

# SAFe® Product Owner / Product Manager

Delivering value through effective Program Increment execution

**SAFe® Course:** Attending this course gives learners access to the SAFe® Product Owner / Product Manager exam and related preparation materials.



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## Exercise: Welcome!



- ▶ Find someone you don't know or haven't connected with in a long time
- ▶ Introduce yourself and share with them:
  - Two things you already know about the Product Owner and Product Manager roles
  - Two things you hope to learn about the role during this course
- ▶ After five minutes, team up with another pair and take turns introducing the person you just met



## To perform the role of a SAFe® Product Owner / Product Manager, you should be able to:



- ▶ Apply SAFe in the Lean enterprise
- ▶ Connect SAFe Lean-Agile principles and values to the PO/PM roles
- ▶ Collaborate with Lean Portfolio Management
- ▶ Explore Continuous Value with Program Increment Planning
- ▶ Execute the Program Increment and Deliver Continuous Value
- ▶ Articulate the Product Owner and Product Manager Roles
- ▶ Create your Role Action Plan

## SAFe® Product Owner / Product Manager topics

1. Applying SAFe in the Lean Enterprise
2. Relating a Lean-Agile Mindset to the PO/PM Roles
3. Collaborating with Lean Portfolio Management
4. Continuously Explore Customer Needs
5. Executing the Program Increment
6. Defining the PO/PM Roles and Responsibilities
7. Creating your PO/PM Action Plan

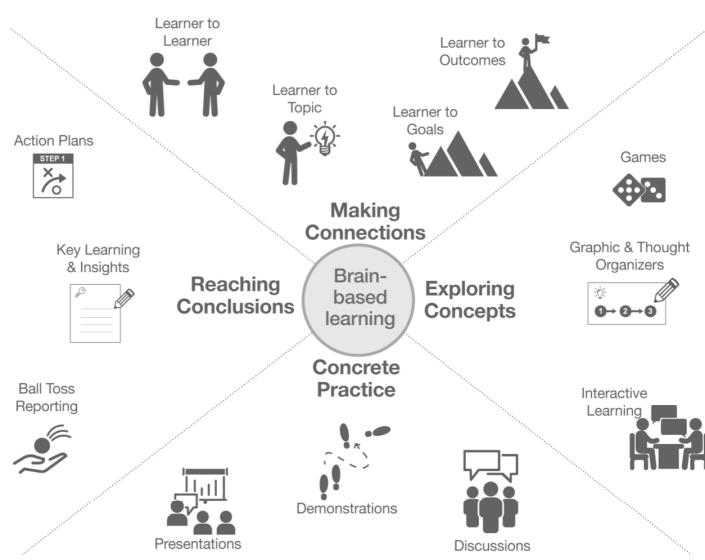
## Logistics

- ▶ Pairing Method
- ▶ Class times
- ▶ Breaks
- ▶ Lunch
- ▶ Restrooms
- ▶ Other



Elephant	North
Penguin	South
Giraffe	East
Dolphin	West
Zebra	(Back to top)
Wren	

## Introducing active learning



*Training from the Back of the Room, Sharon L. Bowman*

## Introducing the course workbook

The image shows three panels of a course workbook. The left panel contains three thought organizers with icons and text: 'Thought organizer' (Cadence transforms unpredictable events into predictable events), 'IP Iteration is like "an extra O2 tank"' (Successful transformations depend on the leadership being trained first), and 'Tooling is a critical element of CI' (Tooling is a critical element of CI). The middle panel features a large circular callout for 'Acceptance criteria' containing the text: 'List a minimum of 10 things an RTE would do during a PI. Estimate for how many hours an RTE would spend doing PI activities.' Below this is a button labeled 'SEE WORKBOOK PAGE' with a '30' hour estimate and a pen icon. The right panel shows a 'Key Learnings & Insights' section with a list of points and handwritten notes:

- The RTE role will evolve with time and majority of the train.
- The RTE is never a part-time job, it can be good to set-up a pair (definitely test that).
- Stephane is our unicorn!
- The RTE is not a line manager. He is accountable to foster the right mindsets and stuff but he is not accountable for the results.

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## Lesson 1

### Applying SAFe in the Lean Enterprise

- 1. Applying SAFe in the Lean Enterprise
- 2. Relating a Lean-Agile Mindset to the PO/PM Roles
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## Learning objectives

1.1 Recognize the problem to be solved

1.2 Explore SAFe foundations

1.1 Recognize the problem to be solved

We thought we'd be developing like this.



But sometimes it feels like this.



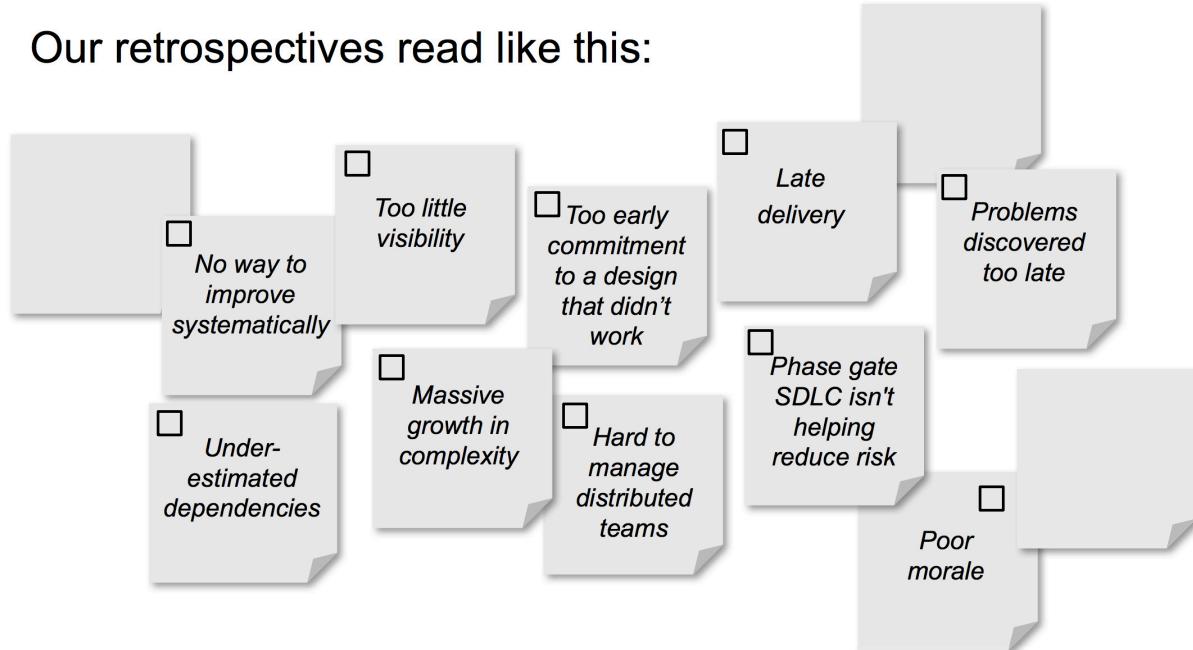
## Exercise: Identifying problems



- At your table, review the following slide (also shown in your workbook on page 8)
- In your workbook, mark the problems you recognize in your organization that you would like to solve
- Add other issues you have to the empty sticky notes
- Discuss common problems at your table

PREPARE | SHARE  
5 min | 5 min

## Our retrospectives read like this:



*Knowledge for people building the world's most important systems*

SAFe® is a freely revealed knowledge base of integrated, proven patterns for enterprise Lean-Agile development.

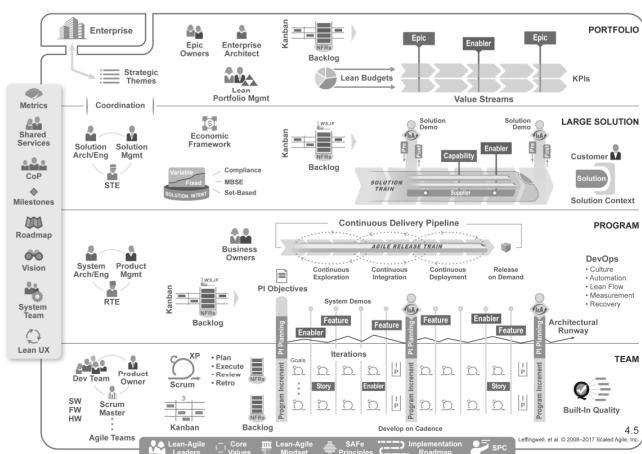
 scaledagileframework.com

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## The Scaled Agile Framework® (SAFe®)

Synchronizes alignment, collaboration, and delivery for large numbers of teams.



### Core Values

1. Built-In Quality
2. Program execution
3. Alignment
4. Transparency

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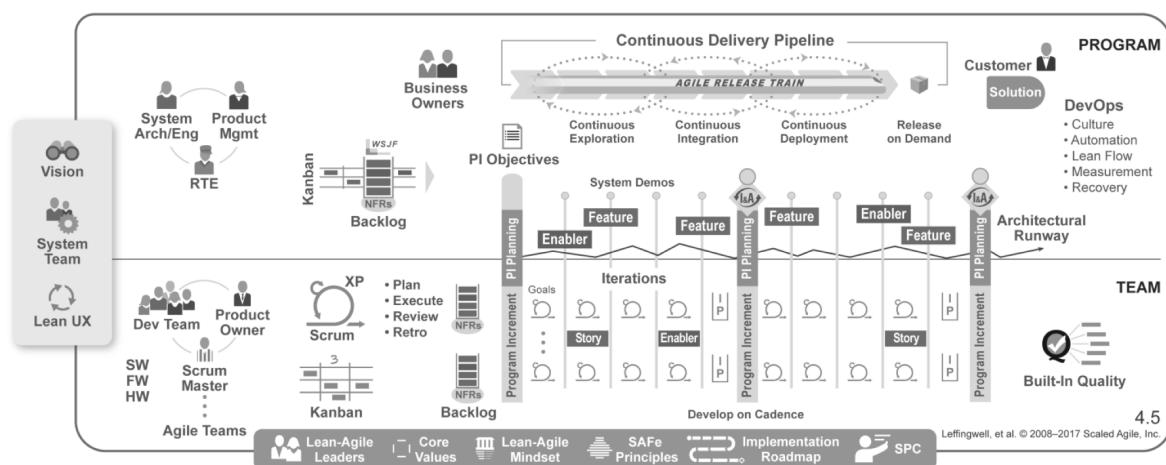
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## 1.2 Explore SAFe Foundations

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### Essential SAFe provides the basis for success



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## Nothing beats an Agile Team

- ▶ Cross-functional, self-organizing entities that can define, build and test a thing of value
- ▶ Applies basic scientific practice: Plan—Do—Check—Adjust
- ▶ Delivers value every two weeks



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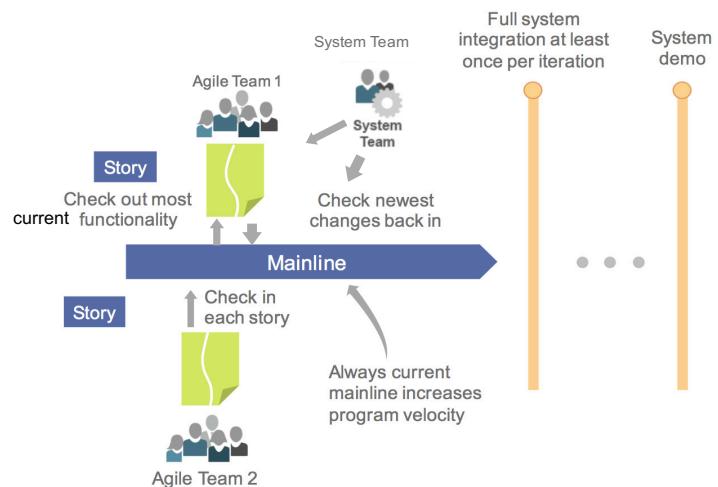
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## That integrates frequently

*Integration points control product development.*

— Dantar Oosterwal, *The Lean Machine*

- ▶ Avoid physical branching for software
- ▶ Frequently integrate hardware branches
- ▶ Use development by intention in for inter-team dependencies



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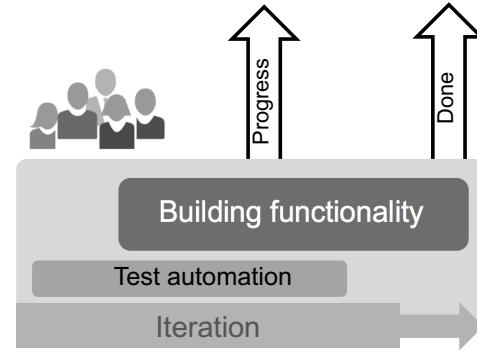
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## Applies test automation

Test automation supports rapid regression testing.

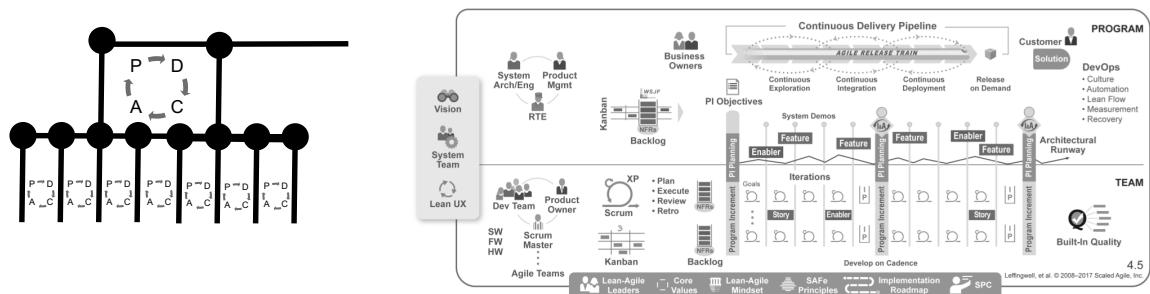
- ▶ Implemented in the same Iteration
- ▶ Maintained under version control
- ▶ Passing vs. not-yet-passing and broken automated tests are the *real* Iteration progress indicator

- ✓ Test 1
- Test 2
- ✓ Test 3
- Test 4
- ✗ Test 5
- ...
- ✓ Test 1
- ✓ Test 2
- ✓ Test 3
- ✓ Test 4
- ✓ Test 5
- ...



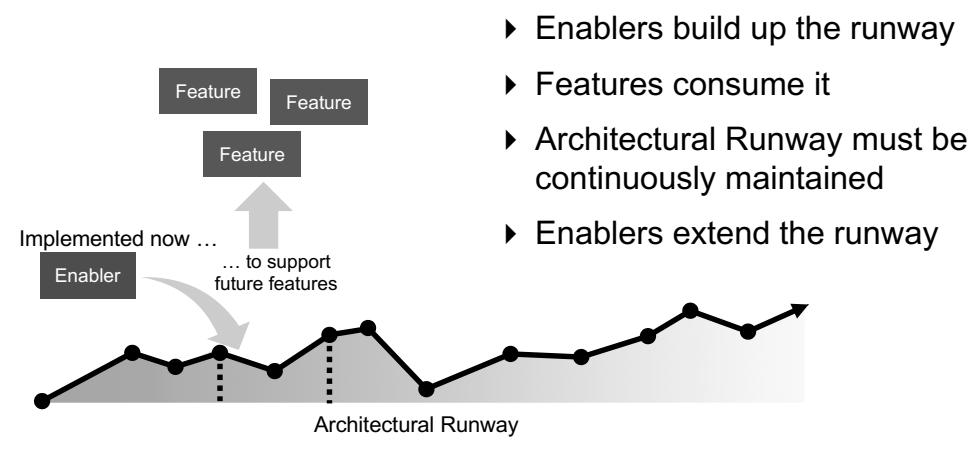
## Except a team of Agile Teams

- ▶ Align 50-125 practitioners to a common mission
- ▶ Apply cadence and synchronization, Program Increments every 6-12 weeks
- ▶ Provide Vision, Roadmap, architectural guidance



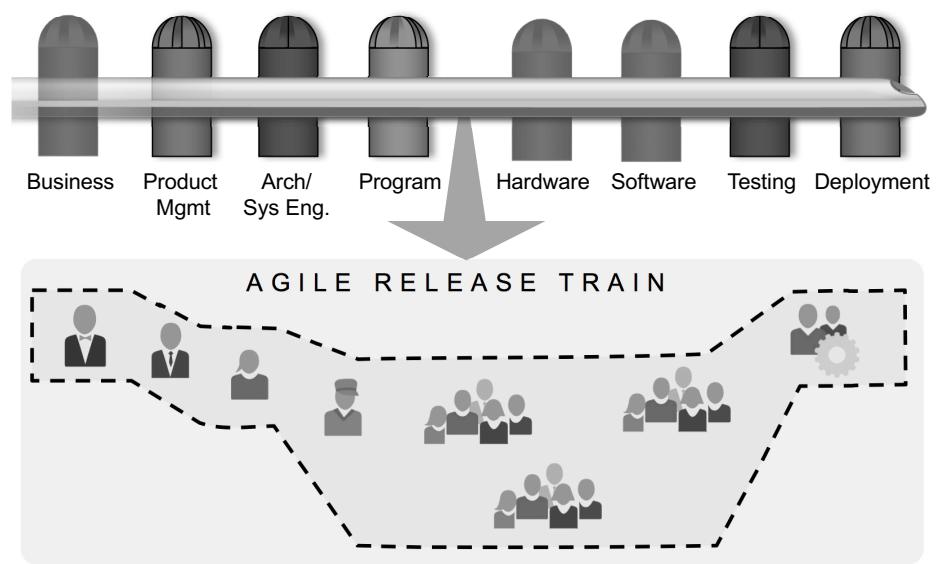
## With some Architectural Runway

Architectural Runway—existing code, hardware components, etc. that technically enable near-term business features.



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## Bringing together the necessary people



## Synchronizes with Program Increment Planning

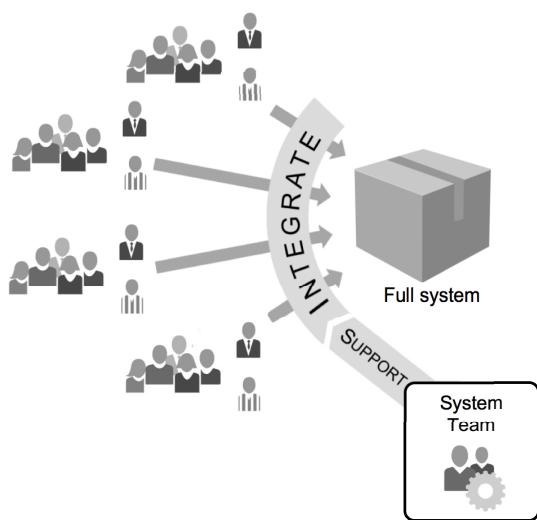
*Future product development tasks can't be pre-determined. Distribute planning and control to those who can understand and react to the end results.* — Michael Kennedy, *Product Development for the Lean Enterprise*

- ▶ All stakeholders face-to-face (but typically multiple locations)
- ▶ Management sets the mission, with minimum possible constraints
- ▶ Requirements and design emerge
- ▶ Important stakeholder decisions are accelerated
- ▶ Teams create—and take responsibility for—plans



For a short video PI planning example, see: <https://youtu.be/ZZAtl7nAB1M>

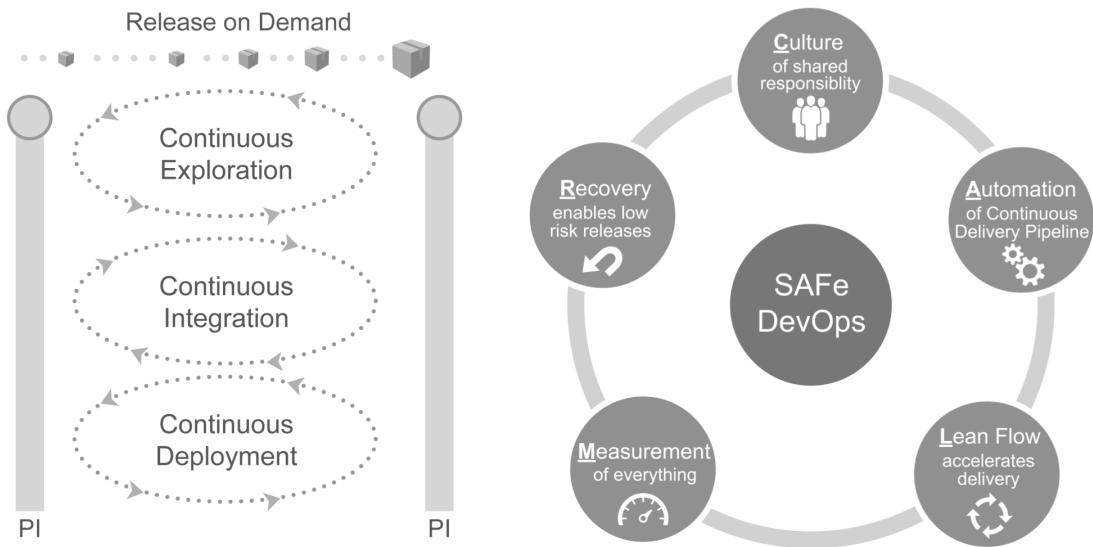
## Demonstrates the full system every two weeks



- ▶ An integrated solution demo
- ▶ Objective milestone
- ▶ Demo from the staging environment, or the nearest proxy



## Continuously delivers value to customers with DevOps

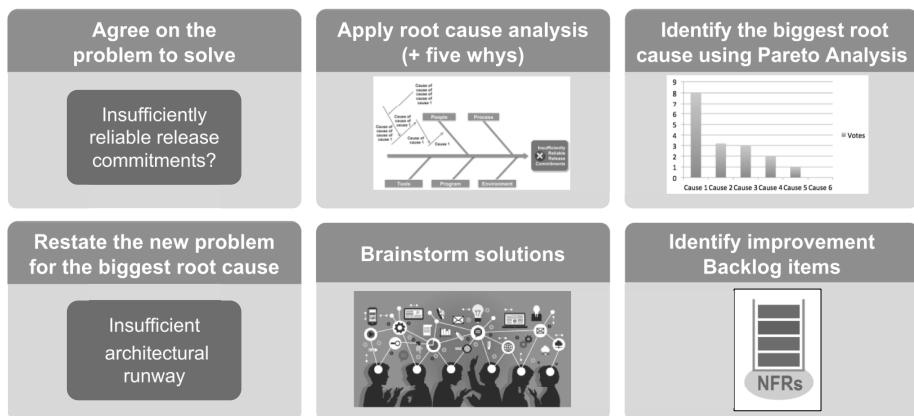


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## Inspects and Adapts every PI

Every PI, teams systematically address the larger impediments that are limiting velocity.



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## Exercise: Pique your interest?

SEE WORKBOOK PAGE  
16

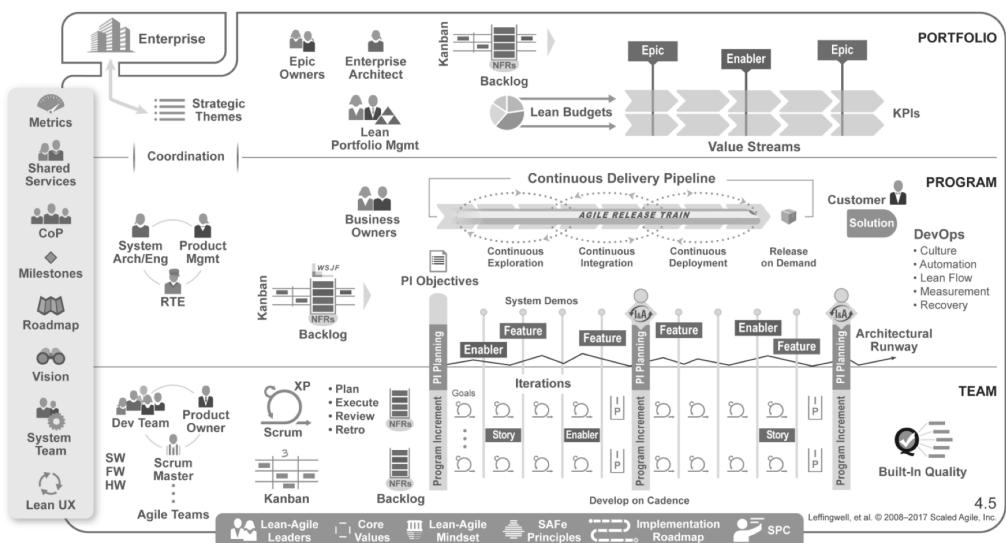
- ▶ What makes you curious about the Essential SAFe Foundation elements we have discussed?

- ▶ What would you like to learn more about? We will go deeper.

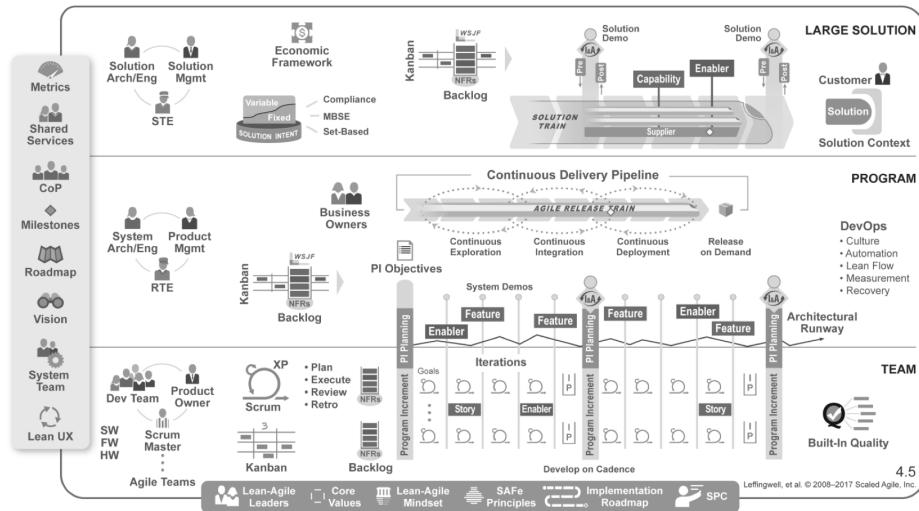
- Refer back to the Big Picture “Essential SAFe Configuration” at the front of your workbook. Write your curious questions on a sticky note, bring to the Parking Lot.
- Share your ideas with the class as you post
- Document these in your workbook



## Portfolio SAFe adds Lean Portfolio governance

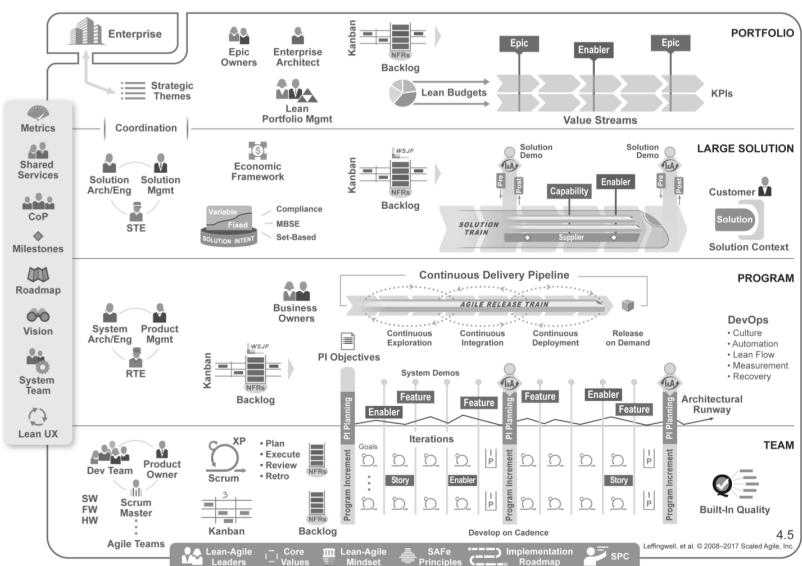


## Large Solution SAFe is coordinated by a Solution Train



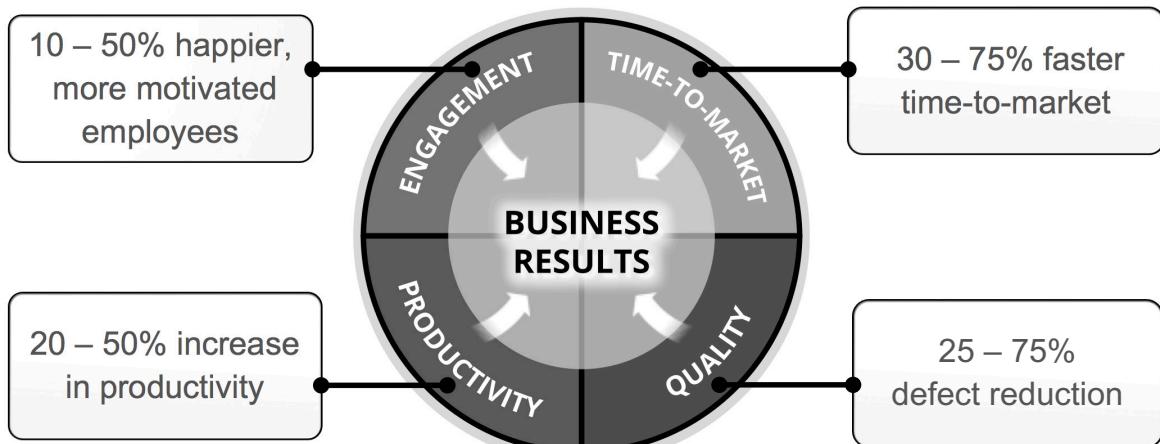
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## Full SAFe for large enterprises



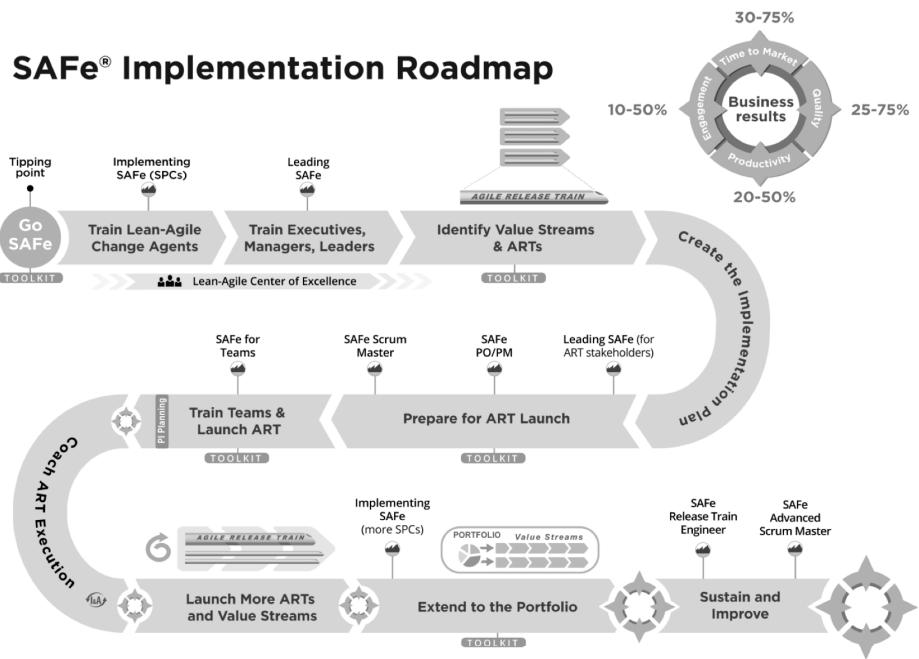
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## Achieve business results



See [ScaledAgileFramework.com/case-studies](http://ScaledAgileFramework.com/case-studies)

## SAFe® Implementation Roadmap



# SAFe POPM certification process

Certification is much more than just taking an exam.

Complete the course.



Follow your Learning Plan.



Leverage your study materials and practice tests, then pass the exam.



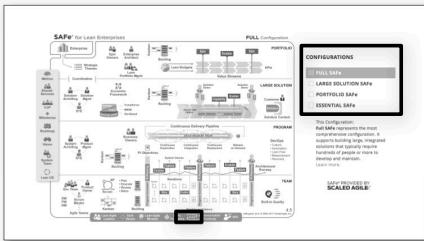
Continue your Learning Journey with the SAFe Community Platform and resources.



## Lesson Summary

In this lesson, you:

- ▶ Recognized the problem to be solved
- ▶ Explored SAFe foundations



Suggested Scaled Agile Framework reading:

- “*Implementation Roadmap*” article
- *Four Framework configurations*

## Exercise: This lesson's key learnings



Summarize key learnings and insights from this lesson in your workbook.

