

PO Teams:

The Power of an Awesome Product Owner Team

Kim Antelo





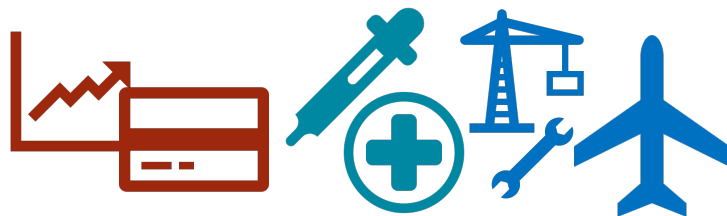
Kim Antelo

Enabling executives to work together as a team and unleashing the power of th...

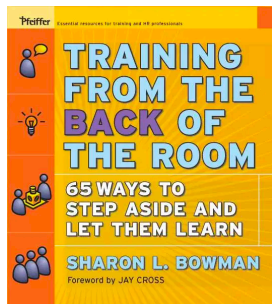


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Principal Consultant Scrum Inc.

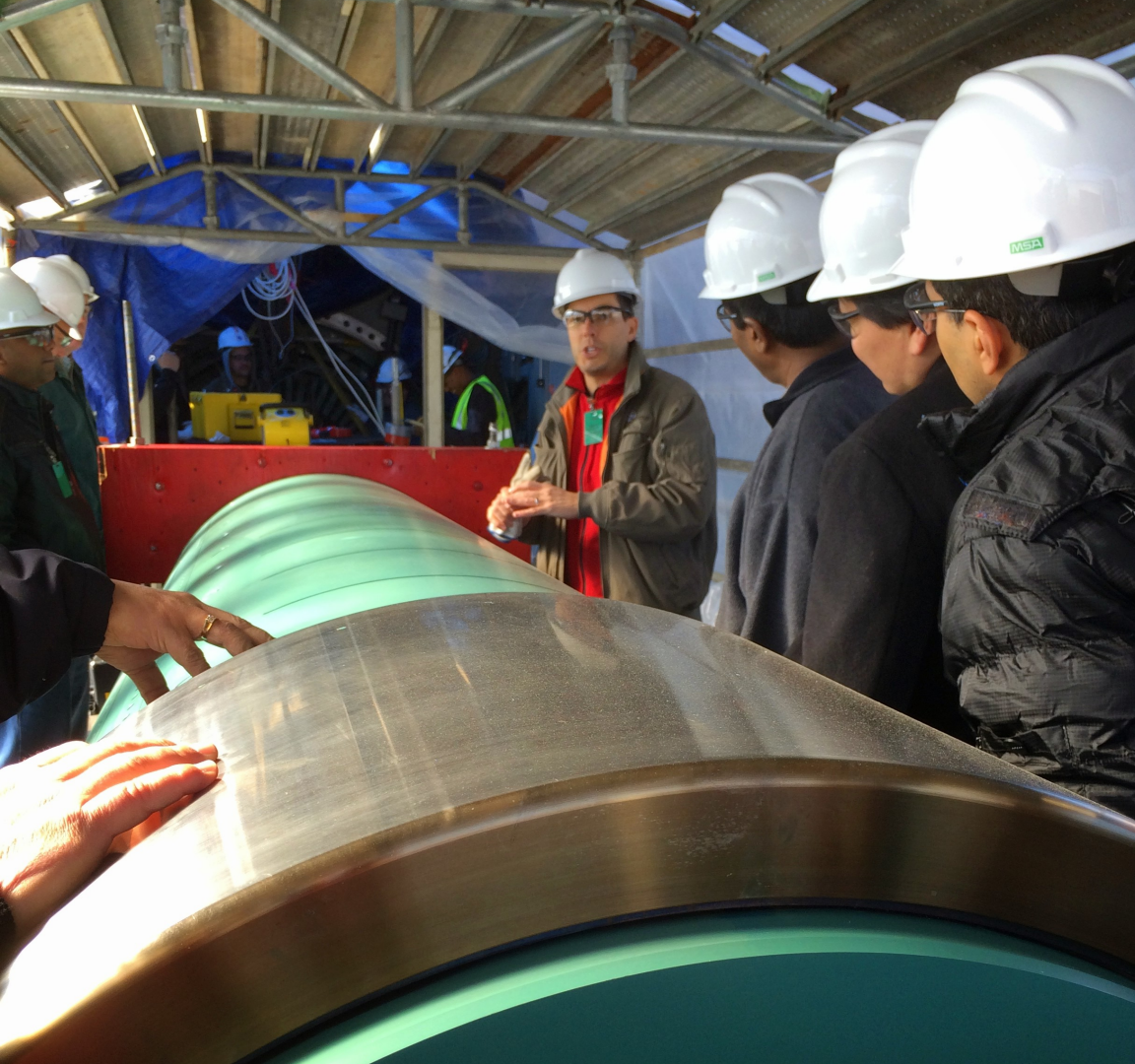


SCRUM @SCALE
TRAINER



Perspectives

Why?





What's the difference?

Examples



Driving

Waze
Spotify



Enterprise Resource
Planning

Order Management
Supply Chain
Finance



Customer Support Site

Technical documents
e-commerce
Inquiries

What is a team?

Two or more people who come together to achieve a common goal



What characteristics do we look for in teams?



Work together to remove impediments

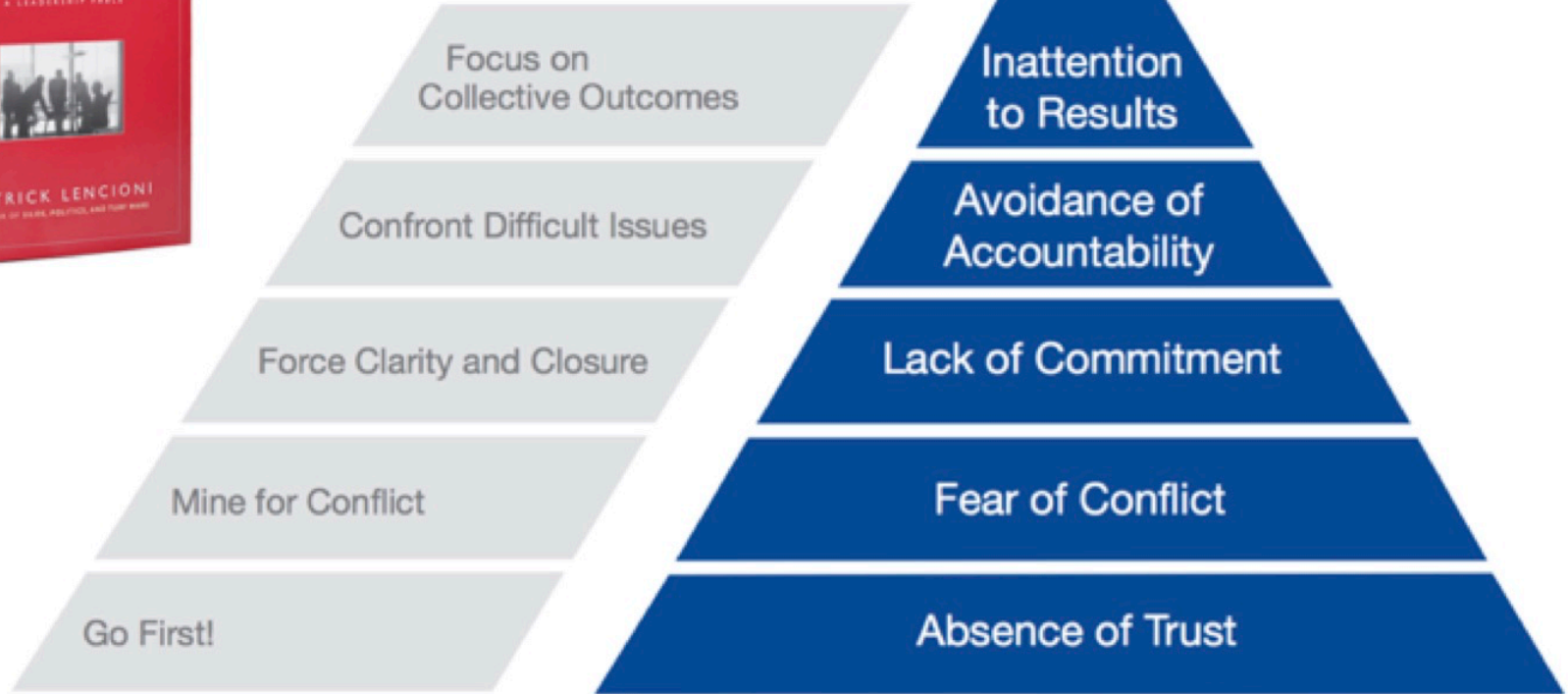
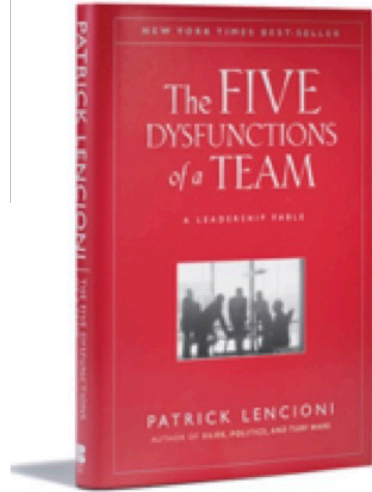


Grow each other through technical excellence

Interesting byproduct



THE FIVE DYSFUNCTIONS OF A TEAM



What
happens if
there is
no
backlog?

Teams work....

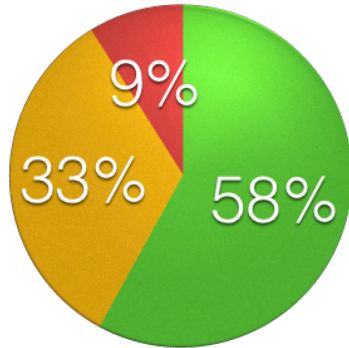
on low value things

on the wrong things

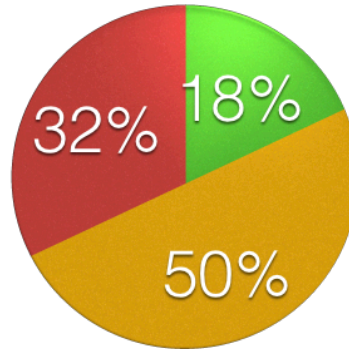
Waste time looking for
things to work on

...

Decision Latency 1 hr



Decision Latency 5 hr



Standish Group 2013-2017

Decision latency is directly related to Process Efficiency!

Why the Standish Group thinks Scrum Works

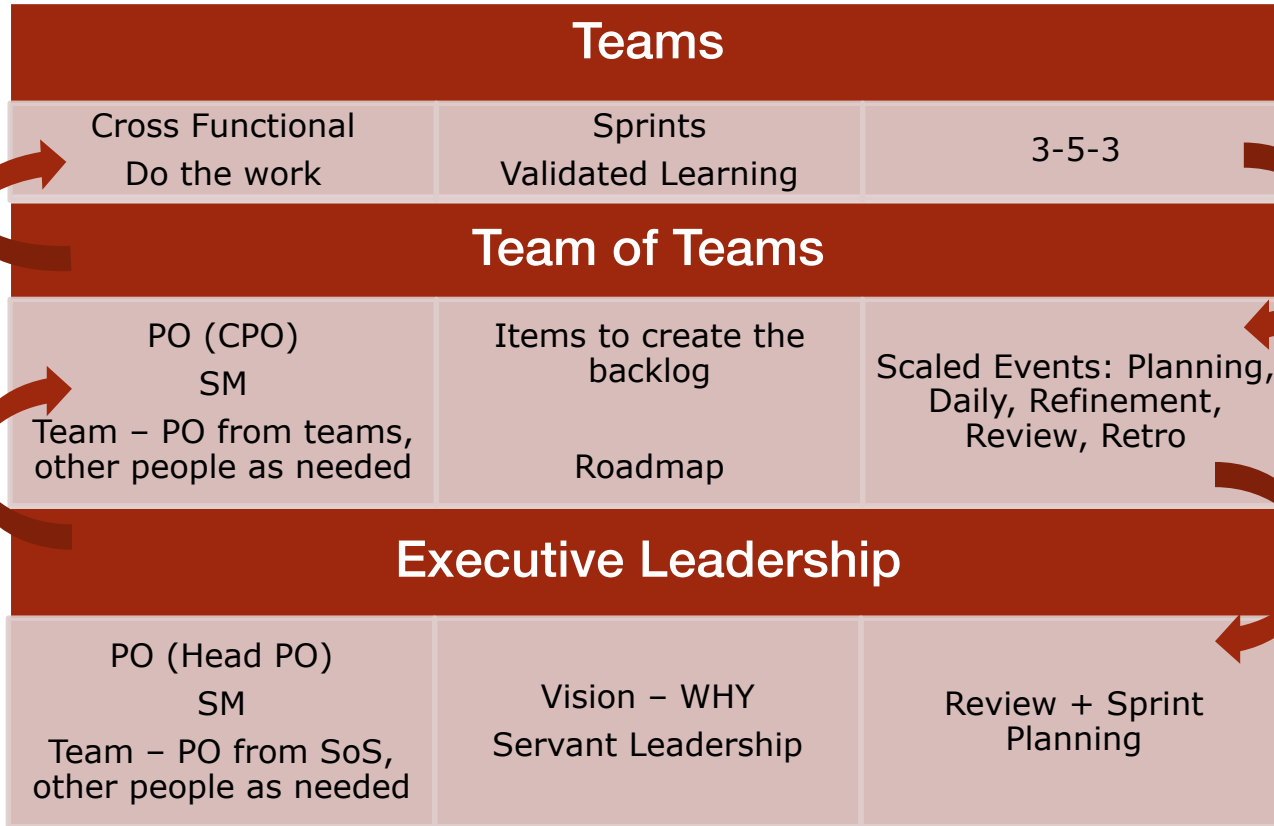
- Peyton Manning- OMAHA
- **Time to make a decision is the primary driver of project failure and budget overrun**
- Scrum pushes decisions down to the team and small teams reduce “decision latency”
- Strong, decisive, available Product Owner is critical to short decision latency



Team of PO responsibilities

- Create an **inspirational vision** for products & make it visible to the organization
- Generate a single **prioritized backlog of products**
- **Consider dependencies** raised by the teams to prevent impediments
- Decide upon and **monitor metrics that give insight** into the products

PO Team



Product
Focus

Customer Field Trips
Regulation
Getting Sales
Time with teams

Leadership accountability
Create/Kill products
Change management
Provide Incremental
Funding

Organization

Focus

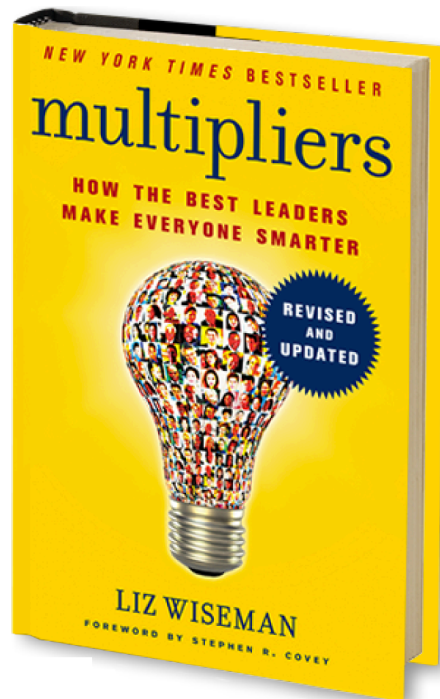
scruminc.

Multipliers

2.1 X increase in capability and intelligence

- Attracting and optimizing talent
- Creating intensity that requires the best thinking
- Extending challenges. Push beyond what they know.
- Debating decisions. Engage people in making decisions up front allowing people to understand the decisions.
- Instilling ownership and accountability

“The highest quality of
THINKING
cannot emerge without
LEARNING.
Learning can't happen without
MISTAKES.”
- Liz Wiseman -



Lead the Organization

Patrick Lencioni's "The Advantage"

1 Build a Cohesive Leadership Team

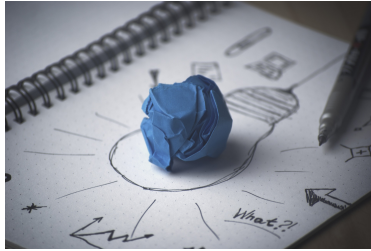
- Small enough to be effective.
- Trust one another, genuinely vulnerable.
- Regularly engage in productive, unfiltered conflict around important issues.
- Leaves meetings with clear-cut, active and specific agreements around decisions.
- Hold one another accountable to commitments and behaviors.
- Focused on team number one. They put the collective priorities and needs of the larger organization ahead of their own departments.



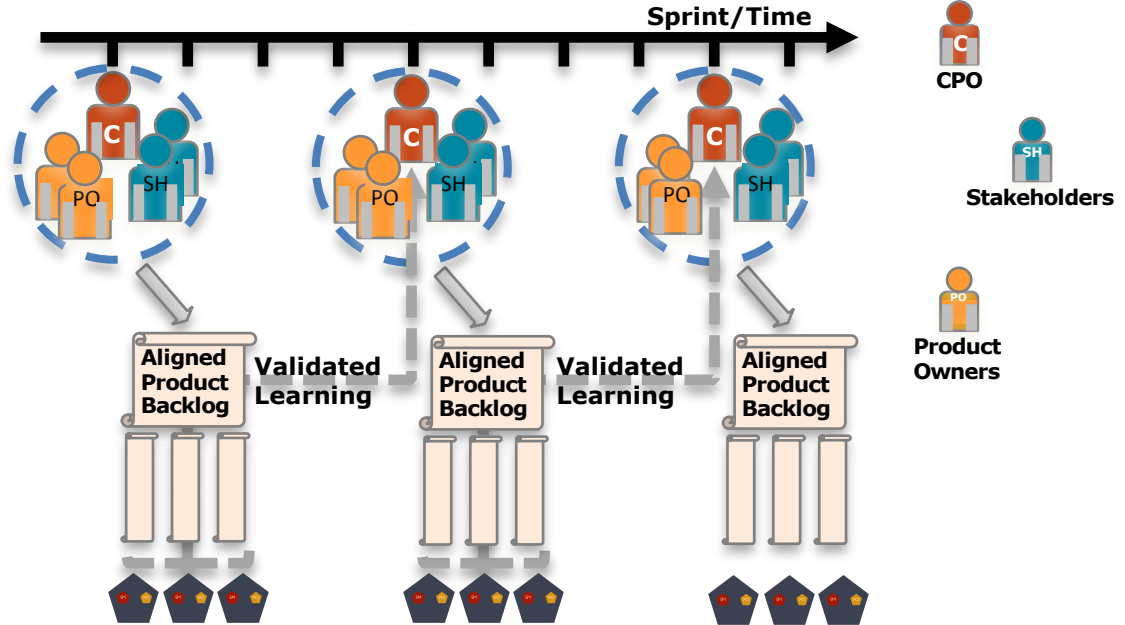
2 Create Clarity

- Why do we exist?
- How do we behave?
- What do we do?
- How will we succeed?
- What is most important--right now?
- Who must do what?

Scaled Backlog Refinement and Review



Vision



PROJECT TO PRODUCT

HOW TO
SURVIVE AND
THRIVE IN THE
AGE OF DIGITAL
DISRUPTION
WITH THE FLOW
FRAMEWORK

MIK KERSTEN

FOREWORD BY GENE KIM

Flow metrics

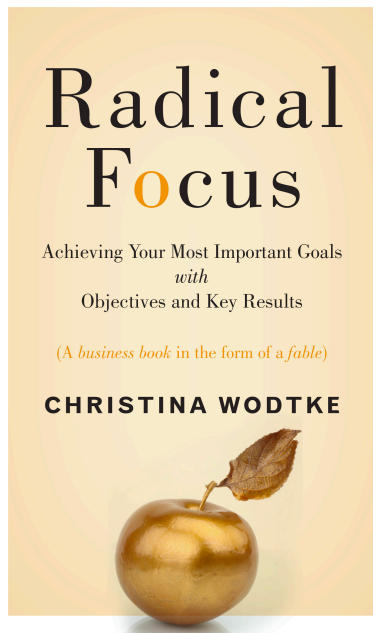
Flow Distribution

- Features
- Defects
- Risks
- Debts

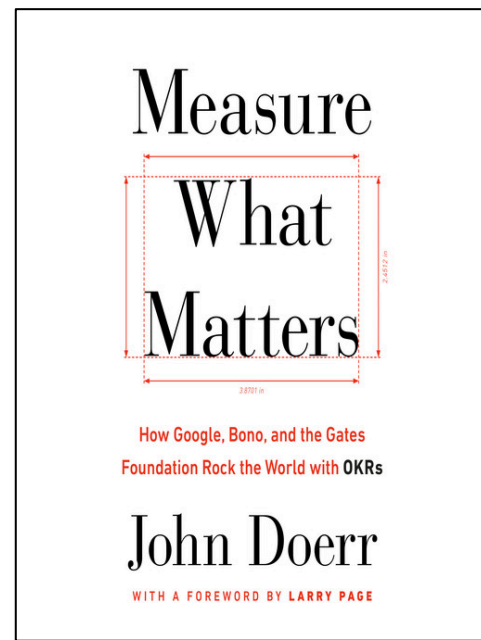
Business Results

- Value
- Cost
- Quality
- Happiness

Objectives and Key Results (OKR)



- Balance metrics like Revenue and
- Do not cascade metrics
- Quarterly and annual horizon

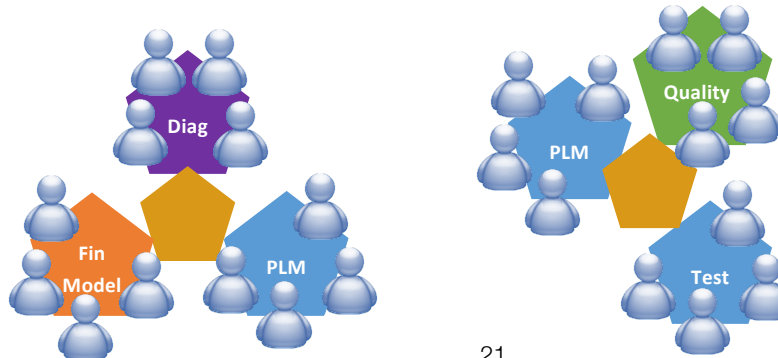


MetaScrum- See ScrumPlop Pattern



- **Build Knowledge across silos**
- **What did we learn that would impact our priorities?**
- **Understand interdependencies and re-use opportunities**
- **Each product deep dives at least every 90 days**
- **Build network of teams to address a “mission”**
- **Meet every week for 2-4 hours**
- **How are we going to address the next most important thing?**

PROBLEM Get your idea to market	SOLUTION Define a solution model to your problem	UNIQUE VALUE PROPOSITION Define what makes your offering unique and why it matters	UNFAIR ADVANTAGE Identify the unfair advantage you have over competitors	CUSTOMER SEGMENTS Get your target customers and define them
EXISTING ALTERNATIVES Get your idea to market	KEY METRICS Get your business to grow	HOW-LEVEL CONCEPT Get your idea to market	CHANNELS Get your business to grow	EMPLOYERS Get your business to grow
COST STRUCTURE Get your business to grow			REVENUE STREAMS Get your business to grow	



Strategic Product Alignment

- **Who:** Key Stakeholders, Leadership, Product Owners, and Team members.

- Run by Chief Product Owner

- **Topics:**



- Did anything change that would change the strategy or priorities?



- Incremental funding



- Create and Kill products



- Aligns enterprise around single backlog



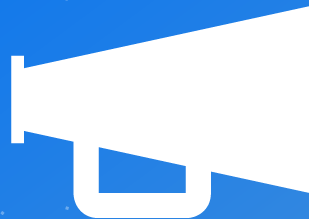
- Restructure network of teams

See the Scrum plop pattern MetaScrum



Wrap

- PO Teams have superpowers
 - Perspectives
 - Functional/domain knowledge
 - Solving the right problems
 - Constantly learning and sharing



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