Great Scrums Need Great Product Owners

Unbounded Collaboration & Collective Product Ownership

Ken H. Judy & Ilio Krumins-Beens
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Scrum Roles
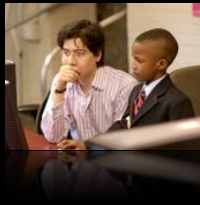
Product Owner: maximizes value

Team: technical execution
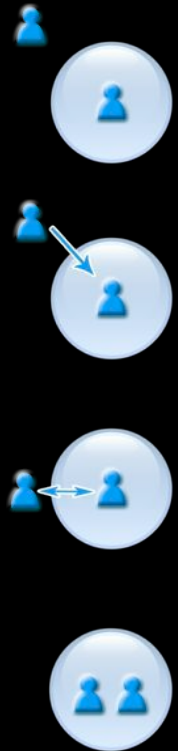
Scrum Master: Scrum process

Untapped Competence

"… I've got to have more experience with junior [children] than a lot of the people who are telling me what I should be doing with them… I think I could help bring a lot to it and nobody ever asks…They just go ahead and proclaim and we have to follow."
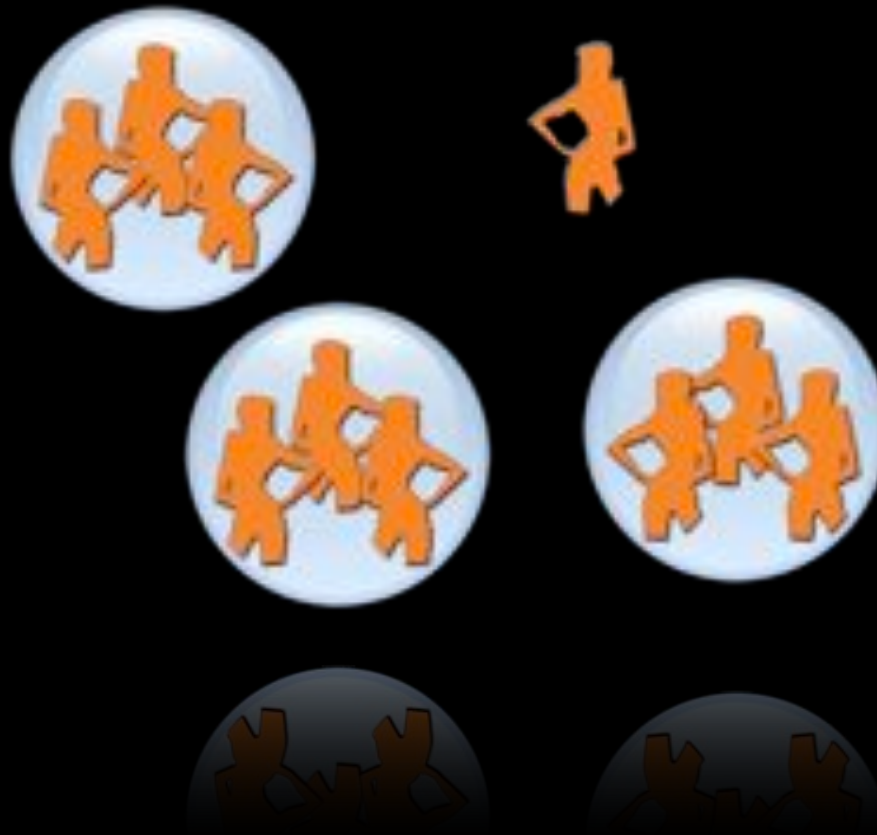
Collegial Relations

Relationship	Description
Scanning & Storytelling	Anecdotes without connecting to each other's experience.
Help & Assistance	Help giving only when asked.
Sharing	Pooling of existing ideas without examining and extending them.
Joint Work	Teaming, planning, observation, action research, sustained peer coaching, mentoring, etc.

J.W. Little

The persistence of privacy: Autonomy and initiative in teacher's professional relations

Contrived Collegiality

Balkanization

Bounded Collaboration

Beyond Defined Roles

Continuous Improvement

" I found in the past year at the Toyota, Georgetown, assembly plant associates made about 80,000 improvement suggestions. The plant implemented 99% of them."

— Jeffrey K. Liker,
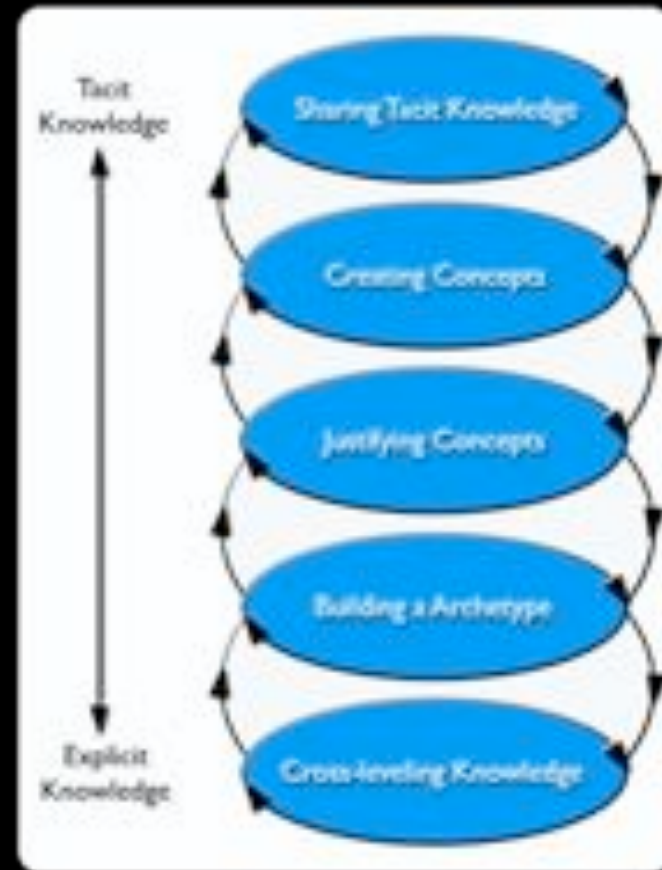*The Toyota Way*

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Innovation

"The Honda team, for example, consisted of hand-picked members of R&D, production, and sales... Such diversity fosters new ideas and concepts."

– Nonaka & Takeuchi,
The New New Product Development Game

Five-phase model for the organizational knowledge creation process

Agile

the original signers of the Agile
Manifesto... "explicitly declared
collaboration and communication as
fundamental practices for successful
software development"

— Jean Tabaka,
Collaboration Explained

Collective Ownership

- Accountable, engaged & generous product owner

- High-performing agile team

- Co-locate (use proxies)

- Co-create at all stages on all aspects

- Access to experts

- Focus on end-users

- Truth, courage & trust

Challenges

- Avoid collaborative pitfalls

- Allow dissensus

- Scrum discipline

- Great product owners

- Agile enterprise!

"Relativity" by M.C. Escher

Areas for Research

Collaborative Software
Development Cultures and...

- Specific practices (pairing)

- Diversity

- Worker engagement

- Customer engagement

- Innovation (IP)

- Market performance

- Risk

- Ethical behavior

"Goodbye" by mira_photo, flickr

Ript™: Innovation & Collective
Product Ownership (Agile 2007)
http://ieeexplore.ieee.org/xpl/freeabs_all.jsp?arnumber=4293615

Using Agile Practices to Spark
Innovation (HICSS-40)
http://doi.ieeecomputersociety.org/10.1109/HICSS.2007.591

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