

product

focus



Online or Face-to-Face Training Course **Leading Product Management**

Run a product management department, function, or team





Sounds familiar?

“Now I’ve stepped up to leading product management in our business, I’m finding it’s a whole new job. No one teaches you about what you need to know.”

“For my business, my team, and myself, I’d like to create a world-class product function. It would be good to understand best practice and be clear on what I need to put in place.”

Introduction

Product management is at the core of any business that sells products. Done well, it delivers strategic insights, optimized resources, and bottom-line results. Doing product management is a very different skill set from running a product management function.

As an aspiring product leader, you will learn what it means to lead other product managers and teams. If you’re a first-time product leader, you will learn how to organize and run a product function effectively. And as a seasoned product management leader, you will learn how to build a high-performing team and organization.

The course has four modules

1. Organization
2. Strategy
3. Delivery
4. People



It is based on our [Product Management Leadership Framework](#). This includes the Product Operating Model and Playbook of tools and strategies needed to lead a product management function.

Learning outcomes

- **Strategic alignment:** Understand how to create product strategy that’s aligned with your company’s broader vision and goals, ensuring consistent delivery through your product managers.
- **World-class delivery:** Grasp how to deliver world-class product management at scale, maintaining a high standard across diverse products and teams.
- **Organizational frameworks:** Recognize the necessary framework and processes essential to achieving consistent, high-quality product delivery within your organization.
- **Product management structuring:** Learn effective ways to organize your product managers, considering factors like company divisions, product lines, and geographies.
- **Delivery models mastery:** Examine and understand various delivery models like agile, waterfall, and hybrid, ensuring flexibility and adaptability in product roll-outs.
- **Leadership confidence:** Be confident in your product management leadership expertise, leading teams through challenges and decision-making processes.
- **Stakeholder management:** Develop the skills to manage key stakeholders across the business, ensuring collaboration and alignment.
- **Team development and dynamics:** Delve into methods for recruiting, motivating, and mentoring team members, ensuring the optimal performance and dynamics of your product management teams.



Leading Product Management

course modules in detail

Introduction – The purpose of product management

The course starts with an exploration of why companies choose a product model, the value it brings to a business, and the key elements of product management.



Module 1 – Organization

- The module examines what is included in the Product Operating Model and Playbook. It covers the Product Activity Framework to review 'who does what,' KPIs, and OKRs as well as dashboards and decision making. It then goes on to look at the various organizational structures used in product companies as well as internal product management and team sizing.
- Presentations, discussions, and exercises are used to explore options on how product management should be organized and operated to deliver world-class product management in the context of each participant.
- The objective of this module is to enable delegates to develop a clear picture of how their way of working can be improved in their team and organization.



Module 2 – Strategy

- The module examines aligning vision to goals and targets, strategic direction and activity sequencing, as well as the strategy cascade. It also looks at portfolio management, product governance, and effective product investment.
- We use presentations, discussions, and exercises to clarify how to achieve alignment at all levels, from the company's vision to product initiatives, and to apply these concepts to the workshop case study and each participant's individual context.
- The objective of this module is to equip delegates with the skills and tools to develop and manage product and portfolio strategy, ensuring alignment with company strategy, vision, and roadmaps.



Module 3 – Delivery

- The module looks at waterfall, agile, and hybrid delivery models. It explores frameworks, implementation, controls, and alignment. Topics include prioritization principles, release gearing, and roadmaps.
- Exercises and discussions include an exploration of delivery challenges, case-study-based prioritization criteria as well as frameworks, implementation, control, and alignment takeaways.
- The objective of this module is to enable delegates to assess different delivery challenges and frameworks and to understand how these apply in their context.



Module 4 – People

- The module examines recruiting and providing career paths for team members as well as motivating, mentoring, and measuring performance. It explores team dynamics and dysfunctions and how to provide leadership to the team. Finally, it covers how to improve stakeholder management across the business and behavior styles.
- Exercises and discussions include exploring product management competency models, how to create the right team, and creating an action plan from the course.
- The objective of this module is to improve the delegate's ability to manage, motivate, and develop their teams, including improved leadership of the team and managing key stakeholders across the business.

Leading Product Management frequently asked questions

Who should attend?

The course will benefit leaders (or aspiring leaders) who want a thorough grounding in running a product management department, function, or team.

Prerequisites

To attend this training course you **must** either: Already be leading a team of product managers or you are about to start leading a team of product managers. In either case, you **must** have significant product management experience, probably through your work experience and possibly formal training. You should also be familiar with product management concepts as we teach in this course: [Product Management and Product Marketing](#).

What is the course format?

The training is carefully designed to maximize learning. One version is optimized for live online delivery, and the other for face-to-face training. It is delivered in small class sizes to maximize instructor-delegate interaction. Regular class discussions and team exercises keep everyone engaged and energized.

Who will deliver the course?

Courses are delivered by highly-experienced senior product management leaders who work in the industry and who give insights into the reality of product management in leading businesses today.

What does the course include?

The course includes all course material, and delegates are able to download a PDF copy of the course slides.

What post-training support is provided?

Delegates are provided with unlimited access to the [Product Focus Toolbox](#).

When do public courses run?

Our public courses run in major cities across Europe and we have regular online courses. Please refer to our website for the [latest dates](#). [Private courses](#) can be run at any time, at your offices or other location.

Is there any preparation to do?

There's a brief survey to help us understand each delegate's product management context, a short case study to examine, and a product management maturity model to review.



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The course facilitators are masters of product management and bring extensive professional experience to compliment and colour the broad content and group exercises.

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To find out more, please contact us on:

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