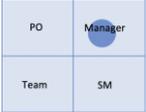
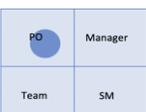


Topic	Definition	Responsibility lies primary with	Responsibility of PO	Responsibility of Manager	Responsibility of SM	Responsibility of Team
HR	Hiring and Firing personnel, Performance management, Transferring members between teams.		Input to manager about the future needs for the product, allowing both the manager and the team to determine the needed skills and capabilities. Input (on request) in 360 feedback.	Recruitment, hiring, firing, empowering and releasing employees. Determining teams/setting based on input team and helikopterview of department and strategy. Developing team to be future ready. Performance management of personnel.	Coaching on the job about agile principles and interpersonal communications with team members, stakeholders and customers of the product. Challenging the team to continuously improve their WOW and their technical and interpersonal skills.	Hiring & releasing (both internal and external) employees happens with consultation of the team. Feedback about performance and/or development of team members is happening within the team and is input for personal development plans.
Quality of the Product	The Quality of the product delivered by the team incl PO and Scrummaster. Quality includes all aspects related to the product. Quality perceived by the Customer, Quality of the underlying IT, Quality of the content.		The Product Owner 'owns' the product and is the only person that can determine priorities. The PO should ensure that Quality gets enough priority. End to end service is considered a core responsibility. The product owner takes co-responsibility for the sustainability, availability, security, etc., of the platform/application on which the product is running.	A primary role of a IT manager is to ensure the daily functioning of the IT products or services. He is responsible for the quality of the IT environment. How he/she is fulfilling this responsibility is different from the past. The IT manager is an important IT stakeholder for the Product Owner and guides the teams in Quality of IT Delivery & Ops Processes.	Implementing a culture of inspection and adaption and identifying and analyzing improvement/learning areas on interpersonal, process, technology or organizational level to continuously improve the Quality of the product.	Quality first! The team wants to deliver quality always & everywhere. The team is taking care of their product or services. It's includes all aspects related to the product e.g. creating sustainable, secure, maintainable, healthy software. The quality of the product reflects the quality of the team.
Budget & Contract	Managing the budget for e.g. Team (personnel), Contracts, Exploitation, etc. Managing the contracts with e.g. suppliers and service providers.		Using his insight in the costs of the team and contract to optimize the ROI of the team. This includes addressing expenses on contracts, facilities and resources that do not match expectations. Making the team cost-aware.	Signing and managing contracts both for the team and suppliers. Leading in negotiations and responsible for contract management for the organization. Allocating money for the team and requesting time from PO for the team if needed for learning or HR related subjects.	Ensuring a constructive conflict is possible between manager and PO.	Providing input for both PO and manager on contract needs and budget if appropriate. For the needed development the team advises in priority and requests time.
Roadmap & Planning	Defining the product roadmap and managing dependencies with other teams.		Defining a product vision and a roadmap. Backlog ordering and transparency: Making sure everyone knows and understands the product roadmap and his or her role in it. Roadmap based on values / results not activities.	Helping the PO to define an effective product vision by sharing organizational context and strategies. Providing input as a stakeholder and ensuring the voice of the team is heard if needed.	Providing tools to the PO to develop and broadcast a good roadmap.	Providing input as a stakeholder. Working together with PO to determine feasibility and clarity on requests.
Continuous Learning & Improvement	To stimulate the team continuously to learn new things, skills, capabilities. To look for ways to improve the team and its impact.		The Product Owner takes care of the team(s) developing and running the product. He understands how investments in quality tools and practices and team skills might result in short term loss in productivity but often lead to important mid-term or long-term gains (return, reliability, TCO).	Contributes actively in the personal development of the people. The manager makes sure the workforce is learning and developing, by empowering them to do so and inspiring them with the team they can grow into.	The Scrum Master is dedicated to create an environment for learning in and around the teams he/she works with. Identifying opportunities for learning and improvement and in finding ways to engage teams and the organization in a culture of inspection and adaption.	Build, Run and Love IT. Engineering is a passion, there is an eagerness to constantly learn new things. Within your speciality and outside. You're following new developments with excessive interest. The team has the responsibility to claim enough time to learn new things.
Stakeholders	Being the primary contact with the stakeholders in order to involve them, stimulate collaboration, and ensure that the team is working on the right things.		Being known as the only point for requests, priority setting and holder of the product vision.	Empowering PO with stakeholders if needed, ensuring PO is "at the right table".	Providing tools and techniques to the PO to gain influence and manage stakeholders. Support the team in getting frequent and early feedback from stakeholders if appropriate.	Ensuring Subject Matter Experts are present during refinement. Also getting feedback early on to validate that where doing the right things, right if needed. Supporting the PO in learning fast(er).
Customer Value	Usage of customer value to maximize the team's output.		Loyalty of the Product Owner is with the product and maximizing the (customer)value of the product for the larger benefit of the company. Effective, value-based product portfolio and prioritization. Validating the value assumptions that underlie the product vision.	Empowering PO by sharing stakeholder and Customer information. Helping the PO to define an effective product vision by sharing organizational context and strategies.	Making team, PO and stakeholders aware of Value driven portfolio management. Assisting in defining, quantifying and measuring and using customer value throughout the process.	The team knows their product and their customers (potentially via data gathering) to maximize the customer value of the deliverables and make sure the value assumption can be tested.

<p>Flow of the team</p>	<p>Ensuring correct usage of Agile principles, mind-set and procedures, striving for a healthy team culture, so that the team delivers maximum value.</p>	 <p>The diagram shows a 2x2 grid. The top-left cell contains 'PO', the top-right cell contains 'Manager', the bottom-left cell contains 'Team', and the bottom-right cell contains 'SM'. A blue circle is centered in the bottom-right quadrant, overlapping the 'SM' label.</p>	<p>In order to maximize the value that the team(s) deliver, the Product Owner ensures that his vision is understood by the team. The Product Owner explains the team(s) what is meant by the items, what its significance is and what is needed for it to contribute to the vision. A Product Owner understands how investments in quality tools and practices, refactoring and redesigns often lead to mid-term or long-term increase of productivity.</p>	<p>The manager is always looking for opportunities to let the teams shine. Toil and unnecessary procedures in the organization that are hindering the team, will be removed. Always and everywhere. Managers play a critical role in supporting their people so their teams can deliver value and focus on value creation and quality of their digital products and services.</p>	<p>The Scrum Master is responsible for equipping teams to deliver the sprint goals and get them in a flow.  - Guiding, coaching and facilitating the teams in applying the NN agile way of working,  - identifying and analyzing improvement/learning areas on interpersonal, process, technology or organizational level  - influencing the surrounding of the team in order to create flow.</p>	<p>The team automates everything which is manual and recurring. Eliminating all waste through for example further implementation of CI/CD, test automations etc., without neglecting team dynamics. Being aware that build in quality is more important than automation, and some things require intelligent manual actions.</p>
<p>Impediments</p>	<p>To identify, provide overview and eliminate impediments so the team can work unhindered without disruptions on the agreed work items</p>	 <p>The diagram shows a 2x2 grid. The top-left cell contains 'PO', the top-right cell contains 'Manager', the bottom-left cell contains 'Team', and the bottom-right cell contains 'SM'. A blue circle is centered in the bottom-right quadrant, overlapping the 'SM' label.</p>	<p>Identifying and solving impediments on prerequisites within his/her own circle of influence. This is done for example by having a focused goal per sprint and proposed stories to achieve that goal, but also by looking and planning ahead to be in pace with the organization and identify potentially blocking items or risks and addressing them early on.</p>	<p>Empowering the team by his active ambition to let the team shine and take away any impediment that hinders or slows the team down. Mostly these will be impediments on organizational level that the team or SM can not mitigate themselves. Delivering an environment with the right set of tools, free from bottlenecks and unnecessary procedures.</p>	<p>Although it is not the responsibility of the Scrum Master to identify or solve all these by himself, the Scrum Master makes it happen that impediments are identified and removed. Primarily by teaching the team to spot them and take or request action. If the solving of the impediments gets stuck the Scrum Master takes the appropriate action to get it solved.</p>	<p>Identifying and not accepting impediments, solving them within their own circle of influence or request others to do so when appropriate.</p>