

Software.Process.Management
software processes that fit your business needs

Der agile Produktmanager

Produktmanagement im Wandel

Gerald Heller
REConf 2010, Zürich
6. Oktober 2010

Agenda

- **Software product management**
- Agile development practice
- Challenges for product managers
- Product manager versus product owner
- Driving the agile business

Change is the law of life

John F. Kennedy

Software Product Management

- Software product management (SPM)

SPM is defined as the management of a software product over its life cycle with the objective of generating the biggest possible value to the business

ISPMB, certified-spm.org, 2010

International Software Product Management Board

International Software Product Management Board
Standardization of Education and Certification

Welcome

Software product management is the discipline concerned with assuring success of software and system products over their whole lifecycle. Software product management activities include:

- market and company analysis
- product strategy development
- product planning and development
- marketing, sales, and channel enablement

The International Software Product Management Board (ISPMB) is an open group of universities and companies with strong interests in software product management. The ISPMB establishes international standards for increasing maturity and support of software product management.

<http://certified-spm.org>

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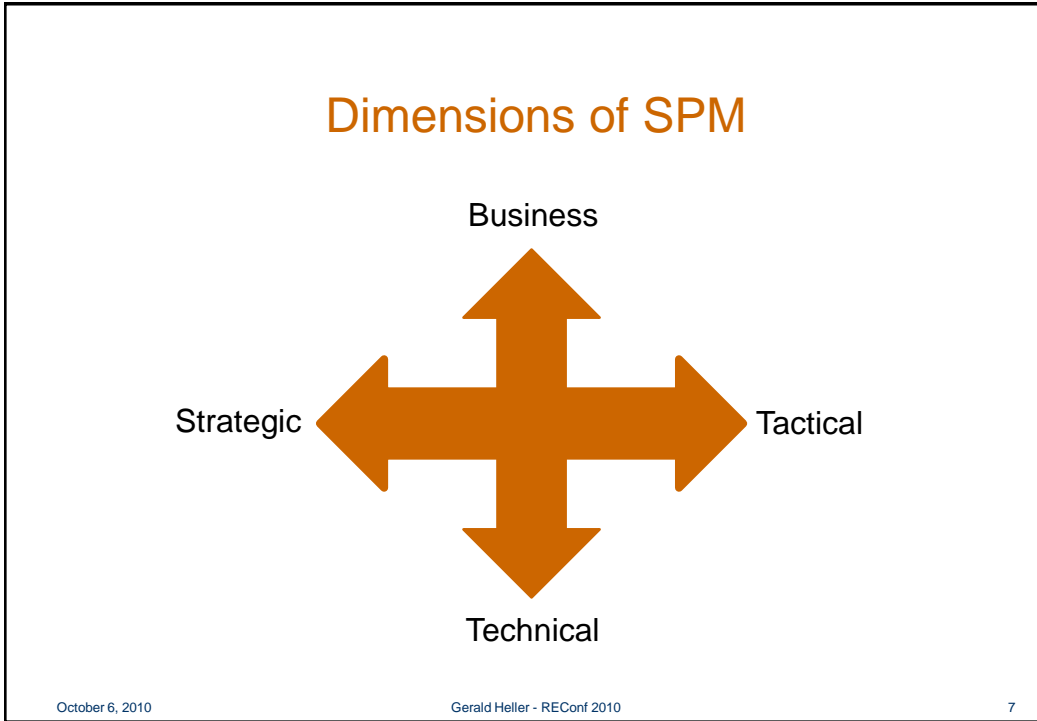
SPM Reference Framework

- The ISPMB will set a standard framework for software product management
- It allows to identify opportunities and gaps
- It will guide in the transformation to a professional software management discipline
- It too provides the basis for an agile software product management approach

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Software Product Manager

- Acts as the mini CEO for the product
- Owns the business case for the product
- Responsible for strategy and operationalization

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Product Manager Responsibilities

- Has business responsibility for the product
- Plans and manages the product over several releases
- Creates, communicates and manages
 - Roadmap
 - Release content
 - Requirements
- Coordinates all stakeholders

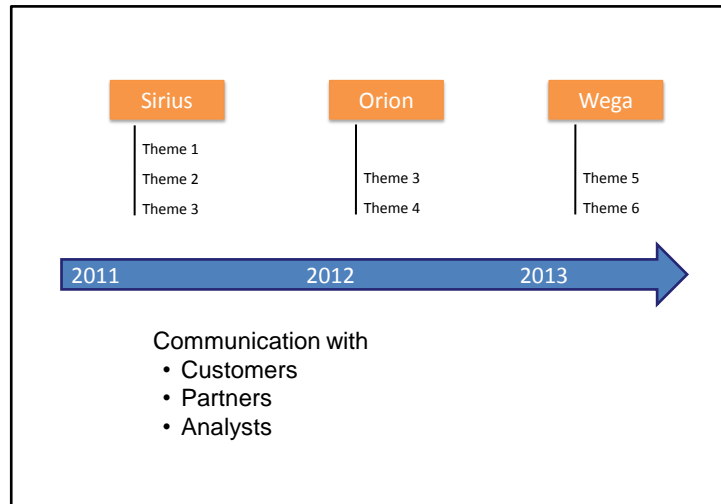


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External Roadmap

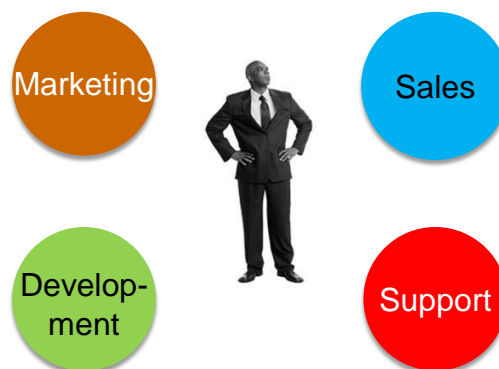


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Product Manager



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Product Manager Ben

The diagram for Product Manager Ben features a central figure of a man in a dark suit with his hands on his hips. Surrounding him are four colored circles: a large blue circle on the right labeled 'Sales', a medium brown circle on the top left labeled 'Marketing', a medium green circle on the bottom left labeled 'Development', and a medium red circle on the bottom right labeled 'Support'.

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Product Manager Joe

The diagram for Product Manager Joe features a central figure of a man in a dark suit with his hands on his hips. Surrounding him are four colored circles: a large green circle on the bottom left labeled 'Development', a medium brown circle on the top left labeled 'Marketing', a medium blue circle on the top right labeled 'Sales', and a medium red circle on the bottom right labeled 'Support'.

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Agile Methods

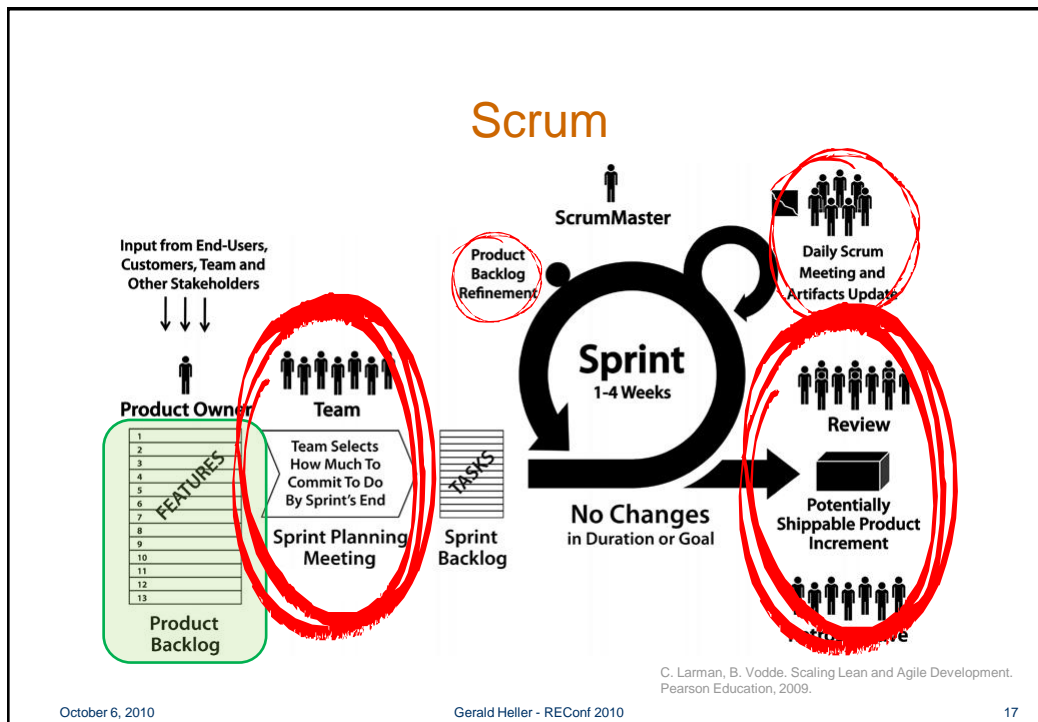
Scrum

Extreme Programming (XP)

Lean Development

Kanban

Note: In practice we find blends of methods and corporate practices



The Product Owner

- Responsible for managing the product backlog
 - Content
 - Prioritization
 - Availability, visibility to every team member
- Accepts, rejects work results
- A single person, not a committee
- Authority to cancel the Sprint

www.scrum.org, Scrum Guide, Feb 2010

Desired Characteristics of a Product Owner

- Visionary
 - Leader
 - Empowered
 - Qualified
 - Communicator
 - Available
- } Authority !

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Product Owner - Observations

- Clear tendency towards the technical aspects
- Not much available about
 - The business aspects
 - What happens prior to the project
 - The initial construction of the product backlog

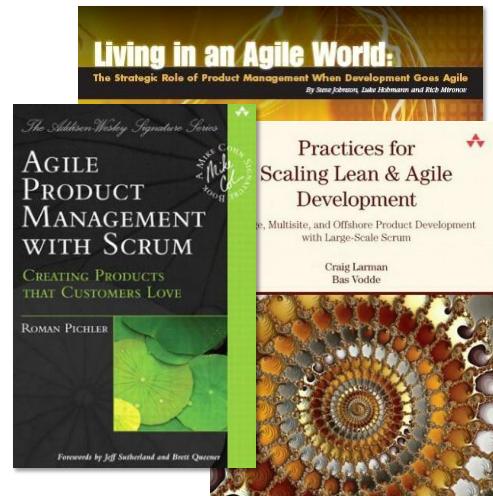
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Agile Product Management Literature

- Just starting
- Evolving from development centric to business aspects



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Challenges for Product Management

- Balancing internal and external work
- How to NOT plan?
- How to manage the new types of artifacts
- Availability

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Agile vs. Traditional Product Management

Agile	Responsibility	Traditional
Upfront coarse grained; continuously refined	Document requirements	Upfront detailed (MRD, PRD)
Continuously; clarification and refinement with the team	Communicate requirements	Upfront
Regular adjustments	Prioritize requirements	Upfront
Adjust at every iteration and release boundary	Manage change	Prohibit; regular change control board meetings
Every iteration, shorter releases	Validate requirements	QA
Constant interaction	Understand customer needs	Upfront, discontinuous

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Current Barriers to Agile Adoption

BARRIERS TO FURTHER ADOPTION OF AGILE

Management opposition and lack of upfront planning were the most commonly cited barriers to further adoption of Agile within companies.



GREATEST CONCERNS ABOUT ADOPTING AGILE

Corporate concerns about the adoption of Agile methodologies were most commonly centered around its implementation. Respondents said their companies were concerned about the lack of upfront planning (46%) or the lack of documentation (34%).



Version One, State of Agile Survey, 2009

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More Focus on Business Aspects

- Agile product managers must address business
 - Vision
 - ROI
 - Roadmap, with releases
 - Release themes, release plan
 - Market, Personas
 - Pricing, licensing

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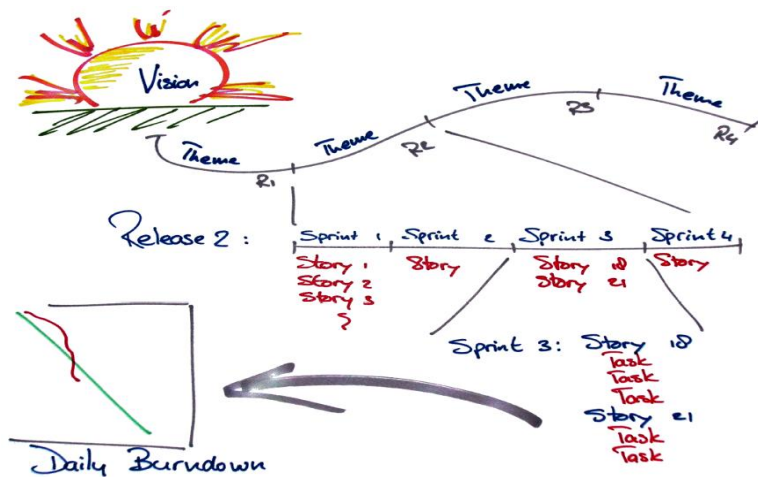
Vision

- Clear crisp, understandable by everyone
- Provides input for the business case
- Describes for whom the product will be built
- Relates it to the competition

"There is no more powerful engine driving an organization toward excellence and long-range success than an attractive, worthwhile, achievable vision for the future, widely shared."

Burt Nanus, Visionary Leadership

Agile Roadmap



"Scaling Agile Processes: Five Levels of Planning" by Hubert Smits, Rally Software, May 2007

Persona

- „Persona“ as a concept, groups users **and** provides an „individual“ touch:

Name, face, work context, preferences
concerns, typical work flow



- Requirements are attached to Personas
- Upfront prioritization of Personas supports an efficient requirements prioritization process
- Visible to all team members

Alan Cooper, The inmates are running the asylum, 1999

Transitioning to Product Owner

- A variety of paths exist depending on the situation
- Often they were product managers
- Sometimes they were
 - Architects
 - Project managers
 - Business analysts

Transformation experiences

Mauricio Zamora, executive director at CSG:

We first educated everyone on the differences between the traditional Product Management, agile Product Owner and Architect roles.

We then had to convince management that the Product Owner role required dedicated focus.

The visibility agile provides made the increasingly obvious gaps in Product Ownership easier to see and address.

Finally, we had to revisit and revise organizational titles and compensation because the new Product Owner role didn't map well into our existing organization.

Dean Leffingwell, 2009

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Recommendations

- Balance technical and business aspects
- Make product owners sensible for the business
- Clarify business (prioritization) ownership
- Expand / modify role definitions to fit into agile context

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Blogs

<http://MakingOfSoftware.com>

<http://agileQC.net>