



Pivoting in a Project

Strategies for adjusting to scope changes

BADCAMP 2018

Who We Are

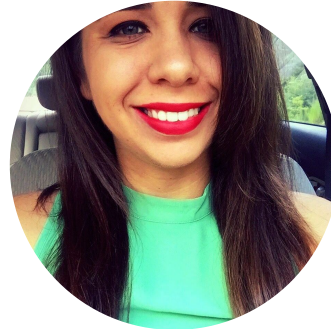
Mediacurrent is a **full-service digital agency** that implements world class **open source software development, strategy and design** to achieve defined goals for **enterprise organizations seeking a better return on investment.**

Today's Presenters



Brian Manning
(CSM, CSPO)

IT Ops Mgr.
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(PMP, CSM)

Project Manager
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Today's Agenda

- I. Project Kickoff
- II. Capturing the Vision
- III. Communication
- IV. Avoiding “Overcommitment”
- V. Identifying the Goal and Plan
- VI. Be ready to PIVOT!
- VII. Delivering Successfully
- VIII. Retrospectives, not Postmortems

75%

**of business and IT executives anticipate
their software projects will fail.**

**Fewer than a third of all projects were
successfully completed on time and on
budget over the past year.**

-Geneca

Project Team

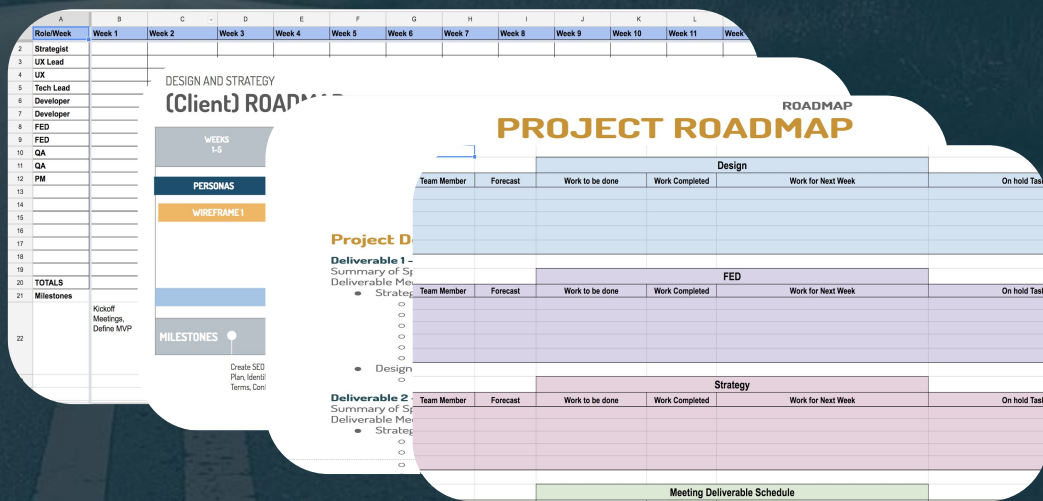


Kicking Off

Starting your project organized is key for running a successful project—and for being prepared for changes along the way.

Things you can prepare:

- Agendas
- Sprint plans
- Outline tickets
- Team forecasting goals
- Budget outlines
- Client product reviews



Capturing the Vision

- Help your client organize their ideas and get a plan of attack
- Make sure they aren't dreaming up a project that doesn't match the budget
- Set goals for both the client and the team that are realistic
 - Many times clients want everything all at once.
 - This can lead to over commitment and failure of sprints and projects
 - This failure can be a domino effect that will derail an entire project
- Know what success and failure looks like



Asking the Right Questions Early

The more you know at the start of a project, the less there is potential for surprises or missed tasks that can hurt a project's timeline and budget.

- Know who is responsible for each task
- Establish timelines and important dates
- What's actually a launch blocker vs. a phase 1 "nice to have"?
- Who's the captain?



Communicating With Your Whole Team

Establish clear communication with everyone on your team and empower them to be self-organizing and team players.

Quality Assurance

Stakeholders

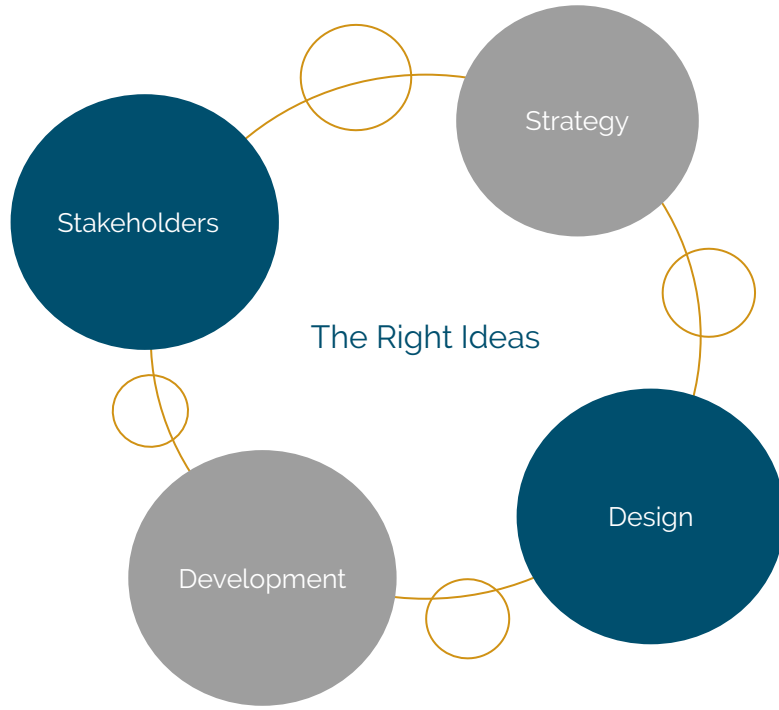
Strategy



Design

Development

Asking questions strengthens the entire team.



If we're intentional, we can learn from both the answer the client gives AND from how our teammates are asking questions.

Avoiding the Dreaded “Overcommitment”

- Establish your MVP up front
- Know your deliverables
- Communicate with your Product Owner
- Don't be afraid to say “No”
- Keep your team grounded in the delivery
 - Don't get caught up in too many meetings
 - Managing team morale and motivation
 - Avoiding burnout and frustration



“Hedwig Helpers Hotline”



Jeff Diecks 5:55 PM

@here OK class, substitute here sitting in for Mrs. Kelly. No gum chewing. No fighting in the hallways. Let's take roll call, can you give a thumbs up reaction to this post if you are still active on things this evening (so i know who to bother and who not to bother)



Kelly Dassing 5:08 PM

@here today we're making Tobias go away and get some rest, so say bye! If you need anything, please ping me and I will work to get you some help



Mario Angulo 🎧 5:08 PM

Go away Tobias

😴 time for him



Kelly Dassing 5:09 PM

thanks for being amazing, have some good R&R!



Kelly Dassing 4:36 PM

Hey all, I'm kicking the Shrop off Slack for a bit. Holler at me if you need something. 😊



Tobias Williams 4:37 PM

was he naughty?



Kelly Dassing 4:37 PM

China demands



Tobias Williams 4:37 PM

wow, they want Shrop of slack
he must of been really naughty



Kelly Dassing 4:38 PM

that's Sh-rop to you



Tobias Williams 4:38 PM

Shhh-rop



Protecting Our Personal Time



Kelly Dassing 8:29 AM

Heads up all, To-bias starts his holiday today, so let's try to avoid summoning him in slack 😊



Tobias Williams 12:44 PM

how is vacation?



Mark Shropshire 🌊 12:44 PM

lol



Kelly Dassing 12:44 PM



I have issues



Kelly Dassing 6:07 PM

GO ENJOY YOUR EVENINGS!



Gif Keyboard APP 6:08 PM

@kellydassing: /gifs get out of here (79 kB) ▾



Sam Seide 🙌 6:08 PM

everyone scatter!

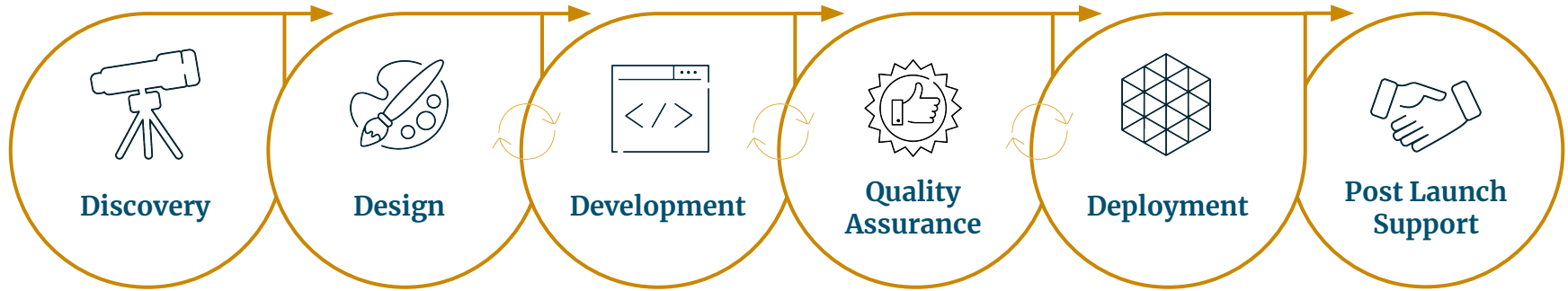


Identifying the Goal and a Plan to Accomplish It

- Revisit the MVP and adjust as needed
- Creating a “Phase 2” plan shouldn't be seen as a failure
- Show progress to stay aligned (establish deliverables)
- Refine roles and processes
- Keep your team on task with tools



Process



Digital strategy analysis

Technical Architecture /
Functional Specification

Write quality assurance test
cases

Re-estimate scope of work

Mood Boards

Desktop and Mobile
Design Templates

HTML Prototypes

Module Configuration

Custom Module
Programming

Custom Theme
Development

Front-End Framework
Implementation

Execute First Test Runs

User Acceptance Testing
(UAT)

Execute Final Test Run

Prepare production
environment

Sync latest files and data

Finalize cache settings

Switch DNS

Analytics / Performance
Evaluation

Feature Enhancements

Module Updates

A / B Testing

THE AGILE: SCRUM FRAMEWORK AT A GLANCE

Inputs from Executives,
Team, Stakeholders,
Customers, Users



Product Owner

Ranked list of
what is
required:
features,
stories, ...

Product
Backlog

Team selects starting
at top as much as it
can commit to deliver
by end of Sprint

Sprint
Planning Meeting

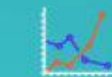


The Team

Task Breakout

Sprint
Backlog

Project Manager /
Scrum Master



Burndown/up
Charts

1-4 Week
Sprint

Every
24 Hours



Daily Scrum
Meeting



Sprint Review



Finished Project



Sprint
Retrospective

Continue Clear Communication with Clients

- Establish Sprint Approval documents



mediacurrent

Sprint Approvals

Sprint x Approval

(Client)

Purpose

Mediacurrent anticipates the following deliverables and schedule for Sprint (x) of the DTC Discovery project. The purpose of this form is to provide transparency into our planned tasks, so we can mutually agree on the scope of work for each individual sprint.

This form must be approved by (Client) prior to the sprint and will be used as approval as stated in the Project Plan SOW. Approval of the completion of a sprint shall indicate (Client)'s approval and acceptance of the items included in the sprint summary report. Planning, approval, and updates shall be completed during the Weekly Status Calls. Any requested revisions to items previously approved in a completed sprint shall be considered a Change Request and will proceed to the Change process as identified in the MSA. As part of the Warranty & Support considerations in this SOW, and not subject to the Change process, the parties will work together to address any issues with the Deliverables from this SOW such as Mediacurrent making necessary corrections to Design files if the identified issue prevents a successful Development implementation of the Design.

Sprint x

Ticket #	Description	Details

Sprint Date:

Sprint Length: x Weeks

Deliverable Meeting Date:

Sprint Plan:

Assumptions:

Milestone Invoicing:

Approved By:

(Client):

Signature: _____ Title / Role: _____

Sprint Approved Date: _____

Sprint Delivered Date: _____

Continue Clear Communication with Clients

- Take the extra 5 minutes to update tickets and communicate status

The screenshot displays a Jira Backlog for 'Sandy Sprint 4' with 40 issues. The tasks listed include 'Project Manager - Sprint 4', 'Meetings and Consultations - Sprint 4', 'QA Tasks - Sprint 4', 'Research Search interaction', 'Add Search functionality to search component', 'Export XML data for Navori consumption', 'Add logic to publish nodes to entity reference field on select term', 'Create YAML Content', 'Configure additional user roles and permissions', 'Create content page layout', 'Create content listing layout', and 'Add content filters style and functionality'. Each task is associated with a user icon and a status indicator (e.g., '4h', '1d', '0m').

The detailed view on the right shows the task 'Export XML data for Navori consumption' (SSG-54) with a status of 'DONE'. Other details include: Estimate: 2h, Remaining: 2h, Priority: Medium, Component/s: None, Labels: None, Affects Version/s: None, Fix Version/s: None, Epic Link: None, Reporter: Joshua Boltz, and Assignee: Unassigned. A link to 'Assign to me' is provided.

- Use weekly status emails to update on projects status
- Establish quick check-ins via a call or email so you can stay aligned on vision

Getting Ready to Deliver with Success

- Check your deliverables against the established MVP's
- Does the delivery match up with the success outlined at the start?
- Are there elements of what failure looked like present?
- What happens if those pivots extend your time frame?



MINIMUM VIABLE PRODUCT DOCUMENTATION

[Project Name]

[Client Name]

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Throw a Wake, Not a Funeral

- This is key to learn and grow on what was successful and what wasn't
- Pivots cause you to try things that are outside your norm
 - Did they work?
- Multiple pivots can cause you think on your feet and come up with new ways of doing things
 - Why wasn't the normal way of doing things working?
- Why Retrospective and not Postmortem?
 - Postmortem can indicate failure even in success

WE ARE HIRING!

The screenshot shows the top of the Mediacurrent website. The navigation bar includes 'STRATEGY', 'DESIGN', 'DEVELOPMENT', 'DRUPAL', 'WORK', and 'RESOURCES'. The main heading is 'Careers'. Below this is a 'Join Our Team' section with three columns: 'Create' (with a palette icon), 'Grow' (with a briefcase icon), and 'Engage' (with a handshake icon). Each column has a short description of the company's values.

This section details the 'Join Our Team' page with three columns of job listings:

- Digital Strategist**: Represented by a scale icon. Description: "If you're the kind of person who likes asking tough questions, diving deep into research, and gets excited at the thought of presenting your findings to a group of clients, you'll fit right in." [Learn More](#)
- Enterprise Account Manager**: Represented by a handshake icon. Description: "As a key point of contact, this role will offer a deep perspective on open-source software, Drupal, and digital strategy." [Learn More](#)
- Front End Developer**: Represented by a person icon. Description: "Are you looking to grow your career and build front end experiences for some of the biggest brands in the world?" [Learn More](#)
- Drupal Developer**: Represented by a cube icon. Description: "Do you have a passion for open source technologies, Drupal and building innovative web systems?" [Learn More](#)
- Account Executive**: Represented by a handshake icon. Description: "As an integral part of the Sales team, the Account Executive's responsibilities include connecting and conversing with globally recognized organizations to uncover a deep understanding of their Digital Strategy and Technology needs..."
- Project Manager**: Represented by a briefcase icon. Description: "As a Project Manager (PM) at Mediacurrent you are responsible for managing the resources, implementation and scope of primarily Drupal based engagements in a fast-paced agency environment."



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Questions?



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Thank you!



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PIVOT!

