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# Product Manager Influence and Roadmap Negotiation Training Course

20 – 24 September 2027
Vienna

# Product Manager Influence and Roadmap Negotiation Training Course

**Ref:** 3008_114066 **Date:** 20 – 24 September 2027 **Location:** Vienna **Fees:** 5900 GBP

Product Manager Influence and Roadmap Negotiation is a 1-week training course for product managers and product owners who lead without formal authority, built around a Product Decision Influence Plan for a live product choice. Product teams now face more requests from sales, engineering and executives than any roadmap can hold, so the ability to win agreement shapes what gets built. Jupiter Prime Training delivers this course on Product Manager Influence and Roadmap Negotiation.

## Why Product Manager Influence and Roadmap Negotiation Matters Now

Three groups pull on every roadmap today. Sales teams bring urgent customer promises, engineering leads guard capacity and technical debt, and executives expect visible progress on strategic bets. Product managers sit between them, usually without authority over any of them. Organisations that handle this well make fewer reversals, ship what customers actually use and keep engineers trusting the roadmap. Those that handle it badly see loudest-voice roadmaps and missed commitments. The course rests on established practice in stakeholder mapping, interest-based negotiation and narrative building, described in general terms.

## Who Gains Most from Product Manager Influence and Roadmap Negotiation

- Product managers owning a roadmap shared by several departments
- Product owners turning requests into a prioritised backlog
- Platform and internal tool owners serving many internal customers
- Product leads who present direction and trade-offs to senior sponsors
- Specialists moving into product roles from engineering, design or sales

Product groups gain most when several managers from one portfolio attend together.

## Product Manager Influence and Roadmap Negotiation Capabilities

The outcomes below turn product judgement into agreement from people a product manager does not direct.

- Map stakeholder interests, power and concerns around a product choice — deciding whom to engage first
- Negotiate roadmap trade-offs using interests rather than positions — engineering and sales leads
- Decline feature requests while preserving the relationship — account managers and customers
- Build a product vision narrative linking customer problems to direction — executive sponsors
- Weigh evidence, effort and strategic fit when ranking requests — quarterly roadmap decisions
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Design an influence sequence for a contested decision — the live product choice participants bring

## Key Product Manager Influence and Roadmap Negotiation Terms

- Influence without authority — gaining agreement and action from people outside a direct reporting line.
- Stakeholder map — everyone affected by a product choice, with interest, power and likely position.
- Roadmap trade-off — the explicit choice to delay or drop one item so another can proceed.
- Principled no — declining a request with a reason and an alternative.
- Product vision narrative — a short story linking a customer problem to a future state.
- Pre-wiring — private conversations before a decision meeting so nobody is surprised.

## Product Manager Influence and Roadmap Negotiation Day by Day

### Day 1: The Influence Landscape Around a Product

- Product Stakeholder Map — Locating Interest, Power and Likely Resistance
- Sources of Influence Without Authority — Choosing Credibility, Evidence or Relationships
- Competing Demands From Sales, Engineering and Executives — Naming Real Tensions
- Trust Ledger With Engineering Leads — Repairing Credibility After Missed Commitments
- Personal Influence Style Review — Spotting Habits That Weaken Persuasion

### Day 2: Negotiating the Roadmap

- Interests Versus Positions Analysis — Uncovering Why Each Stakeholder Wants an Item
- Roadmap Trade-Off Canvas — Making Delays and Drops Explicit and Visible
- Request Scoring Grid — Ranking Evidence, Effort and Strategic Fit
- Walk-Away Options in Roadmap Talks — Knowing What to Concede
- Pre-Wiring Conversations — Preparing Sponsors Before Prioritisation Meetings

### Day 3: Saying No and Holding Focus

- Principled No Script — Declining Requests With Reason and Alternative
- Escalation Paths for Disputed Requests — Deciding When Executives Should Arbitrate
- Customer Promise Recovery — Handling Commitments Made Without Product Agreement
- Request Intake Rules — Reducing Ad Hoc Asks From Account Teams
- Difficult Stakeholder Conversation Rehearsal — Staying Calm Under Pressure

## Day 4: Building the Product Vision Narrative

- Customer Problem Statement — Anchoring Direction in Observed User Pain
- Vision Narrative Structure — Linking Today, Future State and Milestones
- Evidence Selection for Executives — Choosing Signals That Win Sponsorship
- Tailored Messages for Engineering and Sales — Adjusting Emphasis by Audience
- Roadmap Presentation Rehearsal — Testing Clarity With Peer Feedback

## Day 5: Practising the Product Decision Influence Plan

- Live Decision Selection — Choosing the Contested Product Choice to Work On
- Stakeholder Map and Interests Refresh — Applying Day 1 and Day 2 Methods
- Principled No and Escalation Simulation — Testing Day 3 Scripts Live
- Vision Narrative Pitch to a Mock Sponsor — Applying Day 4 Structure
- Product Decision Influence Plan Completion — Sequencing Conversations and Checkpoints

## Applying Product Manager Influence and Roadmap Negotiation After the Course

- Run pre-wiring conversations with the three most affected stakeholders before the next roadmap prioritisation meeting, using the interests analysis.
- Introduce the request scoring grid and intake rules with one account team, then review how many ad hoc asks reach the backlog.

## Product Manager Influence and Roadmap Negotiation Questions FAQ

### What is product manager influence and roadmap negotiation and why does it matter now?

Product manager influence is the skill of winning agreement on product choices from people you do not manage. It matters now because requests from sales, engineering and executives exceed roadmap capacity, and the product manager must decide and persuade without authority.

### Which roles gain most from product manager influence and roadmap negotiation training?

Product managers and product owners who share a roadmap across departments gain most. Examples come from software services and consumer goods firms.

### How does product manager influence and roadmap negotiation differ from a general executive presence course?

Product manager influence applies persuasion to concrete roadmap choices. An executive presence course builds personal gravitas; this course works on request scoring, trade-offs and declining features.

## What do you bring back from product manager influence and roadmap negotiation training?

You bring back a ready influence plan for one live product decision. It holds a stakeholder map, a principled no script and a conversation sequence.

## Product Manager Influence and Roadmap Negotiation: The Way Forward

The Product Decision Influence Plan first informs who to speak with before the next contested roadmap choice and in what order. Product managers use it with engineering leads, sales heads and sponsors. After its first use, revisit the stakeholder map, since positions shift once a decision lands and the next negotiation starts from a changed balance of trust.