

Wing Product Workflow



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Wing Product Work Cycle

Welcome to a new way to do projects at Wing. We are starting a new test pilot to run 4-week cycles for projects. Here's how it will work:

We work in four-week cycles

Roughly every four weeks we start a new cycle of product work. Each four-week work cycle contains two types of projects:

1. **Big Batch:** Big Batch projects are big features or stuff that's probably going to take up the full four weeks to get done. We will start with one big batch project for our first cycle
2. **Small Batch:** Small Batch projects are smaller things, tweaks, minor adjustments, and easy adds that should take anywhere from a day to two weeks to complete. We will start with 4 Small Batch projects in a six-week cycle

Once a four-week cycle is over, we will take one or two weeks off of *scheduled projects*, so everyone can roam independently, fix stuff up, pick up some pet projects we've wanted to do, and generally wind down prior to starting the next six-week cycle.

What about Planning:

No planning is done during the four-week cycle. It happens before the work is slated to be done by the team. That way the four weeks is all about implementation and execution. No time is spent on big unknowns -- we will try to make sure all the important details are firmed up before we begin

How do we plan and decide which projects to work on?

We start planning about one to two weeks prior to the start of a work lifecycle. Here is what the planning will look like:

Pre-Planning Stage(about 1)

- Who:PM, Designers, Management, Customer Service Team
- What: Review feature backlog and decide which project to work on. Begin requirement gathering

- How: Gather user and business requirements; reach out to CS team to understand user issues/problems. Talk to management and operations about which features to make a priority and business goals
- End Goal: Have a clear understanding of the problem and why we are building or updating this feature. In what way will it improve the user experience/ease pain points. By the end of this meeting, we should have two things:
- Look up product Requirement document
 - List of projects that are approved to go into the next cycle based on priorities, business goals and user requirements
 - Have an initial draft of the product requirement document for each feature/project to be included in the next work cycle. Look up product lifecycle requirements document https://docs.google.com/document/d/1ERoOK2W3Pep_n5PqKRbly67E6ju-GKmnXCp-7olinZU/edit?usp=sharing
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Planning Stage(1-2 weeks)

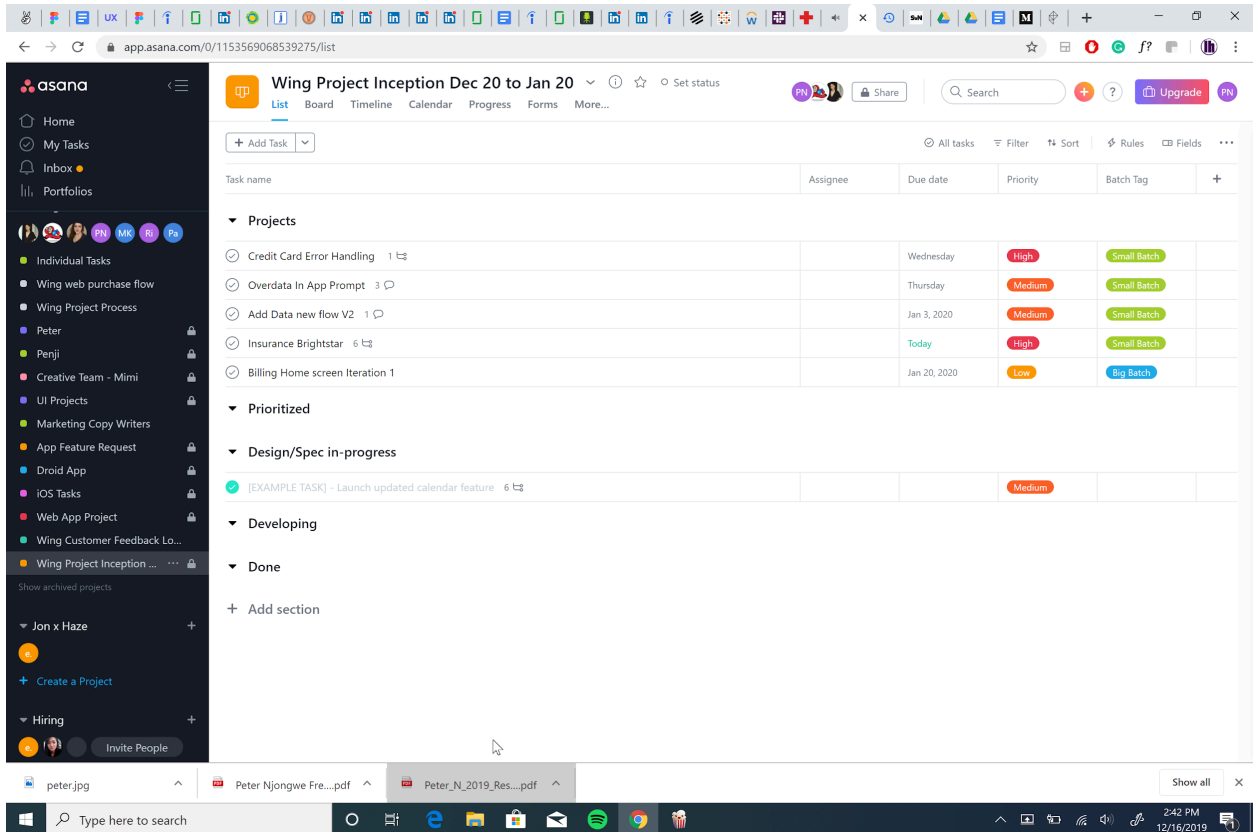
- Who: Product Team (PMs, Designers, Dev)
- What: Project Scope/Brainstorming. Go over initial feature backlog for the upcoming cycle (ideas, discuss user stories, business requirements, technical constraints, timelines, product goals and more)
- How: Setup up meeting via Zoom
- The end goal - a clear understanding of the upcoming work cycle, what we will be building and any limitations/constraints. By the end of this, we should have a fully detailed feature backlog of projects in the upcoming lifecycle and know what we are building. Look up product requirement document https://docs.google.com/document/d/1ERoOK2W3Pep_n5PqKRbly67E6ju-GKmnXCp-7olinZU/edit?usp=sharing

How is a cycle announced?

Once a cycle has been defined, and work grouped into a small batch and big batch, the Product Manager will create a slack channel for that cycle and make the announcement in the channel. All members of the product team working on those projects in that cycle will be invited to join the slack channel. This is where we talk, collaborate, discuss anything related to that cycle.

How is the actual work organized?

Each work cycle will have a name and will get its own Asana project. There will be a total of five projects per cycle. One big batch and one small batch. Each project will be assigned as a task and will have a tag on it to let you know what type of project it is. All updates about a specific project are to happen in the assigned task in the major project file in Asana. Here is what a product cycle will look like



Do we track time?

Yes to a certain extent. We expect the big batch project to take the full 4-week cycle. We will assign deadlines in Asana for each of the small-batch projects. We will check in every week to see how the projects are going and if we need to adjust the scope up or do. **This is a fluid process. The only thing that isn't fluid is the deadline - four weeks from when we started**

Other things to note:

1. We have four weeks to get something done. We will have deadlines in those 4 weeks for small-batch projects and we expect the big batch project to take up the full four weeks.
2. Every week we will look at what's done, what's left, and how much time remains. The scope is ever-changing—adjusting down if we're running low on time, or ramping up if we find we have more time than we thought
3. It's a negotiation. It's a very fluid process. **What isn't fluid is the deadline—four weeks from when we started**

4. Each work cycle will have its own slack channel where every member of the product team will be a part of and can collaborate on the project