

A faint, light gray illustration of a globe with a grid of latitude and longitude lines, serving as a background for the slide.

Over Time and Out of Budget

Strategies for getting a project past the finish line when it's running out of gas.

A faint, wireframe-style globe is visible in the background, composed of a grid of lines representing latitude and longitude, with a vertical axis passing through the center.

10%

The end of a project is typically sucky.

Define The Finish Line

Budget

- Estimate
- Pre-determined
- Rigid
- Accurate on paper

Effort

- Actual
- Realistic
- Scales
- Accurate



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ENHANCE



7 Pretty Good* Projects



** Average 10% over budget*

AVG BUDGET

1K

HOURS

AVG TIMELINE

6

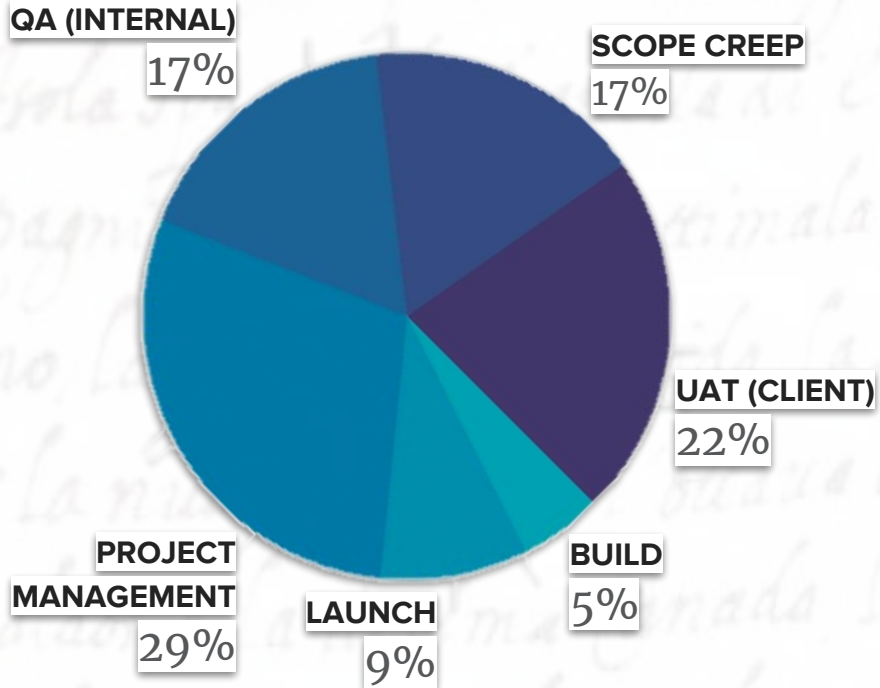
MONTHS

AVG 10%

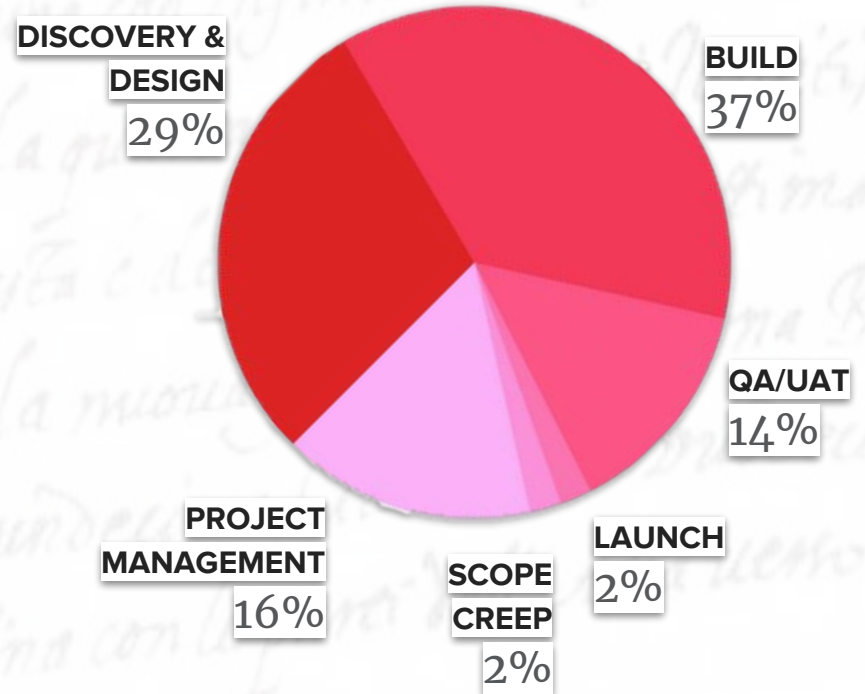
6

WEEKS

Last 10%



Total Project





No. 1

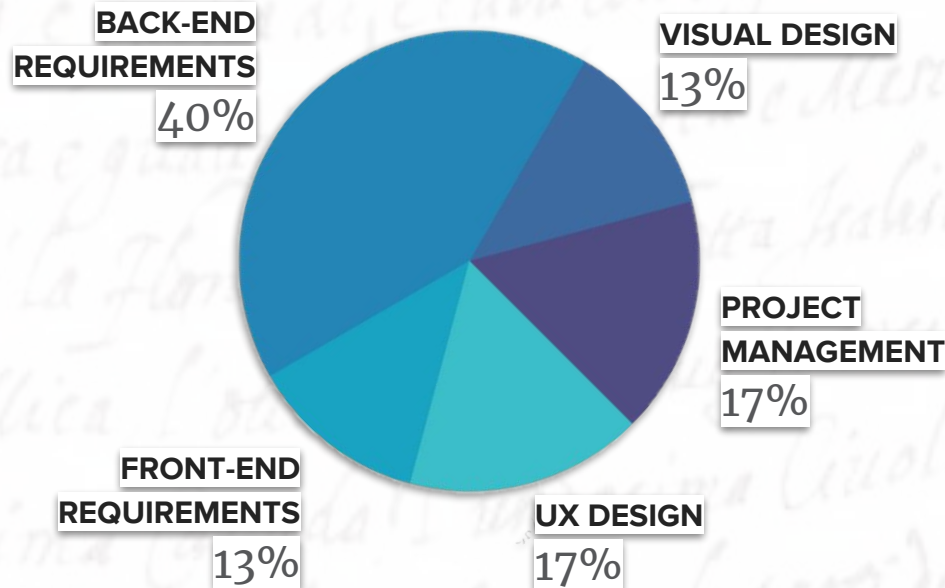
**Make a great* plan
and do that plan.**

* Good plans also work. They're good plans, Brent.

Resourcing

1. **Plan hours** according to what actually works. Keep historical data.
2. Invest in **good requirements**. Aim for 25% - 30% of total budget for pre-build activities.
3. Hit the **build hard early** then taper off.

Requirements Budget



**“This isn’t
about the last
10%”**

- Someone McSomeone Face -

Detailed requirements are the best resource for closing down a project:

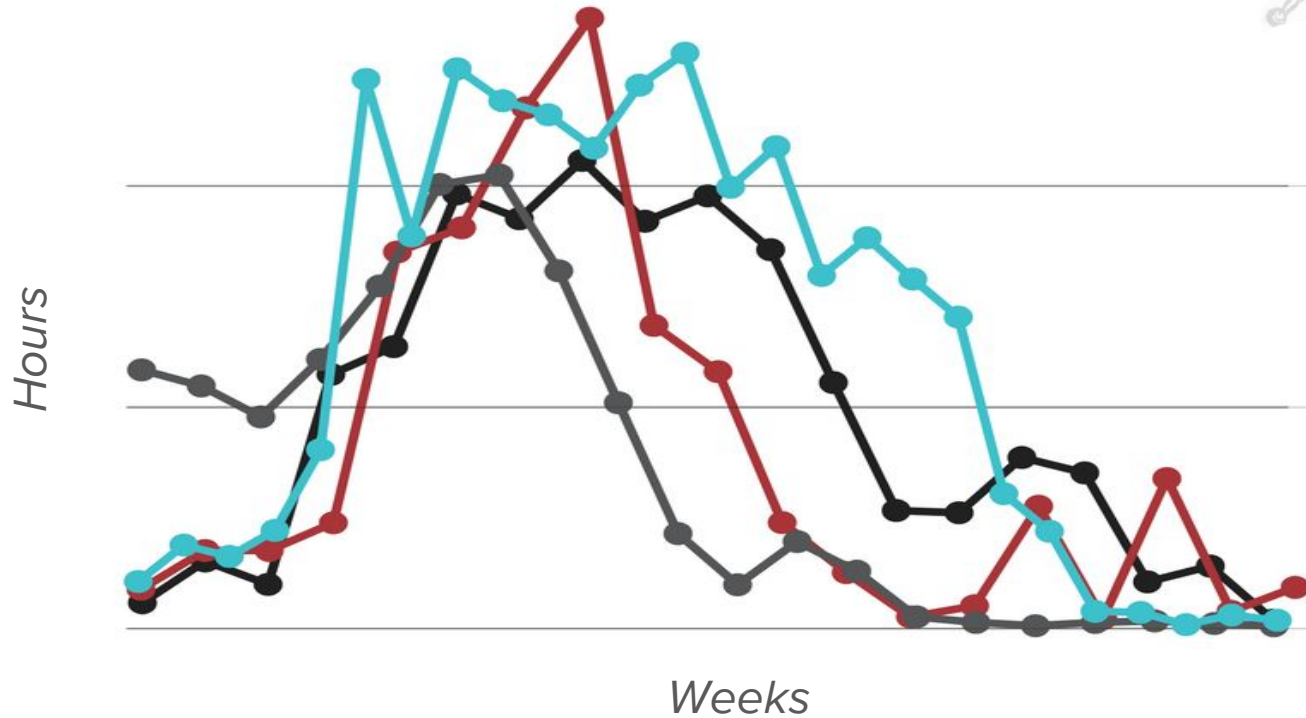
- Manage scope creep*
- Prioritize pre- and post-launch tickets
- Justify change orders

** That’s a whole other slide deck*

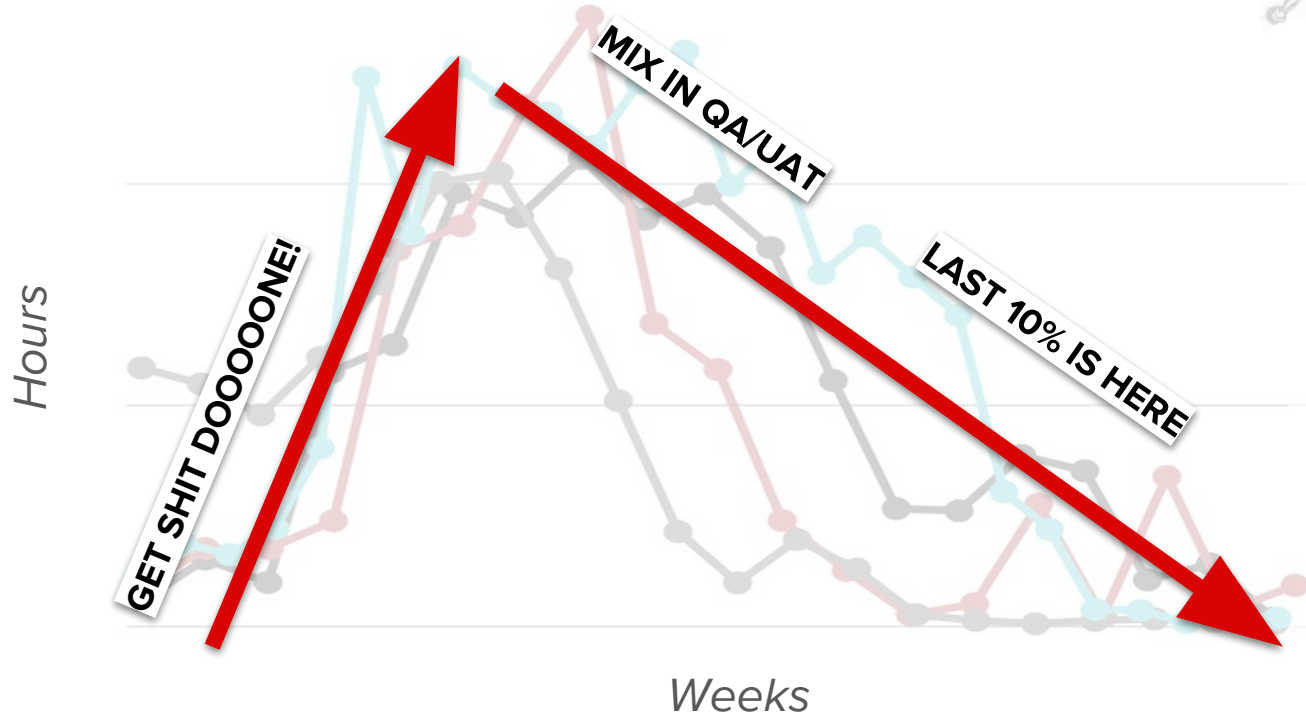
The background of the slide is a faint, light gray architectural drawing of a dome or a similar curved structure, showing a grid of lines and a central vertical axis.

The first third of a project dictates how it will end.

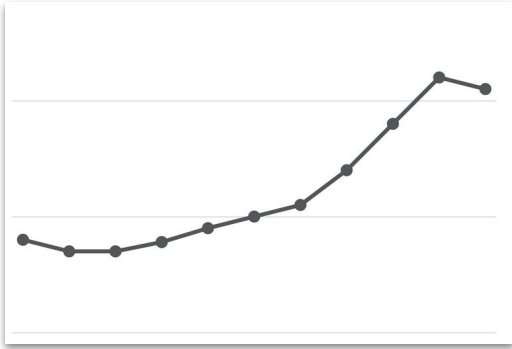
Effort Over Time



Effort Over Time

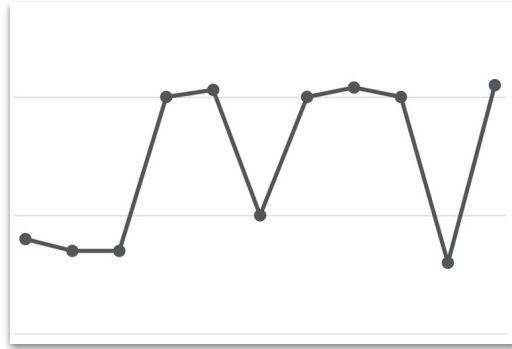


Effort Over Time



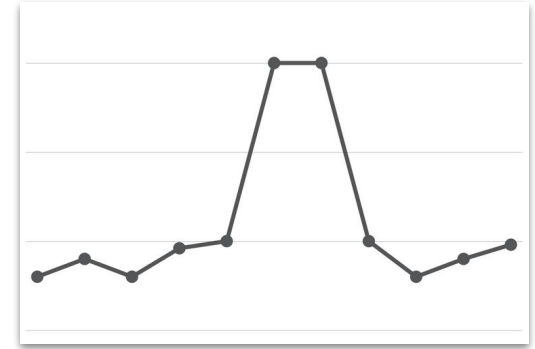
Nope.

Bad requirements.



No.

Monthly retainer?

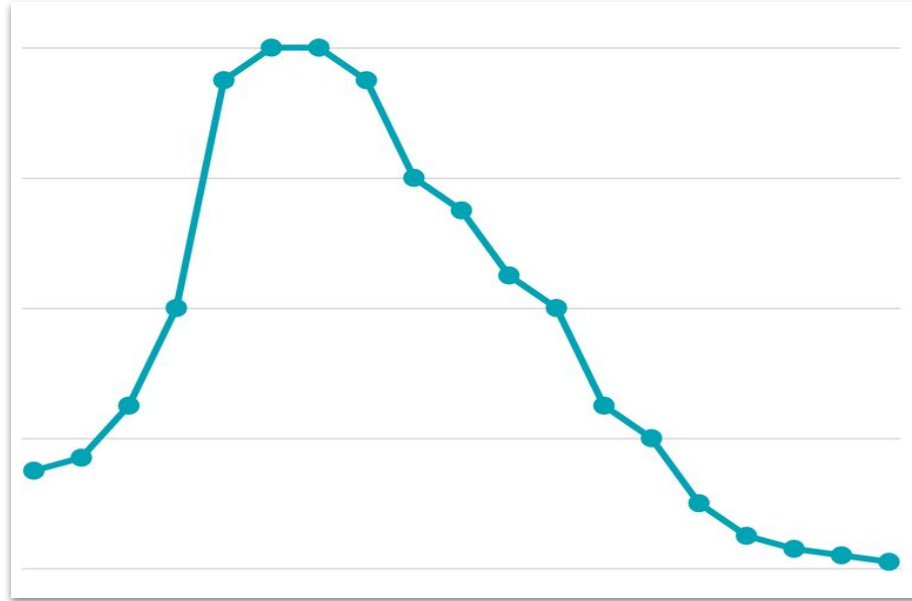


No thanks.

You hired contractors.

Effort Over Time

Will die
on this
hill.



No. 2

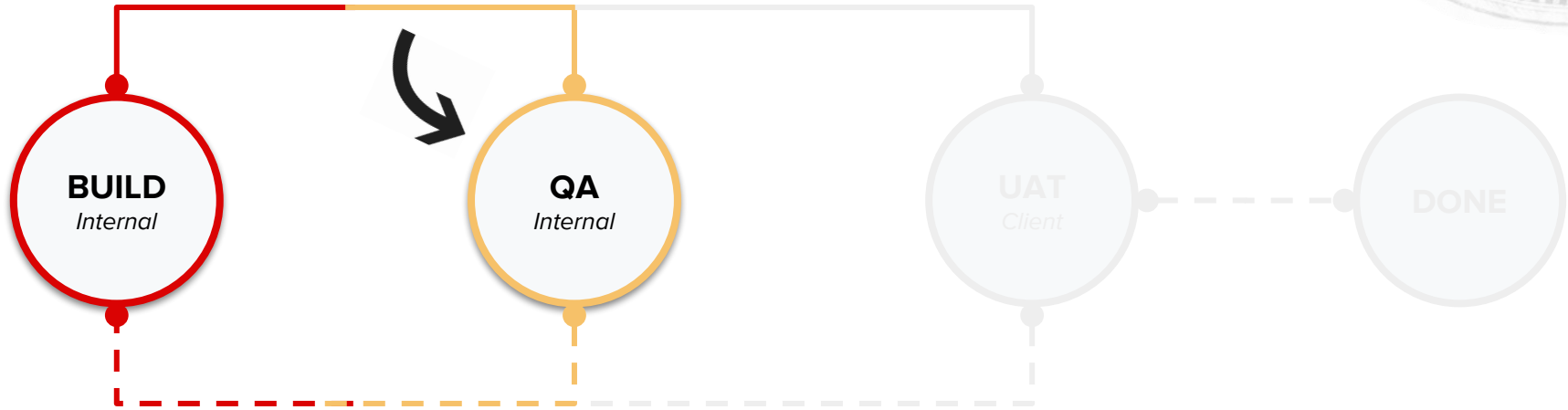
Clients don't test.

They accept.

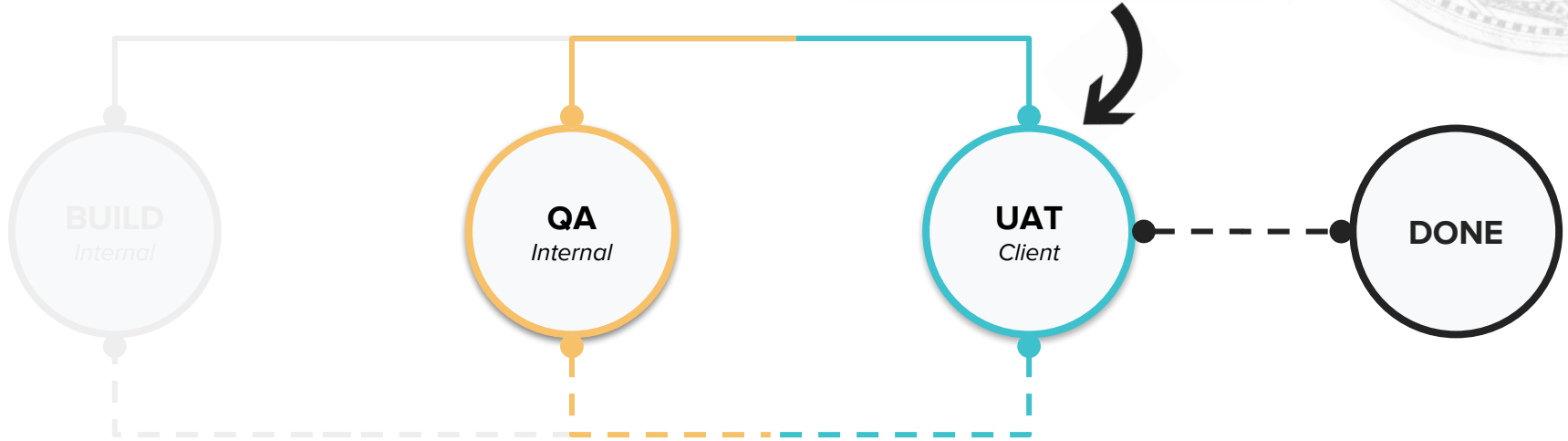




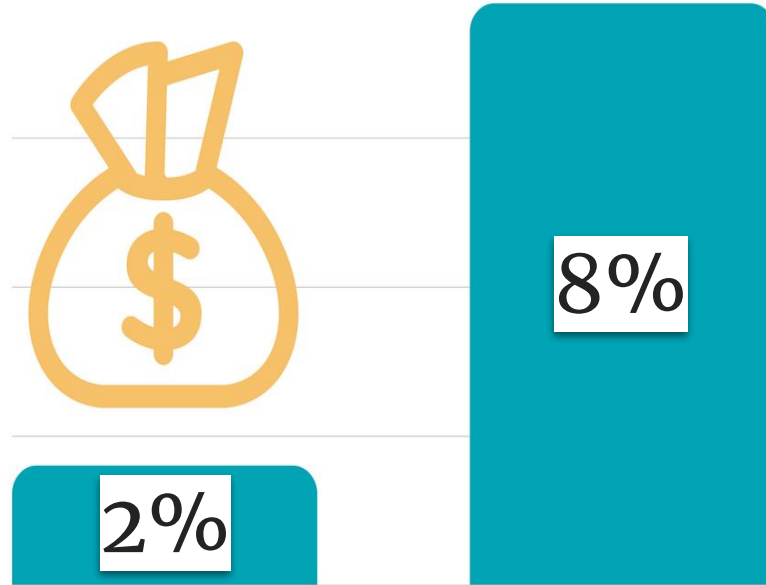
You will **make money** here.



You will lose money here.



**When internal
QA doubled
client UAT,
projects made
more money.**



A faint, stylized globe with a grid of latitude and longitude lines, rendered in a light gray color, serves as the background for the slide.

\$9,000

Assumes a 1,000 hrs. project @ \$150 rate.

No. 3

**You're the feedback
captain.**



Control UAT



- **Filter noise** between clients and engineers.
- **Get information** up front.
- **Force decisions** on prioritization.

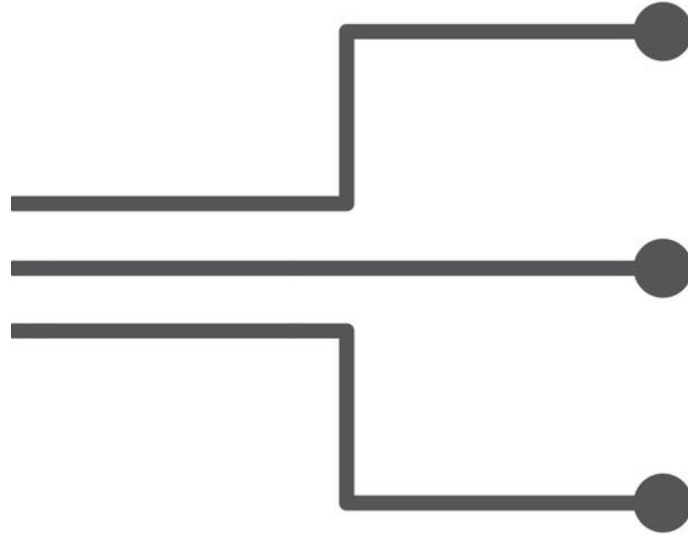
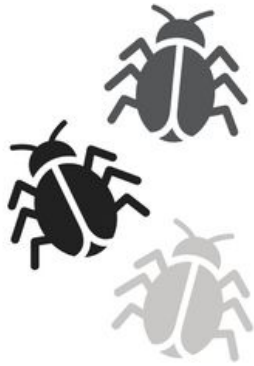
Google Form!

1. Free! Don't hate!
2. Customize fields
3. Required information
4. Tracks responses in a sheet

Field ideas: Browser versions, OS, devices, screen resolutions, screenshots, requirements/feature



Prioritize Every Task



** Not every ticket is a bug, but that's a whole other slide deck.*



Nice to have.



We won't die.



Drop-dead,
must-have or
else.

Hot Tip: Order priorities “Low,” “Medium,” “High,” so “High” isn't the default response.

No. 4

**Adjust your effective
rate.**



Sell Rate

The hourly rate on the contract.

- 1,000 hours (what we sold)
- \$150 / hour
- \$150,000 budget
- \$70,000 profit

Effective Rate

The hourly rate we'll accept.

- 1,150 hours (what we need)
- \$130.43 / hour
- \$150,000 budget
- \$50,430 profit

Assumes a floor effective rate of \$80 / hour.

Effective rate adjustment is not...

A blank check. Work within your estimates.

A client's problem. I don't report budget numbers on fixed-price projects.

A solution for every project. If you give us an inch, we'll take it.

Adjusting the effective rate can...

Improve morale. It takes pressure off production delivery.

Lead to better SOWs. Educate everyone on actual effort vs. sold effort.

No. 5

Don't be a jerk.



You work in
the **client**
service
industry.



is a delicious
website!

Clients. They
are also
humans. It is
true!



A detailed, light-colored illustration of a globe or sphere. It features a complex grid of lines, including latitude and longitude lines, as well as various other curved and straight lines that create a dense, intricate pattern. The lines are rendered in a sketchy, hand-drawn style with varying thicknesses and some dashed lines.

That's all.