
The Seniors, the Staffs and the Principals



Chief Product Officer



- Graduate Product Manager

- Product Manager
- Graduate Product Manager

- Senior Product Manager
- Product Manager
- Graduate Product Manager

- Group Product Manager
- Senior Product Manager
- Product Manager
- Graduate Product Manager

- Director of Product
- Group Product Manager
- Senior Product Manager
- Product Manager
- Graduate Product Manager

- Senior Director of Product
- Director of Product
- Group Product Manager
- Senior Product Manager
- Product Manager
- Graduate Product Manager

Ambition

Ambition

vs

**Aggro
tolerance**

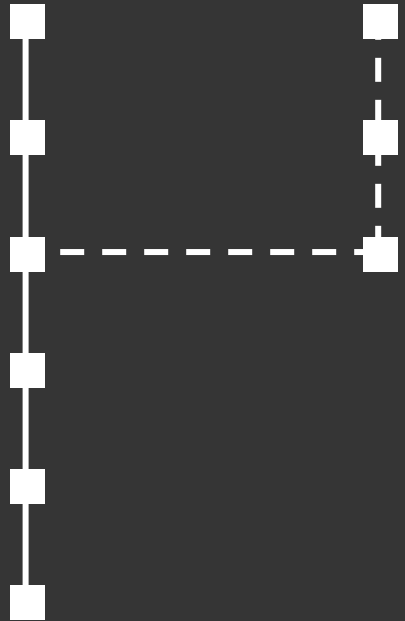


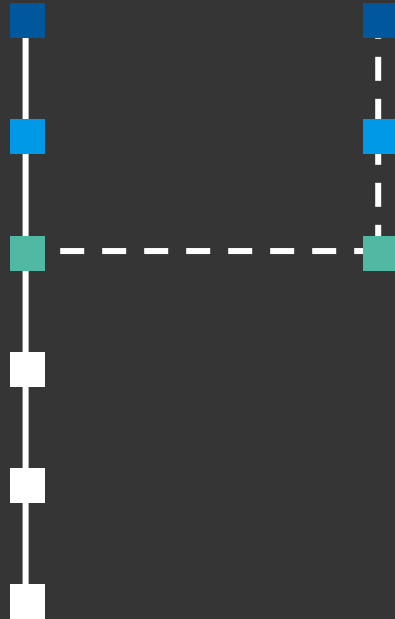
Stuck

A man in a dark suit and tie is shown from the waist up, pointing his right hand towards the left. He has a serious expression. The background is a gradient of teal and blue. Overlaid on the image is a large white quote.

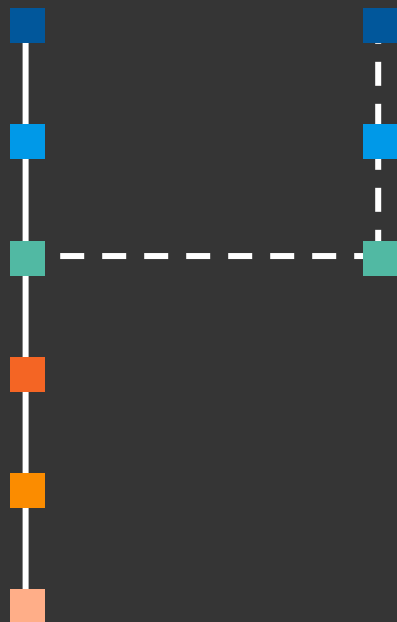
**“You end up climbing
someone else’s ladder”**





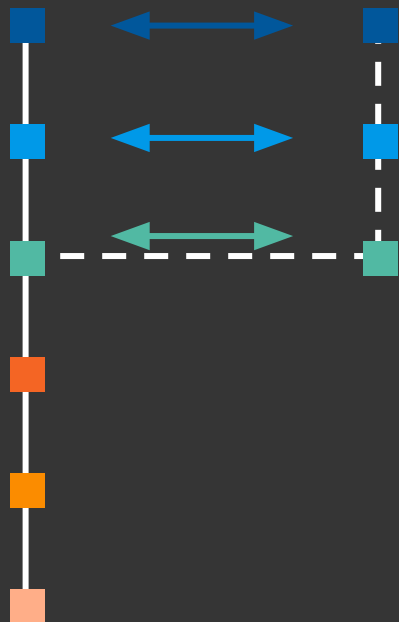


Principle 1: No pay difference for roles at the same level.



Principle 1: No pay difference for roles at the same level.

Principle 2: To be a manager, you first master product.



Principle 1: No pay difference for roles at the same level.

Principle 2: To be a manager, you first master product.

Principle 3: You can always change your mind.



**“Career ladders have
long been secretive
and mysterious.”**

Google

VP of Product Management

Sr. Director of Product

Director of Product

Group Product Manager

Sr. Product Manager

Product Manager

Product Manager

Associate Product Manager

stripe

Product Manager

Product Manager

Product Manager

Product Manager

Product Manager

Product Manager

Product Manager

Product Manager

slack

VP

Senior Director

Director

GPM

Sr. Product Manager

Product Manager

Associate Product Manager



Product Manager

Product Manager

Product Manager

Product Manager

Product Manager

Product Manager

Director of Product Management

Director of Product Management

Manager, Product Management

Manager, Product Management

Manager, Product Management



Vice President of Product Management

Vice President of Product Management

Sr. Director of Product

Sr. Principal Product Manager

Director of Product

Principal Product Manager

Group Product Manager

Sr. Product Manager

Product Manager

Associate Product Manager



INTERCOM

Sr. Director of Product Management

Director of Product Management

Sr. Group Product Manager

Group Product Manager

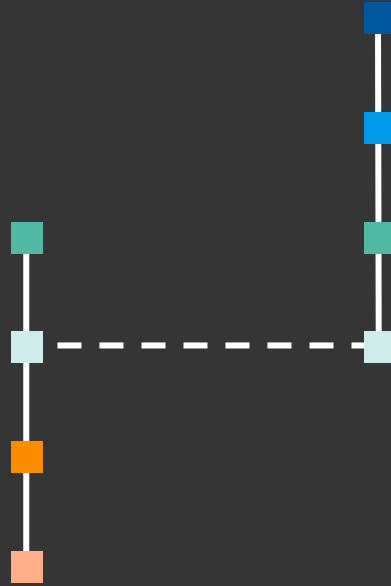
Principal Product Manager

Staff Product Manager

Sr. Product Manager

Product Manager

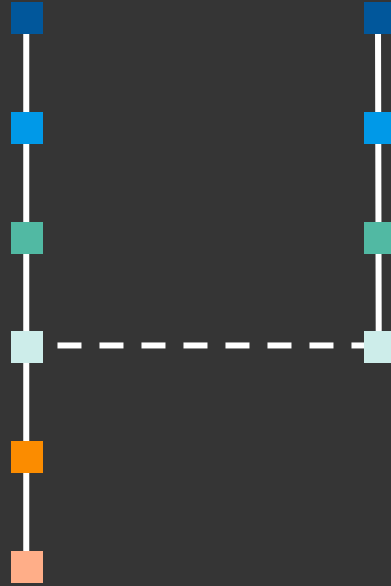
Associate Product Manager



Principle 1: Same level, same pay

Principle 2: First master product

Principle 3: You can change your mind

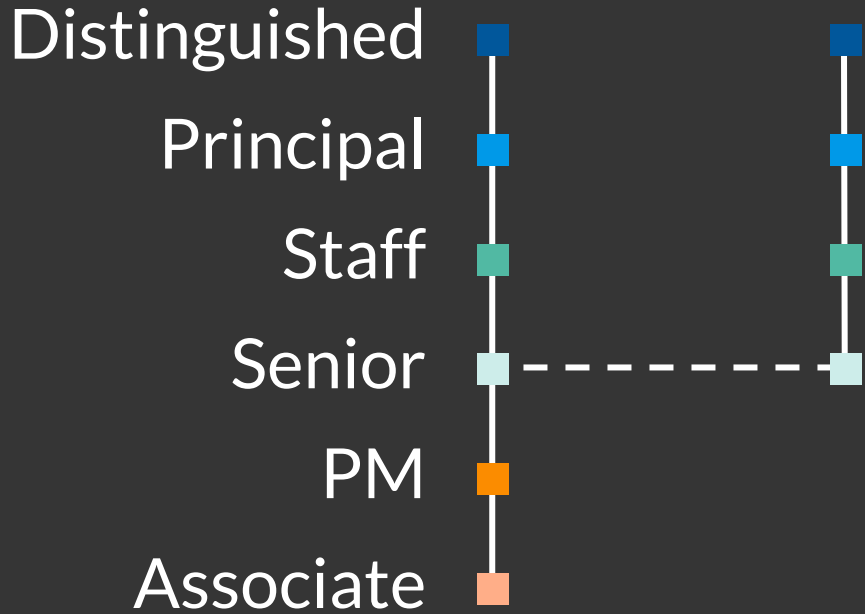


Principle 1: Same level, same pay

Principle 2: First master product

Principle 3: You can change your mind

Principle 4: Equally tall tracks



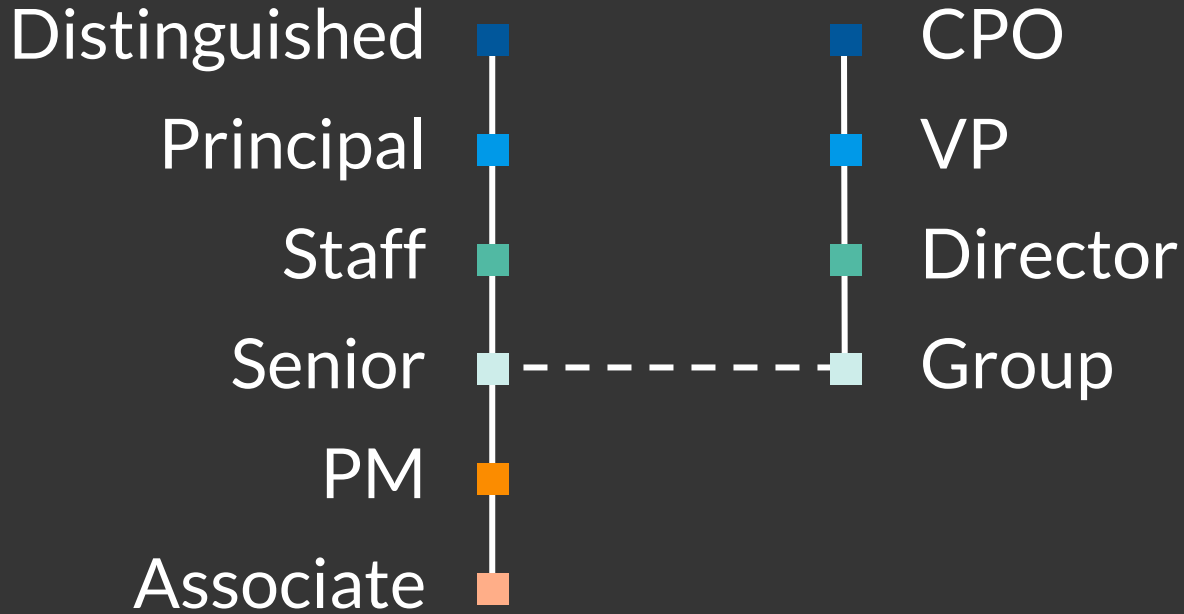
Principle 1: Same level, same pay

Principle 2: First master product

Principle 3: You can change your mind

Principle 4: Equally tall tracks

Principle 5: Unique titles per level



Principle 1: Same level, same pay

Principle 2: First master product

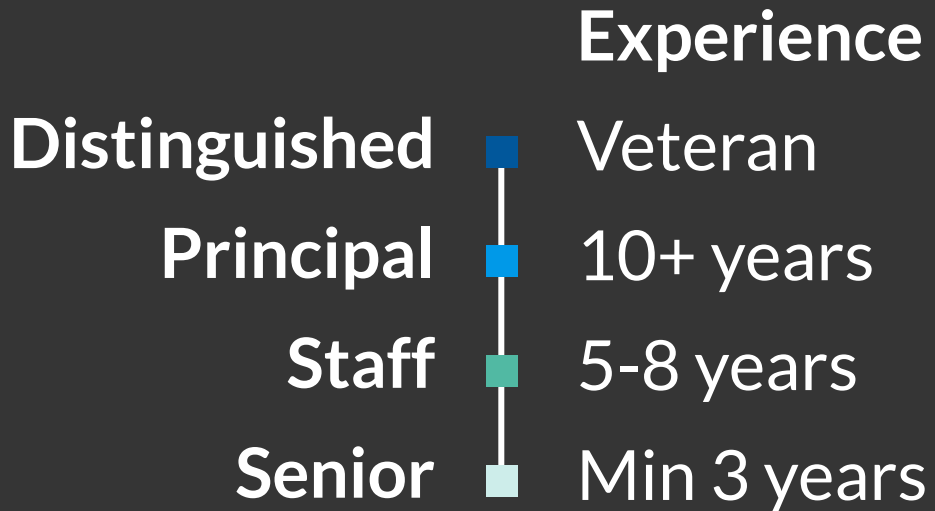
Principle 3: You can change your mind

Principle 4: Equally tall tracks

Principle 5: Unique titles per level


Principle 6: Unique titles per track

Experience Scope Models Archetypes



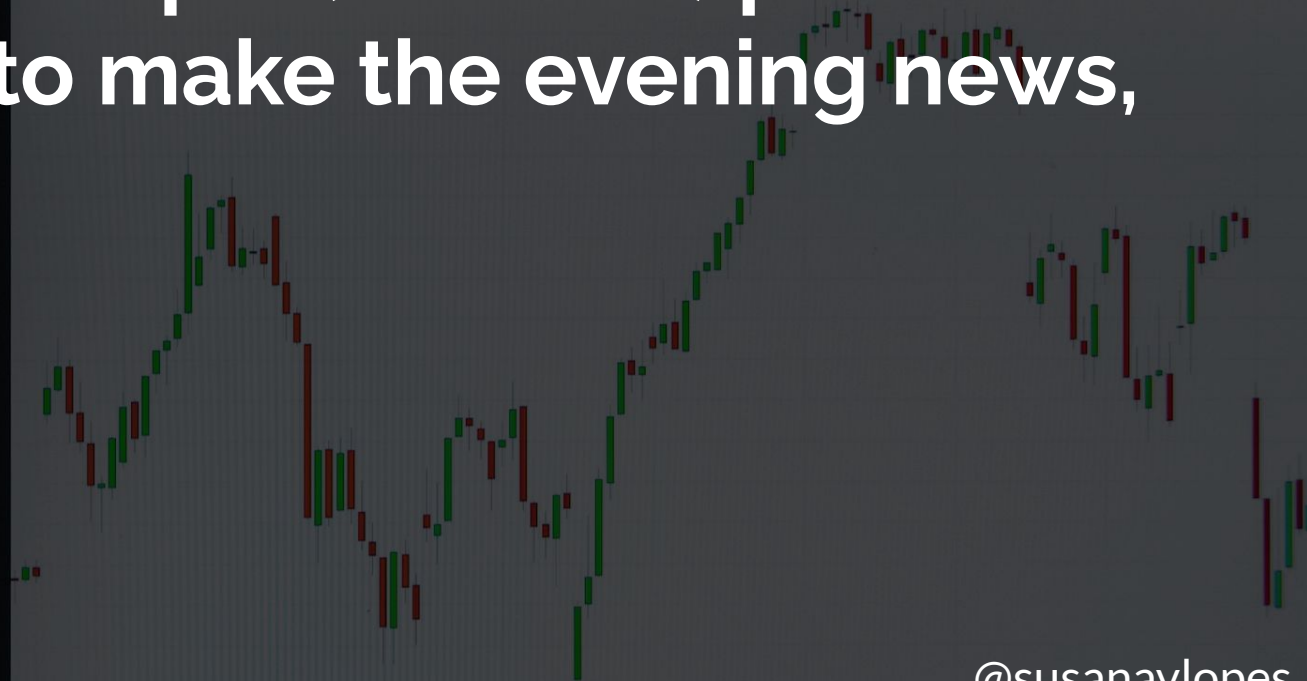


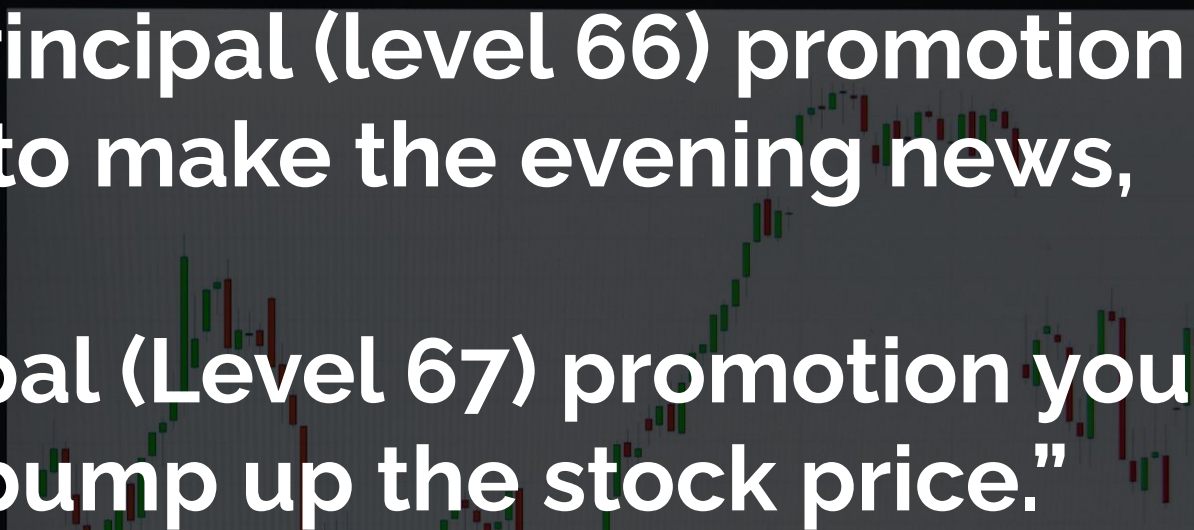




**“You send them in with a
chainsaw to make a runway for
the plane to land”**

“To get a Principal (level 66) promotion
you need to make the evening news,

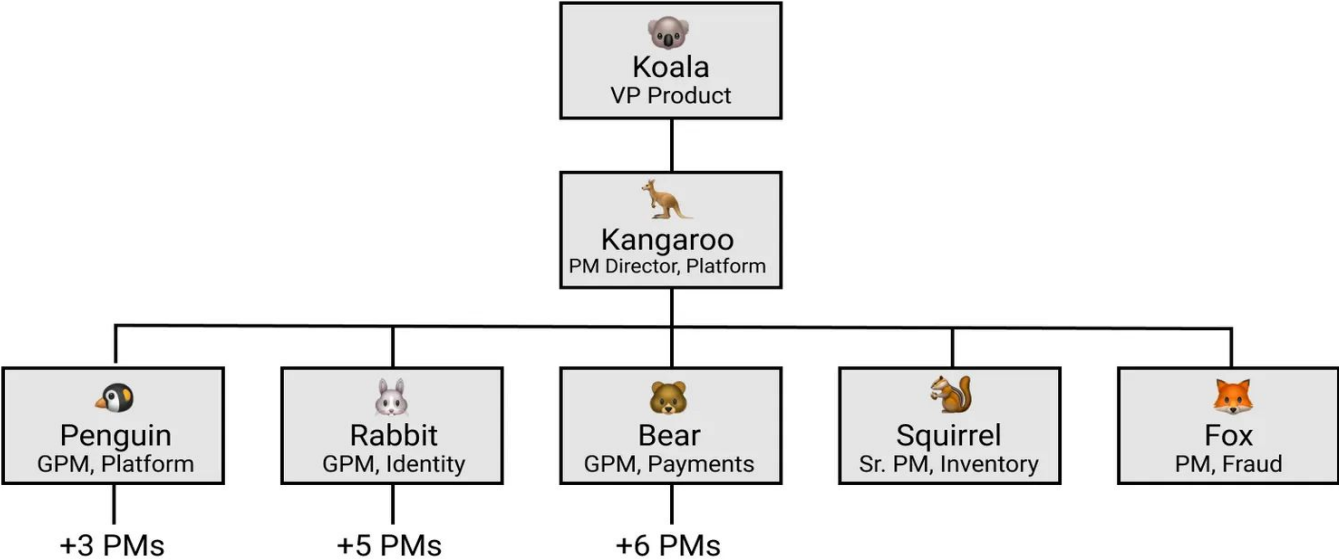


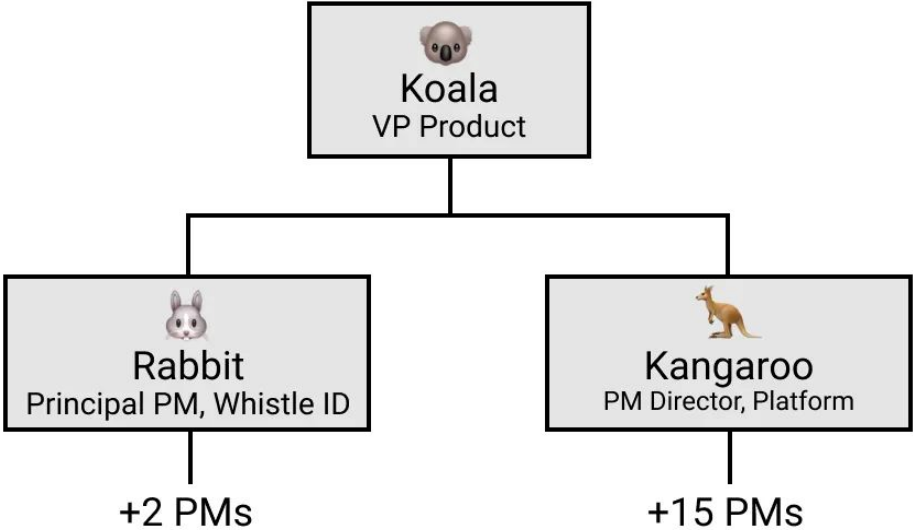


**“To get a Principal (level 66) promotion
you need to make the evening news,
for a Principal (Level 67) promotion you
have to bump up the stock price.”**

Player Coach

Pure IC





**Builds Product
Management
Strategy**

Player Coach

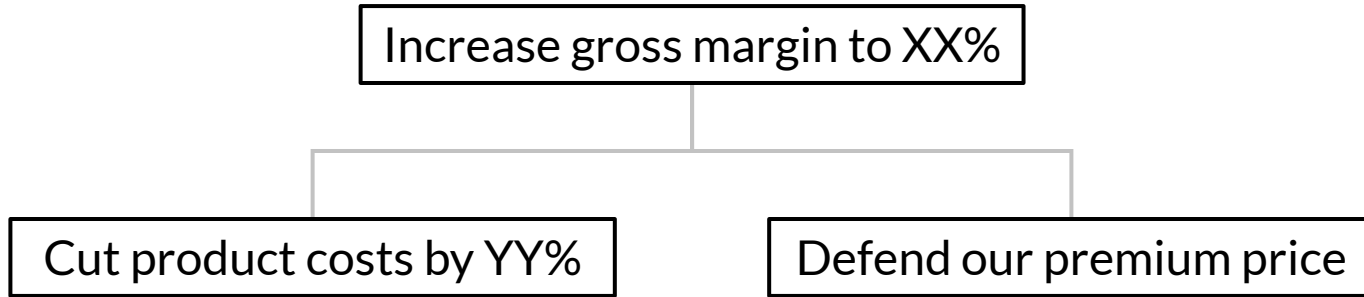
Yup

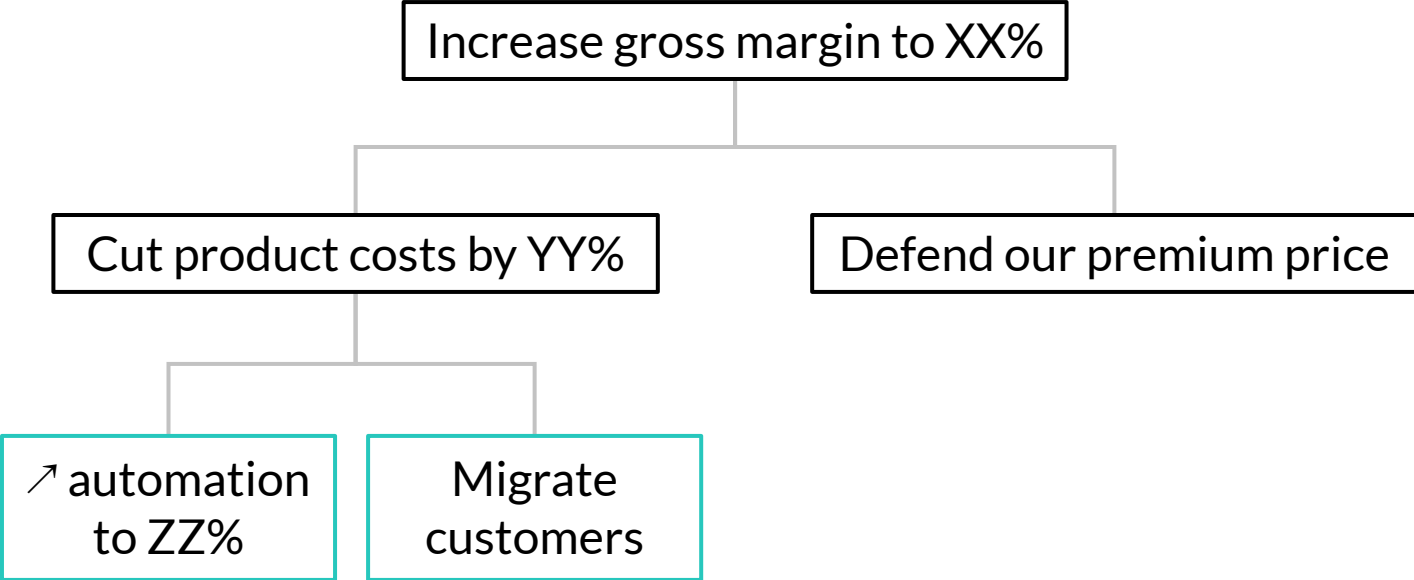
2-3 people

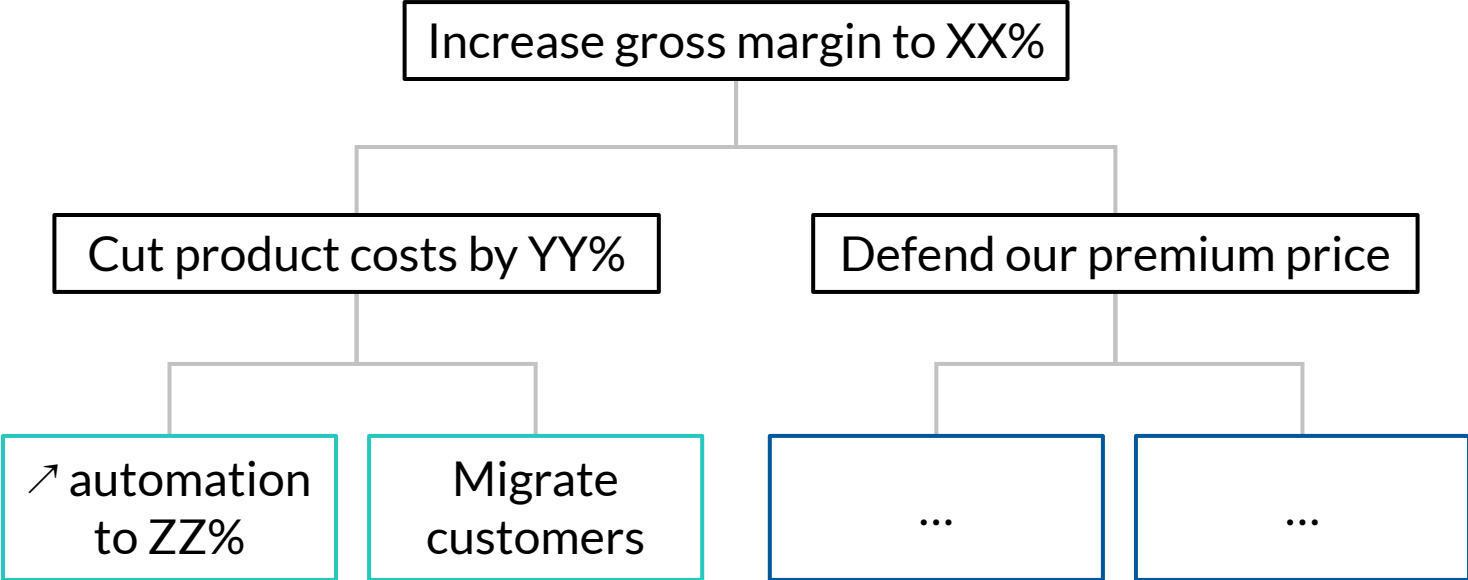
Responsible

	Player Coach	Pure IC
Builds Product	Yup	Yup
Management	2-3 people	N/A
Strategy	Responsible	Contributor
Pairs with	N/A	People leader in group

Increase gross margin to XX%







	Player Coach	Pure IC
Builds Product	Yup	Yup
Management	2-3 people	N/A
Strategy	Responsible	Contributor
Pairs with	N/A	People leader in group

	Player Coach	Pure IC
Builds Product	Yup	Yup
Management	2-3 people	N/A
Strategy	Responsible	Contributor
Pairs with	N/A	People leader in group
	+ Impact beyond strategy & building	

Equivalent title

Coaching PMs

X-team leadership

Product craft practices

Execution excellence

Evangelism



Principal

Staff



Senior Principal

Principal



The Hatcher

- Creates and successfully launches new products within established organisations.
- Impact beyond building & strategy:
 - Coaching team
 - Improving launch process



The Fixer

- Diagnoses and fixes dying products or organisations.
- Impact beyond building & strategy:
 - Leading cross team projects
 - Improving org wide product practices



The Industry Moulder

- Has deep industry relationships and influence.
- Impact beyond building & strategy:
 - Company evangelism
 - Shape the future of the industry



The Practice Lead

- Elevates how the org and wider community does product.
- Impact beyond building & strategy:
 - Coaching
 - Product practice evangelism
 - Upgrading the PM toolkit





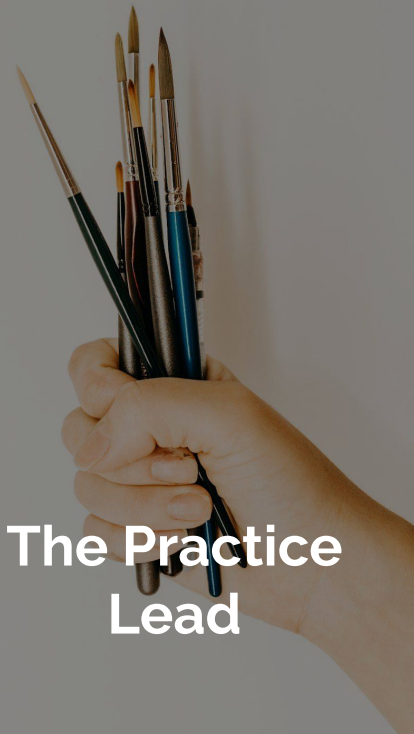
The Hatcher



The Fixer



**The Industry
Moulder**



**The Practice
Lead**

A metal A-frame step ladder is positioned centrally against a solid teal background. The ladder is made of dark metal and has several rungs. A thin black wire is draped over the top of the ladder. The text "Are you climbing someone else's ladder?" is written in a large, white, sans-serif font across the middle of the image, partially overlapping the ladder.

**Are you climbing
someone else's ladder?**

Energy giving

Energy draining



**Give people room to
try stuff out.**



It's up to us.

The Seniors, the Staffs and the Principals

With many thanks to Jane Honey, Luke Abrams, Vincent Jong, Tam Finlay, Jon White, Katie Marcus, Marcus Hickman, Ada Shum, Aamir Chishtie, João Craveiro, Andita Shantikatarra and Lea Hickman.

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