I am a Project Manager. Is there a spot for me in Scrum?

Ana Roje Ivančić, Ognjen Bajić

Professional Scrum Trainers, DevOps Consultants

Microsoft MVPs for Developer Technologies

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PST | Professional Scrum Trainer
Scrum.org

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Agenda

Meet Peter, the PM

Meet the Scrum Team

Meet the Organization

Which Path should Peter Pursue inside/outside Scrum?

Should Peter Become a

- Developer
- Scrum Master
- Product Owner
- Agile Leader
- Supportive Role

Peter Needs to Choose His Path!

Speakers: Ana Roje Ivančić and Ognjen Bajić

In Software Development since 1996/1999

Helping teams improve DevOps practices since 2005

Worked as Dev, PM, Test, RM, SM, PO…

Microsoft MVP for Developer Technologies (ALM/DevOps) since 2006/2016

Professional Scrum Trainer (PST) for Scrum.org since 2018

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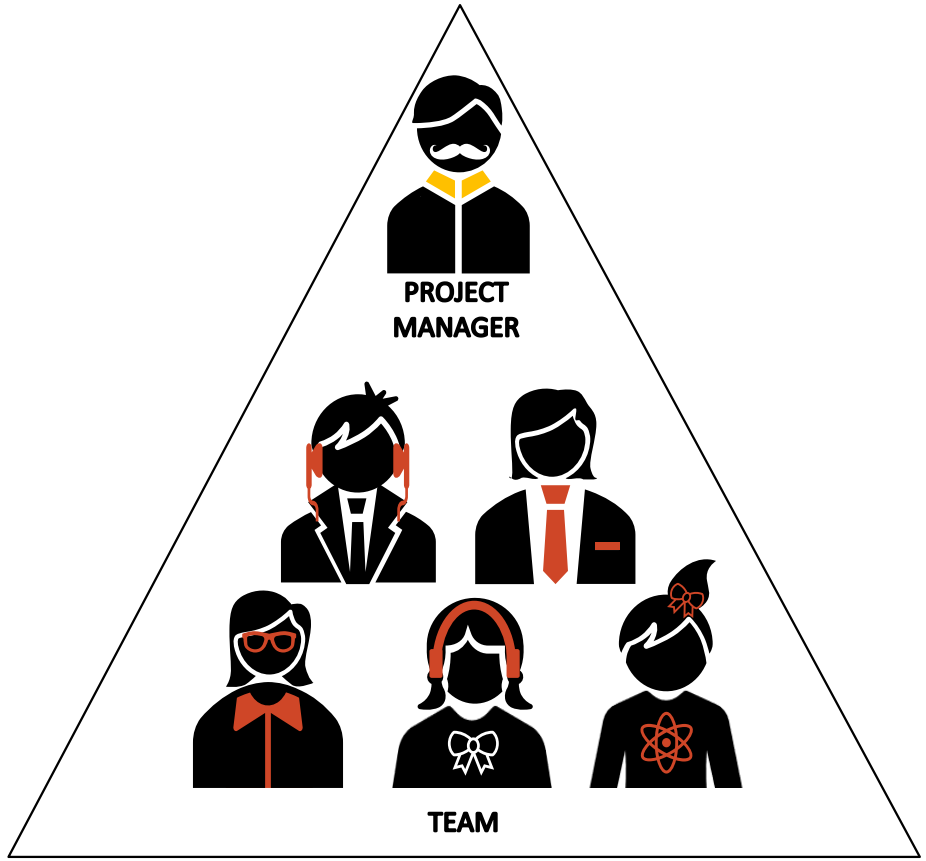
Meet Peter, the PM

Traditional Project Manager

- Manages
- Plans
- Reports
- Monitors
- Communicates



Is expected to deliver the full feature **scope** within **timeframe** and **budget**

Is accountable for project **success** or **failure**

Is responsible for **planning**, **executing**, **monitoring**, **controlling**, and **closing** projects

Leans more towards traditional/waterfall command and control processes than agile processes

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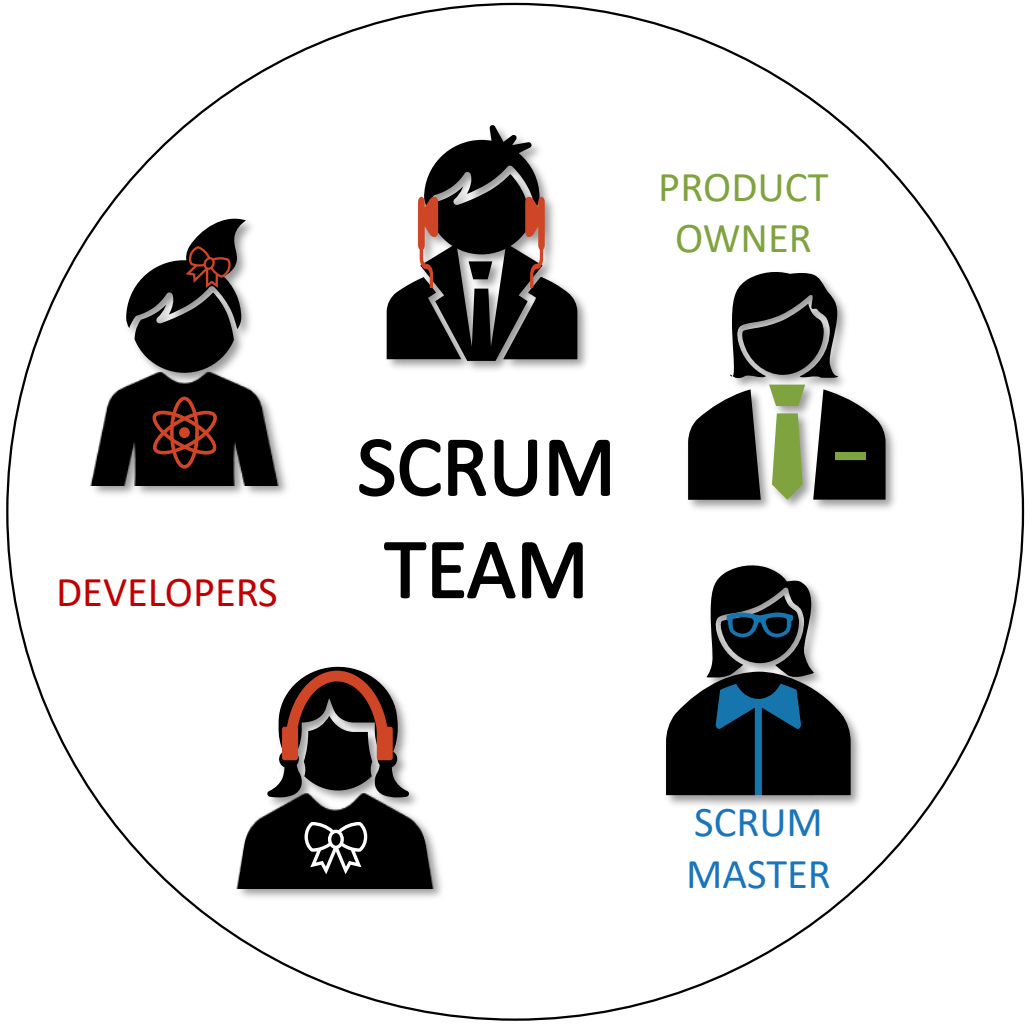
Meet the Scrum Team

The Scrum Team

- <= 10 people
- Cross Functional
- Self-Managing
- Clear Accountabilities



Responsible for all product-related activities

Accountable for creating a **Done Increment** every Sprint

Live according to the core Agile Manifesto Values and Scrum Values

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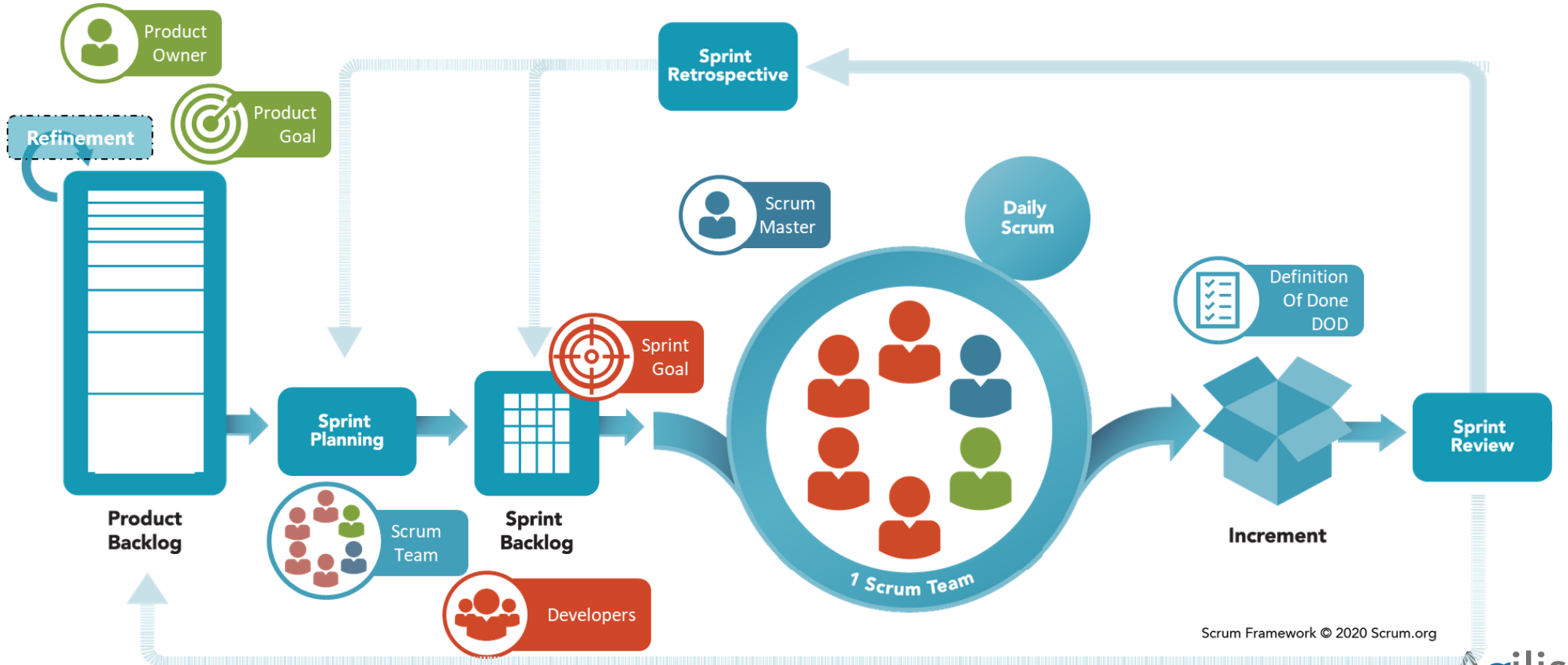
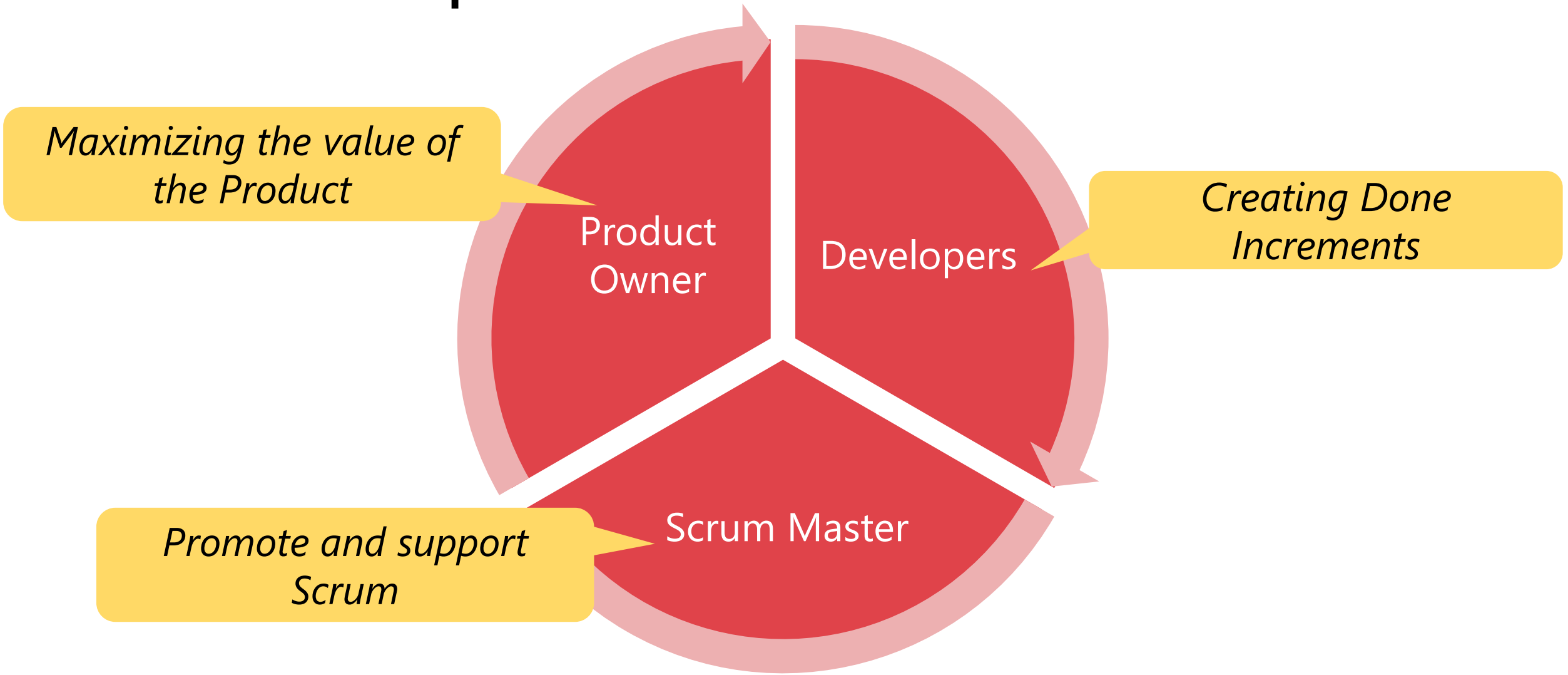
Scrum In A Nutshell

1. A Product Owner orders the work for a complex problem into a Product Backlog.
2. The Scrum Team turns a selection of the work into an Increment of value during a Sprint.
3. The Scrum Team and its stakeholders inspect the results and adjust for the next Sprint.
4. Repeat



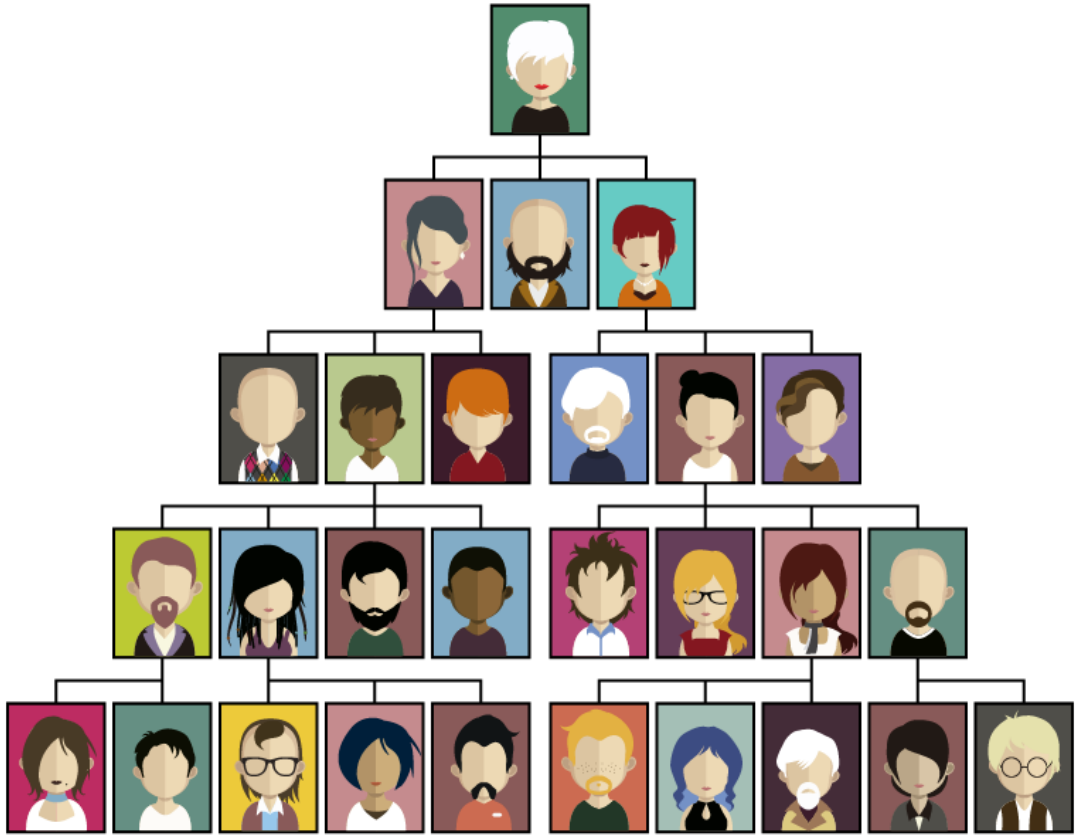
Scrum Team: Specific Accountabilities



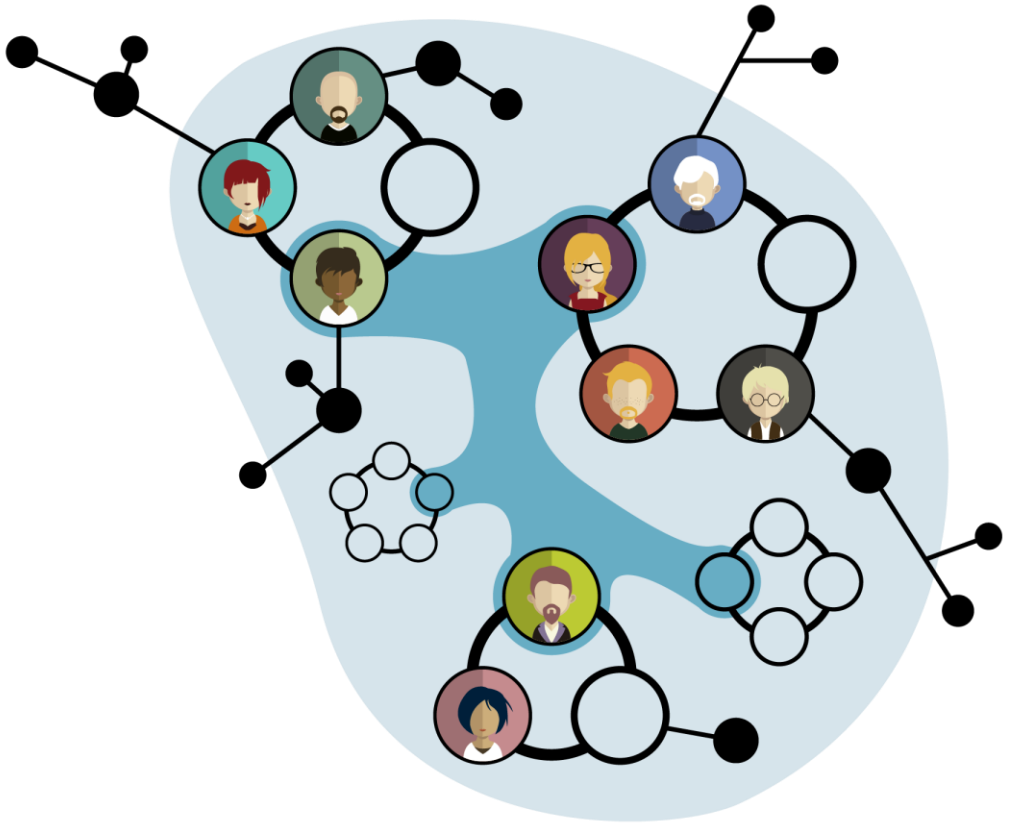
Meet the Organization

Organizational Models Have Changed

Hierarchical & Mechanistic



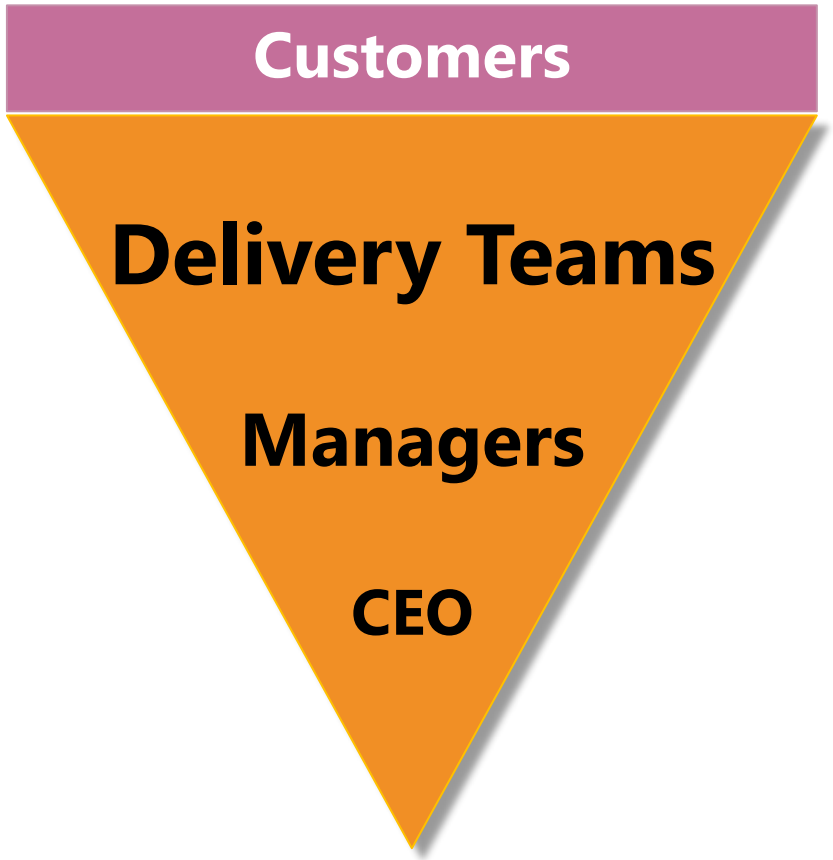
Organic & Team-Centric



An Agile Organization is „Inverted"

The Traditional Organization

The Agile Organization

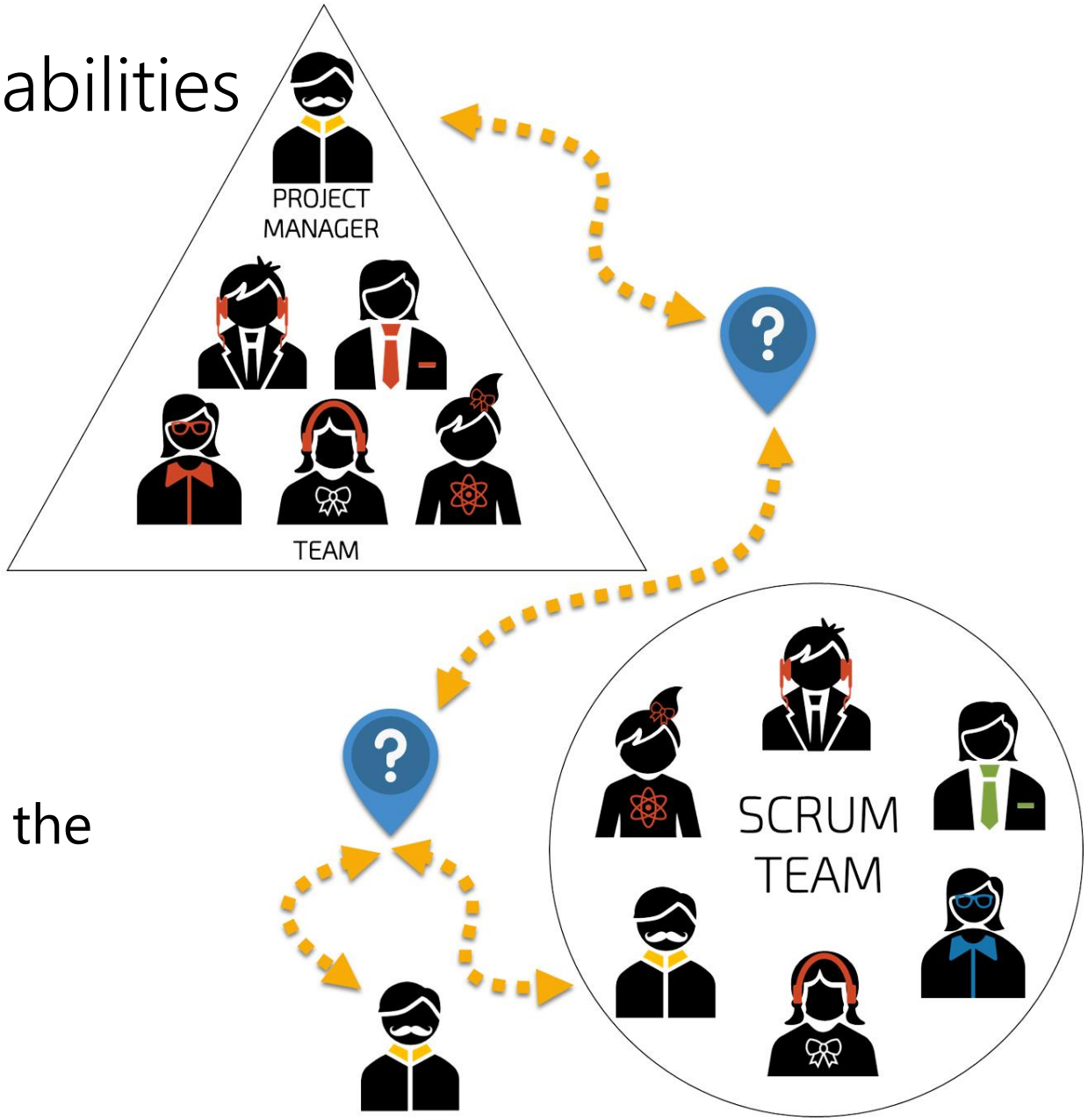


Which Path should Peter Pursue inside/outside Scrum?

Peter Has Several Options

Assume one of 3 Scrum Accountabilities

- Developer
- Scrum Master
- Product Owner



Work outside of the Scrum Team

- Become an Agile Leader
- Provide various services to the team and the organization

Should Peter Become a Developer?

Developers in the Scrum Team

Do all product-related work

- Analysis, Design, Development, Testing, Delivery, Monitoring, Maintenance, Support

Own the decision how to do work

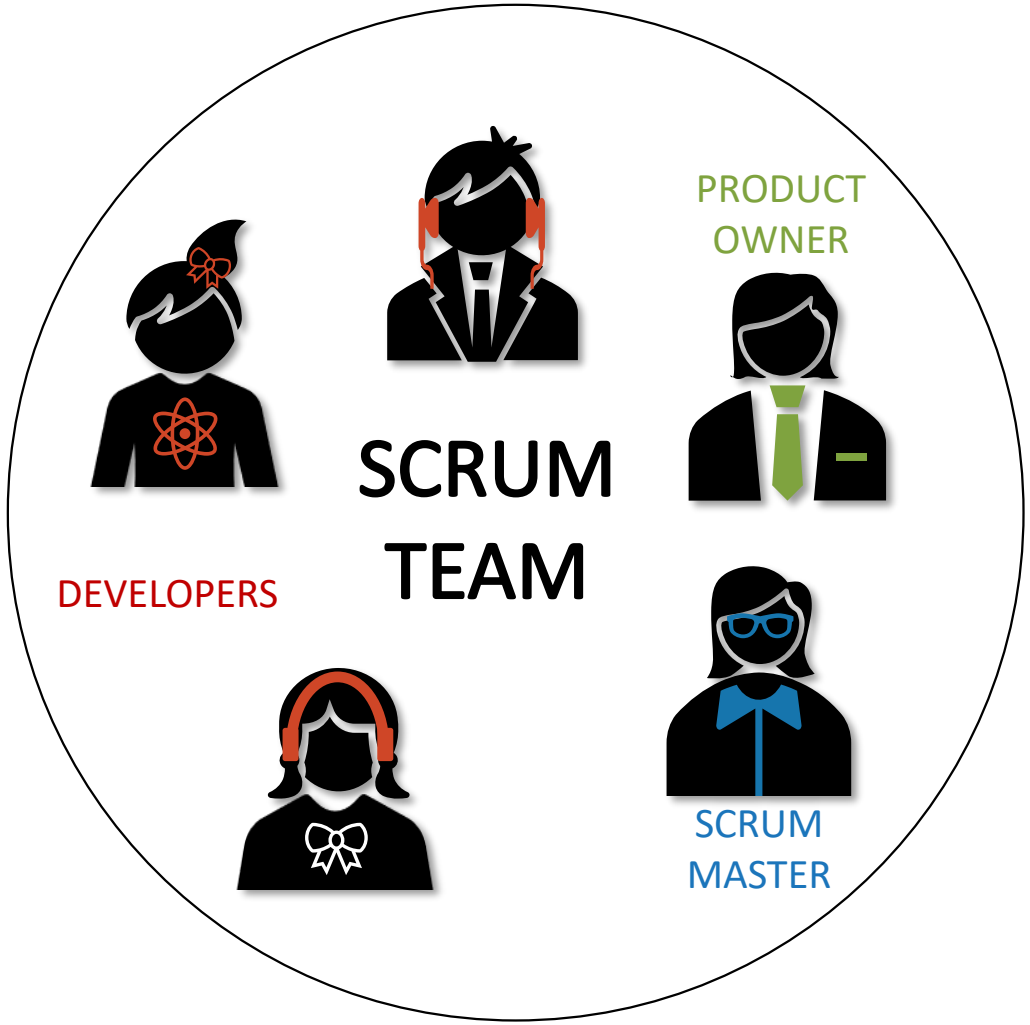
- Own all work estimates

Responsible for creating valuable, usable, done increments every Sprint

- Responsible for quality

Continuously inspect and adapt

- Work results and how they work



Working as a Developer is Not Easy

Expected to act as Professionals

Need to become a cross-functional group

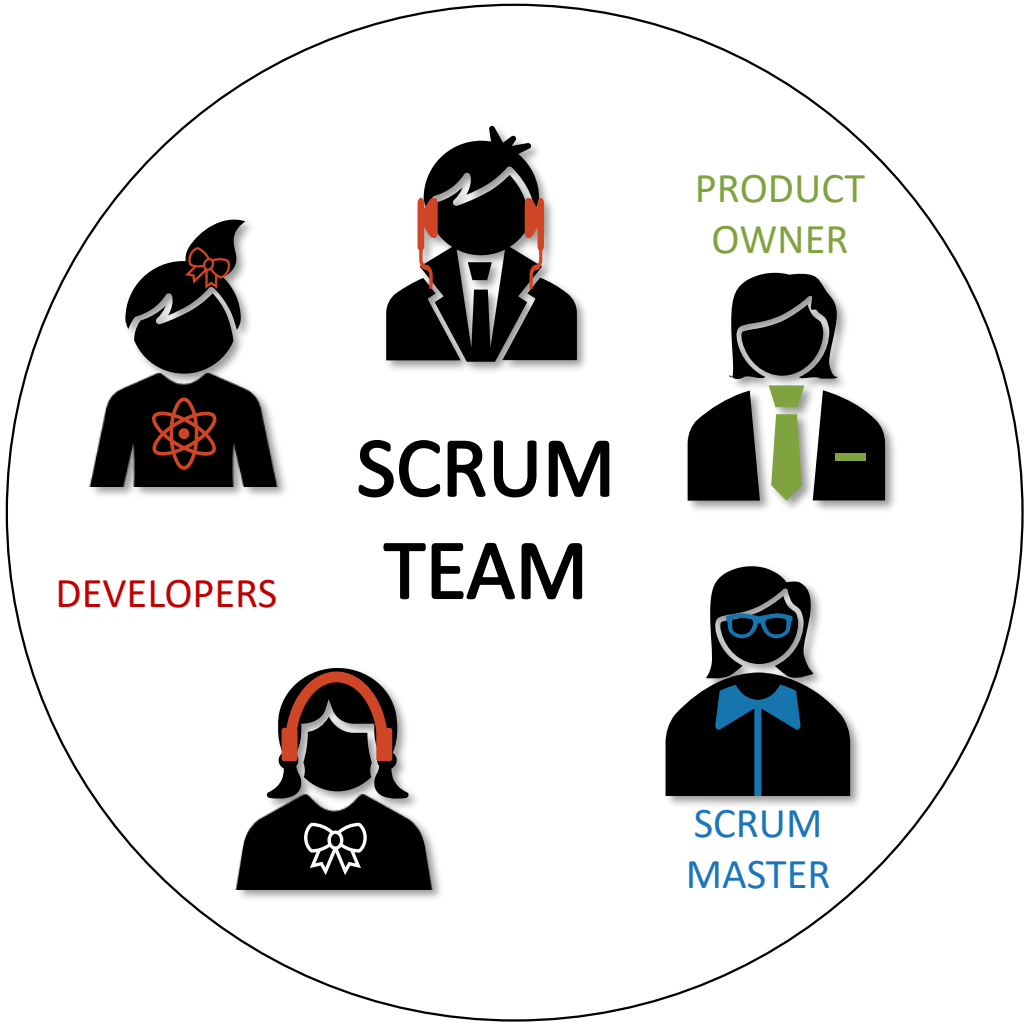
- Continuously build all necessary skills and knowledge to do the work

Required to self-manage

- Manage themselves and their work

Expected to thrive collectively

- Be committed, focused, open, respectful, and courageous
- Collaborate and share knowledge
- Solve problems together
- Trust each other
- Be transparent about their work
- Share objectives, success, and failure



Should Peter Become a Developer?

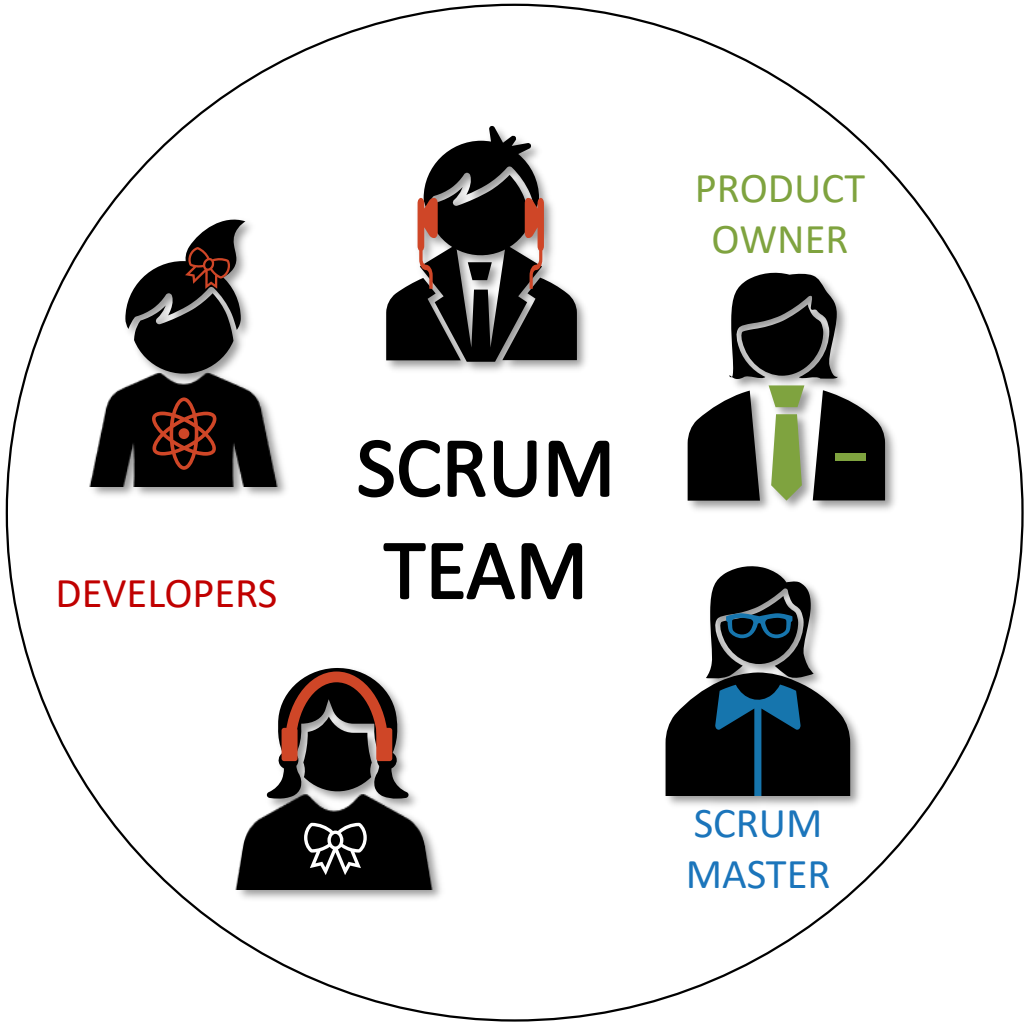
Yes!

If his passion and (previous) experience leans towards doing the „work"

- There are many types of work needed to develop a product Increment!
- Peter could be a valuable subject matter expert
- Peter could be skilled in business processes, analysis, assessing quality, working with data, etc.

No!

If he is not a team player and needs to manage (work, people)



Should Peter Become a Scrum Master?

Scrum Master in the Scrum Team

Implements Scrum in team(s) and the organization

- Establishes Scrum practices, rules, and values and ensures they are understood and followed

Accountable for the Scrum Team's effectiveness

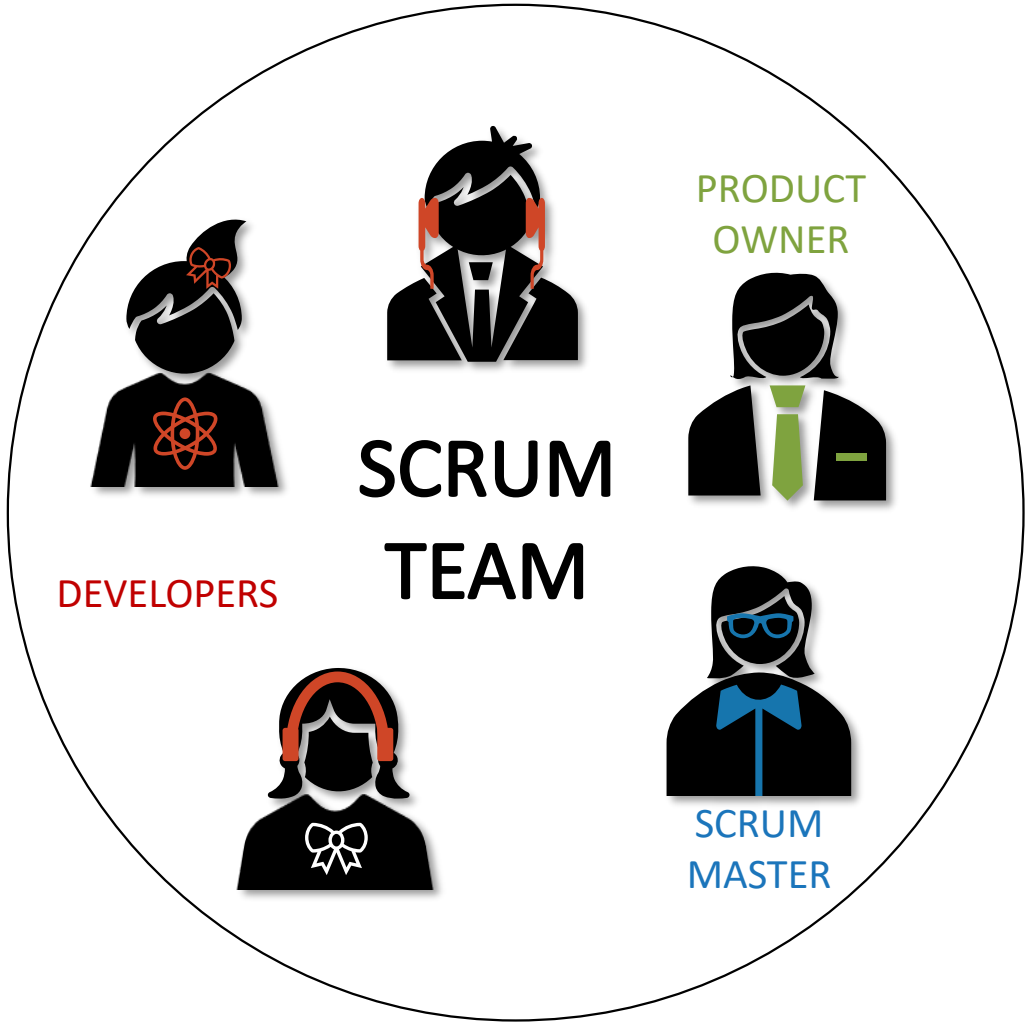
- Coaches team members in self-management
- Ensures the team is cross-functional
- Helps the team focus on improving quality
- Supports the team in becoming healthy

Causes impediment removal

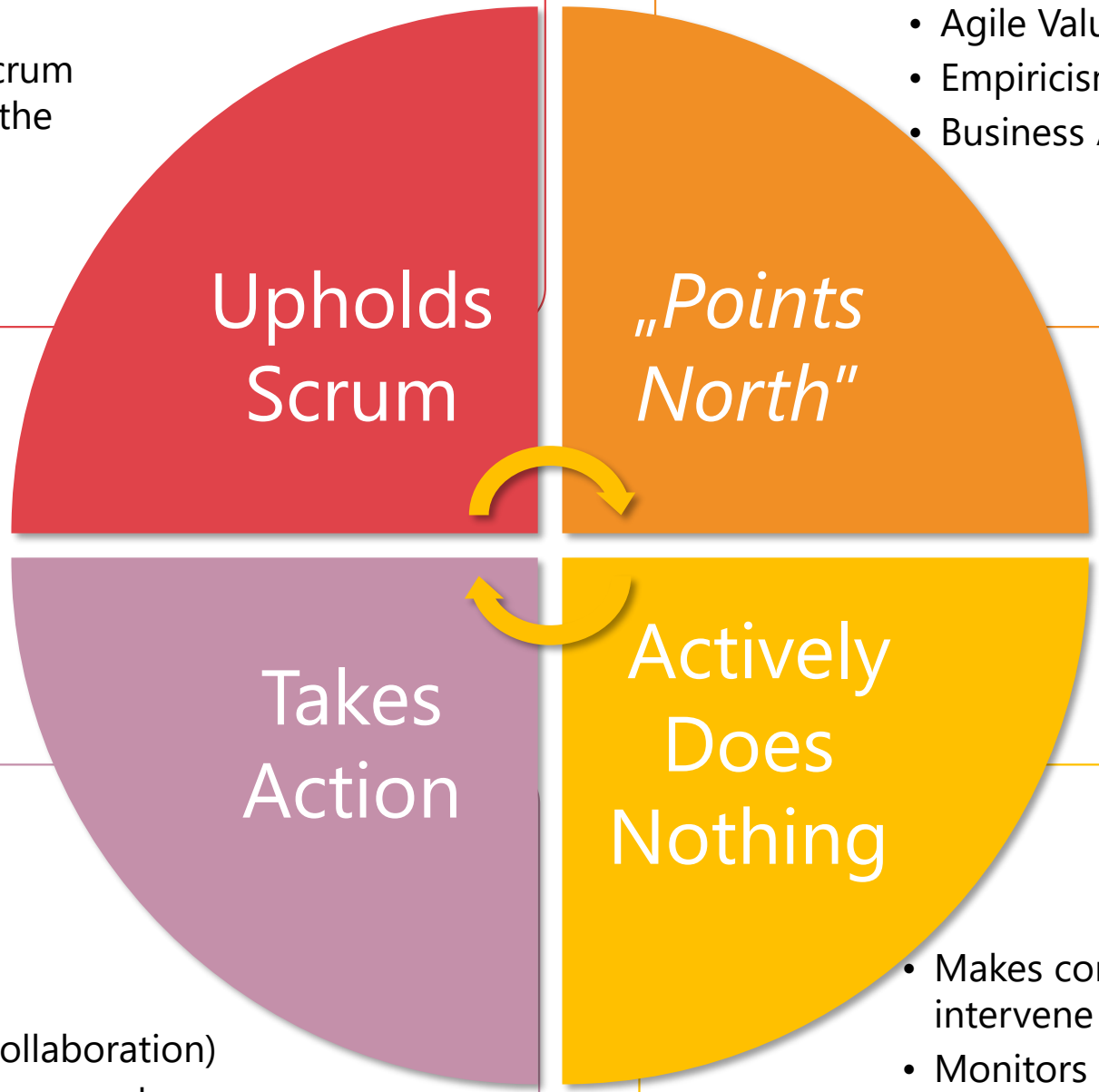
- Helps the team (learn how to) remove impediments by themselves
- Removes impediments only (!) when the team cannot remove them by themselves

Shields the Scrum Team

Shares responsibility for success and failure



Many Stances of a Scrum Master



- Leads, trains, and coaches everyone in Scrum
- Plans and advises Scrum implementations in the organization

- Scrum Values
- Agile Values & Principles
- Empiricism
- Business Agility

- Acts as a leader who serves
- Teaches, Coaches
- Facilitates (events, collaboration)
- Causes impediment removal

- Makes conscious choice not to intervene
- Monitors and observes
- Lets team learn from failures

Should Peter Become a Scrum Master?

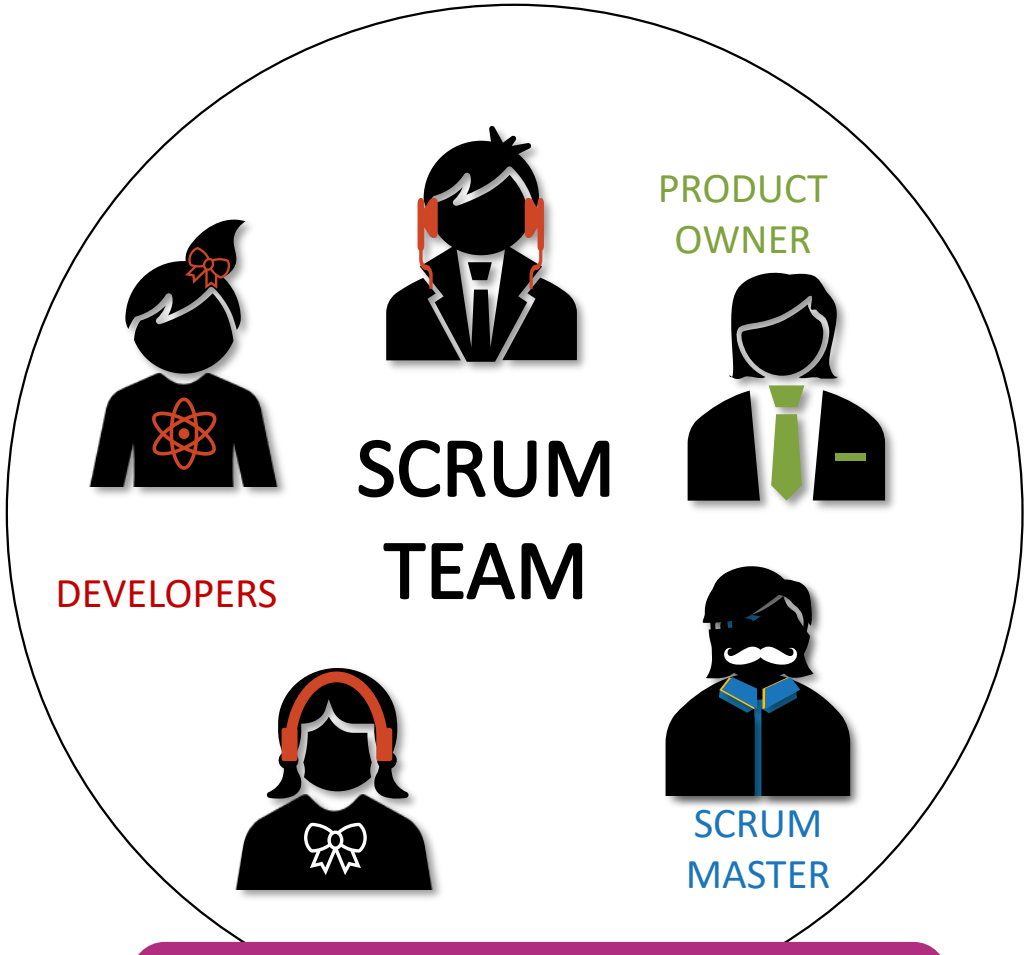
Yes!

If his passion leans towards helping and supporting people or organizations in their continuous improvement

- Peter might realize he wants to be a change agent
- Peter might embrace the vision to work for a „greater good"
- Peter might enjoy facilitation
- Peter might be a gifted teacher/coach

No!

If he cannot let go of his need to command and control who does what, when, and how



SM is not just PM with an Agile hat!

Should Peter Become a Product Owner?

Product Owner in the Scrum Team

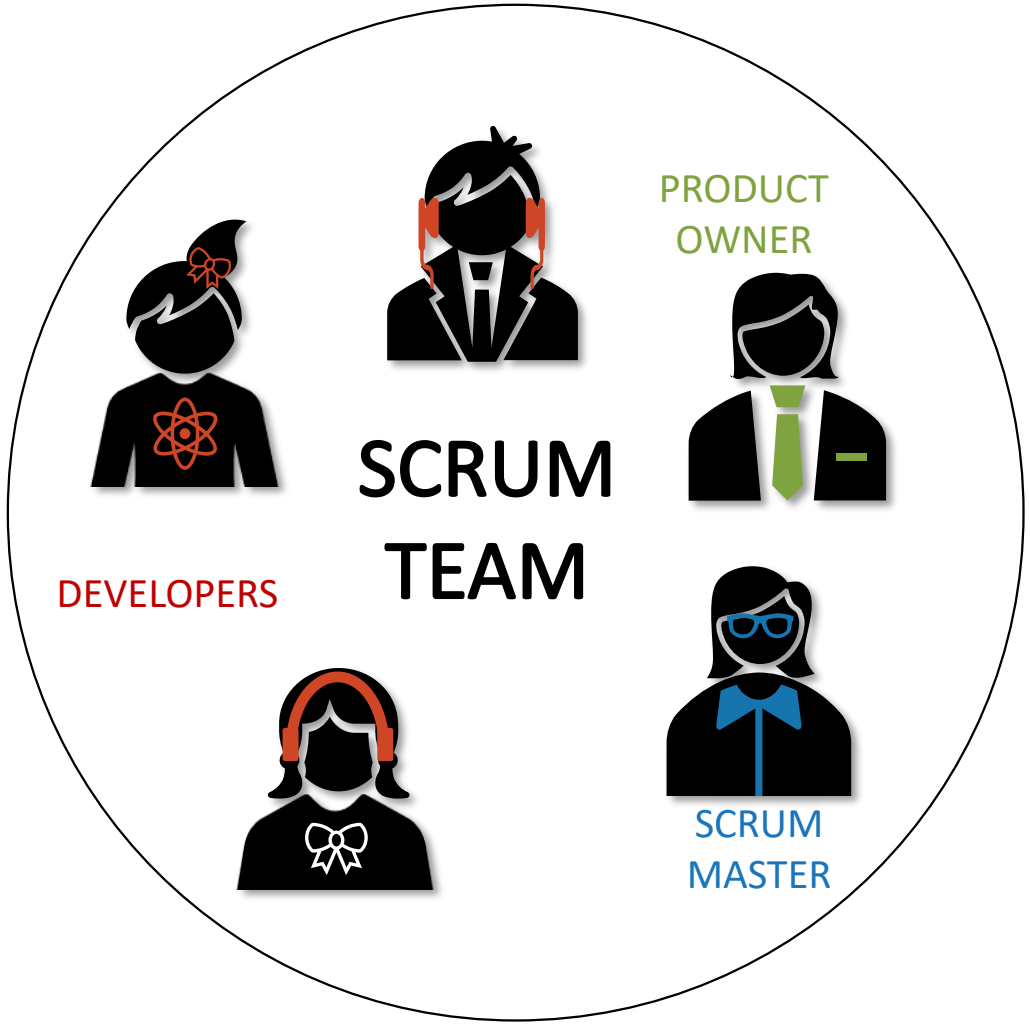
Maximizes the value of the product

- Ensures Developers are working on the right thing all the times
- Chooses what and when to release

Manages the Product Backlog

- Develops and communicates the Product Goal
- Creates, clearly communicates, and orders Product Backlog items
- Works with Developers to define and understand work

Represents stakeholders and customers to the Developers



Product Management Encapsulates Many Things

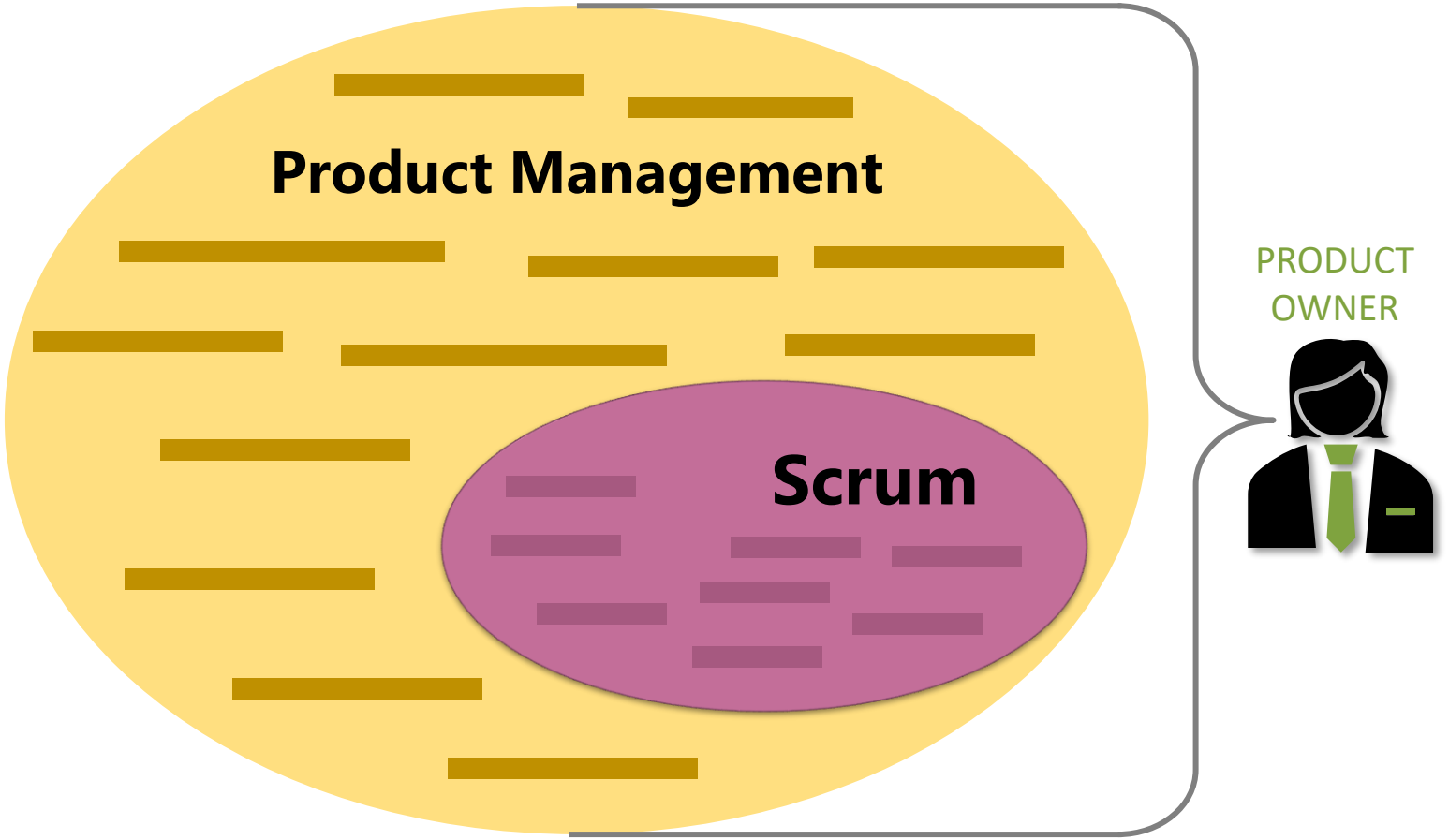
- Analyzing the Industry & Competition
- Product Strategy
- Maximizing Revenues & ROI
- Release Planning
- Identifying Customers & Their Needs
- Forecasting & Feasibility
- Creating the Business Case
- **MANY ARE COVERED BY SCRUM!**
- Strategic Product Planning
- Identifying Product Requirements
- Creating a Roadmap
- Release Execution
- Auditing Results
- Sustaining the Product
- Product Launch
- Customer Retention
- Naming & Branding
- Outbound Messaging
- Defining Product Features
- Product Retirement

Product Owner Is an Agile Product Manager

Communicates vision and value to the Developers

Works with Developers to capitalize on the latest technology

Leverages Scrum for frequent product inspection and adaptation



Should Peter Become a Product Owner?

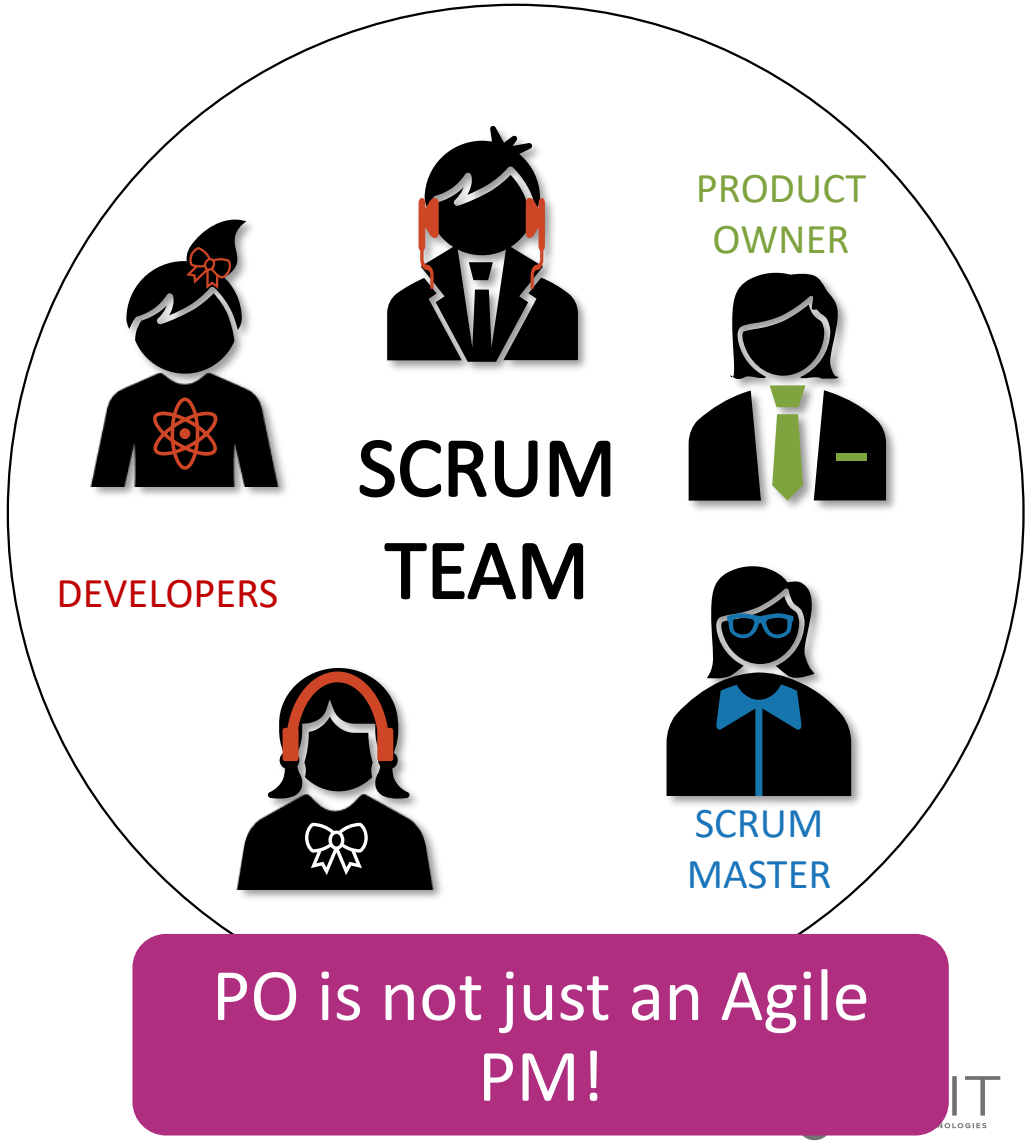
Yes!

If his passion leans towards understanding and maximizing the business value od the product

- Peter might be gifted to see the „bigger picture"
- Peter might (already) have authority and accountability to make decisions
- Peter might be great at collaborating with stakeholders
- Peter might be well-organized, detail-oriented, and analytical

No!

If he cannot shift from project delivery and micromanagement to product development and leaning on self-management teams



PO is not just an Agile PM!

Should Peter Become an Agile Leader?

Agile Leader in an Organization

Lead with Agile principles and values

- Nurture a culture of experimentation and learning
- Foster the need to change and evolve

Steer everyone towards shared vision and goals

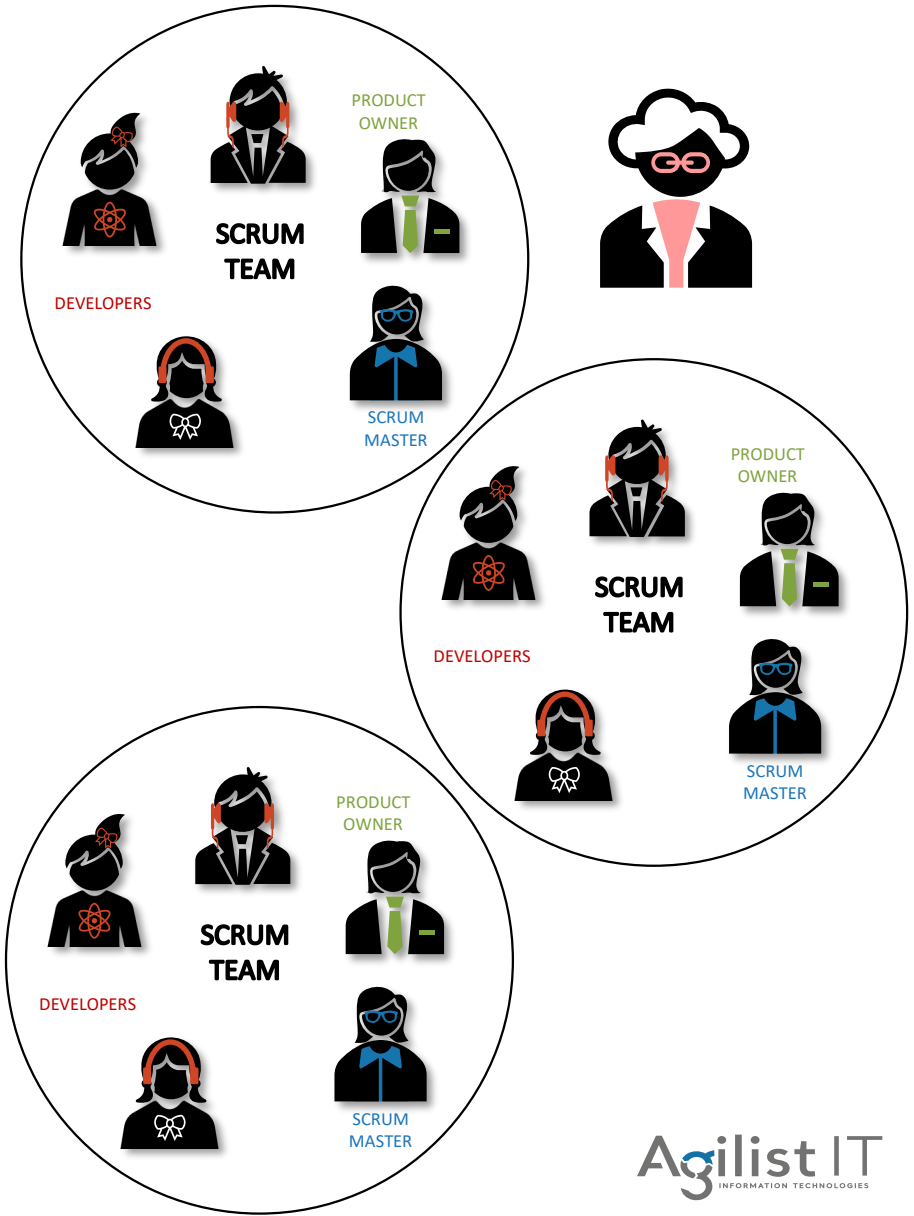
- Help focus on outcomes, not outputs
- Help focus on delivering customer value

Create environments where self-managing teams can thrive

- Properly structure the organization
- Focus on growing people (skills)
- Help with removal of impediments

Delegate responsibilities and decisions

- Trust and rely on people



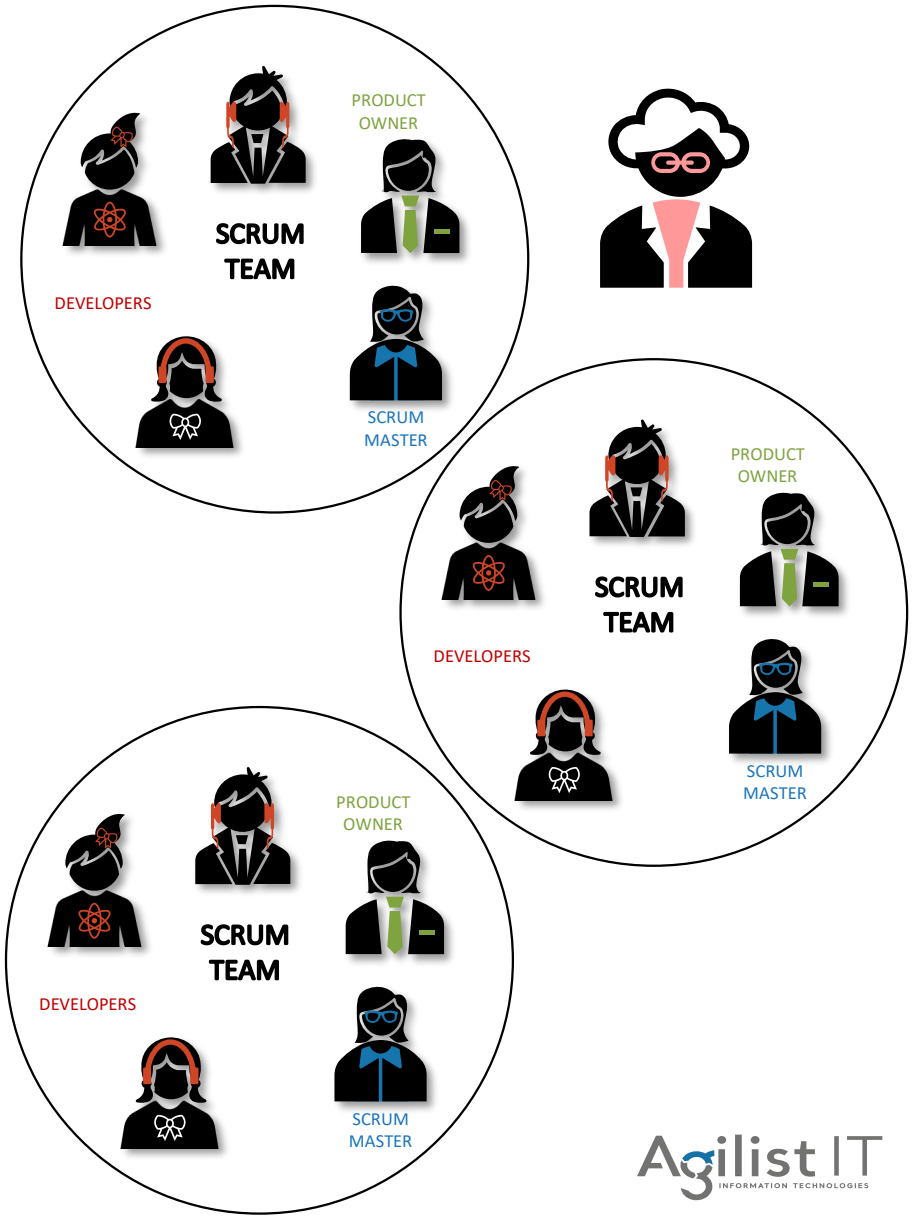
Agile Leaders Closely Collaborate with the Scrum Teams

Partner with Scrum Masters

- Promote Scrum Values to organizational values
- Provide for an environment where Scrum Teams can grow
- Help with removal of impediments

Partner with Product Owners

- Delegate responsibility for the entire value chain to POs
- Align different parts of the organization with different operating models (agile vs. traditional)
- Resolve cross-departmental dependencies



Should Peter Become an Agile Leader?

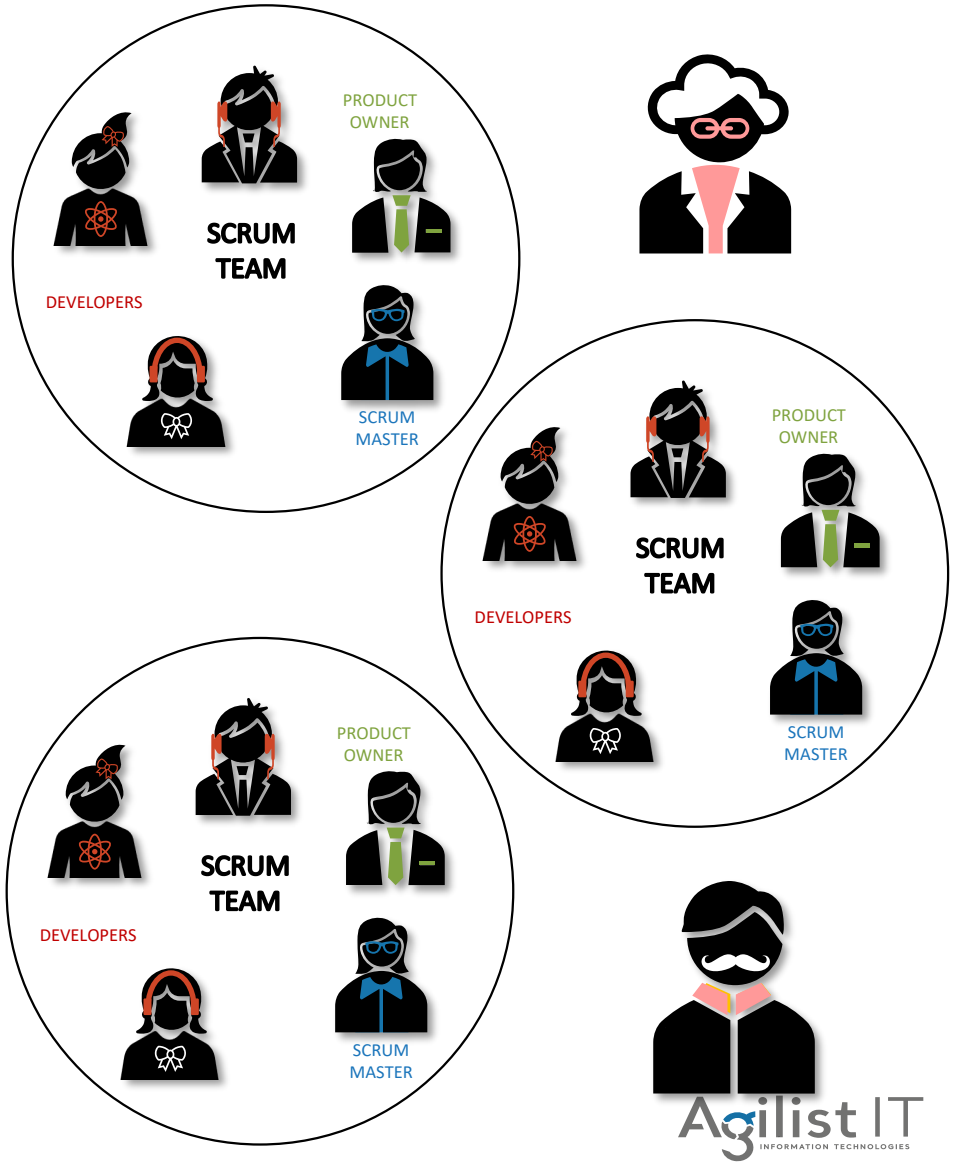
Yes!

If his passion leans towards leadership and entrepreneurship

- Peter might have always wanted to be more than just a PM
- Peter might see the „*Greater Goal*" and provide vision and mission
- Peter might be capable of inspiring people

No!

If he cannot lead by example, step aside, and delegate decisions and responsibilities

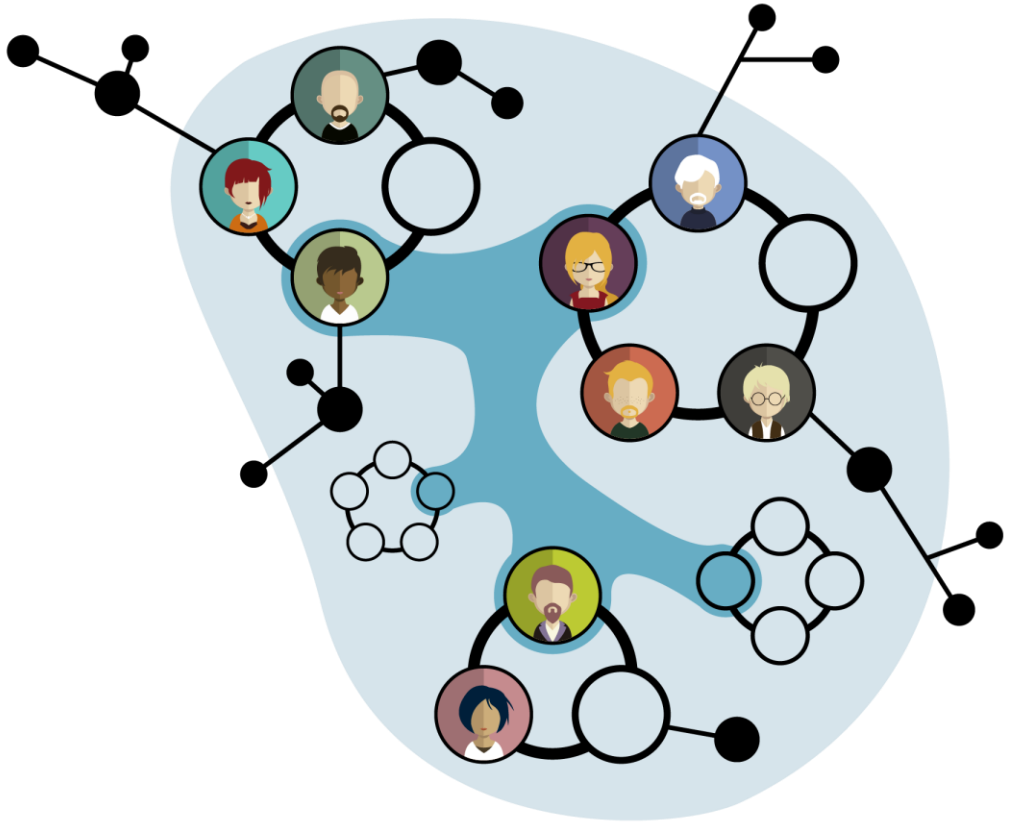


Should Peter Support Scrum (Teams) at the Organizational Level?

(Ex) PMs Can Help Scrum Teams in Many Different Areas

Coach or actively support Product Owners

- Funding and budget, and schedule
- Resource management, schedule, and long-term planning
- Interactions with customers (contracting, formal communication, etc.)
- Reporting status to higher management and boards
- Managing project portfolios and governance
- Working in a scaled agile environment



Navigate teams through broader organizational change initiatives

(Ex) PMs Can Help the Wider Organization

Support the Management

- Reporting portfolio status to higher management
- Liaising between Scrum Teams and Management

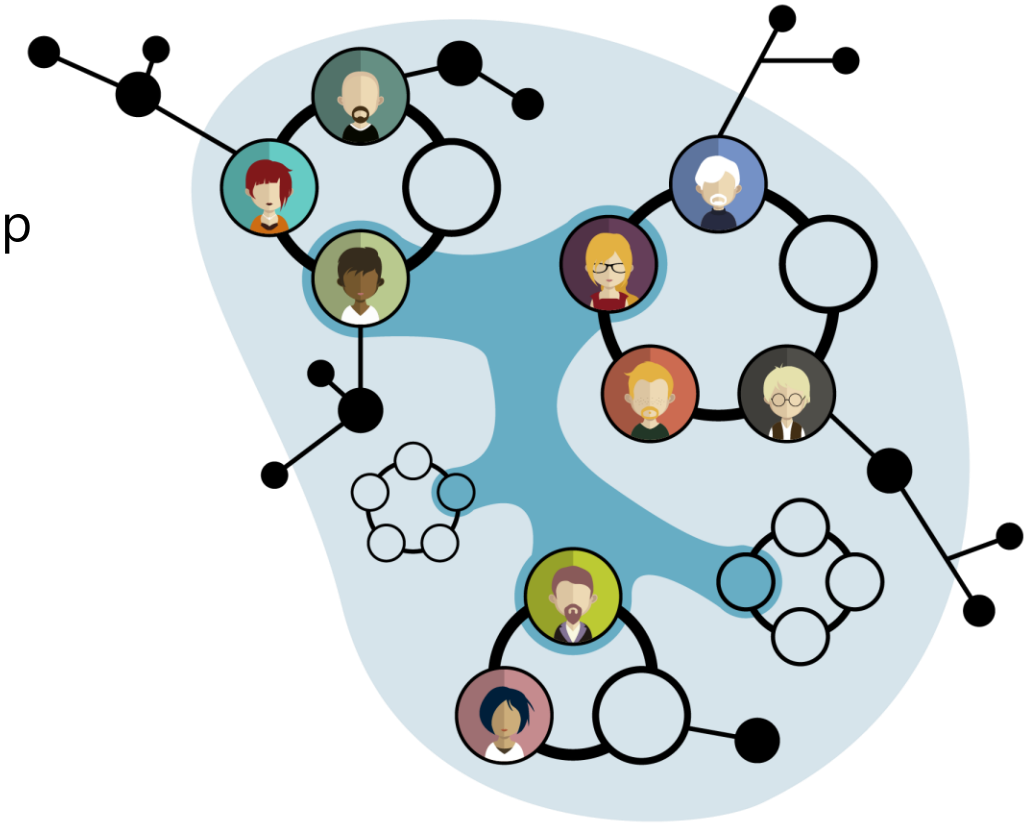
Support the business (Customer facing)

- Contracting, legal work, facilitating a formal relationship

Help remove organizational impediments

- Leverage their knowledge and experience with processes and tools
- Leverage their connections across the organization

Bridge the gap between agile and non-agile teams



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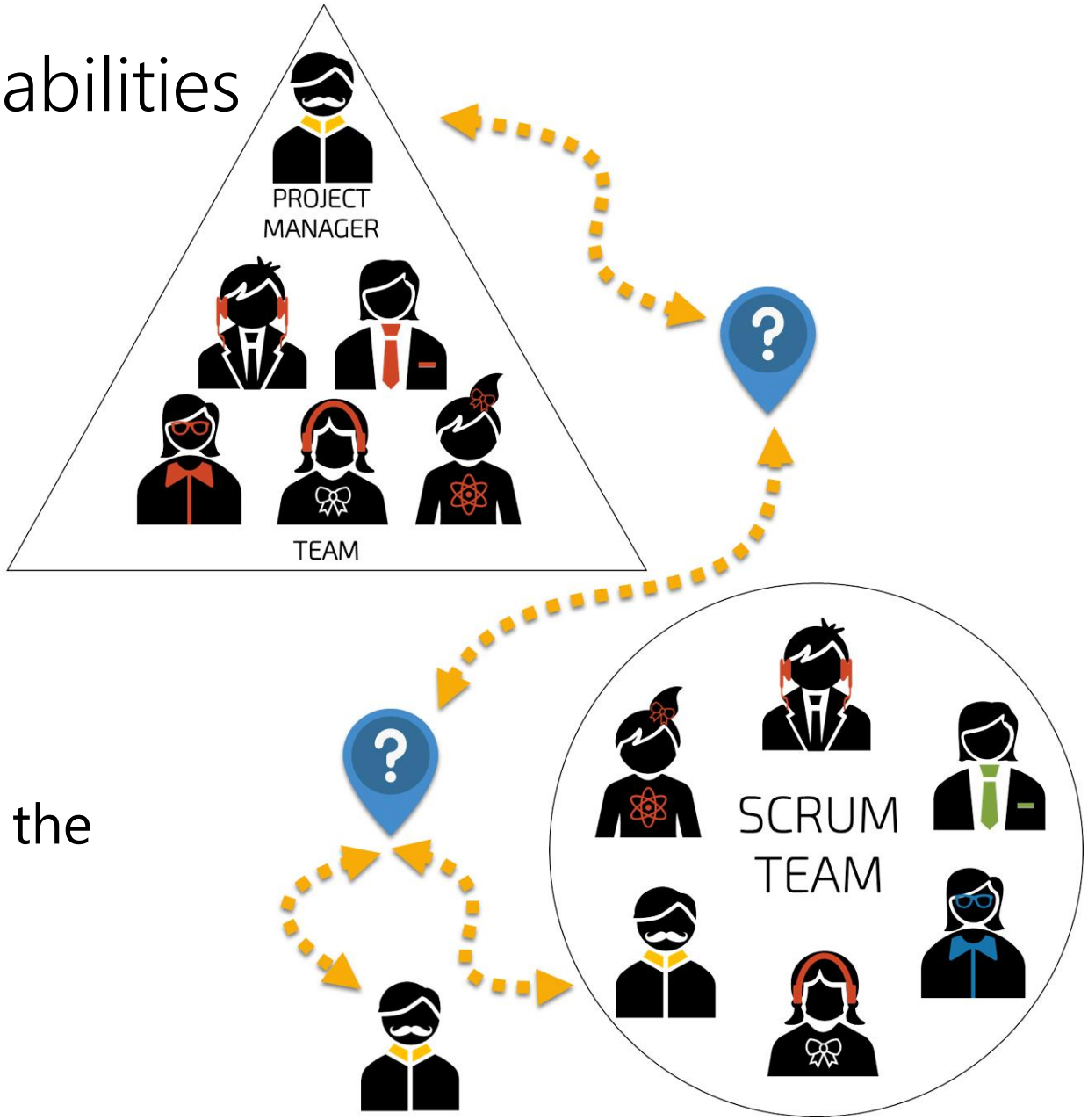

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Thank you!

Any Questions?

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