Is the Project Manager and Endangered Species?

Roman Pichler
About me

Roman Pichler
Consultant and Author
Lean and Scrum

Tel.: +44 (0) 7974 203772
roman.pichler@romanpichler.com
www.romanpichler.com
Roles Overview

- **Product Owner**
- **Team**
- **ScrumMaster**
The Product Owner

• Understands the customer needs, creates the product vision and describes requirements
  – Voice of the customer
  – Creates and maintains product vision and product backlog
  – Manages stakeholders

• Is responsible for project success incl. return on investment
  – Decides on release goal, date, functionality, budget
  – Responsible for release plan and release burn-down

• Collaborates with the team on an ongoing basis
  – Sprint planning meeting, sprint review
  – Requirements and estimation workshops
ScrumMaster

• Change agent
  – Teaches the process and walks the talk; challenges habits and encourages new thinking and behaviour
  – Removes impediments and helps the organisation to cope with the change involved in embracing Scrum

• Coach
  – Looks after the team health; helps the team to gel and become a performing team; shields the team from external interference
  – Helps the team to increase its effectiveness and productivity
The Team

• Characteristics
  – Empowered and self-organising
  – Autonomous
  – Cross-functional
  – Seven plus/minus two
  – Full-time team members
  – Collocated

• Responsibilities
  – Selects the requirements to be transformed into a shippable product increment and commits to the sprint goal
  – Is collectively responsible for delivering the commitment at the end of the sprint
Where is the Project Manager?
<table>
<thead>
<tr>
<th>PMI Knowledge Area</th>
<th>Scrum Roles</th>
</tr>
</thead>
</table>
| Scope management                  | • Product Owner for the release  
• Team for the sprint            |
| Time management                   | • Product Owner for the release  
• Team for the sprint            |
| Cost management                   | Product Owner                                                               |
| Quality management                | • Product Owner for accepting product increments  
• Team for quality assurance and control activities within the sprints  
• ScrumMaster for process compliance |
| Human resources management        | • Product Owner and ScrumMaster for staffing the project  
• ScrumMaster and team for productivity and continuous improvement |
| Communications management         | • Product Owner for release reporting  
• Team for sprint reporting      |
| Risk management                   | Product Owner with input from the team                                      |
| Procurement management            | Product Owner and team                                                      |
Summary

• The role of the project manager becomes redundant once Scrum has been established
  – This does not imply, however, that the are no longer required – the opposite is true!

• Re-orientating the career paths of the project managers becomes part of the transition to agile
  – Closely involve the individuals affected to encourage ownership and to create buy-in

• If there is a PMO, ask the PMO to actively participate in the Scrum transition
References


Roman Pichler. *Scrum – Agiles Projektmanagement erfolgreich einsetzen*. dpunkt.verlag. 200
