



**Agile**  
**Training Module 5:**  
**Product Manager/Product Owner**

## ***Headquarters***

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# **Module 5: Product Manager/ Product Owner**

**[DATE]**

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(updated 12 Mar 2021)

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1

**Est. Time:** 2 hours

### **Prep Items:**

- Access to Confluence and Jira
- Open separate tabs in the browser for both Confluence and Jira
- Use different browser tabs to open the following pages for the demo

#### Confluence

- Inspect and Adapt—PI-2
- 2020-Q1 - PI-4—The Magnum P.I.
- Post-PI Planning Artifacts—PI-3
- 2019 Summit MVPs

#### Jira

- Jira Backlog,
- 2019-Q4 Sprint-4 (Shows the current active sprint)

**To-do:**

- Show participants the different dashboards and links in Confluence and Jira that the Product Manager/Product Owner (PM/PO) will need to access

**Note to Briefer:**

This is module briefs and demonstrates tasks that must be accessed and reviewed by the PM/PO. During the demo it is important to show participants how to access the dashboards and information being demonstrated.

## ***Learning Objectives***

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- Introduction to Agile (Scrum/Lean/XP)
  - Introduction to Lean-Agile(SAFe) Framework
  - Roles and Responsibilities
  - **Product Owner/Product Manager Responsibilities in Detail**
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2

### **SAY:**

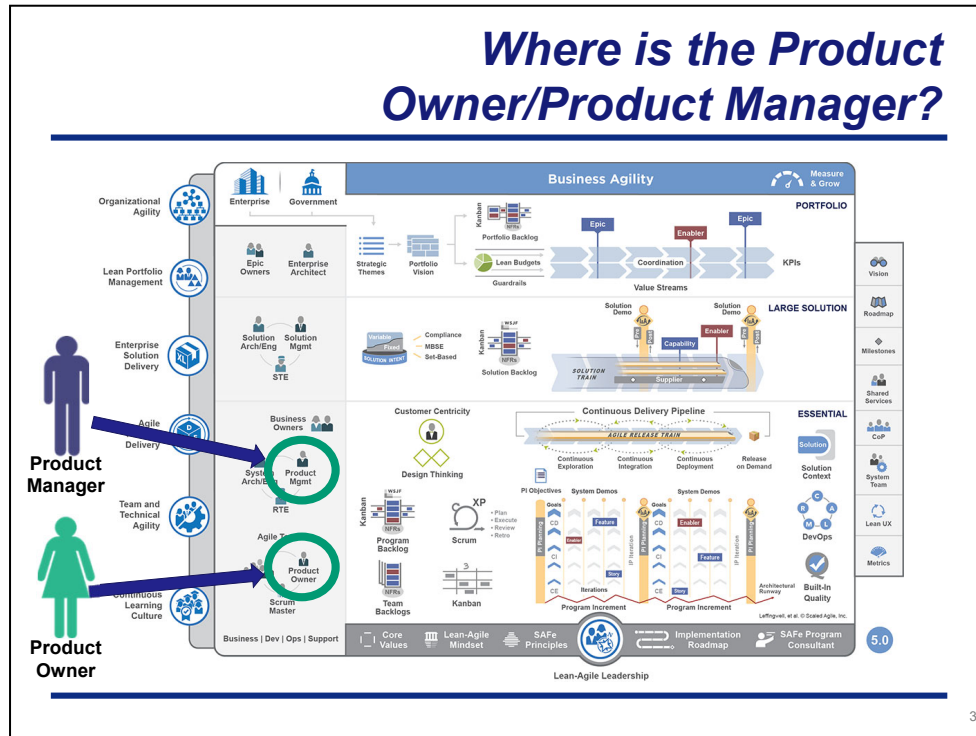
As part of the Lean-Agile training,

- We start off in by introducing you to Agile and the ways it is applied to Teams using Scrum, Lean, Extreme Programming, and Crystal. (Module 1)
- Then we introduced how we scale that up to bigger teams of teams. That is the Lean-Agile Framework and we are using the SAFe construct with that. (Module 2)
- Next, we get into specifics. The fact is there are many roles and responsibilities in this Team of Teams program, and we go over those roles and responsibilities across the board so that you have a basic understanding. (Module 3)

We cover those three modules as CORE knowledge for Lean-Agile training.

The fourth module that we cover is specific to a role.

- Today we are covering the specific role of the Product Owner and Product Manager. We will give specific examples of how they are applied on the program.



**SAY:**  
If you've recently gone through Core Modules 1-3, you have seen this chart multiple times.

**ASK:**  
Based on what you've seen, do you know where the Product Owner or Product Manager roles are located?  
[CLICK THE MOUSE]

**SAY:**  
The Product Owner role is found at the Team level.  
The Team Level is where small cross-functional teams are empowered to make localized decisions that get work done. In addition to the Product Owner, the Team also contains Scrum Masters, Developers, Testers, and other roles as needed.  
[CLICK THE MOUSE]

**SAY:**  
The Product Manager role is normally found at the Program level along with the System Architect/Engineer, Release Train Engineer, and Business Owners. However, for the program, we use the Product Manager (PM) roles to:

- be the interface between the LPM & EA and the Evolution POs
- interface with the external organizations and operators to understand and manage the dependencies, and
- drive the PI objectives

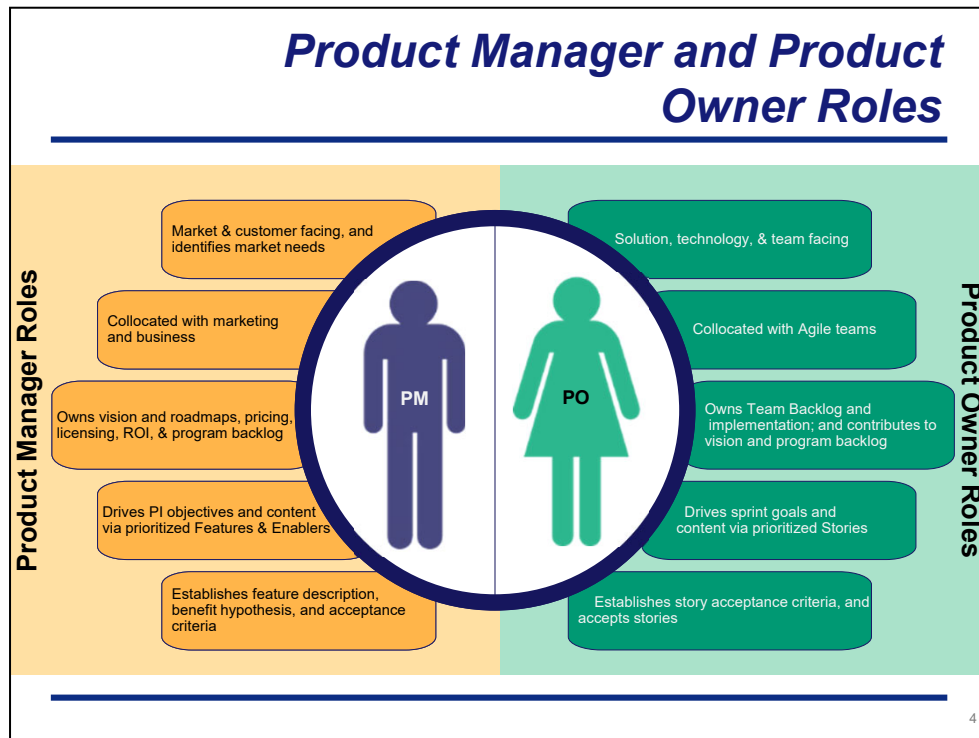
The PM usually manages multiple Evolutions that focus on the individual strategic thrust areas

and may be Product Manager of all the teams in an Agile Release Train or a subset of teams as is the case here.

The Program Level is where agile teams, stakeholders, and other resources are devoted to some important, ongoing system development mission through the Agile Release Train.

Generally, the Product Manager is outward-facing from the team and the Product Owner is inward-facing with the Team.

During this training we will discuss the responsibilities of both roles. Since both roles share content authority for the program, we will point out the differences between the two roles.

**SAY:**

In the Enterprise, a single person cannot handle product strategy and market launch while also being dedicated to Agile Team(s) during development.

Even though they both share content authority for the program, the Product Manager (PM) is primarily responsible for driving the releases and the Program Increments (PIs), and the Product Owner (PO) is responsible for driving each sprint.

Each evolution has a PO. The PM is usually responsible for multiple evolutions.

We will talk about the role that each plays.

**SAY:**

As you can see, the Product Manager has responsibilities that serve both the program and stakeholders. The primary responsibility of the Product Manager is to drive the releases and the Program Increments (PIs).

This requires the PM to engage with the stakeholders and to:

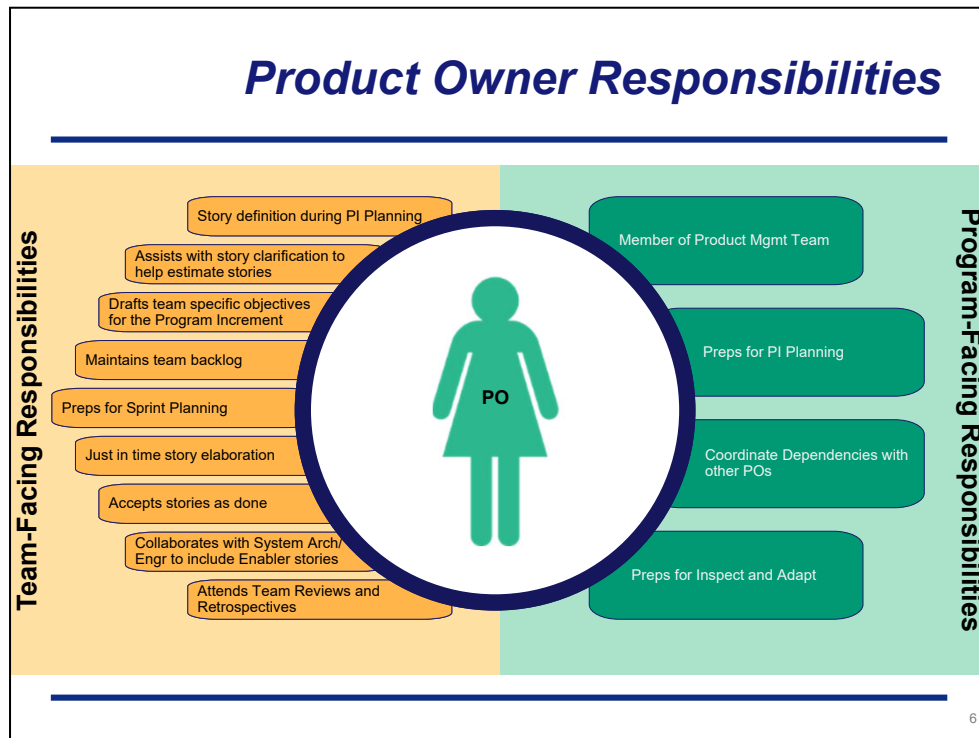
- Understand the customer's needs and validate the solutions the teams are developing.
- Understand the program's strategic themes, and work with Epic Owners to keep the Agile Release Train on track and within budget.
- Develop and communicate the program vision and roadmap.
- Manage and prioritize the flow of work.
- Determine when the product in development is ready to be released to stakeholders or others (like contractors). The product in development could be requirements documents, or interface documents, or statements of work.

The PM communicates and works with the Product Owners (PO) to:

- Communicate the customer's needs.
- Communicate the vision and roadmap.
- Participate in PI Planning and make sure the Team's work is getting done in order to meet the customer's expectations.
- Work with the system architect or engineer to understand the enabler work needed and pass that onto the POs.
- Participate in the system reviews, and the Inspect and adapt sessions.

We will talk about these responsibilities in detail.



**SAY:**

The Product Owner has team-facing and program-facing responsibilities that support the program and the team.

This role is empowered as the central point of product leadership. It is the single voice of the stakeholder community to the Scrum team and is the person who must define what to do and the order in which to do it.

The primary responsibility of the Product Owner (PO) is to drive the sprint. This means the PO works with the team members and is responsible for:

- Story definition during PI Planning
- Assisting with clarifying the story to help the team members estimate those stories
- Drafting the team specific objectives for the PI
- Maintaining the team backlog
- Preparing for Sprint Planning
- Elaborating the stories that are in the next two sprint's backlogs
- Accepting the stories as done during sprint execution
- Collaborating with the system architect or engineer to include the enabler stories in the prioritized backlog
- Attending the team reviews and retrospectives

The Product Owner also works with other teams on the program to:

- Work with the Product Management Team
- Prepare for PI Planning
- Coordinate dependencies with other Teams' POs
- Prepare for and attend the Inspect and Adapt collaborative session

We will also talk about all of these responsibilities in detail.



# Q&A

61