

Product Manager Pathway

Value, Flow, Quality (VFQ) is Emergn's approach to work-based education. It allows people to learn and adopt new, modern ways of working to deliver products, services, or ideas to market.

VFQ focuses on outcomes rather than the rollout of any one specific methodology. It's founded on the principle that lasting change requires transformative learning so people can acquire the best skills that apply to their work.

Our approach is influenced by the 70:20:10 Model for Learning and Development. Learning is not an isolated activity that is carried out separate from the workplace. Work and learning are intermingled, and the 70:20:10 model provides a framework for thinking outside the classes/courses/curriculum mindset of learning and focusing on the entire spectrum – workplace, social and formal.

We take a blended approach to deliver education based on the idea that different people learn in different ways. The most impactful learning happens when people understand things and apply those concepts directly in their work.

70 20 10

IN WORK LEARNING

COACHING

EDUCATION



The goal of any organization is to serve a marketplace with valuable products and services. Today, the competitive edge of an organization is based on how quickly and effectively the company can take their ideas and bring them to market. Do the ideas meet the needs of the customer? Have they solved their problem? Are they competitive in the current environment and will they still serve the need in the future?

The prevalence of software, technology and digital services has changed the way that products are being brought to market and has given rise to many new and modern management techniques. This pathway is a practical education program that helps people working in and around product management to acquire the skills and competencies to define, develop and launch products, services and features that satisfy the needs of the customer.

Whereas most Product education in the industry further polarizes the roles of product delivery (typically known as the product owner) and product strategy (typically known as the product manager), this pathway aims to create 'rounded' product managers, that are able to discover what to build in the first place and then go on to deliver increments of that product linked to an overarching product vision and strategy.

Participants will learn techniques and tools from many modern schools of management including Design Thinking, Agile and Lean and align them with the outcomes of Value, Flow and Quality.

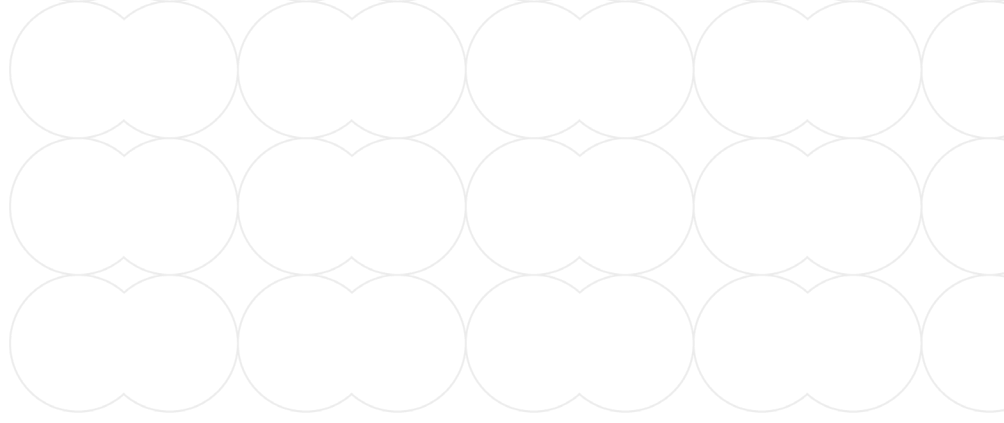
Benefits of the Product Manager Pathway

- This pathway develops a pool of talent within the organization, reducing the dependency on external skills and capabilities.
- The organization benefits from the very start of the pathway, where participants are required to practically apply their learning to a real product. Throughout the pathway, participants build on their initial ideas, creating a rich learning experience anchored around real work.

- Participants learn how to prioritize based on business value and make difficult trade-off decisions whilst keeping the customer in mind.
- Products will get to market faster and feedback will be incorporated sooner as part of validated learning.
- Participants will learn how to effectively work with requirements and deliver value to the customer through understanding the underlying business model of their product.
- The certifying assessment ensures that the organization is achieving true end to end product thinking from their product people.

Why the Product Manager Pathway works

- The pathway is supported by the latest VFQ content.
- The pathway and context-specific assignments allow participants to discover their own solution to the unique challenges of taking ideas to market.
- The pathway requires participants to test ideas and assumptions rapidly and effectively, which we then review during the assessment.
- It necessitates a deep understanding of the principles and practices beyond application. Through this, the participants will develop a solid understanding of their customer, market and product.
- Both the journey and participants are supported throughout by our instructors and VFQ content.



Pathway outcomes

On completion of this pathway, participants will be able to confidently:

- Apply tools and techniques required to take new products from idea to market and grow existing products, by understanding the product lifecycle and product development approaches.
- Interpret the principles of delivering value early and often, optimizing the flow of work end to end, and discovering quality with fast feedback, to create a long-term, and lasting, product management capability.
- Examine product management as it is characterized today and understand it in their context.
- Explore how products enable business outcomes and solve problems for customers.
- Recognize the mindset and behaviors required for effective product leadership.
- Identify how to navigate uncertainty and risk in product development.
- Prioritize the product roadmap through the application of an array of different techniques that validate what is valuable.

Who is this pathway for?

The VFQ Product Manager Pathway is designed for people who have responsibility for, or are involved in, overseeing the product delivery, discovery and/or strategy process. Typically these roles will be product managers, product owners, product developers, planners or directors.

Participants will benefit from learning about the principles of Value, Flow, Quality and how these elements can be improved through specific practices, techniques and principles, and how they are applied to take great products and services from idea to market.

Time allowance

This pathway is designed to maximize the outcomes by applying the learning to real work while taking into consideration the demands on people's time.

The learning is split across:

- A 4-hour instructor-led session per week for 10 weeks
- 1 hour per week of additional self study
- 2+ hours per week of practical application

In total, we anticipate that participants will spend 60+ hours on the Product Manager Pathway.

Cohort size

Because we optimize for learning, we limit each cohort to a maximum of 12 people, with a minimum of 8. We've found that doing this gives everyone a chance to ask questions, discuss and share ideas for changing the way teams work.

4 hrs/wk

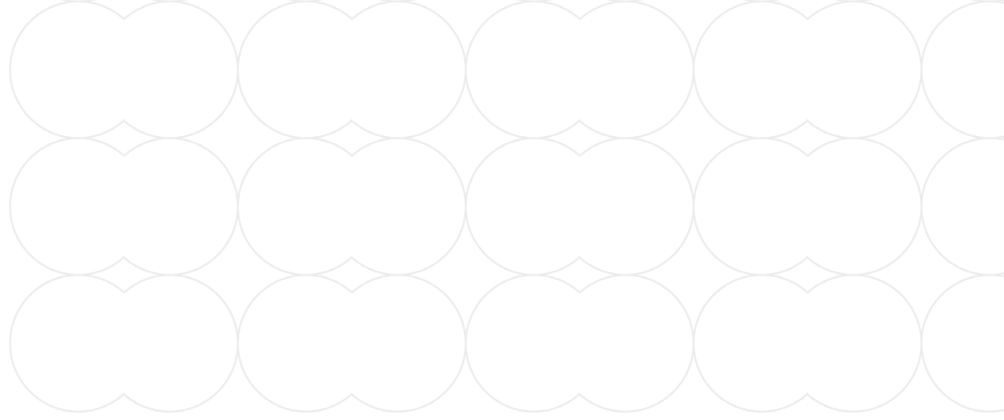
INSTRUCTOR-LED SESSION FOR 10 WEEKS

1 hr/wk

SELF-STUDY

2+ hrs/wk

PRACTICAL APPLICATION



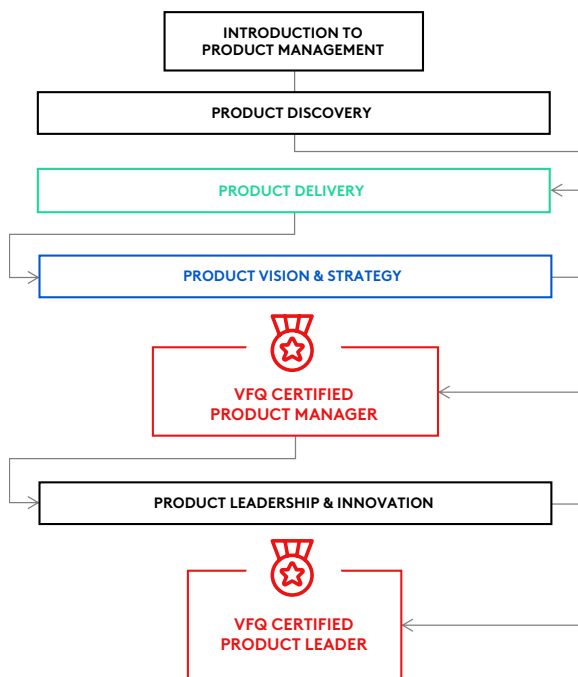
Pathway outline

The 10-week to VFQ Product Manager Pathway covers:

- **Introduction to product management** – understanding the foundations of product management, what it means and why it's important. Relating this to the problem to be solved within the organization.
- **Product strategy** – Articulating how products enable business outcomes, through vision, roadmaps, metrics and establishing how you start delivering on this strategy.
- **Product discovery** – Establishing the customer and business' problem(s)-to-be-solved and validating valuable ideas to help resolve these problems.

- **Product delivery** – Enabling you to break work down into increments and minimum viable products (MVP). Understand how to work with development teams, customers, and the rest of the business, to experiment with ideas, to build great products that achieve the desired outcomes.

Crucially, the cohort will form connections with other pathway participants and an Emergn coach, to share learnings from the application of content and experiences. This will enable the foundations for a product management Community of Practice to be built, something fundamental to the ongoing maturity of a product management capability at an organization.



PRODUCT DISCOVERY

- Customer centricity (customer personas)
- Jobs to be done
- Building user journeys
- Prototyping for success (experimentation)
- Solution trees
- Running a discovery
- Design Thinking
- Problem-solution fit
- Value proposition

PRODUCT DELIVERY

- Identifying valuable product increments
- Running experiments
- Prioritising the backlog
- Identifying the MVP
- Discovery, ALPHA, BETA, LIVE

PRODUCT VISION & STRATEGY

- Creating a compelling product vision
- Goal settings
- Building roadmaps
- Understanding the market
- How to win (product/business growth)
- The product lifecycle



Our aim is to create 'rounded' product managers unlike what we see in the industry, where product managers are EITHER delivery focused OR strategically focused.

- The framework we have prepared certifies the accumulation of competency in product delivery, product discovery and product strategy as a VFQ Product Manager
- We also certify 'Product Leaders' through the assessment of their leadership and innovation competency.



For more information about the VFQ Product Manager Pathway, or any of our other pathways and programs, please contact us or visit emergn.com

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