

Being an Effective Product Owner

Roman Pichler

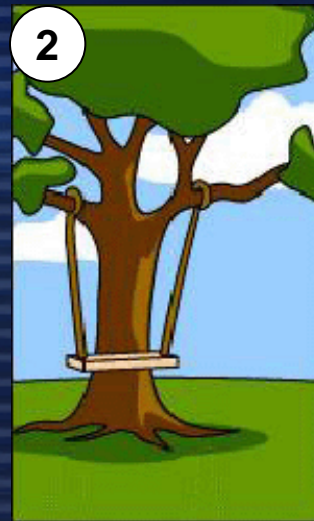


The Many Views of a Product

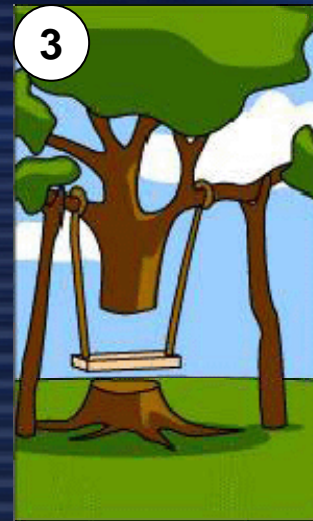
1 How the customer described it



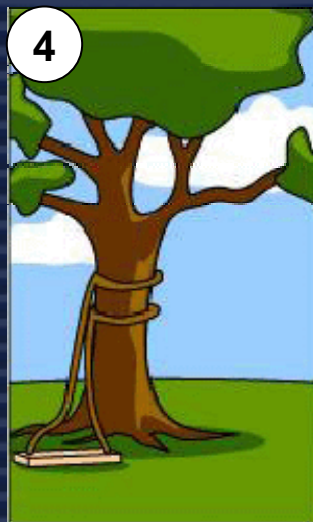
2 How the project manager understood it



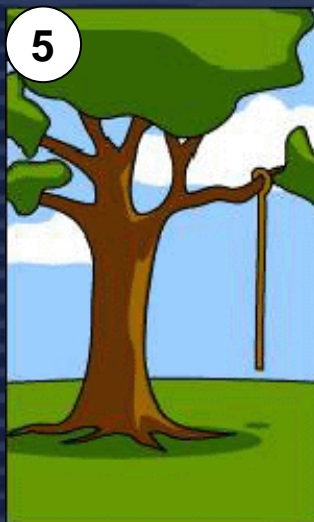
3 How the architect designed it



4 How the programmer wrote it



5 What operations installed



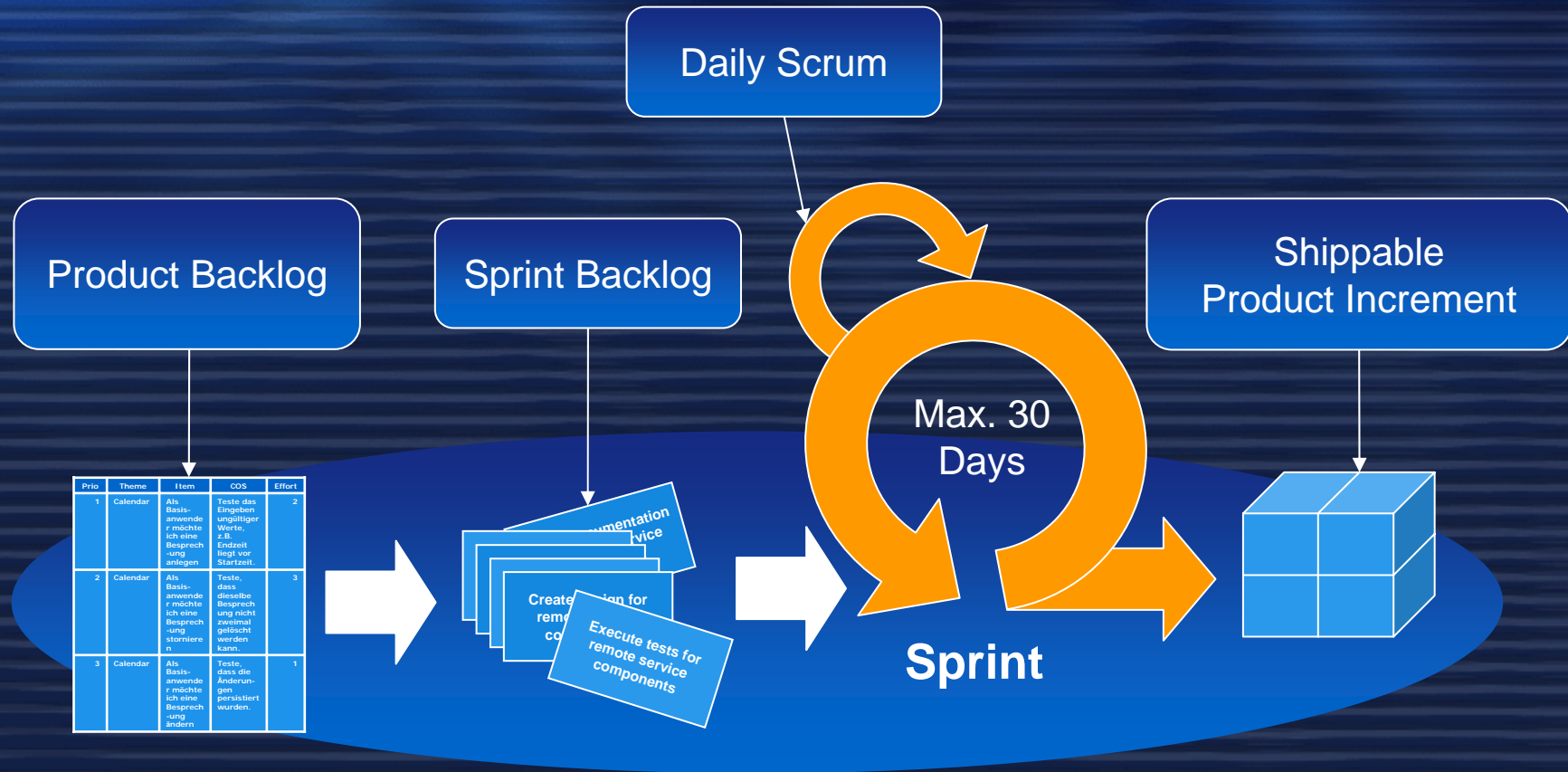
6 What the customer really needed



The Product Owner

- Traditionally, the Product Owner is used to
 - Describe requirements completely and precisely upfront and then to
 - “Throw the requirements over the wall” and hold development responsible for meeting needs
- Scrum put this responsibility back on the Product Owner; requirements are now detailed just in time

Scrum Flow



Product Owner Responsibilities



- Voice of the customer
- Defines customer value-added and the key features of the product
- Describes, priorities and refines requirements continuously

Product Owner Responsibilities



- Responsible for the project success and ROI
- Decides on release date, content and budget
- Creates and updates the release plan and reports
- Manages stakeholders and interests proactively

Product Owner Responsibilities



- Selects the sprint goal, steers and guides the work, answers questions on a daily basis
- Attends all Scrum meetings
- Accepts or rejects work results in the sprint review meeting

Desirable Product Owner Characteristics

- Understands customer needs thoroughly
- Able to create and communicate the product vision
- Empowered to make decisions, is decisive and knows when to say no
- Has good working relationships with the stakeholders
- Understands value creation
- Leader and facilitator

A Day in the Life of the Product Owner

Time	Activity
09:00 – 10:00	Work through new requirements and add them to the product backlog
10:00 – 10:15	Attend the Daily Scrum
10:15 – 11:00	Sit with the team and answer questions
11:00 – 12:00	Meet with stakeholders and discuss product backlog modifications and priorities
12:00 – 13:00	Lunch with Sarah, the portfolio manager, to discuss product roadmap and upcoming releases
13:00 – 15:00	Prepare upcoming sprint planning meeting; flesh out conditions of satisfaction for new user stories
15:00 – 17:00	Run the estimation workshop and facilitate planning poker
17:00 – 17:30	Catch up with emails, then leave the office early to recover from a busy and intensive day

The Two Perspectives



Outward looking
Voice of the customer



Inward looking
Value stream manager

Common Product Owner Pitfalls

- Not empowered
 - Lack of guidance, direction and decision making
- Poor availability
 - Collaboration with the team suffers; lack of direction and decision delayed
 - Poor prep work for the next sprint
- Poorly trained
 - Lack of Scrum knowledge and useful techniques such as user stories

There is a strong correlation between a Product Owner who is trained, available and empowered and a successful Scrum project

The Lean Product Owner

- Lean companies like Toyota have used a Product Owner role successfully for decades
- Toyota's Product Owner is called the Chief Engineer
- The Chief Engineer plays a key role in Toyota's product development system
- The Chief Engineer is appointed by and reports to senior management

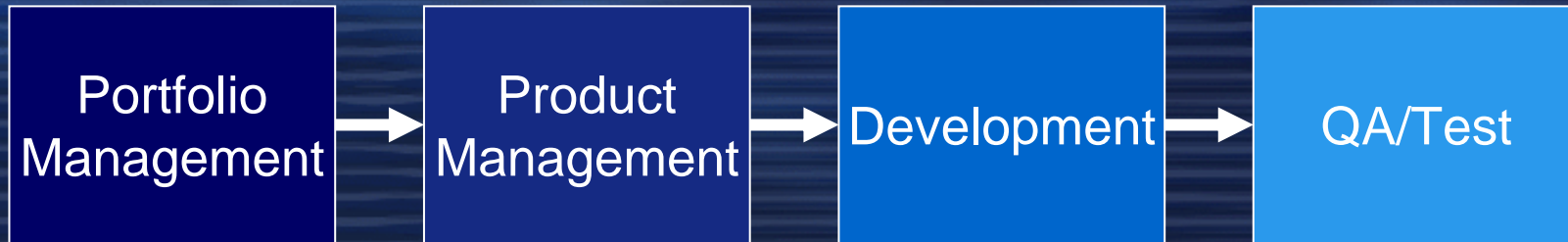
The Lean Product Owner

- The Chief Engineer combines the following traditional roles in one person
 - Product manager
 - Project manager
 - Chief architect
- The Chief Engineer is an outstanding, highly regarded senior engineer



The New Value Stream

Traditional Processes



Scrum



The Product Owner manages the value stream from concept to cash!

The End



Contact Information

Roman Pichler

Consultant, Certified Scrum Trainer

Tel.: +44 7974 203772

Email: roman.pichler@romanpichler.com

www.romanpichler.com



Upcoming Certified Scrum Product Owner courses:

- 22-23 Nov 2007, London, UK
- 06-07 Dec 2007, Munich, Germany