

The image shows a bright, modern office interior. Large floor-to-ceiling windows on the left side offer a view of a green park with trees and a paved path where a few bicycles are parked. Inside the office, two blue bicycles with black baskets are parked near the windows. In the foreground, there is a wooden table with orange chairs. A wall to the right of the windows is covered in colorful graffiti and a vertical neon sign that reads 'XEBIA' in purple. The right half of the image is overlaid with a semi-transparent purple rectangle containing white and yellow text.

Xebia

Software Development Done Right

Introducing Mr. Product Owner

Scrum Day – 19th July 2020

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– Agile Transformation

Have you seen My Product Owner – I find him missing?

Where is my Product Owner?

My team is searching for our PO, Cannot locate?

Whom should we tell that we do not have a Product Owner?

Have you ever felt that having a Product Owner –
You still do not have a Product Owner?

Wow – Now that's confusing ... we have PO and
as per you we still do not have a PO?

Can you solve this mystery for us?

MISSING	
	ADDITIONAL DETAIL
	NAME :
	HEIGHT :
	WEIGHT :
	AGE :
	EYES :
	HAIR :
	UNIQUE SIGN :
	(PUT OTHER IMPORTANT INFORMATION HERE)
	CATEGORY :
	TEXT1
	TEXT2
	TEXT3
IF YOU HAVE INFORMATION PLEASE CONTACT	

What is the Role of a Product Owner?

To solve this mystery we need to understand the role of a PO in our current setup; Let's understand the function / activities that a PO performs for you?

1. Does your PO write user stories for you?
2. Does your PO write acceptance criteria for you?
3. Do have a concept of Proxy PO?
4. Does your PO act more like an intermediary between the team the stakeholders?

If answers to all the questions given on Left is "YES", then you really do not have a Product Owner.

You have some one who is writing requirements or needs of a user?



What is the Role of a Product Owner?

Let's further validate our hypothesis that we have or do not have a Product Owner

1. Do we have a Product Vision and it is refined as required?
2. Our PO validates the Sprint Goal at Sprint Review? Do they validate each PBI w.r.t. DoD each sprint?
3. Does the PO define the release dates and when to make a release?
4. Does the PO define the Go To Market strategy of your product?
5. Is your PO involved pricing discussions for the product?
6. Does your PO define the value generation from an increment release?
7. Do we know if our PO is measuring value generated from releasing the product?

If answers to majority of the questions given on Left is "NO", then you really do not have a Product Owner.

You just have a person who is filling in some role or a job, rather than actually doing the real job



But then who is that person who calls himself as PO?

- What do you mean, I standing in front of you, I am your Product Owner ... You are dealing with me for last few sprints, I am just as alive as you are ! What's wrong with you?
- Agreed, We are dealing with you, but you are not doing the role of a Product Owner !!!
- As per us, now behaving like a glorified:
 - Clerk
 - Scribe
 - Business Analyst
 - Order Taker



Scrum describes the Product Owner as a Value Maximizer.

Other responsibilities include:

- Clearly expressing Product Backlog items;
- Ordering the items in the Product Backlog to best achieve goals and missions;
- Optimizing the value of the work the Development Team performs;
- Ensuring that the Product Backlog is visible, transparent, and clear to all, and shows what the Scrum Team will work on next; and,
- Ensuring the Development Team understands items in the Product Backlog to the level needed.

Most of the above stated activities can be delegated to others, but Product Owner remains accountable

NOTE: Scrum is a framework and not a complete rule book, therefore one should understand that to perform the above-mentioned activities and be a Value Maximizer, different facets of product owner role / stances would be required. Only managing the product backlog with writing of PBIs would not enable the PO and the product to be successful

Let's clear the confusion

- So what does a Product Owner look like?



**The
Visionary**



**The
Collaborator**



**The Customer
Representative**



**The Decision
Maker**



**The
Experimenter**



**The
Influencer**

- Product owner would play multiple stances during the product development
- At the start they would have a major role in terms of Visionary and Experimenter along with the Influencer approach
- As the product moves forward, they would take up stances of Collaborator or Decision Maker
- Depending on the situation, the PO would take different stances, they could be playing the same stances multiple times during the product development, this is no standard recipe for this

Can you help me understand the Visionary Stance?

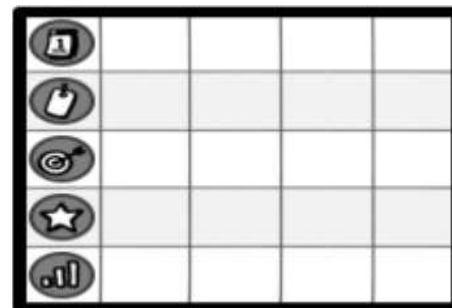
- Developing and Communicating Product Vision:
 - Creating a Product Vision & Strategy
 - Story Telling about the product, how it meets the requirements of the end user
- Developing and Communicating Product Strategy:
 - Product Roadmaps (there are multiple types of roadmaps)
 - How to measure Customer Value? What is customer value?

Overall Product Approach



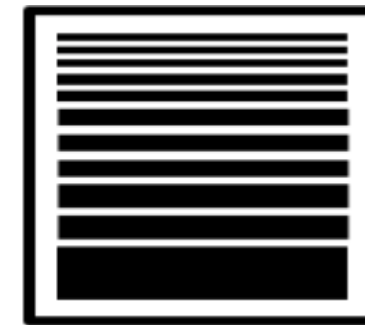
Product Vision & Strategy

Product Journey



Product Roadmap

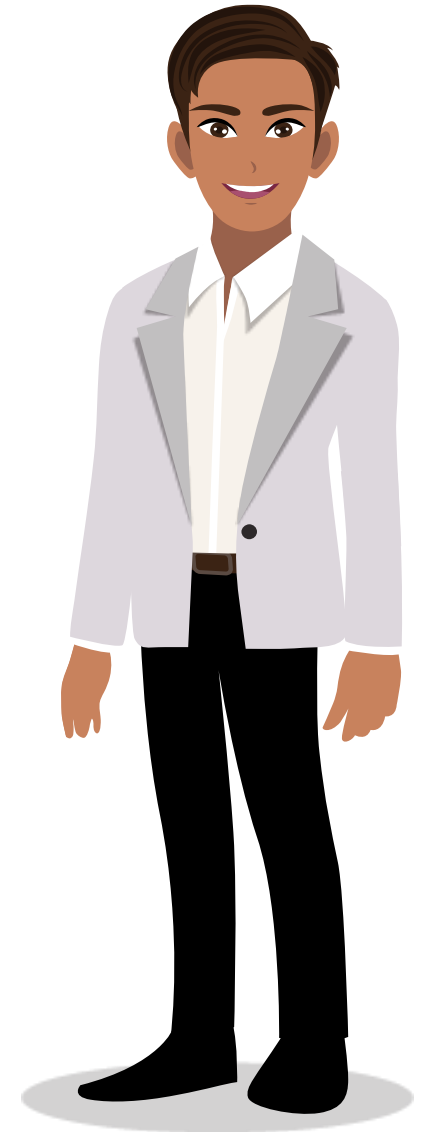
Product Details



Product Backlog



- Understanding Innovation:
 - What kind of innovation?
 - Cost of the experiment
 - Time for experiment
 - Where innovation comes from?
 - Persona & Business Model Canvas
- Understanding Experimentation:
 - The Truth Curve – what does this mean?
 - Hypothesis Driven Development – for each experiment there has to be assumptions built in – they are your Hypothesis
 - How to validate Hypothesis? – What information shall we derive from these results?
 - What next steps to take?



Runs / Executes Experiments



PAPER PROTOTYPE

is a technique that consists of creating hand drawings of user interfaces in order to enable them to be rapidly designed, simulated and tested.



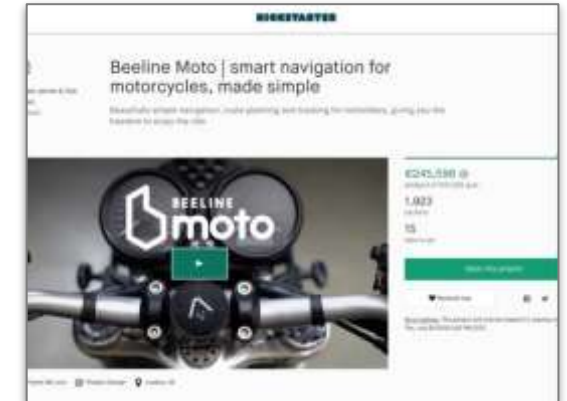
PRE-ORDER PAGE

An **order** placed for an item that has not yet been released. This allows companies to gauge interest and also collect funds.



EXPLAINER VIDEOS

Explainer videos are short online marketing videos used to explain your company's product or service. These are often placed on a landing page, your website's page, or a prominent page



LANDING PAGES

Is a page on your website where you can offer a resource from your business in exchange for a visitor's contact information, this also helps to understand the interest level of end users



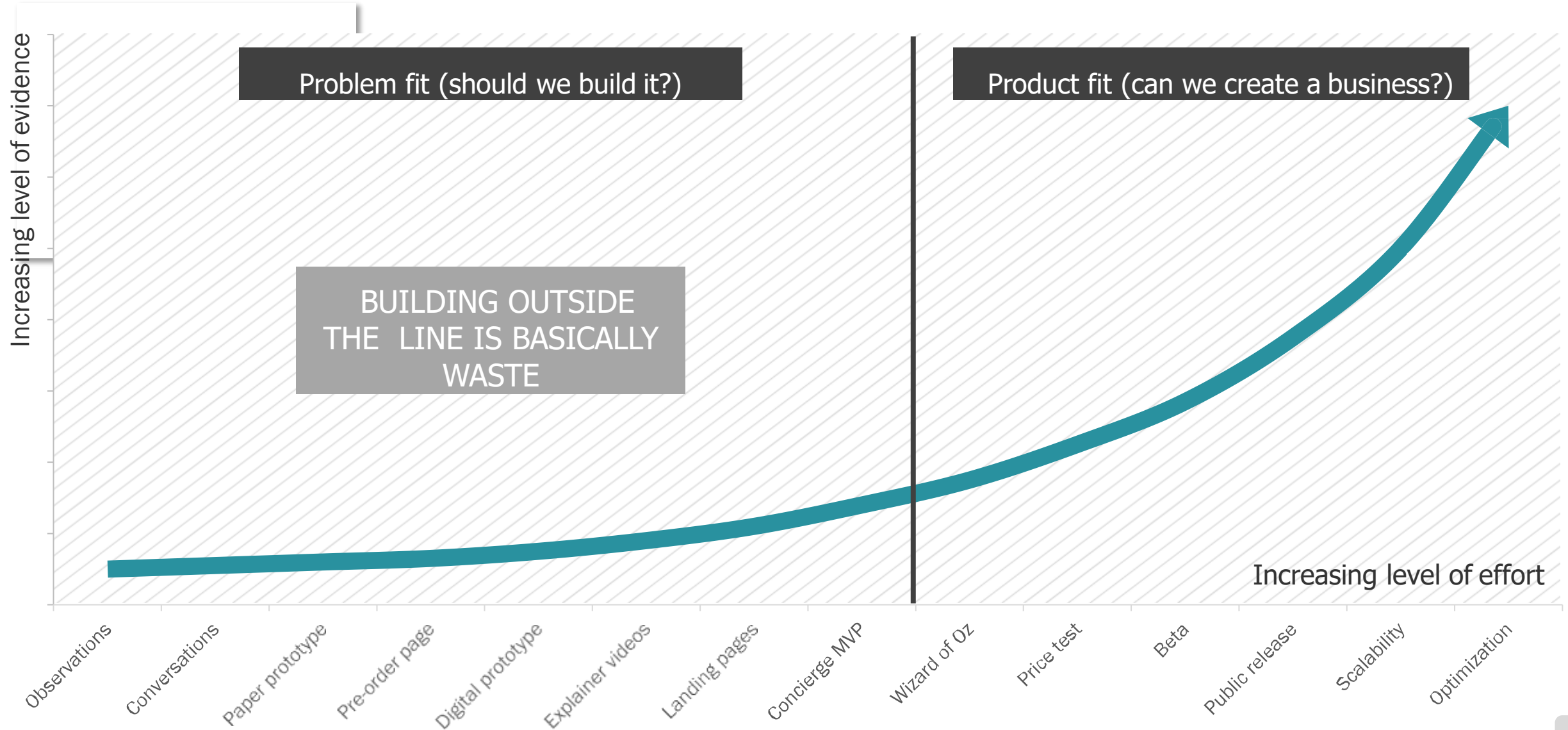
FEATURE FAKE

Feature Fake experiments give the illusion of a feature with a button or a link but clicking the link leads to a relative “dead end.” or page to collect further information

WIZARD OF OZ

Wizard of Oz experiments teach you how to best provide a service without actually building any (or most) of it. In this approach, there is complete manual and human approach behind the scene

The Truth Curve



So how different is the Customer Rep Stance of a PO?

- Understanding your customer(s):
 - Understanding the concept of Persona's?
 - Creating different market segment-based customer personas (Like Age Group)?
 - What are the customer personas their pains points, needs, wants?
 - What do customers value? Like? And dislike? (check the Bain's B2C value pyramid)
 - What problem of the customer are we trying to solve?
- Understanding your product(s):
 - What is your product/service?
 - What is the business impact to achieve? In terms of Revenue, Cost, CSAT, Market position?
 - How does our product or service solve the customers' problem?



Product Owner should be talking to End users or real customer (not to management)

- Discussions with the end users should be around?
 - Understanding them as End users
 - Discussing their Problems
 - Wants & Needs
 - Pains, Gains, their wish list
 - Do not think about solutions at this point in time...?
 - Remember a great Product Owner falls in LOVE WITH THE PROBLEM and the SOLUTION



What to decide and what to delegate and whom to delegate?

1. Understanding which decisions should be centralized and which are to be de-centralized
2. Make decisions at the right level (often by delegation or empowerment)
3. Focus on High-level and High-Risk value.
4. Get commitment from the key (accountable) stakeholders, but don't compromise on decision-making speed.
5. Remember in today's market environment
 - a. Speed
 - b. Quality
 - c. Both are equally important, do not compromise one for the other
6. Be the final authority or the decision maker – Do be a Order Taker



Making the right decisions, the right way. Know your approach on decision making

Complex or High Risk	Consult, then decide	Collaborate
	Just make the decision	Delegate
Little Buy-in Required		Strong Buy-in Required

Making the right decisions, the right way. Know your approach on decision making

Simple Decision Matrix			
	OPTIONS		
Criteria	Car A	Car B	Car C
Cost	5	3	3
Practicality	2	4	3
Performance	4	2	5
Reliability	1	2	4
Fuel Economy	2	3	3
TOTAL	14	14	18

	Weighted Criteria							RAW SUM	Weighted Weight	Final Score
Weighted Criteria	1	2	3	4	5	6	7			
Cost	5	3	3					15	10	25
Practicality	2	4	3					19	20	38
Performance	4	2	5					21	30	63
Reliability	1	2	4					7	10	17
Fuel Economy	2	3	3					8	10	18
TOTAL	14	14	18					60	80	140

- Understanding Governance in Agile Projects:
 - Governance in Agile environments
 - Budgeting in Agile environments
 - Contracting in Agile environments
 - What approaches are required when Vendors are involved or 3 party solutions are adopted
 - Vendor Management in Agile environment
 - Other stakeholder management in Agile environment



What Is the Influencer stances all About?

- Understanding and managing stakeholders(s):
 - Whom to influence? Why to influence? What outcome as you focused on?
 - Understand Stakeholder identification approach?
 - Classify your stakeholders
 - What to look for in stakeholders?
 - How to create a stakeholder management strategy?
 - When and How to say 'no' effectively?
 - What is your communication approach with your stakeholders?
 - How to negotiate effectively? – Do not try win all battles, Give some to gain the big picture

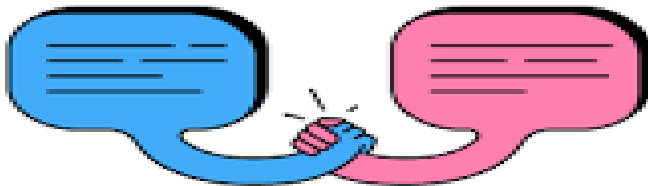
Whom to Influence?

Scrum Masters, Development Team, Stakeholders, Sponsors, Finance team, Legal, Marketing, Vendors, Partners, Sales



Influencing needs Mastering the Conversation

- Understanding difference between Listening and Hearing
- Practice active Listening
- Always focus on speaker, maintain eye contact
- Develop Empathy with the speaker
- Always ask open questions
- Active and passive feedback
- Rephrase your understanding
- Understand the Personality Profiles to the person to be influenced? What they want to hear? What is their interest or impact?
- Powerful Questions
- Use questions as a concept for introspection
- The answer is unknown – One should be forced to think
- Invoking a meaningful dialogue
- Exploring different possibilities and ideas



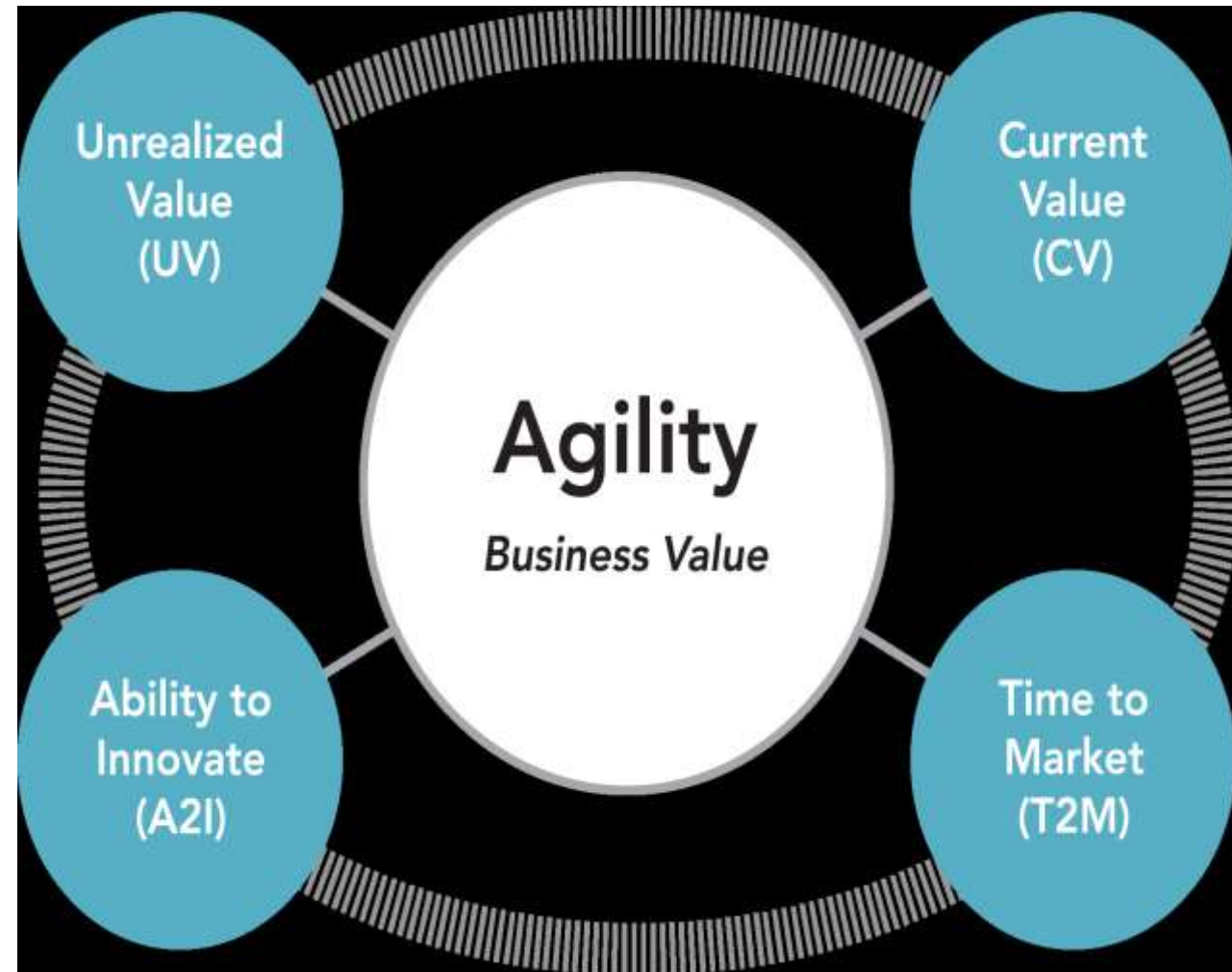
What is value? How it is measured? Will it mean different things for different people?

Without measuring value, the success of any agile initiative is based on nothing more than intuition and assumption

Delivering value, happy stakeholders, and satisfied employees (**Current Value**) are important,

but organizations must also show that they can meet market demand with timely delivery (**Time-to-Market**) while being able to sustain innovation over time (**Ability to Innovate**).

Continued investment in the product is justified based on measures of as-yet (**Unrealized Value**) that could be realized if the product possessed the right capabilities



Will our Organization allow these type of PO's to exists?

This is a million-dollar question for the Sr. leadership & management to answer

What kind of PO do we want:

- One that listens and obeys the command, more like an order taker and the develops the user stories (Ego of the Leadership is pampered)
- Or we are ready to embrace the real concept of PO by giving the right level of authority, providing the ability to take decision, not interfere in their decision making and respect their approach

Your guess on this one is as good as mine, I do not see for the next decade or so this behavior of the management changing ... they all come from old school of thought, I hope the current crop of young talent, when become leaders, would provide the impetus to the role of PO

(but they also say HISTORY REPEATS ITSELF)

“Xebia: People First”

“Xebia: Share Knowledge”