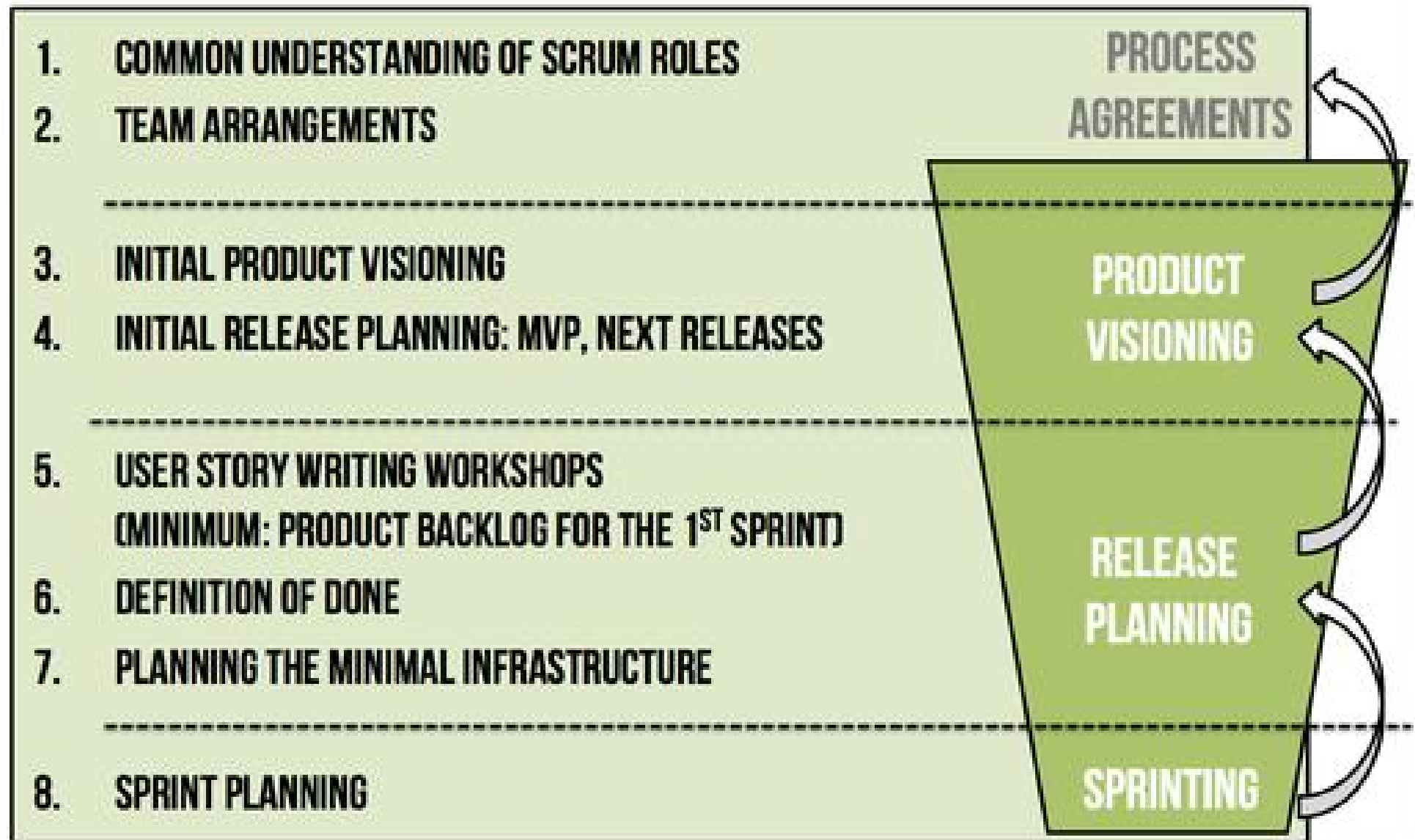


# SCRUM INCEPTION

## THE BARE MINIMUM TO START SCRUM



# The Scrum Flow



**Stakeholders.** Users, Customers, Management. Input to Product Backlog, participate and help



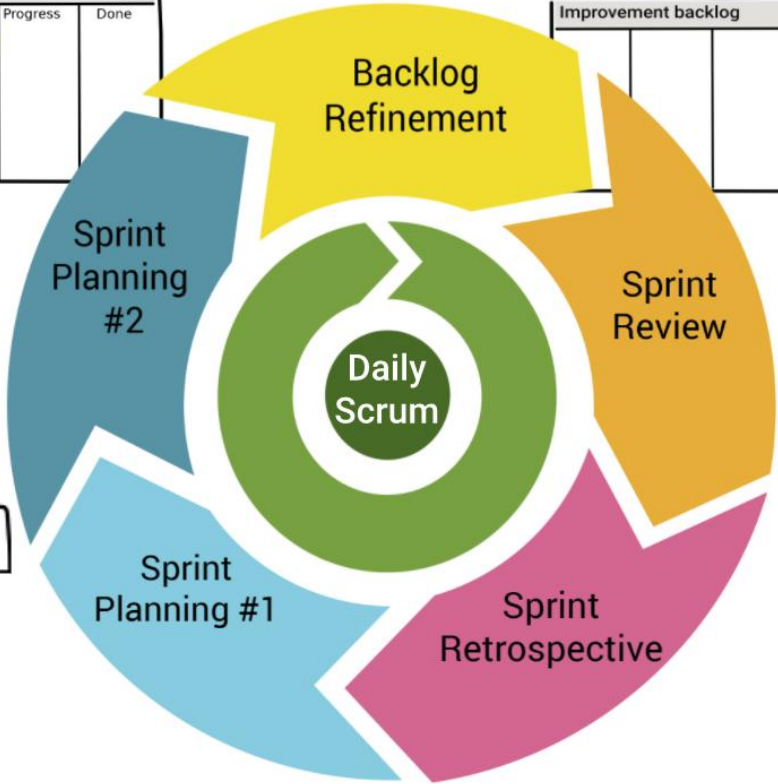
**Team.** Small, cross functional and self-organizing. Responsible for creating product and results. Owns Sprint Backlog

Sprint backlog		
To do	Progress	Done
■ ■ ■ ■ ■		
■ ■ ■ ■ ■		
■ ■ ■ ■ ■		
■ ■ ■ ■ ■		

Improvement backlog		



**Scrum Master.** Responsible for the process, coaching, supporting and implementing improvements. Owns the Improvement / Impediment Backlog



**Product Owner.** Responsible for understanding customers, business value, ROI and prioritization. Owns Product Backlog

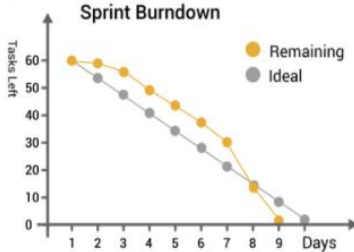
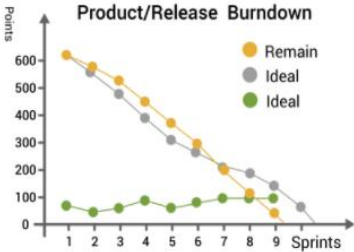
**Product Backlog**  
Ordered list of requirements

product backlog	
Next	■ ■ ■ ■ ■
+1	■ ■ ■ ■ ■
+2	■ ■ ■ ■ ■
+3	■ ■ ■ ■ ■
++	■ ■ ■ ■ ■
Out of scope	
New	

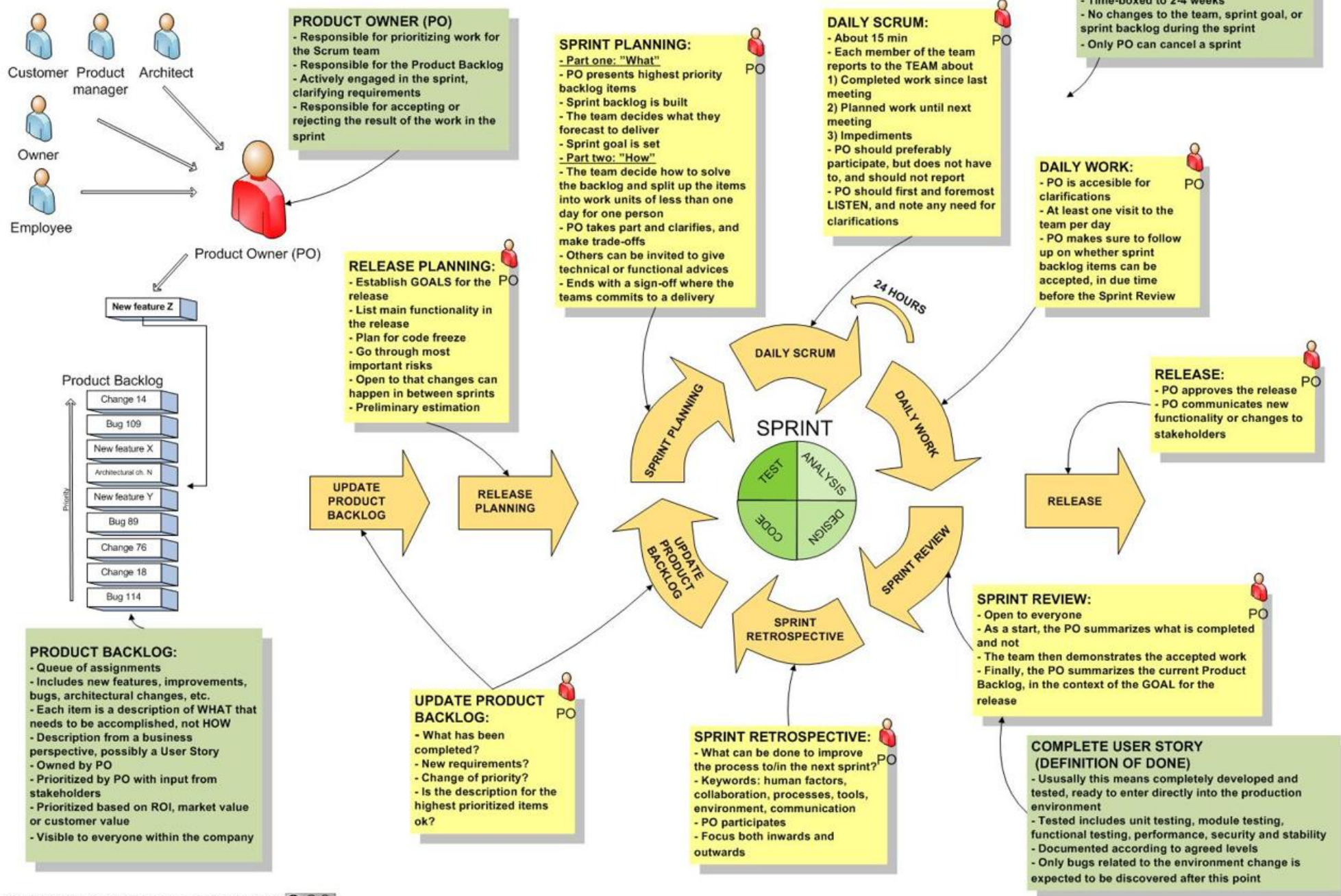
Vision & Ideas



**Product Increment.** Completely Done!



# PRODUCT OWNER ROLE (PO)



# Product Owner



- Given a variety of conflicting goals and options, be the final decision maker for hard product decisions
- Accountable for maximizing the return on investment (ROI)
- Certifies final product

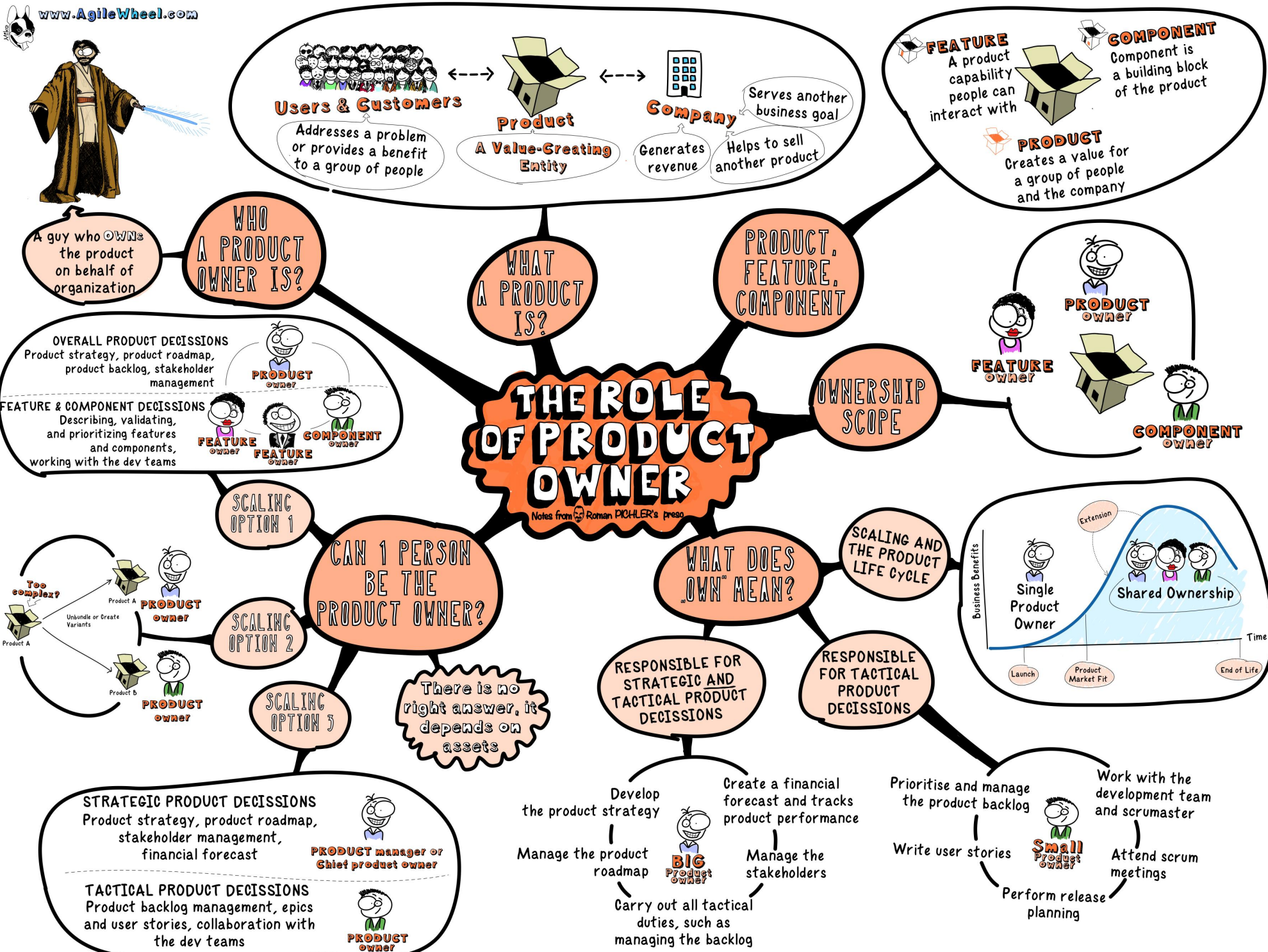
- Understand the domain well enough to produce a product
- Answer technical questions from the domain for those creating the product

- Describe the product with understanding of users and use, and a product that land across both
- Understand the needs of the business buying the product, and select a mix of features valuable to the customer

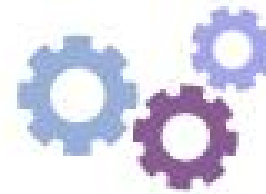
- Understand the needs of the organization paying for the software's construction and select a mix of features that serve their goals
- Empowered central point of business need of leadership

- Capable of communicating vision and intent – deferring detailed feature and design decisions to be made later in time





# CREATE PROJECT VISION



## INPUTS

## TOOLS

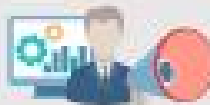
## OUTPUTS



Project Business Case



Program Product Owner



Program Scrum Master



Program Stakeholder(s)



Chief Product Owner



Program Product Backlog



Trial Project



Proof of Concept



Company Vision



Company Mission



Market Study



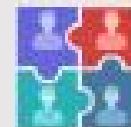
Scrum Guidance Body  
Recommendations



Project Vision Meeting\*



JAD Sessions



SWOT Analysis



Gap Analysis



Identified Product Owner\*



Project Vision Owner\*



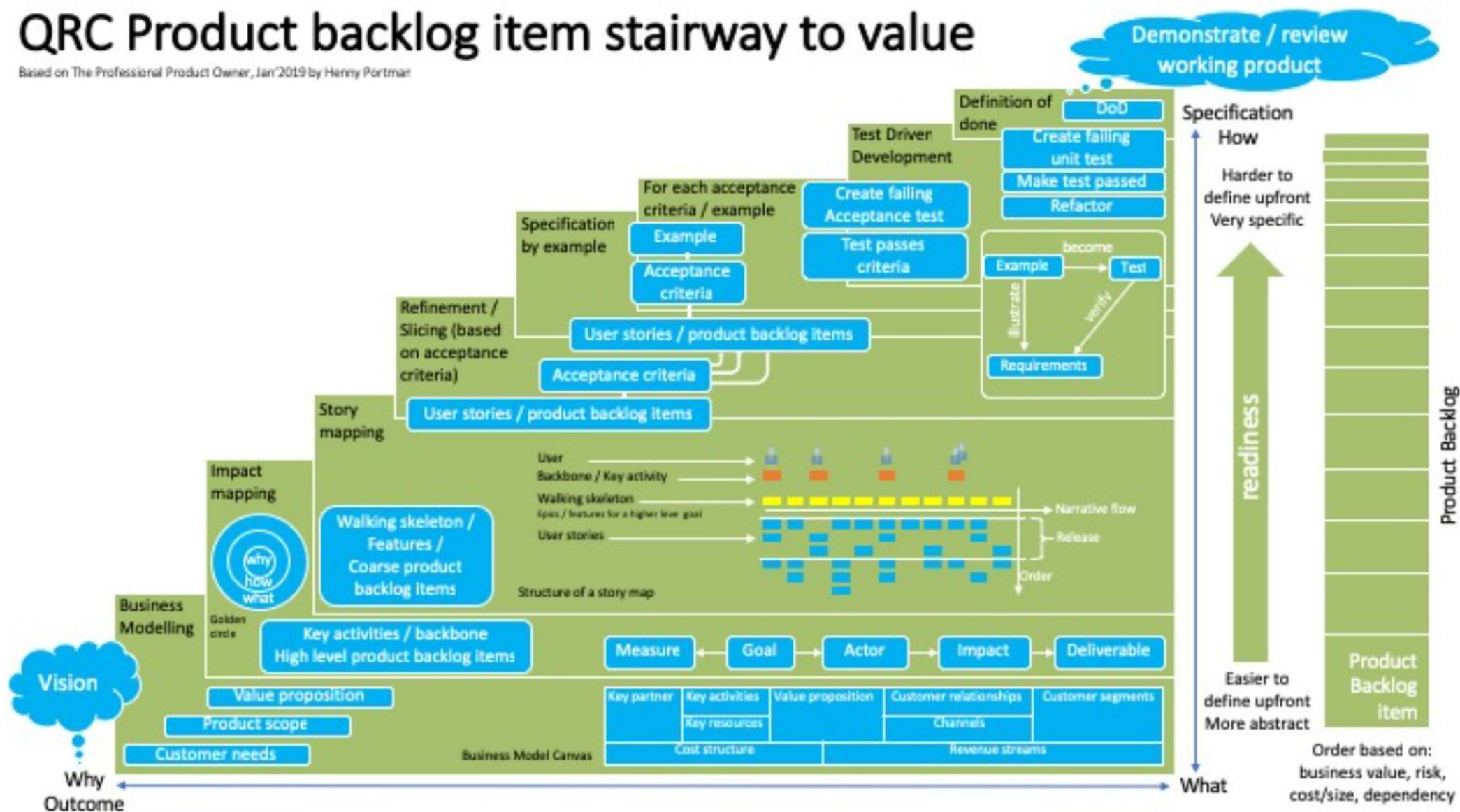
Project Charter



Project Budget

# QRC Product backlog item stairway to value

Based on The Professional Product Owner, Jan 2019 by Henry Portman





# The Five A's of Product Ownership



A

Availability – The Product Owner must be available to the team as much as is needed (within reason). When they are not available they should designate a proxy (maybe from the Product team).



A

Agile Mindset – A Product Owner must relish the concepts of **iterative** and **incremental** delivery with customer needs being a primary concern.



A

Accountability – The Product Owner is accountable for the product. Accountability is something that should be internal and isn't given to us.



A

Authority – The organization, and any key leaders, will honor and support the decisions made by the Product Owner.



A

Analytical – The Product Owner must always be analyzing the market, reviewing customer feedback, understanding risks, budget, and a wide variety of other techniques. This analysis is critical to achieve “Validation” and without it we may be more **efficient** but no more **effective**.



# CREATE PROJECT VISION



## INPUTS



Project Business Case



Trial Project



Program Product Owner



Proof of Concept



Program Scrum Master



Company Vision



Program Stakeholder(s)



Company Mission



Chief Product Owner



Market Study



Program Product Backlog



Scrum Guidance Body Recommendations

## TOOLS



Project Vision Meeting\*



JAD Sessions



SWOT Analysis



Gap Analysis

## OUTPUTS



Identified Product Owner\*



Project Vision Owner\*



Project Charter



Project Budget

## Defines Product Vision

Owns squad capacity and budget

Communicates to stakeholders to understand business goals

Assesses business value of the product

## Defines Features

Translates business needs into Product Features

Explains how Product Features contribute to business goals

## Creates Product Feature Roadmap

Obtains size estimation of Product Features

Prioritizes Product Features, considering needs and goals of stakeholders

Maps Product Features to time

## Manages Product Backlog

Translates Product Features into Product Backlog Items

Maps out dependencies

Maintains balance between new features, support, tech debt and innovation

## Contributes to execution

Manages scope in time

Facilitates story telling and sprint planning sessions

Enables team to improve process

## Evaluates Product Progress

Inspects and evaluates product progress

Manages stakeholder expectations

Determines whether Product Feature is acceptable for release

## Bridges the gap

Anticipates changing needs that impact priority

Gains buy-in from stakeholders and other PO's

Manages dependencies on other teams

# Agile Product Ownership

... or how to Manage in Uncertainty and Deliver Early Business Value

In a Nutshell

No more  
HIPPO  
decisions



We are developing new ways to deliver business value end to end. Through this work, we hold in high regard the following:

Responding to change over following a plan  
Finding out needs over looking for solutions  
Customer collaboration over contract negotiation  
Solving user problems over releasing the next "cool" feature  
Measuring KPIs over undefined success metrics

Version 1.2

## Understand Value



## Innovate and Deliver

with one Lean Team without handoffs



## Kano model

Find priorities based on what persona you target.

Things "fall down" as we get used to it



## Plan Together for Fastest ROI

using Weighted Shortest Job First



Poster by:  
mia.kolmodin@dandypeople.com  
tomer.shalit@crisp.se

Free download:  
dandypeople.com/blog

DANDY  
PEOPLE

## Ways of Working for Business Agility



Product Owner

## Why

- Why are we doing this?
- What is the opportunity?
- How do we measure success?



PO & Lean Team

## What

- Who are the users?
- What are their needs and pains?
- What are the possible solutions?



Lean Team

## How

- How does it get usable?
- How should it be coded?
- How should it look?

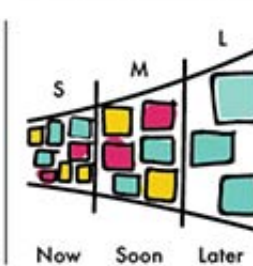
## Planning for Value



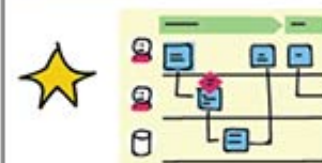
## Planning Horizons



## Details Just in Time



## Define the Problem



Set framing and KPI's connected to your goals and strategy.  
Understand who the users are and their behaviour and pains by meeting users and analyzing data.

## Find Solutions



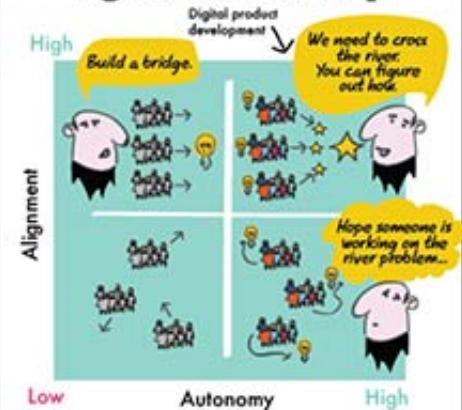
Ideate & validate with the team.  
Prioritize ideas for value together.

## Build Solution



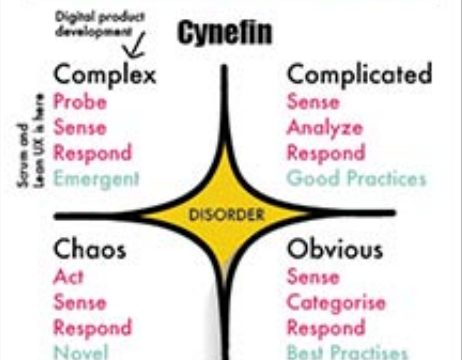
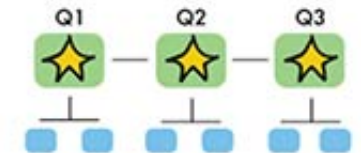
Slice thin horizontally in the product and deliver valuable scenarios for users end to end. Follow up, measure outcome, learn and adapt your plan.

## Agile Leadership



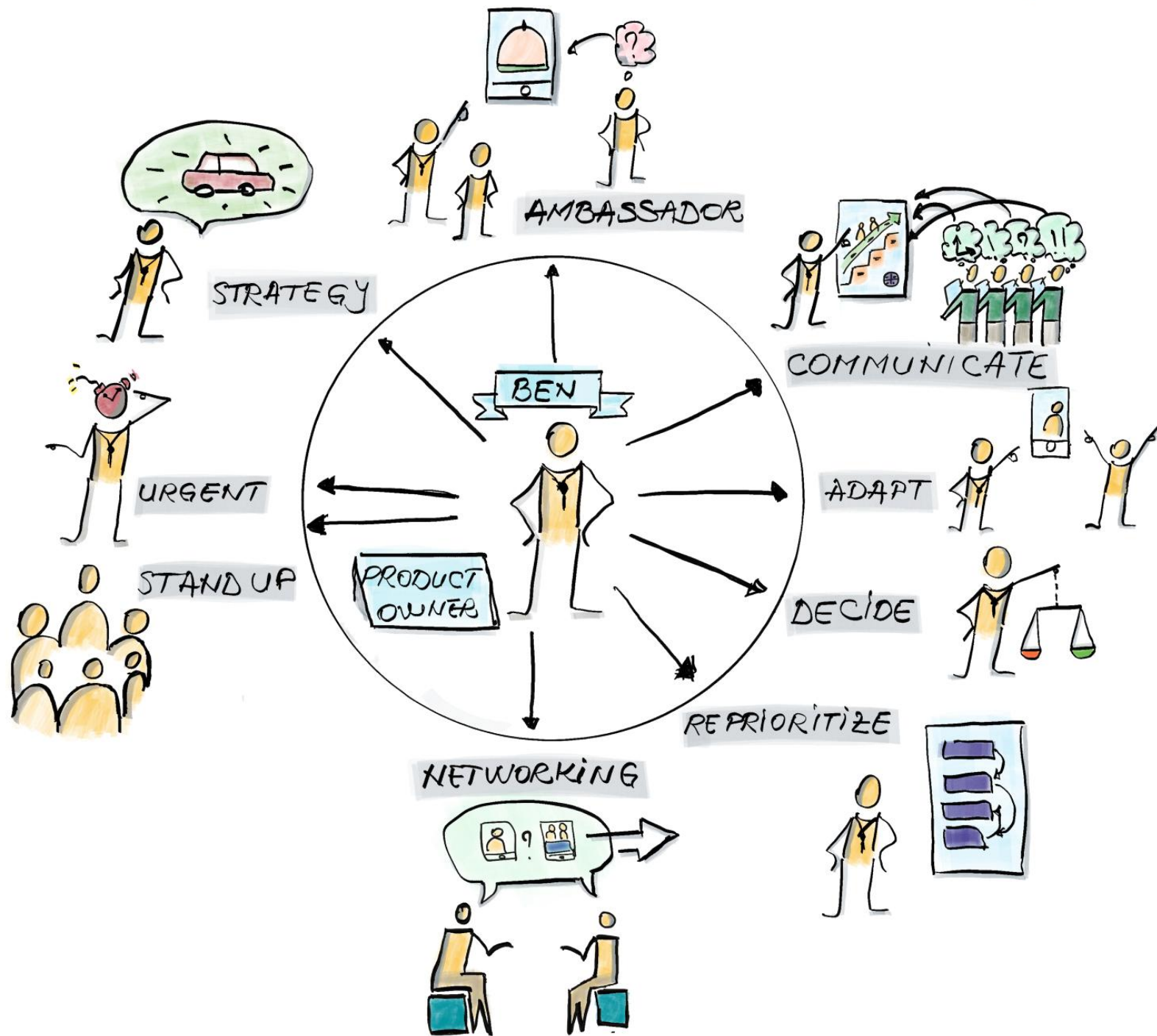
## Product Planning for Uncertainty

Clear Measurable Goals, Learn & Adapt  
Team is done when goal is reached.



Cynefin; Dave Snowden  
Leadership inspiration; Henrik Kniberg







- Keeps product in line with business goals.
- Creates a product roadmap.
- Communicates with stakeholders to understand business objectives.

### Defining the Vision

- Consider needs and objectives of stakeholders.
- Juggles scope, budget, and time to prioritize projects.

### Prioritizes Needs

- Creates a list of backlog items.
- Prioritizes items based on overall strategy.
- Maps out dependencies.

### Managing the Product Backlog

- Contributes to the planning, execution, and review of each sprint.
- Works with team to refine and improve the development process.

### Overseeing Development stages

### Anticipating Clients Needs

- Understands and anticipates clients needs to manage the development process.
- Has deep knowledge of the market.
- Creates customer journey maps.

### Acting as Primary Liaison

- Gains buy-in from stakeholder.
- Delivers clear instructions to the developers.

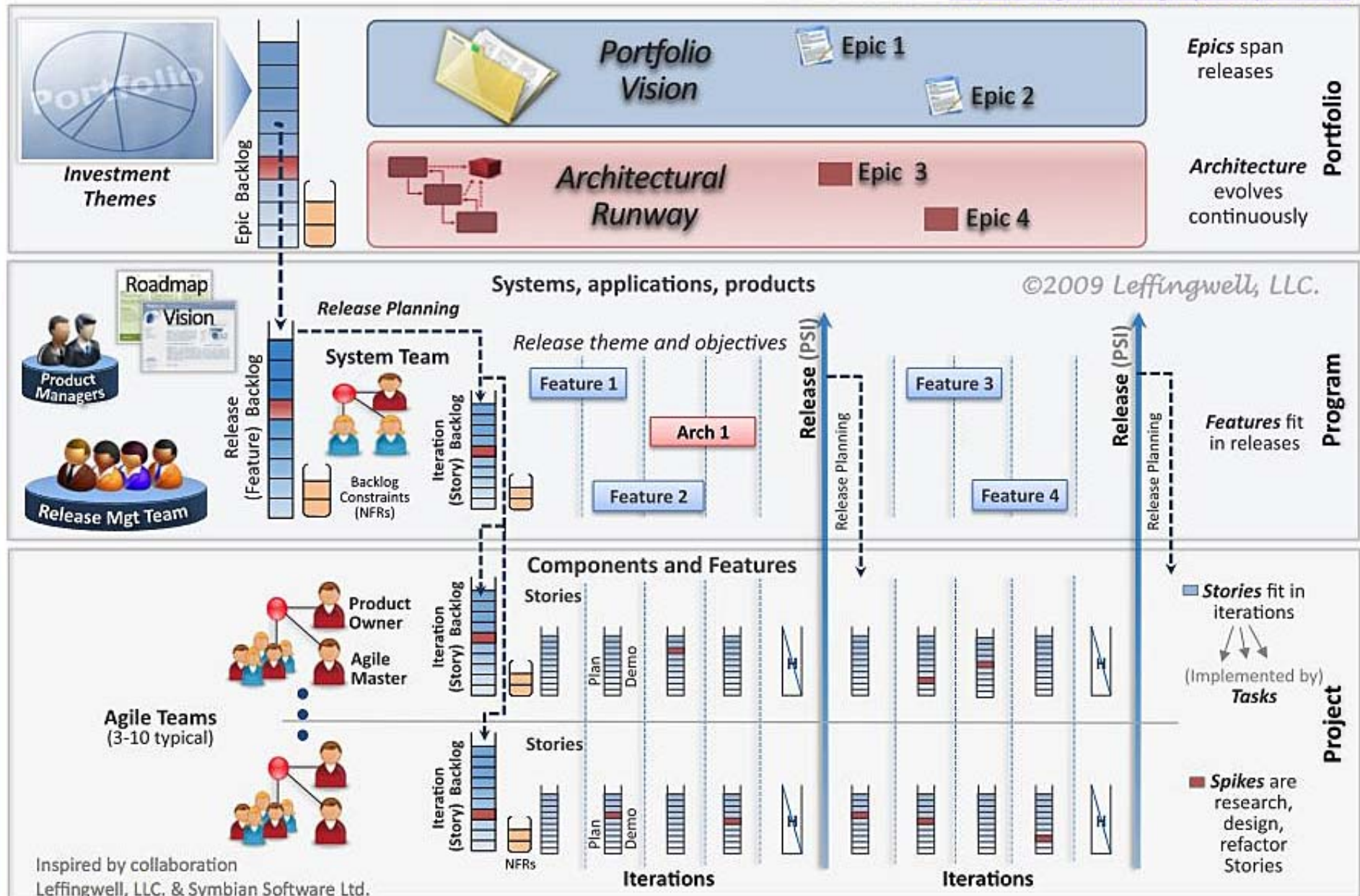
### Evaluating Product Progress

- Is accountable for each stage of the development and final process.
- Inspects and evaluates product progress through each iteration.
- Determines whether the final project is acceptable.



# The Agile Enterprise Big Picture

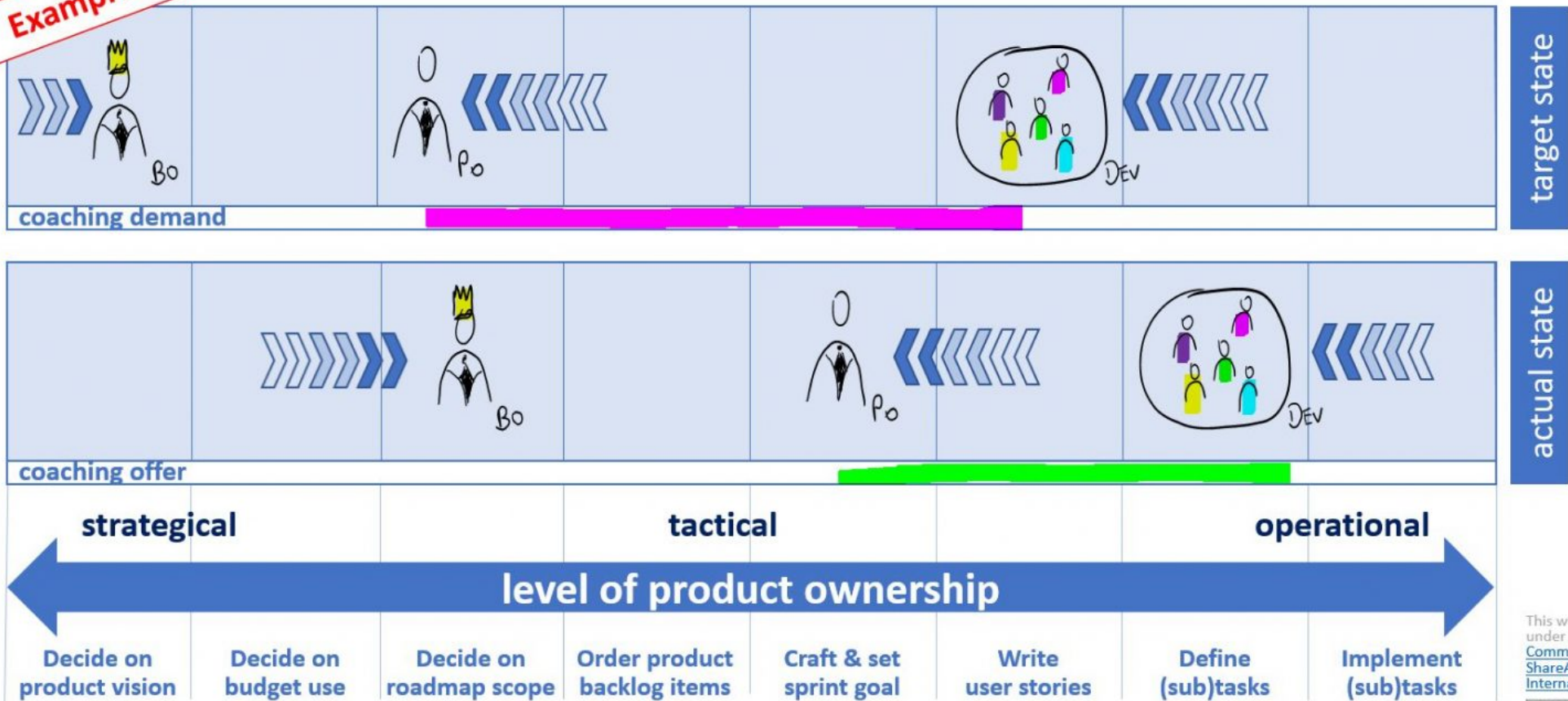
For discussion, see [www.scalingsoftwareagility.wordpress.com](http://www.scalingsoftwareagility.wordpress.com)





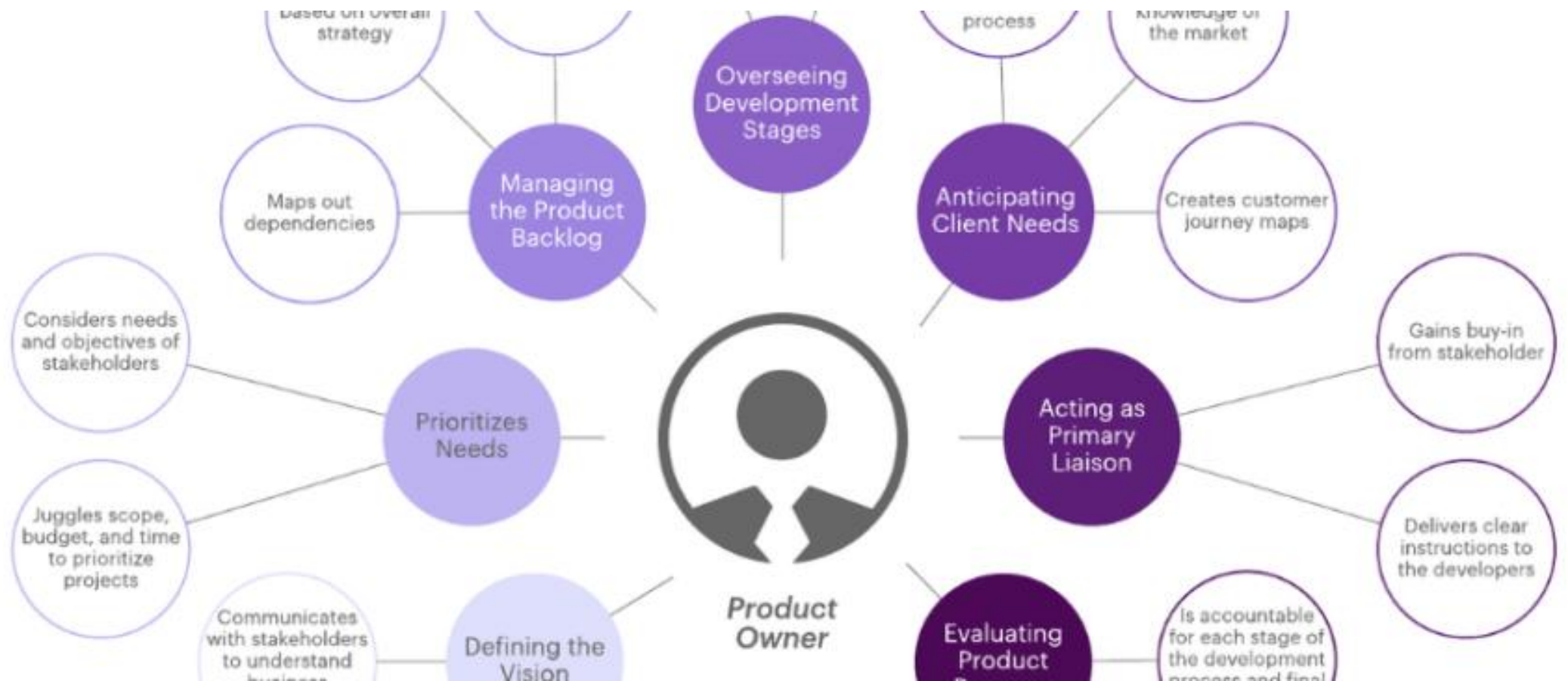
# Product Ownership Evolution Model (POEM)

Example



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## Product Manager

## Product Owner

## Project Manager

## Scrum Master

Market Research

Vision, Voice of the Customer

Pricing

Market Communications

~~Marketing Requirements Documents (MRD)~~

Ensure the project meets its objectives

Negotiate work with the team

Manage scope, date and budget

Manage Stakeholder Communication

Manage/Prioritize Product Backlog

Available to the Team

Ready for Sprint Planning

Allow the team to plan the work

Respect Sprint Boundaries

Visualize, communicate and radiate information

Remove impediments keeping the team from completing their work

~~Detailed work break down structure creation~~

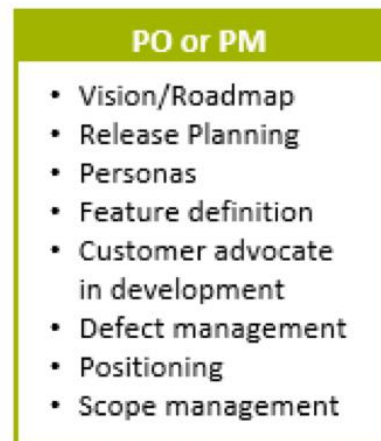
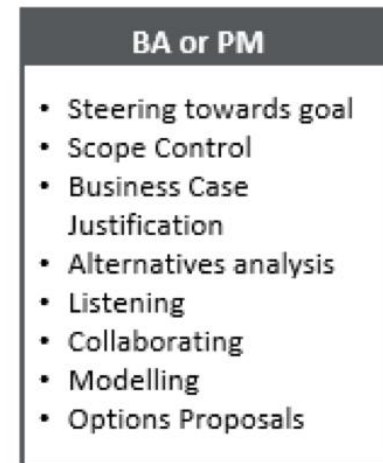
Agile process expert, owner & evangelist




Facilitate creativity & empowerment

Encourage self-organization

Encourage improvement of team's dev practices

Member of the Team (team player, not manager)



<b>Product Manager</b> <i>Drives the PI and product</i>	<b>Product Owner</b> <i>Drives the Iteration</i>	<b>Agile Team</b> <i>Drives program execution</i>
		
Owns Program Backlog	Owns Team Backlog(s)	Builds Quality-In, evolves Agile architecture
Defines Features, PIs, and Releases	Defines Iterations and Stories	Owns estimates
Owns Vision, Roadmap, pricing, licensing, ROI	Contributes to Vision, Roadmap, ROI	Evolves the Continuous Delivery Pipeline
Collaborates on Enablers	Accepts Iteration increments	
<i>Build the right thing...</i>		<i>...Build the right way</i>