



Agile Product Managers: How Agile Changes Waterfall PM Processes And Thinking



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An Agile Agenda

- ◆ **Handful of level-setting slides**
 - ◆ < 15 minutes
- ◆ **Prioritize and time-box your questions / issues**
 - ◆ Build a backlog
 - ◆ < 10 minutes
- ◆ **Tackle issues based on priority**
 - ◆ 15 minutes
- ◆ **Thumbnail retrospective**
 - ◆ 3 minutes

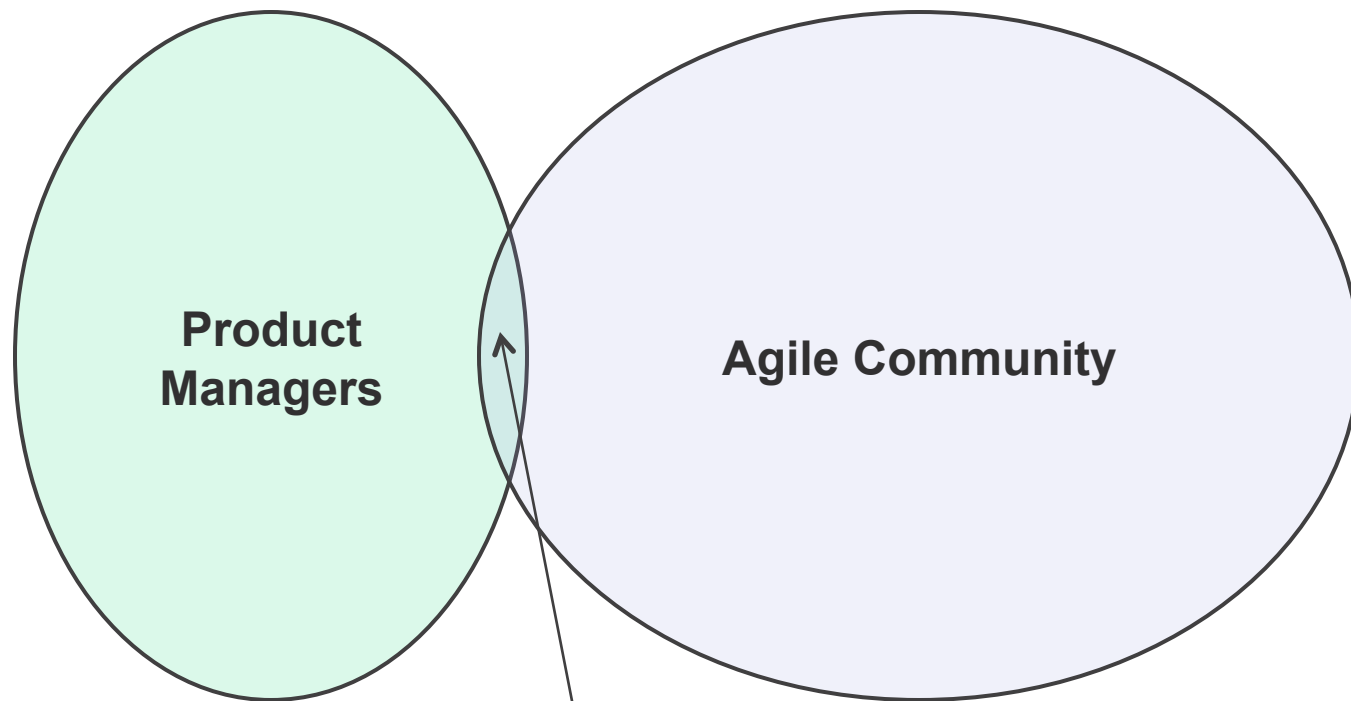
- ◆ **Volunteer time-keeper?**



Thinking Like an Agile PM

- ◆ **Bias toward action**
- ◆ **Can we carve up a problem and solve parts now?**
- ◆ **Instantiate long-term plan in short-term items**
- ◆ **Backlog lets us keep Devs productive on things we know we need**
- ◆ **Talk to planners about plans and doers about accomplishing things**

Disjoint Communities



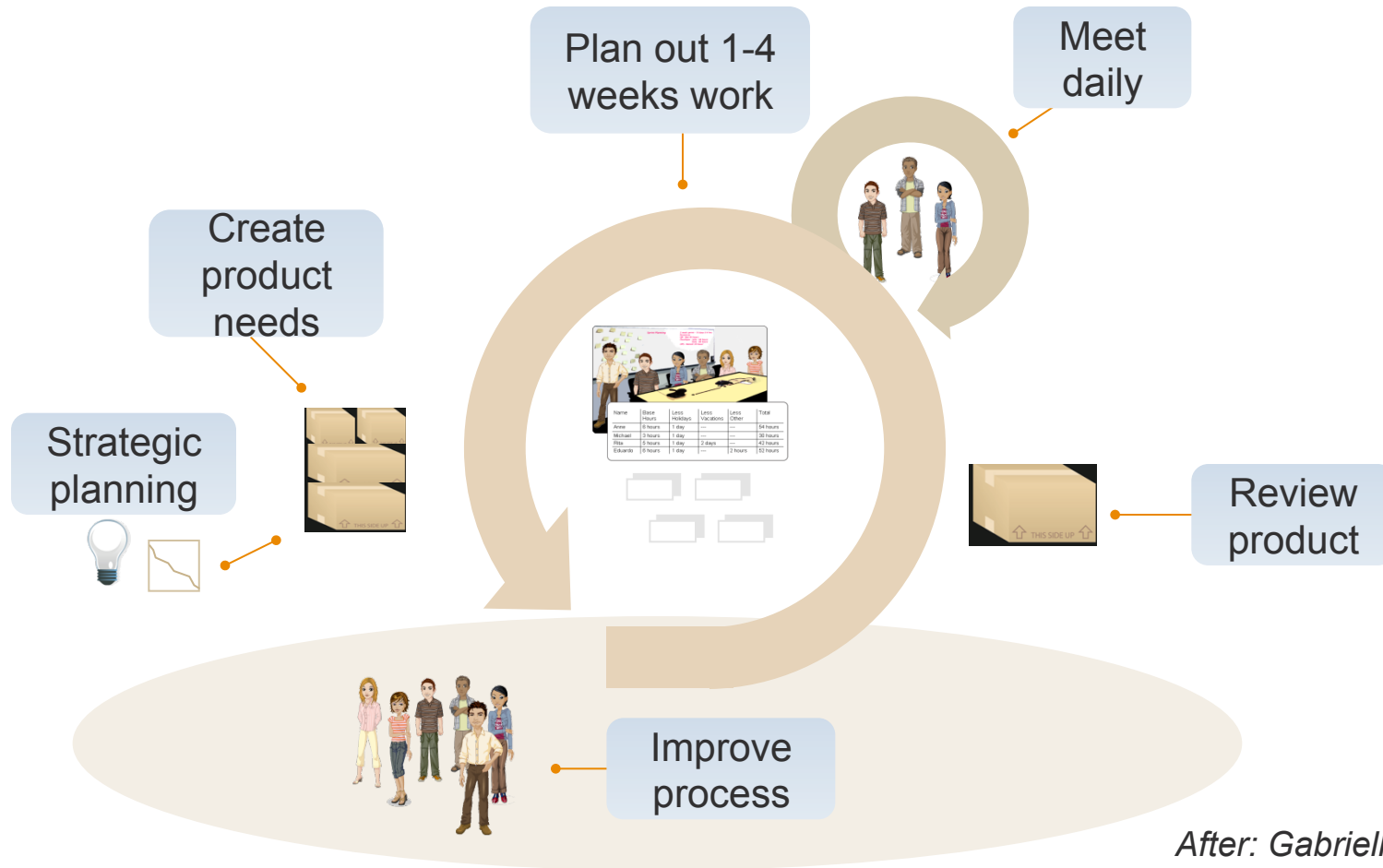
Nearly empty, very lonely

What Does a Product Manager Do?





Agile (Scrum) Model



After: Gabrielle Benefield



What Does a Product Owner Do?

- ◆ “In Scrum, a single person must have final authority representing the customer's interest in backlog prioritization and requirements questions. This person *must be available to the team at any time*, especially during the sprint planning meeting and the sprint review meeting.”
- ◆ Responsible for
 - ◆ Defining product features, priorities, market value
 - ◆ Deciding release dates, content and accepting work
 - ◆ Profitability / ROI
- ◆ *How developers define product management*



Adapted Pragmatic Marketing® Framework

		Business Plan	Positioning	Marketing Plan		
Market Problems	Market Definition	Pricing	Buying Process	Customer Acquisition		
Win/Loss Analysis	Distribution Strategy	Buy, Build or Partner	Buyer Personas	Customer Retention		
Distinctive Competence	Product Portfolio	Product Profitability	User Personas	Program Effectiveness		
Market	Strategy	Business	Planning	Programs	Readiness	Support
Competitive Landscape	Product Roadmap	Innovation	Requirements	Launch Plan	Sales Process	Presentations & Demos
Technology Assessment			User Scenarios	Thought Leadership	Collateral	"Special" Calls
			Status Dashboard	Lead Generation	Sales Tools	Event Support
				Referrals & References	Channel Training	Channel Support

backlog, accept work

stories

burn down/up

product owner



Product Owner's Calendar

1	2	3	4	5
Stand-up	Stand-up	Stand-up	Stand-up	Stand-up
Iteration Planning: Stories		Identify features for next iteration	Requirements meetings	Requirements meetings
Iteration Planning: Tasks		Conceptual model/arch - future iterations		
Assist with design	Monitor progress, accept stories	Monitor progress, accept stories	Monitor progress, accept stories	Monitor progress, accept stories
Assist with acceptance tests	Assist with acceptance tests	Assist with acceptance tests	Assist with acceptance tests	Assist with acceptance tests
Update current reqs/stories	Update current reqs/stories	Update current reqs/stories	Update current reqs/stories	Update current reqs/stories

6	7	8	9	10
Stand-up	Stand-up	Stand-up	Stand-up	Stand-up
New stories, reqs for next iteration	GUI prototypes for next iteration	Help write tests	Get gross-level estimates next iteration	
Monitor progress, accept stories	Monitor progress, accept stories	Monitor progress, accept stories	Monitor progress, accept stories	Updates to reqs, rankings based on demo.
Assist with acceptance tests	Assist with acceptance tests	Assist with acceptance tests	Assist with acceptance tests	Demo/Review
Update reqs/stories	Update reqs/stories	Update reqs/stories	Update reqs/stories	Retrospective

Borrowed from Catherine Connor, Rally

Activity Legend	
	Team
	Future Iteration
	Current Iteration
	Past Iteration



Coping Strategies

IMO, PO role adds 40-60%+ more work for PM

- 1. “Suck it up”**
- 2. Delegate PO elements (iteration backlog, smaller stories, acceptance criteria) to a PO**
- 3. Add PM staff and re-segment**
- 4. Selectively starve marketing/sales**
- 5. Let Dev fill in the gaps**



Take-Aways

- ◆ **PM/PO: One of the reasons Agile delivers better products**
 - ◆ Be happy about better results
- ◆ **Agile expands Product Manager's workload**
 - ◆ +40%? +60%? It depends...
- ◆ **Good solutions imply more staff**
- ◆ **Otherwise, Product Owners (or someone) will do *ad hoc* product management**



Issues/Questions



Retrospective

For this session...

- ◆ **What worked well?**
- ◆ **What could have gone better?**
- ◆ **What would we do differently next time?**

In the interest of time, don't be polite.