



CHARTING A CAREER PATH TO YOUR DREAM PRODUCT MANAGEMENT JOB

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18+ YEARS OF CONSUMER
TECH AND MARKETING

START-UP, MID-SIZE AND
FORTUNE500

CONSUMER TECH -
HARDWARE, SOFTWARE
AND SERVICES

ADVISOR AND LECTURER AT
STANFORD CSP



STANFORD
CONTINUING STUDIES



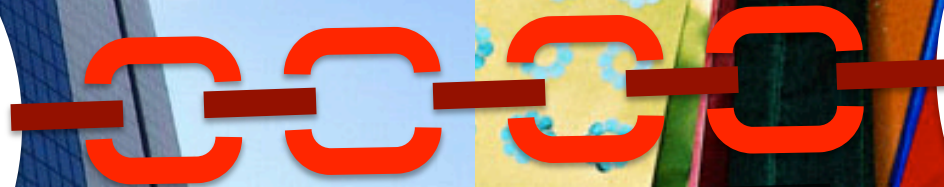
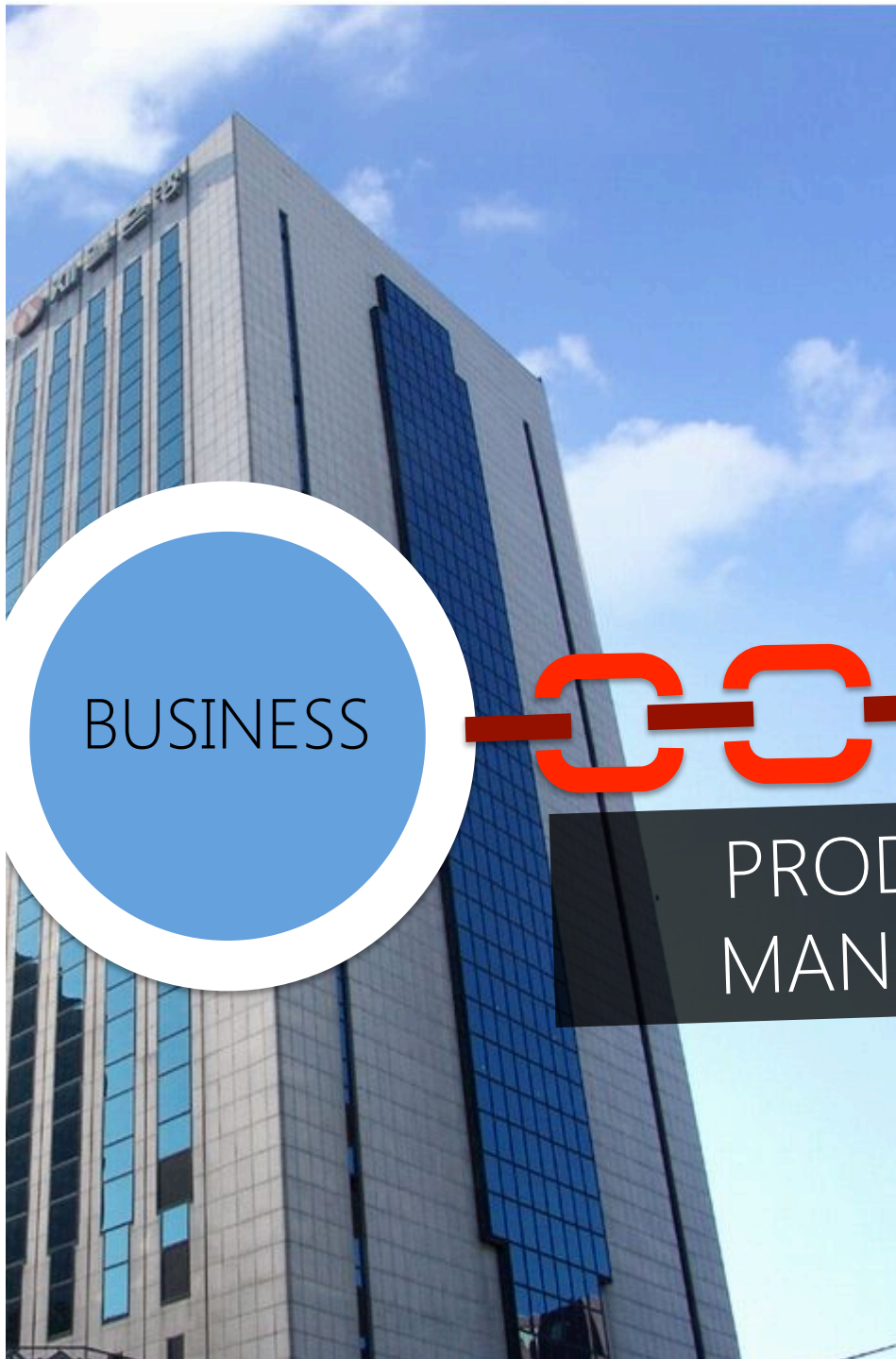
PERSPECTIVES

WHO
WHAT
WHY





WHO IS A
PRODUCT
MANAGER
?

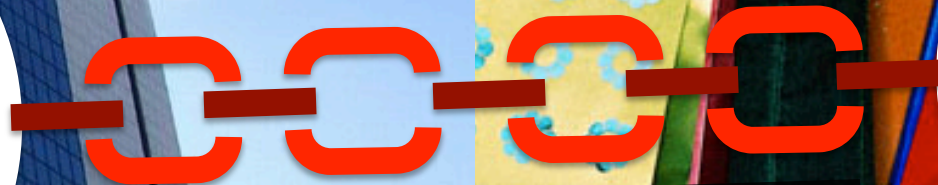


PRODUCT
MANAGER





BUSINESS



CEO, CTO, FOUNDER,
GM, ENGINEER,
DEVELOPER...



CUSTOMERS

A PRODUCT
MANGER
IS AN
ARTIST
SCULPTING A
PRODUCT
THAT...





#1

MEETS NEEDS


#2

WORKS
BEAUTIFULLY

#3

MAKES MONEY

WHAT IS A
PRODUCT?



PHYSICAL
PRODUCT

A photograph of a person's hands holding a black video game controller. The person is wearing a black watch on their left wrist and a black beaded bracelet on their right wrist. In the background, a television screen displays a game interface with various icons and text. Two callout circles are overlaid on the image: a blue circle on the left containing the word 'CONTENT' and a green circle on the right containing the words 'PHYSICAL PRODUCT'. A thin white line connects the two circles, passing over the controller.

CONTENT

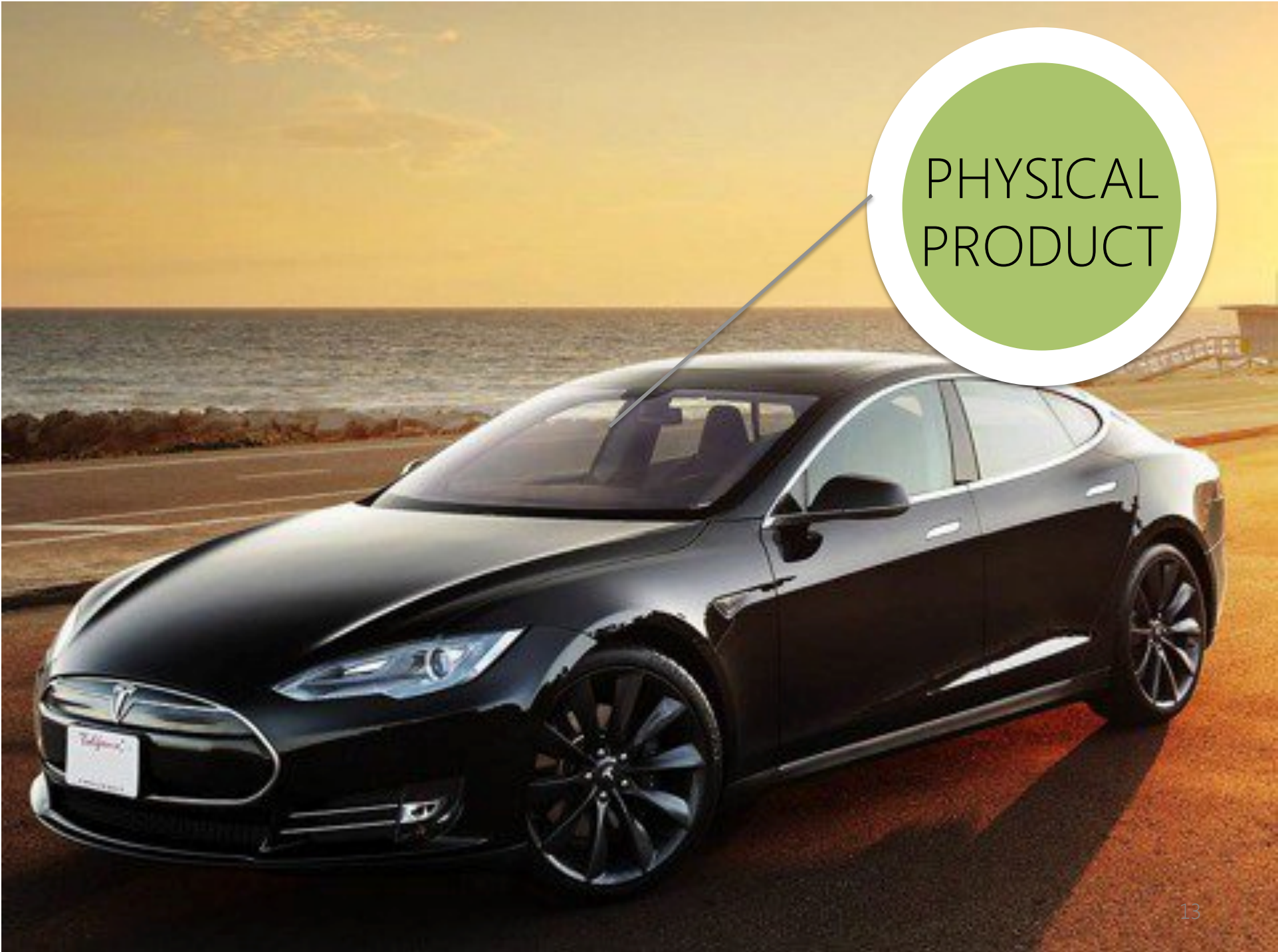
PHYSICAL
PRODUCT

A photograph of a person's hands holding a black and silver video game controller. The person is wearing a black braided cord bracelet on their left wrist and a black watch with a metal link band on their right wrist. In the background, a television screen displays a video game interface with various icons and text. Overlaid on the image are three colored circles with white borders. A blue circle in the top left contains the word 'CONTENT'. A green circle in the top right contains the words 'PHYSICAL PRODUCT'. A red circle in the bottom center contains the word 'SERVICE'. Three thin grey lines connect the centers of these three circles to a single point in the middle of the game controller.

CONTENT

PHYSICAL
PRODUCT

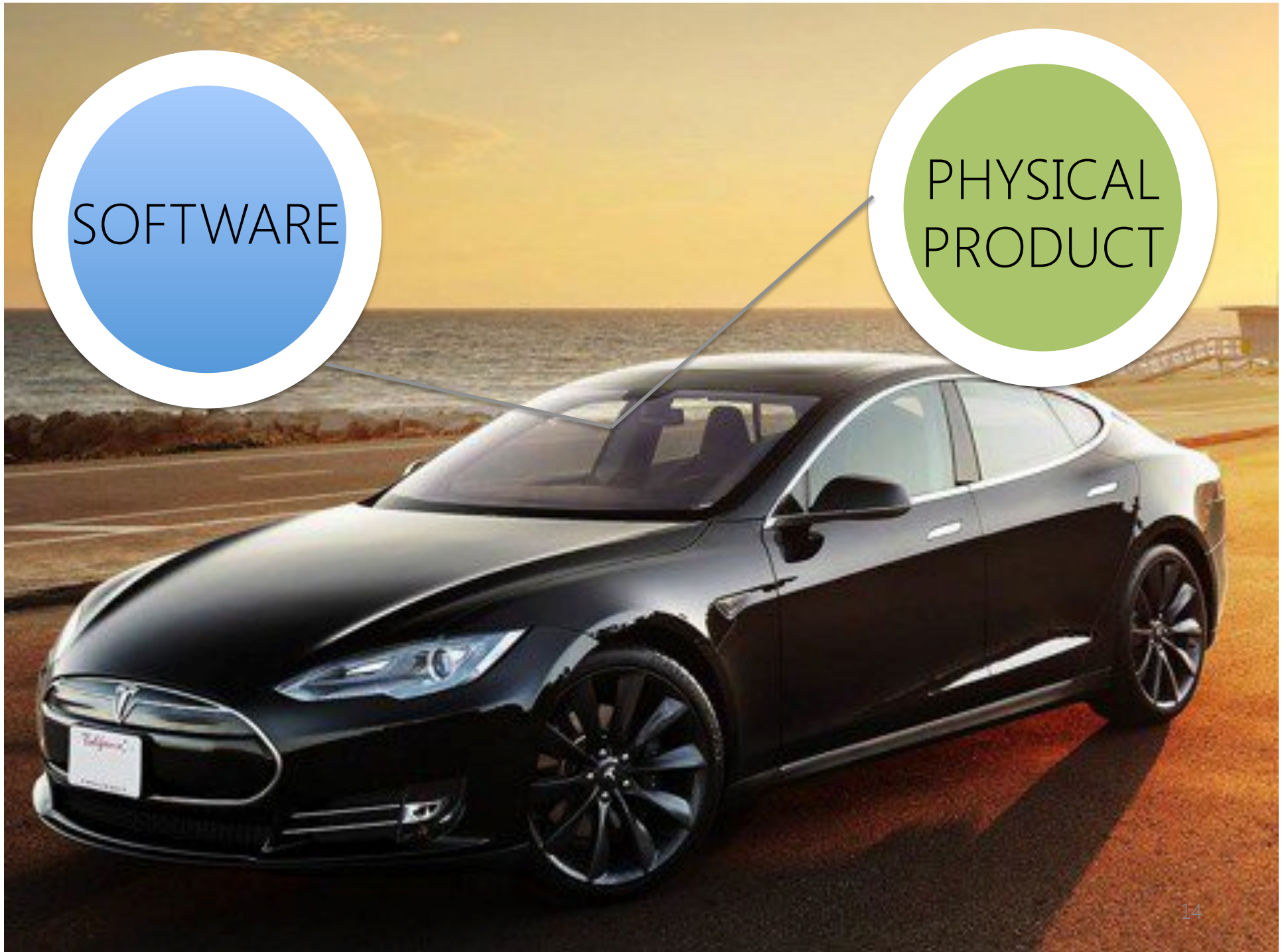
SERVICE



PHYSICAL
PRODUCT

SOFTWARE

PHYSICAL
PRODUCT



SOFTWARE

PHYSICAL
PRODUCT

SERVICE

WHY DO
PRODUCTS
FAIL?



ENOUGH
PROFITABLE
CUSTOMERS

MEETS NEEDS + WORKS + MAKES MONEY



Sync,
grab,
and go

Stay
touch,
et online

Do more
in less time

Make
free time
fun!

Do it all
in style

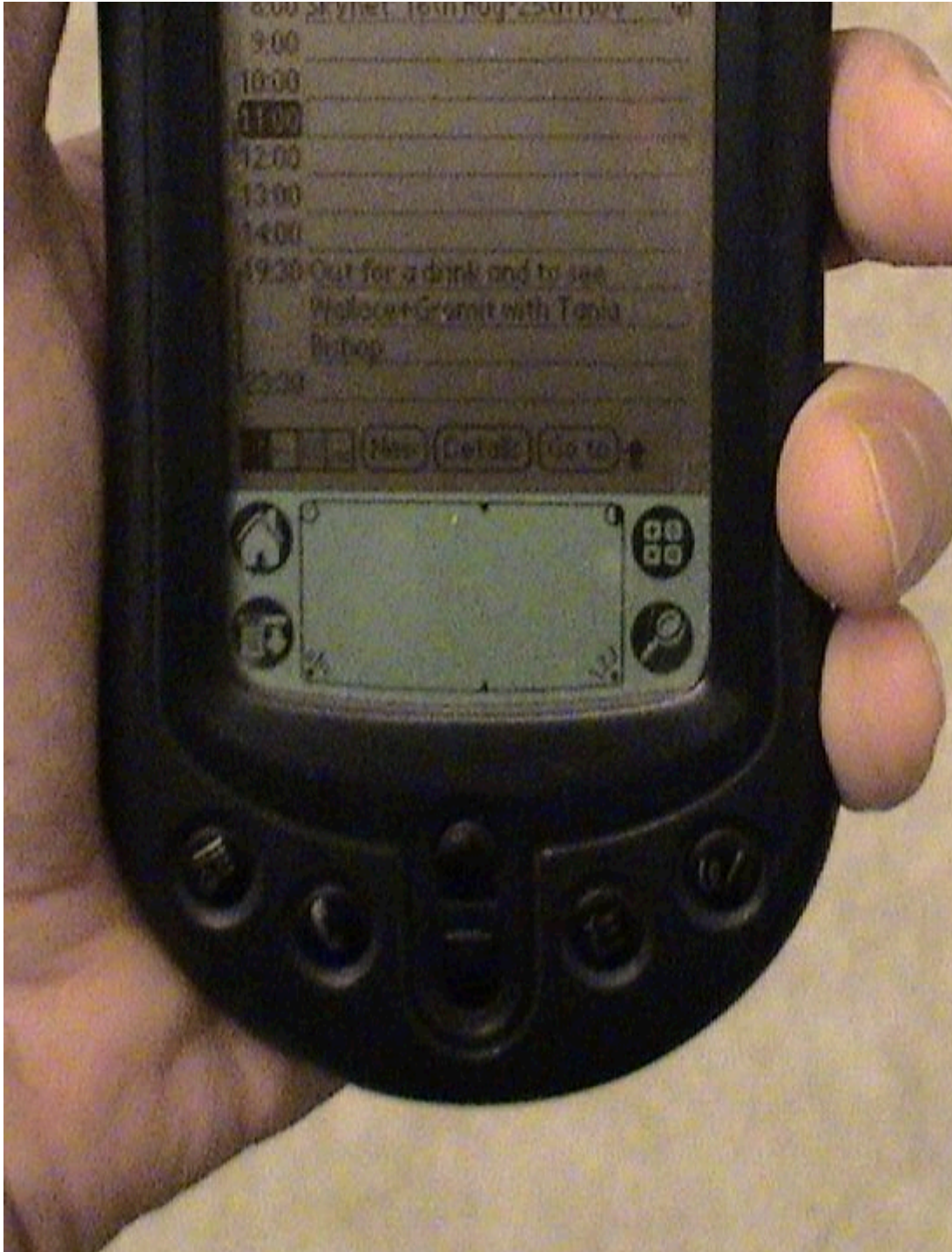
Met needs?

Worked?

Made money?

Met needs?
Worked?
Made money?





Met needs?
Worked?
Made money?

CAREER SUCCESS

FOUR ELEMENTS

KEY TRAITS

JOBS &
INTERVIEWS

THE CATCH-22

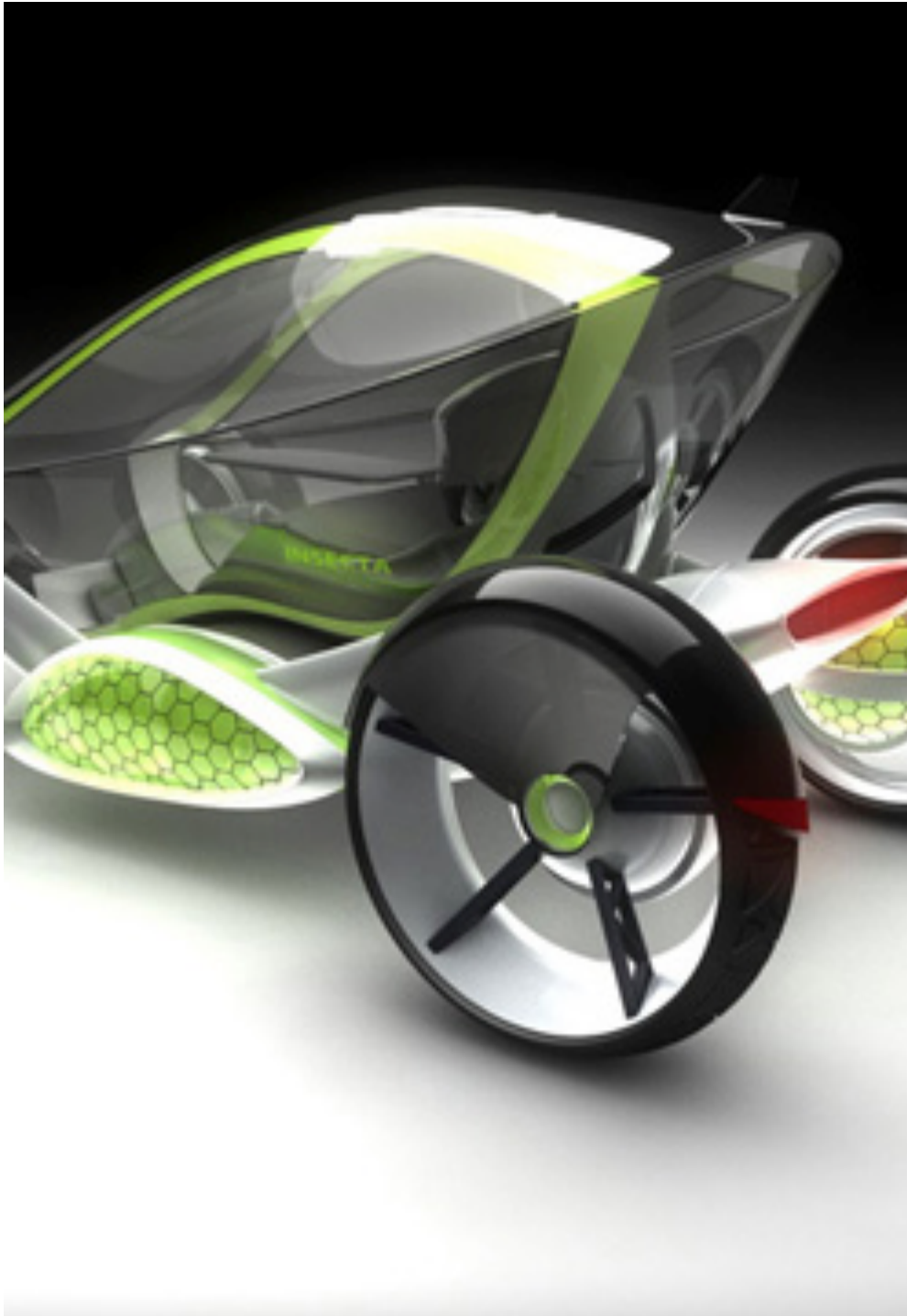
MENTORSHIP



TRAITS

FOUR TRAITS OF GREAT PRODUCT MANAGERS



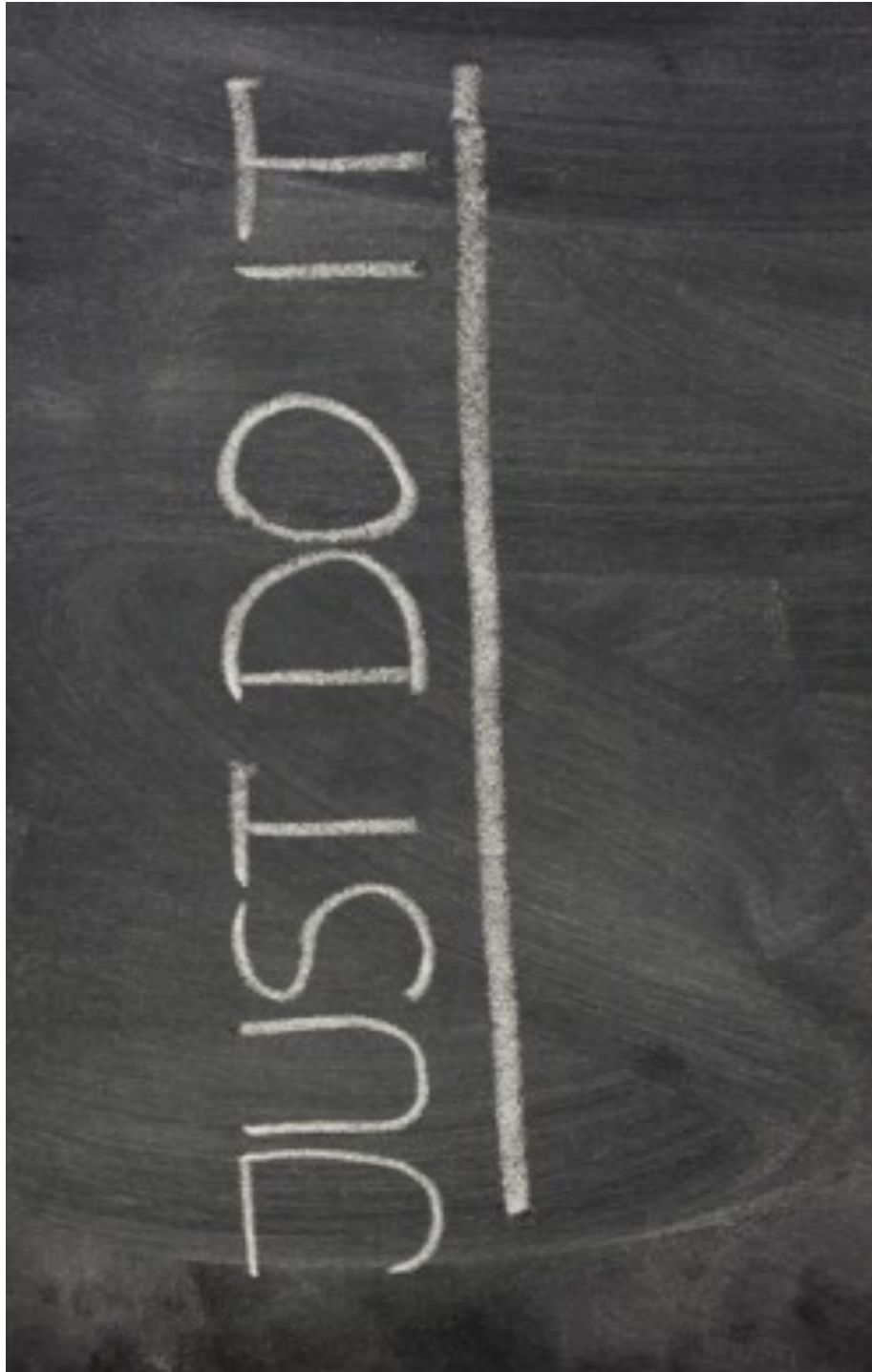


#1
KNOW HOW
KNOW
THE
TECHNOLOGY
AND
HOW
YOUR PRODUCT
WORKS

#2 SMARTS

MAKE
SENSIBLE
PRODUCT
TRADE-OFFS



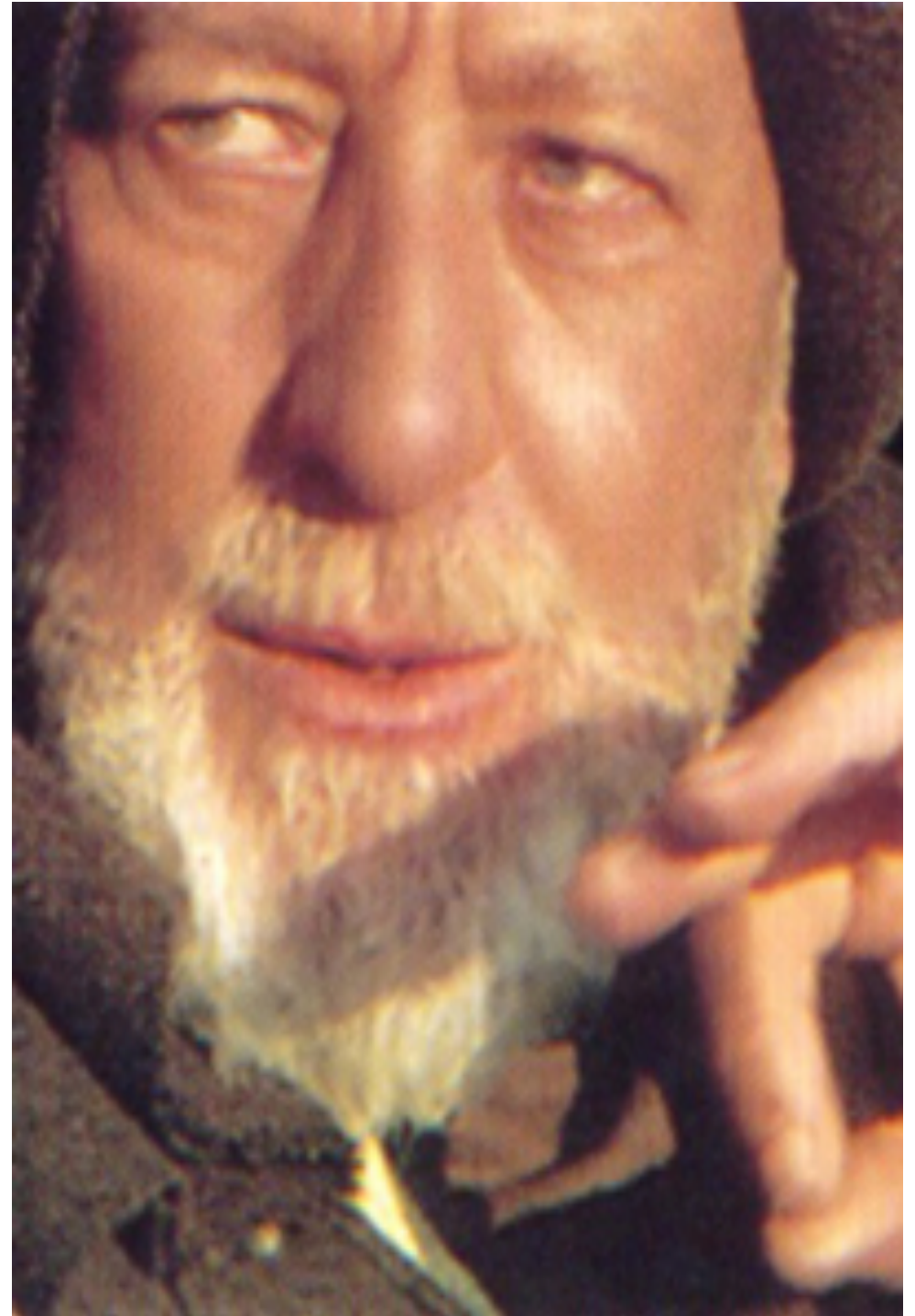


#3
EXECUTION
DELIVER
WHILE BALANCING
SCOPE,
SCHEDULE,
RESOURCES
AND
QUALITY

#4

PERSUASION

THE ABILITY TO
PERSUADE
YOUR TEAM TO
ALIGN AND
DELIVER



PERSUASION



QA

engineers

PM

execs

finance

marketing

operations

support

YOUR TEAM

YOUR
TEAMS
ARE
YOUR
TOOLS





STAND
BESIDE
THE TEAM
NOT
ABOVE

GIVE
CHOICES

THERE ARE
ALWAYS
3
CHOICES





IF YOU WANT
THEM TO
THINK
OUT OF THE BOX

GET THEM
OUT OF THE BOX

FINDING THE JOB



MATURE

KNOWN

UNKNOWN

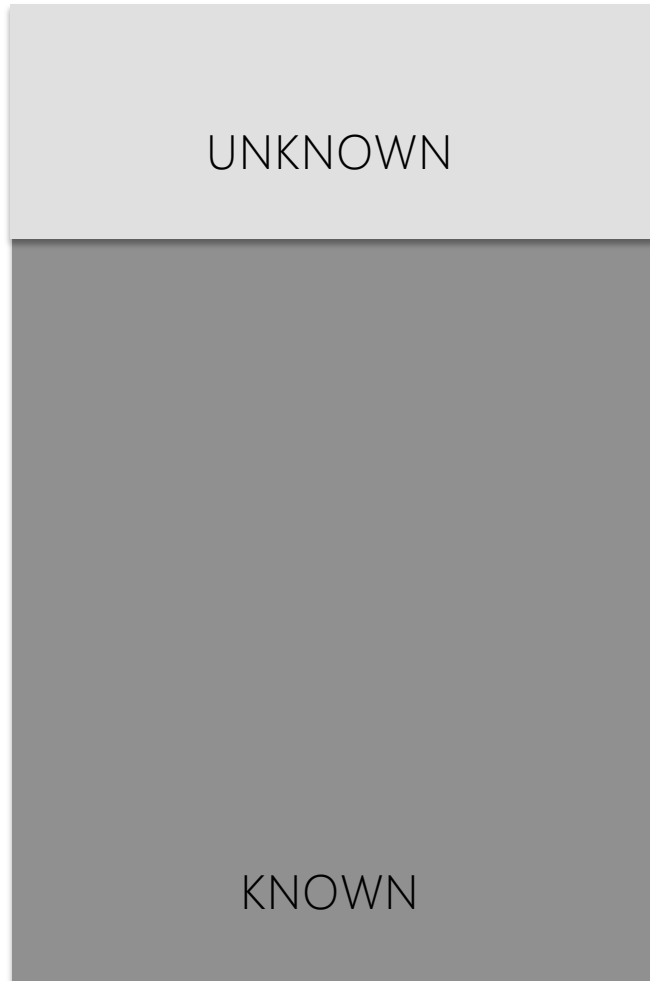
STARTUPS

UNKNOWN

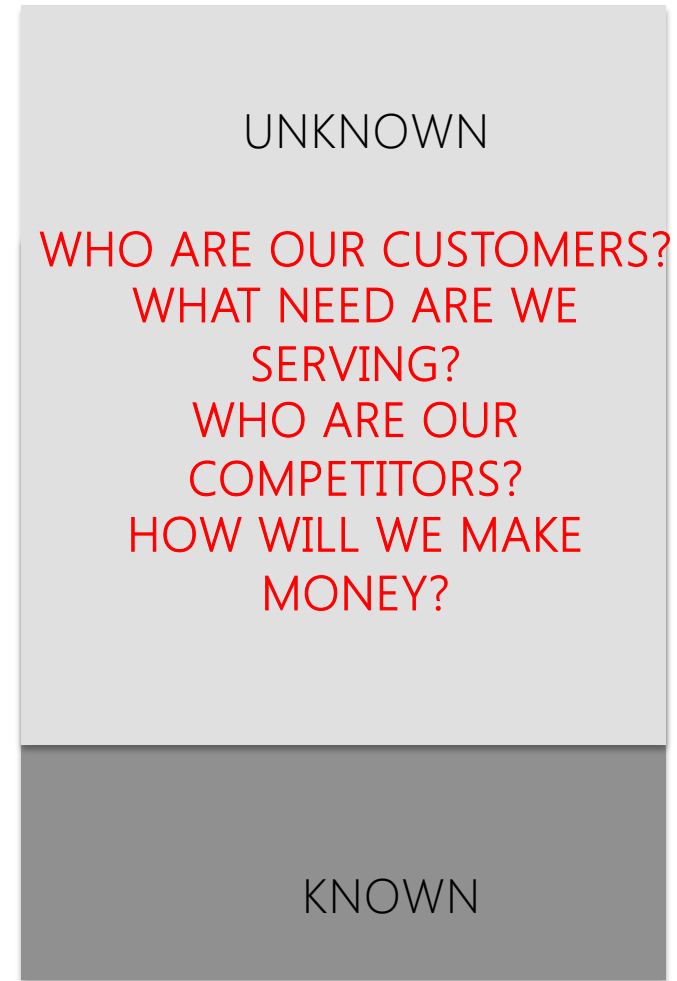
KNOWN



MATURE BIZ



STARTUPS



START-UPS

MULTI-
DISCIPLINARY

FLAT TEAMS

ROLES EVOLVE

HUMAN DYNAMICS

QUICK DECISIONS





MATURE BIZ

FOCUSED ROLES

HIERARCHY

THE 'LIST'

'MARKETING' IS A
NECESSITY

BEFORE YOU
START

ASK YOURSELF
THE

5 WHYS





WHY...

..BE A PRODUCT
MANAGER?

...THIS PRODUCT?

...THIS TEAM?

...THIS JOB?

...THIS COMPANY?

BEFORE THE
INTERVIEW

LEARN

..COMPANY

EVERYTHING

..TEAM

..PRODUCTS

YOU CAN ABOUT
THE..

THREE
GREAT
RESOURCES..

..LINKEDIN
..RECRUITERS
..REVIEWS

THE INTERVIEW

INTERVIEW PROCESS

3

STEPS

PHONE SCREEN

ONSITE

DEBRIEF / OFFER



EVERY INTERVIEW

SEEKS TO
ANSWER

3

QUESTIONS

CAN YOU DO
THE JOB?

DO YOU REALLY
WANT TO BE
HERE?

DO WE WANT
YOU HERE?



INTERVIEW
QUESTION

KNOW
HOW

Q. TECHNOLOGY
BASICS

INTERVIEW
QUESTION

PERSUASION

Q. DEALING WITH
CONFLICT





INTERVIEW
QUESTION

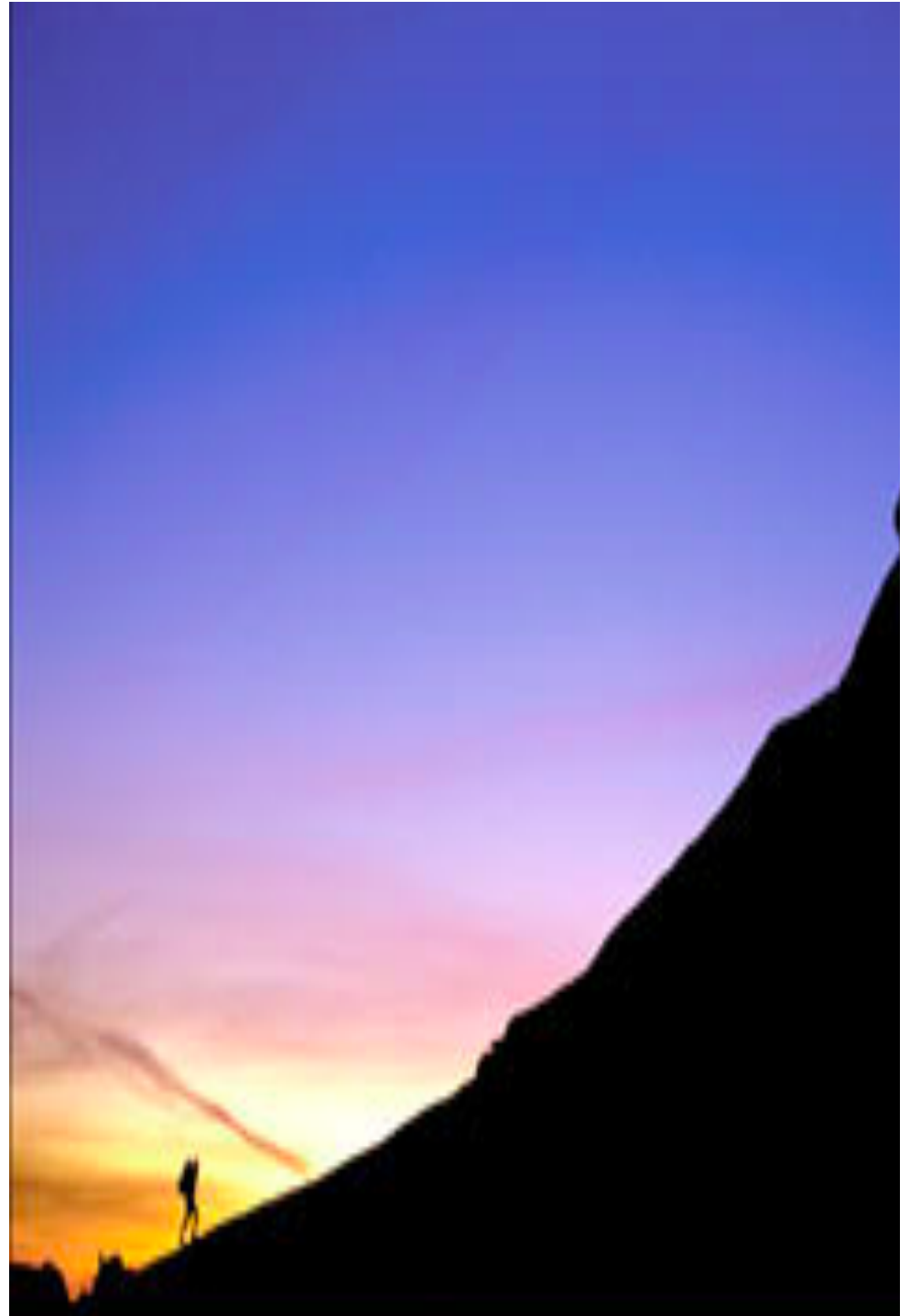
SMARTS

Q. PRODUCT
CURIOSITY

INTERVIEW
QUESTION

EXECUTION

Q. MOST
CHALLENGING
PRODUCT



BREAKING THE CATCH-22

DO THE

5 X 5

TALK TO

5

PMs

ASK THEM

5

QUESTIONS

BEST

PLACE TO START IS
WHERE YOU ARE

RIGHT
NOW





BUILD A PRODUCT

..BUT HOW?

#1

DEFINE THE PRODUCT





#2

BUILD
A
'TEAM'

#3



SHIP

A

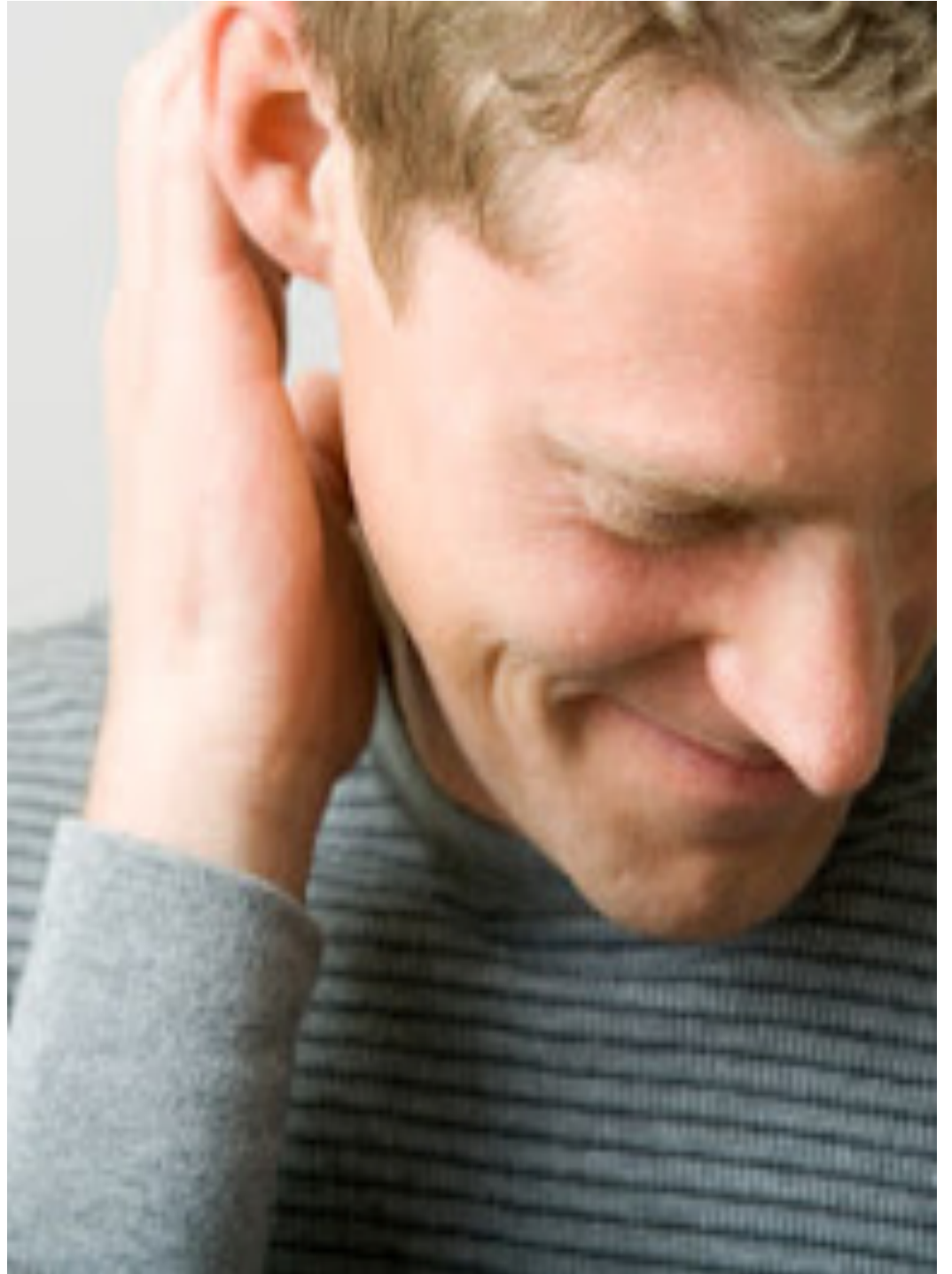
PRODUCT



MENTORSHIP

#1

DON'T
BE
SHY





#2

BE
HONEST

#3

GIVE
BEFORE YOU
ASK





#4

HAVE
CLARITY

CLOSING
THOUGHTS

THE MAGIC OF SILICON VALLEY

THE MOST AMAZING
CONFLUENCE OF

INTELLECT,
CAPITAL
AND
RISK TAKING

USE THIS NETWORK TO
YOUR ADVANTAGE!





DO
OR
DO NOT

THERE IS NO
TRY

THANK YOU!

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