

Lesson 2

Relating a Lean-Agile Mindset to the PO/PM Roles

1. Applying SAFe in the Lean Enterprise
2. Relating a Lean-Agile Mindset to the PO/PM Roles
3. Collaborating with Lean Portfolio Management
4. Continuously Explore Customer Needs
5. Executing the Program Increment
6. Defining the PO/PM Roles and Responsibilities
7. Creating your PO/PM Action Plan

SAFe® Course: Attending this course gives learners access to the SAFe Product Owner/Product Manager exam and related preparation materials.

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Learning objectives

- 2.1 Connect the Product Owner and Product Manager roles
- 2.2 Embrace a Lean-Agile Mindset

2.1 Connect the Product Owner and Product Manager Roles

Traditional vs. Agile

PO and PM responsibilities differ between the traditional predictive approach and the Agile empirical approach.

PO/PM responsibilities	Traditional	Agile
Understand Customer need	Up front and discontinuous	Constant interaction
Document requirements	Fully elaborated in MRD/PRD	Coarsely documented in Vision and elaborated in Solution Intent
Scheduling	Plan delivery way later	Continuous near-term Roadmap
Prioritize requirements	Not at all or one-time only in PRD	Reprioritize every Program Increment (PI)
Validate requirements	NA—QA responsibility?	Accept every Iteration and PI; more frequent Releases
Manage change	Discourage change—weekly CCB meetings	Adapt and adjust at every PI and Iteration boundary
Assess status	Milestone document review	See working system every Iteration and every PI
Assess likelihood of release date	Defect trends or crystal ball, developers' words?	Release dates are fixed; manage scope expectations

Product Manager and Product Owner

In the Enterprise, a single person cannot handle product strategy and market launch while being dedicated to Agile Team(s) during development.

Product Manager

- ▶ Market/Customer facing and identifies market needs
- ▶ Collocated with and reports into marketing/business
- ▶ Owns Vision and Roadmaps, pricing, licensing, ROI, and Program Backlog
- ▶ Drives PI Objectives and content via prioritized Features and Enablers
- ▶ Establishes Feature acceptance criteria, accepts Features into the system



Product Owner

- ▶ Solution, technology, and team facing
- ▶ Collocated with and reports into development
- ▶ Contributes to Vision and Program Backlog; owns Team Backlog and implementation
- ▶ Drives Iteration Goals and Iteration content via prioritized Stories
- ▶ Establishes Story acceptance criteria, accepts Stories into the baseline

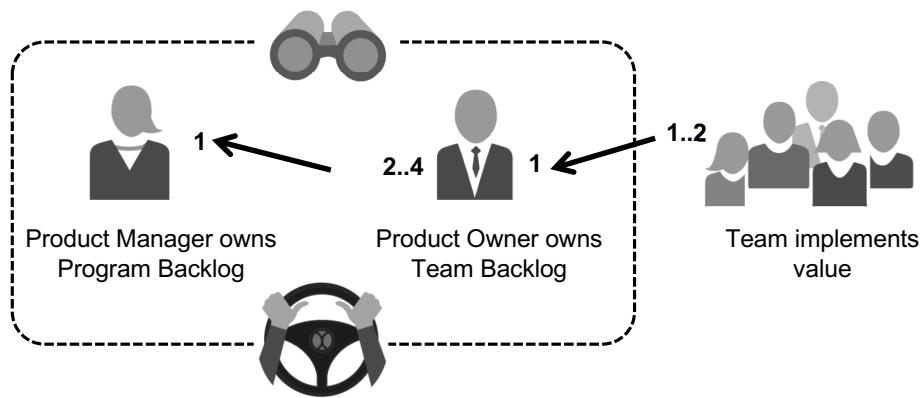


Drives the Releases and PIs

Drives the Iteration

The PO/PM team steers the train

At scale, a single person cannot handle product and market strategy while also being dedicated to an Agile team.



PO, PM, and Team activities

Product Manager <i>Drives PIs and Releases</i>	Product Owner <i>Drives the iteration</i>	Agile Teams <i>Drives program execution</i>
		
<ul style="list-style-type: none">▶ Market/Customer facing and identifies market needs▶ Collocated with marketing/business▶ Owns Vision and Roadmaps, pricing, licensing, ROI, and Program Backlog▶ Drives PI Objectives and Release content via prioritized Features and Enablers▶ Establishes Feature acceptance criteria	<ul style="list-style-type: none">▶ Solution, technology, and team facing▶ Collocated with development▶ Owns Team Backlog and implementation; Contributes to Vision & Program Backlog▶ Drives Iteration Goals and Iteration content via prioritized Stories▶ Establishes Story acceptance criteria, accepts Stories	<ul style="list-style-type: none">▶ Integrate as a train▶ Coordinates dependencies and fosters collaboration▶ Builds quality in▶ Implements and delivers value

Release content governance

Product Manager	Product Owner	Team
 <ul style="list-style-type: none">▶ Owns Program Backlog▶ Defines Features, PIs, and Releases▶ Owns pricing, licensing, and ROI▶ Collaborates on Enablers	 <ul style="list-style-type: none">▶ Owns Team Backlog(s)▶ Defines Iterations and Stories▶ Accepts Iteration increments▶ Includes refactors and redesigns in backlog	 <ul style="list-style-type: none">▶ Contribute to intentional architecture, owns emergent design▶ Own Story estimates and implementation of value▶ Integrate with other teams

Exercise: Short and Tweet



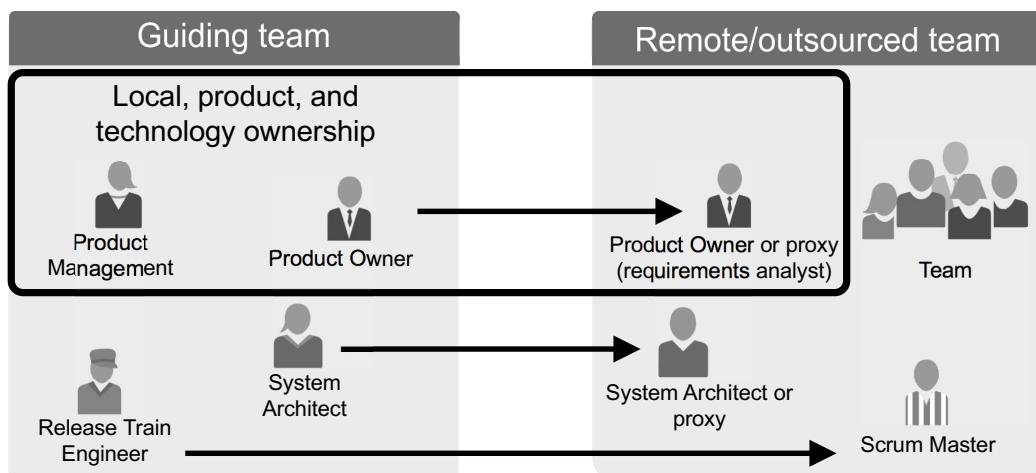
In pairs, create a 140-character description about the relationship between the Product Owner and Product Manager.

- ▶ Discuss the relationship between the roles of the Product Owner and Product Manager
- ▶ Be prepared to share your potential tweet



Product Owners/Product Managers and distributed teams

Product Owners and Product Managers can be located in the primary location, creating additional responsibilities.



Other ART roles



Release Train Engineer acts as the Chief Scrum Master for the train.



Product Management owns, defines, and prioritizes the program backlog.



System Architect-Engineering provides architectural guidance and technical enablement to the teams on the train.



The System Team provides processes and tools to integrate and evaluate assets early and often.



Business Owners are the key stakeholders on the Agile Release Train.

Exercise: Facilitating PO/PM collaboration



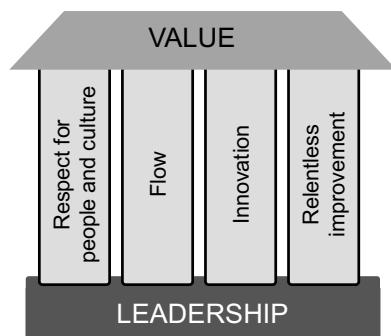
- Are your Product Owners and Product Managers effectively communicating?
 - What is going well?
 - What is going not so well?
- Be prepared to discuss



2.2 Embrace a Lean-Agile Mindset

Embrace Lean-Agile values

House of Lean



Value in the shortest sustainable lead time

Agile Manifesto

We are uncovering better ways of developing software by doing it and helping others do it. Through this work we have come to value:

- Individuals and interactions** over processes and tools
- Working software** over comprehensive documentation
- Customer collaboration** over contract negotiation
- Responding to change** over following a plan

That is, while there is value in the items on the right, we value the items on the left more.

Agile Manifesto

1. Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.
2. Welcome changing requirements, even late in development. Agile processes harness change for the customer's competitive advantage.
3. Deliver working software frequently, from a couple of weeks to a couple of months, with a preference for the shorter timescale.
4. Business people and developers must work together daily throughout the project.
5. Build projects around motivated individuals. Give them the environment and support they need, and trust them to get the job done.
6. The most efficient and effective method of conveying information to and within a development team is face-to-face conversation.

 agilemanifesto.org/principles.html

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Agile Manifesto

7. Working software is the primary measure of progress.
8. Agile processes promote sustainable development. The sponsors, developers, and users should be able to maintain a constant pace indefinitely.
9. Continuous attention to technical excellence and good design enhances agility.
10. Simplicity—the art of maximizing the amount of work not done—is essential.
11. The best architectures, requirements, and designs emerge from self-organizing teams.
12. At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly.

 agilemanifesto.org/principles.html

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Exercise: Countdown 3, 2, 1!



- ▶ Discuss the **three** most important Agile Manifesto principles to the PO and PM roles, write them on a flip chart or whiteboard
- ▶ On the index card, write down **two** other Agile Manifesto Principles that you find important to practice for success in your organization
- ▶ Share the **one** Agile Manifesto Principle that will help you the most right now back in your organization, explain why



SAFe Lean-Agile Principles

#1-Take an economic view

#2-Apply systems thinking

#3-Assume variability; preserve options

#4-Build incrementally with fast, integrated learning cycles

#5-Base milestones on objective evaluation of working systems

#6-Visualize and limit WIP, reduce batch sizes, and manage queue lengths

#7-Apply cadence, synchronize with cross-domain planning

#8-Unlock the intrinsic motivation of knowledge workers

#9-Decentralize decision-making

SAFe Lean-Agile Principles detail

#1

Take an Economic View

If the solution doesn't meet the customer's or systems builder's economic goals, then the long-term viability of the solution is suspect.

#2

Apply Systems Thinking

Systems thinking takes a holistic approach to solution development; one that incorporates design, development, deployment, and maintenance of the system itself.

#3

Assume variability; preserve options

Variability is not inherently bad or good. Rather, it is the economics associated with the timing and type of variability that determines the outcomes.

SAFe Lean-Agile Principles detail (cont.)

#4

Build incrementally with fast, integrated learning cycles

Cadence-based integration points become the primary focus of the systems builder via a development process and a solution architecture that is designed in part for that specific purpose.

#5

Base milestones on objective evaluation of working systems

The system can be measured and assessed, and evaluated by the relevant stakeholders frequently, and throughout the solution development life cycle.

#6

Visualize and limit WIP, reduce batch sizes, and manage queue lengths

To achieve the sustainably shortest lead time, Lean systems builders strive to achieve a state of continuous flow, whereby new system capabilities move quickly from concept to cash.

SAFe Lean-Agile Principles detail (cont.)

#7

Apply cadence, synchronize with cross-domain planning

Cadence makes routine that which can be routine, so the intellectual capacity of knowledge workers can be devoted to managing the variable parameters.

#8

Unlock the intrinsic motivation of knowledge workers

Lean-Agile Leaders operate within a relatively new, fundamental truth—the “management” of knowledge workers is an oxymoron.

#9

Decentralize decision-making

Decentralized decision-making reduces delays, improves product development flow and throughput, and enables faster feedback and more innovative solutions.

Exercise: Divide and conquer teach back



In groups, learn about three SAFe Principles together, and then teach it back.

- #1-Take an economic view
- #2-Apply systems thinking
- #3-Assume variability; preserve options
- #4-Build incrementally with fast, integrated learning cycles
- #5-Base milestones on objective evaluation of working systems
- #6-Visualize and limit WIP, reduce batch sizes, and manage queue lengths
- #7-Apply cadence, synchronize with cross-domain planning
- #8-Unlock the intrinsic motivation of knowledge workers
- #9-Decentralize decision-making



Exercise: Focus on #9 - Let's play Delegation Poker!



Centralize decisions that have economies of scale, decentralize all others. Use this game to learn how to decentralize.

- ▶ Delivers value in the shortest sustainable lead time
- ▶ Reduces delays
- ▶ Improves product development flow and throughput
- ▶ Enables faster feedback and more innovative solutions
- ▶ Increases empowerment

See Appendix B for
Delegation Poker cards you
can cut out and use



Source: <https://management30.com/product/delegation-poker/>

Exercise: Your Best Practices!



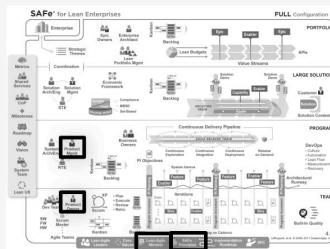
- ▶ Using the table on page 39 of your workbook, evaluate your organization on all nine SAFe Principles, in terms of how you are “Living the Values”
- ▶ Write one or two actions you will take to increase your intentions to live the SAFe values and principles



Lesson summary

In this lesson, you:

- ▶ Connected the Product Owner and Product Manager roles
- ▶ Embraced a Lean-Agile Mindset



Suggested Scaled Agile Framework reading:

- "Product Management" article
- "Product Owner" article
- "SAFe Principles" article
- "Lean Agile Mindset" article

Exercise: This lesson's key learnings



Summarize key learnings and insights from this lesson in your workbook.

