
Managing Products in Agile Teams Training Course: Product Goals, Roadmaps and Prioritisation

21 – 25 December 2026
Barcelona





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Programme Summary

Managing products in agile teams is the subject of this one-week training course for product directors, heads of product and programme leaders, ending in a product plan for one live product. Agile teams deliver quickly, yet many products drift because goals are vague, backlogs grow without order and stakeholders pull in different directions. The programme moves from the product owner's accountability, through diagnosis of the product and its backlog, to the design of goals, roadmaps and prioritisation, and then applies each to one product. Mars Training Centre UK delivers this programme in managing products in agile teams for leaders from mixed organisations.

The Business Case

When a product has no single goal, teams build what is requested loudest, not what adds most value. Backlogs fill with items nobody can rank, roadmaps promise dates the team cannot meet and sponsors lose confidence in each release. Leaders who set one product goal, order the backlog by value and agree trade-offs openly direct delivery effort to where it matters and make decisions that stakeholders can follow.

- Value Delivered: Improves as effort is ordered by contribution to one product goal.
- Decision Speed: Rises as ownership of backlog decisions rests with one accountable person.
- Stakeholder Alignment: Strengthens as roadmaps and trade-offs are shared on a regular cycle.

Principles and Evidence Base

- Scrum Guide, Product Owner accountability: It frames the single point of accountability for product value applied in Sessions 1 and 5.
- Scrum Guide, Product Goal: It gives the future state that goals, roadmaps and decisions are tested against in Sessions 3 and 4.
- Scrum Guide, Product Backlog: It guides how the ordered, emergent list of work is diagnosed and refined in Sessions 2 and 4.

Intended Participants

- Product directors who answer for the value and direction of one or more products.
- Heads of product who set goals and priorities for several product teams.
- Programme leaders who connect product decisions to delivery plans and budgets.
- Senior managers who sponsor agile teams and must judge their product choices.

Typical sectors include banking, telecommunications, retail and public services.



Learning Outcomes

1. Participants will be able to distinguish the accountability of a product owner from that of a delivery manager.
2. Participants will be able to diagnose weaknesses in a product goal, a backlog and a roadmap.
3. Participants will be able to construct a product goal that teams and stakeholders can test decisions against.
4. Participants will be able to design a roadmap that shows outcomes and sequence without false dates.
5. Participants will be able to prioritise backlog items by value, cost and risk, and evaluate the trade-offs.
6. Participants will be able to justify a product plan to sponsors and stakeholders.

Programme Structure

Day 1: Managing Products in Agile Teams: Ownership and Accountability

Who decides what is built, and on what authority?

- Product Owner Accountability Map
- Product Value Chain Sketch
- Stakeholder Influence Grid
- Decision Rights Table
- Personal Product Leadership Baseline

Day 2: Diagnosing the Product and Its Backlog

Where does the product lose direction, and why?

- Product Health Review
- Backlog Ageing Analysis
- Customer Feedback Synthesis Sheet
- Value and Cost Gap Chart
- Dependency and Blocker Register

Day 3: Designing Product Goals and Discovery

How is one goal set and tested against evidence?

- Product Goal Statement Canvas
- Outcome Measure Definition Sheet
- Customer Problem Interview Guide
- Assumption Risk Map
- Experiment Design Card



Day 4: Designing Roadmaps and Prioritisation

How are work items ranked and sequenced so trade-offs are clear?

- Outcome-Based Roadmap Layout
- Weighted Value Scoring Model
- Cost of Delay Comparison
- Backlog Refinement Cadence
- Trade-Off Decision Log

Day 5: Applying and Completing the Product Plan

Does the product plan hold when tested on one live product?

- Applying the Health Review to the Product
- Stress-Testing the Product Goal
- Re-Ranking the Backlog with the Scoring Model
- Rehearsing the Sponsor Review
- Completing the Product Plan

Methodology

The programme uses a case analysis method built on anonymised backlogs, roadmaps, customer feedback sets and short written cases from banking, telecommunications and retail products. Participants work in small groups on one product, defend ranking and sequencing choices to peers acting as sponsors and delivery leads, and receive facilitator feedback on each work product.

- Suggested activity: Re-ranking a crowded backlog against a single product goal.
- Suggested activity: Rewriting a date-driven roadmap as an outcome roadmap.
- Suggested activity: Defending a trade-off to a sceptical sponsor.

Capstone Output

Each participant completes a product plan for one live product. It holds a product goal, a health review, a ranked backlog extract, an outcome roadmap and a trade-off log. The plan is used at work to brief sponsors, agree priorities with delivery teams and guide how product decisions are made over the next releases.

Frequently Asked Questions

Is managing products in agile teams suitable for leaders who have not owned a product before?

Yes. Managing products in agile teams is taught from first principles and assumes responsibility for a product, a team or a budget, not earlier experience as a product owner.



Which standard does managing products in agile teams rest on in this programme?

Managing products in agile teams here rests on the Scrum Guide, including its definitions of the Product Owner, the Product Goal and the Product Backlog.

How is the product plan used when managing products in agile teams?

You use the plan to brief sponsors, agree priorities with delivery teams and guide how decisions on your product are made across later releases.

How does managing products in agile teams differ from a programme on agile project delivery?

Managing products in agile teams centres on goals, value and prioritisation, while an agile project delivery programme centres on planning, scheduling and controlling the work of a team.