First Linkedin

Developing the product

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Create Project Blueprint

A product launch is not just about deploying a beautifully designed, built and thoroughly tested feature. Your company needs to be equally prepared if not more to support every possible customer interaction associated with the product (e.g landing on your company website to learn more about the new feature)

Create a coordination activities map

Share your project-specific coordination activities map here. You can also share a screenshot below.

Purpose *Conveys the scope of various tasks that need to be coordinated to build and launch the product/feature*	**What is the task?** *Based on the purpose, select the appropriate from the drop-down*	**Who is the task owner?** *Does the following to finish task:* *1. Schedule and run meetings* *2. Gather feedback and share updates* *3. Follow-up with stakeholders*	**Whose involvement is needed to accomplish the task ?** *Please select one from the drop-down list of your identified stakeholders*	**What is their role?** *Select the stakeholder's role from the drop-down. Note: 'Scrum Team' role is applicable to stakeholder 'Scrum Team' only*	**By when, does the task need to be completed?** *Select milestone keeping in mind nature of the task,downstream effects of delaying task*
Evangelize internally	Setup PRD review meeting to receive feedback	Product Manager	Head of Product	Approver (Has the final say on a specific aspect of the project)	Set a target week
			Head of Product/Impacted Product Managers/Cross-functional stakeholders	Contributors (Consulted for their opinions or expertise to help with project decisions)	
	Setup meeting to share MVP scope and walk-through design to gather feedback		Head of Product/Impacted Product Managers/Cross-functional stakeholders	Contributors (Consulted for their opinions or expertise to help with project decisions)	
	Setup meeting to kickoff project with the scrum team		Scrum Team	Scrum Team (Involved directly in product development efforts)	
Involve legal and compliance	Get feedback on previously identified legal areas to update. e.g Terms of Use and Privacy Policy	Product Manager	Legal and Compliance	Contributors (Consulted for their opinions or expertise to help with project decisions)	Set a target week
	Setup meeting to review MVP scope and identify possible legal updates.e.g Terms of Use and Privacy Policy		Legal and Compliance	Contributors (Consulted for their opinions or expertise to help with project decisions)	Before each sprint starts
Incorporate stakeholders feedback	Discuss the prioritized feedback received from stakeholders to update scope and design	Product Manager	Product Designer	Scrum Team (Involved directly in product development efforts)	Before each sprint starts
Initiate and maintain feedback loop	Create a project-specific communication channel (in Slack etc) to share insights from customer meetings/usability tests/data analysis	Product Manager	All except Legal and Compliance	Informed (No authority over the decisions and need to stay updated on the progress since it impacts their own work)	Ongoing activity
Plan development work	Setup solution feasibility discussions to understand the work involved/identify inter-dependencies and potential risks	Product Manager	Scrum Team	Scrum Team (Involved directly in product development efforts)	Before each sprint starts
	Identify critical spike and engineering design work to complete prior to product/feature development	Engineering Lead			
Manage product/feature testing	Share and review the project's test strategy	QA	Scrum Team	Scrum Team (Involved directly in product development efforts)	Before project's final sprint starts
Setup analytics tracking	Review analytics tracking requirements	Data Analyst	Scrum Team	Scrum Team (Involved directly in product development efforts)	Before project's sprint 0 starts
Prepare for every sprint	Create tickets for each sprint based on the test strategy	QA	Scrum Team	Scrum Team (Involved directly in product development efforts)	Before each sprint starts
	Create tickets for each sprint based on the analytics tracking requirements	Data Analyst			
	Finalize user-stories and design to add for each sprint	Product Manager			
Coordinate product/feature launch	Discuss launch plan and targeted timelines to align with development cycle	Product Marketing	Product Manager	Approver (Has the final say on a specific aspect of the project)	Before each sprint starts
	Identify the support material that needs to be prepared and targeted timelines to align with development cycle	Customer Service	Product Manager	Approver (Has the final say on a specific aspect of the project)	Before each sprint starts
Communicate project progress	Share project's progress and highlight any risks (setup recurring meeting/send email/ share via team's channel e.g Slack)	Product Manager	All except Legal and Compliance	Informed (No authority over the decisions and need to stay updated on the progress since it impacts their own work)	Before each sprint starts
Receive product/feature sign-off	Setup meeting to demo the feature and conduct end-to-end feature testing to identify bugs and receive feedback	Product Manager	Head of Product	Approver (Has the final say on a specific aspect of the project)	Before project's last sprint ends
			Impacted Product Managers	Contributors (Consulted for their opinions or expertise to help with project decisions)	
			Cross-functional Stakeholders	Informed (No authority over the decisions and need to stay updated on the progress since it impacts their own work)	

Plan for Sprint Meeting

As a PM, it is important to stay ahead of your scrum team and be prepared for every upcoming sprint by having a target goal defined with prioritized backlog for team to start costing and breaking down the tasks

Sprint Planning Meeting Preparation

Sprint Goal	
Enable users to be presented the most relevant information on the job post/list and get their feedback on what other information that would like to have in order to be ready for their application	
Sprint Backlog (list the prioritized **user-stories** from the product backlog)	
1	As a First Linkedin user, I want to be recommended roles that I would be suitable for, so that I can open myself to more opportunities that I would not have otherwise considered
2	As a First Linkedin user, I want to input requirements that are important to me such as passions, cultures, ethos, values, so that i can find a company/role that fits me
3	As a First Linkedin user, I want to know where are the areas i can improve, so that i will possess the skills i become more relevant in the job market
4	As a First Linkedin user, I want to be able to set alerts on jobs and companies that i'm interested in, so that i can be quickly notified when something comes up in the market
5	As a First Linkedin user, I want to learn about the role beyond generic information that are usually showed on the job post such as actual work, work environment, the team, organization structures, priorities, salary ranges, so that i can find the best fit
Sprint Prioritization Logic	
• Have a fully scoped-out user requirements at the end of the sprint, while having some key features accessed for testing in the first sprint • Prioritization of riskier tasks such as integration with the LinkedIn Job (Lookup API) and (LinkedIn Match API) as it may span multiple sprints	

User Story 1

User Story	As a First Linkedin user, I want to be recommended roles that I would be suitable for, so that I can open myself to more opportunities that I would not have otherwise considered
Design	[Figma Prototype]()
Acceptance Criteria	• A logged in user can go through the experience of the newly added feature (tiktok like job feed) and have the ability to input explicit actions such as like, comment, share, indication of “not interested” • The app can also capture implicit information such a time spent on the job post, e.g. scrolling, expanding content, etc, Job post information, e.g. captions, hashtags • The app will interrupt repetitive/similar job posts to intersperse diverse types of jobs in the goal of opening up new opportunities and interests • The page will continue to be mobile responsive and ADA compliant
Assumptions	• Linkedin should be ADA compliant and mobile responsive, the engineering team builds all features to be compatible with these requirements • The algorithm will be able to improve recommendations over time that are relevant to their interests due to increased usage • The job posts that are presented to the user will be pre-vetted and filtered to be hiring for graduates and not for people with experience nor for marketing/awareness purposes • Product is available in U.S only and the MVP will be launched in English only

User Story 2

User Story	As a First Linkedin user, I want to input requirements that are important to me such as passions, cultures, ethos, values, so that i can find a company/role that fits me
Design	Figma Prototype
Acceptance Criteria	• A logged in user will be brought through the newly added questionnaire right after registering their new account • The questionnaire present the user through 4 different sections of the questionnaire and each section will auto-prompt the user with responses after they have entered the first letter • If there is no matched responses for the user, the user can create a new option in the responses • At any time, the user will have the option to “answer later” and go straight to the job feed • If the questionnaire is incomplete, the user will receive a notification to complete it every time the user relaunches the app • The page will continue to be mobile responsive and ADA compliant
Assumptions	• Since Linkedin is (ADA compliant) and mobile responsive, engineering team builds all features to be compatible with these requirement • A prepared list of options and prompts will already be preloaded for selection by the user • Users will be comfortable to answer the questionnaire that they will be shown w/o feeling bias • Product is available in U.S only and the MVP will be launched in English only

Decoding API Documentation

As a PM, you will collaborate with the engineering team and provide guidance that heavily influences their development approach. When a product requires an API integration, sometimes PM need to be “technical enough” to understand the following to refine the solution with designer and development team

- what information is available via the API
- how is it available
- possible pricing impact

First Linkedin Project

Based on the API documentation how would you update your solution and design?	Recruiter System Connect (RSC) is a prerequisite for Recommended Matches and must be fully integrated and implemented to enable any of the functionality detailed in these specs (keyword, location, job title, open to new opportunities). Thus, location data or answer to it must be collected Promoted Jobs - These are paid job postings. You can directly post promoted jobs using Job Postings API. Thus, companies can directly market to a specific type of candidates by using data collected through questionnaire and type of job recommended to them Easy Apply - Instead of routing applicants off of LinkedIn to apply, applicants enjoy a seamless, mobile-friendly application experience on LinkedIn with no redirecting to third-party websites. Thus, users do not have to upload their resumes to apply Organization Lookup API - use information like type of industry, organizationType, staffCountRange, foundedOn, defaultLocale to enhance job recommendations to users
Based on your high-level understanding of the API documentation, are there any details that you want to discuss with engineering to refine solution and/or determine feasibility	Are there tags or something similar to it that can be used for categorization of jobs that are listed in Linkedin? Clarifications on job level such as entry, mid level, executive and graduate level be a option that is available to assist with filtering jobs that are meant for First LinkedIn's users? What sort of details within the Job Posting APIs > create Job can be exposed and used in the tiktok styled recommendations to users

Re-prioritize Sprint Backlog

As a PM, unexpected issues and new feature requests will require you to triage them efficiently and re-prioritize the sprint backlog without impacting the roadmap deliverables significantly

Issue 1: Landing Page loading too slow

<table>
<tr><td>Determine impact and criticality to prioritize issue</td><td>

Critical / High Priority Issue that should be addressed immediately
QA Team has already highlighted that landing page is taking 38% more time to load
Page load time is one of the key performance metrics we track

Analyze issues

Check server performance / location
Study traffic trends during affected period
Investigate into amount of HTTP Requests

</td></tr>
<tr><td>Next Steps
You would carry out typically using JIRA (ticketing tool), communication channel (Slack)</td><td>

Change status of the issue to be “Critical / High Priority”
Add issue to the backlog list and refocus scrum team to work on it
Discuss with scrum team on the different scenarios to best tackle and resolve the issue
<ol type="a">
Add Servers / Resources
Improve redundancy / high availability
Streamline landing page assets
Freeze code changes / new features rollout
Hotfix that are outside release cycle (if needed)

</td></tr>
<tr><td>Would you take additional steps ?</td><td>

Notify impacted stakeholders of issue’s impact and root cause, timeline to fix the issue using ticketing tool and email
Share plan to avoid future occurrences
Follow up with QA to check if fix for issue has reduced the page-load times to historical average

</td></tr>
</table>

Issue 2: Misaligned fields in Profile Settings

Determine impact and criticality to prioritize issue	● Low Priority Issue can be fixed much later as delaying fix does not cause significant impact ● Data Analytics team highlighted that problem only affects a minority of Android users (2%) ● Profile setting is not a widely used setting that is changed daily ○ It only affects Android users (2%)
Next Steps use ticketing tool (JIRA), and communication channel (Slack)	1. Check if users are highlighting this issue in Google Play Store reviews for this current version 2. Connect with Customer Support Team to check number of cases that users raised on this particular issue 3. Investigate with QA Team to understand on what versions or what phone models is this behaviour being observed or reproduced 4. Make sure that QA check with alignment issues in all pages of the app 5. Change status of the issue to be “Low Priority” 6. Add issue to the backlog list and have this fix made in the next update of the app

Respond to Customer Service Manager’s Email

Determine impact and criticality to prioritize the issue (1 - Critical; 2 - High; 3 - Normal; 4 - Low)	• Classifying as Critical / High Priority Issue
	• Significant impact as 20% of users that are unable to login due to incorrect password reach out to customer service team, when they trigger the email with the link to reset password using internal tool.
	• On an average, 7% of daily total users that are unable to log into the product request this email
	• 12 hours to received reset email by users is unacceptable
	• Inputs to analyze issues
	    ○ Customer Support Cases raised
	    ○ App Store Reviews
	    ○ Reddit Threads, Twitter

Next Steps You would carry out typically using JIRA (ticketing tool), communication channel (Slack)	1. Change status of the issue to be “Critical / High Priority”
	2. Add issue to the backlog list
	3. Discuss with scrum team on the different scenarios to best tackle and resolve the issue
	    a. Social Media Circular to recognized the issue that is affected users who reset password
	    b. Refocus development/engineering team to investigate the root cause of the 12h delay
	    c. Prepare for hotfix update rollout
	    d. Add testing for reset password for QA for any future releases

Sample Email Response	Thank you for highlighting this urgent issue to us. We have refocus our efforts in prioritizing the resolution of the problem. I have also brought in product marketing to communicate that we are on top of this problem and will push out a hotfix ASAP. Rest assured that the Development and Engineering teams are also looking into it as we speak. We will keep you in the loop if there are any updates. Appreciate that your team will be taking care of our users and keeping them aware of this issue.

Handle Potentially Difficult Situations

As a PM, you will be faced with many unexpected situations where you have to make a decision or push back while managing competing priorities from stakeholders and tackling issues that could potentially affect your product launch

Respond to CEO or GM's request via email

Assessment and result	● The product feature is functionality 65% complete ● Feature is not fully stable yet and is still being tested ● Your development team is currently deploying changes to the QA environment frequently to verify the completed tickets and bug fixes ● The typical procedure involves having a staging environment where fully tested, stable and functional features are deployed ● Thus, we might not be ready in 2 days for a full demo ● Propose to give a pre-recorded demo experience of the product functionality or figma (wizard of oz) prototype demo instead
Sample Email Response	Great to hear that you are as excited as we are on our new product feature that we are developing. We also acknowledge that the meeting with stakeholders are in 2 days which could be too soon for the team as we are still in the middle of deploying many many changes to the QA environment. Showing an incomplete demo which has a high possibility of facing bugs may backfire and reflect badly on us. Thus, perhaps we could show a pre-recorded demo experience of the product functionality or figma (wizard of oz) prototype demo instead. This will still appropriately convey the full spectrum of capabilities that we hope to introduced with this feature. Otherwise, we could set up another follow up with the stakeholders when we have a more concrete delivery date.

Step-in and guide the scrum team at stand up

Video Response	Link to video <insert link> *Your back-end engineer just finished sharing their update (pick up the analytics ticket, and there are no blockers). Your QA team member is next in line to share their update.* Hey there, Tom (backend engineer), it looks like we may have missed out something. On JIRA, it appears that the user story remains incomplete and has 2 pending backend tickets in “Code Review”. Can we work on them today as it is holding back 2 front-end tickets from going into Testing and verification with QA. There is also another ticket covering analytics requirements (story points =3) for which development has not started yet. This is an absolute ‘must-have’ for the launch which we have to prioritize for the sprint. Our users are counting on us for this. We still have time to complete it if we start today. Totally understand that we have 5 tracking requirements. The good news is that 2 of 5 of these can downgraded to ‘nice-to-have’, which gives us enough room to maneuver. What do you think? Can we do this? :)

Handling Resource Constraints

<table>
<tr><td>List 2- 3 activities that you would carry out as a PM to unblock the scrum team immediately ?</td><td>Discuss this issue with PM from other major project to understand the timelines and see if there is any room for discussion on allowing QA member to prioritize our project first
Request for a backup resource from Head of QA for a stand-in for the next 3 days
If possible, set up time to brief the new resource and bring them up to speed
Discuss with scrum team if there are anything we could do concurrently (non-dependent parts of the sprint’s scope) while waiting for the return of the QA member</td></tr>
<tr><td>Since the QA team member is shared across multiple projects, how would you coordinate with other PMs to de-risk your project and raise appropriate visibility ?</td><td>Evaluate importance and urgency of projects using Prioritization Frameworks
Communicate the need to fully test the product feature as it is unstable and prone to issues which could risk the product launch
Setup a meeting between other PM, Head of Product and Head of QA to discuss an arrangement together
Discuss on resourcing requirements (automated testing which only covers 30% of the scope) which likely means that after these activities, shared QA team member will be more available after for other PM.
Requirement of having this person for the pending tasks right now
Propose a backup resource from QA to be assigned to the other project in the meantime if they have not already started</td></tr>
<tr><td rowspan="2">Since there is a potential risk, it is important to raise visibility amongst appropriate stakeholders</td><td>Head of Product and Impacted Product Managers/Cross Functional Stakeholders (QA Team)</td></tr>
<tr><td>Successful negotiation
Discuss with QA member if there is any tasks we could do for them before their return to make up for lost time.
Express gratitude for other PM and recognize their efforts to Head of Product
Allow QA member to allocate more of their time to other PM’s project when their time is less required
Unsuccessful negotiation
Hold a discussion with Head of Product that there will be delays to the go live with product feature (extension to sprints)
Request for replacement from Head of QA, if any</td></tr>
</table>

How would you handle stakeholder feedback?

Feedback Assessment	● Thank you for the feedback. I am curious to know why do you think the product is not good enough to go live? ● If it requires daily push notifications to remind users to open and use the product feature being launched, we clearly have not addressed a need from our users ● Based on our initial user testing, users have highlighted the utility of this feature ● Our goal is to understand the user-journey within the product better after the launch ● The (Notification) feature (of any sort) is not in the MVP scope. ○ To define the trigger and other details to introduce later, which is where a notification feature is part of. ○ It will be a good idea to involve you when that time comes
Video Response	Link to video (insert link) Cross functional Stakeholder Name: Tom