

POCC -

Product Ownership Customizing Canvas

Handlungsfelder zur Gestaltung von Product Ownership

Tim Klein / Oliver Winter

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Vorstellung

- **Tim Klein**

- Agile Coach und Digital Expert (Freelancer)
- Product Owner Coach und Digital Transformation Consultant
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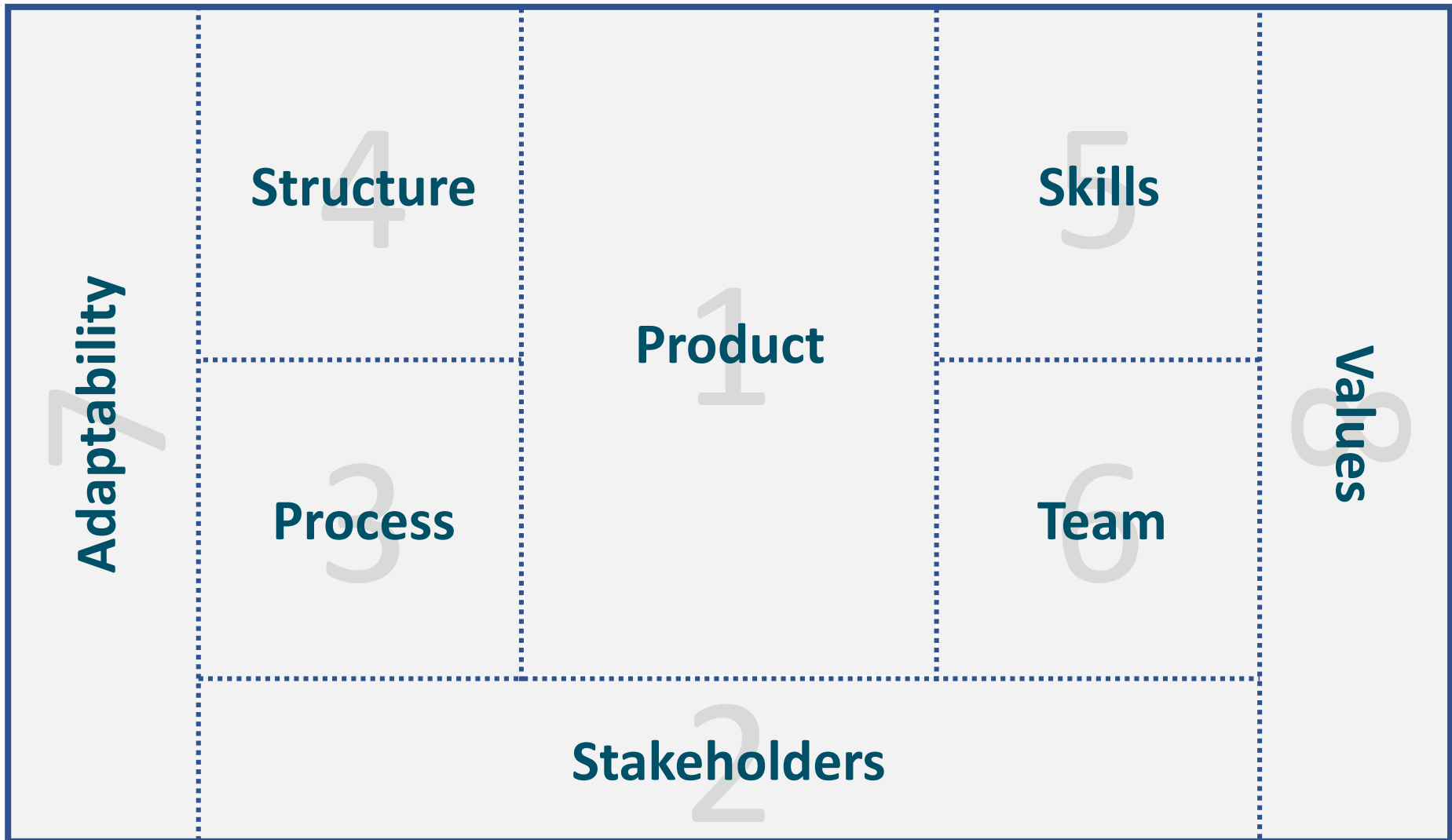
- **Oliver Winter**

- Agile Coach und Digital Expert (Freelancer)
- Interims Product Owner in verschiedenen Unternehmen
-  <http://xing.to/OliWinter>  @oliwin



Canvas Download: <http://www.productownership.de>

Product Ownership Customizing Canvas (POCC)

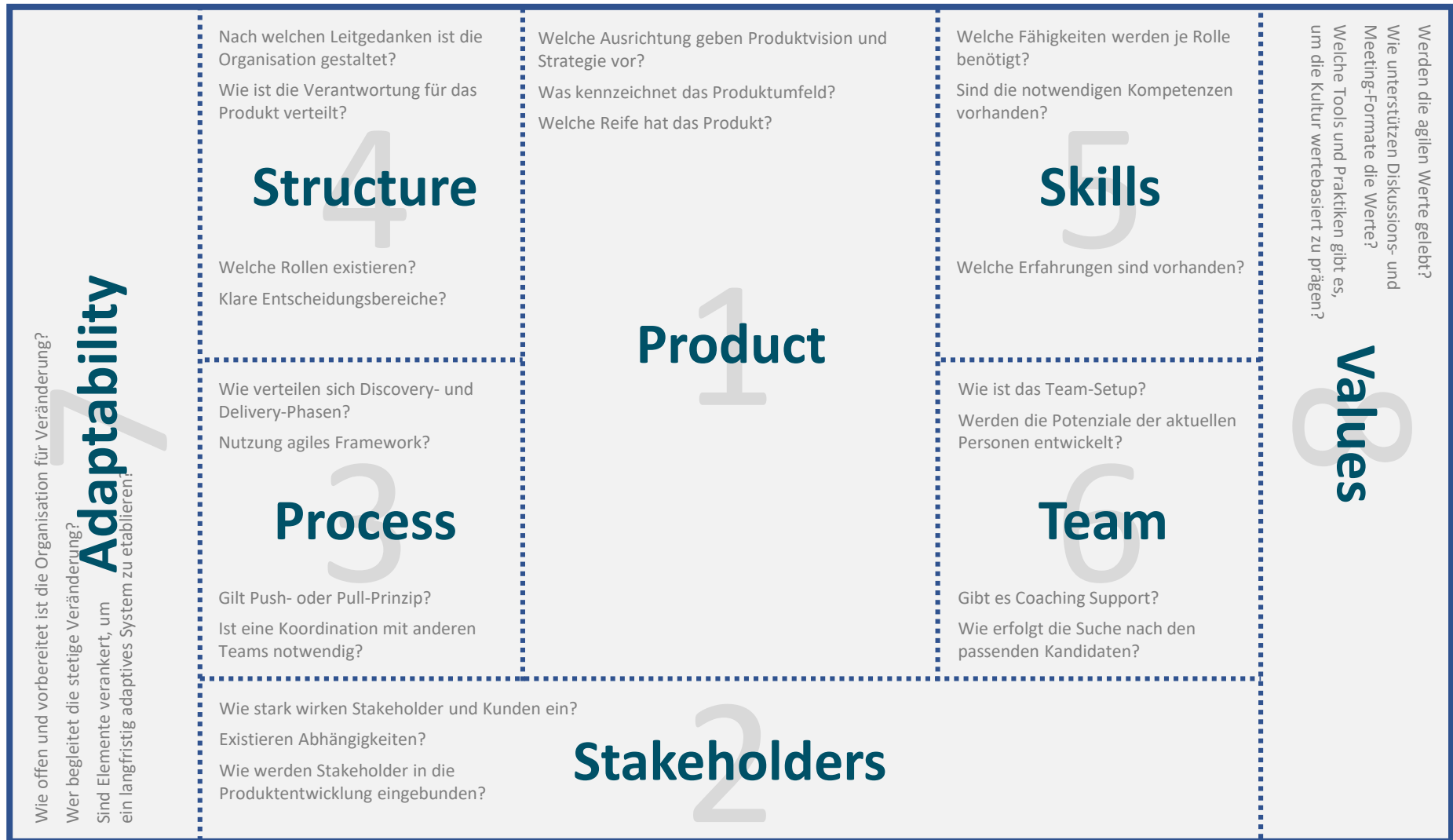


Motivation zur Entwicklung

- **Aktive Reflektion** vom eigenen Kontext, der individuell die Product Ownership beeinflusst
- **Handlungsfelder identifizieren**, die bei der Ausgestaltung von Product Ownership helfen
- Vereinfachung der gemeinsamen, iterativen **Entwicklung von Gestaltungsoptionen**
- **Erfahrungen weitergeben** aus unserem Vorgehen beim Coaching von Product Ownern

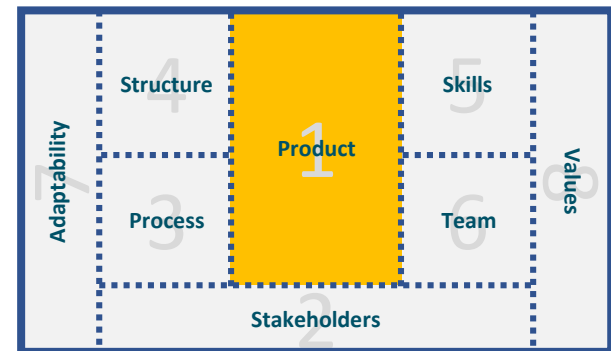


Product Ownership Customizing Canvas (POCC)

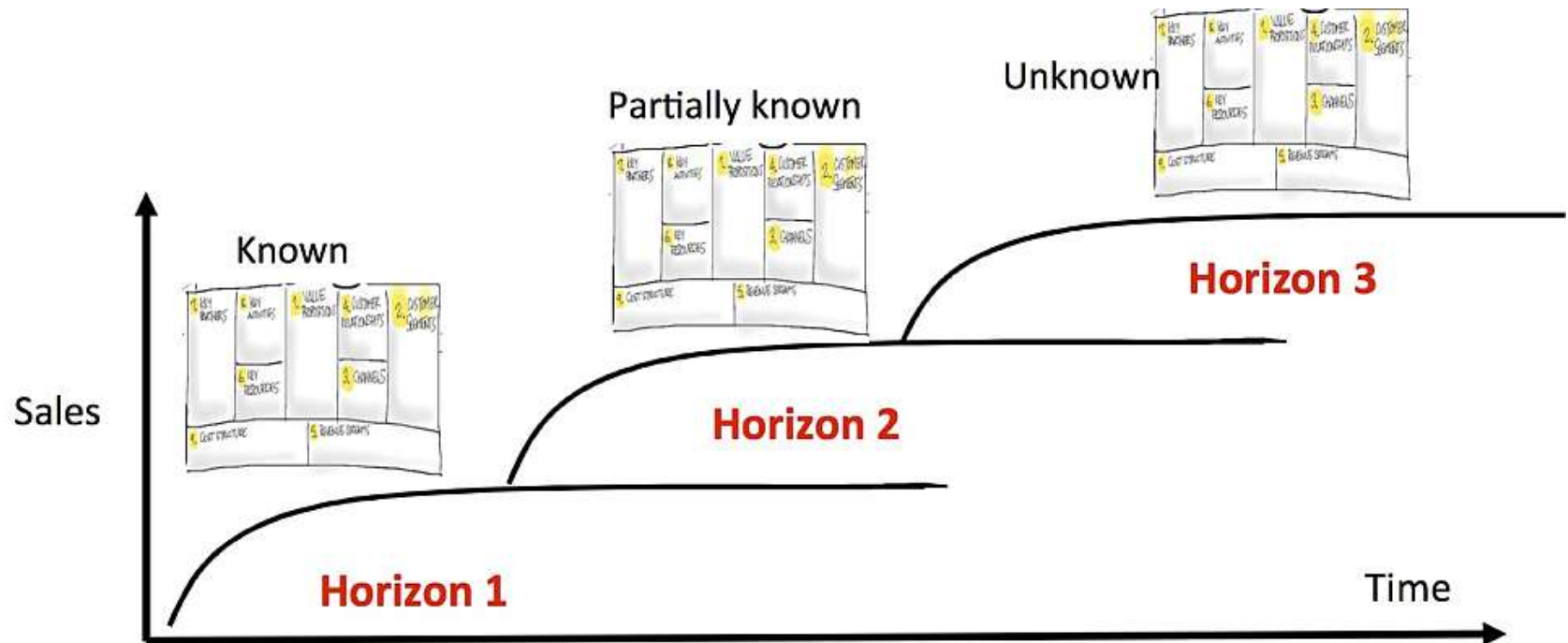


POCC: Product

- Product Vision and Product Strategy
- B2C or B2B Product
- Service Product / Service Provider
- Regulated Product Environment
- Product Lifecycle
- **Three Horizons Model**



Three Horizons of your Products



**Existing Business Model:
Process Innovation**

**New Opportunities via
Business Model Innovation**

**New/Disruptive
Business Model**

Execute

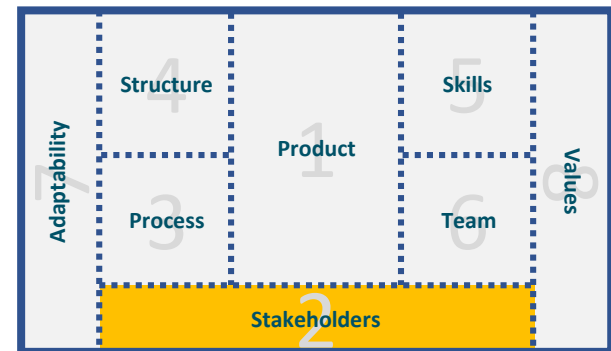
Execute/Search

Search

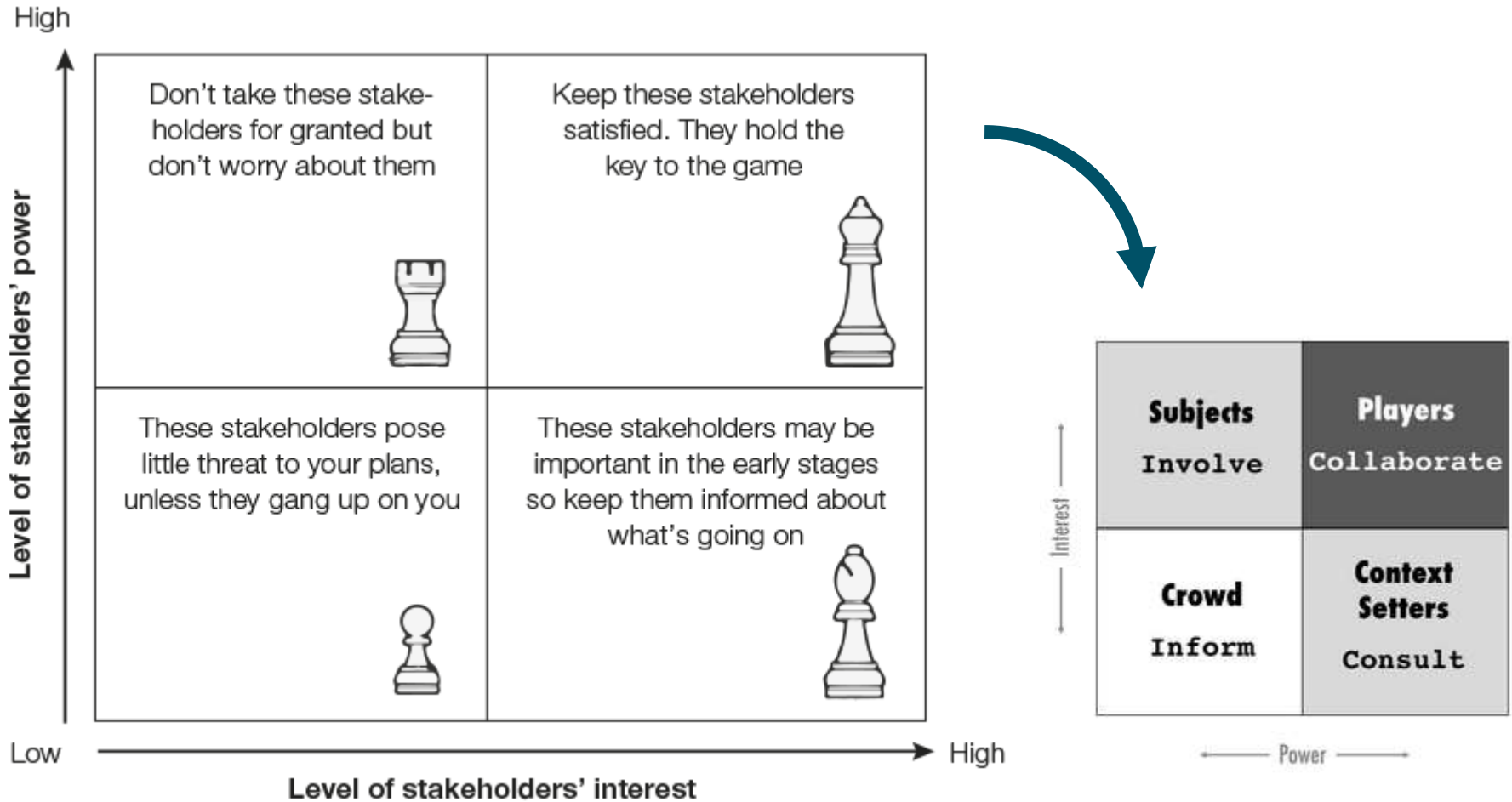
Source: Steve Blank, *The Lean Definition of the Three Horizons of Innovation*
on Basis of McKinsey's "Three Horizons of Innovation" by Baghai, Coley and White

POCC: Stakeholders

- Impact of Internal and External Stakeholders
- Relationship to Customer
- Dependence on Stakeholders or Customers
- **Stakeholder Involvement**



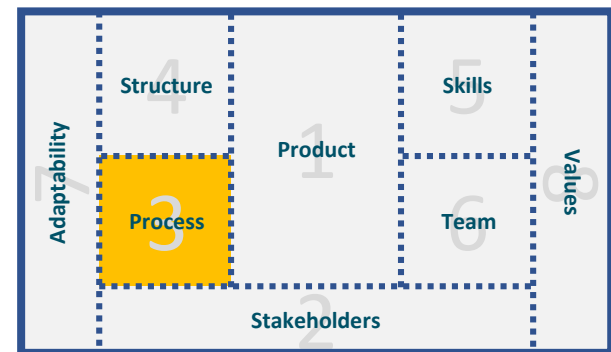
Involvement of Stakeholders



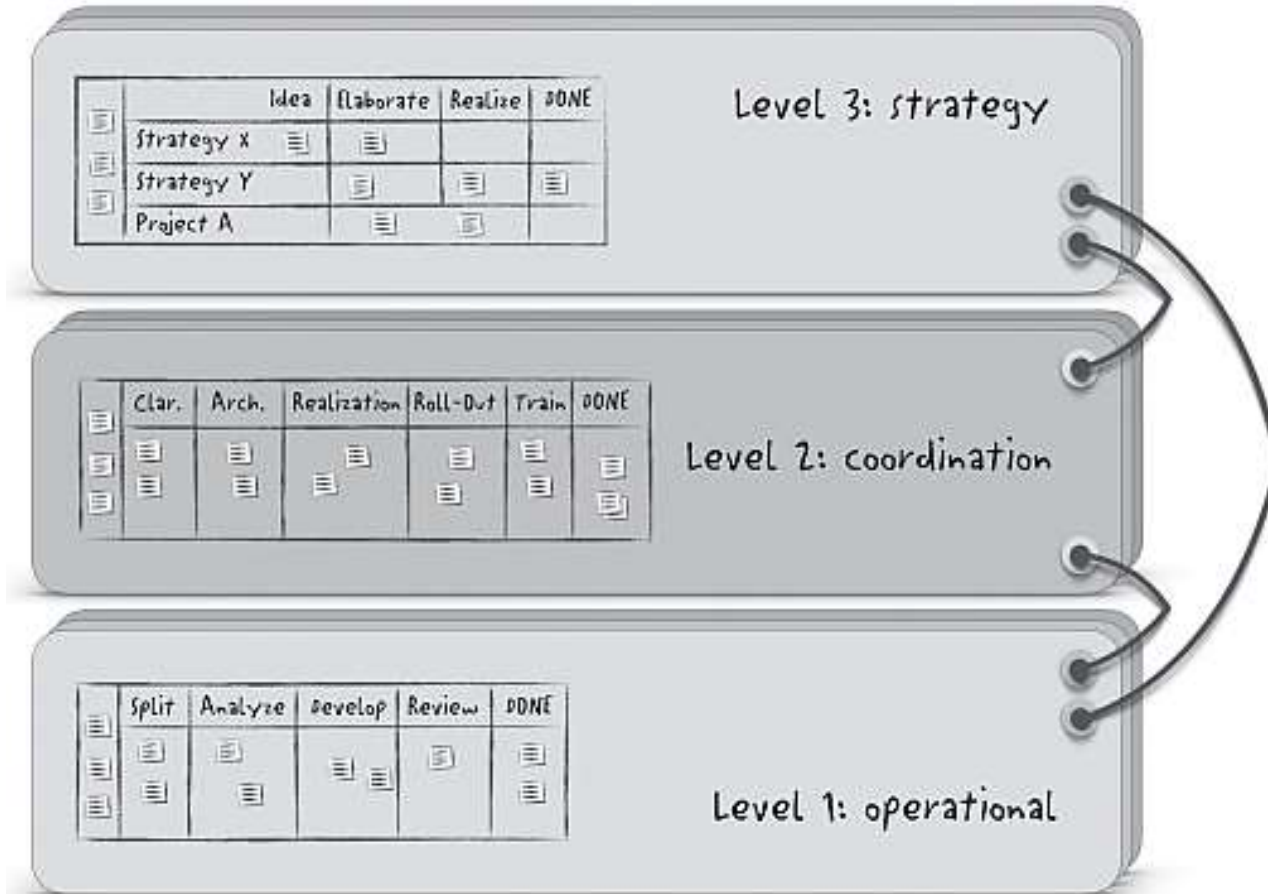
Source: Johnson/Scholes/Whittington, *Exploring Corporate Strategy*
adapted by Roman Pichler, *Strategize*

POCC: Process

- Push vs. Pull Habit
- Delivery vs. Discovery process
- Agile Approach
- One Team vs. Scaled Setup
- **Process of Coordination (e.g. Flight Levels)**



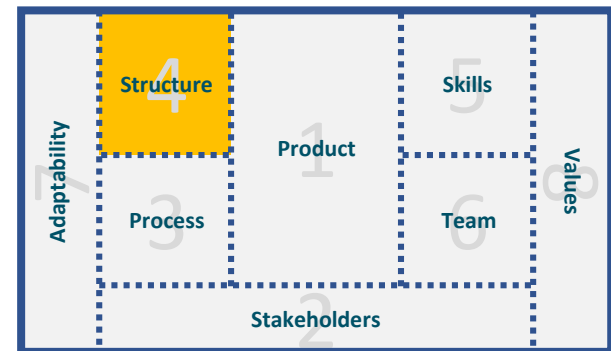
Coordination with Flight Levels



Source: Klaus Leopold, *Flight Levels: Die Verbesserungsebenen der Organisation* (2017)

POCC: Structure

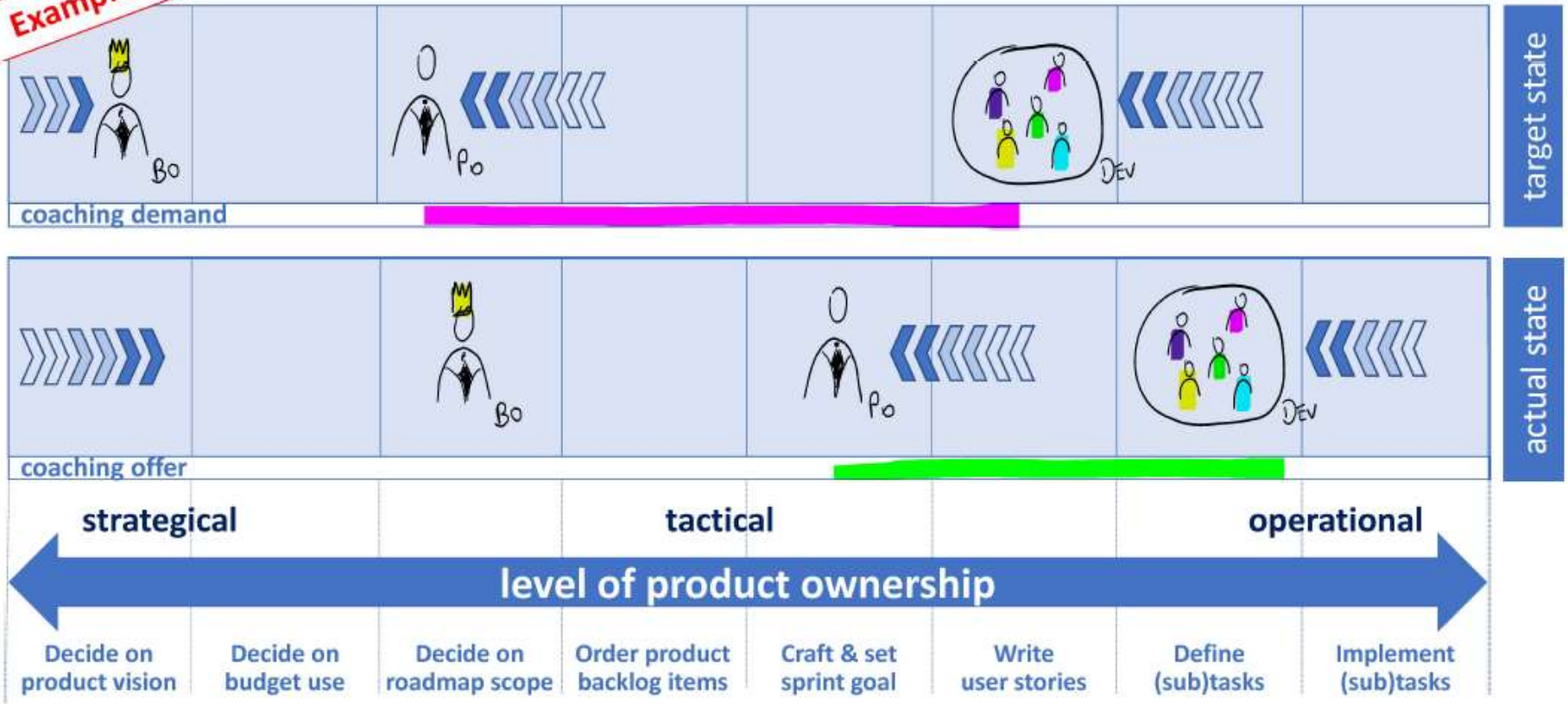
- Organizational Structure
- Split of Product Responsibility (between teams)
- Role Models
- Level of Delegation
- **Decision-making responsibilities**



Decision-making Responsibilities

(POEM - Product Ownership Evolution Model)

Example



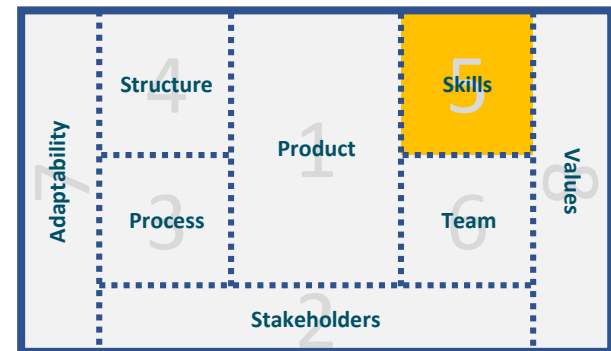
Source: Tim Klein/Oliver Winter, POEM: Product Ownership Evolution Model (2017)
<https://productownership.de>

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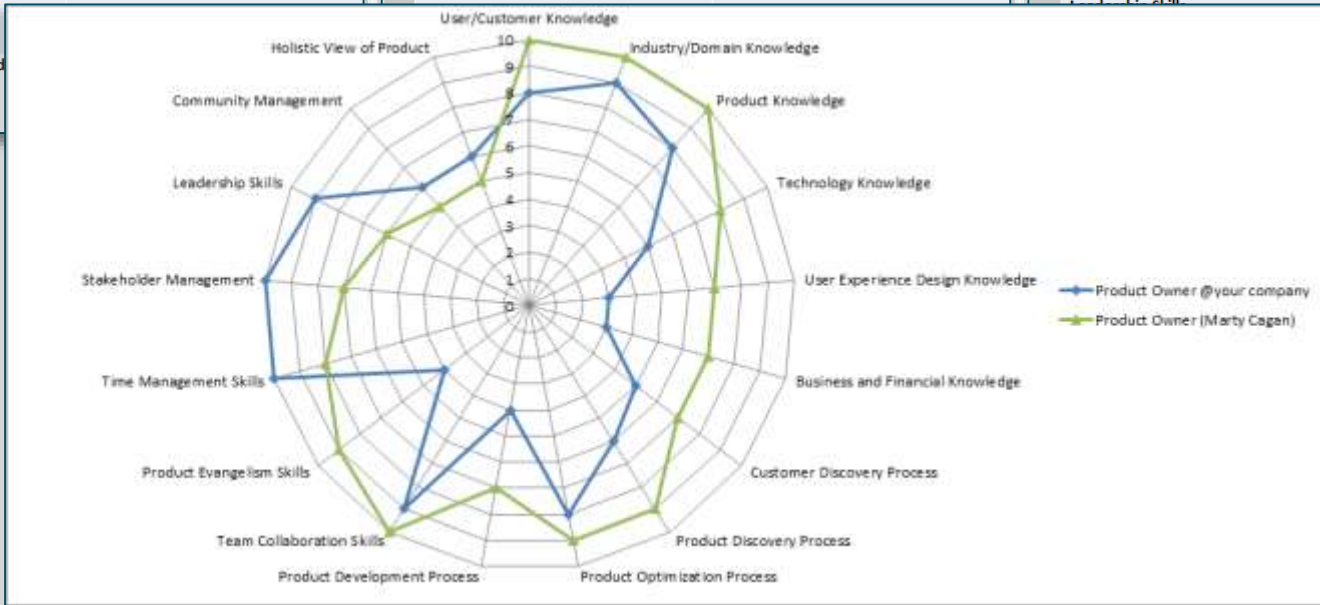
POCC: Skills

- Skills and Competencies per role
 - **Product Owner**
 - Development Team
 - Agile Coach (e.g. ScrumMaster)
 - Management / Leadership
- Framework Knowledge
- Business & Domain Understanding
- Personal and Team Experience
- **Social Skills and Soft Skills**



Product Owner Skill Matrix

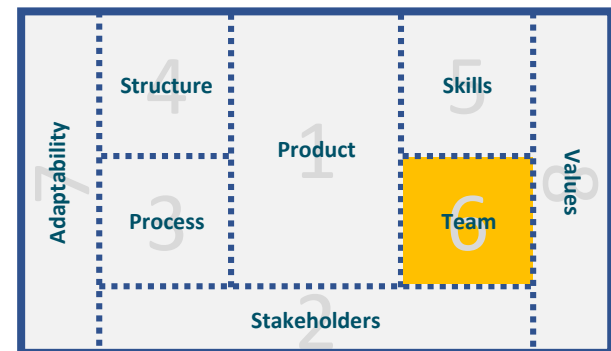
Knowledge	User/Customer Knowledge	Is the product owner the company acknowledge expert on his target users/customer?	Process Skills	Customer Discovery Process	Customer discovery includes customer interviewing skills, opportunity assessments and understanding of customer development programs.	Individual Skills	Team Collaboration Skills	How effectively does the product owner work with the lead developer and the lead designer? Is it a collaborative relationship? Is there mutual respect? Is the product owner involving the lead developer and designer early enough and providing them direct access to customers?
	Industry/Domain Knowledge	What is the product owner's knowledge of the industry and domain?		Product Discovery Process	This is all about getting to minimum viable product. This includes both qualitative techniques including user prototypes and user testing, as well as quantitative techniques including live-data prototypes and split testing.		Product Evangelism Skills	How effectively is the product owner sharing the vision for the product and motivating the full product team as well as the various stakeholders and others in the company that must contribute to the product in one way or another?
	Product Knowledge	What is the level of knowledge of the product owner's product?		Product Optimization Process	These are the skills to rapidly improve and refine existing products especially with optimization techniques and A/B testing.		Time Management Skills	How well does the product owner manage his time? Is he able to ensure he has sufficient time to work on the critically important topics, or is he using most of his time on daily fire fighting? Is he fully utilizing his project manager/ScrumMaster?
	Technology Knowledge	What is the level of knowledge of the underlying technology? How current is his technology knowledge?					Stakeholder Management	How good is the product owner at managing his stakeholders across the company? Do they feel like they have a true partner in product that is genuinely committed to their business success?
	User Experience Design Knowledge	How knowledgeable is the product owner on the topics of user experience design? Does he understand the various competencies within UX and does he appreciate and fully utilize this team?						
Business and Financial Knowledge								<p>The product owner does not actually manage anyone, but they do need to lead, influence and motivate people, so leadership skills are important.</p> <p>What is the product owner's skills in community management and gentle deployment techniques?</p> <p>Does the product owner strive to maintain a holistic view of product and ensure that the end-to-end experience is strong?</p>



Source: based on *Marty Cagan, Developing Strong Product Managers (2011)*
<https://svpg.com/developing-strong-product-managers/>

POCC: Team

- Analyzing team setup
- Find and develop appropriate internal candidates
- **Recruiting of matching candidates for your situation**
- Staffing of roles by external persons
- Mentoring



Shape your recruiting tactics

- Describe the real situation of your company/product
- Check your job ads and align them with needed skills

“Product Owner / Project Manager (m/w)”

Ihre Aufgaben

- **Projektplanung und Steuerung** entsprechend der Projektzielstellung und gültiger Richtlinien
- Regelmäßige Termin-, Kosten- und Leistungsprognose
- Interne und externe **Beauftragung von Teilprojekten und Arbeitspaketen**
- Risikomanagement sowie **Reporting an Stakeholder**
- Mitwirkung bei der **Optimierung des Projektmanagementsystems**
- **Fachliche Weisung** der im Projekt zugeordneten Mitarbeiter im Rahmen der Mitwirkung **im Projekt**
- Durchsetzung der gültigen Richtlinien

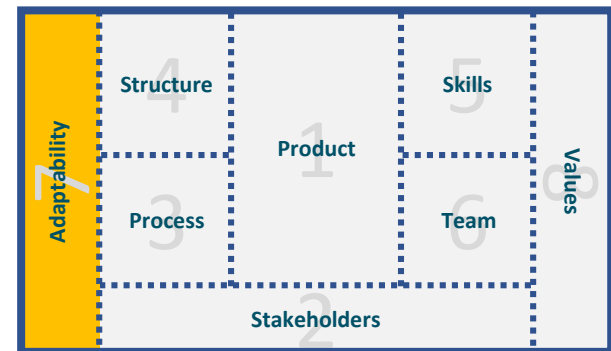
Ihr Profil

- Abgeschlossenes Studium Naturwissenschaft / Technik oder wirtschaftswissenschaftliche **Erfahrung als Projektleiter** mit agilen Methoden, agilen Teams oder Scrum
- Mehrjährige **Erfahrung im Bereich Projektmanagement** von Hochtechnologieprodukten

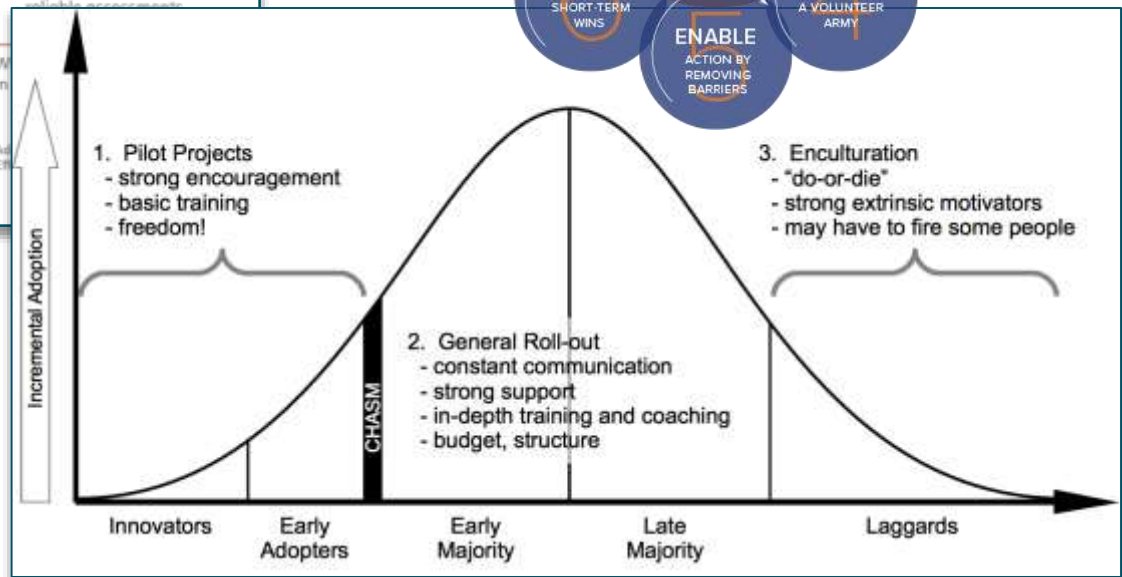
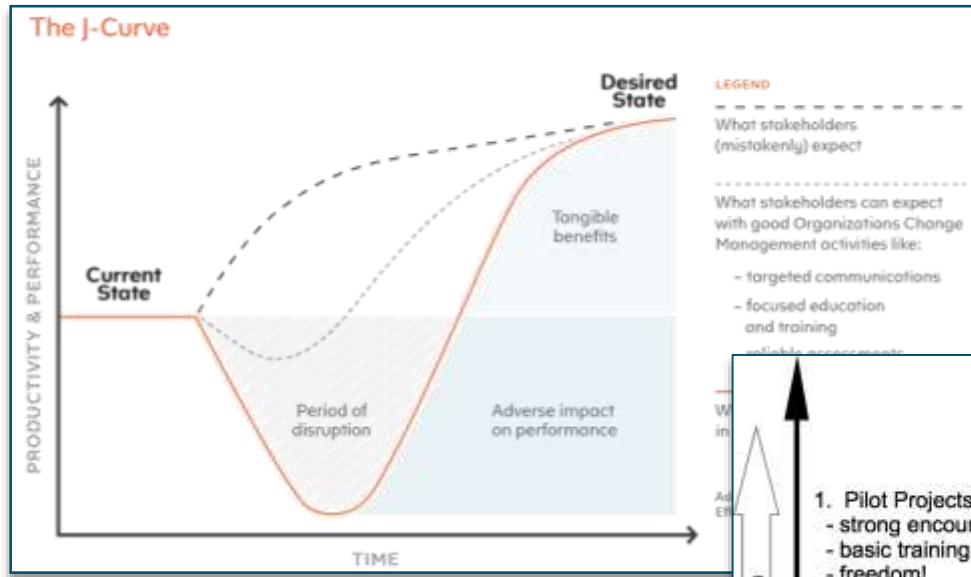


POCC: Adaptability

- Openness for Change
- **Knowledge about Change Processes**
- Defined Purpose of Change
- Resilience of the system
- Shapeshifting Capabilities
- Change Agents



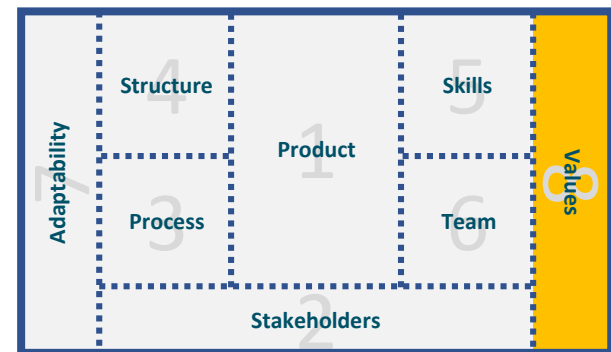
Knowledge about Change Processes



Source: Prime Design Projects based on David Viney's J-Curve; John Kotter, 8-Step Process for Leading Change; Mishkin Berteig, Agile Transformation and the Chasm based on Geoffrey A. Moore, Crossing the Chasm

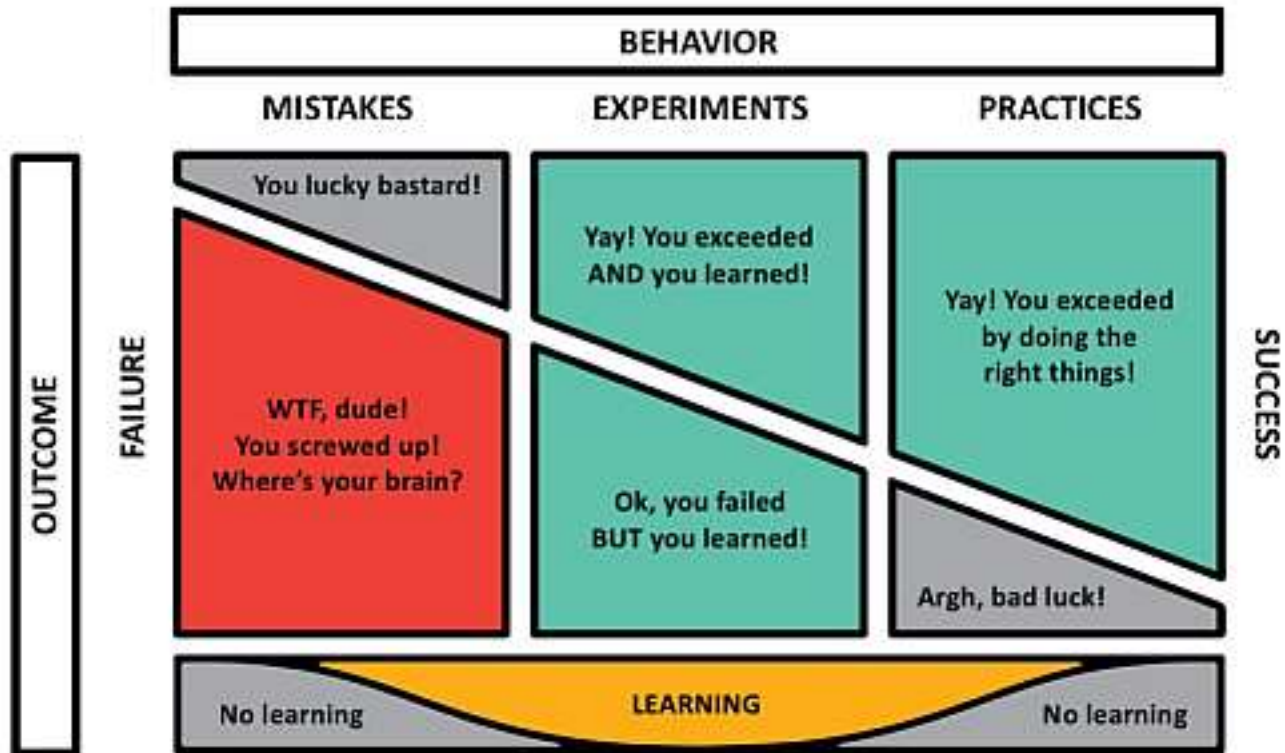
POCC: Values

- Value Workshop
- Nonviolent Communication Process
- Open Feedback Wall to foster Values
- Liberating Structures
- **Celebration Grid**



Management 3.0 Practices

CELEBRATION GRID



Source: Jurgen Appelo, Management 3.0
<https://management30.com/>

Einsatzmöglichkeiten von POCC

- **Auswahl eines Product Owners** bei der Einführung eines agiles Frameworks
- Reflektion des Anforderungsprofils für **Stellenausschreibungen**
- **Diskussionsleitfaden** in Meetings zum Thema Product Ownership
- **Transparenz für das Management**, was Product Ownership im eigenen Kontext bedeutet



Bitte Feedback!

- Bitte gebt uns Eure ausgefüllten Feedback-Karten zurück – Vielen Dank!
- Verbesserungsvorschläge zum Canvas
 - Bitte im persönlichen Gespräch
 - oder im Nachgang per XING, Mail oder Twitter



VIELEN DANK

Weitere Informationen unter www.productownership.de

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