



Product Manager Academy

Product Management Resources

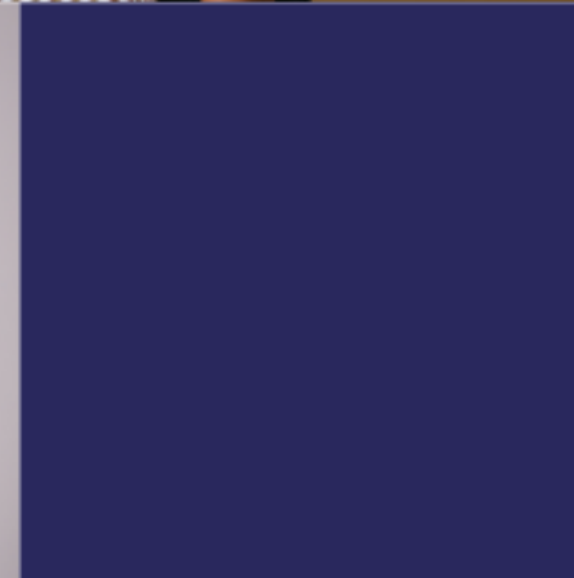


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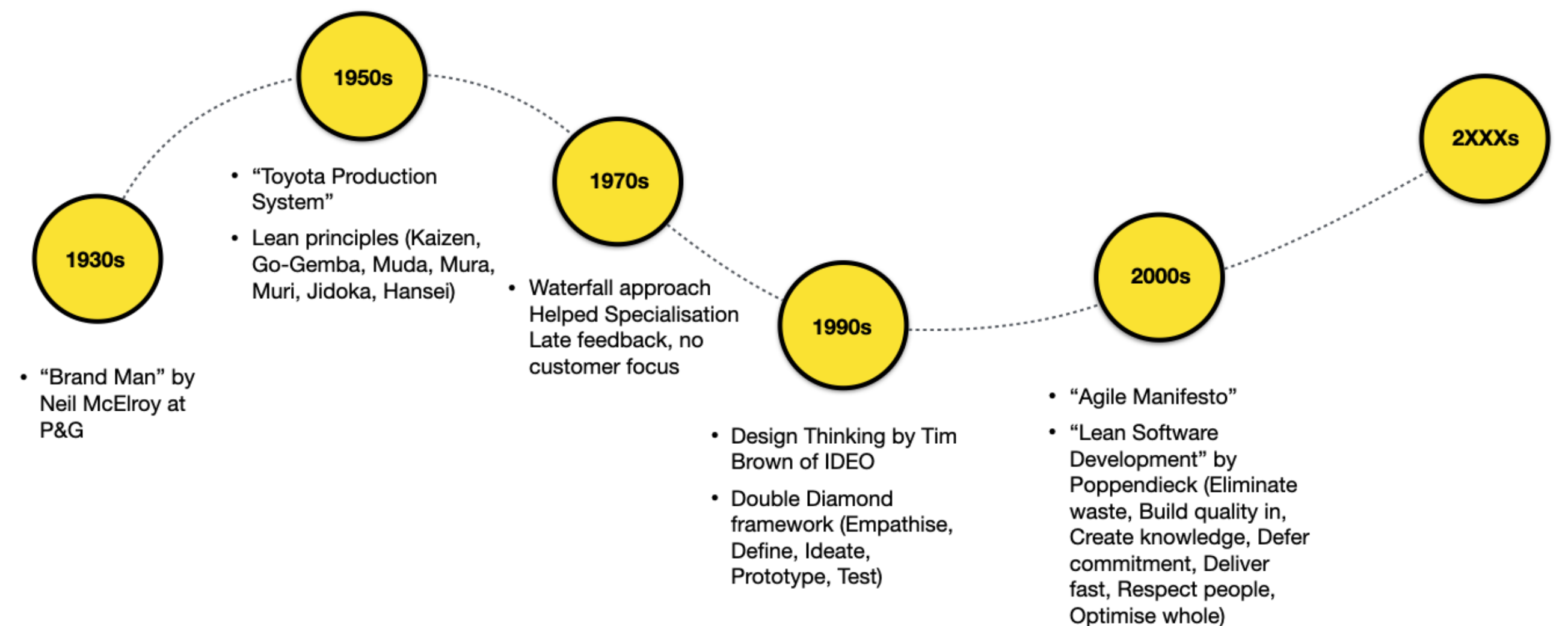
🕒 History and What of Product Management

Modern product management started in 1931 with a memo written by Neil H. McElroy at Procter & Gamble. It started as a justification to hire more people (sound familiar to any product managers out there?) but became a cornerstone in modern thinking about brand management and ultimately product management.

A product manager sets the strategy, roadmap, and feature definition for a product or product line. A product manager role may also include product marketing, forecasting, and profit and loss (P&L) responsibilities. Product managers analyze market and competitive conditions, laying out a product vision that is differentiated and delivers unique value based on customer demands.

Product development is invigorating. When you feel a real sense of responsibility and commitment to your product, it can inspire you to build with conviction and help you find deep satisfaction in your work as a product manager.

- 1 [Evolution of Product Management \(Part 1\)](#)
- 2 [Evolution of Product Management \(Part 2\)](#)
- 3 [Evolution of Product Management \(Part 3\)](#)
- 4 [What is Product Management?](#)
- 5 [Product Management Fundamentals](#)
- 6 [Good Product Manager/Bad Product Manager – B Horowitz](#)
- 7 [What, exactly, is a Product Manager?](#)
- 8 [What It Takes to Become a Great Product Manager](#)
- 9 [The Ultimate Guide to Product Management](#)



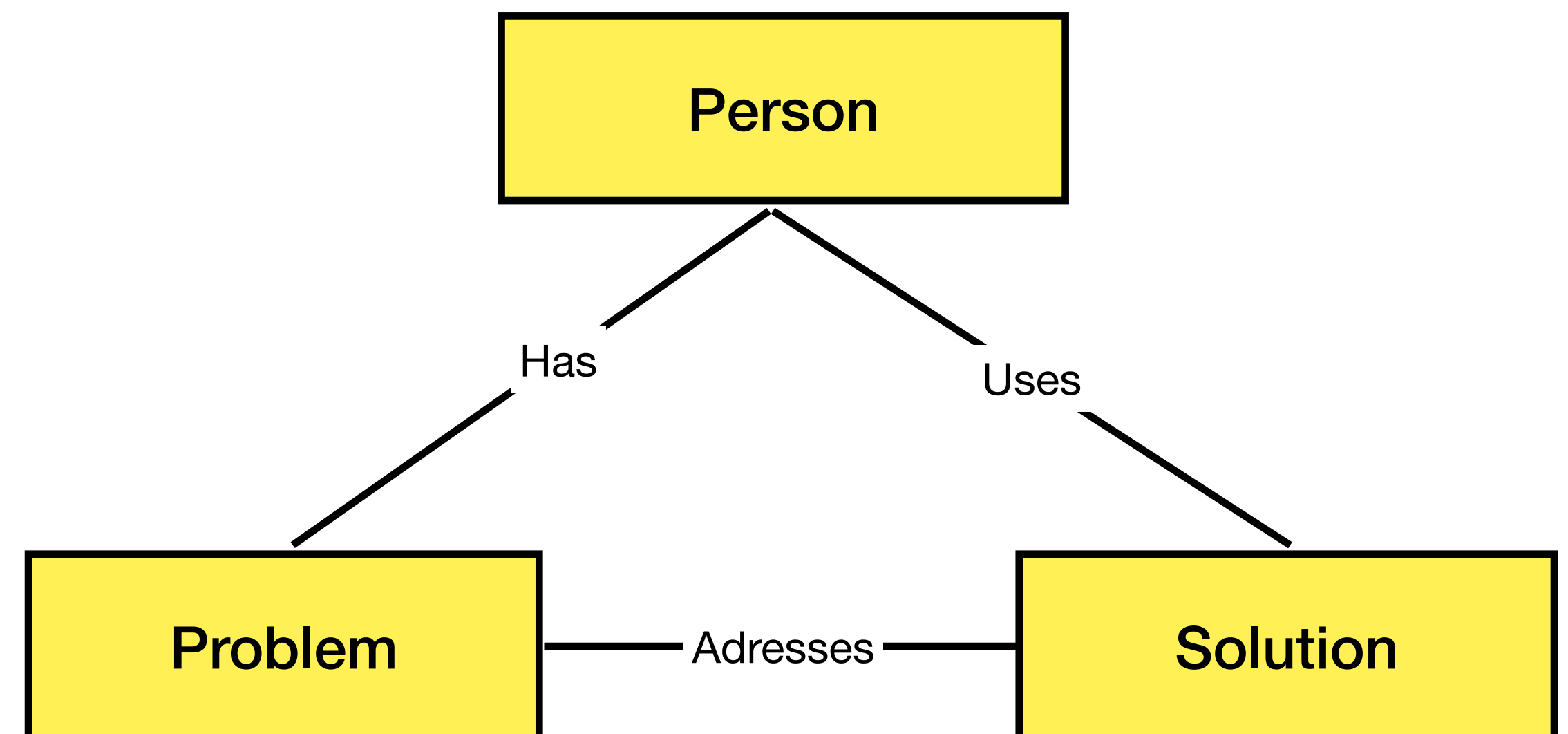
Purpose of Product Management

Great product management organizations help a company set product vision and road maps, establish goals and strategy, and drive execution on each product throughout its lifecycle.

Bad product management organizations, in contrast, largely function as project management groups, running schedules and tidying up documents for engineers.

To build a great product organization you need to first understand the role of the product manager. Secondly, you need to hire individuals with the right skill sets, including a strong VP of product. Finally, establish a simple set of processes to enable the product organization and help the company scale its product development.

- 1 [What does a product manager do?](#)
- 2 [Product Manager Roles and Responsibilities](#)
- 3 [Product Manager: The role and how to master it](#)
- 4 [Do you know different Types of Product Managers?](#)
- 5 [General Objectives of Product Management](#)
- 6 [Product Management: Main Stages and Product Manager Role](#)
- 7 [The Importance of Product Management](#)
- 8 [Types of Product Managers](#)



Vision

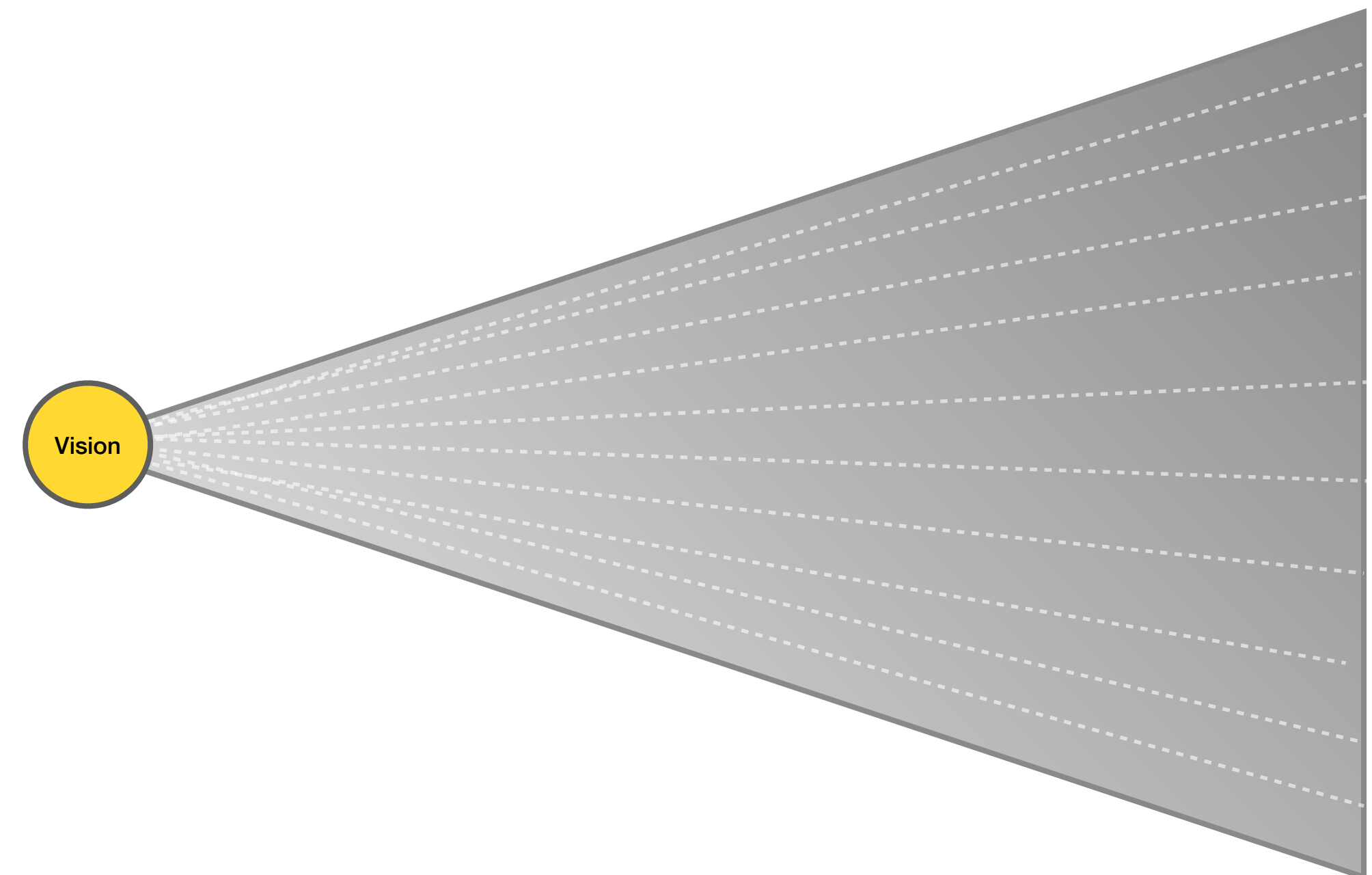
The product vision describes the WHAT and the WHY of a product and It's highly aspiration and long-term

The product vision states what the product could ultimately become in support of your company's overarching purpose. It reflects a team's or company's core values, purpose, mission, strategy, and goals. It's often referred to as a team's "true north", defining the product's direction and guiding the team's every decision and action.

Product vision Statement Template?

For [our target customer], who [customer's need], the [product] is a [product category or description] that [unique benefits and selling points].
Unlike [competitors or current methods], our product [main differentiators].

- 1 [Product Vision](#)
- 2 [What is a product vision?](#)
- 3 [How to write a product vision statement](#)
- 4 [What is a Product Vision?](#)
- 5 [Product Vision vs. Mission](#)
- 6 [What's The Difference Between Vision, Mission, and Purpose?](#)
- 7 [The Difference Between Vision And Mission](#)



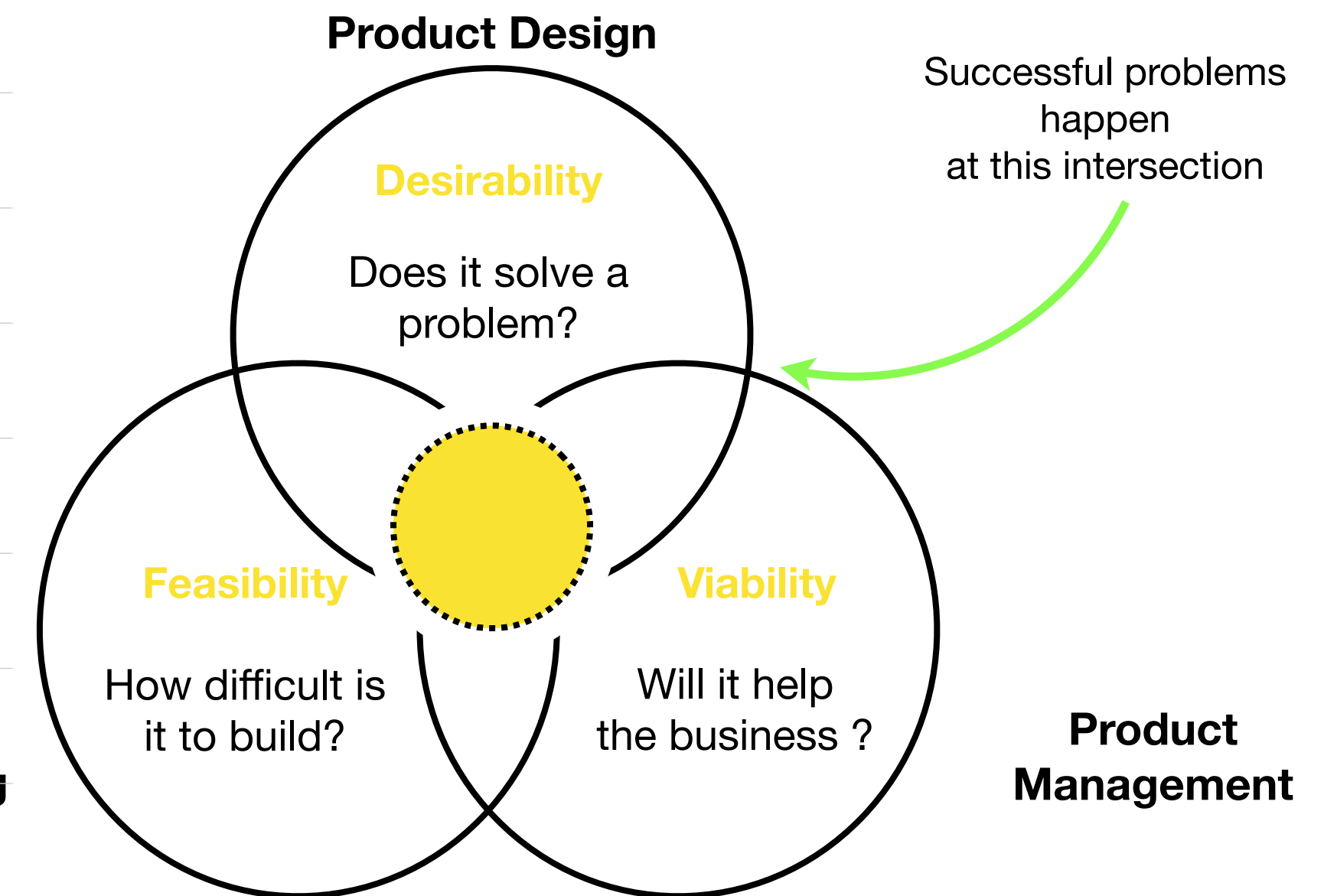
Product Team

A product team is an autonomous group of people with a variety of skills and perspectives that support each other towards a shared goal. It has all the resources and authority it needs to complete projects on its own. It values cross-disciplinary collaboration and iterative delivery

Product teams are small, collaborative, cross-functional teams that work to achieve the common outcome of creating an exceptional digital product. There is little to no hierarchy within these teams, as each individual contributes a unique skill set and perspective that is essential to the process. However, teams are typically kept accountable by product managers. You'll find each specialty is represented on a team, including product managers, designers, developers, test engineers, etc.

- 1 [What is the definition of the product team?](#)
- 2 [How are product teams organized?](#)
- 3 [Should You Structure Your Product Team Like Amazon, Spotify, or Something Else Entirely?](#)
- 4 [How to build a world-class product team](#)
- 5 [6 Pillars for Building a Product Team](#)
- 6 [Empowered Product Teams](#)
- 7 [Empowered Product Teams by Marty Cagan](#)
- 8 [What are Feature and Component Teams?](#)
- 9 [Product vs Feature vs Delivery](#)

Software Engineering

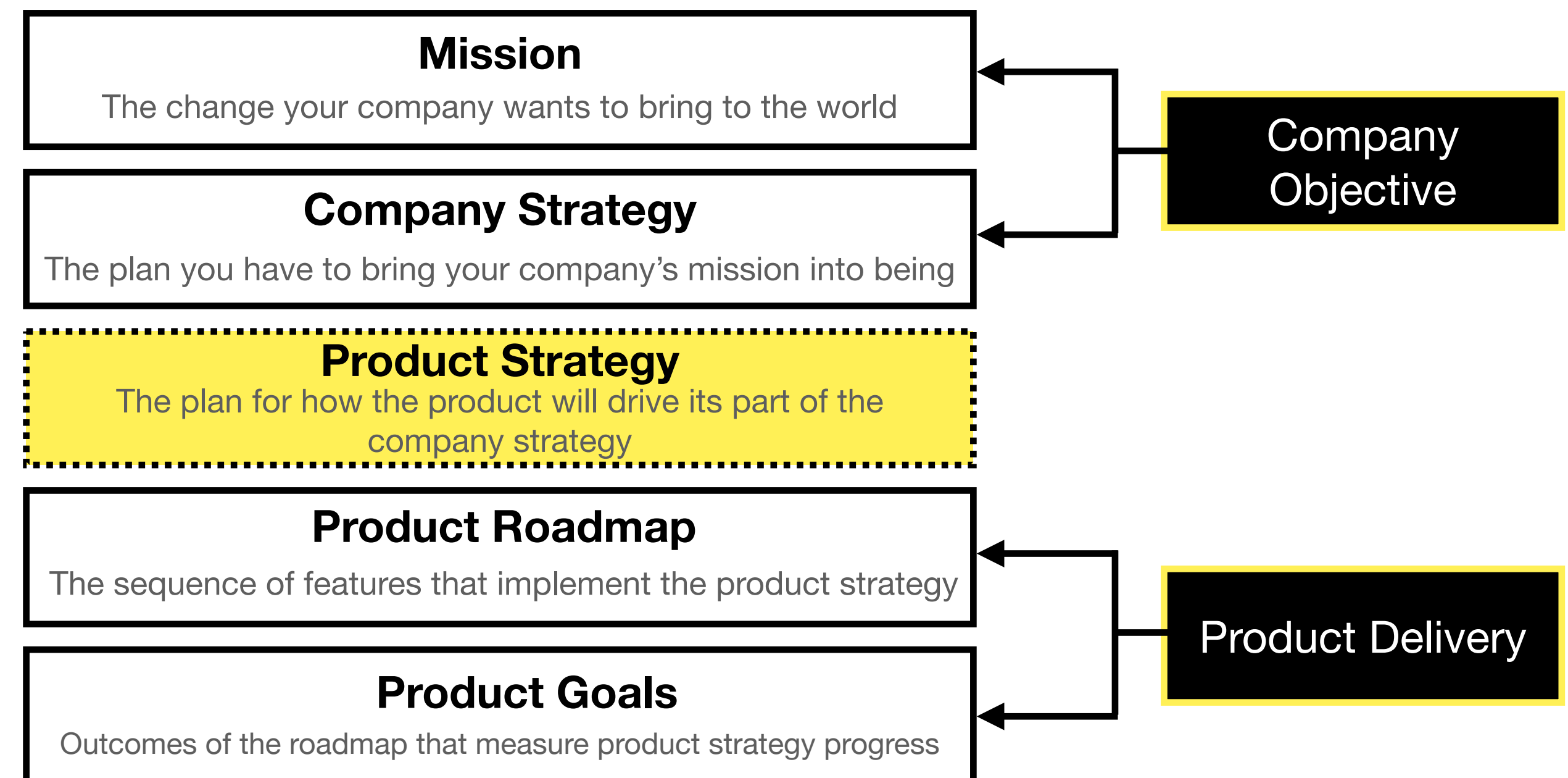


Product Strategy

A product strategy is a high-level plan describing what a business hopes to accomplish with its product, and how it plans to do so. This strategy should answer key questions such as who the product will serve (personas), how it will benefit those personas, and what are the company's goals for the product throughout its lifecycle.

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- 1 [Product Strategy](#)
- 2 [Introduction to product strategy](#)
- 3 [Product strategy: Setting your strategic vision for product offerings](#)
- 4 [The Straightforward Guide to Product Strategy](#)
- 5 [How to Create an Efficient Product Strategy](#)
- 6 [5 Steps to a Winning Product Strategy](#)
- 7 [Getting product strategy right](#)
- 8 [How to Define Your Product Strategy](#)
- 9 [How to build a brilliant product strategy: a guide](#)

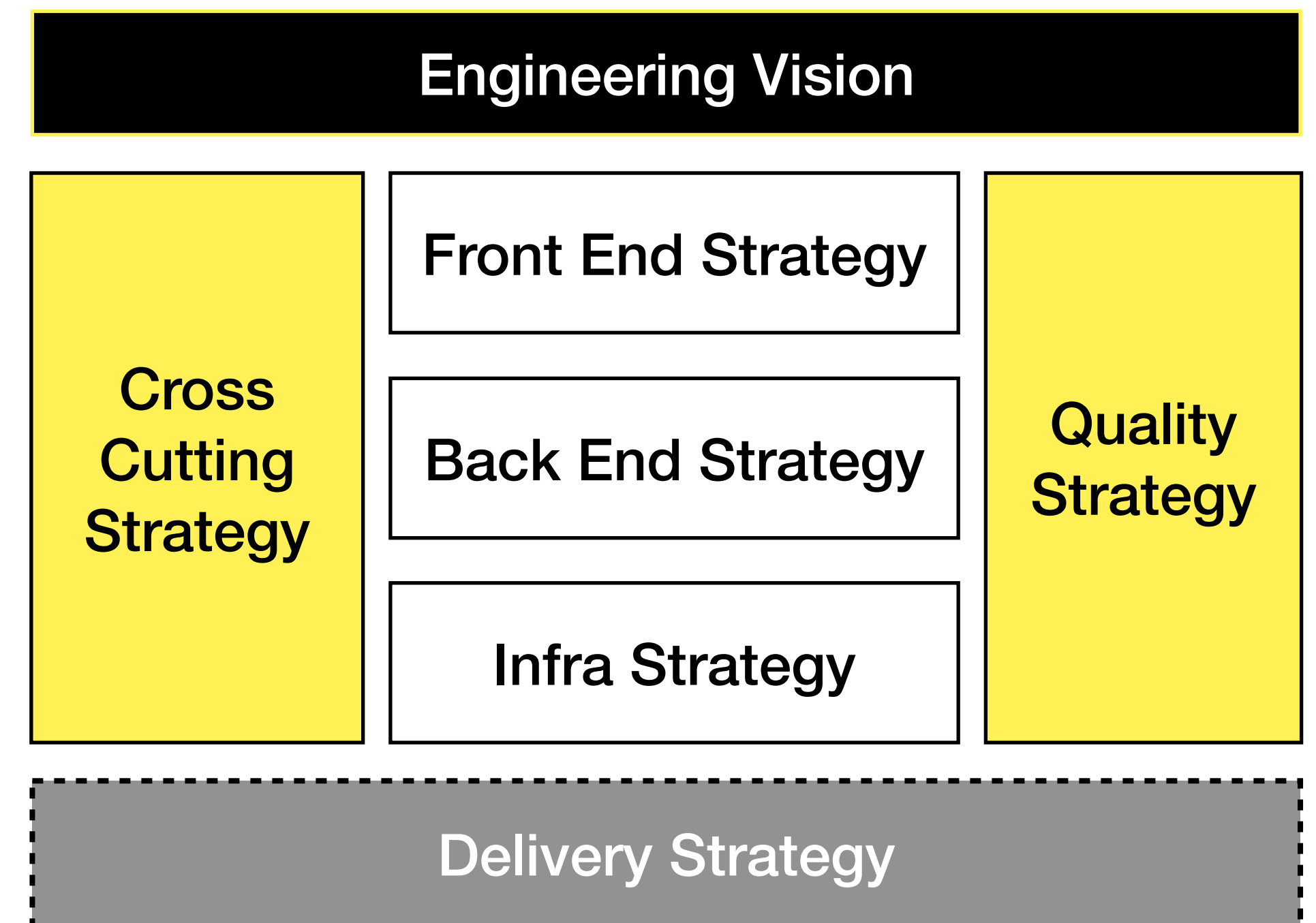


< > Engineering Strategy

A **strategy** guides tradeoffs *and* explains the rationale behind that guidance. This is the “diagnosis” and “guiding policies” components of *Good Strategy, Bad Strategy*’s definition (the “coherent action” component is handled in your technical specifications). A couple of great examples to refer to are [A Framework for Responsible Innovation](#) and [How Big Technical Changes Happen at Slack](#).

An Engineering Strategy defines how the Engineering organization will meet its objectives. It describes the essential resources and how they will be organized and committed to achieving the objectives. It describes the policies that will apply for the management and use of resources. Once the strategy has been defined, it will be possible to start planning for detailed activities and resources.

- 1 [A Framework For Responsible Innovation](#)
- 2 [How Big Technical Changes Happen at Slack - Several People Are Coding](#)
- 3 [On Drafting an Engineering Strategy](#)
- 4 [Defining a Tech Strategy](#)
- 5 [Delivering on an architecture strategy](#)
- 6 [Stepping Stones not Milestones](#)
- 7 [Achieving Alignment and Efficiency Through a Technical Strategy](#)
- 8 [The difficult teenage years: Setting tech strategy after a launch](#) by Anna Shipman
- 9 [Learning to have an engineering vision](#)
- 10 [Run less software](#) by Rich Archibold



Product Discovery

Product discovery is a set of activities that we perform with the intention of helping us to better answer necessary questions to define where, when and if we should evolve our product

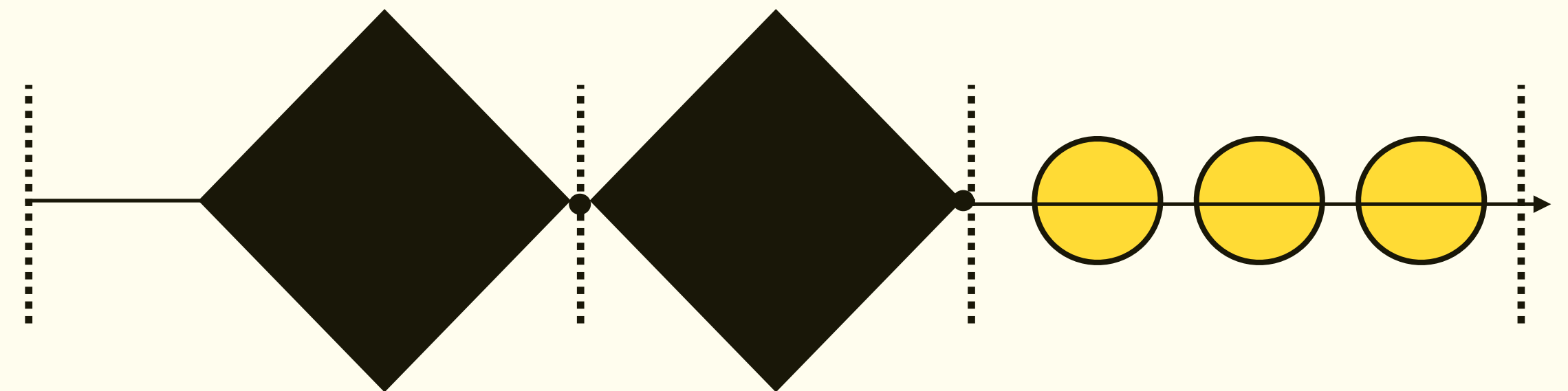
From our experience, we know the importance of starting off product development on the right foot in order to minimize risks. To do so, we combine different roles **to better establish a product idea before embarking on a whole project**, bringing in stakeholders from the business side, product experts, developers, and designers.

The product discovery phase has three main goals:

- **Understand** : Complete our understanding of the business model, its context, goals and customers.
- **Analyze** : Align expectations in order to mitigate risks, define processes, create story maps, and so on.
- **Propose** : Set an initial backlog, a team, and a ballpark estimate for the development project.

- 1 [An Introduction to Modern Product Discovery](#)
- 2 [An Introduction to Product Management: Discovery and Definition](#)
- 3 [Lean Product Discovery](#)
- 4 [A step-by-step guide for conducting better product discovery](#)
- 5 [Product Discovery process framework and tools](#)
- 6 [How to Set Up An Effective Product Discovery Team](#)
- 7 [Product Discovery is a Team Sport](#)
- 8 [Example of Product Discovery and Delivery Process with one team](#)

Discovery is a critical phase to define **what is the MVP to build, and why.**



we want to achieve a fit between the problem and the customer (problem/customer fit) as well as a fit between the problem and the solution (problem/solution fit).

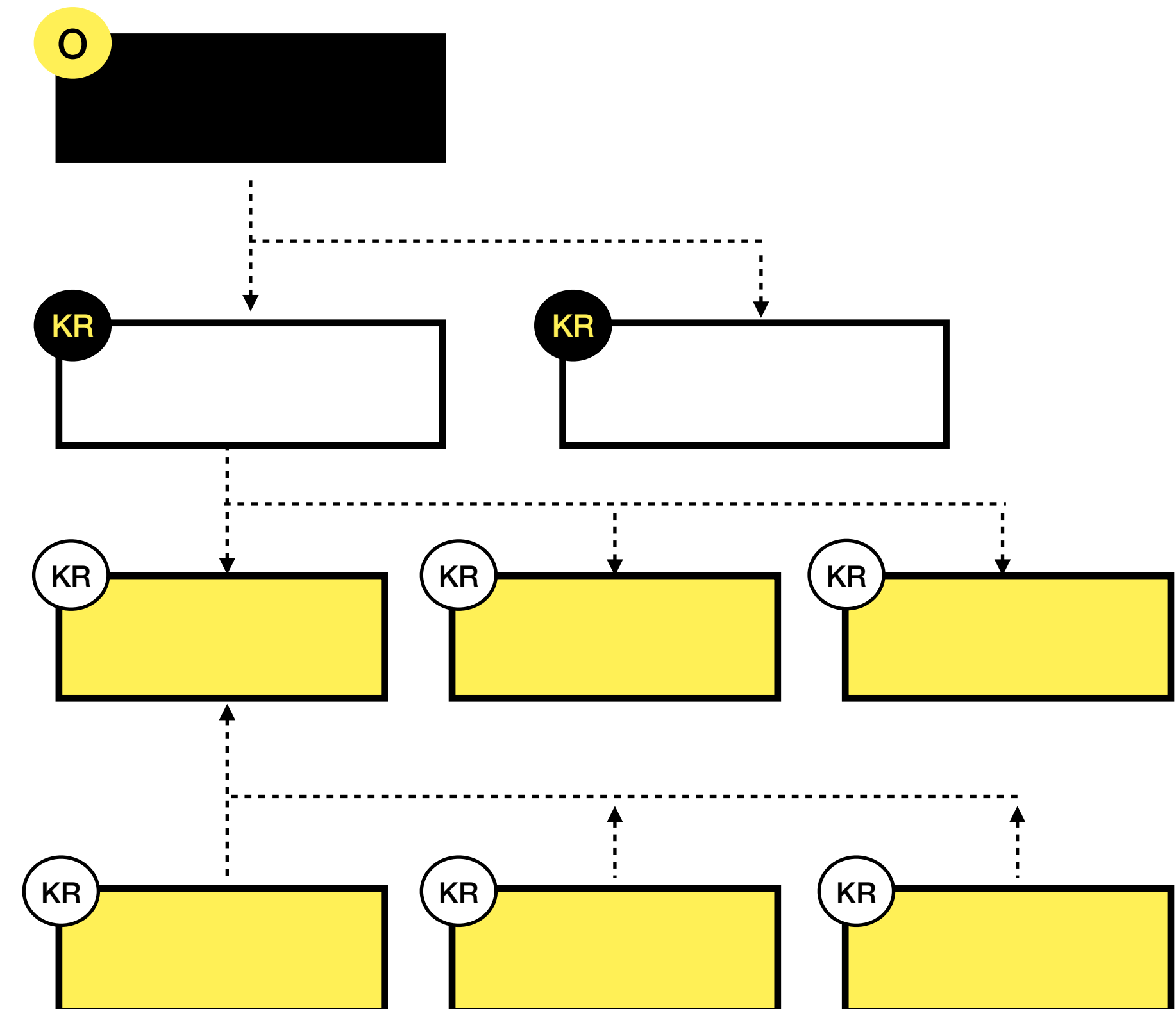
OKR

OKR (Objectives and Key Results) is a goal system used by Google and others. It is a simple tool to create alignment and engagement around measurable goals.

OKR has two components, the Objective and the Key Results:

- **Objectives** are memorable qualitative descriptions of what you want to achieve. Objectives should be short, inspirational and engaging. An Objective should motivate and challenge the team
- **Key Results** are a set of metrics that measure your progress towards the Objective. For each Objective, you should have a set of 2 to 5 Key Results. More than that and no one will remember them.

- 1 [The ultimate guide to OKR](#)
- 2 [What is OKR?](#)
- 3 [What is an OKR? Definition and examples](#)
- 4 [Guide: Set goals with OKRs](#)
- 5 [John Doerr on success using OKR](#)
- 6 [Manager OKRs, Maker OKRs: How I'd Change Google's Goal Setting Process](#)
- 7 [How to Use KPIs with OKRs](#)
- 8 [What Twitter's CEO Learned from Google](#)
- 9 [The biggest pitfalls of OKRs and how to avoid them](#)

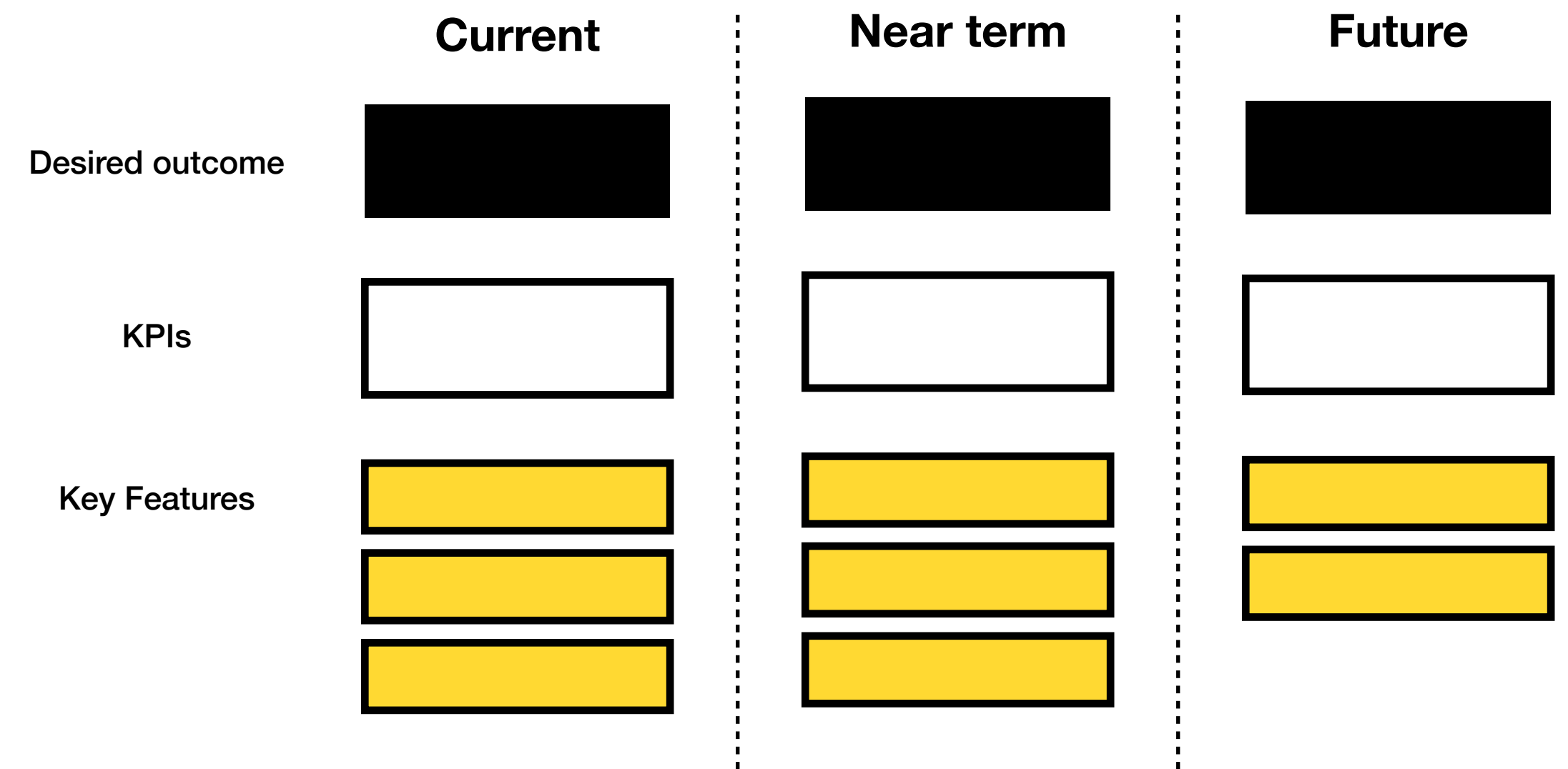


Product Roadmaps

A product roadmap is a **visual communication tool** that aligns a company around a high-level product strategy. Depending on the type of organization, product roadmaps can include upcoming features and technical considerations, and often **demonstrate how a product will evolve over time**. Roadmaps communicate *the intention* of what customer and business outcomes a plan will achieve within a period of time.

“A product roadmap is about communicating the why. It’s about the ultimate destination (the vision) and the major steps that the team intends to take along the way (goals to be reached, problems to be solved). A roadmap should not delve deeply into the what and the when. It should stay at the why level. It should inspire your teams to then develop a release plan, a delivery plan or a project plan for how to deliver that vision.” Bruce McCarthy

- 1 [Introduction to product roadmaps](#)
- 2 [The Ultimate Guide to Product Roadmaps](#)
- 3 [Product Roadmaps](#)
- 4 [Now – Next – Later](#)
- 5 [Roadmaps without Dates. \(Now, Next Future\)](#)
- 6 [Now – Next – Later](#)
- 7 [What are outcome-based roadmaps?](#)
- 8 [Escape From the Feature Roadmap to Outcome-driven Development](#)
- 9 [Outcome-Driven Roadmapping](#)

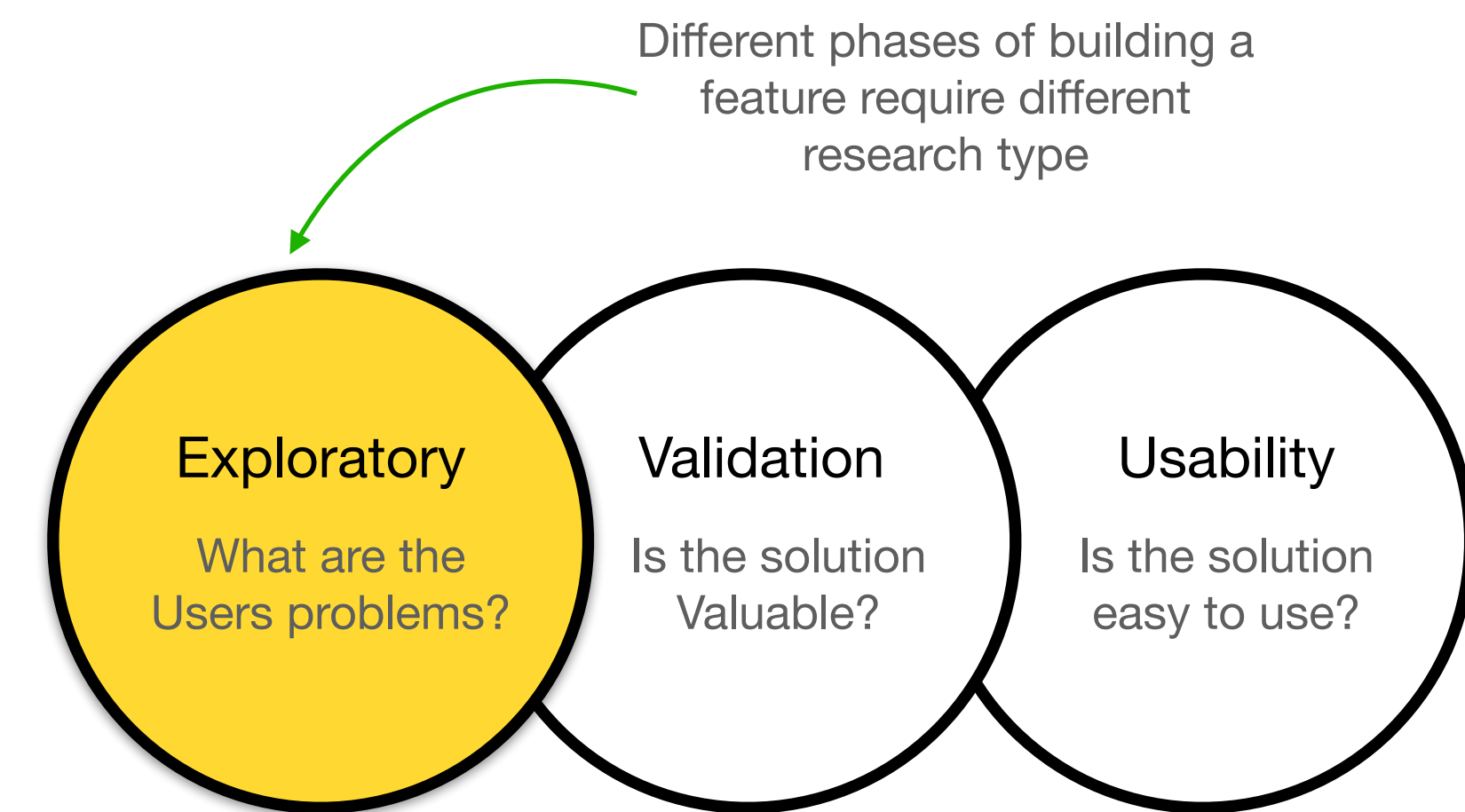


Lean Experiments

The Lean Startup provides a scientific approach to creating and managing startups and get a desired product to customers' hands faster. The Lean Startup method teaches you how to drive a startup-how to steer, when to turn, and when to persevere-and grow a business with maximum acceleration. It is a principled approach to new product development.

Too many startups begin with an idea for a product that they think people want. They then spend months, sometimes years, perfecting that product without ever showing the product, even in a very rudimentary form, to the prospective customer. When they fail to reach broad uptake from customers, it is often because they never spoke to prospective customers and determined whether or not the product was interesting. When customers ultimately communicate, through their indifference, that they don't care about the idea, the startup fails.

- 1 [Lean Experimentation: How to Do It Right](#)
- 2 [Lean Validation and Experimentation](#)
- 3 [Lean Experiment Techniques](#)
- 4 [Create a basic experiment plan](#)
- 5 [How to Design Smart Business Experiments](#)
- 6 [Designing product experiments](#)
- 7 [Everything a product manager needs to know about experiments](#)
- 8 [Experiment plan and results template](#)
- 9 [Step-by-step guide for designing Lean Experiments](#)



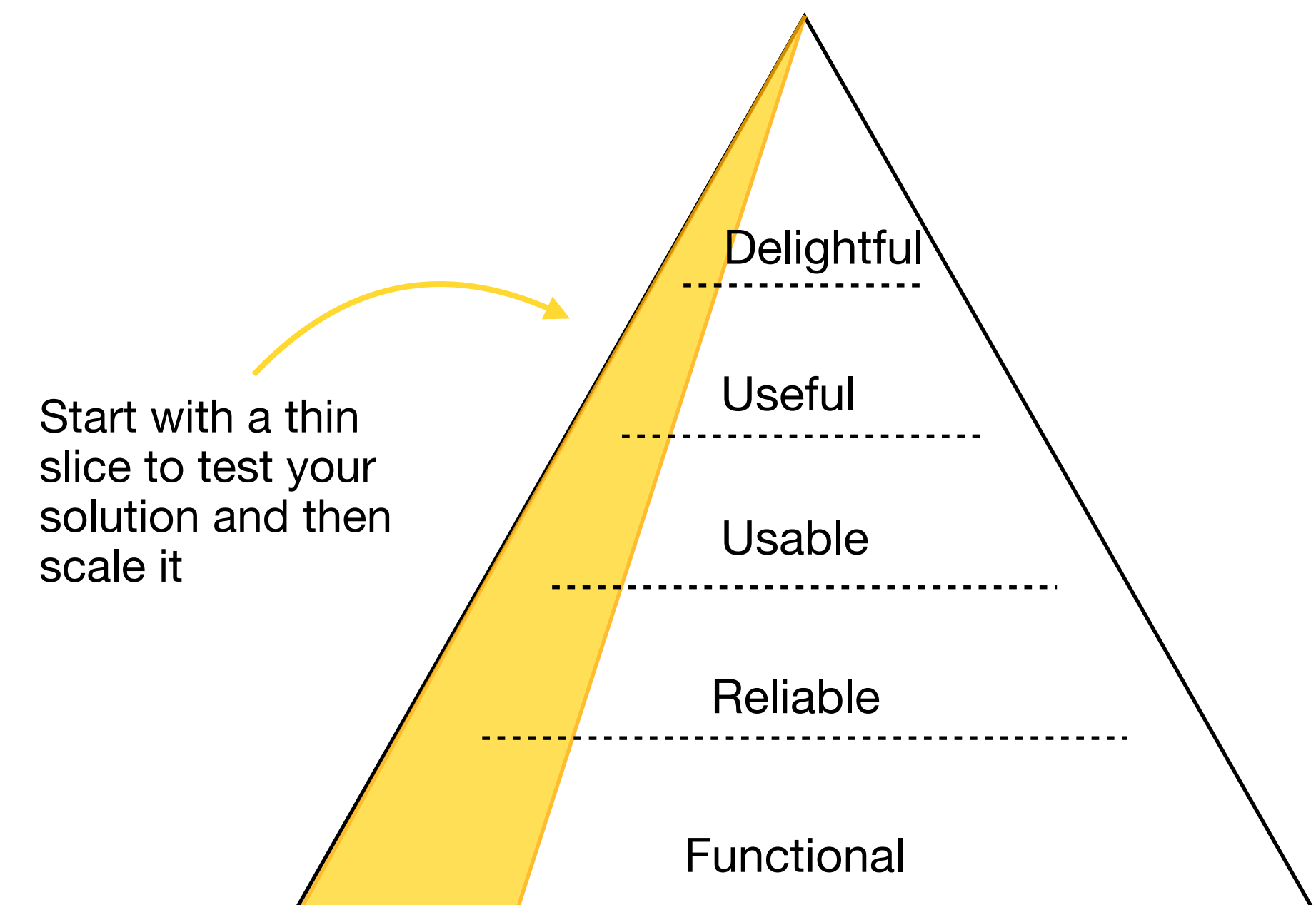
Minimum Viable Product

The simplest definition is that an MVP must be the simplest core feature set of any product that allows it to be deployed and absolutely nothing more. However, the most popular definition is; “The smallest thing that you can build that delivers customer value (and as a bonus captures some of the value back).”

A Minimum Viable Product is the smallest thing you can build that delivers customer value (and as a bonus captures some of that value back...

A Minimum Viable Product is that version of a new product which allows a team to collect the maximum amount of validated learning about customers with the least effort. - Eric Ries

- 1 [Minimum Viable Product](#)
- 2 [What is a Minimum Viable Product \(MVP\)](#)
- 3 [What Is A Minimum Viable Product + Methodologies](#)
- 4 [\[Day 3/30\] What is an MVP?](#)
- 5 [What is a Minimum Viable Product \(MVP\)?](#)
- 6 [THE LEAN STARTUPMETHODOLOGY](#)
- 7 [The Lean MVP Flowchart](#)
- 8 [What You Can Learn From the 5 Greatest Minimum Viable Products of All Time](#)



Measures

Metrics, sometimes called business metrics, are quantifiable measures used to gauge performance or progress. To create a metric, you take data from a live source (i.e., it's still updating with new information) and monitor it to track progress toward a business objective.

Product metrics are data measurements that businesses use to evaluate the success of a product and determine how customers are engaging with it. Popular metrics like churn rate and conversion rate inform product strategy and help various company stakeholders to understand a product's value.

“Most people use analytics the way a drunk uses a lamppost, for support rather than illumination.” – David Ogilvy, founder and advertising executive

- 1 [The only metric that matters](#)
- 2 [The Only Metric That Matters — Now With Fancy Slides!](#)
- 3 [How Product Managers Measure Product-Market Fit](#)
- 4 [Finding the metrics that matter for your product](#)
- 5 [The 5 Key Measurements of Product Success](#)
- 6 [Creating Success – A Guide to Product Manager KPIs](#)
- 7 [7 KPI meanings small business owners need to know](#)
- 8 [12 Business Metrics That Every Company Should Know](#)
- 9 [The Only Product Metric that Matters by Josh Elman](#)

Frameworks

Frameworks are structured processes for how to measure the performance of a given product behavior. They effectively give you a set of best practices and tools that you can use in a similar situation. In practice, the implementation of any framework is very company, product, and question specific. However, these are good starting points for thinking through the analytics process.

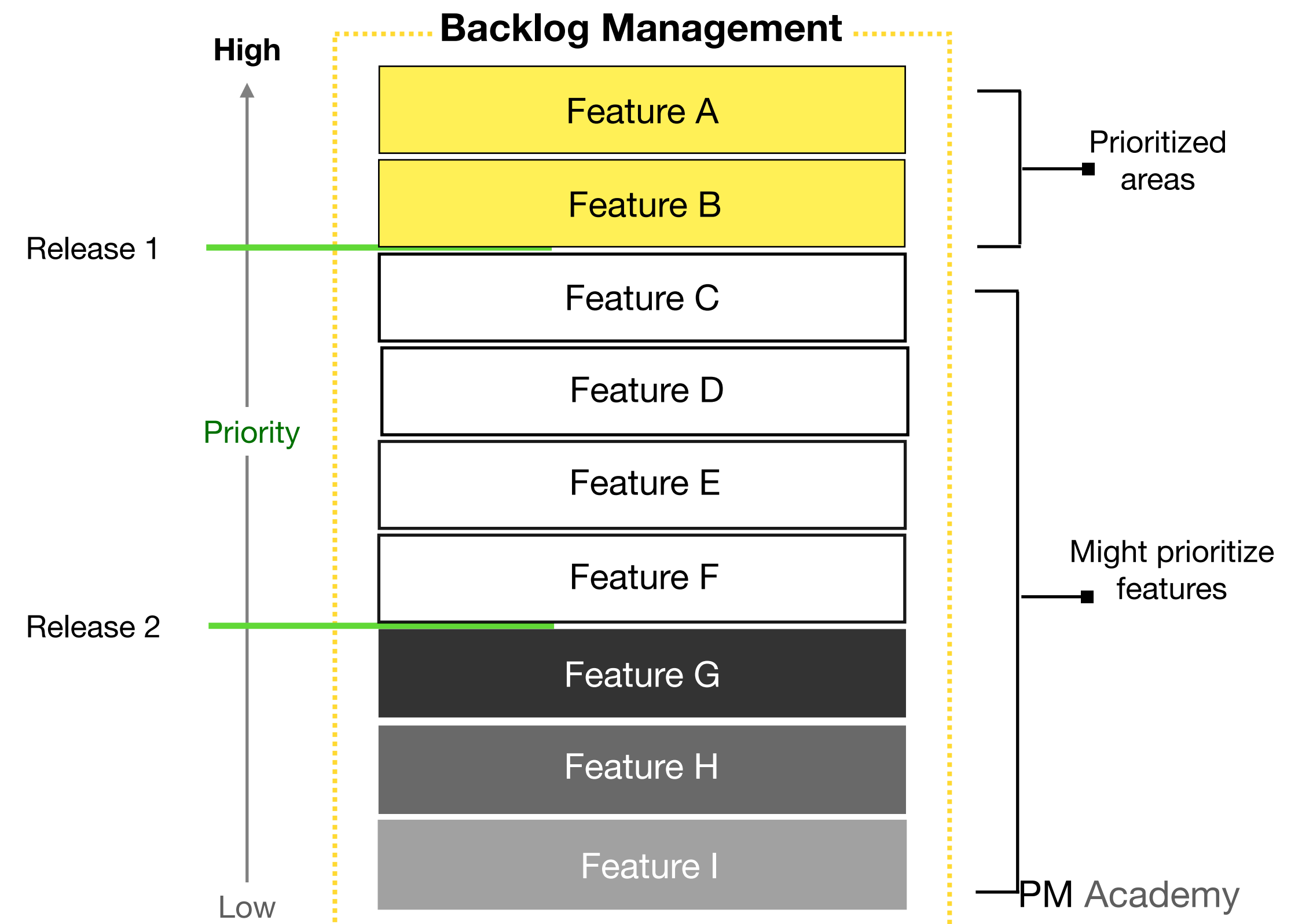
- [AARRR](#): metric framework for evaluating product performance through the user lifecycle
- [HEART](#): metric framework for evaluating UX experience
- [Funnel analysis](#): analysis framework for evaluating performance through a funnel
- [Cohort analysis](#): analysis framework to evaluating performance across cohorts
- [A/B Testing](#): testing methodology to determine launch rollout

📅 Backlog Management

Backlog refinement (formerly known as backlog grooming) is when the product owner and some, or all, of the rest of the team review items on the backlog to ensure the backlog contains the appropriate items, that they are prioritized, and that the items at the top of the backlog are ready for delivery. This activity occurs on a regular basis and may be an officially scheduled meeting or an ongoing activity. Some of the activities that occur during this refinement of the backlog include:

- removing user stories that no longer appear relevant
- creating new user stories in response to newly discovered needs
- re-assessing the relative priority of stories
- assigning estimates to stories which have yet to receive one
- correcting estimates in light of newly discovered information

- 1 [What is a Backlog? | Definition, Overview, and Purpose](#)
- 2 [The product owner's guide to product backlog management](#)
- 3 [Product Backlog management activities, techniques and](#)
- 4 [The product backlog: your ultimate to-do list](#)
- 5 [The Product Backlog: How to Build and Prioritize It](#)
- 6 [What Is A DEEP Backlog? Definition and Breakdown](#)
- 7 [DEEP: The 4 Characteristics of a Good Product Backlog](#)
- 8 [Backlog Grooming Best Practices You Need to Know](#)
- 9 [6 Backlog Management Techniques](#)



☰ User Stories

In agile software development, a user story is a brief, plain-language explanation of a feature or functionality written from a user's point of view. Many agile experts also describe a user story as the smallest unit of product development work that can lead to a complete element of user functionality. Product teams choose to break development work into user stories instead of product features or product requirements for several reasons.

User stories:

1. Are easy for anyone to understand
2. Represent bite-sized deliverables that can fit in sprints, whereas not all full features can.
3. Help the team focus on real people, rather than abstract features
4. Build momentum by giving development teams a feeling of progress

1 [User Stories](#)

2 [GivenWhenThen](#)

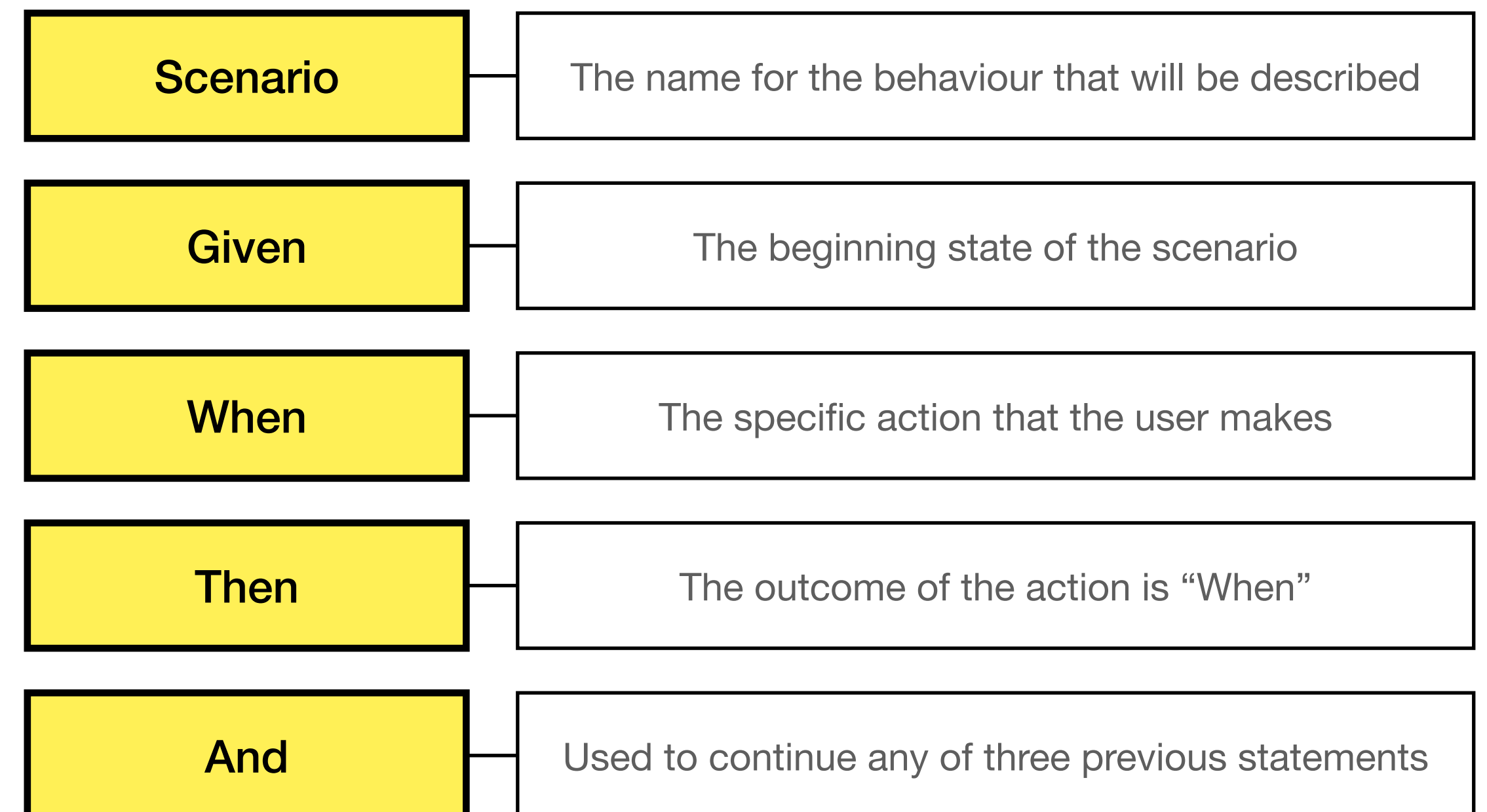
3 [User Stories with Examples and Template](#)

4 [Story Mapping 101](#)

5 [A Guide to User Story Mapping](#)

6 [How to get the most out of Given-When-Then](#)

7 [Applying BDD acceptance criteria in user stories](#)



Interviews

In order to ace a **Product Manager** interview, you need to be prepared for a range of interview questions. Although the hiring process will be different from one company to the next, you can expect that Hiring Managers will be looking to understand who you are as a candidate, your experience as a Product Manager, and what you can bring to their team.

You want to make sure that you are the right fit for the role, so there are a few steps you can take to get ready for your Product Manager interview process.

- Research the company and have a thorough understanding of its product/service. Employers may ask how you would improve their products.
- **Review the results of your past work.** Consider your accomplishments as a Product Manager and make notes about how many people used your product, the revenue you

You will be asked about your past experience, and employers will be eager to learn about the impact of your work.

The best way to prepare for your Product Manager interview is to practice, practice, practice.

1 [Resume for product manager role](#)

2 [The Complete Guide to Write Your Product Manager Resume \[Plus A Free Template\]](#)

3 [How to Become a Product Manager](#)

4 [Product Management Interview Process](#)

5 [Product Design / Sense](#)

6 [The Ultimate List of Product Manager Interview Questions](#)

7 [11 Revealing Product Manager Interview Questions](#)

8 [80+ Product Manager Interview Questions \[Ultimate List\]](#)

9 [18 Essential Product Management Interview Questions *](#)

1 [Google product manager interview guide](#)

2 [Facebook product manager interview guide](#)

3 [Amazon product manager interview guide](#)

4 [Microsoft product manager interview guide](#)

5 [LinkedIn product manager interview guide](#)

6 [Uber product manager interview guide](#)

7 [Stripe product manager interview guide](#)

8 [How technical should you be to pass a Google PM interview?](#)

9 [My Google interview experience for Product Manager role](#)



Templates

Templates to bring together planning, people, meeting notes, projects, and more. Keep stakeholders aligned and get your products out into the world faster.

All the free product management resources and templates you need in one place

1 [My personal 1-Pager template](#) — How I start every project

2 [Product Hunt's PRD template](#)

3 [My business strategy template](#)

4 [V2MOM template](#) by Marc Benioff

5 [Product Vision Board](#) by Roman Pichler

6 [Building a shared team vision](#) by Google

7 [Launch strategy template](#) by Pratik Mehta

8 [Roadmap template](#)

9 [Gokul's S.P.A.D.E. decision-making framework](#)

1 [How we make decisions at Coinbase](#)

2 [The Pyramid Principle](#)

3 [“Jobs to Be Done” framework](#)

4 [Eigenquestions: The Art of Framing Problems](#)

5 [We Don't Sell Saddles Here](#)

6 [Business strategy concepts](#)

7 [High Output Founders' Library](#)

8 [Steve Morin's 1-pager template](#) (EM at Asana)

9 [Figma's PRD template](#) — A super comprehensive plug-and-play template

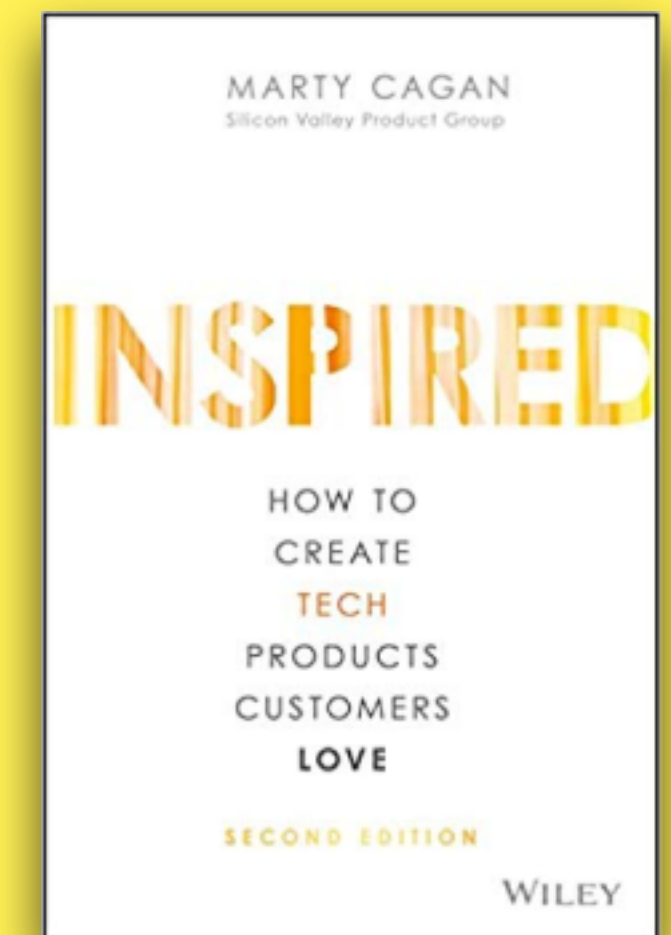
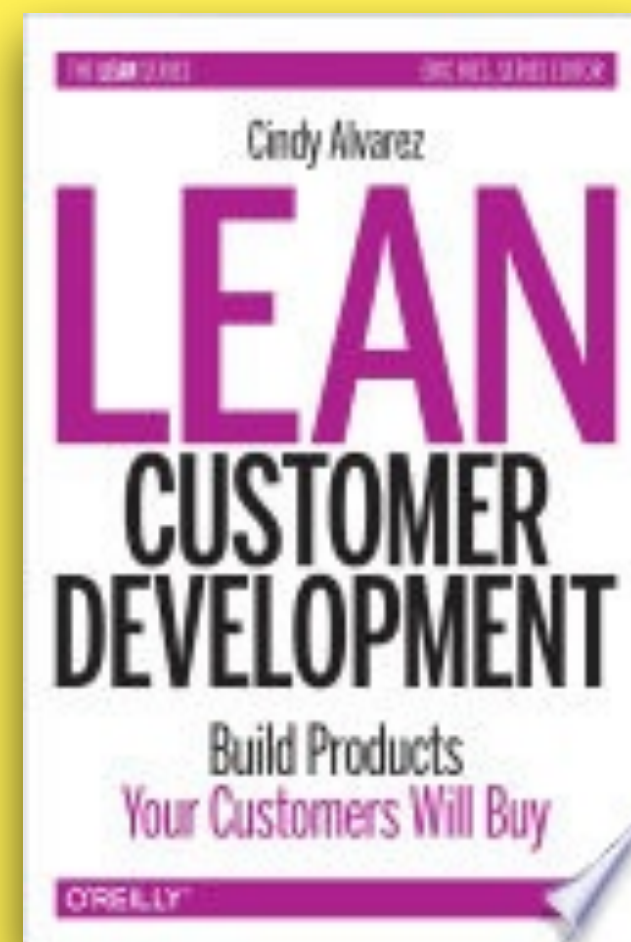
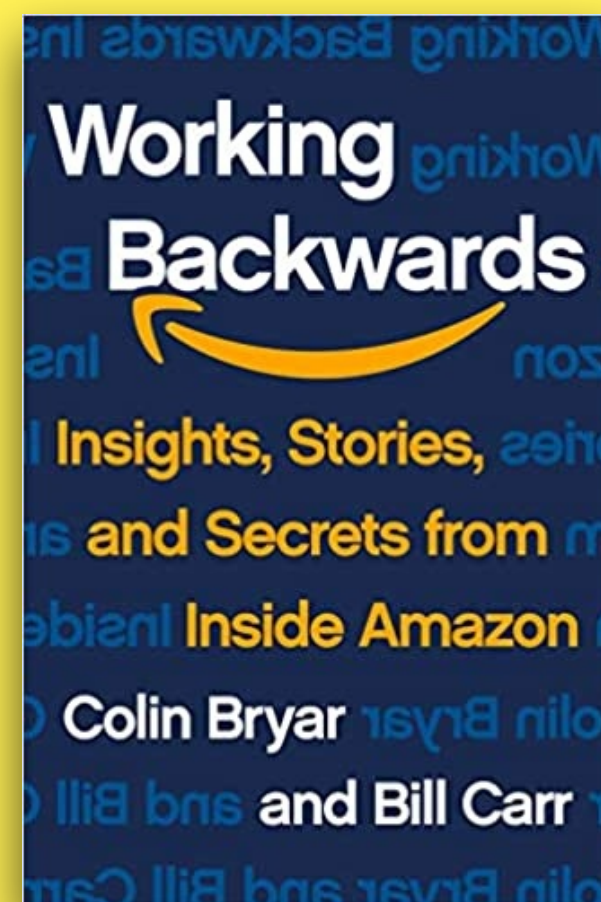
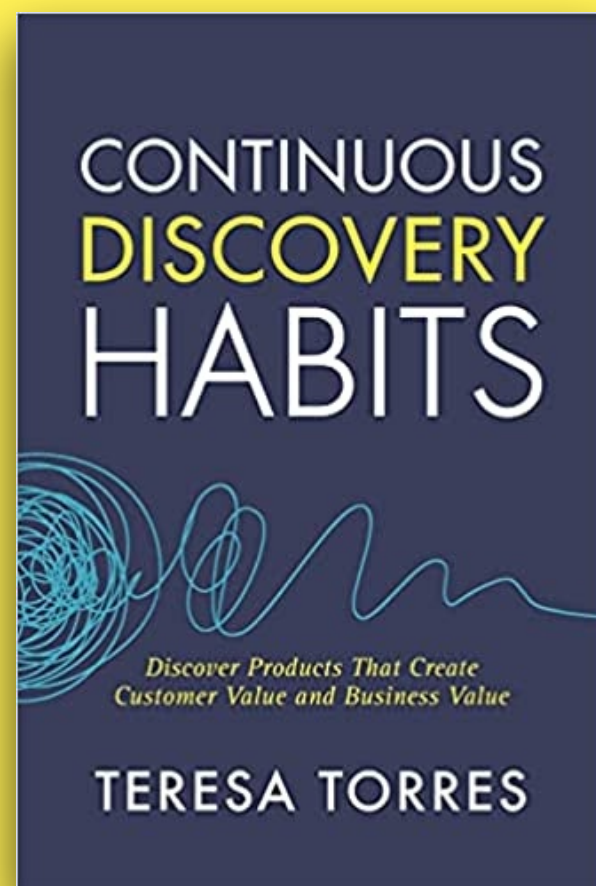
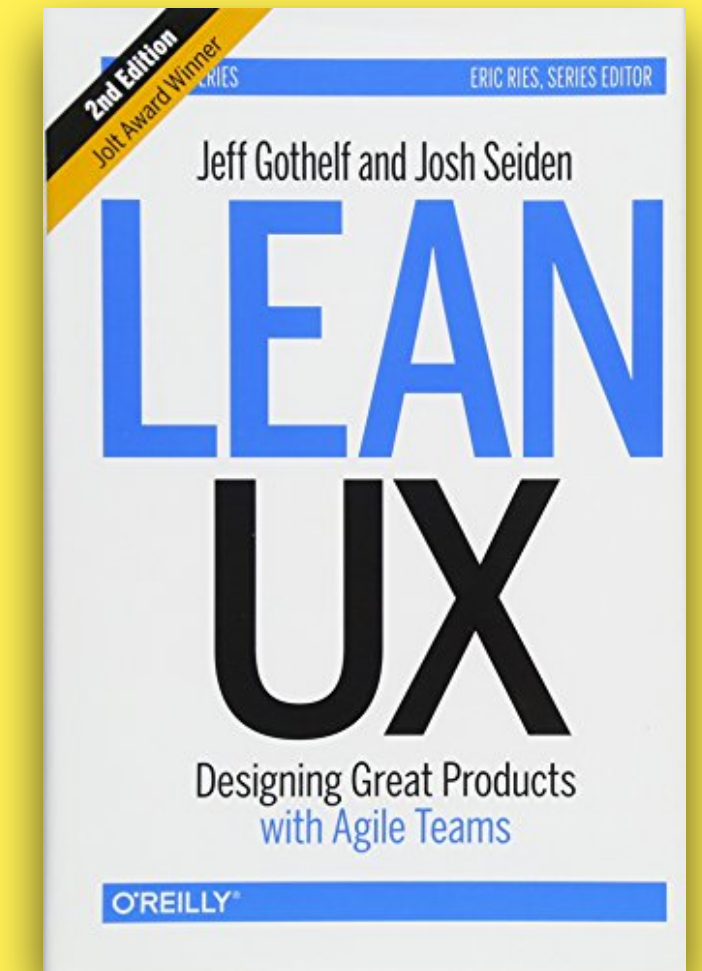
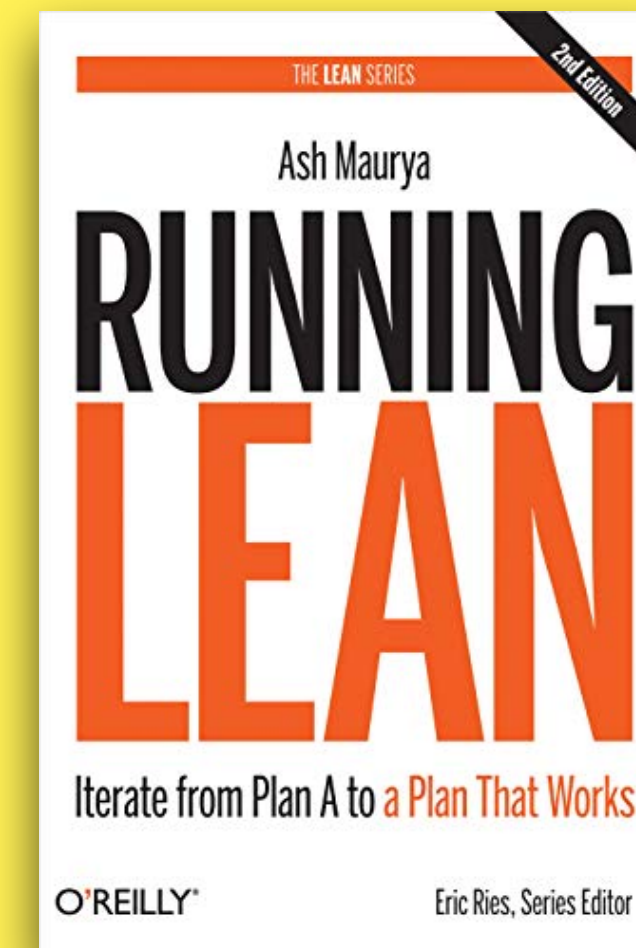
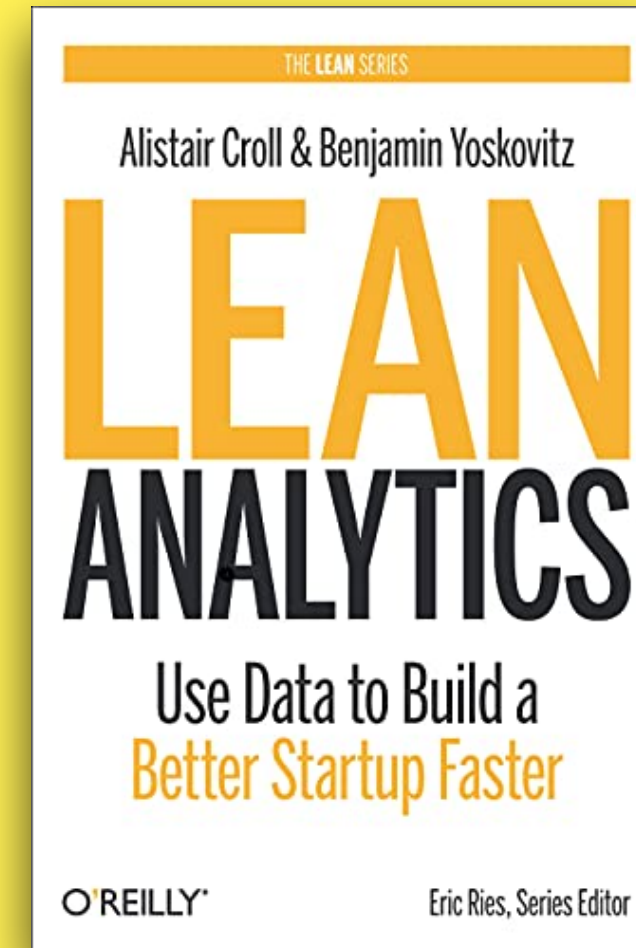
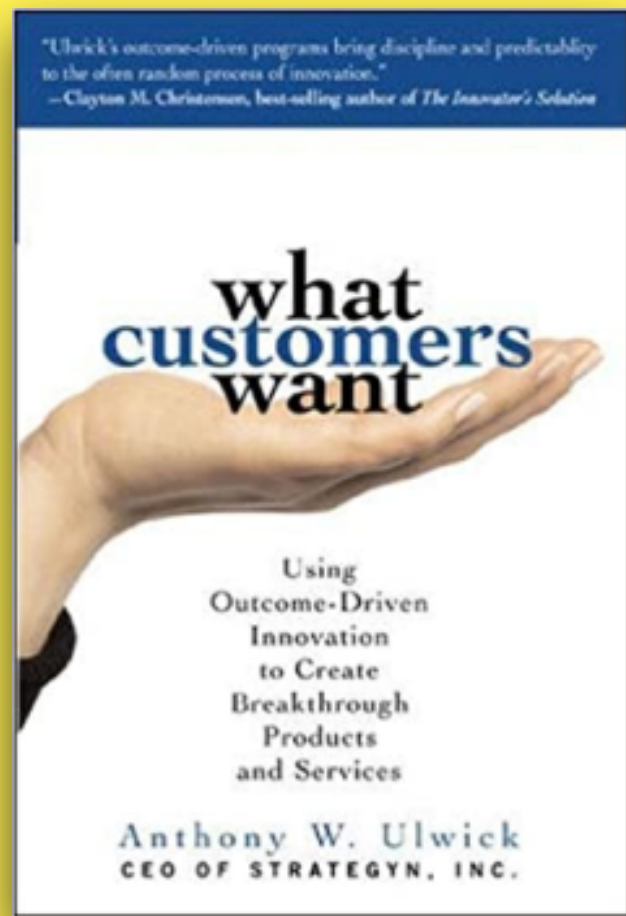
317 Free Resources for Product Management

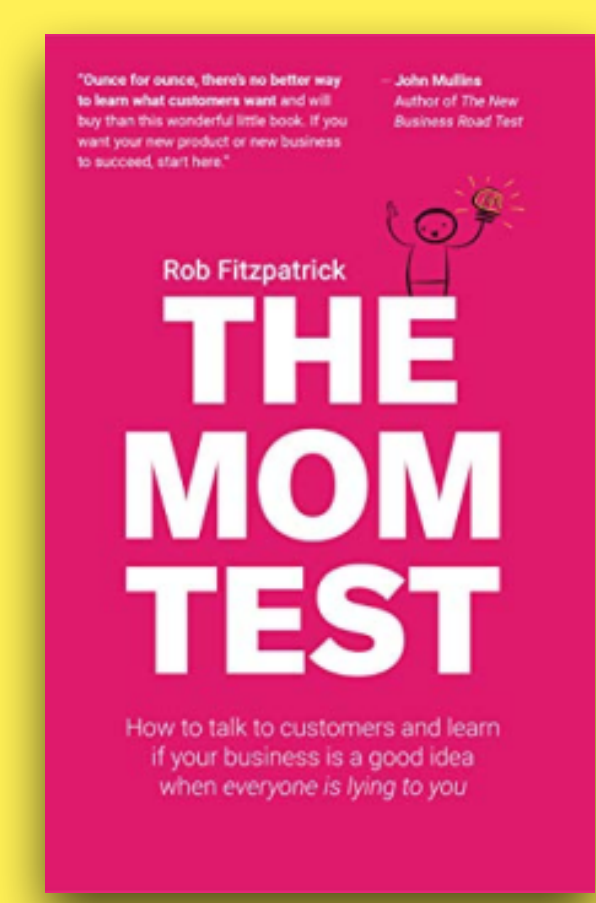
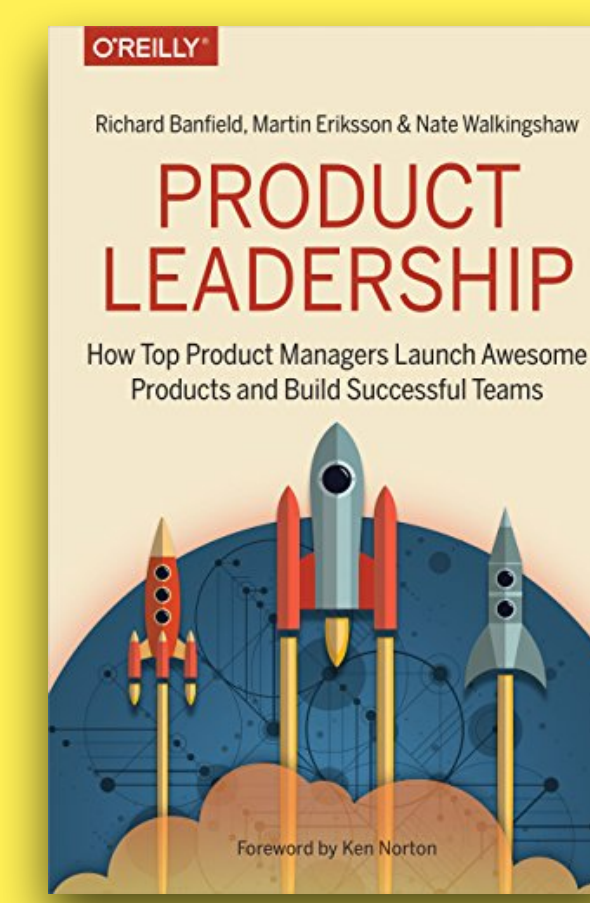
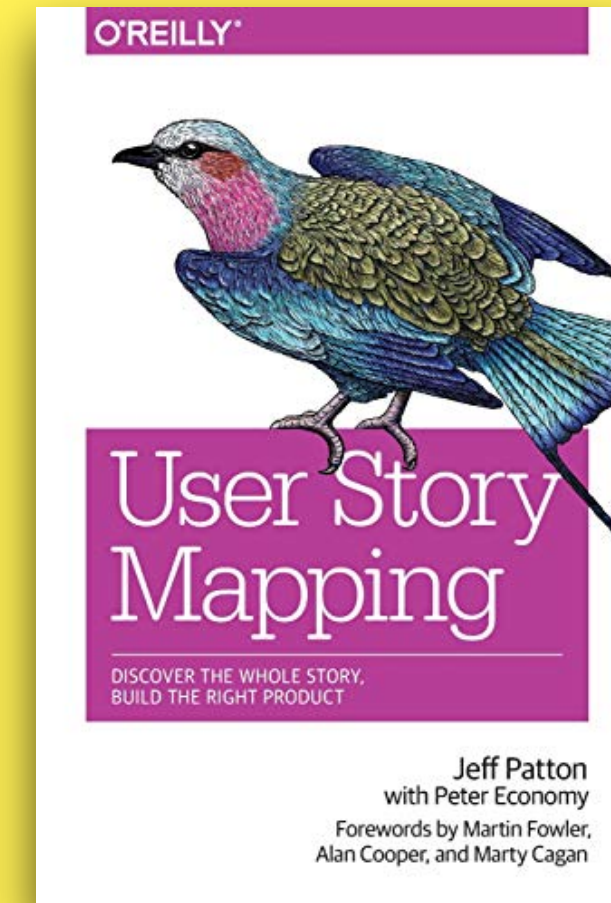
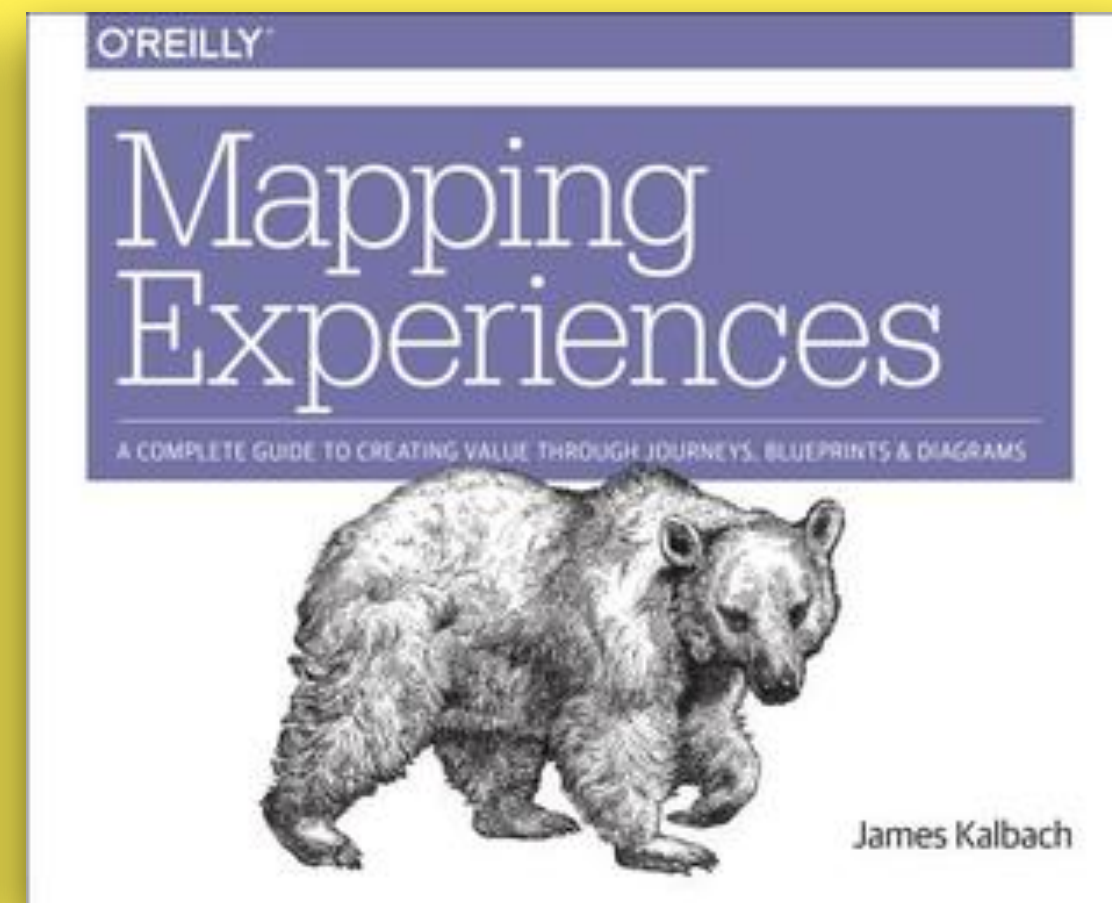
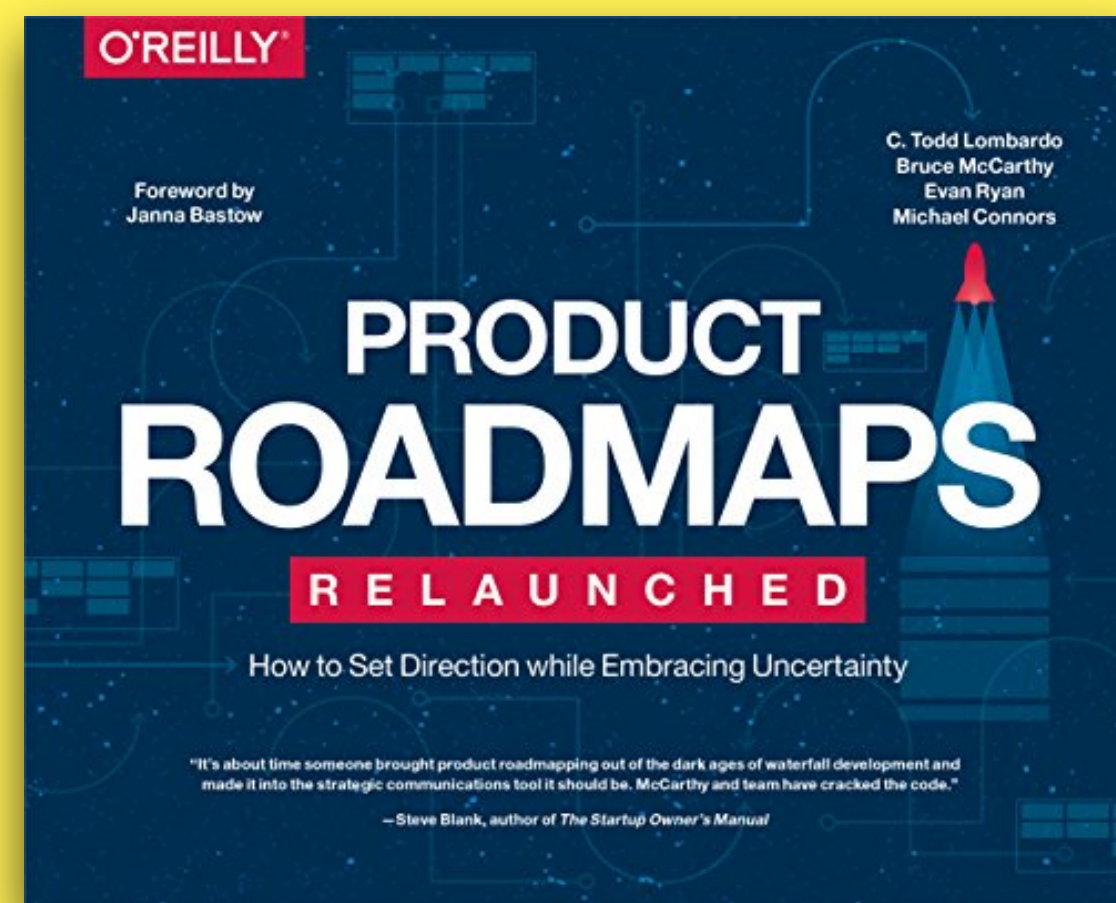
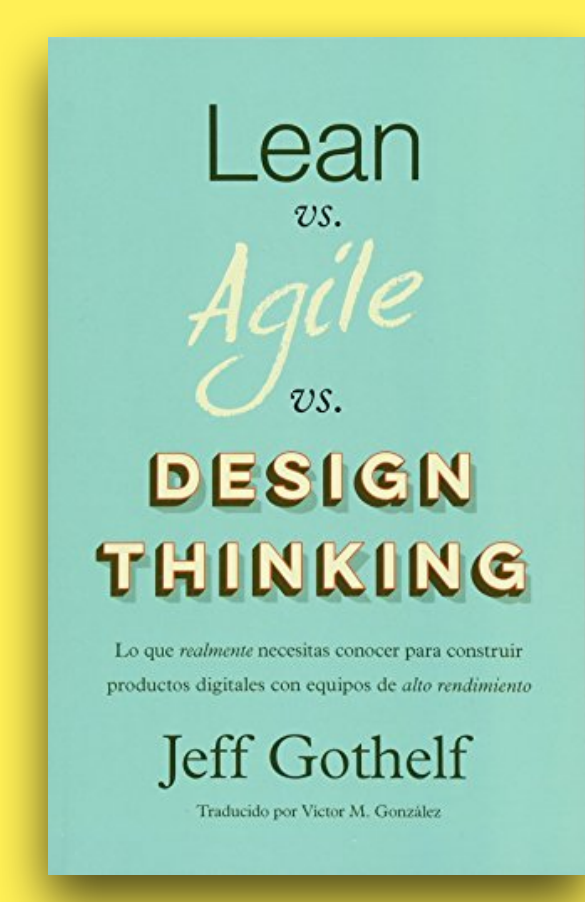
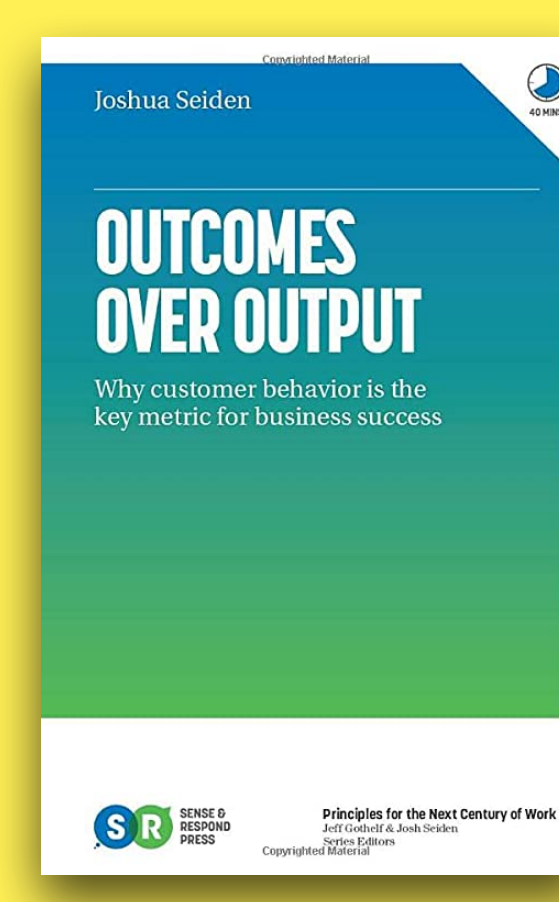
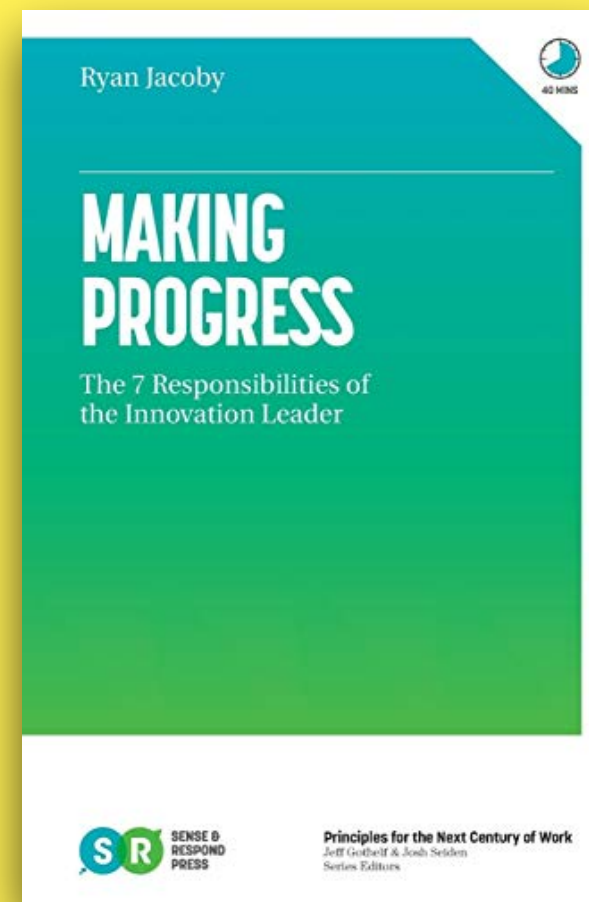
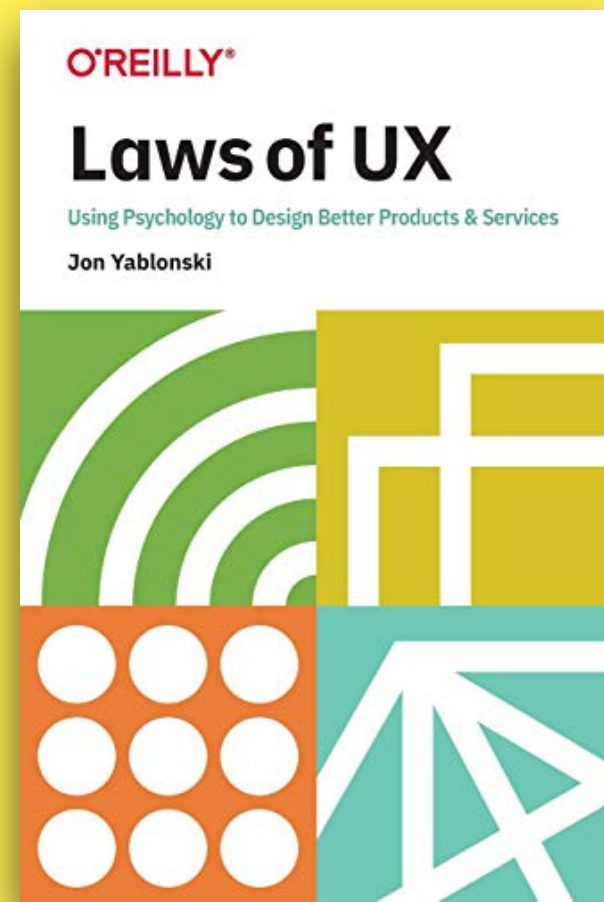
Good Reads

- 1 [Want To Build An Incredible Product? Strive For The Delta Of “Wow”](#) - By [Wayne Chang](#).
- 2 [The Quintessential Guide For Building An Unforgettable First-time User Experience](#)
- 3 [One door at a time](#) - By [Jason Fried](#).
- 4 [Good Product Manager/Bad Product Manager](#) - By [Ben Horowitz](#).
- 5 [Guide to building a product roadmap](#) - By [Hellonext, Inc.](#)
- 6 [Guide to Career Planning](#) - By [Marc Andresssen](#).
- 7 [Guide to Personal Productivity](#) - By [Marc Andresssen](#).
- 8 [PM at Microsoft](#) - By [Steven Sinofsky](#).
- 9 [Hiring Your First Product Manager](#) - By [Steven Sinofsky](#).
- 10 [12 Things about Product-Market Fit](#) - By [Tren Griffin](#).
- 11 [Relentlessly Resourcefull](#) - By [Paul Graham](#).
- 12 [How to Be an Expert in a Changing World](#) - By [Paul Graham](#).
- 13 [The Time Value of Shipping](#) - By [Brandon Chu](#).
- 14 [Maker's Schedule, Manager's Schedule](#) - By [Paul Graham](#).
- 15 [Deadlines](#) - By [Brandon Chu](#).
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Book Recommendation





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