



Beyond the BA Role: Charting a Path to Product Ownership

Kent J. McDonald

<https://insideproduct.co/beyond-ba-role>

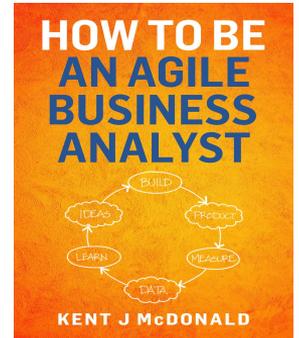
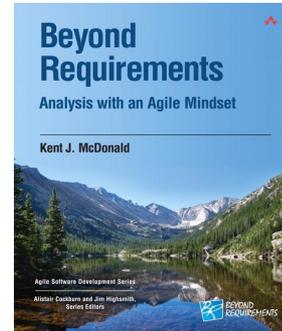
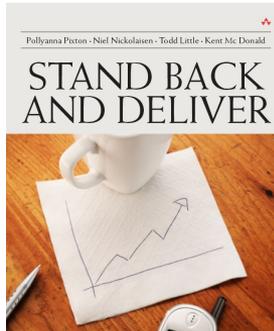
A little bit about me

Product Manager
(building internal products)



POWERED BY GRANGER MOTORS

Writer/Advisor
(helping others build internal products)



What is product
ownership?

What does Scrum say...?

**EFFECTIVE
PRODUCT
BACKLOG
MANAGEMENT**

**DEVELOP AND
COMMUNICATE THE
PRODUCT GOAL**

**ORDER PRODUCT
BACKLOG ITEMS**

**MAXIMIZE THE
VALUE OF THE
PRODUCT...**

**CREATE AND
COMMUNICATE
PRODUCT BACKLOG
ITEMS**

**ENSURE PRODUCT
BACKLOG IS
TRANSPARENT,
VIABLE +
UNDERSTOOD**

**...RESULTING FROM
THE WORK OF THE
SCRUM TEAM**

**REPRESENT NEEDS
OF STAKEHOLDERS**

MAKE DECISIONS

- Transparency
- Inspection
- Adaptation
- Scrum Values
- Scrum Team
 - Developers
 - Product Owner

For Product Owners to succeed, the entire organization must respect their decisions. These decisions

are made in the content and ordering of the Product Backlog, and through the inspectable Increment at the end of each Sprint.

The Product Owner is one person, not a committee. The Product Owner may represent the needs of many stakeholders in the Product Backlog. Those wanting to change the Product Backlog can do so by trying to persuade the Product Owner.

In practice:

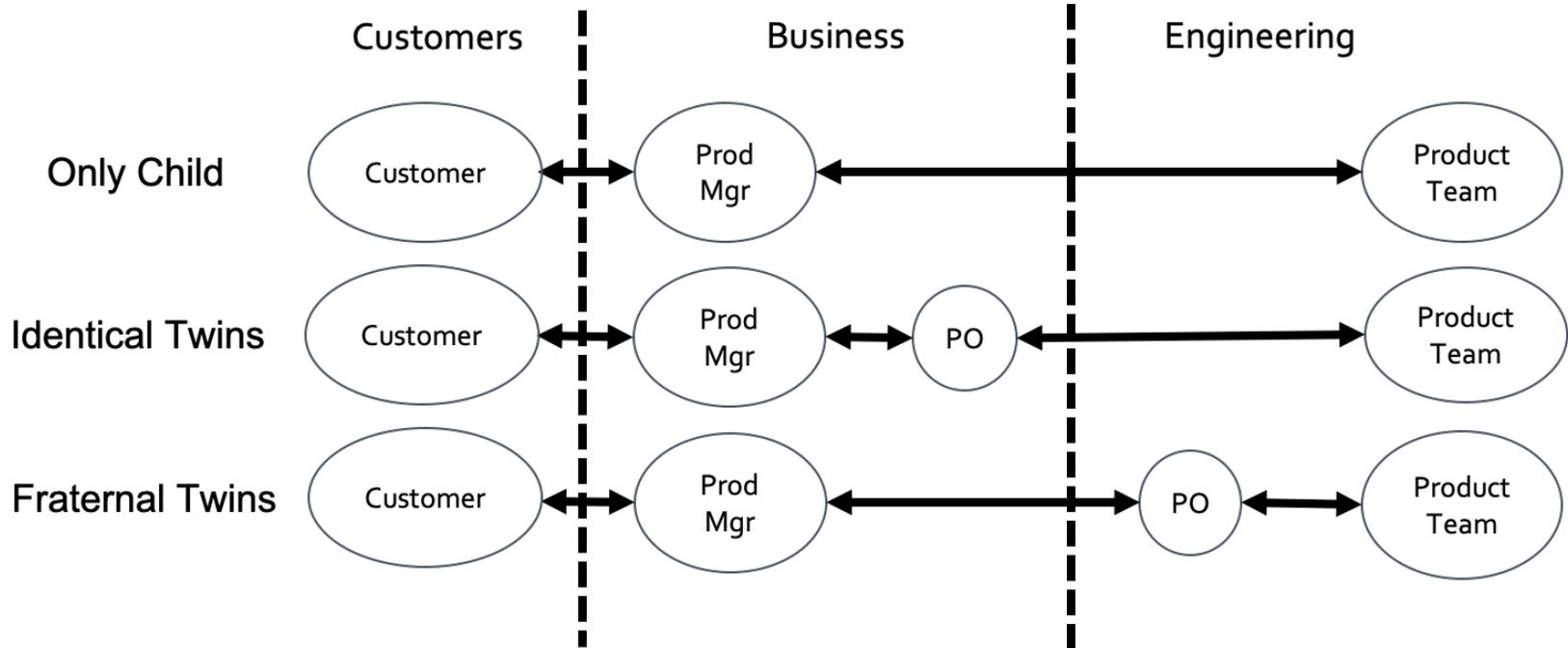
A subset of product
management focused
on the team

Product Ownership



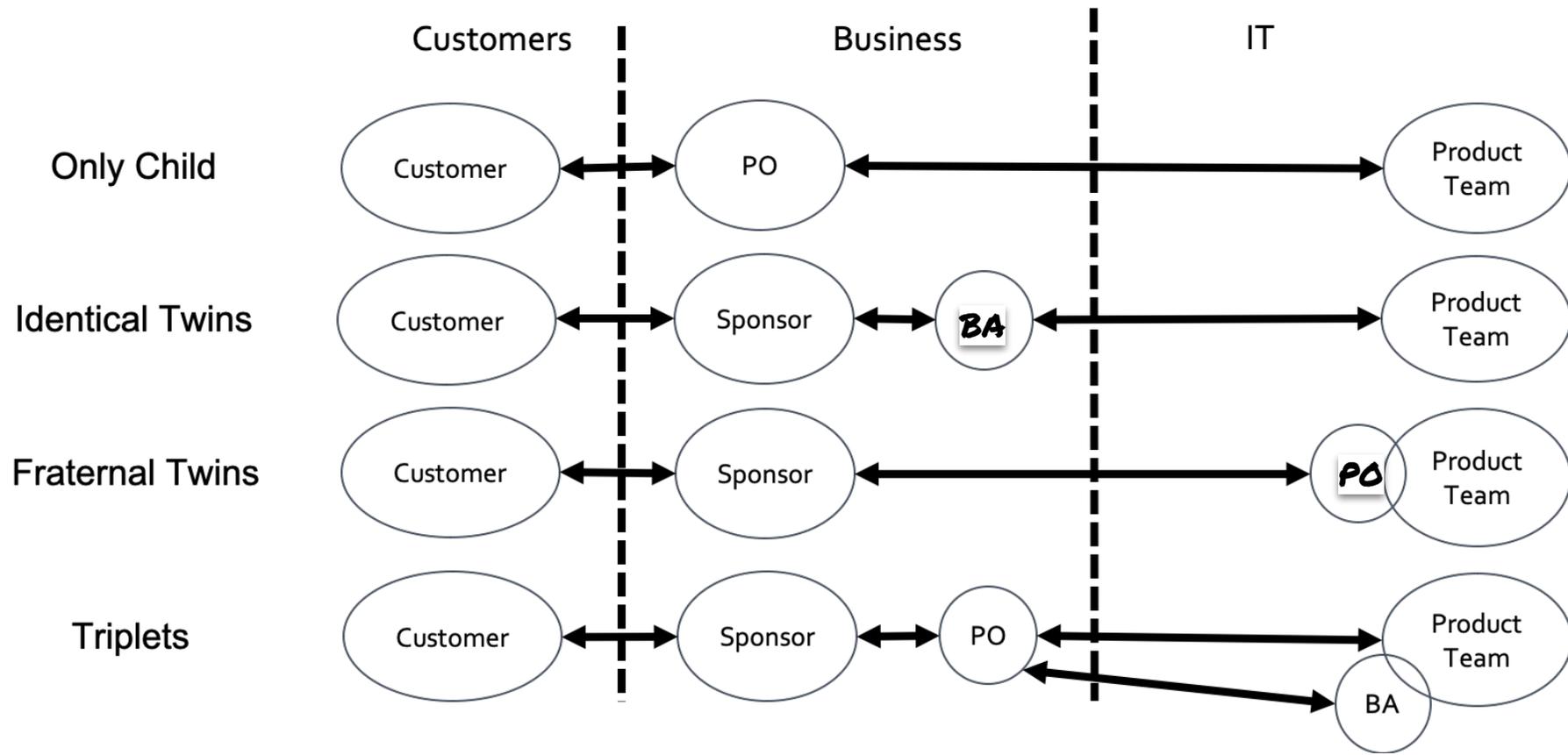
One organization's
product owner
is another organization's
product manager
(or business analyst)

Product People - External Product



Source: Todd Little

Product People - Internal Product

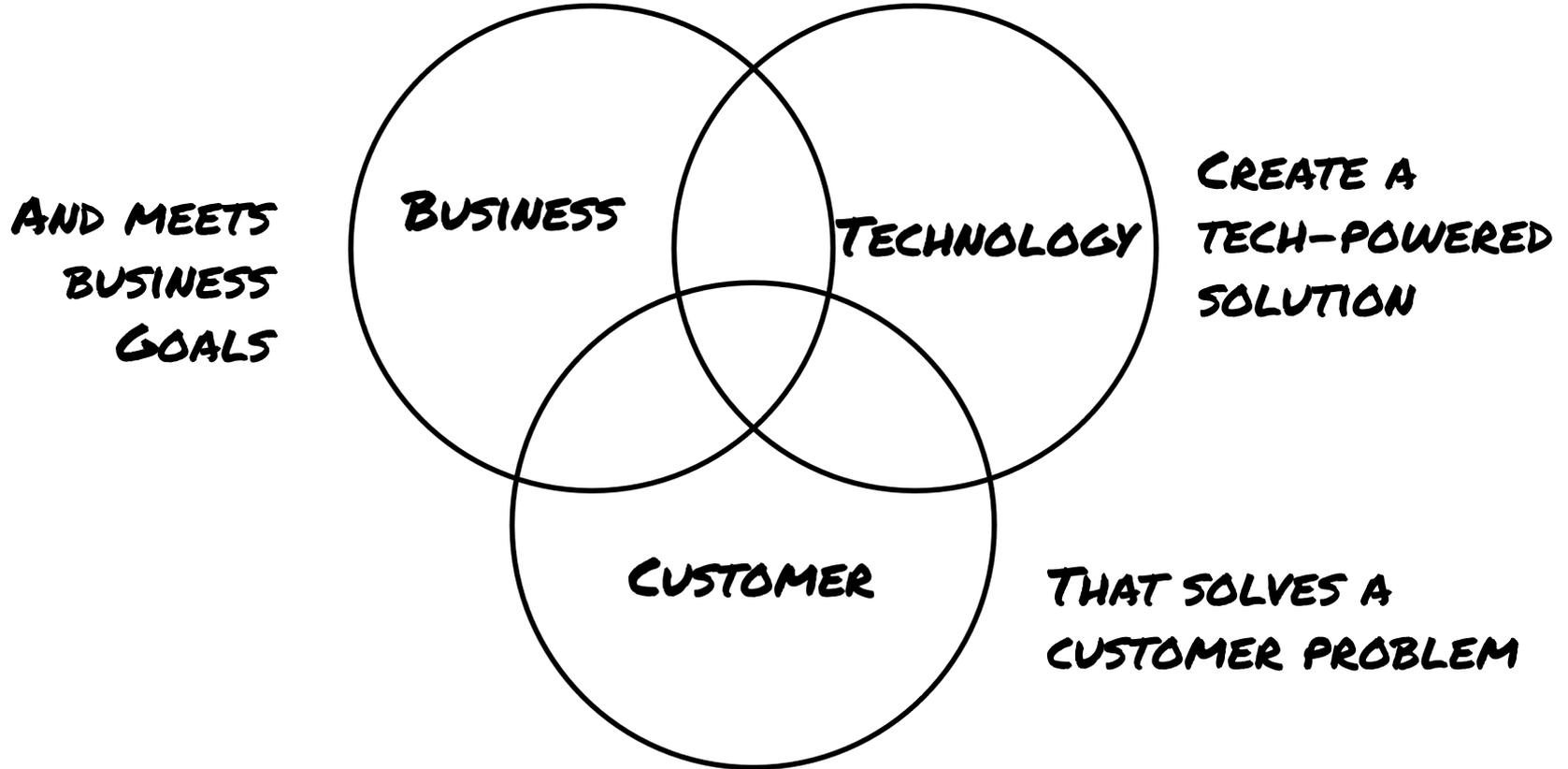


What we'd like
product to be

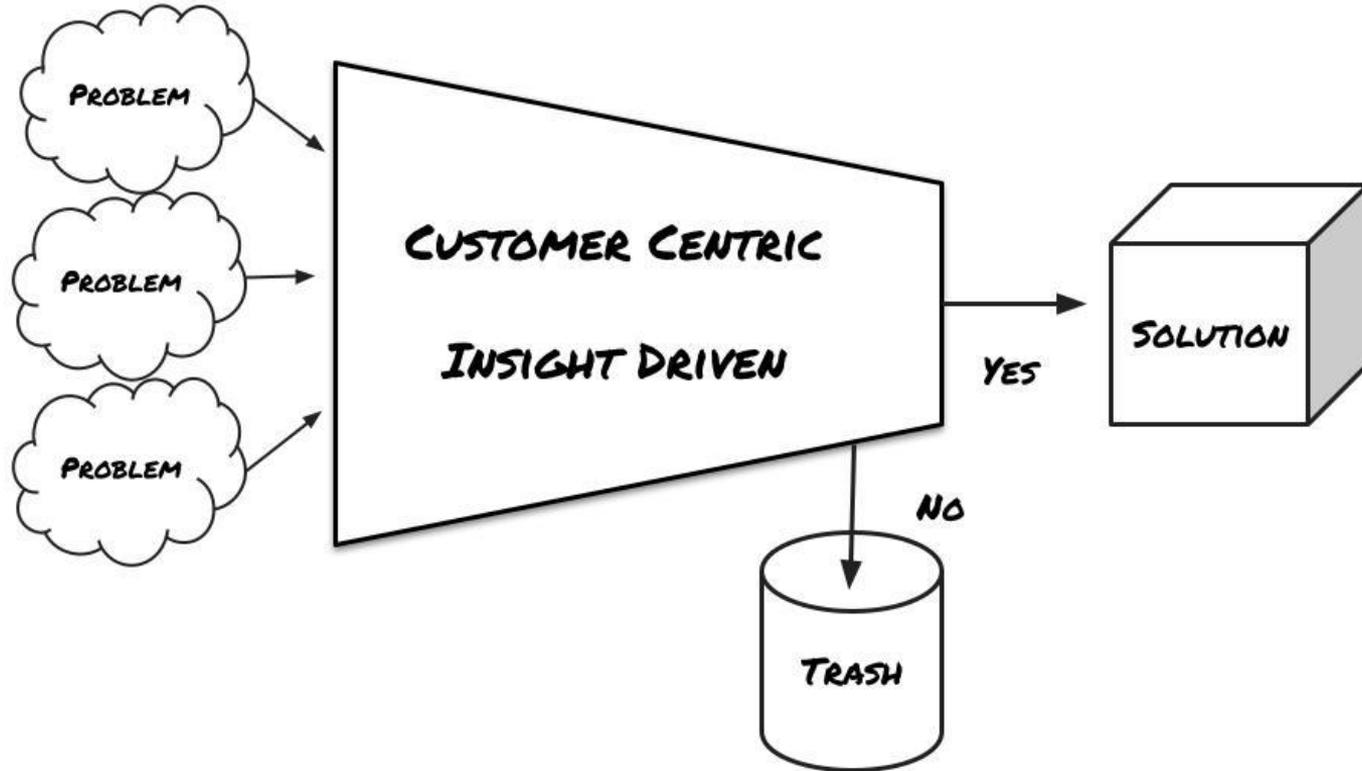
“All models are wrong, but
some are useful.”

- George E. P. Box

The Product Model



How you decide which problems to solve



How you solve problems

TEAMS FIND SOLUTIONS THAT ADDRESS FOUR PRODUCT RISKS



VALUE



USABILITY

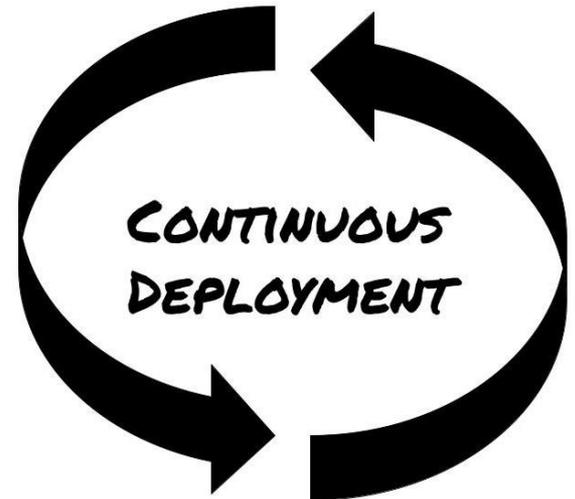
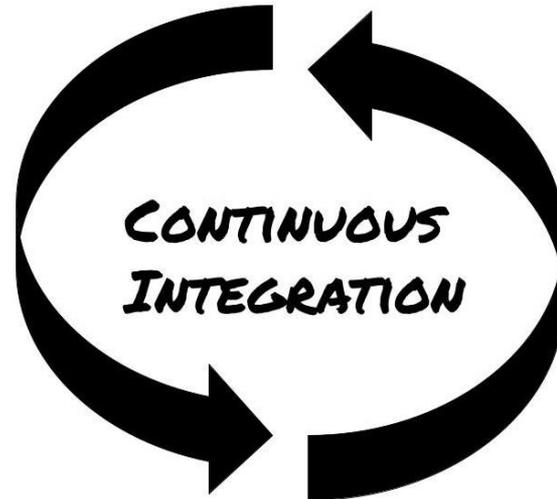


FEASIBILITY



VIABILITY

How you build solutions



THE BENEFITS OF AGILE WITHOUT THE BAGGAGE

From Project to Product

PROJECT ORIENTATION

HOW MUCH WILL THIS COST?

FIXED DURATION

DELIVER AN ASSIGNED SOLUTION

OUTPUT, ON TIME, IN BUDGET

TEMPORARY, SPLIT FOCUS,
PULLED FROM RESOURCE POOLS

BUILD ONLY

EXPENSE

BUDGETING

TIME FRAME

DEFN OF SCOPE

SUCCESS

TEAM MAKEUP

TEAM OWNS

IT ORG

PRODUCT ORIENTATION

HOW MUCH ARE WE
WILLING TO SPEND?

ENTIRE PRODUCT LIFECYCLE

ASKED TO SOLVE A PROBLEM

ACCOMPLISH OUTCOME

STABLE, DEDICATED,
ALL NEEDED SKILLS

BUILD AND RUN

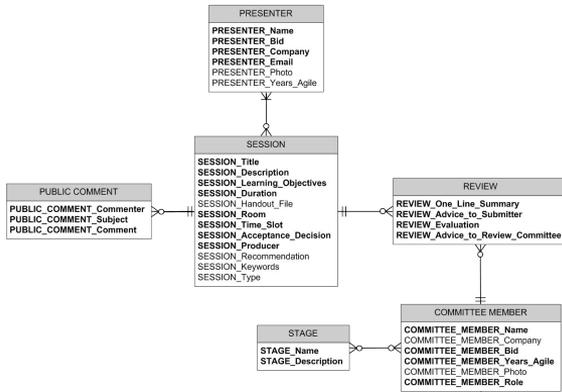
INVESTMENT

How to move into
product

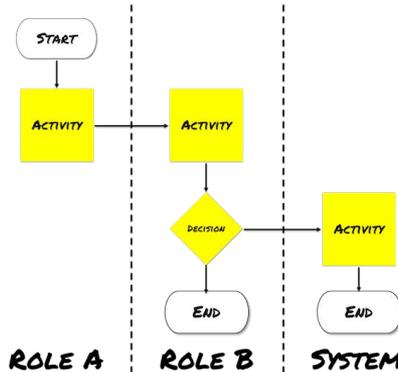
Business analysts deal with viability



VIABILITY MEANS YOUR SOLUTION WORKS WITHIN CONSTRAINTS OF THE DEPARTMENTS THAT USE IT.



DATA



PROCESSES



BUSINESS RULES

Business analysts deal with value



**KNOW HOW YOUR ORG MAKES
AND SPENDS MONEY**



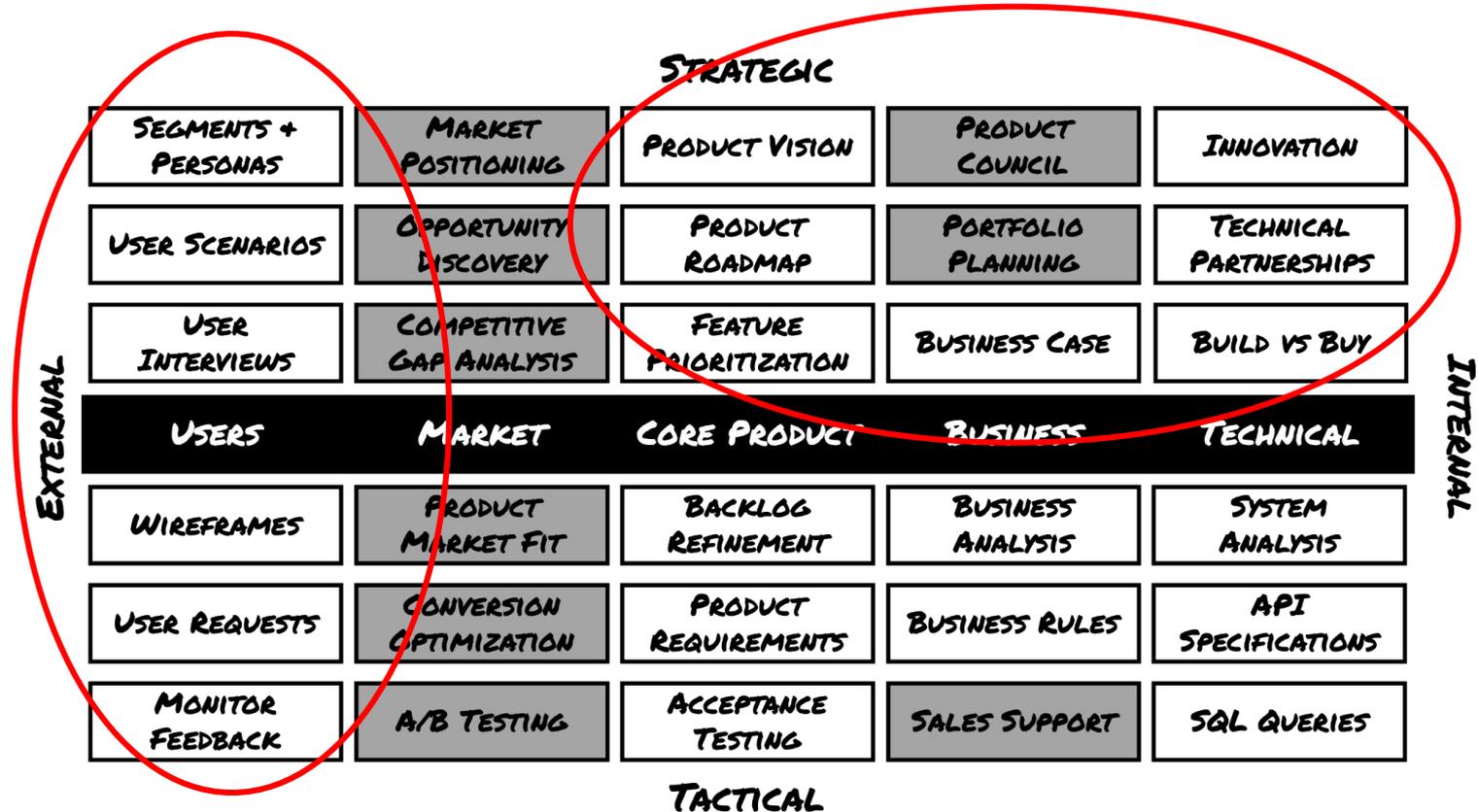
**KNOW HOW WHAT YOU DO
CONTRIBUTES TO THAT**



Business Analysis



Internal product



Lessons Learned

Don't worry about title, focus on skills

Grain Desk Pro Reports Stage Environment sptest02

- Dashboard
- Grower Compensation
- Reports
- Help
- Log Out

Daily Equity Position Report Date: 6/30/2020 [Export](#)
Daily summary of hedge transactions and open positions for Grower Compensation and Discard.

Closed Positions Quarter: 2020 - 2 [Export](#)
Contains all of the hedge transactions that were offset in the requested quarter to date.

Open Positions Report Date: 6/30/2020 [Export](#)
Contains all initial hedges that have open positions as of the date the report was requested.

Hypothetical Derivatives Quarter: 2020 - 2 [Export](#)
Contains Hypothetical Derivative information for every business day in the request Quarter to date.

TITLE: DELIVERY LEAD

WHAT I DID: MAP CURRENT STATE, DESIGN DATABASE, MODEL PROCESSES, IDENTIFY BUSINESS RULES, COACH TEAM

Explain how BA experience applies to Product Ownership



Product Manager

Corteva Agriscience · Contract

Mar 2019 - Jan 2021 · 1 yr 11 mos

Des Moines, Iowa Area

Deliver an internal product for a leading agriscience company that determines production costs and manages risk for seed production.

- * Keep product team focused on outcomes over outputs
- * Build a shared understanding among product team and stakeholders
- * Make sure decisions get made to maintain forward progress

Skills: Product Management · Writing · Business Analysis · Data Analysis · Process Improvement · Agile Methodologies · SQL

FOCUS ON ACCOMPLISHMENTS INSTEAD OF ACTIVITY

HOW DID YOU HELP CUSTOMERS SOLVE PROBLEMS, AND MEET BUSINESS OBJECTIVES



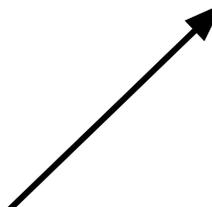
Do Discovery (and Analysis) in increments

REFINEMENT BOARD

Search this board

Quick filters

TO DO	ON HOLD	IN ANALYSIS	READY FOR REFINEMENT	READY FOR SPRINT
<p>Issue with compiling locally</p> <p>None</p> <p>MRO2GO-387</p> <p>Add Regex to File Parsing Logic for Values</p> <p>None</p> <p>MRO2GO-396</p> <p>Android - Revisit the Deprecated Vibrate code</p> <p>Manufacturing-Fab</p> <p>None</p> <p>MRO2GO-402</p>	<p>RemoveDEV Environment</p> <p>Infrastructure</p> <p>platform</p> <p>MRO2GO-376</p> <p>Revise SAP-ECC service to version parent-child relationship</p> <p>Product Attributes</p> <p>3 platform</p> <p>MRO2GO-199</p> <p>Revise EnterWorks service to version parent-child relationships</p>	<p>Refactor mro2go-sap-data-service to Cloud Functions</p> <p>Cloud Functions</p> <p>platform</p> <p>MRO2GO-135</p> <p>Refactor mro2go-enterworks-data-service to Cloud Functions</p> <p>Cloud Functions</p> <p>platform</p> <p>MRO2GO-204</p> <p>Refactor mro2go-thdpro-data-service to Cloud Functions</p>	<p>Add mcant and subcat to EW_Product_Attributes file</p> <p>HDS Product</p> <p>None</p> <p>MRO2GO-542</p> <p>Add mcant and subcat to ca_upd_*.xml file</p> <p>HDS Product</p> <p>None</p> <p>MRO2GO-543</p> <p>Create Poison Queues for mro2go-enterworks-data-service</p> <p>Error Handling</p>	<p>Duplicate active ph_id in thdpro_product ingest</p> <p>THDPro</p> <p>platform</p> <p>MRO2GO-455</p> <p>enterworks_digital_asset and enterworks_additional_asset</p> <p>Digital Assets</p> <p>8 platform</p> <p>MRO2GO-477</p> <p>Pull JPA Code out of mro2go-marginpoint-data-</p>



Search this board

Only My Issues Recently Updated

Insights

TO DO	IN PROGRESS	IN UNIT TESTING	READY FOR CODE ...	READY FOR QA	READY FOR CAB	IN STAGING
<p>Clean up log messages in mro2go-sap-data-</p> <p>Logging</p> <p>platform</p> <p>MRO2GO-499</p> <p>Create File Processing Retry Logic - SAP</p> <p>Error Handling</p> <p>None</p> <p>MRO2GO-390</p>	<p>Setup Service Account for Catalog Builder</p> <p>Infrastructure</p> <p>CatalogBuilder</p> <p>MRO2GO-443</p> <p>Add Terraform into Jenkins Pipeline</p> <p>Infrastructure</p> <p>platform</p> <p>MRO2GO-492</p>	<p>Extend Error File - SAP</p> <p>Error Handling</p> <p>None</p> <p>MRO2GO-391</p>				<p>Change date form to a single value for Enterworks</p> <p>None</p> <p>MRO2GO-54</p>

DELIVERY BOARD

Acquire additional skills while in your BA role

Kent McDonald
@BeyondReqs

Stop by the Agile Lounge and share your thoughts about the Agile Alliance website. #agile2018

Agile Alliance supports people who explore and apply Agile values, principles, and practices to make building software solutions more effective, humane, and sustainable.

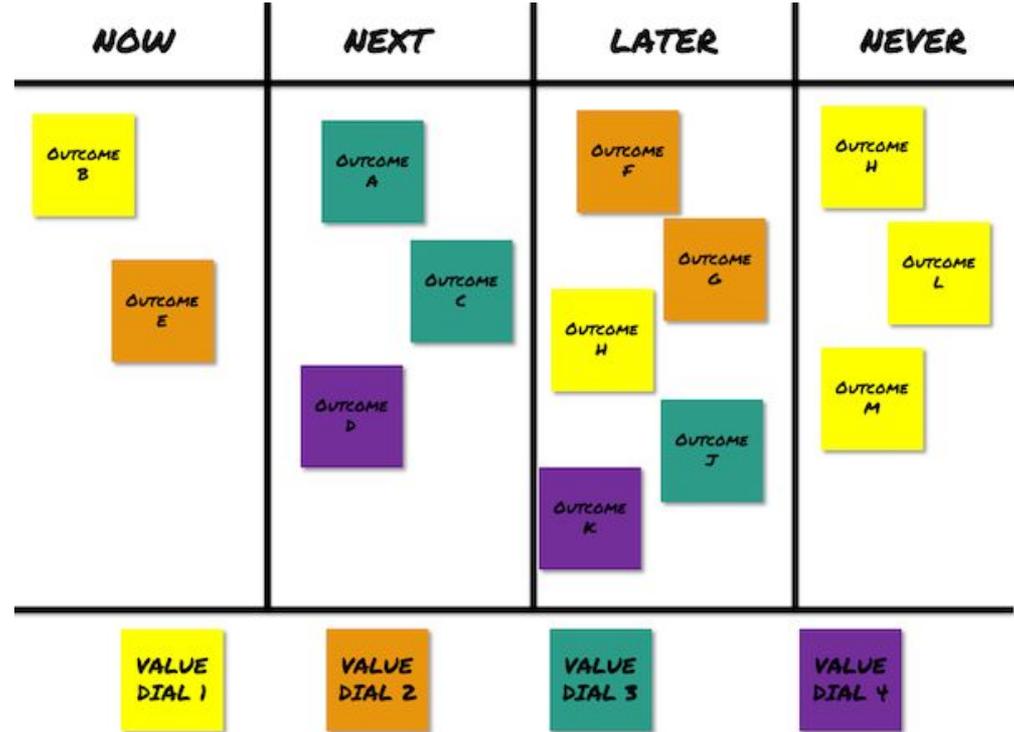
We could use your feedback on AgileAlliance.org. Let us know how you use the site. What works good, what not so much.

In return, we'll give you a small token of our appreciation!

6:09 PM - 6 Aug 2018

2 Retweets 3 Likes

USABILITY TESTING



ROADMAP

Much Thanks To



Beth McHugh · 1st

Product Discovery Strategist & Coach | Let's build better prod...
Washington DC-Baltimore Area

📖 Experience: Tillta Consulting, The Product Refinery, and 9 more



Stephanie Cooper · 1st

Product Manager at Tidelift
Austin, Texas Metropolitan Area

📖 Experience: Tidelift, metadata.io, and 5 more



Stephanie Lewandowski · 1st

Digital Product and Program Management
United States

📖 Experience: WillowTree, Teachstone, and 4 more



Neal Cabage · 2nd

Product Leader & Founder
Redondo Beach, CA

👤 8K followers

💬 Talks about #startups, #productstrategy, and #productmanagement



Muhammed Zaulifqar · 2nd

Product @Hungerstation&DeliveryHero. Consultant & Mentor
Riyadh, Saudi Arabia

👤 2K followers

💬 Talks about #ux, #tech, #growth, #marketing, and #productmanager



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Are you a Business Analyst or Product Owner who's constantly thinking:

"How do I demonstrate my value?"

"Does this solution actually solve the problem or just address symptoms we thought we already tackled?"

"Which features will have the greatest organizational impact?"

Or maybe you've (finally) realized that your boss isn't actually concerned with your career.

You're not alone.

If you're shaping internal products but want to stay hands-on, InsideProduct is for you. Our curated weekly newsletter is specifically designed to provide valuable insights and deep expertise for individual contributors. Combined with coaching and career guidance, InsideProduct helps you continue to demonstrate your value at every stage of the internal product lifecycle.

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InsideProduct
A weekly collection of pragmatic tips for business analysts, product owners, and product managers who build or configure internal products.
By Kent J McDonald

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Appendix

Internal product



REVENUE
PRODUCT

TEAMS THAT
OWN YOUR
ORGS
PRODUCTS

B2C OR
B2B SAAS
PRODUCTS

INTERNAL
PRODUCT

TEAMS
THAT OWN
SYSTEMS IN
YOUR ORG

SAME TYPE
OF SYSTEM,
DIFFERENT
ORG

CURRENT ORG

NEW ORG

Gratuitous
2x2 Matrix

REVENUE
PRODUCT

PRACTICE
DISCOVERY WITH
YOUR USERS

FIGURE OUT HOW
YOUR WORK
IMPACTS
CUSTOMERS

FIGURE OUT HOW
TO MEASURE
OUTCOMES

INTERNAL
PRODUCT

TEAMS
THAT OWN
SYSTEMS IN
YOUR ORG

PICK UP STRATEGY
SKILLS

FIND THE TEAMS
ALREADY "DOING"
PRODUCT

CURRENT ORG

NEW ORG

REVENUE
PRODUCT

FIND COMPANIES
IN AN INDUSTRY
YOU'RE FAMILIAR
WITH

PRACTICE USER
RESEARCH ON
ORG'S CUSTOMERS

LEARN WHAT YOU
CAN ABOUT
TARGET ORG'S
STRATEGIES

INTERNAL
PRODUCT

DESCRIBE YOUR BA
WORK IN PRODUCT
TERMS

SYSTEMS IN
YOUR ORG

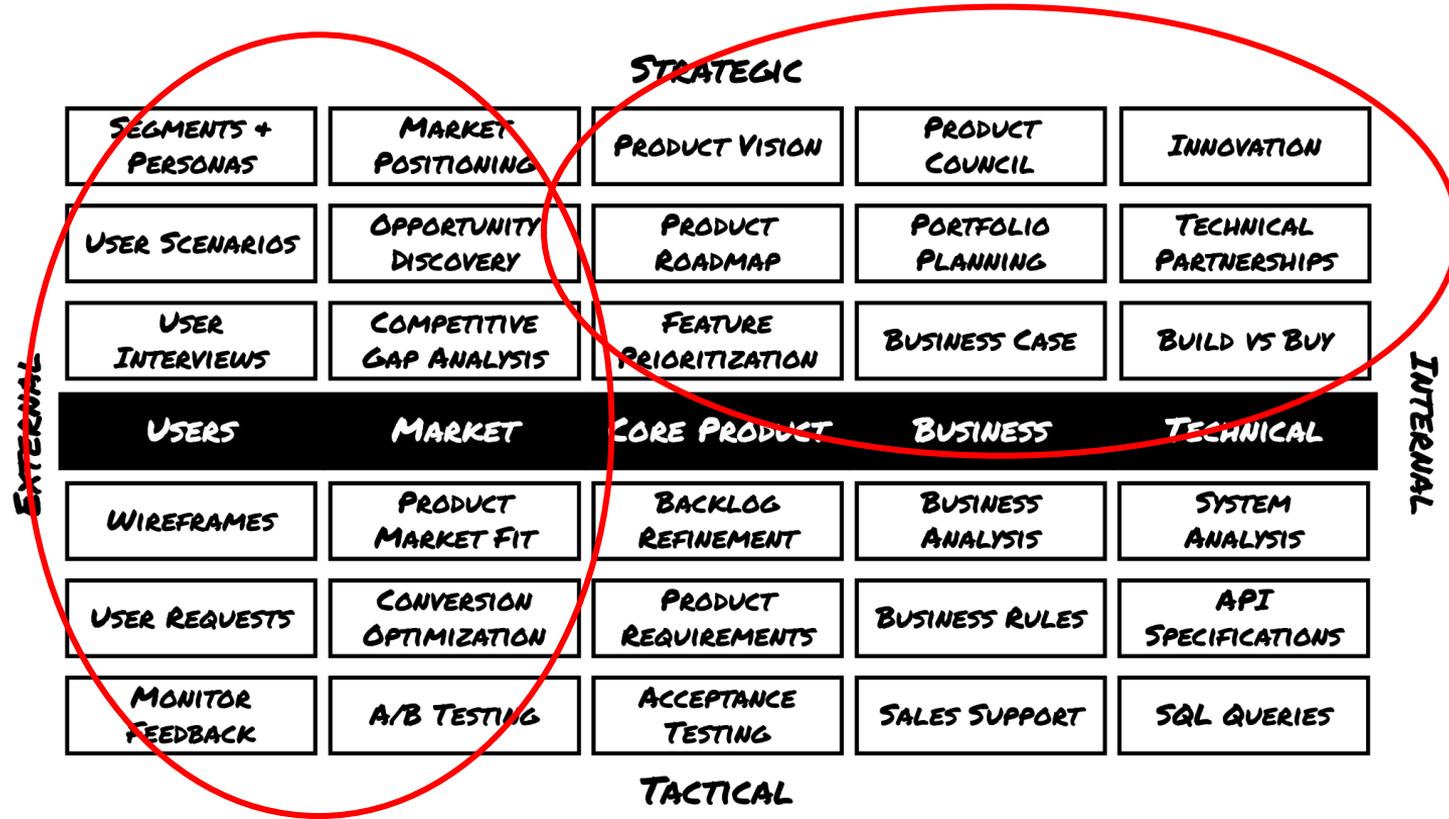
SAME TYPE
OF SYSTEM,
DIFFERENT
ORG

BUILD A NETWORK
THROUGH EVENTS
LIKE THIS

CURRENT ORG

NEW ORG

Revenue Product



REVENUE
PRODUCT

TEAMS THAT
OWN YOUR
ORGS
PRODUCTS

FAMILIARIZE
YOURSELF WITH
MARKET AND
COMPETITORS

NETWORK WITH
PRODUCT
MANAGERS IN
YOUR ORG

INTERNAL
PRODUCT

PRACTICE
DISCOVERY ON YOUR
ORG'S CUSTOMERS

BE VERY FAMILIAR
WITH YOUR ORG'S
PRODUCTS

WORK ON
CUSTOMER FACING
SYSTEMS AS AN
INTERIM STEP

YOUR ORG

ORG

CURRENT ORG

NEW ORG

REVENUE
PRODUCT

TRY.
THE.
PRODUCT.

B2C OR
B2B SAAS
PRODUCTS

DESCRIBE YOUR BA
EXPERIENCE IN
PRODUCT TERMS

INTERNAL
PRODUCT

FIND COMPANIES
IN AN INDUSTRY
YOU'RE FAMILIAR
WITH

CREATE YOUR OWN
PRODUCT

CONSIDER B2B
ENTERPRISE
PRODUCTS

YOUR ORG

ORG

CURRENT ORG

NEW ORG