



Agile | “I’m a Product Owner, How Do I Tell a Better Customer Story?”

AGILE WEBINAR



Things to know...

- All participants will be on mute
- Questions are welcome
- Use the question box to ask questions
- PM training is valid for 1 PDU
- Must be in attendance for full session
- PDU certificate sent by the end of the day
- Recording and slides sent by tomorrow

Moderator

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Presenter

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Author and Speaker

Agile Coach and Trainer

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“Believe we can make a difference.”



Overview

The Product Owner (PO) represents the customers' Voice of Customer "Jobs to be Done" and priorities. This position is essential to prioritize and evaluate the outcomes produced by teams that are the builders of things (BoT). Selecting the right person to represent VOC is critical to build the right customer value at the right time.



A vertical image on the left side of the slide shows a spiral-bound notebook with white pages and horizontal lines. A black pen with a silver tip is resting vertically on the notebook. The spiral binding is visible at the top.

Topics

- PO Role & Skills
- PO Role in Strategy & Portfolio
- Requirements and Backlog Definition
- Getting to done

Learning Objectives

- Discover what makes a good PO
- Identify criteria to select a PO
- Build a team of high performing POs

PO Role

- Represents the Voice of Customer (VOC)
- Prioritize the product backlog
- Defines acceptance criteria
- Manages scope and content
- Validates and accepts the team verified work
- Internal focused vs market focused





Skills Needed

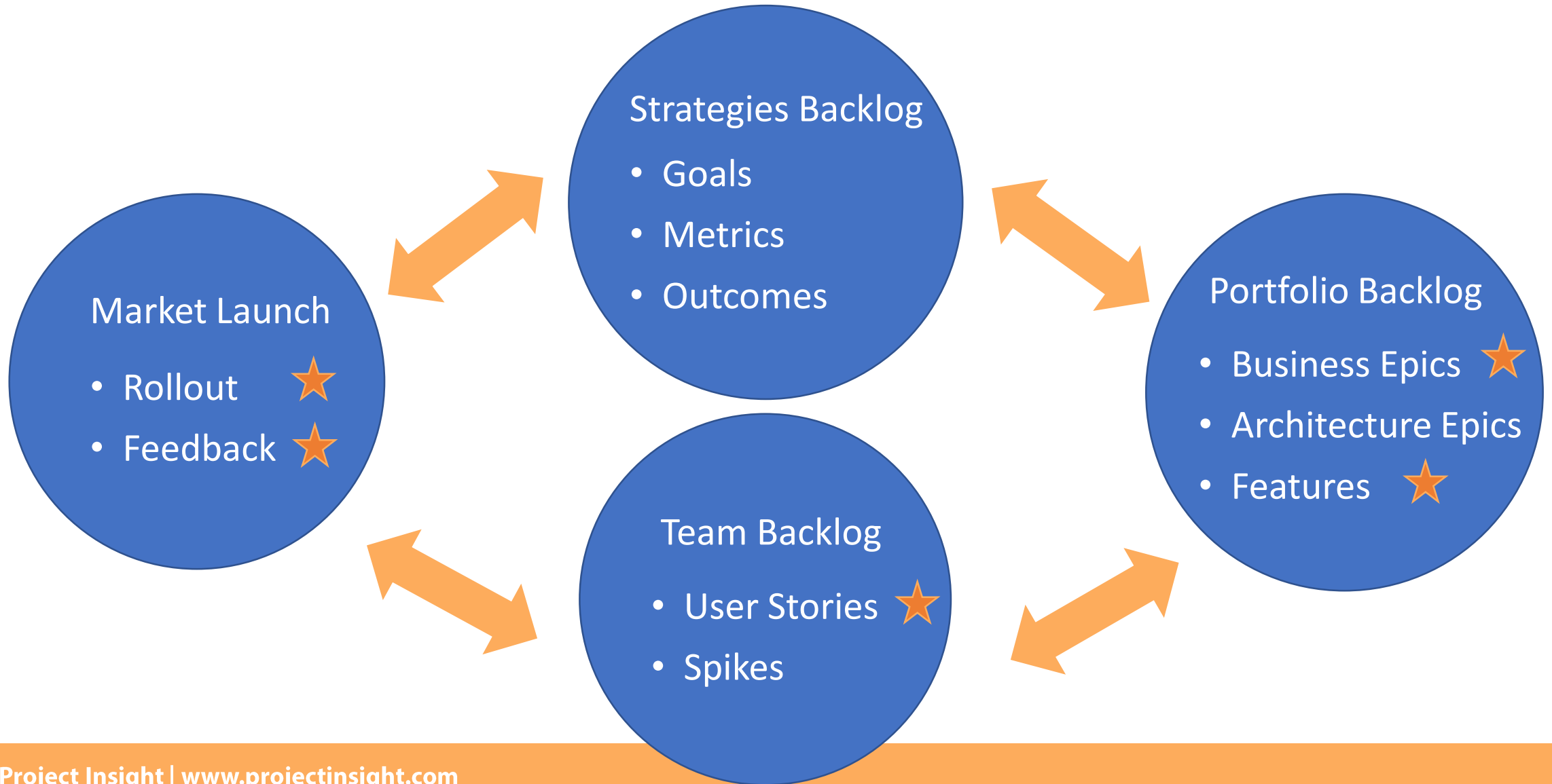
- Effective communication and writing abilities
- Storytelling about the what
- Organized to prioritize work
- Available to respond to questions

Elicitation Skills

- Collect the customer wants
- Understand why
- Active listener
- Ask open questions



PO Role in Strategy and Portfolio



PO as a Product Manager Challenges

- Product managers (PM) are market focused
- POs are internally focused and works with the teams
- Responses to questions are delayed
- Teams suffer when the PO is overworked

PO Antipatterns

- Micromanages daily work
- Refuses to add acceptance criteria to a user story
- Estimates work effort for the team
- Use story estimates to establish release deadlines
- Too busy for the team – busy traveling, meetings, etc.





Group Interaction #1

- Elicitation is an important skill for the Product Owner to develop.
 - A. True
 - B. False

The Values of Well Defined Requirements

- Delivers customer value / Voice of Customer
- Development teams understand what to Build and Test
- Improves performance and stakeholder confidence
- Poor requirements result in (PMI (2014):
 - 47% of project failures
 - 35% project overrun



A black and white photograph of three business professionals in an office setting. A man in a suit is on the left, a woman in a checkered blouse is in the center, and another woman is on the right. They are gathered around a desk with a laptop and some papers, appearing to be in a collaborative meeting. An orange semi-transparent rectangle is overlaid on the center of the image, containing the title and list.

Working with Customers

- Collaborate to establish a high level roadmap
- Use elicitation skills to understand customer wants
- Be available to provide clarifications
- Ensure customers attend the Sprint Review
- Be open to accept changes to backlog items
- Do not promise a release date

Define the Backlog

- Dynamic and changes with market conditions
- Represents the prioritized work to be done
- Includes business and technical business needs
- Contains description, estimate, and value
- Is refined through collaboration with the team
- It is not a requirements document

Defines the Epics / Features / User Stories

- Describes Who, What, Why
- **User Story Format:**
 - **As** <a type of Customer>
 - **I Want** <some task(s) completed>
 - **So That I May** <achieve some value/goal/benefit>
- Provides a consistent format to describe the customer, the wants, and why
- Represents an agreement between the customer and the product teams



Create Acceptance Criteria

- Behaviors required to deliver desired value
- The recommendation is the behavior driven development (BDD) format, including positive and negative scenarios.
- BDD use the format of : Given – When – Then
 - (*Given*) some initial context/condition (the givens/preconditions)
 - (*When*) an event or action occurs
 - (*Then*) ensure a particular set of observable outcomes occur



Acceptance Criteria - BDD

Given

- Internet connection
- And webinar software
- And presenter is ready

When

- Denise starts the webinar
- And introduces Dr. Dave

Then

- Dr. Dave can begin his presentation
- And participants can learn something new



Backlog Grooming

- Grooming is refining the customer “Jobs to de Done”
- Breakdown Epics to Features to User Stories
- Acceptance criteria is well defined
- Use Personas in Epics/ Features / Stories
- Include User Journey from UX workshops
- Include Wireframes to illustrate User Interface





Group Interaction #2

- Poor requirements result in:
 - A. 47% of project failures and 35% project overrun
 - B. 47% of project fun and 35% project done
 - C. 30% of project wins and 30% project value
 - D. 10% of project failures and 90% project overrun

Integration with Teams

- UX / UI – User Journey and Wireframes
- Architects – Architecture Epics for technology solution
- Development Teams – Build the software products
- Product marketing – Product launch and marketing
- Operations Support – Incident management
- Customer Support – A source of items to be fixed



Challenges

- VOC is not always the Customer “Jobs to be Done”
- Transforming customer wants into tangible deliverables
- Unable to articulate priorities & tradeoffs
- Assigned to many products and not available to the team
- Provide timely feedback when stories are Done
- Dealing with customers who do not understand Agile

Resilience

- Clear vision of the product roadmap
- Maintain customer priorities to increase revenue
- Demonstrate servant leadership qualities
- Say “No” to customers when necessary



Measure for Outcomes Not Outputs

- Use Objectives and Key Results (OKR)
- Establish feature or story Objectives
- Define Key Results
- Define confidence level between 0 & 1



OKR Example

- Objective: Increase customer sales payments through e-commerce
- Key results:
 1. 20% e-commerce sales processed by Q3
 2. Cross sell customers to one adjacent product by Q3
 3. Increase Net Promoter Score 5% by Q3 Confidence: 0.6





The Best Customer Story

- Product priority is communicated and understood
- Quality is delivered and is a primary focus
- Frequent deliverables – incremental improvements
- Customer receives the “Jobs to be Done” satisfaction



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Group Interaction #3

- The best customer story is when the “Job to be Done” is satisfied.
 - A. True
 - B. False



Summary

- PO represents the customers' priorities
- Shares the product roadmap with the organization
- Provide Epics / Features / Stories clarity
- Help remove constraints of the product

Any Questions?

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R12

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Dr. Dave Cornelius
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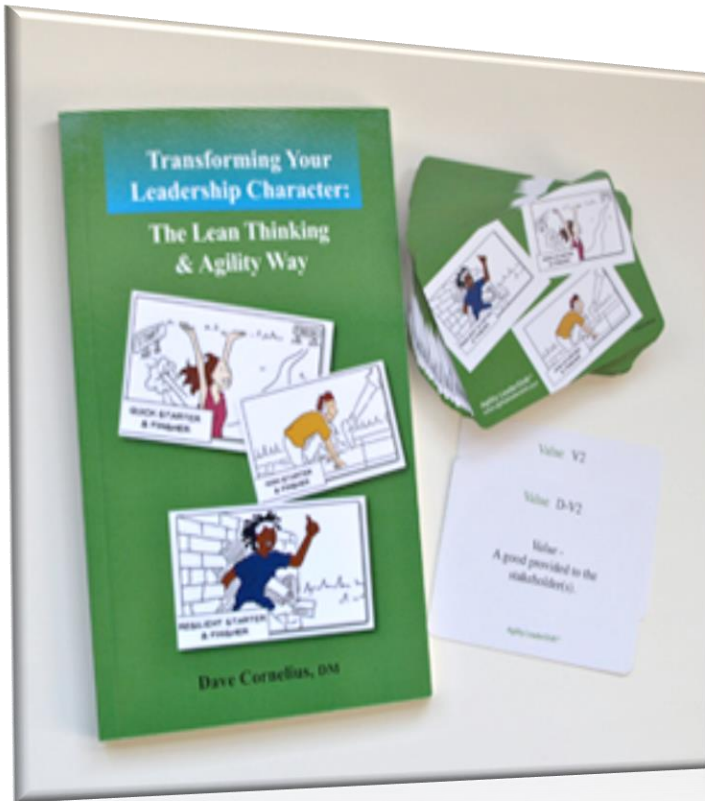
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