

The logo consists of a black square border. Inside the square, the word "INSIDE" is written in a red, sans-serif font, and the word "PRODUCT" is written in a black, sans-serif font directly below it.

INSIDE
PRODUCT

Career Enhancing Moves for BAs and PMs

Kent J McDonald

insideproduct.co/career-enhancing-moves

It's not a skills problem
It's a translation problem

Has your manager ever named,
specifically, how your work made
or saved the organization money?

Not "the project went well."

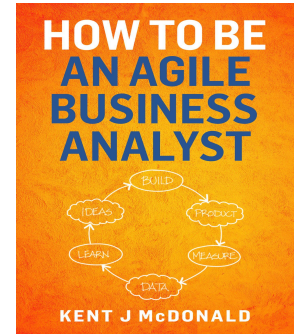
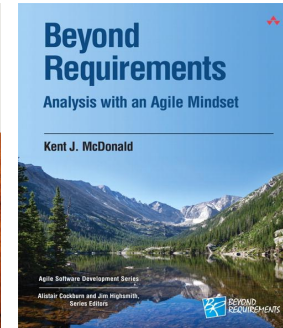
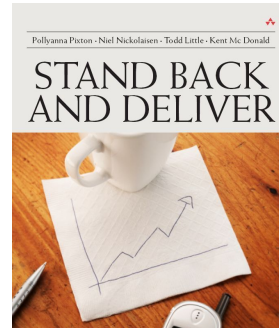
An actual number.

A little bit about me

Director of Delivery



Writer/Advisor



Career Enhancing Moves

01

IMPACT

Connect your work to how
money flows through
the organization

02

CONTEXT

Match your approach
to the moment

03

INFLUENCE

Earn influence
without authority

CAREER VISIBILITY COMPOUNDS WHEN YOU PRACTICE ALL THREE

01 Impact

01 IMPACT

Connect your work to how
money flows through
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*“If you were the CEO,
would you fund your team?”*

— Matt LeMay

We built something genuinely useful.
We just couldn't explain why it mattered.

My contract wasn't
renewed.

Move 1

01

IMPACT

Connect your work to how
money flows through
the organization

**FIND THE NUMBER YOUR
LEADERSHIP IS TRYING TO MOVE.
EXPLAIN HOW YOUR WORK
MOVES IT.**

How to find your number

Financial Services

AUM, loan volume, new accounts

Look at the last investor deck or earnings call transcript.

Insurance

Claims ratio, underwriting cost, compliance exposure

Check the regulatory filings or the CFO's last all-hands slide.

Retail

Margin, inventory turn, revenue per transaction

Whatever metric the CEO spent the most time on is your number.

The connection looks like this

Delivery language	Money language
<p>We completed the data migration on schedule.</p>	<p>We removed a processing bottleneck costing ~\$40K/month in manual reconciliation.</p>
<p>We built a product data platform for consistent views across internal tools.</p>	<p>We gave sales and ops a single source of truth reducing rework and speeding quote cycles.</p>
<p>We launched the new underwriting workflow.</p>	<p>We cut underwriting time by 30%, freeing capacity for 15% more applications per quarter.</p>

Your turn

**WHAT NUMBER IS
YOUR LEADERSHIP
TRYING TO MOVE
RIGHT NOW?**

**DOES YOUR WORK
MOVE IT? IF SO,
HOW?**

SHARE WITH THE PERSON NEXT TO YOU.

Impact is what makes you visible
when the budget conversation happens.

*How you apply that knowledge depends entirely
on where you are — and that changes constantly.*

02 Context

01

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INFLUENCE

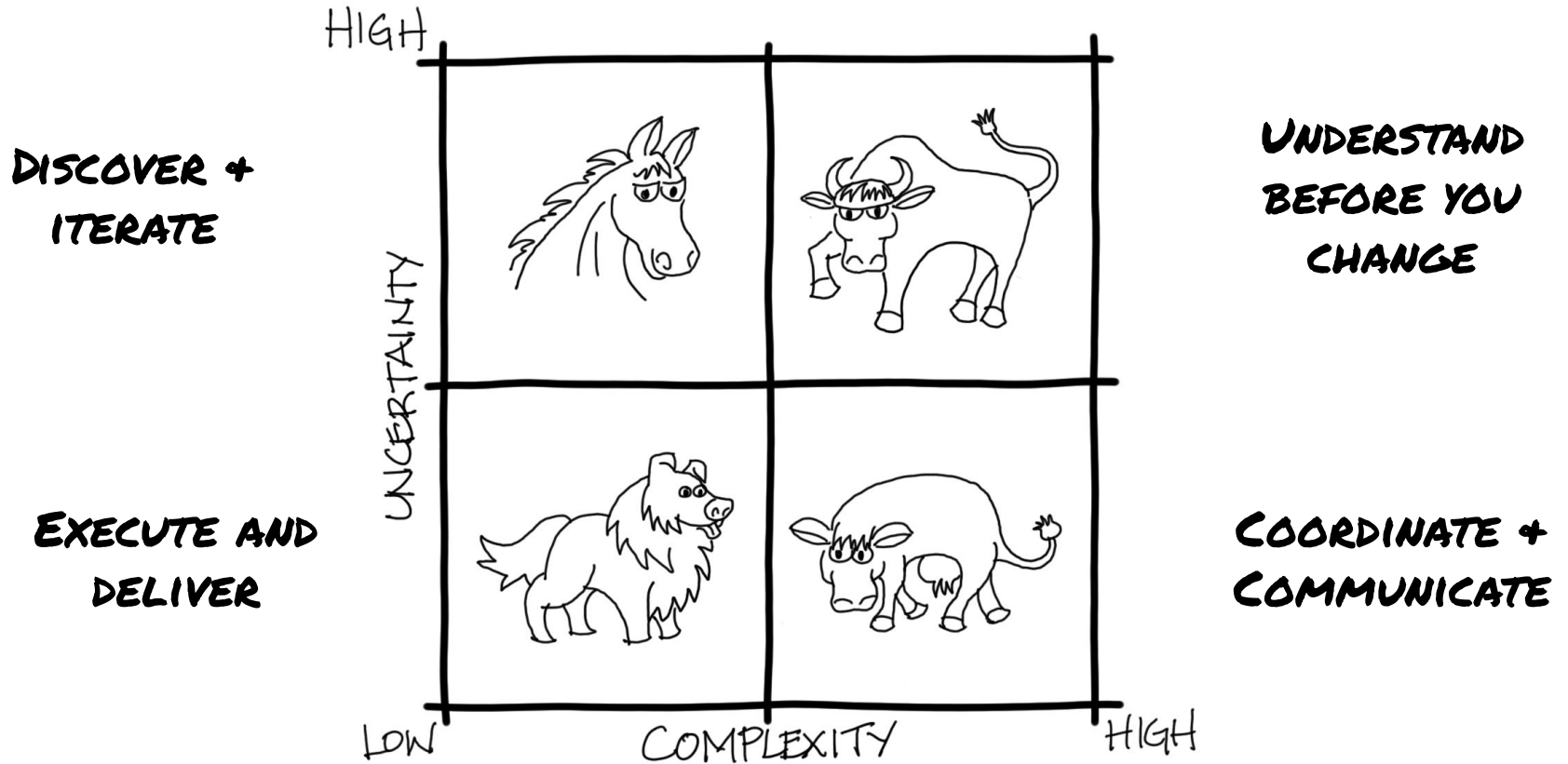
Earn influence
without authority

CAREER VISIBILITY COMPOUNDS WHEN YOU PRACTICE ALL THREE

There is no
such thing as
“best practice”

The right move depends
on where your product is.

Context Leadership Model



We thought we were riding a colt.

We were actually wrestling a bull.

Move 2

02

CONTEXT

Match your approach
to the moment

FIGURE OUT WHERE YOUR

PROJECT IS.

ACT ACCORDINGLY.

Your turn

**WHICH QUADRANT
DOES YOUR
CURRENT PROJECT
LAND IN?**

**WHAT SHOULD YOU
BE DOING
DIFFERENTLY BASED
ON THAT?**

SHARE WITH THE PERSON NEXT TO YOU.

Knowing where you are
changes what you do.

But none of it matters if you can't bring people along with you.

03 Influence

01

IMPACT

Connect your work to how
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CONTEXT

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CAREER VISIBILITY COMPOUNDS WHEN YOU PRACTICE ALL THREE

“Any sentence that doesn't have a currency symbol in it is one that the rest of the executive team can't hear.”

— Rich Mironov

We were building a maintainable app.

He needed to avoid pricing mistakes.

Move 3

03

INFLUENCE

Earn influence
without authority

***KNOW WHO YOU'RE TALKING TO.
SPEAK THEIR LANGUAGE.***

Every stakeholder has a language

Executives

Care about money, risk, competitive position

Speak in terms of revenue, cost, margin, exposure

Directors

Care about their process, their team, their metrics

Speak in terms of efficiency, error reduction, capacity

Users

Care about their day, their friction, their time

Speak in terms of speed, fewer steps, less rework

The same work, three different true stories

Audience	How you frame it
Executive	"This eliminates the pricing errors that cost us \$X per quarter in disputed invoices."
Director	"Your team won't have to manually reconcile two systems every Monday morning."
User	"The thing you do fifteen times a day takes four clicks instead of twelve."

Before any important conversation

1

Where are they now?

What do they currently believe or assume?

2

Where do I need them to be?

What's the shift I'm asking for?

3

What do they value most?

What outcome matters to them? This is a guide to their "language"

4

What's their biggest concern?

What are they protecting against?

5

What's the "because"?

What's the one reason that will make this matter to them?

Your turn

**PICK ONE
STAKEHOLDER
YOU'RE WORKING
WITH RIGHT NOW**

**WHAT'S THEIR
LANGUAGE?
MONEY? PROCESS?
TIME?**

**HOW WOULD YOU
DESCRIBE YOUR
PROJECT IN THEIR
LANGUAGE?**

SHARE WITH THE PERSON NEXT TO YOU.

Impact. Context. Influence.

Three moves. That's the whole roadmap.

You already do this work.

Now do it in a way people can see.

Pick one move.
Try it this week.

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