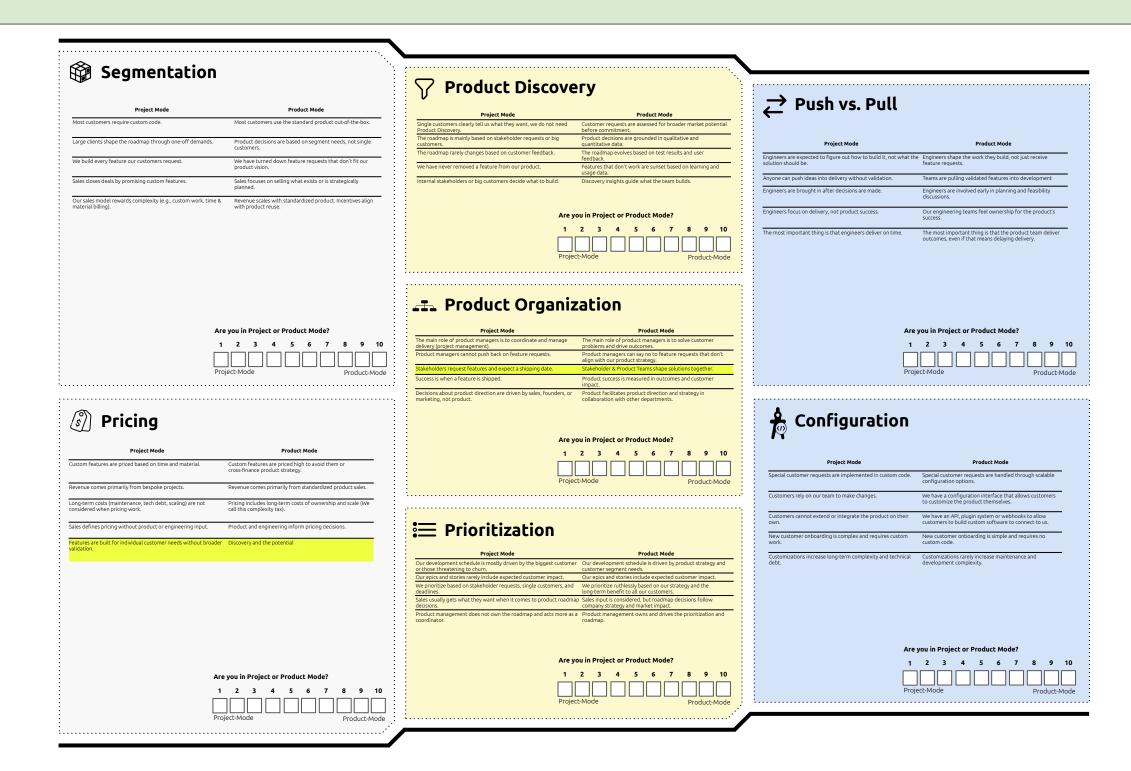
Self Assessment:







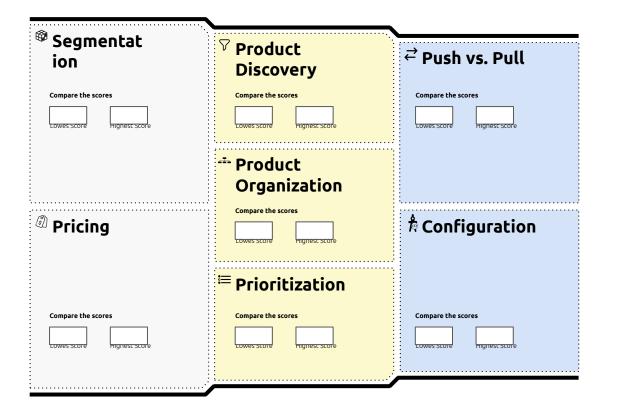


Bring the 7 Challenges into a Order from 1 (mos important to do) to 7. (least Important to do)
1.
2.
3.
4.
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6.
7.

Team Assessment:









Find Common Ground

Once everyone has selected their top 3 challenges, compare results as a group. You can use this scoring method to find the most important challenges across the team: Top 1 = 3 points, Top 2 = 2 points, Top 3 = 1 point Add up the points for each challenge, then discuss: Do the results reflect your shared understanding of where the organization needs to improve most?

СРО	CSO	CEO	сто	CXX
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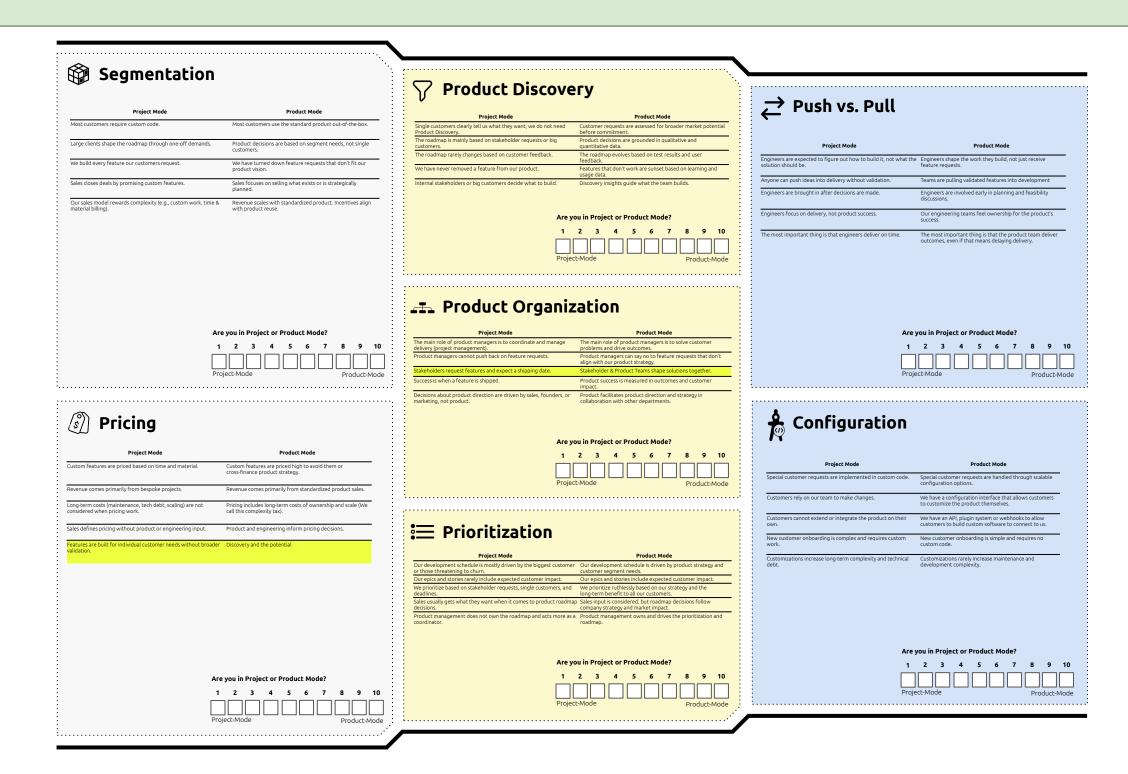
	3 Top Company Challenges
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Self Assessment:









Bring the 7 Challenges into a Order from 1 (most important to do) to 7. (least Important to do)
1.
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7.

Team Assessment:

7.Configuration









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СРО	CSO	CEO	СТО	CXX
	1.	1.	1.	1.
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	3.	3.	3.	3.
	4.	4.	4.	4.
	5.	5.	5.	5.
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	3 Top Company Challenges
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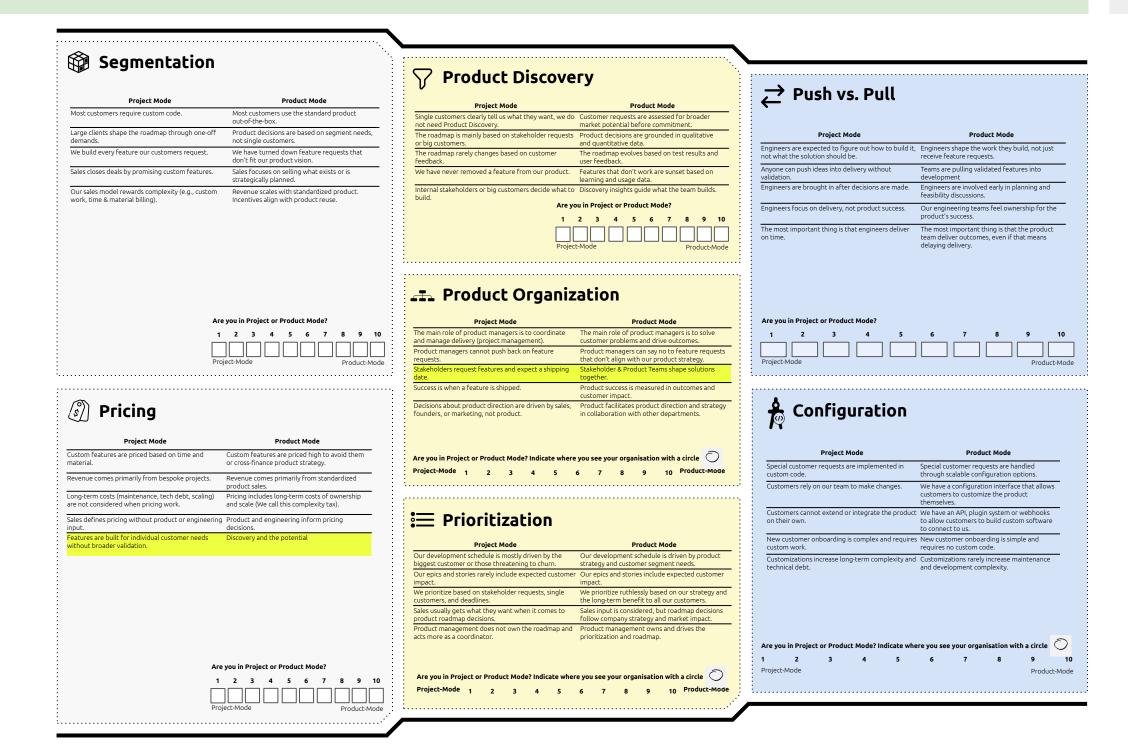






Rate Your Organization

Rate your organization for each of the seven challenges using the scale from 1 (project mode) to 10 (product mode). Use the comparison between project mode and product mode on the next page to decide on a score.



2	Order The Challenges After rating the individual challenges, bring them in a logical order for yourself. Note: The rates from the previous exercise indicate where your organisation is doing good or bad and might be an indication, what to tackle first. But the order can deviate from the scoring.
	Order the challenges from following perspective: what should we do first as a company in order to achieve our scaling and profitability goals.

ring the 7 Challenges into a Order from 1 (r important to do) to 7. (least Important to d	
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Compare Scores ate on significant differences i.e. why do you think it's a 3, why do you think it's a 7 $\,$

	Lowes Score	Highest Score
Segmentation		
Pricing		
Product Discovery		
Prioritization		
Product Organization		
Push vs. Pull		
Configuration		

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Find Common Ground

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	СРО	CSO	CEO	сто	СХХ
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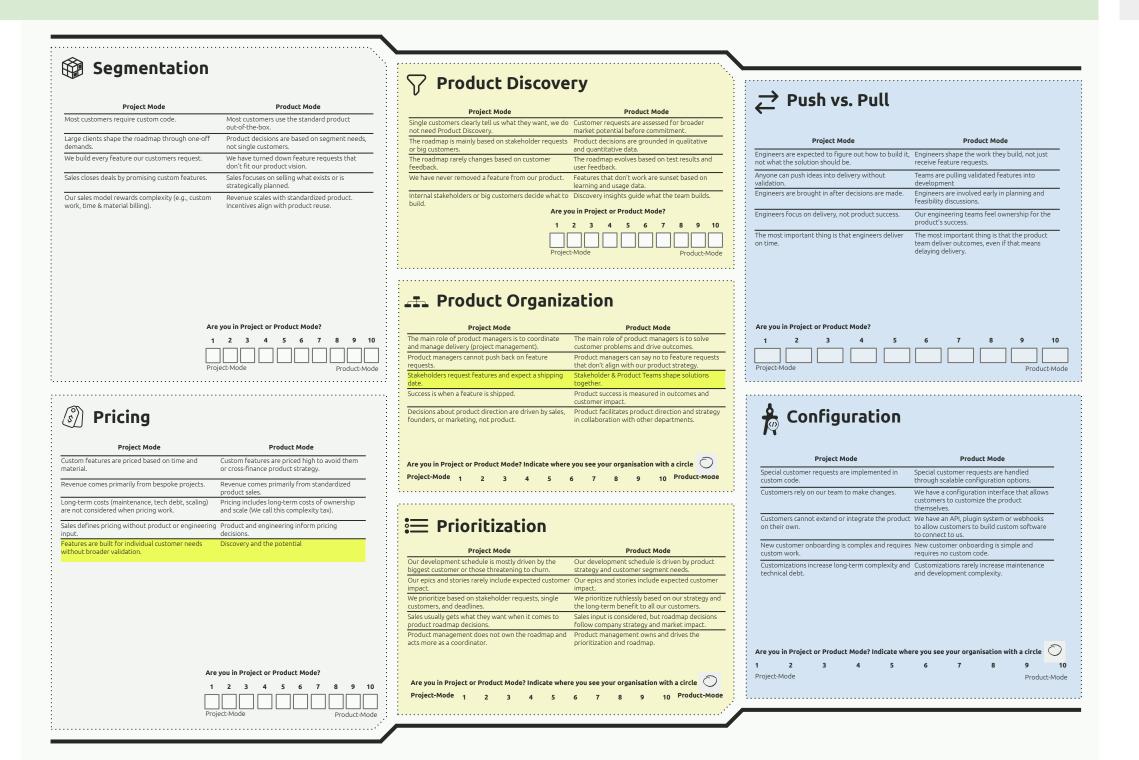


	3 Top Company Challenges	
1.		
2.		
3.		





Rate Your Organization Rate your organization for each of the seven challenges using the scale from 1 (project mode) to 10 (product mode). Use the comparison between project mode and product mode on the next page to decide on a score.





If it were up to you, what would you change to build a more scalable and profitable business?

Don't just think about what your company delivers — consider the outcomes you create for your customers and the broader impact on clients and the market. When you drive meaningful impact for your customers, your

Now, bring the seven challenges into a logical order:

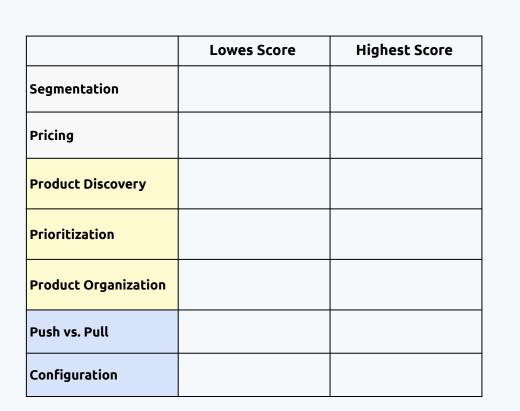
business growth will follow.

Rank them from 1 (most important to address) to 7 (least important to address).

	Bring the 7 Challenges Into an Order:
	from 1. (most important) to 7. (least Important)
1.	
2.	
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7.	









Find Common Ground

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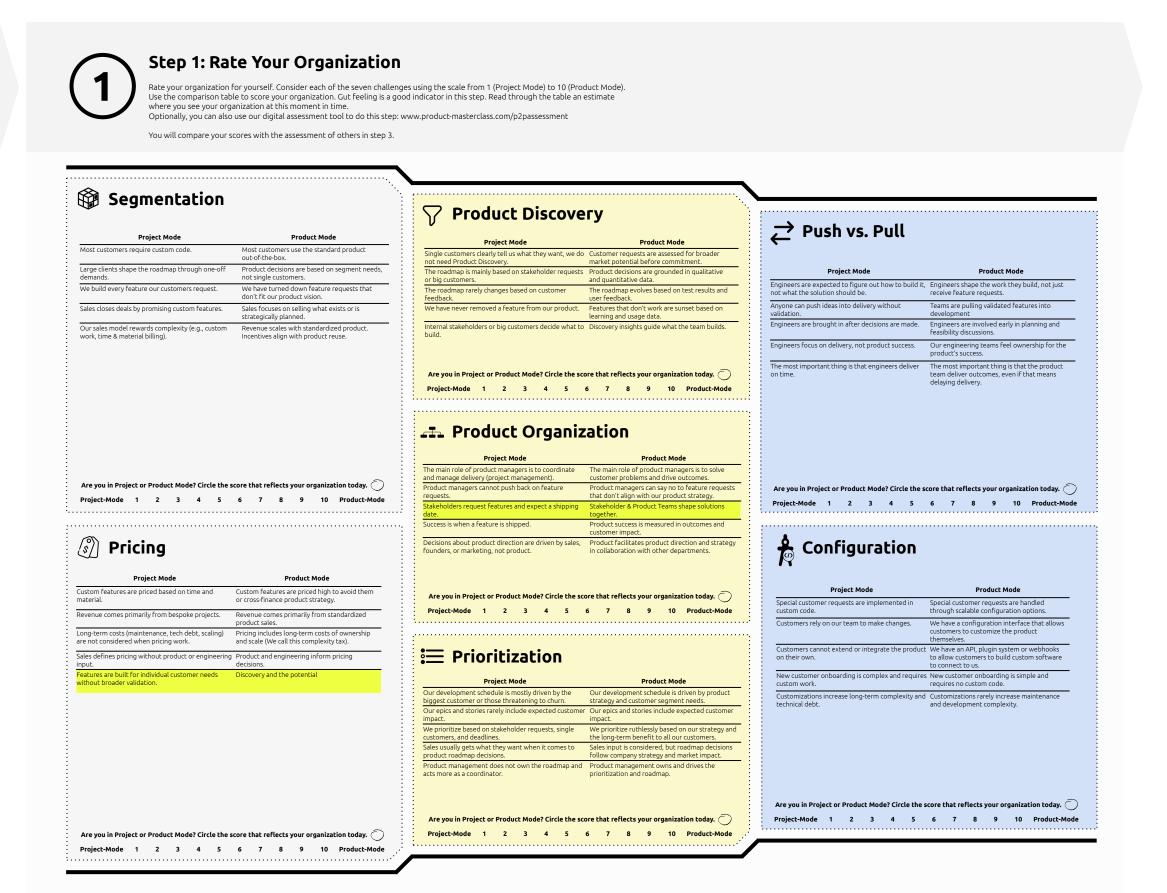
	СРО	CSO	CEO	СТО	CXX
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2.					
3.					
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5.					
6.					
7.					



Commit to your TOP 3 Challenges

	3 Top Company Challenges	
1.		
2.		
3.		







After scoring the individual challenges, bring them in a logical order for yourself. What are the most important things to change?

Note: The rates from the previous exercise indicate where your organisation is doing good or bad. Although the score can be an indication, what to tackle first, it does not need to be the best order. Approach it more from this perspective: what should we do first as a company in order to achieve our goals? Mostly this goal is creating a more scalable and profitable business.

You will use your order of the challenges to compare it with your peers in step 4.

If it were up to you, what would you change to build a more scalable and profitable business?

Don't just think about what your company delivers — consider the outcomes you create for your customers and the broader impact on clients and the market.

When you drive meaningful impact for your customers, your business growth will follow.

Now, bring the seven challenges into a logical order:

Rank them from 1 (most important to address) to 7 (least important to address).

	Rank the 7 Challenges: From 1. (most important) to 7. (least Important)
1.	
2.	
3.	
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(3)

Step 3: Compare Scores

Compare the different scores of the leadership team. A good start is to write down the highest and lowest score of the participants. Obviously, therefore everybody needs to take step 1 individually first. Start the discussion the same way teams estimate efforts for features. The person with the lowest score should that the highest behind the score, likewise the one with the highest. This is a good start for a discussion. The goal in this step is to align thoughts and perspectives. And elaborate on significant differences, align your

	Lowes Score	Highest Score
Segmentation		
Pricing		
Product Discovery		
Prioritization		
Product Organization		
Push vs. Pull		
Configuration		

4

Step 4: Find Common Ground

Similar to step 3, everybody writes down how they ranked the challenges themselves. The goal is to find a collective alignment on what is most important to change in the organisation, in order to transition into product mode and be more scalable and profitable. Maybe you will find some patterns, challenges rated high by many. Discuss the outliers. Challenges rated by individuals high or low which contradict the overall opinion. Discuss these perspectives and views of the team. Again we look for alignment among the participants on what is important for the company to change.

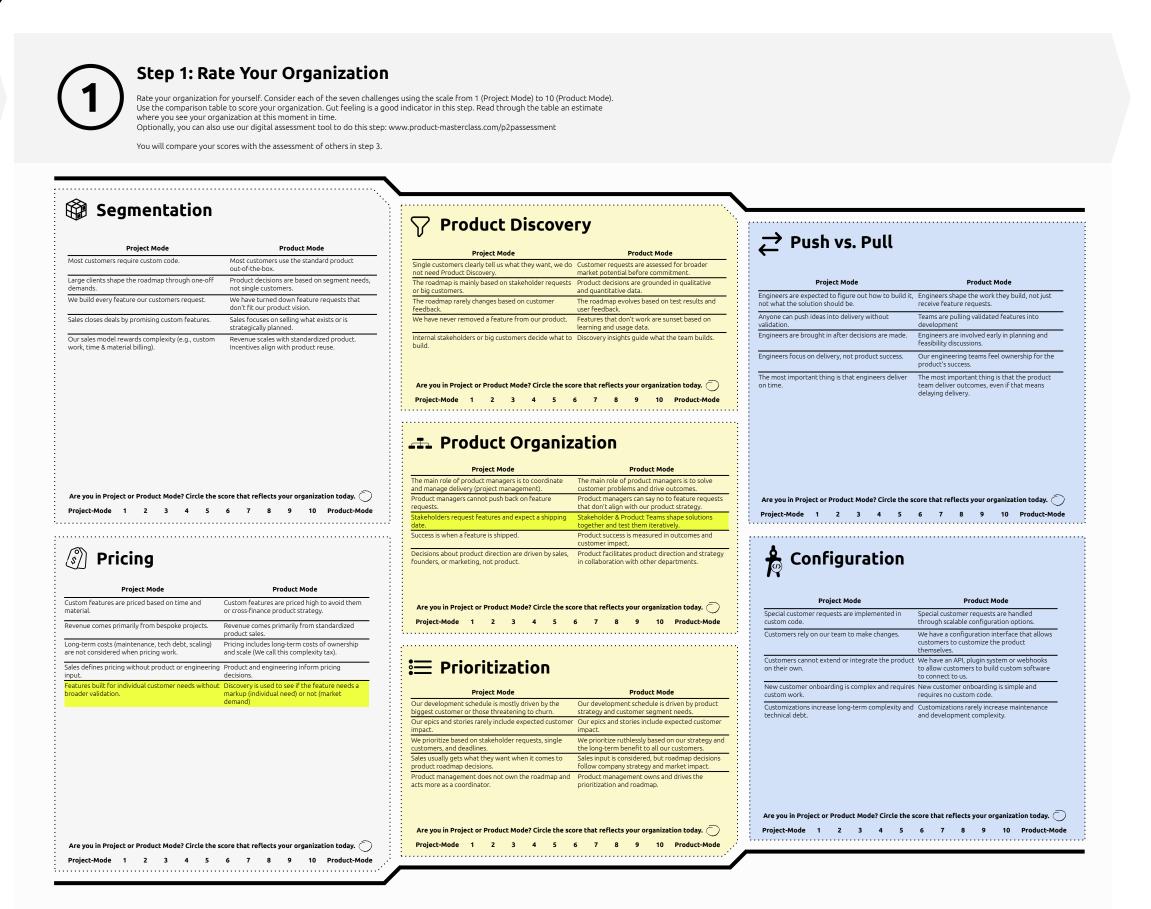
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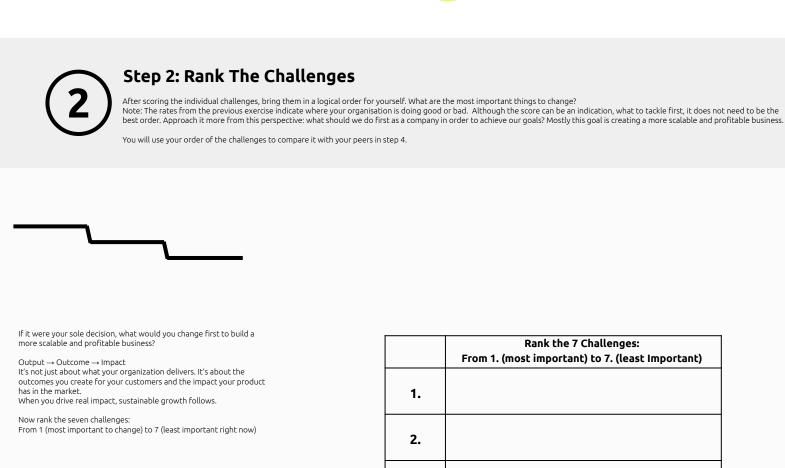
Step 5: Top 3 Challenges When everything is important, nothing gets done. This is t

When everything is important, nothing gets done. This is the final step, where you agree on the 3 most important challenges the company needs to tackle in order to progress towards a more scalable organization. Typically these 3 challenges emerge in the discussion in step 4. You can also use a scoring system (3 points for the first, 2 points for second, 1 for all others) and see how the challenges rank.

The	se Are the Top 3 Challenges Our Company Needs To Tackle
1.	
2.	
3.	









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	Lowest Score	Highest Score
Segmentation		
Pricing		
Product Discovery		
Prioritization		
Product Organization		
Push vs. Pull		
Configuration		

4

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	СРО	CSO	CEO	сто	Схх
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7.

Step 5: Top 3 Challenges

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	These Are the Top 3 Challenges Our Company Needs To Tackle
1.	
2.	
3.	





Step 1: Rate Your Organization

Rate your organization across each of the seven challenges using a scale from 1 (project mode) to 10 (product mode). Use the comparison table to guide your scoring. Your gut feeling is a great starting point—read through the descriptions and estimate where you believe your organization stands today.

Optionally, you can use our digital self-assessment tool for this step:
www.product-masterclass.com/p2passessment

You will compare your scores with the assessment of others in step 3.



Product Mode
Most customers use the standard product out-of-the-box.
Product decisions are based on segment needs, not single customers.
We have turned down feature requests that don't fit our product vision.
Sales focuses on selling what exists or is strategically planned.
Revenue scales with standardized product. Incentives align with product reuse.

Are you in Project or Product Mode? Circle the score that reflects your organization today.

Project-Mode 1 2 3 4 5 6 7 8 9 10 Product-Mode

S Pricing

~	
Project Mode	Product Mode
Custom features are priced based on time and material.	Custom features are priced high to avoid the or cross-finance product strategy.
Revenue comes primarily from bespoke projects.	Revenue comes primarily from standardized product sales.
Long-term costs (maintenance, tech debt, scaling) are not considered when pricing work.	Pricing includes long-term costs of ownership and scale (We call this complexity tax).
Sales defines pricing without product or engineering input.	Product and engineering inform pricing decisions.
Features built for individual customer needs without broader validation.	Discovery is used to see if the feature needs a markup (individual need) or not (market demand)

Single customers clearly tell us what they want, we do not need Product Discovery.

The roadmap is mainly based on stakeholder requests or big customers.

The roadmap rarely changes based on customer feedback.

We have never removed a feature from our product.

Internal stakeholders or big customers decide what to build.

Customer requests are assessed for broader market potential before commitment.

Product decisions are grounded in qualitative and quantitative data.

The roadmap evolves based on test results and user feedback.

Features that don't work are sunset based on learning and usage data.

Internal stakeholders or big customers decide what biscovery insights guide what the team builds.

Product Discovery

Are you in Proje	ect or	Produ	ıct Mo	de?Œ	ircle	he sco	re tha	t refl	ects y	оиг огд	anization today.
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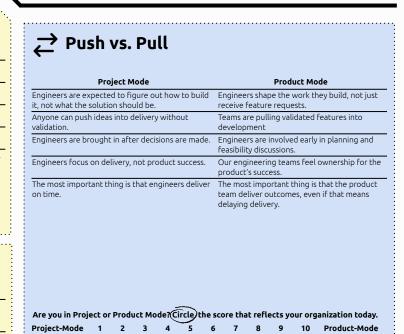
The main role of product managers is to coordinate and manage delivery (project management).	The main role of product managers is to solve customer problems and drive outcomes.
Product managers cannot push back on feature requests.	Product managers can say no to feature requests that don't align with our product strategy.
Stakeholders request features and expect a shipping date.	Stakeholder & Product Teams shape solutions together and test them iteratively.
Success is when a feature is shipped.	Product success is measured in outcomes and customer impact.
Decisions about product direction are driven by sales, founders, or marketing, not product.	Product facilitates product direction in collaboration with other departments.

Are you in Project or Product Mode? Circle the score that reflects your organization today. Project-Mode 1 2 3 4 5 6 7 8 9 10 Product-Mode

≡ Prioritization	
Project Mode	Product Mode
Our development schedule is mostly driven by the biggest customer or those threatening to churn.	Our development schedule is driven by product strategy and customer segment needs.
Our epics and stories rarely include expected customer impact.	Our epics and stories include expected customer impact.
We prioritize based on stakeholder requests, single customers, and deadlines.	We prioritize ruthlessly based on our strategy and the long-term benefit to all our customers.
Sales usually gets what they want when it comes to product roadmap decisions.	Sales input is considered, but roadmap decisions follow company strategy and market impact.
Product management does not own the roadmap and acts more as a coordinator.	Product management owns and drives the prioritization and roadmap.

Are you in Project or Product Mode? Circle the score that reflects your organization today.

Project-Mode 1 2 3 4 5 6 7 8 9 10 Product-Mode



Project Mode	Product Mode
Special customer requests are implemented in custom code.	Special customer requests are handled through scalable configuration options.
Customers rely on our team to make changes.	We have a configuration interface that allows customers to customize the product themselves.
Customers cannot extend or integrate the product on their own.	We have an API, plugin system or webhooks to allow customers to build custom software to connect to us.
New customer onboarding is complex and requires custom work.	New customer onboarding is simple and requires no custom code.
Customizations increase long-term complexity and technical debt.	Customizations rarely increase maintenance and development complexity.

Are you in Project or Product Mode? Circle the score that reflects your organization today.

Project-Mode 1 2 3 4 5 6 7 8 9 10 Product-Mode

(2)

Step 2: Rank The Challenges

Now that you've rated each challenge, bring them into a logical order based on importance. Which areas should your organization address first to achieve its goals? Keep in mind: your scores from Step 1 highlight strengths and weaknesses. But the highest or lowest rating doesn't automatically mean you should start there. Think strategically: What changes will help us build a more scalable and profitable business?

You'll compare your priority order with your peers in Step

If it were your sole decision, what would you change first to build a more scalable and profitable business?

Output → Outcome → Impact It's not just about what your organization delivers. It's about the outcomes you create for your customers and the impact your product has in the market. When you drive real impact, sustainable growth follows.

Now rank the seven challenges: From 1 (most important to change) to 7 (least important right now)

	Rank the 7 Challenges:
	From 1. (most important) to 7. (least Important)
1.	, , , , ,
2.	
3.	
4.	
5.	
6.	
7.	

3

Step 3: Compare Scores

Are you in Project or Product Mode? (Circle) the score that reflects your organization today.

Project-Mode 1 2 3 4 5 6 7 8 9 10 Product-Mode

Once everyone has completed Step 1 individually, come together as a leadership team to compare your results. Start by identifying the highest and lowest score for each challenge. Use this as a conversation starter—just like effort estimations in agile teams: Ask the person with the lowest score to explain their reasoning. Then, have the person with the highest score share their perspective.

This creates space for meaningful discussion and reflection. The goal is not immediate consensus but a shared understanding of where perceptions differ, and why. Use this step to align perspectives and clarify assumptions. A good discussion is more valuable than a quick agreement.

	Lowest Score	Highest Score
Segmentation		
Pricing		
Product Discovery		
Prioritization		
Product Organization		
Push vs. Pull		
Configuration		



Step 4: Compare The Rankings

Just like in Step 3, ask each participant to share the order in which they ranked the seven challenges. The goal is to identify shared priorities, and align on what the organization should focus on first to successfully transition into product mode and become more scalable and profitable. As a team, look for patterns: Are there challenges that appear in the top 3 for many people? Discuss outliers: Where do individual rankings differ strongly from the group's trend? Ask those participants to share their perspective. Explore the reasoning: Why do some people see a challenge as urgent while others rate it lower? This conversation is not about finding a perfect order, but about creating collective clarity and buy-in on where to focus first. Alignment here is key to setting the right priorities going forward.

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Step 5: Top 3 Challenges

When everything is important, nothing gets done. In this final step, align as a team on the three most important challenges your company needs to tackle to become more scalable and product-driven company.

These priorities often emerge in Step 4.

Optionally, use a simple scoring method: Top 1 = 3 points, Top 2 = 2 points, Top 3 = 1 point. Add up the points and use the result to guide your discussion.

The goal is clear: find alignment and focus your efforts where they matter most.

Top 3 Challenges Your Organization Needs To Tackle To Transform Into Product Mode:

1.	
2.	
3.	