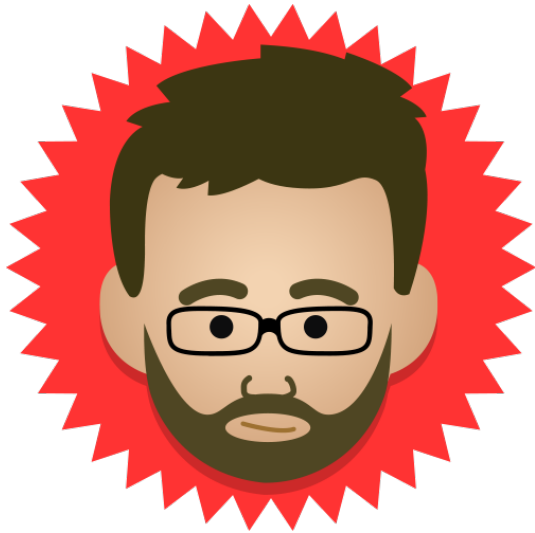DUBLIN
DRUPALCON

Plans are useless, but planning is indispensable.

Sean Eddings
COO, Last Call Media

Project Management Track

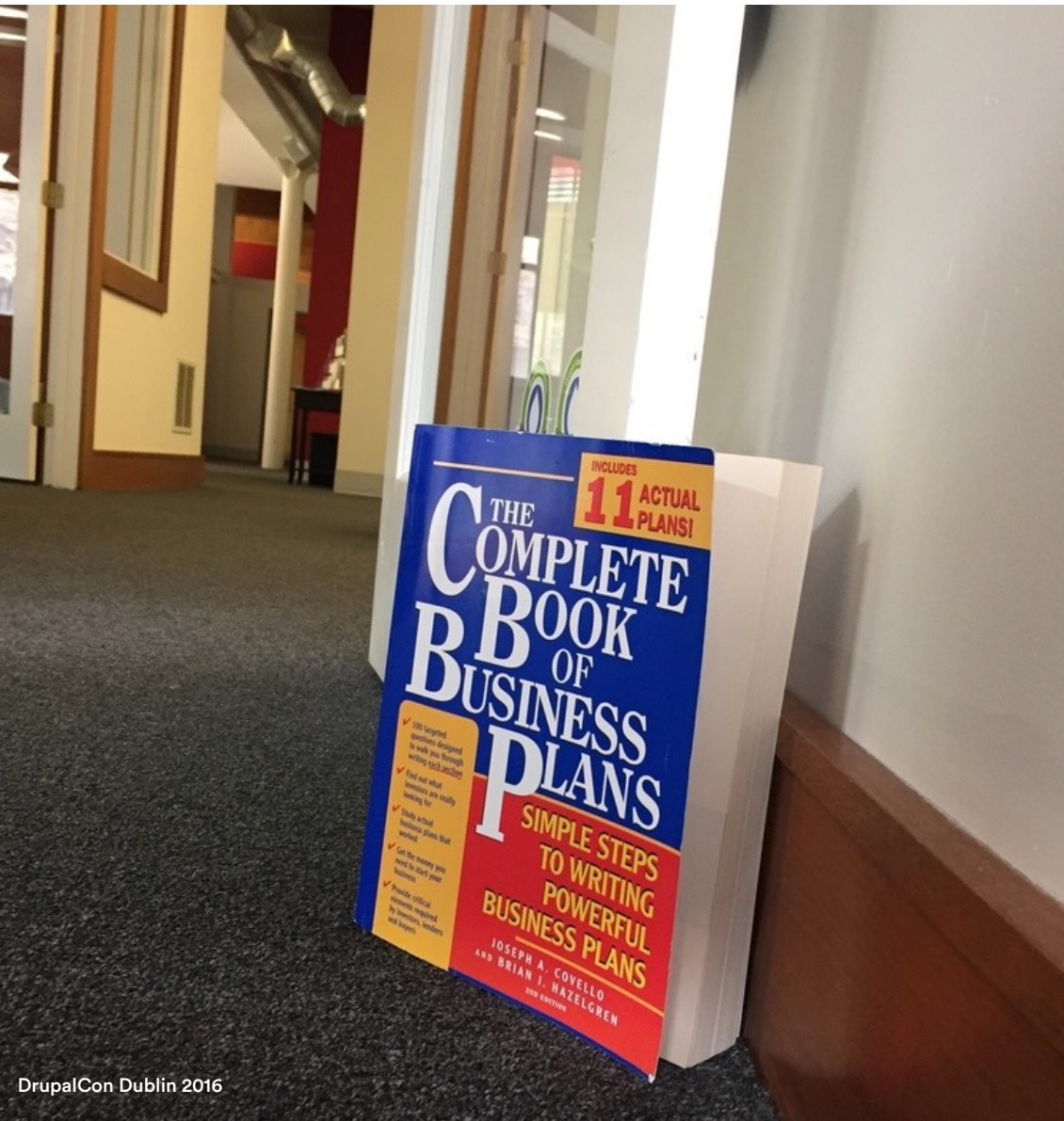http://bit.ly/2dlTgMJ

I was really stuck and making excuses…
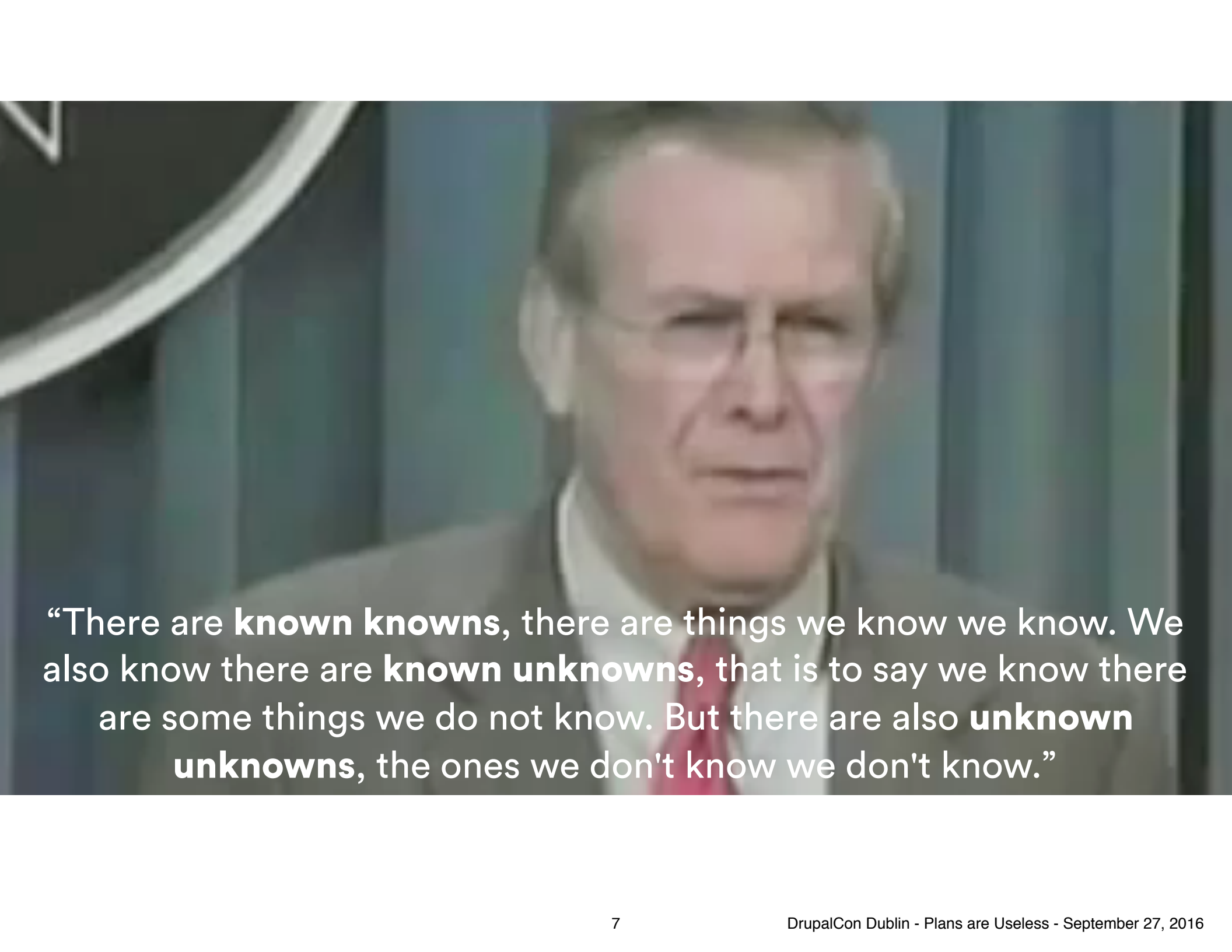
Business Plan*

Complete analysis paralysis

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DrupalCon Dublin - Plans are Useless - September 27, 2016

"There are **known knowns**, there are things we know we know. We also know there are **known unknowns**, that is to say we know there are some things we do not know. But there are also **unknown unknowns**, the ones we don't know we don't know."

what to do if the plan changes?

what to do if I learn something new?

do I follow the plan or adapt to change?

do I need an answer for all the known unknowns?

what are all the possible unknown unknowns!

where is the **fun** in following a plan!
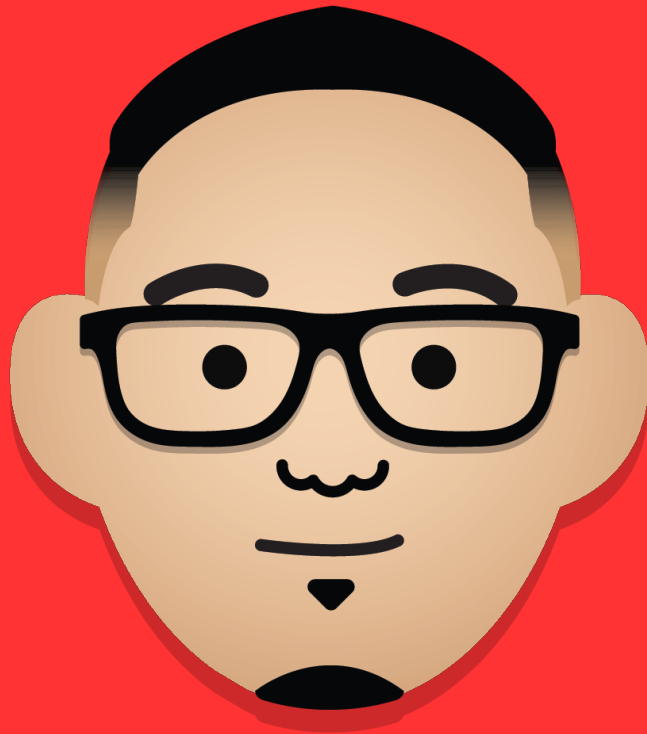
Why plan then?

There are forces at play

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There are forces at play that shape reality.

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Chaos

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But projects turn chaotic...

Plan, build, deliver.

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Plan, build…. deliver?

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Inspect, adapt, create,

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Inspect, adapt, create, Inspect, adapt, create, Inspect, adapt, create,

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- Communication
- Awareness
- Vision
- Goals & Direction

1. Inspect
2. Adapt
3. Create

LAST CALL MEDIA

As a full service digital agency, Last Call Media enjoys work with purpose– building engaging solutions that assist and support organizations working to improve their communities.

As a full service digital agency, Last Call Media enjoys adapting to change over following a plan to build valuable solutions that assist and support organizations working to improve their communities.

Communication

DrupalCon Dublin 2016

The value of the plan is in the time spent planning.

Our strength is in our ability to be constantly planning. 🔥

Inspecting and adapting.

Communicating.

Communicating.

I like this standup because I get to hear what other people are up to and it's a nice way to ease into the day. Is it useful... I don't know. I could probably do my job just as well without this stand up, I just like it.

+ for sentimental value
− for actual usefulness

Focus,
Openness,
Courage,
Commitment,
Respect

Continuous Improvement

Awareness
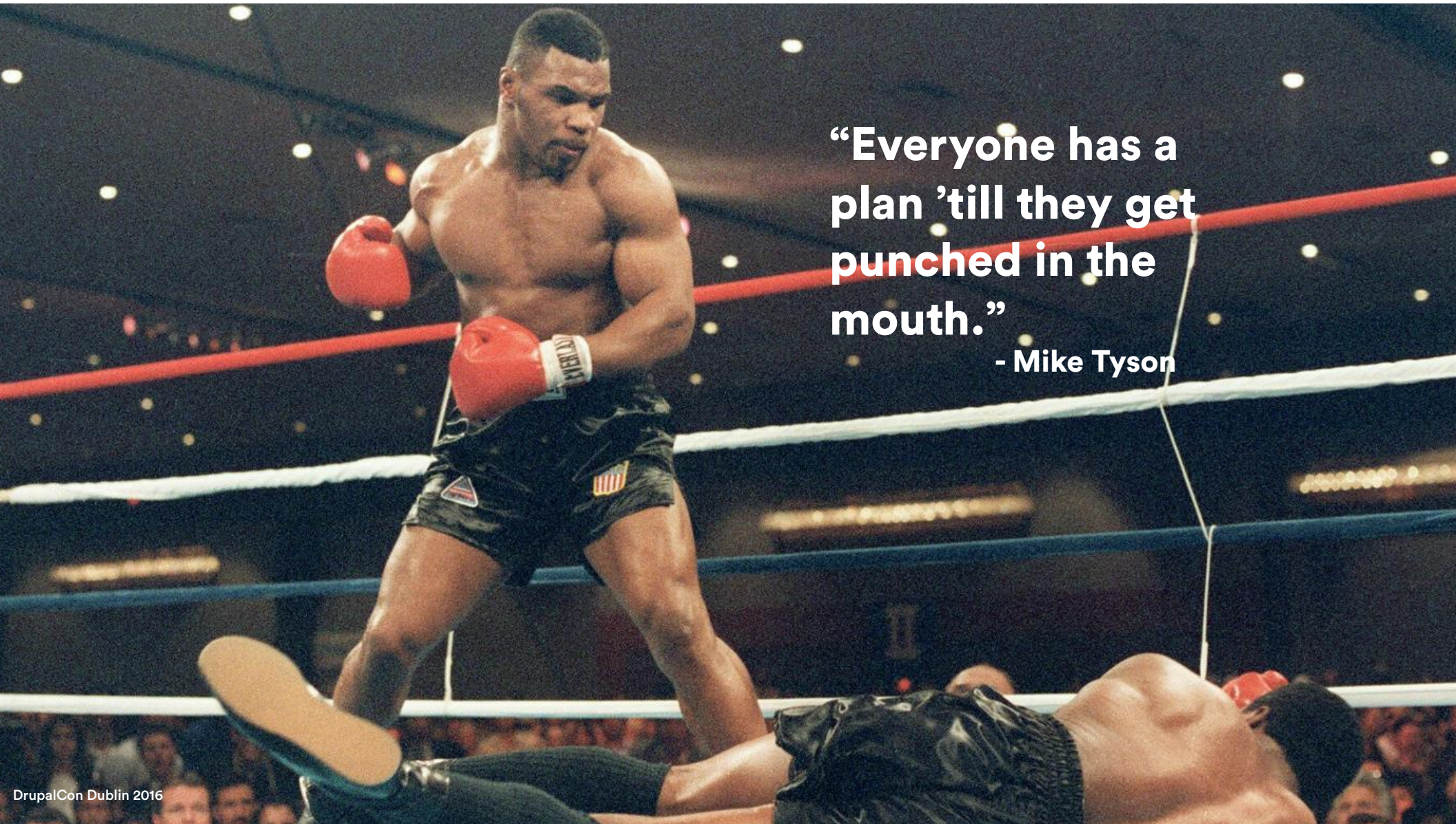
"Everyone has a plan 'till they get punched in the mouth."
- Mike Tyson

It's not agile to commit [to a plan]

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Agile

F1 F2 F3 F4 F5

Specification

Design

Implementation

Testing

Output

Focus on Feature. Vertical Slicing

Few features in production cycle

Frequent Release Events
'Agile Methodology'

Change

Time

Smoother Effort
Less Risk

Rare Release Events
'Waterfall Methodology'

Change

Time

Effort Peaks
High Risk

Signed statement of work → Wait for requirements definition to take place and get approved → Review and understand requirements documents → Put a pla[n] together to complete the necessary creative deliverables → Run through the plan with stakeholders → Wait for signoff → Complete first deliverable → Wait fo[r] [s]ignoff → Develop high-level site maps and workflows → Gain consensus and approval → Develop template-level wireframes for each section of the experience [→] [P]resent to stakeholders and gain consensus and approval → Wait → Create visual designs for each wireframe → Wait → Present to stakeholders and gai[n] [a]pproval (after repeated cycles of review) → Write The Spec, detailing every pixel and interaction → Usability test for future improvements → Hand off t[o] [d]evelopment for review, approval and start of implementation → Wait for new requirements definition to take place and get approved → Review and understan[d] [r]equirements documents → Put a plan together to complete the necessary creative deliverables → Run through the plan with stakeholders → Wait for signoff → [C]omplete first deliverable → Wait for signoff → Develop new high-level site maps and workflows → Gain consensus and approval → Develop additional templat[e-] [le]vel wireframes for each section of the experience → Present to stakeholders and gain consensus and approval → Wait → Create new visual designs for eac[h] [w]ireframe → Wait → Present to stakeholders and gain approval (after repeated cycles of review) → Write The Spec, detailing every pixel and interaction → [U]sability test for future improvements → Hand off to development for review, approval and start of implementation → Wait for new requirements definition t[o] [t]ake place and get approved → Review and understand requirements documents → Put a plan together to complete the necessary creative deliverables → Ru[n] [t]hrough the plan with stakeholders → Wait for signoff → Complete first deliverable → Wait for signoff → Develop high-level site maps and workflows → Gai[n] [c]onsensus and approval → [De]velop template-level wireframes [for] each s[ection] [of] the experience → Present to stakeholders and gain consensus and approval [→] [W]ait → Create visual desig[ns for ea]ch w[ireframe] → [Wait] → [Pr]esent to [stake]hold[ers an]d appro[ve] (aft[er re][peated] cy[cles of] review) → Write The Spec[,] [d]etailing every pixel and int[eraction → U]sa[bility te]st f[or futur]e [im]provemen[ts → Hand] [off to] develop[ment for] [revie]w, app[rov]al and [sta]rt of implementation → Pu[t] [a] plan together to complet[e the nece]ssary [creati]ve d[eliverable]s → through [the plan][with stak]ehold[ers → W]ait for [sign]off → [Co]m[p]lete deliverable → Wait fo[r] [s]ignoff → Develop new high-level site maps and workflows → Gain consensus and approval → Develop template-level wireframes for each section of th[e] experience → Present to stakeholders and gain consensus and approval → Wait → Create new designs for each wireframe → Wait → Present to stakeholders an[d] gain approval (after repeated cycles of review) → Write The Spec, detailing every pixel and interaction → Usability test for future improvements → Hand off t[o] development for review, approval and start of implementation → Signed statement of work → Wait for requirements definition to take place and get approved [→] Review and understand requirements documents → Put a plan together to comp[l]ete the [n]ecessary creative deliverables → Run through the plan with stakeholder[s] → Wait for signoff → Complete first del[iv]erable → Wait for sig[n]off → Deve[l]op high-lev[el] site map[s and] w[or]kflows → Gain consensus and approval → Develo[p] template-level wireframes for each section [o]f the experience → [P]resent to [s]takeholders and gain con[sensus] and approval → Wait → Create visual designs fo[r] each wireframe → Wait → Present to stakeh[o]lders and gain app[r]oval (after rep[e]ated cycles of revie[w)] [→ Wr]i[te] [The] Spec, [d]etailing every pixel and interaction [→] Usability test for future improveme[nts] → Ha[nd] [off to] dev[e]l[op]me[nt] [f]or review, app[rov]a[l and] [st]art of i[mple]mentation → Wait for new requirements definition t[o] [t]ake place and get approved → R[e]view and [u]nderstand re[qu]irements doc[ument]s → P[ut] a plan togeth[er] to complete [the] necessary creative deliverables → Ru[n] through the plan with stakeholders → Wait for signoff → Co[m]plete first deliverable → Wait for signo[ff →] Develop new high-level site maps and workflows → Gai[n] consensus and approval → Develop additional templa[te-le]vel wireframes for each section of the expe[ri]ence → Present to stakeholders and gain consensus an[d] [a]pproval → Wait → Create new visual designs for eac[h] wireframe → Wait → Present to stakeholders and gain approval (after repeated cycles of review) → Writ[e] [T]he Spec, detailing every pixel and interaction → U[s]ability test for future improvements → Hand off to development for review, approval and start o[f]

Final Version

x Taylor Swift

"state-of-the-art human computer interaction"

DrupalCon Dublin - Plans are Useless - September 27, 2016

"The Art of Doing Less"

"Job Switching"

I Love Lucy

DrupalCon Dublin 2016

Vision

Vision:

The new site will be a portal to and embody the authentic, collaborative, and historic nature that is intrinsic to the fabric of the Museum, that presents an experience that feels like an additional piece of the museum's collection to online users. The site will be the first phase of a campaign designed to impress existing and generate new users of the museum, and to serve as a platform for ongoing education, promotion, engagement and fundraising support going forward.

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Hopes & Fears

Unique & Unusual

Embrace the groan zone

Goals & Direction

Push Start
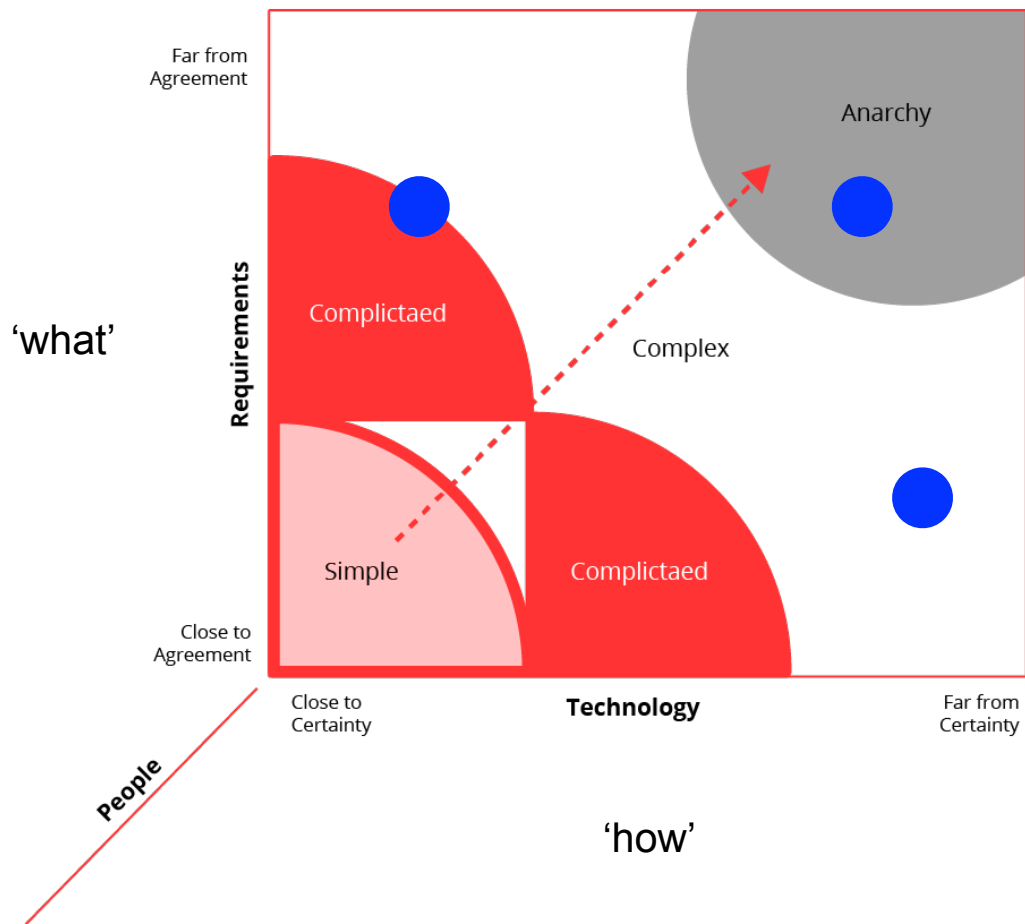
Stacey Diagram
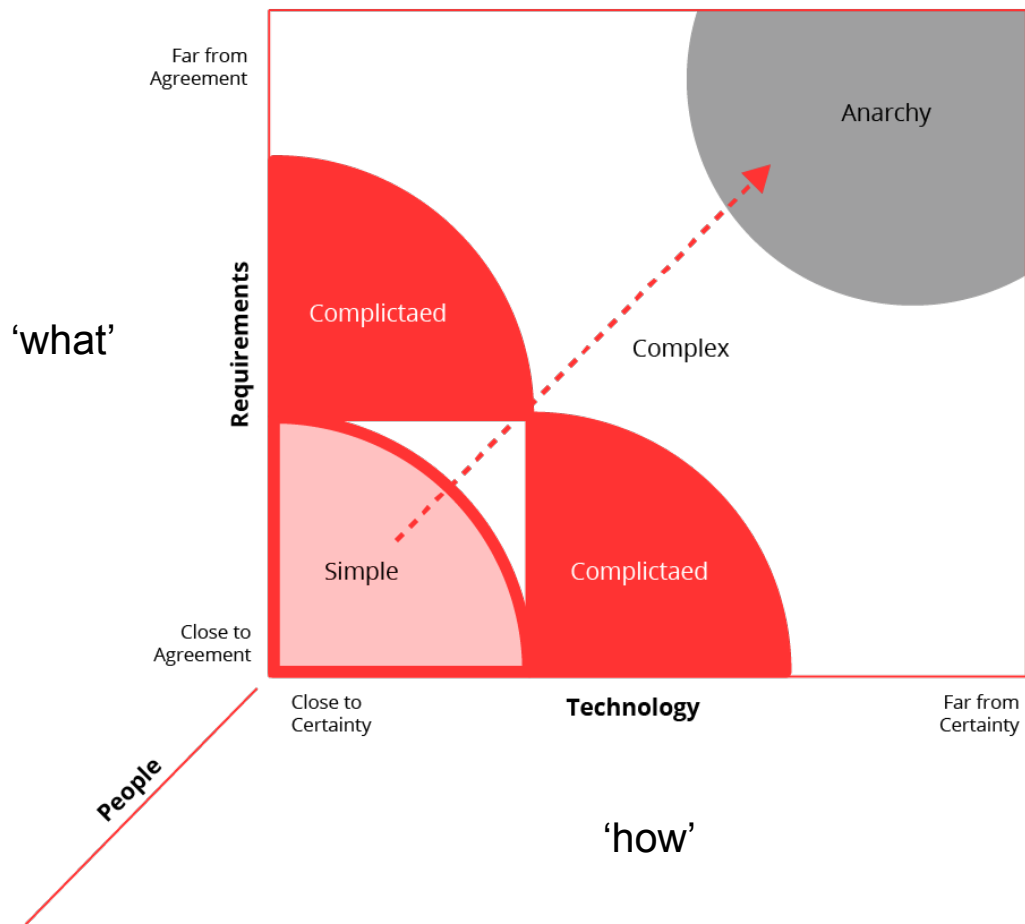
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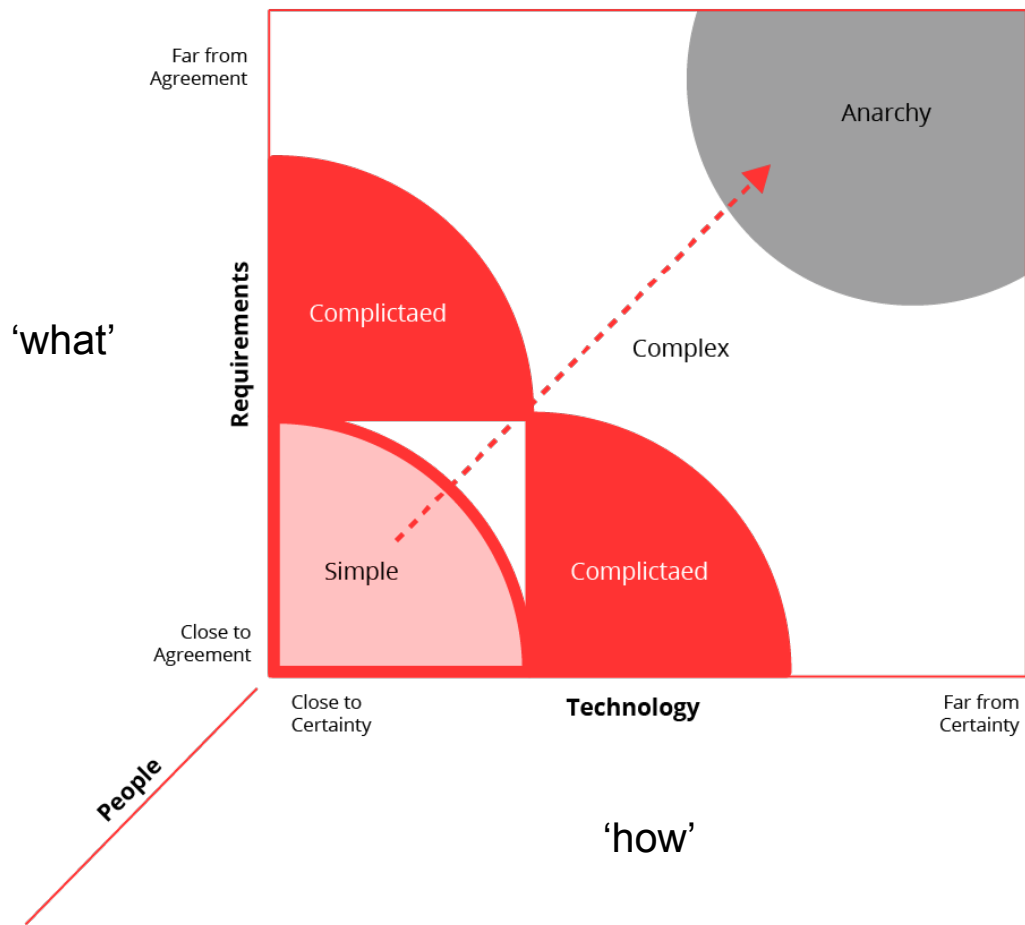
Stacey Diagram
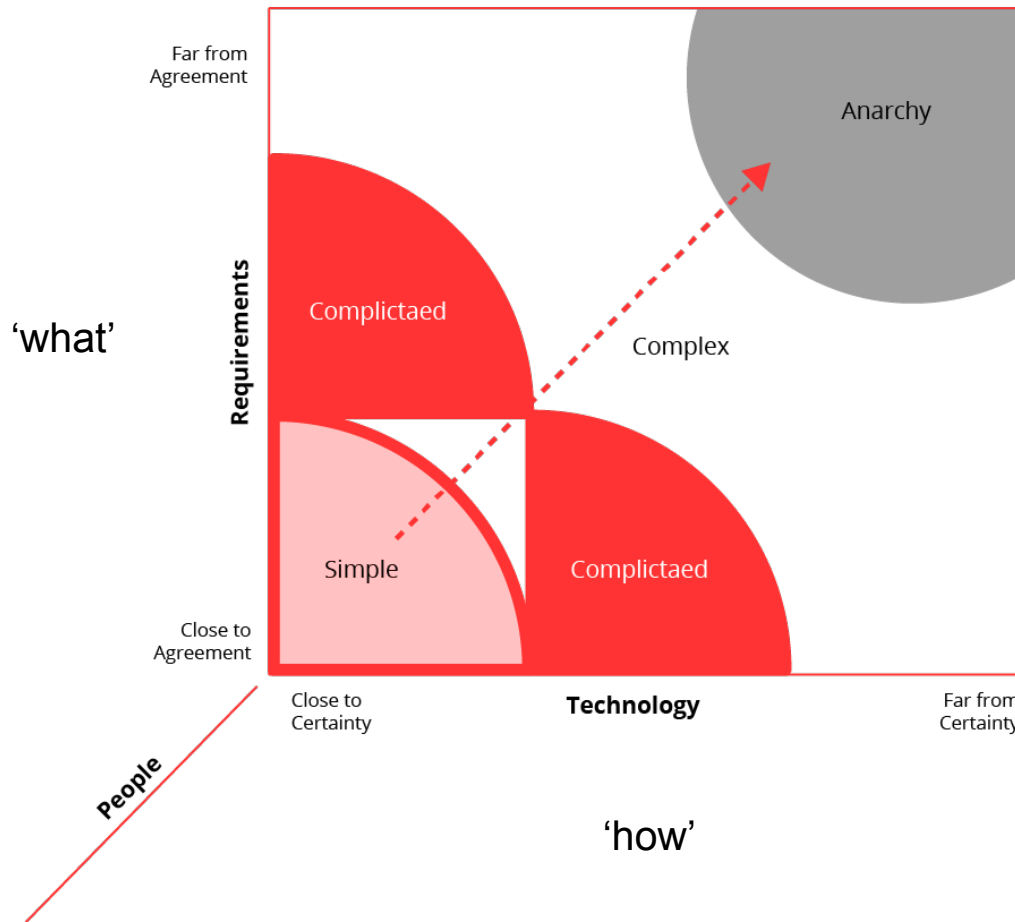
Simple: known knowns
Complicated: known unknowns
Complex: unknown unknowns
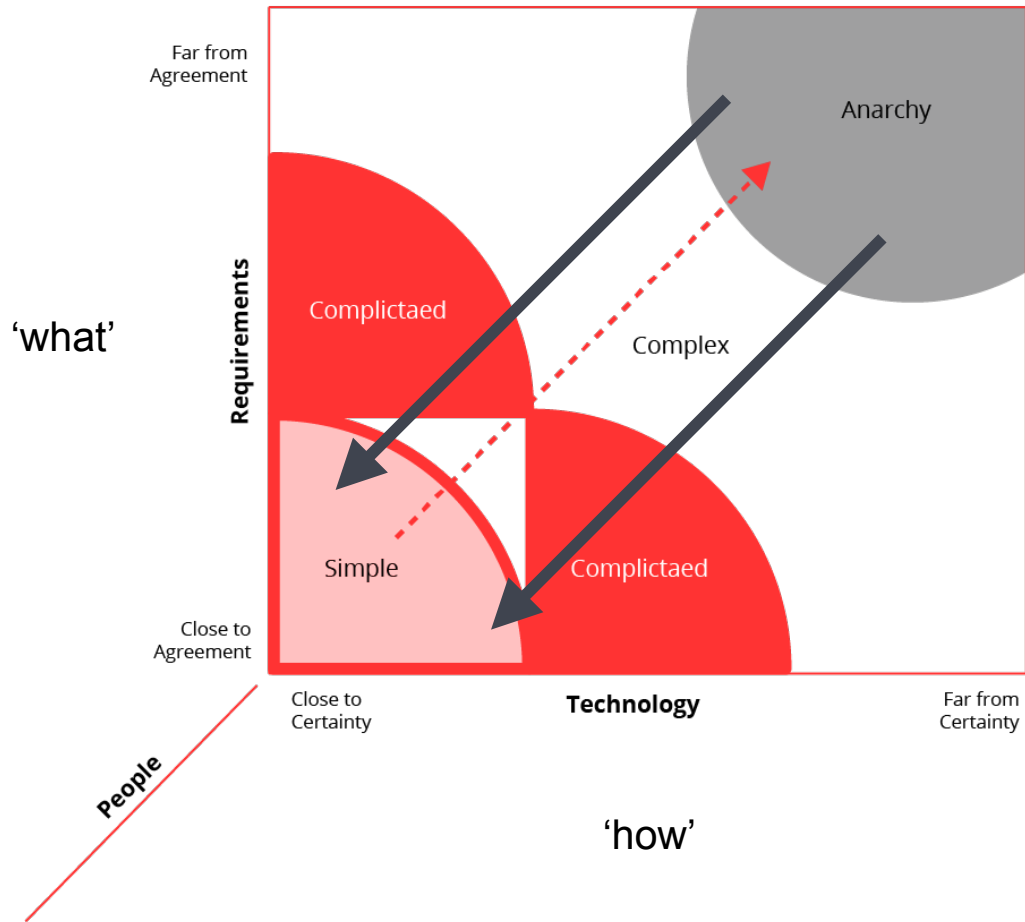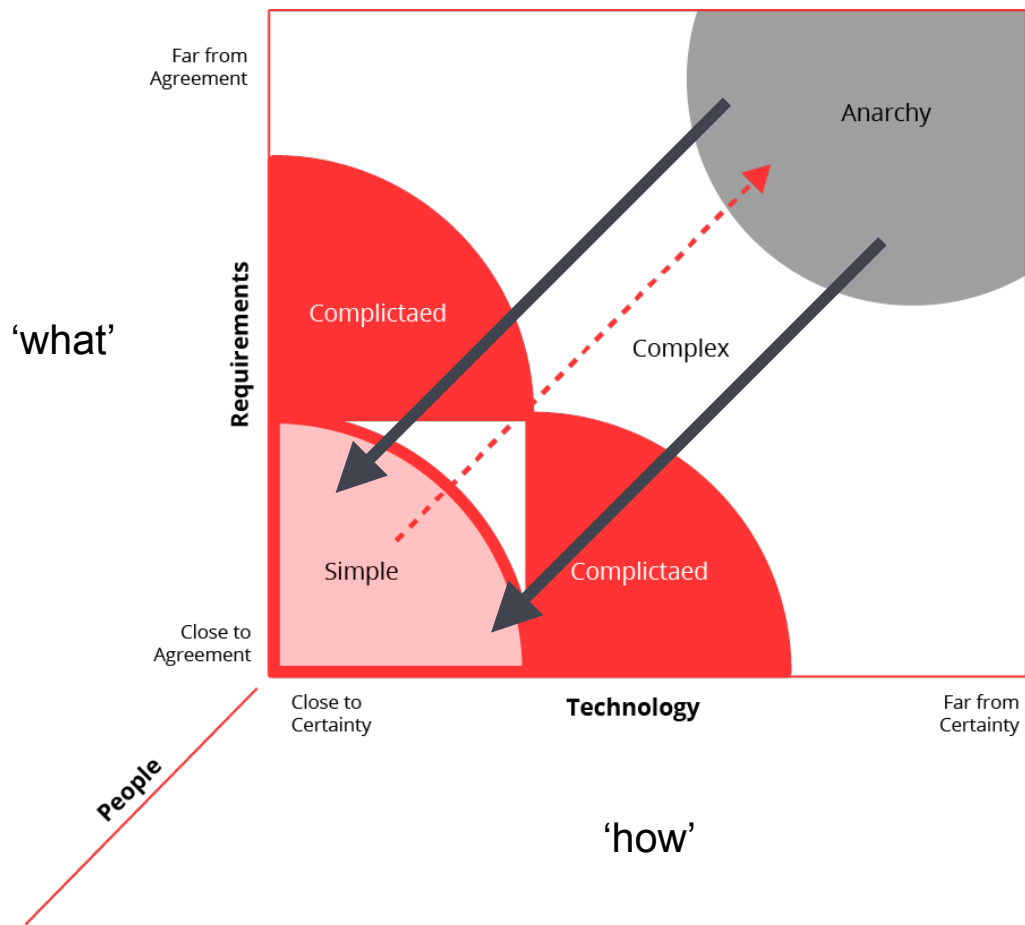
'what'

Far from
Agreement

Requirements

Complictaed

Complex

Anarchy

Simple

Complictaed

Close to
Agreement

Close to
Certainty

Technology

Far from
Certainty

People

'how'

Don't force simplicity

'what'

Don't force simplicity

'how'

- **Communication**
- **Awareness**
- **Vision**
- **Goals & Direction**

1. **Inspect**
2. **Adapt**
3. **Create**

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"It is not the strongest of the species that survive, not the most intelligent, but the one most responsive to change."

- Charles Darwin

JOIN US FOR
CONTRIBUTION SPRINTS

First Time Sprinter Workshop - 9:00-12:00 - Room Wicklow2A

Mentored Core Sprint - 9:00-18:00 - Wicklow Hall 2B

General Sprints - 9:00 - 18:00 - Wicklow Hall 2A