


EFFECTIVE PROJECT MANAGEMENT: GURTAM CASE STUDY

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We

- ⇒ Manage products and projects in Gurtam
 - ⇒ Believe that people are more important than processes
 - ⇒ Believe that project management tools solve real problems
 - ⇒ Believe that the project manager's mission is to create a self-organized team
- 

**Project or team
management?**



**What problems in
project management
have you encountered?**



Agenda

- ⇒ Plan
- ⇒ Coordinate
- ⇒ Control
- ⇒ Review

ACTIVITIES ON THE PROJECT



Planning of **activities on the project**



Problem:

**Team does not understand
the project direction**



Planning

Solution:

- ✓ **Roadmap**
- ✓ **Sprint**
- ✓ **Planning meeting**
- ✓ **Efforts estimation**







Planning. Roadmap




Roadmap is a list of tasks for a couple of future months.

The description of tasks is high-level.

ANALYSIS

Feature	Link	Release
Экспорт данных в формате GTFS Export of data in GTFS format	 NB-170 - Импорт и экспорт маршрутов и остановок NimBus DEV	Jun 2019
Отчет по группам объектов Report type: unit group rides	 NB-33 - Группы/фильтры объектов ANALYSIS	Q3 2019
Серверные уведомления Server notifications	 NB-102 - Серверные уведомления ANALYSIS	Q3 2019
Добавить съезды с линии маршрута в отчеты Add "unit left the route path" to reports	 NB-222 - Отчет по нарушениям: съезды с маршрута NEW	Q3 2019

PROSPECTIVE

Feature	Link	Release
Пассажиропоток Passenger counters	 NB-32 - Пассажиропоток ANALYSIS	2019
Оптимизация базы данных, создание архивной базы Database optimization, creation of an archive data base	 NB-202 - Оптимизация DB путем создания второй, архивной базы IN PROGRESS  NB-203 - Скрипт для переноса архивных рейсов и событий в новую бд REOPENED	

Planning. Roadmap

- ⇒ General vision of the project evolving
- ⇒ Developing focus is on the planned tasks



Planning. Sprint

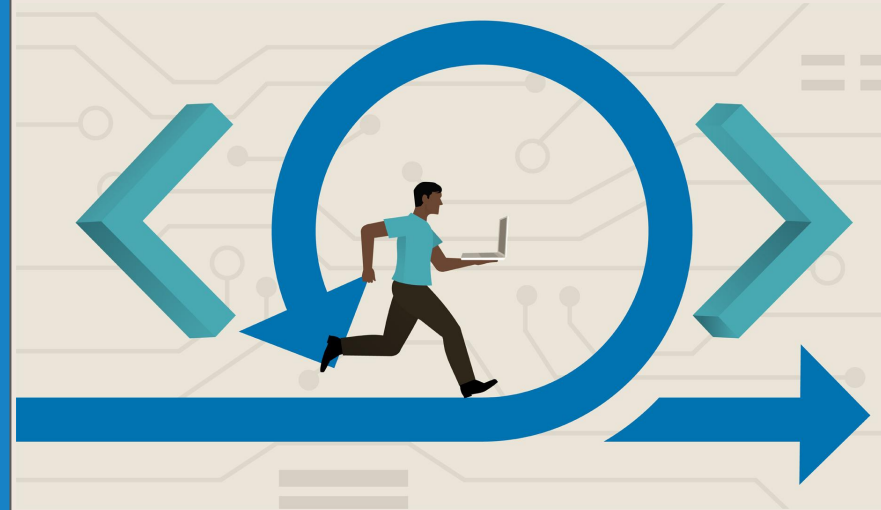
Sprint is a period of time, during which the team commits to perform a certain set of tasks.



1, 2 or 4 weeks

Planning. Sprint

- ⇒ Selected functionality always brings value
- ⇒ Long period of development is divided into small pieces



Planning. Planning meeting

Input:

- ⇒ **Tasks-candidates**
- ⇒ **Value and concept description**
- ⇒ **Questions from the team**

Output:

- ⇒ **Solution for the technical implementation**
- ⇒ **List of tasks for development**



Planning. Planning meeting

- ⇒ Assign accountable for tasks
- ⇒ Ask for a short summary of the discussed



Planning. Efforts estimation

- ⇒ High speed of estimation
- ⇒ Teamwork
- ⇒ Relative unit measurements



Planning. Efforts estimation

**“T-shirt size” way
to estimate**



Planning. Efforts estimation

**“Poker” way
to estimate**



Planning. Efforts estimation

A sample task is a small-size task which is clear for every team member.



Coordination of
activities on the project



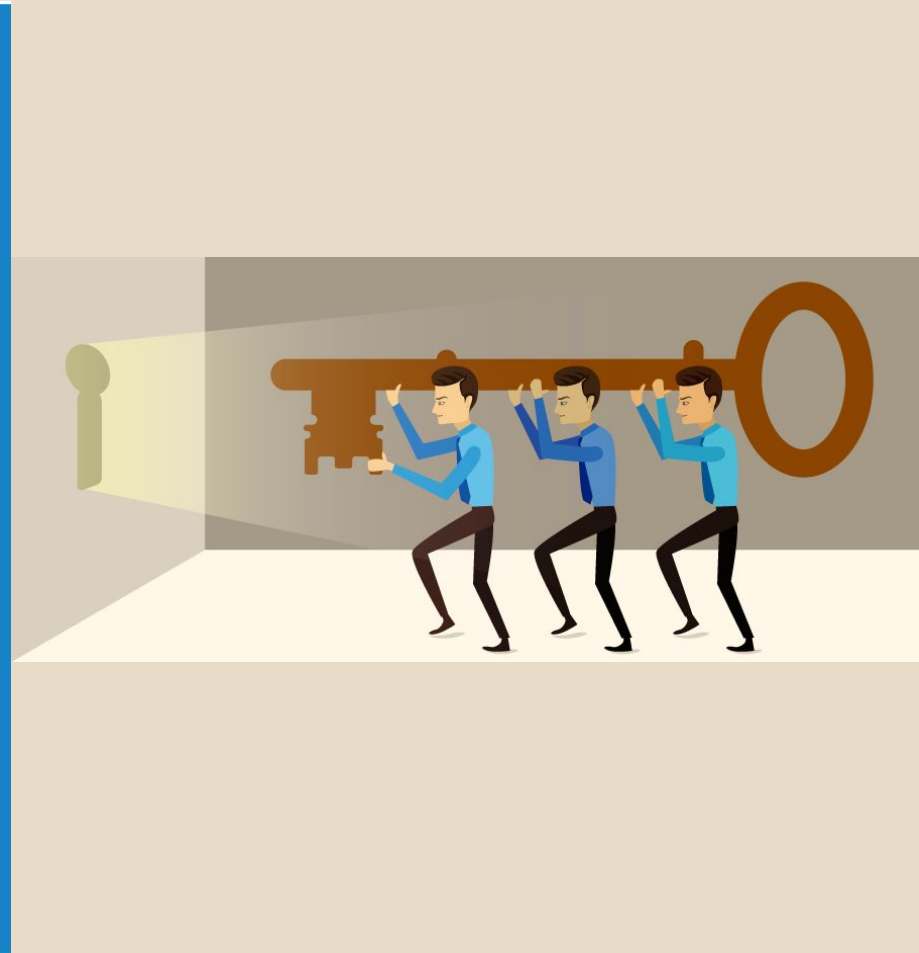
Problem: **there is no
synchronization in the team**



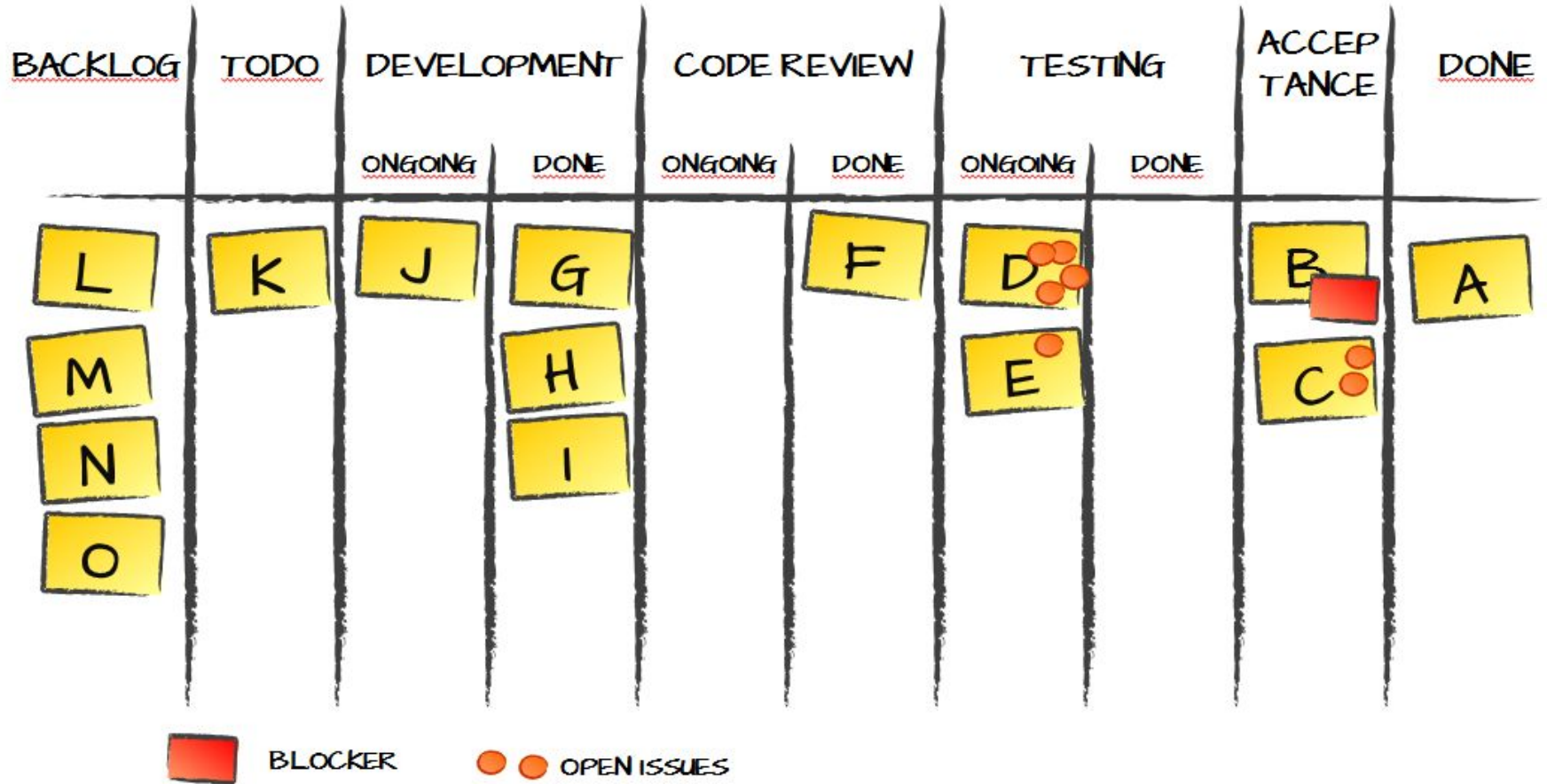
Coordination

Solution:

- ✓ **Task board**
- ✓ **Daily stand-up**
- ✓ **Knowledge base**



Coordination. Task board



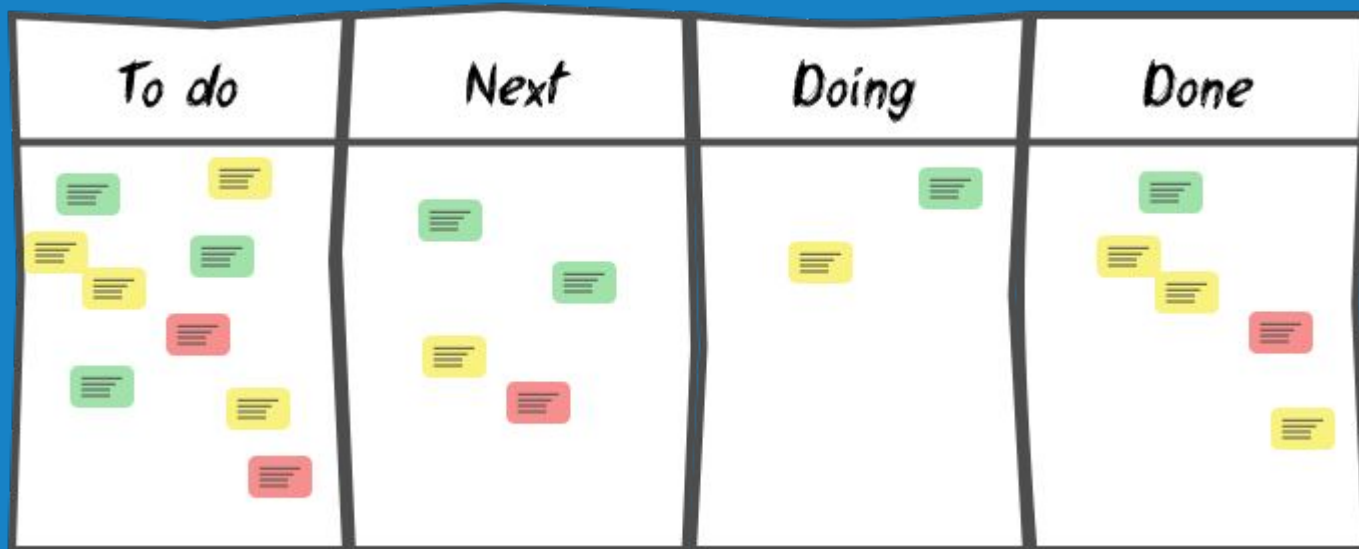
Development coordination. Task board

- ⇒ Tasks color marking
- ⇒ Quick estimate of team work load
- ⇒ Realizing most problematic development stages
- ⇒ Shows the progress



Development coordination. Task board

New > Analysis > Design > Verification > To do >
Development > Code Review > Testing > Done



Coordination. Daily stand-up

- ⇒ Team members are aware of the difficulties and issues
- ⇒ Ability to coordinate the priorities
- ⇒ More motivation to work



Coordination. Daily stand-up

- ⇒ The beginning of each working day
- ⇒ At the same time and place
- ⇒ Participants stand up
- ⇒ Discover problems, discuss outside daily stand-up
- ⇒ Make summary at the end



Duration: 15 min

**Come rain or shine — daily stand-up
should take place**



Coordination. Daily stand-up

- ⇒ One by one
- ⇒ One by one, each time shifting the order to speak
- ⇒ By sphere
- ⇒ By task and its priority



Coordination. Daily stand-up

Standard format:

What was done yesterday?

What are plans for today?

Are there any blockers?



Coordination. Daily stand-up

Discussion around task, not team member:

What are the obstacles in moving the task?

How does the task move in the flow?

What can be done better?



Coordination. Daily stand-up

In the written form for **remote** teams

Person	Question	Week: <date>				
		Monday	Tuesday	Wednesday	Четверг	Пятница
Alex	What did you do yesterday?					
	What will you work on today?					
	Do you have any obstacles?					
Sophia	What did you do yesterday?					
	What will you work on today?					
	Do you have any obstacles?					

Coordination. Daily stand-up

We do not
conduct daily
for show



Coordination. Knowledge base

Knowledge base is a set of knowledge about a particular subject area, presented in the form of facts and rules.



Coordination. Knowledge base

- ⇒ All information is available in one place
- ⇒ It is structured
- ⇒ Knowledge is not stored in the head of one person
- ⇒ No need to reinvent the wheel
- ⇒ Examples and instructions



Coordination. Knowledge base

- ⇒ Processes
- ⇒ Meeting follow-up
- ⇒ Business information
- ⇒ Plans
- ⇒ Roadmap
- ⇒ Functionality
- ⇒ Technical details

The screenshot shows the Wialon Confluence page. The header includes the Confluence logo, navigation links for 'Пространства' (Spaces) and 'Пользователи' (Users), and buttons for 'Создать' (Create) and a menu icon. The left sidebar contains the Wialon logo, a star icon, and a list of pages under the heading 'Страницы' (Pages). The main content area displays the 'Wialon' page, which includes a description of Wialon Hosting as a SaaS solution, a 'PRODUCT VISION' section, and a section titled 'О группе' (About the group).

Confluence Пространства Пользователи Создать

Wialon

Страницы

Wialon

Создатель Tatsiana Kots, отредактировано мая 04, 2019

Страницы

Быстрые ссылки

- JIRA: Wialon Hosting

Дерево страниц

- Release Details
- Processes
- External maps
- Meeting notes
- Did you know?
- Competitors
- Integrations with external sources
- Внутрянка и алгоритмы
- Statistics

Инструменты для пространства

PRODUCT VISION

Wialon Hosting — SaaS решение для мелкого и крупного бизнеса с набором функционала, который поможет решить поставленные задачи, определением качества вождения водителя. С помощью данной техники, но и со стационарной тоже.

В отличие от других систем, к Wialon Hosting можно подключить интеграцию. Наверняка мы уже работаем над его интеграцией.

Главным плюсом Wialon Hosting является то, что он позволяет переплачивать за дополнительные модули и техподдержку, что высвободившиеся ресурсы в дальнейшее развитие.

О группе

Группа занимается поддержанием работоспособности и развитием функционала как на серверной стороне, так и на клиентской. Также большое внимание уделяется оперативное их исправление. Также большое внимание уделяется производительности продуктов при больших объемах данных. Г

Control of **progress on the project**



Problem: **team does not get feedback on their results**



Progress control

Solution

- ✓ **Internal demo**
- ✓ **External demo**



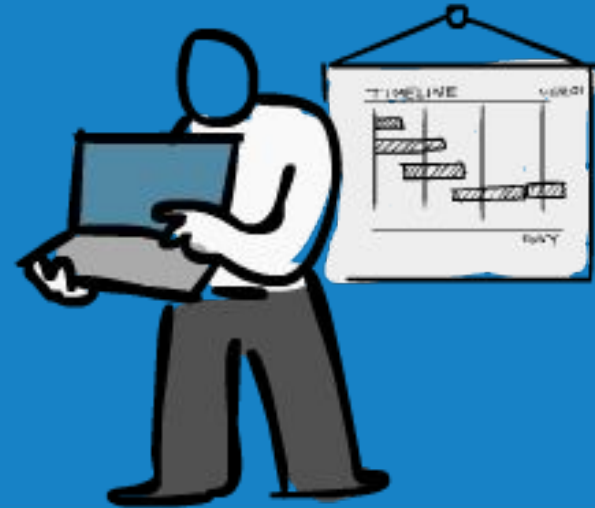
Progress control. “Internal” демо

Internal demo is a small presentation of the features implemented by a developer before sending it to testing.

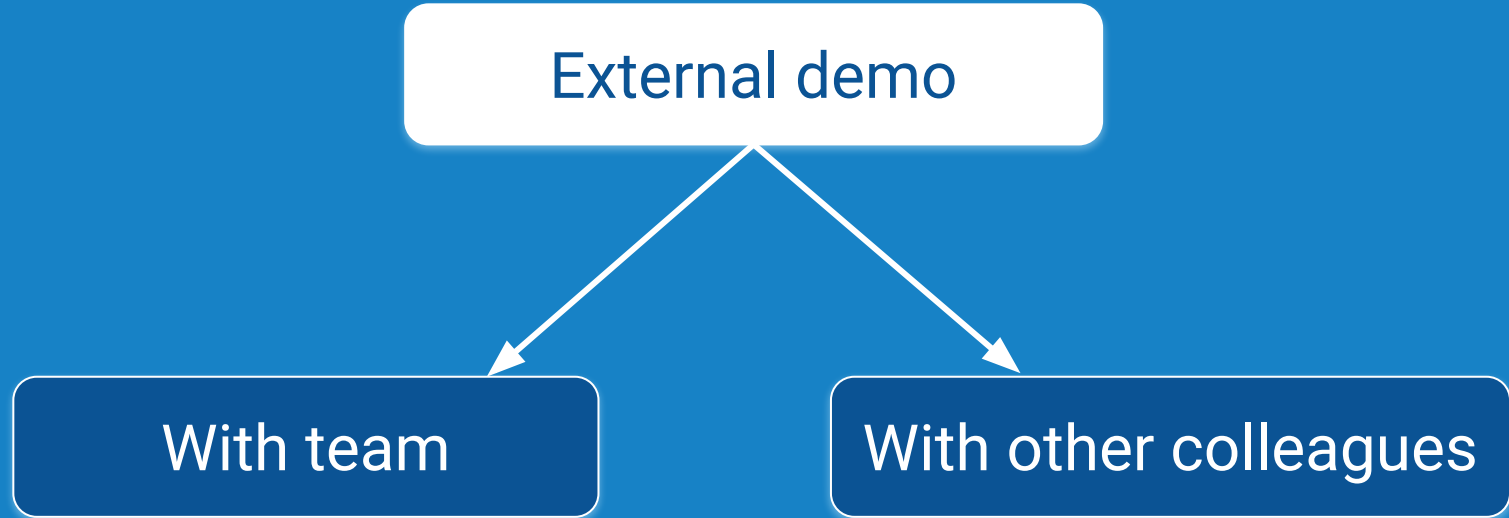


Progress control. “Internal” demo

- ⇒ Developer starts to realize the value of their input into the shared effort
- ⇒ Developer masters their presentation skills
- ⇒ Bugs are found before testing



Progress control. “External” demo



Progress control. “External” demo

Demo with a team is a team-building event



Why is the demo with colleagues important?

- ⇒ Stakeholders know the product from the beginning
- ⇒ A way to manage expectations
- ⇒ A chance to receive priceless feedback

Development progress control. External demo

BEFORE

- ⇒ Write an agenda
- ⇒ Make 100% sure you know what you want to demonstrate
- ⇒ Understand the business value of what you want to demonstrate
- ⇒ Assemble a list of the cases for each of the user stories
- ⇒ Prepare real life, production test data



Progress control. External demo

DURING

- ⇒ You are in the end user's shoes. Try to guess a real story
- ⇒ Particular attention to the tricky cases, UI changes
- ⇒ Point people where to look at
- ⇒ Invite questions



AFTER


- ⇒ Elicit the feedback
- ⇒ Make a summary: define the action items
- ⇒ Write a follow-up



Analysis of **activities on the project**



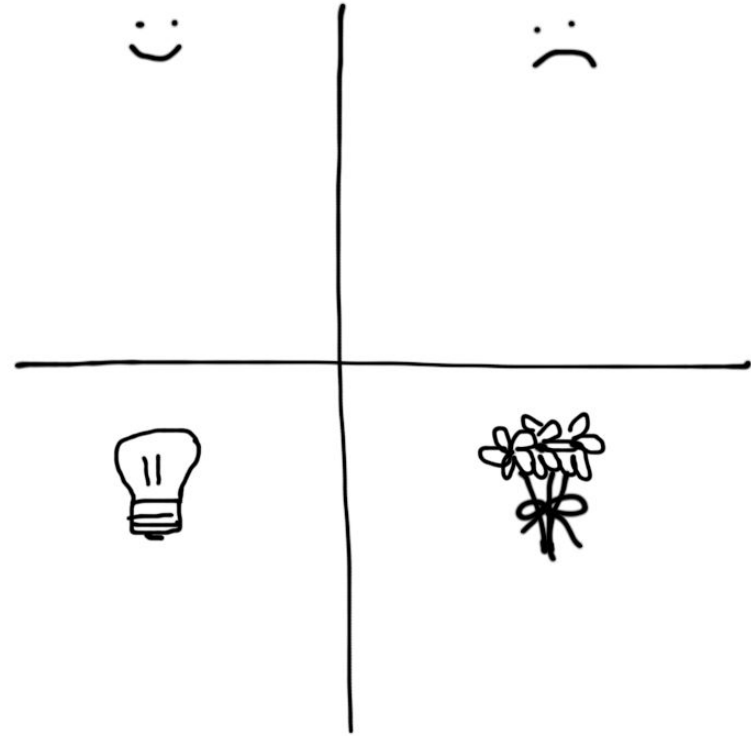
Problem: **team does not learn lessons from failures**



Results review

Solution

✓ **Retrospective**



Results review. Retrospective

Retrospective is a team meeting to discuss what helps the team work effectively and what blocks their performance.



Results review. Retrospective

- ⇒ Scenario
- ⇒ Formats
- ⇒ Follow-up
- ⇒ Managing action items
- ⇒ Difficulties when implementing



Retrospective. Scenario

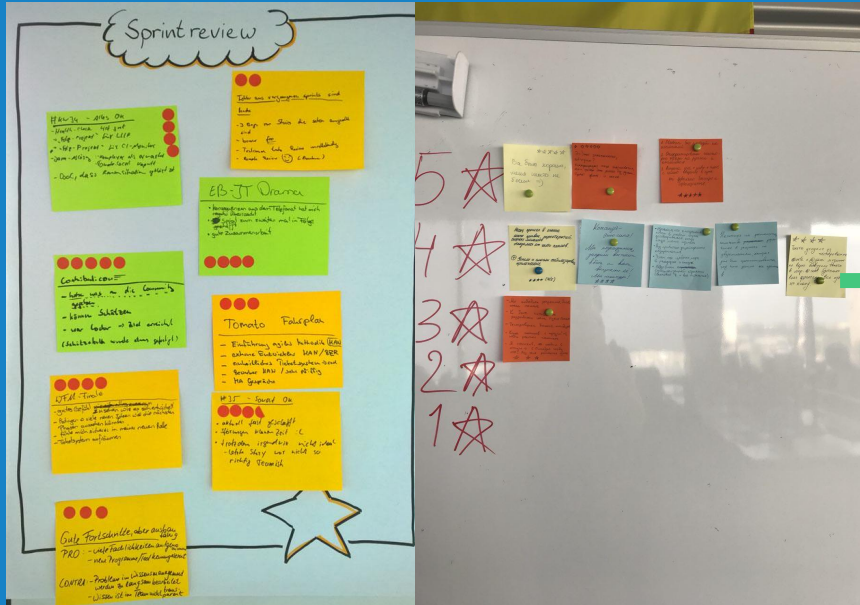
- ⇒ Warming-up – 10 min
- ⇒ Retrospective format introduction, distributing stickers – 3 min
- ⇒ Filling out stickers – 7 min
- ⇒ Describing your stickers – 15 min
- ⇒ Selecting points for action items – 5 min
- ⇒ Creating action items – 10 min



Total: 45 min

Retrospective. Scenario. Warming-up

- ⇒ Review of the latest retrospective results
- ⇒ Rating the current sprint and writing a review of it



“QAs slowly, but confidently were finishing tasks. Alex was diligently working on front-end. Everything works as planned.”

Retrospective. Scenario

- ⇒ Warming-up – 10 min
- ⇒ Retrospective format introduction, distributing stickers – 3 min
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- ⇒ Selecting points for action items – 5 min
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Total: 45 min

Retrospective. Formats

MAD — SAD — GLAD — THANKS



made angry in
sprint



did not like in
sprint

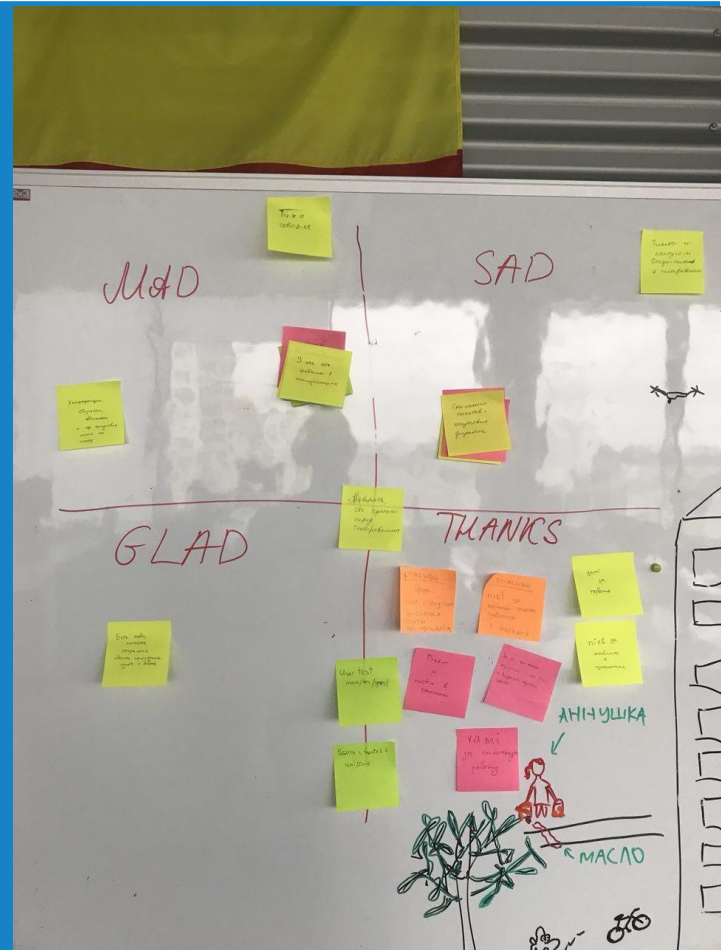


liked in sprint



saying 'thank
you'

**MAD – SAD –
GLAD – THANKS
Gurtam style**



Retrospective. Formats

KEEP DOING - DROP DOING - ADD



were doing, need
to continue

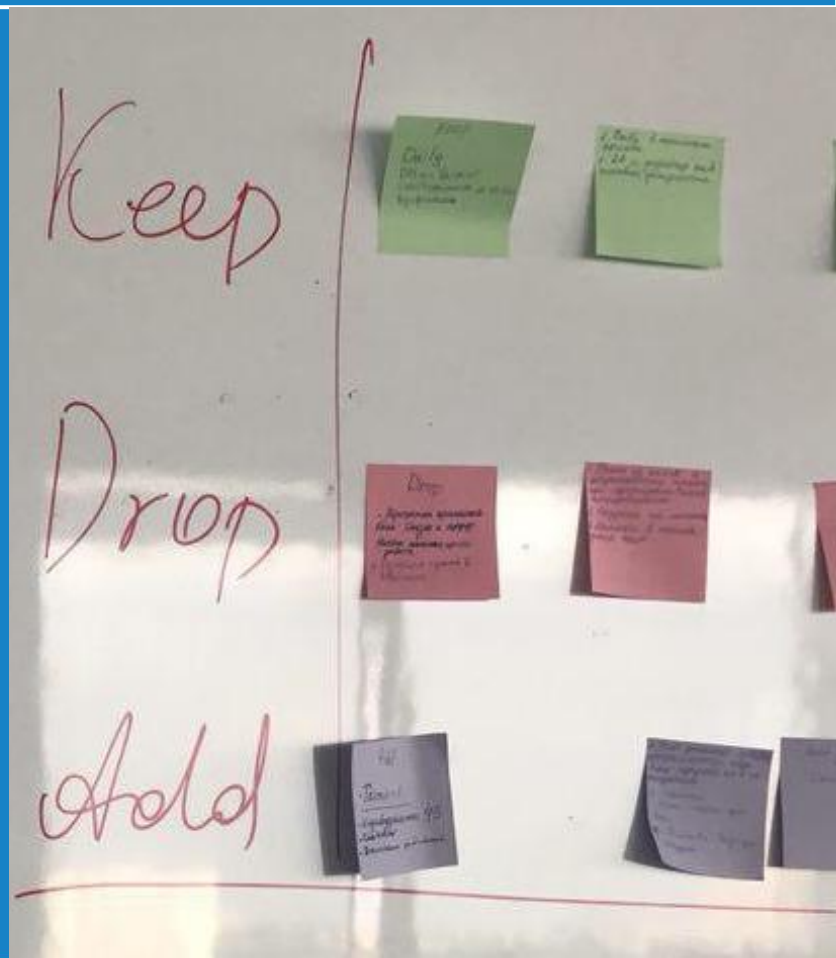


were doing, need
to stop



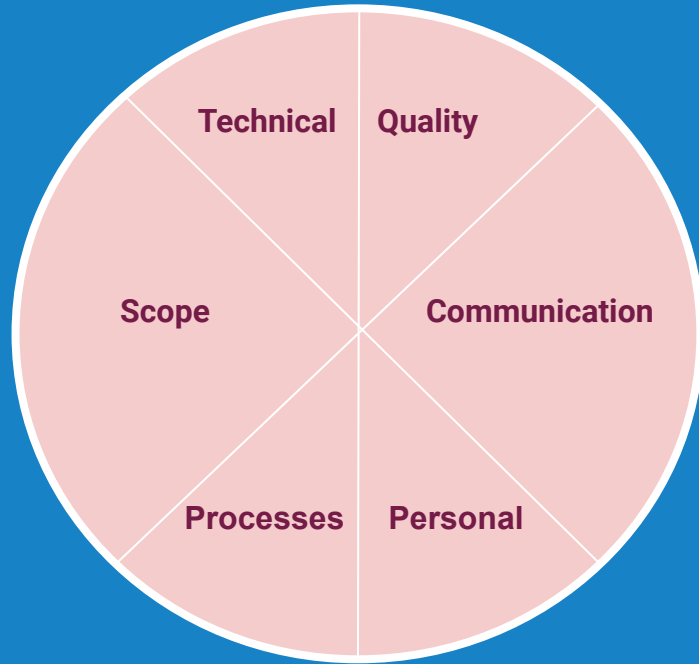
were not doing,
should start

**KEEP DOING — DROP
DOING — ADD
Gurtam style**



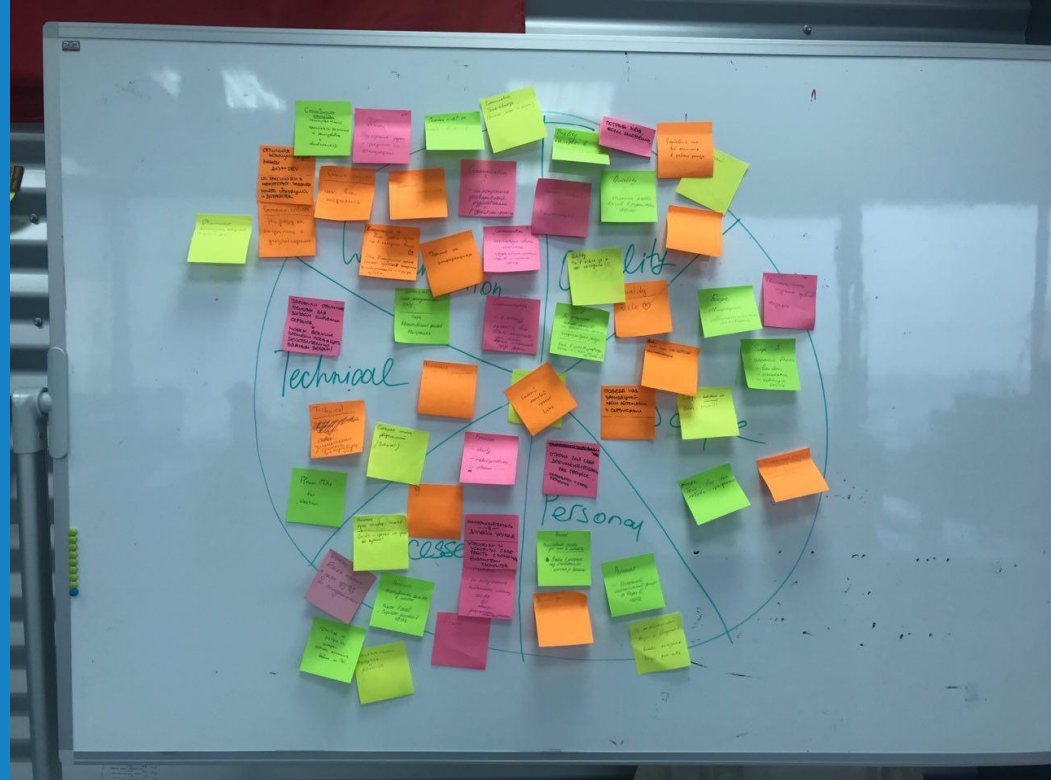
Retrospective. Formats

PIZZA SLICES

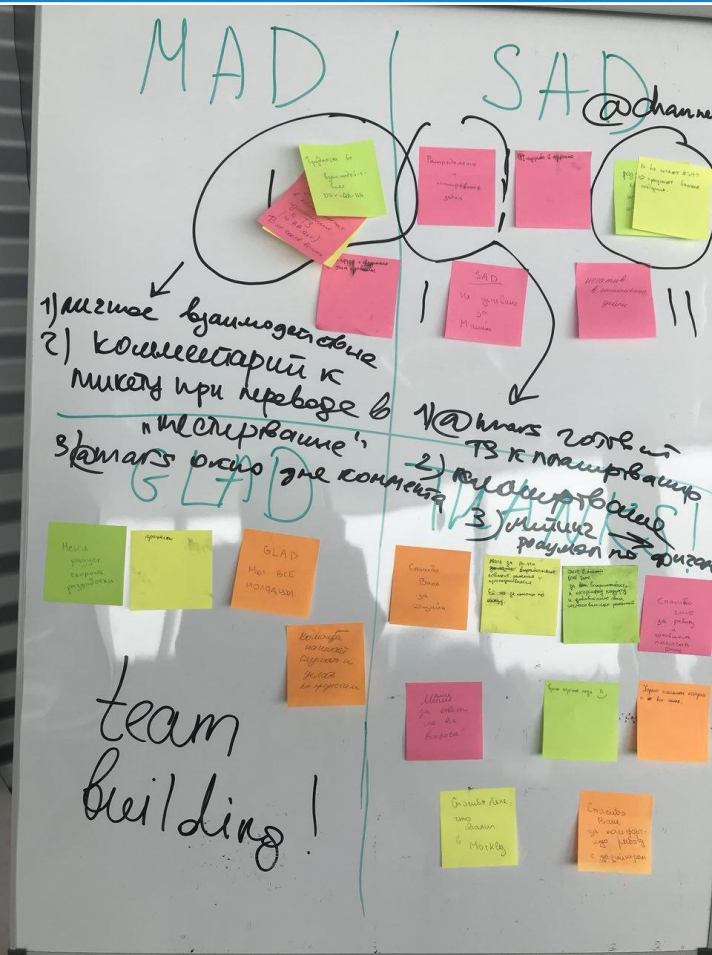


Retrospective. Formats

PIZZA SLICES Gurtam style

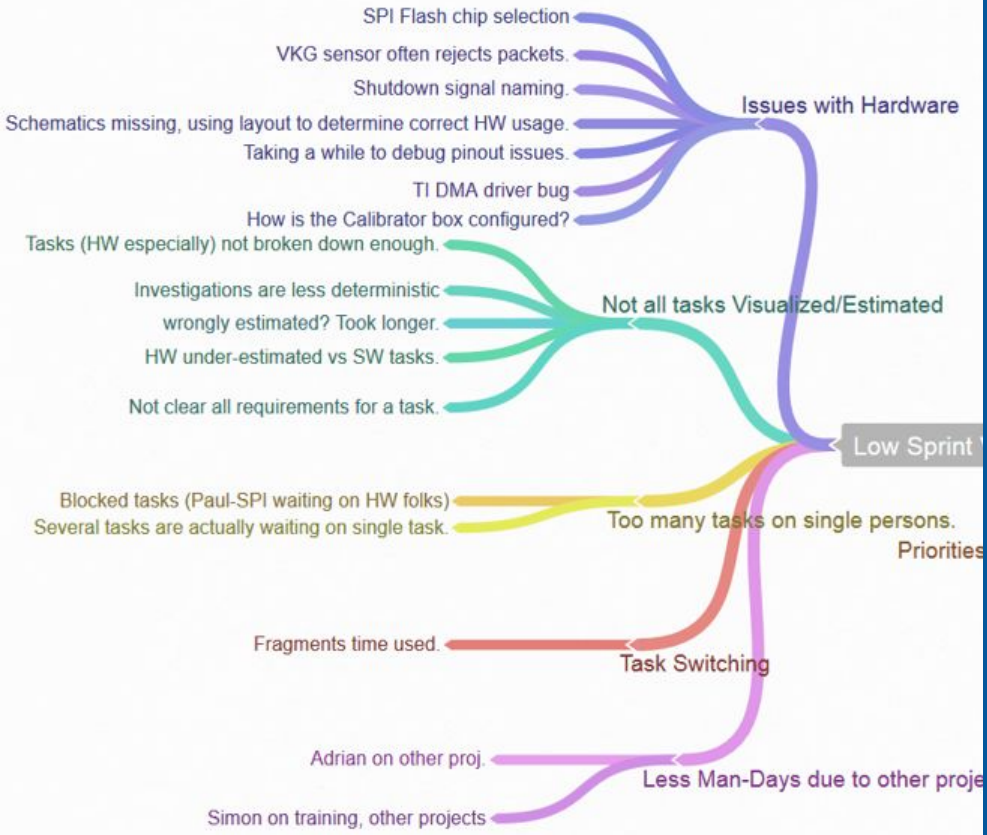


Retrospective. Follow-up



Sticker board photo

Retrospective. Follow-up



Mind map

Retrospective. Follow-up

What was done well – what could have done better

What did we do well?

- Big improvement on fixing broken builds as soon as they break.
- Code reviews were quite thorough.
- The analytics hooks are all implemented – woot!
- Pairing closely with designers cut out a ton of back n' forth.

What should we have done better?

- Lots of broken builds this sprint.
- Had a couple instances of people starting work on a story without assigning it to themselves, and then someone else started working on it too (oops!).

What should we start doing?

- 💡 Use Vagrant for our dev environments so they don't get out of sync with staging and production

What should we stop doing?

- Implementing more analytics hooks
- 🚫 Flagging the entire team as reviewers for each pull request. 2 or 3 (including

What should we keep doing?

- 🟢🟢🟢 Assign the issue to yourself before starting work on it – every. time.
- Keep rockin' the code reviews.

Retrospective. Action items

WHO* → WHAT → UNTIL WHEN

*does, implements

Action items

- ☒ @Alana Grant to decide on name of project space
- ☐ @Cassie Owens to finish creating the new project space by 📅 10 Mar 2018
- ☒ @Emma McRae to investigate venues for offsite and prepare costings for at least three different options by 📅 31 Mar 2018
- ☐ @Harvey Jennings distribute agenda for offsite 📅 04 Apr 2018

Retrospective. Difficulties while implementing

- ⇒ It is difficult to speak about problems and to criticize
- ⇒ Taking comments too personally



Useful **applications**





Teams in Space
Scrum: Teams in Space ▾

Backlog

Agile board

Releases

Reports

All issues

Components

Add-ons

PROJECT SHORTCUTS

Mars Team HipChat Room

Space Station Dev Roadmap

Teams in Space Org Chart

Orbital Spotify Playlist

Hyperspeed Bitbucket Repo

+ Add shortcut

TIS-70 Scrum Board

QUICK FILTERS: [Critical partners](#) [Only my partners](#) [Recently updated](#)

12 To do

▼ TIS Developer Love 3 issues



TIS-37

↑ Service should return prior trip details and info



SeeSpaceEZ plus

2

▼ Everything Else 21 issues



TIS-68

↑ Homepage footer uses an inline style-should use class



Large Team Support



TIS-20

↑ Engage Saturn Shuttle lines for group tours



Space Travel Partners

3



TIS-12

⊘ Create 90 day plans for all departments in Mars office

2 In progress



TIS-10

↑ Bad JSON data coming back from hotel API



SeeSpaceEZ plus



TIS-17

↑ Engage Saturn's Rings Resort as preferred



Space Travel Partners

3 Done



TIS-8

↑ Requesting flights is now taking > 5 seconds



SeeSpaceEZ plus



TIS-56

↑ Add pointer to main css file to create child themes



Large Team Support



TIS-45

↑ Email non registered users to sign up with TIS



SeeSpaceEZ plus

Confluence and Wiki

☰

Confluence

Spaces ▾

People

Create

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Paragraph ▾

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Dev team / Pages / Dev team Home / Team playbook update: customer interviews

UNPUBLISHED CHANGES

+

To make better decisions about your product or service, go straight to the source and interview your customers.

Running the play

Most plays involve little (if any) preparation. But the customer interview is different. Take the prep work seriously. You'll get far more out of the interview – and, ultimately, so will your customers.

Materials

- Dictaphone or recording device/app
- Notebook and pen
- Camera
- Laptop
- Printed questionnaire
- Video chat service (optional)

Prep

Decide on broad vs deep

Do you want to explore general usage patterns, and give the customer a chance to give broad feedback? If so, plan for an open-ended interview and just go with the flow. Or, are you looking for something specific? You can use the interview to validate assumptions you have about a feature (like the ones on your project poster). You might also talk to customers that have reported problems and go deep in that area.

Form an interview team

Anyone can participate in a customer interview, but typically a product owner, service lead, or someone on the front lines (e.g., developer, designer, service operator, etc) fills the role of interviewer. You'll also want another person from your team along to play the role of scribe and generally be your co-pilot. Don't try and be both the interviewer and scribe – you'll get distracted and won't be actively listening.

☒ Ready to go

What did you change?

☒ Notify watchers

Preview

Update

Close

The screenshot shows the Trello 'Welcome Board' interface. At the top, there's a header with 'Boards', a search bar, the Trello logo, and a user profile for 'Justin Cone'. The board is titled 'Welcome Board' and is marked as 'Private'. It is divided into three columns: 'Basics', 'Intermediate', and 'Advanced'. Each column contains a list of cards with instructions on how to use Trello. The 'Basics' column includes cards about attaching pictures, clicking on cards, adding hyperlinks, and adding checklists. The 'Intermediate' column includes cards about adding team members, using color-coded labels, making lists, dragging cards, and archiving. The 'Advanced' column includes cards about using keyboard shortcuts, getting help, and adding current tips. On the right side, there is a 'Menu' dropdown and a 'Members' section with an 'Add Members...' button. Below that is an 'Activity' section showing a list of recent actions, such as 'Justin Cone re-opened this board' and 'Trello attached Taco.png to You can attach pictures and files...'. The interface is clean and modern, with a blue and white color scheme.

Boards

Welcome Board ★ Private

Basics

- Welcome to Trello!
- This is a card.
1 vote
- You can attach pictures and files...
2
- Click on a card to see what's behind it.
1
- ... any kind of hyperlink ...
1
- ... or checklists.
1/3
- Add a card...

Intermediate

- Invite your team to this board using the Add Members button
- Drag people onto a card to indicate that they're responsible for it.
- Use color-coded labels for organization
- Make as many lists as you need!
- Try dragging cards anywhere.
- Finished with a card? Archive it.
- Add a card...

Advanced

- To learn more tricks, check out the guide.
- Use as many boards as you want. We'll make more!
- Want to use keyboard shortcuts? We have them!
- Want updates on new features?
- Need help?
- Want current tips, usage examples, or API info?
- Add a card...

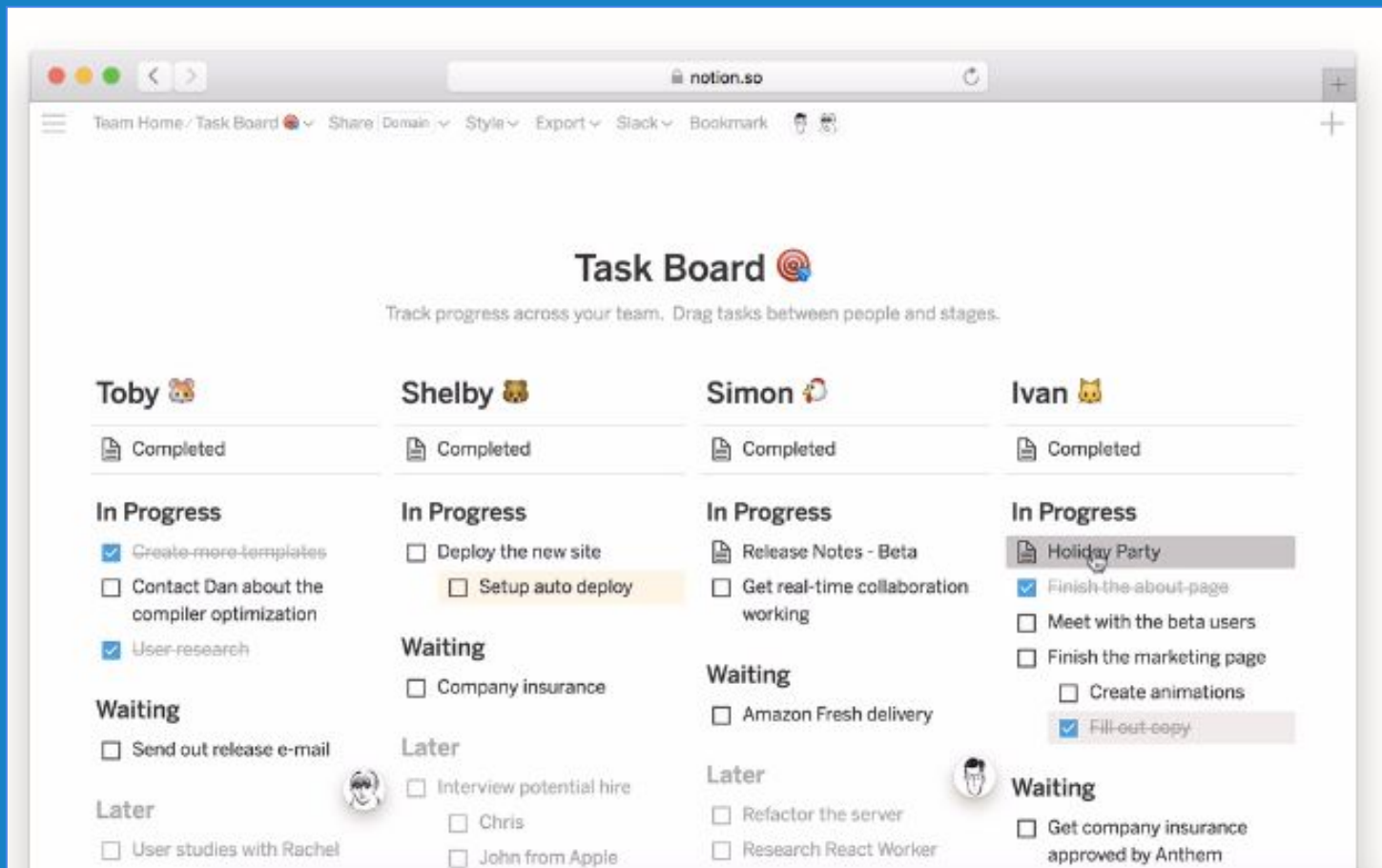
Menu

Members

Add Members...

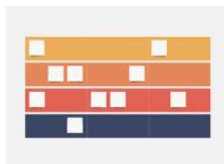
Activity

- Justin Cone re-opened this board.
Apr 15 at 4:36 pm
- Justin Cone closed this board.
Mar 27, 2013 at 4:38 pm
- Trello attached Taco.png to You can attach pictures and files...
Jul 20, 2012 at 9:42 am
- Trello added Want current tips, usage examples, or API info? to Advanced.
Apr 25, 2012 at 8:57 am
- Trello added Need help? to Advanced.
Jan 9, 2012 at 2:33 pm
- Trello added Want updates on new features? to Advanced.
Jan 9, 2012 at 2:31 pm
- Trello added Want to use keyboard shortcuts? We have them! to Advanced.



Visual planning

Create agile and scrum boards online, work with timelines and calendars and share your boards with your team.



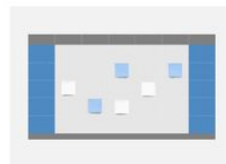
Agile Board

Manage your workflow in a highly flexible and visual way



User story map

Plan your product features using digital sticky notes and endless board



Monthly Planner

Make visual reminders and plan events with this online Monthly Planner



Gantt Chart

Plan your projects and see all the milestones at a glance



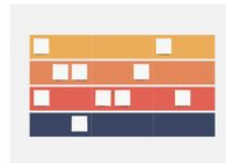
Timeline

Use this simple timeline for managing design and creative projects



Retrospective tool

Discuss and brainstorm ideas improving your operational working process



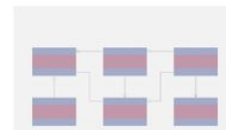
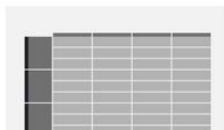
Action plan

Organize, manage and improve your workflows with action plan



To do list

Manage your tasks and prioritize issues for working process improvement



**What will I start doing
in a team after training?**



People are your heritage





Tatsiana Kots

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Mariya Starikova

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Thank you for your attention!

Mariya Starikova
Product manager, Labs

Tatsiana Kots
Head of Hosting Group

