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Instabug Squad Manager Intern: Case-Study

Problem

I work in Instabug as a squad manager. My responsibility is to handle a squad of 60 members. There are 2 squad member A and B:

- A has an extrovert personality, is a team player, always help his team member and those around him, mentors others and pass down his knowledge and experience, but his work productivity is measured as being only 60%.
- B has an introverted personality, is not a team player, doesn't help those around him as he is only focused to achieve his own requirements perfectly and on time, his work productivity is measured as being 100%.

My manager requested that I have to solve this situation and fire one of the 2 squad members and the time span for taking such a decision is 3 months.

Hypothesis

- What is the definition of productivity?
- How is productivity being measured? And with what metric?
- Does measuring productivity include increasing the productivity of others by being a catalyst?
    - If no: How to define a new metric to measure productivity that includes not only the amount of work done by an individual, but also his impact on the team by increasing the productitivy of others?
    - Test the new metric for the next 3 sprints (example: The sprint is 4 weeks).
    - Evaluate the results of all squad members in each sprint and after the 3rd sprint (after 3 months) the data required to take the desired decision will be available.

Why change the current productivity metric?

If the current metric only includes the amount of work being done and doesn't include the impact of an individual squad member on his squad, then we limited the value of that individual to his amount of finished work.

If we looked at productivity from a different perspective. We can see that squad member A dedicated amount of his time to improve others, therefore improve the overall squad productivity.

The point is to re-evaluate all squad members by taking into consideration how they improve the productivity of other squad members and the over-all squad productivity, and make sure their own productivity evaluation takes this into account.

The new productivity metric

Individual Velocity = The amount of work being done by an individual in a sprint (example: Number of done story points by an individual) + The impact of an individual on the squad in a sprint (example: How many times did he share ideas in a sprint planning meeting?, How many times did he help a stuck squad member in a sprint?, How many hours did he spend mentoring others?) / The sprint time.

$$V = \frac{Unit\ of\ Work\ Completed + Measured\ Impact}{Sprint\ time}$$

Solution

I will apply this hypothesis with the new productivity metric for the next 3 sprints (next 3 months) and evaluate the output results and make a decision based on these results to be fair for all squad members. So to conclude, after applying the new metric the results will show the least productive squad member, and it could be a different squad member other than A and B.