# Domain Knowledge — Scaling Questions

**1. Business Acumen**

How well do you apply your understanding of business models, revenue streams, and organizational goals to your product decisions?  
(1 = Rarely consider business context, 5 = Consistently align product strategy with business goals and financial impact)

**2. User Empathy**

How deeply do you understand the product’s users, their workflows, and their challenges?  
(1 = Limited user knowledge, 5 = Proactively engage and advocate for users at all stages)

**3. Regulatory & Compliance Awareness**

How aware are you of relevant laws, standards, and requirements impacting the product?  
(1 = Often unaware or reactive, 5 = Proactively ensure compliance and educate others)

**4. Technical Fluency**

How well do you understand the technical environment, key systems, and architectural constraints?  
(1 = Basic or no technical understanding, 5 = Actively use technical insight to guide decisions)

**5. Market Awareness**

How effectively do you track industry trends, competition, and emerging opportunities or threats?  
(1 = Rarely follow market trends, 5 = Use market insights to innovate and guide product direction)

**6. Continuous Learning**

How proactively do you update and deepen your domain knowledge as the landscape evolves?  
(1 = Rarely seek new knowledge, 5 = Constantly learning and sharing insights)

**7. Stakeholder Communication**

How well do you use your domain expertise to communicate clearly and persuasively with stakeholders?  
(1 = Struggle to communicate domain context, 5 = Influence and align diverse stakeholders with expert communication)

**Domain Knowledge — Development Path Scaling Question**

On a scale of 1 to 5, where 1 is Beginner and 5 is Catalyst, how would you rate your overall domain knowledge and impact based on the following descriptions?

* 1 (Beginner): I have a basic understanding of the domain and user context and often rely on experts for detailed insights
* 2 (Intermediate): I actively develop domain knowledge and use it to improve product requirements and prioritization
* 3 (Advanced): I demonstrate deep expertise, anticipate trends, and guide strategic decisions within my organization
* 4 (Guide): I mentor others in domain expertise and bring in advanced market intelligence to influence product direction
* 5 (Catalyst): I shape industry standards and best practices, act as a thought leader, and influence the domain externally

# Engagement — Scaling Questions

**1. Active Listening**

How effectively do you seek to genuinely understand stakeholder perspectives, concerns, and motivations?  
(1 = Rarely listen beyond surface, 5 = Deeply understand and reflect stakeholder needs regularly)

**2. Inclusive Collaboration**

How well do you ensure diverse voices are invited and actively involved in discussions and decision-making?  
(1 = Engage a limited group, 5 = Proactively invite and empower broad, diverse participation)

**3. Relationship Building**

How strongly do you establish trust and rapport across individuals and groups inside and outside your team?  
(1 = Minimal relationship efforts, 5 = Build deep, trusting partnerships consistently)

**4. Stakeholder Involvement**

How regularly do you engage relevant stakeholders early and throughout product ideation, prioritization, and validation?  
(1 = Involve stakeholders only reactively, 5 = Consistently engage early and often)

**5. Motivation & Inspiration**

How well do you create enthusiasm and a sense of purpose that motivates stakeholders toward product success?  
(1 = Struggle to motivate others, 5 = Inspire high energy and shared commitment)

**6. Continuous Feedback**

How effectively do you set up and act on regular feedback loops to improve product and process?  
(1 = Feedback is irregular or ignored, 5 = Feedback is continuous and actively drives improvement)

**7. Conflict Navigation**

How skilled are you at addressing disagreements constructively and facilitating mutual understanding?  
(1 = Avoid or escalate conflicts, 5 = Navigate and resolve conflicts to strengthen relationships)

**Engagement — Development Path Scaling Question**

On a scale of 1 to 5, where 1 is Beginner and 5 is Catalyst, how would you rate your overall engagement skills and impact based on the following descriptions?

* 1 (Beginner): I initiate regular communication with stakeholders and seek feedback to clarify expectations
* 2 (Intermediate): I proactively involve stakeholders, build trust, and facilitate dialogue to resolve concerns and align teams
* 3 (Advanced): I create and sustain strong engagement cultures, even across complex or distributed stakeholders, and resolve conflicts constructively
* 4 (Guide): I coach others in facilitation, collaboration, and feedback, leading advanced workshops like Design Sprints and Value Proposition sessions
* 5 (Catalyst): I cultivate a culture of engagement and co-innovation across the organization and shape community practices and partnerships externally

# Organizational Development — Scaling Questions

**1. Systemic Perspective**

How well do you see the organization as a system of interconnected parts, identifying patterns and leverage points that affect product success?  
(1 = Limited understanding of organizational interdependencies, 5 = Consistently identify and influence systemic factors)

**2. Cross-Team Collaboration**

How effectively do you facilitate alignment and cooperation between teams, departments, and business units?  
(1 = Rarely engage beyond immediate team, 5 = Actively foster broad cross-functional collaboration)

**3. Change Leadership**

How actively do you advocate for and support organizational change initiatives that improve agility and product focus?  
(1 = Passive or reactive to change efforts, 5 = Lead and champion meaningful organizational change)

**4. Removing Impediments**

How skilled are you at identifying and eliminating organizational barriers to delivering value?  
(1 = Often unaware or escalate without resolution, 5 = Proactively remove impediments and streamline workflows)

**5. Culture Shaping**

To what extent do you model and promote a culture of transparency, trust, experimentation, and continuous improvement?  
(1 = Little influence on culture, 5 = Actively shape and sustain positive cultural practices)

**6. Alignment Building**

How well do you help align organizational vision, strategy, and structures with product and customer value?  
(1 = Minimal role in alignment, 5 = Facilitate strong alignment across multiple levels)

**7. Learning Facilitation**

How effectively do you support knowledge sharing and organizational learning across boundaries?  
(1 = Learning is isolated or minimal, 5 = Create environments for continuous learning and collaboration)

**Organizational Development — Development Path Scaling Question**

On a scale from 1 to 5, how would you rate your effectiveness and impact in influencing and shaping the organizational context for product success?

* 1 (Beginner): I understand the organization’s structure, culture, and processes and how they impact my product and team
* 2 (Intermediate): I collaborate with teams and departments to resolve dependencies and participate in change initiatives
* 3 (Advanced): I proactively drive organizational development efforts, scaling agile practices and fostering cross-team collaboration
* 4 (Guide): I guide teams and leaders through change, scaling, and culture evolution, facilitating innovation and change leadership
* 5 (Catalyst): I champion new operating models and influence industry-wide transformation and thought leadership

# Business Development — Scaling Questions

**1. Opportunity Identification**

How actively do you scan the market, customer needs, and technology trends to identify new business opportunities?  
(1 = Rarely look beyond current scope, 5 = Constantly explore and identify new growth opportunities)

**2. Strategic Alignment**

How well do you ensure that new initiatives align with the product vision, organizational goals, and market position?  
(1 = Often disconnected from strategy, 5 = Consistently align initiatives with long-term goals)

**3. Commercial Awareness**

How effectively do you understand and influence business models, pricing strategies, and value propositions?  
(1 = Limited commercial knowledge, 5 = Proactively shape commercial aspects of the product)

**4. Relationship Building**

How strong are your networks and partnerships with stakeholders, business units, and potential collaborators?  
(1 = Minimal external relationships, 5 = Actively build and leverage broad networks)

**5. Experimentation & Validation**

How well do you design and conduct experiments to test new business ideas and validate strategies?  
(1 = Rarely experiment or validate, 5 = Use data-driven experimentation to guide business decisions)

**6. Market Analysis**

How effectively do you conduct competitor analysis and customer segmentation to inform business strategies?  
(1 = Limited market insight, 5 = Consistently use market analysis to drive strategic decisions)

**7. Go-to-Market Planning**

How involved are you in collaborating on product launch strategies that maximize reach and business impact?  
(1 = Minimal involvement, 5 = Lead or heavily influence go-to-market planning)

**Business Development — Development Path Scaling Question**

On a scale of 1 to 5, how would you rate your overall business development skills and impact based on these levels?

* 1 (Beginner): I understand the basic business model and value proposition and am aware of market trends and commercial strategy
* 2 (Intermediate): I contribute actively to market research, competitor analysis, and collaborate on go-to-market approaches
* 3 (Advanced): I proactively drive new business initiatives, partnerships, and lead validation of new business models
* 4 (Guide): (If you want I can add Guide and Catalyst levels later based on extended framework)
* 5 (Catalyst): (Same as above, or can be added if desired)

# Product Management — Scaling Questions

**1. Vision & Strategy**

How well do you craft and evolve a compelling product vision and strategic roadmap?  
(1 = Limited involvement, 5 = Own and clearly communicate vision and strategy consistently)

**2. Outcome Orientation**

How effectively do you set, track, and communicate clear goals, metrics, and desired outcomes?  
(1 = Goals are unclear or not tracked, 5 = Data-driven goal setting and transparent communication)

**3. Market Awareness**

How deeply do you monitor customer needs, industry trends, and competitor activity to inform product decisions?  
(1 = Rarely monitor market context, 5 = Proactively adapt strategy based on market insights)

**4. Value Management**

How skillfully do you prioritize work to maximize impact, balancing short-term wins and long-term growth?  
(1 = Prioritization is reactive or unclear, 5 = Strategic and balanced prioritization based on value)

**5. Stakeholder Alignment**

How well do you manage and align stakeholder expectations with product goals?  
(1 = Stakeholders are often misaligned or unclear, 5 = Consistently align and communicate effectively)

**6. Lifecycle Stewardship**

How actively do you guide the product through introduction, growth, maturity, and retirement phases?  
(1 = Limited lifecycle involvement, 5 = Own full lifecycle stewardship and plan transitions)

**7. Risk & Opportunity Management**

How proactively do you identify risks and opportunities and act on them?  
(1 = Reactive or unaware of risks/opportunities, 5 = Anticipate and leverage risks/opportunities strategically)

**Product Management — Development Path Scaling Question**

On a scale from 1 to 5, how would you rate your overall product management capability and impact based on these levels?

* 1 (Beginner): I understand the product’s goals and participate in vision and roadmap discussions
* 2 (Intermediate): I define and communicate vision, strategy, and metrics and prioritize work based on value and data
* 3 (Advanced): I own end-to-end product management, shaping market positioning and leading through the product lifecycle
* 4 (Guide): I facilitate portfolio management, lean business cases, and strategic prioritization using tools like Business Model Canvas
* 5 (Catalyst): I influence organizational strategy, business model innovation, and evangelize product thinking at executive and industry levels

# Product Development — Scaling Questions

**1. Discovery**

How actively do you explore customer problems, needs, and opportunities through research, interviews, and experiments?  
(1 = Rarely involved in discovery, 5 = Lead continuous discovery efforts)

**2. Solution Shaping**

How well do you translate insights into clear product concepts, features, and acceptance criteria?  
(1 = Minimal involvement in solution definition, 5 = Consistently shape clear, actionable solutions)

**3. Validation**

How effectively do you test hypotheses and solutions early and often through prototyping, user feedback, and MVPs?  
(1 = Rarely validate assumptions, 5 = Systematically validate with users and stakeholders)

**4. Prioritization**

How skillfully do you decide what to build next based on value, feasibility, and learning?  
(1 = Prioritization is unclear or inconsistent, 5 = Prioritize strategically with clear value focus)

**5. Iteration**

How well do you enable incremental delivery, learn from each release, and adapt plans accordingly?  
(1 = Delivery is ad hoc, 5 = Foster a strong iterative, adaptive delivery culture)

**6. Collaboration**

How effectively do you work with development teams, designers, and stakeholders to ensure shared understanding?  
(1 = Limited collaboration, 5 = Strong, continuous collaboration and alignment)

**7. Continuous Improvement**

How actively do you leverage feedback loops to refine both product and process for better outcomes?  
(1 = Feedback is infrequent or ignored, 5 = Lead continuous improvement cycles)

**Product Development — Development Path Scaling Question**

On a scale from 1 to 5, how would you rate your ability to guide product development from concept to delivery?

* 1 (Beginner): I support basic discovery, refinement, and delivery activities, including documenting stories and acceptance criteria
* 2 (Intermediate): I lead ideation, validation, and iterative delivery, integrating regular feedback and facilitating backlog refinement
* 3 (Advanced): I orchestrate the full discovery-to-delivery cycle, champion innovation, and optimize value flow
* 4 (Guide): I coach teams on discovery, lean experimentation, and hypothesis-driven development using frameworks like Value Proposition Canvas
* 5 (Catalyst): I shape product innovation practices across the organization and influence product thinking in the wider community

# Organization of Work — Scaling Questions

**1. Backlog Management**

How effectively do you create, refine, and prioritize Product Backlog items for clarity and value?  
(1 = Backlog is unstructured or outdated, 5 = Backlog is well-maintained, prioritized, and clear)

**2. Workflow Design**

How well do you establish clear processes for how work moves from idea to delivery?  
(1 = Workflows are unclear or inconsistent, 5 = Clear, optimized workflows support smooth delivery)

**3. Prioritization**

How skillfully do you make transparent, value-based decisions about what work gets done next?  
(1 = Prioritization lacks transparency or strategic basis, 5 = Decisions are data-driven, transparent, and aligned with goals)

**4. Transparency**

How effectively do you ensure that the team and stakeholders have visibility into plans, progress, and changes?  
(1 = Work status is unclear to stakeholders, 5 = Communication is open, timely, and comprehensive)

**5. Dependency Coordination**

How well do you manage cross-team or external dependencies to prevent bottlenecks?  
(1 = Dependencies cause frequent delays, 5 = Proactively coordinate and resolve dependencies)

**6. Process Improvement**

How regularly do you review and optimize work processes, tools, and ceremonies?  
(1 = Processes remain static despite challenges, 5 = Continuous process improvements are driven and embraced)

**7. Balance**

How effectively do you balance urgent requests, strategic initiatives, and technical debt?  
(1 = Work is reactive and imbalanced, 5 = Balance between short-term demands and long-term priorities)

**Organization of Work — Development Path Scaling Question**

On a scale from 1 to 5, how would you rate your ability to organize and optimize the flow of work for your team and stakeholders?

* 1 (Beginner): I maintain a basic backlog and support team planning, following existing workflows
* 2 (Intermediate): I proactively refine and prioritize backlog, design workflows, coordinate dependencies, and drive improvements
* 3 (Advanced): I strategically organize complex workstreams across teams, lead process evolution, and foster continuous improvement
* 4 (Guide): I coach others on optimizing work systems, flow, scaling Scrum, and introduce advanced facilitation and visualization
* 5 (Catalyst): I lead organizational agility transformations and develop frameworks for sustainable delivery at scale

# Relationship Management — Scaling Questions

**1. Stakeholder Mapping**

How thoroughly do you identify and understand all relevant stakeholders, their interests, influence, and needs?  
(1 = Limited to immediate stakeholders, 5 = Maintain a comprehensive, dynamic stakeholder map)

**2. Network Cultivation**

How regularly do you nurture relationships through communication, appreciation, and support?  
(1 = Infrequent or superficial contact, 5 = Proactively maintain strong, supportive connections)

**3. Alignment Building**

How effectively do you facilitate shared understanding and ensure stakeholders align with product goals and decisions?  
(1 = Misalignment or unclear goals, 5 = Consistently achieve broad alignment and shared purpose)

**4. Conflict Management**

How skilled are you at addressing misunderstandings or disagreements constructively to maintain healthy relationships?  
(1 = Avoid or escalate conflicts, 5 = Navigate and resolve conflicts to strengthen relationships)

**5. Boundary-Spanning**

How well do you bridge silos and foster collaboration across organizational boundaries?  
(1 = Rarely connect across boundaries, 5 = Actively bridge gaps and enable cross-functional cooperation)

**6. Trust Building**

How consistently do you demonstrate reliability, transparency, and integrity in your interactions?  
(1 = Trust is limited or fragile, 5 = Strong trust established across networks)

**7. Relationship Adaptation**

How effectively do you adjust your engagement and communication as relationships and organizational dynamics evolve?  
(1 = Rigid or inconsistent engagement, 5 = Adapt fluidly to changes and maintain strong relationships)

**Relationship Management — Development Path Scaling Question**

On a scale of 1 to 5, how would you rate your ability to build, nurture, and manage productive working relationships across your network?

* 1 (Beginner): I identify and communicate with immediate stakeholders and understand their basic needs
* 2 (Intermediate): I map broader stakeholder networks, proactively manage connections, and facilitate alignment
* 3 (Advanced): I strategically build complex stakeholder ecosystems and act as a trusted advisor, navigating organizational dynamics
* 4 (Guide): I mentor others in stakeholder mapping, negotiation, and influence; facilitate cross-functional alignment using tools like Stakeholder Maps
* 5 (Catalyst): I build and sustain strategic partnerships and shape networks of influence for organizational and ecosystem change

# Personal Development — Scaling Questions

**1. Learning Agility**

How proactively do you seek new knowledge and stay open to new ideas and perspectives?  
(1 = Rarely pursue learning opportunities, 5 = Actively seek diverse learning and adapt quickly)

**2. Goal-Oriented Growth**

How well do you set clear, actionable learning goals and track your progress?  
(1 = No clear goals or tracking, 5 = Regularly set, pursue, and evaluate development objectives)

**3. Feedback Integration**

How effectively do you solicit, receive, and incorporate feedback from stakeholders, teams, and mentors?  
(1 = Avoid or ignore feedback, 5 = Actively seek and use feedback to improve)

**4. Networking & Community Engagement**

How actively do you participate in professional communities, conferences, or peer learning networks?  
(1 = Minimal or no community involvement, 5 = Engage regularly and contribute to communities)

**5. Mentoring & Knowledge Sharing**

How much do you support others’ growth through mentoring, coaching, or knowledge sharing?  
(1 = No mentoring or sharing, 5 = Regularly mentor and contribute knowledge widely)

**6. Trend Awareness**

How consistently do you stay up to date with developments in product management, agile, and relevant technologies?  
(1 = Rarely track trends, 5 = Early adopter and influencer of new trends and tools)

**7. Application in Practice**

How effectively do you experiment with new approaches and reflect on their impact in your work?  
(1 = Rarely try new methods or reflect, 5 = Consistently innovate and learn from experience)

**Personal Development — Development Path Scaling Question**

On a scale of 1 to 5, how would you rate your personal development habits and impact?

* 1 (Beginner): I attend trainings, reflect on strengths/needs, and accept feedback
* 2 (Intermediate): I set and pursue development goals, seek mentoring, and engage with professional communities
* 3 (Advanced): I design my own learning paths, share knowledge, mentor others, and adopt new trends early
* 4 (Guide): I mentor peers and facilitate learning communities and reflective practices
* 5 (Catalyst): I design and lead organizational learning initiatives, influence industry standards, and publish insights

# Self-Mastery — Scaling Questions

**1. Self-Awareness**

How regularly do you reflect on your motivations, values, reactions, and recognize your personal triggers and blind spots?  
(1 = Rarely reflect, 5 = Consistently self-aware and reflective)

**2. Emotional Intelligence**

How well do you demonstrate empathy, self-regulation, and handle difficult emotions constructively?  
(1 = Struggle with emotional control, 5 = Manage emotions and empathize effectively)

**3. Resilience**

How effectively do you bounce back from setbacks and thrive amid uncertainty and complexity?  
(1 = Easily discouraged by setbacks, 5 = Maintain composure and grow through challenges)

**4. Growth Mindset**

How actively do you seek feedback, experiment with new approaches, and learn from failure?  
(1 = Avoid feedback and new approaches, 5 = Embrace learning and experimentation enthusiastically)

**5. Ethical Integrity**

How consistently do you act in line with your values, demonstrate transparency, and make principled decisions?  
(1 = Values or ethics are inconsistent, 5 = Serve as a clear ethical role model)

**6. Personal Responsibility**

How well do you take ownership of your commitments, outcomes, and personal development?  
(1 = Often avoid accountability, 5 = Fully own and drive your responsibilities)

**7. Balance and Wellbeing**

How effectively do you manage workload, stress, and set boundaries to sustain motivation and creativity?  
(1 = Struggle with balance and burnout risk, 5 = Maintain healthy balance and wellbeing practices)

**Self-Mastery — Development Path Scaling Question**

On a scale from 1 to 5, how would you rate your self-mastery in your role?

* 1 (Beginner): I am aware of my strengths and improvement areas, seek feedback, and manage commitments
* 2 (Intermediate): I reflect on decisions, adapt behavior from feedback, and maintain composure under pressure
* 3 (Advanced): I model a growth mindset, support others’ growth, and sustain wellbeing and ethical leadership
* 4 (Guide): I coach others in self-awareness, resilience, emotional intelligence, and mentor ethical leadership
* 5 (Catalyst): I shape a culture of self-mastery, influence organizational values, and inspire mindset change at scale