

From the Vision to the User Story

VISION

A "good" vision

- Includes "We're building what", "for who", and most of all "why"?
- Allows you to derive "SMART" business objectives
- Easily understood by everyone: IT, marketing, finance, etc.
- Sets the tone and the direction of the project

Vision Statement

For (target customer)

Who (statement of the need of opportunity)

The (product name) is a (product category)

That (key benefit, compelling reason to buy)

Unlike (primary competitive alternative),

Our product (statement of primary differentiation)

Product Backlog health

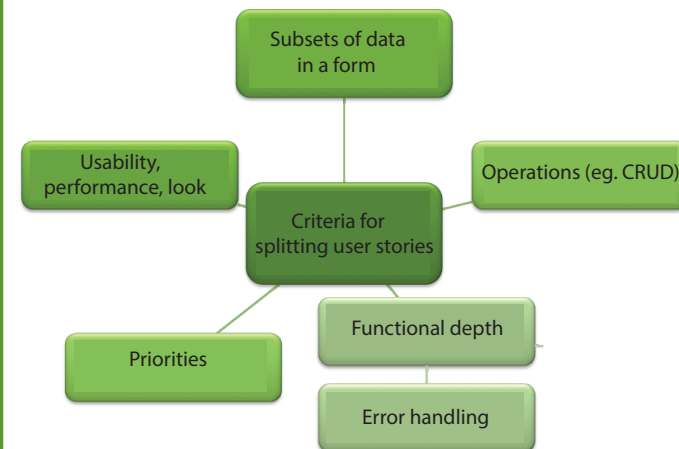


- Estimated
- Prioritized
- Right amount of details
- Emergent

USER STORIES - Format

Title	Modify the Customer File
Statement	As a Customer Services Manager, I want to modify the customer's information so that I always have valid information and avoid frustrations
Acceptance Criteria	- I can change the entire name, address, and telephone number - The credit cards, social insurance numbers are editable - It is possible to navigate through the old customer ID data - The public profile is updated with the latest available info
Value	Value \$\$\$ Effort 5

Criteria for splitting User Stories



User Stories – Qualities

I	• Independent
N	• Negotiable
V	• Valuable
E	• Estimable
S	• Small
T	• Testable

Other types of items we could add to the Product Backlog



11 Questions to Define the Business Value of your User Stories

1. Does the feature improve the user experience of our product?
2. How many users will benefit from the new feature?
3. Is the feature needed to meet a legal requirement?
4. Does the feature improve the image of our product?
5. Does the feature ensure greater stability?
6. Does the feature guarantee better security?
7. Does the company benefit financially following the release of the feature?
8. Does the feature bring us closer to the company's objectives?
9. Who will miss this feature if it is not included?
10. Will the product's appeal be affected if the feature is not included?
11. Will the feature unexpectedly delight our users?

Why Estimate in Points (relative complexity)?

- Because the estimates/forecasts/speculations are often wrong
- Because it's faster
- Because it doesn't give a false sense of accuracy
- Because the scale is common to the entire team and not the individual
- Because the backlog doesn't have to be re-estimated after a change in performance
- Because it allows us, in many cases, to ignore the technology
- Because the brain has the ability to quickly categorize items by comparing them

Criteria for organizing the Backlog



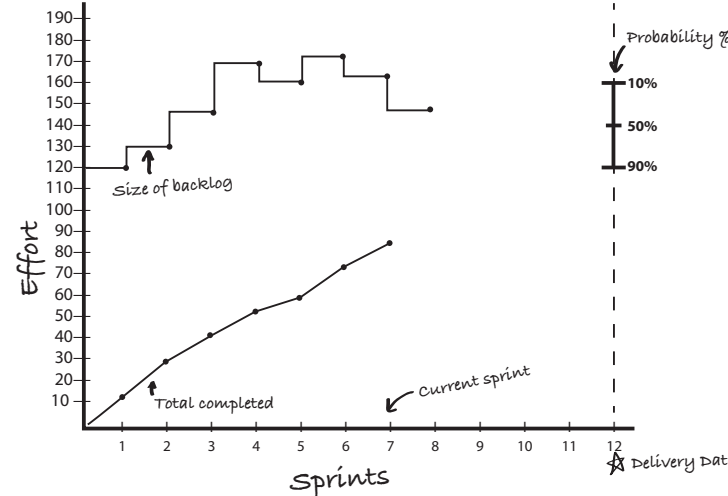
Other Prioritization Models:

1. For simplified ROI: Business Value/Cost
2. Sophisticated financial models (NPV, ROI)
3. KANO model: "necessary", "linear" and "extras" (with forms)
4. MoSCoW "must", "should", "could", "would"
5. Subjective criteria
 - Strategic positioning
 - Response to the competition
 - Political concerns
 - Change management

Definition of DONE (example)

- Definition of DONE --
- Revised design
 - Code refactored
 - Code reviewed
 - Unit tests
 - Integration tests
 - Performance tests
 - Usability tests
 - User documentation
 - Technical documentation
 - Release Notes
 - Pre Production deployment
 - User acceptance

Delivery Plan (Example of a Burn Up Chart)



Product Owner Responsibilities

Sprint Planning

- Before:
- Ensure that the top items in the product backlog are ready for the sprint
 - Ensure that backlog items have acceptance criteria
- During:
- Explain the user stories in order of priority in the product backlog
 - Attend the task breakdown and be available to answer questions

Daily Scrum

- Before:
- Prepare your answers to the 3 questions
- During:
- Listen
 - Answer questions
 - Communicate on how you're helping the team

Sprint Review

- Before:
- Actively show interest in the sprint progress and give feedback
- During:
- Accept or reject the sprint results
 - Incorporate feedback into the product backlog

Retrospective

- During:
- Participate as a team member
 - Help identify obstacles outside the team's control

Product Backlog Refinement

- Before:
- Have a prioritized product backlog
 - Understand/master the new requirements
- During:
- Share the long-term vision of the project
 - Describe new requirements so that the team can estimate
 - Help decompose high effort items into smaller deliverables
 - Reprioritize the product backlog

Our thanks to James Shore, Jeff Patton and Mike Cohn for the references and inspiration.

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If you find this checklist useful, let us know by email (go@agilepartnership.com) or on twitter (@AgilePship)

- 1 - It's clear to the team that you are the Product Owner T F
- 2 - You are able to quickly and easily convey the vision of your product T F
- 3 - You have been challenged by the limitations of products similar to yours T F
- 4 - You are eager to share your vision with the team T F
- 5 - You create the items in your product backlog T F
- 6 - You clearly present the contents of your product backlog to your development team so the team members are able to estimate the complexity. T F
- 7 - You have an excellent understanding of the work at hand to achieve the vision of your product and you are able to express it through a delivery plan T F
- 8 - You are able to identify the Minimal Viable Product T F
- 9 - You use the team regularly to perform your product backlog refinement T F
- 10 - You control the content of your product backlog, both the User Stories and the technical items T F
- 11 - You have an excellent understanding of the team's velocity T F
- 12 - You are aligned with the development team on the definition of DONE T F
- 13 - You have a good understanding of the technical challenges associated with your product T F
- 14 - You have an acceptable understanding of the technical language of the development team T F
- 15 - You have an excellent understanding of the commercial value of your product T F
- 16 - You use planning meetings, reviews and retrospectives as opportunities for sharing feedback and improvements T F
- 17 - You help the development team to set a clear, measurable, and realistic sprint goal T F
- 18 - You effectively manage feedback from stakeholders during the sprint reviews T F
- 19 - You actively participate in the retrospectives T F
- 20 - You have the power to accept or reject the proposals made by the team regarding the product T F
- 21 - You have a budget T F
- 22 - You orchestrate all the needs, desires and ambitions of the stakeholders and prioritized them to provide stability to the team T F
- 23 - You have the power and the leadership to bring together diverse interests and desires T F
- 24 - You fundamentally believe that running experiments and learning from them you get the best results T F
- 25 - You communicate team progress to the stakeholders regularly and transparently using the product backlog T F
- 26 - You have that little spark in your eye when you talk about your product T F

Count the "Trues"

- 0 - 9 : Basic Product Owner training is required
 - 10 - 19 : The assistance of an Agile coach or Scrum Master would be useful
 - 20 - 26 : You are a Product Owner
Continue to improve yourself!
- Take the questionnaire often and see your progress!

The 3 Basic Criteria for Choosing an Effective Product Owner

1. Is authorized to make decisions
2. Has deep domain knowledge
3. Is available to the project at all times