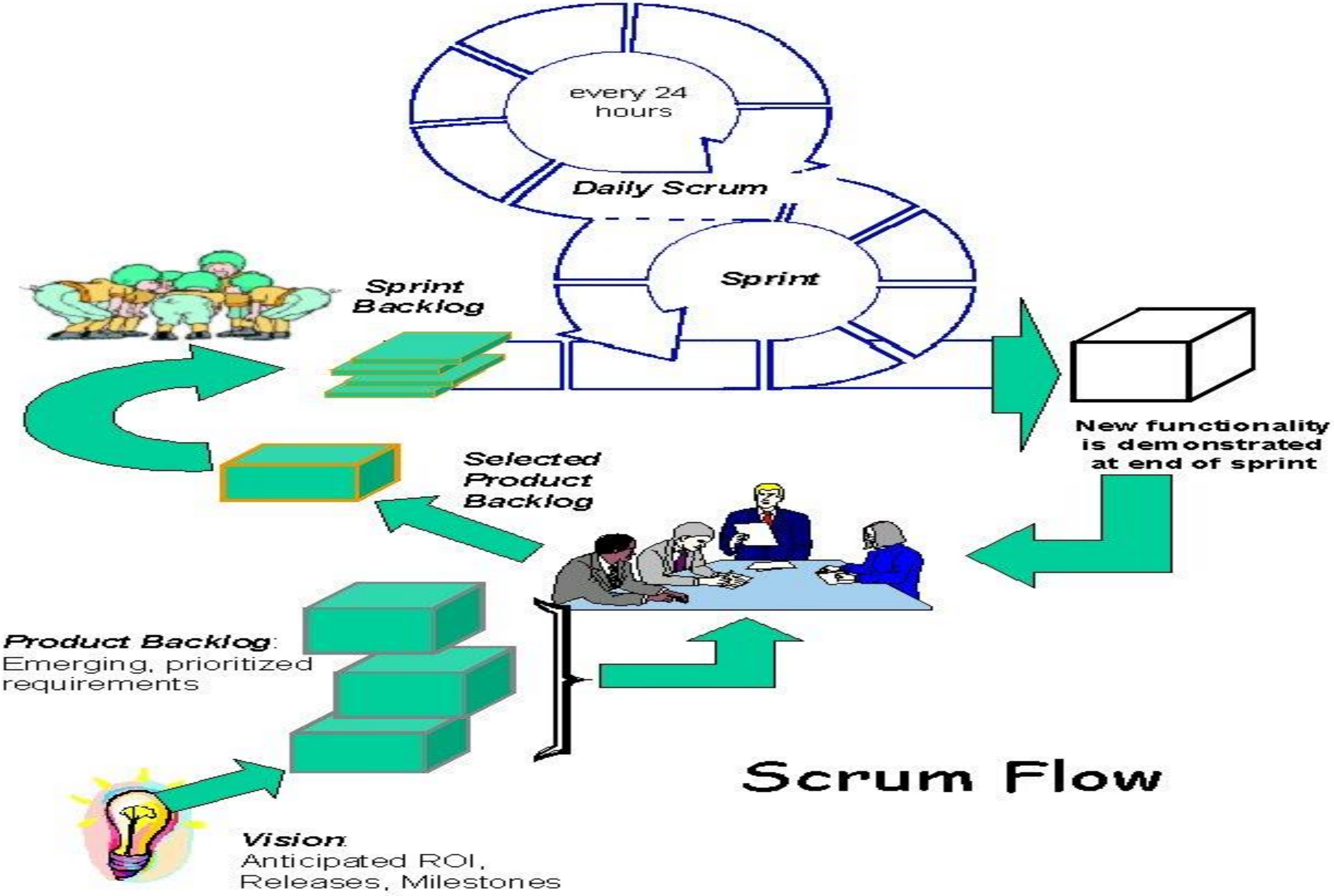
Product Owner
-
The Single Wring Able Neck


every 24 hours
Daily Scrum
Sprint
Sprint Backlog
New functionality is demonstrated at end of sprint
Selected Product Backlog
Product Backlog: Emerging, prioritized requirements
Scrum Flow
Vision: Anticipated ROI, Releases, Milestones

Time boxes, Roles, Rules

Product Owner

- Defines the features of the product
- Manages project features and release to optimize return on investment (ROI)
- Prioritizes features according to market value
- Inspects increment and makes adaptations to project
- Can change features and priority every sprint
- Communicates project progress and status

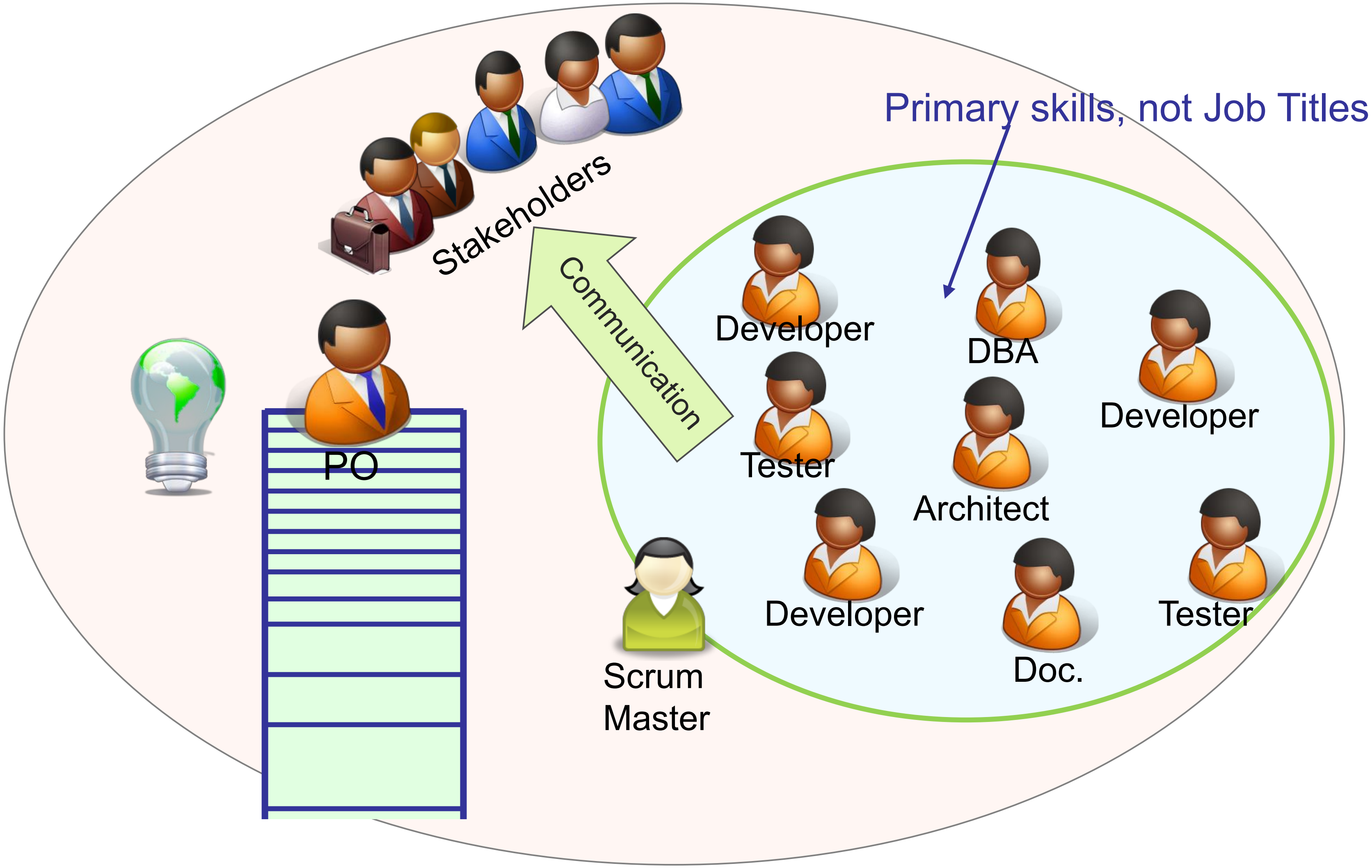
Development Team

- Cross-functional, seven plus/minus two members
- Commits / Forecasts to what it feels it can accomplish
- Has authority to do everything within existing standards and guidelines to reach the iteration goal
- Manages itself and its work
- Collaborates with Product Owner to optimize value
- Demos work results to the Product Owner

Scrum Master

- Ensures that the team is fully functional, productive and improves quality
- Enables close cooperation across all roles and functions and removes barriers
- Shields the team from external interferences
- Ensures that the process is followed
- Teaches Product Owner and Development Team how to fulfill their roles

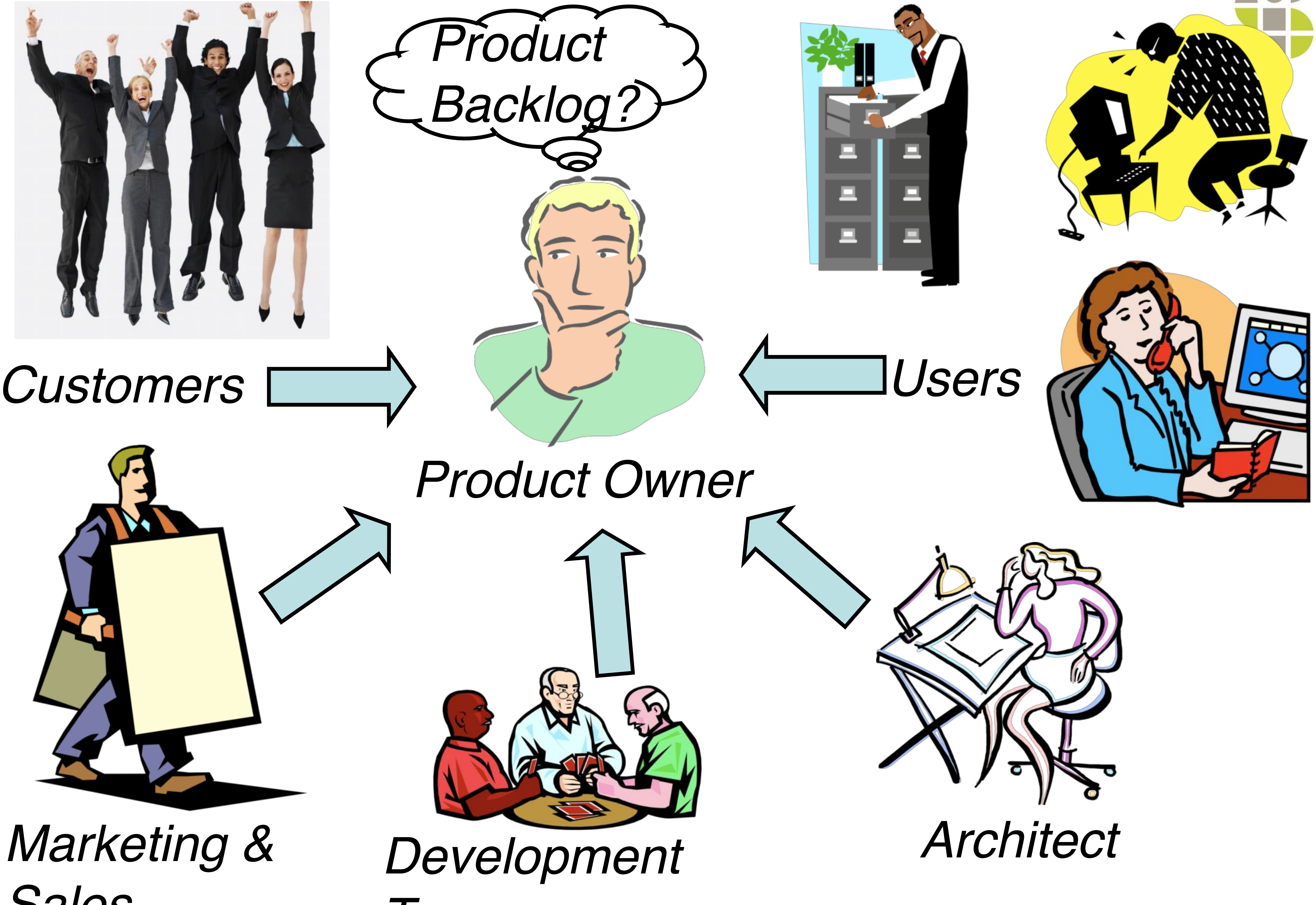
The Roles:


Stakeholders
Primary skills, not Job Titles
Communication
PO
Developer
DBA
Developer
Tester
Architect
Developer
Tester
Doc.
Scrum Master

Emergency Procedures

1. Do something different (be creative)
2. Get help from someone outside the team
3. Decrease Scope
4. Abort Sprint

Product Owner



Product Backlog?

Customers

Users

Product Owner

Marketing & Sales

Development Team

Architect

PO - Knowledge

Business Advocate

Customer Advocate

End user Advocate

Subject Matter Expert

Analyst

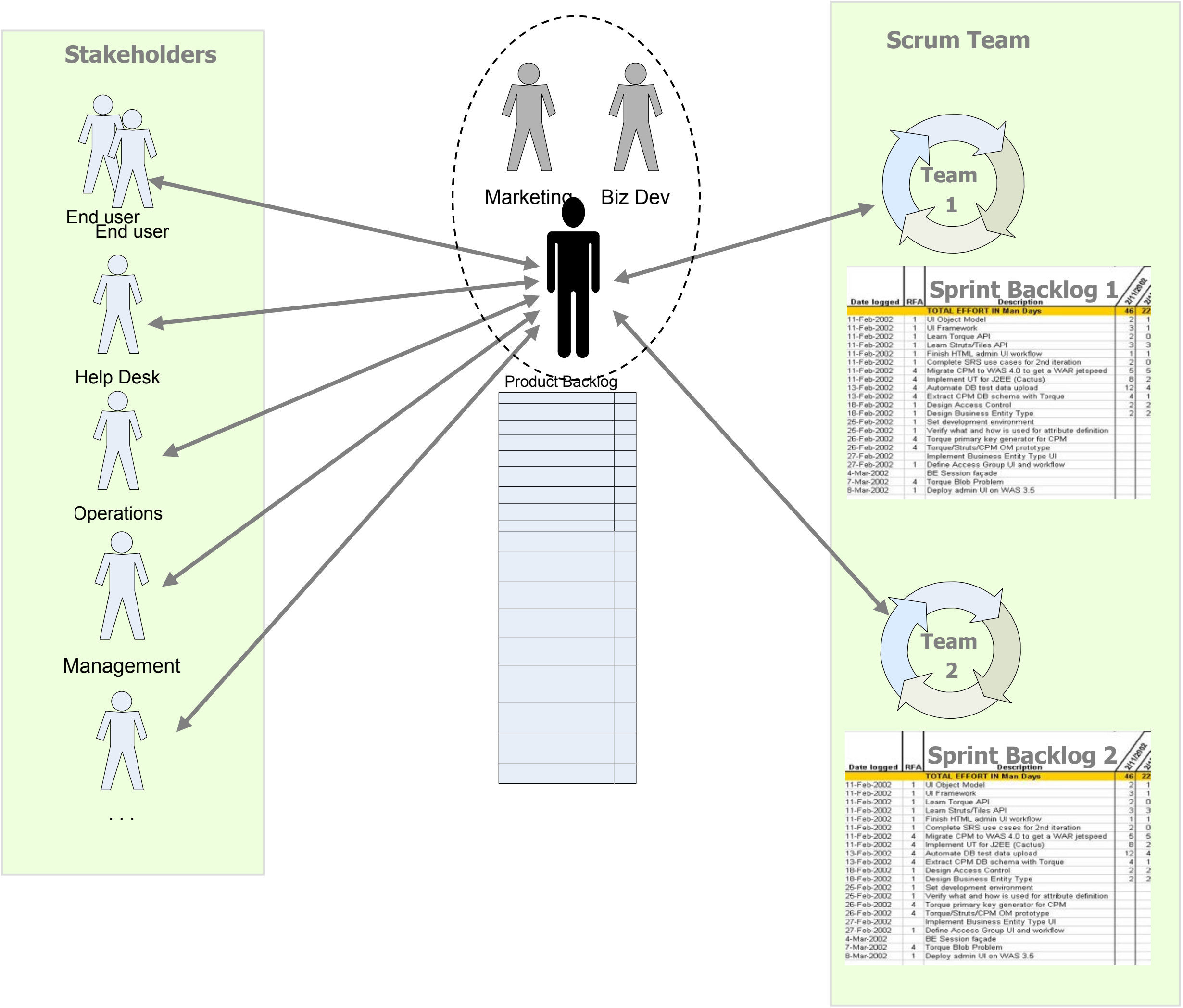
Designer

Visionary

Communicator

Decision Maker

PO in focus



Sprint Backlog 1

Date logged	RFA	Description	2/11/2002	2/1
		TOTAL EFFORT IN Man Days	46	22
11-Feb-2002	1	UI Object Model	2	1
11-Feb-2002	1	UI Framework	3	1
11-Feb-2002	1	Learn Torque API	2	0
11-Feb-2002	1	Learn Struts/Tiles API	3	3
11-Feb-2002	1	Finish HTML admin UI workflow	1	1
11-Feb-2002	1	Complete SRS use cases for 2nd iteration	2	0
11-Feb-2002	4	Migrate CPM to WAS 4.0 to get a WAR jetspeed	5	5
11-Feb-2002	4	Implement UT for J2EE (Cactus)	8	2
13-Feb-2002	4	Automate DB test data upload	12	4
13-Feb-2002	4	Extract CPM DB schema with Torque	4	1
18-Feb-2002	1	Design Access Control	2	2
18-Feb-2002	1	Design Business Entity Type	2	2
25-Feb-2002	1	Set development environment		
25-Feb-2002	1	Verify what and how is used for attribute definition		
26-Feb-2002	4	Torque primary key generator for CPM		
26-Feb-2002	4	Torque/Struts/CPM OM prototype		
27-Feb-2002		Implement Business Entity Type UI		
27-Feb-2002	1	Define Access Group UI and workflow		
4-Mar-2002		BE Session façade		
7-Mar-2002	4	Torque Blob Problem		
8-Mar-2002	1	Deploy admin UI on WAS 3.5		

Sprint Backlog 2

Date logged	RFA	Description	2/11/2002	2/1
		TOTAL EFFORT IN Man Days	46	22
11-Feb-2002	1	UI Object Model	2	1
11-Feb-2002	1	UI Framework	3	1
11-Feb-2002	1	Learn Torque API	2	0
11-Feb-2002	1	Learn Struts/Tiles API	3	3
11-Feb-2002	1	Finish HTML admin UI workflow	1	1
11-Feb-2002	1	Complete SRS use cases for 2nd iteration	2	0
11-Feb-2002	4	Migrate CPM to WAS 4.0 to get a WAR jetspeed	5	5
11-Feb-2002	4	Implement UT for J2EE (Cactus)	8	2
13-Feb-2002	4	Automate DB test data upload	12	4
13-Feb-2002	4	Extract CPM DB schema with Torque	4	1
18-Feb-2002	1	Design Access Control	2	2
18-Feb-2002	1	Design Business Entity Type	2	2
25-Feb-2002	1	Set development environment		
25-Feb-2002	1	Verify what and how is used for attribute definition		
26-Feb-2002	4	Torque primary key generator for CPM		
26-Feb-2002	4	Torque/Struts/CPM OM prototype		
27-Feb-2002		Implement Business Entity Type UI		
27-Feb-2002	1	Define Access Group UI and workflow		
4-Mar-2002		BE Session façade		
7-Mar-2002	4	Torque Blob Problem		
8-Mar-2002	1	Deploy admin UI on WAS 3.5		

Courtesy of Geir Amsjø

PO - responsibilities

Be a leader for the Product

Develop and maintain Product Backlog

Make Product Backlog visible

Order PBI’s in the Product Backlog

Clarify PBI’s to the Development Team

Review the work of the Development Team

PO – Failure Modes

1. PO Team imbalance

- Lack of knowledge, e.g. user experience

2. Flaccid Product Ownership

- PO not empowered

3. The Underminer

- Chief PO publically reverses decision made by team

4. Absentee PO

- PO not available to support dev. team

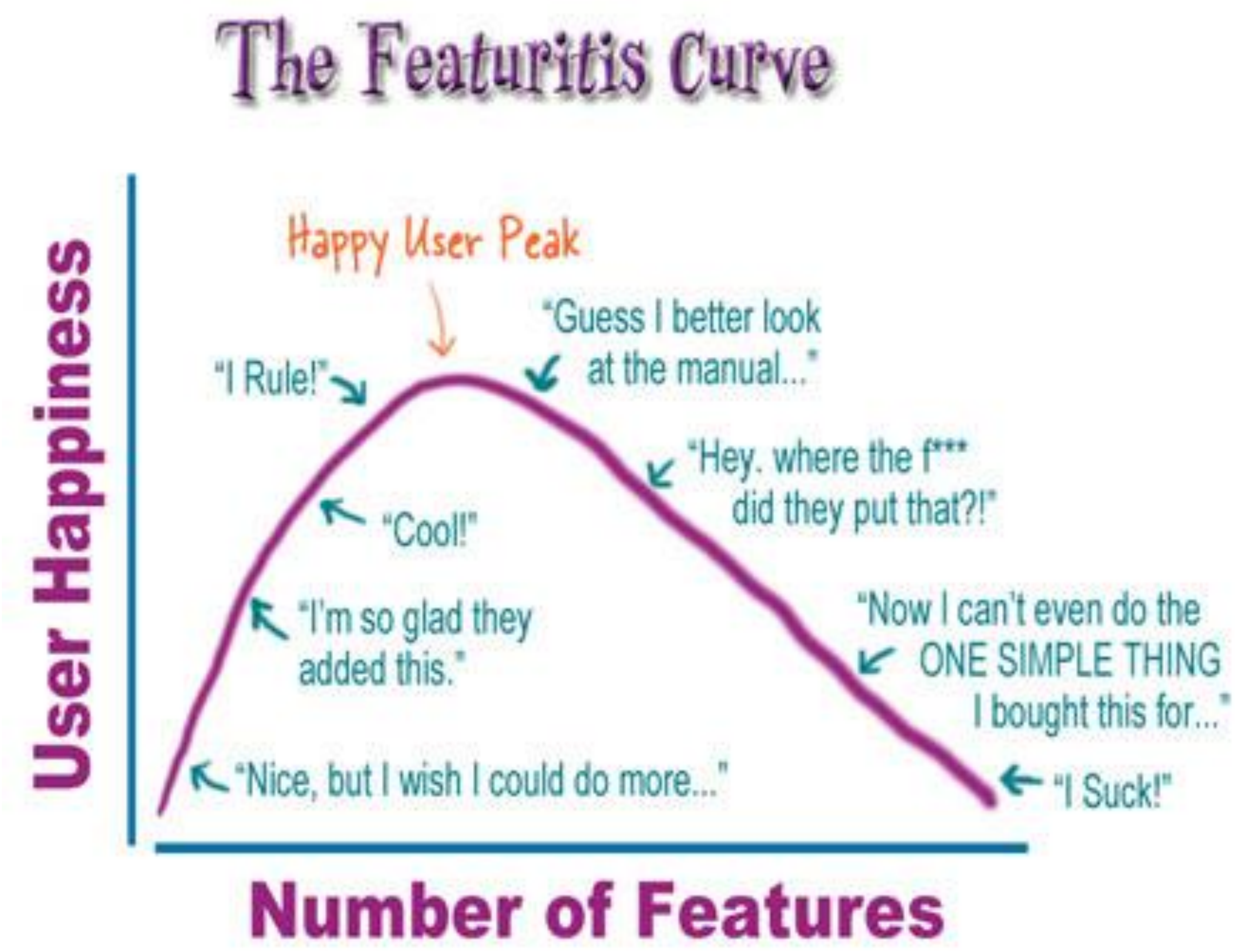
5. Ostrich

- Keeps impossible delivery dates

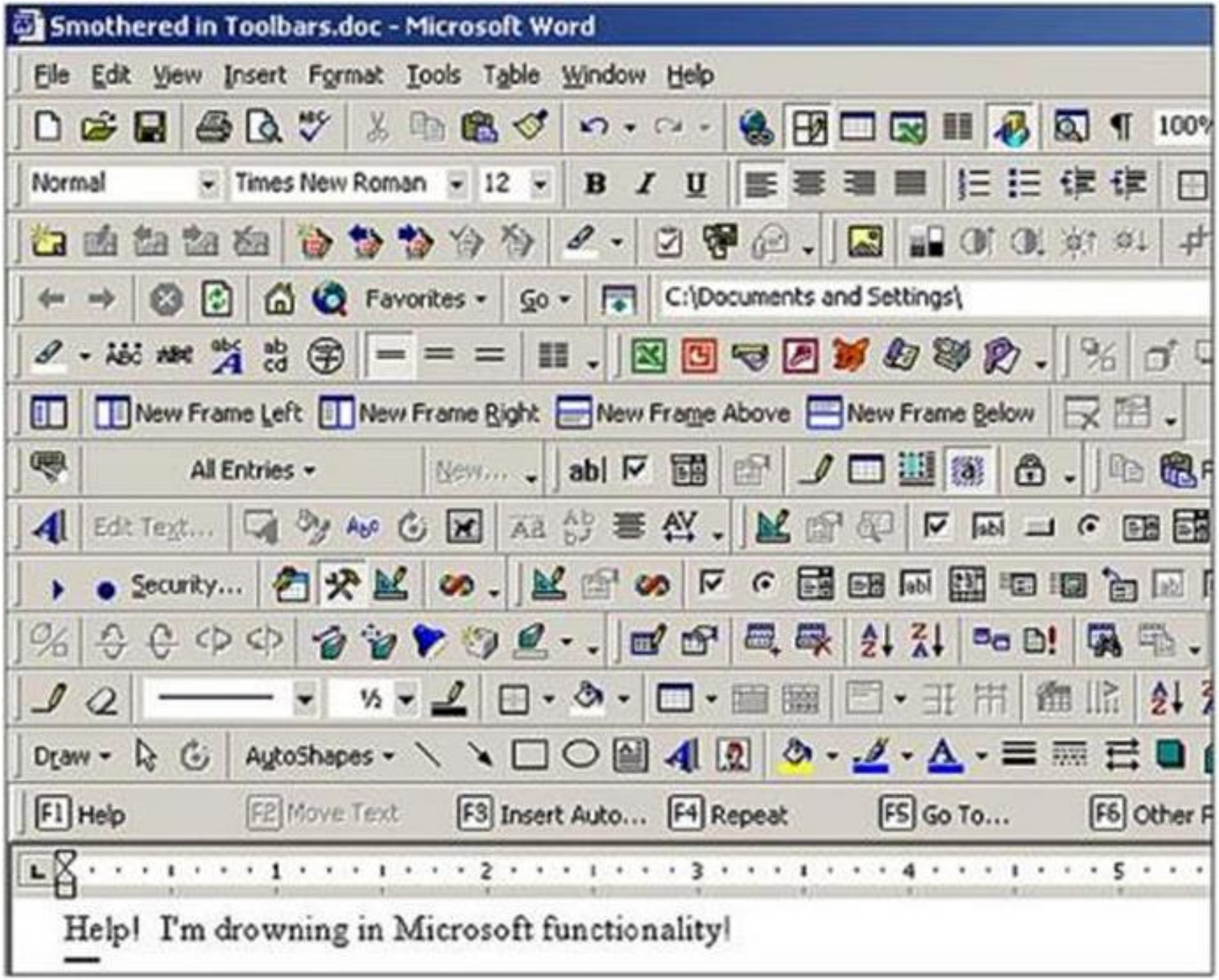
6. Vision Deficit

- Does not have a clear vision

Feature Creep

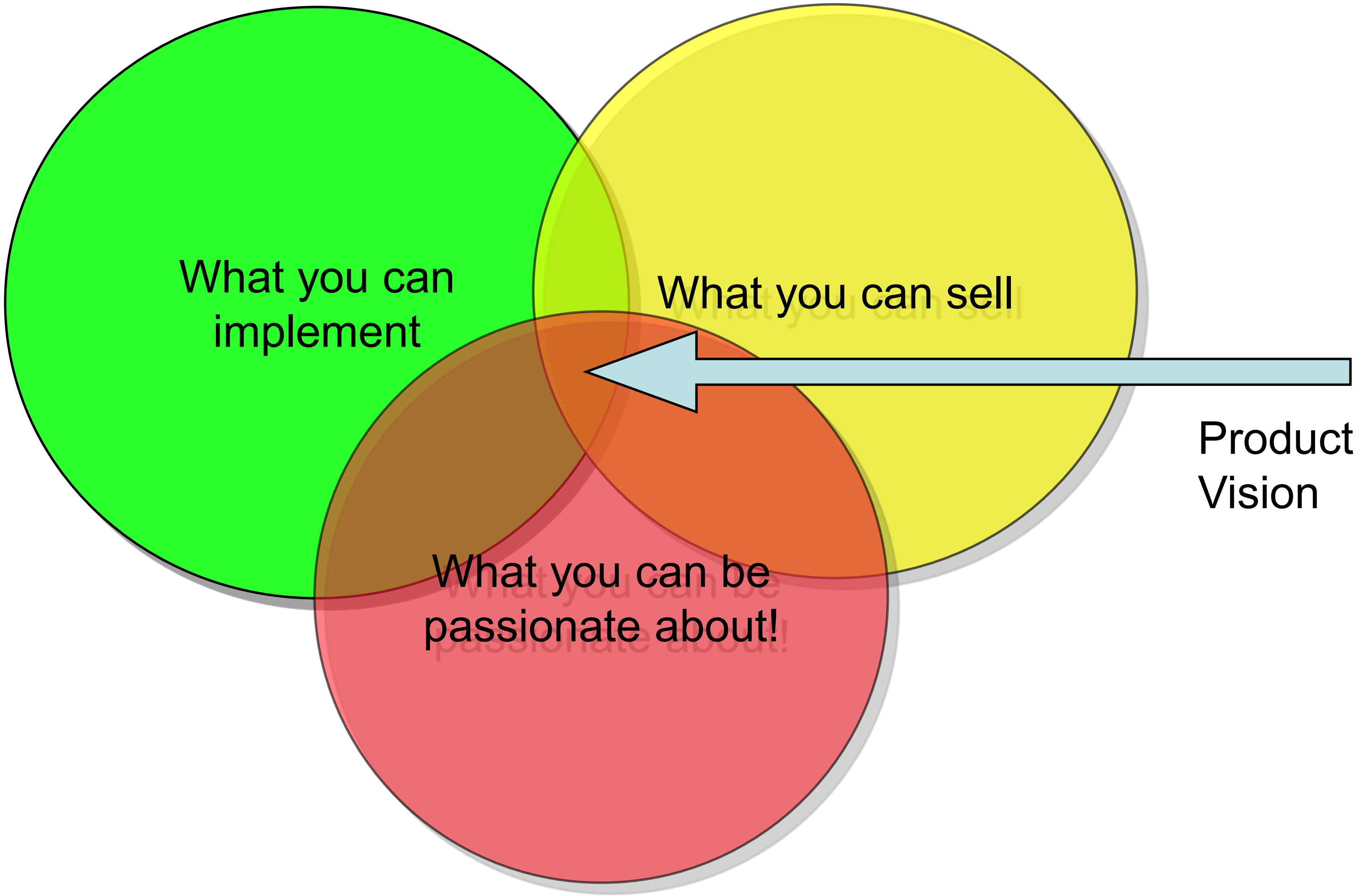


Thanks to "the Creating Passionate Users bloggers"



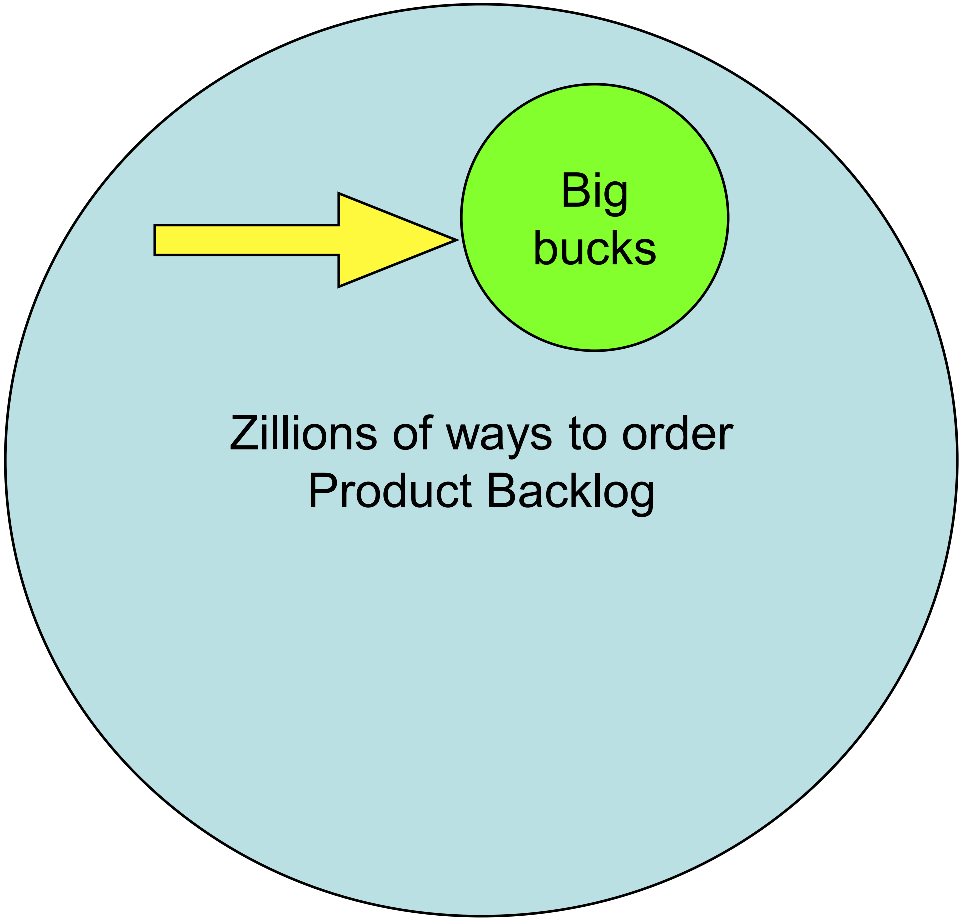
Help! I'm drowning in Microsoft functionality!

What to do?



The whole company understands this!

How to do it



Product Owner - the “right” thing

- Have a compelling product vision that is executable, and arouses passion in the team, the company, and the customers
- Build a roadmap for rolling out the vision that everyone can see and sign up for
- Build a “ready-ready” Product Backlog of “enabling specifications” that are “just enough, and just in time.”
- Spend half the time with customers, sales, and marketing.
- Spend the other half working closely with developers clarifying specifications.

Product Owner will break trust if

- He tells people how to implement the product.
- She assigns people tasks.
- He changes the Sprint Backlog during a Sprint
- The developers find out the Product Owner doesn’t really know what the customer wants.
- He tries to force the team to do what they will not sign up for.
- Any compromise of integrity or neglect of the team.
- The Product Owner is a special kind of leader and will be held accountable by the team for leadership qualities - honesty, integrity, clarity, and ability to align the whole company behind product creation.

The Product Backlog

- The centerpiece for discussion about the product direction
- Each team works from only from one product backlog
- One chief product owner per product backlog
- Nominally, each product backlog has one product
- Not prioritized, but ordered — to yield the highest ROI
- High priority have maximum estimate of sprint length

Product Backlog Items

- A.k.a. PBIs
- Issues, features, user stories, use cases, functions, requirements, specifications, fixes
- Are in the customer space: what, not how
- Can start out very rough but evolve into enabling specifications if needed
- Each potentially shippable increment includes one or more PBIs

User Story Templates

As a <role> I would like to be able to <action> to achieve <business value>

As a <user role> I can <story> so that <benefit>

As a <person name> can < story > so that <benefit>

As a <user> I want to <goal> so that <value to attain>

The “so that” line is generally considered optional, but used as a default

As Head of Marketing I would like to announce a Prize Game through a Facebook Event.

As Head of Sales in GoldenDays I would like to earn equally on extras as on the ticket itself so that we can improve on the Benjamins.

As a Customer I would like to have a video of the day.

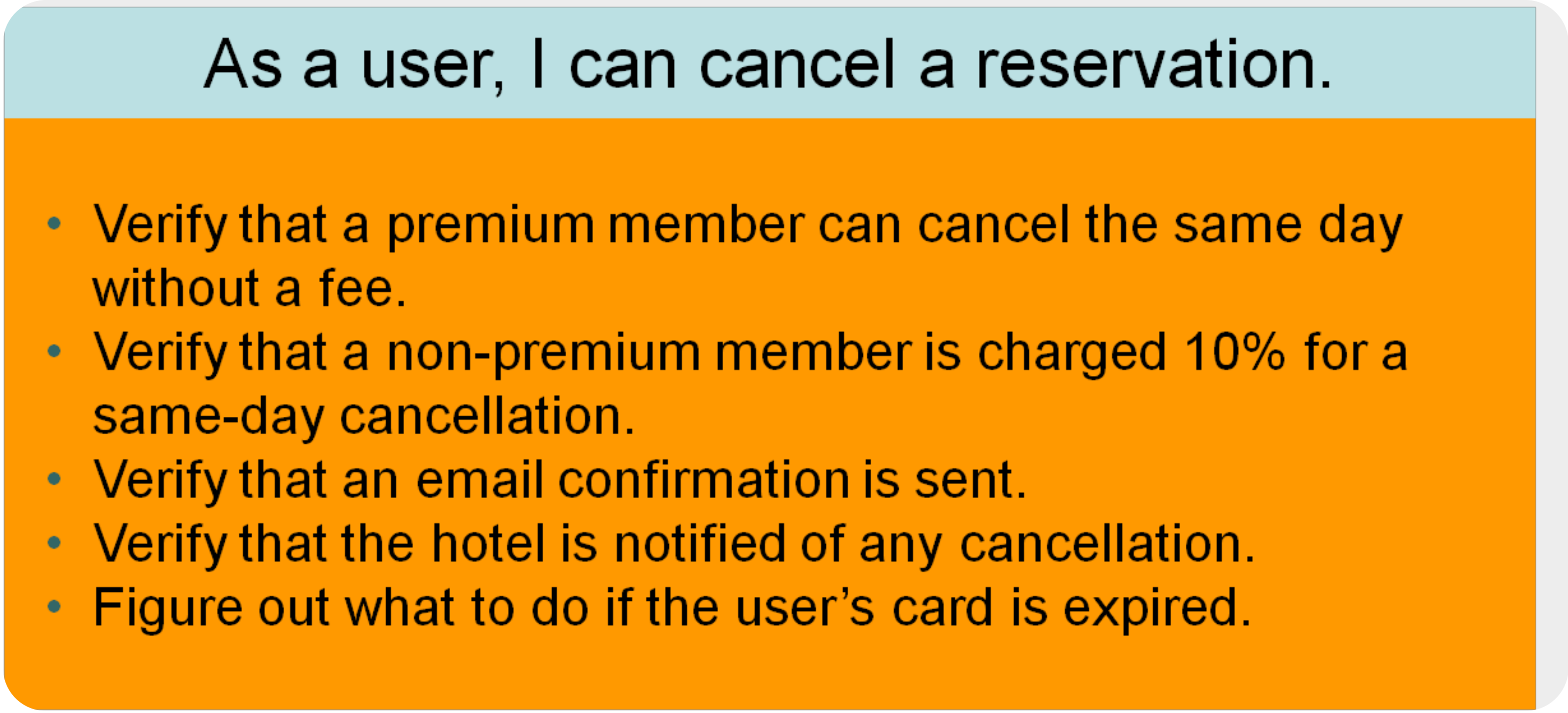
As a Customer I can have pizza and coke served in wheels.

As a Customer I can have the event published as a facebook event.

Details added as **conditions of satisfaction**

High level tests are added to the story

- Can be used to express additional details and expectations



As a user, I can cancel a reservation.

- Verify that a premium member can cancel the same day without a fee.
- Verify that a non-premium member is charged 10% for a same-day cancellation.
- Verify that an email confirmation is sent.
- Verify that the hotel is notified of any cancellation.
- Figure out what to do if the user's card is expired.

Moving towards Ready

- The Team regularly estimates items
  - Usually once a week at "The Wednesday Afternoon Meeting"
  - Update at the Sprint planning meeting
- The team needs your support to clarify PBIs
- You support and inform the team, but may direct them only through the product backlog
- The ScrumMaster will enforce this!

Enabling Specifications

- Some requirements are easy to understand (“change the color of this button to red”)
- Other requirements, particularly scenarios, are more complex
- Almost all requirements have dependencies with other requirements
- The Product Owner must ensure that the team can take a PBI forward without further clarification
- Specifications should be ready just in time and specified just enough

Estimation

- The Development Team estimates the backlogs
- The Product Owner do NOT estimate
- The Product Owner clarifies PBIs to support an accurate estimation
- Product backlog estimates are not commitments
- Sprint backlog estimates are commitments
- Productbacklog estimated, using relative size

Scenarios: Cancellations

No	Testscenarios	Expected
1	Cancel a reservation for a VIP customer	Pass
2	Cancel a reservation for a registered customer within 24 hours	Pass
3	Cancel a reservation for a casual customer within 2 hours	Pass
4	Cancel a reservation with mixed customer types, some OK, some not OK	Pass/Reject accordingly
5	Cancel a reservation for a registered customer outside timeframe	Rejected
6	Cancel a reservation for a casual customer outside timeframe	Rejected
7	Cancel without proper authorization	Rejected
8	Cancel a cancelled reservation	Message: ”Come On”
9	Cancel a not existing reservation	Message: ”Get Real”
11	Network down	Degraded service is running as agreed
12	Database crashed	Message: ”We are sorry to inform you”
13	Date has gone wild, it changes by the minute	Predictable behaviour or random ??
14	Auhtorization has gone wild, it changes by the minute	Predictable behaviour or random ??

Product Backlog Stability in Sprint

- Product Backlog is constantly updated
- Piece of Product Backlog in Sprint is fixed
- Product Owner intercepts anything coming into a Sprint
- Do now, do later, do never

Sprint Abnormal Termination

- Sprints can be cancelled before the allotted Sprint is over;
- Product Owner is only one that can cancel a Sprint;
- If a Sprint is abnormally terminated, the next step is to conduct a new Sprint planning meeting, where the reason for the termination is reviewed.

Sprint Review

- Product Review of a Working Product
- Not a Sales meeting
- No PowerPoint presentation
- Maximum 1-2 hour preparation
- Done on equipment where software was developed and tested
- ½ - 3 hours
- Reviewed by Team, Product Owner and other stakeholders.
- This a collaborative working session, not a demonstration.

Sprint Retrospective

Review of the process during the Sprint

Process improvement, check it: Do we identify improvements

Facilitated by ScrumMaster

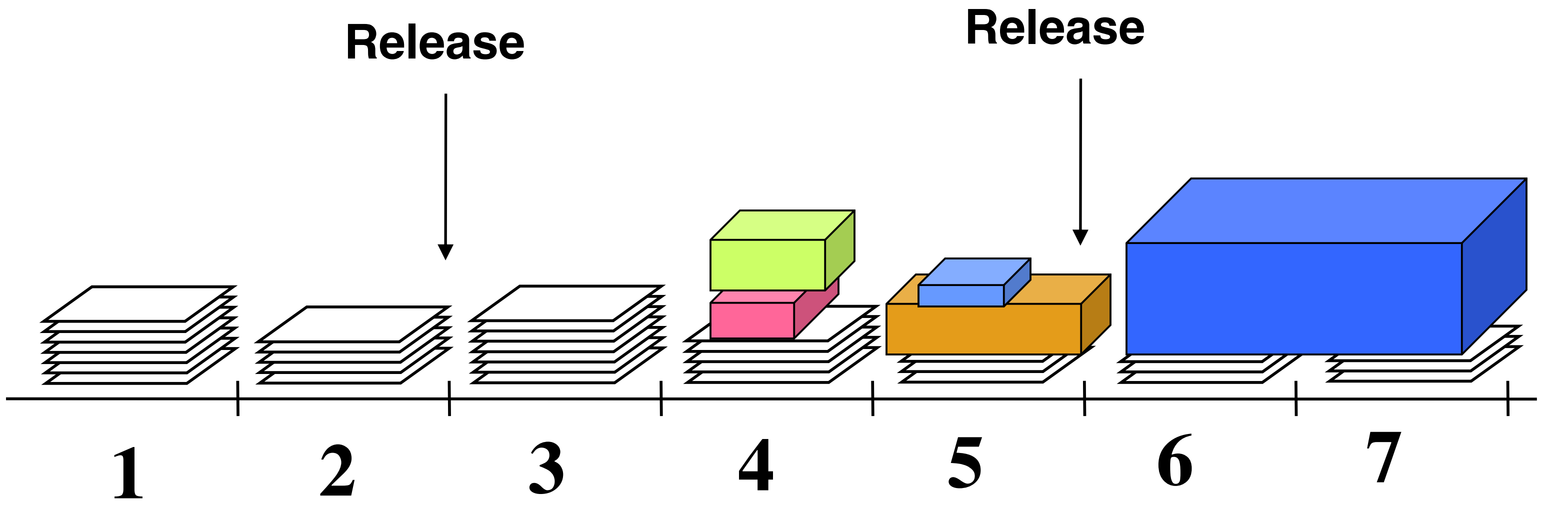
The Scrum Team attends

1. What went well ?
2. What could have been better ?
3. Things to try ?
4. Issues to escalate ?

Use timelines along the Sprint

Dividing the Product Backlog

The most urgent iterations are quite fine grained and estimated, the items not that important may be coarser defined and estimated


Release
Release
1
2
3
4
5
6
7