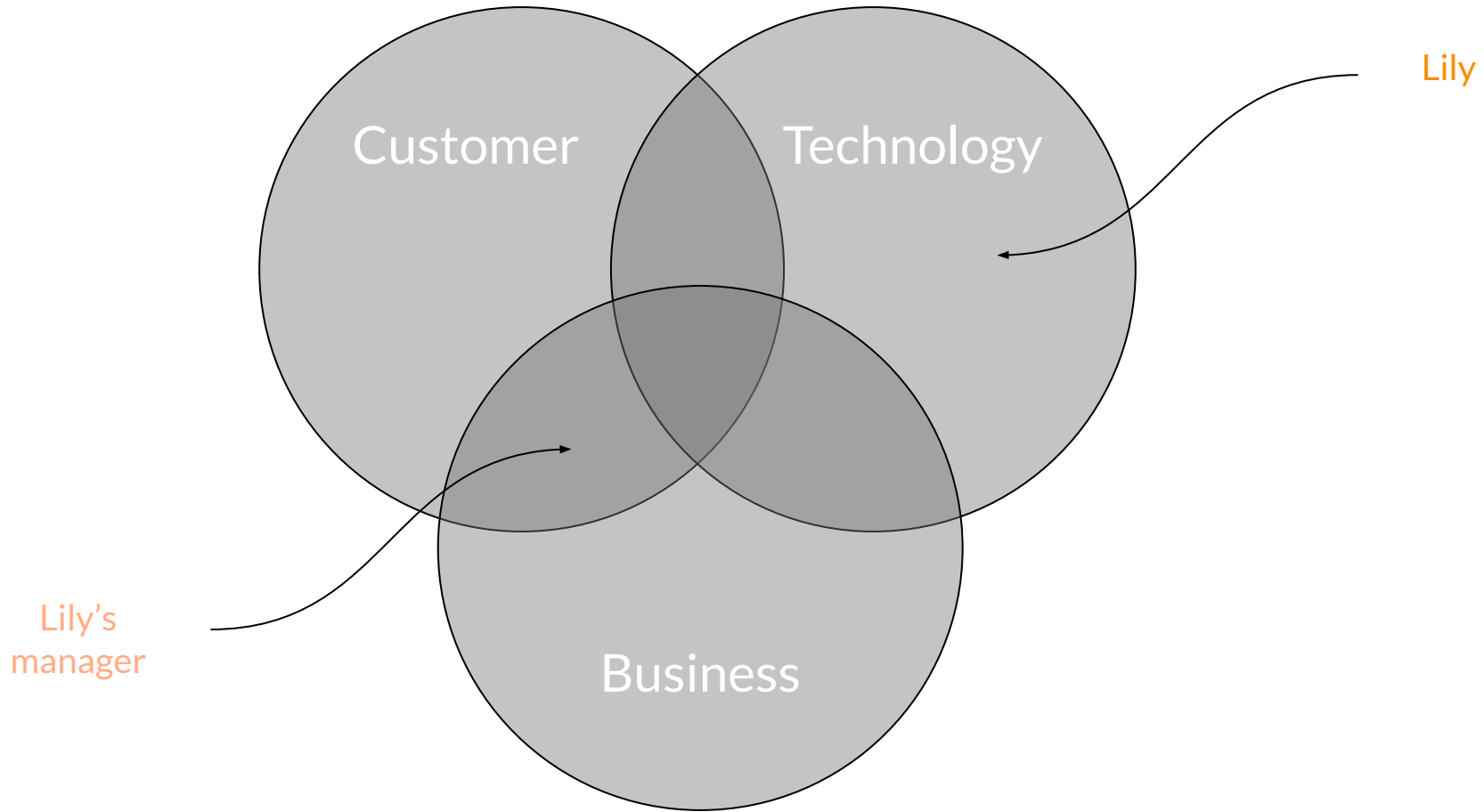
Why does everything take so long to ship??

Ideas don't get challenged





Lily's  
manager







Luke Taylor

Product Lead  
Facebook

@DrawnInTheSand



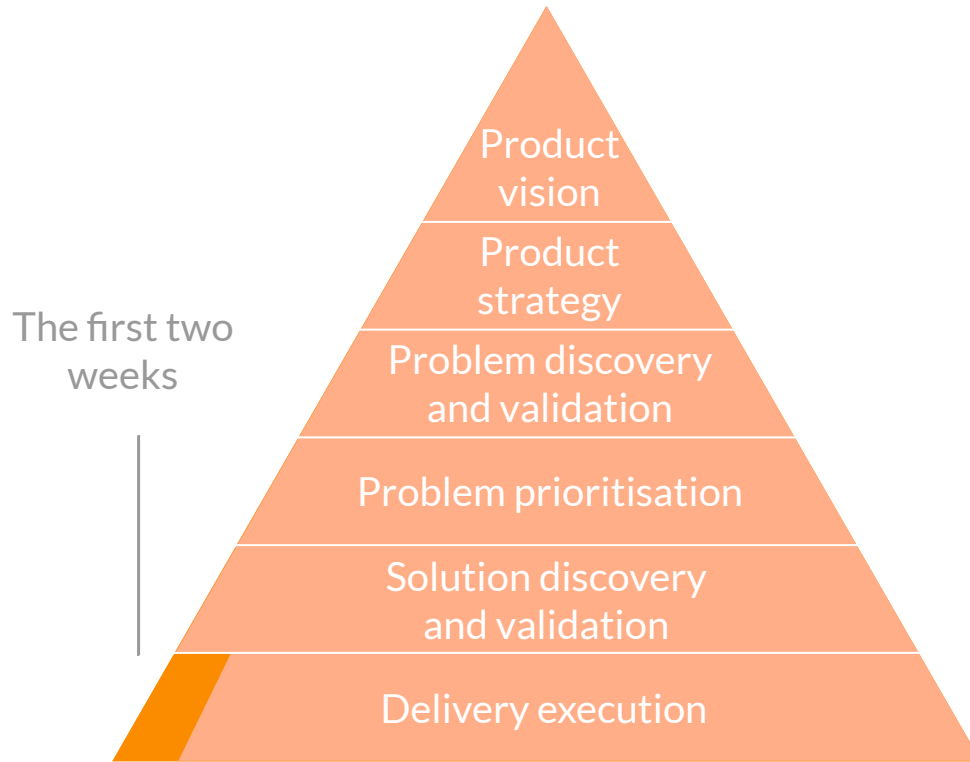
James Pipe

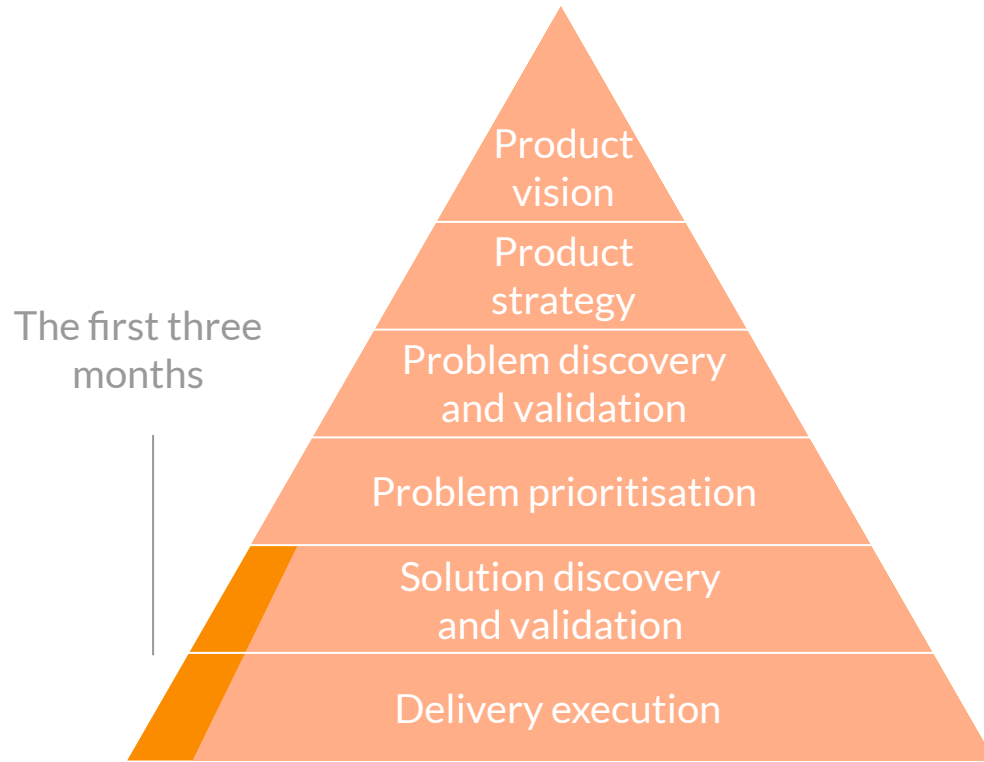
Head of Product  
DroneDeploy

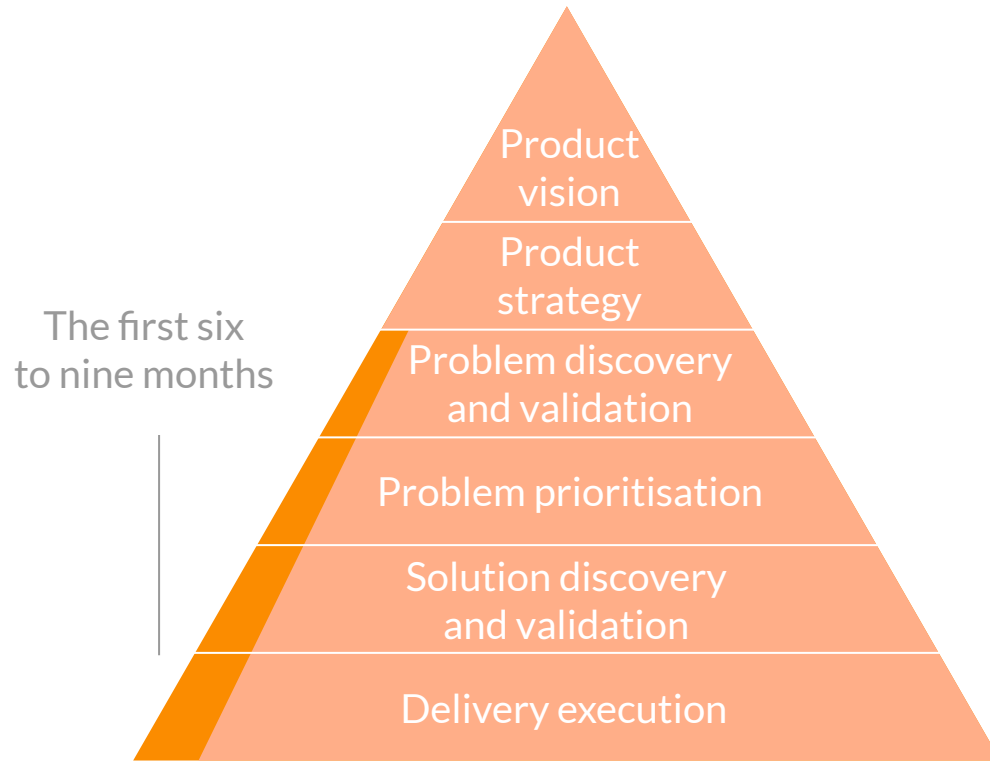
@jamespipe

@susanavlopes

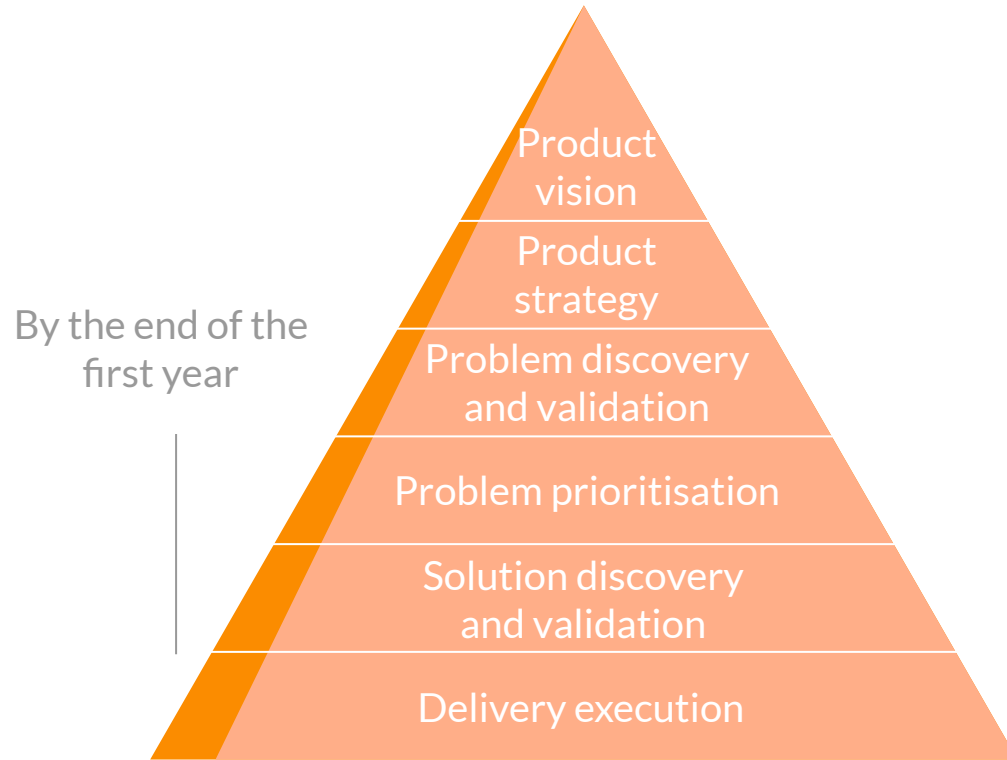


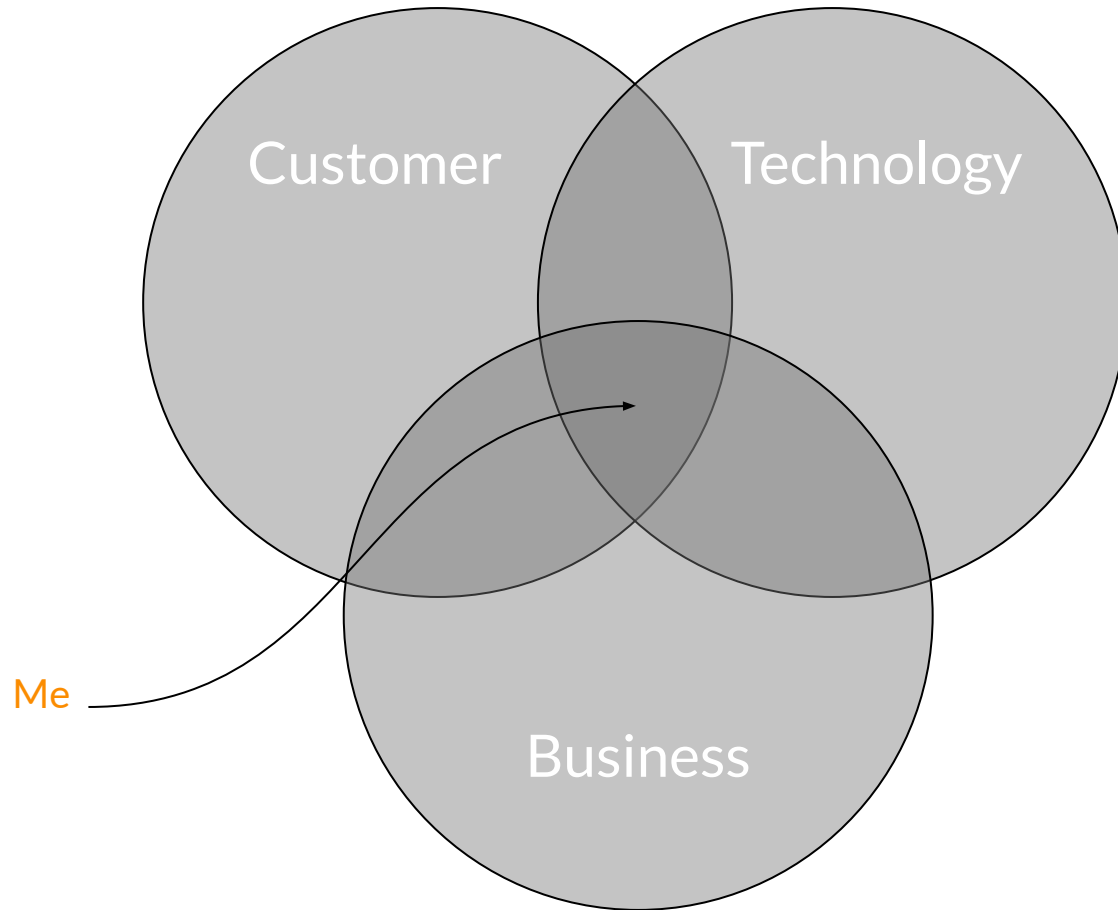






# The Vertical Slice





Less certainty  
Bigger bets



Small product

More certainty

Feature

Less certainty  
Bigger bets



Larger product

Small product

More certainty

Feature

Less certainty  
Bigger bets

Line of Business

Multiple products

Larger product

Small product

More certainty

Feature



Less certainty  
Bigger bets

Whole company

Line of Business

Multiple products

Larger product

Small product

More certainty

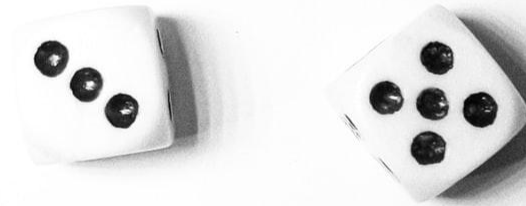
Feature





Photo by Julia Kadel on Unsplash

@susanavlopes



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# Product Manager

- Are you working all the layers of the pyramid?

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# Product Manager

- Are you working all the layers of the pyramid?
- Create processes that force you to practice every layer

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# Product Manager

- Are you working all the layers of the pyramid?
- Create processes that force you to practice every layer
- Let your manager know your ambitions

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# Looking for a new role

- Remember you're also interviewing them

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# Looking for a new role

- Remember you're also interviewing them
- Are there opportunities to practice every layer?

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# Looking for a new role

- Remember you're also interviewing them
- Are there opportunities to practice every layer?
- Does the hiring manager have a plan for your growth?

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# Manager of Product Managers

- Are my reports practicing every layer?

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# Manager of Product Managers

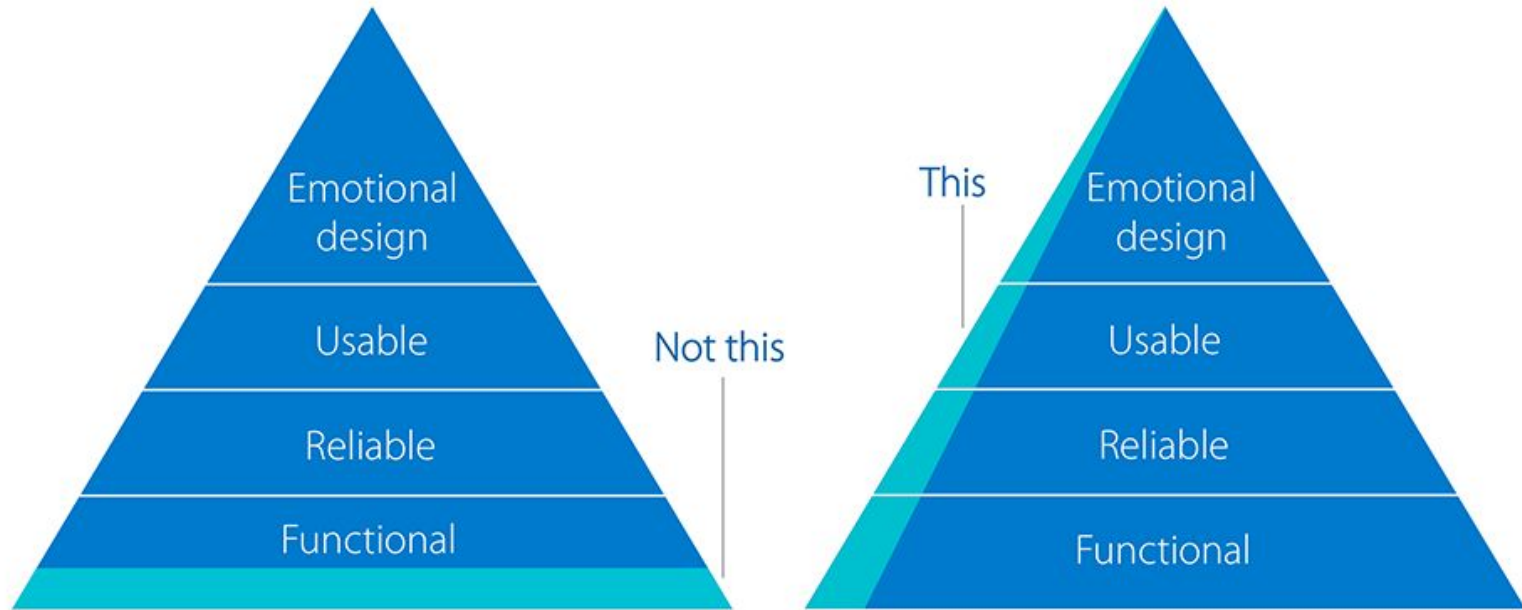
- Are my reports practicing every layer?
- Are they working on suitably small problems proportional to their skills?

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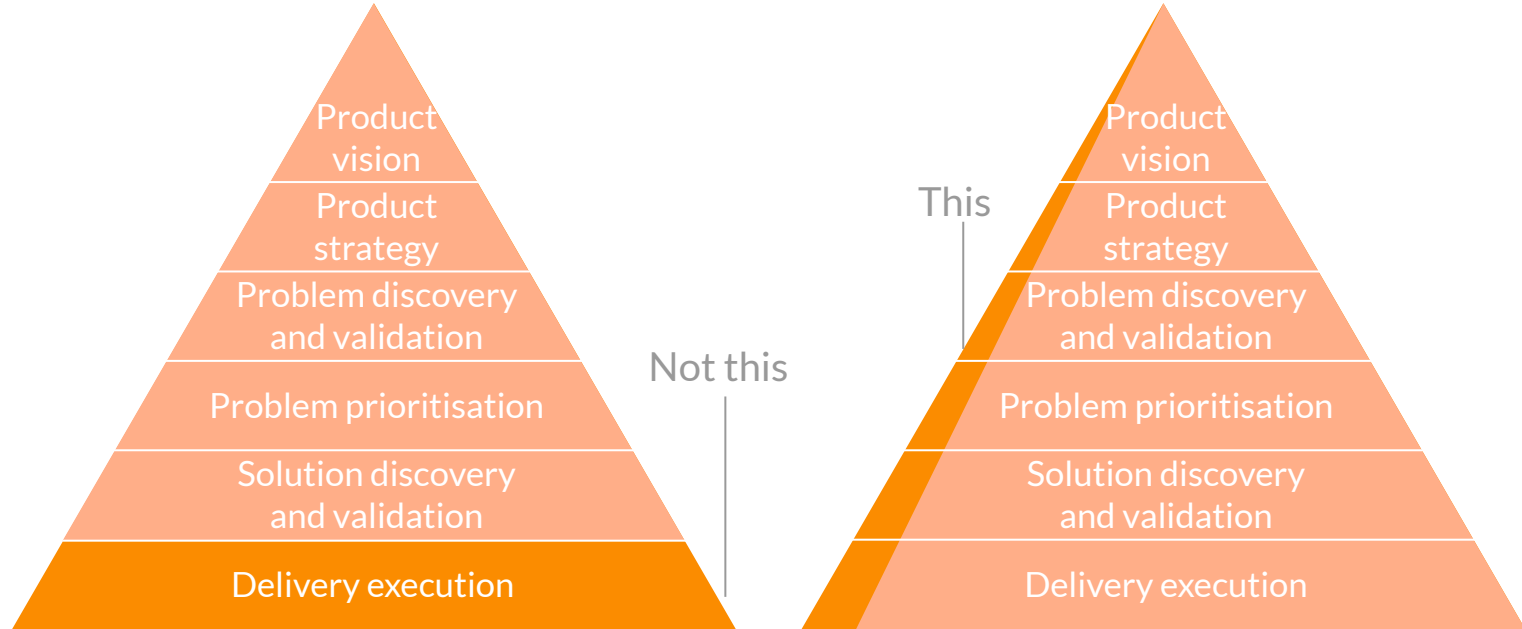
# Manager of Product Managers

- Are my reports practicing every layer?
- Are they working on suitably small problems proportional to their skills?
- How can I help them conquer the next layer?

# Minimum Viable Product



# Minimum Viable Product Manager



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Slides & blog post: [susanavideiralopes.com/writing](https://susanavideiralopes.com/writing)