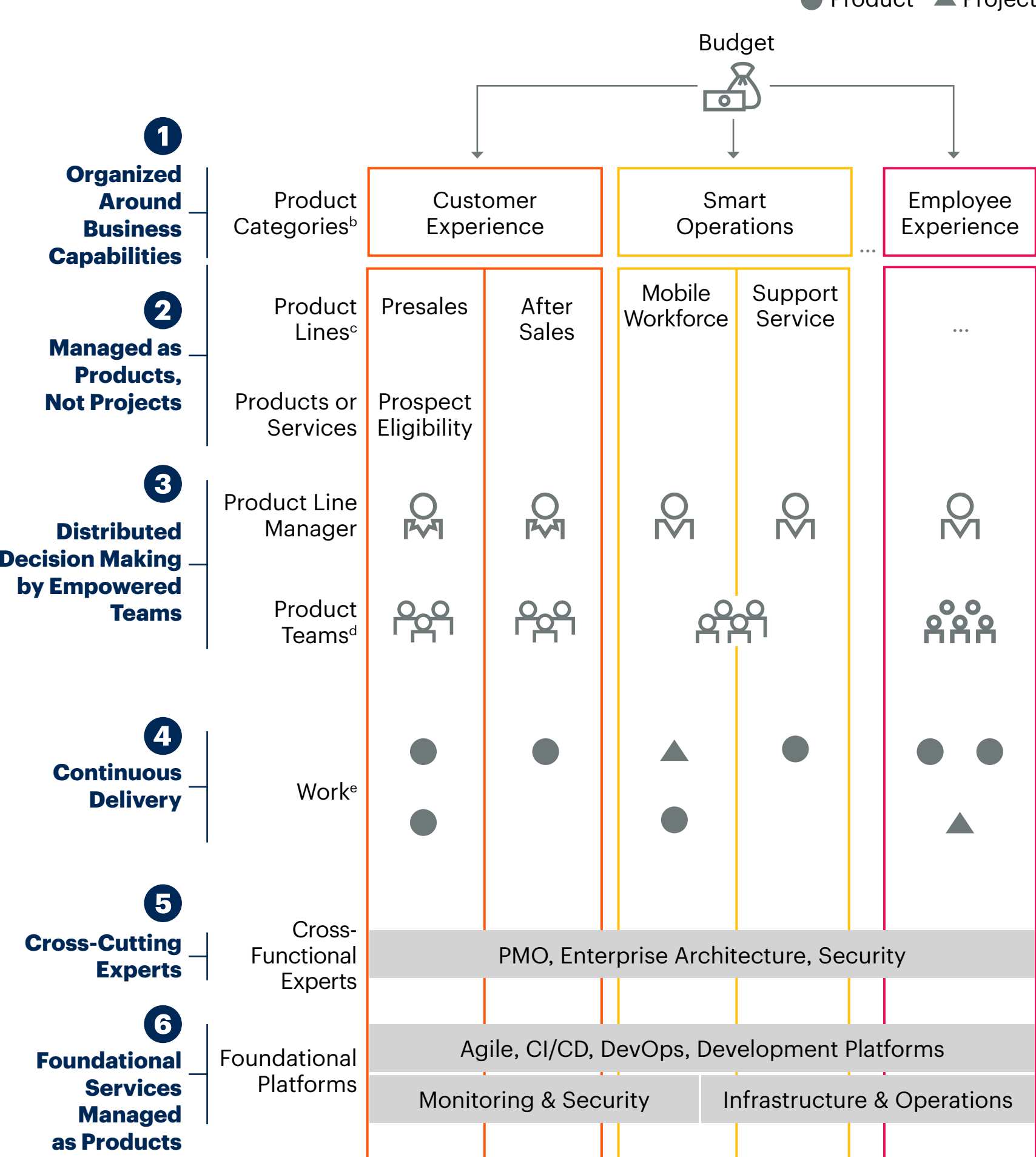


Understanding Product Management and Its Impact on Strategic Portfolio Leaders

To better support business outcomes, 85%^a of organizations are organizing or beginning to organize IT work around product management. Strategic portfolio leaders must understand the core attributes of product management and create a forward-looking, yet pragmatic, action plan to support the transition to this new operating model.

6 Key Attributes of Product Management



Note: This is an illustrative representation of the model.

Key Attributes Explained

1 Organized Around Business Capabilities

Product categories are defined, resourced and funded to support business capabilities, rather than specific technologies or organizational structures. They house interrelated product lines to coordinate roadmaps and share resources.

2 Managed as Products, Not Projects

Products, not projects, are the primary units for delivering value and are defined by how they are consumed, not how they are produced.

3 Distributed Decision Making by Empowered Teams

Product line managers make funding and resource allocation decisions in product lines, and own product roadmaps. Product lines are supported by product teams that are typically multidisciplinary, blending technology and business domain expertise.

4 Continuous Delivery

Organizations deploy Agile, DevOps and automation techniques to deliver work within each product line to enable rapid and continuous value delivery.

5 Cross-Cutting Experts

Cross-cutting support functions become adaptive, and support and balance product line delivery speed with the benefits of economies of scale, security and enterprise consistency.

6 Foundational Services Managed as Products

Foundational platforms and capabilities are managed as products, offer self-service tooling, and enable efficient and secure technology work with IT and beyond.

Action Steps for Strategic Portfolio Leaders

1. Evolve your strategic portfolio management capabilities

to align to the arising enterprise needs by determining which other roles are now more suitable to support some program and portfolio activities.

2. Provide adaptive program management support

to improve coordination and engagement across product silos by orchestrating large, complex work as cross-cutting programs and planning for interdependencies.

3. Facilitate dynamic portfolio (re)prioritization

to support continuous delivery, drive portfolio and enterprise alignment, and respond to changes as they occur.

4. Drive enterprise change management

by pitching, planning and enabling adoption of the key steps in the transition to product management, such as a shift in the funding model.

5. Enable value-based decision making

across distributed teams by linking their operational metrics to business value drivers and cultivating a value-oriented mindset.

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Note: Product management is an evolving discipline and its structure, scope and implementation maturity often vary from one organization to another based on the overall organizational goals and culture.

^a 2020 Gartner Application and Product Leadership Change Survey.

^b Product Categories are also called Value Streams, Customer Journeys or Experiences.

^c Product Lines are also called Groups, Families or Tribes.

^d Product Teams are also called Scrum Teams, Hubs, Squads or Labs

^e Work may include products, projects and/or programs in mixed portfolios.

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