# Knowledge and Skills Assessment for Product Ownership:

## Training Goals

Goal 1: Ensure that an individual stepping into the product ownership role understands how that role delivers value to the organization and what skills are applied to deliver that value.

Goal 2: Ensure that an individual acting in the product ownership role has the necessary skills to deliver the value demanded by the organization.

Goal 3: Ensure that the individual acting in the product ownership role understands what skills they should further develop to improve performance and gain recognition in the role of product owner.

## How the product owner delivers value to the organization.

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| Responsibility | Value to the Organization | Execution |
| Maximize the value of the product resulting from work of the Development Team | The team's efforts will deliver business value. | Product backlog priority is firm and reflects the needs of the customer. |
| Managing the Product Backlog | The team has clarity on what will be worked on next.  The team will focus its efforts on delivering the highest amount of business value.  What will be released in each iteration of the product is of value to the organization. | Product backlog is prioritized by business value and provided to the team in a format that they can understand and use. |
| Clearly expressing Product Backlog items; | The team has clarity on what will be worked on next. | The items in the product backlog are of sufficient detail so that the team can design an effective solution.  Communication between the product owner and the development team is productive.  The product owner finds answers to questions they and the team do not know. |
| Ordering the items in the Product Backlog to best achieve goals and missions; | The effort of the team will be in support of the organization's goals, missions, and priorities. | The product owner is aware of the needs of the customer and the organization and can communicate those clearly and effectively to the team so that they don’t just receive priorities, they understand them. |
| Optimizing the value of the work the Development Team performs; | The team will focus its efforts on delivering the highest amount of business value.  The business value delivered by the team can be measured by the organization. | The product owner will not only understand and communicate what needs to be done, but also what doesn’t need to be done so that the team delivers a high value to effort ratio.  The product owner will communicate to the team that the highest amount of value needs to be created with the lowest level of effort while balancing this with quality standards. |
| Ensuring that the Product Backlog is visible, transparent, and clear to all. | Stakeholders have clarity on what will be delivered by the team next.  The team understands what work is planned. | Product owners will use a tool to manage their backlogs where development teams can access them directly, so that the team can self-serve information on priority and product backlog items. |
| Ensuring the Product Backlog shows what the Scrum Team will work on next. | The team has clarity on what will be worked on next. | Product owners will maintain sprint roadmaps that clearly define what work the team will move onto next. |
| Ensuring the Development Team understands items in the Product Backlog to the level needed. | The team has clarity on what will be worked on next.  The work delivered by the team will deliver business value. | The product owner is directly accessible to the team to answer questions.  The product owner is directly accessible to the scrum master to assist in removing obstacles related to the backlog and prioritization. |

# Desired Business Outcomes:

* The desired business value is clearly defined and documented.
* ITS development teams build the right thing delivering the identified business value.
* ITS technology teams will focus their efforts on delivering the highest amount of business value.
* ITS technology teams have clarity on what will be worked on next.
* ITS technology teams understand what work is planned.
* Stakeholders/customers have clarity on what will be delivered next by the ITS technology teams.

# Behaviors Needed to Create Outcomes:

* Clearly communicates the vision and value of the product described in the backlog.
* Clearly articulates the business value of every product backlog item.
* Constructs user stories that are meaningful to business customers and development teams.
* Engages in mindful communication and active listening with business customers to build trust.
* Confidently makes scope and prioritization decisions on the behalf of the customer.
* Engages in mindful communication and active listening with ITS development teams to build trust.

# Skills Inventory

## Foundation

* Create effective user stories.
* Customer relationship management.
* Verbal and written communications skills.
* Effectively prioritize features and backlog items and communicate the prioritization method.
* Identify the MVP for each release.
* Identify and document the business value being delivered by a customer request.

## Intermediate

* User systems thinking to build detailed knowledge of the product, it’s business value, and affected value streams.
* Interpret customer and user feedback and translate that feedback into backlog changes
* Identify and mitigate risks to business value delivery and manage dependencies.
* Create and maintain the product and sprint roadmap.
* Understand and clearly articulate organization strategic goals.
* Leadership and managing up within the organization.
* Negotiation and conflict resolution.

## Advanced

* Identify the business model and develop business case for the product.
* Product management techniques: identifying innovation type, understanding the product development life cycle, identifying life cycle stage, understanding product market fit, key performance indicator identification and measurement.
* Use and understand personas for each value stream to develop user stories and manage the backlog.
* Product validation techniques.
* Data collection and analysis.

# Task Analysis

Create effective user stories.

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| --- | --- | --- | --- |
| Identify the properties effective user story. |  |  |  |
| Create an effective Card |  |  |  |
| Create effective acceptance criteria |  |  |  |

Customer relationship management.

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| --- | --- | --- | --- |
| Communication |  |  |  |
| Identify customer needs |  |  |  |
| Create a positive customer experience |  |  |  |
| Confirm solutions address customer problems |  |  |  |

Verbal and written communications skills.

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| --- | --- | --- | --- |
| Identify the audience |  |  |  |
| Use active voice |  |  |  |
| Be specific |  |  |  |

Effectively prioritize features and backlog items and communicate the prioritization method.

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| --- | --- | --- | --- |
| Identify business value of each PBI |  |  |  |
| Compare PBI business value |  |  |  |
| Clearly explain how the business value was identified |  |  |  |
| Calculate Cost of Delay |  |  |  |
| Calculate Opportunity Cost. |  |  |  |

Identify the MVP for each release.

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| --- | --- | --- | --- |
| Identify the core business value of the release |  |  |  |
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|  |  |  |  |

Identify and document the business value being delivered by a customer request.

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| --- | --- | --- | --- |
| Customer interview |  |  |  |
| Clean Language |  |  |  |
|  |  |  |  |

# Current State Evaluation Model

## Prior Knowledge Assessments

### Create effective user stories.

Multiple choice quiz

Hands on example assessment

### Customer relationship management.

Multiple choice quiz

### Verbal and written communications skills.

Multiple choice quiz

### Effectively prioritize features and backlog items and communicate the prioritization method.

Multiple choice quiz

Hands on example assessment

### Identify the MVP for each release.

Multiple choice quiz

Hands on example assessment

### Identify and document the business value being delivered by a customer request.

Multiple choice quiz

# Sources

Pilcher, Roman. Product Management Test. (2018). romanpilcher.com. Retrieved from <http://www.romanpichler.com/tools/romans-product-management-test/>.

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