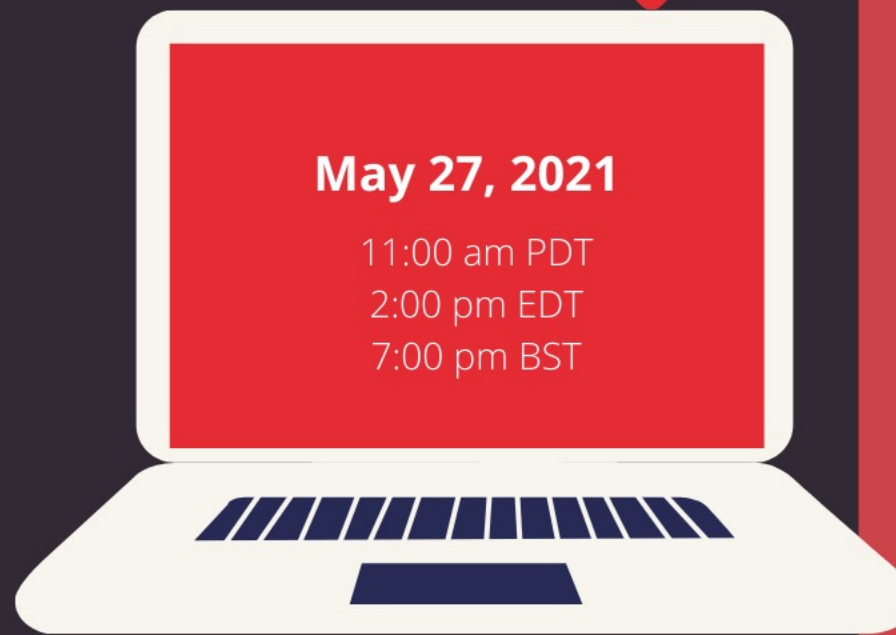


A Masterclass in How to **Navigate** the Messy **Connection** Between Work and Value in **Your Team**



Product Management Today
Empowering You to Empower Them:
Methods to Continue Keeping the End
User in Mind



May 27, 2021

11:00 am PDT

2:00 pm EDT

7:00 pm BST

With



Dave West
CEO of Scrum.org

&



Rebecca Komathy
Webinar Coordinator,
Product Management Today



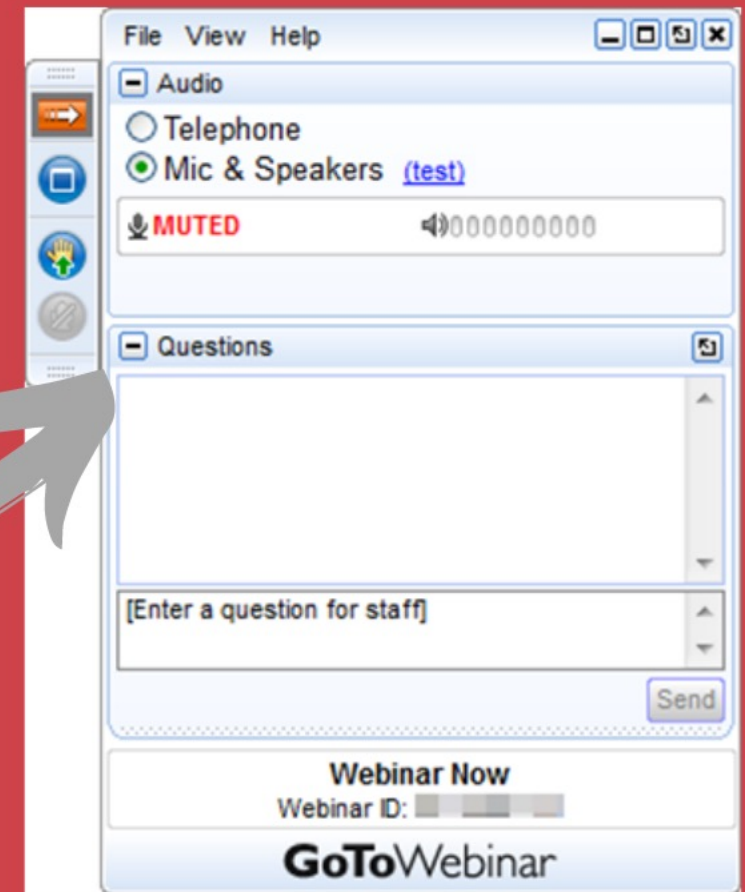
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A Masterclass in How to Navigate the Messy Connection Between Work and Value in Your Team



Dave West

CEO of Scrum.org



Who is Scrum.org ?



Ken Schwaber
Scrum.org Founder,
Chairman and
Co-creator of Scrum



Dave West
Scrum.org CEO,
@DavidJWest
Dave.west@scrum.org

Consistent

Global

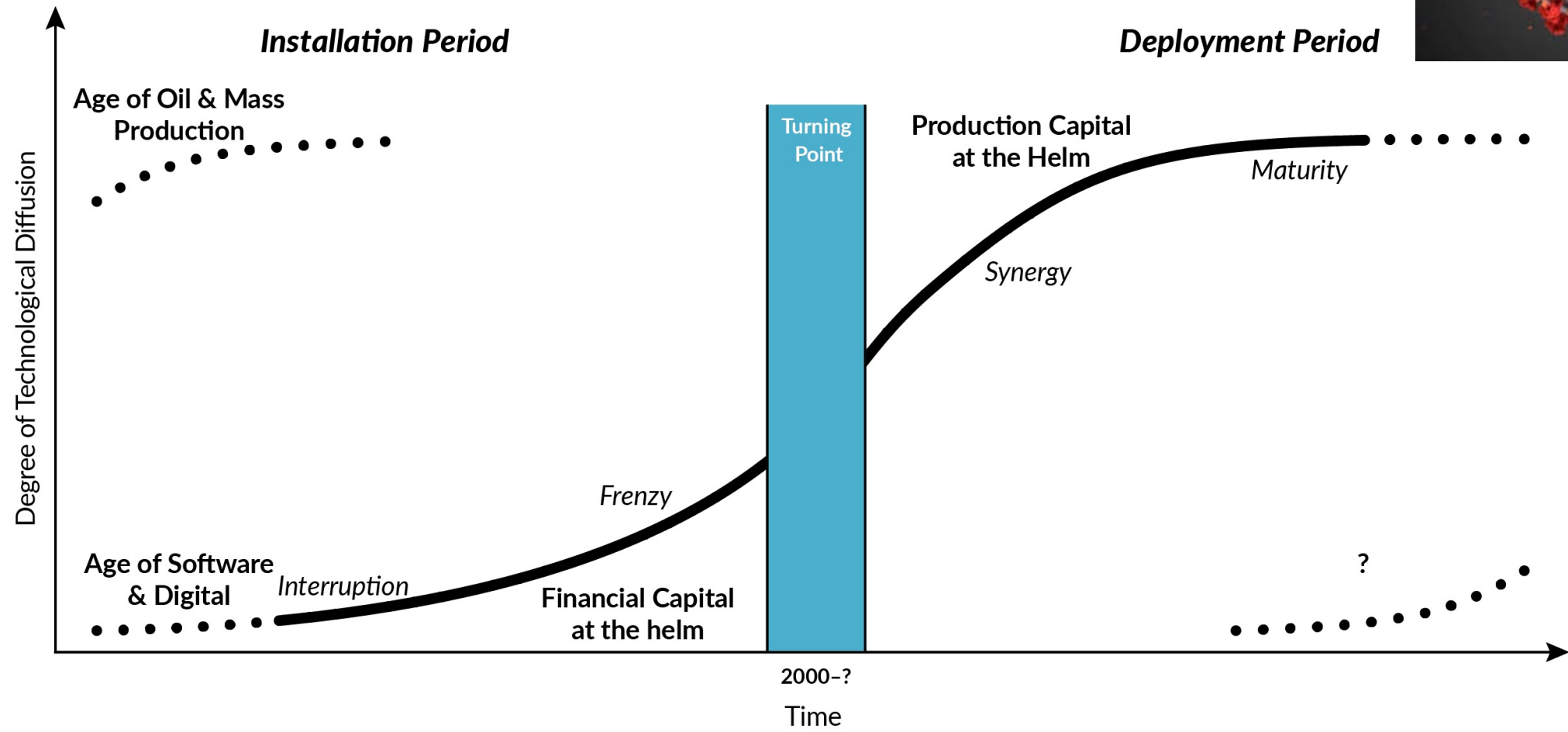
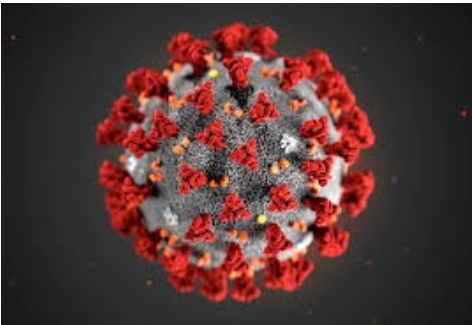
Community

Are We Moving Between Ages?



Inspired by : Carlota Perez 'Technological Revolutions and Financial Capital'

Has COVID-19 Triggered the turning point?

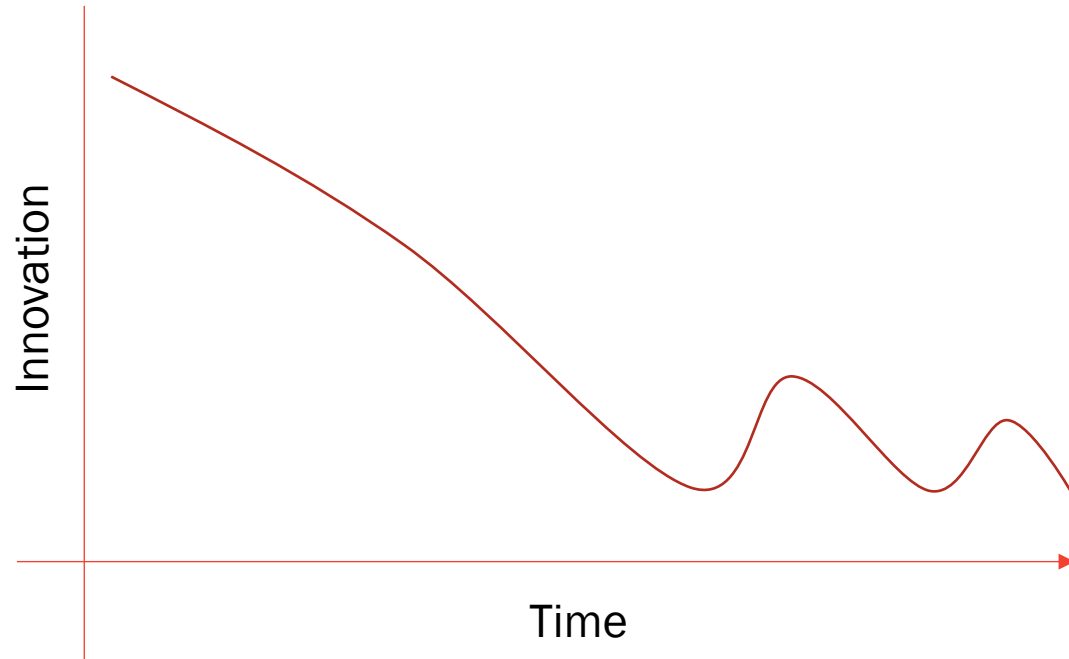


Taken from <https://www.tasktop.com/blog/covid-19-triggered-the-turning-point/>

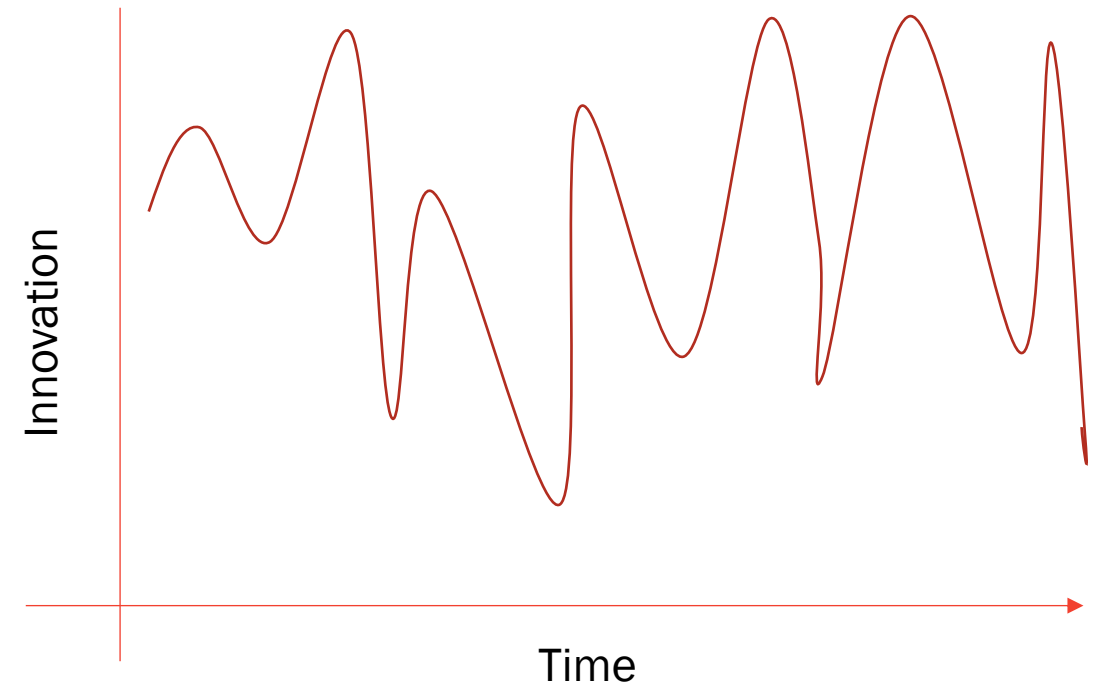
And That Would Mean Change...

Age of Oil and Mass Production	VS	Age of Software and Digital
Long term investment planning horizons		Short term investment planning horizons
Project / Work Orientation		Product / Customer alignment
Efficiency (Scarcity)		Innovation and opportunity (abundance)
Specialism of labor		Cross functional teams
Process control		Self organization and decentralization
Management is king		Rise of the creator

The New Business Change Cycle



Traditional Product Development



Digital Product Development

And that means...

Realign around customers,
deliver frequently and be
agile because everything
will change....



Delivering value to customers is our number one priority

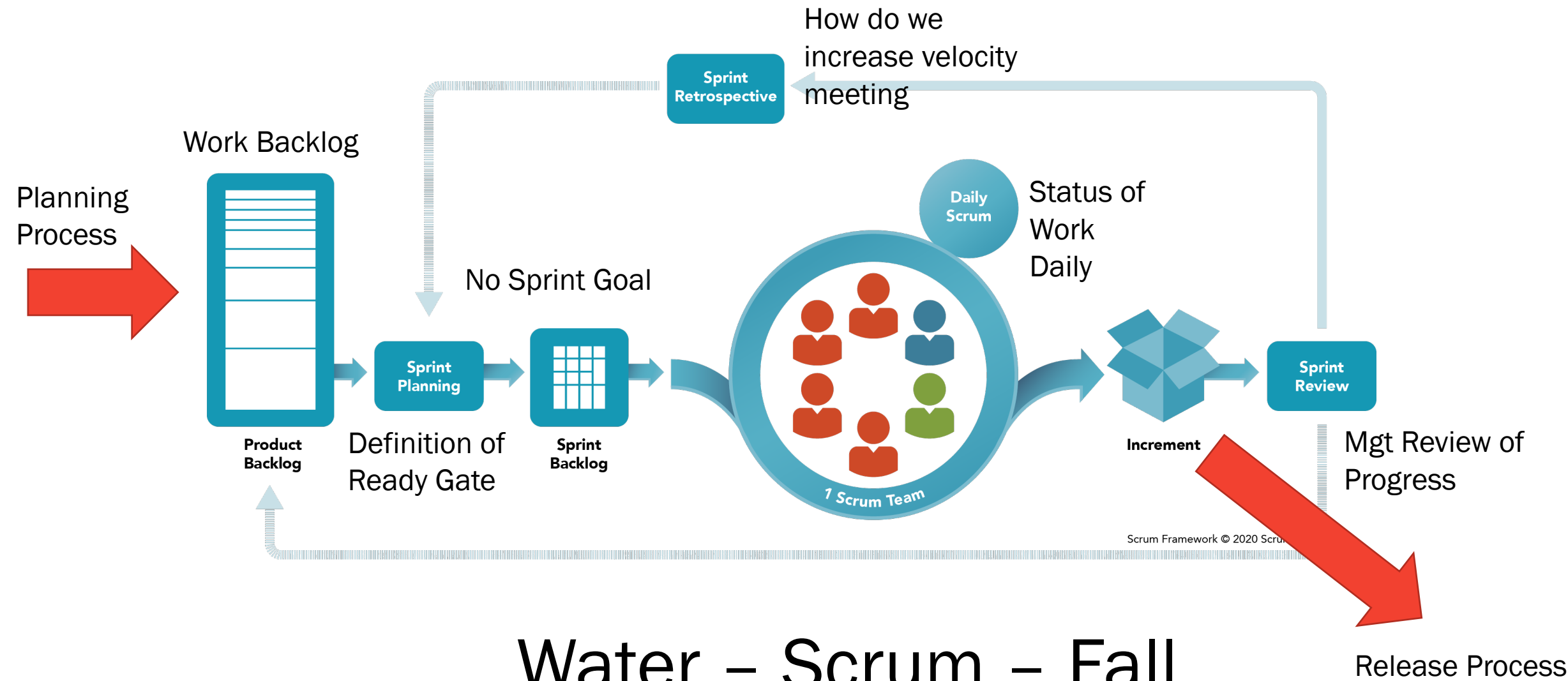


Isn't that
what we
have been
doing
already?

Yes.... But...

- Then why does everyone involved have a different measure of success?
- Why are there no customer personas on the walls?
- Why is status measured by task complete?
- Why are only a small group allowed to spend time with the customer?
- Why do backlogs include tasks?
- Why is velocity rather than value reported on?
- Why are there no customers at Sprint Reviews?
- Why is it so hard to define a Sprint Goal?
- Why....

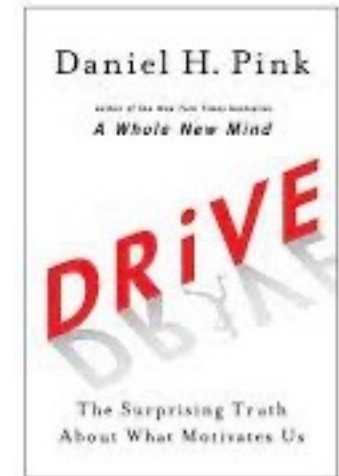
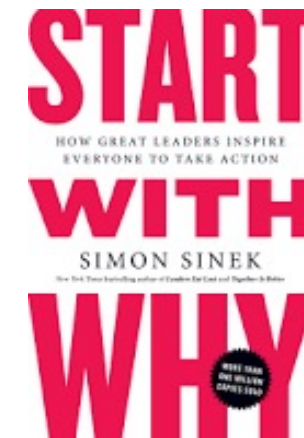
And that is even true for Scrum Projects



Water – Scrum – Fall

Why is Working To Value So Important?

- Provides an environment where Self-Management can happen
- Gives team flexibility to deliver different solutions
- Space for innovation
- Extrinsic Motivation – Autonomy, Mastery, Purpose
- Improves customer relationship with team
- Leads to better outcomes

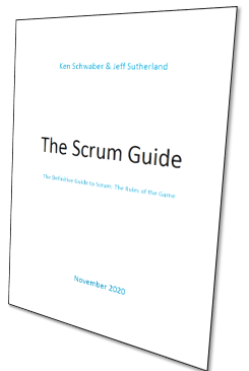
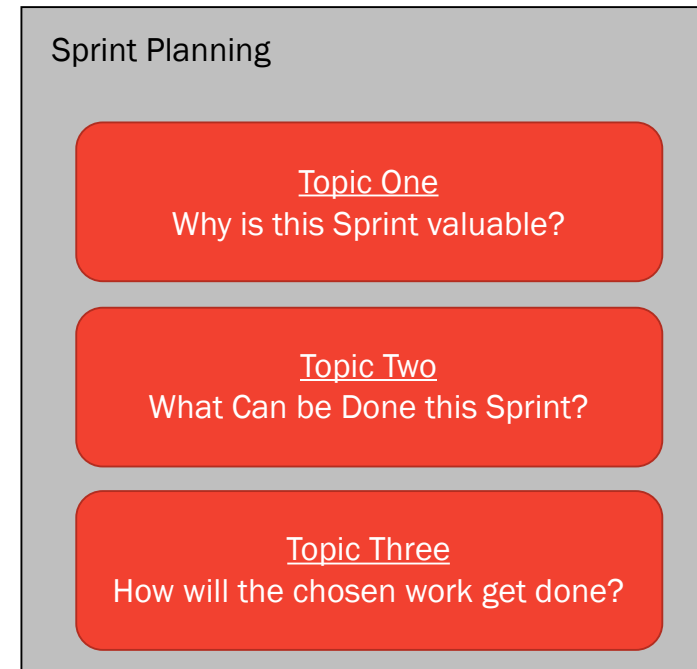


2020 Update to the Scrum Guide made value more explicit

The addition of the Product Goal



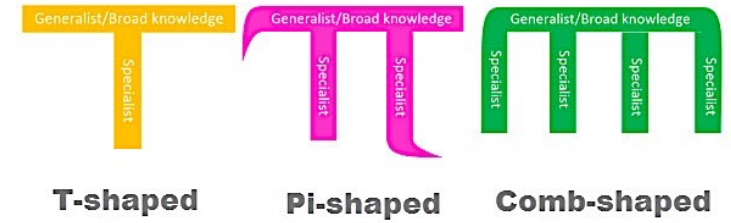
Update to Sprint Planning



If You Are A Leader (or talking to them)

- Fund based on customers value streams
- Align teams to the value streams
- Put in place measures that are value rather than work based
- Set direction with a vision and goal(s)
- Build cross functional teams that include/align with the customer
- Allow and encourage transparency between the work and the customer

If you are a Team Member



- Refine backlog items to answer the why
- Spend time creating personas for your work
- Invite customers to Sprint Reviews
- Engage customers during a Sprint to provide feedback
- Learn more about the customer at every opportunity
- Ask questions like ‘How does this help XXXXX ?’

And As A Product Professional...

Industrial

- Define requirements
- Work on defining plans
- Provide feedback and support for development, marketing, operations, etc..
- Work with QA and run the final tests (UAT, etc.)

Post Industrial

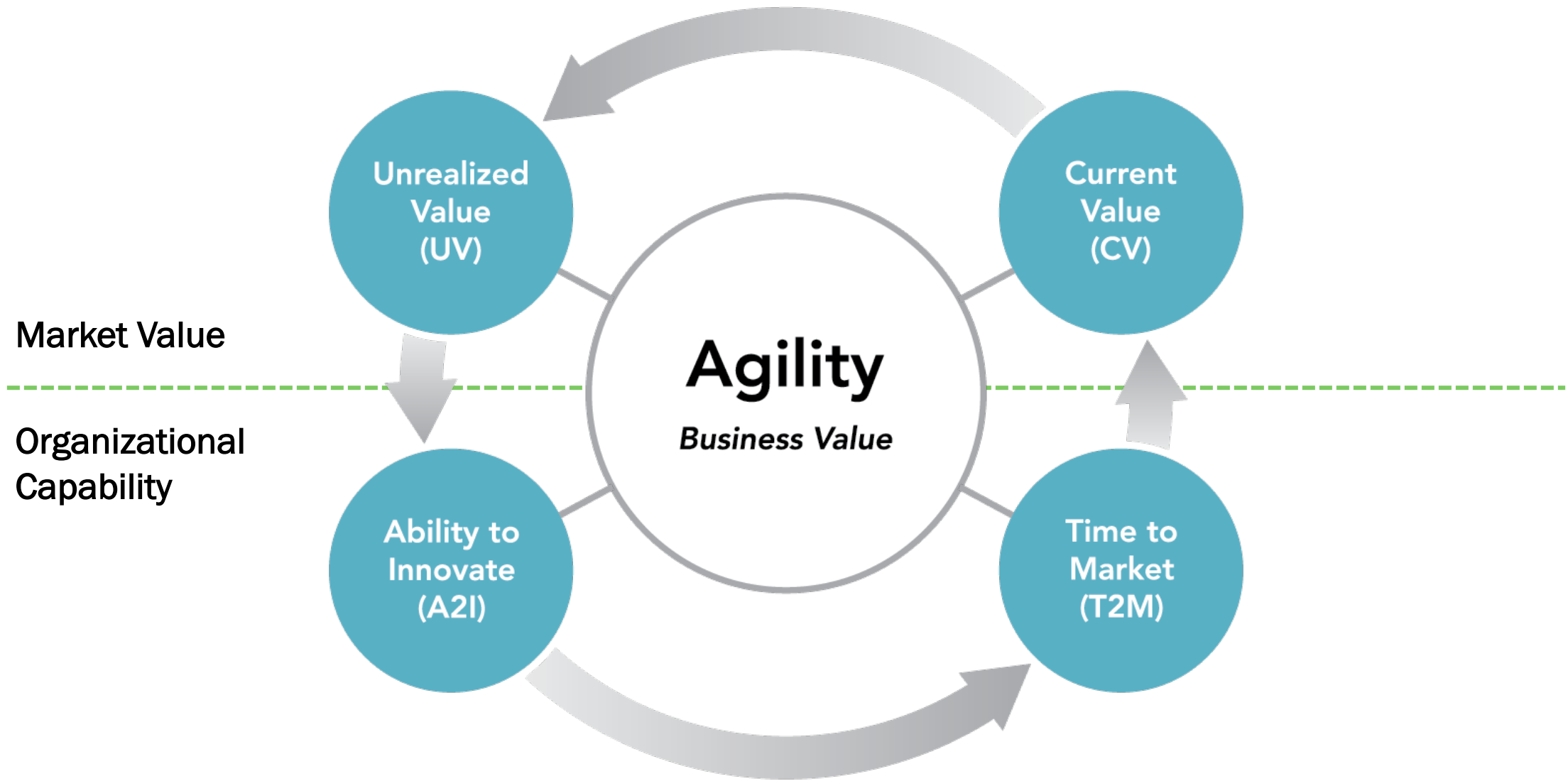
- Set vision and define outcomes
- Collaborate on planning and defining roadmap
- Teach, mentor and facilitate discussions and learning
- Introduce measures that help provide transparency

It Does Not Have To Be A Revolution

Productivity = creating value and delivering it to people. All other busywork is unproductive fluff and should be minimized.
Steve Pavlina

- Challenge how you think about your work
- Step back from the details and think about context
- Encourage everyone to think about the customer (teach, share, coach)
- And slowly move the team and organization towards the problem your solving for a customer...




Measurement changes to outcomes..

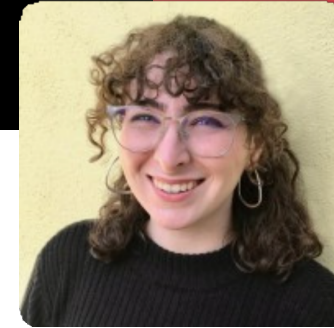


Q&A






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Thank you!