Lecture 4, Jan 16, 2023

Project Management

- Multiple teams are often working on different parts of the project, possibly around the world. How do we deal with complex design situations?
    - Clear chain of command
    - Clearly communicated goals/expectations/timelines
    - Accountability
    - Organized communication channels
    - Frequent debrief meetings
    - Organization of roles/responsibilities/expertise
- Effective project team collaboration involves both team process and design process
    - A team charter guides everything the team does
    - A communication protocol is needed for decision making, conflict management, information management, and team interactions
    - Regular team meetings, with agendas, notes and action items
    - The meetings operationalize, track, and record technical design artefacts
    - Project schedule, tasks list, procurement and budget tracker
    - Project document repository to keep all these
    - Process review includes consideration for decisions, justification for updates, reflections and lessons learned
- Teamwork is framed by a team charter:
    - Team identity: common goals, shared values, mission, and expectations
    - Communication protocols: suitable collaboration platforms, communication practices and appropriate information exchange
    - Interaction protocols: decision-making, negotiation of priorities, conflict management, relationship building
- Team meetings progress the design work:
    - Meeting agenda: clear focus and expectations, maximize time usage
    - Meeting notes: track deign progress, common understanding, clear interpretations, gather information, transparency, audit trail
    - Action items: track tasks, capture roles & responsibilities, avoid duplication, transparency, audit trail
- Process reviews improve the design work:
    - Justifications and considerations: considerations for decisions, justifications for updates, reasons for team actions
    - Reflections: Design work experiences, teamwork experiences & behaviours, achievements, challenges, future implications
    - Lessons learned: knowledge gained, desired/undesired outcomes, future modifications
        * Look at the process and modify the team charter
- PM artifacts in dossier:
    - Team charter
        * Team identity
        * Communication protocol
        * Interaction protocol
    - Meeting agendas
    - Meeting notes and action item
    - Team building activities
    - Meeting recordings (one in each phase)
- Project duties and responsibilities are tracked via meeting notes, recordings, etc

Value Propositions: Opportunity to Approach

- Main framework is the *design chain*

- – Each part works in a space, which has *dimensions of consideration*
  - * e.g. individuals, groups, social structure in the context
  - * e.g. tasks addressed, degree of automation, human-technology interaction for approaches
  - – Value propositions link one space to another
- A value proposition describes the benefit customers can expect from your design
  - – Links the opportunity space to the specific approach you take to provide value to stakeholders in that context
- Value propositions help define scope
  - – From potential gains and current pains value propositions extract value
  - – Are you creating new capabilities or addressing problems?
- There are multiple possible value propositions
- Go from context to approaches and then to design concepts, don't jump directly to design concepts
- Value propositions may affect different stakeholders differently
- Think about who are the stakeholders; who will you provide value for? **who will you leave out?**