CodeFest · April 3, 2019 CodeFest 2019



Development Culture at Tinkoff.ru

From monoproduct to ecosystem through the eyes of a team lead

Alexander Polomodov

Speaker Context

Development Manager in ↗tinkoff.ru acquisition

- MIPT, product and media teams.
- Since 2016: ↗tinkoff.ru acquisition.
- Public web, content, channels.
- Growth: 10 → 120 technical people.

Talk roadmap

Agenda Plan

From company growth to team-lead work

- ↗tinkoff.ru acquisition scope.
- From monoproduct to ecosystem.
- The what / how / who model.
- Where team leads act directly.

What was inside acquisition

The full loop from interest to application

Public web

Pages, forms, product listings, applications.

Content and channels

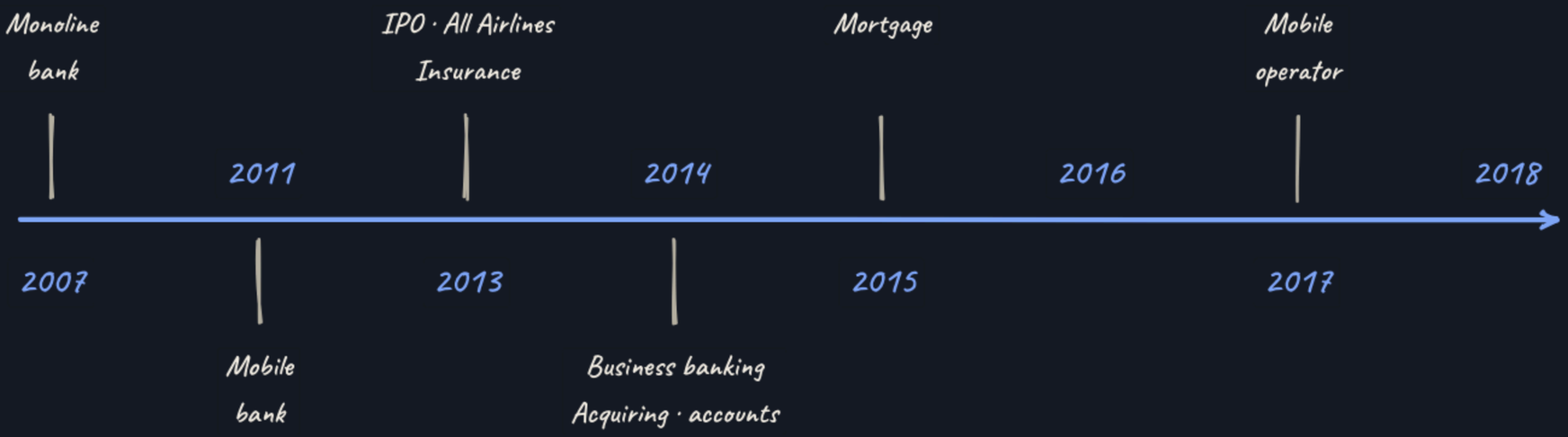
CMS for web and mobile, traffic tools.

Personalization and tests

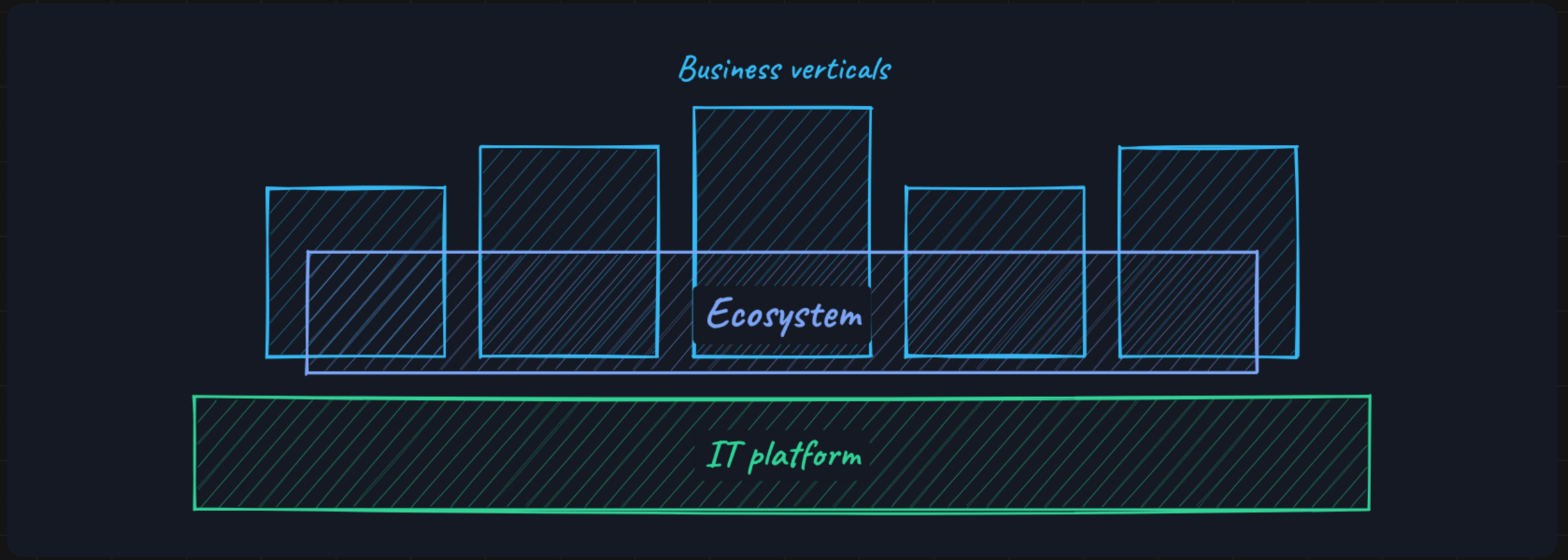
Relevant products and hypotheses on traffic.

Tinkoff.ru grew into an ecosystem

Growth 2007-2018

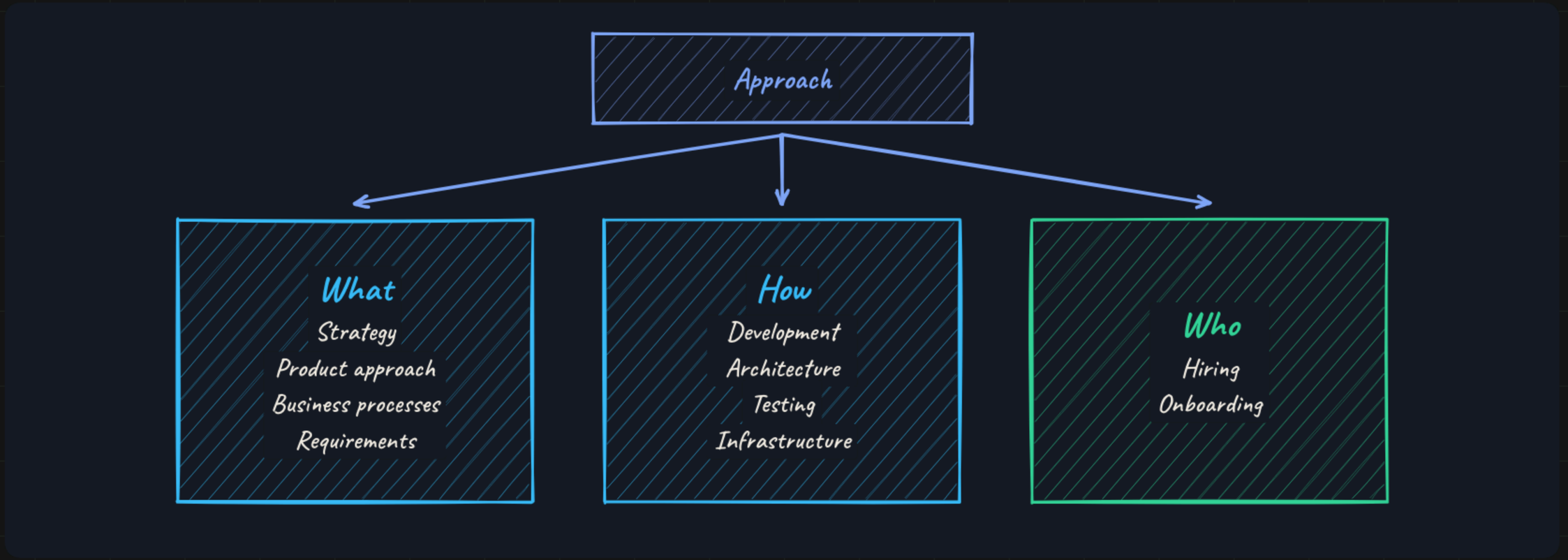


Verticals stand on the IT platform



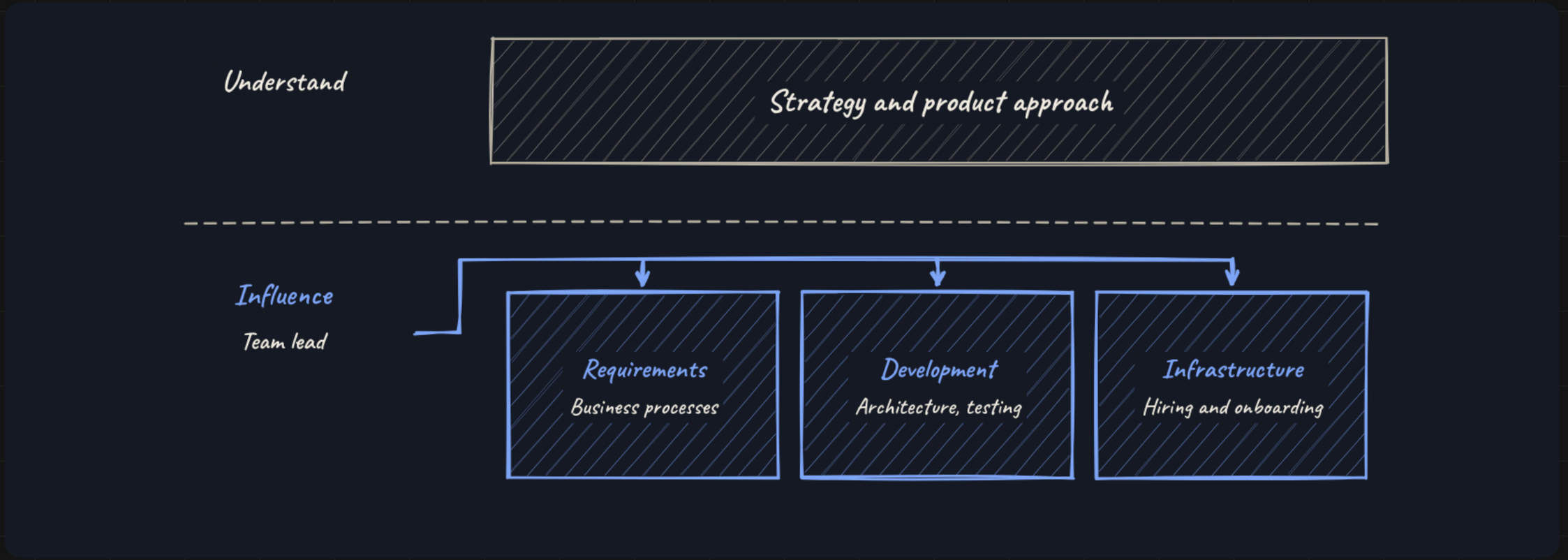
Growth rests on three pillars

Model What / How / Who



Team leads can improve their teams

Team lead Influence



Part 1

01

What we do

Strategy, product thinking, business processes, and requirements

Strategy must be explainable

Team leads must understand their environment

- Company strategy, plain language?
- Growth, share, resilience?
- CEO vision reaches teams?
- Time to think ahead?

Systems are products too

Internal tools need users and value

- Org structure by team type.
- How projects are selected.
- Development inside business verticals.
- Internal systems as products for other teams.

Development is rarely an end in itself

What · Processes Business

Quality shows in the business process

- Which processes do we automate?
- Who keeps docs current?
- Where are manual gaps?
- Which metrics are shared?

Requirements are yours to change

What · Requirements Backlog

Development quality starts with input quality, not with code

- Backlog audit for weak spots.
- Task and bug templates.
- Recorded meeting decisions.
- Documentation depth criteria.

Part 2

02

How we do it

Development process, architecture, testing, and infrastructure

The process runs on habit

Without a process, growth quickly turns into noise

- No deliberate process.
- No visibility inside teams.
- No metrics and no improvement practice.
- No owner for process evolution.

Fit the process to business goals

Understand the current system before changing it

- Roles and responsibility audit.
- Why this process?
- Map to business goals.
- Team composition and release constraints.

Architecture is not optional

How · Architecture Legacy

A prototype that suddenly became production quickly becomes an expensive system

- Systems without business plans.
- Dangerous legacy keeps growing.
- Debt without technical roadmap.
- Not enough architects.

A roadmap saves architecture

Architecture becomes a plan, not a reaction

- Audit project architecture.
- Roadmap with business plans and TCO.
- Separate RnD from production.
- Hire for architectural thinking.

Speed depends on testing

How · Testing Quality

Quality cannot stay at the end

- Code now, tests later.
- Dev and QA handoffs.
- Manual and automation split.
- Weak QA damages the system.

QA starts before the code

How · Testing Actions

Quality must be designed together with the system

- Who tests, and when.
- QA before main development.
- Architecture for unit/component/e2e.
- Quality as an engineering role.

Remove the barrier between dev and ops

Infrastructure is part of the team’s delivery loop

- Audit owned operations.
- Understand production behavior.
- Ops at project start.
- Shared pipeline, split responsibility.

Part 3

03

Who we do it with

Hiring, onboarding, growth, and everyday team work

People and environment are a system too

Who · Team lead

Role

- Participate in hiring.
- Onboarding without losing people.
- Train and grow the team.
- Daily support and exceptions.

Hiring sells the role and team

Stand out among competitors

- Job post as work promise.
- Why the team exists.
- Growth with the system.
- Delegated subsystems and responsibility.

Onboarding protects the hiring result

Context and support, fast

- Product and team map.
- Decision and agreement rules.
- Mentor and first tasks.
- Integration into team culture.

A team lead succeeds when people grow

Who · Growth Growth

Development culture shows up in everyday details

- Growth, not staying level.
- Technical and process obstacles.
- Access, communication, expectations.
- Project changes, conflicts, resignations.

What to take with you

Development culture is a managed system

- Culture enables team growth.
- Department boundaries hurt.
- Team leads influence through initiative.
- Growth needs systems, not heroics.

- What / How / Who

Materials

Sources References

Deck and team-lead models

- Managing Humans + Principles: Life and Work.
- Team Growth by an Order of Magnitude.
- Hiring and Motivation in Acquisition.
- Software Process - Omar Elgabry.

polomodov.tech

Thank You!

All slides and links are in the Telegram channel

Alexander Polomodov

Development Manager,
Tinkoff.ru



@book_cube