

Influential Storytelling

Product Managers at Google



THE STORY

Google can attract top talent and offer a world-class employee experience, but Product Managers were frustrated. Their job requires them to use informal influence to inspire a variety of stakeholders to invest time and resources into the vision they have for their products. To do that successfully is no small feat.

Learning & Development at Google identified the skill of **Product Evangelism** as a growth opportunity for PMs and looked for ways to foster their development in that space.

Wolf & Heron worked with the the PM Learning & Development team to pilot several formats of the **Influential Storytelling** workshop experience and ultimately design a bespoke experience for Google Product Managers. The experience enables them to become powerful and influential storytellers and more sophisticated at evangelizing their products.

As part of the experience, each Product Manager choses a story to develop, practices and refines it, and leaves with a new skill, a structured process AND a ready-to-use story they can immediately apply in their work. Stories have been used for:

- > Product pitches
- > Resource negotiation
- > Team motivation and inspiration
- > Engaging Developers and UX Designers
- > Conferences and external speaker engagements
- > Career narratives

“The ability to influence and inspire others is a crucial skill for Product Managers at Google. Specifically, our best PMs are really effective at evangelizing their products to both internal and external audiences.

I looked for vendors who could support the development of that skill in our PMs and was excited to discover the **Influential Storytelling** program with Wolf & Heron. In the first year of our partnership, Wolf & Heron delivered several pilots to experiment with the runtime, content depth, and facilitation that would best support our PMs at various levels of their career and in different global regions. Feedback from participants was consistently positive and indicated how relevant the content is to PMs at all levels.

Even with such a great start, Wolf & Heron is continuously partnering with us to refine the experience to the Google PM audience and increase the impact of the workshop. We have now established the **Influential Storytelling** program as a core offering for PM L&D.

Lauren Kelley
Head of Product Manager Learning & Development

OUTCOMES

4

YEARS OF OPERATION

20

WORKSHOPS (DELIVERED AND PLANNED)

4.2/5

RATING FOR “I WOULD RECOMMEND THIS TO OTHERS”

4.2/5

RATING FOR “THIS EXPERIENCE WAS WORTH MY TIME”

4.4/5

RATING FOR “I PLAN TO USE WHAT I LEARNED IN THE PROGRAM AT GOOGLE”

456+

PRODUCT MANAGERS TRAINED

“Very engaging, clear, well structured delivery. They gave candid feedback about our performances and were also very inclusive in making sure the group could ask questions, give each other feedback.

Product Manager, Level 7, EMEA

“Overall, I loved the training, and I was impressed with the usage of the breakout sessions. Super well done.

Product Manager, Level 5, United States

“I valued two things. First the facilitators’ responses to questions were clearly based on experience of having delivered this content many times. They know what people ask and how to respond to those questions. Secondly, the workshop demonstrated very effective meeting mechanics. All workbooks, prep material and breakout rooms were organized in advance and therefore we always knew what to do and where to go.

Product Manager, Level 7, United States