

PageUp 

Acknowledgement of Country

We would like to acknowledge the Traditional Custodians of the Lands on which we meet and work, and also express our respect to their Elders past and present.

Level Up with a Bespoke

- ◆ **Product Management Capability Framework**

Aaron Hardy

Thursday, 23 Feb 2023



About PageUp

What we do

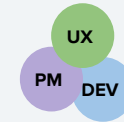
- ◆ Changing lives with outstanding hiring experiences

How we do it

◆ Value Streams

◆ Product Trios

◆ Multi-Region



◆ Agile

◆ OKRs

◆ Hybrid Work

My Career Journey @ PageUp

Business Roles

2008 **System Consultant**
Technical Account Management with Top 100 Australian and global customers

2010 **Product Manager**
First PageUp Product Management team

2013 **Solutions Engineer**
Presales in Singapore + Implementation + Customer Success.....

2016 **Senior Product Strategy Manager**
Member of the Product Strategy team

2019 **VP Operations & Strategy - Asia**
Headed up operations for our Asia business

2021 **Product Lead**
Returned to Product as a member of the Product Leadership Team

2020 **VP Asia**
Member of senior management team accountable for our Asia business

Product Roles

2022 **VP Product**
Lots of change in leadership, moved quickly into the VP Product role



What I'll Cover

01

Building a Bespoke
Product Management
Capability Framework

- Research
- Making it Bespoke

02

Applying the
Framework

03

Ways to Level Up

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Why

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Jim Barksdale (Ben's old boss) was fond of saying,

“We take care of the people, the products, and the profits—in that order.”

It's a simple saying, but it's deep. “Taking care of the people” is the most difficult of the three by far and if you don't do it, the other two won't matter. Taking care of the people means that your company is a good place to work.

***Ben Horowitz
The Hard Thing about Hard Things***



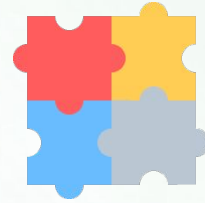
Capability Frameworks

Capabilities



	Senior PM	Product Manager	Assoc. PM	← Levels / Roles
Capability Area ● Capability 1 ● Capability 2 ● Capability 3				
Capability Area ● Capability 1 ● Capability 2 ● Capability 3				
...				

Frameworks





Pragmatic Marketing Framework™

The market-driven model for managing and marketing technology products

STRATEGY

EXECUTION



PRAGMATIC MARKETING
 (480) 515-1411 ■ PragmaticMarketing.com

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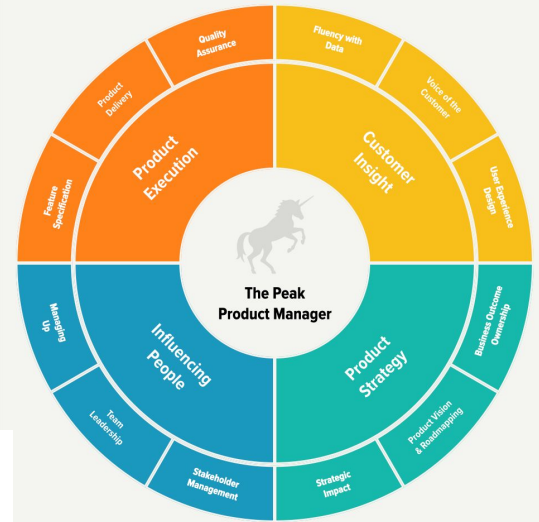
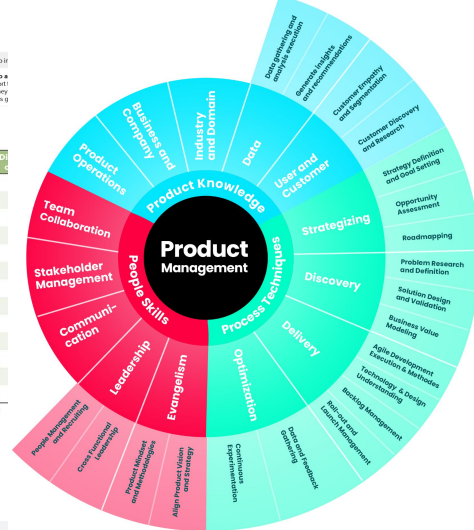
Frameworks



Skill Area 1: Insight Driven

Associate PM	PM	Senior PM	Principal PM
Customer focus PMs represent customer needs accurately and fully to create the best possible value for Intercom. They use customer insight to ensure that they deeply understand our customers' problems, define the correct priorities to build and create a clear brief.	Customer informed: Talks to customers using their area of product and has some understanding of their needs.	Customer focused: Talks to a range of customers using their area of product and beyond, always looking for deeper insight. Is recognized internally as an expert in customer needs for their area of product. Is able to use this insight to effectively create the best possible value in their product area.	Customer focused: Talks to a range of customers, across target segments and use cases, always looking for deeper insight. Is recognized internally and externally as an expert in customer needs for a range of use cases. Is able to use this insight to effectively create the best possible value across a range of use cases and anticipate future product needs or opportunities.
Relies on Research guidance to understand how research insights might impact product direction. Effectively partners with Research to validate decision-making.	Partners effectively with Researchers, helping to define the problems we should be seeking to understand and to validate decision-making.	Anchors decisions in research. Uses research in a key input into problem and solution definition. Proactively defines the problems for their area of product use.	Research driven: Can effectively define the research we need across a range of

Analytics focus PMs use data to inform decisions. **Relies on Analytics guidance** to make a decision in a timely manner. Needs support evaluate and inform the story they the numbers. **Relies on Analytics g**



Peak product managers don't just ship features, they deliver business impact

© Ravi-Mehta.com



Strategic thinking	Associate PM	PM	Senior PM	Lead PM	Director PM
Brainstorms constructively with others	✓	✓	✓	✓	✓
Leads effective brainstorming with others		✓	✓	✓	✓
Structures strategic conversations - with some help		✓	✓	✓	✓
Structures strategic conversations - with no help			✓	✓	✓
Drives squad strategy - with some help			✓	✓	✓
Drives squad strategy - with no/minimal help				✓	✓
Drives multi-squad/zone strategy - with some help				✓	✓
Drives multi-squad/zone strategy - with no/minimal help					✓
Identifies opportunities that arise from new technologies				✓	✓
Go/No expert for product			✓	✓	✓
Go/No expert for squad				✓	✓
Go/No expert for zone					✓

* Frame the problem, put it in external dynamics, involve key stakeholders, generate and prioritize ideas with appropriate support/reasoning

Common Title	IC vs. Leadership	Problem/Solution Scope	Ownership Area	Influence	eventbrite	slack
Associate Product Manager	Entry Level Individual Contributor	The problem and solution is assigned to you. You are expected to execute.	Enhancement	Driving results with your cross functional team	Newsletter	Pricing Page
Product Manager	Individual Contributor	The problem is assigned to you. The solution is not. You need to figure out the solution & execute.	Feature	Eng, designers, and others on your direct team	Follow	Billing and Checkout
Senior Product Manager	Sr. Individual Contributor	Finding the problems & executing the solutions. Working on one type of product problem at a time.	Problem Area of Customer Segment	Other product managers with best practices, examples, and tools.	Collaboration	Post to Paid Campaign
The Jump From Product Manager to Product Leader						
Group PM or Product Lead	Managing Individual Contributors	Identifying and managing across multiple types of problems & leading others to execute the solutions.	Group of Problems	Teaching your direct reports how to be good at their job. Strategy across adjacent product teams & functions.	Marketing Tools	Monetization
Director Product	Managing Managers	Identifying and managing multiple types of problems/solutions across a complete product (often at class of customers)	Groups of Groups	Across product groups and higher level strategic areas. Functions. Start to be externally facing.	Partners (others are Infrastructure, Growth, Product, Market Fit)	Growth
VP Product	Managing Directors	Problem/solutions across a whole product.	Entire Product	All the above plus executive level influence. Represent your product in senior leadership of the company.	Consumer or Creator	Platform
CPO	Managing VPs	Problem/solutions across multiple products.	Multiple Products	All of the above across multiple products	All of Eventbrite	All of Slack

Intercom Product Management Career Ladders



Skill Area 1: Insight Driven

Associate PM	PM	Senior PM	Principal PM
<p>Customer focus PMs represent customer needs accurately and fairly to create the best possible value for Intercom. They use customer insight to ensure that they deeply understand our customers' problems, define the correct priorities to tackle and create a clear brief.</p>			
<p>Customer informed. Talks to customers using their area of product and has some understanding of their needs.</p> <p>Relies on Research guidance to understand how research insights might impact product direction. Effectively partners with Research to validate decision-making.</p>	<p>Customer focused. Talks to customers using their area of product, always looking for deeper insight. Understands their needs and uses this insight to effectively create the best possible value in their product area.</p> <p>Partners effectively with Researchers, helping to define the problems we should be seeking to understand and to validate decision-making</p>	<p>Customer focused. Talks to a range of customers using their area of product and beyond, always looking for deeper insight. Is recognised internally as an expert in customer needs for their area of product. Is able to use this insight to effectively create the best possible value in their product area.</p> <p>Anchors decisions in research. Uses research as a key input into problem and solution definition. Proactively defines the problems for their area of product we should be seeking to understand and partners effectively with Research to execute these.</p>	<p>Customer focused. Talks to a range of customers, across target segments and use cases, always looking for deeper insight. Is recognised internally and externally as an expert in customer needs for a range of use cases. Is able to use this insight to effectively create the best possible value across a range of use cases and anticipate future product needs or opportunities.</p> <p>Research driver. Can effectively define the research we need across a range of product areas. Uses research as a key input for product strategy for their product area and relevant use cases. Partners effectively with Research to uncover new insights that help drive product strategy.</p> <p>Drives improvements in how we work with Research.</p>
<p>Analytics focus PMs use data to inform decision-making and uncover new product opportunities for Intercom.</p>			
<p>Relies on Analytics guidance to anchor decisions in data. Needs support to evaluate and inform the story they tell from the numbers. Relies on Analytics guidance</p>	<p>Anchors decisions in data. Uses data insights to evaluate and inform the story they tell. Partners effectively with Analytics to understand how data insights might</p>	<p>Anchors decisions in data. Uses data insights to evaluate and inform the story they tell. Uses data insights to inform product strategy and partners effectively</p>	<p>Data driven. Can effectively define the analysis we need, independently seek and evaluate data insights to inform product strategy. Partners effectively with Analytics</p>

Source: [Intercom Blog](#)

Product Professional's Product Management Domain



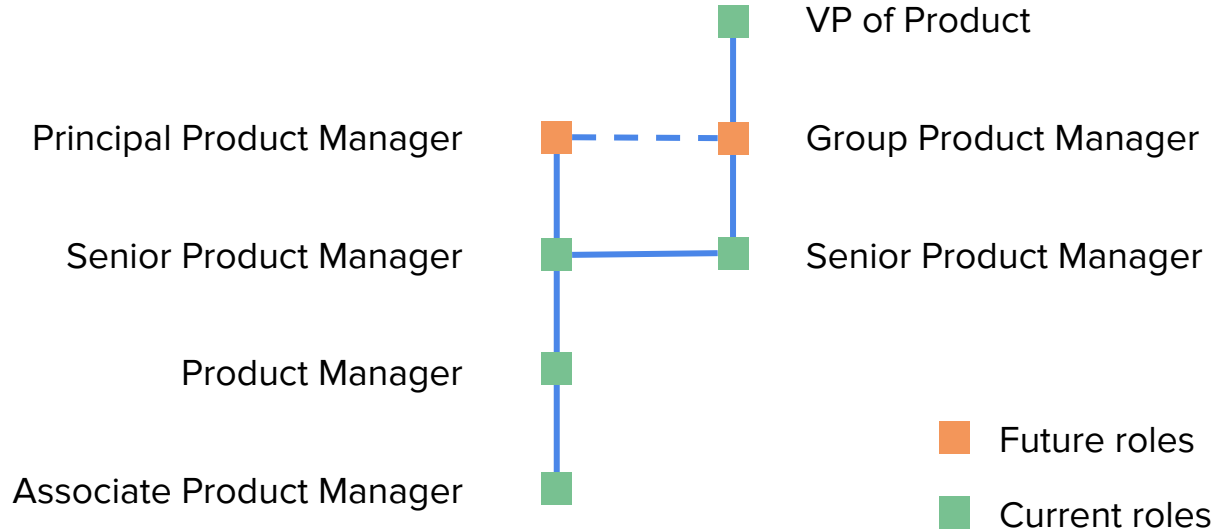
Levels





Mastery of PM Craft

Mastery of PM Craft & People Leadership



Adapted from: [Agile Insider](#)

Product Manager Levels ⓘ

- Amazon
- Microsoft
- Google
- Facebook
- Capital One
- More →



The Growing Specialization of Product Management

The Four Types Of Product Work



Feature Work

Creates and captures value by extending a product's functionality and market into incremental and adjacent areas



Growth Work

Creates and captures value by capturing more of the existing market



Scaling Work

Ensures that the product team maintains the ability to ship new things across feature, growth, and PMF expansion work







Product Market Fit Expansion

Creating more value by significantly expanding into adjacent products or markets through taking larger bets

© REFORGE

Source: [Reforge](#)

From Career Path to PM Specialization

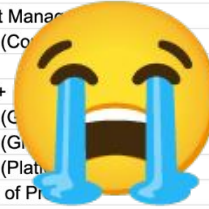
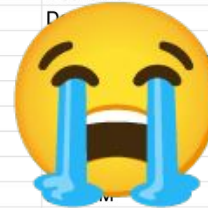
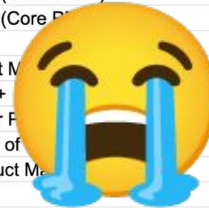
	 Core PM	 Growth PM	 Platform PM	 Innovation PM
FROM TECH FIELDS	User Research, Support, Marketing/PR, Chief of Staff, Design, Content/Community Mods, Partnerships	Data, Finance, Sales, Performance Marketing/SEO, Biz Ops	Data, Engineering, Legal, Security	Founder, First 5-10 employees at a past startup, Chief of Staff, Biz Ops, Executives, User Research
FROM NON-TECH FIELDS	Consulting, Educators, VC, Social Worker/Psychologists, Military, Sociology, Brand Management	Academic Researchers, Stats/Math/Logic Experience, Analysts, Behavioral Psych, Quick Decision Makers, Strategy Consulting	Engineering, Systems/Infra Roles, Operations, Logistics, Writers Manufacturing, Librarian/Info Science, Documentation Lovers	Design, User Research, R&D roles, Entrepreneurs, Spare time tinkerers who build up/test/prove out ideas

Making it Bespoke

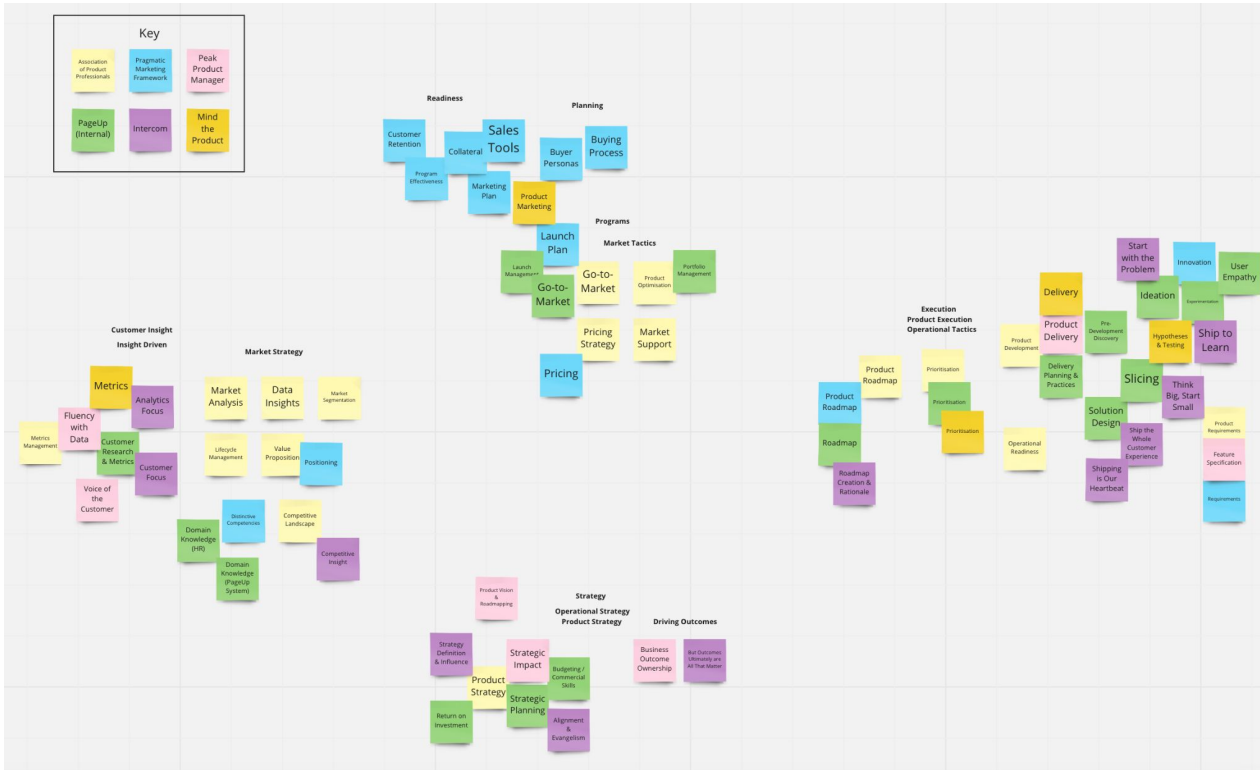


Building a Bespoke Framework ROUND 1

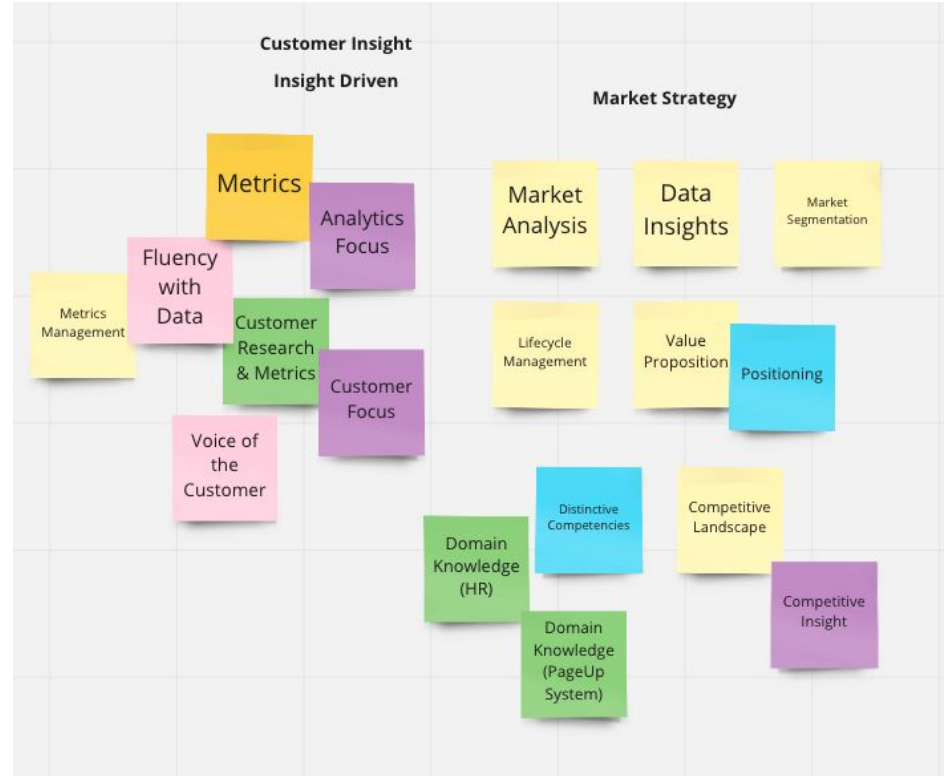
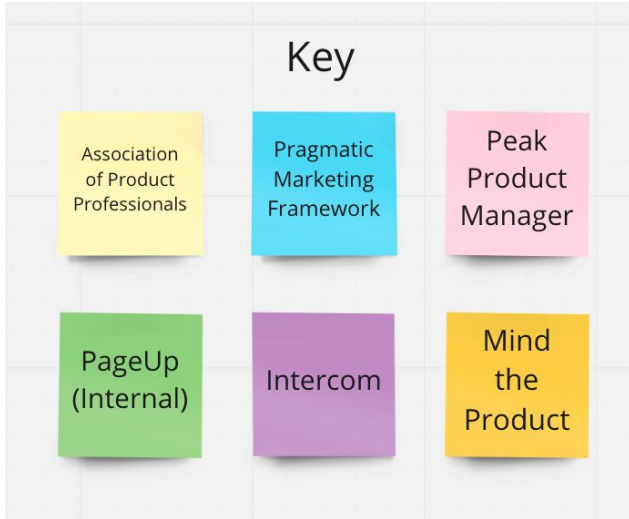
Framework	Categorisation	Skill	Covered by?	Critical/Desirable/Non-PM
Association of Product Professionals	Market Strategy	Market Analysis	Product Manager / Product Marketing Manager	Desirable
Association of Product Professionals	Market Strategy	Data Insights	Product Manager	Desirable
Association of Product Professionals	Market Strategy	Market Segmentation	Product Manager / Product Marketing Manager	Desirable
Association of Product Professionals	Market Strategy	Customer Research	XD (PM support)	Non-PM
Association of Product Professionals	Market Strategy	Lifecycle Management	Product Manager (Platform PM)	Desirable
Association of Product Professionals	Market Strategy	Value Proposition	Product Manager / Product Marketing Manager	Critical
Association of Product Professionals	Market Tactics	Go-to-Market	Product Marketing Manager	Critical
Association of Product Professionals	Market Tactics	Product Optimisation	Product Manager (Core PM)	Desirable
Association of Product Professionals	Market Tactics	Pricing Strategy	Product Manager (Growth PM)	Desirable
Association of Product Professionals	Market Tactics	Market Support	Product Manager (Core PM)	Desirable
Association of Product Professionals	Operational Strategy	Product Strategy	Senior PM	
Association of Product Professionals	Operational Strategy	Metrics Management	Associate Product Manager	
Association of Product Professionals	Operational Strategy	Business Acumen	Product Manager+	
Association of Product Professionals	Operational Strategy	Vendor Management	Scorecard (Senior PM)	
Association of Product Professionals	Operational Tactics	Product Roadmap	Senior PM / Head of Product	
Association of Product Professionals	Operational Tactics	Prioritisation	Senior PM / Product Manager	
Association of Product Professionals	Operational Tactics	Product Design	XD (PM support)	
Association of Product Professionals	Operational Tactics	Product Development	Product Manager	
Association of Product Professionals	Operational Tactics	Product Requirements	Associate Product Manager	
Association of Product Professionals	Operational Tactics	Operational Readiness	Product Manager (Core PM)	
Pragmatic Marketing Framework	Market	Market Problems	CISR	Non-PM
Pragmatic Marketing Framework	Market	Win/Loss Analysis	Product Manager+	Covered in scorecards
Pragmatic Marketing Framework	Market	Distinctive Competencies	Product Manager (Core PM)	
Pragmatic Marketing Framework	Market	Competitive Landscape	Product Manager (Growth PM)	
Pragmatic Marketing Framework	Market	Asset Assessment	Product Manager (Platform PM)	Not relevant
Pragmatic Marketing Framework	Focus	Product Roadmap	Senior PM / Head of Product	
Pragmatic Marketing Framework	Focus	Market Definition	CISR	Non-PM
Pragmatic Marketing Framework	Focus	Distribution Strategy	-	Not relevant
Pragmatic Marketing Framework	Focus	Product Portfolio	CIO/Head of Product	Non-PM



Building a Bespoke Framework ROUND 2



Building a Bespoke Framework ROUND 2



Building a Bespoke Framework ROUND 2

Market Strategy & Insight



Market Execution



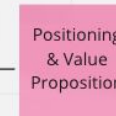
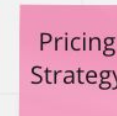
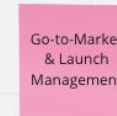
Product Strategy & Outcomes



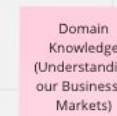
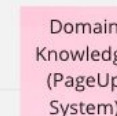
Product Execution



Product Marketing



Domain Knowledge

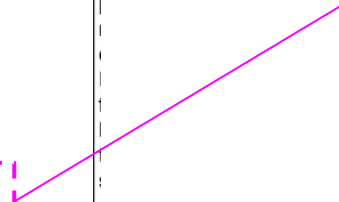




What Might it Look Like?

Title	Senior Product Manager	Product Manager	Associate Product Manager
Market Strategy & Insight			
Market Analysis & Segmentation	Coaches others	Demonstrates	Understands
Competitive Insight	Leader	Demonstrates	

Each role has an expected level of mastery



What Might it Look Like?

Wordsmithing and socialising with peers and senior team members takes the most time in this process

Title	Senior Product Manager	Product Manager	Associate Product Manager	More Info / Resources	How to demonstrate development?
Market Strategy & Insight				<p>PMs and PMMs draw from a range of market intelligence sources (e.g. lead, customer, prospect, win/loss, industry reports, external market data) to construct a picture of the product or initiatives place in the market environment. Insights are presented in a consumable manner for different levels of stakeholders and audiences. Define and choose target customer segments.</p>	<ul style="list-style-type: none"> - Understands, evaluates, and stays up-to-date on industry trends, market landscape, identifies opportunities for innovation and growth - Anchors decisions in data. Uses data insight evaluate and inform the story they tell. - Data driven. Can effectively define the analysis we need, independently seek and evaluate data insights to inform product strategy. - Able to structure insights around our market segments and to seek out shifts in segmentation as new insights arise. - Comfortable delivering market analysis insights to a diverse audience, adapting the messaging to suit different stakeholders.
Market Analysis Segmentation	More Info / Resources			How to demonstrate development?	
	<p>PMs and PMMs draw from a range of market intelligence sources (e.g. lead, customer, prospect, win/loss, industry reports, external market data) to construct a picture of the product or initiatives place in the market environment. Insights are presented in a consumable manner for different levels of stakeholders and audiences. Defines and chooses target customer segments that meet the organisation's market and product strategy.</p>			<ul style="list-style-type: none"> - Understands, evaluates, and stays up-to-date on industry trends, market landscape, identifies opportunities for innovation and growth - Anchors decisions in data. Uses data insights to evaluate and inform the story they tell. - Data driven. Can effectively define the analysis we need, independently seek and evaluate data insights to inform product strategy. - Able to structure insights around our market segments and to seek out shifts in segmentation as new insights arise. - Comfortable delivering market analysis insights to a diverse audience, adapting the messaging to suit different stakeholders. 	



What could have made this process easier?

A

Provide a summary for a capability matrix, the capability area is "Market Analysis & Segmentation". This area includes the following capabilities: Market Analysis & Segmentation, Competitive Insight, Customer Research & Metrics. Include references to Product Manager, Product Marketing.



A capability matrix for Market Analysis & Segmentation would outline the competencies and skills required to effectively analyze and segment a target market for a product or service. This capability area includes three key capabilities: Market Analysis & Segmentation, Competitive Insight, and Customer Research & Metrics.



Market Analysis & Segmentation involves understanding the overall market landscape, identifying key trends and drivers, and segmenting the market based on factors such as demographics, behavior, and needs. This capability is essential for developing effective product positioning and messaging, as well as for identifying opportunities for growth and differentiation in the market.



OpenAI

Market Strategy & Insight

Strategic market, competitor, and customer insights

Market Analysis & Segmentation

APM

PMM

PM

Sr. PM

VPP

PMs and PMMs draw from a range of market intelligence sources (e.g. lead, customer, prospect, win/loss, industry reports, external market data) to construct a picture of the product or initiatives place in the market environment. Insights are presented in a consumable manner for different levels of stakeholders and audiences. Defines and chooses target customer segments that meet the organisation's market and product strategy.

Competitive Insight

APM

PMM

PM

Sr. PM

VPP

PMs and PMMs understand the competitive landscape and industry trends and use this understanding to identify sustainable competitive advantages for PageUp. Uses insights to identify opportunities for innovation and growth. Collaborates with the cross-functional team and experience designers to collate competitive insight during discovery for key initiatives. Able to collate competitive insight at both an initiative and overall organisational level.

Customer Research & Metrics

APM

PMM

PM

Sr. PM

VPP

PMs represent customer needs accurately and fairly to create the best possible value for PageUp. They use customer insight to ensure that they deeply understand our customers' problems, define the correct priorities to tackle and create a clear brief. PMs collaborate with experience designers and the cross-functional team to embed the voice of the customer in our innovation and product development lifecycles. PMs share customer insights with other teams across the organisation. Able to define, track, and report on relevant, actionable product metrics and performance to agreed goals.

Applying the Framework



Job Scorecards (aka Position Descriptions)

Job Scorecard

Role	Product Manager
Reports To	Senior Product Manager / VP of Product
Purpose	<p>Product Managers work in collaboration with Experience Designers and Technical Leads to deliver software outcomes for our customers, users, and internal stakeholders.</p> <p>The role of the Product Manager is to deliver value in their area of the product, portfolio, or use case. This may include uplifting existing capabilities (Core PM), scaling our platform (Scale PM), and bringing new products to market (Growth PM). PMs prioritise the build of the right thing in context of the Valuestream goals achieving this by using appropriate tools from our Product Development process and through close collaboration with their cross-functional team.</p>

Capability areas used in job scorecards

Outcomes	Ratings/Comments
<p>Product Strategy & Outcomes</p> <p>Ensure there is a 12 month rolling view of the product ro aligned to the Valuestream goals and company outcomes:</p> <ul style="list-style-type: none">- In FY23, ensure that product initiatives are prioritised in line with the business unit OKR's- Contribute to product vision assets to drive a roadmap for rolling 12 month view.- Accountable for achieving KR's set within the PMs remit (directly aligned to initiatives delivered by a squad, cross functional team, or customer adoption metrics).	
<p>Market Strategy & Insight</p> <p>Understand and translate market information [e.g. competitor, sales, etc.] into actionable outcomes for product roadmap. Activities include but not limited to:</p> <ul style="list-style-type: none">- Understand competitor gaps or differences and build feedback into the product lifecycle (for research or development as appropriate), with a focus on closing competitive gaps and or beating the competitor in our sweet spot.- Complete 4 external market sensing activities per month e.g. customer meetings, win/loss interviews, prospect meetings etc.	

Applying the Matrix

Title	More Info / Resources	How to demonstrate development?	Importance for current role (1-5)	Notes
<p>Market Strategy & Insight</p>	<p>PMs and PMMs draw from a range of market intelligence sources (e.g. lead, customer, prospect, win/loss, industry reports, external market data) to construct a picture of the product or initiatives place in the market environment. Insights are presented in a consumable manner for different levels of stakeholders and audiences. Defines and chooses target customer segments that meet the organisation's market and product strategy.</p>	<ul style="list-style-type: none"> - Understands, evaluates, and stays up-to-date on industry trends, market landscape, identifies opportunities for innovation and growth - Anchors decisions in data. Uses data insights to evaluate and inform the story they tell. - Data driven. Can effectively define the analysis we need, independently seek and evaluate data insights to inform product strategy. - Able to structure insights around our market segments and to seek out shifts in segmentation as new insights arise. - Comfortable delivering market analysis insights to a diverse audience, adapting the messaging to suit different stakeholders. 		<p>Similar to competitive insight. Aware of the market - don't touch much of this at the moment.</p>
<p>Competitive Insight</p>	<p>PMs and PMMs understand the competitive landscape and industry trends and use this understanding to identify sustainable competitive advantages for PageUp. Uses insights to identify opportunities for innovation and growth. Collaborates with the cross-functional team and experience designers to collate competitive insight during discovery for key initiatives. Able to collate competitive insight at both an initiative and overall organisational level.</p>	<ul style="list-style-type: none"> - Aware of what's happening with our competitors and within our industry for their use case area. - Able to analyse the problems our competitors are solving and use this to inform product strategy. - Understands the competitor landscape and industry trends for their product / use case / portfolio and is the 'go to person' for competitor insight. - Understands the competitor landscape and industry trends across a range of use cases. 		<p>Don't do much competitive analysis, aware of the competitors. Focus is on making sure that the clients that we have are happy.</p>
	<p>PMs represent customer needs accurately and fairly to create the best possible value for PageUp.</p>	<ul style="list-style-type: none"> - Develops a deep understanding of the customer and their needs and shares customer insights with other teams across the organisation - Customer focused. In collaboration with experience design, talks to customers using their area of product, always looking for deeper insight. - Understands customer needs and uses this 	<p>Commentary & Opportunities</p>	

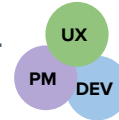
NAME

DATE

<p>CURRENT STATE List the activities/tasks you enjoy or find rewarding, or not find rewarding?</p>	<p>ONE SIMPLE THING One simple thing you agree to that will improve your own well-being and work life flexibility. i.e "I will take a one hour break three times a week to work out." "I will leave the office by 5pm to spend time with my daughter before bed."</p>	<p>VALUES What do you stand for? What are your guiding principles? What are the values that are core to you?</p>	<p>PERSONAL BLOCKERS What are my obstacles or challenges for moving forward?</p>
<p>FUTURE STATE In 12 months, what kind of work do you see yourself doing?</p>	<p>PURPOSE Why are you doing what you are doing?</p>		<p>UNBLOCKERS What can I put in place to overcome these?</p>
<p>PERSONAL GOALS What are your personal goals? Do they align professional goals?</p>		<p>NEEDS AND EXPECTATIONS OF ROLE/WORK? What do you need from your role to be fulfilled?</p>	
<p>STRENGTHS What are you good at? What are the skills you have that will help you achieve your goal? What are the interpersonal goals that you have?</p>		<p>OPPORTUNITIES Where do you need to improve? What do you need to improve that would help you achieve your goals?</p>	

What Next?

◆ Incorporate more references and development for PMs as part of Product Trios



◆ Demonstrating development for each level

Associate PM	PM
<p>Customer focus PMs represent customer needs accurately and fairly to create the best product. They understand our customers' problems, define the correct priorities to tackle and create a clear plan.</p>	
<p>Customer informed. Talks to customers using their area of product and has some understanding of their needs.</p>	<p>Customer focused. Talks to customers using their area of product, always looking for deeper insight. Understands their needs and uses this insight to effectively create the best possible value in their product area.</p>
<p>Relies on Research guidance to understand how research insights might impact product direction. Effectively partners with Research to validate decision-making.</p>	<p>Partners effectively with Researchers, helping to define the problems we should be seeking to understand and to validate decision-making</p>

What Next?

MANDATE LEVELS

@johncutlefish

Effort is happening at all of these levels concurrently. It is all connected (explicitly, and often implicitly).

A	Build exactly this [to a predetermined specification]			
B	Build something that does [specific behavior, input-output, interaction]			Developers
C	Build something that lets a segment of customers complete [some task, activity, goal]			
D	Solve this [more open-ended customer problem]			
E	Explore the challenges of, and Improve the experience for, [segment of users/customers]	Lead Developer	Designer	
F	Increase/decrease [metric] known to influence a specific business outcome			PM
G	Explore various potential leverage points and run experiments to influence [specific business outcome]			
H	Directly generate [short-term business outcome]	<i>"Trio"</i>		
I	Generate [long-term business outcome]			

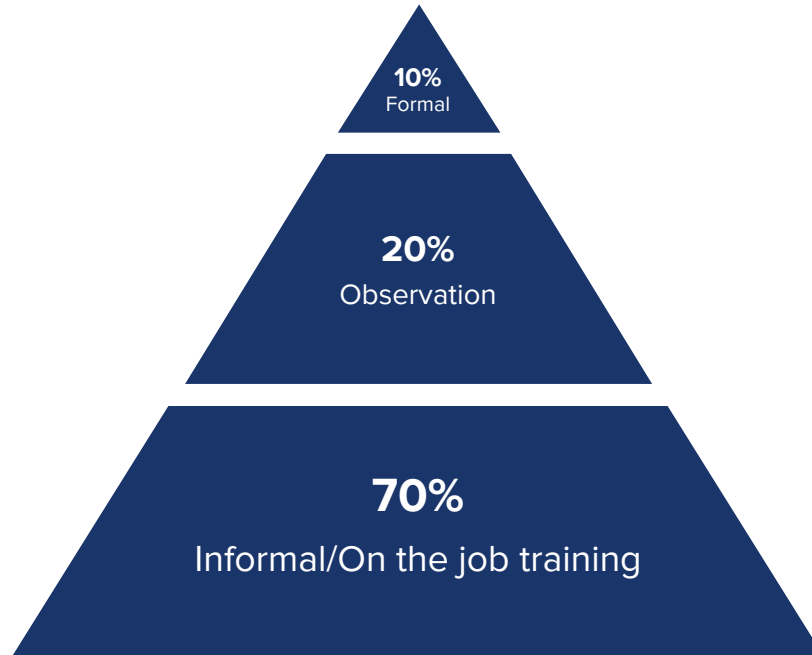
<https://cutlefish.substack.com/p/tbm-2752-mandate-levels>

Ways to Level Up

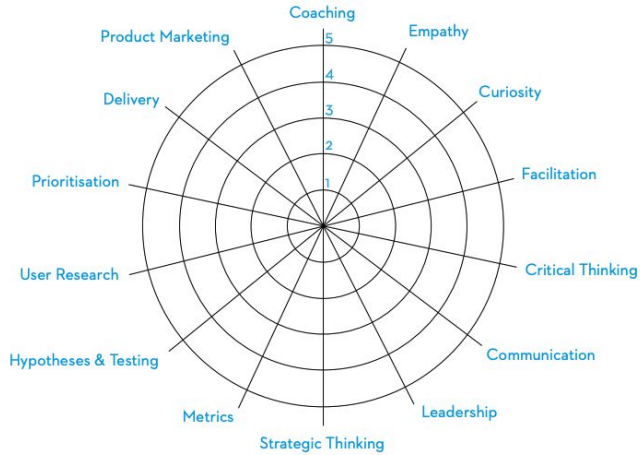




Learning Philosophy

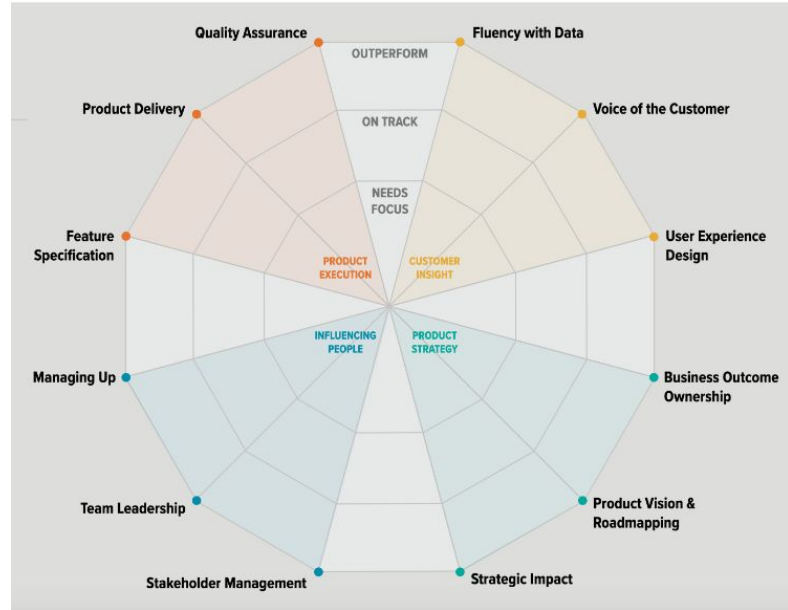


Assessments



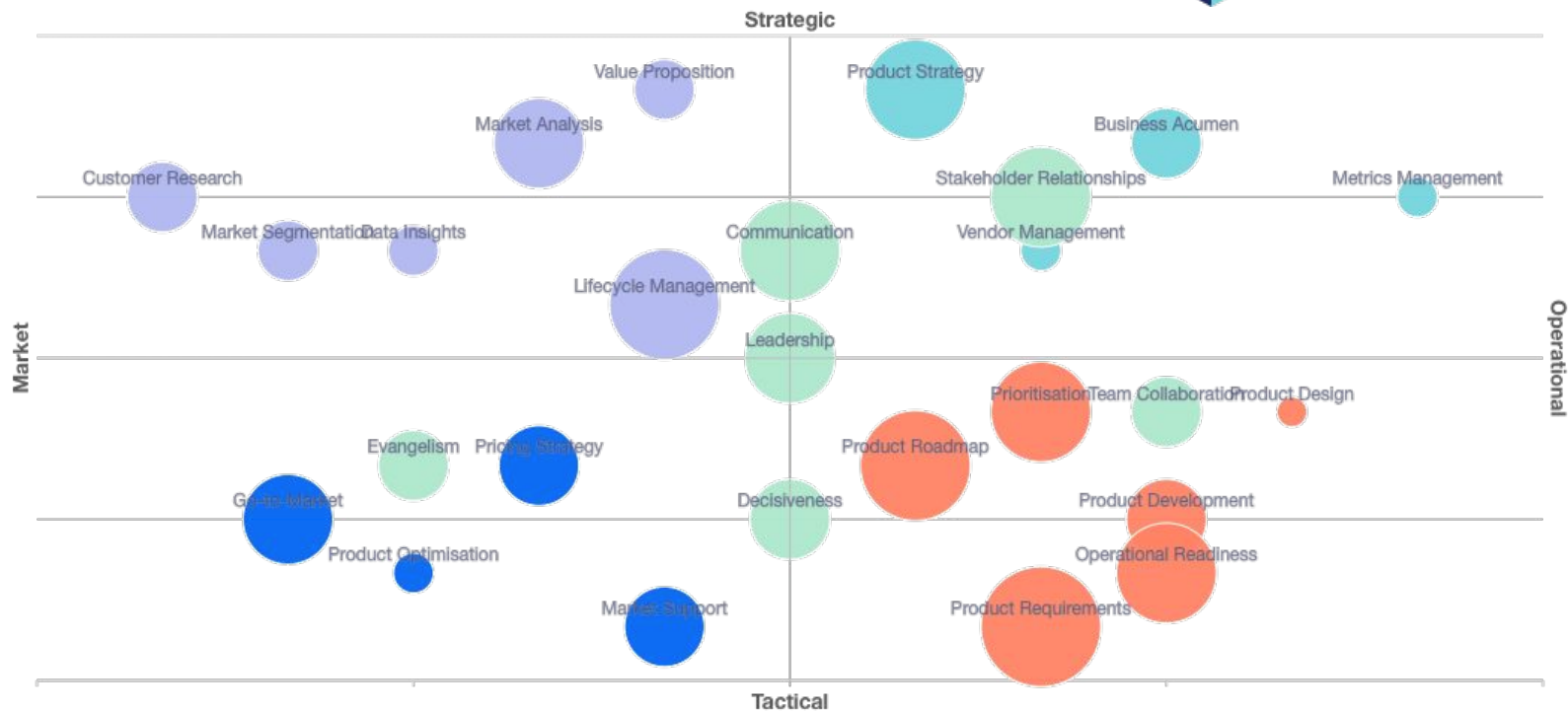
mind the
PRODUCT

[Link \(PDF\)](#)



<https://www.ravi-mehta.com/product-manager-roles/>

Assessments





Product Groups / MeetUps



Follow People!



Coaching & Mentoring



◆ ◆
Memberships

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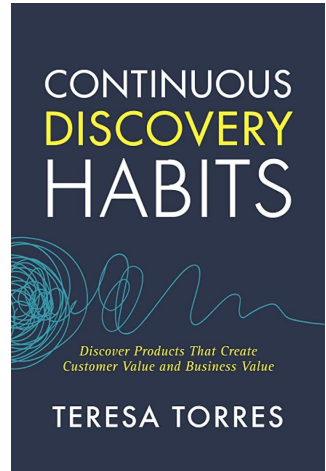
<https://www.mindtheproduct.com/>



<https://productprofessionals.com/>



<https://www.reforge.com/>



<https://www.producttalk.org/programs/cdh-membership/>

◆ ◆
Courses



FUTURE SKILLS SHORT COURSE
Product Management Fundamentals

DURATION 8 weeks
NEXT START 13 Mar 2023

[Link](#)



FUTURE SKILLS SHORT COURSE
Advanced Product Management

DURATION 6 weeks
NEXT START 17 Apr 2023

[Link](#)



Essentials of Product Management



3-Day Course | Online



Essentials of Product Management | Online

Mon, 3 Apr 2023 8:45 AM AEST

[Link](#)



Additional Sources for Frameworks Slide

<https://www.ravi-mehta.com/product-manager-roles/>

<https://medium.com/@markusmuller89/decoding-product-management-a-skill-matrix-to-grow-coach-assess-and-hire-world-class-pms-a385a4476866>

<https://www.reforge.com/blog/crossing-the-canyon-product-manager-to-product-leader>

<https://medium.com/agileinsider/product-manager-skills-by-seniority-level-a-deep-breakdown-cd0690f76d10>

<https://www.petra-wille.com/blog/a-brief-list-of-product-management-assessment-tools>