

Ten experiments later: PandaDoc after one year

Actually it's 1.5 years!



Evgeniy Labunskiy

Head of Agile Practices @ Pandadoc

Co-founder @ Scrum Ukraine

Case Study:

Break the silos - Drive the impact. Transformational story of PandaDoc

Yevgeniy Labunskiy

LeSS Practitioner
Country: Ukraine



Ilya Kazimirovskiy

VP of Engineering



Mick Amelishko

Director of Engineering



Anton Dyatlikov
Scrum Master



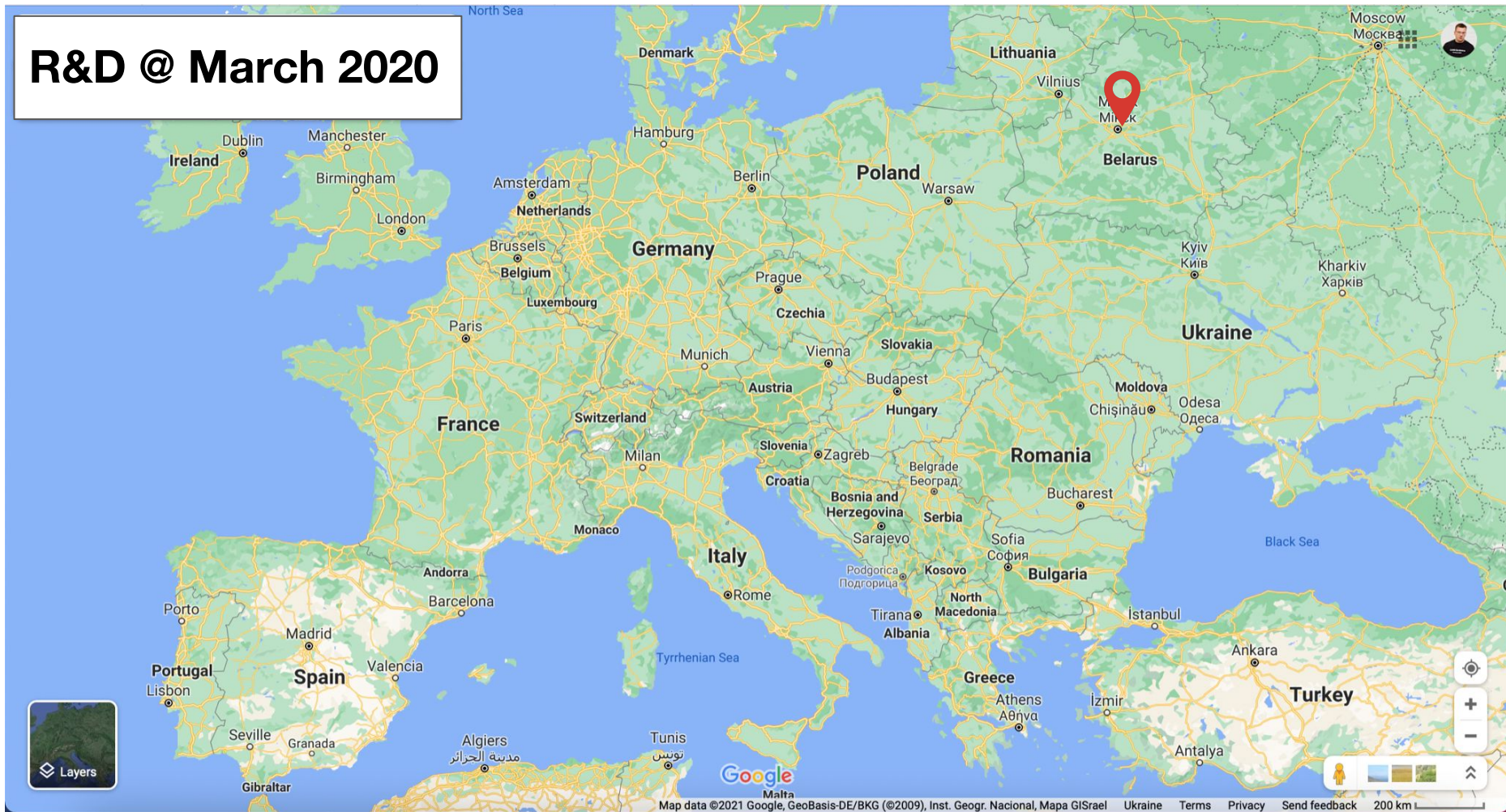
DAY
EUROPE

15-17 JUNE 2020 | ONLINE

Large-Scale Scrum. Real stories of deep organizational transformations



R&D @ March 2020



What we had back in 2020?

300+

Employees
Worldwide

80+

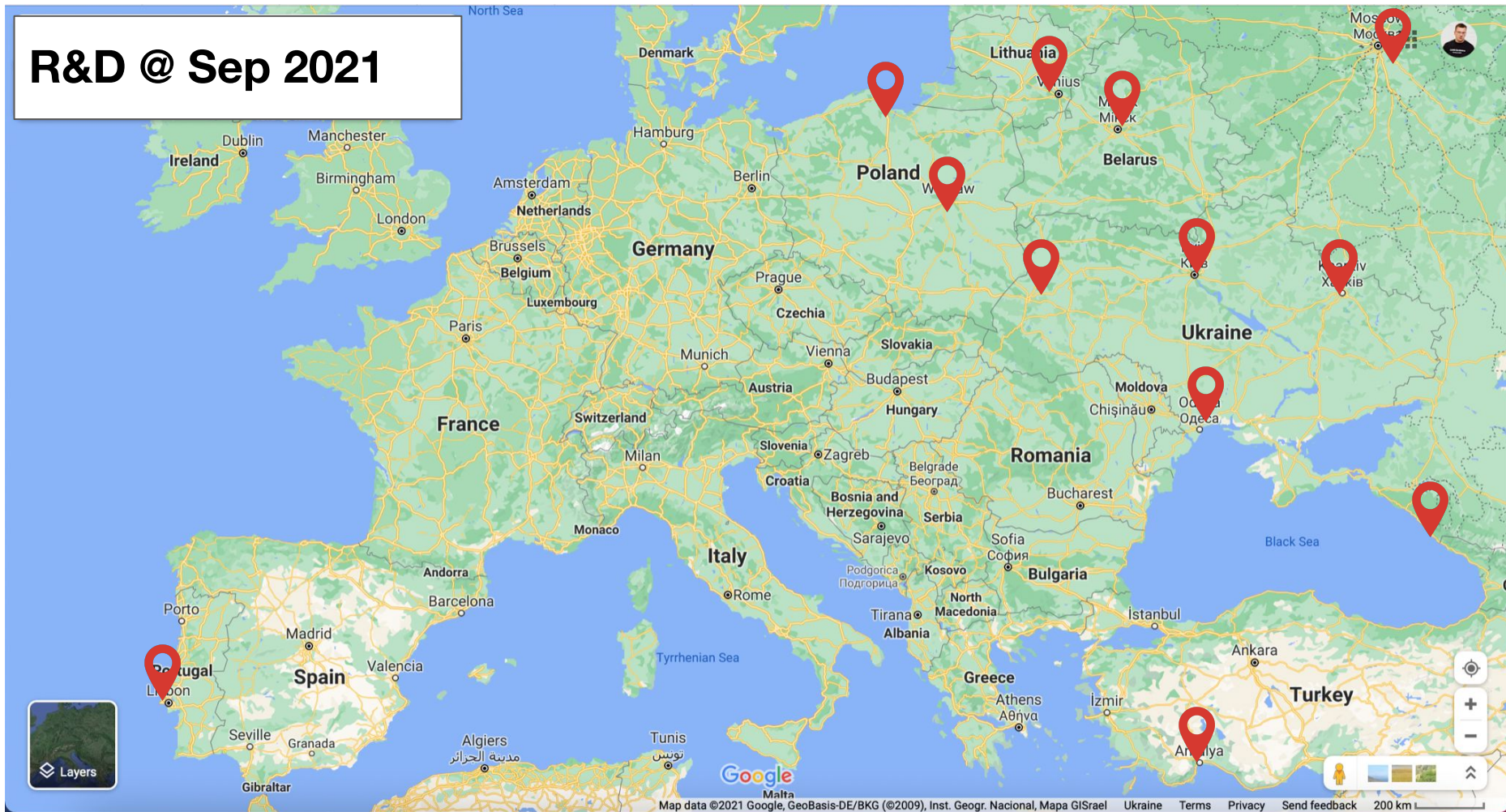
Inside R&D

12+

Engineering Teams



R&D @ Sep 2021



PandaDoc Today

650+

Employees
Worldwide

220+

Inside R&D

30+

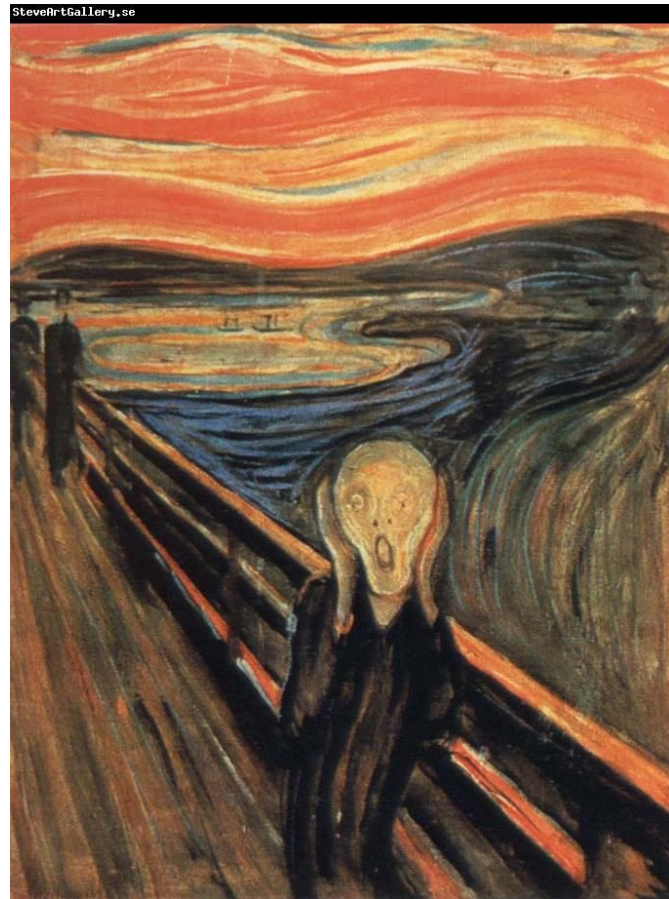
Engineering Teams

10 Experiments Later

Guides and Practices to Try!
But it's really context based

Experiment 1. Tracks

One Area with 15 teams?



How should we restructure the organisation?

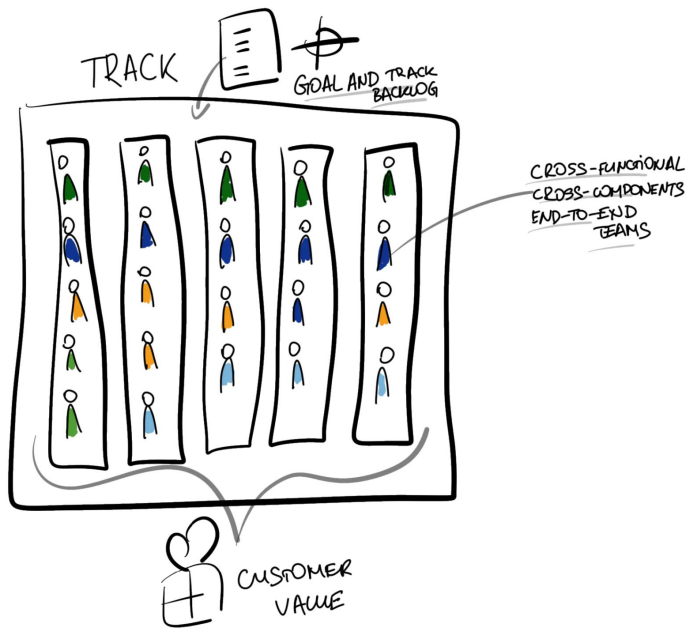
By customer profile?

By metrics to drive?

By value stream?

**Key learning: if your teams
can do everything in any part
of application, structure can
be very agile by its nature**

We introduced Tracks



Every track has:

- Product Goal represented by OKRs, long term commitment. It's represented by initiatives
- Set of Teams working to achieve Track Goal
- Track backlog is a part of company backlog and inherits its priorities

MAIN RULE

Track is temporary by its nature. This means that Tracks can be reformatted, obsolete or updated in some point of time due to the fact that Product changes by itself.

Track's Characteristic

- **Simplicity:** up to 6-8 teams to avoid mental load and keep focus
- **Focus:** every track should focus on up to 3 initiatives max (Limit WiP)
- **Flexibility:** able to work within the entire Company technology stack and PandaDoc application
- **Self-sufficient:** the required expertise and knowledge is enough to cover the priorities
- **Ownership:** full responsibility for quality (both technical and product) within their service ownership
- **Customer-focused:** drive value for customers and prioritize backlog

4 Tracks Introduced

Growth

Driving Product
Led-Growth

Metrics: MRR,
Expansion,
Customer Growth

Application

Making current
Customer happy

Metric: NPS
Customer Profile:
Current ICP

Solutions

New solutions

Metric: New MRR
Driving new
customers
expansion

API

Smooth
integrations

Metric: API-based
MRR
Customer Profile:
3rd party
developer

Experiment 2. Tracks Self-Design

Track Self-Design

Growth



Tanya Aulachynskaya Alexei Maistrenko Aksana Khillo



Alesia Shilova Liudmila Kurbatskaya Anna Wiergo

Quota: 2 PY teams

Spirit

Mooncake

Rocket

Dream

Application Core



Mike Korotagin Maks Zhytitskiy Katerina Leonchikova Darya Sobal



Liza Gatsak Sergey Kaller Eugenia Chul Dima Khrolovich Lena Gieikova Alexei Pashkevich

Quota: 6 teams (4 PT + 2 JAVA)

Cook

NotIntegrations

Monads

Discovery

Split Happens

Hedonists

Solutions



Nikita Martynov Mick Amelishko Denis Savostin Anastasiya Pisarenokaya



Tatiana Saitokaya



Eugeny Labunskiy

Quota: 4 teams (2PT + 2 JAVA)

Yadro

Solit

Lucky

Easy

Eleven

API & Integrations



Brad Andrews Yuri Loshchets Sergei Pievko Anastasiya Pisarenokaya



Scott Blodreau



Olya Horbatiuk

Quota: 2 teams (1PT + 1 JAVA)

New Team



Application Core



Mike Korenugin



Maks Zhylitski



Katerina Leonchikova



Darya Sobal



Liza Gatsak



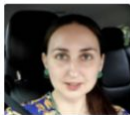
Sergey Keller



Eugenia Chul



Dima Khrolovich



Lena Glekova



Alexei Pashkevich

Quota: **6 teams (4 PT + 2 JAVA)**

Cook

NotIntegrations

Monads

Discovery

Split
Happens

Hedonists

2 rules

- Every teams makes primary and secondary selection
- One week for decision

Experiment 3. Introducing Platform Track



WHAT?!

**Who can make internal
developer happier?**

Platform as a Service

Driving systematic improvement of Cycle Time

Client: developer inside PandaDoc

Improve the speed and quality of internal development and delivery process by integrating common practices, checklists, and standards, automatization of manual operations

Not allowed to write business features/develop components for other teams' requests

Experiment 4. Components Team

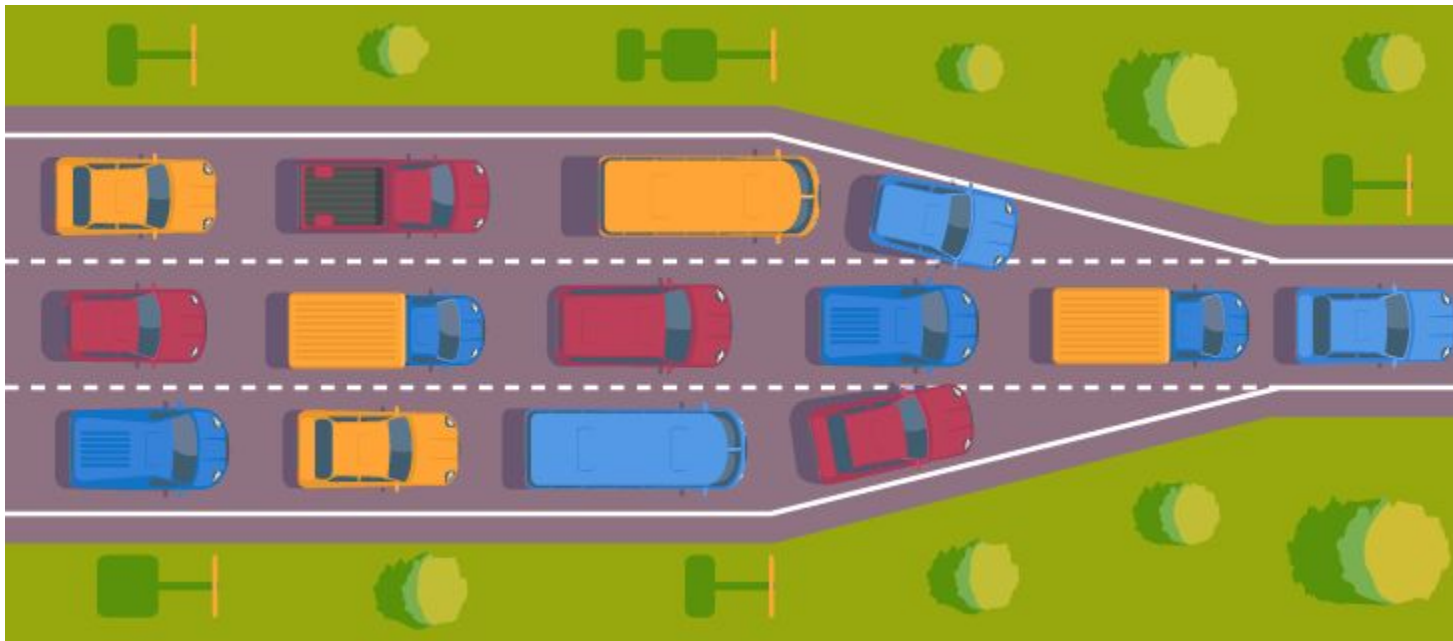
**Problem: it's very hard to
contribute to some of the
services**

2 options:

**A: educate everyone and
grow amount of experts**

**B: make contribution so easy
so no need to learn**

But we don't want this



We launched content-service team

Main goal: make the contribution to the sub-system as easier as possible (i.e. lower cycle-time)

- Dedicated full-time engineering team owning critical sub-system
- Sub-system Teams belong to Platform Track
- Owns the health and technical metrics of the sub-system
- Not allowed to write business-logic

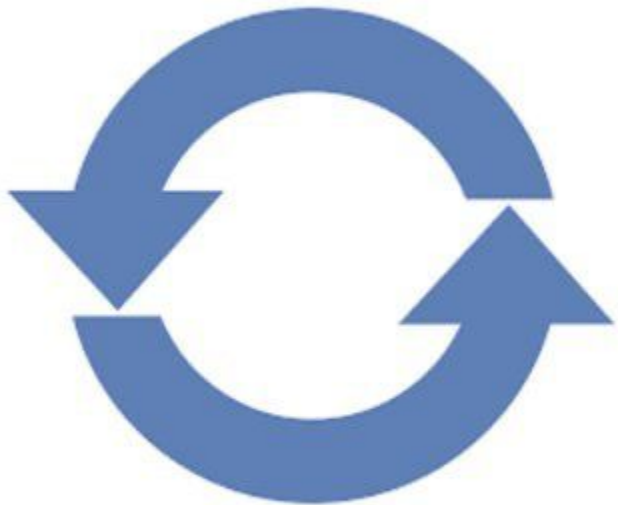
Experiment 5. Teams Size

**Growth experiments to small
to promote single goal in
team of 5-6 engineers**

Introducing Triplets



Experiment 6. Make Support Duty great again



**We have support
duty on rotation**

**Keeps team
close to
Customer**



Key challenges

“Long defects” as development in unknown area took time

Overload with “sands” tasks

Bugs

Fonts
Requests

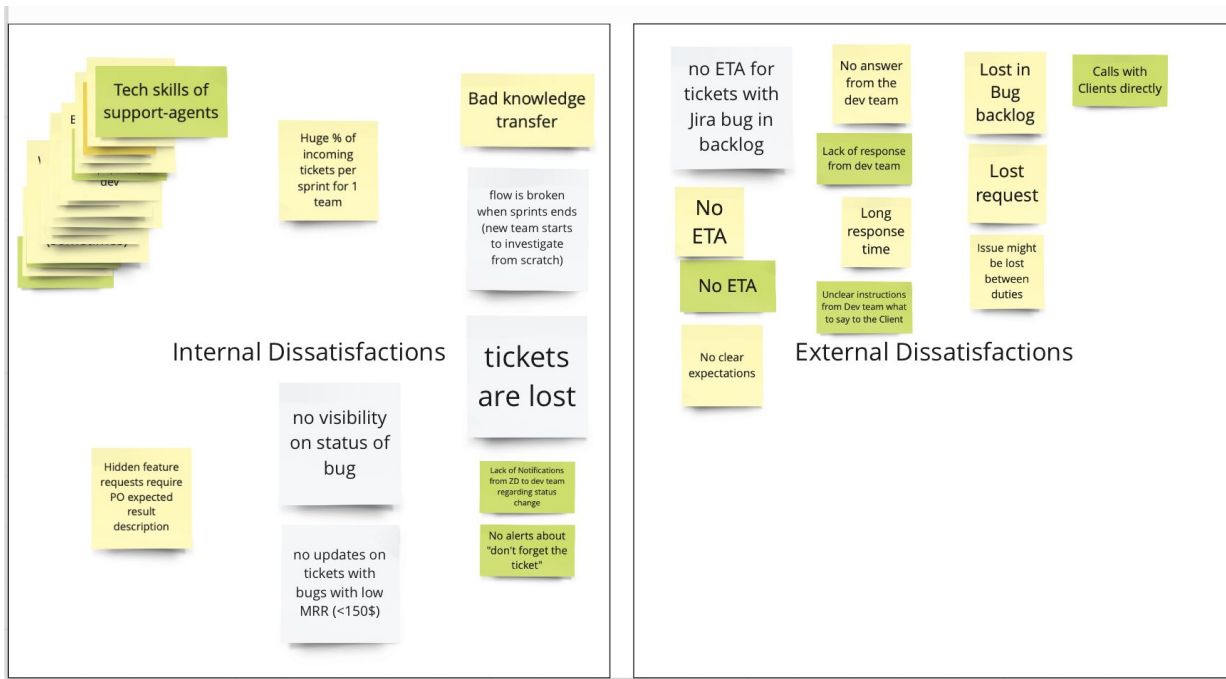
Processing
Technical
Inquiries

Automations
Requests

Troubleshooting
/Investigations

What does support team usually do?

Dissatisfaction of Support



More statistics!

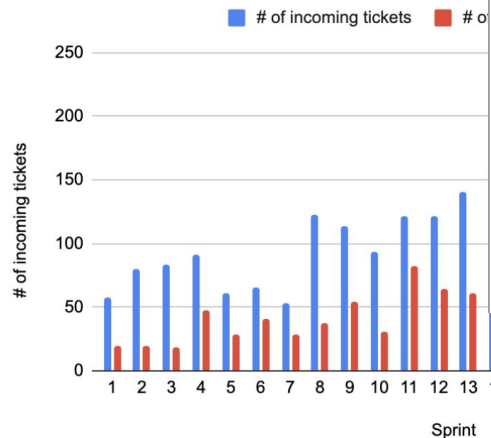
AVR Incoming - 129
AVR Closed - 64

Close Rate - 49.37%

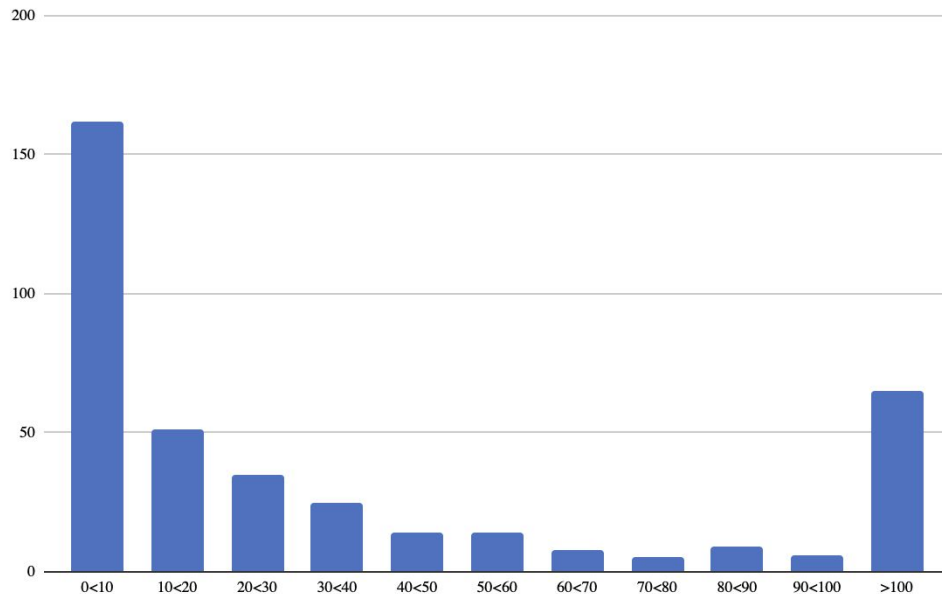
AVR closed w/o Dev
Ratio - 18.6%

More Dev Duty Sprints
statistics could be
found [here](#)

of incoming tickets vs Sprint



Deviation by Range



Introducing L2. Handle 90% of all tickets

Plan to kill support duty EOY 2021

Experiment 7. Bootcamp

**Challenge: time-to-effective
for new developer around 2-3
months**

Design proper onboarding

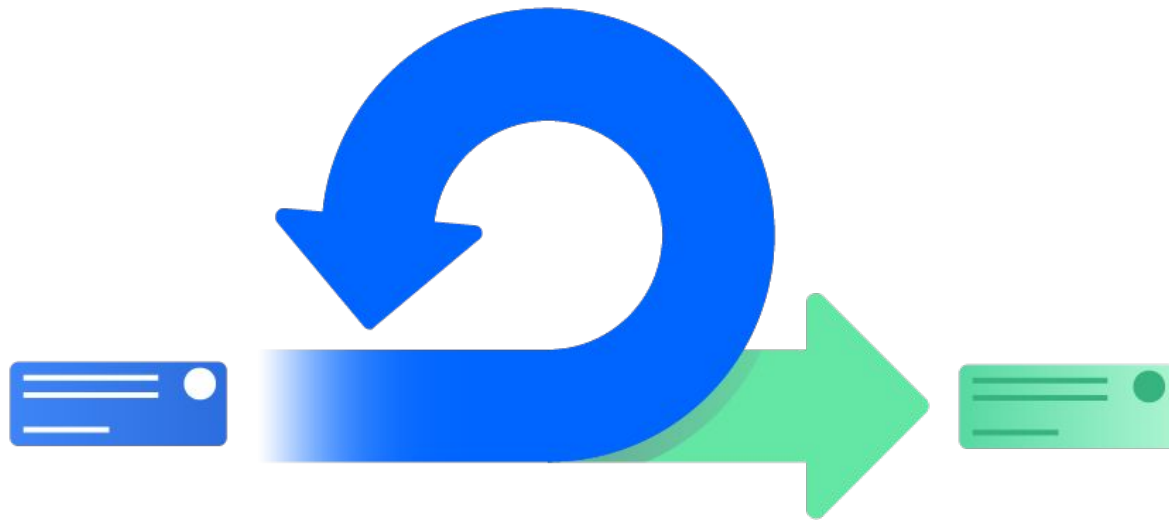
Product Onboarding

What is the company goal?
What is our Product?
Who is our customer?
How to use Product?
Who is inside our company?

Role Onboarding – Engineering Bootcamp

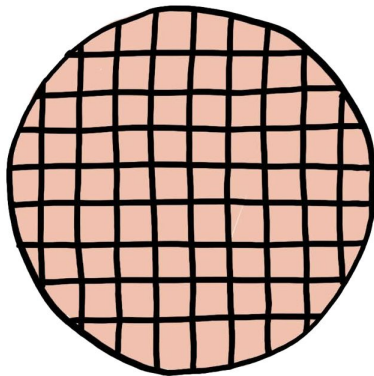
How to be a teammate?
How everything works here?
What is important for us?
How to be a developer?
What is Scrum
How to pass code review?
How to collaborate within team and track?
How to deploy your work?

Live the whole sprint



Experiment 8. Leading Team

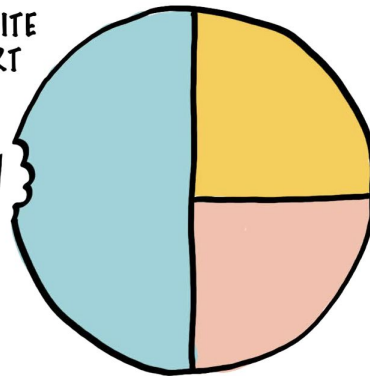
TRADITIONAL SPLITTING
OF BIG FEATURE



ALL-AT-ONCE IN EQUAL
PIECES AT THE BEGINNING

LESS SPLITTING
OF BIG FEATURE

TAKE A BITE
TO START



PARTIAL SPLITTING
AND TAKING A BITE






**If there is a
bite, who
should
take it?**

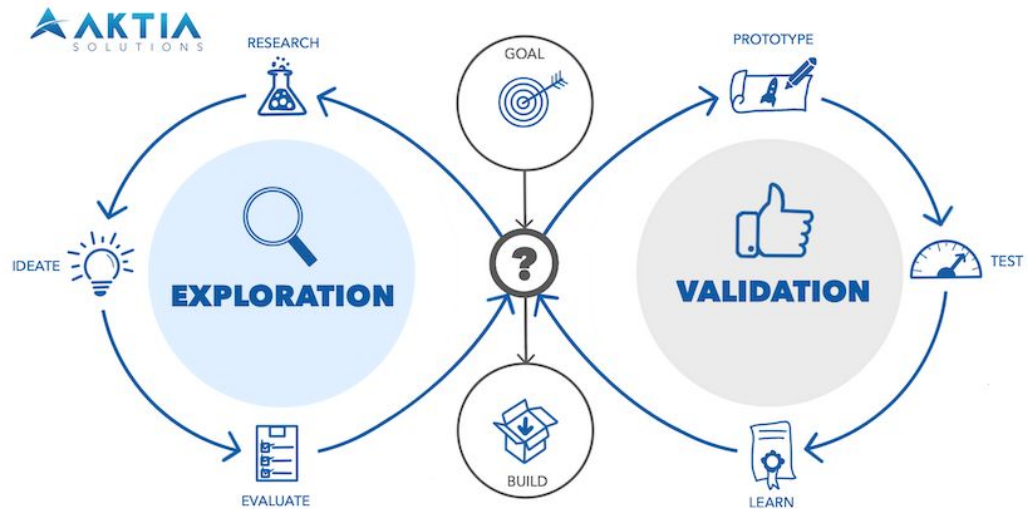
Leading Team is...

The Leading Team is one of the regular Feature Team, that takes the lead in feature development in two cases:

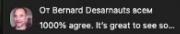
- We are starting the new feature and have a high level of unpredictability, that we need to decrease. The Leading Team ensures initial technical understanding gets defined;
- We have an existing large and complex feature we can develop with multiple teams. In this case, the Leading Team leads the development effort. The Leading Team pattern is the way to coordinate work in complex development to ensure that agreed technical and business approaches are followed.

Experiment 9. Organisation as a Product

Change Project	Status	Driver
Service ownership	👍 On Track	
Engineering bootcamp	👍 On Track	
Create and update Knowledge Bases (processes and technical documentation)	🕒 Not Started	
Team North Star (+one team one goal)	👍 On Track	
Adopt "No Manual Testing" to all tracks	👍 On Track	



Experiment 10. Multi Team Sprint Review



30 mins

Tracks' Pitch Talk & Overall Presentation

Agenda:

1. General info
2. Tracks' Leaders presentation: OKR Progress, Features list to be presented on Demo

Break & Time to Join Rooms

Room 1

Moderator

Room 2

Moderators

Room 3

Moderator
Evgeniy Lukatskiy

10 minutes

17:30-17:40

10 minutes

17:40-17:50

10 minutes

17:50-18:00

10 minutes

18:00-18:10

10 minutes

18:10-18:20

5 mins

Review Finalization

We are making Open Space!



10 minutes

17.30-17.40

10 minutes

17.40-17.50



Room 1

Moderator

Room 2

Moderators

Room 3

Moderator
Evgeniy Labunskiy

[Team Name]
Demo Topic
Name

[Team Name]
Demo Topic
Name

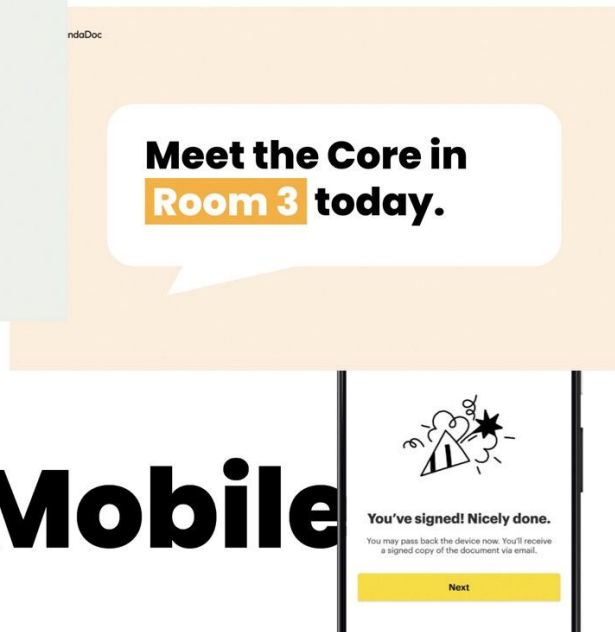
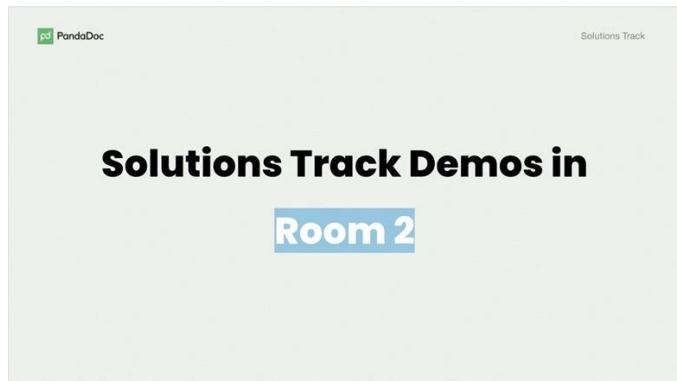
[Team Name]
Demo Topic
Name

[Team Name]
Demo Topic
Name

[Team Name]
Demo Topic
Name

[Team Name]
Demo Topic
Name

2 Steps Sprint Review

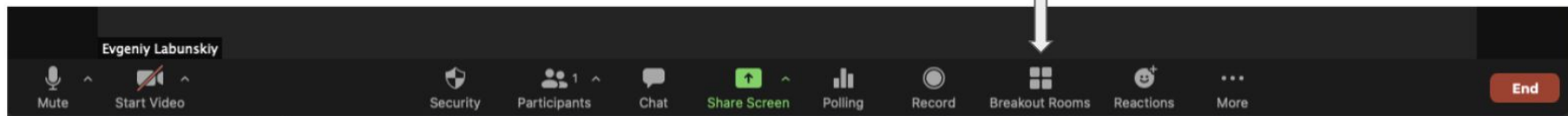


Step 1. Pitch Talks

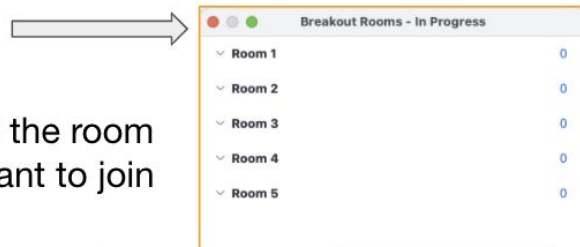
See us in
Room 1 

Technical Side

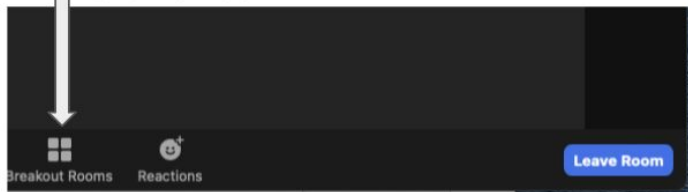
Click on Breakout Rooms



Select the room you want to join



Or click "Breakout Rooms" to select another room



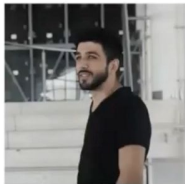
Click "Leave" to get back to main room



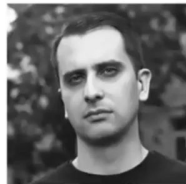
Lucky



Aleh Lipski
Frontend Engineer



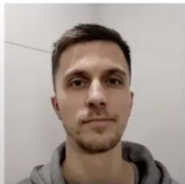
Albert Khachatryan
Backend Engineer



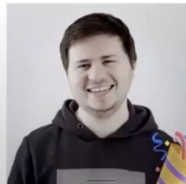
Ivan Izmer
Frontend Engineer



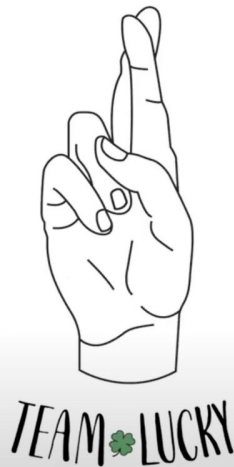
Lubov Dudko
QA Engineer



Anton Zhukau
Backend Engineer



Ilya Kheifets
Backend Engineer



Step 2. Reviews in Rooms



Evgeniy Labunskiy 5:39 PM

@here Folks, **hope you enjoyed our new demo format!** We want feedback! No complicated forms, just send into thread:

Score 1-4, where 1 worst than before, 2 as before, 3 better than before and 4 much better than before

If you have any suggestions how to improve this format just shoot it with your score, if you want to highlight some cool stuff - just shoot!

1 1 2 2 3 19 4 42 10 1 🙄 1 ❤️ 1 🗨️

Multi-Teams Sprint Review as Open Space. PandaDoc Experience





Questions?



Thank you

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