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Pragmatic Product Leader Course

Become a Product Manager with Superpowers





Lesson 1C

Roles & Responsibilities of Product Managers



Overview

In Lesson 1B, we saw and understood the basics of product management. Now let's understand the people who handle this product management process.





TOC

- 1.5. Who is Product Manager
- 1.6. Product Manager vs others
- 1.7. Day in the life of Product Manager

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1.5. Who is Product Manager



1.5. Who is Product Manager



Responsibilities

Product Manager is the ultimate role accountable for the success or failure of the product.

By virtue of this, they are responsible for:

- Doing competitive research
- Doing user research
- Doing analytical research
- Staying on top of industry news
- Generating and curating ideas
- Performing research to validate ideas
- Form business cases for the ideas
- Presenting the ideas to stakeholders
- Coordinating with stakeholders in business, design, engineering and others to refine the ideas
- Maintaining consistent communication with stakeholders while getting the product built from design and engineering
- Deploying the product and taking user feedback
- Incorporating the feedback for the next iteration



1.5. Who is Product Manager

All accountability, no authority

Influence is the driver
CEO without authority





1.5. Who is Product Manager

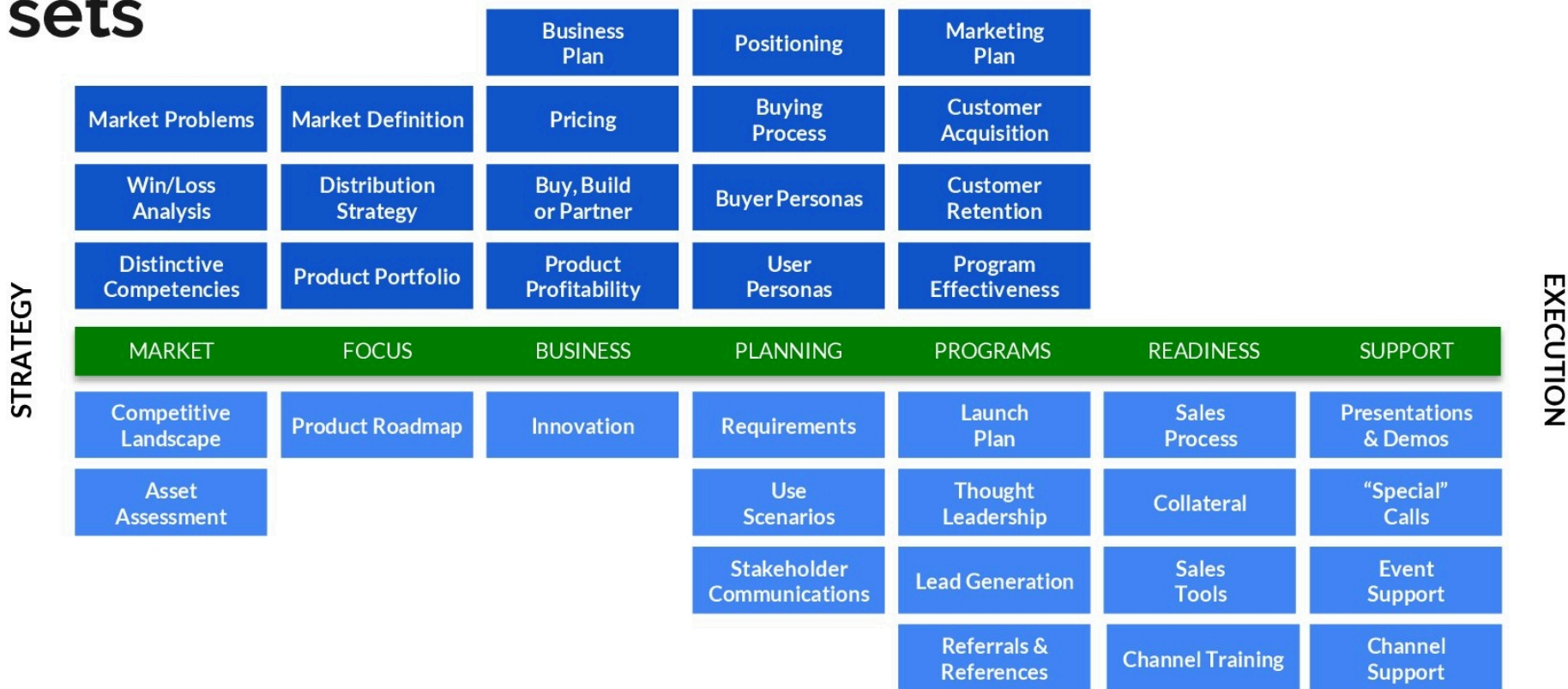
Product Manager or Product Leader





1.5. Who is Product Manager

Skill sets





1.5. Who is Product Manager



Maturity of Product Manager

01	Customer experience grounding	<ul style="list-style-type: none">Ability to design customer-centric experiences throughout customer decision journey
02	Market Orientation	<ul style="list-style-type: none">Ability to deeply understand market trends, partner ecosystems, and competitive strategies
03	Business Acumen	<ul style="list-style-type: none">Comfort with business strategy, portfolio prioritisation, go to market, pricing and tracking key performance indicators and financial metrics
04	Technical skills	<ul style="list-style-type: none">Ability to go deep on technology trends, architectural questions, stack control points, roadmaps and managing development lifecycle
05	Soft Skills	<ul style="list-style-type: none">Ability to lead teams, communicate with diverse groups, and influence change throughout organisation
06	Enablers	<ul style="list-style-type: none">Enable innovation through talented individuals, enriching career paths, test-and-learn culture, innovation oriented practices and organization



1.5. Who is Product Manager

Maturity of Product Manager

Product Management Competency Design



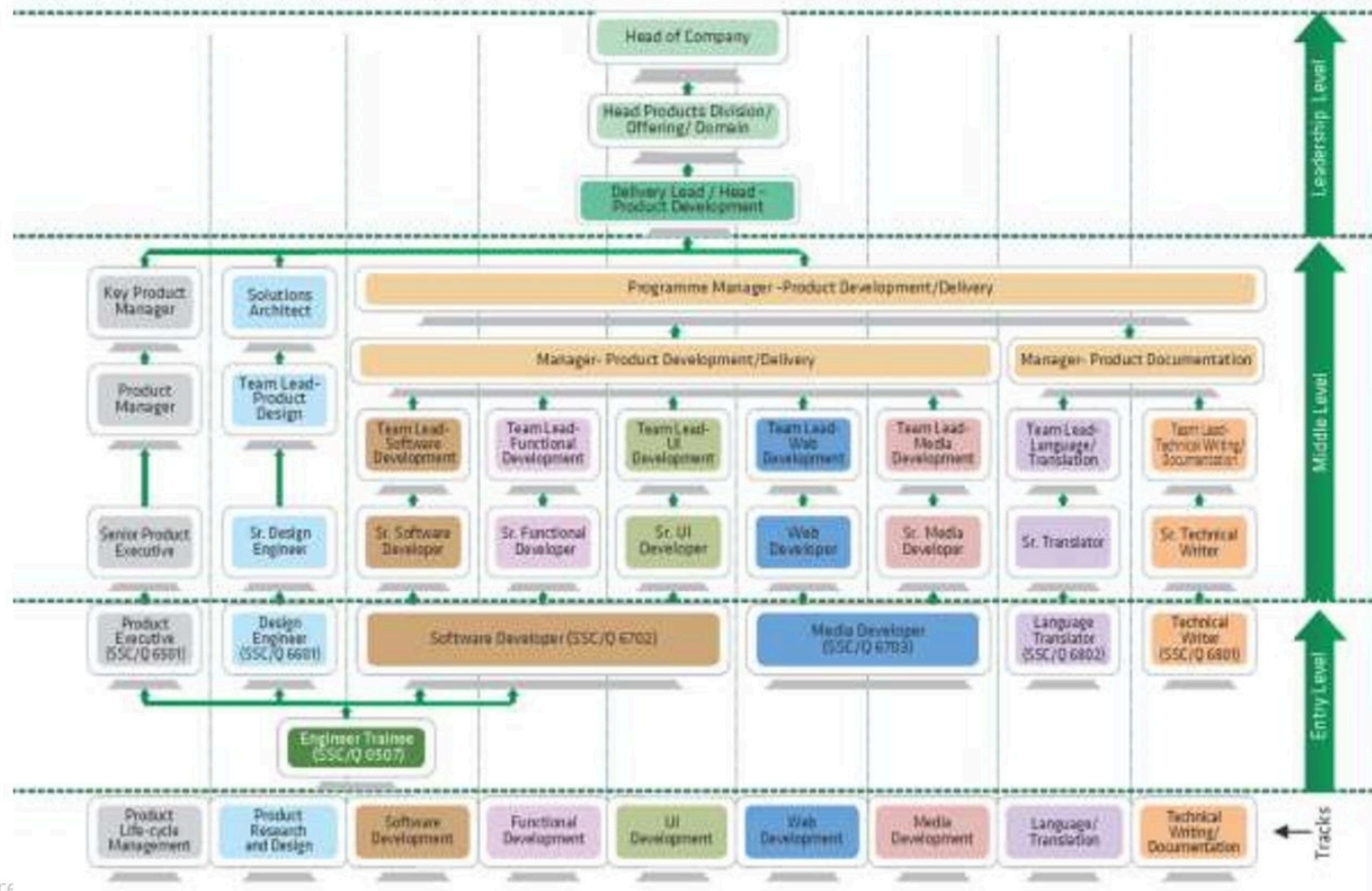
Level	SVP VP	Director Sr. Mgr Manager	Analyst
Strategic	60-80%	20-40%	0-10%
Tactical	15-35%	40-60%	10-25%
Operational	0-25%	0-20%	75-85%



1.5. Who is Product Manager

Career Map

Career Map for Product Management

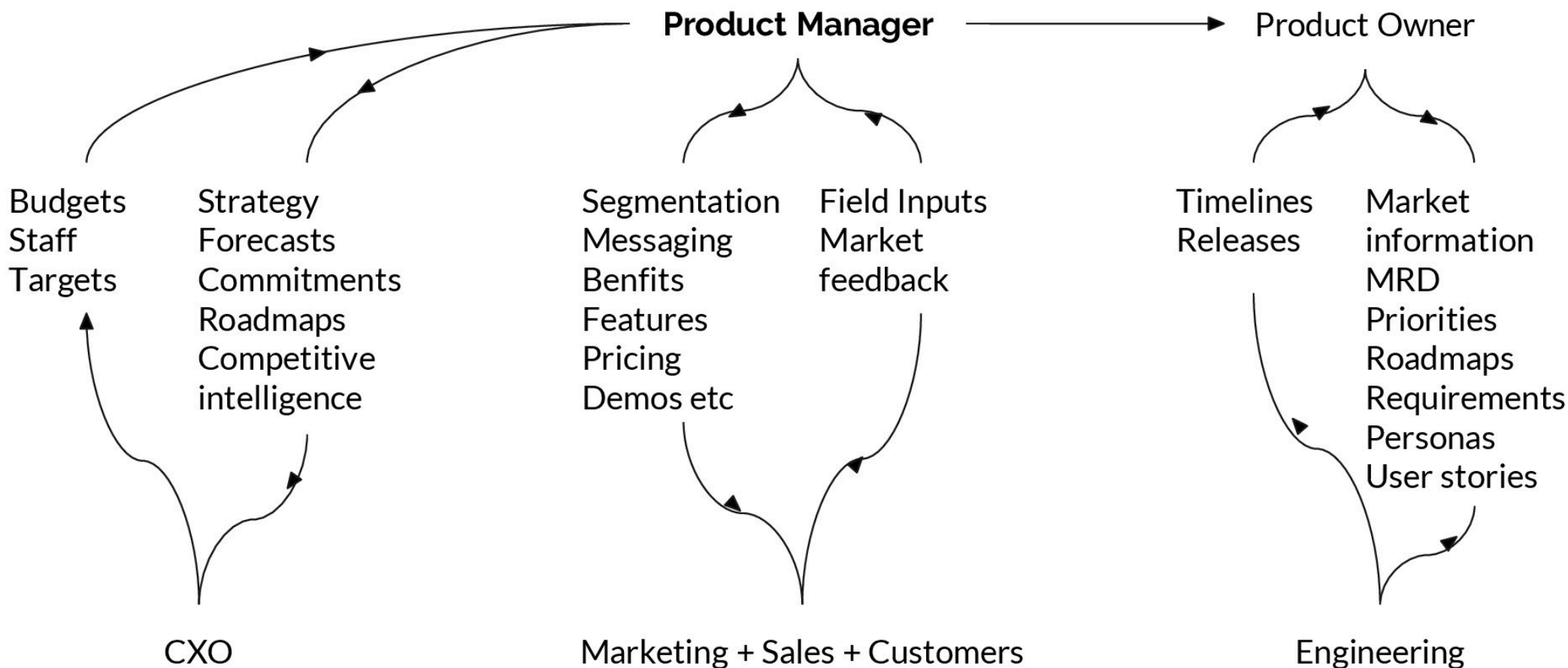


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1.6. Product Manager vs Project Manager vs Product designer vs Product owner



1.6. Product Manager vs others





1.6. Product Manager vs others

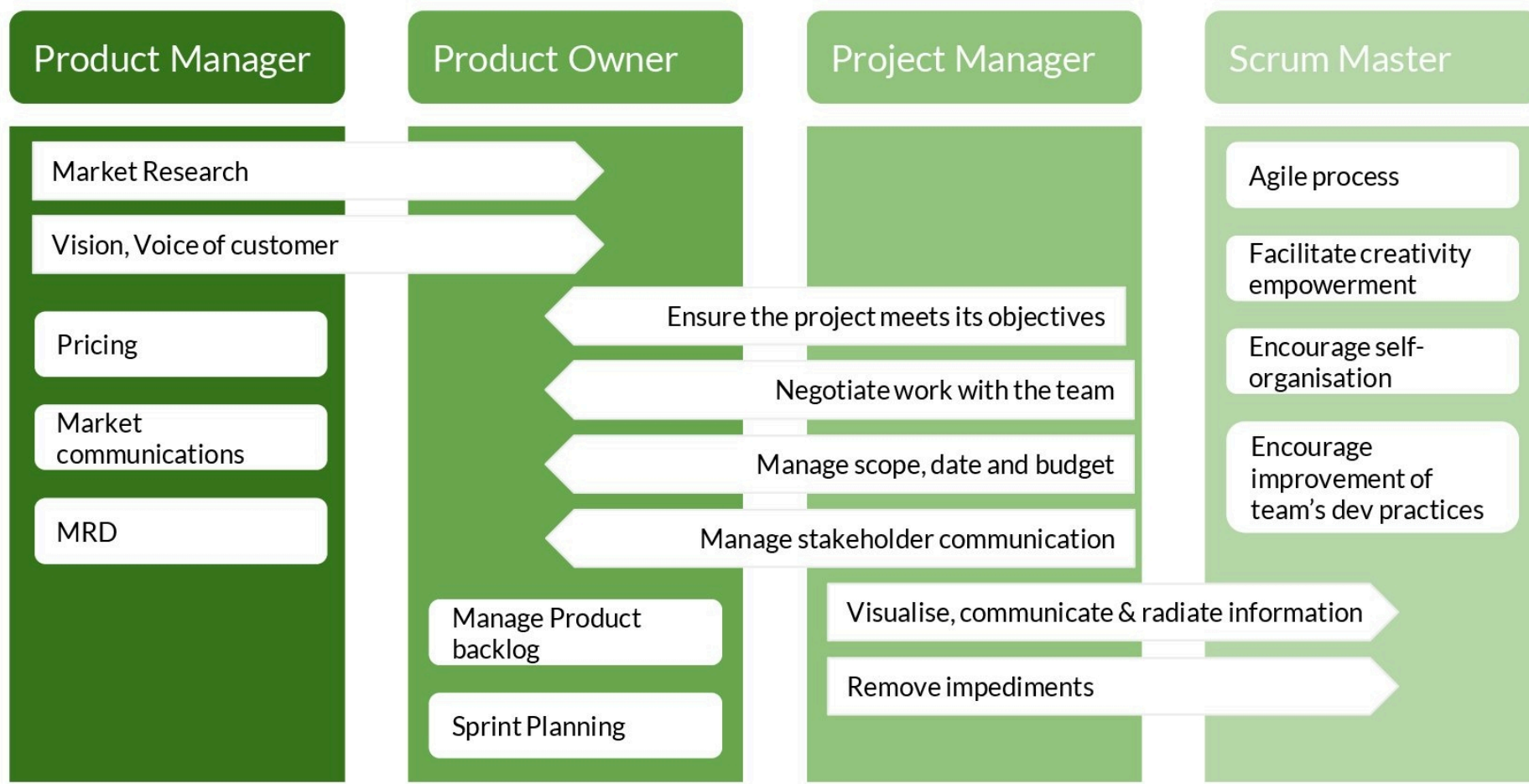


Product Manager vs Product Owner

Product Manager	Product Owner
Owns vision	Owns implementation
Directs Product Owner	Takes direction from PM
Delivers release	Delivers iteration
Market sensing	Track internal deliveries
Release Objectives	Iteration Objectives
Strategic direction	Day-to-day direction
Market use cases	System use cases
Understands overall solution	Understands architecture & design
Roadmaps	User acceptance tests
Identify market needs	Write user stories and acceptance criterias



1.6. Product Manager vs others

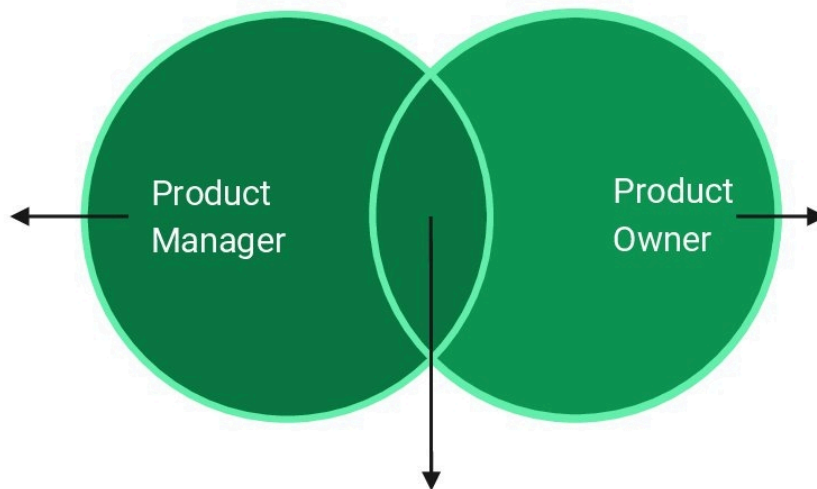




1.6. Product Manager vs others

Who owns what?

- Business case realization
- Portfolio management
- Segmentation
- Buy vs Build
- Competitive analysis
- 4Ps
- Whole product



- Ensure user stories are ready
- Backlog grooming
- Close collaboration with dev team
- Release tracking
- Story acceptance

- Vision
- Release planning
- Personas
- Needs definition
- Feature definition
- Customer advocate in dev
- Defect management



1.6. Product Manager vs others



Various roles





1.6. Product Manager vs others

Product Manager vs Project Manager

Project Manager	
Category	Tasks
Initialisation	Scope IA & Budget
Plan & Design	Plan time, cost, resources Risk Planning Activities
Execution	Coordinate
Monitoring & Controlling	Monitor, control, chase Identify actions
Completion	Completion & formalisation Evaluation

Product Manager	
Category	Tasks
Day to Day	Win/Loss Analysis Customer Visit Tactical Support Product Gap Analysis Reporting
Product Strategy	Market Opportunity & Definition Competitor Analysis Business Case
Product Planning	Market Requirements Document Persona creation, User stories
Product Definition	Product Requirements Document Product or Product Feature Roadmap
Product Marketing	Product Positioning Pricing
Launch (Planning)	Launch Plan Product Launch Management



1.6. Product Manager vs others

Product Manager vs Project Manager

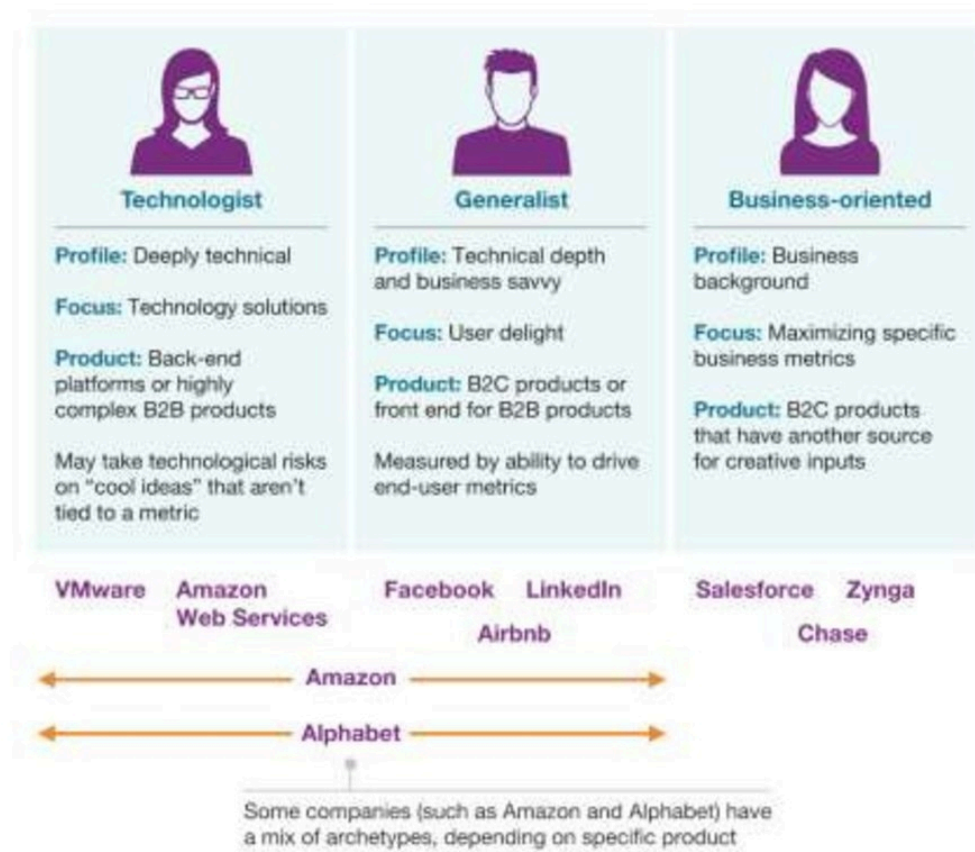
PRODUCT MANAGER'S TASKS						PROJECT MANAGER'S TASKS			
Reporting S	Product Gap Analysis S	Tactical Support S	Customer Valt S	Win/Loss Analysis S	Day to Day				
		Business Case S	Competitor Analysis S	Market Opportunity & Definition S	Product Strategy	Initization	Scope I	IA & Budget I	
			Persona creation, User stories S	Market Requirements Document S	Product Planning	Plan and Design	Plan time, costs, resources I	Risk Planning I	Activities I
			Product or Product Feature S	Product Requirements Document S	Product Definition	Execution	Coordinate I		
			Pricing S	Product Positioning S	Product Marketing	Monitoring & Controlling	monitor, control, chase I	Identify actions I	
			Product Launch Management S	Launch Plan S	Launch (Planning)	Completion	Completion and formalization I	evaluation I	



1.6. Product Manager vs others

Archetype of Product Managers

The mini-CEO is the dominant archetype for Silicon Valley product managers.



Source: Interviews with product managers at leading technology companies; McKinsey analysis

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1.7. Day in the life of a Product Manager



1.7. Day in the life of a Product Manager

King of Context Switching

Attend to urgent and important

Check blogs, news on products

Attend daily huddle

Check current release status

Check past release product performance

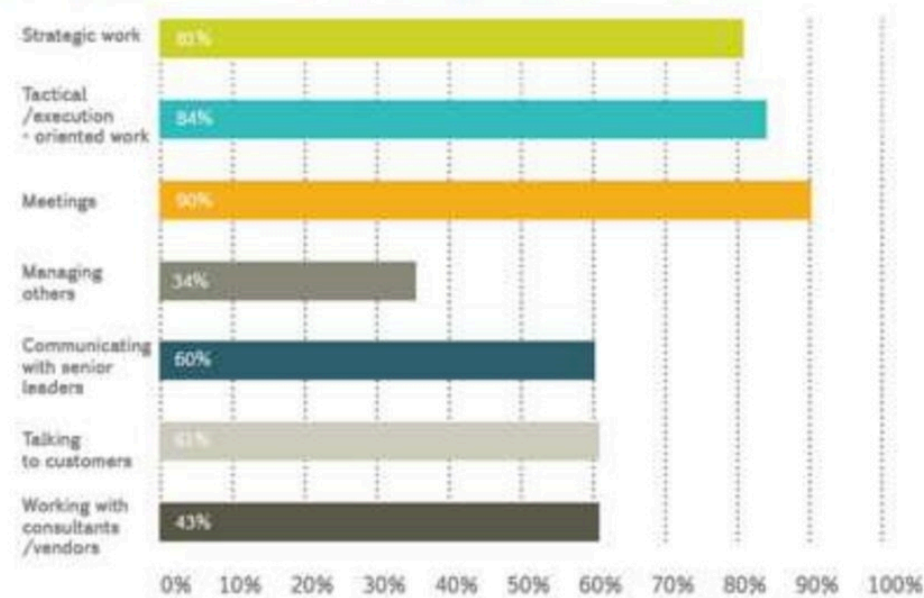
Develop detailed plans for next release

Make time for competitive research and analysis

Make time to build relationships with partners

Attend to last minute requests on demos

2015 Product Management Insights
Percentage of product managers who do the following on a daily basis:



Independent research © Alpha UX 2015





To conclude

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Thank you.

