

PO - 5 (or more) Suggestions

July 2, 2024

Joe Little — [LeanAgileTraining.com](https://leanagiletraining.com)

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Our Path

- List the Suggestions
 - Your's first (get ready to list)
- Define Success
- We discuss 5 of them
- Biggest Take-away



My suggestions for us

- A discussion
- Recommend: Everyone shows their face
- Therefore: More engagement, more learning



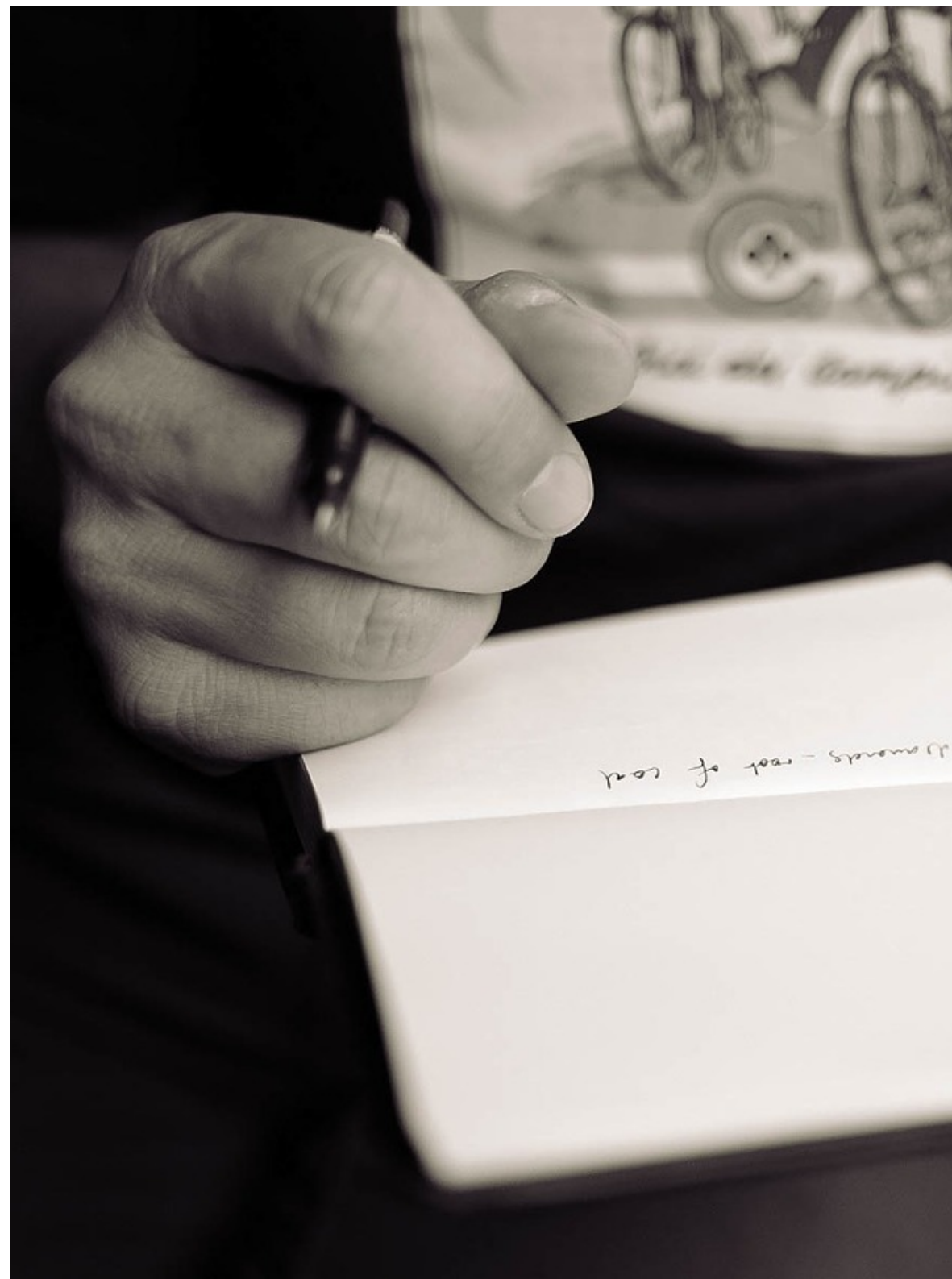
Making a suggestion assumes you know what's needed

- My assumptions: based on lots of observation
- BUT: Not based on your situation and your specific PO
- So, maybe useless. Even annoying. SORRY!
-



Your List

- What are your Top 5 Suggestions for the PO?
- Please add them to the Chat in Zoom.



The List - 1

- 3 Teams (Scrum Team, BSHs, Minions). Try to manage them well
- Get better BSHs
- Know customers better*
- Be decisive: PBL and MVP
- Address the unclear Req's (DOR, Minions)
- Inspire your Team. Key job*



List - 2

- Assume your product is a crappy idea
- Validate the “vision” given you
- Get Better Feedback Faster
- 80-20 Rule*
- Align with Corp Goals. Hmm
- Use BVPs to learn*
- Pull in the Business side and Customers
- Learn: Problem & Solution



List - 3

- Develop a product evolution strategy. Expect it to change
- Lead PB Refinement well
- Do more research
- Define Success. Numerical Drivers*
- Deliver faster, to learn faster
- Balance constancy and response to change
- Focus (1product at a time)



Supporting ideas - 1

- Team sport
- Satisfy the customers
- Take action - to enable feedback
- Reduce delay (minimize wait states, procrastination, “distractions”)
- Low batting average, but get more “at bats”
- Knowledge workers:
Motivation!



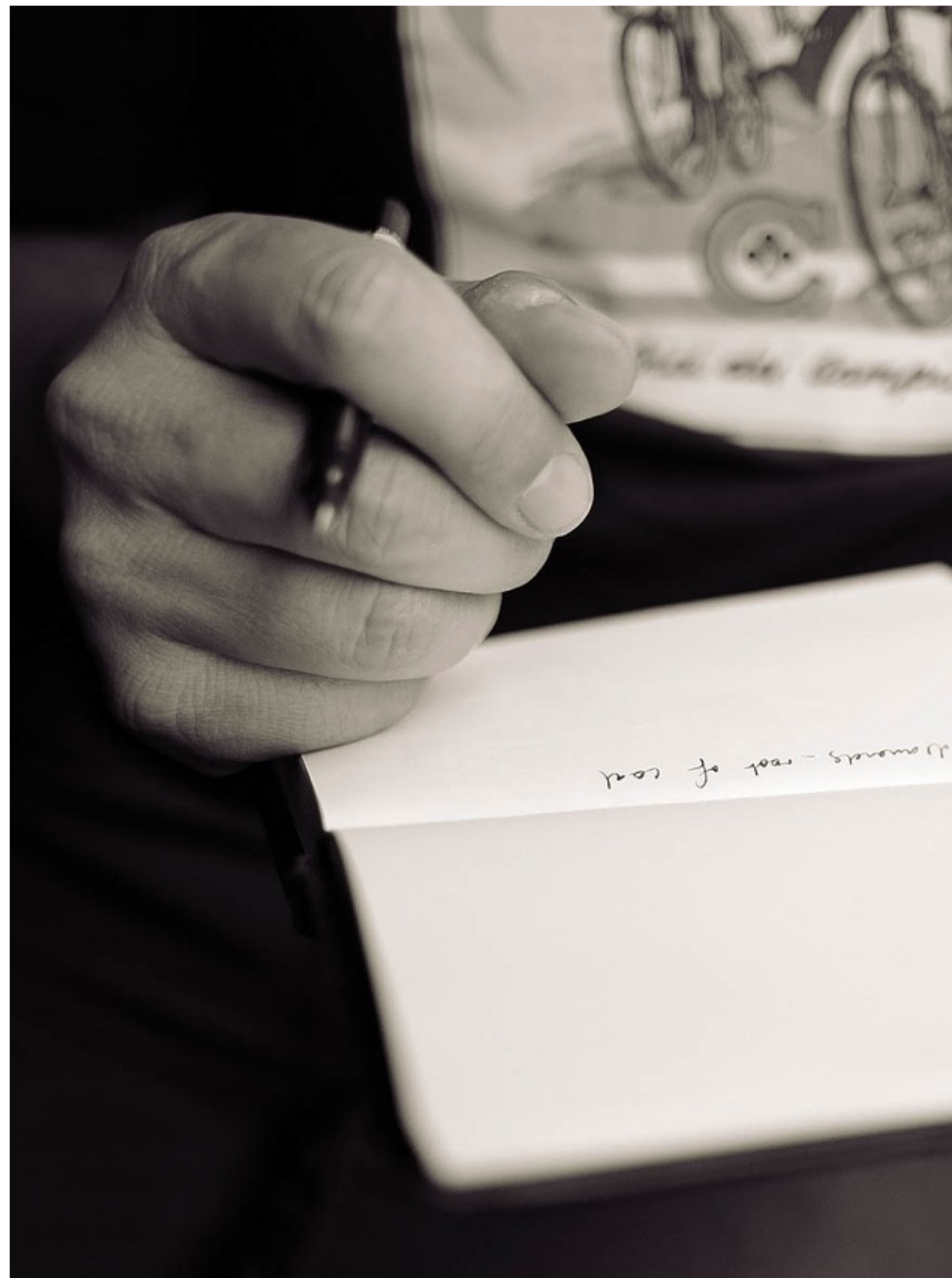
More ideas - 2

- Less is more. KISS.
- Deliver faster (many reasons)
- All about learning faster
- Go with the flow
- Use planning to pull heads together, and then to learn
- The PO is a leader
- Clarity (Transparency) helps
- Learning includes research outside the Team



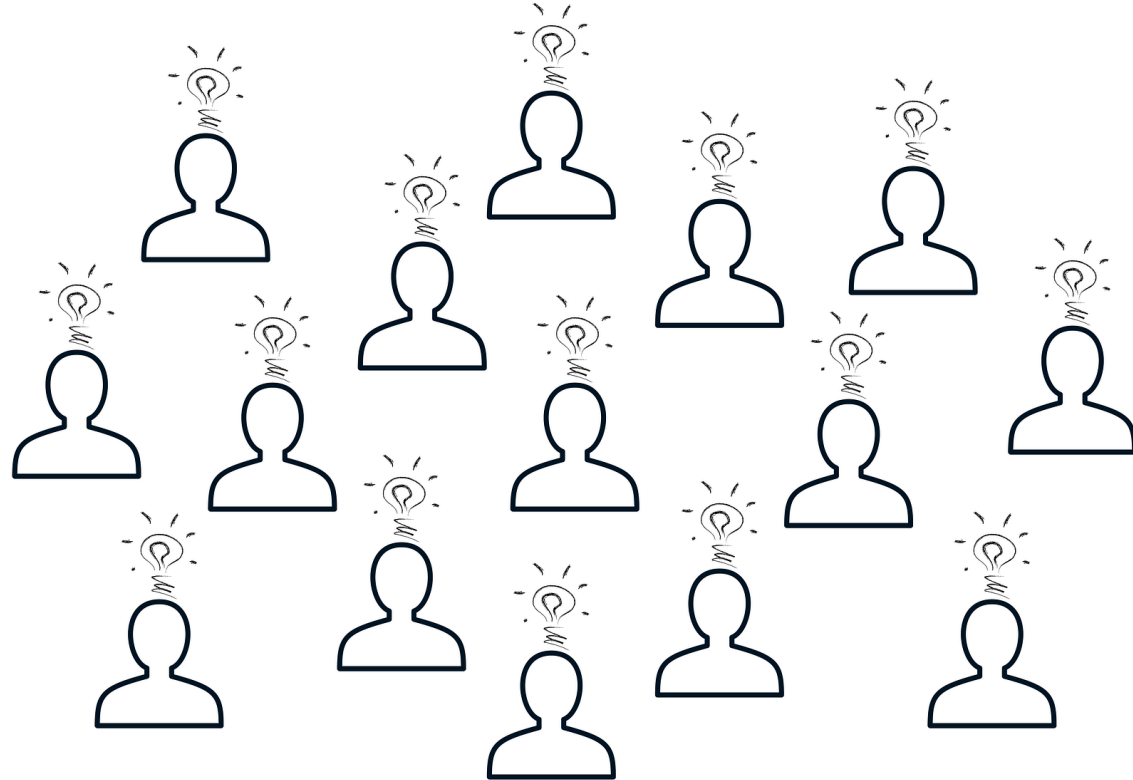
3 Teams

- Most people do not think about 3 teams
- Scrum Team
- BSHs
- Minions
- Lots of work. Hard to herd
- Relationships
- Most PO's do not manage all 3 teams well



Better BSHs

- You must fight for them.
- 4 people
- Good feedback
 - Value
 - Details
- Help with strategy
- Help with DOR process
- Always show up!



Know customers better

- You never know them well enough
- How are you getting feedback? Is that the best way now?
- How much of your time? (more)
- Many methods (eg, research, lots of techniques)
- Who they are. What they want or need. How it's changing.



Be decisive

- Under uncertainty
- And be willing to learn. And change
- Both PBL and **MVP**
- “The worst decision is no decision” Ken Schwaber
- Convince the BSHs
- Later: the BVPs



Unclear Requirements

- A key problem
- Get the organization to help you answer Q's faster
- Def of Ready (DOR)
- Enabling Spec
- Answer all Q's before Sprint starts
- DOR Process with Minions
- Lots of work



Inspire your Team

- You can't make anyone inspired
- But you can explain things, their way
- Remember: “The thrill is gone” (BB King)
- Inspire them again, and again.



Drive

- Daniel Pink's book
- 3 Videos
- Key words:
 - Autonomy
 - Mastery
 - **Purpose**
- Important for knowledge workers!!!



Each person is different

- You can't make people inspired (about the customers/product)
- But you can explain
- If not inspired eventually —> off this Team (to someplace they want to be)



Assume your product is a crappy idea

- There is lots of evidence that our customers are NOT impressed
- When do we have clear data that prove we hit it out of the park?
- “Now that I see it, it’s not quite what I want”
- **Change.** We don’t want a one-minute wonder. We want an enduring dominant product



Validate the vision given

- Don't just accept the "vision". They did it too fast.
- You must challenge it.
- So, try to get feedback on it immediately. As if it's a stupid idea and there must be a better "way"
- Change, Competition, Learning, etc, etc
-



Get Better Feedback Faster

- Do not assume we understand anything
- Therefore: Feedback
- Ok, we get some. BETTER
- FASTER. Time is so important.
- Fail fast, and learn faster.



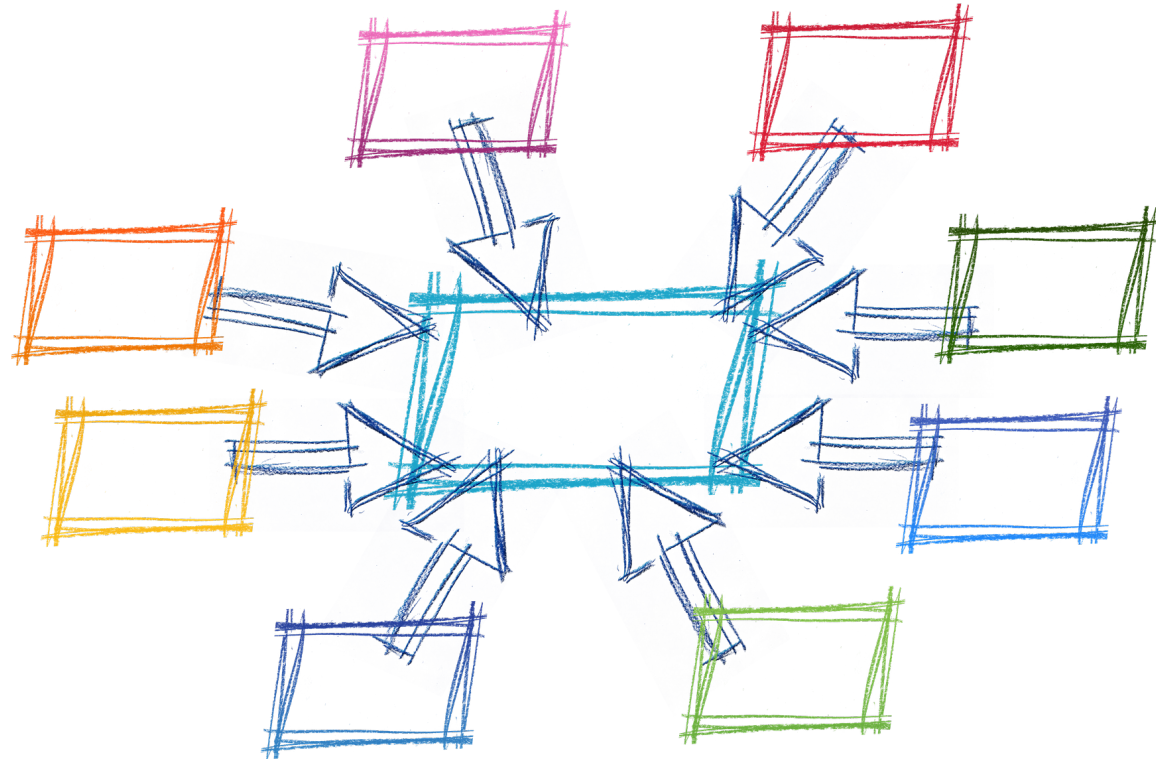
80-20 - Pareto Rule

- This is the whole point of First Things First
- Do as little as possible to deliver a WOW! first release
 - Fewer story points means simpler and faster
- More BV (per X time)
- Faster releases
- More ROI, more learning, more adaptation



Align with Corp Goals

- More support if you do
- Not so easy to do
- Much: explain and show how it is true



Use BVPs to learn

- What are they?
- Use them to share tacit knowledge
- Use them to prioritize your stupidity
- Make it transparent. Then others can help
- Learn and re-vote (always learning)
- BVP enable ROI number (BVP / SP)



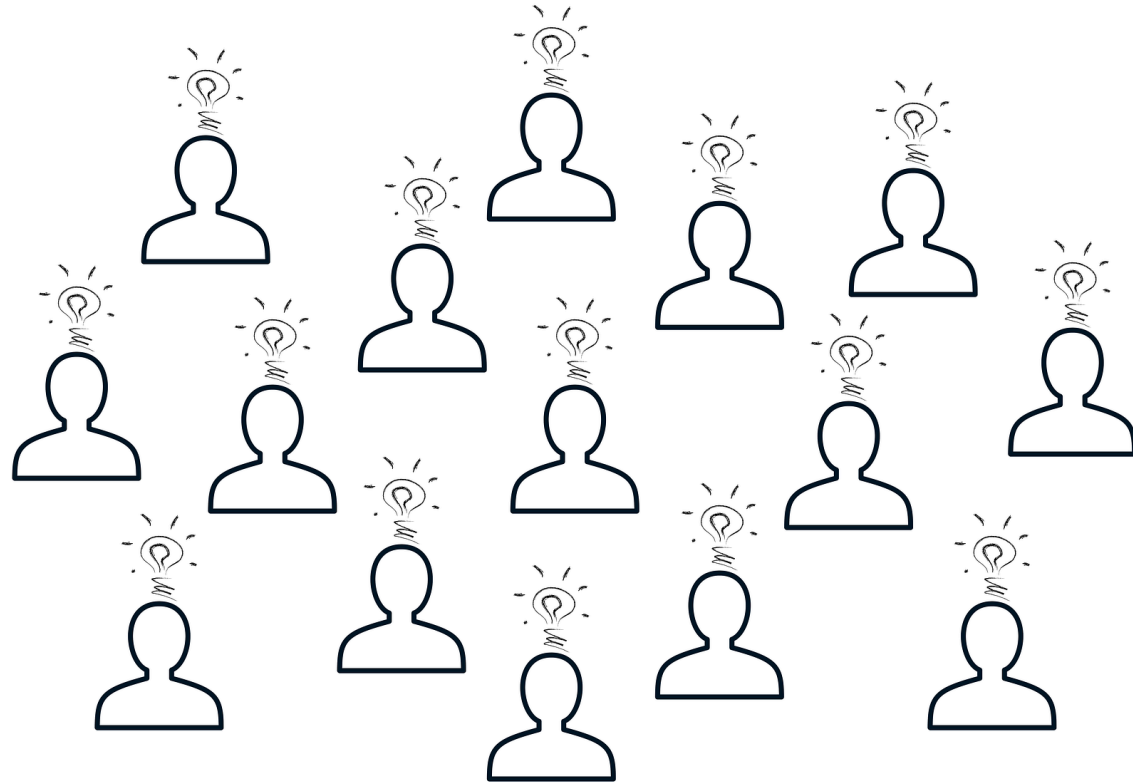
Bus Value Points

- PO + 4 Bus Stakeholders
- Wide-band Delphi Expert Estimation - similar to SPs
- Vote; want within 3 consecutive Fibonacci numbers
- Extremes talk; then re-vote
- Then average all 5 votes
- LEARNING!
- Prioritize stupidity!



Pull in the Business Side

- And the Customers
- They should own Agile
- They should WANT to help you, collaborate on success
- You need them - do NOT give up
- How?
- When finished? (never)



Problem & Solution

- Customers typically do not understand the problem well
- (Customers do feel a pain. That is pretty accurate, I think.)
- Not a doctor.
- Poor at root cause analysis
- Worse at prescribing a solution
- Go back to square 1.
- Why do you think you're so smart?



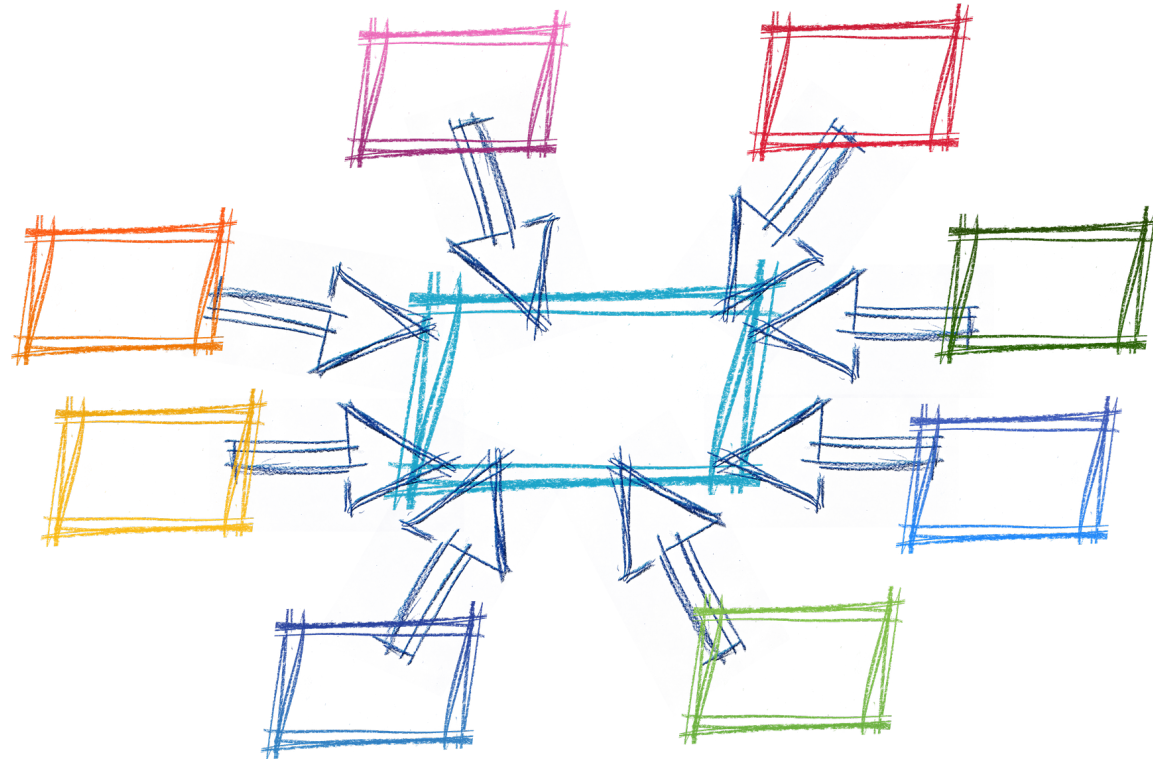
Product Evolution

- You need a considered approach to product evolution
- “Product evolution strategy”
- Change, Competition, Learning, etc, etc
- What do the next X releases look like (scope and timing)
- Prioritize your stupidity
- It’s not a sprint, it’s a marathon



Lead PB Refinement

- Or Release Plan Refactoring, Short-term & Long-term
- Define it, define the process, etc
- Learn to do it better
- One output: a new plan every sprint
 - because your Team + BSHs has learned so much
- Beyonce - To the left, to the left...



Do more research

- P&G is famous for this
- Define your “18 domains”
- Brainstorm: HOW to learn (eg, which kinds of research)
- Get some people to do it
- Test quickly that the research doesn't suck
- The PO must lead the research (and Product Management?)



18 DOMAINS TO CONSIDER

- Product Backlog
- Roadmap
- Requirements
- User Stories
- Customer
- Business stakeholders
- Competition
- Problem
- Solution
- Technology
- Team itself
- Timeline
- Key impediments
- Define success
- Our velocity
- MVP/MMFS
- Global econ environment
- Better feedback

Examples

- The Demo in the Sprint Review is a kind of research
- You do it to learn, eg, about the customer
- LOTS of types of research
 - Focus groups
 - Validating the customer journey, process
 - Surveys
 - Econ research on customer behavior
 - Research on how people use the internet



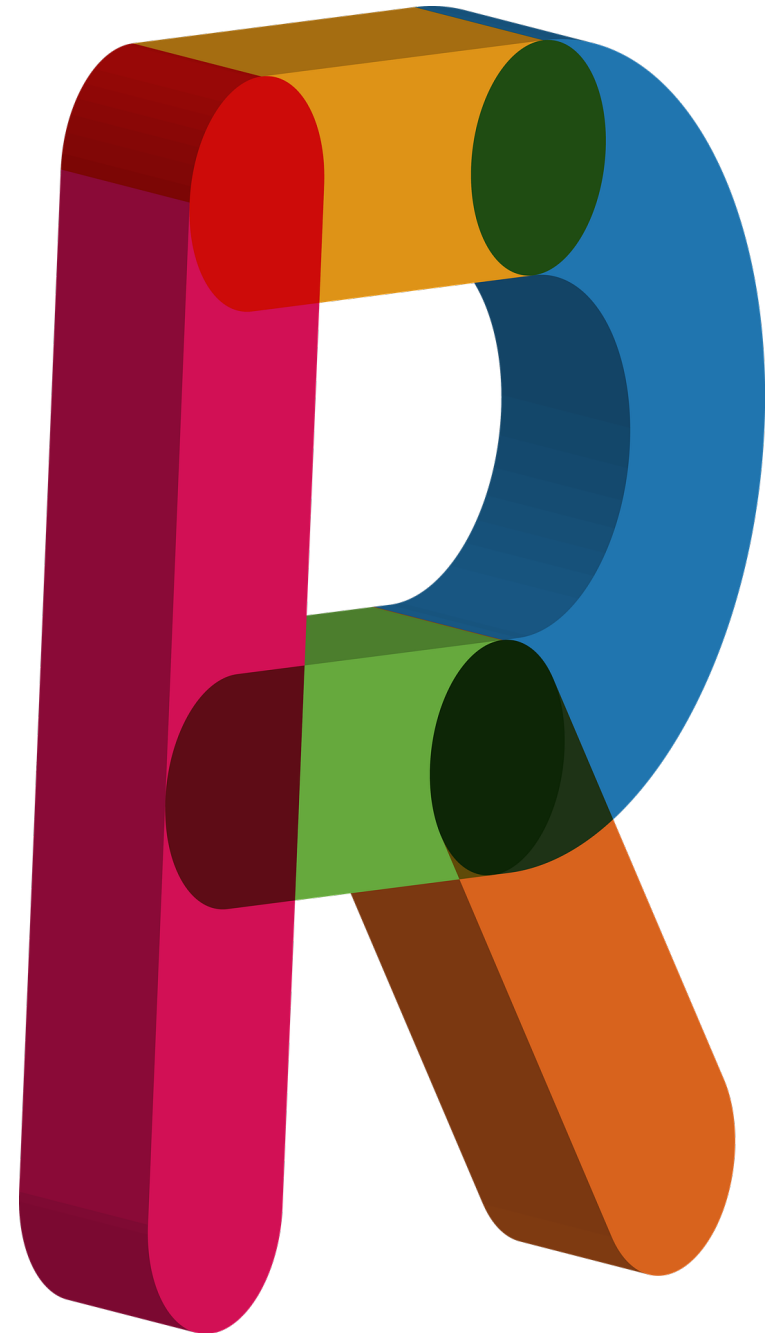
Define Success

- “Drivers”
- Numerical “definitions of success”, 3-5
- AKA: OKRs, KPIs, Metrics, etc
- The Vision (or Product Goal) is in words. These are numbers
- Much more clarity (for many)
- Inspiring!
- “If they know where they’re going, then they can get there”



Examples

- Increased profit
- Lower costs
- Faster through-put
- Faster process cycle time
- Fewer defects (in the process)
- Higher customer satisfaction
- Etc... endless almost



Define Success - Product

- First: Have a definition
- “You have to be very careful if you don’t know where you’re going, because you might not get there.” Yogi Berra
- The Vision
- The Product Goal
- and Drivers



Define Success - Team

- First: Have a definition
- Happier Team - why 1st?
- Higher Velocity
- More Business Value
- Faster Releases
- Fewer Hours
- Higher Quality
- More wonderful product



Deliver faster, to learn faster

- Speed:
 - Give customer something (\$)
 - Get feedback
 - Faster than competition
 - Does not have to be big
- Key: Learning!
 - About Product
 - About Customers
 - About Competition
 - Situation



Balance constancy & responding to change

- You need some constancy.
 - If you change all the time, you'll deliver nothing
- You need to adapt to change!
- Needed: Balance

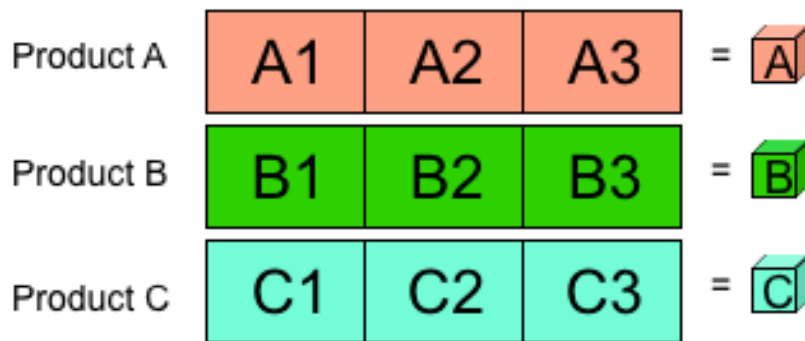


Focus on one product at a time

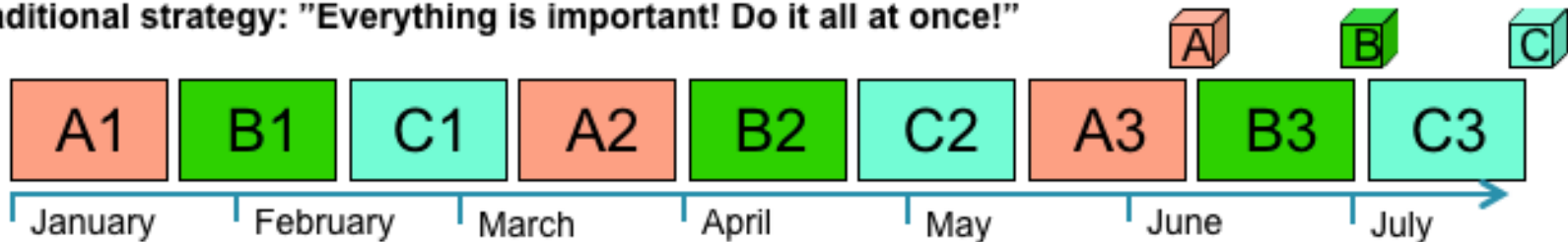
- Speed is important
- Less waste if no “product switching”
- Faster Delivery of product need > more busyness of people
- Context-switching wastes lots of our time
- Requires frequent decisions: what comes first



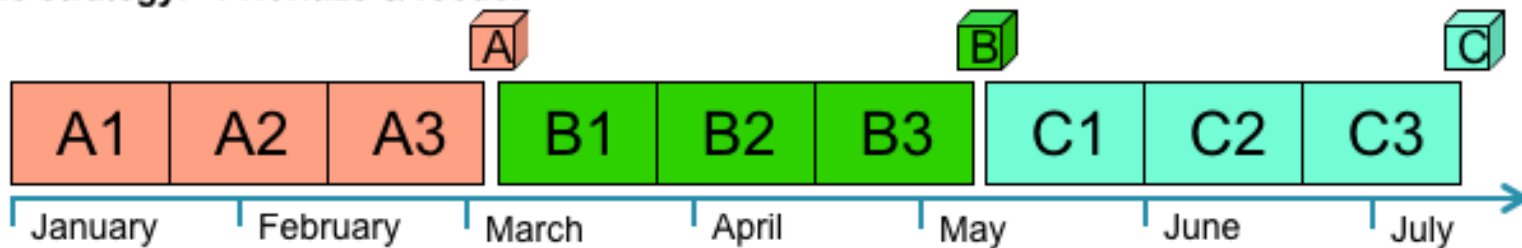
PRIORITIZING BETWEEN PROJECTS



Traditional strategy: "Everything is important! Do it all at once!"



Agile strategy: "Prioritize & focus!"



Questions?

- Get off mute and Ask!
- Or, put it in the Chat



My Question

- What is your biggest take-away?



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Contact Info

- Joseph Little
- www.LeanAgileTraining.com
- jhlittle@LeanAgileTraining.com
- Happy to talk later!
- Hope I see you somewhere soon (a course, a webinar, etc)

