

# Changing How Teams Think

A backend team becoming customer centric

Quick Intro

SEO → PPC → Web → App Support → AC → PM

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**N26**

1. Situation
2. Where to begin
3. Successes
4. What happened
5. WIP

What is different about a backend product?

Really, nothing.

What is different about a backend product engineer?

Really, nothing, but often mindset.

Product Goal

Consistent

Compliant

Secure

Easy to use

Product Reality

Many pieces

Dependent on technical knowledge

Confusing



## Team Challenges

Platform = Solving Problems

Engineers = Customers

Too much WIP

No decision making

No vision

Silo

Where to start

Roadmapping?

Product/customer mindset?

Agile principles?

Team practices?

Workshops?

Teams are never (rarely) broken

Your development process  $\neq$  Snowflake

Teams = Complex dynamic systems


Key to successful change

Leadership

First Step

Trust

## Basic Practices

1.  Behaviors
2. Behaviors → Habits
3. Habits → Culture

Successes after basics

Format - Consistency

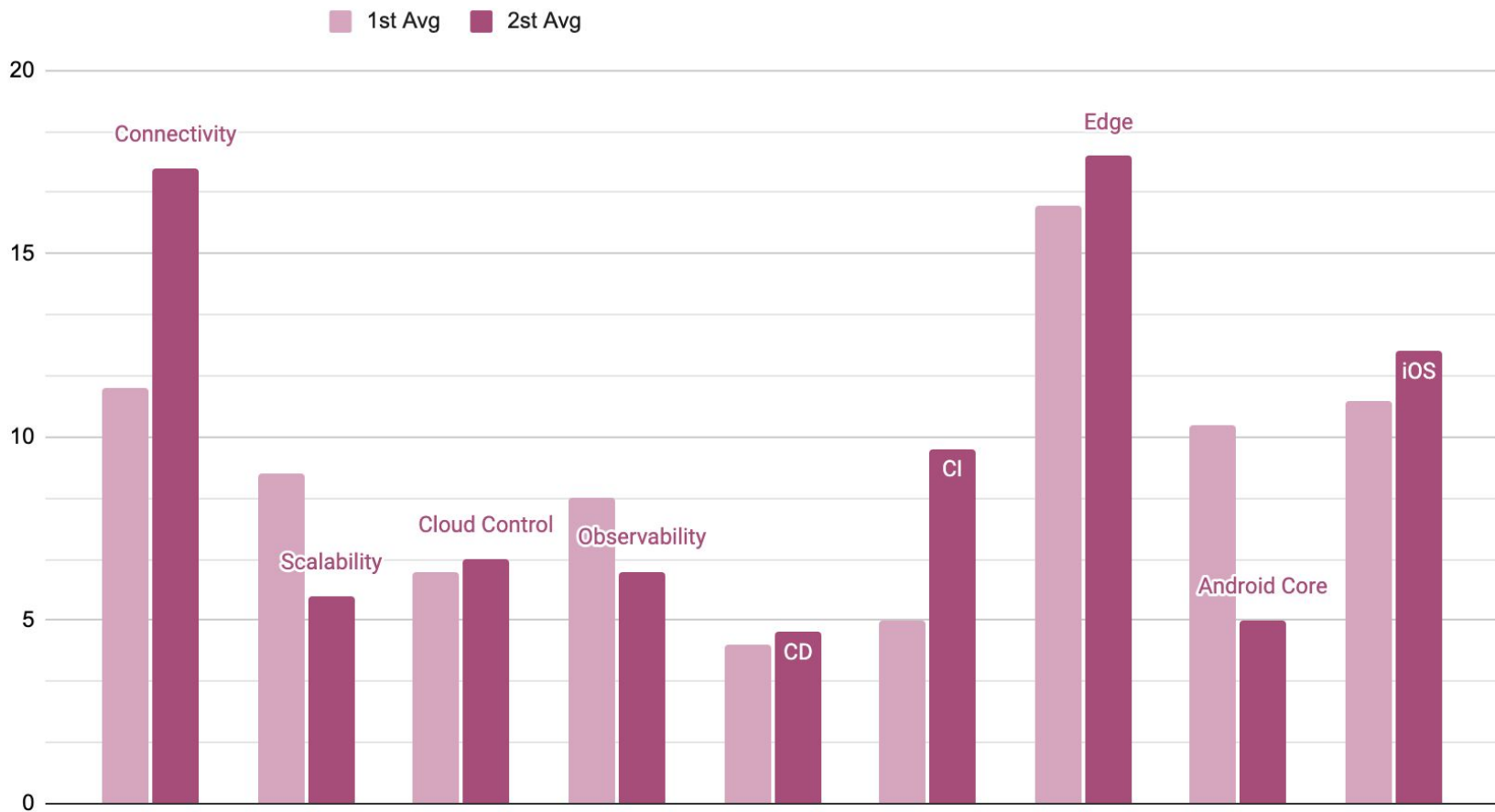
Value - Problems

Outcomes - Goals

Planning - Prioritization

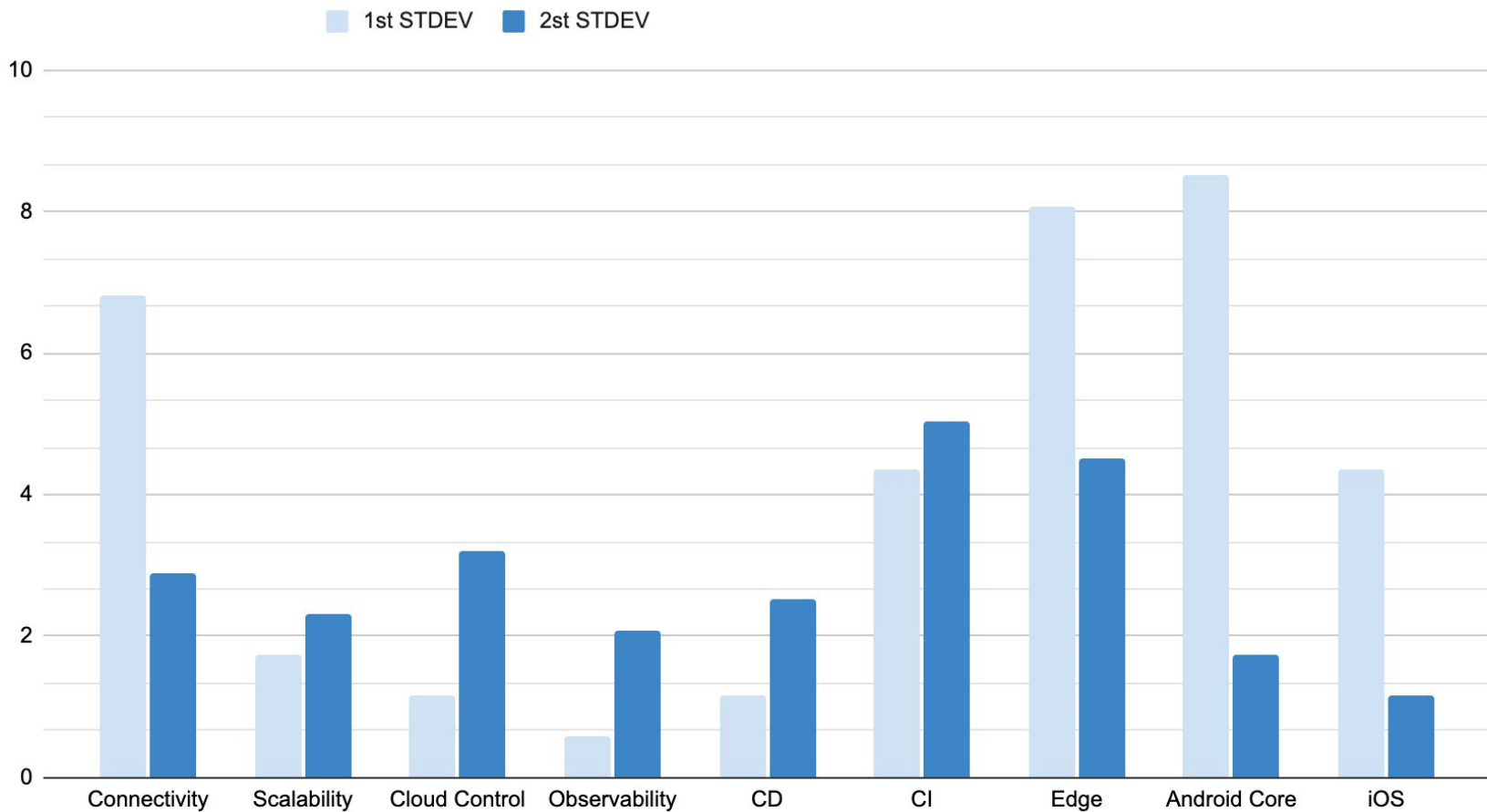
Focus - Limit WIP

# Average Issues Completed in 2 Weeks





## Standard Deviation of 3 Sprints After 4 Months



Still in Progress

Estimating

Prioritization

Cross team planning

Department communication

Ask me anything