



# Scrum.org

The Home of Scrum

# Professional Scrum PRODUCT OWNER



 @ScrumDotOrg



[AgileAcademy.nl](http://AgileAcademy.nl) – [hospitality@agileacademy.nl](mailto:hospitality@agileacademy.nl) | 2019

# Scrum.org Mission



*Improving the Profession of  
Software Delivery*



*"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

# Why Are You in This Class?

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



# 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

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.**



COURAGE FOCUS COMMITMENT RESPECT OPENNESS

# Team Start-Up

10

minutes

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

# Professional Scrum at Scrum.org



Everyone!



Scrum Masters • Managers •  
Scrum Team Members



Experienced Scrum Masters



Product Owners • Product  
Managers • Advanced  
Practitioners



All members of a Scrum Team  
including: Developers • Scrum  
Masters • Product Owners •  
Analysts • Testers ...



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

# Professional Scrum Competencies

[www.scrum.org/professional-scrum-competencies](http://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](http://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 software 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.*

A black and white portrait of Warren Buffett, an elderly man with glasses and a beard, wearing a light-colored shirt and a tie. He is smiling and looking slightly to his left.

**“Someone’s sitting in the shade today because someone planted a tree a long time ago.”**

- Warren Buffett

2

# Agile Product Management

# Thoughts on These Companies?



# 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 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

# 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

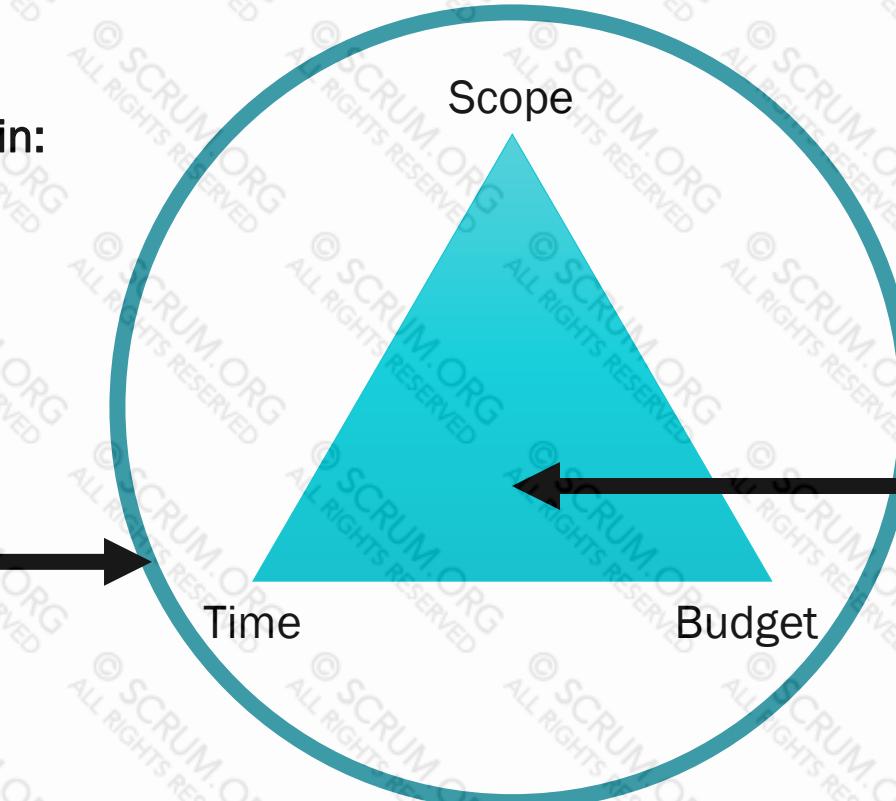
Leads to less waste, more creativity, and more releases.

## Project Mindset

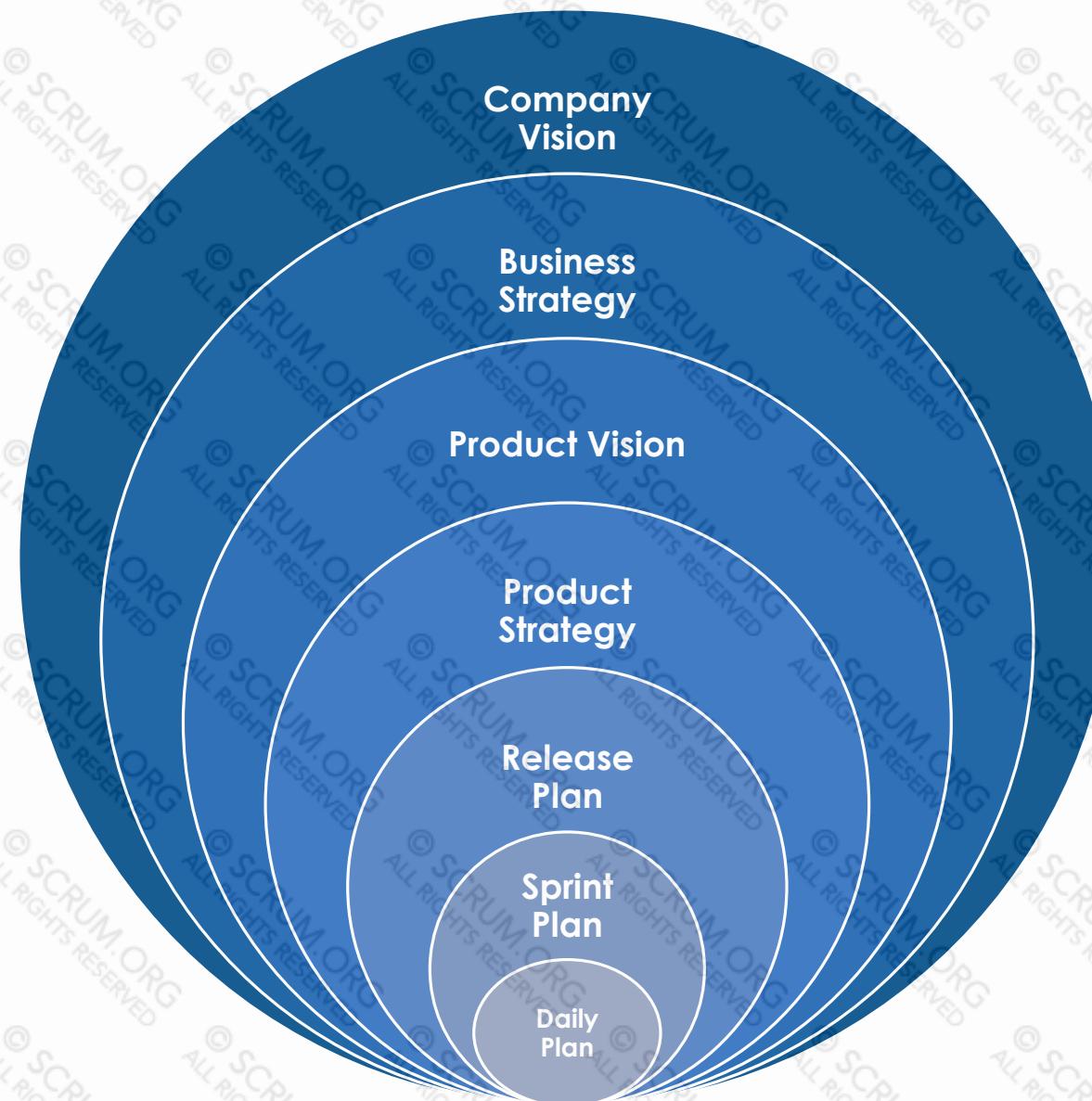
Success *upfront defined inside out*:

- Scope
- Time
- Budget

Leads to less business involvement, more task management.



# The Bigger Picture



# The Bigger Picture

Focus on...

Vision  
Value  
Validation

Versus...

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

## Product Management Vacuum

Sprint Plan

Daily Plan

Company Vision

Business Strategy

Product Vision

Strategy

Release Plan

# Product Management Activities

5

minutes

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

# Product Management Encapsulates Many Things

Analyzing the Industry & Competition

Product Strategy

Maximizing Revenues & ROI

Release Planning

Identifying Customers & Their Needs

Forecasting & Feasibility

Creating the Business Case

WHICH ARE COVERED BY SCRUM?

Strategic Product Planning

Identifying Product Requirements

Creating a Roadmap

Release Execution

Auditing Results

Sustaining the Product

Product Launch

Customer Retention

Naming & Branding

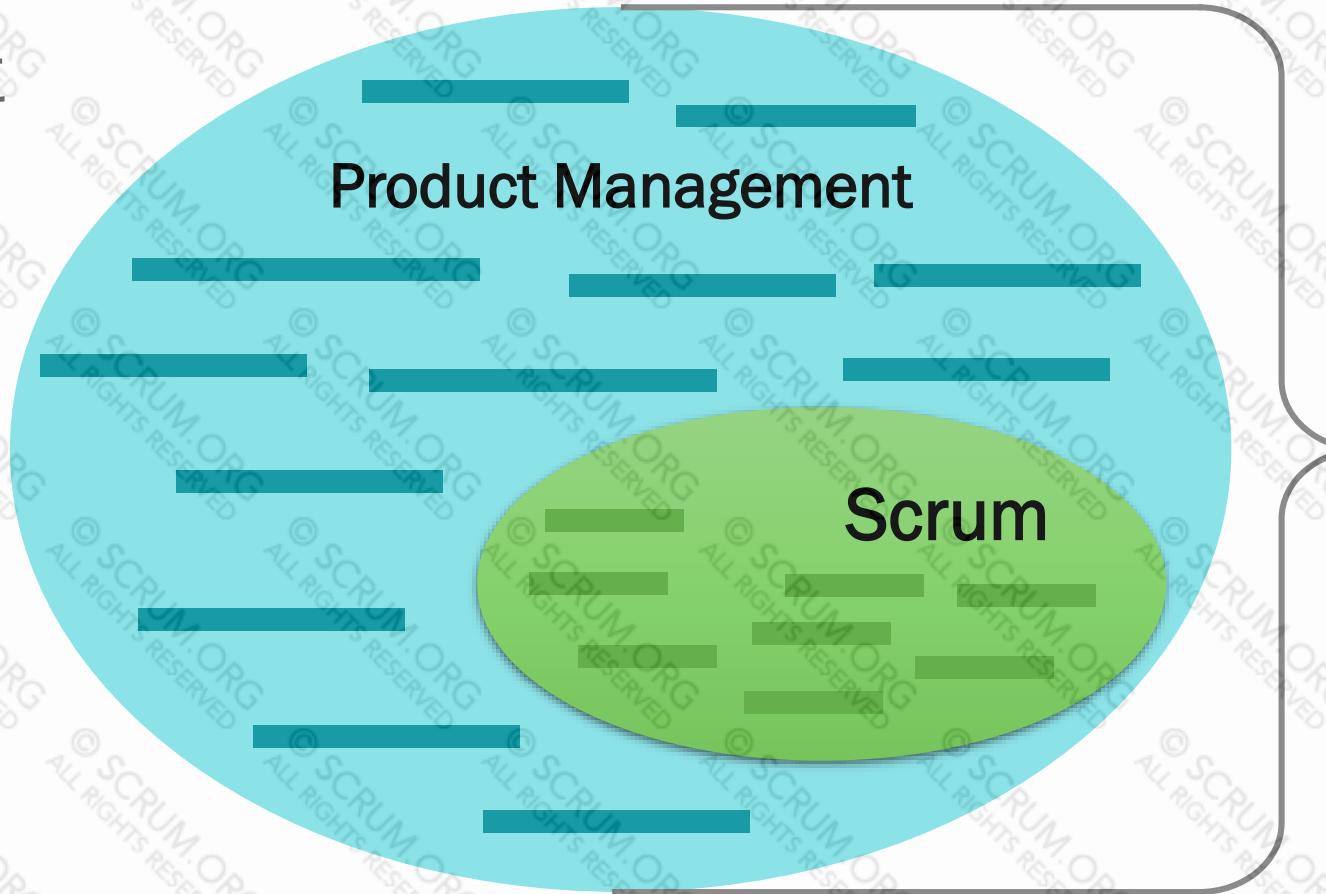
Outbound Messaging

Defining Product Features

Product Retirement

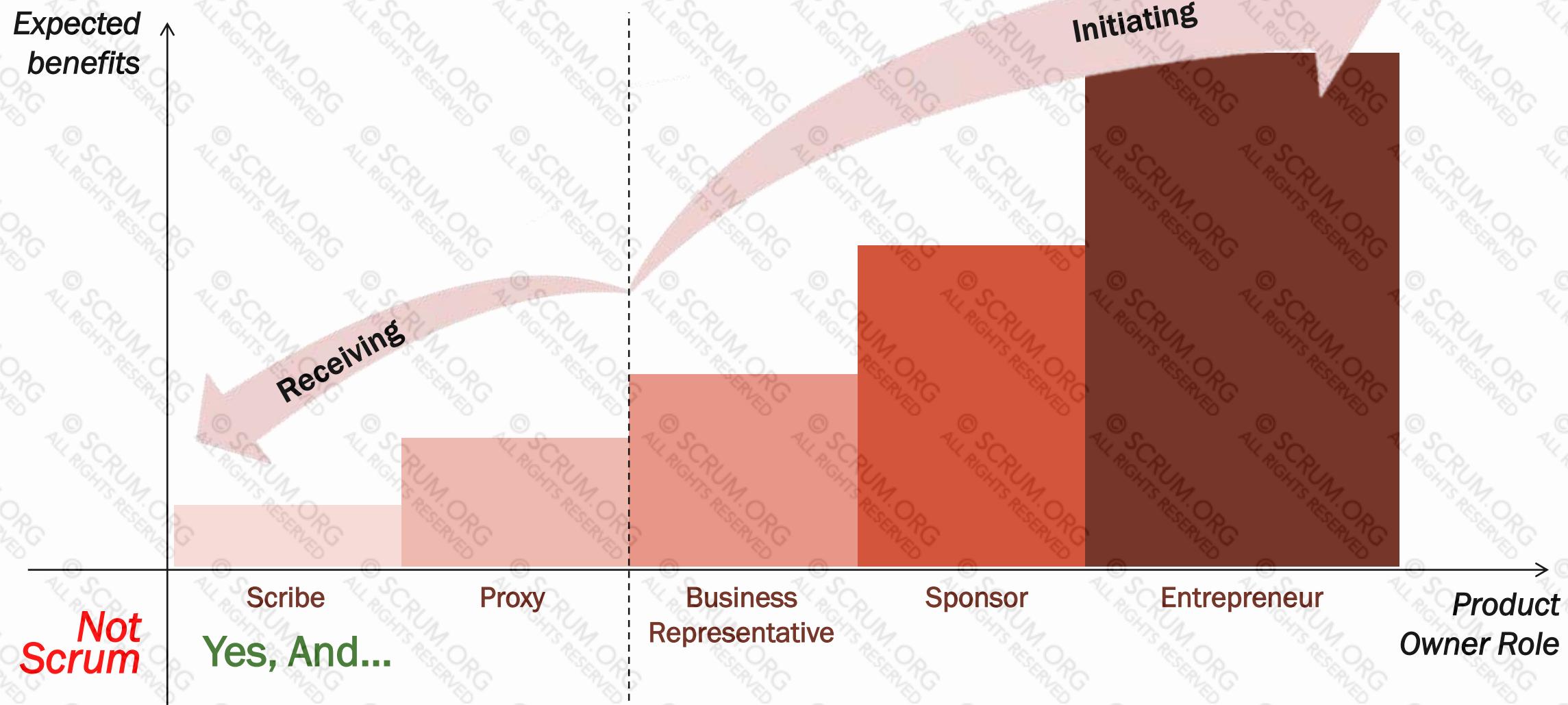
# Product Owner Is an Agile Product Manager

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



Product  
Owner

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



# An *Entrepreneurial* Product Owner

## Vision

*creates Transparency*

- Inspiring
- Strategic
- Communicated

## Value

*Defining provides you  
with something to Inspect*

- Stakeholder Focused
- Deliver frequently or as needed
- Measurable

## Validation

*causes Adaptation*

- Focus on Value leads to Validation
- MVP
- Experiments



# 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"> <li>• Who are our partners?</li> <li>• Who are our key suppliers?</li> <li>• Which key resources are we acquiring from our partners?</li> <li>• Which key activities do partners perform?</li> </ul> <p><b>MOTIVATION FOR PARTNERSHIP</b> Optimization and economy Reduction of risk and uncertainty Acquisition of particular resources and activities</p> <span style="border: 1px solid black; border-radius: 50%; padding: 5px; display: inline-block;">8</span>	<ul style="list-style-type: none"> <li>• What key activities do our value propositions require?</li> <li>• Our distribution channels?</li> <li>• Customer relationships?</li> <li>• Revenue streams?</li> </ul> <p><b>CATEGORIES</b> <i>Production</i> <i>Problem Solving</i> <i>Platform/Network</i></p> <span style="border: 1px solid black; border-radius: 50%; padding: 5px; display: inline-block;">7</span>	<ul style="list-style-type: none"> <li>• What value do we deliver to the customer?</li> <li>• Which one of our customers' problems are we helping to solve?</li> <li>• What bundles of products and services are we offering to each segment?</li> <li>• Which customer needs are we satisfying?</li> <li>• What is the minimum viable product?</li> </ul> <p><b>CATEGORIES</b> <i>Newness</i> <i>Performance</i> <i>Customization</i> <i>"Getting the Job Done"</i> <i>Design</i> <i>Brand/Status</i> <i>Price</i> <i>Cost Reduction</i> <i>Risk Reduction</i> <i>Accessibility</i> <i>Convenience/Usability</i></p> <span style="border: 1px solid black; border-radius: 50%; padding: 5px; display: inline-block;">2</span>	<ul style="list-style-type: none"> <li>• How do we get, keep, and grow customers?</li> <li>• Which customer relationships have we established?</li> <li>• How are they integrated with the rest of our business model?</li> <li>• How costly are they?</li> </ul> <p><b>EXAMPLES</b> <i>Personal assistance</i> <i>Dedicated Personal Assistance</i> <i>Self-Service</i> <i>Automated Services</i> <i>Communities</i> <i>Co-Creation</i></p> <span style="border: 1px solid black; border-radius: 50%; padding: 5px; display: inline-block;">4</span>	<ul style="list-style-type: none"> <li>• For whom are we creating value?</li> <li>• Who are our most important customers?</li> <li>• What are the customer archetypes?</li> </ul> <p><b>Mass Market</b> <b>Niche Market</b> <b>Segmented</b> <b>Diversified</b> <b>Multi-sided Platform</b></p> <span style="border: 1px solid black; border-radius: 50%; padding: 5px; display: inline-block;">1</span>
	<ul style="list-style-type: none"> <li>• What key resources do our value propositions require?</li> <li>• Our distribution channels?</li> <li>• Customer relationships?</li> <li>• Revenue streams?</li> </ul> <p><b>TYPES OF RESOURCES</b> <i>Physical</i> <i>Intellectual (brand, patents, copyrights, data)</i> <i>Human</i> <i>Financial</i></p> <span style="border: 1px solid black; border-radius: 50%; padding: 5px; display: inline-block;">6</span>		<ul style="list-style-type: none"> <li>• Through which channels do our customer segments want to be reached?</li> <li>• How do other companies reach them now?</li> <li>• Which ones work best?</li> <li>• Which ones are most cost-efficient?</li> <li>• How are we integrating them with customer routines?</li> </ul> <span style="border: 1px solid black; border-radius: 50%; padding: 5px; display: inline-block;">3</span>	<p><b>CHANNEL PHASES</b></p> <ol style="list-style-type: none"> <li><b>Awareness</b> - How do we raise awareness about our company's product and services?</li> <li><b>Valuation</b> - How do we help customers evaluate our organization's Value Proposition?</li> <li><b>Purchase</b> - How do we allow customers to purchase specific products and services?</li> <li><b>Delivery</b> - How do we deliver a Value Proposition to customers?</li> <li><b>After Sales</b> - How do we provide post-purchase customer support?</li> </ol> <span style="border: 1px solid black; border-radius: 50%; padding: 5px; display: inline-block;">5</span>
<b>COST STRUCTURE</b>		<b>REVENUE STREAMS</b>		
<ul style="list-style-type: none"> <li>• What are the most important costs inherent to our business model?</li> <li>• Which key resources are most expensive?</li> <li>• Which key activities are most expensive?</li> </ul> <p><b>SAMPLE CHARACTERISTICS</b> <i>Fixed Costs (salaries, rents, utilities)</i> <i>Variable Costs</i></p> <span style="border: 1px solid black; border-radius: 50%; padding: 5px; display: inline-block;">9</span>	<p><b>IS YOUR BUSINESS MORE</b> <i>Cost driven (leanest cost structure, low price value proposition, maximum automation, extensive outsourcing)</i> <i>Value Driven (focused on value creation, premium value proposition)</i></p>	<ul style="list-style-type: none"> <li>• For what value are our customers really willing to pay?</li> <li>• For what do they currently pay?</li> <li>• How are they currently paying?</li> <li>• How would they prefer to pay?</li> <li>• How much does each Revenue Stream contribute to overall revenues?</li> </ul>	<p><b>TYPES</b> <i>Asset sale</i> <i>Usage fee</i> <i>Subscription fees</i> <i>Lending/Renting/Leasing</i> <i>Licensing</i> <i>Brokerage fees</i> <i>Advertising</i></p>	<p><b>FIXED PRICING</b> <i>List Price</i> <i>Product feature dependent</i> <i>Customer Segment dependent</i> <i>Volume dependent</i></p> <p><b>DYNAMIC PRICING</b> <i>Negotiation (bargaining)</i> <i>Yield Management</i> <i>Real-time-Market</i></p> <span style="border: 1px solid black; border-radius: 50%; padding: 5px; display: inline-block;">5</span>



# Lean Canvas



- 1 List top 1 to 3 problems  
What are the existing alternatives?  
How do they solve the problems today?
- 2 Identify main customer(s) / buyer(s)  
Who are the early adopters?
- 3 Create your UVP, the underlying 'Why'  
How will you get noticed?
- 4 List top 3 features  
How will you deliver value?
- 5 Identify a couple of possible channels  
How will you build a path to customers?
- 6 Come up with revenue stream but keep it simple  
What is the product worth to your clients?
- 7 Identify your costs and break-even point  
How will you afford your initiative?
- 8 Identify key value indicators  
How will you measure success?
- 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



# Value Proposition Canvas

## 4 Product & Services:

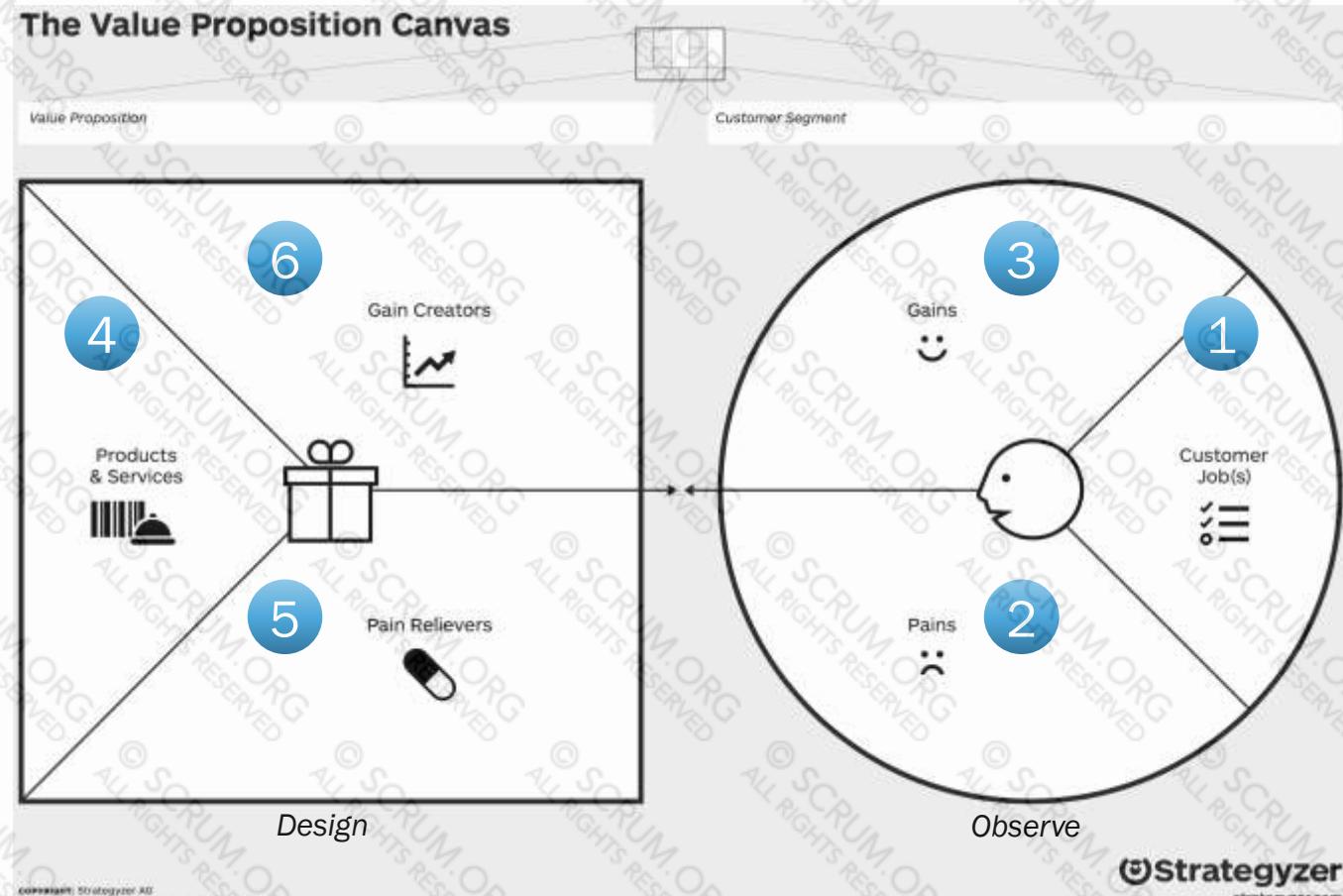
- Which specific products or services can we create to help this customer get their jobs (tasks) done?
- We do not need to fix it all, decide on one or two jobs that are the most important to address first.
- Is the customer the buyer, user or maybe a co-creator?

## 5 Pain Relievers:

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

## 6 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?



## 1 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?

## 2 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?

## 3 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

# Boiler Plate Warning

Boiler plate vision statements tend to be ignored.

Try pragmatic, real & emotional.





# 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

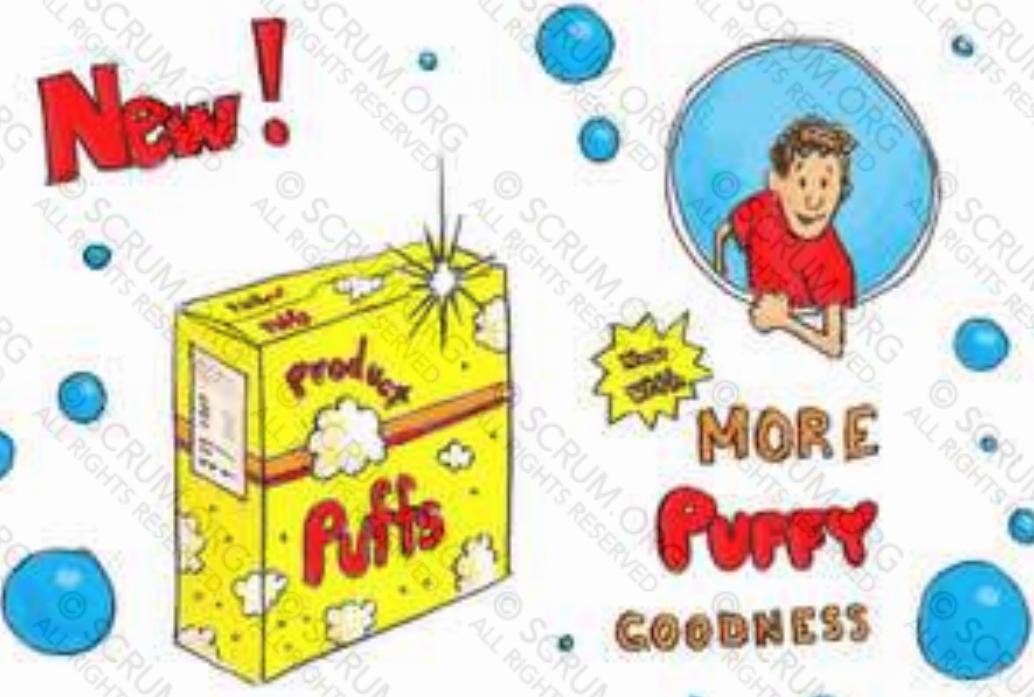
Have you used  
any others?



# Innovation Games® Product Box

## Front

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

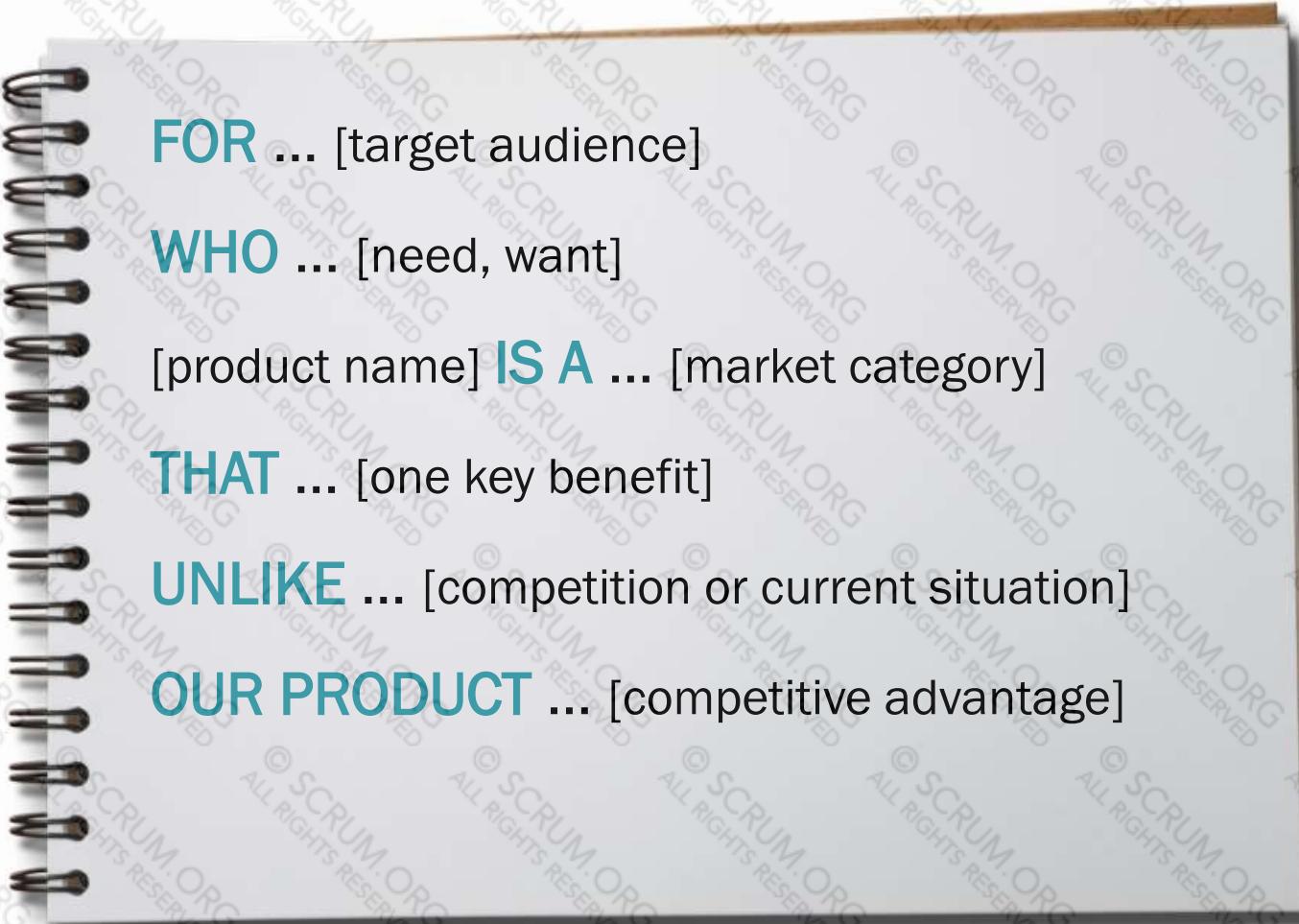


## Back

- Sub-features



# Product Vision Template



\* From "Crossing the Chasm" Geoffrey Moore



# Business Problem Statement

[Our service/product] was designed to achieve [these goals]. We have observed [in this way] that the product/service isn't meeting these goals which is causing [this adverse effect/business issue] to our business.

How might we improve service/product so that our customers are more successful as determined by [these measurable changes in customer behavior]?

\* From Jeff Gothelf

# Product Vision

15

minutes

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

# Product Owner and Technology

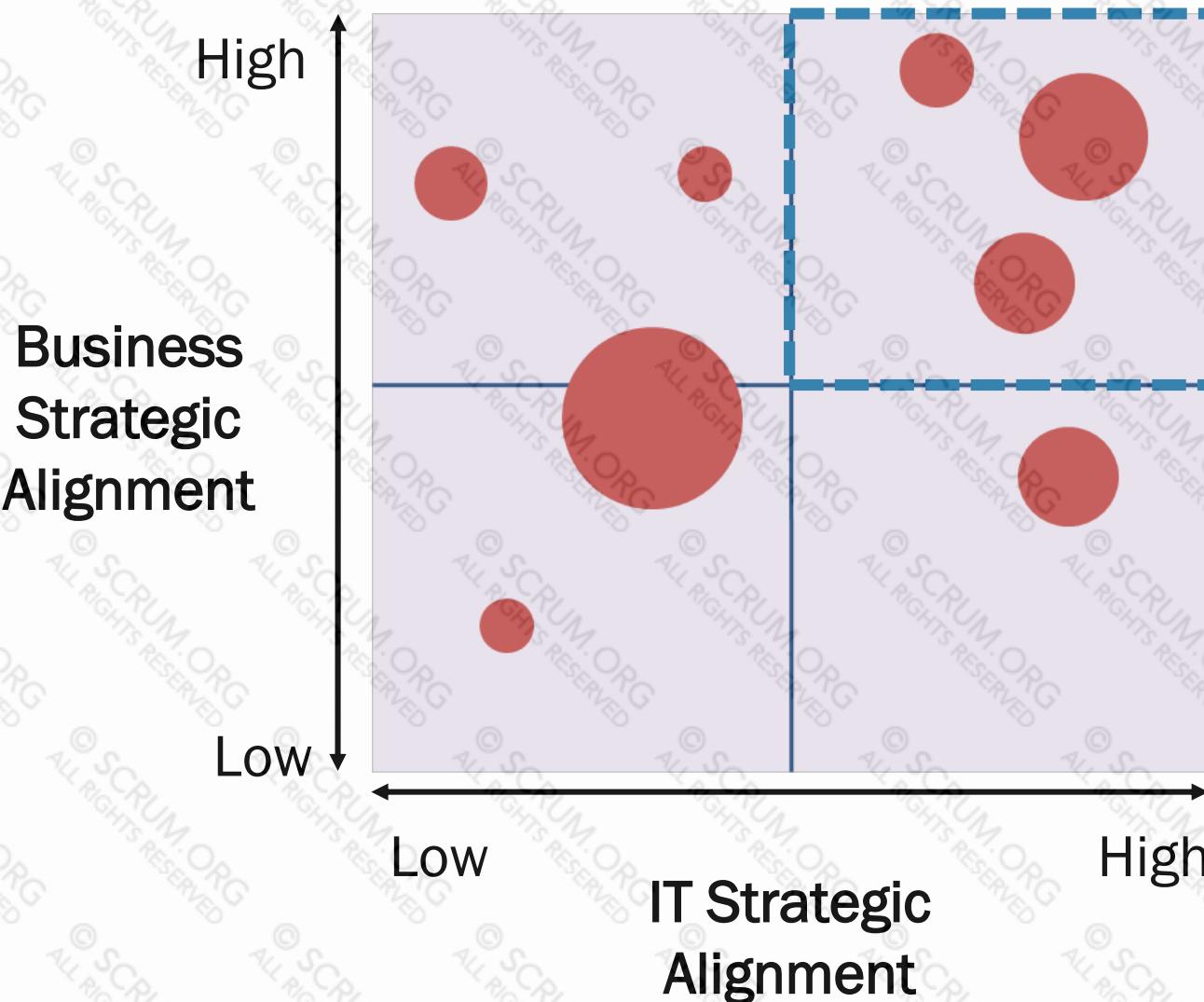
5

minutes

## Should a Product Owner be technical?

PROS	CONS

# 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

# 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



“More organizations die of indigestion  
than starvation”

-- David Packard

# Great CEO Leverage Technology for Business Agility

*“Technology skills do not necessarily mean hands-on skills, though they can arise from hands-on experience. It means simply understanding the technical state of play in the environment in a way that you can make exceptional decisions.”*

*“Technology changes suddenly expand the strategy canvas and offer new ways of doing old things, or entirely new things to do.”*

Great CEOs Must Be Either Technical or Financial – Forbes Article

<http://www.forbes.com/sites/venkateshrao/2012/03/09/great-ceos-must-be-either-technical-or-financial/>

# What About These Product Managers?



# TAKE AWAY

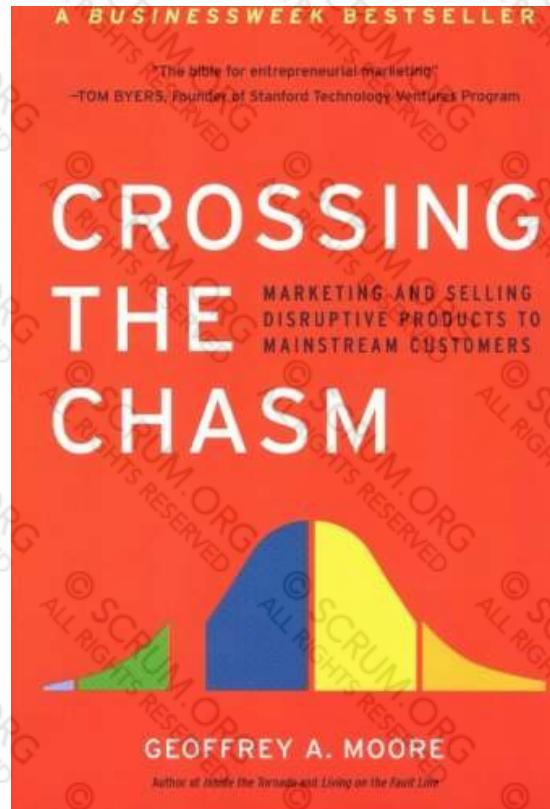
## Agile Product Management

- Product Management is 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.
- There are advantages to having a technical Product Owner.

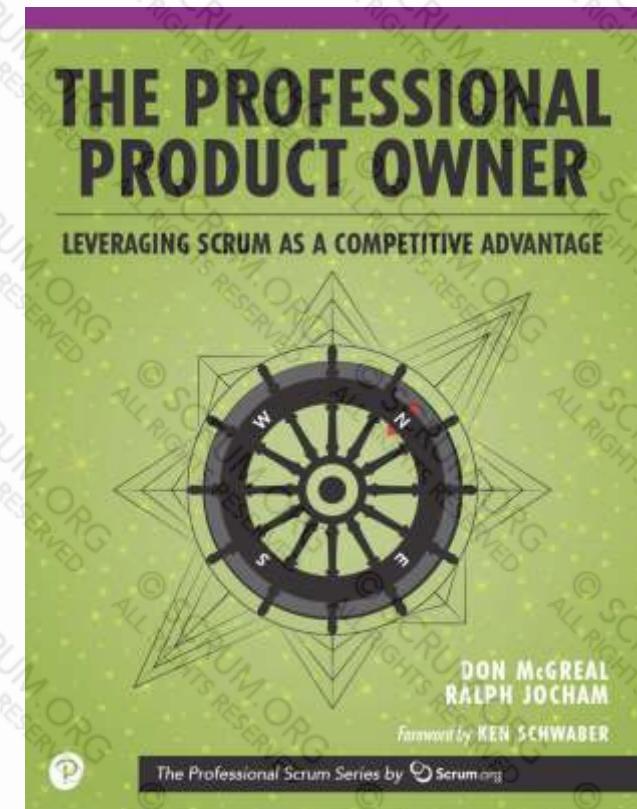


# Suggested Reading

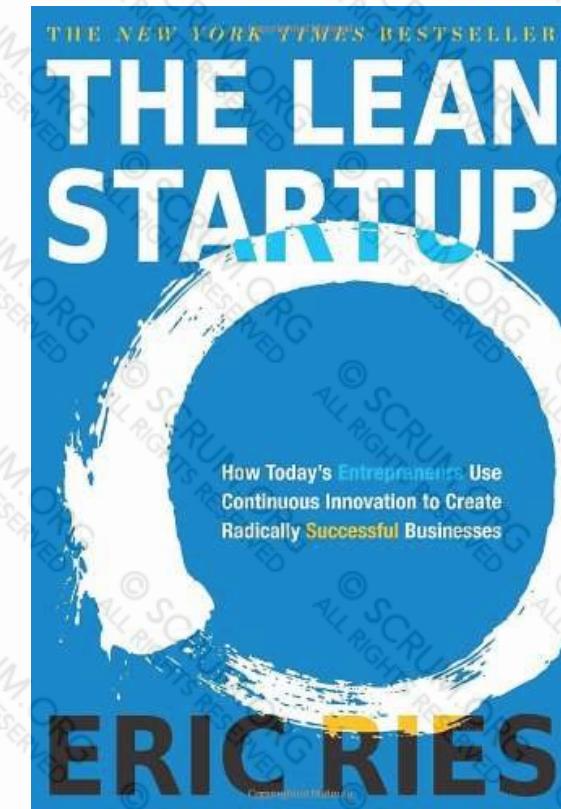
“Crossing the Chasm”  
(Geoffrey Moore)



“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?

# 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**

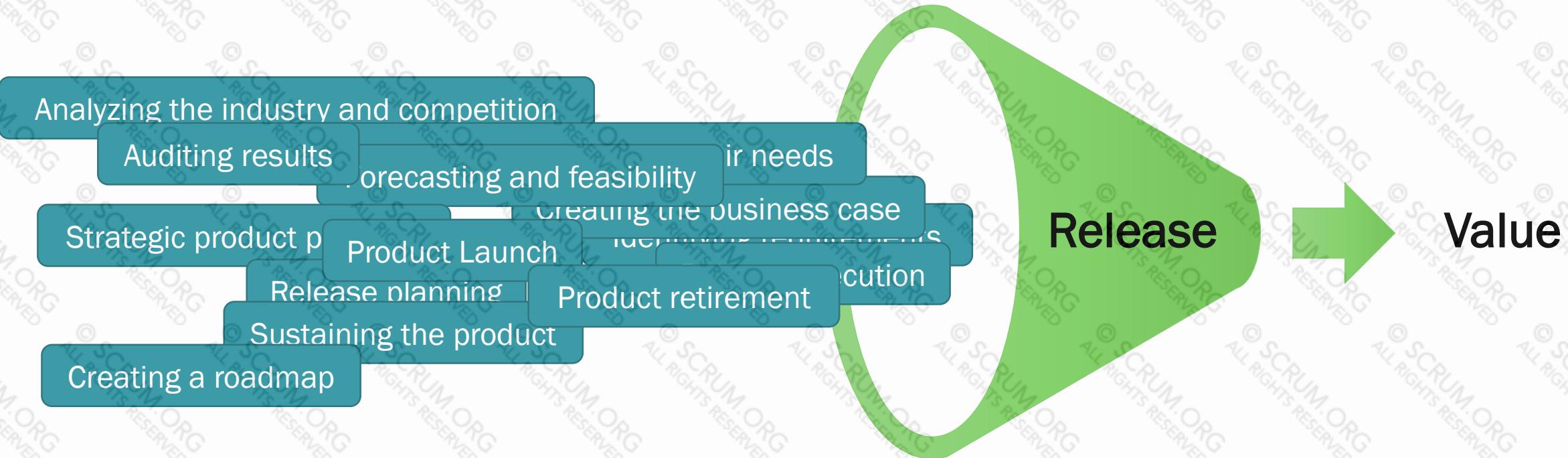
# Delivering Value

2

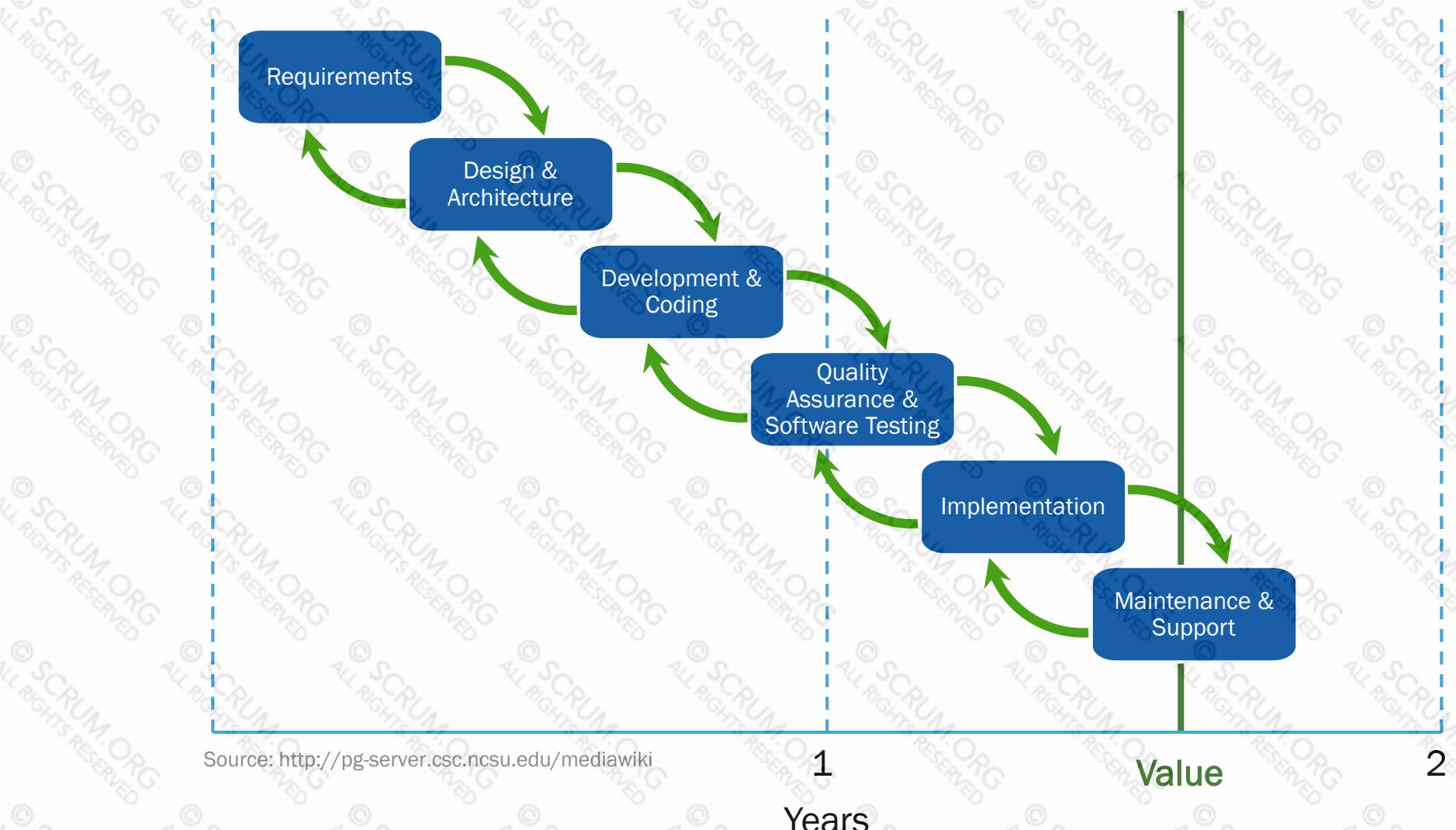
minutes

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

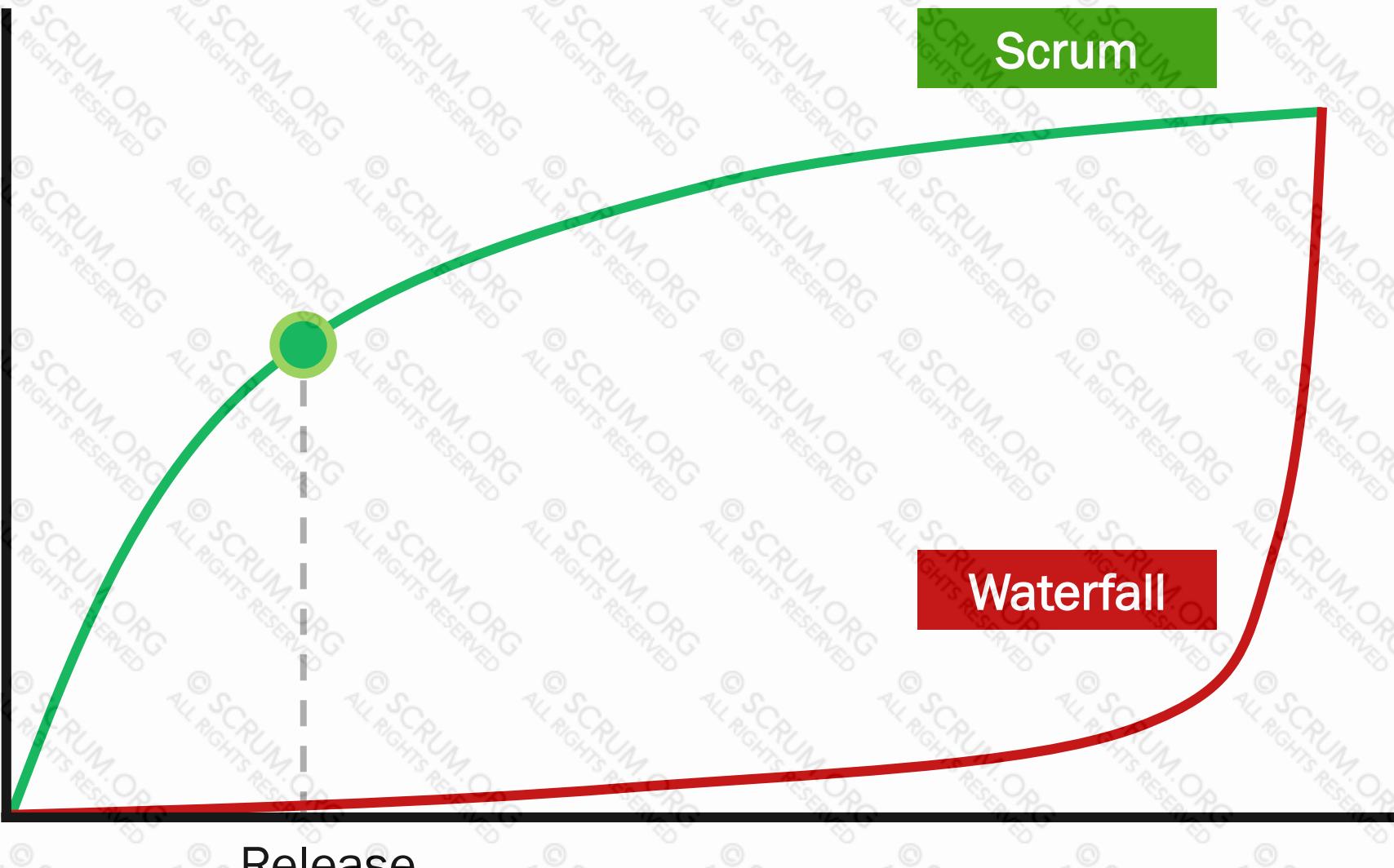
# A Release Is Needed to Realize Value



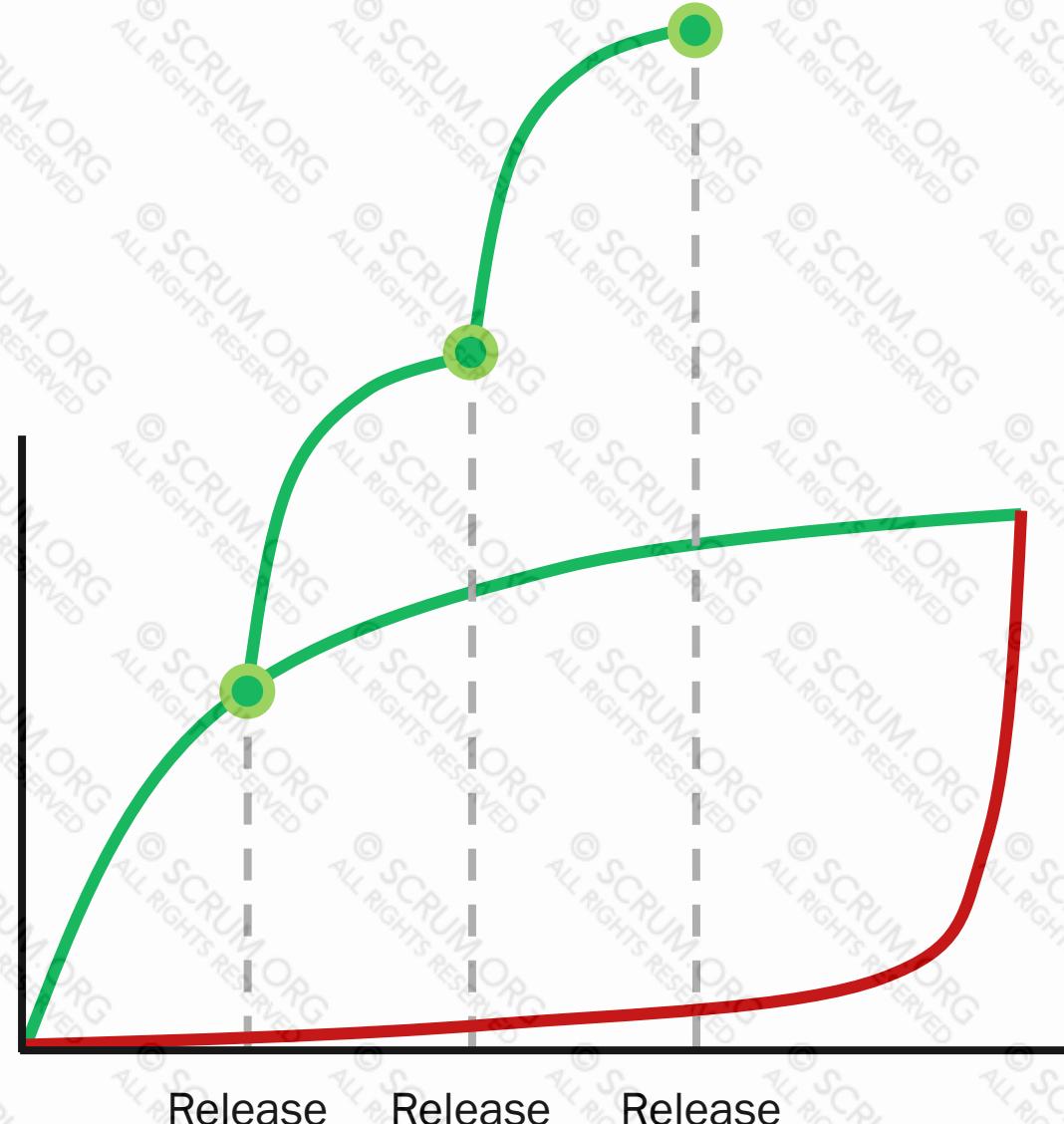
# Traditional Development Delays the Realization of Value



# Business Value Over Time



# Business Value Over Time – Optimized



# Who Delivers Value?

2

minutes

In Scrum, who's responsible for delivering value?

# How Do You Measure?

5

minutes

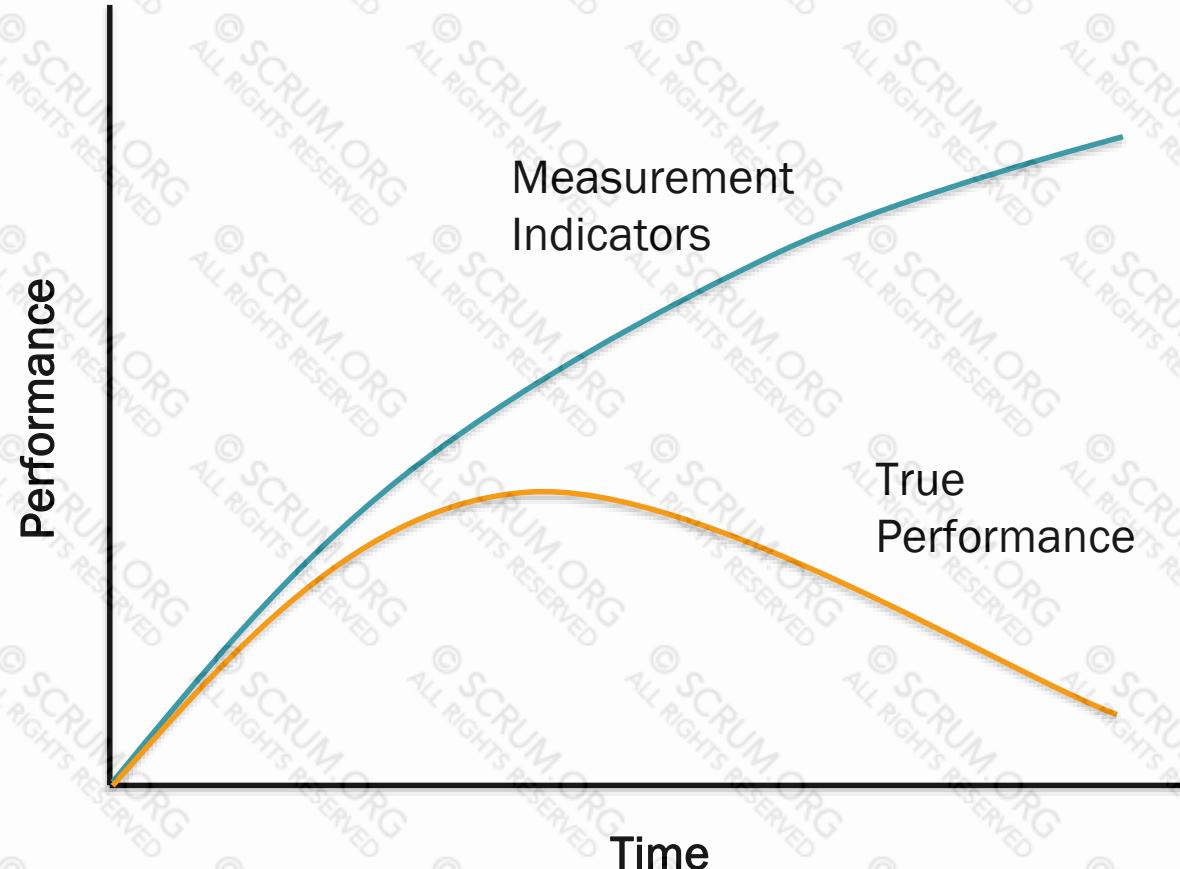
- What are you currently measuring?
- Do you apply any metrics?
- Are incentives in place for any of them?

# Information Value Neutrality

*“Once an indicator or other surrogate measure of performance is made a target or incentive for the purpose of driving behavior, it loses the information content that qualifies it to play such a role.”*

Source: Robert D. Austin  
Measuring and Managing Performance in Organizations

Sub-optimal metrics and the law of unintended consequences.



# Value

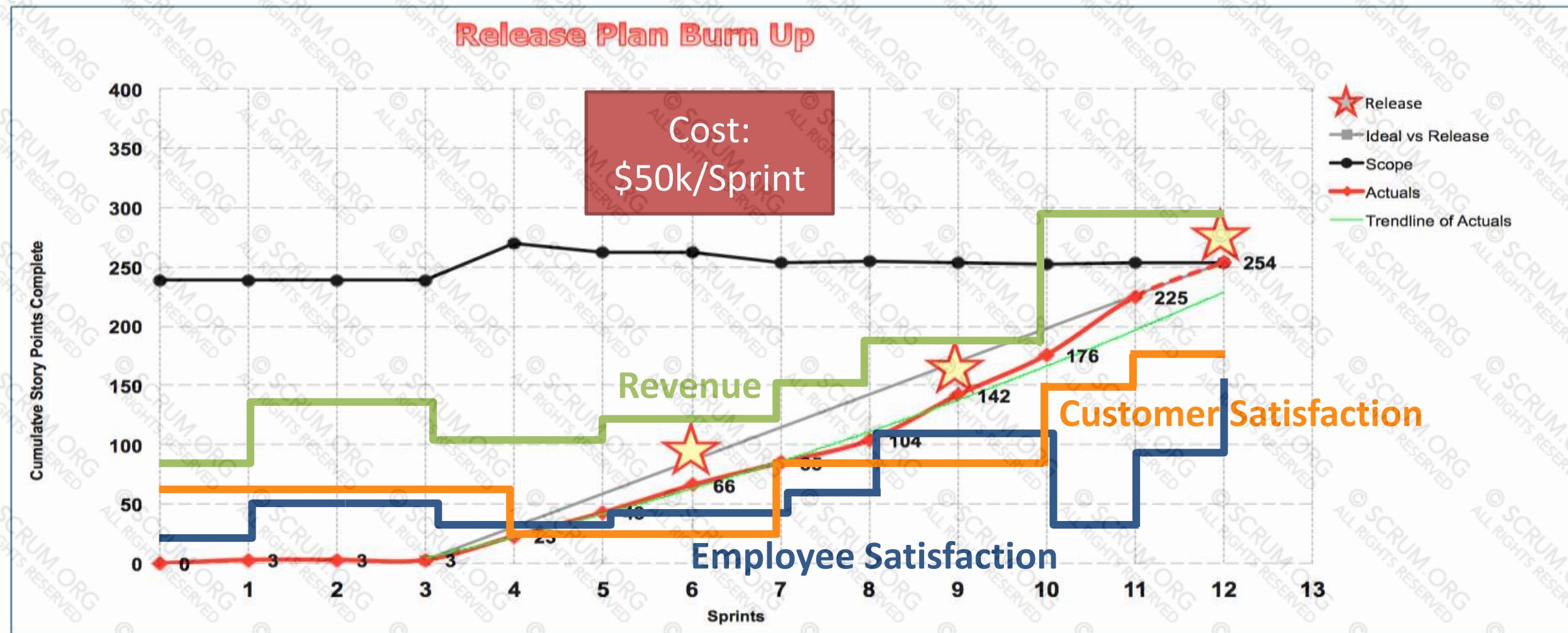
5

minutes

## 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?

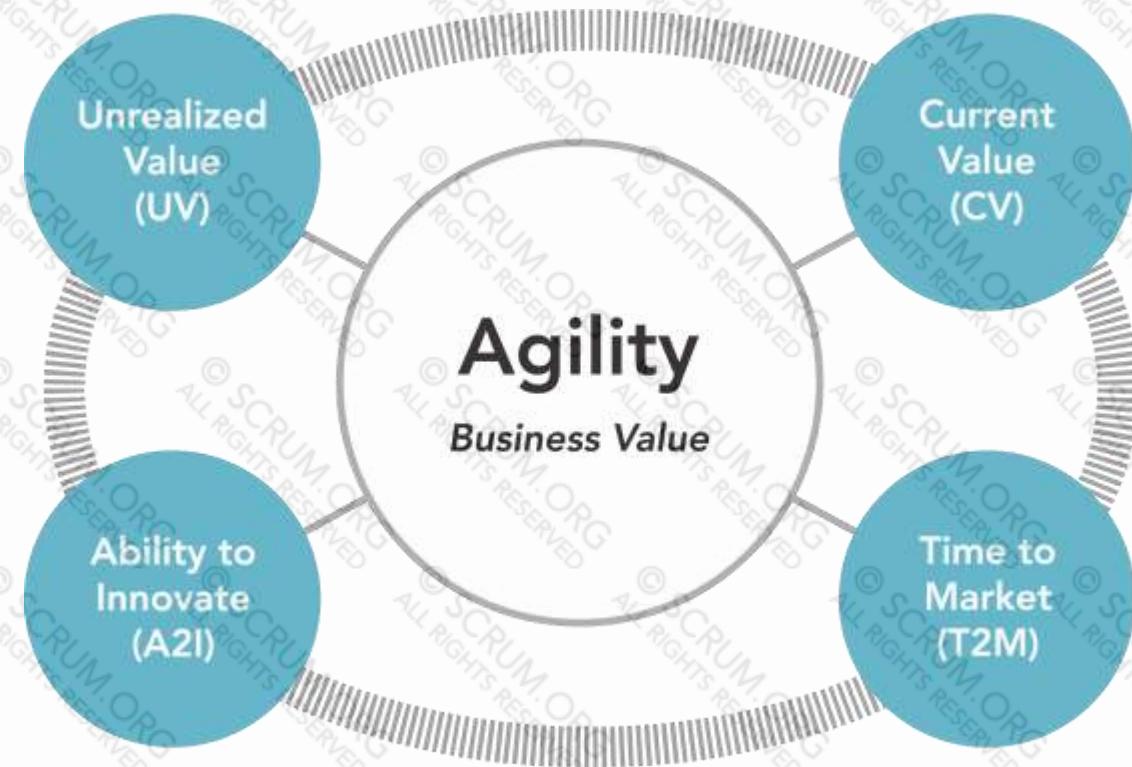
# The Right Metrics Can Provide Insight Into Actual Value Delivered



# Value Measures

- 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



Read the EBM Guide at:  
[scrum.org/ebm](https://scrum.org/ebm)



- 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
- **On-Product-Index**
- Time to Learn

For more on  
EBM



# Product Variations

5

minutes

Commercial Use

VS.

Internal Use

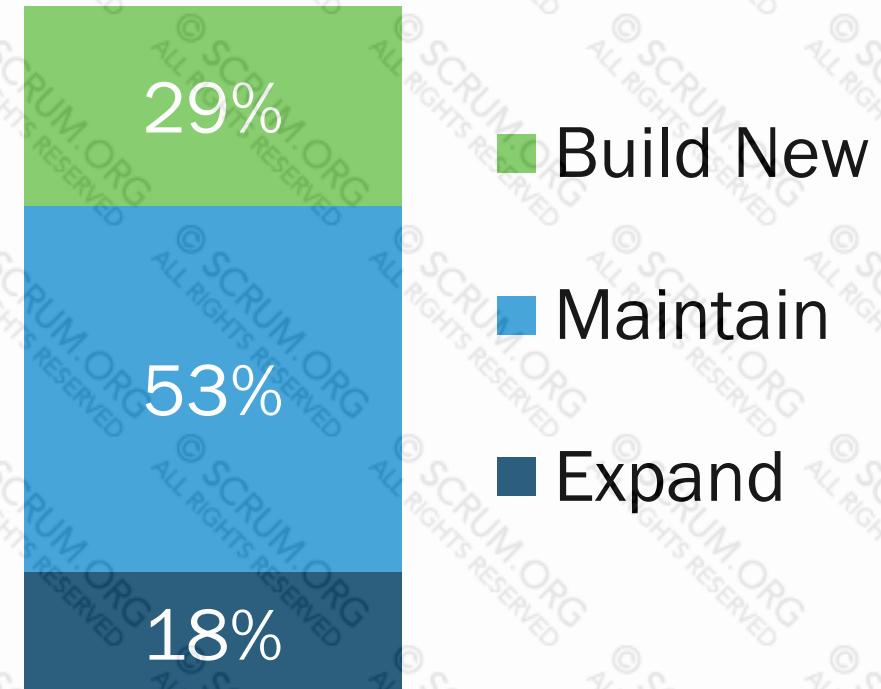
Are different values at play?  
Who is the customer and employee?  
What is the impact on the Product Owner  
role?

# Innovation Rate

What percentage of your product budget is spent on:

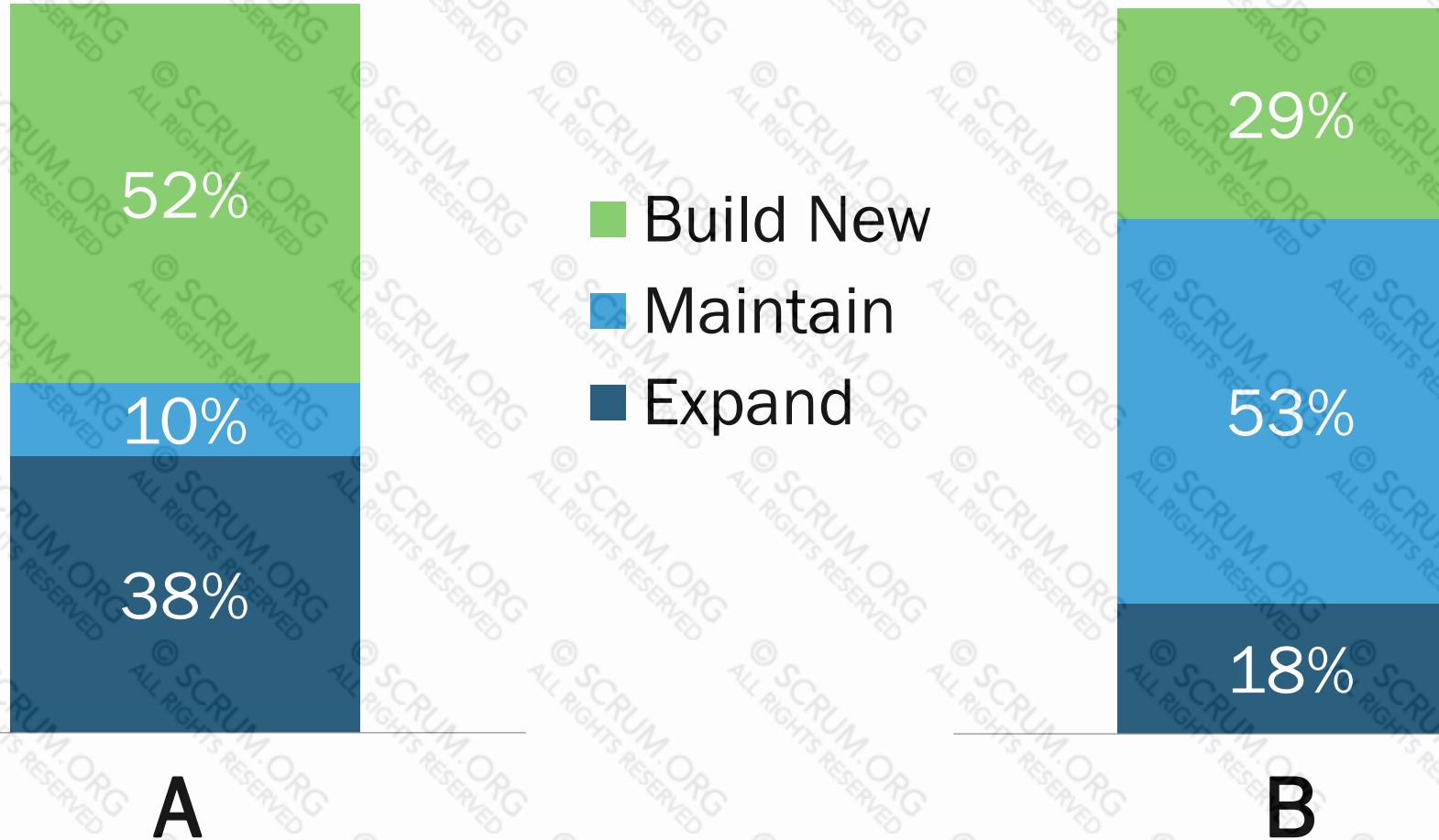
- Building new functionality
- vs.
- Maintaining the existing
- vs.
- Expanding capacity?

## 2010 IT Budgets



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

# Innovation Rate. Which Is Better?



# On-Product Index

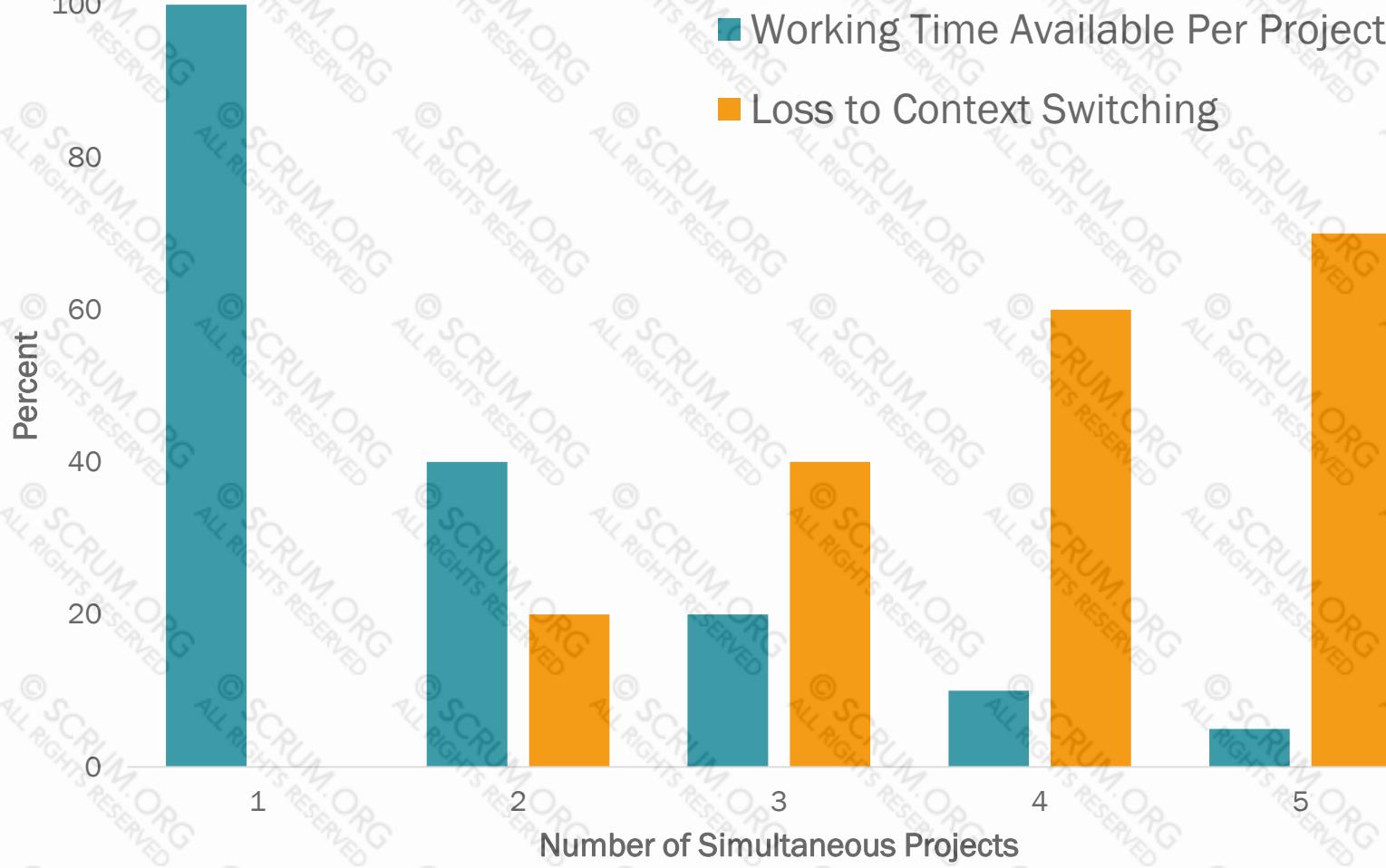
Percent of time team spends  
working on product and value



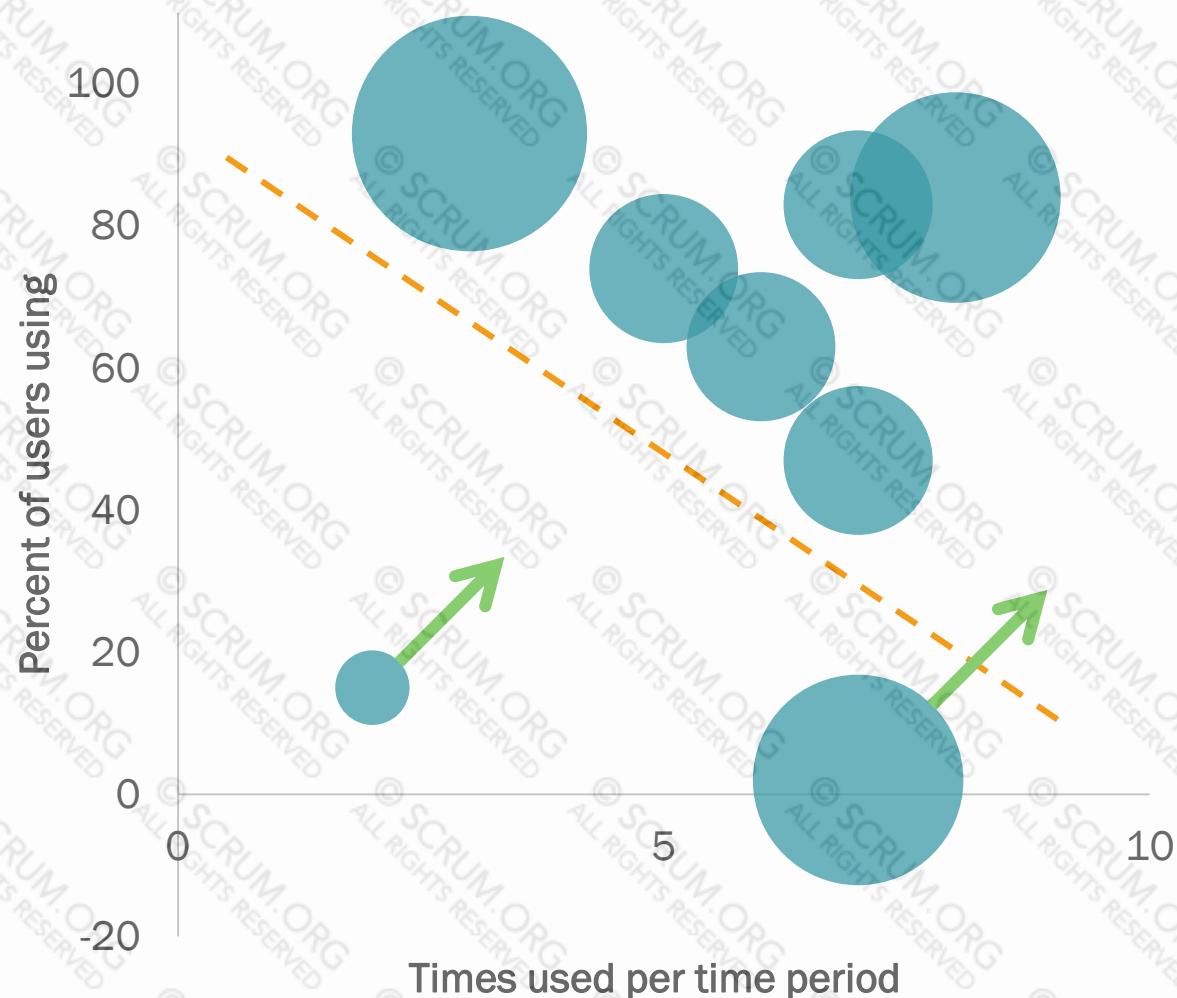
Generally, higher is better

# Task switching destroys efficiency and quality.

## On-Product Index



# Usage Index



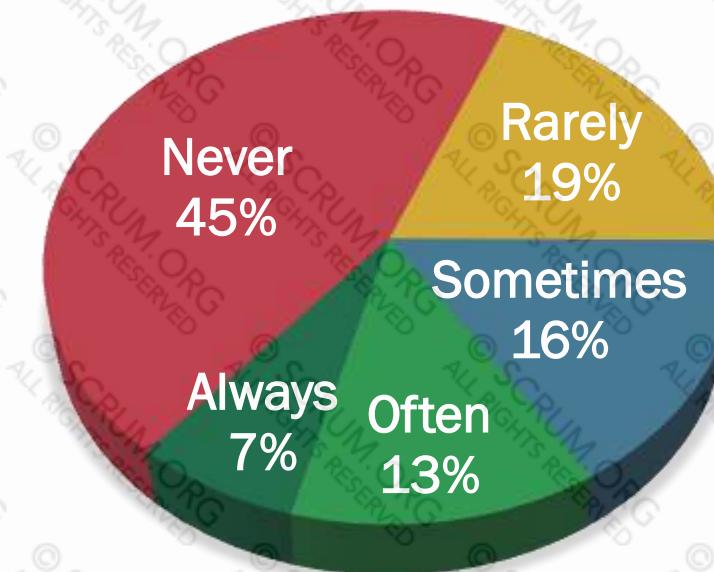
- Build things that people will actually use.
- If they aren't, try to figure out why and drive more usage. If you can't, get rid of the feature.

Higher tends to be better

Size of bubble = Time spent using

# 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

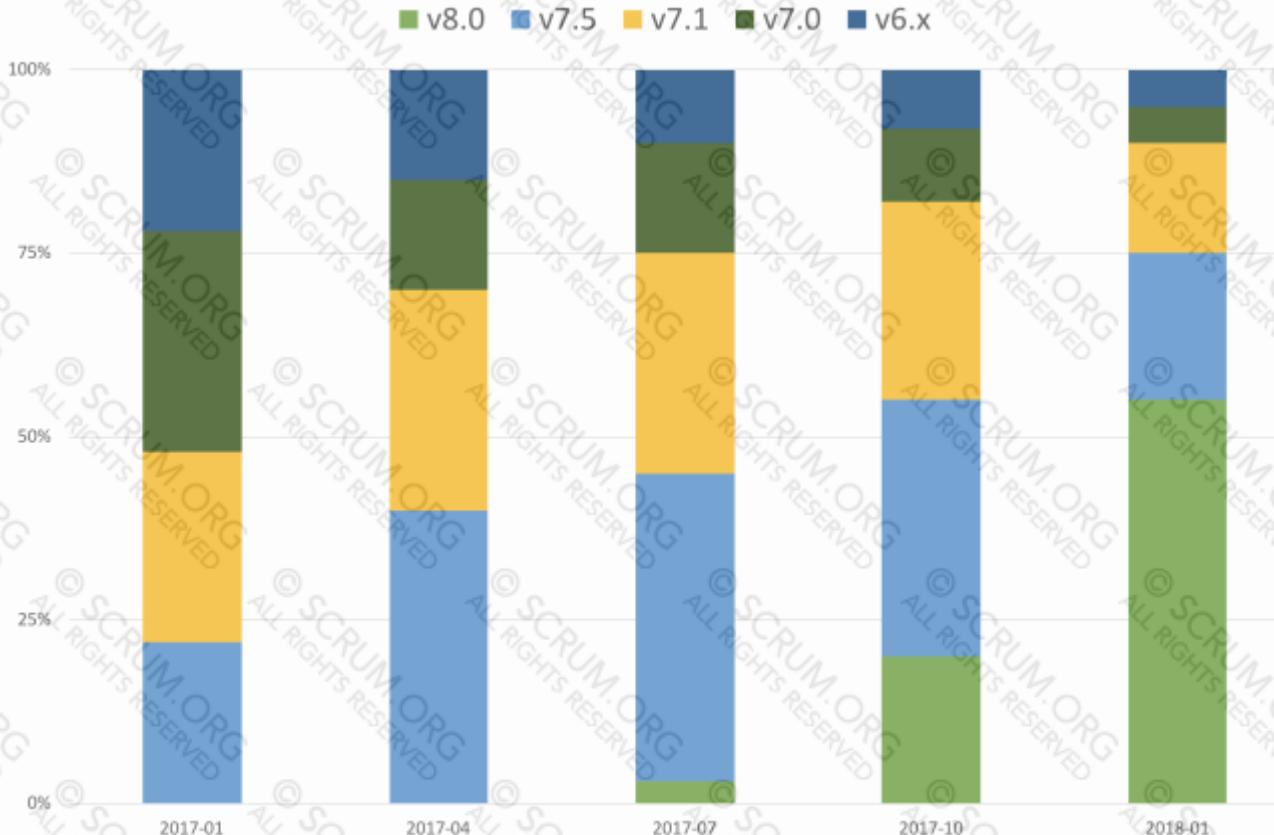
**Exceeding Value**  
Standish Group 2014



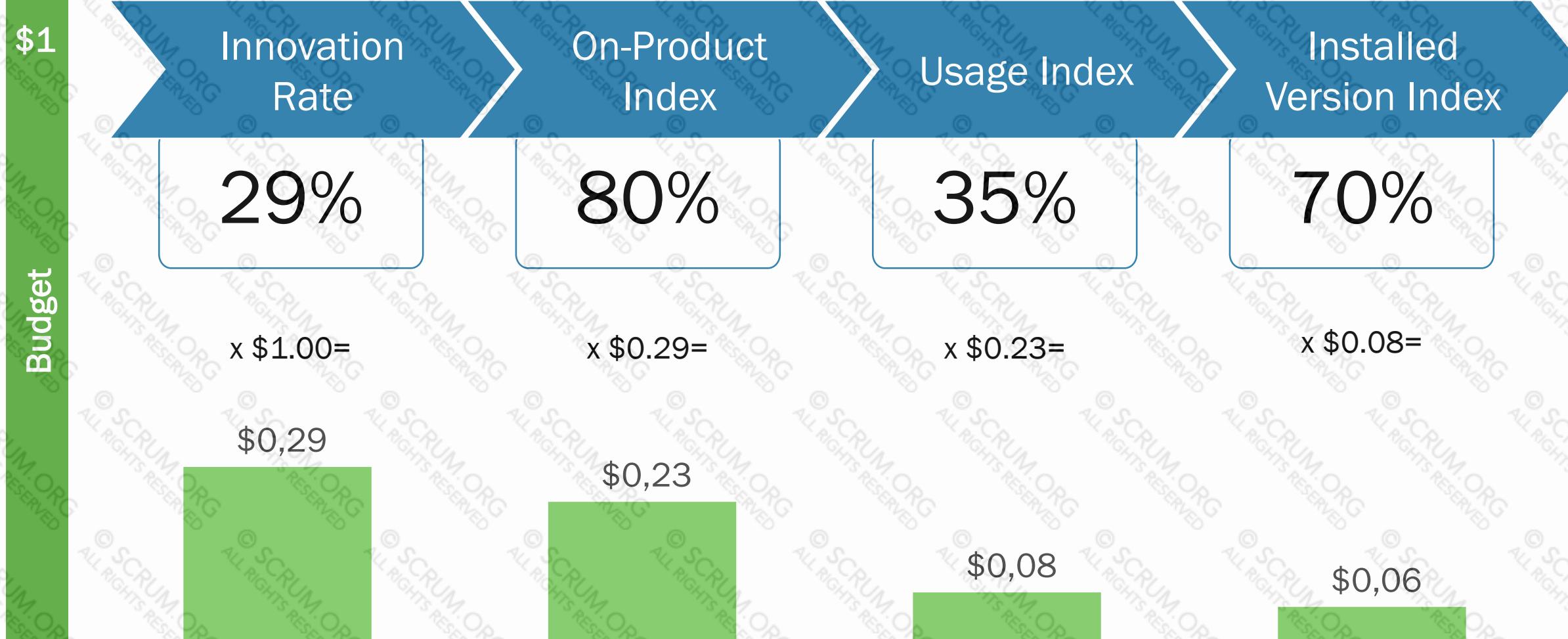
# Monitoring product absorption

## Installed Version Index

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



# The Right Metrics Can Provide Insight into Actual Value Delivered:



**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**

# TAKE AWAY

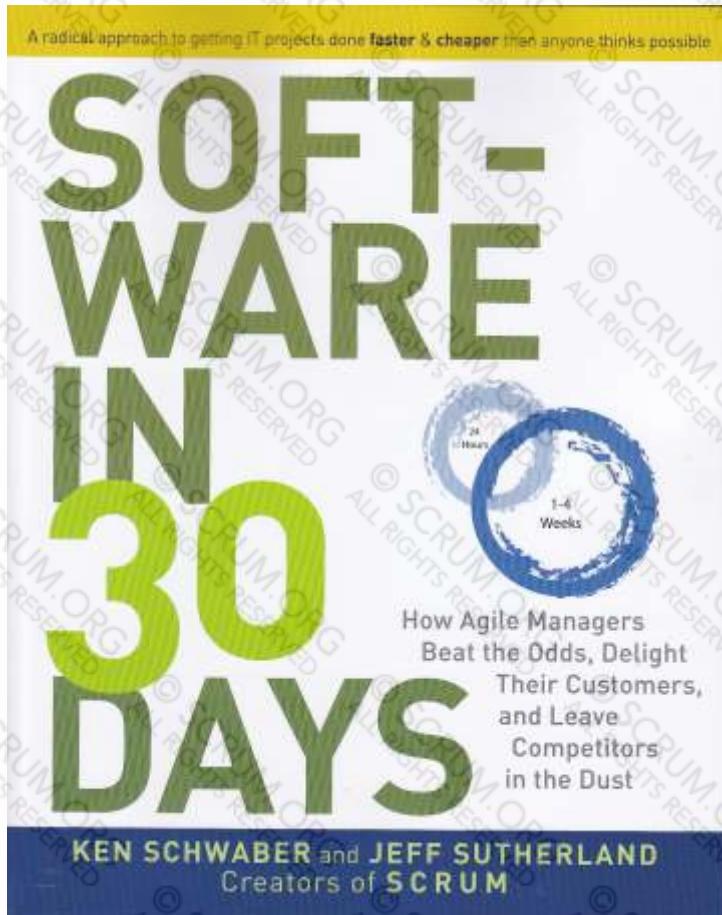
Value-Driven Development

- Value in itself is difficult to quantify.
- Value is 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



# 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?**

# 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?

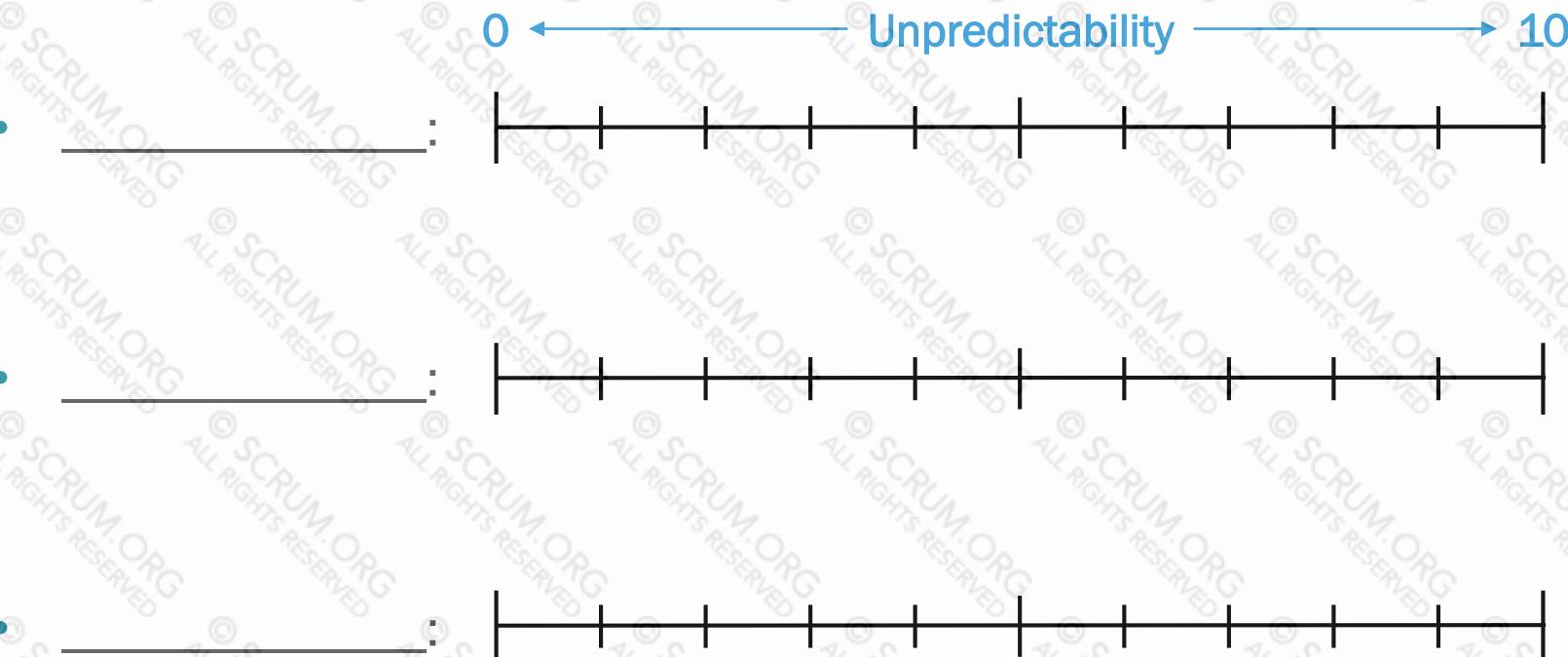
## Exercise

# The Predictability of Product Development

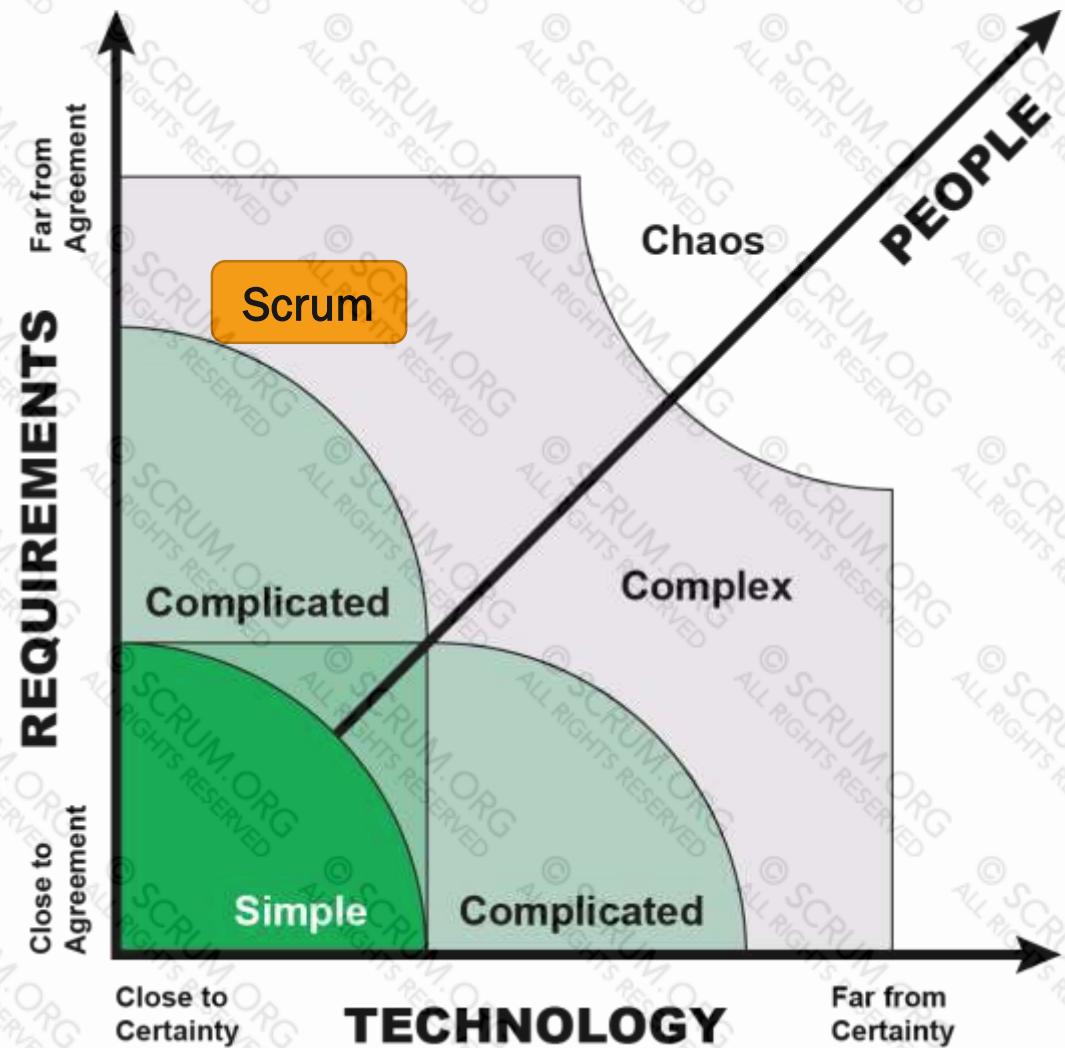
5

minutes

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



# 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

Trust &  
Courage

Transparency

Inspection

Adaptation



# 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

- 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.



# Suggested Reading

“The New New Product Development Game” (Takeuchi, Nonaka)

## The New New Product Development Game

by Hirotaka Takeuchi and Ikujiro Nonaka



Harvard Business Review

Reprint 88116

“A Leader’s Framework for Decision-Making” (Snowden, Boone)

## Harvard Business Review

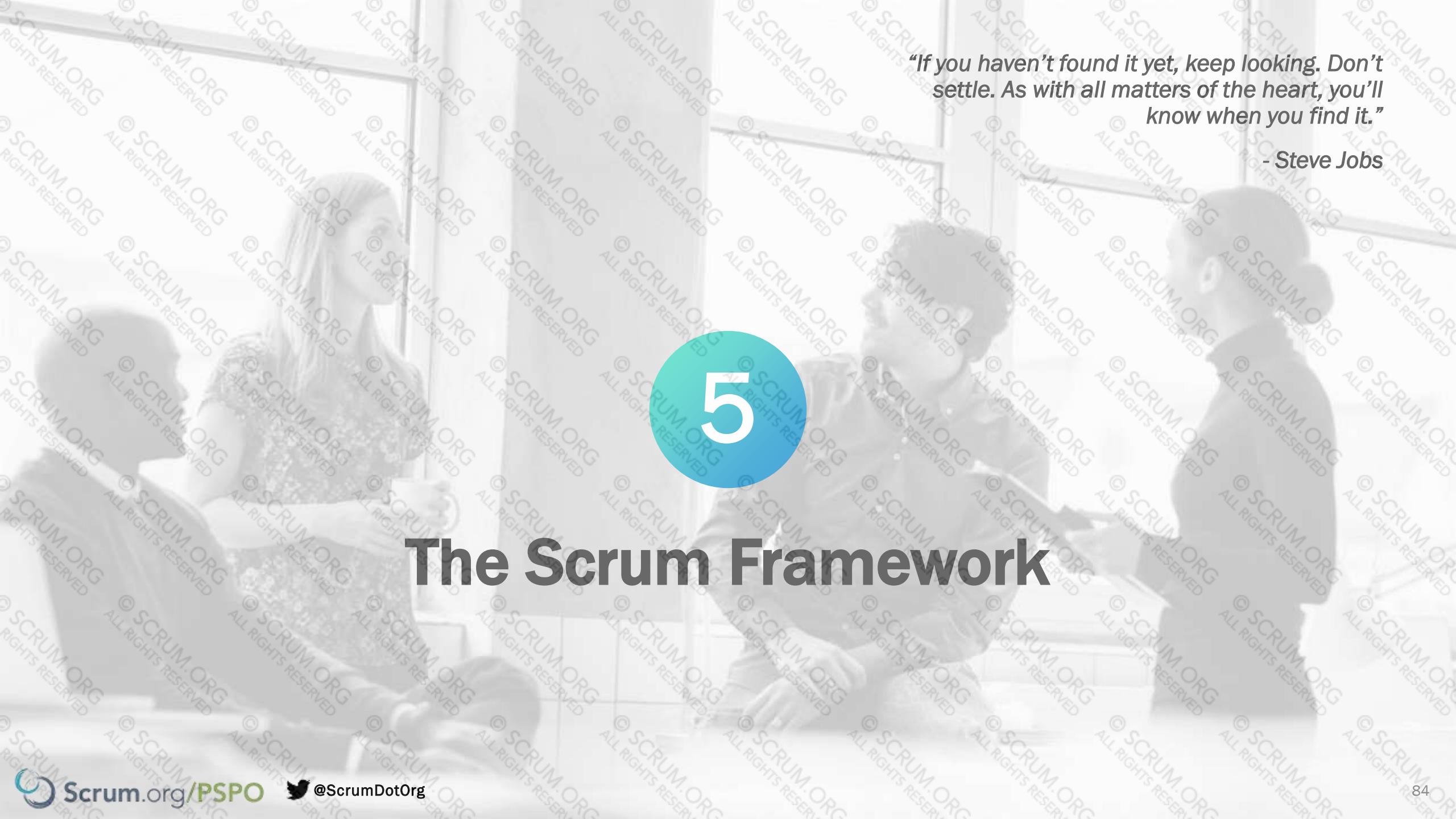
[www.hbr.org](http://hbr.org)

Wise executives tailor their approach to fit the complexity of the circumstances they face.

## A Leader’s Framework for Decision Making

by David J. Snowden and Mary E. Boone

Reprint 88116



*"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

# Definition of Scrum



[www.scrumguides.org](http://www.scrumguides.org)

## Scrum (noun):

A framework within which people can address complex adaptive problems, while productively and creatively delivering products of the highest possible value.

## Scrum is

- Lightweight tool for enabling business agility
- Simple to understand, yet difficult to master

## Exercise

# What Is Needed for Scrum?

5

minutes

Explore the elements in the Scrum framework:

Roles	Artifacts	Events
•	•	•
•	•	•
•	•	•

# Roles: Each One Has a Specific Accountability



Product Owner



+ Development Team



+ Scrum Master



= SCRUM TEAM

- Optimizes value of the Product
- Manages the Product Backlog
- Creates “Done” Increments
- Manages itself
- Manages the Scrum process
- Coaches the Product Owner and Development Team
- Removes Impediments

For more on  
these topics



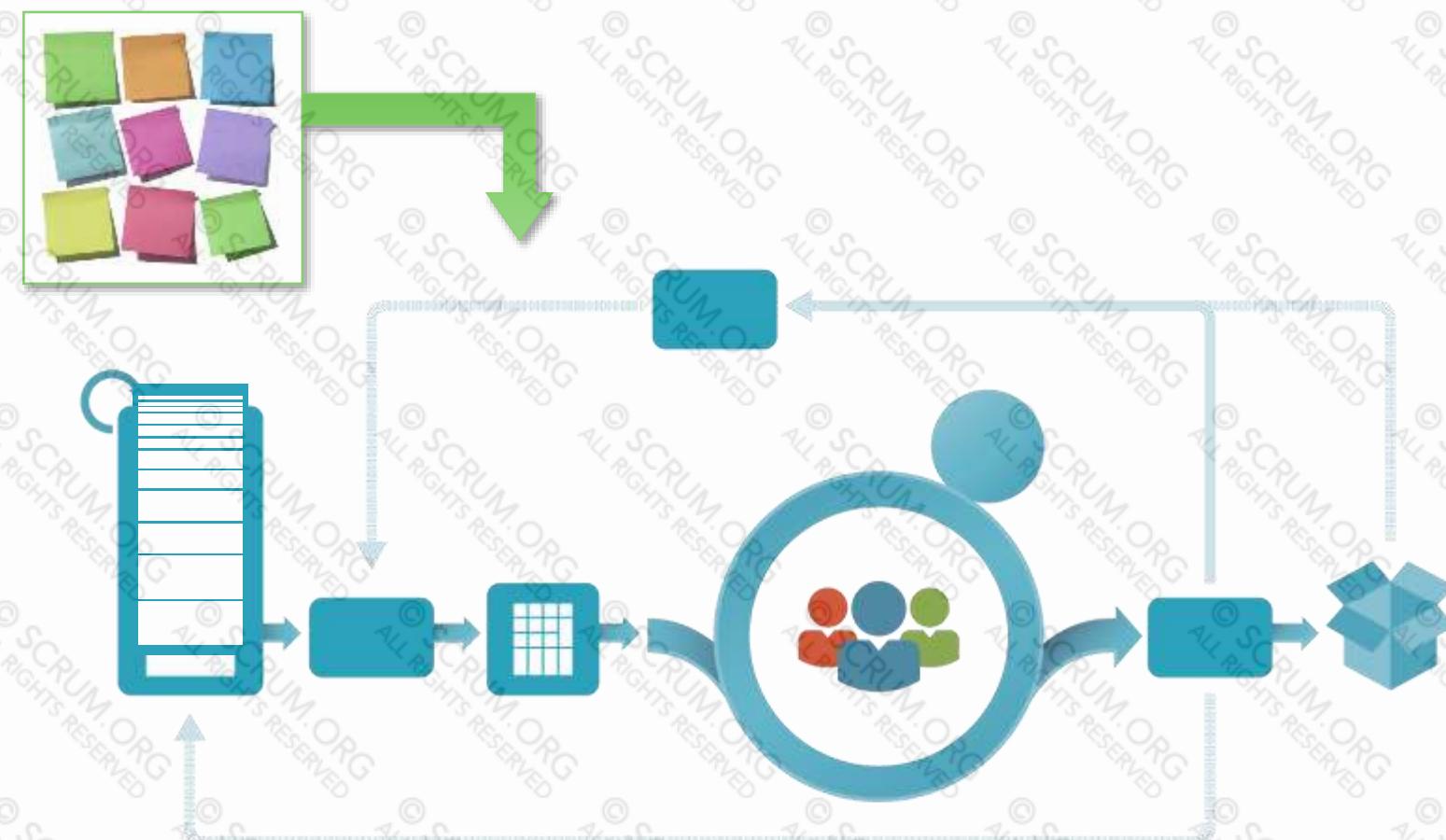
## Exercise

# Fitting the Pieces Together

30

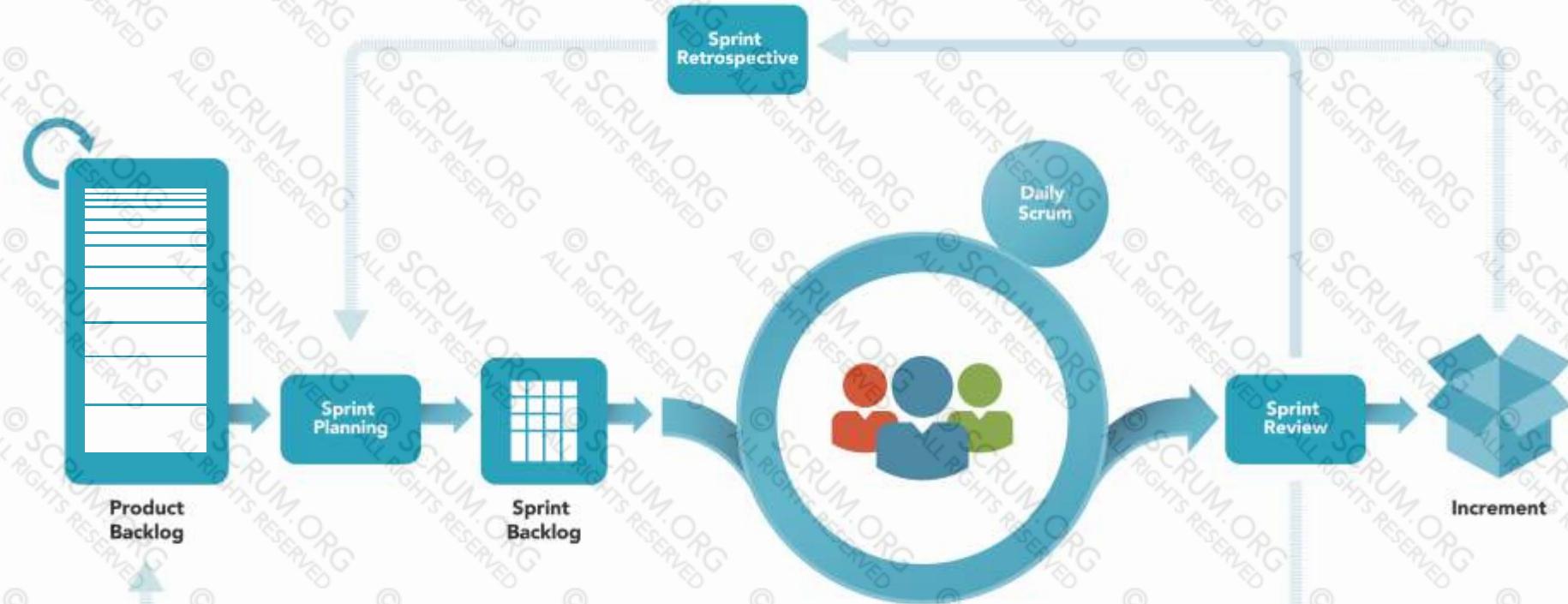
minutes

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

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



# 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 Development Team therefore creates the Product Backlog.

**What would you advise them?**

# 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.

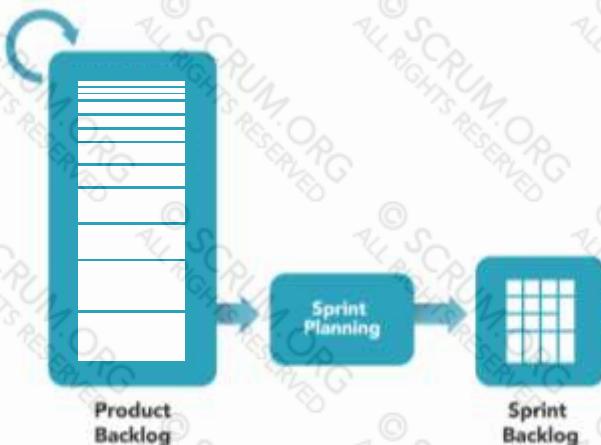
## Question: Is Larry helping or hindering? How?

# 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 Development Team's plan on how best to meet the \_\_\_\_\_.

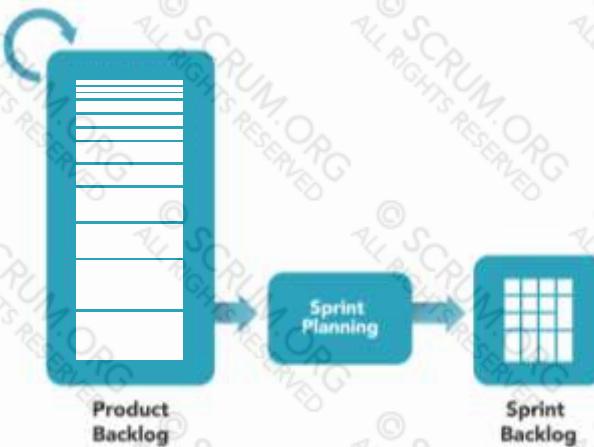


# Key Points for the Product Owner

2

minutes

- Product Backlog is ordered by the Product Owner, and is Refined throughout the Sprint.
- The Scrum Team sets a Sprint Goal and the Development Team forecasts the amount of work for the Sprint.
- The Sprint Backlog is the Development Team's plan on how best to meet the Sprint Goal.

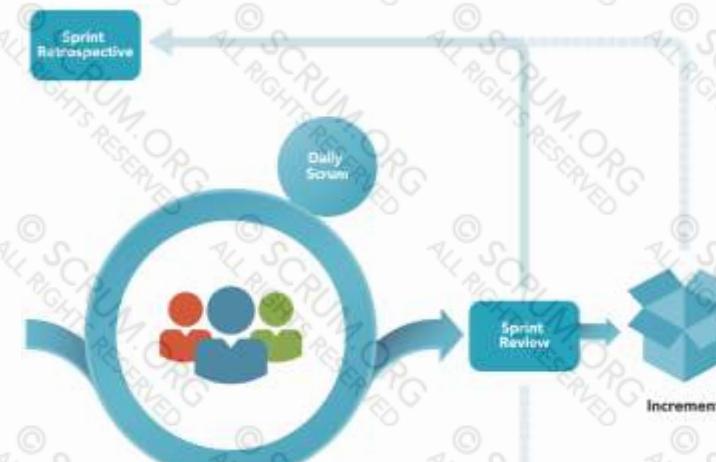


# Key Points for the Product Owner

2

minutes

- 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 \_\_\_\_\_

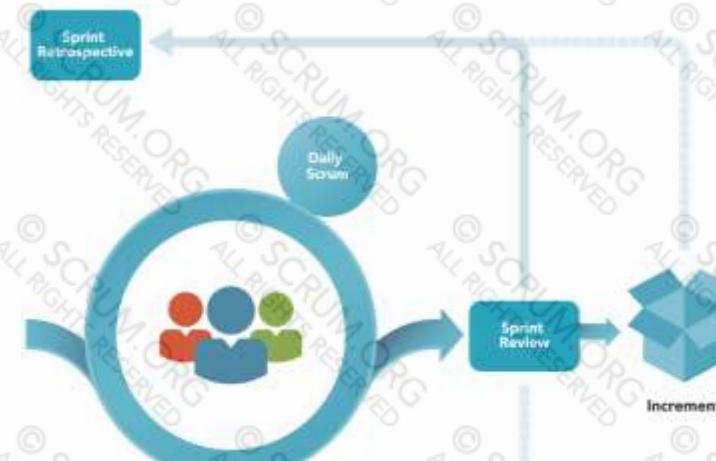


# Key Points for the Product Owner

2

minutes

- The Product Owner maximizes the Value developed each Sprint
- The Sprint Review is where Stakeholders can inspect the Increment and the Product Owner can adapt the Product Backlog as needed.
- The Retrospective is the opportunity for the Scrum Team to inspect and adapt themselves.

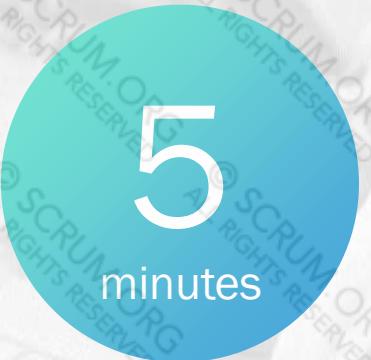


## Exercise

# Judi Is in Trouble

### PURPOSE

Demonstrate accountability of Scrum roles



5

minutes

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 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 portals.

They cannot agree on what strategic direction to take next.

**What would be your recommendation for Judi?**

# David Saves the Day

## PURPOSE

Demonstrate Scrum roles

5

minutes

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

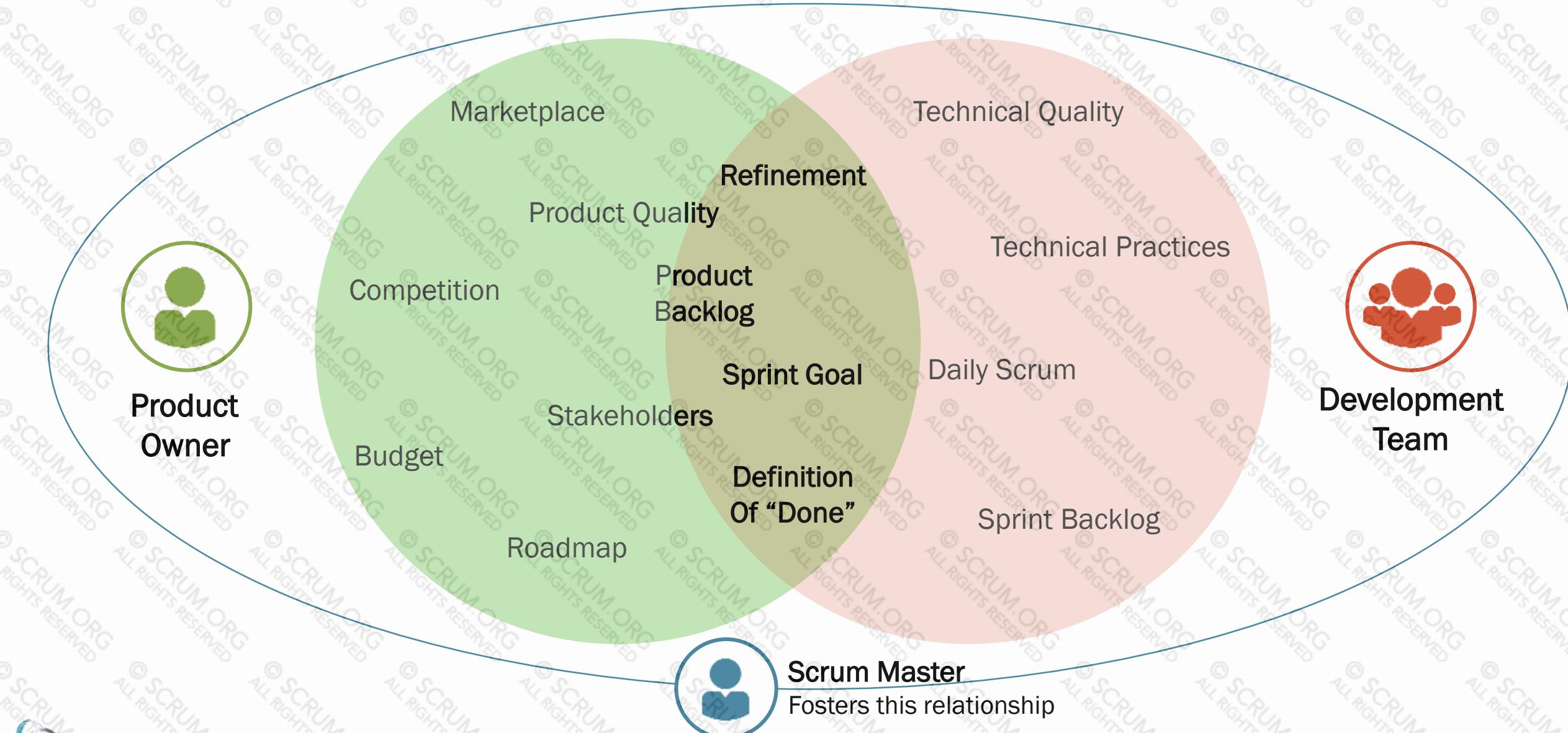
At Sprint Planning, David presents a Product Backlog different from what he and the other four directors agreed on.

The directors, attending the meeting, express their disagreement.

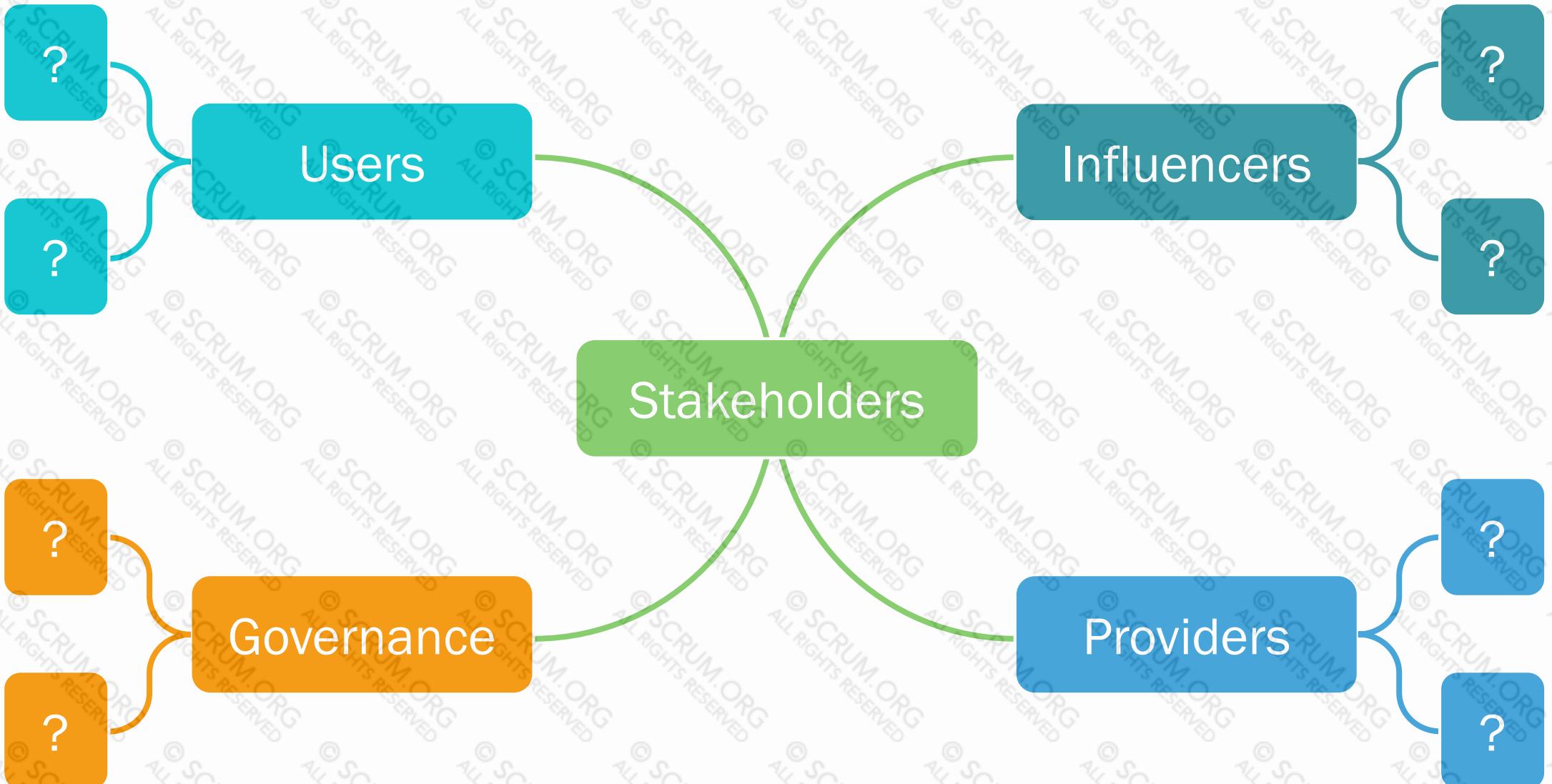
After hours of bickering, they are nowhere.

## What does Scrum call for?

# The Product Owner / Development Team Relationship



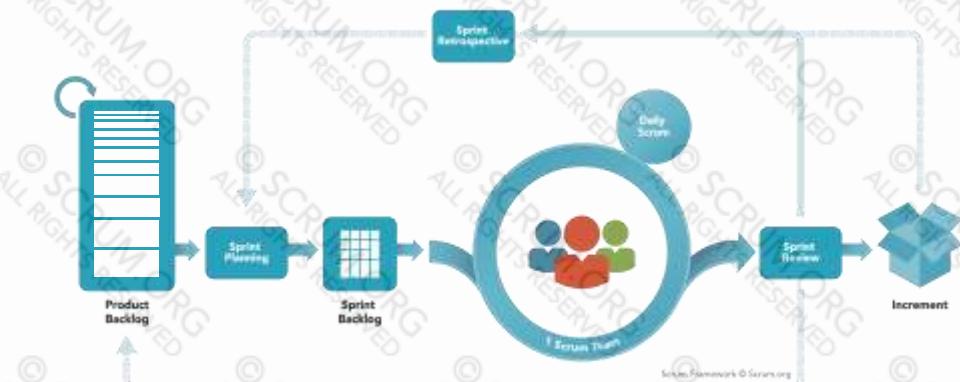
# Stakeholders – Who Are They and What Do They Want?



# 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

5

minutes

## Goal for Sprint 17:

Complete PBI 12, 17, 18 and 21  
by the end of the Sprint and fix  
bug #4711

**Is this a good Sprint Goal?  
What are the attributes of a good Sprint  
Goal?**

# 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

# Sprint Goal

An objective to be met in the Sprint

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

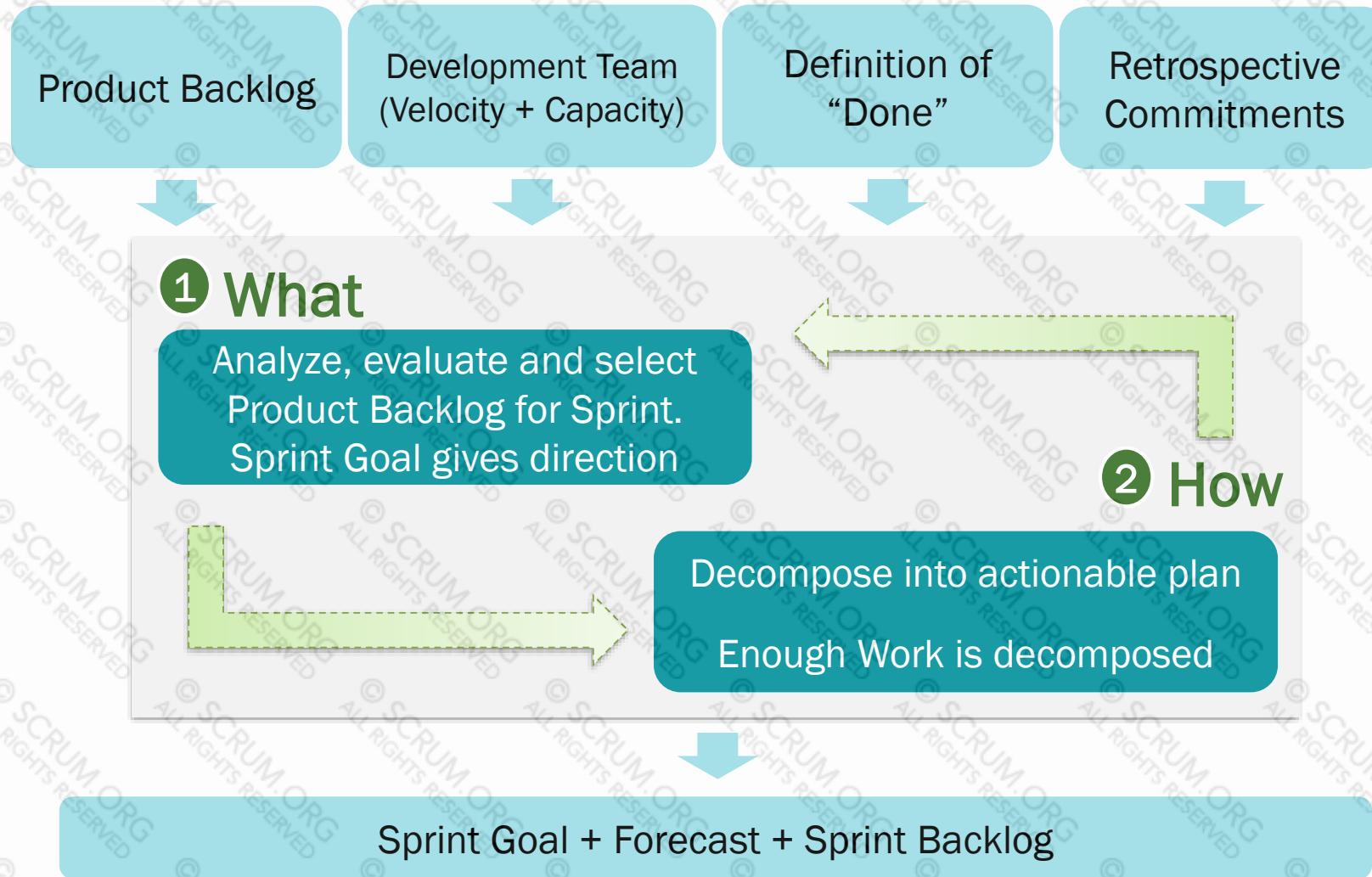
Allows flexibility in delivering the Increment

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

Is sacrosanct throughout the Sprint

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

# Sprint Planning Meeting Flow



# Product Owner and Sprint Backlog

5

minutes

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

She believes that they are not focused on the Sprint Goal and would like to question the Development Team 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.



# 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  
likely completion dates

Adapting the Definition of  
“Done” to increase product  
quality

Sprint Review

Sprint  
Retrospective

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

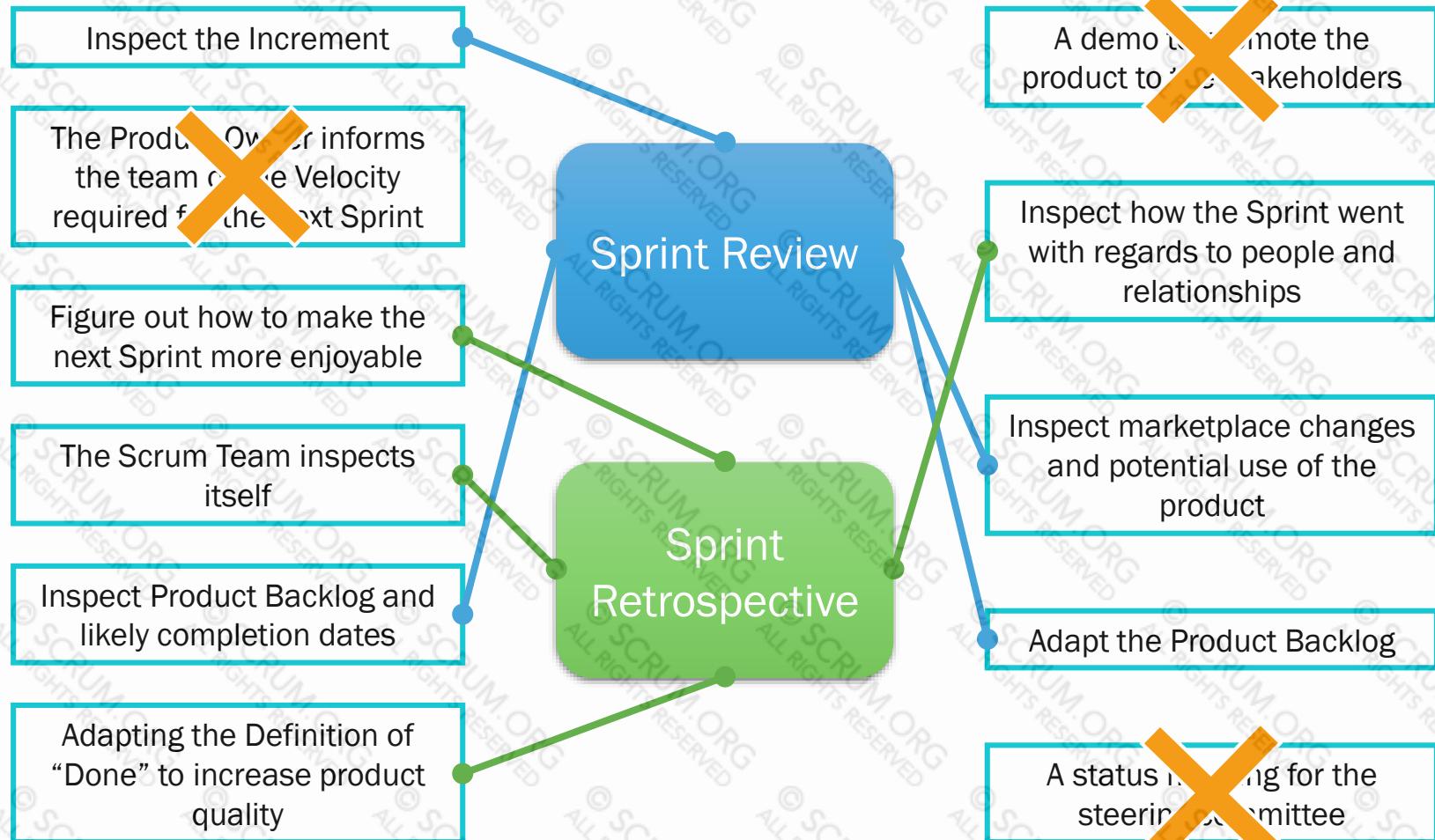
A status meeting for the  
steering committee

## Exercise

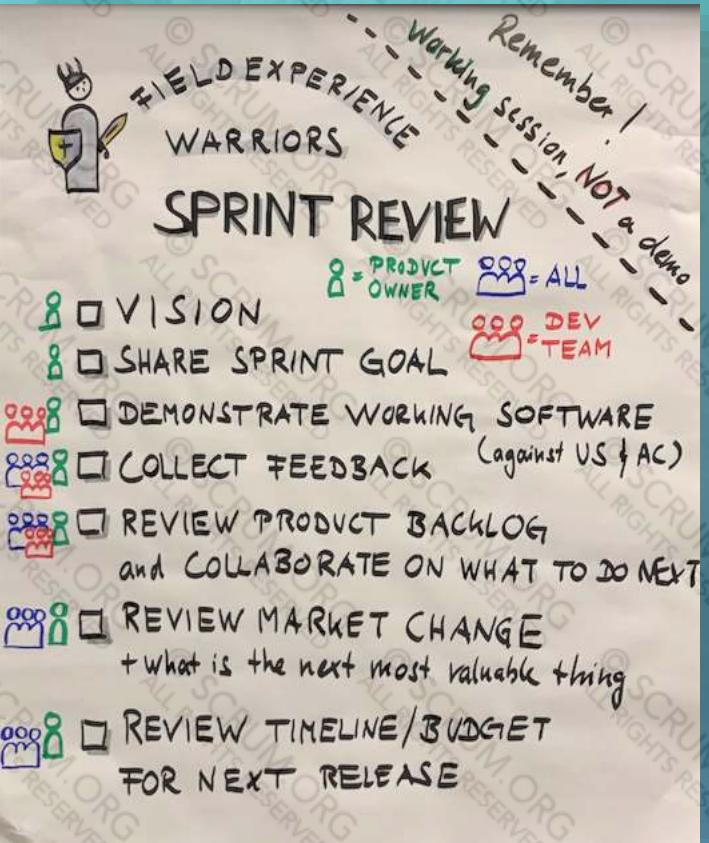
# A Sprint Is a Feedback Loop

5 minutes

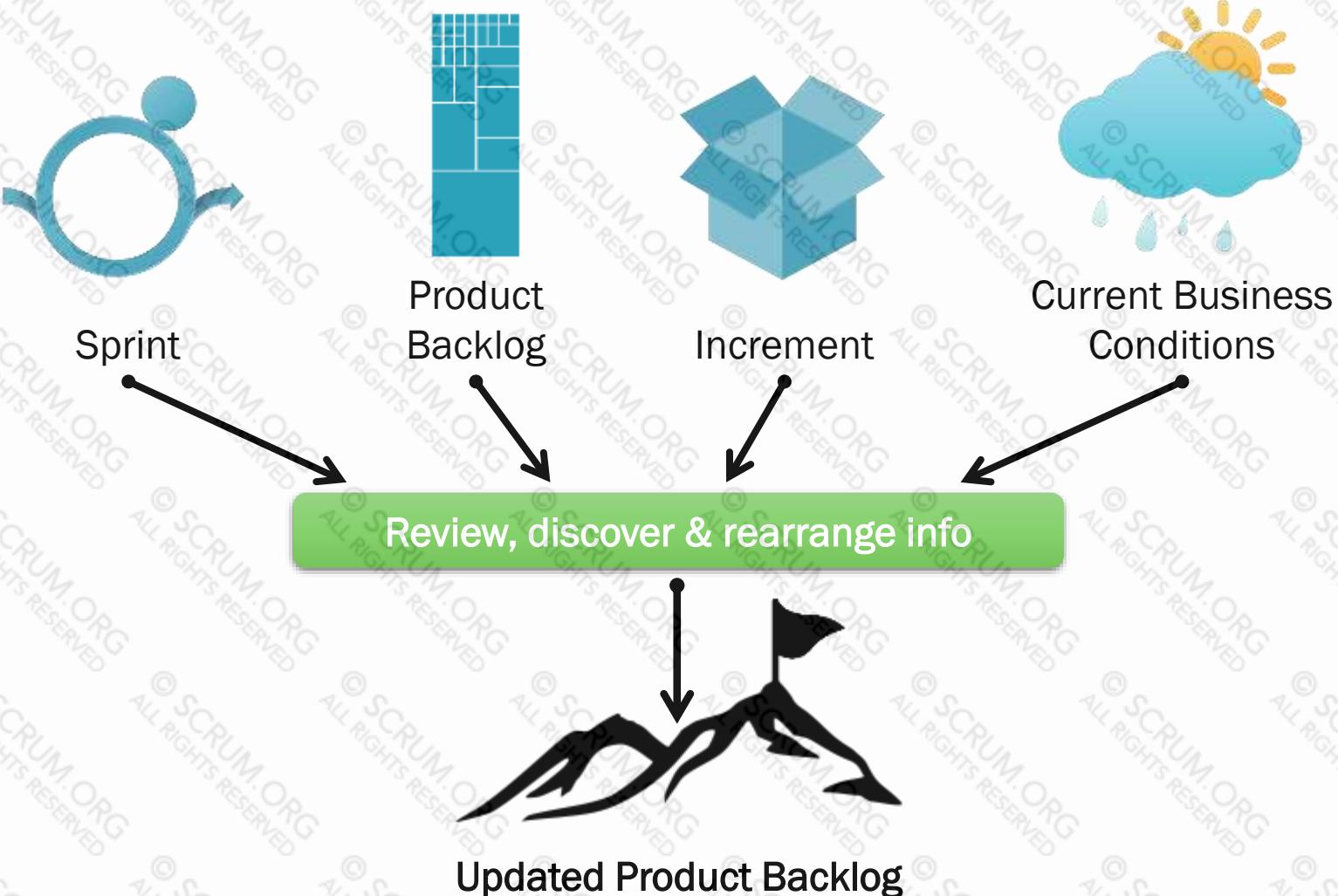
Connect the statements to the Scrum events.  
Cross out incorrect statements.



This is a collaborative working session, not a demonstration.



# Flow of the Sprint Review Meeting



## Exploring “Done”

5

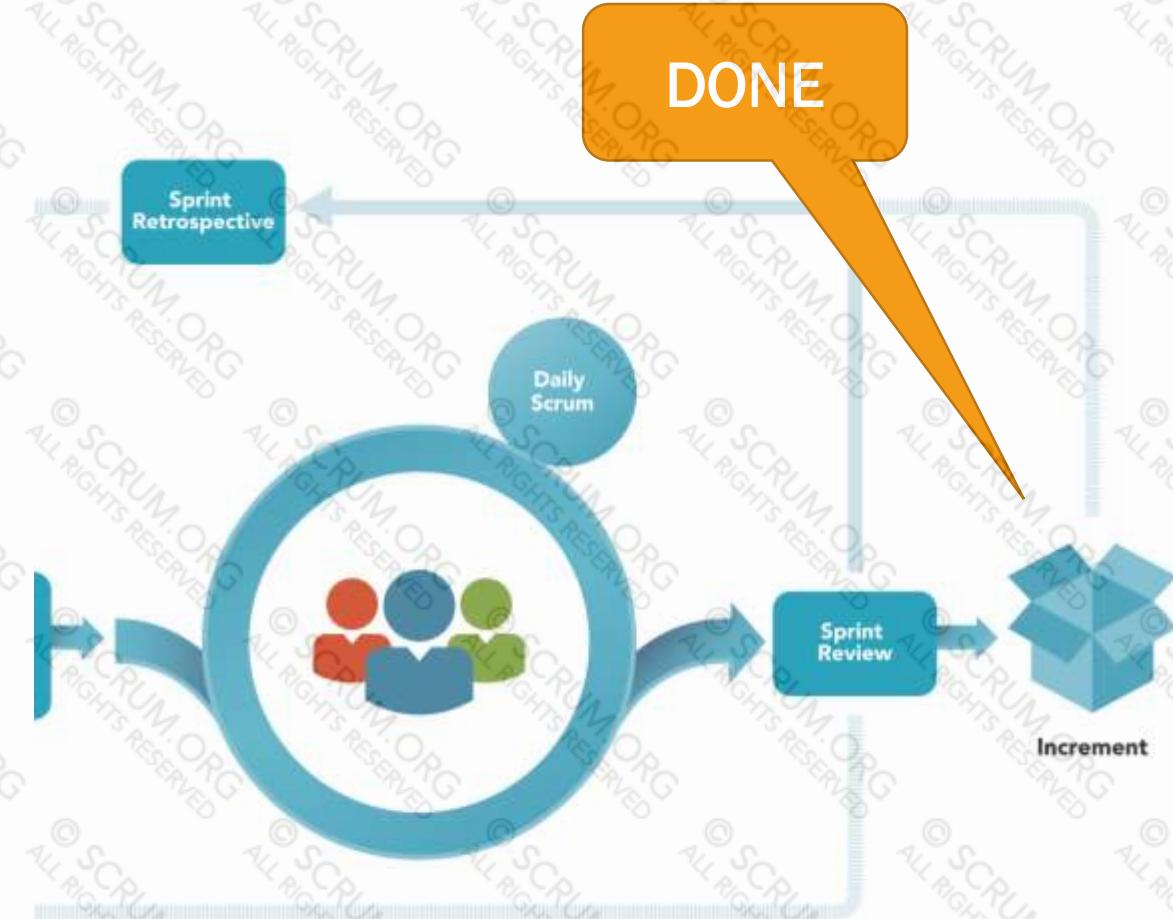
minutes

# 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

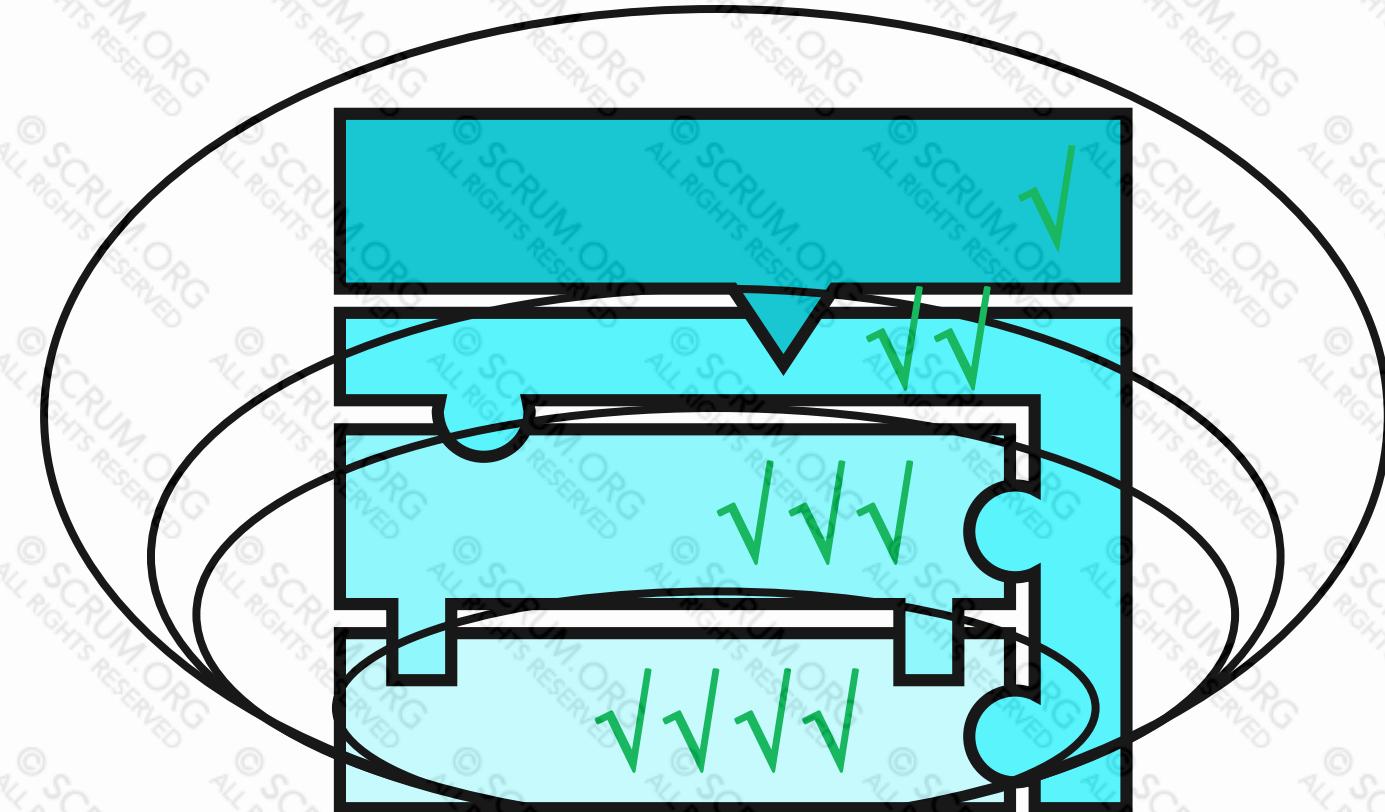
- Increment must be transparent to Product Owner and stakeholders
- Increment must be “Done” in adherence with the Definition of “Done”
- Increment must be potentially releasable, or usable by stakeholders



# Increment Grows Over Time Iteratively – Always Done

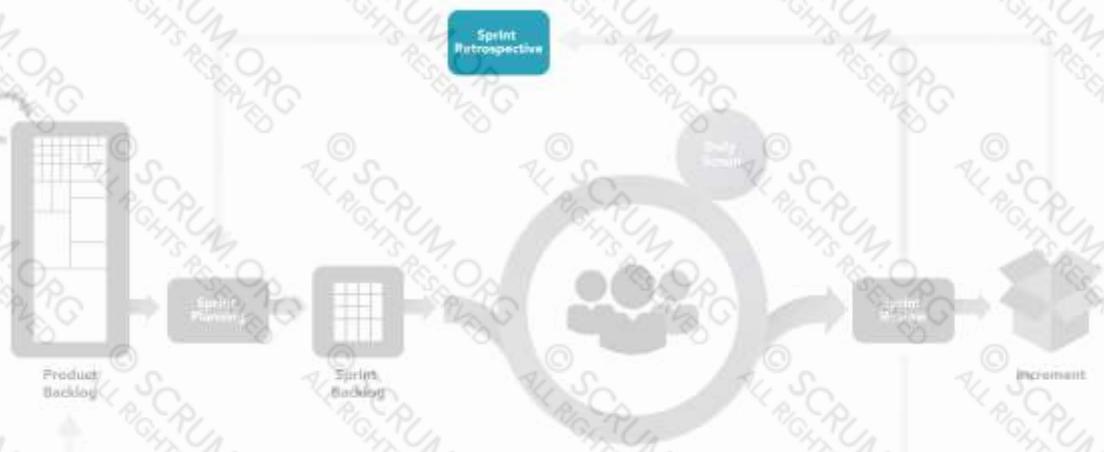


Incremental



Iterative & Incremental

# 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

# Can One Product Owner Possibly Do It All?

## PURPOSE

How to scale the Product Owner role

2

minutes

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?**

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

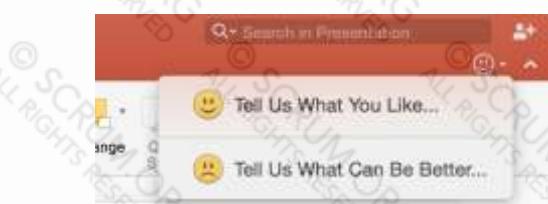
Job requirements remain largely the same, but method for fulfilling those requirements must evolve with the needs of the product.

- Establish a solid vision
- Empower the Development 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

For more on  
this topic



# Examples of Building Abilities into the Product



Financial gateway for electronic payments. Each user has an allocation of points to “bid” on enhancements in the support forum.

Financial aggregator. Its customer service portal has discussion rooms for individual problems. Customers collaborate on solutions and share an electronic “mood” to indicate the status of the problem.

Office 2016 – Customer Feedback

# Product Owner Role

## Who cannot be a Product Owner?

- A committee

## What risks could emerge if the PO is a:

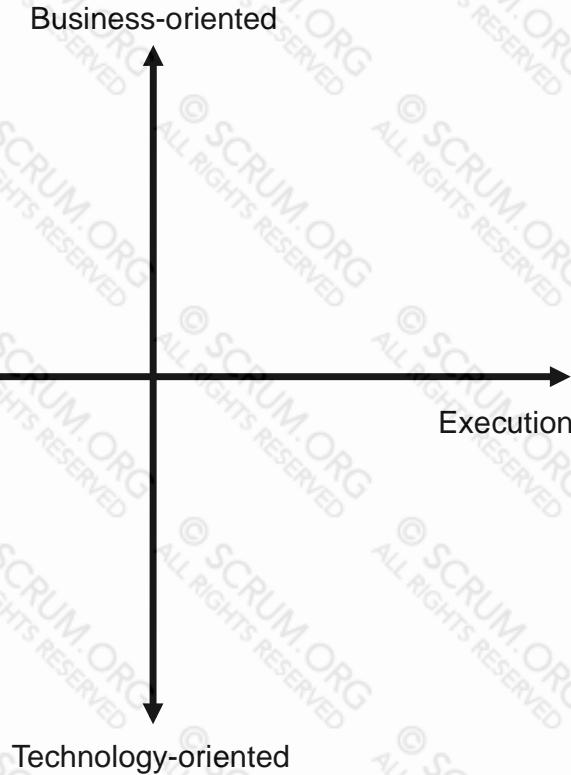
- Project Manager?
- Line Manager?
- Scrum Master?
- Development Team member?

## Exercise

# The Product Owner

5

minutes



- Where would you see the Product Owner's role located in your organization?
- Where are you located currently?
- What are the pros and cons?
- Who's covering for the rest?

# TAKE AWAY

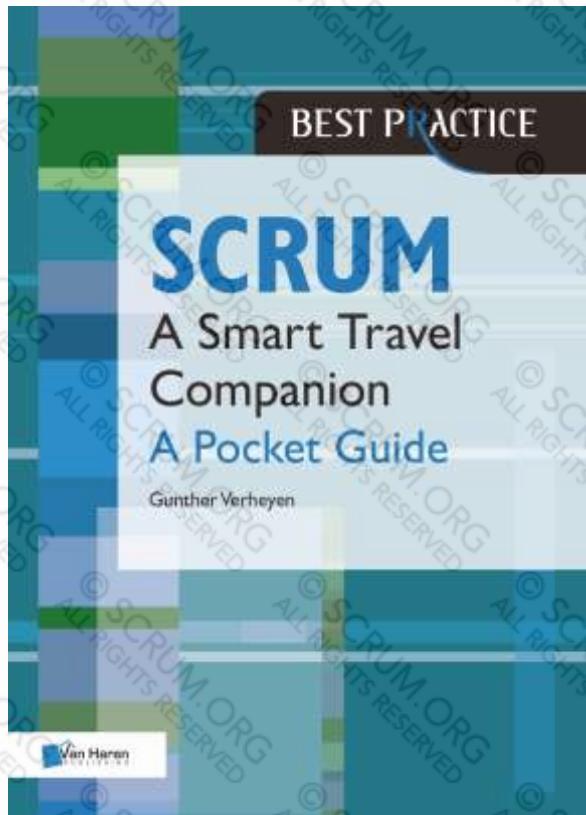
The Scrum Framework & Product Owner

- 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.

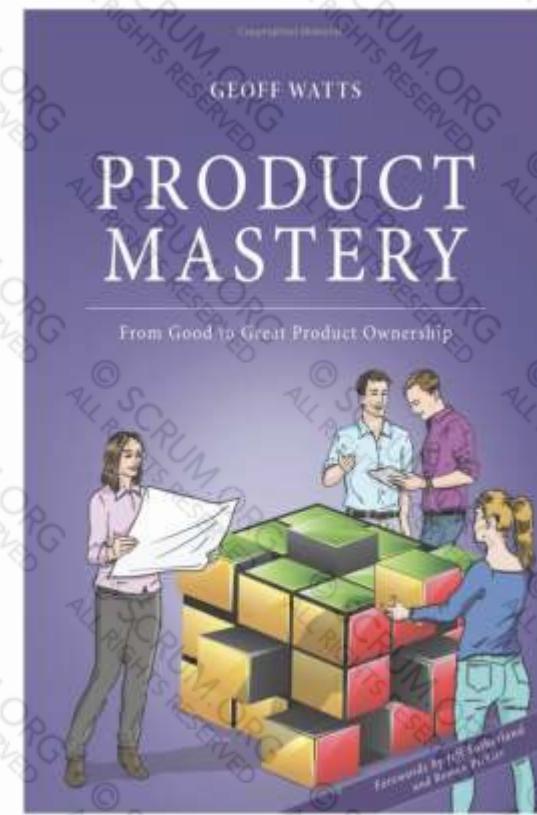


# Suggested Reading

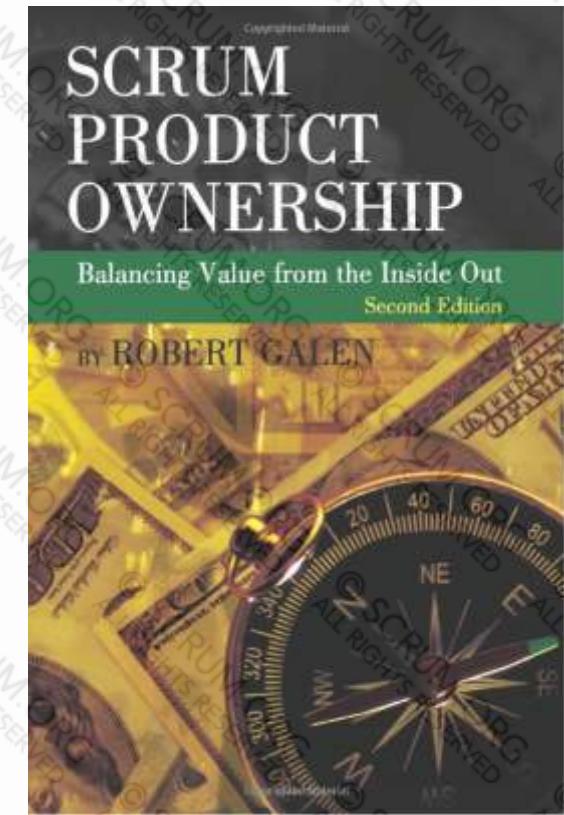
“Scrum – A Pocket Guide”  
(Gunther Verheyen)



“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

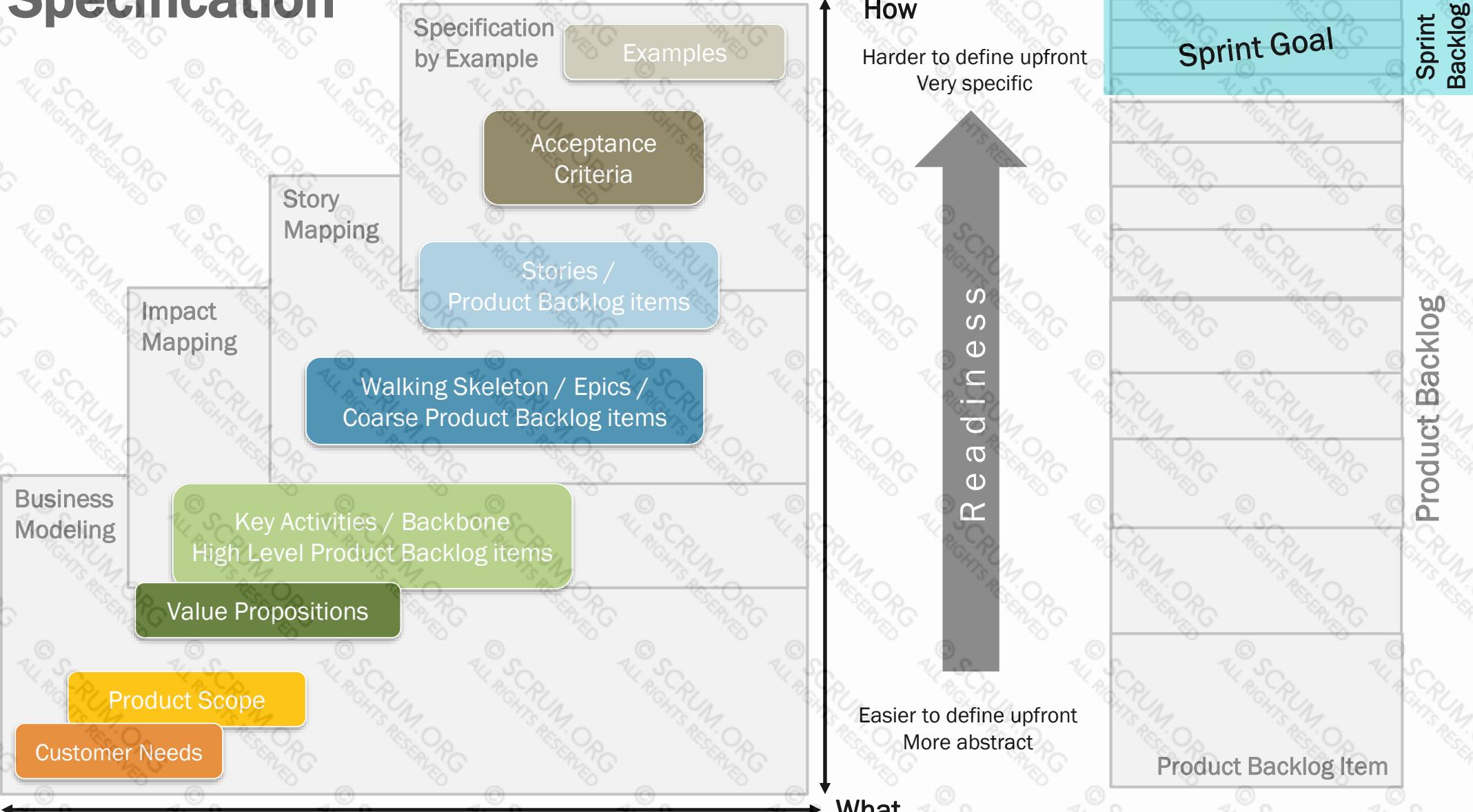
6

# Product Backlog Management

# Levels of Specification

**VISION**

Why  
Outcome



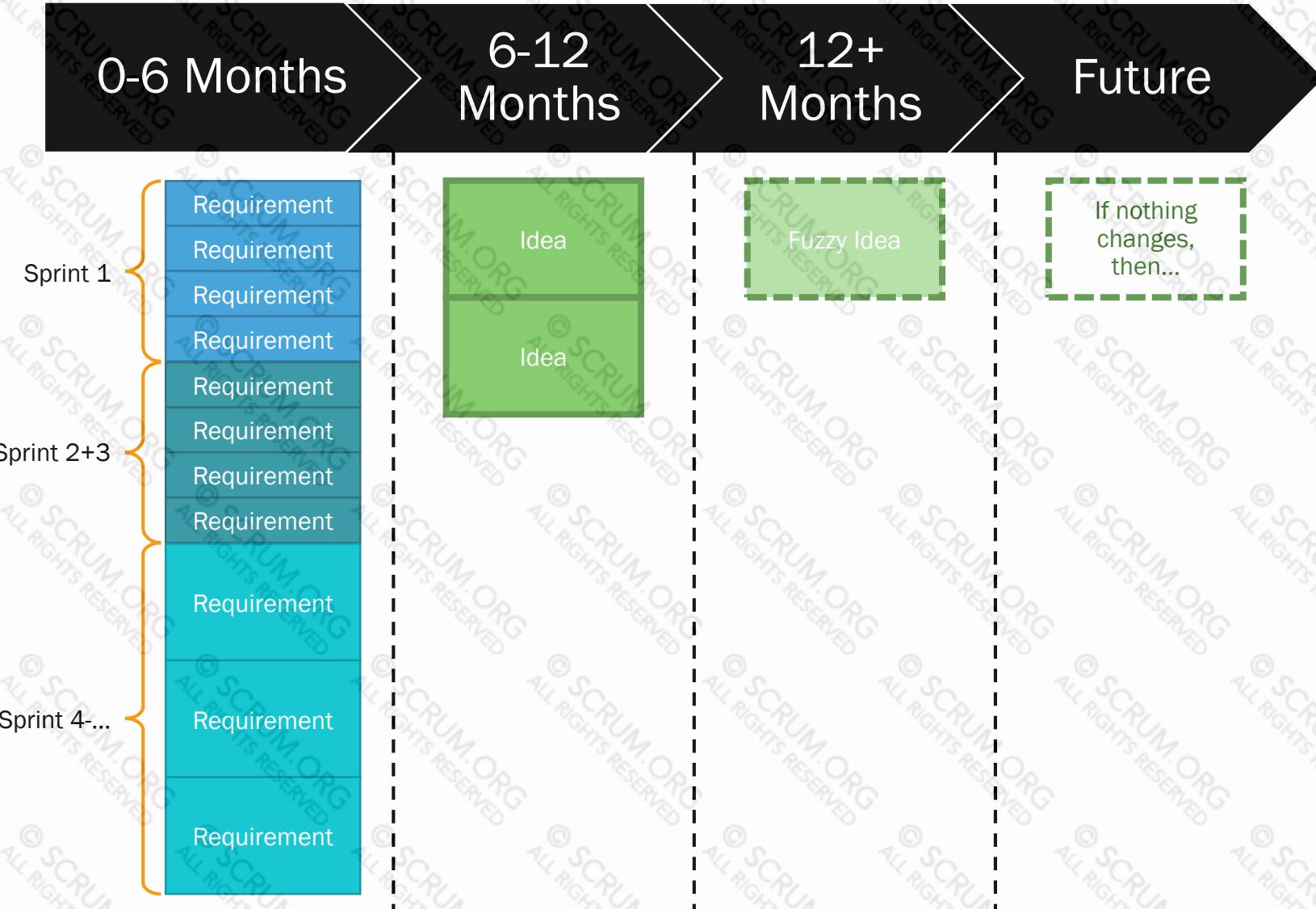
# Characteristics of a Product Backlog

- 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



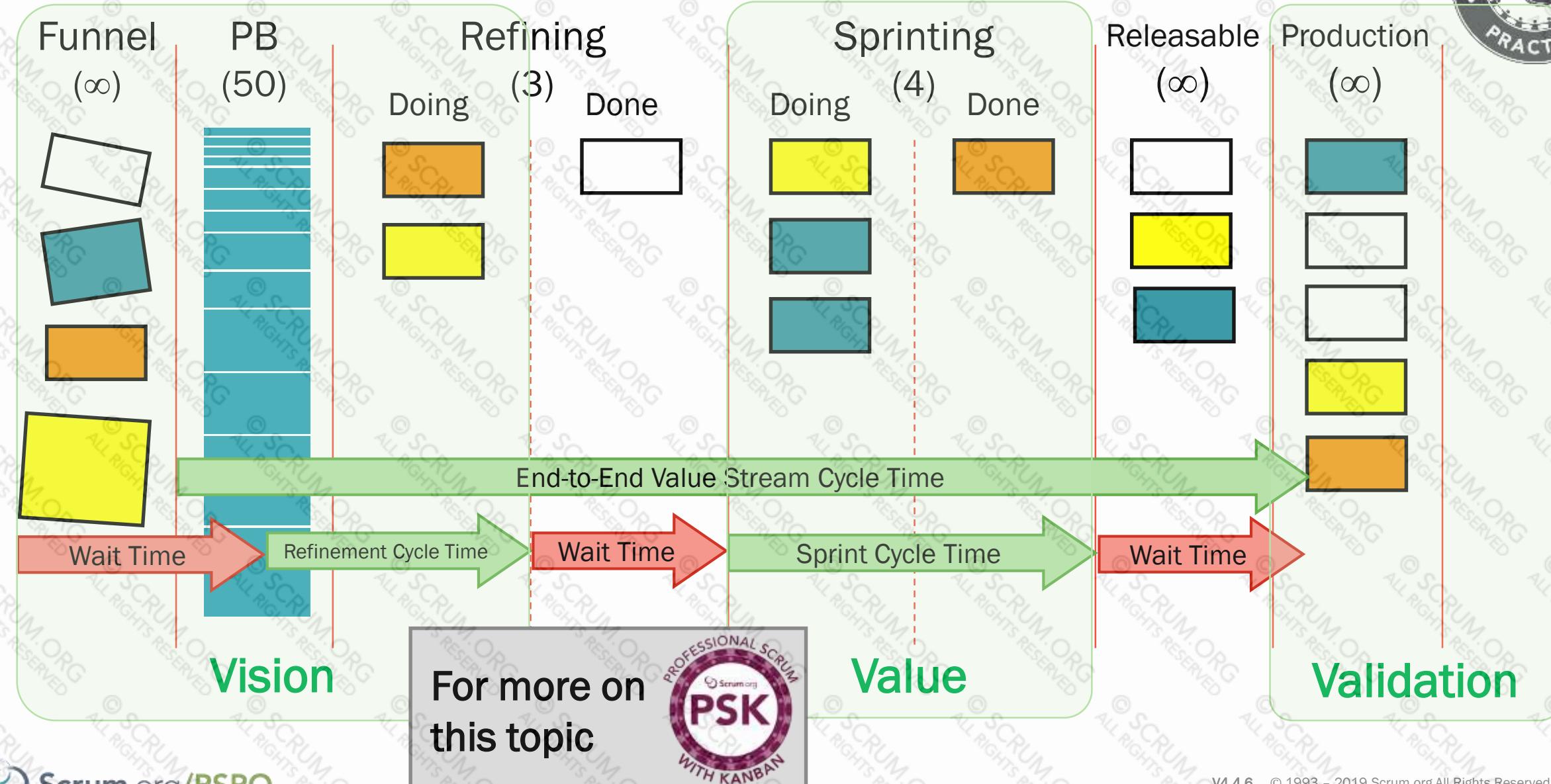
# Use Product Backlog to Maintain a Roadmap

Roadmaps enable sales, marketing and other project management domains.





# Managing the Vision, Value and Validation Flow using Kanban



# Valid Product Backlog Items

Feature Requests

Non-Functional Requirements

Experiments

User Stories

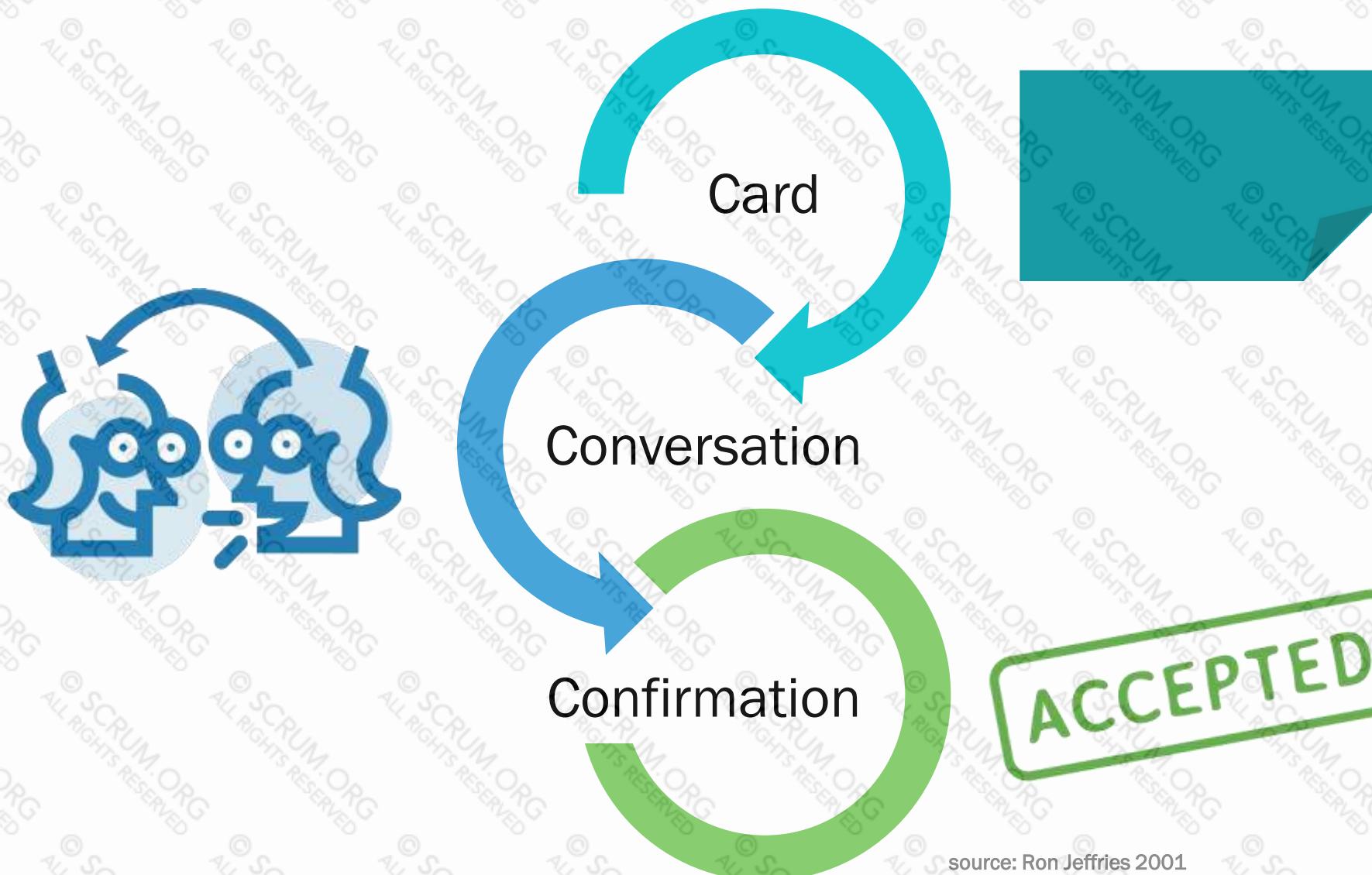
Bugs/Defects

Use Cases

Capabilities

...

# The Three C's of User Stories



source: Ron Jeffries 2001



# 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.

# Popular User Story Template

**TITLE:** ...

As a ... [role, persona]

I want ... [behavior]

So that ... [why, the reason/value]

**TITLE:** Derive Racing Time

As a casual Runner

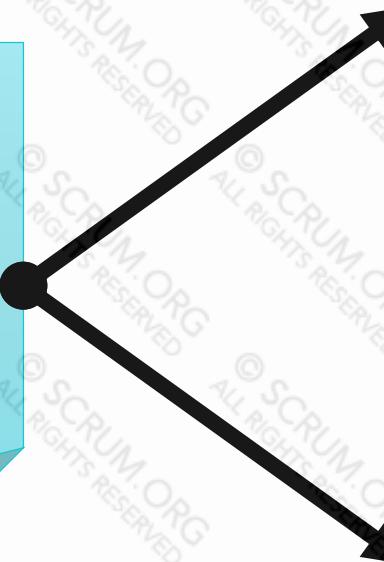
I want to be able to derive the race time for a new distance based on past times

So that I can better plan my training

# If Not Precise Enough, Split Them

**As a user**

**I want to book a hotel reservation**

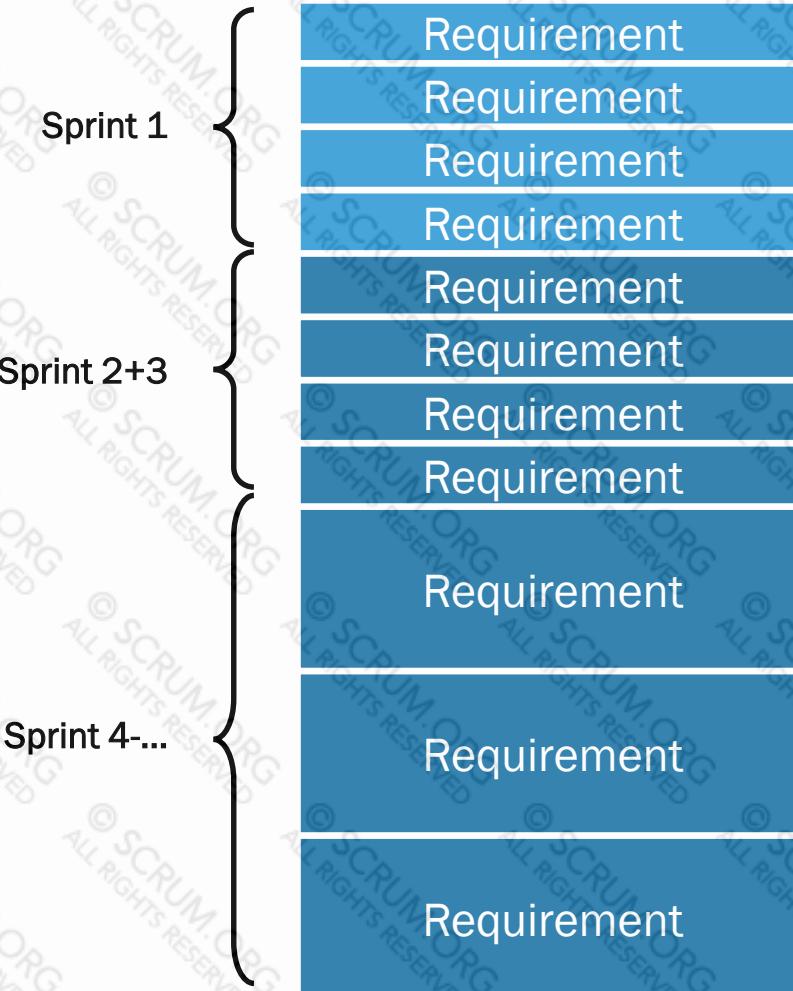


**As a frequent traveler**  
**I want to book a hotel  
reservation**

**As a father**

**I want to book a hotel  
reservation**

# 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 Development Team.
- Whether the PBIs are ‘Ready’ is determined by the Development Team.

# 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



# Specification by Example

## TITLE: Derive Racing Time

As a casual Runner

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

So that I can better plan

### Examples

5 km	10 km	15 km	½ Marathon	Marathon
00:15.00	00:31.30	00:48.30	01:10.00	02:27:00
10 km	10 km	15 km	½ Marathon	Marathon
00:30.00	01:03.00	01:37.00	02:20.00	04:53.00
00:35.00	00:35.00	00:54.30	01:19.00	02:45.00
00:50.00	00:50.00	01:18.00	01:52.00	03:55.00

Error Examples		
negative distance	-10km	E:negative
zero distance	0km	E:zero
too long distance	42.196km	E:toolong
too short distance	0.99km	E:tooshort
Boundaries		
ok distance upper	42.195km	ok
ok distance lower	1km	ok

### 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 1 hour racing time
- Time is rounded to 1 second
- Calculated distance is a

# Experiments: A/B Test and Technical Spike

## 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.

## 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

# Retrospective – “Stakeholders Need More Information”

5

minutes

Executives and other stakeholders are having problems understanding the vision of your product, or even its next release, given the state of your Product Backlog.

## What should we do to improve?



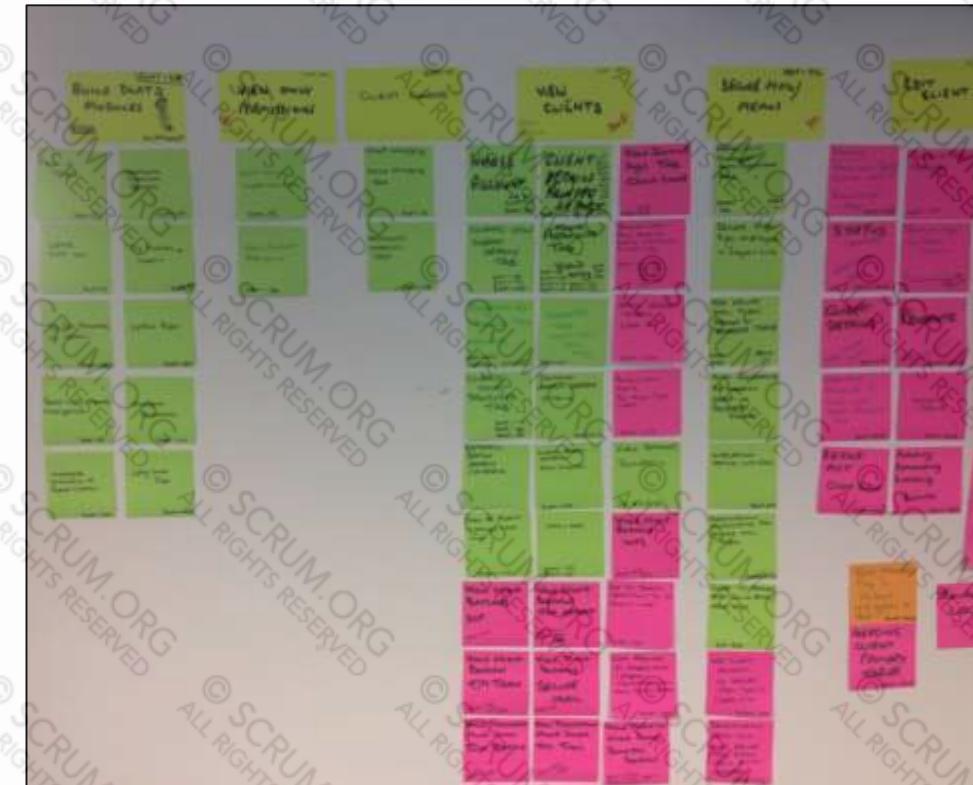
# Story Mapping

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



# Create a Product Backlog

15

minutes

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

- Review both functional and non-functional items
- Create a card for each Product Backlog Item

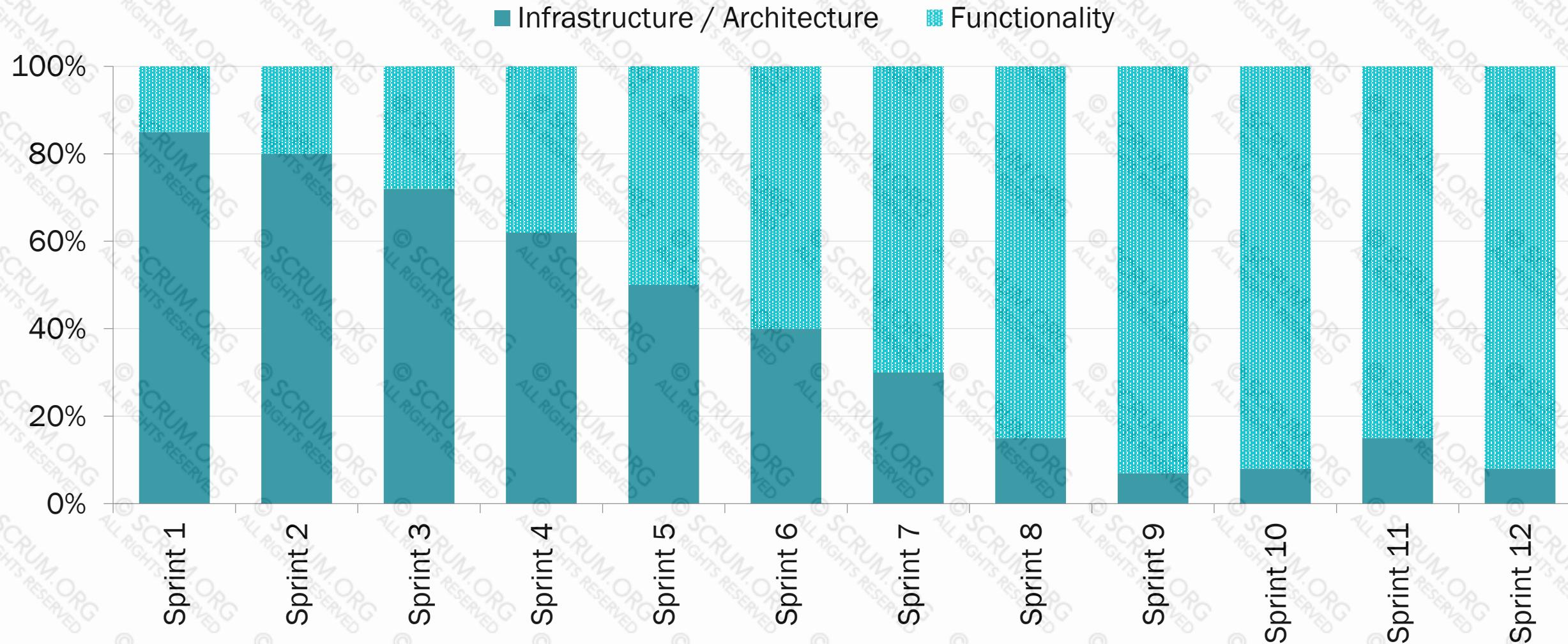
**Prepare to present your Product Backlog to the class.**

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

# 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

# Architecture Changes



# 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

## Size

- Smaller
  - Less uncertainty
  - Re-orderable

## SIZE

Refine

Large

Right

Do First

## VALUE

Low

High

Good

## RISK

Silly

## Value

- ROI
- Existing Customers
- Prospects
- Cost of Delay

## Risk

- Feature
- Technical
- Dependencies
- Market Trends

$$\frac{\text{Value} + \text{Risk}}{\text{Size}} \approx \text{Order Rank}$$



# 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

Have you used  
any others?

# Product Backlog Ordering

10

minutes

## 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.



# Map Product Backlog Items to Value Proposition

1	2	3	5	8	13	21	Value Proposition	Metric
							NONE	

Product Backlog Item

**size**

This anticipated value is not addressed

# TAKE AWAY

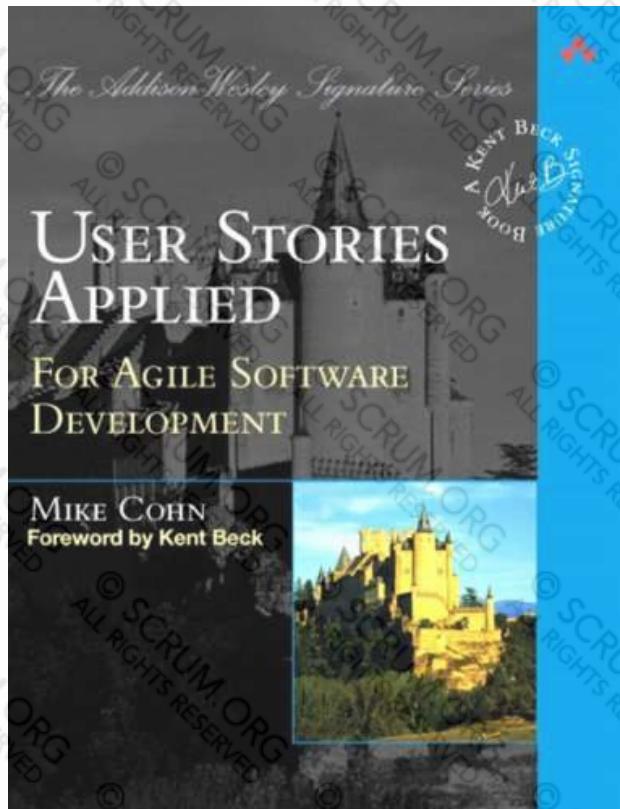
## Product Backlog Management

- 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.

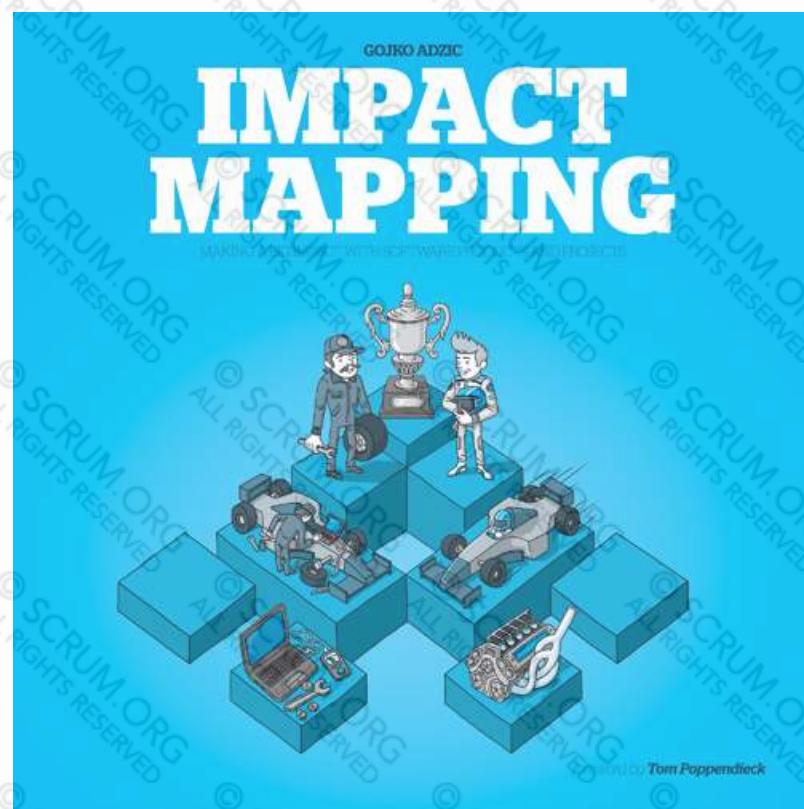


# Suggested Reading

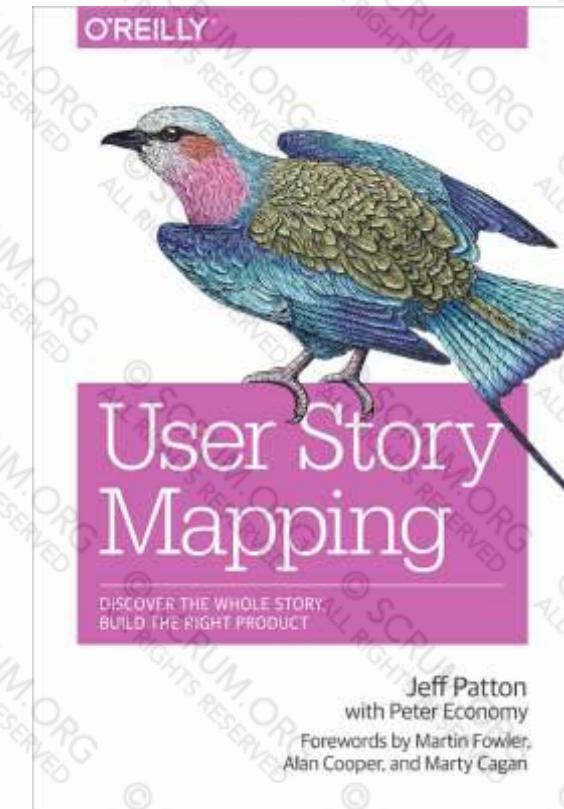
“User Stories Applied”  
(Mike Cohn)



“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

# A Release Serves to Actually Deliver Value

Ideally...

New features or  
enhancements

Less ideal...

Fixes, updates and  
corrections

# Some Reasons Are Better Than Others (For Planned Releases)



# 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



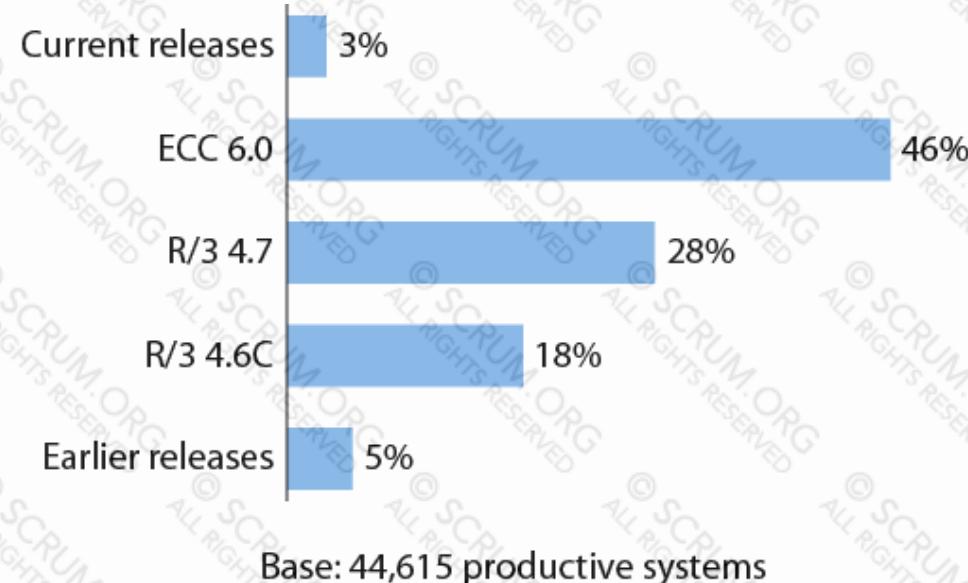
- Individual functionality
- Continuous delivery (often during a Sprint, even daily)
  - Immediate value
  - Low customer absorption costs
- Minimal/no business risk

*Different release processes involve different investment into testing*

# Customer Absorption Is One Constraint

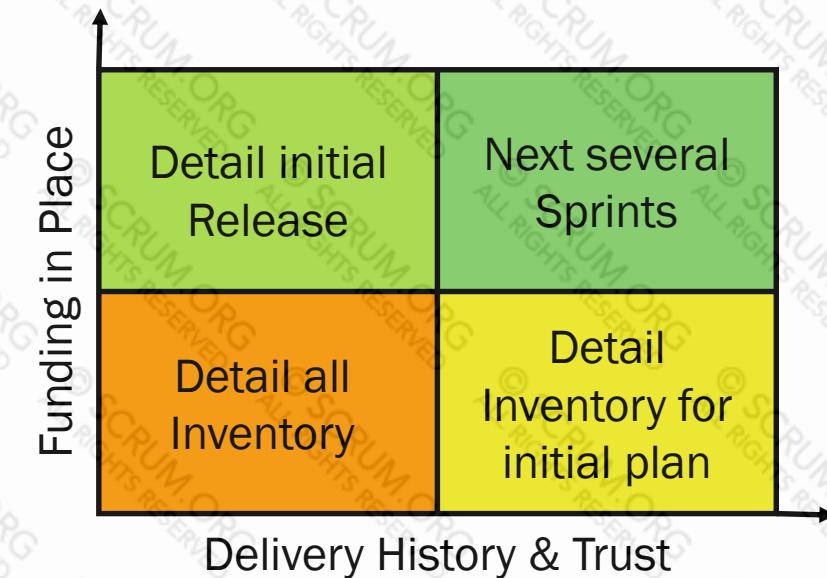
Customers can't necessarily use everything you give them. Focus on what it takes for them to get value from your product.

- Additional hardware
- Pilots
- Training
- Installation
- Data migration



Source: SAP SAPPHIRE NOW keynote by SAP Supervisory Board  
Chairman and co-founder Hasso Plattner, May 19, 2010

# Build Plan as Needed





# Techniques for Estimating Product Backlog Size

## Planning Poker

Assign relative story points

## T-Shirt Sizing

Assign xs, s, m, l, xl, xxl sizes instead of points

## Affinity Estimation

Size PBIs by constantly comparing to others

## Counting PBIs

Assume PBI sizes will average out

Have you used  
any others?

# Estimating Size

10

minutes

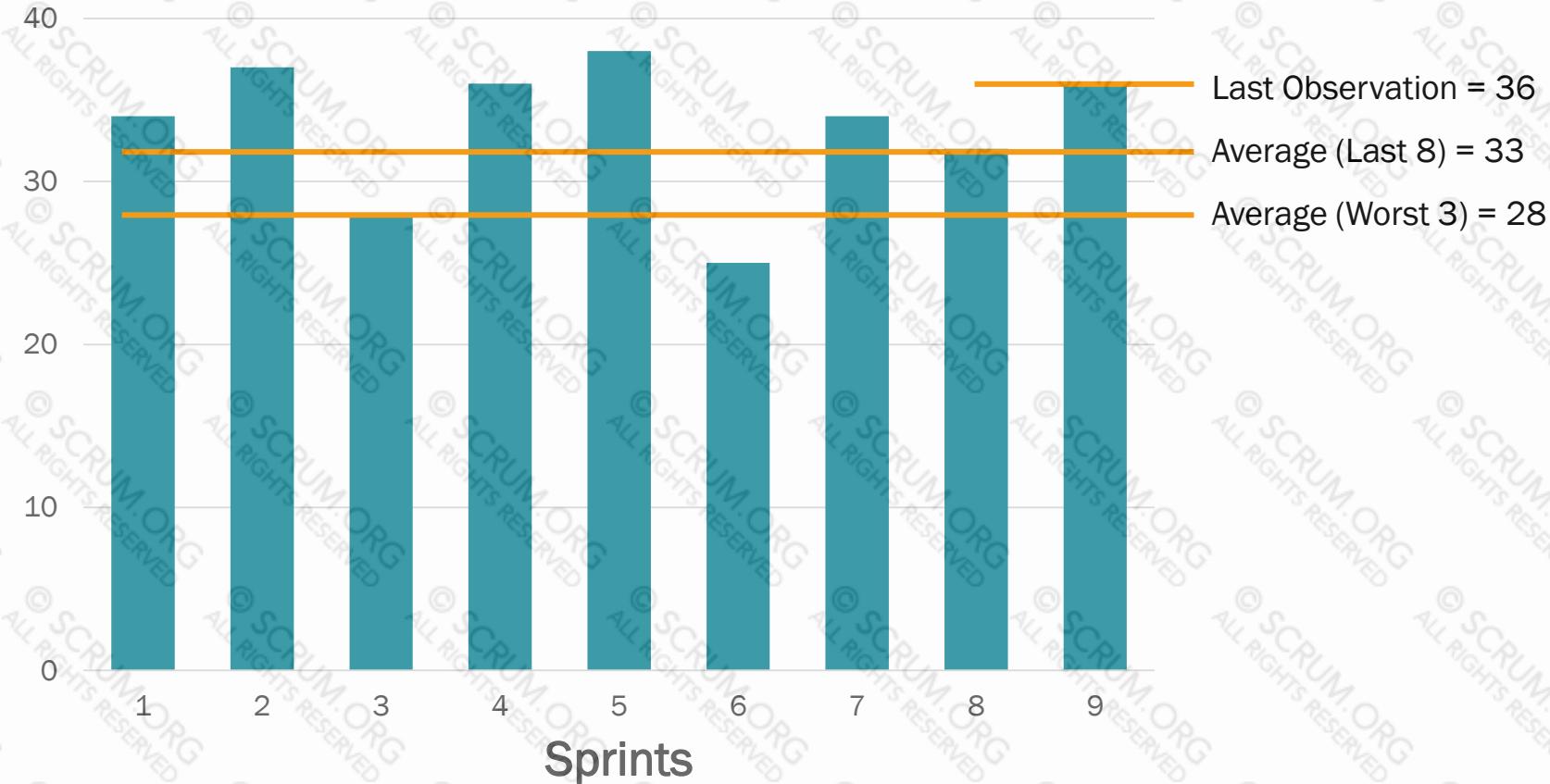
## Size your Product Backlog:

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.**

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

# Velocity Is an Option to Measure Progress



## Exercise

# When Will Item “A” Likely Ship?

2

minutes

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

## Exercise

# What Is likely to Ship in 8 Weeks?

2

minutes

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

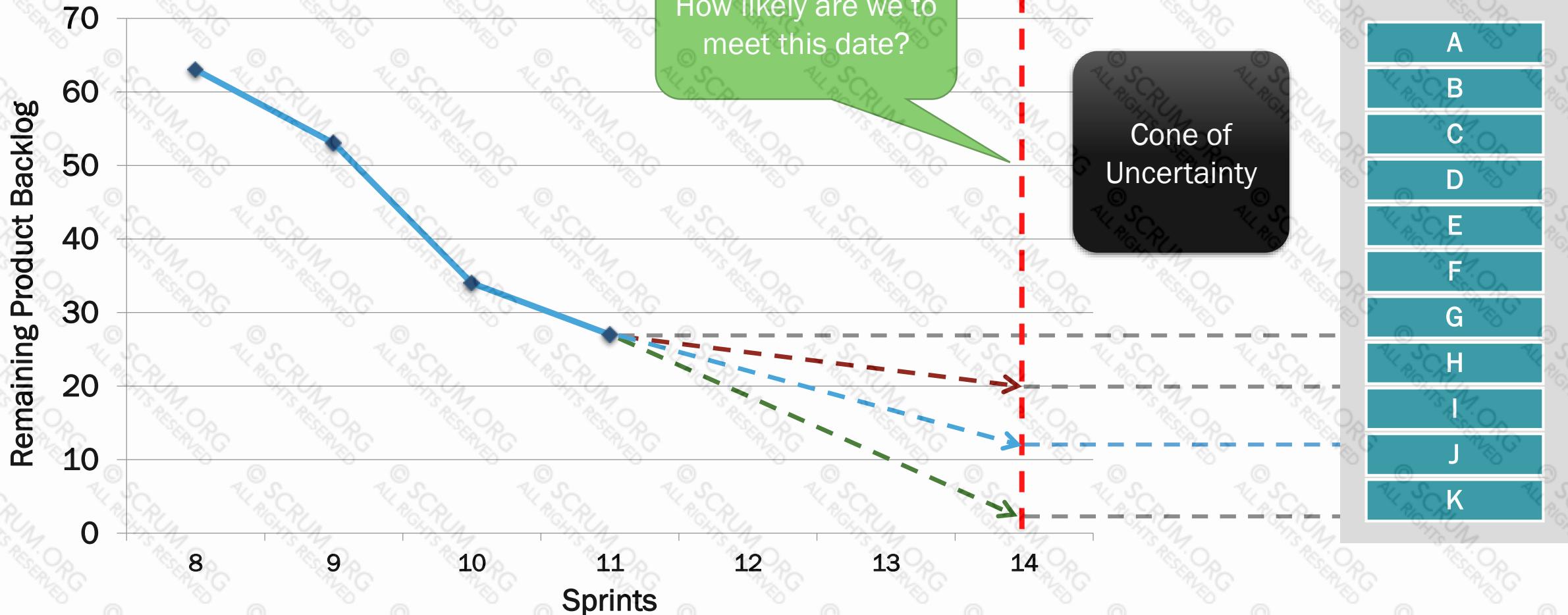
Size: 5

Size: 8

Size: 2

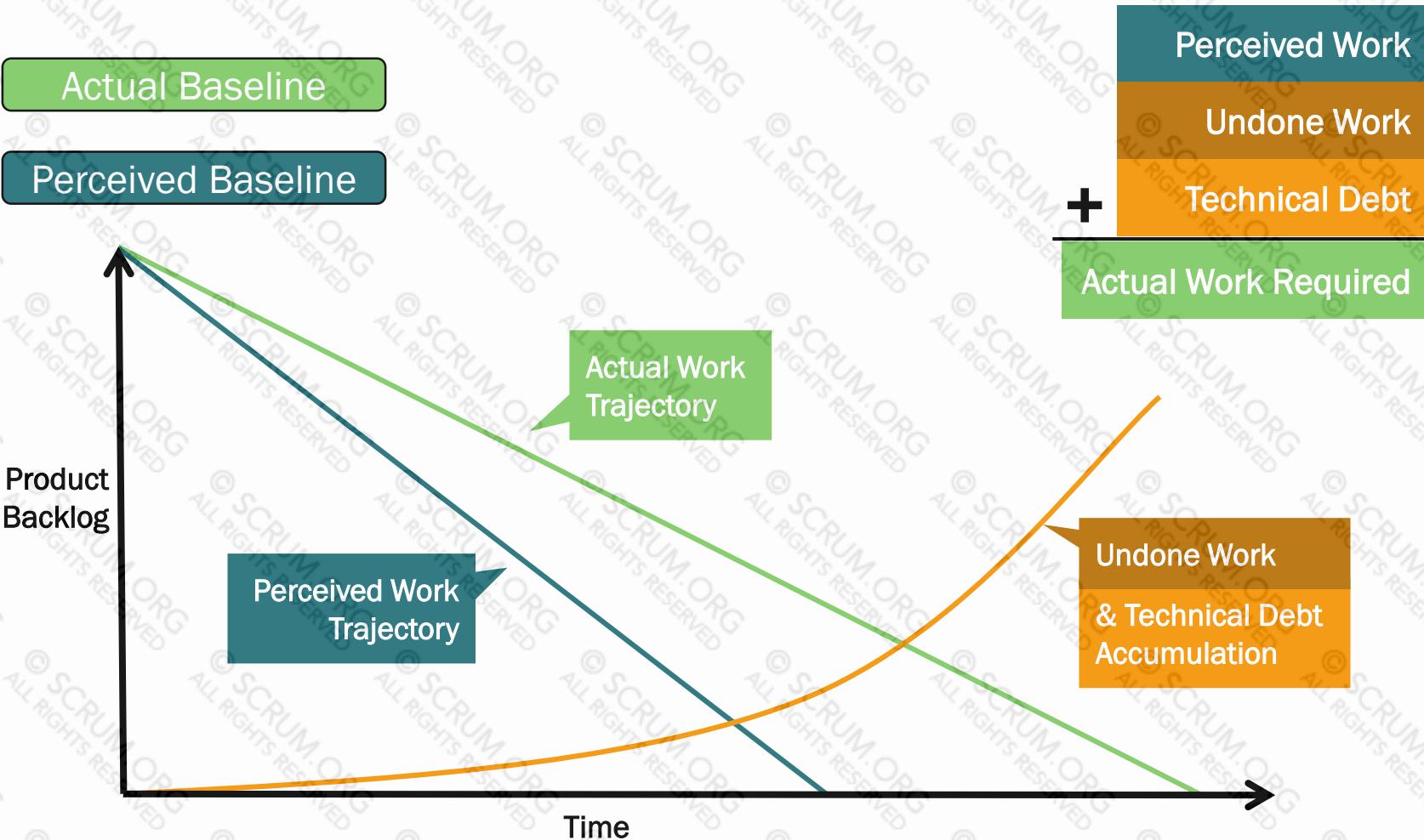


# Monitoring Progress and Uncertainty



**Remember:  
Undone Work &  
Technical Debt  
do not  
accumulate  
linearly**

## Undone Work & Technical Debt Uplifts the Work Baseline



## Exercise

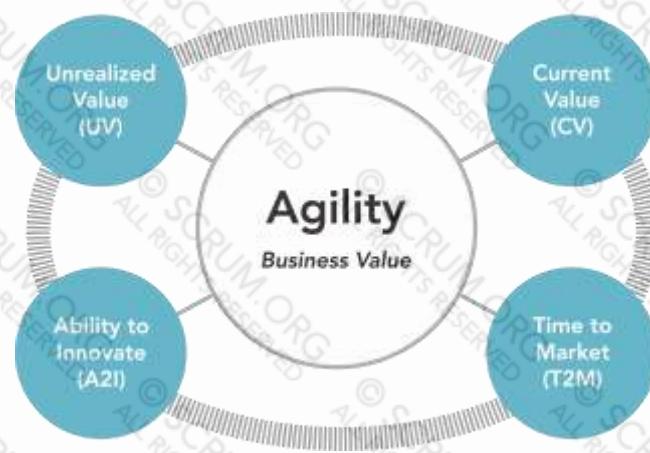
# The impact of Technical Debt on future Value

5

minutes

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

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_



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

# Good Velocity

5

minutes

In your team, decide what is a desirable velocity.  
What can you do for teams that don't have the velocity you want?

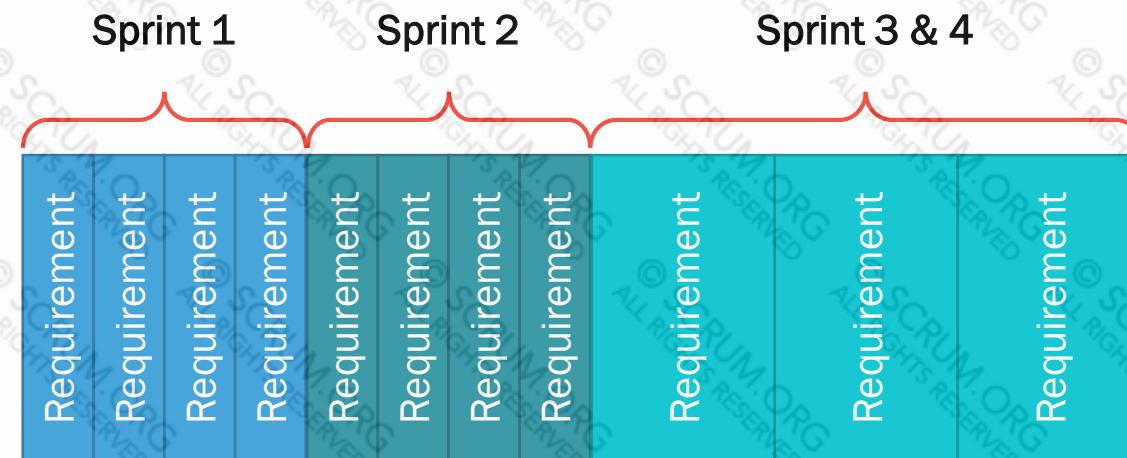
# Refinement

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.**



# TAKE AWAY

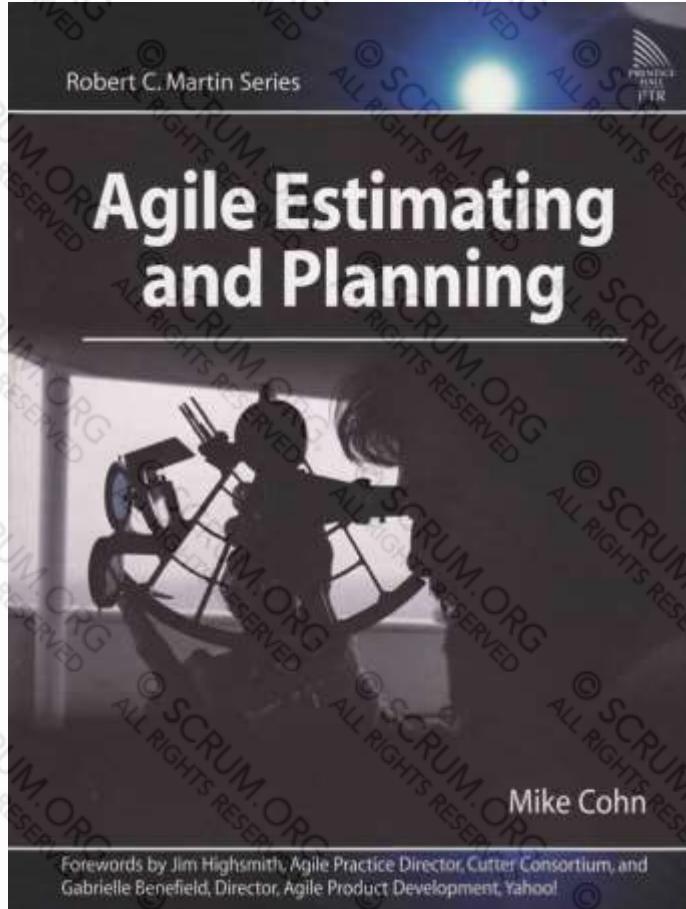
## Release Management

- 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.

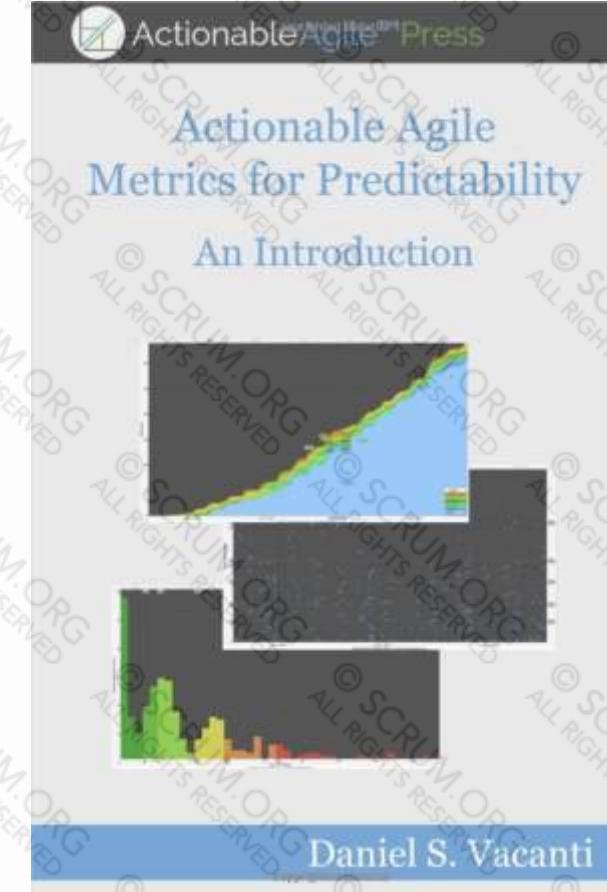


# Suggested Reading

“Agile Estimating and Planning” (Mike Cohn)



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



**"Nothing focuses the mind like a noose."**

- Mark Twain

8

# Closing

# Product Owner Skills

10

minutes

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

SKILLS	TRAITS

# 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?



# It's Your Call

10

minutes

I've had 2 great days of discovery about being a Professional Scrum Product Owner. But, when I go back to work I still have to deal with many old ways of working (dates, actuals, predictions).

**Identify 3 actionable ideas or improvements from this class you will try.**

# 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 2<sup>nd</sup> 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](http://www.scrum.org/assessments/open-assessments)
- Use the Open assessments to prepare for Level I assessments

# Continue Your Learning Online

[www.scrum.org/pathway/product-owner-learning-path](http://www.scrum.org/pathway/product-owner-learning-path)

## Additional Pathways include:

- Scrum Master  
[www.scrum.org/pathway/scrum-master](http://www.scrum.org/pathway/scrum-master)
- Agile Leader  
[www.scrum.org/pathway/agile-leader-learning-path](http://www.scrum.org/pathway/agile-leader-learning-path)
- Development Team  
... coming soon!



The screenshot shows the Scrum.org website with the title "Product Owner Learning Path". The page includes a sidebar with navigation links like "ABOUT US", "TRAINING", "CERTIFICATION", "OPEN ASSESSMENTS", "COMMUNITY", and "RESOURCES". The main content area features a section titled "Understanding and Applying the Scrum Framework / Empiricism" with a sub-section on "The Agile Manifesto". A sidebar on the left lists various Scrum concepts: Understanding and Applying the Scrum Framework, Empiricism, Scrum Values, Scrum Roles, Scrum Events, Scrum Artifacts, Sprint Goal, Done, Scaling Scrum, Managing Products with Agility, and Developing and Delivering Products.

**Scrum.org**  
The Home of Scrum

**Product Owner Learning Path**

★★★★★ 5 from 2 ratings

Log in and click "Watch" to get updates when this pathway changes

As described in the [Scrum Guide](#), a Scrum Product Owner is responsible for maximizing the value of the product resulting from the work of the Development Team. How this is done may vary widely across organizations, Scrum Teams, and individuals.

The learning path is organized by a set of [Professional Scrum Competencies](#) which each contain a number of focus areas. Resources are laid out in a prescribed order, however it is your journey, so follow in the best way that helps you learn.

**Understanding and Applying the Scrum Framework / Empiricism**

**The Agile Manifesto**

Created by 17 visionaries in 2001, the Agile Manifesto was developed to look at the core principles and values for Agile software development. [View](#)

★★★★★ 4.8 from 3 ratings  Completed

**Empiricism, the Art of Making Decisions Based on What Is**

Ken Schwaber writes about commitment and Scrum as an empirical process. [View](#)

★★★★★ 4 from 4 ratings  Completed

**The Three Pillars of Empiricism (Scrum)**

This blog looks at the 3 pillars of empiricism (Inspection, Adaptation, and Transparency) and how they are applied in Scrum. [View](#)

**READ THE SCRUM GUIDE**

**VIEW THE SCRUM FRAMEWORK**

**THE SCRUM GLOSSARY**

**FIND TRAINING**

**GET CERTIFIED**

# Review Your Class Experience Using Trustpilot

Share your experience with other potential students!

The screenshot shows the Scrum.org website's "My Profile" section. At the top, there is a navigation bar with links for "logout", "my profile", "partners", "support center", and a search icon. Below the navigation, there are several menu items: "ABOUT US", "TRAINING" (which is highlighted in blue), "CERTIFICATION", "OPEN ASSESSMENTS", "COMMUNITY", and "RESOURCES". The main content area features a large, semi-transparent background image of a landscape with water and trees. Overlaid on this image is the text "MY PROFILE" in a large, bold, dark blue font. At the bottom of the page, there is a green callout box containing the text "Thank you for accepting the invitation. Your account is now connected with the class." followed by a purple button labeled "REVIEW THE CLASS".

Your review will be visible on our website:

The screenshot displays a Trustpilot review summary and three individual reviews for a course. The summary on the left shows a rating of "Excellent" with five green stars, based on 78 reviews, and the Trustpilot logo. The first review, posted 30 hours ago, is titled "Excellent course" and states: "Excellent course!! Andre and Rodrigo are amazing trainers." The second review, posted 31 hours ago, is titled "Amazing course!" and states: "The classes gave me a very deep level of understanding of Scrum. I realized that...". The third review, also posted 31 hours ago, is titled "The course was excellent and open..." and states: "The course was excellent and opened my mind to new ways to be agile!".

# Your Scrum.org Profile

Scrum.org

## Kimberly Wolf

ABC Company



[Twitter](#) [LinkedIn](#)

### Certifications Earned



### Completed Classes

Professional Scrum Master  
Date: 2018-02-05  
Trainer: Robert Pieper  
PTN: Responsive Advisors

# 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](http://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!

