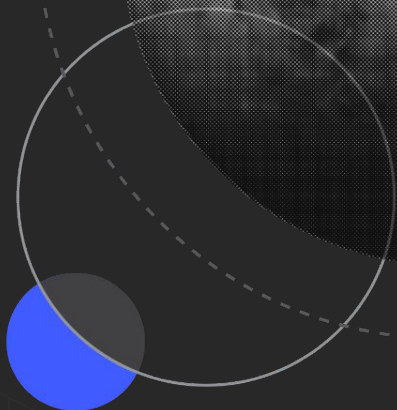
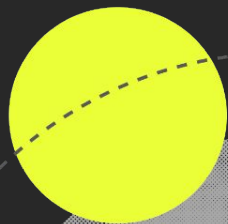


Triads


Building a high-performing Product Delivery Organization at the intersection of Product, Engineering, and Design.



- **Head of Product at LaunchDarkly**, hired and built the PM organization
- Previously, at **New Relic** building the Infrastructure and Kubernetes products
- B2B SaaS, Dev Tools, New product launches



Karishma Irani

 @karishma_irani



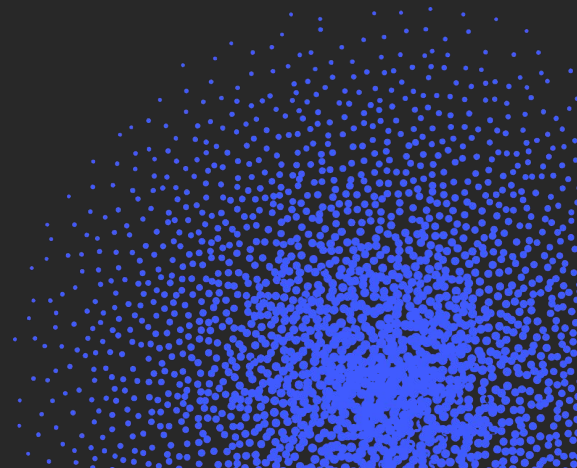
Triads

What, Why, and When?

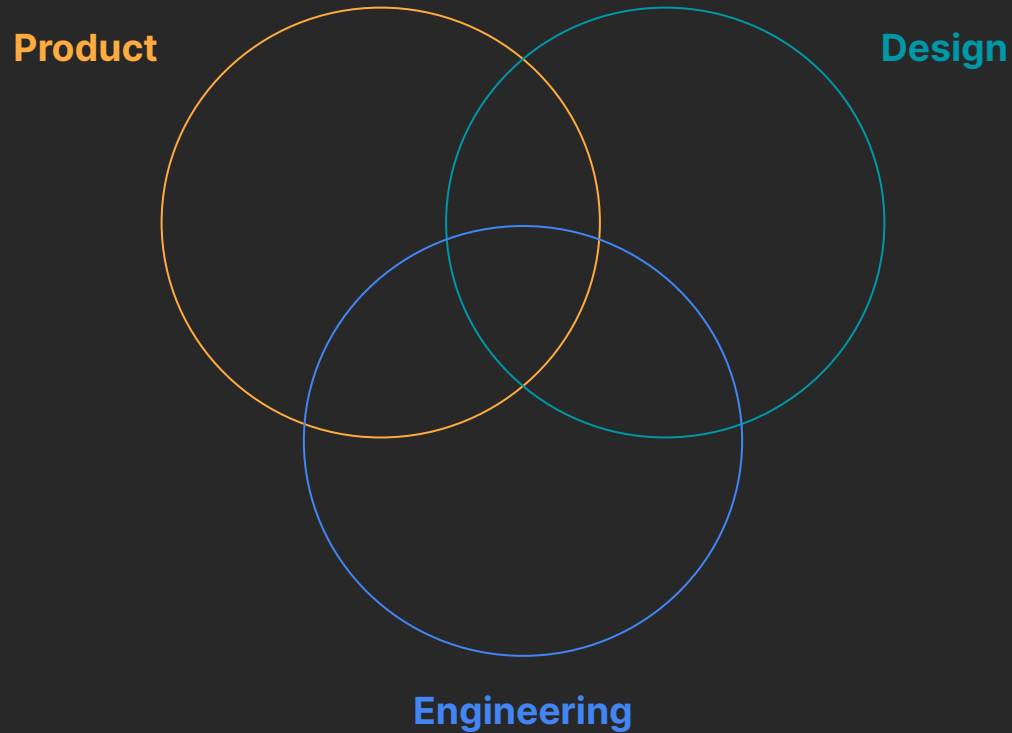
Triads in practice

Common Pitfalls

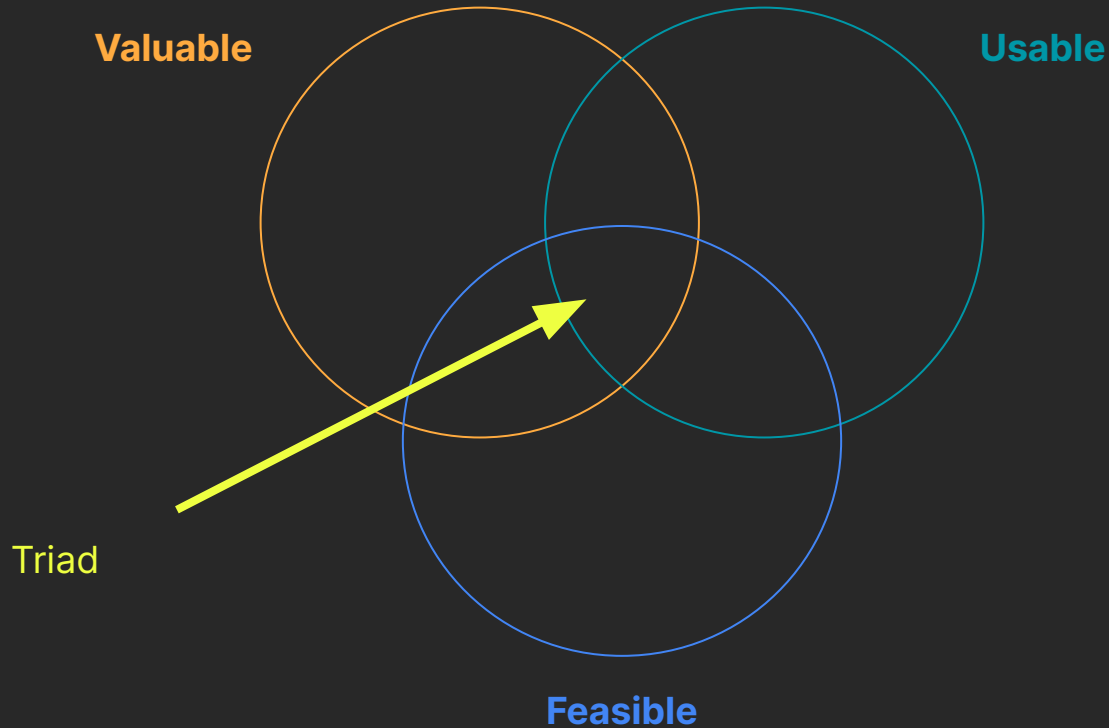
Tools of the Triad



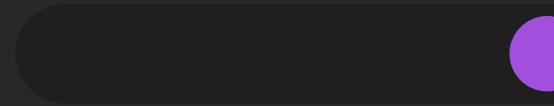
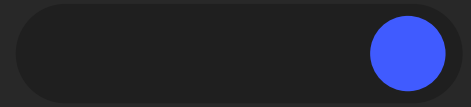
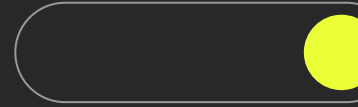
What is a triad?

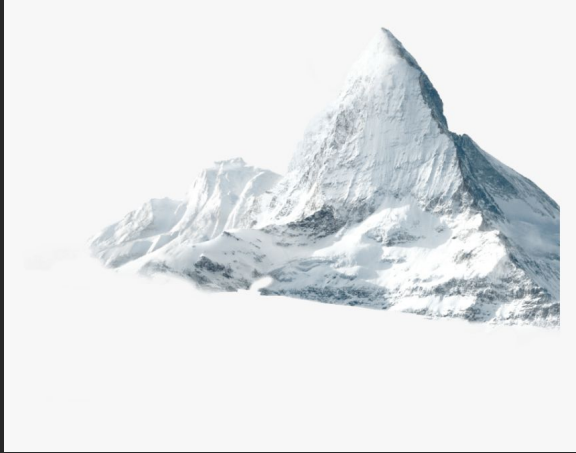


What is a triad?

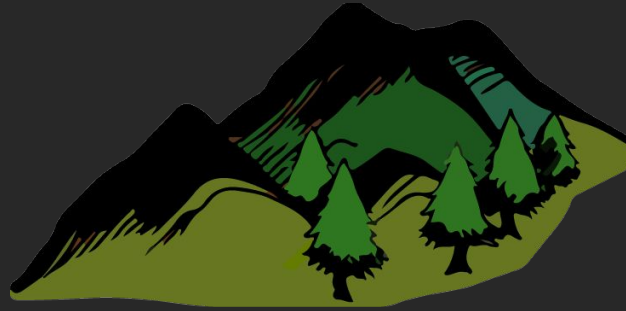


Why Triads?





Product



Design

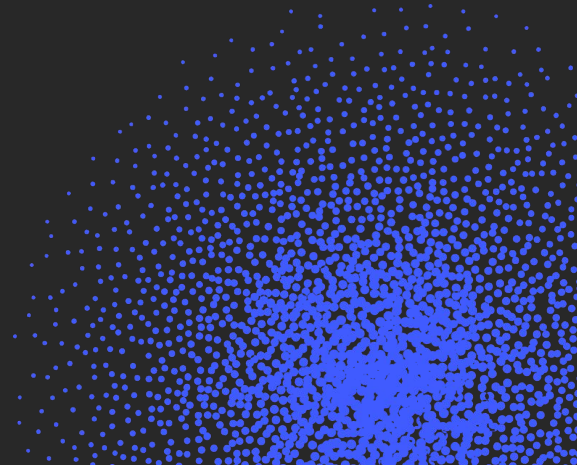


Engineering



Disclaimer: A PM's perspective

**Shared
ownership = Shared
outcomes**



Why Triads?



Handoffs are deadly



Why Triads?

Triads allow for tie-breakers.



Why Triads?

**Product Development is a
team sport.**





1

Discard all changes

Review and request approval



Rule 6



User is in segment



Enterprise trials



Enterprise plans



SERVE

True



Testing



User is in segment



New Filters early customers



SERVE

True



Add rule

Default rule

SERVE

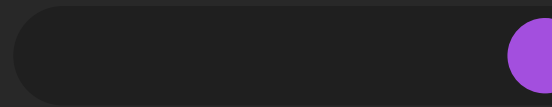
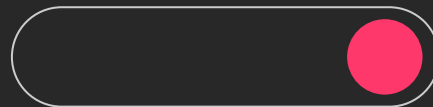
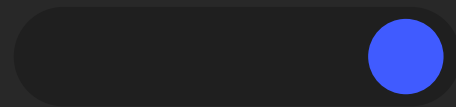
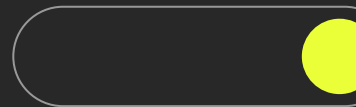
False

If targeting is off, serve

If LaunchDarkly is unreachable or if no off variation is set, serve False



When?



Early Stage

Founding Team
plays all 3 roles.

Series B/C/D

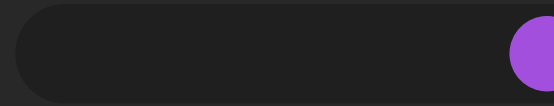
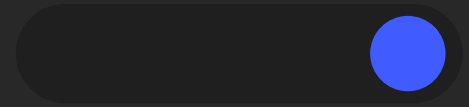
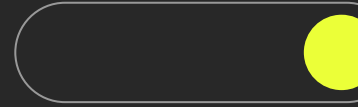
Defining Triads
helps ensure
high-quality
deliverables.

Large Company

General Managers
and other similar
functions.



Triads in Practice



Discovery

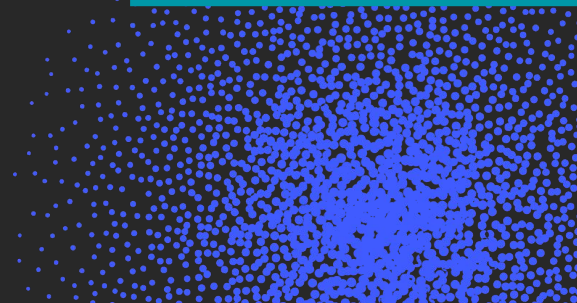
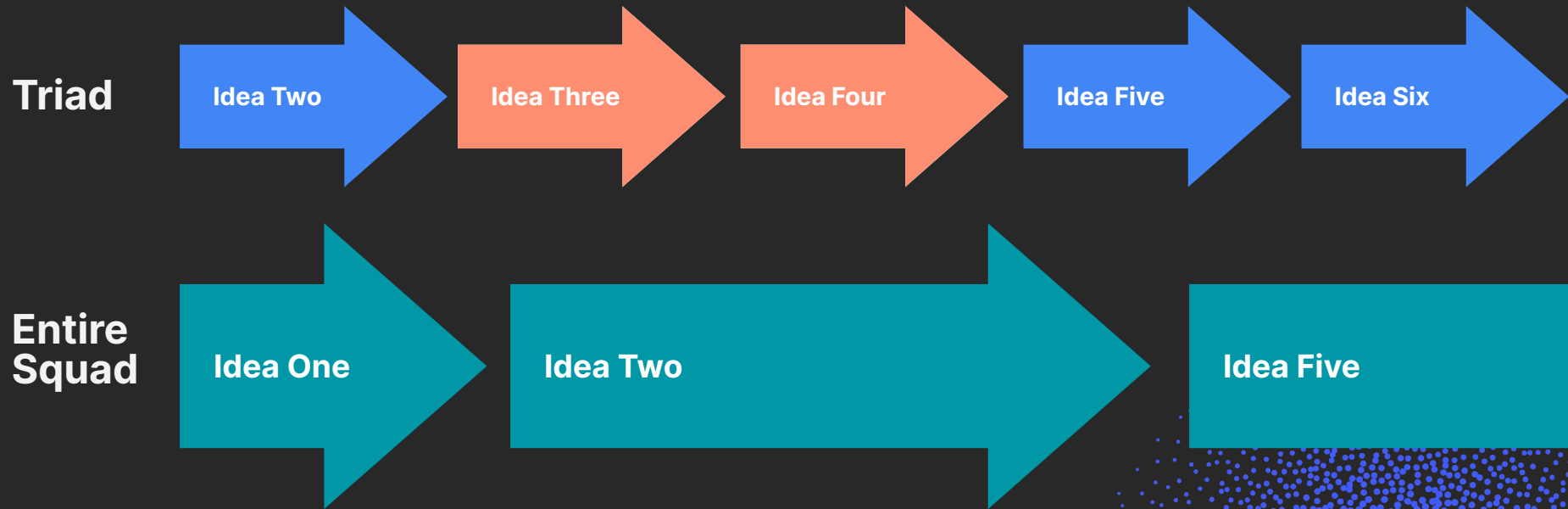
Decide what to build.



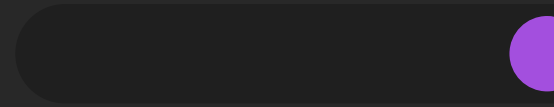
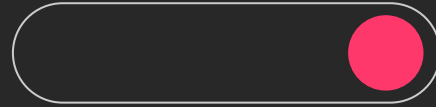
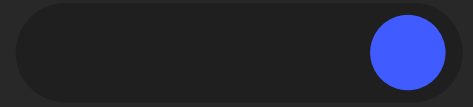
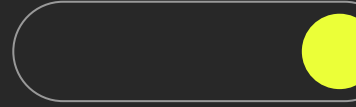
Delivery

Build it.

Dual-track Agile



Common Pitfalls



“Need more Discovery”



The “too nice” indecision state.



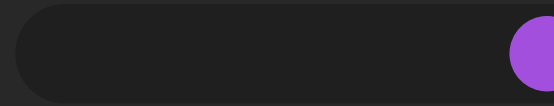
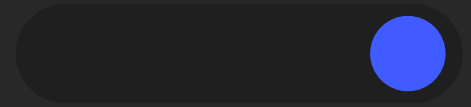
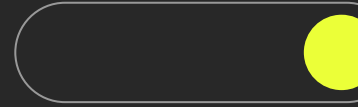
Stuck in process-hell.



Triad member unavailable.



Tools of the Triad





Collaboration is the primary tool of the triad

When in doubt, get together and hash it out



Just enough **process**

Fit the process to the project, not the other way around

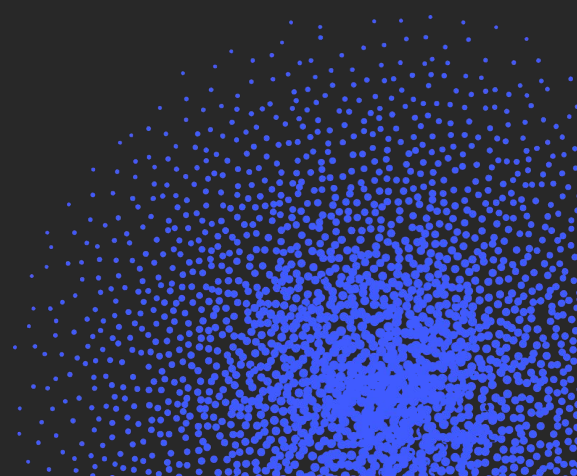


Small Project

Feature iterations,
UI/UX improvements,
Hackathons, etc.

1-3 weeks

- ✓ Problem Definition
- ✓ Solution Brainstorming
- ✓ Milestones
- ✓ GTM



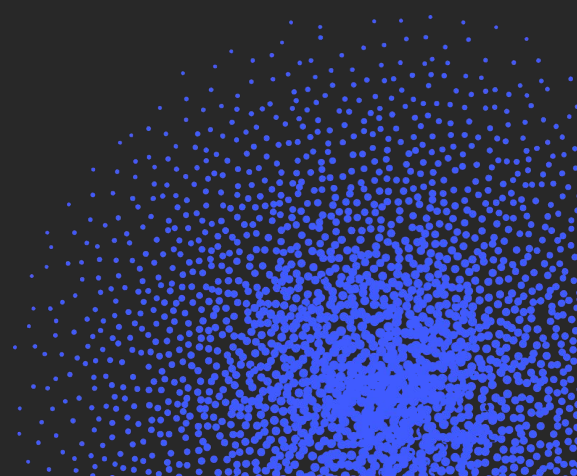
Large Project

Boulders, New
Features, Product
Launches, etc.

3+ weeks



- ✓ Data Gathering (w/ customer research)
- ✓ **Problem Definition**
- ✓ **Solution Brainstorming**
- ✓ Design Crits
- ✓ Stakeholder Alignment
- ✓ **Milestones**
- ✓ Blitz / Testing
- ✓ Beta
- ✓ **Release (w/ GTM)**



All software teams must ask two questions

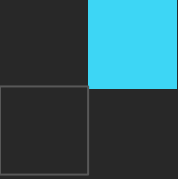
Are we delivering at the right pace?

Are we moving as rapidly as we can,
shipping at the right time?

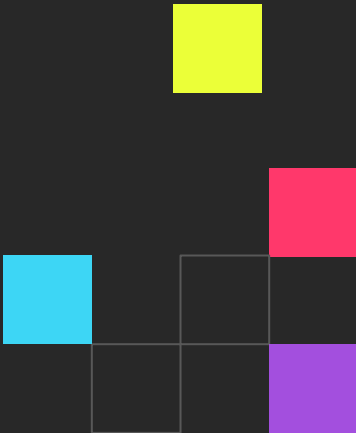
Are we delivering the right things?

Are our efforts making an impact?





Triad **Velocity** = Using the **right processes**
X
Arriving at the **right solution**



Thanks for watching

