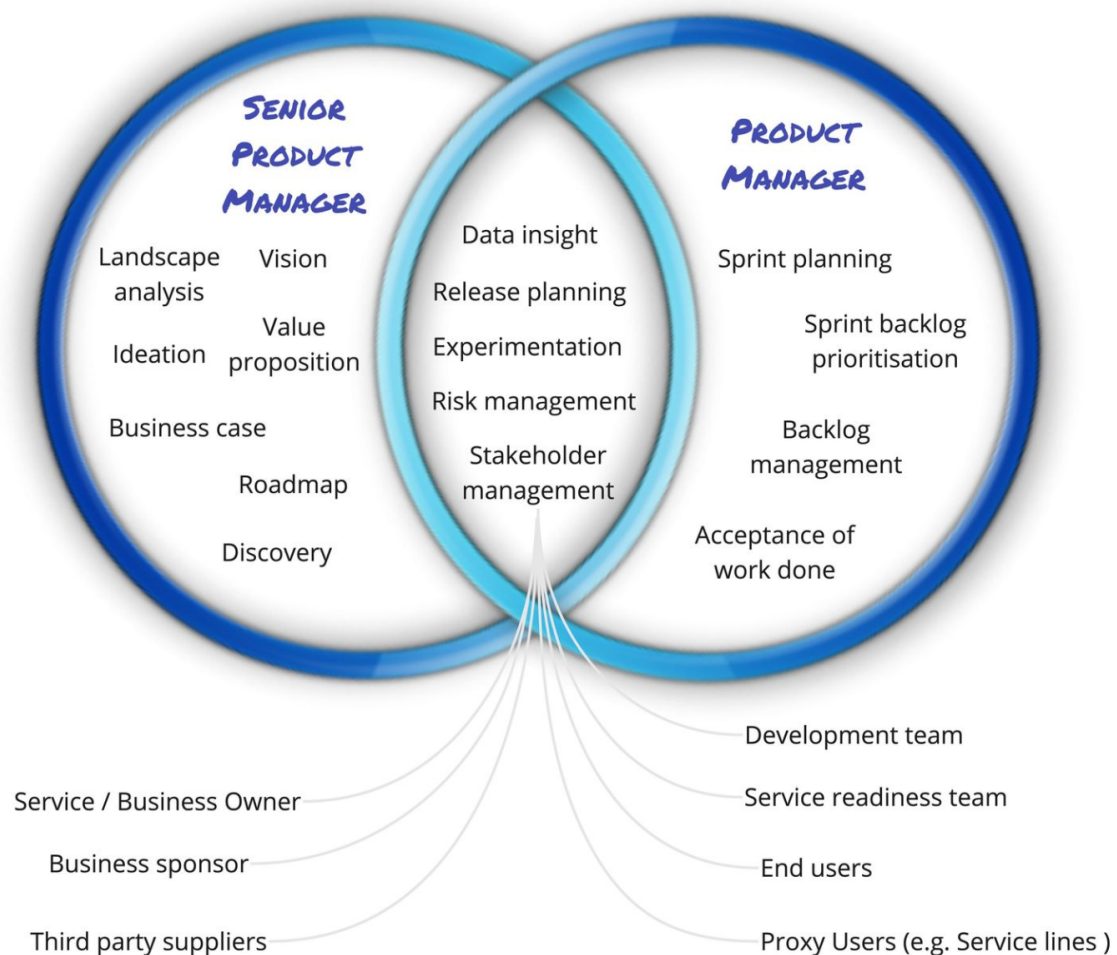


Ri: Senior Product Manager & Product Manager Responsibilities

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This list of responsibilities for SPM and PM (PO) has been specifically tailored for WCC's needs and Product team structure. Therefore, some areas of the end-to-end Product Management lifecycle such as Product Marketing and Monetisation have not been covered in here.

SPM and PM in nutshell



Product Manager: Strategic and Broad

Brief: In an SPM and PM setup, the Senior Product Manager plays a strategic role and oversees and manages multiple work streams for the same product or multiple products across a product portfolio. The role works closely with one or more PMs (POs) each owning one work stream or initiative to give them direction based on the vision, strategy and the roadmap.

Topics	SPM's Key Responsibilities
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Ideation	<p>Work with the business to identify and build an Ideas/Initiatives backlog</p> <p>Own and oversee one or multiple initiatives</p> <p>Create Opportunity Canvas</p> <p>Identify key opportunities and problems</p> <p>Mapping Ideas/Initiatives to Business Objectives (OKRs), Mission and Vision</p> <p>Prioritise Ideas/Initiatives</p> <p>Create and prioritise <u>Assumptions</u></p>
<p>Discovery</p>	<p>Work with User Research and Service Design through data insight and user research studies to</p> <p>Find, collate and extract key customer insights</p> <p>Articulate the problem space into discrete problem statements</p> <p>Identify target users and their pain points</p> <p>Prioritise users, their problems and pain points</p> <p>Define Experiments</p> <p>Work with Service Design, UX and Tech leads on potential solutions addressing the user problems and pain points</p> <p>Create and prioritise <u>Assumptions</u></p> <p>Create and prioritise <u>Hypotheses</u></p> <p>Identify and define the metrics to capture and support the hypotheses and test cards</p> <p>Create and prioritise <u>Test Cards</u></p> <p>Compile Business Case to fund agreed delivery scope and confirm financial sustainability</p>
<p>Validation through Experimentation</p>	<p>Build backlog of Epics (including the hypotheses) to conduct initial experiments</p> <p>Define the minimum viable solution/product to enable the hypotheses to be tested</p> <p>Capture learnings and review hypothesis</p> <p>Assess if problem solution fit has been achieved</p> <p>Work with Architects to assess technical feasibility on solutions/products proved by the hypotheses in order to build in scale</p>

Value Proposition Design (Product Definition)	<p>Define the product (The What), users (The Who), and the benefits (The Why) linked to the business mission and vision</p> <p>Define the Product definition through Value Proposition Design by working on</p> <p>The WHO = User targets</p> <p>The WHY</p> <p>Their jobs to be done (JTBD)</p> <p>Their Needs</p> <p>Their Problem</p> <p>Their Benefits (gains)</p> <p>The WHAT = Potential solutions that fits the problems</p> <p>Scope</p> <p>KPIs (north star metrics to capture and track)</p> <p>Define and drive the Product Vision and Strategy linking to the</p> <p>WHO</p> <p>WHAT</p> <p>WHY</p> <p>Business OKRs, Mission and Vision</p> <p>Build, own and maintain outcome based Product Roadmap linked to relevant OKRs</p> <p>Build and prioritise backlog of Epics and Features and liaise with PM who will create user stories</p> <p>Work with Architecture or Tech leads to conduct feasibility assessment of the features</p>
Horizon and Release Plan	<p>Define MVP and major releases including the scope</p> <p>Plan the upcoming horizons (90/180 days) and communicate to PMs so they can align their sprint planning with the Horizon and Release plans</p>
Stakeholder Management	<p>This is the core part of the Product Management job and require great deal of good soft skills particularly building empathy with stakeholder, challenge them with evidence, and get their buy-in.</p> <p>Build empathy and a strong and strategic relationship with Senior stakeholders such as Business Owners, Product Council, and the customer(s) to align on the value proposition</p> <p>Challenge stakeholders with evidence to protect the scope of the Product (Say No by not say No - soft skills come here)</p> <p>☐</p> <p>Build strong relation and empathy with the Product team (PMs mainly) and maintain the line of communication with them</p>
Landscape Analysis (Market, Competitors, Trends, Technology)	<p>Identify and analyse</p> <p>Market landscape</p> <p>Competitors</p> <p>Trends</p> <p>Technologies and Solutions</p> <p>Potential Partners</p> <p>Build vs Buy</p>

Scrum Ceremonies	<p>Daily Scrum: Generally optional for SPM to attend unless he/she is involved in some tasks in a sprint</p> <p>Sprint Review: Attend and see the work done by the team and provide input/feedback Invite and encourage Senior Stakeholders to attend the review session (inform the PM if SLT or the customer will be attending)</p> <p>Sprint Planning Generally optional to attend when there is a SPM and PM set up but that can adapt when SPM is also involved in conducting planned work for the next sprint being planned. But the session is led by the PM</p> <p>Sprint Retrospective: attend and participate as scrum team member</p>
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Product Manager: Tactical and Focused

In a SPM and PM setup, Product Manager plays a more focused role on one workstream or initiative and is responsible for delivering the increments based on the roadmap and the horizon plan. Product Manager has to work closely with the PM to receive direction and execute the sprint backlogs.

Topics	PM's Key Responsibilities
Validation and Experimentation	<p>Maintain and refine the backlog with user stories based on the Epics and hypotheses created by SPM</p> <p>Prioritise stories based on the release and horizon plan created by SPM</p>

Stakeholder Management	<p>This is the core part of the Product Management job and require great deal of good soft skills particularly building empathy with stakeholder, challenge them with evidence, and get their buy-in.</p> <p>Build empathy and a strong relationship with the following roles/ disciplines and maintain the line of communication with them</p> <p>Product Manager</p> <p>Engineering</p> <p>Service Design</p> <p>UX Design</p> <p>The end user (customer)</p> <p>Business (e.g. service lines)</p> <p>Challenge your stakeholders with evidence to protect the scope of the Backlog (Say No by not say No - soft skills come here)</p>
Backlog Management	<p>Create user stories</p> <p>Develop acceptance criteria</p> <p>Prioritise user stories</p> <p>Define metrics to support KPIs</p> <p>Backlog Refinement: Refine stories and acceptance criteria with UR, UX Design and Engineering</p> <p>split and slice the stories so they can be delivered in one sprint - following the INVEST model (stories shall be Independent, Negotiable, Valuable, Estimable, Small and Testable)</p> <p>Maintain backlog hygiene</p> <p>Work with the scrum team to</p> <p>refine stories (take their inputs, analyse and incorporate to the stories considering the sprint goals and size of the stories - Say no when their inputs are not aligned with the sprint goals or increases the size of the story)</p> <p>provide a rough estimate on stories prior to Sprint Planning</p> <p>ensure user stories meet the Definition of Ready</p>
Sprint Management	<p>Build sprints backlog</p> <p>Set Sprint goals in line with the Release and Horizon plans that SPM provides and agree the Sprint goals with SPM</p> <p>Communicate the Sprint goals to the scrum team</p> <p>Review the work at the end of the sprint and check against the acceptance criteria</p> <p>On completion of stories, PM assesses the stories against acceptance criteria and DoD and close the stories once DoD is met</p> <p>Support the Delivery Manager / Scrum Master to Remove Impediments</p> <p>Work with the Delivery Manager / Scrum Master to Create, Apply and improve Definition of Done</p>

Scrum Ceremonies	<p>Daily Scrum:</p> <p>Support the team if there is a blocker that concerns the Product</p> <p>Track the progress</p> <p>Remind the sprint goals to the scrum team</p> <p>Sprint Review:</p> <p>Review the Sprint Goals with the team</p> <p>Review the work from the team and check against a/c (acceptance criteria)</p> <p>Accept a work as done or incomplete</p> <p>Sprint Planning</p> <p>Lead the sprint planning</p> <p>Communicate the Sprint Goals</p> <p>Review the agreed stories and a/c with the team</p> <p>Lead the estimation with the team</p> <p>Decide which stories can be moved to the backlog when the velocity is reached.</p> <p>Sprint Retrospective: attend and participate as scrum team member</p>
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SPM and PM Shared Responsibilities

Topics	Shared responsibilities
Risk Management	Delivery Manager ... Capture, prioritise and track risks, constraints, challenges and issues and communicate with the SPM/PM
Analytics	<p>Review and measure KPIs and Metrics</p> <p>Data analysis</p> <p>Capture and analyse user feedback</p>
Release Plan	<p>Planning the releases</p> <p>Production Release Roll out</p> <p>Customer / User readiness support comms</p>
Stakeholder Management	As stated in the above sections for both SPM and PM

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