

# Be Even More Awesome (BEMA)

Trustpilot - Product Management Professional Development



## Transparency & Level Up

It needs to be completely transparent for every product manager where they currently are, how they can improve and what attributes and skills we value at Trustpilot. Managers help their product managers to reach the next level in one area (e.g. Data) at a time, all the time. This IS NOT a performance review.

## Area / Skills

We have enormously talented people at Trustpilot but there's always room to get more awesome. The chart below tries to reflect important attributes we value for product managers at Trustpilot, but can only be a conversation starter to create shared understanding and will never be complete. Nobody will be awesome in all areas. Most people will be good generalists, shining in one particular area or excelling at a few skills.

## Levels

- A+++ Guru level of amazingness.  
Does and teaches. You are actually famous for this skill. This will be very rare.
- A+ Awesome.  
Totally, absolutely dominates this skill.
- A Sufficient.  
Completely, utterly able to do this skill enough to accomplish current job.
- B Be even more awesome.  
This is a good thing to work on being more awesome.

## Knowledge

Skill	Level
<b>User/Customer Knowledge</b> Be the acknowledged company-wide expert in the target user/customer of your product.	
<b>Industry/Domain Knowledge</b> Your knowledge of the review industry, other connected industries and if there are any kind of specific domain knowledge in your context.	
<b>Product Knowledge</b> You are THE person that knows everything about your product. You know every corner and every detail behind why the product is like it is today and where it is going in the future.	
<b>Technology Knowledge</b> You have a good understanding of the technology behind your product and how it can be utilized to solve business issues.	
<b>Business and Financial Knowledge</b> You understand economics and financial dynamics of your product and how your product is impacting Trustpilot as a business, in some cases also how your product is impacting our customers' businesses.	
<b>Data Knowledge</b> How well do you understand and are able to access and drill into the data that you need to do your work.	

## Process Skills

Skill	Level
<b>User Discovery Process</b> Your skills in user interviewing, opportunity assessments and understanding of customer development programs.	
<b>Product Discovery Process</b> This is all about getting to minimum viable product. This includes your skills in both qualitative techniques including user prototypes and user testing, as well as quantitative techniques including live-data prototypes and split testing.	

<p><b>Product Optimization Process</b> How good are you at rapidly improving and refining your existing products especially with optimization techniques and A/B testing.</p>	
<p><b>Product Development Process</b> Your understanding of the product development process and understanding of your critical role in creating and managing the backlog of work.</p>	

## Individual Skills

Skill	Level
<p><b>Team Collaboration Skills</b> How effectively do you work with the developers and designers? Is it a collaborative relationship? Is there mutual respect? Are you involving the lead developer and designer early enough and providing them direct access to customers?</p>	
<p><b>Product Evangelism Skills</b> How effectively do you share the vision for the product and motivate the full product team as well as the various stakeholders and others in the company that must contribute to the product in one way or another?</p>	
<p><b>Time Management Skills</b> How well do you manage your time? Are you able to have sufficient time to work on the critically important topics, or are you using most of your time on e.g. daily fire fighting? Are you fully utilizing the delivery managers?</p>	
<p><b>Stakeholder Management Skills</b> How good are you at managing your stakeholders across the company? Do they feel like they have a true partner in product that is genuinely committed to their business success?</p>	
<p><b>Team leadership Skills</b> How well do you manage, communicate with and excite your team. Make sure they are motivated, know the scope, and are happy with the why.</p>	
<p><b>Presentation Skills</b> How good are you at speaking in front of a crowd? Can you excite them and get them to buy your message?</p>	