



Pragmatic Product Chat

We'll be starting soon ...

- We will be asking you to participate
- Please display your name on screen
GO TO: Participants > Hover over your label > Rename
- Find the 'raise hand' button and other tools in Participants (We'll use these later)
- Ask questions in the chat window & participate in polls

Brought to you by the PAC



#AskthePAC

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Agile Product Management

Understanding the tension and opportunity of Product Ownership from a Product Manager's perspective

Dave West
CEO, Scrum.org



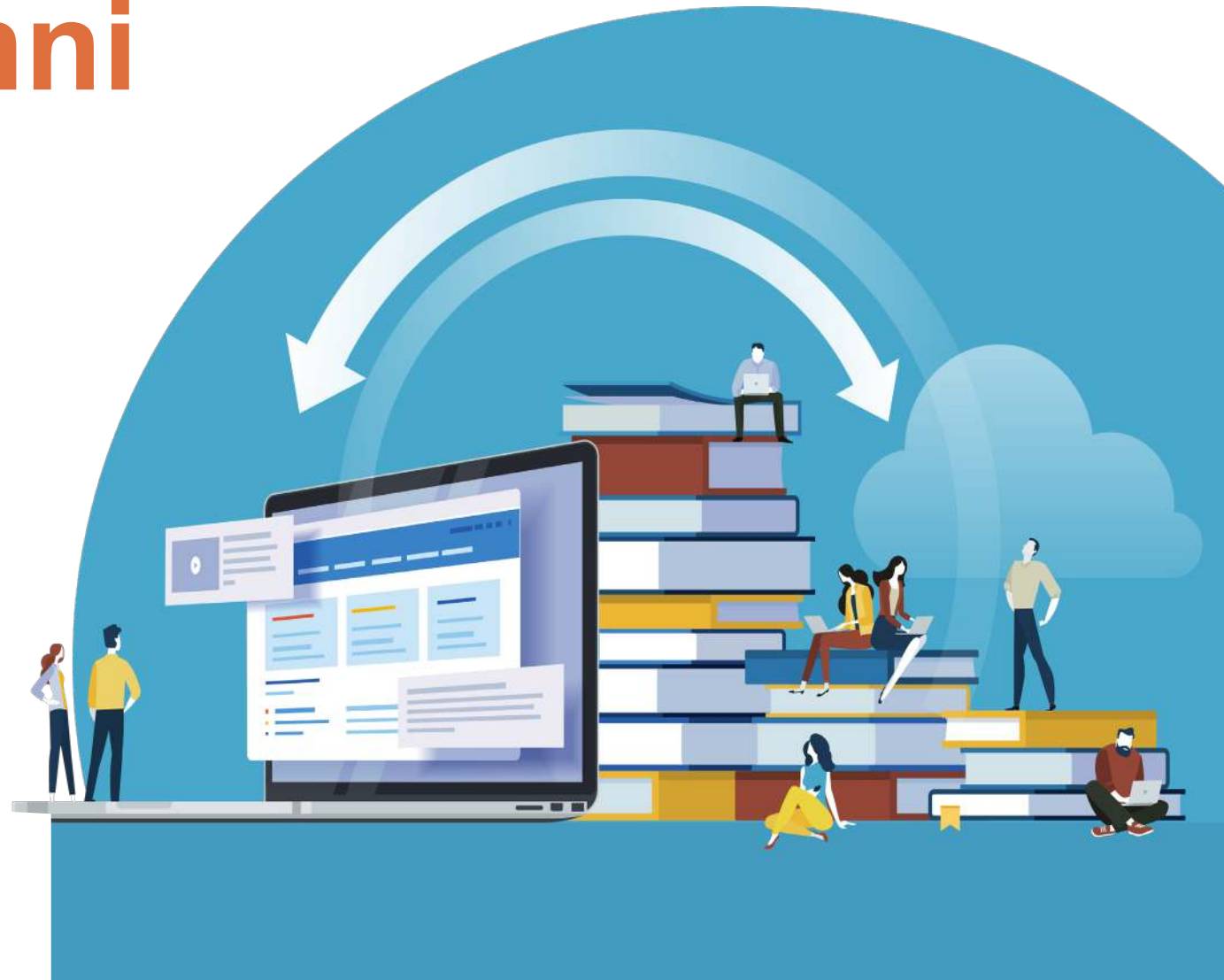
Your training continues in the

Pragmatic Alumni Community

- An answer for every question
- A real-world use case for every template
- A dynamic partner for your career journey

Your membership awaits!

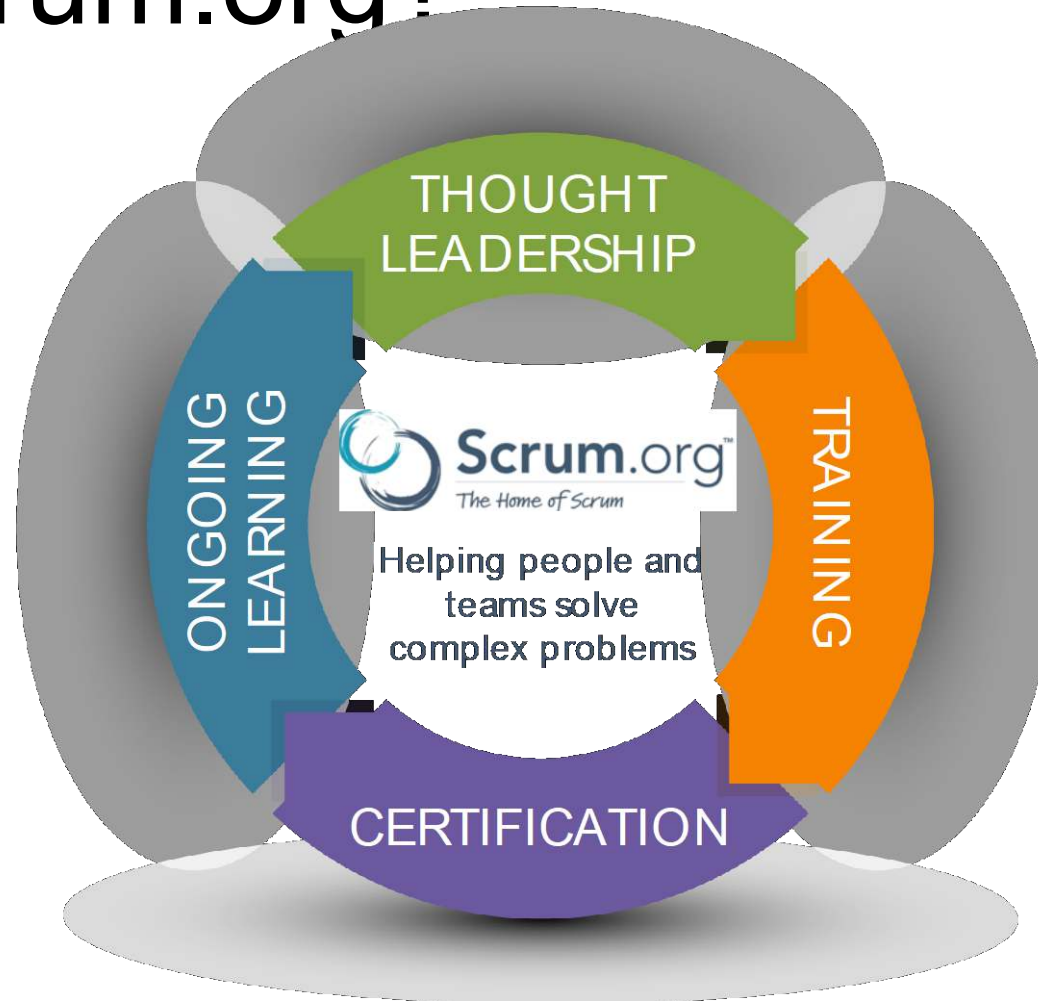
PragmaticInstitute.com/Community



Who Is Scrum.org?



Ken Schwaber
 Scrum.org Founder,
 Chairman and
 Co-creator of Scrum



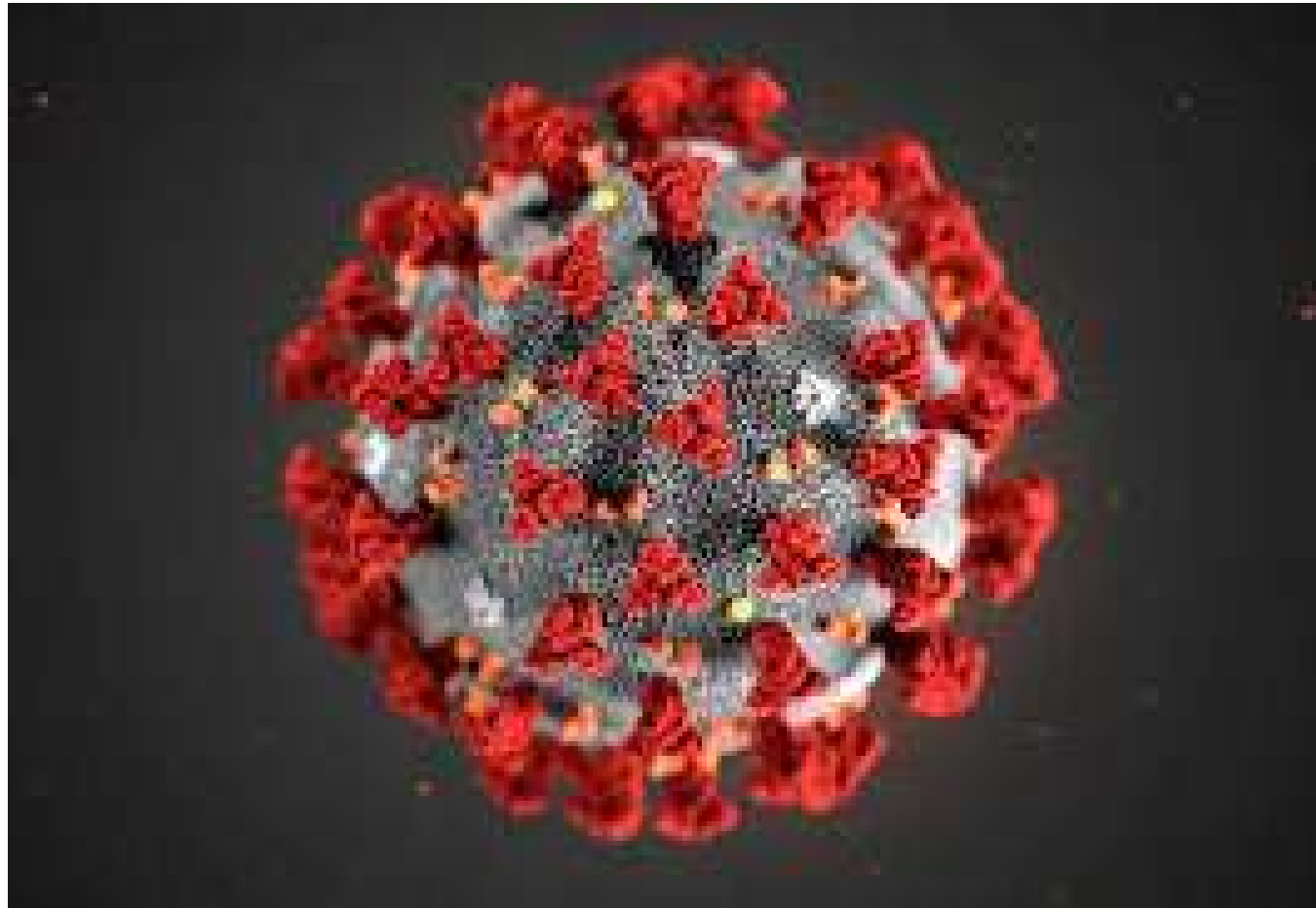
Dave West
 Scrum.org CEO,
 @DavidJWest
 Dave.west@scrum.org

Consistent

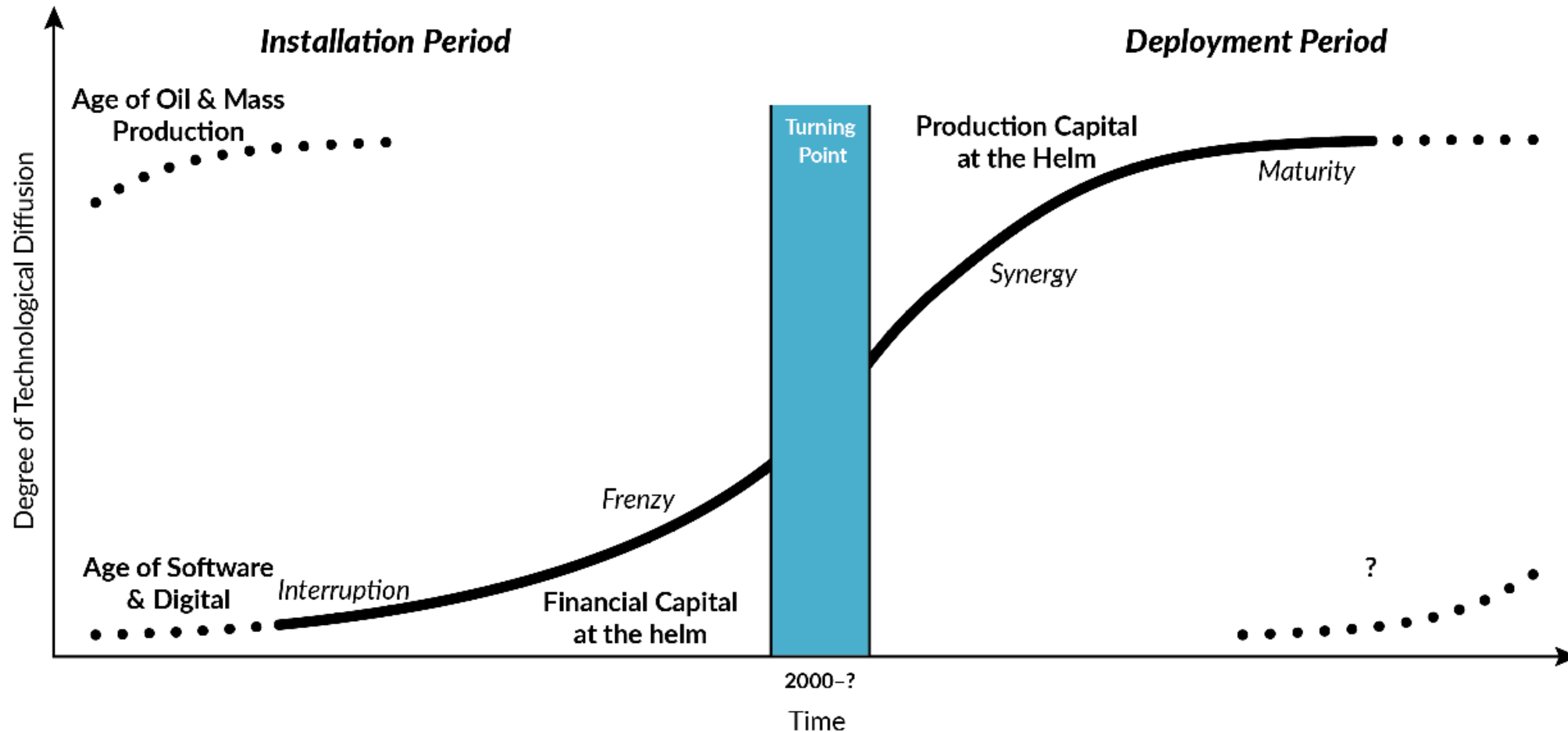
Global

Community

What an interesting year 2020 was..



Has COVID-19 Triggered the turning point?



The Technology Ages

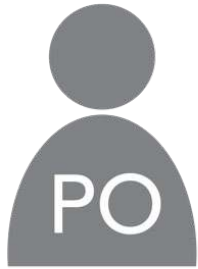


Inspired by : Carlota Perez 'Technological Revolutions and Financial Capital'

And that would mean....

Age of Oil and Mass Production	VS	Age of Software and Digital	
Long term investment planning horizons			Short term investment planning horizons
Project Orientation			Product / Customer alignment
Efficiency (Scarcity)			Innovation and opportunity (abundance)
Specialism of labor			Cross functional teams
Process control			Self organization and decentralization
Management is king			Rise of the creator

Product Thinking takes center stage



Product
Owner

Product
Leader

Product
Manager

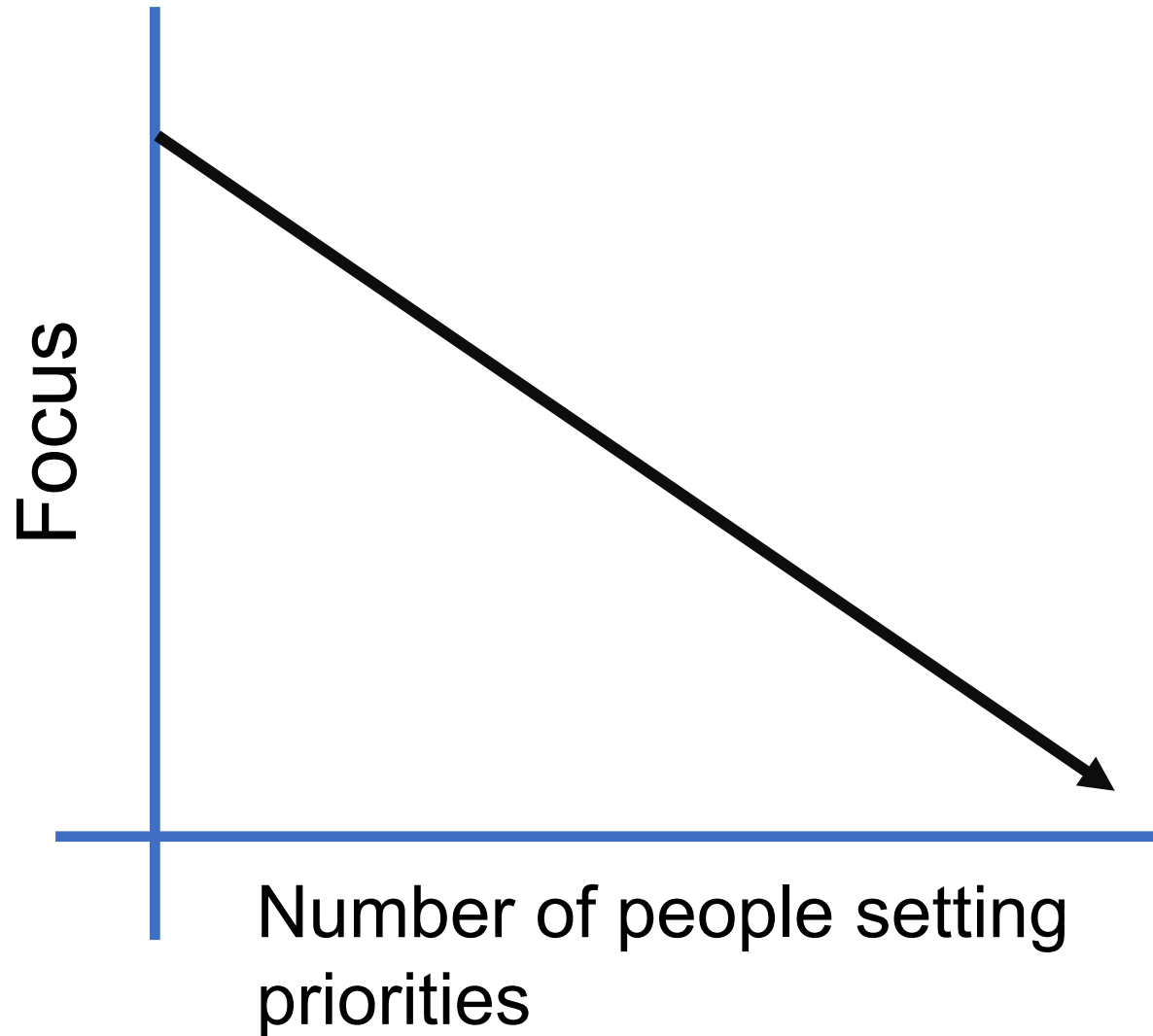
- Alignment of teams and organizations on customers and outcomes
- Smaller, empowered team(s) focused on delivering value with a clear customer
- Decisions require ownership and vision

The Reality Continues..



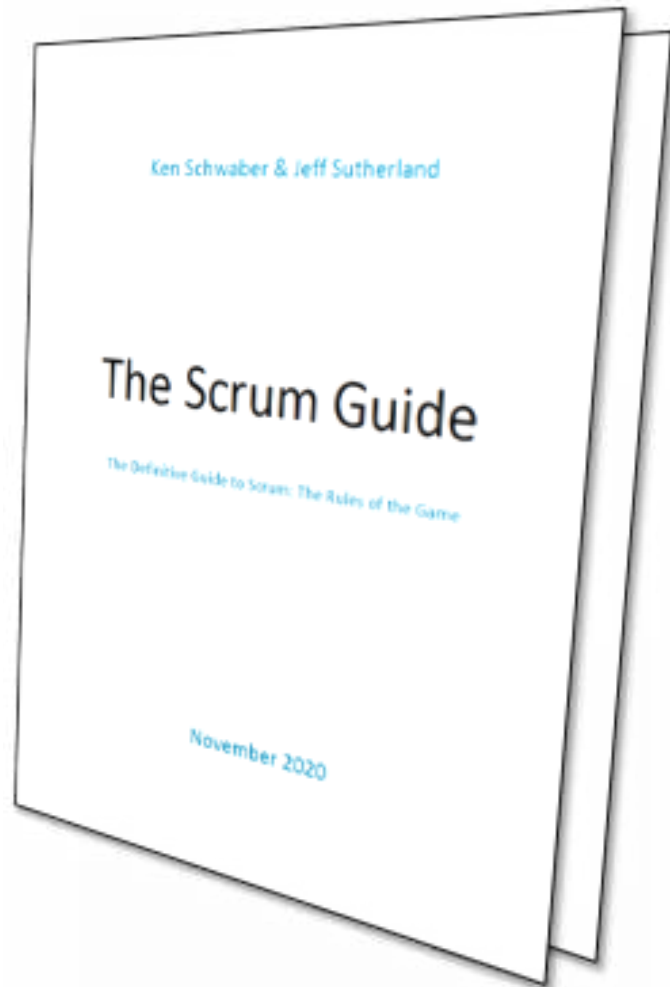
source: <http://dilbert.com/2013-02-25>

The need for focus



- Breaks empirical process by slowing down learning
- Compromise encourages bloat and waste
- Increases number of dependencies
- Increases politics, meetings and pain !

Product In The Scrum Guide



- One Team Focused on One Product
- Introduction of a Product Goal
- Removal of shippable to a focus on valuable
- And a definition of what Scrum means when saying Product

A product is a vehicle to deliver value. It has a clear boundary, known stakeholders, well-defined users or customers. A product could be a service, a physical product, or something more abstract.

Enter the ~~Agile Product Manager~~ Product Owner



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.

The Product Owner may do the above work or may delegate the responsibility to others. Regardless, the Product Owner remains accountable.

For Product Owners to succeed, the entire organization must respect their decisions. These decisions are visible in the content and ordering of the Product Backlog, and through the inspectable Increment at the Sprint Review.

The Product Owner is one person, not a committee. The Product Owner may represent the needs of many stakeholders in the Product Backlog. Those wanting to change the Product Backlog can do so by trying to convince the Product Owner.

In a nutshell

The what, who, how changes depending on the situation



Product
Owner

- Maximizing the value of the product and the Scrum Team
- Sole person responsible for managing the Product Backlog
- Must be empowered to make decisions about the product
- No-one else is able to tell the Scrum Team what to do !

The sounds simple but what about...

- Doesn't that mean I have too much work?
- So what should I focus on?
- How do I get measured?
- And what is my title / career path / support group?

But isn't that A LOT of work?

Too Much Work ?

Stakeholders

Vision

Partners

Competitors

Budget

Customers

Personas

Roadmap

Outcomes

Plan

ROI

Ecosystem

Future

And that is why you have team(s)



The Scrum Team(s)
which includes the PO



New Scrum
Guide
Helps

What about requirements



The relationship between requirements and the PO is complicated !

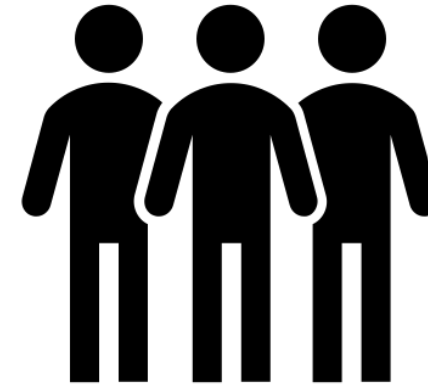
- Scrum still requires requirements work!
- Product Owner IS responsible for ensuring that value is delivered
- The Product Owner might be best placed to create the requirements
- But then what does the team do in Sprint 1?

PO works with many

Focus ?



Stakeholders



Scrum Team(s)



CUSTOMERS



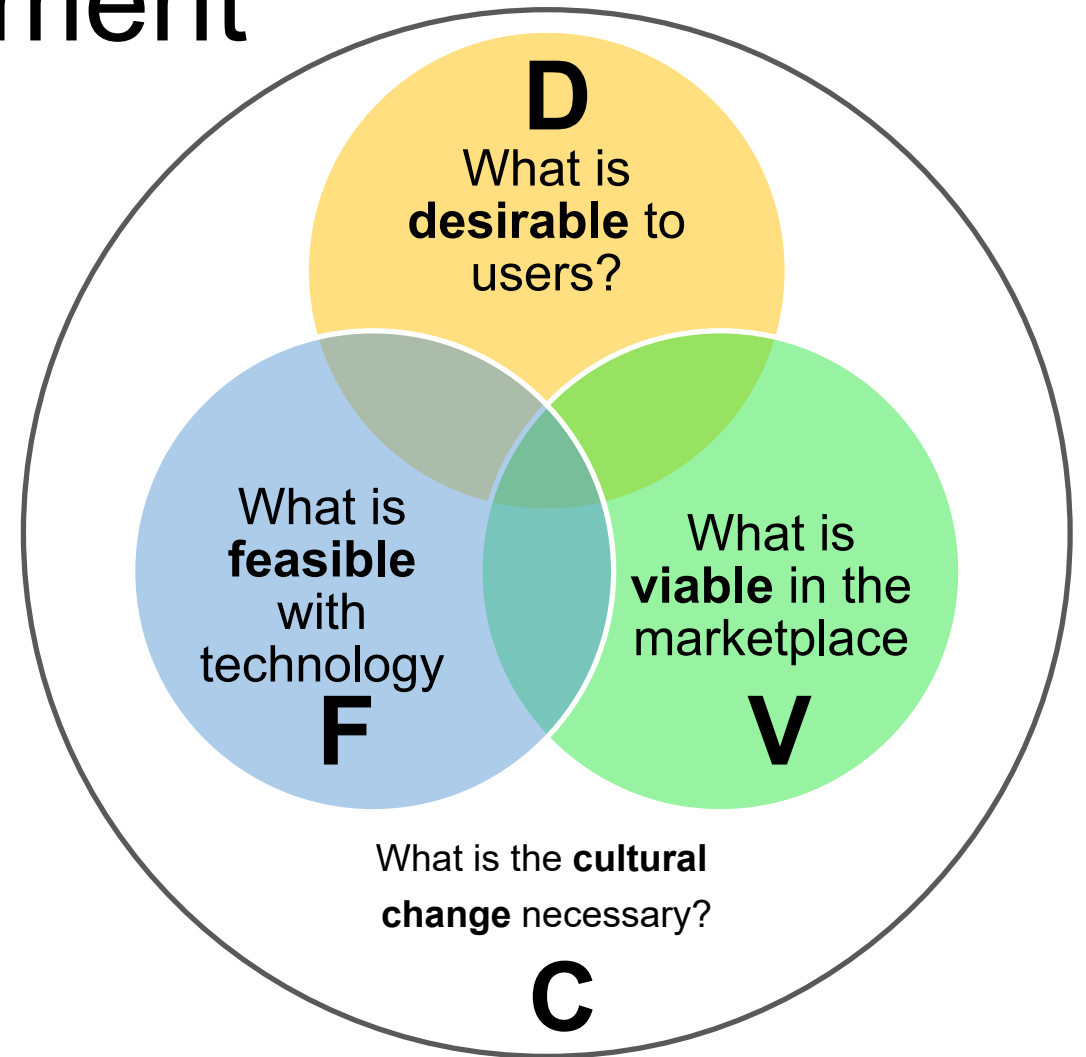
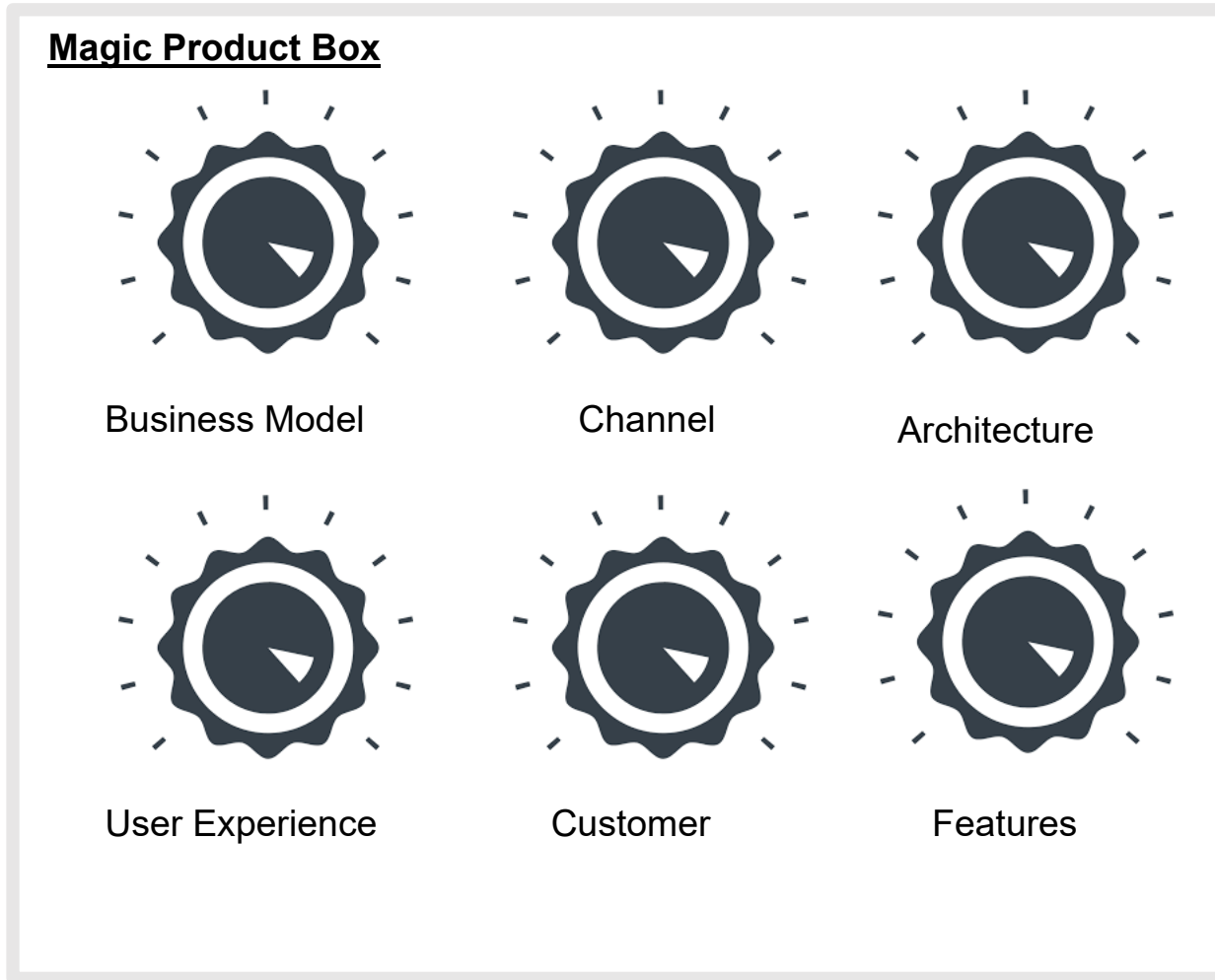
The Organization

Building a compelling vision is crucial



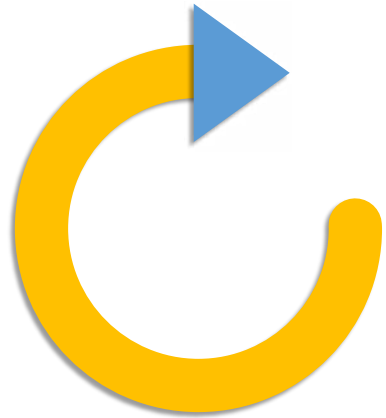
- **Personal** - Tells a story that provides empathy
- **Clear** - Provides guard rails for decisions
- **Measurable** - Connects to outcomes which can be measured
- **Makes Sense** - Linked to the mission of the organization

And then time to experiment



Source : Dr. Alan Brown CoDE

Which means a bit of..



Plan – Sense – Respond

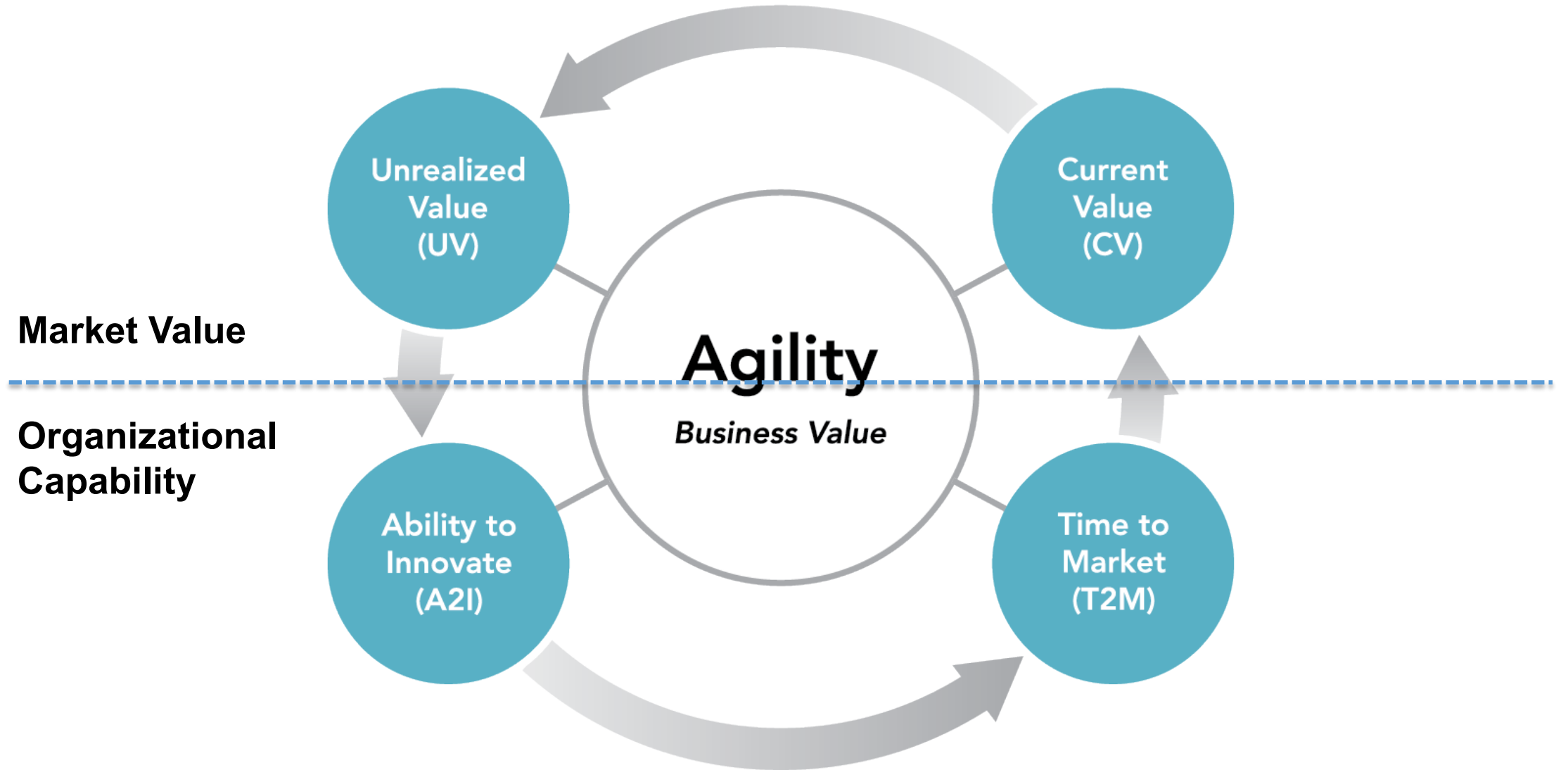
Design Thinking
Lean Startup
Scrum

Building an
empirical
approach to
delivering
value.

Measures are difficult

Measures ?

- Simpler in a small company focused on customer product development
- Harder in a larger company where there are layers of Products and Services
- But without clear measures being empirical is very hard



So What Am I Called?

Measures ?

- Scrum describes the Product Owner as set of accountabilities
NOT a job title or role
- Every situation will be different
- BUT a good Product Leader looks at:
 - Discipline - Product Management
 - Customers - Design Thinking / UX
 - Business models - Lean Startup
 - How to work – Agile / Scrum

Final Words..

- The Product Owner role is in response of empirical process.
- It is NOT agile requirements manager!
- It is hard, difficult role as you navigate business, technology and people.
- But it will get easier (HONEST).
- Organizations are realigning to the customer.
- Design Thinking and Lean Startup become standard.
- Putting in place community to support professional development.
- And ensuring the right measures drive the whole team

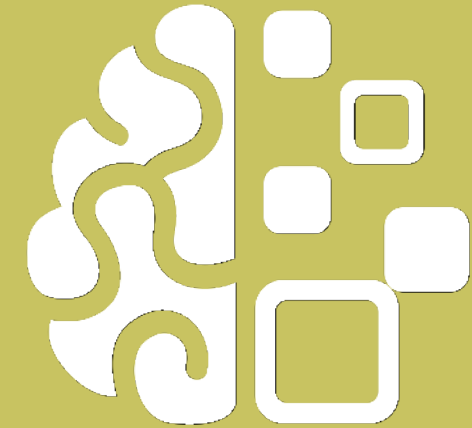
Stay Connected

- Twitter - @Davidjwest
- LinkedIn - <https://www.linkedin.com/in/davidjustinwest/>
- Web – www.scrum.org
- Product Owner path - <https://www.scrum.org/pathway/product-owner-learning-path>

NEW COURSE!

Product Meets Design.

As a product professional, you know the importance of being market-driven. But being the messenger of the market means understanding the *entire* customer experience.



DESIGN



Pragmatic Product Chat

FEB 9

1:30 ET

Coming up:

Crafting Profitable Marketing Content from Your Customer's Perspective

Greg Bond and Erik Wolf

Co-principals, Estound

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