

Being an Effective Product Owner

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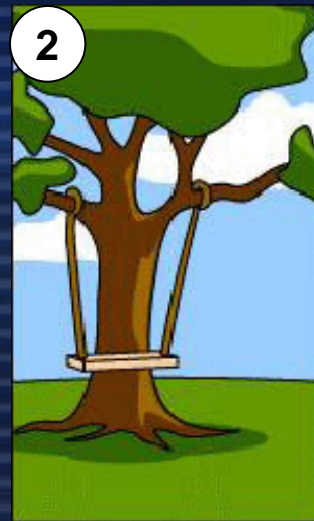


The Many Views of a Product

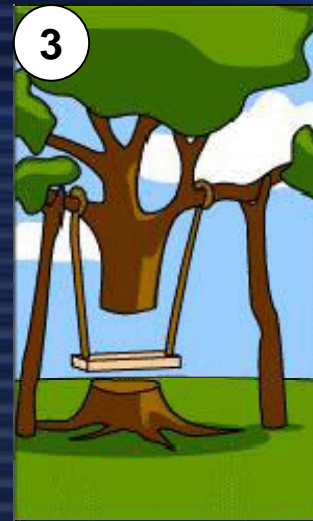
1 How the customer described it



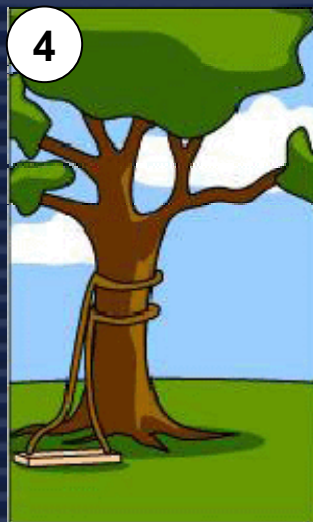
2 How the project manager understood it



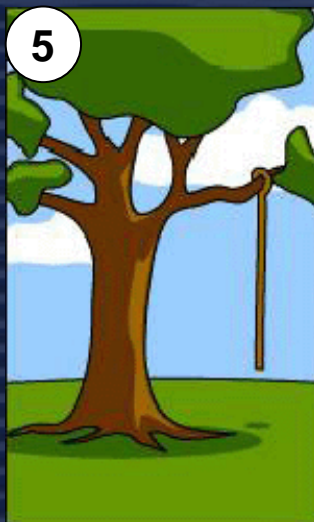
3 How the architect designed it



4 How the programmer wrote it



5 What operations installed



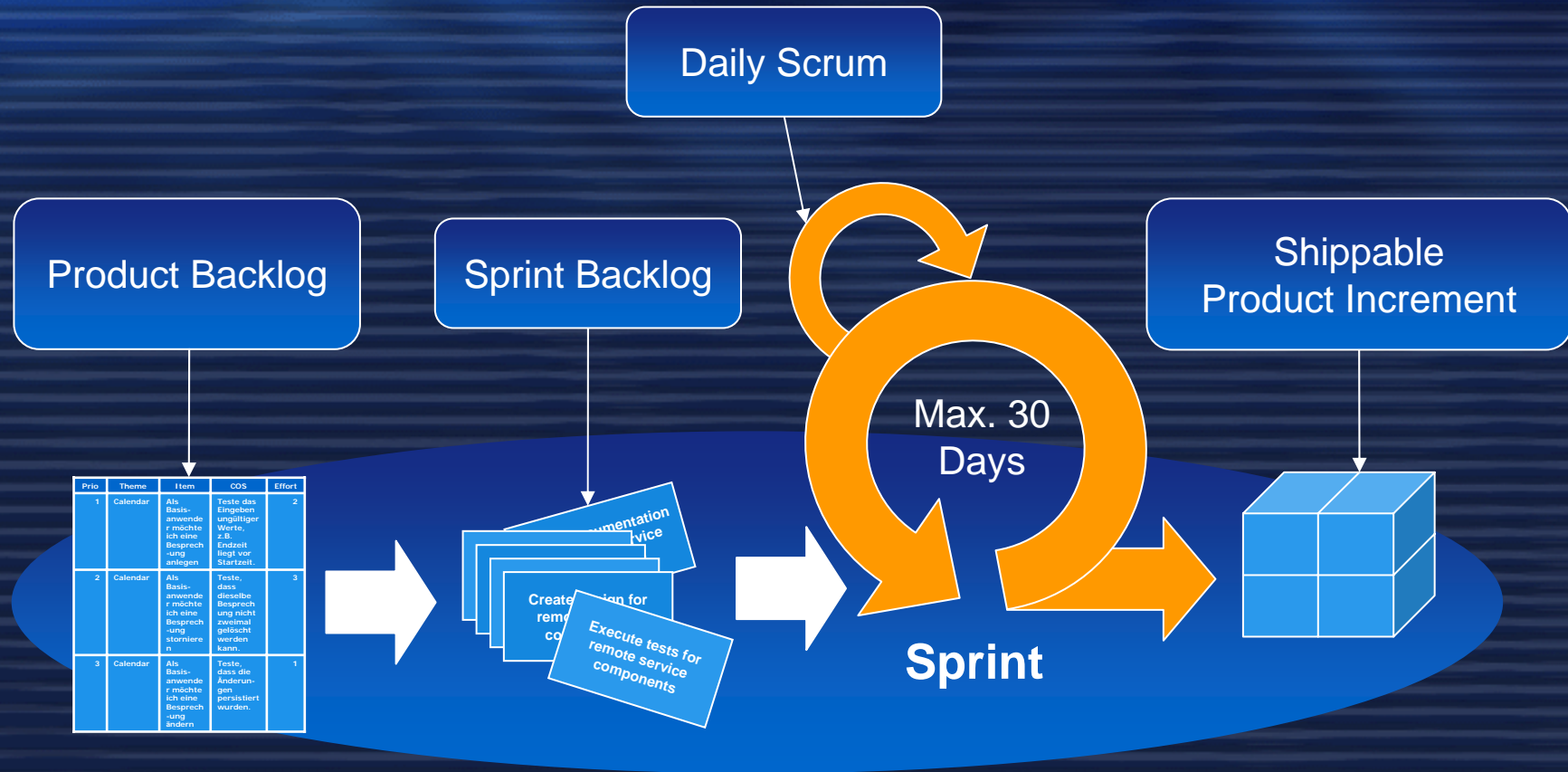
6 What the customer really needed



The Product Owner

- Traditionally, the Product Owner is used to
 - Describe requirements completely and precisely upfront and then to
 - “Throw the requirements over the wall” and hold development responsible for meeting needs
- Scrum put this responsibility back on the Product Owner; requirements are now detailed just in time

Scrum Flow



Product Owner Responsibilities



- Voice of the customer
- Defines customer value-added and the key features of the product
- Describes, priorities and refines requirements continuously

Product Owner Responsibilities



- Responsible for the project success and ROI
- Decides on release date, content and budget
- Creates and updates the release plan and reports
- Manages stakeholders and interests proactively

Product Owner Responsibilities



- Selects the sprint goal, steers and guides the work, answers questions on a daily basis
- Attends all Scrum meetings
- Accepts or rejects work results in the sprint review meeting

Desirable Product Owner Characteristics

- Understands customer needs thoroughly
- Able to create and communicate the product vision
- Empowered to make decisions, is decisive and knows when to say no
- Has good working relationships with the stakeholders
- Understands value creation
- Leader and facilitator

A Day in the Life of the Product Owner

Time	Activity
09:00 – 10:00	Work through new requirements and add them to the product backlog
10:00 – 10:15	Attend the Daily Scrum
10:15 – 11:00	Sit with the team and answer questions
11:00 – 12:00	Meet with stakeholders and discuss product backlog modifications and priorities
12:00 – 13:00	Lunch with Sarah, the portfolio manager, to discuss product roadmap and upcoming releases
13:00 – 15:00	Prepare upcoming sprint planning meeting; flesh out conditions of satisfaction for new user stories
15:00 – 17:00	Run the estimation workshop and facilitate planning poker
17:00 – 17:30	Catch up with emails, then leave the office early to recover from a busy and intensive day

The Two Perspectives



Outward looking
Voice of the customer



Inward looking
Value stream manager

Common Product Owner Pitfalls

- Not empowered
 - Lack of guidance, direction and decision making
- Poor availability
 - Collaboration with the team suffers; lack of direction and decision delayed
 - Poor prep work for the next sprint
- Poorly trained
 - Lack of Scrum knowledge and useful techniques such as user stories

There is a strong correlation between a Product Owner who is trained, available and empowered and a successful Scrum project

The Lean Product Owner

- Lean companies like Toyota have used a Product Owner role successfully for decades
- Toyota's Product Owner is called the Chief Engineer
- The Chief Engineer plays a key role in Toyota's product development system
- The Chief Engineer is appointed by and reports to senior management

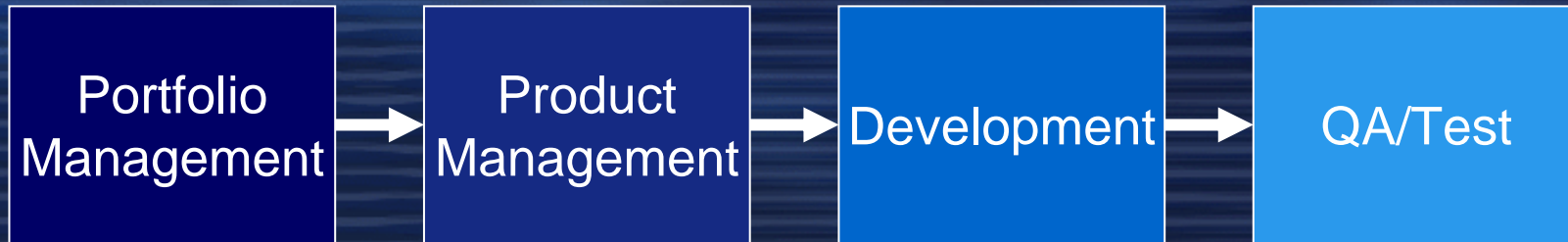
The Lean Product Owner

- The Chief Engineer combines the following traditional roles in one person
 - Product manager
 - Project manager
 - Chief architect
- The Chief Engineer is an outstanding, highly regarded senior engineer



The New Value Stream

Traditional Processes



Scrum



The Product Owner manages the value stream from concept to cash!

The End

