



# 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 Master: Facilitates and Coaches Organization to Follow the Rules of Scrum. Makes sure no roles step out of boundaries. Scrum Master decides what is Scrum and what is not Scrum.

**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

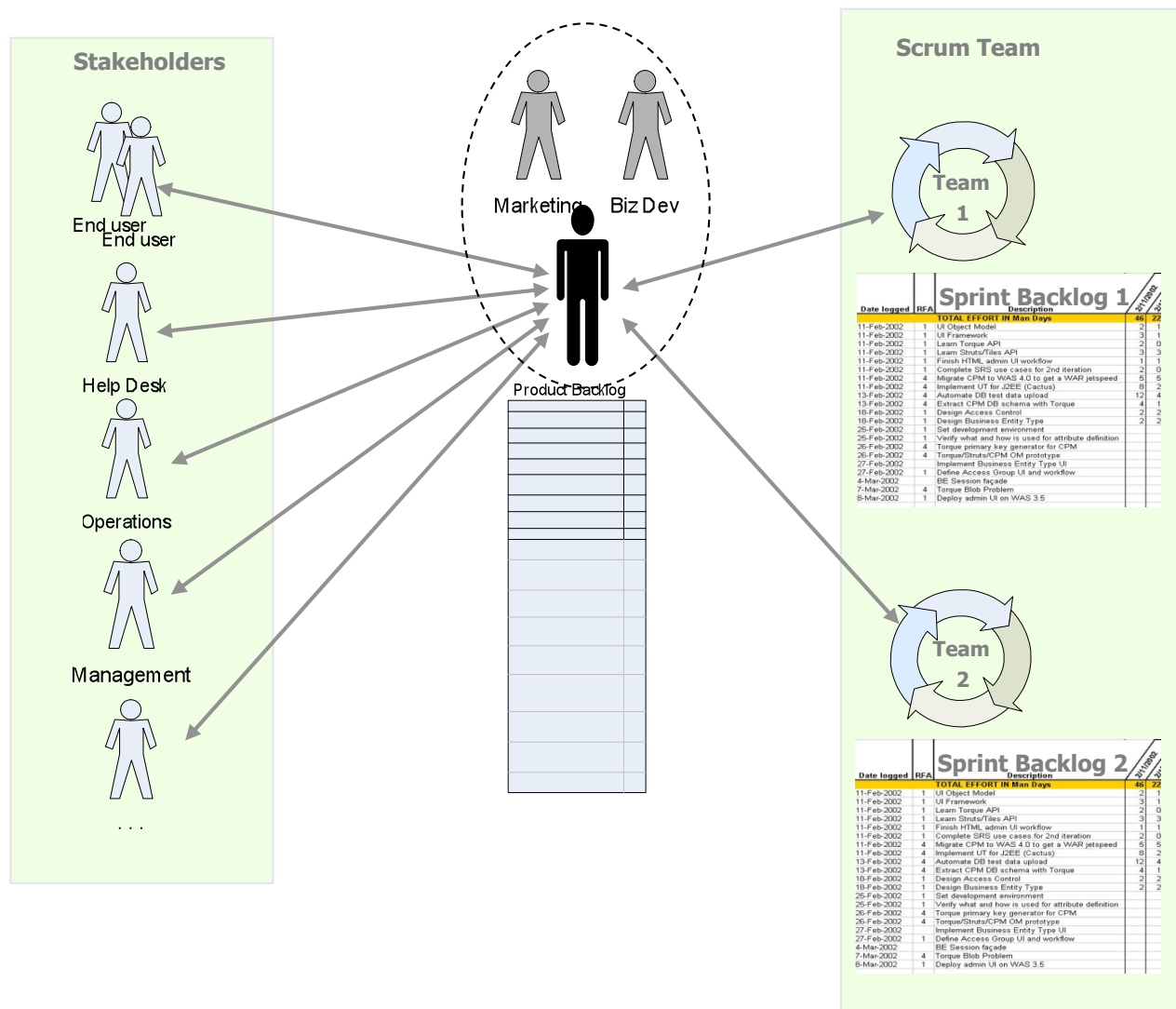


Business Advocate  
Customer Advocate  
End user Advocate  
IT Architect  
Subject Matter Expert  
Analyst  
Designer  
Visionary  
Communicator  
Decision Maker  
Developer





# PO in focus



Courtesy of Geir Amsjøl  
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.



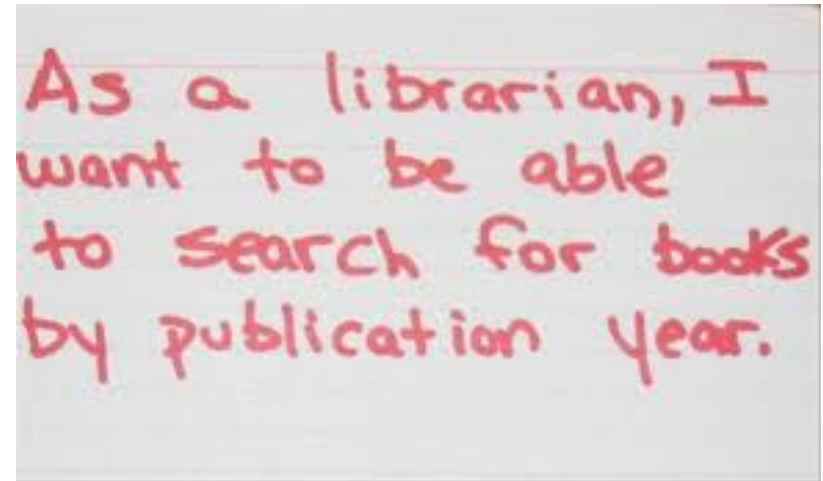
# Enabling Specifications

- 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>



As a librarian, I  
want to be able  
to search for books  
by publication year.

- 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

Product Backlog

File Edit View Insert Format Data Tools Help All changes saved in Drive

Comments Share

Product Backlog

	A	B	C	D	E	F	G	H	I
		Prio	Est	Owner	PBI / Story	Acceptance	Comment		
1									
2									
5	Sprint 12	6	8	Rex	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	<ul style="list-style-type: none"> <li>* Show that you get the green circle in the menu by doing the top 10</li> <li>* Show that you can only do top 10</li> <li>* Show that when I add a new Song #6 - and there are already 10 Songs in the list - that Song #10 simply goes back to the Unranked list.</li> </ul>	Should be simple to do and you get a sense of "Been There, Done That". What to do with people who have already done song ranking of more than 10 songs? Rex: Let's consider limiting the right-side list to 10 Songs AND renaming the whole game to "Top 10 Songs"		
6	Sprint 12	8	3	Jens	As a Peeltly fan I want to see all possible Peeltly apps	<ul style="list-style-type: none"> <li>* Show that the menu shows all Peeltly apps</li> </ul>	Build a new app called Peeltly		
7	Sprint 12	10	1	Jens	As a game administrator I want the link to peeltly.com to disappear				
8	Sprint 12	12	13	Jens	New Game: "Sort Album Favorite - Cover Art"	<ul style="list-style-type: none"> <li>* Show that album covers are larger when comparing</li> <li>* Show that album covers to the right are as large as possible (maybe scrollable if a large number of covers)</li> <li>* Show that graphics works the same way when the game is finished</li> <li>* Show the green circle in the menu when the game is finished</li> <li>* Show that wikipedia link work as in select album cover</li> </ul>	Same as the game "Sort Album Release Date" 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). Text should be "Best Looking Album Cover"		
9	Sprint 12	14	3	Jens	As a peeltly game player I want o be able to download wikipedia album information so I can also play off line	<ul style="list-style-type: none"> <li>Show that you can see web page when you are off line</li> </ul>	When you play the game it should first look for wikipedia downloaded and then online. Button say "Offline Wikipedia Reading" Only wikipedia pages for album covers Show date last downloaded (empty if never done)		
10		18	spike	Jens	As I game player I get frustrated by performance issues		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		
11		19	3	Jens	As a puzzle player I want to be able to finish all puzzles even if I don't have all album covers	<ul style="list-style-type: none"> <li>* Show that there is a default picture for every album</li> <li>* Show that you can puzzle each album on all levels</li> </ul>			
12		20	1	Jens	As a player of "Song vs Album" I want to see the name of the album so I can be certain of the album name	<ul style="list-style-type: none"> <li>* Show the name in Song vs Album</li> <li>* Don't show the name if they don't have the album cover</li> </ul>			
13		22	1	Jens	As a Peeltly player I want to know which game I am playing so I know which artist it is		In the top bar move up the Peeltly logo and below logo (still in the bar) show the artist name		
						* Icon should only be visible when there are 10			

Product Backlog



# 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?