# The evolution of product management competencies

- Competencies define the desirable mix of knowledge, skills, abilities, and behaviors to succed in a certain role
- The perfect Product Manager competency profile isn't universal—it's unique to your organization's context and needs
- The ideal competency mix evolves as PMs progress—some skills remain constant while others grow or emerge
- Defining your desired PM competencies creates clarity for hiring, development, and performance evaluations

## **World class product management**

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Competency **Product Manager Senior Product Manager Director Product Management** groupings (examples) Market analysis **Strategic Product vision** thinking and vision Strategic alignment **Customer research** Customer focus and empathy Persona development Grow: Many Stakeholder management Cross competencies will functional Team leadership grow in depth of collaboration application through Communication advancing roles, often evolving from personal execution **Data analysis** to delivering Data-driven A/B Testing excellence through decision making others. Metric development Project management **Execution and Development methodologies** delivery Quality deliverables **Action-oriented Behavioral** Constant: Some attributes attributes will be equally important **Data-driven** at all job levels. Emerge: New competencies will emerge in some roles. Some skills remain **constant** and are equally important in all role levels. **Evolution** 

**Role definition** 

**Questions to consider** 

- · In your organization, is product management primarily a technical, commercial, or strategic function?
- What's the one competency that separates your most successful product managers from the rest?
- · If you could hire only for three competencies, which would they be and why?

### **Team alignment**

- · Do your executives, product leaders, and product managers share the same understanding of what excellence looks like?
- Where do product expectations most frequently clash with other departments' expectations?
- Does your interview process accurately test for the competencies that drive success in your environment?

#### Skill evolution

- · What competencies should remain consistent from role-to-role from Product Manager to Director level?
- At what career stage do you expect product managers to demonstrate strategic thinking vs. execution excellence?
- How does your definition of 'product leadership' differ from individual contributor excellence?

#### **Organizational context**

- How does your product complexity influence the technical depth required from your product managers?
- Which product management skills best support your company's strategic priorities?
- How do your company values translate into specific product management behaviors?

Other skills grow in importance or depth of application, and others will emerge in some roles. As product managers advance, competencies often evolve from personal execution to coaching others to inspiring organizational excellence.

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