THEORY VS. PRACTICE

PROJECT MANAGEMENT (TIPS AND HACKS)
THE WAY BACK MACHINE
WORST LEADERS EVER

DO IT.
do it
do it do it
do it do it
do it

PNC 2016 CONFERENCE
CORE PRINCIPLE: MANAGE CHANGE

CALIBRATION

THEORY VS PRACTICE: HOW ATTENTION TO USER EXPERIENCE AND PROJECT MANAGEMENT PRACTICES IMPROVES INFORMATION ACCESS
PROJECT PLANNING

DO I NEED TO...?
PROJECT PLANNING

BE AGNOSTIC ABOUT TRACKING TOOLS
EMBRACE NEW WAYS OF WORKING

PROJECT PLANNING

THEORY VS PRACTICE: HOW ATTENTION TO USER EXPERIENCE AND PROJECT MANAGEMENT PRACTICES IMPROVES INFORMATION ACCESS

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Input from End-Users, Customers, Team and Other Stakeholders

Product Owner

Team

Sprint Planning Meeting
(Parts One and Two)

Sprint Backlog

No Changes in Duration or Goal

ScrumMaster

Daily Scrum Meeting and Artifacts Update

Review

Potentially Shippable Product Increment

Retrospective

1 2 3 4 5 6 7 8 9 10 11 12

FEATURES

Team Selects How Much To Commit To Do By Sprint’s End
A NOTE ABOUT SKILLS…

You cannot learn how to manage change or any project in a 20 minute talk, but it can be learned…

- Project Management Institute [www.pmi.org](http://www.pmi.org)

- Your local university, certification

- Lynda.com

TIP: Putting someone who is organized and thoughtful into a PM role will not be enough to ensure success. The person really needs some training.
Core Principle: Learn something from each project

Quartz Project

Theory vs Practice: How attention to user experience and project management practices improves information access

London Calling

Bacon Freud Kossoff Andrews Auerbach Kitaj

Triptych August 1972, Francis Bacon, oil on three canvases. Tate: Purchased 1980. Photo © Tate, London 2016. Artwork © The Estate of Francis Bacon. All rights reserved. / DACS, London / ARS, NY 2016

Featured Exhibition
July 26 - November 13, 2016, Getty Center

Capturing the visual drama of the everyday.
FRAMEWORK

• WHO - Define Roles

• WHY - Set Goals (SMART Criteria)

• WHAT - Establish Scope (Design Thinking, SWOT analysis)

• HOW - Plan Communication (meetings, working group)

• WHEN – Address scope creep and risks to the schedule
CORE PRINCIPLE: THERE ARE RISKS TO WORKING WITHOUT A PLAN

NO PLAN
WHO: DEFINING ROLES

WHO IS RESPONSIBLE FOR WHAT: WHO HAS AUTHORITY TO LEAD, INFORM, CREATE, CODE, REVIEW, APPROVE, ETC...

TIP: IDENTIFY YOUR ESCALATION PATH AT THE OUTSET (WHO WILL YOU GO TO WHEN THE TEAM CANNOT REACH CONSENSUS; WHO HAS FINAL SAY?)
WHY: SETTING GOALS

Think about audience and set goals by using “SMART” Criteria:

- Specific
- Measureable
- Achievable
- Relevant/Realistic
- Time Related

You should be able to say from the outset of any project, what success will look like.
WHAT:
ESTABLISHING A SCOPE OF WORK

How the customer explained it
How the project leader understood it
How the analyst designed it
How the programmer wrote it
What the beta testers received
How the business consultant described it
What: Scope of Work

- Who is your audience? (Design Thinking)

- Opinions will vary somewhat regarding what you should build and why. Looking at peer sites and evaluating them is a terrific way to sharpen the conversation.

- TIP: Respond to side comments/hypotheses about what the audience wants and is likely to be doing by validating these assumptions – check real data and interview actual members of your target audience.
MARINE HEATWAVES ARE SPAWNING UNPRECEDENTED CLIMATE CHAOS

This photo, taken on June 9, 2016, shows dead mangroves lining the Gulf of Carpentaria, Australia. Large sections of prominent mangrove habitat in north Australia have died due to the marine heatwave. © XINHUA/NORM DUKE OF JAMES COOK UNIVERSITY/ALAMY

FIRST SEABIRDS STARTED falling out of the sky, washing up on beaches from California to Canada.
HOW: COMMUNICATION PLANNING

• Hold regular meetings - have an agenda, action items, and a parking lot

• Discuss and revisit your audience and goals – almost every time you meet; provide a status on schedule and prior action items

• Be redundant – document and post decisions, meeting notes, action items

TIP: Convene a hybrid team into a Working Group
WORKING GROUP PRACTICES

• Build Trust by jointly crafting operating agreements, doing research, experimenting iteratively
• Allow the group to stand for something
• Incentivize transparency and authenticity
• Discuss the value of iterative work (take risks!)
• Make room for hard conversations

TIP: When you hear disagreement and see people checking out, restate the two sides of the issue and ask them the parties to suggest a third path, then wait until they speak.
WHEN: SCOPe CREEP AND

TACKLE ISSUES HEAD ON: REVIEW WITH YOUR TEAM, ASK FOR RECOMMENDATIONS, PRIORITIZE, PROMOTE A TIMELY SOLUTION USUALLY, YOU HAVE TO RETURN TO THAT 3 LEGGED STOOL:
- ADD RESOURCES OR TIME (OR BOTH) TO ALLOW FOR NEW SCOPE
- REDUCE EXISTING FUNCTIONALITY TO ALLOW FOR A NEW SCOPE
THEORY VS PRACTICE: HOW ATTENTION TO USER EXPERIENCE AND PROJECT MANAGEMENT PRACTICES IMPROVES INFORMATION ACCESS

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DATA ON LONDON CALLING

• London Calling is outperforming our old exhibition presentation (compared to previous presentation, Woven Gold).

• For the same period at the beginning of each show London Calling is about twice as busy at this point. It’s also getting much more direct traffic which means people are more likely to search for it on Google etc. than they were with Woven Gold.
CORE PRINCIPLE: KEEP LEARNING
AKA, WHAT MY TEAMMATES HAVE TAUGHT ME

• Don’t lower your expectations, change them
• Seek first to understand, then to be understood
• Be transparent
• Share concerns, be vulnerable
• Set ambitious but possible goals, and when you reach them, celebrate progress
Thank you!