

Your managers were hired for a skill that just got cheap.

Live training for product, engineering and data leaders, built on the fundamentals that AI made **more** valuable — not less.

WHY THIS EXISTS

I train product, engineering and data leaders to decide together — about architecture, delivery, metrics and AI — without any of them pretending to be the others.

Product owns the customer. Engineering owns the system. Data owns the numbers. Every serious argument between them is about whose version of reality wins.

Three things happened at once. Most training has noticed only the first.

- **Production got cheap.** The first draft of anything — a PRD, a ticket, an architecture decision record, a postmortem, a board slide — now takes minutes.
- **The bottleneck moved.** It did not disappear. It relocated to reviewing, deciding and aligning, and almost nobody is staffed or trained for it.
- **Fluency stopped being evidence of thought.** Weak work used to announce itself with typos and gaps. It does not any more, so judging it now takes more knowledge than producing it used to.

Which is why the fundamentals went up in value, and why roughly two thirds of this catalogue is not about AI at all.

34

MODULES

236

LECTURES

73

LECTURE HOURS

5

TRACKS

35%

AI-ERA

Five tracks — the AI-Native Core everyone crosses first, then Product, Technology, Data, and the Bridge between them. Bought as a seat in a cohort, as a day or a programme built in-house, or one to one.

Training for the people on your team who decide — not the ones who build.

34 modules and 236 lectures covering product management, technology management, data management, and the boundaries between them. Bought as a seat in a cohort, as a day or a programme built in-house for one organisation, or one to one.

Live, always

Every lecture is delivered live, in person or remote. Nothing is pre-recorded, so nothing is out of date — and your people can argue with me, which is where most of the value is.

Built to outlast the hype

Roughly two thirds of the catalogue is not about AI at all. AI is the reason your people walk in; the fundamentals are the reason the day is still paying you back next year.

Taught by someone still doing it

Not a full-time trainer describing a job they left. I hold a CTO seat day to day and teach alongside it, so what your people get is current rather than remembered.

You get a number, not a feeling

The Product–Engineering–Data Health Check is scored separately by each function in the room, before and after. The headline number is the spread between them, and closing it is the job.

What you will not get, on purpose

- Certification. Nobody's job got better because of a badge.
- Recorded courses. They date within months and they do not survive being argued with.
- Discounting. If the figure is wrong for you the scope moves, not the rate — a briefing instead of a day, a cohort seat instead of an in-house day. Never the same thing for less.
- Generic agile training. The catalogue assumes you already have a process and it is not the problem.
- Tool demonstrations. Vendors change; the judgement does not.

Where you start depends on the seat you are in.

CTO · VP Engineering

Buys for the managers and leads below them. Usually starts with The Bridge or AI for Technology Leaders, and is the person who feels the review bottleneck first.

CPO · VP Product · Head of Product

Buys to raise the technical floor of a product team, or because the roadmap conversation with engineering has stopped working. Starts with module P8, Technical Product Management, or The Bridge.

Founder · CEO

Companies of roughly 20–200 people, where the founder still feels every bad handoff. Usually starts with The Executive Briefing and buys a day afterwards.

Head of L&D · People · Talent

Buys programmes rather than days, and needs outcomes, prerequisites and a measure. The Product–Engineering–Data Health Check is written for this buyer.

Engineering Manager · Group PM

Buys one module for their own team out of a team budget. The most common first purchase, and the one that most often becomes a programme.

COO · Chief of Staff

Buys when delivery predictability has become a board topic. Starts with module T7, Engineering Delivery Management, or with the Health Check.

Coming as an individual?

Three routes, none of which needs your employer's signature. Take a seat in a cohort alongside people from other organisations. Buy one to one — the diagnostic, mentoring, or a coaching sprint — where there is no group to assemble and no approval to chase. Or come to the free monthly live session, take the free artefact published each month, and make the internal case for your own team. Nothing is pre-recorded and nothing is self-paced.

Who sits in the room

Product managers at every level, from people doing the job without the title to a CPO. Engineers moving into leadership, engineering managers, delivery managers, architects, heads of engineering and CTOs. Founders who still hold one of those seats themselves.

Free, and staying free

A 45-minute live session every month, open to anyone. One artefact published free every month — a cheat sheet, a decision tree, a worksheet — all extracted from the modules. And Product Community Greece, which is not a marketing channel and is not going to become one.

CHOOSING WHAT YOU NEED

Narrow 34 modules down to the handful your team actually needs.

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Track — which discipline your people work in

TRACK	MODULES	LECTURES	HOURS
C The AI-Native Core	5	36	10.9
P Product Management, AI-Native	11	76	23.5
T Technology Management, AI-Native	10	70	22.1
D Data Management	3	20	6.1
X The Bridge	5	34	10.6

Level — how senior your room is

All levels	The module works for anyone from entry to executive. The Core and the Bridge track are deliberately written this way, because they are about the boundary rather than the craft.
Entry	Stepping into the role, or already doing it without the title. No prerequisites beyond the Core.
Practitioner	Doing the job now. The largest part of the catalogue, and where most teams start.
Lead	Leading the people who do the job, or setting direction across more than one team.
Executive	Holding the seat. Board conversations, capital allocation and organisation-wide risk.

AI mix — how much is built for the new era

I mark every single lecture, so you can see exactly what you are buying. **AI-era** lectures are built for how the job works now. **Foundation** lectures are the craft underneath — the part that makes the new tools safe in your people's hands. They are interleaved inside every module, so nobody can take the exciting half and skip the load-bearing one.

Across the catalogue  **35% AI-era** — 82 lectures built for the new era, 154 on the craft underneath

Inside the Core  **64% AI-era** — where it matters most, the balance shifts

A curriculum that was mostly about AI would have a six-month shelf life. What makes this one AI-first is that AI frames every module and opens every module — and then supplies the reason the fundamental underneath it still matters.

Nine ways to buy it. Six for a team, three for one person.

Everything is assembled from the same 34 modules — the module is the source, the engagement is the selection. Most organisations start with the briefing or with one of the three flagship days.

Executive briefing

90 minutes, on site or remote · 4–12 decision-makers · talk and discussion, no labs

A leadership team that needs a shared, unhyped read before it commits budget.

You walk away with An aligned read, a two-page written follow-up, and a shortlist of which teams need what first.

The Bridge

One day, on site or remote · half taught, half worked · 8–20 in a cohort, no floor in-house

A product and engineering organisation that keeps having the same argument.

You walk away with A one-page decision-rights map written and signed in the room, and a baseline health check to re-run at eight weeks.

The Three-Way Bridge

One day, on site or remote · half taught, half worked · 8–20 in a cohort, no floor in-house

A leadership group where product, engineering and data each hold a different version of the truth.

You walk away with A written answer to who owns which number, and a three-way baseline health check.

The AI-Native Manager

One day, on site or remote · half taught, half worked · 8–20 in a cohort, no floor in-house

A management layer using AI daily, with no shared standard for what good looks like.

You walk away with A written personal operating standard per participant, and a one-page team policy people will actually follow.

Team programmes

Six to ten weeks · one two-hour live session a week, applied work between · one team, or a cohort

A team that needs its operating rhythm to change, not just its vocabulary.

You walk away with An operating change that survived eight weeks of real work, and the measurement that shows it.

Advisory

A standing quarterly session · async access between · reviewed annually

A leader who wants continuity rather than an event.

You walk away with A quarter that opens on the hard question instead of on an explanation of the context.

FOR ONE PERSON, BOUGHT BY THAT PERSON

No group to assemble, no approval to chase

The Diagnostic

90 minutes, remote · a short written intake first · a one-page written answer within two working days

One thing that is genuinely stuck, and someone who wants it taken apart properly.

You walk away with A written page you can forward — the diagnosis, the options, and what I would do.

Mentoring

60 minutes a month, remote · async questions answered properly between · six-month minimum

Someone in a transition, or about to be in one.

You walk away with Someone who has already held the seat, working to your agenda rather than mine.

Coaching sprint

Six sessions across ten weeks · 60 minutes each, remote · one written goal

Something specific that has to change this quarter.

You walk away with The goal written down before the first session, and measured at the last.

How we get to a shortlist in one call

Which functions	Product only, engineering only, or a mixed room. Anything in the Bridge track needs the mix; most of the rest does not.
Which level	People stepping into the role, doing it now, leading it, or holding the seat. A module pitched at the wrong level is worse than no module.
Which problem	Not which topic. “Our estimates are not believed” and “our juniors have nothing to learn on” lead to different assemblies even though both sound like AI problems.
How much time	A day, a programme across a quarter, or ninety minutes with the people who sign. The honest answer is usually smaller than the ambition, and smaller works better.

Which modules go into your day or programme is decided from that call and from the health check, not from a fixed agenda.

PRICING

What it costs, before you ask.

Three ways to buy, priced differently because they are genuinely different things. Nothing here is an opening position to be negotiated up — the rate does not move, the scope does.

ONE · A SEAT IN A COHORT — PER PERSON, EXCLUDING VAT

Eight or more people from different companies. The minimum of eight is about the room, not the invoice: below eight the labs lose their range, and a room drawn from several organisations argues more honestly than one where everybody reports to the same person.

Workshop, one day	Any of the three flagship days. Scoping, the health check before and after, the day itself, all materials and the follow-up pack.	€500–600 per person
Workshop, two days	The same material over two days, with far more worked time on your own situation.	€700–800 per person
Team programme	Six to ten weeks. Weekly live sessions, applied work between them, materials, and the closing measurement.	€1,999 per person

All three flagship days are one day and sit on the one-day row.

TWO · IN-HOUSE — ONE ORGANISATION, QUOTED, EXCLUDING VAT

Not a discount, and usually not the cheaper option — the one that does more. The labs run on your backlog, the health check is scored on your organisation, and the decision-rights map is signed by the people who actually hold those rights. **There is no eight-person minimum in-house.**

One day	Around €8,000 for a room of twelve	from €6,000
Two days	Around €12,500 for a room of twelve	from €9,500
Team programme	€22,000–30,000 for a full team	from €18,000

The floor is what a small leadership team costs — the preparation is the same either way. Worked example: twelve people, one day, about €8,000. The same twelve buying cohort seats would pay €6,000–7,200; the difference is the preparation that makes the labs yours rather than a case study.

ALSO QUOTED

Executive briefing	Often no charge the first time for a named organisation, then €1,500 per session, excluding VAT. Priced per session, not per person.
Advisory	€2,500 per quarter, excluding VAT.

THREE · ONE TO ONE — INCLUDING VAT

These prices **include** VAT, because someone buying personally cannot reclaim it and an ex-VAT figure would be wrong to them by a quarter. Buying through a company? Say so and I will invoice excluding VAT so it can be reclaimed.

The Diagnostic	The intake, ninety minutes, and the written one-pager within two working days.	€350
Mentoring	An hour a month, questions in between, and written notes after every session.	€400 a month · €2,400 for six
Coaching sprint	Six sessions across ten weeks, the goal written down at the start and checked at the last.	€2,000

The terms, here rather than after you commit

Moving a date	Either of us can move a booked date up to fourteen days beforehand at no charge. Inside fourteen days I will still try, and I will not pretend it is free if the preparation is already done.
Cancelling	More than fourteen days out, a full refund. Inside fourteen days, half — the assembly and the health check have already happened.
If I cancel	A full refund, and I find you another date. That is not yours to absorb.
If the day does not land	For workshops carrying the health check: if the spread between functions has not moved at eight weeks, the follow-up session is at no charge. I will not promise the spread moves — that depends on what you do afterwards — but I will not charge you twice to look at why it did not.
The Diagnostic	If the written page is not useful, say so and I will not invoice it.
Always included	Scoping and the health check where it applies, all materials for everyone who attends, the follow-up pack, the eight-week re-measurement, and a written proposal before anything is agreed.
Travel	On site outside Athens adds travel at cost, agreed in writing beforehand — never added to an invoice afterwards.

If the number does not work

The rate is not discounted; the scope is. If the figure is wrong for you, the honest answer is a smaller engagement — a briefing instead of a day, a cohort seat instead of an in-house day, the diagnostic instead of a sprint — not the same thing for less.

How you will know it worked.

Your Product–Engineering–Data Health Check

Twelve statements about how your functions work together, scored one to five. They are answered **separately by each function in the room** — product, engineering and, where it applies, data — one week before the engagement and eight weeks after it.

The headline number is not any one group's score. It is **the spread between them** — because a team where product rates the relationship 4.2 and engineering rates it 2.1 does not have a communication problem to be discovered; it has one to be closed. The spread closing is the product. It works with two functions or three.

Alongside it, one operational measure the client already tracks — escalations per month, share of sprint scope changed mid-sprint, estimate-to-actual variance, lead time for changes, items returned in review. That one is reported as context, never as a promise. I do not promise numbers I do not control.

What you need to know before booking

Language	English. Greek on request.
Where	Greece and Cyprus on site; the rest of Europe remote, or on site where the engagement justifies the travel.
Group size	Eight to twenty in a cohort. Below eight the labs lose their range; above twenty the room stops arguing honestly. In-house there is no floor — a leadership team of five or six is a normal shape and a bad cohort shape.
Three ways to buy	A seat in a cohort alongside people from other companies; a day or a programme built in-house for one organisation, with the labs on your own backlog; or one-to-one work bought by the person doing it.
Materials	Every participant leaves with the lab output they produced and with the follow-up pack — templates, exercises and a reading list. Nobody leaves with a copy of the deck.
How it is booked	A thirty-minute call, then a written proposal covering the assembly, the outcomes, the measurement, the price and the terms, then a date.
Pricing	Published in full, with the terms, later in this document. Cohort seats are priced per person excluding VAT; in-house is quoted from a published floor; one-to-one includes VAT.

What working together looks like

Before

A scoping call, then the Health Check sent to both groups a week ahead. I read the results before I write a single example, so the day uses your situation, not a generic one.

On the day

Live lectures at 15–20 minutes each, interleaved with labs on your own material. Nobody leaves with a copy of the deck; everybody leaves with what they produced.

After

A short written summary of what the room agreed, and the Health Check re-run at eight weeks. The gap between the two groups is the number that matters.

WHO YOU WILL BE WORKING WITH

You get a practising CTO, not a trainer.

Full-time trainers describe a job they left. I teach alongside the job your people are being trained for, which is where the currency comes from — the examples are the ones I am living with this quarter, not the ones that were true when I stopped.

I am a practising Chief Technology Officer. I have been a software developer, a product manager, an engineering lead and a Scrum Master — and for one stretch of my career I was three of those at the same time.

That stretch is the job this catalogue is built on. At e-satisfaction I was simultaneously the Senior Product Manager, the Team and Tech Lead and the Scrum Master. I owned the roadmap, led five developers, designed and wrote the core API to the PSR and SOLID standards, extended the core services with Elasticsearch, Redis and Apache Kafka, and ran the ceremonies. Standing on both sides of the product–engineering boundary at once, for long enough to stop being able to take either side's word for it, is the whole basis of the Bridge track.

Since then: Senior Product Manager, Product Director and Director of Product at Orfium, where I coached product managers and product owners and drove OKR adoption; CTO and Product Director at StageYourIdea, where I am also a shareholder; and now CTO at e-satisfaction, where I lead product, engineering and data. I was Lead Product Trainer at the Product-Led Growth Hub, building the content for its product management classes, and I organise Product Community Greece.

MSc in ICT Management Systems; MSc in Computer Software Engineering.

e-satisfaction · Orfium · StageYourIdea · Evertracker · MLS Multimedia — organisations where I have done the job. This is not a client list.

YOUR NEXT STEP

Book a 90-minute executive briefing — often free the first time. If it is useful to you, we talk about a day.

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