



Learning Outcomes

Product Management

Core & Specialized Credentials

International Certification Alliance

Version 1.0 — August 2026



LICENSING INFORMATION

The work in this document was facilitated by the International Certification Alliance (ICA) and done through the contributions of various experts and practitioners. These learning objectives are intended to help the growing Tomorrow-Ready™ community worldwide.

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HOW TO READ THIS DOCUMENT

This document outlines the learning outcomes that accredited member organizations must address to offer ICA's Product Management certification. To achieve the certification, a learner must complete the core credential plus at least two specialized credentials.

Each learning outcome (LO) follows a particular pattern, described below.

O.O Learning Outcome Name

Additional Context, describing why this Learning Outcome is important or what it is intended to impart.

The learning outcome's purpose further describes what is expected to be imparted to the learner (e.g., a key point, framework, model, approach, technique, or skill).

CORE CREDENTIAL LEARNING OUTCOMES

Product Management Core

Product Management is an 8-hour Core Credential for professionals who want to develop a shared understanding of how organizations conceive, shape, and sustain products that create value for customers and the business. Regardless of industry, delivery approach, or product type, the fundamental questions of product management are the same: what problem are we solving, for whom, why does it matter, and how will we know we have succeeded.

1. What a Product Is and Why It Matters

1.1 Products, Projects, and Deliverables

Organizations often treat products as bounded projects, which can shift attention toward delivery instead of sustained customer and business value.

Build learners' understanding of products as ongoing vehicles for value, distinct from projects and deliverables. A common structural mistake is when an organization treats an ongoing product like a one-time project, planning it with a fixed end date, funding it as a single capital expense, and declaring success the moment it ships, when the real value only shows up in sustained customer adoption and outcomes long after launch. This can affect planning, funding, ownership and success measures. Whereas, a deliverable, distinct from both, is simply a discrete output (a report, a feature, a document).

1.2 Product Types

Different product types create different needs for feedback, value delivery, and lifecycle management. Practitioners who treat all products as equivalent miss the context-specific demands that shape effective product management.

Develop learners' ability to recognize how product type shapes product management practices. Products can include physical goods, digital products, services, experiences, and internal platforms or tools. Reinforce that internal platforms and tools are products when they create ongoing value for defined users or customers.

1.3 Organizational Context and Product Management

Product management sits at the intersection of customer needs, business outcomes, technology or operational feasibility, and cross-functional execution. Strategy, funding, governance, regulation, technology, incentives, and culture shape what product teams can do. Understanding these constraints helps teams work realistically while strengthening product thinking over time.

Develop learners' ability to assess organizational conditions that enable or constrain effective product management. Strategy, funding, governance, regulation, technology, incentives, and culture shape what product teams can do. For example, an annual budget cycle might force roadmap commitments further in advance than genuine product discovery would prefer, a heavily regulated industry might require documentation and approval steps that slow experimentation, and a sales-driven incentive structure might push teams toward one-off customer requests rather than broader product strategy.

2. Customers, Markets, and the Problem Worth Solving

2.1 Customer Understanding and Product-Market Fit

Products fail when teams solve the wrong problem or serve the wrong customer. Useful product decisions require evidence about who the customers are and what customers need, do, struggle with, and value.

Build learners' understanding of customer discovery as an ongoing practice connected to product-market fit. Product-market fit refers to the point at which a product satisfies a strong, real market demand. Direct engagement, behavioral observation, and ongoing listening help test whether genuine demand exists. For example, customer interviews can surface rich context and unspoken needs, but are limited by small sample sizes and the risk of a customer saying what they think the interviewer wants to hear; usage or behavioral data can reveal what customers actually do at scale, but can't explain why they're doing it or what they wish existed instead.

2.2 Market Context, Positioning, and Value Proposition

A product does not exist in isolation from the market it operates in. Product managers who focus only inward on their own product miss the external signals that should be shaping their decisions.

Develop learners' ability to connect market context with positioning, strategic direction, and value proposition. Competitors, alternatives, customer segments, pricing, channels, adoption barriers, and business-model choices affect where a product can create differentiated value. A clear value proposition connects market understanding to strategic choice.

2.3 Product Opportunity Framing

Jumping to solutions too early can produce products that address symptoms or internal assumptions. Poor problem framing leads to products that solve symptoms rather than causes, satisfy internal assumptions rather than real needs, and deliver outputs that nobody asked for.

Develop learners' ability to frame product opportunities clearly before solution design begins. Different perspectives can frame the same situation in ways that reveal different opportunities. For example, a team might think about what a customer is actually trying to accomplish when they reach for a product, alongside checking whether a reported complaint reflects the real underlying issue.

3. Product Strategy, Vision, and Direction

3.1 Product Vision and Strategy

Without clear product direction, teams can accumulate features, respond to the loudest stakeholder, or make locally sensible decisions that do not add up to coherent value.

Build learners' understanding of product vision and strategy as practical decision tools. Show how they clarify who the product serves, what value and outcomes matter, where the product will focus, and what it will deliberately not pursue.

3.2 Prioritization and Trade-offs

Product teams face more opportunities, requests, risks, and constraints than they can pursue. Prioritization requires deliberate choices about where limited attention and investment will create the greatest value.

Develop learners' ability to make transparent product priorities using explicit criteria such as customer impact, business value, evidence, effort, risk, learning, and strategic fit. Reinforce that prioritization is not simply ranking the loudest feature requests.

3.3 Outcome-Oriented Planning and Roadmaps

Feature roadmaps can create false certainty by committing teams to outputs before they know what will create value. Outcome-oriented planning focuses on what should change for customers and the business while preserving flexibility in how to achieve it.

Develop learners' ability to distinguish feature-based planning from outcome-oriented product direction. Introduce intended outcomes, progress indicators, roadmap communication, and frameworks such as OKRs at a foundational level.

4. Discovery, Learning, and Value Validation

4.1 Continuous Product Discovery

Treating discovery as a one-time phase allows untested assumptions to persist after development starts. Continuous discovery reduces uncertainty as customer needs, markets, technologies, and product evidence change.

Build learners' understanding of continuous discovery as an ongoing practice for reducing product risk. Introduce risks of phase-based discovery such as assumption staleness as market conditions shift over a long build cycle, delayed detection of a flawed concept until after significant investment has been made, and misalignment with evolving customer expectations shaped by new competitors or technology.

4.2 Critical Product Assumptions

Product decisions depend on assumptions about desirability, usability, viability, feasibility, adoption, and value. Testing the riskiest assumption before making a large commitment can prevent expensive learning later.

Develop learners' ability to identify the assumptions most likely to undermine a product decision. Cover critical assumptions such as desirability (whether customers actually want this), viability (whether it can sustain the business financially), and feasibility (whether it can actually be built with available technology and resources). Introduce ways to test assumptions such as a landing page or concierge test for desirability, a financial model stress-test for viability, or a technical spike for feasibility, rather than a full build for all of them.

4.3 Launch and Lifecycle Decisions

Launching a product is a transition into a new learning cycle, not the end of product management. After launch, product management continues through learning.

Develop learners' ability to assess product launch and make lifecycle decisions using outcome-based evidence. Leading and lagging indicators help teams decide whether to sustain, iterate, or retire a product. Introduce indicators worth watching such as adoption and usage trends (is anyone actually using it, and is that growing or flattening), customer outcome signals (is it solving the problem it was meant to solve), and business outcome metrics (is it generating the value or revenue that justified building it), and different combinations of these point toward different next steps.

SPECIALIZED CREDENTIAL LEARNING OUTCOMES

Product Discovery and Experimentation

Product Discovery and Experimentation is a 2–4 hour Specialized Credential for professionals who want to develop their ability to identify and test the riskiest assumptions in a product before committing to full development. Moving from intuition-based product decisions to evidence-based ones requires a disciplined approach to surfacing uncertainty, designing meaningful tests, and interpreting results with intellectual honesty. This credential builds the practical capabilities needed to make discovery a continuous, embedded practice rather than a front-loaded phase.

1.1 Identifying and Prioritizing Product Assumptions

Product decisions rely on assumptions, but not all assumptions create equal risk. Discovery effort is more useful when it focuses first on uncertainties that could most damage the product.

Develop learners' ability to identify and prioritize product assumptions by uncertainty and consequence. Introduce major product risks such as value, usability, feasibility, and business viability. Reinforce the need to review assumptions at both the whole product and the feature level.

2.1 Assumption Testing Approaches

Different assumptions require different tests. Useful testing balances the risk being examined with the cost and speed of learning, whether the scope is a feature or a whole product.

Develop learners' ability to match testing approaches with assumption type, scope, cost, and learning speed. Help them understand that you rarely test everything the same way, for example high-risk assumptions need rigorous testing, lower-risk ones can use lighter approaches. Introduce a variety of testing approaches such as quick validation (customer interviews, surveys), prototyping (build a mockup to test), MVP testing (build minimal version and test with real users), pilot programs (limited rollout), A/B testing, beta testing, and phased rollout.

3.1 Designing Credible Experiments

Poorly designed experiments create ambiguous results and false confidence. Credible experiments make the hypothesis, evidence threshold, and decision implications clear before data is collected.

Develop learners' ability to design product experiments that create credible evidence for a decision. Explore clear hypotheses, representative participants or data, test method, evidence thresholds, guardrails, and what different results would mean before the test begins.

4.1 Turning Evidence into Decisions

Discovery closes when teams interpret evidence honestly and decide what to do next.

Develop learners' ability to interpret evidence honestly, update confidence in key assumptions, identify remaining uncertainty, and make a clear next decision. Use preserve, pivot, pause, or investigate further as practical decision options rather than treating discovery as a pass/fail gate.

Measuring Product Value

Measuring Product Value is a 2–4 hour Specialized Credential for professionals who want to develop their ability to define, track, and communicate the outcomes a product is designed to deliver. Output metrics like features shipped and velocity tell organizations what was built, not whether it mattered. This credential equips practitioners to shift from measuring activity to measuring impact, selecting indicators that reflect genuine customer and business value, tracing that value back to strategic outcomes, and using a mindset of continuous learning rather than treating measurement as a report card.

1.1 Defining Product Value and Outcomes

Teams can deliver many outputs without improving customer or business outcomes. Measuring only what was built can create false confidence about product value.

Build learners' ability to define the customer and business outcomes a product is intended to create before selecting measures. Distinguish outputs, outcomes, behaviors, and metrics, and reinforce that metrics are evidence of progress rather than goals in themselves.

2.1 Selecting Product Metrics

Different metrics reveal different things about product performance. Weak metric choices can create the appearance of rigor without useful decision insight.

Develop learners' ability to assess whether product metrics reflect genuine customer and business value. Introduce types of metrics such as leading and lagging signals, customer behavior, business measures, guardrails, proxies, vanity metrics, and the idea of a North Star metric.

3.1 Adapting Metrics Across Context

The metrics that matter most change as a product evolves and as business context shifts. Learning to adapt measurement to context prevents measuring the wrong things and missing what actually matters.

Build learners' understanding that metric selection depends on context. Introduce how different stages or situations require different measurement focus. For example early stage product metrics focus on adoption and engagement (proof of product–market fit), and market disruption requires measuring defensibility (switching costs, network effects). Good product metrics measure what matters most given where you are and what you're trying to prove.

4.1 Using Evidence to Decide and Learn

Metrics create value when they support ongoing learning and product decisions rather than acting as a periodic report card.

Build learners' ability to evaluate product evidence as part of continuous learning. Explore trends and segments, confidence and uncertainty, causal caution, and how evidence informs decisions such as iterate, scale, investigate, reposition, or stop.

Product Strategy and Roadmapping

Product Strategy and Roadmapping is a 2–4 hour Specialized Credential for professionals who want to develop their ability to translate product vision into a coherent strategic direction and a roadmap that guides decisions without constraining adaptability. Many product teams operate with roadmaps that are really feature release schedules, committing to specific outputs on specific dates while losing sight of the outcomes they were meant to achieve. This credential builds the capability to create and sustain product direction that is outcome-oriented, stakeholder-aligned, and resilient to change, with a consistent thread of strategic coherence running from vision through strategy to roadmap.

1.1 Translating Vision into Strategic Direction

Product vision is inspirational but vague. Strategic direction is what actually guides product decisions and aligns teams. Learning to translate vision into strategy turns aspirations into execution.

Build learners' ability to translate abstract product vision into concrete strategic direction. Help them understand that a vision is often inspirational but vague while strategic direction is specific and actionable. Clarify target customers or users, intended outcomes, value proposition or differentiation, strategic focus areas, and the assumptions that need to be validated.

2.1 Making Strategic Choices

Not everything can be a priority. Learning to compare strategic options and choose one is how teams build focus instead of spreading effort across competing requests

Develop learners' ability to compare strategic options and make explicit choices about where to focus and what not to pursue. Help them understand that strategic options are fundamentally different bets. Consider customer value, evidence, business impact, economics, feasibility, differentiation, strategic fit, and the learning value of a bet.

3.1 Building an Outcome-Oriented Roadmap

Roadmaps aren't just schedules. They're strategic narratives that explain what you're building, why, and what needs to hold true along the way.

Develop learners' ability to translate strategic direction into an outcome-oriented roadmap. Help them understand that a roadmap isn't a detailed task list. Explore roadmap formats, themes or bets, intended outcomes, sequencing logic, dependencies, levels of commitment, and how the roadmap can show where the team is investing to learn.

4.1 Keeping Strategy and Roadmap Aligned

A roadmap that never changes may create the appearance of predictability, but it can also become disconnected from the assumptions and strategic intent that originally shaped it.

Develop learners' ability to review and adapt roadmap direction while preserving coherence from vision to strategy to current priorities. Explore review cadence, evidence triggers, explicit assumptions, and how to communicate changes without treating the roadmap as a promise that must be defended.

Stakeholder Alignment

Stakeholder Alignment is a 2–4 hour Specialized Credential for professionals who want to develop their ability to build the relationships, communication practices, and influence needed to keep stakeholders aligned. Project leaders and product managers rarely have direct authority over the people whose support they need most. Getting the right decisions made, protecting direction from scope pressure, saying no or negotiating trade-offs when priorities compete, and maintaining stakeholder confidence in conditions of uncertainty all require deliberate relationship-building and communication skills that go beyond producing good artifacts.

1.1 Understanding Your Stakeholder Landscape

Stakeholders differ in influence, interests, and decision authority. Treating them as one audience can waste effort and miss the relationships most important to successful outcomes.

Develop learners' ability to map the stakeholder landscape and choose an appropriate engagement approach. Consider influence, decision relevance, dependencies, interests, likely impact, and whether a stakeholder needs awareness, alignment, consultation, or active involvement.

2.1 Communication Under Uncertainty

Stakeholders often want certainty while teams operate with incomplete information. Overclaiming confidence can damage trust later, while vague communication can make a well-reasoned direction difficult to understand or support.

Develop learners' ability to communicate direction in a way that connects customer evidence, business outcomes, strategic reasoning, uncertainty, and the decision or support needed. Help them understand that good strategic communication explains the direction clearly, is honest about what's uncertain, and builds shared understanding.

3.1 Navigating Competing Priorities

Competing stakeholder requests are normal. Different stakeholders have legitimate but incompatible priorities, and practitioners who cannot navigate these conflicts end up trying to please everyone and satisfying no one.

Develop learners' ability to navigate conflicting priorities through evidence, outcomes, interests, decision rights, and explicit trade-offs. Introduce communication techniques such as constructive refusal, negotiation, reframing, and escalation when necessary.

4.1 Sustaining Trust and Alignment

Stakeholder confidence can erode through missed expectations, weak follow-through, unexplained decisions, or changes in direction that appear arbitrary. Sustained alignment depends on how the relationship is managed over time, not only on a single communication.

Develop learners' ability to maintain stakeholder alignment and trust over time through expectation setting, decision records, follow-through, feedback, and early repair of relationship risk. Reinforce that changing direction can strengthen trust when the evidence and reasoning are transparent.

AI for Product Discovery

AI for Product Discovery is a 2–4 hour Specialized Credential for professionals who want to develop their ability to apply artificial intelligence tools to accelerate and enrich product discovery work. AI can help teams surface customer problems faster, expand the idea space, and generate early-stage discovery artifacts — but only when practitioners can critically assess what AI produces and know where human judgment remains essential. This credential builds the practical capability to combine AI-generated insight with disciplined human analysis across the full discovery cycle.

1.1 Framing AI for Discovery

AI can accelerate discovery work, but it can also produce plausible answers to poorly framed questions. If the problem, hypothesis, source evidence, or constraints are unclear, the tool may increase speed without increasing learning.

Develop learners' ability to frame the discovery question before using AI and determine the role AI should play. Explore context quality, source evidence, assumptions, and where AI is useful for synthesis, challenge, generation, or prototyping versus where direct customer or technical evidence is required.

2.1 AI-Assisted Discovery Synthesis

AI can surface patterns across interviews, surveys, support data, research notes, and usage evidence much faster than manual review. The same capability can also flatten contradictions, reinforce the team's framing, or miss customer realities that are absent from the data.

Develop learners' ability to use AI to surface themes, contradictions, blind spots, risks, alternative explanations, and hypotheses from customer and product evidence. Reinforce traceability to source evidence and deliberate prompting that asks AI to challenge, not only summarize, the team's current thinking.

3.1 AI-Assisted Prototypes and Experiments

Discovery artifacts and prototypes are useful when they help test a specific product assumption. AI can create interview guides, prototype variants, test scenarios, and experiment ideas quickly, but generic inputs tend to produce generic artifacts that are disconnected from the real uncertainty.

Develop learners' ability to use AI to accelerate build-to-learn cycles. Explore rapid prototype generation, variant creation, discovery

artifacts, test design, fidelity choices, evidence thresholds, and how AI can help explore multiple solution directions before commitment.

4.1 Responsible Use of AI in Discovery

AI tools can reproduce bias, miss underrepresented customers, invent detail, and make synthetic users or polished summaries feel like real evidence. Responsible AI-assisted discovery therefore requires human judgment throughout the process to challenge outputs and determine where additional customer or technical validation is needed.

Build learners' critical awareness of where AI creates risk in discovery practice. Explore source provenance, representativeness, hallucination and inference risk, synthetic users as hypothesis tools rather than substitutes for research, privacy, consent, and appropriate human review. Develop learners' ability to validate AI-assisted discovery by applying appropriate human judgement and oversight before AI influences product decisions.

AI for Product Strategy

AI for Product Strategy is a 2–4 hour Specialized Credential for professionals who want to develop their ability to apply artificial intelligence tools to sharpen strategic product thinking. AI can accelerate market analysis, surface competitive signals, and support the generation and prioritization of product initiatives; but translating AI outputs into sound strategic decisions requires human judgment, contextual knowledge, and critical thinking that no tool can replace. This credential builds the practical capability to use AI as a strategic thinking partner while remaining clear-eyed about its limits.

1.1 AI-Assisted Market and Competitive Insight

AI tools can process large volumes of market and competitor data to surface patterns that inform strategic direction, but that analysis reflects the data it was given, not necessarily the full strategic picture.

Develop learners' ability to use AI for market intelligence as a starting point for strategic thinking. Explore synthesis across market and customer evidence, competitor moves, technology shifts, and internal performance, and distinguish useful signals from unsupported inference. Developing the critical human judgement needed to assess what AI analysis reveals, what it misses, and how to interpret and validate it.

2.1 AI-Assisted Strategic Options

AI can generate strategic product initiatives quickly, but volume is not the same as strategic quality. Its greater value is helping teams explore genuinely different options, challenge assumptions, and see how alternatives perform under different market or business scenarios.

Develop learners' ability to use AI as a strategic thinking partner to generate genuinely different product options, surface assumptions and risks, develop counterarguments, and explore scenarios rather than merely generate feature ideas. Develop critical human judgement to assess relevance to a defined customer problem, feasibility within organizational constraints, and alignment with business goals.

3.1 AI-Assisted Prioritization

Good prioritization decisions leverage both AI's analytical power and human wisdom about context, ethics, and organizational reality. Learning to intentionally design where AI informs and where human judgment decides is what enables better strategic choices.

Build learners' ability to design a decision process where AI enhances human judgment without replacing it. Help them understand that a good decision process clarifies what criteria matter, how AI will inform each criterion, where human judgment must step in, and how to know when to trust or question AI analysis. Evaluate options against customer outcomes, business impact, evidence, economics, feasibility, risk, and coherence from product vision through strategy to roadmap.

4.1 Communicating AI-Informed Product Strategy

A product strategy is a set of deliberate choices that must be communicable to stakeholders who will fund and act on it. AI can help synthesize evidence, tailor communication, and monitor new signals, but strategic coherence, accountability, and the decision to change direction remain human responsibilities.

Develop learners' ability to communicate an AI-informed strategy with clear separation between evidence, inference, and human choice, and to identify signals that should trigger strategic reassessment. Include key elements such as target market, strategic goals, success metrics, and AI-sourced benchmarks. Use AI to accelerate alternative explanations and stakeholder-specific communication without surrendering accountability.

AI for Product Metrics

AI for Product Metrics is a 2–4 hour Specialized Credential for professionals who want to develop their ability to apply artificial intelligence tools to identify, analyze, and act on product metrics. AI can help teams surface relevant metrics faster, detect patterns in existing data, and generate recommendations. But measurement decisions that are driven by AI without critical human oversight can produce metrics that optimize for the wrong things or mask the limitations of the underlying data. This credential builds the practical capability to use AI to enhance measurement practice while maintaining the judgment needed to act on data responsibly.

1.1 AI-Assisted Metrics Review

Many product teams inherit metric sets designed for different questions or product lifecycle stages. AI can accelerate the review of these metrics by surfacing relevance gaps, coverage issues, and proxy measures.

Develop learners' ability to use AI analysis as a diagnostic lens on existing measurement practices. Position AI as a thinking partner that can challenge an inherited metric set, not only summarise it.

2.1 AI-Assisted Metric Proposals

AI tools can generate metric suggestions quickly, but suggestions vary widely in quality. Some are well-aligned to outcomes, others are proxies or vanity measures. A proxy that a team is measured on will eventually be optimized at the expense of the outcome it stood for.

Develop learners' ability to treat AI-generated metric proposals as raw material, not finished recommendations, by testing each against a stated business or product goal before adopting it. Explore the difference between outcome, proxy, and vanity measures, and the behavior a metric starts to drive once a team is measured on it.

3.1 AI-Informed Product Decisions

AI tools can identify patterns and flag anomalies in metric data much faster than manual analysis, but the decision itself, what the evidence means and what action is warranted, remains a human responsibility.

Equip learners to complete the loop from AI-generated analysis to an accountable human decision. Explore how AI analysis can sharpen understanding of customer behavior, what it can and cannot establish about cause, and how recording the metrics and reasoning behind a decision lets it be revisited once the outcome is known.

4.1 AI-Assisted Metrics Reporting Quality

AI-generated reports and dashboards can appear more rigorous than they are, carrying the look of analytical authority even when the underlying data or metrics are flawed.

Build learners' ability to be a responsible final check before AI-informed measurement reaches decision-makers. Explore how chart choice, aggregation, and framing can overstate what the data supports, how bias enters through the data that happened to be available, and why measurement should run through the entire product or service lifecycle. Explore data provenance, definitions, missingness, representativeness, privacy, hallucination, model or analysis bias, and the level of human review appropriate to the consequence of the decision.

AI for Product Planning

AI for Product Planning is a 2–4 hour Specialized Credential for professionals who want to develop their ability to apply artificial intelligence tools to key product planning activities including roadmap creation, backlog prioritization, and release planning. AI can accelerate planning work, surface trade-offs that manual analysis might miss, and generate structured planning artifacts; but effective planning still requires human judgment about organizational context, stakeholder needs, and the consequences of sequencing decisions that no tool can fully anticipate. This credential builds the practical capability to integrate AI into planning practice while maintaining the accountability that sound planning demands.

1.1 AI in Product Planning

Product planning decisions are as much about organizational dynamics and stakeholder trust as they are about data. AI can improve planning efficiency, but plans built on AI alone risk being analytically plausible yet organizationally unworkable.

Establish where AI genuinely adds value across roadmap creation, backlog prioritization, and release planning, and where human judgment cannot be automated. Explore how AI-generated data supports replanning as conditions change, so planning is treated as something revisited rather than produced once.

2.1 AI-Assisted Planning Scenarios

AI can generate roadmap structures quickly, but formats that are technically coherent may not fit the organization's context or the stakeholders who will use the roadmap to decide.

Build learners' ability to treat AI-generated roadmaps as drafts, not finished artifacts, and to judge fit, trade-offs, and the adjustments needed before it is used. Explore multiple roadmap formats such as outcome-oriented and now-next-later views, how the choice of format changes what a roadmap communicates and what it hides, and how to use AI to test strategic coherence and surface alternatives rather than only to produce a layout.

3.1 AI-Supported Backlog

AI can apply prioritization frameworks, cluster requests, and draft epics or stories at scale, but the inputs to AI are judgment calls. Accepting the output without scrutiny can make uncertain estimates look objective.

Develop learners' ability to use AI to accelerate work decomposition and prioritization while preserving human accountability for value, scope, sequencing, estimates, and cross-functional feasibility. Explore how a framework converts judgment into scores, why its inputs need scrutiny, and how to use AI to check whether the order it produced actually serves the product strategy rather than only to produce it.

4.1 AI-Generated Release Plan Risk

AI-generated release plans can appear comprehensive and data-driven while reflecting assumptions, like team capacity or dependency risk, that don't hold in the specific organizational context. Assumptions and biases in AI-planning decisions negatively affect organizational priorities and stakeholder trust.

Build learners' ability to critically review and adapt AI-generated plans before they become commitments. Explore feasibility, dependency risk, change triggers, version rationale, and when a plan change requires explicit renegotiation.

AI for Stakeholder Management

AI for Stakeholder Management is a 2–4 hour Specialized Credential for professionals who want to develop their ability to apply artificial intelligence tools to identify stakeholders, understand their needs and influence, and design and deliver communication that reaches them effectively. AI can accelerate stakeholder mapping, surface patterns in stakeholder behavior, and support the creation of tailored communication at a scale and level of personalization that manual approaches alone cannot achieve. But stakeholder relationships are fundamentally human, built on trust, empathy, and the quality of real interaction, and no tool can substitute for the judgment and relational skill that effective stakeholder engagement requires. The ethical boundaries of AI use and the irreplaceable role of human skills are woven throughout all four learning outcomes.

1.1 AI-Assisted Stakeholder Identification

AI can help identify stakeholder groups, relationships, and informal influence by analyzing available data. Because AI-generated maps reflect the data provided, missing or biased data can create important gaps.

Develop learners' ability to use AI to identify stakeholder groups, influence, dependencies, decision relevance, and engagement needs while validating the map against human knowledge and respecting data boundaries. Explore the sources an AI can draw on, techniques for surfacing informal influence, and why a generated map understates the stakeholders least represented in the data available.

2.1 AI-Assisted Stakeholder Insights

AI can surface patterns in stakeholder needs, sentiment, relationships, and influence more quickly than manual analysis. The quality of these insights depends on the data, methods, and assumptions used.

Develop learners' ability to assess AI-generated stakeholder insights critically and distinguish useful patterns from artifacts of data or modeling choices. Explore techniques such as sentiment analysis, influence or network mapping, and persona generation, what each can and cannot establish about a stakeholder, and how to judge validity and reliability before acting on an insight.

3.1 AI-Assisted Stakeholder Communication Plans

AI can accelerate message planning, tailoring, channel selection, and timing for different stakeholder groups. Human review remains necessary to ensure the communication fits the relationship, context, and desired tone.

Develop learners' ability to use AI to accelerate stakeholder communication while retaining human judgment about context, relationships, and tone. Explore different approaches, such as a communication matrix, an engagement strategy, or a persona-based plan; how content, channel, timing, and degree of tailoring should differ by group; and when relationship history and organizational politics should override a plan that is analytically sound but relationally wrong.

4.1 AI-Assisted Messaging and Human Judgment

AI-assisted messages may be accurate but still lack appropriate tone, authenticity, or relational judgment. Stakeholder work also relies on human capabilities such as empathy, listening, and negotiation, while AI use raises ethical questions about profiling, transparency, and consent.

Build learners' ability to evaluate AI-generated messaging, recognize the limits of automation, and apply appropriate ethical and human judgment. Explore how to judge a message for effectiveness, clarity, accuracy, and tone; where human skills cannot be substituted; and the fairness, transparency, and consent questions raised by profiling and targeted communication.

Business Model Design

Business Model Design is a 2-4 hour Specialized Credential for professionals who want to develop their ability to design how an organization creates, delivers, and captures value in practice, translating a strategic position into a working business model. A strategic position describes an intended direction while a business model describes the specific choices that make that direction operational; what is offered, how it reaches customers, how it is priced, what it costs to deliver.

1.1 The Elements of a Business Model

*Strong business models have elements that reinforce each other.
Weak models have elements pulling in different directions.*

Build learners' understanding of the business model as an interdependent system that supports strategy. Teach the core elements of a business model such as what is offered, who receives it, how it is delivered, how value is priced, and what cost structure supports it. Introduce models, frameworks and/or canvases that help explore the business model.

2.1 Business Model Contradictions

*Strategy only works when the business model reinforces it.
Contradictions between strategy and business model erode both competitive position and business performance.*

Develop learners' ability to diagnose where business model elements conflict with the strategic position they are meant to support. Help learners recognize common contradictions between business model elements and strategy and the impacts of those contradictions.

3.1 Business Model Design

Strategic position depends on a business model that works at a defined scale. Growing beyond that scale without redesigning the model destroys both the position and the advantage it was meant to create.

Develop learners' ability to design a business model whose core elements reinforce a chosen strategic position. Help learners' identify the scale at which the model works economically. Business models are optimized for a specific scale and beyond that scale, the model breaks because the cost structure no longer works or the strategic position becomes unsustainable.

4.1 Business Model Viability and Resilience

A coherent business model can still fail if its economics do not work at the intended scale or if a plausible market or competitive shift exposes a major vulnerability.

Develop learners' ability to judge whether a business model is financially viable and resilient enough to pursue.

Growth Strategy

Growth Strategy is a 2–4 hour Specialized Credential for professionals who want to develop their ability to evaluate and choose among the different paths an organization can pursue to grow, and to design a growth approach that fits its capabilities and risk tolerance. Growth is often treated as an unqualified goal rather than a strategic choice with real trade-offs between the risk, capability, and time each path requires.

1.1 Growth Paths and Trade-offs

Organizations often choose growth paths based on opportunity size without understanding the timeline.

Build learners' understanding of the trade-offs among common growth paths. Introduce common ways growth paths differ such as risk, capability requirements, and time to results. Cover common factors for timelines differences such as market maturity, capability overlap, execution complexity, capital requirements, and competitive urgency.

2.1 Growth Path Fit

A growth path that fits one organization may overwhelm another. Growth path fit is about whether this organization can execute it given who they are, what they have, and what they can tolerate.

Develop learners' ability to assess whether a growth path fits the organization's capabilities and risk tolerance. Teach categories of growth path fit such as capital, capabilities, market position, and risk tolerance.

3.1 Designing a Growth Approach

Growth that happens in stages succeeds more often than growth that tries to scale before proving fundamentals.

Build learners' understanding that staged growth reduces risk by proving assumptions and building capabilities before committing major resources. Teach that a two-stage approach isn't just "do something small, then scale". Each stage has specific objectives that build toward the next.

4.1 Growth Returns and Strategic Commitment

Growth initiatives can continue because stopping feels like failure even when returns no longer justify the original risk and resource commitment. Evaluation needs to compare current results with that starting point.

Develop learners' ability to assess whether a growth path still justifies the resources and risk originally committed. Teach how to distinguish between paths that are working but need adjustment, paths that need restructuring or timeline extension, and paths that should be exited.

Customer Experience (CX)

Customer Experience (CX) is a 2–4 hour Specialized Credential for professionals who want to build the specific practice of understanding customers deeply, mapping their journeys, and improving the experiences an organization delivers. Where the Customer-Centricity Core builds the mindset and judgment every employee needs, this credential goes deeper into the discipline most closely associated with putting that mindset into structured practice: customer experience management. Learners will build the core craft of CX work, including researching and segmenting customers, mapping journeys to find friction and prioritized opportunity, and assessing how well an organization measures and governs its CX effort as a source of insight for continuous improvement.

1.1 Customer Experience as an End-to-End System

Customers experience an organization as one relationship, even when the experience is delivered through many teams, channels, policies, systems, and touchpoints. A strong interaction in one area can still be undermined by friction elsewhere.

Build learners' understanding of what customer experience is and how it differs from a single service interaction. Explore CX as the customer's cumulative perception across time and touchpoints, shaped by expectations, effort, emotion, outcomes, and both visible and behind-the-scenes parts of the organization.

2.1 Customer Evidence and Experience Understanding

Teams often describe the customer experience from the organization's point of view rather than the customer's. Internal process knowledge, assumptions, isolated feedback, or headline scores can create a distorted picture of what customers are actually trying to do and where they struggle. A high score does not necessarily mean the underlying experience is strong, especially when customers are coached, pressured, or measured in ways that encourage the score rather than honest feedback.

Develop learners' ability to understand an experience using customer evidence rather than internal assumptions or score-chasing. Explore customer goals and expectations, stated and observed behavior, qualitative and quantitative evidence, pain points, effort, emotions, and meaningful differences between customer groups when those differences affect the experience. Reinforce that scores and metrics are signals about the experience, not substitutes for understanding the experience itself.

3.1 Customer Journey and Priority Opportunities

Customer journeys cross touchpoints, channels, and organizational boundaries. Without an end-to-end view, teams can optimize isolated interactions while missing handoff failures, repeated effort, emotional friction, or moments that disproportionately shape the overall experience.

Develop learners' ability to use journey mapping (or a similar tool) as a diagnostic and prioritization tool. Cover customer goals, stages, touchpoints, channels, behaviors, emotions or perceptions, friction, handoffs, and moments that matter, with emphasis on identifying where intervention is most likely to create meaningful customer value.

4.1 Experience Redesign and Real Improvement

Identifying a pain point—or improving a score—does not automatically improve the customer experience. Organizations can become focused on raising NPS, CSAT, ratings, or survey results without changing the underlying experience, sometimes even coaching customers toward better scores. Real improvement requires changing the system that creates the friction.

Develop learners' ability to redesign customer experiences for genuine improvement rather than cosmetic gains in measurement. Explore the practical levers available to improve an experience: interactions and touchpoints, people and roles, processes and handoffs, policies and rules, technology and channels, frontstage and backstage work, service recovery, and cross-channel consistency. Introduce service-blueprint thinking, prototyping or testing, and iterative learning so that teams can address root causes and determine whether the redesigned experience is actually better for customers.

Customer Success & Relationship Management

Customer Success & Relationship Management is a 2–4 hour Specialized Credential for professionals who manage or influence ongoing customer relationships after an initial purchase, commitment, or onboarding. The discipline is broader than keeping customers satisfied or preventing churn: it is about helping customers realize meaningful value over time, understanding the health of the relationship, coordinating the people and actions needed for success, and earning retention, advocacy, or appropriate growth through outcomes achieved. The credential applies beyond SaaS to recurring, repeat, account-based, and long-term client relationships.

1.1 Customer Success and Value Realization

Winning a customer or completing onboarding does not mean the customer has realized value. Customers remain successful when they achieve the outcomes they expected, adopt what is useful, and can see the value being created over time.

Build learners' understanding of Customer Success as a proactive discipline focused on customer outcomes and value realization across the relationship lifecycle. Distinguish activity, adoption, satisfaction, and realized value, and show how customer outcomes connect to retention, advocacy, and sustainable business value.

2.1 Customer Health, Risk, and Opportunity Signals

Customers do not always state that value is declining, trust is weakening, adoption is stalled, or a new opportunity is emerging. Product or service usage, support history, engagement, sentiment, stakeholder behavior, progress toward outcomes, and relationship changes can provide earlier signals—but no single score tells the whole story.

Develop learners' ability to interpret multiple signals to form a grounded view of customer and relationship health. Explore leading and lagging signals, risks and opportunities, stakeholder and sentiment changes, adoption and outcome progress, and the limits of relying on a single health score or automated prediction. Distinction: CX Metrics & ROI teaches how to select and interpret measurement systems; this LO focuses on using available signals to decide where Customer Success attention is needed.

3.1 Success Planning and Stakeholder Alignment

Long-term customer relationships involve multiple goals, stakeholders, milestones, and moments where expectations can drift. Reactive check-ins or generic account plans can maintain activity without creating progress or strengthening the partnership.

Develop learners' ability to create a focused success approach around shared customer outcomes. Explore success plans, stakeholder mapping and alignment, onboarding and adoption milestones, proactive engagement, expectation management, executive or sponsor alignment where appropriate, and clear ownership of next actions. Emphasize adapting the engagement model to the relationship rather than applying the same high-touch approach to every customer.

4.1 Retention, Renewal and Responsible Growth

Renewal or expansion is strongest when it follows demonstrated customer value and trust, not when it is treated as a last-minute commercial event. Relationships also need periodic reassessment because customer goals, stakeholders, usage, and business conditions change over time.

Develop learners' ability to evaluate whether the relationship is producing customer value and determine the appropriate next move. Explore value reinforcement before renewal, risk response, advocacy, appropriate expansion or cross-sell when it advances customer outcomes, and adjusting the success approach when needs change. Use new signals and AI-assisted insight to adapt earlier, while preserving human judgment and avoiding growth that is misaligned with customer value. Moves could include retain, recover, deepen, expand, or adapt.

Customer–Centric Strategy

Customer–Centric Strategy is a 2–4 hour Specialized Credential for professionals who need to translate customer understanding into a clear customer-centered direction and a set of strategic choices. Rather than beginning with an internal organizational ambition, the work starts with the impact the organization wants to have on the lives, work, or outcomes of the customers it chooses to serve. Learners define a customer-centered vision, make explicit choices about priority customers and the value or experience to create for them, evaluate alternative ways to create that impact, and align organizational capabilities and investments around those choices. This is distinct from product strategy: the strategic choices may involve products, services, policies, channels, relationships, processes, ecosystems, or other ways of creating customer value.

1.1 Vision Through Customer Impact

Strategic visions are often written from the organization's point of view—growth, market leadership, transformation, or operational excellence. A customer-centered vision instead describes the meaningful impact the organization intends to have on the customers it serves and provides a durable direction for future choices.

Develop learners' ability to frame a strategic vision around the meaningful impact the organization wants to create for customers. Distinguish customer impact from internal organizational goals and from the metrics used to assess progress.

2.1 Priority Customers and Customer Value

Customer-centricity does not require treating every customer identically. Customers differ in needs, context, behaviors, potential value, and strategic importance, and the customers an organization should prioritize can change as its strategy and environment change.

Develop learners' ability to use customer insight and segmentation to make deliberate choices about which customers or segments to prioritize at a given point in time and what value, outcomes, or experience matter most for them. Introduce customer heterogeneity, needs, strategic importance, relationship potential, and customer economics as inputs to the choice.

3.1 Customer–Centric Strategic Choices

A customer-centered vision is not yet a strategy. Organizations can pursue the same customer impact through different combinations of products, services, policies, channels, processes, relationships, partnerships, and experiences. Strategy requires choosing among alternatives and deciding what not to pursue.

Develop learners' ability to compare alternative ways to create a defined customer impact and make an explicit strategic choice. Explore trade-offs using customer impact, differentiation, evidence, feasibility, economics, and organizational strengths, reinforcing that customer–centric strategy may span products, services, policies, channels, processes, relationships, or partnerships.

4.1 Organizational Alignment and Adaptation

Customer-centric strategies fail when the organization continues to allocate resources, make decisions, measure success, or operate in ways that conflict with the intended customer impact. They also become obsolete when changes in customer needs, technology, competition, or economics are treated as exceptions rather than new strategic evidence.

Develop learners' ability to identify the organizational change needed to support a customer–centric strategic choice. Explore capabilities, investments, decision criteria, cross-functional coordination, and measures that can reinforce the strategy, while introducing adaptation as a Tomorrow-Ready principle when new customer evidence materially changes the opportunity.

Journey Mapping Facilitation

Journey Mapping Facilitation is a 2–4 hour Specialized Credential for professionals who want to plan and facilitate journey-mapping sessions that create shared understanding, customer insight, and action across functions. The value of journey mapping is not the diagram itself; it is the facilitated process of bringing the right people and evidence together, surfacing different perspectives and assumptions, building a shared view of the customer's experience, and converting that understanding into prioritized action.

1.1 Journey Mapping Session Design

Journey-mapping quality is shaped before the session begins. If the purpose, customer, journey boundaries, evidence, participants, or desired output are unclear, even strong facilitation can produce a map that is too broad, assumption-heavy, or disconnected from a real decision.

Develop learners' ability to design a journey-mapping session strategically before facilitating it. Explore how to define the purpose and decision the session should support, choose the customer or actor and journey boundaries, determine whether the work is current-state, future-state, or both, distinguish evidence-based mapping from hypothesis mapping, select the right participants, prepare relevant customer evidence, and clarify the output or action expected after the session.

2.1 Stakeholder Dynamics in Journey Mapping

Journey mapping often brings together people from different functions who hold different pieces of the customer experience, different incentives, and different beliefs about what is happening. Hierarchy, defensiveness, dominant voices, or premature solutioning can distort the conversation and turn the workshop into an internal process debate.

Develop learners' ability to facilitate the social process of building a shared view of the customer journey. Explore how to balance participation, surface disagreement without forcing consensus, separate evidence from opinion, manage hierarchy and functional defensiveness, prevent premature solutioning, and use techniques such as silent generation, small-group work, or structured comparison to make multiple perspectives visible.

3.1 Customer–Evidence–Centered Facilitation

Journey mapping can easily drift from the customer's journey into the organization's process or assumptions about what customers think and feel. A confident internal opinion can fill gaps in the map even when the organization does not actually have customer evidence.

Develop learners' ability to keep the workshop grounded in the customer's experience and available evidence. Explore how to distinguish evidence, interpretation, assumption, and unknown; use customer quotes, behavioral data, Voice of the Customer input, observation, or other research appropriately; challenge unsupported claims; and treat evidence gaps as legitimate outputs that may require further research rather than invented certainty.

4.1 Journey Mapping Readiness for Action

A journey map has limited value if it ends as a visual artifact. Effective facilitation helps the group identify what matters most, distinguish isolated pain points from systemic issues, decide what still needs investigation, and create enough ownership, prioritization and clarity for action to continue after the session.

Develop learners' ability to close a journey–mapping process in a way that converts shared insight into movement. Explore identifying friction and moments that matter, clustering and prioritizing opportunities, distinguishing quick wins from systemic issues, identifying evidence gaps and dependencies, clarifying ownership and next steps, and connecting journey insights to the decision forums or improvement work that will carry them forward.

Voice of the Customer Programs

Voice of the Customer Programs is a 2–4 hour Specialized Credential for professionals who want to develop their ability to design and operate systematic listening infrastructure that turns customer signals into actionable organizational insight. While many organizations collect customer feedback, few have the structures in place to synthesize it consistently, route it to the right decision-makers, and close the loop in ways customers notice. This course equips practitioners to move beyond ad hoc listening toward VoC as a continuous organizational-learning capability, not simply a feedback-collection mechanism, one that drives continuous improvement.

1.1 Voice of the Customer as a Continuous System

Organizations often treat Voice of the Customer as a periodic survey, research exercise, or feedback channel. This creates snapshots rather than an ongoing understanding of what customers need, experience, and value as those things change over time.

Build learners' understanding of VoC as an always-on, proactive sensing and learning capability across the full customer lifecycle. VoC should help the organization continuously understand both common patterns and meaningful differences across customers, rather than reducing the customer base to a single average view. Clarify the difference between raw feedback, customer signals, insight, and action, and show how VoC connects listening, interpretation, decisions, action, and learning rather than operating as a separate program.

2.1 Customer Listening Methods and Trade-offs

No single listening method provides a complete view of the customer.

Develop learners' ability to design a listening system that combines complementary sources across the customer lifecycle. Surveys, interviews, reviews, support interactions, behavioral data, frontline observations, and other signals each reveal different things and carry different biases, costs, timing, and coverage limitations. Explore solicited and unsolicited feedback, qualitative and quantitative evidence, behavioral signals, frontline or employee insight, transactional and relationship listening, and trade-offs involving depth, scale, timing, representativeness, customer effort, and feedback fatigue.

3.1 Synthesis, Customer Differences, and Decision Integration

Collecting more customer feedback does not automatically produce better decisions. Signals can conflict, reflect only the loudest customers, or remain trapped in dashboards and reports without becoming useful insight.

Develop learners' ability to synthesize and triangulate customer signals into credible, decision-relevant insight. Explore patterns and contradictions across sources, evidence strength, recurring versus isolated issues, and meaningful differences in customer needs, behaviors, expectations, context, or value. Introduce segmentation and personas as ways to organize those differences when doing so improves understanding or decision-making, while avoiding stereotypes or segments unsupported by evidence. Connect resulting insights to the product, service, policy, or strategic decisions they should inform.

4.1 Closed-Loop VoC and Organizational Learning

Customer feedback loses credibility when customers or employees repeatedly raise issues and nothing appears to change. Following up with one customer is useful, but mature VoC also addresses recurring patterns and changes the underlying system when needed.

Develop learners' ability to close both the customer loop and the organizational learning loop. Explore individual follow-up or service recovery, systemic improvement, clear ownership, escalation, action tracking, communication, follow-through, and determining whether the action taken actually improved the customer experience. Reinforce that VoC is continuous: action creates new evidence that feeds the next cycle of listening and learning.

Stakeholder Progress Communication

Stakeholder Progress Communication is a 2–4 hour Specialized Credential for professionals who want to develop their ability to keep stakeholders accurately informed and genuinely engaged throughout delivery. The gap between what delivery teams know and what stakeholders understand is one of the most persistent sources of delivery failure. This credential goes beyond status reporting to build the communication practices, visualization approaches, and stakeholder engagement disciplines that create shared understanding and enable timely decisions.

1.1 Stakeholder Information Needs

Executives, delivery teams, customers, managers, and partners need different information to make different decisions. One status report for every audience usually provides too much or too little detail.

Build learners' understanding of delivery communication as an audience–designed practice. For example, an executive needs a high–level read on budget, timeline, and risk to decide whether to keep funding or escalate; or a customer needs a clear view of what's been delivered and what's coming to decide whether their own downstream plans need to adjust.

2.1 Delivery Progress Artifacts

Traffic lights, percentage–complete reports, and milestone summaries can create false confidence when they obscure delivery health, forecast, risk, or decisions needed.

Develop learners' ability to assess whether delivery artifacts create genuine shared understanding. For example, a report with a simple green light can mask a risk that hasn't materialized yet but is clearly building, a percentage–complete figure can imply steady linear progress on work that's actually 80% done on the easy parts and stalled on the hard 20%, and a milestone summary can confirm dates were hit without revealing that scope was quietly cut to hit them.

3.1 Stakeholder Communication Design

Effective delivery communication ensures the right information reaches the right audience at the right time and in a format that supports action.

Develop learners' ability to design proactive, audience–calibrated delivery communication linked to stakeholder decisions. A stakeholder communication approach contains audience, information, cadence, format, and decision support.

4.1 Communication When Delivery Falls Short

Delayed, defensive, or overly optimistic communication can erode confidence quickly.

Develop learners' ability to assess whether difficult delivery communication is honest, timely, and constructive.

SPECIAL THANKS

ICA would like to give special thanks to the contributors:

Kerri Sutey · Paulo Dias · Christina Hartikainen · Tricia
Broderick · Pardeep Dhanda · Regina Ong · Mike Lyons · Greg
Pfister