



Jobs to Be Done: Across The Organization

Bob Moesta

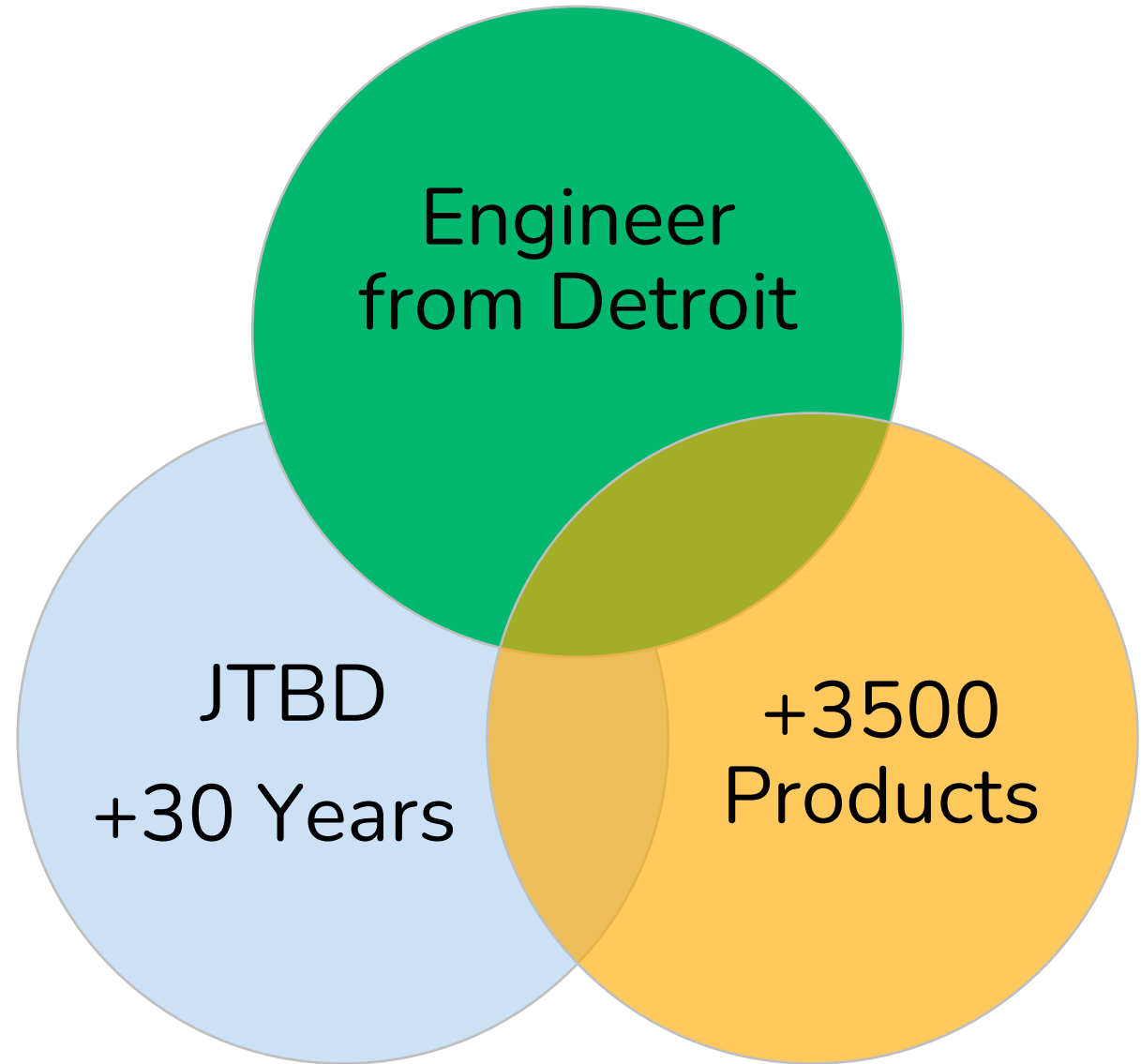
Founder | CEO - The Re-Wired Group

Adjunct Lecturer – The Kellogg School of
Management @ Northwestern University





Meet
Bob





3500 + Products & Services

Part 1

JTBD Foundations



“Questions
create spaces in
the brain for
solutions to fall
into.”

Clayton Christensen
Professor @ Harvard
Business School



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The struggling moment is the seed for all innovation.

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Why Do People Choose New Things?

“People don’t buy products; they hire them to do a Job in their life and make progress!”
Jobs-To-Be-Done

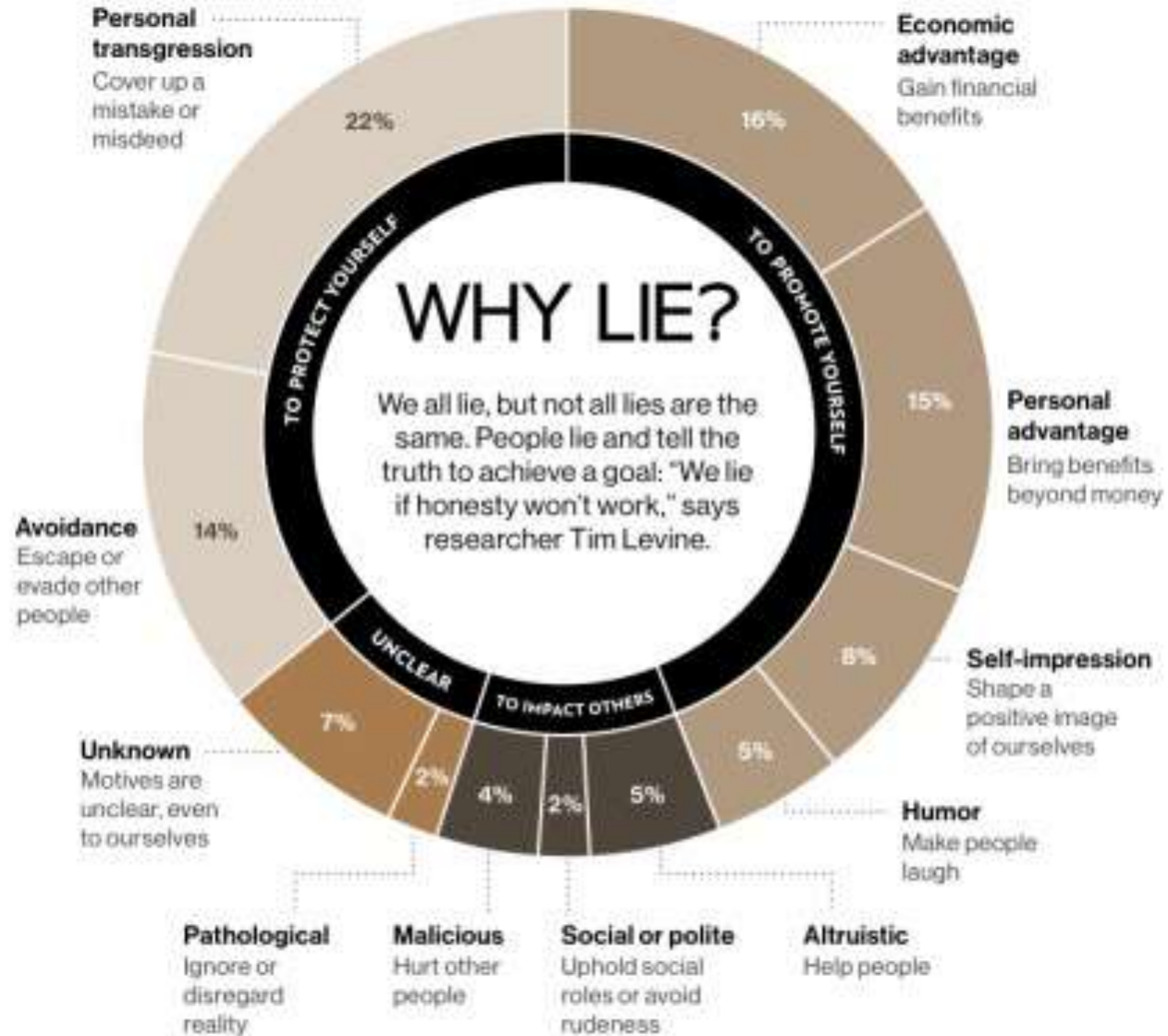
A JTBD IS...

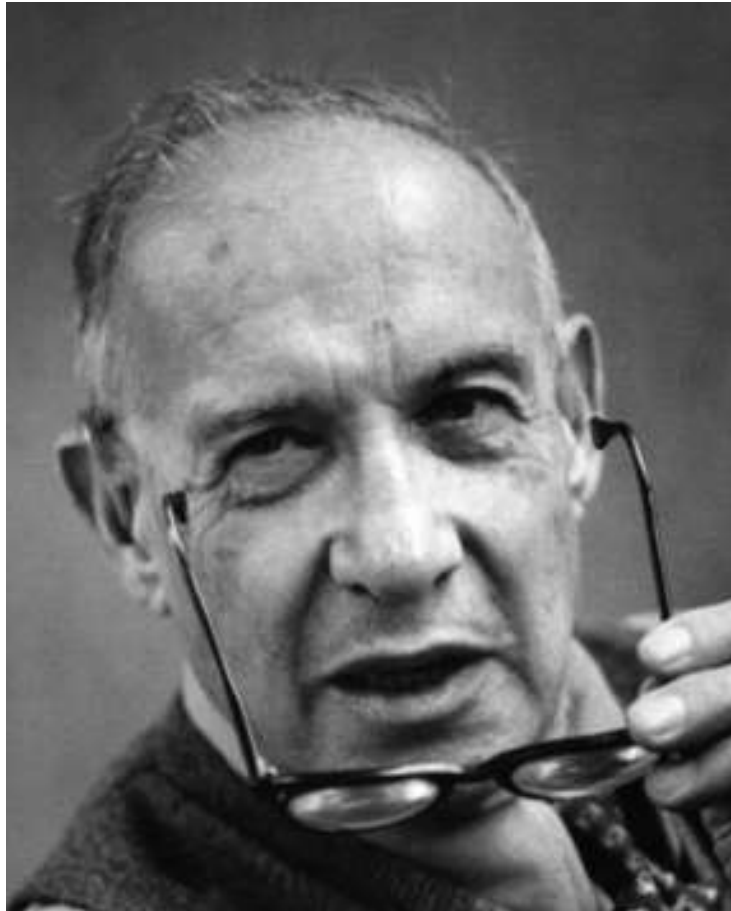




**“If I had asked people
what they wanted,
they would have said
faster horses.”**

—Henry Ford





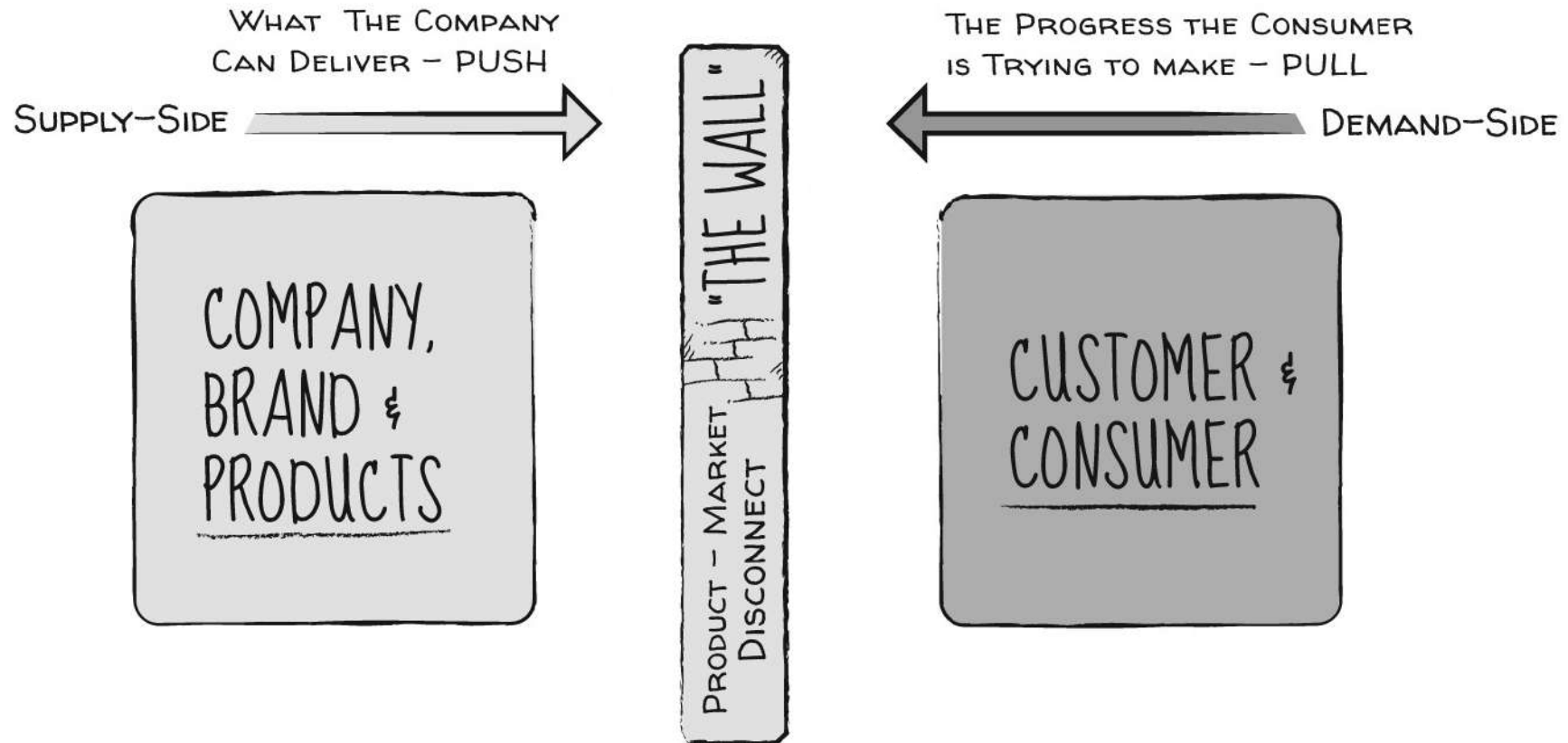
“What people in business think they know about the customer and the market is likely to be more wrong than right ... the customer rarely buys what the business thinks it sells them.”

Peter Drucker- 1950

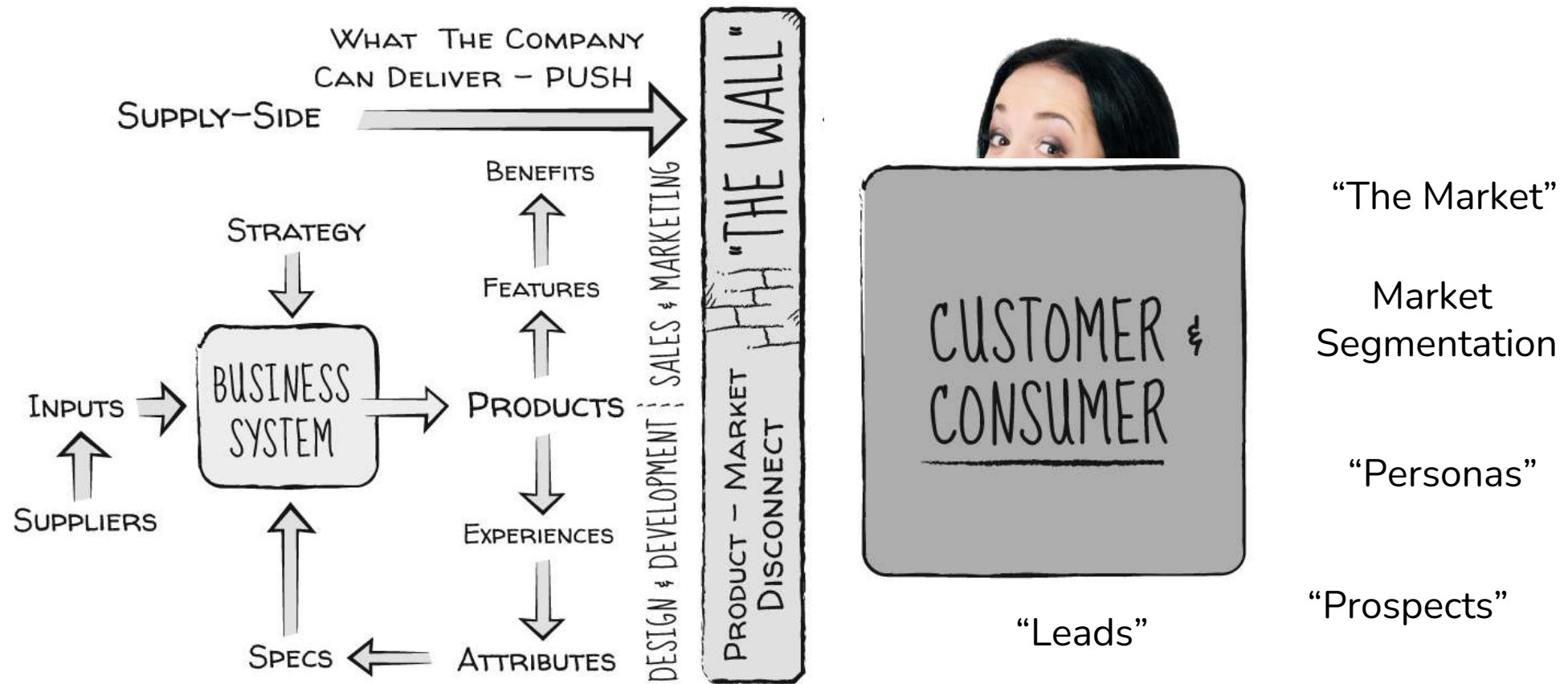
4 Key Frameworks to use JTBD

1. “Supply-Side” vs “Demand-Side” Thinking
2. Forces Of Progress
3. The JTBD Timeline
4. Social, Emotional and Functional Motivational Energy

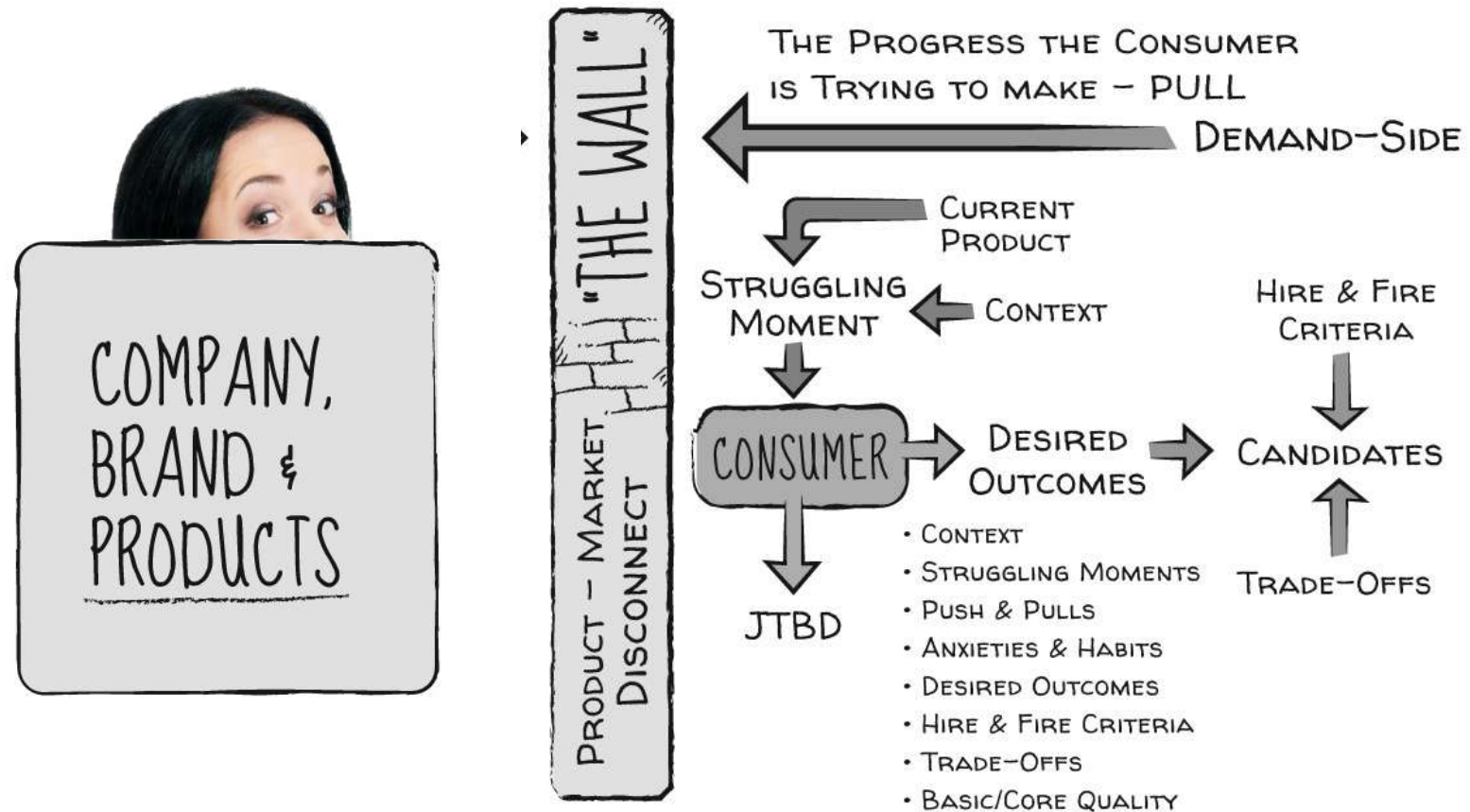
Two Perspectives: Supply-Side v. Demand-Side



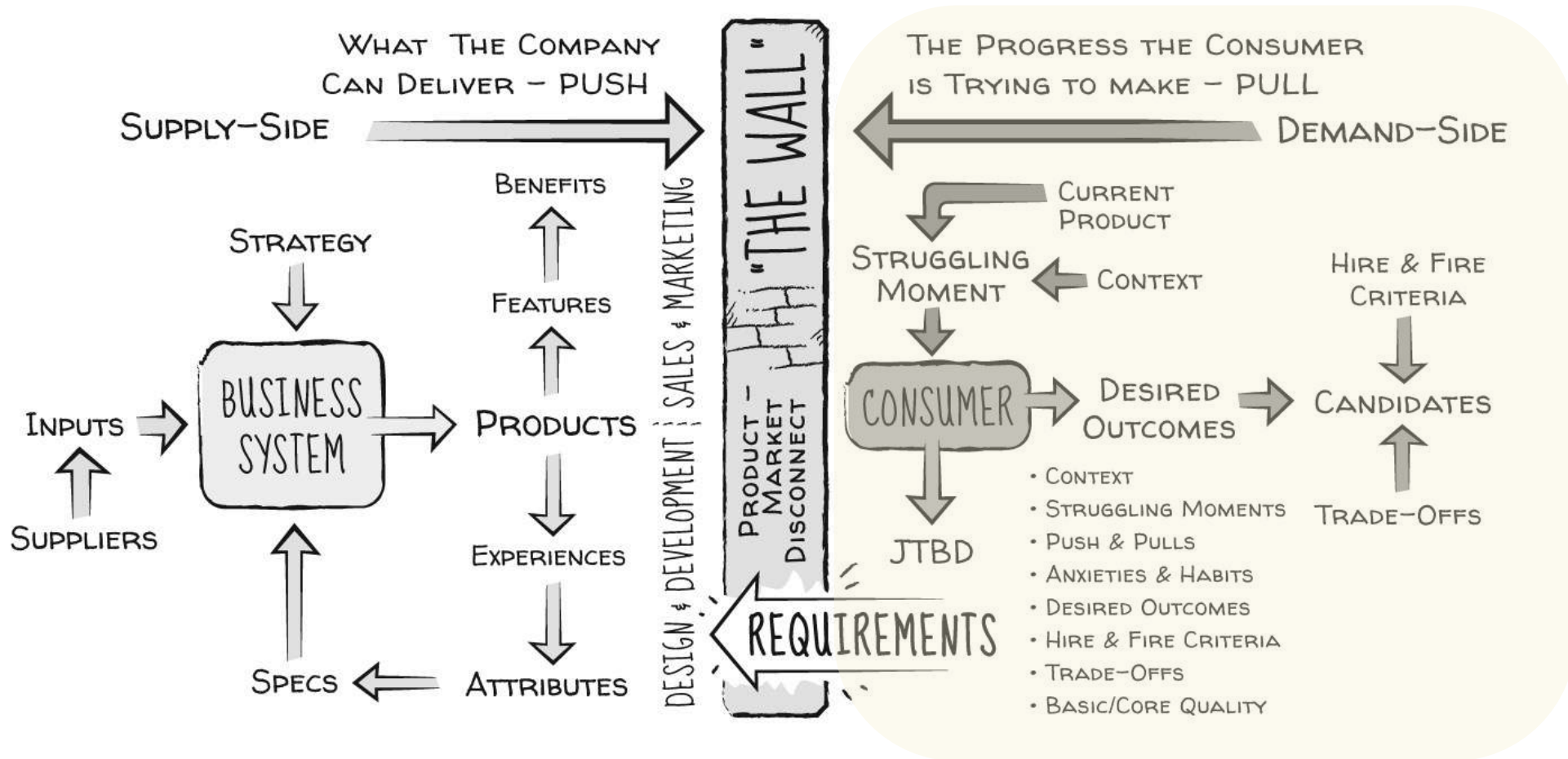
Supply-Side: Making Products & Services



Demand-Side – “Why Does Someone Buy Something New?”



Supply-Side v. Demand-Side: Different Language & Process



The struggling moment is the seed for all innovation.

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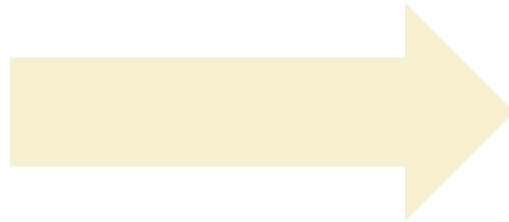
People Don't Want to Buy...

“People don't want to buy a quarter-inch drill...”

The Solution
(WHAT)



Product Language
– Features &
Benefits



...they want a quarter-inch hole!”



The Job
(WHY)

Job Language –
Context &
Outcomes



“Creativity is thinking up new things. Innovation is doing new things.”

Theodore Levitt

Theodore Levitt
1960 - Professor
Harvard Business
School





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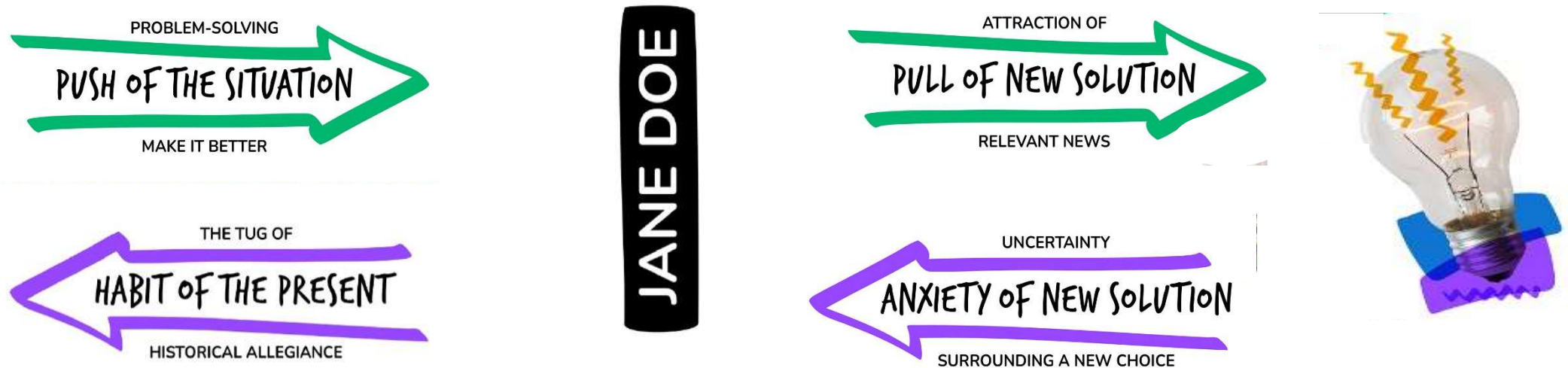


are interested in specializing in Windows 7 desktop and application deployments and managing the desktop environments for large organizations. People attending this training could be support technicians or currently in deployment roles and are looking at taking the next step in their career or enhancing their skills in the areas of planning and deploying Windows 7 desktops.

Student Prerequisites

- In addition to their professional experience, students who attend this training should have the following prerequisite knowledge and skills:
- Solid understanding of TCP/IP and networking concepts
 - Solid Windows and Active Directory knowledge. For example, domain user accounts, domain vs. local user accounts, user profiles, and group membership
 - Good understanding of scripts and batch files
 - Solid understanding of security concepts such as authentication and authorization

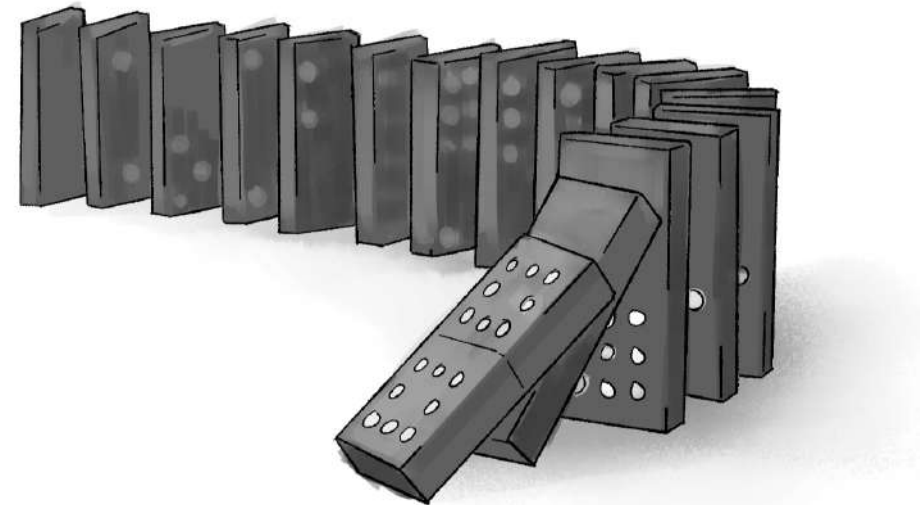
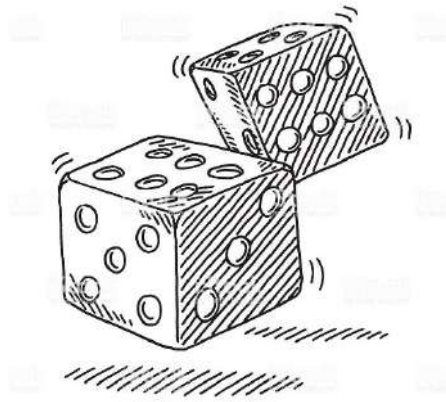
Progress is Caused: JTBD Forces of Progress



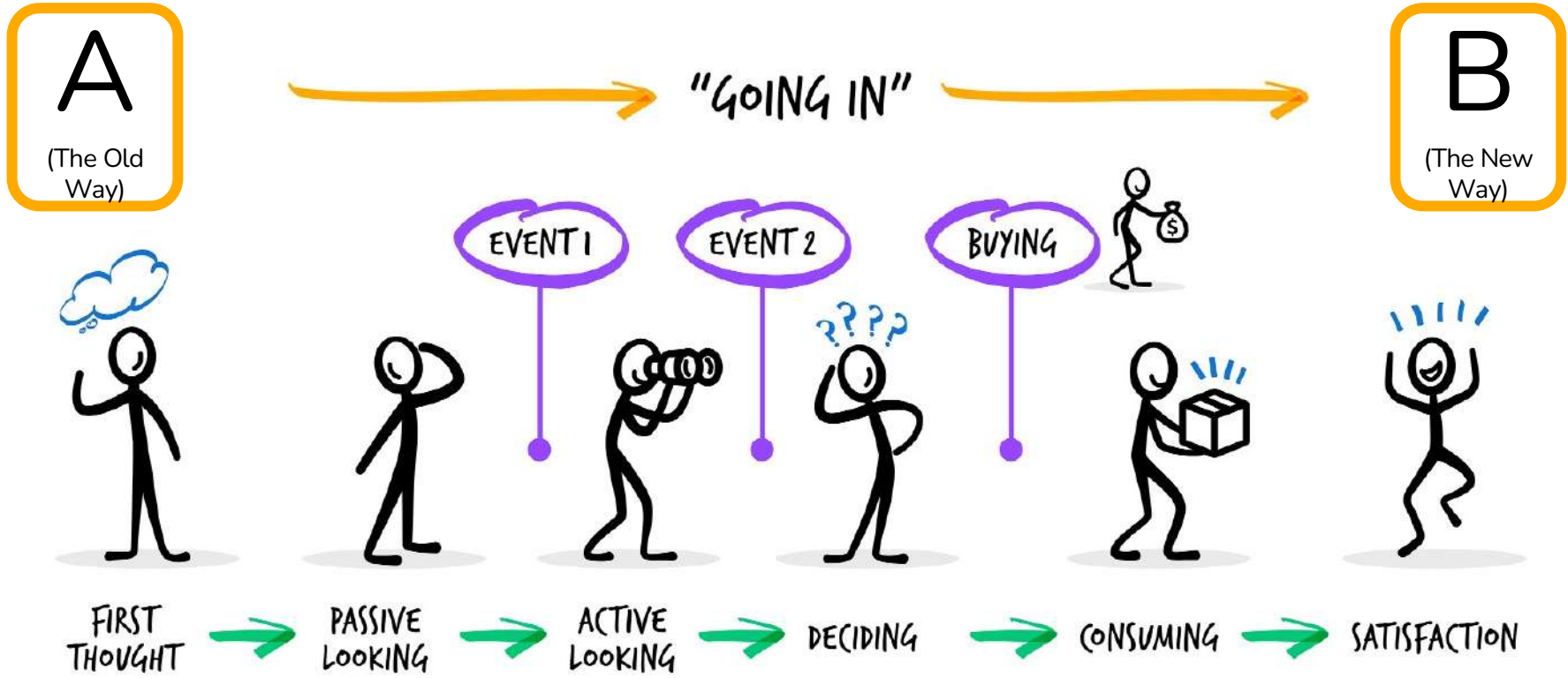
THESE TWO FORCES **BLOCK CHANGE**

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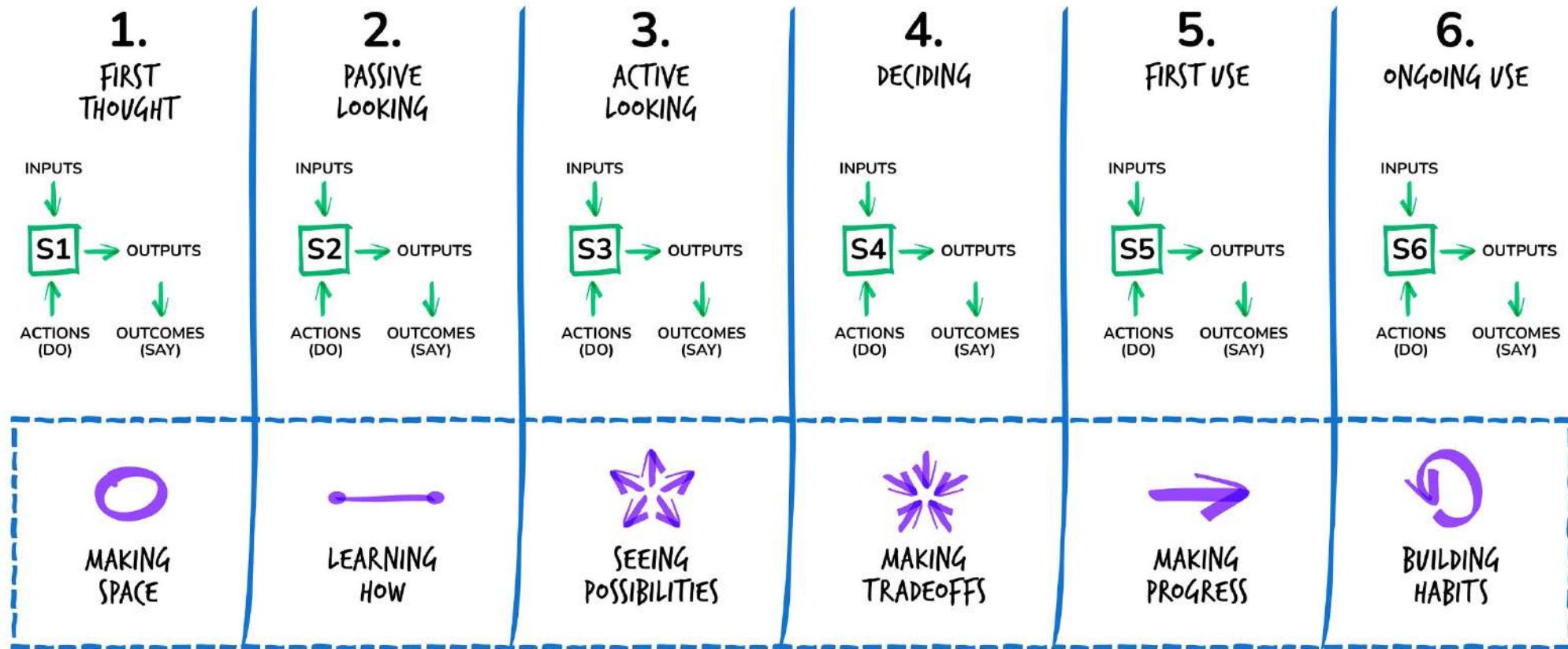
What are the set of dominoes that have to fall?



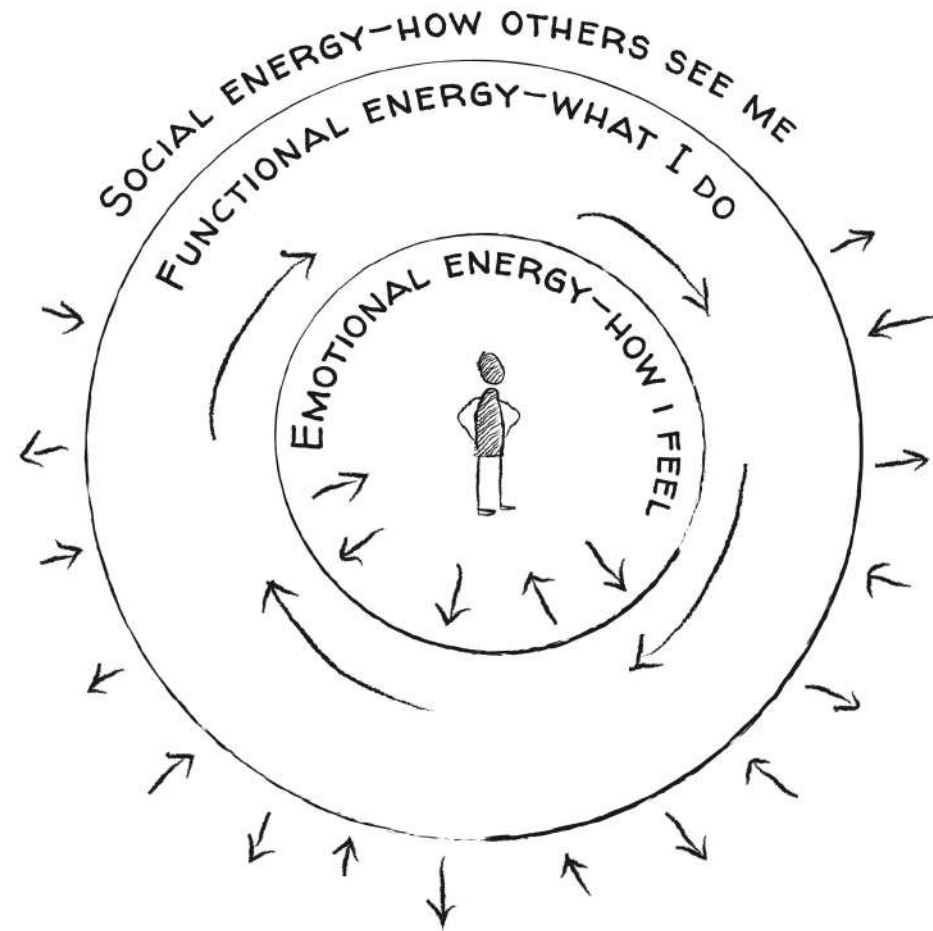
JTBD Timeline: The Process of Making Progress



JTBD Timeline: A Set of Consumer Systems

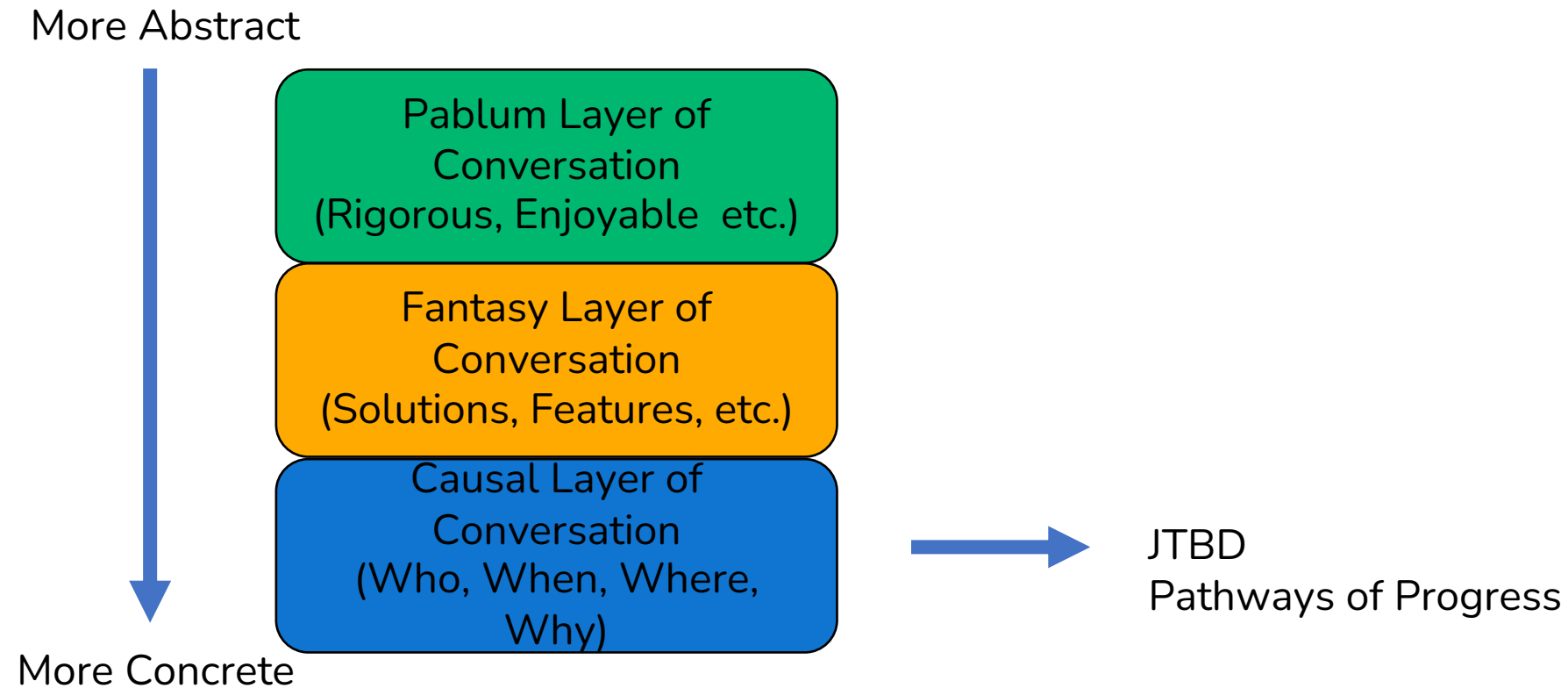


Types of Motivational Energy



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Unpacking the Layers of Language



Part 2

Case Studies



WHERE HAVE ORGANIZATIONS USED JTBD?

- PRODUCT (DESIGN & ENGINEERING) – INTERCOM & AUTOBOOKS;
- GTM (SALES & MARKETING) – INTERCOM & AUTOBOOKS
- HUMAN RESOURCES (RECRUITING & CAREER MANAGEMENT) – RUSSELL
- CAFETERIA (FIXING BREAKFAST) – ANDREW GLASER
- FINANCE & INFO SYSTEMS – REPORTING
- IT, AND HELP DESK SUPPORT – STRUGGLING MOMENTS & NEW FEATURES; BASECAMP
- NOT FOR PROFIT – VOLUNTEERING

WHERE HAVE ORGANIZATIONS USED JTBD?

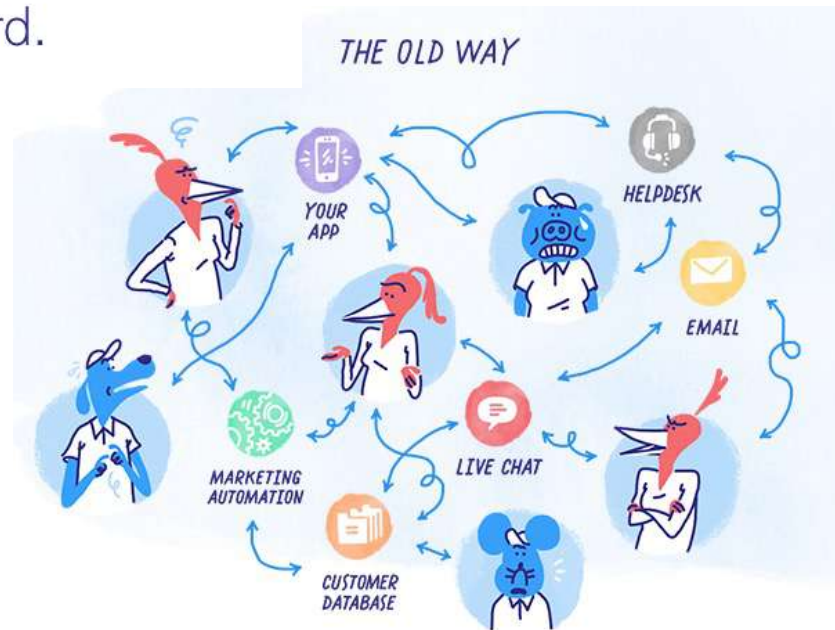
- PRODUCT (DESIGN & ENGINEERING) – INTERCOM & AUTOBOOKS;
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- CAFETERIA (FIXING BREAKFAST) – ANDREW GLASER
- FINANCE & INFO SYSTEMS – REPORTS

Meet Intercom

Des Traynor
Founder & VP Strategy



Communicating with customers shouldn't be this hard.



- Started in 2010
- One size fits all – “A product” that can do everything to help a software company with managing consumers data (CRM, support tickets, customer onboarding, new features testing, etc.)
- One price for all its services
- Very little crossover buying



With Intercom it's simple and personal for everyone.

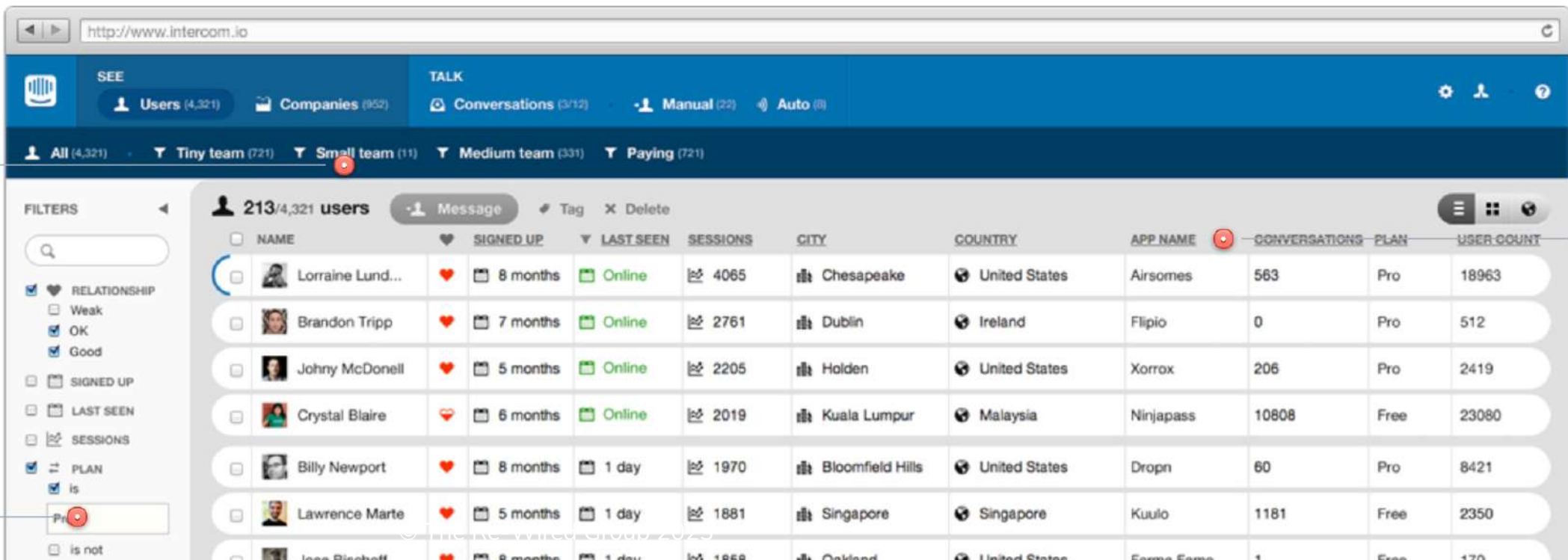
Enter your email

Get Started

2012

MANAGE YOUR CUSTOMERS FROM CRADLE TO GRAVE

A smarter way to do lifecycle marketing, customer development, newsletters, surveys, and more.



Segment

Filter

NAME	SIGNED UP	LAST SEEN	SESSIONS	CITY	COUNTRY	APP NAME	CONVERSATIONS	PLAN	USER COUNT
Lorraine Lund...	8 months	Online	4065	Chesapeake	United States	Airsomes	563	Pro	18963
Brandon Tripp	7 months	Online	2761	Dublin	Ireland	Flipio	0	Pro	512
Johny McDonell	5 months	Online	2205	Holden	United States	Xorrox	206	Pro	2419
Crystal Blaire	6 months	Online	2019	Kuala Lumpur	Malaysia	Ninjapass	10808	Free	23080
Billy Newport	8 months	1 day	1970	Bloomfield Hills	United States	Dropn	60	Pro	8421
Lawrence Marte	5 months	1 day	1881	Singapore	Singapore	Kuulo	1181	Free	2350
Jose Bischoff	8 months	1 day	1858	Oakland	United States	Ferne Fame	1	Free	170

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Intercom.com

The screenshot shows the Intercom.com website with a blue header. The navigation bar includes the Intercom logo, the word "Intercom™", and links for "PRODUCTS", "CUSTOMERS", "PRICING", and a "LOG IN" button. Below the header, there are four main sections: "ACQUIRE BETA", "ENGAGE", "LEARN", and "SUPPORT". Each section has a sub-header, a brief description, and a "LEARN MORE" button. Below these sections are several smaller promotional cards with illustrations and text. The "ACQUIRE" section includes a testimonial from Jamil Velji of Vantage Analytics. The "ENGAGE" section features a card about leaving no signups behind. The "LEARN" section has a card about starting conversations with the right customers. The "SUPPORT" section includes a card about sorting out support requests. The overall design is clean and modern with a blue color palette.

Intercom™ PRODUCTS CUSTOMERS PRICING LOG IN

ACQUIRE BETA
Chat with visitors on your website to help them become customers
LEARN MORE

Better than live chat in every way
Flexible: Account messages 24/7 and respond when you're ready.
Continuous: Keep conversations alive by email if visitors leave.
Collaborative: Work as a team to give visitors what they need.
Intelligent: Match visitors to new chat when they sign up.

ENGAGE
Onboard & retain customers with targeted email & in-app messages
LEARN MORE

Looking for quality customer feedback?
Start talking to the right customers
WATCH THE VIDEO

LEARN
Get product feedback from the right customers, in-app or by email
LEARN MORE

SUPPORT
Help customers inside your web or mobile app, and by email
LEARN MORE

Leave no signup behind
Automatically email people who drop-off to get them back on track.


Sort it out with Intercom
Intercom's shared inbox makes it easy for teams to handle support requests. Align messages, set customer profiles, and respond in-app or by email.

“We saw a 20% increase in conversions of freemium to premium customers by using Intercom Acquire.”
JAMIL VELJI, VANTAGE ANALYTICS

We have five packages, each designed for a specific job

2014 Q2

FOR ALL TEAMS **FREE**




OBSERVE

See who your customers are and what they do in your product.

[LEARN MORE](#)

FOR SALES & SUPPORT TEAMS **BETA**



ACQUIRE

Talk to visitors on your website to help them become customers.

[LEARN MORE](#)

FOR MARKETING TEAMS



ENGAGE

Guide new signups to become active customers.

[LEARN MORE](#)

FOR PRODUCT TEAMS




LEARN

Get quality product feedback from the right customers.

[LEARN MORE](#)

FOR SUPPORT TEAMS




SUPPORT

Streamline support for your team and your customers.

[LEARN MORE](#)

2014 Q4


We have four products, integrated on one platform



Acquire
LIVE CHAT

Chat with visitors on your website to help them become customers.


[LEARN MORE](#)



Engage
MARKETING AUTOMATION

Onboard & retain customers with targeted email & in-app messages.


[LEARN MORE](#)



Learn
CUSTOMER FEEDBACK

Get feedback from the right customers, in-app or by email.

[LEARN MORE](#)



Support
CUSTOMER SUPPORT

Help customers inside your web or mobile app, and by email.

[LEARN MORE](#)

All products are built on the free Intercom platform

Track live customer data · Filter & segment customers · View rich customer profiles

[LEARN MORE](#)

2015 Results – 500% growth in 18 months



HOW TO MARKET THE JOB-TO-BE-DONE



Keep Going - Became Experts in their JTBD

Intercom 1mo

You don't want to communicate with your customers without a solid strategy. Get our latest book, *Intercom on Customer Engagement*, and learn how to send the right message, to the right people, at the right time. ...see more

9 Likes

Like Comment Share

Intercom 3mo

Want to understand your customers & competitors better? We've just re-released our book, *Intercom on Jobs-to-be-Done* <https://buff.ly/2yEkxV4>

GET YOUR FREE BOOK ->

Intercom 3mo

Special webinar today: Intercom co-founder Des Traynor will discuss the importance of onboarding in bridging the gap between a company's initial traction and sustained success. <https://bit.ly/2xkjsRP>

From signed up to satisfied | Intercom Webinar
intercom.com

Intercom 2mo

If you're not continuously showing your customers how to get value out of your product, you're not encouraging product dependency. Let our *Onboarding Starter Kit* help. 🍌

The Onboarding Starter Kit
intercom.com

Intercom 3mo

🔊 Listen to 'Intercom on Product Management', our first ever audiobook, in which we offer our guidance on the tough decisions you will face as a product manager.

Intercom on Product Management book
intercom.com

Intercom 2mo

Creating help articles people actually want to read takes sincere effort – find out how with our new *help center starter kit*.

The Help Center Starter Kit
intercom.com

They power our solutions

Our products work together to help sales, marketing, and support teams better communicate with customers.

2018



Live Chat

Convert visitors on your website to customers and help users inside your web or mobile app.

[Learn more →](#)



Onboarding & Retention

Onboard, upsell, and retain customers with targeted email, in-app, and push messages.

[Learn more →](#)



Customer Support

Solve customer problems faster with an integrated help desk and public knowledge base.

[Learn more →](#)



The Intercom Platform™

All of our solutions work together in one place, powered by live customer data.

[Learn more →](#)

Instantly resolve 29% of your customers' most common questions with Answer Bot. [Check it out.](#) →

2019

A new and better way to acquire, engage and retain customers

Modern products for sales, marketing and support to connect with customers and grow faster.

[Start A Free Trial](#)



Trusted by the world's most innovative businesses – big and small

Perfect for sales, marketing, and support

Acquire customers

Use bots and live chat to automatically qualify, route and convert more leads faster.

[Learn more →](#)

Engage customers

Send targeted email, in-app and push messages to turn more signups into customers.

[Learn more →](#)

Support customers

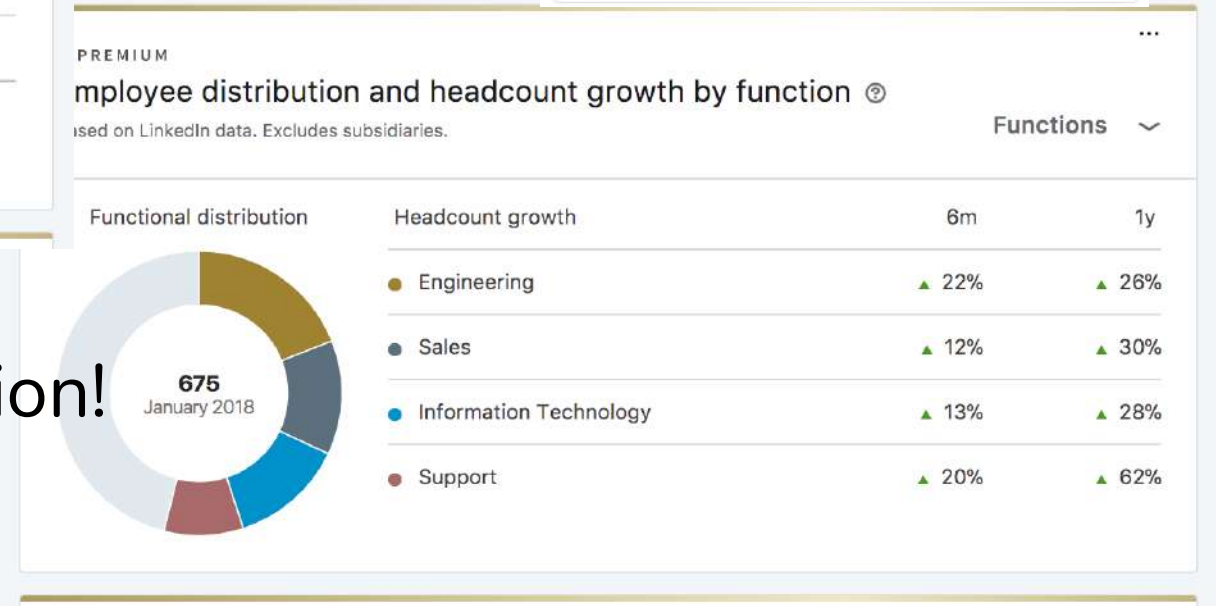
Get an integrated help desk and knowledge base to solve customer problems faster.

[Learn more →](#)

And They are Still Growing . . .



March 2019 - \$1.25 Billion Valuation!



WHERE HAVE ORGANIZATIONS USED JTBD?

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HOW DOES JTBD APPLY TO CAREER CHANGE?



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WHY CHANGE JOBS?

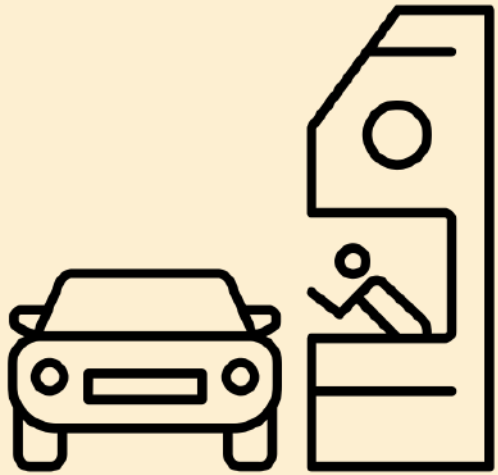
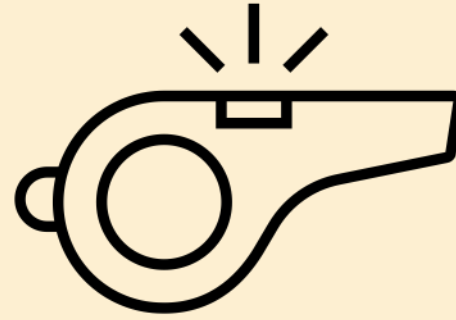
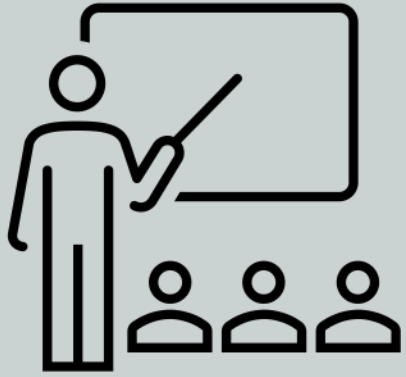
Employees don't just work for companies, they "hire" them to help them make progress in their life.

A JTBD IS...



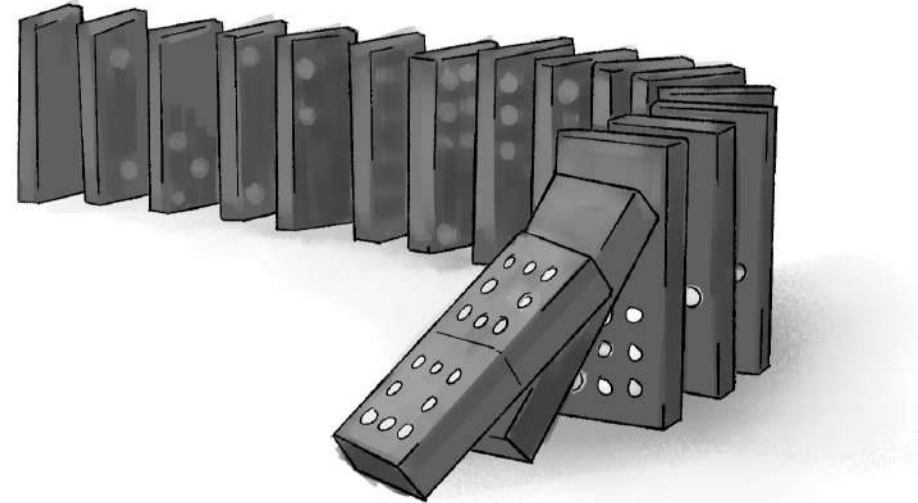
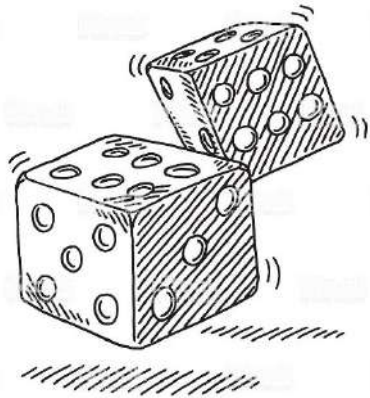
...THE PROGRESS THAT A PERSON IS TRYING TO MAKE IN A PARTICULAR STRUGGLING CIRCUMSTANCE.

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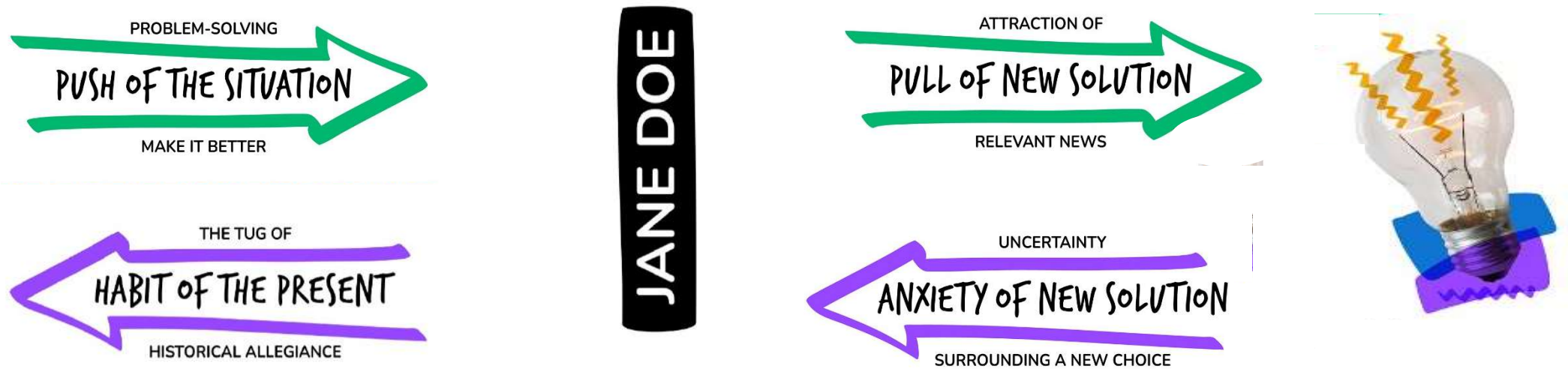


A WIDE VARIETY OF INDIVIDUALS

LUCKY? RANDOM OR CAUSED?



PROGRESS IS CAUSED: JTBD FORCES OF PROGRESS



THESE TWO FORCES **BLOCK CHANGE**

THINK BACK TO YOUR LAST JOB CHANGE



What pushed *YOU* to make a change?

DO THESE PUSHES APPLY TO YOU?

When I...

- ✓ Don't respect or trust the people I work with
- ✓ Feel like the work I'm doing has little or no impact on the company or world
- ✓ The way I'm managed is wearing me down
- ✓ My current company is struggling and the end feels near

- ✓ End up with a new manager and feel like I'm starting over
- ✓ Feel disrespected/not trusted
- ✓ Realize I'm at a personal milestone/life event
- ✓ Reach a milestone in my career
- ✓ Realize work is dominating my life and I'm sacrificing time for myself or my family

- ✓ Am challenged beyond my ability or logic or ethics
- ✓ Am NOT challenged and/or bored in my current work
- ✓ Can't see a place for me to go or grow in my current organization
- ✓ Feel like I'm on my own, ignored and not supported at work

THINK BACK TO YOUR LAST JOB CHANGE



What pulled *YOU* to your next role?

DO THESE PULLS APPLY TO YOU?

So I
can...

- ✓ Have more time to spend with others in order to carry my weight
- ✓ My values and beliefs are aligned with the company and the people I work with
- ✓ My job fits into my existing personal life
- ✓ Reset my life and start over
- ✓ Gain skills for a future job or career

- ✓ Be acknowledged, respected and trusted to do great work
- ✓ Find an employer who values my experience and credentials
- ✓ Feel like my job is a step forward for me and in the eyes of others
- ✓ Have the freedom and flexibility to do my best work
- ✓ Have time for me

- ✓ Be recognized for my work's impact on others and the business
- ✓ Have a supportive boss who guides me
- ✓ Be part of a tight-knit team I can count on
- ✓ Be challenged, learn and grow
- ✓ Find a job I know I can do
- ✓ Support my growing responsibilities

THE CLUSTERS WE UNCOVERED

JTBD 1

When the way I am managed is wearing me down and I can't see a way to grow in this job, help me find a supportive environment so I can be challenged, learn and grow on the job.

JTBD 2

When I am overwhelmed at work, help me find an employer who values my experience so that I can regain freedom over how I allocate my time.

JTBD 3

When I have reached a personal milestone and my responsibilities are growing, help me find an employer where I can take the next step in my career.

JTBD 4

When my current employer does not value my experience or credentials, help me find an employer who will appreciate my expertise so that I am respected and acknowledged.

DISCONNECT BETWEEN COMPANY & EMPLOYEE

WHAT THE COMPANY CAN DELIVER - PUSH
SUPPLY-SIDE →



"THE WALL"
PRODUCT - MARKET
DISCONNECT

← THE PROGRESS THE CONSUMER IS TRYING TO MAKE - PULL
DEMAND-SIDE



THE JOB DESCRIPTION



Product Manager Job Description

Product Manager Job Description Sample #1 (Primarily inbound) Job Description

The Product Manager is responsible for the product planning and execution throughout the product lifecycle, including: gathering and prioritizing product and customer requirements, defining the product vision, and working closely with engineering, sales, marketing and support to ensure revenue and customer satisfaction goals are met. The Product Manager's job also includes ensuring that the product supports the company's overall strategy and goals.

The Product Manager is expected to:

- Define the product strategy and roadmap
- Deliver MRDs and PRDs with prioritized features and corresponding justification
- Work with external third parties to assess partnerships and licensing opportunities
- Run beta and pilot programs with early-stage products and samples
- Be an expert with respect to the competition
- Act as a leader within the company
- Required experience and knowledge

Requirements

- Minimum of N years experience as a Product Manager
- Demonstrated success defining and launching excellent products
- N+ years of experience in a job in the XXX market
- Excellent written and verbal communication skills
- Bachelor's degree (MBA preferred)
- Technical background, with experience in XXX
- Excellent teamwork skills
- Proven ability to influence cross-functional teams without formal authority
- Must be able to travel XX% of the time
- Examples and at least one sample of an effective document delivered in the past

THE RESUME



JANE DOE

BUSINESS ANALYST

T: 0468 000 000
 E: Janedoe@gmail.com
 L: LinkedIn.com/in/janedoe

KEY SKILLS
 Excellent active listening, negotiation, conflict resolution and communication skills. Time management. Exceptional presentation and verbal communication. Strategic and analytical thinking with a problem solving nature. Natural curiosity and need to find the 'why' and 'how'

EDUCATION
 2018
LinkedIn Learning Courses

- Business Benefits Realisation
- Project Management Foundations
- Business Process Modelling
- Business Analyst and Project Manager Collaboration
- Learning PRINCE2
- Agile Project Management Principles
- Business Analyst Foundations
- Business Analyst Competencies

2017
Tier 2 In General Insurance
 Kaplan, Australia

2013 - 2015
Fitness Instructor, Personal Trainer & Boxing Instructor
 AMAC Sports & Boxercise, England

EXPERIENCE

Junior Business Analyst – IT Company Mar 2018 - Present

- Internal promotion to Junior Business Analyst from previous role
- Process improvement for Financial Services Companies
- Streamline and automation of manual processes
- Requirements documentation and analysis
- System design including database mapping
- User Interface and User Experience Design
- Working closely with in house developers and offshore developers to define requirements and test products

PROJECTS:

- Produced access database for Salary Packaging Card Company
- Automated the processing of daily bank files
- Automated the generation of End Of Month Reporting
- Function Improvements to existing Novated Lease system
- Implemented the conversion of an insurance quote request form (excel) to an online web form – including user interface requirements
- System Design for Salary Packaging Card Company and System Design for Novated Lease Finance Company – including requirements gathering, workflows, mock ups, user interface design, database mapping and writing full User Requirements Specification Documents.
- Implementation of transition to new insurance provider
- Full automation plan for insurance company – reducing manual communication via email

Customer Service Administrator – Financial Services Company Apr 2017 – Jul 2018

- Dynamic role working across 4 entities in the Financial Services Industry (Motor Insurance, Salary Packaging Cards, Rewards Program and Novated Lease Finance)
- Developed process guidelines for all entities
- Created training documentation for new staff and provided training
- Assisted new customers (B2B) with the transition to our Card Program
- Assisted with the testing and launch of a Rewards Program
- Managed email inboxes, phone enquiries and web chat

Hospital advocacy consultant – Health Insurance Nov 2016 - Apr 2017

- High volume of inbound calls from hospital, medical and ancillary providers regarding patient claims

Feature Implementation – Software Company Dec 2015 – May 2016

- Participated in the launch of a new product by training customers, designing marketing material and answering customer queries.
- Organised and installed software upgrades
- Software implementation troubleshooting

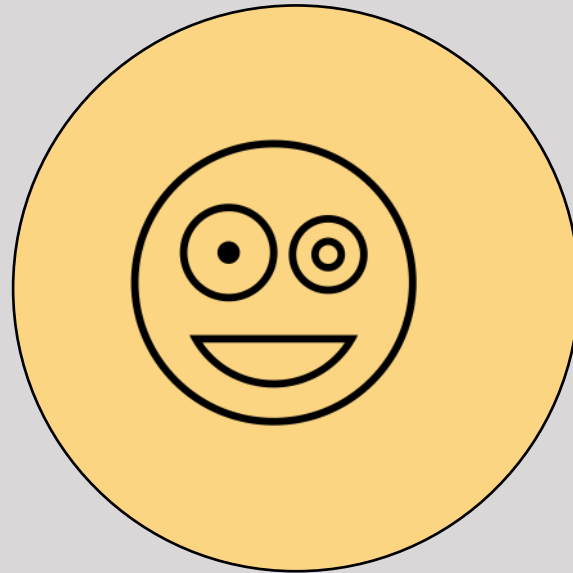
INTERESTS
 Nature, photography, fitness and health, listening to music and gaming.

REFERENCES
 Available upon request.

IT SEEMS LIKE A FIT, BUT...



DOES THIS RESONATE?



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THIS IS A TWO-SIDED PROBLEM

EMPLOYER SIDE

- JOB DESCRIPTION THAT REPRESENTS THE PROGRESS – THE WHAT, HOW AND HOW MUCH (PROGRESS FOR THE COMPANY)
- UNPACKED AND CAUSAL LANGUAGE – DO VS IS
- TRADE-OFFS WE ARE WILLING TO MAKE

CANDIDATE SIDE

- A JOB THAT LEVERAGES MY STRENGTHS, MINIMIZES WEAKNESSES
- HELPS ME GROW AND MAKE PROGRESS IN AND OUT OF WORK
- THINKS ABOUT ME AS A WHOLE PERSON

WE NEED TO FLIP THE LENS

The Old Paradigm
“Companies Hire Employees”



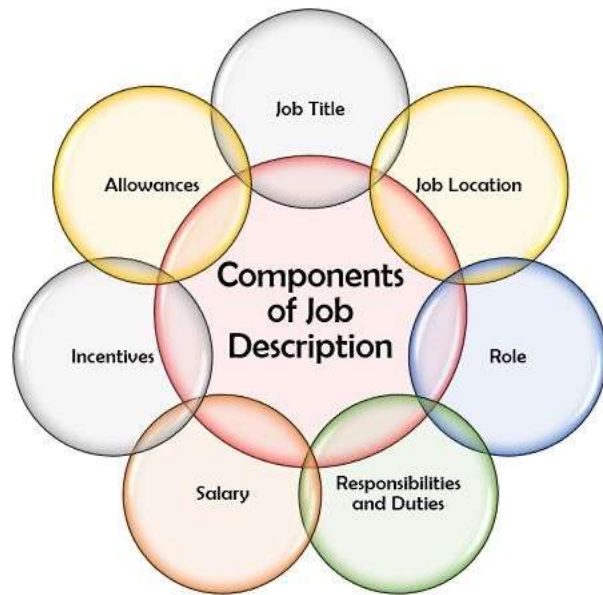
The New Paradigm
“Employees Hire Companies”



Reference Point: The company + Fill Job Opening

Reference Point: The Employee + Their progress

AN OPPORTUNITY FOR A TWO-SIDED MARKET



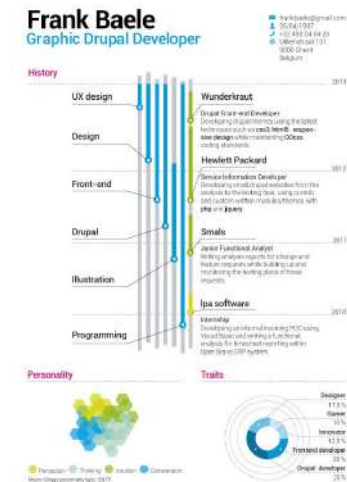
Better Designed Job/Position Descriptions
(What, How and How much)



Matching System – Interviews to assess Fit and Trade-offs



Deeper Understand of Self & Journey Including Desired Progress
(Who, When, Where and Why)



So...

HOW CAN WE HELP OUR EMPLOYEES?



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WE BUILT A PROTOTYPE – HELPING DEMAND

1 Unpacking Your Career Timeline

2 Understanding Your Energy Drivers & Drains

3 Uncovering Dimensions of Value

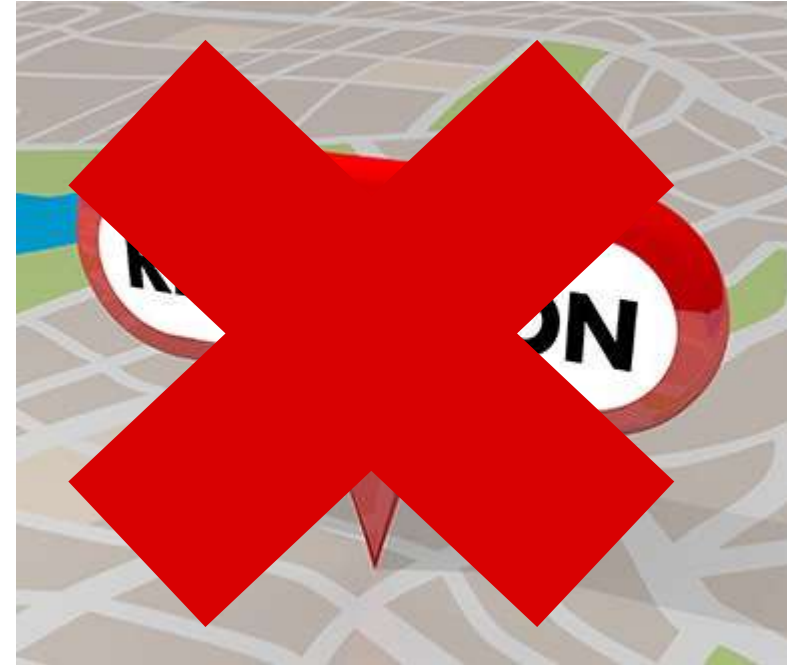
4 Prototyping New Opportunities

5 Weighting & Making Tradeoffs

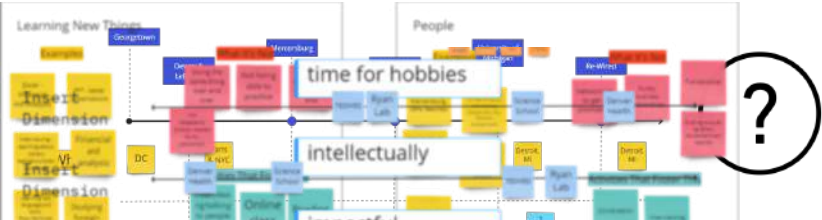
MEET RUSSELL



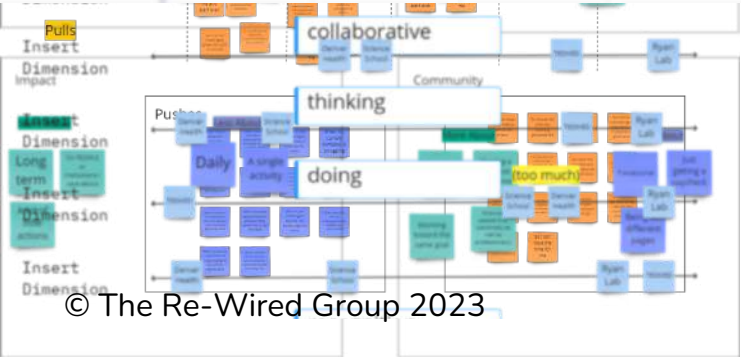
- ✓ 15 years experience
- ✓ CPG Marketing & General Management
- ✓ Husband and father
- ✓ Midwest Native



WHAT DID RUSSELL DO?



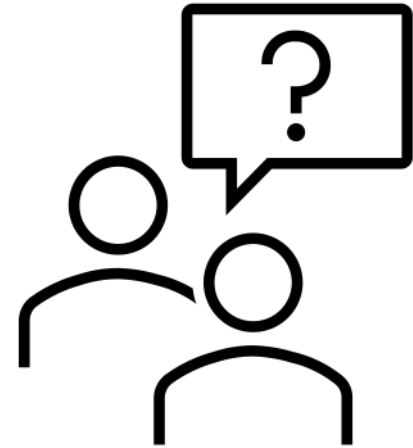
1	Dimension	Weight	Denver Health	Ryan Lab	PA	Nat Geo Expedition Coordinator	Design Researcher consulting	Science Writer @ Nonprofit
2	intellectually challenging - learning	3	1	4	3	3	5	4
3	impactful in a personal sense	3	4	2	4	2	2	3
4	having enough money to be comfortable	3	1	3	5	3	5	4
5	time for hobbies outside of work	3	5	3	4	3	2	3
6	working with driven & curious people	2	2	4	3	4	5	4
7	variety of everyday tasks	2	3	4	4	3	4	3
8	having autonomy / being trusted as an expert	2	2	4	4	4	5	5
9	working collaboratively as part of a team	2	3	4	4	4	5	3
10	physically doing tasks	1	4	4	5	1	2	1
11	idea generation / creativity	1	1	3	1	3	4	5
12	ability to live internationally	1	1	5	1	2	3	3
13	Total		59	80	85	69	89	81
14								



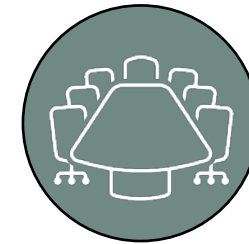
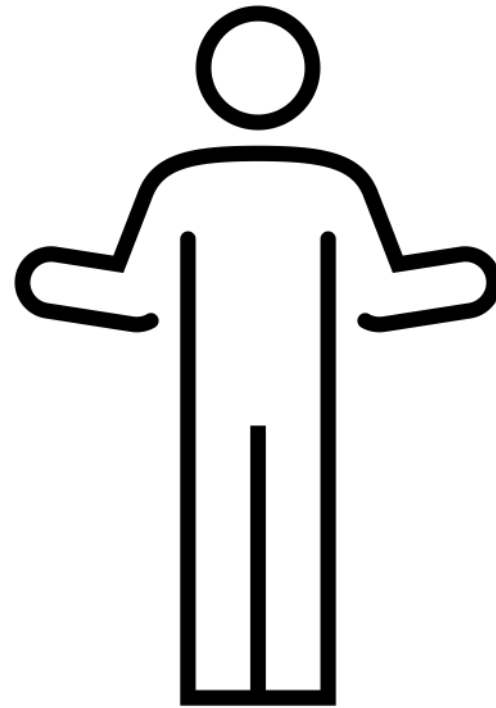
ASK YOURSELF...AND THOSE AROUND YOU

- What makes you wake up excited in the morning?
- When are you in flow?

- What drains your energy?
- What work do you dread and find yourself putting off?



THINK HOLISTICALLY...IT'S NOT JUST ABOUT THE JOB



So...

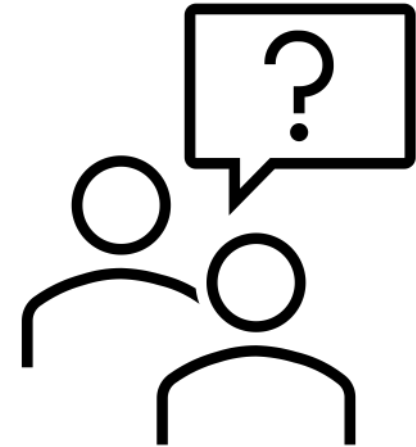
HOW CAN WE HELP OUR EMPLOYEES?



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ASK MORE (AND BETTER!) QUESTIONS

- Happens in the moment, real time
- Demonstrates you are listening
- Conversational
- Unpacking situation and outcomes
- Focus on them, not you/the company and what you want to accomplish



IT'S ALL ABOUT UNDERSTANDING THE PROGRESS THEY WANT TO MAKE!

Employees don't just work for companies, they "hire" them to help them make progress in their life.

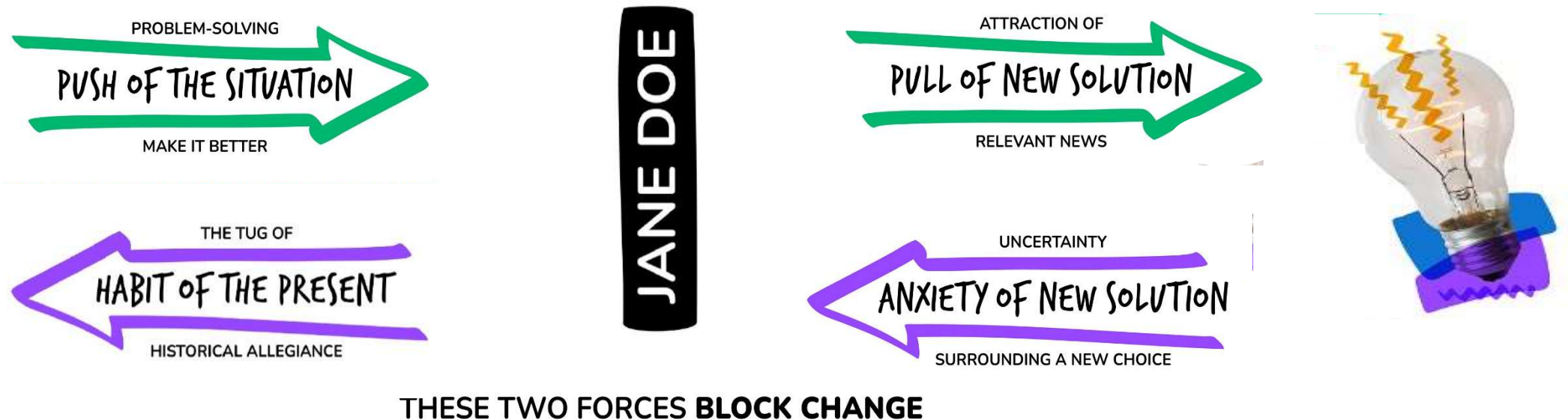
A JTBD IS...



...THE PROGRESS THAT A PERSON IS TRYING TO MAKE IN A PARTICULAR STRUGGLING CIRCUMSTANCE.

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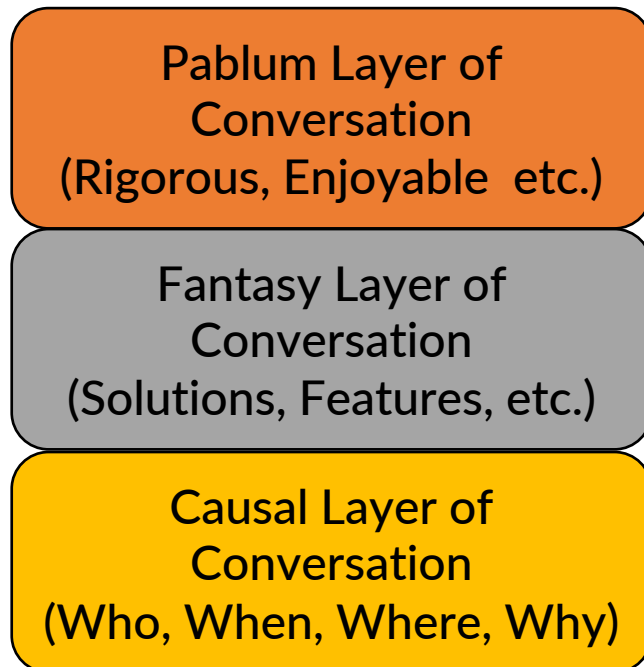
THINK PUSHES AND PULLS



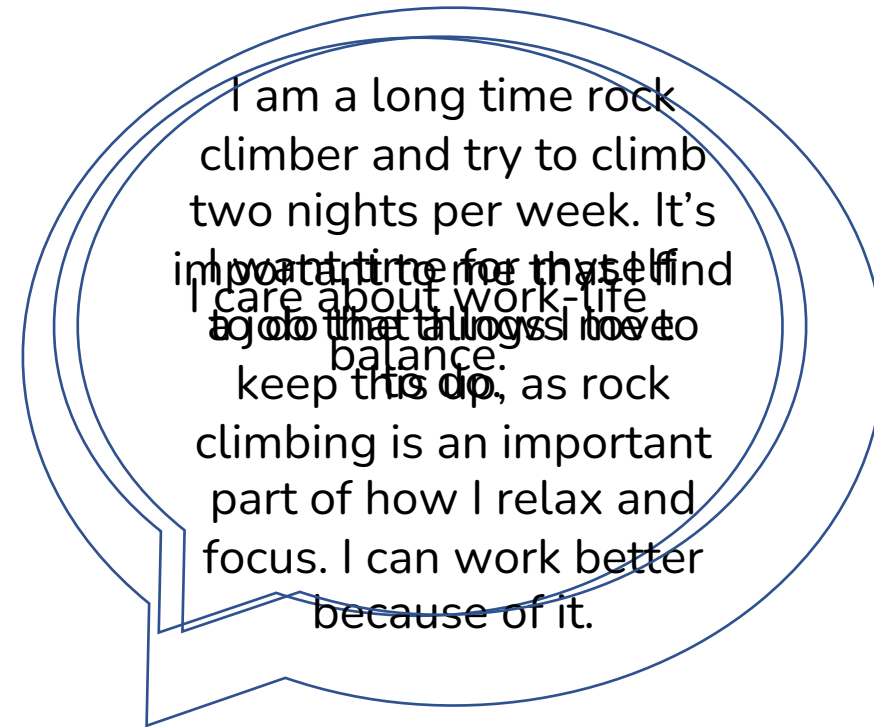
THESE TWO FORCES **BLOCK CHANGE**

IT'S NOT JUST ABOUT ASKING QUESTIONS - IT IS ABOUT UNPACKING

More Abstract



More Concrete



WHAT QUESTIONS MIGHT YOU ASK TO UNDERSTAND EMPLOYEE PROGRESS?

JTBD 1

When the way I am managed is wearing me down and I can't see a way to grow in this job, help me find a supportive environment so I can be challenged, learn and grow on the job.

JTBD 2

When I am overwhelmed at work, help me find an employer who values my experience so that I can regain freedom over how I allocate my time.

JTBD 3

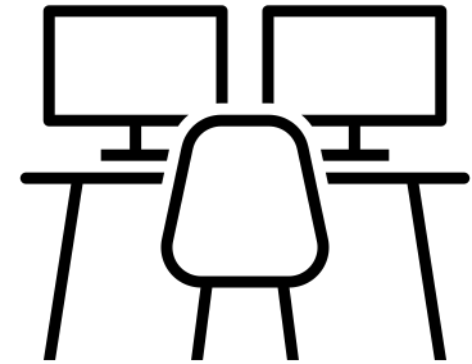
When I have reached a personal milestone and my responsibilities are growing, help me find an employer where I can take the next step in my career.

JTBD 4

When my current employer does not value my experience or credentials, help me find an employer who will appreciate my expertise so that I am respected and acknowledged.

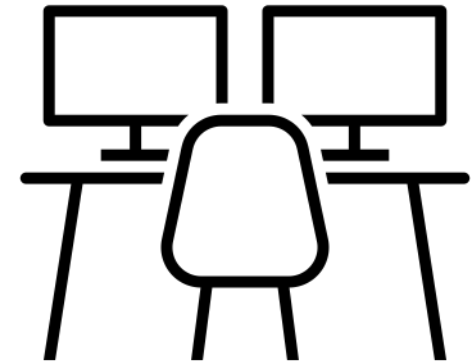
THEN EXAMINE YOUR OWN COMPANY...

- Which JTBD do you serve well?
Why?
- Which JTBD might you not serve as well?



USE JTBD TO MATCH FEATURES & BENEFITS

- What about your company's offerings (benefits, structure, style of work, etc.) resonate with each JTBD? Why?
- What about your company's offerings DO NOT resonate with each JTBD? Why?



DOES WHAT YOU SAY SPEAK TO EMPLOYEE PROGRESS?



Lead, Corporate Development, Strategy + Business Operations

Duolingo · Pittsburgh, PA (On-site) 5 days ago · 101 applicants

Full-time · Associate

501-1,000 employees · Technology, Information and Internet

3 school alumni

See how you compare to 101 applicants. [Try Premium for free](#)

You have a preferred skill badge

Apply

Save

About the job

Role location is open to NYC or our Pittsburgh, PA Headquarters.

Our mission at Duolingo is to develop the best education in the world and make it universally available. But we've got more left to do — and that's where you come in!

Duolingo is the most popular language-learning application in the world, with over 500 million users and over half a billion exercises completed daily. Beyond our core learning product, we have also entered into literacy with Duolingo ABC and English proficiency testing with the Duolingo English Test.

The Corporate Development, Strategy and Business Operations team is a high profile, strategic part of Duolingo, and this position represents a vital role within the company. In this role, you will drive key strategic decisions (incl. M&A) via analytic insight, and collaborative problem-solving. You will have extensive interaction with the senior leadership



- Do your job descriptions speak to the progress your prospective employees want to make?
- How about your onboarding?

WHAT DO YOU REALLY WANT FROM A PRODUCT MANAGER?

Essential Functions And Responsibilities

- Provides guidance on strategic thinking about roadmaps for the initiatives in their domain
- Constantly evaluating the impact of tradeoff decisions to ensure we are delivering the greatest value to the customer
- Coordinate and seek opportunities to align and partner with other product teams throughout the organization
- Lead cross-functional collaboration to deliver outcomes
- Designs experiments to test hypotheses to inform product decisions
- Designs OKRs, identifies outcomes and metrics for the domain they manage
- Analyzes the impact of my product domain features on key business outcomes and overall experience journey
- Can help others understand our business model, current GTM strategies and future models & strategies
- Helps others use synthesis methods that reduce bias and surface insights in an effective way

Knowledge, Skill and Abilities

- Ability to identify team member's strength and delegate appropriate tasks with clear expectations
- Fosters communication and collaboration within and between teams
- Communicates an inspired vision with a compelling strategy
- Manage and lead your team through interpersonal dynamic issues when they arise
- Helps others form valid conclusions from research
- Can quickly sense what will help or hinder accomplishing a goal
- Has breadth and depth in research tools and knows when to use what

Qualifications

Minimum Qualifications

- Bachelor's degree
- 5+ years of demonstrated experience working as a software Product Manager
- 2+ years of People leader experience within Product Management

HOW CAN YOU GET STARTED?

- Unpack language – ask follow up questions of prospective employees, direct reports and colleagues. Work to understand what progress they seek in their employment.
- Are your employees making progress? Uncover the struggling moments experienced by your employees.
- Explore what trade-offs you – or your company can make – in order to help employees achieve progress.

Part 3

Summary & Q+A



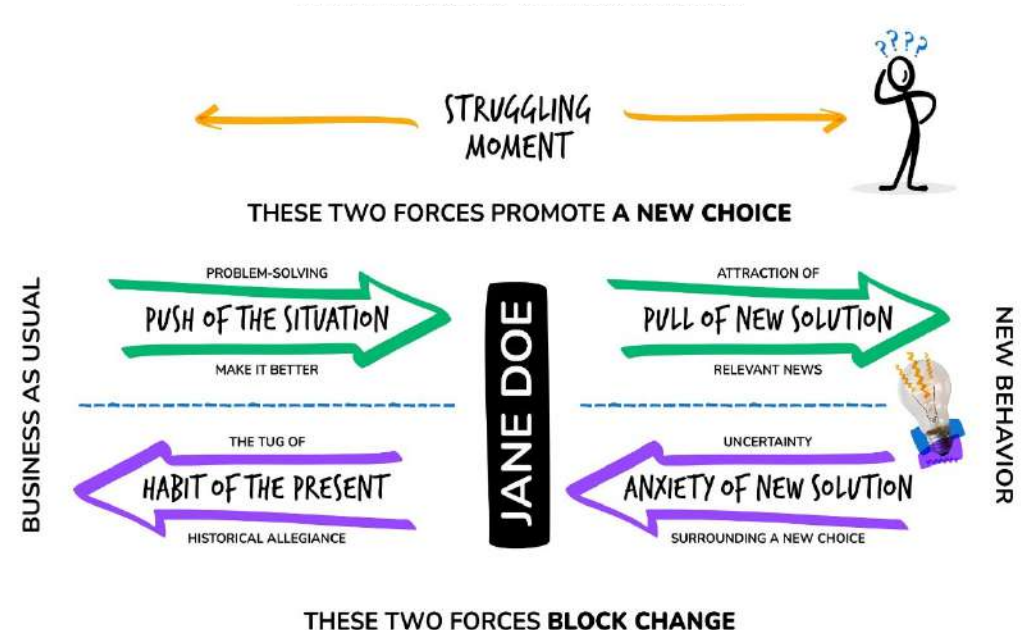
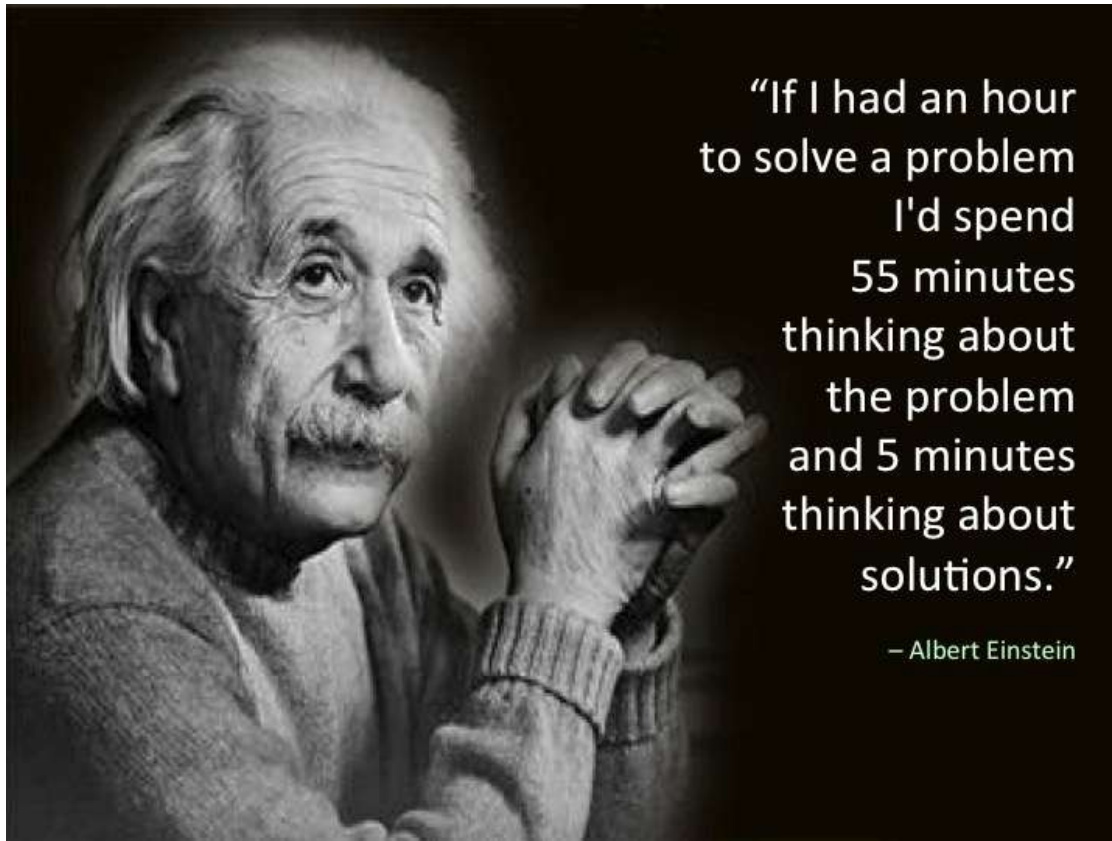
3 Tips For Making Progress using JTBD



#1 - Find the Struggling Moments – Current & Future – Inside & Out



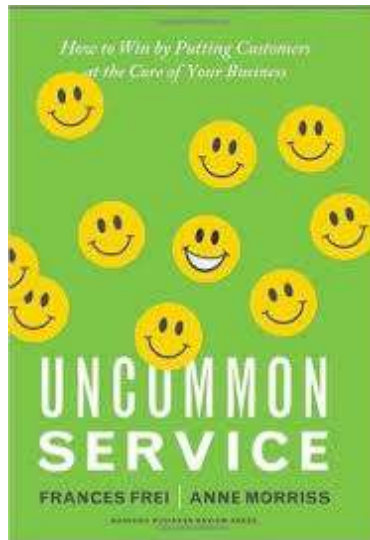
#2 – Think Progress, Not Products or Services



#3 - Identify the Trade-offs – “Choose What to Suck At”

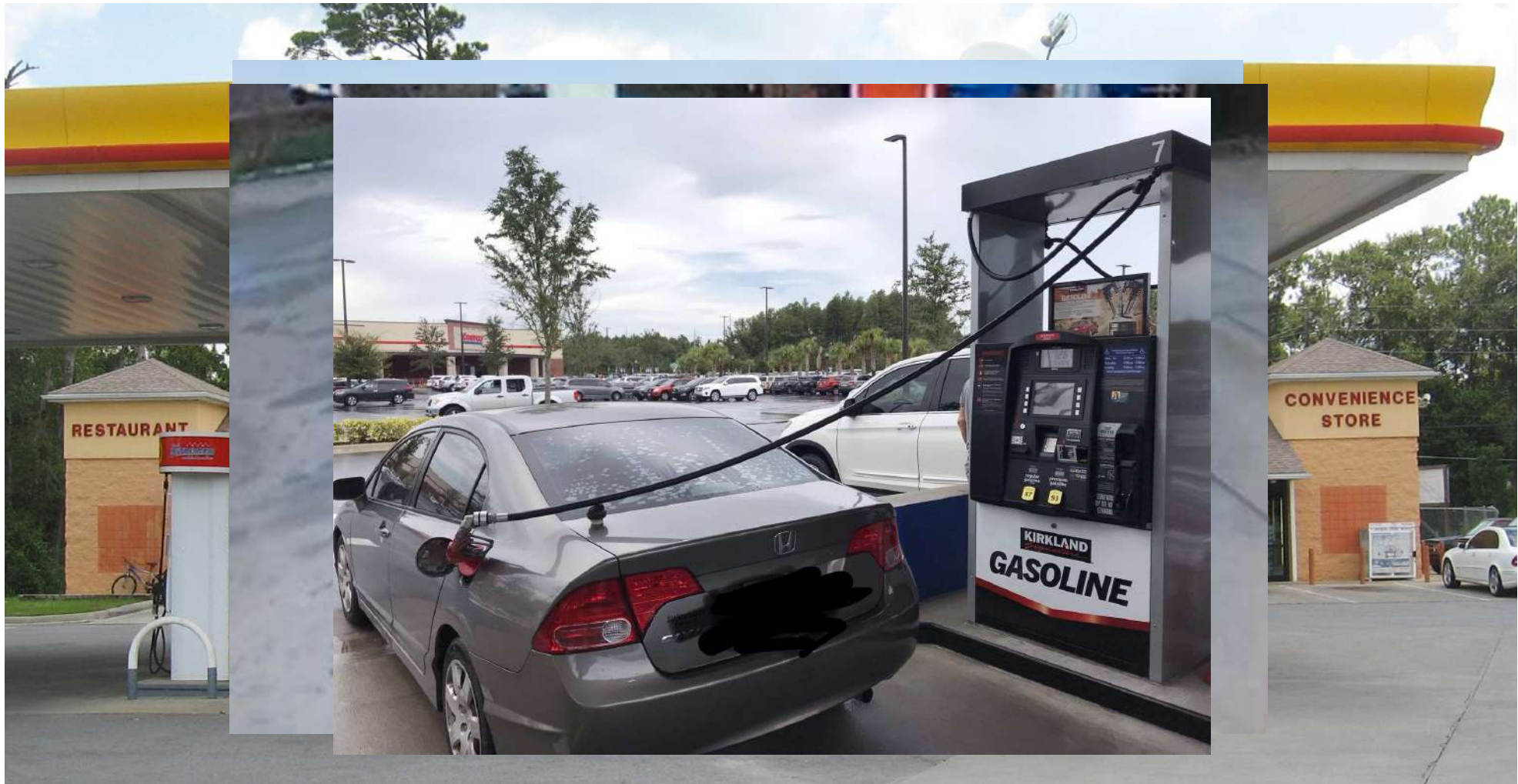
You cannot be good at everything!

Know the things you can (should) be bad at, and manage appropriately.



What would
you consider your
greatest innovation?





Before JTBD



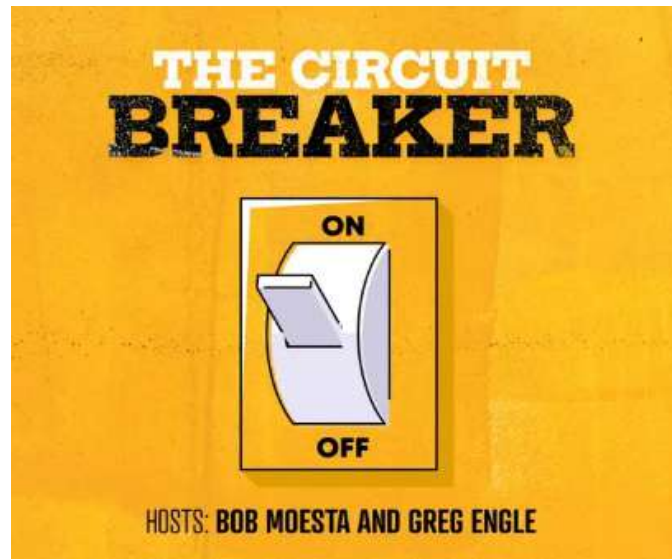
Ford Taurus 1987

After JTBD

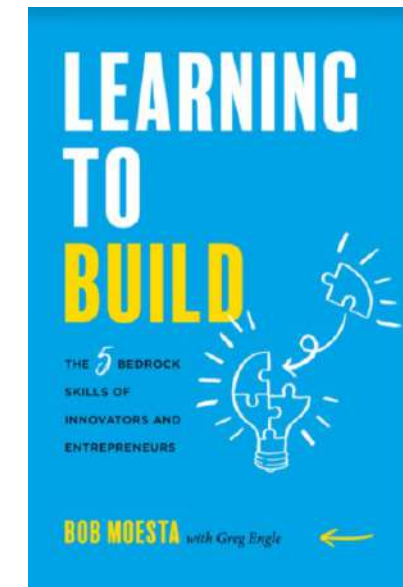
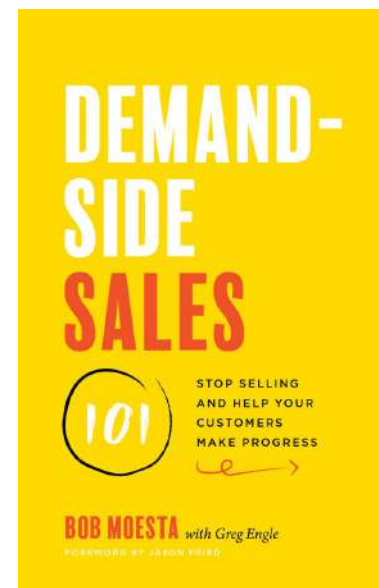


Ford Taurus 1992

Interested in Learning More?



<https://therewiredgroup.com/>





Thank You

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bmoesta@rewiredinc.com