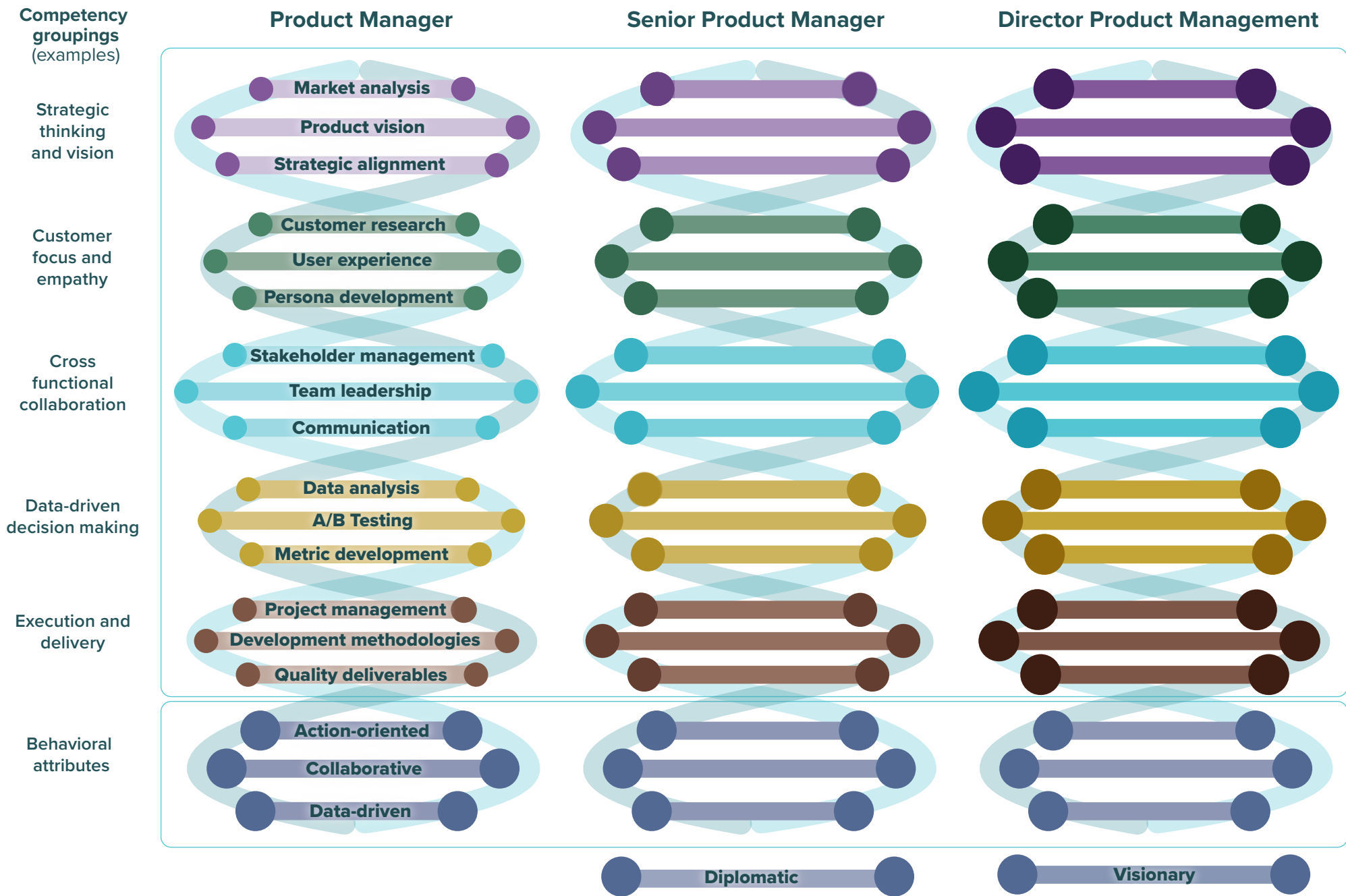


The evolution of product management competencies

- Competencies define the desirable mix of knowledge, skills, abilities, and behaviors to succeed 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

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1

Grow: Many competencies will grow in depth of application through advancing roles, often **evolving** from personal execution to delivering excellence through others.

2

Constant: Some attributes will be equally important at all job levels.

3

Emerge: New competencies will emerge in some roles.

Questions to consider

Role definition

- 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?

Evolution → Some skills remain **constant** and are equally important in all role levels.
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.