

# Scrum for Product Owners

## TRAINING COURSE





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## Scrum for Product Owners

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# Scrum for Product Owners

## Course Introduction



### Accentient

- A leader in ALM, DevOps, and Scrum knowledge
- Helped thousands of teams and individuals understand and implement Azure DevOps/VSTS/TFS and Scrum successfully
- Has a close working relationship with Microsoft
- Course creator and steward for Scrum.org
- Has trainers that are Microsoft MVPs, Professional Scrum Developers, Professional Scrum Trainers, and authors

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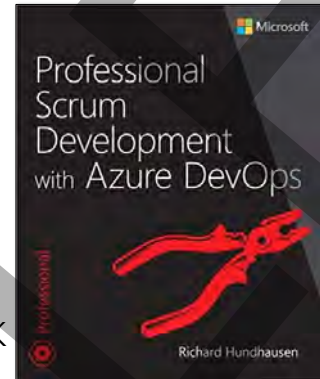


## Course Creator: Richard Hundhausen

- President of Accentient
- Author of software development books
- First Microsoft TFS/ALM/DevOps MVP
- Professional Scrum Developer
- Professional Scrum Trainer
- Co-creator Nexus scaled Scrum framework

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<http://bit.ly/PSDAzDo>





## Self Organize: Form Into Groups



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- Identify yourself
  - ★ Project Management
  - ★ Financial, Marketing, Sales, HR
  - ★ Product Management, Business, Customer, Analyst
  - ★ Technical/IT (Dev, QA, Operations, Process)
  - ★ Agile/Scrum/Lean knowledge
- Make roughly even-sized groups of 3-5 members
  - Ensure a mixture of skills, backgrounds, and opinions
  - Co-locate (sit together) and introduce yourself to each other
  - Name your team



# Introductions



- Each person please quickly state:
  - Your name
  - Your role or title in the organization
  - Your product management experience
  - Your software development experience
  - Any previous Agile/Scrum training or experience
  - Expectations



## Course Overview

- This course focuses on how a Product Owner can use the Scrum framework to improve product management and wring more value out of their product.
- Specifically, we'll be talking about ...
  - Agile Product Management
  - The Scrum Framework
  - Myths and Misconceptions
  - Product Backlog Refinement
  - Enabling the Product Owner



## What's in Your Backlog?



- What do you want to know before we are done with class?
  - Write down at least one question that you would like to have answered before you leave today
- Possible topic areas:
  - Product Ownership
  - Scrum
  - Tools
- Write your question on a sticky
  - The instructor will either collect them or have you post them in a common area



## Schedule and Logistics

- Breaks
  - When should we have breaks?
- Labs
  - Labs can be breaks too
- Lunch
  - When should we break for lunch?



## It's Your Experience, Own It



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- As a group, develop guidelines for how to work together during this class. How will the class deal with:
  - Off-track discussions
  - Lunch
  - Break times and signals
  - Electronics such as phones, tablets, and laptops
  - End of day timing
  - Remember that context switching has an associated cost





# Scrum for Product Owners

## Agile Product Management



### Module Backlog

- Agile Product Management
- The Scrum Framework
- The Scrum Values
- The Product Owner



What Are Your Thoughts On These Companies?



**BORDERS**

sears

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Purpose Helps When Pursuing Agility



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Why is agility important to your organization?

What do you want to optimize for?

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## Reasons to Pursue Agility

Improved relationship with customers, regaining trust

Flexibility to turn on a dime

Improved productivity and quality

Taking advantage of opportunities

Early elimination of risk

Early realization of value

Always knowing where you are in a development/deployment cycle

Easier to make changes

Elimination of waste

Lean products that reach market faster and are more targeted

Increased Return on Investment

Engaged, empowered workers

Reduced Total Cost of Ownership

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## Scope, Schedule, Cost, Fail?

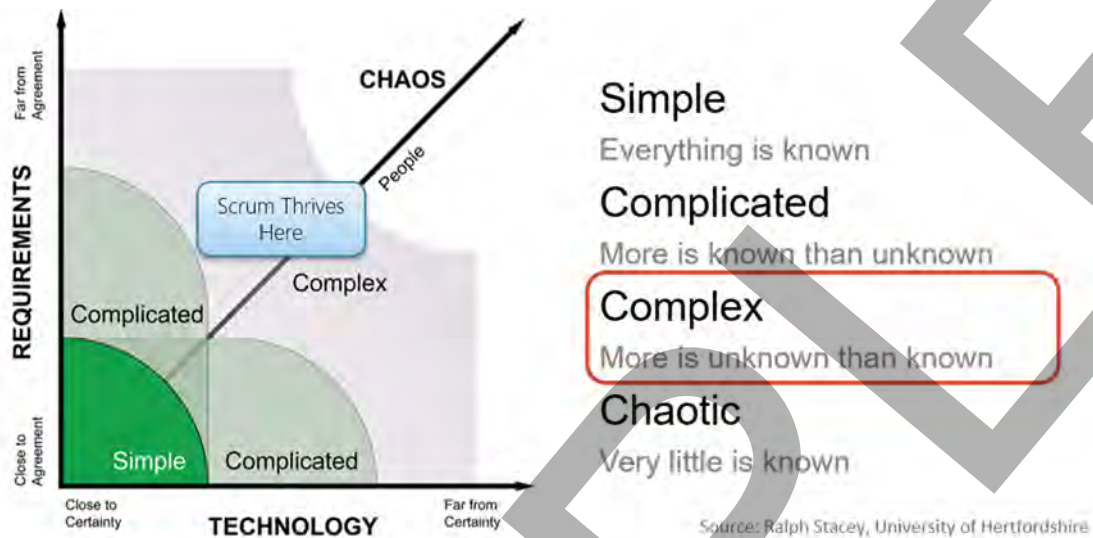


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Is it possible to deliver on time, under budget, and within scope yet still be unsuccessful?

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## The Complexity Of Software Development



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## Scrum Embraces ...

- Change
- Unpredictability
- Complexity
- These are inescapable constants in software development

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## Scrum is Very Popular

- It's the most popular way to be Agile today
- Scrum is not new
  - In use since the early 90s
  - Presented at OOPSLA 95
  - Scrum's birthday is celebrated every November

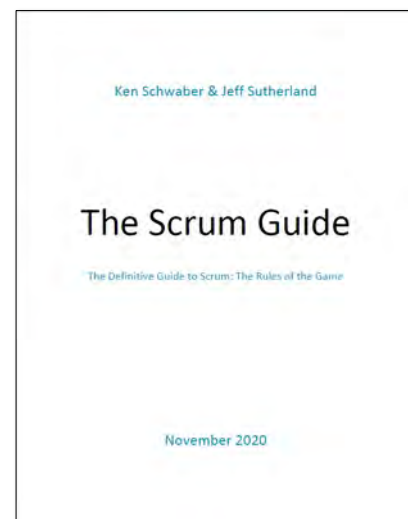


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## The Scrum Guide

- Documents the Scrum framework
  - Official rules of Scrum
  - Available in 30+ languages
- Maintained by Ken Schwaber and Jeff Sutherland
- Available at:

<http://scrumguides.org>



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# The Scrum Framework



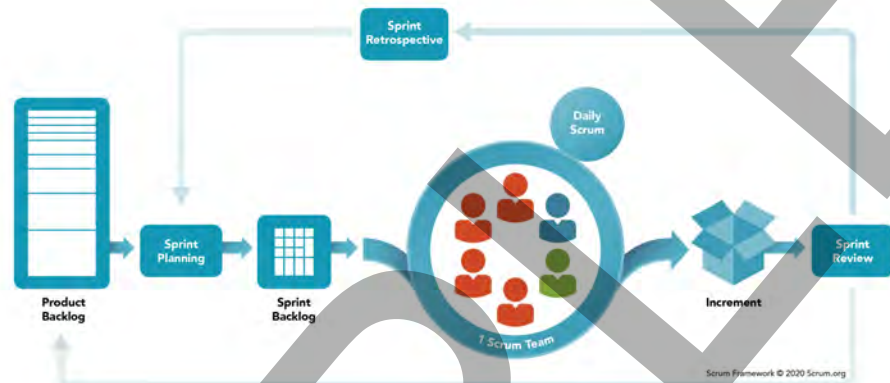
## The Scrum Framework

- Scrum is a framework for developing and sustaining complex products – such as software development
  - It is lightweight
  - It is simple to understand
  - It is extremely difficult to master
- Scrum is the most popular of the agile processes used today. It's not new
  - Scrum has been used since 1995



# The Scrum Framework

- Accountabilities
  - Product Owner
  - Developers
  - Scrum Master
- Events
  - Sprint
  - Sprint Planning
  - Daily Scrum
  - Sprint Review
  - Sprint Retrospective
- Artifacts
  - Product Backlog
  - Sprint Backlog
  - Increment
- Commitments
  - Product Goal
  - Sprint Goal
  - Definition of Done



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## Product Owner

Accountability

- The Product Owner is accountable for maximizing the value of the product resulting from the work of the Scrum Team.
- How this is done may vary widely across organizations, Scrum Teams, and individuals
- The Product Owner is also accountable for effective Product Backlog management



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## Scrum Master

Accountability

- The Scrum Master is accountable for ensuring Scrum is understood and enacted
  - Scrum Masters do this by ensuring that the Scrum Team adheres to Scrum theory, practices, and rules
  - The Scrum Master is a servant-leader for the Scrum Team



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## Developers

Accountability

- Developers are the people in the Scrum Team that are committed to creating any aspect of a usable Increment each Sprint
  - Only the Developers create the Increment



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## The Sprint

Event



- The heartbeat of Scrum is a Sprint, with a duration of one month or less during which ideas are turned into value
  - Sprints should have a consistent duration throughout the effort
  - A new Sprint starts immediately after the conclusion of the previous Sprint
  - All the work necessary to achieve the Product Goal, including Sprint Planning, Daily Scrums, Sprint Review, and Sprint Retrospective, happen within Sprints

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## Sprint Planning

Event



- The work to be performed during the Sprint is planned and forecasted at Sprint Planning
  - This includes *why* the Sprint is valuable (the "Sprint Goal")
  - This includes *what* can be Done this Sprint (the "forecast")
  - This includes *how* the chosen work will be achieved (the "plan")
  - The entire Scrum Team collaborates on these topics

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## Daily Scrum

Event



- The Daily Scrum is a 15-minute, timeboxed event during which progress toward the Sprint Goal is inspected and the plan for the day is adapted in the Sprint Backlog as necessary
  - This is done by inspecting the work since the last Daily Scrum and forecasting the work that could be done before the next one
  - The Daily Scrum should be held at the same time and same place each day to reduce complexity

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## Sprint Review

Event



- A Sprint Review is held at the end of the Sprint for stakeholders to inspect the Increment and adapt the Product Backlog as needed
  - During the Sprint Review, the Scrum Team and stakeholders collaborate about what was done in the Sprint as well as progress toward the Product Goal
  - Based on that and any changes to the Product Backlog during the Sprint, attendees collaborate on what could be done in upcoming Sprints to further optimize value

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## Sprint Retrospective

Event

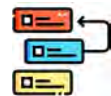


- The purpose of the Sprint Retrospective is to plan ways to increase quality and effectiveness
  - The Scrum Team inspects itself and the way it works in order to create a plan for improving to be enacted during the next Sprint
  - The Sprint Retrospective occurs after the Sprint Review and prior to the next Sprint Planning

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## Product Backlog

Artifact



- The Product Backlog is an emergent, ordered list of what is needed to improve the product and is the single source of work undertaken by the Scrum Team
  - The Product Owner is accountable for effective Product Backlog management, including its content, availability, and ordering
  - A Product Backlog is dynamic and never complete
  - As long as a product exists, its Product Backlog also exists

Feature requests	Constraints
Behaviors	User actions or stories
Bugs / Defects	Use Cases
Desirements	Non-functional requirements

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## Sprint Backlog

Artifact



- The Sprint Backlog is composed of the Sprint Goal (the *why*), the set of Product Backlog items selected for the Sprint (the *what*), and an actionable plan for delivering the Increment (*how*)
  - The Sprint Backlog is a forecast by the Developers about what functionality will be in the next Increment and the work needed to deliver that functionality as a Done Increment
  - The Sprint Backlog makes visible all of the work that the Developers identify as necessary to meet the Sprint Goal

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## The Increment

Artifact



- An Increment is a concrete stepping stone toward the Product Goal
  - Each Increment is additive to all prior Increments and thoroughly verified, ensuring that all Increments work together
  - In order to provide value, the Increment must be usable

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## So, Are You Currently Practicing Scrum?



- ✓ Is there a Scrum Team (Product Owner, Scrum Master, and Developers)?
- ✓ Does the Scrum Team have 10 or fewer members?
- ✓ Is the Scrum Team self-managing?
- ✓ Is there an ordered Product Backlog?
- ✓ Are Sprints fixed in length of 1 month or less?
- ✓ Is there a Sprint Backlog that shows remaining work each Sprint?
- ✓ Is a daily plan created during the Daily Scrum?
- ✓ Is usable product created each Sprint?
- ✓ Can stakeholders inspect the product at least each Sprint?
- ✓ Is the Scrum Team actively improving its process each Sprint?

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## Scrum Values

- When Scrum Teams embody and live the Scrum values ...
  - Transparency, inspection, and adaptation come to life
  - Trust builds for everyone
- Successful use of Scrum depends on people becoming more proficient in living these five values



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## How Can You Enact the Scrum Values



As a team, list some practices or behaviors that embody each of the Scrum Values:

- ✓ Courage
- ✓ Focus
- ✓ Commitment
- ✓ Respect
- ✓ Openness



## The Product Owner



## The Product Owner (PO)

- One person, not a committee
- Value (\$\$\$) optimizer of the product
- Sole person accountable for product decisions and Product Backlog management
- Invites Key Stakeholders to Sprint Reviews



Value: The financial benefit (\$\$\$) an org receives from use of the product under development (a.k.a. "value")

Charity Exception: societal benefit instead

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## More about the Product Owner

- Has the "final say" on ordering of the Product Backlog
- Can delegate Product Backlog management
  - Is still accountable for the decisions in the Product Backlog
  - Scrum Master should not be involved in Product Backlog management, except to teach and coach others on Scrum and related practices
- The Product Owner is the one and only person who ...
  - Decides when a release happens, typically a business decision
  - Can cancel a Sprint

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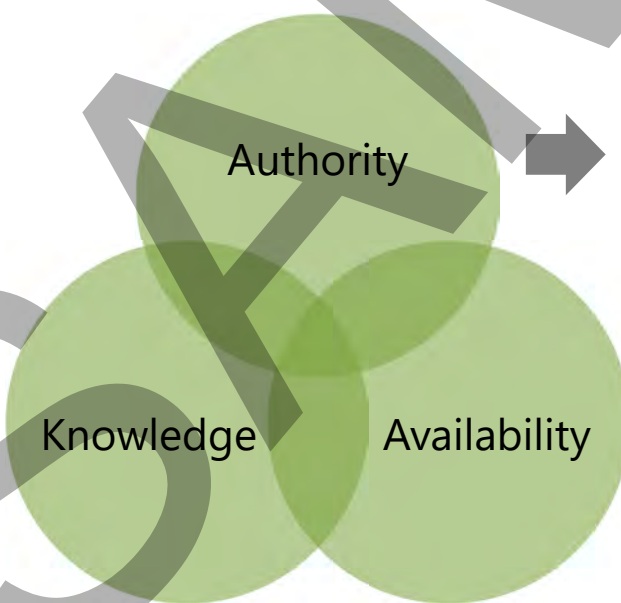
## What Risks Could Emerge?



- What risks could emerge if the Product Owner is a ...
  - Project Manager?
  - Line Manager?
  - Scrum Master?
  - Developer?



## A Model for an Ideal PO



“For Product Owners to succeed, the entire organization must respect their decisions. These decisions are visible in the content and ordering of the Product Backlog, and through the inspectable Increment at the Sprint Review.”





## The Product Owner is Key

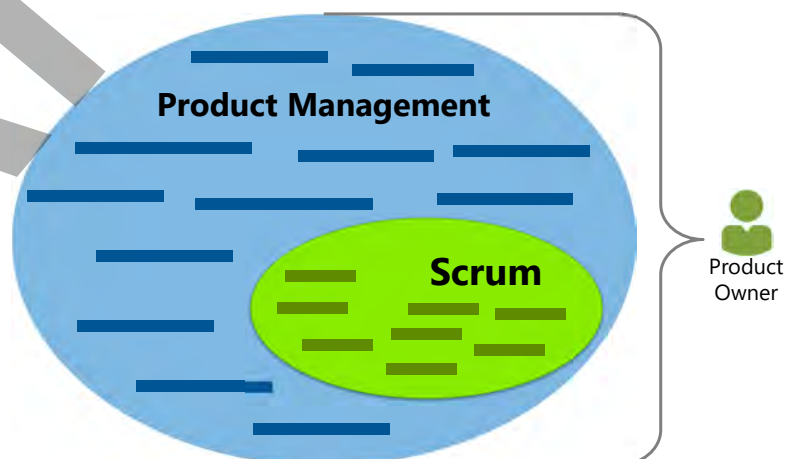
- The Product Owner accountability
  - Has the most responsibility
  - Is the most demanding
  - Is the hardest to fill



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## Product Owner Is an Agile Product Manager

- Communicate vision and value to the Developers
- Work with Developers to capitalize on latest technology
- Leverage Scrum for frequent product inspection & adaptation



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## Should a Product Owner be Technical?

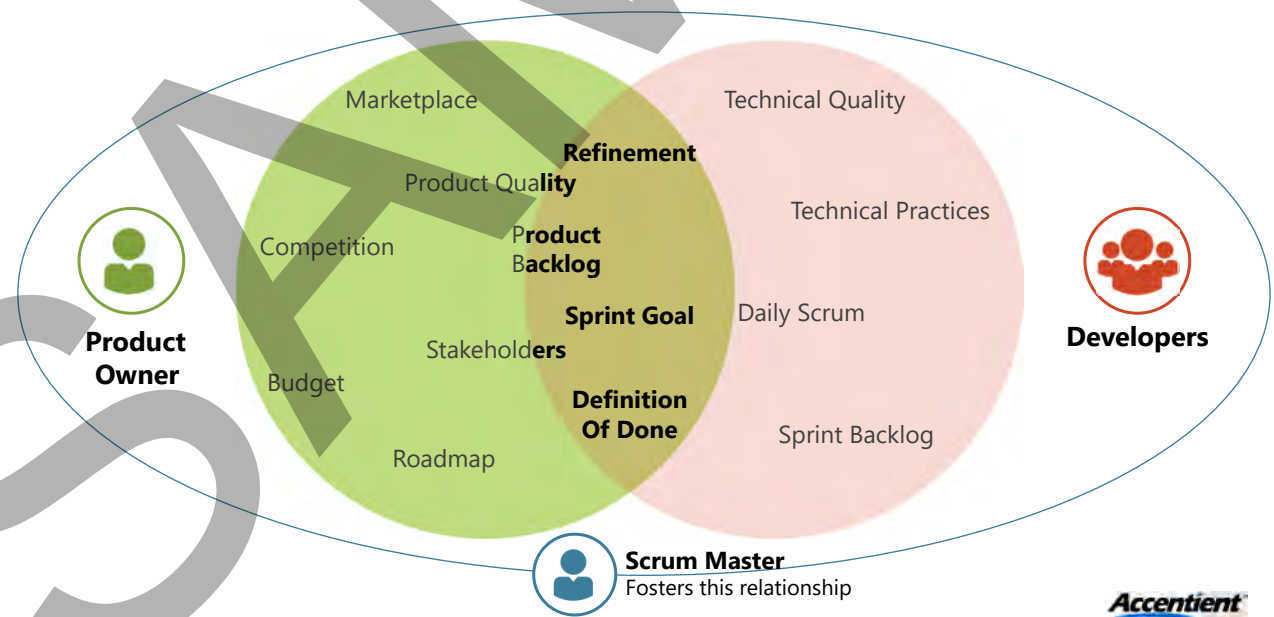


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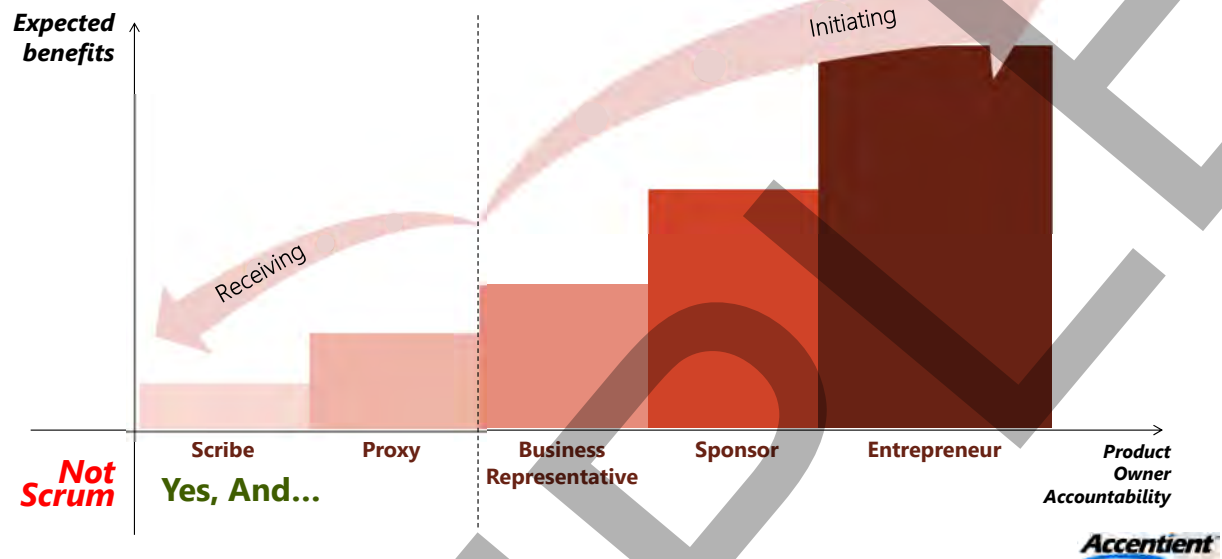
List the pros and cons

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## The Product Owner / Developer Relationship



## Yes, We Do Scrum. And Our Product Owner Is A...



## Resource: The Professional Product Owner

- The Professional Product Owner: Leveraging Scrum as a Competitive Advantage
  - By Don McGreal and Ralph Jocham
  - Publisher: Addison-Wesley Professional
  - ISBN: 978-0134686479

