

Product Manager expectations by level

PMs at Intercom identify the most valuable problems to solve, ship and iterate high-quality solutions quickly, and create market impact

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:

- [GPM expectations by level](#)
- [Performance Review Philosophy](#): How we think about performance at Intercom
- [Performance ratings criteria](#): The guidelines your managers use to determine ratings
- [PM Growth Plan template](#): A template you can use with your manager to define the most important skill areas for you to focus on and build a plan
- [Career Planning Template](#): A template you can use with your manager to help guide longer-term career discussions and plans.
- [The importance of a clear career path for product managers blog post](#): An article we wrote when defining the ladder, which explains the purpose of the ladder and gives an overview of each skill area.

How we use this career ladder to assess performance:

- Assessing performance is a mixture of art and science, and we take several factors into consideration - such as your performance against the career ladder, the context you've been operating in (which may dictate whether or not you've been able to demonstrate some of the sub-skills described in the ladder) and your progress against your growth plan.
- The career ladder describes expectations for each PM level at Intercom. These are interpreted as guidance, rather than applied in an iron clad way.
- Overall performance against the career ladder is a summary of performance in each of the 5 skills areas.
- For each skill area, performance is assessed for each sub-skill using peer review, self review and manager feedback.
- Ratings are defined by reviewing your performance against the expectations for your level. If you are consistently meeting the expectations of each skill area, this generally equates to a 'Successfully Meets' rating. If your performance against multiple skill areas consistently matches the expectations for the level above your current role, this generally equates to an 'Exceeds' or 'Exceptional' rating. Similarly if your performance against multiple skill areas falls short of the expectations for your level, this generally equates to an 'Stronger Performance Needed' or 'Needs Immediate Improvement'.
- It's important to remember that performance reviews provide a moment in time for us to formally review how you're performing. But this is an ongoing discussion and it's more important that you're on a positive trajectory and receiving continued support.

The high level differences between PM levels

At a high level, the differences between the PM levels can be summarised using the following dimensions:

- **Scope** - the range of product areas you're responsible for. Or this might be about the significance or importance of those product areas to our overall company strategy. Or how far out you're thinking. As you become more senior your primary focus will move beyond the remit of a single team or product area, and you'll be thinking across a multiple year timeframe.
- **Autonomy** - the level of support needed to define and create product strategy and successfully deliver results. More senior roles will be able to operate in the role more independently, plus they will be able to tackle more difficult or ambiguous problem areas with less supervision.
- **Impact** - the impact that you deliver will increase as you become more senior, with the projects you lead having adding more value to our customers and our business. You'll also move beyond your immediate team and execution, towards a broader impact on group or use case/winning strategy product direction. Your impact will also influence how we work and the performance of those around you.

A short summary of Staff PM, Principal PM and GPM roles

A **Staff PM** is effectively a more senior Senior PM - they're embedded in a team, able to handle ambiguous projects without supervision, coach and mentor more junior PMs.

A **Principal PM** is one of our most senior ICs - they're not embedded in a team, and are assigned to particularly ambiguous, complex or significant projects that span multiple teams or product areas. Their role is to drive these projects, showcasing excellence as well as taking responsibility for uplevelling how we do product at Intercom. When they're assigned to a group (even if temporarily) they form part of the Group leadership team. We envisage we'd want 1-2 Principal PMs across the org in the near future.

A **GPM** is 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 teams (and the rest of the organisation) to execute that strategy. They are ultimately responsible for the market impact their teams have. Like Principal PMs, they drive projects that shape and evolve our principles and processes, organisational structure, values and culture.

Skill Area 1: Insight Driven

	Associate PM	PM <i>In addition to Associate PM</i>	Senior PM <i>In addition to PM</i>	Staff PM <i>In addition to Senior PM</i>	Principal PM <i>In addition to Staff PM</i>
Customer focus PMs represent customer needs accurately and fairly to create the best possible value for Intercom. They use customer insight to ensure that they deeply understand our customers' problems, define the correct priorities to tackle and create a clear brief.					
Scope	<ul style="list-style-type: none"> Talks to a range of customers using their product area. 		<ul style="list-style-type: none"> Proactively defines the problems we should be seeking to understand for their product area over the next 6-12 months. 	<ul style="list-style-type: none"> Proactively defines the problems we should be seeking to understand for their product area over the next 24 months. 	<ul style="list-style-type: none"> Proactively defines the problems we should be seeking to understand that might impact the future product direction of multiple teams.
Autonomy	<ul style="list-style-type: none"> Can gain some understanding of customer needs but mainly relies on Research/Manager guidance. 	<ul style="list-style-type: none"> Partners effectively with Research and can independently gain deep insight from customer listening. 		<ul style="list-style-type: none"> Effectively defines the research questions we need for their product area. 	
Impact	<ul style="list-style-type: none"> Research is primarily focused on validating decision-making. 	<ul style="list-style-type: none"> Insights impact product direction for their team and help define the problems we should be seeking to understand. 	<ul style="list-style-type: none"> Insights gained impact group strategy. Is recognised internally as an expert in customer needs for their area of product. 	<ul style="list-style-type: none"> Partners with their GPM to gather and synthesise insights that shape group strategy and may shape winning strategy. Coaches more junior PMs on effective customer listening techniques. 	<ul style="list-style-type: none"> Insights gained impact winning strategy. Is able to use insight to anticipate future product needs or opportunities. Drives improvements in how we listen to customers at Intercom and/or how we partner with Research.
Analytics focus PMs use data to inform decision-making and uncover new product opportunities for Intercom.					
Scope	<ul style="list-style-type: none"> Focused on gaining analytics insight for their team's product area. 		<ul style="list-style-type: none"> Focused on gaining analytics insight for their area of product and beyond. Proactively defines metrics we should be tracking to inform group strategy performance. 		<ul style="list-style-type: none"> Uses data insights to proactively define the problems we should be seeking to understand for their group. Proactively defines metrics we should be tracking to inform winning strategy performance.
Autonomy	<ul style="list-style-type: none"> Relies on Analytics guidance to anchor decisions in data. Needs support to seek data insights and understand how these might impact their team's strategy. Needs support to define success metrics for Intermissions. 	<ul style="list-style-type: none"> Can independently seek basic data insights and independently anchor product decisions in data. Proactively identifies success metrics and partners effectively with Analytics to refine these. 	<ul style="list-style-type: none"> Can independently seek complex data insights. 	<ul style="list-style-type: none"> Effectively defines the data analysis we need across their product area. Understands and investigates the commercial levers that affect their area of responsibility and how they ladder up to overall Intercom commercial performance 	<ul style="list-style-type: none"> Effectively defines the data analysis we need across the group/multiple teams.
Impact	<ul style="list-style-type: none"> Analytics insight gained validates decision-making. 	<ul style="list-style-type: none"> Analytics insight gained validates team's product direction. 	<ul style="list-style-type: none"> Analytics Insight gained impact group strategy. Is recognised internally as the 'go to' person for analytics insight for their area of product. 	<ul style="list-style-type: none"> Partners with their GPM to gather and synthesise insights that shape group strategy and may shape winning strategy. Coaches more junior PMs on effective data analysis techniques. 	<ul style="list-style-type: none"> Insights gained impact winning strategy. Is able to use insight to anticipate future product needs or opportunities. Drives improvements in how we gain data insight and/or how we partner with Analytics.
Competitive Insight PMs understand the competitive landscape and industry trends and use this understanding to identify sustainable competitive advantages for Intercom.					
Scope	<ul style="list-style-type: none"> Focused on understanding competitors for their product area. 			<ul style="list-style-type: none"> Focused on understanding competitors for their group/ use case 	<ul style="list-style-type: none"> Focused on understanding competitors across a range of use cases.
Autonomy	<ul style="list-style-type: none"> Contributes to gathering competitive insight for their product area. 	<ul style="list-style-type: none"> Can independently carry out competitive reviews for their product area. 	<ul style="list-style-type: none"> Can identify sustainable competitive advantages for their product area. 	<ul style="list-style-type: none"> Can identify sustainable competitive advantages for their group's remit. 	<ul style="list-style-type: none"> Can identify sustainable competitive advantages that impact use case and/or product strategy.

		<ul style="list-style-type: none"> Proactively identifies competitors we should be tracking. 			
Impact		<ul style="list-style-type: none"> Is able to analyse the problems our competitors are solving and use this to inform team product direction. 	<ul style="list-style-type: none"> Insight gained impacts group strategy. Is recognised internally as the 'go to' person for competitor insight for their area of product. Is deeply curious about our competitors - not because they have to but because they want to. 	<ul style="list-style-type: none"> Thinks proactively about competitor insight to uplevel the group's thinking and to inform product strategy. Coaches more junior PMs on effective competitor analysis. 	<ul style="list-style-type: none"> Insights gained impact winning strategy. Is able to use insight to anticipate future product needs or opportunities. Drives improvements in how we gain competitive insight and/or how we partner with PMM in this area.

Skill Area 2: Strategy

	Associate PM	PM <i>In addition to Associate PM</i>	Senior PM <i>In addition to PM</i>	Staff PM <i>In addition to Senior PM</i>	Principal PM <i>In addition to Staff PM</i>
Strategy definition & influence PMs set strategy and influence others to think big about where we are headed and how we will get there.					
Scope	<ul style="list-style-type: none"> Focused on understanding product area strategy. 	<ul style="list-style-type: none"> Shares responsibility for defining product area strategy with their manager. 	<ul style="list-style-type: none"> Responsible for defining product area strategy, thinking 6-12 months out. 		<ul style="list-style-type: none"> Responsible for defining product area strategy, thinking 1-2 years out.
Autonomy		<ul style="list-style-type: none"> Needs close support from a manager/ more senior PM IC to shape product strategy. Can create/clarify strategy within unambiguous areas with guidance. 	<ul style="list-style-type: none"> Needs light support from a manager/ more senior PM IC to shape product strategy. Can create/clarify strategy within ambiguous areas with limited guidance. 	<ul style="list-style-type: none"> Can create/clarify strategy for very ambiguous areas - requiring guidance rarely. 	
Impact	<ul style="list-style-type: none"> Contributes to team product direction. 	<ul style="list-style-type: none"> Contributes to shaping of group strategy. 	<ul style="list-style-type: none"> Contributor to group strategy, may contribute to winning strategy. 	<ul style="list-style-type: none"> Major contributor to group strategy, contributor to winning strategy. Coaches more junior PMs on strategy definition. 	<ul style="list-style-type: none"> Major contributor to winning strategy. Partners with design on vision work.
Roadmap creation & rationale PMs are responsible for taking in a range of inputs and perspectives and clarifying and prioritizing problem focus areas for their teams. Why we are pursuing one set of priorities versus another should be clear from the rationale (both for readers and roadmap review participants.)					
Scope	<ul style="list-style-type: none"> Focused on the team's roadmap. 				
Autonomy		<ul style="list-style-type: none"> Owns their team's roadmap and can develop a point of view based on our roadmap inputs with limited support. 	<ul style="list-style-type: none"> Needs no support to define team roadmaps. Can make tough prioritisation calls with limited support. 		
Impact	<ul style="list-style-type: none"> Contributor to team roadmap planning. 	<ul style="list-style-type: none"> Creates a clear & logical rationale that's in line with product area strategy and is easy to consume. 		<ul style="list-style-type: none"> Coaches more junior PMs on roadmap definition. 	<ul style="list-style-type: none"> Provides feedback/ guidance on team roadmaps related to the product area they're currently working on.
Alignment & Evangelism As important as creating strategy & roadmaps is ensuring that these are understood and internalised by all. PMs are responsible for driving this alignment across teams & stakeholders.					
Scope	<ul style="list-style-type: none"> Focused on creating alignment within their team. 	<ul style="list-style-type: none"> Creates alignment with critical stakeholders (cross functional partners & manager). 	<ul style="list-style-type: none"> Creates alignment beyond their team - including R&D leaders and other teams who may be impacted by their roadmap. 	<ul style="list-style-type: none"> Creates alignment within the Group and with other impacted groups. 	<ul style="list-style-type: none"> Drives alignment across R&D teams and throughout the organisation, including non-R&D cross-functional leaders.
Autonomy		<ul style="list-style-type: none"> Can independently inspire and motivate 		<ul style="list-style-type: none"> Can independently inspire and 	

		the team on strategy + roadmap rationale.		motivate multiple stakeholders (at all levels) on strategy + roadmap rationale.	
Impact	<ul style="list-style-type: none"> Understands the strategy for their product area, and can describe this clearly. 	<ul style="list-style-type: none"> Gets team buy in on strategy & roadmap rationale. Understands each stakeholder's perspective and ensures that they have been appropriately considered in strategy setting & roadmap creation. 	<ul style="list-style-type: none"> Inspires and motivates the team and related teams on strategy & roadmap rationale. 	<ul style="list-style-type: none"> Coaches more junior PMs on driving alignment + evangelism. 	

Skill Area 3: Execution

	Associate PM	PM <i>In addition to Associate PM</i>	Senior PM <i>In addition to PM</i>	Staff PM <i>In addition to Senior PM</i>	Principal PM <i>In addition to Staff PM</i>
Start with the problem: PMs are most directly responsible for ensuring their teams live and breathe this principle. To do it well, you must have a stubborn focus on understanding, refining, articulating the problem (or opportunity) your team is solving. When done well, the whole team is oriented around the problem and able to explain it themselves. And the PM ensures this understanding and articulation is continually evolved and improved.					
Scope	<ul style="list-style-type: none"> Problem definition related to their product area. 		<ul style="list-style-type: none"> Tackles projects that have high impact. 	<ul style="list-style-type: none"> Problem definition beyond their immediate product area. Tackles projects that have significant impact. 	<ul style="list-style-type: none"> Problem definition for multiple product areas.
Autonomy	<ul style="list-style-type: none"> Gathers inputs to define a problem. Able to create simple problem statements. 	<ul style="list-style-type: none"> Independently synthesises inputs from various sources to craft a problem statement. Able to tackle more complex problems with light support. 	<ul style="list-style-type: none"> Articulates a problem statement, including complex ones, with exceptional clarity. Needs limited support. 	<ul style="list-style-type: none"> Rarely needs guidance to tackle ambiguous, complex problem areas. 	<ul style="list-style-type: none"> Needs no guidance to tackle ambiguous, complex problem areas.
Impact	<ul style="list-style-type: none"> Contributes to, rather than drives, problem articulation and alignment. 	<ul style="list-style-type: none"> Demonstrates clarity when articulating the problem and aligning the team to the problem. Meticulously ensures Intermissions are up to date. 	<ul style="list-style-type: none"> Continues to refine understanding of the problem as we learn more. 	<ul style="list-style-type: none"> Identifies new problems and opportunities for the team to solve. Coaches more junior PMs on problem definition. 	<ul style="list-style-type: none"> Identifies new problems and opportunities for the group to solve. Drives improvements in product execution, focusing on raising quality.
Think big, start small. PMs are most directly responsible for ensuring teams constantly fight to scope smaller to learn faster, balancing an ambition to think expansively about the opportunity.					
Scope	<ul style="list-style-type: none"> Solution exploration related to their product area. 			<ul style="list-style-type: none"> Solution exploration beyond their product area. 	<ul style="list-style-type: none"> Solution exploration that spans multiple product areas. Able to think 1-2 years out.
Autonomy	<ul style="list-style-type: none"> Needs substantial support to make scoping decisions. 	<ul style="list-style-type: none"> Effectively represents various inputs & tradeoffs to drive accurate + independent scoping decisions with some support. 	<ul style="list-style-type: none"> Needs limited guidance to make robust scoping decisions or explore multiple solutions. 	<ul style="list-style-type: none"> Rarely needs guidance to make robust scoping decisions or explore multiple solutions. 	<ul style="list-style-type: none"> Can independently make robust scoping decisions or explore multiple solutions.
Impact	<ul style="list-style-type: none"> Actively contributes to solution exploration. 	<ul style="list-style-type: none"> Drives effective scoping sessions with team, Clearly documents decisions made. Ensures teams are focused by default on scoping small. 	<ul style="list-style-type: none"> Steers team explorations of multiple solutions to the problem statement efficiently. Ensures explorations are anchored to a clear understanding of the problem statement. Challenges the team to question their assumptions about what's actually needed and sharpens the entire team's thinking about what's essential, and 	<ul style="list-style-type: none"> Coaches more junior PMs on Think Big, Start Small. 	<ul style="list-style-type: none"> Drives improvements in product execution, focusing on raising quality

			when.		
Learn fast. PMs identify the biggest assumptions and risks to build clear hypotheses for learning pre launch (during build and beta). PMs are hungry for insights, open to proving themselves wrong, and most of all, <i>share</i> and <i>act</i> on the learning to deliver valuable product.					
Scope	<ul style="list-style-type: none">Focused on their product area.				<ul style="list-style-type: none">Identifies assumptions we need to test related to multiple product areas.
Autonomy	<ul style="list-style-type: none">Needs substantial support to define actions emerging from learnings.	<ul style="list-style-type: none">Consistently runs efficient and effective beta without support.Needs regular guidance to Learn Fast.	<ul style="list-style-type: none">Needs limited guidance to Learn Fast.	<ul style="list-style-type: none">Rarely needs guidance to Learn Fast.	<ul style="list-style-type: none">Needs no guidance to Learn Fast.
Impact	<ul style="list-style-type: none">Understands what we need to learn.Can effectively run a beta and gather learnings.Shares learnings with the immediate team.	<ul style="list-style-type: none">Defines what we need to learn and the best way to learn that.Gets teams to quickly adapt to results, both quant and qual.	<ul style="list-style-type: none">Creative at figuring out quicker ways to learn faster.Particularly strong at exposing hidden assumptions and product risks.Uses hypotheses to focus a team on what and how to run a beta (or equivalent).Actively shares relevant learnings across teams and with product leadership.	<ul style="list-style-type: none">Coaches more junior PMs on Learn Fast.	<ul style="list-style-type: none">Drives improvements in how we Learn Fast focusing on raising quality
Shipping is our heartbeat. Great product teams demonstrate a consistent shipping cadence; PMs help drive this. But it's not just the speed at which we ship, it's also the quality of the product.					
Scope	<ul style="list-style-type: none">Focused on their team.				<ul style="list-style-type: none">Focused on multiple teams.
Autonomy	<ul style="list-style-type: none">Needs regular support to drive momentum.	<ul style="list-style-type: none">Needs limited guidance to drive momentum.		<ul style="list-style-type: none">Rarely needs guidance to drive momentum.	<ul style="list-style-type: none">Needs no guidance to drive momentum.
Impact	<ul style="list-style-type: none">Adapts to existing team shipping rhythmFacilitates and contributes to QA of core features	<ul style="list-style-type: none">Establishes and drives a consistent shipping cadence.Ensures product quality is high, with few bugs and issues. Contributes to QA of product features.	<ul style="list-style-type: none">Ensures the team has a consistent, reliable shipping momentum, PM really drives this. As a result, the team is humming with efficiency and progress, and demonstrates this with demos and high team engagement.	<ul style="list-style-type: none">Coaches more junior PMs on driving strong momentum.Spots product quality risks across the broader Intercom system, not just their product area.	<ul style="list-style-type: none">Drives improvements in how we build a consistent shipping cadence.Drives improvements in the quality of what we ship.
Ship the <i>whole</i> customer experience. PMs need to drive not just the development of a new feature or improvement, but the entire experience that surrounds it. This includes working across the business to determine: how new & existing customers find out about it, what the monetisation approach is, how sales will sell and how CS will support it...					
Scope	<ul style="list-style-type: none">Focused on their product area.				<ul style="list-style-type: none">Focused on multiple product areas.
Autonomy	<ul style="list-style-type: none">Needs significant support to identify and consider the broader customer experience beyond their immediate area of focus.	<ul style="list-style-type: none">Needs regular support to define the customer experience.	<ul style="list-style-type: none">Needs limited support to define the customer experience.	<ul style="list-style-type: none">Rarely needs support to define the customer experience.	<ul style="list-style-type: none">Needs no support to define the customer experience.
Impact	<ul style="list-style-type: none">Understands the Interstory, launch plans, pricing and packaging approach.	<ul style="list-style-type: none">Collaborates with PMM to define the Interstory, launch plans, pricing and packaging approach.Defines new and existing customer feature onboarding.Ensures docs are updated and CS + Sales are sufficiently enabled.	<ul style="list-style-type: none">An influential and early collaborator with GTM, where there is a fluid exchange of how GTM considerations impact product decisions.Defines impactful new and existing customer feature and use case onboarding.Very proactive with enablement to ensure the product has the best chance of success.	<ul style="list-style-type: none">Helps shape our GTM approach for significant product releases, working in partnership with GTM stakeholders.Defines our onboarding strategy for significant parts of the product.Coaches junior PMs on how we ship the whole customer experience.	<ul style="list-style-type: none">Helps shape our GTM approach for product releases that span multiple product areas, working in partnership with GTM stakeholders.Drive improvements on how we ship the whole customer experience.

Skill Area 4: Driving Outcomes

	Associate PM	PM <i>In addition to Associate PM</i>	Senior PM <i>In addition to PM</i>	Staff PM <i>In addition to Senior PM</i>	Principal PM <i>In addition to Staff PM</i>
Define the outcomes that matter. Being clear on what we are hoping to achieve for the business and our customers.					
Scope	<ul style="list-style-type: none"> Focused on defining outcomes for their product area. 	<ul style="list-style-type: none"> Identifies the metrics we should be tracking to help us drive impact over the next 6-12 months. 			<ul style="list-style-type: none"> Focused on defining outcomes for multiple product areas. Identifies the metrics we should be tracking to help us drive impact over a multiple year timeframe.
Autonomy	<ul style="list-style-type: none"> Needs significant guidance to define outcomes and success metrics at a project level. 	<ul style="list-style-type: none"> Needs regular support to define outcomes and success metrics for their projects. 	<ul style="list-style-type: none"> Needs limited support to define outcomes and success metrics for their projects. 	<ul style="list-style-type: none"> Rarely needs support to define outcomes and success metrics for their projects. 	<ul style="list-style-type: none"> Needs no support to define outcomes and success metrics for their projects.
Impact		<ul style="list-style-type: none"> Defines Customer outcomes that signify solving a problem and delivering value to customers. Defines project outcome metrics in a way that ties them to group level success metrics. Uses outcome metrics to inform decision making and scoping. Understands how the group and program level outcomes relate to their product area and projects. 	<ul style="list-style-type: none"> Defines project outcome metrics in a way that ties them to group and program level success metrics. Identifies how we expect to impact these metrics, defining proxy metrics where needed, and methods to measure and attribute that impact. Anchors decisions in outcome metrics. Use outcomes as a key input into refining problem and solution definition and roadmap rationale. 	<ul style="list-style-type: none"> Contributes to defining outcomes that their group is focused on. Coaches junior PMs on defining outcomes + success metrics. 	<ul style="list-style-type: none"> Defines longer term strategic outcome metrics at the program level. Works with Program leaders to define R&D outcomes that will impact program level goals. Improves how we define outcomes as a product team.
Fight for impact. Shipping is the beginning, not the end. Plan to learn, iterate, fight for adoption post launch, and be accountable for driving customer and business impact.					
Scope	<ul style="list-style-type: none"> Focused on their product area. 	<ul style="list-style-type: none"> Identifies opportunities that will help us drive impact over a 6-12 month timeframe. 			<ul style="list-style-type: none"> Focused on multiple product areas. Identifies opportunities for impact over a multiple year timeframe.
Autonomy	<ul style="list-style-type: none"> Needs significant support to identify next steps at the project level based on outcomes and learning. 	<ul style="list-style-type: none"> Needs regular support to identify next steps, prioritising actions. 	<ul style="list-style-type: none"> Can independently evaluate outcomes using a broad range of signals. Needs limited support to identify next steps, prioritising actions. 	<ul style="list-style-type: none"> Rarely needs guidance to identify next steps, prioritising actions. 	<ul style="list-style-type: none"> Needs no support to identify next steps, prioritising actions.
Impact	<ul style="list-style-type: none"> Gathers signals to measure the impact on success metrics at a project level. Understands the decisions shared in Outcome Reports, shares them with the team. 	<ul style="list-style-type: none"> Measures the impact of a project on customer and business outcomes, creating and sharing Outcome Reports to communicate findings and learnings. Identifies actionable next steps at the project level based on outcomes and learning, prioritising what actions to take and when to drive the most impact. Aligns the team around outcomes they're fighting for. Demonstrates determination and drive to 	<ul style="list-style-type: none"> Creates best in class Outcome Reports that drive a deeper understanding of how best to drive impact. May identify next steps that impact group strategy based on outcomes and learning. Looks for opportunities beyond R&D to fight for impact. Identifies product opportunities based on likelihood to impact outcome metrics. Demonstrates determination and drive to 	<ul style="list-style-type: none"> Coaches junior PMs on fighting for impact. May identify next steps that impact winning strategy based on outcomes and learnings. 	<ul style="list-style-type: none"> Improves how we measure outcomes and define actionable next steps as a product team. Demonstrates determination and drive to focus the group and program to drive the most impact.

		focus the team to drive impact.	focus the group to drive impact.		
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Skill Area 5: Leadership Behaviours

	Associate PM	PM	Senior PM	Staff PM <i>In addition to Senior PM</i>	Principal PM
Communication PMs inspire trust and confidence, and can motivate others to work towards a clear, compelling vision. They communicate clearly, concisely and assertively. And by building confidence, through being opinionated and persuasive.					
Scope	<ul style="list-style-type: none"> Focused on their team. 	<ul style="list-style-type: none"> Focused on their team, product leaders, key stakeholders. 			<ul style="list-style-type: none"> Focused on multiple teams and stakeholders.
Autonomy		<ul style="list-style-type: none"> Needs regular support to make the complex clear and concise in writing and speaking. 	<ul style="list-style-type: none"> Needs limited support to make the complex clear and concise in writing and speaking. 	<ul style="list-style-type: none"> Rarely needs guidance when communicating. 	<ul style="list-style-type: none"> Needs no support to communicate effectively.
Impact	<ul style="list-style-type: none"> Regularly communicates about their work and status clearly and coherently. Can provide rationale for decisions made. Ensures the team is aware of initiatives and priorities. Pro-actively seeks information that might help the team communicate more effectively. 	<ul style="list-style-type: none"> Can take a variety of diverse inputs and synthesise these into a compelling story. Ensures all involved are aware of the team strategy, initiatives and priorities, persuading and influencing others. Can consistently give feedback in a way people can hear and apply. Is adaptive to how other people work and communicate 	<ul style="list-style-type: none"> Can clearly, concisely and assertively articulate the problems being solved, the roadmap, its benefits and tradeoffs. Can take a variety of diverse inputs and synthesise these into a compelling vision and goals. Able to anticipate common feedback and address it proactively. Actively works to ensure teams are aligned and engaged. Develops an opinion and can argue persuasively without being defensive or combative. 	<ul style="list-style-type: none"> Coaches others on their communication skills. 	<ul style="list-style-type: none"> Improves how we communicate and helps others to improve how they communicate through defining best practices. Expresses their opinion externally, through writing for the blog and speaking regularly.
Collaboration PMs build engaged, high-performing collaborative and inclusive teams, ensuring that they fully leverage the best from those around them.					
Scope	<ul style="list-style-type: none"> Focused on their team. 	<ul style="list-style-type: none"> Focused on their team, product leaders, key stakeholders. 			<ul style="list-style-type: none"> Focused on multiple teams and stakeholders.
Autonomy		<ul style="list-style-type: none"> Needs limited support to collaborate effectively. 	<ul style="list-style-type: none"> Rarely needs guidance when collaborating. 	<ul style="list-style-type: none"> Needs no support to collaborate effectively. 	
Impact	<ul style="list-style-type: none"> Collaborates effectively within the team. Is open to, and reacts well to, feedback and looks for opportunities to improve how to work well together within the team. 	<ul style="list-style-type: none"> Collaborates effectively with team, peers and stakeholders. Is warm and empathetic and communicates openly. Consistent and predictable, which means they're easy to work with because there are no surprises. Looks for opportunities to improve how to work well together within the team. Proactively seeks feedback to improve how they work. 	<ul style="list-style-type: none"> Collaborates effectively with all colleagues across the business. Is a role model for collaboration and creating alignment across teams. Proactively looks for opportunities to improve how to work well together within the team and across teams at Intercom. 	<ul style="list-style-type: none"> Acts as a role model for collaborative and inclusive behaviour. Proactively finds the barriers that slow people down and systematically removes those barriers. Shows the path for others to collaborate well and invests in others to help them collaborate effectively. 	<ul style="list-style-type: none"> Helps leadership collaborate more effectively.
Ownership PMs own it - for their product area, for their team, for Intercom. They grind it out, constantly looking for a way forward to deliver value.					
Scope	<ul style="list-style-type: none"> Focused on their product area. 				<ul style="list-style-type: none"> Focused on multiple product areas.
Impact	<ul style="list-style-type: none"> Consistent and reliable ownership of the problem through to the solution within the team. 	<ul style="list-style-type: none"> Consistent and reliable ownership of the problem through to the solution within and across teams, peers, and partners. 	<ul style="list-style-type: none"> Owens it for their group - thinks about how their group, and Intercom, can succeed. 		<ul style="list-style-type: none"> Own it for Intercom - expansive, committed ownership of our problems, processes, and opportunities.

	<ul style="list-style-type: none"> Can be trusted to deliver on promises and follow up on next steps. 	<ul style="list-style-type: none"> No excuses. Accountable and positive in all conditions. Takes ownership of problems and challenges within their remit and doesn't apportion blame to others. Identifies risks and issues and proactively finds solutions to any obstacles. 			
Decisiveness PMs are decisive. They quickly and assertively make meaningful decisions that enable us to deliver value for our customers at speed. They also help others make decisions faster by being appropriately inclusive but persuasive. They thrive in ambiguity and create clarity for those around them.					
Scope	<ul style="list-style-type: none"> Focused on their product area/team. 				<ul style="list-style-type: none"> Focused on multiple product areas/teams.
Autonomy	<ul style="list-style-type: none"> Needs significant support to make meaningful decisions quickly. 	<ul style="list-style-type: none"> Needs regular support to make meaningful decisions quickly. 	<ul style="list-style-type: none"> Needs limited support to make meaningful decisions quickly. Can handle ambiguity by being flexible and by creating clarity for those around them. 	<ul style="list-style-type: none"> Rarely needs support to make meaningful decisions quickly. Expertly handles ambiguity by being flexible and by creating clarity for those around them. 	<ul style="list-style-type: none"> Needs no support to make meaningful decisions quickly.
Impact	<ul style="list-style-type: none"> Can assess options effectively and make a recommendation on the route we should take. Escalates issues appropriately. Doesn't procrastinate. Optimises for constant progress, aims to make progress every single day. 	<ul style="list-style-type: none"> Decisive and assertive. Creates clear escalation paths to resolve issues within the team and validate meaningful decisions quickly. Is not consensus driven. Strong opinions, (mostly) weakly held. 	<ul style="list-style-type: none"> Doggedly drives others to make decisions quickly too. Ensures the team is unblocked, making constant progress. Comfortable not knowing and acting with incomplete information as long as the team is unblocked and directionally correct. 	<ul style="list-style-type: none"> Coaches junior PMs on fast decision-making. 	<ul style="list-style-type: none"> Resolve issues across teams and functions. Helps uplevel R&D how we make decisions efficiently.
Uplevels the PM org. PMs have the ability to shape and evolve our principles and processes, organisational structure, values and culture.					
Impact				<ul style="list-style-type: none"> Guide and mentor PMs to continually execute against our principles and follow our Phases and Stages process. 	<ul style="list-style-type: none"> Contribute to product ops/ org health + evolution. Demonstrate thought leadership during product discipline discussions to teach others and help uplevel how we work. Help leadership evolve our principles and process.
Core values PMs live and breathe Intercom's core values					
Impact	<ul style="list-style-type: none"> Learns what we value and starts consciously applying these. 	<ul style="list-style-type: none"> Consistently applies our core values. 	<ul style="list-style-type: none"> Role models our core values. 	<ul style="list-style-type: none"> Coaches others on our core values. 	<ul style="list-style-type: none"> Role models our core values, influences their evolution and guides others as they evolve.

Change Log

April 2021	<ul style="list-style-type: none"> Update to Intro - new 'how we use this ladder' section Minor change to Strategy/ Strategy definition + influence sub-skill to reflect Decision-Making framework and group structure Major change to Execution/ Learn fast sub-skill, to change focus to beta and pre-launch activities; added 'Shipping is our Heartbeat' sub-skill (previously in Driving Outcome skill) Major change to Driving Outcome skill - two new sub-skills (Defining the outcomes that matter, Fight for impact) to dial up focus on skills, activities and behaviours that drive market impact
June 2021	<ul style="list-style-type: none"> Addition of The high level differences between PM levels Intro section + for each Skill Area and Level, clarity on Scope, Autonomy and Impact expectations Addition of A Short Summary of the the differences between Staff/Principal/GPM

	- Addition of Staff PM level, some minor changes to Senior PM level, sharper focus for Principal PM remit
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