Role of a Product Owner on Agile Projects

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CEO/Consultant - RefineM

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Agenda

1. Introduction to Agile
2. Product Owner's role in Agile Projects
   - ✓ Driving Agile Projects
   - ✓ Developing Product Roadmap & User Stories
   - ✓ Supporting Scrum Master in Release/Sprint Planning
3. Upcoming trainings/workshops
4. How to claim 1 PDU for this webinar
5. Q & A

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RefineM's Virtual Lunch & Learn

This is a monthly webinar delivered during the lunch hour in the first week (Wednesdays) of every month.

It's designed to help you learn while you eat lunch, providing a relaxed environment to enhance your experience.

The monthly webinars will cover a variety of Project Management/ Agile topics.

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Helping organizations turn their project management capability into a *competitive advantage*

* CEO/Consultant since Dec 2011
  * Agile Coaching/Adoption
  * Project Management/ Process Improvement Consulting and Training
  * Project Management Toolkits (for PMs, Executives and Agile Practitioners)
* Board Member – SWMO PMI Chapter

My professional journey b/f RefineM

* 20+ years of Successful Project Leadership
  * Led 100s of projects of all sizes, successfully
  * Recovered many projects, saved millions of $
  * Implemented numerous process improvements
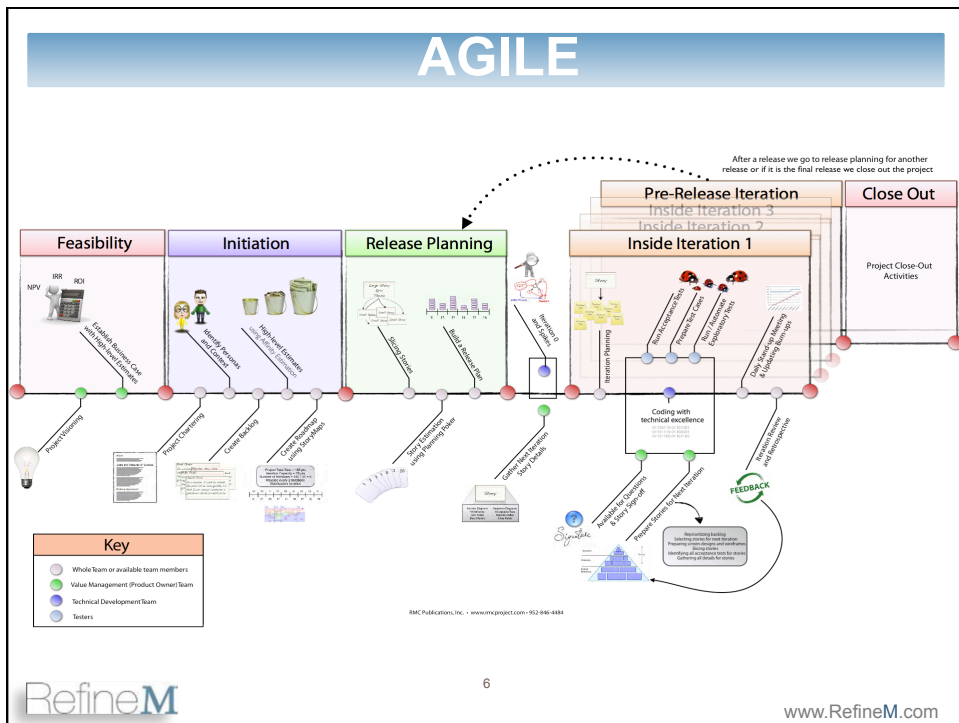 * Coached/mentored 100s of PMs, and some executives

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Introducing Agile

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AGILE

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Waterfall vs. Agile

Waterfall	Agile
Fixed scope. Time/cost estimated	Fixed time/cost. Flexible scope
Clear picture of the end product	Product evolves over time
Product over process	Process over product
Delivery at the end	Continuous delivery throughout
Change requests controlled/resisted	Changes welcomed, even late

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Agile Software Dev. Manifesto

We are uncovering better ways of developing software by
doing it and helping others do it. Through this
work we have come to value:

Individuals and interactions over processes and tools
Working software over comprehensive documentation
Customer collaboration over contract negotiation
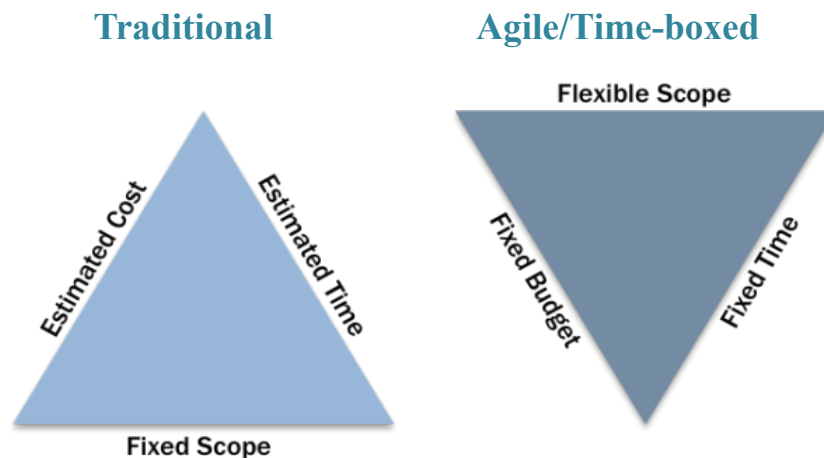**Responding to change** over following a plan

That is, while there is value in the items on the right, we value the
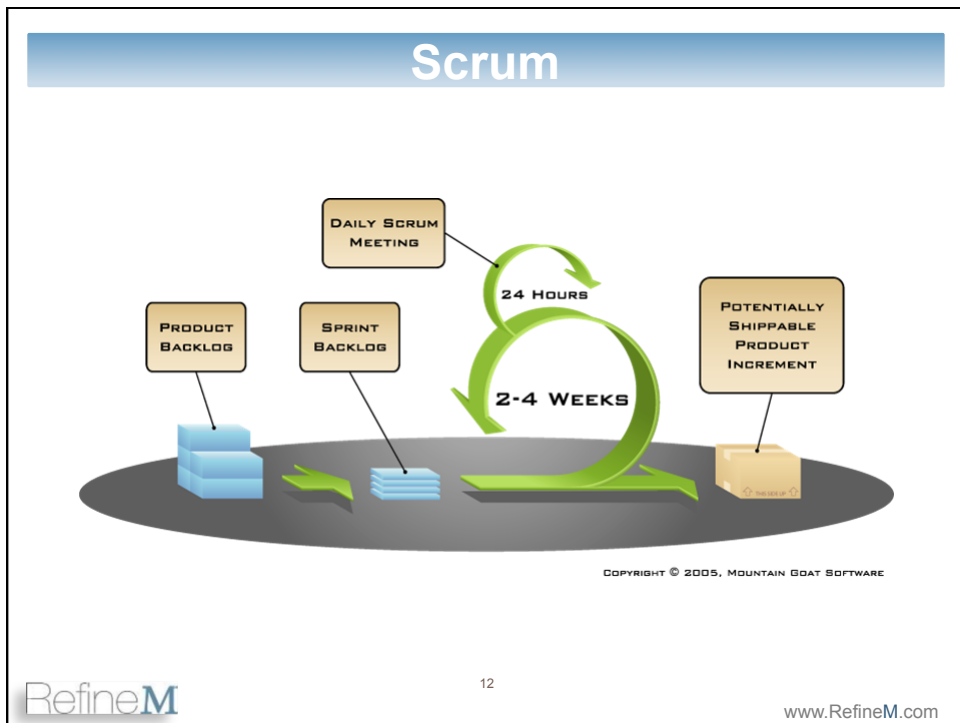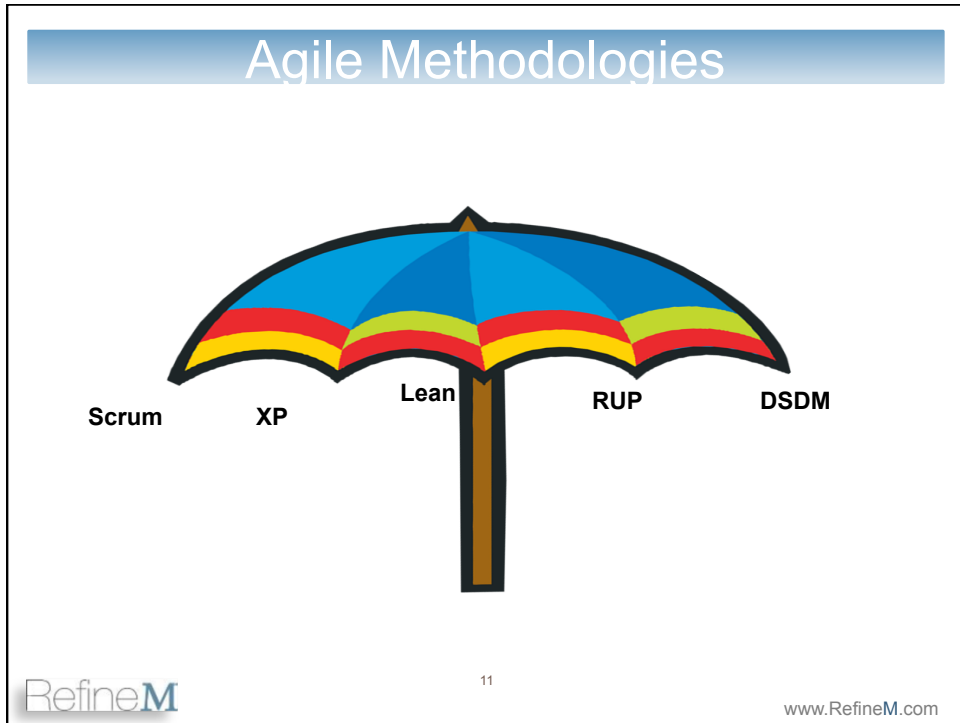items on the left more.

Was developed in 2001 by 17 agile advocates in Snowbird, UT

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Agile Twelve Principles

1. **Satisfy the customer** thru early and continuous delivery
2. **Welcome changing requirements** even late in development
3. **Deliver working software frequently** couple of weeks to couple of months
4. **Work together daily** (business people and developers)
5. **Motivated individuals,** build projects around them, and give them freedom
6. **Face-to-face conversations** is the most efficient and effective method
7. **Working software** is the primary measure of progress
8. **Sustainable development** i.e. maintain a constant pace indefinitely
9. **Continuous Attention** to technical excellence & good design enhance agility
10. **Simplicity** – the art of maximizing the amount of work not done – is essential
11. **Self-organizing teams** deliver the best architectures, requirements, and designs
12. **At regular Intervals** the team reflects on how to become more effective

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The Project Triangle

Traditional

Agile/Time-boxed

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Agile Methodologies

Scrum   **XP**   **Lean**   **RUP**   **DSDM**

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Scrum

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Scrum Roles

✓ **Product owner** : The Product Owner represents the stakeholders and is the voice of the customer. He or she is accountable for ensuring that the team delivers value to the business. He/she creates and maintains product backlog.

✓ **Scrum Master**: Scrum is facilitated by a Scrum Master, who is a process owner as well as accountable for removing impediments to the ability of the team to deliver the sprint goal/deliverables.

✓ **Agile teams** are formed (mostly) of generalizing specialists. A generalizing specialist, sometimes called a craftsperson, is someone who has *one or more technical specialties*

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Scrum Ceremonies – Time Boxed

Sprint Planning: (2 – 8 hours)

- ✓ If sprint duration **4 wks**, then sprint planning meeting is 4*2 = **8 hrs**
- ✓ If sprint duration **2 wks**, then sprint planning meeting is 2*2 = **4 hrs**
- ✓ If sprint duration **1 wk**, then sprint planning meeting is 1*2 = **2 hrs**
- ✓ **Part 1** focuses on *__what__* the team is being asked to build and is attended by both the product owner and the team (1-4 hours)
- ✓ **Part 2** focuses on *__how__* the team plans to build the desired functionality. Although the entire team must attend Part 2, attendance by the product owner is optional (1-4 hours)

Sprint Review: (1 – 4 hours)

- ✓ At the end of each sprint a sprint review meeting is held. During this meeting the Scrum team shows what they accomplished during the sprint. Typically this takes the form of a demo of the new features.

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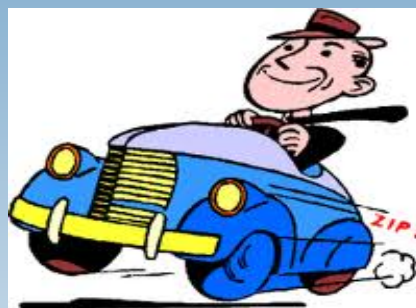
Scrum Ceremonies

Sprint Retrospective: (0.75 – 3 hours)

The sprint retrospective is usually the last thing done in a sprint. Many teams will do it immediately after the sprint review. The entire team, including both the Scrum Master and the product owner should participate.

Daily Standup Meetings: (15 minutes)

Scrum daily standup meetings are strictly time-boxed to 15 minutes. All team members are required to attend the Scrum meetings including the scrum master and product owner.

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Driving Agile Projects

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Who is the Product Owner?

* "Owns" product on behalf of customer
* "Voice of the customer"
* Develops and "drives" product vision

* Creates product roadmap and drives user stories
* Supports Scrum Master to develop release & sprint plans
* Ensures team works on high-value items

No product owner = No Agile project

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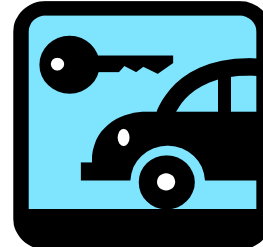Source: Cohn, Mike (2014). "Scrum Product Owner: The Agile Product Owner's Role." Mountain Goat Software.
Web. http://www.mountaingoatsoftware.com/agile/scrum/product-owner/

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Who can be a Product Owner?

* Anyone can take the role
* Some candidates are better than others

Ideal Candidates	Not So Ideal
Product manager	Project manager
Business analyst	Resource manager
Business expert	Unit manager
Power user	Developer
Customer	Tester

* **Could Scrum master be an effective candidate?**

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Source: Cohn, Mike (2014). "Scrum Product Owner: The Agile Product Owner's Role." Mountain Goat Software.
Web. http://www.mountaingoatsoftware.com/agile/scrum/product-owner/

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Key Skills

* Collaboration
  * ✓ Working with Customer, Team, Stakeholders
* Prioritization of Backlogs
  * ✓ Determining highest-value items
* Negotiation
* Critical Leadership Skills
  * ✓ Envisioning
  * ✓ Aligning (everyone towards the product vision)
  * ✓ Influencing
  * ✓ Communicating
  * ✓ Leading Teams (not managing)

What other key skills would you consider important?

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Source: Cohn, Mike (2014). "Scrum Product Owner: The Agile Product Owner's Role." Mountain Goat Software. Web. http://www.mountaingoatsoftware.com/agile/scrum/product-owner/

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Keys to Effective Product Owner

* **Roman Pichler, Agile expert, has three keys:**
  * ✓ Thoroughly understanding customer needs
  * ✓ Actively managing stakeholders
  * ✓ Having basic knowledge of software development and deployment

As product owner, you are in the driver's seat

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Understanding Customer Needs

* Interviews with subject matter experts

* Performs Business Analysis

* Creates user stories

* Creates and maintains product backlog

* Leads product reviews with the users/stakeholders

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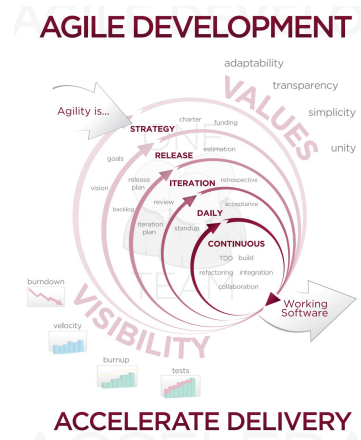## Actively Managing Stakeholders

* Serves as a bridge between company and client
* Works with stakeholders to set and confirm priorities
* Secures buy-in

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Software Development Knowledge

* Product owner does NOT need to be technical expert

* Needs to understand:
  - ✓ Project
  - ✓ Organization
  - ✓ Purpose of the product
  - ✓ Basics of software development
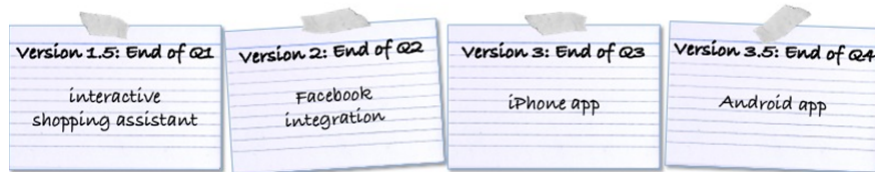
* Needs enough knowledge to make informed decisions

AGILE DEVELOPMENT

adaptability

transparency

Agility is...   simplicity

STRATEGY   charter   funding

VALUES   unity

goals   estimation

RELEASE

release   vision   plan   **ITERATION**   retrospective

backlog   review   acceptance

iteration   plan   standup   **DAILY**

CONTINUOUS

TDD   build

burndown   refactoring   integration

collaboration   Working Software

velocity   **VISIBILITY**

burnup

tests

ACCELERATE DELIVERY

What software development knowledge should a product owner have?

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Developing Product Roadmap and User Stories

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Product Roadmap

* High-level plan that describes how the product is likely to grow.

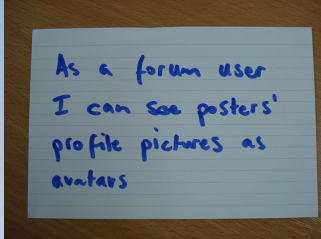* It allows you to express where you want to take your product.

Version 1.5: End of Q1	Version 2: End of Q2	Version 3: End of Q3	Version 3.5: End of Q4
interactive shopping assistant	Facebook integration	iPhone app	Android app

Can you think of a product roadmap for a project you've been involved in?

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How Product Owner is involved

* Validates product strategy
  - ✓ What do we want to accomplish with this product?

* Develops product's "story"
  - ✓ Who is the audience? How will the product grow?

* Gets buy-in
  - ✓ Puts developers, business users, stakeholders on the same page
  - ✓ Having agreement helps drive value of the product going forward
  - ✓ Minimizes conflicts further down the road

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Source: Pichler, Roman (2014). 10 tips for creating an agile product roadmap.. Web. http://www.romanpichler.com/blog/10-tips-creating-agile-product-roadmap/.

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User Story Basics

- What is a User Story?

- Elements of User Stories
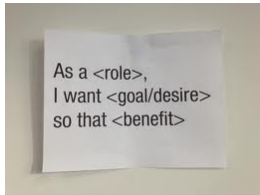
- Why User Stories are Effective

- User Story Tips

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What is a User Story?

* A User Story is a requirement (business function) that adds value to the user.

* It details a scenario that includes a user's role, what the user wants to achieve, and the benefit of achieving that function.

As a <role>,
I want <goal/desire>
so that <benefit>

* **Simply put, a user story is a way of describing something that a user wants in the final product.**

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Format of the User Story

* There are three main parts of a user story.
  1. Story Card: The story is written on the front of an index card.
  2. Conversation: Discussion about the card is recorded.
  3. Confirmation: The back of the card contains information about how the user story will be tested and verified.

> *As a volunteer, I want to be able to see future events on the organization web site so I can plan them on my calendar.*

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How the Product Owner is Involved?

* Drives creation of user stories
  ✓ Writes some
  ✓ Supports others who write
  ✓ Gathers requirements

As a <role>,
I want <goal/desire>
so that <benefit>

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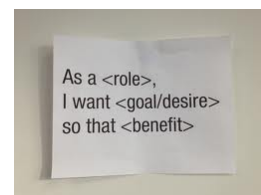
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Supporting the Scrum Master
In developing Sprint and Release Plans

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Roles / Responsibilities

Scrum Master	Product Owner
Owns the scrum process	Maximizes product value
Identifies issues during planning ceremonies	Develops product vision, requirements through user stories
Removes barriers to team success	Supports Scrum Master in sprint, release plans
Ensure team follows the process	Ensure team works on high-value items

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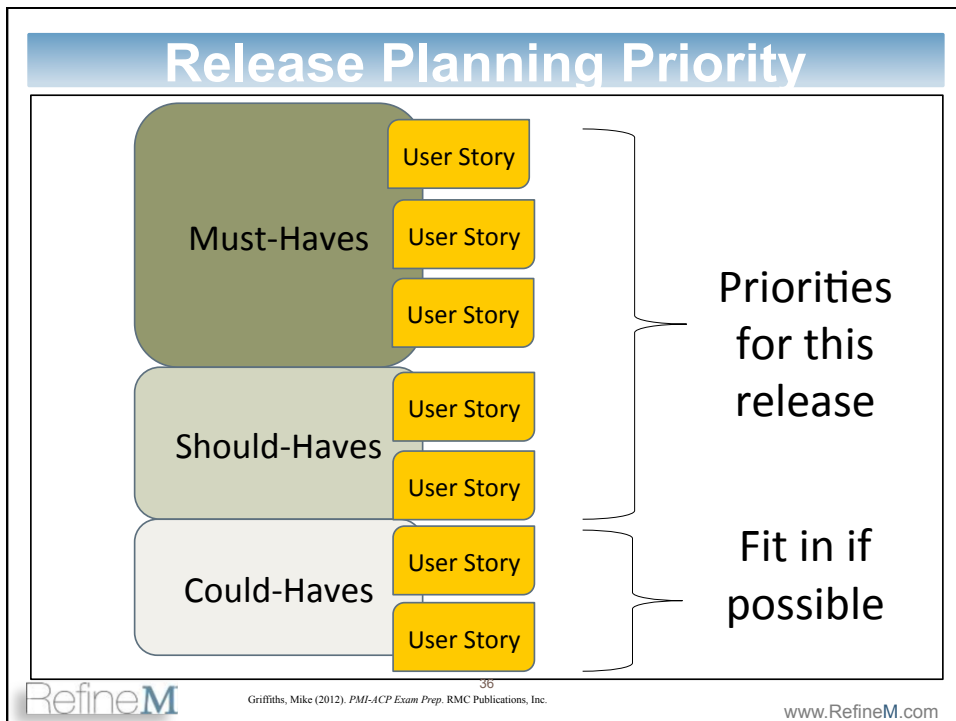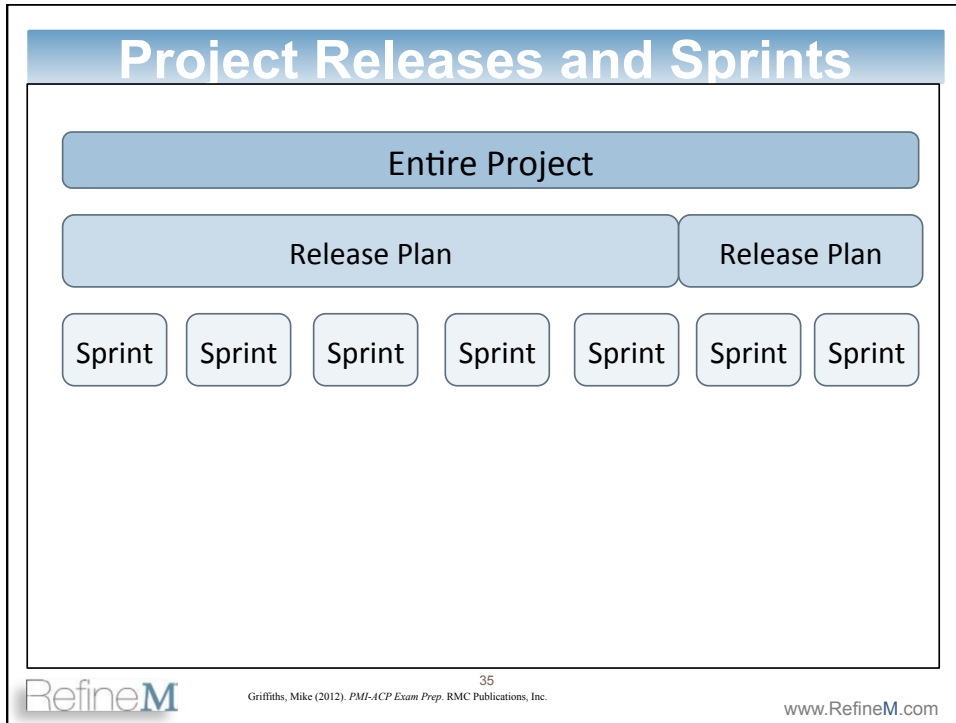Griffiths, Mike (2012). *PMI-ACP Exam Prep*. RMC Publications, Inc.

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Releases vs. Sprints

* **Releases -** are deliverables of features, benefits and value to the customer.
* **Iteration/Sprint** – An iteration/sprint is a smaller than a release and is more technically oriented
* There are usually multiple iterations/sprints that make up a single release.
* It is important to stress that release plan is neither directive by the product owner and nor firm contract with the team.
* It is a plan and plans can be very fluid in Agile world.

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Release Planning

* **Date-driven**
  * ✓ Need to have something ready by a certain time
  * ✓ Example: "We need a demo ready for the November meeting"
* **Functionality-driven**
  * ✓ Need to have certain features ready before going live
  * ✓ Example: "Once we have the customer management piece, we can go live; other parts can come later"
* **Must-have** portion of backlog: Critical features
* **Should-have:** High or medium-priority features
* **Could-have:** Features that would be nice but not needed

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Griffiths, Mike (2012). *PMI-ACP Exam Prep*. RMC Publications, Inc.

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Project Releases and Sprints

Entire Project

Release Plan	Release Plan

Sprint	Sprint	Sprint	Sprint	Sprint	Sprint	Sprint

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Griffiths, Mike (2012). *PMI-ACP Exam Prep*. RMC Publications, Inc.

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Release Planning Priority

Must-Haves
- User Story
- User Story
- User Story

Should-Haves
- User Story
- User Story

Could-Haves
- User Story
- User Story

Priorities for this release

Fit in if possible

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Griffiths, Mike (2012). *PMI-ACP Exam Prep*. RMC Publications, Inc.

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Release Planning: Roles

Product Owner	Scrum Master
Develop content of vision	Facilitate gathering of content for vision
Present product backlog	Identify and resolve issues
Prioritize product backlog	Identify and remove barriers to team success
With team, develop and finalize definition of "done"	

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Source: Griffiths, Mike (2012). *PMI-ACP Exam Prep.* RMC Publications, Inc.

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Sprint Planning

* Objectives of Sprint Planning
  ✓ Part1-What work will be delivered at the end of the sprint?
    • Product owner must attend
  ✓ Part2-How the work will be achieved?
    • Product owner is optional

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Source: Griffiths, Mike (2012). *PMI-ACP Exam Prep.* RMC Publications, Inc.

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Sprint Planning: Roles

Product Owner	Scrum Master
Present prioritized backlog	Facilitate sprint planning based on prioritized backlog
Help create shared understanding between whole team	Identify and resolve issues
Participate in estimation exercises	Facilitate estimation exercises, including enforcing time-boxing

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Source: Griffiths, Mike (2012). *PMI-ACP Exam Prep.* RMC Publications, Inc.

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Questions?

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More Learning Opportunities From RefineM

* PMP Exam Prep Course—Oct 7-17, 2014 – 36 Hrs/PDUs
    - ✓ Instructor led virtual course, 8 sessions (4 hours a day, Tuesdays-Fridays)
    - ✓ Includes a full length mock test, and tips & tricks to pass the exam

* A Product Owner's Workshop—Oct 20, 2014—7 Hrs/PDUs
    - ✓ Venue – eFactory, 405 N Jefferson Ave, Springfield, MO, USA
    - ✓ Learn more about how product owners "drive" Agile projects

* User Stories Workshop—Dec 10, 2014 – 7 Hrs/PDUs
    - ✓ Venue – eFactory, 405 N Jefferson Ave, Springfield, MO, USA
    - ✓ Learn more about writing user stories for Agile projects

We also offer customized trainings, On-site & Virtual
Topics include Agile, Project Management, Strategy, Leadership, Process Improvement, and PMI Certifications.

More info at http://refinem.com/trainings/

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November Lunch and Learn

* **Writing Agile User Stories**
    - ✓ **What are user stories?**
    - ✓ **Why are user stories important to Agile project success?**
    - ✓ **How can I write effective user stories?**
* **Monday, November 3, 12:00-1:00 PM CST**

Register Today - Don't wait for the last Minute

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* PDU Category – B, Continuing Education
* Program Title – Webinar on "Role of a Product Owner on Agile Projects"
* Date Started – Today's date
* Date Completed – Today's date
* Hours Completed – 1.00
* Provider
  ✓ Name – RefineM
  ✓ Phone # 417-414-9886
  ✓ Email – nks@refinem.com
* PDUs Claimed – 1.00

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Questions?

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