LinkedInGrad

Developing the product

Product Owner: Rakesh Dhotre

Getting Started

Company and Team for the project

MVP scope has been translated into a PRD and is now ready to move into development phase.

Development team has adopted Agile Scrum methodology principle to manage their development cycle.

Each sprint runs for 2 weeks followed by a release to production environment.

Scrum/Development Team
- One Engineering Lead
- One Shared DevOps
- Four Engineers
- One Shared QA

Scrum master (rotational in nature)
- Product Designer
- Shared Data Analyst

All Teams
- Customer Service
- Data Analytics
- Engineering (includes QA)
- Legal and Compliance
- Finance & Accounting
- Operations
- Marketing (includes Product Marketing)
- Product Management
- Product Design

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

Project-specific coordination activities map : here

Plan for Sprint Meeting

As a PO/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	
Allow recent graduates to signup for LinkedInGrad feature ,add skills and interests and explore recommended courses,trainings and roles.	
Sprint Backlog (list the prioritized **user-stories** from the product backlog)	
1	As a recent college graduate , i want to be able explore my skills and interests so i can find the right role.
2	As a LinkedInGrad user I want to reduce my skill gap ,so I can match industry requirements.
3	As a LinkedInGrad user I want to explore roles for my skills and interests so I can choose career path.
4	As a LinkedInGrad user i want be more confident, so I can stand-out from the competition.
5	As a LinekdinGrad user I want to upgrade my skills constantly so i can be more work effectively.
Sprint Prioritization Logic: This goal is a starting point in building a fully functional feature in LinkedIn app for recent college graduates, that is easy to use and provides best skill and career role recommendation. The above users stories move from entering the skills to exploring roles for those skills,which is a "know yourself" strategy.	

User Story 1

User Story	As a recent college graduate , I want to be able explore my skills and interests so i can find the right role for me.
Design	link to prototype here
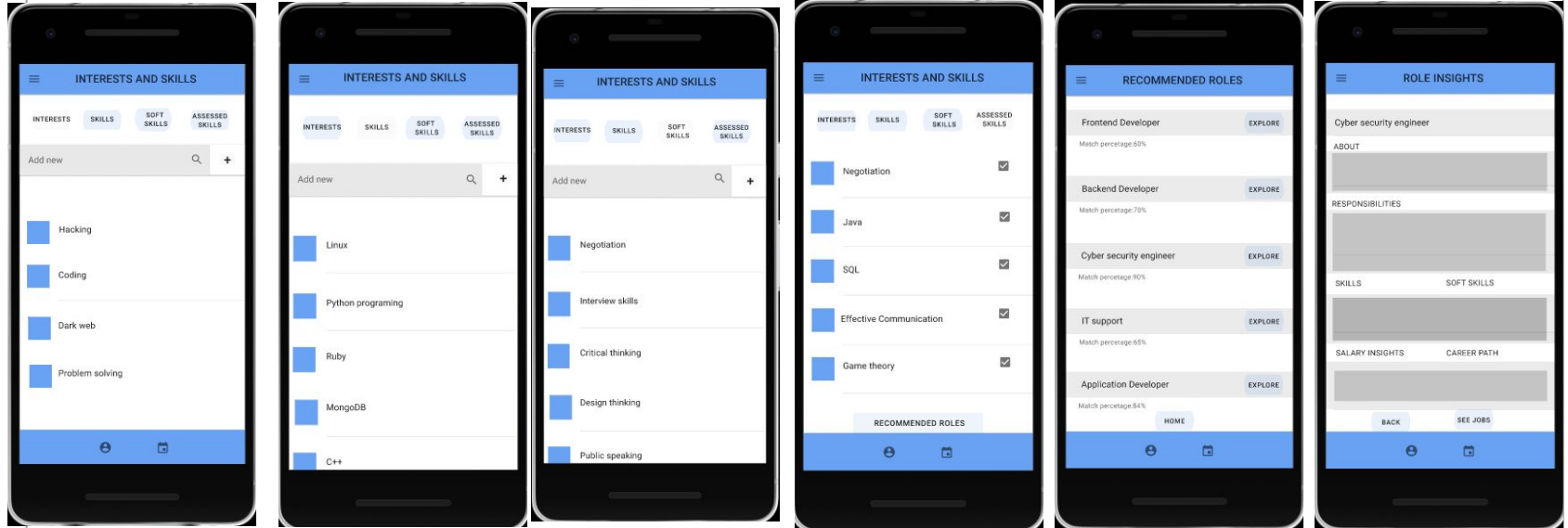
User Story 1

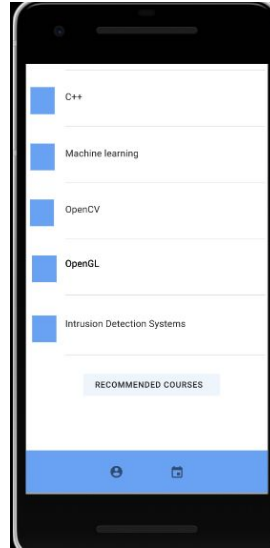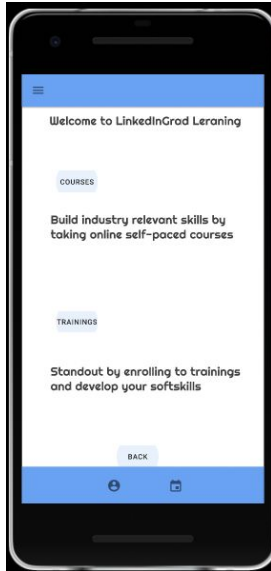| Acceptance Criteria	1. Given "**+**" button in all tabs of skills and Interests section, when user clicks on it then they will be able to add interests,skills or soft skills and view them under the tab with same name. 2. Given a search icon and "add new" placeholder copy , when user starts typing then they will disappear and suggestion will be shown while typing their skills/interests. 3. Given "assessed skills" tab in Skills and Interests section, when user clicks on it then they will view the skills for which they passed the test. 4. Given user adds skills and soft skills,each skill one has a test linked to it, they can directly take test or complete the courses and then take test. 5. Given user has taken a test , when he clicks on "assessed skills" he will be able to view them. 6. Given user has skills under assessed skill tab, when they click on "recommended roles" button, then they will be able to view and explore matching career roles which best suits them. 7. Given users may use different mobile phones, when user uses the app then the app and pages should be mobile responsive. 8. Given user adds a skill by clicking on "+", when a desired skill is not found or provide invalid input , then screen should display "searched skill not found", and suggest some related skills. 9. Given users can use multiple devices (laptop, mobile, tablet etc), when user adds information about skills, interests and soft skills , then the information should sync on multiple devices.
Assumptions	● We assume user already has/created their LinkedIn profile. ● All data for skills, interests are available and each skills has a test associated with them.

User Story 2

User Story	As a LinekdinGrad user I want to upgrade my skills constantly so i can be more work effectively.
Design	Link to prototype here

User Story 2

Acceptance Criteria	1. Given "recommended courses" button under skills tab ,when user clicks on it they will be able to view matching courses based on added skills and interests in "Courses section. 2. Given "recommended trainings" button under soft skills tab ,when user clicks on it they will be able to view matching trainings based on added soft skills in "Trainings" section. 3. Given user completes a course/training from "courses" or "trainings" section , when they click on "assess this skill" button then they will be able to take test and earn badges. 4. Given users can use multiple devices (laptop, mobile, tablet etc), when user adds information about skills, interests and soft skills , then the information should sync on multiple devices. 5. Given users may use different mobile phones, when user uses the app then the app and pages should be mobile responsive. 6. Given user has not added any skills or trainings, when user clicks on recommended courses/trainings, then the screen should suggest them to add at least one skill or soft skill in order to get recommendations. 7. Given user takes an assessment , when they doesn't pass a test, then they should be able to retake the test or view suggested courses to pass the test.*(negative scenario)*
Assumptions	● We assume courses and trainings are available in respective sections and that user is able to enrol for them. ● We assume each skill has a test linked to it.

Decoding API Documentation

As a PM/PO, 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

LinkedIn API: https://developer.linkedin.com/docs/v1/job-posting/job-posting-api

LinkedIn Project

Based on the API documentation how would you update your solution and design?	1. Send a notification to job poster at least 5 days before job post expires, so they can renew if needed. 2. Add below additional fields ir design changes in job description screen: a. Email id of job poster b. Mention Job functions
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	1. Discuss the implementation with engineering team if we can track job expire date regularly to notify job posters 2. Discuss add a warning sign notifying the email id provided by job poster cannot be modified.

Re-prioritize Sprint Backlog

As a PM/PO, 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

Use the information below to understand what is expected in and use the next slide to share your answers

Sprint Progress and Issue Priority Order
You are 3 days into the 2 week sprint and issue has been reported from production in the last 5 days**.** The issue priority order used across all development team is

1. Critical
2. High
3. Normal
4. Low

Issue Details
Your customer service team filed a ticket as 'bug' [Priority = 1] that has been added to your product backlog. Users are complaining that the landing page upon logging is too slow to load.

Additional Details
- QA has confirmed that the reported issue is happening on production (taking 38% more time to load)
- Page load time is one of the key page performance metrics that you track apart from unique visitor (daily, monthly) ,bounce rate, peak response and landing page conversions

Issue 1: Landing Page loading too slow

Determine impact and criticality to prioritize issue	- Reach : All the users are affected. - Impact : We loose user sign up due to bad customer experience. The loading is 38% slow meaning users needs to wait for extra time to load the page, therefore a huge impact. - Confidence : High confidence as its tested by QA - Effort: I will discuss with engineering team and QA team to understand the effort required (people-months). - Priority = 2 (High) , as landing page is slow but working.Since it's the first page users enter to learn about the new feature, we might lose users if quick action is not taken to fix.

Issue 1: Landing Page loading too slow

Next Steps You carry out typically using JIRA (ticketing tool) communication channel (Slack)	- First Inform the stakeholders about the issue on slack. - Discuss with Customer Service on what steps user is following to log in and about frequency of issue being reported to understand if its happening for all users or some. - Once we determine the frequency we will inform leadership and discuss with engineering team about cause of issue and come up with possible measures,changes and time for fix. - Discuss with engineering team about other possible ways to allow users to access the information in landing page. - Update the issue priority to 2 i.e critical. - Send a detailed email to leadership and important stakeholders after discussing with engineering and customer service about the possible impact and solution
Would you take additional steps ?	- After understanding the root cause we discuss about any additional resources required and backup plans and get leadership buy in. - We document the process, findings and actions taken, in order to avoid the situation in future. We share this document to QA ,engineering ,leadership and CS team

Issue 2: Misaligned fields in Profile Settings

Use the information below to understand what is expected in and use the next slide to share your answers

Sprint Progress and Issue Priority Order
You are 3 days into the 2 week sprint and issue has been reported from production in the last 5 days.The issue priority order used across all development team is

1. Critical
2. High
3. Normal
4. Low

Issue Details
Your customer service team filed a bug [Priority = 2, and without a screenshot] that has been added to the product backlog. The Profile Settings page updated in the last release looks weird (fields are misaligned) in the Android app

Additional Details
- QA has confirmed that the reported issue is happening on production and added a screenshot to the ticket
- Data analytics team informed you in the past that % of total users accessing this page on a daily basis is 2%

Issue 2: Misaligned fields in Profile Settings

Determine impact and criticality to prioritize issue	- Discuss with QA and understand if the misalignment is only in profile setting or any other pages also. - Reach : 2% of total users are affected. - Impact : Medium. The profile settings page fields are misaligned in the Android app which results in a bad UI and thus a bad user experience. But only 2% are using it on daily basis so the impact is medium - Confidence : High confidence as its tested by QA and data analytics team. - Effort: I will discuss with engineering team and QA team to understand the effort required (people-months). - Priority = 3 (Normal) ,As this is not a failure but a bug.
Next Steps use ticketing tool (JIRA), and communication channel (Slack)	- Communicate to scrum team. - Discuss with engineering team to understand what went wrong and possible changes and time for fix. - Update the priority to 3 (High) and discuss this in next sprint meeting and make fix.

Email from Customer Service Manager

Sprint Progress
You are 3 days into the 2 week sprint and issue has been reported from production in the last 5 days

Email Thread
Our internal tool's "send email with reset password link" is not working. We are able to trigger the email (containing the link to reset password), however users are complaining that they are not receiving the email from us. We noticed that the email is being received by users after 12 hours of being triggered from our internal tool. This is frustrating them and has increased the incoming call volume. Can you look into why the email (containing the link reset password) is being delivered so late ASAP?

Additional Details
- 20% of users that are unable to log due to incorrect password reach out to customer service team, where they trigger the email with the link to reset password using internal tool.
- From previous engineering discussions, you believe the same email with link to reset password is triggered when a user requests a password reset email from the product directly.
- On an average, 7% of daily total users that are unable to log into the product request this email,

Respond to Customer Service Manager's Email

Determine impact and criticality to prioritize the issue (1 - Critical; 2 - High; 3 - Normal; 4 - Low)	- Based on determined impact I will first inform the leadership and stakeholders about the issue , as it's a critical issue. - Reach : Currently only 20% of users that are unable to log due to incorrect password reach out to customer service team.Determine if its the same email with link to reset password is triggered when a user requests a password reset email from the product directly.As this represents other 80%. On an average, 7% of daily total users that are unable to log into the product request this email. - Impact: May lead to very bad user experience causing increase in churn rate. Therefore a massive impact. - Confidence: High confidence as we have supporting data that on an average, 7% of daily total users that are unable to log into the product request this email. - Effort :I will discuss with engineering team and QA team to understand the effort required (people-months). - I will consider the priority to be 1 - Critical.If users cannot reset their password immediately it will cause a serious decline in usage and hence the churn rate.

Respond to Customer Service Manager's Email

Next Steps You would carry out typically using JIRA (ticketing tool), communication channel (Slack)	- Talk to engineering team and QA to understand why the email is taking so much time , are there any serious backend issue? - Communicate with leadership and all stakeholders through slack and email. - Create a Critical incident in JIRA. - Work with engineering team to come up with a alternate solution for temporary fix and also discuss the root cause analysis and permanent fix.
Sample Email Response	Thank you for reporting us the issue in time.We understand the severity of the issue and are working with priority with our engineering team to determine the cause.The issue has been communicated across teams. Based on the time for fix we may come up with a quick alternate email link for a temporary fix and make sure the password reset can be made from users directly.We are working to understand the root cause and to fix the issue permanently. I have created a ticket (no. INC123456) in JIRA for the same, you can track the progress of the issue. I will also update you through email, once we find the solution. Please feel free to email me in case of any issues or further questions. Regards, Rakesh Dhotre, Product Owner.

Handle Potentially Difficult Situations

As a PM/PO, 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

A request from CEO or GM via email

Use the information below to understand what is expected and use the next slide to share your answers

Sprint Progress
You are 7 days into the 2 week sprint

Request Details
Your startup CEO or division GM is excited about your product's future potential (for exercise sake, assume it is the product feature you have chosen to build for the project) and wants to demo it to their stakeholders in 2 days.
You have received an email asking for test account and QA environment details to login and demo during their meeting.

Additional Details
- The product feature is 65% functionality complete and not fully stable yet since it is still being tested
- Your development team is 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

Respond to CEO or GM's request via email

Assessment and result	- Understand the tasks or features being shown to stakeholders. - Determine if those demo can be shown using staging environment. - Determine the technical details needed to work the demo in staging by discussing with QA and engineering team.
Sample Email Response	Hi, Happy to hear that! The product feature in Quality environment is 65% functionality complete and not fully stable yet since it is still being tested.Development team is deploying changes to the QA environment frequently to verify the completed tickets and bug fixes.So using QA environment may disrupt the development. Based on my understanding of tasks involved, you can use our staging environment for demo as the features here stable anda tested.I have also attached a document and a link to prototype which contains procedure to complete tasks using our product which might be helpful for demo. You can use following credentials for login: username= abcd , password = 1345 Link Please feel free to email me in case of any issues or further questions.

How would you handle resource constraints?

Use the information below to understand what is expected and use the next slide to share your answers

Sprint Progress

There are 6 more days for the sprint to end

Assumption for exercise-sake

User stories being referred here are related to the product feature (project you are working on). Based on the test strategy that had been discussed, tickets were added by QA team to this sprint and targeted to be completed by the end of this sprint to go live with the product feature

Situation Details

- Your project has a shared QA team member that you are working with for the first-time in the company. The Head of QA informed you that your QA team member is handling 2 other major projects with other PMs simultaneously and is out on sick leave for the next 3 days
- When the QA team member returns, tickets related to automated testing (to cover 30% of this sprint's scope) will be still pending along with manual verification and regression for the user stories that have been completed by then
- You know a product feature that is not fully tested is unstable and prone to issues. You believe this is a potential risk affecting the product launch if not addressed immediately.
  💡 As a PM, you need to sometimes step up and wear multiple hats to launch your product.

Handling Resource Constraints

List 2- 3 activities that you would carry out as a PM to unblock the scrum team immediately ?	Communicate to senior management and other stakeholders about possible risk of the situation by clearly defining the priority: **Reach**:This feature will be added in next product update and will be used by all users. **Impact:** If delayed users it will have massive impact and users may cancel the subscription which incurs churn rate of 10%. **Confidence**:The estimated impact is 100% supported by solid data. **Effort**: We request to assign a QA member to work on this since we only have 6 days for sprint end.
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 ?	- This feature is a high priority and the sprint is targeted to go live at the end of this sprint which is 6 days .So I request other PM's to pool in one of their QA member. - As an alternate solution I would request other PM's if it is possible to utilize QA member to work on this feature with 100% bandwidth for the next 3 days of their return.

Handling Resource Constraints

Since there is a potential risk, it is important to raise visibility amongst appropriate stakeholders	Head of QA, Head of PM,PMs of other project
	- I would prefer to pool in other QA's or utilize 100% of this QA as the priority of project is very high. - If both solutions won't work I would ask 1 engineering team member and 1QA from other project to work for just 1 day to discuss if it is possible to narrow down the key potential features for testing to essential ones so the 6 days of testing work can be reduced to 3 days.This way we can possibly fastrack the work. - If none of it works i would request the leadership and head of PM to postpone the launch to next week as this is a high impact and high reach project.

Feedback from stakeholder in public forum

Use the information below to understand what is expected and use the next slide to share your answers

Sprint Progress
 You are 2 days away from the sprint ending

Situation Details
- You are conducting the product sign-off meeting with cross-functional stakeholders and scrum team (10+ people) and the product being tested is expected to go live at the end of this sprint.
- One of the cross-functional stakeholders shared the feedback below at the meeting

Feedback
I don't think the product we just tested is good enough to go live. It needs to send daily push notification reminding users to open and use the product feature being launched

Assumption for exercise-sake
 (Notification) feature (of any sort) is not in the MVP scope. Your goal is to understand the user-journey within the product better after the launch to define the trigger and other details to introduce later

How would you handle stakeholder feedback?

Feedback Assessment	Questions to ask ourselves before answering: • Does sending notification daily not cause a spam for users? • How frequent the user action is expected for our new feature? • Do we have technical feasibility to send notification daily or what change is needed to do so? • Are their any other alternative that can better trigger users to use the new feature? • Is daily push notification a scope of our MVP? • How can not having push notification stop from launching? • Does it not cause spam from user's perspective? • Does it not trigger user action through external force?