

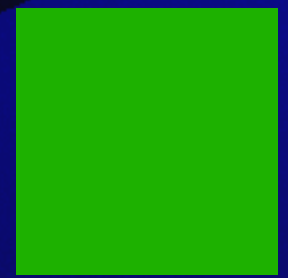
Engineering Owns Velocity

What product managers (and companies) need from engineering

Rafe Colburn, June 13 2024

My Career

Engineer, Eng Manager, Director of Eng, VP of Eng, etc.



CPO

CPTO

**Engineering is a
super power**

For everyone else, this
can feel pretty risky

**And it's even scarier when
efficiency really matters**

**How do you measure
engineering productivity?**

The two jobs of a CTO:

1. Create value
2. Engender confidence



Where Product Managers fit in

“The job of a product manager is prioritization.”

Nick Daniel, CPO at Etsy

“Product managers deal in outcomes.”

Jane Shapiro, the first real Product Manager I ever worked with

Job 1: Maximize value creation

**PMs prioritize the outcomes, but
engineers should sequence the work**

Distinguishing rocks from sand

**Velocity is an optimization
problem**

Job 2: Engender confidence

Shared goals

**Estimate optimistically and
enumerate risks**

**Speak in the language of
value creation**

Engineering should own velocity