

Most Product Problems aren't Product Problems

Organisations often assume they have:

- ✗ A roadmap problem
- ✗ A delivery problem
- ✗ A prioritisation problem
- ✗ A product management problem

The symptoms show up in delivery, but the real issue is usually deeper.

The causes are usually found in:

- Leadership alignment
- Decision-making
- Ways of working
- Measurement
- Organisational culture

That's why assessments should examine the entire system, not just the product team.

The Six Dimensions



Alignment



How Decisions
are Made



How Products
Get Built



How Products
Get Released



How Success is
Measured

Skills & Mindset



- **Alignment** - Does everyone understand where the company is going and why?
- **How Decisions are Made** - How do we decide what's important and prioritise the next best step?
- **How Products Get Built** - Can teams reliably and quickly turn ideas into outcomes?
- **How Products Get Released** - How do we enable GTM and get products into customers' hands ?
- **How Success is Measured** - Do we measure customer & business success, not just building and shipping?
- **Skills & Mindset** - Do teams have the capability and behaviours required to succeed?

How Decisions Are Made

What to assess:

- Strategic clarity
- Prioritisation processes
- Founder overrides
- Governance
- Stakeholder influence
- Escalation paths

Typical symptoms:

- ✗ Constant priority changes
- ✗ "Everything is urgent"
- ✗ Roadmaps don't survive contact with reality
- ✗ Teams working on continual side-quests

Key question:

Are we consistently making good decisions for the business?

How Products Get Built

What to assess:

- Team structure
- Product operating model
- Engineering collaboration
- Technical debt
- Delivery visibility
- Internal tooling
- Use of modern practices and AI

Typical symptoms:

- ✗ Slow delivery
- ✗ Poor predictability
- ✗ Endless dependencies
- ✗ Spending more time coordinating than building

Key question:

Can our teams execute effectively, sustainably and at pace?

How Products Get Released

What to assess:

- Go-to-market readiness
- Customer onboarding
- Internal enablement
- Change management
- Feedback loops
- Adoption measurement

Typical symptoms:

- ✗ Successful launches that create no impact
- ✗ Sales, Marketing & CS surprised by releases
- ✗ Features nobody uses
- ✗ Poor customer adoption

Key question:

Can we turn product delivery into measurable business value?

How Success Is Measured

What to assess:

- Product metrics
- Business metrics
- Reporting
- Accountability
- Outcome measurement
- Learning loops

Typical symptoms:

- ✗ Celebrating delivery rather than impact
- ✗ Nobody knows whether initiatives worked
- ✗ Dashboards nobody trusts
- ✗ Repeating the same mistakes

Key question:

Do we know whether product investment is paying off?

Skills, Mindset & Alignment

Skills & Mindset:

What to assess:

- Product capability
- Leadership capability
- Customer proximity
- Ownership
- AI adoption
- Continuous improvement

Alignment

What to assess:

- Cross-functional trust
- Communication
- Transparency
- Shared goals
- Strategic understanding

Key question:

Does the organisation have the capability and alignment required to succeed?

... wait, this feels like a lot!

Yes, there are a lot of moving parts, and it can feel overwhelming, especially when you're caught up in day-to-day work.

“It's difficult to read the label when you're inside the jar”

This is why it's important to get an unbiased, external opinion on the areas of your business that are holding you back the most, and get some actionable, prioritised recommendations to help move you forward.

[Book a free call](#) if you'd like a first (or second!) opinion on your organisation's transformation efforts.