Product Owner - The Single Wring Able Neck

by Jens Ostergaard
What is Scrum?

Product Owners determine what needs to be built in the next 30 days or less.

Development Teams build what is needed in 30 days (or less), and then demonstrate what they have built. Based on this demonstration, the Product Owner determines what to build next.

Scrum Masters ensure this process happens as smoothly as possible, and continually help improve the process, the team and the product being created.
Roles in Scrum?

Product Owner: Makes Business Decisions

Development Team: Estimates and Build what Business (Product Owner) want


Scrum Masters work is usually underestimated.
Product Owner
PO - responsibilities

Be a leader for the Product Development
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
Enable Specifications
Firewall Towards the Dev Team
Have to Attend Sprint Planning and Sprint Review
Communication

Priority Flow of Information

Clarification Flow of Information
Customers → Product Owner → Users → Marketing & Sales → Development Team → Architect

Certified Scrum Product Owner
PO - Knowledge

Business Advocate
Customer Advocate
End user Advocate
IT Architect
Subject Matter Expert
Analyst
Designer
Visionary
Communicator
Decision Maker
Developer
PO in focus

Stakeholders
- End User
- Help Desk
- Operations
- Management

Scrum Team
- Team 1
- Team 2

Product Backlog

Marketing, Biz Dev

Sprint Backlog 1

Sprint Backlog 2

Courtesy of Geir Amsjø
Certified Scrum Product Owner
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
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.
Emergency Procedures

1. Do something different (be creative)

2. Get help from someone outside the team

3. Decrease Scope

4. Abort Sprint
Parameters For Ordering

1. Importance
2. Effort
3. Business Value
4. Risk
5. ROI
6. Environment
7. Release Date
8. Etc.
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

• Specifications should be ready just in time and specified just enough
User Story Template

As a/an <type of user>,
I want <some goal>
so that <some reason>

• The “so that” line is generally considered optional, but used as a default
• User story is best if vague in solution and exact in problem
Why Splitting a User Story

• We understand it better

• Small stories are easier to implement correctly

• We see that some parts of the big item aren't worth doing
How far to split PBI

- Sprint length
- Half the sprint length
- One – Three Days
- One day
- One acceptance Criteria
<table>
<thead>
<tr>
<th>Prio</th>
<th>Est</th>
<th>Owner</th>
<th>PBI / Story</th>
<th>Acceptance</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>6</td>
<td>Rex</td>
<td>As a game player I get tired of My Song Rankings as it takes such a long time to do, so I give up and feel cheated that I can't get the green circle in the menu</td>
<td>* Show that you got the green circle in the menu by doing the top 10</td>
<td>Should be simple to do and you get a sense of &quot;Bozen There. Done That&quot;. What to do with people who have already done song ranking of more than 10 songs? Rec: Let's consider limiting the right-side list to 10 Songs AND renaming the whole game to &quot;Top 10 Songs&quot;</td>
</tr>
<tr>
<td>6</td>
<td>8</td>
<td>Jens</td>
<td>As a Peely fan I want to see all possible Peely apps</td>
<td>* Show that the menu shows all Peely apps</td>
<td>Build a new app called Peely</td>
</tr>
<tr>
<td>7</td>
<td>10</td>
<td>Jens</td>
<td>As a game administrator I want the link to peely.com to disappear</td>
<td>* Show that album covers are larger when comparing</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>* Show that album covers to the right are as large as possible (maybe scrollable if a large number of covers)</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>* Show that graphics works the same way when the game is finished</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>* Show that the green circle in the menu when the game is finished</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>* Show that wikipedia link work as in select album cover</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>12</td>
<td>Jens</td>
<td>New Game: &quot;Sort Album Favorite - Cover Art&quot;</td>
<td>Same as the game &quot;Sort Album Release Date&quot; with larger covers in comparison and also in the result list to the right. Wikipedia link that shows album cover (same as in update album cover). Test should be &quot;Best Looking Album Cover&quot;</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>14</td>
<td>Jens</td>
<td>As a peely game player I want to be able to download wikipedia album information so I can also play offline</td>
<td>Show that you can see web page when you are off line</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>18</td>
<td>Jens</td>
<td>As I game player I get frustrated by performance issues</td>
<td>Takes a long time to load information from iTunes. Make sure it only looks for information in iTunes from the artist names in the document.</td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>19</td>
<td>Jens</td>
<td>As a puzzle player I want to be able to finish all puzzles even if I don't have all album covers</td>
<td>* Show that there is a default picture for every album</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>* Show that you can puzzle each album on all levels</td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>20</td>
<td>Jens</td>
<td>As a player of &quot;Song vs Album&quot; I want to see the name of the album so I can be certain of the album name</td>
<td>* Show the name in Song vs Album</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>* Don't show the name if they don't have the album cover</td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>22</td>
<td>Jens</td>
<td>As a Peely player I want to know which game I am playing so I know which artist it is</td>
<td>* First clicked only visible when there are 10</td>
<td></td>
</tr>
</tbody>
</table>

Scrum Planning & Estimation
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 includes at least the following 1

- The Product Owner identifies what has been done and what hasn’t been done.
- The Team discusses what went well during the Sprint and what problems it ran into, and how it solved these problems.
- The Team then demonstrates the work that is done and answers questions.
Sprint Review includes at least the following 2

- The Product Owner then discusses the Product Backlog as it stands. He or she projects likely completion dates with various velocity assumptions.
- The entire group then collaborates about what it has seen and what this means regarding what to do next.

The Sprint Review provides valuable input to subsequent Sprint Planning meeting.
Product Owner as Tester

• Conversational Test Creation

• Verify PBI’s by means of Scenarios

• Don’t tell me, show me!

* Try thinking about the acceptance tests for a requirement, rather than the flow. What are the tests, from easy to pass to hard? What are they, from important down to unimportant?