

Example points to consider when kicking off and wrapping up a project

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Some example points to consider when kicking off a project:

Has everyone involved had sufficient training on the relevant technical content as well as behavioural biases / good decision making? If not, ensure training has been incorporated into the project plan.

Set timescales appropriately and avoid time pressure (on all parties) where possible, ensuring sufficient time for considering and making decisions.

Identify potential conflicts of interest for this project and discuss how they may influence the group's approach. It is not sufficient to simply identify that conflicts exist, these should be constructively discussed.

Consider the impact of framing in correspondence. Understand how the context and information shared may impact the response and outcome.

Would the Delphi Method or anonymous contributions / polling be beneficial?
Consider: Is the topic emotive? Are there large financial implications? Are decisions potentially contentious? Is the content overly technical? Will everyone involved be comfortable and confident voicing concerns and opinions?

Agree a contingency plan at the outset.

Consider if a neutral or third party facilitator would reduce anchors or other biases.

Example learning points to reflect on when wrapping up a project:

Review the list of signs and symptoms of groupthink. Did any of these occur during or after the project?

What compromises were made during the project from different perspectives?

Discuss the outcome (positives and negatives) from the perspective of the various stakeholders Including: decision makers, colleagues, third parties, public interest, regulators, other.

How might anchors have influenced the final outcome? Were these properly avoided? If not, were they preventable?

Did we implement or rely on any tools and techniques for avoiding biases? Discuss how these impacted the outcome for any stakeholders.

Has everyone had an opportunity to contribute and voice opinions or concerns? Consider whether to raise this opportunity anonymously as part of the project wrap-up.

Ask other participants and stakeholders for constructive feedback. Ensure this is done avoiding leading and frame questions consistently with the desired objectives (e.g. In a way that encourages constructive feedback).

Want to find out more?

If you would like further information, please contact your usual LCP adviser or one of the people below.



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