

## Leadership

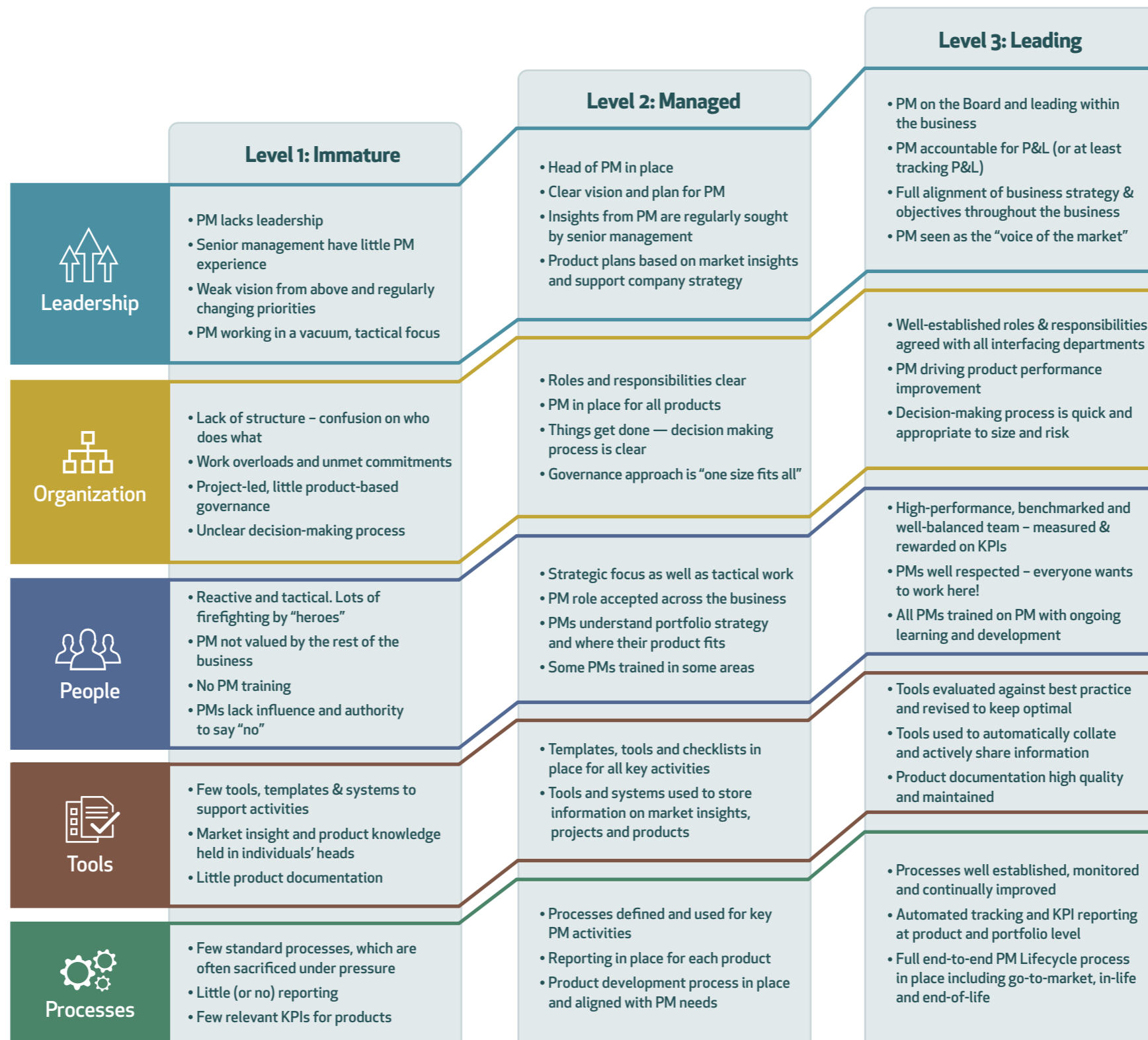
- Checklist**
- Is there a link between product plans and the company strategy?
  - Are objectives for the PM team clear and aligned?
  - Is the role of PM agreed across the business and its value evangelized?
  - Is portfolio analysis conducted so that resources are allocated appropriately across all 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?



## 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?

### 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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