

Certified Scrum Product Owner



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Introduction

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Introductions

Name Tag

Please grab a name tag

- Write your name using a sharpie
- Draw your hobby
- Add your a) location, b) tip or motto, c) job/role/company

Index Card

On an index card, write down a challenge you are facing

Share

Be prepared to share your answer when prompted to do so

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Fadi Stephan

20+ years of experience in software development

Developer, coach, and trainer

Experience in start-ups, fortune 500 companies and government

Experience with telecom, financial, hospitality, and technology

Co-Organizer of the DC Scrum User Group

Skier and cyclist



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Contact Info



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Agenda

- | | |
|---------------------------------|----------------------------|
| 1. Introduction | 9. Product Backlog Items |
| 2. Scrum Framework | 10. Splitting User Stories |
| 3. Agile Overview | 11. Prioritization |
| 4. Product Ownership | 12. Visioning |
| 5. Product Discovery | 13. Understanding Users |
| 6. Scrum Team | 14. Roadmaps |
| 7. Product Owner | 15. Sprint Planning |
| 8. Product Backlog & Refinement | 16. Sprint Review |

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Housekeeping



Class start
time/end time



Breaks throughout
the day



Lunch



Q&A



Tangents &
Parking lot



Skipping slides

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Scrum Alliance CSPO Requirements

1. Complete CSPO course
- 2. Mandatory Attendance and Participation for the entire course:**
 - a) Participation in group exercises
 - b) Participation in polls
 - c) Participation in discussions
 - d) Participation in roll calls
3. Cameras on and working mics
4. Accept the license agreement



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Scrum Alliance Certifications



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Scrum Alliance Certifications: Foundational



Certified ScrumMaster: The CSM covers Agile values and Agile principles, the fundamentals of Scrum, the intricacies of the Scrum framework, Scrum roles and responsibilities, and the keys to a successful Scrum implementation. No prerequisites. Suitable for managers and team members.



Certified Scrum Product Owner: The CSPO covers the Agile values and Agile principles, the fundamentals of the Product Owner role, developing a roadmap and release plan, managing product backlogs and the keys to a successful Scrum implementation. No prerequisites. Suitable for Product Owners and Business Analysts.



Certified Scrum Developer - Team Member Practices: This CSD covers Scrum fundamentals, Scrum roles and accountabilities, and the key skills needed to be able to work successfully as a member of the Scrum team. No prerequisites. Suitable for all team members. Take this class or the CSM class. Participants that take both the **Team Member Practices** class and the **Agile Engineering Practices** class earn the A-CSD cert.



Certified Scrum Developer - Agile Engineering Practices: This CSD covers the fundamentals of Agile engineering practices and the skills needed to design and build reliable, robust and verifiable systems including Test Driven Development, collective code ownership, automated builds and tests, continuous integration and deployment. Suitable for programmers with 1+years of coding experience. Participants that take both the **Team Member Practices** class and the **Agile Engineering Practices** class earn the A-CSD cert.

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Scrum Alliance Certifications: Advanced



Advanced Certified ScrumMaster: The A-CSM goes beyond the fundamentals of Scrum and provides a deeper understanding of the ScrumMaster role, servant leadership and self-organization; the ScrumMaster's responsibilities in servicing the Product Owner, the Developers and the organization; as well as advanced facilitation and coaching techniques. Requires CSM and 1 year of experience. Suitable for ScrumMasters and Coaches.



Advanced Certified Scrum Product Owner: The A-CSPO goes beyond the fundamentals of Scrum and provides a deeper understanding of the Product Owner role, stakeholder management and facilitation, product discovery, product strategy, product roadmaps, release management, and advanced product backlog refinement techniques. Requires CSPO and 1 year of experience. Suitable for Product Owners and Business Analysts.



Advanced Certified Scrum Developer – Agile Engineering Practices: The A-CSD goes beyond the fundamentals of Scrum and provides a deeper dive into the technical engineering skills needed to successfully produce a production ready Product Increment at the end of each and every Sprint. The technical focus is on working with legacy code. Requires CSD and 1 year of experience of Scrum experience and 2 years of programming experience. Participants that take the **Team Member Practices** class and the **Agile Engineering Practices** class also earn the A-CSD cert.

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Scrum Alliance Certifications: Professional



Certified Scrum Professional – ScrumMaster: CSP-SM dives deeper into advanced Lean thinking, team dynamics and effectiveness, conflict resolution, organizational development, and scaling Scrum. Requires A-CSM and 2 years of experience. Suitable for ScrumMasters and Coaches.



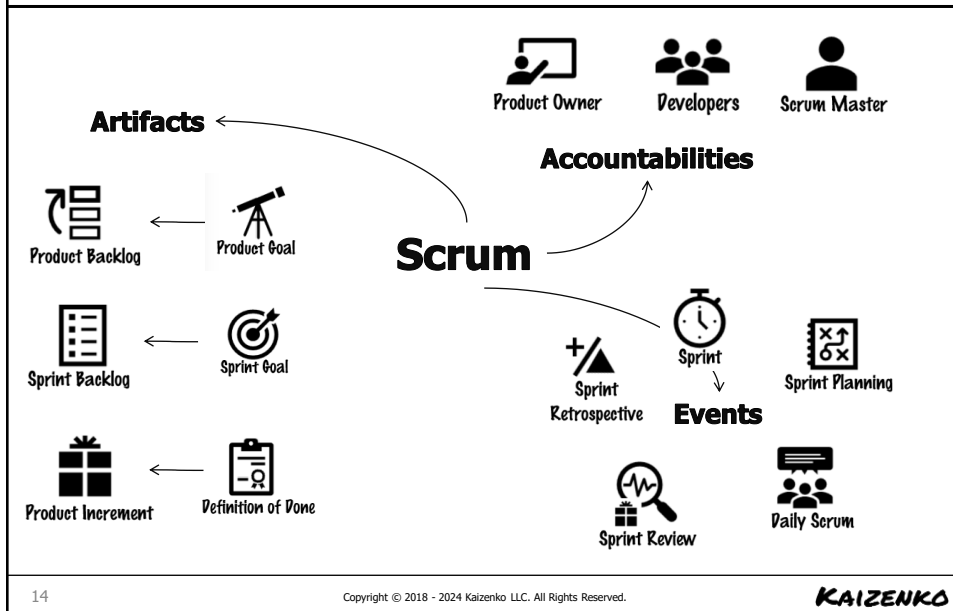
Certified Scrum Professional – Product Owner: CSP-PO dives deeper into funding and financing, economics of product development, advanced customer research and product discovery, roadmapping at scale, working with multiple Scrum teams, and product launches. Requires A-CSPO and 2 years of experience. Suitable for Product Owners and Business Analysts.



Certified Scrum Professional – Developer: Coming in 2024

Scrum Framework

Scrum Elements



Scrum Defined

Scrum is a **framework** within which people can address complex adaptive problems, while productively and creatively delivering products of the highest possible value.

Scrum is founded on empirical process control theory, or **empiricism**. Empiricism asserts that knowledge comes from experience and making decisions based on what is known. Scrum **employs an iterative, incremental** approach to optimize predictability and control risk.

Scrum **is not a process or a technique** for building products; rather, it is a framework within which you can employ various processes and techniques.

Scrum is lightweight, simple to understand, difficult to master.

scrumguides.org

3 Pillars of Empirical Process

Transparency



Inspection



Adaptation



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Scrum Overview

Development is performed in 1-to-4-week Sprints

The Product Owner creates an ordered Product Backlog of Product Backlog Items

Highest priority Product Backlog Items are delivered first

Developers meet each day to plan the day's activities (Daily Scrum)

At the end of the Sprint, the stakeholders provide feedback (Sprint Review) on the working deliverable (Product Increment) and the Product Owner updates the Product Backlog accordingly

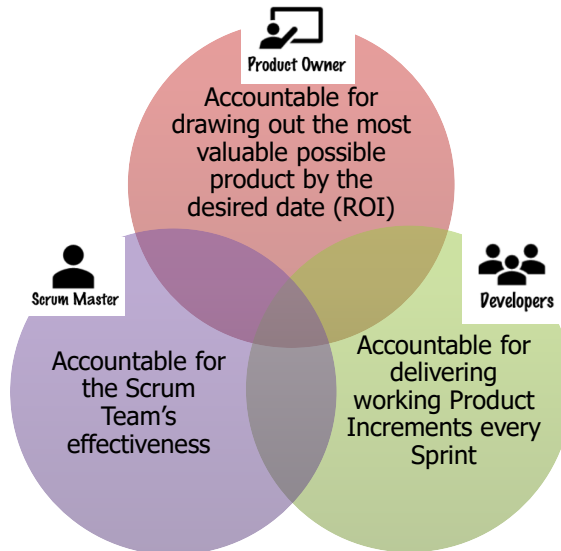
At the end of the Sprint, the Scrum Team reflects on the process to make it more effective (Sprint Retrospective)

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Scrum Team Overview

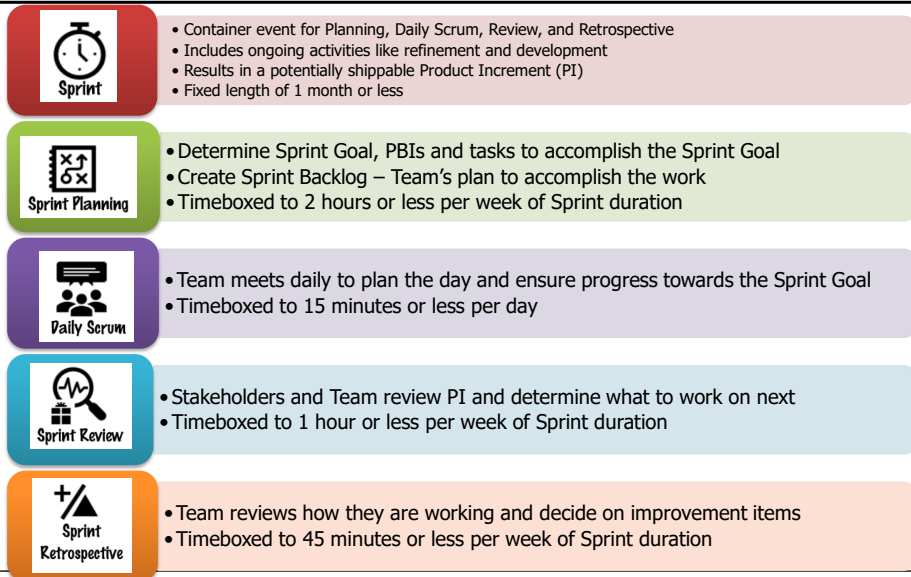


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Scrum Events Overview



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Scrum Artifacts Overview



Product Backlog

- Ordered list of ideas, kept in order we expect to do them
- Single source from which all requirements flow to meet overall Product Goal
- Product Backlog Refinement is an ongoing activity for adding, refining, estimating, removing, re-ordering, splitting, or merging product backlog items



Sprint Backlog

- The Sprint Goal, along with a list of refined Product Backlog Items (PBI) chosen for development in the current Sprint, and the teams plan (tasks) for accomplishing the work
- Reflects the team's forecast of what work can be accomplished



Product Increment

- Meets team's Definition of Done
- High enough quality to be usable and valuable
- A steppingstone toward the Product Goal

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Scrum Commitments Overview



Product Goal

- The long-term objective for the Scrum Team
- It serves as a target for the Scrum Team to plan against
- The Product Backlog emerges to define "what" will fulfill the Product Goal
- Teams must fulfill (or abandon) one objective before taking on the next



Sprint Goal

- The single objective for the Sprint
- Provides flexibility in terms of the exact work needed to achieve it
- Creates coherence and focus, encouraging the Scrum Team to work together rather than on separate initiatives



Definition of Done

- Formal description of the state of the Increment when it meets the quality measures required for the product
- Creates transparency by providing everyone a shared understanding of what work was completed as part of the Increment
- Only items that meet the Definition of Done are presented at the Sprint Review
- Multiple Scrum Teams working together on the same product must mutually define and comply with the same Definition of Done
- The moment a Product Backlog item meets the Definition of Done, an Increment is born

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Sprint Planning



Meeting to initiate the Sprint and lay out the work to be performed in the Sprint



Determine Why this Sprint is valuable to stakeholders, what will be delivered, and how will it be achieved



2 hours or less per week of Sprint duration



Generate a Sprint Backlog



The Sprint Backlog is the team's plan to accomplish the work. It includes the Sprint Goal (why), the Backlog Items (what) the Sprint tasks (how)

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Sprint Planning

Topic 1 – Why

- Determine Sprint Goal

Topic 2 - What

- Discuss and elaborate high priority “ready” stories
- Finalize acceptance criteria
- Review high level estimate

Topic 3 - How

- Task out each story
- Ask for further clarification
- Commit to achieving the Sprint Goal

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Daily Scrum



Inspect progress toward the Sprint Goal and adapt the Sprint Backlog and the day's plan as necessary



Is a **planning and coordination** meeting held **by the developers for the developers**



Product Owner is optional (based on developer needs)



Time after Daily Scrum is great for **ad-hoc meetings**



Timeboxed to 15 minutes or less



Ensure progress is being made towards the Sprint Goal



Create a plan for the day to keep making progress towards the Sprint Goal



Ensure impediments are visible and someone is actively working on them

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Sprint Review



Inspect the outcome of the Sprint and determine future adaptation



Working session where the Scrum Team collaborates with the stakeholders on what to do next



The Scrum Team and stakeholders review the Product Increment and what was accomplished in the Sprint



Progress towards the Product Goal is discussed



The Scrum Team and stakeholders review any changes to their environment or market and decide what to work on next



Feedback gathered is processed by PO to update the Product Backlog, release plans, and budgets



1 hour or less per week of Sprint duration

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Sprint Retrospective



Improve quality and effectiveness



What went well in the last Sprint?



What could be better in terms of individuals, interactions, processes, tools, Definition of Done?



Facilitated by the ScrumMaster



Follow-up on previous retrospectives



Actionable outcomes added to the next Sprint Backlog



45 minutes or less per week of Sprint duration

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Product Backlog



Emerges based on the Product Goal



Single source of work for the Scrum Team



Ordered list of hypotheses, problems, features, functions, requirements, enhancements, and fixes



Backlog is emergent - is never complete



Dynamic



Constantly changes to identify product needs



Frequently re-ordered

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Sprint Backlog



Team's plan to accomplish the Sprint created by the Developers and for the Developers



Includes the Sprint Goal. A single objective for the Sprint (Why)



Includes the refined Product Backlog Items that will help the team accomplish the Sprint Goal (What)



Includes the tasks that will help the team complete the PBIs and accomplish the Sprint Goal (How)



Provides real time picture of the work and is updated throughout the Sprint as more is learned



Highly visible



Can include retrospective action items

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Product Increment



Is the output of every Sprint



Is produced iteratively and incrementally



Includes functionality of all previous increments



Is fully tested



Is of high enough quality to be "potentially shippable"



Meets the team's current Definition of Done



Is an incremental step towards a product goal or overall vision

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Definition of Done

Formal description of the state of the Increment when it meets the quality required for the product

A list of quality checks required to produce a working Product Increment

Primary quality reporting mechanism

Informed by reality

Not static

Matures and is strengthened over time

Auditable checklist

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5 Scrum Values



Focus

Scrum Team's primary focus is making progress towards the Sprint Goal



Openness

The Scrum Team and stakeholders agree to be open about all the work and the challenges with performing the work.



Respect

The Scrum Team members respect each other to be capable, independent people.



Courage

The Scrum Team members have the courage to do the right thing and work on tough problem.



Commitment

Scrum Team commits to each other on achieving its goals

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Scrum Framework – Review

1. What are the 3 pillars of empiricism?
2. For a 2 week Sprint, what's the max time box for:
Sprint Planning:____ Daily Scrum:____ Sprint Review:____
Sprint Retrospective:____ Product Backlog Refinement:____
3. List 3 benefits of timeboxing?
4. The five values of Scrum are focus, _____,
_____, courage, _____

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Scrum Framework – Review

1. What are the 5 Scrum events?
2. What are the 3 Scrum Artifacts?
3. What are the 3 Scrum Accountabilities
4. The Product Backlog emerges from the _____
5. The Sprint Backlog is the team's plan to meet the _____
6. The Product Increment is at a level of quality as determined by the

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Agile Overview

Manifesto for Agile Software Development

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 Process 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.

Principles Behind The 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 to 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.

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Principles Behind The Manifesto:

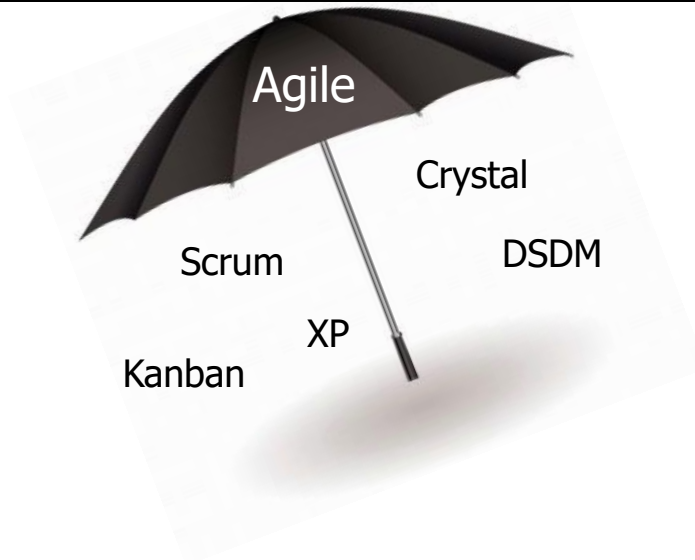
7. Working software is the primary measure of progress.
8. Agile processes promote sustainable development. The sponsors, developers, and users should be able to maintain a constant pace indefinitely.
9. Continuous attention to technical excellence and good design enhances agility.
10. Simplicity--the 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.

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Agile Umbrella



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Agile Overview - Review

1. What is Agile?

2. Match the Agile Values below:

Individuals and interactions

Responding to change

Comprehensive documentation

Customer collaboration

Contract negotiation

Process and tools

Following a plan

Working software

3. Is it vs., over, instead of, or replaces

4. What's the relationship between Agile and Scrum

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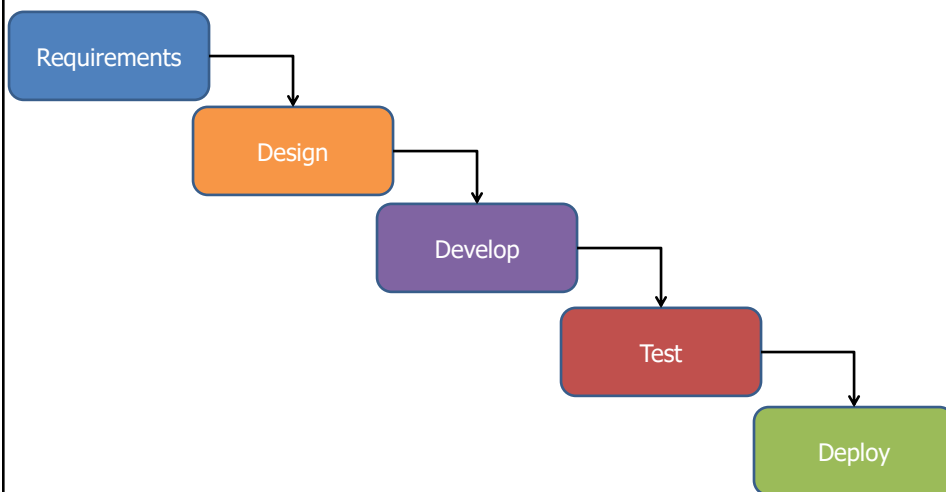
Agile Product Ownership

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Waterfall Development

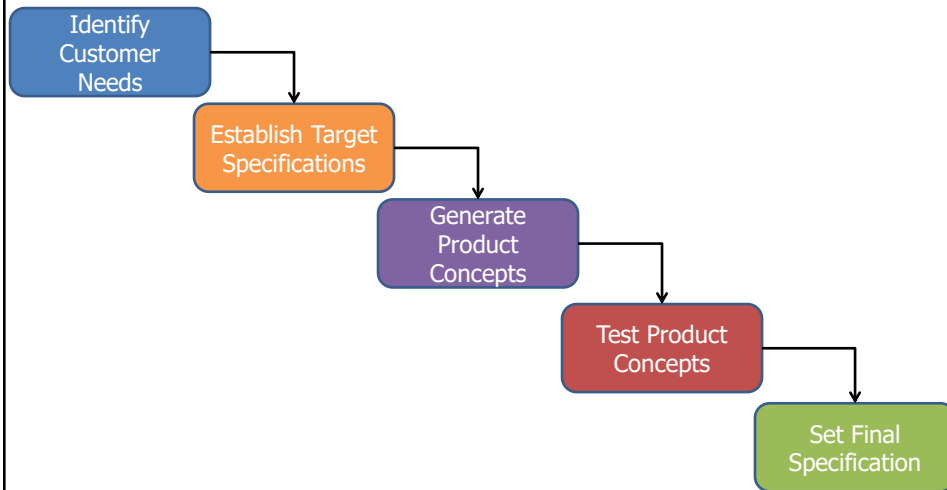


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Traditional Product Ownership

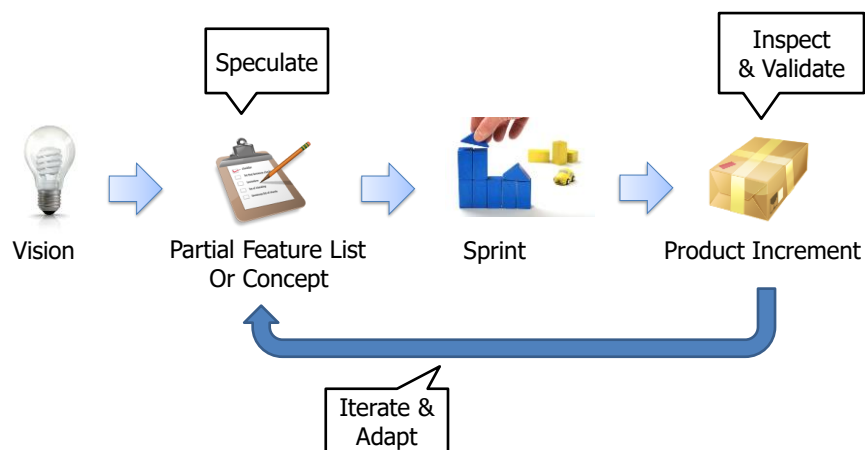


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Agile Product Ownership



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Output vs. Outcome



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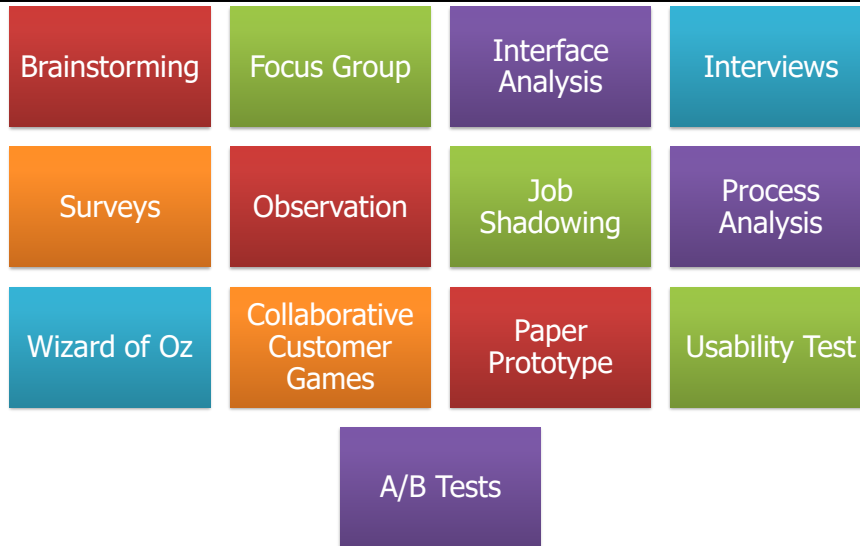
Product Discovery

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Common Elicitation and Validation Techniques



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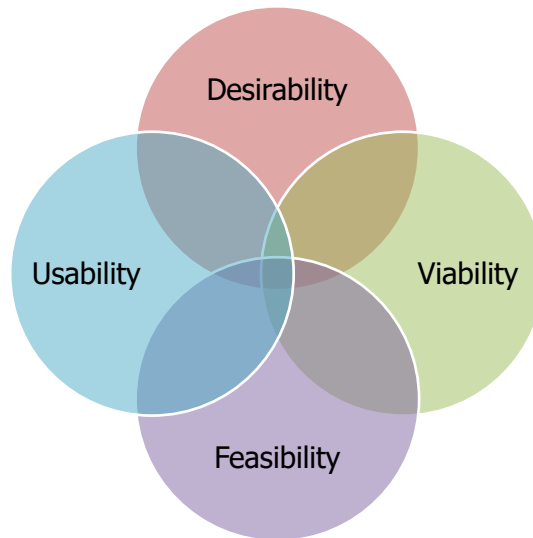
Innovation Lab Notes

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Risks

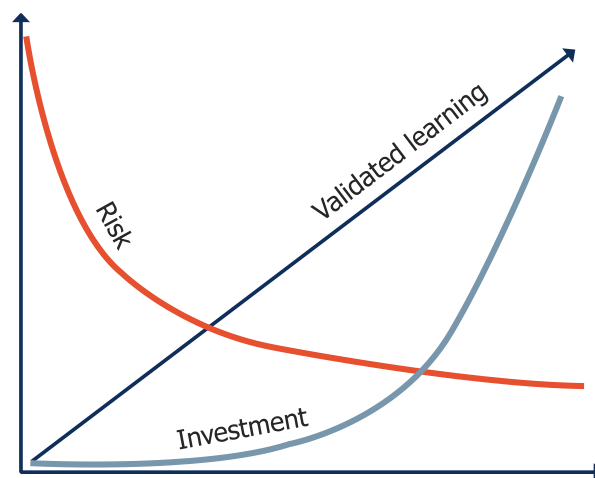


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Validated Learning



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Exercise – Aspects of Product Discovery

1. What aspects of product discovery did you observe and how did they contribute to successful product outcomes?
2. What techniques were used to connect the Developers directly to the customers?
3. Which techniques help with validation?
4. Compare interviews, surveys, and prototypes relative to their costs and quality of learning

Scrum Team

The Scrum Team

Main Responsibility	Creating a valuable and useful increment every Sprint
Artifact	Product Backlog, Sprint Backlog & Product Increment
Rights	<ul style="list-style-type: none">• Determine what to work on• Determine when to do the work• Determine who does the work• Determine how to do the work
Accountable	<ul style="list-style-type: none">• Deliver on the Product Goal, one at a time

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The Scrum Team

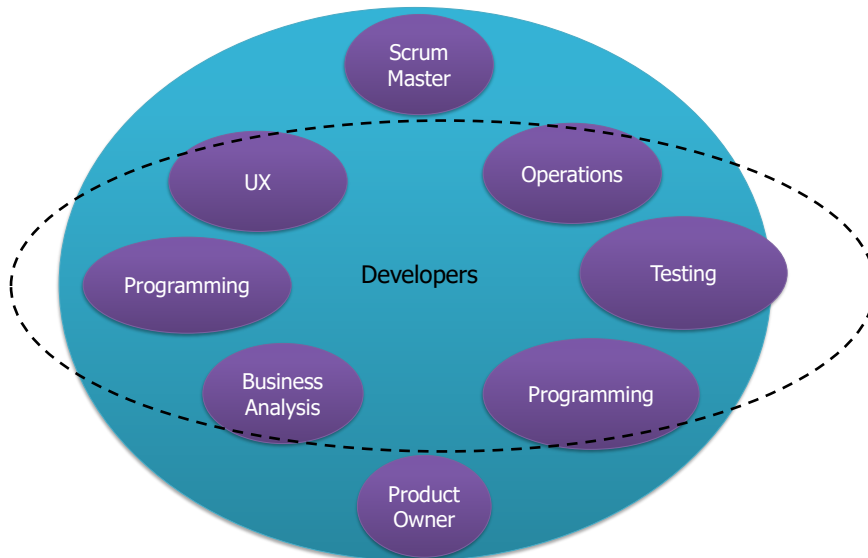
Characteristics	<ul style="list-style-type: none">• 10 or fewer people• Cross functional• Self-managing• Mutual accountability• No sub teams• No Hierarchy
Responsibilities and Activities	<p>All product related activities including:</p> <ul style="list-style-type: none">• Stakeholder collaboration• Verification• Maintenance• Operation• Experimentation• Research and Development

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The Scrum Team

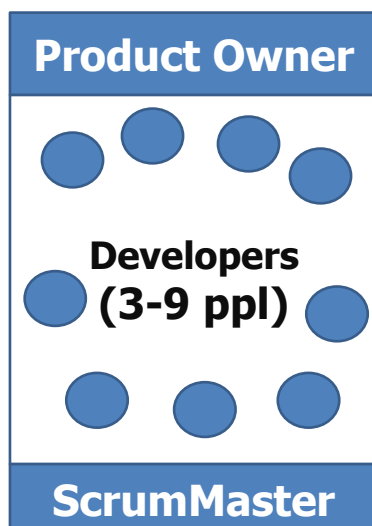


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The Scrum Team



The Scrum Team is typically 10 or fewer people

Consider breaking up larger teams into smaller team

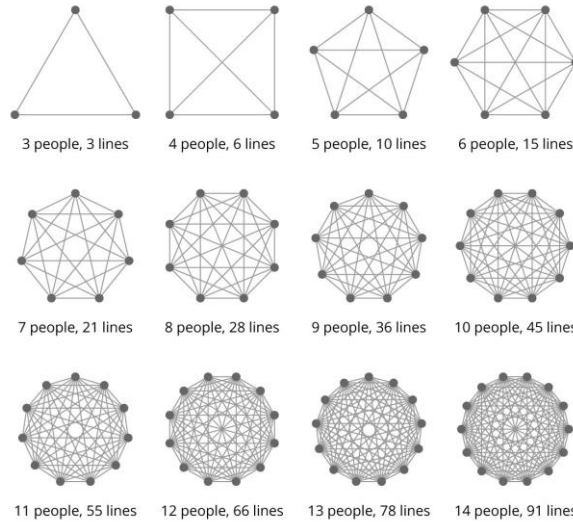
Multiple teams working on the same product should have the same single product goal, work from the same single product backlog and have the same single product owner.

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Lines of Communication



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Developers

Function	The Implementers
Main Responsibility	Deliver a usable quality Product Increment each Sprint
Artifact	Sprint Backlog & Product Increment
Rights	<ul style="list-style-type: none"> • Provide their own estimates • Sign up for work • Produce quality work
Accountable	<ul style="list-style-type: none"> • Create the Plan for the Sprint, the Sprint Backlog • Instill quality by adhering to a Definition of Done • Adapt their plan each day towards the Sprint Goal • Hold each other accountable as professionals

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Developers

Characteristics	<ul style="list-style-type: none"> • Cross functional • Self-organizing • Mutual accountability • No sub teams • No titles (team mentality) • Support each other to accomplish the Sprint Goal • Fully dedicated • Empowered and Authorized • Know how best to accomplish their work • Have all skills needed to deliver business value
Responsibilities and Activities	<ul style="list-style-type: none"> • Deliver a potentially shippable product increment each and every Sprint • Assist in maintaining the product backlog (refinement) • Improve their engineering practices • Implement retrospective action items • Continuously work on their T-Shaped skill sets • Determine how much to take on for a Sprint • Determine how to accomplish the Sprint goal

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The Product Owner

Function	The Decider
Main Responsibility	Return on Investment or maximizing the work of the team
Artifact	Product Backlog
Rights	Provide independent strategic authority Define scope for the Developers Decide on release dates
Accountable	Effective Product Backlog Management including: <ul style="list-style-type: none"> • Developing and explicitly communicating the Product Goal • Creating and clearly communicating the Product Backlog Items • Ordering the Product Backlog Items • Ensuring that the Product Backlog is transparent, visible and understood

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The Product Owner

Characteristics	<ul style="list-style-type: none"> Single Person Strategic Authority Voice of the business Bandwidth Empowered Knowledgeable Accountable
Responsibilities And Activities	<ul style="list-style-type: none"> Determines product strategy and business model Provides strategic product direction, vision, and roadmap Researches the market/users to discover opportunities, needs, & pain points Analyzes the market and competitors Determines value proposition Manages, orders, and prioritizes the Product Backlog Maximizes the value of the Developers' work Provides answers/clarifications to the Developers Manages and engages the business stakeholders

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The ScrumMaster

Function	True leader serving the Product Owner, the developers and the Organization (Servant Leader)
Main Responsibility	Helps removes impediments
Artifact	None...and all
Rights	<ul style="list-style-type: none"> Experiment with new ideas Have access to stakeholders and decision makers Address issues openly
Accountable	<ul style="list-style-type: none"> The Scrum Team's effectiveness Establish Scrum as defined in the Scrum Guide

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The ScrumMaster

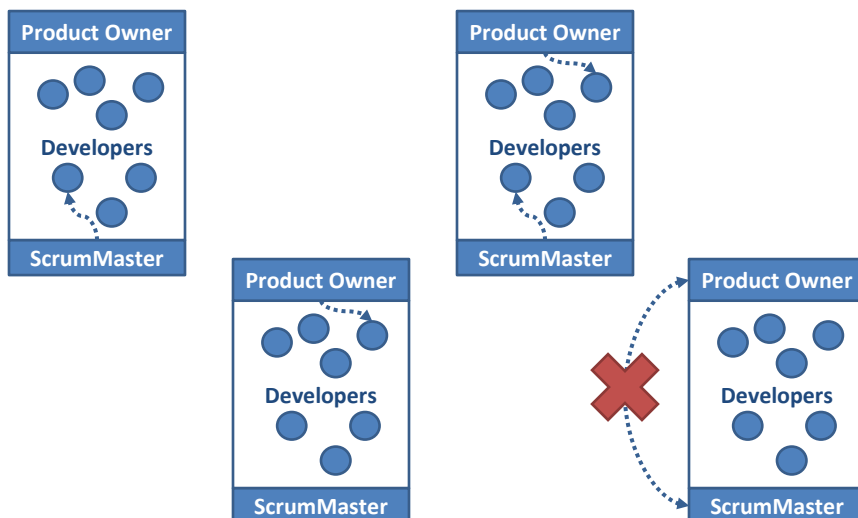
Characteristics	Mediation Communication Facilitation Negotiation Collaboration Servant Leadership
Responsibilities And Activities	Helps the organization understand and enact empiricism Plans and advises on Scrum implementations within the org Leads, trains and coaches the organization on Scrum adoption Acts as a change agent Empowers the team and enables cooperation and collaboration Blocks distractions and helps remove impediments Removes barriers between stakeholder and Scrum Teams Increases visibility and transparency Coaches the PO on effective product backlog management Coaches the Team in self-management and cross-functionality Facilitates as requested

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Impact of Shared Accountability (Not Recommended)



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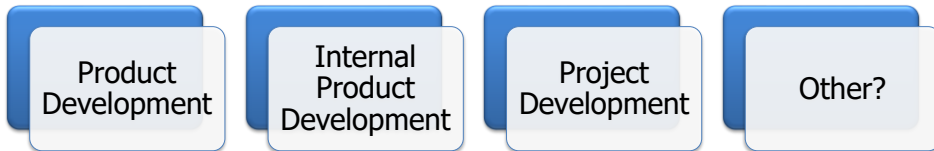
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Scrum Team – Review

1. What is the **main** accountability of a Product Owner?
2. What is the **main** accountability of the Developers?
3. What is the **main** accountability of a ScrumMaster?
4. What changes for the PO when dealing with multiple teams?

Product Owner

What Type of Product Owner Are You?

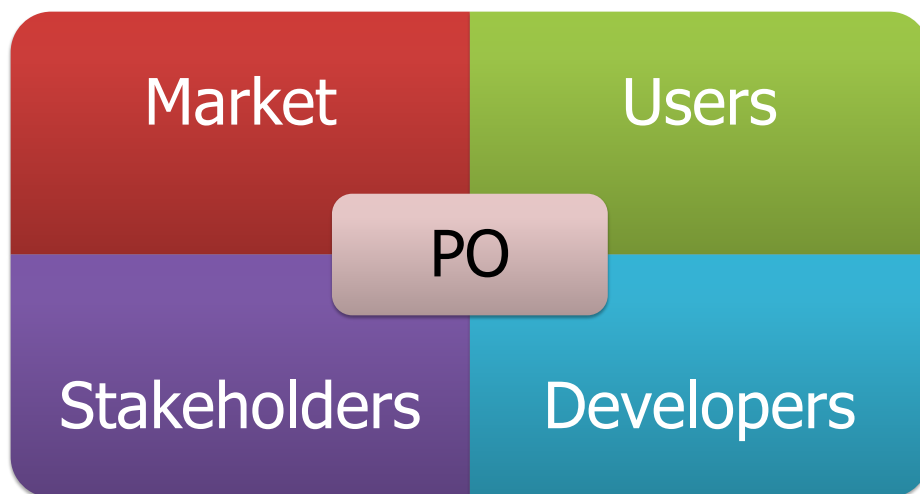


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Product Owner Focus



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Product Owner Focus



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Product Backlog & Backlog Refinement

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Product Backlog



Emerges based on the Product Goal



Single source of work for the Scrum Team



Ordered list of hypothesis, features, functions, requirements, enhancements, and fixes



Backlog is emergent - is never complete



Dynamic



Constantly changes to identify product needs



Frequently re-ordered

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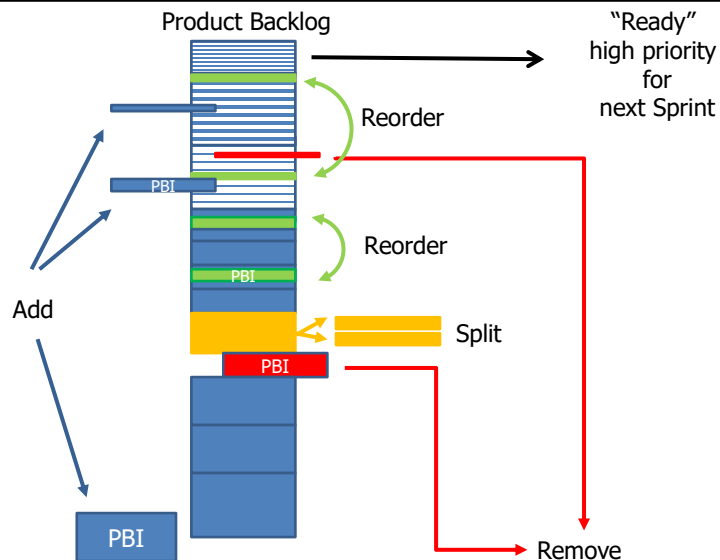
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Product Backlog Refinement

Fine

Granularity

Coarse



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Product Backlog Refinement

Keeping the Product Backlog ordered

Removing or demoting items that no longer seem important

Adding or promoting items that arise or become more important

Getting items to "Ready" by clarifying items and providing additional details

Splitting items into smaller items or merging items into larger items

Estimating items

Ongoing activity throughout the Sprint

About 10% of the Developers' capacity

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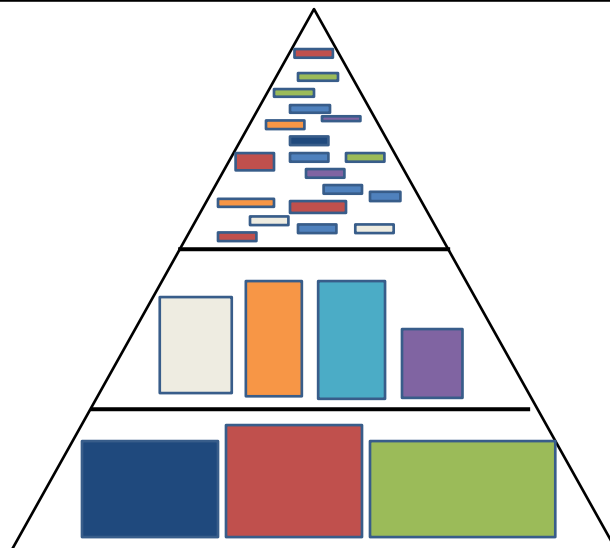
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Progressive Elaboration

Now

Later

Much Later



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Exercise – Debate Pros/Cons of this Backlog

Product Backlog



Sprint 1

Sprint 2

Sprint 3

Sprint 4

Sprint 5

Sprint 6

Sprint 12

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MMF and MVP

Minimum Marketable Feature (MMF)

The smallest unit of functionality with "intrinsic **marketable value**."

– Software by Numbers by Mark Denne

Minimum Viable Product (MVP)









The Minimum Viable Product is that version of a new product which allows a team to collect the maximum amount of **validated learning** about customers with the least effort.

– Lean Startup by Eric Reis

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THE PRODUCT BACKLOG REFINEMENT CANVAS		KAIZENKO
 TEAM NAME		 DATE
 NEW PBIs Which new Product Backlog Items got added since our last refinement session?		
 PRIORITIZED PBIs Which Product Backlog Items moved up and require our attention?	 DEPRIORITIZED PBIs Which Product Backlog Items moved down and no longer require our attention?	
 READY PBIs Which Product Backlog Items towards the top of the Product Backlog still require refinement, clarification, splitting, and estimation?		
 RISKS Which prioritized Product Backlog Items are risky or complex and require a spike to get added to the next Sprint's Backlog?		
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Product Backlog – Review
<ol style="list-style-type: none"> 1. A Product Backlog is the _____ of requirements 2. What activities are done during PBR? 3. When do we do PBR? For how long? 4. Who participates in PBR? 5. True or false, the Product Backlog is never complete? 6. True or false, the Product Backlog is dynamic? 7. What does the Product Owner do during PBR? 8. What are three benefits of an incremental & iterative approach?
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Product Backlog Items (PBI)

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Product Backlog Items

Hypothesis, Features, functions, requirements, enhancements, and fixes

Elements of a PBI include:

- **D**escription of functionality
- **O**rder
- Business **V**alue
- **E**stimate

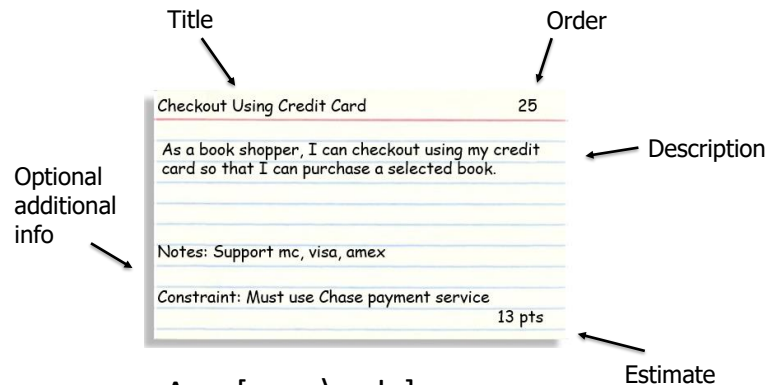


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User Stories



As a [user \ role],
I want\ I can [feature]
so that [business value]

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Acceptance Criteria

Works with Visa, Mastercard and Amex

Require first name, last name, street address, city, state, and zip code

Must verify expiration date, zip code and security code

- ◇ State intent not solution
- ◇ Help define conditions of satisfaction
- ◇ Manage expectations
- ◇ Might lead to new requirements
- ◇ Attributes:
 - Objective
 - Measurable
 - Tangible

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Attributes of User Stories

Simple, clear, short description of customer valued functionality

- Written description used for planning
- Conversation to flesh out details
- Tests to determine completeness

3Cs

- Card
- Conversation
- Confirmation

Dove

- **D**escription
- **O**rder
- **V**alue
- **E**stimate

Spikes

- Short Timeboxed Research Activity

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INVEST – Attributes of a Good User Story

Independent
Negotiable
Valuable
Estimatable
Small
Testable



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Optional Supporting Documentation

High level
design
document

Detailed design
document

Specifications
document

Process flow
diagram

Test plan
document

Wireframes

Use cases

All on an as
needed basis
and just in time

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Splitting User Stories

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When to Split User Stories

01

Split stories that are dependent on each other

02

Split stories that are too big

03

Split stories into spikes if complex or risky

04

Split compound stories

<https://www.kaizenko.com/top-13-patterns-to-split-a-user-story/>

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How to Split User Stories



Stories should represent some level of end-to-end functionality.

Do not split into tasks like design, code frontend, code middle tier, code back end.

Deliver a cohesive subset of all layers.

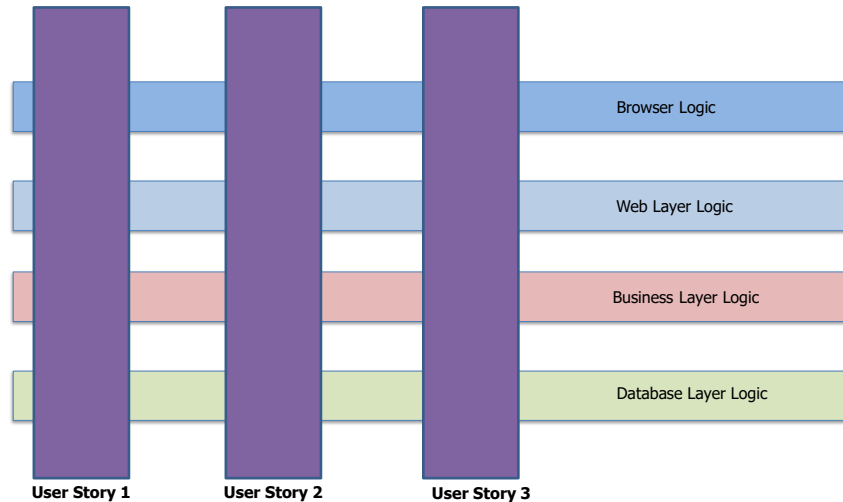
Do the simplest thing that could possibly work.

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Vertical Slicing



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Patterns for Splitting Stories

Data boundaries

- Local vs. International
- One type of credit card
- USD only

Operational boundaries

- CRUD
- Happy path vs. exceptional cases
- Business rules

Performance

- Working 1st
- Performant next

<https://www.kaizenko.com/top-13-patterns-to-split-a-user-story/>

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Patterns for Splitting Stories

Cross cutting concerns

- Security
- Logging
- Error handling

Priority

- Necessity
- Flexibility
- Safety
- Comfort, luxury, performance

<https://www.kaizenko.com/top-13-patterns-to-split-a-user-story/>

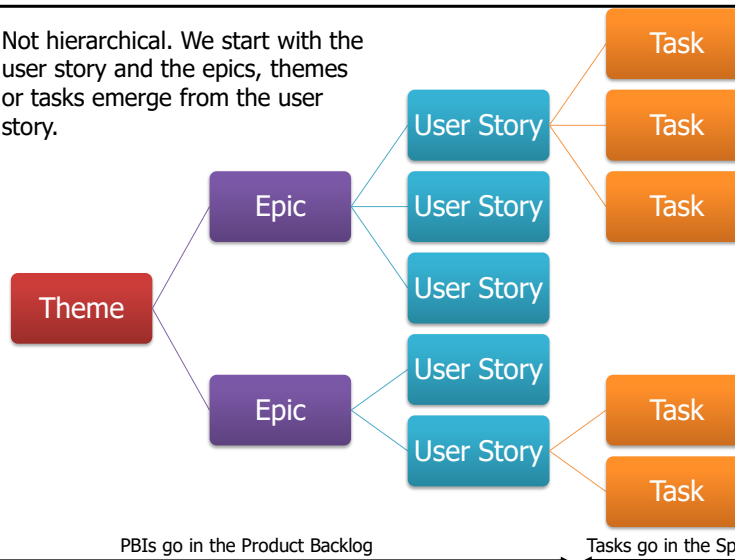
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Theme or Epic or User Story or Task

Not hierarchical. We start with the user story and the epics, themes or tasks emerge from the user story.



← PBIs go in the Product Backlog →

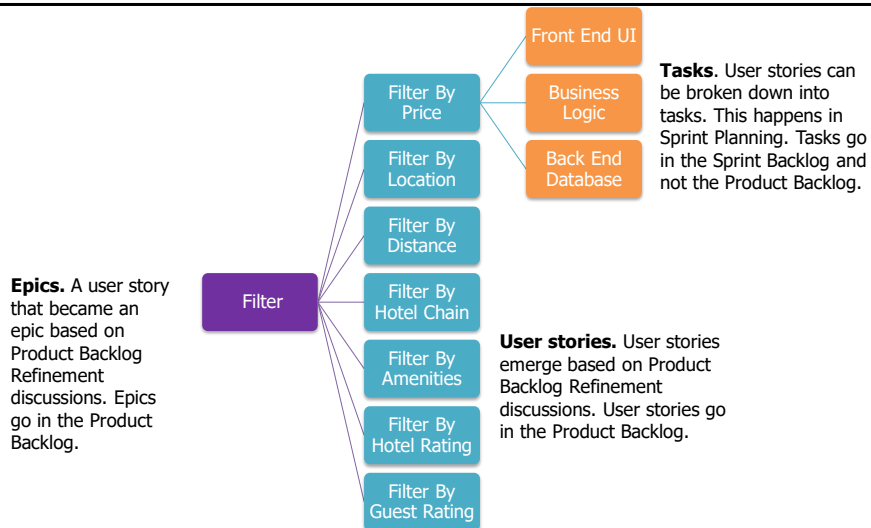
← Tasks go in the Sprint Backlog →

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Epic or User Story or Task



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Product Backlog Items – Review

1. Must items in the Product Backlog be user stories (Y/N)?
2. Where do PBIs come from?
3. What are some elements of PBIs?
4. What are some elements of a user story?
5. What are ways of splitting a user story?

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User Story - Review

As a [role/who],
I want [feature/what]
so that [value/why]

Which part is Most Important?

- ◇ Who?
- ◇ What?
- ◇ Why?
- ◇ Acceptance Criteria?
- ◇ How?

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Prioritization

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Ordered

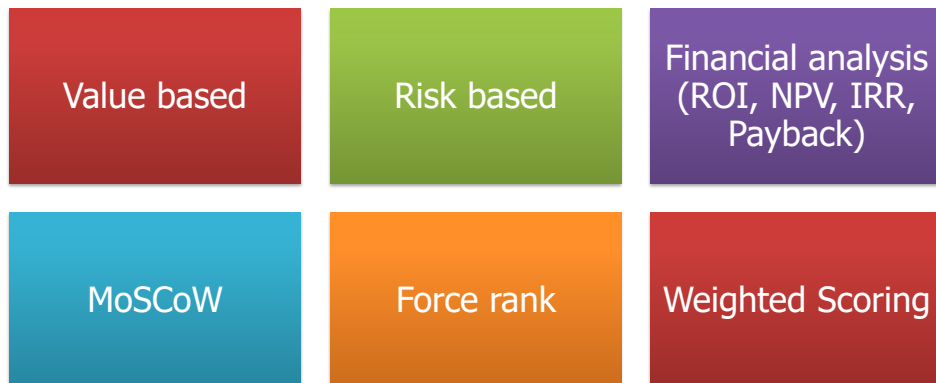


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Prioritization Techniques



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Business Value and Cost

Value

Cost

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Business Value and Risk

Value

Risk

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MoSCoW

M - MUST have this

S - SHOULD have this if at all possible

C - COULD have this if it does not affect anything else

W - WON'T have this time but WOULD like in the future

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Financial Models

Net Present Value
(NPV)

Internal Rate of
Return (IRR) or
Return on
Investment (ROI)

Payback Period

Margin

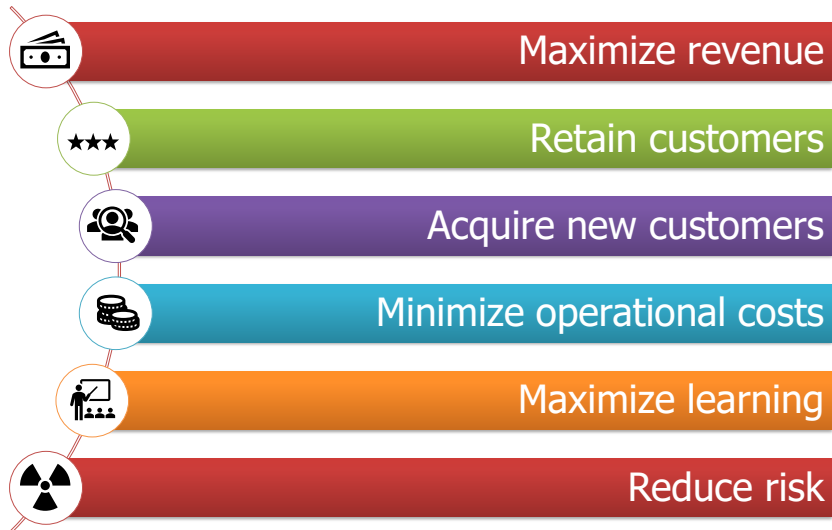
Any others that
your
organizations
use?

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What is Value?



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Knowledge Acquisition



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Prioritization – Review

1. When do we do prioritization?
2. What are some techniques to do prioritization?

Visioning

Exercise - Pick Your Product



Flights



Education



Health



Transportation



Shopping



Gym



Lodging



Movies



Sports



Food



Pets



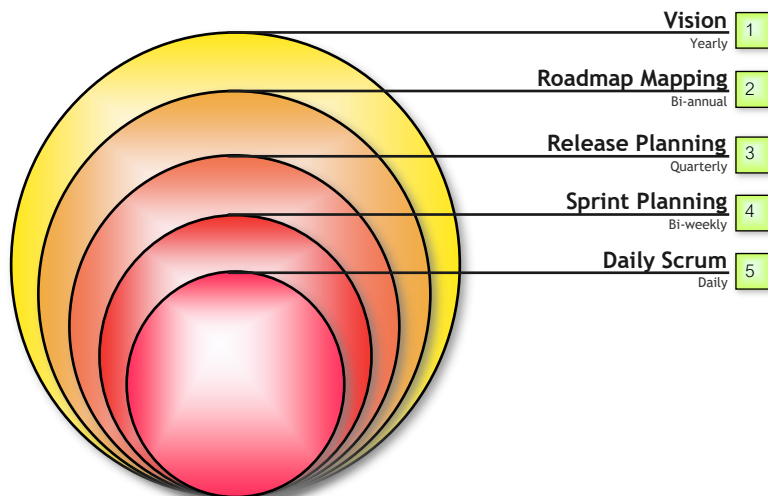
\$\$\$ Idea

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Levels of Planning

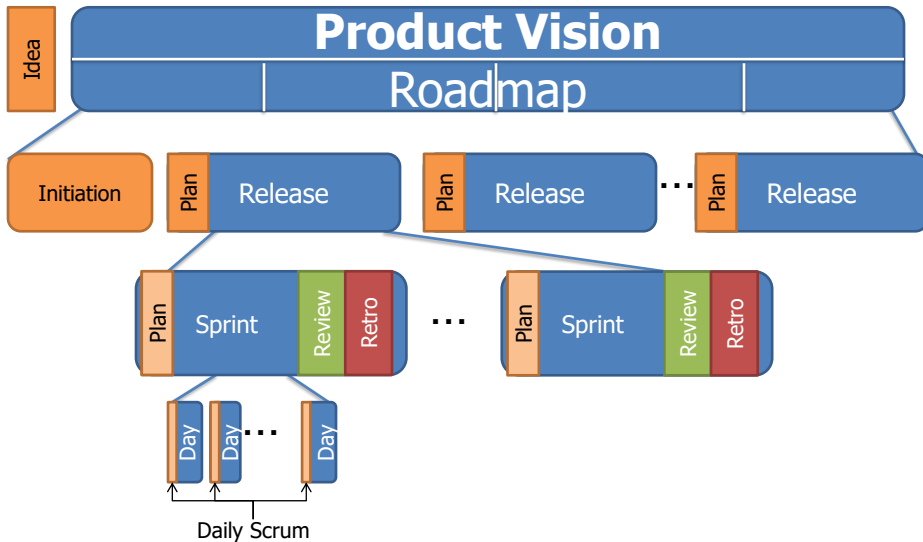


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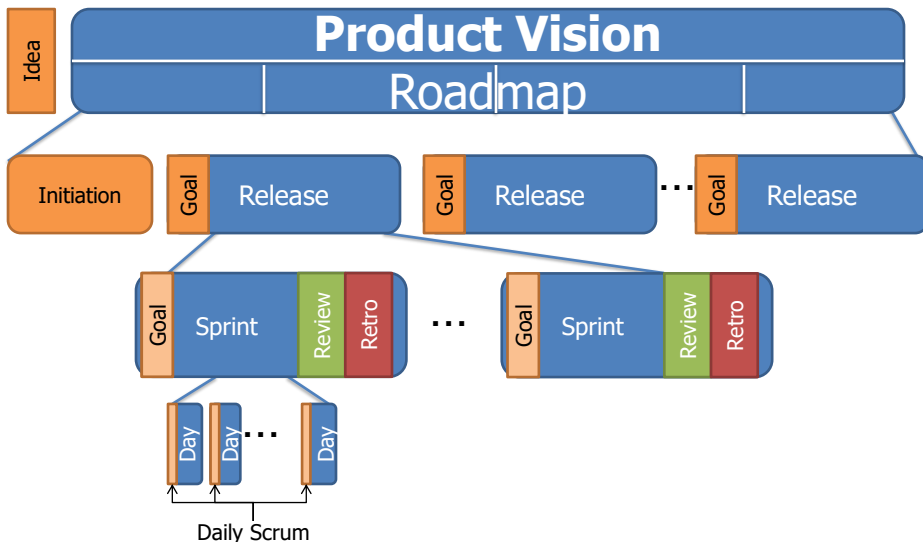


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Levels of Goal Setting



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Purpose and Strategy

Vision

- The vision defines the “Why” of the product. This is the higher purpose, or the reason for the product’s existence.

Mission

- This is the “What” of the product and it states what will be done in the product to achieve its higher purpose.

Goals

- These are the specific objectives that are focused on achieving the mission.

Strategy

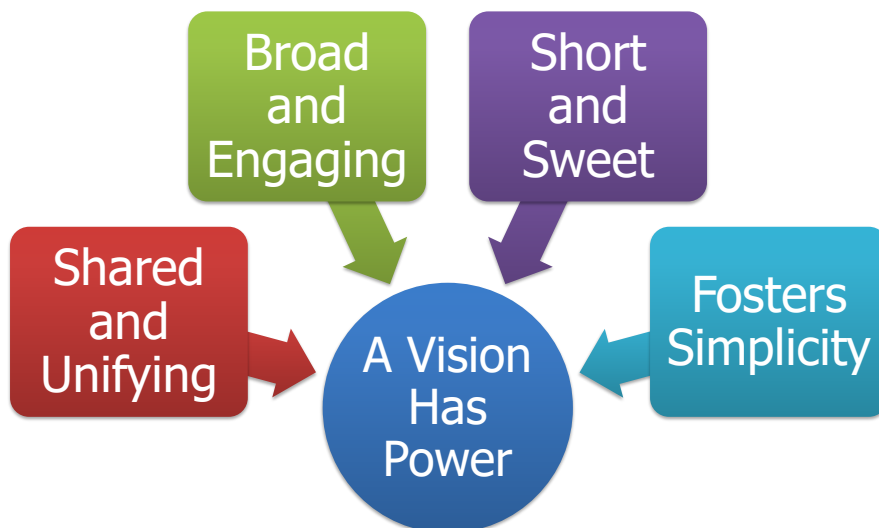
- The level plan of action that defines the path towards the goals.

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Product Vision



From Agile Product Management With Scrum by Roman Pichler

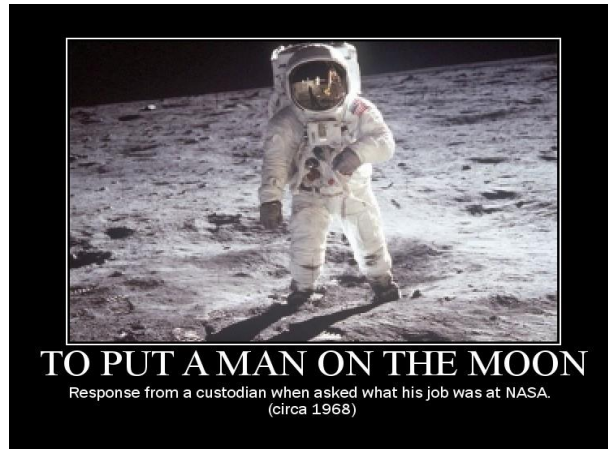
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Exercise – Vision, Mission, & Strategy

Define your product's vision and mission



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Elevator Speech For Positioning

FOR <target customers>
WHO <statement of need or unmet need>
THE <product name>
IS A <product category>
THAT <key benefit, reason to buy>
UNLIKE <competition, alternative>
OUR PRODUCT <differentiating statement>

From Geoffrey Moore's Crossing the Chasm

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Elevator Speech For Positioning (Sample)

FOR music lovers
WHO desire a simple way to listen to and
manage their songs
THE iPod
IS A portable digital music player
THAT provides intuitive, easy to use
controls
UNLIKE other MP3 players
OUR product provides seamless
integration with a world-class music store



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Elevator Speech For Positioning (Sample)

For consumers
who want to purchase a wide range of
products
Amazon
is an online shopping site
that provides a one-stop Shop with quick
delivery
Unlike other online and brick & mortar
Retailers
amazon sets itself apart with its customer
obsession, passion for innovation, and
commitment to operational excellence



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Exercise – What Is Your Positioning Statement?

FOR
WHO
THE
IS A
THAT
UNLIKE
OUR PRODUCT

From Geoffrey Moore's Crossing the Chasm

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Things to Consider

Who is going to buy
the product?

Who are the users?

Which customer
needs will the
product address?

Which product
attributes are critical
to address the
customer needs?

How does the
product compare
against existing
products?

What are the
product's unique
selling points?

What is its target
price?

What is the target
timeframe and
budget to develop
and launch the
product?

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Exercise – Cover Story

1. Pick a magazine that you will be featured in
2. Design your magazine cover:
 - a) Cover picture
 - b) Main headline
 - c) Slogan
 - d) Article headlines
 - e) Sidebar
 - f) Pictures
 - g) Quotes or Testimonials
 - h) Tweets and hashtags



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Exercise – The Product Box

1. Pick a name for your product
2. Pick a slogan
3. Design your box. What goes on:
 - a) The front
 - b) The back
 - c) Sides
 - d) Top
 - e) Bottom



innovation games

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Understanding Users

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Personas

Personas

- Who is using your product?
- Use **Personas** to convert your market segments into human stakeholders

Data to include

- Name, Photo, Title, Description
- Other info if relevant: Age, Gender, Income

Data to consider

- General responsibilities
- Success goals
- Pain points
- Computer skills
- Domain Knowledge
- Usage locations
- Collaborators
- Expected frequency of use

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Examples from a Software Conference



Peter
Programmer

Peter's company has just started using agile development. While he's been a developer for a long time, he's not used agile practices like TDD.



Padma
New Product Owner

Padma is a business stakeholder responsible customer service in her company. She relies on development for the software she uses to manage the relationship with the company's current and potential customers. She's one of a number of business people in her company that have been pulled into a product ownership role in her company's agile adoption. She's got concerns about balancing her old job responsibilities with these new agile team responsibilities and doing a good job as a product owner at the same time.



Patricia
Project Manager

Patricia is a seasoned project manager. She prefers agile development to her old attempts to force teams to conform to an overly prescriptive plan. But, her stakeholders still ask for the same predictability and schedule commitments. On her agile team she's considered a ScrumMaster, but she still has lots of old project management responsibilities that don't seem to fit into that ScrumMaster role.

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helps you focus on talking to the right people

are easy to change as you learn & adapt

LEAH

BEHAVIORS

- USES INSTAGRAM TO SHARE PICS OF HER HIKE & FOOD.
- USES COLORSLASH TO MAKE HER SPECIAL PHOTOS LOOK GREAT!
- SHARES PHOTOS FROM HER ALBUM TO INSTAGRAM & FACEBOOK.

DEMOGRAPHICS

- 36 YRS OLD
- 2 KIDS IN GRADESCHOOL
- LOVES HIKING & FOOD
- LIVES IN SAN FRANCISCO

NEEDS

- I WISH IT WAS EASIER TO MAKE ALL MY PHOTOS LOOK GREAT.
- I JUST DON'T KNOW WHAT TOOLS TO USE TO MAKE PHOTOS LOOK AMAZING.
- I WISH I HAD ONE APP TO TAKE, EDIT, & SHARE PHOTOS.

creates a focus on solving real problems

<http://blog.listenloop.com/build-products-customers-use>

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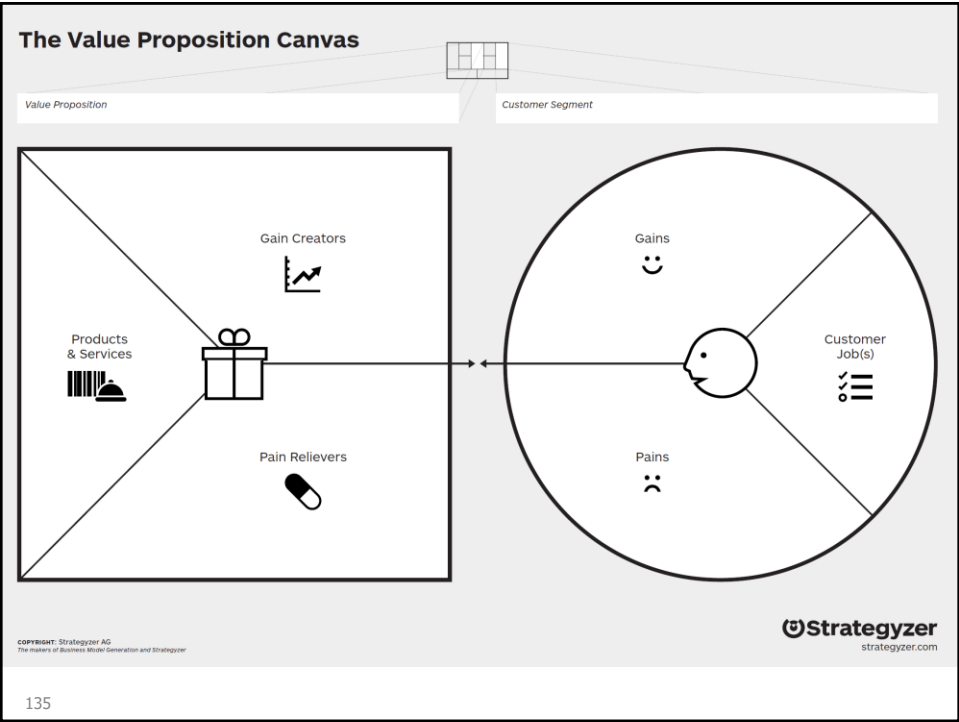
THE PERSONA CANVAS

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<div> <div></div> NAME & SKETCH </div>	<div> <div></div> DEMOGRAPHICS </div>
<div> <div></div> BEHAVIORS & ACTIONS </div>	<div> <div></div> NEEDS & PAIN POINTS </div>

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THE PRODUCT VISION CANVAS

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<div> <div></div> <div>PRODUCT NAME</div> </div>		<div> <div></div> <div>DATE</div> </div>
<div> <div></div> <div>VISION</div> <div>What is the higher purpose or the reason for the product's existence? How will this product help achieve this higher purpose?</div> </div>	<div> <div></div> <div>PRODUCT</div> <div>What is the product? What will be built to achieve the vision? How is it different from the competition?</div> </div>	
<div> <div></div> <div>CUSTOMER SEGMENT</div> <div>Who is this product for? Who are our most important customers?</div> </div>	<div> <div></div> <div>VALUE PROPOSITIONS</div> <div>What customer problems do we solve? What value do we deliver to the customer?</div> </div>	
<div> <div></div> <div>FEATURES</div> <div>What are the top features of the product?</div> </div>		
<div> <div></div> <div>BUSINESS GOALS</div> <div>What value do we deliver to the business? How profitable will this product be or how will this product help us achieve our organization's mission or serve our constituents?</div> </div>		

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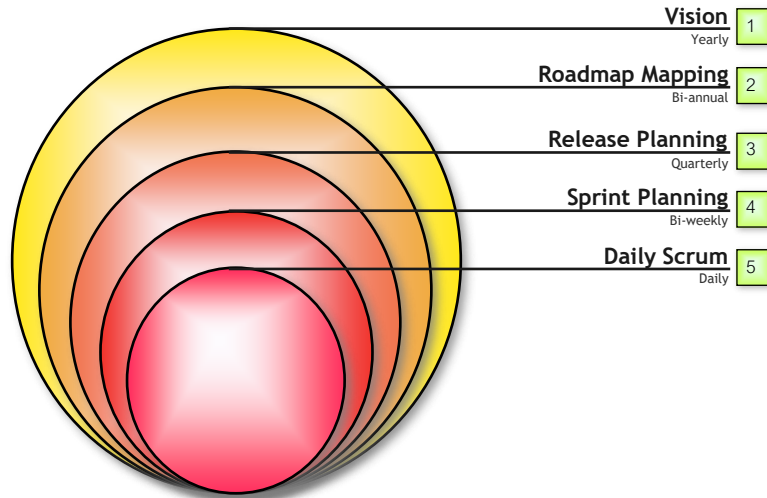
Roadmaps

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Levels of Planning

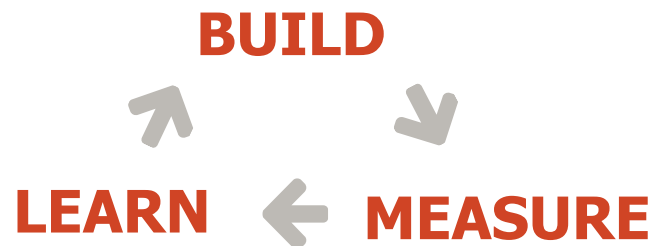


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Lean Start Up



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"If you are not embarrassed by the first version of your product,

You've launched too late."

– Reid Hoffman, Founder of LinkedIn

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Always Consider At Least 3 Groups

- ◇ Opening Game: See it work end to end. Include essential features and challenging or risky features. Avoid optional features and sophisticated business rules.
- ◇ Mid Game: Make it work. Fill in and round out the corners. Add in optional steps. Implement tough business rules. Test for performance, scalability, usability.
- ◇ End Game: Make it better. Make it sexier and more efficient.

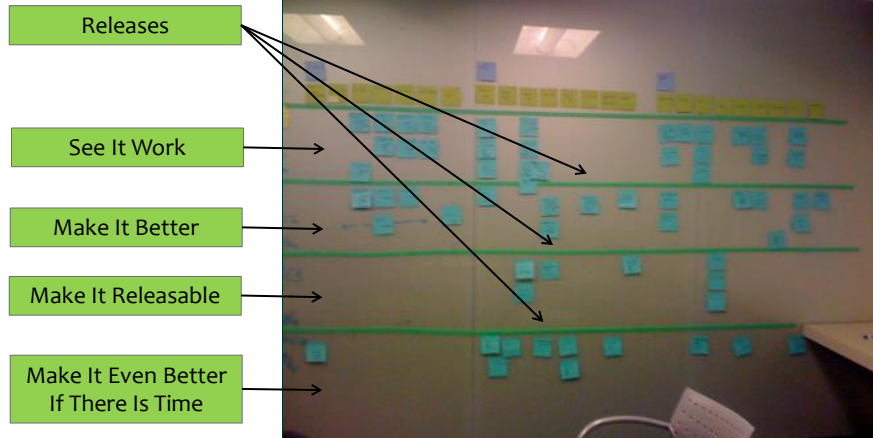
- Jeff Patton

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Story Map Example



- Jeff Patton

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THE PRODUCT ROADMAP CANVAS

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PRODUCT NAME		DATE	
VISION What is the higher purpose or the reason for the product's existence? How will this product help achieve this higher purpose?		PRODUCT What is the product? What will be built to achieve the vision? How is it different from the competition?	
Q1 LABEL:	Q2: LABEL	Q3 - Q4 LABEL:	NEXT YEAR LABEL:
PRODUCT GOAL What's our goal for this period?	PRODUCT GOAL	PRODUCT GOAL	PRODUCT GOAL
FEATURES What are the top 3 features that will help achieve the goal?	FEATURES	FEATURES	FEATURES
SUCCESS CRITERIA What metrics and targets will indicate that the product goal was met?	SUCCESS CRITERIA	SUCCESS CRITERIA	SUCCESS CRITERIA

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Sprint Planning

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Sprint Planning



Meeting to initiate the Sprint and lay out the work to be performed in the Sprint



Determine Why this Sprint is valuable to stakeholders, what will be delivered, and how will it be achieved



Generate a Sprint Backlog



The Sprint Backlog is the team's plan to accomplish the work. It includes the Sprint Goal (why), the Backlog Items (what) the Sprint tasks (how)



2 hours or less per week of Sprint duration

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Sprint Planning

Topic 1 – Why

- Determine Sprint Goal

Topic 2 - What

- Discuss and elaborate high priority “ready” stories
- Finalize acceptance criteria
- Review high level estimate

Topic 3 - How

- Task out each story
- Ask for further clarification
- Commit to achieving the Sprint Goal

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Sprint Backlog



Team's plan to accomplish the Sprint created by the Developers and for the Developers



Includes the Sprint Goal. A single objective for the Sprint (Why)



Includes the refined Product Backlog Items that will help the team accomplish the Sprint Goal (What)



Includes the tasks that will help the team complete the PBIs and accomplish the Sprint Goal (How)



Provides real time picture of the work and is updated throughout the Sprint as more is learned



Highly visible



Can include retrospective action items

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Task Board

To Do

User Story

TaskTaskTask

User Story

TaskTask

User Story

TaskTaskTask

TaskTask

Doing

Done

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THE SPRINT PLANNING CANVAS

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SPRINT NO.

TIMEBOX

Max 2 hours/week of Sprint

TEAM NAME

DATE

SPRINT GOAL

Why is this Sprint Valuable? How is this Sprint's Product Increment going to get us closer to our overall Product Goal?

CAPACITY

What is our capacity for this Sprint?

PRODUCT BACKLOG ITEMS

What cohesive set of high priority Product Backlog Items will produce the Product Increment and deliver on the Sprint Goal? What research spikes and retrospective action items did we agree to take on?

TASKS

How will we achieve the Sprint Goal? What tasks do we need to finish to complete each Product Backlog Item, spike, or retrospective action item? What additional tasks do we need to ensure we meet our Definition of Done?

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Sprint Planning – Review

1. The 3 parts of Sprint Planning are _____, _____, and _____
2. What does the Product Owner do during Sprint Planning?
3. Sprint Backlog is the _____ plan to _____ the _____
4. What does the Sprint Backlog include?
5. Who can make changes to the Sprint Backlog?

Sprint Review

Sprint Review



Inspect the outcome of the Sprint and determine future adaptation



Working session where the Scrum Team collaborates with the stakeholders on what to do next



The Scrum Team and stakeholders review the Product Increment and what was accomplished in the Sprint



Progress towards the Product Goal is discussed



The Scrum Team and stakeholders review any changes to their environment or market and decide what to work on next



Feedback gathered is processed by PO to update the Product Backlog, release plans, and budgets



1 hour or less per week of Sprint duration

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THE SPRINT REVIEW CANVAS

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SPRINT NO.	TIMEBOX Max 1 hour/week of Sprint	TEAM NAME	DATE
SPRINT GOAL What was the goal for this Sprint? How did this Sprint's Product Increment get us closer to our overall Product Goal?			
PRODUCT BACKLOG ITEMS Which cohesive set of high priority Product Backlog Items did we complete to create the Product Increment and deliver on the Sprint Goal?			
FEEDBACK ON THE PRODUCT INCREMENT What feedback do the stakeholders have on the Product Increment?		NEW OPPORTUNITIES What new opportunities have the stakeholders identified? What hypothesis have we validated/invalidated?	
FEEDBACK ON THE PRODUCT BACKLOG What feedback do the stakeholders have on the upcoming items in the Product Backlog?			

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Sprint Review – Review

1. Who attends the Sprint Review?
2. What are possible outcomes of the Sprint Review?
3. What does the Product Owner do during the Sprint Review?

What's Next?

Congrats on Completing the CSM Course!



Watch

Watch for your official email from the Scrum Alliance within 48 hours of completing the class. Make sure to check your junk/spam folder.

Log in

Log in to your Scrum Alliance dashboard at scrumalliance.org.

Accept

Accept the licensing agreement.

Celebrate

Congrats! Celebrate your accomplishment and feel free to tag [me](#) and [Kaizenko](#) on LinkedIn.

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Maintaining Your Certification

Your certification is valid for 2 years. The initial fee was included in your course registration. To maintain your certification, you are required to complete a certain number of Scrum Education Units (SEUs), along with a renewal fee.

Find out more about how to earn SEUs here:

<https://www.scrumalliance.org/get-certified/scrum-education-units>

Certification (2 Year Term)	SEUs Required	Fee Per Term
CSM, CSPO, CSD	20	\$100
A-CSM, A-CSPO	30	\$175
CSP-SM, CSP-PO	40	\$250

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Scrum Alliance



Founded in 2001, Scrum Alliance is the largest, most established and influential professional membership and certification organization in the Agile community. A nonprofit association with more than 1 million certified practitioners worldwide, we guide Agile practitioners through every step of their journey, providing advocacy, community engagement, research, networking and education.

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Scrum Alliance Certifications



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Scrum Alliance Certifications: CSP-SM



Certified ScrumMaster: The CSM covers Agile values and Agile principles, the fundamentals of Scrum, the intricacies of the Scrum framework, Scrum roles and responsibilities, and the keys to a successful Scrum implementation. No prerequisites. Suitable for all team members.



Advanced Certified ScrumMaster: The A-CSM goes beyond the fundamentals of Scrum and provides a deeper understanding of the ScrumMaster role, servant leadership and self-organization; the ScrumMaster's responsibilities in servicing the Product Owner, Developers and the organization; as well as advanced facilitation and coaching techniques. Requires CSM and 1 year of experience. Suitable for ScrumMasters and Coaches.



Certified Scrum Professional – ScrumMaster: CSP-SM dives deeper into advanced Lean thinking, team dynamics and effectiveness, conflict resolution, organizational development, and scaling Scrum. Requires A-CSM and 2 years of experience. Suitable for ScrumMasters and Coaches.

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Scrum Alliance Certifications: CSP-PO



Certified Scrum Product Owner: The CSPO covers the Agile values and Agile principles, the fundamentals of the Product Owner role, developing a roadmap and release plan, managing product backlogs and the keys to a successful Scrum implementation. No prerequisites, though a CSM is recommended. Suitable for Product Owners and Business Analysts.



Advanced Certified Scrum Product Owner: The A-CSPO goes beyond the fundamentals of Scrum and provides a deeper understanding of the Product Owner role, stakeholder management and facilitation, product discovery, product strategy, product roadmaps, release management, and advanced product backlog refinement techniques. Requires CSPO and 1 year of experience. Suitable for Product Owners and Business Analysts.



Certified Scrum Professional – Product Owner: CSP-PO dives deeper into funding and financing, economics of product development, advanced customer research and product discovery, roadmapping at scale, working with multiple Scrum teams, and product launches. Requires A-CSPO and 2 years of experience. Suitable for Product Owners and Business Analysts.

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Scrum Alliance Certifications: CSP-D



Certified Scrum Developer - Team Member Practices: The CSD covers Scrum fundamentals, Scrum roles and accountabilities, and the key skills needed to be able to work successfully as a member of the Scrum team. No prerequisites. Suitable for all team members. Take this class or the CSM class. Participants that take the **Team Member Practices** class and the **Agile Engineering Practices** class also earn the A-CSD cert.



Certified Scrum Developer - Agile Engineering Practices: The CSD covers the fundamentals of Agile engineering practices and the skills needed to design and build reliable, robust and verifiable systems including Test Driven Development, collective code ownership, automated builds and tests, continuous integration and deployment. Suitable for programmers with 1+ years of coding experience. Participants that take the **Team Member Practices** class and the **Agile Engineering Practices** class also earn the A-CSD cert.



Advanced Certified Scrum Developer: Agile Engineering Practices: The A-CSD goes beyond the fundamentals of Scrum and provides a deeper dive into the technical engineering skills needed to successfully produce a production ready Product Increment at the end of each and every Sprint. The technical focus is on working effectively with legacy code. Requires CSD and 1 year of experience of Scrum experience + 2 years of programming experience. Participants that take the **Team Member Practices** class and the **Agile Engineering Practices** class also earn the A-CSD cert.



Certified Scrum Professional – Developer: CSP-D coming in 2024

Q&A

Scrum Framework – Review

1. What are the 3 pillars of empiricism? **Transparency, inspection, adaptation**
2. For a 2 week Sprint, what's the max time box for:
Sprint Planning: **4h** Daily Scrum: **15m** Sprint Review: **2h**
Sprint Retrospective: **90m**
Product Backlog Refinement: **ongoing**
3. List 3 benefits of timeboxing? **Focus, prioritization, continuous improvement**
4. The five values of Scrum are focus, **openness**, **respect**, courage, **commitment**

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Scrum Framework – Review

1. What are the 5 Scrum events? **Sprint, Sprint Planning, Daily Scrum, Sprint Review, Sprint Retrospective**
2. What are the 3 Scrum Artifacts? **Product Backlog, Sprint Backlog, Product Increment**
3. What are the 3 Scrum Accountabilities? **Product Owner, Developers, Scrum Master**
4. The Product Backlog emerges from the **Product Goal**
5. The Sprint Backlog is the team's plan to meet the **Sprint Goal**
6. The Product Increment is at a level or quality as determined by the **Definition of Done**

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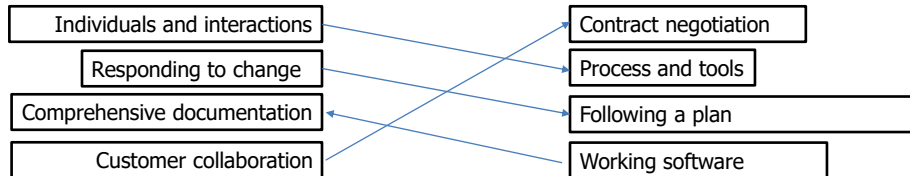
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Agile Overview - Review

1. What is Agile? Mindset based on 4 values and 12 principles from the manifesto for agile software development

2. Match the Agile Values below:



3. Is it vs., over, instead of, or replaces: over

4. What's the relationship between Agile and Scrum? You do Scrum to become Agile

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Exercise – Aspects of Product Discovery

1. What aspects of product discovery did you observe and how did they contribute to successful product outcomes?

Observation, job shadowing, paper prototypes, usability testing, interviews

2. What techniques were used to connect the Developers directly to the customers?

Observation, job shadowing, interviews

3. Which techniques help with validation?

Prototypes, surveys, interviews

4. Compare interviews, surveys, and prototypes relative to their costs and quality of learning:

Cost: surveys, interviews, prototypes (least to most expensive)

Learning: surveys, interviews, prototypes (least to most learning)

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Scrum Team – Review

1. What is the **main** accountability of a Product Owner? **Maximize ROI**
2. What is the **main** accountability of the Developers? **Build a quality Product Increment**
3. What is the **main** accountability of a ScrumMaster? **Improve team and org effectiveness**
4. What changes for the PO when dealing with multiple teams? **Provide share product goal and backlog**

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Product Backlog – Review

1. A Product Backlog is a **single** **source** of requirements
2. What activities are done during PBR? **Adding, removing, clarifying, refining, estimating, splitting, merging**
3. When do we do PBR? For how long? **Ongoing as needed.**
4. Who participates in PBR? **Collaborative activity between the PO and Developers**
5. True or false, the Product Backlog is never complete? **true**
6. True or false, the Product Backlog is dynamic? **true**
7. What does the Product Owner do during PBR? **Order, clarify, refine, decides what does in and out**
8. What are three benefits of an incremental & iterative approach? **Small deliverable, frequent deliverable, early delivery of value, frequent feedback**

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Product Backlog Items – Review

1. Must items in the Product Backlog be user stories (Y/N)?
2. Where do PBIs come from? End users, customers, sales, support, stakeholders
3. What are some elements of PBIs? Description, Order, Value, Estimate
4. What are some elements of a user story? Who, What, Why
5. What are ways of splitting a user story? Vertical slices of business value

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Prioritization – Review

1. When do we do prioritization? In PBR
2. What are some techniques to do prioritization? By value/risk, value/cost, financials, Moscow, force rank

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Sprint Planning – Review

1. The 3 parts of Sprint Planning are Why, What, and How
2. What does the Product Owner do during Sprint Planning? Help determine the goal, identify high priority PBI that help accomplish the goal, clarify questions from the Developers
3. Sprint Backlog is the team's plan to accomplish the work
4. What does the Sprint Backlog include? Goal, PBI, Tasks
5. Who can make changes to the Sprint Backlog? Developers can add, remove tasks.

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Sprint Review – Review

1. Who attends the Sprint Review? Relevant stakeholder + Scrum Team
2. What are possible outcomes of the Sprint Review? Love it, hate it, now that we see this we also want this other thing
3. What does the Product Owner do during the Sprint Review? Present the Sprint Goal, highlight the PBIs that were done to accomplish the goal, answer questions, update the product backlog based on the feedback

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Resources

Blogs at Kaizenko.com

<https://www.kaizenko.com/category/blog/>

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HOME COACHING TRAINING RESOURCES ABOUT CONTACT

Blog

BLOG

Product Ownership - Beyond The Classroom

At the Product Ownership - Beyond The Classroom event hosted by the Scrum Alliance, Fadi Stephan presented on 6 Steps for Effective Product Backlog Refinement. Below are some of the resources mentioned in the talk: 6 Tips For Effective Product Backlog Refinement 13 Patterns For Splitting User Stories The Product Backlog Refinement Canvas

COMMENTS OFF AUGUST 28, 2021

BLOG

The Definition Of Done Vs. The Acceptance Criteria

The Definition of Done often gets confused with the Acceptance Criteria. Acceptance Criteria is specific to a user story and it will differ from one user story to the next as it's tied to a particular functionality or feature. The acceptance criteria further clarifies the feature by proving context and intent. It helps manage expectations and...

COMMENTS OFF MARCH 18, 2021

Upcoming Events

11/12/2021 - Modern Management: Adapt how you lead for Agile success by Johanna Rothman

11/15/2021 - Psychological Safety: A blue ink microscience and Psychology by Mike Bowler

3/23/2022 - Business Agility Conference

Connect, Share & Learn with the DC Scrum User Group

<https://www.kaizenko.com/washington-dc-scrum-user-group-dcsug/>

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Scrum in a Nutshell

<https://www.kaizenko.com/scrum-in-a-nutshell/>

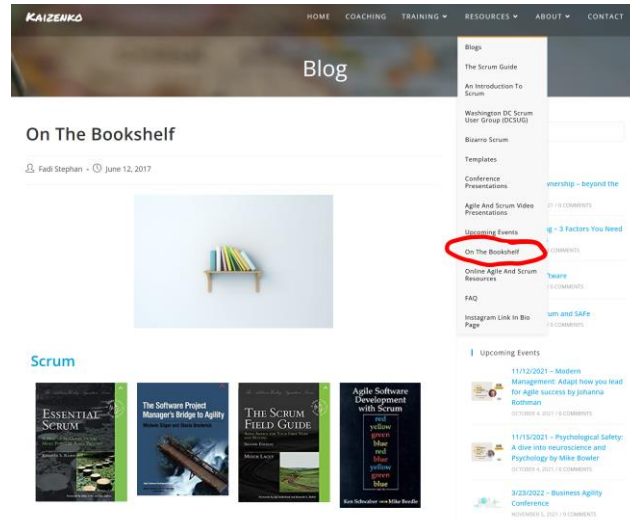
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What's on My Bookshelf

<https://www.kaizenko.com/top-recommended-agile-and-scrum-books/>



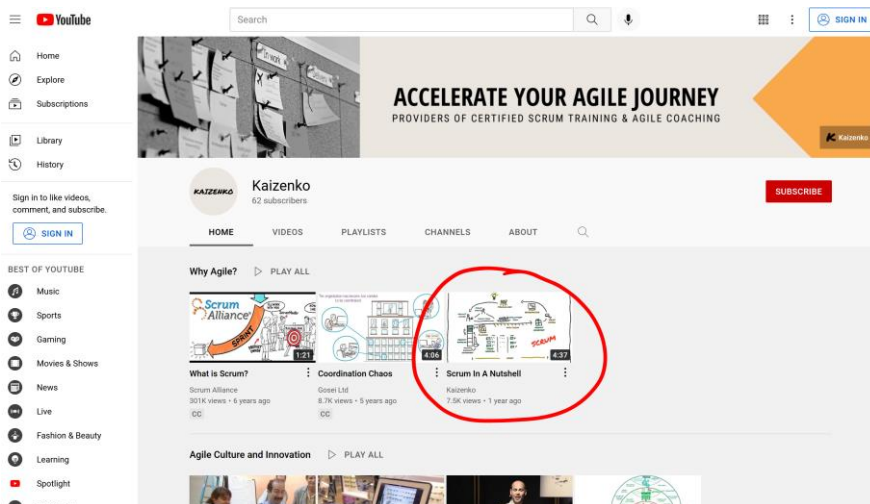
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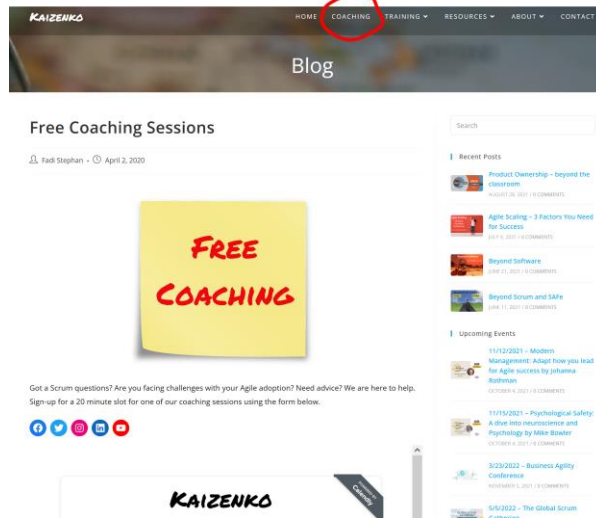
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Free Follow-up Coaching

<https://www.kaizenko.com/agile-coaching/>



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Post Class Resources

<https://www.kaizenko.com/scrum-foundations-post-class-resources/>



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Blogs and Videos

Tips for Product Backlog Refinement:

<https://www.kaizenko.com/6-tips-for-effective-product-backlog-refinement/>

Tips for Technical Excellence:

<https://www.kaizenko.com/8-steps-to-technical-excellence/>

Acceptance Criteria vs. Definition of Done:

<https://www.kaizenko.com/the-definition-of-done-vs-the-acceptance-criteria/>

Scrum in a Nutshell Video:

<https://www.youtube.com/watch?v=3VvSyXaH31Y>

Changes to the latest Scrum Guide Video:

<https://www.youtube.com/watch?v=LHW3R-WLc2A>

Product Ownership in a Nutshell Video:

<https://www.youtube.com/watch?v=502ILHjX9EE>

Closing Thoughts

Closing Circle

What is the one thing you plan to do differently when you go back to work?



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