Lesson 6
Defining the PO/PM Roles and Responsibilities

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.

Learning objectives

6.1 Characterize the roles of the Product Owner and Product Manager

6.2 Examine other key program collaboration roles

6.1 Characterize the roles of the Product Owner and Product Manager

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Product Owner responsibilities

▸ Ensures Stories and Enablers meet the acceptance criteria

  – Stories are aligned to Vision, Features, and PI Objectives

  – Has content authority for the Team Backlog

▸ Represents customers and stakeholders

▸ Participates in Iteration ceremonies as a team member

▸ Helps decompose Features into Stories and prioritizes the Team Backlog

  – Works with the System Architect and the Team to understand
    and prioritize Enablers

▸ Is open to negotiations that will occur

▸ Accepts the Stories as done

Candidates for the Product Owner role

‣ Business Analysts (BAs)

‣ Subject Matter Experts (SMEs)

‣ Project Managers

‣ Domain Experts

‣ Architects

Product Owner attributes

Focused on delivering stories and enablers to the train, tasked with helping the team *build the right things at the right time.*

‣ Ability to communicate   ‣ Trust

‣ Good business sense   ‣ Courage

‣ Technical foundation   ‣ Content authority

The Product Owner in the Enterprise

- ▸ Establishes the sequence of backlog items based on program priorities, events, and dependencies with other teams

- ▸ Operates as part of an extended Product Management Team

- ▸ Understands how to operate with Epics, Capabilities, Features, and Stories

- ▸ Uses PI Objectives and Iteration Goals to communicate with management

- ▸ Coordinates with other Product Owners, the System Team, and shared resources in the ART PI Planning meetings

- ▸ Works with other Product Owners and Product Management throughout each Iteration and PI

Product Manager responsibilities

- ▸ Collaborates and sets expectations with Product Owners, stakeholders, customers, architects

- ▸ Can say 'no' in multiple directions: Stakeholders, Managers, LPM, and Product Owners

- ▸ Prioritizes Features and negotiates Enablers in the Program Backlog using WSJF

- ▸ Sets the Vision and Roadmap for the train

- ▸ Has significant people skills and the innate ability to navigate the political landscape

- ▸ Collaborates with the train to set scope

- ▸ Accepts the Features as done

Product Manager attributes

Focused on the business aspects and the market at large, tasked with
building the right Features at the right time.

▸ Sense of balance

▸ Forward thinking

▸ Continuous exploration and
understanding the
customer's needs

▸ Solid understanding of
current Solution

▸ Trust

PO and PM governance: Content authority

Product Manager – Program Backlog

▸ Has Product Backlog content authority. Works with the System
Architect and Team to prioritize Enablers.
▸ Has content authority for Vision and Roadmap
▸ Helps drive PI Objectives
▸ Establishes Features and acceptance criteria

Product Owner – Team Backlog

▸ Has Team Backlog content authority. Works with the System
Architect to prioritize Enablers.
▸ Drives Iteration Goals and content via prioritized Stories
▸ Establishes Story acceptance criteria
▸ Has authority for accepting Stories and Team increments
▸ Helps drive PI Objectives at the Team Level

PORTFOLIO BACKLOG

SOLUTION BACKLOG

PROGRAM BACKLOG

Product Manager

TEAM BACKLOG

Product Owner
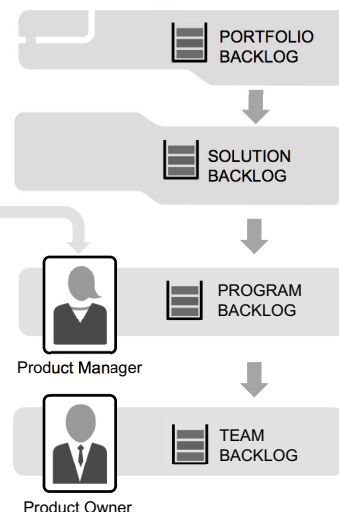
Exercise: A day in the life of the PO and PM

▸ Half the room will take the role of the PO, then the other half will take the role of the PM

▸ In your teams, use your flip chart to brainstorm the typical activities a PM or PO would be involved in. List a minimum of 10 things a PM or PO should do on a daily (or near-daily) basis.

▸ Add a time estimate to each item

▸ What conclusion can you make about the PM and PO roles?

PREPARE
10 min

SHARE
5 min

Exercise: PO/PM content authority impact

▸ Use the Framework image on page 184 in your workbook to draw connections from the Product Owner and Product Manager to other framework elements, based on:
  – Content authority and impact on the enterprise
  – Collaboration
  – Problem-solving
  – Inputs/Outputs
  – Other ideas you have

▸ List the impacts and the challenges you may have in performing the content authority aspect of your role

▸ Be ready to present
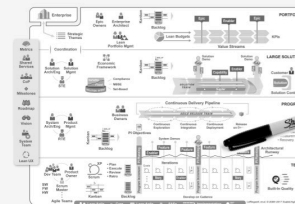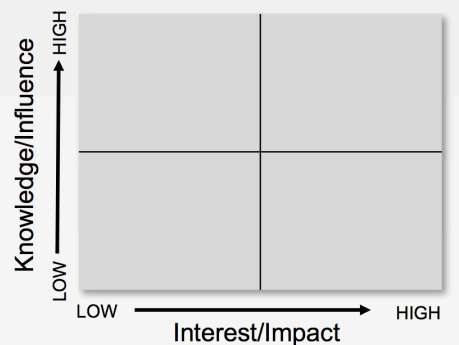
PREPARE
5 min

SHARE
1 min

6.2 Examine other key program collaboration roles

Exercise: Who are the stakeholders in your environment?

Using the roles in your workbook, and the roles in your enterprise, create a potential collaboration model for your role in the enterprise.

▸ As a table, review the SAFe roles on the top of the workbook page

▸ Identify the potential stakeholders for collaboration in your workbook

▸ Using the SAFe roles, and current roles within your enterprise, place the role in the appropriate section of the matrix
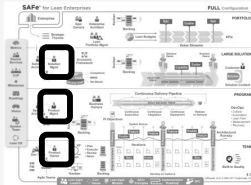
A 2x2 matrix with vertical axis labeled "Knowledge/Influence" from LOW to HIGH, and horizontal axis labeled "Interest/Impact" from LOW to HIGH.

PREPARE
5 min

Lesson summary

In this lesson, you:

▸ Compared and contrasted the commonalities and differences between the Product Owner and Product Manager roles

▸ Defined the Product Owner and Product Manager roles

Suggested Scaled Agile Framework reading:
"Product Owner" and the "Product and Solution Management"
articles

Exercise: This lesson's key learnings

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

5 min