

# **Profit in Project Management:**

**Clear Communication, Clear Scope, Clear Profits**

Presented by James Smith

# Presenter: James Smith

## Academic Experience:

- BA in Economics – University of South Alabama
- MA in Financial-Economics and MBA in Finance – University of New Orleans
- Ph.D. Studies in Economics – Vanderbilt University

## Professional Experience:

- Extensive background in healthcare, data management, and business information
- PM work in Nashville, New Orleans, San Francisco, L.A.



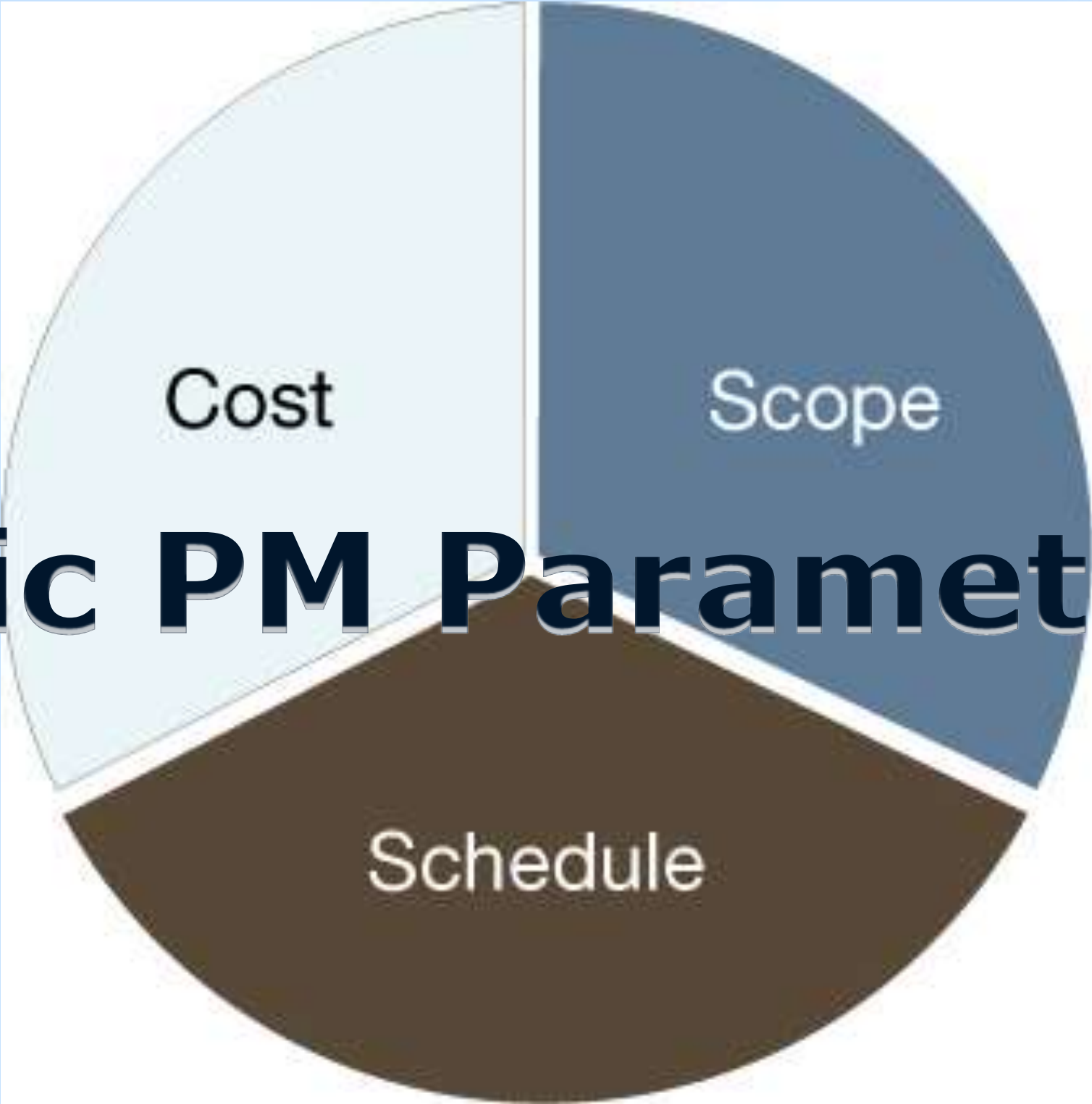
# PM Goals:

- Client Satisfaction = Quality Work
- Profit = Agile Process



# Covering Today:

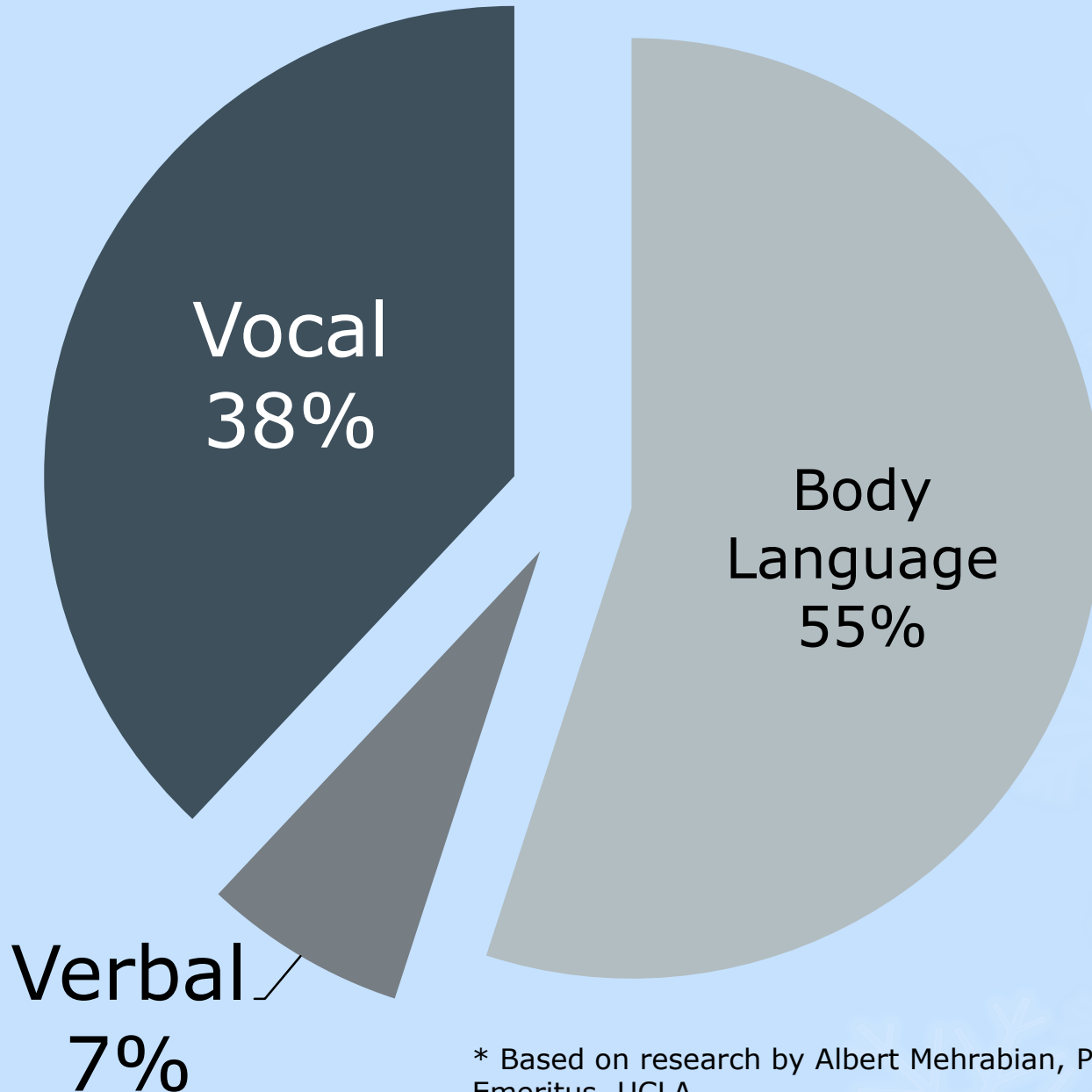
1. PM Basics – Cost / Scope / Schedule
2. Communications – Manage the GAP!
3. Agile vs. Waterfall
4. What is Agile
5. The Agile Process



# Basic PM Parameters



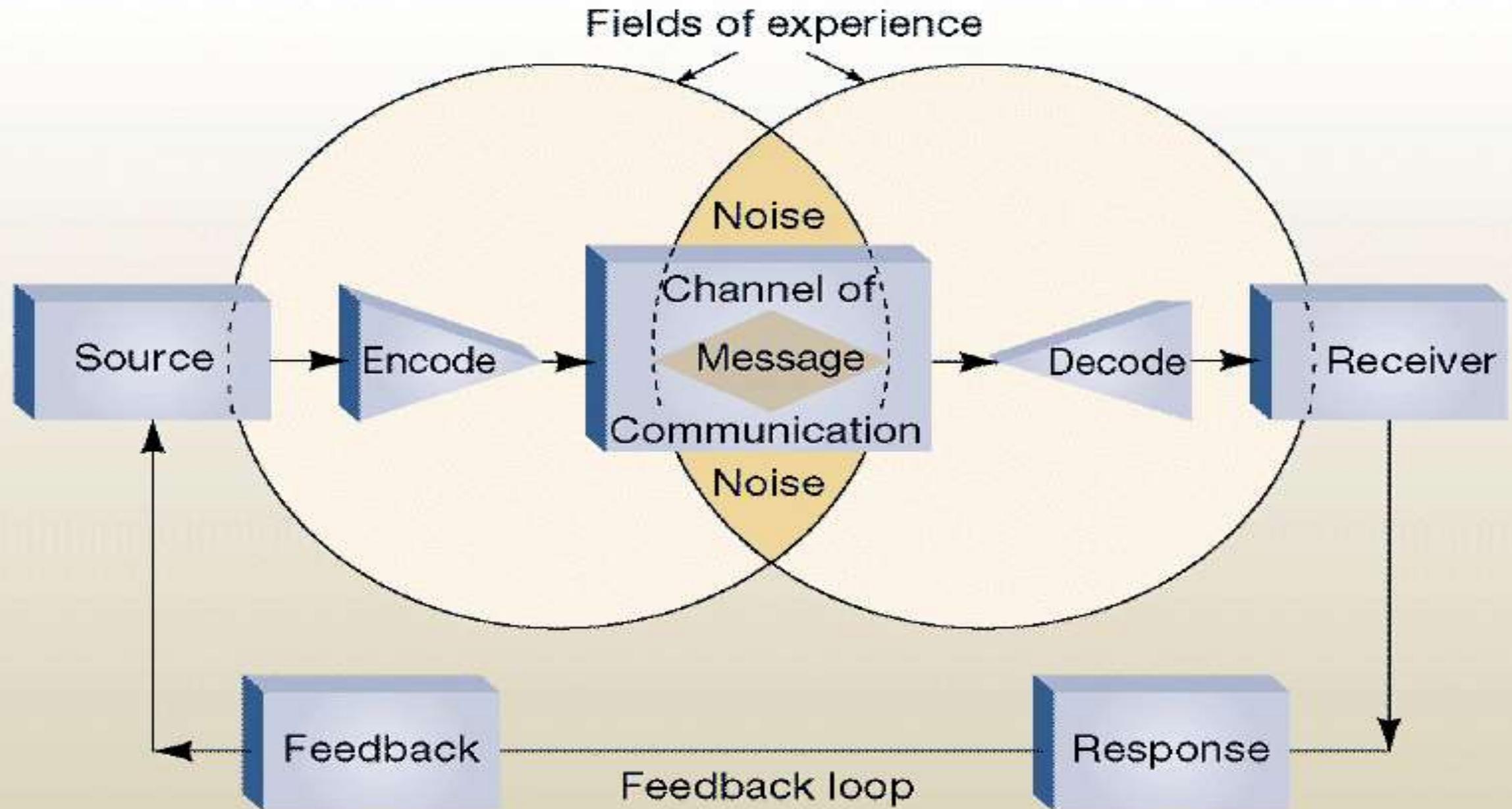
# Communication



\* Based on research by Albert Mehrabian, Ph.D., Professor Emeritus, UCLA.



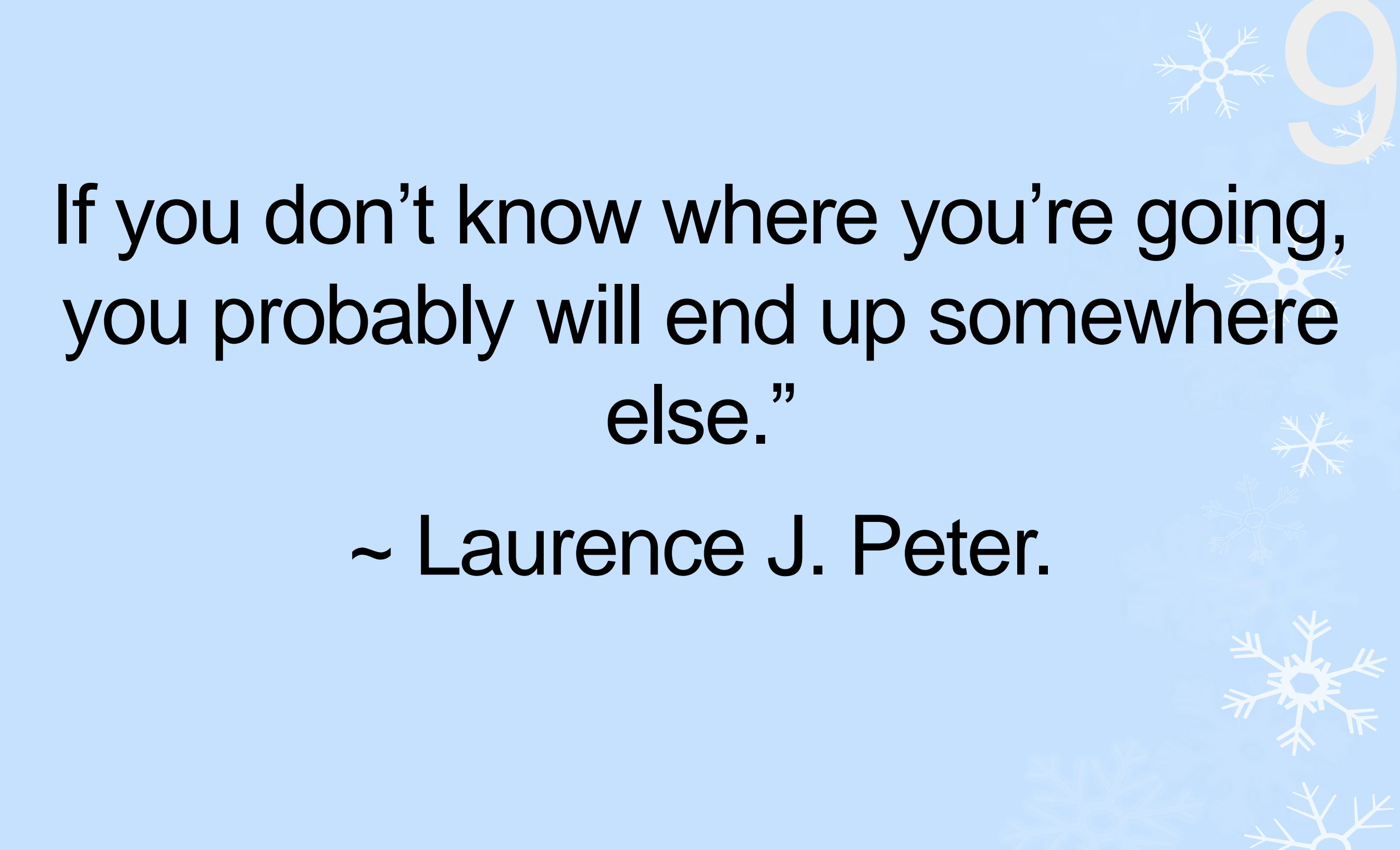
# Communication Process



A lighthouse with a white tower and a black lantern room stands on a rocky island. In the background, a white boat with a red flag is visible on the water. The scene is set against a clear blue sky.

**This results from  
“NOISE” in the  
Communication  
Process**





If you don't know where you're going,  
you probably will end up somewhere  
else.”

~ Laurence J. Peter.



[www.projectcartoon.com](http://www.projectcartoon.com)

How the customer explained  
it



[www.projectcartoon.com](http://www.projectcartoon.com)

How the business consultant  
described it



[www.projectcartoon.com](http://www.projectcartoon.com)

What the customer really  
needed



An aerial photograph of a bridge under construction over a body of blue water. Several construction workers wearing orange safety vests and yellow hard hats are visible on the bridge deck. A white SUV is parked on the right side of the bridge. Orange traffic cones are placed around the work area. The bridge has concrete pillars and railings. The text "Manage the GAP!" is overlaid in large white font.

**Manage  
the  
GAP!**







www.dilbert.com scottadams@aol.com



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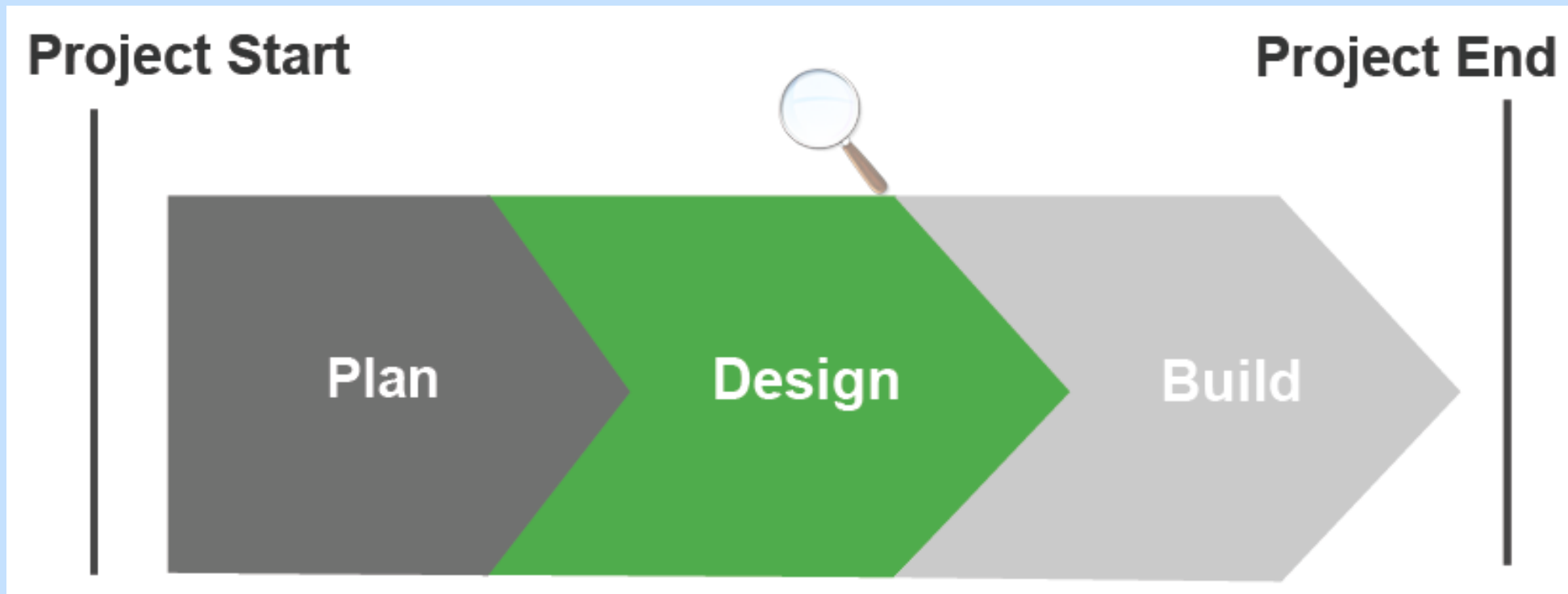
PM has TWO paths:

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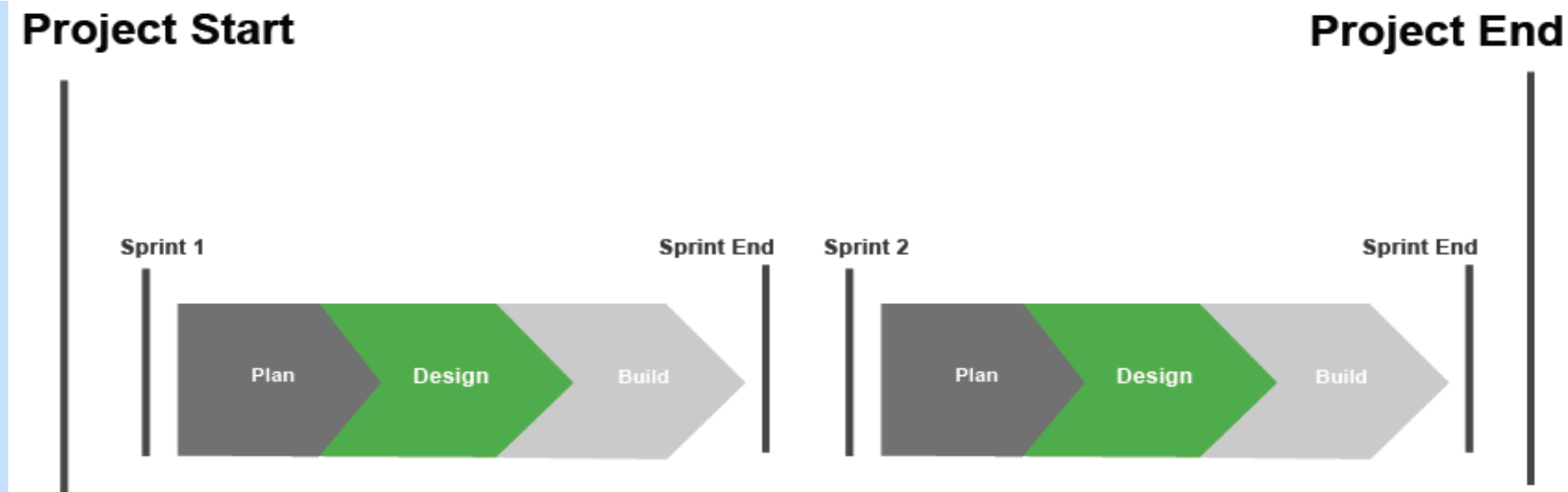


# Waterfall vs. Agile

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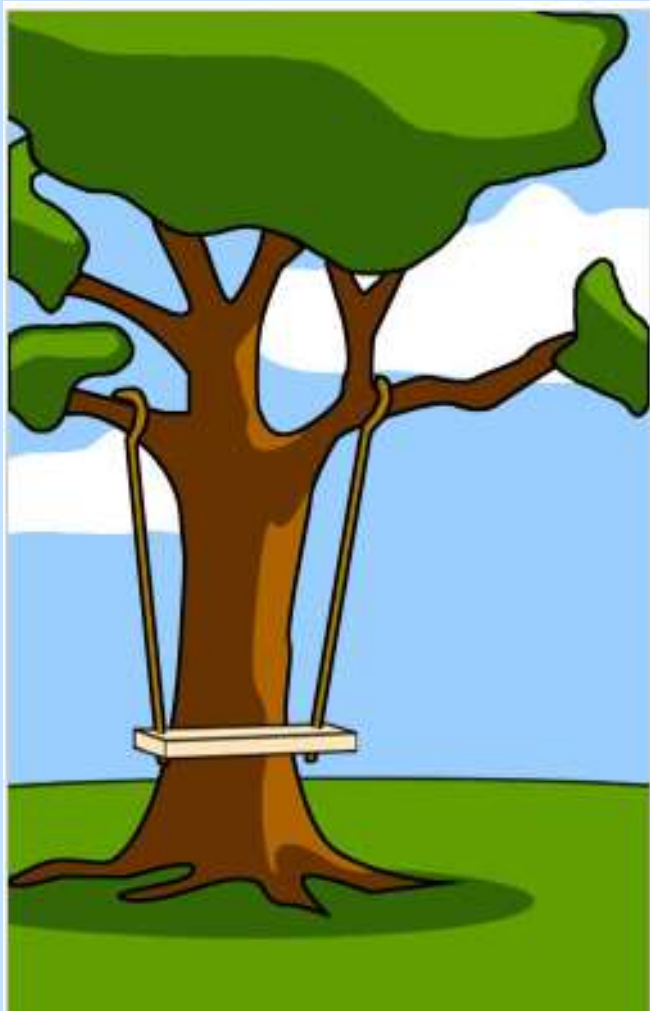


Waterfall



Agile

# Waterfall



**Waterfall  
final  
product**

**Waterfall  
final product  
after go-live  
feedback**



# Project Management: Statistics

The Standish Group research:

- **31.1%** of projects will be cancelled before they ever get completed.
- **52.7%** of projects will cost **189%** of original estimates.
- **16.2%** of software projects are completed on-time and on-budget.
  - In the larger companies, the news is even worse: only **9%** of their projects come in on-time and on-budget.



**Digital Waterfall**  
**frequently**  
**results like this**



# What is Agile?

# What is Agile?

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An adaptive Project Management style

Incremental development and release cycles

Project timeline is a series of 2 to 4 week “Sprints”

Small teams (3-7 people) used to meet Sprint’s goal

Client feedback and collaboration  
incorporated frequently

**completion = meeting Client’s Goals**  
(*not* producing finite, scoped deliverables)



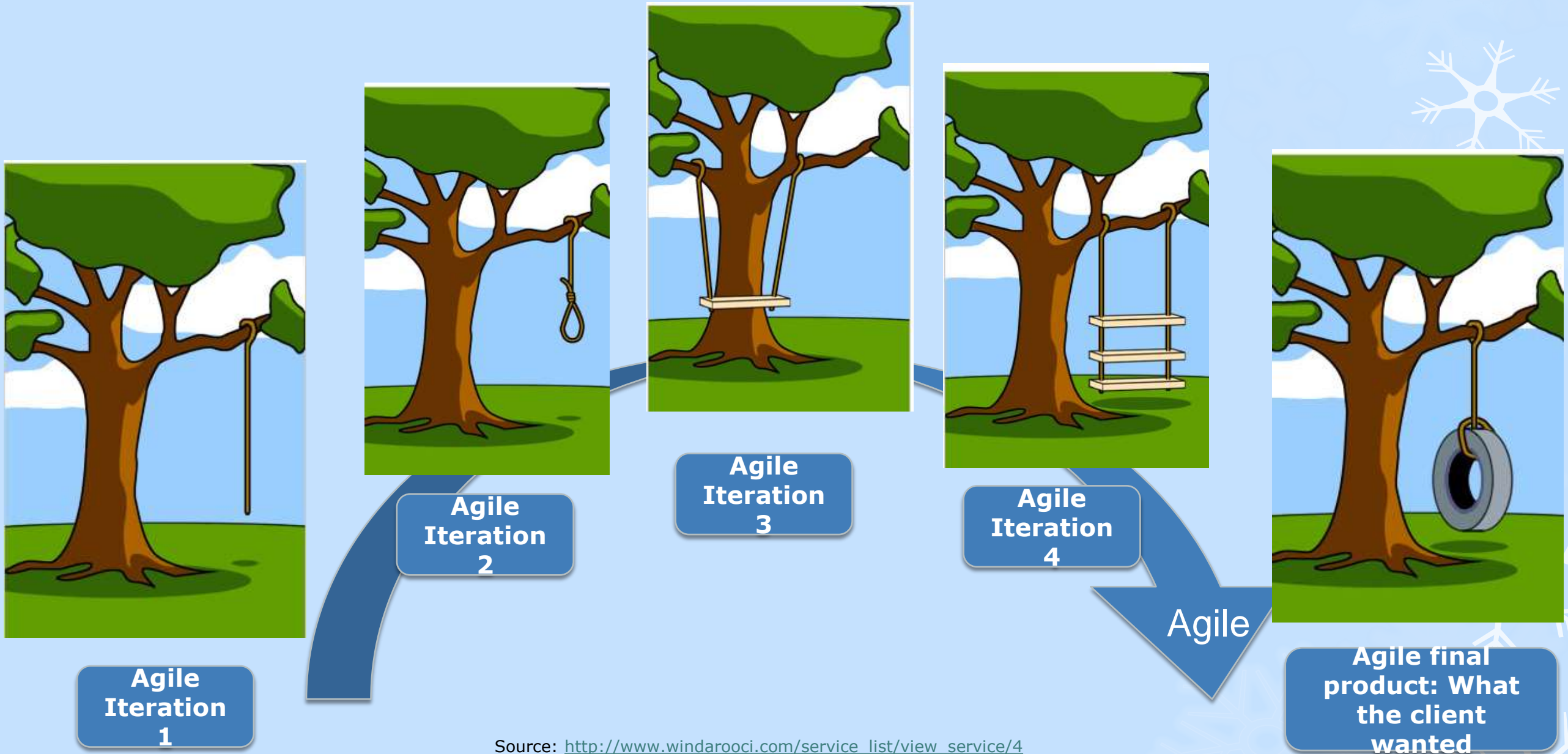
# Why?

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**Agile = *Clear Communication***

- Clear expectations
- No more over-promised & under-delivered projects
- Successful projects
- Long-term, successful client relationships

# Agile





# Agile Values:

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**Individuals and interactions** > **processes and tools**

**Working software** > **comprehensive documentation**

**Customer collaboration** > **contract negotiation**

**Responding to change** > **following a plan**

**Team Growth** > **individual success**



# Agile Process



By Clark & Vizdos

© 2006 [implementingscrum.com](http://implementingscrum.com)

# Drupal Projects: Team Structure

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Project Manager

**James**



**Eric**



**Piper**



**Alberto**



**Manaf**

Developers  
(F/E & B/E)

UX & Design

# Project Management: Check-In Daily

Have I met your expectations today?

1. Did you get what you needed (from me)?
2. Did that actually do what you wanted/need it to do?
3. What do you want or think you need next?
4. When do you need that by?

# Drupal Projects at Sensis: The Process

Contract Finalized for Drupal Project



Creation of Project Team based on best fit of available resources



Production starts with Agile



Project is divided into sprints and phases

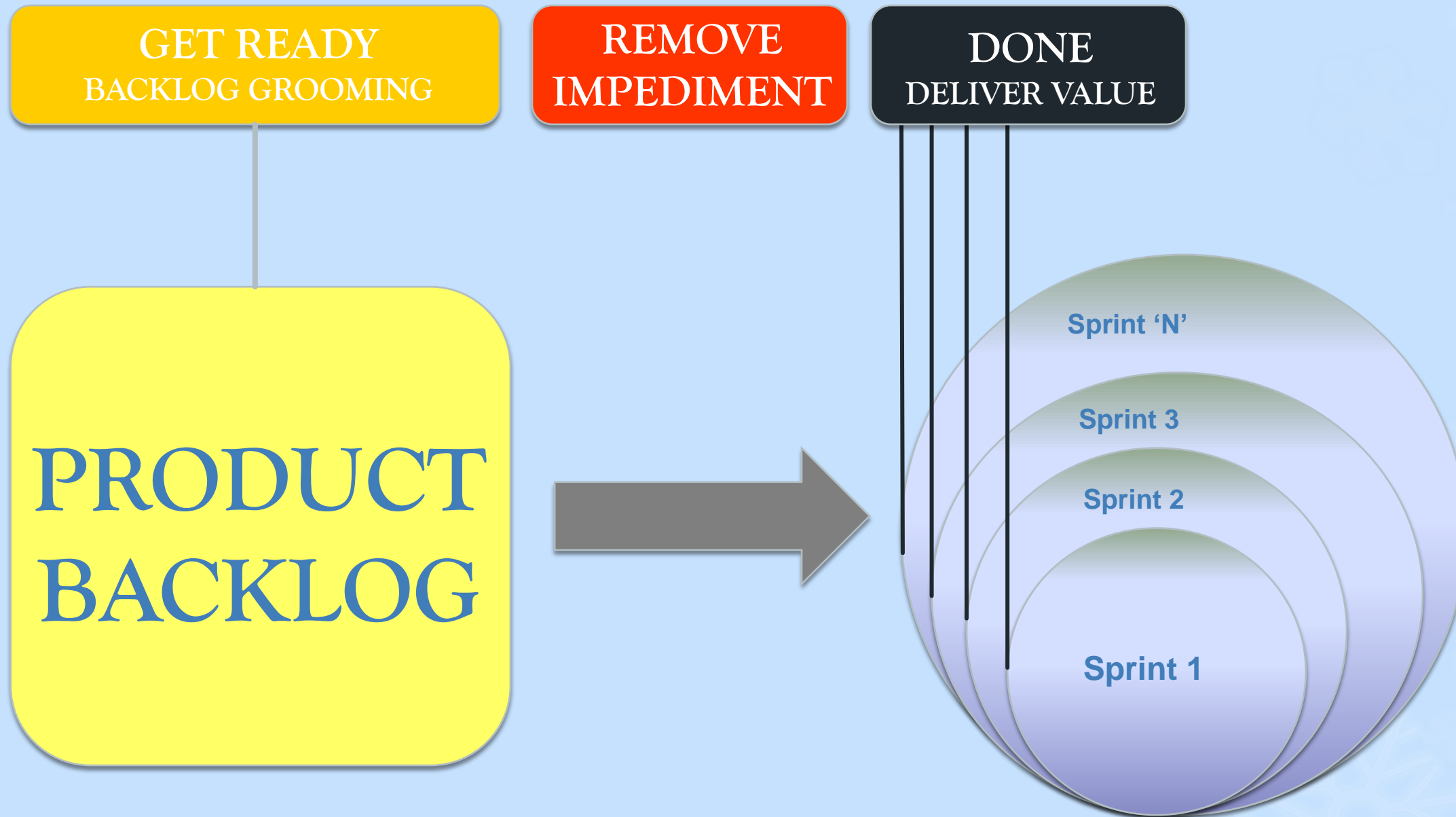


Sprint 1 Planning Meeting



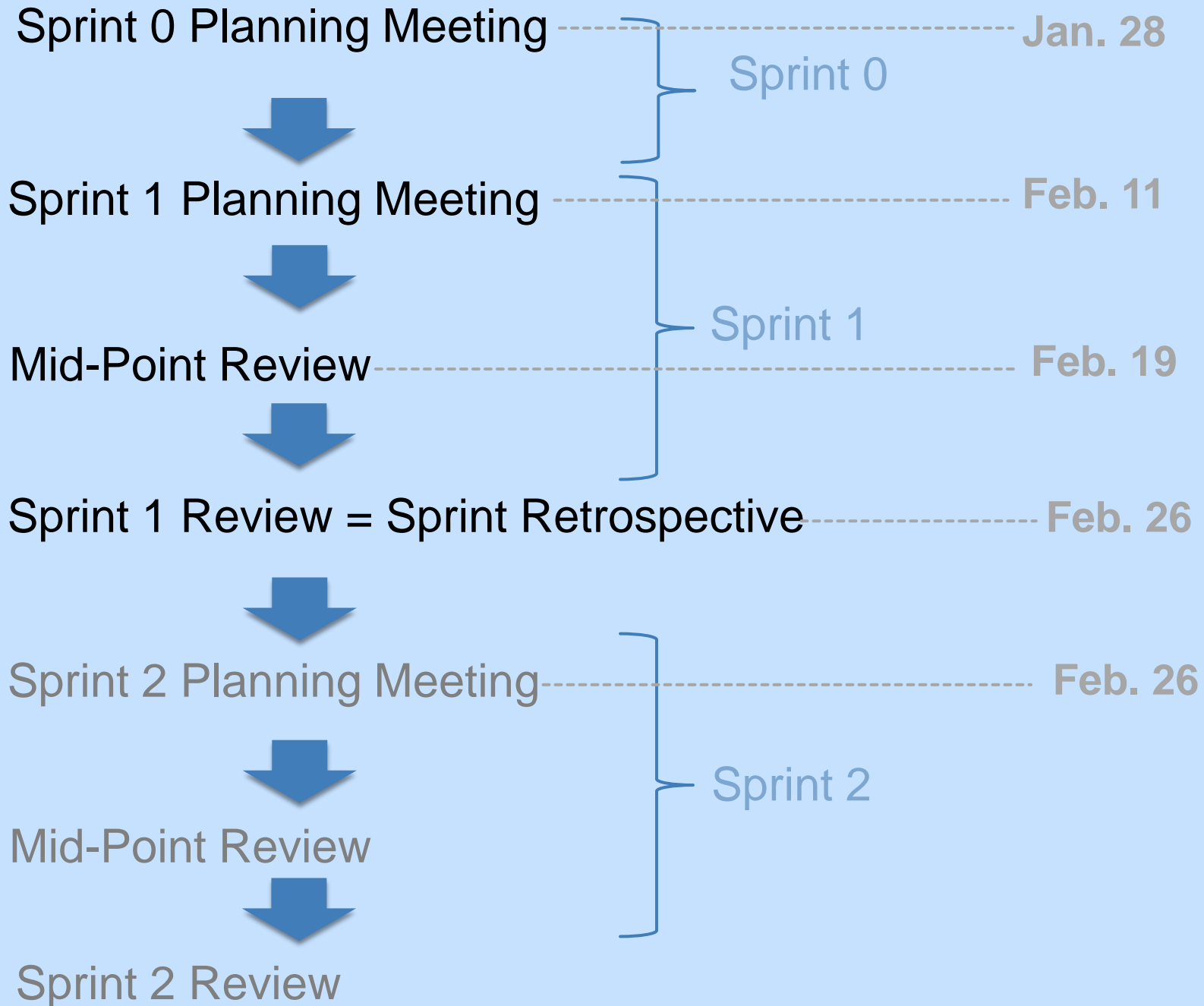


# Agile Work Flow



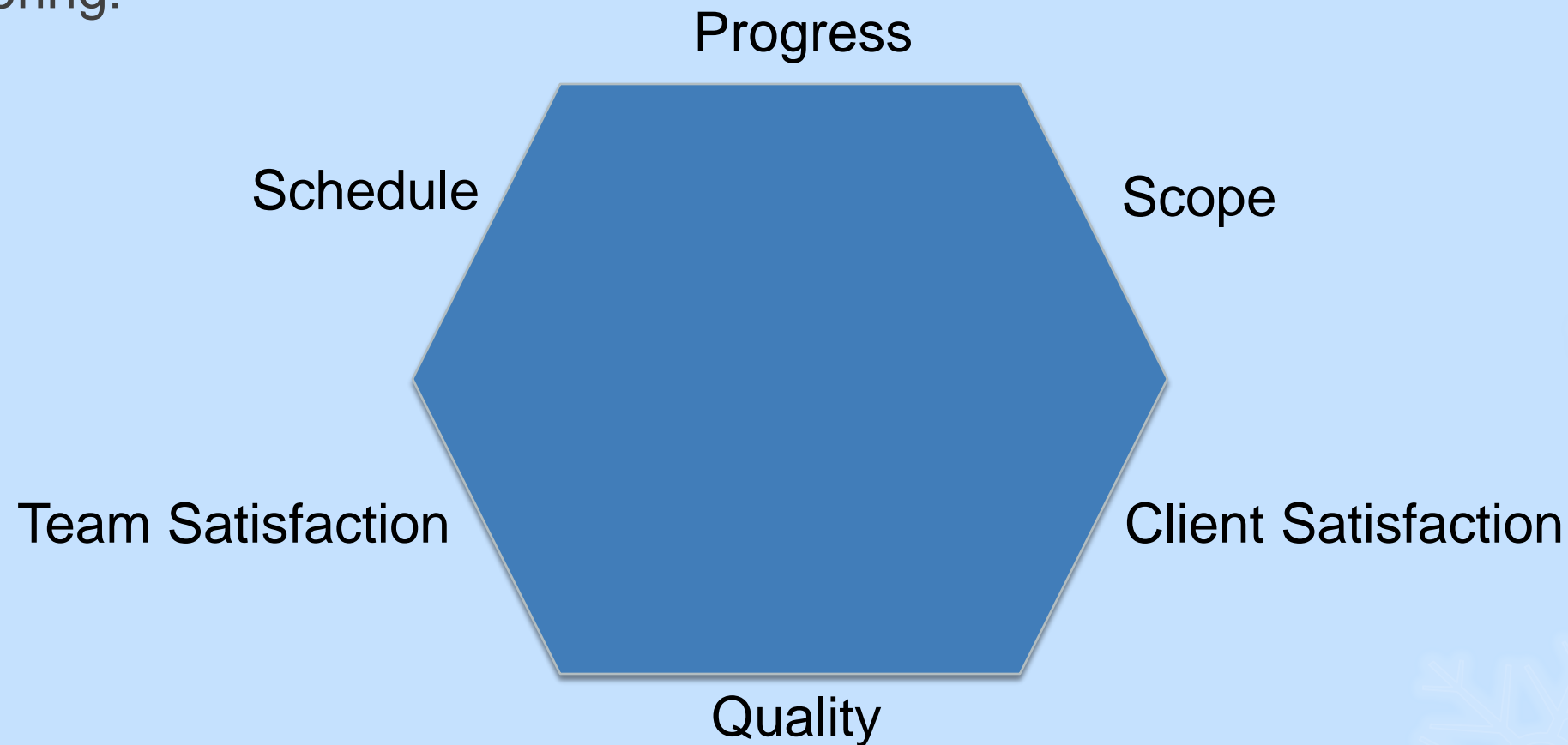
# Drupal Projects at Sensis: The Process

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# Sprint Retrospective

- Good – Bad – (Could Do) Better – Best
- Scoring:



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