Technical Product Manager

A Technical Product Manager defines product strategy, manages delivery value, aligns stakeholders, and ensures that technical decisions support business outcomes. Demonstrates strong technical understanding while driving product direction and measurable business results.

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

A - Product Strategy & Roadmapping

00:10 - *SFIA PROD Level 5–6*

Defining product vision, strategy, and roadmaps that align with organisational goals and achieving measurable product outcomes.

What to look for:

- Defined a clear product vision, strategy, or long-term roadmap
- Demonstrated structured prioritisation (e.g., impact vs. effort, value vs. risk, OKRs)
- Used data, research, and metrics to validate product direction
- Balanced business, customer, and technical constraints in roadmap decisions
- Delivered measurable value or improvements aligned with organisational goals
- Made difficult trade-offs between competing priorities with clear rationale
- Adapted strategy based on market feedback, data, or changing business conditions
- Communicated product strategy effectively to diverse stakeholders

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B - Technical Leadership & System Understanding

00:15 - *SFIA ARCH Level 4–5 / DESN Level 4–5*

Understanding platform architecture, interfaces, constraints, and technical trade-offs well enough to make informed product decisions.

What to look for:

- Demonstrates sound understanding of system capabilities, constraints, integration points
- Works effectively with engineering and architecture to evaluate options and trade-offs
- Anticipates downstream effects of product decisions on technical complexity and operability
- Communicates architectural impacts to non-technical stakeholders clearly
- Helps shape design choices to deliver product outcomes efficiently
- Asks the right technical questions without needing to be deeply hands-on
- Understands when to defer to engineering expertise versus challenge assumptions
- Balances technical quality with delivery speed and business value

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C - Discovery, Research & Problem Analysis

00:20 - *SFIA RSCH Level 5 / BPRE Level 5*

Identifying user problems, conducting discovery, performing structured analysis, and validating product hypotheses.

What to look for:

- Used structured discovery techniques (interviews, workshops, data analysis, behavioural insights)
- Identified genuine user needs versus perceived wants
- Produced clear problem definitions, requirements, or user journeys
- Validated assumptions through research or experiments before committing to build
- Demonstrated ability to simplify or reframe complex problems to actionable insights
- Combined qualitative and quantitative research to build conviction

- Challenged stakeholder assumptions with evidence and structured thinking
- Translated research insights into concrete product requirements or opportunities

D - Delivery Leadership & Lifecycle Governance

00:25 - *SFIA SLEN Level 5 / POMG Level 5*

Overseeing delivery flow, ensuring alignment between teams, and managing product lifecycle outcomes.

What to look for:

- Oversees delivery flow and ensures teams have clarity, sequencing, and unblocked pathways
- Manages cross-team dependencies and risks proactively
- Ensures product increments meet readiness criteria (technical, operational, security)
- Ensures regular feedback loops from delivery and adjusts plans accordingly
- Demonstrates ability to bring predictability to delivery without micromanagement
- Handles scope changes and re-prioritisation transparently with stakeholders
- Coordinates across engineering, design, operations, and other functions effectively
- Balances velocity with quality and technical sustainability

E - Stakeholder Communication & Influence

00:30 - *SFIA RLMT Level 5–6*

Influencing, aligning, and managing diverse stakeholders including engineering, operations, leadership, customers, and partners.

What to look for:

- Communicates clearly and adjusts language for technical and non-technical audiences
- Influences decisions without authority; builds alignment across conflicting viewpoints
- Manages stakeholders through structured engagement (workshops, playback sessions, governance)
- Handles difficult trade-offs or constraints with transparency and professionalism
- Builds lasting stakeholder trust through clarity, consistency, and delivery of outcomes
- Navigates disagreement constructively and finds paths to alignment
- Represents multiple perspectives (customer, business, technical) fairly in discussions
- Demonstrates ability to say "no" with clear rationale and alternative options

Scoring Matrix

Thresholds: *20+* is a pass

Competency	1	2	3	4	5
A - Product Strategy & Roadmapping					
B - Technical Leadership & System Understanding					
C - Discovery, Research & Problem Analysis					
D - Delivery Leadership & Lifecycle Governance					
E - Stakeholder Communication & Influence					