

(de-)Scaling with



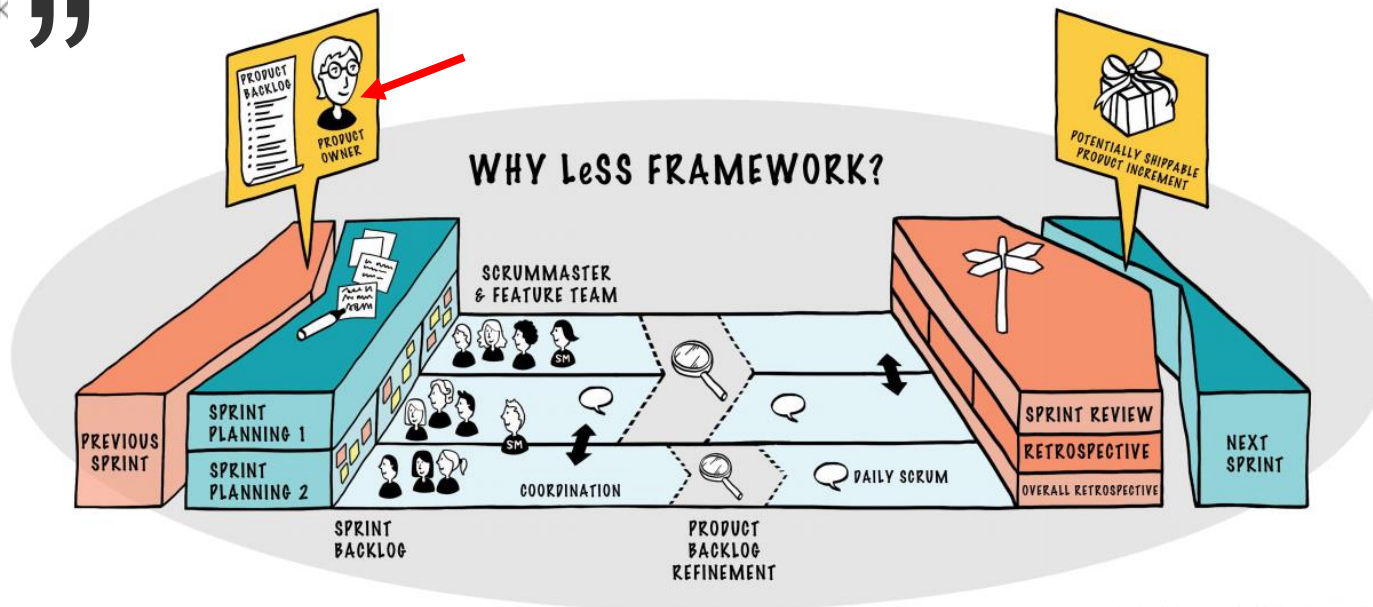
<<Product Owner>>

The logo for LeSS (Lean Software Development) is displayed. It features a large, stylized blue outline of a left-pointing chevron on the left. To its right, the word 'LeSS' is written in a bold, blue, rounded font. The 'L' is part of the chevron graphic. Below this, the text '<<Product Owner>>' is written in a blue, sans-serif font.

What is LeSS

“ Scaling Scrum starts with understanding standard one-team Scrum. From that point, your organization must be able to understand and adopt LeSS, which requires examining the purpose of one-team Scrum elements and figuring out how to reach the same purpose while staying within the constraints of the standard Scrum rules.

Agile development with Scrum requires a deep organizational change to become agile. Therefore, neither Scrum nor LeSS should be considered as merely a practice. Rather, they form an organizational design framework ”



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<https://less.works/less/framework/index>

What is LeSS

LeSS is not:

- Many teams doing their own so-called “Scrum”, and
- Working on different so-called “products”
- Delivering components that need further integration
- Working for many so-called “Product Owners” (“TOO”)
- Maintaining private, silo-ed and dependent backlogs

Many people with different strategy, vision, mission. Competing with each other.



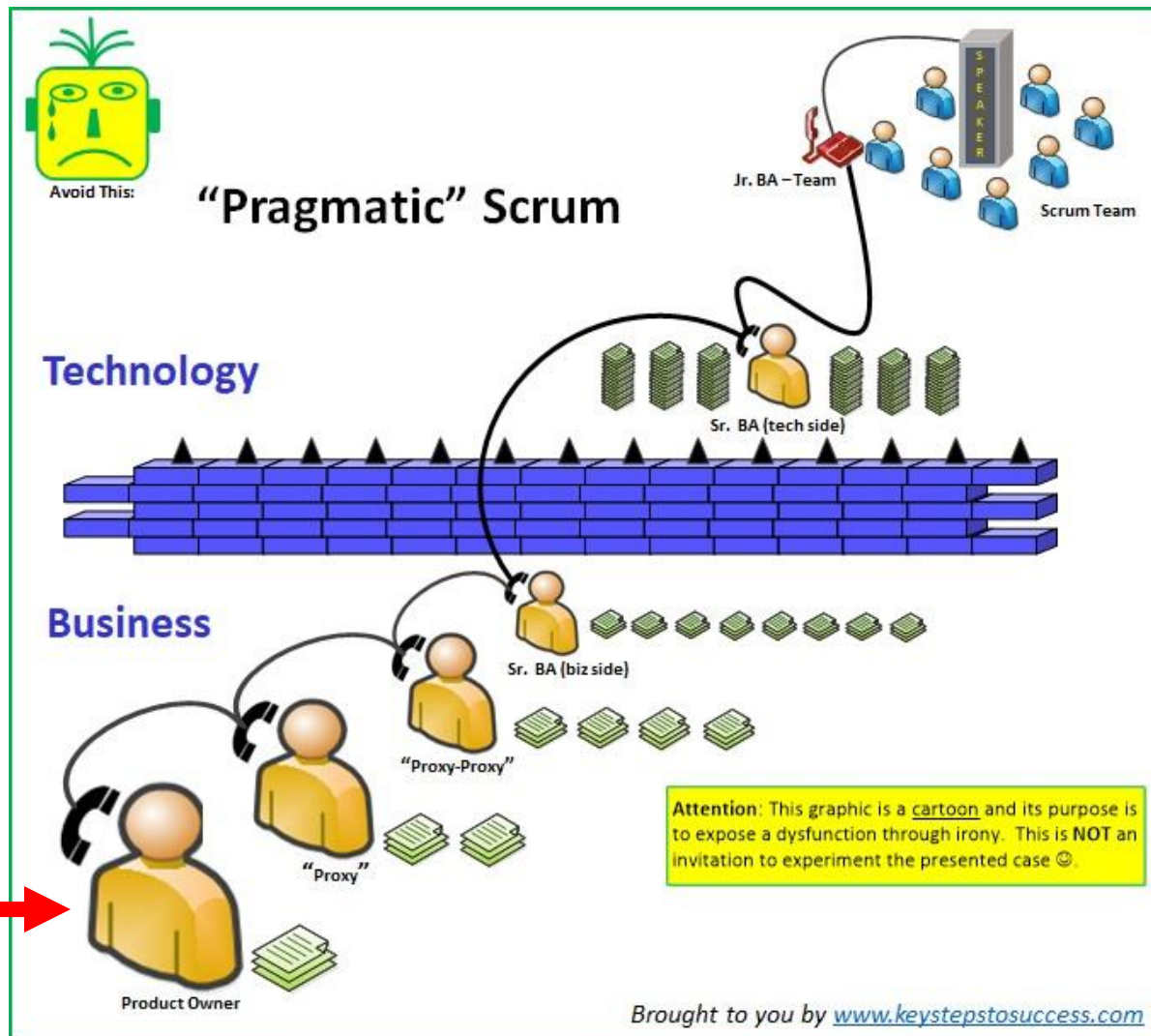
LeSS is:

- 2-8 teams, working together in real Scrum, and:
- Working on the same, widely defined product
- Delivering fully integrated, end-to-end features
- Working for only one REAL Product Owner
- Maintaining only one, shared backlog

Only one person with shared strategy, vision, mission. No internal competition.



Classic Omissions With Product Owner Role



<https://www.keystepstosuccess.com/2020/11/less-review/>

Classic Omissions With Product Owner Role



Bad SQL (in HR Database)

*It is amazing if your company, creates the following important titles (marked in **red**) in its HR database, to support agile roles and careers. However, it is a sign of a deep systemic dysfunction and 'agile masquerade', if the following SQL queries are ran, as a batch job, overnight... ☹️.*

```
UPDATE table_employee  
    SET table_employee.title = 'Senior Agile Coach'  
WHERE table_employee.title = 'Senior Project Manager'
```

```
UPDATE table_employee  
    SET table_employee.title = 'Scrum Master'  
WHERE table_employee.title = 'Junior Project Manager'
```

```
UPDATE table_employee  
    SET table_employee.title = 'Product Owner'  
WHERE table_employee.title = 'Business Analyst'
```



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Scrum Blind Date [with Mask Show]

Scrum Team

Scrum Master

Project Manager

Smoke Screen

Product Owner

Business Analyst

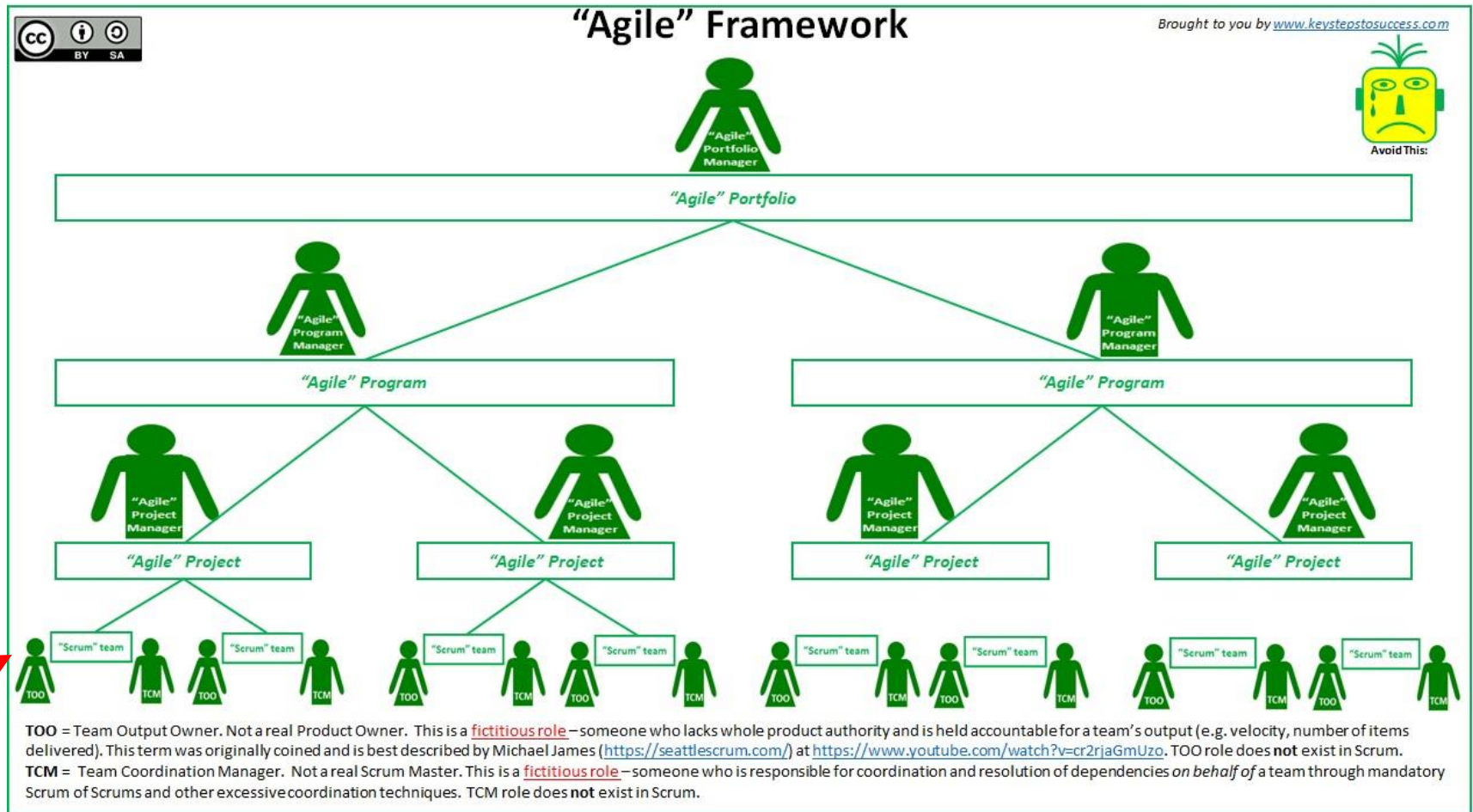
...while **Team** wishes to have a real **Scrum Master** (servant-leader, promoter and supporter of Scrum process), AND a real **Product Owner** (empowered person, responsible for management and prioritization of Product/Backlog)....

This is What Team Gets

...organization assigns any historically abundant, but frequently unsuitable candidates to fulfill these two important Scrum roles, and by doing so, adds challenges, dysfunctions and inefficiencies to the Scrum process... Such classic organizational mistakes, as internal contractual relationships, bureaucracy, overhead and local optimization, find their way into Scrum and adversely impact its dynamics...

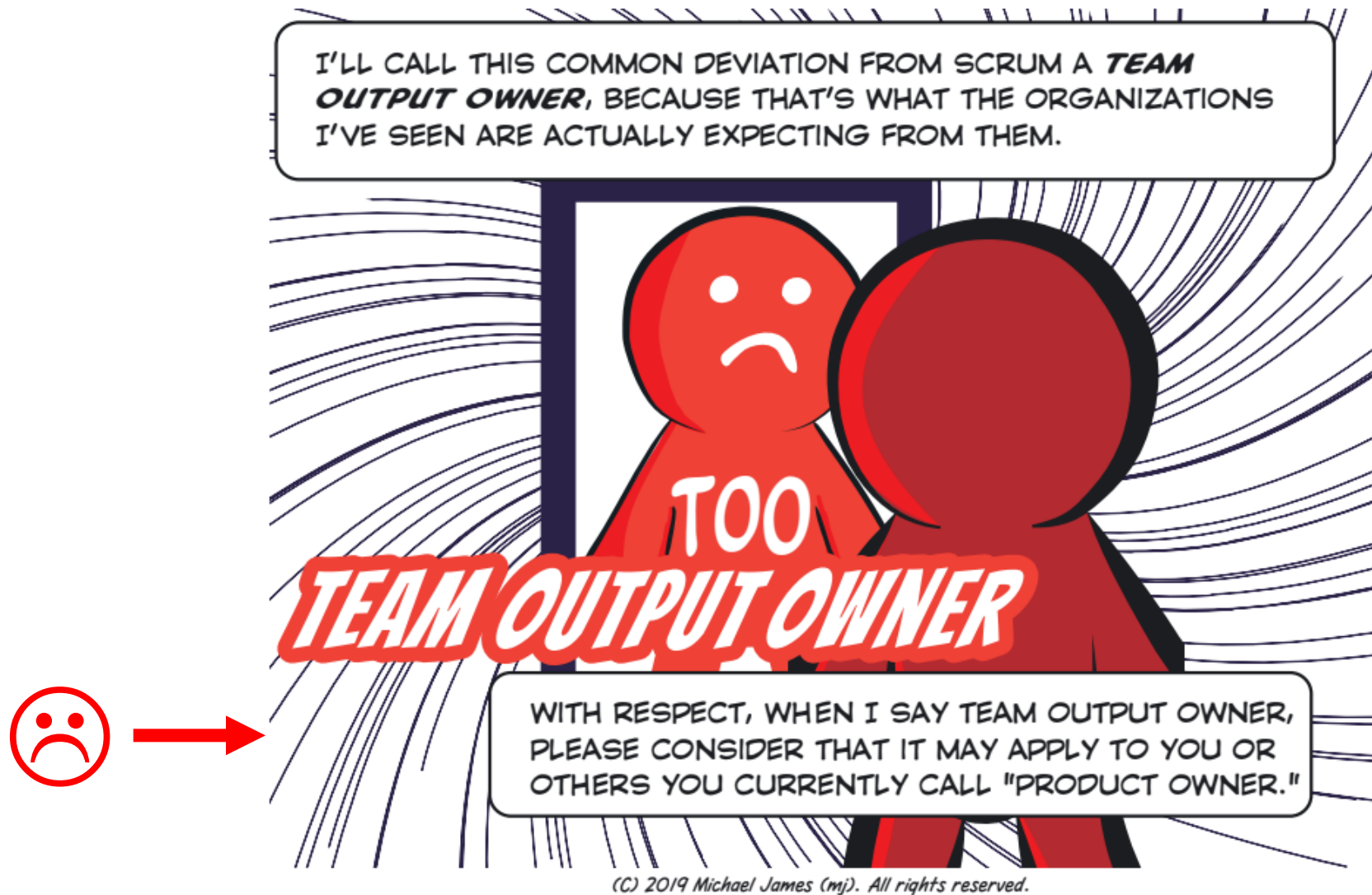
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Classic Omissions With Product Owner Role

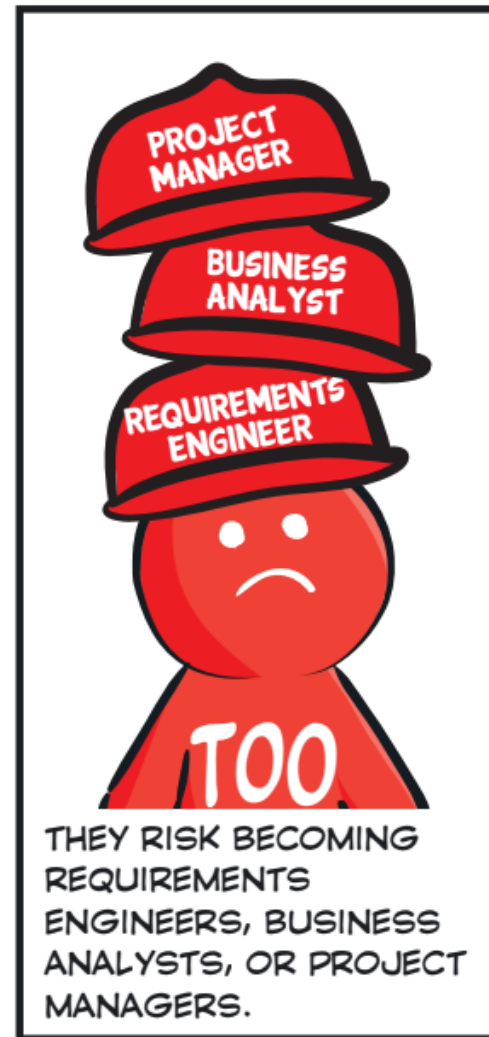
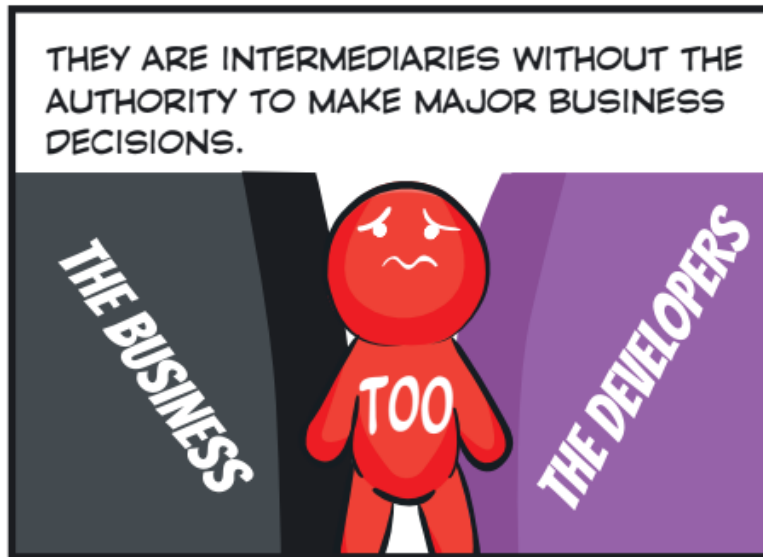
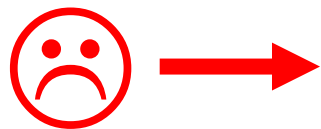


https://www.keystepstosuccess.com/wp-content/uploads/2020/09/scrum_project_program_portfolio-1.jpg

Classic Omissions With Product Owner Role

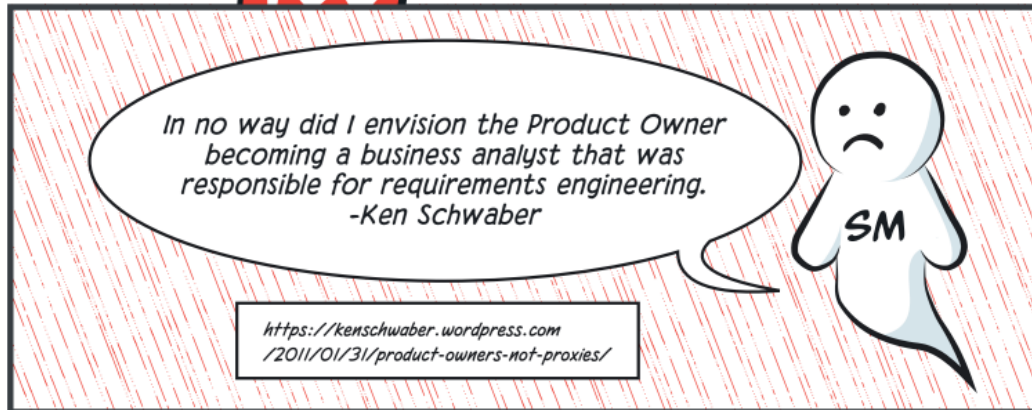
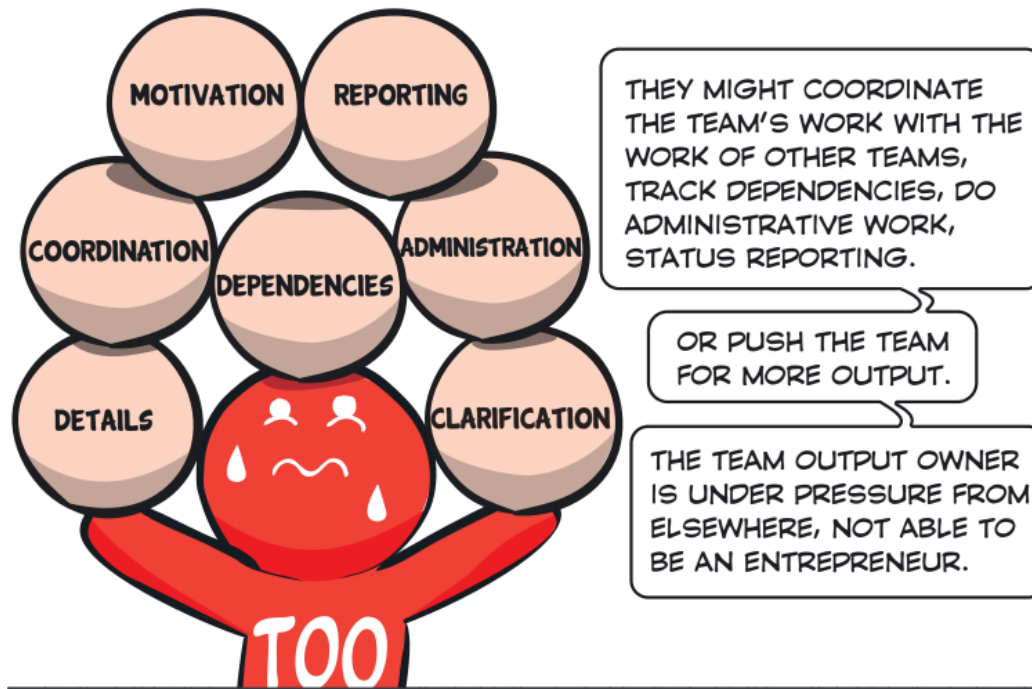


Classic Omissions With Product Owner Role

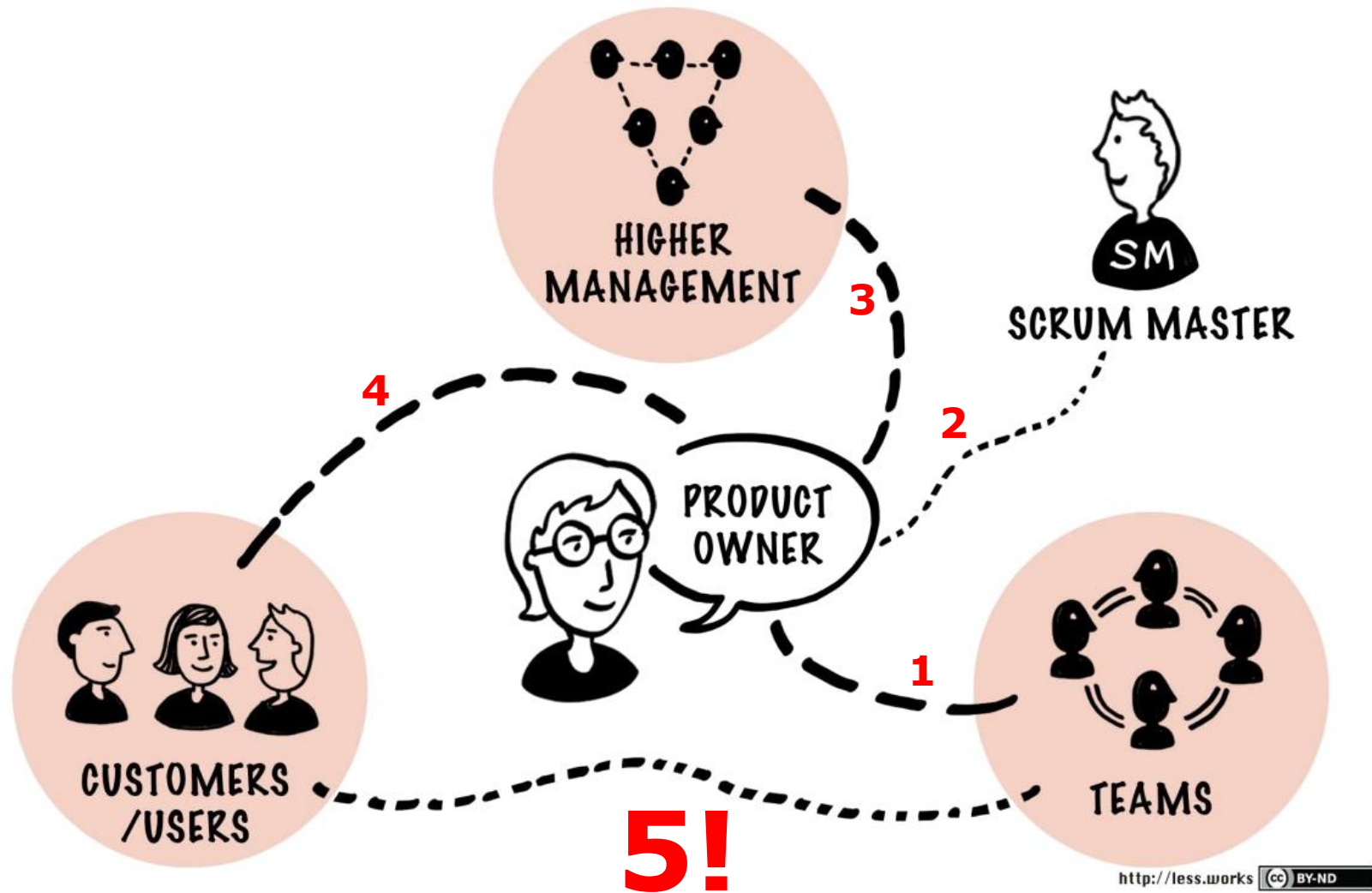


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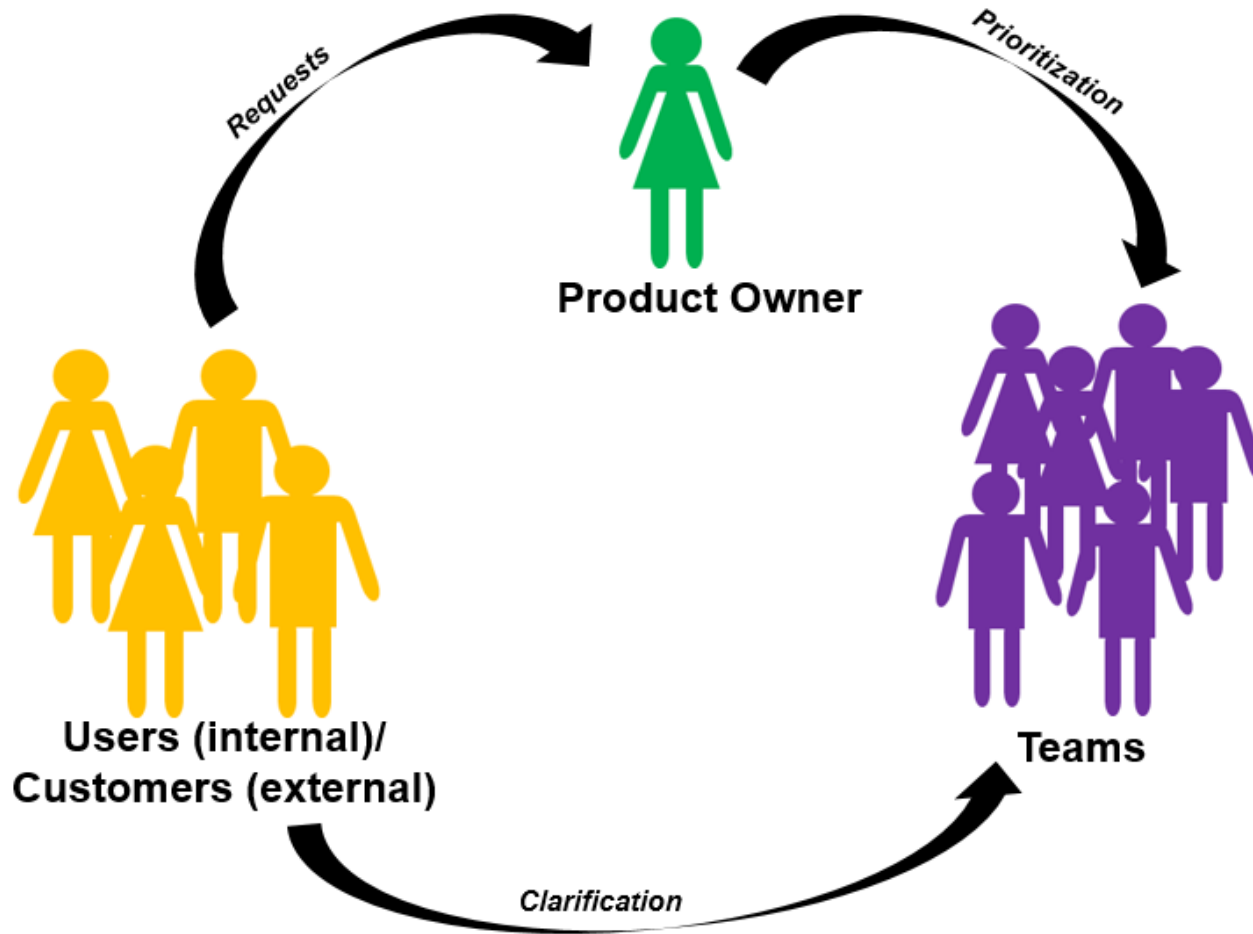
Classic Omissions With Product Owner Role



Proper Positioning and Alignment of Product Owner



Proper Positioning and Alignment of Product Owner



5!

Proper Positioning and Alignment of Product Owner

There is one Product Owner and one Product Backlog for the complete shippable product.

The Product Owner shouldn't work alone on Product Backlog refinement; it is mostly done by the multiple Teams working directly with customers, users, and other stakeholders.

All prioritization (ordering) goes through the Product Owner, but clarification is as much as possible directly between the Teams and customer, users, and other stakeholders.

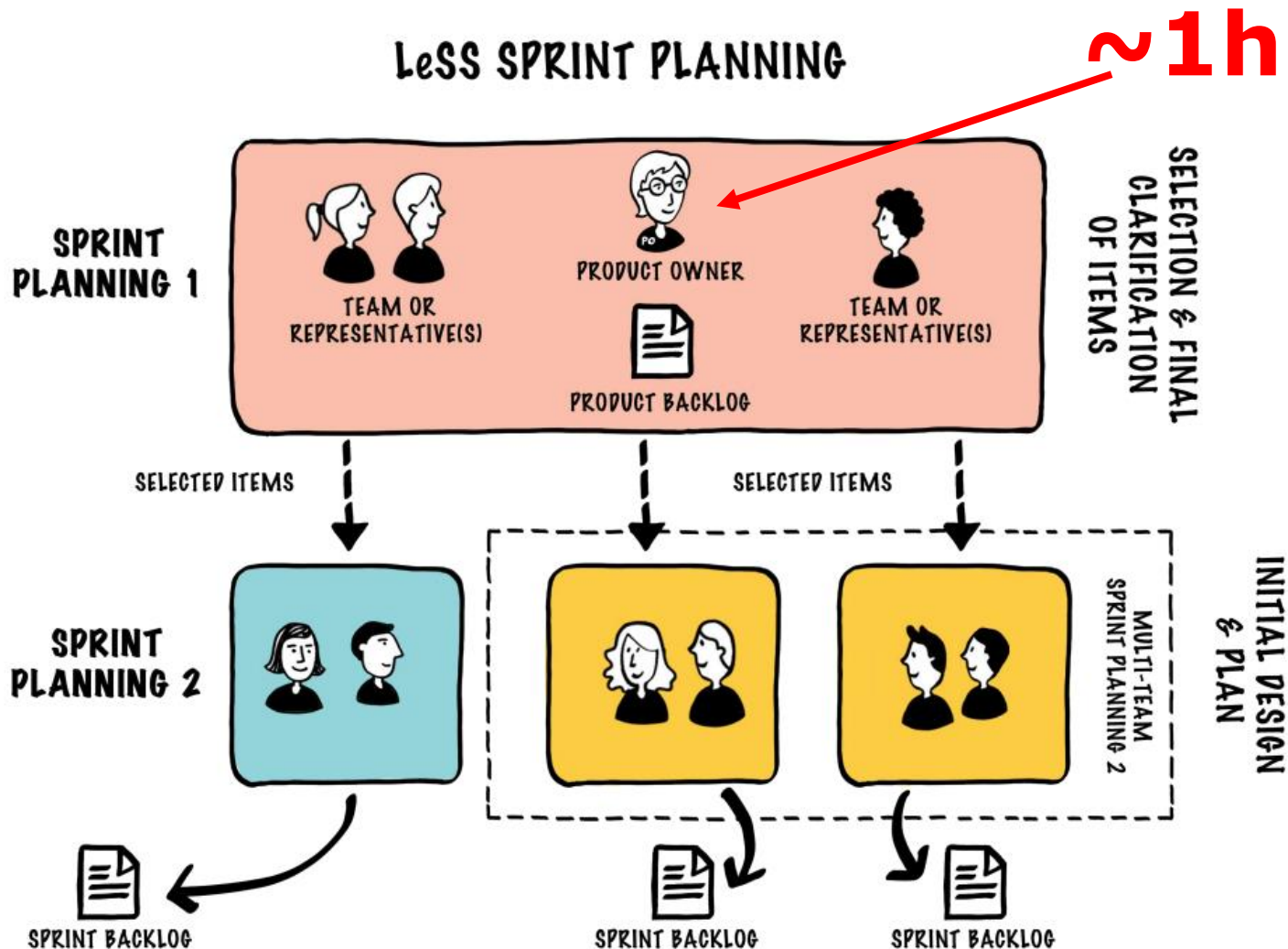
Consumption of Product Owner's Time In LeSS

What LeSS meetings does the Product Owner attend, and what is their *average actual* duration in a typical two-week Sprint?

1. Sprint Planning Part One: 1 hour
2. If doing overall Product Backlog refinement: 1 hour⁶
3. Sprint Review: 2 hours
4. Overall Retrospective: 1.5 hours

So the total time together in meetings is less than a new Product Owner might imagine: realistically, perhaps *six hours in a two-week Sprint*

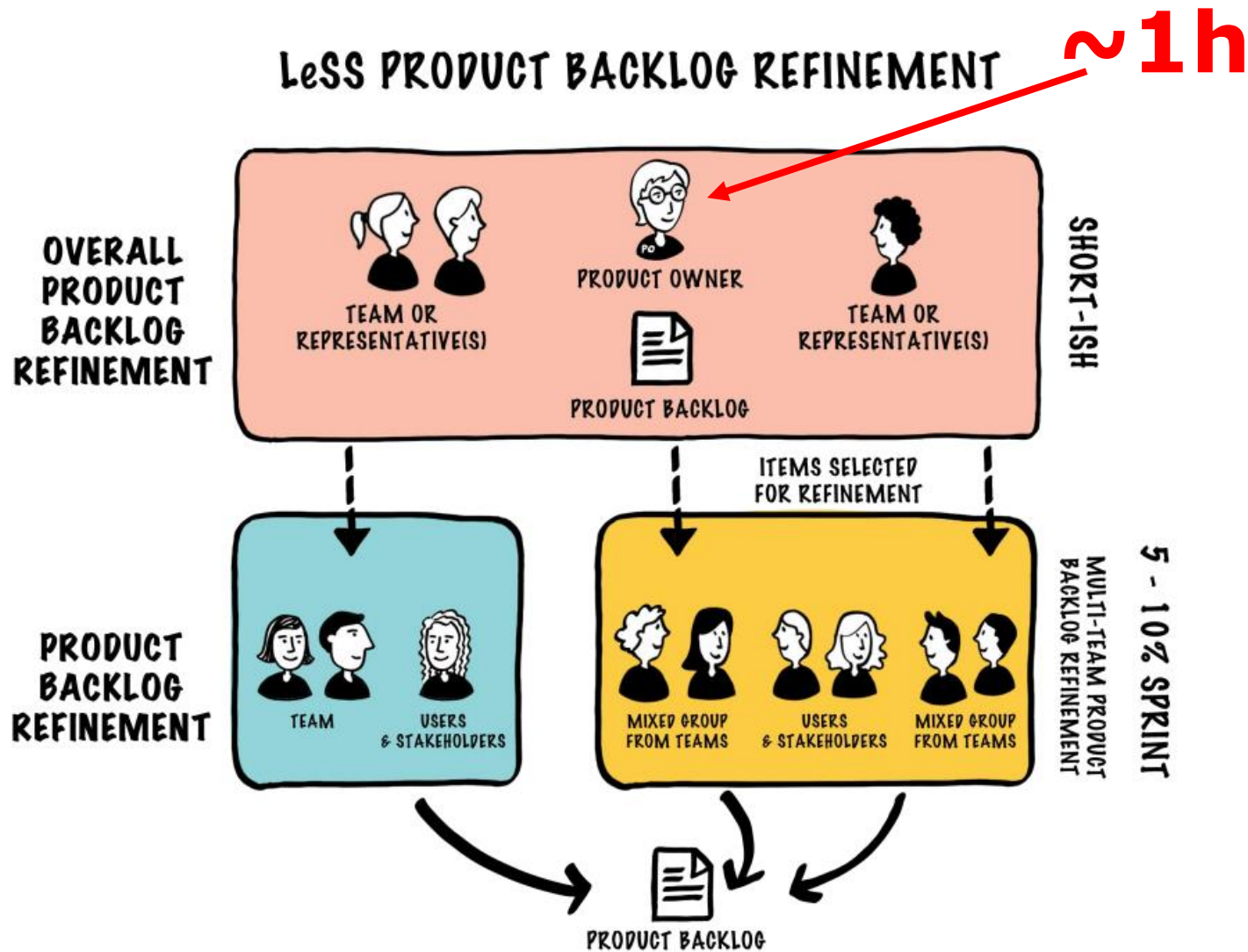
Consumption of Product Owner's Time In LeSS



<http://less.works>

<https://less.works/resources/graphics/book-images>

Consumption of Product Owner's Time In LeSS

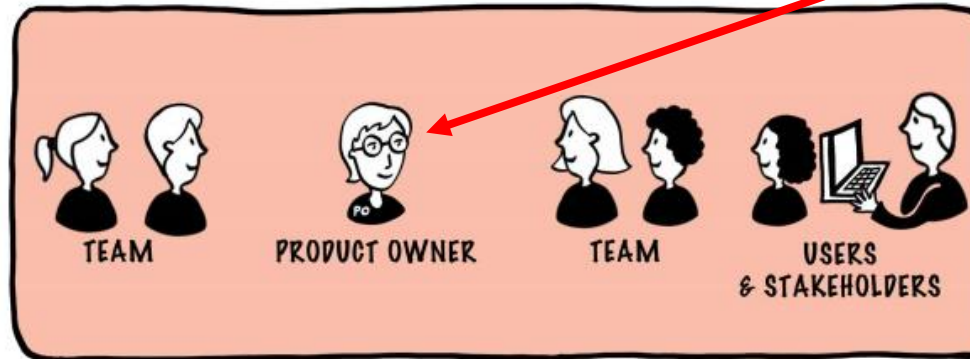


Consumption of Product Owner's Time In LeSS

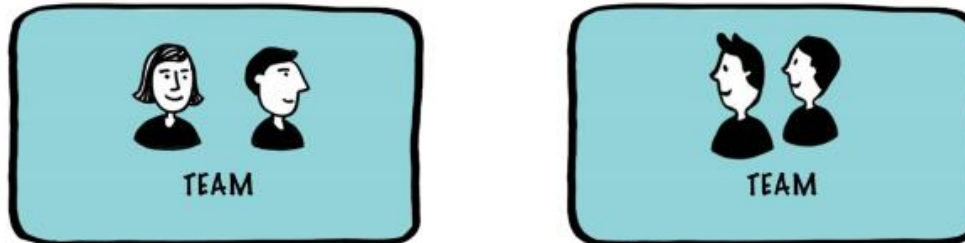
LeSS SPRINT REVIEW & RETROSPECTIVE

~2h

SPRINT REVIEW



TEAM RETROSPECTIVE



OVERALL RETROSPECTIVE

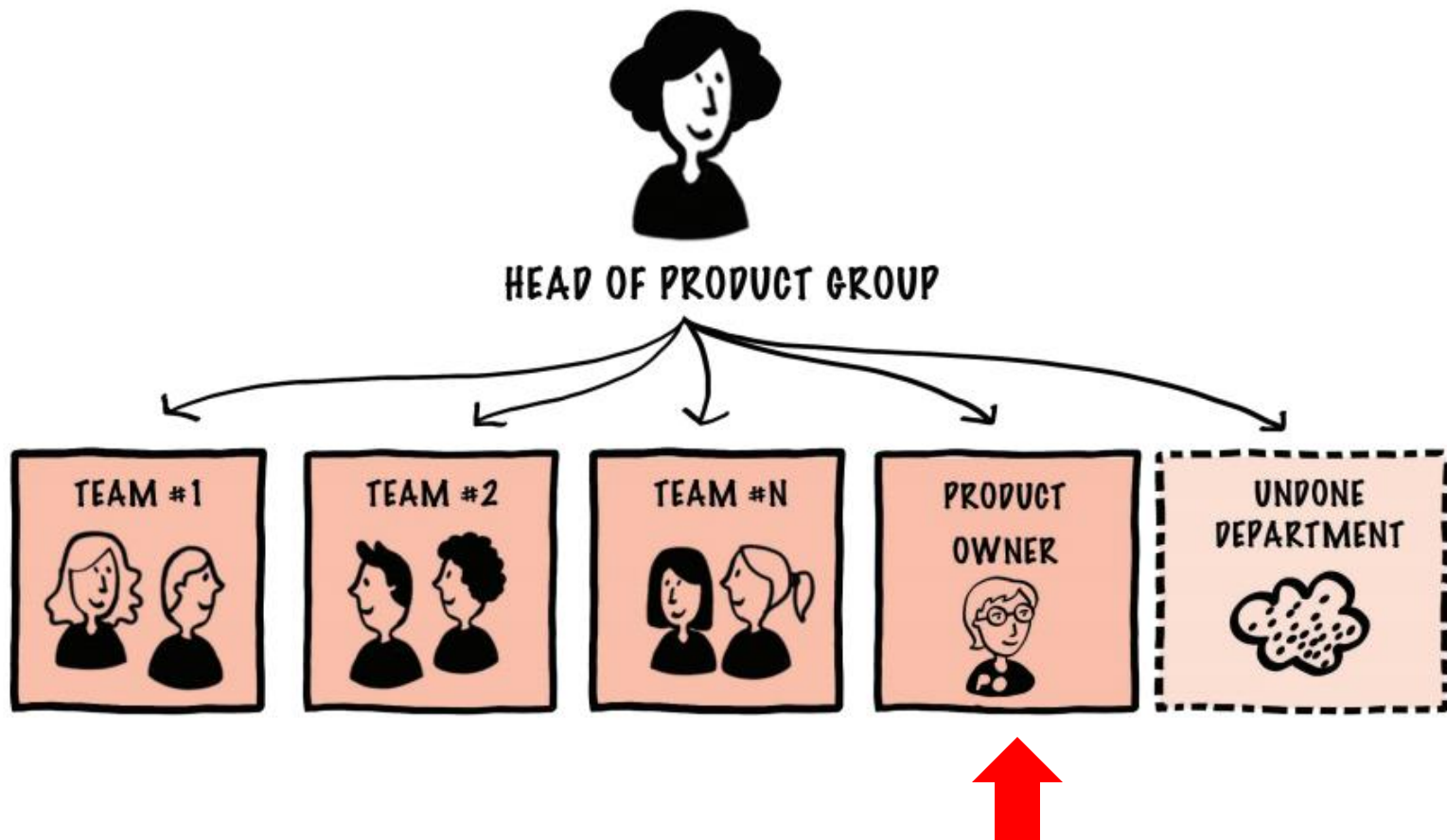


~1.5h

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Who The Product Owner Reports Into In LeSS



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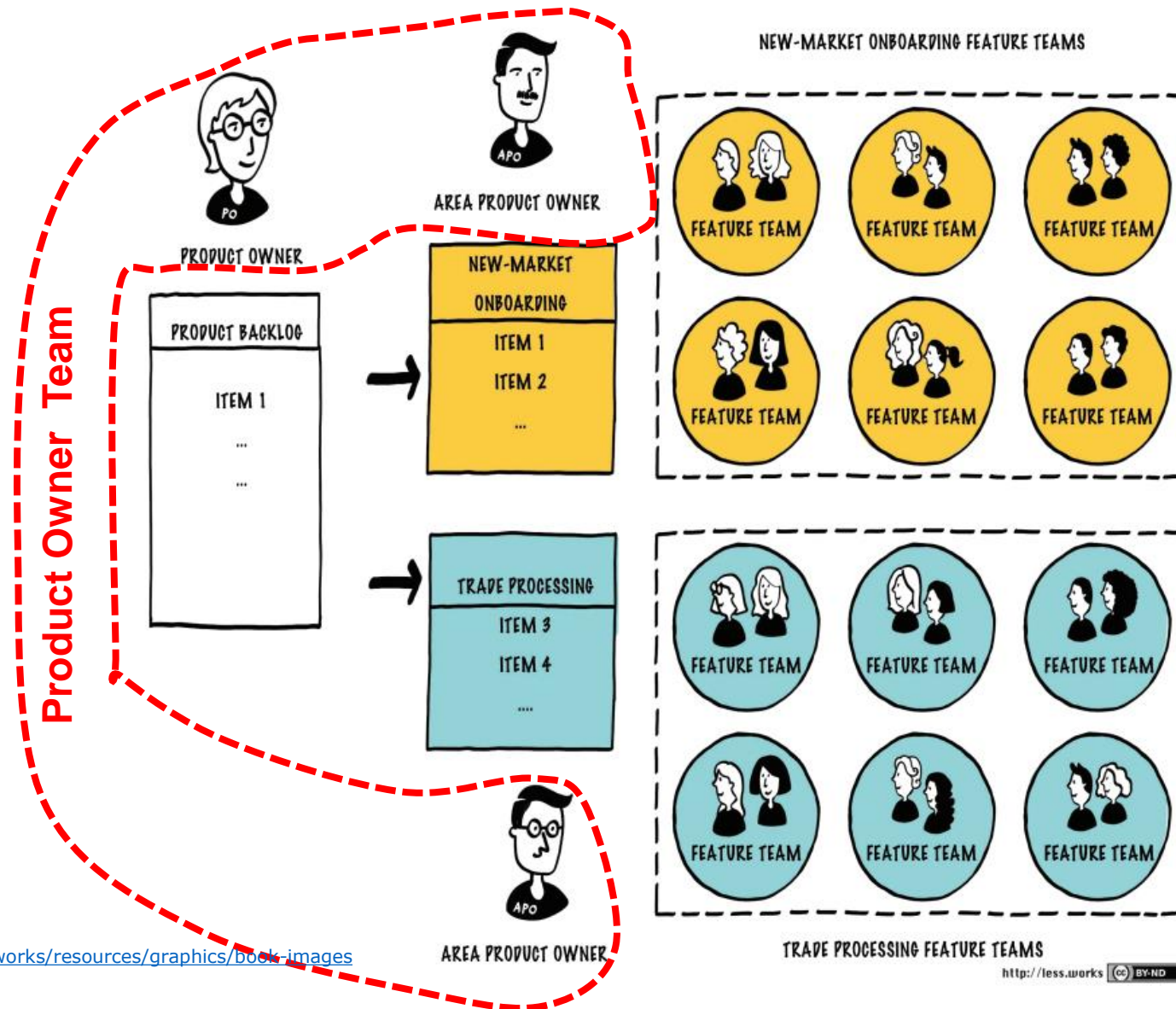
LeSS Organization

Let's examine a LeSS organization...

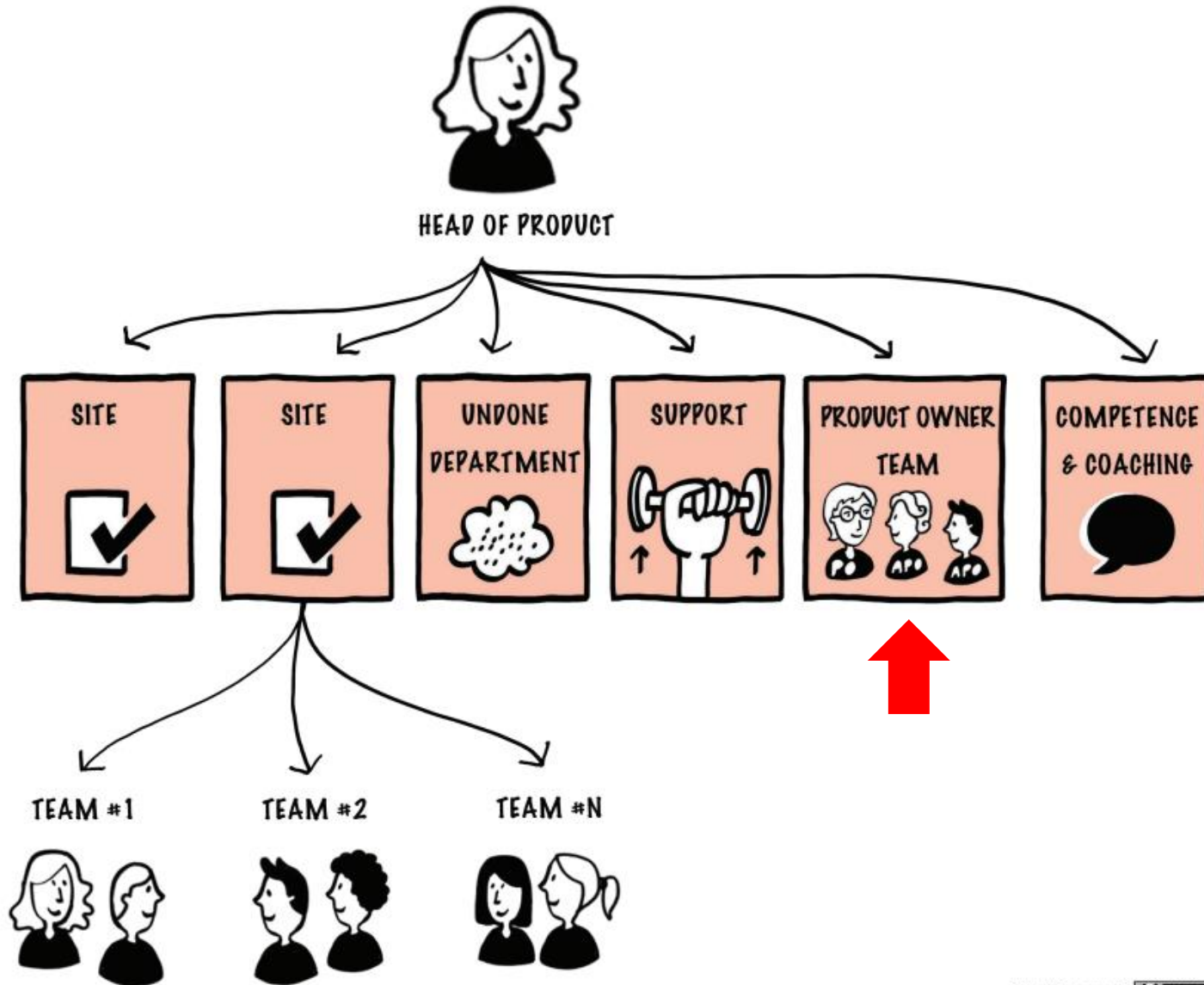
- **Head of the Product Group**—Most LeSS organizations still have managers including a “head of product group.” They support the teams by Go See and help them remove obstacles and improve. LeSS organizations don't have matrix structures and there are no “dotted-line” managers. “Head of Product Group” is called differently in different organization, here we mean the hierarchical manager of all the teams.
- **Feature teams**—This is where the development work is done. Each team is cross-functional, self-managing feature team with a Scrum Master. They are permanent units that stay together for the duration of a product (and sometimes longer). Avoid lots of hierarchical layers as much as possible.
- **Product Owner (Team)**—This is also commonly called “Product Management.” It can be one person but in a larger LeSS organization the Product Owner might be supported by other product managers. An important point in this organizational structure is that the Teams and the Product Owner are peers. This important to keep the power balanced between the roles. The Teams and Product Owner should have a cooperative peer relationship. A common alternative structure is when the Product Owner belongs to a different organization. This is OK though it does often require additional effort to ensure the Product Owner has a close relationship with the Teams.
- **Undone department**—This department, ideally, does not exist. But unfortunately sometimes the teams are not yet able to create a true shippable increment every Sprint. This is reflected by their “Definition of Done” not being equal to “Potentially Shippable.” Undone departments such as test, QA, architecture, or business analysis groups should never exist in the smaller LeSS framework groups as they should be integrated into the teams from the start. On the other hand, we unfortunately frequently still see an operations or production undone department in LeSS adoptions, as they often cross organizational boundaries.

<https://less.works/less/structure/organizational-structure>

The Product Owner (Team) In LeSS Huge



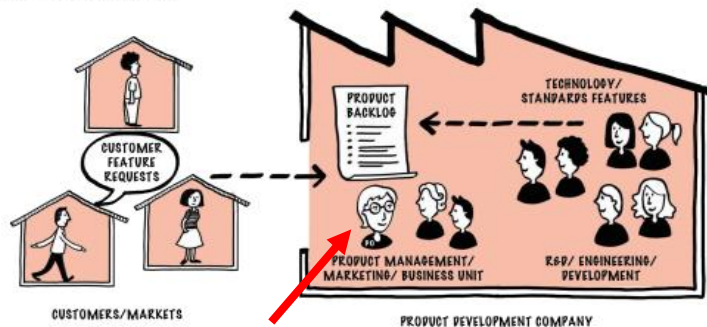
Who The Product Owner Reports Into In LeSS Huge



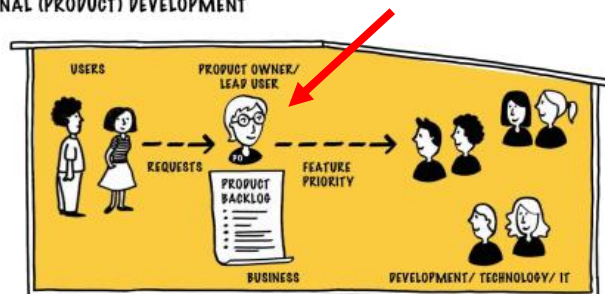
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Who Is The Product Owner in Different Types of Development

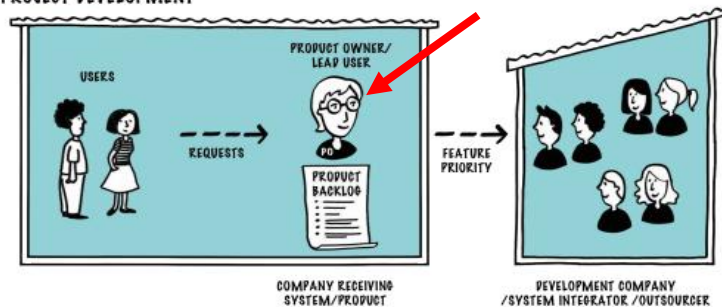
PRODUCT DEVELOPMENT



INTERNAL (PRODUCT) DEVELOPMENT



PROJECT DEVELOPMENT



Q & A