

# **Top 10 + 1 Things I Wish I had Known 10 Years Ago**

## **Al Nevarez - VP Product Management, Allegiance**

### **1. Listen**

Be a great listener, provoke others to talk to you (internal & customers). Double check that you're not dominating conversations. Be curious. Provoke dialog. Get them talking.

### **2. Be an expert**

Develop an expertise in a product area or technology, build a reputation in an industry.

### **3. Make the boss look good**

Always make your boss look good. Help him or her with their message, customer stories, solid market understanding, innovative ideas. Develop a deep trust.

### **4. Empower all departments**

Always be doing something to help each of the major departments be successful (i.e. CEO, sales, marketing, client services, customer service, engineering). Bring new features, new efficiencies, training, leads, use cases, success stories, new market. Incorporate their feedback. They know a lot about the customer too.

### **5. Love design**

Be interested in how things are designed (not just products in your industry). Be curious. Why do they have certain features? What needs were they addressing? Tradeoffs they made? How would you improve it?

## **6. Find an opportunity**

- a. Leadership is about seeing the possibilities. Be a router for opportunity.
- b. Look for a gap in new company's team. Network and make yourself findable by resourceful CEO that knows how important a strong PM leader is.

## **7. Customer experience**

Develop a customer experience model to help the company decide on roadmap & innovation focus. Also helps sales team. Never stop thinking about the customer experience. Incorporate it into all of your conversations. Back it up with facts, stories, needs understanding. It's a lifestyle, not a job.

## **8. Market expert**

Know your customers better than anyone at the company, document personas for others. Develop a great reputation with customers.

## **9. Innovate**

Be the most innovative person at the company.

## **10. Scalable**

Discuss and design scalable concepts that support exec team's business direction. Focus on a compelling big picture/repeatable/re-usable/configurable with board and execs, and "custom" solution with customers.

## **11. Do more**

Provoke your team and the engineering team to do more than they thought they could.