



# Vision to Value: Backlog Refinement Practitioner

## Overview

Delivering high-value products requires teams to collaboratively discover the right product to deliver at the right time. Yet, teams struggle with this journey, wrestling with bloated backlogs, ineffective or inconsistent planning, and unpredictable Sprint or value stream flow.

In the *Backlog Refinement Practitioner* training, you learn how to improve product agility and team outcomes through precise and transparent development of “ready” backlog items. You define and refine backlog items across the *7 Product Dimensions*, prioritize user stories, and prepare for value-based planning. By using the product’s vision to guide Structured Conversations, you optimize the value in the product backlog, exemplifying the core of Lean and Agile practices.

## Who Should Attend

This course is valuable for Product Owners, Scrum Masters, User eXperience experts, Business and Requirements Analysts and anyone else on the development team members who participate in or lead backlog refinement, discovery, and agile planning

## Objectives

Through interactive discussions, simulations, exercises, examples, and reviews, learn to:

- Align value with the product vision.
- Use value as the foundation for backlog definition and refinement.
- Make transparent, value-based product decisions.
- Engineer strong collaboration among product partners—customer, business, and technology stakeholders—throughout backlog definition and refinement.
- Engage the right people at the right time.
- Explore, evaluate, and confirm product options with Structured Conversations.
- Comprehensively refine backlog items across the *7 Product Dimensions*.
- Confirm user stories with clear, unambiguous acceptance criteria.
- Prepare backlog items for efficient release and sprint planning.
- Slice user stories to be “ready” to get to “done”.

**Length:** 2 days on-site

**Prerequisites:** Foundational agile knowledge, knowledge of Scrum and Kanban.

**Materials:** Copy of *Discover to Deliver: Agile Product Planning and Analysis*, slides, Discovery board materials

**Boost Your Investment:** Maximize your outcomes by adding a Product Discovery Workshop or Backlog Clinics.

## Key Tools & Techniques

Structured Conversations  
7 Product Dimensions  
Product options  
Collaborative discovery  
Analysis models  
Value, Validation



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## Course Outline

### Day 1

Context:

- Product vs. project
- Concepts review quiz
- Agile Planning & Requirements
- Discovery and delivery
- Planning cadences and horizons
- Requirements types, granularity, MVP, MMF
- Requirements as product options
- Successful backlog refinement
- “Ready” and “done”
- Backlog allocation
- User Stories

Refinement with Structured Conversations and the 7 Product Dimensions

- The 7 Product Dimensions
- Big-View: Business Value Model – vision, goals, objectives, product partners, value
- Pre-View: hypothesis formation, value considerations, modern discovery
- Structured Conversation – User, Action dimensions – and useful analysis models
- Engage stakeholders as product partners
- User stories with 7 Product Dimensions, estimating

### Detailed Tools and Techniques Coverage

- 7 Product Dimensions
- Acceptance criteria: data tables, examples, Given-When-Then (Behavior Driven Development), Planguage, scenarios, user acceptance tests
- Analysis models: business process diagram, context diagram, data model, decision table, dependency graph, persona, prototypes scenario, state diagram, story map, user role map
- Business rules, business policies
- Collaborative discovery
- Dependency analysis, pre- and post-conditions
- Functional requirements: user, action, data, control
- Hypothesis formation

- Agile Discovery Workshops – role play collaborative requirements discovery

### Day 2

Refinement with Structured Conversations and the 7 Product Dimensions

- Structured Conversation (con’d)– Data, Control, Interface, Environment, Quality Attributes dimensions– and useful analysis models
- Cross-cutting requirements
- Release planning, themes
- Now-View: ready, INVEST, value-actionable-feasible backlog items
- Structured conversation at the Now-View – and useful analysis models
- Scenarios, data examples, Given-When-Then (BDD)
- Understanding the whole story
- Good practices: agile requirements, discovery, value, validation
- Good practices: product canvas, documentation, backlog management engagement and collaboration
- Good practices: inspect and adapt

**Contact EBG to learn more**