

We're all human.

How we can enhance project decision making by integrating a behavioural focus into project management.

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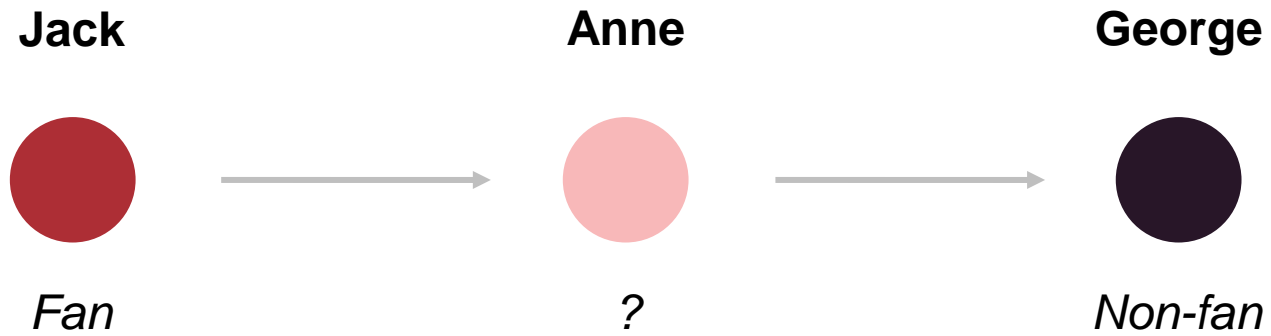
Jack is looking at Anne, but Anne is looking at George. Jack likes Project Controls, but George does not. Is a project controls fan looking at non-fan?

A: Yes

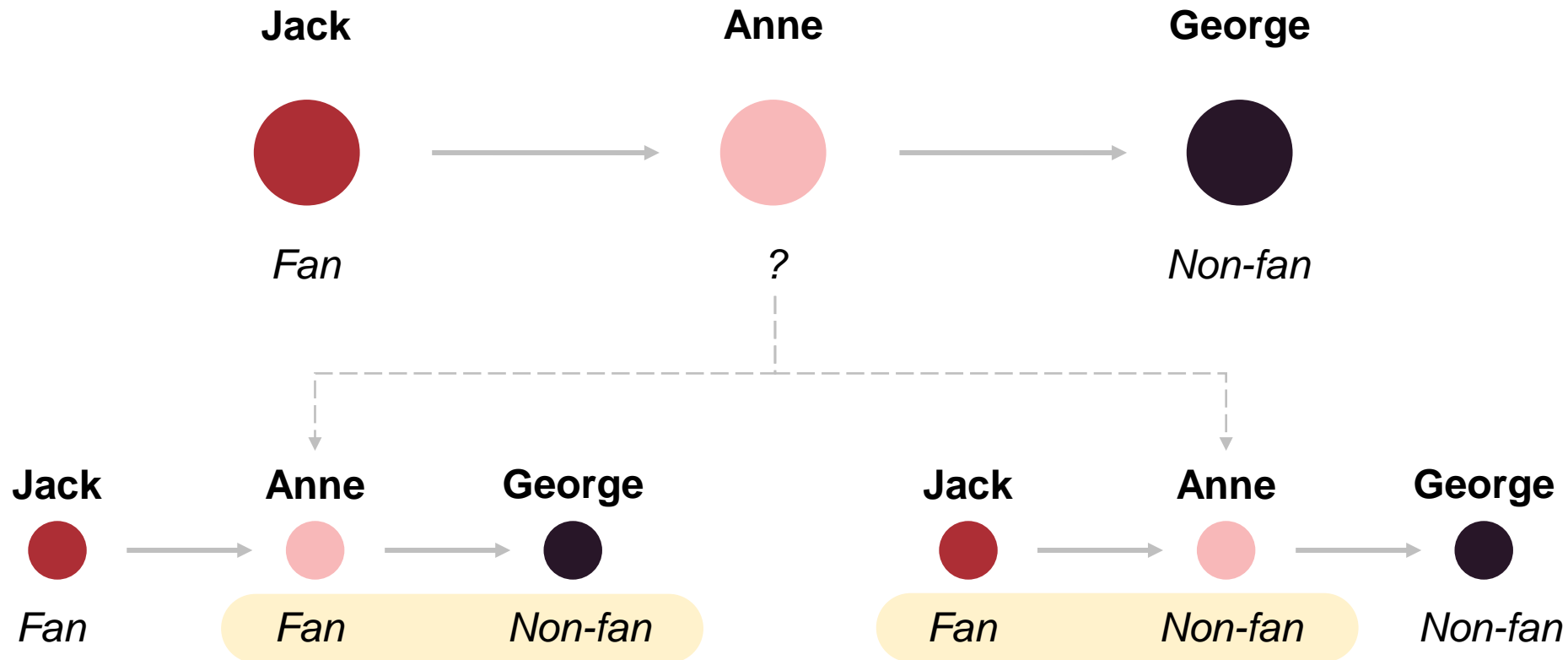
B: No

C: Cannot be determined

Is a Project Controls fan looking at a non-fan?



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Jack is looking at Anne, but Anne is looking at George. Jack likes Project Controls, but George does not. Is a project controls fan looking at non-fan?

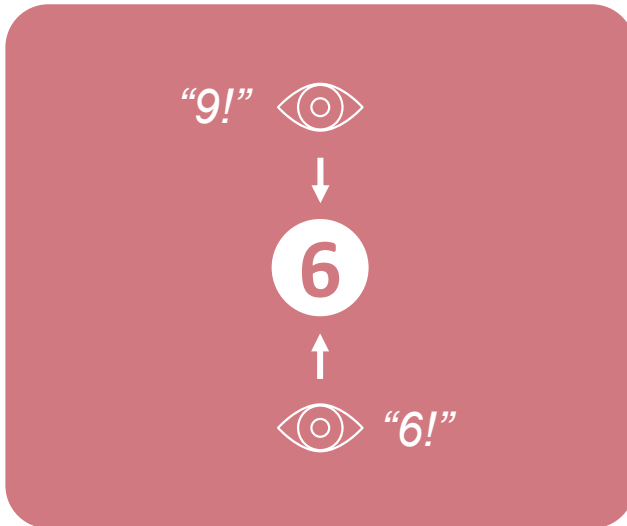
A: Yes – 27.68%

B: No – 4.55%

C: Cannot be determined – 67.77%

People don't necessarily act in a rational way.

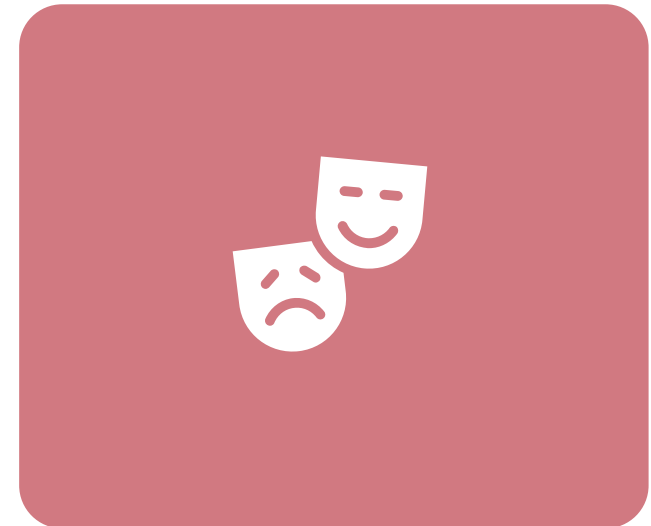
Ambiguity & Perspective



Overstimulation



Mood & Emotions

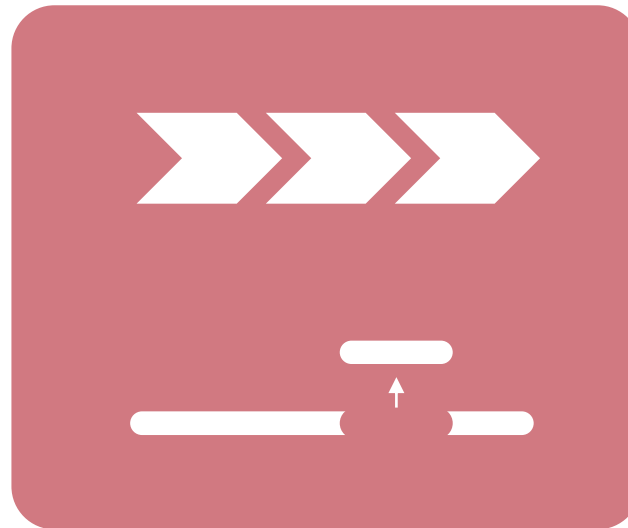


Project control mechanisms tend to assume rationality from users.

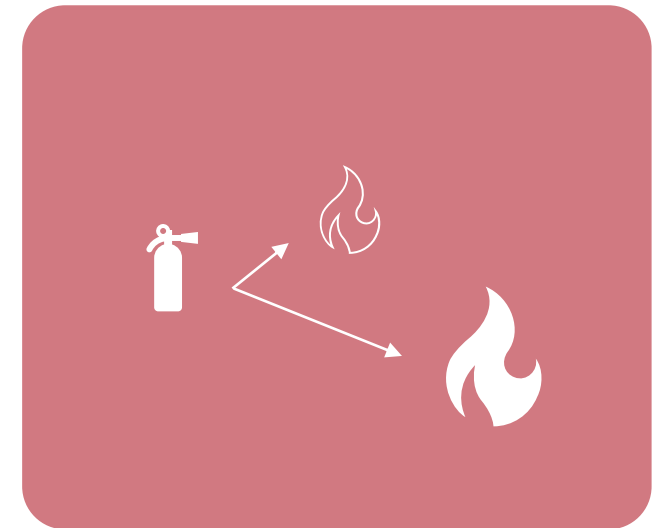
Performance & Status



Processes & Rules



Perspective



What's today about?

Integrating a Behavioural Focus in Project Management: Enhancing Decision-Making and Mitigating Biases



What's today about?



Biases



Anchoring



Confirmation



Availability

Biases

Create

Behaviours



Anchoring



Confirmation



Availability

- Fixating on initial estimates
- Failing to adjust from the initial anchor
- Less likely to consider other sources of information

Biases

Create

Behaviours



Anchoring



Confirmation



Availability

- Selective attention
- Confirmation-seeking
- Dismissing contradictory information

Biases

Create

Behaviours



Anchoring



Confirmation



Availability

- Over-reliance on memorable examples
- Failing to consider base-rate in estimates
- Ignoring statistical probabilities

Behavioural Assessment Framework	Communication	This includes factors such as the clarity, consistency, and frequency of messages, as well as the level of engagement and participation among stakeholders
	Leadership	This includes factors such as the ability to manage conflicts, foster collaboration, and promote trust among stakeholders.
	Risk Management	This includes factors such as risk culture, horizon scanning, and the definition and deployment of risk mitigation strategies.
	Innovation	This includes factors such as the ability of the project environment to foster innovation and creativity, encouraging stakeholders to think creatively and produce new and better ways of achieving their goals.
	Collaboration	This includes factors such as common goals and objectives, commitment to continuous improvement, and diversity and inclusion.
	Resilience	This includes factors such as the ability to withstand, recover, and grow from setbacks, challenges, and disruptions.
	Governance	This includes factors such as the ability to manage conflicts of interest, ensure accountability, and promote transparency.

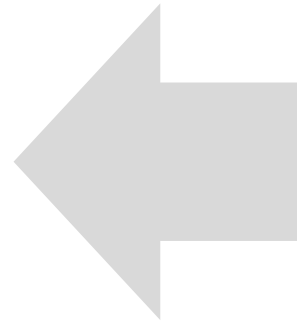
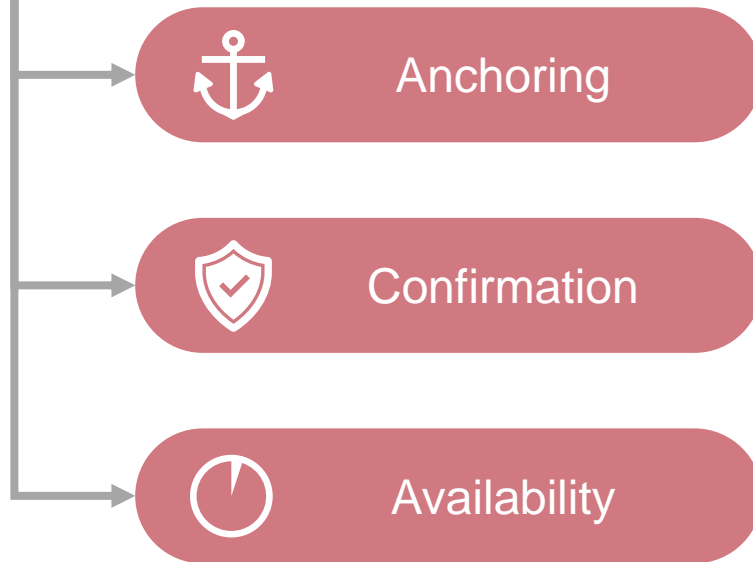


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Targeted interventions that mitigate biases and create a productive environment for humans to be human - not try to superficially limit behaviours.

Behaviours help to identify...

Biases



Interventions

- Broad-spectrum insights as a pre-requisite
- Counterfactual scenario analysis for key decisions
- Culture building to support decision making

Why?





THANK YOU