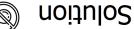


# Companies must understand that is not possible to have

where each team has one single product owner.

this scenario and they must provide an environment







### Solution

same time will allow Product Owners to be coached on and protected from unwanted interferences, and at the within the team will allow the team to remain isolated intrusions, having a strong and experience strong master of the roles of Scrum Masters is to protect the team from allow the team to take responsibility for their tasks. One Product Owner) and can coach the Product Owner to understands quite well both roles (Scrum Master and experienced Scrum Master. An experienced Scrum Master I believe the solution for this case is to find a strong and



right behaviours.



Roman Pichler. "10 Tips to write good user stories". To point out to the solution, I am using a blog post from



## Solution

their behaviour. happening and was able to help management to change able to explain to Senior Management what was witnessed several situations where the Agile Coach was the company and the quality of the product. I have way) and explaining how this behaviour has an impact on management (or with anyone else who is behaving in this role to play. He is responsible for talking with the the Scrum Master or the Agile Coach has a fundamental from managers above the Product Owner. In this case, resolve because most of the time this problem comes My experience tells me this situation is quite difficult to

that shows in a great way how stories should be built.

end part. Below there is a picture from Angel Medinilla

reality the customer cannot use them without the front

matter if we deliver 200 back end user stories when in

Product Owner and the team about this. For me works

all the layers of the product. Should be an end to end

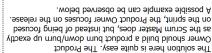
user story. The solution for this problem is the coach the

In general, a good user story should be written covering

Solution

quite well when I explain to developers that do not







## Solution

A possible example can be observed below. on the sprint, the Product Owner focuses on the release. as the Scrum Master does, but instead of being focused Owner should build a product burn down/burn up exactly





#### Solution

that the relationship will not benefit any of the parties. that will arise from future interactions will be so complex company would like to work in the future. The problems to reconsider if the client is someone with whom the open to all these suggestions, the company should start team is not able to deliver on time. If the client is not the client about what can be dropped in the event the know exactly where the team will land, and discuss with Releases Burn Downs. This practice allows the PO to practices), the PO checks the overall release status using (and this is one of the most frequently forgotten deliver the most value to the client. At the same time that are on the backlog, enabling the team to always has the opportunity to select the most important things feedback on what was delivered. And more importantly, demo/review, the client has the opportunity to provide show (with this the PO gets his demos). During the sprint that after every sprint the team has got something to basic agile principles. The PO must educate the client how could we manage this? The answer is simple: follow phones needed to be out; there was no other solution, so means. Every year we had Christmas sales where the company, so I understand what dates set by the market have the product. I worked for a mobile manufacturing manner in this kind of setup; the customers just want to met. Therefore, there is no way to behave in a different choose the release dates and we have deadlines to be People approach me telling me that sometimes we do not

team to deliver the right product.

help the Product Owner to get more time to help the

example. Having a business analyst within the team could

that we could try to use the same approach as in the first

Each case is different, but as a general solution, I believe

Solution





## Solution

difficult to give full support to the teams. to have more, but if he/she has more than that, it can be Of course, this is a general rule, and it might be possible A Product Owner should not have more than two teams.



## Solution

responsible for a product. some companies call it, but never more than one person get a Program Manager or a Chief Product Owner as might need to have a program. In that case, you should several products that are connected with each other, you more than one Product Owner to a product. If you have responsible for a product we have none. Never assign experience tells me if we have too many people Each product should have only one Product Owner. My



#### Solution

technique in several companies, and it worked quite product to the actual Product Owner. I saw this market needs, leaving the responsibility of the technical the responsibility of talking with clients to see what the prought business analysts to the team; these people took manage everything. I've seen some companies that so complex that one single person might not be able to tremendous and complex job, sometimes the product is The job of a Product Owner is not simple; it's a



#### Solution

Mature Your Definition Of Done check this blog. the problem. If you are interested to know how can you completed. My experience tells me this helps to reduce until all tasks that are part of the Definition Of Done are possible for developers to show that a story is not done corners; if this list is there, on the other hand, it's essier for the Product Owner to push the team to cut production. Without a Definition of Done Checklist, it's activities that must be done before a story goes into list of tasks defined by the team that represents all the Done Checklist. A Definition of Done Checklist is a simple reduce this problem is the presence of a Definition of caring about quality). The method I found most useful to something that is part of the company's culture (not This problem is quite serious and, in my opinion, is



#### Solution

fundamental to improving these issues. strong and competent Scrum Master in this situation is Scrum Masters are great coaches as well, so having a importantly, they can coach others in their jobs. Great Scrum Masters can do their jobs in a well, but even more get an experienced and strong Scrum Master. Great implement at all. In this case, it is extremely important to The solution here is quite simple, but not easy to



#### Solution

needs to trust them. that the team's members are doing their best and he The Scrum Master must explain to the Product Owner that amount of work and there is not much he can do. They are the ones deciding how much it takes to deliver the Product Owner that the team owns their estimates. important; he must protect the team. He must explain to In both situations the Scrum Master's job is quite



## Solution

people based on quality and not based on political for disaster. I can only suggest that management assigns not understand the market or the customers is a recipe a good job. Assigning people to these positions who do beobje who understand customers and the market can do Owner is extremely important for the company and only anddest; management must understand that a Product In this case, I truly believe there is not much that I can



#### Solution

proper Acceptance Criteria. Valuable, Estimable, Scalable and Testable) format with written in the INVEST (Independent, Negotiable, is not maintained. A good story must be clear, optimally extremely difficult to do any work if the product backlog and the team must show to the Product Owner that it is the product backlog in good shape. The Scrum Master Owner is the person ultimately responsible for keeping between the Product Owner and the team. The Product cannot do their jobs. The stories should be discussed must explain that without a proper backlog the team Product Owner that the aforementioned is his job. They important role here. Together they must explain to the I believe the Scrum Master and the team itself have an



#### Solution

motivate people. understand that punishment or pressure will never never motivate people. Hopefully, he will then he will then understand that punishment or pressure will maybe give him the book Drive by Daniel Pink. Hopefully, he would not like to attend any of these training sessions, him understand what drives people to do a great job. If good training session about intrinsic motivators to help development. To complement this, I would take him to a understands what the roles are in Agile software to a good agile training session to make sure that he agile process. I would suggest taking this Product Owner believe this has more to do with mindset than with any The solution here is not easy to achieve at all. I truly



#### Solution

was ready, blocking the release to the customers. were delivering a lot of things, but none of their features that could be shipped to the customer. Before, the teams that, they started to deliver fully implemented features much more stories per sprint. But more important than teams got extremely focused, and they started to deliver sprint. When we applied this rule in some of my teams, top priority that should be achieved during the next same time, so they really must understand what is the understand the team cannot deliver everything at the be delivered to the customers. Product Owners must understand what the most important things are that must Here it is quite important for the Product Owner to



## Solution

The Scrum Master and the team must explain to the Product Owner that the design of architecture is not his responsibility. I always like to give this explanation: The Scrum Master and the team are responsible for "How": Grum Master and the team are responsible for the How the product is nable. The part has responsible for the "What" part, meaning that the Product Owner should be the one saying what is supposed to be built.



## Solution

The Scrum Guide says: "The Scrum Team consists of a Product Owner, the Development Team, and a Scrum Master: "Just because the Scrum Guide says that, of course, there is no guarantee the Product Owner will consider himself part of the team—But, I think this could consider himself part of the team—But, I think this could team to the part of the team. On the team could explain to him that, according to the manual, the groduct Owner they are not able to do to this srgument, the team and Scrum Master could of this Product Owner they are not able to do a fanisastic job unless the Product Owner starts to become fanisatic job unless the Product Owner starts to become and the Retrospectives.