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- Question asked by [Andrew J.](#)
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- 5 months ago

Advice to define our PM process?

Hello all!

Does anyone have any advice or know of any good resources, that would help me define a product management process for our organization?

The part of the process where I need most help with comes after prioritization, and after the initial PRD has been written.

What I am specifically thinking about formalizing:

- What is the order in which I should have my stakeholders review a PRD?
- Who should be consulted vs. who should sign off (if we use a phase-gated approach)?
- If we were to use a gated/sign-off approach, what happens if a stakeholder disagrees?
- What types of features should go through a more rigorous process, and what features should go through

a more lightweight process? (and what might that process look like?)

I am NOT asking about any of the following topics (which are already covered in great detail): agile, prioritization, etc. However, if I'm using the wrong words to describe my question, please let me know and I'll update my post accordingly :-)

Background: I am a PM at a company that is transitioning out of the startup phase, and we are building out the PM org and adding processes (useful processes, hopefully).

Thanks in advance!

-Andrew

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2 Replies



[Bryan McCarty](#)

Product Management and Marketing 🚀
5 months ago

In my last product role, I was in this same spot. Myself and one other PM were brought in to a startup that was recently acquired. Prior to us joining, there was no PM discipline (or process) in sight. It was basically a sea of engineers and a few designers reacting to and building anything the CEO and CTO wanted.

The first thing we did was get our products and the various backlog spreadsheets/ideas/features into Aha! And yes, I now work at Aha! but this was long before I joined the team.

Naturally, the move to Aha! forced new workflows. All of the sudden we had to determine who needed to approve features, develop a mechanism for prioritizing our work, and figure out the right type of roadmaps to share with leadership and customers. It also made us agree on goals for the quarter and connect all of our work to those agreed-upon goals. Of course there was work that didn't directly connect to one of our goals (there always is), but it was much harder to get that work assigned to an engineer. It was painful, but in the long run it was good. These new processes helped us focus on work that mattered and that drove the strategy forward. No more random pet projects. :)

So, you can always check out Aha! but we've also written and shared a [PM Guide](#) that you may find useful. It also includes a section of free templates: roadmaps, business model canvas, SWOT analysis, gantt charts, etc. Some of those may be applicable to your startup's transition and others may not — but it's worth taking a gander.

Another resource that may help is [Intercom's podcast](#). When I was at the acquired startup I just mentioned, I listened to that religiously. It always gave me good process-related ideas that I could implement. They interview product leaders from all sorts of companies so there's a variety of perspectives.. I bet some of the episodes in the archives would directly answer the questions you've listed.

So, those are just few resources to get you started. Hopefully, they help. Good luck, Andrew!

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[Andrew J.](#)
5 months ago

Thanks a bunch Bryan for getting back. I will have to check out Aha!/PM Guide and I did subscribe to the podcast you recommended.

It would be cool if people would share real examples of how their process works. I'll try and do it once we get something figured out.

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