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INTERNATIONAL

Product Management Essentials
Part of the IJI Agile at Scale Practice Pack

Product Management	Shared Backlog	Agile Architecture
Adaptive Funding	Release Management	Development Support
	Agile Governance	Team-of-Teams	Periodic Alignment
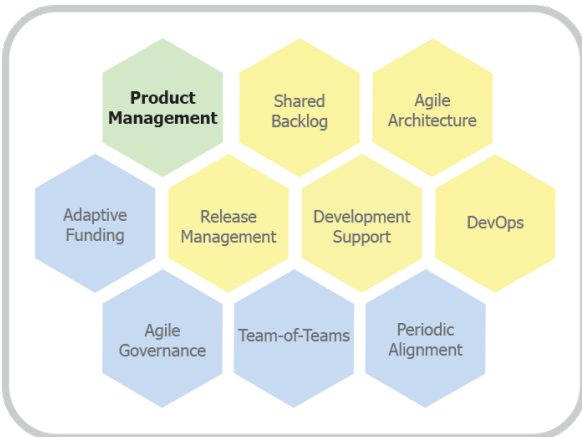
Agile at Scale practices provide a starter kit that describes key common aspects of scaled agile development. Each practice contains cards that provide succinct advice on how to adopt and apply the practice

Practice Overview
Manage the progress of product ideas to maximize value given limited development capacity.

Activities – the things we do
- **Filter Ideas:** Ensure Product Ideas have sufficient relevance and possible value before investing further.
- **Evaluate Ideas:** Analyze Product Ideas to determine priority based on return-on-investment analysis.
- **Measure Value:** Measure the value of the Product Idea when it is in use by users to validate against the business case and guide the development of future Product Ideas.

Alphas – the essential elements that we progress
- **Product Idea:** A proposal as to how some new value could be realized.

Work Products – the things that we work with
- **Business Case:** The anticipated value, costs and return-on-investment (ROI) for a Product Idea.

Patterns - supporting practice guidance
- **Product Management:** A single point of responsibility for direction and prioritization across many teams, products, Product Owners or Stakeholder Networks, and for overseeing related work and progress.
- **Ideas Kanban:** Use a Kanban system to make Product Ideas visible and to track value delivery progress.
- **Economic Model:** A framework to objectively assess the value of proposed investments in the product.
- **Idea Ownership:** A single point of ownership for a Product Idea, responsible for its Business Case.

Resources - referenced external sources of information and content
- This practice description uses the OMG Essence standard, with key concepts like Activities, Work Products, Alphas and Patterns being defined by this standard (http://www.omg.org/spec/Essence/).
- *Product Management:* See P.42 of Dean Leffingwell's *Agile Software Requirements* [Addison-Wesley 2011] for a discussion of this role in large-scale agile versus, for example, a Scrum Product Owner.
- *Economic Model:* The need for an economic model to ensure that priority and sequencing decisions are made consistently at all levels to maximize ROI across a development organization is emphasised by Don Reinertsen in *The Proinciples of Product Development Flow* [Celeritas Publishing 2009].
- **Ideas Kanban:** The use of a Kanban system for identifying and prioritizing high-level expressions of customer need is decribed by Dean Leffingwell in *Agile Software Requirements* [Addison-Wesley 2011].
- **Business Case:** An approach to quantifying business cases for incremental value delivery endeavors is described in *Software by Numbers* by Mark Denne and Jane Cleland-Huang [Prentice Hall 2004].

Creating winning teams.