

First 90 Days



Lance Willett — CPO, Tumblr

First 90 Days



Listen, Learn and Act

Change?

Change

Change & Continuity

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Feedback Loop

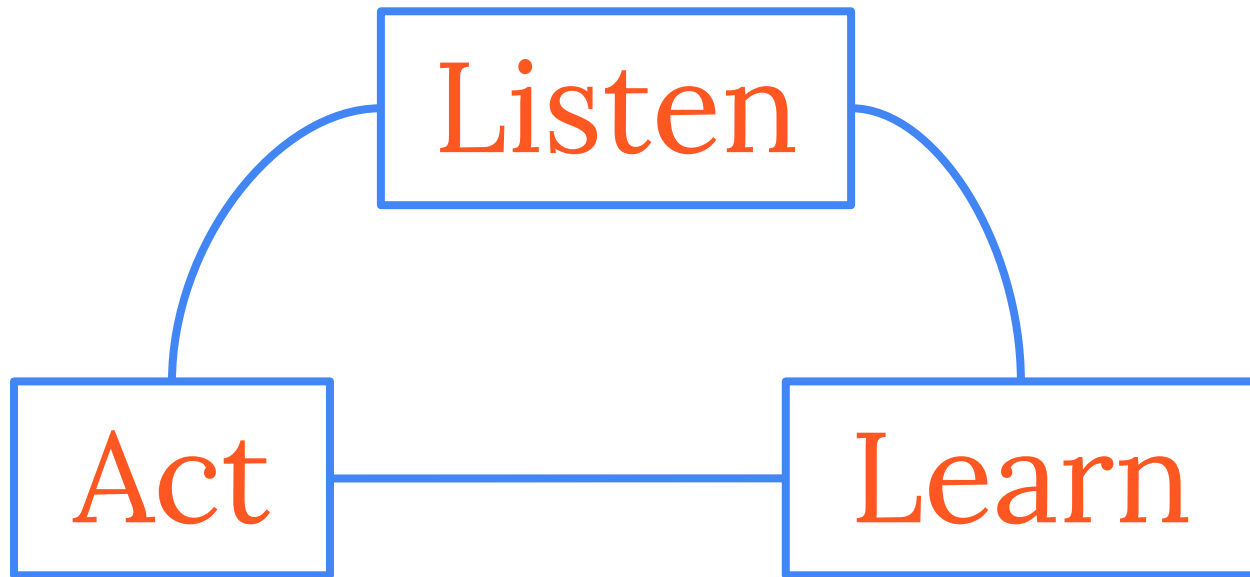


Product Skills

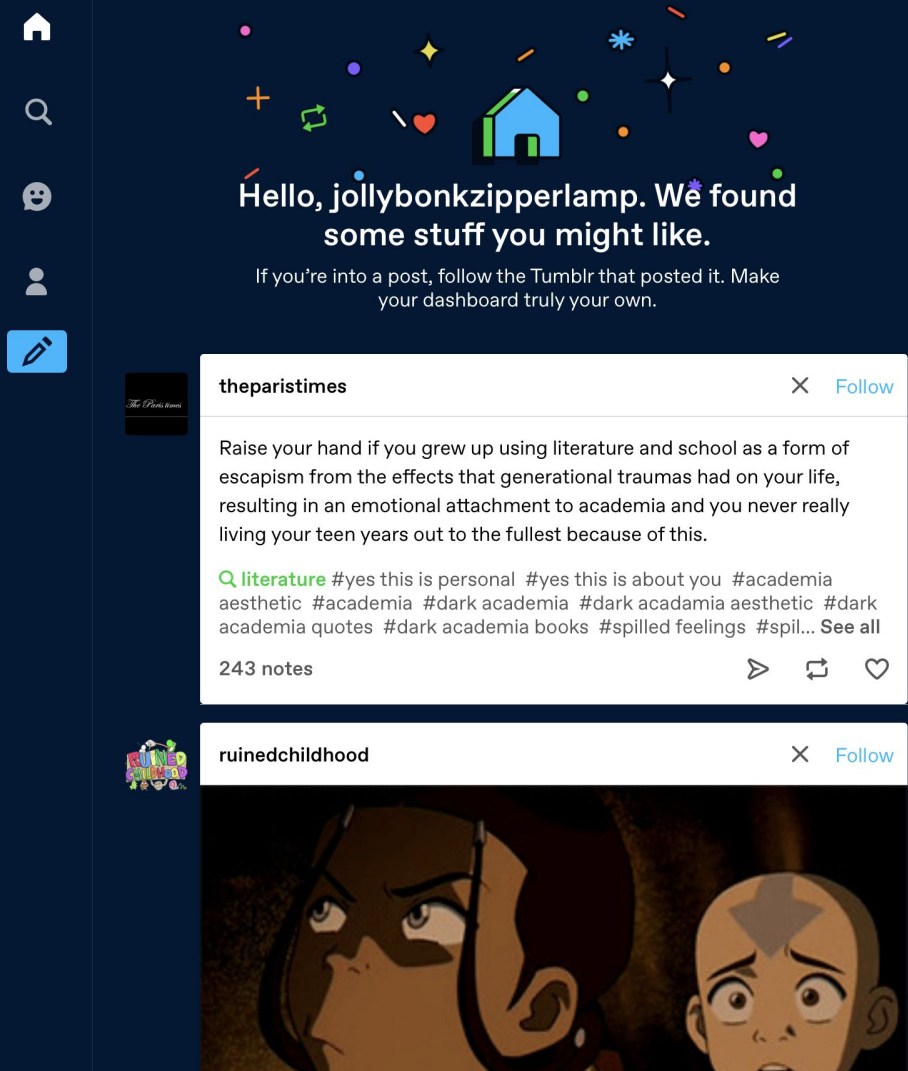
First 90 Days



Feedback Loop — Listen, Learn and Act







Tumblr!

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tumblr

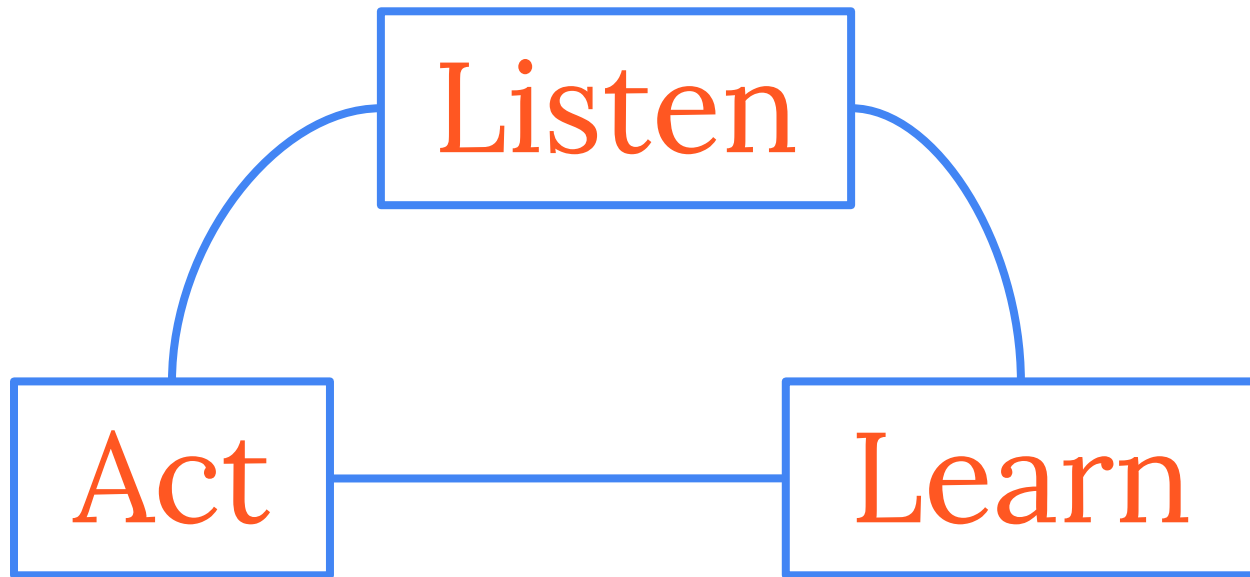


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Now–Next–Later

30, 60, and 90–Day Plans

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Listen

1

2

3

Folks / People to meet,

#tumblr/people

Keywords: check-ins, intros

My List

Lance, Week 3 Onboarding

#tumblr/onboarding

By function

- Marketing
- Data
- Engineering, read more
- Product management
- Design

What is? Tumblr Glossary

#tumblr/lore

#tumblr/onboarding

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2020 Lance Team Org Map



File Edit View Insert Format Data Tools Add-ons Help [Last edit was 5 days ago](#)

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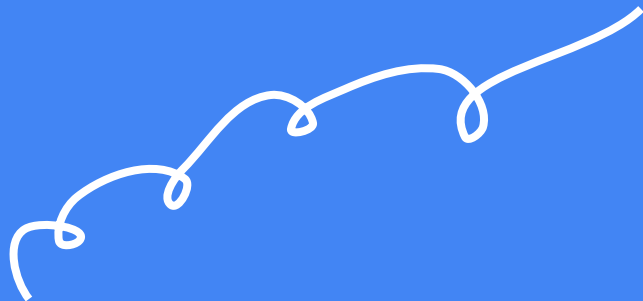
fx

Function

	A	B	C	D	E
1	Function	Standard Label	Head / Owner	Direct report	Team / HR
2	Product & engineering		Lance Willett		
3	Product management	Product	Lance Willett	—	Product Management
4	Data analytics	Data		Yes	Data Science & Analytics
5	Engineering oversight	Engineering		Yes	Core Engineering
6	Engineering oversight	Engineering		Yes	Product Engineering
7	Internationalization	i18n / Global		Yes	International Development
8	Hiring / performance	Hiring		—	Office of CTO
9	Leadership				
10	Business operations	Biz Ops		Yes	Business Operations
11	CRO	Sales/Biz Dev		Yes	HQ
12	CFO	Finance (FP&A)		No	Finance
13	New business strategy	Marketing / Strategy		Yes	Marketing
14	Marketing	Marketing		No	DCH
15	Comms	PR		No	DCH
16	Advertising busines	Ads		Yes	Ads
17	Design quality / end-to-end experience	Design		Yes	Product Design
18	A8C / Not on Tumblr				
19	Human resources	HR		—	HR
20	Legal	Legal		—	Legal
21	Customer support / insights	Customer Support		—	Community Support
22	Trust & safety	Content Safety		—	Trust & Safety
23	Payments / billing	Payments		—	Payments
24					
25					

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Learn



Ads | ProdEx | Data
International | Platform

Product, Engineering, Data
PM | TPM

Design, Marketing
Community Support
Trust & Safety

Sales, Rev Ops
Business Dev

Systems
Content Safety, SRE, CDE

Finance, Legal, HR

▼ t tumblr


 business

 cool

 integration

 lore

 marketing


 onboarding


 ops

 people

 principles

 product

 safety

 tech

PURPOSE

How we orient
and steer

AUTHORITY

How we share power
and make decisions

STRATEGY

How we plan
and prioritize

RESOURCES

How we invest
our time and money

WORKFLOW

How we divide
and do the work

MEETINGS

How we convene
and coordinate

MEMBERSHIP

How we define
and cultivate
relationships

MASTERY

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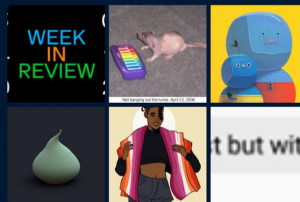
tumblr staff

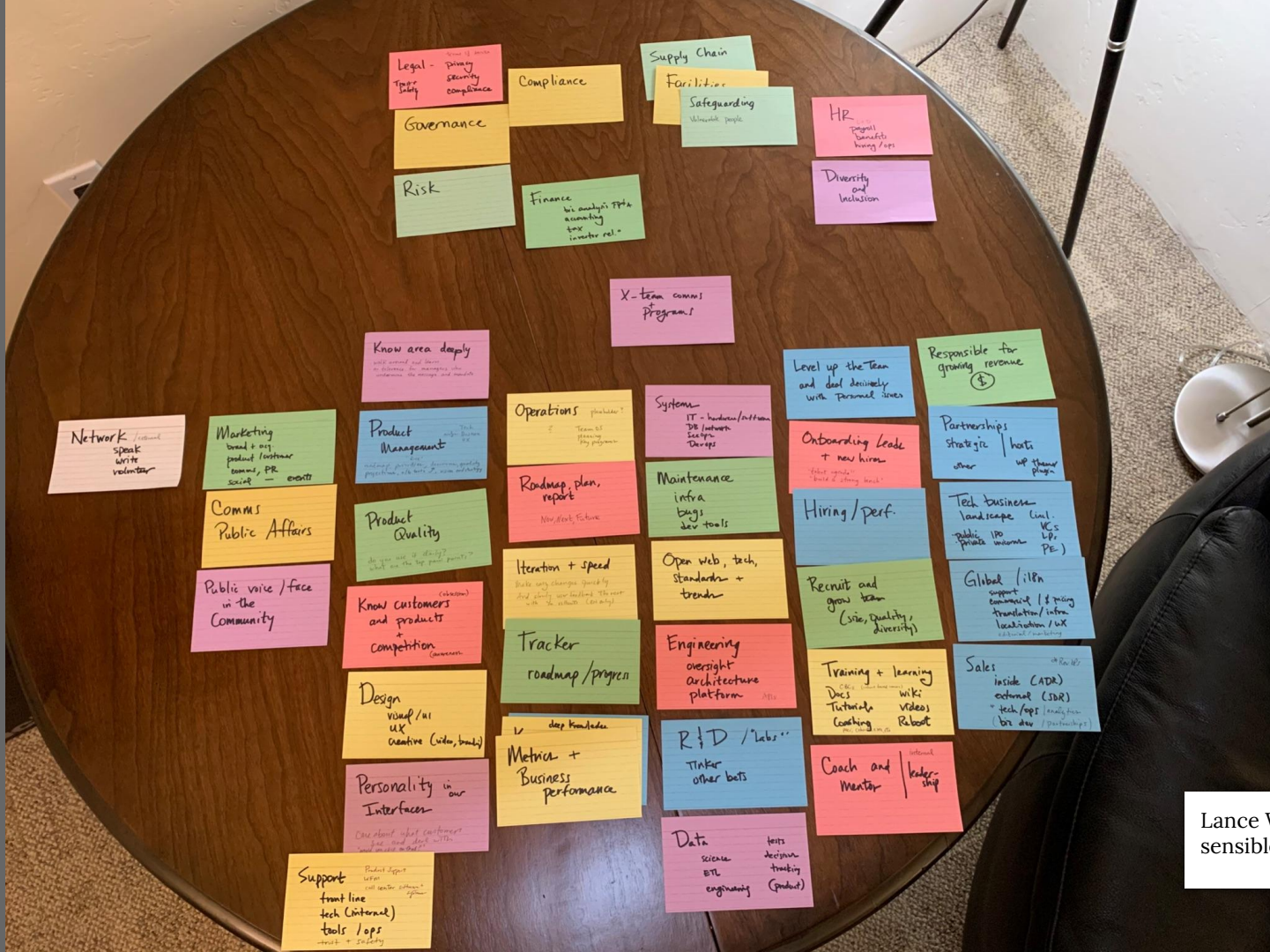
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Languages

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- [हिंदी](#)

TOP PHOTOS





Network external
speak
write
volunteer

Marketing
brand + msg
product / customer
content, PR
social — events

Comms
Public Affairs

Public voice / face
in the
Community

Product
Management
tech
infra-business
DB
product / customer / community
product, go to market, PR, social, etc.

Product
Quality
do you use it daily?
what are the top quality points?

Know customers
and products
+ competition
(customer)
Governance

Design
visual / UI
UX
Creative (video, brand)

Personality in
Interfaces
Check about what customers
feel and what with
what about what they think

Support
Product support
customer
call center software + system
front line
tech (internal)
tools / ops
invest + strategy

Legal - privacy
security
compliance
Tobias

Governance

Risk

Compliance

Finance
big analysis PPA
accounting
tax
investor rel. =

Supply Chain
Facilities

Safeguarding
Unwanted people

HR
Project
benefits
hiring / ops

Diversity
and
Inclusion

X-team common
Programs

Operations
product
Team 33
Planning
big programs

Roadmap, plan,
reports
How, What, Future

Iteration + speed
Make very changes quickly
and clearly see feedback. The more
with the customer (early stage)

Tracker
roadmap / progress

Metrics +
Business
performance
deep knowledge

Systems
IT - hardware / software
DB / network
Security
Disaster

Maintenance
infra
bugs
dev tools

Open web, tech,
standards +
trends

Engineering
oversight
architecture
platform
API

R&D / "labs"
Tinker
other bots

Data
science
ETL
engineering
tools
decision
tracking
(product)

Level up the team
and deal decisively
with personal issues

Onboarding Leads
+ new hires
Project manager
"build it, they will come"

Hiring / perf.

Recruit and
grow team
(size, quality,
diversity)

Training + learning
Docs
Tutorials
Videos
Coaching
Reboot
internal

Coach and
Mentor
leadership

Responsible for
growing revenue
(\$)

Partnerships
strategic | hosts
other | up their
play

Tech business
landscape (incl.
VCs
LPs
PE)

Global / i18n
support
communication / strategy
translation / infra
localization / UX
advertising / marketing

Sales
inside (CRM)
external (SDR)
tech / ops / analytics / dev
(big dev / partnerships)

General Manager



COO / Operations



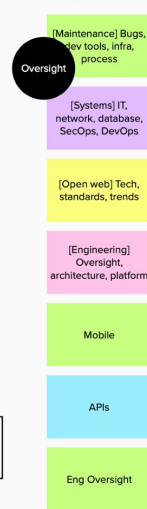
Product Management



Direct Partners



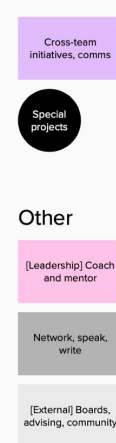
Engineering



Indirect Partners



Programs



Clear process: **ACCOUNTABILITY**
Communication: **EXCELLENCE**
Priorities: **PRODUCT PEOPLE**
ARE ORIGINATED

~~~~~

Business growth   
Product quality ++  
Maximum fun and sense of **ACCOMPLISHMENT** ✓

1. Ad tech is new to me
2. Product development, *"I know what to do"*
3. User & content safety focus is new

Enjoy  
the ride!

Fun & Things  Tumblr

**tumblr**

Product

| Generation Name                   | Births Start | Oldest Age Today* |
|-----------------------------------|--------------|-------------------|
| Generation X (Baby Bust)          | 1962         | 58                |
| Bornads                           | 1975         | 45                |
| Millennials Generation Y Gen Next | 1980         | 40                |
| Gen Z Gen 2                       | 1995         | 25                |

Not my gem, yet  
in my orbit (Charlotte)

Exciting time ahead!

### Priorities

### Discussion

Lancet's top priorities

- **"People"**: keep listening and learning, help boost morale, share a clear vision. Continuity for PMs and engineering managers.
- **"Products"**: provide continuity with current roadmap, clear decisions on priorities.
- **"Process"**: plan monthly, measure weekly, ship daily. Lightweight and nimble. Combine various meetings into one, for effectiveness.

**"Jeff: 5 is top priority"** - all projects should have that first, DfW, quality second. Rest needs to wait.



## June 2020 Tumblr Product Delivery Plan

### Process

Product release cycle map

1-2-3

Journal Pre-proof

priority happens in binary  
reaction with  $\text{C}=\text{O}$

back to  $\rightarrow$  PM  $\rightarrow$

|          |    |    |    |
|----------|----|----|----|
| Category | PA | EA | Ab |
|----------|----|----|----|

Single Question [View all](#)

### New Framework for Product Development

**Purpose of this P2 Post**

To ensure Twitter's success in 2020 and beyond, we need to adopt our custom product development framework (see Background below) - *because this is an ultimate requirement for*

framework before going. With this part, I wanted to capture the main components of the framework. The main ideas are goals and goals above, and to use one of the classes and user components. The document will **define** and **define** the framework, and so on through the

## Engineering Leaders

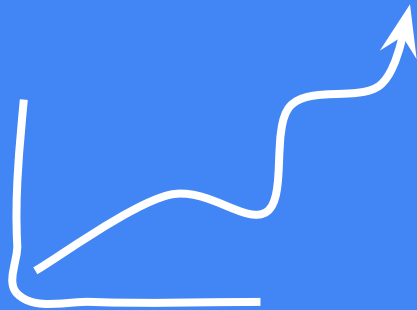
#### Key Partners

PMs in June 2020

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Operational excellence is key. Communication, accountability, and clear processes.

# Act



People / organization

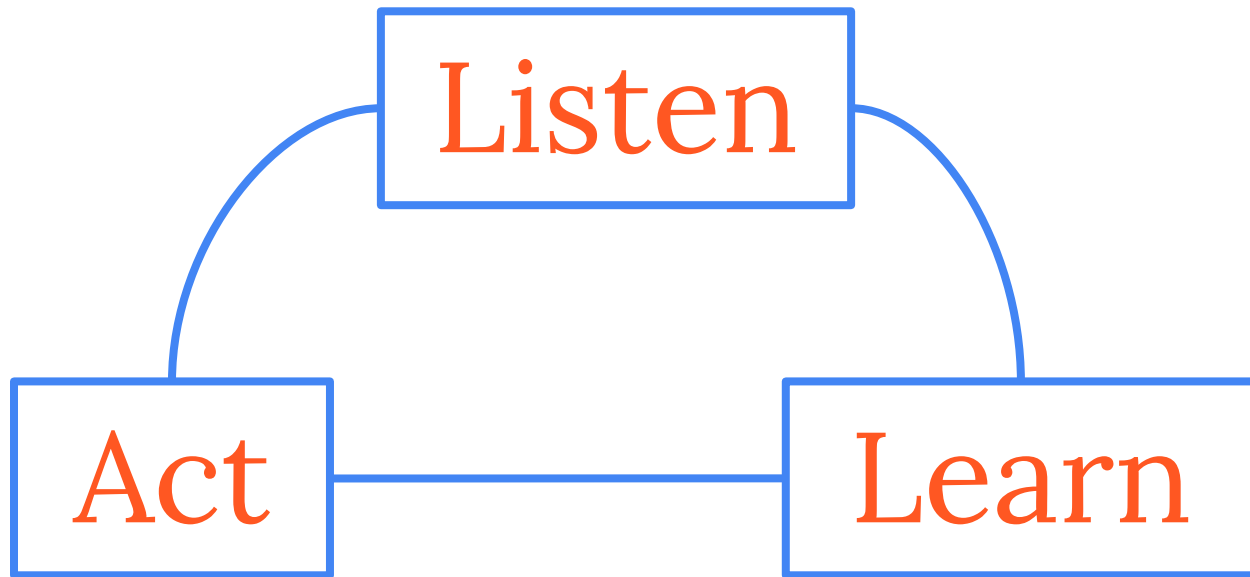
Product / business

Process / execution

**Ship it!**



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# Listen

Aware and alert — connected

Avoid noise and distractions

Ask questions, be a sponge!

# Learn

Stay open

Avoid overwhelm

Find gaps and patterns

# Act

Sense of urgency

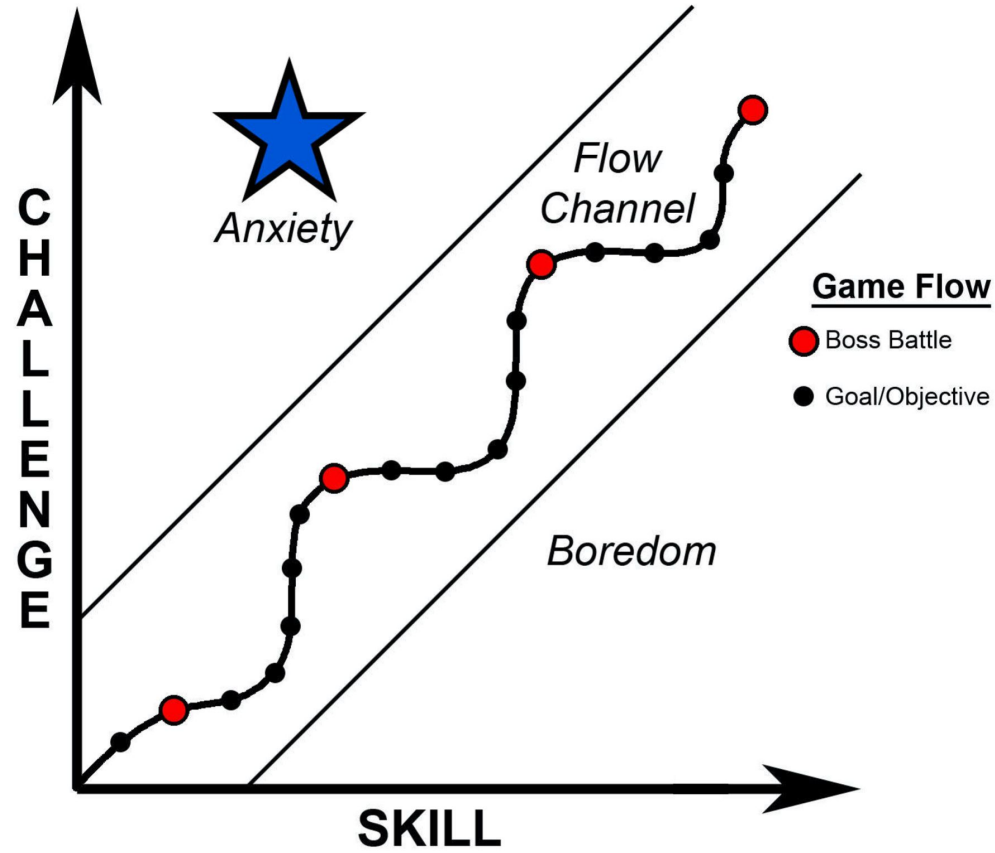
Quick wins

Watch for impatience



**It's not the load that breaks  
you down, it's the way you  
carry it.**

— Lena Horne



Credit: Akshay Kapur

Instagram



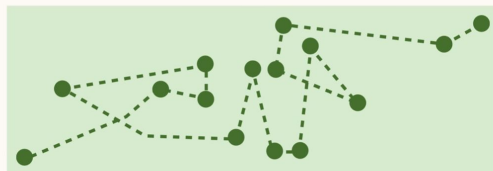
linkedin



What I thought my career path would look like:



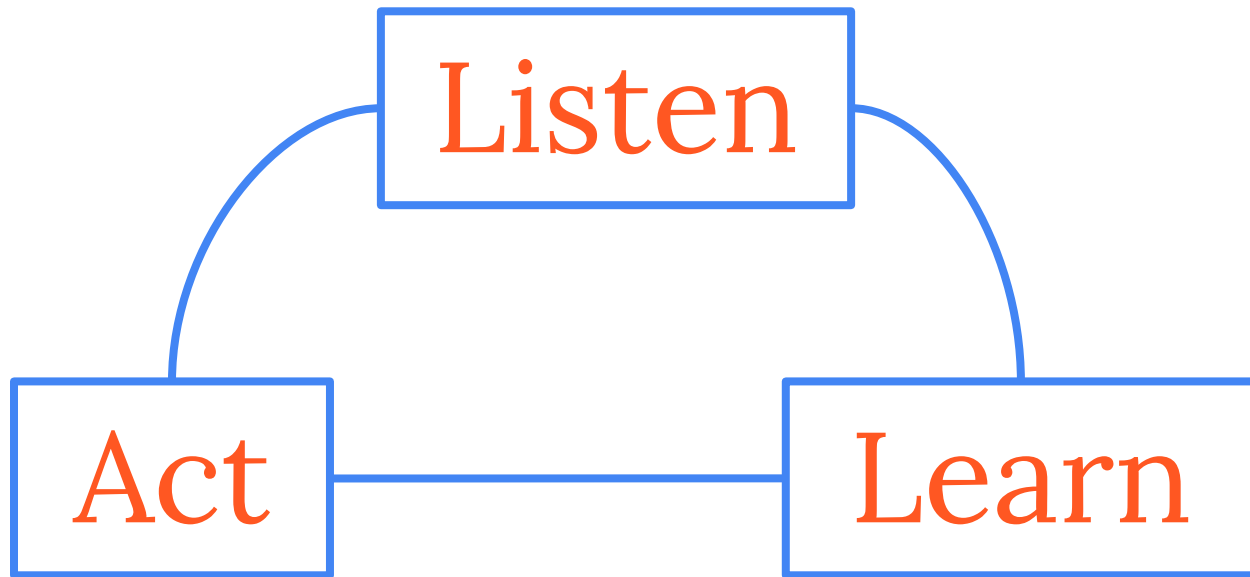
What my career path actually looks like:



4,945 likes

linkedin Whether you're just starting or you've been at it, you





# Make It Stick

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**Whether you think you can  
do it or not, you are right.**

— Henry Ford

# First 90 Days



Feedback loop — listen, learn and act

# Thank you!



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# More Resources



# Books

## *The First 90 Days* by Michael Watkins

- Learn quickly
- Share progress visibly and often
- To achieve quick wins and gain confidence, expedite everything while keeping your balance

## *A Sense of Urgency* by John Kotter

- A true sense of urgency is about starting today
- Grab opportunities and avoid hazards, and shed low-priority activities to move faster and smarter, now