



Project Management



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Introduction

LawTechTV's (LTTV) project management services are designed to drive project deliverables. At LTTV our project management expertise spans a couple of decades and literally hundreds of projects, with a project defined as an initiative that has one or more principal objectives and a beginning, middle and end. We recognize that almost all technology projects are attempting to solve "wicked problems" and that these kinds of problems are not well managed using linear project management methodologies. A "wicked problem" is one that has the following characteristics:

1. *You don't understand the problem until you have developed the solution.* Essentially the problem is ill defined and "what the problem is" depends on whom you ask—different stakeholders will each have a completely different view.
2. *Wicked problems have no stopping rule.* Since there is no definitive "problem" there can be no definitive "solution."
3. *Solutions to wicked problems are not right or wrong.* They are just "better" than others, or "worse" or "good enough"—there is little objective criteria by which they can be judged.
4. *Every wicked problem is essentially unique and novel.* No two firms are exactly alike, and even practice areas within a given firm may be radically different with respect to management style or team dynamics.
5. *Every solution to a wicked problem is a "one shot operation."* Every attempt made at solving the problem has consequences in terms of time and money spent and therein the "wickedness" is best exposed.

Approach & Methodology

At LTTV our project management services deal almost exclusively with helping our clients solve “wicked problems.” Our project management methodology is therefore built upon the foundation of an iterative approach. This is a “feedback centric” as opposed to “task centric” approach. That does not imply an antithesis to project plans and statements of work, quite the contrary. However, it does imply that these planning tools are not sacrosanct.

The essence of our methodology can be summarized as model, prototype and test. Our projects plans are built with this philosophical premise in mind. This approach scales from simple projects to those that are much more complex. In fact, it is even more germane with respect to the latter since more is at stake. The “real time” learning that occurs through the feedback loop is the most effective way to manage project risk. The control mechanism used to ensure feedback occurs is much shorter iterations (1-3 weeks) than are typically found in engineering centric methodologies.

This engagement assumes that LTTV project managers will work with key stakeholders to define the statement of work and steward the evolution of the planning and delivery process. This engagement is priced at \$225.00 per hour. Strategic stewardship of project deliverables is performed on an as needed basis over the course of the project

Summary

Effective project management is more art than science. Our project management engagement is designed to reduce project risk by recognizing upfront that vague project objectives can only be transformed into well-defined deliverables via the feedback loop inherent in the process. Billions have been wasted attempting to use outdated engineering centric methodologies on projects that do not lend themselves to this approach.