Agile Software Development

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Lecture 19

Scrum: Roles
Product Owner: Overview

- The product owner needs to look in at least two directions simultaneously.
  - Must understand the needs of organizational stakeholders, customers, and users well enough to act as their voice, ensuring that the right solution is developed.
  - Must communicate to the development team what to build and the order in which to build it, and ensure that acceptance criteria are specified and tested.

[ Rubin 2012 ]
Product Owner: Principal Responsibilities

- A full-time role with significant responsibilities.
  - Under certain circumstances, product owner teams or product owner proxies might be practical.

[Diagram: Product owner responsibilities]
- Manage economics
- Participate in planning
- Groom the product backlog
- Define acceptance criteria and verify that they are met
- Collaborate with the development team
- Collaborate with the stakeholders

[Rubin 2012]
Product Owner: Characteristics

- Domain skills
  - Is a visionary
  - Knows not everything can be anticipated
  - Has business and domain expertise
- People skills
  - Has a good relationship with stakeholders
  - Is a negotiator/consensus builder
  - Is a good communicator
  - Is a powerful motivator
- Decision making
  - Is empowered to make decisions
  - Is willing to make hard decisions
  - Is decisive
  - Takes an economic view to balance business/technical issues
- Accountability
  - Accepts responsibility for the product
  - Is committed and available
  - Acts like a Scrum team member

[Rubin 2012]
Product Owner: A Day in the Life
## Product Owner: Who should be one?

<table>
<thead>
<tr>
<th>Development Type</th>
<th>Candidate Product Owner</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal development</td>
<td>Representative/customer from the business area benefiting from the solution</td>
</tr>
<tr>
<td>Commercial development</td>
<td>Internal proxy for the actual customers and users (typically a product manager, product marketer, or project manager)</td>
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<tr>
<td>Outsourced development</td>
<td>Representative/customer from the company paying for the solution and receiving the benefits</td>
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<tr>
<td>Component team (architectural development)</td>
<td>Typically a technical person who can best prioritize the backlog of technical items</td>
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</table>
Product Owner: Team, Proxy, Chief

- **Product Owner Team:** The product owner delegates some of his responsibilities to other people, thus forming a product owner team; the product owner is the ultimate decision maker. A team is needed if:
  - The product owner cannot do the job without a select group of people to provide input and guidance, or
  - the workload of being a product owner is greater than any one full-time person can reasonably perform.

- **Product Owner Proxy:** A person enlisted by the product owner to act on his behalf in particular situations.
  - Empowered to make at least some tactical decisions on his behalf.

- **Chief Product Owner:** In very large projects, a hierarchy is formed, in which a chief product owner is the product owner for the whole product.
  - The chief product owner has a team of product owners to ensure that the product owner role is filled correctly at each lower level in the hierarchy.
Product Owner: Hierarchy

Chief product owner

Product line owners

Feature product owners

[Rubin 2012]
Scrum Master: Responsibilities

- Coach
- Servant leader
- Process authority
- Interference shield
- Impediment remover
- Change agent

[Rubin 2012]
Scrum Master: Characteristics

- Knowledgeable
- Questioning
- Patient
- Collaborative
- Protective
- Transparent

[Rubin 2012]
Scrum Master: A Day in the Life

[Rubin 2012]
Scrum Master: Fulfilling the Role

- **Is Scrum Master a Full-Time Job? Possibly not.**
  - A Scrum team that has been working together for an extended period of time and has become highly proficient with Scrum might require less coaching.

- **Scrum Master Combined with Other Roles:**
  - If a person is both a talented Scrum Master and Development Team member, that person may act in both roles; however, a conflict of interest might arise.
  - A combination of roles that is highly discouraged is having the same person serve as both Scrum Master and Product Owner; this will result in a conflict of interest.
Development Team: Responsibilities

[Rubin 2012]
Development Team: Characteristics

- Self-organizing
- Cross-functionally diverse and sufficient
- T-shaped skills
- Musketeer attitude
- High-bandwidth communications
- Transparent communication
- Right-sized
- Focused and committed
- Works at sustainable pace
- Long-lived

[Rubin 2012]
References
