

While we settle in:



What does Project Mgmt or Agility
have to do with the Grateful Dead?



JERRET BATSON



“We're like licorice. Not everybody likes licorice, but the people who like licorice really like licorice.”

~ Jerry Garcia





Awaken the Dead

Thoughts to Cause Ripples



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Scenario



Today's journey

Stories that focus on

1. Living an Ultimate Vision
2. Focused Innovation
3. Challenging the norm

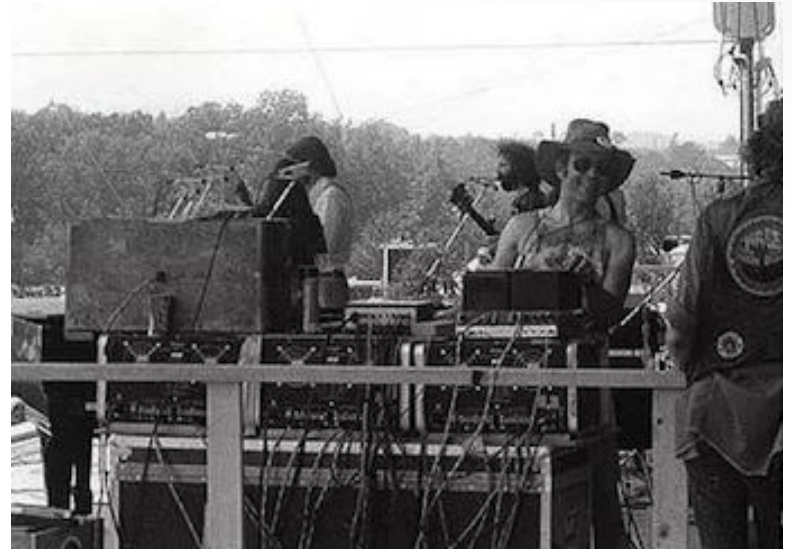
Vision

Provide a high-quality experience with high quality music and make the world a better place



Breaking Empirical Process

- Amplifiers hadn't changed since the 1920's and there was a need to support larger venues
- It took 8 yrs and cost ~\$350K to build
 - About \$2.1M today
- Outcomes
 - Lost millions on the tour
 - Created the 1st soundboard
 - Invented Microphone technology
 - Cable technology improvements





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Inclusivity

- Tapers
- Deaf-heads
- Merchandising

Scenario - The Tapers



Were violating Copyright laws

Impacting others attending the shows – Tapers not allowing people to sit in paid seats

Scenario the Tapers



Provide a high-quality experience with high quality music and make the world a better place

Tapers



Bands Thoughts

“My responsibility to the notes is over after I’ve played them. At that point I don’t care where they go”

1984: Created special tickets dedicated to a tapers section

Music Business Empirical Process



We're trying to change the whole atmosphere of music, the business part by dealing with it in a more humanistic level

Experimentation

Felt deal with Warner Records wasn't working

Records weren't available at the cities in which they were playing



Deaf Heads



September 23, 1971

Inside album cover

DEAD FREAKS UNITE

Who are you? Where are you?

How are you?

send us your name and address

and we'll keep you informed

Dead Heads

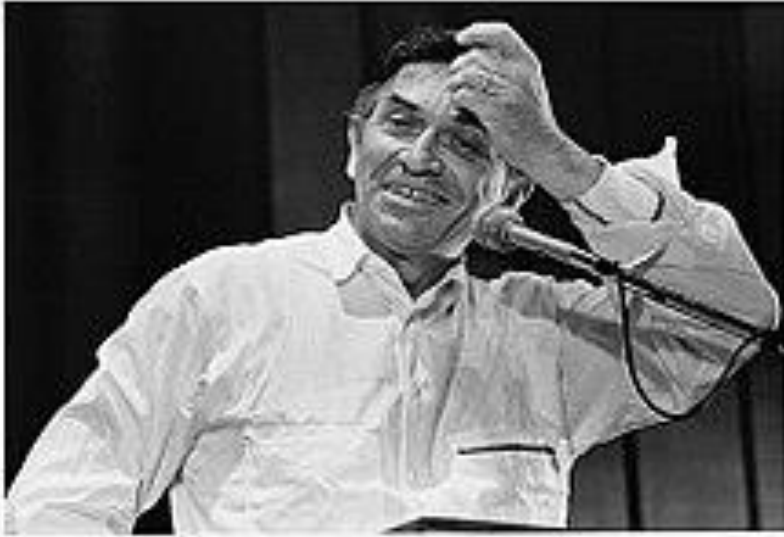
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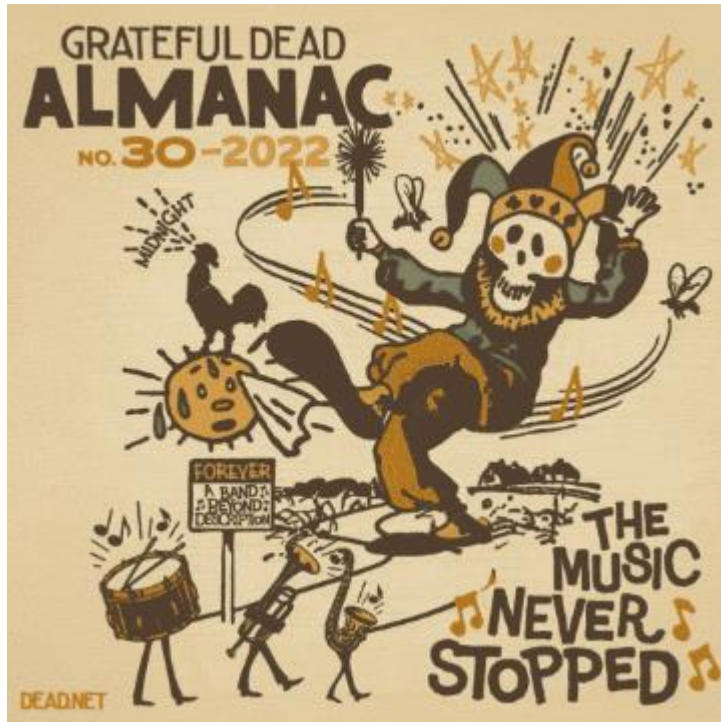
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T-Shirt business – Bill Graham

Invented Rock Merchandising



Engagement



Sent quarterly to ~140,000

½ were considered active customers

1994 ~\$35M in merch sales

Intentions Matter:

Band wasn't focused on profits, but rather to foster sense of community

- In 2000 the Grateful Dead was responsible for generating ~\$70M in non-music merch

Scenario - Bootlegger problem



Scenario - Bootlegger problem



We look forward to working with you to bring you the best hippie wholesale experience you can imagine.

Dead Family Qualifications

Loyalty

Honesty

Compatibility

Breaking Empirical Process

- Base Pay + Bonus
- Royalties
- Shared Leadership

Safety Guaranteed



1969 Lenny Hart
\$150K

Dan Healy, Audio Engineer
\$15K in 2 seconds



Thoughts on Innovation

When in the process of cultivating new information and you're charting new territories, there's no guarantee that it's going to work.

When you take risks, you win some - you lose some and move to the next challenge
~ That is bold innovation



“When Grateful Dead found me, it was the perfect moment, as I had fallen out of love with what was left of music”

Can you Awaken the Dead

What is your project/products vision

Risks

PMBOK: An uncertain event or condition, that if it occurs, has a **positive** or negative effect on a project's objective.



Should you take more risk for the portfolio

Fall Back in Love with Project Mgmt

What is your scenario

Wait for lessons learned reviews –or- discuss in real time

As the team to innovate –or- help them innovate

Go to the Sr. Leader for all approvals –or- take calculated risks

Create process for mistakes –or- encourage learning

Create environment for Us/Them –or- Us.

