

The Product Managers Desk Reference Steven Haines

The Product Manager's Desk Reference McGraw Hill
Professional

Move step-by-step through proven solutions guaranteed to keep all your projects on track. The Project Manager's Desk Reference, Second Edition, by James P. Lewis, gives you a template for managing projects of any size from start to finish, a 16-step process for planning, monitoring, and controlling any project. As you explore specific situations taken from today's fast-moving business environment, the author's easy-to-understand approach shows you how to confidently put together a project plan using Work Breakdown Structures, PERT, CPM, and Gantt schedules. You learn how to conduct risk analysis, and assemble and manage a problem-solving team to eliminate potential stumbling blocks and complete the project on time and within budget. In the second edition of this hands-on toolbox, you get updated examples, illustrations and figures, checklists for every stage, plus lists of associations and powerful websites.

A good product roadmap is one of the most important and influential documents an organization can develop, publish, and continuously update. In fact, this one document can steer an entire organization when it comes to delivering on company strategy. This practical guide teaches you how to create an effective product roadmap, and demonstrates how to use the roadmap to align stakeholders and prioritize ideas and requests. With it, you'll learn to communicate how your products will make your customers and organization successful. Whether you're a product manager, product owner, business analyst, program manager, project manager, scrum master, lead developer, designer, development

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manager, entrepreneur, or business owner, this book will show you how to: Articulate an inspiring vision and goals for your product Prioritize ruthlessly and scientifically Protect against pursuing seemingly good ideas without evaluation and prioritization Ensure alignment with stakeholders Inspire loyalty and over-delivery from your team Get your sales team working with you instead of against you Bring a user and buyer-centric approach to planning and decision-making Anticipate opportunities and stay ahead of the game Publish a comprehensive roadmap without overcommitting Understand and apply new concepts regarding Work Breakdown Structures The Work Breakdown Structure (WBS) has emerged as a foundational concept and tool in Project Management. It is an enabler that ensures clear definition and communication of project scope while performing a critical role as a monitoring and controlling tool. Created by the three experts who led the development of PMI®'s Practice Standard for Work Breakdown Structures, Second Edition, this much-needed text expands on what the standard covers and describes how to go about successfully implementing the WBS within the project life cycle, from initiation and planning through project closeout. Filling the gap in the literature on the WBS, *Work Breakdown Structures: The Foundation for Project Management Excellence* gives the reader an understanding of: The background and key concepts of the WBS WBS core characteristics, decomposition, representations, and tools Project initiation and the WBS, including contracts, agreements, and Statements of Work (SOW) Deliverable-based and activity-based management Using the WBS as a basis for procurement and financial planning Quality, risk, resource, and communication planning with the WBS The WBS in the executing, monitoring, and controlling phases New concepts regarding the representation of project and program scope Verifying project

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closeout with the WBS Using a real-life project as an example throughout the book, the authors show how the WBS first serves to document and collect information during the initiating and planning phases of a project. Then, during the executing phase, the authors demonstrate how the WBS transitions to an active role of project decision-support, serving as a reference and a source for control and measurement. (PMI is a registered mark of Project Management Institute, Inc.)

Everything you need to implement Objectives and Key Results (OKRs) effectively Objectives and Key Results is the first full-fledged reference guide on Objectives and Key Results, a critical thinking framework designed to help organizations create value through focus, alignment, and better communication. Written by two leading OKRs consultants and researchers, this book provides a one-stop resource for organizations looking to quantify qualitative goals and ensure each team focuses their efforts to make measureable progress on their most important goals. You'll learn how OKRs came to be and how leading companies use them every day to help teams and employees stretch their thinking about what's possible, build their goal-setting muscles and achieve results that reflect their full potential. From the basic framework to a detailed dissection of best practices, this informative guide walks you through real-world implementations to help you get the most out of OKRs. OKRs help employees work together, focus effort, and drive the organization forward. Key results are used to define what it means to achieve broad, qualitative goals, and imperatives like "do it better" are transformed into clear, measureable markers. From the framework's inception in the 1980s to its popularity in today's hyper-competitive environment, OKRs make work more engaging and feature frequent feedback cycles that enable workers to see the progress they make at

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work each and every day. This book shows you everything you need to know to implement OKRs effectively. Understand the basics of OKRs and their day-to-day use Learn how to gain the executive support critical to a successful implementation Maintain an effective program with key assessment tips Tailor the OKRs framework to your organization's needs Objectives and Key Results is your key resource for designing, planning, implementing, and maintaining your OKRs program for sustainable company-wide success.

You just got hired! Congrats! Now what? It takes most new product managers six to eight months to reach full productivity. Most companies and managers don't have onboarding training designed specifically for product managers. This means you would spend half of your first year haphazardly gathering the bits of information you need to be an effective product manager. Every Product Manager's First 90 Days is the solution to this problem. With over 40 interactive exercises and 90 questions, you will systematically work your way through your company discovering the knowledge necessary to be successful. Know Your Role - Learn your responsibilities and what others expect of you. Know Your Team - Learn who does what and what strengths they bring to the organization. Know Your Stakeholders - Learn which people you need input from on each aspect of the product and who to ignore. Know Your Customer - Learn who uses your product and how they use it. Know Your Competition - Learn who you are up against and what makes your product unique in the marketplace. Know Your History - Learn how the product has evolved and how that impacts the future. Know Your Product - Learn your product inside and out. Know Your Numbers - Learn what metrics are critical to focus on. Know Your Marketing - Learn what channels work and how your product is portrayed. Know Your Sales - Learn

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what closes a sale and what is being promised to customers. Know Your Future Product - Learn how you approach product management and what that means for where the product is headed.

Providing self-contained how-to sections, this reference guide includes contributions from leading experts in the fields of managing organizations, marketing, stress and time management, and customer service.

The latest knowledge on mineral ore genesis and the exploration of ore deposits Global demand for metals has risen considerably over the past decade. Geologists are developing new approaches for studying ore deposits and discovering new sources. Ore Deposits: Origin, Exploration, and Exploitation is a compilation of diverse case studies on new prospects in ore deposit geology including atypical examples of mineral deposits and new methods for ore exploration. Volume highlights include: Presentation of the latest research on a range of ore deposit types Application of ore deposits to multiple areas of geology and geophysical exploration Emphasis on diverse methods and tools for the study of ore deposits Useful case studies for geologists in both academia and industry Ore Deposits: Origin, Exploration, and Exploitation is a valuable resource for economic geologists, mineralogists, petrologists, geochemists, mining engineers, research professionals, and advanced students in relevant areas of academic study.

A guide to hazmat management so comprehensive, it took over 90 experts to put it together! That's right! Scores of top experts have packed Hazardous Materials Management Desk Reference, edited by Doye B. Cox, with comprehensive information, along with practical, how-to advice on... * Federal laws and regulations* Personal protective equipment* Toxicology

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issues* Reporting and notification* State brownfields laws and* Incident management programs* Pollution prevention* Waste treatment technologies* And much, much more The information you need to act quickly, correctly, and in compliance everytime is right at your fingertips in this must-have reference. It's the key to preventing work-related illnesses and injuries...structural and environmental damage...loss of business...and disastrous fines and penalties.

Leaders rely on business people to see the big picture and get things done. They want mindset and mojo, all in one! The problem is that all business people aren't wired that way, and that's where The Business Acumen Handbook comes in. The main idea behind The Business Acumen Handbook is to help managers understand the pillars of their company's business, and to operate more effectively and efficiently. After reading this book, you'll be able to: Understand and apply the dimensions of business acumen that focus on people, processes, projects, and products so that you can see the "big picture of business" Incorporate finance, strategy, and performance management into your professional mindset Develop a model for how to effectively communicate with, and influence others. Understand complex business situations, evaluate facts and data, and make better decisions The book is filled with tools, templates, exercises, and guidelines. It also introduces readers to their own individual business acumen assessment so that they can create a purposeful career and professional development strategy. This book is also the companion text for the

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Business Acumen Workshop offered by The Business Acumen Institute (visit: www.businessacumeninstitute.com)

Grab the all-you-need reference and manage your products effectively and efficiently Now, product managers at every level can have an authoritative, one-stop reference to strategizing, introducing, and managing products at their fingertips. The Product Manager's Desk Reference uses the progression of the practitioner across the career cycle as well as the progression of the product across its life cycle to establish clear guidelines as to what must be done, when, by whom, and with what level of expertise.

FORGE A POWERFUL STRATEGY TO BECOME A PRODUCT MANAGER WHO DELIVERS RESULTS The world of business is moving at breakneck speed. More is being demanded of everyone--with fewer resources than ever. In no profession is this more apparent than Product Management. Written by one of today's leading Product Management thought-leaders, Steven Haines, *The Product Manager's Survival Guide* provides best practices, practical on-the-job advice, and a step-by-step blueprint for succeeding in Product Management. Whatever your level of experience--whether you're a novice product manager or seasoned Product Management leader--you'll find everything you need to make consistent positive impacts on your business. With this practical guide in your hands, you have the most powerful tool available for increasing your productivity quickly and dramatically--in a way that is noticeable and measurable. *The Product Manager's Survival Guide* is

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conveniently organized into four sections: I. Getting Your Bearings: Map out your plan to begin the journey to success II. Learning the Product's Business: Go beyond features and functions to become the product expert, customer advocate, and domain expert III. Getting Work Done: Synchronize and orchestrate the work of others to help everyone maintain focus on company goals IV. Moving Forward: Round out your experience to take the next critical steps in your Product Management career

The only way to excel as a product manager is to develop a strategy for the long run. Start formulating one now and you will be well ahead of your competition--internally and externally. The Product Manager's Survival Guide gives you the tools and insight you need to start putting the pieces in place now--so you can succeed well into the future.

In the course of their work, the facilities manager will face a range of complex and often challenging tasks, sometimes concerned with a single business premises, often across an entire property portfolio. To help with those tasks, the Facilities Manager's Desk Reference provides the facilities manager with an invaluable source of highly relevant, practical information on all the principal facilities management services, as well as information on legal compliance issues, the development of strategic policies and tactical best practice information. With a clear practitioner perspective the book covers both hard and soft facilities management issues and is presented in an easy to read, concise format. The Facilities Manager's Desk Reference will be a first point of reference for all busy facilities managers and

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will save them time by providing access to the information needed to ensure the safe, effective and efficient running of any facilities function. It will also serve as a useful overview for students studying for their professional and academic qualifications in facilities management.

The essential guide to seamless product management for today's fluid, unpredictable business world Long considered the most useful and insightful guide of its kind, *The Product Manager's Handbook* has been fully revised and updated to give you the edge in today's challenging business landscape. It features expanded coverage of product development processes, intelligence-gathering techniques (including social media), and a greater emphasis on international issues. This indispensable resource proves that the techniques and tools product managers use are similar—regardless of what industry they work in and what kind of products they manage. Simply put, this book has everything you need for superior job performance—whether you manage consumer or business-to-business products created by an organization that is hierarchical or horizontal. *The Product Manager's Handbook* shows you how to integrate your organization's disparate segments into a cooperative, results-focused unit that produces satisfying products—from initial design through the postpurchase experience. If your job is to create and commercialize products, it provides the information you need to:

- Balance breakthroughs and line extensions
- Create business cases—including competitive assessment, market requirements, and risk reduction
- Conduct gate

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reviews and beta testing and manage scope creep Get everything in order for a smooth product launch For those who manage existing lines, this guide provides: Specific tips for each of the 4Rs of product life-cycle management Brand guidelines Approaches to customer message management Advice on working with sales and the channel Clear, easy-to-read charts show you how to manage each crucial step from conception to completion, and practical checklists help you evaluate progress at every stage. Interviews with seasoned product management consultants and top-performing product managers provide you with dynamic, proven strategies for addressing potential problems in marketing, production, cross-cultural communication, and more. The Product Manager's Handbook examines current market-leading companies, the latest research findings, and evolving customer perceptions to provide you with the tools you need to design, produce, and market winning products—and beat the competition at every turn.

A brand new book from Amazon.com best-selling author Lewis C. Lin *Be the Greatest Product Manager Ever* is the playbook on how you can move up the PM career ladder. This book is suitable for PMs of all levels from individual contributors to senior executives. Features the ESTEEM Method(TM), six proven skills to get the career you want *Be the Greatest Product Manager Ever* features Lewis C. Lin's brand-new career management framework: the ESTEEM Method(TM). The ESTEEM Method(TM) details, for the first time ever, the six core competencies you need to move up in your PM career: Execution Superior Communication Skills Tactical

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Awareness Extraordinary Mental Toughness Exceptional Team Builder Moonshot Vision Unlike other books, Lin explains not only why but also how. In other words, Lin will reveal his secret frameworks, tools, and wisdom to strengthen your ESTEEM(TM) competencies including: How to Start Every New Job How to Start Every New Job How to Figure Out What to Do How Stuff Gets Done: System 1 and 2 How to Sound Authoritative Like a Professor How to Establish Your Value How to Get Others to Do What You Want How to Play Office Politics The One Interview Question You Need to Ask Explain Why Your New Direct Reports Will Struggle How to SCAMPER Your Way to a Moonshot Vision Why the Best Visionaries Get into Technical Details If you've ever wondered what you need to do move up the PM career ladder, Lin provides the secret tools, frameworks, and wisdom to make it to the top from PM to CEO.

Why are some products a hit while others never see the light of day? While there's no foolproof way to tell what will succeed and what won't, every product has a chance as long as it's supported by research, careful planning, and hard work. -Written by successful product manager Marc Abraham, My Product Management Toolkit is a comprehensive guide to developing a physical or digital product that consumers love. Here's a sample of what you'll find within these pages: Strategies for determining what customers want-even when they don't know themselves Clear suggestions for developing both physical and digital products Effective methods to constantly iterate a product or feature Containing wisdom from Abraham's popular blog, this book explores product

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management from every angle, including consumer analysis, personnel management, and product evolution. Whether you're developing a product for a small start-up or a multinational corporation, this book will prove invaluable.

Are you a product leader looking for advice on how to be certain that every product manager on your team lives up to their full potential? Do you want to make sure your product people are competent, empowered, and inspired, and would you like to know how you can best help them on this journey? If you answered "yes" to any of these questions, then this book is for you! By the end of this book, you will understand:

- Why you need to focus on the personal development of every product manager-and of the team as a whole-to unlock their full potential.
- Why coaching is an important part of your job, and how to do it in the most effective way.
- How you can define what a good product manager looks like.
- How you can accurately assess product managers and provide them with valuable, actionable, and helpful feedback on their current performance that will help them perform even better.
- Which methods/frameworks you can use to make sure product managers learn what they need to know to be more effective-enhancing their people skills.

And you will be able to:

- Reflect on your own coaching personality and define your own areas for development.
- Efficiently prepare and use one-on-ones as your main coaching tool.

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included with the product. The definitive guide to product management—updated for a more digital, more global, more competitive business landscape The digital age is here to stay. That means the pace of business change will only increase and competitive forces will challenge you, and your role as a product manager. This is the book that provides the only definitive body of knowledge of product management that you and your product teams can use to optimize your product’s business. The Product Manager’s Desk Reference has long been the go-to resource for product managers who seek to deliver quantifiable benefits to their company. In this fully revised edition of this bestseller, veteran product management thought leader Steven Haines lays out a repeatable process for product management organizational transformation, providing a clear roadmap you can follow to become the entrepreneurial strategic thinker who can drive your organization (and your career) into the future! As an added benefit, all readers will have access to digital tools, templates, and guides to help them on their career journey, simply by going to www.sequentlearning.com/community. Packed with important updates and revisions, The Product Manager’s Desk Reference, Third Edition provides essential advice on:

- Companies with portfolio of digital and traditional products
- Utilization of various development methods (waterfall and agile)
- Product design methods to deliver better user experiences
- Strategic thinking and business analysis
- Cross-functional product team collaboration
- Product portfolio management and product discontinuation

Room for error

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in today's fast-paced business environment shrinks by the minute. Packed with an array of new tools, techniques, and best practices—along with an explicit emphasis on data, analytics, and product performance—this new edition of the definitive product management resource is a timely and actionable guide to kicking your product management strategies into high gear.

Your primary source for information on the legal issues of pharmaceutical practice, care, and activity Today's pharmacist is faced with legal, ethical, and moral concerns in making the transition from traditional pharmacy practice to an expanded role in clinical pharmacy and patient drug management services. Pharmacy Law Desk Reference is a primer on the legal aspects of pharmaceutical practice, providing background on foundational legal concepts, and guidance on the Food, Drug, and Cosmetic Act (FDCA), the Controlled Substances Act (CSA), and the Federal Trade Commission. This unique book examines the major topics that impact pharmaceutical care, including professional liability insurance; the need for supportive personnel in pharmacy practice; patent law, trademarks, and copyrights; law and ethics; business law; HIPAA privacy in the pharmacy; electronic prescribing; and medication error reporting. Handy tables, figures, and exhibits make complex information easy to access and understand. The better pharmacists understand the regulatory and legislative framework that shapes their practice, the better they will be able to carry out their responsibilities to patients. Pharmacy Law Desk

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Reference offers a broad scope on established legal subjects, the current direction of the profession, and important contemporary topics that affect the clinical role of the practicing pharmacist. Each chapter is authored by a nationally recognized authority on one or more aspect of pharmacy law and many of the contributors are active in the American Society of Pharmacy Law. Topics addressed in Pharmacy Law Desk Reference include: telepharmacy collaborative drug therapy management trade secrets and trade secret protection anti-competitive practices the threat of civil and criminal liability the Health Insurance Portability and Accountability Act of 1996 (HIPAA) FDA inspections consumer protection laws credentialing pharmacy compounding accreditation employment contracts Medicaid and Medicare controlled substance registration and prescription orders forged prescription orders and many more Pharmacy Law Desk Reference is a comprehensive resource on the professional, legal, and contemporary issues in pharmacy practice. It is a primary reference guidebook for pharmacy practitioners, leaders of state and national pharmacists associations, members of state boards of pharmacy, educators and students, and an essential addition to all pharmacy libraries.

Water is the basis of all life. Preservation of aquatic ecosystems and protection of water resources thus are among the most important goals of a sustainable development. The quality of water is mainly determined by its constituents, the entirety of the substances dissolved or suspended in water. To assess the water quality on a sound basis requires in-depth knowledge

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about the occurrence, behavior and fate of these constituents. That explains the importance of hydrochemistry (also referred to as water chemistry or aquatic chemistry) as a scientific discipline that deals with water constituents and their reactions within the natural water cycle and within the cycle of water use. This textbook introduces the elementary basics of hydrochemistry with special focus on reaction equilibria in aquatic systems and their mathematical description. It is designed as an introductory textbook for students of all environment-related courses who are beginning their hydrochemical education. Only minor knowledge in General Chemistry is required to understand the text. The book is also suitable for continuing education. Topics discussed in this textbook include: structure and properties of water, concentration measures and activities, colligative properties, basics of chemical equilibria, gas-water partitioning, acid/base reactions, precipitation/dissolution, calco-carbonic equilibrium, redox reactions, complex formation, and sorption. The text is supplemented by numerous figures and tables. More than 50 examples within the text as well as more than 60 problems to be solved by the reader support the acquiring of knowledge. Complete and detailed solutions to all problems are given in a separate chapter. This book is for product managers, product owners, product marketing managers, VPs and Heads of Product, CEOs, and start-up founders. In short, it serves anyone interested personally or professionally in software product management. You'll learn how to plan, coordinate and execute all activities required for software

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product success. It enables you to find the right balance for delivering customer value and long-term product success. The book offers a comprehensive introduction for beginners as well as proven practices and a novel, holistic approach for experienced product managers. It provides much-needed clarity regarding the numerous tasks and responsibilities involved in the professional and successful management of software products. Readers can use this book as a reference book if they are interested in or have the urgent need to improve one of the following software product management dimensions: Product Viability, Product Development, Go-to-Market / Product Marketing, Software Demonstrations and Training, The Market / Your Customers, or Organizational Maturity. The book helps product people to maximize their impact and effectiveness. Whether you're a seasoned practitioner, new to software product management, or just want to learn more about the best-of-all disciplines and advance your skills, this book introduces a novel and "business" tested approach to structure and orchestrate the vital dimensions of software product management. You will learn how to create focus and alignment on the things that matter for product success. The book describes a holistic framework to keep the details that matter for product success in balance, taking into consideration the limiting factors, strategies and responsibilities that determine the overall product yield potential. It explains how to leverage and adapt the framework with regard to aspects like product viability, product development, product marketing and software demonstrations and training, as

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well as more general aspects like markets, customers and organizational maturity. The book focuses on the unique challenges of software product managers or any related roles, whether you are a founder of a small to mid-sized software company or working in the complex ecosystems of large software enterprises or corporate IT departments.

This book provides a consistent and holistic managerial approach to product management and presents a practical and comprehensive methodology (roles, processes, tasks, and deliverables) that covers all aspects of product management. It helps students of product management, product management practitioners, product management organizations, and corporations understand the value, theory, and implementation of product management. It outlines a practical approach to clarify role definitions, identify responsibilities, define processes and deliverables, and improve the ability to communicate with stakeholders. The book details the fundamentals of the Blackblot Product Manager's Toolkit® (PMTK) product management methodology, a globally adopted best practice.

"The Product Manager's Handbook" is the essential guide to successful product management in today's fast-changing business world. Product and brand managers, as well as upper-level sales, marketing, and branding executives, will find the text thorough and informative as it explains and analyzes the product manager's role in both traditional, hierarchical organizations as well as in newer horizontal, team-driven decision-making

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structures. "What is a product manager?" The overall responsibility of a product manager is to integrate the various segments of a business into a strategically focused whole, maximizing the value of a product by coordinating the production of an offering with an understanding of market needs. A product manager must oversee all aspects of a product or service line in order to create and deliver superior customer satisfaction while simultaneously providing long-term value for the company. "The Product Manager's Handbook" covers all of these topics in a convenient, easy-to-follow presentation that includes: Hands-on charts for managing every key step, from concept to completion Practical checklists for evaluating progress at every critical stage Brief profiles in every chapter of specific product management roles, functions, and issues Real-world cases illustrating the challenges of product management in action This thoroughly revised and updated second edition fully integrates the Internet and other digital technologies into the product manager's arsenal of tools. The book includes all new information on what it takes to be a successful product manager. It explains the product manager's role in the planning process (including strategic and operational planning), how to evaluate product portfolios, how to propose and develop successful new products, and more. The product manager is frequently the source of the entrepreneurial spirit and sense of innovation that drives a successful organization. Learn to make the most of your product management system with this indispensable reference guide.

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The complex issues associated with developing and managing electronic collections deserve special treatment, and library collection authority Peggy Johnson rises to the challenge with a book sure to become a benchmark for excellence.

"Product management isn't about you and it isn't about your product. It's about solving problems for your customers, creating a solution, and taking it to market." When I started in product management, I had a lot of questions, like "What is product management?" It's a common question still, but most people don't have a good answer. After all these years, the same questions keep coming up. I see them on forums, I hear them when I talk to new and experienced product managers, and I still do not see them being answered well or usefully. So I wrote this book, with the answers to the questions I always had. You'll learn: The real reason people choose to buy a product - it's not about how "good" the product is! How to get the very best from your developers. The 5-word phrase that can accelerate sales and marketing. The best ways to talk to executives and customers about what you're building. Among other critical information, you'll find a powerful framework for thinking about product management - and even for talking to your Mom about what you do. The framework provides an infrastructure for most of The Secret Product Manager Handbook. I provide a concrete and explicit explanation of why product

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management is so important for businesses, including a calculation of the true business value of product management. And the book is full of specific techniques and practices for transforming your product management career. What People Are Saying "Nuggets of product management wisdom and ideas you'll want to hang on your monitor. The book is like having a conversation with a mentor." (Ken Hanson, Growth Product Manager) The summary of product management - identify market problems, guide the creation of solutions, and take the solutions to market - is powerful. As a former engineer, it's especially important to be reminded of the third point" (Frank Licea, Product Manager) "The intro is one of the clearest and smartest explanations of the value a product manager should bring to the table I've ever read." (Luca Candela, VP of Product Management)

From the creator of the popular website Ask a Manager and New York's work-advice columnist comes a witty, practical guide to 200 difficult professional conversations—featuring all-new advice! There's a reason Alison Green has been called "the Dear Abby of the work world." Ten years as a workplace-advice columnist have taught her that people avoid awkward conversations in the office because they simply don't know what to say. Thankfully, Green does—and in this incredibly helpful book, she tackles the tough discussions you may

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need to have during your career. You'll learn what to say when • coworkers push their work on you—then take credit for it • you accidentally trash-talk someone in an email then hit “reply all” • you're being micromanaged—or not being managed at all • you catch a colleague in a lie • your boss seems unhappy with your work • your cubemate's loud speakerphone is making you homicidal • you got drunk at the holiday party

Praise for *Ask a Manager*
“A must-read for anyone who works . . . [Alison Green's] advice boils down to the idea that you should be professional (even when others are not) and that communicating in a straightforward manner with candor and kindness will get you far, no matter where you work.”—Booklist (starred review)
“The author's friendly, warm, no-nonsense writing is a pleasure to read, and her advice can be widely applied to relationships in all areas of readers' lives. Ideal for anyone new to the job market or new to management, or anyone hoping to improve their work experience.”—Library Journal (starred review)
“I am a huge fan of Alison Green's *Ask a Manager* column. This book is even better. It teaches us how to deal with many of the most vexing big and little problems in our workplaces—and to do so with grace, confidence, and a sense of humor.”—Robert Sutton, Stanford professor and author of *The No Asshole Rule* and *The Asshole Survival Guide*
“*Ask a Manager* is the ultimate playbook for navigating the

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traditional workforce in a diplomatic but firm way.”—Erin Lowry, author of *Broke Millennial: Stop Scraping By and Get Your Financial Life Together*

Whatever your business sells, product management is one of the most important functions in the organization's pursuit of profits. With everexpanding globalization and increasingly fierce competition, the stakes are higher than ever--and the room for error narrower than ever. Introducing a brand-new Product Management Life Cycle (PMLC) model, *The Product Manager's Desk Reference, Second Edition*, provides the knowledge, tools, and insight you need to establish yourself as a cutting-edge product manager who contributes measurably to your company's success. In this fully revised edition of the definitive product management guide, veteran product management thought leader and practitioner Steven Haines clearly illustrates the entire product life cycle, from beginning to end. *The Product Manager's Desk Reference* is packed with an array of best practices and helpful hints that are critical to the efficient management of products. Written for practitioners by a practitioner, *The Product Manager's Desk Reference* explains how to: Choose and justify which products to build Plan for their profitable creation and deployment Develop and launch them Manage them once they enter the market Gracefully retire them and replace them with new products Efficiently allocate investments across

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all of the products in an organization The Product Manager's Desk Reference embodies everything "product management." It is a comprehensive, versatile, must-have resource for anyone who works in any company, in any industry, who seeks to successfully and profitably market and manage products and services. PRAISE FOR The Product Manager's Desk Reference: "There are some books that are destined to become classics in their field. The Product Manager's Desk Reference by Steven Haines is one of those books. Anyone working not just in product management but also marketing and business development should take the time to read and absorb the comprehensive body of knowledge that Steven has organized around product management." -- AMANDA NOZ, Head of Positioning and Messaging, Alcatel-Lucent "Steven has done an excellent job of bringing a standard definition of the roles and responsibilities of this 'accidental profession' to the industry, and has provided a path along with tools to improve your skills within the product management profession." -- BRIAN WEBER, Manager of Product Management, Thomson Reuters "Steven Haines covers this multifaceted topic in a systematic manner that makes the book easy to navigate. His groundbreaking proposal that product management become a formal discipline is an accurate reflection of the acute need for these skills in the business

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community." -- DAN O'DAY, Senior Director, Product Management, Thomson Reuters "From now on, this book will stand as an important reference point for all product management teams." -- MARK ELLIOTT, Vice President, Product Management, Smiths Detection "The Product Manager's Desk Reference is a practical guide to the activities firms need to engage in to build the discipline of product management. When actively utilized, the Desk Reference promotes consistency and standardization of methodology, which in turn leads to repeatable process, good decision making, and positive outcomes. This is an incredibly valuable resource." -- DEBORAH LORENZEN, Chief Operating Officer, BNY Mellon University

Your one-stop guide to becoming a product management prodigy Product management plays a pivotal role in organizations. In fact, it's now considered the fourth most important title in corporate America—yet only a tiny fraction of product managers have been trained for this vital position. If you're one of the hundreds of thousands of people who hold this essential job—or simply aspire to break into a new role—Product Management For Dummies gives you the tools to increase your skill level and manage products like a pro. From defining what product management is—and isn't—to exploring the rising importance of product management in the corporate world, this friendly and accessible guide

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quickly gets you up to speed on everything it takes to thrive in this growing field. It offers plain-English explanations of the product life cycle, market research, competitive analysis, market and pricing strategy, product roadmaps, the people skills it takes to effectively influence and negotiate, and so much more. Create a winning strategy for your product Gather and analyze customer and market feedback Prioritize and convey requirements to engineering teams effectively Maximize revenues and profitability Product managers are responsible for so much more than meets the eye—and this friendly, authoritative guide lifts the curtain on what it takes to succeed. "Agile Excellence for Product Managers" is a plain-speaking guide on how to work with Agile development teams to achieve phenomenal product success. It covers the why and how of agile development (including Scrum, XP, and Lean,) the role of product management, release planning, and more.

An invaluable source of highly relevant, practical information on the all the principal FM services, written for the practicing facilities manager in an easily readable, concise format. To help the facilities manager meet the needs of their organisation, the Facilities Manager's Desk Reference provides the facilities manager with an invaluable source of highly relevant, practical information on the all the principal FM services, as well as information on legal

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compliance issues, the development of strategic policies and tactical best practice information. Fully updated over the first edition, and presented in an easily readable, concise format with a clear practitioner perspective, the book covers both hard and soft facilities management issues. It will be a first point of reference for all busy facilities managers, saving them time by providing access to the information needed to ensure the safe, effective and efficient running of any facilities function. Fully updated over the 1st edition, it contains all the essential data covering the principal FM services

Highly practical, aimed at the busy FM practitioner Saves time by bringing together essential, useful and practical information Benefits students whose courses do not prepare them for the practicalities of professional practice

Gain all of the techniques, teachings, tools, and methodologies required to be an effective first-time product manager. The overarching goal of this book is to help you understand the product manager role, give you concrete examples of what a product manager does, and build the foundational skill-set that will gear you towards a career in product management. To be an effective PM in the tech industry, you need to have a basic understanding of technology. In this book you'll get your feet wet by exploring the skills a PM needs in their toolset and cover enough ground to make you feel comfortable

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in a technical discussion. A PM is not expected to have the same level of depth or knowledge as a software engineer, but knowing enough to continue the conversation can be a benefit in your career in product management. A complete product manager will have a 360-degree understanding of user experience and how to craft beautiful products that are easy-to-use, with the end user in mind. You'll continue your journey with a walk through basic UX principles and even go through the process of building a simple set of UI frames for a mock app. Aside from the technical and design expertise, a PM needs to master the social aspects of the role. Acting as a bridge between engineering, marketing, and other teams can be difficult, and this book will dive into the business and soft skills of product management. After reading Product Management Essentials you will be one of a select few technically-capable PMs who can interface with management, stakeholders, customers, and the engineering team.

What You Will Learn Gain the traits of a successful PM from industry PMs, VCs, and other professionals
See the day-to-day responsibilities of a PM and how the role differs across tech companies
Absorb the technical knowledge necessary to interface with engineers and estimate timelines
Design basic mocks, high-fidelity wireframes, and fully polished user interfaces
Create core documents and handle business interactions
Who This Book Is For

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Individuals who are eyeing a transition into a PM role or have just entered a PM role at a new organization for the first time. They currently hold positions as a software engineer, marketing manager, UX designer, or data analyst and want to move away from a feature-focused view to a high-level strategic view of the product vision.

This book is a comprehensive and practical guide to the core skills, activities, and behaviors that are required of product managers in modern technology companies. Product management is one of the fastest growing and most sought-after roles by job seekers and companies alike. The availability of trained and experienced talent can barely keep up with the accelerating demand for new and improved technology products. People from nontechnical and technical backgrounds alike are eager to master this exciting new role. The Influential Product Manager teaches product managers how to behave at each stage of the product life cycle to achieve the best outcome for the customer. Product managers are under pressure to drive spectacular results, often without wielding much direct power or authority. If you don't know how to influence people at all levels of the organization, how will you create the best possible product? This comprehensive entry-level textbook distills over twenty years of hard-won field experience and industry knowledge into lessons that will empower new product managers to act like pros

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right out of the gate. With teaching experience both from UC Berkeley and Lynda.com, the author boils down the most complex topics into principles that are easy to memorize and apply. This book methodically documents the tools product managers everywhere use to align their teams with market needs and organizational goals. From setting priorities to capturing requirements to navigating trade-offs, this book makes it easy. Not only will your product succeed, you'll succeed, too, when you read the final chapter on advancing your career. Let your product's success become your success!

Mastering Product Management: A Step-by-Step Guide offers practical, real-world advice on how to create and capture value as a Product Manager. It covers the full product life cycle, from idea discovery through end-of-life. Each section is scannable and concise, around two to three pages. Rather than diving deep into the theoretical background of a given area, it serves as a checklist of the key steps a Product Manager should take to complete a given task.- Source new ideas that succeed- Set a compelling product vision and strategy- Search for profitable new business models- Become a market expert- Effectively manage roadmaps- Ensure a successful product launch- Understand value and price profitably- Build and manage high-performance teams- And much more!This book is a convenient reference guide that you can use throughout your

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workday. It's meant for Product Managers of all levels and for anyone wishing to understand what it takes to define, develop, launch, and market new products successfully.

In an economy where efficiency and delivery are key, *Software Product Management Essentials* is required reading for any software product manager. This hands-on guide will help new product managers sift through the numerous tasks and responsibilities involved in this pinnacle job. The book is loaded with tips and best practices to help even experienced product managers optimize their time and effectiveness. The book focuses on the unique challenges of being a Product Manager in a small to mid-sized software company. It provides a framework for the role of the Product Manager in an environment where there are few resources available to help in tackling the many crucial tasks needed for a quality, on-time delivery of software. Whether you are already a Product Manager or considering a new career in product management, *Software Product Management Essentials* details a day-in-the-life experience of a PM with both the glory and challenges one faces in this role. Engineers, marketing personnel, quality assurance teams, technical writers, and anyone involved in the product delivery process will find this book extremely useful right away in optimizing the day-to-day interactions across a smaller software organization. Emphasizing

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that code is only part of the overall software product, *Software Product Management Essentials* stresses the importance of championing a product. Critical topics covered in the book include the product delivery process, beta testing, launching a software product, and software pricing. An entire chapter is dedicated to the issues of expanding the business internationally and the issues a Product Manager must consider before and during expansion.

Numerous templates are provided to fast track the Product Manager's work including a sample non-disclosure agreement, product delivery checklist, and beta test agreement and summary.

In today's lightning-fast technology world, good product management is critical to maintaining a competitive advantage. Yet, managing human beings and navigating complex product roadmaps is no easy task, and it's rare to find a product leader who can steward a digital product from concept to launch without a couple of major hiccups. Why do some product leaders succeed while others don't? This insightful book presents interviews with nearly 100 leading product managers from all over the world. Authors Richard Banfield, Martin Eriksson, and Nate Walkingshaw draw on decades of experience in product design and development to capture the approaches, styles, insights, and techniques of successful product managers. If you want to understand what drives good product

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leaders, this book is an irreplaceable resource. In three parts, Product Leadership helps you explore: Themes and patterns of successful teams and their leaders, and ways to attain those characteristics Best approaches for guiding your product team through the startup, emerging, and enterprise stages of a company's evolution Strategies and tactics for working with customers, agencies, partners, and external stakeholders

Setting the Standard for Product Management and Marketing Many of the leading voices in the product management profession collaborated closely with working product managers to develop The Guide to the Product Management and Marketing Body of Knowledge (the ProdBOK(r) Guide). This effort was enhanced by project management, user experience, and business analyst thought leaders who further defined and optimized several essential working relationships that improve product manager effectiveness. As a result of this groundbreaking collaboration within the product management community and across the adjoining professions, the ProdBOK Guide provides the most comprehensive view of product management and marketing as they apply to a wide range of goods and services. The resulting standard provides product managers with essential knowledge to improve the practice of product management and deliver organizational results. This edition of the ProdBOK Guide:

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Introduces a product management lifecycle for goods and services Encompasses and defines traditional product development processes such as waterfall, as well as newer approaches that fall under the Agile umbrella Illustrates the various inputs and outputs that product managers should consider at each phase of the product management lifecycle Highlights how to optimize the working relationship between product management professionals and our counterparts in the project, program, portfolio management, user experience, and business analyst communities Describes essential tools that product managers should be aware of and utilize as they work to create value for their Organizations The ProdBOK Guide represents an industry-wide effort to establish a standard for the practice of product management. The book was sponsored by the Association of International Product Marketing and Management (AIPMM). Founded in 1998, AIPMM aims to help professionals like you attain a higher level of knowledge and enhance the results you bring to your organizations every day. About the Authors Greg Geracie is a recognized product management thought leader and the president of Actuation Consulting, a global provider of product management training, consulting, and advisory services to some of the world's most well-known organizations. Greg is the author of the global best seller Take Charge Product Management

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and led the development of the ProdBOK Guide as editor-in-chief. He is also an adjunct professor at DePaul University in Chicago, Illinois. Steven D. Eppinger is professor of management science and innovation at the Massachusetts Institute of Technology (MIT) Sloan School of Management. Professor Eppinger teaches MIT's executive programs in product development and complex project management. He has co-authored a leading textbook, *Product Design and Development* (5th edition, 2012, McGraw-Hill), which is used by hundreds of universities around the world.

Harmful Algal Blooms: A Compendium Desk Reference provides basic information on harmful algal blooms (HAB) and references for individuals in need of technical information when faced with unexpected or unknown harmful algal events. Chapters in this volume will provide readers with information on causes of HAB, successful management and monitoring programs, control, prevention, and mitigation strategies, economic consequences of HAB, associated risks to human health, impacts of HAB on food webs and ecosystems, and detailed information on the most common HAB species. *Harmful Algal Blooms: A Compendium Desk Reference* will be an invaluable resource to managers, newcomers to the field, those who do not have easy or affordable access to scientific literature, and individuals who simply do not

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know where to begin searching for the information needed, especially when faced with novel and unexpected HAB events. Edited by three of the world's leading harmful algal bloom researchers and with contributions from leading experts, *Harmful Algal Blooms: A Compendium Desk Reference* will be a key source of information for this increasingly important topic.

How do today's most successful tech companies—Amazon, Google, Facebook, Netflix, Tesla—design, develop, and deploy the products that have earned the love of literally billions of people around the world? Perhaps surprisingly, they do it very differently than the vast majority of tech companies. In *INSPIRED*, technology product management thought leader Marty Cagan provides readers with a master class in how to structure and staff a vibrant and successful product organization, and how to discover and deliver technology products that your customers will love—and that will work for your business. With sections on assembling the right people and skillsets, discovering the right product, embracing an effective yet lightweight process, and creating a strong product culture, readers can take the information they learn and immediately leverage it within their own organizations—dramatically improving their own product efforts. Whether you're an early stage startup working to get to product/market fit, or a growth-stage company

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working to scale your product organization, or a large, long-established company trying to regain your ability to consistently deliver new value for your customers, **INSPIRED** will take you and your product organization to a new level of customer engagement, consistent innovation, and business success. Filled with the author's own personal stories—and profiles of some of today's most-successful product managers and technology-powered product companies, including Adobe, Apple, BBC, Google, Microsoft, and Netflix—**INSPIRED** will show you how to turn up the dial of your own product efforts, creating technology products your customers love. The first edition of **INSPIRED**, published ten years ago, established itself as the primary reference for technology product managers, and can be found on the shelves of nearly every successful technology product company worldwide. This thoroughly updated second edition shares the same objective of being the most valuable resource for technology product managers, yet it is completely new—sharing the latest practices and techniques of today's most-successful tech product companies, and the men and women behind every great product. This book gives a comprehensive overview on Software Product Management (SPM) for beginners as well as best practices, methodology and in-depth discussions for experienced product managers. This includes product strategy, product planning,

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participation in strategic management activities and orchestration of the functional units of the company. The book is based on the results of the International Software Product Management Association (ISPMA) which is led by a group of SPM experts from industry and research with the goal to foster software product management excellence across industries. This book can be used as textbook for ISPMA-based education and as guide for anybody interested in SPM as one of the most exciting and challenging disciplines in the business of software. Hans-Bernd Kittlaus is the Chairman of ISPMA and owner and managing director of InnoTivum Consulting, Germany. Samuel Fricker is Board Member of ISPMA and Professor at FHNW, Switzerland. A smart, small book for any manager's pocket. In every manager's career there are moments where decisions need to be made in order to achieve success and this smart, nicely packaged little book can be there to help each time. The trick to succeeding in these moments is to identify each of these situations ahead of time and understand how to act and what to do to reduce the chances of failure. That is exactly what The Little Black Book for Managers has done. The authors have listed a whole host of situations most managers face, based on thousands of personal experiences, and have mapped out how to deal with each situation. The book contains specific examples of words and

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phrases that can be used as well as illustrations and exercises to analyse your current performance. It is short on waffle and high on practical wisdom. It is designed to be dipped in and out of—reached for whenever a situation arises. This is a practical support tool for managers at all levels, from shop-floor supervisor to main board director. The Little Black Book for Managers explains how to deal with scenarios such as;

- Having a lack of confidence to deal with other people in the way that is needed
- Times when you have to assert your authority more
- Allocating critical work. Who to choose?
- Needing to get extra effort from the team when under pressure
- Incentivising
- Delegation
- Having to deal with under-performers
- Personality clashes between work colleagues
- Managing a meeting with senior leaders

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