**Case 1**

*You've just met your new team - what will be your first actions?*

I’d split this process into several parts.

* Introduction

First, I’m gonna share a bit about myself—my role, background, and what I aim to achieve with the team. These builds trust and transparency, I think. After that, encourage each team member to introduce themselves, including their roles, experience, and interests. This helps me understand their strengths, concerns, and motivations. And I think it’s optional, but it can be included, schedule individual meetings to dive deeper into each member's goals, challenges, and ideas. This helps build a personal connection and gain insights into how I can best support them.

* Understanding Team Dynamics

In this part I’d like to review the team’s current structure, roles, and responsibilities. I'd like to understand how they work together and any existing processes or tools they use.

And the finally, id like get an overview of ongoing task, timelines, and challenges. This helps me understand the team's workload and priorities.

**Case 2**

*In your work you need two frameworks, The first is required from the client's side. Second, you and your team should choose. How will you do it?*

First, you need to figure out the client's framework. It includes engaging with the client to fully understand why they require the specific framework. Understand its key features, limitations, and any integration points, you have to determine how the client expects the framework to be used within the project, including any specific modules, configurations, or best practices they recommend. And last but not least, you have to recognize any limitations imposed by the client's framework, such as compatibility issues, performance considerations, or required technologies.

You need to review the project’s overall requirements, including scalability, performance, security, and maintainability. Identify the key features and functions that the second framework should support. Consider the team's expertise and familiarity with potential frameworks. Ensure the second framework is compatible with the client-mandated framework.

Based on project needs and team expertise, shortlist a few frameworks that could serve as the second option. For each shortlisted framework, evaluate its pros and cons in the context of the project. Consider factors like ease of integration with the client’s framework, scalability, documentation, and support. And If possible, conduct small proof-of-concept tests with the shortlisted frameworks.

Finally, discuss findings with the team and gather their input on which framework they prefer. Consider the long-term impact of the chosen framework on the project’s maintainability, scalability, and future development and make a final decision based on a balance of team preferences, project requirements, and the need for compatibility with the client’s framework.

**Case 3**

* *The client asks you to estimate the first epic with the list of stories. How will you do it, what instruments and practices will you use for it?*

First I need to clarify requirements by thoroughly understanding the epic and each associated user story. The next item is to break down the epic. If the epic is too large or complex, break it down into smaller, more manageable features or sub-epics. This helps in more accurate estimation and planning. Of course, I need to involve the entire development team in the estimation process. The team’s collective knowledge and experience are crucial for accurate estimates. The next step is to choose an estimation technique: Planning Poker, T-Shirt Sizing, Three-Point Estimation, In addition to it we can document the estimates, assumptions, and any risks identified during the process.

* *After the estimation session, Eva said that she doesn't understand how estimation works, for her is obvious, that she'll do the same task as Adam for x100 times longer. What will you do with it?*

First, Let Eva know that it's perfectly normal to feel uncertain about estimation. After I’m gonna **e**mphasize that estimation in agile frameworks (like Planning Poker) is about relative sizing, not absolute time. The idea is to compare tasks to each other in terms of effort and complexity, not to predict exact hours or days. In addition I’d I like to invite Eva to a one-on-one session where I can go over the estimation process in more detail and I’d like to provide resources or training opportunities to help Eva improve their skills in areas where they feel less confident.

* *PO thinks that your estimation is too big she thought that it would take less time or story points, what will you do?*

When the PO believes that the estimation provided by the team is too high, it's important to handle the situation with transparency, collaboration, and a focus on finding a solution that balances the needs of the project.

I’d like to start by asking the PO to explain why she thinks the estimate is too high. After that I can offer to walk the PO through the estimation process the team used. Explain how the team arrived at the current estimate, including the factors considered, such as complexity, risks, dependencies, and team capacity. And finally I can re-examine the user stories with PO to see if there’s room for refinement. Sometimes stories can be broken down further, or non-essential elements can be postponed, reducing the overall estimate.

**Case 4**

* *You and all the rest team can see that something bad going on between Adam and Bob, In the first weeks they were trying just to ignore their differences, but now you all can see that every daily, estimation or even discussion on any question leads to conflicts. What will you do?*

When conflicts arise between team members like Adam and Bob, it’s crucial to address the issue promptly to prevent it from affecting the team's morale, productivity, and overall project success.

First, I Pay close attention to the interactions between Adam and Bob during meetings and discussions. Try to identify the root cause of their conflicts—whether it’s a difference in work styles, communication issues, or personal disagreements. If appropriate, discreetly ask other team members if they’ve noticed anything specific about the conflict. And I can schedule separate one-on-one meetings with Adam and Bob. In these meetings I will try to identify the root cause. In addition, If the conflict persists despite your efforts, consider involving HR or higher management.

**Case 5**

* *Diana complains that after implementing of every feature something is breaking in features that were implemented before, and he asks you to do something with it.*

This concern about features breaking after new implementations is a serious issue, often indicative of problems in the development process, such as insufficient testing, poor code quality, or inadequate integration practices.

First I’d like to listen carefully to Diana’s concerns and ask for specific examples of the features that are breaking and the. The next points are to analyse the current development workflow to identify potential gaps and investigating the codebase to identify any areas where poor design, lack of modularization, or tightly coupled. And I can schedule a meeting with the development team to discuss the problem. Finally, I can include retrospectives to review the effectiveness of the implemented changes and discuss what worked, what didn’t, and make adjustments as needed.

* *Whatever decision you make, in a few weeks after, you can see that Bob is ignoring your decision and Eva is taking his behaviour as an example, what will be your actions?*

When team member like Bob starts ignoring decisions, it can undermine the team's cohesion and the effectiveness of project management.

First, I can schedule a one-on-one meeting with Bob to discuss his behaviour. Ask Bob why he is not following the decision. There may be underlying concerns or frustrations that need to be addressed, emphasize the importance of following team decisions for the sake of project success and team unity, explain how ignoring these decisions can have negative consequences on both the project and the team’s dynamics.

Finally I can clearly communicate that ignoring decisions will have consequences. This might include a discussion with management, performance reviews, or other appropriate actions based on the company’s policies.

**Case 6**

* *Bob starts to be a bottleneck - his capacity isn't enough to solve all required issues, how can you solve it?*

When Bob becomes a bottleneck due to insufficient capacity to handle all the required issues, it's essential to address the situation promptly to prevent project delays and burnout.

I’ll start by identifying the root causes: analyse workload, review task allocation, consult with Bob. After that I will collaborate with the team and the PO to prioritize tasks. Focus on the most critical tasks that align with the project’s goals and deadlines. I can try to introduce pair programming or collaborative working sessions where Bob can work alongside another team member. And last but not least, I will provide Bob with the resources he needs to manage his workload more effectively. This might include additional tools, software, or even training in areas where he feels less confident.

* *After 6 months after the start of the project Bob broke his arm, and he will not be able to work for 3 weeks. Are you ready for this situation? What should you do if you are ready, and what if you are not?*

if you are ready:

I will immediately reassign Bob's tasks to other team members who have been cross-trained. Since cross-training has been implemented, others should be able to handle his responsibilities without significant disruption. I will Increase the frequency of check-ins to monitor the progress of tasks reassigned from Bob. And I can offer any additional support the team may need during this period, such as temporary help or access to tools that can improve efficiency.

if you are not ready

I will quickly assess which tasks or areas of the project will be most impacted by Bob’s absence. I will identify any critical dependencies or deadlines that might be at risk.

After that I will reassign Bob’s most critical tasks to other team members, even if they are not fully trained. And finally work with the PO and stakeholders should be included to adjust project deadlines or scope, if necessary. I will communicate the impact of Bob’s absence on the project timeline.

**Case 7**

* *The client asks your team to add an ultrahigh priority task in the middle of the current sprint. Adam doesn't think that this is a good idea, Mary thinks that we just have to do it anyway. What will you do and how will you convince your position or decision?*

Before making any decisions, I would ensure that I fully understand the nature of the ultrahigh priority task, why it’s critical, and the impact of not doing it during the current sprint. I would assess how much work is required for this task, how it fits with the current sprint goals, and what might be affected if it is added to the sprint.’

I would gather Adam, Mary, and other relevant team members to discuss the situation. Adam's concern is likely about the disruption to the sprint, while Mary is focused on meeting the client’s needs. It's important to get everyone's input.

I would explore whether it’s possible to deprioritize or push back other less critical tasks in the sprint to accommodate the new task without overloading the team. If the new task will significantly disrupt the sprint, I might discuss with the client the potential consequences to see if they are open to alternative solutions, like delivering the task at the beginning of the next sprint or splitting the task over two sprints.

If after discussions, it's clear that the task is critical and must be done in this sprint, I would advocate for re-prioritizing the current sprint backlog to fit it in, ensuring that everyone is on board with the new plan.

**Case 8**

* *User stories contain several tasks, one of which has tiny functionality but at the same time requires large efforts. How will you communicate it with the Analysts PO / customer?*

I have to make sure that I fully understand why this task is so effort-intensive despite its tiny functionality. Is it due to technical debt, integration with legacy systems, complex dependencies, or a requirement for specialized skills?

After that im gonna estimate the effort required in terms of hours or story points and compare it with the effort for other tasks in the user story. I will arrange a meeting with the PO, analysts, or customer to discuss the user story, focusing on the high-effort task.

I will invite the developer(s) or technical lead who will work on the task, as they can provide deeper insights if needed. After that I will explain that while the task may seem minor in terms of functionality. And I suggest re-evaluating the priority of this task. Does it need to be completed in this sprint or can it be deferred to a later sprint?

**Case 9**

* *Business Analyst create contradiction requirements unclear for developers. What will be your actions?*

First I will review the requirements to understand the contradictions or unclear elements and document these issues clearly, specifying which parts are inconsistent or ambiguous.

After that I will arrange a meeting with the BA to discuss the identified contradictions and I will invite the key team members, such as the developers who raised the concerns, are included in the meeting. During the meeting, I will present the contradictions or unclear requirements to the BA and explain the impact these issues have on the development process, such as potential delays, misinterpretation, or incorrect implementation.

Once the requirements are clarified, I will go back to the development team and ensure they understand the revised requirements.

**Case 10**

* *A developer from your team wants to lead your team for you (who is it depending on your previous decisions). What will you do?*

I will schedule a private meeting with the developer to understand their motivation. Are they seeking career growth, feeling frustrated, or simply believe they can bring more to the project?

During this meeting I will consider the developer’s experience, leadership qualities, technical expertise, and understanding of the team dynamics. Is he ready to lead? Has he shown leadership qualities in the past?

After am gonne reflect on the current state of the team. Is there a need for a leadership change or additional leadership support?

If the developer shows potential and the team could benefit, consider offering them a leadership role. If the dev is not yet ready for full leadership, propose a mentorship plan where you help them develop the necessary skills over time.

**Case 11**

* *When 10 minutes before the demo for the customer you spotted that the application/functionality you need to demonstrate does not work.*

First I need to determine what specifically isn’t working. Is it a critical feature, a minor bug, or a larger system issue. If possible, I can involve the development team immediately to see if there’s a quick workaround or fix. Sometimes, a simple restart, reconfiguration, or workaround can resolve the issue. If the issue can be fixed in a few minutes, focus all efforts on that. I will keep communication with the team efficient, to be ready to explain the slight delay to the customer if necessary. If it’s clear that the problem can’t be fixed before the demo, Its not good idea to waste time trying to fix something that won’t be ready. If the problematic feature is not the core part of the demo, I can adjust plan to focus on other working features to emphasize the strengths and functionalities that are working well.

If there is a pre-recorded demo or a backup from a previous presentation that showcases the functionality, I can consider using it.

**Case 12**

* You did a very good job, the customer is happy, the team likes you and each other, and the team spirit is very high. But you know, that soon the project will be over, the job is done. What should you think about it and what should you do?

I can organize a celebration or a team event to recognize the hard work, collaboration, and success of the project. This could be a team lunch, a virtual event, or a small ceremony where everyone’s contributions are recognized. I can hold a retrospective meeting to reflect on what went well, what could have been better, and lessons learned.

After I can schedule one-on-one discussions with team members about their future goals and aspirations to understand what they want to do next and how you can support their career growth. Work with leadership or HR should be included to identify new projects, roles, or opportunities for the team members. If new projects are in the pipeline, I will discuss these with the team to gauge their interest.