

Product Owner a Collaborative Role

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Collaborate

Merriam-Webster online:

- to work jointly with others or together especially in an intellectual endeavor

Wikipedia:

- **Collaboration** is a recursive process where two or more people or organizations work together in an intersection of common goals — for example, an intellectual endeavor that is creative in nature—by sharing knowledge, learning and building consensus.
- Most collaboration requires leadership, although the form of leadership can be social within a decentralized and egalitarian group.
- In particular, teams that work collaboratively can obtain greater resources, recognition and reward when facing competition for finite resources

Collaborate

Why?

With whom?

How?

When?

3

Tools

- Product Vision – define & communicate
- Product Backlog – create & maintain
 - MMF
 - Valuing
 - Prioritizing
- Release Burndown

Needs

- Understand
 - Market
 - Customers
 - Stakeholders
 - Cost (Estimates)

4

Agile Product Management



Product Management within Agile

Focusing on continuous

- Refinement of requirements
- Prioritization of requirements
- Communication with development team/s
- Communication with the customer and other stakeholders

What is a Product Owner?



Product Owner

- A role
 - Sometimes one person
 - Sometimes a team
- Responsible of maximizing ROI
- Prioritizes
- Responsible of Release Planning

Product Owner definitions

- Scrum
- XP
- DSDM
- Crystal
- FDD

9

Common Threads

- Represents stakeholder needs
- Provides explanation of the requirements
- Ranks and prioritizes needs
- Works closely with the team
- Ultimately determines acceptance of product

Need for
collaboration

10

A Good Product Owner

- **Understands**
 - customer needs thoroughly
 - value creation
- **Able to**
 - create and communicate the product vision
 - make herself available to team/s during iterations
- **Empowered to make decisions, decisive and know when to say no**
- **Has good working conditions with the stakeholders**

11

Collaboration



Collaboration

Why?

When?

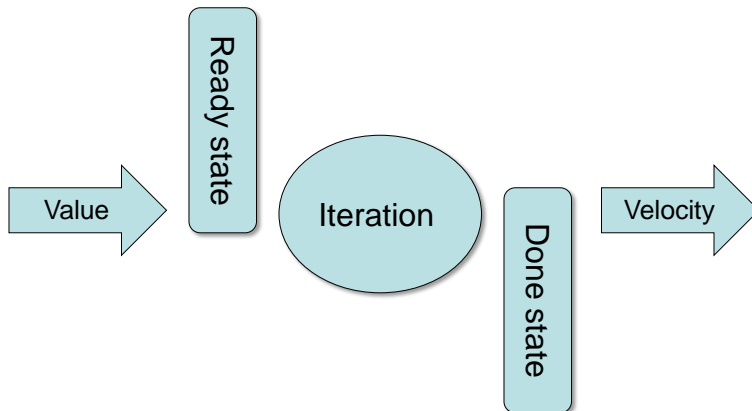
With whom?

How?

Why Collaborate?

- To reach a goal

Product Vision – show where you want to go



When to Collaborate?

Valuation

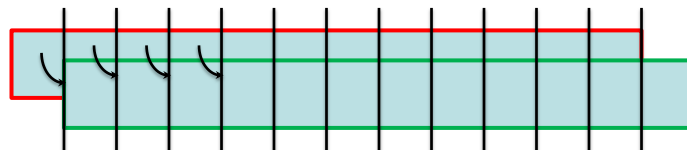
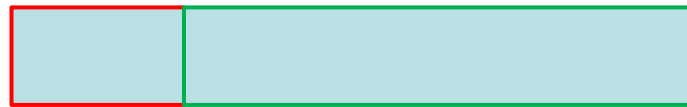
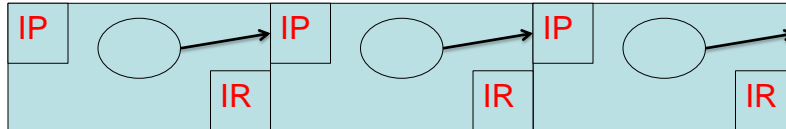
Release Planning

Iteration Planning

Requirements Workshops

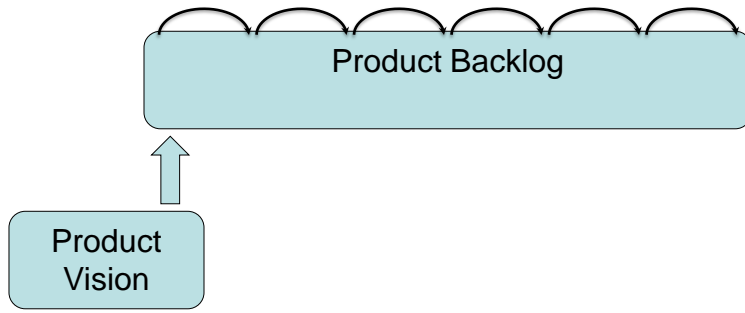
Iteration Review

Preparing the Product Backlog



Just in time
Good enough

Find your cadence/pace/frequency



Whit whom to Collaborate?

Team

Stakeholders

Other Product Owners

How to Collaborate?

Choose your method

Success criteria



Product Owner Success

The Product Owner have:

- A vision
- A business plan
- A release roadmap
- A product backlog that will deliver the right thing

The Product Backlog:

- Is ordered properly
- Contains all work (including technical issues)
- Is ready for the iteration planning
 - Is sized properly
 - Is estimated properly
 - Have enabling specifications

The Product Owner is available during the iteration

23

Success Criteria

Product Vision

PBL up to date => ready state

Feedback

Be available

Communicate

24

Pitfalls



Pitfalls

Pushing the team/s

Cut quality

Barriers

Us & them

WF-thinking

Product Vision: To backup the backlog

- The product backlog represents the overall product capabilities
 - Assumed to change and emerge
- The containing stories represent individual capabilities – “chunks” of requirements
- Behind every backlog is an overall product vision to
 - Guide the teams
 - Help teams remain focused on the critical aspects of the product
 - Align stakeholders and customers

27

Product Backlog: Support Communication

- A good Product Backlog supports communication between the Team, the Product Owner and other stakeholders
- Efficient communication happens face-to-face – not in writing
- The form of the Product Backlog Items can support more or less structured communication
- The way the Product Backlog is made has a big influence on the team’s velocity

28

Agile principles for spec's and doc's

We don't want write-only documentation

We don't want to throw documentation over-the-wall

We want "just enough"

- you are the only one who knows what "just enough" means for your product in your organization!

29

Emergence

- It is impossible to know all requirements in advance
- "Thinking harder" and "thinking longer" can uncover some requirements, but...

Every project has some emergent requirements

- ...Emergent requirements are those users cannot identify in advance

30

How do we handle emergence?

Talk more, write less

- write some if you need to

Show software to users

Acknowledge that requirements emerge

- and all that this implies

Progressively refine our understanding of the product

- and express this progressive refinement in the product backlog

31

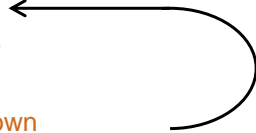
Progressive refinement

- Product Backlog items that are further into the future can be larger
- Each PBI should be described in just enough detail that the team can complete it in one sprint
 - May attach things like:
 - User interface design
 - Mathematical algorithms
 - Tests
- Strive to describe each item as briefly as possible

32

One way of doing it

1. Identify/Define
2. Value
3. Estimate
4. Prioritize
5. Break down



33

Prioritization

Factors to consider:

1. Business value
2. Cost of developing
3. Amount and significance of learning and new knowledge created
4. Amount of risk removed

34

Different types of Business Value

- New sales
- Incremental (existing)
- Retained
- Operational efficiency (savings)
- Customer satisfaction

35

PRAISED

Productivity gains

Reduced cost

Avoided cost

Increased revenue

Service level improvements

Enhanced quality

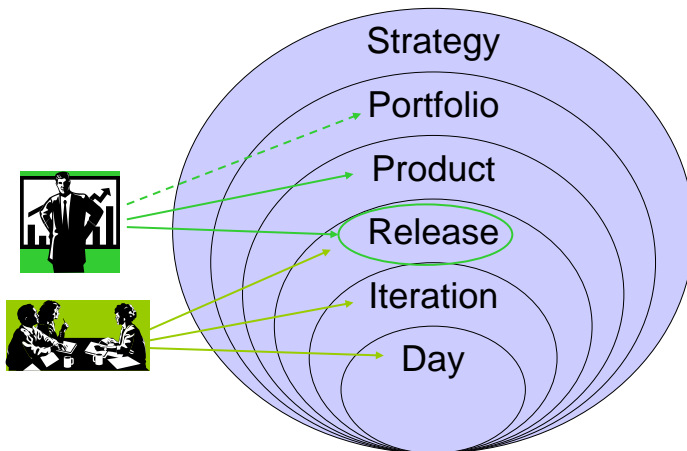
Differentiation in the marketplace

36

Agile Release & Long Term Planning



Planning levels



Release Planning

Purpose

To answer questions such as:

- How much will be done by September 30?
- When can we ship with this set of features?
- How many people or teams should be on this project?

Inputs

- Velocity, i.e. the amount of work completed in a sprint
- Prioritized product backlog

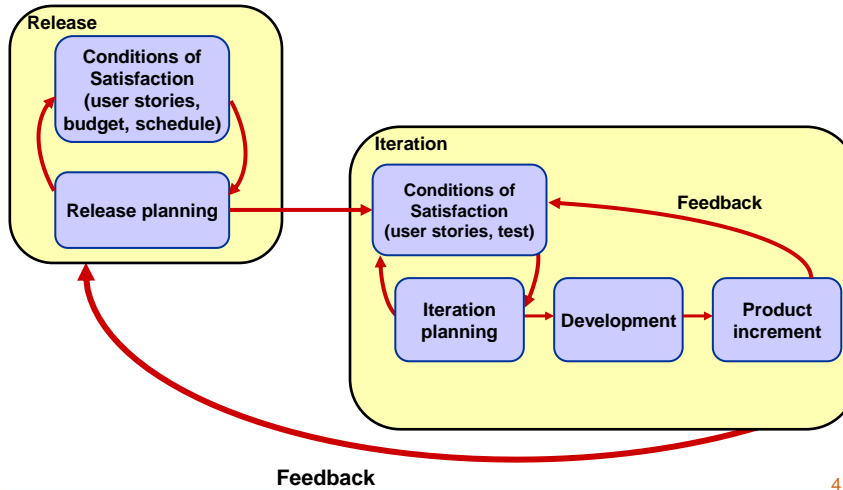
39

Updating the release plan

- Revisit the release plan at the end of every iteration
- Update it based on:
 - Current understanding of velocity
 - Current prioritization of the product backlog
- This should be a very short and sweet process

40

Planning feedback loops



41

Requirements Sources

Market

- Customers
- Competitors

Own ideas

Business ideas

Thank you!

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