### 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 evangelised?
- 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**
- 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”
- Few tools, templates & systems to support activities
- Market insight and product knowledge held in individuals’ heads
- Little product documentation

### Tools

**Checklist**
- Few standard processes, which are often sacrificed under pressure
- Little (or no) reporting
- Few relevant KPIs for products

### Processes

**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 “init 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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### Product Management Maturity Model

- **Level 1: Immature**
  - PM lacks leadership
  - Senior management have little PM experience
  - Weak vision from above and regularly changing priorities
  - PM working in a vacuum, tactical focus

- **Level 2: Managed**
  - Lack of structure – confusion on who does what
  - Work overloads and unmet commitments
  - Project-led, little product-based governance
  - Unclear decision-making process

- **Level 3: Leading**
  - 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

### World class product management

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