

Safe Hands



Career Background

You're a seasoned senior professional who has held various senior roles in organizations, and has now been given Product Management to 'sort out'. This might be because it's in a mess, or there hasn't previously been a distinct Product Management function, or due to the departure of a previous Head of Product.

Goals

- Quickly get to grips with what Product Management is all about
- Assess the performance and risk of the existing product practice
- Benchmark against best practice in other organizations

Frustrations

- "Product Management is a minefield of jargon!"
- "There are multiple ways of doing everything - what's right for us?"
- "Everyone here is telling me different stories, and we have no KPIs!"
- "I'm losing credibility!"

Opportunities

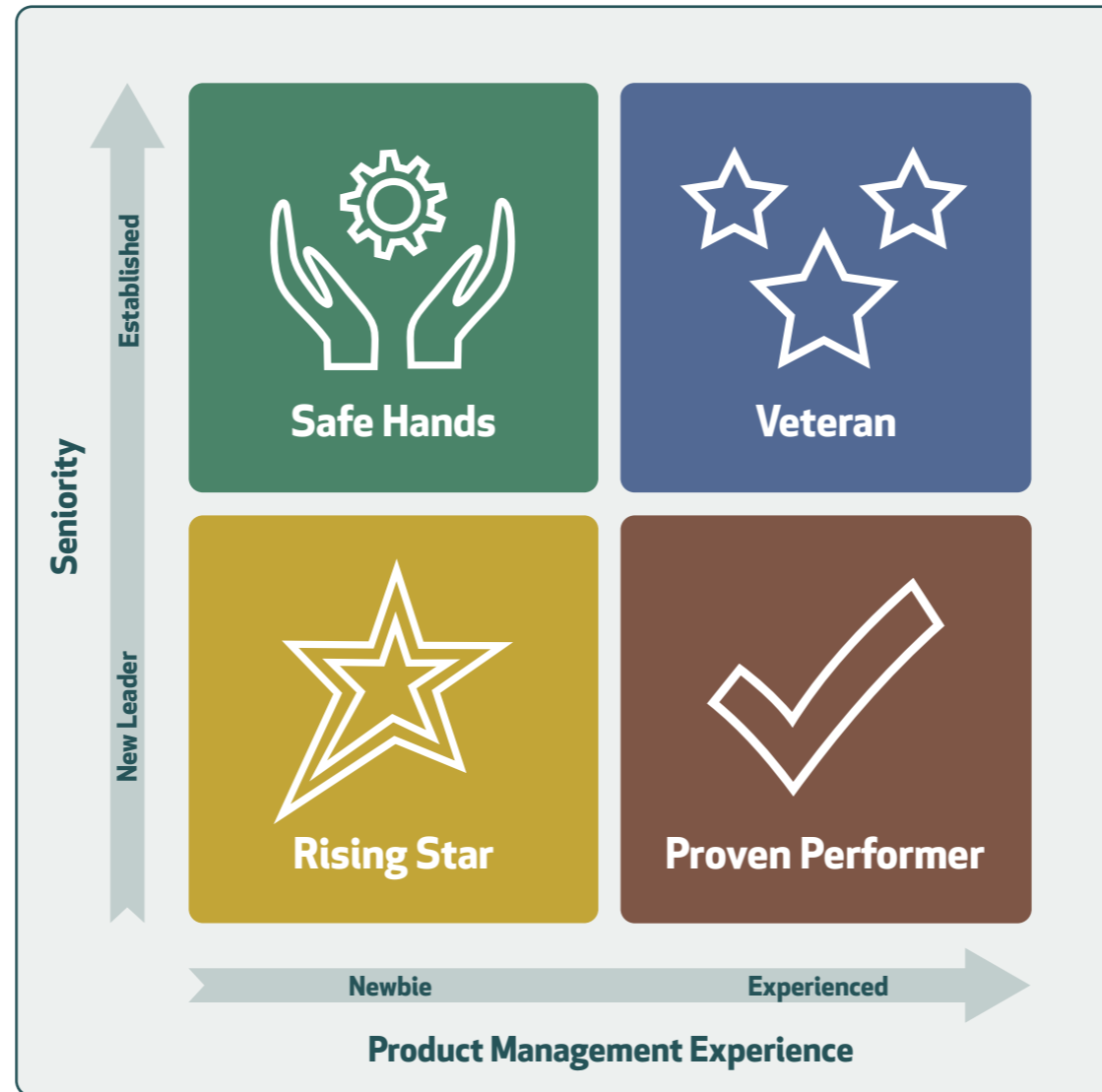
- Get expert briefing on what Product Management should be about in this company
- Benchmark ourselves against industry best practice
- Buy myself some time while I learn the ropes
- Gain ammunition for the changes inevitably needed

Watch for

- Be careful not to assume that being a good manager or understanding the domain is sufficient - you also need to understand about product management

Product Management Leader Personas

- If you run product management in a business, there are various challenges you face based on how much product management experience you have and whether you have held senior positions in the past.
- Our Product Management Leader Personas help you think about the goals and frustrations you may face and the opportunities open to you.



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Veteran



Career Background

You've been a senior product leader for a long time, in multiple Product Management roles and companies. People see you as in control but underneath you may suffer from self-doubt and imposter syndrome.

Goals

- Confidently guide the company towards known outcomes
- Show leadership and wisdom
- Stay current and relevant
- Maintain an aura of omniscience
- Get a seat on the board

Frustrations

- "I worry that people have doubts, but nobody speaks out"
- "Shiny new methods keep coming along, it's hard to keep track"
- "Product Management still isn't as valued as it should be"
- "How can I get back on the front foot and maintain momentum?"

Opportunities

- Gain support from experts to confirm my thinking and to accelerate my plans
- Get updated on latest industry best practice
- Calm the voices constantly calling for random new methods to try
- Free my time up for strategic thinking

Watch for

- Been around (maybe in the same company) for a long time, so you may not be aware of the new ideas and fresh outlooks out there

Rising Star



Career Background

A conspicuous talent within an organization, you've been fast-tracked through several roles, excelling at each of them. You're a versatile performer with a promising future, and may not stay here forever, but the company will try hard to keep hold of you.

Goals

- Make an instant impact to continue your career momentum
- Do things the right way, good enough isn't good enough
- Learn about industry best practice to increase your career opportunities

Frustrations

- "People here are so stuck in their ways! We're behind the curve!"
- "Product Management has no authority and I'm struggling to convince people"
- "I'm persuasive and confident, but I don't actually know how to do Product Management!"

Opportunities

- Influence people from across the business by bringing in expert consultants
- Fast-track learning of best practice to get competent quickly
- Shake things up a bit, creating the opportunity to make changes happen

Watch for

- Ignoring the advice of experienced colleagues who appear out of date but have some useful insights
- Just because Google / Apple / Facebook do it, doesn't make it right for your business

Proven Performer



Career Background

You've worked your way up in various companies and product roles and recently been promoted to a leadership position. Your expert knowledge of how product management has worked (or otherwise) in your company gives you a unique perspective.

Goals

- Implement ideas I've been unable to put into practice in the past
- Justify the trust put in me that gained me a promotion
- Find solutions to problems I've known about for some time

Frustrations

- "Senior colleagues have preconceptions based on my previous status"
- "It's difficult to take an external perspective"
- "I'm suddenly overwhelmed with management stuff - it's hard to see clearly"
- "I've only seen Product Management in one or two companies"

Opportunities

- Validate and update my thinking based on best practice
- Get expert backup for my best suggestions
- Engage colleagues who may be sceptical about what I want to achieve
- Spot opportunities for improvement that I haven't identified

Watch for

- Take care to realize that managing product management and product people is different from doing product management