Leadership

Checklist

- Is there a link between product plans and the company strategy?
- Are objectives for the PM team clear and aligned?
- Is the role of PM agreed across the business and its value evangelized?
- Is portfolio analysis conducted so that resources are allocated appropriately across all products?
- Is there a plan to improve the product management team or department, i.e. a Roadmap for PM?
- Is there a clear ongoing business planning process that locks into product and portfolio plans?
- Are PMs encouraged to see themselves as leaders within the business?

Organization

Checklist

- Is PM reporting to a functional team or is it independent and reporting directly to the board?
- Is governance fast and effective?
- Are PMs encouraged and able to meet customers?
- Are resources aligned and sized to deliver on plans?
- Is PM done consistently across the organization?
- Does every product activity have a home?
- Is there a product community for PMs to share best practice?
- Does every product have a PM?
- Are there clear role definitions agreed between PM and adjacent teams or departments such as Technology?

People

Checklist

- Do PMs have the necessary balance of skills, knowledge and experience?
- Is there a career path into and within PM?
- Is PM the place that people want to be?
- Do PMs know where to go for help?
- Is there a Performance Improvement Plan (PIP) for each person?
- Is there a PM onboarding process in place?
- Is the company culture "in it together" or "finger pointing"?
- Do PMs feel they own their products?
- Is the distinction between the Scrum Product Owner role and the PM role clear?

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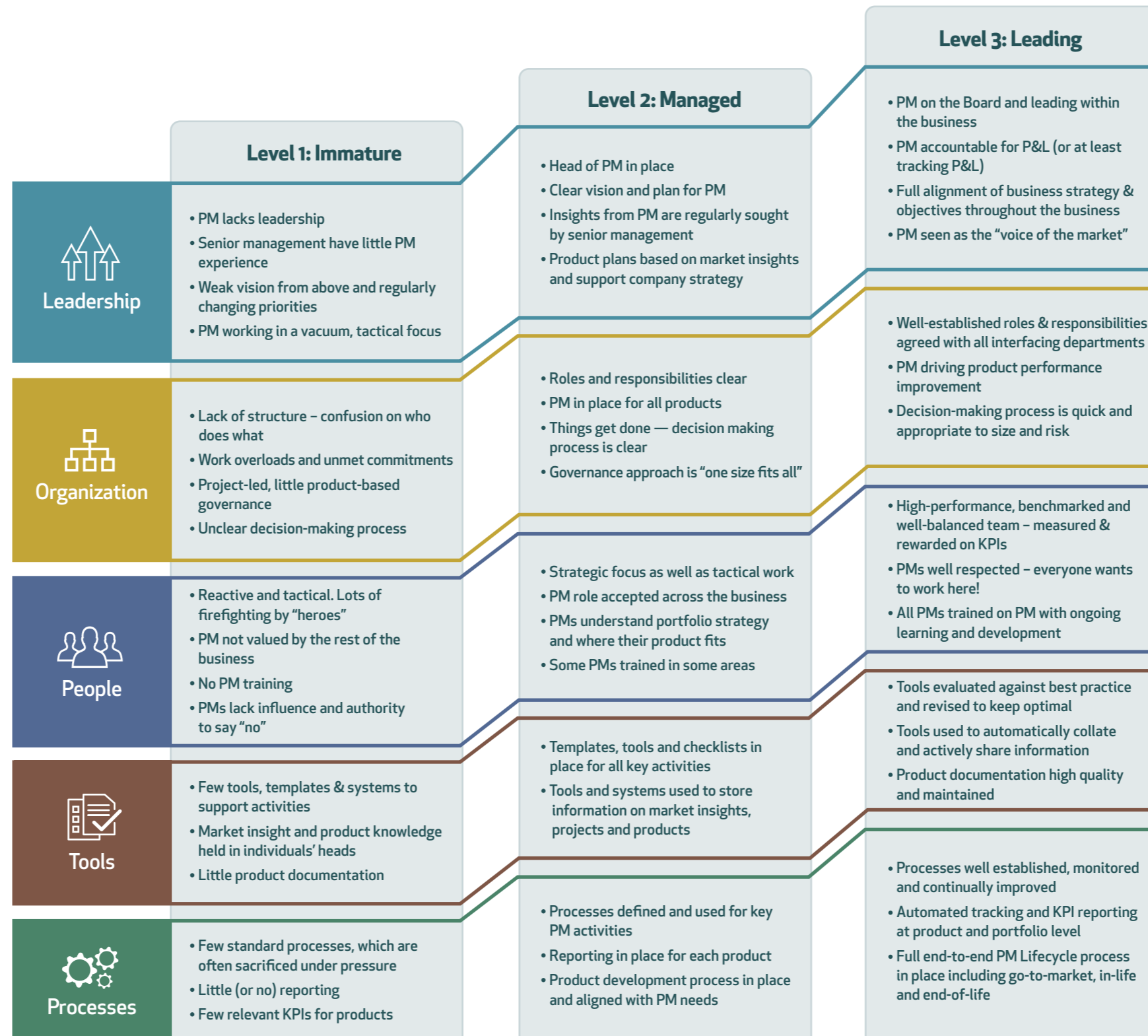
Tools

Checklist

- Do PMs have the systems, tools, templates and checklists they need to work through all stages of the lifecycle, e.g., roadmap, propositions, launch, requirements?
- Are tools appropriate for the size or riskiness of work?
- Are there standards for reporting to management or are there lots of ad-hoc requests?
- Is data available to manage and report on products?
- Is there a single master-reference location for product information in the business?
- Are software tools used to improve efficiency in areas such as roadmaps, requirements management and business planning?
- Is product documentation standard across the business?

Processes

Checklist

- Do PMs have standard processes for all stages of the lifecycle?
- Is feedback used to improve processes to make them more efficient and effective?
- Are PMs trained in the processes?
- Is there a consistent language used for products and product management across the organization?
- Are Key Performance Indicators (KPIs) established for every product?
- Is there reporting on product profit and loss (P&L), revenue, sales, performance vs. target?
- Is it clear to the rest of the organization how to engage with PM?
- Is there an owner for each process?
- Is the product development process benchmarked and performance tracked?
- Is there a clear process to support and foster innovation from across the business?

	Level 1: Immature	Level 2: Managed	Level 3: Leading
Leadership	• PM lacks leadership • Senior management have little PM experience • Weak vision from above and regularly changing priorities • PM working in a vacuum, tactical focus	• Head of PM in place • Clear vision and plan for PM • Insights from PM are regularly sought by senior management • Product plans based on market insights and support company strategy	• PM on the Board and leading within the business • PM accountable for P&L (or at least tracking P&L) • Full alignment of business strategy & objectives throughout the business • PM seen as the "voice of the market"
Organization	• Lack of structure – confusion on who does what • Work overloads and unmet commitments • Project-led, little product-based governance • Unclear decision-making process	• Roles and responsibilities clear • PM in place for all products • Things get done — decision making process is clear • Governance approach is "one size fits all"	• Well-established roles & responsibilities agreed with all interfacing departments • PM driving product performance improvement • Decision-making process is quick and appropriate to size and risk
People	• Reactive and tactical. Lots of firefighting by "heroes" • PM not valued by the rest of the business • No PM training • PMs lack influence and authority to say "no"	• Strategic focus as well as tactical work • PM role accepted across the business • PMs understand portfolio strategy and where their product fits • Some PMs trained in some areas	• High-performance, benchmarked and well-balanced team – measured & rewarded on KPIs • PMs well respected – everyone wants to work here! • All PMs trained on PM with ongoing learning and development
Tools	• Few tools, templates & systems to support activities • Market insight and product knowledge held in individuals' heads • Little product documentation	• Templates, tools and checklists in place for all key activities • Tools and systems used to store information on market insights, projects and products	• Tools evaluated against best practice and revised to keep optimal • Tools used to automatically collate and actively share information • Product documentation high quality and maintained
Processes	• Few standard processes, which are often sacrificed under pressure • Little (or no) reporting • Few relevant KPIs for products	• Processes defined and used for key PM activities • Reporting in place for each product • Product development process in place and aligned with PM needs	• Processes well established, monitored and continually improved • Automated tracking and KPI reporting at product and portfolio level • Full end-to-end PM Lifecycle process in place including go-to-market, in-life and end-of-life

Product Management Maturity Model

- Review the maturity of your product management (PM) team or department.
- The level required depends on the size and complexity of your business.
- Most businesses find their PM maturity varies across the different areas.
- Use this model to create an action plan to improve your PM team or department.

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