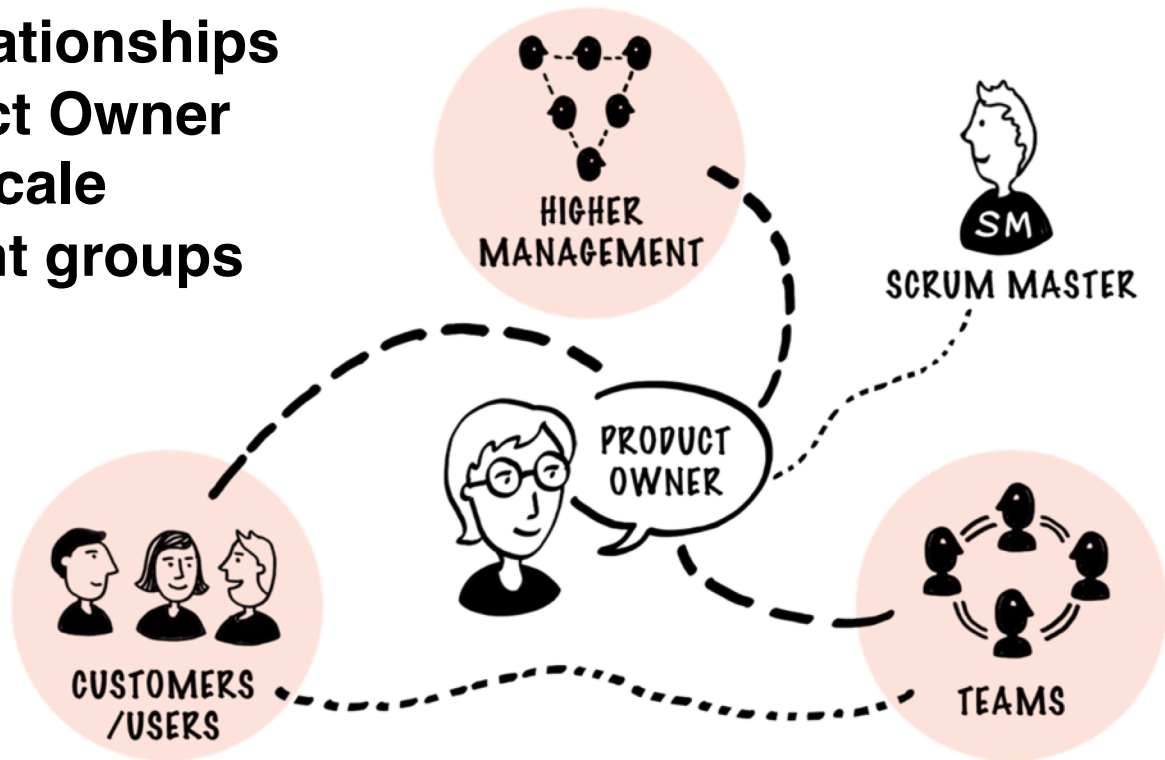


the five relationships to improve the product owner

Markus Tecza | Large Scale Scrum Conference | September 12, 2019

five relations

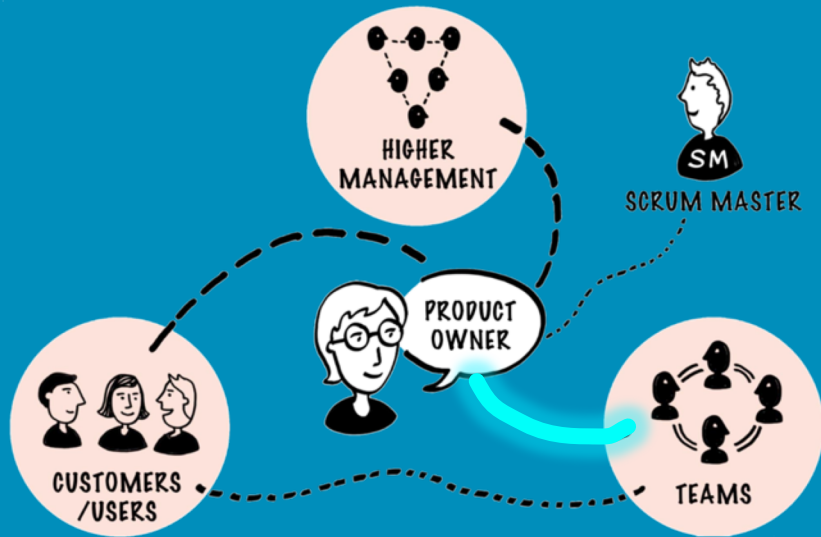
Five key relationships for a Product Owner with large-scale development groups



<http://less.works> 

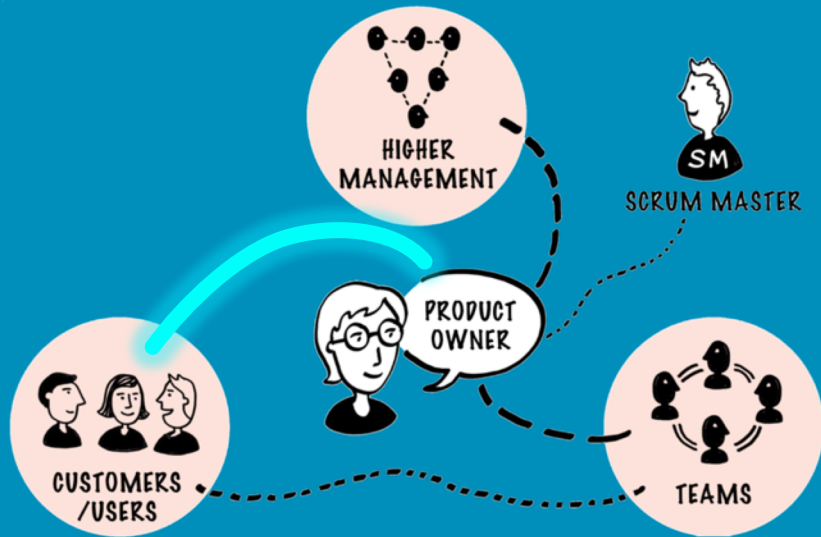
Product Owner – Teams

- Traditionally silos
- Own it together
- Build trust
- Dont micromanage
- Retrospect
- Visit team sites



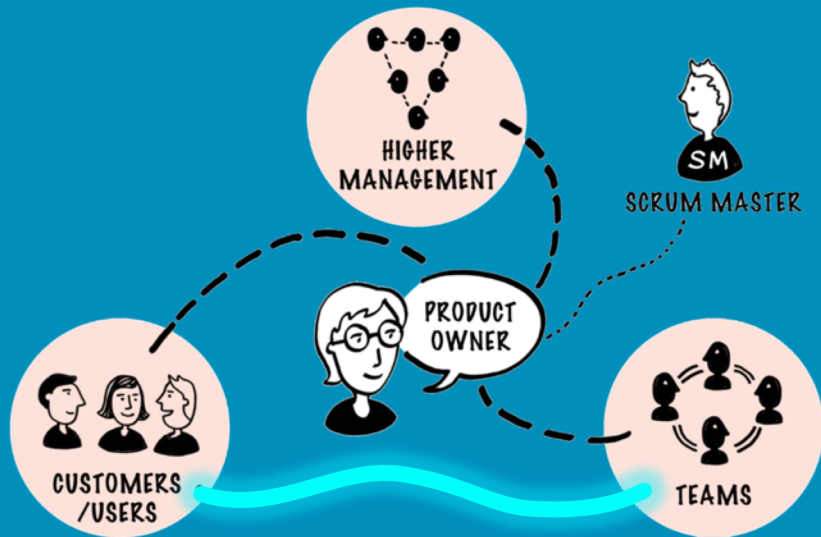
Product Owner – Customers / Users

- Traditionally silos
- Educate them
- Increase transparency
- Invite them to participate
- Ship as often as possible



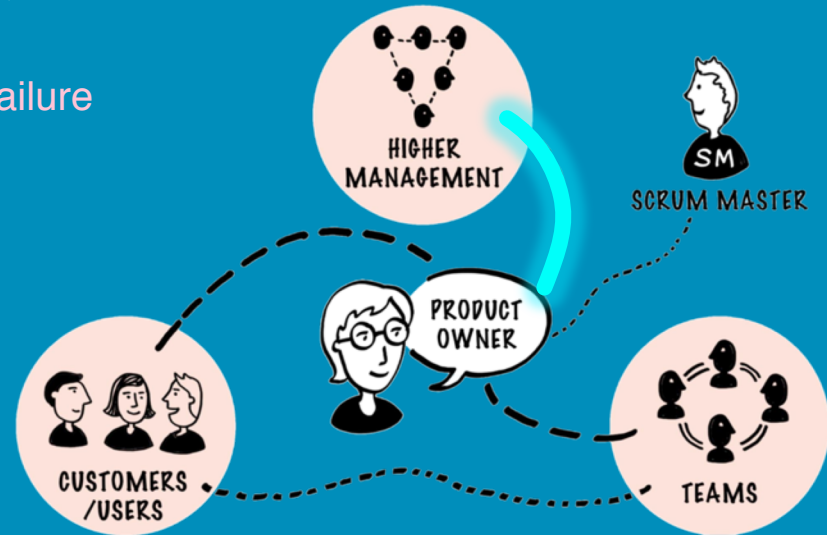
Teams – Customers / Users

- Traditionally no interaction
- Be a connector for both
- Share business activities
- Teach how to talk with customers
- Integrate intermediaries, create a simpler organization with real feature teams



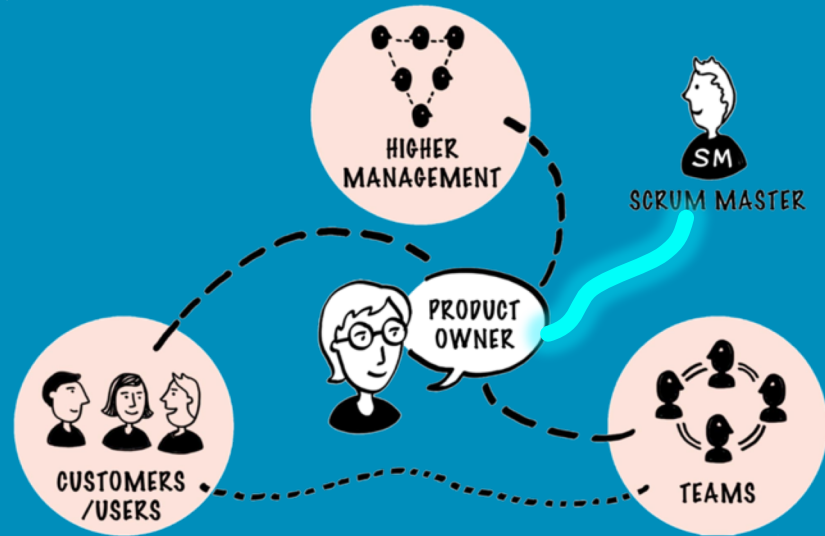
Product Owner – Higher Management

- Traditionally no one person with ownership for product success & failure
- Self-evaluation
- Educate and market role
- Communicate „To the PO“



Product Owner – Scrum Master

- Traditionally not existing
- Just a few ...
- Be a student
- Reflect



four personas

TOM

the techie



With my technical experience,
I am able to better lead the
development teams and thus
build better products.

AGE

32 years

STATUS

Single

EDUCATION

Computer Scientist

LOCATION

Munich

HOBBIES

Music fan, race biker

YEARS IN COMPANY

5 years

DOMAIN KNOWLEDGE

Indirect knowledge gained (1 year)

CAREER GOALS

Wants to start own software company

PROFESSIONAL MASTERY

Very active in Communities & Meetups,
is actively seeking further education

NEEDS

- High quality technical architecture
- Appreciation of development teams

BEHAVIOUR

- Still develops from time to time
- Writes technically detailed backlog items
- Little questioning for customer value in his requirements
- Willingly spends 80% of his time for only 20% of tangible customer features

MOTIVATIONS

Incentive

Fear

Achievement

Growth

Power

Social

CARL

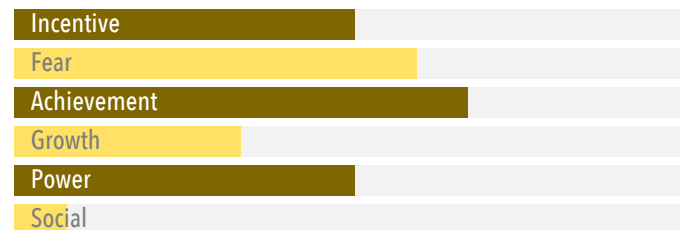
the control freak



Your voice is good.
But control leads to success.

AGE	45 years
STATUS	Married
EDUCATION	Business Administration
LOCATION	Moosach
HOBBIES	Runs 10km every morning
YEARS IN COMPANY	10 years as project manager
INDUSTRY KNOWLEDGE	Sound knowledge
CAREER GOALS	Strives for a management position
PROFESSIONAL MASTERY	Very selective, relies heavily on his project manager competence

MOTIVATIONS



NEEDS

- Wants to keep a „perfect“ overview
- Product Roadmap = milestone plan
- User stories well estimated by teams
- Loads of documentation
- Full blown sprint reports

BEHAVIOUR

- Loves to work with burndown charts
- Often checks if deadlines will be met
- Pushes teams to a definition of „ready“ and „done“ for backlog items
- Tries to get more items „ready“ than actually required

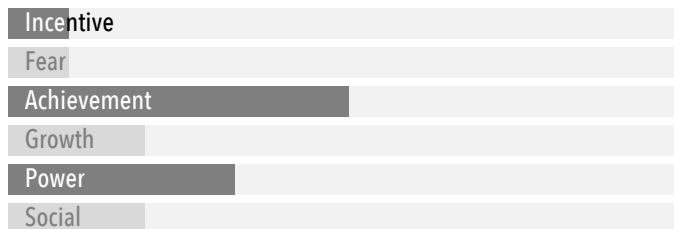
PETER



I started it all and know what the product requires.
I don't need long discussions with development teams.

AGE	56 years
STATUS	Married
EDUCATION	Business Administration
LOCATION	Starnberg
HOBBIES	Golf
YEARS IN COMPANY	Founded the company years ago
INDUSTRY KNOWLEDGE	Profound knowledge
CAREER GOALS	None anymore
PROFESSIONAL MASTERY	None anymore

MOTIVATIONS



the patriarch

NEEDS

- Freedom to make decisions on all levels
- Positive feedback on product from users
- Control over a PO organisation that manages the teams directly
- Teams that never question his product demands

BEHAVIOUR

- Loves to visit business partners
- Communicates via phone from his car
- He doesn't know the names of dev teams
- Does not take part in Scrum meetings
- Holds status meeting with his PO-Team
- Prevents teams from talking to stakeholders

WENDY



I believe that my stakeholders know best what they need. I can then pass that on directly to my teams.

AGE

37 years

STATUS

Living in a partnership

EDUCATION

Career Changer

LOCATION

Munich

HOBBIES

Languages, Travel, Culture

YEARS IN COMPANY

3 years, became PO recently

INDUSTRY KNOWLEDGE

Basic knowledge

CAREER GOALS

No big career ambitions

PROFESSIONAL MASTERY

Occupies herself a lot with value-based collaboration privately

MOTIVATIONS

Incentive

Fear

Achievement

Growth

Power

Social

the waiter

NEEDS

- Would like to have her peace
- Well put business requirements
- Dev teams talking directly to stakeholders
- Self-organised system without her leadership

BEHAVIOUR

- Has no vision, no decision is made
- Does not validate business ideas
- Prioritizes according to stakeholders popularity
- Takes all input from stakeholders „as is“ and creates backlog items accordingly
- Avoids being involved during backlog refinements

exercise



5 min.

- As a group read through the persona's description
- Then mark each of the five relations in one specific color per persona:
 - ☐ **GREEN:** relationship is **very good** between both parties
 - ☐ **YELLOW:** relationship **needs improvement**
 - ☐ **RED:** relationship is **not present** or **very badly lived**

one exercise

exercise

The organisation of your Product Owner has started an agile transformation based on the LeSS system optimization goals (highest customer value | flexibility on product level) and LeSS principles. You are agile coaches in this organisation.

■ Sketch a **system model**, given these variables:

- ☐ level of trust a PO has in his Teams
- ☐ level of trust the Teams have in their PO
- ☐ % of items PO accepts on target system
- ☐ accuracy of backlog ordered according to highest customer value
- ☐ strength of control exercised
- ☐ urge to control
- ☐ % of predicted and done items
- ☐ degree of CI practices performed
- ☐ sustainability of architecture and design
- ☐ ability of teams to shift at product level
- ☐ %items of highest customer value Teams deliver each Sprint



17 min.

Debrief

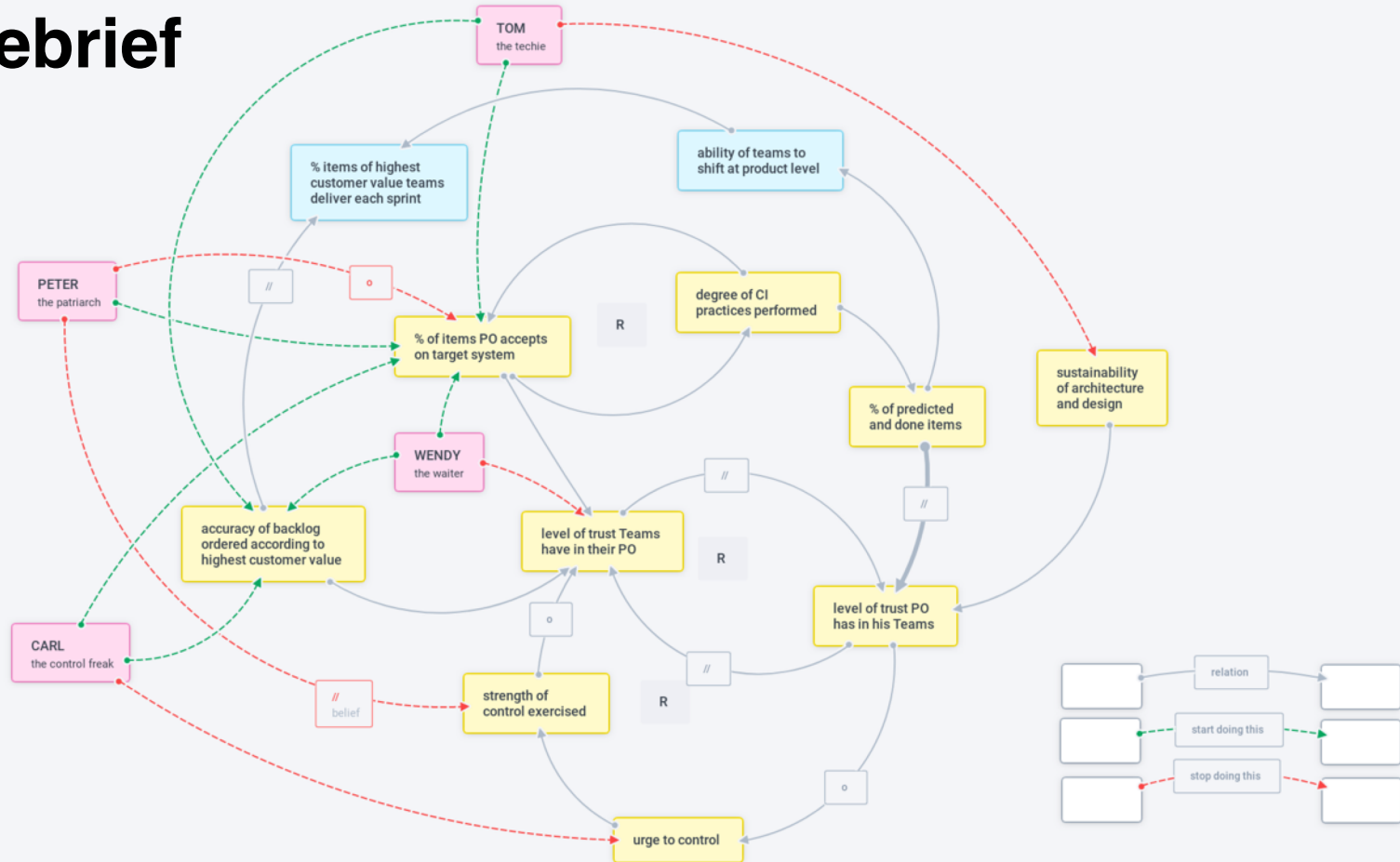


photo protocol

exercise

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- ☐ urge to control
- ☐ % of predicted and done items
- ☐ degree of CI practices performed
- ☐ sustainability of architecture and design



valtech.







exercise

The following exercise is designed to help you understand the concept of a system and how it can be used to solve a problem. It is based on the example of a football team.

• **Exercise 1: System analysis - goal setting**

1. Define the system: What is the system? What are its components? What are its inputs and outputs?

2. Define the goal: What is the goal of the system? What are the desired outcomes?

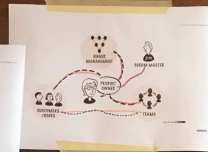
3. Define the constraints: What are the constraints on the system? What are the limitations?

4. Define the resources: What are the resources available to the system? What are the inputs?

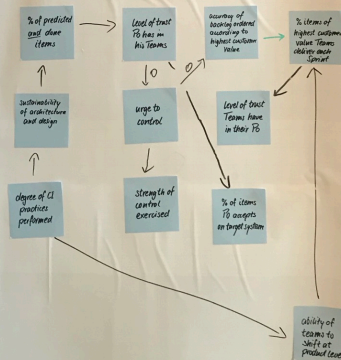
5. Define the process: What is the process of the system? What are the steps?

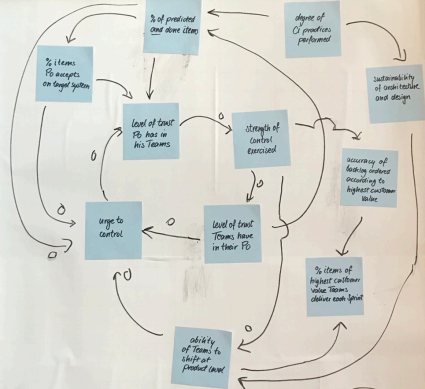
6. Define the output: What is the output of the system? What are the results?

7. Define the feedback: What is the feedback loop? How is the system monitored and controlled?



WENDY





DEAR CARL,
I THINK WE SHOULD TALK ABOUT YOUR
URGE TO CONTROL 😊

CARL

