

## **Pivotal Product Management Skills Assessment Program**

### **Overview**

The PPM Skills Assessment program helps individuals and teams improve personal performance and product results. The program includes a comprehensive, qualitative measurement of an individual's current experience and knowledge across ten performance categories, along with a tailored, actionable set of recommendations for performance improvement and expert guidance throughout from internationally recognized product management consultants.

The ten skills assessment categories encompass key product management and product marketing responsibilities, as well as the most critical “soft skills” that cross-functional leaders need:

1. *Business Planning*
2. *Customer Focus*
3. *Market Assessment*
4. *Product Strategy and Roadmaps*
5. *Development Planning and Management*
6. *Product Marketing and Launch*
7. *Portfolio Management*
8. *Leadership and Decision Making*
9. *Communication and Presentation*
10. *Matrix and Team Management*

### **How It Works**

The PPM Skills Assessment is composed of 65-80 questions, customized to your organization's definition of product management, about the skills and tasks that are key indicators of product management success. Participants self-score their experience and knowledge relating to each area via an online survey that takes about 15 minutes to complete. Executives can participate by identifying the importance of those same skills and tasks to indicate where they expect the product management team to focus its resources.

Assessment summary reports provide individual product managers with feedback from peers and managers, and highlight opportunities for training, coaching, and mentoring. ***See the Sample Feedback Report at the end of this document.***

Repeat the PPM Skills Assessment annually as part of career development planning, to show growth and improvement over time.

### **How It's Used**

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

1. To develop tailored training and improvement programs that increase product management effectiveness and product success rates.
2. To measure the executive team's expectations of product management and product marketing 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.

### **Insight and Improvement in Four Easy Steps**

It's easy to implement an Assessment program for your team. We guide you through each step:

1. Determine desired outcomes of the Skills Assessment process.
2. Select the assessment options that serve your chosen outcomes and give you the level of confidence in the results.
  - Individual self-assessments, with summary reports by custom groupings and training program recommendations
  - 360-degree assessments (one or more additional assessments per product manager) with comparative feedback reports for each product manager
  - Executive expectations assessment with gap analysis and executive overview presentation
3. Review assessment questions and compile the participant list.
4. Pivotal Product Management fields the assessment, compiles results, and develops recommendations for your improvement initiative.

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

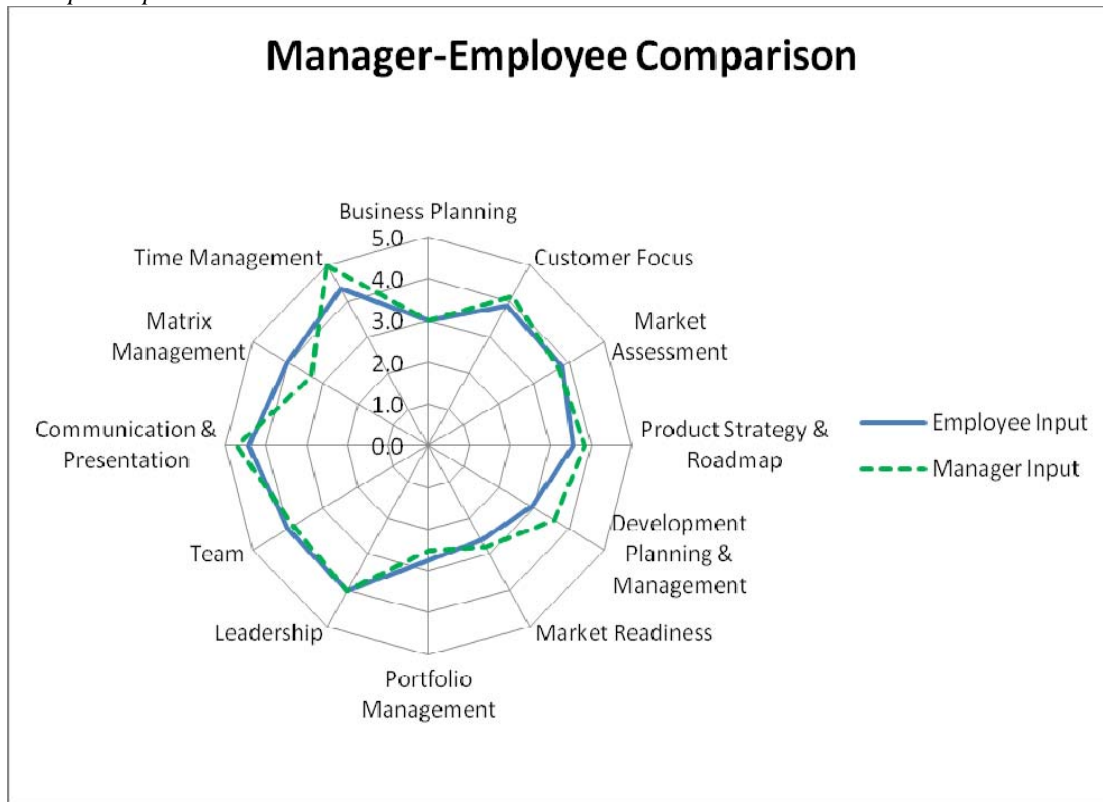
Call Pivotal Product Management at 866-647-5397 to find out how this unique assessment can benefit you.

## Sample Assessment Feedback Report

The sections below show examples of the information included in an individual’s feedback report, which identifies gaps and provides a specific, actionable set of recommendations for skill-building and performance improvement.

### Summary Results

The charts provide a visual summary of scores in each category. Employee self-scores are compared to manager or other peer input.



### Gap Analysis

The gap analysis highlights the skill categories in which there is the largest difference between employee self assessment and manager assessment. This provides a starting point for a discussion between employee and manager.

The following categories show the largest differences in input:

	Manager Summary Score	Employee Summary Score
Development Planning and Management	3.6	2.9
Time Management	5.0	4.3
Matrix Management	3.3	4.0

## **Training Recommendations**

*Training recommendations reflect categories where the employee or manager input falls below a set threshold.*

In addition, this individual may benefit from training in the following areas:

- *Business Planning*
- *Portfolio Management*
- *Market Readiness*

## **Coaching Focus**

*Some skill areas may lend themselves better to one-on-one coaching or mentoring to improve. We recommend working with the individual in these areas, in addition to any training recommendations above.*

Here are ideas for working with the employee 1:1 to improve specific skills:

- *Review product financials with the employee and help him/her create action plans for improving product performance. Coach through the execution of the plan.*
- *Coach the employee through creating a buying cycle map, relating to sales pipeline stages and listing marketing programs appropriate to each stage. Identify stages that could be accelerated and marketing programs to impact those stages; review results quarterly.*

## **Management Support Recommendation**

*Training and coaching are not the only forms of assistance a manager can provide. Sometimes resources from elsewhere in the organization or budget are required to help the employee grow.*

Here are some additional ways that the manager may be able to help the employee.

- *Arrange peer mentoring with another product manager who is strong in new product ideas/innovation.*
- *Help the employee identify the product experts in the sales team and learn how to demonstrate his/her product effectively. This may require making sure the appropriate equipment/environment is available.*

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Pivotal Product Management guides managers in interpreting and using the data, and communicating the results of the assessment across the organization.

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