CHAD: Hi, this is Chad. And this is your home for product mastery.

One of the questions I am asked by listeners is how do you become a product manager. For example, Melissa emailed me and said: "I'd like to hear more about transitioning to a product management role in software – getting yourself up to speed on the technical aspects that product managers needs to know to interact with developers."

This came up more recently when I opened my IDEA Framework eCourse that teaches the essential base of knowledge for becoming a product leader and doubling your product success. Many people asked if this would help them get into product management and I told them that while they need the skills it teaches to be successful as a product manager, it is for existing product managers -- ones with at least a year of experience, not ones transitioning or who are brand new in the role.

But, I know someone who specializes in helping people get into the role of product management and to get grounded as a new product manager. He has trained thousands of people on these topics, including leading workshops at General Assembly, Stanford, and for other schools. He also worked as a software product manager at NASA, Apple, Ticketmaster, and Live Nation.

He is also a returning guest, having shared really specific tips for how to prepare for a product management interview back in episode 67. His name is Charles Du and this is a discussion you will enjoy and find valuable if you want to be a product manager, or are brand new to the role of product management, or you wish to do a better job mentoring product managers. You'll find the summary and details of this discussion at www.TheEverydayInnovator.com/116.

CHAD: Hi Charles, welcome back for the second time to The Everyday Innovator!

CHARLES: I'm so happy to be here, Chad. Thank you for having me again.

CHAD: I'm glad that we were able to connect back up a few weeks ago and talk about some of the things that we have both been involved in. On my side of that, I did the introductory launch of my IDEA Framework eCourse last month. I worked on that last year, did a pre-launch for it and was really excited to get that out to people. In the process, I had quite a few questions from people about, "Would this help me get into product management? I'm curious about how to make that transition." And I'd have to tell them, no, that's no where I'd start. If people have seen my Product Mastery Roadmap, I start with people who are average product managers and then I have four levels up to what I call product mastery, really being the influencers in leading product inside companies. We had done an interview last year on how to interview for being a product manager, remember that?

CHARLES: Yeah. It was a really fun interview and I'm so glad to get all the emails from your audience afterwards on wanting to learn more. It was great. Thanks for having me again.

CHAD: I'm so glad to see that you have really dug in deeper in providing more information to people. I'm glad to be talking to you now about that, because I do want to help the listeners that are in this position of maybe wanting to be transitioned into product management and how to get grounded as new product managers. You are a great resource for that. I'm just going to dive in and ask you the first question, which is, people come to product management for different reasons and they have some

preconceived notions about what it actually is and what you need to be a product manager. Can you address the myths that you've run into about product management?

CHARLES: Sure. I'm happy to share some of the myths that I've encountered. Just to add some context, I've been teaching product management for the last few years and now I have over 6000 students from all over the world, so that large sample size has given me the luxury of understanding what my students are coming in with and also this is where all the myth happens and I feel really empowered when I can get a chance to kind of dispel all of this. So from that large sample size, I often hear three common myths. The first one is: you need a technical background, or like a computer science degree, to become a product manager and that is a huge myth. So I've looked at many industry surveys and many of the existing product managers don't have a technical background and I can share from my experience that many of my peers, when I was working at places like Ticketmaster, Blind Nation and all these different startup companies, they didn't have a technical background. My manager, for example, when I was working at Ticketmaster, he had a degree in Economics. A lot of my peers, they had liberal arts degrees. The skills that you need to become a product manager does not require you to be knowledgeable in how to code. This is really important because a lot of students, they'll think, okay I need some sort of a CS background, so I'll go and take a coding class, but I think there's better ways for them to spend their time and resources and actually learning the skills needed to become product managers. That's the first myth I hear a lot is that you need a technical background.

CHAD: I just wanted to mention on that, you're a software product manager and that's really going to be the context for our discussions, but a lot of this applies to product managers in general, in making that transition. I like what you mentioned about some of your colleagues have the liberal arts degree. Coming from engineering myself, always had…these discussions would come up at times with people in other majors and that I found out there was this thing called the liberal arts major and wasn't ever really quite sure what they did, but then you read papers that businesses are looking for liberal arts degreed people because they're the ones that have more of a holistic perspective and are probably the ones that will be taking over companies in the future. A very vital background to have.

CHARLES: Yeah, exactly. So the second myth that I hear a lot of is that you need years of product management experience to become a product manager. This is kind of silly if you think about it, because every single product manager started somewhere where they weren't a product manager. A lot of people look at job descriptions and they look at companies hiring product managers and instantly they're held back and they thing well, if they're looking for product experience and I don't have product experience, I will never be able to get hired as a product manager. That is a total myth, because there are so many things that you can do today to quickly gain the skills that you need to become a product manager, and also there are so many side project opportunities where you can actually build a product portfolio. All of that will kind of demonstrate to the company that you're applying to that you actually have done product work, even though you might not have had a formal product management title, but you've gone through every single stage of the product development cycle to get that experience. Companies are willing to take on those hungry, motivated candidates and groom them into more senior product managers. I think that's the second myth, that you need years of product management experience to actually break into product management. In fact, you don't. I've coached many students where they transition from different fields like marketing or account management and because they're

focusing on cultivating the right skills and building that product portfolio, they got hired as product managers.

CHAD: Very good.

CHARLES: Another myth that I encounter a lot is: you need to be an industry expert to get hired as a product manager for that specific company. What I mean is, sometimes my students will come to me and they're like, "I was working in oil and gas and now I want to work in consumer products. Will people still want to hire me as a product manager?" The answer is absolutely yes, because that's where a lot of the innovation happens. Just speaking from my own background, I went from working for NASA's education department, designing NASA's first iPhone app, to Apple, which was consumer products, over to a small startup called Get Around, which was in transportation, and then later to Ticketmaster, which is online ticketing and live entertainment. Because I don't have the industry background, that actually enabled me to look at problems with a fresh set of eyes and because I have the core product management skill set, I'm able to do the same thing that I do in every single product management job. Because I come from different industries, I'm able to take a lot of the proven patterns and proven business models and apply it to the new industry. Companies love that, when you can bring something new to the table. So I would say that's another myth, is you need to be an industry expert in that specific field to get hired. In fact, you actually don't and it's actually an asset for you not to have that industry background to come in so you can bring new ideas to the table.

CHAD: I'm glad you included that one. It's the one I run into most often, which isn't surprising because I work with…the training and coaching I do is with existing product managers and they might be thinking about changing to a different industry and wondering how to make that switch. Sometimes we call that domain experience or that industry experience. What you said is spot on and what I share with people, too, is, you're actually an asset because you're not going to be making the same assumptions that someone with that domain experience would make. That really lets you be more innovative, bring new ideas into product management.

CHARLES: Yeah, that's exactly it. Thank you for sharing that. Just to add to that, the best product managers are always unbiased, right? They look at the world, they look at the market as here's an opportunity for me to run a couple of experiments and for me to come up with a couple hypotheses for how my product's going to work. Because you come in from a different industry, it forces you to look at with an unbiased viewpoint and rely more on the data, so you can be more data-informed when you're making strategic product decisions. So that clean slate mentality is super helpful when you're a product manager.

CHAD: Yeah, and there's going to be other people on the product team that have domain experience to ask questions of, and you'll be the one that can look at things with fresh eyes. Great point. So those three myths are: not having to have the technical background, not having years of product management experience to become a product manager, that chicken and egg problem that you've been asked so much about, and not needing that industry experience.

CHARLES: Exactly.

CHAD: So, my path to product management was really accidental and I was blessed so much along the way, just because I ran into wonderful coincidences that just helped me get there. I'm sure if I had planned this out on my own, I probably would have made some mistakes trying to make that transition and since you've trained these thousands of people, you probably hear some of these mistakes get made over and over. I think it would be really useful to share with Everyday Innovators that are thinking about getting into product management, what are some of those mistakes that we're aware of, things to try to avoid?

CHARLES: Yeah, I'm happy to share. The biggest mistake that I see is people spend a lot of time learning the wrong skills. They'll come in with a preconceived notion that this is a necessary skill to become a product manager and they go and they take classes and they spend a lot of money and spend a lot of time but in the end, they would have grown a little bit but it's not spot-on to the core skill that they need. An example is when people come in and they believe that they need a technical background and right away they think, "Okay, so I should take a coding class." They'll go look around and maybe there's a General Assembly campus in their city and they sign up for a frontend coding class. And they sink in thousands of dollars and weeks of time to cultivate that technical experience and then later on when they get hired as a product manager, they realize, "Actually, I'm not using any of this." Or at interviews, they'll have an idea of how to code, but all that kind of stuff is not what the interviewer will ask them. In our last interview, we talked about what are some of the common questions that companies ask, and none of them relate to code. Even at places like Google, I coach clients through where a few years ago they might have asked more technical questions, but now they don't really ask the questions that test computer science majors or people that they hire for developers. So I see a lot of students focusing their time learning the wrong skills, spending a lot of money and a lot of time focusing on stuff but not focusing on the right skills. That's the biggest mistake.

CHAD: And that ties back to one of your first myths, also well, that assuming you need that technical background and don't learn the things that aren't important.

CHARLES: Yes, exactly. The second biggest mistake that I see a lot of people making is they spend a lot of time doing what I call scattered learning. This is where they'll go online and they'll read from blogs, they'll read from news articles, and they'll try to piece everything kind of by themselves. What they feel like is, okay, I'm going to read this blog post or this essay, I'm going to listen to this podcast, and I'm getting better, but it's missing that formalized structure which takes them in a step-by-step process of how to get to those skills that's needed to become a product manager. Because I know when I first got started, there were no articles and now today there's like an abundance of articles, so if I were starting fresh, it would be really hard for me to know, first of all, what are the right step-by-step processes of how to manage a product, and two, out of all these people that I'm learning from, who are the really legit product managers that's launched blockbuster products before? So a lot of time is wasted and a lot of attention is spent and a lot of theory goes into your head and it's kind of hard to curate the best of the best in terms of knowledge, proven knowledge, that helps you get to where you need to be. That's the second big mistake that I see people making.

CHAD: Good. Scattered learning. I like that phrase, too. It categorizes it well.

CHARLES: Scattered learning. Exactly. The last mistake that I see is after they've realized these are the core skills they need to become product managers, that they learn it from the wrong people. What I mean is, out there, right now, there are so many different product managers out there and sometimes you run into a really, really good product manager. He's launched a bunch of products, but unfortunately it's hard for this person to communicate or to teach all this knowledge that they've built up. I see that happening over and over again. It's kind of like when I think back to my academia days where I went to the University of Michigan where we had a lot of brilliant professors who are experts in their field. But they didn't really have the necessary skill needed to break that knowledge down in a step-by-step way. So it was really hard for them to communicate that knowledge. I also run into people that are really good teaching, but they've never shipped a product before. Sometimes this happens because they can break information down in a really easy to understand way, but the knowledge that they have and the theory that they have is not proven, so my students end up learning the wrong things from those people that can teach but they're teaching the wrong stuff. Those are the wrong people to get that product management knowledge from. Now, the type of people that you want to learn from are the people that are rock star product managers, who've shipped amazing products, that's made a heavy impact like tons of users, brings in tons of revenue, so they're proven and they're also rock star teachers. They're able to have that unique skill of taking that knowledge, that dense knowledge, and breaking it up in a step-by-step process that's easy to follow. That's really the type of teacher that you want to find.

CHARLES: I just want to underscore that last point, which is timely, too. Aside from the training and coaching I do in product management, I also teach for a few universities in the area of innovation management, product management and I'm writing a course for a university that I was on a call today with the curriculum person, so when you write a course for a university, usually you have the subject matter expert, which is me, and then the curriculum person that kind of helps you get it into the system and do whatever you need to do there. We were talking about this exact topic, that so many times we have really good experts that know the material inside and out, and the way I like to think of it is if you're on a scale of 1 to 10, with 10 being the best expert you can find, and you need that expert to tell the newbie, the person who really wants to just understand what's going on here, they're just trying to learn calculus for the first time, they just need to know the basics about it, they're just trying to get into it. You need that person who is the 10 expert to come all the way down to no more than a 3 on this expert scale, but most experts, they get down to a 7, thinking they've really dumbed down the information, and they're still talking way over everyone's head. It's what I appreciate about you so much, Charles, is your ability to structure information so well and so clearly and for people who want to get a taste of this, go back and listen to Episode 67, www.everydayinnovator.com/067, and you'll hear Charles talk about preparing for an interview in product management. You did such a good job breaking that down and already in this interview, not to my surprise at all, I asked you about myths and you had three clear things to address, and biggest mistakes and we've hit three clear things there, and you always have such a nice, concise structure in conveying information and you are a good example of someone with the knowledge that is also a good teacher. So, I won't beat that anymore because I don't want to inflate your head further.

CHARLES: Thanks, Chad. I'm very flattered. Thank you so much.

CHAD: As a teacher myself, I don't come across people that are teachers that can actually really teach clearly all the time, so it's important. Okay, so on mistakes, we hit the spend time on the wrong things and then that scattered learning issue, which, you're right. There's so much information out, you find incomplete pieces and you don't get the full picture. And then learning from the wrong people, so finding people that are the experts that can also teach. Let's talk a little bit about the actual transitioning. Those questions that I get from people about, they're listening to the podcast and product management sounds interesting to them, but they're not there yet. Maybe they are in a software role or maybe they're in a marketing role or something else, and they like this field called product management, but they want to know what are the actual steps to get there. Can you help us out with that?

CHARLES: Yeah, sure. I think I can break it down to three main steps. This is just coming from the thousands of students I've taught and seeing many of them actually land jobs at A-tier companies, so places like Google, Uber, Yelp, and all of these students kind of follow these three main steps. The first step is you want to learn knowledge. You want to gather all the theory and learn what it means to be a product manager and what is the product development process, how to use the right tools, what are the principles of designing a good product, so all this knowledge. So first, learn all of that knowledge. The second step is to gather experience. If you're transitioning from a different field, chances are you don't really have a product portfolio where during the interview if someone asks you, "Tell me about a product that you worked on," and it's hard for you to come up with those stories because you haven't worked on anything. The second part is to gather experience. That doesn't take years. It can take just a few weeks or even a few months, because you can work on side projects and there's lots of different ways for you to get that product management experience, so then during the interview, you'll have that answer, you'll have that story and you'll have things to show. The third step is to build your brand. In today's world, because product management is such a hot job and it's a dream career for many people, there are so many candidates that come in and flood the desks of HR recruiters and hiring managers, that it's really hard for people to separate themselves from the rest of the pack. How you build your brand the right way to get noticed matters so much. I always recommend my students put together a website where you can showcase your product portfolio. There's a certain way to kind of curate your resume or polish your resume to make it say product manager from top down and also how you make a LinkedIn profile that really resonates with people looking for product managers. So all of these little things is related to the brand building thing. I would say those are the major steps, the three major steps. First, learn the knowledge. Two, gather as much product management experience as you can by working on side projects. Three, build your digital brand so everything there says product manager. I have a lot of students on that last note, they come in with years of experience being a QA person or years of experience being a software developer and when you look at their resume that's what it says. It says QA or it says software developer. But if you want to get into the product world and be hired as a product manager, everything in your digital brand needs to say product manager.

CHAD: Right. I love all those points. You know me, I have to emphasize a few things here. When it comes to gathering your experience, two things that you alluded to. One is looking for that adjacency experience. If you're in marketing now, not in a product sort of role, you have opportunities to interact with people who are. If you're in developing, you have opportunities to interact with people who are. Whatever role you're in, you can at least take advantage of your environment to start learning from

those that you're working with or at least get closer to customers to understand the problem better to start exploring some of these aspects of product management. I also like the side project you've mentioned a couple times now. Developing an app has become such an easy thing. If you have the basics of a customer problem and some insights into what would provide value to the customer and the solution, it's easy these days to go onto a website and find a person to develop the actual app for you, if you can supply all that product management information on how to actually solve the customer problem. These side projects have become pretty easy to put together.

CHARLES: Yeah, that's a really good point. In addition to building an app and using all these tools online, there are all these weekend long events, like startup weekend, or a weekend hackathon, where you can go in with just maybe no ideas and then after a weekend, end up with like a vision deck presentation where you can show off your vision and then having that experience of working with a team of different people, or going to a hackathon and go in there with an idea and then leaving the weekend with a prototype, having worked with real developers. All those things just take a few days and they take a weekend and you get to experience working with a team and you have something to show off. So these opportunities are so abundant and it's so easy for people these days to get product management experience and they can kind of put on their resume and put into their portfolio.

CHAD: Yeah, great points. I love what you said about building the brand, too. Some of that is just recognizing, like the QA person you talked about, I had this really interesting call a little while ago with a person who had moved to my area and tracked me down and just wanted to talk about how do I better position myself to be a product manager? We talked about what this person had been doing, and so much of their experience had been smack in the middle of what I would probably call marketing management, product marketing management, which was responsible for once the product is launched, how do you really try to optimize the performance of the product in the marketplace? At some point that involves doing iterations and revisions to the product too. We talked through this, I'm like, you realize for most companies, you've already been doing product management? It's just in your context you haven't seen it that way but you actually already have been. A lot of the time we can just reframe how we think about our own experience and start to realize once you understand what the processes are for product management, where your experience really does fit into what you will be doing in the future as a product manager.

CHARLES: Yeah, that's a really good point, Chad. I was actually going to allude to it, but you kind of took a first step. What I was going to say was, today I think when people first think of transitioning, a lot of them think it's miles away, like it would take me years before I can actually build up the experience to transition to becoming a product manager, when in fact, they don't realize that all the skills, or most of the skills that they've been working at their current job, chances are it's some part of being a product manager. They can easily map those existing skills and they can easily transfer those existing skills into the skills needed to become a rock star product manager just by repackaging themselves and then rebranding themselves and realizing, okay, these are the skills that product managers actually need on a day to day basis and I already have 50% or 80% of that and it's just a matter for me to find the skills that I am missing or repackaging myself a little bit and all of a sudden I'm on my path to getting that product management job.

CHAD: Absolutely. Well put. Okay, so there's one other question that does come up quite a bit when I am asked about transitioning into product management. I'm just going to start having people come talk to you because you're so much better at this than I am because I'm not in that transitioning space. That is, so, okay, I want to get into product management, I have some idea what that means, what I need to do to myself to learn some new things and how to build my brand, but doesn't everyone else want to get into product management right now, too? It's like the hot thing you see in headlines all the time. How am I possibly going to be able to stand out among others in this kind of growing competitive space? How do I separate myself from others that are trying to get those jobs in product management? So what would you tell that person that's looking for some way to differentiate themselves?

CHARLES: Yeah, I think that's a great question. I get that question a lot from all the students I teach. So I would say there are three main things that can separate you from other candidates if you really want to stand out from the pack. The first thing is demonstrate structured thinking. The second thing is have a product portfolio ready to show off. The third thing is really prepare for the product management interview. So let's go through these one by one. The first part is structured thinking. What I mean by this is, as you gather the knowledge and as you build the experience, really think of a way to kind of formalize your thinking so you can kind of talk through, like step by step, this is how you come up with an idea, this is how you size the market, this is how you do user interviews, this is how you gain empathy and this is how you go through the product development process of creating wire frames, a feature backlog, and eventually to user stories and then you hand off to an engineer. So having that standardized, formal thinking process that takes you from idea all the way to product spec is really helpful. That's going to come up during interviews, because when someone asks you walk me through a product that you're going to work on, the more formalized your thinking, the more structured your thinking, the better you're going to do. The second part that will really separate yourself from other candidates is to really build a product portfolio. I touched on this a little bit before, but the whole idea of a product portfolio is you do online and you show off, here are the side projects I've worked on, here are the products I've actually worked on, and here's my thought process of starting with a problem and then evolving that problem statement all the way to a solution, all the way to wireframes or a prototype, so then that way a hiring manager or recruiter can actually see stuff that you've built and they can actually follow your thought process. It's just like when a designer has a visual portfolio and the work kind of speaks for itself. You want to be that product management candidate, where people can go on your website and they can see your decision path and they can see that structured thinking you put together, and be like, okay, this person knows how to design a product following a formalized process. So that's the second thing. There's so many things where it's hard to kind of communicate through just a resume that if you have a product portfolio that people can visit online, it will really make you stand out and will really make you more memorable. The third part is prep for the interview. Product management is such an interesting role because it's really fun, it's got huge earnings potential, and it draws a lot of candidates, but in reality, it's really to kind of find the gem from a sea of not-so-shiny gems. Because this role is so specialized and it's so coveted, the whole interview process has evolved to the point where now there's kind of a type of interview just for product managers. There's so many things you can do to kind of prepare for it. The last episode that you had me on was all about the product management interview, so for people that want to know more, I encourage you to listen to that episode. There are so many things that you can do to prepare for the common questions that

interviewers ask, like, study up on how to answer a design question. Study up on how to, when somebody asks you, "Tell me about your background." These questions get asked almost every single interview and it's like a common pattern that you can spend time prepping for. When you have heard the most common questions over and over again and you know how to answer them in a perfect way, in that structured way, that will make you stand out from the pack.

CHAD: Part of it is it just gives you confidence, because you know going into the interview, you have a pretty good handle on what to expect and you've already worked on your responses. That's valuable all by itself.

CHARLES: Yes, exactly. A huge part is confidence, too. If you have in your head, like here are the four common types of product management interview questions, I know I've practiced every single one of them, I've seen so many different permutations of it and you go in, you're going to have a different feeling and a different confidence level than somebody that's not prepared. The good thing about product management interviews is there are so many common types of questions that you can spend time preparing for it.

CHAD: Just to highlight again, Episode 67 that you did that in, I liked how we start that. You started talking about what your first response should be to any question. How to kind of, in a sense, take control and make the interview comfortable from the beginning. I don't want you to say anything more about that because we'll want people to go learn from the insights that you shared previously too. So, Episode 67. Go check it out. So we went through four areas there together and as expected, you had nice structured responses to them because you're a good teacher doing these sort of things. We're also kind of getting to the end of our interview time here, so I want to ask you for that innovation quote that I always love to ask guests for, because I love innovation quotes. What do you have for us?

CHARLES: Yeah, so I think the quote that I have for us today is a quote from one of my favorite product managers of all time, which is Steve Jobs. The quote that he says is, "People think focus means saying yes to the things you've got to focus on, but that's not what it means at all. It means saying no to the hundreds of other good ideas out there. You have to pick carefully." I love this quote, especially for this context, because I see a lot of product management candidates or people that want to transition into this field go through scattered learning and they get held back because they feel like there's so many little things I need to learn and I don't know what to focus on and eventually they kind of give up or they try to learn everything and become master of none and they don't learn the few core skills that's really important. This quote is all about focus, right? It's the whole idea that if you focus on the right skills and you say no to all the other things like, don't spend time learning how to code and taking classes on how to code. Learn the right skills of how to become a rock star product manager. Then you will get to that path and get hired and make that transition much faster and much cheaper.

CHAD: It's a great quote. A lot of people that are guests on this podcast bring Steve Jobs quotes because he had so many good ones, but not everyone has worked at Apple who brings them, so that gives you a different perspective, too, and insights here, and I appreciate you sharing that focusing is the need of saying no to things.

CHARLES: Yeah. Happy to share.

CHAD: And, we were talking about, because I know there are going to be people who want to even know more about this, how can I really start making this transition and getting them more information. You suggested doing a webinar that could maybe get some more information into people's hands. I wanted to make sure we found out about that and see how we can get people invited to that.

CHARLES: Yeah. Thanks again for having me on this episode, Chad. I know that a lot of your listeners out there are just really serious about transitioning and I wanted to put together an exclusive webinar just for your listeners. They can sign up for this free, exclusive webinar at www.productcharles.com/EIP331. Basically, the webinar is going to be all about the top three skills you need to become a rock star product manager in 2017. In the webinar I want to help all the attendees shortcut their path to learning, to making that transition. It's designed for people who are either transitioning into product management or they're brand new or they're kind of the accidental product manager like you were when you first got started, and really help them formalize their thinking so they're like, okay, out of all the skills out there, these are the three skills that they need to kind of focus on, so kind of give some clarity on what they need to kind of grow. And also it gives them the opportunity to do an inventory check on, okay, I'm missing these skills, this is what I need. And then I can also share a couple ways that I have found in the past of how to quickly gain those skills. I'm going to make this link available to your listeners. Again, it's www.productcharles.com/EIP331. It's a free webinar that anybody who registers can sign up. Just a quick note, the webinar software that I normally use only lets in the first 50 to join the live webinar, so if you want to attend live and ask questions, just make sure to save a spot and then show up live because space is limited.

CHAD: Very good. That's www.productcharles.com/EIP331. I appreciate saying too this is not just for transitioning product managers, but those that are very new in the role and recently I had this great pleasure of interviewing three millennial product managers, all happen to be in Denmark working at a company. They ranged in experience from about six months to about three years in the role, and all of them universally said one of their biggest problems and still is to this day, is figuring out what they should be doing, kind of defining what the role actually is. Because in a lot of organizations, product managers get pulled in so many different directions and it goes back really well to your quote from Steve Jobs, that you have to figure out what you need to say no to. It's not uncommon at all for product managers who have been working for a few months to even a few years, to really struggle with what are the big basic processes we need to know. I appreciate you sharing that and in the webinar, you will no doubt help cover those processes and share more information with people.

CHARLES: I really want to save all the pain that I've experienced and I know other accidental product managers have experienced, of going into meetings or conversations and not having that formalized process. And then, getting asked all these questions I didn't have answers to, having to defer them or having to kind of give the wrong answers and then lose credibility, which really hurts as you're building your career in that team. I want to save people from that and give people, here are the core skills that you need to know and after you learn these core skills you're going to be a confident, rock star product manager.

CHAD: That's such another great point. You said confident. Just having these basic processes under your belt and knowing what the job really is about and what you should be focusing on, that increases your confidence so very much as a young product manager. By young, I'm not necessarily meaning age, but

your years of experience as a product manager. Having that confidence was going to help you be better prepared really to be more successful. Confident people are more successful, mainly because we know what we're supposed to be doing. Good benefits from this. I hope others can join the webinar. I'm really looking forward to it myself. I will put the links into the show notes to make that easy for anyone that misses it. You always hear in the introduction and at the end of the podcast, but it's www.theeverydayinnovator.com/116. Again, the specific link to register for the webinar, can you share that again, Charles?

CHARLES: Yeah, sure. It's www.productcharles.com/EIP331.

CHAD: Once again, Charles, thanks for being a repeat guest, for bringing all your knowledge and experience about getting into the role of product management and what we need to know back to my listeners. I'm looking forward to attending the webinar.

CHARLES: Always a pleasure, Chad. Thank you so much for having me.

CHAD: Thanks you for listening. Find the summary and the details of what Charles shared at www.TheEverydayInnovator.com/116. And once again, to join Charles on the webinar he is providing of The Everyday Innovators, register at productcharles.com/eip331. I hope you don't miss it -- I looking forward to it and will definitely be attending the webinar.

Keep innovating!