What does “Good” Look Like?
The 4-Quadrants of Product Ownership
Principle Agile Coach at Vaco Agile in Raleigh, NC

Agile Trainer & Coach at RGalen CG

- Somewhere “north” of 30 years experience
- Wide variety of technical stacks and business domains
- Roots of a software developer
- Senior/Executive software development leadership for 20+ years
- Agile “Coach of Coaches” and Leaders
- Deep XP, Lean, Scrum, and Kanban experience since late 1990’s
- From Cary, North Carolina; husband, father, grandfather, and dog lover
Product Ownership is…

- A misunderstood role
- Outward and inwardly focused
- Is it a full-time role?
- Nuanced across skills and dimensions
- Easy to loose your balance
- Too hard for one person?
- Crucial in delivering value!
4-Quadrants of Product Ownership

- Envision & Clarify
  - (1) Product Management

- Inspire & Engage
  - (3) Leadership

- Execute & Deliver
  - (2) Project Management

- Build & Validate
  - (4) Business Analysis
Quadrant 1
Product Management

- Champion & Evangelist
- Establishing the Vision
- Product / Release Roadmaps
- Setting Stakeholder Expectations
- Business Case & ROI
- Measurement
- Supporting Marketing & Sales
- Engaging Customers & Feedback

(1) Product Management
Often I speak in terms of this Quadrant as being – Outwardly Focused

Pragmatic Marketing Framework

https://www.pragmaticmarketing.com/framework
Quadrant 2
Project Management

- Chartering
- Short & Longer Term Planning
- Release Management
- Expectations Management & Communication
- X-functional Dependencies
- Milestones
- Risk Mitigation
- Regulatory
- Budgeting
Product Backlog
A Tapestry that Includes Threads for...

Things to do…

- Features
- Value increments
- Architecture
- Design
- Process
- Quality
- Testing

In a Context-Based fashion…

- Deployment
- Regulatory
- Dependency
- Risk
- Feedback
- Customer timing
- Tempo

…Guiding us towards customer value
Quadrant 3
Leadership

- Vision & Mission
- Organizational Alignment
- Managing Expectations
- Protecting/Trusting The Team
- Balancing the Work
- Value-Driven, Quality-Driven
- Strengths-Based
- Vulnerable – Asking for Help
- Story-telling (out/inward)
5 Scrum Values

1. Commitment
2. Focus
3. Openness
4. Respect
5. Courage

Often applied to the Scrum team.

What about their application to the Scrum product ecosystem leadership team – what part do YOU play?

https://guntherverheyen.com/2013/05/03/thereis-value-in-the-scrum-values/
Establishing a “Mini-Me” Team
Quadrant 4
Business Analysis

- Requirements, the “Ask”
- Personas & User Stories
- Acceptance Criteria
- Done & Ready
- Look-ahead & Spikes
- Confirmation & Sign-off
- Backlog Refinement:
  - Clarification
  - Slicing & Sizing
  - Prioritization
Not Rushing…
Allowing for Emergence!

- Writing Stories @ 20% clarity
- Emerging stories within the sprint
- Effectively looking ahead
- Sufficient Research Spikes
- Experimenting
  - Prototyping
  - Mock-ups
  - Paper prototypes
- MVP vs. Earliest Testable/Usable/Lovable
- Willingness to Pivot

https://blog.crisp.se/2016/01/25/henrikniberg/making-sense-of-mvp
Storytelling, Conversations, Narrative, Visualization, Shared Vision
The 5th Quadrant
Self

- Self-care - Balance
- Self-awareness
- Personal Growth & Learning
- Personal Happiness
- Fulfilled & Trusted
- Encouraged & Engaged
- Emotionally Intelligent
- Relationship Builder
1. They are immersed with their customers;
2. They have the time and space to be visionary and creative;
3. They have true ownership over their product;
4. They are receiving meaningful feedback about the performance of their products;
5. They have a positive working relationship with their Scrum Master;
6. They have an even better relationship with technical leads and designers;
7. They are proud of what the team is delivering;
8. They have embraced their constraints;
9. And, they are keeping themselves healthy.
Product Ownership @Scale
What Changes?

- Chief Product Owner
- Single Owner vs. Shared
- Hierarchy: Product Managers / Product Owners
- Portfolios & Roadmaps
- Value Streams
- Skills & Maturity Matter

- X-Team Coordination & Dependencies
- Release Collaboration
Product Owner Cycle in Scrum@Scale
Keys

- Nobody can fulfill all aspects of the role
  - Particularly at-Scale
- Ask for…Help
- Establish…Partnerships
- Trust…Your Team
- Empower…Yourself
- Engage…Customers
- Deliver…Value
- Grow…Yourself
Balance across all 4-Quadrants
Wrapping up

What did you observe and learn in the session?

Final questions or discussion?

Thank you!
Contact Info

Bob Galen
President, RGCG

Experience-driven agile focused training, coaching & consulting

Cell: (919) 272-0719
bob@rgalen.com       www.rgalen.com
@bobgalen
https://www.linkedin.com/in/bobgalen

Podcast on all things ‘agile’ -
http://www.meta-cast.com/