Product Owner in an

Agile Extremely Scaled

World

Agilia 2016 - Olomouc

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lastminute.comgroup

TOMTOM

Let´s start from the Agile Manifesto

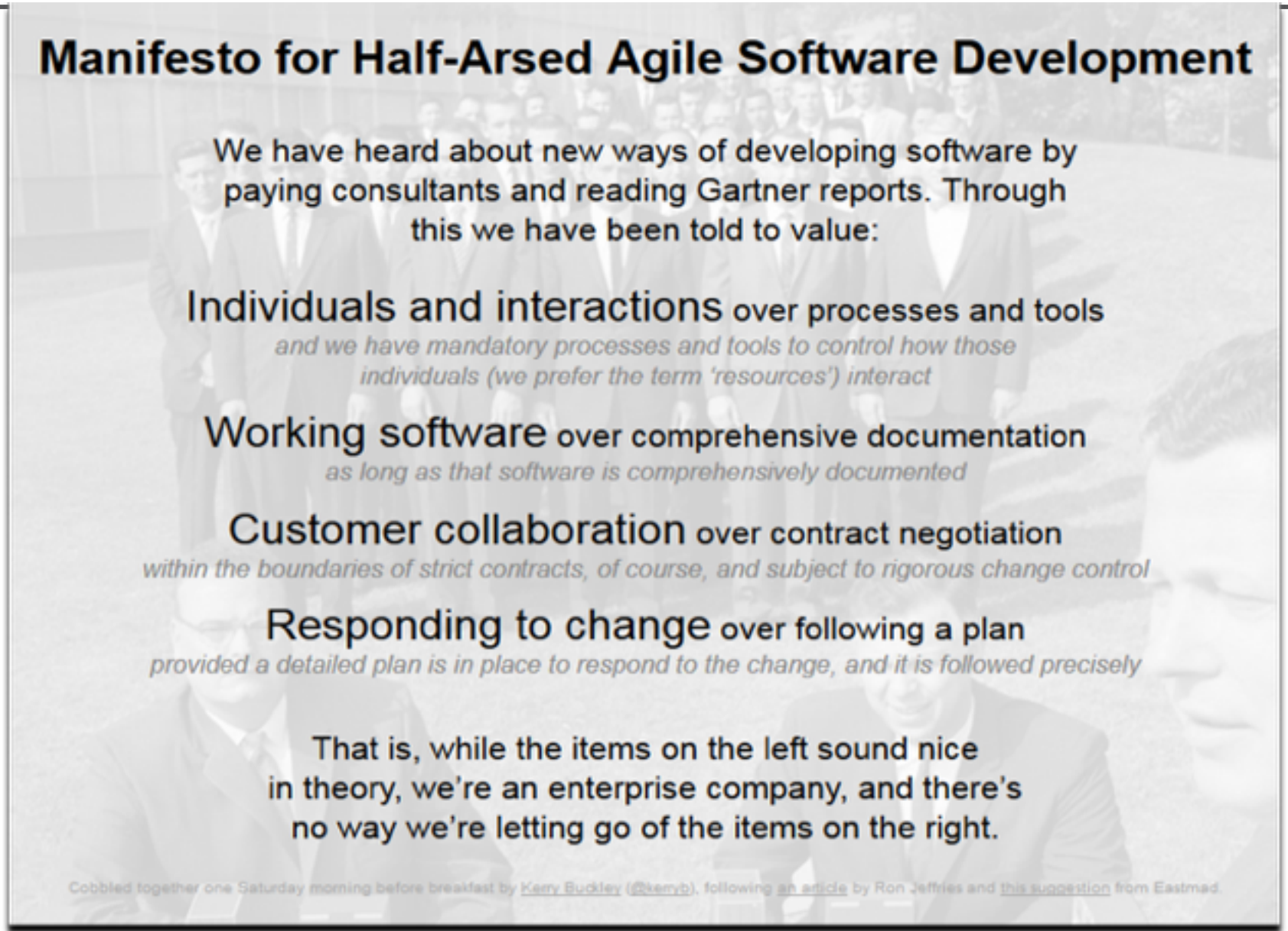
Agile Manifesto - Values

We are uncovering better ways of developing software by doing it and helping others do it. Through this work we have come to value:

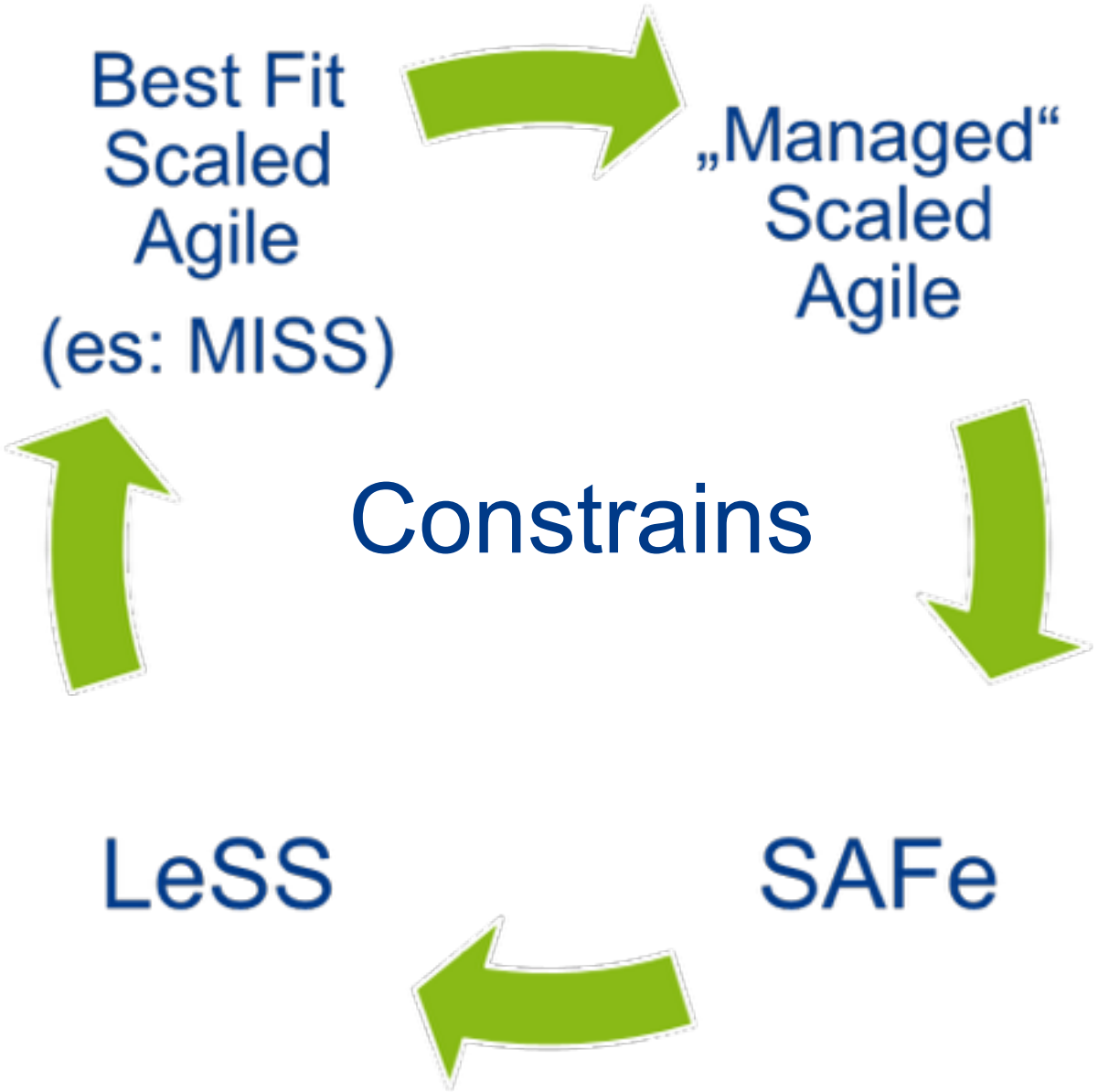
Individuals and interactions over processes and tools
Working software over comprehensive documentation
Customer collaboration over contract negotiation
Responding to change over following a plan

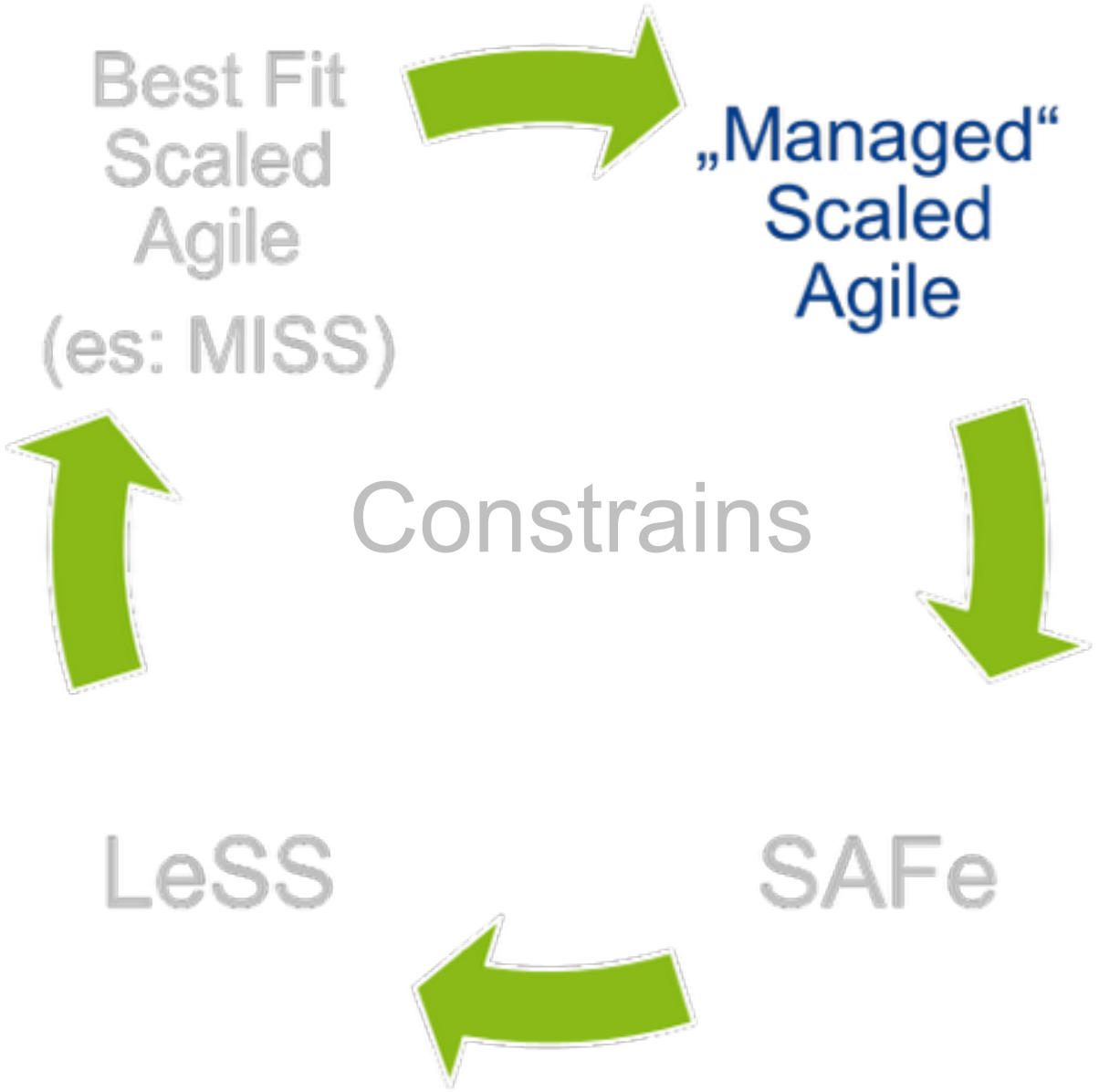
That is, while there is value in the items on
the right, we value the items on the left is more.

Let´s start from the Agile Manifesto



Agenda


Best Fit
Scaled
Agile
(es: MISS)
„Managed“
Scaled
Agile
Constrains
SAFe
LeSS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“Managed” Scaled Agile

The Agile Transition is „Managed“ by the Organisation (the Management) without a deep understanding of Values and Principles

➔Why Agile?

- Costs Reduction
- More frequent deliveries and with more contents
- Increase the productivity
- Quick management of changes and new requirements

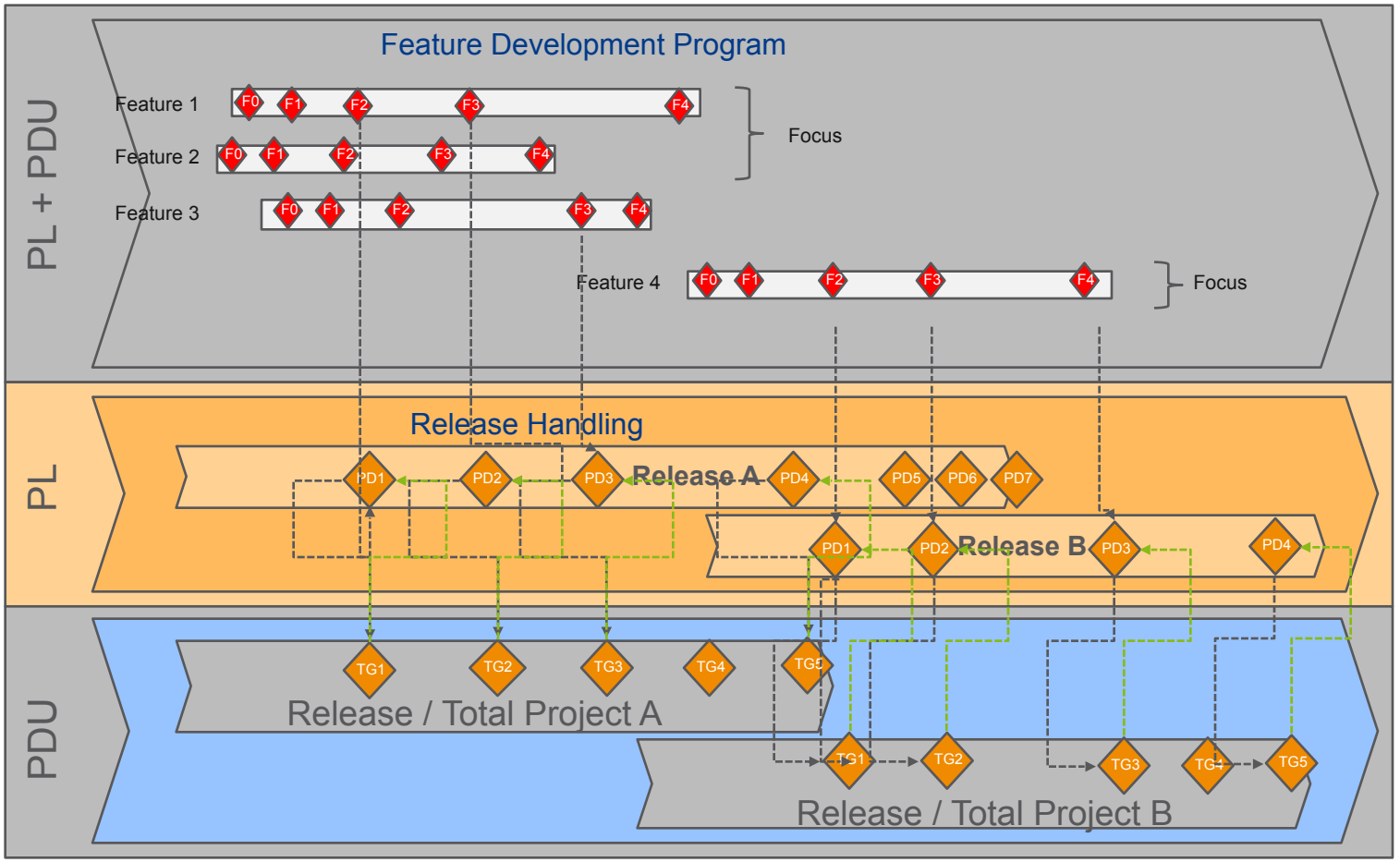
“Managed” Scaled Agile

Results:

- The Transformation is managed like a normal organisational change
- No Agile Mindset
- „Forcing“ Agile
- Agile only at Team Level
- The main goal is only „Continuous Delivery“

“Managed” Scaled Agile

So that the outcomes are complicated organisations and process to implement sort of FRM

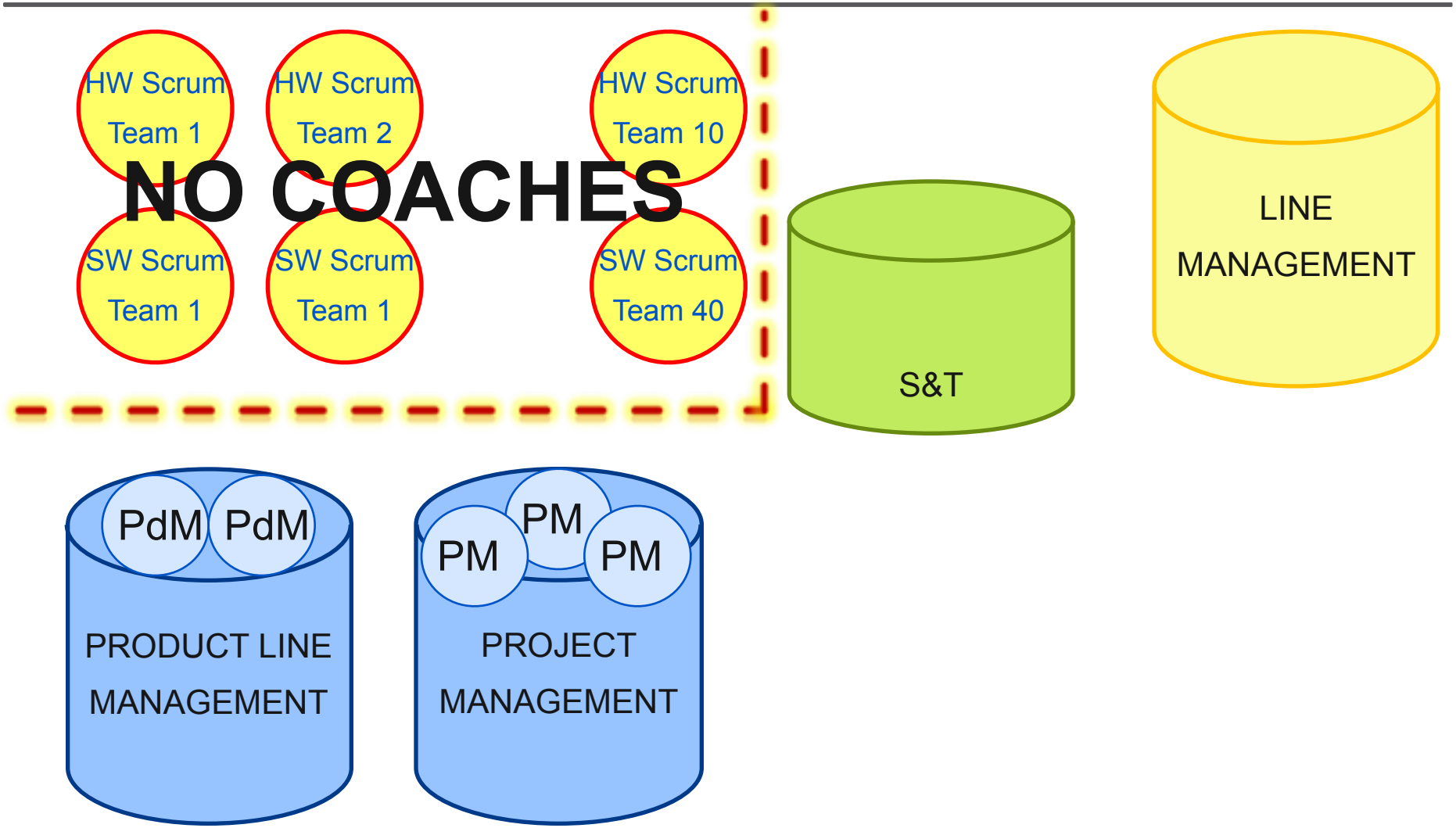


“Managed” Scaled Agile

In the worst case:

- Continuous Organisational Changes (as soon as team were starting to self adapt and self organise)
- ==> Continuous Worsening
- Increase of new roles aimed to synchronise and to control
- Increase of meetings
- Agile methodologies are abandoned (It doesn’t work!) and back to the past

“Managed” Scaled Agile



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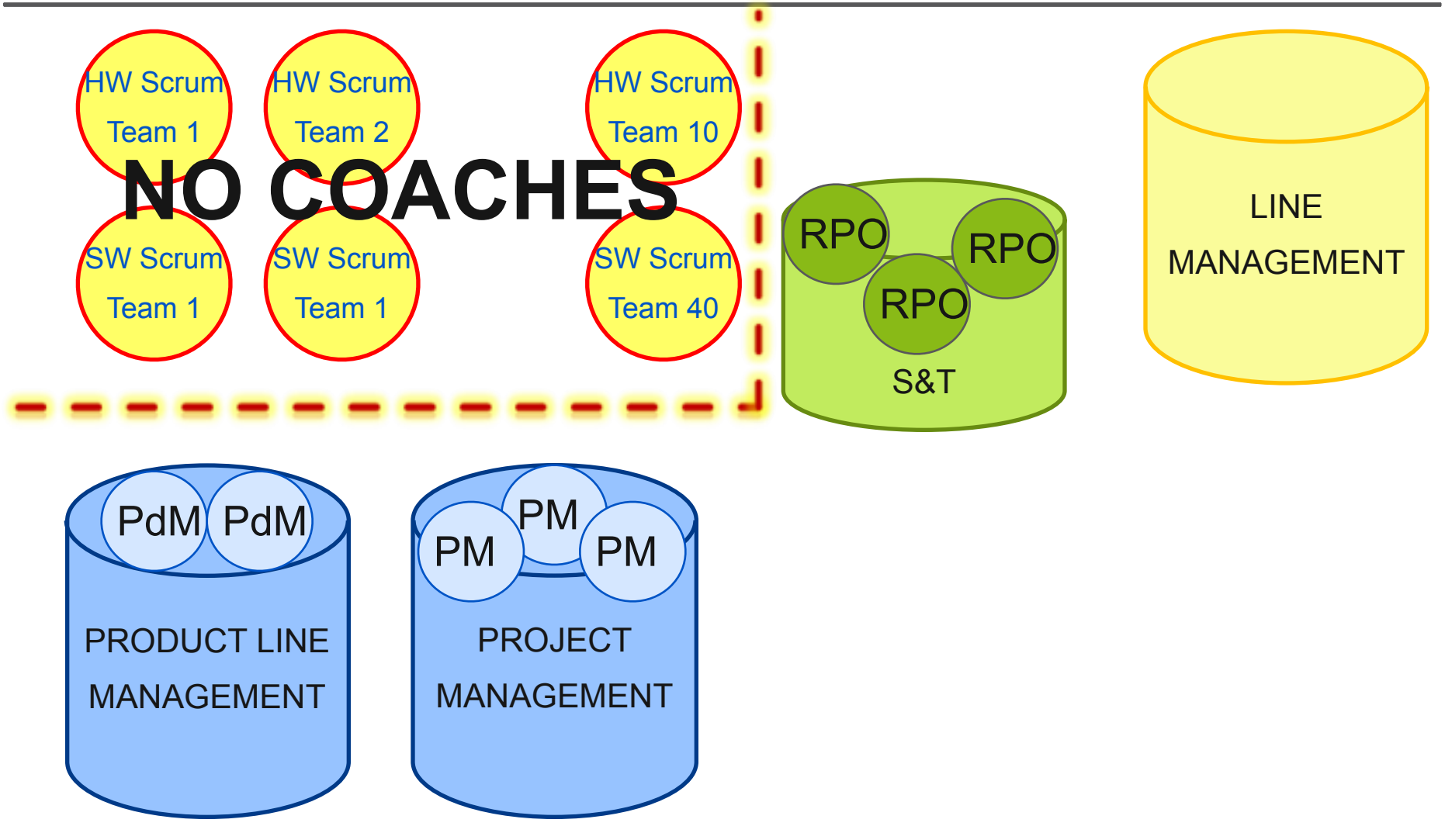

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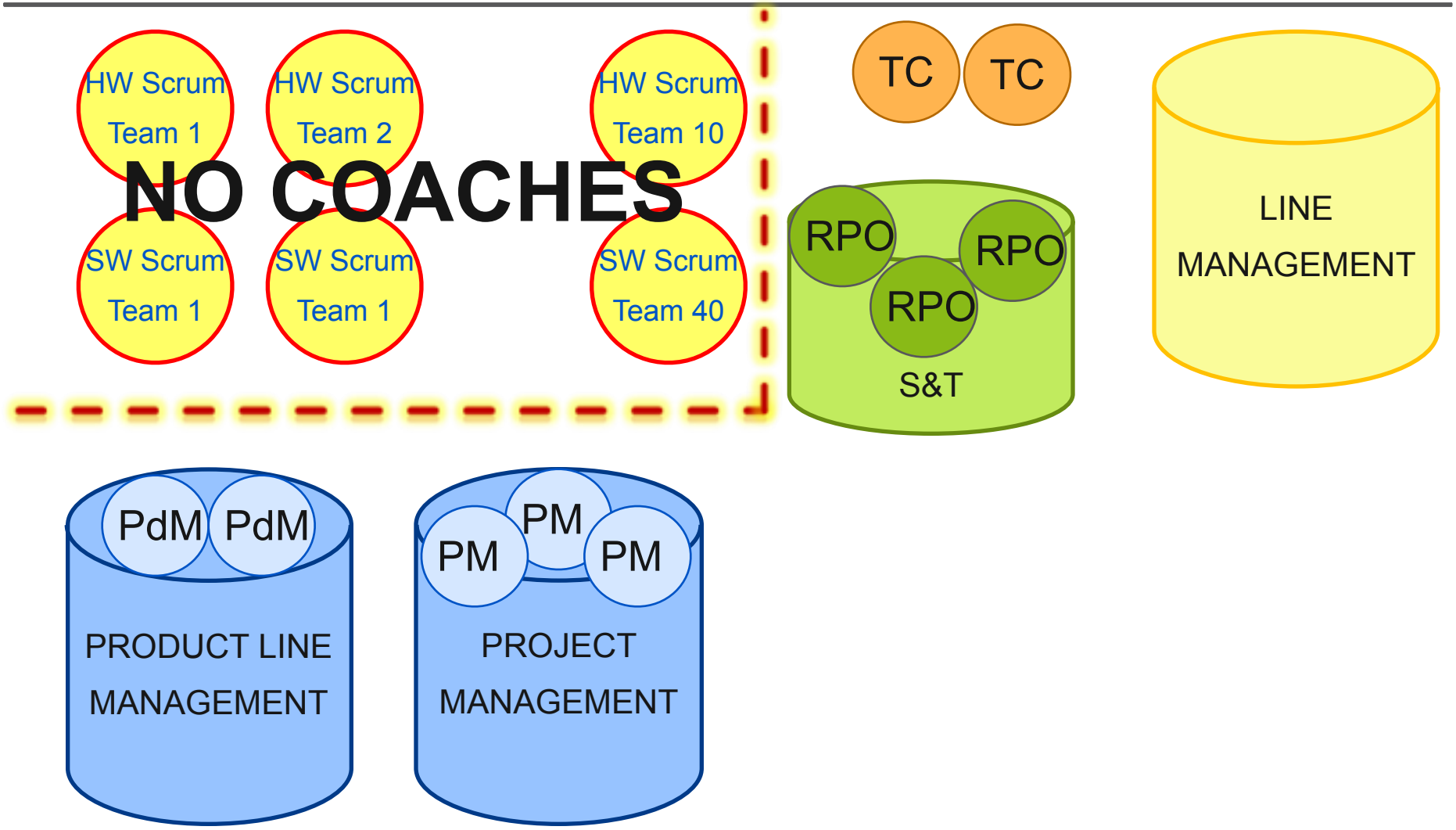

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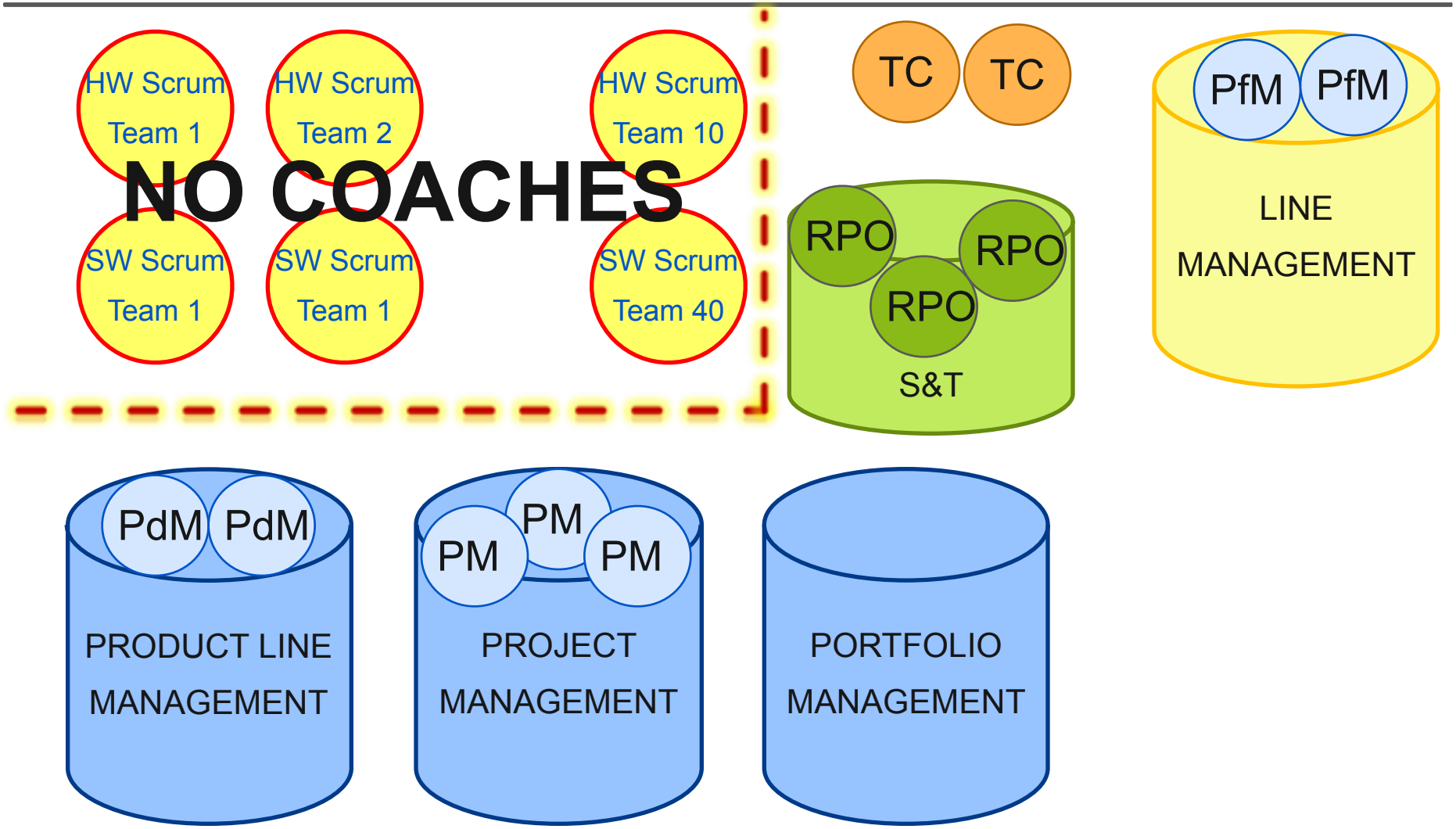

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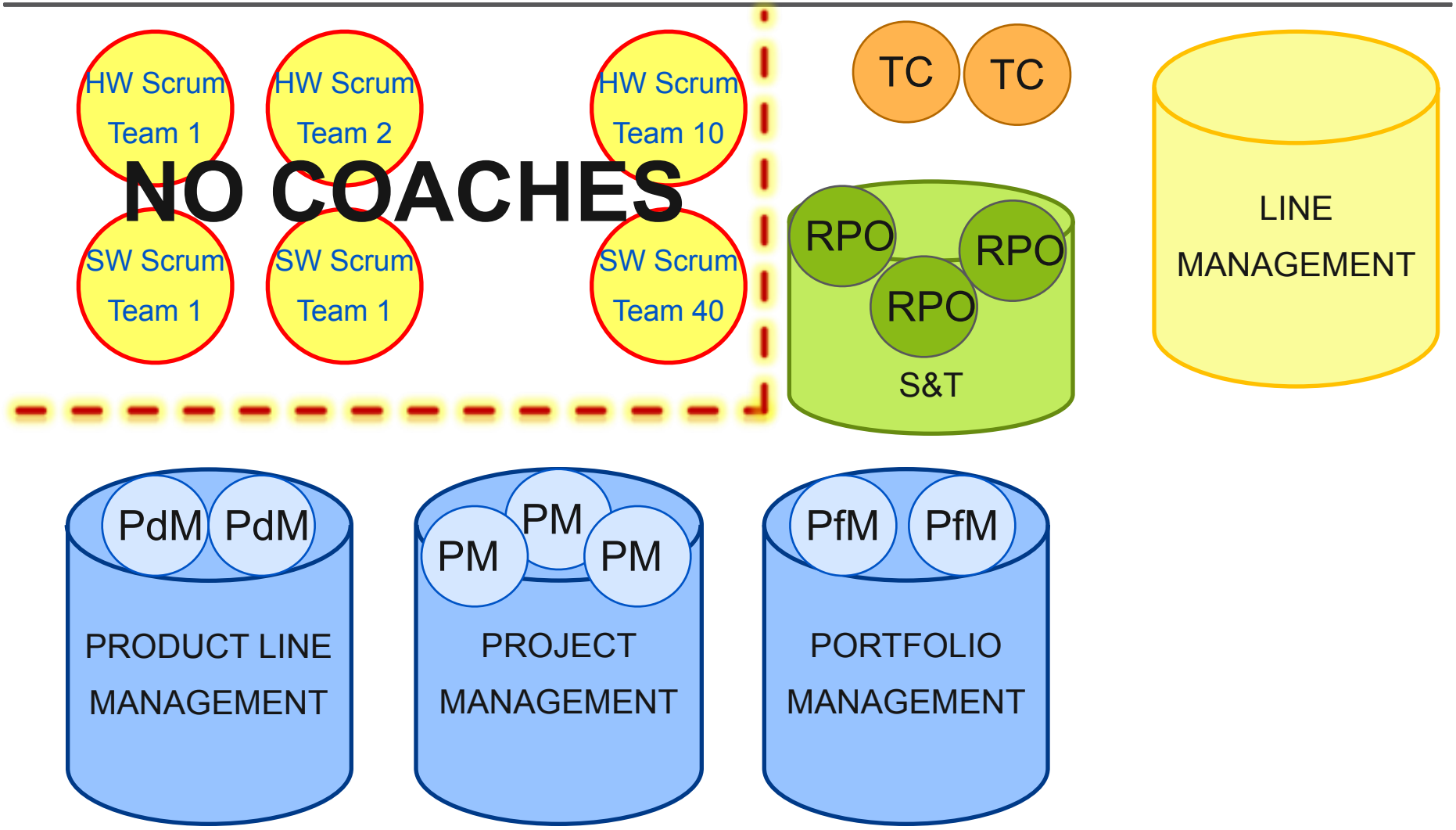
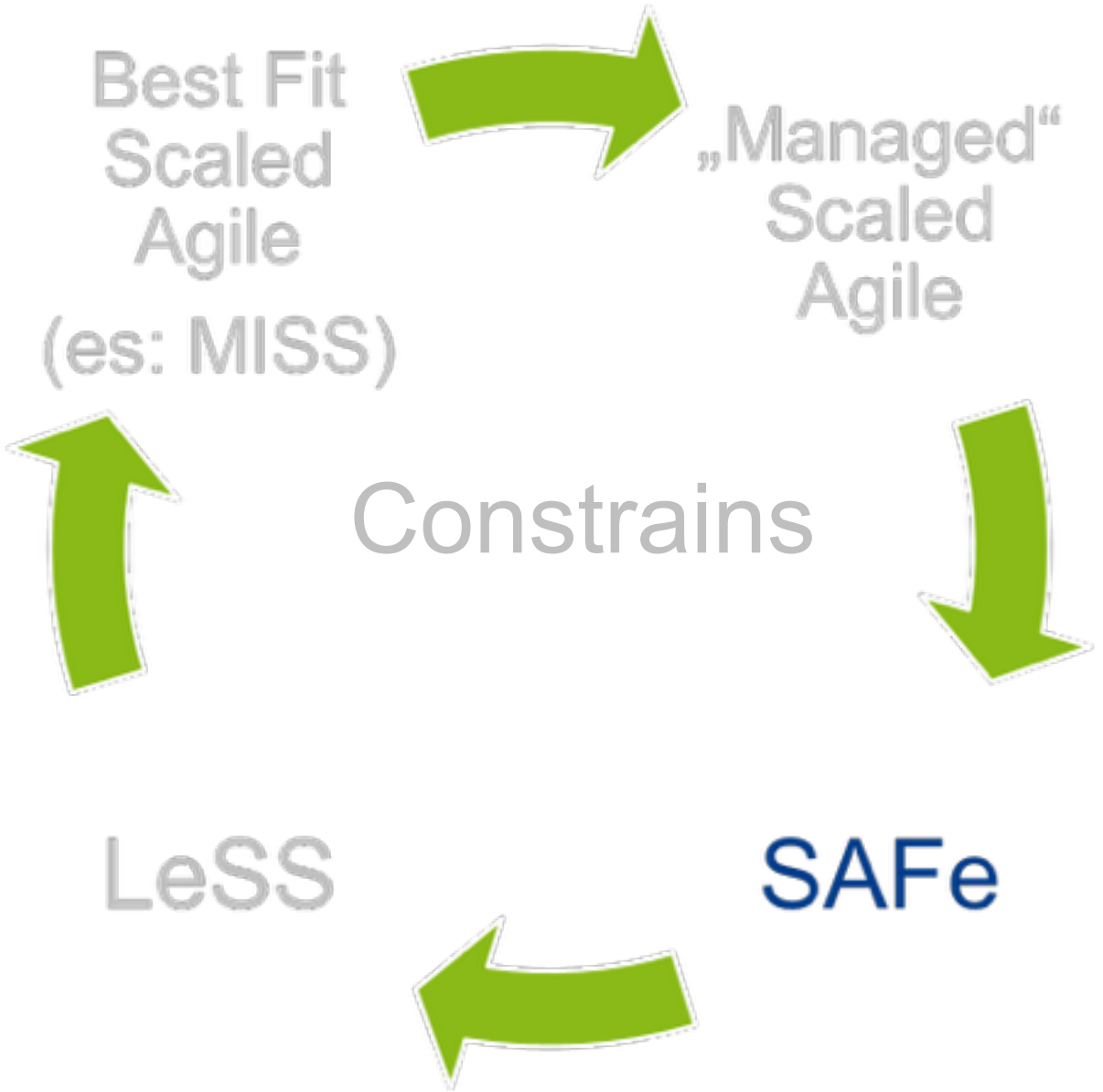


“Managed” Scaled Agile

And looking at the Product Ownership point of view:

- PO´s main interface is the „old“ Management
- Release Date and contents are fixed (with “buffer” for non focus features)
- At each change request from the Management: „as you are Agile, you have to welcome and accept changes“
- Unexpected role changes (PO becoming RPO, TC, ...)
- If you are PO for a single Scrum Team, what´s your **ownership** and **responsibility** vs TC, RPO, PjM, PdM, PfM etc?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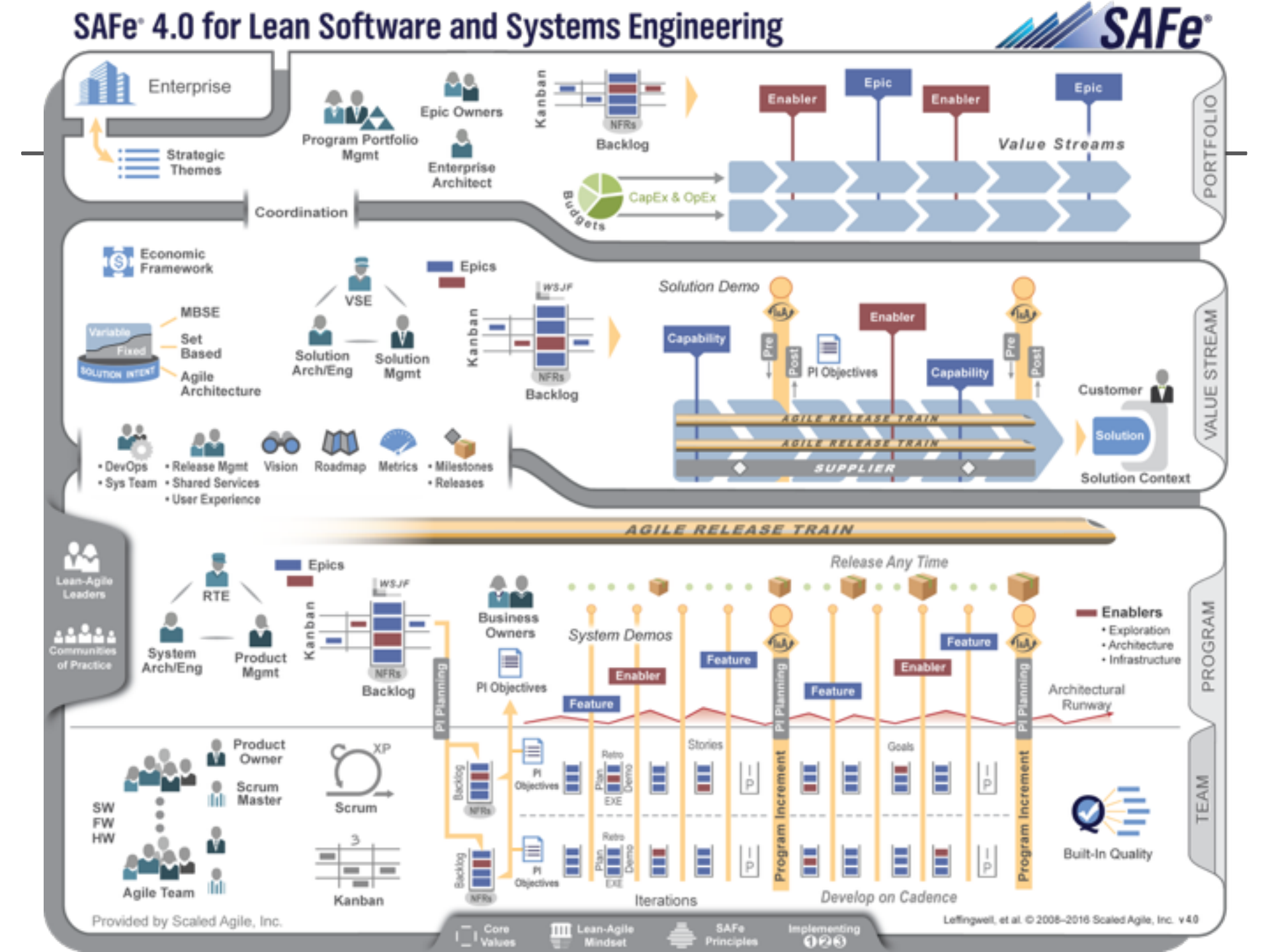
SAFe® 4.0 for Lean Software and Systems Engineering



SAFe

Framework (*noun* /ˊfreim.w3:k/)

- A structure for supporting or enclosing something else, especially a skeletal support used as the basis for something being constructed.
- A set of assumptions, concepts, values, and practices that constitutes a way of viewing reality.

Process (*noun* /ˊprəʊ.ses/)

- A series of actions, changes, or functions bringing about a result
- A series of operations performed in the making or treatment of a product

SAFe

The Organisation wants (or needs) to adopt Agile Methodologies, but cannot risk (and/or the Management doesn’t want to change his role and responsibility)

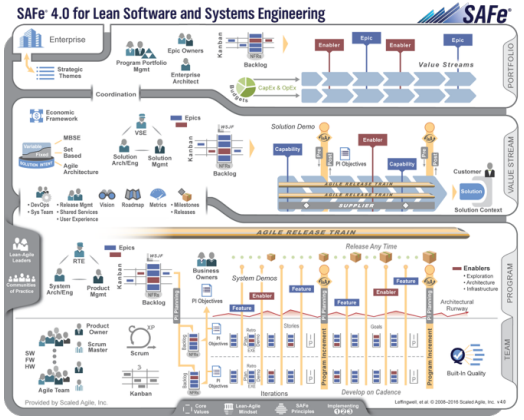
- At Team Level it can work well (at least at the beginning)
- Program Level: depends on the mindset of the Program / Release Managers
- Portfolio Level: often it´s not even implemented
- Uneasy to scale, when you grow and need a new level
- Good as a starting point, but then it doesn’t have true mechanisms to „exit“ from SAFe

SAFe

SAFe Product Owner

What he is / what he does:

- Member of the Scrum Team
- Responsible for refinement of the Team Backlog
- Responsible for defining the Team Backlog (supporting the Product Management) so that it reflects the priorities given by the Program
- Participates to the Product Management meetings
- Contributes to the definition of the Program Vision and of the Program Roadmap, together with the Product Management
- Participates to the Release Train Planning
- Accept the User Stories completed by the Scrum Team



SAFe Product Owner

What he is NOT / What he does NOT do:

- He does NOT have authority on the full product definition
- He does NOT have responsibility on the ROI

They are both responsibilities for the Product Management

SAFe Product Owner

PM	PO
Market/Customer facing	Solution/Technology/Team facing
Collocated with and reports into Marketing/ Business	Collocated with and reports into Development
Owns Vision, Roadmap, Pricing, Licensing, ROI, Program Backlog	Contributes to Vision and Program Backlog. Owns Team Backlog and Implementation
Drives Program Increment and Release content via prioritised Features	Drives Team Iteration content via prioritised Stories
Establishes feature AC	Establishes story AC, accepts stories into the baseline

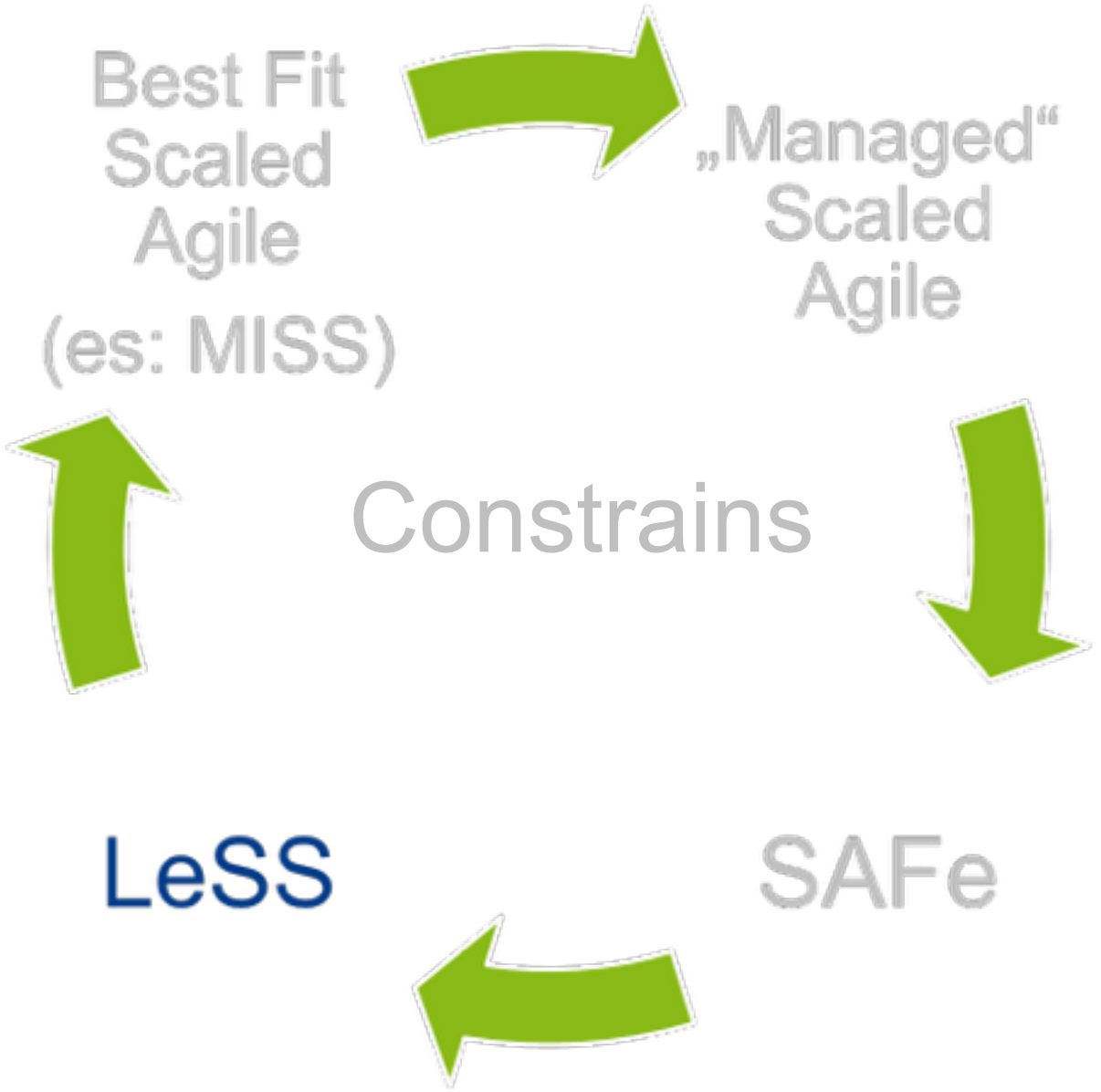
SAFe Product Manager

- He is responsible for defining and prioritising the Program Backlog of the Release Train
- The responsibility is on a single individual who is empowered to make fast local decisions
- He has assistance in decision making from his „direct reports“, from the POs, and by collecting inputs from other key stakeholders
- He has responsibility for building, maintaining, and presenting the Vision and Roadmap

SAFe Product Manager

What he does

- Work with Program Portfolio Management to understand the ART objectives, the Budget, and Portfolio and Program Epics
- Develop and communicate the Program Vision
- Develop and communicate the Roadmap
- Work with System Architects to understand architectural work
- Manage the Program feature Backlog and develop feature AC
- Define Releases and Program Increments
- Participates in release management and solution validation
- Build an effective Product Manager / Product Owner Team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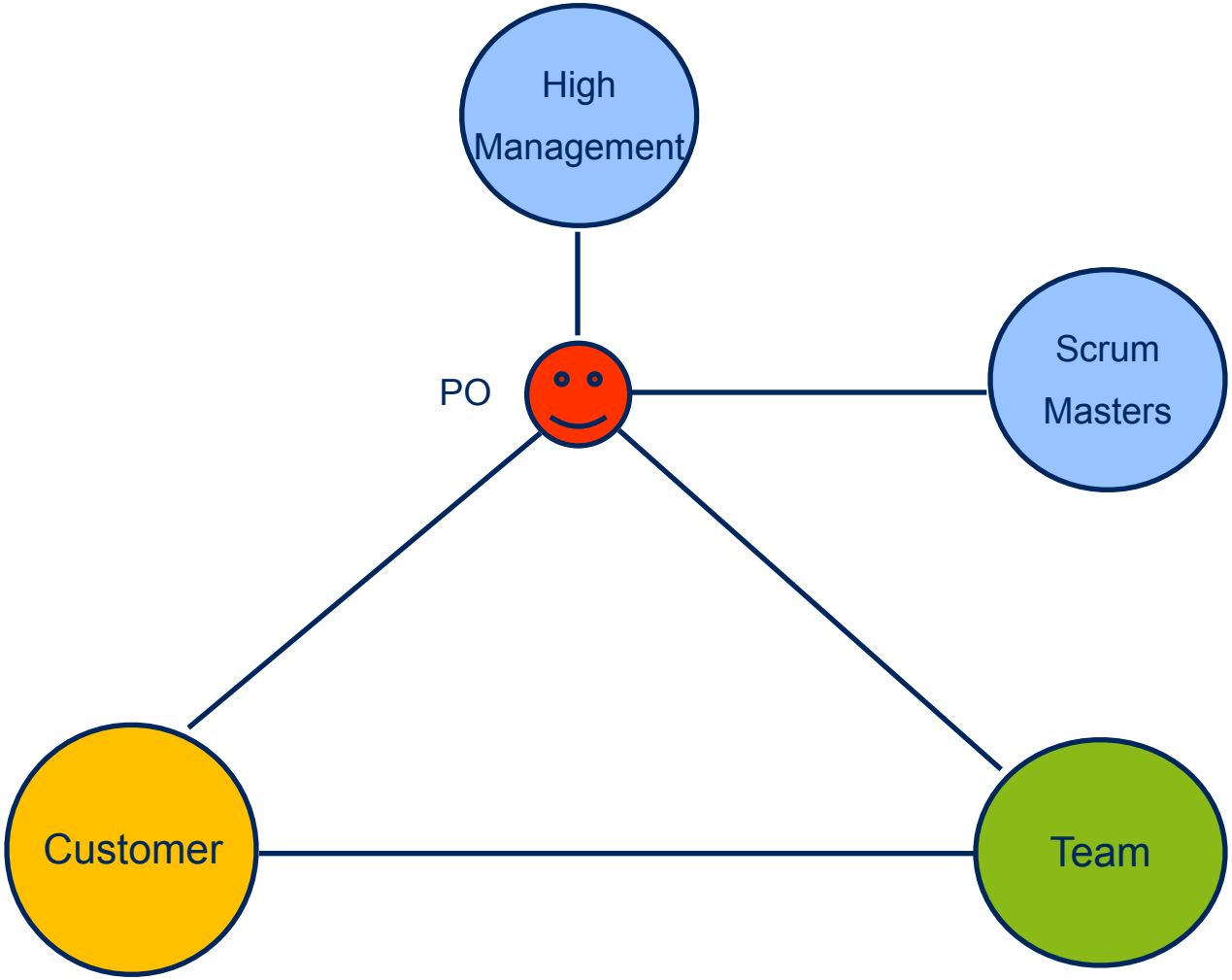
Coaching
Case Studies
Resources
LeSS BOOK CHAPTER 2: INTRODUCTION
LEAN THINKING
PRINCIPLES
SYSTEMS THINKING
FEATURE TEAMS
TEAMS
STRUCTURE
ORGANIZATION
COMMUNITIES
CONTINUOUS INTEGRATION
TECHNICAL EXCELLENCE
ARCHITECTURE & DESIGN
WHY LeSS FRAMEWORK?
PRODUCT BACKLOG
PRODUCT OWNER
SCRUMMASTER & FEATURE TEAM
PREVIOUS SPRINT
SPRINT PLANNING 1
SPRINT PLANNING 2
COORDINATION
DAILY SCRUM
SPRINT BACKLOG
PRODUCT BACKLOG REFINEMENT
SPRINT REVIEW
RETROSPECTIVE
OVERALL RETROSPECTIVE
NEXT SPRINT
ROLE OF MANAGERS
MANAGEMENT
GO SEE
COACHING
ADOPTION
CONTINUOUS IMPROVEMENT
PRODUCT OWNER TEAM
LeSS HUGE
REQUIREMENT AREAS
BY-NC-ND

LeSS & Project Manager

- In LeSS the PM role doesn’t exist
- It´s no more necessary, as the PM responsibilities in LeSS are shared between PO and Teams
- This is true for mature LeSS organisations; at the beginning, the PM role could co-exist ➔ in this case this will often bring to conflicts

LeSS 5 Relationships



LeSS: PO – Team - Managers

PO: What to do

Team: How to work

Managers: ?

LeSS: PO - Team - Managers

Middle Management:

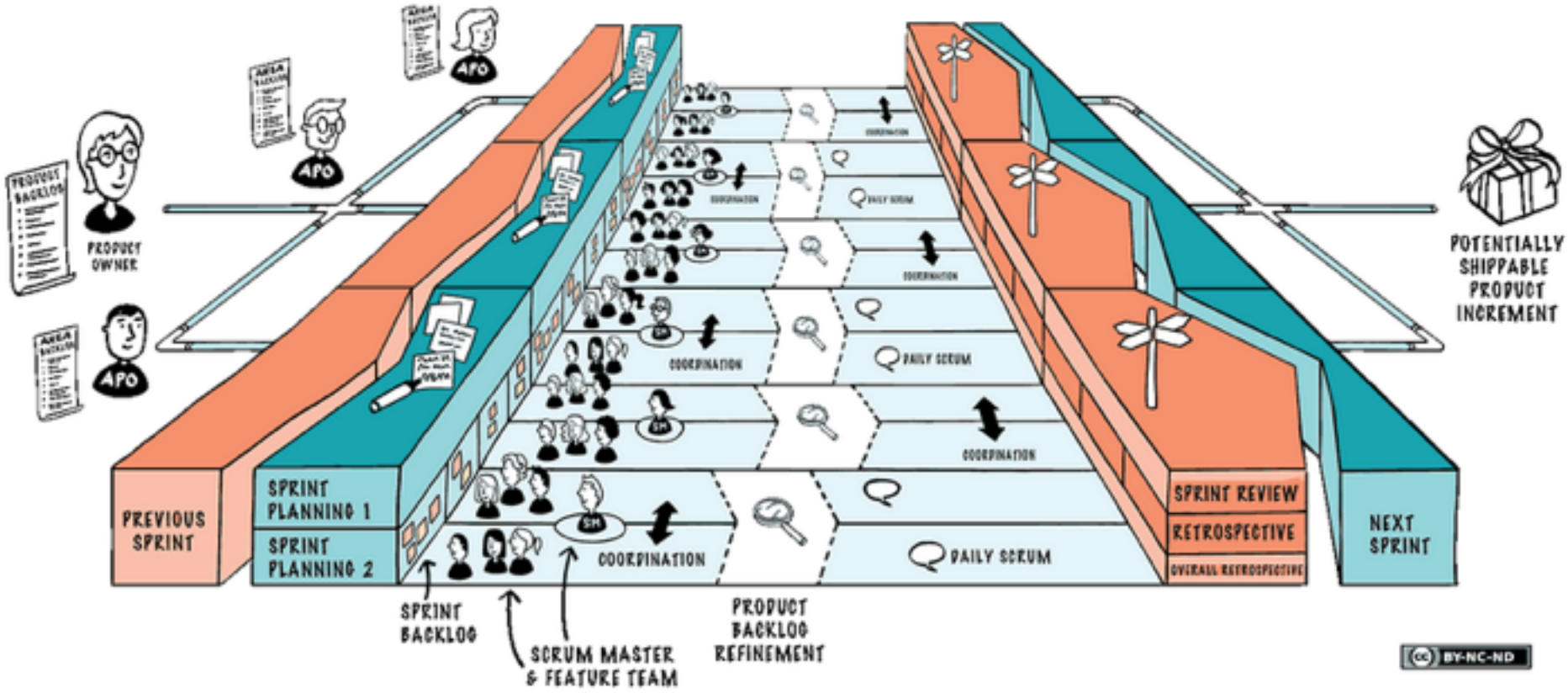
- See the whole and build the capability of the organisation to build great products.
- Helps Team and Scrum Master with removing obstacles and making improvements
- Teach the team how to improve and solve problems
- Go See to understand what is really going on and see how he can best help the team improve their work

LeSS: PO - Team - Managers

Senior Management:

- The role of Senior Management is perhaps changed less as they are still involved with strategic decisions related to the company and its products
- Senior Management´s role is also teaching people (his subordinates) how to teach people
- Should also help his subordinates in problem solving and getting better at improving development

LeSS Huge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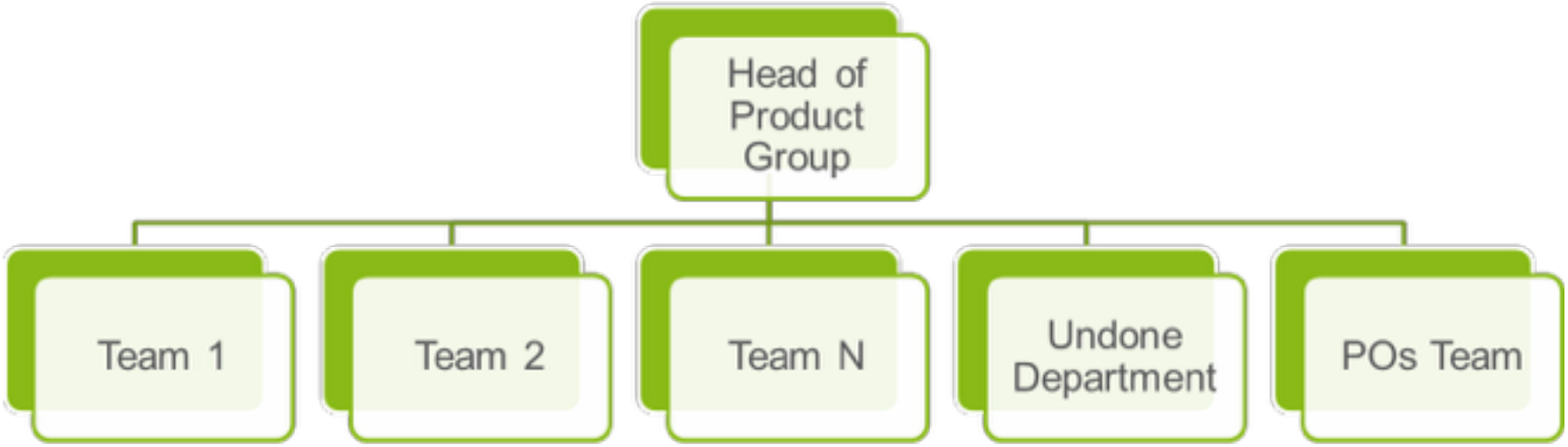
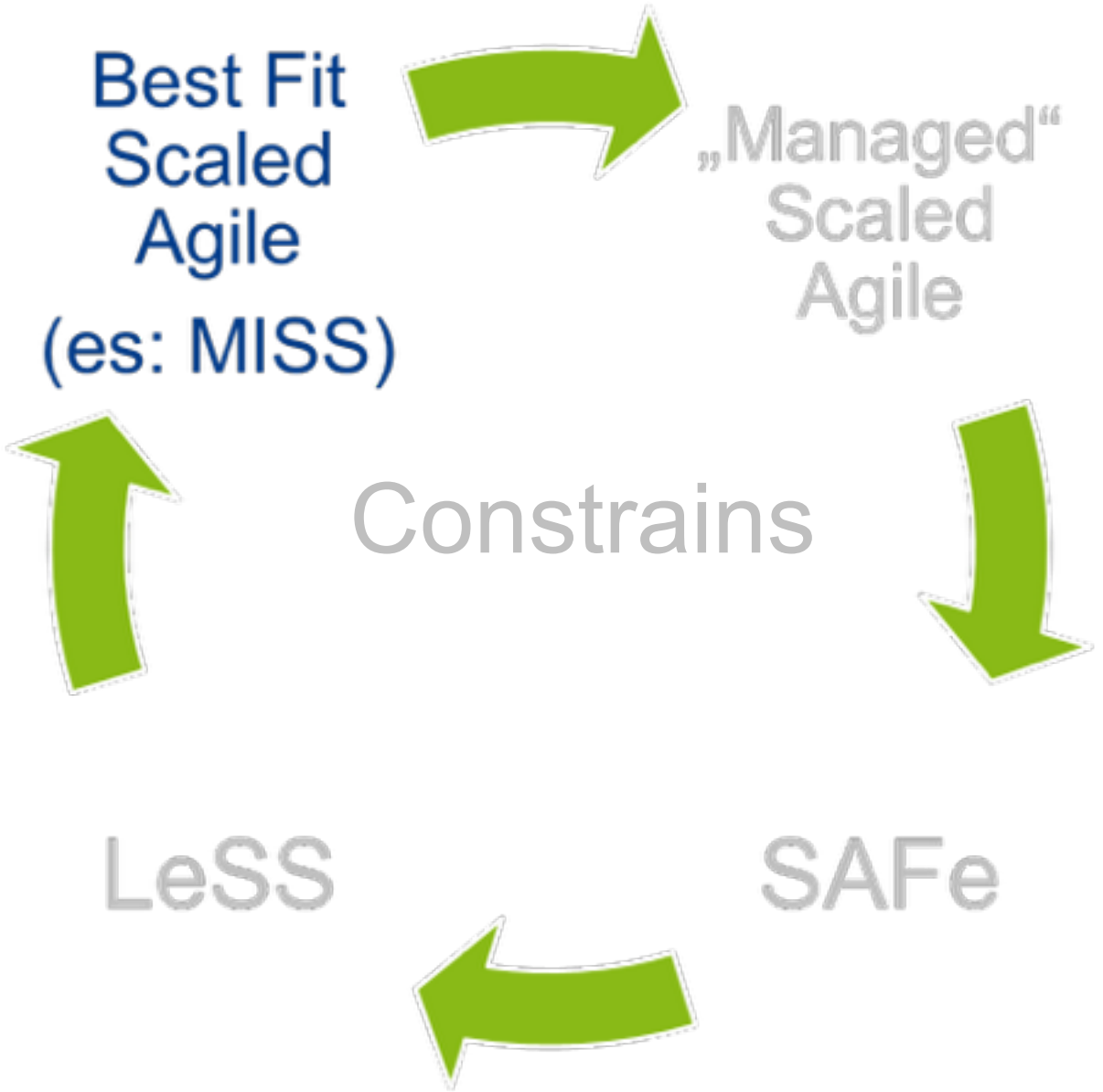
Typical LeSS Organization Chart

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Best Fit Scaled Agile

When you decide to adopt a framework to Scale Agile, usually it will be adapted to fit with a specific reality

As an alternative, you could also think to create a new Scaled Agile Model, that best fit your specific reality

Obviously, you should consider pros and cons, and analyse the risks

Best Fit Scaled Agile

In order to go for a Best Fit Scaled Agile approach, is necessary that:

- Management must be completely comfortable with the Agile Values and Principles and aware of what does mean „Scaling Agile“ and must be ready to change mindset, in order to be taken as an example for the whole organisation

- It´s highly suggested to ask for assistance to really experienced people in Scaling Agile

A successfull example: MISS

An example that I saw really work is movingimage

a medium-big sized company in Berlin (anyway not a corporate) that followed and helped step by step by Ilker Demirel from ausculto

was able to successfully implement with satisfaction from everyone its own very simple model to Scale Scrum: MISS (Moving Image Scaled Scrum)

http://www.edge-cdn.net/video_869164?playerskin=49008

http://www.edge-cdn.net/video_903337?playerskin=49008

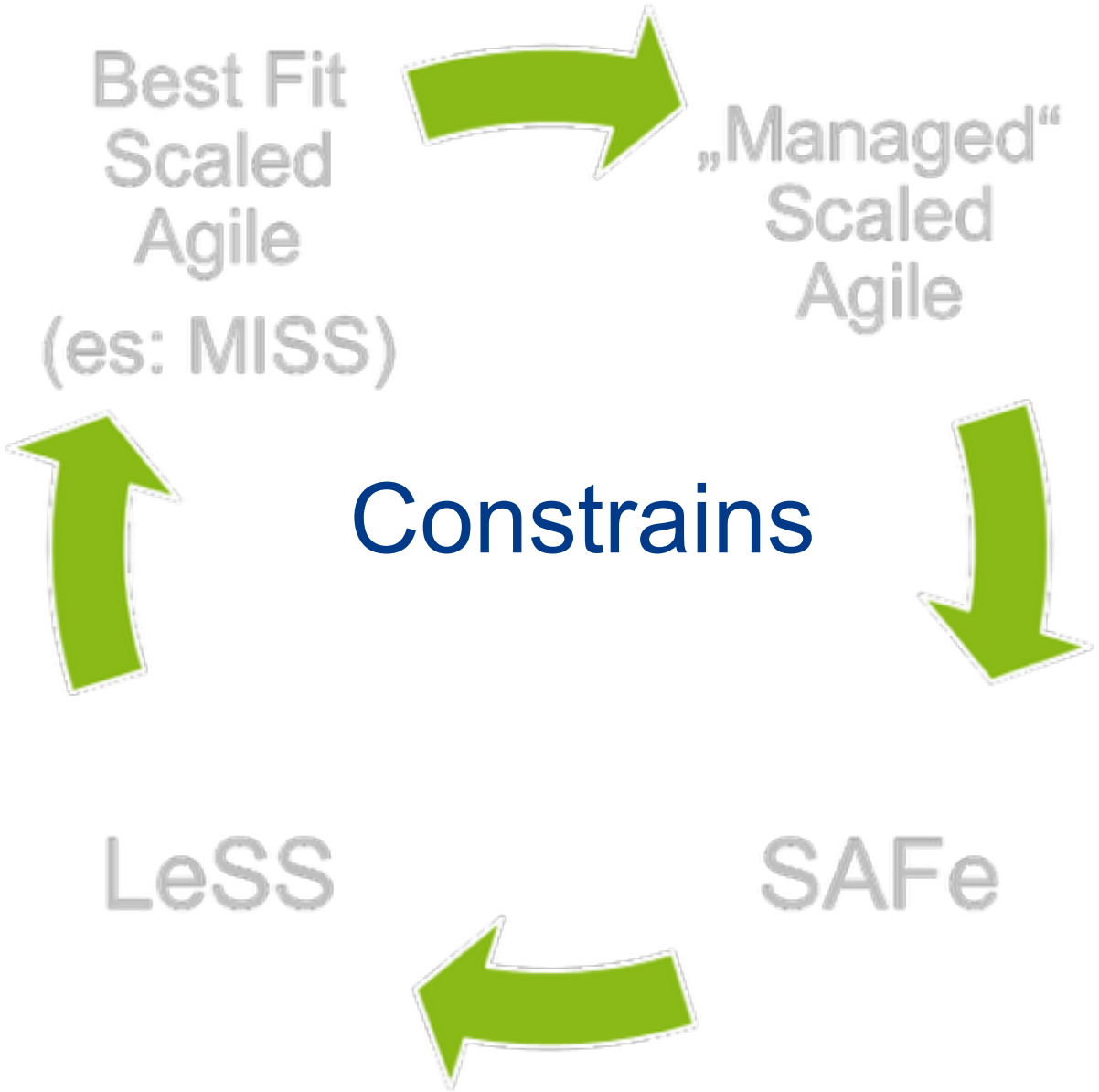
A successful example: MISS

MISS & PO

- The MISS Model to scale Scrum is very very simple, just as Scrum is simple

- The role of the PO remains (mostly) the same as described in Scrum

- I don´t know up to how many teams this model could be scaled, but maybe it could be even replicated with the same simplicity at a higher level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Constraints

The following constraints can affect the choice of the model to adopt:

- **Budget**
- **Mindset of the management**
- **Mindset of the developers**
- **Time expected for the readjustment**
- **Architecture (feature / component Teams) → dependencies**
- **Starting Organisation and Starting Roles**
- **Customers (and interfaces with the customers)**
- **Any required Certifications (i.e.: a-spice, CMM, ... vs. Agile)**
- **Amount of Maintenance Activities**
- **Amount of Legacy Code**
- **Amount of Code without Automated Tests (Test Coverage)**
- **Metrics and Time expected to start seeing first benefits**

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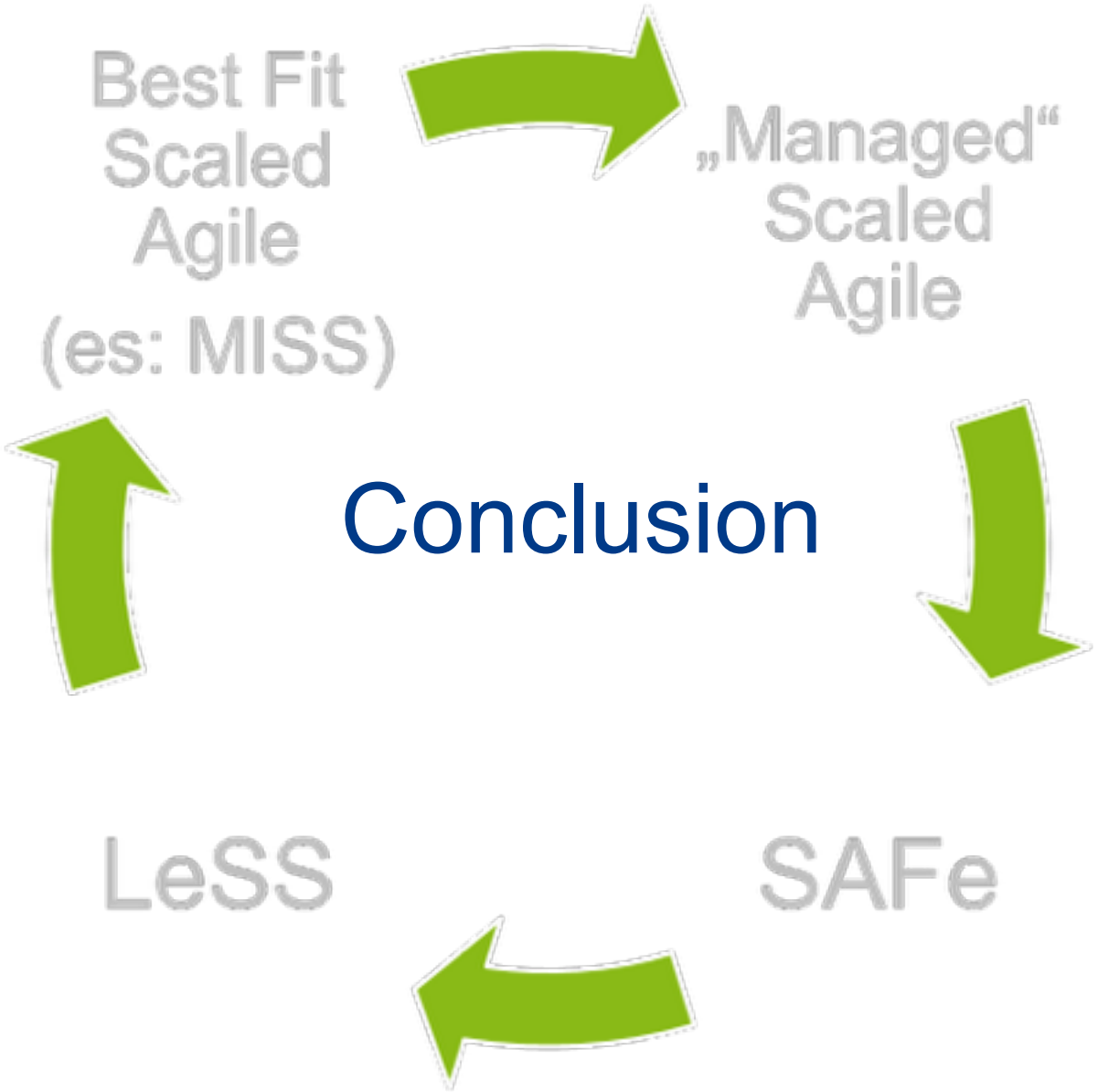
Conclusion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Conclusion

The role of the PO can be really different, when Scaling Agile, depending on the adopted framework:

›PO for a single Team, with little ownership and little responsibility

›Area PO

›PO for a whole product, developed by multiple Teams

›PO for a whole product, composed of multiple Areas

›PO for a single Team, but with full responsibilities of a PO

Questions ?

Felice de Robertis

THANKS !

- Agile Coach in lastminute.com group (Chiasso) since 2016
- SM & Agile Coach in TomTom (Berlin) since 2014
- Agile/Lean Coach in Ericsson (Genoa) since 2012
- Product Owner in Ericsson (Genoa) since 2010
- Innovation Coach in Ericsson (Genoa) since 2010
- SW Developer, Team Leader, Tech Coordinator in Marconi/Ericsson (Genoa) since 1992

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