# Leadership Role Alignment Exercise

This document is designed to help clarify your role, responsibilities, and processes. Please provide specific, actionable information, including links, tools, and dashboards you use in your daily work. Your responses will help us align on expectations and identify areas for support.

## 0. Personal Details

Please provide the following information:

* - Name: Torri Taylor-Vela
* - Title: Associate Product Manager
* - Start Date: 08/13/24

## 1. Role Definition

In 5-10 bullet points, define your role and responsibilities. Be specific about your core accountabilities and key outcomes.

* Lead PBRs and discussions on current projects and ensure alignment with stakeholders like Sport Clips.
* Manage sprint planning, kick-off, and demos for all 3 SCE teams
* Act as the liaison between teams, stakeholders, and leadership by relaying critical updates, addressing issues, and managing expectations.
* Oversee and ensure alignment of project roadmaps, including HL roadmap, particularly with Sport Clips, balancing competing priorities.
* Attend and participate in triage calls, support escalations, and resolve blocker-level issues, prioritizing high-impact problems.
* Write PRDs, create user stories, conduct USM sessions, define acceptance criteria
* Prepare and lead weekly leadership updates, bi-weekly demos, and touch-base meetings for project visibility and stakeholder buy-in.
* Partner with QA to ensure comprehensive understanding and validation of acceptance criteria.
* Gather customer insights, participate in research meetings, and refine product strategies based on real-world usage feedback.
* Ensure all projects stay on task and hold the teams accountable for delivery deadlines.

## 2. Daily/Weekly Workflow

Describe your regular operating rhythm. Provide links to tools or dashboards you use.

Questions to answer:

* - What do you do daily?
* Attend daily stand-ups, manage sprint activities, and oversee progress across three teams to ensure alignment and timely delivery of priorities.
* Handle support escalations, relay updates, and resolve blockers while maintaining alignment with Sport Clips and leadership through regular syncs and demos.
* Write and refine user stories, acceptance criteria, and PRDs, collaborating with QA and addressing scope gaps to support high-quality product delivery.
* - What do you do weekly?
* Facilitate sprint planning, kickoff meetings, and attend retros for three teams, updating weekly status reports to track progress and priorities.
* Prepare for and lead weekly leadership updates, Sport Clips touch-base meetings, and bi-weekly demos to stakeholders, ensuring alignment on project goals.
* Conduct backlog grooming, refine PRDs, and participate in PBR sessions to prioritize and scope upcoming projects, collaborating with QA and teams to ensure readiness for development.
* - What tools or dashboards do you use to track progress?
* Track progress in current Sprint: <https://salonultimate.atlassian.net/jira/software/c/projects/SCE/boards/241/backlog?customFilter=795>
* Team updates for leadership and stakeholders: <https://salonultimate.atlassian.net/wiki/spaces/PDM/pages/4639490049/Enterprise+Scalability+Weekly+Status+Updates>
* Team sprint planning docs: <https://salonultimate.atlassian.net/wiki/spaces/SCE/pages/5021728827/Sport+Clips+Sprint+24+3+teams+planning+draft>
* My current project Check-In later: <https://salonultimate.atlassian.net/browse/SCE-13528>
* I use Trello to keep track of action items and tasks for myself

## 3. Tracking Progress and Accountability

Explain how you track work and measure accountability. Include links to specific tools, dashboards, or reports.

Questions to answer:

* - How do you track tasks in progress?
* The only way I currently track tasks in progress is through the above sprint backlog link.
* - How do you monitor milestones or deliverables?
* Everything is tracked in the sprints page on Jira- <https://salonultimate.atlassian.net/jira/software/c/projects/SCE/boards/241>
* - How do you evaluate outcomes and success metrics?
* Truly, this is evaluated based on how happy or not happy Sean and Sport Clips are with progress and outcomes. I have not seen any actual metrics tracking since I started here.

## 4. Team Health

Describe your team and how you monitor its health. Provide examples of how you assess workload, morale, and effectiveness.

Questions to answer:

* - Who is on your team (roles, responsibilities)?
* I am in charge of 3 sport clips teams. This doc shows who they are and which teams they are broken into- <https://salonultimate.atlassian.net/wiki/spaces/SCE/pages/5021728827/Sport+Clips+Sprint+24+3+teams+planning+draft>
* - How do you assess and monitor team health?
* I monitor based on team morale in daily meetings, there isn’t a great tracking system for morale and team health. All developers used to have 1on1s with Thiago before he left but they do not have those with him anymore. Maybe they do with Ivan Z, I am unsure.
* - What indicators suggest your team is thriving or struggling?
* I feel that the teams are struggling based on the simple fact that they have a lot of projects, bugs, and requests on their plate and just not enough time to complete it all, nor enough resources. Each team should have 3 developers and 2 of my teams only have 2 developers. This is my assumption based on conversations I have had with developers recently.

## 5. Ownership and Product/Process Monitoring

Define what you own and how you measure its health. Include specific metrics, dashboards, or tools.

Questions to answer:

* - What is your team responsible for delivering (products, projects, services)?
* I technically own Team 2 on SCE, but as of 6 or so weeks ago, I have partially owned Team 1 and Team 3. Each team is responsible for delivering product features and bug fixes.
* - How do you measure the health of what you own?
* I don’t have any dashboards, metrics or tools that can provide a good health outlook for my teams. This needs to be improved so that I have better data. The only way I can track this currently is progress on the epic within Jira.
* - What dashboards, metrics, or tools do you rely on?
* See above.

## 6. Challenges and Needs (Optional but Encouraged)

Identify any challenges you're facing and the support you need from leadership. Be specific about blockers, resource needs, or process improvements.

* The current approach to product work requires learning on the fly, often uncovering missing scope only during execution. As I continue to take on more responsibilities, I am discovering gaps in system knowledge and scope alignment that hinder proactive planning. Leadership’s support in setting clearer project scopes upfront and providing more time to onboard into the system would enable better long-term planning and smoother execution.
* To meet the project timelines and expectations from leadership, it is clear that additional development resources are needed. Currently, with the limited resources available, we risk delays or reduced quality in project deliverables. Alternatively, leadership may need to lower expectations regarding timelines if additional resources are not available. More developers would alleviate pressure and ensure that we can meet deadlines more effectively.
* The high frequency of support triage calls and the need to resolve customer issues are symptoms of deeper process inefficiencies. Support from leadership in streamlining communication and creating more structured support ticket escalation processes for bug management would help reduce the need for frequent reactive triage and improve overall workflow efficiency.
* While hired as an Associate Product Manager, I have assumed a significantly broader scope, including tasks typically associated with Senior Associate Product Managers or even Product Managers. This increased responsibility has led to managing multiple teams and projects, resulting in a high volume of tasks. The workload can sometimes be overwhelming due to lack of efficient processes and being thrown into it all so close to when I first started at the company, and as a result, I am working reactively instead of proactively. Support is needed in prioritizing projects and potentially redistributing responsibilities.
* Given my current responsibilities and workload, I am seeking role alignment and compensation adjustment to reflect the senior-level tasks I am managing. Additionally, to maximize my impact, I’d like to see better processes, clearer expectations, and more support from a direct manager.

## 7. Submission Instructions

Please complete this document and submit it to Chad Walters by Tuesday, November 28th. Some team members may be on vacation, which is why we have allowed time until Tuesday. If you have any questions or need clarification, feel free to reach out.