

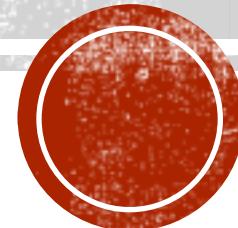
PRODUCT OWNER

PLAY BOOK IN SCRUM TEAM

Compiled by Oliver Yang

Sep 7, 2016

<http://oliveryang.net>



AGENDA

- Product Owner & Scrum
- Product Backlog Basic
- PO Scrum Activities



PRODUCT OWNER STORIES

- As a product owner, I need to drive a visionary product ROADMAP and PLAN, so that the product could win in the market.

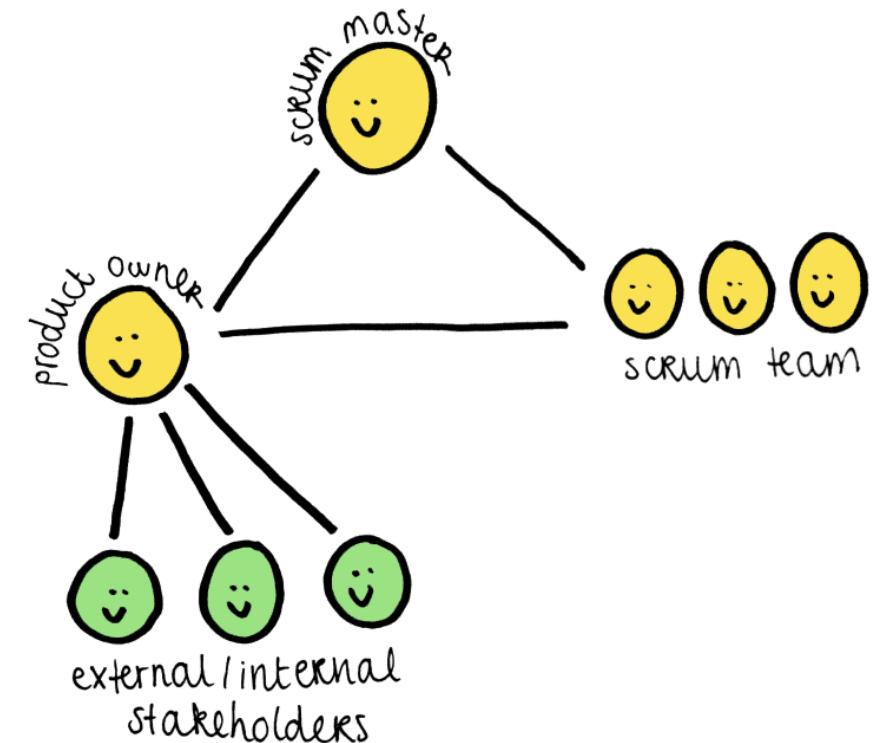
-
- AS a product owner, I need to drive a clear definition of **READY** and **DONE**, so that I could maximize the value of product and of the team.

Today's Topic

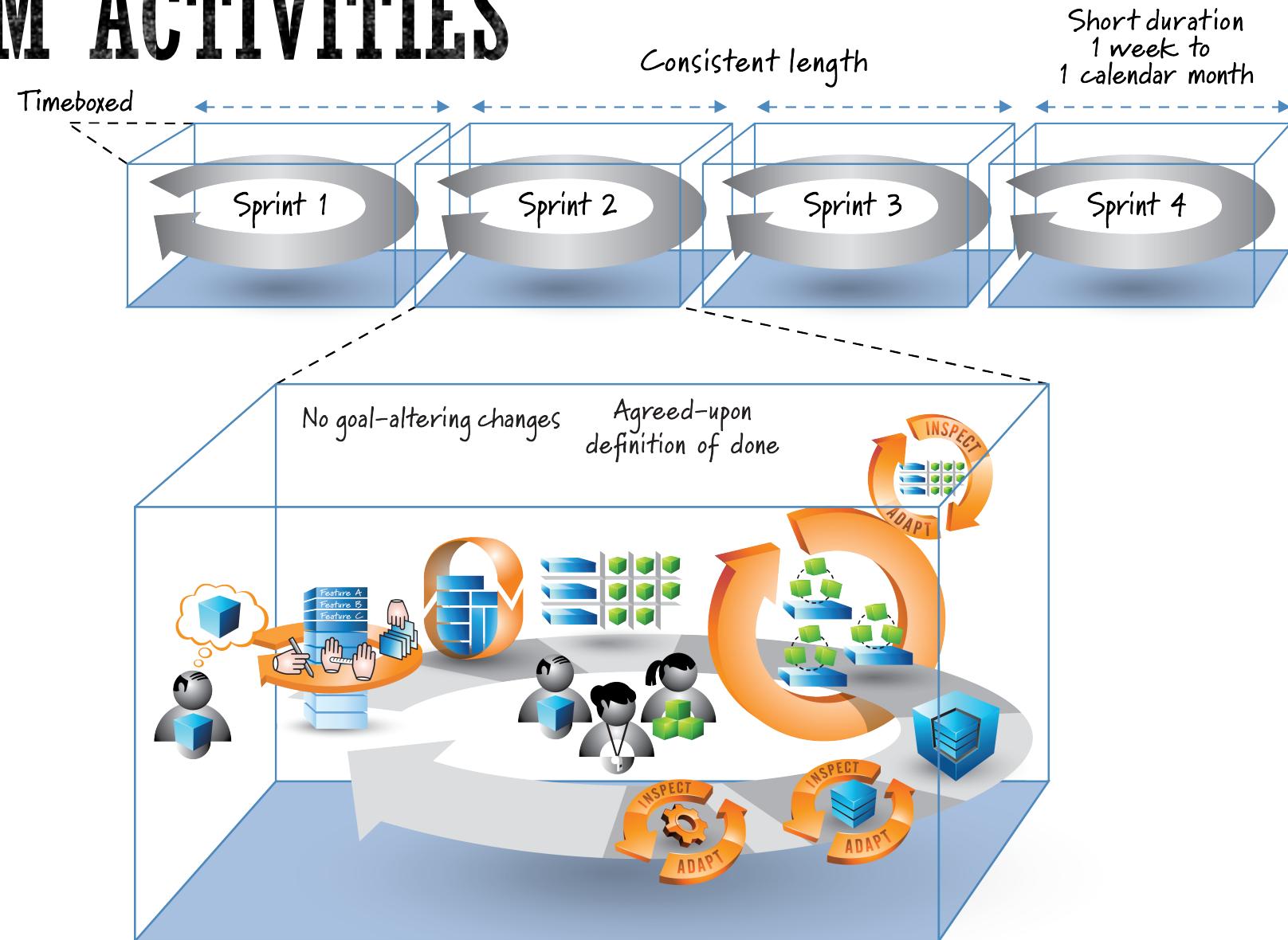


PRODUCT OWNER

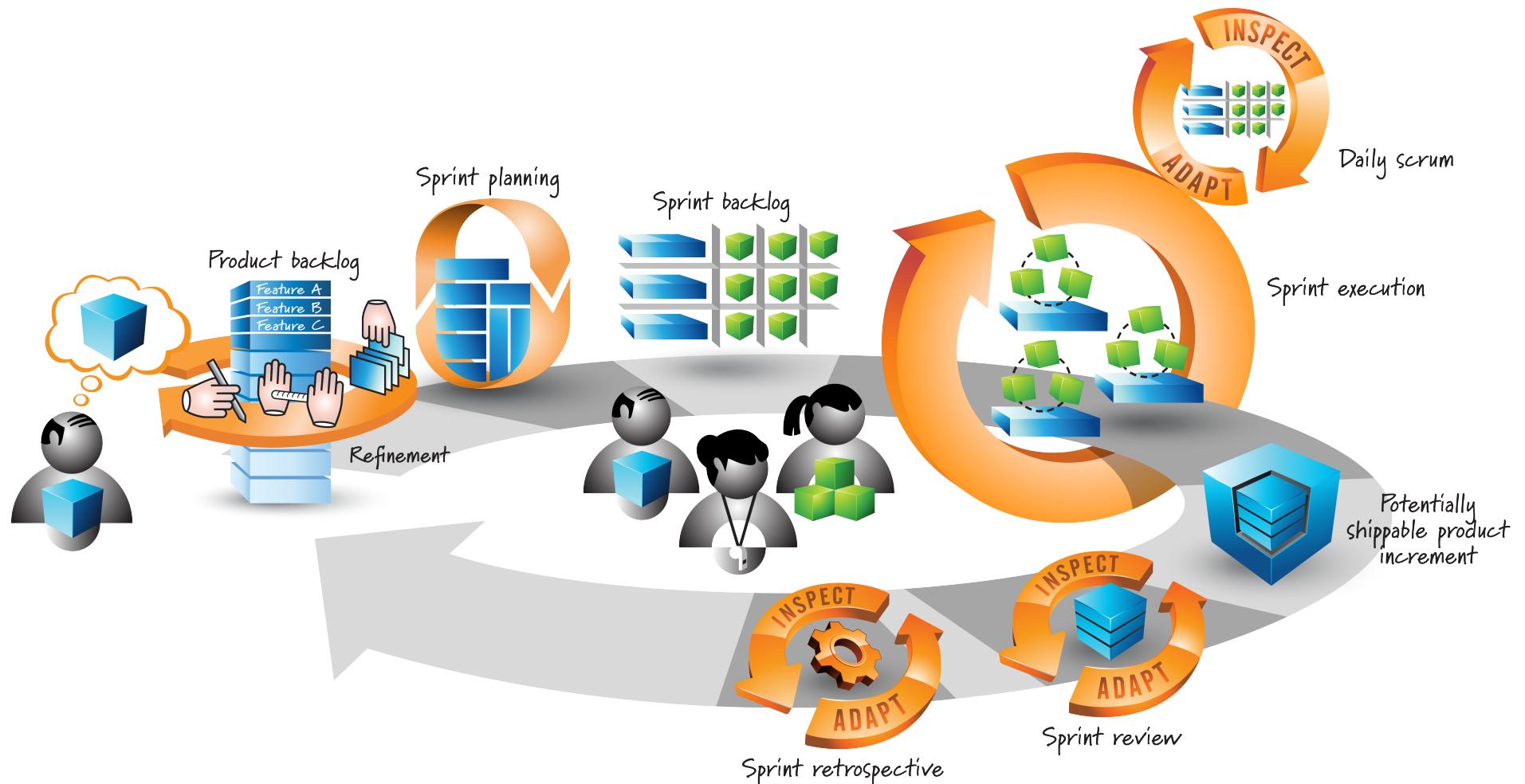
- Work Values
 - Accountable for winning in the market
 - Maximizing the value of the product and of the dev team **by clear the definition of read and done**
- Time Application
 - 50% time on external people
 - Customer, Sales & Marketing, Architect, Stakeholders
 - 50% time in scrum team
 - Output
 - Product vision, Product roadmap, Release plan
 - **Product Backlog (owner)**
 - **Sprint Backlog (Consultant)**
 - **Product Increment (accept/reject)**
- Skill Requirements
 - Domain knowledge
 - People skills
 - Other soft skills



SCRUM ACTIVITIES



ONE SPRINT



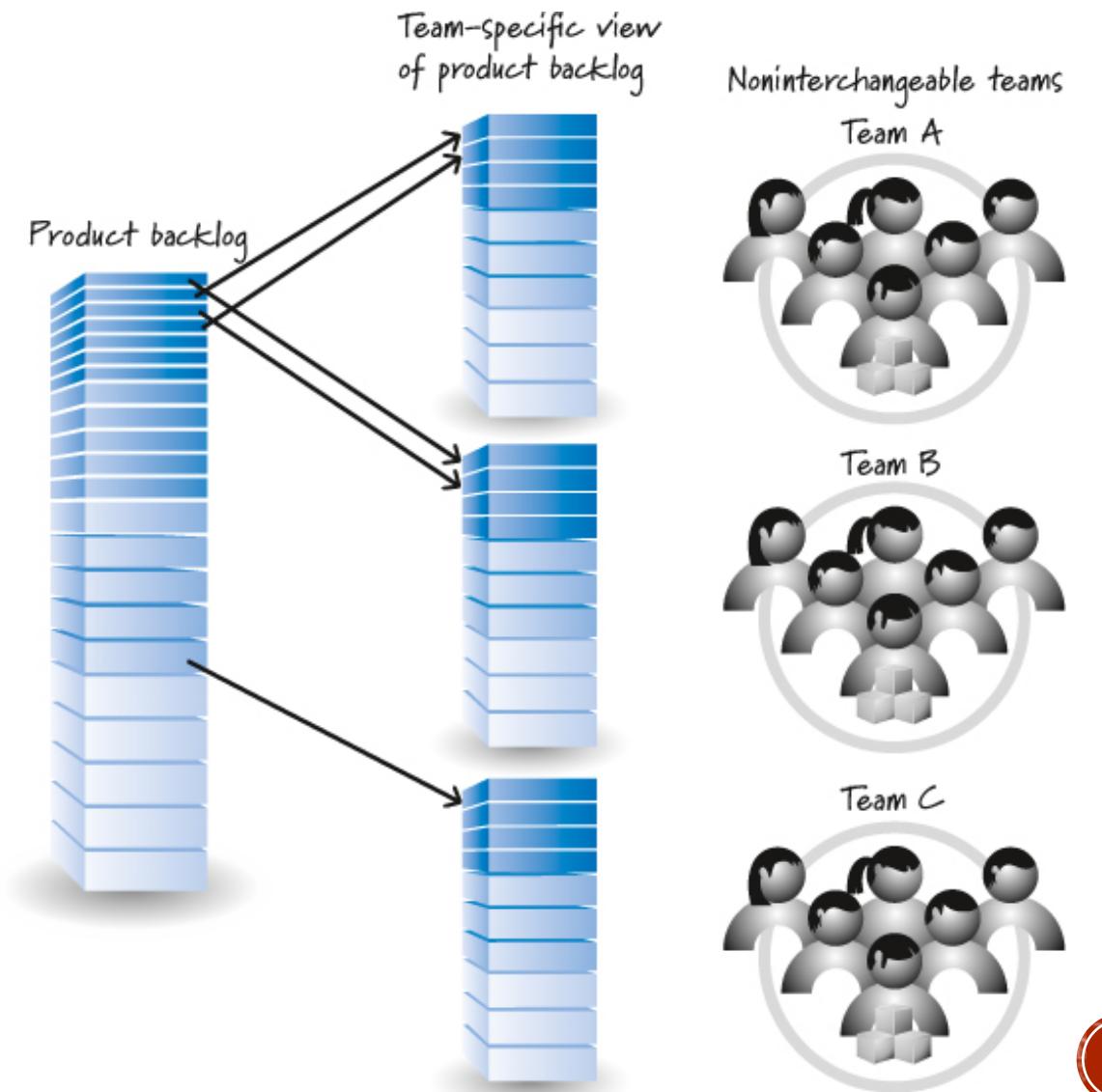
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- **Product Backlog Basic**
- PO Scrum Activities

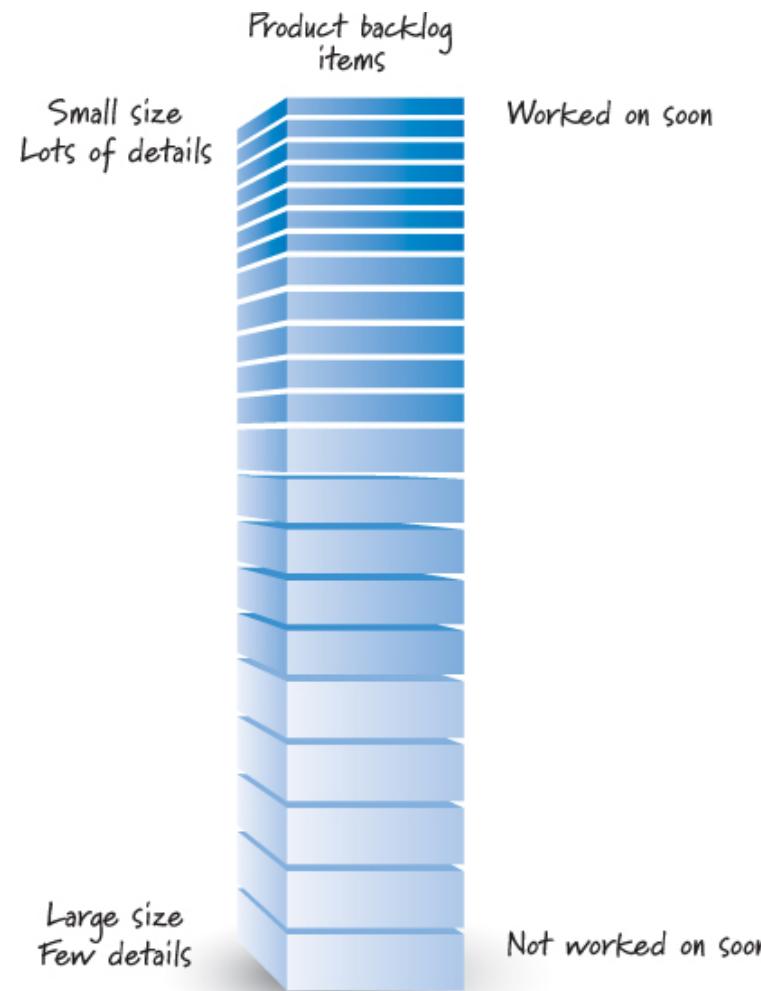


PRODUCT BACKLOG

- PB – Product Backlog
 - An ordered list for things (PBIs) need to be done by Scrum team
 - Large Products - Hierarchical Backlogs
 - Need hierarchical PO
 - Multiple Teams - One Product Backlog
 - Good: Interchangeable teams
 - Bad: Different teams with special skills
 - One Team - Multiple Products
 - Merge to one PBI to have global priority
- PBI – Product Backlog Item
 - Whatever must be done to successfully deliver a product



PRODUCT BACKLOG ABC - SIZE



Item	Size
	2
	3
	2
	5
	13
	13
	20
	20
	40
	L
	XL

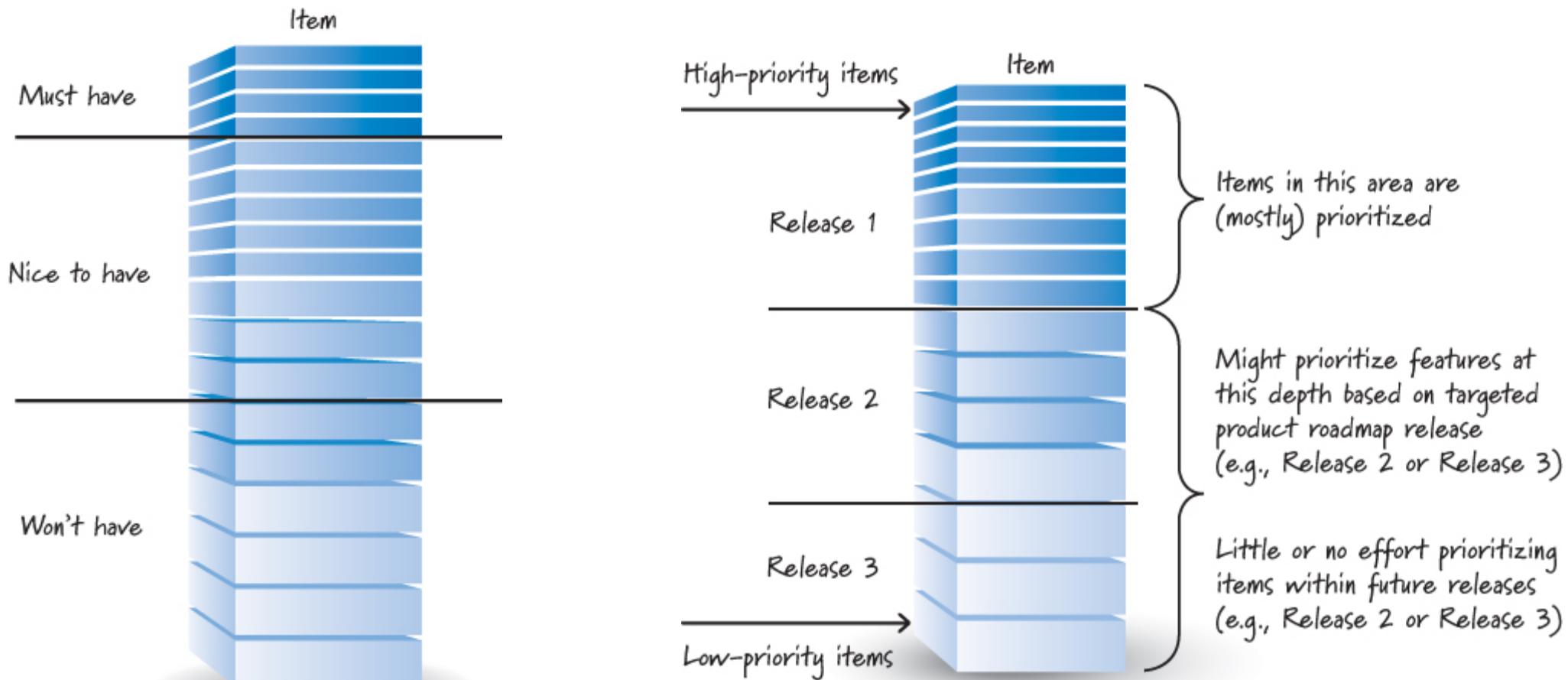
Each item has a size estimate

Most estimates are story point or ideal day estimates

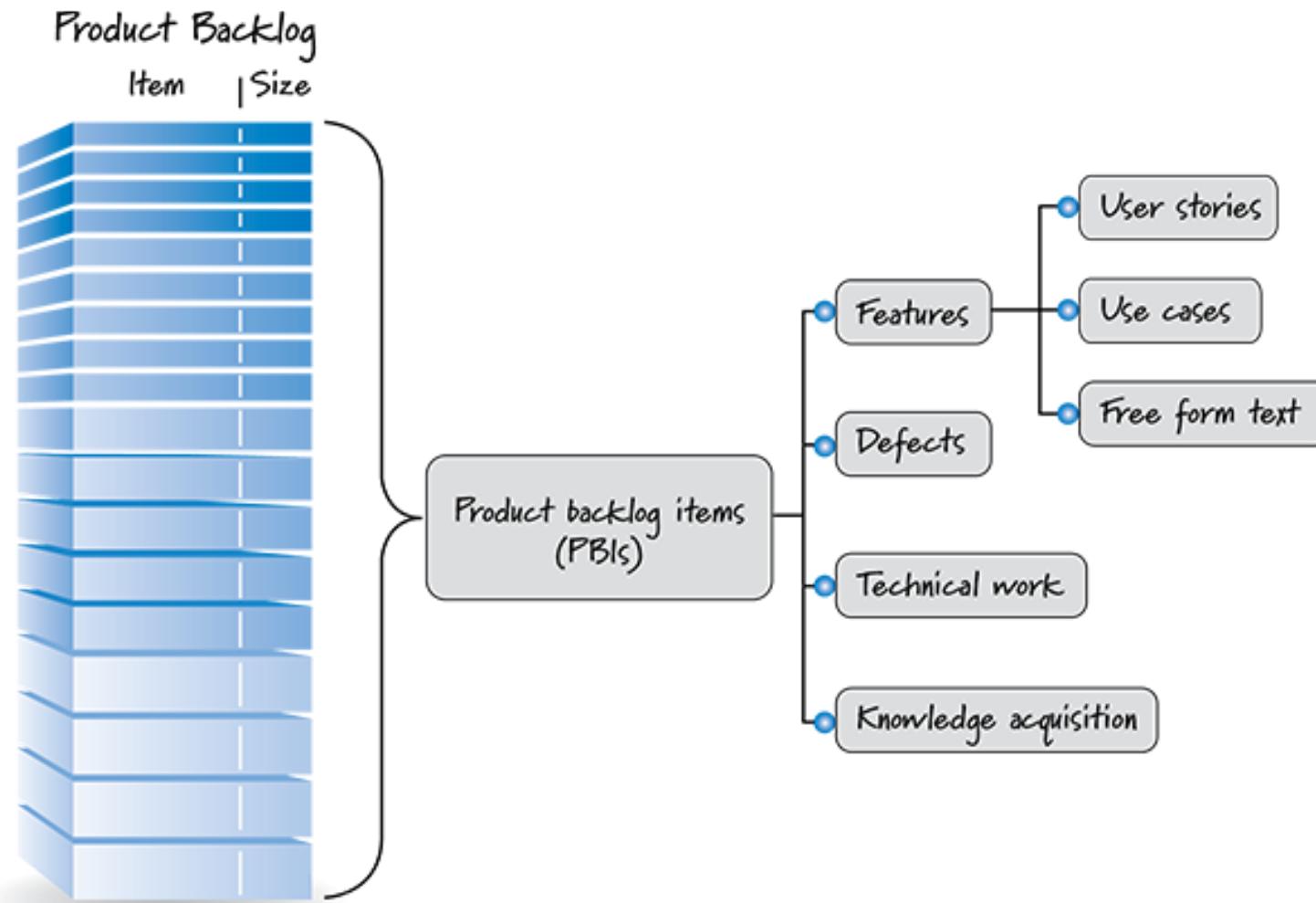
Very large items near the bottom may not have an estimate or may be estimated in T-shirt sizes



PRODUCT BACKLOG ABC - PRIORITY



PRODUCT BACKLOG ABC - TYPE



USER STORY GENERATION

- End to End user story
- User Story Template
 - Who: AS a <Role>
 - What: I want <Activity>
 - Why: so that <Business Value>
- Good user story should be **INVEST**
 - Independent
 - Negotiable
 - Valuable
 - Estimable
 - Sized appropriately (Small, < 1/4 sprint)
 - Testable



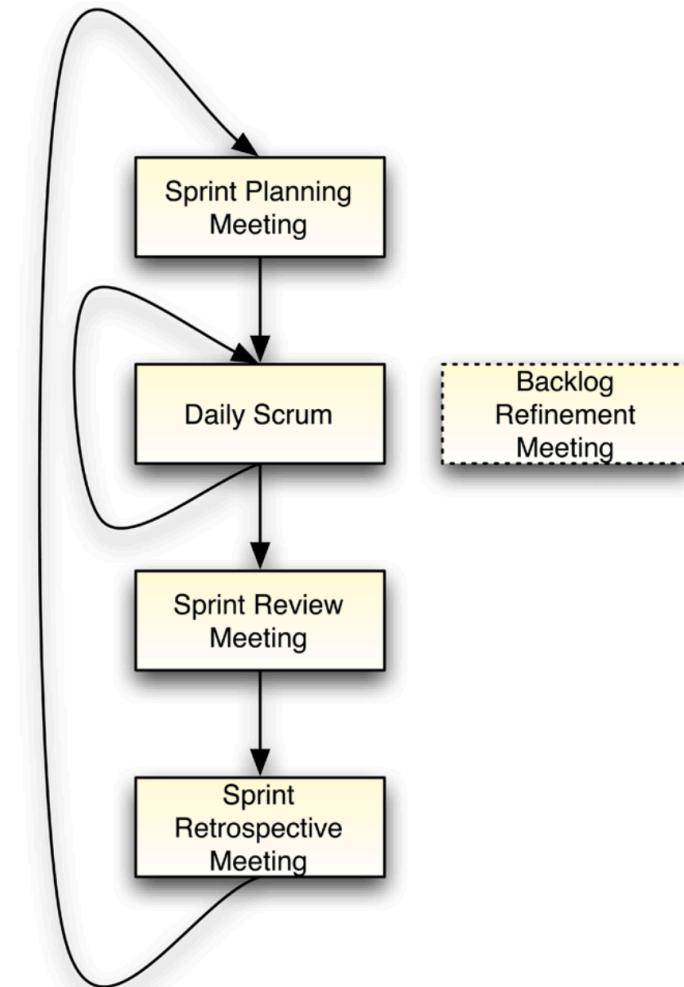
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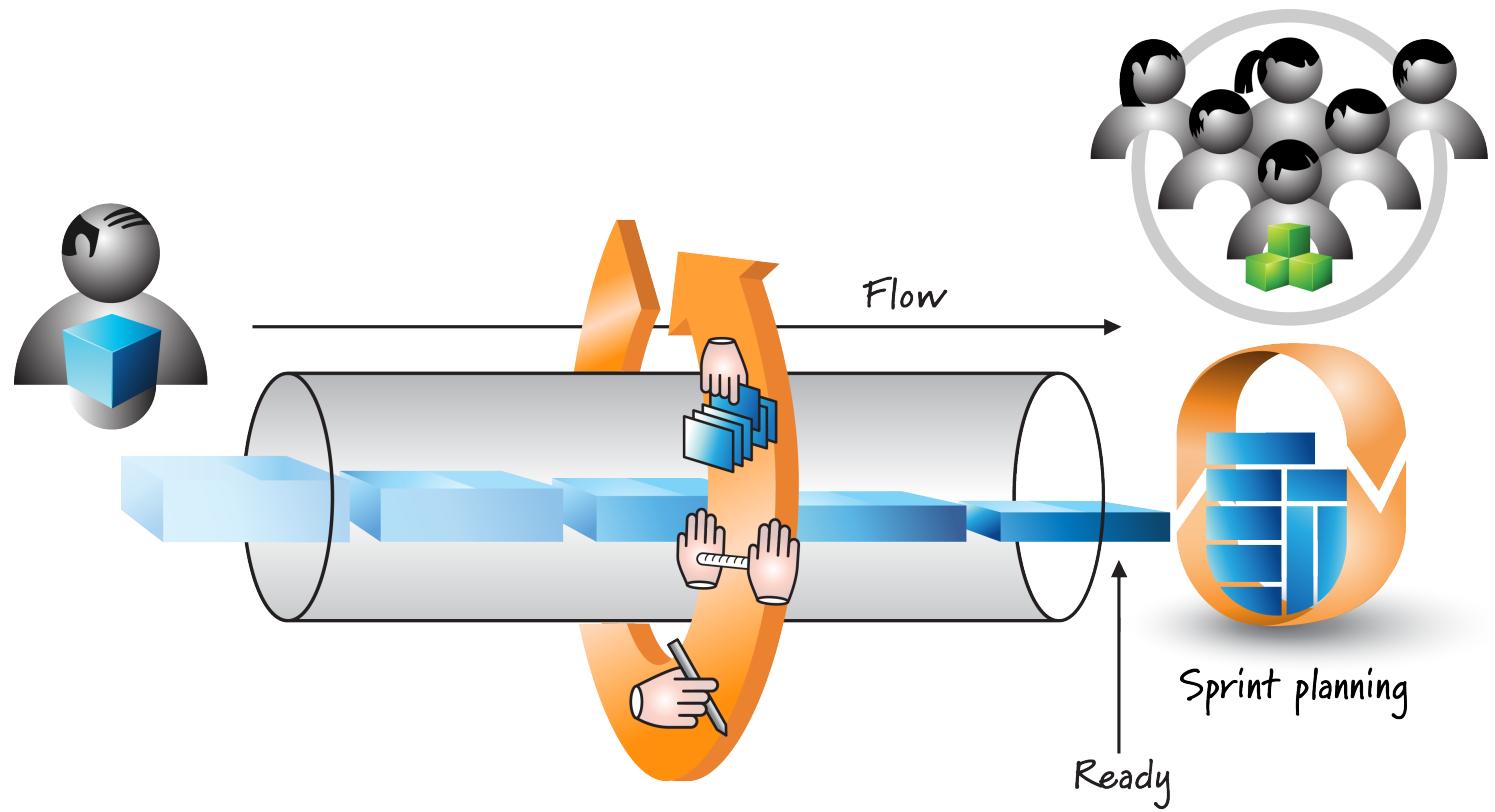
PO SCRUM ACTIVITIES OVERVIEW

- Activities in 5 meetings
 - **Backlog Grooming Meeting (Key Role)**
 - **Scrum Planning Meeting (Key Role)**
 - **Daily Scrum (Optional)**
 - **Sprint Review Meeting (Key Role)**
 - **Sprint Retrospective Meeting (Member)**
- Offline activities
 - **Flow management**
 - PB grooming discussions
 - Brainstorming, discussion for PI planning
 - Customer requirements clarification
 - ...



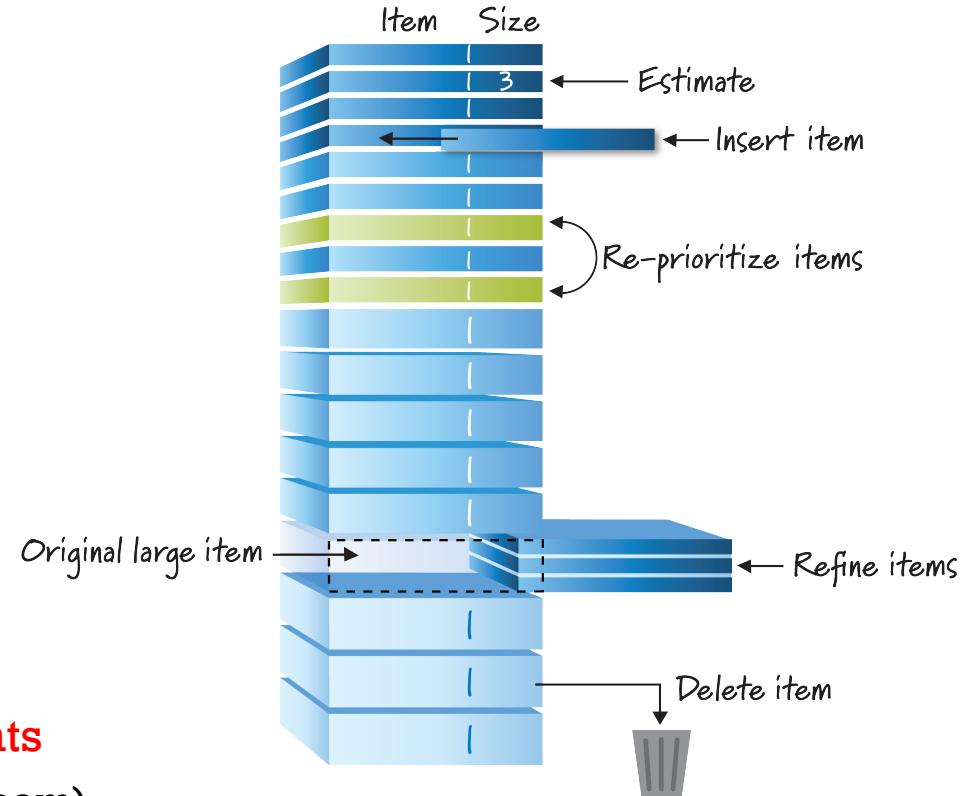
FLOW MANAGEMENT

- Release flow management
 - Backlog grooming
 - PBI is under healthy status
 - Ready for Release planning
 - Release planning
 - Release plan
- Sprint flow management
 - Backlog grooming
 - PBI is under healthy status
 - Sprint planning
 - PBI ready for planning



PO IN BACKLOG GROOMING MEETING

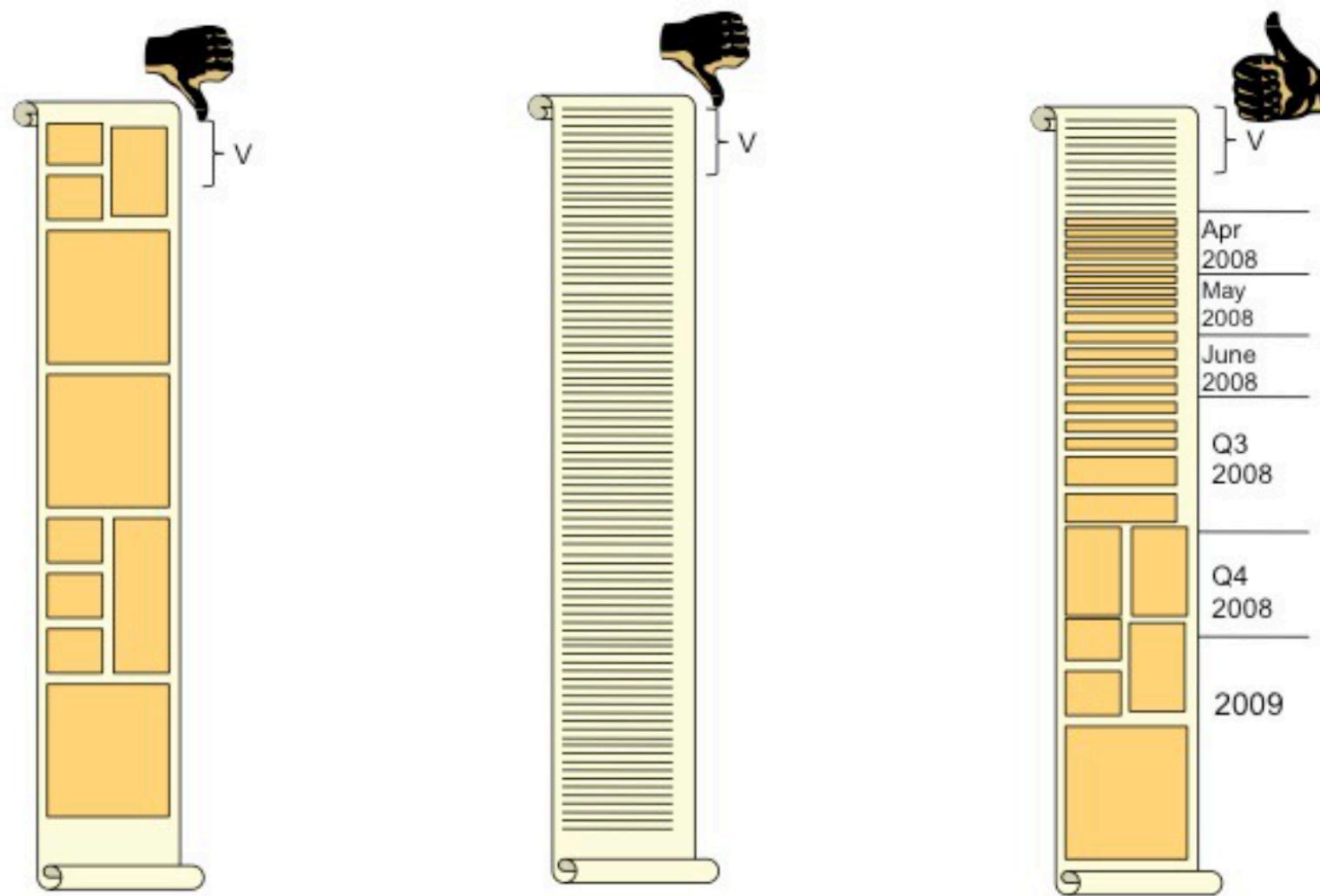
- Time
 - Per requirements after middle of sprint
 - Multiple meetings per sprint
 - 5~10% of one sprint time
- Attendee
 - Scrum Team
 - Anyone that could help on PBI definitions
- Outcome
 - **PO drive and make PBIs ready for next 1~3 sprints**
 - Do estimation per user story (should done by dev team)
 - **PO drive and ensure long term PBIs is under healthy status by backlog refinement**



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A HEALTHY PROJECT BACKLOGS



USER STORY SPLIT

- User story split
 - Owner: PO
 - What
 - Break down big features or user stories
 - Why
 - A user story might be too big to complete in a sprint
 - For example, 4 weeks sprint cycle, > 5 days should be split
 - When
 - Good: Most of should be done during backlog grooming and refinement
 - Not good: Few of them might be done on sprint planning meeting
 - How
 - Vertical slicing to ensure end to end user story



USER STORY SPLIT STRATEGY

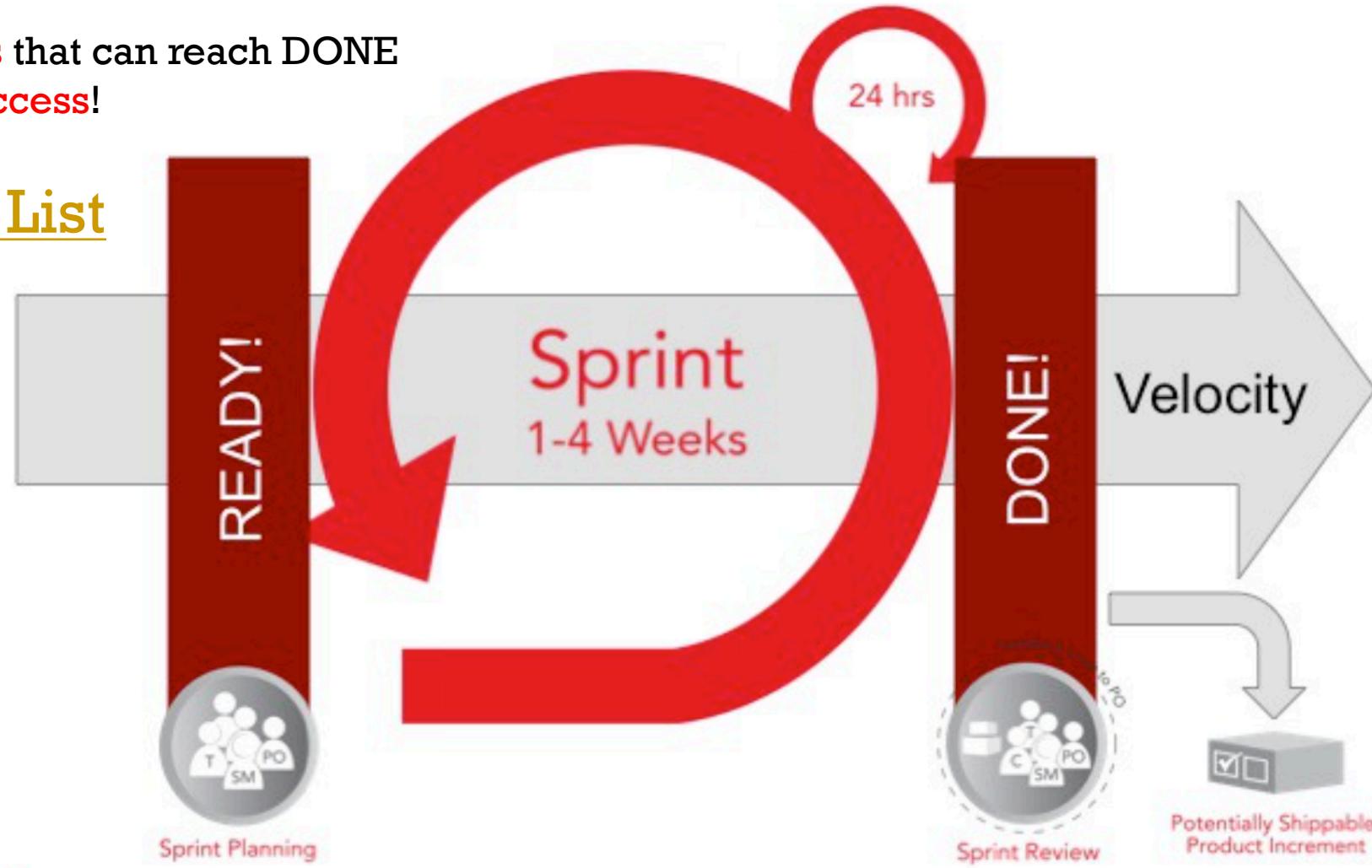
- Splitting on data
- Splitting on operations (eg, CRUD)
- Splitting on workflow steps
- Splitting with simple/complex scenarios
- Splitting with simple/complex rules
- Splitting via I/O pathway
- Splitting by acceptance test
- Splitting functional and non-functional
- Stubbing out external dependencies
- **Splitting by having enabler stories (AKA. Spike)**



READY – PBI DOR (DEFINITION OF READY)

Ready User Stories that can reach DONE
are key to team success!

DOR Check List



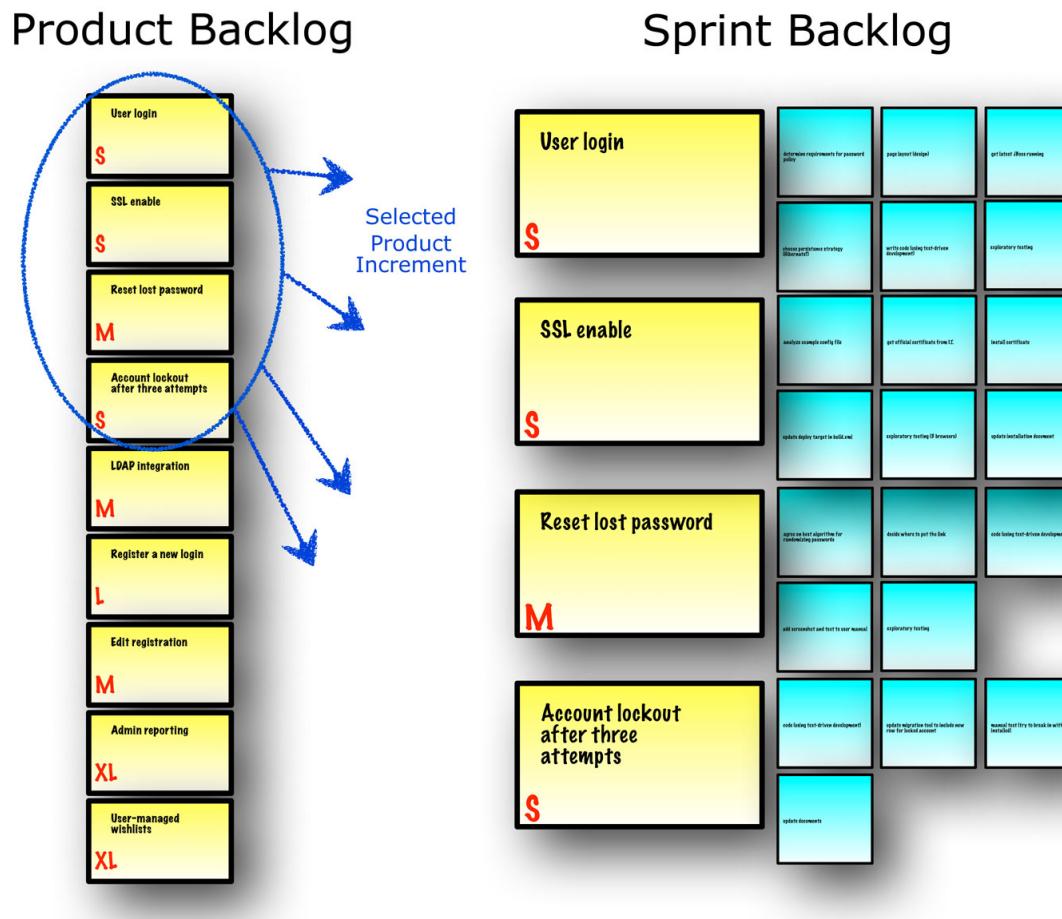
PO IN SPRINT PLANNING MEETING

- Time
 - Beginning of sprint and 1 time meeting
 - 4 hours for 4 weeks sprint
- Attendee
 - Scrum team
 - Others that can help on PBIs and SB definitions
- Outcome
 - **Communication between PO and Dev team, other conversation need to be controlled**
 - **What: Evaluate PBIs and set sprint goals with PO**
 - PO clarify user stories and team need understand
 - PO need address questions for team
 - Team capacity planning per velocity
 - Already knew DoD scope or need update scope
 - Pick up PBIs and add them into SB until reach capacity

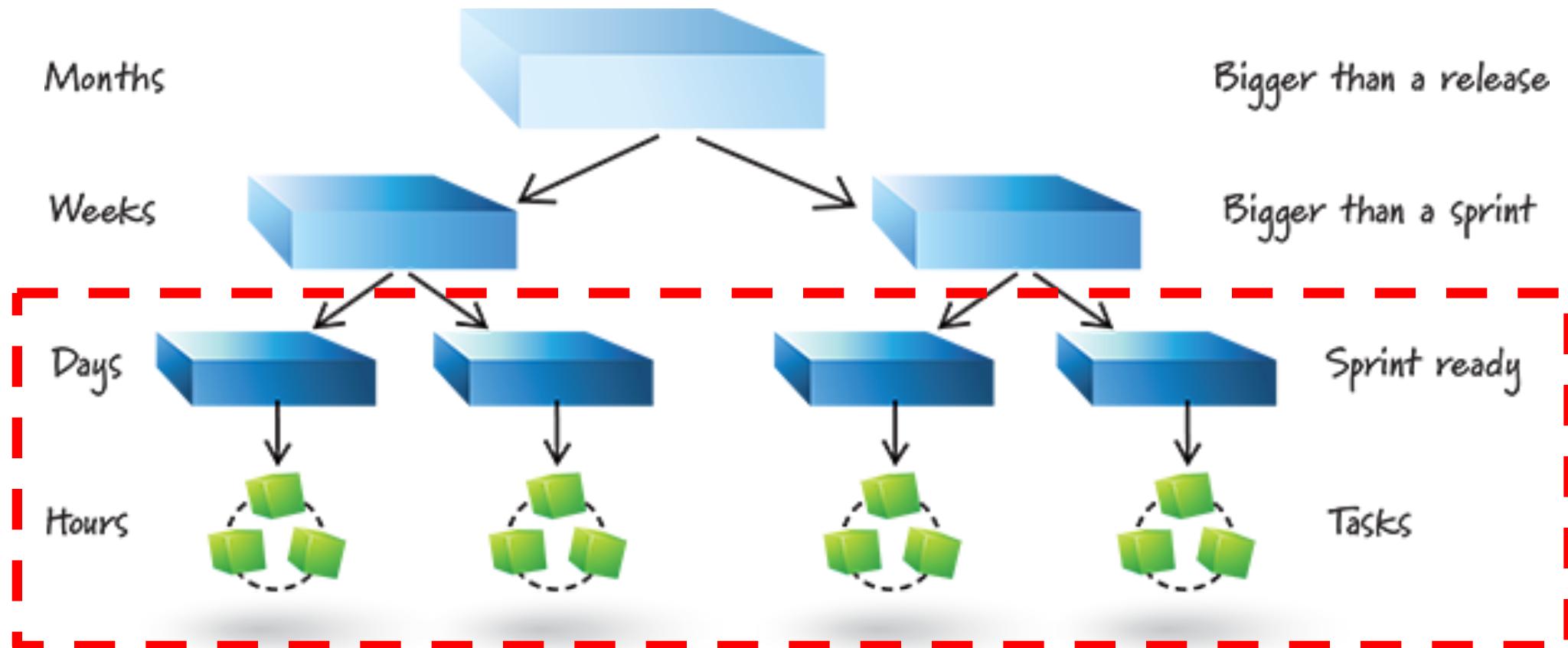


SPRINT BACKLOG

- **Sprint Backlog**
 - The list of work the dev team must address in next Sprint.
 - Created on Sprint Planning meeting
 - Pickup from top PBIs of PB
 - Until reach the team velocity



SPRINT PLANNING SCOPE



TASK BREAK DOWN

- Owner: Dev team
- What
 - Planning user story implementation from sprint backlog
- Why
 - Very important to have effective daily scrum meeting
- How
 - Pick up User Stories from PBIs and do task break down
 - Hourly granularity, big task needs a split, don't exceed 8 hours
 - No task pre-assignment
 - Task Estimation
 - With amount of hour, just a good guess, not a commitment
 - Team upgrade remaining hours daily before daily scrum meeting
 - Dev team could change tasks of a PBI freely
 - Different with sprint backlog
 - Once Sprint backlog is committed, no PBIs could be added



DONE – SPRINT DOD & USER STORY AC

	Definition of Done	Accept Criteria
Owner	Owner: Dev Team	PO is AC owner
Purpose	Clear what Dev & QA work should be done before a PBI is claimed as done	Clear of business requirement clarification so that satisfy customers
Scope	DoD is uniformed for all PBIs/User stories	AC is per PBI/User story
Stability	After team agreement, DoD can't be changed frequently, and should be frozen in the Sprint	AC is negotiable and could be changed
Results	Meet DoD ensures the implementation meets AC	Meet AC can't ensure DoD is meet too
Pitfalls	Poor DoD causes, <ul style="list-style-type: none">• Compromise product quality• Cause unnecessary bug fix & test sprints• Increasing technical debts	Poor AC causes <ul style="list-style-type: none">• Can't satisfy customer• Work rejected which can be avoided



DEFINITION OF DONE EXAMPLES

Dev

- Unit test
- Code review
- Code commit
- Branch merge
- Zero defects

Test

- Test case dev
- Functional
- Regression
- System integration
- Performance regression

Document

- Dev design doc
- Test design doc
- User doc
- Release notes
- TOI doc



ACCEPT CRITERIA EXAMPLES

As a shop visitor

*I want to collect books in my shopping basket
so that I can purchase multiple books at once.*

Books can be added to the shopping basket

Books can be removed from the shopping basket

Shopping basket is initially empty

The same book can be added multiple times to the shopping basket



PO IN SPRINT REVIEW MEETING

- Time
 - End of sprint and 1 time meeting
 - 2 hours per two weeks time boxed
- Attendee
 - Scrum Team
 - Customers, Stakeholders, Managers
- Outcome
 - **PO identifies what had been done and what hasn't been done**
 - Team demonstrates the work had been done and answer the questions
 - Demo deliverables (key PBIs, Working software, Documents, instead of PPT)
 - **PO Accept/Reject work per DoD and AC**
 - **Build trust between PO with customers & stakeholders**
 - Get feedbacks from customers & stakeholders
 - PO projects likely release completion date with different velocity assumptions
 - Team decisions communications



RELEASE BURN-DOWN: PROJECT RELEASE DATE



Notes:

- Green line: Normal velocity
- Blue line: Optimistic velocity
- Red line: Scope changes

3 lines cross points are release date: optimistic date & normal date

SCENARIO DISCUSSION

Backlog Grooming

- Define tasks in product backlog
- Horizontal user stories slicing, not end to end
- PBI of next 1~2 sprint is not reach DOR
- No clear unique priority definitions
- No accept criteria

Sprint Planning

- Enter sprint planning without PBI DOR
- Task pre-assignment do what you could do without business driven
- QA and Dev tasks are not grouped under user stories
- Don't have task estimation
- Dev team don't have DoD
- No team capacity planning

Sprint Review

- Don't demo for key user stories
- Don't got through accept and reject review
- No release completion date updates per velocity



Q & A

