

产品经理的 42 个原则

翻译：UCPM 中国产品经理联盟

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原则 1: Rules are Meant to be Broken: 规则是用来打破的!

The best product managers I have known are independent people who are passionate about their products and have deep conviction about how to make them succeed. Sometimes this means bending the rules, disregarding the advice of management, and ignoring conventional wisdom. This is important for progress. We must always look at things in new ways. For often, true innovation requires that we challenge the status quo in the creation of new products that deliver significantly more value to the customer than existing alternatives. If we are fortunate, have done our homework, and are right in our conviction, we can even create an entirely new market.

我所知的最好的产品经理都是独立的人，他们对自己的产品充满热情，对如何让产品成功有坚定的信念。有时，这意味着违背规则，无视管理层的建议，无视常见的智慧。这对进步很重要。我们必须以新的眼光看待事物。通常，真正的创新需要我们以创造性的产品来挑战现状，这些新产品为客户带来的价值远远超过现有的产品。如果我们足够幸运，做了充分的准备，相信自己是对的，我们甚至可以创造一个全新的市场。

Some successful examples of rule breakers include:

打破规则的成功例子有：

Henry Ford creating affordable automobiles:

亨利·福特创造可负担得起的汽车：

In 1908, Henry Ford produced an automobile that was differentiated in one characteristic—it was the first “affordable” automobile. The price continued to drop each year and within ten years, 50 percent of cars in the United States were Ford Model Ts.

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1908年，亨利·福特(Henry Ford)生产出了一款在一个特征上有所区别的汽车——它是第一款“买得起”的汽车。价格每年都在下降，十年内，美国50%的汽车是福特T型车。

Frederick Smith of FedEx and guaranteed overnight delivery of goods:

联邦快递的弗雷德里克·史密斯隔夜交货保证:

Fred Smith launched his overnight delivery service in April 1973 with a twenty-five-city network. On its first day, the company delivered 186 packages. Smith worked hard to grow the company's volume and network, but also had to contend with a postal monopoly that prevented FedEx from delivering packages, and ill-suited airline regulations that first restricted the company to flying only small jets. The company struggled to have enough cash to survive during these early years. Federal Express became profitable in 1975 and was finally allowed to fly large jets in 1977 when air cargo was deregulated. Today FedEx is a household brand with worldwide operations and its fleet travels nearly five hundred thousand miles per day.

1973年4月，弗雷德·史密斯(Fred Smith)在25个城市推出了他的隔夜递送服务网络。第一天，公司就交付了186个包裹。史密斯努力扩大公司的业务量和网络，但同时也不得不面对邮政垄断，联邦快递无法投递包裹的局面，以及不适合的航空条例，这个条例起初限制公司只能使用小型飞机。在早些的几年里，该公司一直在努力获得足够的现金以维持生存。1975年，联邦快递开始盈利，1977年，航空货运解除管制，联邦快递最终获准运营大型喷气式飞机。如今，联邦快递是一个家喻户晓的品牌，在世界各地都有业务，它的车队每天要行驶近50万英里。

Masura Ibuka of Sony and the transistor radio:

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索尼的井深大和晶体管收音机:

Although not the inventor of the transistor radio, Masura Ibuka saw its potential and seized upon the opportunity to license the technology from AT&T when they made it available in 1952. Ibuka and partner Akio Morita convinced Japan's Ministry of International Trade and Industry (MITI) to finance the \$25, 000 licensing fee and then went to work creating the first "pocket" radio under the Sony brand. Sony repeated a similar feat of miniaturization in 1978 when it introduced its Walkman line of portable cassette players.

虽然井深大不是晶体管收音机的发明者, 但井深大看到了它的潜力, 并抓住机会从 AT&T 那里获得许可, 在 1952 年, AT&T 将这项技术提供给了他。井深大和合作伙伴盛田昭夫(Akio Morita)说服日本国际贸易和工业部(MITI)为 2.5 万美元的许可费提供资金, 然后着手创建索尼品牌的第一个“口袋”收音机。1978 年, 索尼(Sony)重现了类似的微型化壮举, 推出了随身听(Walkman)系列随身听。

Each of the individuals above knew that the path to success would not be achieved by following the rules. Each also dealt with many setbacks. Ford did not succeed until his third company. His first company, Detroit Automobile Company, failed, and he left his second, which later became Cadillac, due to a disagreement with investors. The first Model T cars only came in black. Similarly with Sony, Ibuka's first two radios were not commercially successful. His third attempt still had inferior sound quality to the tube radios of the day. Fred Smith overcame the rules of commerce including airline regulation and the US Postal Service's monopoly. What carried all three visionaries through these

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challenging times was the strength of their convictions and their relentless pursuit of customer value.

每个人都知道成功之路不可能通过遵循规则来实现。每一个都有很多挫折。福特直到他的第三家公司才取得成功。他的第一家公司底特律汽车公司(Detroit Automobile company)倒闭了，他离开了第二家公司，后者后来成为凯迪拉克(Cadillac)，原因是与投资者意见不合。第一辆T型车只有黑色。索尼也一样，并深大的前两部收音机在商业上并不成功。在第三次尝试中，收音机的音质依然不如当时的电子管收音机。弗雷德·史密斯(Fred Smith)战胜了商业规则，包括航空监管和美国邮政服务(US Postal Service)的垄断。让这三位远见卓识的人在这个充满挑战的时代前行的，是他们坚定的信念和对客户价值的不懈追求。

Thus, believing in yourself is key and creating customer value is paramount. These two things are all that really matter. You must trust in yourself to have the strength necessary to deal with the adversity and setbacks that sit between product failure and product success. Further, only by creating customer value do we ensure the long-term viability of our respective companies. Generating profits and shareholder value are secondary. These are outcomes of delivering a product to the market that customers find valuable and better than the alternatives. Each of the visionaries above understood this.

因此，相信自己是关键，创造客户价值是最重要的。这两件才是真正的事情。你必须相信自己有必要的力量来处理产品失败和产品成功之间的逆境和挫折。此外，只有通过创造客户价值，我们才能确保我们各自公司的长期生存能力。创造利润和股东价值其实是次要的。把产品交付给市场，让客户发现它们比其它产品更有价值，更好，这些都是自然而然的结果。每个梦想家都明白上面这一点。

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原则 2: Work on Products You Are Passionate About: 专注于你热爱的产品!

Let's face it, product management can be a tough job.

让我们面对现实，产品管理可能是一个艰巨的工作。

We often have a lot of responsibility yet little formal authority. There are multiple groups of stakeholders (customers, management, salespeople, support, etc.) who all have ideas and demands that they wish to see included in our products, which means we end up having to say "no" often. In some cases, we work in engineering-driven companies, which creates a culture where it is difficult to influence and have a big impact on the products we manage.

我们通常有很多责任，但很少有正式的权力。有许多利益相关者(客户、管理人员、销售人员、支持人员等)，他们都有自己的想法和需求，希望看到我们的产品中包含这些想法和需求，这意味着我们最终不得不经常说“不”。在某些情况下，如果我们在工程驱动型的公司工作，我们就很难在这样的公司改变这种文化，并且难以在我们管理的产品上施加大的影响。

I also believe that product management can also be the most interesting job in the world.

我也相信产品管理也可能是世界上最有趣的工作。

Being able to set product strategy, lead your team to create products that your customers love, and be responsible for the overall success of a product can be exhilarating.

能够制定产品战略，带领你的团队创造出你的客户喜欢的产品，并对产品的整体成功负责是令人兴奋的。

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The one common factor that I have noticed about the best product managers is that they choose to work on products that they are very passionate about. It could be a passion for the technology, for solving a hard customer problem, or for changing the way customers work or play. Or it could be a passion for capturing a market and implementing a winning strategy. But, nonetheless, there is passion for what they are doing.

我注意到，最好的产品经理有一个共同因素，就是他们选择为他们所钟情的产品工作。这种热爱可以是对于技术的，对于解决客户难题的，也可以是对于改变客户工作或娱乐的。或者，它可能是一种捕捉市场并实施成功战略的热情。但是，尽管如此，他们仍然对自己的工作充满热情。

I have managed many different products in my career. In my experience, the times when I enjoyed my job the most were when I was working on something that I had tremendous passion for. At Apple, I was the product manager for the Macintosh Human Interface—though it was an incredibly difficult job, I loved what I was doing. At Symantec, I was in charge of C++ and Java development tools. Although the product didn't excite me, the prospect of capturing the market when Java first appeared did excite me, and we managed to do just that.

在我的职业生涯中，我管理过很多不同的产品。根据我的经验，我最享受的工作时间是什么时候呢，就是我在做我非常热爱的事情的时候。在苹果的时候，我是 Mac 人机界面的产品经理——尽管这是一项非常困难的工作，但我依然爱她。在赛门铁克的时候，我负责 C++ 和 Java 的开发工具。虽然这个产品并没有让我兴奋，但是当 Java 首次出现，占领市场的前景确实让我兴奋，我们做到了。

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So why is passion so important?

那么为什么激情如此重要呢？

Even in the best of product management jobs there are always going to be some very difficult challenges. If you are working on something that you don't care deeply about you simply won't have the tenacity and persistence to do what needs to be done in order for the product to succeed. This drive to succeed has to come from within. No one can "command" you to be passionate about your product. I have seen many product managers fall into the trap of working on things they really don't care about and ultimately they end up hurting their careers and chances for advancement.

即使产品管理工作是最好的，也总是会有一些非常困难的挑战。如果你在做一些你不太关心的事情，你就不会有足够的毅力和坚持去做那些为了产品成功而需要做的事情。这种成功的动力必须来自内心。没有人能“命令”你对你的产品充满热情。我看到过很多产品经理掉进了一个陷阱，他们在做自己并不关心的事情，最终他们会伤害自己的职业和晋升机会。

The other reason that passion is so important is that it is infectious.

激情如此重要的另一个原因是它具有感染力。

If your team sees that you are excited about and committed to what you are doing, it will carry over to them. Your salespeople will be more excited about selling your products. The engineers will be more excited about what they are building. And your company will know that your products are important and are going to succeed.

如果你的团队看到你对自己正在做的事情感到兴奋和投入，他们就会接受你。销售人员会对销售你的产品更感兴趣。工程师们会对他们正在建造的东西更感兴趣。你的公司会知道你的

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产品很重要，并且会取得成功。

Life is short. Work on something that you really care about. If you aren't doing this right now, make a commitment to make a change. Either make the change or else find some aspect about the products you are managing that can get you excited. Perhaps you can set a market share or revenue goal and get the corresponding strategy and tactics into place to see if you can make it happen. Or perhaps in parallel with your day-to-day work you can identify some unmet customer needs and help your company bring a brand new product to market. Whatever you do, don't waste your life by working on something you don't care about deeply.

生命是短暂的。做一些你真正想做的事情。如果你现在没有这样做，那么就为改变而做出承诺。要么做出改变，要么找到你正在管理的产品中让你兴奋的方面。也许你可以设定一个市场份额或收入目标，并制定相应的战略和战术，看看你是否能实现它。或者在你日常工作的同时，你可以发现一些未被满足的客户需求，并帮助你的公司将一个全新的产品推向市场。无论你做什么，都不要把生命浪费在那些你不太关心的事情上。

原则 3: Beware the "Requirements Death Spiral": 当心“需求死亡螺旋”!

Thus, the spiral begins. With each subsequent release, the product manager demands ever more detailed time estimates. . . . Development, in turn, demands ever more detailed requirements.

因此，螺旋的开始。随着后续版本的发布，产品经理需要更详细的时间估计.....反过来，开

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发需要更加详细的需求。

A pattern I've observed in multiple companies over the years is product managers defining features and the corresponding implementation in excruciating detail in their requirements documentation. When I see this, I know the company went into the "requirements death spiral." The story of each company is always remarkably similar.

多年来,我在多个公司中观察到的一个模式是,产品经理在他们的需求文档中以极其详细的细节定义特性和相应的实现。当我看到这个,我知道公司进入了“需求死亡螺旋”。“每家公司的情况总是惊人地相似。

It starts off simply enough and with the best intentions:

它开始的时候很简单,带着最好的意图:

A product manager provides some high level requirements to their development team and asks for an estimate to do the work. When the estimate is longer than the time available, the product manager asks the team if they could try to make it happen by the deadline and assures them that the product is really very straightforward and there are no hidden surprises. Because the team wants to be accommodating, it agrees.

产品经理为他们的开发团队提供了一些高级别的需求,并要求对工作进行评估。当评估时间超过可用时间时,产品经理会询问团队是否可以在最后期限前完成,并向他们保证产品非常简单,不会出现任何可能的意外。因为团队想要调节,所以他们同意了。

As the development progresses, new requirements are added as more is learned, but the team is told the release date cannot move, sections of the requirements are misunderstood, the resultant solution does not match the product manager's or

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customer's expectations, rework is needed, and the schedule inevitably slips. Feeling powerless, the product manager points the finger at engineering for missing the date and getting the product wrong. Being blamed after having worked overtime and with heroic efforts, engineering points the finger right back at the product manager for not being clear on what he wanted and frequently changing his mind.

随着开发的进展, 随着更多的知识的学习, 新的需求被添加, 但是团队被告知发布日期不能改变, 需求的部分被误解, 最终的解决方案不符合产品经理或客户的期望, 需要返工, 进度不可避免地下滑。感觉真是无助, 产品经理指责工程师错过了日期, 把产品弄错了。伴随着的就是加班加点、史诗般的努力, 工程师指责产品经理不清楚自己想要什么, 经常改变主意。

For the next release, the product manager—a little wiser now—asks the development lead to sign off on the requirements.

对于下一个版本, 产品经理——现在有点聪明了——要求开发负责人在需求上签字。

This way the engineering team will somehow think it is legally bound to the terms of the requirements document. Product management also presses the engineering team to ensure the delivery date will be met. Having been burned once—and also a little wiser—the engineering manager starts to pad the dates and says that he cannot commit to anything sooner without more detailed requirements. This, of course, does not fix the problem.

通过这种方式, 工程团队会以某种方式认为它受需求文档条款的法律约束。产品管理部门也督促工程团队确保交付日期不会错过。在经历了一次焦头烂额(同时也有点自知之明)之后, 工程经理开始为日期做准备, 并表示, 如果没有更详细的要求, 他不能很快地做出任何承诺。

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当然，这并不能解决问题。

Thus, the spiral begins. With each subsequent release, the product manager demands ever more detailed time estimates from development. Development, in turn, demands ever more detailed requirements from the product manager. Without even realizing it, the product manager begins to specify the solution (rather than needs) and the development team, not wanting to be blamed for any mishaps, starts to build exactly what is written without ever questioning it. Worst of all, the customer is disappointed and the product meets with only limited success in the marketplace.

因此，螺旋就开始了。随着每个后续版本的发布，产品经理需要从开发中获得更详细的时间估计。反过来，开发也要求产品经理提供更加详细的需求。甚至在没有意识到的情况下，产品经理开始指定解决方案(而不是需求)，开发团队不希望因为任何错误而受到指责，开始完全按照编写的内容进行构建，而从不质疑它。最糟糕的是，客户感到失望，产品在市场上只能获得有限的成功。

The destructive feedback loop that sets up the requirements death spiral is a fascinating phenomenon because both sides want to create a winning product and start with the best of intentions. Further, both sides are behaving completely rationally within the scope of their area (i.e., product management or engineering). Only when viewed from the perspective of delivering value to the customer and creating value for the company are product management's and engineering's actions so clearly counter productive.

建立需求死亡螺旋的破坏性反馈循环是一种迷人的现象，因为双方都想创造一个成功的产品，都想从最好的意图开始。此外，双方在各自领域内的行为都是完全理性的（产品管理或

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工程师)。如果不从为客户提供价值和为公司创造价值的角度来看，产品经理和工程师的行为才会产生明显的对抗。

It is product management's responsibility to identify customer problems worth solving.

识别有价值的客户问题是产品经理的责任。

It is engineering's role to identify technical solutions to those problems. Together both sides must collaborate to create the optimal design that will solve the problem for the customer and delight them in its use.

确定这些问题的技术解决方案是工程师的职责。双方必须通力合作，创造出最优的设计，为客户解决问题，并让他们乐于使用。

Ultimately, the product manager is accountable for the product's success. Product managers, therefore, must be vigilant to avoid entering the death spiral. The easiest way to do this is to focus on the problem space and encourage engineering to apply their creative energies to the solution space. Product management and engineering are on the same team and share the same objective of creating value for the customer. The product manager's actions must reflect this truth.

最终，产品经理对产品的成功负责。因此，产品经理必须保持警惕，避免陷入死亡漩涡。最简单的方法是关注问题空间，并鼓励工程人员将他们的创造力应用到解决方案空间。产品管理和工程师是一个团队，共同的目标是为客户创造价值。产品经理的行动必须反映这一事实。

原则 4：Think Like an Entrepreneur：像企业家一样思考

At its most basic level, to think like a product manager requires thinking like an

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entrepreneur.

究其本质，产品经理要像企业家一样去思考。

One of the expectations I received from a product manager during a recent corporate training session was to learn how to think like a product manager. While there are many perspectives and buzzwords that could be thrown at this objective, at its most basic level, to think like a product manager requires thinking like an entrepreneur.

在最近的一次公司培训中，我从一位产品经理那里得到的一个期望是学习如何像产品经理那样思考。虽然有很多观点和术语可以用来描述这个目标，但在最基本的层面上，产品经理需要像企业家一样思考。

Let's expand on that a bit.

我们再详细讲一下。

While people may argue that entrepreneurs have more control over everything than do product managers, the reality is just the opposite. It is the rare entrepreneur who is independently wealthy with easy access to materials, operations, and labor. Most entrepreneurs have a vision for a product or service they are passionate about, but have to find the resources to actualize the vision. They must craft business plans to solicit money from venture capitalists or banks. That's not unlike the challenges product managers face in developing business cases for new products. The business case is essentially a proposal for an investment of time and resources from the firm. In fact, some firms expect product managers to treat the management team sort of as angel investors who must be convinced of the future value of the product concept being

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proposed.

尽管人们可能会说，企业家比产品经理更能掌控一切，但事实恰恰相反。这种企业家是少有的，他们因为易于接近更多的材料、运营和劳动力，因此他们富有独立性。大多数企业家对自己热衷的产品或服务都有自己的愿景，但他们必须找到实现愿景的资源。他们必须艺术般的制定商业计划，从风险资本家或银行那里筹集资金。这与产品经理在为新产品开发商业案例时所面临的挑战类似。商业案例本质上是公司对时间和资源的投资。事实上，一些公司希望产品经理将管理团队视为天使投资人，他们必须相信所提出的产品概念的未来价值。

After receiving guarantees of funding, entrepreneurs may need to source materials or locate contract manufacturers.

在获得资金保证后，企业家可能需要采购材料或找到合同制造商。

They must work carefully with third parties they don't directly manage to accomplish the design, development, and commercialization of their envisioned products or services. Similarly, product managers must constantly accomplish their goals through organizational functions over which they have no direct authority. They must use their skills of persuasion and diplomacy to make things happen.

他们必须小心地与第三方合作，而第三方并没有直接完成他们设想的产品或服务的设计、开发和商业化。类似地，产品经理必须通过他们没有直接权力的跨组织职能不断实现他们的目标。他们必须采用说服和外交技巧促成这些事情。

Entrepreneurs often need to work with independent sales representatives or channels to reach the intended market. To help these groups function more effectively, entrepreneurs must provide not just product knowledge but also an understanding of

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the target markets and the best approach to reach these markets. That's akin to the challenge product managers face when training and motivating the sales force. There is a strong need to empathize with the needs of salespeople to advance the sales process.

企业家通常需要与独立的销售代表或渠道合作进入到预期的市场。为了帮助这些职能群体更有效地发挥作用，企业家不仅要提供产品知识，还要了解目标市场以及达到这些市场的最佳途径。这类似于产品经理在培训和激励销售人员时所面临的挑战。对于推进销售人员的销售过程，必须要对他们的需要有强烈的共鸣。

The common link between the entrepreneurial business plan and the product manager business case is clarity of customer need.

企业商业计划和产品经理商业案例之间的共同联系是清晰的客户需求。

Strong entrepreneurs and strong product managers know the profile, needs, emotions, and purchase drivers of their customers. They don't think exclusively in terms of product features/benefits, but rather how these features/benefits align with customer goals better than competing offerings. They have a strong command of marketing and customer-focused competencies.

强大的企业家和强大的产品经理知道客户的概况、需要、心理和购买驱动力。他们并不只考虑产品特性/好处，而是考虑这些特性/好处如何如何比竞品更能与客户目标相匹配。他们有很强的营销能力和以客户为中心的能力。

Entrepreneurs share several common traits that influence the way they think.

企业家有几个共同的特点影响着他们的思维方式。

Entrepreneurs embody traits of risk-taking, passion, focus, product/customer

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knowledge, and tolerance for failure.Strong product managers share these traits (or elements of these traits), which influence their thoughts and decision-making processes.

企业具有冒险精神、激情、专注力、产品/客户知识以及对失败的容忍度。强大的产品经理共享这些特性(或这些特性的元素), 这些特性影响着他们的思想和决策过程。

Let's carry this analogy one step further.Successful entrepreneurs can grow successful companies. (As an aside, serial entrepreneurs start several companies.Our focus here is NOT on serial entrepreneurs but rather those more focused on a single economic endeavor.) As their companies grow, the passion, focus, and connectedness with the product/customer becomes diffused. That's where product managers come in. Product managers can restore the passion, focus, and connectedness with the product/customer for their areas of responsibility.

让我们进一步做个类比。成功的企业家能够培育成功的公司。(顺便说一句, 连续创业者创办了好几家公司。我们在此关注的不是连续创业者, 而是那些更关注单一经济努力的人。)。随着他们的公司的成长, 他们与产品/客户之间的热情、专注和联系开始分散。这就是产品经理的职责所在。产品经理可以恢复与产品/客户在其职责范围内的热情、专注和联系。

So the bottom line is: to think like a product manager requires thinking like an entrepreneur.

因此本质就是: 产品经理需要像企业家一样思考。

原则 5: Learn to Say "No" to Customers: 学着对客户说“不”

Saying “no” lets product managers focus on delivering superior products rather than ones

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that are merely sufficient.

说“不能”能让产品经理专注于提供更好的产品，而不是仅仅满足于满足需求的产品。

Product managers talk and listen to many stakeholders, because they want to understand the needs and desires of the market. An important part of that process is sharing, especially the strategic product road map.

产品经理与许多利益相关者交谈并听取他们的意见，因为他们想了解市场的需求和愿望。这个过程的一个重要部分是共享，尤其是战略产品路线图。

Sharing this information does two things:

共享信息要做两件事

It lets the customer know that you are willing to let information flow both ways. This helps them share more specific details (the kind product managers really need) and not feel like they are providing information for free.

它让客户知道你愿意让信息双向流动。这有助于他们分享更具体的细节(产品经理真正需要的那种)，而不会觉得他们是在免费提供信息。

Sharing also lets them see the future plan for the product and how their future plans fit with what has been mapped out.

共享还可以让他们看到产品的未来计划，以及他们的未来计划如何与已经制定好的计划相匹配。

While there are certainly benefits to sharing the road map with customers (and even sometimes prospects), it comes with drawbacks, too. Every customer has needs that are specific to their business. They frequently look to the product manager (and the

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product road map) to help them resolve those needs.

与客户(有时甚至是潜在客户)共享路线图当然有好处,但也有缺点。每个客户都有特定于其业务的需求。他们经常求助于产品经理(和产品路线图)来帮助他们解决这些需求。

In many cases, that information is valuable in helping the product manager address the needs of an industry or vertical market, or even a type of user. Unfortunately, it can also lead to adding features to the product that serve only a few users. These choices are sometimes unavoidable, but, over time, they can lead to bloat, misdirection, and mediocrity of the product.

在许多情况下,这些信息在帮助产品经理满足行业或垂直市场,甚至一类用户的需要方面是有价值的。不幸的是,它还会导致向只服务于少数用户的产品添加功能。这些选择有时是不可避免的,但随着时间的推移,它们会导致产品的臃肿、误导和平庸。

As a result of reviewing the road map and not seeing what they want on it, or in the time frame that they want it, customers make requests to raise the priority of a particular feature or to add a new capability to the product that was not being considered. This is where “no” comes into play for product management (see Rule 2 by Brian Lawley). Saying “no” lets product managers focus on delivering superior products, rather than ones that are merely sufficient.

由于看到了路线图,但是在路线图上并没有看到他们想要的,或者在他们想要的时间范围内,客户就会请求提高某个特征的优先级,而这个特征是在产品中未考虑到的。这就是“不”在产品管理中起作用的地方(参见 Brian Lawley 的规则 2)。说“不”能让产品经理专注于提供更好的产品,而不是仅仅满足于这些产品。

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Let me use the following to illustrate the value of saying "no."

让我们用以下的价值说明来说“不”

This is a real experience I had with a customer who repeatedly requested a feature that was very low on the priority list. No other customer (or prospect) had asked for anything similar, so it remained low on the list because it didn't align well with where we were planning to take the product.

这是我与一个客户的真实经验，他反复要求一个在优先级列表中非常低的特性。没有其他客户(或潜在客户)要求类似的东西，因此它在列表中排名较低，因为它与我们计划将产品带到
的地方不一致。

Every conversation I had with the customer team included a question about when they would get the feature that they had been asking for so long.

我与客户团队的每次谈话都包括一个问题，即他们何时才能获得他们已经要求了很久的功能。

Early on, I would provide a response that is common amongst product managers: "We have captured the requirement for your requested feature, but it is not assigned to the next release." While this settled the discussion for the moment, it only delayed revisiting it the next time there was a release announcement.

在早期，我将提供一个在产品经理中很常见的反馈：“我们已经捕捉到了您所请求特性的需求，但是它没有分配给下一个版本。虽然这暂时解决了讨论，但它只是推迟了下次发布公告时的再次访问。

Ultimately, I drew a line in the sand and told the customer that even though the feature

was important to their business, I did not see that it would ever be in the product. Despite the customer team initially being quite upset and frustrated with my response, and getting a call from their CEO about her disappointment about the state of the product and its ability to meet their needs, telling them “no” was the right decision for them and the product.

最后，我在沙地上画了一条线，告诉客户，尽管特征对他们的业务很重要，但我没有看到它会出现在产品中。尽管客户团队最初对我的回答感到非常沮丧和沮丧，并接到他们的 CEO 的电话，说她对产品的状态和满足他们需求的能力感到失望，但对他们和产品说“不”是正确的决定。

I spoke with the customer team again several months later with a decidedly friendlier outcome. They told me that because I had told them that they wouldn't get the feature (rather than the feature being delayed), they had decided to invest in building the capabilities they needed in-house and were very happy with the results. And they were happier with my product too

几个月后，我再次与客户团队进行了交谈，结果显然是友好的。他们告诉我，因为我告诉他们不会得到这个特性(而不是被延迟)，所以他们决定在内部投资于构建他们需要的功能，并且对结果非常满意。他们对我的产品也很满意

They had the feature they wanted, exactly how they wanted it, and within the time frame that they wanted. And all of this was made possible because of the power of “no.”

他们有他们想要的功能，确切地说是他们想要的，并且在他们想要的时间范围内。这一切之所以成为可能，是因为“不”的力量。

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原则 6: Product Management Is Inherently Political: 产品管理是与生俱来的政治

Product managers tend to have very rational, process-driven views of the world. We'd like to believe that our various stakeholders are thoughtful, unemotional, and willing to compromise and put the company's overall strategic interest ahead of departmental politics and personal rewards. Of course, that's not how it is in the real world.

产品经理倾向于拥有非常理性的、过程驱动的世界观。我们愿意相信，我们的各种利益相关者都是深思熟虑的、非情绪化的、愿意折中的，并将公司的整体战略利益置于部门政治和个人回报之上的。当然，在现实世界中，情况并非如此。

One of our primary jobs as product managers is to prioritize what gets done (and the many things that therefore won't get done soon.) Unavoidably, most of our internal customers will be unhappy with some of our choices. And that's regardless of how well we've applied "internal ROI" and other quantitative approaches to creating the best road map. MRDs are only the starting point in an ongoing lobbying campaign for product improvements. In other words, product managers will always have to manage the emotional world of people and internal politics.

作为产品经理，我们的主要工作之一就是优先处理去做的事情（以及许多因此不会很快完成的事情）。不可避免的是，我们的大多数内部客户会对我们的一些选择感到不满。这与我们如何应用“内部 ROI”和其他量化方法来创造最好的路线图无关。MRD 只是正在进行的产品改进游说活动的起点。换句话说，产品经理通常不得不去管理人们的情感世界和内部政治。

Setting the Stage

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打造舞台

You've collected a nearly infinite list of possible improvements, advances, new features, and architectural repairs. Your goal is to build one orderly list of items, review them with Engineering for size and suitability, and then issue a definitive road map or requirements document (MRD or PRD) that formally declares what will be built. Being analytical and a bit compulsive, you think of this as the end of a long process, after which Engineering will leap into action.

您已经收集了几乎无限的可能提高、改进、新特性和架构修复的列表。您的目标是构建一个有序的项目列表，用工程的大小和适用性来检查它们，然后发布一个明确的路线图或需求文档 (MRD 或 PRD)，正式发布将要构建的内容。要去分析并带有一点强迫性，你认为这是一个漫长过程的结束，在此之后，工程将会投入行动。

You've had to make choices from a dissimilar list of potential projects:

你必须从一个不同的潜在项目列表中做出选择：

Broad feature improvements as demanded by the market, reviews, user groups, and your keen sense of what customers want

通过对市场、评论、用户群和你对客户所想的敏锐感觉的需要，你要对其进行了广泛的改进。

Internal architectural changes that will be invisible to customers but are needed for improved quality or longer-term goals

内部架构的变更，对客户来说是不可见的，但是则需要提高质量或作为长期目标

Customer specials for specific big accounts, likely to be of limited use to others

针对特定大客户的特价，可能对其他客户的用途有限。

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Bug fixes and cleanup that reduce technical debt

减少技术债务的 Bug 修复和清理

High-profile product bets on emerging market needs or new technologies

对新兴市场需求或新技术的高调产品押注

Trade-offs within each group are easy, but across groups are nearly impossible. Part of your job is to balance these different categories so that your next release meets a few needs from each group.

每个群体之间的交易很容易，但是跨群体几乎是不可能的。你的部分工作是平衡这些不同的类别，这样你的下一个版本就能满足每个群体的一些需求。

Ultimately, an MRD is the culmination of intense negotiations with all parties (engineering, marketing, sales, customers). It represents a compromise based on your best judgment and the facts on hand. Ideally, you've also made each constituent group feel valued/respected/listened to. After emailing the final MRD to all groups, your team takes you out for a well-deserved celebration. This feels like a milestone.

最终，MRD 是与所有各方（工程、市场、销售、客户）激烈谈判的高潮。它代表了一种基于你的最佳判断和眼前事实的妥协。在理想的情况下，你也要让每个组成群体感到有价值/被尊重/在倾听。在把最后的 MRD 发送给所有的团队之后，你的团队会带你去参加一个当之无愧的庆祝活动。这感觉像是一个里程碑。

Nearly immediately, though, two kinds of problems arise. One is caused by actual changes in the world: shifting customer needs, market trends, product experience, and general evolution. The second is lobbying from the sales teams and internal groups

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that did not get what they wanted. By making hard choices about which features are in your next release, you've had to postpone other legitimate requests.

尽管如此，但立刻就出现了两类问题。一个是由世界的现实变化引起的：不断变化的客户需求、市场趋势、产品体验和一般的进化。第二个是来自销售团队和内部群体的游说，他们没有得到他们想要的东西。下一个版本中要有哪些特性，你要做出艰难的选择，因此，您不得不推迟其他合理的请求。

Political Issues Require Political Solutions

政治问题需要政治解决方案

Allocating scarce resources always leaves some people dissatisfied, and drives them to escalate complaints or question the decision-making process. This is certainly true of product plans, which prioritize Engineering's projects and schedules. You can call this "politics" if you like, or "group decision-making," or any handy phrase from the MBA Organizational Behavior handbook. Regardless of the label, even the perfect MRD will leave some of your constituents unhappy. To keep the process moving forward, you need political support for the decision process and your final choices.

分配稀缺资源总是让一些人不满意，并促使他们升级投诉或质疑决策过程。这对于产品计划来说是正确的，它优先考虑工程的项目和时间表。如果你喜欢的话，你可以称之为“政治”，或者“群体决策”，或者是 MBA 组织行为手册中的任何有用的短语。不管标签是什么，即使是完美的 MRD 也会让你的一些涉众不高兴。为了让这个过程继续下去，你需要决策过程和最终选择对你有政治支持。

Generally, this involves pre-negotiation with executives in Sales, Engineering,

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Marketing and perhaps Finance or Manufacturing. Helping them understand your process—and how their teams will get some of the things that they need—is one way to get ahead of escalations and second-guessing.

一般来说，这涉及到与销售、工程、营销，或许还有金融或生产的高管进行谈判。帮助他们理解你的过程——以及他们的团队将如何得到他们所需要的东西——是一种超越逐步升级和事后批评的方法。

Product managers are paid to make decisions that have an impact on the broader organization. This makes us part of the internal political process. Rather than ignore this reality, we need to understand how decisions are made and remade and work within the system.

产品经理的要做的对更广泛的组织做出有影响的决定。这使我们成为内部政治进程的一部分。我们不应该忽视这个现实，而是需要理解如何在系统中做出和重塑决策。

原则 7: There Is a Fine Line between Knowing It All and Bein: 无所不知和无所不能之间有一条清晰的界线

We Become Product Managers for a Variety of Reasons

我们成为产品经理的原因有很多

But our common characteristics are that we are smart, we like to be the center of attention, and, well, we feel compelled to expose those things in what we optimistically cloak as evangelism.

但我们的共同特征是，我们很聪明，我们喜欢成为关注的焦点，而且，我们觉得有必要把这

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些东西暴露在我们乐观的宣传中。

Product managers need to lead teams that do not report to them; they need to be decisive in the absence of perfect information, and they need to educate others about often unrelated products. Product managers also need to play judge when there are other conflicting opinions, and they need to defend their product decisions and plans despite internal and/or external argument. However, product managers also need to listen intently to input from a variety of, sometimes ignorant, stakeholders and put their own opinions aside to really hear the voices of the customers, and then some. They need to accept product failure as their own fault and yet pass on congratulations when there is success to the entire product team.

产品经理需要领导那些不向他们汇报的团队；在缺乏完美信息的情况下，他们需要果断，并且，他们需要教育通常和产品无关的其他人。产品经理也需要在有其他相互矛盾的意见时扮演法官的角色，他们需要在内部和/或外部的争论中为他们的产品决策和计划辩护。然而，产品经理也需要认真倾听来自不同的、有时是无知的利益相关者的意见，把他们自己的意见放在一边，真正倾听客户的声音。他们需要接受产品的失败就如他们的失败，但是当整个产品团队都取得成功时，他们会传递祝贺。

As such, Product Managers Must Check Their Egos at the Proverbial Door

因此，产品经理必须在 Proverbial Door 检查他们的自尊心。

Few things deteriorate a product manager's credibility and earned respect from others than a product manager who tries to explain something he/she does not understand. An engineer or other technical individual will find insult when the PM tries to overstep the

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line between requirements and specification, between the “why we built it” versus “how we built it.” And while the product manager may ultimately be responsible for the product baby, a senior manager may pull ownership rank much like birth parents appear to claim credit and affection only once the product is successfully grown.

很少有事情会使产品经理的信誉恶化, 并赢得他人的尊重, 除了是一个产品经理试图解释他/她不理解的东西。当 PM 试图超越需求和规范之间的界限, 也就是在“为什么我们构建它”和“我们如何构建它”之间的界限时, 工程师或其他技术人员将会受到侮辱。虽然产品经理可能最终要对产品负责, 但只有在产品成功成长后, 一位资深的产品经理可能才会像亲生父母一样, 宣称自己的声望和感情。

No, Product Management isn't Typically a Thankful Position, but it is Ultimately One of Honor.

不, 产品管理通常不是一个感恩的职位, 但它最终是一种荣誉。

And with that honor comes great responsibility to be a clear communicator and an understated but effective leader. Knowing how to manage your own passion while remaining committed, knowing enough about the product but, more importantly, knowing how to manage the product team and process, and, in the end, being smart enough to pick the right battles where you neither have to be defensive nor offensive in your position . . . well, that is the mark of a truly successful product manager.

有了这个荣誉, 就有了成为一个清晰的传播者和一个低调但有效的领导者的巨大责任。知道如何管理自己的激情, 同时保持承诺, 足够的了解产品, 但更重要的是, 知道如何管理产品团队和过程, 最后, 足够聪明点, 去选择正确的战斗, 你面对的既不是进攻, 也不是防御。

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好吧，这是一个真正成功的产品经理的标志。

So before you rush into a meeting filled with vim, vigor, and veracity, think about how great leaders would handle conflict and challenge. Garner intellectual and data-backed knowledge to be better prepared than a bulldozing project manager that takes no prisoners but leaves utter doubt about who is really in command. If Martin Luther King, Nelson Mandela, or Mahatma Gandhi were product managers, they would gain consensus and collaboration using their charm and by setting their own examples. Challenge yourself to be someone worth following instead of leading with a big product management stick—after all, not many of us have the public track record of Steve Jobs or Bill Gates. Refrain from being the know-it-all—instead be someone that all know they can follow, learn from, and ultimately trust to lead the product toward success.

因此，在你匆忙参加一个充满精力、活力和诚实的会议之前，想想伟大的领导者会如何处理冲突和挑战。形成智慧和数据支持的知识要比一个 bulldozing 的项目经理要有更好的准备，但却让人对谁是真正的指挥官产生了怀疑。如果马丁·路德·金、纳尔逊·曼德拉或圣雄甘地都是产品经理，他们将利用自己的魅力，通过树立自己的榜样，获得共识和协作。挑战自己，成为一个值得追随的人，而不是领导一个大的产品管理即时贴——毕竟，我们中没有多少人拥有史蒂夫乔布斯或比尔盖茨的业绩记录。不要成为一个万事通——而是一个所有人都知道他们可以跟随，学习，并最终相信带领产品走向成功的人。

原则 8: Market Research Must Be Actionable: 市场研究必须行动起来

The plethora of market research methods, and the consultants and market research firms that promote their favorite method, makes it far too easy for product management and marketing professionals to lose sight of the single most important goal in good market research: good market research is actionable.

过多的市场研究方法, 以及咨询和市场研究公司推广他们最喜欢的方法, 对于产品管理和营销专家在这方面过于容易了, 反而失去了一个好的市场研究的最重要的目标: 好的市场研究是可行的。

Good market research answers one or more questions that help you understand your customers, your competitive marketplace, your competitors, and even yourself in such a way that you can take confident action towards your goals.

好的市场研究回答了一个或多个问题, 有助于你了解你的客户, 你的竞争市场, 你的竞争对手, 甚至你自己, 这样你就可以对你的目标采取自信的行动。

Ultimately, effective market research is:

最终, 有效的市场研究是:

Systematic—planned, well-organized, with a goal and a method

系统的——有计划的, 组织良好的, 有目标和方法

Objective—minimal researcher or method bias

目的——最小的研究人员或方法偏差

Focused —on specific questions

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聚焦——专注于具体问题

Actionable—the results obtained enable you to take action

可执行的——获得的结果使您能够采取行动

The first letter from each of these words forms the acronym SOFA, and, like a comfortable sofa, effective market research provides a comfortable position for taking action.

每一个单词的第一个字母组成了“沙发”的缩写，而且，就像一个舒适的沙发一样，有效的市场研究为采取行动提供了一个舒适的位置。

Also realize you don't need a big budget to conduct market research.

也要意识到你不需要大的预算来进行市场调研。

In fact, you don't need a lot of things to do great market research. You don't need:

事实上，你不需要很多东西来做了不起的市场研究。你不需要：

a big budget

一笔大预算

a marketing degree from a prestigious university

一所名牌大学的营销学位

a degree in statistics

一个统计学的学位

the perfect respondent

完美的受访者

Oh, sure, these things can help, and, yes, of course, in certain specialized

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circumstances, they may be required. But for the vast majority of product managers and product marketing professionals, you don't need a lot of what people think you need to do great market research.

哦，确实如此，这些东西是有助的，当然，在某些特定的情况下，它们可能是必需的。

但对于绝大多数产品经理和产品营销专业人士来说，你要做一个不错的市场研究，其实并不需要人们认为所需的大量的东西。

What you do need to conduct great market research is:

你需要做的是引导不错的市场研究：

a commitment to understanding your customers

承诺了解你的客户

the willingness to accept results that do not match your preconceived ideas

愿意接受与你的先入之见不相符的结果

specific questions, a method appropriate to getting the answers, and the readiness to act

具体的问题，一种适合于获得答案的方法，以及采取行动的意愿

Whoa. That's a pretty small list. Too small for your taste? You are welcome to add some of your own requirements as to what you think you need. But be careful: Requirements are like chili powder. A little goes a long way, and too much spoils the pot.

哇。这是一个非常小的列表。对你的口味来说太小了？欢迎您添加一些您自己的需求，就像你认为你需要什么。但是要小心：需求就像辣椒粉。少了没味，多了就没法吃了。

So stop stressing about whether or not you should be starting with primary market

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research or secondary market research. Stop thinking that the only way to make your case is through statistical significance. And stop selecting your method based on the tools you know, the tools your boss likes, or the software licenses your company has signed with a market research vendor.

所以，不要再强调你是否应该从初级市场或二级市场研究开始。不要再认为，唯一的方法就是通过统计的重要性来证明你的观点。不要根据你知道的工具，你的老板喜欢的工具，或者你的公司与市场研究供应商签订的软件许可证来选择你的方法。

Start instead by getting on the SOFA of market research. Ask yourself: What are my questions? What will I do with the answers? Once you're clear, or at least as clear as you can get, find the market research approach that will help you get the answers. If that requires a statistically significant, multi-month, ask-my-boss-for-more-budget conjoint analysis, then by all means make your case for more budget. If it means using collaborative play such as Innovation Games® with your customers, then do that. And if it means something else entirely, well, that's just fine too. The important thing is to start actually listening to your customers (in any of the many wonderful ways you can).

从市场调研的沙发开始吧。问问你自己：我的问题是什么？我该怎么回答这些问题呢？一旦你清楚了，或者至少是你所能得到的，找到能够帮助你得到答案的市场研究方法。如果这需要一个具有统计意义的、多月的、要求我的老板更多的预算，那么无论如何都要为更多的预算做准备。如果这意味着与你的客户一起使用诸如创新游戏这样的协作玩法，那就去做吧。如果它意味着一些事是完全不同的，那也很好。重要的是开始倾听你的客户（以你能做的任何一种美妙的方式）。

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原则 9：The Two-Week Rule：两星期规则

You've worked hard, you've generated a compelling business case, you've spent time designing and writing specs, you've solicited the input from a number of customers and stakeholders, you've answered countless questions from the developers, and you finally launch.

您已经努力工作，您已经产生了一个引人注目的商业案例，您已经花了很多时间来设计和编写规格，您已经从许多客户和利益相关者那里征求了意见，您已经回答了来自开发人员的无数问题，最后您终于启动了。

Yet the product fails

然而这个产品失败了

It's either something that the customers just didn't want once they saw it, or they couldn't figure out how to use it, or it would have taken so long to build that you were forced to gut it just to get it shipped in a reasonable time frame.

这要么是客户一旦看到它，就是不想要的东西，要么他们不知道如何使用它，要么它花了很长时间才构建起来，你逼迫自己拼命工作，只是为了让它在一个合理的时间框架内交付。

It may have failed due to any number of issues:

它可能因为很多问题而失败了

Your customers didn't really want what they thought they wanted; you didn't have capable designers; you were confusing yourself with your customer; you didn't get engineering's input until it was too late; or one hundred other reasons.

你的客户并不是真的想要他们认为想要的东西；你没有有能力的设计师；你把自己和你的客

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户搞混了；你直到为时已晚，也没有得到工程的输入；或者其他上百个理由。

But all of these would have been preventable if you had just been able to get the product concept in front of real users early enough in the process to have determined if the product was destined to succeed or fail.

但是，如果你能在真实用户面前及时地将产品概念摆在真正的用户面前，以确定产品是否会成功或失败，那么所有这些都是可以避免的。

A lot of people think the only way to get this feedback is to design it, build it, launch it, and then see what happens.

很多人认为获得这种反馈的唯一方法是设计它，构建它，发布它，然后看看会发生什么。

There are a few cases where that's true, but it's rare. For the most part, especially for Web products, we can, in fact, get the feedback we need in the time frame we need it, if we focus on the right activities—prototyping and testing that prototype on real users—rather than spending our time creating business cases, gathering requirements, and writing specs.

有一些情况是这样的，但很少见。在大多数情况下，特别是对于 Web 产品，我们可以在我们需要的时间框架中获得我们需要的反馈，如果我们专注于正确的活动——在真实用户身上进行原型设计和测试——而不是花时间创建商业案例、收集需求和编写规格。

But another less obvious dynamic happens when we wait too long to get feedback from real users and customers: we get too attached to our own ideas.

但另一个不太明显的动态是，当我们等待太长时间，无法从真实用户和客户那里得到反馈时：我们过于依赖自己的想法。

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Many product managers hold off for months before they get any real validation of the ideas with the people that matter.

许多产品经理会在几个月后才会对那些重要的人进行真正的验证。

And every day that goes by the product team gets increasingly deeper and more entangled with their original idea to the point that now they're either too scared to show it to customers for fear of having to start over, or they are so confident that it will be great that they think they can just skip to development, or they've got developers screaming at them just to give them something to build.

随着产品团队的每天不断深入、于是开始更纠结自己最初的想法,现在他们也不敢拿给客户,害怕重新开始,或者他们认为这会是了不起的,他们认为他们可以直接跳过开发,或者他们只是给了开发让他们在构建上尖叫的东西。

So for those people that believe in the principle that they need to validate their product ideas with real users, but are unsure of how “baked” the idea needs to be, I offer this very explicit rule—never go more than two weeks without putting your product ideas in front of real users and customers.

对于让这些人相信这个原则,他们需要和真实的用户验证他们的产品想法,但不确定如何“烘烤”这个需要被验证的想法,我提供非常明确的规则---把你的产品想法摆在真实的用户和客户面前的时间不要超过两个星期。

Does this mean your ideas won't be fully fleshed out yet? Yes, and good.

这是否意味着你的想法还没有完全具体化? 是的,很好。

Does this mean that customers might not like your ideas? Yes, and good.

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这是否意味着客户可能不喜欢你的想法？是的，很好。

Remember, it's all about failing fast.

记住，这就是快速失败的全部

You can and should continue to refine your product ideas—it's not like you have two weeks to define every last pixel. But you must get out of the office and put your ideas in front of real users while you still have time to adapt.

你可以而且应该继续完善你的产品想法——这并不是说你有两周的时间来定义每一个微小的事。但是你必须离开办公室，当你仍然有时间去改变的时候，把你的想法摆在真实的用户面前。

At Facebook they like the mantra, "Don't fall in love, " as a way to ensure that the product team doesn't get so enamored of their own ideas that they ignore or rationalize the feedback from the people that matter.

在 Facebook，他们喜欢“不要陷入爱河”的咒语，以此来确保产品团队不会如此迷恋他们自己的想法，以至于忽视或合理化来自有关人员的反馈。

Steve Blank has a great line about this: "In a startup, no facts exist inside the building, only opinions." I believe strongly that the most important thing that a product manager must do is put his ideas in front of real users and watch their responses.

Steve Blank 对此有一句很好的话：“在创业公司里，创建中没有事实存在，只有观点。”我坚信，产品经理必须做的最重要的事情就是把他的想法放在真实的用户面前，观察他们的反应。

Remember that your job as a product manager is to define a successful product and have evidence that the product will be successful, not just your opinion. And you won't

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find that evidence inside your building.

记住，你作为产品经理的工作是定义一个成功的产品，并有证据表明产品将会成功，而不仅仅是你的观点。你不会在你的大楼里找到证据。

原则 10: Focus on the Needs of Your Market, Not Just Individ: 专注于你的市场需求，而不仅仅是个体的需求

Product management seems to start out so easily—you identify a need for a product, you build it, and you start getting customers. Then things get complicated. Current customers start asking for changes to existing features. Sales starts creating a list of “must haves” for the product that will help them close that elusive next deal.

Competitors start popping up, copying your product but also adding new features that threaten to steal your user base. Executives come up with “brilliant” ideas that they want included in the next release.

产品管理似乎很容易就开始了——你确定了对产品的需求，你构建了它，并开始得到客户。然后事情就变得复杂了。当前的客户开始要求对现有特征进行更改。销售开始为产品创建一个“必须要有”的列表，这将帮助他们关闭难以捉摸的下一笔交易。

竞争对手开始出现，复制你的产品，但也增加了一些新特征，威胁要夺走你的用户群。高管们提出了他们希望在下一个版本中包含的“聪明”的想法。

On an almost daily basis, product managers face requests for new features and product changes.

几乎每天，产品经理都会面临新特征和产品变更的要求。

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Attempting to address or even track all of them is an uphill battle that no product manager can hope to win. We are conditioned by pithy phrases like, “The customer is always right,” and mantras like, “customer focused,” to assume that everything a customer requests is reasonable, and that not reacting to it is a capital offense.

Unfortunately, this mentality just compounds the problem.

试图处理甚至追踪所有这些问题是一场仰攻，没有一个产品经理能够希望获胜。我们习惯于“顾客永远是对的”这样简洁的短语，比如“顾客至上”之类的咒语，认为顾客的要求是合理的，而不去回应则是一种重要犯罪。不幸的是，这种心态只会加剧问题。

Product managers succeed when they stop responding to specific demands from individual customers and start listening to the market as a whole.

当产品经理停止对单个客户的具体需求做出反应，并开始倾听整个市场的时候，产品经理就会成功。

Current customers are an incredibly important constituency— though not the only one.

It’s very easy to find out what they like and dislike—in fact, it’s sometimes hard to avoid hearing what they think! The only problem is that they’re already your customers, and, undoubtedly, you have more potential customers than you have current customers. How are you going to grow revenue by just serving your existing base? How are you going to expand into new markets when you’re not focusing on what those customers need?

当前的客户们是一个非常重要的支持者——尽管不是唯一的一个。很容易发现他们喜欢什么和不喜欢什么——事实上，有时候很难避免听到他们的想法！唯一的问题是，他们已经是你的客户了，毫无疑问，你的潜在客户比你现有的客户要多。你将如何通过仅仅服务现有的

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客户群来增加收入？当你没有关注那些客户需要什么的时候，你将如何开拓新的市场？

As a product manager, I've always learned a lot more about what can be done to improve my product by talking to people who are not buying it, and people who are buying it and then not using it. When you ask a current customer what they don't like about your product, they'll likely point to things they don't like which they think should be added or fixed—things they discovered after purchasing it and which they feel should be improved “for free.” Talk to a competitor's customer, however, and they'll tell you why they didn't buy your product, and what you would have to do to your product to make it worth purchasing. Talk to a customer in a totally new market segment, and they'll tell you what their problems are and how much they'd pay to have them resolved. That's practically money in the bank!

作为一名产品经理，我一直在学习如何通过与不买它的人，以及购买了但是没有使用的人交流，这会有助于改善我的产品。当你问一个当前的客户针对你的产品，他们不喜欢什么的时候，他们很可能会指出他们的不喜欢之处，他们认为应该添加或修复——他们在购买后发现的东西，他们觉得应该“免费”改进。然而，与竞争对手的客户交谈，他们会告诉你为什么他们不买你的产品，以及你需要对你的产品做些什么来让它值得购买。在一个全新的细分市场与客户交谈，他们会告诉你他们的问题是什么，以及他们愿意花多少钱让他们解决问题。这事实上就是银行里的钱！

When you start looking at the market as a whole, you start identifying opportunities to really identify solutions that will provide value.

当你开始把整个市场看作一个整体时，你就会开始寻找机会去真正地找到能够提供价值的

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解决方案。

Rather than just making an improvement that will address a specific pain point for a few customers, you start to find opportunities to grow your business and make you relevant to a much bigger potential customer base.

你不只是要做一个改进，解决几个客户的具体痛点，你应该开始寻找机会来发展你的业务，让你与一个更大的潜在客户建立联系。

Current users will tell you where their pain points are today, though they won't tell you where their pain points will be three years from now.

现在的用户会告诉你他们的痛点在哪里，尽管他们不会告诉你在三年后他们的痛点会在哪里。

They can't tell you about the problems facing another industry; they won't be able to tell you about what upcoming technology innovations will change their operations; and they don't know why people aren't buying from you. Requests from your existing customer base are not to be ignored, especially when you are dependent on them for ongoing revenue (e.g., subscription based products, software-as-a-service). However, evaluate them in the bigger context of the market as a whole.

他们不能告诉你另一个行业面临的问题;他们将无法告诉你即将到来的技术创新将会改变他们的运作;他们不知道为什么人们不买你的东西。来自现有客户群的要求不能被忽略，特别是当您依赖于它们作为持续收入的时候（例如，基于订阅的产品，SAAS）。但是，评估它们要在一个更大，作为整体的市场中进行。

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原则 11: No Surprises: 不要有惊喜

The only surprise a product manager should give anyone is, "Hey, we blew away our forecast!" The type of surprise you never want is, "WTF!?"

一个产品经理应该给任何人的唯一惊喜是：“嘿，我们的预测是让人心服口服的！”你永远不想要的惊喜是，“搞什么！？”

Consider your Market Requirements Document (MRD).

考虑你的市场需求文档

It can be filled with surprises, and I mean that in a bad way.

它可以充满惊喜，我的意思是，这是一种糟糕的方式。

Before you hand it to your engineering group, talk to them about it. Before writing your ideas down, share them in person. Tell the team what (and how) you're thinking. Ask them what format works best. Do they prefer story mode or tables with rows of categories, priorities, sources, etc.? Do they understand the difference between "shall" and "should," or my preference of "must" and "may"?

在你把它交给你的工程团队之前，先和他们谈谈。在写下你的想法之前，把它们分享给人们。

告诉团队你在想什么（以及如何）。问他们哪种模式最适合。他们更喜欢故事模式还是带有目录行、优先级和资源等等的表格？他们是否理解“应该”和“可以”之间的区别，或者我的倾向是“必须”还是“可能”？

I mention that last one because I was once surprised when half way into the development cycle engineering decided not to implement a requirement I had listed as a "shall." When I asked how could they drop an absolute requirement, they argued with me about—I'm

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not kidding—the definition of “shall.” WTF? I reminded them when Moses came down from the mountain with those Ten Commandments they were not nice-to-haves—they were absolutes written as “You shall.”

我提到了最后一点，因为我也曾经很惊奇，当我进入开发周期的时候，工程决定不执行我列出的“应该”的要求。当我问他们怎么能放弃一个绝对的需求时，他们和我争论——我不是在开玩笑——“应该”的定义。“搞什么？我提醒他们，当摩西带着十诫从山上下来的时候，不是可有可无的——他们绝对是被写为“你应该”的。

As you are writing the MRD, talk through the ideas informally with them, clarifying the customer’s need and why it is important. If you deliver a document loaded with surprises, they will not take ownership of it and may not support your efforts (or worse, may simply ignore it). Even before submitting your first draft of the MRD, all of your readers should (no, make that “shall”) have heard of its contents from you firsthand. This goes for all of your stakeholders (customers, salespeople, support, engineering, marketing, management, etc.)

就如你在写 MRD 的时候，与他们非正式地讨论想法，明确客户的需要，以及为什么它很重要。如果你交付了一份充满了惊喜的文件，他们将不会全身心的投入，也可能不支持你的努力（或者更糟的是，可能会忽略它）。甚至在提交 MRD 的初稿之前，你所有的读者都可以（不，用那个“应该”）从你的第一手资料中已经听说过它的内容。这适用于所有的涉众（客户、销售人员、支持、工程、营销、管理层等）。

Be transparent with everyone on how you gather and prioritize requirements.

对每个人都要透明，告诉他们你是如何收集和优先级需求的。

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Explain your method of prioritization.

解释你的优先排序方法。

Many times people just want to know their ideas are being considered. If you reassure them and show them that you have a logical way of capturing and prioritizing, they will be much more accepting if their feature doesn't make in.

很多时候，人们只是想知道他们的想法正在被考虑。如果你让他们放心，并告诉他们你有一种合乎逻辑的捕捉和排序优先级的方法，即使他们想的特征没有出现，他们也会更容易接受。

When attending or running meetings that include a potential bad surprise, especially with people who have strong opinions, always float those ideas by them beforehand. Phrase the idea in the form of a question and ask what they think (engineers love to think). They'll likely be so engaged with explaining everything down to the minutiae that they'll not realize you're pandering to their intellect. It's like Judo. They want to look smart (and make you feel dumb). The idea of no surprises also includes avoiding the risk of blindsiding the person in a public setting with something that might be a sensitive. If you surprise them in a meeting this way, there's no predicting what could happen. You don't want this to happen.

当参加或主持包括有潜在的坏消息的，尤其是那些有强烈观点的人参加的会议时，最好事先把这些想法都提出来。用问题的形式来短语化这个想法，并询问他们是怎么想的（工程师们喜欢思考）。他们可能会专注于正在解释的所有细节，以至于他们不会意识到你是在迎合他们的智力。这就像柔道。他们想看起来很聪明（让你觉得自己很傻）。没有惊喜的想法还包括避免在公共场合用可能是敏感的东西让人蒙上眼睛的风险。如果你在这样的会议上给他

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们一个惊喜，那就不会预测任何事情发生。你不希望这种事发生。

I shouldn't have to mention this, but it happens way too many times not to highlight it. The biggest source of surprises (and abuse) is email. Email is a great tool, but the tone and content can easily be misinterpreted. It is always better to talk live with a person to avoid misunderstandings.

我不应该提这个，但它发生的次数太多了，而不是强调它。惊喜（和滥用）的最大来源是电子邮件。电子邮件是一个很好的工具，但是它的语气和内容很容易被误解。与人交谈总是更好的，以避免误解。

Lastly, and most importantly, don't surprise anyone about what your role actually is.

最后，最重要的是，不要让任何人对你的真正角色是什么感到惊奇。

This is usually a big surprise and a bad one.

这通常是一个大的惊喜，也是一个糟糕的惊喜。

There's a long list of responsibilities for a product manager, and few people understand them. They probably think they own some of that list. Be clear on what you do and don't do with everyone, and evangelize this. If they don't have a good understanding of how you view your job and priorities, they may have expectations that are very out of line and it can cause bad surprises.

对于一个产品经理来说，有一长串的责任，很少有人理解他们。他们可能认为自己拥有这些责任列表中的一些。和每个人清晰你做什么和不做什么，并传播出去。如果他们对你的工作和优先事项的观点没有很好的理解，他们很可能就会有非常不一致的期望，并且可能导致糟糕的惊喜。

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原则 12: Be Data-Driven by the Consumers of Your Product: 通过你的产品的消费者数据驱动

Always remember, you're not the customer. Even if you are.

永远记住，你不是客户。哪怕你是。

As product managers, we all have our favorite features in any product release.

作为产品经理，我们在任何产品版本中都有自己最喜欢的特征。

You know what I'm talking about—the UI-Panel that's that cool shade of metallic purple, or the way a switch clicks, or the smart tips that appear when the user takes certain actions. We know in our heart of hearts that our feature is what'll really make the product sell. Because, after all, we're consumers of the product, and we know that we love this feature. So everyone else will too.

你知道我在说什么——UI-Panel 是一种很酷的金属紫色阴影，或者是开关点击的方式，或者当用户采取某些动作时出现智能提示。我们知道，在我们的内心深处，我们的特征是真正能让产品销售出去的东西。因为，毕竟，我们是产品的消费者，我们知道我们喜欢这个特征。所以其他人也会。

Hence, we fight for the feature.

因此，我们为特征而战。

But we're wrong to do that.

但是，我们错了。

Even if we happen to be right once or twice, statistically we're going to be wrong more often than not. And worse, we probably won't know we're wrong until something about

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our product is a public failure. (Or, even worse, we don't ever know, the product just won't do well, and we will keep making the same mistake at that or other companies.)

即使我们碰巧对了一两次，从统计上看，我们的错误要比正确更多。更糟糕的是，我们可能不会知道我们是错的，直到我们的产品出现了公开的失败。（或者，更糟糕的是，我们从来都不知道，这个产品并没有做好，我们会继续其他公司犯同样的错误。）

It's like gambling—the house wins in the end.

这就像赌博——房子最终赢了。

With rare exceptions (Steve Jobs & Co. come to mind), a single person cannot best represent the customer's future needs.

除了极少数例外（例如 Steve Jobs & Co.），一个人不可能最好地代表客户的未来需要。

The blunt truth is that most product managers are neither perfect samples of the customer base they're representing, nor trend-setting visionaries who can single-handedly design something so brilliant that on seeing it, customers know it's what they have always wanted to own.

一个冷冰冰的事实是，大多数产品经理既不是他们所代表的客户群体的完美样本，也不是那些能够单枪匹马地设计出如此辉煌的，客户知道这是他们一直想拥有的东西的梦想家。

Since the goal of product management is to set forth requirements for a successful product—a product that is beloved by users and makes the company ragingly successful—we need to improve our odds of being right about what customers want. We need to be more than one data point.

由于产品管理的目标是为一个成功的产品提出要求——一种深受用户喜爱，并使公司取得

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巨大的成功的产品——我们需要提高我们对客户需求正确判断的可能性。我们需要不止一个数据点。

We need to go out and get to know our customers, in both an anecdotal way and a data driven way.

我们需要走出去，以一种轶事式的方式和数据驱动的方式去了解我们的客户。

I'd therefore suggest the following simple steps that you can practice on your friends and in the privacy of your own home:

因此，我建议以下简单的步骤，你可以在你的朋友和你自己的家里练习：

Go have a meal with your most important customers, and with at least a few customers no one has ever heard of. Why? Food makes people happy and loquacious. Come prepared with a set of five crucial questions, but make sure the first question is always simply, "How's it going, and what sucks?"

和你最重要的客户一起吃饭，并且至少要有几个没人听说过的顾客。为什么？食物使人快乐和健谈。准备好一组五个关键问题，但要确保第一个问题总是简单的：“最近怎么样，有什么麻烦？”

As soon as you're done listening, go find somewhere quiet and write down as much of what they said as you can remember. Taking notes during the chat can disrupt the flow of conversation, so if you are planning to take notes do so respectfully and sparingly, if at all.

一旦你听到了，就去找个安静的地方，写下你能记住的内容。在聊天过程中做笔记会破坏谈话的流畅性，所以如果你打算做笔记的话，那么请尊重和谨慎，如果有的话。

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Don't be swayed excessively by passion, noise, or drama on the part of the customer; the loudest yelling or biggest spending customers are often not the most representative of the wider base. Also be sure you chat with at least a few customers who've abandoned your product or chosen competitors over you.

不要被客户那边的激情、噪音或戏剧性所过分左右；最响亮的叫喊或最大的消费客户往往无法代表较广泛用户基础的。也要确保你至少和一些已经放弃了你的产品或者选择了竞争对手的客户聊天。

After you've chatted with a lot of folks, and possibly even issued a more formal survey, honestly and rigorously look at the data. Are there trends? What's the pattern behind the comments? What's the root problem to which customers are seeking solution? Remember, it's not about your opinions or their opinions—it's about deep underlying needs. As Ben Horowitz said when I was at Netscape, "Good product managers listen to customers [and] they probe deeper into the underlying problems."

在你和很多人聊天之后，也很有可能发布了一份更正式的调查，诚实地、严格地查看这些数据。有趋势吗？评论背后的模式是什么？客户寻求解决方案的根本问题是什么？记住，这不是你的观点或他们的观点，而是深层次的需求。正如本霍洛维茨在网景时所说的，“优秀的产品经理会倾听客户的意见，他们会更深入地调查潜在的问题。”

In short—you are not the customer, but you are the distilled collective voice of all of the customers. To paraphrase Stan Lee of Marvel fame (that's comics, not semiconductors): you have a lot of power and a lot of responsibility—act accordingly.

简而言之，你不是顾客，但你是所有顾客的集体声音。借用漫威公司的斯坦李（这是漫画，

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不是半导体) 的一句话: 你有很多权力和很多责任——照着办吧。

Now, go champion something great.

现在, 去捍卫一些伟大的东西吧。

原则 13: 90-360-3

Early in my career as a product manager, I was asked in an interview, “How long will it take you to make an impact?” I was caught “off script” and don’t feel I adequately answered the question. It definitely resonated with me to reflect on and to develop a response. What has come out of that question is a rule that I sum up as: 90-360-3.

在我早期的产品经理职业生涯中, 我在一次采访中被问到: “你要花多长时间才能产生影响?” “我当场就卡主了”, 我觉得我没有适当地回答这个问题。它确实引起了我的共鸣, 反思并发展出一种回应。从这个问题中得到的是一个规则, 我把它总结为: 90-36-3。

The 90-360-3 framework is designed to gain critical insights, visibility, and measurable objectives.

90-360-3 框架的设计目的是获得关键的洞察力、可见性和可度量的目标。

This rule can be used whether it is your first day or your tenth year on the job. The rule breaks down simply: over ninety days, take a 360-degree view of your company, and develop three top-line measurable objectives.

这条规则可以用在你无论是新人, 还是老手上。这条规则很简单: 在 90 天内, 对你的公司进行 360 度的观察, 并开发出三个可衡量的目标。

A “first one-hundred days” is pretty much accepted as a good checkpoint for measuring

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one's effectiveness and overall trajectory. Typical business cycles and critical milestones run quarter to quarter; so, I find the ninety-day rule a good fit. Ninety days is a good rule of thumb, but the timing can be modified to fit other cycles more in tune with your company's specific rhythms, e.g., weekly, monthly, or even semi-annually. I don't recommend using this process beyond six months, since the intent is to develop a behavior that is agile, perceptive, and effective. Also, too short of a period can result in knee-jerk responses and unnecessary churn. Find a rhythm that is effective and sustainable, and make this a habit.

“最初的一百天”几乎被认为是衡量一个人的效率和整体轨迹的好的检查点。典型的商业周期和关键的里程碑是四分之一到四分之一；所以，我觉得 90 天的规则很适合。90 天是一个很好的经验法则，但是时间可以被修改以便更协调的适应其他的周期，从而与你公司的特定节奏相适配，例如，每周，每月，甚至半年。我不建议使用这个过程超过 6 个月，因为它的目的是开发一种敏捷、敏锐和有效的行为。此外，太短的时间可能导致下意识的反应和不必要的混乱。找到一种有效且可持续的节奏，并使之成为一种习惯。

Central to the role of product manager is assuming the mantle as “general manager” for all aspects of your product.

产品经理角色的核心角色是在产品的各个方面都承担起“总经理”的角色。

Great product managers are always known to be the one person for any question about the product.

伟大的产品经理永远被认为是对产品有任何疑问的人。

Your product is not just about the final instance you deliver to a customer. It embodies

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all of the decisions, actions, support, etc., that bring it to fruition. The process does not follow a narrow path that begins at the whiteboard and ends at the warehouse. Your role is to ensure a “holistic” product that is beyond the final article a customer holds. It embodies all the efforts of the project such as: research, feature trade-offs, BOM targets, margin contribution, distribution, support, positioning, packaging, etc. In the end, your efforts will translate to customers buying your product, becoming a repeat customer, and being an advocate for your product.

您的产品不仅仅是您要交付给客户的最终诉求。它体现了所有的决定、行动、支持等，并使之成为现实。这个过程不会遵循从白板开始并在仓库结束的狭窄路径。您的角色是确保一个“整体性”的产品，而它是要超出客户控制的最终物品的。它体现了项目的所有努力，如：研究、特征权衡、BOM (物料清单) 目标、利润贡献、分配、支持、定位、包装等。最后，你的努力将转化为客户购买你的产品，成为回头客，并成为你产品的代言人。

A holistic product can only be accomplished by building up a ritual to reach out to every group within your company. Navigating the various stages of building a product (e.g., ideation, concept testing, business analysis, requirements, development, etc.) there arise discrete times where the input of certain groups over others becomes more critical. However, it is always important to develop 360 degrees of presence, or to perform a walkabout across all groups in your company, even when you are not soliciting specific groups advice or input. Why? At a minimum, it is to

一个整体的产品只能通过建立一种制度来接触你公司内的每一个群体来完成。在构建产品的各个阶段（例如，构思、概念测试、商业分析、需求、开发等等）中，出现了一些离散的

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时间, 其中某些群体的输入变得更加重要。然而, 开发 360 度的参与, 或者在你公司的所有团队中进行一次漫步, 即使你没有征求具体的团体建议或意见, 这也是很重要的。为什么呢?

至少, 它会

provide visibility into your product,

为你的产品提供可见性

gain any additional or incidental insights from other points of view, and

从其他角度获得额外的或附加的见解, 以及

connect other company members to add as champions for your product.

和其他公司的成员连接, 并加入到拥护你的产品的大军中

Finally, develop a manageable list of at least three key objectives to drive your activities for the next ninety days.

最后, 制定一个可管理的清单, 列出至少三个关键目标, 以便在接下来的 90 天内推动你的活动。

These activities should be: attainable, measurable, and impactful.

这些活动应该是: 可实现的、可衡量的、以及有影响力的。

When it comes to lists, we can all easily become consumed with creating overwhelming lists. Keep things sane. Break things down to approachable tasks that will increase your overall success. Also, compact and focused lists are easier to articulate to management and key stakeholders.

一旦谈到列表, 我们很容易就会被创建压倒性的列表所吞没。保持理智。把事情分解成可达到的任务, 这会增加你的整体成功。此外, 简洁和聚焦的列表更容易向管理层和关键利益相

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关者清晰的表达。

In the end, to make it more flexible for your needs, the 90-360-3 rule can be rephrased

as:

最后，为了使它更灵活地满足您的需要，90-360-3 规则可以被重新表述为：

Design a rhythmic timescale right for you and your company.

为你和你的公司设计一个有节奏的时间表。

Build regular and ongoing connections with all the groups in your company.

与公司里的所有团队建立有规律和持续的联系。

Develop a measurable and attainable set of objectives.

制定一套可衡量的、可实现的目标。

With this simple rule you will be able to create great holistic products for your company and customers.

有了这个简单的规则，你就可以为你的公司和客户创造出伟大的整体性的产品。

原则 14：Creativity Opens Up More Possibilities：创造性开启更多可能

Although apparently at odds with the relatively linear process that product managers follow to manage their products at different stages of the product cycle, creativity is an important aspect of the job. Simple creativity techniques can be used to deal with problems on a day-to-day operational level. They can be applied when trying to solve more complex business issues such as understanding the needs of your target market

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and how you can address their unmet needs, and ultimately increase market share for your product.

尽管表面上看, 产品经理在管理产品生命周期的阶段是有差异的, 与之相关的线性过程也是有争议的, 但创新力是工作的一个重要方面。简单的创新力技巧能够用来处理日常操作层面的问题。当试图解决更复杂的商业问题时, 它们可以被应用, 比如了解目标市场的需要, 以及如何解决它们未满足的需要, 以及最终增加产品的市场份额。

As product managers, we all have tough expectations to meet to make the products we manage be the most competitive in the market and to deliver the highest possible usage rates and revenue growth; and we have to do all this with limited resources and tight timelines. Allowing yourself to tap into your creative instincts can give you the edge to help you successfully deliver on your goals.

作为产品经理, 我们都有严格的期望, 要让我们管理的产品成为市场上最具竞争力的产品, 并完成尽可能高的使用率和收入的增长;我们必须用有限的资源和紧迫的时间线来完成这一切。让自己利用你的创造性本能可以让你有优势, 帮助你成功地实现你的目标。

One of my favorite tools for problem solving as both a designer and product manager is mind mapping.

作为设计人员和产品经理, 我最喜欢的解决问题的工具之一就是思维导图。

Start off with a blank sheet of paper and summarize part of the problem you are trying to solve in just one word. This is your starting point for developing multiple associations with the keyword. This simple act of distilling the problem into just one word not only enables you to focus on just one aspect at a time, but also forces you to break down the

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key drivers of the problem.

从一张空白的纸开始, 用一个词总结一下你要试图解决的部分问题。这是使用关键字开发多个关联的起点。这个简单的方法将问题提炼成一个词, 不仅能让你一次只专注于一个方面, 还能迫使你分解问题的关键驱动因素。

With each keyword or concept that you start mind mapping, develop as many branches and sub-branches of keywords associated with the original keyword as possible. This stage of the mind mapping aids the process of fundamentally shifting the way you view the issue at hand. You'll be surprised with the number of concepts you can come up with in a very short amount of time if you let your mind explore all the possibilities that may be totally unrelated to the broader issue that you are trying to solve. Associations on the various branches can be metaphorical. The metaphorical associations are often the source of inspiration for fresh approaches.

用每个关键字或概念开始你的思维导图, 尽可能多地开发与原始关键字相关的关键字的分支和子分支。思维导图的这一阶段, 有助于从根本上改变你看待问题的方式。如果你让你的大脑去探索所有可能与你想要解决的更广泛的问题无关的可能性, 你会惊讶于你能在很短的时间内提出的概念的数量。不同分支的关联可以是隐喻性的。隐喻性的联想通常是新方法的灵感来源。

When trying to approach more complex problems, mind map as many aspects of the problem as required and select the keywords on the sub-branches that are conceptually strong enough for you to investigate further. The further the sub-branch concepts are from the original keyword, the better.

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当尝试处理更复杂的问题时，请根据需要将问题映射到问题的许多方面，并在子分支中选择关键字，这些子分支在概念上足够强大，足以让您进一步研究。子分支的概念来自于原始的关键字，越好。

An alternative to developing new concepts and solutions may be studying parallel universes that are completely unrelated to the product you manage, or even your industry sector. It may be an area of expertise you have in other aspects of your life or an established body of knowledge that you can tap into further through research.

开发新概念和解决方案的另一种选择可能是研究与你管理的产品完全无关的平行宇宙，甚至是你所在的行业区域。它可能是你生活的其他方面的专业知识，或者是你可以通过研究进一步深入了解的知识体系。

I recently referred to parallel universes when I was developing new market opportunities. I tapped into my role as a mother, considering the unmet needs of parents when it comes to child development, as well as my knowledge of the abundance of educational products that are available to Japanese children that are not available in my local market. The result of this exercise is the initiation of a dialogue with a potential new business partner.

最近，当我在开发新的市场机会时，我提到了平行宇宙。我试图把自己当成一个母亲的角色，考虑到父母在儿童发展方面的需要未得到满足，在我本地市场上，我的丰富的教育产品的知识是有用的，但是对于日本孩子却是没用的。这一做法的结果是启动了与潜在的新业务伙伴的对话。

The technique described above can be used individually or collaboratively for problem solving.

上面描述的技术可以单独使用或协作来解决问题。

It's a great way to guide teams to explore all possibilities, without people feeling ridiculed by thinking "outside the square." It enables people to build on each other's ideas constructively, coming up with multiple solutions that you may not have been able to come up with so easily on your own.

这是指导团队探索各种可能性的好方法，没有人会因为“在广场之外”而感到被嘲笑。“它使人们能够建设性地建立彼此的想法，想出多种解决方案，而这些解决方案可能是你自己无法轻易做到的。”

Like anything, creativity is developed through practice. Continually practicing methods such as mind mapping and researching parallel universes when trying to come up with original ways of approaching a problem will open up many untapped possibilities. It is an efficient way of discovering alternative approaches and fresh marketing messaging, as well as delivering unique solutions during the problem solving process—all critical aspects of the product manager's role.

像任何事情一样，创造力是通过实践来发展的。当试图找到解决问题的独特方法时，不断地练习诸如思维导图和研究平行宇宙的方法将会打开许多未被开发的可能性。这是一种有效的方法，可以发现替代方法和新的营销消息，并在解决问题的过程中提供独特的解决方案——这是产品经理角色的所有关键方面。

原则 15: Get Your Hands Dirty: 亲力亲为

You must be willing to get your hands dirty if you want to be a great product manager.

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如果你想成为一名优秀的产品经理，你必须愿意亲自动手。

I'm still amazed at the number of product managers that seem to have little or no interest in actually using the product or service they're developing. Some seem just as happy to go through the motions of the job with little or no passion and zero personal insights into what they're marketing. For some product managers, it's just a job it seems. And they could care less whether they're making a new salad dressing or developing the next killer phone. You see, there's nothing wrong being the product manager for a new salad dressing, but you better be taking home test batches and trying it on yourself before you test it on the public. Do you use your products every day? Do you contribute to bug count? Have you ever broken a hardware prototype? If you're not, you're not doing your job.

我仍然对这样的产品经理的数量感到惊讶，他们似乎对在现实中使用他们正在开发的产品或服务不感兴趣。有些人似乎也很乐意在工作中敷衍了事，对自己的营销工作几乎没有热情，也没有任何个人见解。对于一些产品经理来说，这似乎只是一份工作。而且他们也不关心自己是在做一种新的沙拉酱，还是在研发下一代杀手级手机。你看，作为一种新沙拉酱的产品经理没有什么错，但你最好先在家里批量测试，然后自己在公众面前测试。你每天都使用你的产品吗？你对 bug 数量有贡献吗？你曾经弄坏过一个硬件原型吗？如果你没有，你就没有做好你的工作。

Just how do you expect to be credible with engineering, your manager, or even your peers if you're not passionate about what you're building? Being passionate means actually having an opinion and insights that can only be gained from actually hacking,

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cracking, and beating on the very thing you're trying to develop.

如果你对你正在构建的东西不感兴趣，你怎么能指望在工程师、你的经理、甚至是你的同事面前表现得可信呢？充满激情意味着你要有自己的观点和见解，而这些观点和见解只能从你努力开发的东西中获得。

With few exceptions (I have friends that develop surgical robots, for example), you must find a way to install the pre-alpha software, to test the earliest version of your new cloud service, or to break the latest prototype that engineering has. This is not optional. It's a big (and important) part of your job to get inside your customer's head. Don't just talk about the "voice of the customer." Be the customer.

除了少数例外(例如，我有一些开发手术机器人的朋友)，你必须找到一种方法来安装 pre-alpha 软件，测试你的新的云服务的最早版本，或者打破工程上的最新原型。这没有选择。了解客户的想法是你工作的一个重要部分。不要只谈论“客户的声音”。要“做客户。”

Yes, yes, it's a "survey of one," but it's absolutely necessary to being conversant and being able to more passionately (there's that word again) support your business proposition.

是的，是的，这是“一个人的调查”，但它是绝对有必要的，对于熟悉和能够更有激情的支持你的商业主张。

I've found that people who can practice theoretical product management are a dime a dozen.

我发现能实践理论产品管理的人少之又少。

Those who shine are the ones who have that "aha" moment getting too caught up in their own work, the product managers who clearly understand the limitations of their

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product and who discover the hidden elegance that only comes of time and repetition.

那些出类拔萃的人是那些呢，就是那些在自己的工作中太过专注于“aha”时刻的人，是那些清楚地了解自己产品局限性的产品经理，是那些发现隐藏在时间和重复中优雅的人。

When I first came to Silicon Valley, I worked for Apple. Even back in the day, the competition for jobs there was fierce. I had flown out from the East Coast where I worked for a large mainframe company. In my briefcase was a nicely printed copy of my resume and a floppy disk. I had written a program using Apple's recently announced programming tool, HyperCard, to show off my skills with the Mac as well as how we should "eat our own dog food" when it came to gathering customer requirements.

当我第一次来到硅谷时，我在苹果公司工作。即使在当时，那里的就业竞争也很激烈。我从东海岸过来，在一家大型主机公司工作。我的公文包里有一份打印得很好的简历和一张软盘。我用苹果最近发布的程序工具 HyperCard 编写了一个程序，用来展示我在 Mac 上的技能，以及在收集客户需求时我们应该如何“内部测试”。

In every interview there, I brought out the disk and offered to showcase my talents. Would you believe that not a single person in the department had HyperCard installed on their Mac or enough RAM to run the program? I got the job (partially because of that disk I believe), but the sad fact I discovered was that the disk could have been blank. No one was actually using the technology they had just announced and were continuing to develop and promote. We changed that when I came onboard. Everyone got equipment to take home, have on their desks and even share with friends and family when it made sense.

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在那里的每次采访中，我都拿出磁盘展示我的才华。你相信部门里没有一个人在 Mac 上安装了 HyperCard，或者有足够的内存来运行程序吗？我得到了这份工作（部分原因是我相信那个磁盘），但我发现的一个可悲的事实是，磁盘可能是空白的。实际上，没有人使用他们刚刚宣布的技术，并继续开发和推广。上船后我们改变了。每个人都有带回家的设备，在他们的桌子上，甚至与朋友和家人分享，它就变得有意义了。

原则 16: Get Out of the Office: 滚出办公室

It is our natural tendency to overestimate the importance that our product holds within the lives of our customers. Spend some time to see firsthand where your product fits into the holistic picture of a customer's life.

高估了我们的产品在我们客户的生活中所具有的重要性，这是我们一种自然的倾向。花些时间去看看你的产品是否符合客户生活的整体画面。

The Whole Picture

整体画面

A good product manager can access loads of data. You can review market research demographics, sales numbers, and product specs to name a few, and all of these are valuable. But remember, the product, company, processes, and ultimate purpose of your job all exist to sell customers products they want to buy. That perspective puts customers in charge and there is no better way to learn about customers than by observing their behavior in their own natural environment. Focus groups, interviews, and surveys are valuable, but they only offer part of the picture. You need to go to where the customers

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are, and that involves getting out of your cubicle or office.

一个好的产品经理能够存入大量的数据。你可以回顾一下市场调查的人口统计数据、销售数据和产品规格，这些都是有价值的。但请记住，你工作中的产品、公司、流程和最终目的都是为了向客户销售他们想要购买的产品。这种观点要置于客户的掌控之下，没有比在他们自己的自然环境中观察他们的行为更好的了解客户的方法了。焦点小组、访谈和调查都是有价值的，但他们只提供了部分图像。你需要去到客户所在的地方，这涉及到走出你的小隔间或办公室。

The Customer as a Source of Insight

客户要作为可见的资源

In generations past, organizations held a “producer’s view of the world,” where customers and the marketplace were viewed as part of the system outside the business, a destination that products and services were sent outward to. Many times, organizations created products first and then looked for customers afterward, dictating what the customer would have to accept. Now, due to increased competition, the customer is gaining their rightful place in the process. The customer is viewed as a valuable source of innovation to draw from. This more enlightened view of the value of the customer, and the need for exchanges with them, has transformed the way consumer behavior is studied, analyzed and acted upon.

在过去的时代，组织拥有一个“生产者的世界观”，在这个观念里，客户和市场被看作是业务之外的系统的一部分，产品和服务被发送到外部。很多时候，组织首先创建产品，然后再寻找客户，规定客户必须接受什么。现在，由于竞争加剧，客户在这一过程中获得了应有的地

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位。客户被视为一个有价值的创新来源。这种对客户价值更开明的看法，以及与他们进行交流的需要，已经改变了消费者行为的研究、分析和行动方式。

Outdated is the practice of simply describing the customers' purchase decision such as who buys what, where, and what factors influence the decision. Most product managers and marketers now recognize that statistical analysis of survey data related to consumer demographics makes their customer a number on a spreadsheet, or a point on a graph, and leaves them far short of enough valuable data. Now, firms are interested in "gaining a holistic understanding of consumers' lives in context, and finding out what this may teach them about new opportunities to create or improve products, or how to make new sales."

这种过时的做法只是简单地描述客户的购买决策，比如谁购买，在哪里，以及什么因素影响决策。大多数产品经理和营销人员现在都认识到，与消费者统计数据相关的调查数据的统计分析，使他们的客户在电子表格上有一个数字，或者在图表上显示一个点，并且使他们远远没有足够的有价值的的数据。现在，公司感兴趣的是“在上下文中对消费者的生活有一个全面的了解，并找出这可能教会他们创造或改进产品的新机会，或者如何进行新的销售。”

It is important to recognize that a market is a grouping of people who share some similar human behaviors such as particular buying or usage patterns. Assessing or defining the market requires an understanding of human behavior. Markets do not buy products, people do; businesses do not buy products, people (several, or a group, but always people) do. Go beyond "personas," which are fictional characters, and connect with "persons" who are living, breathing customers.

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重要的是要认识到，市场是一群人，他们分享一些类似的人的行为，比如特定的购买或使用模式。评估或定义市场需要了解人的行为。市场不会购买产品，人会买；企业不购买产品，人们（几个人，或一个群体，但总是人）会买。超越“角色”，这是虚构的人物，和哪些真实的，呼吸着的客户联系在一起。

So how do you do that?

因此，你如何去做呢？

Grab Your Keys and Head for the Door

拿起你的钥匙，走到门口

There is no other way than to simply go spend time with customers. If you sell to consumers, go where people shop or where they “hang out.” Watch, listen, and look for patterns. What are their topics of conversation, what are they seeing from their perspective, how are they behaving, how long does it take them to select a product?

除了简单地与客户共度时光之外，没有别的办法。如果你销售的目标是消费者，那么，就去那里购物，或者去那里“闲逛”。看，听，寻找模式。他们的交流的主题是什么，从他们的角度观察他们在看什么，他们的行为如何，他们选择一种产品需要多长时间？

If you sell to businesses, volunteer to go on customer visits or sales calls and be an astute listener and observer. What is hanging on the wall of your customer’s office? What key words does your customer repeat? How is the office arranged?

如果你销售的目标是企业，那么自愿去拜访客户或去一个电话，做一个敏感的倾听者和观察者。挂在你客户办公室墙上的是什么？你的客户会重复什么关键词？办公室是如何安排的？

These observations can yield insights into the purchase decision process, the “ranking” of

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important issues, and even what your product symbolizes for your customer. Incredibly valuable information not revealed in the charts, graphs and spreadsheets sitting on your desk back in the office.

这些观察可以洞察到购买决策过程、重要问题的“排名”，甚至你的产品对于你的客户代表着什么。令人难以置信的有价值的信息，在你办公桌上的表格、图表和电子表格中是不会显示出来的。

原则 17: You Do Not Own Your Product: 你并不拥有你的产品

The difference between leading your product team and owning every aspect of every detail in your product is your level of sanity.

领导你的产品团队和拥有产品中每个细节的每一个方面的区别在于你的理智程度。

As product managers, we're encouraged to act as CEOs for our products.

作为产品经理，我们被鼓励扮演我们产品的 CEO。

What does that really mean? Many of us believe that it means we should be making all the decisions about our products.

这到底是什么意思？我们中的许多人认为，这意味着我们应该对我们的产品做出所有的决策。

After all, how can you be responsible for its success if you don't have this authority? But watch your CEO carefully. If the CEO in your company is making all the decisions, then:

毕竟，如果你没有这个权威，你怎么能对它的成功负责呢？但是仔细观察你的 CEO。

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如果你公司的 CEO 正在做所有的决定，那么：

You're not making product decisions anyway, the CEO is; and

你没有做产品的任何决策，而是 CEO 在；以及

this is not a very scalable company.

这不是一个具有扩展性的公司。

I've seen product managers who want to make all the decisions—and I've been one.

我见过想要做所有的决定的产品经理——而我就曾经就是其中之一。

We drive ourselves crazy trying to be everywhere at once, wasting emotional energy when decisions are made without us, and creating a huge bottleneck the rest of the time.

我们疯狂的驱使我们自己尝试一切，当缺少我们做决策的时候，那就是浪费情感能量，然后就是在剩下的时间里制造一个巨大的瓶颈。

Successful leaders at all levels know that collaborative decision making is more effective than top-down mandates.

各个层次的成功领导者都知道，协作决策比自上而下的命令更有效。

Here are my top rules about facilitating product decisions:

以下是我关于促进产品决策的首要规则：

Define the right criteria for the decision. This is the key to the product manager's role in decision making. Work with your team to make sure you understand what will influence their decision and what data they need to see.

为决策定义正确的标准。这是产品经理在决策过程中所扮演的角色的关键。与你的团队合作，确保你了解什么将影响他们的决定和他们需要看到什么样的数据。

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Get all points of view on the table.

把所有的观点都放到桌面上。

Even if the decision made doesn't favor a particular view, at least that input gets acknowledged.

即使做出的决定不青睐某一特定观点，至少也会得到认可。

Think through the implications (strategic, financial, tactical/logistics) from each perspective you've heard.

从你所听到的每一个方面来想清楚 (战略、财务、战术/物流) 的背后的东西。

In most decisions, some stakeholders will hold a larger or more critical stake than others.

Make sure you identify the key stakeholders to the team. Get them to provide data and do your own research to provide any missing data.

在大多数决策中，一些利益相关者将持有比其他人更大或更重要的话语权。确保您确定了团

队的关键利益相关者。让他们提供数据，自己去做研究，并提供任何缺失的数据。

Present data and other facts to the team, in context of the strategy and financials.

在战略和财务方面，向团队提供数据和其他事实。

Look to your key stakeholders to propose solutions and ask for the team's support. You can also propose your own solution.

向你的关键利益相关者寻求解决方案，并请求团队的支持。你也可以提出自己的解决方案。

Map out a Plan B and help your team understand how you will determine if the recommended approach is working (or not), and how you will transition to Plan B if needed.

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制定一个计划 B，并帮助您的团队了解您将如何确定推荐的方法是有效（或无效），如果需要，您将如何过渡到计划 B。

Ask for support. You'll likely find that even those who don't agree with the recommended decision will go along with it. They've had a chance to provide input, they understand which functional group has the most at stake, they've seen the supporting data, and they know how the team will take corrective action if needed.

寻求支持。你可能会发现，即使是那些不同意建议决定的人也会赞同。他们有机会提供输入，他们知道哪个职能组织的风险最大，他们已经看到了支持数据，并且他们知道如果需要，团队将如何采取纠正措施。

NOTE: There may be times when your team turns to you to and asks you to make the decision.

注意：有时你的团队会向你求助，并要求你做出决定。

When they ask, do it.

当他们问的时候，就去做。

But still follow the process above so that you have good information as the basis for your decision, and as much buy-in as possible.

但是仍然要遵循上面的过程，这样你就有了好的信息作为你决策的基础，并且要尽可能多的接受。

What if a functional group needs to make a decision relating to your product and can't bring it to you or the team? If they know your strategy, they'll be much more likely to make the right decision.

假如一个职能组织需要做出与你的产品相关的决定,但是并没有让你和你的团队知道,那么,结果会如何呢?如果他们知道你的战略,他们就更有可能会做出正确的决定。

Collaborative decision making is just plain smart. Why forgo the incredible amount of experience and expertise on your cross-functional team? Leverage it and your product will be well on its way to success. And your life will be a lot less crazy.

协作决策是非常明智的。为什么要放弃你的跨职能团队中的大量经验和专业知识呢?利用它,你的产品将会很好地走向成功。你的生活将会变得不那么疯狂。

原则 18: Carve Out “Think” Time: 挤出思考时间

Product managers—carve out some “think” time in your busy day to be more productive and to deliver better results.

产品经理们——在你忙碌的一天中挤出一些“思考”的时间会更有效率,并带来更好的结果。

Product managers are often overwhelmed by day-to-day operational and tactical responsibilities. Urgent tasks such as reporting, solving urgent customer queries, responding to the sales groups, and reviewing marketing collateral are constantly on the product manager’s agenda. Product managers repeatedly say that they have little time to focus on the important, more strategic activities that generate real value for the business.

产品经理经常被日常的操作和战术职责所压倒。诸如报告、解决紧急客户询问、响应销售团队以及审查营销材料等紧急任务,都是产品经理的日程。产品经理们反复强调,他们没有时间专注于那些为企业带来真正价值的重要的、更具战略性的活动。

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Whilst it's almost impossible to stop supporting the product at the operational level, it's vital that product managers carve out "think" time in their working week or month.

虽然在操作层面上停止支持产品几乎是不可能的，但产品经理们在他们的周或月的工作中挤出一些“思考”时间是至关重要的。

Product Management Rule: So What Does "Think" Time Actually Mean?

产品管理规则：那么“思考”时间到底意味着什么呢？

"Think" time is essentially about taking a moment to consider the long-term prospects of the product, explore new markets, discover untapped opportunities, learn about alternative product solutions, and up-skill on product management techniques. It's reflective, quiet time to step aside from the day-to-day machinations of supporting the product.

“思考”时间本质上是花点时间考虑产品的前景，探索新的市场，发现未开发的机会，了解供选择的产品解决方案，以及提高产品管理技术的技巧。这是一种沉思的、安静的时间，可以从日常的支持产品的权谋中走出来。

As a product management consultant working on a project for a cable television channel in Australia, I noticed that producers and editors made an effort to carve out some free time from their tight daily television production schedules. They used what they called "think" time to dream of fresh story lines, explore new ways to promote existing television content, and generally took time away from their desks to refresh their minds and to help think creatively.

作为一名在澳大利亚的有线电视频道工作的产品管理顾问，我注意到制片人和编辑们努力

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从他们紧张的日常电视节目制作中抽出一些空闲时间。他们用他们所谓的“思考”时间来筑梦新的故事线，探索新的方式来推广现有的电视内容，并且通常从他们的办公桌旁抽出时间来更新他们的思想，这有助于他们创造性地思考。

The Serious Side of “Think” Time

思考时间严肃的一面

The strategic role of the product manager is complex and requires quiet time to consider and reflect on customer problems, the direction of the market, and the strategic path and alignment of the product against the business strategy. Sitting at a desk responding to operational problems or preparing that all important slide pack for senior management leaves little time for product managers to consider or uncover innovative solutions to these issues.

产品经理的战略角色是复杂的，需要安静的时间来考虑和反思客户的问题、市场的方向，以及产品与业务策略的战略路径和一致性。而坐在办公桌前应对运营问题，或者为高级管理层准备所有重要的幻灯片，让产品经理没有时间考虑或发现解决这些问题的创新方案。

“Think” time is productive time. The benefits may not be immediate but are enormous.

The benefit of “think” time is evident across many industries and professions.

“思考”时间是有产出的时间。好处可能不是立竿见影的，但却是巨大的。“思考”时间的好处在许多行业和职业中都很明显。

Stefan Sagmeister, a New York designer and TED 2009 speaker, closes his studio and takes a sabbatical every seven years. The time out, he says, not only gives him the opportunity to rejuvenate but enables him to develop innovative design solutions to common

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problems.

斯蒂芬萨格梅斯特是纽约的一名设计师，也是 2009 年的 TED 演讲者，每七年他会关闭自己的工作室去休假。他说，这段时间不仅给了他恢复活力的机会，还使他能够为共同的问题开发创新的设计方案。

Ferran Adria an infamous Spanish chef opens his restaurant El Bulli seven months of the year. The other five months he spends experimenting with new cooking techniques and ingredients. As a result, El Bulli is one of the most successful restaurants, receiving two million reservation requests per year.

费伦阿德里亚是一位声名狼藉的西班牙厨师，他开了 7 个月的餐厅-El Bulli。在其余的五个月里，他开始尝试新的烹饪技术和配料。因此，El Bulli 餐厅是最成功的餐厅之一，每年收到 200 万份预订请求。

3M ensures that their engineers set aside 15 percent of their time to engage in any desired activity in the workplace. Scotch Tape® and Post-it Notes® were created as a result of this downtime.

3 M 确保他们的工程师留出 15%的时间在工作场所从事任何想要的活动。透明胶带和便利贴是由于这个空闲时间产生的。

With a little “think” time, the product manager is ultimately a better product manager for the company, the benefits of which manifest in profitable products that deliver greater business value and a competitive advantage in the marketplace.

只需要一点“思考”时间，产品经理最终会成为公司更好的产品经理，体现出来的好处就是有利可图的产品，以及在市场上带来更大的商业价值和竞争优势。

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Pencil In "Think" Time Now

现在用记事本开始“思考”时间

Product managers must make a conscious effort to set aside some time in their work schedule to allow for "think" time.

产品经理必须有意识地在工作计划中留出一些时间给“思考”时间。

As a start, pencil in a two-hour meeting every month for "think" time and, as this activity becomes familiar, increase the frequency of "think" time to every week.

作为一个开始，每个月用一个两小时的会议开始记录“思考”时间，当这个活动变得熟悉时，增加每周“思考”时间的频率。

Spend "think" time reading an inspiring book, catching up on your favorite blogs, sketching new product ideas, tinkering with new software, and talking to leaders outside of the product management profession or to a leader working in a different industry. An essential aspect of "think" time is to step away from direct product management tasks.

花“思考”时间读一本鼓舞人心的书，了解你最喜欢的博客，草拟新产品的想法，摆弄新软件，与产品管理行业之外的领导者交谈，或者在不同的行业工作。“思考”时间的一个重要方面是远离直接的产品管理任务。

More importantly, the product manager must commit to continue "think" time in busy periods. This commitment eventually derives results that are similar to those of 3M's and others.

更重要的是，产品经理必须在繁忙时期持续投入到“思考”时间中。这种坚守最终会产生与 3M 和其他类似的结果。

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Product managers remember that always “doing” may not necessarily generate profitable results or lead down the desired path.

产品经理们要记住，通常“做”，不一定会产生有用的结果，也不一定会导致期望中的结果。

原则 20：Clarify Product Positioning：清晰产品定位

An essential starting point for solving many product management problems is a clear positioning statement

解决许多产品管理问题的一个基本出发点是一个清晰的定位声明

In every company there is a constant dialogue of ideas from sales, marketing, and development on how to improve sales, handle changes in the market, and beat competitors. Combine this situation with limited resources and you are forced to figure out the best set of trade-offs. Most of the ideas will have some merit in isolation, so you need a good filter through which to keep, modify, and discard ideas. The positioning statement provides the first filter because it defines what you are and any idea either needs to reinforce that identity or move you down a path defined by your vision. Everything else is a distraction, or the basis for a new product.

在每一家公司中，都有针对提升销售、处理市场变化和击败竞争对手的关于销售、市场营销和开发的理念的持续对话。将这种情况与有限的资源结合起来，您就必须找出最佳的，可以权衡的方案。孤立的看，大多数的想法都是价值的，所以你需要一个好的过滤器来保存、修改和丢弃想法。定位声明提供了第一个过滤器，因为它定义了你是谁，以及任何需要加强一致性的想法，或者将您跟随你的愿景沿着定义好的路径前行。其他的一切都是一干扰，

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*或者是一种新产品的**基础**。*

The positioning statement is what you say if someone with a minimal understanding of your industry asks what your product is

定位声明就是你说的是否有一些人以最低限度的理解你的行业并问你产品是什么

If you had to answer in one sentence the positioning statement for McDonald's, it would be the "world's largest fast food chain." From those five words my listener knows that it is a restaurant chain, but not high-end, the company is all about market reach, it is not a specialty chain, it competes internationally, and it is number one in market share. At this point, the listener has the big picture and everything else I say fills in details.

如果你必须用一句话来回答麦当劳的定位声明，那它将是“世界上最大的快餐连锁店”。“从这个声明中，我的听众知道这是一家连锁餐厅，但不是高端的，公司到达各个市场，它不是一个有特色的连锁店，它在国际上竞争，它在市场份额上排名第一。”在这一点上，听众就有了一个整体的画面，我说的其他内容都包含了细节。

Creating a positioning statement forces you to figure out what you are best at, where you are in the hierarchy, and exactly what you are selling

创建一个定位声明会迫使你找出你最擅长的，你在等级中的位置，以及你所销售的东西

If you don't like your answer for any of those three elements then you have a good idea where you need improvement. A good statement also helps you filter all the ideas that need to be taken seriously and which should be rejected. This includes pricing, promotions, target market, partnerships, feature sets, etc. Once you know where your weakness is, then you know where to focus attention.

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如果你不喜欢针对这三个要素中的任何一个你的回答，那么你就需要有好的想法去改进它。

一个好的声明也可以帮助你过滤掉所有需要认真对待的想法，哪些应该被拒绝。这包括定价、促销、目标市场、合作伙伴、特征集等等。一旦你知道你的弱点在哪里，你就知道在哪里需要集中注意力。

It is likely you are already using this process intuitively, but doing it more explicitly will help you defend your decisions, especially if you are rejecting an idea that sounds good in general but does not feel right for your particular product. Chasing mediocre ideas is always a drain on resources, but it is hard to reject them unless you have a better idea or can show that they will not solve the real problem.

很可能你已经在直观地使用这个过程了，但是更明确地做这件事将有助于你捍卫你的决策，尤其是如果你拒绝一个听起来不错，但是对特定产品感觉不太好的想法。追逐平庸的想法总是会消耗资源，但除非你有更好的想法，或者表明他们不会真正的问题，否则很难拒绝它们。

To write a good statement, start with the following questions:

要写一个好的声明，首先要回答以下问题：

Where do you provide value?

你提供的价值在哪里？

What are you the best at in the industry?

在行业中你最好的是什么？

What exactly do you sell?

你到底销售什么？

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Now write the long version of the positioning statement, a couple paragraphs if necessary. This gets the idea into writing and captures the important elements. Next, start refining it to a few sentences and finally one sentence. The longer versions will be useful, so keep them. The exercise will generally force you to think about your vision, your limitations, the market, and your competitors. If sales are lackluster, there is a good chance you are in a weak market or your rank in a good market is too low to thrive. Your goal is to position yourself as number one in some market segment, a position of strength from which you can grow.

现在，写一下定位声明的长版本，如果有必要的话，会有几段。这就把这个想法变成了写作并捕捉到重要的元素。接下来，开始将它精炼成几个句子，和最后一个句子。较长的版本是有用的，所以要保留它们。这个练习通常会迫使你去思考你的愿景，你的边界，市场，和你的竞争对手。如果销售低迷，你很有可能在一个疲软的市场，或者你在一个好的市场上的排名太低，而无法繁荣起来。你的目标是把你自己定位成一个市场细分的第一，你可以在这个有力的定位上成长。

原则 21: Define and Align Your Roles and Responsibilities: 定义你的角色和职责并形成共识

As there are many perspectives on the product management role, make sure your definition is aligned with that of your new management team.

由于对产品管理角色有很多看法，请确保您的定义与您的新管理团队的定义是一致的。

One of the great challenges of taking on a new product management role at a company

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is the many definitions and perspectives of what product management is and what the roles are called. And it doesn't help that the job description used for the role was probably cut and pasted from somewhere without much thought as to what was really required. Based upon my experience of taking on new product management roles, one important lesson that I learned is to make sure that your understanding of the role and your management's understanding of the role are well aligned. Any significant misalignment will result in significant frustration and dissatisfaction.

在公司中体现一个新产品管理角色的巨大挑战是产品管理是什么和角色被称为什么的定义和观点是多种的。对于这个角色的职位描述很可能是从某个地方剪切和粘贴的，而没有考虑什么是真正需要的。根据我承担新产品管理角色的经验，我学到的重要一课是，确保您对角色的理解和您的管理人员对角色的理解是一致的。任何重大的偏差都会导致严重的挫败感和不满意。

To illustrate with one example, I joined a small technology company as the first product manager ever.

举个例子，我加入了一家小型科技公司，成为第一个产品经理。

I saw this as a great opportunity to establish and grow the role within the organization. During an early meeting with the CEO, I talked about scheduling some customer visits and his response was, "if you want to learn what our customers need, just ask me." In his mind, my only job was to write product requirements and there was no need for me to speak with customers, because he already knew it. As I continued to define and grow the product management role, I butted heads far too often with the CEO, and this

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opportunity turned into a very painful experience. Now this is probably an extreme case of role misalignment, but any major misalignment between you and your management team will most likely turn into a negative experience.

我明白这是一个在组织中建立和发展角色的好机会。在与 CEO 的早期会面中，我谈到了安排一些客户访谈的时间，他的回答是：“如果你想了解我们的客户需要什么，那就问我吧。”在他看来，我唯一的工作就是写产品要求，我不需要和顾客交谈，因为他已经知道了。在我继续定义和发展产品管理角色的过程中，我与 CEO 的对接过于频繁，而这个机会变成了一种非常痛苦的经历。这可能是一个极端的角色错位的例子，但是你和你的管理团队之间的任何重大偏差都很可能变成负面的体验。

So what can you do to avoid this situation?

那么，你能做些什么来避免这种情况呢？

As you start interviewing for a new role, enter with a strong definition of what you expect the role to be and discuss this with the interviewing team. If you're not sure how to do this, start with the foundation you learned in your product management training. Pull out that framework that you have tucked away, build your definition of the role based upon that framework, and then augment that with your past experience of what worked and didn't work. From this exercise, you should have a pretty good definition of the product management role. Discuss this with everyone you interview with, especially the hiring manager, product management peers and cross-functional peers (engineering, marketing, sales, etc.). This will accomplish two things for you. It will ensure that your vision of the role matches the vision of your management and colleagues. If it doesn't

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align, this opens up a good opportunity for a healthy discussion that will help you find a middle ground that meets everyone's expectations. This discussion will also underscore your depth of knowledge and experience in the product management role and help set you apart.

当你开始面试一个新角色时,要对你所期望的角色有一个强有力的定义,并与面试团队讨论这个问题。如果你不知道该怎么做,那就从你在产品管理培训中学到的基础开始吧。把你一直藏在—边的框架抽出来,根据这个框架建立你对角色的定义,然后用你过去已经获得的经验和没有做的来扩大。从这些经验中,您应该对产品管理角色有一个很好的定义。与你面试的每一个人讨论这个问题,特别是招聘经理、产品经理同事和跨职能的同事(工程师、市场营销人员、销售等等)。这将为你完成两件事。它将确保你对这个角色的愿景与你的管理层和同事的愿景相匹配。如果它不一致,这将为一个健康的讨论提供一个良好的机会,它将帮助你找到一个符合每个人期望的中间地带。这个讨论还将强调您在产品管理角色方面的知识和经验,并帮助您区分开来。

If you only discover this misalignment once you get into the new role, the first step I recommend is to do what I described above.

如果您在进入新角色后才发现这个偏差,那么我建议的第一步就是按照上面的描述来做。

Build your definition of the product management role based upon your training and experience and then start discussing it with the management team. You should discover either that they don't have a full understanding of the role or that you have differing definitions of the role. From my experience, most often the case is that they don't have a full understanding of the product management role, and this is your opportunity to

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educate them on what you should be doing and why you should be doing it. Build a plan on how you'll implement your vision of the role and then execute on it, keeping clear and open communications with management during the full process.

根据你的培训和经验，建立你对产品管理角色的定义，然后开始与管理团队讨论。你会发现要么他们对这个角色没有完全的理解，要么你对这个角色有不同的定义。根据我的经验，最常见的情况是，他们对产品管理角色没有完全的了解，这是你的机会，让他们了解你应该做什么，以及为什么你应该这样做。建立一个计划，告诉你如何实现你对这个角色的愿景，然后执行它，在整个过程中与管理层保持清晰和公开的沟通。

If all of this fails, I highly recommend you start looking for another opportunity, as the current situation can only set you back in your career progression.

如果所有这些都失败了，我强烈建议你开始寻找另一个机会，因为目前的情况只会让你在职业道路上重归老路。

原则 22：Write It Down：把它写下来

Nothing is worse than a product manager who keeps everything in their head and shares nothing materially with others.

没有什么比一个产品经理只把所有的东西都放到脑子里，而不和别人分享任何事更糟糕的了。

Your job is to document, document, document, and then go back and clarify, clarify, clarify.

Your PRDs (product requirements documents) and MRDs (market requirements documents) should be the go-to information sources for everyone working on the

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product or supporting the product in some way. You need to educate, persuade, coach, and manage internal and external perceptions, assumptions, and people. To do this, have every pertinent piece of information documented. You can measure your success by the frequency people quote or refer to your documents. Give it to them—they need it.

你的工作是文档，文档，文档，然后回去解释，解释，解释。您的 PRDs (产品需求文档) 和 MRDs (市场需求文档) 应该是所有为产品工作或以某种方式支持产品的人的首选信息源。你需要教育、说服、指导和管理内部和外部的观念、假设和人。要做到这一点，要记录所有相关的信息。你可以通过人们引用或参考你的文档的频率来衡量你的成功。把它给他们——他们需要它。

To be the product leader—which a good product manager is—you need a record. Without it, others will try to mold the product into their view, which may not align well with what the market needs and the opportunity you're chasing.

要成为产品领导者——一个好的产品经理是——你需要一个记录。如果没有它，其他人将试图以他们的观点来塑造产品，这可能与市场需求和你追逐的机会不太一致。

Here are a few steps to creating a written record for your product:

这里有几个步骤可以为你的产品创建一个书面记录：

Determine who your audiences are and what they need to learn from the document(s).

确定你的听众是谁，以及他们需要从文档 (s) 中学习什么。

Determine in what time frame these audiences need to be served. For example, maybe engineering is the most urgent audience. If so, then it may be best to begin with the PRD sections for engineering and then move onto other areas of the PRD or the MRD.

确定这些听众在什么时间段需要被服务。例如，也许工程师是最迫切的听众。如果是这样，那么最好从针对工程师的 PRD 部分开始，然后转移到 PRD 或 MRD 的其他区域。

Invite reviews and inputs. You are most successful when others feel ownership and accomplishment for your document. You want and need to be recognized as being the primary contributor, not the scribe. However, allowing others to contribute creates a community of ownership and belief; and that can serve the process very well later when tough decisions and prioritizations need to be made.

邀请评审和输入。当别人对你的文档感到物有所值和有成就感时，你是最成功的。你想并且需要被认为是主要的贡献者，而不是抄写员。然而，要允许他人做出贡献，就要创建一个有所有权和信仰的社区；当需要做出艰难的决定和优先级排序时，这就很好地能够为这个过程服务。

Post it where anyone in the company can get to it easily (assuming there's no information that requires a restricted distribution list). Many CEOs and VPs I know troll the intranet/corporate network looking for "interesting" items to read. Wouldn't it be great if your CEO commented to your VP that she'd read the PRD or MRD? The fact that a CEO takes the time to do that reflects well on you. It also provides visibility for upper management, which is good. A lack of visibility usually raises doubt and uncertainty in people's minds.

把它贴在公司里任何人都能轻易触到的地方(假设任何信息都不需要一个受限的发行列表)。我认识的许多 CEO 和 VPs 都在内部网/企业网络中寻找“有趣的”条目来阅读。如果你的 CEO 对你的副总裁说她读过 PRD 或 MRD，那不是很好吗？CEO 花时间去做这件事，这反映了

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你的良好表现。它还为上层管理提供了可见性，非常好。缺乏可见性通常会引起人们的怀疑和不确定性。

Revise and update as needed, and in a timely fashion. If a major area of the product was put on hold, then update the document ASAP. Don't let it get too out of date or the credibility of the record goes down with the accuracy. This can be a slippery, fast slope down, and then you find you're not the product manager anymore.

根据需要修正和更新，并及时改变。如果产品的一个主要部分被搁置，那就尽快更新文档。不要让它太过时，或者记录的可信度随着准确性而下降。这可能是一个不稳定的，快速的下降，然后你会发现你不再是产品经理了。

This doesn't mean you have to be the lone author.

这并不意味着你必须是唯一的作者。

Create a documentation team and coordinate the activities. When a good team is brought together to author a PRD or MRD, the outcome can be astoundingly thorough, clear, and complete. Set your sights high and tap the best and most appropriate talent to participate.

创建一个文档团队并整合这个活动。当一个好的团队被召集到一起来编写 PRD 或 MRD 时，结果可以是令人惊奇的周密、清晰和完整的。把你的眼界放高，并利用最优秀、最合适的人才参与到其中。

原则 23：Make Sure You Have Clear Priorities：确保你有清晰的优先级！

We've all seen PRDs that list ten (or more) "high priority" product features. What are feature lists like this really saying? They're really saying, "We weren't sure about our priorities," or, "Nobody made the tough calls about which features were really most important."

我们都见过列出 10 个(或更多)“高优先级”产品特征的 prd。像这样的特征列表到底说明了什么？他们实际上是在说，“我们不确定我们的优先级”，或者，“没有人对哪些特征是最重要的做出强硬的决定。”

Why Are Clear Priorities Important?

清晰的优先级为什么是重要的？

There are always more product ideas than there are resources to implement them. To maximize a company's business results and chances of success, it needs to have a clear point of view about what's most important. When there are ten "high priority" features, how does engineering know which one to start working on first? How does the rest of the team know which one engineering is going to work on first?

在落实它们上，总是有更多的产品创意而不是资源。为了最大化公司的经营成果和成功的机会，它需要对什么是最重要的有一个清晰的观点。当有 10 个“高优先级”特征时，工程师们如何知道应该先开始开发哪一个呢？团队的其他成员如何知道一个工程师首先要从哪里开始？

Different stakeholders can look at a list of ten high priority features and mistakenly expect that their top item will get launched soon, especially when engineering only has the

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resources to work on one or two items at a time. In contrast, having clear priorities ensures that everyone in the company is clear on what is going to get done in what order.

不同的利益相关者可以查看一个包含 10 个高优先级特征的列表，并错误地期望他们的首要事务将很快启动，特别是当工程师每次只拥有一两个项目的资源时。相比之下，有明确的优先级可以确保公司里的每个人都清楚按照什么样的顺序做什么。

The lack of clear priorities is often a symptom of one or more problems:

缺乏明确的优先级往往会出现一个或多个问题症状：

The team doesn't have a clear point of view about what is most important to its success or to its customers.

团队对于什么对他们的成功或哪些是客户最重要的没有一个清晰的观点。

People on the team have clear opinions about what's most important but can't agree.

团队里的人对什么是最重要的有明确的意见，但不能达成一致。

Nobody is empowered to make tough product decisions.

没有人被授权做出艰难的产品决策。

The team lacks the right processes or tools.

团队缺乏正确的流程或工具。

The first three problems are all rooted in the company culture, and that can be hard to change, so I'll share advice on how product managers can improve on the final problem.

前三个问题都根植于公司文化，很难改变，所以我将分享关于产品经理如何改进最终问题的建议。

Make a List

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做一个列表

The first step is to create a prioritized feature list. Each feature should be listed as a separate item on its own row. You should assign a priority level to each feature such as "high," "medium," and "low." However, it's also important to individually rank-order the features within each priority level. Within the "high" features, decide which one is #1, which is #2, and so on. You can use shorthand labels like "H-1," "H-2," "M-1," "M-2," "L-1," "L-2." Your list should always be sorted by that rank-order priority. If you're not empowered to determine the rank-order priority yourself, then facilitate the process to do so with the key stakeholders. Once you have a prioritized list, it makes your life a lot easier when the time comes to make tough trade-offs. For example, the next time someone comes to you with a new "top priority" idea, just whip out the list and ask them to tell you which "lower priority" items can afford to get bumped.

第一步是创建优先级的特征列表。每个特征都应该作为单独的项列在自己的行上。您应该为每个特征指定一个优先级级别，例如“高”、“中”和“低”。然而，在每个优先级内对特征进行单独的排序也是很重要的。在“高”特性中，确定哪个是#1，哪个是#2，等等。您可以使用速记标签，如：“H-1,”“H-2,”“M-1,”“M-2,”“L-1,”“L-2。”你的列表应该总是按照优先级的等次顺序排序。如果您没有权力自己决定优先级顺序，那么可以与关键利益相关者一起促进这个过程。一旦你有了一个优先考虑的清单，当需要做出艰难权衡时，它会让你生活轻松很多。例如，下次有人带着一个新的“优先级最高”的想法来找你的时候，你只需拿出清单，让他们告诉你哪些“优先级较低”的东西可以被排除掉。

Share the List and Keep It Updated

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分享列表并保持更新

The prioritized feature list should be easily accessible by everyone so that the entire team is on the same page. Just because the list has precise priorities doesn't mean it has to be rigid; it should be updated real-time as new features come up and priorities change. A "live" web-based list works much better than sending revised lists by email over and over. Don't let your tracking tools get in the way, just keep it simple: Google spreadsheets or wikis work great.

优先级的特征列表应该是每个人都可以轻松访问的，这样整个团队就可以在同一个页面上了。仅仅因为清单有明确的优先顺序并不意味着它必须是固化的；随着新特征的出现和优先级的改变，它应该实时更新。基于网络的“实时”列表比通过电子邮件一遍又一遍地发送修改过的列表要好得多。不要让你的跟踪工具妨碍你的工作，只要保持简单就好：谷歌电子表格或 wiki 非常好用。

"Be Water, My Friend"

"像水一样吧，我的朋友"

A team with rank-ordered priorities in place can react more quickly when changes arise. The best product teams are crystal clear about their priorities at every point in time and are adept at quickly changing their priorities when they need to. So when it comes to product priorities, as Bruce Lee said, "Be water, my friend": clear and agile.

一个有等次顺序优先级的团队可以在发生变化时更快地做出反应。最好的产品团队在任何时候都非常清楚他们的优先级，并且善于在需要的时候快速改变他们的优先级。所以当谈到产品的优先级时，就像李小龙说的，“做水，我的朋友”：清晰敏捷。

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原则 24: Salespeople Don't Just Want to Make Lots of Money: 销售并不只是为了挣更多的钱!

Marketing often refers to salespeople as being “coin operated.” While it’s true that a large portion of a salesperson’s income is tied directly to what they sell, money is not the only thing that motivates them. First and foremost, salespeople want to win! Salespeople are competitive by nature, and winning gratifies their egos and enriches their bank accounts. Money is just one way of keeping score.

市场营销通常指的是销售人员“硬币操作”。虽然销售人员的收入中有很大大一部分与他们的销售直接相关，但金钱并不是唯一能激励他们的东西。首先并最重要的是，销售人员想要赢！销售人员天生具有竞争性，赢得顾客能满足他们的自尊心，充盈他们的银行账户。金钱只是保持得分的一种方式。

Helping salespeople win is a primary role of the product marketing

帮助销售人员赢是产品营销团队的主要任务。

Helping the sales team is not just about fancy data sheets or slick presentations, but it must include a deep understanding of the customer buying process. For example, why do customers buy our products or services vs. competitors? Who are the real buyers vs. end users? What are the customer problems, issues, and needs that our product or service solves? What is unique about our product or service that the competition truly cannot match, and how does this tie back to the customer’s value equation?

帮助销售团队不仅仅是花里胡哨的数据表或华丽的演示文稿，还必须包括对客户购买过程的深刻理解。例如，为什么客户会购买我们的产品或服务，而不是竞争对手？谁是真正的购

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买者和最终用户?我们的产品或服务解决了哪些客户问题、问题和需求?我们的产品或服务有哪些独特之处是竞争对手真正无法匹敌的, 这又如何与客户的价值等式挂钩?

If the truth be told, salespeople use very little of what product marketing provides. This is mainly because it focuses on generic features and benefits and not what the salesperson's customer views as unique value.

如果说实话, 销售人员很少使用产品营销提供的东西。这主要是因为产品关注的是通用的特性和好处, 而不是销售人员的客户认为的独特价值。

Want to really help your salespeople win? Here are a few suggestions:

想真正帮助你的销售人员赢吗?以下是一些建议:

Go on sales calls and ask prospects and customers what their definition of "value" is (not yours).

去拜访销售人员, 问问他们对“价值”的定义是什么(而不是你的)。

Spend time getting to know various sales representatives, their customers, selling styles, etc.

花时间去了解不同的销售代表, 他们的客户, 销售风格等等。

Read the win/loss analyses included in most customer relationship management (CRM) systems. Knowing why a deal was lost can often be more valuable than knowing why it was won.

阅读大多数客户关系管理(CRM)系统中包含的盈亏分析。知道交易为什么会失败往往比知道交易为什么会成功更有价值。

Ask salespeople if they actually use any of the sales collateral. You might be surprised!

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询问销售人员他们是否真的使用了任何销售资料。你可能会惊讶!

Always reach out to salespeople before you speak with their customers. Nothing irks salespeople more than knowing you've spoken to their customer(s) after the fact.

在与销售人员交谈之前，一定要联系他们。没有什么比知道你在事后跟客户说过话更让销售人员烦恼的了。

If you are a product manager pitching to a prospect or existing customer, meet with the salesperson before the sales presentation. The salesperson can help you zero in on customer value definition, competitive situation, etc.

如果你是一名向潜在客户或现有客户推销产品的产品经理，在销售演示前与销售人员进行会面。销售人员可以帮助你关注客户的价值定义、竞争情况等。

As an example, I was once involved in a situation where a product manager pitched a new high-tech product to a prospect. It was a new product category, and we were both anxious to tell the prospect why our offering was superior. The product manager was briefed about the customer situation beforehand. However, it became obvious that the product manager was more interested in discussing the product's unique features, most of which provided very little unique business value to that prospect. The presentation did not go well and the sale was lost to the competition. Suffice it to say that I never put that product manager in front of a prospect again.

举个例子，我曾经遇到过这样的情况，一位产品经理向一位潜在客户推销一种新的高科技产品。这是一个新的产品品类，我们都急于告诉客户为什么我们的产品更好。事先向产品经理汇报了客户的概要情况。然而，很明显，产品经理更感兴趣的是讨论产品的独特特征，而这

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些特征中的大多数都没有为这种前景提供什么独特的商业价值。演示进行得不顺利，结果销售输给了竞争对手。可以这样说，我再也不会把那个产品经理放在客户面前了。

In summary, salespeople are motivated primarily by winning.

总之，销售人员的动机主要是为了赢。

Money is simply a yardstick to keep score. Focusing on your product or service features and benefits without tying these directly to business value is a recipe for failure. In the example above, the product manager might have spent more time really getting to know the prospect (perhaps by taking me to lunch) or going on a sales call early in the buying process. Had he done so, it might have helped him better tie back to the customer's value equation or present a better approach if his offering could not solve the customer's problem (i.e., changing the rules). In any case, understanding what really motivates most salespeople will help win acceptance and drive more revenue for your products and services.

金钱只是衡量得分的一个尺码。专注于你的产品或服务的特征和利益，而不直接将它们与商业价值联系起来，这是失败的方式。在上面的例子中，产品经理可能花了更多的时间来真正了解潜在客户(也许是带我去吃午饭)或者在购买过程中提前打一个销售电话。如果他这样做了，它可能会帮助他更好地回到客户的价值等式，或者如果他的产品不能解决客户的问题(例如：改变规则)。在任何情况下，了解什么真正激励销售人员将有助于赢得认同，并为您的产品和服务带来更多的收入。

原则 25: Create a Culture of Openness: 创建开放的文化

It's not the land mine you know about that will kill you; it's the one that you don't know about.

你知道会杀死你的是地雷,但你不知道是哪一颗。

As a product manager, you will not see all of the greatest dangers or opportunities yourself.

作为一个产品经理,你自己并不会看到所有的最大的危险或机会。

You must create a culture of openness within your company. Only open communication will ensure that dangers are avoided and opportunities are capitalized on. At one employer, I was asked to take over the product management team after a restructuring. So I asked every member of the remaining team (myself included) to divide up a list of people in all functional units and ask them in private one-on-one meetings how they felt about the team's recent performance.

你必须在你的公司里创造一种开放的文化。只有公开的交流才能确保避免危险,并确保机会得到利用。在一个雇主那里,我被要求在重组后接管产品管理团队。因此,我要求剩下的团队中的每一个成员(包括我自己)在所有职能部门中分配一份人员名单,并在一对一的私人会议上询问他们对团队最近表现的感受。

We found many opportunities for improvement.

我们发现了许多改进的机会。

Engineering said the current server schedule was unachievable. A team review showed they were right; we had to slip the delivery date by four months. Sales said their input

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hadn't always been solicited in the product planning process, and engineering said that product management decisions had sometimes been made arbitrarily. No security review had been done on the plan for rewriting the client, so I convened one. In the first five minutes, the sales engineers reported that a simplifying assumption in the client plan would be unacceptable to our enterprise customers, so I had to throw out that plan and slip the client delivery date by six months. I also went to our major customers and privately asked for their input. Some said that in recent months they'd stopped hearing from the company and felt ignored.

工程部门表示，目前的服务计划表是无法实现的。一项团队评估显示他们是对的；我们不得不把交货日期推迟 4 个月。销售部门表示，他们的输出并不总是在产品规划过程中被贯彻，而工程部门则表示，产品管理决策有时是随意做出的。针对重写客户端，在规划的时候没有进行安全性审查，因此，我召集了一个。在最初的五分钟里，销售工程师报告说，客户计划中的一个简化假设对我们的企业客户来说是不可接受的，所以我不得不放弃这个计划，把客户交付日期推迟 6 个月。我也拜访了我们的主要客户，并私下询问他们的意见。一些人说，近几个月来，他们已经被中断了从公司那里听到一些信息，感到被忽视了。

To fix the product planning and delivery process, we created a culture of radical openness.

为了解决产品的规划和交付过程，我们创造了一种激进的开放文化。

I asked the IT group to deploy a wiki and began tracking every open issue within it for all in the company to see. I required that every product release plan be reviewed and approved by engineering, quality assurance, sales, and the executive team internally, and by all our major customers externally. We didn't assume our plans would please

customers; we confirmed it. We didn't assume that engineering, QA, and sales had had the opportunity to voice any concerns; we ensured it. I personally reviewed the mock-ups for the major client rewrite screen-by-screen with our major enterprise customers to ensure they'd be willing to deploy it to their tens of thousands of desktops when it was released.

我要求 IT 团队部署一个 wiki, 并开始跟踪其中的每一个开放问题, 让公司里的所有人都能看到。我要求每个产品发布计划都要经过工程、质量保证、销售和内部执行团队的审核和批准, 并由我们所有的主要客户在外部进行审核。我们不会假设我们的计划会取悦顾客; 我们确认它。我们不会假设工程、QA 和销售有机会表达任何担忧; 我们保证它。我亲自回顾了主要客户的模型, 并与我们的主要企业客户进行了重新筛选, 以确保他们愿意在发布时将其部署到数万台台式电脑上。

We didn't just solicit input; we acted on it.

我们不只是征求意见; 我们采取了行动。

We ensured that release schedules included realistic adequate buffer room to ensure there was time to deal with the inevitable surprises along the way.

我们确保发布时间表包含了现实的足够缓冲空间, 以确保有足够的时间来处理不可避免的意外。

The results were extraordinary.

结果是非同寻常的。

The company went from not knowing it was six months behind schedule to shipping the next thirteen releases in a row on or ahead of schedule. Every customer accepted the

delivery of every release and feature we delivered to them, and we won every deal that was contingent upon the delivery of new functionality. We closed a record number of new customers, became profitable for the first time, and more than tripled the company's valuation in just eighteen months. But I'm happiest of all about the results of the annual employee survey we conducted at the end of this period. Ninety-five percent agreed that "everyone has the opportunity to express their opinions," "after the debate, we move forward and support decisions made," and "we foster open and direct communication." Ninety percent agreed that "we focus on listening and understanding," "we challenge each other's thinking to get the best idea/solution," and "we communicate early and often." These numbers had doubled since the previous year. Not only were we performing better, but everyone felt included in a rational, open process. This was no coincidence.

公司从不知道它比预定时间晚了6个月，将接下来的13个版本连续或提前发布。每个客户都接受了我们交付给他们的每一个版本的交付物和特征，并且我们赢得了每一笔交易，这些交易都取决于新功能的交付。我们关闭了一定量的新客户，首次实现盈利，在短短18个月内，公司的估值增加了两倍多。但我最高兴的是我们在这段时间结束时进行的年度员工调查的结果。95%的人认为“每个人都有机会表达自己的观点”，“在辩论之后，我们继续前进，支持做出的决策”，“我们促进开放和直接的交流。”90%的人认为“我们专注于倾听和理解”，“我们互相挑战对方的想法，得到最好的想法/解决方案”和“我们交流的很早和很频繁。”“这些数字比前一年翻了一番。不但我们的业绩更好，而且每个人都感觉自己被包含在一个理性的、开放的过程中。这并非巧合。

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原则 26: Align Your Product Strategy With The Company Strate: 让你的产品战略与公司战略保持一致

Your product needs executive sponsorship to succeed. You gain executive sponsorship by showing how your product strategy supports the company strategy.

你的产品需要高层认可才能成功。通过展示你的产品战略如何支持公司战略，你就获得了管理层的支持。

The intrepid product manager who masters this rule will follow three steps:

精通此规则的无畏的产品经理将遵循以下三个步骤:

Understanding the Company Strategy

理解公司战略

Aligning Product Strategy with Company Strategy

使产品战略和公司战略保持一致

Telling the Strategy Story and Gaining Executive Support

讲述战略故事并获得管理层支持

First, you need to understand the company strategy.

首先，你需要了解公司战略。

Sometimes your company's strategy is easy to find. Some organizations do an excellent job of communicating the mission and strategy to all employees on a regular basis. Ben and Jerry's comes to mind as a great example of clear communication of company mission and strategy.

有时候你公司的战略很容易发现。有些组织在定期地向所有员工传达使命和战略方面做得

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很好。Ben 和 Jerry 让我想起了一个关于清晰沟通公司使命和战略的好例子。

But in most companies the strategy is a partial or complete mystery. I've worked in many fast-moving organizations where it changed frequently, and/or the executive team didn't communicate it well. (Names withheld to protect the culpable.) In those cases, I've had to engage in some creative sleuthing.

但在大多数公司，这种战略是局部或完全神秘的。我曾在许多快速发展的公司工作过，那里变化的非常频繁，而且/或管理团队并没有对此有很好地沟通。在这种情况下，我不得不进行一些创造性的调查。

Here are a few tips for gaining clarity on your company's current strategy:

以下是一些让你清晰了解公司当前战略的建议：

Find the "breadcrumb trails."

找到“面包屑踪迹”。

Hunt down presentations from recent divisional or company meetings, or find recent emails from executive team members; these often include at least a hint about the current company strategy.

从最近的部门会议或公司会议中寻找演示文稿，或者从高管团队成员那里找到最近的电子邮件；这些通常至少包含了一些关于公司当前战略的信息。

I also like taking advantage of informal moments, like hallway conversations, to ask an executive, "What are you working on?" Their answer to the question can yield revealing clues to what's strategically important now.

我也喜欢利用一些非正式的时刻，比如走廊里的谈话，问一位主管：“你在做什么？”

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他们对这一问题的回答，可能会揭示出现在在战略上重要的东西。

Share some data, gain some insight.

分享一些数据，获得一些洞悉。

Whenever you have new information on the market, the competition, and your customers, you have the basis for a strategy conversation with an information-hungry executive team member. Executives like quoting market data that supports their plans—even if it's anecdotal. So find an opportunity to contribute some of your market knowledge, then look for a natural segue in the conversation to ask strategy related questions.

无论何时，只要你有了市场、竞争对手和客户的新信息，你就有了与渴望信息的执行团队成员进行战略对话的基础。高管们喜欢引用支持他们计划的市场数据——即使是道听途说。因此，找一个机会贡献一些你的市场知识，然后在对话中寻找一个自然的过渡，问一些与战略相关的问题。

When all else fails, follow the money.

当一切都失败时，跟着钱走。

Identifying where your company is making money or spending money is the clearest way to locate the real strategy, even if the stated strategy is something completely different. If you have access to your company's financials, spend some time combing through the detail, or schedule time with the controller, CFO, or an analyst in finance to get some clarity and guidance.

确定你的公司在哪里赚钱或花钱是确定真正的战略的最清晰的方式，即使陈述的战略是完

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全不同的。如果你有机会了解公司的财务状况，花些时间梳理细节，或者与财务总监、首席财务官或分析师安排时间，以获得一些清晰的事和指导。

Note that “following the money” includes finding the basis for executive team bonuses, which tells you what your senior managers are most likely to care about this year. For example, if an executive has signed up for an aggressive customer acquisition target per the bonus plan, you can bet that her focus will be on winning new customers!

注意，“跟着钱走”包括找到高管团队奖金的基础，这会告诉你，你的高管今年最可能关心的是什么。例如，如果一位高管签署了积极获取客户目标的奖金计划，你可以打赌她的重点将是赢得新客户！

Second, align your product strategy with company strategy.

第二，让你的产品战略和公司战略一致。

Your product strategy must support the company's ability to deliver on its current strategy; if not, your product will be seen as diverting resources away from the “greater good.”

Based on my own experience, this kind of nonalignment can provide exciting opportunities to advocate for changing the whole company's direction but, in most cases, it's not a fun—or career enhancing—position to be in. For a great example of nonalignment, do a quick Web search on the Cadillac Catera (remember “the Caddie that Zigs?”) and shudder.

你的产品战略必须具备支持公司执行当前战略的能力；如果不能，你的产品将被转移资源到能获得“更大的好处”的产品上。根据我自己的经验，这种不一致可以提供令人兴奋的机会来倡导改变整个公司的方向，但在大多数情况下，这并不是有趣的，能够让职业提升。关于不

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一致的一个很好的例子，请快速搜索一下凯迪拉克 Catera(编者注：Catera，凯迪拉克首款采用了 V6 发动机和后驱的入门豪华级车型，它不同于凯迪拉克原有一直使用的北极星 V8 前驱车型，并且车的尺寸较小，这是因为 Catera 并不是由美国设计和生产的，而是由欧宝设计，在德国生产，但是目标市场则是美国，是通用汽车家族中吸引非通用车主的第一款车，在市场上的定位是“小凯迪拉克”，但不觉不是“低端凯迪拉克”。)。

So, once you are clear about the company strategy, work with your cross-functional team to develop a product strategy that makes sense in the context of the company's current goals.

因此，一旦你清楚了公司的战略，那么，与你的跨职能团队合作，制定一个在公司当前目标背景下有意义的产品战略。

What's the best way to clarify and begin documenting a product strategy? Wrap your mind around the market, product, communication, pricing, and channel, then take a quick "essay test."

阐明和记录产品战略的最好方法是什么？把你的思想集中在市场、产品、沟通、定价和渠道上，然后快速进行“问答形式的测试”。

Third, tell your strategy story and gain executive support.

第三，讲述你的战略故事并获得管理层的支持。

With your product strategy in place, it's time to schedule a few "testing the waters" conversations with key executives. Take their feedback and make any needed adjustments, then unveil the product strategy to the full executive team and ask for the resources you need to make the product strategy real.

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在制定好产品战略后，是时候安排几次与关键高管的“试水”对话了。听取他们的反馈并做出必要的调整，然后向整个执行团队公布产品战略，并要求获得使产品战略成为现实所需的资源。

原则 27 : Short, Standardized Cycle Times Drive Predictability: 短的，标准周期时间驱动预测！

I've found predictability to be more important than high productivity

我发现预测性比高生产力更重要

Every product manager wants to be the bearer of good news, sharing details of on-time product releases packed with high value features. Too often, however, product managers bear news of yet another late release or the feature that had to be scoped out. When customers, partners, and internal constituents lose confidence in a development organization's ability to consistently deliver promised functionality, the inevitable outcome is micromanagement and second-guessing of the product organization. With over a decade of product management experience, using both waterfall and agile methodologies, I've found predictability to be more important than high productivity. Knowing that what gets prioritized and accepted into a development cycle gets released into production on time, every time.

每个产品经理都想成为好消息的传播者，这个好消息就是分享准时发布的高价值产品特征的细节。然而，产品经理经常要忍受看到另一个推迟的版本或不得不限定范围的特征延迟的消息。当客户、合作伙伴和内部成员对开发组织持续交付所承诺的功能的能力失去信心时，

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不可避免的结果就是对产品组织进行微观管理和事后批评。我有超过十年的产品管理经验，使用过瀑布模式和敏捷方法，我发现可预测性比高生产力更重要。知道什么会推动在开发周期中被优先考虑和接受的内容每次都按时发布到成品中。

Predictability means dependent organizations.

可预测性意味着依赖组织。

Internal and external—can plan with confidence (and without feeling the need to backseat drive the product organization). Business executives will choose slightly less functionality in exchange for higher predictability almost every time. Like many product development organizations, my current organization struggled in the past with releasing the committed scope of functionality on schedule. Over the past few years, however, we've released on time and in-scope 90+ percent of the time.

内部和外部——可以有信心地进行计划(而且不会让产品组织处于次要地位)。企业高管几乎每次都会选择较少的功能，以换取更高的可预测性。与许多产品开发组织一样，我目前的组织过去一直在努力于按期发布交付范围内的功能。然而，在过去的几年里，我们 90% 以上的时间都是按时发布的。

How did we calculate the 90 percent success metric?

我们如何计算 90% 的成功度？

We looked back at actual release dates vs. planned release dates, and also looked at cases where a feature accepted into a sprint (using Scrum as our development approach) wasn't production ready. Exceptions existed in less than 10 percent of cases—a dramatic improvement from our level of predictability when we were following three to six month

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waterfall development cycles.

我们回顾了实际的发布日期和计划的发布日期，并研究了在 sprint 中已确定的特征(我们使用 Scrum 作为开发方法)，而这些特征没有做好生产准备的情况。例外情况只存在于不到 10% 的情况中——这与我们跟踪 3 到 6 个月的瀑布开发周期时的可预测性相比有了显著的提高。

The switch to agile development (Scrum specifically) was a major factor in achieving this high level of predictability. Under the hood of Scrum, however, it has been our refinement of development cycle times that has had the most impact. We started with very tight cycles—two weeks—but found we were consistently late. We bumped up to three weeks per sprint but still found it difficult to achieve predictability. Development cycles that are too short don't leave sufficient time for QA and refinement. We ultimately settled on a standardized four-week cycle, with one week in between sprints for planning, enabling nine to ten major releases per calendar year. (Note that four-week cycles are working weeks, not calendar weeks, allowing holidays to be taken into account on a sprint-by-sprint basis.)

转向敏捷开发(特别是 Scrum)是实现这种高可预测性的一个主要因素。然而，在 Scrum 的基础上，我们对开发周期时间的改进影响最大。我们开始于紧张的周期——两周——但发现我们总是会晚。于是，我们把每一次 sprint 的时间增加到三周，但仍然发现很难实现可预测性。太短的开发周期没有为 QA 和细化留出足够的时间。我们最终确定了一个标准化的周期——四周，在计划 sprint 上有一个星期，这样能够每日历年发布 9 到 10 个主要版本。(请注意，4 周的周期是工作周，而不是日历周，允许在每次 sprint 的基础上考虑到假期。)

One Week and Four Week Sprint

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一星期和四星期的 Sprint

Why did a standardized, four-week sprint cycle have such an impact?

为什么一个标准化的、为期四周的 sprint 周期会产生如此大的影响？

Both “standardized” and “four week” are important. By standardizing on a cycle, our product management, engineering, and QA teams have found a rhythm—a natural feel for what can be accomplished in a four-week cycle. Four weeks has proven effective because it is long enough for significant progress on features, but short enough to be estimated accurately. Four weeks is also short enough from a business perspective that the risk of mid-sprint executive overrides (changes in priorities) is minimized. We’ve been able to avoid this problem altogether. The most significant challenge with three to six month waterfall cycles is estimating the work—like many companies, we simply couldn’t achieve sufficient accuracy in estimation over such a long cycle, resulting in low predictability.

“标准化”和“四周”都很重要。通过对一个周期进行标准化，我们的产品管理、工程师和 QA 团队找到了一种节奏——一种在四周周期内可以完成的事情的自然感觉。四个星期已经被证明是有效的，因为它足够长，可以在特征上取得重大进展，同时又足够短，可以准确估计。

从商业角度来看，4 周的时间也足够短，可以将 sprint 中段执行重写(更改优先级)的风险降至最低。我们已经完全避免了这个问题。而在 3 到 6 个月的瀑布周期中，最重要的挑战是评估工作——就像许多公司一样，在如此长的周期中，我们无法获得足够的评估准确性，导致了低可预测性。

I noted above that predictability is more important than high productivity.

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我在上面提到过，可预测性比高生产力更重要。

The hidden gem here is that predictability, in our experience, drives higher productivity because as the product teams deliver consistently, confidence in the ability to delivery grows—and the teams are prepared to take on more each sprint cycle. By focusing first on predictability we have ultimately achieved higher productivity.

这里隐藏的精华是，在我们的经验中，可预测性驱动更高的生产力，因为随着产品团队的持续交付，对交付能力的信心会增长，以及团队准备在每个 sprint 周期中会承担更多。通过首先关注可预测性，我们最终实现了更高的生产率。

What product manager would argue with that outcome?

产品经理会对这个结果提出异议吗？

原则 28：Find Market Problems Worth Solving：发现值得解决的市场问题

Visioning allows the product manager to see beyond what is currently considered possible and to start to think of completely new possibilities.

远景允许产品经理看到当前认为可能的事情之外的事情，并开始考虑全新的可能性。

A lot of people come up with new ideas all the time. Unfortunately, most of these ideas never make it to market because the underlying problem has not been clearly thought out and communicated. It may seem obvious that we would want to understand a potential problem before launching a product to solve it. Sadly, the reality is quite different.

很多人总是能想出新点子。不幸的是，这些想法中的大多数都无法推向市场，因为根本性的

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问题没有被清晰地考虑和沟通。很明显，在发布解决问题的产品之前，我们希望了解潜在的问题。遗憾的是，现实是完全不同的。

A better approach is to invest time to clearly describe the problem you have identified and then imagine a world where it has been solved. Observe your target market trying to complete tasks and ask yourself ridiculous questions that smash the limits of their current expectations.

一个更好的方法是花时间清楚地描述你已经确定的问题，然后想象这些问题已经解决的世界。观察你的目标市场，试着完成任务，问自己一些可笑的问题，打破他们目前期望的限制。

Find Market Problems That Are Worth Solving

发现值得解决的市场问题

This is often the hardest part of our job. We can get so close to our products that we no longer have the wide view to see market problems that are bigger than problems that are currently being addressed. Instead, we see the world through our products and often add new features to further enhance solutions to problems that have already been adequately solved. For a product manager, it is not the value of the technology that will add value to the business, it is the value of solving the market problem.

这通常是我们工作中最困难的部分。我们可以如此接近我们的产品，以至于我们不再有广阔的视野去看到比当前正在解决的问题更大的市场问题。相反，我们通过我们的产品看到世界，并经常添加新特征，以进一步增强已经得到充分解决的问题的解决方案。对于一个产品经理来说，为业务增加价值的不是技术的价值，而是解决市场问题的价值。

How do we find market problems worth solving?

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我们如何发现值得解决的市场问题？

Watch people. See what they do and what frustrates them, wastes their time or money, or otherwise prevents them from completing a task that they are trying to perform. Listen to see if this is a pain point for other people.

看人。看看他们做了什么，什么让他们沮丧，浪费了他们的时间和金钱，或者阻止他们完成他们想要完成的任务。听听看看这是不是其他人的痛点。

James Dyson, for example, observed that vacuums were constantly getting clogged with dust and were losing suction. This was a problem for anyone wanting to quickly and effectively clean their house. After over five thousand failed attempts, he created the Dyson vacuum cleaner—a bagless vacuum that doesn't lose suction as it picks up dust.

例如，詹姆斯·戴森(James Dyson)观察到，吸尘器经常被灰尘堵塞，并且正在失去吸力。对于那些想要快速有效地打扫房间的人来说，这是一个问题。在超过5000次失败的尝试之后，他发明了戴森真空吸尘器——一种不会因为吸入灰尘而失去吸力的真空吸尘器。

Describe the pain point that you find, tell a story about it, and describe the specific target market "persona," then step them through the way that they currently try to complete their task. It should be as specific as possible and highlight the impact of their current "solution" in these current usage scenarios.

描述你发现的痛点，讲述一个关于它的故事，描述一个特定的目标市场“角色”，然后逐步通过他们当前努力完成他们任务的方式步骤化它们。它应该尽可能具体，并强调在这些当前使用场景中对解决方案的影响。

Imagine A World Where The Problem Has Already Been Solved

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想象一个世界，这个世界中的问题已经被解决

This is the core of most good science fiction. Take a problem that has been solved by some advanced technology and explore the resulting world or environment.

这是大多数优秀科幻小说的核心。以一个已经被一些先进技术解决的问题为例，探索由此产生的世界或环境。

Apply the usage scenario where the pain point was identified and imagine the experience where it has been removed. What is that worth to the target market? Does it create a valuable change in these people's lives? If it does, then there may be merit in actually finding a solution to the problem.

应用确定痛点的使用场景，并想象删除痛点的体验。这对目标市场有什么价值？它是否为此人的生活带来了有价值的改变？如果是这样的话，那么找到解决问题的办法可能是有价值的。

Don't Be Discouraged If The Solution Seems Impossible

如果解决方案看上去不可能，不要气馁

Most of the products that we use trivially today have been considered impossible at some stage in the past. You may need to sell the vision to stakeholders to get their commitment. If the vision is clear enough, you will find people who want to work with you rather than tell you what can't be done.

我们今天使用的大多数产品在过去的某个阶段都被认为是不可能的。您可能需要向利益相关者推销远景以获得他们的承诺。如果愿景足够清晰，你就会找到愿意与你合作的人，而不是告诉你什么是做不到的。

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The benefit however of knowing that you have a valuable problem that is worth solving is that any effort that you do direct towards creating something new will have a clear market when it is solved and will minimize wasted effort.

然而，知道你有一个值得解决的有价值的问题的好处是，你所做的任何直接创造新事物的努力在它被解决时都会有一个明确的市场，并将浪费的努力降到最低。

Solving problems like this will create new value for the customer, make it difficult for the competition to catch up and create financial opportunities for the business.

解决这样的问题将为客户创造新的价值，使竞争对手难以追赶并为企业创造财务机会。

原则 29：A Business Is Not a Democracy：商业无民主而言

As a product manager, you have a unique role within the company.

作为一个产品经理，你在公司里有一个独特的角色。

No one else within the company has the overall view of the entire business through the lens of your product that you do—not the CEO, not the finance people, not the manufacturing people, not the sales people, and not engineering. People in these job roles view your product through the perspective of their own job responsibilities and professional focuses.

公司里没有其他人通过你的产品的镜头来全面了解整个企业——不是 CEO，不是财务人员，不是制造人员，不是销售人员，也不是工程人员。从事这些工作的人从他们自己的工作职责和专业重点的角度来看待你的产品。

As a product manager, your overall view can be a great source of job satisfaction. But

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you also have a unique responsibility for making decisions and recommendations about your product. As a product manager, you generally have no real authority (unless you manage a product management team), so all you can really do is make recommendations and influence people by the strength of your ideas and work.

作为一名产品经理，你的整体观点是工作满意度的重要来源。但你也有一个独特的职责，就是为你的产品做决策以及把你的产品推荐出去。作为一名产品经理，你通常没有真正的权力（除非你管理的是一个产品管理团队），所以你真正能做的就是通过你的想法和工作来提出建议和影响别人。

If you don't make the difficult decisions, chances are no one will, and the business will suffer as a result.

如果你不做出艰难的决定，很有可能没有人会做出这样的决定，企业也会因此遭受损失。

People in various job roles will always make decisions that make their jobs as easy as possible or more interesting. It's human nature. For example, how many of us have not had a salesperson, usually two weeks before the end of the quarter, explain that if we only add this one feature to the product right now, he or she can close a really, really big deal. Sometimes it's the engineer who prefers to use a new unproven technology rather than the tried and true methods that offer no new personal learning, or add an unneeded feature because it is "cool." Never mind if these decisions make strategic sense for the product. And never mind the impact on overall schedules, risks, existing commitments, launch plans, or any of those other annoying product management issues.

从事不同工作的人总是会做出让他们的工作尽可能简单或更有趣的决定。这是人的本性。例

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如，我们当中有多少人没有一个销售人员，通常是在季度末前两周，解释说如果我们现在只在产品中添加这一特征，他或她就能完成一件非常非常了不起的事情。有时候，工程师更喜欢使用一种未经验证的新技术，而不是那些无需个人学习的可靠的方法，或者因为“酷”而添加不必要的特征。“不要介意这些决定是否对产品有战略意义。更不用介意对整体计划、风险、现有承诺、发布计划或其他恼人的产品管理问题的影响。

But customers don't care about features or technology.

但客户并不关心特征或技术。

They care only about the benefits that they receive from using your product. And they vote with their wallets.

他们只关心他们从使用你的产品中得到的好处。他们用自己的钱包投票。

It's very common nowadays to make these decisions together with the "development team" or "the sales group." However, that process will often lead to sub-optimal results, from the viewpoint of the business as a whole. My manager once asked me to figure out why another product in our group, which was not my responsibility, was getting zero traction in the marketplace. Apparently the highest priority for the product manager was getting "approval" from the engineers on that project, because he never questioned anything. Very quickly, I discovered that the entire design of this product was contrary to the needs of the target customers, so they all rejected it. I needed to make the hard recommendation to kill the project and spare my company the cost of further development and the embarrassment of launching a dead-on-arrival product.

如今，与“开发团队”或“销售团队”一起做这些决定是很常见的。然而，从整个企业的角度来

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看,这个过程常常会导致次优结果。我的经理曾经让我搞清楚为什么我们组的另一款产品(这不是我的职责)在市场上毫无吸引力。显然,对于产品经理来说,最重要的事情是获得工程师对项目的“批准”,因为他从不质疑任何事情。很快,我发现这个产品的整个设计都与目标客户的需求相悖,所以客户们都拒绝了。我需要提出强硬的建议,终止这个项目,让我的公司不用承担进一步开发的成本,也不用承担推出一款“见光死”的产品的尴尬。

If you permit the “team” or the “group” to vote on key product management decisions, or if you make decisions based on your personal need for “approval” or “respect,” you are abdicating your professional responsibilities.

如果你允许“团队”或“小组”对关键的产品管理决策进行投票,或者你基于个人需要“批准”或“尊重”而做出决定,那么你就放弃了你的职业责任。

If you are not comfortable providing leadership and making the key decisions, you should step down as product manager in favor of someone who is willing and capable.

如果你不喜欢领导和做出关键决策,你应该辞去产品经理的职务,选择一个愿意和有能力的
人。

Does the responsibility to make decisions and recommendations mean that you can simply issue edicts from on high? Of course not. Product management, at its best, is a synthesis role. You need to work with other members of your team to make trade-offs and compromises. The key is that these decisions must be based on business needs and objective market realities, not on personalities or the desire to “go along.”

做出决定和建议的责任是否意味着你可以简单地从高层发布命令?当然不是。在最好的情况下,产品管理是一个综合角色。您需要与团队的其他成员一起工作,以做出权衡和妥协。关

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键是，这些决策必须基于商业需要和客观的市场现实，而不是基于个性或“随大流”的愿望。

原则 30: Agility Is Key to Product Management Success: 敏捷性是产品管理成功的关键!

The two overarching elements for ensuring success are being flexible and having organizational agility.

确保成功的两个首要要素是灵活性和组织敏捷性。

Many people in our field admit one thing openly: product management is a tough yet very fulfilling job. As a project manager, you serve many masters and have little authority.

This can pose challenges, although there are ways to be successful with very little effort on your part.

我们这个领域的许多人都公开承认一件事:产品管理是一项艰苦但能够实现个人抱负的工作。

作为一名项目经理，你服务于许多专家，却没有什麼权力。这可能会带来挑战，尽管有一些方法可以让你不费多大力气就能成功。

The two overarching elements for ensuring success are being flexible and having organizational agility. Let's talk more about these two.

确保成功的两个首要要素是灵活性和组织敏捷性。让我们进一步讨论这两个问题。

So, What Is Flexibility?

灵活性是什么?

I tend to find that those who can change course easily given a specific (or vague) set of parameters can leverage this flexibility for their product's advantage.

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我倾向于认为，那些能够在给定一组特定(或模糊)因素的情况下易于改变方向的人，能够利用这种灵活性为他们的产品提供优势。

However, being flexible doesn't mean caving in to every demand from your respective constituents. Customers, executives, and team members will always demand more of you as they have their respective agendas to fulfill. Thus, know when to flex and when to be firm.

然而，灵活并不意味着屈服于来自你不同涉众的每个需要。当客户、主管和团队成员有各自的任务要完成时，他们总是会向你提出更多的要求。因此，要知道什么时候该妥协，什么时候该坚定。

How Do I Discern the Difference between Flexing and Firming?

我如何辨别灵活和僵化的区别？

If there is a primary strength in being flexible, it is the ability to proactively listen and adjust. Being a great product manager means listening without formulating a response prior to the conversation ending. It's echoing back what you've heard so that both (or many) of you are on the same page. Only then are you able to better manage the situation and direct the team to a reasonable answer or conclusion.

如果灵活性有一个主要的优点，那就是能够主动倾听和调整。成为一名优秀的产品经理意味着倾听，而不是在谈话结束前形式化的回应。它是对你所听到的内容的回应，所以你们两个(或许多)都应该在同一个频率上。只有这样，你才能更好地管理局面，引导团队得出合理的答案或结论。

Lastly, please note that there is a difference between being flexible and living with

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ambiguity. The former is about not becoming entrenched in your own beliefs. The latter is about trying to form clarity out of chaos. So, make sure that you understand the difference and that you behave accordingly in the respective situation.

最后，请注意灵活和模棱两可是有区别的。前者是关于不要固守自己的信仰。后者是试图在混乱中形成清晰。所以，确保你明白其中的区别，并在相应的情况下采取相应的行动。

You've Walked Me Through Being Flexible; Now Tell Me about Organizational Agility!

你教会了我如何灵活变通；现在给我讲讲组织敏捷性吧！

Many factors come into play when managing organizational agility. Some pretty straightforward items include: company size, company culture, where you fit into the org chart and how you view your role within the organization (separate from the org chart itself).

在管理组织敏捷性时，许多因素会起作用。一些非常简单的因素，包括：公司规模、公司文化、你在组织结构图中的位置以及你如何看待你在组织中的角色(从组织结构图本身分离出来)。

The Basics

基础

You will always have stakeholders making demands of you, and you will most certainly require executive buy-in to move your initiatives forward. However, you also need to know who the other key players in the company are.

你总是会有利益相关者对你提出要求，而且你肯定会需要管理层的支持来推进你的计划。然而，你还需要知道公司里的其他关键人物是谁。

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It could be a support engineer. It could also be someone in the finance department. It most certainly is any administrative assistant, for, without them, nothing can really get done. Regardless, any one of these people can either help you succeed or fail.

它可能是一个支持工程师。也可能是财务部门的某人。这更多时候是任何一个部门的行政助理，因为没有他们，什么事都做不成。不管怎样，这些人中的任何一个都可以帮助你成功或失败。

In small to medium organizations, process management can become the biggest challenge. These companies generally are in a new phase of development. It isn't just about the players anymore; it's about how you all work together in an efficient manner.

在中小型组织中，流程管理可能成为最大的挑战。这些公司通常处于一个新的发展阶段。不仅仅是参与者；而是关于你们如何以一种有效的方式在一起工作。

As you move into larger organizations, the dependency chain becomes more diverse and your ability to grow a personal/social network of key players is crucial to making progress on your deliverables. Here, cross-divisional or cross-departmental goals don't always align, so make sure to have friends in the right places (or have friends of friends).

随着你进入更大的组织，依赖链变得更加多样化，你成长为关键参与者的，让自己的个人/社会网络的成长能力对于你的交付成果的进展至关重要。在这里，跨区域或跨部门的目标并不总是一致的，所以确保在正确的地方有朋友(或者有朋友的朋友)。

Going downstream, the final challenge is the startup. Here, there are so few people that ensuring you have strong bonds across all team members is fundamental to success. If the product manager in this type of organization doesn't have respect, then the outcome

is usually pretty dire: no more product manager.

往下游走，最后一个挑战是创业。在这里，只有很少的人，因此要确保所有团队成员之间的紧密联系是成功的基础。如果这种类型的组织中的产品经理没有被尊重，那么结果通常是非常可怕的：不再有产品经理。

Wrapping Up

总结

From the department of redundancy department: being flexible and understanding your organization's specific requirements are key to being a successful product manager.

来自裁员部门：灵活和理解组织的特定的需求是成为一个成功的产品经理的关键。

Understand that flexibility and organizational agility are evolving capabilities. Make sure to grow them wisely and learn from your experiences. And don't forget to have fun too!

要明白，灵活性和组织敏捷性是不断发展的能力。确保明智地成长，并从你的经验中学习。

别忘了也要玩得开心！

原则 31: Tap Into Your Customers: 接近你的客户!

Your customer's perceptions are the only thing that matters when it comes to them plunking down money to buy your products

当你的客户花钱购买你的产品时，他们的认知是唯一重要的

When I was a product manager managing an entire product line, my instincts told me that our customers held insights that were important to constantly tap into in order to make the best decisions about product features, packaging, marketing messaging, and

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more.

当我是一名管理整个产品线的产品经理时，我的直觉告诉我，我们的客户持有重要的见解，为了做出关于产品特征、包装、营销信息等方面的最佳决策，我们需要不断挖掘这些见解。

Now that I'm doing customer research for organizations as a consultant, I'm even more aware of the need to make sure that you integrate your customers' perspective into the design and marketing of products to ensure market success.

现在我以顾问的身份为组织做客户研究，我更加意识到需要确保将客户的观点融入到产品的设计和营销中，以确保市场的成功。

How many products do you use that are missing some key feature that would have made the difference between "good" and "great?"

您使用的产品中，有多少产品缺少一些关键特征，而这些特征可能会使“好”和“伟大”变得不同？

How many times do you install new software and think, "I wonder if they tested this on anyone?"

你安装了多少次新软件后会想，“我不知道他们是否在其它人身上测试过这个？”

Unfortunately, way too many product development teams are focused on the cool, latest new technology that they want to put in their customers' hands vs. talking to those same customers and understanding things from their perspective. It is common sense—it really doesn't matter what you think about your products. What matters is what the buyer and/or user think. And it's all about their perception of how well your products meet their needs. Have you heard the term "perception is reality?" Well, your customers' perceptions

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are the only thing that matters when it comes to them plunking down money to buy your products.

不幸的是，太多的产品开发团队专注于他们想要交付给他们的客户的酷的，最新的新技术，而不是与那些同样的客户交谈，从他们的角度理解事情。这是常识——你对你的产品怎么看真的无关紧要。重要的是买家和/或用户的想法。这都是他们对你的产品如何满足他们需求的看法。你听说过“感知就是现实”这个词吗？”嗯，当你的客户花钱购买你的产品时，他们的看法是唯一重要的事情。

Sure, some people buy products simply because they “need” to have the latest technology.

当然，有些人购买产品仅仅是因为他们“需要”最新的技术。

But most of us buy a product because it solves a need or takes away some pain that we are having.

但是我们大多数人购买产品是因为它解决了我们的需要或者减轻了我们的痛苦。

So you need to make sure that your products are solving your customers’ needs better than your competitors’ products are—and that you are communicating that in a way that they can make that connection themselves.

因此，您需要确保您的产品比您的竞争对手的产品更好地解决了客户的需要——并且您正在以一种他们可以自己建立联系的方式进行沟通。

Grant Thornton International Ltd., one of the world’s leading organizations of independently owned and managed accounting and consulting firms, published a report in September 2009 (“Innovation: The Key to Future Success?”) that explored the sources

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of innovation. They found that customers are now the leading source of innovations globally (41 percent) and are more important than other sources inside companies, including research and development.

均富国际有限公司(Grant Thornton International Ltd.)是全球领先的独立经营和管理会计及咨询公司之一, 2009年9月发表了一份报告(《创新:未来成功的关键》(Innovation: the Key to Future Success?)), 探讨了创新的来源。他们发现, 客户现在是全球创新的主要来源(41%), 比公司内部的其他来源更重要, 包括研发。

They also found that Asia Pacific organizations are more likely to integrate customer ideas, 48 percent—versus 40 percent of Western European companies and 35 percent of North American companies.

他们还发现, 亚太地区的企业更有可能整合客户创意, 这一比例为 48%, 而西欧和北美企业的这一比例分别为 40%和 35%。

Some of the ways that you can easily integrate customers' perspectives into your product work include:

您可以轻松地将客户的观点集成到您的产品工作中的一些方法包括:

Conduct interviews with people from your target market to help you prioritize product features in new products based on what they consider most valuable.

与你的目标市场的人进行访谈, 以帮助你事先在新产品中根据他们认为最有价值的产品特征进行宣传。

Conduct ongoing customer surveys to gather current user input that can help you target what changes will be made to future product releases.

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进行持续的客户调查, 收集当前的用户输入, 以帮助您确定对未来的产品版本将做哪些更改。

Test your marketing messages out on target customers to see which are most effective.

在目标客户身上测试你的营销信息, 看看哪个最有效。

Make sure to build these types of activities into your product development and launch time line/budget. You may run into resistance based on time, money, and the old engineering argument, "How can customers understand emerging technology?" However, these objections can be overcome.

确保将这些类型的活动构建到您的产品开发和发布时间线/预算中。你可能会遇到时间、金钱和老的工程理论的阻力, "客户如何理解新兴技术?"然而, 这些异议是可以克服的。

It doesn't have to take a lot of time and money to make sure that you are launching really great products. Doing so is a great investment that will ensure that you are building something that your customers will really want!

不需要花很多时间和金钱就能确保你推出了非常棒的产品。这样做是一项伟大的投资, 它将确保您正在构建您的客户真正想要的东西!

原则 32: Determine Your Marketing Approach Early and Wisely: 尽早和明智的确定你的营销方式

A brilliant product without the right marketing approach to support it can result in company failure.

一个优秀的产品如果没有正确的营销方法来支持它, 可能会导致公司的失败。

As product managers, you always have to struggle to meet customer needs in the context

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of an unrealistic schedule in order for the company to meet its objectives. It's easy to get caught up and over-whelmed with turning out a perfect product. But a brilliant product without the right marketing approach to support it can also result in a company failure. Determine your marketing approach early—at least twelve months prior to launch—and you will avoid wasted energy, course correction, and effort with no return. It's the difference between “product readiness” and “market readiness.”

作为产品经理，为了让公司实现目标，你总是不得不在不切实际的时间表中努力满足客户的需求。人们很容易被一个完美的产品所吸引。但是，如果一个优秀的产品没有正确的营销方法来支持，它就会导致公司的失败。尽早确定你的营销方法——至少在发布前 12 个月——你就能避免浪费精力，纠正航向，努力而无回报。这就是“产品准备就绪”和“市场准备就绪”之间的区别。

Here are some common mistakes companies make when determining the right marketing approach:

以下是一些公司在确定正确的营销方法时经常犯的错误：

They try to do everything possible in order to create maximum buzz.

他们想尽一切办法来制造最大的轰动效应。

This is also known as “spray gun marketing,” and the basic misconception is that the more marketing you do, the more successful your product will be, even if the marketing efforts are unfocused. You may find you've spent lots of money for mediocre results, or that your team is trying to think “big” but not critically.

这也被称为“喷枪营销”，基本的误解是，你做的营销越多，你的产品就会越成功，即使你的

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营销努力没有重点。你可能会发现你花了很多钱换来的都是平庸的结果，或者你的团队试图去想“大”而不是重要的。

They do what's easy and cheap.

他们做的是简单廉价的事情。

This is easy to fall into when finances are tight, and top management may applaud you for making “the tough decisions,” but if you follow it, you'll still waste precious marketing budget. It's not only a matter of what you can afford—but finding the right marketing strategies that will be transformational for your product.

当财务紧张时，你很容易陷入这种困境，管理层可能会称赞你做出了“艰难的决定”，但如果你照做，你仍然会浪费宝贵的营销预算。这不仅仅是你能负担得起的问题，而是要找到适合你的产品的合适的营销策略。

They focus on the kinds of programs the management team loves.

他们专注于那类管理团队喜欢的项目。

Maybe they love PR because they're pumped by industry kudos, or maybe they're fascinated by social media because they want their company to be leading edge and hip.

The problem with these pet programs is that while they may stimulate interest or activity, they may not be most effective in reaching your audience.

也许他们热爱公关是因为他们被行业荣誉所激励，也许他们对社交媒体着迷是因为他们希望自己的公司处于领先地位。这些受宠爱项目的问题在于，虽然它们可能会刺激人们的兴趣或活动，但它们在吸引受众方面可能不是最有效的。

So what's the best way to avoid these critical errors, and get marketing on the right path

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early on?

那么，避免这些关键错误并尽早让营销走上正确道路的最佳方法是什么呢？

While it will likely take many planning sessions to come up with the best marketing mix, here are a few questions that can lead you in the right direction, keep you grounded in reality, and optimize marketing efficiency:

虽然要想出最好的营销组合可能需要很多策划讨论，但这里有几个问题可以引导你走向正确的方向，让你脚踏实地，并优化营销效率：

What (or who) influences your customer the most?

什么(或谁)对你的客户影响最大？

Is it other people (industry influencers, colleagues, friends), certain publications or news sources, evidence or proof that your product works? Identifying the “sweet spot” helps ensure your message is on point, and that it’s coming from a credible source.

是其他人(行业影响者、同事、朋友)、特定的出版物或新闻来源来证明或表示你的产品是否有效？识别“最佳位置”有助于确保你的信息是正确的，而且它来自可靠的消息来源。

Are people ready for the “whole product,” or do they need to try before they buy?

人们是否已经为“完整的产品”准备好了，还是在购买之前需要尝试？

It may be that you want to test different offerings or packages to find out what lowers the barrier to entry.

可能想要测试不同的产品或包装，以找出是什么降低了进入的门槛。

What drives your audience to buy?

是什么驱使你的受众去购买？

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In other words, are they viral, aspirational, data-oriented, etc.? Make sure your message and communication channels support this.

换句话说，他们是病毒式的，正常渴望的，还是数据导向的，等等？确保你的信息和沟通渠道支持这一点。

What is your company's current brand image, and how much latitude do you have with marketing programs?

贵公司目前的品牌形象是什么？在营销计划上有多大的活动空间？

Always be sure your marketing is consistent with this. Don't do a social media program just because someone thinks it's cool; if it's not consistent with your company personality it will almost certainly not be cool, and it probably won't have any impact anyway.

始终要确保你的营销与此一致。不要仅仅因为某人觉得很酷就去做社交媒体节目；如果它与你公司的个性不一致，那几乎肯定不会很酷，而且可能也不会有任何影响。

What metrics does your company need to see in order to deem your product a success?

为了相信你的产品是成功的，你的公司需要看到什么指标？

Remember that metrics can mean anything from industry buzz to blog pick up to homepage clicks to sales conversions. But don't overlook profitability! Be sure you have a healthy mix of programs that indicate people are moving through the sales cycle.

记住，衡量标准可以是任何东西，从行业热点到博客获取，从主页点击到销售转换。但不要忽视盈利能力！确保你有一个健康的项目组合，表明人们正在经历销售周期。

Overall, make sure you get alignment on your marketing approach early—before you dive into the detailed marketing mix. It will go a long way to save time and ensure success.

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And if you go through your marketing approach early enough, you might find that your product may need some changes itself.

总的来说, 在你深入研究详细的营销组合之前, 要确保你在营销方法上尽早达成一致。这对节省时间和确保成功将大有帮助。如果你足够早地检查你的营销方法, 你可能会发现你的产品本身可能需要一些改变。

原则 33: Let the Customer End the Debate: 让客户结束争论!

Product managers need a way to stop the debate—a way to provide proof and evidence that the product recommendations they support are the right approach.

产品经理需要一种停止争论的方法——一种提供证据, 用来证明他们支持的产品推荐是正确的方法。

One of the biggest challenges (and opportunities) of being a product manager is moderating the internal debate around what the product should “be”.

作为一名产品经理, 最大的挑战(和机遇)之一就是主持关于产品应该“是什么”的内部辩论。

What it should look like, what features should be included, what functionality is important, etc.

它应该是什么样子, 应该包含什么特征, 什么功能是重要的, 等等。

You spend endless hours with your engineering team telling you why all the cool things they can build should be included in the product. Sales teams lobby for what they believe is needed for the product to sell. Your CEO probably even chimes in with his/her own

great new feature idea. You find yourself agreeing with and even welcoming some of the recommendations, but disagreeing with many others. You base your side of the debate on your market knowledge and your customer-focused approach; meanwhile, all your stakeholders continue to persist that their thinking is correct. You often find yourself in a stalemate, at your wits end thinking about time lines that are being pushed out and budgets that are being over-run. You are left wondering whether you'll even have a product to take to market.

你花了无数的时间和你的工程师团队在一起，他们告诉你为什么他们正在构建的那些很酷的东西应该包含在产品中。销售团队为他们认为产品所需要销售的东西进行游说。你的 CEO 甚至可能会加入他/她自己的伟大的新特征理念。你发现自己同意甚至欢迎其中的一些建议，但不同意许多其他的建议。你的观点基于你的市场知识和以客户为中心的方法；与此同时，所有的利益相关者都坚持认为他们的想法是正确的。你经常会发现自己陷入僵局，你会绞尽脑汁地想时间线是不是被挤出来了，预算是不是超支了。你甚至不知道你的产品是否能推向市场。

Product managers need a way to stop the debate —a way to provide proof and evidence that the product recommendations they support are the right approach.

产品经理需要一种停止争论的方法——一种提供证据，用来证明他们支持的产品推荐是正确的方法。

Product managers need the customer.

产品经理需要客户

Successful product managers don't argue their own position on what the product should

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be. Instead, they present a point and support it with real live customer insights and feedback.

成功的产品经理不会在产品应该是什么的问题上争论他们自己的立场。相反，他们提出了一个观点，并以真实的客户洞察和反馈来支持它。

I learned the hard way that the best way to stop the arguing is to present the customer's viewpoint, not my personal viewpoint. Early in my product management career, I battled the engineering team without being armed with the right data, and I lost. The product unfortunately got launched with those "cool features" I had argued against, and internal teams were left wondering why customers were confused about how to use the product. As a product manager, I didn't wonder why products weren't meeting customer needs. I wondered why I hadn't been able to convince my internal team to support my recommendations.

我艰难地学会了停止争论的最好方法是展示客户的观点，而不是我个人的观点。在我从事产品管理的早期，我在没有正确数据的情况下与工程团队对抗，结果我输了。不幸的是，该产品发布时带有我曾经反对过的那些“很酷的功能”，内部团队不明白为什么客户对如何使用该产品感到困惑。作为一名产品经理，我并不奇怪为什么产品不能满足客户的需要。我想知道为什么我不能说服我的内部团队支持我的建议。

And that's when I learned the value of arming myself with real customer feedback from solid market research. I learned that customer research generates not only good, unexpected insights for your product throughout the lifecycle, but also provides the tool you need to garner support from your team and other stakeholders—the tool you need

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to win debates.

这就是我从可靠的市场调查中了解到用真实的客户反馈武装自己的价值。我了解到，客户研究不仅为您的产品在整个生命周期中产生了好的、意想不到的见解，而且还提供了您需要从团队和其他利益相关者那里获得支持的工具——您需要这个工具来赢得辩论。

Later in my career when engineering questioned me about certain requirements, I pointed to focus groups that I had conducted to gather requirements. When sales asked why we wouldn't include a certain function, I pointed to our customer interviews. And so on. The result was the debate stopped. If you think about it, it makes sense. After all, we aren't building products for ourselves; we're building them for customers.

后来在我的职业生涯中，当工程师问我某些需求时，我会指向我为收集需求而进行的焦点小组。当销售问我们为什么不包含某项功能时，我指的是我们的客户访谈。等等。结果，辩论停止了。如果你仔细想想，这是有道理的。毕竟，我们不是在为自己制造产品；我们是为客户制造的。

We can't speak for customers.

我们不能代表客户说话

They have to speak for themselves.

他们必须为自己说话

There are a lot of great reasons to get customer input. As a good product manager, inherently you understand the value of talking to the customer. However, it's important to remember to use that feedback to manage the internal discussions and debates. Doing so will alleviate many headaches and deliver a better product.

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有很多很好的理由来获得客户的意见。作为一名优秀的产品经理，你天生就懂得与客户交谈的价值。然而，重要的是要记住使用反馈来管理内部讨论和辩论。这样做将减轻许多让你头疼的事，并提供更好的产品。

原则 34: Differentiation Isn't Enough, You Have to Be Better: 差异化是不够的，你必须变得更好！

Differentiation is not enough. Discover how effective product managers are winning by making their products "better."

差异化是不够的。通过让产品“变得更好”来发现产品经理是如何有效地赢得胜利的。

In an environment of product proliferation and intense competition, product managers must do more than just differentiate. They must find ways to satisfy customer needs and wants in ways that are 'better' than competitive offerings.

在产品扩散和激烈竞争的环境下，产品经理必须做的不仅仅是差异化。他们必须找到比竞品“更好”的方式来满足客户的需要。

Consider the case of hotel accommodation—a market crammed with competitive offerings that differ in pricing, amenities, location, service, and other more intangible factors. It's not only competitors that seek to differentiate their products, but brands within a company as well. The Hilton Hotel family consists of no less than nine brands from Hampton Inn to Waldorf Astoria Resorts.

以酒店住宿为例——这个市场充斥着在价格、设施、位置、服务和其他无形因素上存在差异的竞争性产品。不仅仅是竞争对手想要让他们的产品与众不同，公司内部的品牌也是如此。

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希尔顿酒店家族由从汉普顿酒店到华尔道夫酒店的 9 个品牌组成。

Customers are faced with an almost overwhelming choice.

顾客面临的选择几乎是压倒性的。

How do products differ? In what ways are they similar? Which one is the best product for me?

产品有什么不同?它们在哪些方面相似?哪个产品对我来说最好?

The concept of differentiation seeks to identify and highlight ways in which one product is different than others. The desired outcome is an understanding or recognition within your target audience that your product is different from competitor offerings.

差异化的概念旨在识别和突出某一产品与其他产品不同的方式。期望的结果是在你的目标客户中理解或认可你的产品不同于竞争对手的产品。

Product managers need to go one step further. It's not enough to be perceived as different. Successful differentiation requires that products stand out from competitive offerings by providing the greatest value to the customer. Product managers need to look at three areas:

产品经理需要更进一步。仅仅被认为与众不同是不够的。成功的差异化要求产品在竞争产品中脱颖而出，为客户提供最大的价值。产品经理需要关注三个方面:

What Customers Want

客户想要什么

Understand the problems before you design the solution. It's important to hone in on your target audience and get to know what specific problems they are experiencing.

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What are the impacts of these problems? What would happen if the problems were removed? What would need to happen to reduce or remove this problem?

在设计解决方案之前要理解问题。关注你的目标客户，了解他们正在经历的具体问题是很重要的。这些问题的影响是什么？如果问题被解决了，会发生什么？要减少或消除这个问题，需要发生什么？

What You Are Good At

你擅长什么

There may be plenty of valid problems out there in your target audience but these are irrelevant if you're not able to solve these. There are plenty of examples of brands diversifying into new territory only to fail because they lacked the core competencies to be able to satisfy customer needs and wants. Do what you're good at.

在你的目标客户中可能有很多有效的问题，但是如果你不能解决这些问题，这些问题就无所谓了。有很多例子表明，品牌进入新领域后，却因为缺乏能够满足客户需要和想法的核心竞争力而失败。做你擅长的事情。

Where Competitors Are Weak

竞争对手弱在哪里

Even if you have identified valid problems and know that you have the ability to solve these, it won't matter much if you're entering a crowded marketplace where multiple competitors can do the exact same thing.

即使你已经发现了有效的问题并且知道你有能力解决这些问题，但是您却进入了一个具有同样能力做同样事情的众多竞争对手的市场，没有关系。

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The intersection of these three areas is the best opportunity for going beyond differentiation to define, develop and deploy a product that is more likely to succeed.

这三个领域的交集是超越差异化定义、开发和部署更有可能成功的产品最佳机会。



In our hotel context, let's look at very price sensitive, solo travelers in their mid-twenties. They might have grown out of sleeping in noisy youth hostels but not have the money or interest in splashing cash out on a fancy room. Our segment wants a bare-bones room—literally a bed and a shower for as little money as possible. This frees up their money to spend on eating out, hitting the bars, or going sightseeing.

我们酒店的情况是什么呢，对价格敏感，25岁左右的单身旅行者。他们可能已经长大，不再睡在嘈杂的青年旅社里，但却没有钱或兴趣把钱花在豪华的房间上。我们这个细分市场想要一间简陋的房间——字面意思是一张床和一个淋浴房，只要花尽可能少的钱。这就让他们有更多的钱去外面吃饭，泡吧，或者去观光。

EasyHotel offers a service for this segment. Their spartan rooms consist of a bed, a TV, and an en suite bathroom. No desk, chair, phone, mini-bar, gym, or pool. Rooms are not cleaned every day. It's not all bad though. Their hotels are well located in places where tourists want to stay, and they're incredibly cheap.

EasyHotel 为这个细分提供服务。他们简朴的房间包括一张床、一台电视和一间浴室。没有

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书桌, 椅子, 电话, 迷你酒吧, 健身房, 或游泳池。房间不是每天都打扫的。但也不全是坏事。他们的酒店坐落在游客想去的地方, 而且非常便宜。

Few competitors can match EasyHotel's offerings. Even budget chains of major brands have more frills and a higher price point. Youth hostels, B&B's and independent hotels can't match its consistent quality and model. EasyHotel's proposition of low price with basic but consistent quality is doing well with new properties opening in Germany and Spain in 2010.

很少有竞争对手能与 EasyHotel 匹敌。即使是大品牌的廉价连锁店也有更多的装饰和更高的价格点。青年旅舍、民宿和独立旅馆的质量和模式都无法与之相匹配。随着 2010 年在德国和西班牙的新酒店开业, EasyHotel 的低价格和基础但一致的质量的定位做得很好。

Successful differentiation depends on understanding your target market segment needs, defining solutions based on your ability to satisfy these needs, and developing and deploying products that meet these needs in ways that provide more value than competitors.

成功的差异化依赖于理解你的目标市场需要, 根据你满足这些需要的能力定义解决方案, 开发和部署满足这些需求的产品, 而以上这些方式都要比比竞争对手更具价值。

原则 35: Act Like a Child: 表现的像个孩子

One of the most important skills a product manager can adopt is as simple as remembering how to act like a child.

产品经理最重要的技能之一就是记住如何像孩子一样行事。

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One of the key responsibilities of a product manager is to determine underlying customer needs or problems.

产品经理的主要职责之一是确定潜在客户的需求或问题。

Once they are identified, the work begins to design and market a better solution.

一旦确定了它们，就要开始设计和销售更好的解决方案的工作。

However, the skill required to get to these underlying needs is often overlooked. Many product managers, and even product management courses, teach you to interview the customer, exploring what it is they would like to see in a solution or how they would best like to get their job done. However, many of these techniques overlook the key to uncovering the real problem for which the customer needs a solution. That is, what it is that is fundamentally "broken" for the customer and needs to be addressed. In customer interaction scenarios, one of the best methods to get to this underlying information is to act like a child and continue to ask "Why?" until you reach a thorough understanding of the customer need or problem.

然而，实现这些潜在需求所需的技能经常被忽视。许多产品经理，甚至是产品管理课程，都教你去拜访客户，发现他们希望在解决方案中看到什么，或者他们最希望如何完成他们的工作。然而，这些许多的技术忽略了揭示客户需要解决的真正问题的关键。也就是说，对于客户来说，根本“麻烦”的是什么，需要被解决。在客户交互场景中，了解这些基本信息的最好方法之一是像孩子一样继续问“为什么？”直到你完全理解了客户的需求或问题。

Most sentient beings have had an interaction with a two-, three-, or four-year-old that goes something like this:

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大多数有感知的人都和一个2岁、3岁或4岁的小孩有过类似的互动:

You say, "We need to get ready to go home now" (or some such directive), and the child replies, "Why?" You then patiently explain the day's schedule and why it is important to go home now, and how this causally ties in with the rest of the day's plans. The child simply responds "Why?" You may or may not now respond as patiently, explaining why these plans were set, to which the child will respond in turn, "Why?" This pattern then repeats ad nauseam until one or both of you give up in utter frustration or abruptly end the conversation with an emphatic "I don't know."

你说, "我们现在需要准备回家"(或者类似的指示), 孩子回答, "为什么?"然后, 你耐心地解释当天的日程安排, 为什么现在就回家很重要, 以及这与当天其他计划之间的因果关系。孩子只是简单地回答:"为什么?"现在, 你可以选择是否有耐心的回答, 解释为什么制定了这些计划, 孩子们也会依次回答:"为什么?"这种模式会令人反胃地重复, 直到你们中的一个或两个在彻底的沮丧中放弃, 或者突然以一个强调的"我不知道"来结束对话。

While sometimes frustrating, it turns out children are learning.

虽然有时令人沮丧, 但事实证明孩子们在学习。

In fact, while these questions may be repetitious to a painful degree, the key is that the child is engaging in a deeper learning exchange. Interestingly, researchers have lately found the strongest learning environments are the ones in which adults engage in rich conversations with children in just such environments (interestingly, even with those as young as two years old).

事实上, 虽然这些问题可能会重复到令人痛苦的程度, 但关键是孩子正在进行更深层次的学习。

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习交流。有趣的是，研究人员最近发现，在最强大的学习环境中，成年人会在这样的环境中与孩子进行丰富的对话(有趣的是，即使是那些只有两岁大的孩子)。

Product management is no different.

产品管理也不例外

That is, in order to have the greatest learning, it is important to have a series of rich conversations with your customer. One of the basic techniques I have found to be most successful is to act like a child and continue to ask "Why?" I often counsel product managers to then repeat this until they truly feel that they have exhausted the topic and have a deep understanding of the specific issue the customer is trying to solve.

也就是说，为了有最好的学习，与客户进行一系列丰富的对话是很重要的。我发现最成功的基本技巧之一就是像个孩子一样继续问“为什么？”我经常建议产品经理重复这句话，直到他们真正感到他们已经把话题讲完了，并且对客户试图解决的具体问题有了深刻的理解。”

So, when a customer asks you for a specific feature or answers your question about how they perform this task daily or how they would want to, ask them "Why?" Carefully listen to their answer, understand it, and then ask them "Why?" again. The goal is to drill down to the underlying causes of the behavior. What is the key problem they are trying to solve? It is important to point out that this technique is most successfully employed by carefully adjusting your tone with each "Why?" to explicitly not sound like a child. But ask the question again, each time you have gained an understanding of what your customer has just told you.

所以，当客户问你某个特定的特征，或者回答你关于他们如何每天执行这项任务或者他们想

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要怎样做的问题时，问他们“为什么？”仔细倾听他们的回答，理解它，然后再次问他们“为什么？”这个目标是研究导致行为的潜在原因。他们试图解决的关键问题是什么？重要的是要指出，这种技巧最成功的运用是通过仔细调整你的语调来表达“为什么？”明确地说，听起来不像个孩子。但每次你都能理解客户刚刚告诉你的事情时，再问一次这个问题。

I can guarantee that if you stop with the first “Why?” you are likely to design a solution that misses the mark.

我可以保证，如果你在第一次问“为什么？”时就停止了，那么，你很可能会设计出一个没有击中目标的解决方案。

You will be solving for a very specific problem that may not generalize well or may not truly represent the actual problem they are trying to solve..

你要解决的是一个非常具体的问题，这个问题可能不能很好地概括，也可能不能真正代表他们想要解决的问题。

By asking why again and again, you uncover the root cause or the base level need. By getting to this level, you will then have many more degrees of freedom in designing an appropriate solution and, in the end, I can guarantee you will have a delighted customer.

通过反复询问原因，您可以发现根本原因或基本需要。一旦达到这个级别，您将有更多的自由度来设计合适的解决方案，最后，我可以保证您将拥有一个满意的客户。

原则 36：Decide What You Are Going to Do and Not Do： 决定你要做什么，不要做什么！

Companies must also be clear about what businesses and market segments they are not

going to support because every company has limited resources.

企业还必须清楚自己不会支持哪些商业和细分市场，因为每家公司的资源都有限。

Regardless of size, every company has limited resources and must make some tough decisions about what product and services they want to offer. In parallel, companies must also decide what market segments they are not going to pursue at any given point in time. When companies understand the nuances of markets, they are able to build winning products and solutions, increase sales revenue, and have the capital for sustained growth.

无论规模大小，每家公司的资源都是有限的，它们必须对自己想要提供的产品和服务做出艰难的决定。与此同时，企业还必须决定，在任何给定的时间点，它们不打算进入哪些细分市场。当公司了解这些市场的细微差别时，他们就能够开发出成功的产品和解决方案，增加销售收入，并拥有持续增长的资本。

Let's take a closer look at why it's important to understand market segments.

让我们仔细看看为什么了解细分市场很重要。

Large markets represent billions (or trillions) of dollars of opportunity, but they cannot be approached at this level because large markets are really a composite of medium markets which are made up of smaller and smaller markets. Each market segment supports a specific group of market needs.

大市场代表着数十亿(或数万亿)美元的机会，但这些市场在这个水平上是无法接近的，因为大市场实际上是由较小的市场形成的中等市场的组合。每个细分市场支持特定的一组市场需要。

Markets	Automotive Market
Automotive	Emerging (Electric/Hybrid Vehicles)
Banking/Finance	Exotic (Porsche, Ferrari, Maserati)
Energy	High-End (Mercedes Benz, BMW, Lexus)
Software	Mid-Range (Honda Accord, Toyota Camry)
Telecommunications	Low-End (Kia Rio, Toyota Yarus etc.)

Figure: Sample Markets and Automotive Market Segments

Further Market Segmentation Techniques

进一步的市场细分技术

As markets mature, companies need to put more energy into positioning and choose those market segments which best align with their products, services, and solutions offering as well as core competencies. In general, companies that position at the high end of a market are not able to also sell products at the low end. Likewise, high-fashion brands are not appealing to no-frills utilitarian buyers and high-fashion brand buyers prefer the brand because of its exclusivity and would not purchase a mainstream product.

随着市场的成熟，公司需要投入更多的精力进行定位，选择那些基于核心竞争力提供的与产品、服务、解决方案最匹配的细分市场。一般来说，处于高端市场定位的公司不可能在低端市场销售产品。同样的，流行时尚品牌也不会吸引注重实用的购买者，而流行时尚品牌的购买者更喜欢这个品牌，因为它的排他性强，而不会购买主流产品。

New and adjacent markets can also represent growth opportunities for companies, but need to be looked at strategically because supporting a new business requires dedicated resources and capital.

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新市场和相邻市场也可能意味着公司的增长机会，但需要从战略上考虑，因为支持新业务需要专门的资源和资金。

So, Does (Company) Size Matter?

那么，(公司)规模重要吗？

Early stage and small companies must identify a market problem and build their product/solution around this need. Picking an initial market segment is critical for success because a one-size-fits-all solution is not practical to build and probably not compelling to anyone.

早期阶段和小公司必须识别一个市场问题并围绕这个需要构建他们的产品/解决方案。选择最初的细分市场对于成功至关重要，因为一刀切的解决方案是不现实的，也可能不会吸引任何人。

For example, Tesla Motors entered the saturated car market with a \$100,000 electric roadster, which is a niche market segment for sport car enthusiasts. This high-end entry point allowed Tesla to develop and prove out new technology while generating some revenue and working on their second-generation car, a four-door luxury sedan designed for the high-end market.

例如，特斯拉汽车公司(Tesla Motors)以 10 万美元的电动跑车进入了饱和的汽车市场，这是运动车型爱好者的利基市场。这一高端入口让特斯拉得以开发和证明新技术，同时也创造了一些收入，并开始开发第二代汽车，这是一款专为高端市场设计的四门豪华轿车。

In contrast, larger companies support multiple market segments and must be clear about their core business solutions. As companies grow, the cost to support multiple product

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lines and market segments also increases. Broader products/solutions also add complexity to the buying process. Tesla, for example, has two car models while BMW has over fifty.

相比之下, 大公司支持多个细分市场, 就必须清楚自己的核心业务解决方案。随着公司的成长, 支持多个产品线和细分市场的成本也在增加。更广泛的产品/解决方案也增加了购买过程的复杂性。例如, 特斯拉(Tesla)有两款车型, 而宝马(BMW)有 50 多款。

Deciding What Not to Do

决定不做什么

Companies must also be clear about what businesses and market segments they are not going to support because every company has limited resources.

企业还必须清楚自己不会支持哪些商业和细分市场, 因为每家公司的资源都有限。

Companies should look at the size and growth of markets, their current offerings, technical expertise, and competition to strategically decide where to apply resources to get the largest return on their investment.

公司应该关注市场的规模和增长、当前的产品、技术专长和竞争, 以便战略性地决定在何处应用资源, 以获得最大的投资回报。

Deciding what not to do is a natural fallout of their current product and business plans and may be parsed into three groups. First, if a market segment is clearly outside a company's domain expertise, it's easy to discount. Second, if the company is resource constrained and wants to pursue an adjacent market segment, the opportunity may become a road map item. And to close, after reviewing and prioritizing all the

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market/product opportunities, a company may decide to put some projects on hold and revisit the opportunity in six to twelve-plus months.

决定不做什么是他们当前产品和商业计划的自然结果, 可能会被分成三类。首先, 如果一个细分市场明显超出了一家公司的领域专长, 那么很容易会打折扣。其次, 如果公司资源有限, 想要追求邻近的细分市场, 这个机会可能会成为一个路线图项目。最后, 在回顾并优先考虑所有的市场/产品机会之后, 公司可能会决定暂停一些项目, 并在 6 到 12 个多月后重新考虑这个机会。

原则 37: Trust and Leadership Through Good Relationships: 通过良好的关系建立信任和领导力

All of these necessary skills are wasted without the ability to motivate and lead the broader team to achieve a common goal.

如果没有激励和领导更广泛的团队实现共同目标的能力, 所有这些必要的技能就会白白浪费。

Product management is both a challenging and rewarding job.

产品管理是一项既具有挑战性又值得去做的工作。

The former stems largely from the fact that as product managers we have a great deal of the responsibility, but little direct authority to achieve the desired result. The latter can be realized by overcoming the challenges through the establishment of trust and leadership.

前者在很大程度上源于这样一个事实: 作为产品经理, 我们有大量的责任, 但很少有直接的

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权力去实现预期的结果。后者可以通过建立信任和领导能力来克服挑战去实现。

In the product delivery process, each team member has a well-defined skill set that is oriented at delivering a result within the functional domain—technical writers produce product documentation, software engineers develop software by writing code, and so on.

在产品交付过程中，每个团队成员都有一个定义良好的技能集，以交付职能领域内的结果为目标——技术文档工程师生成产品文档，软件工程师通过编写代码开发软件，等等。

Product management is different in that its purpose is to work across functions and ensure that everyone is delivering the necessary ingredients to build a whole product that will resonate with the market.

产品管理不同之处在于，它的目的是跨职能工作，并确保每个人都交付必要的部分，以构建一个与市场产生共鸣的完整产品。

To be sure, other skills are required—multitasking, rapid assimilation and processing of facts, and the ability to make decisions are but a few. However, all of these necessary skills are wasted without the ability to motivate and lead the broader team to achieve a common goal.

可以肯定的是，还有一些技能是需要的-多任务处理、快速同化和事实的处理、以及决策能力等等。然而，如果没有激励和领导更广泛的团队实现共同目标的能力，所有这些必要的技能就会白白浪费。

When engaging in a project as the “new product manager,” I frequently find that there is an initial level of apprehension on the part of some extended team members. This may be partly a result of having worked with an ineffective product manager in the past.

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Undoubtedly, the team's trepidation also stems from standard group dynamics where the assumption is that someone from outside of a given functional domain is working against the interests of that group.

当我以“新产品经理”的身份参与一个项目时，我经常发现一些扩展的团队成员有一种初步的忧虑。这在一定程度上可能是由于过去与一位效率低下的产品经理共事。毫无疑问，团队的恐惧也来自于标准的团队动态，在这种情况下，假设来自某个特定职能领域之外的人正在违背该团队的利益。

A good product manager will transcend this adversarial reflex by gaining the trust of all extended team members, regardless of role.

一个好的产品经理会通过获得所有扩展团队成员的信任而超越这种对抗反应，无论角色如何。

So, how does this magic happen? Well, it begins with treating everyone with respect and camaraderie.

那么，这种神奇是如何发生的呢？首先要尊重和友爱。

This may sound trite, but a visit to someone's desk to just say "hello" and ask them about their weekend or what they're working on because you are curious and interested can go a long way to establishing that you're "OK." I find that a casual visit with no agenda is so unusual in most high-pressure environments that it can begin establishing trust by the sheer nature of its contrast to the norm. You may not end up being everyone's best friend—product management is also about managing conflict, after all—but the team members will gain a sense of trust that you are working with them and not against them.

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这可能听起来很老套，但是到某人的办公桌前说声“你好”，问问他们周末过得怎么样，或者他们正在做什么，因为你很好奇，也很感兴趣，这对证明你“还好”有很大帮助。“我发现，在大多数压力较大的环境中，不带日程安排的随意访问是非常不寻常的，以至于它可以凭借与常规截然不同的性质开始建立信任。”你可能最终不会成为每个人最好的朋友——毕竟产品管理也要处理冲突——但是团队成员会获得一种信任，相信你是在和他们一起工作，而不是和他们作对。

Beyond building positive one-on-one relationships, the effective product manager must also demonstrate leadership across the cross-functional team. To be sure, many books have been written on the subject so it is impossible to capture everything in a single essay. However, at the core of all leadership is communication.

除了建立积极的一对一关系外，有效的产品经理还必须在跨职能团队中展示领导力。可以肯定的是，关于这个主题的书已经写了很多，所以不可能把所有的东西都写在一篇文章里。然而，所有领导力的核心都是沟通。

As a product manager, you should take the initiative in establishing and leading regular team meetings so that all extended team members can articulate what they're working on, hear what others are doing, and identify dependencies and areas for collaboration. Use this forum to encourage cooperation and remind the team what the overarching product vision is in order to avoid "forest and trees" derailments and keep everyone on target. Establishing yourself as a leader by promoting communication will help you to motivate the team without any direct authority.

作为一名产品经理，你应该主动建立和领导定期的团队会议，这样所有的扩展团队成员都能

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清楚地表达他们正在做什么，听到其他人在做什么，并确定需要协作的依赖关系和领域。利用这个论坛鼓励合作，并提醒团队什么是首要的产品愿景，以避免“只见树木，不见森林”的情况和保持每个人的目标。通过促进沟通来确立自己的领导地位将帮助你在没有任何直接权力的情况下激励团队。

By approaching team members as fellow human beings and helping to foster communication, you can establish trust and lead the team to effectively ship products—and have some fun at the same time.

通过将团队成员视为同道中人并帮助促进交流，您可以建立信任并领导团队有效地发布产品，同时还可以获得一些乐趣。

To quote an old TV commercial, “Try it, you’ll like it!”

引用一句老电视广告：“试试吧，你会喜欢的！”

原则 38：Great Execution Trumps a Great Product Idea： 好的执行力胜过好的产品创意！

A good product idea with great execution can be worth \$200 million. A brilliant idea with mediocre execution is worth about \$20.

一个好的产品创意加上出色的执行力可以价值 2 亿美元。一个出色的创意加上平庸的执行力，价值约 20 美元。

Focusing on execution is often challenging, especially for product managers, because there are thousands of little decisions that need to be made when bringing a new product to market. These decisions can be broadly classified into four categories:

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专注于执行力常常是具有挑战性的,尤其是对于产品经理来说,因为在将新产品推向市场时,需要做出成千上万的小决定。这些决定大致可分为四类:

Market, customer, product, and functionality

市场、客户、产品和功能

Sales and distribution

销售和分销

Usability

可用性

Technical, engineering, implementation, maintenance, and support

技术、工程、部署、维护以及支持

Category 1: Market, Customer, Product, and Functionality

类别 1: 市场、客户、产品和功能

Product managers are only experts in the first area but have to drive decision making in all four categories. They must resist taking the path of least resistance offered by the loudest, most political, or powerful stakeholders. Although expedient, this will not yield the best decisions. Instead, the product manager must seek out the low-key experts in each area to ensure optimal decisions.

产品经理在第一个领域中是唯一的专家,但必须在所有四个类别中推动决策。他们必须抵制走由最大声、最具政治色彩或最强大的利益相关者提供的阻力最小的道路。虽然这很方便,但这不会产生最好的决定。相反,产品经理必须在每个领域寻找低调的专家,以确保最佳决策。

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So what are some of the hurdles in these broad categories? And how does a good product manager overcome them without losing sight of the market requirements and the ultimate goals for the product?

那么在这些广泛的类别中有哪些障碍呢?一个好的产品经理如何在不丢失市场需求和产品最终目标的情况下克服这些困难?

Category 2: Distribution

类别 2: 分销

How does one make the right product execution decision when market requirements conflict with the distribution requirements? Which one takes precedence? For example, if the distribution of the product or the application is through iPhones but the target market customers do not use iPhones, do you execute the product for the target market and then try to figure out how to get the product in the hands of your customer? Or do you go after the iPhone users—in other words, develop for the distribution channel without focus of the target market and demographics of the customers in the target market? These are complex decisions, and thorough market and competitive research is necessary.

The work must be conducted without bias.

当市场需求与分销需求冲突时, 如何做出正确的产品执行决策?哪个优先?例如, 如果产品或应用程序是通过 iPhone 发布的, 但目标市场客户不使用 iPhone, 那么您是否为目标市场执行了产品, 然后试图弄清楚如何将产品交到客户手中?或者你是在追逐 iPhone 用户——换句话说, 开发分销渠道, 而不是关注目标市场和目标市场客户的人口统计数据?这些都是复杂的决策, 彻底的市场和竞争研究是必要的。这项工作必须毫无偏见地进行。

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Category 3: Usability

类别 3: 可用性

Great technology and sometimes great functionality can be highly unusable. Focusing on one without the other will lead to mediocre products that are either too hard to use or too limited in their functionality. Instead, focus on great usability with great functionality to create the “wow” experiences that will set the product idea and concept far above the competition. The product manager’s goal here is to make decisions that focus on actual usability with great functionality. Stay away from cool designer touches and a fancy, eye-popping, flashy look and feel without ease of use. Likewise, sort out conflicting marketing and usability requirements.

有时，伟大的技术和伟大的功能可能是高度不可用的。只关注其中一个而不关注另一个会导致平庸的产品，要么太难使用，要么功能太有限。相反，要注重伟大功能的高可用性，创造出“哇”的体验，使产品的理念和概念远远高于竞争对手。在这儿，产品经理的目标是做出注重强大功能实际可用性的决策。远离酷酷的设计师风格和花哨的、令人大开眼界的、浮华的外观，不要轻易使用。同样的，处理好市场和可用性需求的冲突。

Category 4: Technical, Engineering, Implementation, Support, and Maintenance

类别 4: 技术、工程、部署、支持和维护

Derived technical requirements, including performance, systems, hardware, infrastructure, load balancing, and scalability, are all really hard to uncover in full depth at the early stages of requirement analysis because these usually have embedded dependencies. As implementation proceeds through nested dependencies, new technical requirements

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emerge. Often this occurs late in the execution stage making the matters more challenging and urgent.

技术派生出来的需求, 包括性能、系统、硬件、基础架构、负载平衡和可扩展性, 在需求分析的早期阶段都很难全面地揭示, 因为这些需求通常具有嵌入式依赖关系。随着实现通过嵌套依赖关系的发展, 新的技术需求出现了。这种情况经常发生在执行阶段的后期, 这使得事情变得更具挑战性和紧迫性。

To overcome these problems, the good product manager must understand from where the derived requirements stem and solicit a good evaluation of trade-offs and downsides from experts in specific technical areas. Cost factors must also be fully considered. Surprises in cost can turn a money- maker into a money loser and sink a project.

要克服这些问题, 好的产品经理必须了解派生需求的来源, 并从特定技术领域的专家那里获得关于权衡和缺点的良好评估。还必须充分考虑成本因素。成本方面的惊喜会让赚钱的人变成赔钱的人, 让项目陷入困境。

Great execution is all about establishing the right requirements and goals for the product. The entire product's success and return on development investment depends on it. A simple example illustrates this point. Consider the goal of "sending a man to the moon" versus "sending a man to the moon and bringing him back alive." These two similar goals would lead a team to different conclusions and design decisions. In the first case, it only matters that the man makes it to the moon for the project team to claim victory. In the second case, the project would be deemed a failure if the man made it to the moon but was not returned safely to Earth. It is, therefore, critically important to get the product

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requirements, spanning all broad categories, right for the team to successfully execute on the product.

伟大的执行力都是针对产品建立正确的需求和目标。整个产品的成功和开发投资的回报都依赖于此。一个简单的例子说明了这一点。考虑一下“送一个人去月球”和“送一个人去月球并让他活着回来”的目标。这两个相似的目标会导致团队得出不同的结论和设计决策。在第一种情况下，只有人类登上月球，项目团队才能宣告胜利。在第二种情况下，如果这个人成功登上月球但没有安全返回地球，这个项目将被视为失败。因此，获得跨越所有广泛类别的产品需求对于团队成功地执行产品是至关重要的。

原则 39: Be All You Can Be: 做你能做的一切!

Think like a general manager.

像总经理一样思考

Product management is a unique, central, powerful function when structured properly.

当结构合理的时候，产品管理是一种独特的、中心化的，强有力的职能。

You have all the responsibility but may feel like you have no authority. But you do have something very powerful at your disposal—influence. When a question arises about product direction, all eyes turn to you. If that's not happening, ask yourself if you're being a true product leader. You can—and should—be a key influencer in your company. But for that you need to think like a general manager—not merely a product manager.

你有所有的责任，但你可能觉得你没有权力。但是确实有一些非常强大的东西支配着你——影响力。当一个关于产品方向的问题出现时，所有的目光都转向了你。如果这还没有发生，

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问问你自己，你是不是一个真正的产品领导者。你可以——也应该——成为公司里重要的影响者。但要做到这一点，你需要像总经理一样思考——而不仅仅是产品经理。

What does this mean? A general manager (GM) is a manager of the business, usually responsible for all aspects of the business including the P&L (profit and loss) and revenue and growth goals. Note the "L" of P/L means you have to think about not just growing the business but also the cost and operations side. While this might seem like a lofty goal when all that you're thinking about is getting the requirements defined, it will greatly increase your chances of success to think like a GM vs. merely a PM. Take the time to step back and think about the overall context for your product. Here are a few categories of thoughts to consider:

这是什么意思? 总经理(GM)是商业的管理者，通常负责商业的各个方面，包括损益、收入和增长目标。注意，P/L的"L"意味着您不仅要考虑商业增长，还要考虑成本和经营。当您所考虑的只是获得定义的需求时，这似乎是一个崇高的目标，但是它将极大地增加您成功地像总经理那样思考而不是仅仅像PM那样思考的机会。花点时间回顾一下，思考一下产品的整体环境。以下是一些需要考虑的想法:

Market dynamics: What is the market you're in or entering? Is it a new category you're creating or is it an existing one? Is it growing, stagnant, or declining? What impact will your (new) product have on the market?

市场动态: 你所在或进入的市场是什么? 您正在创建的是一个新类别还是一个现有类别? 它是增长、停滞还是衰退? 你们的(新)产品对市场有什么影响?

Customer and share of market: Who are your target customers and who are your

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competitors? Think about both direct, obvious competitors as well as what other options and substitutes exist for the customer. If they don't choose you, why not? Given what emerges from this question, you might also consider how you differentiate your offering. And finally, what kind of market share do you expect to capture? How?

客户和市场份额:谁是你的目标客户, 谁是你的竞争对手?考虑直接的、明显的竞争对手, 对于客户而言, 其它的选项和现有的替代品是什么。如果他们不选你, 原因何在?考虑到这个问题的结果, 您就会考虑如何区分您的产品。最后, 你希望获得什么样的市场份额?如何获得?

Business model: Why will customers or other stakeholders pay for the benefits your product/service provides or ancillary value it creates? What's your business model or how will you make money?

商业模式:为什么客户或其他利益相关者要为你的产品/服务提供的利益或它创造的辅助价值付费?你的商业模式是什么?你将如何赚钱?

Pricing and value: What will you charge for your services? If your offering is "free" to customers, do you have a "premium" offering in mind and/or are you selling ancillary offerings to other stakeholders (e.g., targeted ads, virtual goods, etc.)? What's your planned margin structure? What cannibalization can you expect from your new product among your existing ones?

价格和价值:你的服务收费是多少?如果您的产品对客户是“免费”的, 您是否考虑过“优质”产品和/或您是否向其他利益相关者(如目标广告、虚拟商品等)销售辅助产品?你计划的利润结构是什么?在你现有的产品中, 你对你的新产品有什么期望?

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Total customer experience and operational impact: One of the great promises we ask product managers to deliver on is “How to deliver on an excellent total experience at every customer touchpoint?” While this is a worthy goal and a fruitful exercise, what gets left out is the answer to the following question: “What will it take operationally for the organization to deliver on this promise?” Is your organization set up for this? If you build it, they might come, but will they stay? The answer might depend on how easy it was for them to “buy” what’s right for them and use it, and even the after-sales experience.

全面的客户体验和运营影响:我们要求产品经理兑现的最大承诺之一是“如何在每一个客户接触点上实现卓越的全面体验?”虽然这是一个有价值的目标,也是一项富有成效的工作,但我们忽略了以下问题的答案:“本组织需要采取什么行动才能实现这一承诺?”“你们的组织是为此而设立的吗?”如果你建造了它,他们可能会来,但他们会留下来吗?答案可能取决于他们“购买”和使用适合自己的产品有多容易,甚至取决于他们的售后体验。

Product life-cycle management: Is there a natural life cycle for your product? Is there an industry/strategic/technological inflection point coming? Do you have a plan for making your offering obsolete—before the market does?

产品生命周期管理:您的产品是否有一个自然的生命周期?行业/战略/技术拐点是否即将到来?你有没有计划让你的产品在市场淘汰之前过时?

While fulfilling the above is a tall order, even being aware of these questions, bringing them to the table, and showing your team why this matters is a great first step. Be sure to ask these questions and engage actively in discussions and decisions before the fate of your product is sealed. You may not be the person with the authority to solve all these

problems but you will be seen as a leader and a key influencer if you're raising them, seeking the sources for answers, and collaborating in multi-functional teams to make sure these are being addressed.

尽管实现上述目标是一项艰巨的任务，但即使意识到这些问题，将它们摆到桌面上，并向您的团队展示为什么这很重要，也是很好的第一步。在产品的命运被决定之前，一定要问这些问题并积极参与讨论和决策。你可能不是那个有权解决所有这些问题的人，但如果你提出这些问题，寻找答案的来源，并与多功能团队合作以确保这些问题得到解决，你将被视为一个领导者和关键的影响者。

原则 40: I Can See Clearly Now-The Power of Transparency: 我现在能看清一切——透明的力量

By helping, you tap into a vast pool of knowledge that would not otherwise be available; a fully transparent development process brings a number of important advantages.

通过帮助，你可以接触到大量的知识，而这些知识在其他情况下是无法获得的；一个完全透明的开发过程会带来许多重要的优点。

Product creation and enhancement has evolved into a high-speed, market-driven undertaking.

产品创造和优化已经发展成为一项高速、市场驱动的事业。

Product makers are becoming leaner and more agile in their approaches to product development as well as in other facets of their business. And during the past few years, their pace of innovation has accelerated into a steady drumbeat of incremental

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innovations and refinements involving multiple iterations and numerous stakeholders.

产品制造商在产品开发方法以及业务的其他方面都变得更加敏捷和灵活。在过去的几年里，他们的创新步伐已经加快到一个渐进的创新和改进的节奏，涉及多个迭代和众多的涉众。

Keeping on top of the constant stream of ideas—weighing them, balancing them, prioritizing them, and eventually integrating them—is a task that no individual or product management team can do alone.

保持对源源不断的想法的掌控——权衡它们、平衡它们、确定它们的优先级，并最终集成它们——是任何个人或产品管理团队都无法单独完成的任务。

Indeed, a product manager's greatest fear today is overlooking, and as a result missing, a requirement that provides a key competitive advantage.

事实上，产品经理现在最大的恐惧是俯视，并忽略了提供关键竞争优势的需求。

Misunderstandings, conflicts, and lost opportunities occur routinely because, without a comprehensive view of the process, members on the same team can end up working at cross-purposes, to the frustration of everyone in the organization—especially its C-level executives. It is a problem exacerbated by changing market conditions including shorter product cycles, higher customer expectations, and more intense competition.

误解、冲突和失去的机会经常发生，因为如果没有对过程的全面了解，同一个团队中的成员可能最终会为了不同的目的而工作，这让组织中的每个人都感到沮丧——尤其是 C 级的管理层。市场环境的变化，包括产品周期缩短、客户期望提高和竞争加剧，加重了这一问题。

Linking together stakeholders so that everyone has access to the same information at the same time is the essence of transparency.

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将利益相关者联系在一起，使每个人都能在同一时间获得相同的信息，这是透明度的本质。

Creating the opportunity for that to happen involves building a central repository for ideas, suggestions, requirements, and the comments associated with them—a single source of truth that everyone in the process can see. It involves providing stakeholders, both within and outside the organization, access to as much of that information as possible and the ability to collaborate on that information across every life cycle phase of the company's product line.

创造实现这一目标的机会涉及到为想法、建议、需求以及与之相关的评论构建一个中心知识库——这是每个过程中都可以看到的唯一真相来源。它涉及到为组织内外的涉众提供对尽可能多的信息的访问，以及公司产品线的跨每个生命周期阶段就该信息进行协作的能力。

Naturally, people who are asked for their input insist that they want what they want. But whenever the basis for a requirements decision is made transparent to everyone who has a stake in the outcome, people tend to accept the result—even if it's not the one they had hoped for.

当然，那些被要求提供意见的人会坚持要他们想要的。但是，当需求决策的基础对每个与结果有利害关系的人透明时，人们往往会接受结果——即使它不是他们所希望的结果。

Where they can see for themselves and understand the reasons supporting a decision, the potential for negative reactions is greatly diminished.

当他们能够亲眼看到并理解支持一个决定的原因时，消极反应的可能性就会大大降低。

By helping you tap into a vast pool of knowledge that would not otherwise be available, a fully transparent development process brings a number of important advantages to the

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task of defining the right product for the right market at the right time. But it also requires accepting a greater degree of flexibility—including greater latitude in setting timetables—and the recognition that some of what you attempt may not pan out.

通过帮助您利用大量的知识，一个完全透明的开发过程为您在正确的时间为正确的市场定义正确的产品带来了许多重要的优势。但这也需要接受更大程度的灵活性——包括设定时间表的更大自由度——以及认识到你的一些尝试可能不会成功。

Even then, however, a transparent process gives you the opportunity to fail early rather than late. It's faster, better, and a whole lot cheaper to get feedback early and then change course.

然而，即使这样，一个透明的过程也会给你一个早失败而不是晚失败的机会。尽早得到反馈，然后改变方向，这样做更快、更好、成本更低。

For the producer of any product, it is far better to discover early on that the direction in which they're going is not the right one than it is to go through a full development cycle only to find out in the marketplace that they were wrong.

对于任何产品的生产者来说，尽早发现他们所要去的方向不一定是正确的，但要比经历一个完整的开发周期却在市场上发现他们错了要好得多。

Transparency offers a gut check, a feedback loop, a backup for the product manager's instincts, which can become overwhelmed by the surge of requirements that an active community of stakeholders is capable of generating. That enables you faster time to market with less rework, and makes you better able to hit the target on the first pass as a result of the extensive upfront input and validation. Cost of development, as a result, is

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lower and the return on development investment increases dramatically.

透明性为产品经理的本能提供了一个直觉检查、一个反馈循环、一个备份，这可能会被活跃的涉众社区能够产生的大量需求所淹没。这使您能够更快地以更少的返工投入市场，并使您能够更好地在第一次通过大量的前期输入和验证而达到目标。结果就是，开发成本更低，开发的投资回报率大幅度增加。

Competitive advantages also flow from being faster to market with the right products.

And your customers, in turn, claim greater satisfaction with the products they receive.

竞争优势也来自于用正确的产品更快地进入市场。反过来，你的客户也会对他们收到的产品更加满意。

原则 41: Always Be Learning: 永远都要学习!

Product managers are considered "know-it-alls." Make sure you are worthy of the title.

产品经理被认为是“无所不知的”。确保你配得上这个头衔。

Always Be Learning

永远都要学习

"I never teach my pupils; I only attempt to provide the conditions in which they can learn."

– Albert Einstein

“我从不教我的学生;我只是试图提供他们可以学习的条件。”-阿尔伯特·爱因斯坦

In the 1965 article, "Cramming More Components onto Integrated Circuits," Gordon E.

Moore explained that components in a circuit would increase in capacity by 200 percent

per year, or, in other words, we can get a whole lot of stuff on a little wafer. He went on

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to say that there was no predictable end in that trend.

在 1965 年的文章“把更多的元件塞进集成电路”中，Gordon E. Moore 解释说，电路中的元件将以每年 200% 的速度增加容量，换句话说，我们可以在一个小晶圆片上得到很多东西。他接着说，这种趋势没有可预测的结局。

This concept went on to become known as Moore's Law. Being the pragmatist that I am, I saw no reason to doubt this law. It was at that moment of embracing Moore's Law as truth, that I knew I would spend every day of my adult life learning.

这个概念后来被称为摩尔定律。作为一个实用主义者，我认为没有理由怀疑这条定律。在接受摩尔定律为真理的那一刻，我知道自己成年后的每一天都在学习。

Keeping current in all trends—technology, business, industry, political, culture—requires a passionate desire to study.

跟上所有的潮流——技术、商业、产业、政治、文化——需要有强烈的学习欲望。

The most successful product managers I have known were as comfortable reading Michael Crichton as they were reading Applied Economics. In fact, they spent much of their time in between meetings reading the latest analyst reports and marking up the margins with notes.

我所认识的最成功的产品经理，读迈克尔·克莱顿(Michael Crichton)的书就像读应用经济学一样舒服。事实上，他们大部分时间都是在会议间隙阅读最新的分析师报告，并在边缘做笔记。

I now have the great fortune of working with some of the greatest product managers in the world, and the reason I meet them is because they have a great passion to learn

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more about their profession; they are hungry for knowledge.

我现在有幸与世界上一些最伟大的产品经理共事，我遇到他们的原因是他们有极大的热情去学习更多关于他们专业的知识；他们渴望知识。

You could say they are “cramming more components onto the integrated circuits” of their brains.

你可以说他们在“往大脑的集成电路里塞更多的元件”。

Here are the steps to successful lifetime learning:

以下是成功终生学习的步骤：

Learn from others—your teammates are a wealth of knowledge. In your team you have engineers, scientists, researchers, marketers, sales and customer service representatives. Each of these individuals can teach you about their area of expertise. Look at them as an untapped resource.

向他人学习——你的队友是知识的财富。你的团队中有工程师、科学家、研究人员、营销人员、销售人员和客户服务代表。每个人都可以教给你他们的专业知识。将它们视为未开发的资源。

Learn the disciplines that complement your skills—in your capacity as a product manager you touch a multitude of business disciplines. Take the time to learn about each of these disciplines. Don't be hands off on topics that were not in your major. If you don't know anything about finance, take an online course on finance for non-financial managers. Do you spend your time immersed in technology? Take a marketing course at your local college. You will be surprised at what you will be able to apply instantly to your career.

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学习能补足你技能的学科——作为产品经理，你接触了许多商业学科。花点时间学习这些学科。不要对不属于你专业的话题手忙脚乱。如果你对金融一窍不通，那就上一门针对非金融经理的在线金融课程。你把时间花在科技上了吗？在当地大学学习市场营销课程。你会惊讶于你能立即将什么应用到你的职业生涯中。

Learn your industry and expand to other industries—being a master of your industry requires continual learning. No industry is static, and growth is happening all around you. Another way to learn is to contrast. By learning other industries, you gain an advantage of contrasting your industry, and it will help you see things you might have missed. This is the holistic versus myopic view of the industry.

学习你的行业并扩展到其他行业——成为行业的主人需要不断的学习。没有哪个行业是一成不变的，增长就发生在你的周围。另一种学习方法是对比。通过学习其他行业，你可以通过比对你的行业而获得优势，这将帮助你看到你可能错过的东西。这是对该行业的整体看法与短视看法。

Learn from the obvious—as a product manager, you probably think you don't have anything else you need to learn about product management. You can surround yourself with a group of experts by taking a class, attending a seminar, listening to a webinar, or attending a conference.

向显而易见的人学习——作为产品经理，你可能认为你没有任何其他需要学习的产品管理知识。你可以参加一个课程，参加一个研讨会，听一个网络研讨会，或者参加一个会议，这样你就可以和一群专家在一起。

Learning is a journey with no final destination.

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学习是一个没有终点的旅程。

In Moore's wisdom, he pointed out that capacity was increasing and we couldn't assume the status quo. The same is true for product managers who have to keep up with an ever-expanding horizon. Product managers are considered "know-it-alls." Make sure you are worthy of the title.

在摩尔的智慧中，他指出能力在增长，我们不能假设现状。对于产品经理来说也是如此，他们必须跟上不断扩大的视野。产品经理被认为是“无所不知的”。确保你配得上这个头衔。

原则 42: These Are Our Rules-What Are Yours! 这是我们的原则-你的呢!

As we look to advance our products, we must be aware of the larger picture and environment in which we work.

当我们期望改进我们的产品时，我们必须意识到我们工作的大环境。

Rules are designed to prevent failure and, in particular, the repetition of failure.

规则的目的是防止失败，特别是防止重复的失败。

The majority of rules in the book emerged from the personal, observed, or near failures of each rule's author in bringing a successful product to market. It is therefore worth reflecting on the fact that this seemingly concise book of 42 Rules contains over five centuries of collected wisdom from the contributors, and many of these lessons were learned from the school of hard knocks.

书中的大部分规则都来自于每个规则的作者在将一个成功的产品推向市场时的个人、观察

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到的或接近失败的地方。因此，值得反思的是，这本看似简洁的书包含了42条规则，其中包含了作者五个多世纪来收集的智慧，其中许多教训都是从逆境中学来的。

If you were searching for the grand unified theory of physics, forty-two might seem like a large number. But in the much more complex world of product management, forty-two is relatively small—enough to capture the essence of the topic, but not to cover every situation you will encounter in your career.

如果你在寻找大而标准的物理理论，42看起来可能是一个很大的数字。但是在更加复杂的产品管理世界中，42个相对较小，足以抓住主题的本质，但不能涵盖您在职业生涯中遇到的所有情况。

Therefore, each day we must ask what we can do to make our products more successful.

因此，每一天我们都必须问我们能做些什么来让我们的产品更成功。

The rules contained in this book can help by provoking you to think differently about how you do your job and manage your products. But this book, or any other book for that matter, does not contain all the answers, nor does it contain the nonexistent single formula for success.

本书所包含的规则可以激发你以不同的方式思考如何做好你的工作和管理你的产品。但是这本书，或者其他任何与之相关的书，并没有包含所有的答案，也没有包含不存在的成功公式。

As we look to advance our products, we must be aware of the larger picture and environment in which we work.

当我们期望改进我们的产品时，我们必须意识到我们工作的大环境。

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Do we understand our customers?

我们了解我们的客户吗?

Do we understand how they perceive value?

我们理解他们如何感知价值吗?

Does our team know this as well?

我们的团队也知道这一点吗?

Is there a solution that our company is capable of delivering, and have we persuaded management to invest in this opportunity?

我们公司是否有能够提供的解决方案, 我们是否说服管理层投资于这个机会?

Through this endeavor, we each create our own rules of what works, what doesn't, and what can be improved.

通过这一努力, 我们每个人都创造了自己的规则, 什么可行, 什么不可行, 什么可以改进。

关于 UCPM

UCPM 中国产品经理联盟的前身为 2004 年 12 月 26 日开通的“产品经理之家”，是国内成立最早的全行业产品经理职业交流平台，随着平台的不断发展，于 2005 年 7 月 15 日改名为“中国产品经理联盟”，多年来，联盟一直坚持着“致力于推动产品管理的本土化、体系化和职业化发展”目标，经过十多年的发展，联盟已经是国内唯一具备构建产品管理体系、流程、工具和方法的能力的专业组织，并拥有了 RPM 和 APM 两大实践体系，以及多样的服务形式，涵盖个人和企业两大客户群，服务的个人超过 2000 人，企业超过 200 家。

目前联盟向个人和企业提供各种形式的产品管理教育服务，如需详细了解服务内容和形式，请通过以下方式与我们取得联系。

王老师

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