

“Everything I Know About Program Management I Learned Selling Lemonade”

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Script / blocking	Screen(s)
<p>Intro</p> <p>COME DOWN STEPS PULLING WAGON.</p> <p>(looks around at props)</p> <p>What the heck is all this? How many of you sold lemonade or Kool-Aid as kids? Did you have ANY idea back then that you'd be a program manager with multi-million dollar budgets? Me neither! How do I talk about program management "best practices"? I could talk at you with a bunch of viewfoils... How many are game for that? Or I could tell you a story. Now, now, hold on there: give it a chance! For thousands of years, people have told stories to get their point across.</p> <p>PUT ON BASEBALL CAP, SWEATSHIRT-JACKET</p> <p>So indulge me a little, will ya? I'd like to make a point. Okay, program management.</p> <p>----- graphic -----</p> <p>Lessee, let's start with this: everything I know about program management I learned selling lemonade.</p> <p>JUGGLE LEMONS</p> <p>Yep! For every one of the "best practices" we'll be looking at in the next day or so, I can look back to selling lemonade as a kid and see how those principles worked. My first lesson: it's like a house of cards. We used to build those in our family room on rainy afternoons when we were bored to tears. Pull one out, or even if one of the cards isn't anchored right, and the whole thing collapses. Of the best practices we'll look at, which one is the most important? All of them. Dad, my business mentor to this day, made sure I knew that as my happy band of friends set out on a mission to earn enough money to go to Disneyland.</p> <p>----- graphic -----</p> <p>It was the summer I turned 10. There we were, Emily, Katie, Billy, George, Denise, and me, feeling all sad and sorry for ourselves. Y'see, we wanted to go to Disneyland...</p> <p>GRAB MICKEY</p> <p>...but didn't have the money to go. But, when life hands you lemons, make...</p> <p>(get audience to chime it)</p> <p>... LEMONADE!. Mom and dad insisted we EARN the money. Hey, this was when the Beatles were the Fab Four and My Favorite Martian was a hit on TV: parents wanted to teach us responsibility and all that kind of stuff, right? Plus, they decided they'd be the chaperones on this trip.</p> <p>----- graphic -----</p> <p>So, my mom and dad helped us figure out that selling lemonade</p>	<p>"Storytime Theater"</p> <p>Blackboard: "Everything I Know About Program Management, I Learned Selling Lemonade"</p> <p><i>NEW: kids playing house-of-cards in living room</i></p> <p><i>OPTION 2nd: House of cards collapsed, cards strewn all over floor</i></p> <p>Group of kids (no background) dreaming of Disneyland</p>

was the way to go, and scaled it up from just hawking juice on the sidewalk to getting a steady customer that would make the odds a lot better that we'd make our "business" goal. That was what they talked about: the business of selling lemonade. Mom suggested the daycare down the street, since she knew the lady who ran it, Ms. Dayma.

Since *my* parents were helping, the other kids made me the Head Honcho, the Grand Pooh-bah. What we call a Program Manager today. Plus, we were going to use *my* garage and *my* front yard, so...

We had 17 bucks between us, and our parents chipped in for the supplies. Katie's mom had the best recipe, which is why Katie was so popular in the summer. By 10 every morning, there was a never-ending stream of kids coming and going through their kitchen. Parents didn't know back then that feeding kids gallons of flavored sugar water made 'em go nuts. We went nuts.

Uhh, I' wandering off the story here. So, anyway, that was the recipe to use, and Katie's mom was nice enough to let us use it.

Kids talking with Bob's parents in family room.

----- **graphic** -----

"If we follow some rules mom & dad made, we'll get to Disneyland... prob'ly!"

My parents offered some advice about making this little adventure a success - advice I didn't ask for. Because, of course, as a very, very bright kid, I KNEW how to make this "business" work. They reminded me of how well I did on a few other projects I had tried and, (ahem), hadn't done very well on. Like the dog I promised to feed and brush and walk each and every day. Mom always brought that one up. Still does.

So, with that kind of "motivation," I realized they might have something to offer. They did.

blackboard: If we follow some rules mom & dad made, we'll get to Disneyland... prob'ly!

NEW: Bob on sidewalk w/ friends, dog in window??

----- **graphic** -----

If fact, they insisted we follow a list of rules they wrote down for us, with the motivation that it would make our chances of going to Disneyland a lot better. Gotta like THAT kind of reasoning, huh? It turns out they were right, absolutely right, as much as it pains me to say that.

So, allow me share that list of "rules" as we learned them way back then. Of course, toddy they're a list of "best practices." Same diff.

Bob & kids talking with parents (maybe with frowns, at least on Bob's face) in family room.

1
Organization

"Everybody has to know their job - what they should do, what they shouldn't do, and where they fit in."

Ever see a garage full of kids trying to work together before they really figure out how to do what they're trying to do? Chaos. It became pretty clear that everybody had to know their job - what they should do, what they shouldn't do, and who's the boss.

----- **graphic** -----

Mom was a big help here. She helped us figure out that we had three main things to do: build a stand, make the lemonade, and get it to the daycare and that a few of us would work on each. It was fun choosing who would be on which team and what each team would do.

All this meant everyone had to know what they had to do and what they couldn't do, without any question about what their job was. I was the Grand Pooh-bah, and so I had to be able to direct people. With Disneyland at the end of our run, the other kids didn't seem to mind... to much, anyway.

----- **graphic** -----

Today, we call this "Organization."

Everybody has to know their job - what they should do, what they shouldn't do, and where they fit in.

NEW: kids in garage, CHAOS!

Kids in garage, all working diligently, with signs demarking their responsibilities

Rollover:
Organization

2
Requirements Management

"Write down what our customers want, then figure out what each team has to do to make it happen."

How many cups of lemonade did our daycare customer need, and how many could we sell at the stand? How big should the cups be? How much ice do we need to keep it cold? What stuff do we need to make all this happen?

----- **graphic** -----

Jeepers, there was a lot of work figuring out what our customers wanted and all the stuff we needed to make our them happy and keep us on track to make the money so we could go to Disneyland.

GET SMALL BLACKBOARD

Then each of the team leaders took that list to where we were getting stuff and checked everything off. Whew!

----- **graphic** -----

We call that "Requirements Management" nowadays.

Write down what our customers want, then figure out what each team has to do to make it happen.

NEW: Same as below, but no stuff & with question marks

Table in garage with stacks of cups, bags of ice, bags of sugar piled up, BIG pile of lemons...

NEW: Kids in produce dept w/ clipboard

Rollover:
Requirements Management

3

Cost as an Independent Variable/Design to Cost (CAIV/DTC)

"To get what they want, the customer has to know what it'll cost, when we can deliver it, and how good we can make it."

----- **graphic** -----

Of course, we didn't have a clue about how to figure out what to make or how to figure out what Ms. Dayma might want. We just figured, since Katie's mom's recipe was so good, and had passed our own market test, that's what we'd deliver. But Katie's mom reminded us that there was powdered lemonade mix, frozen concentrate lemonade, and the fresh stuff we so loved.

----- **graphic** -----

She helped us put a list together that had the "goods" and "bads" for each kind, like how much it cost, how hard it was to make, how each stacked up nutritionally (since that was important to all those kid's moms). Then we just asked Ms. Dayma what SHE wanted. She didn't have a lot of money, but knew that the kids' moms would want good nutrition, and the kids would want something that tasted great, so she went with the fresh-squeezed, but only if we could deliver it on time every day, which, or course, we said we could.

Today, looking at the total cost, the benefit or effectiveness, the schedule and timeliness, and the value is called Cost as an Independent Variable/Design to Cost.

To get what they want, the customer has to know what it'll cost, when we can deliver it, and how good we can make it.

NEW: kids in garage, confused (question marks)

NEW: Bob talking to Ms. Dayma at table in daycare with list on chalkboard.

Rollover:
Cost as an Independent Variable / Design to Cost (CAIV/DTC)

4

Technical Performance Measurements

"How do we know our customer will like our lemonade?"

PICK UP GLASS / CLEAR PLASTIC CUP OF LEMONADE, SLURP / SIP

Ms. Dayma, as nice as she was, was pretty strict about what she wanted. REAL strict. So strict, I wouldn't want to be at her daycare when I was a kid... well, a littler kid... you know! But we had to figure out a way to measure the things that were important to her, like the temperature, the sweetness, and the tartness.

----- **graphic** -----

Since there was no real *scientific* way to measure the sweetness and tartness, we tested it by having *her* taste it. Once we got to the sweetness and tartness *she* liked, we locked in the recipe. Once we got to the coldness she wanted, we took the temperature of the sample she liked, then used it to measure each batch as we poured it.

----- **graphic** -----

Nowadays, we call that Technical Performance Measurements.

How do we know our customers will like our lemonade?

NEW: Ms Dayma, pointing finger & talking to Bob in Daycare

Bob & Katie & a couple other kids talking to Ms Dayma in daycare cafeteria, with a bunch of samples of lemonade on the table.

Rollover:
Technical Performance Measures

5
Integrated Schedules

"Plan what we need to do, and put it on the calendar."

Dad really counted on us to make a plan and stick to it. Well, he counted on ME to do that, with help from my buddies.

SIT ON COOLER

We had one team working on getting the cooler and the wagon ready...

SQUEEZE ALREADY-CUT LEMON INTO JUICER

... another squeezing the lemons so we could add it to the water and then add the sugar...

CHEW SOME ICE?

... and another team getting the ice and making sure it gets there right when the lemonade is ready, so the ice doesn't sit around and melt, and... Well, you get the idea!

Some how, we had to figure out a way to make sure everything happened when it was supposed to.

----- **graphic** -----

So, Dad and I made up a big schedule on the chalkboard. The other poobahs had to write their schedule on the same board. The first time we did this, Dad really cracked up at all the things we were trying to do at the same time – like delivering the lemonade before we even bought the lemons.

Having all the schedules together made it a lot easier to make sure that everything came together at the right time.

----- **graphic** -----

We call that "Integrated Schedules" now.

Plan what we need to do and put it on the calendar.

NEW: Chaos: maybe separate images of Bob, frame of George fumbling with wagon, another with a huge overflowing pile of lemons as s/he squeezes, kid with ice melted...

Kids in garage, working diligently squeezing, pouring, bringing up bag of ice...

Rollover:
Integrated Schedules

6
Baseline Management

"Once we figure out how we want to do everything, write it down, and don't change anything without an OK from Premiere Pooh-Bah.."

So, a bunch of smart-alec *kids-pretending-to-be-exec*s sitting around in the garage...

----- **graphic** -----

... trying to figure out how much money we needed to go on this trip, then how many cups of lemonade we had to sell and at what price, then how many gallons of water and how many lemons and how many pounds of sugar, and how we'd get it to the daycare and how to build the sidewalk stand and out of what... Then coming up with a plan of how we'd do all this, then put dates on everything, and then agreeing that any changes had to go through the Grand Pooh-bah: ME!

----- **graphic** -----

Once we figure out how we want to do everything, write it down, and don't change anything without an OK from Premiere Pooh-Bah.

Kids sitting around garage, with one at chalkboard writing or pointing to milestone-like chart

Rollover:
Baseline Management

As program managers, you can just call it "Baseline Management."

7
Customer Communication/Contact Plan

"Be friends with our customers."

FOOT ON LEMONADE HOLDER (?)

My dad "suggested" we get to know our customers and talk to them a lot, like every couple of days, and to put it on our calendar so we really did it. "Know them by name," he said, "...give them lots of updates on *what* you're doing and *how* you're doing, and just make sure they're happy with what's going on."

----- graphic -----

PICK UP WALKIE-TALKIE

We even convinced Ms. Dayma to use a walkie-talkie, because we thought they were so cool. Getting to know the customer is even more important when a problem pops up. There were a few times when Ms. Dayma used that walkie-talkie to find out things or point out little problems, and it was always okay.

----- graphic -----

These days, we call that a Customer Communication / Contact Plan.

Be friends with our customers.

Bob talking to Ms Dayma (interior) with walkie-talkies on table

Rollover:
Customer Communication / Contact Plan

8
Supplier Management

"Make the people we get stuff from part of our team, and ask them to play by our rules (mom & dad's)."

From the get-go, we knew that we needed to figure out how to get all the stuff we needed. I decided to let the team leaders figure out how to do this, and it was really cool how things worked out with our relativ... uh, "suppliers."

----- graphic -----

Katie, the making-lemonade team leader, (that was a no brainer!), got Emily to talk her uncle, who just happened to run the produce department at our grocery store, into giving us a great deal on the cups, lemons, sugar, squeezer thingies, and even some fruit crates.

PULL CRATE OUT OF WAGON OR POINT/LEAN

Meanwhile, Billy, who was the building-the-lemonade-stand team leader, got George's dad to let us borrow tools and "donate" scraps of lumber from his fence-building project. All the pooh-bahs, the team leaders, got to be friends with the folks they got stuff from. And that really helped.

----- graphic -----

George's dad even filled in his "supplier" information on our "central information board," which is what's supposed to happen: our suppliers are part of the team, and have to keep the "central information board" up-to-date, right along with us. I'm pretty sure he was in cahoots with my parents to watch us and teach us. I think you can bet on that

Make the people we get stuff from part of our team, and ask them to play by our rules (mom & dad's).

Kids (Emily, Katie, +) in produce dept buying lemons, with basket piled high with cups, sugar.

Adult (George's dad) at chalkboard writing.

Rollover:
Supplier Management

you can bet on that.

----- **graphic** -----

Today, we call it "Supplier Management"

9

Risk Management

"Figure out what might go wrong, and what you can do to fix it before it does."

Okay, we had a problem: There we were, our first batch of lemons coming in. George, our transportation-team leader, coming up the driveway pulling his Radio Flyer wagon filled with a gazillion lemons.

----- **graphic** -----

We found out that a lot of the lemons were "smooshed" and some of them were even split open. That was "icky," as making-the-lemonade chief Katie said. It turned out the wagon we used to get the lemons from the store to our "factory" bounced them around: we didn't have smooth sidewalks, and our Radio Flyer wagon didn't exactly have shocks. So, we put some foam in the wagon, which fixed the problem, and made sure we were getting nice, juicy, ripe...

HOLD & SMELL LEMON

... mmmmm lemons.

Now, if we had figured out that the lemons might have smooshed in the wagon before this happened, or had taken a few lemons and tried it out, we could have fixed the problem before it gunked up the works.

----- **graphic** -----

So we started doing more of that - trying to guess or giving something a trial run. Like when Billy piled rocks on the lemonade stand to make sure it was strong enough to hold all those pitchers of lemonade without crashing. Or when we found out that Emily's uncle Jerry's store might not be able to get us enough lemons. So we had to find another uncle or someone, which we did! Uncle Jerry told us about Billy's Aunt Edie, who ran a produce stand at a farmer's market, so that turned into our second lemon source. Then there was our test of the lemonade stand, seeing if the crates could hold up with all those pitchers of lemonade on it.

----- **graphic** -----

STAND ON ROCKS

In this modern world, we call it "Risk Management."

Stopping a boo-boo from happening is better than fixing it later.

George arriving pulling wagon with tons of "smooshed" lemons.

Billy testing lemonade stand (with rocks of something else heavy?).

Rollover:
Risk Management

10

Use of Independent Reviews

"Ask 'outsiders' to taste our lemonade and tell us how it is."

HOLD UP GLASS OF LEMONADE

Y'know, when you drink a couple hundred cups of lemonade trying to figure out the best recipe, you can forget what good lemonade should taste like. You get used to the gradual changes. Katie's mom had a great recipe, but going from one gallon to about 8 gallons is tricky for people who haven't had trigonometry in school yet. So we mixed and tasted, mixed and tasted, mixed and tasted... I'd think it had way too much sugar, but Katie's face would pucker up when she tried it.

----- **graphic** -----

So we asked our parents and some other kids to give it a try. Good thing! I was right: it was way too sweet. Katie's mom weighed in with her opinion, too, and so it was decided: less sugar!

----- **graphic** -----

It's called "Use of Independent Reviews" today.

Ask "outsiders" to taste our lemonade and tell us how it is.

NEW: Kids downing lemonade around table, strewn with tons of cups

People by lemonade stand tasting (maybe stand has sign, "taste testing today")

Rollover:
Use of Independent Reviews

11

Help Needed

"It's okay to yell HELP!"

Y'know, it's not easy for a kid, or even an adult sometimes, to admit a mistake, tell some bad news, or ask for help. But dad let me know it was my job to actually go out there...

GO INTO AUDIENCE

... and ask the others how I could help, or if there was any bad news. Make it easy to ask for help.

----- **graphic** -----

Like when Denise had a lemon seed jam the juicer-squeezer.

PICK UP JUICER

She tried fix it, but ended up pulling out the "help notification implement" ...

MEGAPHONE

... so we fixed it, and were on our way again.

----- **graphic** -----

In today's complex corporate lingo, we call this "Help Needed"

It's okay to yell HELP!

Kids working in garage (loading wagon, writing on board, etc)
Denise yelling "HELP!" in megaphone.

Rollover:
Help Needed

12

Weekly Earned Value

"Figure out a way to measure how we're doing, and put it on the chalkboard."

After we'd had the stand operating for a week and had made a few deliveries to the daycare, we thought we were doing great. We'd made 20 bucks already!

TOSS CHANGE / SHAKE CHANGE IN PAINT CAN / COFFEE CAN

Didn't take Dad but a second to throw cold water on that.

TOM: "So, you've made 20 dollars. How much did you spend to make that? How much should you have made based on your plan?"

We didn't have a clue! Dad decided to help...

TOM: ... against my better judgment!

----- **graphic** -----

So, he showed Emily, our resident brainiac, a way to look at all that stuff so that we could really tell how we were doing towards our Disneyland goal.

----- **graphic** -----

Now, we call it "Weekly Earned Value."

Figure out a way to measure how we're doing, and write it on the chalkboard.

NEW: Kids at stand holding up cash from coffee can

Emily at blackboard drawing chart

Rollover:
Weekly Earned Value

13

Closed Loop Corrective Action

"If something goes wrong, figure out why, then fix it, and keep checking to make sure it's fixed."

PICK UP GLASS WITH LEAVES, POUR OUT

One time, Ms. Dayma found some stuff, like dirt or leaves or something, in the lemonade. George, who was our transportation team pooh-bah, and our temperature-regulation team pooh-bah, Denise, figured out Mr. Wilson's birch tree was the problem.

----- **graphic** -----

PUT COOLER IN WAGON

So they figured that hauling the lemonade to the daycare in one of those big coolers and pouring it there would fix the problem. Katie, the making-the-lemonade team leader, had to buy into it, too, since it would mean having her lemonade-pourer there at the daycare pouring lemonade. I didn't even know about any of this until I saw them pulling the Radio Flyer away with my parent's big ol' honkin' cooler in the wagon instead of the boxes of lemonade-filled cups. Turns out there was a lot less spilling the new way, too.

----- **graphic** -----

It's called "Closed Loop Corrective Action" in today's lingo.

If something goes wrong, figure out why, then fix it, and keep checking to make sure it's fixed.

NEW: Ms Dayma looking at cup of lemonade with "yuk" expression

George pulling wagon with cooler in it, Emily & Denise following.

NEW (option): Kids pouring lemonade at daycare

Rollover:
Closed Loop Corrective Action

14

Management Information System

"We got to write everything down in one place."

Denise came running into the garage... uh, our "office" one day, all excited because Ms. Dayma at the daycare wanted to know how many cups of lemonade we were going to deliver the next day. Nobody had a clue! Mom reminded us that she and dad had wanted us to keep one record of everything somewhere, so when the day-care had a question, or one of the other kids needed to know what was going on, or even my parents, who were watching us like a hawk, they could find it.

----- **graphic** -----

The only way to make sure all the information was right and up-to-date was to keep it all in one place, where anyone could find out what was going on. Back then, it was called a chalkboard.

----- **graphic** -----

Today, it's called Management Information System.

We got to write everything down in one place.

NEW: Denise came running into the garage, excited & waving

Kids writing on chalkboard in garage.

Rollover:
Management Information System

Conclusion

We're going to Disneyland!

MICKEY-MOUSE HAT?

Yep! We did it! Nobody was prouder than my upper managem..
Uh, parents. Disneyland was a blast!

HOLD UP SNAPPLE BOTTLE

As for the team: Katie, our making-the-lemonade-leader, is an exec at Snapple.

FOOT ON WAGON

Billy, the building-the-lemonade-stand pooh-bah, is a big-time contractor. George, our transportation chief, runs the municipal bus system. I'm a program manager at Boeing. We stay in touch with e-mail, and every once in a while chat on the phone. It was a good summer, and we obviously learned more than we thought.

PUT ON BOEING HAT

Now we call them best practices. Back then they were mom and dad's rules. Same thing. The most profound lesson we learned is that all of those rules have to work together, every one is just as important as any other. We had to make it all work together. We did. We went. We had fun!

We're going to Disneyland!

Kids wearing Disneyland paraphernalia