

PRODUCT OWN YOUR AGILITY

Written by

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BRAD NELSON

TECHNICAL PRODUCT MANAGER, PRODOPS

21

CERTS

15+

YEARS

6

F-500





I will now attempt to convince you that Product people are the best Agile Coach for your teams.

**Most agile adoptions and OCM focus on changing people,
When we should be focused on...**



Improving the system

Management 3.0 Principle #2



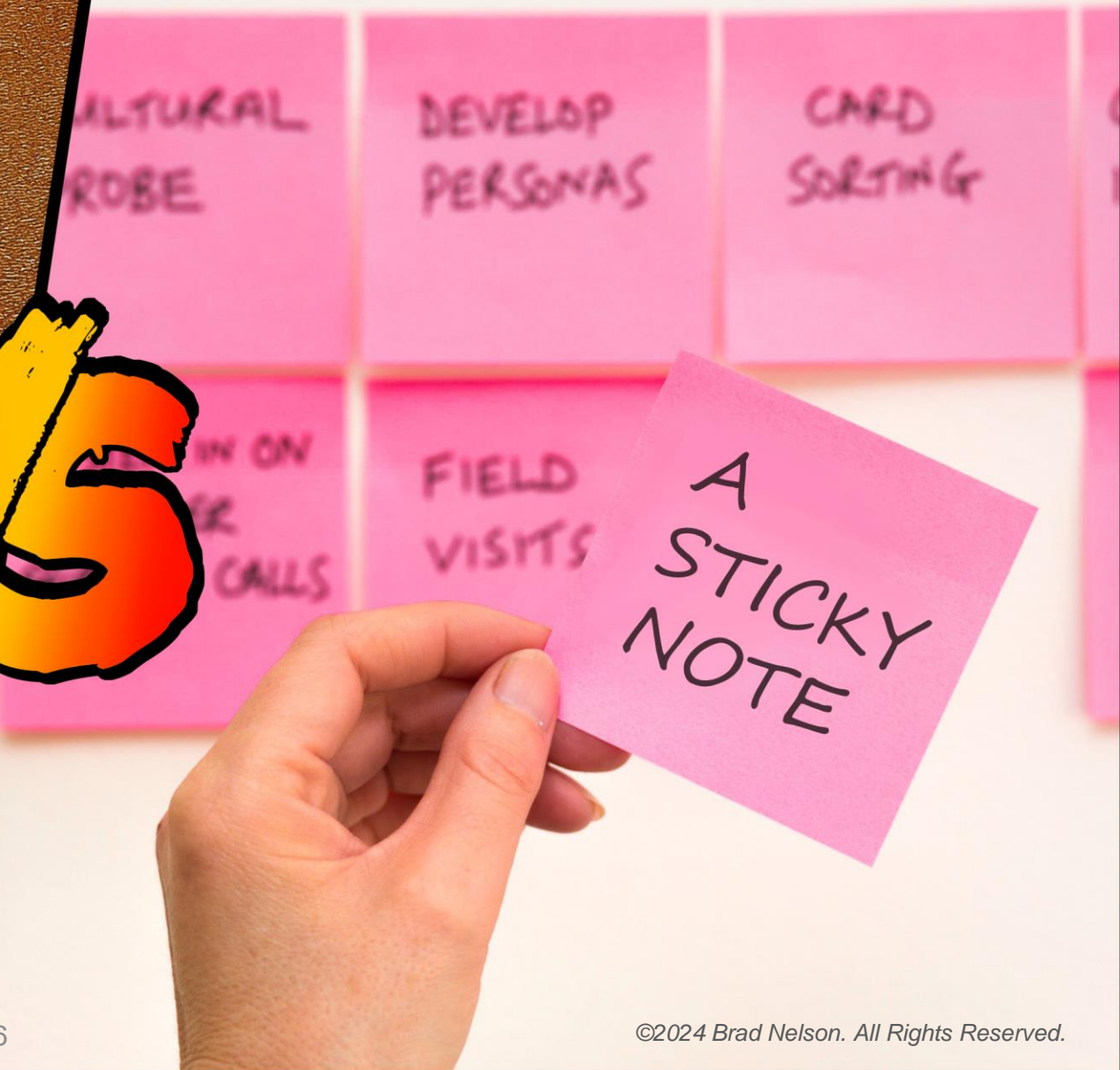
Managing the system, not the people

Management 3.0 Principle #4

**In Software Development, our system
begins and ends with our requirements.**



VS



PRODUCT
OWN YOUR
AGILITY



To do:

- Wake up
- Make coffee
- Drink coffee
- Make more coffee



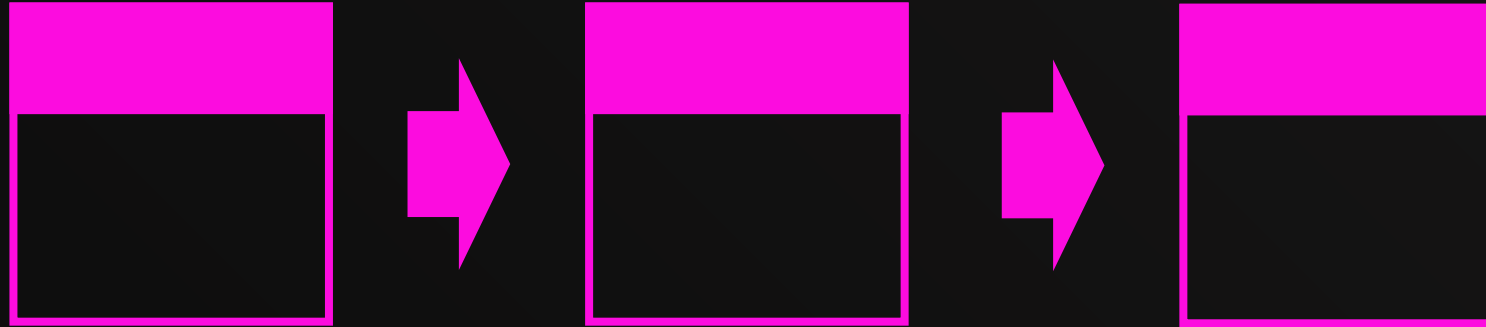
PRODUCT
OWN YOUR
AGILITY



PRODUCT
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THANK YOU FOR COMING TO MY
TED TALK



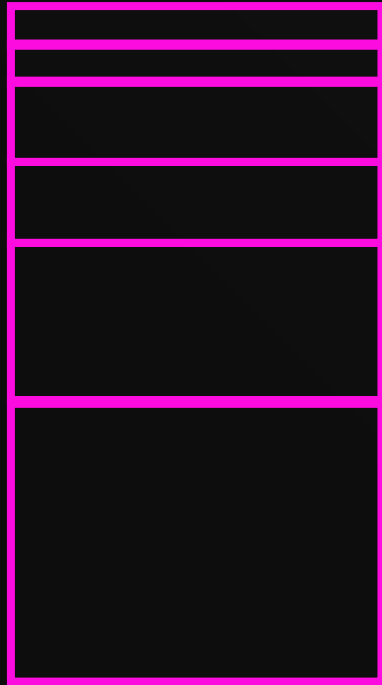
Map the Value Stream

- **Transparency into work process and improvements**
- **Enables metrics like cycle time, lead time, throughput**
- **Useful tool for standardizing work**

Visualize workflow

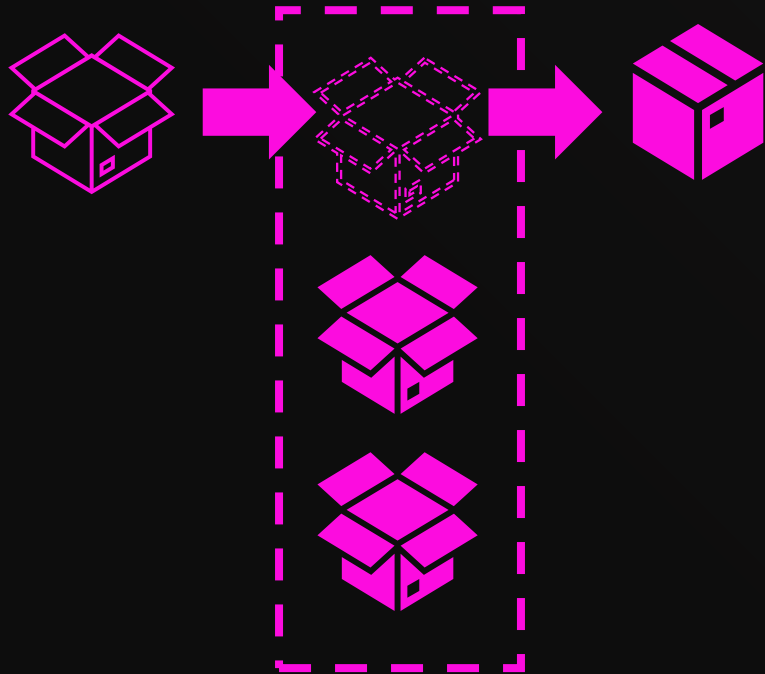


- **Transparency into status of work**
- **Reduce Work In Progress (WIP)**
- **Identify bottlenecks**



A single source of work (backlog).

- **Transparency into work requests**
- **Enables prioritization of work**
- **Understanding the cost of ownership**



Just-In-Time (JIT) Inventory Management

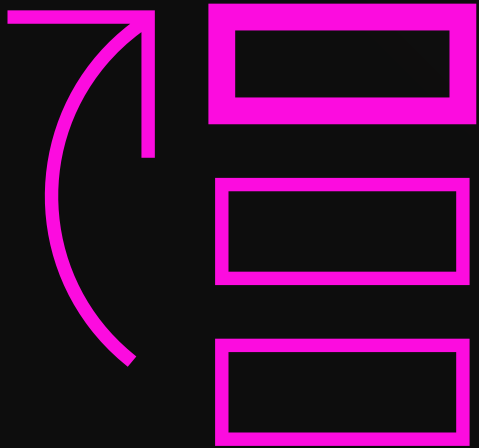
- Based on team's cycle time
- Limit WIP by limiting available work
- Reduce waste by only doing enough to feed the team

Definition of Ready

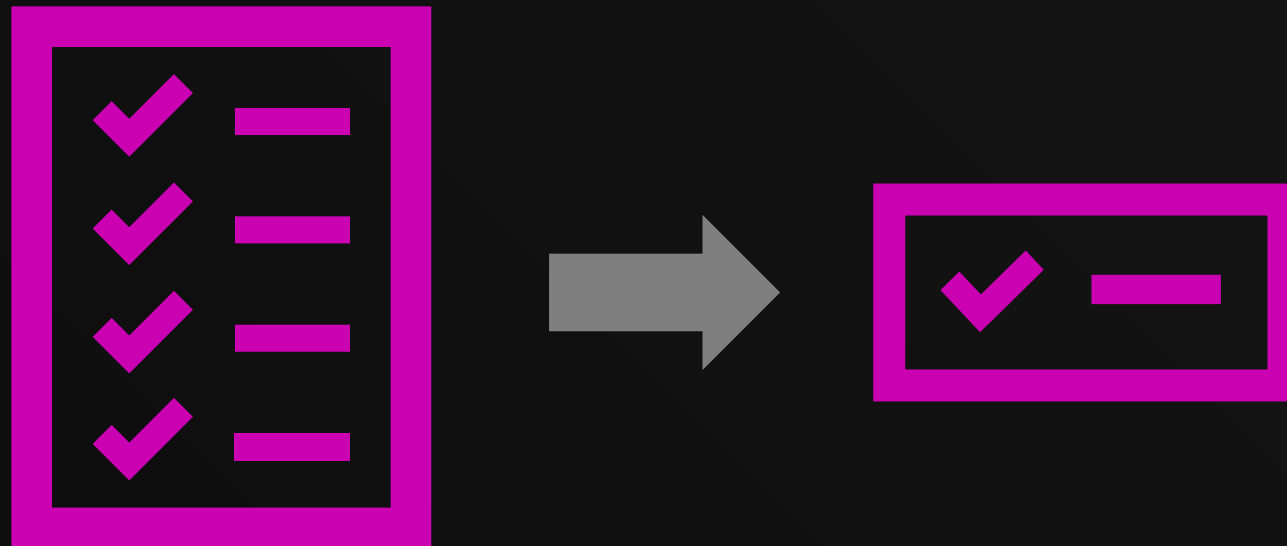
- **Acceptance Criteria**
- **Technical Documentation**
- **Dependencies**



Prioritize your work based on perceived value:



- **Developers will work on what you prioritize**
- **Everything cannot be a priority – reduce WIP**
- **Prioritize quality and tech debt appropriately**
- **Create a funnel and criticality guide for unplanned work**

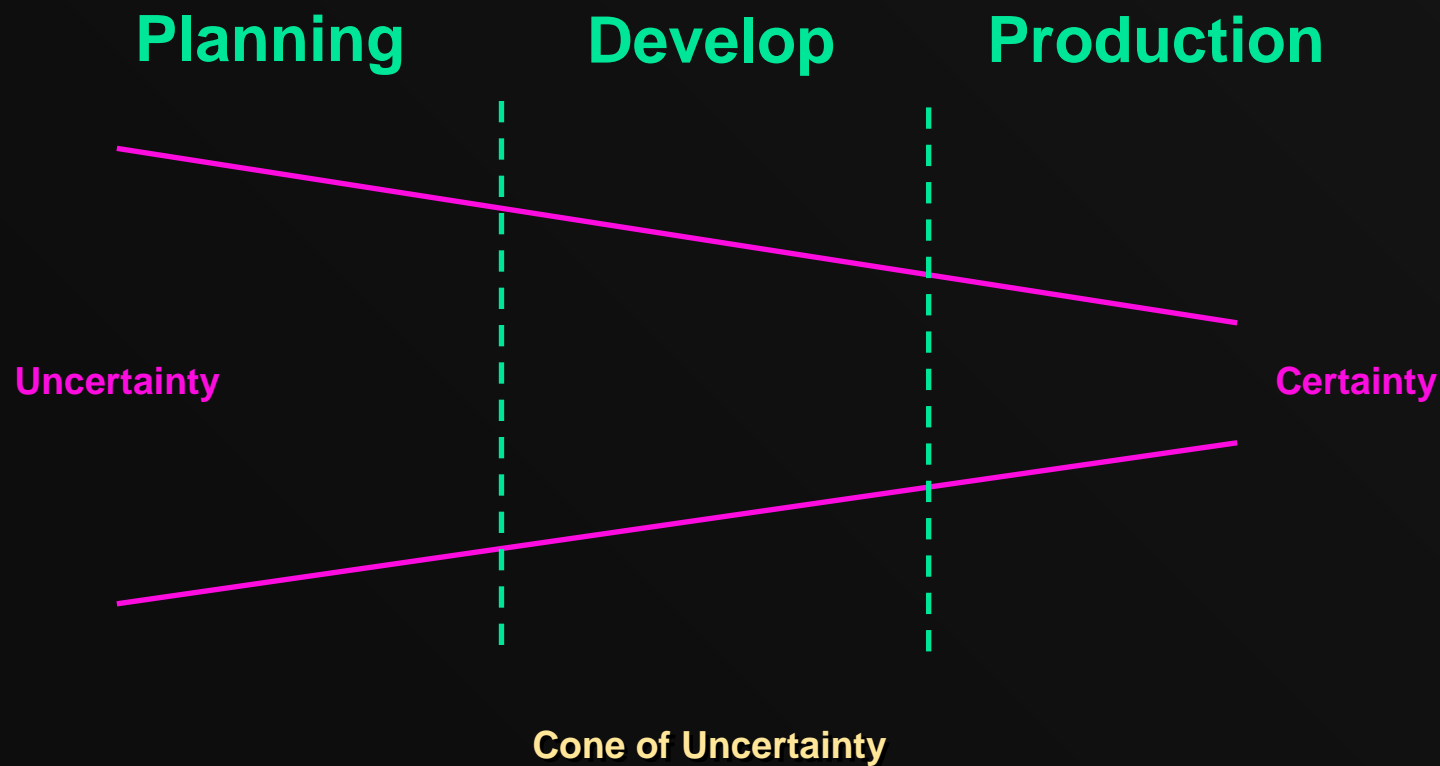


Reduce the size of work requests

- **Iterative and incremental development**
- **Increases throughput**
- **Decreases risk**

What is the right amount of requirements?

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An iteration doesn't have to be a finished product.

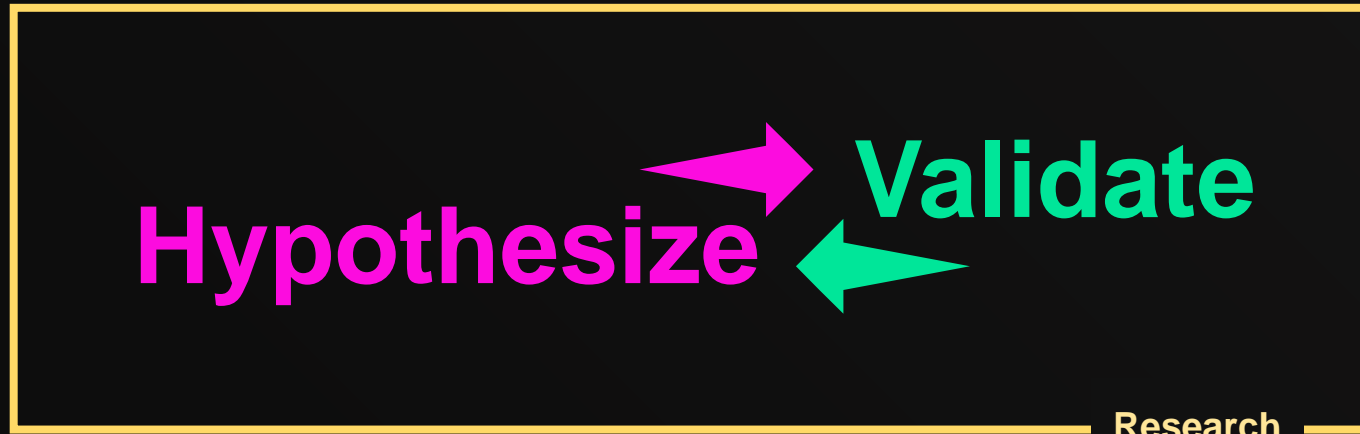
- **Research**
- **Mockups**
- **Prototypes**
- **User Testing**

It just has to add value and learning is valuable.

To understand Agile, you need to understand that:

The work is not done once it reaches production, in fact, it is just a step in our refinement process.

The Power of Agile



I HAVE THE POWER



**Are you asking
your team to build
you things?**

Enter Text Here

Search

Apple iPad

Search

Apple (fruit)

Fruit Basket

Eye patches

...

Do your current metrics measure value?

- **Burndown**
- **Velocity**
- **Story Points**
- **Work In Progress**
- **Code Coverage**

STOP

Thinking in solutions.

START

Thinking in problems.

When your requirements focus on the business value you are trying to capture, you lay the foundation for many agile concepts:

- **Decentralized decision-making (autonomy)**
- **Leverage expertise of our professionals (mastery)**
- **Vertically sliced work promotes outcomes**

FIRST PRINCIPLE OF THE AGILE MANIFESTO:

Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.

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FIRST PRINCIPLE OF THE AGILE MANIFESTO:

Our highest priority is to satisfy the
customer through early and continuous
delivery of **valuable** software.

Who is your customer?

Who is your customer?

Who pays for you to have a job?

Who is your customer?

Who pays for you to have a job?

Who pays your organization?

Who is your customer?
Who pays for you to have a job?
Who pays your organization?
The people who use your product/service.

There are actually **two** types of value:

- **Business Value**
- **Customer Value**

User Story:

“As a _____, I want to _____, so that _____.”

User Story:

“As a developer, I want to create a table, so that I can finish this ticket.”

User Story:

“As a user, I want to connect my bluetooth, so that I can use my car speakers.”

Who has a need?

Anyone in a car?

Only the driver?

Only your car?

What is the trigger?

When I'm driving

When I'm driving to work

When I'm driving long distances

When I'm driving early in the morning

What do they want?

Safely answer calls

Send the GPS instructions to the car

Continue listening to [something]

What is the motivator?

Don't miss important calls (and don't crash)

Get to where I'm going

Entertain myself with music I like

**Make my commute valuable by
learning something**

Example:

“When a smart phone user starts their car, send their phone audio through the car speakers, so that they can continue to use their phone without having to hold it.”

Example:

“When a listener is in their car, they want their podcast to stream through the car speakers, so that they can continue listening without interruption.”

Example:

“When I am going to a place I haven’t been before, I want to be instructed how to get there in an accurate and safe manner, so that I can make it there on time and not waste gas.”

How do we know that we met these expectations?

Audible users can listen to audio books in their car.

How does this benefit our company?

People who finish books buy new books.

Success \neq People can play audio books in their car.

Success = People do play audio books in their car.

Recap - Your Product Owner can promote Agility by:

- **Smaller requests encourages iteration**
- **Map the Value Stream to create transparency/optimization**
- **Visual Boards and flow metrics promote predictability**
- **Control WIP and focus with JIT Requirements**
- **Measuring success in outcomes that add value**
- **Reduce delays with DoR and Refinement**
- **Actively prioritize work so the team is working on value**

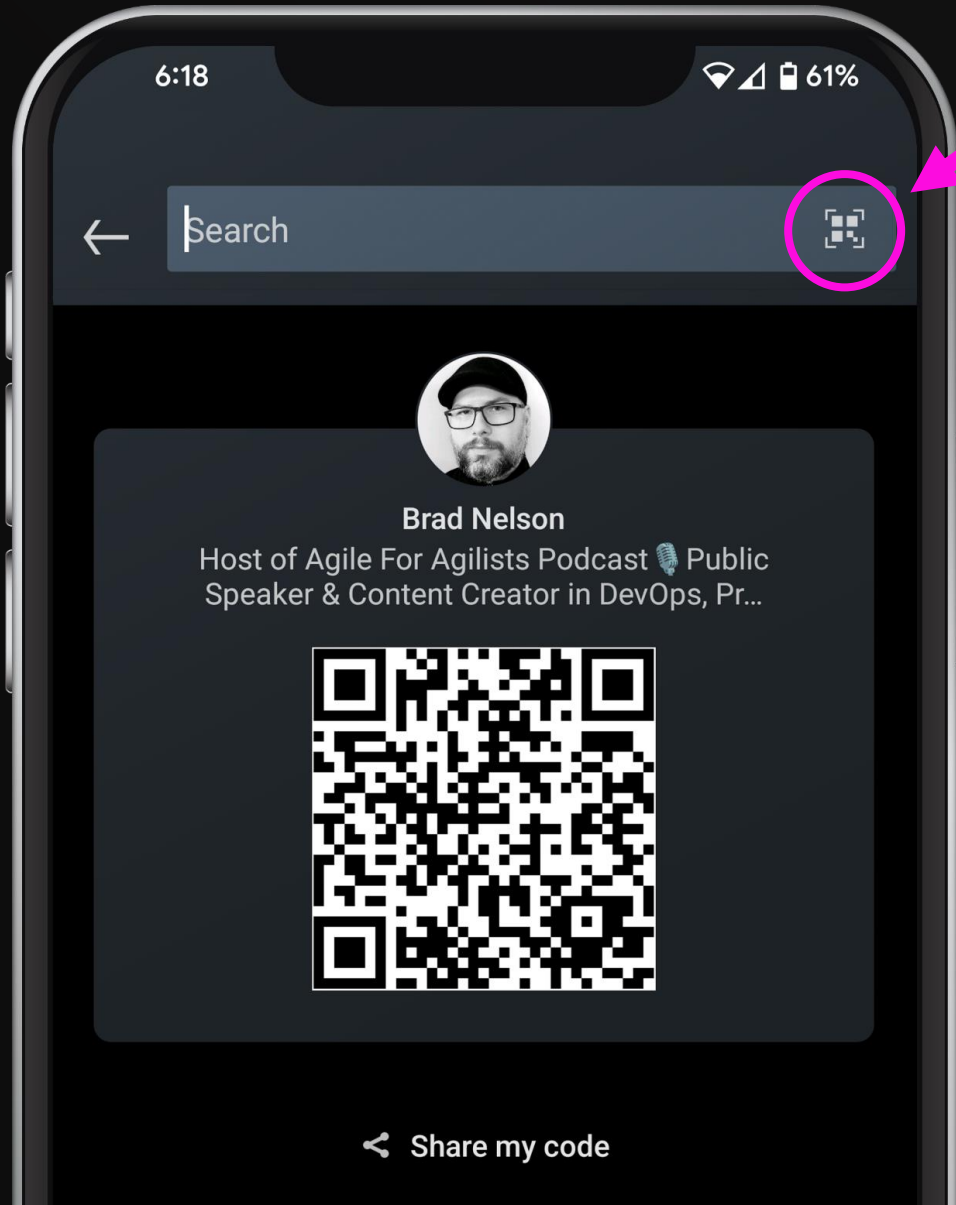
THANK YOU!

Presented by **BRAD NELSON**

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