

Product Culture in a Growing Organization

Hamburg, 30 June 2018



XING 

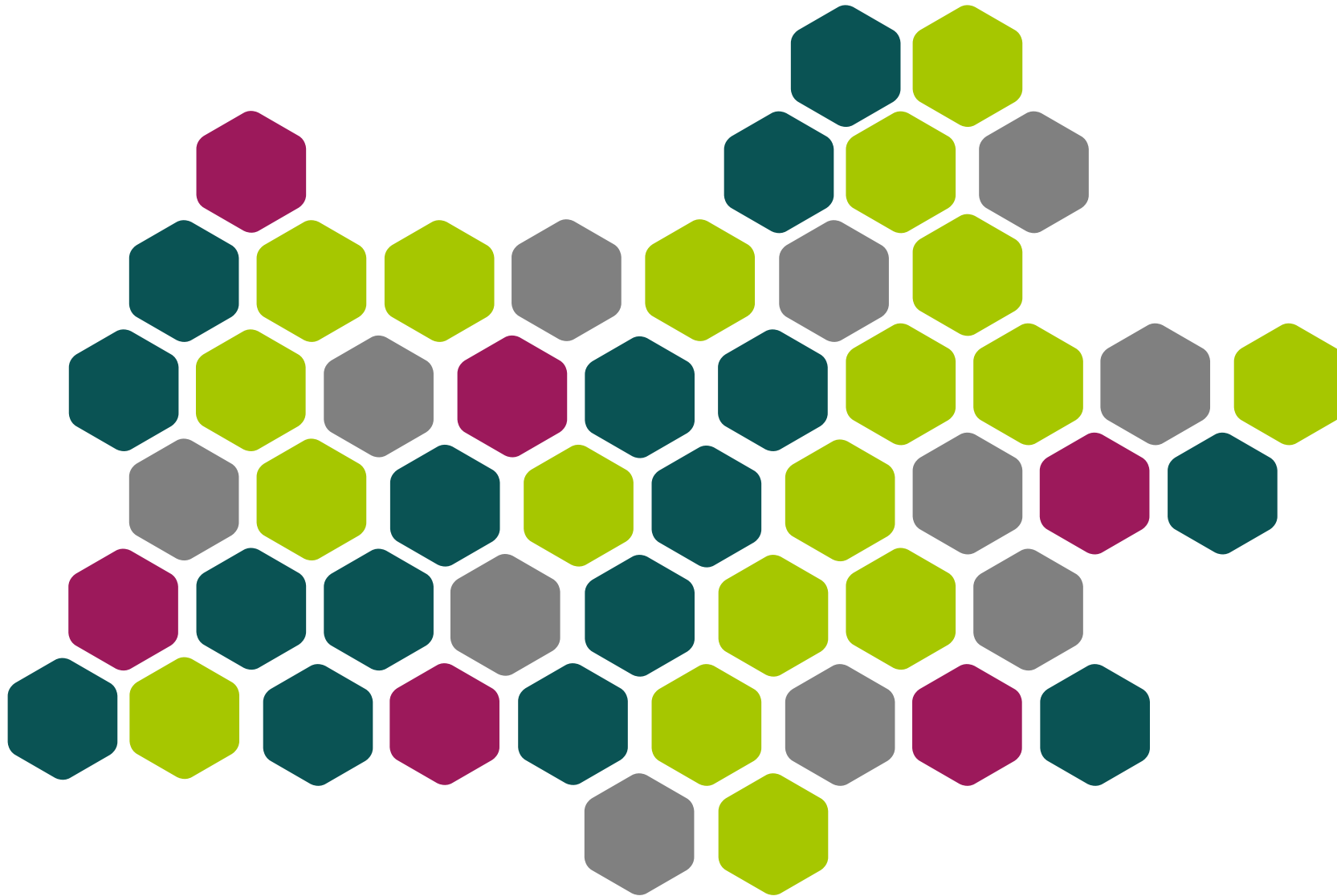


Leading professional network in DACH

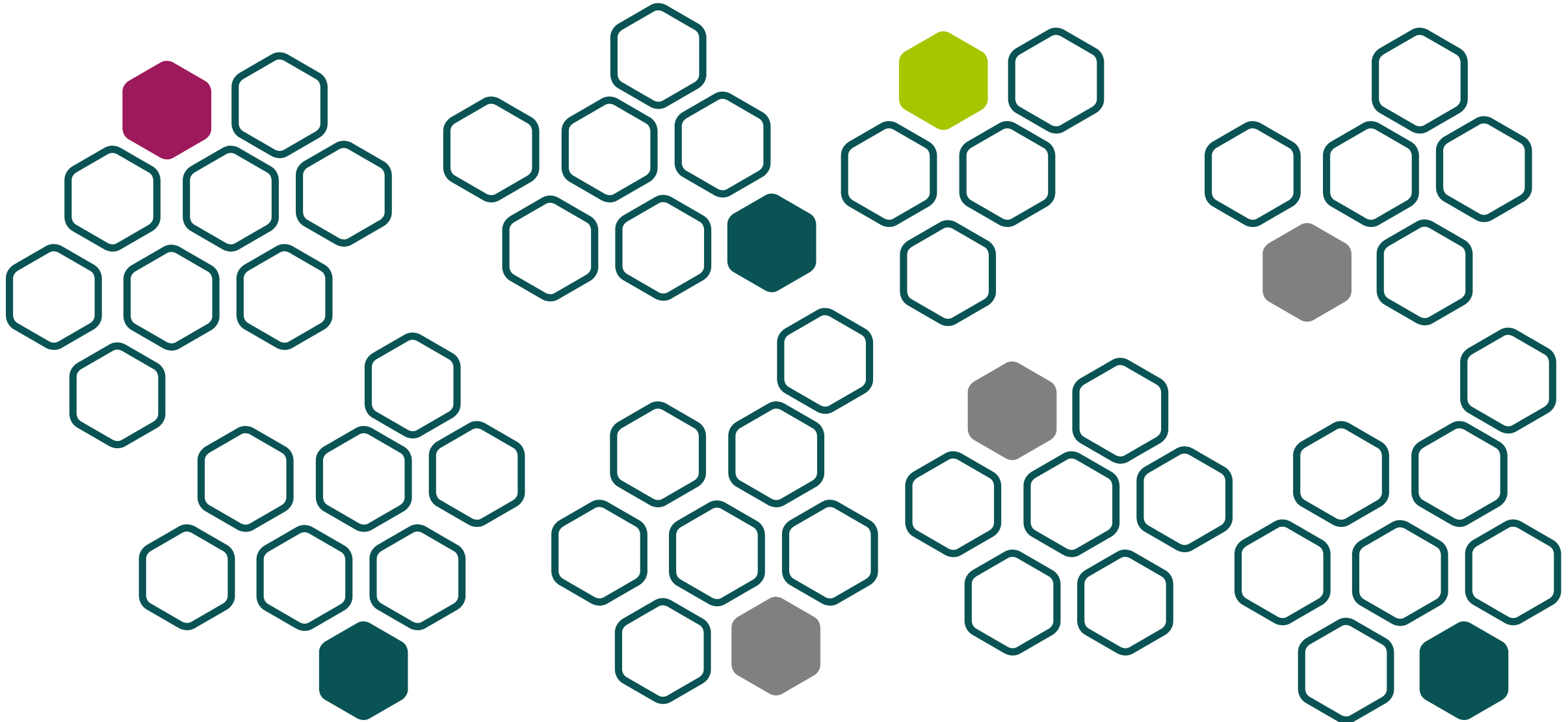


For a better working life

Since we joined XING, the product team grew ...



... we created vertical cross-functional teams...



... and clustered them in Business unit.



Product people focus on their direct colleagues ...



... we started loosing contact and context





**Product Culture needs
active care!**

Learning

Alignment

Learning

Getting Better Every Day

Bring people together.
Share and exchange.
Grow together.



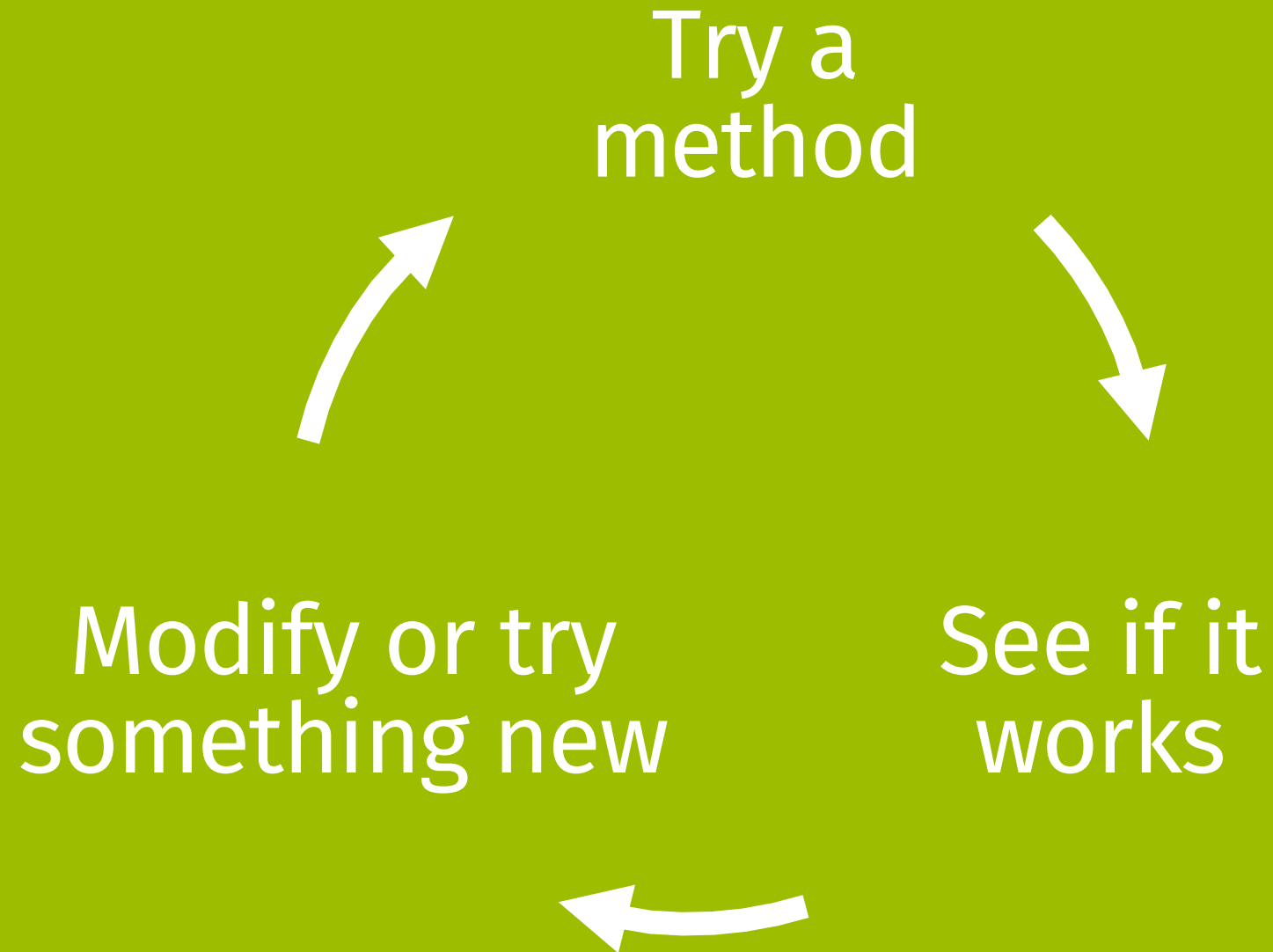
Build



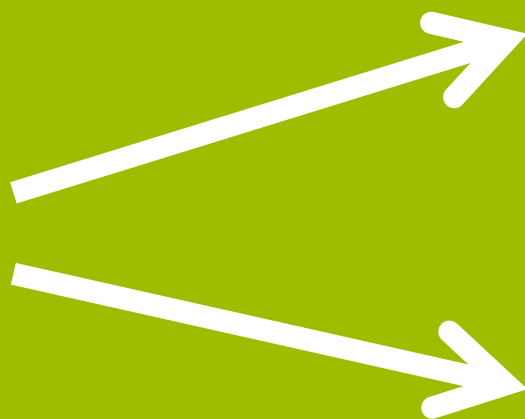
Learn

Measure





**Learning
from each other**



Training days

Bar Camp

Learning Tool 1

Training Days



A photograph of three people (two men and one woman) sitting around a wooden table, engaged in a collaborative activity. They are looking down at several small cards or documents spread out on the table. The man on the left is wearing a blue and yellow plaid shirt. The woman in the middle is wearing a black and white striped shirt. The man on the right is wearing a dark blue and white striped hoodie and glasses. On the table, there is a clear glass bottle of Coca-Cola, a white envelope, a small black object, and a piece of paper with handwritten notes. The background is slightly blurred, showing other people and a bar area.

Collaborative Sessions

Learning Tool 2

Bar Camp



Surveys

1. Seite (De...)

How did you like the camp?

very good ☐ rather good ☐ rather bad ☐ very bad ☐

How did you like the topic mix of the presentations?

very good ☐ rather good ☐ rather bad ☐ very bad ☐

optional explanations

Camp format? ☐ Yes ☐

Learning from externals

Learning Tool 3:

Company exchange

Booking.com



INTERCOM



Bla Bla Car

Sharing is caring

Learning Newsletter

We began our 9

1) We tested 3
The winner, th
<https://jira.xir>

2) We tested
follow action
Results (De

One surpri
Adding in
Full analy
This year



to the end of
registration I
comparison.

In iOS the C

Registration.



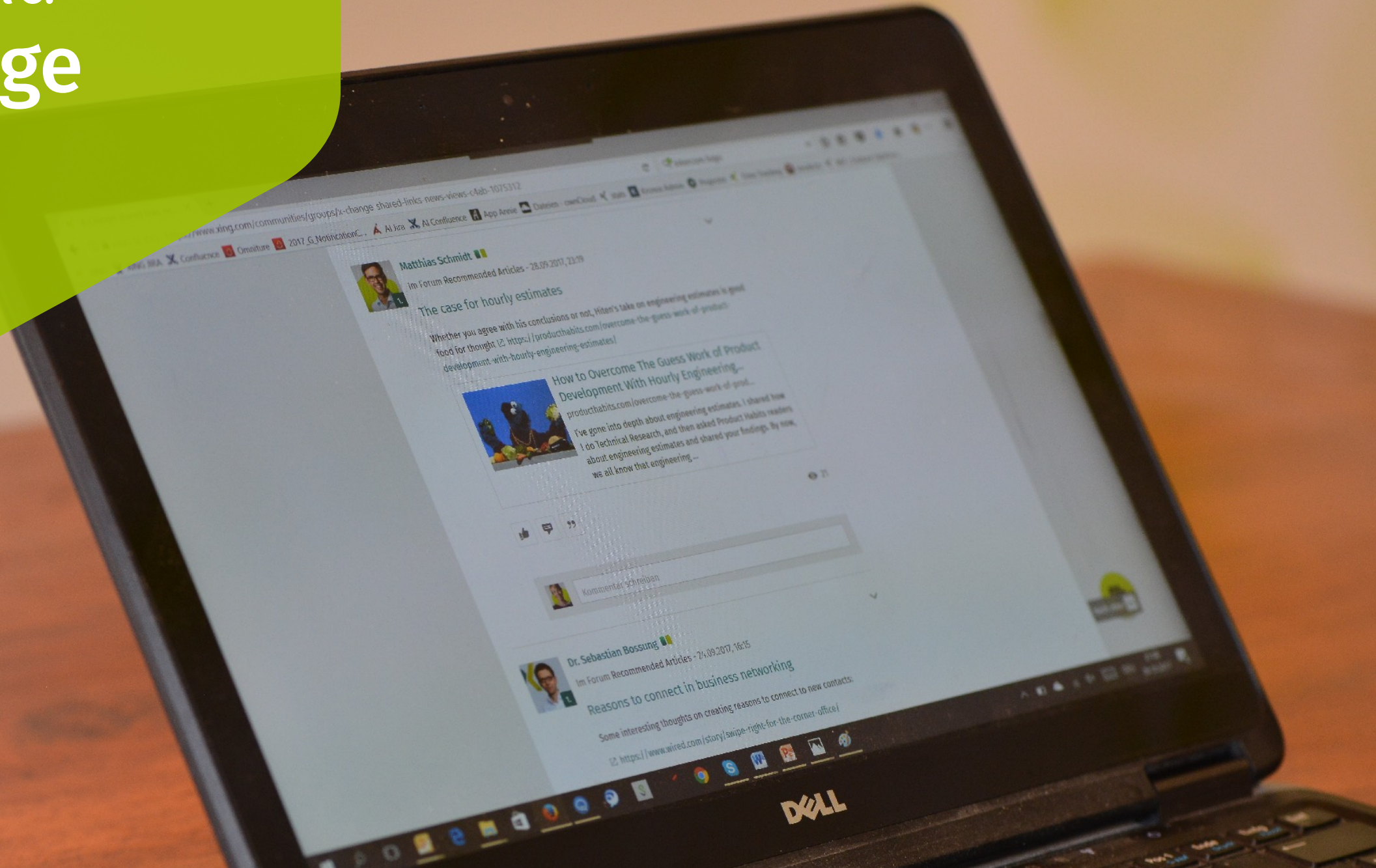
Corinna Buck: Su
from Headhunte

Matthias Nienab
reaction/click rat
most important p

Tim Krieger: Addi
iOS had no measu

Our POs' answers to the questions:
Which success assumptions could be validated or f
What else did you find out about our users this year

Learning Tool 5: Exchange group



Learning Tool 6

Offboarding



Fostering a culture of experimentation

Learning Tool 7

Experiment handbook

EXPERIMENTS HANDBOOK

An overview of how
and when to validate
hypotheses. And with
whom.

For a better working
problem lifecycle.

v1.0
September 7th. 2015

Britta Ullrich
Sarah Wagner
Stephanie Cuckson
Cord Grünewald
Hartmut Obendorf

Learning Tool 8

User Feedback Coffee



Establishing a sound product community of practice



?

Learning Tool 8

p@x



Product @ XING

Learning Tool 9

North Star



Get involved

Play an active part in our
P@X community



Join forces

Don't shy away from
collaboration, so that we
have a bigger overall
impact



Clarify expectations

Actively ensure that
everyone understands
the goal and is
committed to it



Fail early

Be brave and ship products to
learn quickly



Spread Strahlkraft

Go out and share how
we practice product
@XING



Get better

Learn continuously and
exchange your experience
with others



Learning Tool 10

Kudos



Alignment

Multiple Dimensions of Alignment

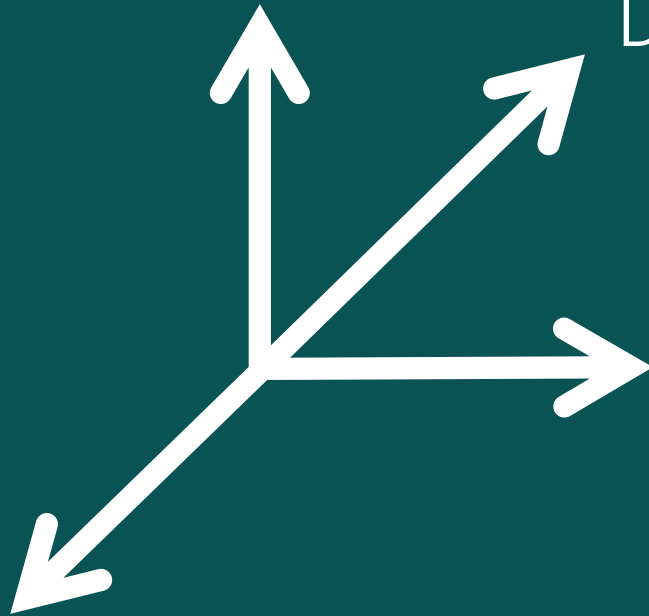


Upwards: **Management**

Diagonally: **Peers Stakeholders**

Laterally: **Peers & Partners**

Inwards: **Team**



RELEASE MEETING

Weekly Alignment on the what is released



PRODUCT&FRIENDS

Weekly product gettogether





DIRECTOR'S CUT
Quarterly elevators Pitch



CORE
- GRAND CENTRAL

MPP

Android
Lucia

iOS
Marc

Notification Center
Christina

Microsoft
Alex

MIT
Timothy

STARTPAGE

E-MAIL

PRODUCT LEAD ROUND

Alignment and Information



AVOID WASTE

CREATE SYNERGIES

CLARIFY DEPENDENCIES

EARN AUTONOMY

WHAT

WHY

HOW

“No battle
plan ever
survives
contact with
the enemy.”

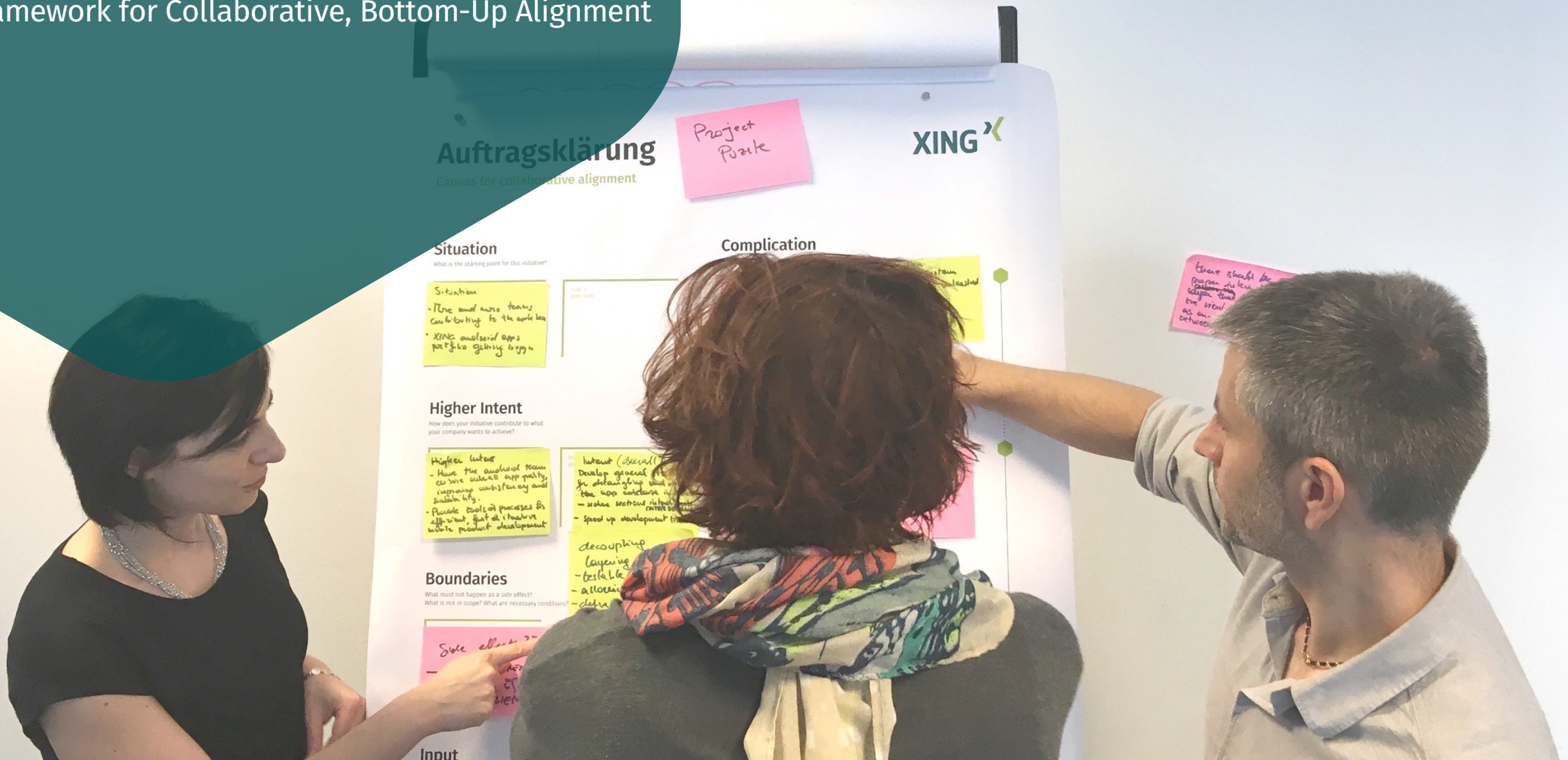
Helmuth von Moltke the Elder
Prussian general
born October 26, 1800



AUFTRAGSTAKTIK

AUFTRAGSKLÄRUNG

A Framework for Collaborative, Bottom-Up Alignment



A CANVAS!
to trigger dialogue

Goal or Intent
How does your initiative contribute to what
your company wants to achieve?

Post-it
goes here

Post-it
goes here

Intent

What do you really, really want to achieve?
(140 chars)

Post-it
goes here

Post-it
goes here

Boundaries

What must not happen as a side effect?
What is not in scope? What are necessary conditions?

Post-it
goes here

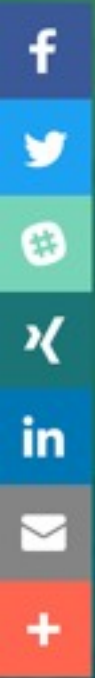
Post-it
goes here

Hypotheses

What must be true so that your output
leads to the intended outcome?

Post-it
goes here

Post-it
goes here



Auftragsklärung

A framework for collaborative alignment

GET IT

Bring everybody on the same page.
Understand & agree what you really, really want.

auftragsklaerung.com

Autonomy through alignment

What is it for?

CLARIFICATION MANIFESTO

Encouraging Fruitful Escalation





Thank you!

lucia.deangelis@xing.com
christina.schreck@xing.com

**... and yes, we are
also hiring ;-)**