

Is the Project Manager and Endangered Species?

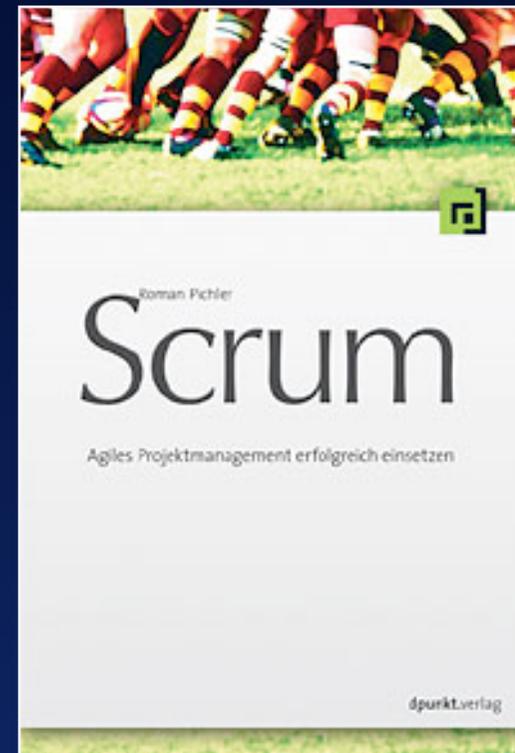
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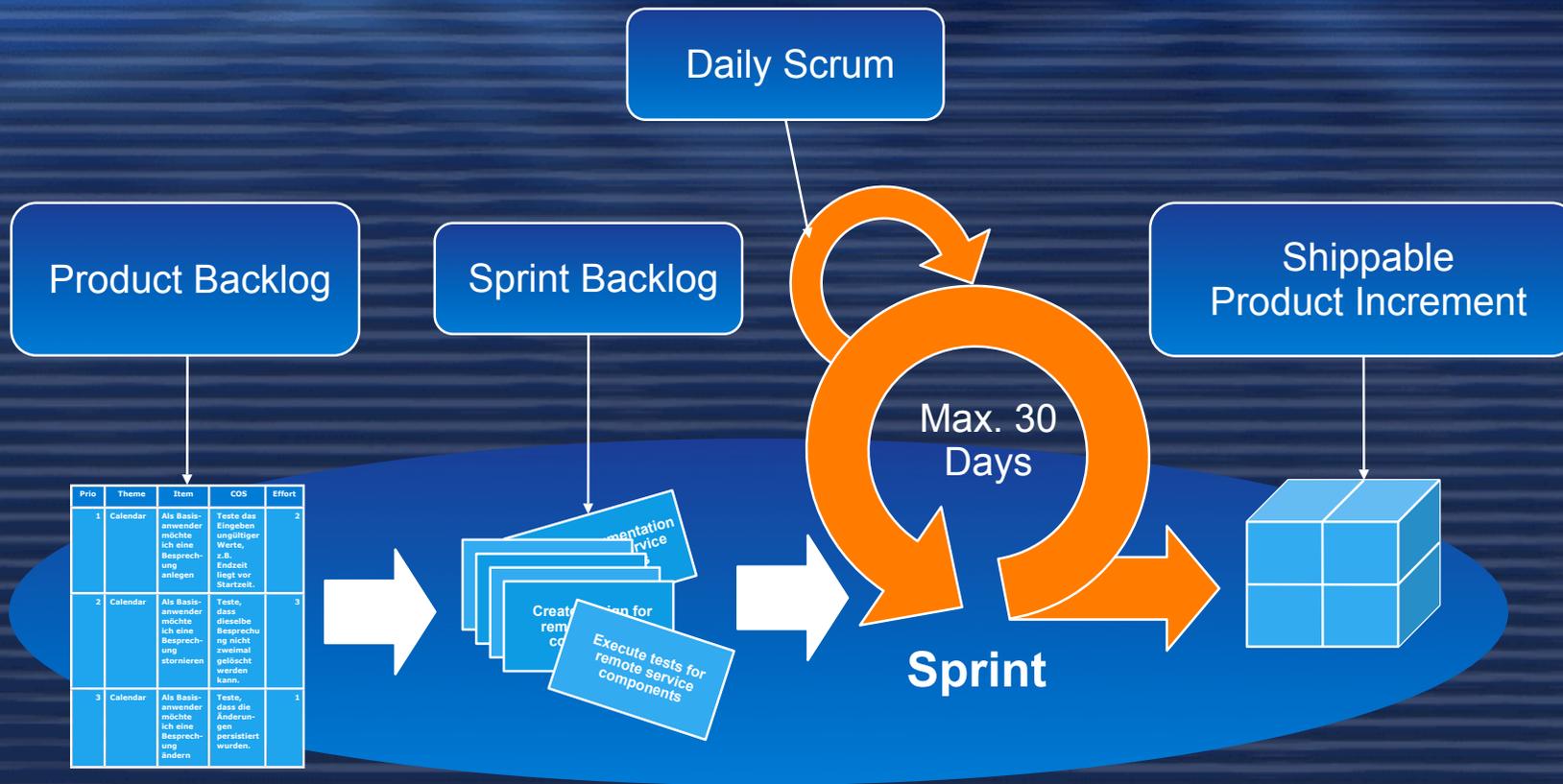
About me

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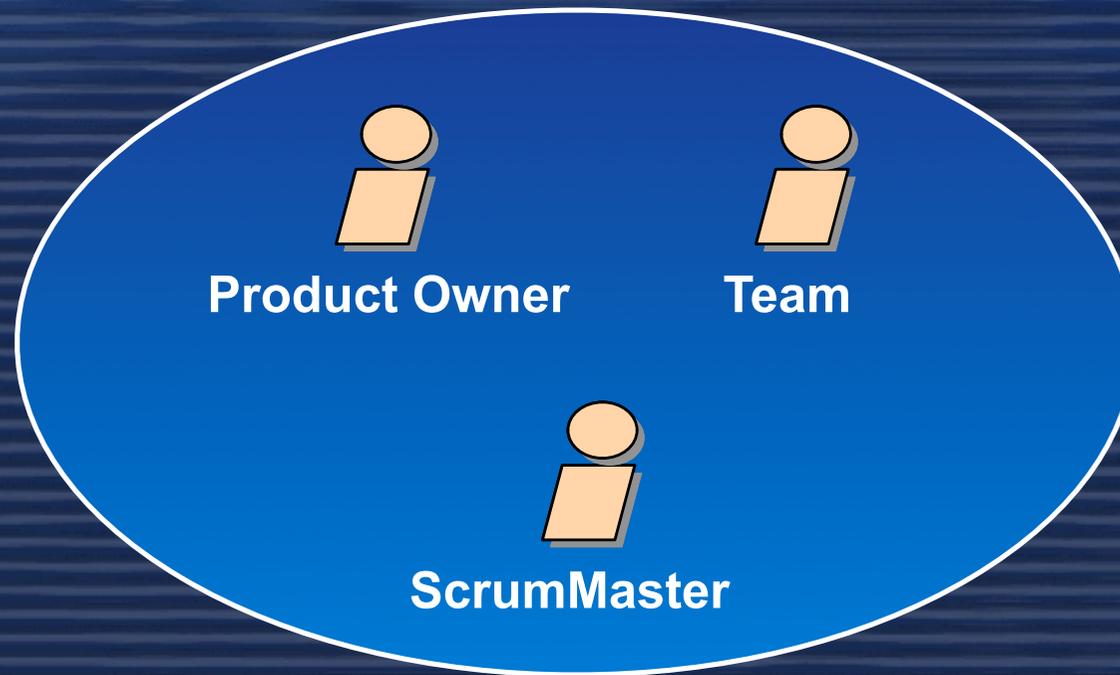
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Scrum Flow



Roles Overview



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?



PMI Knowledge Area	Scrum Roles
Scope management	<ul style="list-style-type: none"> • Product Owner for the release • Team for the sprint
Time management	<ul style="list-style-type: none"> • Product Owner for the release • Team for the sprint
Cost management	Product Owner
Quality management	<ul style="list-style-type: none"> • Product Owner for accepting product increments • Team for quality assurance and control activities within the sprints • ScrumMaster for process compliance
Human resources management	<ul style="list-style-type: none"> • Product Owner and ScrumMaster for staffing the project • ScrumMaster and team for productivity and continuous improvement
Communications management	<ul style="list-style-type: none"> • 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 they 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

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