

Lessons for Agile Product Owners

Allan Kelly

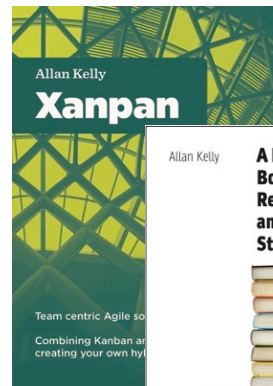
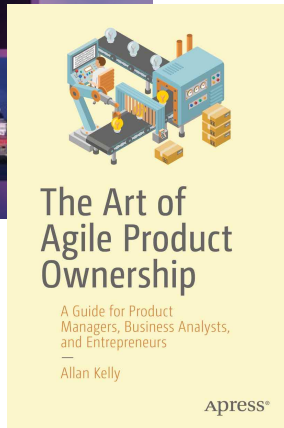
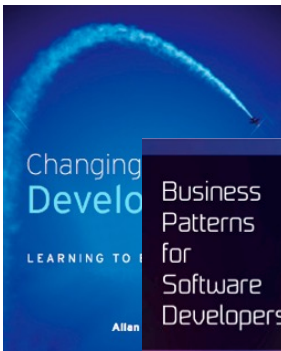
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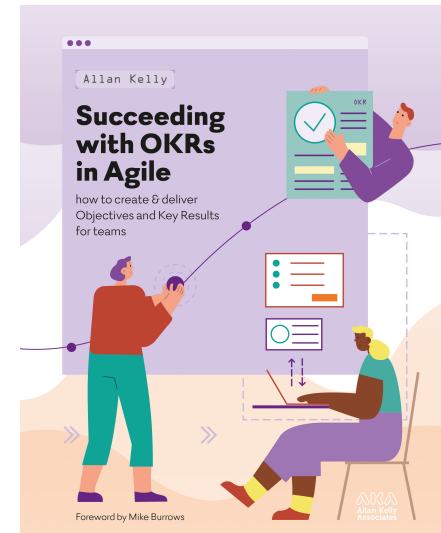


Allan Kelly

Advising & educating those building
digital products



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Book draw

2 signed books to give away

- The Art of Agile Product Ownership
- Succeeding with OKRs in Agile



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4 Things every Product Owner needs



1. Skills:

Product Owners need the skills to do the job

2. Authority

From organization to say what is to be done (at least for next 2 weeks)

3. Legitimacy

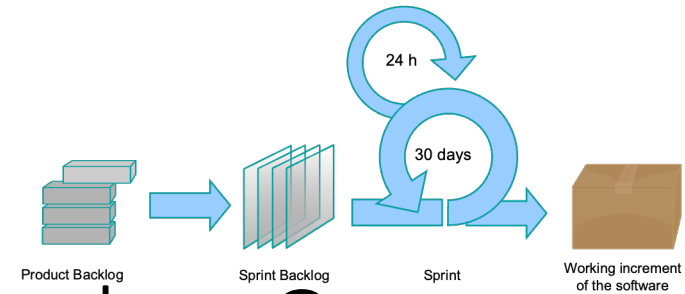
Recognition from team & peers to do the work

4. Time

To do be in the team, in the scrum and do homework

In the beginning ...

... was Scrum Product Owner



The Product Owner is accountable for **maximizing the value** of the product resulting from the work of the Scrum Team. How this is done may vary widely across organizations, Scrum Teams, and individuals.

The Product Owner is also accountable for **effective Product Backlog management**, which includes:

- Developing and explicitly communicating the Product Goal;
- Creating and clearly communicating **Product Backlog** items;
- Ordering **Product Backlog** items; and,
- Ensuring that the **Product Backlog** is transparent, visible and understood.

Scrum Guide 2020

Product Owner is no longer just Scrum

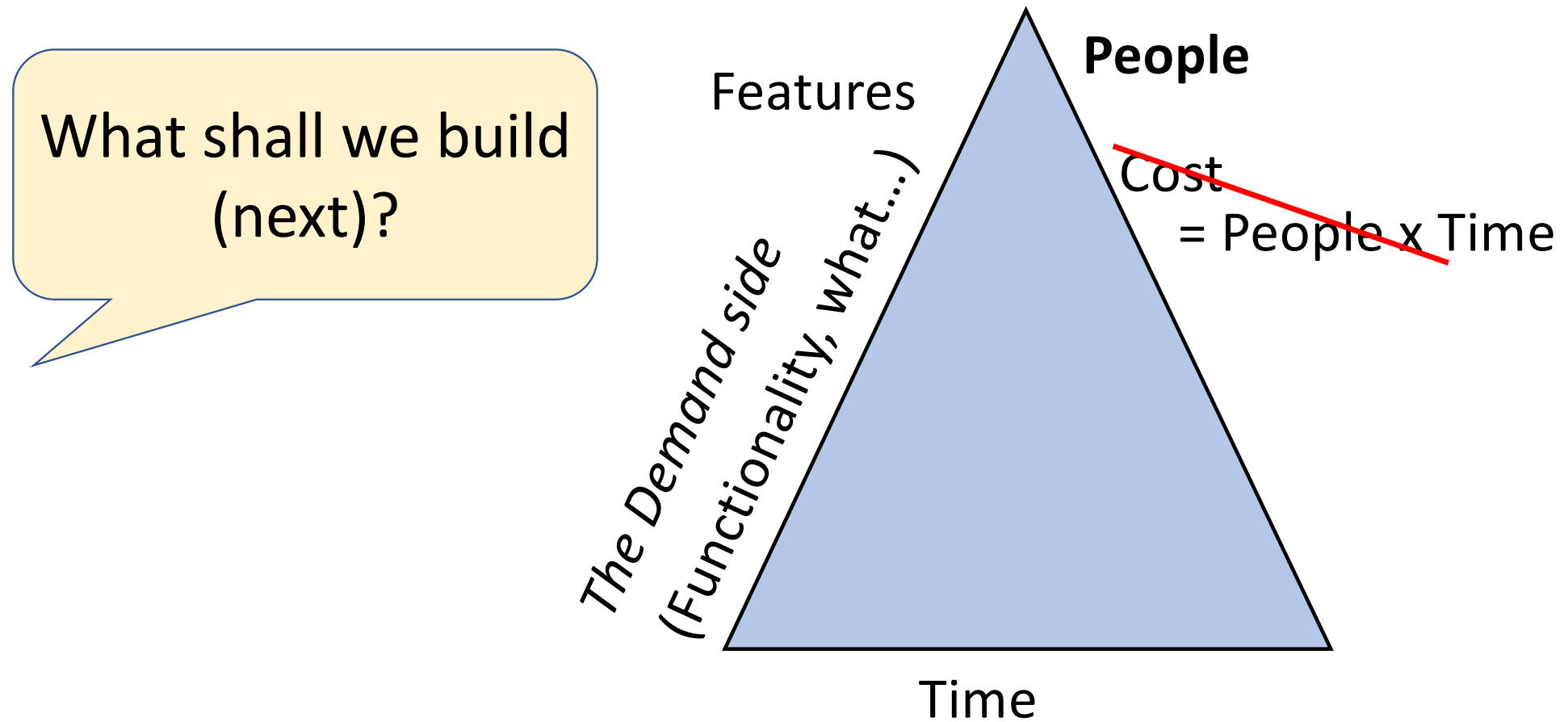
Generic Product Owner:

The team member who is tasked with understanding customers and what delivers benefit, and has the authority to prioritize teams work (for next 2 weeks)

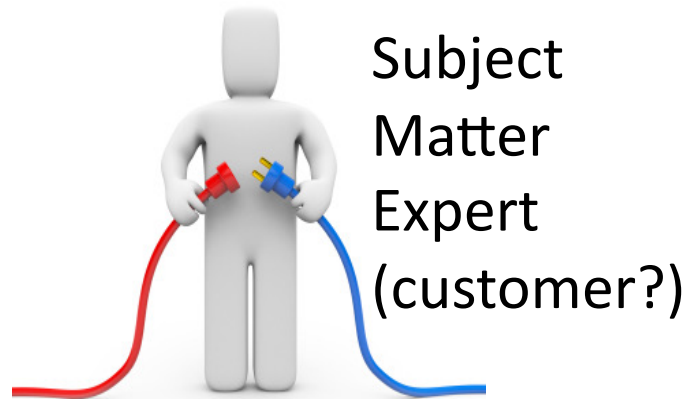
Lesson #1

- Product Owner is now a generic term
 - It just happens to come from Scrum

Product Owner is all about the *What*



Before digital



Today

Digital blurs lines between SME, BA & Product Manager

Product Owners need skills of Business Analysis,
Product Management and Subject Matter

Subject
Matter
Expert

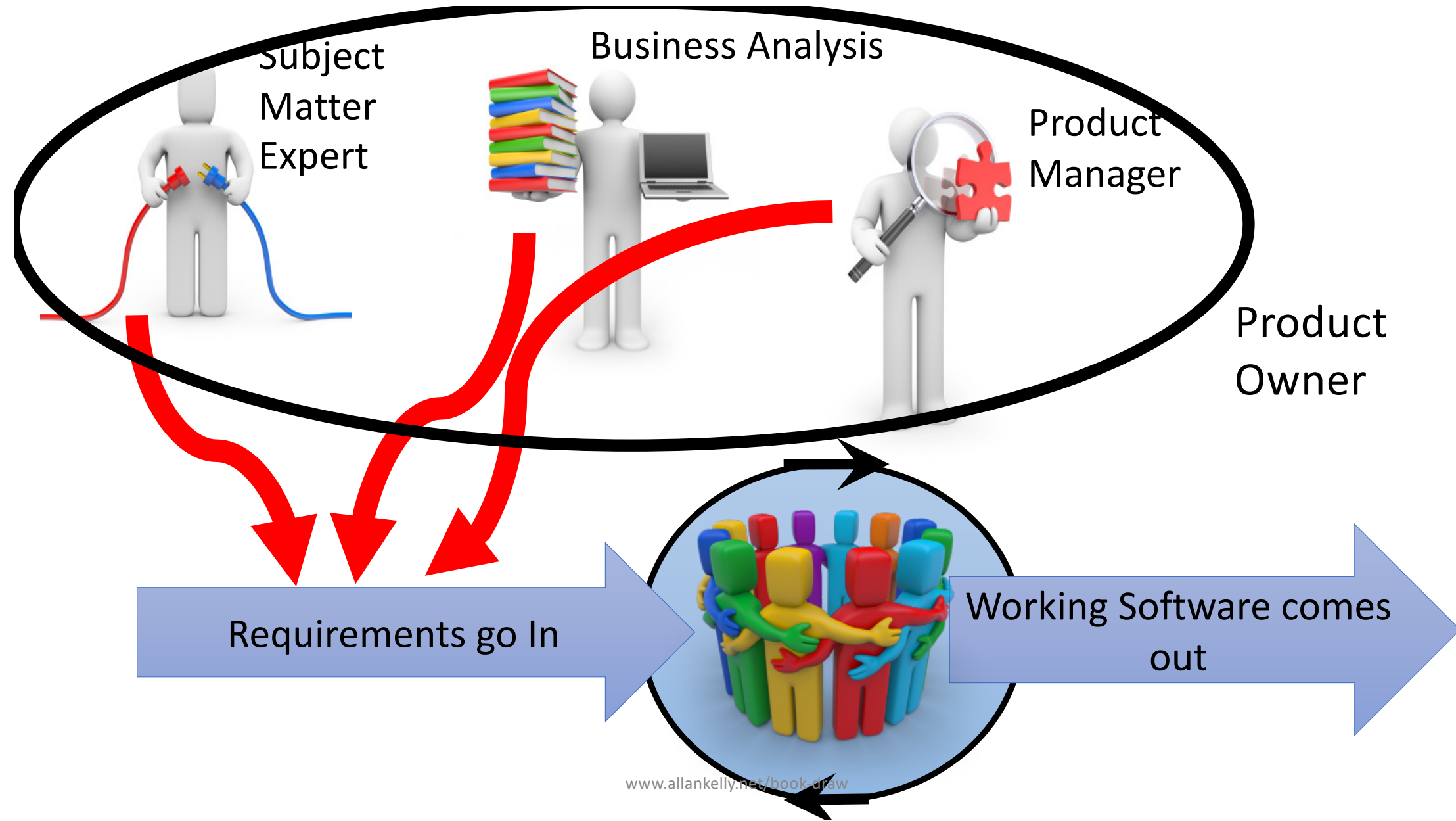
Business Analysis

Product
Manager

Product
Owner

Requirements go In

Working Software comes
out



Product Owners do analysis
(What should we build?)

Engineering team synthesis
(Making it)

Lesson #2

- Product Owner need skills of Business Analysis, Product Management and Subject Matter
 - (Usually have a background in one of these)

Product Owner is

- Is Team Member
- Is *A Leader*
- Is a specialist in “What should we build”?
 - What will delivery benefit?
 - To who?
 - When to maximize value?



Product Owner is NOT

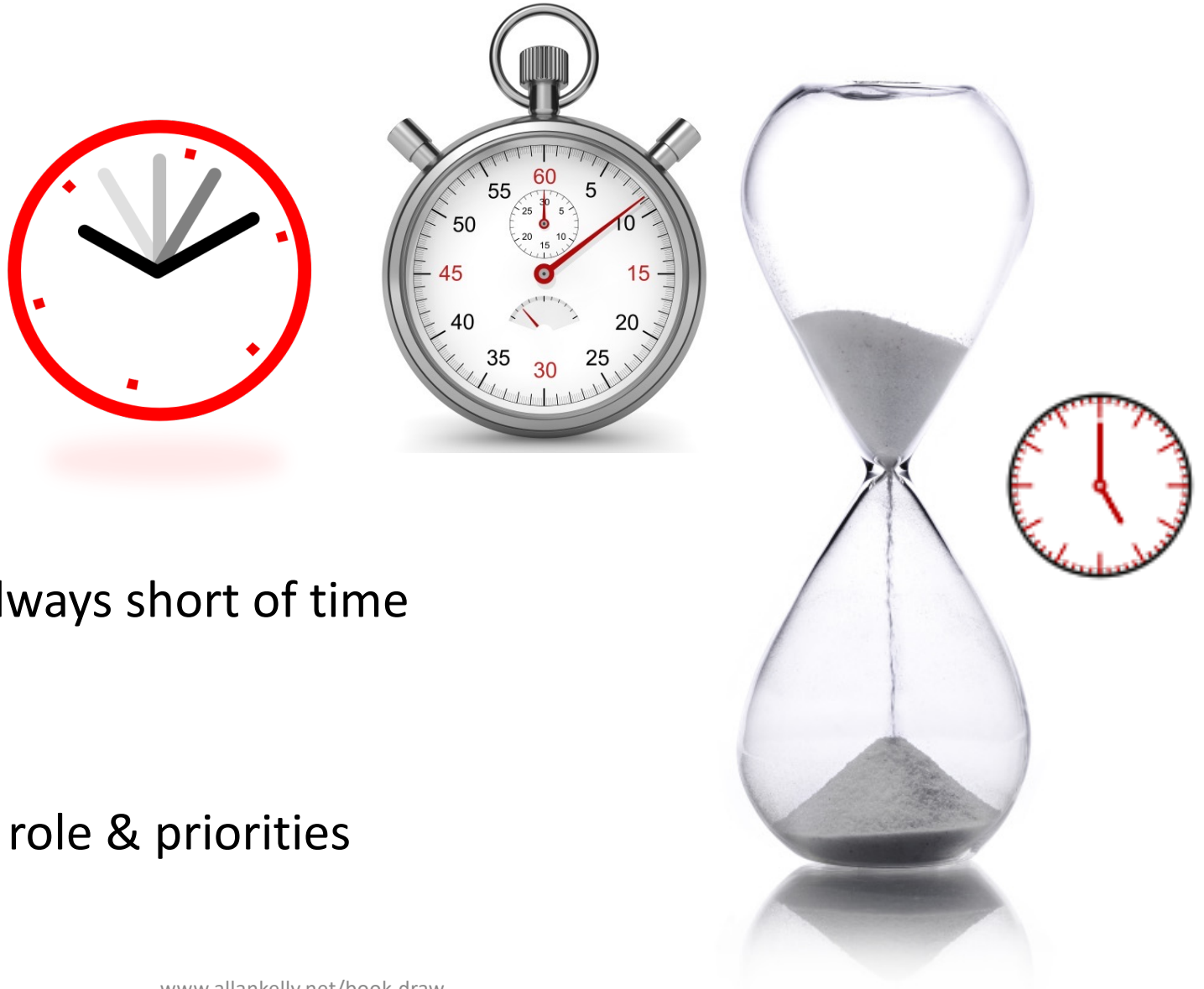
- *THE* leader
- A dogs-body, pen pusher, admin assistant
 - Backlog administrator 😞
- A project manager by another name
- A whip cracker
- An architect (or coder)



Lesson #3

- Product Owner is a team member
- Special responsibilities but not a team manager

Time



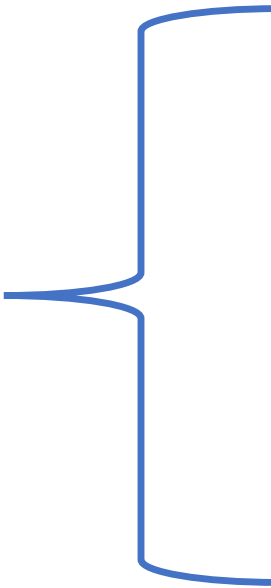
Product Owners are always short of time

Stop doing other stuff

Understand your own role & priorities

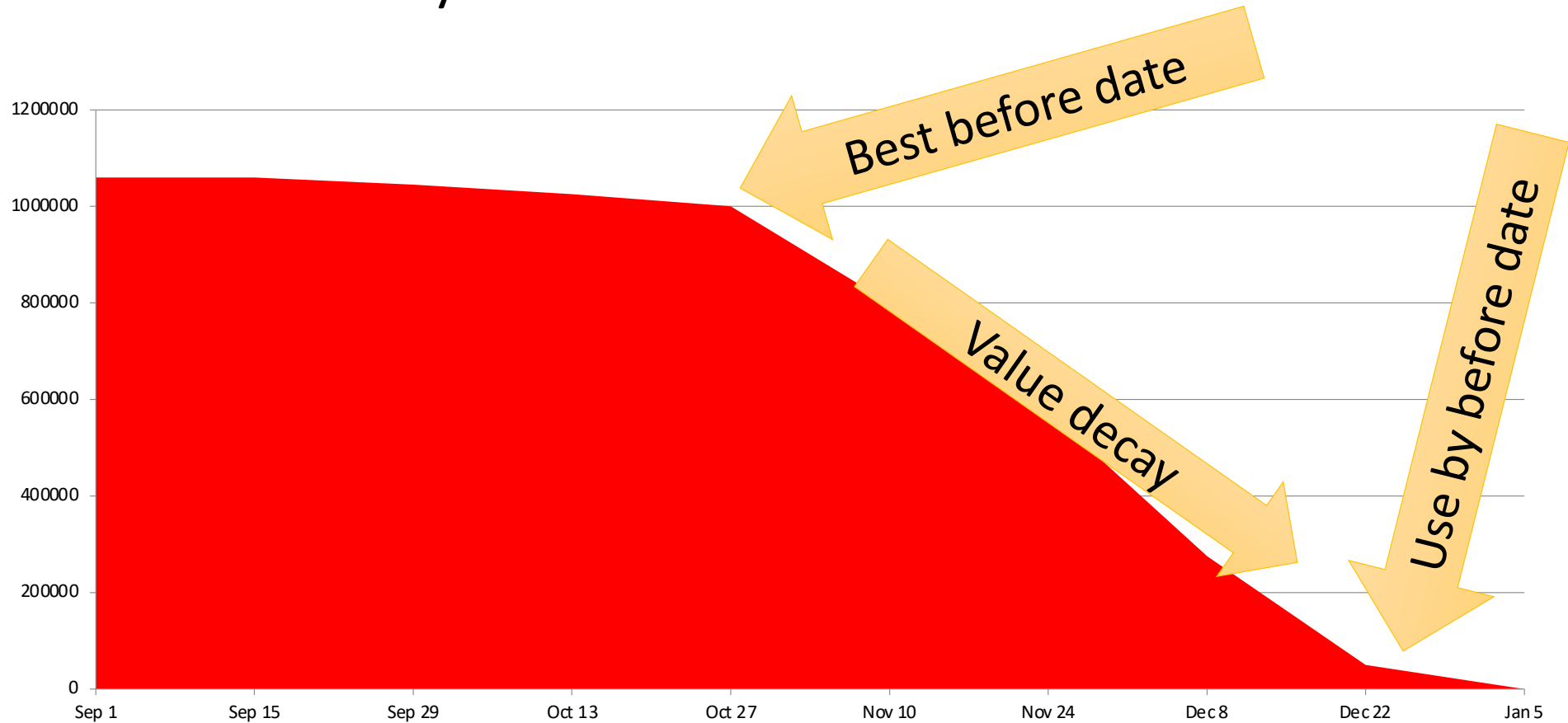
Lesson #4

- Make time by NOT doing things



Coding
PCB layout
Line management
Writing documents
Managing budgets
Team dogsbody

Benefit decays over time



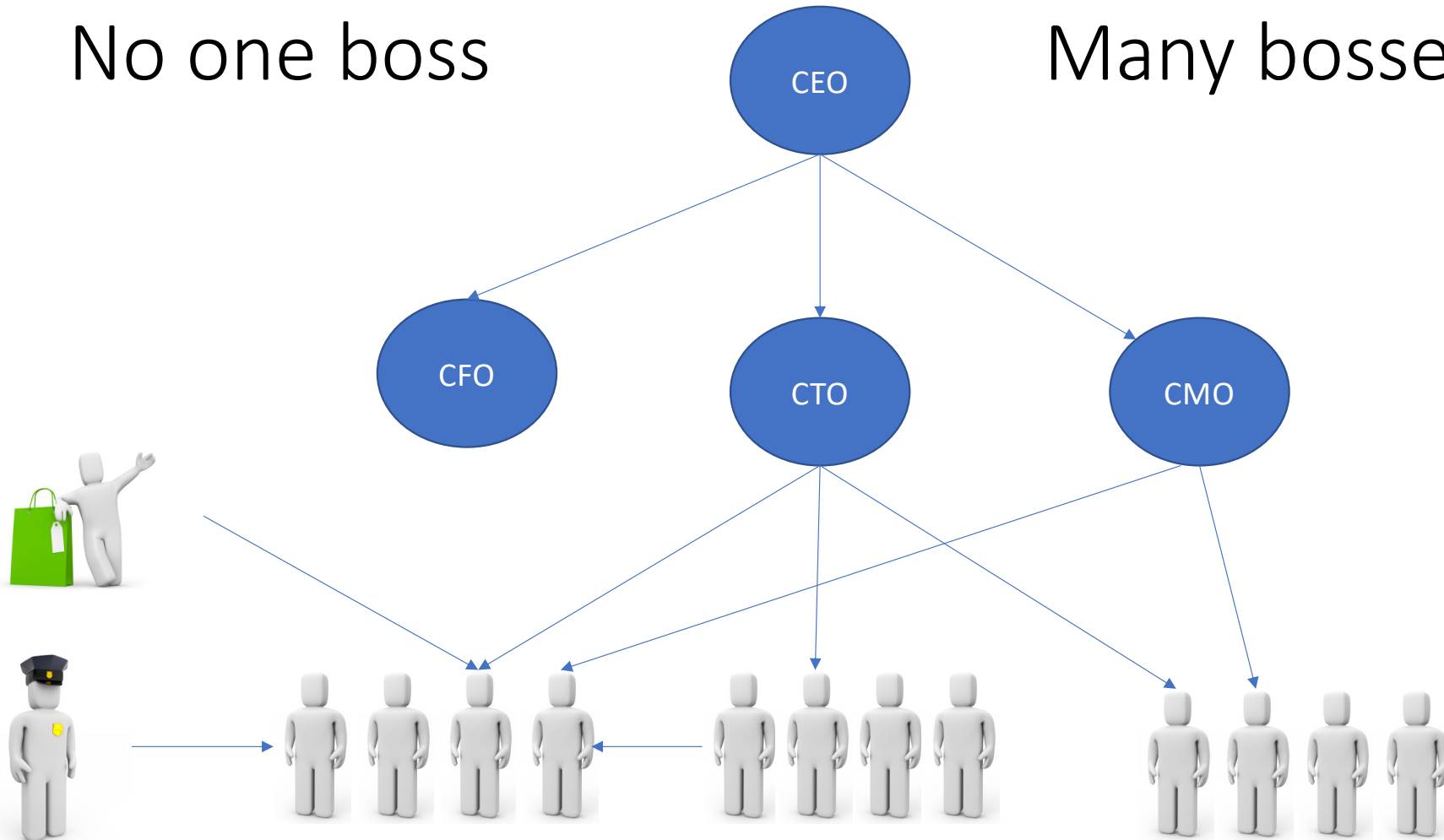
Time-Value profile

Lesson #5 – Value over estimates

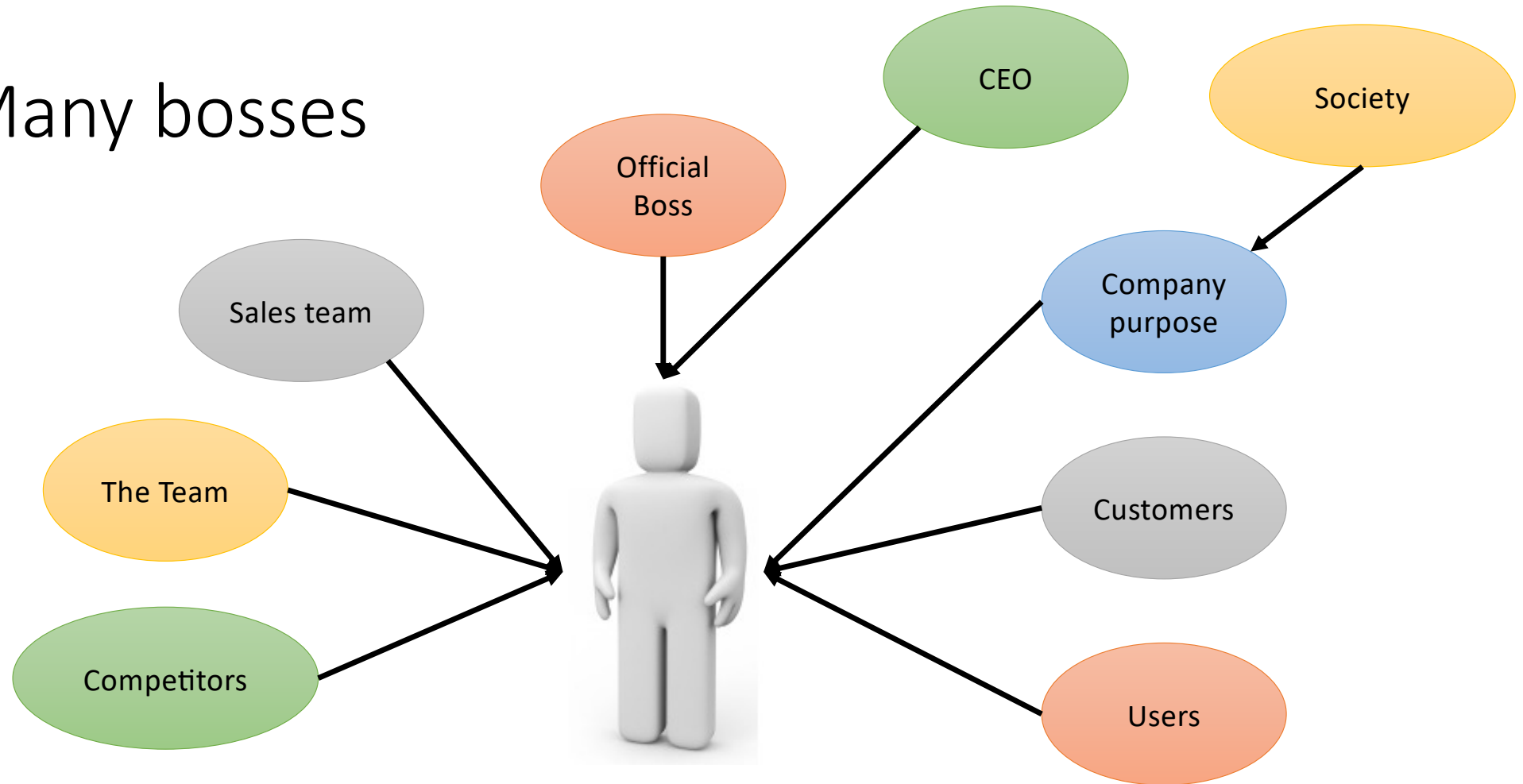
- Decide WHEN based on time-value profile

No one boss

Many bosses



Many bosses



Competing demands to reconcile

Lesson #7 – Competing demands

- Understand the competing demand



The backlog, a bottomless pit

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Tyranny of the backlog

- There is always more we could do than we can do
- The backlog will never be done
- Success is not burning down the backlog
- Look beyond the backlog

Purpose – Mission - Benefit

Purpose

To further purpose – benefit society

Mission

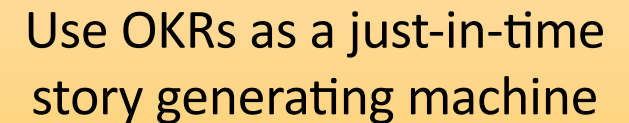
Which support mission

Benefit

Deliver benefit to customers

Lesson #8 – Look beyond the backlog

- Know the organization purpose
- Know the missions
- Have clear goals above & beyond the backlog
 - E.g. Product Vision, Mission Statement, OKRs



Use OKRs as a just-in-time
story generating machine

Questions?

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Images

Bottomless pit

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