

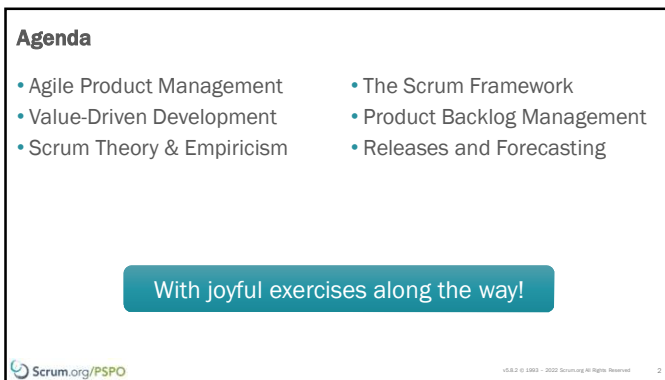


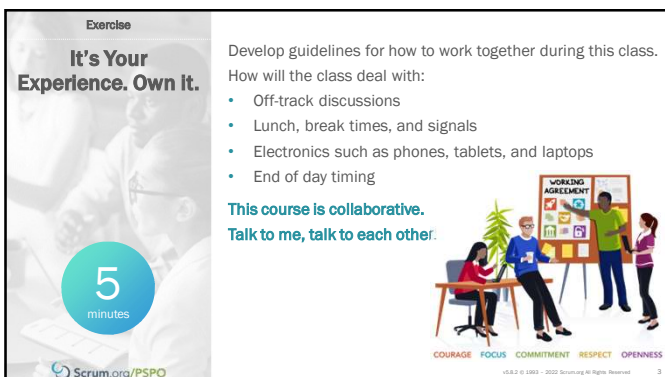
Professional Scrum PRODUCT OWNER



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Exercise

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

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Professional Scrum Competencies

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

The matrix shows the mapping of Scrum.org courses to Professional Scrum Competencies and Focus Areas. It includes sections for Understanding and Applying the Scrum Framework, Developing People and Teams, Managing Products with Agility, Developing & Delivering Products Professionally, and Enabling the Agile Organization.

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Scrum Is Complemented by Many Practices

Empiricism & Self-Managing

The diagram shows a pyramid with three layers: Scrum (top), Agile (middle), and Product Management (bottom). Each layer lists specific practices that complement it.

Scrum

- 3 Accountabilities
- 3 Artifacts
- 5 Events
- Product Goal
- Sprint Goal
- Definition of Done
- Backlog Refinement

Agile

- Burnup/Burndown Charts
- User Stories
- Release Planning
- Story Mapping
- Specification By Example
- Planning Poker
- Velocity
- Buy A Feature
- Relative Estimation
- Just In Time Planning

Product Management

- Continuous Delivery
- Cost of Delay
- Value Metrics
- Measuring/Reducing Technical Debt
- Impact Mapping
- Minimal Viable Product
- Program Management
- Roadmapping
- User Surveys
- A/B Testing
- Market Research
- Business Modelling
- Product Vision

... and many, many more.

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"Someone's sitting in the shade today because someone planted a tree a long time ago."
- Warren Buffett

2

Agile Product Management

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Exercise

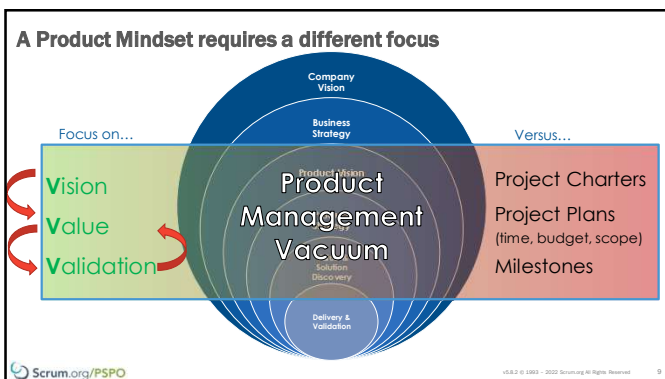
Purpose Helps in Pursuing Agility

As a product owner, what are you trying to achieve with agile?

2 minutes

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Exercise

What is a Product?

Come up with a definition for a product

5 minutes

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Exercise

Product Management Activities

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

5 minutes

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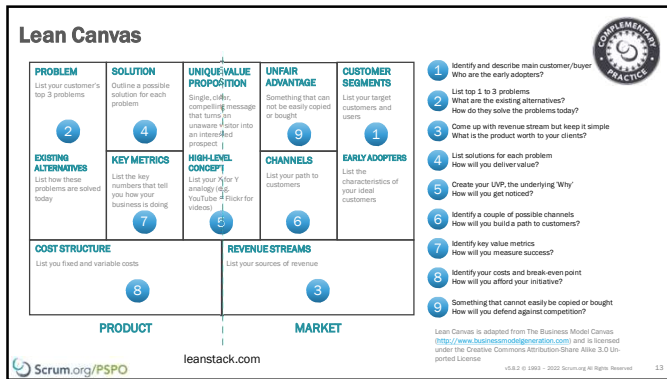
© 1993 - 2022 Scrum.org All Rights Reserved 11

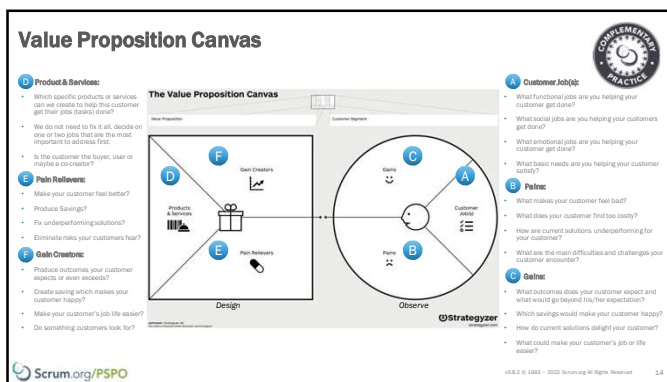
Business Model Canvas

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businessmodelgeneration.com

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Class Project

Business Strategy

15 minutes

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Explore a Business Strategy for your product. Important topics to consider:

- Customer Needs
- Who Benefits
- How
- Revenue

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

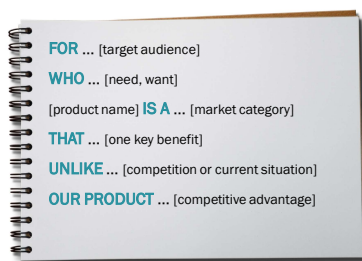
- Product Name
- Image(s)
- Clear Target Customer
- Clear Value Proposition



Back

- Sub-features

Product Vision Template



* From "Crossing the Chasm" Geoffrey Moore

Class Project

Product Vision

15
minutes

Scrum.org/PSPO

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**

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Exercise

Product Owner and Technology

5
minutes

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Should a Product Owner be technical?

PROS	CONS

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TAKE AWAY

Agile Product Management

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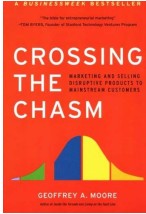
- Agility can be a competitive advantage for an organization.
- Product Management is an essential practice for Scrum Product Owners.
- Organizations should take on more of a Product Mindset over a Project Mindset.
- Foundations of Product Management are an inspiring Product Vision, Strategy and entrepreneurial Mind-Set.



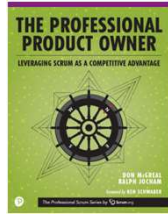
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Suggested Reading

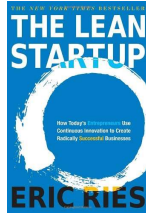
"Crossing the Chasm"
(Geoffrey Moore)



"The Professional Product Owner"
(Don McGreal & Ralph Jocham)



"The Lean Startup"
(Eric Ries)





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"Price is what you pay. Value is what you get."
- Warren Buffett

3

Value-Driven Development

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23

Exercise

Value

What is value?

3
minutes

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Exercise

Delivering Value

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

2 minutes

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Exercise

How Do You Know Your Product Is Creating Value?

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

5 minutes

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Candidate Value Measures

EBMgt™ Evidence-Based Management for Software Organizations

- Market Share
- Customer or User Satisfaction Gap
- **Innovation Rate**
- Time spent context switching
- **Installed Version Index**
- Technical Debt
- Defect Trends
- Production Incident Count
- **On-Product-Index**

- 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
- Time to Learn

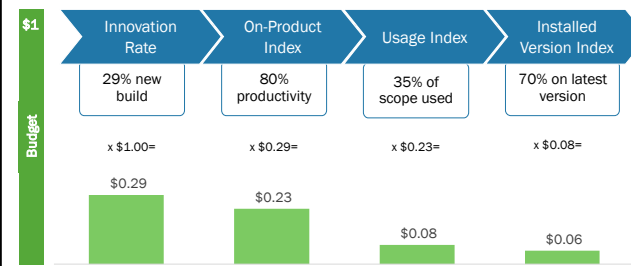
Read the EBM Guide at: scrum.org/ebm

For more on this topic

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The Right Metrics Can Provide Insight Into Actual Value Delivered:



TAKE AWAY

Value-Driven Development

- Value in itself is difficult to quantify.
- Value remains an assumption until validated by the marketplace.
- Leverage metrics that provide you with insights about whether value is 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

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Exercise

The Complexity of Product Development

List the variables that have to be considered in product development.

- How predictable are they?
- What would you do to control them?

5 minutes

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Exercise

The Predictability of Product Development

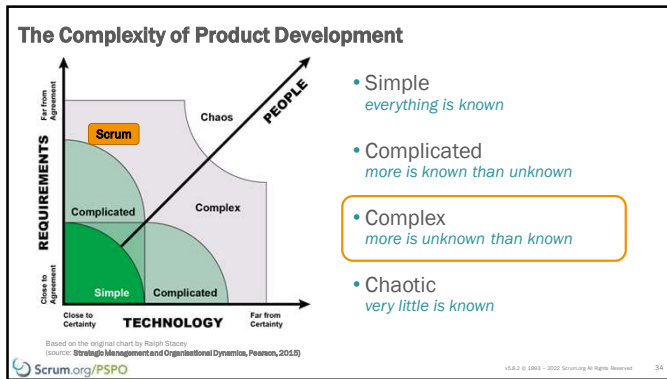
Put a slider (▼) at 0-10 for the 3 major variables in product development on the scale of unpredictability:

0 ← Unpredictability → 10

- _____: |-----|
- _____: |-----|
- _____: |-----|

5 minutes


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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 transparency, inspection, and adaptation.
- Transparency requires trust and courage.




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Suggested Reading


"The New New Product Development Game" (Takeuchi, Nonaka)



"A Leader's Framework for Decision-Making" (Snowden, Boone)



"The Age of Agile" (Stephen Denning)




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Definition of Scrum



Scrum (noun):
A lightweight framework that helps people, teams and organizations generate value through adaptive solutions for complex problems.

Scrum is

- Lightweight tool for enabling business agility
- Simple and purposefully incomplete

www.scrumguides.org

Scrum.org/PSPO

Exercise

What Is Needed for Scrum?

Explore the elements in the Scrum framework:

Scrum Team	Artifacts	Events
•	•	•
•	•	•
•	•	•
		•
		•

5 minutes

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Exercise

What Else?

3
minutes

Explore the elements in the Scrum framework:

Scrum Team	Artifacts	Events
• Product Owner	• Product Backlog	• Sprint
• Developers	• Sprint Backlog	• Sprint Planning
• Scrum Master	• Increment	• Daily Scrum
		• Sprint Review
		• Sprint Retrospective

Commitments

•
•
•

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Scrum Team, Artifacts and Events in the Scrum Framework

Scrum Team

- Product Owner
- Developers
- Scrum Master

Artifacts

- Product Backlog
- Sprint Backlog
- Increment

Events

- Sprint
- Sprint Planning
- Daily Scrum
- Sprint Review
- Sprint Retrospective

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Exercise

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 _____.

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Exercise


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 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?

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Exercise


Judi Is in Trouble

PURPOSE

Demonstrate accountabilities in Scrum

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 of new functionality 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 areas.

They cannot agree on what strategic direction to take next.

What would be your recommendation for Judi?

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Exercise


David Saves the Day

PURPOSE

Demonstrate the authority of the Product Owner

5

minutes



The company is trained in Scrum. David is now Product Owner. David works with the other directors and creates an ordered product backlog that is agreeable to all the directors.

At Sprint Planning, David presents a Product Backlog different from what he and the other four directors agreed on earlier. This product backlog will provide David with the best commission at the expense of the other directors.

The directors, attending the meeting, express their disagreement. After hours of bickering, they are nowhere.

What does Scrum call for?

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Exercise

Sprint Goal Explorations

Understand what a sprint goal is and how it works

5 minutes

Create a Sprint Goal for Your Product

It's time for your first Sprint Goal.

With the help of the following format, create a Sprint Goal for your Class Product

At the end of our sprint,
We will share <Achievement>
Which has a value of <Impact>

Our focus is on <Outcome>
We believe it delivers <Impact> to <Customer>
This will be confirmed when <Event happens>

<https://www.scrum.org/resources/blog/sprint-goal-template> v5.0.2 © 1993 - 2022 Scrum.org All Rights Reserved 46

Exercise

Product Owner and Sprint Backlog

During the Sprint, the Product Owner is nervous about the way the Developers are working. The PO believes that they are not focused on the Sprint Goal and would like to question the Developers about their approach and possibly have them change their Sprint Backlog.

5 minutes

Question: What is the Product Owner allowed to do?

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Exercise

A Sprint Is a Feedback Loop

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

Progress is discussed towards Product Goal

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

5 minutes

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Exercise
Exploring Product Cohesion

5 minutes

As an observer, you go to a Sprint Review and see multiple stakeholders attending. The stakeholders are all annoyed because none of them got “enough” functionality.

Although stakeholders participate in Product Backlog refinement, it seems what is created during the Sprint only partially satisfies any of the stakeholders.

What elements of Scrum would help the Product Owner?

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Exercise
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?

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Scrum Quick Reference

Event	Inspection	Adaptation	Who Attends	Time-box for 1 Month
Sprint Planning	Product Backlog	Sprint Goal, Forecast, Sprint Backlog	Scrum Team	8 hours
Daily Scrum	Progress toward Sprint Goal	Sprint Backlog	Developers	15 minutes (always)
Sprint Review	Increment, Product Backlog, Product Goal	Product Backlog	Scrum Team Stakeholders	4 hours
Sprint Retrospective	Sprint	Actionable and committed improvements	Scrum Team	3 hours


Every event of Scrum supports empiricism

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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 Team member has clear accountability.
- The Product Owner is the value optimizer.



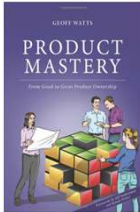
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Suggested Reading

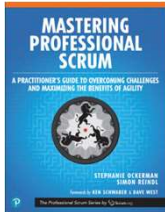
"Scrum – A Pocket Guide"
 (Gunther Verheyen)



"Product Mastery"
 (Geoff Watts)



"Mastering Professional Scrum"
 (Ockerman and Reindl)



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"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

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 @scrumbotorg
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Exercise

The Bigger Picture Revisited

What tools, techniques, and practices would you use to tie the layers together?

Examples:

- Business model canvas
- Vision statement
- Product roadmap
- User Stories
- Acceptance criteria
- User survey
- Impact mapping
- User story map

5 minutes

Product Goal reach

Product Backlog reach

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Tying the Bigger Picture Layers Together

Have you used any others?

Business Modeling

Product Box

Product Vision Canvas

Vision Statement

Product Goal Canvas

Product Strategy Canvas

Agile Roadmaps

User Interviews

Impact Mapping

Story Mapping

Value & Solution Discovery

Hypothesis Card Specification by Example

Delivery & Validation

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Exercise

Differentiating DOD, Sprint Goal, Acceptance Criteria

Connect the statements to the agile practices

5 minutes

Definition of Done

Sprint Goal

Acceptance Criteria

Increase product responsiveness

Complies with legislation on drug interactions

Documentation is updated

Data collection is set up to support validations

Works with keyboard and gamepad

Accepts Visa, Mastercard, American Express

Use UK English on screens

Should use hamburger menu style on iPhone

Address debit card overdrafts

Increase capacity to 100K customers

Use latest Yuan to Euro conversion algorithm

User Acceptance Test instructions are updated

Reviewed by the stakeholders

No unreachable components

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Class Project

Create a Product Backlog

15
minutes

Scrum.org/PSPO

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

- What is your Product Goal?
- Create a card for each Product Backlog Item
- Consider both functional and non-functional capabilities

Prepare to present your Product Backlog to the class.

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

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Exercise

How Do You Prioritize Work?

5
minutes

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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?

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Class Project

Product Backlog Ordering

10
minutes

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Order your Product Backlog:

- Select a technique for ordering by Value
- Add value to each PBI card
- Sort PBI cards


Prepare to present your Product Backlog to the class.

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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.



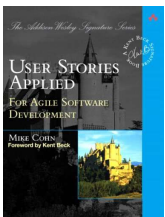
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Suggested Reading

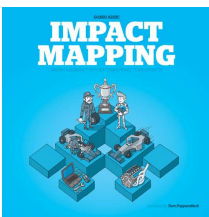
"User Stories Applied"

(Mike Cohn)



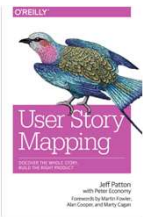
"Impact Mapping"

(Gojko Adzic)



"User Story Mapping"

(Jeff Patton)



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"The most reliable form of self-marketing is to have a long history of stunningly great work, shipped."

- Seth Godin



7

Releases & Forecasting


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Exercise

Release



5 minutes

Scrum.org/PSPO

Release


- Definition of a Release
- Why do we want them?

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Exercise

Size and Estimation

Connect to the topic of Size and Estimation



2 minutes

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Many teams spend time estimating size or effort of work, for example to create a release plan or schedule.

Does your team estimate?
Why? What value are you seeking from it?
Should teams always do estimations?

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Exercise

When Will It Be Done?



2 minutes

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The management committee wants to know when your product will be done.

- **What do you say?**
- **How would you proceed?**

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Exercise

Product Owner Choices

10 minutes

Your friend Judi the CEO is joining the Sprint Review with David's Scrum Team. She asks David (the Product Owner) when an important compliance feature will ship. She expresses how critical this feature is to the company and its customers, and how she requires it within 6 weeks.

On average, a feature like this is decomposed into 12 Product Backlog items (PBIs). The Developers forecast that they can complete around 3-5 PBIs per two-week Sprint.

If you were in David's shoes, what would you do?
How would you respond to Judi?

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Exercise

Product Owner Choices

10 minutes

David, the Product Owner of the community portal, has an option of gaining speed (Time-to-Market) in order to validate his assumptions with real customers. Gaining this speed requires the Developers to take temporary shortcuts. The Developers explain that this might result in incurring technical debt for the product (impacting Ability-to-Innovate). David asks you for your feedback and ideas on this matter.

What would you recommend David to do?

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Exercise

Product Owner Choices

10 minutes

The Developers keep asking you (the Product Owner) for more details on the requirements, like acceptance criteria and detailed descriptions.

You are now in the Sprint Planning and the Developers refuse to pull any work into the Sprint. They point you to a "Definition of Ready" they created, and they explain how you should spend more time detailing the requirements.

What would you do?

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Exercise

Product Owner Choices

10
minutes

Larry (the product manager) has rebuilt the old legacy system as is, like he planned. However, this approach resulted in some major issues. Customer experience is terrible, and the platform's users are complaining all the time.

Larry therefore decided to completely overhaul the platform's digital experience and has hired an external company specialized in this field of work.

You are the internal Product Owner working with Larry on this product. The vendor's UX-experts want to work in Design Sprints, one month ahead of your Developers. The Developers completely agree.

What do you think about this approach?


How does this approach impact value maximization?

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TAKE AWAY

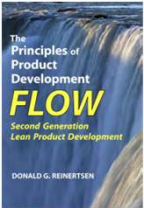
Releases & Forecasting

- 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.



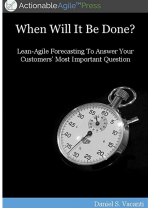
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Suggested Reading

"The Principles of Product Development Flow" (Donald Reinertsen)


"Actionable Agile Metrics"

When Will It Be Done?

Learn Agile Forecasting To Answer Your Customers' Most Important Question


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Exercise

Product Owner Skills

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


SKILLS	TRAITS

10 minutes

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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 2nd 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
- Use the Open assessments to prepare for Level I assessments

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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

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SCRUM PULSE

A free monthly webcast by Scrum.org Professional Scrum Trainers addressing common challenges faced by the software profession.

Thank You!