PO: 6 (or more) Suggestions

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Joe Little — LeanAgileTraining.com
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Our Path

- List the Suggestions
  - Your's first (get ready to list)
- Define Success
- We discuss 7 of them?
- Your Biggest Take-away



My suggestion for us

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



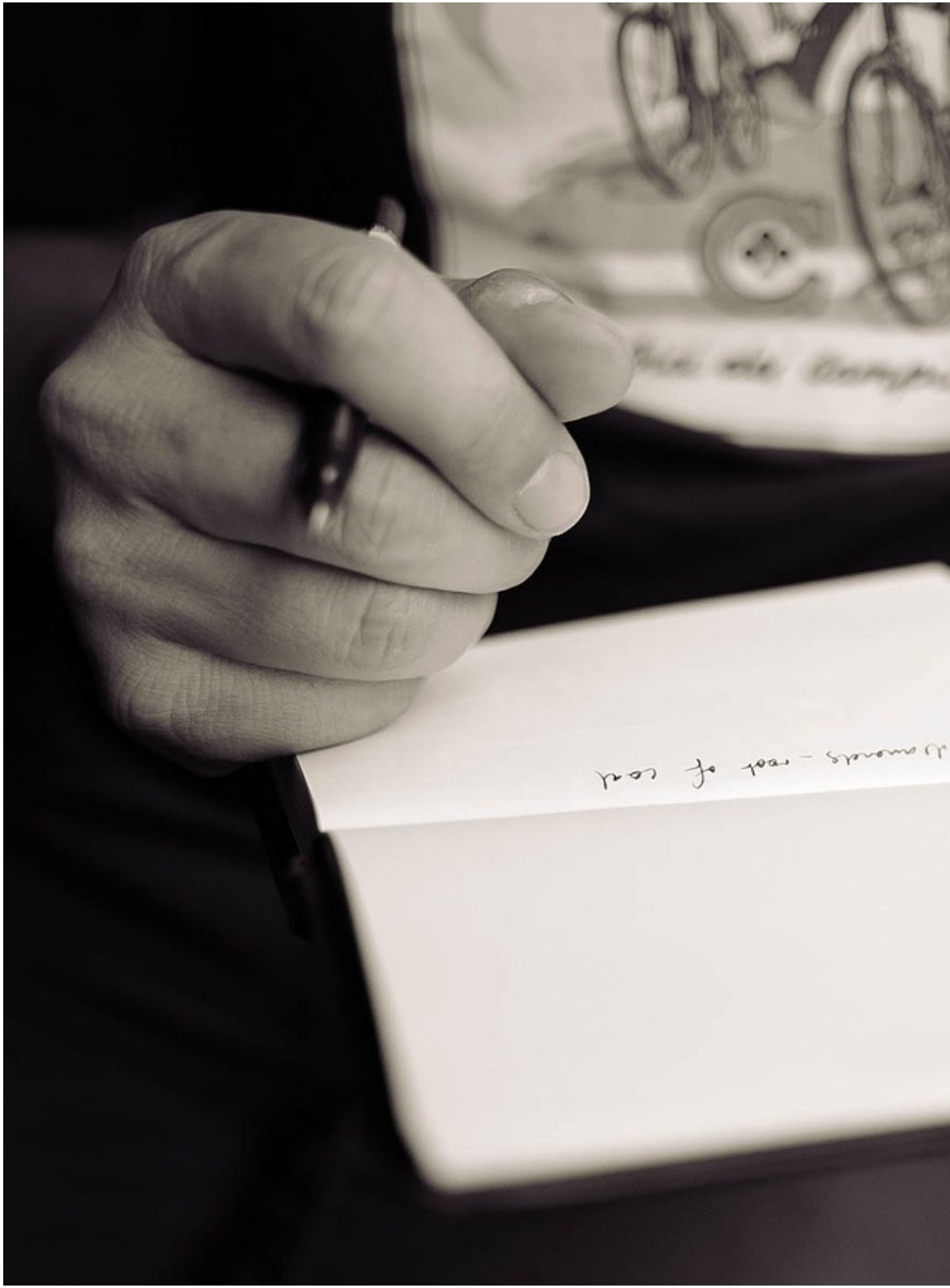
Making a suggestion assumes you know what's needed

- My assumptions: based on lots of observation
- BUT: Not based on your situation nor your specific PO
- So, maybe less useful. Even annoying. SORRY!
- "Take it with a grin of salt." Yogi Berra



Biggest Suggestion

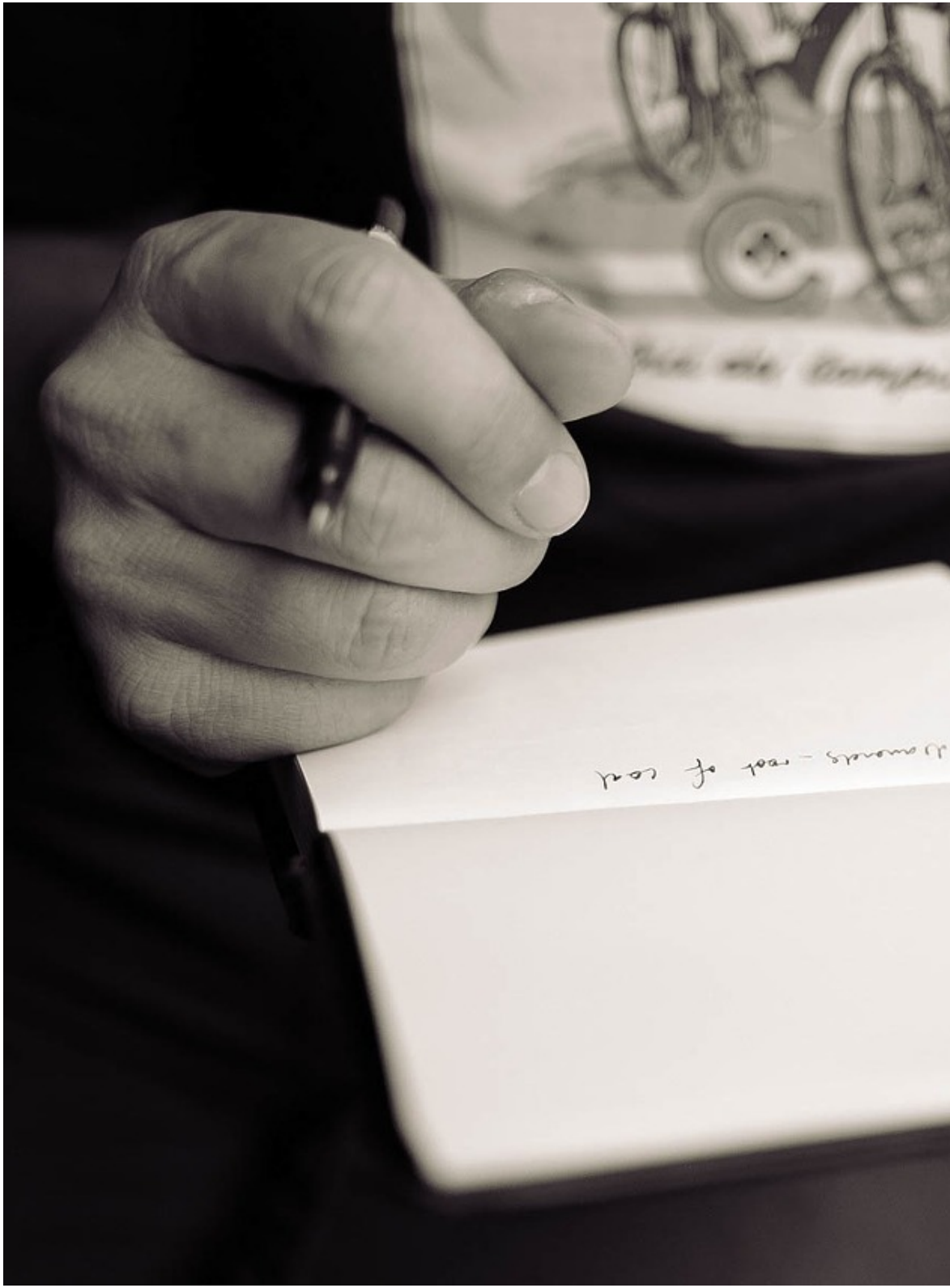
- Always devote time to **improving**.
- Always!
- And we don't. "Too busy to sharpen the saw." (Cf. Covey)



Your List

- What are your Top 5 Suggestions for the PO?

- Please add them to the Chat in Google Meet.



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 (1 product 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” Cf. Eric Schmidt
- Knowledge workers: Motivation!



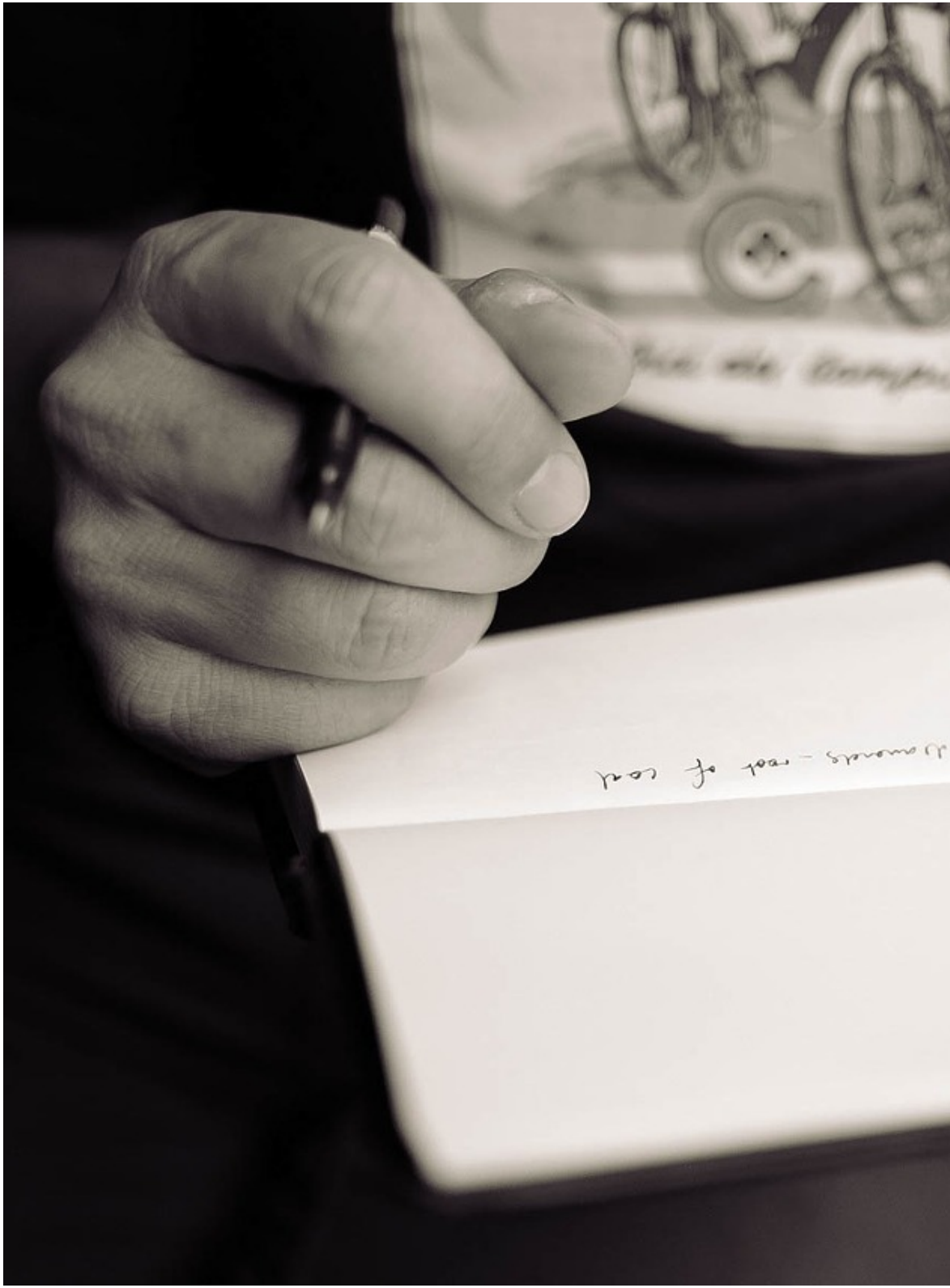
More ideas - 2

- 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 by people 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 do. 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 (ROI)



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
- Learn to use Ai



Unclear Requirements

- You will never do this perfectly
- Sometimes you must decide quickly to “just do something” and get feedback on that. Explain!
- Draw pictures. Lists.
- Get the best people to explain. Let them learn a skill set
- Talk WITH the Developers. Each is weird and wonderful in their own way.
- KISS, also. (**Pictures** more.)



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 (TedTalk, RSAnimate)
- 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
- Try to prove, or disprove. Either helps.



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 (Cf. Covey)
- 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



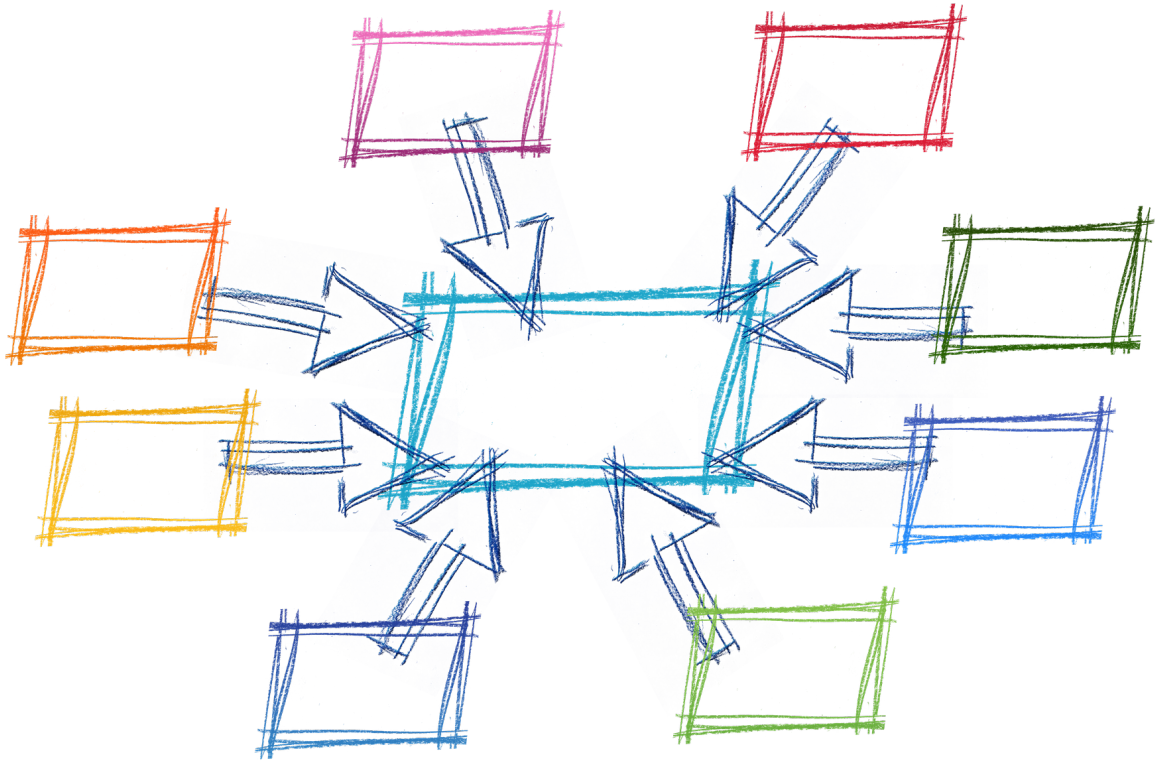
80-20 - Pareto Rule

- Best “ROI” per story (BVP/SP)
- Where is the 20% of work to get 80% of the BV
- Yikes! What is BV?



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 your “guesses” 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
- If not: Extremes talk; then re-vote
- [How many re-votes?]
- Then average all 5 votes
- LEARNING!
- Prioritize stupidity!



BVP: Continuous Learning

- The first round for ~50 stories - about 60-75 mins
- They'll feel pretty good about some; others will suck
- What information (expert) can help us about the ones that suck?
- Re-vote the worst (~10?) evey Sprint
- Over time, we all help us understand BV better and better, and adapt faster when "things change"



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)
- BSHs & Minions - better if…



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?



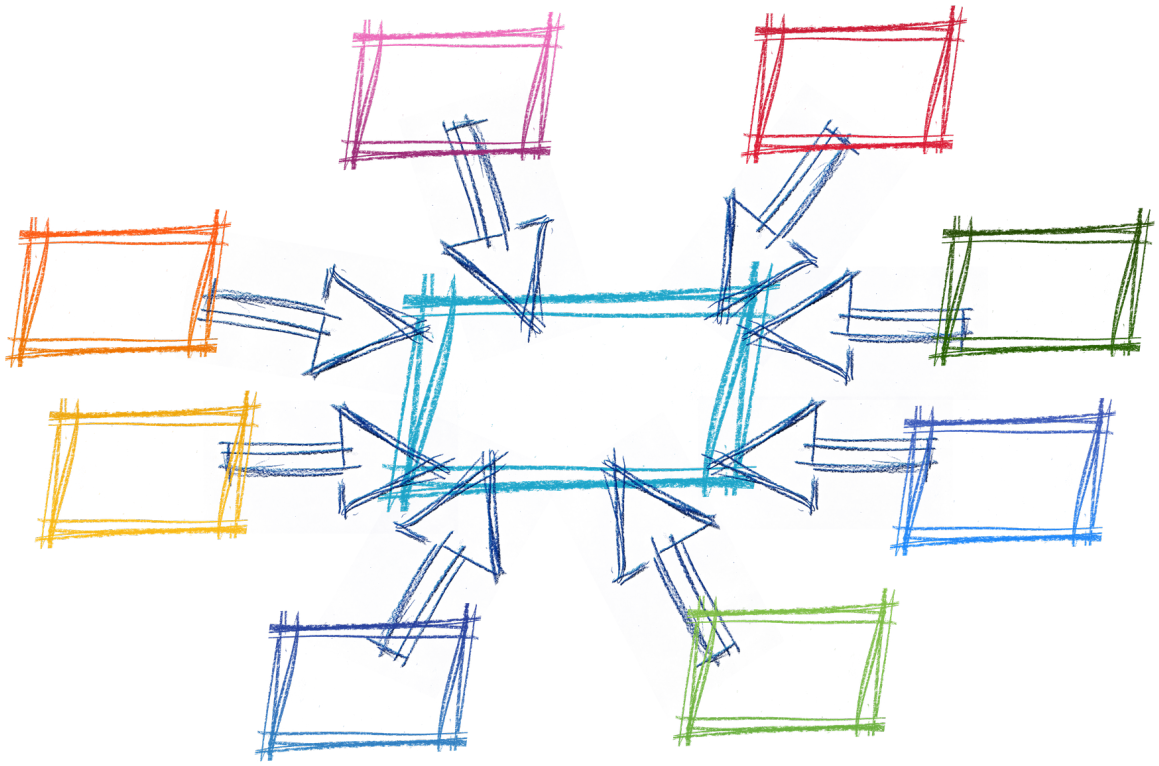
Product Evolution

- 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
- Part of DOR process
- One output: a new plan every sprint
  - because your Team + BSHs has learned so much this Sprint
- 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



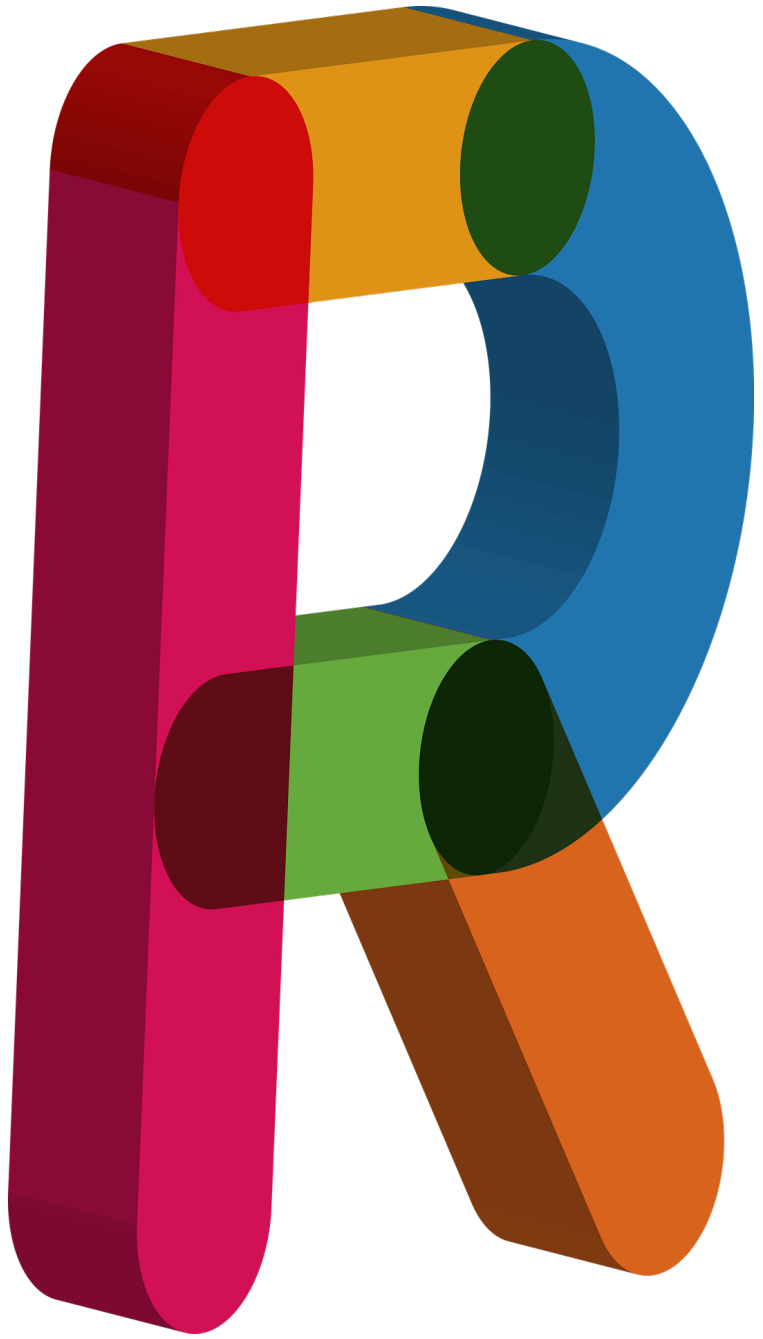
Define Success*

- “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 you don’t know where you’re going, you might not get there.” (Yogi Berra)



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
- AND: You need to adapt to change!
- Needed: Balance

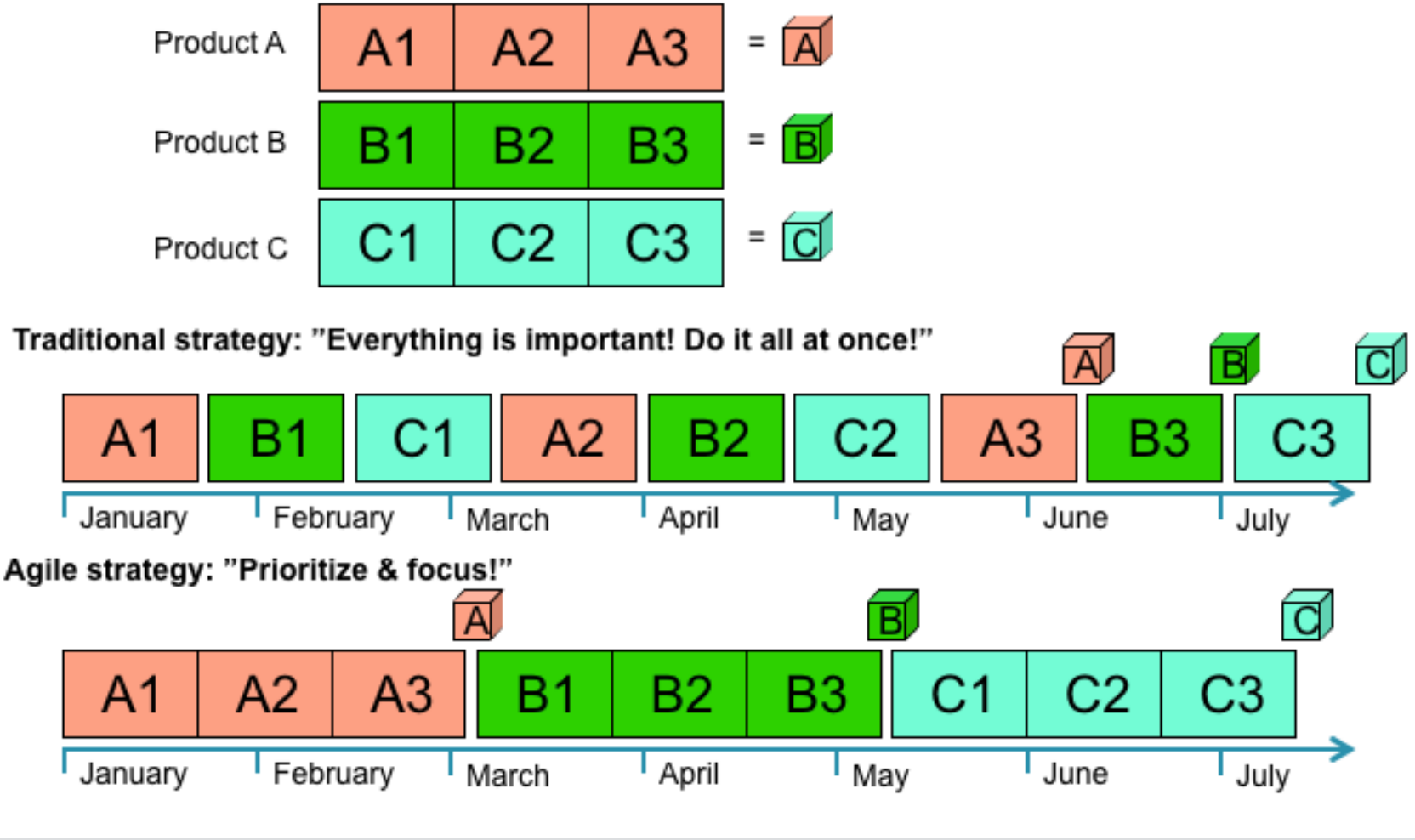


Focus on one product at a time*

- 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



Source: Henrik Kniberg

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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
- info@LeanAgileTraining.com
- Happy to talk later!
- Hope I see you soon, perhaps another webinar, a workshop or a course.

