The art of product leadership: nurturing each PM's unique journey.

Joe Product		
Senior Product Manager		
9/5/24		

Instructions		
Rate each skill area on a scale of 1-3, where:		
1 = Needs improvement (not meeting the expected level of performance in this area and requires focused development.)		
2 = Meets expectations (performing at the expected level for their role and experience.)		
3 = Exceeds expectations (performing above the expected level, demonstrating particular strength in this area.)		

Strategic Thinking	6	Notes / Examples
Vision creation and articulation	1	
Market and competitive analysis	2	
Long-term planning and roadmapping	1	
Balancing short-term wins with long-term goals	2	

Execution	10	Notes / Examples
Prioritization and decision making	2	
Project management (ensure stakeholder deliverables)	3	
Agile methodologies (as needed)	3	
Delivery of results	2	

Technical Acumen	10	Notes / Examples
Understanding of product architecture	2	
Ability to communicate with engineering teams	3	
Awareness of technical constraints and opportunities	2	
Leveraging AI and emerging technologies	3	

User-Centricity	8	Notes / Examples
Customer empathy	2	
User research and customer interviews	3	
Persona development	2	
User experience optimization	1	

Data Analysis	5	Notes / Examples
Metrics definition and tracking	2	
A/B testing and experimentation	1	
Data-driven decision making	1	
Insight generation from complex datasets	1	

Communication	9	Notes / Examples
Stakeholder management	1	
Cross-functional collaboration	2	
Presentation skills	3	

Writing clear and concise documentation	3	
Leadership	**8**	**Notes / Examples**
Team motivation and inspiration	2	
Conflict resolution	2	
Mentoring and coaching others	2	
Influencing without authority	2	
Business Acumen	**11**	**Notes / Examples**
Understanding of business models	3	
Financial literacy (e.g., P&L, budgeting)	2	
Go-to-market strategy	3	
Alignment of product goals with business objectives	3	
Adaptability and Growth	**7**	**Notes / Examples**
Openness to feedback	2	
Continuous learning and skill development	2	
Flexibility in ambiguous and changing environments	2	
Resilience in face of setbacks	1	
Ethics and Responsibility	**8**	**Notes / Examples**
Consideration of ethical implications in product decisions	2	
Awareness of product's societal impact	2	
Commitment to diversity and inclusion	2	
Responsible use of AI and user data	2	

Overall Assessment

Joe is a very good senior product manager. He is definitely strong in areas relating to business acumen and technical acumen. To be considered ready for promotion to Director, Joe definitely needs to work on his strategic thinking and data analysis skills. He also needs to learn to be a bit more flexible in ambiguous environments.

Next Steps

To improve his strategic thinking and data analysis skills, I have asked Joe to look into working directly with a Product Coach. I would like to sign-off on who he selects and also I would like to sign-off on whatever learning plan they come up with. As for flexibilty in ambigous environments and situations, I will be watching how Joe handles these situtaions and setbacks in the future to make sure he is pausing and thinking before he reacts.

Action Plan for Joe Product (created by AI)

Areas of Strength
1. Business Acumen (11/12)
2. Technical Acumen (10/12)
3. Execution (10/12)

Areas for Improvement
1. Strategic Thinking (6/12)
2. Data Analysis (5/12)
3. Adaptability and Growth (7/12)

Action Plan

1. Enhance Strategic Thinking
- Enroll in a strategic product management course or workshop
- Shadow senior leaders during strategic planning sessions
- Practice creating long-term product roadmaps and present them to mentors for feedback
- Read books on product strategy and vision setting
- Seek opportunities to contribute to company-wide strategic initiatives

2. Improve Data Analysis Skills
- Take an online course in data analysis for product managers
- Practice defining and tracking key product metrics
- Learn and implement A/B testing methodologies
- Work closely with data scientists to understand complex dataset analysis
- Incorporate data-driven decision making into daily product management tasks

3. Develop Adaptability in Ambiguous Environments
- Seek out projects with uncertain outcomes or changing requirements
- Practice mindfulness and stress management techniques
- Develop a personal framework for decision-making in ambiguous situations
- Regularly reflect on how you handle setbacks and identify areas for improvement
- Seek feedback from colleagues on your adaptability and resilience

4. Strengthen Leadership and Communication
- Work on stakeholder management skills through targeted practice and feedback
- Take a course or workshop on influencing without authority
- Seek more opportunities to present to senior leadership
- Mentor junior team members to enhance coaching and motivation skills

5. Maintain and Leverage Strengths
- Continue to apply strong business acumen in product decisions
- Share technical knowledge with team members to reinforce learning
- Look for opportunities to lead cross-functional projects, leveraging execution skills

Next Steps
1. Meet with your manager to discuss this action plan and get their input
2. Select a Product Coach with your manager's approval
3. Work with the chosen coach to refine this plan and set specific, measurable goals
4. Schedule regular check-ins with your manager to review progress
5. Seek out specific projects or responsibilities that allow you to apply and demonstrate your growing skills
6. Keep a journal of your experiences, especially in handling ambiguous situations, to track your growth

Remember, the key to your growth is not just acquiring new skills, but also demonstrating how you apply them to drive business value. Focus on translating your improvements into tangible results for the product and the company.