

# Product Management

Training with optional ICAgile® Certification

The Art and Science of Building Products

## Class Overview

This course redefines what it means to create and manage a product. Whether you're building software, services, or experiences, you'll learn to think beyond deliverables and adopt a truly customer-centric, outcome-driven approach.

We'll explore the full product lifecycle, from discovery to retirement, and dive into strategic concepts like outcome-oriented roadmaps, cross-functional teams, and market-driven decision-making. You'll gain hands-on tools for identifying opportunities, crafting compelling visions, and experimenting with purpose.

Perfect for aspiring and experienced product professionals looking to elevate their impact—this course equips you to lead with clarity, navigate complexity, and deliver real business value.

## Learning Objectives

Leveraging a prepared case study, participants will, upon successful completion, be able to:

- **Define what a product truly is**—and explain why it goes far beyond just what gets built.
- **Differentiate products from projects** and understand the long-term mindset required for product success.
- **Navigate the full product lifecycle**, from conception to retirement, with strategies tailored to each stage.
- **Analyze market dynamics and customer needs** to shape relevant, competitive products.
- **Craft product strategies** that align with business goals, customer value, and real-world constraints.
- **Develop outcome-driven product roadmaps** and prioritize ideas based on impact and feasibility.
- **Apply design and discovery techniques** like design thinking, hypothesis testing, and iterative prototyping.
- **Collaborate effectively within cross-functional teams** and evolve team structure across the product lifecycle.
- **Make smarter decisions using data and feedback**, shortening feedback loops and boosting innovation.
- **Lead with a product mindset** to drive sustained value and adaptability in a rapidly changing world.

## Additional Info

### Duration

In-person: 3 full-days for 8 hours each day (includes breaks and lunches)

Virtual: 5 days for 4.5 hours each day (includes breaks)

### Suggested Group Size

6-15 participants; ideal is 12

### Pre-requisites

Participants are expected to have a basic understanding of product development and the Agile Product Owner role.

### Available Certifications

The option is available to obtain an ICAgile Product Management certification for an additional fee and with full participation in the course.

### Who Should Attend This Workshop

The course is designed for working Product Managers and Product Owners. This would be a strong fit for PMs who wish to make better prioritization and roadmap decisions, run stronger discovery, and align stakeholders with more confidence. It's a highly applied class with hands-on exercises and peer discussion. Other roles that support or relate to product managers would also be highly encouraged to join.

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## Detailed Agenda

Designed for up to 15 participants, subdivided into 3 pods – ICAgile Certification included. The class will dive into a case study of a fictional product with short instruction and guided pod work, followed by share-outs and facilitated discussion. Twelve hands-on exercises are included in the below agenda.

### I. Course Opening

### II. Products and Product Management Foundations

- Types of Software Products
- The Product Manager Role
- The Product Lifecycle
- Technology Adoption Curve
- Pulse Checks and Facilitated Discussion
- Case Study Challenge Briefing

### III. Product Discovery, Design, and Validation

- Understanding the Market
- Understanding Customers
- Generating and Assessing Ideas
- Design Approaches
- How to Design, Operate, and Manage Experiments
- Design Hypothesis, Tests, and Measurements

### IV. Business Strategy and Planning for a Product

- The Ugly Reality
- The Organization Ecosystem
- The Product is Never Just the Product
- Metrics that Matter
- Know Your Product
- Idea Prioritization
- Outcome-oriented Roadmaps
- Iterating on Market Feedback

### V. Product Teams and Organization

- Projects are NOT Products
- Slicing the Product / Slicing the Product Organization
- Teams Across the Product Lifecycle

### VI. Course Closing

### Course Outputs

**Participants will produce the following from the exercises:**

- Market segments and target segment selection (with assumptions and rationale)
- Customer discovery insights and refined problem framing
- Solution concepts and a selected direction to validate
- Hypotheses, experiments, measures, and success criteria
- Ecosystem / business environment map and key risks/dependencies
- Business model implications and hypotheses
- Measurable outcomes and product metrics
- Prioritized features and an outcome-oriented roadmap