



Scrum.org™
The Home of Scrum

Jim Sammons

Finding Value



Trainer, Coach and Consultant
National Agile Team

September 15th, 2020



©1993 – 2020 Scrum.org All Rights Reserved

What makes Scrum.org

Learning

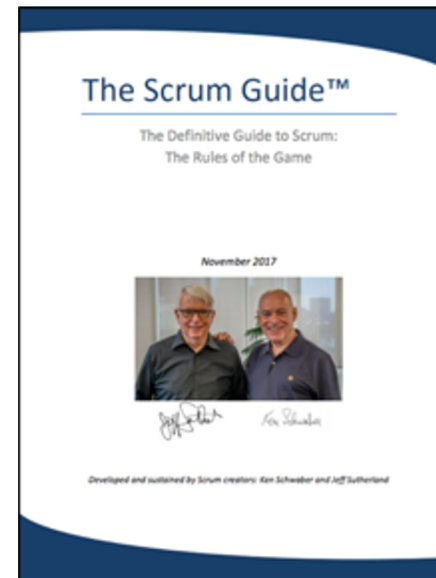
- Training
- Professional Scrum Trainers
- Books
- Free Resources
 - Online Learning Paths
 - Blogs
 - Videos
 - Webinars
 - Whitepapers
 - Articles
 - Forums



Ken Schwaber
Co-creator of Scrum
Scrum.org Founder
& Chairman

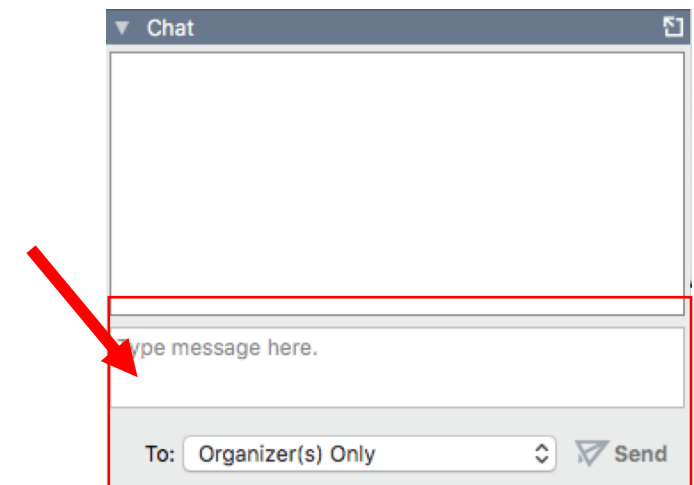
Validation

- Free Open Assessments
- Certification Assessments



Quick Guidelines

- Your microphones will be muted throughout
- Please ask questions!
- Type questions into the webinar questions box:
- Type comments into the webinar comments box:



Insight Digital Innovation fast facts

Global reach

1,300+

**Digital Innovation
teammates worldwide**

Broad expertise

900+

**Sales & services
delivery professionals**

Technology expert

500+

**Cloud-certified
engineers**

Digital transformer

100+

**Agile-certified
professionals**

IoT & Smart Edge

CRN IoT Innovator Award

Intel IoT Solutions
Partner of the Year

Microsoft U.S. Azure Team
Partner Choice Award

Microsoft U.S. Data & Artificial
Intelligence

Microsoft Worldwide Internet of
Things Partner of the Year

Transformation Services

Strong performer: The Forrester
Wave™ Midsize Agile Software
Development Service Providers

Cloud Enablement

Earned Azure Expert MSP
(Managed Service Provider)
status with Microsoft

Intelligent Apps

Microsoft Worldwide
Modern Workplace
Partner of the Year

Microsoft Worldwide
Mobile App Development

Microsoft U.S. Partner Award
for Intelligent Cloud – Application
Innovation

DevOps

Microsoft Worldwide Open
Source on Azure Partner of
the Year Award

Microsoft U.S. Partner Award
for Apps & Infrastructure –
Open Source Apps

Microsoft U.S. Partner for
Apps & Infrastructure –
DevOps

Data & AI

Microsoft U.S. Azure Team
Partner Choice Award

Microsoft Worldwide Artificial
Intelligence Partner of the Year



Our Agile Approach

We help clients deliver value in complexity and uncertainty

From Scrum and Kanban practices to cultural shifts and leadership approaches, we support the whole Agile journey

We have deep
experience
and a breadth
of offerings

With over 100 certified Agile professionals, we offer a full range of Agile consulting, from assessments and coaching to training and product delivery.

We meet
you where
you're at

We evaluate where you are at on your Agile journey, provide valuable insights, and partner with you to reach the next level of agility.

Everything
we do,
we can teach
you to do

Our mission is to enable your success in owning your own agility by developing and delivering valuable products.

Our Agile Offerings



Training and Certification

- Professional Scrum training and certifications
- Kanban, Agile Leadership and Agile Requirements workshops
- One-day “Introduction to Agility” for large groups
- SAFe training and certifications
- Custom course creation



Delivery and Staffing

- Agile Delivery Teams
- Product Owners
- Scrum Masters
- Development Team members



Enablement Services

- Agile readiness and health checks
- Coaching and mentoring
- Team Launch Workshops and Services



We have six Professional Scrum Trainers (PSTs) on staff and are founding members of the Scrum.org Professional Training Network



About Me

- Passionate about Scrum, Kanban and Human Beings doing meaningful work.
- Plays boardgames, watches Seinfeld and too much YouTube
- Loves coffee, animals and the 80's and 90's.
- Ohio State Buckeyes, Chicago Cubs, Chicago Bears and Chicago Bulls fan
- Enjoys building things with wood and metal

"I feel the need...the need, for speed"



[/jamessammons/](https://www.linkedin.com/company/jamessammons/)



Jim.Sammons@Insight.com



Columbus, OH USA



What I have...



Classes I teach...



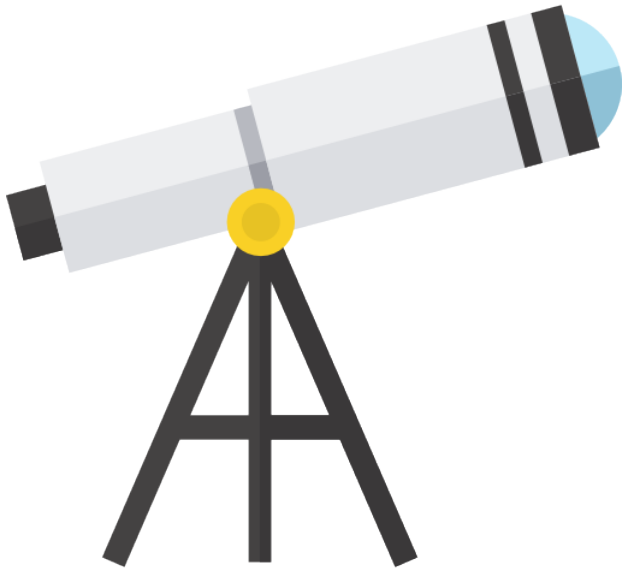
Finding Value





First..an analogy

The 3 V's of Product Ownership



Vision



Value



Validation

What is Value?

Val·ue

/ˈvʌlyoʊ/

noun

the regard that something is held to deserve; the importance, worth, or usefulness of something.

"your support is of great value"

synonyms: worth, usefulness, advantage, benefit, gain, profit, good, help, merit, helpfulness

verb

estimate the monetary worth of (something).

"his estate was valued at \$45,000"

synonyms: evaluate, assess, estimate, appraise, price, put/set a price on

Source: Oxford Pocket Dictionary of Current English

blackswanfarming.com






Value - Continued

- For most companies value can be traced back to a monetary impact.
- Even valuable work such as improving an organizations culture or employee satisfaction has its ties in a financial impact.
- Finding the true monetary or societal impact of our work should always be pursued.

But...

- We can't always wait and there are diminishing returns to the effort.

The 5 A's of Product Ownership

-  **A** **Availability** as much as needed (within reason).
-  **A** **Agile Mindset** must embody the concepts of **iterative** and **incremental** delivery with customer needs and validation paramount.
-  **A** **Accountable** Accountability should be an **internal** trait. We don't need permission to be accountable.
-  **A** **Authority** The organization, and any key leaders, **will support and honor** the decisions made by the product owner.
-  **A** **Analytical** Market analysis, customer feedback, risks, budget. This analysis is critical to achieve “Validation” as without it we may become **efficient** in our work but no more **effective** at creating true customer value.

Question:
When do we achieve value?

Only when we release.



Different Types of Value

Increase
Revenue

Increasing sales to new or existing customers. Delighting or Disrupting to increase market share and size

Protect
Revenue

Improvements and incremental innovation to **sustain** current market share and revenue figures

Reduce Costs

Costs that we are *currently* incurring, that can be **reduced**. More efficient, improved margin or contribution

Avoid Costs

Improvements to **sustain** current cost base. Costs we are not currently incurring but may in the future

Improve Service

Improving our services will normally lead to one (or many) of the above outcomes while improving customer satisfaction.

"Prioritization" Anti-Patterns



HIPPO

"Highest Paid Persons Opinion"

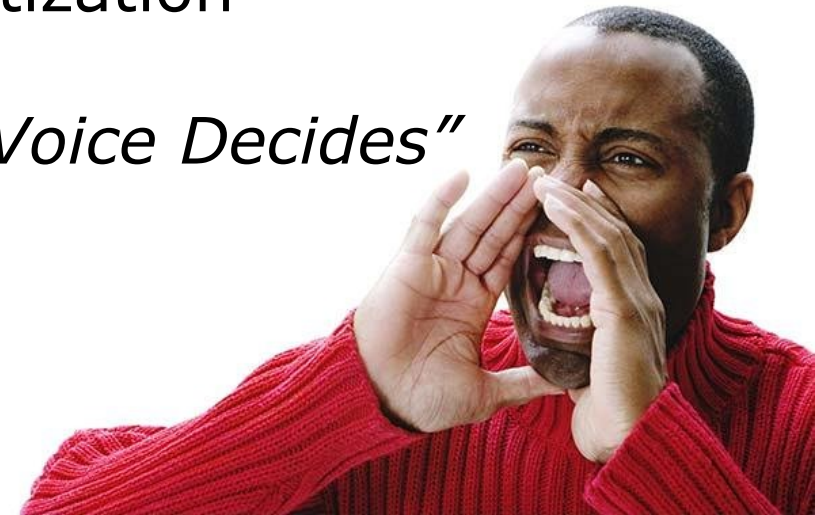


Gut feeling

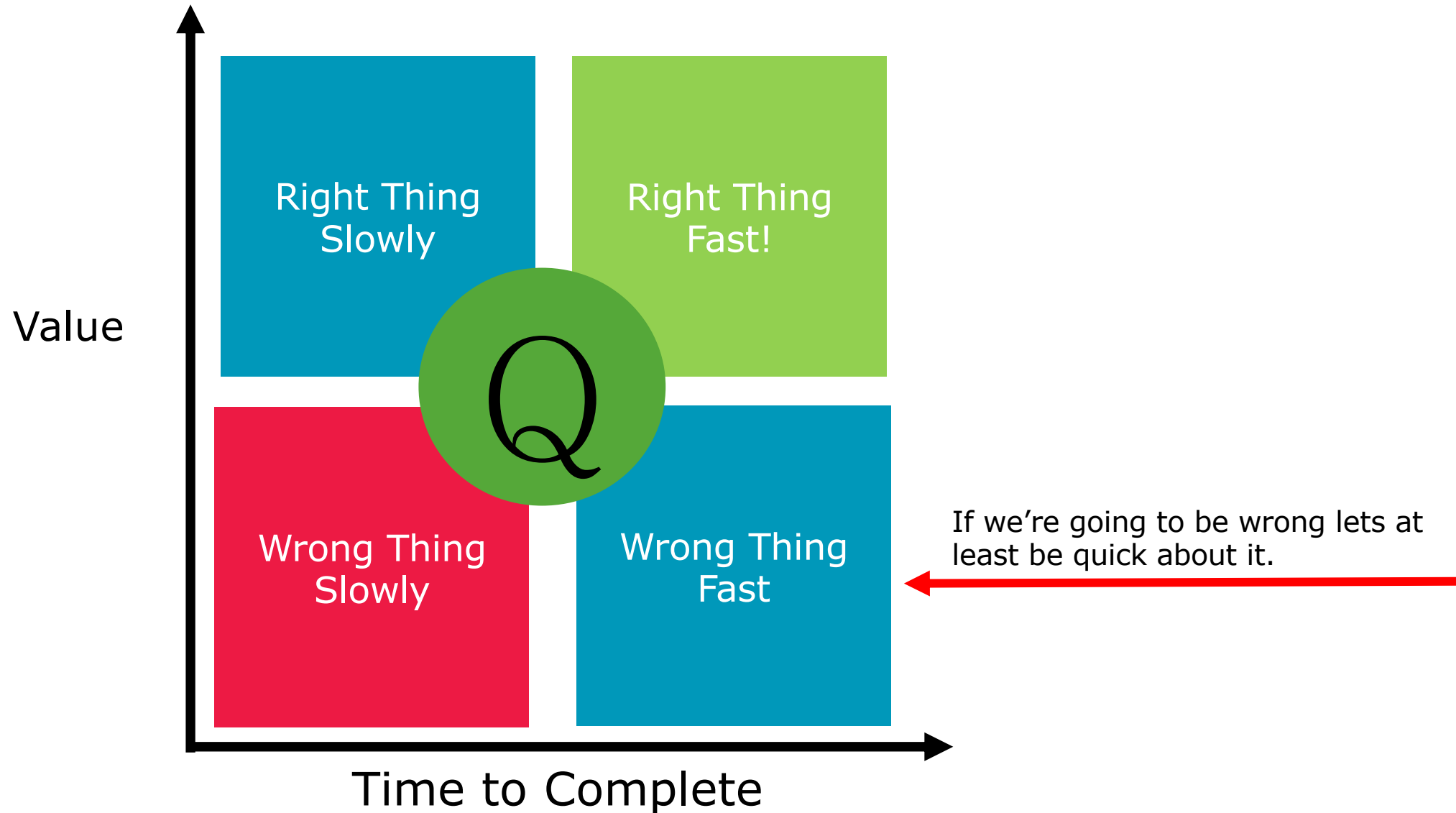
Really? That's all you got?

LVD Prioritization

"Loudest Voice Decides"



Why Flow and Speed are Critical

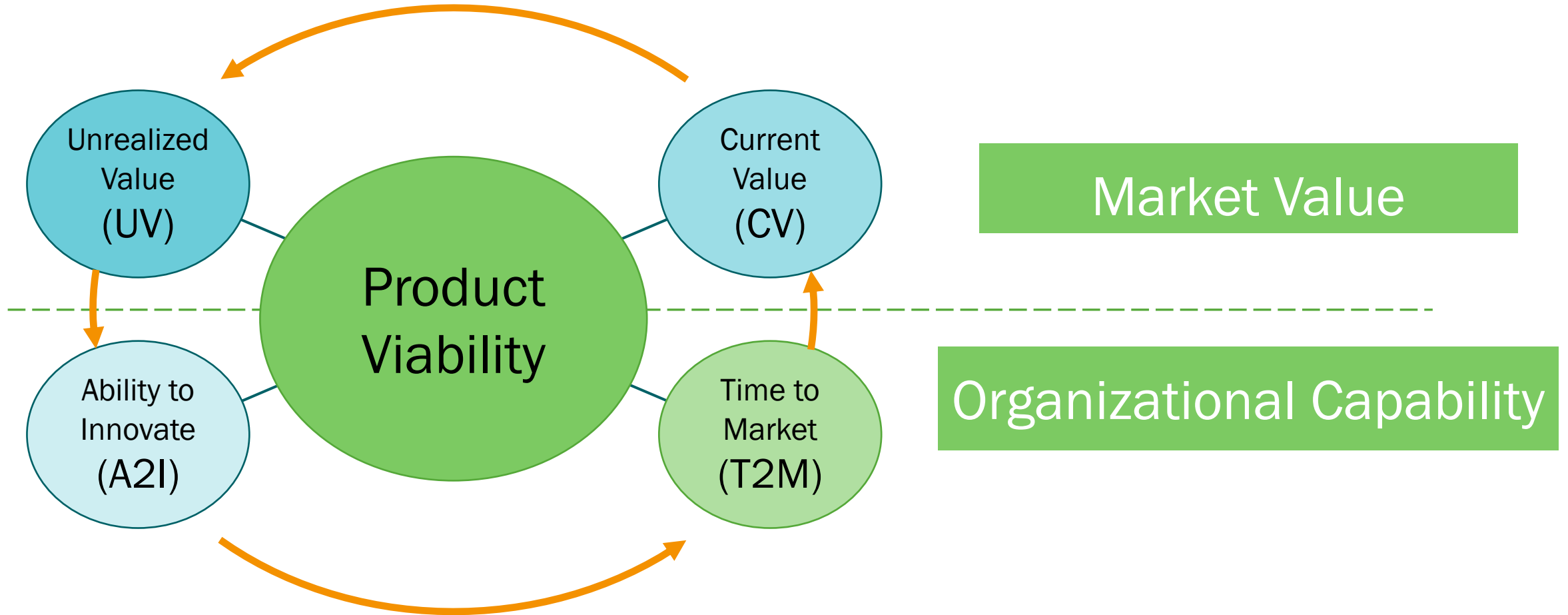




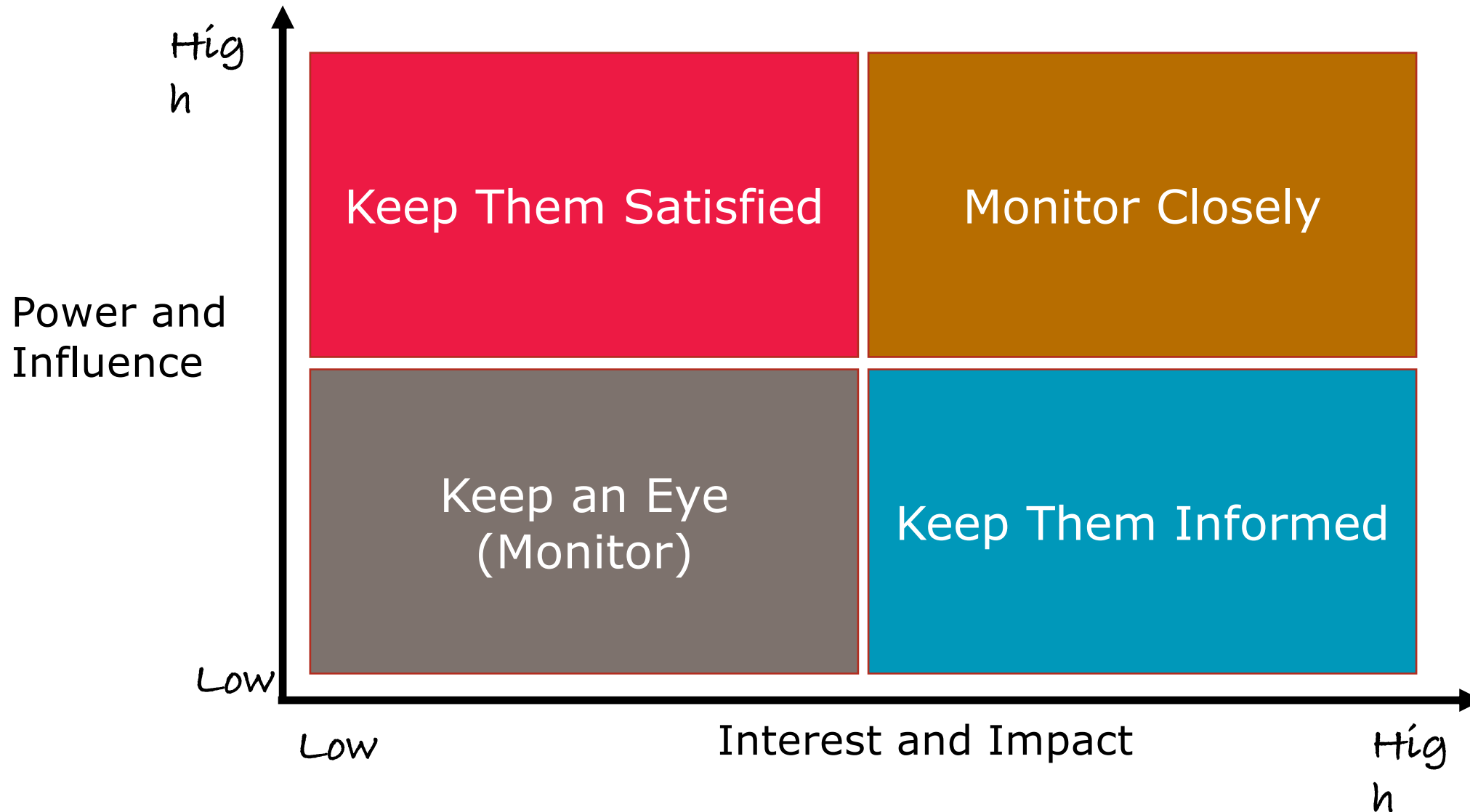
Caution

Avoid adopting too many cats (features) as they require constant care and feeding, thus impacting your ability to innovate.

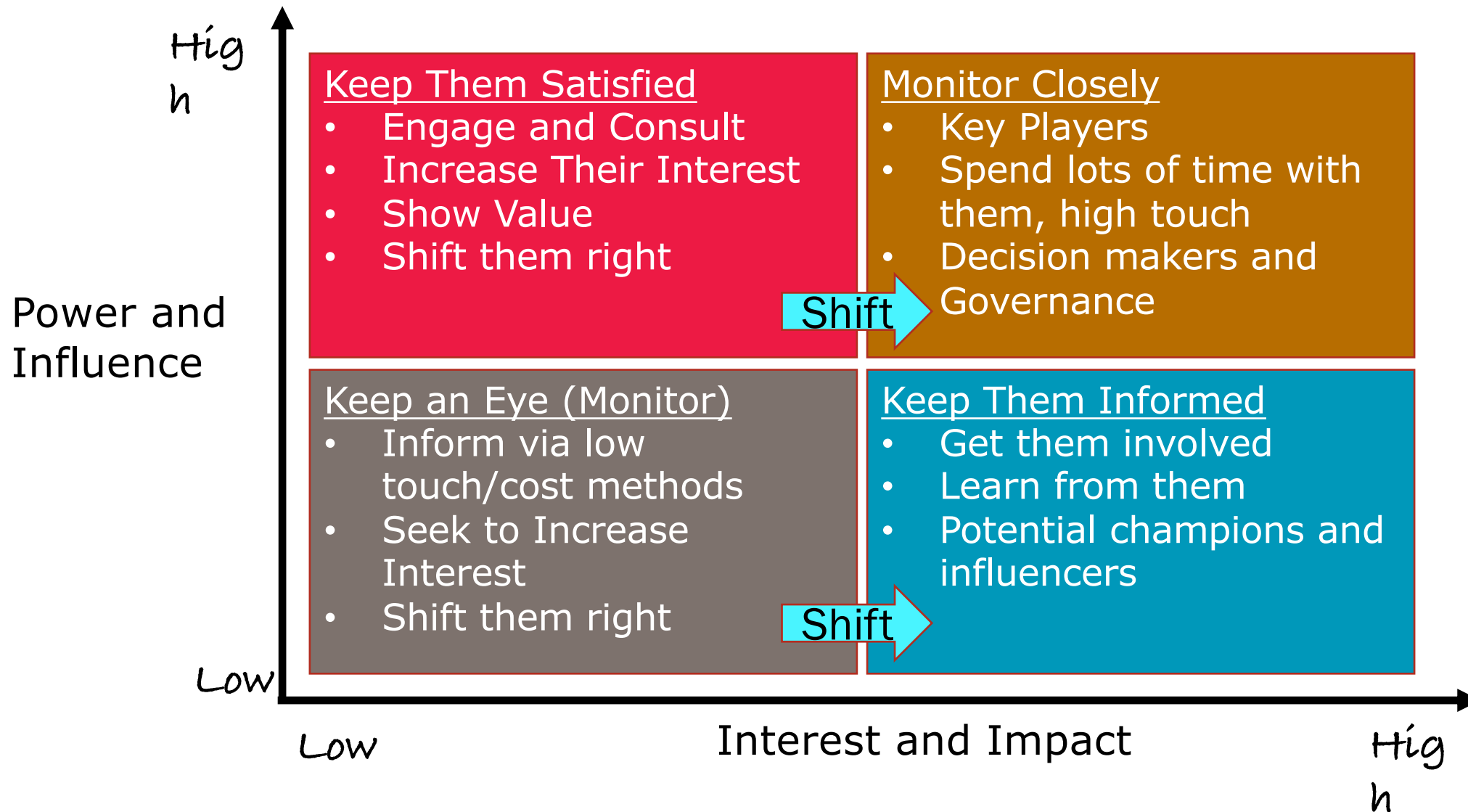
Evidenced Based Management



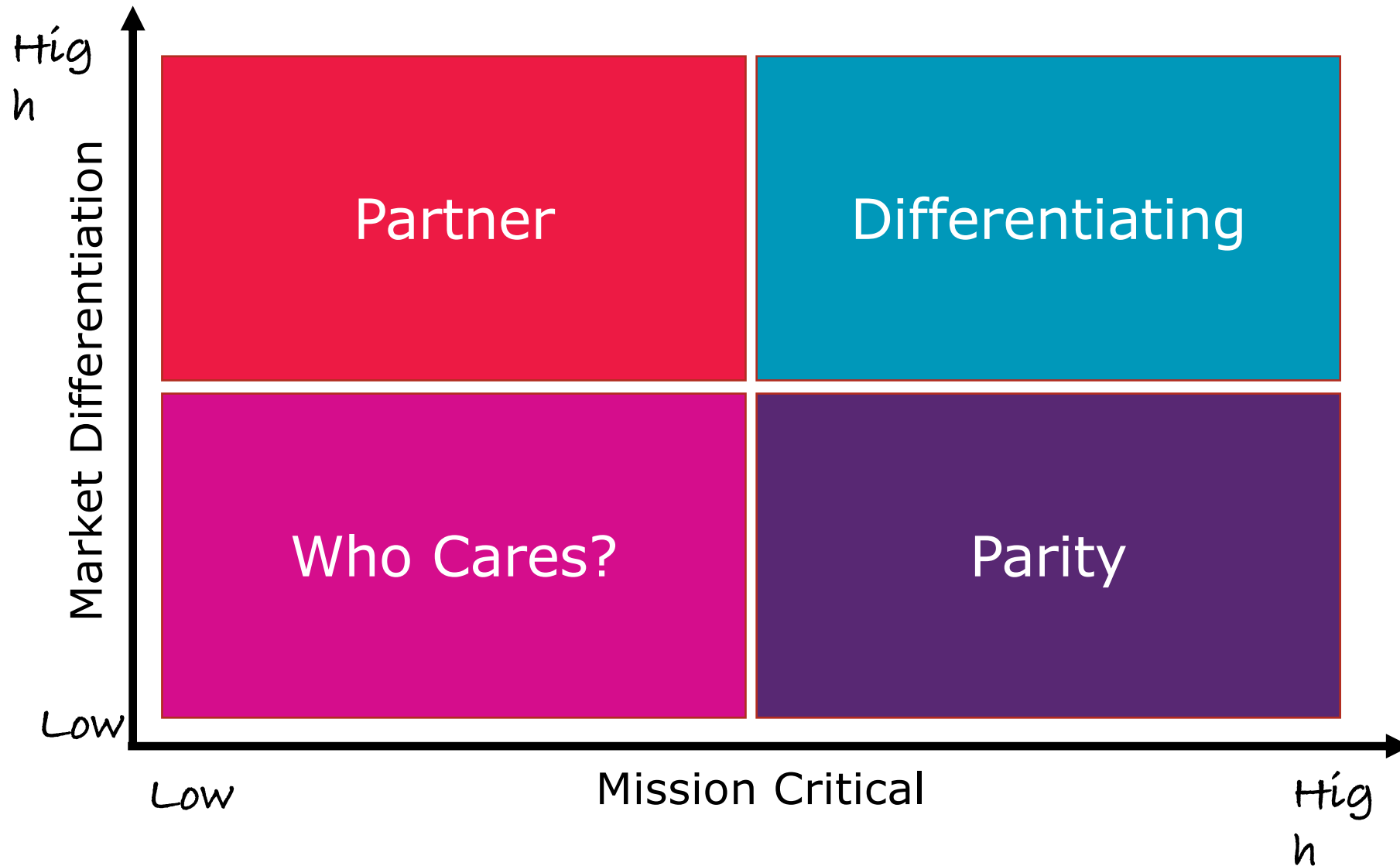
Stakeholder Map



Stakeholder Map Quadrants Explained



Purpose Alignment Model

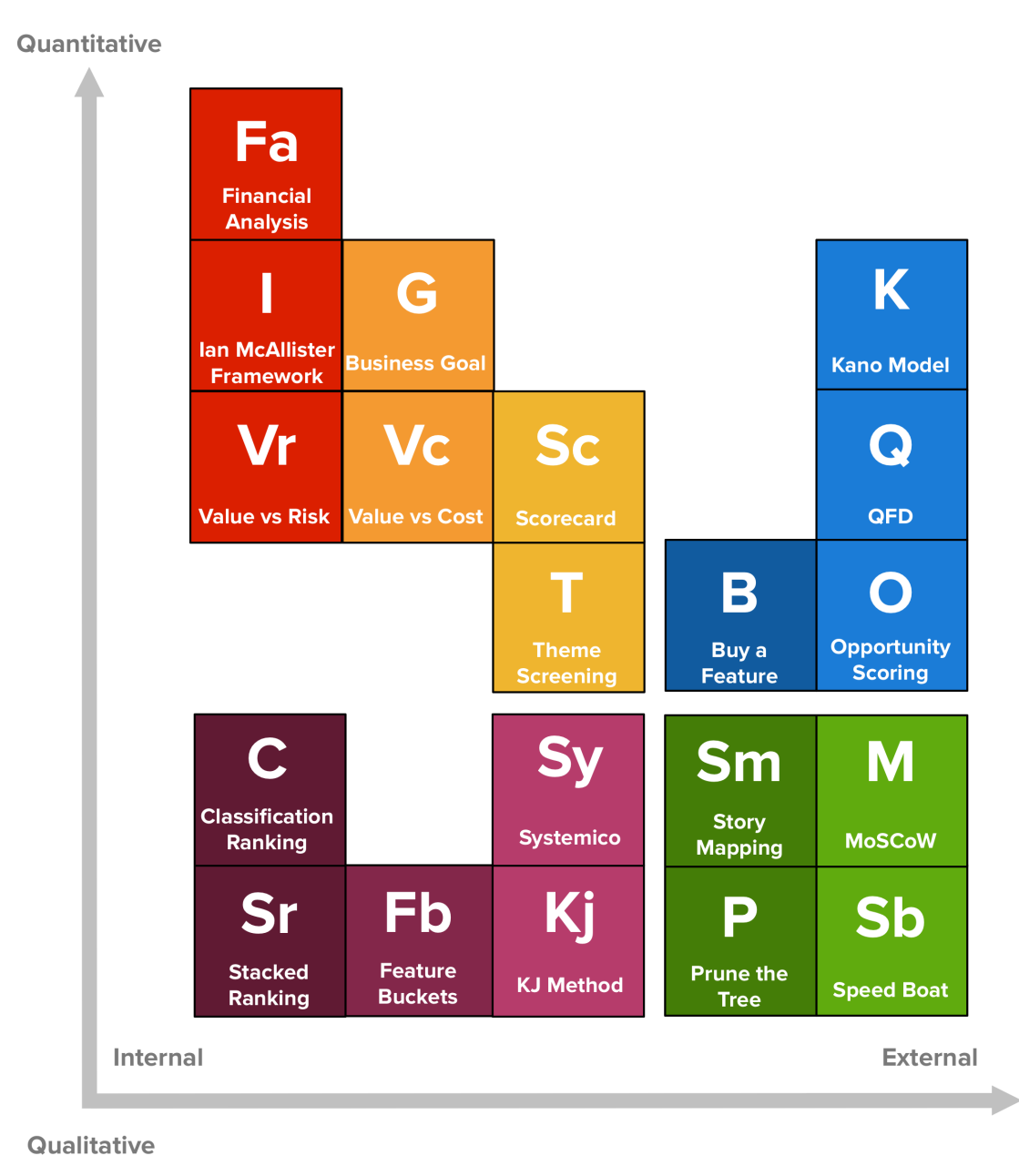


PAM Quadrants Explained



So many options to
prioritize work...what
to use?

Beware....spending too much
time on this is waste. We must
also optimize for flow.



MoSCoW Prioritization

Too Simple

...but may be useful to stimulate productive conversations around value

- Must have
- Should have
- Could have
- Won't (or will not) have



PICK Chart

- PICK is a Lean SixSigma technique developed at Lockheed Martin
- Good, not great
- Adds more dimensions to consider
- Encourages discussion around viability
- Helps the PO quickly identify and sort high value work with input from the team.



PICK Chart

Possible

- Maybe do these

Implement

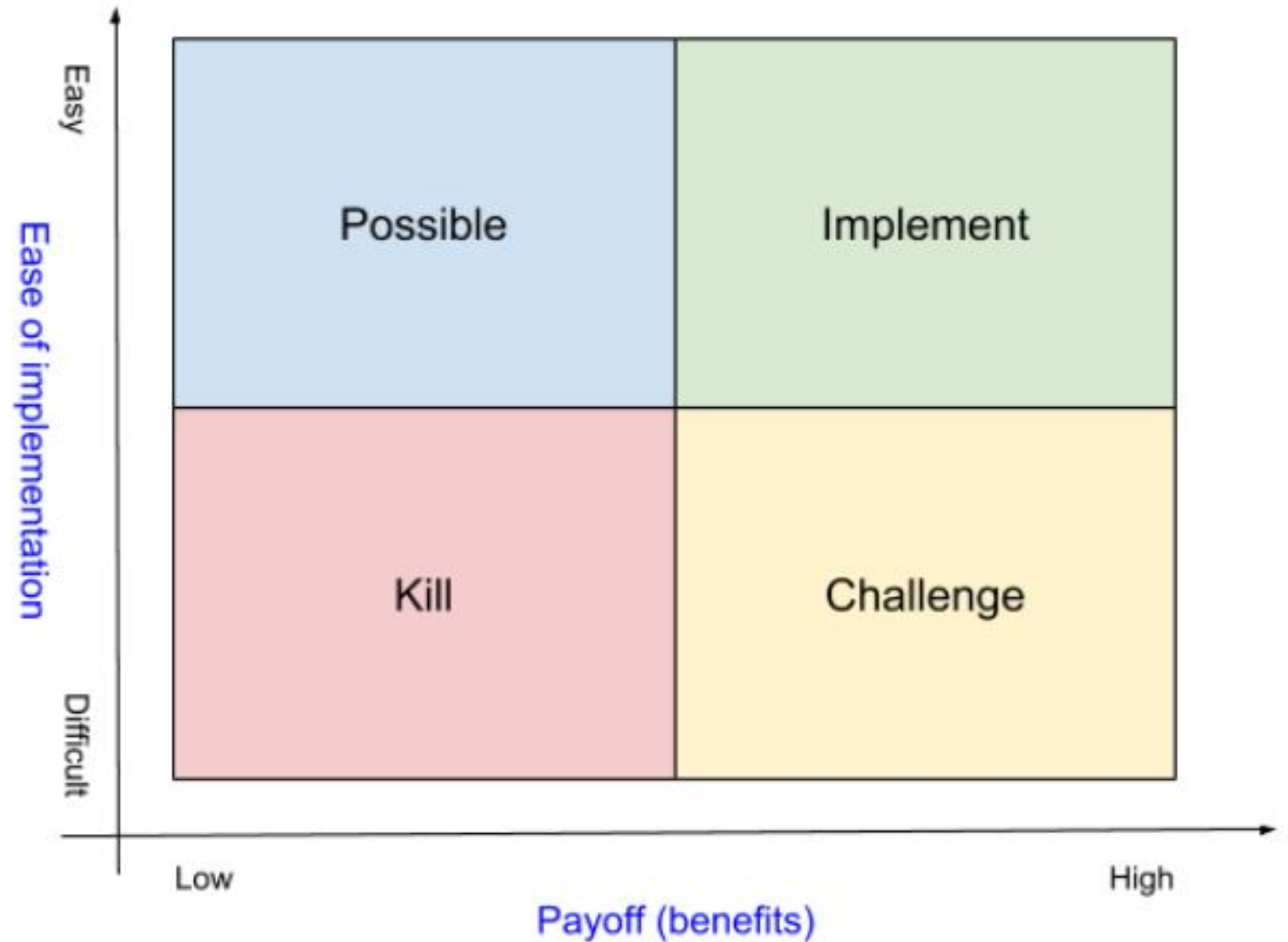
- Definitely Do these

Challenge

- Investigate these more

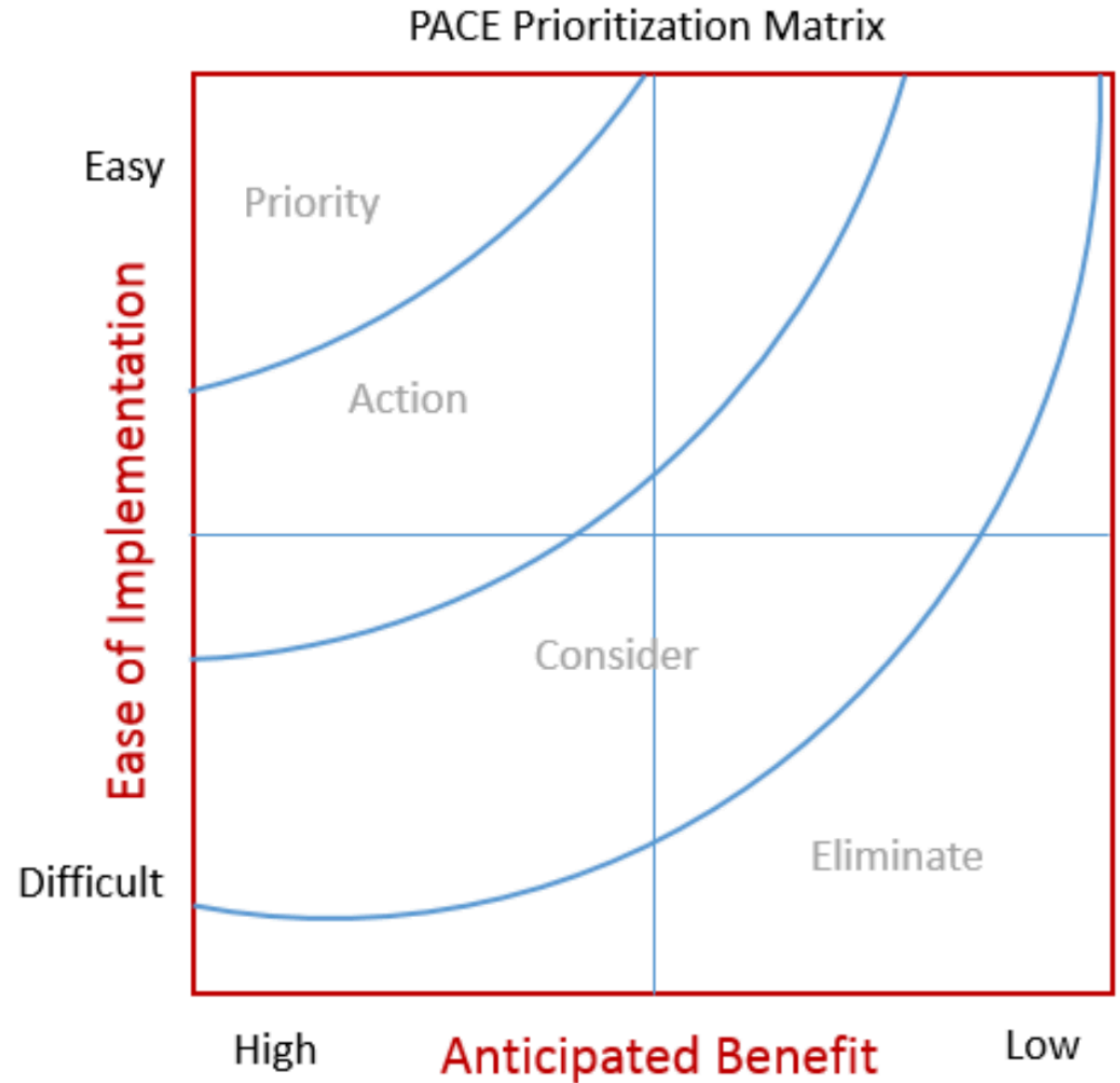
Kill

- Don't do these



PACE Chart

- Similar to a PICK Chart with a bit of added mojo
- Helpful when reviewing a large amount of PBI's (or potential work)
- Helps the PO quickly identify high value work with input from the team.



KANO Model - 4 Major Factors

Performance

The **more** the better. Gmail storage, Internet speed, Phone capacity, Lower account fees, etc.

Attractive
(Exciters/Delighters)

These are the features that can propel your product to be competitive and a customers **first choice**.

Must Be

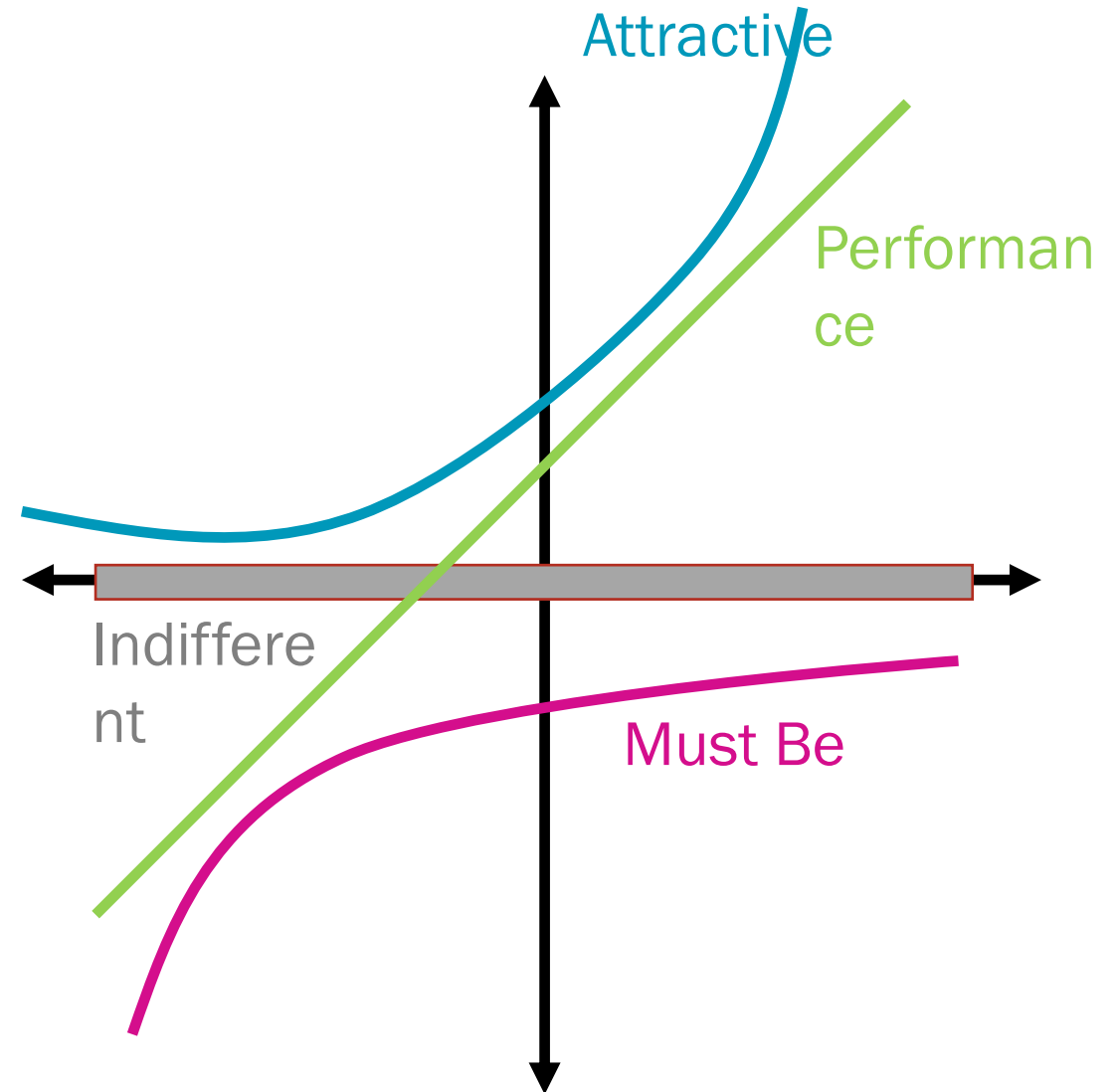
These are those core features that just “have” to be present to be competitive. Think **parity** with competition.

Indifferent

These are those features that don't excite anyone and just leave them feeling “**meh**”

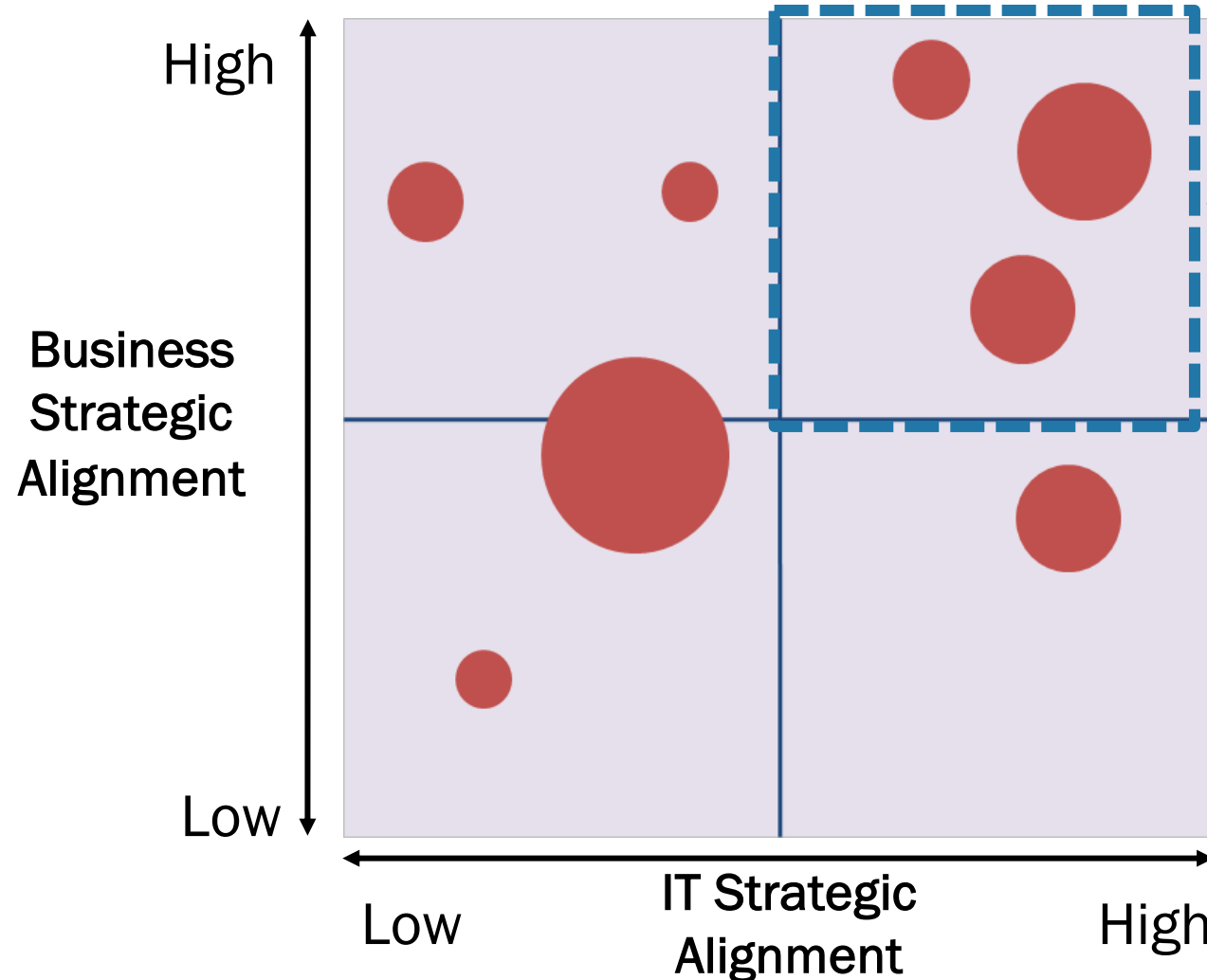
KANO Continued

- Understand what type of feature you're building.
- How will the customer feel about it?
- Maintain balance between parity, innovation and experimentation.



Strategic Alignment Index

Source: "Measuring the Business Value of Information Technology", Intel Press



Highest benefits are most likely realized when building these products or features

Size of bubble = TCO

Total Cost of Ownership (TCO) and value are variables used in development prioritization.

Ok...let's say you can't do any of that.

Let It Flow!



Questions

Professional Scrum Training



Consistent

Global

Experiential

Certification



**Globally
Recognized**

**Never
Renew**

**Prove
Knowledge**

**Highly
Respected**

Professional Scrum Competency Framework



Managing Products
with Agility



Developing People
and Teams



Understanding and
Applying the Scrum
Framework



Developing &
Delivering Products
Professionally



Evolving the Agile
Organization

- Defines the things a Scrum practitioner needs to know/do/teach to be effective
- Connected to detailed learning objectives and a five-level capability model
- Integrated into Training, Assessments and Content
- Scales - applies to individuals, teams, and organizations

Professional Scrum Trainers (PSTs)



- Experienced group of Scrum experts who go through an extensive set of interviews, validation, training, and peer reviews prior to being licensed as a PST.
- PSTs do more than teach, they spend time on Scrum Teams to bring experience to their teaching and understand how to handle with situations in the real-world.
- Stay up-to-date through annual face-to-face trainer meetings and support of the community.

Each role has a clear Learning Path

Product Owner

Development Team

Scrum Master

Agile Leaders

Product Owner Learning Path

★★★★★ 4.9 from 5 ratings

Unwatch

As described in the [Scrum Guide](#), a Scrum Product Owner is responsible for maximizing the value of the product resulting from the work of the Development Team. How this is done may vary widely across organizations, Scrum Teams, and individuals.

The learning path is organized by a set of [Professional Scrum Competencies](#) which each contain a number of focus areas. Resources are laid out in a prescribed order, however it is your journey, so follow in the best way that helps you learn.

Understanding and Applying the Scrum Framework

Empiricism

Scrum Values

Scrum Roles

Scrum Events

Scrum Artifacts

Sprint Goal

Done

Scaling Scrum

Managing Products with Agility

Understanding and Applying the Scrum Framework / Empiricism

The Agile Manifesto

Created by 17 visionaries in 2001, the Agile Manifesto was developed to look at the core principles and values for Agile software development. [0:04:00]

★★★★★ 4.8 from 6 ratings

Completed

Empiricism, the Act of Making Decisions Based on What Is

Ken Schwaber writes about commitment and Scrum as an empirical process. [0:03:30]

★★★★★ 4.8 from 7 ratings

Completed

The Three Pillars of Empiricism (Scrum)

READ THE SCRUM GUIDE

VIEW THE SCRUM FRAMEWORK

THE SCRUM GLOSSARY

FIND TRAINING

GET CERTIFIED

- <https://www.scrum.org/pathway/scrum-master>
- <https://www.scrum.org/pathway/product-owner-learning-path>
- <https://www.scrum.org/pathway/team-member-learning-path>
- <https://www.scrum.org/pathway/agile-leader-learning-path>

Connect with the Scrum.org community



Forums

Scrum.org
/Community



Twitter

@scrumdotorg



LinkedIn

LinkedIn.com
/company/Scrum.org



Facebook

Facebook.com
/Scrum.org



RSS

Scrum.org/RSS



Scrum.org | Blog

Insights from Scrum.org's community of experts

SCRUM PULSE

A free monthly webcast by Scrum.org **Professional Scrum Trainers** addressing common challenges faced by the software profession.



Thank you!