

MAY 19, 2026

RLDatix product management



1

Steve Johnson
Product Growth Leaders

✉ steve@productgrowthleaders.com

🌐 [/in/sjohnson717](https://www.linkedin.com/in/sjohnson717)

📺 [@SteveOnManagingProducts](https://www.youtube.com/@SteveOnManagingProducts)



2



3

Introducing the Illuminated Mute Button

EXAMPLE The world's first illuminated mute button for virtual calls that increases productivity, boosts confidence, and decreases interruptions.

4

EXAMPLE

Smart Home meets Smart Dining

THE WORLD'S FIRST INTERACTIVE CENTERPIECE AND SMART SALT DISPENSER DESIGNED TO ENHANCE YOUR DINING EXPERIENCE



5

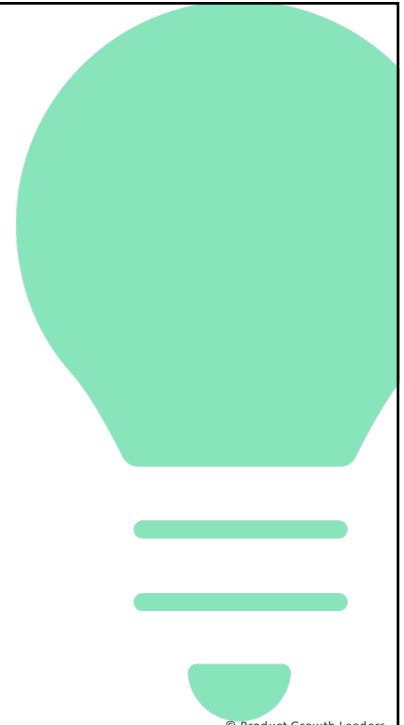


technology-focused

problem-focused

6

Products
solve problems
for personas.



© Product Growth Leaders

7

About the Instructor



9

Developer

10

Sales engineer

11



Sales

12



Product manager

13



14



15

Turn good ideas into
successful products
systematically



© Product Growth Leaders

16



17



18

Evolution of a company

19



20

PagerDuty

<https://www.pagerduty.com/blog/decade-of-duty/>

21

95%

failure rate for over
30,000 new products
introduced every year

© Product Growth Leaders

22

“I talked to a guy.”

23

“If we build it,
they will come.”

24

According to Pendo,

80%

of features in the typical software
product are rarely or never used.

© Product Growth Leaders

25

PhoneArena reports

25%


of iPhone apps in the app store have
never been downloaded

© Product Growth Leaders

26

The market of many

27



What if we found ourselves building something that **nobody wanted**? In that case, what did it matter if we did it on time and on budget?

Eric Ries, author, *Lean Startup*

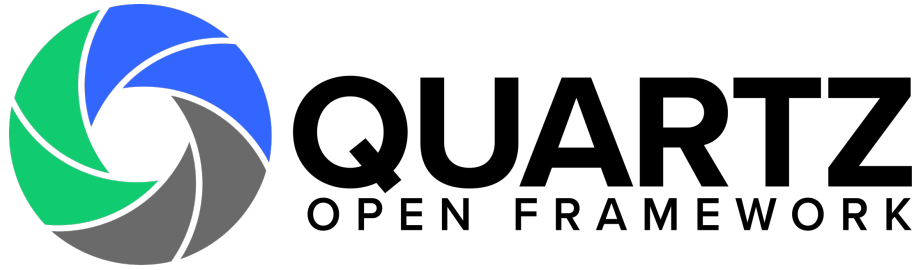
28



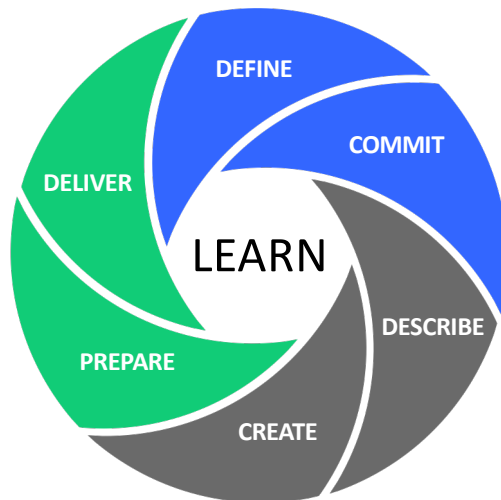
Are you delivering something that customers want?

© Product Growth Leaders

29

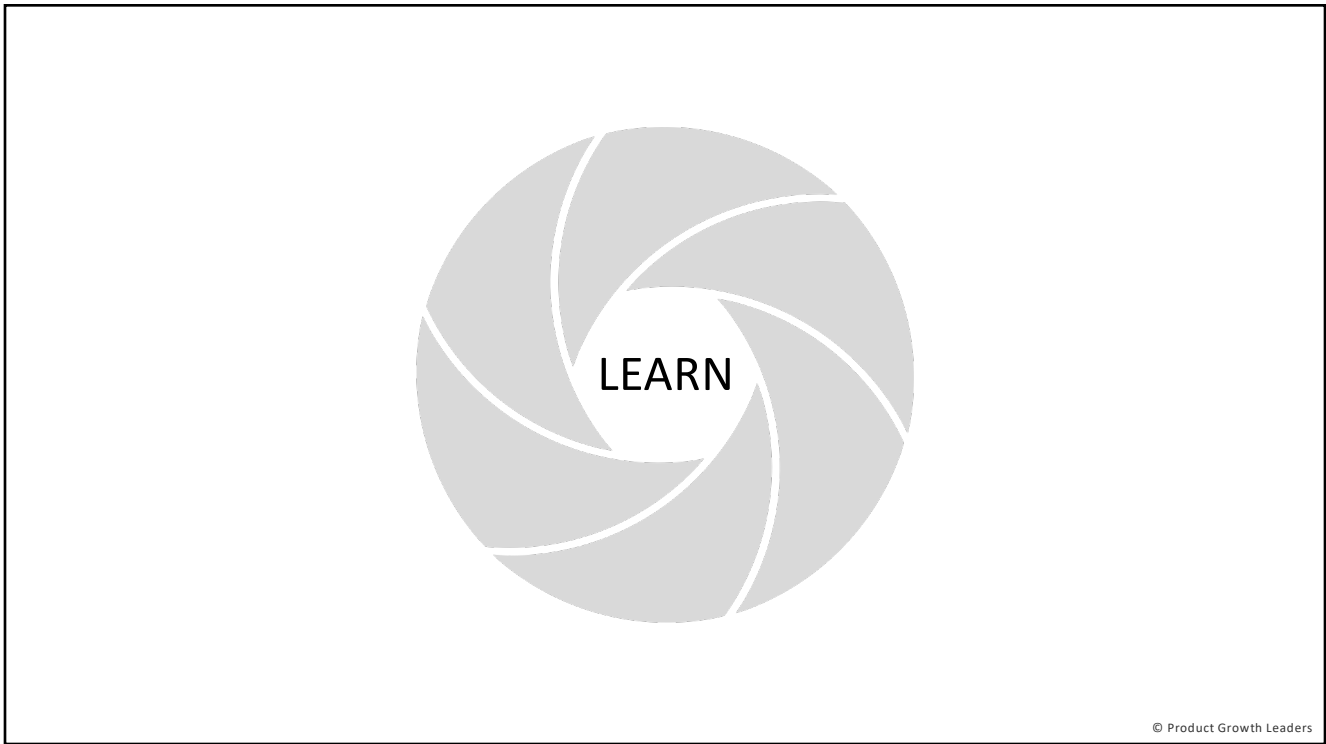


30

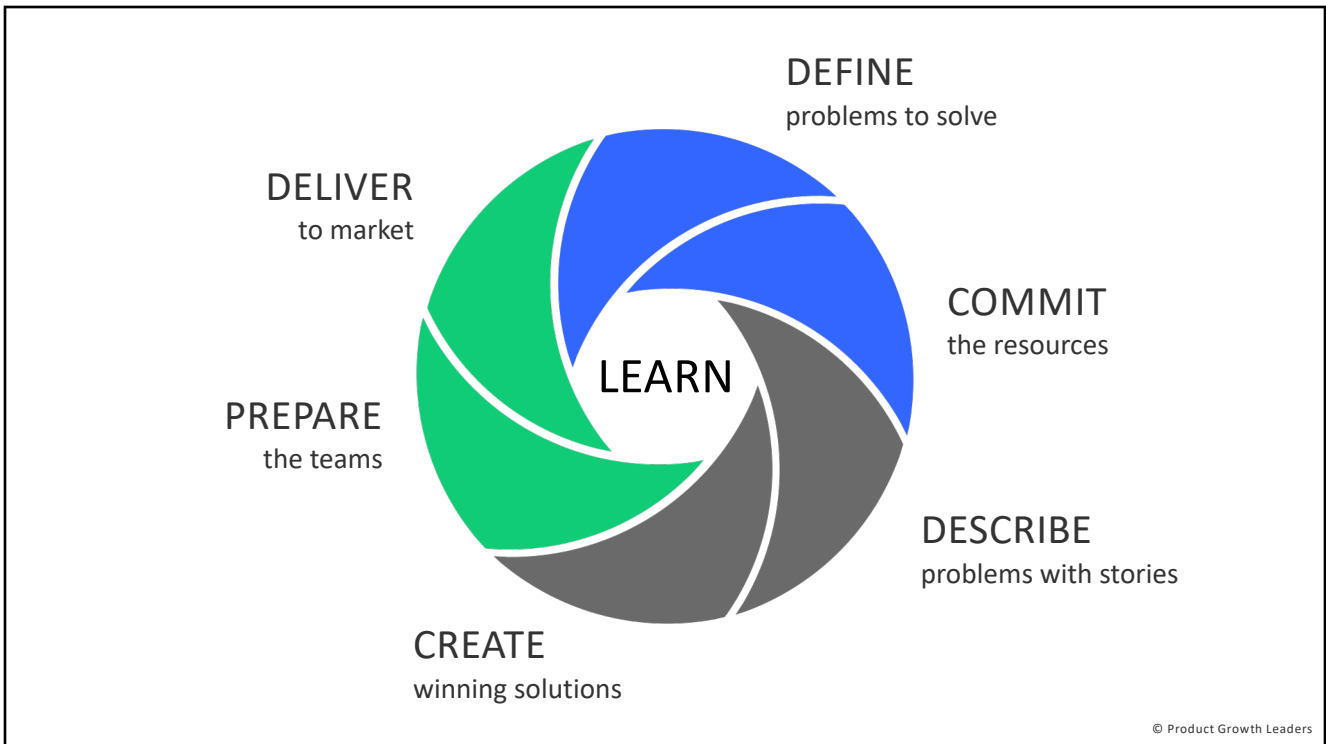


© Product Growth Leaders

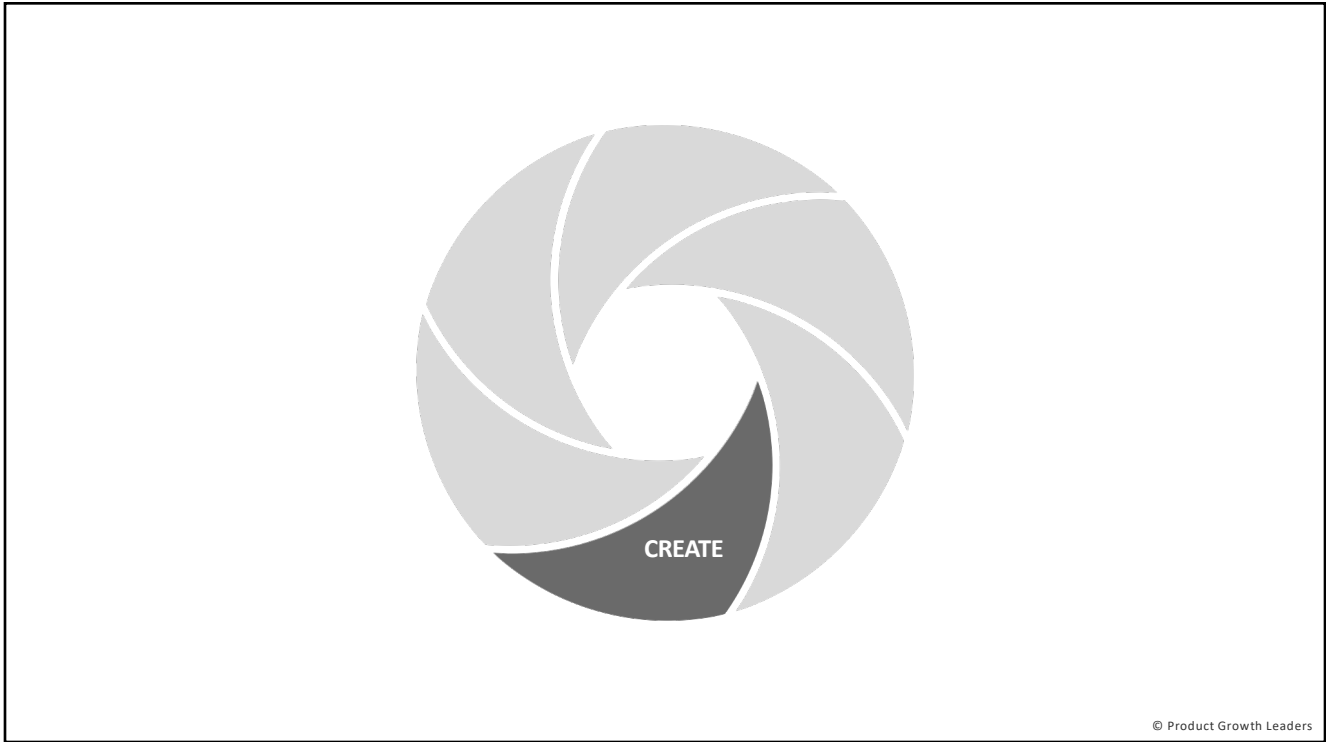
31



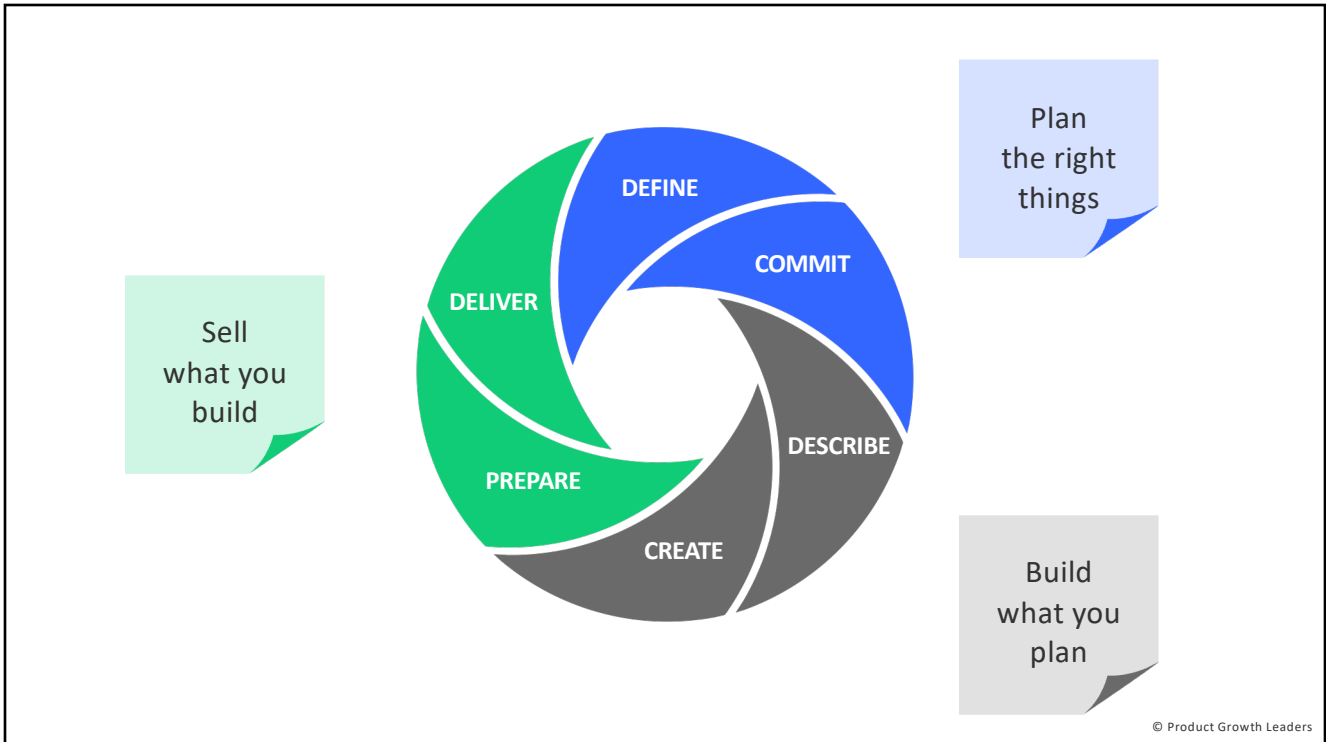
32



33



34



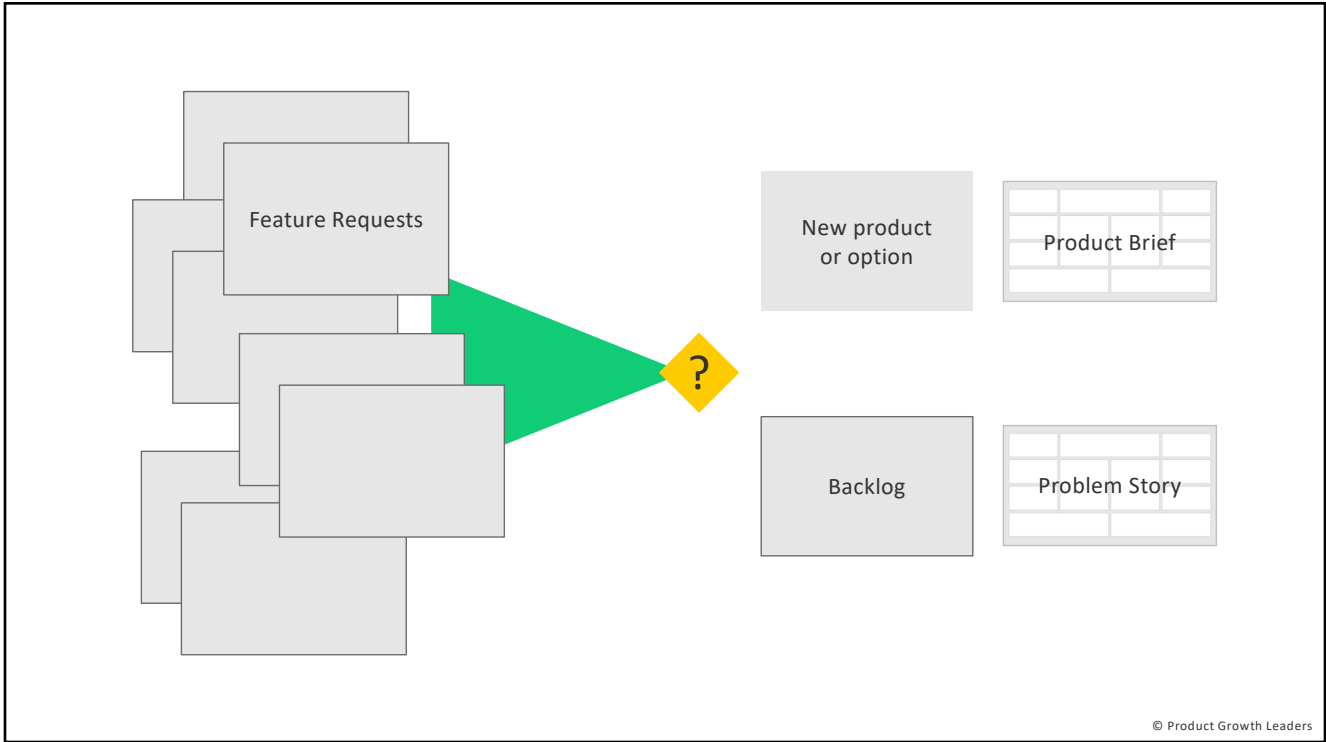
35

1 One-page Business Case [Product Brief]

36

	PRODUCT BRIEF	

37



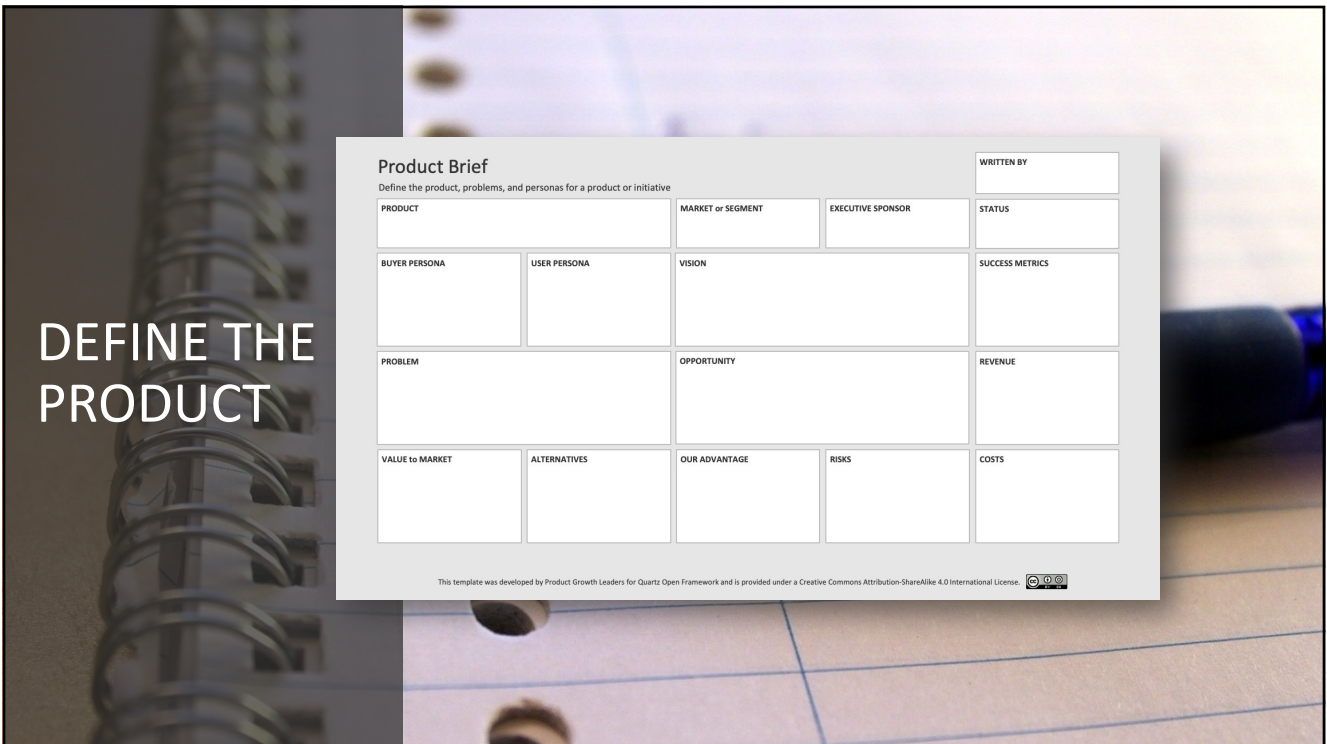
38



39



40




41

Product Brief

Define the product, problems, and personas for a product or initiative

PRODUCT DESCRIPTION		PRODUCT	WRITTEN BY	
BUYER PERSONA	USER PERSONA	MARKET or SEGMENT	EXECUTIVE SPONSOR	STATUS
PROBLEM		VISION		SUCCESS METRICS
OPPORTUNITY		REVENUE		
VALUE to MARKET	ALTERNATIVES	ADVANTAGE	RISKS	COSTS


This template was developed by Product Growth Leaders for Quartz Open Framework and is provided under a Creative Commons Attribution-ShareAlike 4.0 International License. 

42

Product Brief

Define the product, problems, and personas for a product or initiative


PRODUCT DESCRIPTION		PRODUCT	WRITTEN BY	
BUYER PERSONA	USER PERSONA	MARKET or SEGMENT	EXECUTIVE SPONSOR	STATUS
PROBLEM		VISION		SUCCESS METRICS
OPPORTUNITY		REVENUE		
VALUE to MARKET	ALTERNATIVES	ADVANTAGE	RISKS	COSTS

This template was developed by Product Growth Leaders for Quartz Open Framework and is provided under a Creative Commons Attribution-ShareAlike 4.0 International License. 

43


Product Brief Define the product, problems, and personas for a product or initiative		PRODUCT		WRITTEN BY
PRODUCT DESCRIPTION		MARKET or SEGMENT	EXECUTIVE SPONSOR	STATUS
BUYER PERSONA	USER PERSONA	VISION		SUCCESS METRICS
PROBLEM		OPPORTUNITY		REVENUE
VALUE to MARKET	ALTERNATIVES	ADVANTAGE	RISKS	COSTS

Your customers have problems.
How are you uniquely qualified to solve this
in a way that your competitors
cannot or will not?

This template was developed by Product Growth Leaders for Quartz Open Framework and is provided under a Creative Commons Attribution-ShareAlike 4.0 International License. 

44

Product Brief Define the product, problems, and personas for a product or initiative		PRODUCT		WRITTEN BY
PRODUCT DESCRIPTION		MARKET or SEGMENT	EXECUTIVE SPONSOR	STATUS
BUYER PERSONA	USER PERSONA	VISION		SUCCESS METRICS
PROBLEM		OPPORTUNITY		REVENUE
VALUE to MARKET	ALTERNATIVES	ADVANTAGE	RISKS	COSTS

This template was developed by Product Growth Leaders for Quartz Open Framework and is provided under a Creative Commons Attribution-ShareAlike 4.0 International License. 

45

Product Brief

Define the product, problems, and personas for a product or initiative

PRODUCT DESCRIPTION		MARKET or SEGMENT		EXECUTIVE SPONSOR	STATUS
BUYER PERSONA	USER PERSONA	VISION			SUCCESS METRICS
PROBLEM		OPPORTUNITY			REVENUE
VALUE to MARKET	ALTERNATIVES	ADVANTAGE	RISKS	COSTS	

This template was developed by Product Growth Leaders for Quartz Open Framework and is provided under a Creative Commons Attribution-ShareAlike 4.0 International License.

46

Product Brief

Define the product, problems, and personas for a product or initiative

PRODUCT DESCRIPTION		MARKET or SEGMENT		EXECUTIVE SPONSOR	STATUS
BUYER PERSONA	USER PERSONA	VISION			SUCCESS METRICS
PROBLEM		OPPORTUNITY			REVENUE
VALUE to MARKET	ALTERNATIVES	ADVANTAGE	RISKS	COSTS	


There's a problem... ...that we can solve.

This template was developed by Product Growth Leaders for Quartz Open Framework and is provided under a Creative Commons Attribution-ShareAlike 4.0 International License.

47

Product Brief Define the product, problems, and personas for a product or initiative		PRODUCT		WRITTEN BY
PRODUCT DESCRIPTION		MARKET or SEGMENT	EXECUTIVE SPONSOR	STATUS
BUYER PERSONA	USER PERSONA	VISION	SUCCESS METRICS	
PROBLEM		OPPORTUNITY	REVENUE	
VALUE to MARKET	ALTERNATIVES	ADVANTAGE	RISKS	COSTS

About the customer About your organization

This template was developed by Product Growth Leaders for Quartz Open Framework and is provided under a Creative Commons Attribution-ShareAlike 4.0 International License. 

48

Product Brief Define the product, problems, and personas for a product or initiative		PRODUCT		WRITTEN BY
PRODUCT DESCRIPTION		MARKET or SEGMENT	EXECUTIVE SPONSOR	STATUS
BUYER PERSONA	USER PERSONA	VISION	SUCCESS METRICS	
PROBLEM		OPPORTUNITY	REVENUE	
VALUE to MARKET	ALTERNATIVES	ADVANTAGE	RISKS	COSTS

? ?

? ?


? ?

? ?

? ?

? ?

? ?

This template was developed by Product Growth Leaders for Quartz Open Framework and is provided under a Creative Commons Attribution-ShareAlike 4.0 International License. 

49

Product Brief Define the product, problems, and personas for a product or initiative		PRODUCT		WRITTEN BY
PRODUCT DESCRIPTION		MARKET or SEGMENT	EXECUTIVE SPONSOR	STATUS
BUYER PERSONA 	USER PERSONA 	VISION 		SUCCESS METRICS
PROBLEM 		OPPORTUNITY 		REVENUE
VALUE to MARKET 	ALTERNATIVES 	ADVANTAGE 	RISKS 	COSTS
This template was developed by Product Growth Leaders for Quartz Open Framework and is provided under a Creative Commons Attribution-ShareAlike 4.0 International License.				

50

Product Brief Define the product, problems, and personas for a product or initiative		PRODUCT		WRITTEN BY
PRODUCT DESCRIPTION		MARKET or SEGMENT	EXECUTIVE SPONSOR	STATUS
BUYER PERSONA	USER PERSONA	VISION		SUCCESS METRICS
PROBLEM		OPPORTUNITY		REVENUE
VALUE to MARKET	ALTERNATIVES	ADVANTAGE	RISKS	COSTS
This template was developed by Product Growth Leaders for Quartz Open Framework and is provided under a Creative Commons Attribution-ShareAlike 4.0 International License.				

51

EXAMPLE

Product Brief

Define the product, problems, and personas for a product or initiative

PRODUCT DESCRIPTION		PRODUCT Codename: multi-party scheduler	WRITTEN BY
MARKET or SEGMENT Office professionals		EXECUTIVE SPONSOR	STATUS
BUYER PERSONA Department heads IT buyers	USER PERSONA Office professionals with lots of meetings.	VISION Be the first multi-participant, multi-organization scheduler	SUCCESS METRICS Ten referenceable customers in 2Q 90% monthly renewals
PROBLEM Teams need to schedule meetings with multiple people in multiple organizations.		OPPORTUNITY All office professionals need help scheduling multi-participant meetings across multiple organizations. Embed multi-participant scheduling into popular apps with little or no customization	REVENUE Subscriptions
VALUE to MARKET	ALTERNATIVES Email available dates and times to everyone.	ADVANTAGE We will leverage the tools marketplace of CRM and marketing offerings	RISKS Establishing credibility with corporate buyers Positioning against single-user schedulers Resistance to change
		COSTS Development Promotional Support Marketplace fees	

This template was developed by Product Growth Leaders for Quartz Open Framework and is provided under a Creative Commons Attribution-ShareAlike 4.0 International License.

52

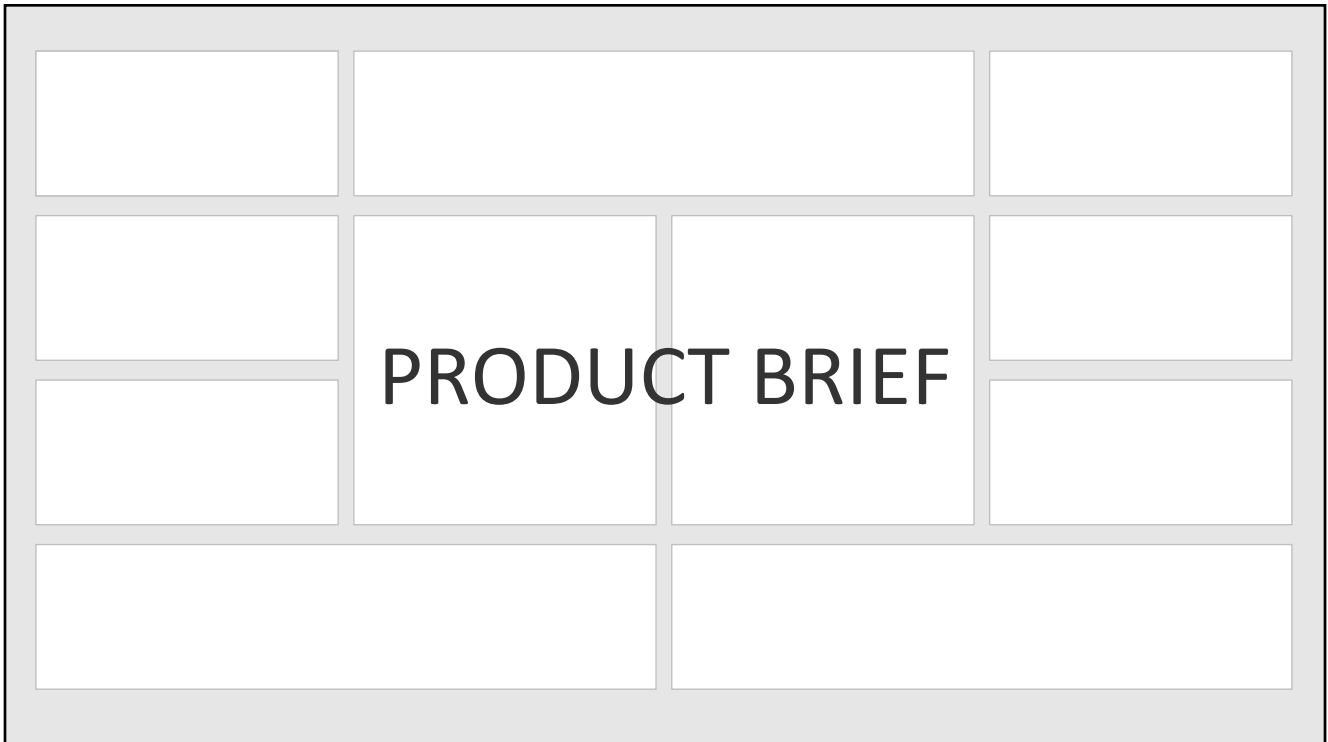
Product Brief

Define the product, problems, and personas for a product or initiative

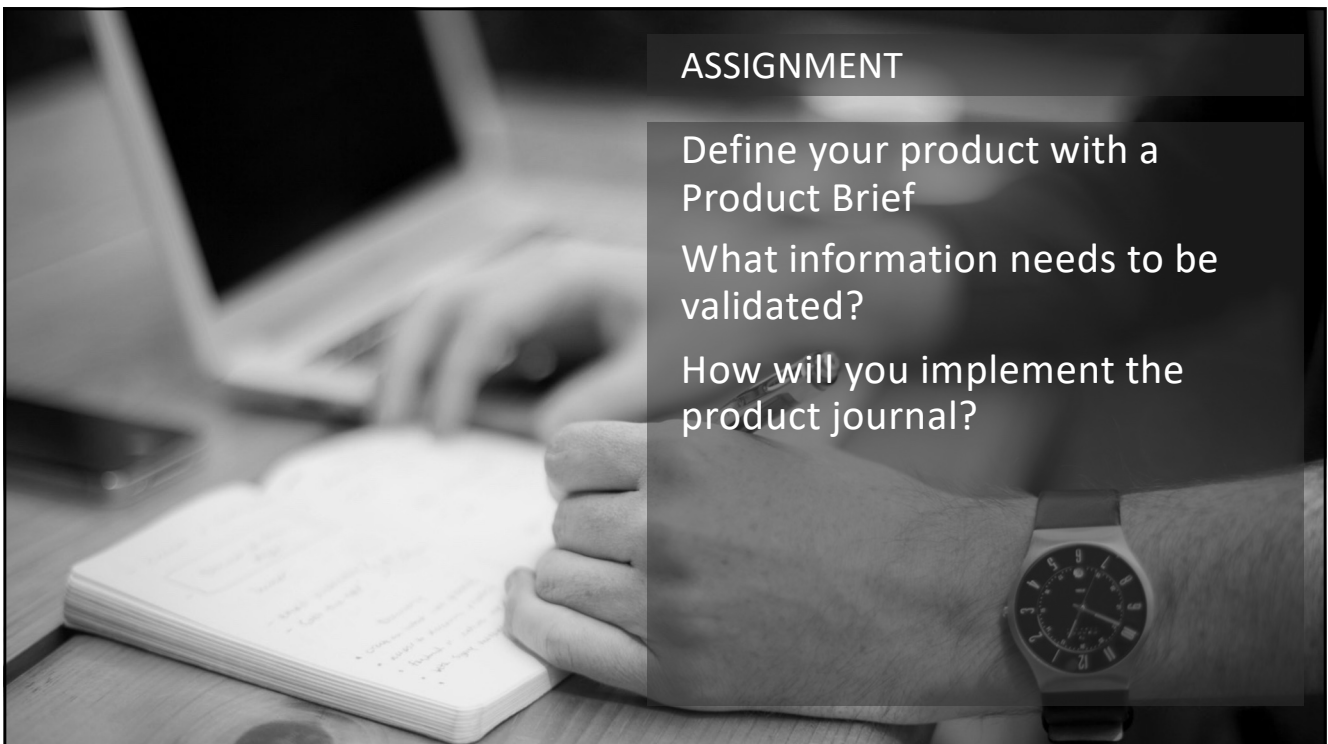
PRODUCT DESCRIPTION		PRODUCT	WRITTEN BY
MARKET or SEGMENT		EXECUTIVE SPONSOR	STATUS
BUYER PERSONA	USER PERSONA	VISION	SUCCESS METRICS
PROBLEM		OPPORTUNITY	REVENUE
VALUE to MARKET	ALTERNATIVES	ADVANTAGE	RISKS
		COSTS	

This template was developed by Product Growth Leaders for Quartz Open Framework and is provided under a Creative Commons Attribution-ShareAlike 4.0 International License.

53



54



55

2 Market Insights through Customer Conversations

56

POLL

How many customers have you talked with this year?

- None
- A few
- A lot

© Product Growth Leaders

57



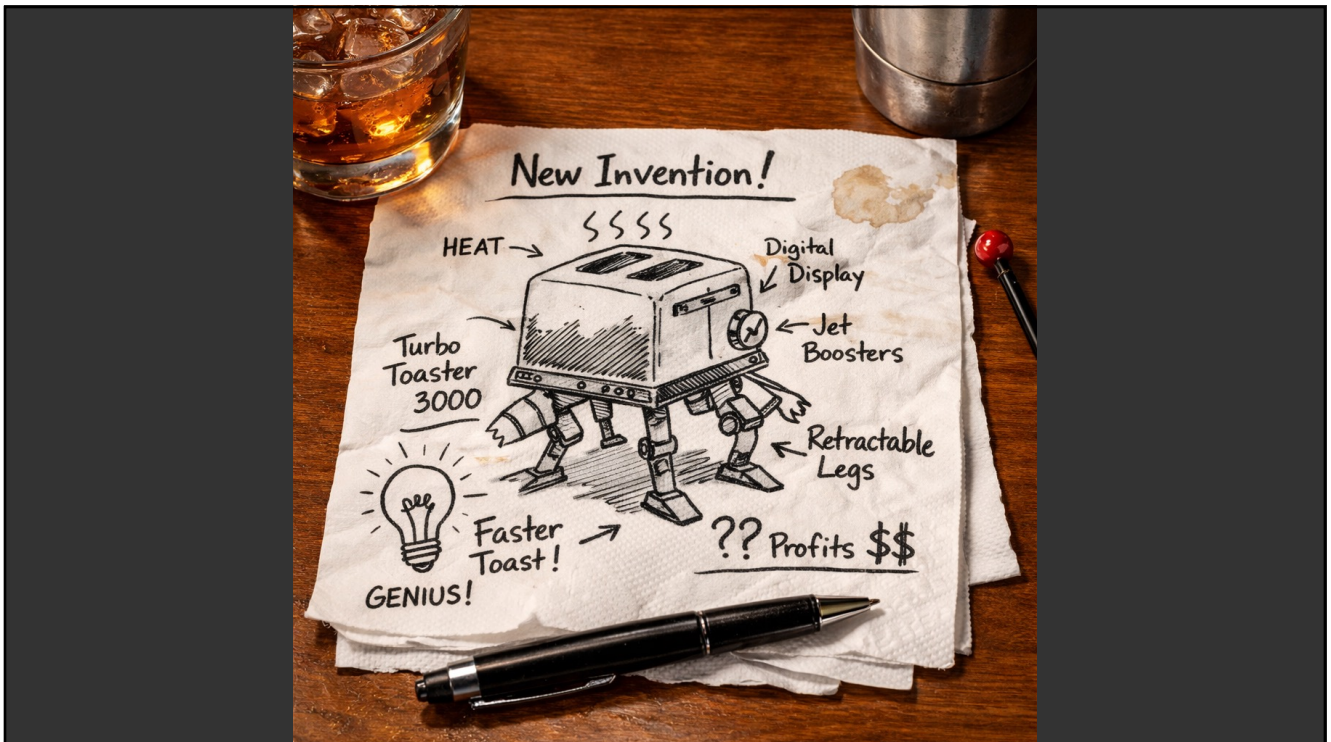
58



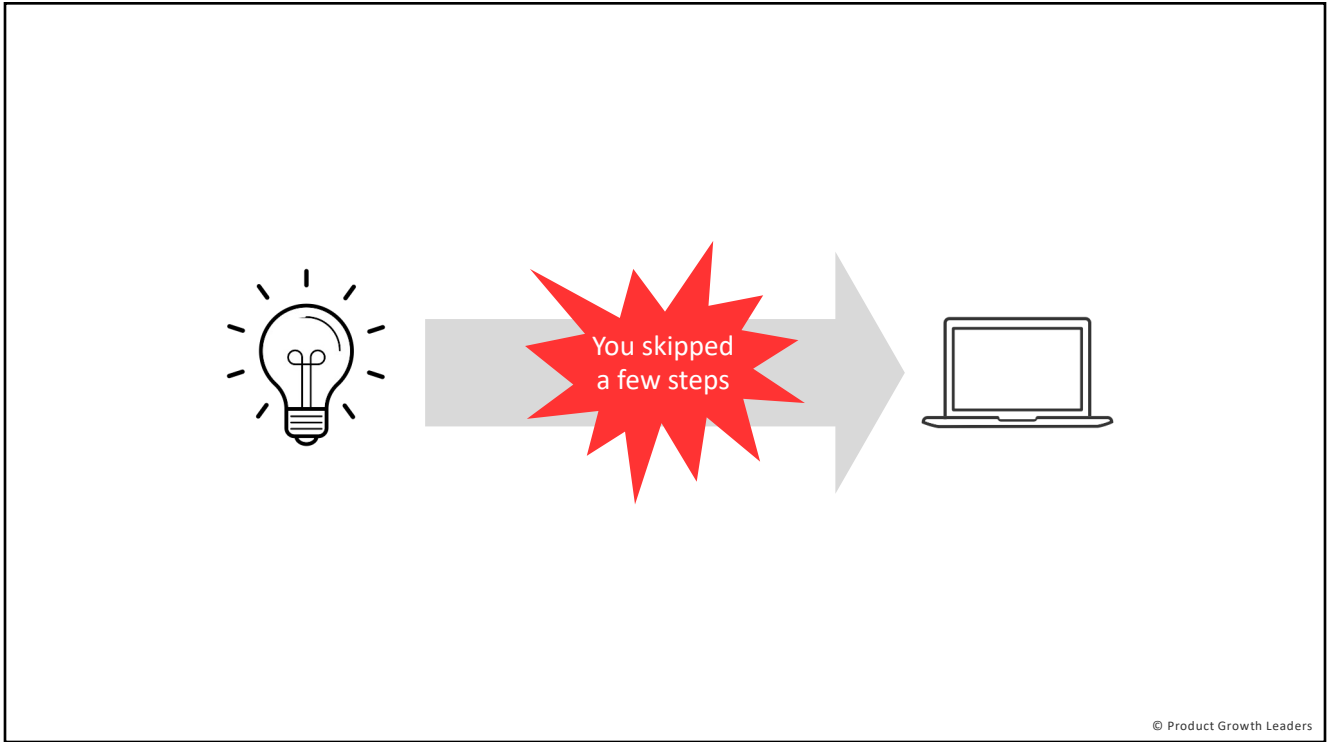
59



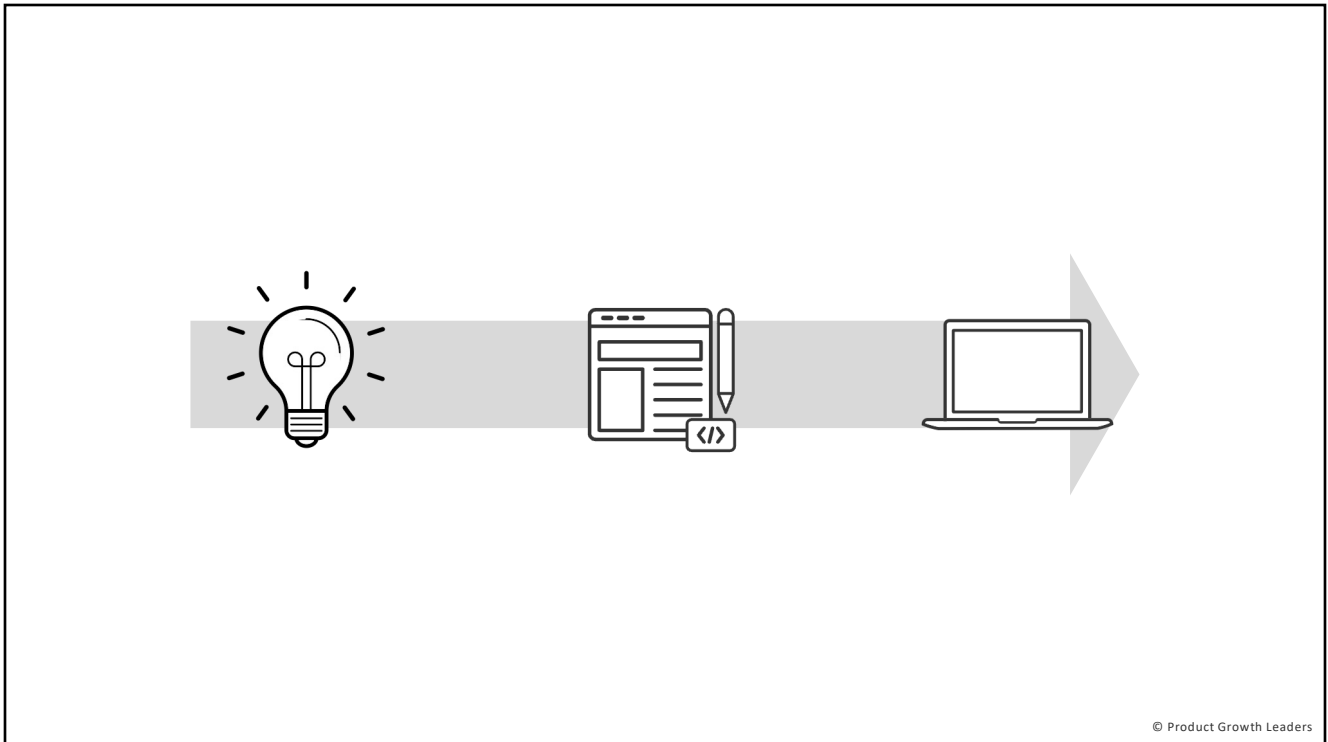
60



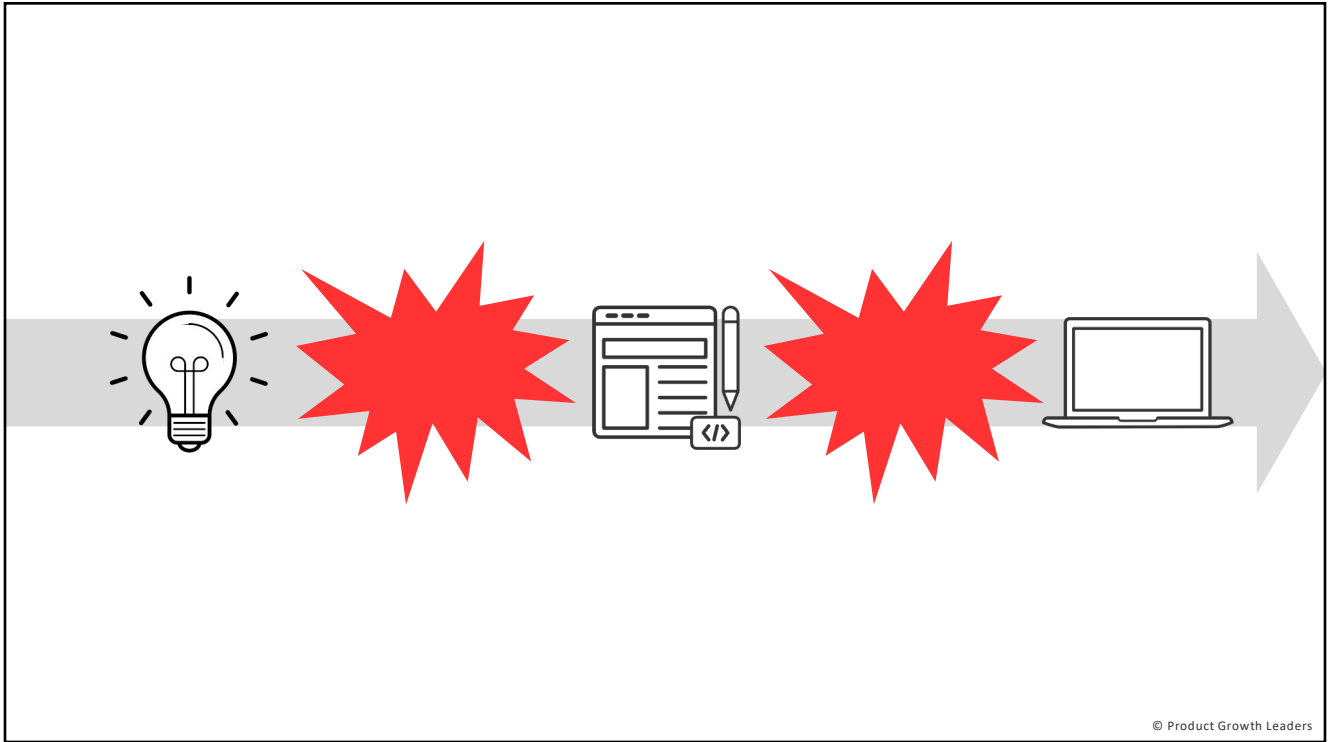
61



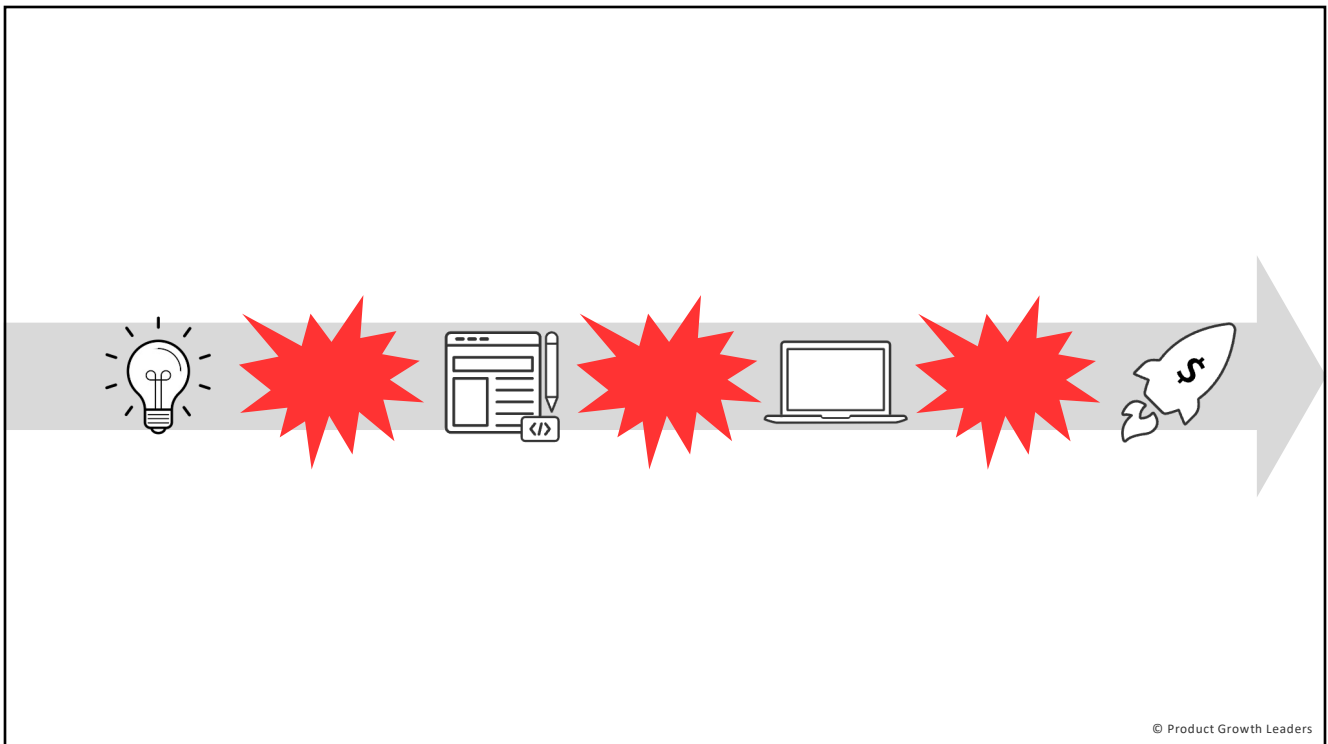
62



63



64



65

New Product Introduction



© Product Growth Leaders

66

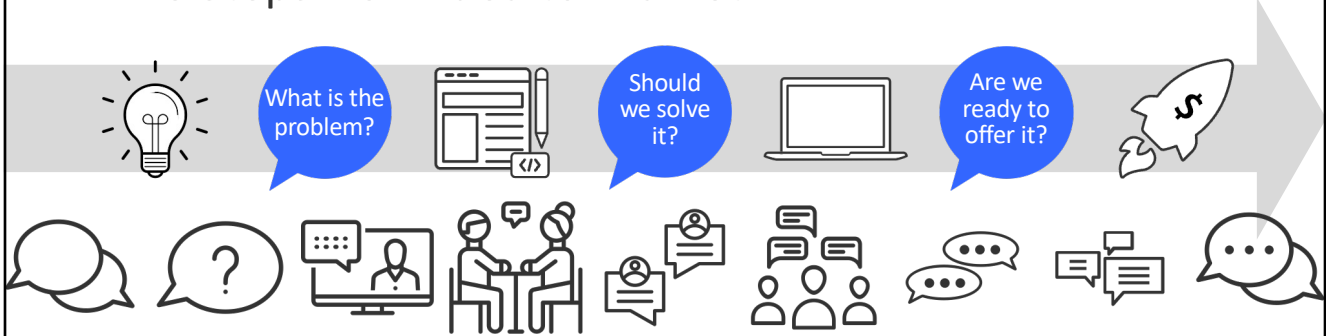
From Idea to Market



© Product Growth Leaders

67

The Steps from Idea to Market



Customer conversations you should be having

- Persona definition
- Problem discovery
- Solution validation
- Win/loss interviews

Get the presentation at PGL.FYI/g/conversations

© Product Growth Leaders

68

Stop trying to engineer your way out of listening to people.

Ashley Rolfmore

69

Customer conversations are not a research technique. They are a leadership behavior.

© Product Growth Leaders

70

What you learn and when

During...

Pre-purchase

1

Post-purchase

2

Implementation

3

Production

4

Learn about...

Problems

Buyer's journey

On-boarding

Usage

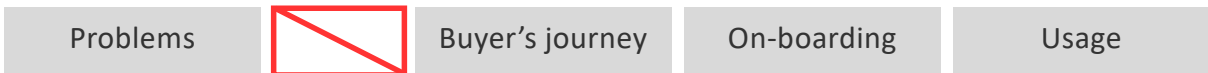
© Product Growth Leaders

73

During...

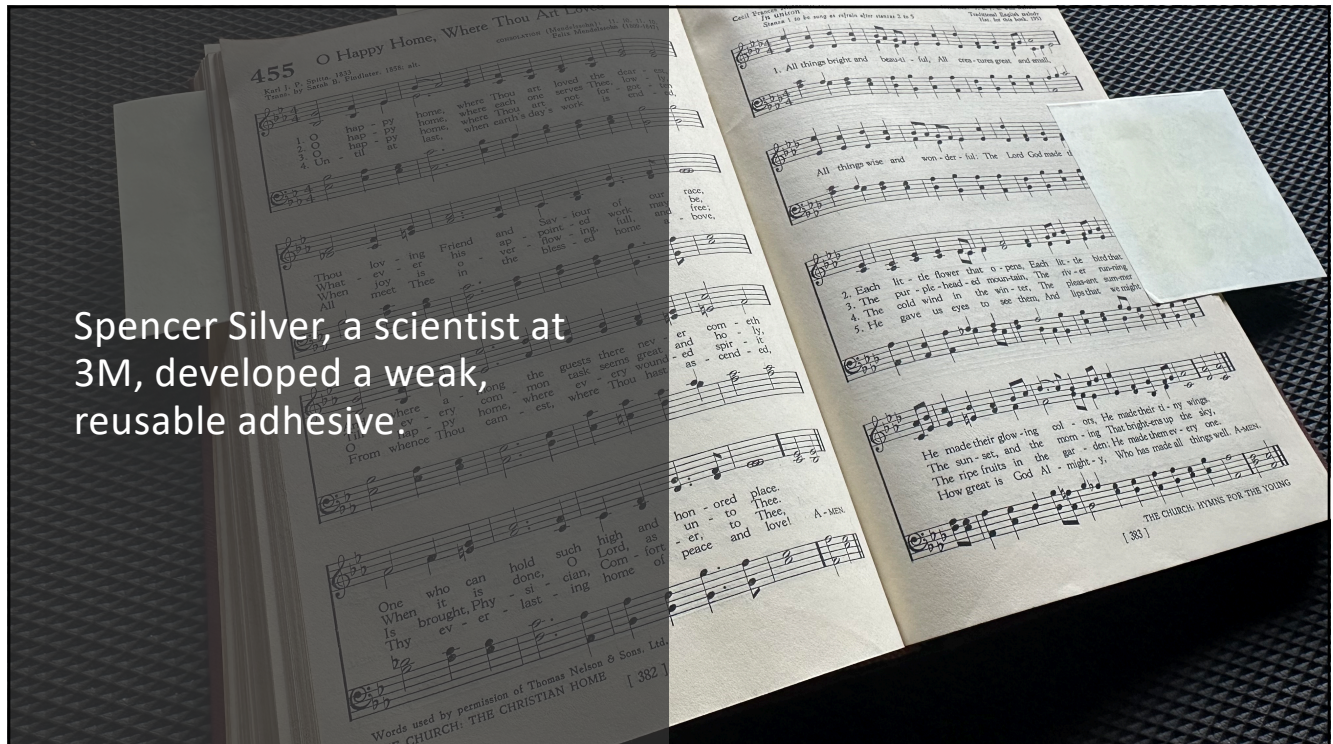


Learn about...



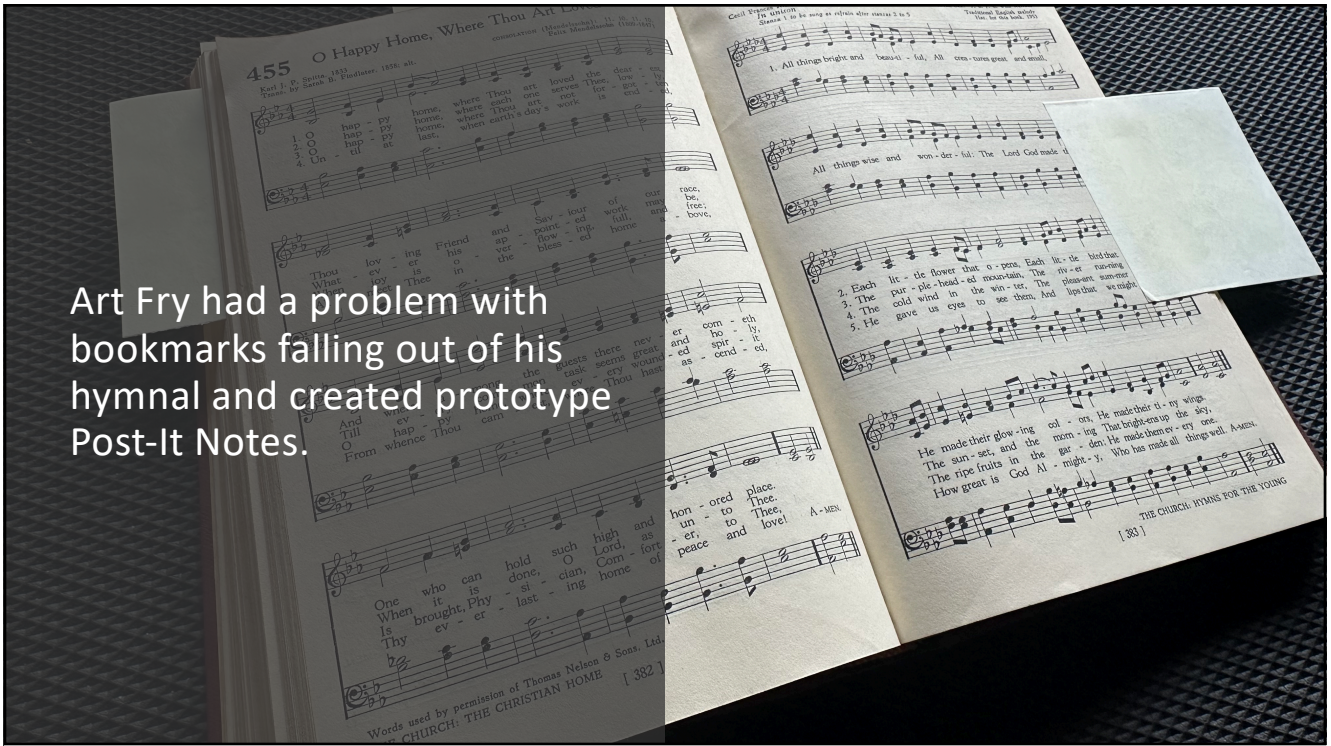
© Product Growth Leaders

74



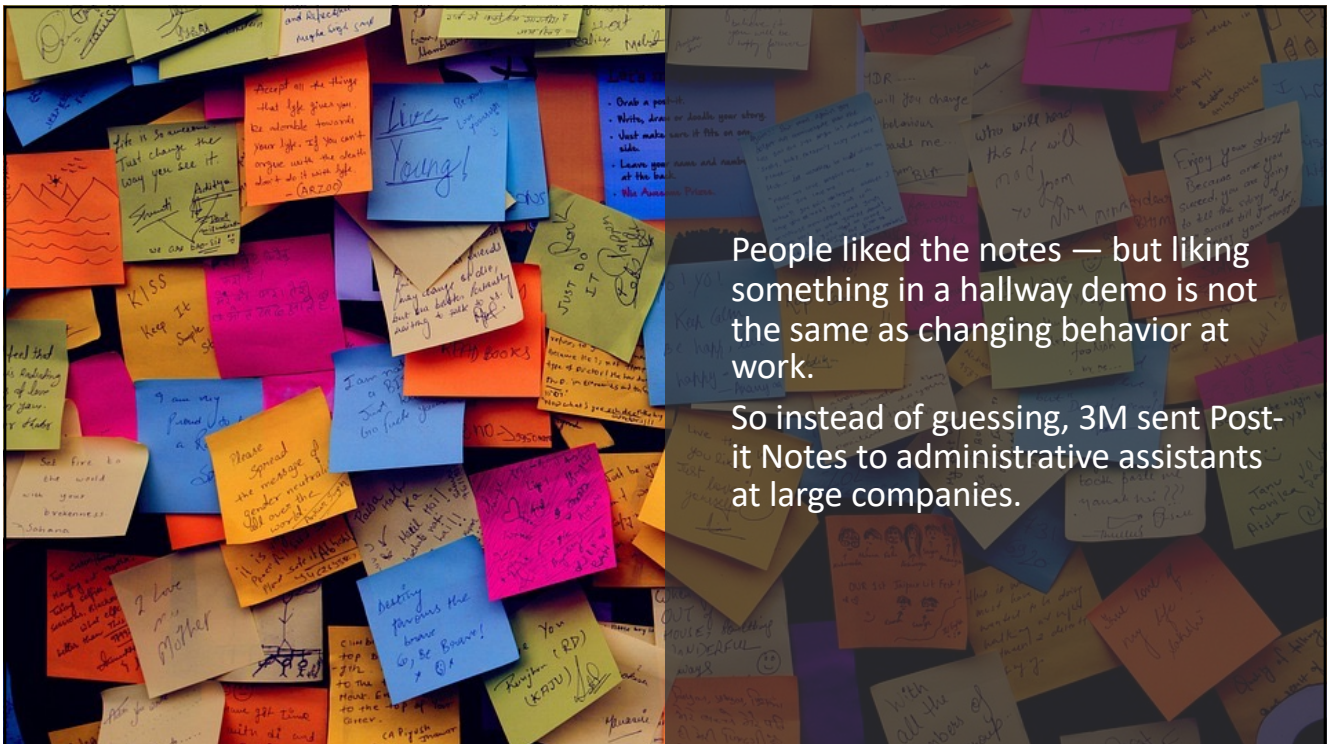
Spencer Silver, a scientist at 3M, developed a weak, reusable adhesive

75



Art Fry had a problem with bookmarks falling out of his hymnal and created prototype Post-It Notes.

76



People liked the notes — but liking something in a hallway demo is not the same as changing behavior at work.

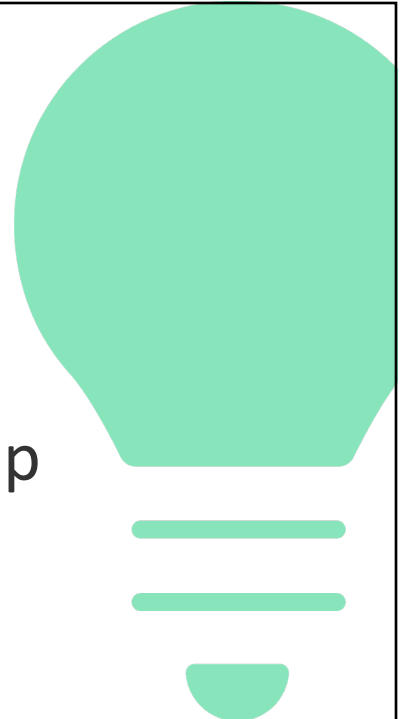
So instead of guessing, 3M sent Post-it Notes to administrative assistants at large companies.

77



78

Customer expertise is a critical aspect of product management—and customer conversations help you achieve it.



© Product Growth Leaders

79



Who has a story to tell about
insights from a customer
conversation?

© Product Growth Leaders

80



FOUR TYPES OF RESEARCH

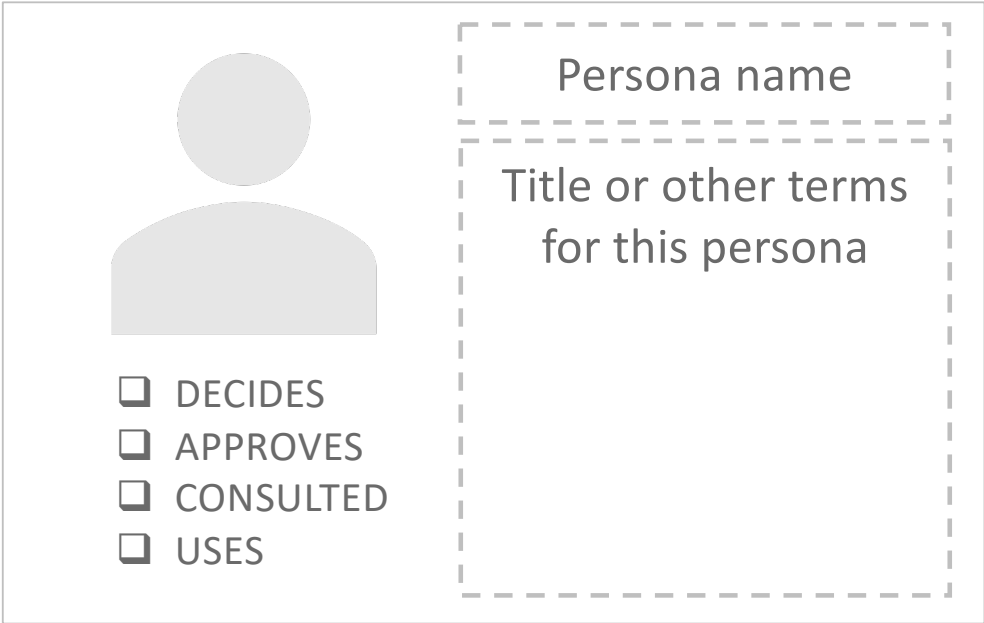
Persona definition
Problem discovery
Solution validation
Win/loss interviews

© Product Growth Leaders

81

Persona definition

82



Persona name

Title or other terms
for this persona

- DECIDES
- APPROVES
- CONSULTED
- USES



83


Personas Summary

Summary of the kinds of people who buy and use our product

PRODUCT: _____ WRITTEN BY: _____

SEGMENTS: _____

 <p>Sam the Senior Analyst</p> <p>20 years experience</p> <p>BS in Computer Science</p> <ul style="list-style-type: none"><input checked="" type="checkbox"/> DECIDES<input type="checkbox"/> APPROVES<input type="checkbox"/> CONSULTED<input type="checkbox"/> USES	 <p>Jane the Junior Analyst</p> <p><1 year experience</p> <p>MBA</p> <ul style="list-style-type: none"><input type="checkbox"/> DECIDES<input type="checkbox"/> APPROVES<input type="checkbox"/> CONSULTED<input checked="" type="checkbox"/> USES	<ul style="list-style-type: none"><input type="checkbox"/> DECIDES<input type="checkbox"/> APPROVES<input type="checkbox"/> CONSULTED<input type="checkbox"/> USES
<ul style="list-style-type: none"><input type="checkbox"/> DECIDES<input type="checkbox"/> APPROVES<input type="checkbox"/> CONSULTED<input type="checkbox"/> USES	<ul style="list-style-type: none"><input type="checkbox"/> DECIDES<input type="checkbox"/> APPROVES<input type="checkbox"/> CONSULTED<input type="checkbox"/> USES	<ul style="list-style-type: none"><input type="checkbox"/> DECIDES<input type="checkbox"/> APPROVES<input type="checkbox"/> CONSULTED<input type="checkbox"/> USES

This template was developed by Product Growth Leaders for Quartz Open Framework and is provided under a Creative Commons Attribution-ShareAlike 4.0 International License. 

84

Problem discovery

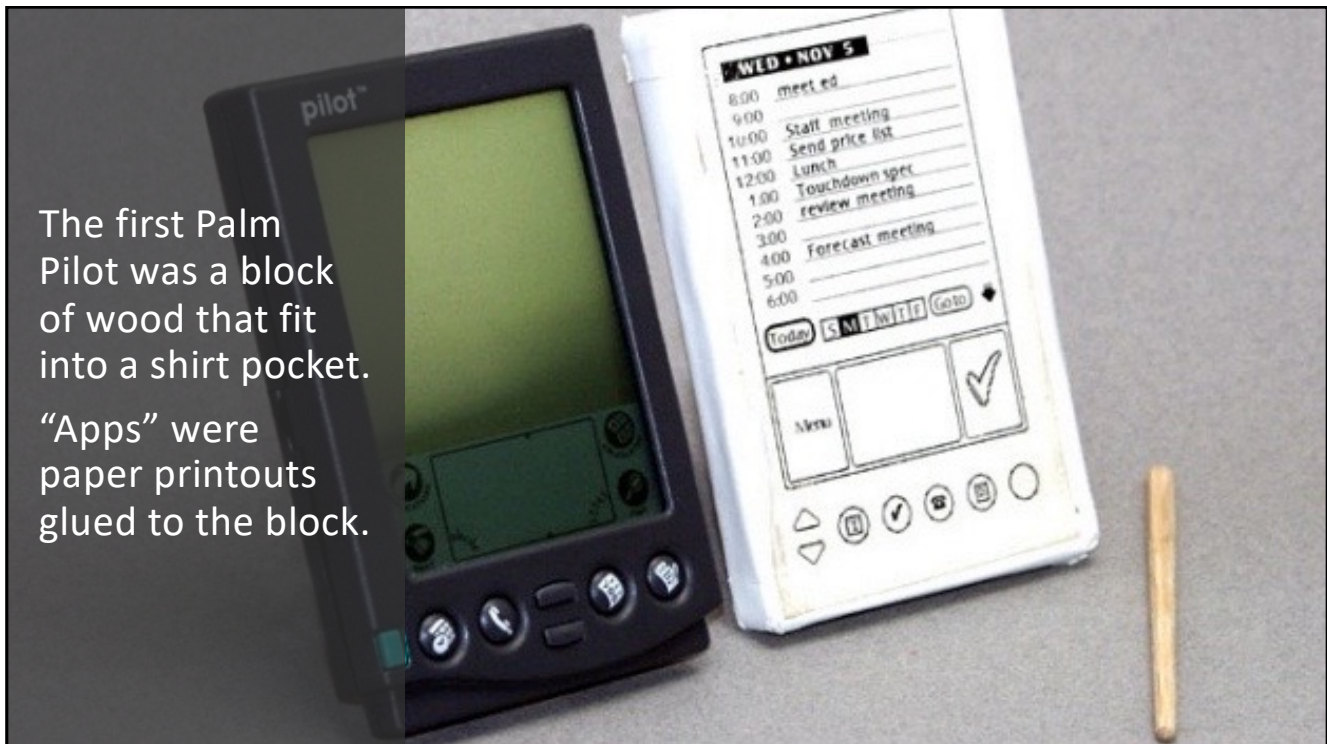
85



86

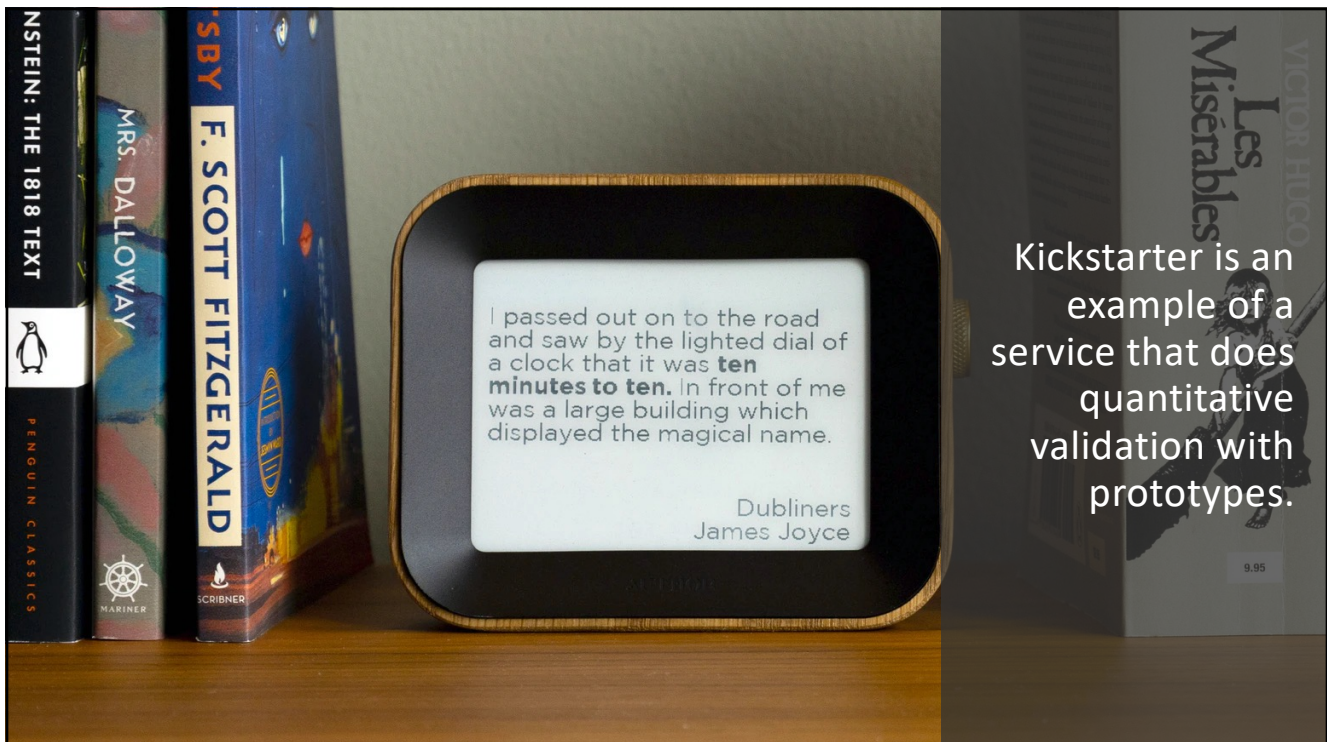


87



The first Palm Pilot was a block of wood that fit into a shirt pocket. “Apps” were paper printouts glued to the block.

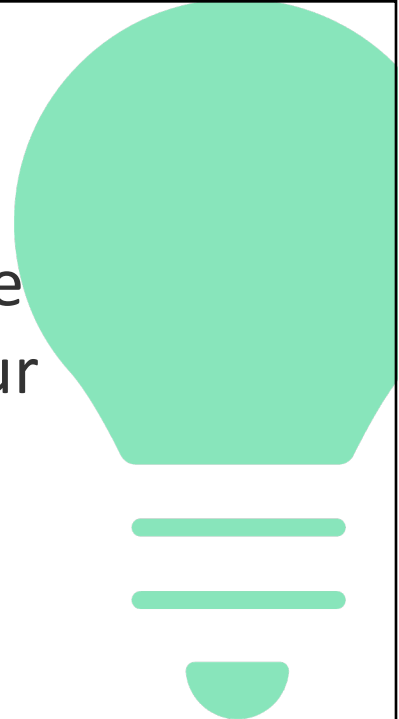
88



Kickstarter is an example of a service that does quantitative validation with prototypes.

89

Be sure you understand the problem before sharing your solution.



© Product Growth Leaders

90



THE MOM TEST

They say you shouldn't ask your mom whether your business is a good idea, because she loves you and doesn't want to hurt your feelings.

91



The town had one small hardware store.

Secondary research revealed a new market need.

Five chains opened stores.

All five, plus the original one, went out of business.

Now there's no hardware store.

92



AI, machine learning, and data science are secondary research tools.

93

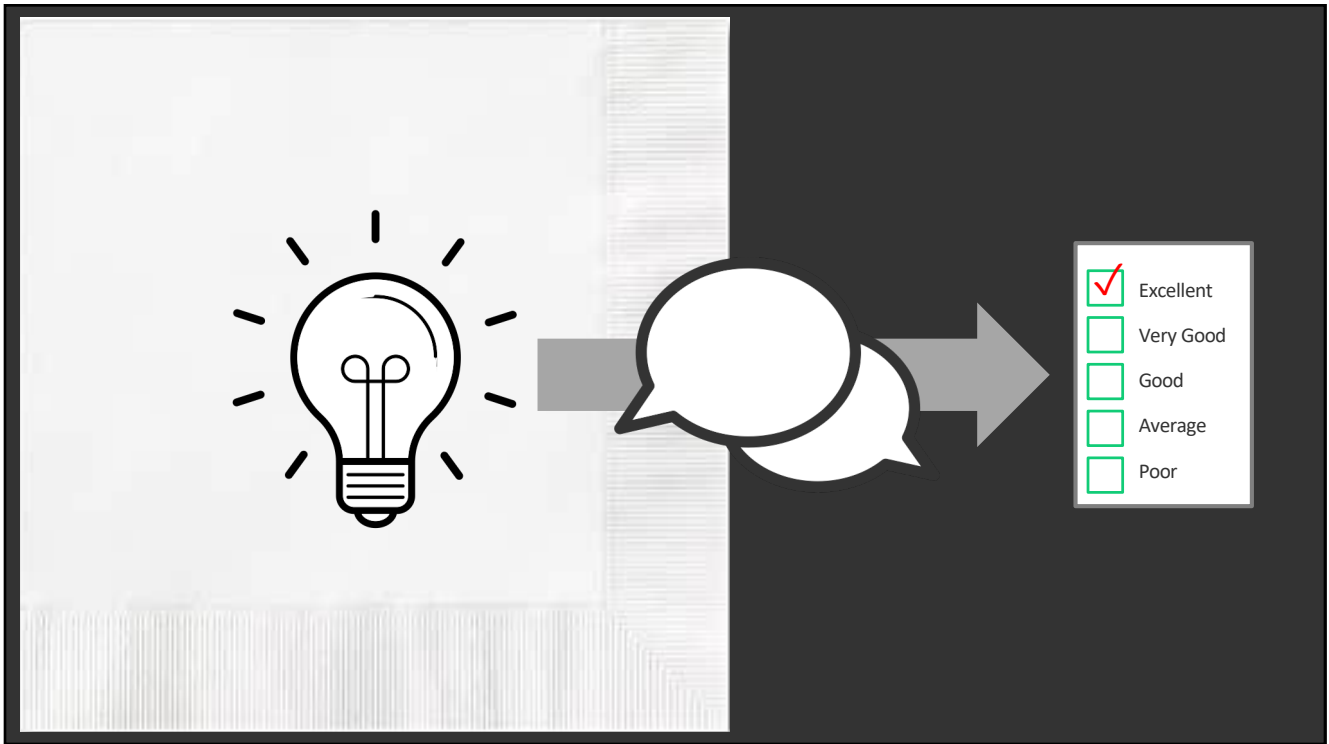


94

Customer conversations can give
you insights that secondary
methods will never have.

© Product Growth Leaders

95



96

To succeed, products must solve problems that are **vital** to the buyer, **valuable** to the user, and **viable** for your business.

© Product Growth Leaders

97



98

Win/loss interviews

99



100

Typical CRM reason codes

Check all that apply

- Pricing was not competitive
- Product not good enough
- No longer needed the product
- Chose internal solution
- Other

101

We would like to hear your feedback

We'd appreciate it if you would take a moment to let us know why you are cancelling.

- It was too difficult to setup
- It was too expensive
- I am no longer working remote
- I purchased the wrong product
- Not enough product support
- Service no longer needed
- We're switching to another provider

102

A survey of B2B buying decisions revealed

60%

of salespeople are wrong about why deals are won or lost

© Product Growth Leaders

103



104

Who should do win-loss interviews?
(Hint: not salespeople)

© Product Growth Leaders

105



106

Here's the trick:
Don't call it win-loss analysis.



© Product Growth Leaders

107



108



109

Key Questions

What should I know about your role?

What problems were you trying to solve?

What products did you explore?

What did you learn?

Which did you choose and why?



110



Get buy-in from senior leadership (or else you will never get a Win-Loss program).

Great salespeople love learning about wins and losses.

Accept that some salespeople resist having their buyers interviewed.

112



AI tools turn your sales call recordings into actionable insights.

What are customers saying?

How are they reacting to new pricing, messaging, or feature rollout?

113

Get buy-in from senior leadership (or else you will never get a Win-Loss program).

Great salespeople love learning about wins and losses.

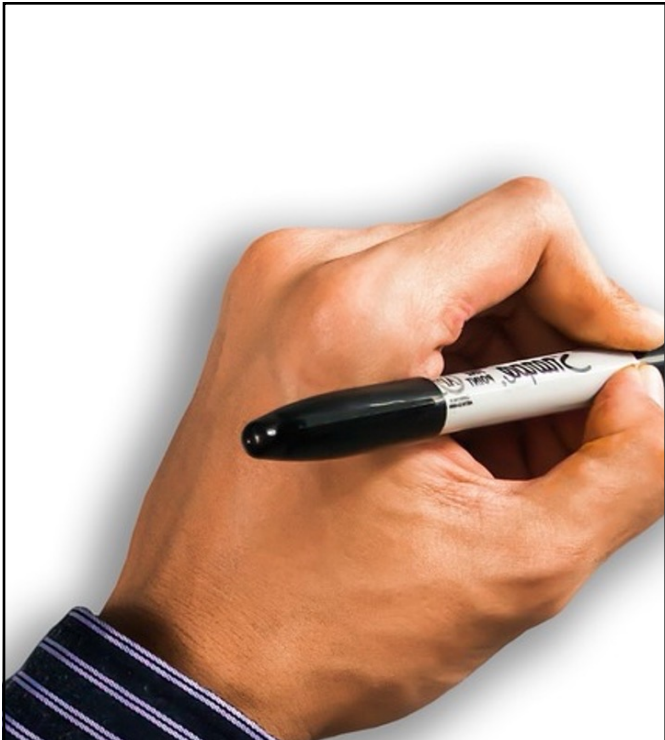
Accept that some salespeople resist having their buyers interviewed.

If using an outside firm, ensure the interviewer has relevant experience.



© Product Growth Leaders

114




GUIDELINES

- Use an interview guide aligned with your research objectives.
- Focus primarily on deals that have closed recently.
- Share analysis across multiple wins and losses, never from one deal.
- Don't share specific client details and verbatims.

115

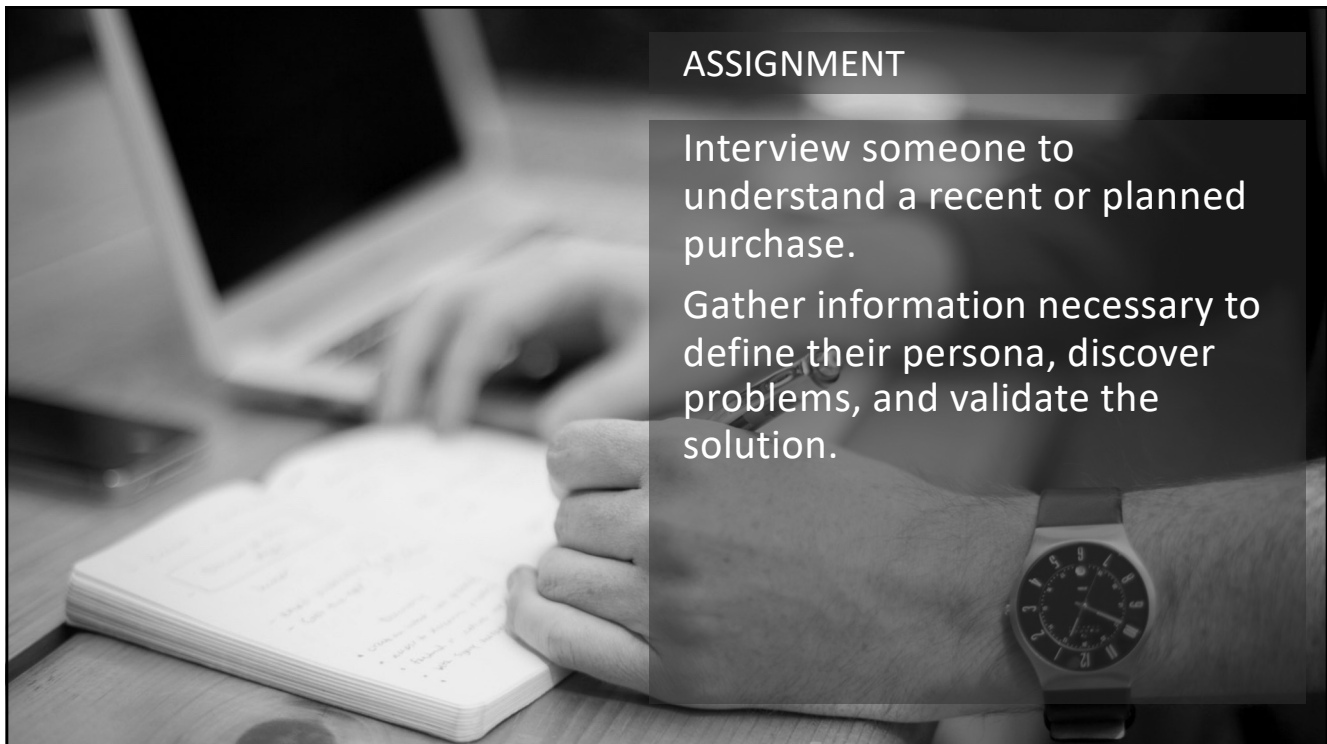
Understand why people buy
and why they don't
with win-loss analysis.

(Just don't call it that.)



© Product Growth Leaders

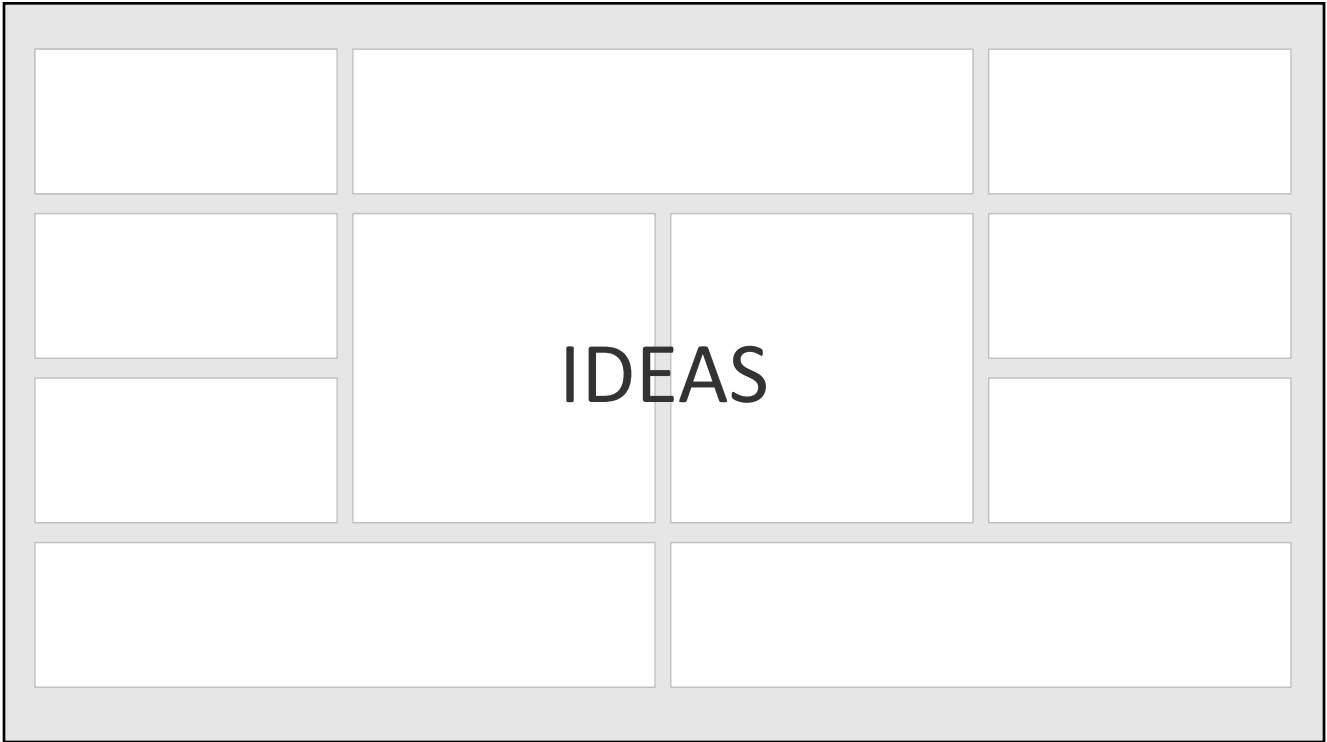
116



117



122



123



124

IDEAS Worksheet

Profile the impact and value of an idea or story

IDEA or STORY

PRIORITY (I*D*E*A*S/E)

PROBLEM TO SOLVE FOR WHOM

MARKET	IMPACT OF PROBLEM	DISSATISFACTION	EVIDENCE
	ADVANTAGE TO US	STRATEGIC ALIGNMENT	EFFORT TO DELIVER
	RATING METHOD where 1 = low		

This template was developed by Product Growth Leaders for Quartz Open Framework and is provided under a Creative Commons Attribution-ShareAlike 4.0 International License.

125

IDEAS Worksheet

Profile the impact and value of an idea or story

IDEA or STORY

PRIORITY (I*D*E*A*S/E)

PROBLEM TO SOLVE FOR WHOM

What problem are you trying to solve? For whom?

MARKET	IMPACT OF PROBLEM	DISSATISFACTION	EVIDENCE
	ADVANTAGE TO US	STRATEGIC ALIGNMENT	EFFORT TO DELIVER
	RATING METHOD where 1 = low		

This template was developed by Product Growth Leaders for Quartz Open Framework and is provided under a Creative Commons Attribution-ShareAlike 4.0 International License.

126

IDEAS Worksheet

Profile the impact and value of an idea or story

IDEA or STORY

PRIORITY (I*D*E*A*S/E)

PROBLEM TO SOLVE FOR WHOM

MARKET	IMPACT OF PROBLEM <input type="text"/>	DISSATISFACTION <input type="text"/>	EVIDENCE <input type="text"/>
	ORGANIZATION	ADVANTAGE TO US <input type="text"/>	STRATEGIC ALIGNMENT <input type="text"/>

RATING METHOD where 1 = low

This template was developed by Product Growth Leaders for Quartz Open Framework and is provided under a Creative Commons Attribution-ShareAlike 4.0 International License.

127

IDEAS Worksheet

Profile the impact and value of an idea or story

IDEA or STORY

PRIORITY (I*D*E*A*S/E)


PROBLEM TO SOLVE FOR WHOM

MARKET	IMPACT OF PROBLEM <input type="text" value="Impact"/>	DISSATISFACTION <input type="text" value="Dissatisfaction"/>	EVIDENCE <input type="text" value="Evidence"/>
	ORGANIZATION	ADVANTAGE TO US <input type="text"/>	STRATEGIC ALIGNMENT <input type="text"/>


RATING METHOD where 1 = low

This template was developed by Product Growth Leaders for Quartz Open Framework and is provided under a Creative Commons Attribution-ShareAlike 4.0 International License.

129

IDEAS Worksheet Profile the impact and value of an idea or story		IDEA or STORY	PRIORITY (I*D*E*A*S/E)
PROBLEM TO SOLVE FOR WHOM			
MARKET	IMPACT OF PROBLEM Customers' perception of how the problem affects their organization	DISSATISFACTION	EVIDENCE
	ORGANIZATION	ADVANTAGE TO US	STRATEGIC ALIGNMENT
RATING METHOD where 1 = low			
This template was developed by Product Growth Leaders for Quartz Open Framework and is provided under a Creative Commons Attribution-ShareAlike 4.0 International License. 			

130

IDEAS Worksheet Profile the impact and value of an idea or story		IDEA or STORY	PRIORITY (I*D*E*A*S/E)
PROBLEM TO SOLVE FOR WHOM			
MARKET	IMPACT OF PROBLEM	DISSATISFACTION Explain the lack of satisfaction with the existing state	EVIDENCE
	ORGANIZATION	ADVANTAGE TO US	STRATEGIC ALIGNMENT
RATING METHOD where 1 = low			
This template was developed by Product Growth Leaders for Quartz Open Framework and is provided under a Creative Commons Attribution-ShareAlike 4.0 International License. 			

131

IDEAS Worksheet

Profile the impact and value of an idea or story

IDEA or STORY

PRIORITY (I*D*E*A*S/E)

PROBLEM TO SOLVE FOR WHOM

MARKET	IMPACT OF PROBLEM	DISSATISFACTION	EVIDENCE The percentage of the market experiencing the problem
	ORGANIZATION	ADVANTAGE TO US	STRATEGIC ALIGNMENT

RATING METHOD where 1 = low

This template was developed by Product Growth Leaders for Quartz Open Framework and is provided under a Creative Commons Attribution-ShareAlike 4.0 International License.

132

IDEAS Worksheet

Profile the impact and value of an idea or story

IDEA or STORY

PRIORITY (I*D*E*A*S/E)


PROBLEM TO SOLVE FOR WHOM

MARKET	IMPACT OF PROBLEM	DISSATISFACTION	EVIDENCE
	ORGANIZATION	Advantage	Strategic


RATING METHOD where 1 = low

This template was developed by Product Growth Leaders for Quartz Open Framework and is provided under a Creative Commons Attribution-ShareAlike 4.0 International License.

133

IDEAS Worksheet Profile the impact and value of an idea or story		IDEA or STORY	PRIORITY (I*D*E*A*S/E)
PROBLEM TO SOLVE FOR WHOM			
MARKET	IMPACT OF PROBLEM	DISSATISFACTION	EVIDENCE
	ORGANIZATION ADVANTAGE TO US Explain why this has importance to your organization	STRATEGIC ALIGNMENT	EFFORT TO DELIVER
RATING METHOD where 1 = low			
This template was developed by Product Growth Leaders for Quartz Open Framework and is provided under a Creative Commons Attribution-ShareAlike 4.0 International License. 			

134

IDEAS Worksheet Profile the impact and value of an idea or story		IDEA or STORY	PRIORITY (I*D*E*A*S/E)
PROBLEM TO SOLVE FOR WHOM			
MARKET	IMPACT OF PROBLEM	DISSATISFACTION	EVIDENCE
	ORGANIZATION ADVANTAGE TO US	STRATEGIC ALIGNMENT The extent to which this idea aligns with current or future organizational strategy	EFFORT TO DELIVER
RATING METHOD where 1 = low			
This template was developed by Product Growth Leaders for Quartz Open Framework and is provided under a Creative Commons Attribution-ShareAlike 4.0 International License. 			

135

IDEAS Worksheet

Profile the impact and value of an idea or story

IDEA or STORY

PRIORITY (I*D*E*A*S/E)

PROBLEM TO SOLVE FOR WHOM

MARKET	IMPACT OF PROBLEM	DISSATISFACTION	EVIDENCE
	ADVANTAGE TO US	STRATEGIC ALIGNMENT	EFFORT TO DELIVER The complexity in terms of design and development as well as marketing, sales, and support teams
	RATING METHOD where 1 = low		

This template was developed by Product Growth Leaders for Quartz Open Framework and is provided under a Creative Commons Attribution-ShareAlike 4.0 International License.

136

IDEAS Worksheet

Profile the impact and value of an idea or story

IDEA or STORY

PRIORITY (I*D*E*A*S/E)

PROBLEM TO SOLVE FOR WHOM

MARKET	IMPACT OF PROBLEM	DISSATISFACTION	EVIDENCE
	ADVANTAGE TO US	STRATEGIC ALIGNMENT	EFFORT TO DELIVER
	RATING METHOD where 1 = low		

I * D * E * A * S / E

This template was developed by Product Growth Leaders for Quartz Open Framework and is provided under a Creative Commons Attribution-ShareAlike 4.0 International License.

137



The IDEAS worksheet explains
the logic behind your rating.

© Product Growth Leaders

139



140

Prioritize with IDEAS


Profile the impact and value of product initiatives

FOR:

WRITTEN BY:

IDEA or STORY	MARKET			ORGANIZATION			PRIORITY 1*D**E*A*S/E
	IMPACT OF PROBLEM	DISSATISFACTION WITH CURRENT SITUATION	EVIDENCE	ADVANTAGE TO US	STRATEGIC ALIGNMENT	EFFORT TO DELIVER	

RATING METHOD where 1 = low

This template was developed by Product Growth Leaders for Quartz Open Framework and is provided under a Creative Commons Attribution-ShareAlike 4.0 International License. 

141

Prioritize with IDEAS


Profile the impact and value of product initiatives

FOR:

WRITTEN BY:

IDEA or STORY	MARKET			ORGANIZATION			PRIORITY 1*D**E*A*S/E
	IMPACT OF PROBLEM	DISSATISFACTION WITH CURRENT SITUATION	EVIDENCE	ADVANTAGE TO US	STRATEGIC ALIGNMENT	EFFORT TO DELIVER	
Elephant							
Horse							
Zebra							
Bear							

RATING METHOD where 1 = low

This template was developed by Product Growth Leaders for Quartz Open Framework and is provided under a Creative Commons Attribution-ShareAlike 4.0 International License. 

142

Prioritize with IDEAS
Profile the impact and value of product initiatives

FOR: WRITTEN BY:

IDEA or STORY	MARKET			ORGANIZATION			PRIORITY I*D*E*A*S/E
	IMPACT OF PROBLEM	DISSATISFACTION WITH CURRENT SITUATION	EVIDENCE	ADVANTAGE TO US	STRATEGIC ALIGNMENT	EFFORT TO DELIVER	
Elephant							
Horse							
Zebra							
Bear							

RATING METHOD where 1 = low

This template was developed by Product Growth Leaders for Quartz Open Framework and is provided under a Creative Commons Attribution-ShareAlike 4.0 International License.

143

Prioritize with IDEAS
Profile the impact and value of product initiatives

FOR: WRITTEN BY:

IDEA or STORY	MARKET			ORGANIZATION			PRIORITY I*D*E*A*S/E
	IMPACT OF PROBLEM	DISSATISFACTION WITH CURRENT SITUATION	EVIDENCE	ADVANTAGE TO US	STRATEGIC ALIGNMENT	EFFORT TO DELIVER	
Elephant	5						
Horse	3						
Zebra	1						
Bear	4						

RATING METHOD where 1 = low

This template was developed by Product Growth Leaders for Quartz Open Framework and is provided under a Creative Commons Attribution-ShareAlike 4.0 International License.


144

Prioritize with IDEAS FOR WRITTEN BY

Profile the impact and value of product initiatives

IDEA or STORY	MARKET			ORGANIZATION			PRIORITY I*D*A*S/E
	IMPACT OF PROBLEM	DISSATISFACTION WITH CURRENT SITUATION	EVIDENCE	ADVANTAGE TO US	STRATEGIC ALIGNMENT	EFFORT TO DELIVER	
Elephant	5	5					
Horse	3	4					
Zebra	1	1					
Bear	4	3					

RATING METHOD where 1 = low

This template was developed by Product Growth Leaders for Quartz Open Framework and is provided under a Creative Commons Attribution-ShareAlike 4.0 International License. 


145

Prioritize with IDEAS FOR WRITTEN BY

Profile the impact and value of product initiatives

IDEA or STORY	MARKET			ORGANIZATION			PRIORITY I*D*A*S/E
	IMPACT OF PROBLEM	DISSATISFACTION WITH CURRENT SITUATION	EVIDENCE	ADVANTAGE TO US	STRATEGIC ALIGNMENT	EFFORT TO DELIVER	
Elephant	5	5	5				
Horse	3	4	2				
Zebra	1	1	1				
Bear	4	3	3				

RATING METHOD where 1 = low

This template was developed by Product Growth Leaders for Quartz Open Framework and is provided under a Creative Commons Attribution-ShareAlike 4.0 International License. 

146

Prioritize with IDEAS FOR WRITTEN BY
 Profile the impact and value of product initiatives

IDEA or STORY	MARKET			ORGANIZATION			PRIORITY I*D*A*S/E
	IMPACT OF PROBLEM	DISSATISFACTION WITH CURRENT SITUATION	EVIDENCE	ADVANTAGE TO US	STRATEGIC ALIGNMENT	EFFORT TO DELIVER	
Elephant	5	5	5	4			
Horse	3	4	2	3			
Zebra	1	1	1	1			
Bear	4	3	3	5			

RATING METHOD where 1 = low

This template was developed by Product Growth Leaders for Quartz Open Framework and is provided under a Creative Commons Attribution-ShareAlike 4.0 International License.

147

Prioritize with IDEAS FOR WRITTEN BY
 Profile the impact and value of product initiatives

IDEA or STORY	MARKET			ORGANIZATION			PRIORITY I*D*A*S/E
	IMPACT OF PROBLEM	DISSATISFACTION WITH CURRENT SITUATION	EVIDENCE	ADVANTAGE TO US	STRATEGIC ALIGNMENT	EFFORT TO DELIVER	
Elephant	5	5	5	4	4		
Horse	3	4	2	3	3		
Zebra	1	1	1	1	2		
Bear	4	3	3	5	5		

RATING METHOD where 1 = low

This template was developed by Product Growth Leaders for Quartz Open Framework and is provided under a Creative Commons Attribution-ShareAlike 4.0 International License.

148

Prioritize with IDEAS FOR WRITTEN BY
 Profile the impact and value of product initiatives

IDEA or STORY	MARKET			ORGANIZATION			PRIORITY I*D*A*S/E
	IMPACT OF PROBLEM	DISSATISFACTION WITH CURRENT SITUATION	EVIDENCE	ADVANTAGE TO US	STRATEGIC ALIGNMENT	EFFORT TO DELIVER	
Elephant	5	5	5	4	4	4	
Horse	3	4	2	3	3	2	
Zebra	1	1	1	1	2	2	
Bear	4	3	3	5	5	5	

RATING METHOD where 1 = low

This template was developed by Product Growth Leaders for Quartz Open Framework and is provided under a Creative Commons Attribution-ShareAlike 4.0 International License.

149

Prioritize with IDEAS FOR WRITTEN BY
 Profile the impact and value of product initiatives

IDEA or STORY	MARKET			ORGANIZATION			PRIORITY I*D*A*S/E
	IMPACT OF PROBLEM	DISSATISFACTION WITH CURRENT SITUATION	EVIDENCE	ADVANTAGE TO US	STRATEGIC ALIGNMENT	EFFORT TO DELIVER	
Elephant	5	5	5	4	4	4	500
Horse	3	4	2	3	3	2	108
Zebra	1	1	1	1	2	2	1
Bear	4	3	3	5	5	5	180

RATING METHOD where 1 = low

This template was developed by Product Growth Leaders for Quartz Open Framework and is provided under a Creative Commons Attribution-ShareAlike 4.0 International License.

150

Get 100% of something instead of 20% of everything.



151

Pursue the vital few among the compelling many.



© Product Growth Leaders

152

	<h1>IDEAS</h1>	

153

Prioritize with IDEAS FOR WRITTEN BY

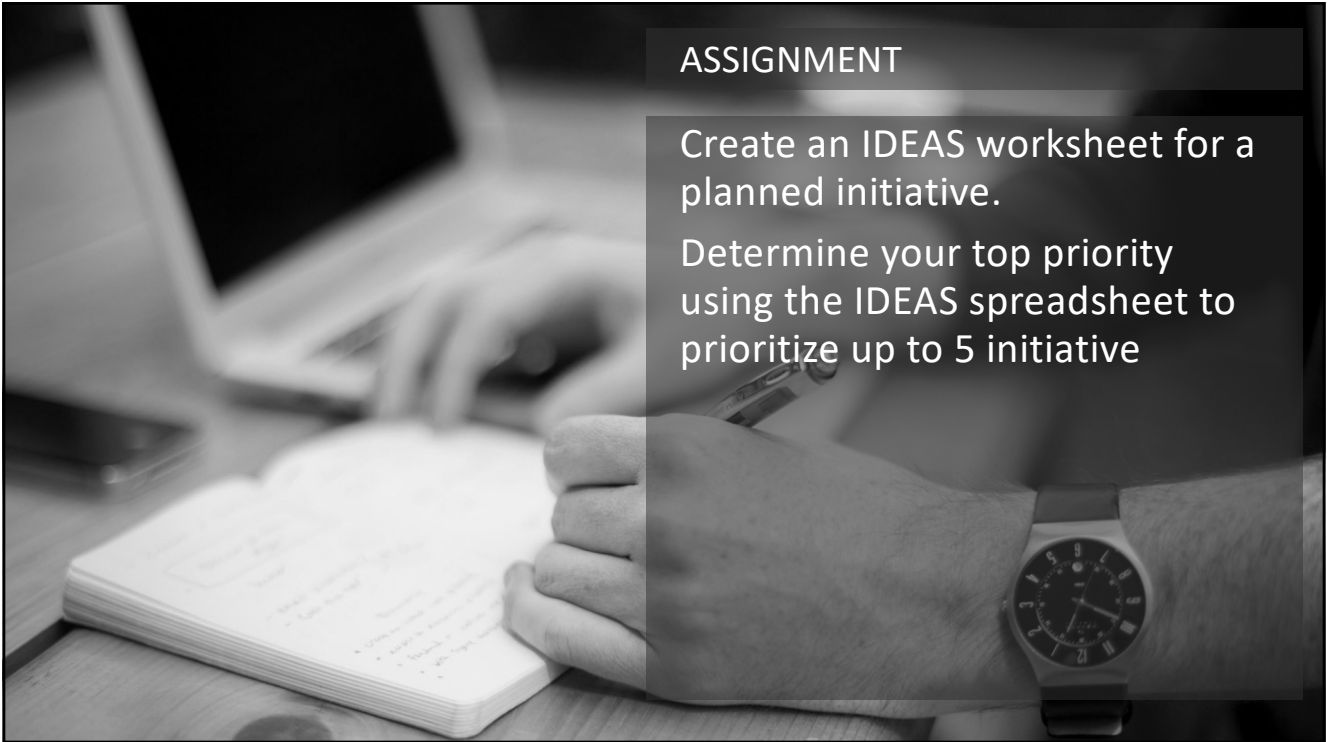
Profile the impact and value of product initiatives

IDEA or STORY	MARKET			ORGANIZATION			PRIORITY I*D*E*A*S/E
	IMPACT OF PROBLEM	DISSATISFACTION WITH CURRENT SITUATION	EVIDENCE	ADVANTAGE TO US	STRATEGIC ALIGNMENT	EFFORT TO DELIVER	

RATING METHOD where 1 = low

This template was developed by Product Growth Leaders for Quartz Open Framework and is provided under a Creative Commons Attribution-ShareAlike 4.0 International License.

154



ASSIGNMENT

Create an IDEAS worksheet for a planned initiative.

Determine your top priority using the IDEAS spreadsheet to prioritize up to 5 initiative

155



156