

## 280 Group Webinar Recap: How to build & grow an amazing Product Management team

Posted on Apr 11, 2012, Posted by [Catherine Constantinides](#) Category [Product Management](#)

It is difficult enough **being** a product manager, it's equally hard to build and lead a product management team as well. There was some great insight from Brian Lawley today on how to grow and build an amazing product management team. The slides from his presentation can be found [here](#) . If you want to watch the recorded webinar, including slides and audio, please check it out [here](#) .

Brian also had some documents that he thought you might find useful:

- [Product Marketing vs. Product Management](#)
- [Product Management Manifesto](#)
- [Optimal Product Process Book](#)
- [280 Group Training Catalogue](#)
- [280 Group Brochure](#)

There were a few questions that we couldn't answer during the webinar that I want to follow up with here.

Q. What do you think are the key differences in the product management between organizations that have 10-15 employees versus a company that has 60 or so?

A. Take a start-up as an example. There are very few people involved in making decisions, very early-stage products and lots of intimate product validation with key early adopters. As companies start to grow, a few things happen that affect product management directly – more stakeholders, such as sales, support and services, and more pressure to make the product repeatable to increase margins. Eventually companies go from engineering-driven to sales-driven, to ultimately market-driven (with the rare exceptions that jump around in between). This has a direct impact on the PM team and how they are perceived/evaluated against.

Q. Can you give me a sense at to where product marketing reports? For example, in a software company is it a marketing function or part of the development team or something else altogether?

A. For information on this, I recommend checking out my other [blog posting](#) on matrixed product management organizations, which gives some insight into this problem here.

Q. Should domain knowledge be a prerequisite when hiring product managers or should product management skills take precedence over domain knowledge?

A. My personal opinion is that product management skills usually trump domain knowledge, as many principles of product management are common across so many verticals. The other reason is that you may have deep understanding of a domain (such as healthcare) but have absolutely no talent in the business and marketing disciplines, which are extremely important when you're trying to launch successful products to market. I've seen too many situations where subject matter experts (especially in healthcare and finance) have been thrust into product management roles and failed.

What are your thoughts?

Tags: Tagged in: [280 Group](#) [Brian Lawley](#) [Webinar](#)