



CORE SKILLS

- 1. Technical Expertise: Product Lifecycle Management
- 2. Establishing Strategic Direction
- 3. Financial Acumen
- 4. Guiding Team Success
- 5. Driving Execution

WHAT GREAT LOOKS LIKE

- › Demonstrates knowledge of/expertise in product engineering design, manufacturability, and sales and marketing strategy to influence product success
- › Expert in Product Life Cycle to strategize improvement of products, including NPI Process, Product Roadmaps, Phase-out Strategies
- › Demonstrates knowledge of/expertise in supply chain practices including being adept in make/buy analysis
- › Understands dynamics and researches markets of both OEM and MRO to impact solutions and strategies for products both segments
- › Demonstrated success in various functional areas - Operations, Sales, Engineering, Materials Management, Marketing and Program Management

SELF ASSESSMENT

In your current role:



What is your level of proficiency in this skill?



How frequently do you demonstrate this skill?



How confident are you in your ability to apply this skill?

ON THE JOB DEVELOPMENT EXPERIENCES

- › Participate in development of product and technology roadmaps
- › Own decisions related to NPI, phase-out, and removal of products
- › Manage product quality, reliability, and pricing strategies
- › Successfully integrate customer feedback into product development

AVAILABLE TRAINING

Work with your leader to identify on-the-job and formal learning experiences to develop this technical skill.

[Product Management: Building a Product Roadmap](#), 47 mins.

[Product Innovation for Product Managers](#), 1 hr.



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WHAT GREAT LOOKS LIKE

- › Demonstrated ability to manage various stakeholders, including employees, customers, shareholders, and the broader community in decision making
- › Develops and implements proactive strategies for forward looking readiness for profitability
- › Advanced understanding of product to develop proactive strategies and readiness using benchmarking, market data, and cutting-edge profitability strategies
- › Demonstrates systems thinking knowledge and application to improve profitability
- › Advanced understanding of end-to-end enterprise complexities to navigate a matrixed organization and influence strategies at all levels

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ON THE JOB DEVELOPMENT EXPERIENCES

- › Develop strategy for improving product profitability on a small scope
- › Involvement in key strategic decisions with senior leaders
- › Experience involving management of both internal and external stakeholders
- › Create and lead a cross-functional team with high visibility, supporting a KPI for the P&L
- › Participate in customer and supplier visits and communications

AVAILABLE TRAINING

[Assessing and Improving Strategic Plans](#), 54 mins.

[Strategic Planning Foundations](#), 1 hr.

[Stakeholder Management for Leaders and Managers](#), 54 mins.



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WHAT GREAT LOOKS LIKE

- › Maintains deep and consistent knowledge about Business Unit P&L, enabling ownership for improvements to top and bottom line
- › Advanced ability to negotiate with customers, suppliers, and cross-functional stakeholders at all levels of the organization
- › Strategic understanding of market climate and analytics, including how to obtain information and apply learnings for success of the business
- › Strong financial and business analysis ability; including understanding specifics of product cost and issues influencing operating profitability
- › Depth of knowledge in customer pricing objectives, including specific customer needs and nuances of consequences.

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ON THE JOB DEVELOPMENT EXPERIENCES

- › Participation in a "tiger team" negotiation process
- › Assignment with clear budget accountability
- › Experience with and understanding of OEM and MRO dynamics and markets
- › Lead negotiations with key stakeholders
- › Develop and implement cost control measures

AVAILABLE TRAINING

[Developing Business Acumen](#), 1 hr.[Strategic Negotiation](#), 47 mins.[Financial Analysis: Making Business Projections](#), 1 hr.



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WHAT GREAT LOOKS LIKE

- › Actively improves and seeks out opportunities for development of personal emotional intelligence in order to effectively lead self and team through complex challenges
- › Proven leadership, supervision, training, and accountability, as required, to direct Product Management team
- › Drives to become a talent magnet through demonstrated ability to identify strengths and opportunities in team members, then transforms into actionable development
- › Becomes a talent activist and knows who, how, and when to identify and develop talent
- › Advanced ability to influence all levels of the organization to drive towards P&L optimization, often without direct leadership structure

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ON THE JOB DEVELOPMENT EXPERIENCES

- › Lead a team, preferably with cross-functional members
- › Lead identification and development of high potential team members
- › Lead a project team or direct team through disruptive change
- › Coach for high performance and conversations with courage and candor
- › Proven leadership, supervision, training, and accountability to direct Product Management Team

AVAILABLE TRAINING

[Developing Your Emotional Intelligence](#), 42 mins.

[Leading with Emotional Intelligence](#), 1 hr.

[Building High-Performance Teams](#), 2 hrs.

[Six Steps to Strategic Leadership](#), 60 mins.



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WHAT GREAT LOOKS LIKE

- › Communicates clearly, often, and effectively to various stakeholder groups to address key project milestones and escalate needed support
- › Drives toward clear KPIs for revenue, margins, customer loyalty, and ESG performance and aligns the team to produce desired outcome
- › Proactively improves systems and processes to support product line strategies
- › Proactively directs Product Focus Teams to plan and align resources for execution of high priority goals. Drives proactive as well as reactive participation

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ON THE JOB DEVELOPMENT EXPERIENCES

- › Participate in SIOP (Sales, Inventory, and Operations Planning) as a P&L advocate
- › Participate in Product Change Control Board for significant product or process changes
- › Manage gross margins and resolve action plans by strategic planning season

AVAILABLE TRAINING

[Business Development: Strategic Planning](#), 54 mins.

[Strategic Planning Foundation](#), 1 hr.

[Conversations With Courage and Candor](#), 10 mins.