

Talent Challenges in Product Management: Three Imperatives for CIOs

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The Four Minute Mile



Source: [What Breaking the 4-Minute Mile Taught Us About the Limits of Conventional Thinking](#), Harvard Business Review

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How Are Product Teams Grouped?



**Product
Teams**

Lead Nurturing Team

Prospect Qualification Team:

👤 Product Owner 👥 Developers

👤 Scrum Master 👤 UX Designer

How Are Product Teams Grouped?



Product Lines

Product Teams

Presales

After Sales Support

Lead Nurturing Team

Prospect Qualification Team:
👤 Product Owner 👤👤 Developers
👤 Scrum Master 👤 UX Designer



How Are Product Teams Grouped?

Product Categories

Employee Experience

Customer Experience

Product Lines

Presales

After Sales Support

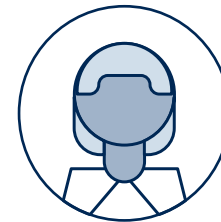
Product Teams

Lead Nurturing Team
Prospect Qualification Team:
👤 Product Owner 👤👤 Developers
👤 Scrum Master 👤 UX Designer

Talent Challenges and Concerns

1 Role Shifts

“I'm not sure I can do a new role.”



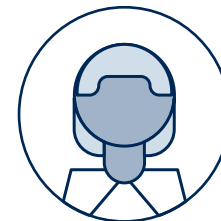
Project Managers

Talent Challenges and Concerns

1 Role Shifts

2 Fragmented, Subscale Skill Development

“We will struggle to develop the new skills our team needs.”



**Product
Management Leaders**

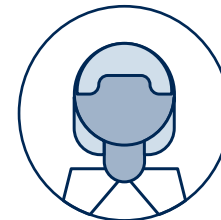
Talent Challenges and Concerns

1 Role Shifts

2 Fragmented, Subscale Skill Development

3 Misaligned Leadership Mindsets

“I want my team to be empowered, but I still want to make the decisions.”



IT and Product Management Leaders

Three Talent Imperatives

Three Talent Imperatives



**Provide Radical Transparency
on Role Shifts**

Three Talent Imperatives

1

**Provide Radical Transparency
on Role Shifts**

2

Centrally Incubate Cross-Cutting Skills

Three Talent Imperatives

- 1 Provide Radical Transparency on Role Shifts**
- 2 Centrally Incubate Cross-Cutting Skills**
- 3 Accelerate Adoption of New Mindsets**

Your Personalized Action Plan

1

2

3

4

Three Talent Imperatives

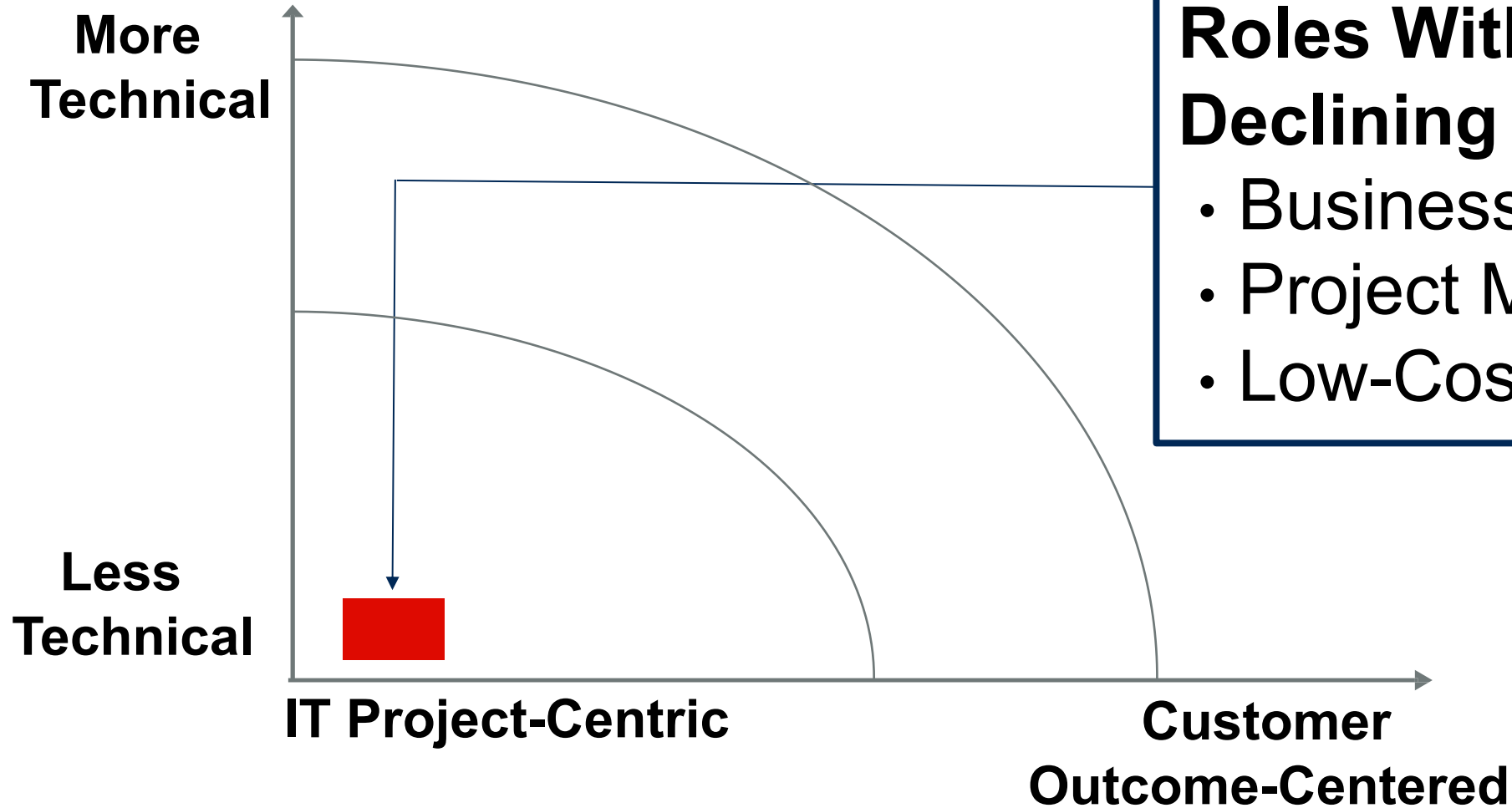
**Provide Radical Transparency
on Role Shifts**

Centrally Incubate
Cross-Cutting Skills

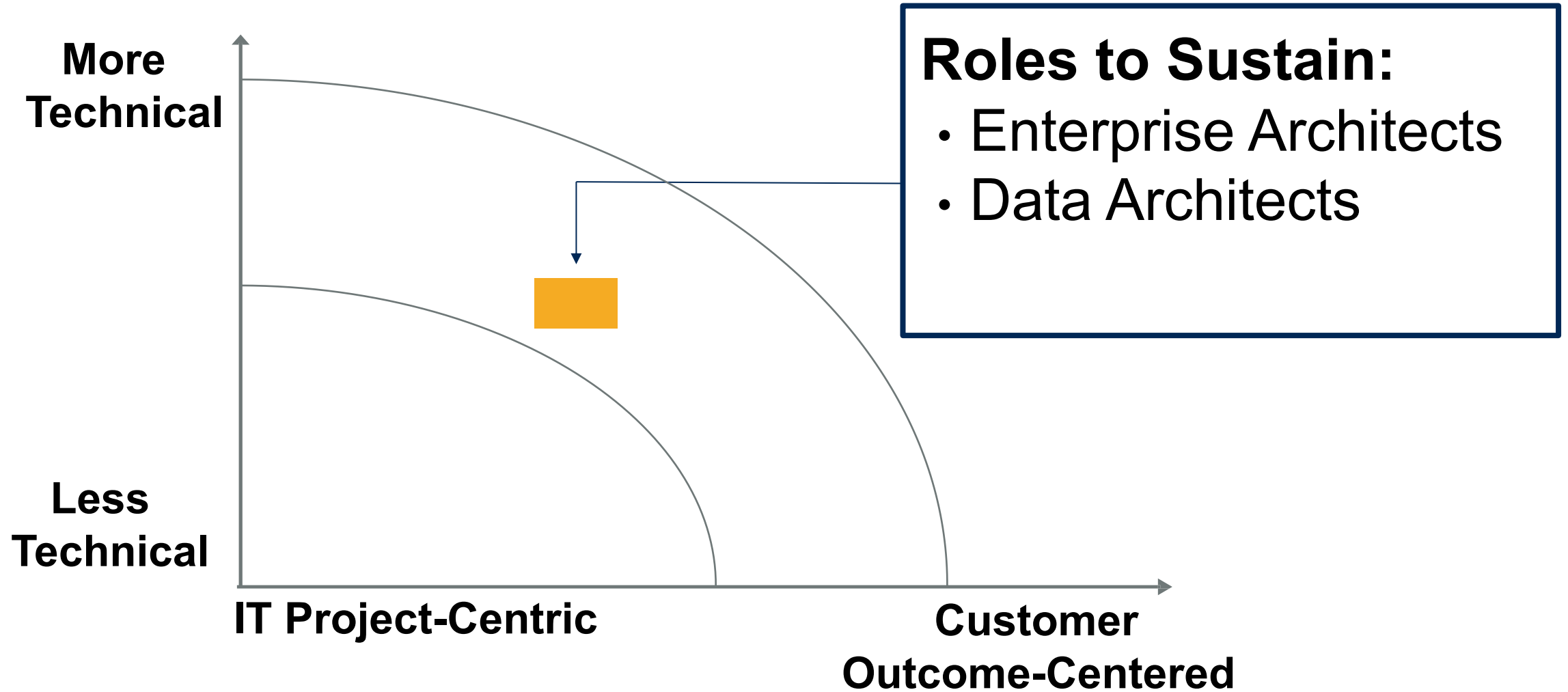
Accelerate Adoption of
New Mindsets



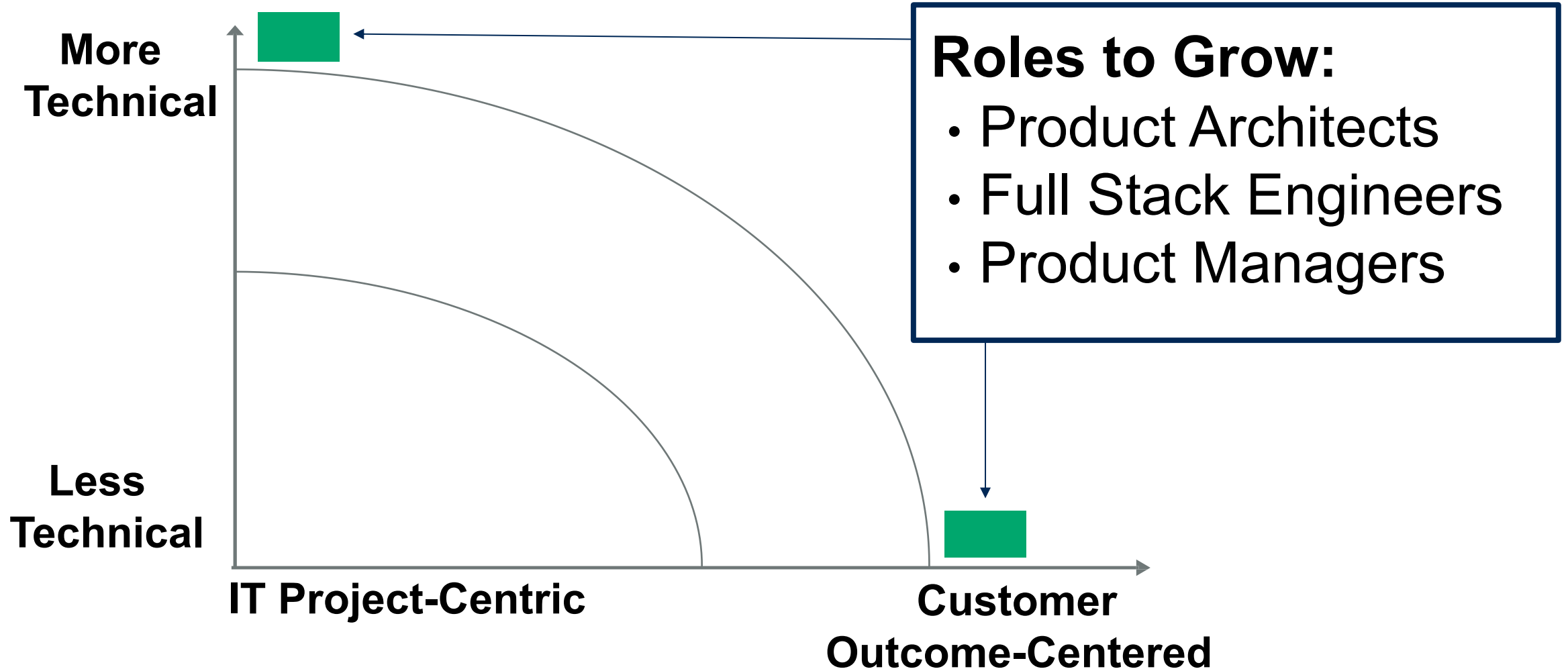
Identify Roles With Declining Demand



Identify Roles to Sustain



Identify Roles to Grow



Use Radical Transparency



- 1 Forecast Eliminated Roles Two Years Ahead**
- 2 Communicate Eliminated Roles to Staff**
- 3 Help Staff Select and Prepare for New Roles**

Your Personalized Action Plan

- 1 What are the **top 2-3 roles** that need radical transparency at your organization?
(e.g., Project Managers, Business Analysts)

Three Talent Imperatives

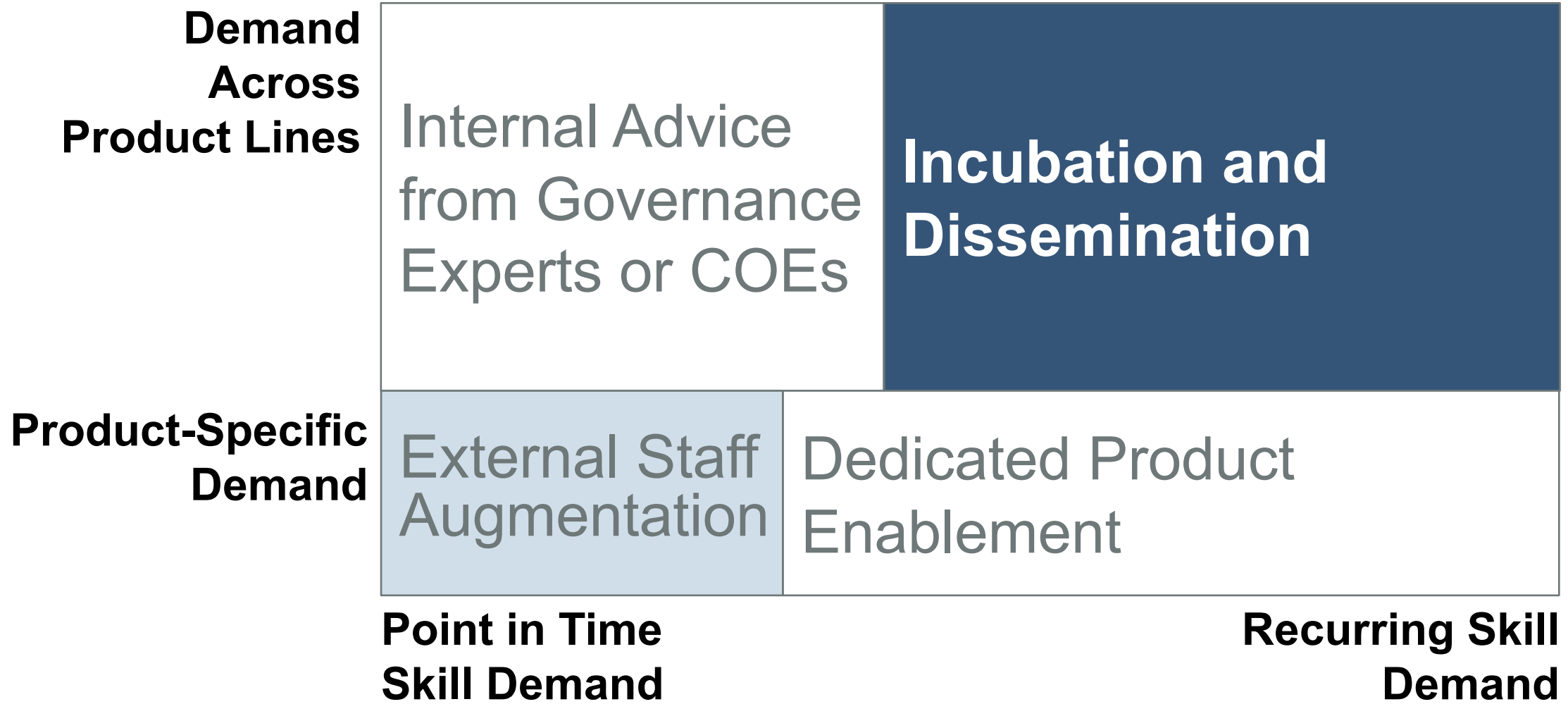
Provide Radical Transparency
on Role Shifts

**Centrally Incubate
Cross-Cutting Skills**

Accelerate Adoption of
New Mindsets



A Digital Workforce Strategy Framework



Characteristics of Incubators

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Enterprise Wide: Strategically build digital talent for the whole enterprise, not just IT.

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Train on Skills, Not Just Tools: Address specific skills gap, not just tool usage.

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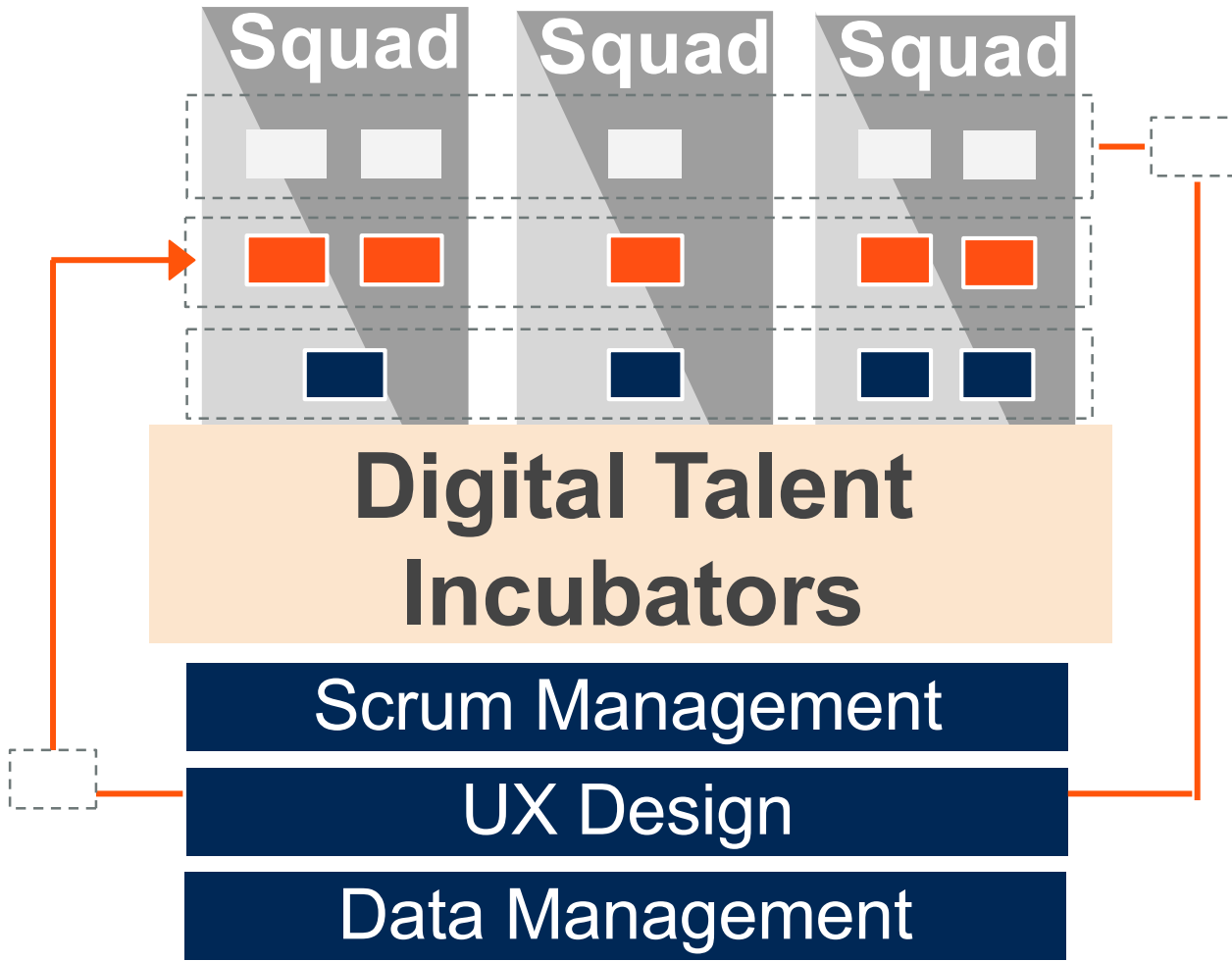


Train on Skills, Not Just Tools: Address specific skills gap, not just tool usage.



Dissemination-Focus: Designed to train, coach and transfer skills via targeted deployments.

Reskill Employees through Incubators



Train roles with a changing skill set and transfer resources back into squads

Your Personalized Action Plan

2

What's **one urgent skill** that needs to be incubated at your organization? (e.g., scrum, UX design, innovation, customer journey mapping)

Three Talent Imperatives

Provide Radical Transparency
on Role Shifts

Centrally Incubate
Cross-Cutting Skills

**Accelerate Adoption of
New Mindsets**

T-Mobile



Customer-Centricity

- 1 Center on our customers
- 2 Own the experience of your product
- 3 Accelerate consumption

Customer-Centricity

- 1** Center on our customers
- 2** Own the experience of your product
- 3** Accelerate consumption

Empowerment, Agility

- 4** Be empowered to make decisions
- 5** Break down organizational silos
- 6** Iterate to sustain innovation

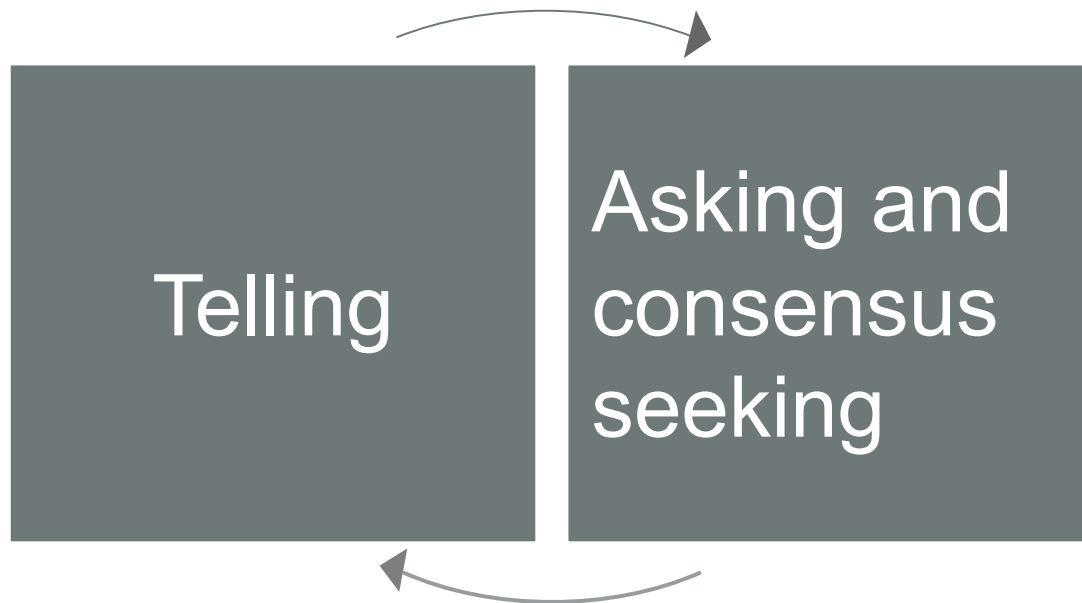
Leaders Reinforce Team Behaviors



Legacy Behavior Loops

Leader
Behavior

Employee
Behavior

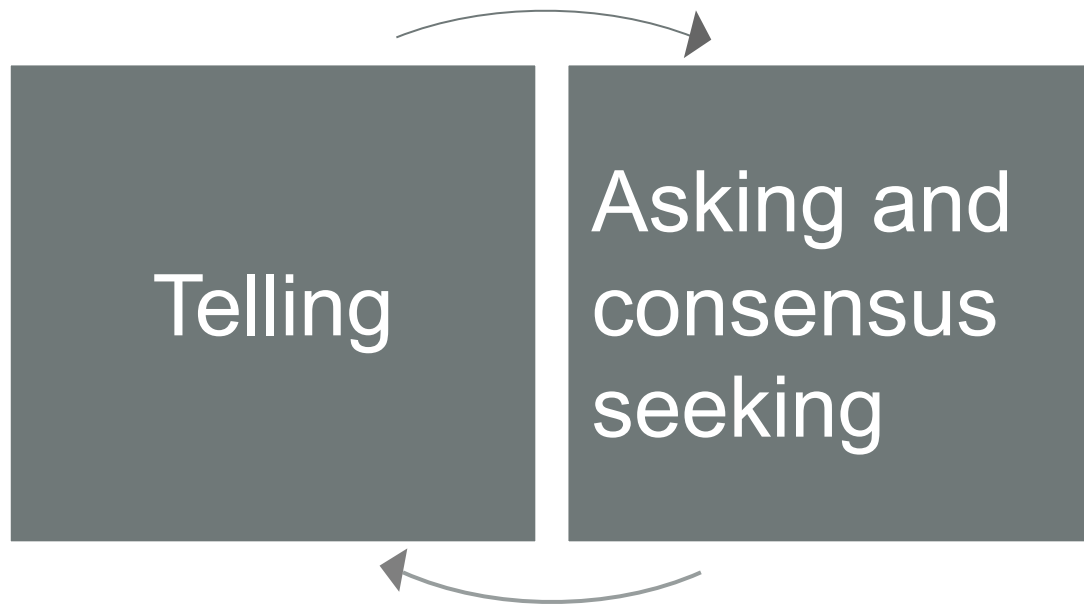


Leaders Reinforce Team Behaviors



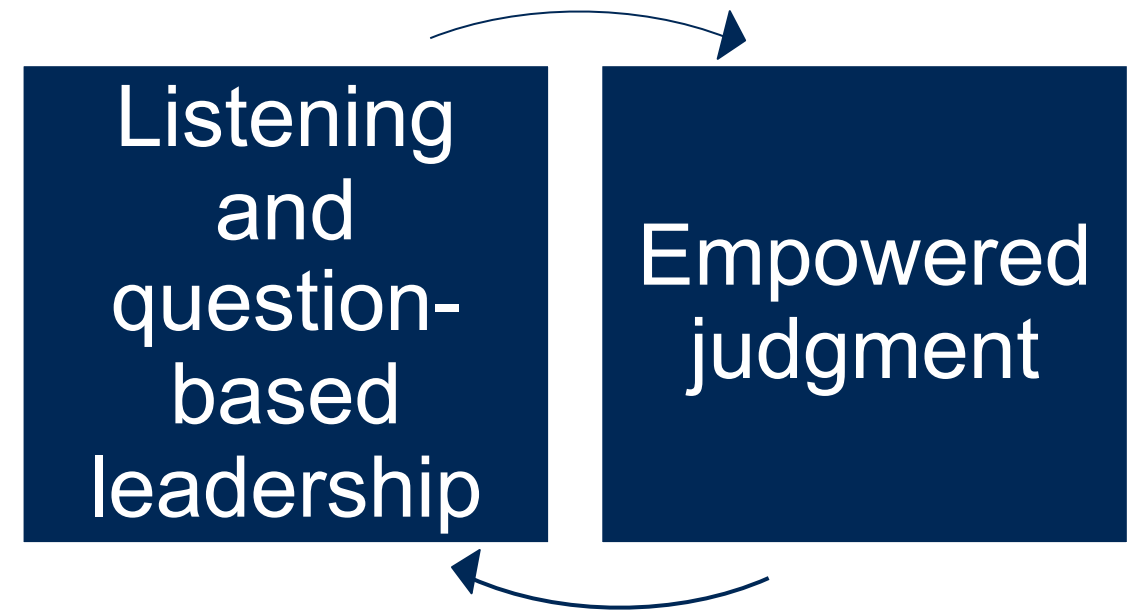
Legacy Behavior Loops

Leader Behavior Employee Behavior



Desired Behavior Loops

Leader Behavior Employee Behavior



Your Personalized Action Plan

- ③ What's **one mindset shift** your leadership team needs to make to help product teams succeed? (e.g., delegate more, move from authority to enablement)

Recommendations



Forecast the future of IT roles at your organization.

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- 2 **Prioritize the top 3-5 skills that need incubation in the next 12 months.**

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- 1 Forecast the future of IT roles at your organization.
- 2 Prioritize the top 3-5 skills that need incubation in the next 12 months.
- 3 Ask your leaders to define the mindset shift they want to make to accelerate product management.**

Your Personalized Action Plan

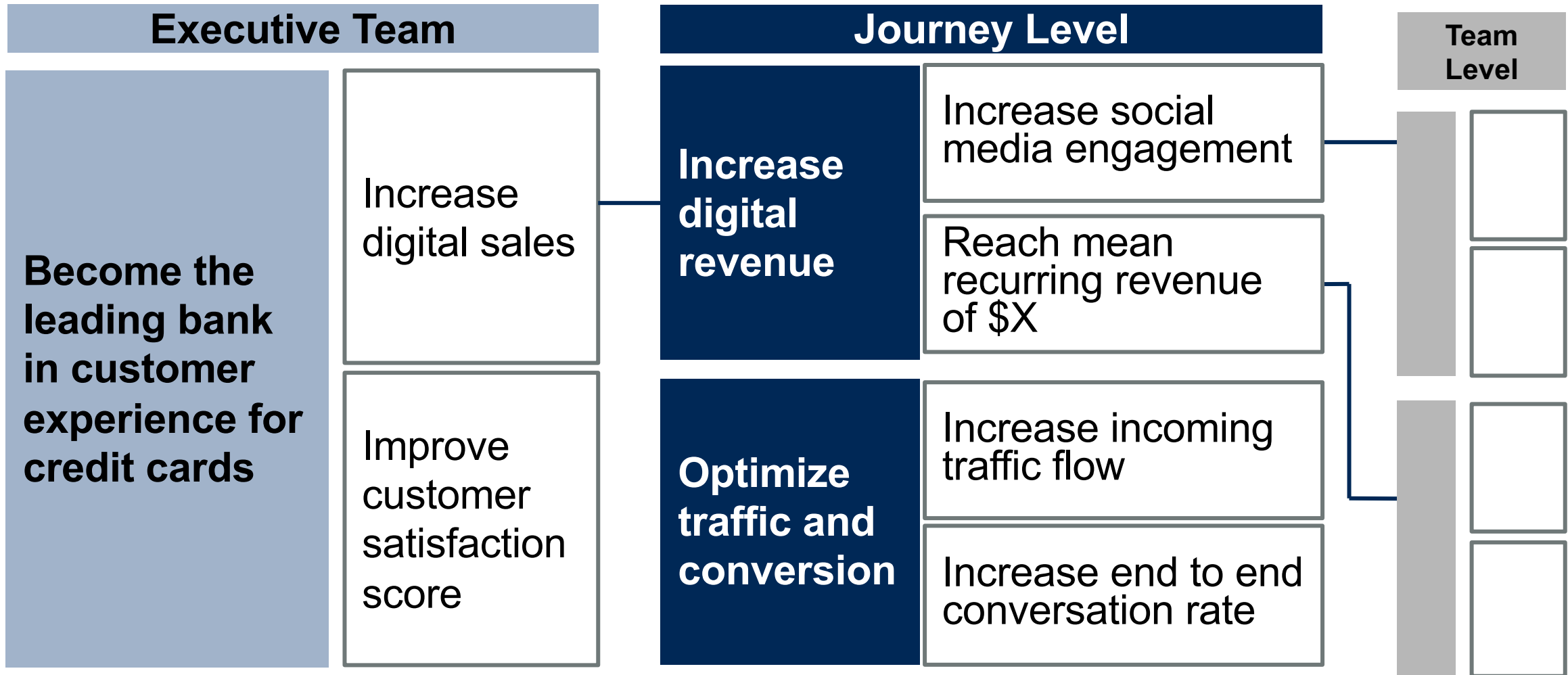
- 1 What are the roles that need radical transparency at your organization?
- 2 Which urgent skill(s) do you need to incubate?
- 3 What's one mindset shift your leadership team needs to make?
- 4 **What's the first action you want to take after today?**

Recommended Gartner Research

- 🔍 [Building Product Management Teams in IT and Beyond, Part 1: Structure, Leadership and Roles](#)
CIO Research Team (G00726306)
- 🔍 [Building Product Management Teams in IT and Beyond — Part 2: Competency and Skills Development](#)
CIO Research Team (G00728122)
- 🔍 [Building Product Management Teams in IT and Beyond, Part 3: Mindset and Culture Change](#)
CIO Research Team (G00727062)
- 🔍 [Video: What Is the Journey to Product Management at Scale](#)
CIO Research Team (G00728430)
- 🔍 [Case Study: IT Transformation to Enable the New Digital Workforce \(İşbank\)](#)
CIO Research Team (G00729320)

Appendix

Connect Teams to Business Outcomes



Connect Teams to Business Outcomes

