LLAMA®

Agile Project Management for Instructional Designers

Megan Torrance | mtorrance@torrancelearning.com
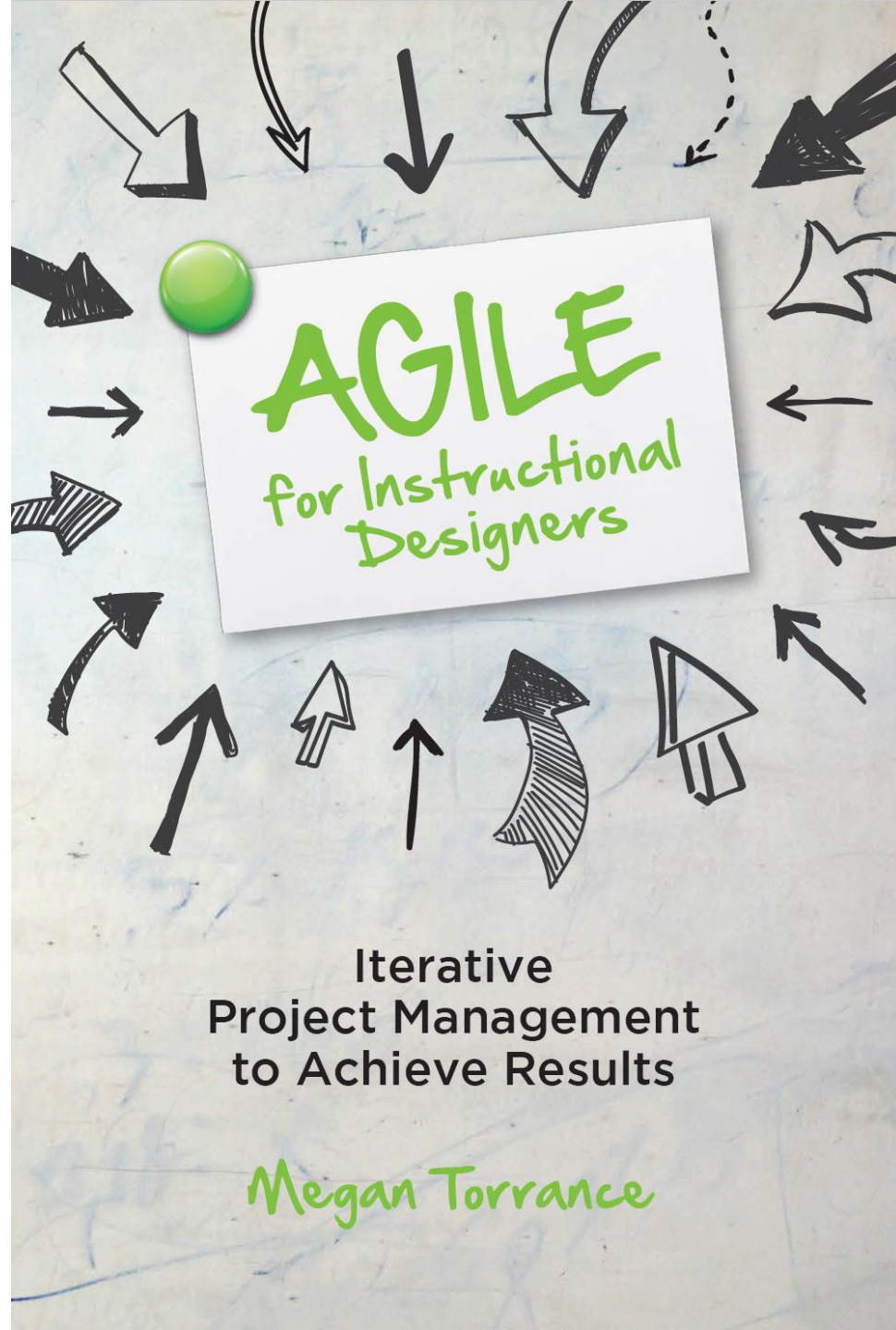
TORRANCELEARNING

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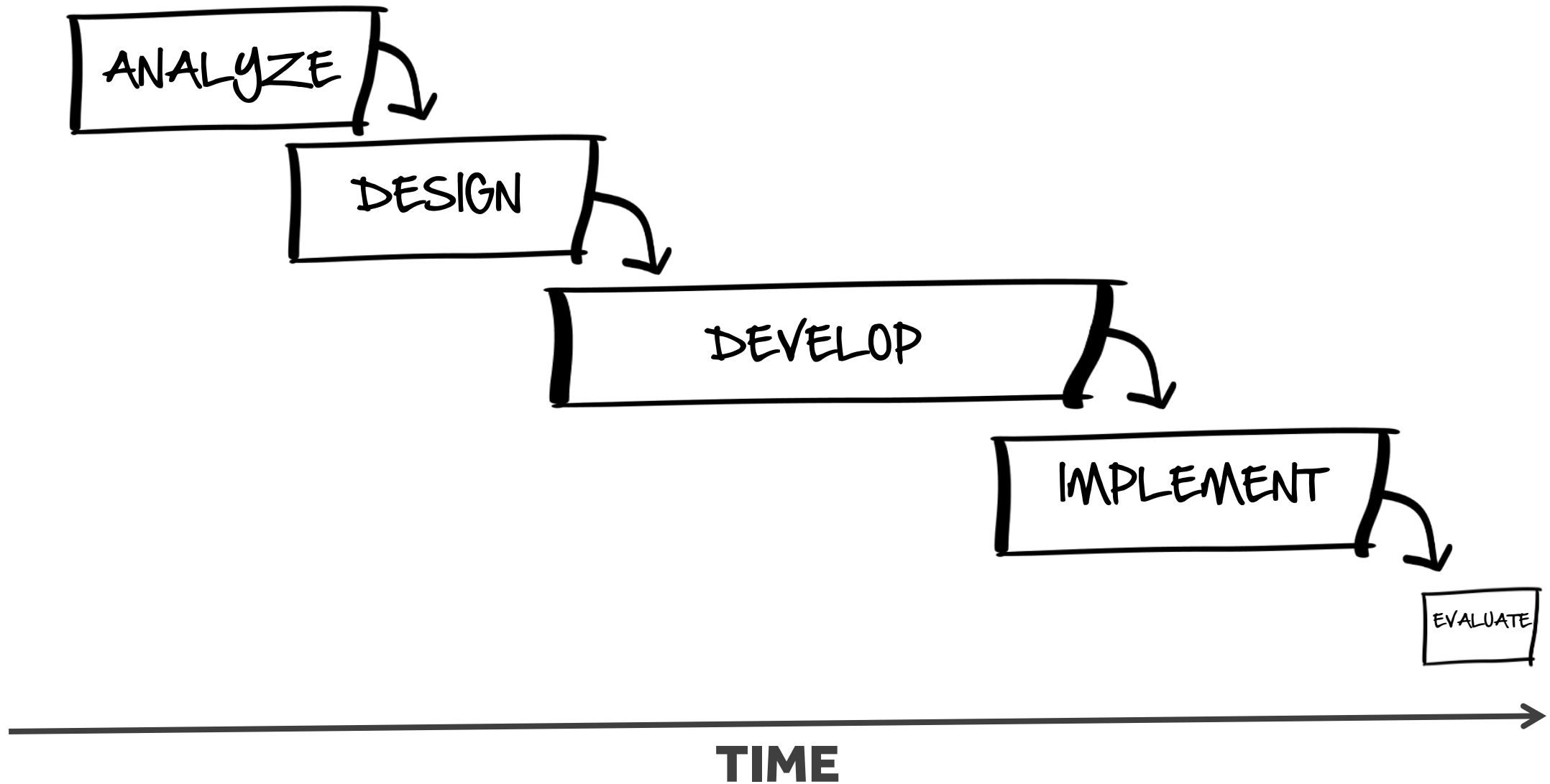Let's talk about why I felt like I had to write this book.
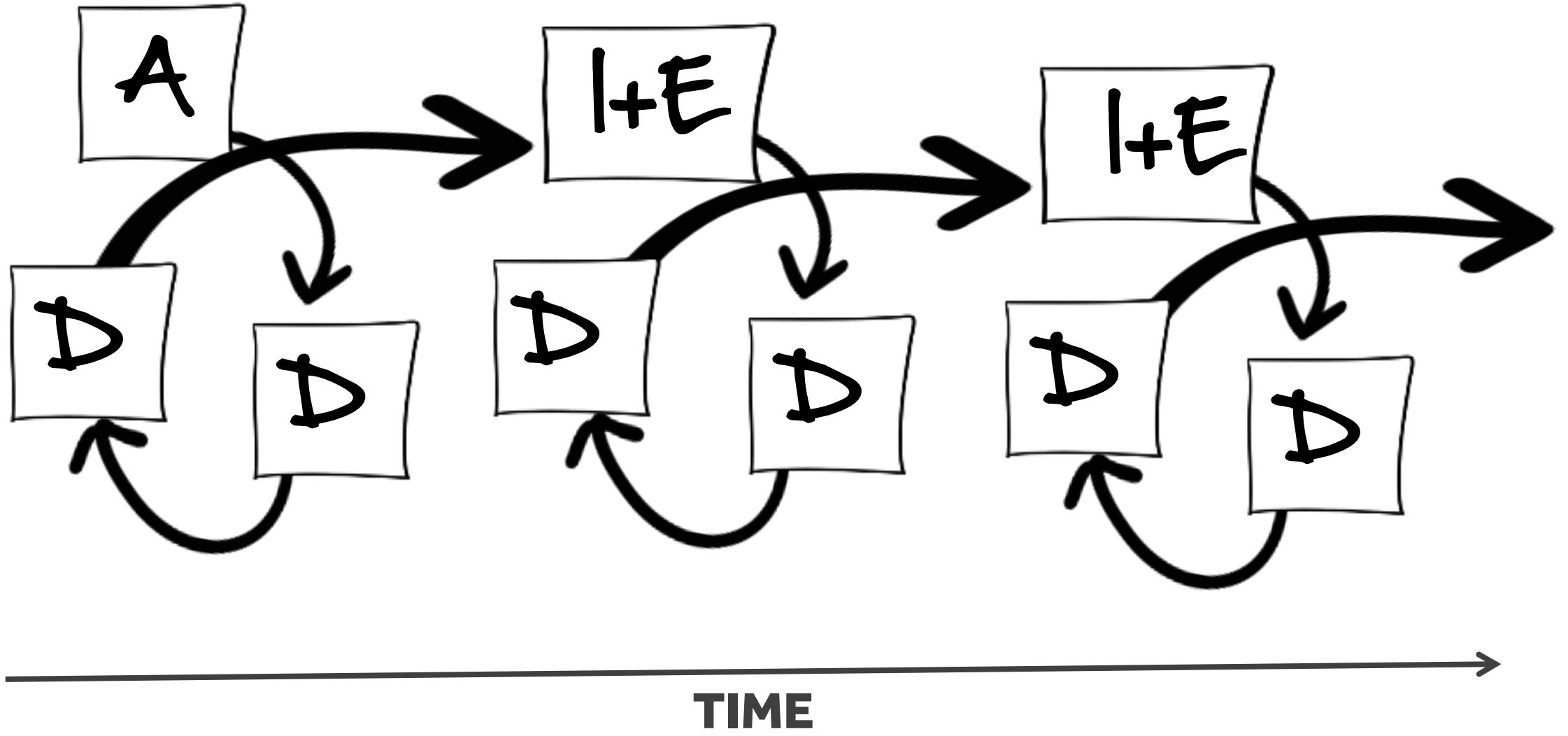
Build the case for Agile

Articulate why traditional approaches to project planning are lacking

Our projects are complex & we have to keep up with an ever-increasing rate of change.

ANALYZE

DESIGN

DEVELOP

IMPLEMENT

EVALUATE

TIME

The first day of a project is **the worst day** to plan what the end product will be (and how much it will cost).

TIME

Agile is …

An iterative, incremental method of guiding design & build projects in a highly flexible & interactive manner, focusing on maximizing customer value and fostering high team engagement.

Software

Scrum, XP, Kanban

Dedicated

Features + Functions

Continuous Sprints

Test feedback loop
is immediate

Instructional Design

LLAMA®

Multiple projects

+ Objectives

Considerable wait time

Learning feedback
loop is long

LLAMA

LOT LIKE AGILE MANAGEMENT APPROACH

THE AGILE MANIFESTO:
We are uncovering better ways of developing software by doing it and helping others do it...

Through this work we have come to value:
Individuals and interactions over processes and tools

Through this work we have come to value:
working software
over
comprehensive documentation

Through this work we have come to value:
customer collaboration
over
contract negotiation

Through this work we have come to value:
responding to change
over
following a plan

12 Agile Principles

Deliver frequently

Communicate richly

Keep work sane & humane

Work smart & learn continuously

Define the Goal

Begin the project with the
agreed upon end in mind.

Your goal is not to create training.

- Increase Revenue
- Decrease Cost
- Improve Service or Product
- Grow people's capacity
- Comply with rules & regulations
- Serve the Mission

Write Learner Personas

Use learner personas as a guide to keeping training design & your project focused.

Define Scope with Stories

Write learner stories and story cards to define scope and plan the project.

Stories capture **business needs** and **performance outcomes** in a format that's useful for planning & production.

blog.cathy-moore.com

Practice in Training

Knowledge Required

Behavior on the Job

Remove a kidney stone

Nail roof shingles safely

Goal

Provide verbal feedback to teammates

Collect & enter data accurately

Adapted from: Cathy Moore

Define scope in terms of:

Learners' job

What parts of the learners' job are we supporting?

Your job
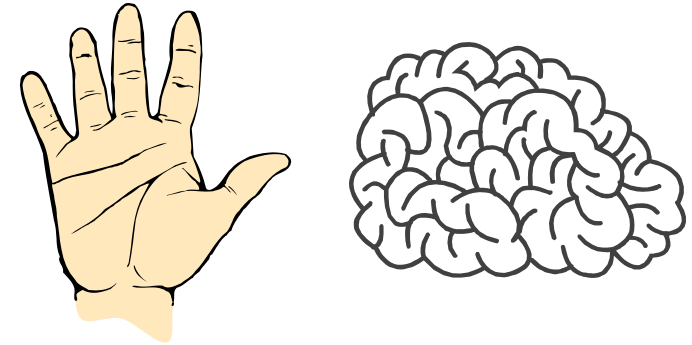
What are we building to help them?

Identify & estimate work tasks

Create the task list for the
first round of work to be done.

Humans are very bad at this ↗

Rules for Estimating

Break down big things into little things.

The person who does the work estimates the work.

Estimate based on what you think it will take to do the work, with no padding.

Account for the uncertainty of large things.

When the estimate is wrong....

1. Speak up as soon as you know.
2. Say "thank you".
3. Understand why.
4. Figure out what to do next.
5. Communicate with the client.

Lather, Rinse, Repeat Iterate!

Plan for small, meaningful iterations that allow for review and adjustment.

Make small mistakes faster. Skip the big mistakes.

Richard Sheridan, Agile Explained

Do the simplest thing that could possibly work.

Minimum Viable Product

How to iterate?

Alpha > Beta > Final

By Project Phase

By Delivery Medium

By level of finish/functionality

By language

By audience

Megan's Rules for Iterations

It does real work.

Someone else has to use it.

You gather data.

Data informs the work to do in the next iteration.

Plan the project

Prioritize and schedule work & the resources you need

Zero-Surprises Projects

1. Break big things into little ones.
2. Plan from the big to the little.
3. Work from the little to the big.
   (if they don't match, start talking)
4. Make it visual.
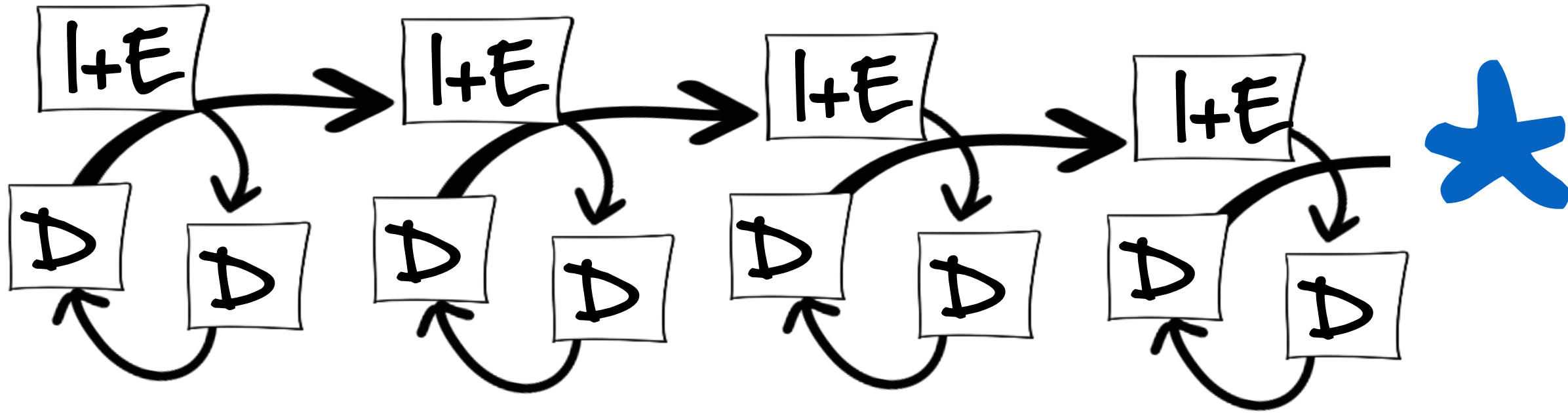
Kickoff — Work 1 week — Review 1 week — Work 1 week — Review 1 week — Work 1 week — Review 1 week — Tweak 1 week — Final release

Top-Down Planning:
SME & Reviewer schedules
Holidays
Resource Plans

Final
Delivery
Date

Bottom-up Planning is
based on estimates

When the two don't match,
then you start talking.

Hard part

Left board columns (by date):

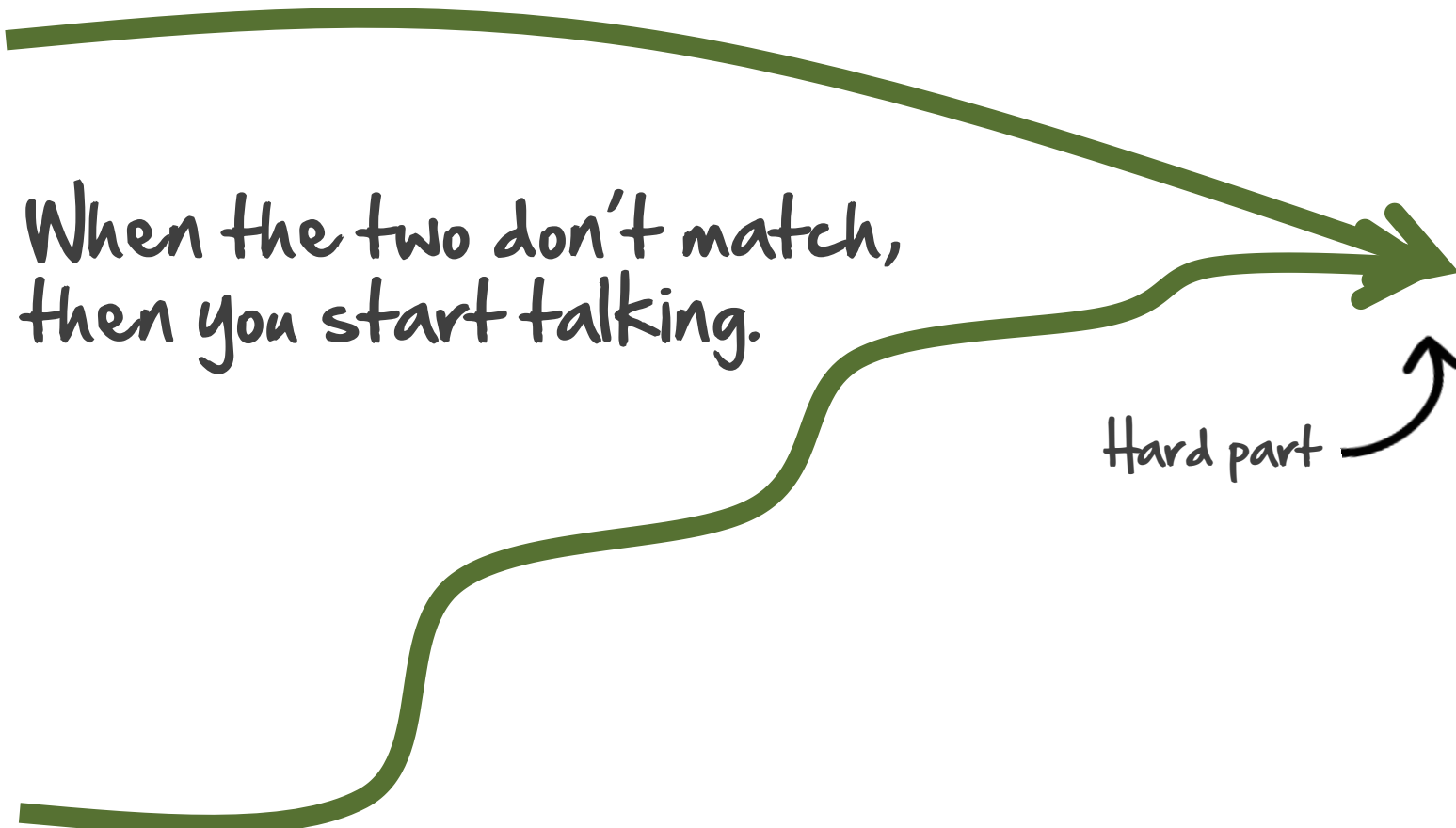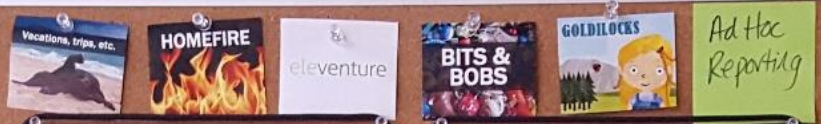| Date	Flashdance	AESOP	PYRAMID	miamiloop
June 6	Project Ignition	Beta Review	Alpha Draft	
June 13	Alpha draft	Final Build / VO	Alpha Review	
June 20	Alpha draft	Release in LMS	Beta Build	
June 27	Alpha Review		Video / Beta Build / VO	
July 4	Video Shoot		Beta Build	Project Ignition
July 11	Beta build		Beta Review	Alpha draft
July 18	Beta build		Beta Review	Alpha draft
July 25	Beta review		Video / Final Build / VO	Alpha Draft
Aug 1	Final Changes / Printing		Release in LMS	Alpha Review
Aug 8	Train the Trainer			Alpha Review
Aug 15				Beta Build
Aug 22				Beta Build / VO

Right board (modules 1–5, Dragon Roll):

1	2	3	4	Dragon Roll
				Alpha Review
Project Ignition				Beta Build / Video
Alpha Writing				Beta Build
Alpha Writing	Alpha Writing			Beta Review
Alpha Review	Alpha Writing	Alpha Writing		Final Changes
VO / Beta Build	Alpha Review	Alpha Writing	Alpha Writing	Final Changes
Beta Build	VO / Beta Build	Alpha Review	Alpha Writing	Release in LMS
Beta Review	Beta Build	VO / Beta Build	Alpha Review	
Final Changes / VO	Beta Review	Beta Build	VO / Beta Build	
Final Changes	Final Changes / VO	Beta Review	Beta Build	
Release in LMS	Final Changes	Final Changes / VO	Beta Review	
	Final Changes			

Photos and project labels:
- Vacations, trips, etc.
- HOMEFIRE
- eleventure
- BITS & BOBS
- GOLDILOCKS
- Ad Hoc Reporting
- InSTeP
- Skin PSTeP
- LOMBARDI
- JUNO & DIANA

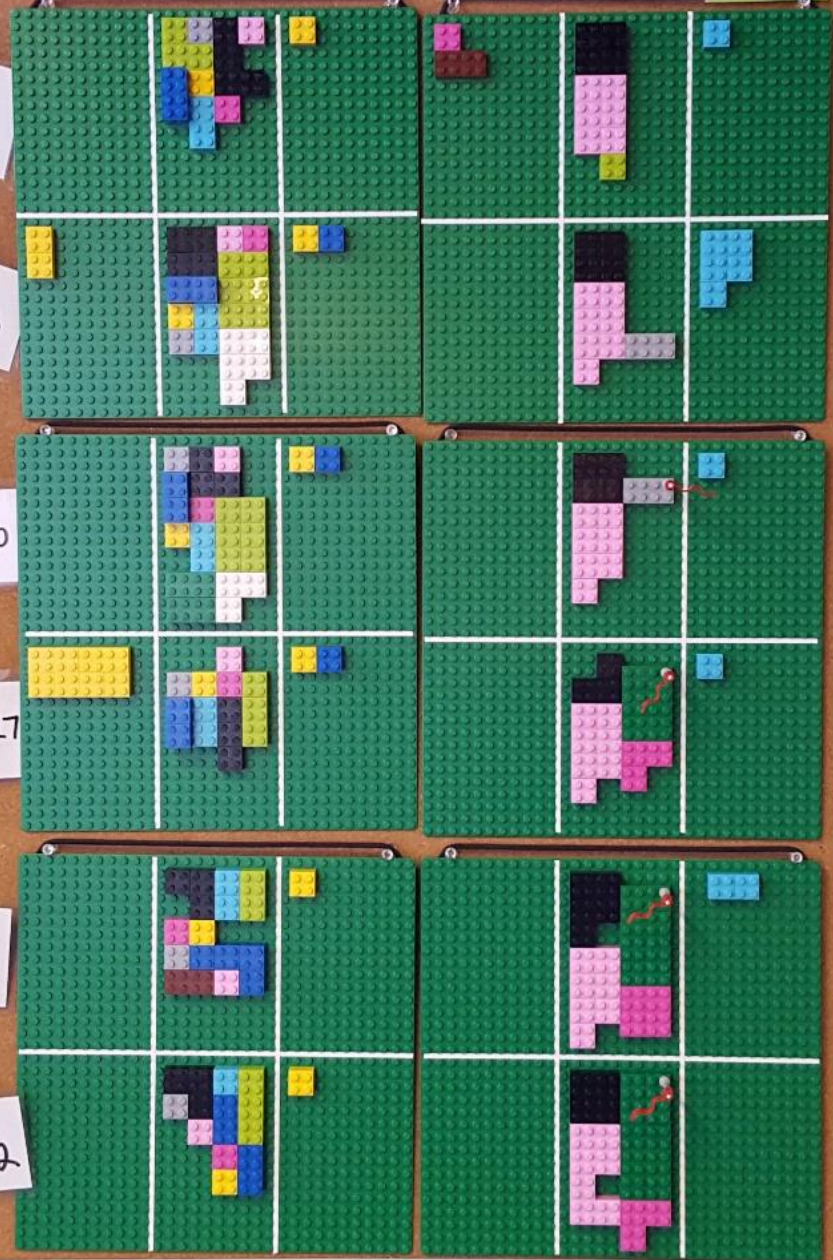Names: Sue, Alyssa

Dates: Feb 6, Feb 13, Feb 20, Feb 27, Mar 5, Mar 12

Organize weekly work by day and team member.

Make it your own

Modify approach to fit own work environment and organizational culture.

Questions & Thoughts?

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