Group Product Manager expectations by level

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These are the key areas of performance that are most important to Group Product Manager roles at Intercom, along with the competencies and expectations for each.

Here's how to use this doc and get the most out of it:
- Review the competencies and expectations for your level and (at least) the level above yours
- Develop opinions about how your practice of each competency aligns with our expectations and where/how you can grow
- Discuss with your manager and, together, create a plan for improvement over each performance period
- Assess your performance in growth areas with your manager regularly
- Share this document with your peers to help them understand what to expect and how to involve you. Ask them to give you feedback based on these expectations.

Related resources:
- Product Manager expectations by level
- 9-Box of results and behaviors: A tool your managers use during calibration to align on performance expectations by level
- Performance ratings criteria: The guidelines your managers use to determine ratings during the performance review cycle

The role of Group Product Managers at Intercom

Group Product Managers (GPMs) at Intercom are responsible for leading and coaching a team of PMs to deliver strong results. They lead the definition of a compelling product strategy for their area and align and inspire their team (and the rest of the organisation) to execute that strategy. They are ultimately responsible for the market impact their teams have.

Underpinning this, there are **5 Skill Areas** that we explicitly set expectations for and judge performance against. These are

The high level differences between GPM and Senior GPM levels

At a high level, the differences between the GPM and Senior GPM level can be summarised using the following dimensions:

- **Autonomy** - the level of support needed to handle challenging people management issues, define and create product strategy and steer the teams to successfully deliver results. Senior GPMs will be able to operate in the role more independently, needing less supervision.
- **Scope** - the range of product areas, or teams, you're responsible for. Or this might be about the significance or importance of those product areas to our overall company strategy.
- **Leadership** - the ability to shape and evolve our principles and processes, organisational structure, values and culture. Senior GPMs will be critical players in helping us go from good to great, and will also be actively helping leadership be their best.

Skill Area 1: Leadership

Be a recognised leader, motivate and engage your direct team and wider group, form a leadership team with design and engineering counterparts, collaborate effectively beyond R+D, be a role model for our values

GPM	Senior GPM *In addition to GPM*
Visibility and presence	
Recognised beyond R&D as the go-to leader and domain expert for their area	
Uplevelling the PM function	
Support the product directors to envision future versions of the product org **Structure teams** so that we have the necessary balance of PM resources to drive impact and deliver against agreed outcomes **Contribute to product ops/ org health + evolution** **Demonstrate thought leadership during product discipline discussions** to teach others and help uplevel how we work	**Lead initiatives** to uplevel our product organisation
Drive motivation & engagement	
Achieve **healthy engagement** results for your team (as measured by our company survey) Build a **strong culture** within your team and with your peers	Act as a **role model for building engaged, high-performing, collaborative and inclusive teams** and **share best practice** for doing this with R+D peers Champion a high degree of **psychological safety** across the team, where team members feel safe to take risks and be vulnerable in front of each other Proactively identify **engagement** hot spots and play an active role in driving employee engagement across the PM org
Communication & collaboration	
Communicate clearly and effectively, in writing or when presenting, to large and high stakes audiences (including R+D and GTM leaders, the Exec team)	**Help leadership** communicate and collaborate more effectively

Collaborate effectively with all PMs, Design and Engineering teams and leadership, plus R+D leaders across the company to get things done and proactively resolve problems **Effectively influence** the priorities of other teams + groups **Coach those in your team** to effectively communicate and collaborate	
Role model our values	
Role model our core values and show the path for others to model our values more effectively.	**Help leadership** role model our values more effectively.

Skill Area 2: People Management

Build a great team through hiring talented people and nurturing them to fulfil their potential.

GPM	Senior GPM *In addition to GPM*
Hiring	
Act as the hiring manager for vacant positions within your team, improving the strength and capability of the PM team with each hire **Spot talent accurately** and make robust hiring decisions.	Help attract **potential candidates and build our hiring pipeline by raising our profile** as a world-class Product team by speaking externally, blogging and networking **Continually look for ways to improve our hiring process** to be more fair, more efficient and effective
Driving Individual PM Performance	
Provide and solicit constructive actionable feedback consistently to/from your direct reports to guide and improve their work Identify **areas for development for PMs** and create actionable plans to help them	**Nurture your team's talent,** helping them grow in their skills, expertise, knowledge, experience **through many levels of career progression** **Handle the range of challenges** that arise with people management with

improve	confidence and minimal support
Support the professional growth of your direct reports through **regular mentoring and guidance** **Set a high bar for PM performance**, ensuring direct reports set and meet ambitious, impactful company and career goals **Anticipate flight risks** and put action plans in place to help retain top talent	

Skill Area 3: Business Strategy

Deeply understand our company strategy and demonstrate strong commercial thinking. Thinking about your product as a business.

GPM	Senior GPM *In addition to GPM*
Company Strategy	
Understand our company strategy and how it relates to your area of responsibility **Coach your team** to deeply internalise our company strategy and ensure their activities are aligned	
Commercial thinking	
Understand and investigate the commercial levers that affect your area of responsibility and how they ladder up to overall Intercom commercial performance **Define metrics** for your group/teams that ensure we're outcome-focused and driving business impact	**Evolve how we measure product performance** and map that to business success

Skill Area 4: Product Strategy

Form and execute compelling product strategy based on business strategy, insights & outcomes, drive alignment on this strategy and ensure effective prioritisation and planning.

Group Product Manager	Senior GPM *In addition to GPM*
Competitive insight	
Synthesise learnings about competitor landscape and industry trends for your area. Think proactively about this competitor insight to uplevel the team's thinking and push forward the vision and strategy of your area. **Identify sustainable competitive advantages** for your area. Demonstrate **deep curiosity** about a range of product areas and **coach your team** to be curious	
Customer understanding	
Use **customer insight to effectively create the best possible value** across your area and anticipate future product needs or opportunities. Effectively **define the research** we need across a range of product areas. Partner effectively with Research to uncover new insights that drive product strategy. **Drive improvements in how we work with Research.** **Coach your team** to ensure they're anchoring decisions effectively in research.	
Form product strategy based on business strategy, insights & outcomes	
Responsible for shaping the overall product strategy for your area ensuring that it is aligned with our company and product strategy **Support PMs to create team roadmaps** and ensures each team has **clear outcomes** that deliver business impact **Can create/clarify strategy within ambiguous areas** with limited guidance	Needs **minimal support** to create and shape product strategy for their area

Contribute and influence our overall product strategy and relevant winning strategies	
Alignment & Evangelism	
Create **relationships and trust** with a broad range of senior stakeholders across the business (PMs, managers, R&D leaders & cross functional leaders) **Ensure PMs internalise** the strategy and are capable of building team level strategy & roadmaps in line with this **Work closely with stakeholders and build deep relationships** with stakeholders to create strategy **Drive alignment** across the organisation through inspiring and clear communication	

Skill Area 5: Execution & impact

Effectively guide PMs to follow our principles & processes and achieve market impact.

GPM	Senior GPM *In addition to GPM*
Effectively guide PMs to follow our R&D principles and process	
Guide and mentor PMs to continually execute against our principles and follow our Phases and Stages process Give **high-quality product feedback** to dial up your teams' focus on delivering market impact and understand how to deliver impact independently	**Help leadership evolve** our principles and process
Effectively prioritise and plan the execution of product strategy	
Ensure product strategy is planned and phased in a clear and coherent way **Determine priorities** when there are competing strategic asks	

Reviewer of teams' roadmaps. Ensure your direct reports are well supported to deliver top class, compelling roadmap rationale that drives product area / use case strategy forward	
Responsible for product outcomes	
The buck stops with you - you're ultimately responsible for your teams' market impact. You can be relied on to deliver market impact.	Demonstrate the ability to drive **significant market impact**