

Work Management Optimization

How we got a Data Science team back on track through a reorganization of how they managed, completed and reported on their work



Introduction

The Data Science organization for a large technology and game design company faced significant challenges with outdated work management practices and a convoluted knowledge management system. The tooling used to track projects and tasks was not only incorrect but also out of date. This inefficiency was compounded by a

knowledge management infrastructure filled with thousands of legacy and unused pages, making it extremely difficult to locate important documents. The need for a modernized approach was clear, and it was at this critical juncture that DayBlink Consulting was brought on board to address these issues.

Problem

Our client desired a cleaner, and more efficient way to have the team track and report on the major projects they were tackling

DayBlink Consulting encountered a range of problems upon the initial assessment. The work management processes were inadequate, with a lack of clear breakdowns of work, improper task tracking, and ineffective agile processes. The team of about 35 people struggled to keep up with the demands of their projects due to the outdated in-house tool that exacerbated these issues. Agile ceremonies were lengthy and unproductive, ticketing was poorly managed, and the overall process lacked visibility and consistency.

The severity of the situation was underscored by the burdensome task of

updating over 300 tickets at the end of each sprint, a time-consuming endeavor necessary to maintain track and consistency. This inefficiency left project managers and scrum masters with little time to focus on more strategic aspects of their roles. Moreover, the knowledge management system was another major pain point. It was filled with legacy documentation and had an unclear page structure, making it nearly impossible for team members to find the information they needed. This not only hampered daily operations but also stifled innovation and progress within the organization.

The Data Science Teams current work structure was built by characteristics of a team that had grown rapidly and not taken the time to design for the future:



Organically: Work management model that evolved organically, proverbially “building the plane while flying”



Request-Driven: Work fulfillment that tends to be more reactive with less value based prioritization and is less service-oriented



Less MECE: Structure and definitions that are incongruent, tend to overlap, and are duplicative



More Manual: Administrative and operational functions performed manually that are low-IQ and transactional in nature



Too Much Artistic Freedom: Too much freedom to do it “the way I like it” for some operational functions is not scalable cost effectively



Unmeasured: Major functions lack intuitive and reliable measures and indicators of performance, quality and availability

Our final result was a redesigned monday.com instance and a re-organized and templatized knowledge structure

The transition to the new system was meticulously managed to ensure that no projects or tasks were lost. DayBlink Consulting migrated active items into a standardized structure of projects, tasks, and subtasks. This structured approach provided clarity and organization,

In addition to overhauling the work management system, DayBlink Consulting also tackled the knowledge management challenges. They automated the creation of consistent and templated project formats for common requests, enabling the team to redesign the knowledge management tool effectively.

This effort included archiving outdated documentation, generating automated templates, and developing a user-friendly homepage for both internal users and customers.

The new knowledge management system provided a clear and intuitive structure, making it easy for team members to find the information they needed. This not only improved daily operations but also fostered a culture of knowledge sharing and collaboration.



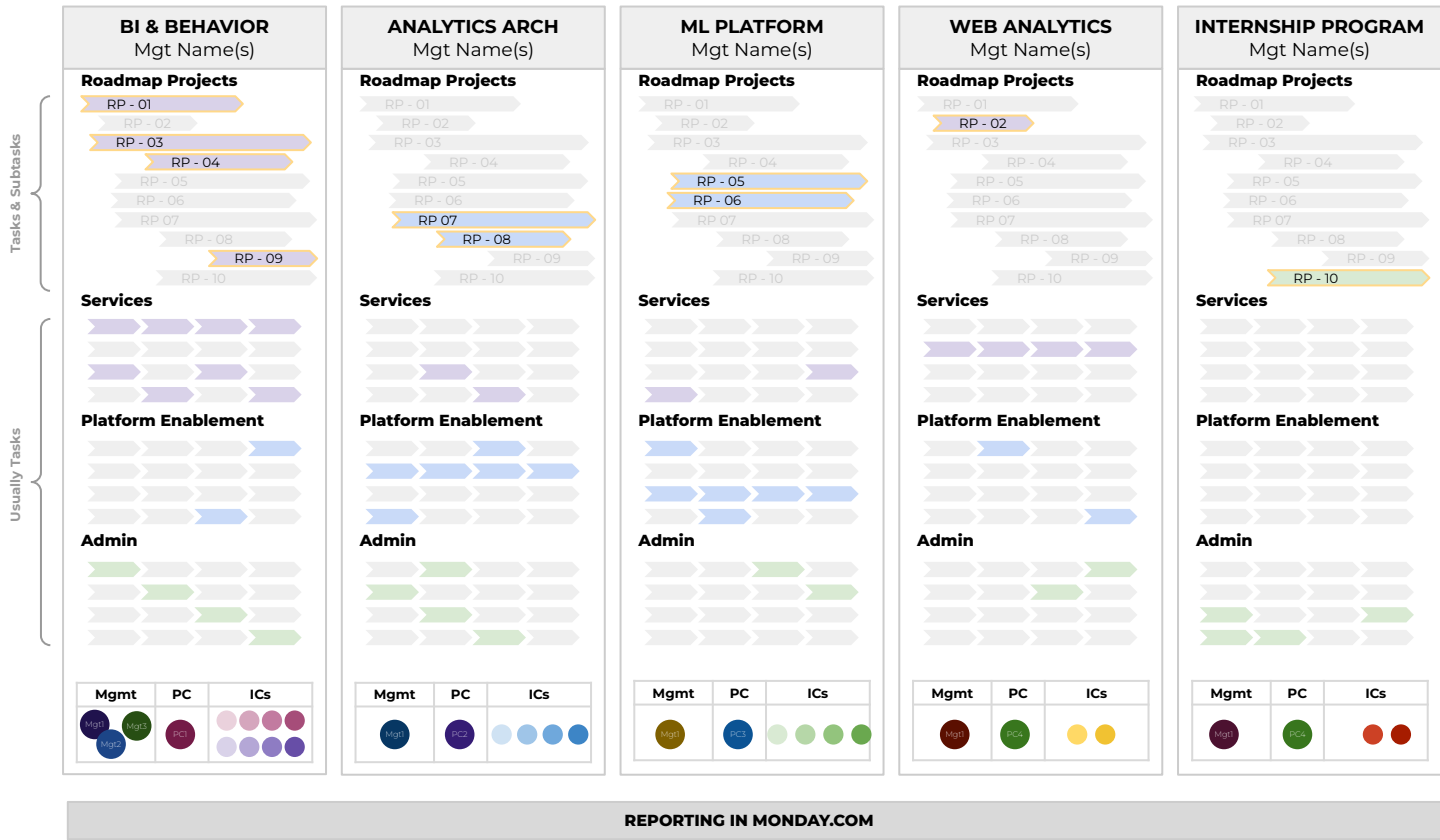
The implementation process was carried out in several phases to ensure a smooth transition. Initially, DayBlink Consulting conducted a thorough analysis of the existing systems and processes. This involved working closely with the data science team to understand their specific needs and challenges. Based on this analysis, a detailed plan was developed, outlining the steps required to implement the new system.

Next the team focused on migrating existing projects and tasks to the new system. This was done carefully to ensure that no critical information was lost.

Active items were transferred to the new structure of projects, tasks, and subtasks, and legacy documentation was archived. The new system was designed to be intuitive and user-friendly, making it easy for team members to adapt.

Training was a key component of the implementation process. DayBlink Consulting provided comprehensive training for the data science team, ensuring that everyone was comfortable with the new tools and processes. This included hands-on training sessions, detailed documentation, and ongoing support to address any questions or issues that arose.

Expand Span of “Work” Control



Outcome

Our client experienced a 15% boost in productivity across the data science team through the increase of completed story points

The new processes ensured organized and consistent use of work management tracking tools. The seamless transition of existing tickets and automations into the new monday.com system facilitated rapid adoption.

DayBlink Consulting's efforts also resulted in significant improvements in knowledge management. The new system provided a clear and intuitive structure, making it easy for team members to find the information they needed. This not only improved daily operations but also fostered a culture of knowledge sharing and collaboration.

The success of this initiative was recognized at the highest levels of the organization. The results were presented to the CFO and other organizational leaders, who were pleased with the outcomes.

The new system not only improved productivity but also provided valuable

insights into project progress and performance.

The long-term impact of this engagement extended beyond immediate productivity gains.

By establishing a robust system, the data science team is now better equipped to handle future challenges.

The hybrid agile and waterfall approach provides a flexible framework that can adapt to changing project requirements and priorities. Moreover, the new knowledge management system has created a culture of continuous learning and improvement. Team members are now more likely to share and collaborate, leading to increased innovation and more effective problem-solving. The automated templates and streamlined processes have reduced the administrative burden on the team, allowing them to focus on high-value tasks and strategic initiatives.

Making the Case for Work Management

We believe an organization's success hinges on its ability to effectively manage its responsibilities. Our approach involves a careful design process to implement practices that are specifically tailored to your team's needs. By focusing on core capabilities like efficiency, visibility, planning, and role clarity, we can help your team better align with overall business objectives.

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