

# AMMI: Project Management & Design Thinking

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**Matt Ellis**  
Rockhurst University, Missouri



NACAC  
**National  
Conference**  
Boston | 2017

# Exercise: The perfect “wallet”

- Step 1: Break into groups of 3 (30 seconds)
- Step 2: Identify one **stakeholder**, one **project manager**, and one **engineer** (30 seconds)
- Step 3: Engineers, you’re banished for 5 minutes
  - PM’s interview stakeholders: design the perfect “portable, personal, item storage device”
- Step 4: Engineers, return...Stakeholders take a hike for 10 minutes!
  - PM’s relay info to your engineers
  - Engineers, sketch solutions based on PM guidance
- Step 5: Return of the stakeholders
  - Review solutions...was it what you had in mind (10 minutes)



# Reflection: The perfect “wallet”

- PM's: what was the most valuable question you think you asked?
- Stakeholders: Did you feel like the questions were functional, or experiential?
- Engineers: What was the most valuable piece of information your PM shared with you that lead to your solution?



# Reflection: The perfect “wallet”

Insert now hyper-apparent conclusion here:

**Project management is entirely about communication and understanding...**



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# Project Management Approaches

**Traditional**  
Process-based  
**Benefits**  
realization  
**Lean**

**Critical Chain** **Extreme**

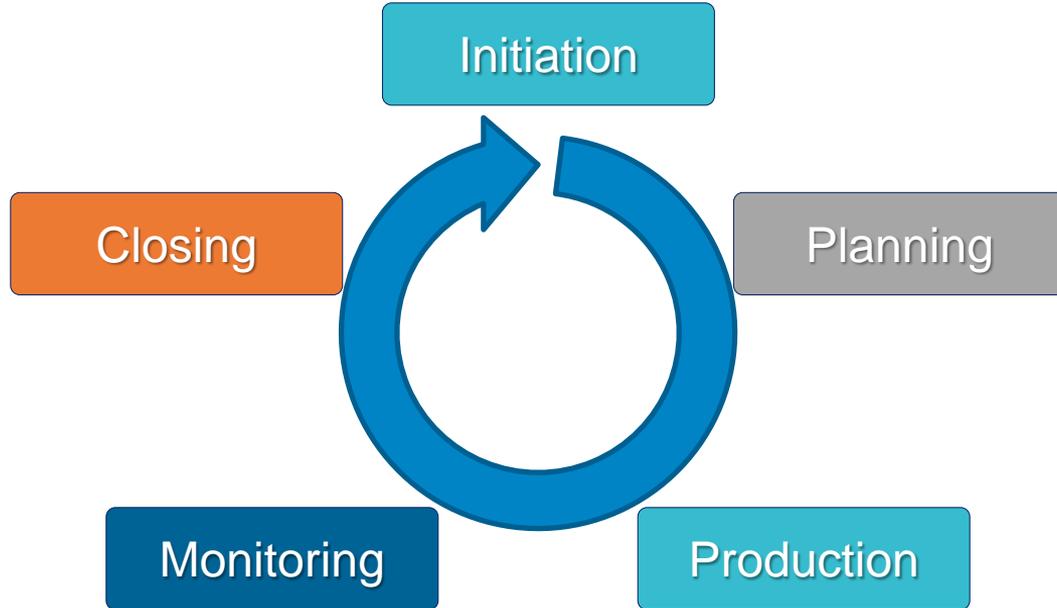


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# Core Components

Regardless of the approach, all have similar fundamental components



And...hello Captain Obvious



# A brief history lesson

**Complicated Systems: Linear, predictable systems that prize efficiency and effectiveness**



**Pioneered by mechanical engineer Frederick Taylor in the 1890's.**

**He was considered one of the very first management consultants**

**Works well when you have predictable input and controlled systems (assembly line)**

**Most PM methods live on this assumption**

# A brief history lesson

**Complex Systems: Non-linear, multi-variable systems that prize agility and outcome over process and mechanics**

**Emerging field of study in both mathematical modeling and philosophy**

**Used in management, chemistry, economics, computer science, etc.**

**Seeks to better understand how the relationships between parts of a system give rise to its collective behavior, which in turn forms a relationship with its ecosystem**



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If everything feels  
like it's getting more  
complicated, that means  
you're understanding  
the problem better.

Anil Dash, Blogger, entrepreneur & technologist

**STARTUP**VITAMINS



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Let's take a lesson from tech on PM gone wrong...  
(or right depending on which company you're rooting for)

**NOKIA**

**VS**



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# NOKIA

- In 2002 Nokia released the 6650 in Europe and North America
- It was the first 3G phone and capable of the time's fastest digital services and downloading
- It invested billions in research, development, and launch of this project

**By 2011 it's Symbian operating platform was unplugged as a “failure”**



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- In 2007 Apple released the first iPhone also running on 3G
- It's design and hardware was similar
- They invested not just in the project, but in the bigger picture ecosystem

Apple knew that just because someone could now download more media faster, that didn't mean they actually had a reason to.

So while Nokia was focused on launching their hardware, Apple first gave birth to iTunes, then the App store, and then dropped the iPhone on the market. Odds are they had the same tech Nokia did at the same time.

Four years of being schooled later, Nokia jumped into a partnership with Microsoft to try and create a download market place after the fact



# Great ideas executed poorly often look just like bad ideas executed well

So how do we ensure that we're executing a good idea well?

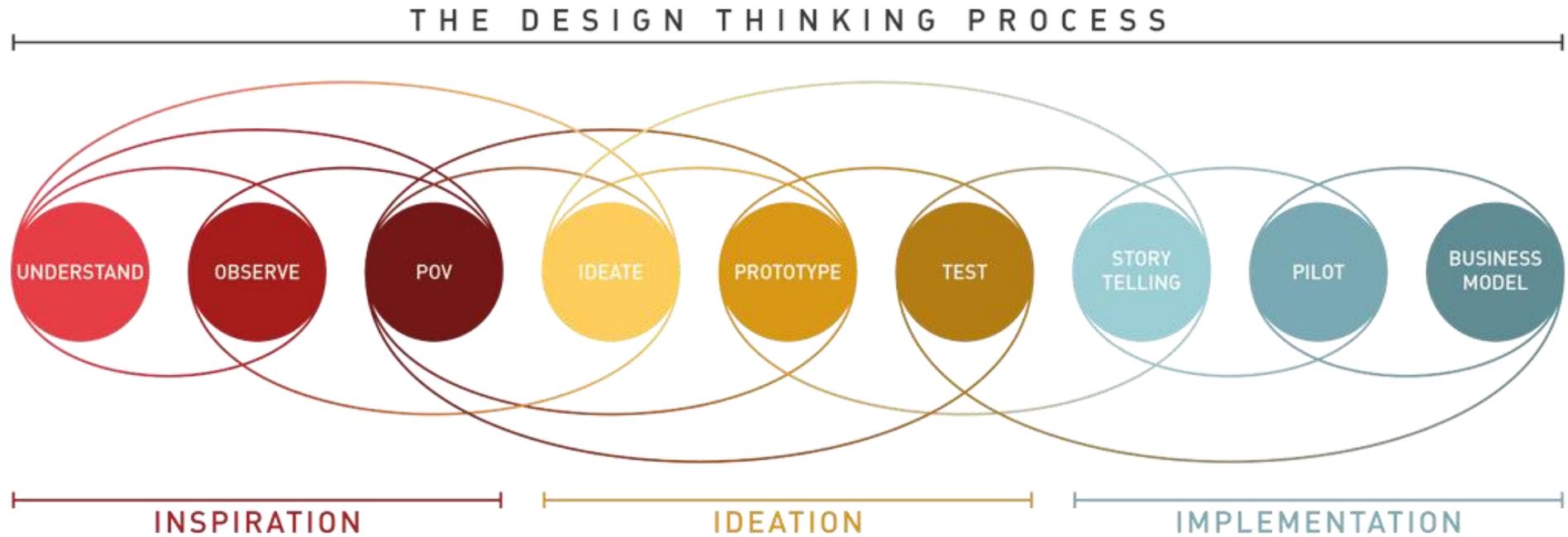


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# Enter Design Thinking

- Design thinking is a user-centric agile way to approach projects and solutions

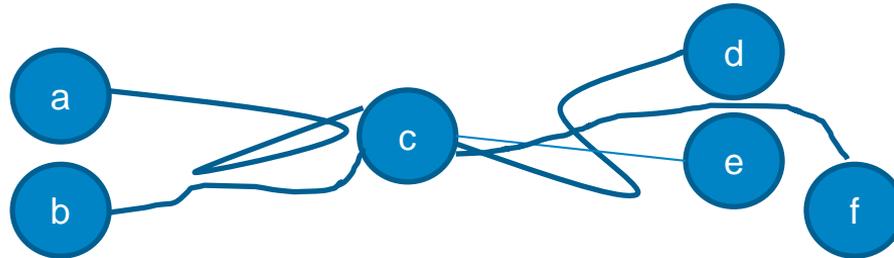


**Q:** What's the difference between typical project management and design thinking?

**A:** Project management seeks to implement a specific pre-defined solution to a problem thought to have all of its parameters clearly defined.



Design thinking **recognizes the want/need of an improved future result**, but instead of attempting to solve a pre-defined problem it takes into account alternative conditions and states to explore multiple solutions simultaneously.



## In short

**Design thinking is more agile and applicable than basic project management processes with a higher potential impact on overall success**

**It starts by asking the right questions, and leveraging cross-functional views throughout the process**

# Reflection:

**What was a project you worked on or observed that didn't succeed?**

**Why?**

**What about one that did succeed?**

**Why?**



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# Design Thinking and Agile PM

## Projects that fit Agile PM well have:

- **Less ridged constraints**
- **Unclear requirements (but clear desired outcome)**
- **Cross functional variables/footprints**
- **Rolling deliverables/parallel solutions**



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# Agile PM

## Scrums: one or many work groups engaged in solution implementing

- **Product Owner: high level leader**
- **Scrum Master(s): responsible for deliverables**
- **Scrum Team(s): implementers**



# Agile PM

## Project Charters



- Establishes rules of the game and key desired outcomes
- Keep them short and focused
- Often approved or “signed” by the stakeholders and scrums
- Hold official “kick-off” or launch meetings with the team present to review the objective and charter together
- Will be pressured to change and evolve...need balance of agility without losing focus
- Clearly manage and communicate changes



# Agile PM

## Monitoring & Communication

- **Roadmaps and milestones: what and when**
- **Sprint lanes: what, who and by when**
- **Backlog: work prioritized by business value and dependencies**
- **Burndown Chart: cumulative work remaining**
- **Meeting structures: sprint reports, dependency updates, executive summaries**

**Dates, names, and status categories on everything!**

**Consider an intranet site for high impact/high visibility projects to drive transparency and accountability**

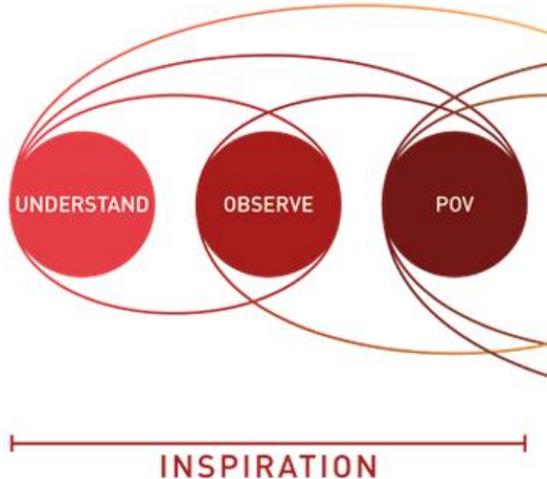


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# Design 101

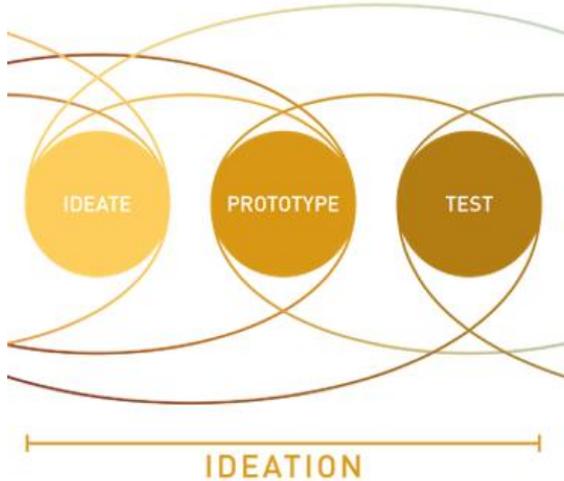
## Step 1 – Pre-work



- Identify your core stakeholders (students/influencers)
- Identify your ecosystem stakeholders (leaders, staff, partners)
- Interview them, but don't ask what, ask **WHY**. Too often our rush to solutions clouds our understanding of the actual problem
- This information results in a project charter:
  - Scope of work
  - Roster of players
  - Timeline
  - Measurement of success
  - Potential resources

# Design 101

## Step 2 – Solution Mapping

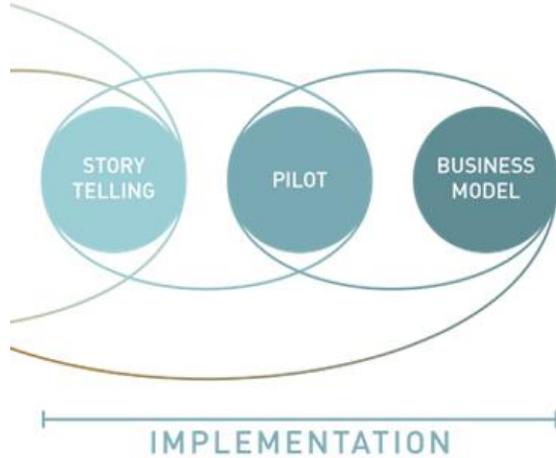


- Sketch to ideate
- Create visual placeholders for ecosystem dependencies
- Resources are not a restraint yet, dream big...but don't just buy your way out of the problem
- Push for multiple ideas
- Once the ideas are out, vet against stakeholders' stories...which ideas get closest? **Has your project charter already changed?**
- Prototype/concept in greater detail ideas that hit closest to the mark (now is when resource conversations come into play). **Take those back to stakeholders and steering team.**
- stories + stats = hearts + minds



# Design 101

## Step 3 - Build



- Build buy-in towards solutions through original stories told by stakeholders – **keep the narrative visible**
- Leverage sprint groups to accelerate, or to simultaneously produce multiple solutions
- Find ways to initiate parallel work, try not to fall into an assembly line
- Construct and test your pilot offering. Measure quantitative AND qualitative results (i.e. post-launch interviews with original stakeholders). It will often take more than one test, don't give up...but don't bolt down
- Adjust other parts of your business model to incorporate the new intel
- Wash, rinse, repeat...and relish in your success!



# Personal Case Studies

- **Enterprise CRM Implementation at Arizona State University**

- Scope: simultaneous implementation of Salesforce for recruitment, retention and alumni relations
- Organized into 3 pillars of functional leads, each with their own internal micro-stakeholders
- Some replacing technology, others designing for the first time
- Used shared pool of IT professionals/consultation resources
- Wins: rapid implementation, expansion of functionality across units
- Losses: Lots of time retrofitting builds when three pillars were integrated
- Lessons: Sprint work could have followed a different dependent implementation order to minimize retro builds, or conflicting dependencies

- **Yield initiative at Rockhurst University**

- Stakeholders: Admitted students, admissions, financial aid, university marketing, academic units, co-curricular units, university leadership
- Big issues: Underperforming yield, despite regular increases in app/admit volumes, increase competition, lack of a CRM
- Idea: Enhance admit communications with the re-design of existing blended academic/co-curricular offerings under newly packaged “experience academies”
- Solution: In progress of reconfiguring honors, service, leadership, pre-health, etc. programming under a new recruitment branded suite of options highlighted post-admit. Expansion of digital marketing collateral and content to increase engagement timeline and value added messaging



# Key Lessons

- **Innovations have their own ecosystems**
- **Siloes are a false construct**
- **Successful innovations create sustaining systems around them**
- **It's ok if a solution different from the original project presents itself, just manage the change with transparency**
- **Current enrollment markets are no longer mere “complicated systems”, they are “complex systems”.**



# Acknowledgements & Recommended Readings

- **Masters of Scale Podcast with Reid Hoffman**
  - <https://www.entrepreneur.com/topic/masters-of-scale>
- **Institute of Design at Stanford**
  - <http://dschool.stanford.edu/dgift/>
  - Excellent team exercises and guidebooks to implement design thinking approaches
- **Varonis Blog**
  - <https://blog.varonis.com/design-thinking-for-your-data-strategy/>
  - Graphics and Design Thinking in Data Strategy
- **Team of Teams by General Stanley McCrystal**
  - Great book that discusses complicated vs. complex systems (among a host of other great leadership topics)
  - [Available on Amazon](#)
- **The Wide Lens by Ron Adner**
  - Discusses innovation ecosystems, great real-world examples of when they work right, and when they don't
  - [Available on Amazon](#)