

# Breaking the Rules

## **EVA 23: ANTICIPATION** **Forward Facing Project Controls**

**Resilient Relaxed Resourceful**  
**Ready!**

The best independent event for the thinking project professional curated and chaired  
by Steve Wake

Professional Hours: 15



**Wednesday 16,**  
**Thursday 17 May, 2018**



**Armourers' Hall**  
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**London EC2R 5BJ**

**Tube : Moorgate**



**Stephen Carver FAPM FIRM**



“Know the rules well...

that way you can break them more effectively”



COMPUTER SAYS NO



# On Compliance

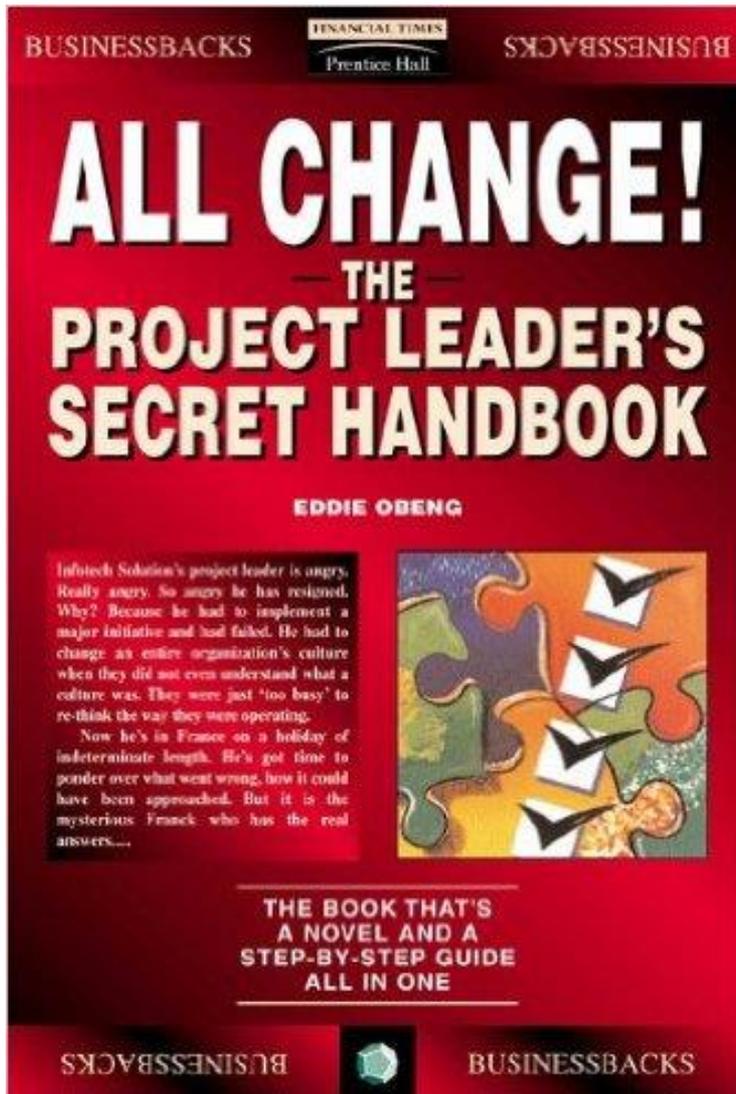
Some of the worst cultures have the biggest compliance departments and the most scandals.

The best compliance cultures are the ones who select talented trustworthy people ... and then trust them ... a lot.



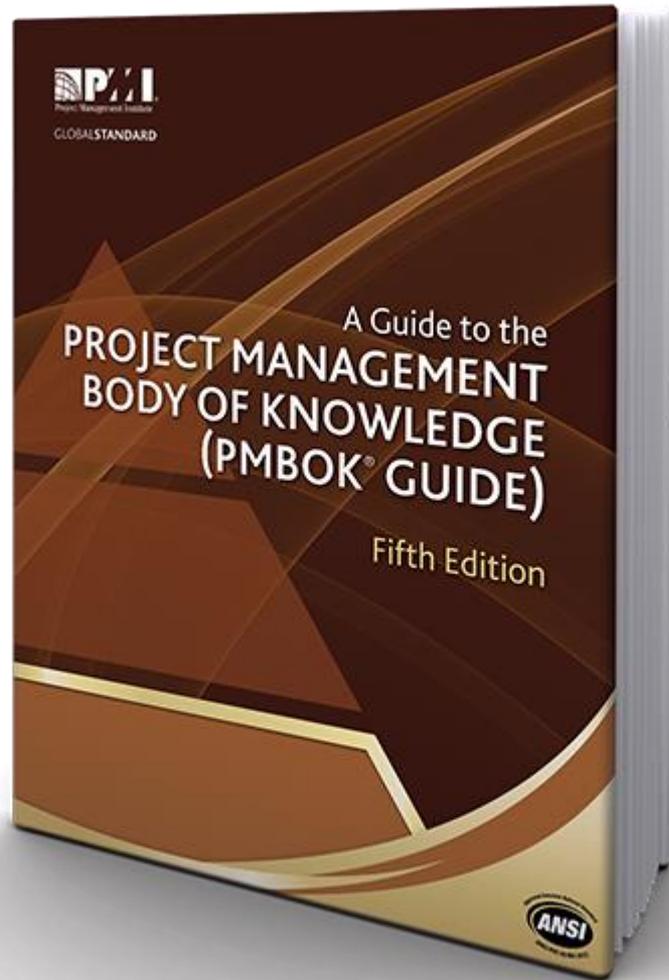
guidelines  
laws  
process  
risk management  
CONSISTENCY  
adherence  
mitigation  
POLICY  
**COMPLIANCE**





Learned Helplessness

# Are we rational?



# Are we rational?

Ambiguity effect  
Anchoring  
Attentional bias  
Availability heuristic  
Availability cascade  
Backfire  
Bandwagon effect  
Groupthink  
Herd behaviour  
Base rate fallacy  
Belief bias  
Bias blind spot  
Choice-supportive bias  
Clustering  
Confirmation  
Congruence bias  
Conjunction  
Conservatism - Bayesian  
Contrast  
Curse of knowledge  
Decoy effect  
Denomination effect  
Distinction bias  
Duration neglect  
Empathy gap  
Endowment effect  
Essentialism  
Exaggerated  
Experimenter's  
Expectation bias  
False-consensus  
Functional fixedness

Focusing effect  
Forer effect  
Barnum  
Framing effect  
Recency illusion  
Gambler's law of large numbers  
Hard-easy effect  
Hindsight bias  
Hostile media effect  
Hot-hand fallacy  
Hyperbolic discounting  
Dynamic inconsistency.  
Identifiable victim effect  
Illusion of control  
Illusion of validity  
Illusory correlation  
Impact bias  
Information bias  
Insensitivity to sample size  
Irrational Just-world  
Less-is-better effect  
Loss aversion  
Sunk cost effects  
Ludic fallacy  
Mere exposure effect  
Mirror-imaging  
Money illusion  
Moral credential effect  
Negativity bias  
Neglect of probability  
Normalcy bias

Observation selection  
Observer-expectancy effect  
Subject-expectancy effect  
Omission bias  
Optimism bias  
Wishful thinking,  
Valence effect  
Positive outcome bias  
Ostrich effect  
Overconfidence  
Pareidolia  
Pessimism bias.  
Planning fallacy  
Post-purchase rationalization  
Pro-innovation bias  
Pseudocertainty  
Reactive devaluation  
Recency bias  
Recency illusion  
Restraint bias  
Rhyme as reason effect  
Risk compensation  
Peltzman effect  
Selective perception  
Simmelweis reflex  
Selection Social comparison  
Social desirability bias  
Status quo bias  
Stereotyping  
Subadditivity effect  
Subjective validation  
Survivorship

Survivorship bias  
Texas sharpshooter fallacy  
Time-saving bias  
Unit bias  
Well travelled road effect  
Zero-risk bias...

Memory bias





# Colin Powell



## Rationality

"Don't be bullied by experts and elites.

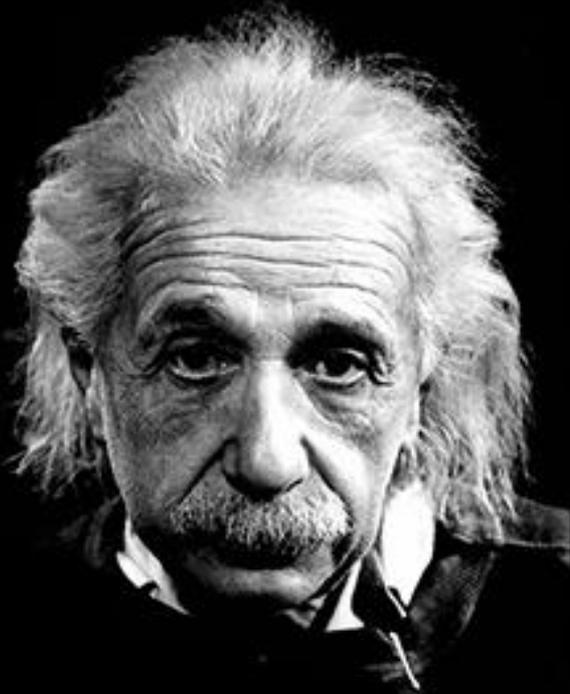
They often possess more data than judgment.

# Intuitive



***"The intuitive mind is a sacred gift and the rational mind is a faithful servant. We have created a society that honors the servant and has forgotten the gift."***

***- Albert Einstein***





# Colin Powell



## Intuition

Don't decide if you have only enough information to give you less than a 40 percent chance of being right, but don't wait until you have enough facts to be 100 percent sure, because by then it is almost always too late.



# Colin Powell



## Intuition

Today, excessive delays in the name of information-gathering breeds "analysis paralysis."

Procrastination in the name of reducing risk actually increases risk.

Trust your intuition.

# PPM – Maturity Levels

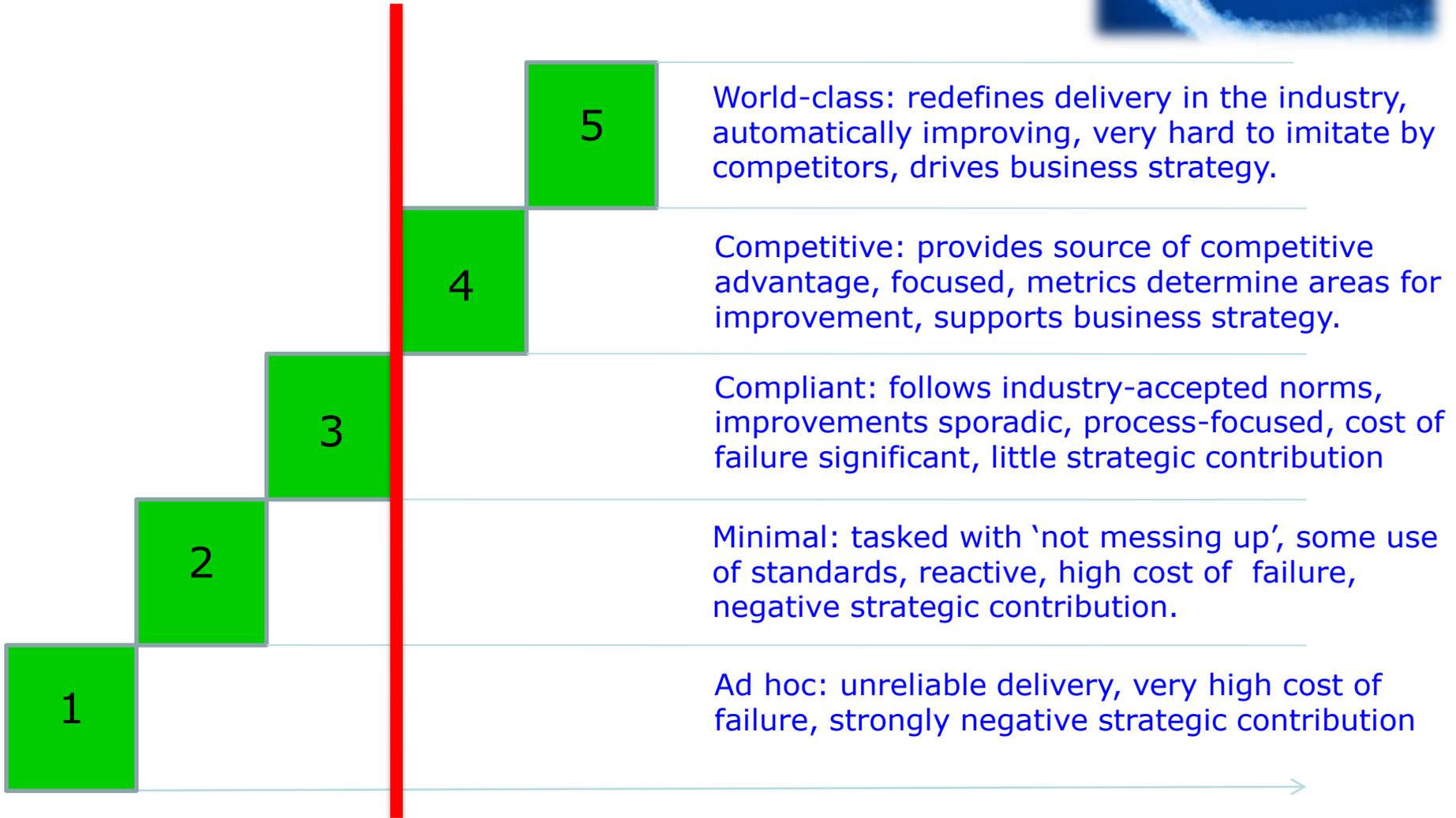


# PPM – Strategic Advantage



Strategic  
Contribution

Limit of process based approach



Leadership, Personal Responsibility & Complexity

# Complicated vs. Complex

Complex adaptive systems are different from systems that are merely complicated. If a system can be described in terms of its individual constituents (even if there are a huge number of constituents), it is merely complicated.

If the interactions among the constituents of the system, and the interaction between the system and its environment, are of such a nature that the system as a whole cannot be fully understood simply by analysing its components, it is complex.

So a jumbo jet is complicated, but mayonnaise is complex,



Cilliers, P. (1998). Complexity and postmodernism: Understanding complex systems. London: Routledge.



# The 3 Complexities



**Structural Complexity**

**Socio-political Complexity**

**Emergent Complexity**

# Complexities



- Structural Complexity: BITS

- Number, size, financial scale, interdependencies, variety, pace, technology, breadth of scope, number of specialities, multiple locations/time-zones. IQ



# Complexities



- Emergent Complexity: CHANGE

- Technological and commercial maturity & change, novelty, clarity of vision / goals, clear success criteria / benefits, previous experience, availability of information, unidentified stakeholders, “missing” plan, unforeseen, unknowables.



# Complexities

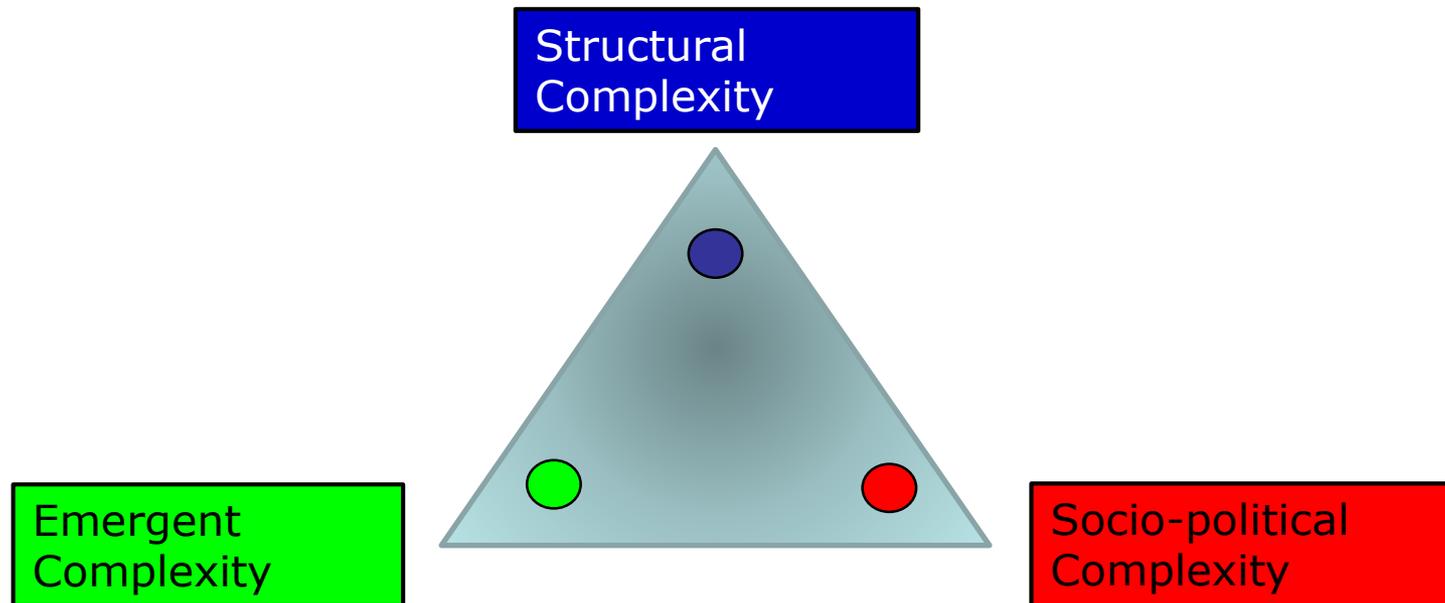


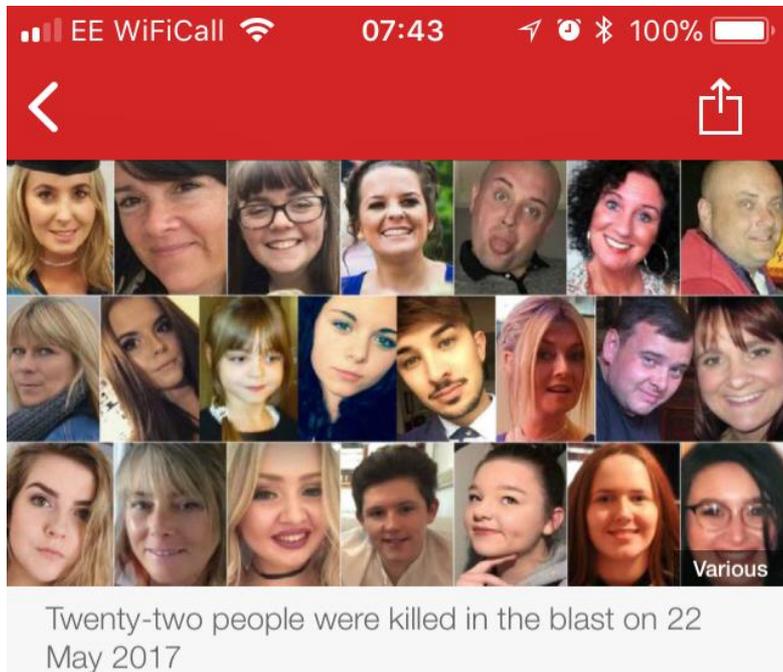
- **Socio-Political Complexity: PEOPLE**

- EQ, social systems, politics, personalities, stakeholders, intuition, culture, judgement, stress behaviours, trust, intuition, empathy.



# Leadership Style Required?





## Manchester attack fire crews 'ashamed' over response delay

15 hours ago | [Manchester](#)

Firefighters felt "ashamed" they could not help victims of the Manchester Arena attack more quickly, the Fire Brigades Union (FBU) has



Mr Rowe said: "Members were very angry that they weren't being deployed to the scene.

"There was frustration. Members have talked about their embarrassment that they weren't deployed and also feeling ashamed that they were prevented from doing anything that night."



# 'Flexibility needed'

Lucy Powell, Labour MP for Manchester Central, said the Kerslake Report had made clear that "national protocols in relation to the terrorist incident failed to recognise that every incident is different.

"Flexibility and judgment is needed," she said.

The report highlighted how firefighters "stuck to the rules"

Fire Crews would have been there in 6 minutes



They were back by compliance rules for:

# 2 hours



# Colin Powell



## Decisions

“Leadership involves making decisions. Some people will get angry at some of your decisions - it's inevitable.

Trying to get everyone to like you is a sign of mediocrity: you'll avoid the tough decisions, you'll avoid confronting the people who need to be confronted.



# Colin Powell

## Decisions

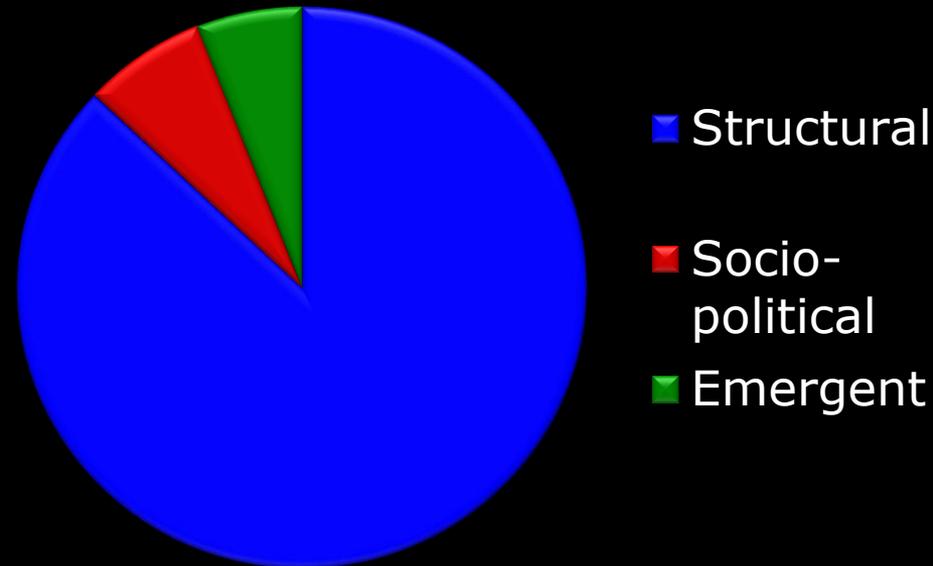
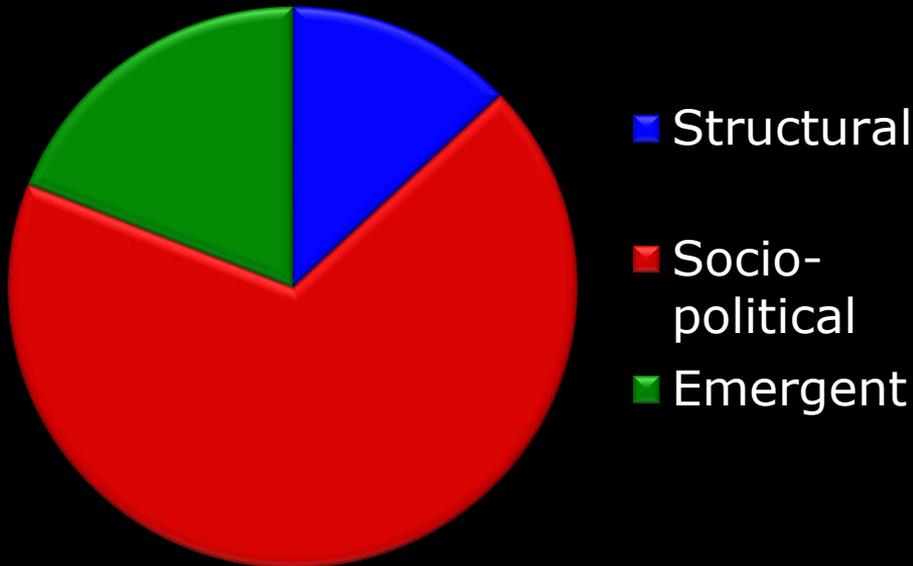
By procrastinating on the difficult decisions, by trying not to get anyone mad, and by treating everyone "nicely", you'll simply ensure that the only people you'll wind up angering are the most honest, creative and productive people in your whole organization."

# The 3 Complexities

We asked a group of 246 Project Managers  
these questions

“In your work, which of the 3 complexities is the most difficult to manage?”

“In your own formal training and development, which of the 3 complexities has received the most attention?”





“Rules are for the guidance of wise  
men...

and the obedience of fools”

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