

Pivotal Product Management Skills Assessment Program

Overview:

The PPM Skills Assessment program is a comprehensive, qualitative measurement of an individual's current skills and behaviors across 13 performance categories. These encompass key product management and product marketing responsibilities, as well as the most critical "soft skills" that cross-functional leaders need:

- | | |
|---|------------------------------|
| 1. <i>Business focus</i> | 7. <i>Decision making</i> |
| 2. <i>Customer focus</i> | 8. <i>Communication</i> |
| 3. <i>Product management process</i> | 9. <i>Presentation</i> |
| 4. <i>Product champion</i> | 10. <i>Time management</i> |
| 5. <i>Product management tasks and skills</i> | 11. <i>Leadership</i> |
| 6. <i>Product marketing tasks and skills</i> | 12. <i>Matrix management</i> |
| | 13. <i>Team management</i> |

How It Works:

The PPM Skills Assessment is composed of 81 questions about the behaviors that are key indicators of product management success. Participants indicate how frequently they observe the individual demonstrating specific behaviors. Executives identify the importance of those same behaviors to indicate where they expect the product management team to focus its resources.

The results show comparative scores so that the individual can see how he/she is perceived by management and by peers. In addition, the results can include the expectations expressed by the executive team (as shown in the sample below).

Pivotal Product Management discusses the scores with the individual and his/her manager to gain a better understanding of the perceived gaps from both points of view. We then recommend training and coaching programs.

Ideally, the PPM Skills Assessment is repeated after the training and coaching, to measure the level of performance improvement.

How It's Used:

Pivotal Product Management clients use the PPM Skills Assessment program in three ways:

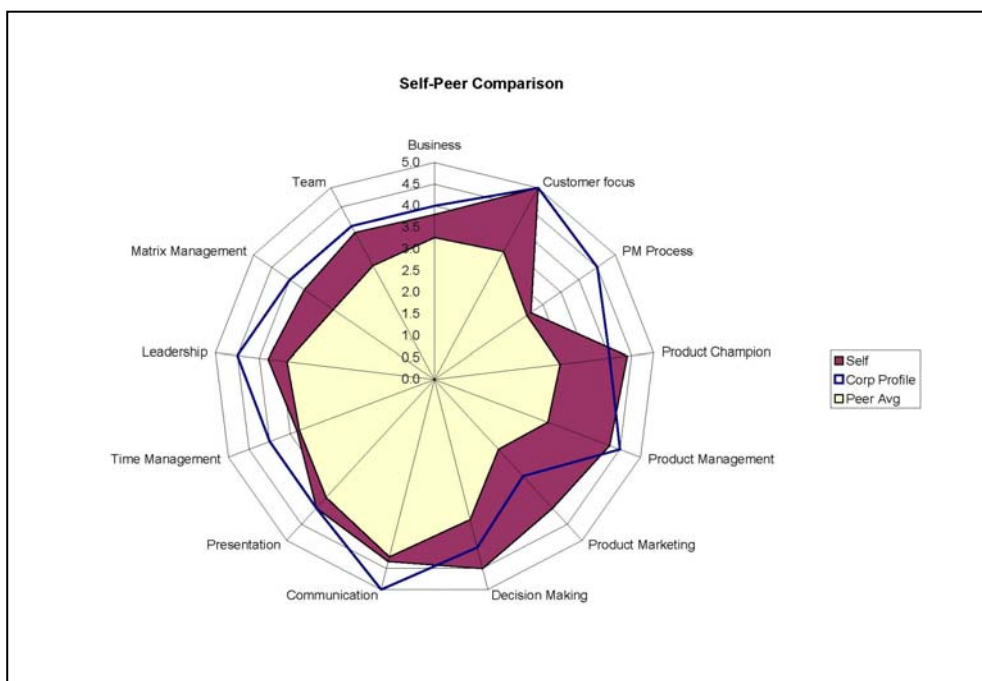
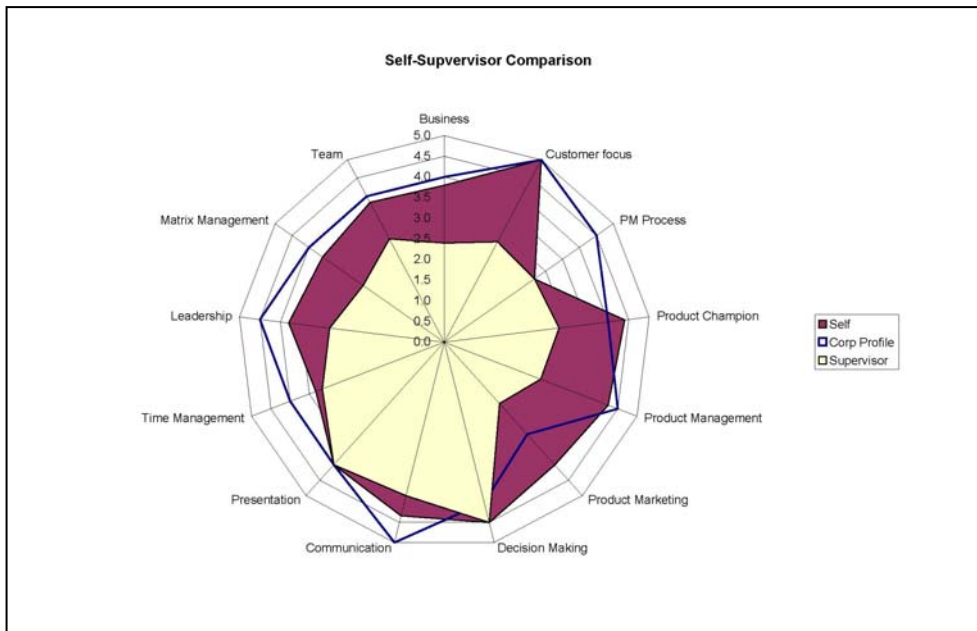
1. To develop a 360-degree assessment of an individual's performance from the individual's cross-functional peer group, and from the manager's point of view.
2. To measure the executive team's expectations of the product management and product marketing team's activities and results.
3. To build consensus within the executive and mid-management levels regarding the focus of the product management and product marketing functions.

The PPM Skills Assessment is most meaningful when it reflects input from the individual, his/her manager, and at least three peers from other functions outside product management.

In addition, adding executive-level expectations regarding the product management role helps Management understand where both individual and team performance needs to improve.

Sample Summary Scores

The following diagrams provide examples of results from the Skills Assessment:



Sample Summary Recommendation

With each Skills Assessment program, Pivotal Product Management provides both an executive summary of recommendations, as well as an in-depth discussion with your management team. Both levels of results include the following key areas:

Gap Analysis

The Skills Assessment helps to identify gaps between expectations and an individual's current execution in the 13 performance categories. In the example above, the individual is exhibiting gaps in four areas:

- Product Management Process
- Product Management: Internal Delivery, Dev Processes and Practices, Requirements
- Customer focus
- Over-performing in decision-making

Training Recommendation

As part of the analysis, Pivotal Product Management provides recommendations for specific training to address the existing gaps. In this individual's case, the recommended training solutions include:

- PPM Software Product Management Intensive: overview the product management process; practice key skills to improve performance in product management best practices areas, including product team management and working with development.
- PPM Requirements Intensive: improve skills in persona, scenario, use case, and other requirements techniques.
- Customer intimacy techniques (PPM can recommend)
- Leadership training (PPM can recommend)

Coaching Focus

Coaching provides individualized guidance on applying classroom learning and any other specific areas of improvement. In the samples above, the recommended coaching topics includes:

- Customer intimacy techniques
- Managing and communicating up
- Managing product teams
- Collaborative decision-making

Management Support Required

These recommendations present areas in which management support may be needed for the individual to achieve a higher level of performance. For this individual's case, the recommended management support points include:

Time allocation shift:

- More time will need to be spent out of the office and/or on conference calls with prospects and customers.
- Leadership training typically requires full-day or half-day sessions monthly over 6-12 months.

Budget:

- Travel budget increase recommended to increase customer contact.

Communication:

- Increase discussion of company strategy and business objectives.
-

The PPM Skills Assessment program provides actionable insight to improve individual and team performance, and shows organizational commitment to developing the skills of its most valuable assets – people.

Call Pivotal Product Management at 866-647-5397 to find out how this unique assessment can benefit you.