

# Exposing a Hidden Root Cause of Project Failure: 5 Things to Tackle Strategic Misrepresentation

**Greg Krawczyk ChPP**

Director: Confluity



# A Journey of Control



**Confluity**  
we deliver



**Project Controls**  
**EXPO**  
London, UK

# The Ordinary World



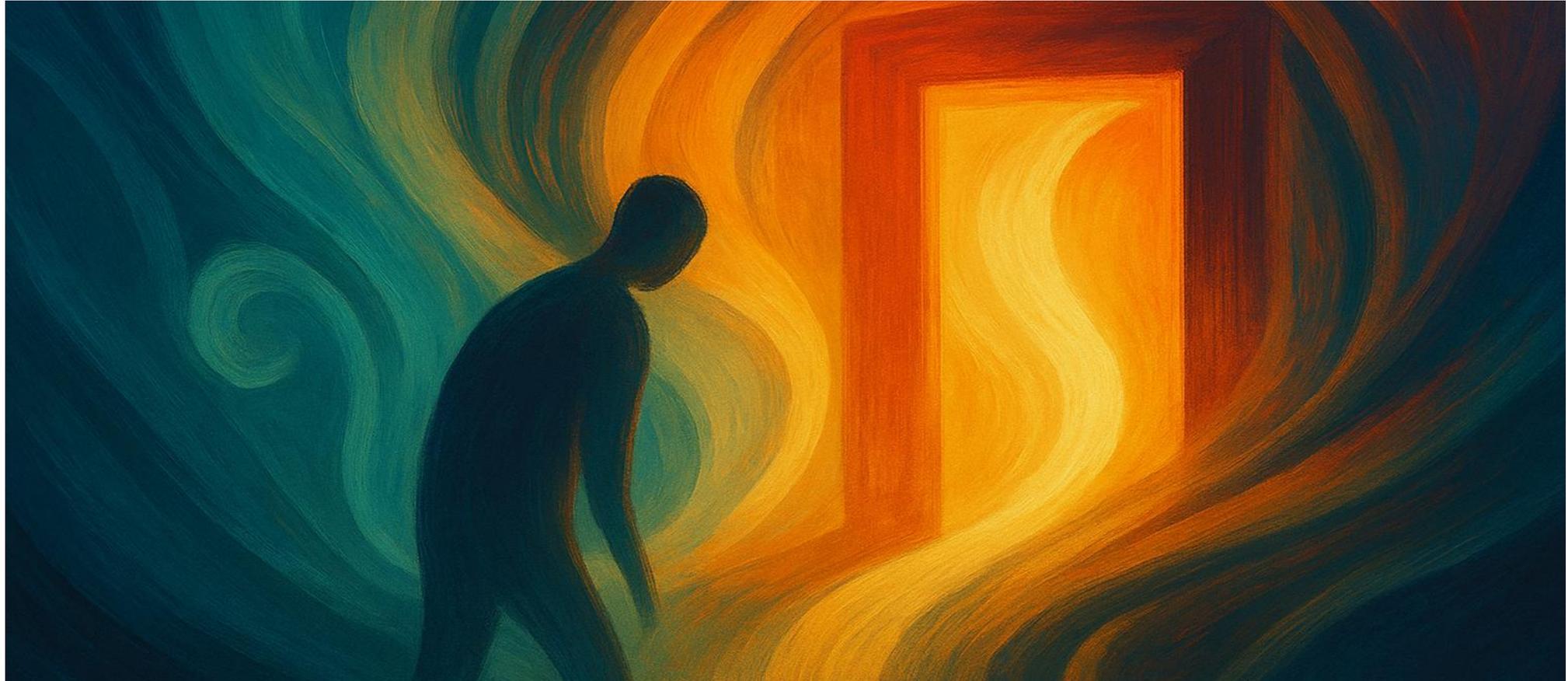
# A Calling



# If it was easy...



# New insights



# Commitment to change



# Facing obstacles



# Personal transformation



# It's coming home



# About Us



Google

NHS

AECOM

 HM Government

AstraZeneca 

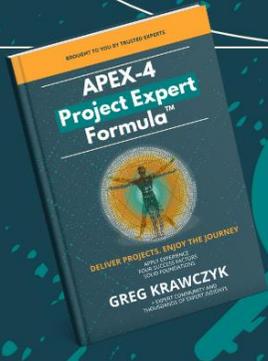
 London Stock Exchange

NOKIA

 JLL

# GREG KRAWCZYK CHPP

Helping project leaders unlock the 12 Steps to Predictable Project Success.



**30** Projects  
Delivered +  
Overseen Hundreds

**17** Events  
Speaker & Event  
Facilitator

  
Volunteer  
Governance IN



**Confluity**  
we deliver

  
Association for  
Project Management

 Project Controls  
EXPO  
London, UK

# The Journey So Far

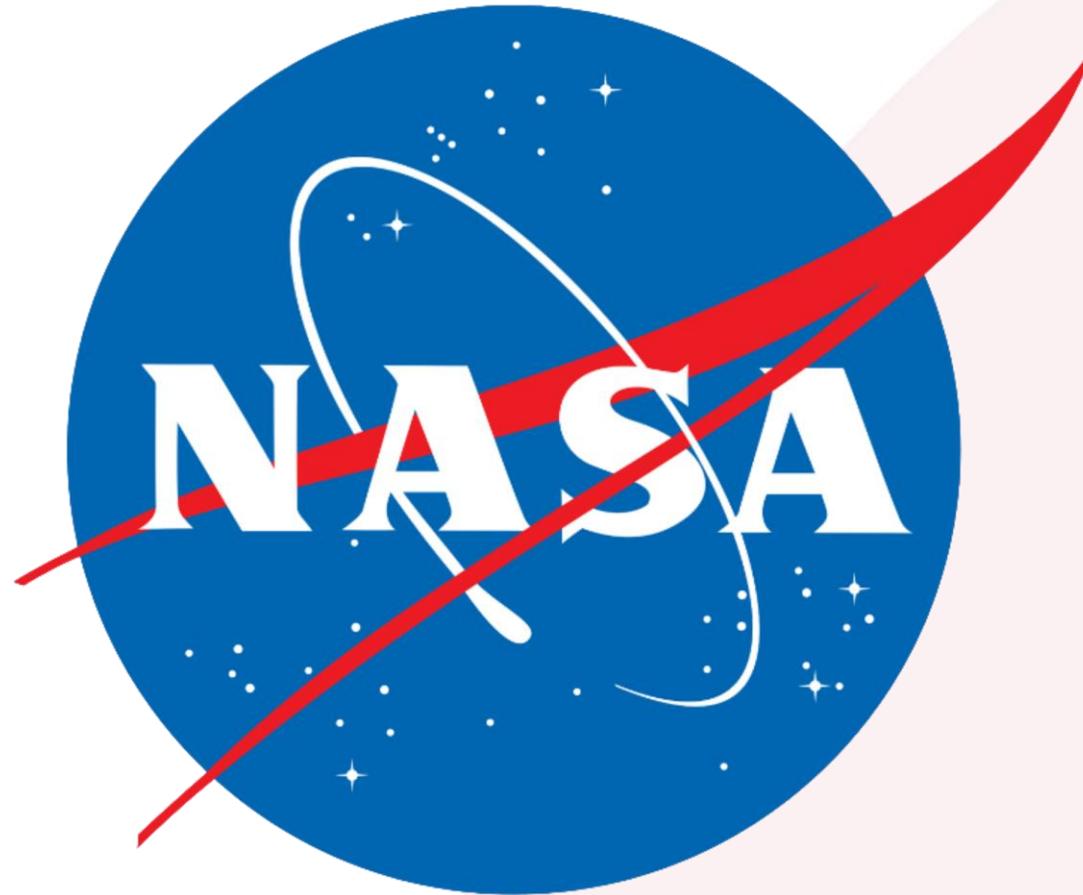


~6 events

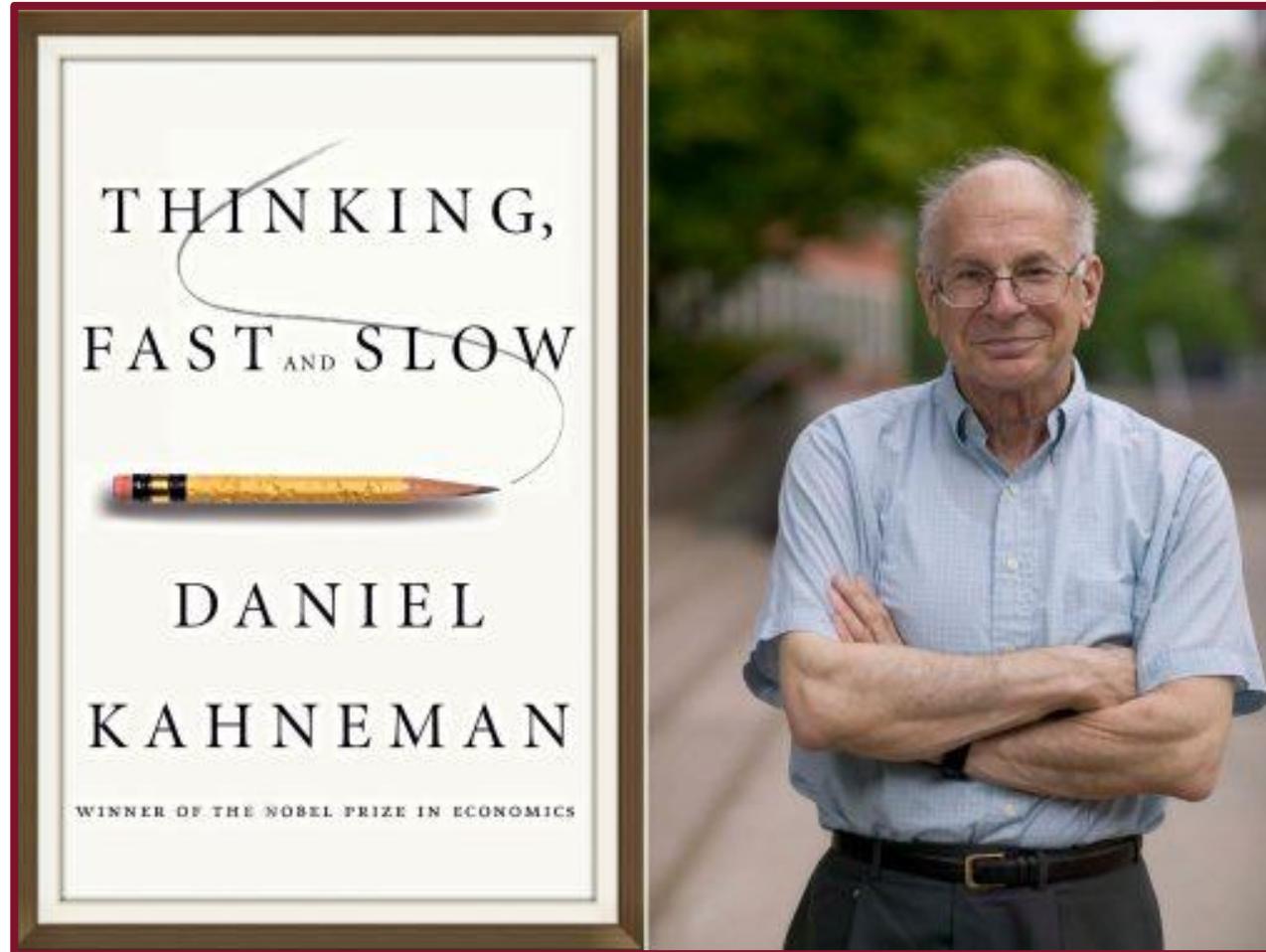
1000+ attendees

3 years of development

# Don't just take it from me.



# From Nobel Prize



# To Project Risks



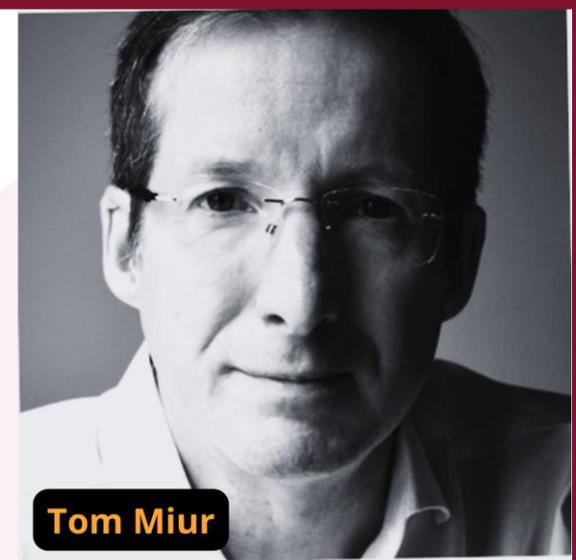
# Or... Past & Present Leads



**Governance  
Interest Network**



**Carol Deveney**



**Tom Miur**



**Martin Samphire**



**Andy Murray**

# Logic



**Confluity**  
we deliver



**Project Controls**  
**EXPO**  
London, UK

# The Greatest Risk

**From Nobel Prize to Project Management:  
Getting Risks Right**

by

Bent Flyvbjerg, Ph.D. & Dr. Techn.  
Aalborg University, Denmark

Printed in

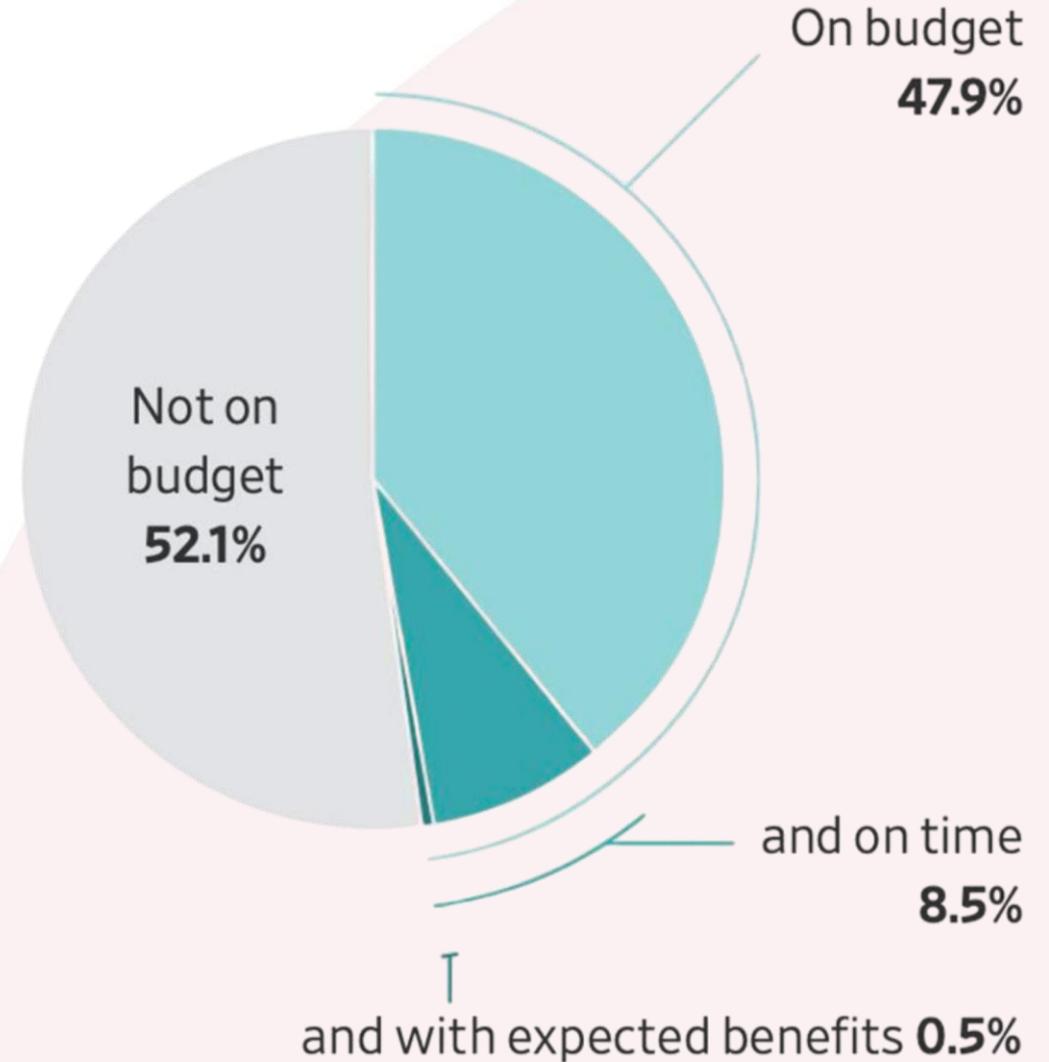
*Project Management Journal*, vol. 37, no. 3, August 2006, pp. 5-15



# “Iron Law of Project Management”

16,000+ Projects Studied

Percentage of studied projects that came in...



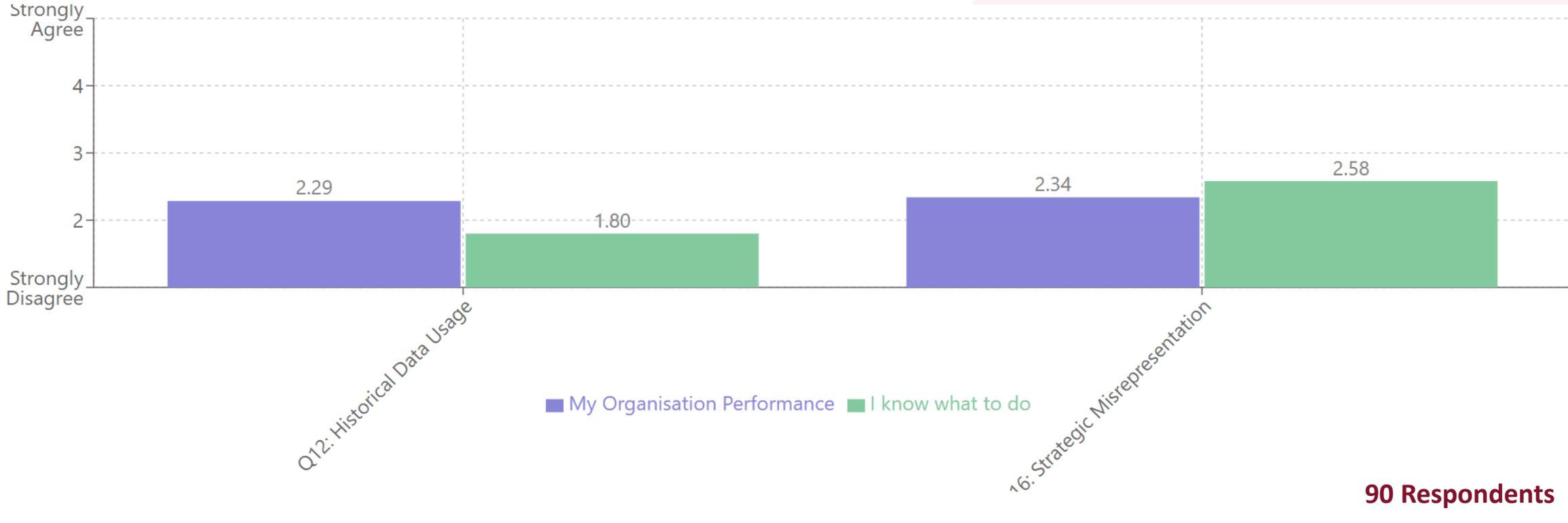
Source: Bent Flyvbjerg

# Top Ten Behavioural Biases in Planning & Project Management

Bent Flyvbjerg

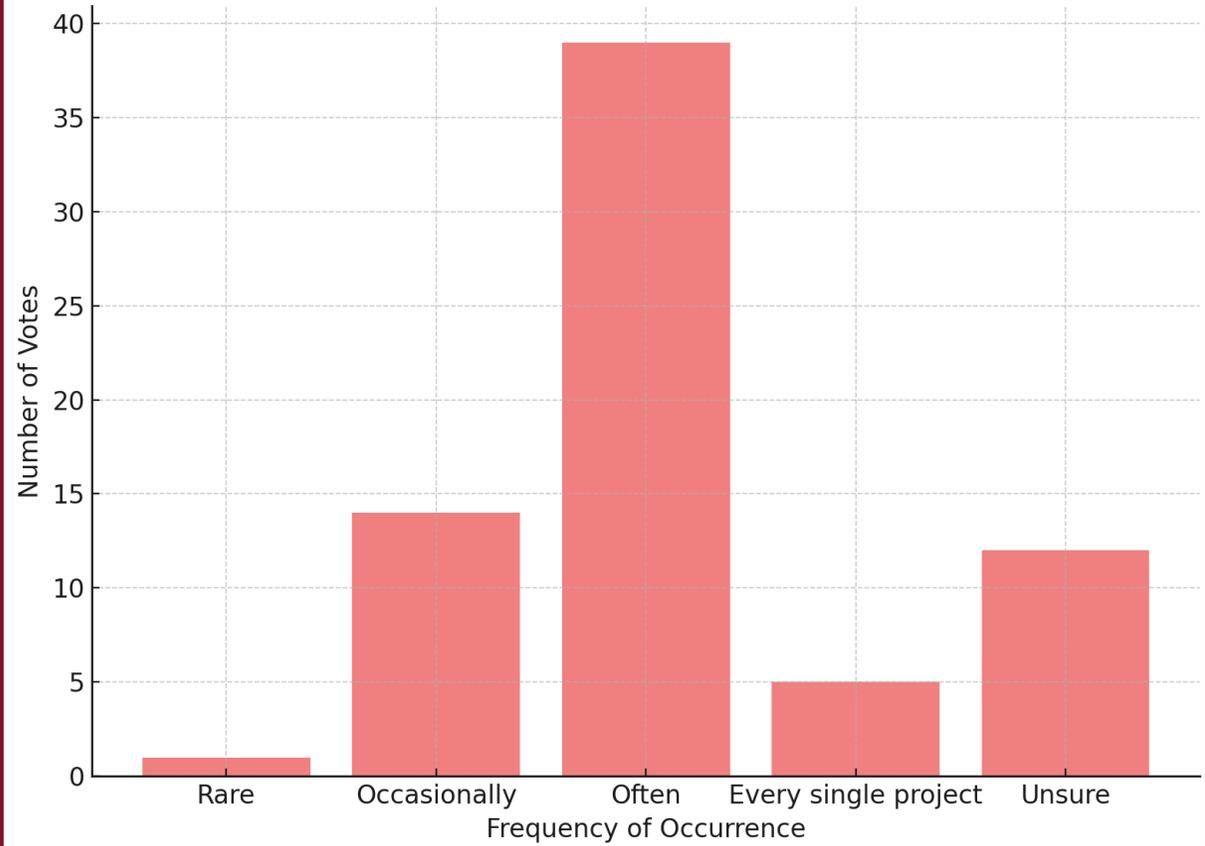
Name of bias	Description
1. Strategic misrepresentation	The tendency to deliberately and systematically distort or misstate information for strategic purposes. A.k.a. political bias, strategic bias, or power bias.
2. Optimism bias	The tendency to be overly optimistic about the outcome of planned actions, including overestimation of the frequency and size of positive events and underestimation of the frequency and size of negative ones.
3. Uniqueness bias	The tendency to see one's project as more singular than it actually is.
4. Planning fallacy	The tendency to underestimate costs, schedule, and risk and overestimate benefits and opportunities.
5. Overconfidence bias	The tendency to have excessive confidence in one's own answers to questions.
6. Hindsight bias	The tendency to see past events as being predictable at the time those events happened. Also known as the I-knew-it-all-along effect.
7. Availability bias	The tendency to overestimate the likelihood of events with greater ease of retrieval (availability) in memory.
8. Base-rate fallacy	The tendency to ignore generic base-rate information and focus on specific information pertaining to a certain case or small sample.
9. Anchoring	The tendency to rely too heavily, or "anchor," on one trait or piece of information when making decisions, typically the first piece of information acquired on the relevant subject.
10. Escalation of commitment	The tendency to justify increased investment in a decision, based on the cumulative prior investment, despite new evidence suggesting the decision may be wrong. Also known as the sunk-cost fallacy.

# SM Event 1

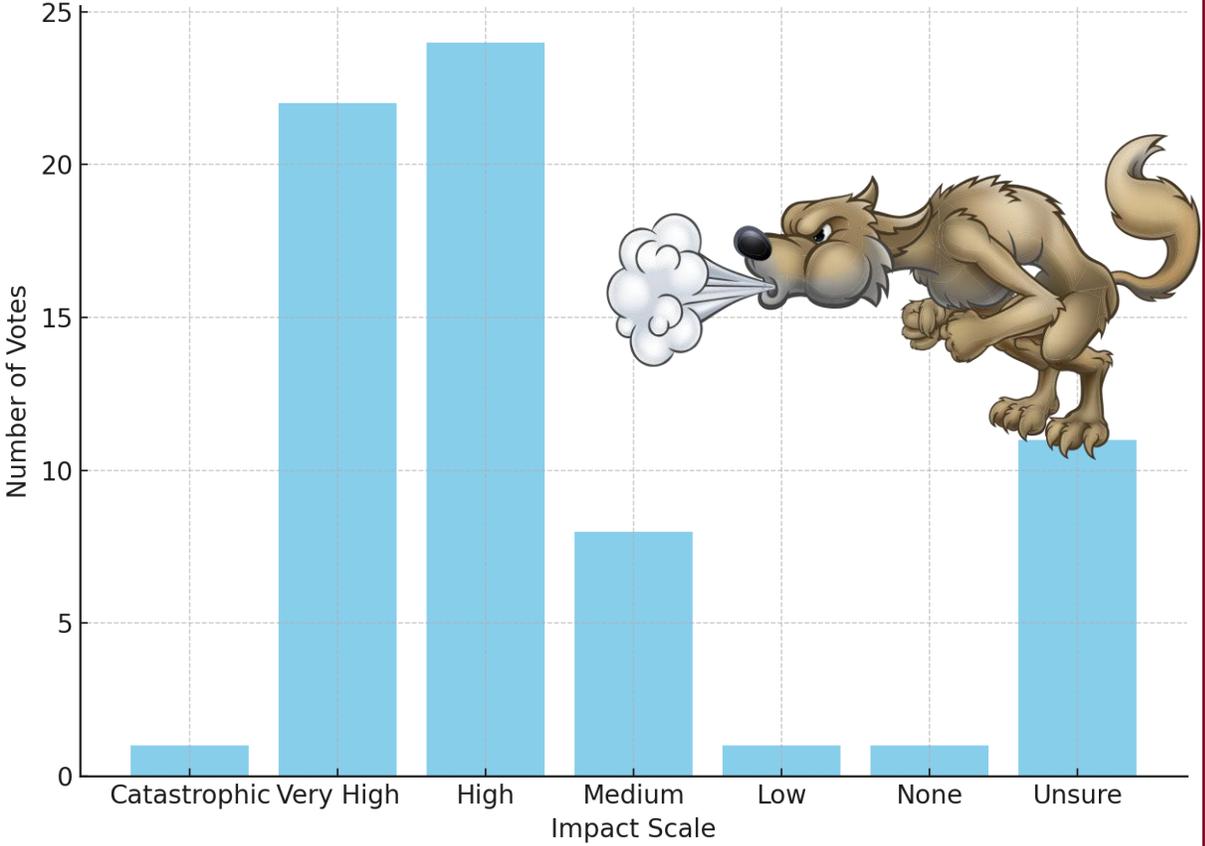


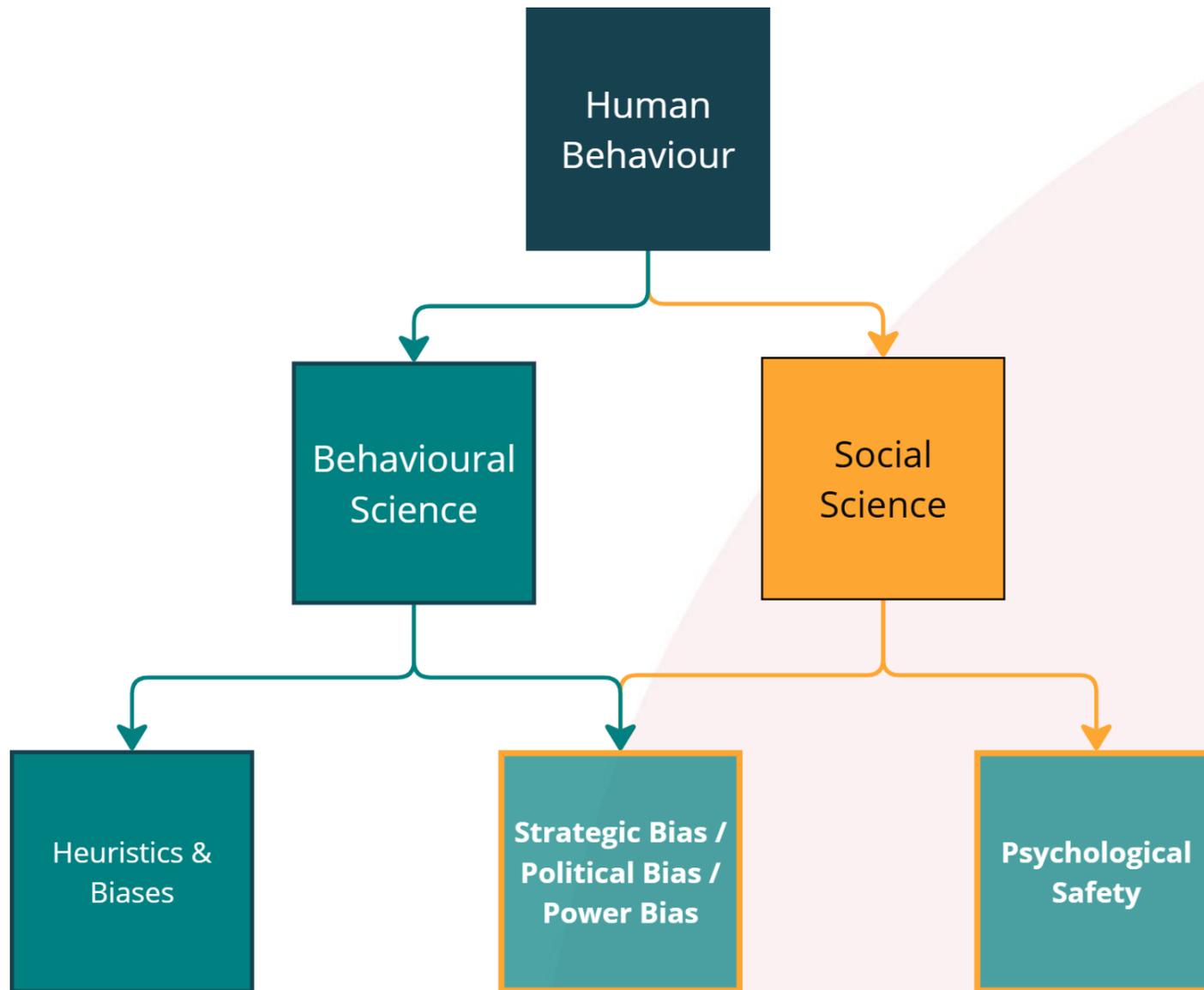
# SM Event 4

### Frequency of Strategic Misrepresentation Occurrence



### The Impact of SM When it Occurs





# 5 Things to Mitigate Strategic Misrepresentation



**1**  
**Call Out Strategic Misrepresentation for What It Is**



**2**  
**Separate the Sponsor & PM from the Data**



**3**  
**Transparency for All at Any Time**



**4**  
**Strengthen Governance and Accountability**



**5**  
**Invest in Data Literacy + Enable Ethical Behaviour**

# And remember

The greatest risk?

....



# TURN INSIGHT INTO ACTION

Access Free Tools & Further Reading

Stop the Big Bad Wolf



Thank  
You