# What happens to the Project Manager in Scrum?

Peter B. Stevens



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# Competition

**New competitors zoom by!**

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# Speed

## Our own innovation takes forever

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# Talent wars

It’s hard to attract talented people, and when they come, it’s hard to keep them.

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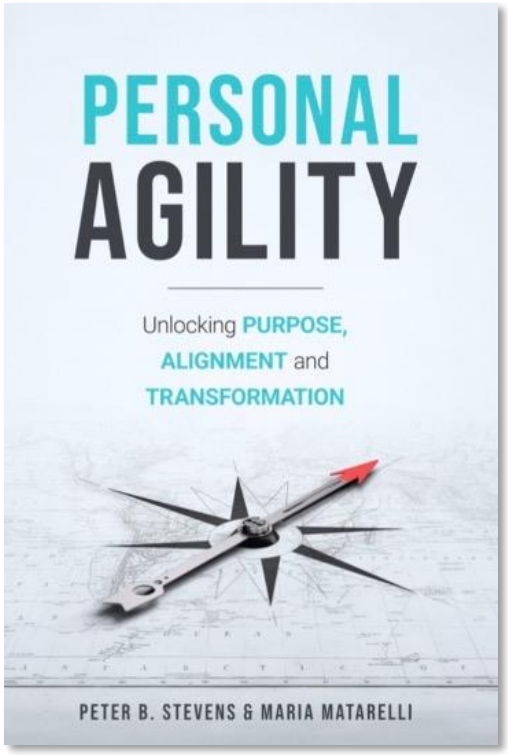
# I am a Coach, Mentor, Content Producer and Scrum Trainer




## Leadership Development Program

1. Aligning Action with Purpose
2. Leading Others
3. Shaping the Organization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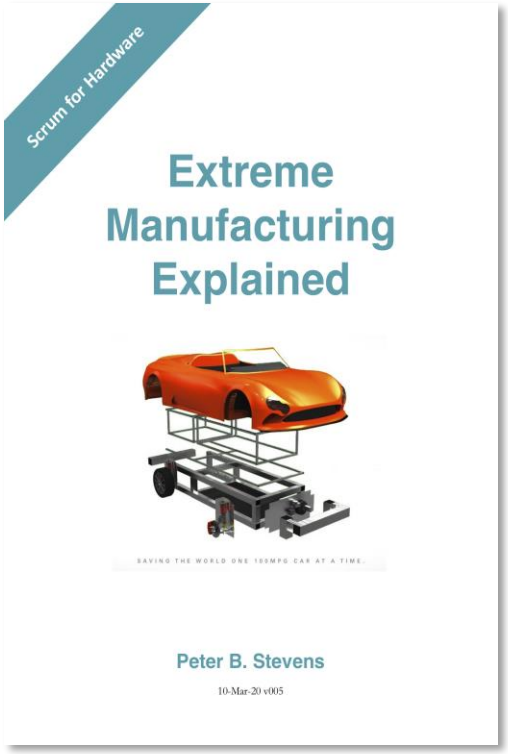
# I documented the core principles of “XM Extreme Manufacturing”



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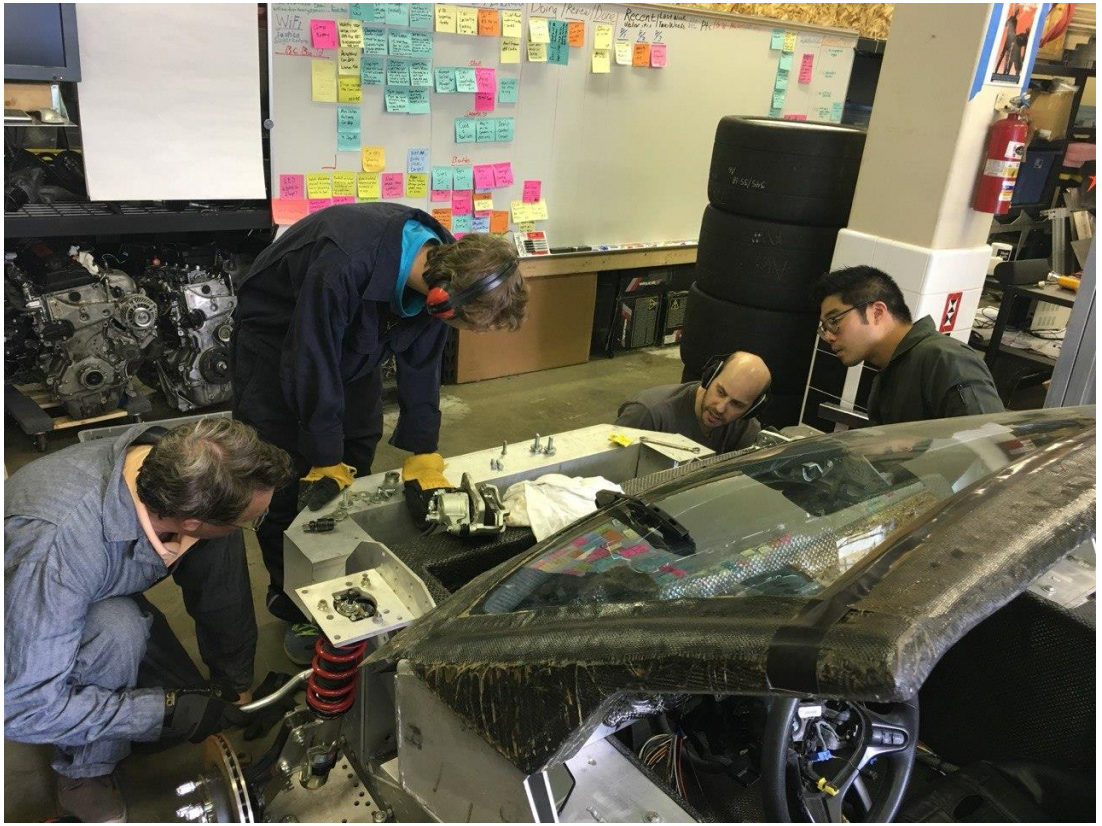

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# Selected Customers, Partners, and Projects

swisscom

SRF

NOVARTIS

COMITE INTERNATIONAL GENEVE

AGILE BUSINESS INSTITUTE

HUMAN BUSINESS LABS
BEING HUMAN IN THE DIGITAL AGE

CSS
Versicherung

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# What happens to the Project Manager in Scrum?

**What does a Project Manager do?**

**Who does what in Scrum?**

**What does this mean for a project manager?**

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# What happens to the Project Manager in Scrum?

**What does a Project Manager do?**

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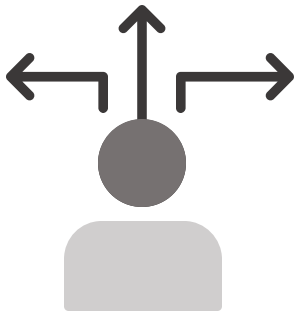
# What Does a Project Manager Do?

*Traditionally, accountability is about blame. In Scrum, accountabilities define each member's contribution while leaving open how they do it.*

**Accountabilities**



**Project Manager**

**Responsibilities**



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# What Does a Project Manager Do?

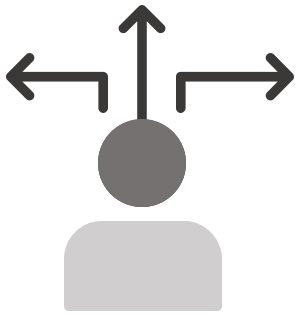
*"Projects have an end date. A project manager's job is to deliver the desired result by the desired date."*

## Accountabilities

Time
Scope
Cost

## Key Question

Who does what by when?



**Project Manager**

## Responsibilities

- Change Management
- Documentation
- Issue Resolution
- Project Closure
- Project Planning
- Quality Management
- Reporting
- Resource Management
- Risk Management
- Stakeholder Mgmt.
- Task Assignment
- Team Motivation

**The Essentials:** The buck stops here.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# What happens to the Project Manager in Scrum?

What does a Project Manager do?

**Who does what in Scrum?**

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# Scrum is a simple team-based framework

*"...modeled on patterns of high-performance product development."*

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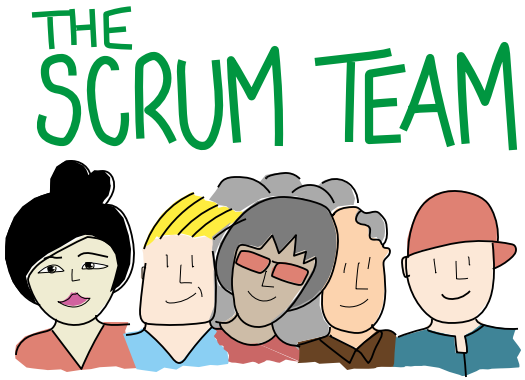
# Scrum is a simple team-based framework

*"A product has a life-cycle, not an end date. You don't know what will be successful until the customer or user tells you it's a success."*

## Accountabilities

- Creating a valuable, useful increment every sprint
- Have all the skills and authority necessary to create value each sprint




## Responsibilities

- All product-related activities
- Stakeholder collaboration
- Decide who does what, when, and how.
- Define the sprint goal.
- Presents results of their work to key stakeholders.
- Review what was accomplished.
- Increase own quality and effectiveness.

**The Essentials:** Inspect and Adapt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# Scrum Product Owner in a nutshell

*"The Product Owner creates a clear line-of-sight from those doing the work to those who will benefit from the work."*

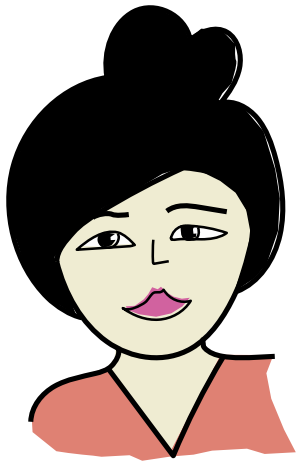
## Accountabilities

- Maximize the value of the product
- Manage the Product Backlog

## Key questions

Ask Stakeholders: Why?

Answer Developers: Why?



## Responsibilities

- Make decisions about the product.
- Develop & communicate the product goal.
- Create & communicate product backlog items.
- Order product backlog.
- Ensure that the product backlog is transparent, visible and understood.
- Proposes how to increase product value each sprint.
- May cancel a sprint.

**The Essentials:** One person, part of the team.



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# Scrum Developers in a nutshell

*"By having all the necessary skills, the Developers can do more than implement solutions. They can solve problems."*

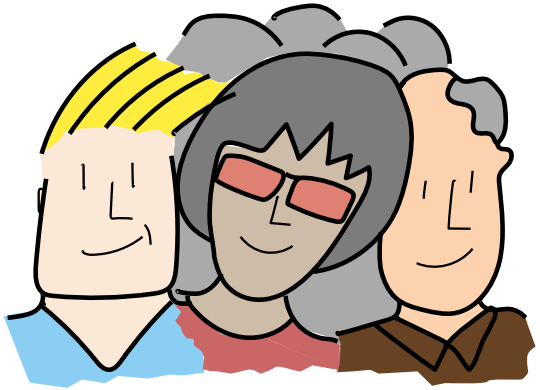
## Accountabilities

- Create the product increment each sprint
- Create a plan for the sprint
- Instill quality
- Adapt the plan each day
- Hold each other accountable

## Key Questions

Answer: How? How big?

Ask: Why?



## Responsibilities

- Select items from the product backlog.
- Plan the work necessary to create an increment.
- Select structure and techniques for the Daily Scrum.
- Attend the Daily Scrum.
- Conform to the Definition of Done.

**The Essentials:** All the needed skills to create the product



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# Scrum Master in a nutshell

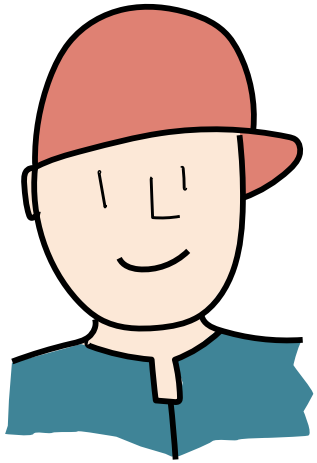
*"Too many Scrum Master job descriptions focus on duties that are not mentioned in the Scrum Guide."*

## Accountabilities

- Establishing Scrum
- Team effectiveness

## Key Message

Let's find a better way!



## Responsibilities

- Enable team to improve.
- Coach team members.
- Help the Scrum team focus on creating value.
- Cause removal of impediments.
- Lead, train & coach the organization on Scrum.
- Remove barriers to stakeholder access.
- Ensure that Scrum events are positive, productive, and time-boxed.

**The Essentials:** Voice of the Common Sense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# Where is the Project Manager in Scrum?

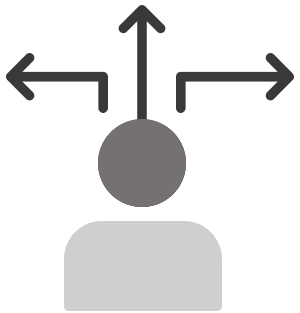
*"Products have a life-cycle, not an end-date. Therefore, a Scrum team does not have a project manager, nor does it report to a project manager."*

## Accountabilities

Time
Scope
Cost

## Key Question

Who does what by when?



**Project Manager**

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**The Essentials:** The buck stops here.


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# The Project Manager's duties have moved

*"Scrum rethinks organization for the needs of product development in a fast-changing world. The project manager's duties are handled by the Scrum Team."*

## Scrum Team

- Scope Management
- Risk Management
- Quality Management
- Stakeholder Management
- Reporting, Documentation
- Change Management

## Product Owner

- Cost Management (ROI)
- Stakeholder Management
- Project Planning (Backlog Sequencing)
- Time Mgmt. (Releases)

## Not Allowed

- Resource Management
- Task Assignment

## Scrum Master

- Time Management (Scrum Flow)
- Issue Resolution

## Developers

- Time Mgmt. (in the Sprint)
- Project Planning (in Sprint)
- Issue Resolution

## Not defined

- Project Closure


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# What does this mean for a project manager?

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# A new approach is challenging (some of) the assumptions of lean production

Optimize to reduce variance

Optimize for innovation

# Remember this...

The driving force is the need to innovate faster.

Scrum achieves high performance by accelerating decision cycles and delivering frequent updates.

Scrum moves decision-making from outside the Team to inside the Team and redistributes responsibilities of the Project Manager within the Team.

The role of project manager could evolve into project accelerator.

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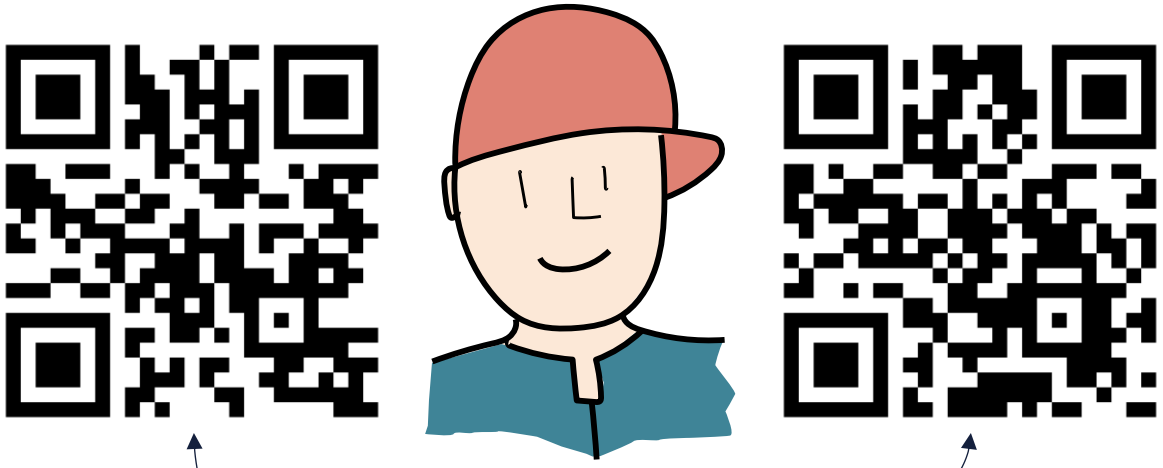
# Thank you!

*"Start getting better results, sooner."*



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