

Head of Product

Responsible for defining and executing product strategy across the organisation, shaping product direction, ensuring alignment with commercial and engineering goals, and maturing product practices. Leads multiple product teams with strong stakeholder influence and rigorous product delivery discipline.

Candidates should use the **STAR method** (Situation, Task, Action, Result). This assessment is about demonstrated experience, not theoretical understanding.

A - Product Strategy & Vision

00:10 - SFIA PROD Level 5-6 / STPL Level 6

Setting compelling product strategy, defining long-term product direction, and aligning product decisions with organisational goals.

What to look for:

- Defined multi-year product strategy grounded in business and customer value
 - Managed and prioritised a product portfolio across multiple product lines or domains
 - Created clear product roadmaps balancing technical, commercial, and operational considerations
 - Demonstrated ability to align product direction with corporate strategy
 - Ensured decisions are data-informed, validated, and measurable
 - Balanced innovation with commercial sustainability and market realities
 - Communicated product vision that inspires and aligns teams across the organisation
 - Made strategic trade-offs between competing product opportunities with clear rationale
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B - Discovery & Research

00:15 - SFIA RSCH Level 4-6 / REQM Level 5-6

Identifying customer problems, validating assumptions, and translating insights into structured product requirements.

What to look for:

- Uses structured discovery methods (interviews, workshops, behavioural insights, market analysis)
 - Defines problems clearly and distinguishes root causes from symptoms
 - Produces validated requirements refined through research, experimentation, or prototyping
 - Uses evidence (data, analytics, customer insights) to reduce risk and uncertainty
 - Demonstrates clear traceability from insight → requirement → outcome
 - Combines qualitative and quantitative research to build conviction
 - Validates assumptions before committing to significant investment
 - Translates market and customer insights into actionable product opportunities
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C - Delivery Leadership

00:20 - SFIA POMG Level 5-6 / METL Level 5

Orchestrating delivery across multiple squads or product streams, ensuring predictable execution and effective coordination.

What to look for:

- Ensures predictable delivery across multiple teams and product areas
- Establishes delivery frameworks (prioritisation, sequencing, quarterly planning, OKRs)
- Coordinates dependencies across engineering, product, data, operations, and commercial teams
- Uses delivery metrics (flow, predictability, value realisation) to drive improvement
- Demonstrates effective risk management and change control at product-portfolio scale
- Balances delivery pressure with sustainable pace and quality outcomes

- Manages scope and expectations transparently with stakeholders
- Adapts delivery approach based on feedback, market changes, or technical discoveries

D - Stakeholder Management & Influence

00:25 - SFIA RLMT Level 5-6

Influencing senior stakeholders, navigating competing priorities, and communicating product strategy clearly across the organisation.

What to look for:

- Communicates complex product concepts to technical and non-technical audiences
- Aligns diverse stakeholders (engineering, sales, finance, marketing, operations)
- Handles conflict professionally and builds consensus on product direction
- Manages expectations through structured communication and evidence-based reporting
- Demonstrates influence beyond direct reporting lines, shaping organisation-wide decisions
- Navigates executive-level disagreement with diplomacy and data
- Builds trust through transparent communication about trade-offs and constraints
- Represents customer and market perspective effectively to senior leadership

E - Product Leadership & Capability

00:30 - SFIA PEMT Level 5-6 / PDSV Level 5-6 / INOV Level 5-6

Scaling and maturing the product function, developing product managers, and embedding product excellence.

What to look for:

- Built and evolved a product organisation (structures, roles, levelling, hiring)
- Developed PMs through coaching, mentoring, and professional frameworks
- Introduced product standards (discovery practices, metrics, definition of done, storytelling)
- Fostered a culture of learning, experimentation, and continuous improvement
- Enabled innovation that delivered measurable value, not just ideas
- Established clear career paths and development opportunities for product managers
- Created rituals and practices that scale across growing product teams
- Balanced standardisation with allowing teams autonomy and context-specific approaches

Scoring Matrix

Thresholds: 20+ is a pass

Competency	1	2	3	4	5
A - Product Strategy & Vision					
B - Discovery & Research					
C - Delivery Leadership					
D - Stakeholder Management & Influence					
E - Product Leadership & Capability					