

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



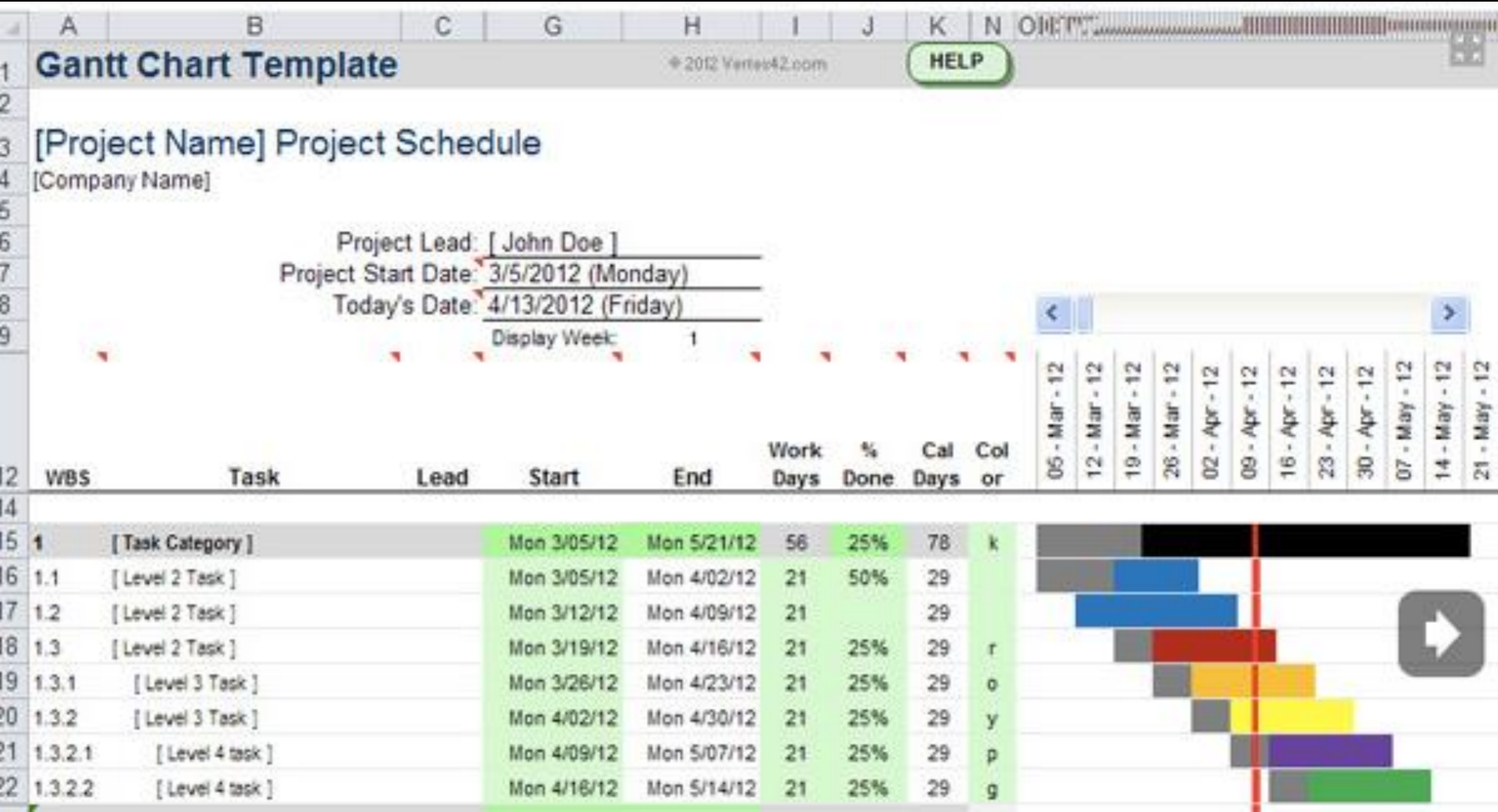
CORE PRINCIPLE: MANAGE CHANGE

# CALIBRATION



# PROJECT PLANNING

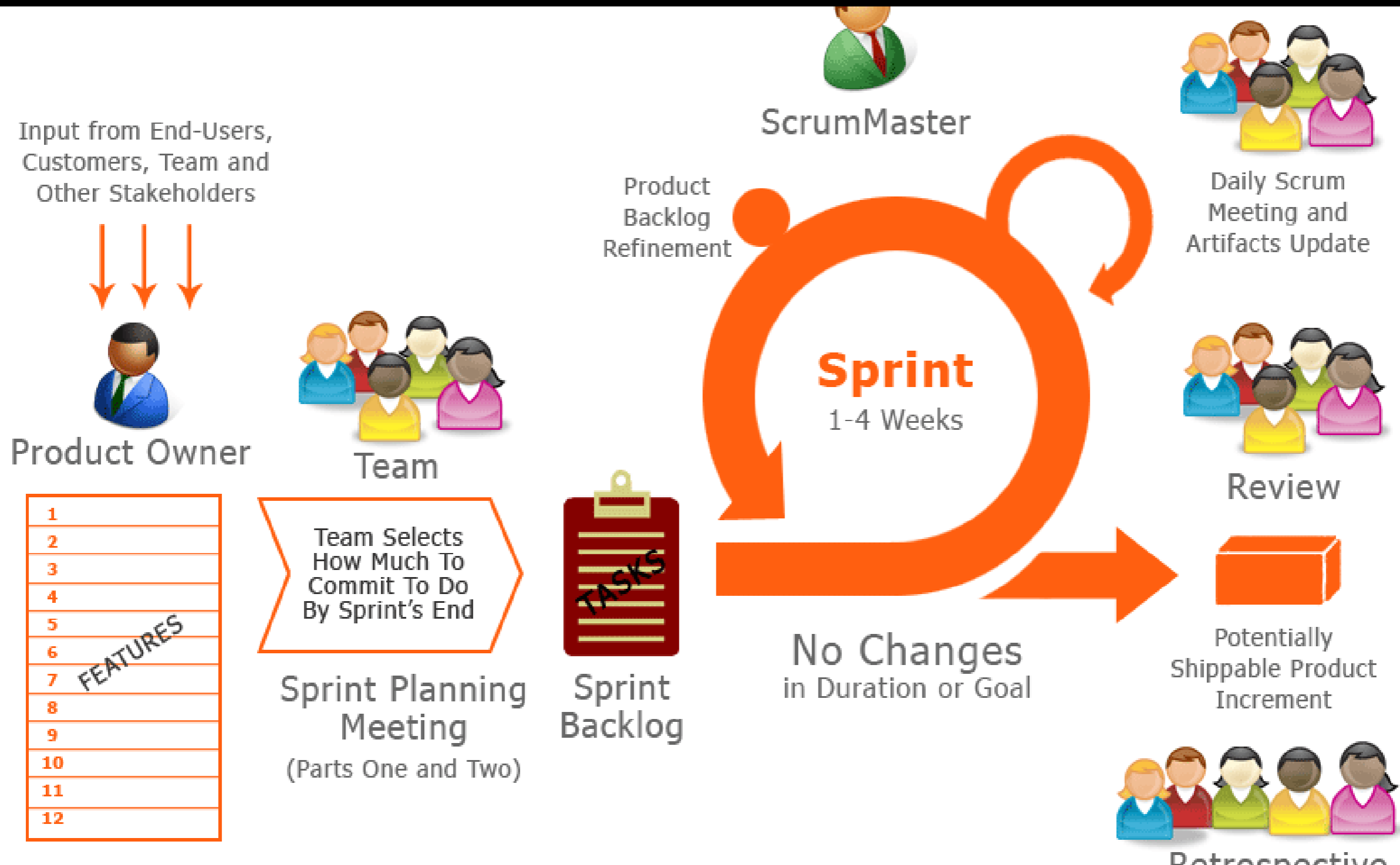
# DO I NEED TO...?





# PROJECT PLANNING

# EMBRACE NEW WAYS OF WORKING



# 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

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

[Plan your visit](#)

*Capturing the visual drama of the everyday.*

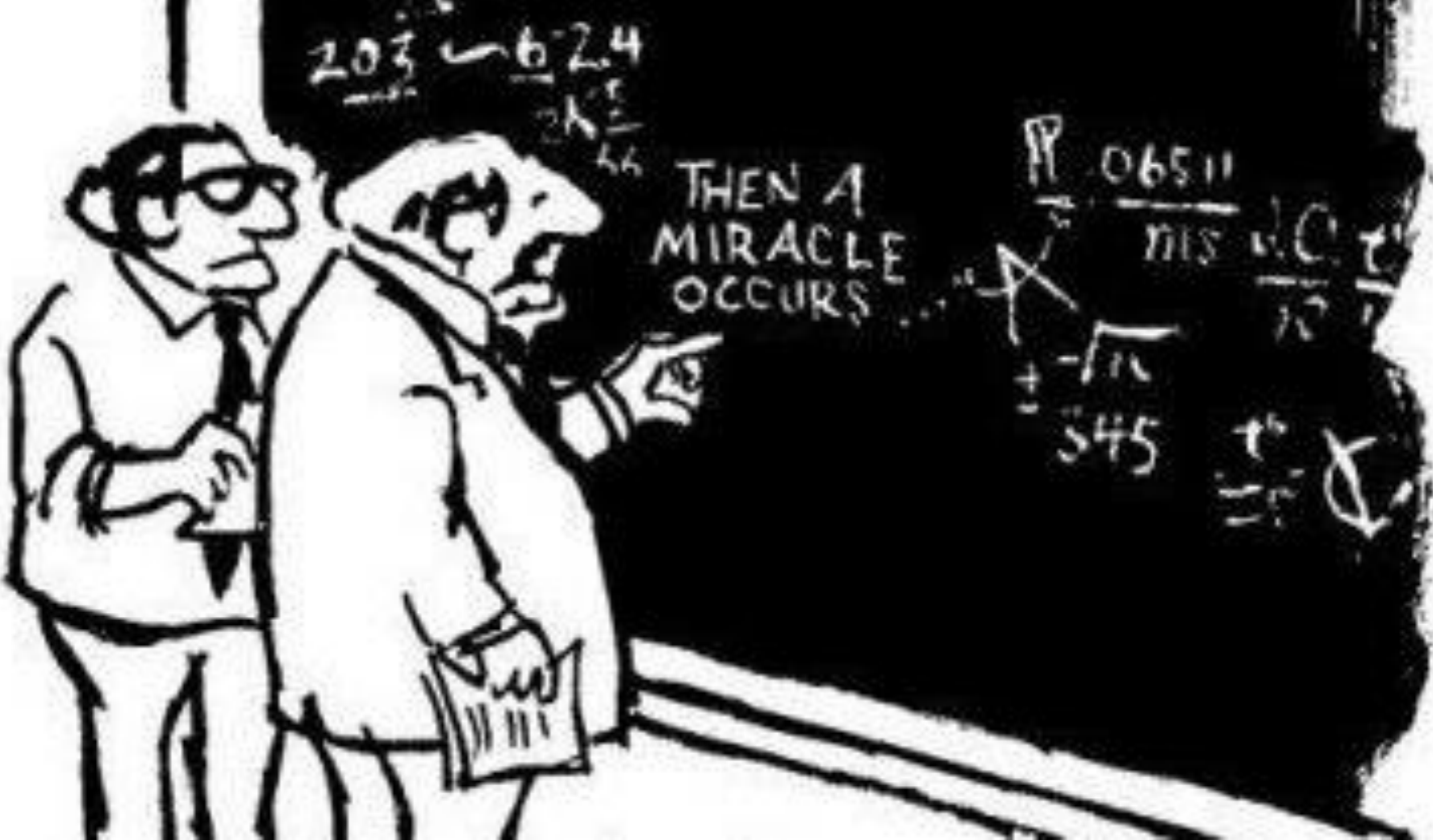


# FRAMEWORK

- 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 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?)

# WHO: DEFINING ROLES



# WHY: SETTING GOALS

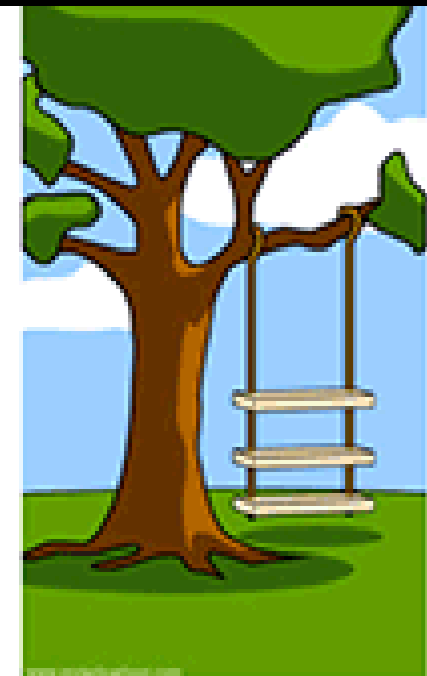
Think about audience and set goals by using “SMART” Criteria:

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

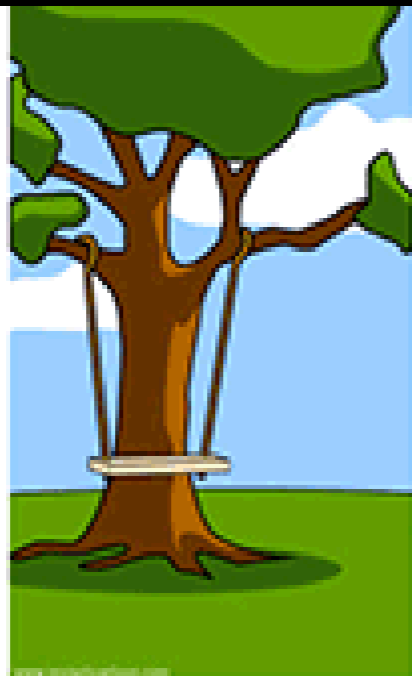
You should be able to say from the outset of any project, what success will look like.

WHAT:

# ESTABLISHING A SCOPE OF WORK



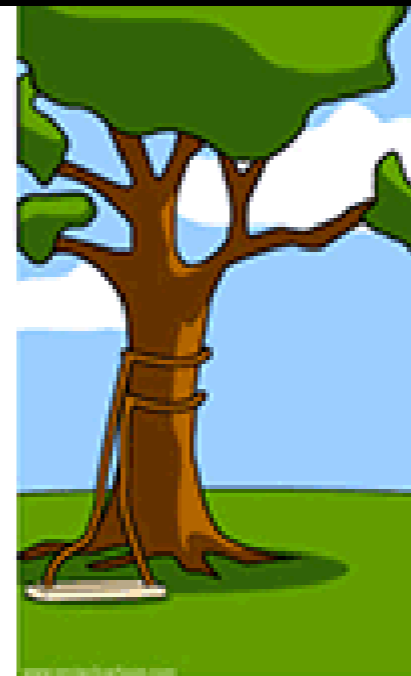
How the customer explained it



How the project leader understood it



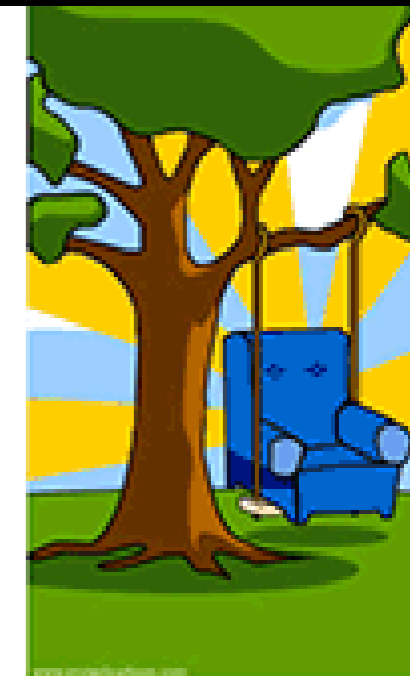
How the analyst designed it



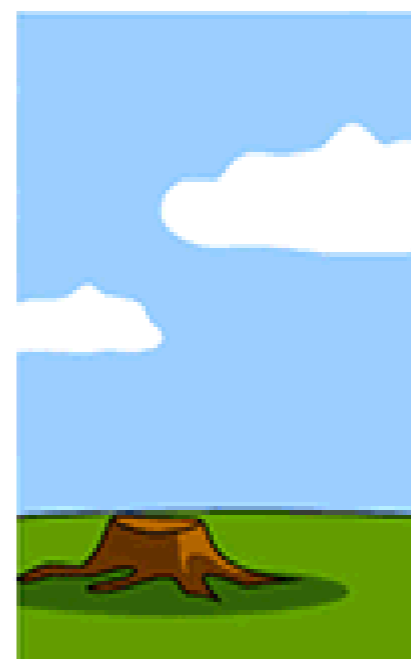
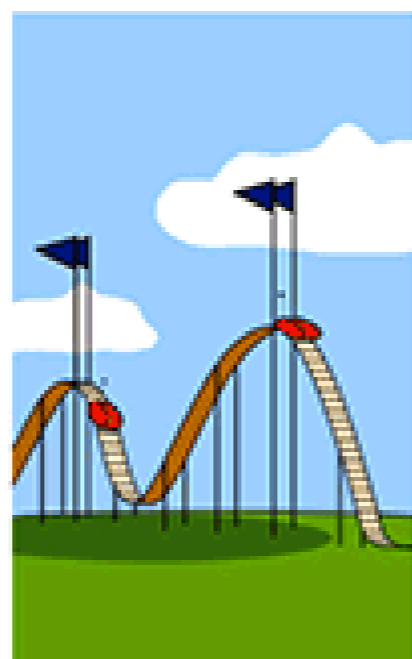
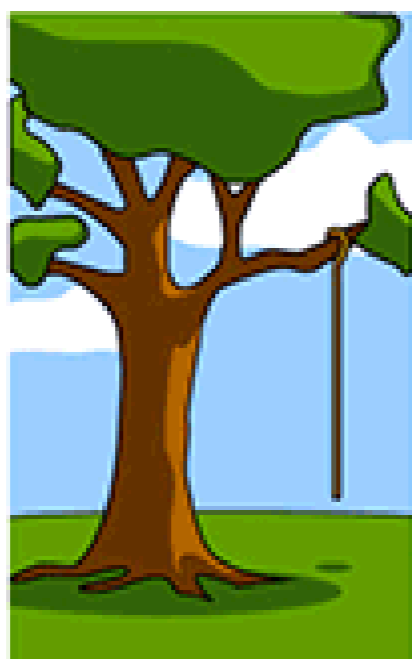
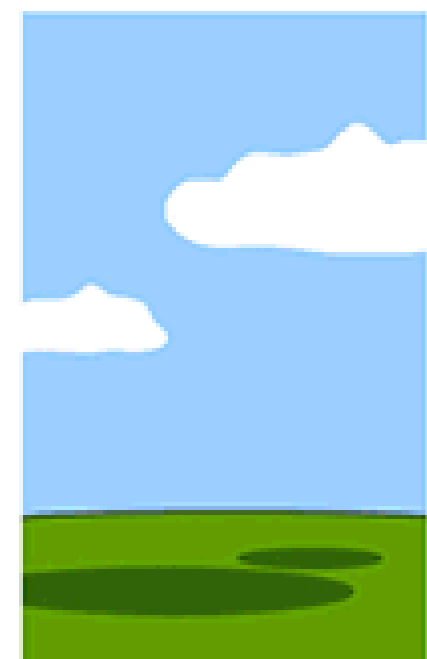
How the programmer wrote it



What the beta testers received



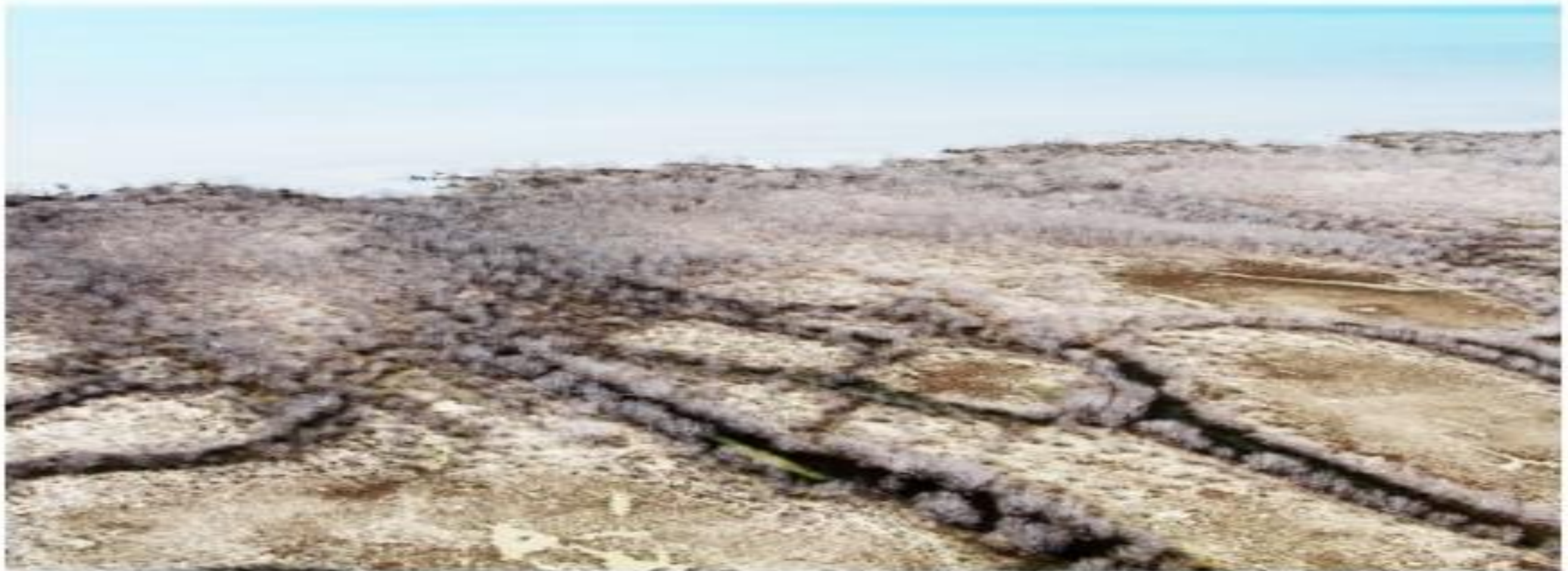
How the business consultant described it



# 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



Oh, crap!  
Was that  
TODAY?



REGAN

# 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

PROJECT MANAGEMENT

BEST OF LUCK...



Thank you!