How to build a successful IT product from scratch and be proud of it?

Business and Technology Services

2024

Key project risks and the ways to mitigate them

Project deadlines are not synchronized with related projects

Discussed tasks and deadlines, adjusted plans for 2 related projects

- Lack of process methodology at the start of the project
- Delays in the approval of project solutions
- Delays in the implementation and data migration of related projects
- Delays in operational activities

Personal engagement with responsible persons **1**

Proactive participation in solving related issues, initiating tasks **2**

Involvement of top management **3**

Large number of users, risk of not being able to reach everyone

Justification of the need and hiring of implementation specialists

Key issues of data interfaces and the solutions

Problems with integration of related systems

Initiate changes and participate in the development of a plan for improvements on the side of the interface system

Low quality data in the interface systems

Initiate adding logical controls in the systems, changes to master data

The basis for successful interfaces with other systems is the **systematic approach**:

1) Use of master systems' data (instead of copying on your own);

2) Development and use of APIs for integrations;

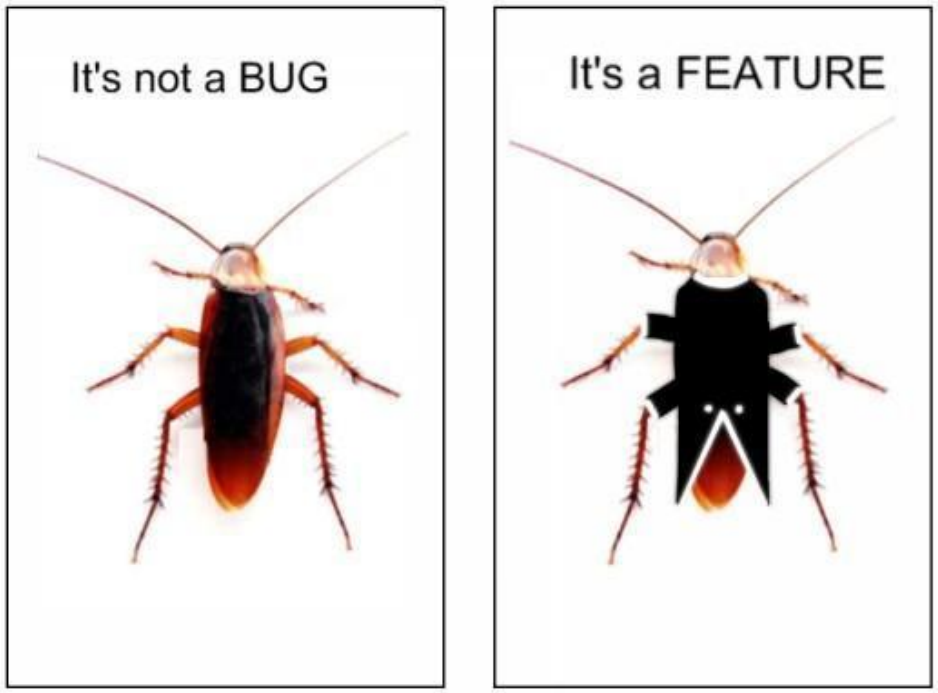
3) A unified approach to maintaining master data, preventing the creation of duplicates

How to deal with uncertainty in the project?

1. Don't automate your mess

The project should consist of:

- Audit and unification of the business process
- Automation of the unified process



A system is a coherent set of logical actions, each exception is a crutch.

In systems with crutches:

- It is more difficult and expensive to make improvements/development;
- Higher probability of bugs occurring;
- It is more difficult to maintain;
- The overall performance of the system decreases;
- The reputation of the project team and the company as a whole is damaged.

How to deal with uncertainty in the project?

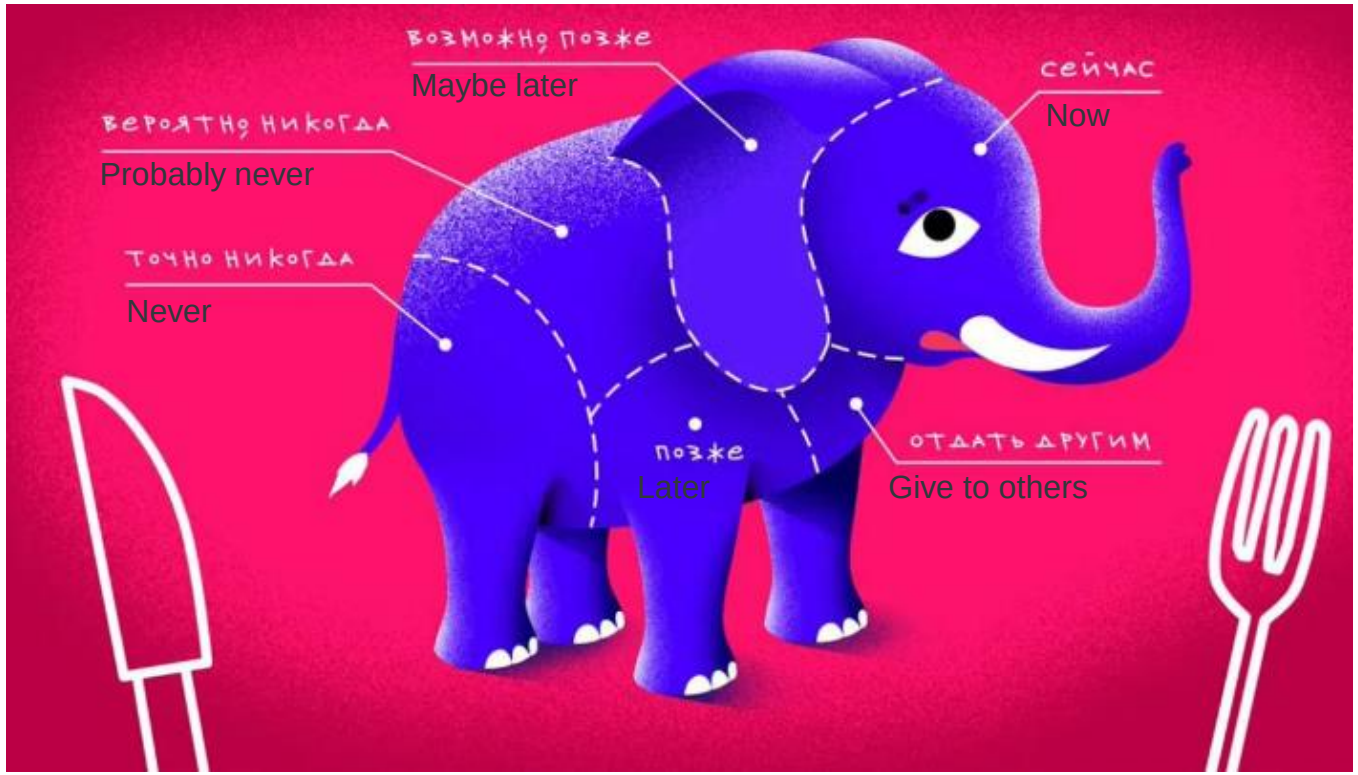
2. Start where you are – don’t wait for final decisions to start development

There are always moments during the implementation when it seems that there are more problems than solutions.

The well-known exercise "Eat an elephant piece by piece" allows you not to wait until EVERYTHING is known and understood (it will never be).

You need to answer the question:

What do we already know?



- We know it’s an elephant;
- We can plan the development so that the weight, skin color, leg size and trunk length can be adjusted flexibly at a low cost;
- We remember ourselves and remind the business owner that we are eating the elephant - not a dog, not a crocodile or a winged mixture of all of the above.

Project manager tasks

- Manages resources, deadlines, project budget, prepares documents for the budget committee;
- Draws up a plan and charter, manages stages of the project;
- Responsible for critical decisions in the project
- Manages development and implementation plans, sets priorities for specific tasks;
- Plans and closes sprints
- Prepares documentation and manages the process of transferring the system for support;
- Knows the functionality of the system perfectly and, if necessary, can conduct a demonstration at any level and answer questions about the process and the system.

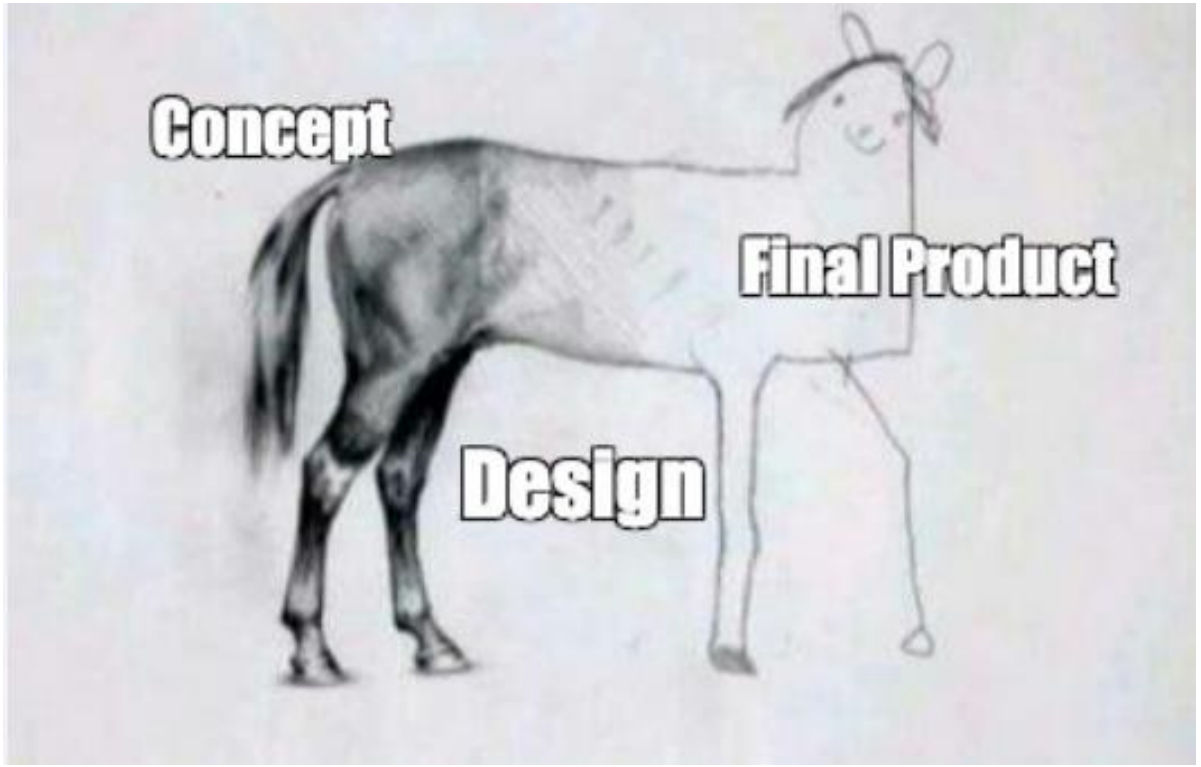
PM’s best friends: Outlook, Jira, messenger apps

How to finish a large project in time and stay sane

Develop rules for teamwork:

- All team members are equal and make an equally important contribution to the launch of the project! The PM has a decisive vote only in controversial and strategic issues of the project;
- Attendance of the daily planning meeting every day is strictly mandatory, except for truly valid reasons, of which the PM is informed about in advance;
- We work as a team, self-imposed work and results are not allowed;
- Project team members must be interchangeable. A project is a project, but everyone needs to rest;
- We solve problems and analyze them to prevent repetition, and do not punish the guilty;
- We do not say - "I don’t know, I can’t." We ask colleagues, share our knowledge and look for options;
- Each project team member can suggest an idea and it will be considered;
- We always remember that we work for users.

How did we achieve all the project goals and convince everyone of the benefits of our product?



What we did to avoid it turning out like in the picture:

1. We understood from the very beginning what audience would use the system;

2. We constantly worked with the product owner, conducted demos and discussions;

3. BEFORE the launch, we gathered focus groups of end users and conducted demos, collected feedback;

4. We carefully prepared training materials - both on the system and on the process and methodology as a whole;

5. We strived to make the system a super simple application and strived for such level of intuitive, convenient, stable and secure system;

6. We included a period of extra support for the system within the project implementation period, including improvements based on user comments and suggestions.

Conclusions and lifehacks based on the project results

- Any project is an obstacle course. Don't expect everything to go according to plan! There will always be problems, unforeseen circumstances and changes;
- It is necessary to develop systemic thinking. No system functions in isolation, it must be integrated into the company's IT landscape IN ADVANCE;
- Don't be afraid to ask questions, even if they seem stupid. It's better to ask again and annoy everyone than to do something wrong in the system and then redo it;
- Problems need to be discussed directly, solved radically, and not by covering the fracture with a band-aid, see the slide about crutches;

You need to sincerely love what you do, get a thrill from the process and the result, and root with all your heart for your brainchild.