

Lean Scope Project Management

Project Management: An Essential Ingredient of Innovation

Government Innovators Virtual Summit

April 8, 2014

Three Big Ideas of Lean Scope Project Management

Design

Human Centered Design

- Learn
- Understand
- Make

Prototype

Lean Startup Principles

- Build
- Measure
- Learn

Implement

Agile Project Management

- Scope is a variable
- User Stories
- Sprints

Starting the Lean Scope Project

- Project Charter and Goal Statement (define the outcome)
- Conditions of Satisfaction (customer expectations)
- Master Budget and Schedule

Prototype Sprints

- Prototype Scope (input – User Stories)
- Prototype Sprints Plans (Lean Experiment Tracking)
- Make Methods from HCD
- Lean Analytics
- Pivot Control Process

Launch

- Customer and User Training
- Lean Analytics Dashboard
- Lessons Learned

Design Sprints

- Design Scope
- Design Sprints Plans
- Learn and Understand Methods from HCD
- User Stories

Implement Sprints

- Meets CoS and Goal Statement
- Implement Scope (input – Final Prototype)
- Implement Sprints Plans (Scaling and Finalizing Prototype)
- Lean Analytics

Lean Scope Project
Management
Process

Human Centered Design



MAKING: Methods for Envisioning Future Possibilities

CONCEPT IDEATION

Creative Matrix

A format for sparking new ideas at the intersections of distinct categories

WHILE “BLUE SKY” freedom might seem desirable at the start of a project, it is often within constraints that novel ideas are sparked. It may seem counterintuitive to impose limits on the creative process, but when a problem is too broad, or you’re having trouble breaking away from conventional thinking, structure can actually help.

If you want to generate many wide-ranging ideas in a short amount of time, the structure of a Creative Matrix is useful because it stimulates cross-pollination by providing a template for generating new ideas where topics intersect. In a Creative Matrix grid, each cell represents the intersection of two disparate categories. It’s best to use the columns as categories related to people (e.g., personas, market segments, or problem statements) and the rows as categories for enabling solutions (e.g., technologies, environments, or policies). You can then use this “mash-up” of categories to help generate a wide range of concepts in each cell.

A SAMPLE COMBINATION: This is a good sequence of methods for defining a challenge, then quickly generating many potential solutions. It also helps you hone in on the best ideas to promote further.



In this project, a company specializing in traditional luggage wanted concepts for new products and services. The design team generated 107 ideas in 10 minutes.



QUICK GUIDE

- Identify a design challenge in need of fresh ideas.
- Make a poster showing a large grid (max. 5 x 5 cells).
- Designate columns: Categories related to people.
- Designate rows: Categories for enabling solutions.
- Form teams. Hand out grids. Introduce the topic.
- Give each participant a pen and a sticky note pad.
- Ask them to ideate at the intersections of the grid.
- Instruct them to write one idea per sticky note.
- Start the clock. Limit the time to 15-20 minutes.

HELPFUL HINTS

- Urge the participants to draw pictures of the ideas.
- Encourage the teams to fill every cell of the grid.
- Tally the number of ideas per team. Reward quantity.

BENEFITS

- Helps you generate a large number of ideas
- Promotes divergent thinking
- Helps you think of new and unusual ideas
- Invites input from all team members



User Stories

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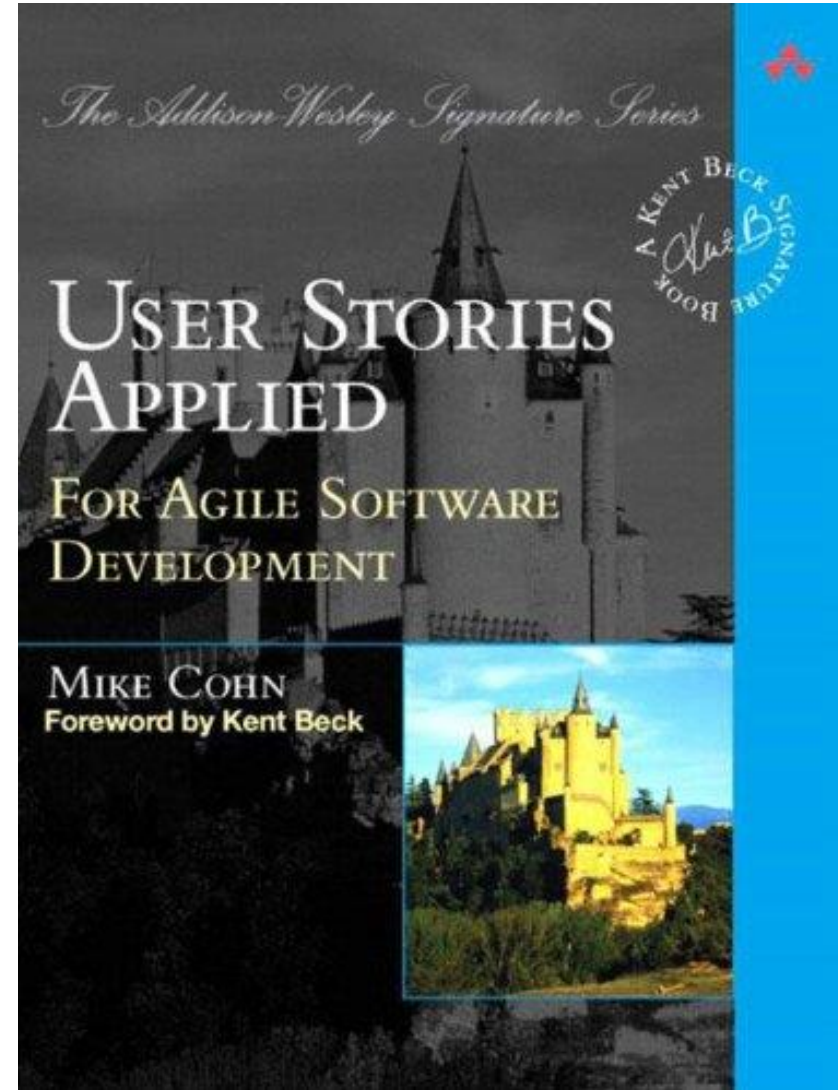
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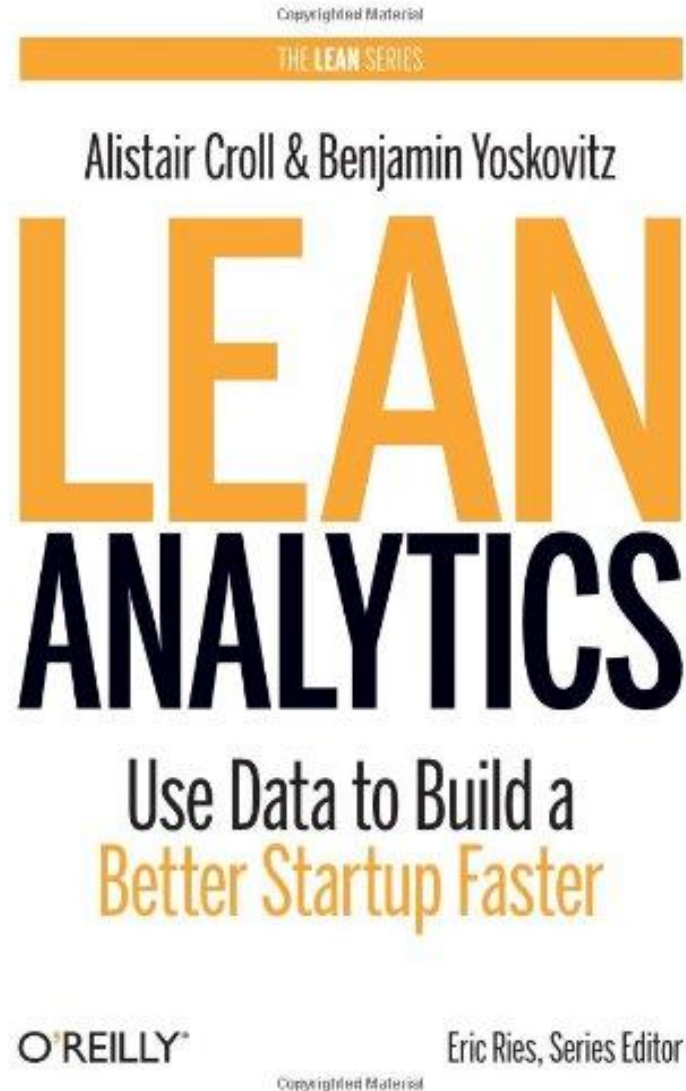
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Acceptance Criteria:

- Criteria one
- Criteria two
- Criteria three



Lean Analytics and Lean Experiments



Lean Experiment Tracking

- Background - What do you want to learn and why?
- Frame the Experiment - What is your problem statement?
- Hypothesis to Test
- Experiment Details
- Measures
- Experiment Results and Learning
- Next Steps: Given what you learned, what's next?

Thank You!



Let's continue the conversation at billbrantley.com. Click on the Lean Scope PM page of my blog.

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