

Behind Every Great Product

The Role of the Product Manager (II)

-- CHARACTERISTICS OF GOOD PRODUCT MANAGERS --

中国产品经理联盟 (UCPM) 翻译整理

译者的话：

国外的企业对产品经理有什么要求？他们要扮演什么样的角色？他们要担负什么样的职责？企业最看重他们的哪些特质？等等。

作为一个中国的产品经理，肯定会对这些问题感到好奇，俗话说，他山之石，可以攻玉，我们承认我们和国外的产品经理有一定的差距，但是我们正在努力着缩小这种差距，并期望努力赶上。

但是，要实现这个目标，我们就必须对国外的产品管理和同行有足够的了解，基于这样一个目的，联盟（UCPM）整理翻译了这篇文章- Behind Every Great Product-就让我们从这篇文章开始，去对我们的国外同行一探究竟吧。

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[《Behind Every Great Product》第一部分](#)

Introduction :

Every member of the product team is important. To succeed, a company must design, build, test and market the product effectively. That said, there is one role that is absolutely crucial to producing a good product, yet it is often the most misunderstood and underutilized of all the roles. This is the role of the product manager.

In this paper we discuss the role and responsibilities of the good product manager, and then we look at the characteristics of good product managers, where to find them, and how to develop them.¹

产品团队的每个成员都是重要的。为了成功，一个公司必须有效地设计，构造，测试和销售产品。也就是说，有一个角色对生产出好的产品是绝对至关重要的，然而，它往往是所有角色中最被人误解和未起到足够作用的。这个角色就是产品经理。

在本文里，我们将探讨一个好的产品经理的角色和职责，以及去发现好产品经理的特征，和到哪里发现他们，如何开发他们。

To perform all of these responsibilities well requires a rare breed, and finding such people is hard. In this section we will discuss what to look for in terms of the personal traits, knowledge, attitude and skills of the good product manager.

去很好地执行这些职责的人是凤毛麟角，并且也是很难发现的。在这个部分，我们将讨论依照好产品经理的个人特征、知识、态度和技能来发现这样的人。

Personal Traits 个人品质

Most skills can be learned, however there are some traits that are very difficult to teach, and as such they should form the foundation of any search for a product manager. We refer to these as the “personal traits” of the good product manager.

It is our belief that the other characteristics can all be learned if the person possesses these personal traits, but without them you are in for an uphill climbs.

大多数的技能是能够学习的，然而有些特性是非常难于教授的，并且就其本身而言，他们应该构造一个寻找产品经理的依据。我们提到的这些作为好产品经理的“个人特征”。

我们相信如果一个人具有了这些个人特征，那么其它特点都是能够学到的，但是如果不具备这些特点，那么将是难于攀登的。

Product Passion 产品激情

There are some people out there that just love products. Not necessarily every type of product, but also not just a single type of product. Good product managers have a love and respect for good products, no matter where they come from, and they live to create them.

This passion for product is an essential ingredient as it will often be called upon to provide the motivation to get through the many very difficult challenges, and long hours, of defining a great product. Further, the product manager will need to inspire the rest of the product team, and the passion for a product is contagious.

It is fairly easy to determine whether or not you are talking to such a person by simply asking them what some of their favorite products are and why. It is hard to feign passion; the insincerity comes through. Ask for examples from different domains. Ask what they would improve on their favorite product if they were the product manager. Ask about bad products and why she thinks they are bad.

有些人无论何处就是喜爱产品。不一定是每一类的产品，但也不只是一个单独类型的产品。好的产品经理会给予好的产品热爱和尊重，不管他们来自哪里，他们活着就是为了开发它们。

对产品的激情是一种基础的因素，因为它通常会爆发一种动力去为定义一个伟大的产

品而通过诸多的困难挑战和长时间的煎熬。进一步说，产品经理需要激励产品团队的其他人，这种对于产品的激情是具有感染力的。

是否有激情是相当容易判断的，通过和某人进行简单的谈话，询问他们喜爱的产品是什么，为什么喜爱。对产品伪装激情和毫无诚意是很难成功的。从不同的领域问几个例子。如果他们产品经理，问他们会在自己喜爱的产品上做什么改进。问关于糟糕的产品和为什么他们认为是糟糕的。

Customer Empathy 客户共鸣

The ideal product manager does not necessarily have to come from your target market (there are pros and cons to this), but they absolutely need to be able to empathize with that target market. This trait is often difficult to find in high-technology companies trying to produce mass market products.

We tend to want to think of our customers as we think of ourselves and our friends. However, the target market may have very different values, priorities, perceptions, tolerances and experiences. Ask the candidates about the target market, and how they believe they might be different from themselves.

Try and detect how the candidate feels about the target market, and most importantly, does the candidate respect and empathize with that target market, or does she view her job as “enlightening” the target market.

This is doubly important for international products, or those products targeted at specific countries or cultures. There are many similarities, and many differences, between cultures. Many of the differences are incidental and not important to defining products. However, some of the differences are essential. Does the candidate you are talking to have enough understanding of the target market to know which is which?

理想的产品经理不一定必须来自你的目标市场（有利有弊），但他们绝对需要同目标市场有共鸣。这个特点在那些尝试生产大众市场产品的高技术公司中是很难发现的。

我们倾向于把我们的顾客当作我们自己和我们的朋友。然而，目标市场会有不同的价值、优先级、认识、容忍度和体验。

就目标市场询问产品经理候选人，他们如何相信他们可能是不同于他们自己的。争取发现候选人使如何感觉目标市场的，最重要的是，候选人要尊重目标市场并能产生共鸣，或者他把“启发”目标市场作为自己的工作。

对于国际化的产品，或者那些针对特定国家或者特定文化的产品，这就更加重要了。文化间有许多相似和不同之处。许多不同对于定义产品是偶然性并不重要的。然而，一些不同是具有本质性的。和正在与你交流的候选人谈论看他们是否足够对目标市场了解，知道什么是吗？

Intelligence 智力

There is really no substitute for innate intelligence. The good product

manager must be able to learn very quickly. Good product management is about insights and judgment, both of which require a sharp mind. Hard work is also necessary, but for this job, it is not sufficient.

Hiring very smart people is harder than it sounds. Much depends on the strength and security of the hiring manager. Hiring smart people speaks to the company culture which is another important topic in its own right, but suffices it to say here that if your goal is a truly good product, it is simply not going to happen if you can't find a truly bright product manager.

Assuming you are anxious to find the brightest, most insightful person possible, detecting intelligence is not always easy. There are of course many forms of intelligence, and assessing intelligence is subjective.

One technique is to drill in on problem solving. Microsoft is famous for their very intensive and effective interviewing for intelligence based on problem solving. The technique is to use one or more experts in some topic to drill the candidate on a problem. The interviewer is not looking so much at whether or not the candidate simply knows the right answer (knowledge rather than intelligence), but rather, how well they deal with not knowing the answer. How does the candidate work out problems? When the candidate comes up with a solution, the interviewer changes the question somewhat and asks what the candidate would do then. This is done continuously until the candidate must force herself to deal with a scenario she doesn't know the

answer to, and then she is asked to verbalize how she would go about solving that problem. With practice, this can be a very effective technique in assessing a candidate's problem solving capability.

Another approach is to ask two or three people in your organization who are well known for their intellectual prowess, and ask them to interview this person, and help you determine the candidate's problem solving ability. Emphasize to the interviewers that you don't care much whether they happen to be experts in any particular domain but rather how sharp the candidate is and how quickly she can learn.

天生的智力是无法弥补的。好的产品经理必须能够快速的学习。好的产品管理就是洞察力和判断力，两者都需要一个敏锐的头脑。努力工作是不必要的，但是对于工作而言，这还不够的。

雇佣非常聪明的人，做起来比说起来难。大多数依赖于直接经理的力量和保证。就其本身而言，雇佣聪明的人对于公司文化本身来说是另一个重要的主题，但它足以说明如果你的目标是一个真正好的产品，如果你不能找到一个真正聪明的产品经理，那么它就不会产生。

假设你渴望尽可能发现一个最聪明，最具眼光的人，但考查智力也不是那么容易的。因为智力有许多类型，并且评估智力是主观的。

一种方法是考察问题解决能力。在问题解决上采用非常密集和有效的面试来考察智力，微软是很著名的。这种方法就是利用一个或者多个专家在一个问题上以一些主题来考察候选人。面试官不会更多的关注候选人是否知道正确的答案（知识不代表智力），相反的，他们

也会很好的处理不知道答案的情况。候选人如何解决问题？当候选人找到解决方法的时候，面试官会稍微改变问题，然后问候选人接下来会做什么。这会一直持续，直到候选人必须强迫自己应付他不知道答案的情况，然后他会被要求用语言来描述如何解决这个问题。实践证明，在评估候选人解决问题的能力上，这是一种非常有效的方法。

另一个方法是让2到3个在你们组织中具有众所周知超凡智力的人去面试这个人，他们会帮助你评估候选人解决问题的能力。需要强调的一点是，你不用关心面试官是否碰巧是特定领域的专家，只需要关心候选人有多么敏锐的头脑和多么强的学习能力即可。

Work Ethic 职业道德

Not every role in the product team requires the same level of commitment and effort. However, the product manager role is not for someone who is afraid of hard work. It comes along with the responsibility. The product manager is the person ultimately responsible for the success of the product, and this burden weighs heavily on the good product manager.

Even when skills such as time management and the techniques of good product management are mastered, the good product manager is still consumed with the product. Can you have a family and a non-work life and be a good product manager? We believe you can. At least once you have some experience. But there are many people that want to be able to work 40 hours a week and most importantly, leave their work problems at the office when they leave at the end of the day. This unfortunately is not the life of the

successful product manager⁴.

We believe in being very frank with candidate product managers about the level of effort required for successful product management. But to be perfectly clear, it is not about *requiring* the product manager to work certain hours – if you have to actually ask or tell the product manager to come in during a critical point you have the wrong person for the job.

It should also be emphasized that the level of effort and commitment is not uniform throughout the lifecycle of the project. There are certain phases that are much more intense than others. What won't change for the good product manager is the degrees to which they care and worry about their product and the lengths they are willing to go to ensure its success.

在产品团队中，不是每个角色都被要求具有同等的责任和工作。然而，产品经理的角色不是针对那些畏惧努力工作的人的。他与职责并存。产品经理是对产品成功负最终责任的人，担子会沉重的压在好的产品经理肩上。

即使是能够良好掌握时间管理和产品管理这些技能的产品经理，也会被产品折磨得心劳神疲。你可以有一个家庭和非工作的生活并成为一个好的产品经理吗？我们相信你能。至少你拥有了一些经验。但是有许多人希望能够一周工作40个小时，最重要的是，在一天结束的时候，他们把问题留在了办公室里。很不幸，这并不是成功产品经理的生活⁴。

为了成功的产品管理需要一定的努力程度 就这点，我们相信对候选产品经理是坦白的。但是必须完全明白，这并不是说要求产品经理必须工作多少小时-如果你不得不事实上告诉

产品经理需要在关键点进入，那么你在这个工作上其实是用错人了。

需要强调的是，在整个项目生命周期中，工作的努力程度和责任不是一致的。有一些特定的阶段，要比其他人有更多的热情。对于好的产品经理来说，不会改变的就是对他们产品的关心和担心的程度以及确保他们产品成功的信心指数。

Integrity 正直

This trait also relates to the company culture discussed elsewhere, but of all the members of the product team, the product manager most needs to reflect the values of the company and the product. In most organizational structures, the product manager does not directly manage the people on the project team, and as such, she can't simply direct the people to do her bidding. Rather, she must work by influencing those on the team. This persuasion is done by mutual trust and respect.

This trust and respect is built over time by the good product manager demonstrating the traits and skills of a strong product team leader. If the product manager is not perceived to have integrity, or honesty, or fairness when dealing with her teammates, then the product manager will not have the degree of collaboration and team effectiveness that she needs to get the job done.

The good product manager may not be an expert in every role of the

product team, but she should have a deep understanding and respect for what each team member is responsible for, and she should be willing and able to trust those people to do their job.

As the main interface between the product team and both the executive team and the sales organization, the product manager is often put in difficult situations, such as being asked to deliver products earlier, or with special features for large customers. The product team will watch closely how the product manager handles these challenges.

As with intelligence, assessing someone's integrity can be difficult. For candidates with previous experience as product managers, they can be asked about how they dealt with the stresses in past products. Press for details of particular situations; what made the situation hard and how was it dealt with?

这个特征是我们刚才谈到过的企业文化有关系的，但是，所有的产品团队成员，产品经理最需要反映公司和产品的价值。在大多数组织结构中，产品经理不会直接管理项目团队中的人员，就其本身而言，他不能简单地指挥人去执行他的命令。相反，他必须通过影响团队中的人来工作。说服力来自于共同的信任和尊重。

这种信任和尊重是随着时间，通过产品经理展示一个强有力的产品团队领导的特征和技能建立起来的。如果产品经理在和他的团队成员相处时，不被认为是正直、诚实、公平的，那么，这个产品经理将不会得到相应的配合和他需要的团队工作效率去为他的工作。

好的产品经理对于团队中的每个角色无需是专家，但是他应该深深理解和尊重每个成员

所担负的职责，并且他也愿意和能够信任他们所作的工作。

作为产品团队同管理层和销售组织主要的接口，产品经理经常会陷入到困难的情形中，例如被要求更早的交付产品，或者向大客户提供特殊的功能。这个时候，产品团队就会贴近地看产品经理如何应对这些挑战。

和智力一样，评估某人的正直是很困难的。对于有以往经验的候选人来说，他们可能会被询问在曾经负责的产品中是如何应付压力的。不断要求提供特定情况的细节，什么使情况变的困难，以及是如何来应付的？

Confidence 信心

Many people think of confidence as a result of experience. However, while experience may be a prerequisite for confidence, many very experienced product managers simply do not project confidence (you can sometimes find brand new college graduates simply bursting with confidence, although this is generally the confidence that comes from not yet knowing what they're in for).

Confidence becomes an important trait in that the entire product team, executive team and sales organization is looking to the product manager to convince them that what they are investing their time and money and careers in will be successful. There will be many difficulties along the way, and during these times of stress especially the product manager is looked to for

inspiration.

It is important that the product manager be able to project confidence, to be able to remind the team and organization why the product will be successful, and why the vision is a good one. In communicating persuasively, confidence is a critical ingredient.

许多人认为信心来源于经验。然而，经验也许是信心的一个前提，但是，坦白地说，许多非常有经验的产品经理其实并没有项目信心（你有时会发现一些新毕业的学生具有非常强烈的信心，尽管通常来说，他们并不知道这些信心来自那里，他们为何而有信心）。

信心在整个产品团队、高层和销售组织中成为了一个重要的特征，他们指望产品经理说服他们正在投入的时间，金钱和职业将会成功。在这个过程中将会有很多的困难，尤其是在高压力期间，产品经理就需要充分发挥自己的才干了。

通过产品经理展现出来的信心，能够告诉团队和组织产品为什么会成功，前景为什么会非常好，这是非常重要的。在有效的沟通中，信心是非常重要的因素。

Communication Skills 沟通技能

While communication skills can, for the most part, be learned, it can take years to become an effective speaker or writer, and these skills will be required from the start. As discussed above, the product manager influences others by persuasion rather than authority – making her case by communicating either through writing, speaking, or both.

Speaking skills can partially be assessed during the interview itself, but written skills should be assessed specifically. We like to suggest that product manager candidates bring in earlier product specifications that they have written, and material such as white papers or strategic documents.

While good communication skills are absolutely essential, it is important to emphasize that speaking with an accent, or minor grammatical issues with a non-native language, do not constitute poor communication skills. The person must speak clearly enough to be easily understood, and write powerfully enough to persuade, but perfect pronunciation or grammar is not required.

在很大程度上，沟通能力是能够被学习的，可能需要花费几年的时间成为一个有效地演说者或写作者，并且这个能力从一开始就是被要求的。从上面的讨论中可以看出，产品经理是通过说服而不是权力来影响他人的 - 说服是通过沟通或者文字表达或者是两者结合的形式实现的。

演讲能力能够在整个面试中被评估出来，但是写作能力就需要特殊对待了。我们一般建议产品经理候选人带上曾经写过的产品说明书，以及其他的材料，比如白皮书或者战略文档。

因此好的沟通能力是绝对必要的，重点强调一点的是，演讲时的口音，或者非本土语言的小语法问题不会构成糟糕的沟通能力。产品经理演讲时一定要足够清晰并易于理解，写作时一定要具有足够强大的说服力，但对完美的发音或者语法倒没什么要求。

Knowledge 知识

This section refers to experience that can either be learned or brought along with the product manager from her earlier efforts.

The good product manager must bring to the table a very deep understanding of the target customer, the competitors, and the team's and company's capabilities.

这部分提到的经验是既可以学习又可以从以往的工作中借鉴的。

好的产品经理必须能够对目标客户，竞争对手，团队以及公司实力有很深的了解。

Know Your Customer 懂得你的客户

Everything begins with a deep understanding of your target customer. How do you get this knowledge? The traditional technique is to commission market research, in the form of surveys and/or interviews, and then follow up with professionally facilitated focus groups. Unfortunately, this approach rarely yields the insights and depth of understanding necessary to inspire truly good products.

When used appropriately, this research can be a useful tool, but traditional market research and focus groups have several key limitations. The most significant is that customers rarely can provide the information you need from

them via these formats.

Moreover, by the time you see the data, it has typically been filtered and processed by several people, probably few of which have the background and context required to interpret the data and to separate the wheat from the chaff.

Another approach many companies use is to employ industry analysts from major market research companies to understand their customer and their market. There are some truly brilliant and insightful industry analysts out there, but sadly many are not. It can be useful to review industry data, but relying on the data from industry analyst firms has led countless companies down the garden path.

How do you avoid the problems we outlined above? Obviously, you should talk with your customer. But sometimes this is not as simple as it sounds.

In most cases, if you ask a customer directly what she wants, she'll tell you she wants what she already has, only faster, better and cheaper. Further, she has little idea about possible innovations in technology that may enable whole new ways of approaching the problem – she is very likely spending her day doing something other than tracking the newest technology.

What you can do is actually watch your customer. You can study how she actually uses your products or your competitor's products – what she actually

does rather than what she says or thinks she does. This is not meant as a slight to customers. We all do this. The good product manager understands this.

You can watch your customer either in her environment (referred to as a field study), or you can bring her in to your facility or a shared usability lab.

While it can be expensive to visit your customer in her own environment, there is really no substitute for this, and you should try to do as much of this as possible. You can learn a great deal about your customer's reality by seeing it first-hand. Further, it does not take all that many visits to see the trends and the issues – they will typically jump right out at you.

It is also valuable to identify a set of target customers and get to know these people very well and use them as a sounding board for ideas throughout product development. These groups are often called "Customer Advisory Boards" or something similar, and they can be very useful to the product manager, both to learn from and to provide initial reference customers for the new product. The key is to ensure that you are not simply building exactly what the customers on the advisory board ask for. You still need to do the hard work of understanding what they truly need, but having ready access to target customers that are willing and motivated to help can speed many of the decisions along the way.

There is one other very important point regarding knowing your customer. It is very natural and all too easy to think of yourself as more like the target

customer than you really are. The reason this is so dangerous is that when we come to think of ourselves as a proxy for our customers, we apply a very different standard to the product. There are many negative consequences of this confusion, but the most common is an unusable product.

For example, you may be able to learn and use your product quite easily, yet the actual target customer, who is not immersed in the world of similar products, may find the product overwhelming, complicated, frustrating, and completely unusable.

Or, given that we live and breathe our products for months or years at a time, we may anxiously await new releases, while the actual target customer may not have any time to even think about what new features you might be delivering, let alone find the time to install the new version, and explore the new functionality.

The good product manager constantly strives to maintain perspective.

一切始于对你的目标客户的深刻理解。如何获得这些知识？传统的方法是委托市场研究组织，以调查和/或者访谈的形式，然后专业的跟进这些有帮助的焦点群体。不幸的是，这种方法很少能提供开发真正好产品所需要洞察力和理解深度。

适当的使用这种方法，这种研究也许是有用的工具，但是传统的市场研究和焦点群体有几个关键的限制。最明显的就是以这些形式，客户几乎不会提供给你你需要的信息。

并且，当你看到数据的时候，它已经经过了几个人的过滤和处理，很可能其中需要的数

据背景和需要上下文联系的内容已经像麦子脱壳一样被筛出去了。

许多公司常用的另一个方法就是从专业的市场研究公司雇用行业分析人员去了解他们的客户和市场。真希望外界有很多具有现实和犀利眼光的行业分析人员，但令人可悲的是，好多都不是。检查行业数据可能是有用的，但是信赖这些来自行业分析公司的数据已经让成千上万的公司走上了歧途。

你如何来避免我们上面概述的问题呢？很明显，你应该和你的客户交谈。但是，有时说起来比做起来容易。

在大多数情况下，如果你直接问一个客户他想要什么，他会告诉你他想要的他已经有了，只是想更快些，更好些，更便宜些。进一步说，他对于或许能够解决问题的全新方法所涉及到的技术上的创新几乎没有什么想法-他更愿意每天去做一些事情而不是跟踪最新的技术。

你能做的就是事实上观察你的客户。你能够学习客户是如何真实地使用你的或者你的竞争对手的产品-他真正做了什么，而不是他说或者想了什么。这并不意味着去轻视客户。我们都这样做。好的产品经理懂得这些。

你要么在他的环境中观察你的客户（被称为一个领域的学习），要么你带他到你的设施前或者能够分享的可使用的实验室中。

这对于鉴定一类目标客户和非常好的了解客户以及在整个产品开发过程中把他们作为想法的回音壁也是有价值的。这些群体经常被称为“客户咨询板（CAB）”或类似的东西，他们对于产品经理从新产品中学习和提供最初的参照客户也是非常有用的。关键是确保你不是简单地恰好构建了CAB中的客户要求的。你仍然需要努力工作去了解他们真正需要什么，但是要让准备接近的目标客户愿意并有动力加速在前进的道路上所做出的决策。

关于懂得你的客户有另一点非常重要。我们很正常的，并且太容易把自己认为真的更像是目标客户。之所以说这是很危险的，是因为当我们试图认为我们自己是我们客户的代言人的时候，我们就会在产品上套用不同的标准。这种干扰有许多消极的后果，但是最通常的就是产出一个不可用的产品。

例如，你或许能够很容易的学会和使用你的产品，但是真正的目标客户不会集中精力在类似的产品世界中的，他们或许发现这个产品是压制性的，难以学习的，令人失望和完全不可用的。

或者，在我们和我们的产品朝夕相处数月或数年后，我们或许焦急地等待着新产品的发布，然而这些真正的目标客户或许没有时间去考虑你会去实现什么新的特性，更不用说花费时间去安装这个新版本，并预览新的功能了。

好的产品经理长期致力于从维护的角度看问题。

Know Your Product 懂得你的产品

In addition to having a deep understanding of your target customer and market, you need to have an equally deep understanding of your own product capabilities. It is easy to talk to customers and identify certain winners if you're not constrained by reality in terms of what is possible.

For example, FedEx could dramatically grow their business if they could only come up with a way to inexpensively guarantee physical delivery of a parcel across the country in an hour rather than overnight. But of course

transportation technology simply is not at that level.

However, you must also be careful not to dismiss opportunities too quickly either. When Fred Smith proposed that he could economically and reliably deliver parcels overnight most people did not think this was possible. But he had a deep understanding of the business and the technology, and he knew that while it would be very difficult, the pieces were coming together and it was in fact possible.

One of the key reasons that strong product managers often come from senior technical positions is that these people bring the knowledge of what is really possible. When such a person takes the time to obtain the deep customer understanding, great products can result.

除了要对你的目标客户和市场有深刻的理解外,你还同样需要对你自己的产品能力有深刻的理解。如果你不是被各种可能的现实所勉强的话,那么,去和客户交流以及识别有把握的赢家是很容易的。

例如,联邦快递只要能找到一种廉价的保证在全国范围内一小时包裹交付,而不是隔夜,那么他们就可以极大地拓展商机。但是,物流技术也不能处于简单的地步。

然而,你也要必须注意不要太快放弃机会。当Fred Smith(译者注:联邦快递首席执行官,被誉为“创造了一个新行业的人”。)提出他能够经济和可靠地通宵快递的时候,大多数人都认为这是不可能的。但是他在商业和技术上有深刻的理解,他知道虽然这可能是非常困难的,但是把这两块结合起来,那么它就是有可能的。

关键原因之一是强大的产品经理经常来自于高级别的技术位置，那么，这些人将知道什么是真正有可能的。这样的人再花些时间去深刻理解客户，那么，伟大的产品必然产生。

Know Your Competitors 懂得你的竞争者

Competitors are interesting. Some product managers ignore them. Others obsess about them. Some wish they didn't have any competitors. Few product managers, however, learn as much from their competitors as they can and should.

First, you should be very nervous if you're in a market with no competitors. There is very likely a reason for that. While it's possible you are establishing a whole new breed of product, it's more likely that you are introducing a new way of approaching a problem, and if it really is a problem worth being solved, you'll usually find competitors.

Competitive products can be extremely useful. Virtually every product out there does some things well, and some things not very well. Your job is to gain a deep understanding of just what your competitor's product situation is, so that you can learn from their mistakes as well as their successes.

The natural tendency of most product managers is to discount the competitor's successes, and to overvalue their weaknesses, just as we often do the reverse for our own products. Accurately evaluating a competitor's

product, or your own for that matter, is more difficult than it sounds. You must evaluate the product from the perspective of the product's target customer, which you are likely not. And neither is the industry analyst or the member of the trade press who is trying to review the product.

If you are not yet deeply knowledgeable about your target customer and market, you can learn a great deal from doing usability testing on your competitor's products. You need to be diligent about ensuring that the test subjects do not detect bias in any way, but if you do you'll see what the strengths and weaknesses truly are. You can also test your product and your competitor's products side-by-side with well-orchestrated usability testing.

It cannot be emphasized enough how important it is that the good product manager obtain this knowledge quickly, and that it must be a deep knowledge and not simply a superficial understanding. That said, we do believe that in most domains and industries, the smart product manager can quickly learn this material.

We have found that domain knowledge is sometimes weighed more heavily by hiring managers than the personal traits discussed above, much to the detriment of the product. A smart product manager can much more quickly become an expert in a typical domain, than an expert in that domain can develop the skills of a strong product manager.

There are of course exceptions to this rule. If you are defining a new type

of surgical device, or a defibrillator, or a racing yacht, it can take many years of study to acquire enough domain expertise to do the job. But for most domains and industries, two to three months of dedicated research into customers, technology and competitors can bring the smart, experienced product manager up to speed.

竞争者是有意义的。一些产品经理忽视了他们。其他人在被他们所困扰。一些人希望他们没有竞争者。然而，很少有产品经理从他们的竞争者那里学习，而这是他们能够和应该的。

首先，如果你在一个市场里没有竞争者，那么你应该非常不安。有一个很有可能原因。虽然有可能你正在构建一个全新类型的产品，更有可能的是，你正在引入一种新的处理问题的方法，如果这个问题真的值得被解决，那么你通常会发现竞争者。

竞品可能是非常有用的。事实上，每一个产品都有做的好的和不好的地方。你的工作就是对竞品定位有深刻的理解，因此你能够从他们的错误和成功中有所学习。

大多数产品经理的本能倾向是贬损竞争者的成功，过高估计他们的劣势，而对待我们自己的产品的态度恰恰相反。准确地评估竞品，或者你自己的，要比说起来难的多。你必须从产品目标客户的观点来评估产品，你很可能不会这样做。行业分析师或者专业刊物的人员都不会去试图审视产品。

如果你依然对你的目标客户和市场缺乏深刻的见识，那么你能够从测试你的竞品的可用性中学到很多。你需要用功去保证你对你的测试对象在任何方法下都是没有偏见的，如果你这么做了，你就会看到真正的优势和劣势是什么。你也能够通过精心的可用性测试来并行测试你的产品和竞品。

它不能被足够强调这对于好的产品经理快速地获得这个知识是多么重要，它必须有深刻的认识，而不是浮于表面。也就是说，我们相信在不同的领域和行业中，智慧的产品经理可以快速地了解这些材料。

我们已经发现，有时招聘经理越来越看重领域内的知识而非上文提到的个人特征，这对产品是有诸多不利的。一个智慧的产品经理成为一个典型领域的专家要比把那个领域内的专家培养成强大的产品经理要快的多。

当然也有例外。如果你正在定义一个新类型的外科设备，或者一个除颤仪，或者一艘赛艇，这就需要花费很多年的时间去学习来获得足够的领域知识来做这项工作。但是在大多数领域和行业，专注研究客户、技术和竞争者两到三个月，就能够让一个聪明的，有经验的产品经理进步的更快。

Attitude 态度

Beyond the personal traits and knowledge that a good product manager needs to possess, there are some characteristics that can also be learned that are important in clearly defining the role of the successful product manager. We refer to these as "attitude," as they are more of a frame of mind than skills.

一个好的产品经理需要拥有超越的个人品质和知识，有一些特征在清晰地定义成功产品经理的角色上也能够被学习，也是非常重要的。我们把这些称为“态度”，它们更大程度上是心智和技能的框架。

No Excuses 没有借口

The good product manager knows she is ultimately responsible for the success of the product. More importantly, she knows that there are many very valid reasons for the product to not ship, or fail in the market when it does – the product is too difficult to build, it will take too long to get to market, it will cost too much, it will be too complicated, etc. – but she knows it is her job to see that each and every one of these obstacles is overcome.

The good product manager sees herself as the CEO of the product. She takes full responsibility for the product, and does not make excuses. This does not mean that she micromanages the product team, or that she tries to do it all herself, but rather than she is quick to take the blame if something goes wrong, and equally quick to give credit to the rest of the team when it goes well. The good product manager knows that it is through the rest of the team that her product vision will become a reality, but that it is her product vision they are building.

好的产品经理知道为产品成功所担负的根本职责。更重要的是，他知道有许多非常正常的原因会导致产品在市场上不能被交付，或者失败-产品难于构建，花费了太长的时间以至于不能进入市场，成本太高，过于复杂，等等-但是他知道，他的工作就是看到每次和每个障碍并克服它们。

好的产品经理把自己看成是这个产品的CEO。他为这个产品担负了全部的职责，并不会

找任何借口。但这并不意味着他去微管理这个产品团队，或者事事亲为，但是，如果某事出现错误，那么他会很快地承担过错，同样也能够在好转的时候把赞誉带给团队的其他人。好的产品经理知道那是通过团队的其他人才让自己的产品愿景成为现实的，他们是在构建他的产品愿景。

Defining Success 定义成功

The good product manager measures herself in terms of the success of the product. Little else really matters. She measures product success by both happy, satisfied customers and the relevant business objectives such as revenue and profit.

Success is not the shipping of the product – countless bad products have shipped. Success is also not the lack of defects in the shipped product – the product may work perfectly but still not be useful. It is also not having a single live customer – especially if pandering to that one customer over the needs of the many is the price that was paid.

The key is to make absolutely clear to your product manager that it is all about having a successful product. It is not about how many hours she works, or how thick her specifications are, or how many meetings she attends. The product must meet its business goals, and that starts with the right product.

好的产品经理依照产品的成功来衡量自己。没有什么是很重要的。他依照快乐、满意的

客户和相关的商业目标，例如收入和利润，来衡量产品的成功。

成功不是产品的交付-数不清的糟糕产品被交付。成功也不是要交付的产品没有缺陷-产品可能运转的很好但仍然是没有用的。成功也不是拥有单一的客户—尤其取悦单一的客户而忽略了多数用户的需求，那么必定要付出代价。

对于产品经理来讲，关键是要绝对清楚一个成功的产品所必须的因素。它不是指它工作了多少个小时，或者它的产品规格说明书有多厚，或者他参加了多少个会议。产品必须满足商业目标，而这源于正确的产品。

Nothing Sacred 平常心

Finally, for the good product manager, nothing is sacred. She is always willing to learn and adjust course where necessary. She knows that she will make mistakes, but she also knows that she will learn of her mistakes as early in the product lifecycle as possible and make the necessary corrections, even when it means publicly taking the blame for the mistake in order to move forward.

Sometimes even the vision has to evolve, as the market evolves. Again, nothing is sacred, no matter how much sweat she and the team have put into it. Hopefully, the adjustments are relatively minor, but regardless, the good product manager deals with reality and responds appropriately. It is far worse to lose precious months or years by trying to deny the market response.

The simple reason so many fast-followers are successful is that they see the mistakes of their predecessors, and as they are less attached to the original vision, they quickly attack the real opportunity.

最后，对于好的产品经理来说，没有什么神圣的。他永远只是在需要的地方了解和调整过程。他知道他也会犯错误，但是他也知道他将在产品生命周期早期尽可能地从错误中学习，并进行必要的改正，即使这意味着公开承担错误，而这是为了继续前行。

有时，愿景会随着市场的演变而演变。再次记住，保持平常心，无论他已经付出的汗水和团队的投入有多少。我希望的是，这种调整是较小的，但是不管怎样，好的产品经理就是要恰如其分地处理现实和反馈。但用几个月或几年的时间去试着否定市场的反应，那就太糟糕了。

许多快速跟随者成功的简单原因是他们看到了先行者的错误，而且与原始版本的附属关系较少，因此他们很快抓住了真正的机会。

Skills 技能

In order to perform the responsibilities of the good product manager, there are several skills that are important. All can be learned, assuming the presence of the personal traits discussed above.

为了履行好产品经理职责，有几种技能是重要的。假如上述讨论的个人特质都具备，那么所有的技能都能学会。

Applying Technology 应用技术

One reason many successful product managers come from the engineering ranks is that a big part of defining a successful product is in understanding new technology and seeing how it might be applied to help solve a relevant problem.

While you don't need to be able to invent or implement the new technology yourself in order to be a strong product manager, you do need to be comfortable enough with the technology that you can understand it and see its potential applications.

The key here is to not simply find an application for a given cool technology. There are already far too many technology-based products out there looking for a problem to solve. Rather, you want to start with the pressing problem you're trying to solve for the customer, and then look opportunistically and creatively at the array of technologies available that might be able to help.

There are many ways to develop this skill. Taking classes, reading books and articles, and talking with engineers and architects can all help you learn. Ask the senior engineers on your product team what they would recommend as ways to learn more about the technology possibilities. Brainstorming sessions with the engineering team is another way to learn how new

technologies might be applied.

许多成功的产品经理来自工程团队是很大程度上定义一个成功产品的一个原因,这是因为他们懂得新技术以及知道它如何能够被应用去帮助解决相关的问题。

然而你自己无需为成为一个强大的产品经理去发明或者实现这个新技术,你只需要对技术足够清晰即可,能够理解和知道它的潜在应用就可以了。

这里的关键不是简单地指基于一种很酷的技术去发现一种应用。已经有很多技术型的产品来寻求问题去解决。相反,你要基于从你正在努力为客户解决的紧迫问题开始,然后寻找机会并创造性的使用可利用的机会,这或许是有帮助的。

有很多方法来发展这种技能。上课,阅读图书和文章,与工程师、设计师的讨论都能帮你来学习。咨询你产品团队中的高级工程师,让他们为你该学些什么可能的技术提供建议。与工程师团队进行头脑风暴是另一种来了解新技术是如何应用的方法。

Focus 关注

“The main thing is to keep the main thing the main thing.” There are so many distractions out there, especially for the product manager trying to create a product that customers will love. The ability to keep the focus on the key problem to be solved, and not to succumb to creeping featurism, or the loud voices of a few key people or customers, requires tremendous discipline – both company discipline and personal discipline.

We often recommend to product managers that they write out the vision

of their product, and then their top three objectives. For example, it might be “create the world’s favorite Internet auction-based trading site” as a vision, with the priorities of “1) easy to use; 2) safe; and 3) fun.” They should give this to every member of the product team. Then, absolutely everything that you consider doing on that product, you should review in light of this product vision and priorities. You might still need to do some things that are not in support of one of these objectives, but there should be an extremely high bar to justify the investment.

The truth is that nearly every product has features that are not really all that important – if the features were never there it would not significantly impact the sales or customer satisfaction. Much more often, if the features were not there, the product would be better for it as more customers could comprehend and appreciate the resulting simpler product. Focus will help you reduce the number of cluttering features, reduce the time it takes you to build the product, and therefore the time it takes you to get to market.

Developing this skill takes discipline and vigilance. One technique is to set aside a few minutes at the end of each day to reflect on how you did in terms of adhering to the vision and objectives for the project.

“主要的事情就是保持做主要的事。”外界有很多干扰你的东西，特别是对于产品经理努力创造一个用户喜欢的产品而言更是如此。把注意力放在要解决的关键问题上，而不是屈服于懒散的制度，或者少数关键人物或用户的声音，这种能力就要求极大的纪律——公司纪

律和个人纪律。

我们经常让产品经理们写出他们的产品愿景和三个顶级目标。例如，它可能把“创建全世界喜欢的网络拍卖交易站点”作为愿景，优先级是：“1) 易于使用；2) 安全；3) 有趣。”这需要产品团队的每个成员都明白。然后，你考虑为这个产品需要做的每件事，你需要根据这个产品的愿景和优先级来检查你的行为。你可能仍然需要做一些对这些目标没有支持作用的事情，但是，必须有一个极高的杠杆来校正你的投入。

事实是几乎每个产品都会有不是所有的特征都是重要的情况—如果这个特征从来没有明显的影响到销售或者用户的满意度。更多的情况是，如果没有这个特征，产品将会更好，因为更多的用户会包容和喜欢简单的产品。关注会帮你减少凌乱特征的数目，减少构建产品的时间，花时间在产品的入市上。

发展这种技能需要纪律和警觉性。一个技巧就是在每天快结束时，留出几分钟时间来仔细思考你是如何秉承这个项目的愿景和目标的。

Time Management 时间管理

In today's e-mail, instant message, and cell-phone based world, it is so very easy to come in to work early in the morning, work frantically all day even skipping food and meetings, and then head for home well into the evening, not having actually accomplished anything important for your product. That is because you have spent the day chasing fires and working on “urgent” items.

It is absolutely essential to get very skilled at distinguishing that which is *important* from that which is *urgent*, and to learn to prioritize and plan your time. If you can't manage to get the time to focus on those tasks which are truly important to your product, your product will fail.

We have known too many product managers that burn themselves out with 70-hour weeks and the worst part is when we tell them that they're not actually doing their job. The natural response is that they just don't have any more time and can't work any harder. We then go into our lecture on time management and working smarter. So much of what these people spend time doing is avoidable.

The experienced product manager knows that rather than answer the same questions over and over it makes much more sense to maintain a "FAQ" (Frequently Asked Questions) list and make this list available to everyone. Likewise, if you see a theme in e-mails such as confusion over a topic, a short white paper can help everyone understand, not only now but later as new people join the team as well.

Another common source of lost time is meetings. Especially when the product manager thinks she needs to attend every meeting related to the product – the engineering status meetings, the test planning meetings, the marketing meetings, usability test planning meetings, etc. While there will be certain times where these meetings are important, they should be the

exception rather than the rule, and the product manager should attend at the invitation of the relevant manager in order to present specific information.

We believe that every product manager needs to allocate at least 2-3 hours per day of true thinking time – time to reflect on the product and the strategy; to step back from the fires of the moment and look at how the product is doing holistically. This is also a good time to look at competitive products or investigate emerging technologies.

The interrupt-driven nature of e-mail, instant messages, and phone calls can make it very difficult to get unobstructed time to actually think about your product and have critical discussions with your product team members. In order to get this time, you'll very likely have to develop these skills and impose a new level of personal discipline in terms of time management. Every product manager should learn how to turn e-mail alerts off, instruct their instant message clients that they are away from their desk or otherwise unavailable, and utilize voice-mail and caller-id, even on their cell phone.

Good product management requires a constant awareness of how your time is being spent, always asking yourself if what you are doing can be leveraged, or asking yourself if you really need to attend that meeting, or weigh in on that e-mail thread.

There are good books and seminars on learning to manage your time (if only you had the time to get to them!) so we won't go into detail on the many

techniques, other than to say that it has always confounded us how anyone could possibly manage a product without some form of time planning system (either paper, PC or PDA-based).

在今天的以电子邮件、实时信息和手机为基础的世界中，使得在清晨就开始工作、甚至遗漏吃饭和会议，整天疯狂的工作然后很晚回家变得非常容易，但这对你的产品实际上没起到什么重要的作用。那是因为你花了一天的时间在处理紧急的事情。

学会从紧急的事情中区别哪些是重要事情的技能对你来说是必不可少的，要学会优化和计划你的时间。如果你不能从自己的产品中集中精力关注真正重要的任务，那么，你的产品将会失败。

我们已经了解到很多产品经理一周工作70个小时，最糟糕的是当我们告诉他们，他们其实并不是真的在做自己的工作。他们的自然反应是他们没有更多的时间，不能更努力的工作。我们应该有关于时间管理的讲座，从而使我们的工作的更聪明一些。这样，好多产品经理做的工作是可以避免的。

有经验的产品经理不会反复回答相同的问题，而是写一个FAQ并发给每个人。同样，如果你在电子邮件中发现一个主题，例如在题目上有困惑，一个简短的便条就能让所有人明白，这不仅仅对现在的成员，而且对后加入的新人同样也有好处。

另一个浪费时间的普遍因素就是会议。特别是当产品经理认为他需要参加与产品相关的每个会议——工程状况会议、测试计划会议、营销会议、可用性测试计划会议等等。在一些特定时间，这些会议是重要的，但也有一些例外，产品经理应该参加相关经理邀请的陈述规格信息的会议。

我们相信每个产品经理每天至少需要分配2-3小时作为真正思考的时间—这个时间用来考虑产品和战略，从紧急时刻后退以及看看产品是如何全面运作的。对于观察竞品或者研究新兴技术也是个好时间。

电子邮件，即时通信和手机的中断特性使得对于真正思考你的产品以及和你的团队成员进行尖锐讨论的无障碍时间变得很困难。为了获得这个时间，你将不得不在时间管理上提高这些技能以及在把个人纪律提高到一个新的水平。每个产品经理应该学会如何关掉email的通知，提示哪些离线的及时通信客户端，否则没有空余时间等待他们，以及如何利用声音邮件和caller-id，甚至是他们的手机。

好的产品经理需要经常意识到如何花费你的时间，要经常问自己你正在做的事情能否调整，或者经常问自己是否真正需要参加会议，或者参与EMAIL组的讨论。

有一些好的图书和研讨会来使你学会管理你的时间(只要你有时间能得到他们)因此我们不会介绍操作细节，我更愿意说的是没有时间计划系统，任何人是如何能够管理一个产品的，这经常让我们困惑。

Written Skills 写作技能

Product managers spend a great deal of time writing – composing e-mails, product requirements, white papers, strategy papers, data sheets, competitive product reviews, and more. The good product manager is only taking the time to write these if she believes people are going to read them, and since they are going to be read, they need to do their job well, which is

typically to describe, educate and/or persuade.

Being able to write clear and concise prose is a skill that the good product manager uses every day. The good product manager realizes that the readers of her writings are constantly evaluating her based on her writings. Especially with senior management, sometimes these writings are all they have to go on.

The experienced product manager knows that different styles of writing are appropriate for different content and different recipients. It is fine to shoot back a one sentence e-mail reply to the quality assurance manager who just needs to verify whether a given scenario needs to be tested or not. Yet answering a strategic question for a senior executive requires a more formal response.

Written skills can be improved by practice and effort. If your product team has one or more technical writers it can be useful to ask one of them for editorial assistance. The key is to study the corrections not just to improve the specific document, but to learn what type of errors you continue to make and to then see how you can avoid them in the future.

产品经理花费大量时间来书写——书写电子邮件、产品需求、白皮书、战略文件，数据表格、竞品评述以及更多的东西。好的产品经理只会花时间去撰写他相信人们会去阅读的文件，因为它们会被阅读，他们就需要做好他们的工作，描述、培训或者说服都是有代表性的。

能写出清晰简明的文章是好的产品经理每天都在用的一种技能。好的产品经理会意识到他的读者会经常基于他的书面材料来评估他。特别是高级管理者，有时这些书面材料是他们必须持续完成的。

有经验的产品经理知道对于不同的内容和不同的接收者要有不同的书面材料。对于需要核实一个既定的方案是否需要测试的质保经理来讲，通过电子邮件用一句肯定的话来回复是很好的。然而对于高层的一个战略性问题则需要一个更正式的回复。

写作技能通过练习和努力会提高。如果你的产品团队有一个或者更多的技能书写者，这对于要求其中之一提供编辑协助是有用的。关键是学习修改的不仅是去提高特定的文档，而且要了解你持续犯错的类型是什么，并且要知道接下来你如何避免这些错误。

Presentation Skills 陈述技能

The other major form of communication that product managers frequently need to do is a presentation. Presenting in front of a group is hard for many people. Presenting effectively is even harder. Yet this is an important skill for a product manager since many of the most important events in the life of a product require the product manager to stand up in front of company executives or major customers or the company sales force and in the short time you have, explain what your product is about and why it is important.

We have all sat through terrible presentations, with slide after endless slide;

the speaker simply reading the bullets; people straining to read the too small print; meaningless graphics; and being unclear what the key messages actually are and why you should care.

In contrast, the good product manager has a minimal number of slides; she is engaging, clearly knowledgeable and passionate about her product, she speaks clearly and to the point, her slides provide relevant supporting data for what she is saying, and she has unambiguously stated her main points, and what she needs from the audience after the presentation. Her presentation finishes early, she entertains questions and if she can't provide a clear, useful answer immediately she follows up diligently and promptly with the questioner, and if appropriate, the entire audience.

Techniques for effective presentations are beyond the scope of this paper, but there are excellent short courses on presentation techniques, typically involving video-taping and constructive critique from professional speakers. This skill, while for many very uncomfortable, is important for your product, (and it is worthwhile to note, it can make or break your career), so it would serve the good product manager well to study and practice this skill.

产品经理经常需要做的另一种沟通是陈述。在一群人面前陈述对许多人来讲是困难的。有效的陈述则更是困难的。然而对于一个产品经理来说这是一个重要技能，因为在一个产品的生命周期中，有许多重要的事情在很多时候要求产品经理站在公司高层，主要客户公司销售团队的面前来陈述，而且要在短的时间内需要解释你的产品是什么以及为什么它是重要

的。

我们已经耐着性子看完糟糕的陈述，没完没了的幻灯片，演讲者简单地读着项目点，人们竭力读着小号字体的说明，毫无意义的图片，不明白关键信息到底是什么，以及你为什么关注。

与此相反，好的产品经理只要少量的幻灯片，他是迷人的，关于他的产品是知识渊博并富有激情的，他能清楚的讲到重点，他的幻灯片对所说的能提供相关的支持数据，他能清楚的突出重点，在他陈述完后能从听众中得到他所需要的。他较早的完成陈述，并面对问题，如果他不能迅速的提供一个清晰有用的答案，他会勤奋和迅速的跟着提问者，如果有的话，就是所有的听众。

有效的陈述技能不是本章所能写完的，但是有关于陈述技能的优秀简短的课程，尤其包含从录像磁带和专业演讲者中听取建设性的批评。这种技能让许多人感到不自在，但对于你的产品是重要的（它值得你做笔记，它能成就或者毁掉你的事业），因此对于好的产品经理而言，就需要好好学习和练习这种技能。

Business Skills 商业技能

Finally, business skills are also important for the product manager. As the main interface with the rest of the company, the product manager will need to work with company finance staff, marketing people, sales, and executive management, and the language and concepts that these people deal with.

We sometimes talk of product managers as needing to be bilingual. They

need to be able to converse equally well with engineers about technology as with executives and marketers about cost structures, margins, market share, positioning and brand.

This is one reason why so many product managers are recruited out of business school. The product organization knows that they need someone that can talk the language of the business side, so they hire an MBA. Some of the best product managers we have ever known have come through the MBA path, but as can hopefully be seen from the foregoing, the business skills are but one part of the mix required for a successful product manager, and they can certainly be learned.

It is just as common that a senior engineer moves into product management and acquires the business skills required by reading books, taking courses, and getting coaching and assistance from mentors in the finance and marketing organizations.

最后，商业技能对于产品经理也是重要的。作为与公司其他方面的主要接口，产品经理需要与公司的财务部门，营销人员，销售以及管理层协同工作，和这些人用语言和概念打交道。

我们有时讲到产品经理需要双语。他们需要与工程师就技术问题有良好的沟通，同样，与高管们和市场人员在成本结构、利润、市场份额、定位和品牌方面也要有好的沟通。

这就是为什么如此多的产品经理是从商业学院招聘而来的一个原因。产品组织明白他们

需要某人能够用商业方面的语言来交流，因此他们雇了一个MBA。我们已经知道一些最好的产品经理经历过MBA之路，但是上文所提到的也是有希望的，商业技能对于一个成功的产品经理来讲是所具备的综合能力的一个部分，他们当然要去学习。

一个高级工程师转型为产品管理是很平常的，要学到商业技能可以通过阅读，上课以及从财务和营销组织中的导师的辅助获得。

SUMMARY 总结

Behind every great product there is a person with great empathy for the customer, insight into what is possible, and the ability to see what is essential and what is incidental. This person has a deep understanding of the customer as well as her own teams' capabilities. She operates from a strong basis of knowledge and confidence. She thinks in terms of delivering superior value to the marketplace, and she defines good products that can be executed with a strong effort.

This person may have the title of product manager, or may happen to be anyone on the product team from an engineer to a company founder – the key is that this role must exist and the responsibilities carried out by someone with the skills and talents the tasks demand.

每个伟大产品的背后有一个人，这个人 and 用户充满共鸣，洞悉什么是可能的，具备区分必然和偶然的能力。这个人对客户和自己团队的能力有着同样深刻的认识。他具备强大的知

识基础和信心。他计划着交付优秀的价值到市场中，他定义能够通过强有力的努力去执行的好的产品。

这个人也许有产品经理的头衔，或者碰巧是产品团队中的任何一个人，从工程师到公司创始人—关键是这个角色必须存在，而且必须由具备任务所需的能力和才华的人来承担这个职责。

WHERE TO FIND PRODUCT MANAGERS 哪里找到产品经理

After reading this list of personal traits, knowledge and skills, you may be thinking that such people are extremely rare. They are fairly rare – about as rare as good products are. So where do you find these people?

There are different schools of thought on recruiting product managers. Many companies think that all you need is someone from the marketing organization or someone with an MBA. In the old-school definition of product manager as brand manager, this may have been true, but not for the role as we have defined it.

Some good companies prefer MBA's from top business schools that have an undergraduate degree in a relevant domain (e.g. Aerospace for aircraft manufacturers, Computer Science for software products, Chemistry for pharmaceutical products, etc.), combined with applicable industry experience.

This can work well if you keep in mind two important points. First, a

problem with MBA programs, even from top-tier schools, is that they rarely focus on product management as we have defined it, so it is dangerous to assume that the recent MBA grad has any idea of how to manage a product in the sense we discuss here. Second, make sure the people you recruit have the critical personal traits described above – product passion, customer empathy, intelligence, strong work ethic, integrity, confidence and good communication skills.

Our favorite source for good product managers is to look for people with the personal traits described above and then use training, an informal mentoring program, and/or a formal employee development program to develop strong product managers. Such people might be found virtually anywhere in the company. We have seen outstanding product managers come out of engineering, technical support, professional services, product marketing, sales, quality assurance organizations, and the user community. Often these people will approach management asking how they can get more involved in the product. It can also be useful for senior management to approach top performers from across the company about the possibility of product management, as this can be a very valuable experience for those on an executive track.

在阅读了个人品质、知识和技能的清单之后，你也许认为这样的人相当少。他们确实稀少—就像好的产品一样稀少。那么，从哪里找到这些人呢？

在招聘产品经理方面有不同的思想派别。许多公司认为你需要的人是来自营销部门或者MBA。在传统定义中，产品经理是被当做品牌经理的，这可能是真的，但这不是我们所定义的角色。

一些好的公司更喜欢有着相关领域（例如：航空制造、软件产品的计算机科学、化学药品等等）商学院学位，并有适合行业经验的MBA。

如果记住这两个重要方面，招聘产品经理时就会得心应手。首先，一个问题就是，对于MBA，甚至是顶级学校的MBA来讲，他们很少去关注我们所定义的产品管理，因此就我们在这里讨论的意义而言，假设一个近年毕业的MBA来考虑如何管理一个产品是危险的。其次，确保你所招聘的人具备上述描述的个人品质——产品激情，客户共鸣、智慧、很强的职业道德、正直、有信心和良好的沟通能力。

找到好的产品经理，我们喜欢的来源是去寻找具备上述描述的个人品质的人，然后通过培训、一种非正式的帮带过程，和/或者一个正式的雇员发展过程来培养强大的产品经理。这样的人事实上可能在公司的任何地方。我们已经发现杰出的产品经理来自于工程师、技术支持、专业服务、产品营销、销售、质保组织和用户团体。这些人经常会着手管理，向他们请教他们是如何做的。它也能被用于高级管理层关于产品管理的可能性在整个公司内接近顶级的执行者，因为这是一个对执行轨迹非常有价值的经验。

TOUGH QUESTIONS 困难的问题

The good product manager is constantly obsessed with the current and future state of her product. These are some of the questions that the good

product manager is constantly asking herself:

- Is my product compelling to our target customer?
- Have we made this product as easy to use as humanly possible?
- Will this product succeed against the competition? Not today's competition, but the competition that will be in the market when we ship?
- Do I know customers that will really buy this product? Not the product I wish we were going to build, but what we're really going to build?
- Is my product truly differentiated? Can I explain the differentiation to a company executive in two minutes? To a smart customer in one minute? To an industry analyst in 30 seconds?
- Will the product actually work?
- Is the product a whole product? How will customers actually think about and buy the product? Is it consistent with how we plan to sell it?
- Are the product's strengths consistent with what's important to our customers? Are we positioning these strengths as aggressively as possible?
- Is the product worth money? How much money? Why? Can customers get cheaper elsewhere?
- Do I understand what the rest of the product team thinks is good about the product? Is it consistent with my own view?

The reason that “thinking time” is so critical each day, and why the job of product manager is so all-consuming, is that these questions require serious and ongoing consideration.

好的产品经理在他产品的目前和未来的状态中不断纠缠。这里有一些问题是好的产品经理经常问自己的。

- 我们的产品能引起我们的目标客户的注意吗？
- 我们做的产品在人力所能及的范围内能是容易使用的吗？
- 这个产品能成功的打败竞争者吗？不只是今天的竞争者，而是当我们发布产品时，竞争者会进入市场吗？
- 我知道客户会真正买这个产品吗？这个产品不是我们希望打算构建的，而是真正要去构建的吗？
- 我的产品真的有差异化吗？我能在两分钟内向公司高层解释出这个差异吗？在一分钟内能向一个聪明的客户说明吗？对于一个行业分析师在30秒内解释清吗？
- 产品将的确起到作用吗？
- 这个产品是一个完整的产品吗？客户会如何思考并购买这个产品？它和我们计划如何销售是一致的吗？
- 产品的优势与我们的客户所需的重点是一致吗？我们定位的优势尽可能地有攻击性吗？
- 这个产品值钱吗？值多少钱？为什么？客户能从别的地方买到更便宜的吗？

- 我明白产品团队的其他成员认为这是好的产品吗？与我的观点是一致的吗？

每天的“思考时间”如此关键和为什么产品经理的工作是all-consuming，这些问题需要严肃和持续的思考。

⁴ We should say here that few roles in a company provide the level of job satisfaction that the successful product manager can. Further, for many companies, Product Management is very often used as a proving ground for future company executives.

⁴ 在这里，我们必须指出在公司内很少有角色提供给成功产品经理满意的工作水平。进一步说，对于许多公司，产品管理经常被公司作为未来的公司执行官的试验田。

我想和朋友们交流我的想法>>>

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最新活动



《中国产品管理者现状调查》是由中国产品经理联盟（UCPM）和中国产品研究中心（CPRC）联合发起，每年一次的针对中国产品管理者而开展的现状调查。

我们希望通过每年一次的调查能够全面了解中国产品管理人的现状，知大家所想，知大家所愿，以便让不同地区，不同行业的产品管理者能够更进一步了解同行和其他行业的产品管理者的现状，同时也能够促使UCPM和CPRC更好地为中国的产品管理者服务，通过我们共同的努力让中国产品管理者的价值逐渐体现。

从2008年开始，中国产品经理联盟已经成功举行了三次（2007年度、2008年度、2009年度）调查，从2011年2月15日-4月30日举行第四次调查，调查结果将于5月10日发布。



目前调查共有38道题目，希望能够获得中国产品管理者的支持，谢谢！

参加调查的朋友将获得100PMB的奖励！

[参加调查>>>](#)



活动基本信息：

- 1、时间：2011年4月16日 周六 2：30-5:30 PM
- 2、地点：北京 海淀区中关村北大街127-1号北大科技园创新中心3层会议室
- 3、主题：《像真正的产品经理一样思考》
- 4、主办： 

[活动详情>>>](#)

PM人才：



招聘职位	网盘产品经理	招聘企业	世纪龙信息网络有限责任公司
招聘人数	1	工作地点	广州
职责说明			
<p>岗位职责：</p> <ol style="list-style-type: none">负责21CN网络硬盘等战略产品的规划、需求管理、用户体验设计和客户问题管理；负责在产品开发过程中与研发测试团队密切合作，跟踪开发进度，组织产品上线以及上线后的产品运营工作；对产品运营数据进行分析，持续优化已有产品功能。 <p>任职资格：</p> <ol style="list-style-type: none">三年以上互联网产品工作经验，对互联网同类产品保持长期的关注与热情；熟悉网络硬盘或互联网互动类产品；口齿清晰，责任心强；良好的执行力，工作态度严谨细心；具有多项目管理及需求管理的综合能力；富有敬业精神，具备良好的互联网产品的用户感；有较好的业务分析及沟通协调能力，能够把控项目；Office, visio, Axure软件操作熟练。			

我要应聘	http://hr.chinapm.com.cn/PreviewJob(526).html
该公司其他职位	
21CN个人邮箱 产品经理	http://hr.chinapm.com.cn/PreviewJob(525).html
189邮箱高级 产品经理	http://hr.chinapm.com.cn/PreviewJob(524).html



招聘职位	互联网产品经理	招聘企业	上海众人网络安全技术有限公司
招聘人数	若干	工作地点	上海
职责说明			
<p>职位说明：</p> <p>负责拓展公司互联网产品线，有较强的市场分析能力以及发掘新产品的能力；</p> <p>负责公司互联网产品的前期规划工作，包括目标市场、可行性分析、产品功能规划等；</p> <p>负责组织互联网产品业务需求文档的编制工作，做好与相关部门的协调沟通工作；</p> <p>负责组织对互联网产品的变动、改善、更新等工作；</p> <p>负责组织与互联网产品推广相关的工作，包括产品介绍、宣传以及推广策略等；</p>			

职位要求：

3年以上互联网产品经理或相关岗位从业经验，熟悉安全、金融、游戏行业应用产品的优先；

了解常用的开发流程和软件工程技术，对软件标准研发流程有清楚的认识，具有良好的表达能力和文档编写能力；

思路清晰，具有一定的组织管理能力以及较强的分析和解决问题的能力；

我要应聘	http://hr.chinapm.com.cn/PreviewJob(522).html
该公司其他职位	
手机软件产品经理	http://hr.chinapm.com.cn/PreviewJob(521).html
嵌入式硬件产品经理	http://hr.chinapm.com.cn/PreviewJob(520).html
系统软件产品经理	http://hr.chinapm.com.cn/PreviewJob(519).html



招聘职位	产品经理	招聘企业	北京图盟科技有限公司
招聘人数	若干人	工作地点	北京
职责说明			
<p>工作职责</p> <p>1.负责互联网位置服务产品的创意、设计、规划以及运营和推广；</p>			

- 2.根据公司的战略目录制订产品线的发展规划；
- 3.负责产品需求管理，完成产品需求分析和产品设计；
- 4.根据产品运营效果以及业务发展状况，不断改进完善产品。

岗位要求

- 1.熟悉互联网产品生命周期，具备良好的用户体验意识，有一定的交互设计能力，有较丰富的市场知识、运营推广知识；
- 2.大学本科以上学历，计算机、地理信息系统、测绘等相关专业毕业；
- 3.三年以上产品设计、开发、运营、推广经验；
- 4.敏锐的市场洞察力，较强的市场创新能力；
- 5.良好的沟通、协调能力；逻辑思维强，良好的语言、文字表达能力；
- 6.有GIS、电子地图、测绘行业或互联网运营产品相关工作经验者优先，有技术开发经验优先。

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产品助理	http://hr.chinapm.com.cn/PreviewJob(518).html

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致力于产品管理专业研究与推广



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