

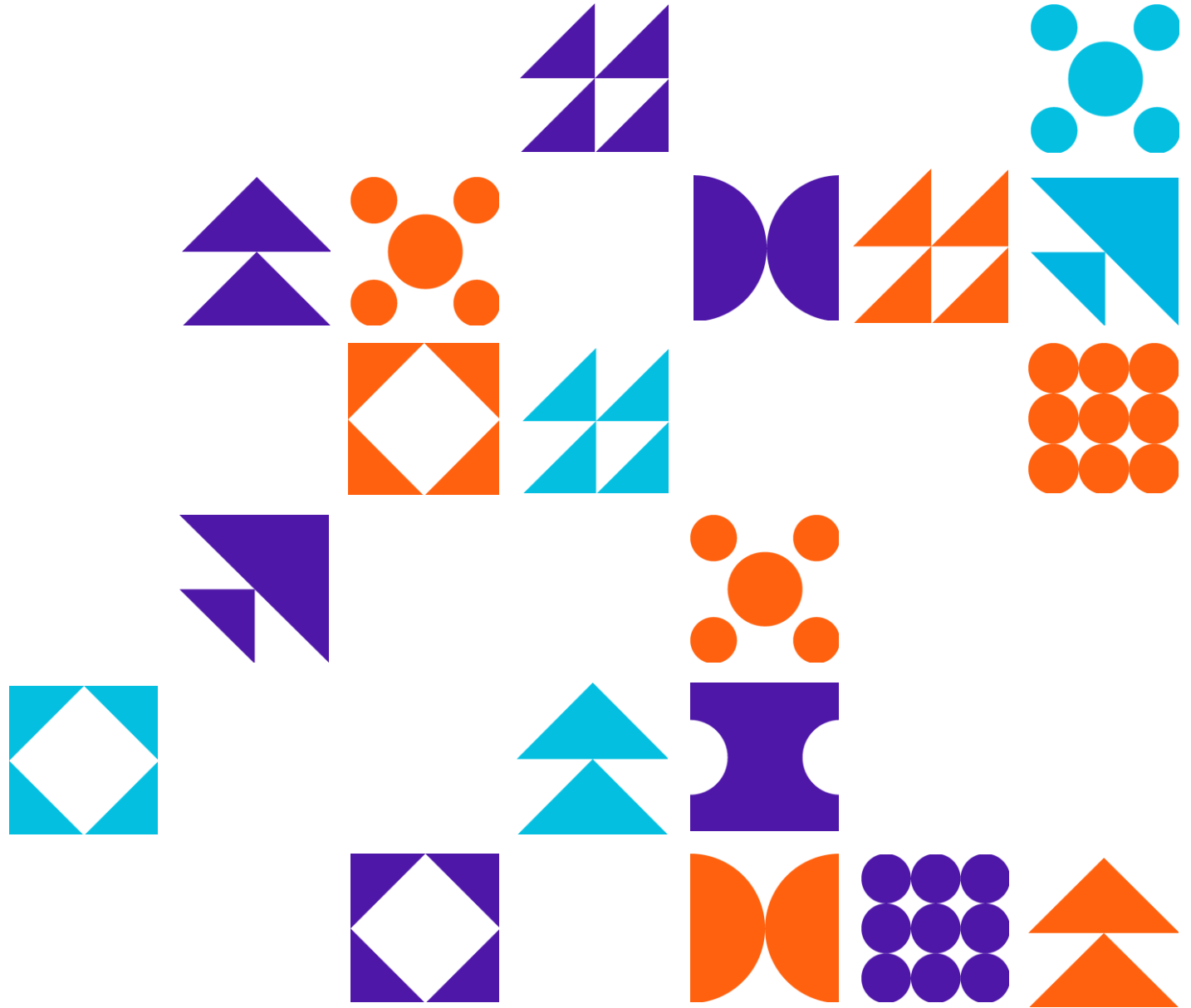
HUNTING HORCRUXES

A Cautionary Tale

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PDD 2024 | PMI-OC

02 24 2024



INTRODUCTIONS



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THE JOURNEY

- Stakeholders and their Motivation
- Change Management in the Woods (and other places)
- Risk Management with a Risk-Taking Group
- Scope Management with an Ever-changing Scope

PROJECT PLAN

Definition of Done

Destroy the Horcruxes

- ~~Diary~~
- ~~Ring~~
- Locket
- Nagini
- Cup (Suspected)
- Unknown (connected to Ravenclaw)

Change Management

- Harry, Ron & Hermione
- No “oversight” or subject matter expert

STAKEHOLDER REVIEW



Harry Potter

Risk-Taker



Ron Weasley

Most Risk-Averse

Has a lot to lose



Hermione Granger

Risk-Taker

Planned for Risks

Could go into hiding

STAKEHOLDER REVIEW



Voldemort

Somewhat Risk-Averse

Negative Stakeholder

Knowingly split his soul 6 ways

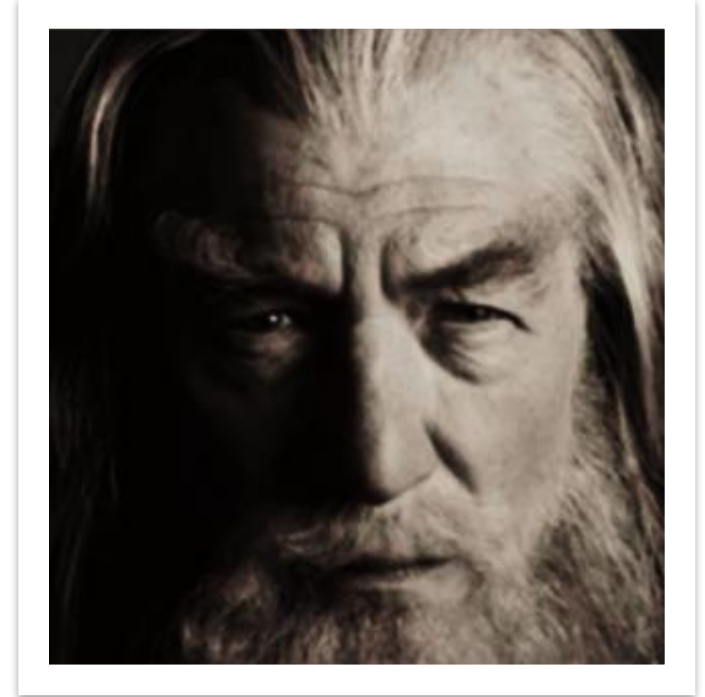
Becomes more risk-averse as the book progresses



Severus Snape

Biggest Risk-Taker

Negative Stakeholder



Albus Dumbledore

Modest Risk-Taker

Risked others lives as well as his own

RISK MATRIX

Knowns

4 of 6 Horcruxes to destroy - Locket,
Nagini (suspect), cup (suspect), Unknown

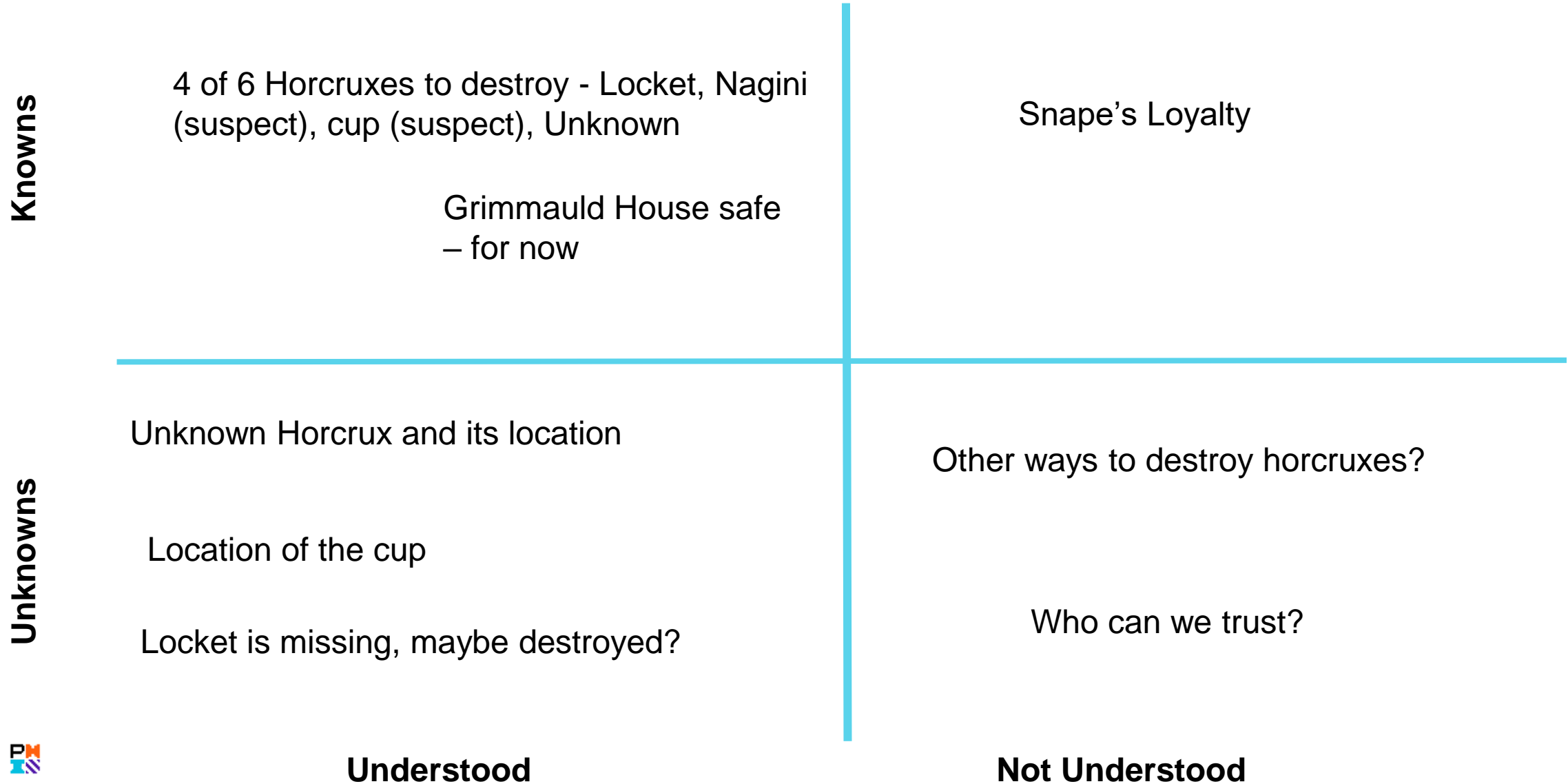
Unknowns

Understood

Not Understood



RISK MATRIX



MAGIC IS MIGHT

Plan/Goal

Get the Locket

Risks and Mitigations

Polyjuice Potion

Reconnaissance/Planning

Picked non-descript people

Unplanned Change

Got caught

Grimmauld house is not safe

Suspect Wizards were freed

Ron is injured

Impact of Plan

Locket Retrieved

RISK MATRIX

	Understood	Not Understood
Knowns	<p>4 of 6 Horcruxes to destroy - Locket, Nagini (suspect), cup (suspect), Unknown</p> <p>Grimmauld Place not safe</p> <p>Locket Located</p>	<p>Snape's Loyalty</p> <p>Locket Side Effects</p>
Unknowns	<p>Unknown Horcrux and its location</p> <p>Location of the cup</p>	<p>Other ways to destroy horcruxes?</p> <p>Who can we trust?</p>

THE GOBLIN'S REVENGE

Plan/Goals

Find Horcruxes

Risks and Mitigations

Rotate wearing the Horcrux

Unplanned Change

Ron Leaves the group – helped by the
locket

Impact of Plan

Risk-averse person has left
Fewer people for watches

RISK MATRIX

	Understood	Not Understood
Knowns	<p>4 of 6 Horcruxes to destroy - Locket, Nagini (suspect), cup (suspect), Unknown</p> <p>Grimmauld House not safe</p> <p>Locket Located</p>	<p>Snape's Loyalty</p> <p>Locket Side Effects</p>
Unknowns	<p>Unknown Horcrux and its location</p> <p>Location of the cup</p> <p>Ron leaves – will he return?</p>	<p>Other ways to destroy horcruxes?</p> <p>Who can we trust?</p>

ATTACK AT GODRIC'S HOLLOW

“I know you said you wanted to go to Godric’s Hollow first, Harry, and I understand why, but...well...shouldn’t we make the Horcruxes our priority?”

-Hermione

“I understand why you’d love to talk to her [Bathilda] about your mum and dad, and Dumbledore too,” said Hermione. “But that wouldn’t really help us in our search for the Horcruxes, would it?”

-Hermione

ATTACK AT GODRIC'S HOLLOW

Why did we change scope?

Harry wanted to see where his parents live.
Sword of Gryffindor
Bathilda Bagshot

How did we mitigate risk?

Polyjuice Potion to conceal identity
Practiced Apparating/Disapparating
Used Cloak

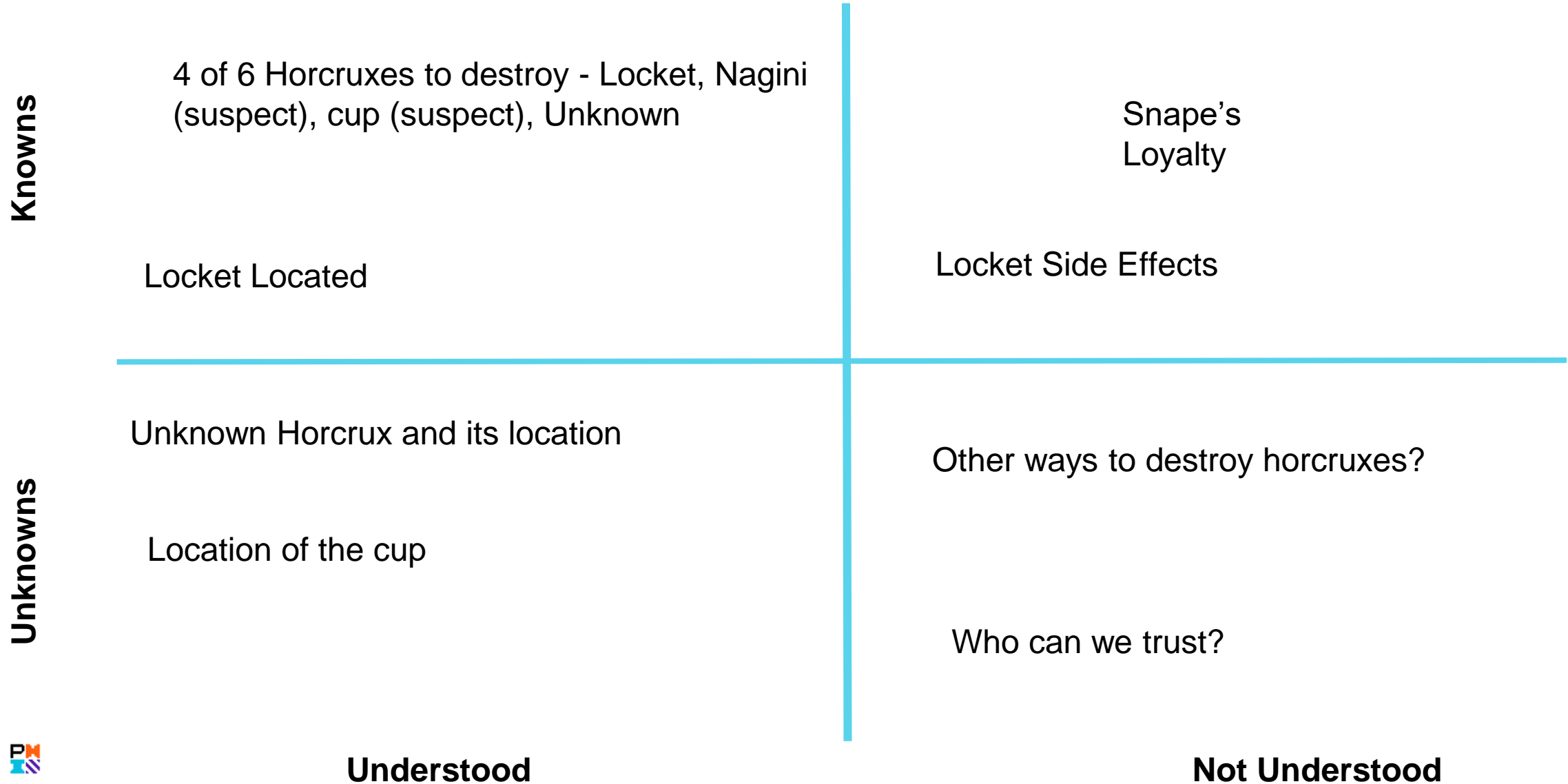
What signs did we ignore?

Bathilda could see through the cloak
Harry felt the locket pulsing
Bathilda only spoke to Harry alone in parseltongue
Scar prickled, "Hold him"

Impact of Change

Harry's wand is broken beyond repair
Voldemort knows they visited
No new horcrux information
Bathilda is dead
Found Rita's Book

RISK MATRIX



AMBUSH AT THE LOVEGOOD HOUSE

"It's that mark, the mark in The Tales of Beedle the Bard. Look at this!... It keeps cropping up, doesn't it? I know Viktor said it was Grindelwald's mark, but it was definitely on that old grave in Godric's Hollow, and the dates on the headstone were long before Grindelwald came along!... we can ask Mr Lovegood. He was wearing the symbol at the wedding. I'm sure this is important, Harry!"

-Hermione

"Hermione, we don't need another Godric's Hollow."

-Harry

AMBUSH AT THE LOVEGOOD HOUSE

Why did we change scope?

Hermione wanted to learn more about the Deathly Hallows
Lovegoods were Harry supporters

How did we mitigate risk?

None

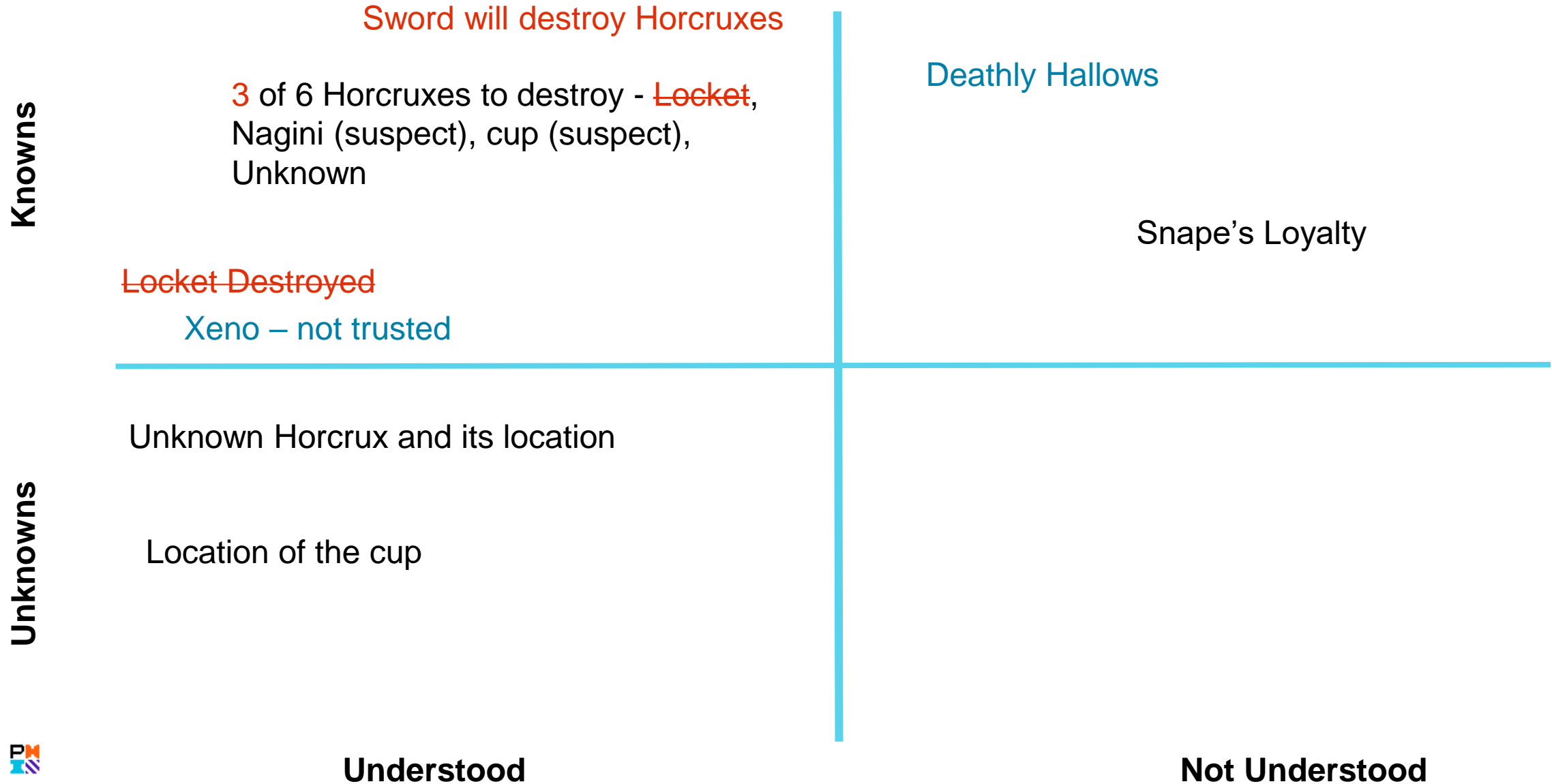
What signs did we ignore?

Xeno uncomfortable greeting the group
Xeno lying about Luna

Impact of Change

Learned Luna was kidnapped
Xeno in danger
Deathly Hallows Information
Harry seen by Death Eaters

RISK MATRIX



SKIRMISH AT MALFOY MANOR

Plan/Goals

Stay Alive

Risks and Mitigations

Hermione stuns Harry

Team lies about who they are

Unplanned Change

Kidnapped in Forest

Find Luna/Dean/Ollivander/Griphook

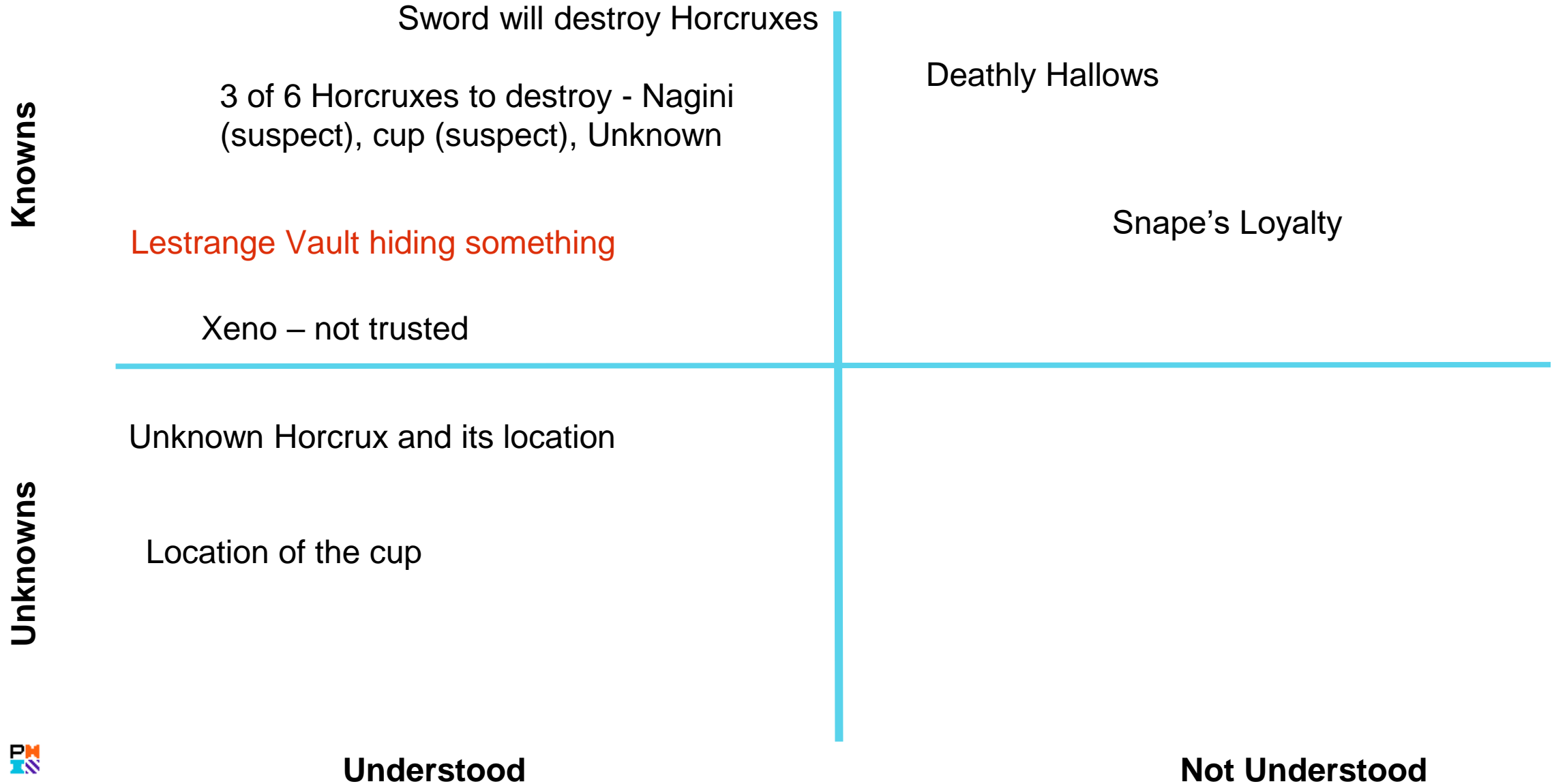
Impact of Plan

Wormtail and Dobby die

Luna, Ollivander, Griphook, Dean are rescued

Learn about Gringotts/Lestrange Vault

RISK MATRIX

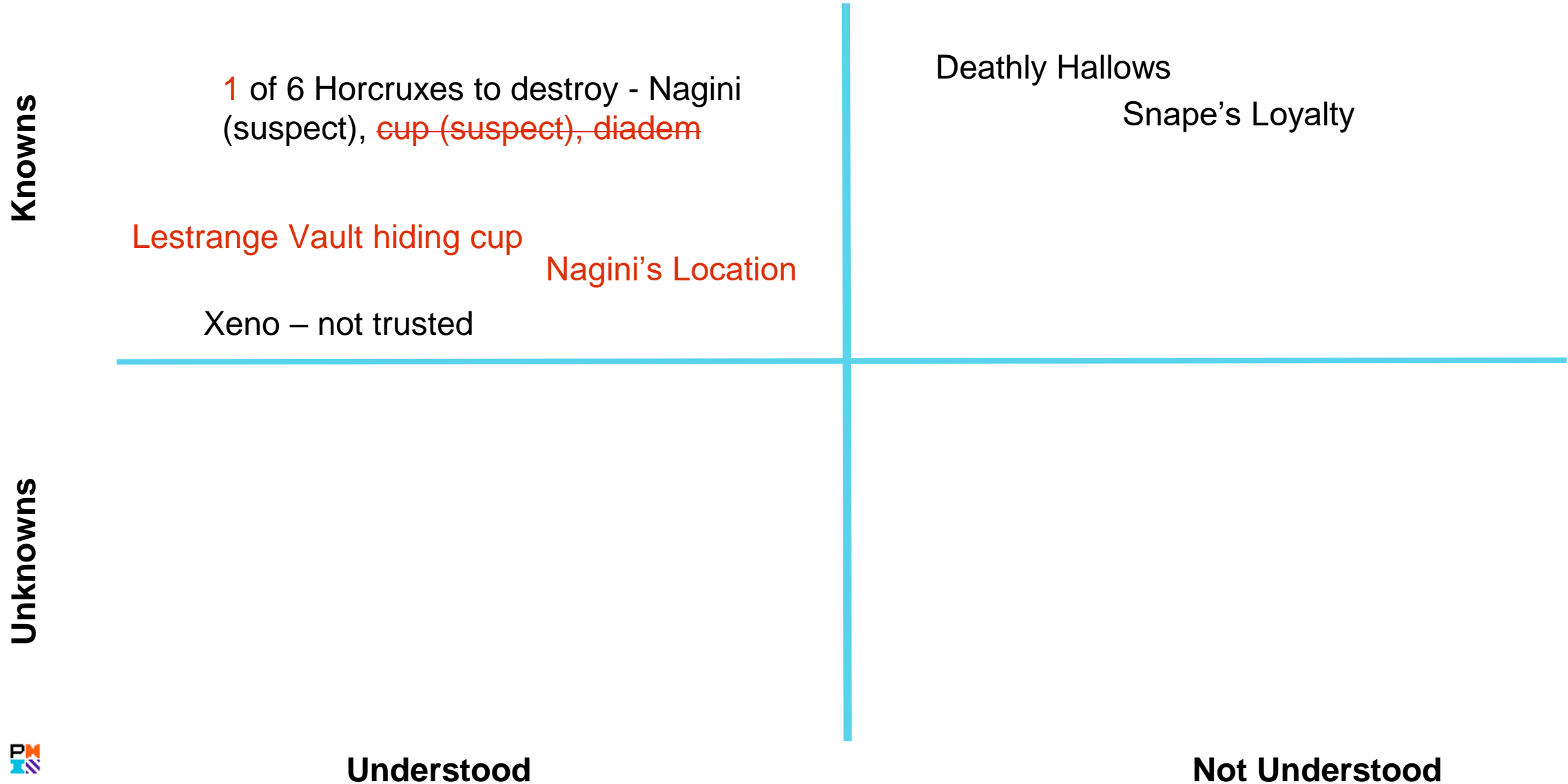


BATTLE OF HOGWARTS

“We will fight!” Hermione said. “We’ll have to, to reach the snake! But let’s not lose sight now of what we’re supposed to be d-doing! We’re the only ones who can end it!”

-Hermione

RISK MATRIX



THE PRINCE'S TALE

Plan/Goals

Learn from Snape's Memories

Risks and Mitigations

None

Unplanned Change

Harry must die – he is a horcrux
Embraced it and went willingly to reach
the goal.

Impact of Plan

Voldemort can be defeated

Snape is a double-agent, protecting Harry

Unexpected impact – troops are angered even more, rallied harder

RISK MATRIX



DEBRIEF

Horcrux	Destroyed by
Diary	Harry (Basilisk Fang)
Ring	Dumbledore (Sword)
Locket	Ron (Sword)
Cup	Hermione (Basilisk Fang)
Diadem	Crabbe (Fiendfyre)
Nagini	Neville (Sword)
Harry	Voldemort (Killing Curse)

- Deathly Hallows
 - Wand
 - Harry never used the wand
 - Stone
 - Did not bring Harry back to life after Voldemort killed him
 - Only to bring support for confidence
 - Cloak
 - Used as a tool, didn't ensure success

RETROSPECTIVE

Bad

Good

What we learned

+1s



RETROSPECTIVE

Bad

Good

- Scope creep
- Couldn't trust people
- Personal feelings interfered with project
- No food
- Risk-averse person not present

- Be nice to everyone
- Team Trust
- Hermione did a lot of planning

- Constantly evaluate risk
- Learn to say no.

- Neville / DA
- Snape exploited, sacrificed himself for project

What We Learned

+1s

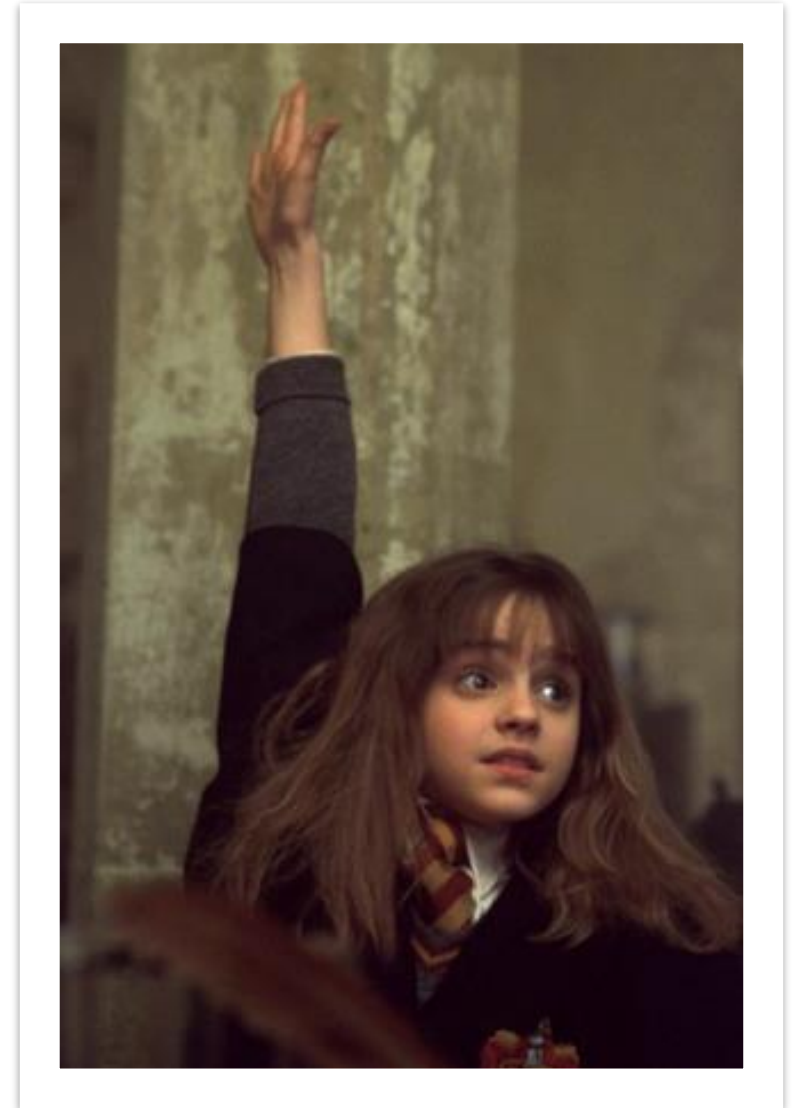
CONCLUSION

- Priorities change – embrace it
- Learn to say No
- Be nice to house-elves
- Focus on one thing at a time (horcruxes or hallows)
- It takes a team
- You can't mitigate every risk – have a change management plan in place
- Stakeholder perception can shift
- Plan for necessities
- You need both Risk-Takers and Risk-Averse people on your team
- Reassess your Risk regularly.

MUGGLE-LIFE

- We have project deadlines
 - Use a tool (like Actionable Agile or KanbanSim) to “divine” the scope change impact
- We have project charters
 - Clearer definition of project
- Projects are not always like books
- Stakeholders are a “magical creature”

QUESTIONS?

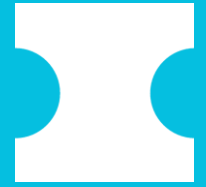
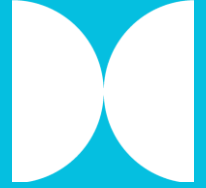
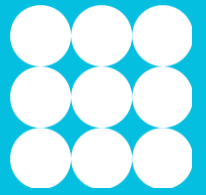
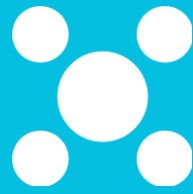




THANK YOU

COURTNEY SHAR
SENIOR PROGRAM MANAGER

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