

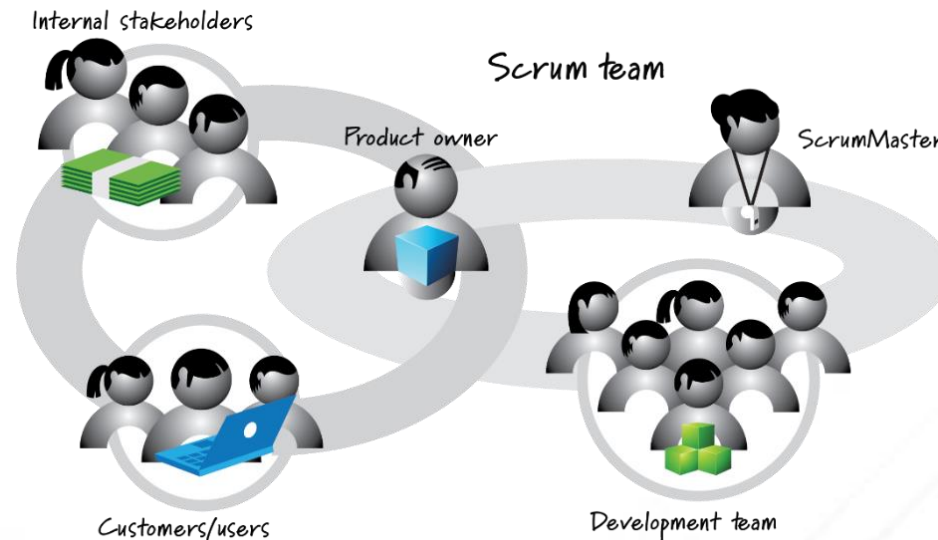
Scrum Roles: PO, SM , Team

CEN 4010 Intro to Software Engineering

Professor Alex Roque

Role: Product Owner

- The PO is the **empowered** central point of **product leadership**
- Combines with the **ScrumMaster & Dev. Team** to form a **Scrum team**
- Focus of the PO Role is **building the RIGHT product**
- PO must **face two directions** simultaneously



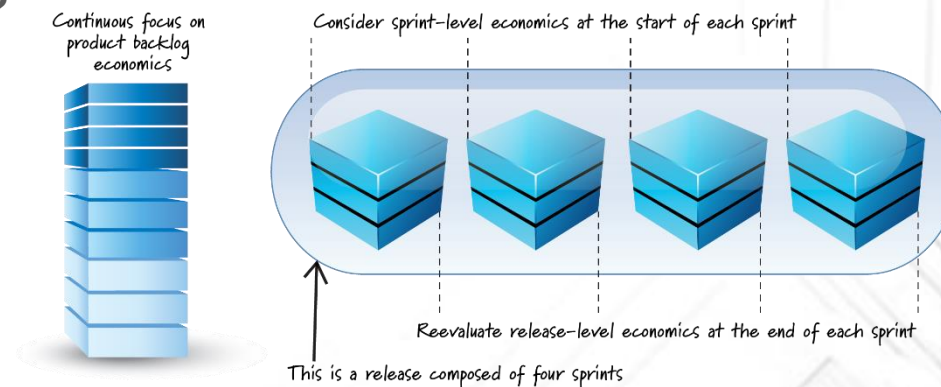
Role: Product Owner

- The PO's Responsibilities include:
 - Managing Economics
 - Participating in Planning Activities
 - Grooming the Product Backlog
 - Defining Acceptance Criteria and verifying that they are met
 - Collaborating with the Dev. Team
 - Collaborating with the Stakeholders



Role: Product Owner

- Managing Economics:
 - PO Is supposed to manage the economics at various levels:
 - Release Level: Tradeoffs must be made to ensure that we are releasing high value for the customer.
 - Sprint Level: The PO understands that each Sprint is an investment and must ensure that there is a good ROI (Return on investment) for work to be done in upcoming sprints.
 - “Would I write a check out of my own bank account to fund the features in the upcoming sprint?”
 - Product Backlog Level: Manage the ever changing priorities of backlog items. Are we really working on the right things?

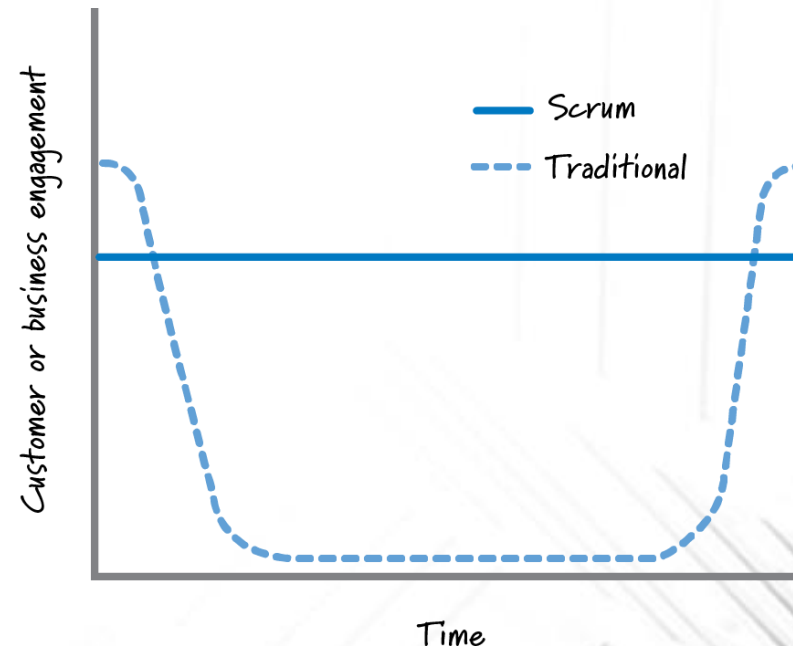


Role: Product Owner

- **Participating in Planning Activities**
 - Portfolio, Product, Release, Sprint- Must participate and owns the product
- **Grooming the Product Backlog**
 - Team is responsible for estimation.
 - A good PO is always constantly grooming the sprint.
- **Defining Acceptance Criteria and verifying that they are met**
 - Should not close any stories with the definition of “Done” if they truly don’t do what the acceptance criteria defined.

Role: Product Owner

- **Collaborating with the Dev. Team**
 - Note the difference between Scrum/Traditional
 - Customer engagement is kept constant throughout the sprint
- **Collaborating with the Stakeholders**
 - **Consults with internal stakeholders:**
Executive management, program management
 - **Consult with external stakeholders:**
Customers, vendors, regulatory partners



Role: Product Owner

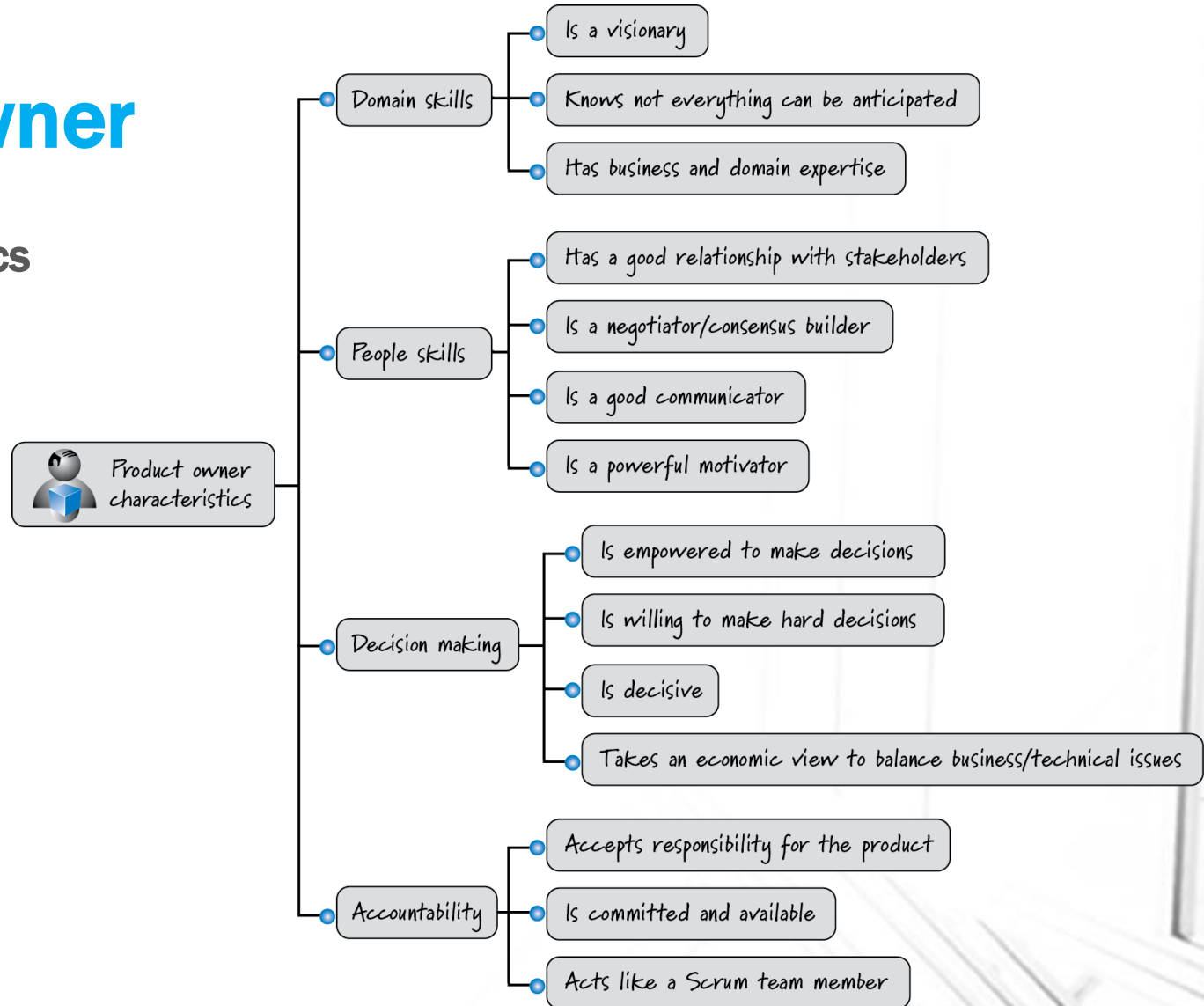
- Important PO Characteristics

- Domain Skills

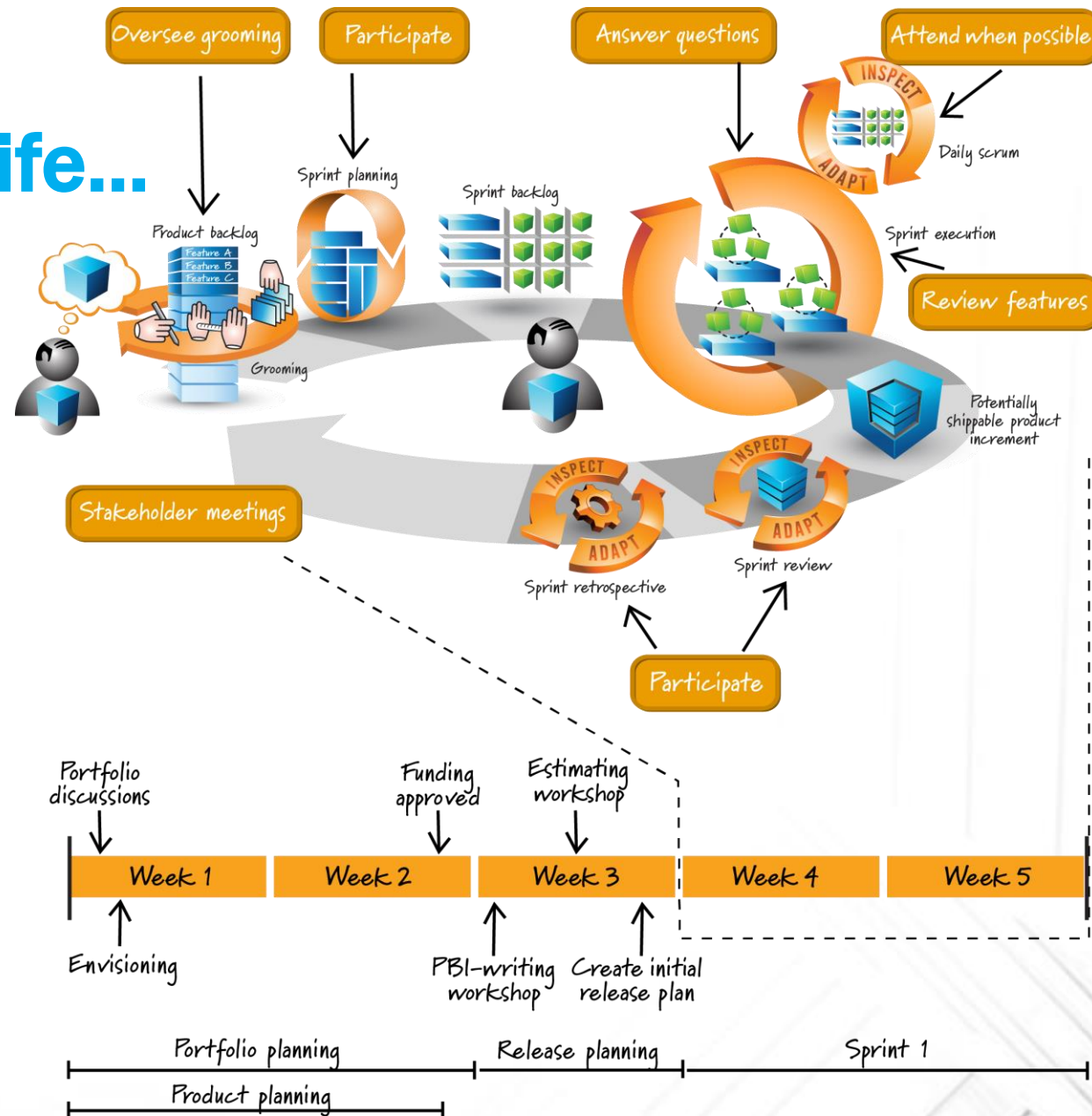
- People Skills

- Decision Making Skills

- Accountability



A day in the life...



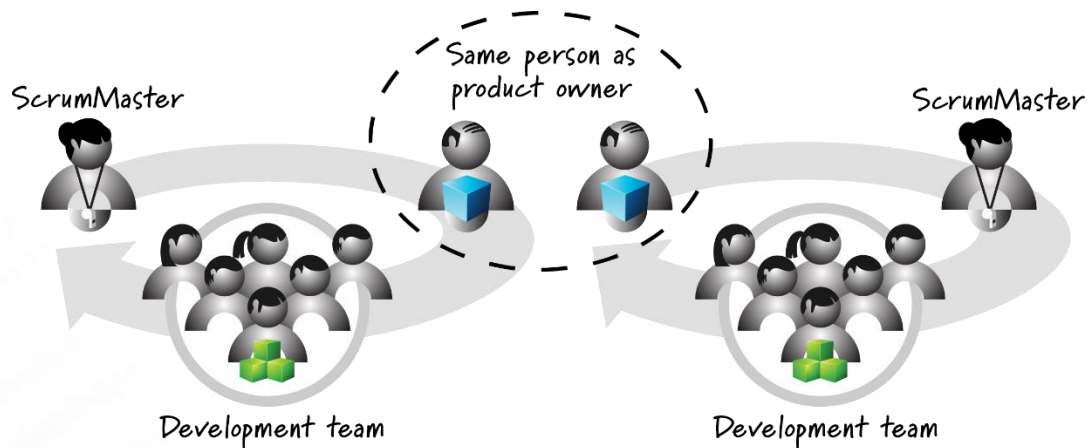
Who should be a product owner?

- Most **non-Scrum** organizations won't have an existing role labeled PO
- Melding of **traditional roles** of product manager, product marketer, project manager, business analyst, acceptance tester

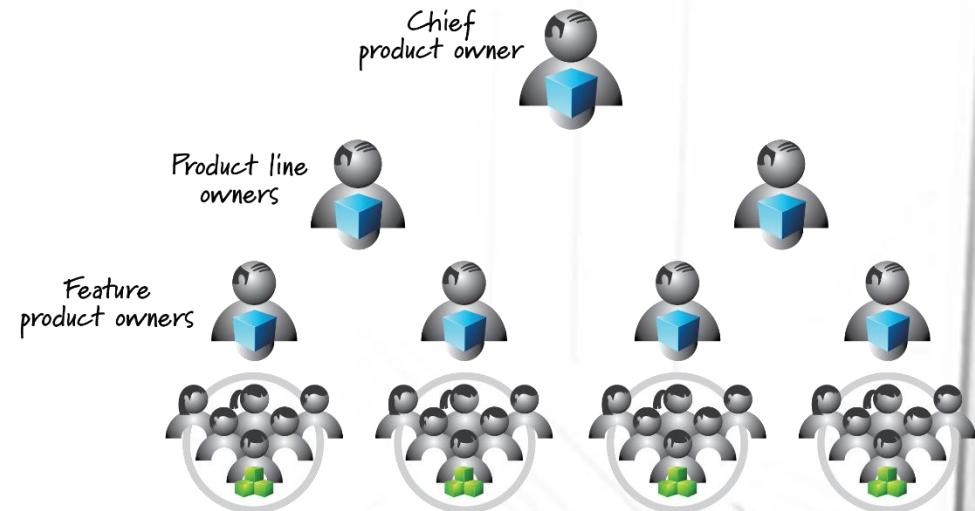
Development Type	Candidate Product Owner
Internal Development	Representative/customer fro the business area benefiting from the solution
Commercial Development	Internal proxy for the actual customers and users (typically a product manager, product marketer, or project manager)
Outsourced Development	Representative/customer from the company paying for the solution and receiving the benefits
Component team (architectural development)	Typically a technical person who can best prioritize the backlog of technical items

Product Owner Combined With Other Roles

- Capacity permitting, the same person may play the role of PO for more than one Scrum team
- Easier if that PO participates on the same (large) development effort



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Scrummaster Role

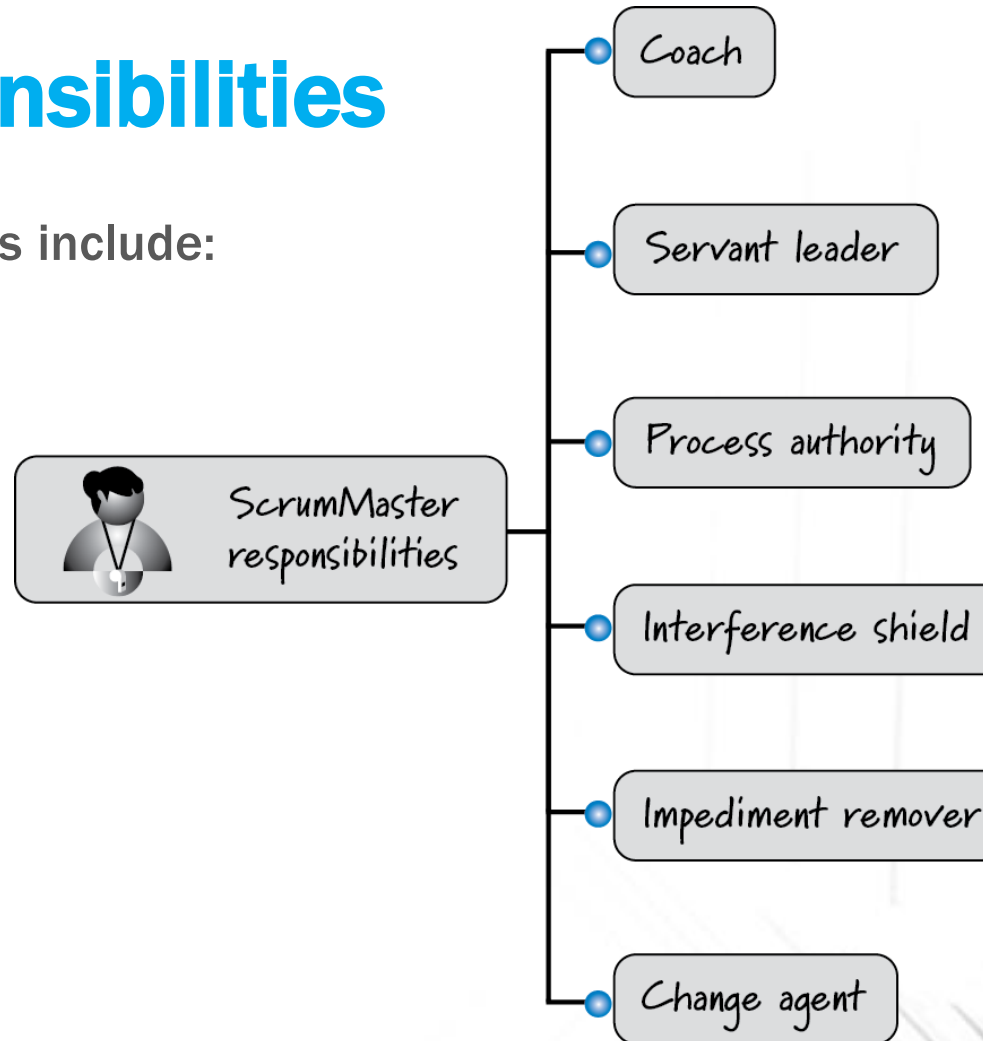
- The **ScrumMaster** provides Scrum **process leadership**
- Combines with the **Product Owner & Dev. Team** to form a **Scrum team**
- Focus of the ScrumMaster is helping **everyone understand and embrace Scrum values, principles, and practices**
- Helps the organization develop its own **high-performance, organization-specific** Scrum approach



Scrummaster Responsibilities

- The ScrumMaster's Responsibilities include:

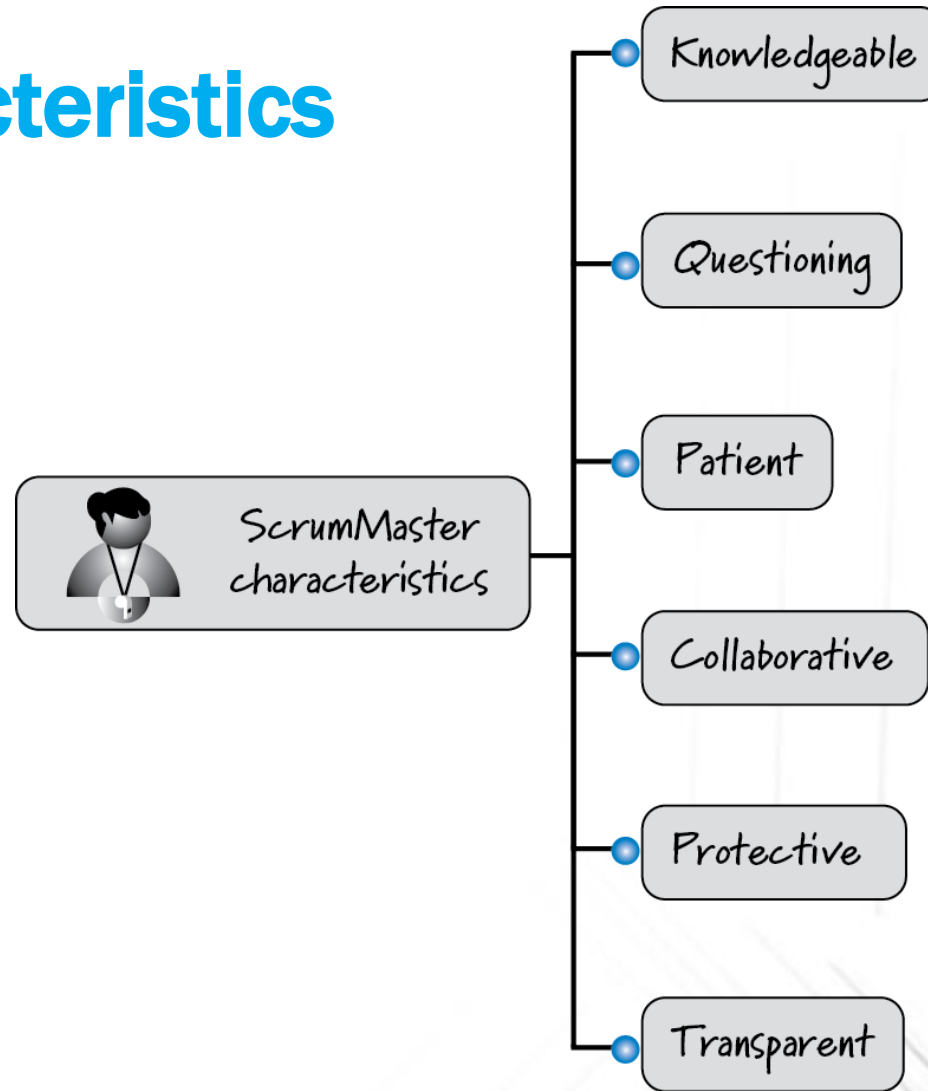
- Coaching
- Serving (servant leader)
- Process Authority
- Interference Shield
- Impediment Remover
- Change Agent



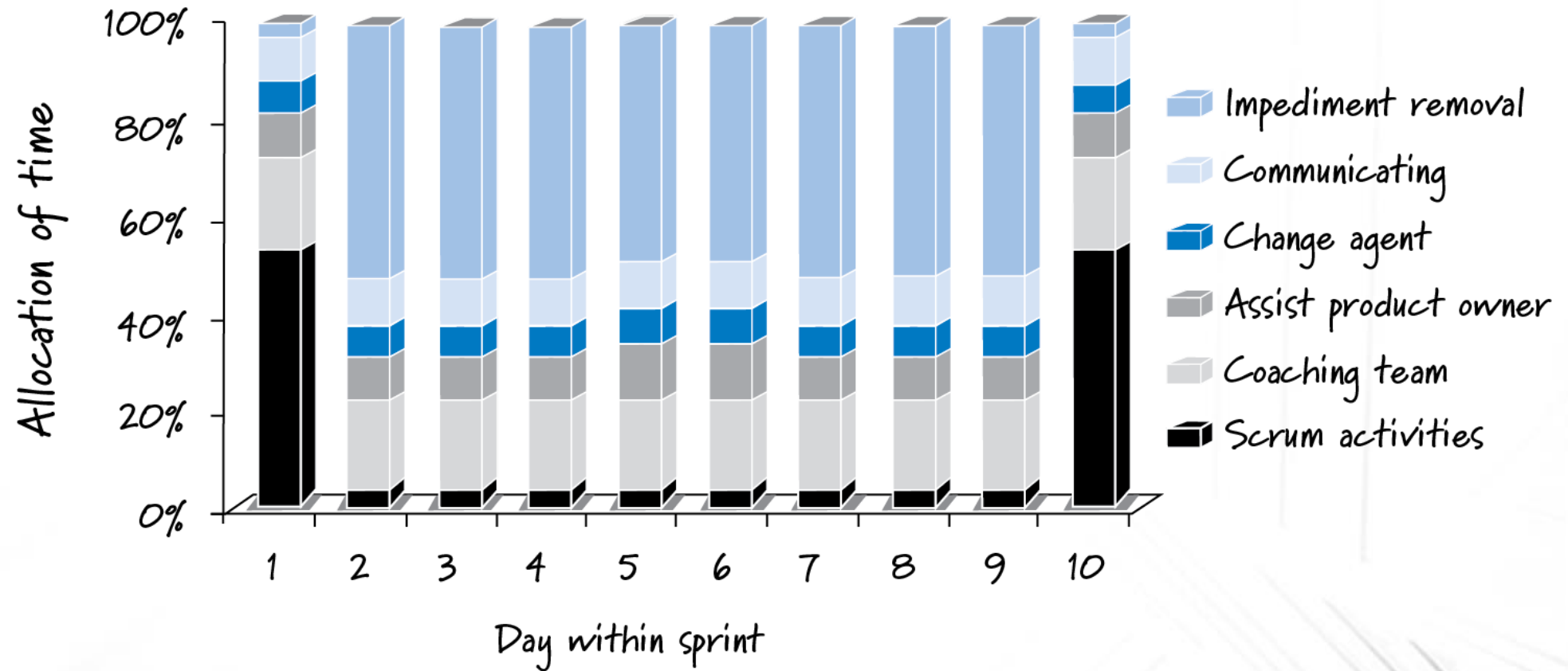
Scrummaster Characteristics

- Important PO Characteristics

- Knowledgeable
- Questioning
- Patient
- Collaborative
- Protective
- Transparent



A Day in the life

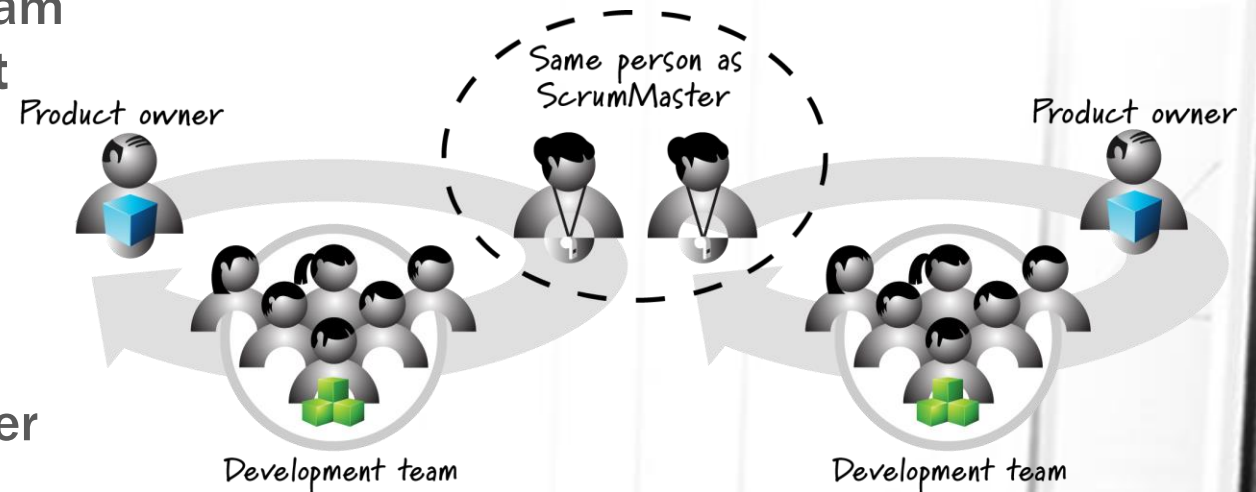


Who Should be a Scrummaster?

- Most **non-Scrum** organizations won't have an existing role labeled ScrumMaster
- Melding of **traditional roles** of product manager (perhaps better role would be as PO), project manager, functional area managers, resource managers, development, tester, other technical backgrounds
- **Functional/Resource managers** would need to give up their “people” management role for the Scrum team that they are ScrumMaster for
- **Technical leads** may play the role but the ScrumMaster role is **NOT** that of that person being able to apply his/her technical skills directly

Scrummaster combine with other roles

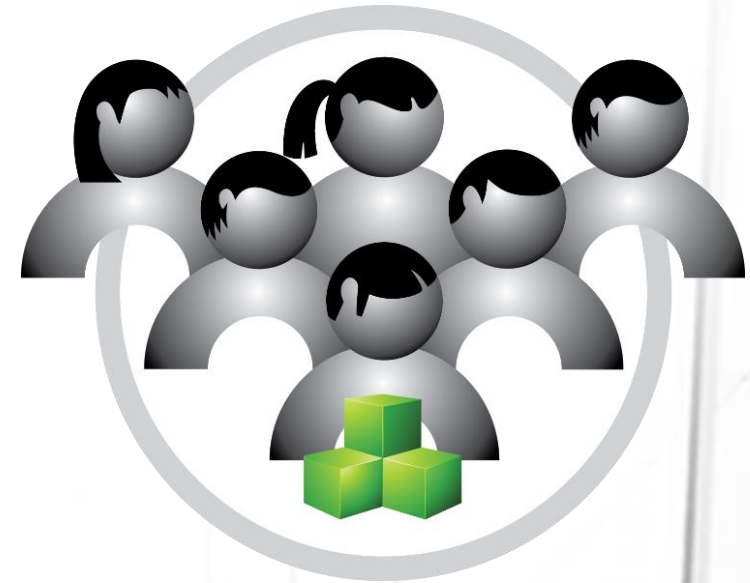
- Capacity permitting, the same person may play the role of ScrumMaster and Dev. Team member but this causes **potential conflict** trying to wear both hats
- Capacity permitting, better to serve as ScrumMaster for **multiple teams**
- **Highly discouraged** is to have ScrumMaster play role of PO for same Scrum project



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Development Team Role

- **Traditional** software development approaches define various job types, such as **architect, programmer, etc.**
- **Scrum defines the role** of Development Team, which is simply a **cross-functional collection** of these roles
- Combines with the **Product Owner & ScrumMaster** to form a **Scrum team**
- Focus of the Dev. Team is to **build the right product the most effective and efficient way**
- Other terms for this team include **delivery team, design-build-test team, team**

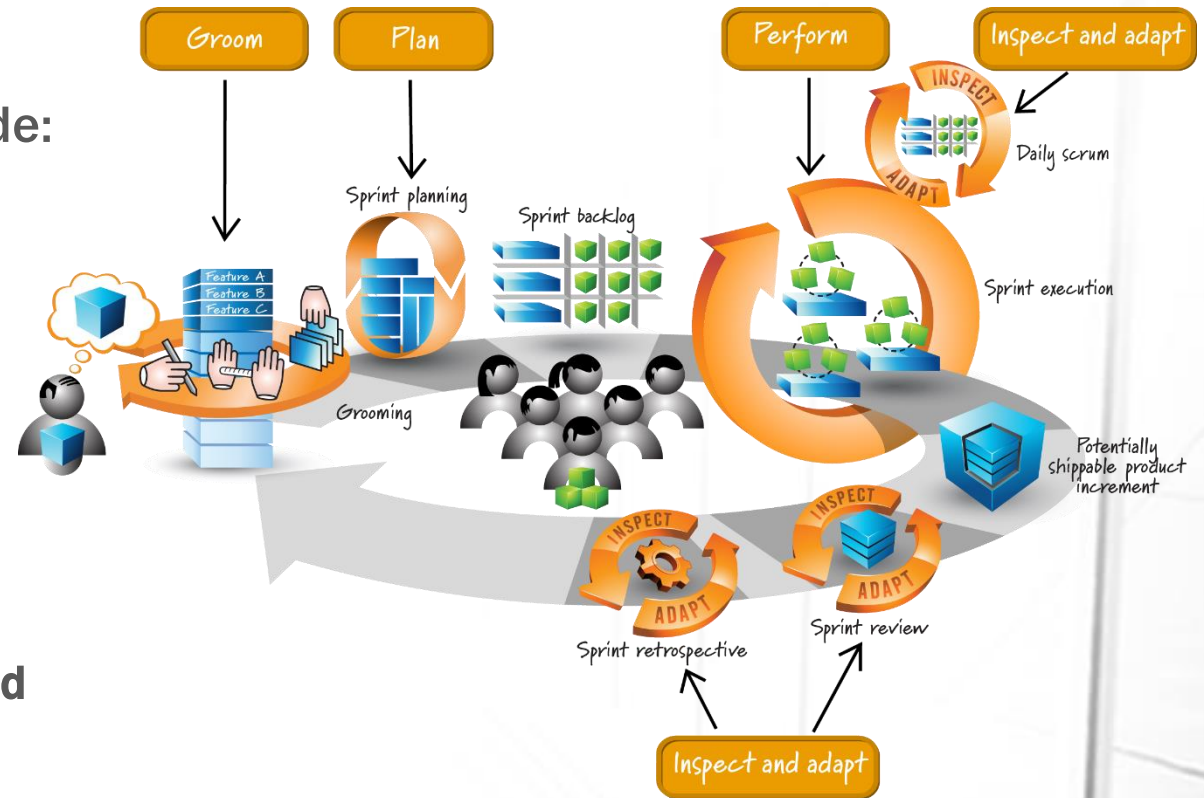


Role Specific Teams

- Many organizations are accustomed to **intentionally splitting different job roles** into specialized, role-specific teams
 - One team of Designers
 - One team of Developers
 - One team of Testers
- These role-specific teams **hand off work** to one another
- In Scrum...
 - The Dev. Team **must do all of the work** to create one or more **vertical slices** of working product functionality **each sprint**
 - Need exists for a team that is skilled at all of the tasks needed
 - Some organizations try to separate out QA team but rarely is that necessary (exceptions might include regulatory requirement)

Responsibilities

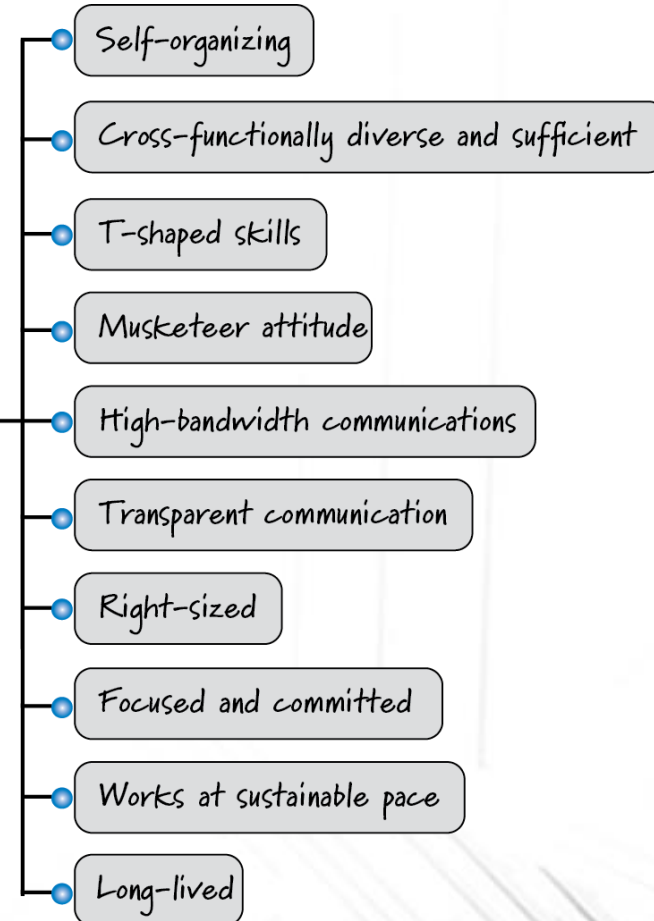
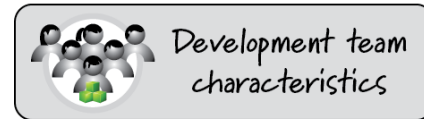
- The Dev. Team's Responsibilities include:
 - **Planning the Sprint**
 - **Performing Sprint Execution**
 - **Inspecting and Adapting Each Day**
 - **Grooming the Product Backlog**
 - **Inspecting and Adapting the Product and Process**



Characteristics

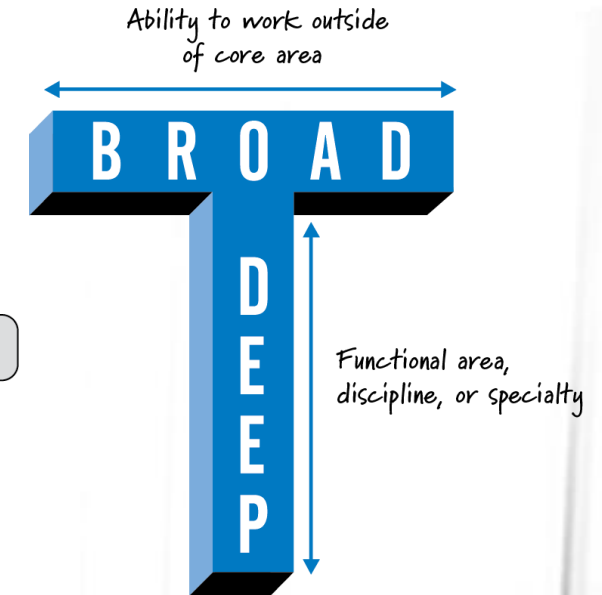
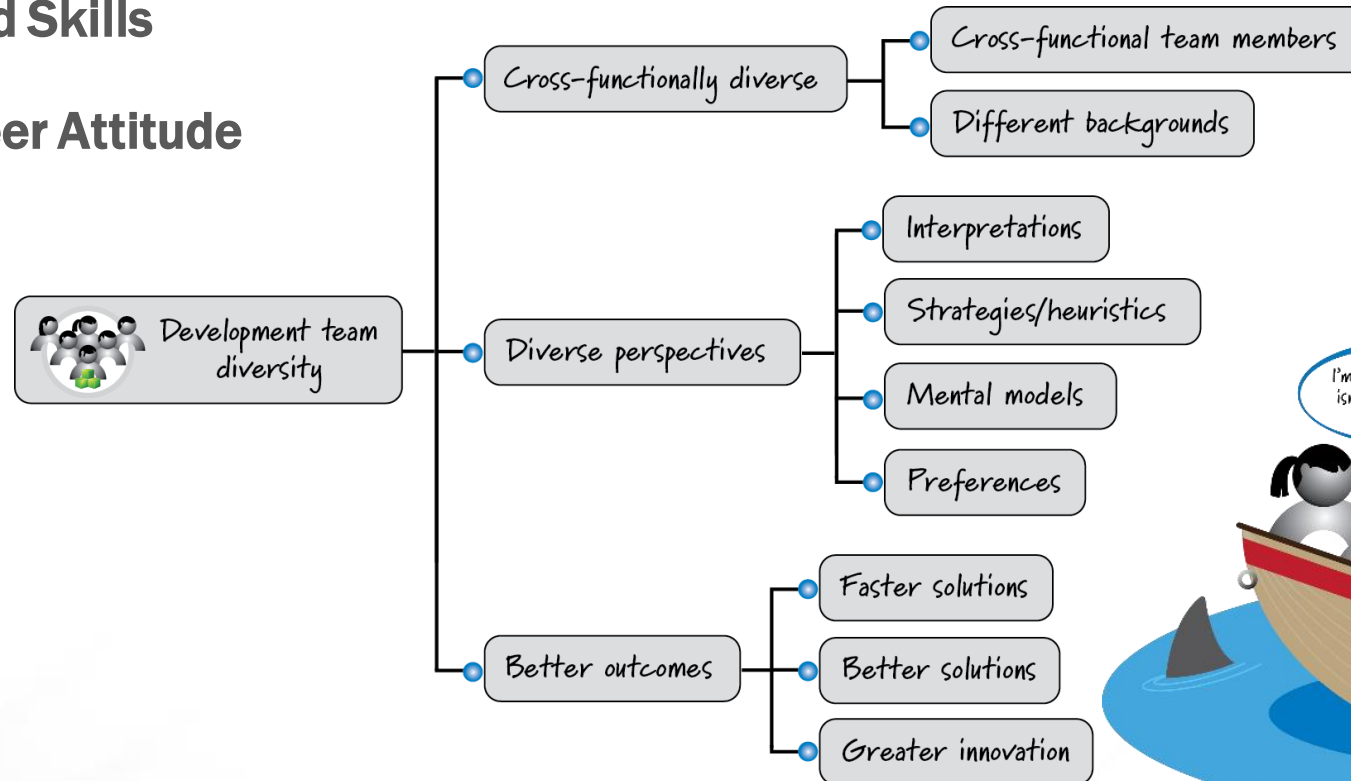
- **Important Dev. Team Characteristics**

- **Self-Organizing**
- **Cross-Functionally Diverse & Sufficient**
- **T-Shaped Skills**
- **Musketeer Attitude**
- **High-Bandwidth Communications**
- **Transparent Communication**
- **Right-Sized**
- **Focused and Committed**
- **Works at Sustainable Pace**
- **Long-Lived**

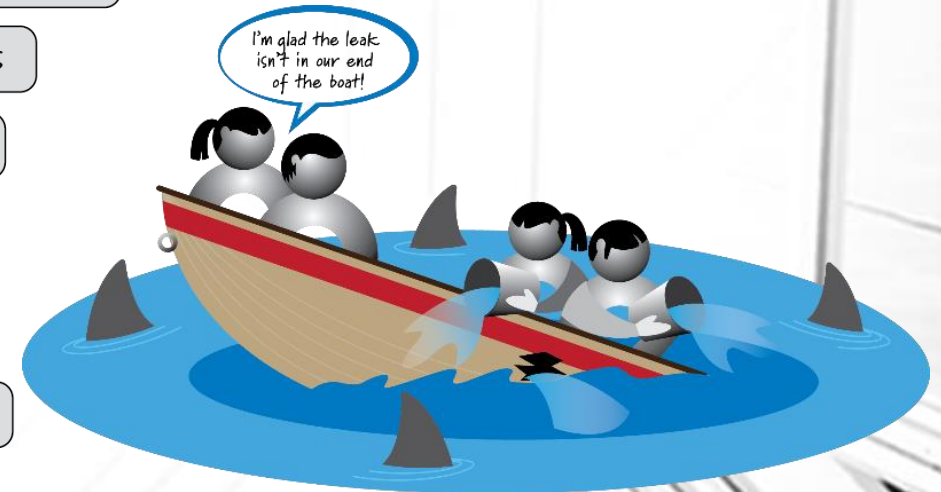


Characteristics

- Cross-Functionally Diverse & Sufficient
- T-Shaped Skills
- Musketeer Attitude



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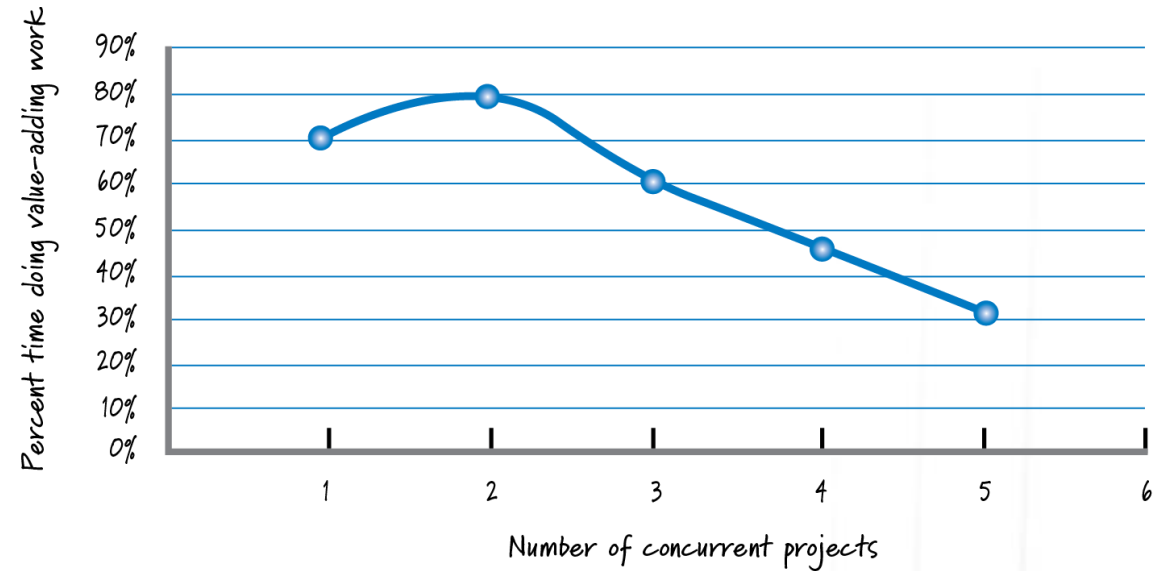


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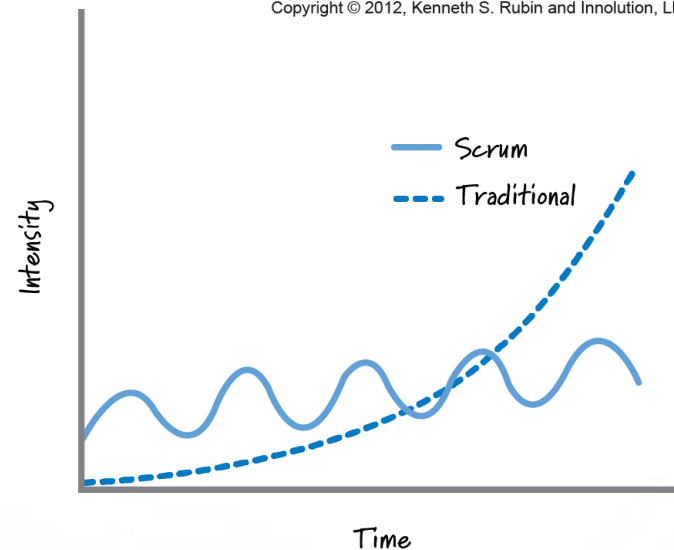
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Characteristics

- **Focused and Committed**
- **Works at Sustainable Pace**
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