



The slide features a large background image of a smiling man in a denim shirt. In the top left corner is the Scrum.org logo with the tagline "The Home of Scrum". In the bottom right corner is a green circular badge with the letters "PSPO" in white, surrounded by a border of small human figures. At the bottom left, there is placeholder text "[Trainer Name]- [Date] | [Location]". At the bottom right, there is a Twitter icon followed by the handle "@ScrumDotOrg" and the number "2".

**Professional Scrum
PRODUCT OWNER**

[Trainer Name]- [Date] | [Location]

Twitter icon @ScrumDotOrg 2

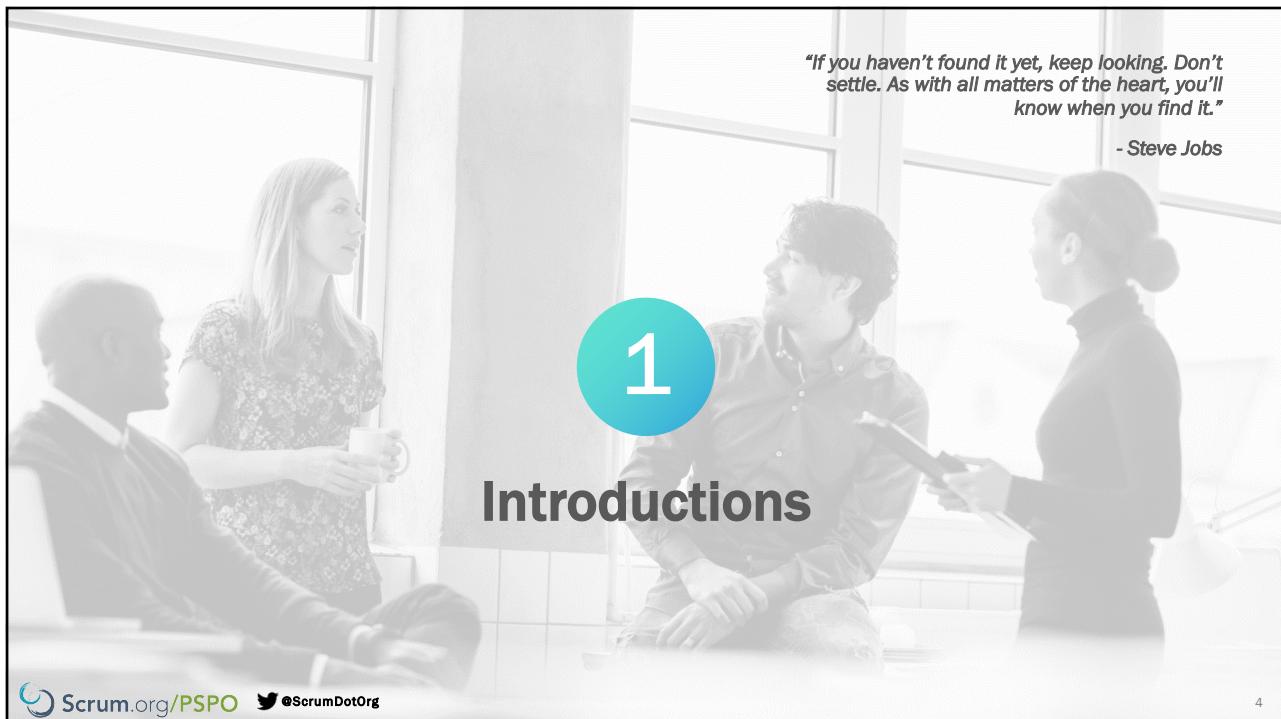
2



The slide features a large background image of a group of people working together. In the top left corner is the Scrum.org logo. In the center, the text "Helping people and teams solve complex problems." is displayed in a large, bold, white font.

**Helping people and teams
solve complex problems.**

3



"If you haven't found it yet, keep looking. Don't settle. As with all matters of the heart, you'll know when you find it."

- Steve Jobs

1

Introductions

 Scrum.org/PSPO  @ScrumDotOrg

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Why Are You in This Class?

- Introduce yourself
- Have you used Scrum before?
- Are you a Product Owner?
- Your professional background:
 - Development?
 - IT?
 - Other?



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Agenda

- Agile Product Management
- Value-Driven Development
- Scrum Theory & Empiricism
- The Scrum Framework
- Product Backlog Management
- Release Planning

With joyful exercises along the way!

Exercise

It's Your Experience. Own it.

5 minutes



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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

This course is collaborative.

Talk to me, talk to each other.



Exercise

Team Start-Up

Make roughly even-sized, multi-disciplinary teams of 5 members or less.

Organize your working environment.

Post for all to see:

- The purpose of a Product Owner
- 3 things you want to learn in this class

10 minutes

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Professional Scrum at Scrum.org

www.scrum.org/courses

 PSD	 PSM	 PSM II	 PSPO	 PSPO Advanced
All members of a Scrum Team including: Developers • Scrum Masters • Product Owners • Analysts • Testers ...	Scrum Masters • Managers • Scrum Team Members	Experienced Scrum Masters	Product Owners • Product Managers • Advanced Practitioners	Product Owners • Product Managers • Advanced Practitioners
 PSF	 SPS	 PAL-E	 PSK	 PSU
Everyone!	Development Leads and Managers • Scrum Masters • Project Managers • Advanced Practitioners	Managers • Leaders • Product Owners • Scrum Masters	Experienced Scrum Masters • Advanced Practitioners	UX Practitioners • Product Owners • All members of Scrum team

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Professional Scrum Competencies

www.scrum.org/professional-scrum-competencies

The Professional Scrum Competencies help guide an individual's personal development with Scrum.

Benefit from a common understanding of the competencies and focus areas to evaluate and balance your team's proficiencies based on your unique needs.

See how all Scrum.org courses map to the competencies and focus areas by visiting:

www.scrum.org/courses/professional-scrum-training-competency-mapping



Professional Scrum Product Owner Course

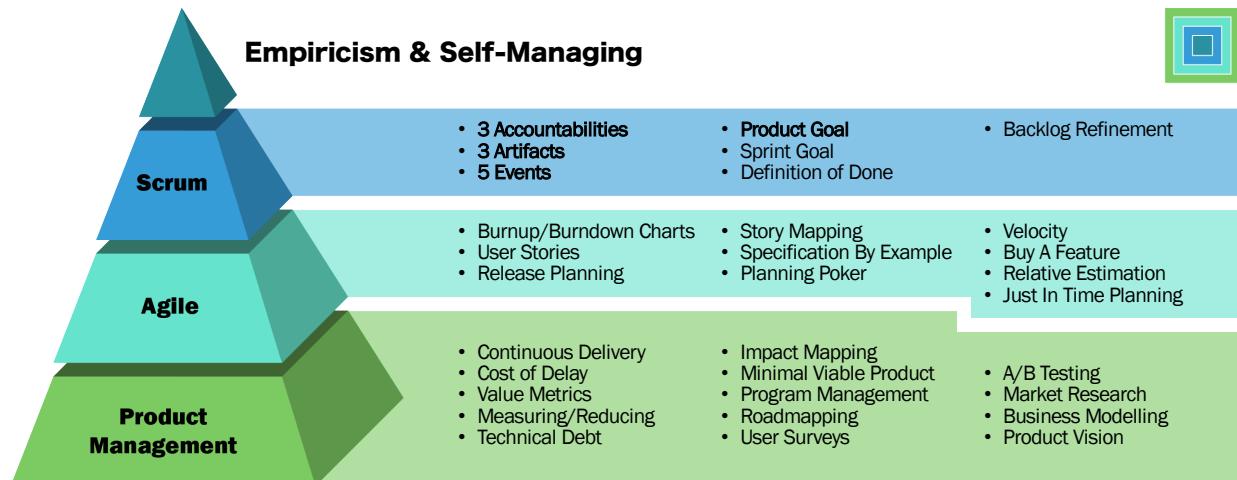
PURPOSE

- Teaches how to wring more value out of a product using agile product development with the Scrum framework.
- Understand the application of Scrum theory and principles to improve product management.

AUDIENCE

- For those responsible for the success of a software product or service by optimizing its value.
- *Ideally, attendees have passed the Professional Scrum Open and the Product Owner Open assessments.*

Scrum Is Complemented by Many Practices



... and many, many more.

"Someone's sitting in the shade today because someone planted a tree a long time ago."

- Warren Buffett

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Agile Product Management

Thoughts on These Companies?



Exercise

Purpose Helps in Pursuing Agility

2
minutes

Why is agility important to your organization?

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 product 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	

Exercise

Success


2
minutes

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

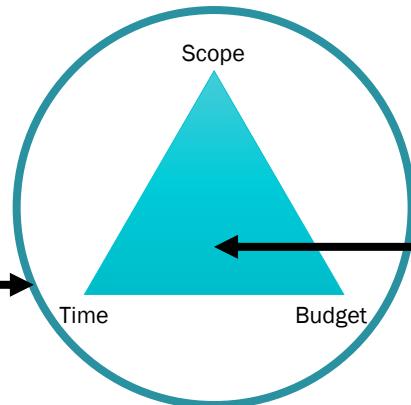
Agile Product Managers Have a Product Mindset

Product Mindset

Success *continuously* driven by **business metrics** outside in:

- User adoption/retention
- Revenue
- Cost savings per feature

Leads to less waste, more creativity, and more releases.



Project Mindset

Success *upfront* defined inside out:

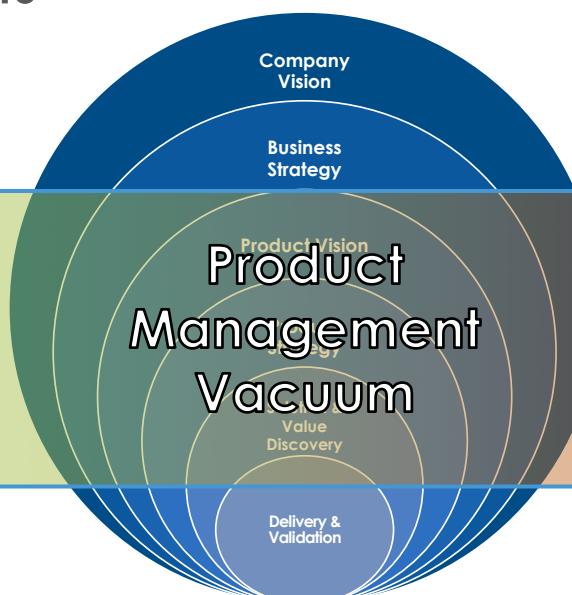
- Scope
- Time
- Budget

Leads to less business involvement, more task management.

The Bigger Picture

Focus on...

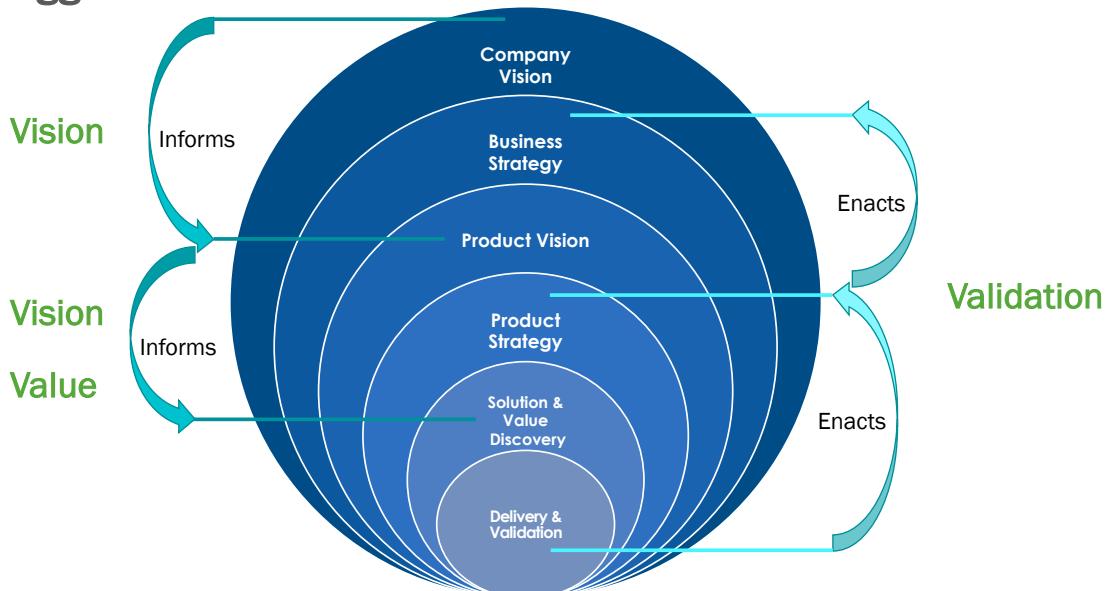
Vision
Value
Validation



Versus...

Project Charters
Project Plans
(time, budget, scope)
Milestones

The Bigger Picture



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Exercise

What is a Product?

5
minutes

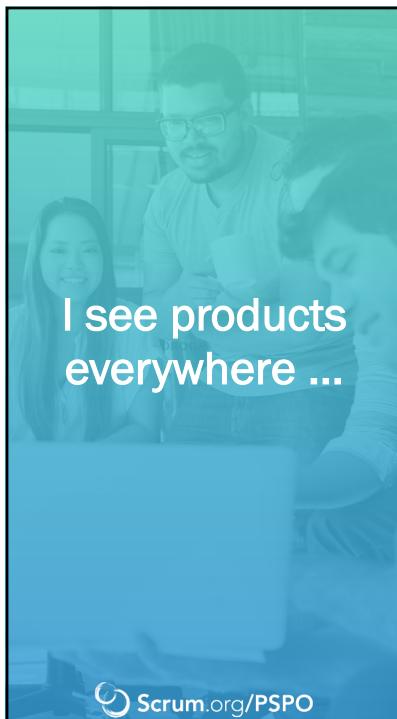
Come up with a definition
for a product

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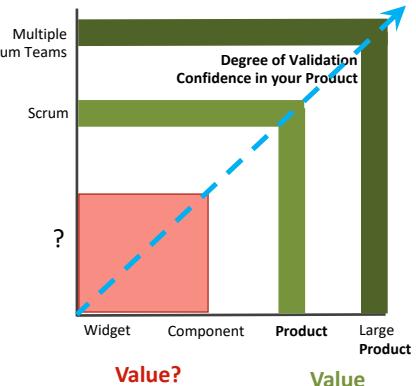
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There Is Always a Product

1. There is always a product. It may not always be obvious, but it is there, and it needs to be identified.
- AND**
2. Every product has a *customer* who is a:
 - a. *User*: Anyone who gets value from your product, whether or not they pay for it
 - b. *Buyer*: Anyone who pays for your product, whether or not they use it
 - c. *Both*
- AND**
3. Every product has a *producer* who receives a core benefit through:
 - a. Revenue increase
 - b. Cost decrease or avoidance
 - c. Societal benefit


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Come up with a list of activities that are (should be) part of Product Management.

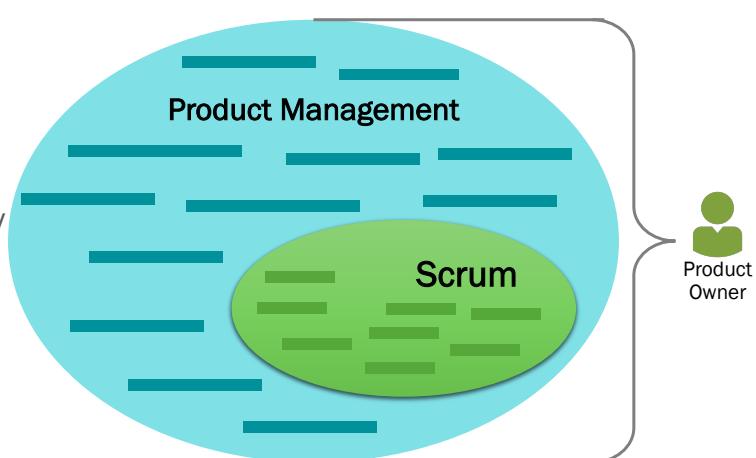
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Product Management Encapsulates Many Things

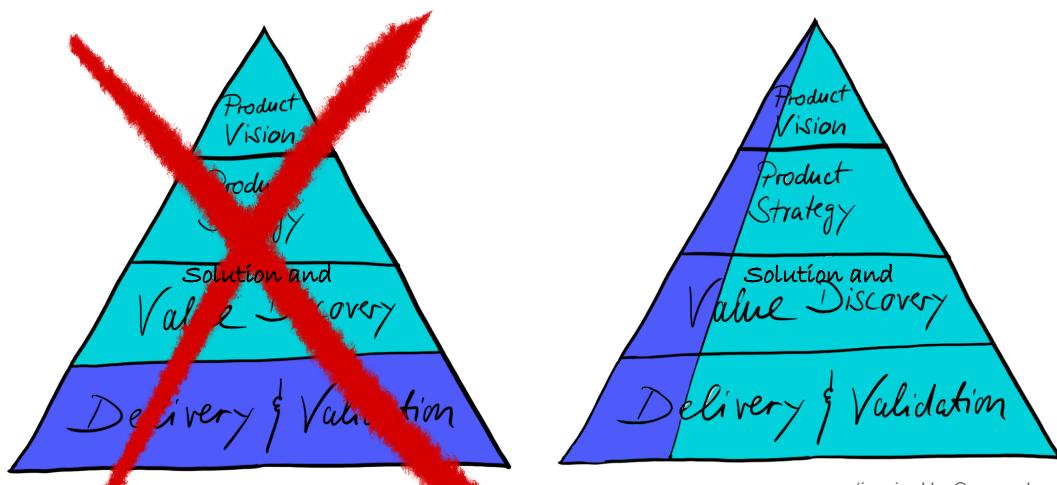


Product Owner Is an Agile Product Manager

- Communicate product ***vision***, the current ***Product Goal*** and ***value*** to the Scrum Team
- Work with Developers to capitalize on latest technology
- Leverage Scrum for frequent product ***validation*** through inspection & adaptation



Product Development is a strategic & tactical Team Sport



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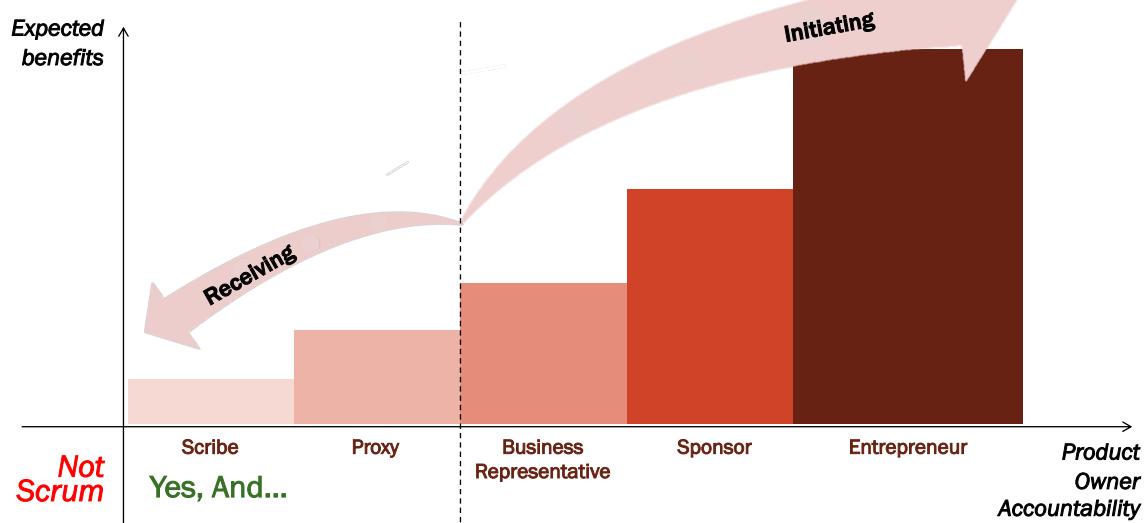
(inspired by @susanalopes)

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



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Techniques for Modeling Business Strategy

Business Model Canvas

The original business strategy canvas



Lean Canvas

A simple problem/solution approach targeted for entrepreneurs and startups

Value Proposition Canvas

Helps design product and services your customers want to buy

Have you used
any others?

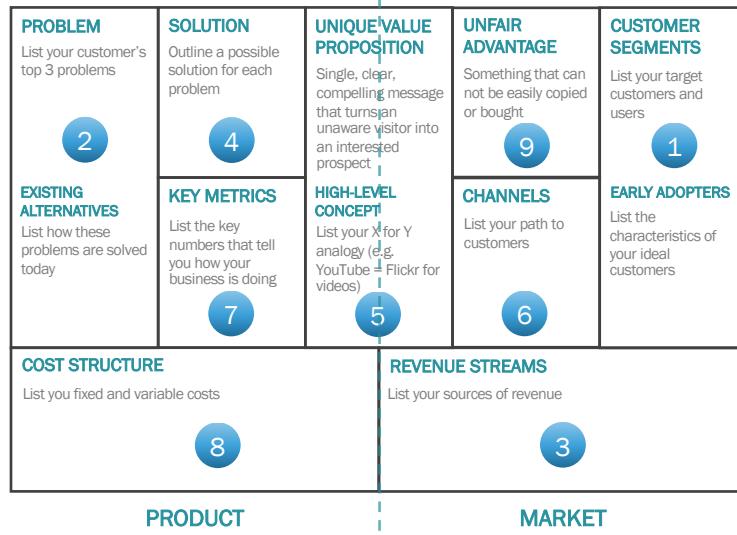
For more on
this topic



Business Model Canvas

KEY PARTNERS	KEY ACTIVITIES	VALUE PROPOSITIONS	CUSTOMER RELATIONSHIPS	CUSTOMER SEGMENTS
<ul style="list-style-type: none"> Who are our partners? Who are our key suppliers? Which key resources are we acquiring from our partners? Which key activities do partners perform? <p>MOTIVATION FOR PARTNERSHIP Optimization and economy Reduction of risk and uncertainty Acquisition of particular resources and activities</p>	<ul style="list-style-type: none"> What key activities do our value propositions require? Our distribution channels? Customer relationships? Revenue streams? <p>CATEGORIES Production Problem Solving Platform/Network</p>	<ul style="list-style-type: none"> What value do we deliver to the customer? Which one of our customers' problems are we helping to solve? What bundles of products and services are we offering to each segment? Which customer needs are we satisfying? What is the minimum viable product? <p>CATEGORIES Newness Performance Customization "Getting the Job Done" Design Brand/Status Price Cost Reduction Risk Reduction Accessibility Convenience/Usability</p>	<ul style="list-style-type: none"> How do we get, keep, and grow customers? Which customer relationships have we established? How are they integrated with the rest of our business model? How costly are they? <p>EXAMPLES Personal assistance Dedicated Personal Assistance Self-Service Automated Services Communities Co-Creation</p>	<ul style="list-style-type: none"> For whom are we creating value? Who are our most important customers? What are the customer archetypes? <p>Mass Market Niche Market Segmented Diversified Multi-sided Platform</p>
<ul style="list-style-type: none"> What key resources do our value propositions require? Our distribution channels? Customer relationships? Revenue streams? <p>TYPES OF RESOURCES Physical Intellectual (brand, patents, copyrights, data) Human Financial</p>	<ul style="list-style-type: none"> What key resources do our value propositions require? Our distribution channels? Customer relationships? Revenue streams? <p>CATEGORIES Newness Performance Customization "Getting the Job Done" Design Brand/Status Price Cost Reduction Risk Reduction Accessibility Convenience/Usability</p>	<ul style="list-style-type: none"> Through which channels do our customer segments want to be reached? How do other companies reach them now? Which ones work best? Which ones are most cost-efficient? How are we integrating them with customer routines? 	<p>CHANNELS</p>	<p>CHANNEL PHASES</p> <ol style="list-style-type: none"> Awareness - How do we raise awareness about our company's product and services? Valuation - How do we help customers evaluate our organization's Value Proposition? Purchase - How do we allow customers to purchase specific products and services? Delivery - How do we deliver Value Proposition to customers? After Sales - How do we provide post-purchase customer support?
<ul style="list-style-type: none"> What are the most important costs inherent to our business model? Which key resources are most expensive? Which key activities are most expensive? <p>SAMPLE CHARACTERISTICS Fixed Costs (salaries, rents, utilities) Variable Costs</p>	<p>IS YOUR BUSINESS MORE Cost driven (leanest cost structure, low price value proposition, maximum automation, extensive outsourcing) Value Driven (focused on value creation, premium value proposition)</p>	<ul style="list-style-type: none"> For what value are our customers really willing to pay? For what do they currently pay? How are they currently paying? How would they prefer to pay? How much does each Revenue Stream contribute to overall revenues? 	<p>TYPES Asset sale Usage fee Subscription fees Lending/Renting/Leasing Licensing Brokerage fees Advertising</p> <p>FIXED PRICING List Price Product feature dependent Customer Segment dependent Volume dependent</p> <p>DYNAMIC PRICING Negotiation (bargaining) Yield Management Real-time Market</p>	<p>5</p>

Lean Canvas



- 1 Identify and describe main customer/buyer
Who are the early adopters?
- 2 List top 1 to 3 problems
What are the existing alternatives?
How do they solve the problems today?
- 3 Come up with revenue stream but keep it simple
What is the product worth to your clients?
- 4 List solutions for each problem
How will you deliver value?
- 5 Create your UVP, the underlying 'Why'
How will you get noticed?
- 6 Identify a couple of possible channels
How will you build a path to customers?
- 7 Identify key value metrics
How will you measure success?
- 8 Identify your costs and break-even point
How will you afford your initiative?
- 9 Something that cannot easily be copied or bought
How will you defend against competition?

Lean Canvas is adapted from The Business Model Canvas (<http://www.businessmodelgeneration.com>) and is licensed under the Creative Commons Attribution-Share Alike 3.0 Unported License

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Value Proposition Canvas



D Product & Services:

- Which specific products or services can we create to help this customer get their jobs (tasks) done?
- We do not need to fix it all, decide on one or two jobs that are the most important to address first.
- Is the customer the buyer, user or maybe a co-creator?

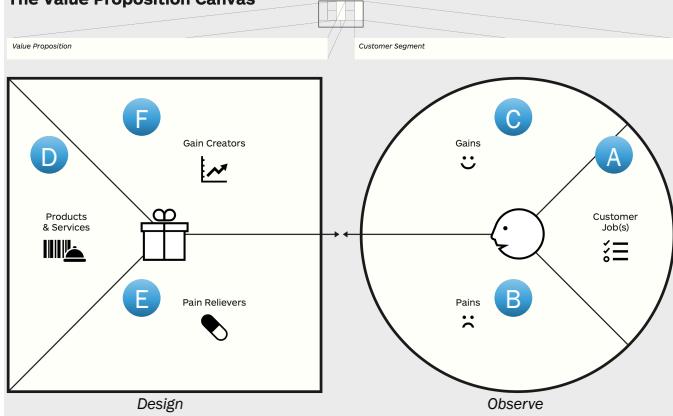
E Pain Relievers:

- Make your customer feel better?
- Produce Savings?
- Fix underperforming solutions?
- Eliminate risks your customers fear?

F Gain Creators:

- Produce outcomes your customer expects or even exceeds?
- Create saving which makes your customer happy?
- Make your customer's job life easier?
- Do something customers look for?

The Value Proposition Canvas



A Customer Job(s):

- What functional jobs are you helping your customer get done?
- What social jobs are you helping your customers get done?
- What emotional jobs are you helping your customer get done?
- What basic needs are you helping your customer satisfy?

B Pains:

- What makes your customer feel bad?
- What does your customer find too costly?
- How are current solutions underperforming for your customer?
- What are the main difficulties and challenges your customer encounter?

C Gains:

- What outcomes does your customer expect and what would go beyond his/her expectation?
- Which savings would make your customer happy?
- How do current solutions delight your customer?
- What could make your customer's job or life easier?

Class Project

Business Strategy

15 minutes

Explore a Business Strategy for your product.
Important topics to consider:

- Customer Needs
- Who Benefits
- How
- Revenue

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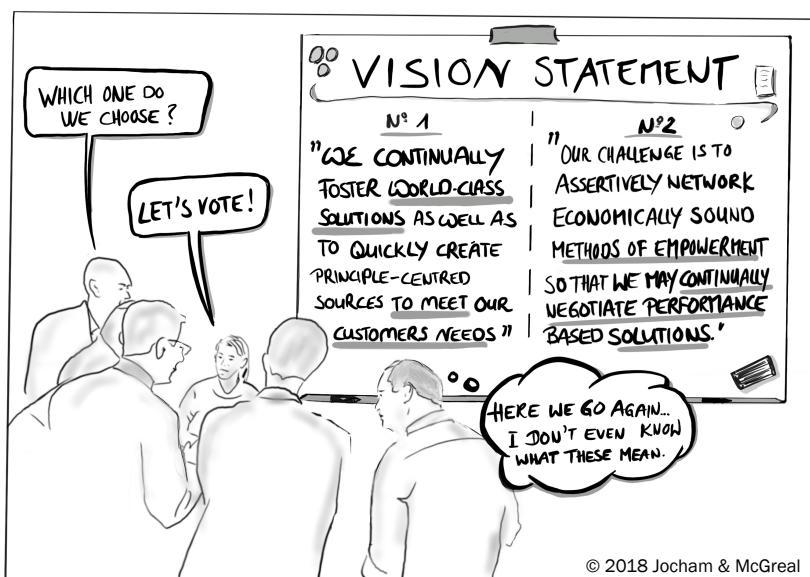
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Boiler Plate Warning

Boiler plate vision statements tend to be ignored.

Try pragmatic, real & emotional.



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Techniques For Creating A Product Vision



Product/Vision Box

A collaboration tool for identifying the most important features and a vision for a product

Elevator Pitch Template

A popular template to help organize thoughts about the vision

Have you used
any others?

Innovation Games® Product Box



Front

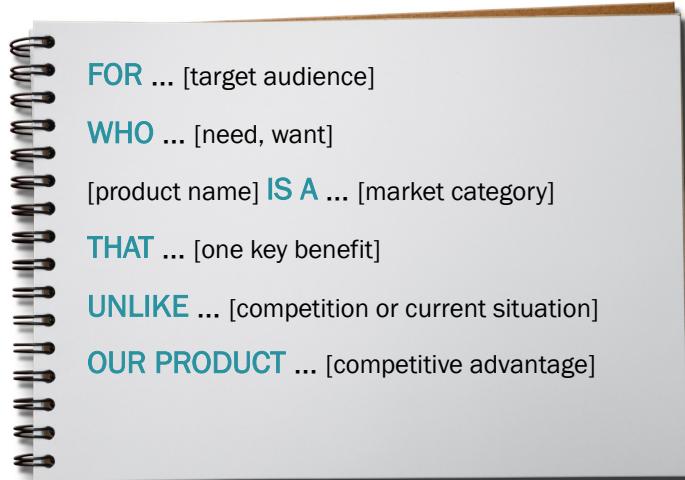
- Product Name
- Image(s)
- Clear Target Customer
- Clear Value Proposition



Back

- Sub-features

Product Vision Template



* From "Crossing the Chasm" Geoffrey Moore

Class Project

Product Vision



15 minutes

 Scrum.org/PSPO

Craft a Vision for your product:

1. Select a technique
2. Collaborate on a vision for your product
3. Prepare to pitch your product to the class

Exercise

Product Owner and Technology

5 minutes

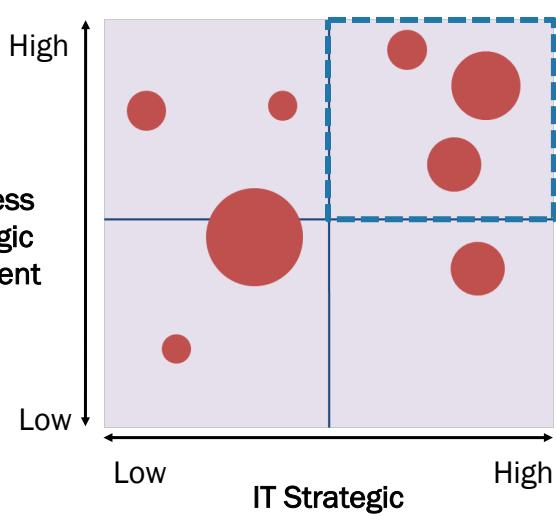
PROS	CONS

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Strategic Alignment Index



Highest benefits are most likely realized when building these products or features

Size of bubble = TCO

Total Cost of Ownership (TCO) and value are variables used in development prioritization.

Source: "Measuring the Business Value of Information Technology", Intel Press

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Discontinuing Products Is Not What Kills You

Discontinuing a product is a healthy business decision
(unless you rely on too few products)

- Apple Newton
- Apple iPod classic
- Google Glass
- Google Wave
- Google+
- iGoogle
- Google Reader
- Amazon Fire



TAKE AWAY

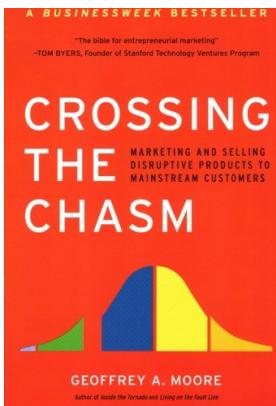
Agile Product Management

- Agility can be a competitive advantage for an organization.
- Product Management is an essential practice for Scrum Product Owners.
- Organizations should take on more of a Product Mindset over a Project Mindset.
- There are many tools that can help establish a business model, vision, etc.

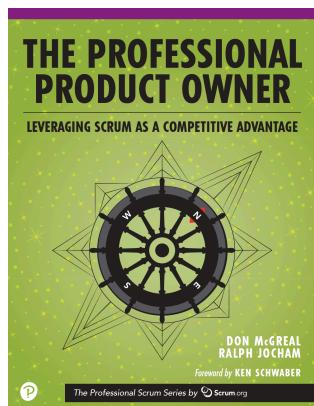


Suggested Reading

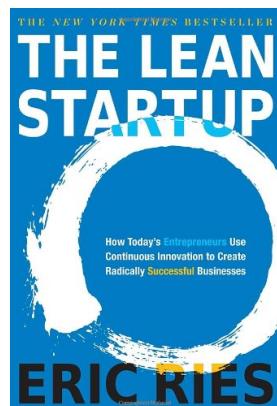
"Crossing the Chasm"
(Geoffrey Moore)



"The Professional Product Owner" (Don McGreal & Ralph Jocham)



"The Lean Startup"
(Eric Ries)



"Price is what you pay. Value is what you get."

- Warren Buffett

3

Value-Driven Development

Exercise

Value


3
minutes

What is value?

52

For organizations, value is...

The benefit to the customer, represented in terms of **happiness**, that results from the use of a product or service.

The benefit to the organization, represented in **money** terms, that results from the use of a product or service.

The **benefit to society**, not necessarily represented in money terms, that results from the use of a product or service.

Favor Value Creation over Revenue Extraction

Exercise

Delivering Value

2 minutes

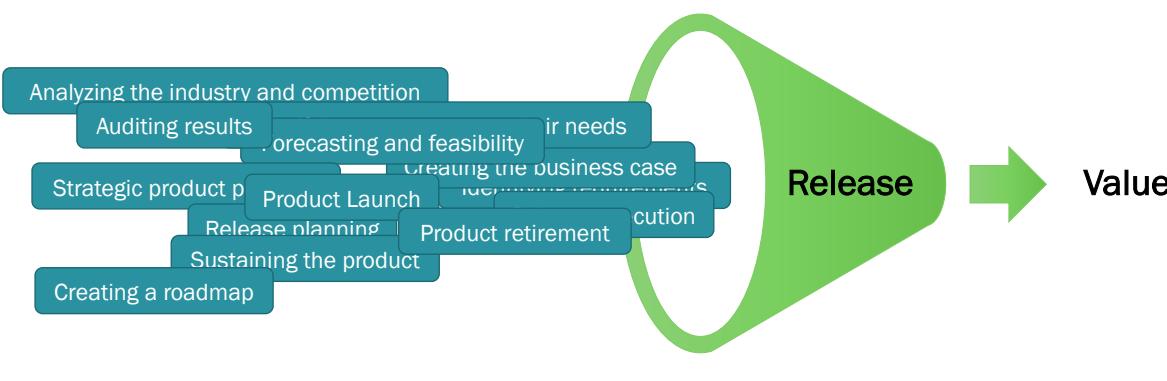
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What is the only way for a Scrum Team to deliver value?

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A Release Is Needed to Realize Value



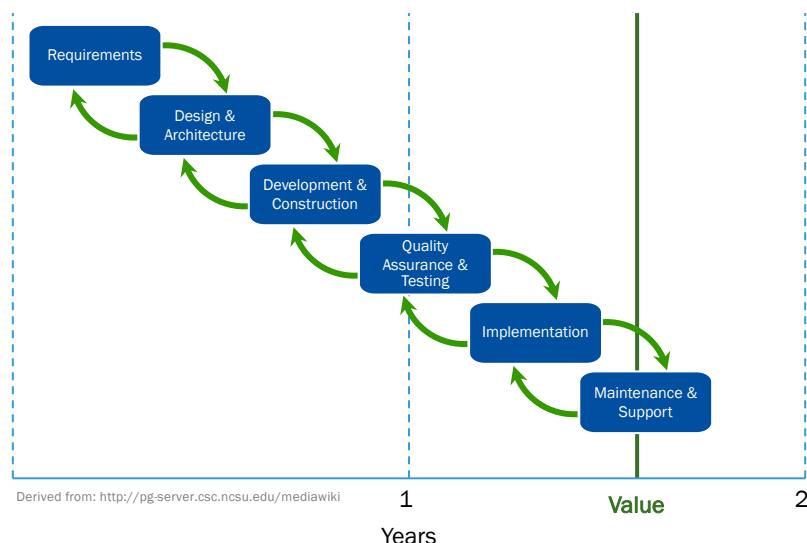
The diagram illustrates a process flow for product development. A series of teal-colored boxes represent sequential steps: "Analyzing the industry and competition", "Auditing results", "Strategic product planning", "Creating a roadmap", "Release planning", "Product launch", "Forecasting and feasibility", "Sustaining the product", "Creating the business case", "Market needs", "Product retirement", and "Execution". These steps lead to a large green megaphone icon labeled "Release". An arrow points from the megaphone to the word "Value".

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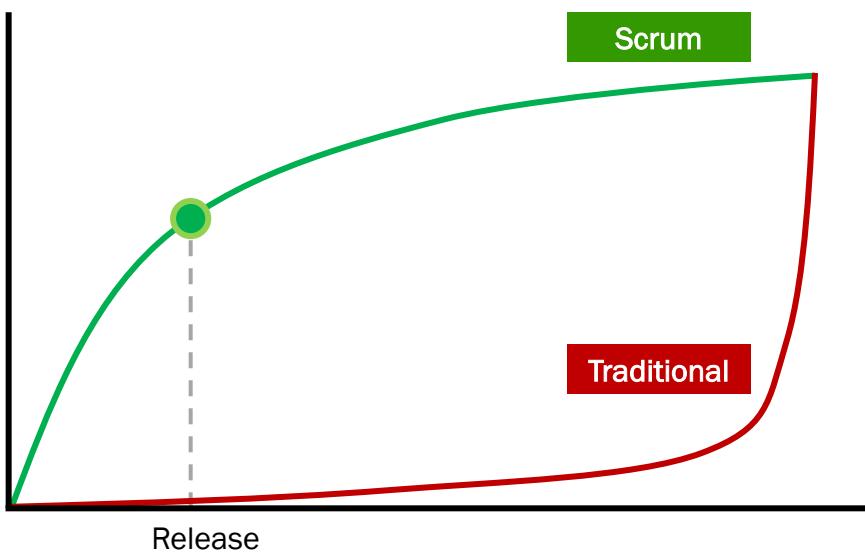
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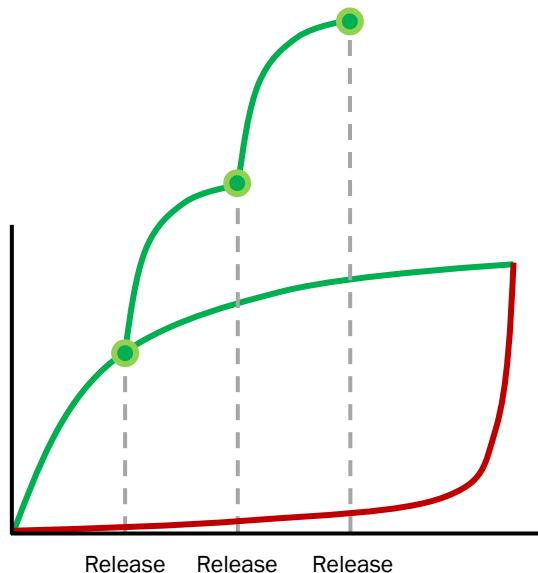
Traditional Development Delays the Realization of Value



Business Value Over Time

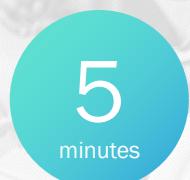


Business Value Over Time – Optimized



Exercise

How Do You Measure?



5
minutes

- What are you currently measuring?
- Do you apply any metrics?
- Are incentives in place for any of them?

Class Project

Value



5 minutes

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How do you know your product is creating value?

- In your team, determine how you know your Product will create value. What metrics will you use?
- Determine how you know if a particular feature or enhancement is creating value.
- Is it possible to create negative value?

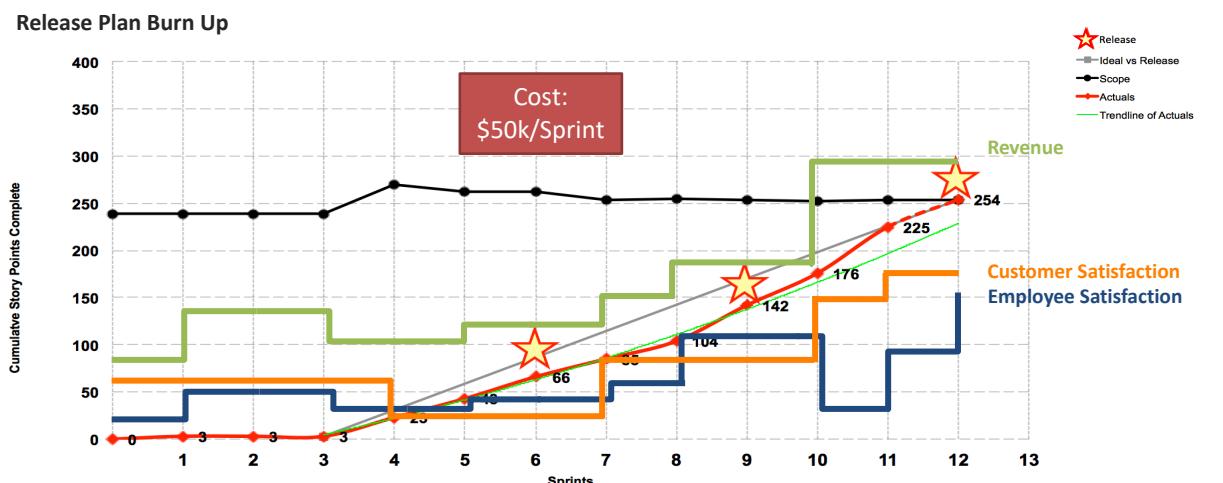
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The Right Metrics Can Provide Insight Into Actual Value Delivered

Release Plan Burn Up



Cost: \$50k/Sprint

Revenue

Customer Satisfaction

Employee Satisfaction

Legend:

- Release (Red Star)
- Ideal vs Release (Grey Line)
- Scope (Black Line)
- Actuals (Red Line)
- Trendline of Actuals (Green Line)

Sprint	Scope (Cumulative Story Points Complete)	Actuals (Cumulative Story Points Complete)	Ideal vs Release (Cumulative Story Points Complete)	Trendline of Actuals (Cumulative Story Points Complete)
0	0	0	0	0
1	140	10	140	10
2	140	10	140	10
3	140	10	140	10
4	260	20	260	20
5	260	40	260	40
6	260	66	260	66
7	260	95	260	95
8	260	130	260	130
9	260	176	260	176
10	260	225	260	225
11	260	254	260	254
12	260	254	260	254

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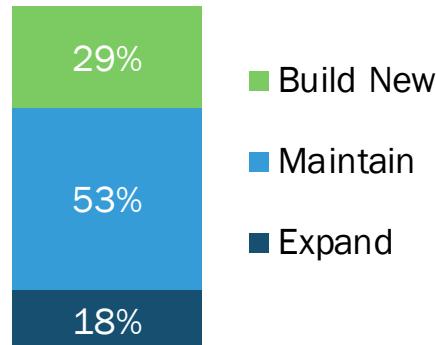
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Innovation Rate

What percentage of your product budget is spent on:

- Building new functionality
- VS.
- Maintaining the existing
- VS.
- Expanding capacity?

2010 IT Budgets

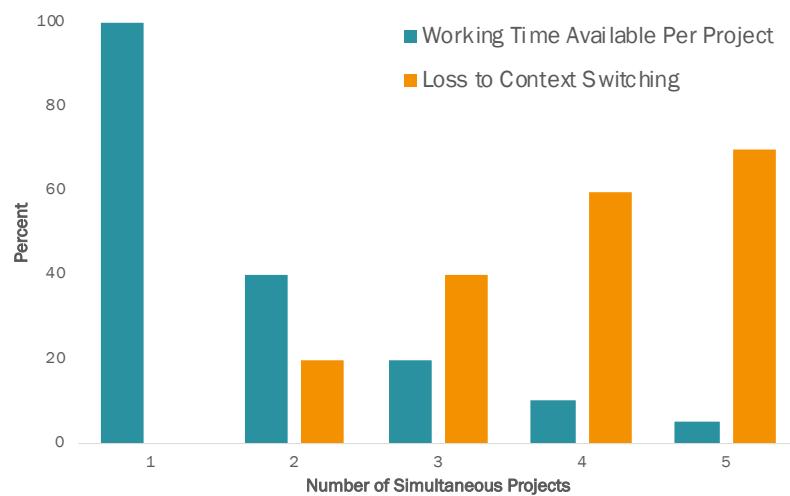


Source: Forrester, October 2010, 2011 IT Budget Planning Guide For CIOs

**Task switching
destroys
efficiency and
quality.**

On-Product Index

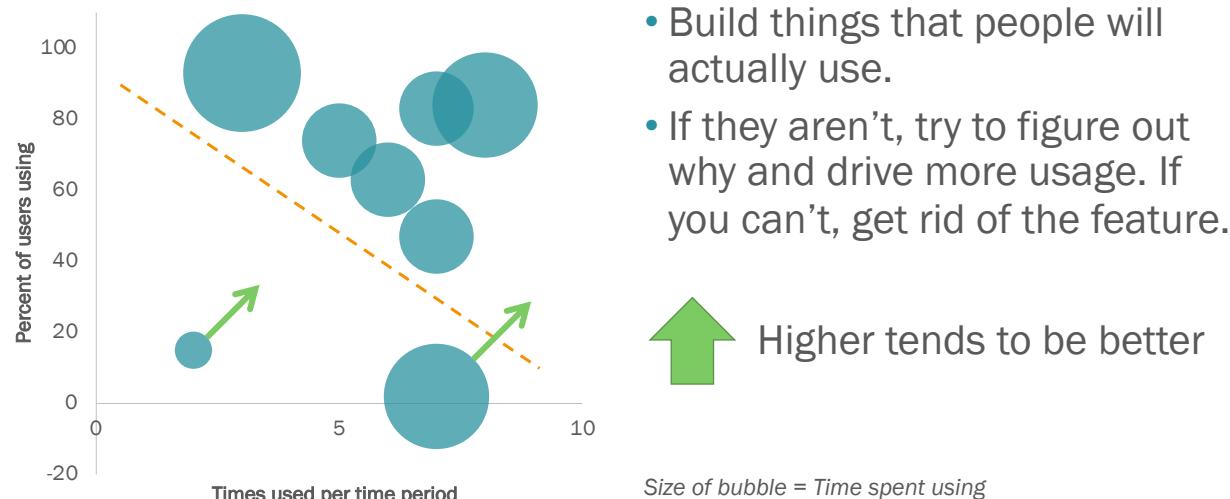
Percentage of time team spends working on the product



Source: Gerald Weinberg, Quality Software Management: Systems Thinking

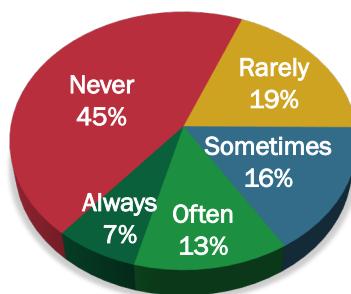
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Usage Index

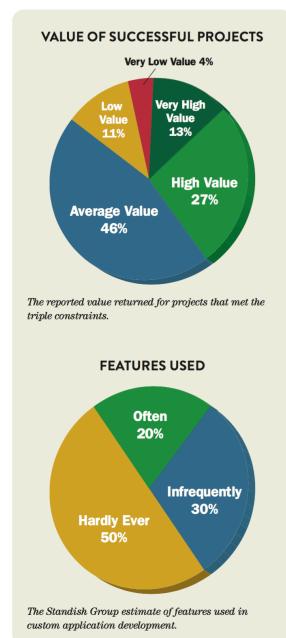


Securing Success by Securing Scope?

Too many products are designed on the premise that the initial information and assumptions are valid throughout the entire planning horizon.



Features and Function Usage
Standish Group 2002

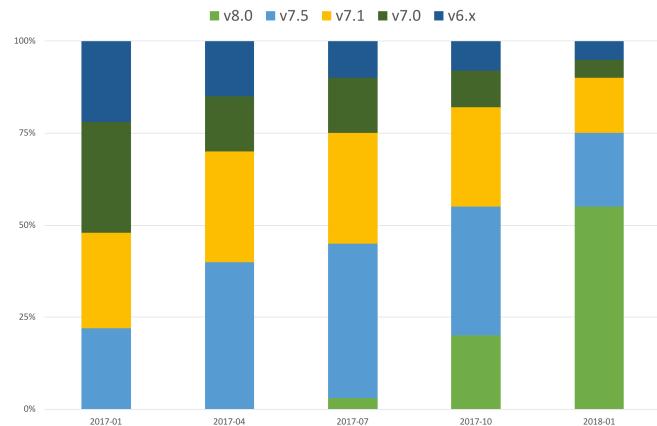


Monitoring product absorption

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Installed Version Index

What percentage of your customers are on your latest (n) release?

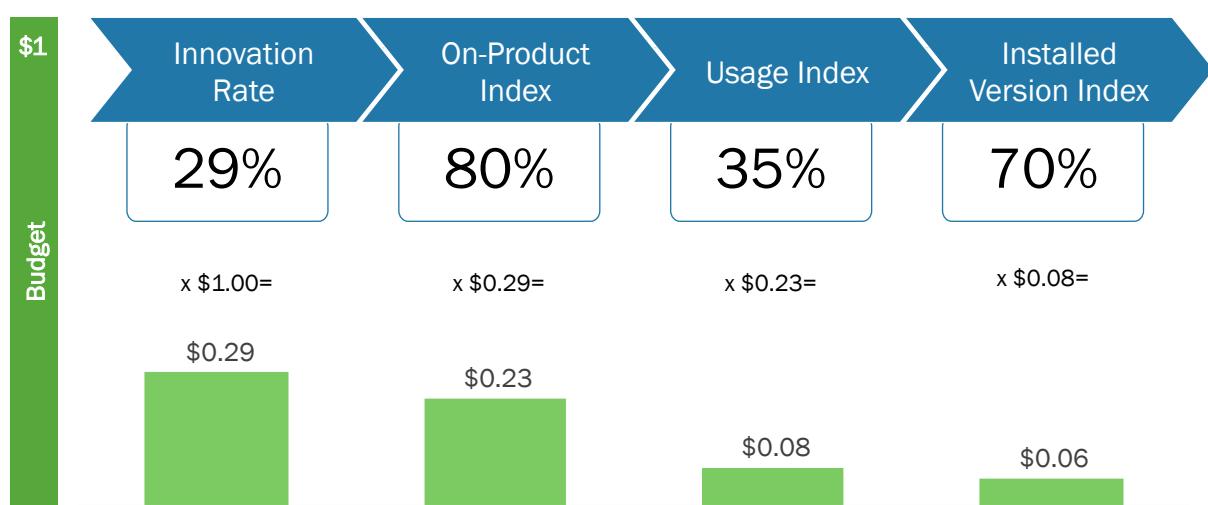


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The Right Metrics Can Provide Insight into Actual Value Delivered:



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Exercise

What Do You Do as a Product Owner to Influence These Metrics?

10 minutes

Innovation Rate

On-Product Index

Usage Index

Installed Version Index

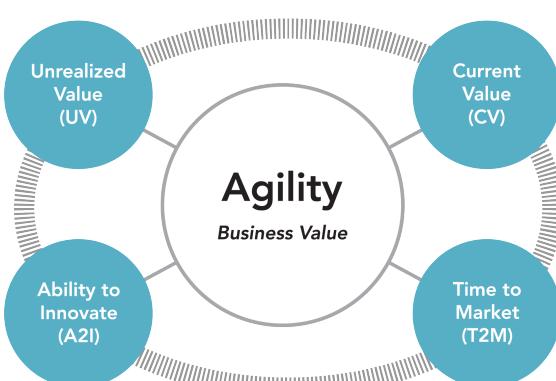
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Value Measures

EBMgt™ | Evidence-Based Management for Software Organizations



The diagram illustrates the concept of **Business Value** centered around **Agility**. Four circular nodes are connected to a central circle labeled **Business Value** and **Agility**:

- Unrealized Value (UV)**: Located at the top-left.
- Current Value (CV)**: Located at the top-right.
- Ability to Innovate (A2I)**: Located at the bottom-left.
- Time to Market (T2M)**: Located at the bottom-right.

Each node is connected to the central circle by a dotted line, representing the flow of value and agility.

- Market Share
- Customer or User Satisfaction Gap
- Innovation Rate**
- Time spent context switching
- Usage Index**
- Installed Version Index**
- Technical Debt
- Defect Trends
- Product Incident Trends
- On-Product-Index**
- Revenue per Employee
- Product Cost Ratio
- Employee Satisfaction
- Customer Satisfaction
- Usage Index**
- Build & Integration Frequency
- Release Frequency
- Release Stabilization Period
- Mean Time to Repair
- Cycle Time
- Lead Time
- Time to Learn

Read the EBM Guide at: scrum.org/ebm

For more on this topic

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TAKE AWAY

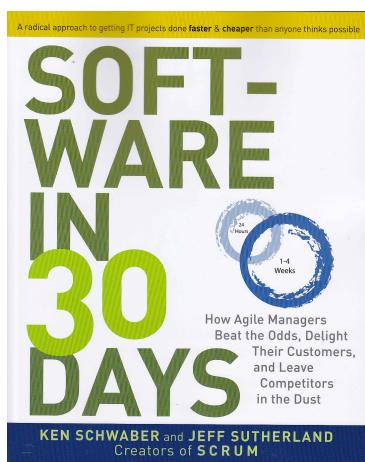
Value-Driven Development

- Value in itself is difficult to quantify.
- Value remains an assumption until validated by the marketplace.
- Key Value Indicators are metrics that indicate whether value is actually being delivered.
- Favor Value Creation over Revenue Extraction



Suggested Reading

“Software in 30 Days” (Ken Schwaber, Jeff Sutherland)



“The Elements of Value” (Almquist, Senior, Bloch)





Insanity: Doing the same thing over and over again and expecting different results.
- Albert Einstein

4

Scrum Theory & Empiricism

Scrum.org/PSPO  @ScrumDotOrg

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Class Project

When Will It Be Ready?

2 minutes

The management committee wants to know when your product will be ready.

- What do you say?
- How would you proceed?

Scrum.org/PSPO

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Exercise

The Complexity of Product Development

5
minutes

List the variables that have to be considered in product development.

- **How predictable are they?**
- **What would you do to control them?**

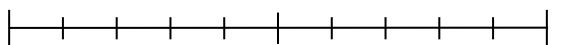
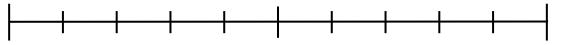
76

Exercise

The Predictability of Product Development

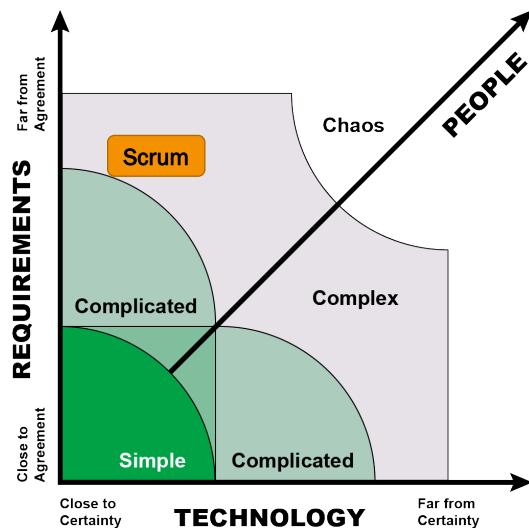
5
minutes

Put a slider (▼) at 0-10 for the 3 major variables in product development on the scale of unpredictability:

- 0  10
- _____: 
 - _____: 
 - _____: 

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The Complexity of Product Development



- Simple
everything is known
- Complicated
more is known than unknown
- Complex
more is unknown than known
- Chaotic
very little is known

Based on the original chart by Ralph Stacey
(source: *Strategic Management and Organisational Dynamics*, Pearson, 2015)

Situation Dictates the Type of Process

DEFINED

- Given a well-defined set of inputs, the same outputs are generated every time
- Follow the pre-determined steps to get known results

Examples: Assembly line, construction, accounting

EMPIRICAL

- Frequent inspection and adaptation occurs as work proceeds
- Outputs are often unpredictable and unrepeatable

Examples: Sales, marketing, theater, creative writing

Empirical Processes Require Trust & Courage



Scrum Values

- The Scrum Values are the foundation for behavior and practices in Scrum.
- They are closely related to the theory and first principles of Scrum and support teams in their work.
- The Scrum Team can always fall back on these essentials.



Scrum Values are the life blood of the Scrum Framework.

TAKE AWAY

Scrum Theory & Empirical Process Control

 Scrum.org/PSPO

- Product development resides in the complex domain.
- The best fit for complexity is the empirical process.
- The 3 legs of empiricism are inspection, adaptation, and transparency.
- Transparency requires trust and courage.



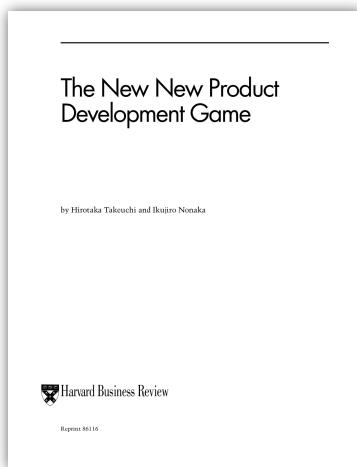
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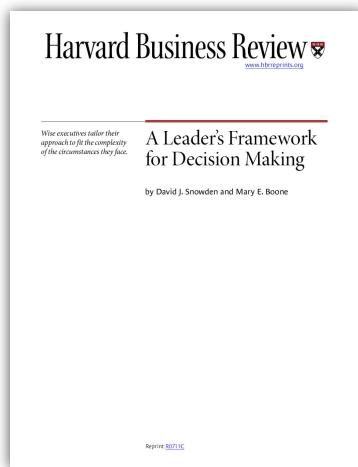
83

Suggested Reading

"The New New Product Development Game" (Takeuchi, Nonaka)



"A Leader's Framework for Decision-Making" (Snowden, Boone)



 Scrum.org/PSPO

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"If you haven't found it yet, keep looking. Don't settle. As with all matters of the heart, you'll know when you find it."
- Steve Jobs

5

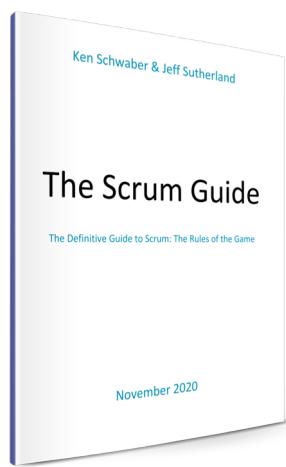
The Scrum Framework

Scrum.org/PSPO  @ScrumDotOrg

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Definition of Scrum



www.scrumguides.org

Scrum (*noun*):

A lightweight framework that helps people, teams and organizations generate value through adaptive solutions for complex problems.

Scrum is

- Lightweight tool for enabling business agility
- Simple and purposefully incomplete

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Exercise

What Is Needed for Scrum?

5 minutes

Scrum.org/PSPO

Explore the elements in the Scrum framework:

Accountabilities	Artifacts	Events
•	•	•
•	•	•
•	•	•
		•
		•

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Exercise

What else?

3 minutes

Scrum.org/PSPO

Explore the elements in the Scrum framework:

Accountabilities	Artifacts	Events
• Product Owner	• Product Backlog	• Sprint
• Developers	• Sprint Backlog	• Sprint Planning
• Scrum Master	• Increment	• Daily Scrum
		• Sprint Review
		• Sprint Retrospective

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Scrum Team Members: Each One Has a Specific Accountability



Product Owner

- Accountable for maximizing the value of the Product
- Manages the Product Backlog



+ Developers

- Accountable for creating Done Increments each Sprint
- Manages their own work



+ Scrum Master

- Accountable for the Scrum process
- Coaches the Product Owner, Developers and Organization
- Enables Scrum Team effectiveness



= SCRUM TEAM

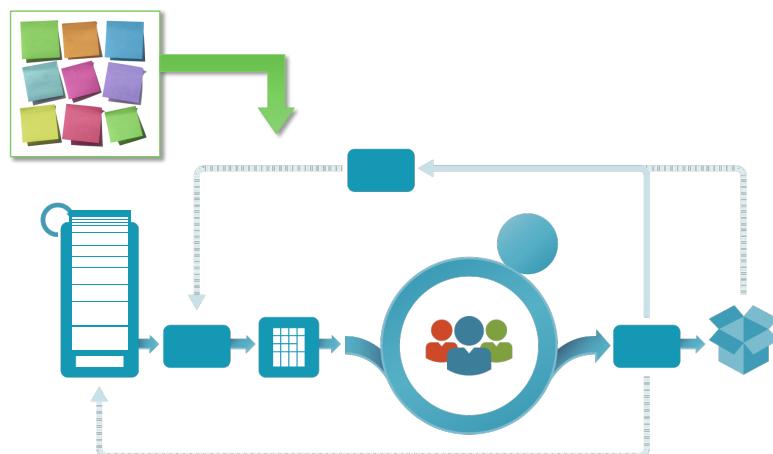
- Creates valuable Increment every Sprint
- Is self-managing & cross-functional

Exercise

Fitting the Pieces Together

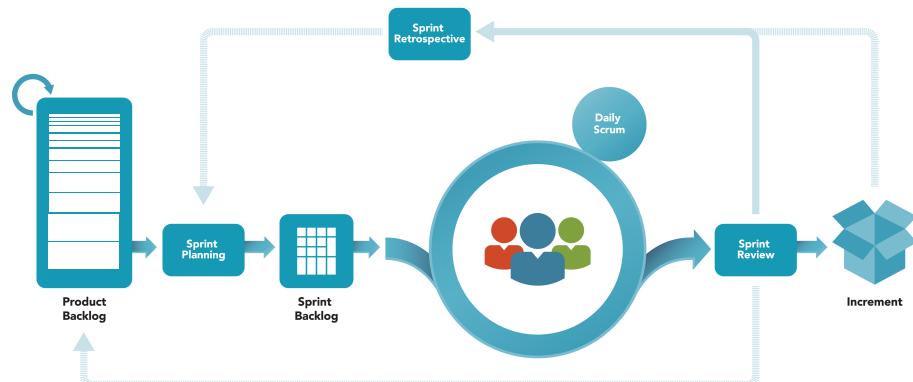
30
minutes

Each student, pick an identified element of Scrum, add it to the following scheme and explain how this relates to the Product Owner:



Roles, Artifacts and Events in the Scrum Framework

Accountabilities
<ul style="list-style-type: none"> • Product Owner • Developers Team • Scrum Master
Artifacts
<ul style="list-style-type: none"> • Product Backlog • Sprint Backlog • Increment
Events
<ul style="list-style-type: none"> • Sprint • Sprint Planning • Daily Scrum • Sprint Review • Sprint Retrospective



Exercise

Exploring the Purpose of a Product Owner

5
minutes

You run into a Scrum Team where there isn't really a Product Owner in the team. The Developers therefore creates the Product Backlog.

What would you advise them?

Exercise

The Rewrite Fallacy

PURPOSE
Discover the need for a Product Backlog

5 minutes

Your organization has a legacy application that “works fine” but is getting increasingly difficult/expensive to support. It is going to be re-written using modern technologies. Larry is the Product Manager.

Larry says the users are completely happy with the existing system and use all of its features (though usage statistics are not available).

Larry claims that the new system must “do exactly what the old system did.” Because of this, he says there is no need for a Product Owner or a Product Backlog, let alone any need for assigning business value.

Question: Is Larry helping or hindering? How?

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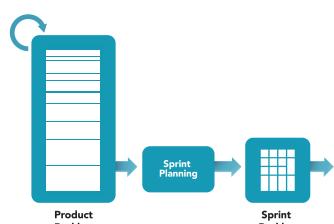
93

Exercise

Key Points for the Product Owner

2 minutes

- Product Backlog is ordered by the _____, and is _____ throughout the Sprint.
- The _____ sets a Sprint Goal and the _____ forecasts the amount of work for the Sprint.
- The Sprint Backlog is the Developers’s plan on how best to meet the _____.



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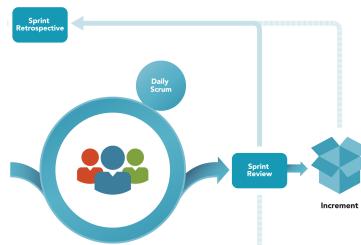
Exercise

Key Points for the Product Owner

2
minutes

 Scrum.org/PSPO

- The Product Owner maximizes the _____ developed each Sprint
- The Sprint Review is where _____ can inspect the Increment and the Product Owner can adapt the _____ as needed.
- The Retrospective is the opportunity for the _____ to inspect and adapt _____.



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Exercise

Judi Is in Trouble

PURPOSE

Demonstrate accountability of Scrum roles

5
minutes

 Scrum.org/PSPO

Judi is CEO of a community portal in San Francisco. The portal has over 20m subscribers.

Other than content changes, there hasn't been a release of new functionality in over 5 months.

There are five directors, responsible for advertising, dating, community, vacations, and classified functionality. They each receive commissions on the revenue from their respective areas.

They cannot agree on what strategic direction to take next.

What would be your recommendation for Judi?

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Exercise

David Saves the Day

PURPOSE
Demonstrate Scrum roles

5 minutes

Scrum.org/PSPO

The company is trained in Scrum. David is now Product Owner.

At Sprint Planning, David presents a Product Backlog different from what he and the other four directors agreed on.

The directors, attending the meeting, express their disagreement.

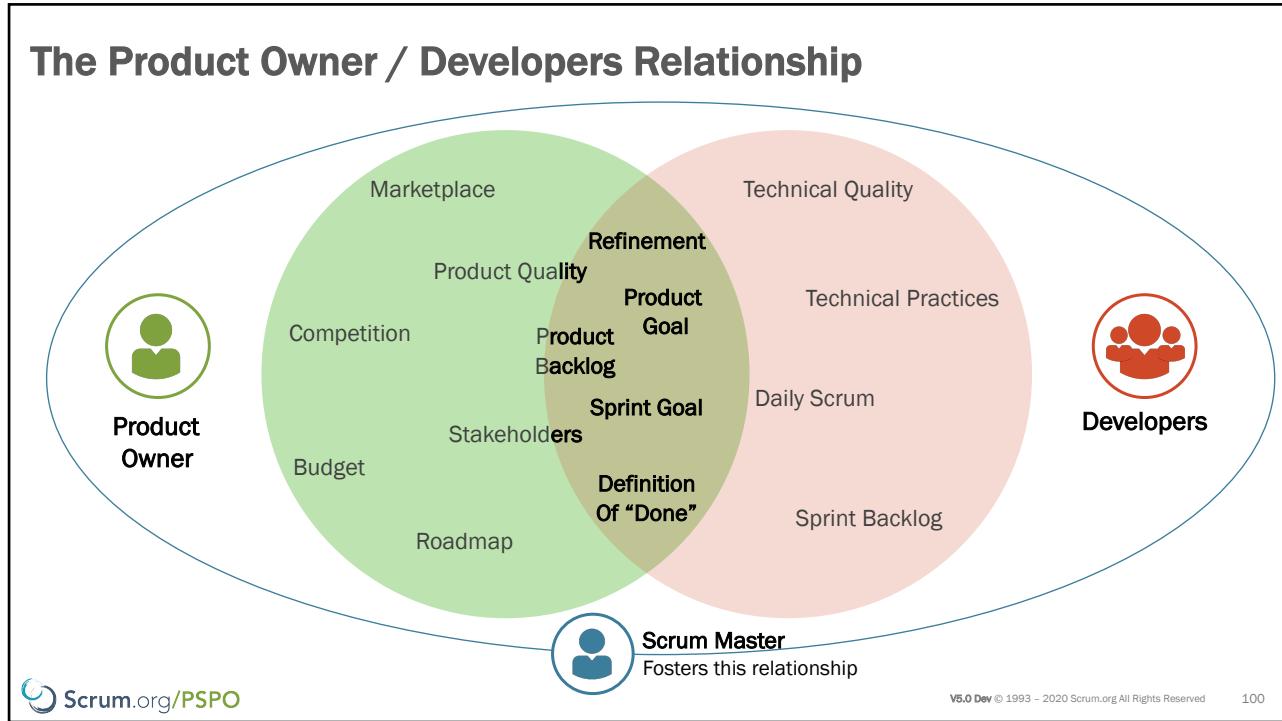
After hours of bickering, they are nowhere.

What does Scrum call for?

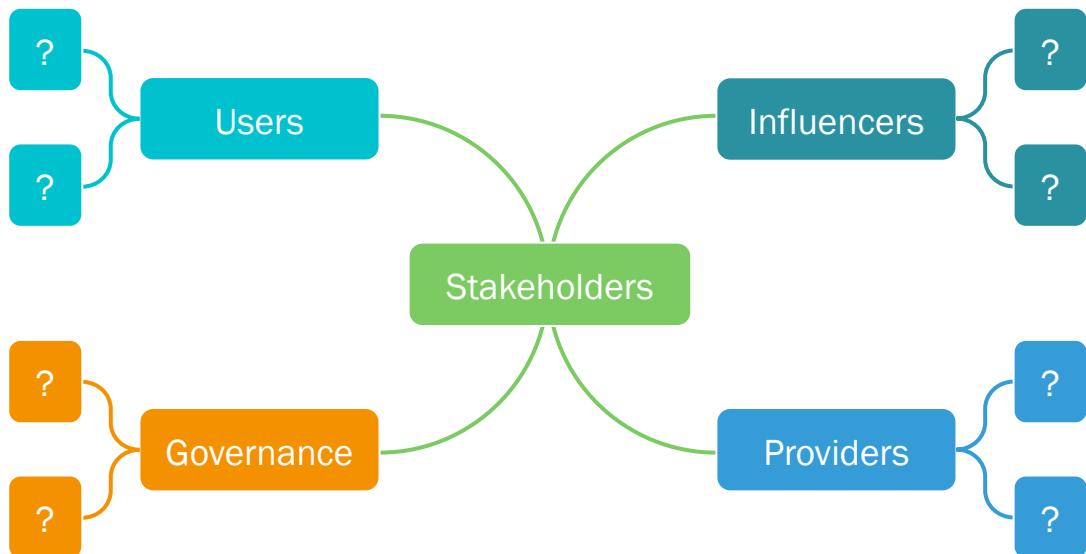
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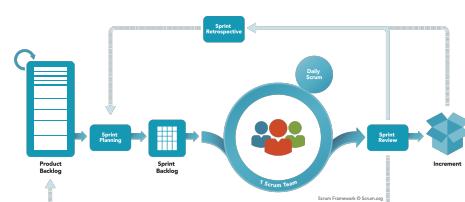
Stakeholders – Who Are They and What Do They Want?



What Is a Scrum Sprint?

Sprints are time-boxed iterations that serve iterative-incremental development.

- All development is done within a Sprint
- A Sprint has a constant duration of 1 month or less
 - Sprint length is determined by acceptable planning horizon
- Scrum knows no phases, only Sprints
 - No testing, hardening, analysis Sprints



Sprint Goal

An **objective** to be met in the Sprint

- Through the implementation of the PBIs selected in Sprint Planning
- Providing guidance to the Scrum Team

Allows **flexibility** in delivering the Increment

- Allows wiggle room for exact implementation of PBIs
- Although the Sprint Goal is fixed

Is **sacrosanct** throughout the Sprint

- As the Scrum Team works, it keeps this goal in mind
- Each Daily Scrum assesses the Team's progress toward meeting the Sprint Goal

Powerful Questions to consider when crafting a Sprint Goal

- 1.If we don't work towards this Sprint Goal, what will be inevitably lost or become much harder later?
- 2.If we wouldn't have another Sprint after this one, what would be the one thing we'd have to deliver in order to return some value?
- 3.If we were paying for this Sprint with our own money, what work would give us the highest chance to get that money back?
- 4.When we achieve this Sprint Goal, what has clearly changed or improved from the perspective of stakeholders?
- 5.Which steps are required to achieve this Sprint Goal? Which are the least required or could we do without if we really have to?
- 6.If we suddenly have half the team available and we can do only half the work required for the Sprint Goal, what should absolutely be in there in order for us to still be okay with the outcome? What can we let go of for now and return to later?
- 7.*If there's an 'AND' in the Sprint Goal:* Which would you naturally do first if you have to choose? What is irrevocably lost if we do that thing first, and the second thing in another Sprint?
- 8.What would need to happen while working on this Sprint Goal that would be cause for celebration?
- 9.What worry about our product is keeping you up at night? What can we build or test this Sprint to make you sleep a bit better?
- 10.In terms of value and learning about what else is needed from us a team, what is the worst way to spend the upcoming Sprint? What should we focus on this Sprint to prevent that?
11. Although these questions don't give you the Sprint Goal on a platter, they do help you discover what is the most uncertain and valuable right now, and thus input for your Sprint Goal.

Source: Christiaan Verwijs

Some Sprint Goals

Can we build the hazard warning line assistance with the new hardware sensor for our trucks?

Automatically clear a default insurance case using the new OCR system

Deliver a minimal set of administration features

Support customers that run MySQL

Increase find accuracy of misspelled search terms

Exercise

What Scrum Requires

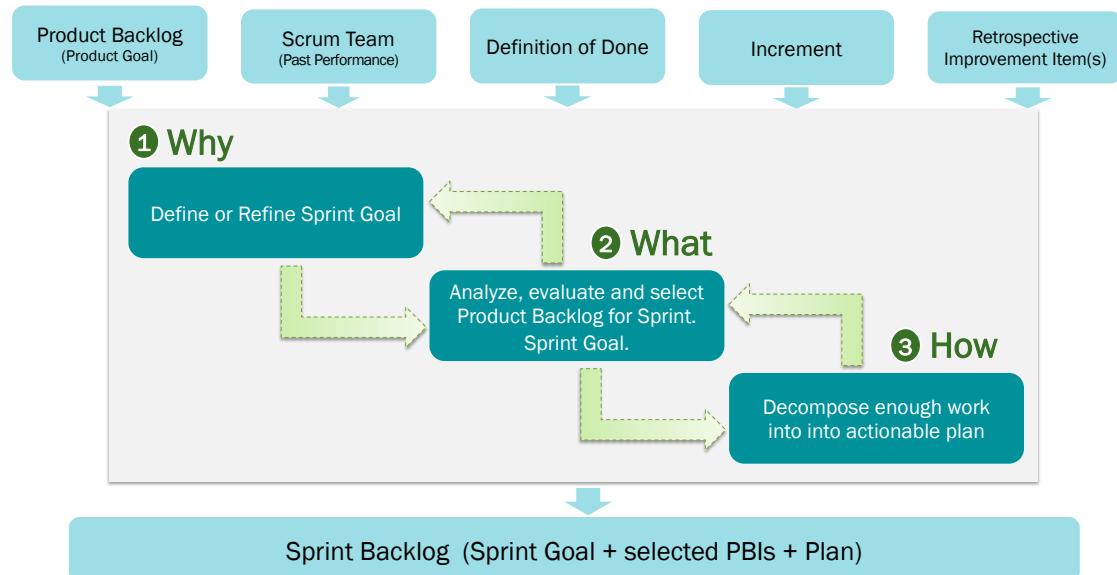
Scrum guide 2020!

5
minutes

- Mark each statement True or False
- Explain

	True	False
There is more than 1 Product Goal for a product		
The Product Goal can change as the product evolves		
A Product Owner can also be a Scrum Master		
A Product Owner or a Scrum Master can also be a Developer		
Self-Management requires Self-Organization		
All work in a Sprint must contribute to the Product Goal		
You can have a Sprint without a Sprint Goal		
Sprint Goals must contribute to a Product Goal		

Sprint Planning Meeting Flow



Exercise

Product Owner and Sprint Backlog

5
minutes

During the Sprint, the Product Owner is nervous about the way the Scrum Team is working.

The PO believes that they are not focused on the Sprint Goal and would like to question the Developers about their approach and possibly have them change their Sprint Backlog.

Question: What is the Product Owner allowed to do?

Cancelling a Sprint

- Sprints may be cancelled early, i.e. before the time-box expires.
 - Only by the Product Owner
 - Prefer adjusting Sprint Scope
- A Sprint would be cancelled if the Sprint Goal becomes obsolete.
- Reasons to cancel may include changes in competition, business, or technology feasibility.
- After a Sprint cancellation, re-plan the Sprint.



Exercise

A Sprint Is a Feedback Loop

5
minutes

Connect the statements to the Scrum events.
Cross out incorrect statements.

Inspect the Increment

The Product Owner informs the team of the Velocity required for the next Sprint

Figure out how to make the next Sprint more enjoyable

The Scrum Team inspects itself

Inspect Product Backlog and target delivery dates

Adapting the Definition of “Done” to increase product quality

Sprint Review

A demo to promote the product to the stakeholders

Inspect how the Sprint went with regards to people and relationships

Inspect marketplace changes and potential use of the product

Adapt the Product Backlog

A status meeting for the steering committee

Exercise

Exploring the way to create product cohesion

5 minutes

Scrum.org/PSPO

As an observer, you go to a Sprint Review and see multiple stakeholders attending. The stakeholders are all annoyed because none of them got “enough” functionality. Although stakeholders participate in backlog refinement, it seems what is created during the sprint only partially satisfies any of the stakeholders.

What elements of Scrum would help with these Product Owner accountabilities?

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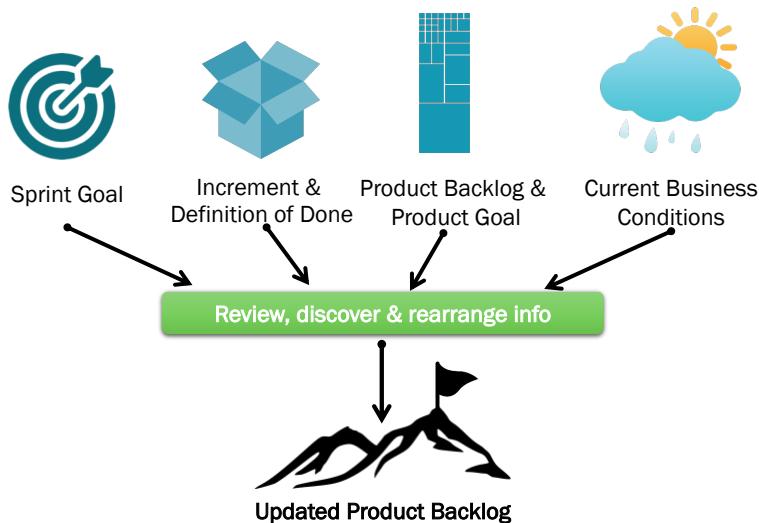
This is a collaborative working session, not a demonstration.

SPRINT REVIEW

- FIELD EXPERIENCE WARRIOR
- Remember, Working Session, NOT a demo
- VISION
- SHARE SPRINT GOAL
- DEMONSTRATE WORKING SOFTWARE
- COLLECT FEEDBACK (against US + AC)
- REVIEW PRODUCT BACKLOG and COLLABORATE ON WHAT TO DO NEXT
- REVIEW MARKET CHANGE + what is the next most valuable thing
- REVIEW TIMELINE/BUDGET FOR NEXT RELEASE

Scrum.org/PSPO

Flow of the Sprint Review Meeting

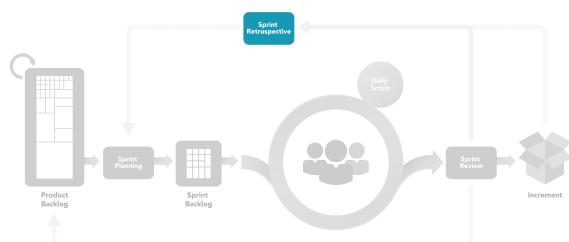


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Sprint Retrospective



- Scrum Team inspects how the last Sprint went
 - People & Relationships
 - Process
 - Environment (tools)
 - Quality
- Adapt the Definition of “Done” if appropriate
- Scrum Team selects top actionable improvements to implement in next Sprint

Exercise

Exploring “Done”

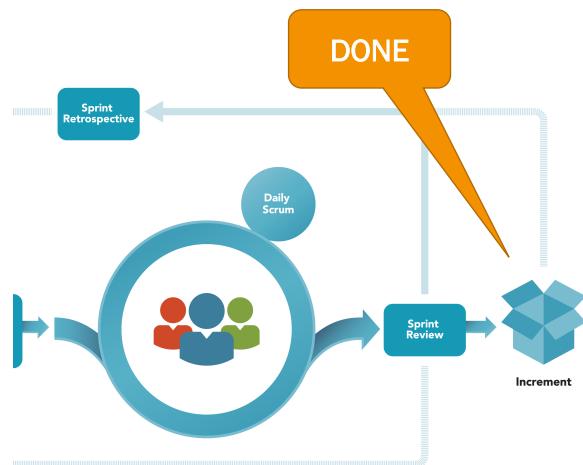
5
minutes

How should the Product Owner be involved with the Definition of “Done”?

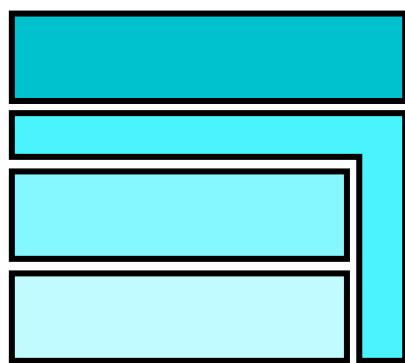
Do they create it?
Can they change it?
Why do they care about it?

Incremental Requires Transparency

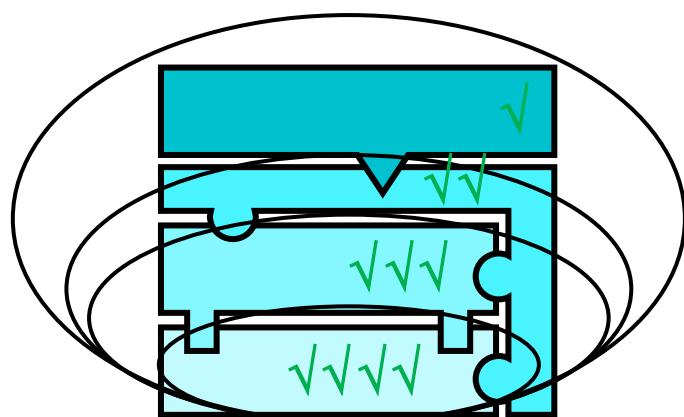
- Increment must be transparent to Product Owner and stakeholders
- Increment must be “Done” in adherence with the Definition of “Done”
- Increment must be potentially releasable, or usable by stakeholders



Increment Grows Over Time Iteratively – Always Done



Incremental



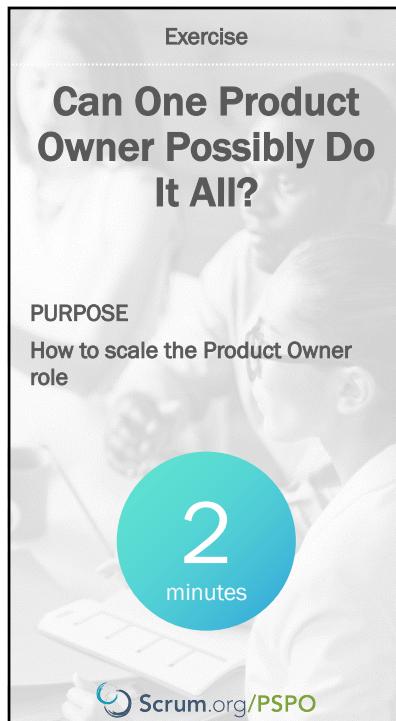
Iterative & Incremental

Exercise

Can One Product Owner Possibly Do It All?

PURPOSE
How to scale the Product Owner role

2 minutes



 Scrum.org/PSPO

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Joe is Product Owner for a successful web-based product. Joe attributes the success to spending much time meeting with local users to hear about their needs, and reviewing user logs that show how people are using the product.

Over the past 2 years the product has grown from a regional user base of around 1,000 users to 2 million users nationwide. But, usage is declining.

Joe considers hiring a Junior Product Owner for the team-facing activities like writing user stories and answering questions so he can keep reaching out to consumers directly to better identify user needs.

Question: What problems do you see? What would you do?

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One Product Owner Can Do It All, with Help and Thought

Job requirements remain largely the same, but method for fulfilling those requirements must evolve with the needs of the product.

- Communicate the vision and establish a solid Product Goal
- Empower the Scrum Team to help manage the Product Backlog
- Only get involved in specific decisions if team needs help
- Build the ability to do your work into the product so you can scale the product growth

 Scrum.org/PSPO

For more on
this topic



SCALED
Scrum.org
SPS
PROFESSIONAL SCRUM

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Product Owner Role

Who cannot be a Product Owner?

- A committee

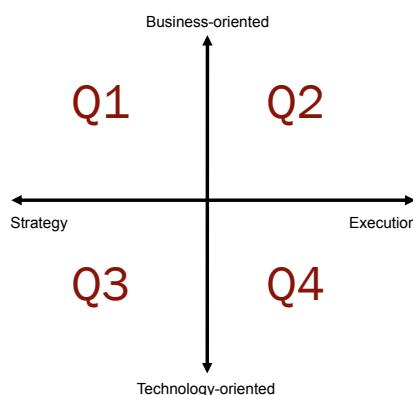
What risks could emerge if the PO is a:

- Project Manager?
- Line Manager?
- Scrum Master?
- Developer?

Exercise

The Product Owner

5
minutes



- Where should the Product Owner be located in your organization?
- Where are your organization's expectations on you in this role?
- Where are you located currently?
- Where is your Product Goal located?

Scrum Events Quick Reference

Event	Inspection	Adaptation	Who Attends	Time-box for 1 Month
Sprint Planning	Product Backlog	Sprint Goal, Forecast, Sprint Backlog	Scrum Team	8 hours
Daily Scrum	Progress toward Sprint Goal	Sprint Backlog	Scrum Team	15 minutes (always)
Sprint Review	Increment, Product Backlog, Product Goal	Product Backlog	Scrum Team Stakeholders	4 hours
Sprint Retrospective	Sprint	Actionable and committed improvements	Scrum Team	3 hours

Every element of Scrum serves empiricism.

TAKE AWAY

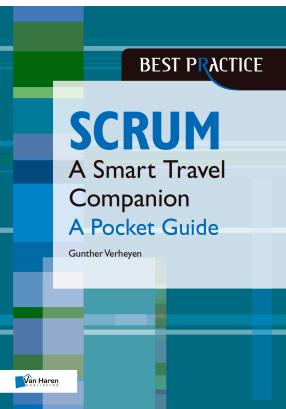
The Scrum Framework & Product Owner

- Scrum enables empiricism for an agile business.
- A Sprint is a window of opportunity.
- The length of the Sprint controls risk
- Every Scrum role has clear accountability.
- The Product Owner is the value optimizer.

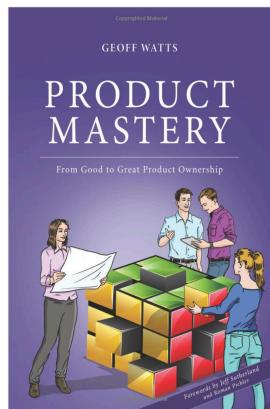


Suggested Reading

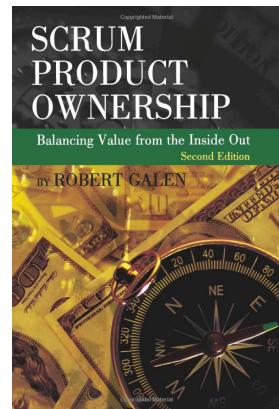
"Scrum – A Pocket Guide"
(Gunther Verheyen)



"Product Mastery"
(Geoff Watts)



"Scrum Product Ownership"
(Robert Galen)



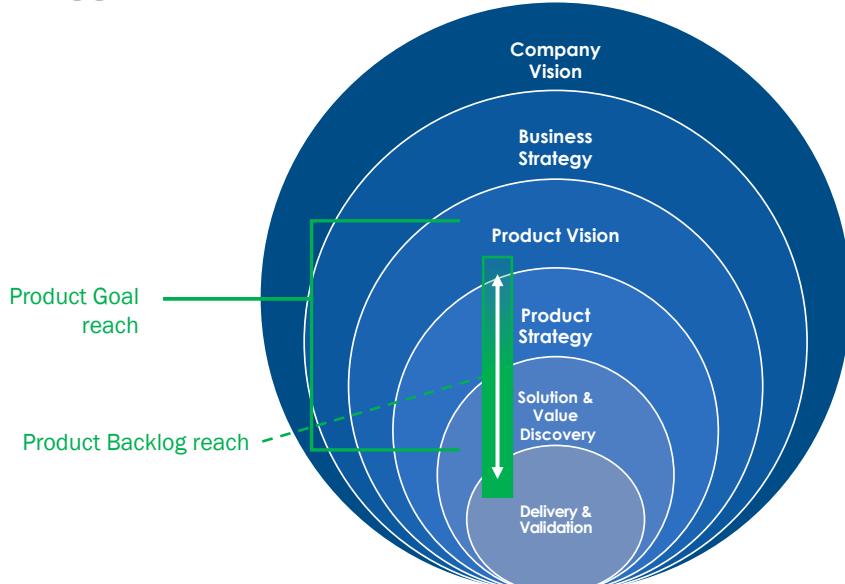
"If you pick up a starving dog and make him prosperous, he will not bite you. This is the principal difference between a dog and a man."

- Mark Twain

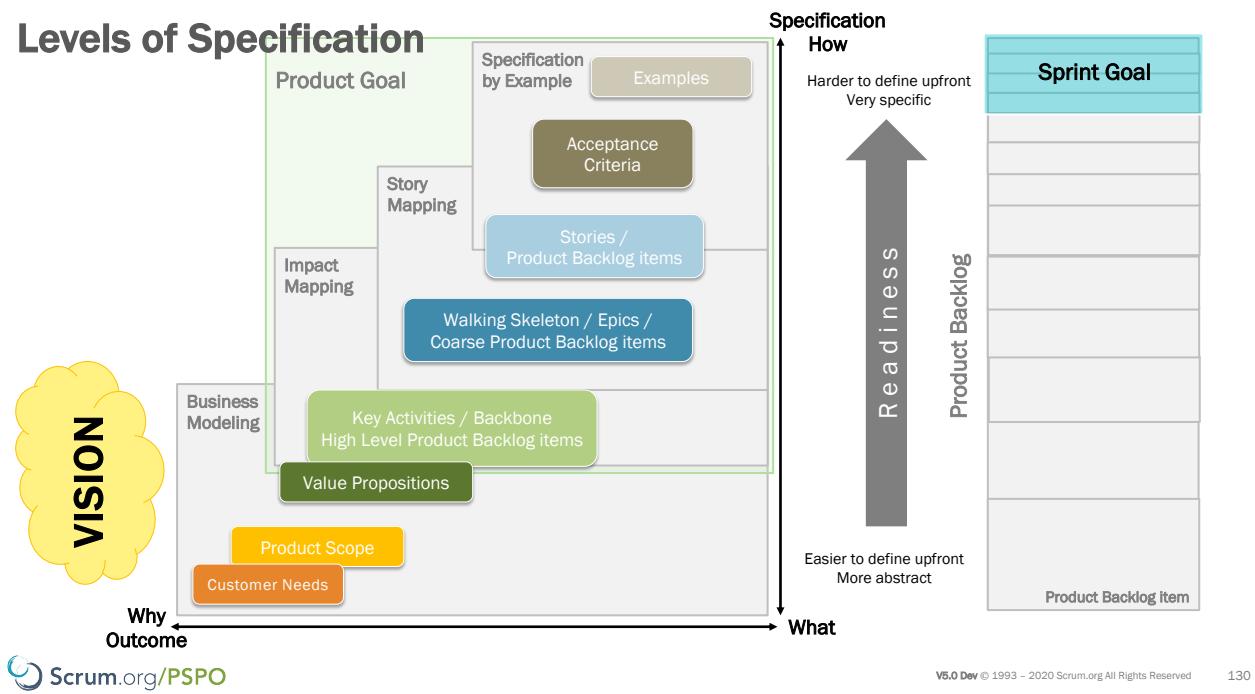
6

Product Backlog Management

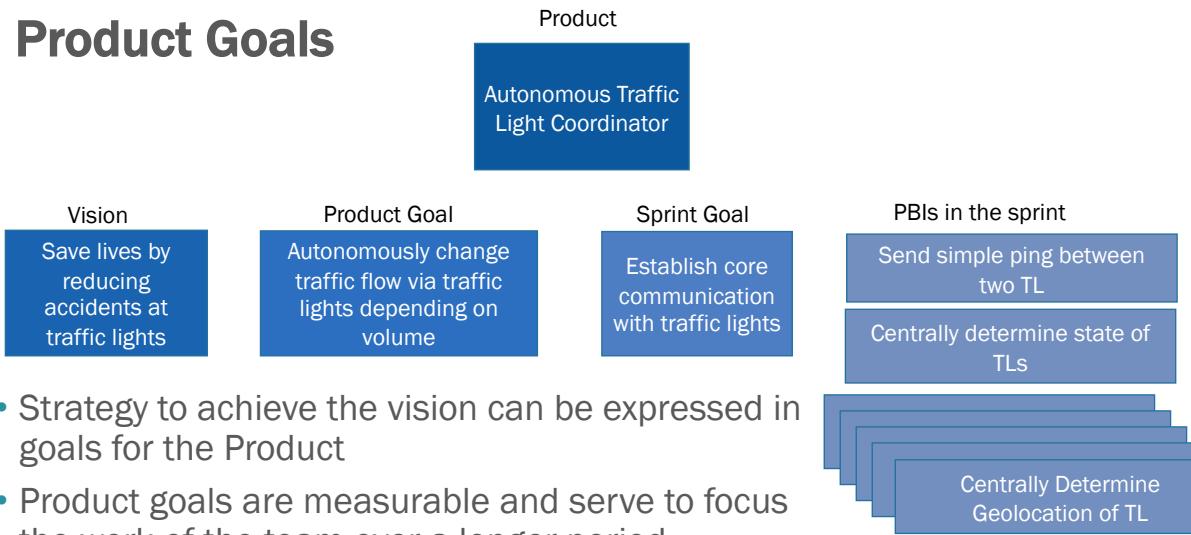
The Bigger Picture Revisited



Levels of Specification



Product Goals

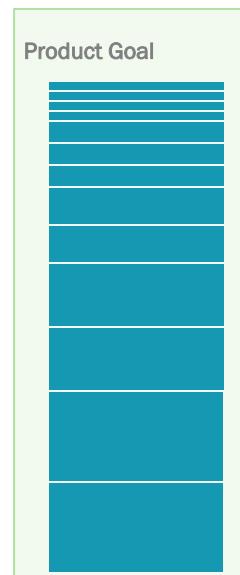


A good Product Goal

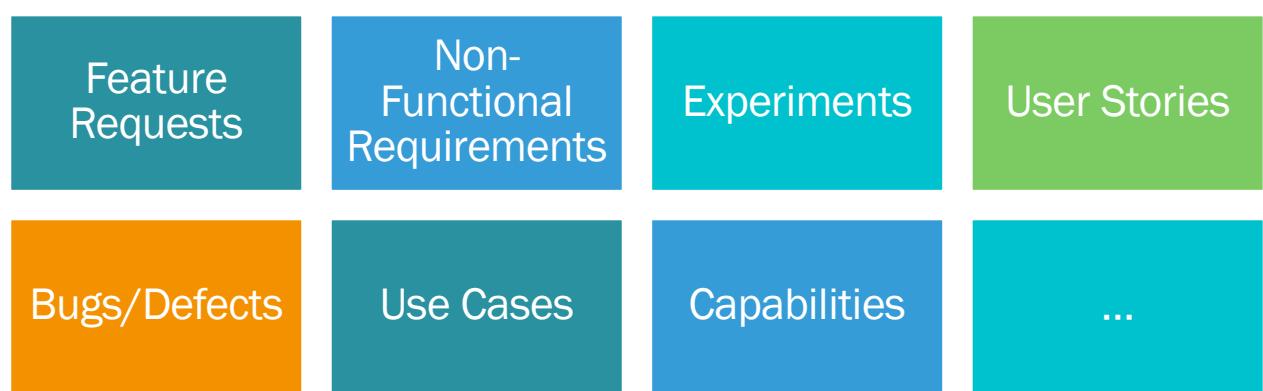
1. If we have many items in the Product Backlog that don't contribute towards the Product Goal, do we have the right Product Goal?
2. If we wouldn't have another release after this one, what would be a Product Goal to support and drive that release in order to return optimal value?
3. If we were paying for this Product with our own money, what Product Goal would give us the highest chance to get that money back?
4. When we achieve this Product Goal, what has clearly changed or improved from the perspective of customers?
5. Is the least amount of work required to achieve our Product Goal feasible?
6. With our current Product Goal, can we reduce the possibility that we abandoning it later?
7. Does our Product Goal excite you and your customers with opportunities?
8. Can we use the Product Goal to prevent increasing risk or wasting time and money?
9. Given our current Product Goal, what would indicate that you should abandon it?

Characteristics of a Product Backlog

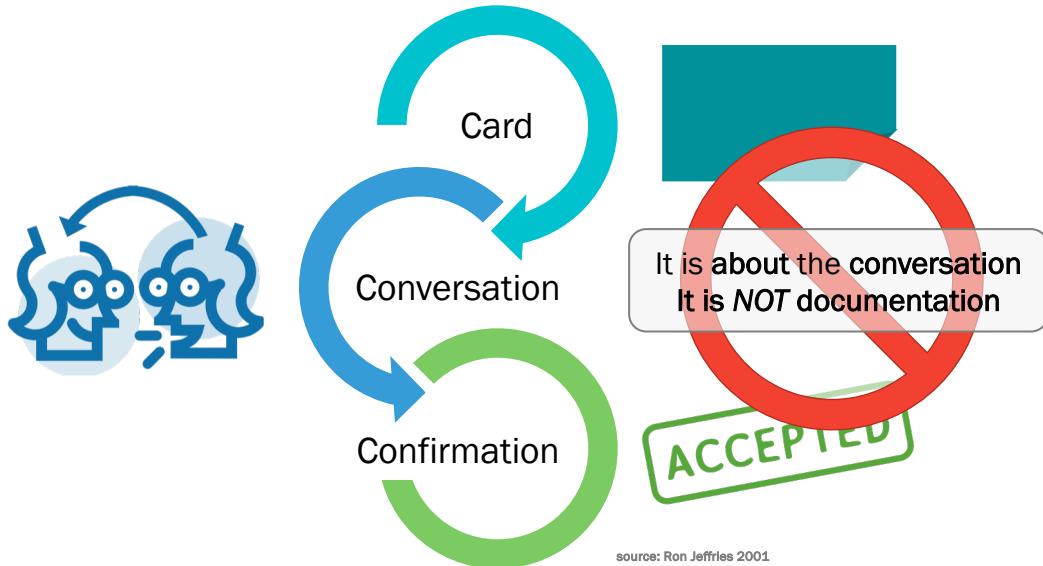
- Based on a Product Goal – but not constrained by it
- Single source for valuable items to deliver
- Transparent to Scrum Team & Stakeholders
- Ordered based on value, dependencies, and risk
- Product Backlog items are estimated
- A vehicle for starting conversations
- May reference other artifacts like:
 - Specifications, Mockups, Architecture Models



Valid Product Backlog Items



The Three C's of User Stories



User Story

User Story is a promise for a conversation.



It is more about the conversation than the User Story itself. The conversation provides the underlying reason for why something should be done.

The card is a reminder.

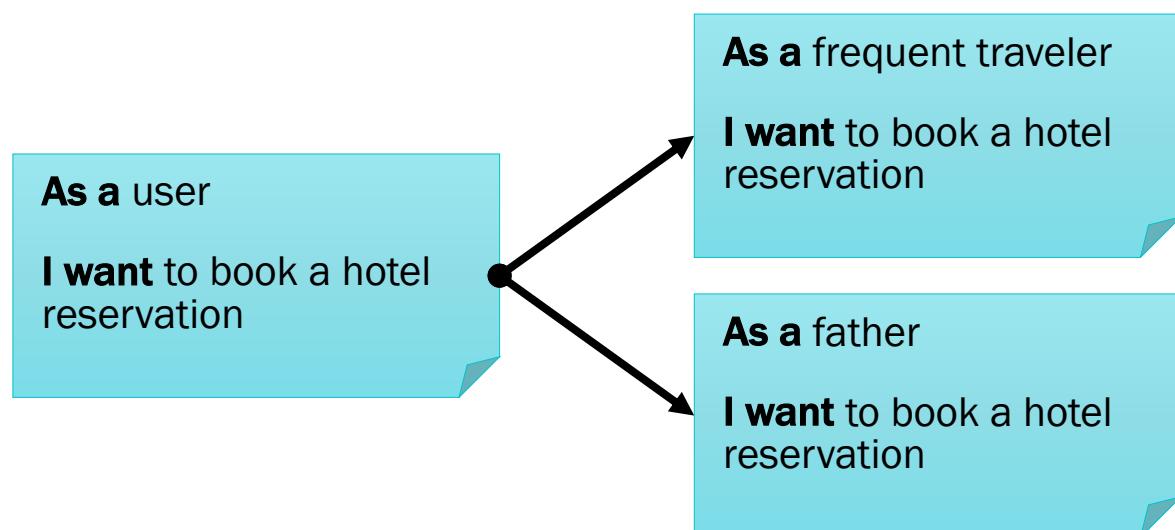
TITLE: Derive Racing Time

As a casual Runner

I want to be able to derive the race time for a new distance based on past times

So that I can better plan my training

If Not Precise Enough, Split Them



Acceptance Criteria

TITLE: Derive Racing Time

As a casual Runner

I want to be able to derive the race time for a new distance based on past times

So that I can better plan my training

Acceptance Criteria

- Calculated time is rounded to next half or full minute for all distances of less than 1 hour racing time
- Calculated time is rounded to next minute for all distances of more than 1 hour racing time
- Time of calculation is < 1 second
- Maximal allowed distance is a Marathon
- Shortest allowed distance is 1km

Build Experiments into the Process

Customer testing

TITLE: Flash Design Experiment



<https://vimeo.com/189209951>

A/B Testing

TITLE: Upfront Postage increases Sale

Determine if showing the postage for each preselected catalog item increases sales compared to only showing the total postage on the order confirmation page.

Technical Spike

TITLE: Does library XYZ meet our needs

Implement library XYZ as a proof of concept to see if it:

- has Right data precision
- it meets our performance requirements
- is threadsafe

Exercise

Differentiating DOD, Sprint Goal, Acceptance Criteria

5
minutes

Connect the statements to the agile practices

Increase product responsiveness

Complies with legislation on drug interactions

Documentation is updated

Data collection is set up to support validations

Works with keyboard and gamepad

Accepts Visa, Mastercard, American Express

Use UK English on screens

Demonstrated to Product Owner

Definition of Done

Sprint Goal

Acceptance Criteria

Should use hamburger menu style on iPhone

Address debit card overdrafts

Increase capacity to 100K customers

Use latest Yuan to Euro conversion algorithm

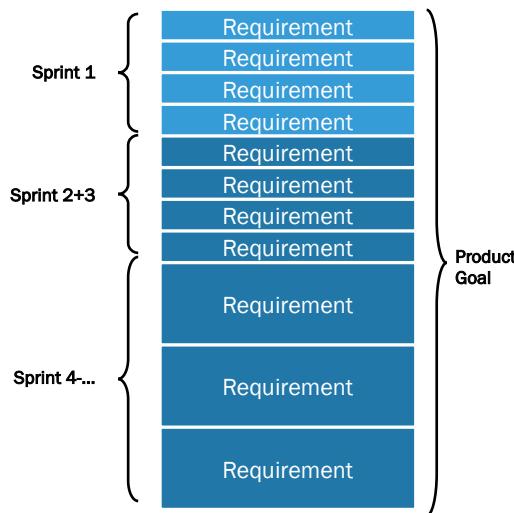
User Acceptance Test instructions are updated

Reject invalid credit card numbers

Approved by the stakeholders

No unreachable components

Upcoming Product Backlog Items Are Refined to Ready



- Top ordered PBIs are well understood and easily selected in Sprint Planning.
- Product Backlog is continuously refined to increase understanding, granularity and transparency.
- Refinement usually consumes no more than 10% of the capacity of the Scrum Team.
- Whether the PBIs are ‘Ready’ is determined by the Scrum Team.

Story Mapping

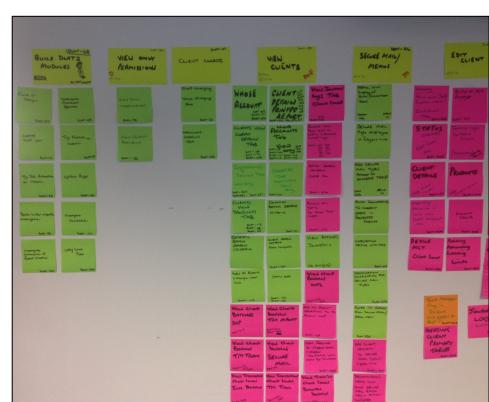
Product Backlogs are one-dimensional

- This makes it difficult to see the workflow, relationships, and dependencies



Story maps help visualize and plan upcoming work

- They foster collaboration by providing a different perspective



Class Project

Create a Product Backlog

15 minutes

Scrum.org/PSPO

Create a preliminary Product Backlog for your team's Product.

- What is your Product Goal?
- Create a card for each Product Backlog Item
- Consider both functional and non-functional capabilities

Prepare to present your Product Backlog to the class.

Do not strive for perfection, just do the best you can!

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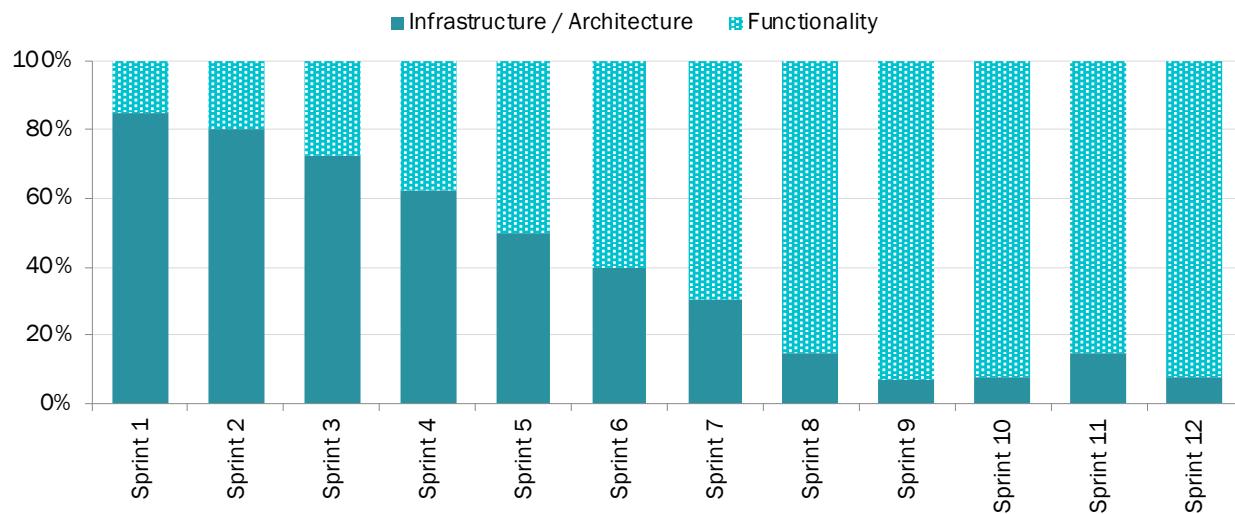
146

Product Backlog Supports Emergent Architecture Development

- Architecture and infrastructure are high ordered non-functional requirements.
 - Or included in the Definition of “Done.”
- Every Sprint must still deliver at least some valuable business functionality.
 - To prove that architecture or infrastructure works
 - To prove to customer that work they care about is taking place
 - Basis for estimating

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Architecture Changes



Exercise

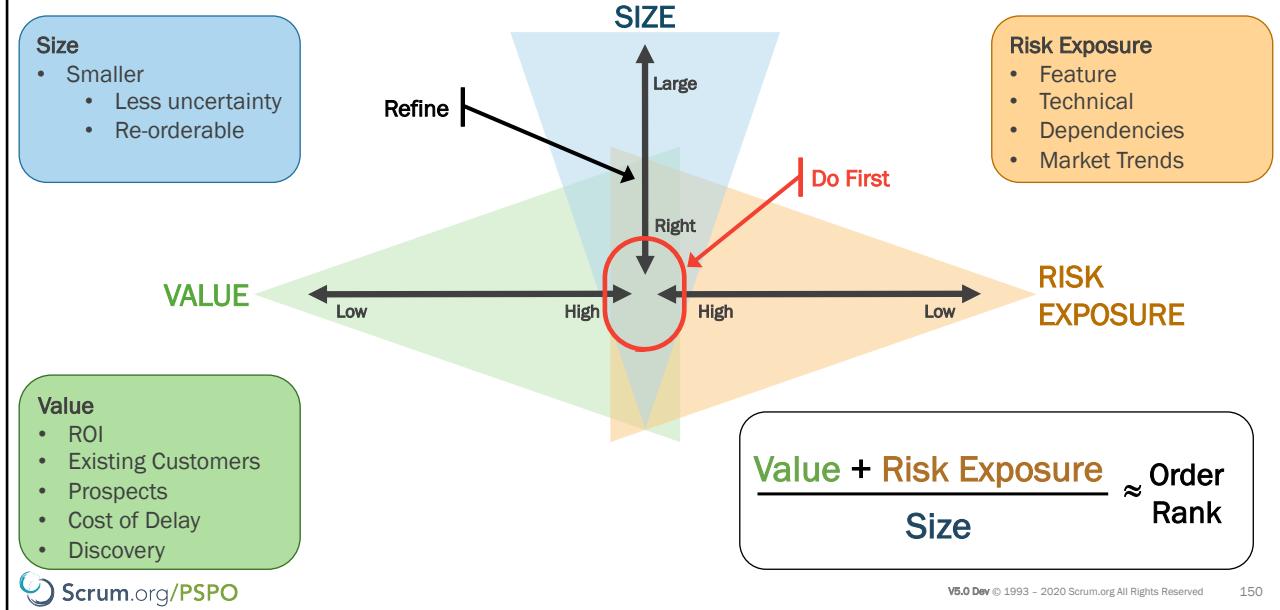
How Do You Prioritize Work?

5
minutes

Why is it important that the Product Backlog is always ordered?

- Discuss in your team how your company or product area prioritizes work?
- How do you resolve conflicts that occur when people think their “stuff” is more important than other people’s “stuff”?
- Do you quantify the results?
- How do you handle dependencies?

Product Backlog Order Influenced by Many Factors



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Techniques for Product Backlog Ordering & Value

Business Value Poker (aka Planning Poker)

Assign relative value points (instead of size)

Buy a Feature

Innovation Game using money

20/20 Vision

Innovation Game for simple ordering

Thirty Five

Collaboration activity for ordering



Class Project

Product Backlog Ordering

10 minutes

Scrum.org/PSPO

Order your Product Backlog:

1. Select a technique for ordering by Value
2. Add value to each PBI card
3. Sort PBI cards

Prepare to present your Product Backlog to the class.

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Map Product Backlog Items to Value Proposition

Forecast



Current Sprint	Sprint + 1	Sprint +2 - 5	Next Release	By End of Year	Not considered	Value Proposition	Metrics
						NONE	

= high value PBI

= medium value PBI

= low value PBI

This anticipated value is not addressed

TAKE AWAY

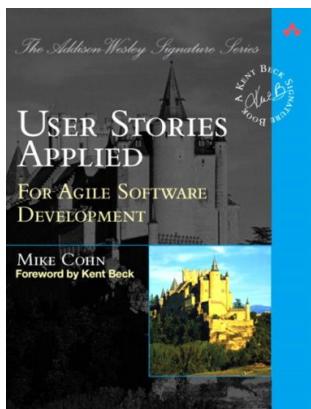
Product Backlog Management

- Product Backlog holds all the work for the Product.
- Product Backlog gives transparency.
- Product Backlog is a living artifact.
- There are many techniques beyond Scrum to help create and order Product Backlogs.

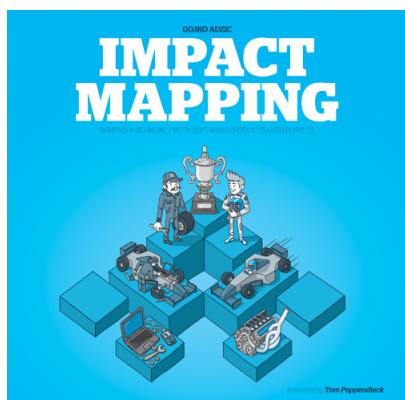


Suggested Reading

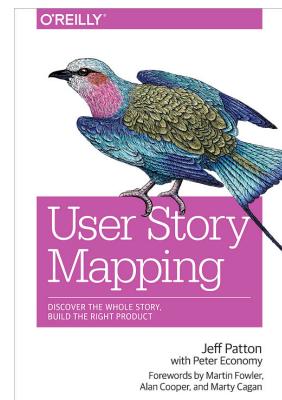
"User Stories Applied"
(Mike Cohn)



"Impact Mapping"
(Gojko Adzic)



"User Story Mapping"
(Jeff Patton)



"The most reliable form of self-marketing is to have a long history of stunningly great work, shipped."

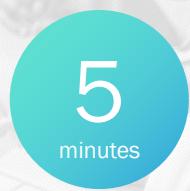
- Seth Godin

 7

Release Planning

Exercise

Release

 5
minutes

Release

- Definition of a Release
- Why do we want them?

Not all Releases are of equal desirability ...



Release Strategies

MAJOR



- Many large changes
- Infrequent (often aligns with organization timelines)
- Freezes other work
- High customer absorption costs
- High business risk

MINOR



- Broad changes
- Pre-scheduled (often aligns with Sprint boundaries)
- Often not cohesive
- Often bug fixes and patches
- Less business risk

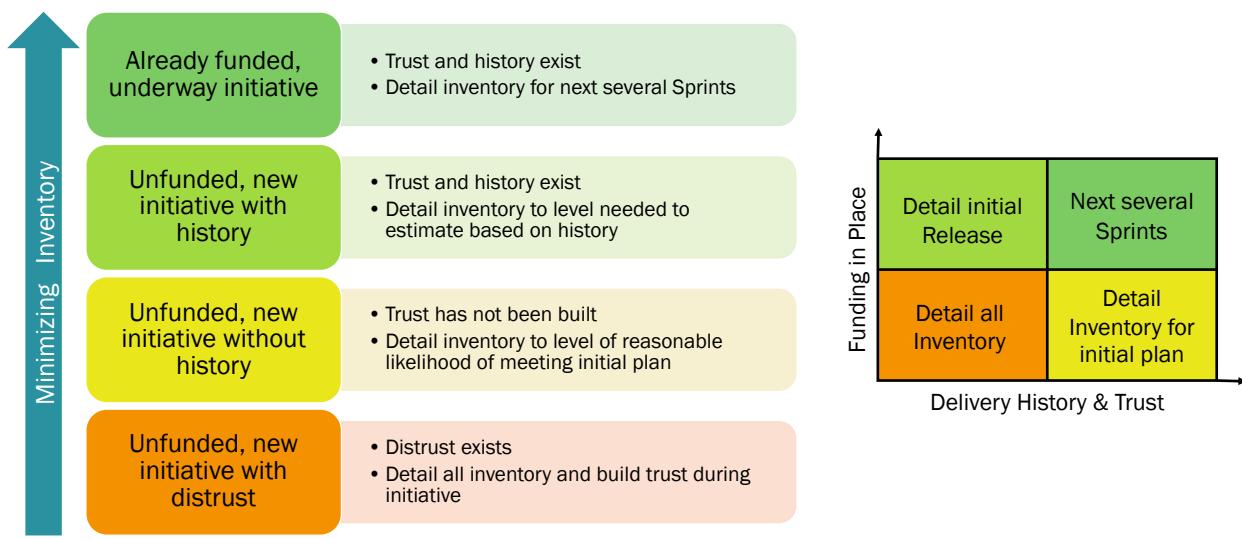
FUNCTIONAL



- Individual functionality
- Continuous delivery (often during a Sprint, even daily)
- Immediate value
- Low customer absorption costs
- Minimal/no business risk

Different release processes involve different investment into testing

Build Plan as Needed



Techniques for Estimating



Planning Poker

Assign numeric values by collaboratively playing card

T-Shirt Sizing

Assign xs, s, m, l, xl, xxl sizes instead of numeric value

Wall Estimation

Assign numeric values by collaboratively moving or placing cards on a wall

"Same-Size"

Break items small enough to be roughly the same size.

"Right-Size"

Items are small enough for intake (often associated with a flow-based process)

Have you used
any others?

Class Project

Estimating Size



10
minutes

Scrum.org/PSPO

Size your Product Backlog:

1. Select a technique for sizing
2. Write the relative size on the PBI
3. Total the estimated sizes

Prepare to present your Product Backlog to the class.

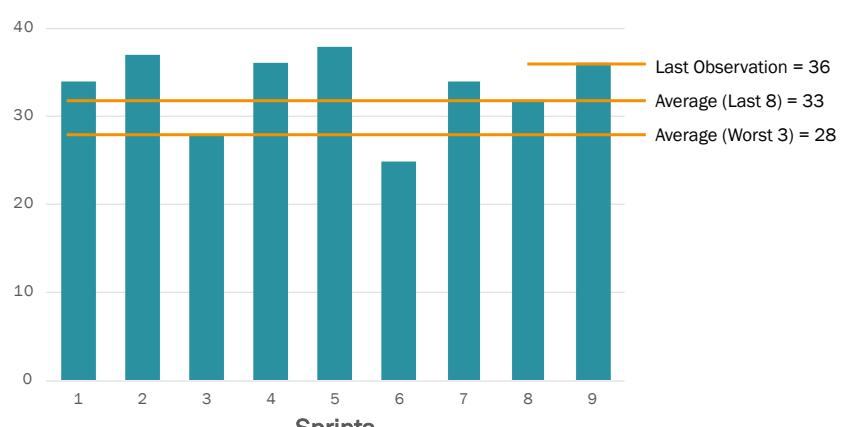
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Velocity Is an Option to Measure Progress



Velocity is an indication of the ability to turn Product Backlog into shippable functionality across time, or for a specified price.



Sprint	Velocity
1	34
2	36
3	28
4	35
5	37
6	25
7	34
8	32
9	36

Scrum.org/PSPO

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Exercise

When Will Item "A" Likely Ship?

2 minutes

 Scrum.org/PSPO

At a Sprint Review one of the stakeholders wants to know when item A is likely to ship.

How would you deal with this question?

- Average Team Velocity = 33
- Sprint Length = 2 weeks



PRODUCT BACKLOG

Size: 13
Size: 21
Size: 21
Size: 3
Size: 5
Size: 1
Size: 8
Size: 13
Size: 3
Size: 21
Size: 13

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Exercise

What Is likely to Ship in 8 Weeks?

2 minutes

 Scrum.org/PSPO

At a Sprint Review one of the stakeholders wants to know what is likely to ship in 8 weeks.

How would you deal with this question?

- Average Team Velocity = 18
- Sprint Length = 2 weeks

PRODUCT BACKLOG

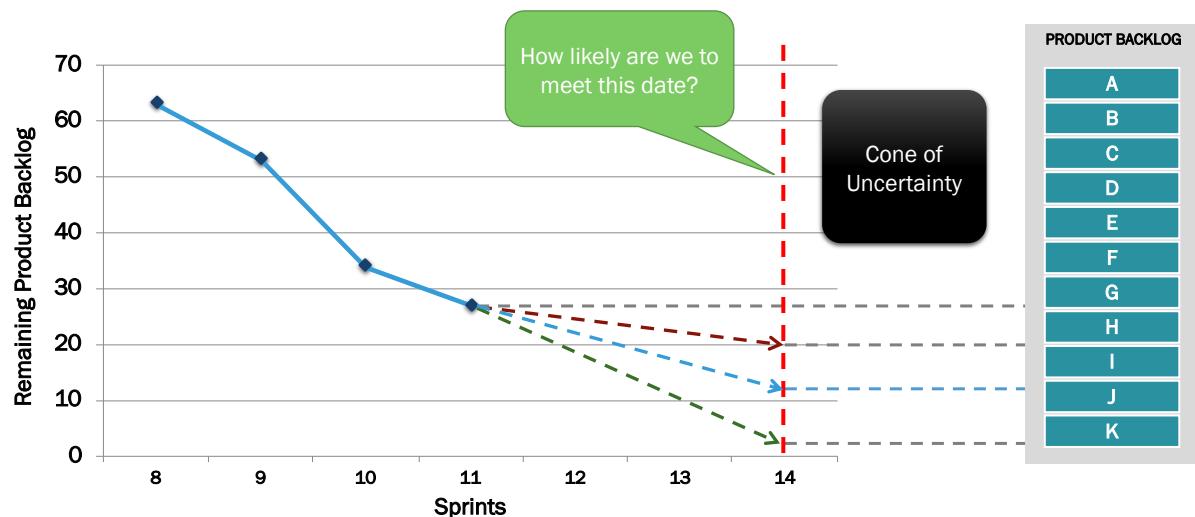
Size: 13
Size: 1
Size: 2
Size: 8
Size: 5
Size: 13
Size: 3
Size: 13
Size: 5
Size: 8
Size: 2

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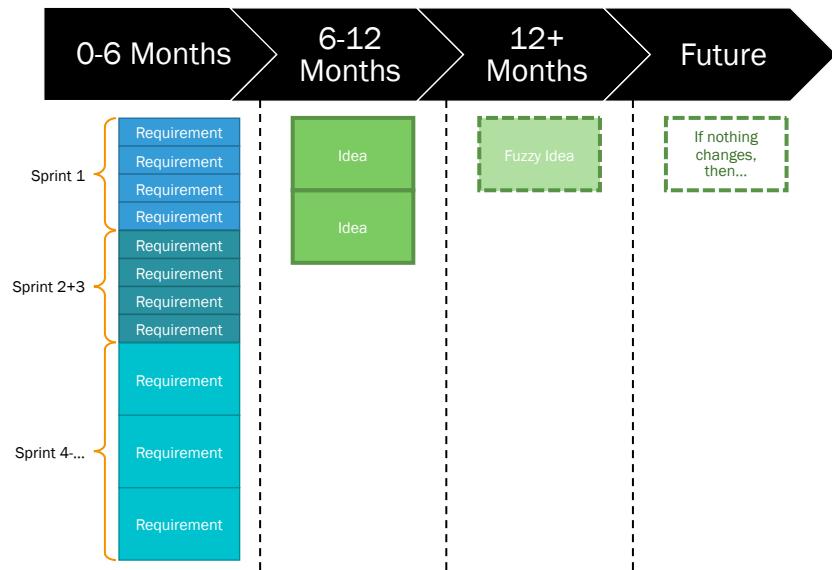
166

Monitoring Progress and Uncertainty

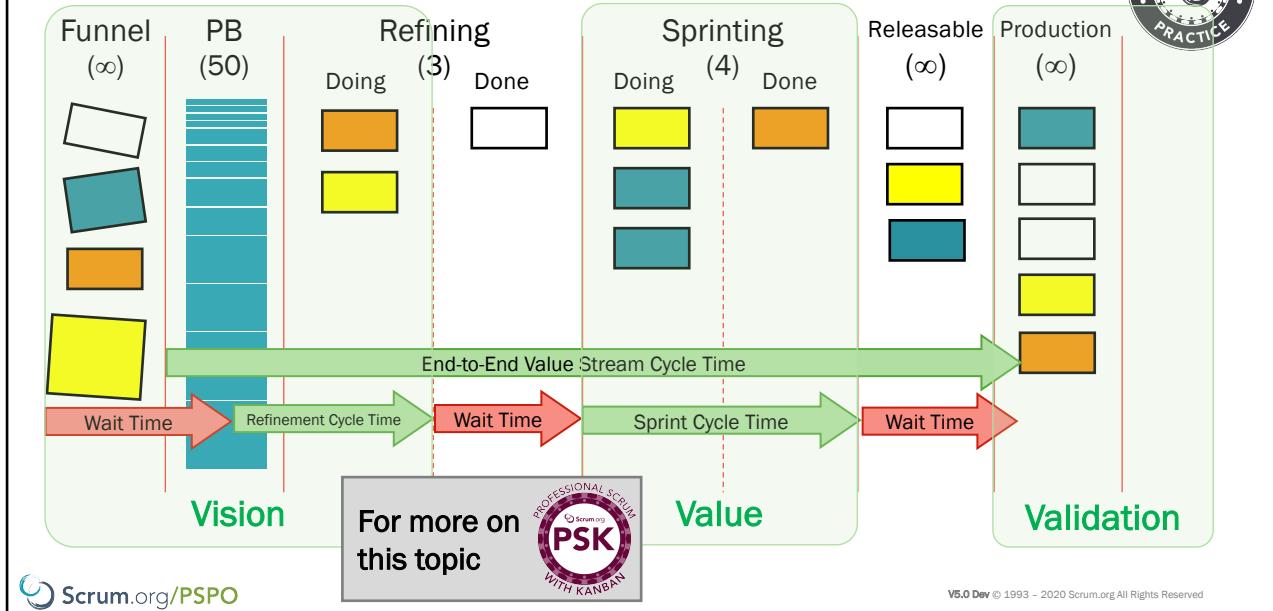


Roadmaps enable sales, marketing and other project management domains.

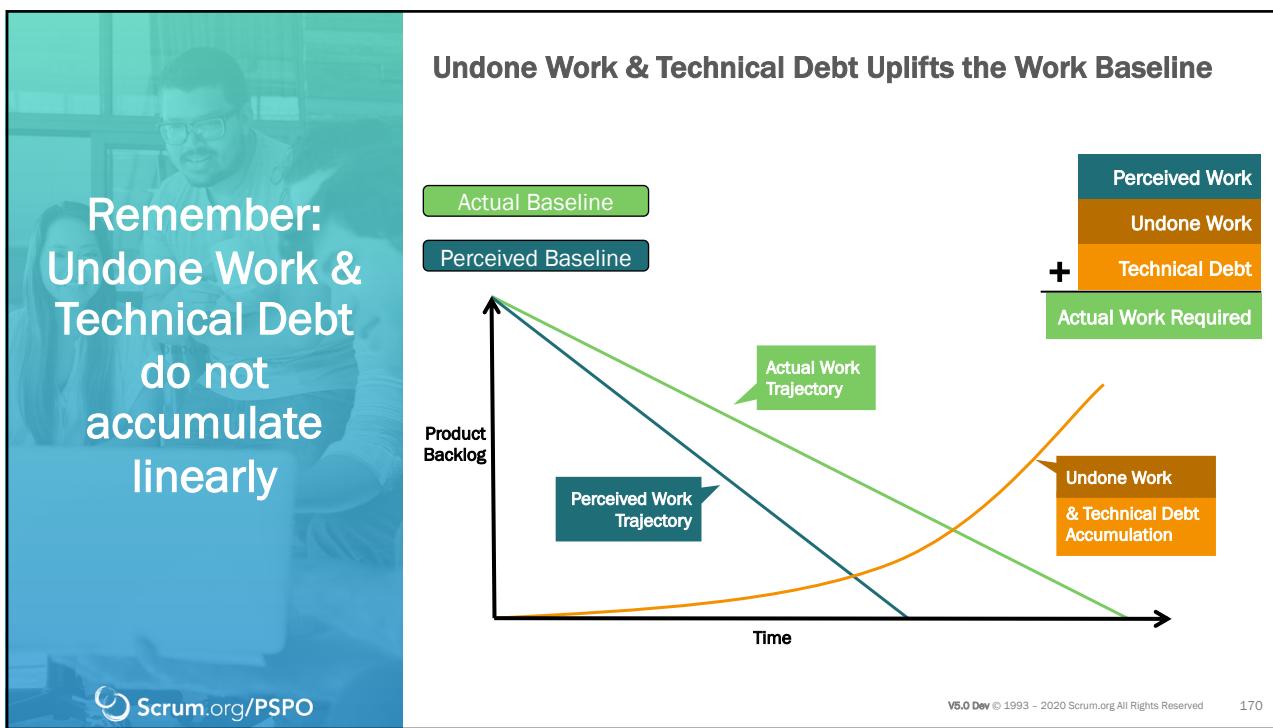
Use Product Backlog to Maintain a Roadmap



Managing the Vision, Value and Validation Flow using Kanban



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170

Exercise

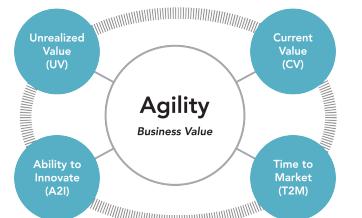
The impact of Technical Debt on future Value

5 minutes

Scrum.org/PSPO

List the EBM value metrics that could be negatively affected by Technical Debt.

- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____



Question: Is there ever a good reason to incur Technical Debt?

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Exercise

Good Velocity

5 minutes

Scrum.org/PSPO

In your team, decide what is a desirable velocity.

What can you do for teams that don't have the velocity you want?

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Class Project

Refinement

10 minutes

Your team thinks they can deliver ~11 points in one Sprint (Velocity). Sprints are two weeks.

- Refine the PBIs of the two upcoming Sprints into PBIs with no greater relative size than **3 points**.
- Suggest a candidate **Sprint Goal** for Sprint 1.

Present your Release Plan to the class.

	Sprint 1	Sprint 2	Sprint 3 & 4
Requirement	Requirement	Requirement	Requirement
Requirement	Requirement	Requirement	Requirement
Requirement	Requirement	Requirement	Requirement
Requirement	Requirement	Requirement	Requirement

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Class Project

Urgency

10 minutes

Your client needs to make significant investments in getting this system installed and replacing their old one.

You have a predicted velocity of 11 units of work per 2-week Sprint. Assume you have a team of 6 people and that their cost is ~\$10,000/month each.

Your client wants to know:

- Can it be done?
- When will it be done? (So they can cancel existing vendor contracts)
- How much will it cost? (So they can secure a budget)

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TAKE AWAY

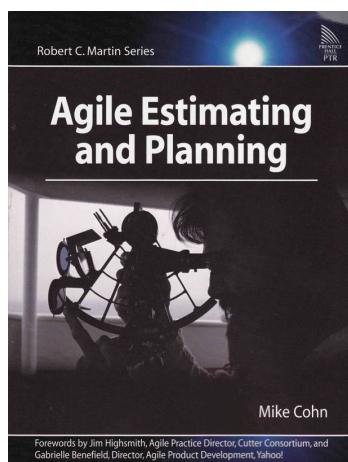
Release Planning

- Product Backlog holds all information needed for forecasting, planning, and reporting.
- Increasing release frequency of new features or enhancements is a competitive advantage.
- There are many techniques beyond Scrum to help size Product Backlogs.

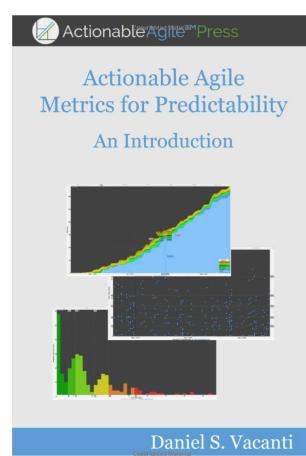


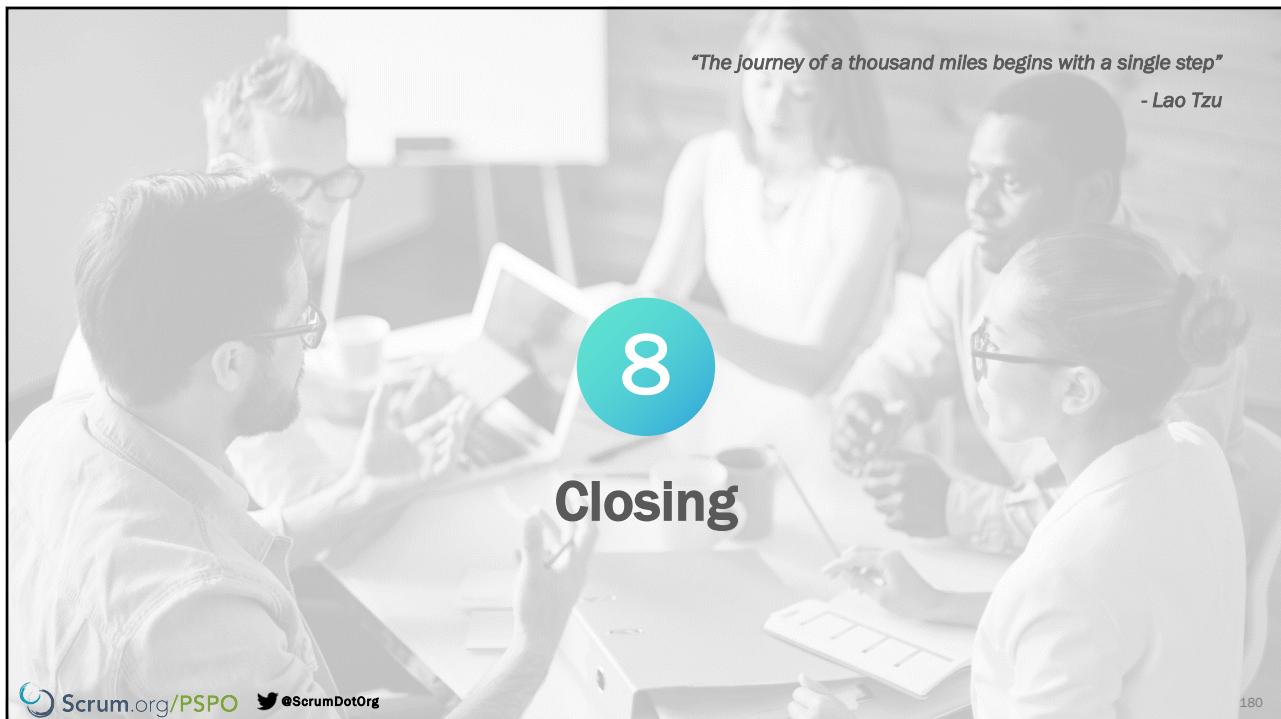
Suggested Reading

“Agile Estimating and Planning” (Mike Cohn)



“Actionable Agile Metrics ...” (Daniel Vacanti)





"The journey of a thousand miles begins with a single step"
- Lao Tzu

8

Closing

Scrum.org/PSPO  @ScrumDotOrg 180

180

Exercise

Product Owner Skills

10 minutes

List the skills and traits a Product Owner needs to be effective and successful.

SKILLS	TRAITS

Scrum.org/PSPO

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Three Things You Wanted to Know (Re-Visit)

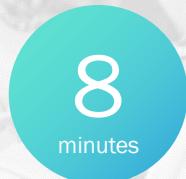
- Did we cover what you absolutely wanted to know?
- Did we set some questions aside that we still need to go into?



Exercise

Dear Scrum Master

Solidify actions based on most impactful learnings in the class



Now that you have an understanding of what an effective product owner does, pair with another student craft an email to your scrum master with the top 10 things you can try in the next 2 sprints.

Dear Scrum Master,

I just finished a 2 day Professional Scrum Product Owner class and I'd like to start using what I learned.

Can you help me with the following items (or work with the scrum team to collaborate on these topics)?

- Create a product box or vision statement for the product
- Understand or use better sprint and product goals
- Implement the following value metrics
- Help me to facilitate meetings
- etc

Inspect Your Knowledge – Feedback in 14 Days or Less!



Over the past 2 days, you have learned the importance of inspection, adaptation, and fast feedback cycles. To reinforce these concepts, if you attempt the Professional Scrum Product Owner I (PSPO I) certification assessment within 14 days and do not score at least 85%, you will be granted a 2nd attempt at no further cost.



- Test your basic knowledge of Scrum and learn from immediate feedback by taking an Open assessment:
www.scrum.org/assessments/open-assessments
- Use the Open assessments to prepare for Level I assessments

Professional Scrum Competencies

www.scrum.org/professional-scrum-competencies

The Professional Scrum Competencies help guide an individual's personal development with Scrum.

Benefit from a common understanding of the competencies and focus areas to evaluate and balance your team's proficiencies based on your unique needs.

See how all Scrum.org courses map to the competencies and focus areas by visiting:

www.scrum.org/courses/professional-scrum-training-competency-mapping

		
 Understanding and Applying the Scrum Framework	 Developing People and Teams	
<ul style="list-style-type: none"> ✓ Empiricism ✓ Scrum Values ✓ Roles ✓ Events ✓ Artifacts ✓ Done ✓ Scaling 	<ul style="list-style-type: none"> ✓ Facilitation Leadership Styles Coaching & Mentoring ✓ Teaching 	
 Managing Products with Agility	 Developing & Delivering Products Professionally	 Evolving the Agile Organization
<ul style="list-style-type: none"> ✓ Forecasting & Release Planning ✓ Product Vision ✓ Product Value ✓ Product Backlog Management ✓ Business Strategy ✓ Stakeholders & Customers 	<ul style="list-style-type: none"> ✓ Emergent Software Development ✓ Managing Technical Risk Continuous Quality Continuous Integration Continuous Delivery Optimizing Flow 	<ul style="list-style-type: none"> Organizational Design & Culture Portfolio Planning ✓ Evidence-Based Management™

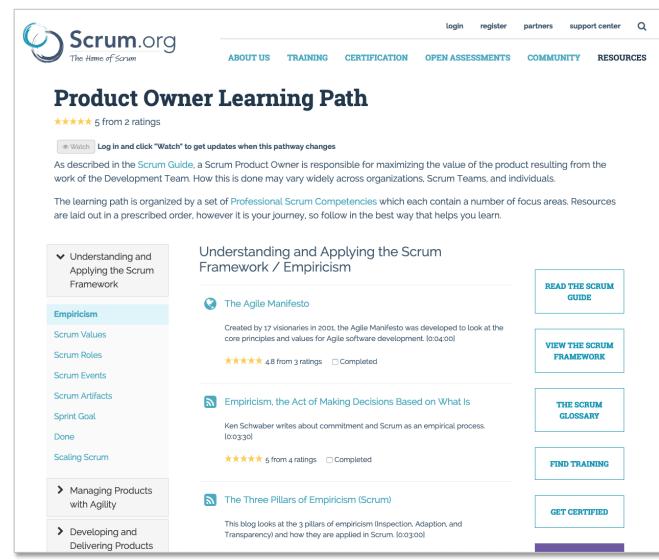
✓ The Focus Area is covered in the class
✓+ The Focus Area has deep coverage in the class

Continue Your Learning

Additional Pathways include:

- Advanced Product Owner
<https://www.scrum.org/courses/professional-scrum-product-owner-advanced-mastering-product-owner-stances-training>
- Scrum Master
<https://www.scrum.org/pathway/scrum-master>
- Developers
<https://www.scrum.org/pathway/team-member-learning-path>
- Agile Leader
<https://www.scrum.org/pathway/agile-leader-learning-path>

www.scrum.org/pathway/product-owner-learning-path



The screenshot shows the 'Product Owner Learning Path' section of the Scrum.org website. At the top, there's a navigation bar with links for 'ABOUT US', 'TRAINING', 'CERTIFICATION', 'OPEN ASSESSMENTS', 'COMMUNITY', 'RESOURCES', 'login', 'register', 'partners', and 'support center'. Below the navigation, the title 'Product Owner Learning Path' is displayed with a 5-star rating. A call-to-action button 'Log in and click "Watch" to get updates when this pathway changes' is shown. The main content area is titled 'Understanding and Applying the Scrum Framework / Empiricism'. It features several cards with links to various resources:

- 'The Agile Manifesto' (with a 4.8 rating)
- 'Empiricism, the Art of Making Decisions Based on What Is' (with a 5 rating)
- 'The Three Pillars of Empiricism (Scrum)' (with a 5 rating)

 On the left, a sidebar lists categories like 'Understanding and Applying the Scrum Framework' and 'Empiricism', each with sub-links such as 'Scrum Values', 'Scrum Roles', etc. At the bottom right, there are buttons for 'READ THE SCRUM GUIDE', 'VIEW THE SCRUM FRAMEWORK', 'THE SCRUM GLOSSARY', 'FIND TRAINING', and 'GET CERTIFIED'.

 Scrum.org/PSPO

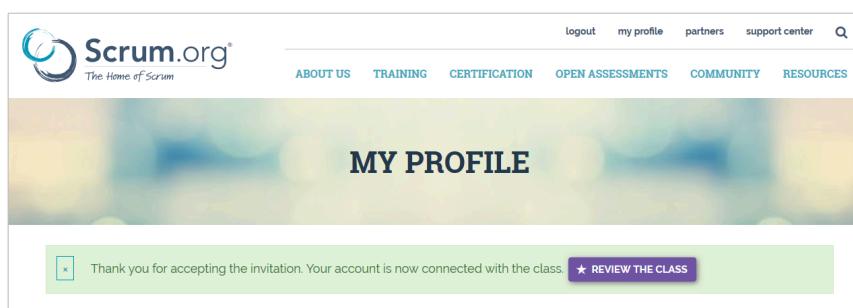
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Review Your Class Experience Using Trustpilot

Share your experience with other potential students!



The screenshot shows the 'MY PROFILE' section of the Scrum.org website. At the top, there's a navigation bar with links for 'ABOUT US', 'TRAINING', 'CERTIFICATION', 'OPEN ASSESSMENTS', 'COMMUNITY', 'RESOURCES', 'logout', 'my profile', 'partners', and 'support center'. Below the navigation, the title 'MY PROFILE' is displayed. A green banner at the bottom left says 'Thank you for accepting the invitation. Your account is now connected with the class.' with a 'REVIEW THE CLASS' button. The main content area shows a review from Trustpilot:

Excellent	Excellent course	30 hours ago	Amazing course!	31 hours ago	The course was excellent and open...
5 stars	Excellent course!	30 hours ago	Amazing course!	31 hours ago	The course was excellent and open...
Based on 78 reviews	Excellent course! Andre and Rodrigo are amazing trainers.		The classes gave me a very deep level of understanding of Scrum. I realized that...		The course was excellent and opened my mind to new ways to be agile!
Trustpilot					

Your review will be visible on our website:



The screenshot shows a collection of Trustpilot reviews for a course:

Excellent	Excellent course	30 hours ago	Amazing course!	31 hours ago	The course was excellent and open...
5 stars	Excellent course!	30 hours ago	Amazing course!	31 hours ago	The course was excellent and open...
Based on 78 reviews	Excellent course! Andre and Rodrigo are amazing trainers.		The classes gave me a very deep level of understanding of Scrum. I realized that...		The course was excellent and opened my mind to new ways to be agile!
Trustpilot					

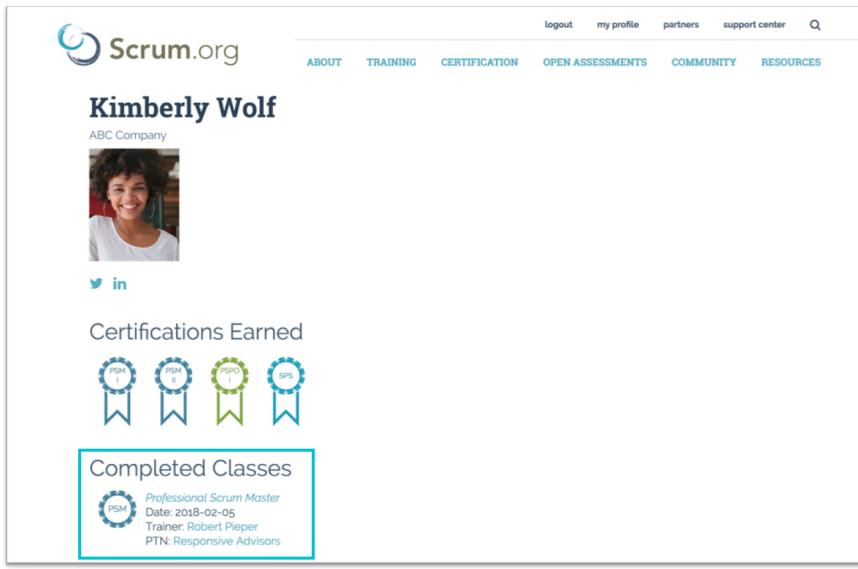
 Scrum.org/PSPO

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Your Scrum.org Profile



The screenshot shows a user profile for Kimberly Wolf from ABC Company. At the top, there's a navigation bar with links for logout, my profile, partners, support center, and a search bar. Below the navigation, Kimberly's name and company are displayed, along with a profile picture of her smiling. Social media links for Twitter and LinkedIn are shown below the photo. A section titled "Certifications Earned" lists four badges: PSM, PSM, PSPO, and GPS. Another section titled "Completed Classes" shows a single entry: "Professional Scrum Master" (PSM) completed on 2018-02-05 by Robert Pieper, with Responsive Advisors as the PTN.

Feedback

Feedback is important, and we take it seriously. Your feedback helps us to continually inspect and adapt our courses.

Share your feedback on the class you attended at:

www.scrum.org/feedback

Scrum.org Is a Community. Connect.



Forums
Scrum.org
/Community



Twitter
@scrumdotorg



LinkedIn
LinkedIn.com
/company/Scrum.org



Facebook
Facebook.com
/Scrum.org



RSS
Scrum.org/RSS



Insights from Scrum.org's community of experts

SCRUM PULSE

A free monthly webcast by Scrum.org Professional Scrum Trainers addressing common challenges faced by the software profession.

Thank You!

