

PROJECT MANAGEMENT

FROM A DEVELOPERS PERSPECTIVE

BY STACEY MULCAHY

PROJECT MANAGEMENT

FROM A DEVELOPERS PERSPECTIVE

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PROJECT MANAGEMENT

FROM A DEVELOPERS PERSPECTIVE

I AM NOT A PROJECT MANAGER.

PROJECT MANAGEMENT

FROM A DEVELOPERS PERSPECTIVE





I AM A DEVELOPER.

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FROM A DEVELOPERS PERSPECTIVE

 **IN THE FLASH COMMUNITY I AM KNOWN AS THE:
BITCHWHOCODES**

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PEOPLE OFTEN LIKE TO SHORTEN IT.

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FROM A DEVELOPERS PERSPECTIVE





I'VE MADE PEACE WITH THAT.

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FROM A DEVELOPERS PERSPECTIVE





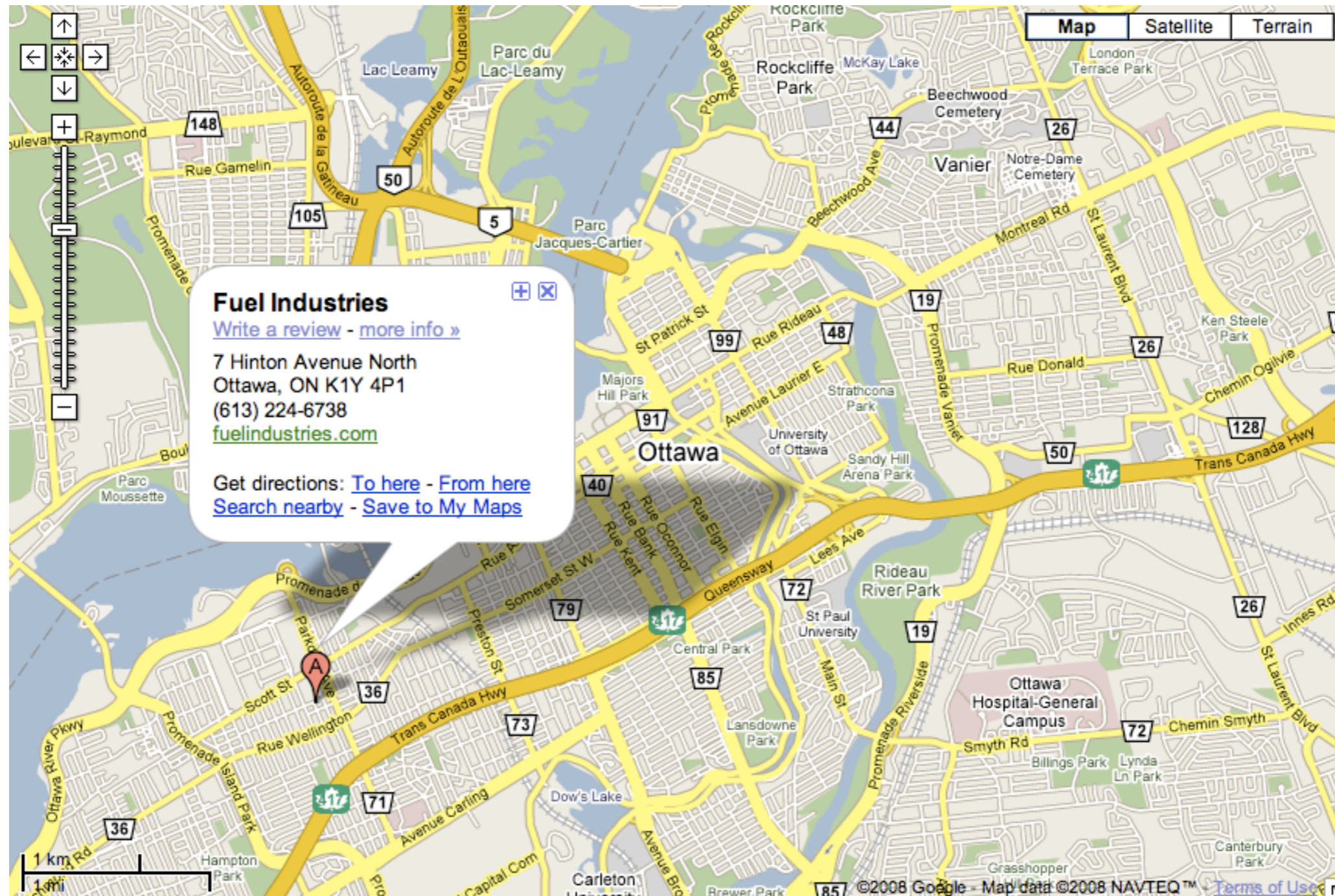
I WORK HERE AS A LEAD FLASH DEVELOPER.

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PROJECT MANAGEMENT FROM A DEVELOPERS PERSPECTIVE



WE'RE A SMALL SHOP OF 100 FROM OTTAWA

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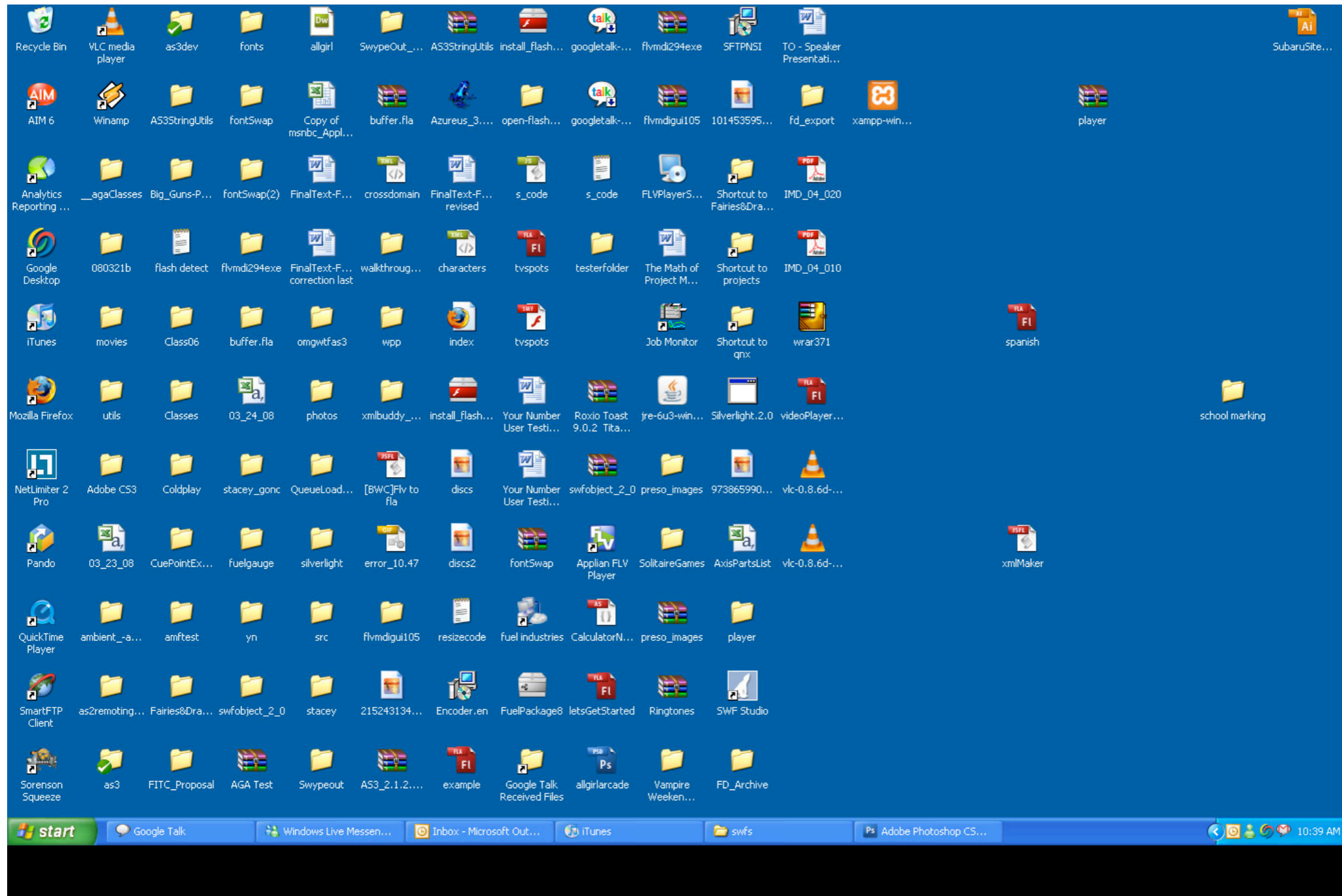
PEOPLE AT WORK THINK I AM ORGANIZED.

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FROM A DEVELOPERS PERSPECTIVE



PROJECT MANAGEMENT FROM A DEVELOPERS PERSPECTIVE



I'M NOT.

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FROM A DEVELOPERS PERSPECTIVE

**I MAKE OTHERS BE ORGANIZED SO THAT IT FORCES ME TO ACT
IN THE SAME WAY.**

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**AS A FLASH DEVELOPER, LOTS OF THINGS FRUSTRATE ME
DURING A PROJECT.**

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FROM A DEVELOPERS PERSPECTIVE

PROJECT MANAGEMENT FROM THE DEVELOPER'S PERSPECTIVE.

PROJECT MANAGEMENT

FROM A DEVELOPERS PERSPECTIVE

**WHEN I SEE A PROJECT MANAGER WALKING WITH PURPOSE
TOWARDS ME I IMMEDIATELY THINK:**

PROJECT MANAGEMENT

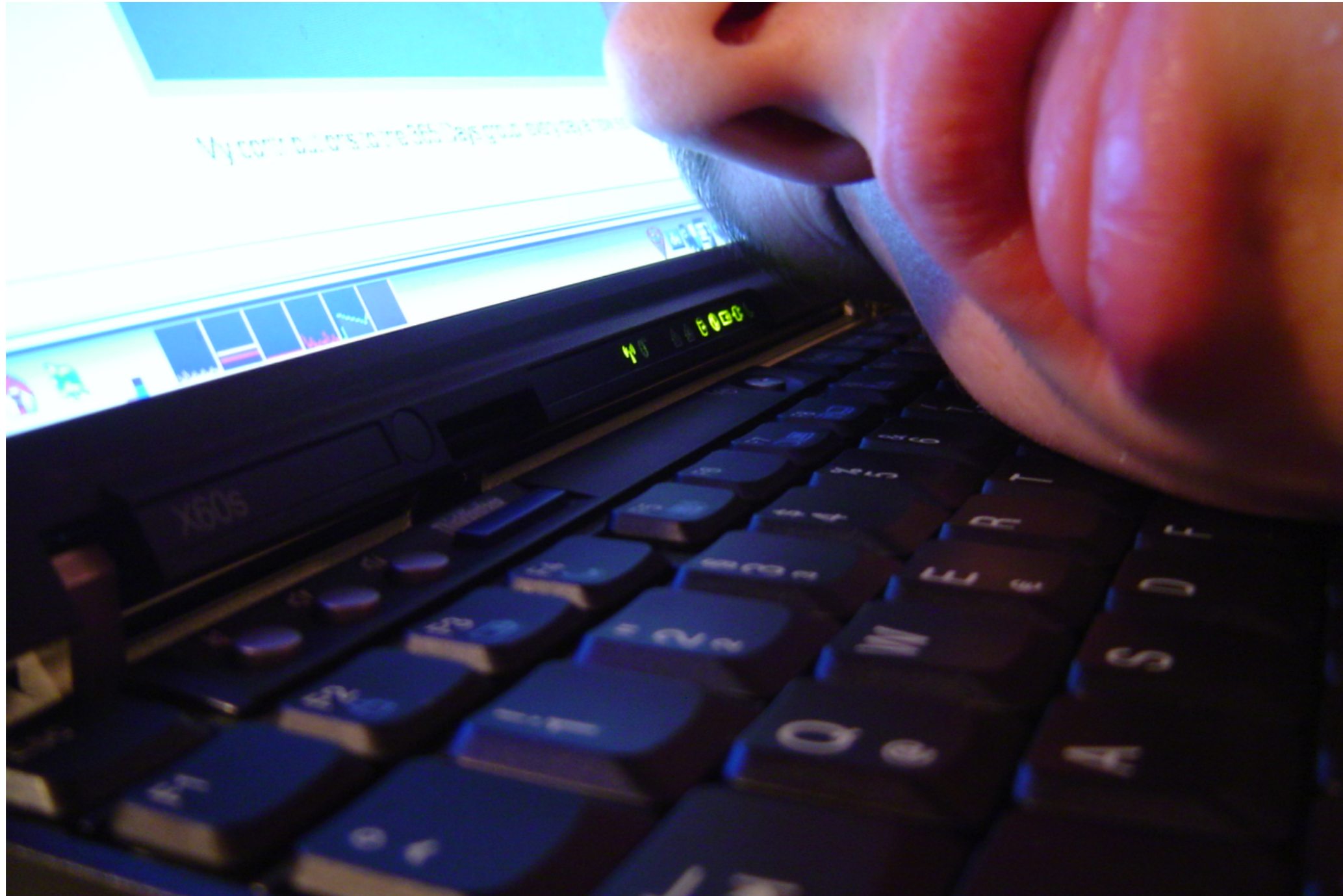
FROM A DEVELOPERS PERSPECTIVE

BOHICA.

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BURNT OUT DEVELOPERS ARE USELESS.

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**BECAUSE OF THE DEMAND FOR DEVELOPERS, EMPLOYEE
RETENTION IS A CHALLENGE.**

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SIT UP AND PAY ATTENTION ... BECAUSE

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FROM A DEVELOPERS PERSPECTIVE





YOUR STAR EMPLOYEE

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IS BEING RECRUITED RIGHT NOW

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FUEL IS HIRING.

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**MANY INTERACTIVE AGENCIES HAVE SIMILAR ISSUES WITH
PROJECT PROCESS.**

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WHEN WORKING WITH BRANDS, TIMING IS EVERYTHING.

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WHEN, NOT IF, A DEADLINE GETS PUSHED

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ITS ALWAYS UP.

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YOUR TEAM MIGHT HAVE AN ACCOUNT MANAGER

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A PROJECT MANAGER

PROJECT MANAGEMENT

FROM A DEVELOPERS PERSPECTIVE





A DESIGNER

PROJECT MANAGEMENT

FROM A DEVELOPERS PERSPECTIVE





A SOUND ENGINEER

PROJECT MANAGEMENT

FROM A DEVELOPERS PERSPECTIVE





A MOTION GRAPHICS DESIGNER

PROJECT MANAGEMENT

FROM A DEVELOPERS PERSPECTIVE





A WRITER

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FROM A DEVELOPERS PERSPECTIVE



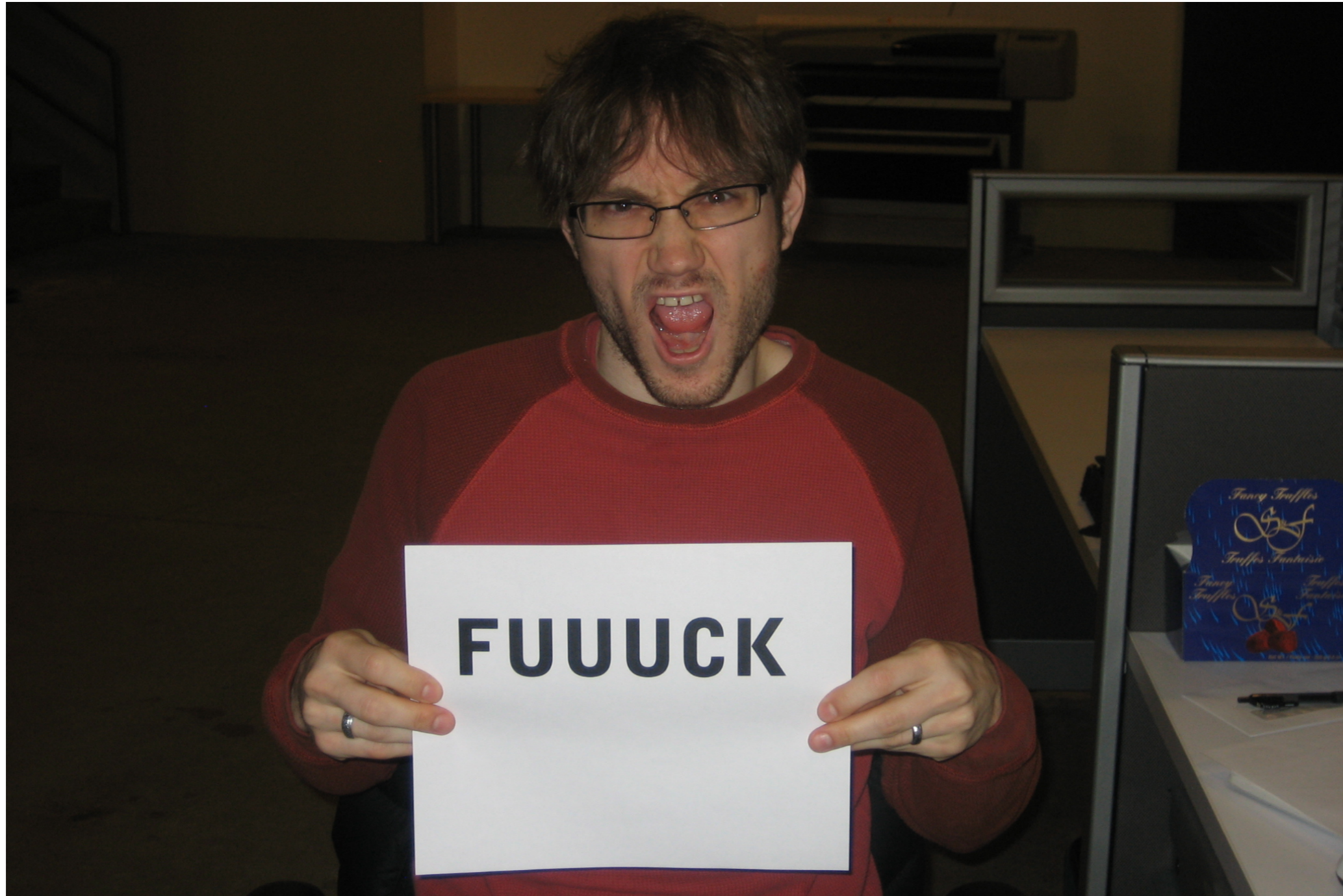


THE VETO VOTE

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FROM A DEVELOPERS PERSPECTIVE





AND A DEVELOPER.





PM'S MAY THINK US DEVS SEE THEM LIKE THIS

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FROM A DEVELOPERS PERSPECTIVE





BUT REALLY WE SEE YOU LIKE THIS

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FROM A DEVELOPERS PERSPECTIVE





OR WORSE, LIKE THIS.

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FROM A DEVELOPERS PERSPECTIVE





DEVS THINK EVERYONE SEES THEM LIKE THIS

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FROM A DEVELOPERS PERSPECTIVE



PROJECT MANAGEMENT

FROM A DEVELOPERS PERSPECTIVE



BUT THIS IS PROBABLY MORE ACCURATE

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OR WORSE, THIS.

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BAD PROJECT PROCESS PLACES THE GLASS CEILING FOR DEVELOPER CONTRIBUTION

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AT IMPLEMENTATION.

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**GOOD PROJECT PROCESS MEANS DEVELOPERS CAN
CONTRIBUTE AS INNOVATORS.**

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MEANINGFUL INNOVATION REQUIRE ENVIRONMENTS THAT FOSTER IT.

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MEANINGFUL INNOVATION IS A COMPETITIVE EDGE.

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LETS LOOK AT BASIC PROJECT PHASES.

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SEGUEWAY

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ESTIMATING IS HARD.

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NUMBERS DON'T LIE.

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UNLESS YOU PULLED THEM FROM THIS.





THE ELUSIVE MAGIC NUMBER





PROJECT MANAGERS ACT LIKE ESTIMATING IS A NEGOTIATION PROCESS

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**DEVELOPERS NEED TO LEARN TO ASK THE RIGHT QUESTIONS
AND QUOTE CONSISTENTLY.**

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PM'S NEED TO BE UPFRONT ABOUT RESTRICTIONS

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GOOD ESTIMATES ARE USUALLY A RESULT OF GOOD DETAILS.





GET THE RIGHT PEOPLE TO QUOTE.

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THE LARGER THE SCOPE OF WORK TO ESTIMATE, THE MORE LIKELY IT IS TO BE OFF.

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DEVELOPERS SUCK AT ESTIMATING TIME.

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DEVELOPERS ESTIMATE IN IDEAL HOURS.

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**ACCOUNT FOR THE THREE PARTS OF A DEVELOPMENT
PROCESS: PLANNING, IMPLEMENTATION, TESTING.**

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**DEVELOPERS TYPICALLY ONLY QUOTE WITH IMPLEMENTATION
IN MIND.**

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TRIPLE A QUOTE TO AVOID GOING OVERBUDGET

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PLANNING.

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PLANNING IS NOT OPTIONAL.

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NEVER HAVE JUST ONE PLAN.

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**ALWAYS HAVE A PLAN B. HAVE A DEVELOPER HELP YOU
DEFINE WHAT THAT IS.**

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**PRIORITIZE DELIVERABLES. MUST HAVE, NICE TO HAVE,
BONUS.**

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IF YOU FAIL TO PLAN, YOU JUST INCREASED THE SCOPE OF WORK FOR A DEVELOPER TENFOLD.

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PLANNING NEEDS TO INVOLVE ALL KEY STAKEHOLDERS.

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RESULTS OF THE PLANNING PROCESS NEEDS TO BE DOCUMENTED IN A VARIETY OF WAYS.

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FUNCTIONAL SPECIFICATIONS ARE THE DEVELOPERS BIBLE.

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IT ANSWERS ALL THE HOW IT WORKS QUESTIONS

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FROM A DEVELOPERS PERSPECTIVE





AND DEFINES THE BUSINESS RULES

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FROM A DEVELOPERS PERSPECTIVE

**DEVELOPERS DEAL IN TERMS OF WHEN, NOT IF.
GOOD DEVELOPERS CAN BE PESSIMISTIC. THEY WILL TEAR
YOUR PLAN APART AND FIGURE OUT THE ITEMS THAT WERE
NOT ADDRESSED OR CONSIDERED.**

PROJECT MANAGEMENT

FROM A DEVELOPERS PERSPECTIVE

GOOD PLANNING AFFORDS THE OPPORTUNITY FOR A DEVELOPER TO DETERMINE WHAT IS MISSING UPFRONT, RATHER THAN 2 HOURS BEFORE SOMETHING IS DUE.

PROJECT MANAGEMENT

FROM A DEVELOPERS PERSPECTIVE

PROTOTYPING IS A QUICK WAY TO GET THE FEEL OF THE PROPOSED USER INTERACTION.

PROJECT MANAGEMENT

FROM A DEVELOPERS PERSPECTIVE





AND BY INTERACTION, I DON'T MEAN THIS.

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FROM A DEVELOPERS PERSPECTIVE

PROTOTYPING CAN HELP YOU DETERMINE WHAT WORKS

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AND MORE IMPORTANTLY WHAT DOESN'T

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MAKE SURE YOUR PROTOTYPE IS REFLECTIVE OF THE CURRENT STATE OF THE PROJECT. DON'T SHOW YOUR CLIENT A PROTOTYPE WITH A FINISHED DESIGN.

PROJECT MANAGEMENT

FROM A DEVELOPERS PERSPECTIVE

A FLASH DEVELOPERS TIME IS BEST SPENT DEVELOPING.

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FROM A DEVELOPERS PERSPECTIVE

SO MAKE SURE THE RIGHT PEOPLE ARE DOING THE RIGHT JOB.

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SEGUEWAY

PROJECT MANAGEMENT

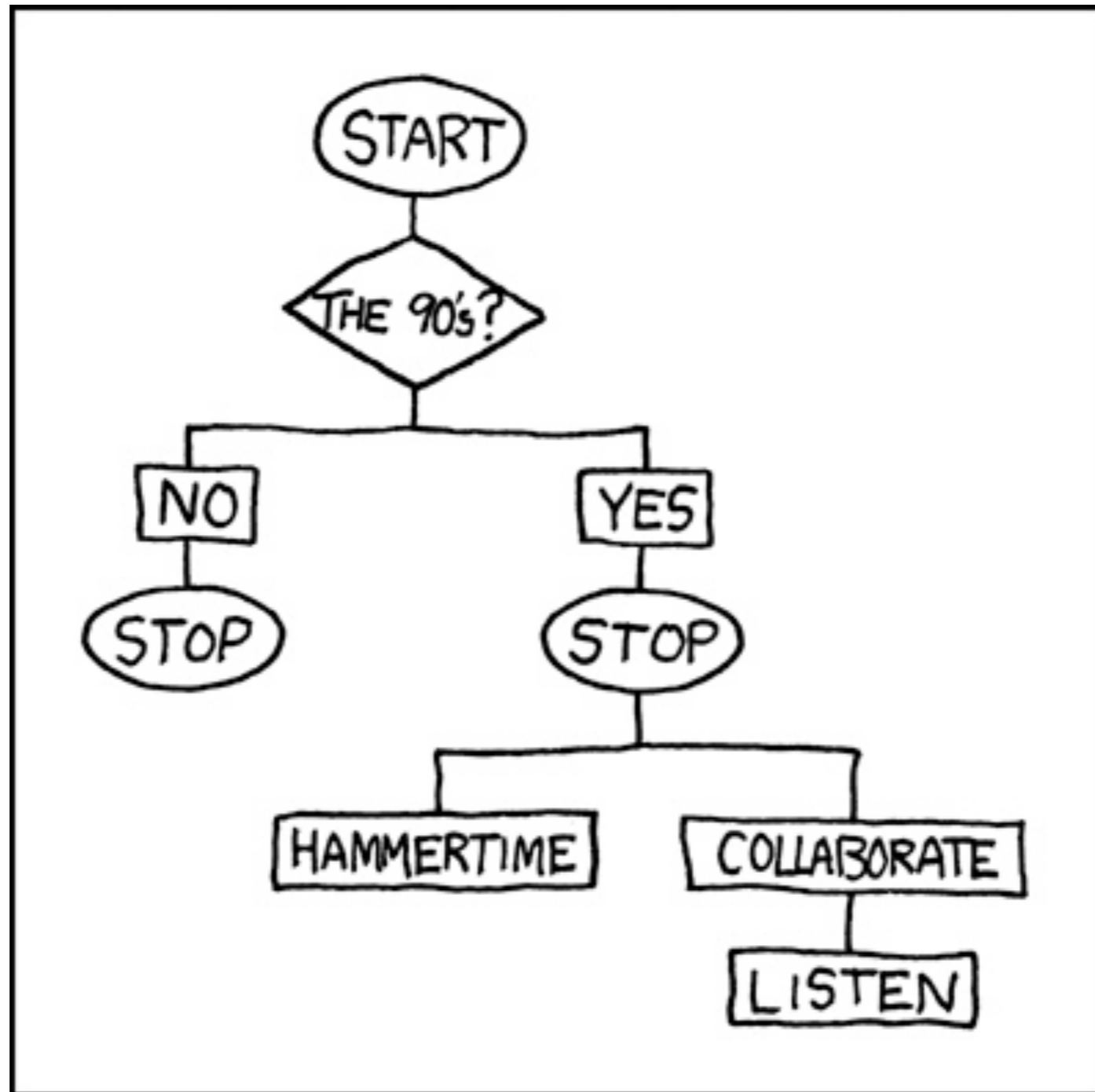
FROM A DEVELOPERS PERSPECTIVE

PROCESS.

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FROM A DEVELOPERS PERSPECTIVE





PROCESS DOESN'T NEED TO FEEL RESTRICTIVE

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MOST INTERACTIVE AGENCIES HAVE A CASUAL OR LOOSE VIBE AND WORK HARD TO PROTECT THAT CULTURE. PROCESS SOUNDS TOO CORPORATE AND STODGY.

PROJECT MANAGEMENT

FROM A DEVELOPERS PERSPECTIVE

WHEN YOU ARE A SMALL TEAM YOU CAN BE MUCH MORE AGILE AND FLEXIBLE. WHEN YOU START GROWING, CONSTANT CHAOS NO LONGER IS AN EFFECTIVE MOTIVATOR

PROJECT MANAGEMENT

FROM A DEVELOPERS PERSPECTIVE

FLEXIBILITY DOES NOT HAVE TO BE SACRIFICED. IT CAN BE ENCOURAGED THROUGH CONSISTENCY AND STRUCTURE.

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THE REALITY OF A SCHEDULE.

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**SCHEDULES HAVE MORE IMPORTANT PURPOSES THAN
PERFECTION OR ACCURACY.**

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SCHEDULES MAKE CLIENTS HAPPY. ON SOME LEVEL, THEY MAKE PEOPLE BE ACCOUNTABLE, INVESTED AND FOCUSED.

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FROM A DEVELOPERS PERSPECTIVE

**WHEN MAKING OR MODIFYING A SCHEDULE, WORK
BACKWARDS FROM THE DEADLINE.**

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FROM A DEVELOPERS PERSPECTIVE

ADOPT A PROJECT TAXONOMY.

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START WITH FILE NAMING CONVENTIONS

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FROM A DEVELOPERS PERSPECTIVE

IT MIGHT BE A DEVELOPERS JOB TO DETERMINE A FILE NAMING CONVENTION/STANDARD. IT MIGHT BE A PM'S JOB TO ENFORCE IT.

PROJECT MANAGEMENT

FROM A DEVELOPERS PERSPECTIVE

GIVE DIRECTION. NOT MISDIRECTION.

PROJECT MANAGEMENT

FROM A DEVELOPERS PERSPECTIVE

DON'T FORWARD ME A TEN PAGE EMAIL

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FROM A DEVELOPERS PERSPECTIVE

**SO THAT I CAN BEGIN A TREASURE HUNT FOR THE ONE LINE
THAT TELLS ME WHAT I NEED TO DO.**

PROJECT MANAGEMENT

FROM A DEVELOPERS PERSPECTIVE

DON'T MAKE ME DO YOUR JOB, SO THAT I CAN BEGIN TO DO MINE.

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FROM A DEVELOPERS PERSPECTIVE

PROJECT STATUS SHOULD BE TRANSPARENT.

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USE BASECAMP. EMAIL. DAILY STATUS MEETINGS. NEVER GIVE SOMEONE THE OPPORTUNITY TO SAY “ THEY HAVE NO IDEA WHAT IS GOING ON”.

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**INTERNAL REVIEWS - DON'T WAIT TOO LONG TO HAVE THEM
AND NEVER ALLOW A VETO TO OCCUR.**

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SEGUEWAY

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DEADLINES.





DEADLINES ARE CLOSER THAN THEY APPEAR

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DEADLINES CHANGE FOR A VARIETY OF REASONS. INDECISIVE CLIENT. MISSED SIGN-OFFS. SCOPE CREEP.





USUALLY IT CAN BE REDUCED TO STUPIDITY.





HOPEFULLY ITS THE CLIENTS.





SORRY?

PROJECT MANAGEMENT

FROM A DEVELOPERS PERSPECTIVE

**DEVELOPERS DEADLINES GET SHAFTED WHEN ANYONE ELSE
BLOWS THEIRS.**

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**TO CLARIFY:
ANYONE IS USUALLY A DESIGNER.**





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DESIGNERS CONSUME TIMELINES LIKE A FAT KID AT A BUFFET





PROJECT MANAGERS SOMETIMES ACT LIKE THE IRRESPONSIBLE PARENT

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FROM A DEVELOPERS PERSPECTIVE





WHO SHOW THE KID THE DESSERT TABLE RATHER THAN CUTTING THEM OFF.

PROJECT MANAGEMENT

FROM A DEVELOPERS PERSPECTIVE

ITERATIVE GRAPHIC DESIGN CAN LEAD TO DUCT TAPE DEVELOPMENT.





DUCT TAPE WILL FIX ANYTHING, EVEN A BLOWN TIMELINE.





DEVELOPERS DO RUSH PATCH JOBS

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AND END UP WRITING SPAGHETTI CODE.





HENCE THE TERM “POLISHING THE TURD”.

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FROM A DEVELOPERS PERSPECTIVE

**PROJECT MANAGER MATH:
8 WEEKS FOR 1 DEVELOPER. 2 WEEKS FOR 4 DEVELOPERS.**

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FROM A DEVELOPERS PERSPECTIVE





CAN 9 WOMEN GIVE BIRTH TO A BABY IN A MONTH?

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FROM A DEVELOPERS PERSPECTIVE

ADDING OR SWITCHING DEVELOPERS MID-PROJECT WITH A TIGHT DEADLINE IS A RISK AND SHOULD BE MANAGED AS SUCH.

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FROM A DEVELOPERS PERSPECTIVE

**COMPRESSED DEADLINES REQUIRE A CONTINGENCY PLAN.
UNREALISTIC DEADLINES CAN SOMETIMES BE AVOIDED...**

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FROM A DEVELOPERS PERSPECTIVE

IF SOMEONE HAD SAID

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WAIT FOR IT

PROJECT MANAGEMENT

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IF SOMEONE HAD SAID NO.



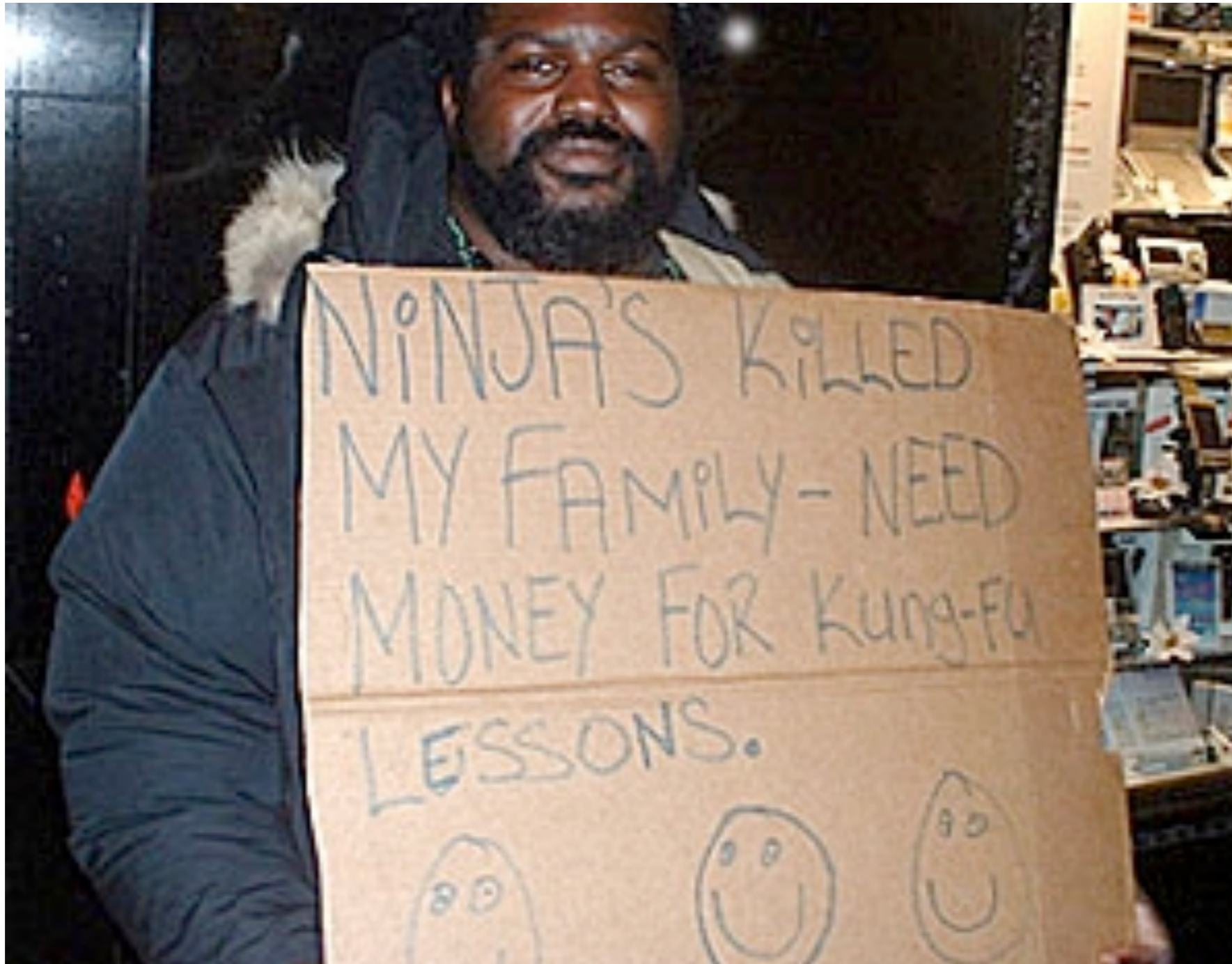


SAYING NO CAN EARN TRUST.

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FROM A DEVELOPERS PERSPECTIVE





DEVELOPERS DON'T TRUST PROJECT MANAGERS.





PROJECT MANAGERS ALL GRADUATE FROM

PROJECT MANAGEMENT

FROM A DEVELOPERS PERSPECTIVE





SUBWAY SCHOOL OF SANDWICH MAKING. THEY ARE MASTERS IN THE CRAFTING THE PERFECT COMPLIMENT SANDWICH.

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FROM A DEVELOPERS PERSPECTIVE

**SAYING NO
MEANS THAT YES ISN'T THE ONLY OPTION.**

PROJECT MANAGEMENT

FROM A DEVELOPERS PERSPECTIVE

**PROJECT MANAGERS NEED TO UNDERSTAND THE
IMPLICATIONS OF A CHANGE.**

**DEVELOPERS NEED THE OPPORTUNITY TO STATE THOSE
RISKS.**

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PROJECT MANAGERS CALL THIS RISK ASSESSMENT

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QA.

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QUALITY ASSURANCE IS EVERYONE'S JOB.

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ON A TIGHT DEADLINE, THE REALITY IS THAT AN OFFICIAL QA PROCESS IS TYPICALLY THE FIRST THING TO BE SACRIFICED.

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FROM A DEVELOPERS PERSPECTIVE

**THE DEVELOPER IS THE BEST PERSON TO TEST TO ENSURE
SOMETHING WORKS THE WAY IT SHOULD.**

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FROM A DEVELOPERS PERSPECTIVE





DEVELOPERS MIGHT NOT BE THE BEST CANDIDATES TO TEST AGAINST HOW IT SHOULDN'T WORK.

PROJECT MANAGEMENT

FROM A DEVELOPERS PERSPECTIVE

USE A BUG TRACKING SYSTEM.

PROJECT MANAGEMENT

FROM A DEVELOPERS PERSPECTIVE





Hunts Needle in a Haystack

HOW LONG does it take to find a needle in a haystack? Jim Moran, Washington, D. C., publicity man, recently dropped a needle into a convenient pile of

BUGS THAT ARE VAGUE TAKE LONGER TO RESOLVE

PROJECT MANAGEMENT

FROM A DEVELOPERS PERSPECTIVE



The screenshot shows a web browser window displaying the Mantis bug tracking system. The browser's address bar shows the URL `http://bugs.fuelindustries.com/view.php?id=4040`. The Mantis interface includes a navigation menu with links like [Main](#), [My View](#), [View Issues](#), [Report Issue](#), [Change Log](#), [Summary](#), [Docs](#), [Manage](#), [Edit News](#), [My Account](#), and [Logout](#). The main content area displays the details for issue ID 0004040, categorized as '[McDonald's Endangered Animals]'. The issue is reported by 'gbakie', assigned to 'rkanda', with a priority of 'normal' and a status of 'assigned'. The summary is '0004040: Further Italian Changes' and the description is 'Email with the changes has been sent to the team.' Below the details, there are buttons for 'Update Issue', 'Assign To: [Myself]', 'Change Status To: new', 'Monitor Issue', 'Create Clone', 'Move Issue', and 'Delete Issue'. At the bottom, there is a 'Relationships' section with a 'New relationship' form where the current issue is 'related to' another issue.

ID	Category	Severity	Reproducibility	Date Submitted	Last Update
0004040	[McDonald's Endangered Animals]	minor	always	04-02-08 23:13	04-02-08 23:13

Reporter: gbakie View Status: public
Assigned To: rkanda
Priority: normal Resolution: open
Status: assigned

Summary: 0004040: Further Italian Changes
Description: Email with the changes has been sent to the team.

Additional Information:
Attached Files:

Update Issue Assign To: [Myself] Change Status To: new Monitor Issue Create Clone Move Issue Delete Issue

Relationships
New relationship Current issue related to Add

KINDA LIKE THIS ONE WHERE I'M REFERRED TO CHECK AN EMAIL FOR CHANGES.



ng Issue Simple Details [[Jump to Notes](#)]

[>>]

[[View Advanced](#)] [[Issue History](#)] [

ID	Category	Severity	Reproducibility	Date Submitted	Last Update
80	[Gaia-Pinball] Flash Development	minor	always	03-20-08 14:31	04-02-08 10:47
Author	gaia1	View Status	public		
Assigned To	dfeagan				
Priority	normal	Resolution	fixed		
Status	closed				
Summary	0003980: Using Sticky Paddle power up when Sticky Paddle power up timer is almost out wastes a Sticky Paddle				
Description	<p>Specs: Windows Vista Business (SP1) Firefox 2.0.0.12 IE 7.0.6000.16609 Flash (debug) 9.0.115.0</p> <p>Location: Sticky Paddle Power Up and Paddles</p> <p>Bug: Using Sticky Paddle power up when Sticky Paddle power up timer is almost out wastes a Sticky Paddle power up</p> <p>Reproduction: 1) Launch pinball 2) Login as a user: username, password 3) Choose a server and click [Join Server] 4) Choose a room and click [Join Room] 5) Launch the ball into the game field (hold the down arrow key for 2-3 sec, then release) 6) Use the power up Sticky Paddle 7) Wait until the power up is almost out. You will see it flashing from green to the original color 8) Use the power up Sticky Paddle</p> <p>Result: Instead of the expected result of the power up resetting the timer of Sticky Paddle (or not being able to use the power up, like in cases like Ball when active), the power up is used. When Sticky Paddle is used during this time, it is essentially wasted as the timer is not reset.</p>				
Additional Information	FS#9459				

BEING ABLE TO REPRODUCE A BUG IS HALF THE BATTLE.

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FROM A DEVELOPERS PERSPECTIVE

TEST EARLY AND TEST OFTEN.

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DEVELOPERS LOVE TO SAY IT WORKS FOR ME.

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DON'T LET THEM.

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SEGUEWAY

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POST-PROJECT MORTEM

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**POST PROJECT REVIEWS ARE TYPICALLY A WASTE BECAUSE
THEY HAPPEN TOO LATE.**

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POST PROJECT REVIEWS HAVE A BEST BEFORE DATE.

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WAIT TOO LONG AND THEY BECOME LOVE-INS

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WHERE ROSE COLOURED GLASSES ARE OPTIONAL.

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**POST PROJECT REVIEWS NEED TO ADDRESS WHAT WORKED
AS MUCH AS WHAT NOT WORKED.**

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POST PROJECT REVIEWS NEED TO HAPPEN THROUGHOUT THE PROJECT, NOT JUST AFTER ITS DONE.





SEGUEWAY

PROJECT MANAGEMENT

FROM A DEVELOPERS PERSPECTIVE

SUMMARY

PROJECT MANAGEMENT

FROM A DEVELOPERS PERSPECTIVE

**AS A PROJECT MANAGER YOU CAN DO THE FOLLOWING TO
MAKE THE PROCESS A BIT BETTER FOR YOUR DEVELOPER:**

PROJECT MANAGEMENT

FROM A DEVELOPERS PERSPECTIVE

GET AS MANY DETAILS AS POSSIBLE BEFORE ASKING FOR AN ESTIMATE AND BUFFER THE TIME ACCORDINGLY.

PROJECT MANAGEMENT

FROM A DEVELOPERS PERSPECTIVE

INVOLVE STAKEHOLDERS IN MAJOR DECISIONS.

PROJECT MANAGEMENT

FROM A DEVELOPERS PERSPECTIVE

MAKE SURE THE QUESTIONS ABOUT HOW SOMETHING IS GOING TO WORK ARE NOT JUST ANSWERED, BUT DOCUMENTED.

PROJECT MANAGEMENT

FROM A DEVELOPERS PERSPECTIVE

**TRY TO LIMIT THE DEVELOPERS PLATE TO DEVELOPMENT
CENTRIC TASKS. GET THE RIGHT PEOPLE TO DO THE JOB.**

PROJECT MANAGEMENT

FROM A DEVELOPERS PERSPECTIVE

BE CONCISE. DON'T MAKE A DEVELOPER FIGURE OUT WHAT THEY NEED TO DO, BECAUSE YOU HAVEN'T.

PROJECT MANAGEMENT

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GROW SOME BALLS.

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**AS A DEVELOPER, THINGS YOU CAN DO TO MAKE THE PROJECT
PROCESS BETTER:**

PROJECT MANAGEMENT

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BE PREPARED TO DEAL WITH UNFORSEEN CIRCUMSTANCES

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FROM A DEVELOPERS PERSPECTIVE

**HELP IDENTIFY RISKS. YOU'RE NOT BEING PESSIMISTIC,
YOU'RE COVERING YOUR ASS.**

PROJECT MANAGEMENT

FROM A DEVELOPERS PERSPECTIVE

HELP CREATE FUNCTIONAL SPECIFICATIONS.

PROJECT MANAGEMENT

FROM A DEVELOPERS PERSPECTIVE

FLEX YOUR CREATIVE PROBLEM SKILLS.

PROJECT MANAGEMENT

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DON'T BE A HERO.

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