

# COMPLEX PROJECTS AREN'T PLAYABLE BUT CONTROLLABLE

**JUTTA ECKSTEIN**  
JURGEN HATES ME BECAUSE I'M A CONSULTANT AND A COACH 😊😊😊

ALMOST EVERYTHING HAS CHANGED SINCE WE STARTED THE PROJECT...

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## LARGER & COMPLEX PROJECTS

- ▶ DECISIONS HAVE TO BE MADE IN ADVANCE
- ▶ MANAGING RISK OF WRONG INVESTMENT
- ▶ THINGS WILL CHANGE OVER TIME

## RESEARCH STUDIES

PHILIP TETLOCK, UNIVERSITY OF PA  
... REASONING WHY BEING RIGHT, EVEN WHEN PROVED WRONG...

TERRY ODEON, UC BERKELEY  
... PROBLEMS WITH PREDICTING...

DANIEL KAHNEMAN  
... HAVING A COHERENT STORY, NOT A TRUE ONE...

### 3 KINDS OF CHANGE

- ▶ STATIC
- ▶ DYNAMIC
- ▶ COMPLEX (DYNAMICAL)

I KIND OF KNOW WHERE WE ARE...

PREDICTION IS IMPOSSIBLE

A LOT DEPENDS ON COINCIDENCE

Thinking fast and slow  
DANIEL KAHNEMAN

I RECOMMEND THIS BOOK!

## LESSONS LEARNED

- ▶ THE WORLD IS UNPREDICTABLE
- ▶ HIGH SUBJECTIVE CONFIDENCE IS NOT AN INDICATOR OF ACCURACY
- ▶ SHORT-TERM TRENDS CAN BE PREDICTED

IT HAPPENED ONLY BECAUSE THE CIRCUMSTANCES WERE NOT THE RIGHT FOR THIS EXPERIMENT...

I AM CONFIDENT BECAUSE I'M ALWAYS RIGHT! ALMOST... ALMOST...

## BEYOND BUDGETING

BJARTE BOGSNES

- TWO-FOLD EXPERIENCES REQUEST FOR < TOO MUCH / NOT ENOUGH > MONEY

IT'S GONNA RAIN IN AN HOUR

## PRINCIPLES

- ▶ A GOOD TARGET HAS TO BE AMBITIOUS
- ▶ FORECAST IS FOR CLOSING GAP TO GOAL

DON'T PUT THESE IN ONE SENTENCE, NUMBER

5.

# APPLICATION

## RECOMMENDATION

- ▶ BUDGETS NEED TO BE MORE FLEXIBLE



NOT RECOMMENDED

## 1. USE VALUE INSTEAD OF ESTIMATES

- ▶ VALUE IS DEFINED BY ROI & SAVINGS, RISKS, IMPORTANCE, COST OF DELAY, WILLINGNESS FOR INVESTMENT



## 2. DIFFERENT PLANNING LEVELS

- ▶ ROADMAP - LONG-TERM, THEMES ONLY
- ▶ RELEASE - MID-TERM, FEATURES BASED ON VALUES & VELOCITY
- ▶ ITERATION - SHORT-TERM,

## 3. CONTROLLING: ROLLING OR EVENT-BASED

- ▶ CHECK VALUE & PROGRESS REGULARLY

- DELIVERY OF WORKING FEATURES
- AMOUNT OF WORK IN PROGRESS



## GENERAL

- ▶ RELY ON DIVERSE TEAMS INSTEAD OF SOCE EXPERTS

## KEYS

FOR PLANNING & CONTROLLING

### APPLICATION:

- ▶ VALUE & PROGRESS DEFINE (PRIORITIZATION / CUT-OFF)
- ▶ ADJUST ACCORDING TO LESSONS LEARNED
- ▶ SHORT-TERM LESSONS FEED BACK

- ▶ SEPERATE ESTIMATING FROM PLANNING
- ▶ CHECK VALUE & PROGRESS REGULARLY
- ▶ USE ROLLING / EVENT BASED CONTROLLING & FORECASTING
- ▶ USE YESTERDAY'S WEATHER FOR SHORT-TERM PLAN

## Q&A

### WHO USE IT?

STATOIL, DM SOUTH-WESTERN AIRLINES, SWEDISH HANDELSBANKEN

- BB REQUIRES A DIFFERENT CULTURE - BUT IT'S A NICE FIT WITH AGILE

