

concept

DECISION MAKERS, DOERS AND ADVISORS
– JOINING FORCES TO ENHANCE UTILITY OF INVESTMENTS

Concept Symposium 2010
Oscarsborg, Norway
16 – 17 September 2010

Symposium web-site: <http://www.conceptsymposium.no/>
Concept Research Programme: <http://www.concept.ntnu.no/english/>

The 4th Concept Symposium on Project Governance
Oscarsborg 17-18 September 2010

Logical Minimalism in Strategy and Formulation of Objectives

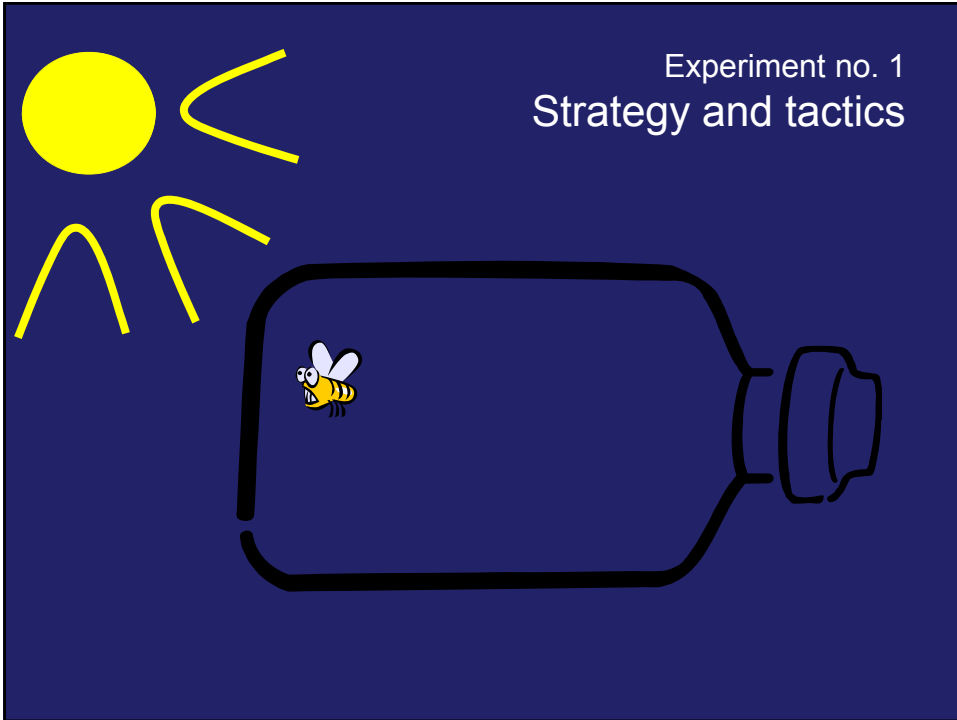
..and three experiments you can do at home

Knut Samset, professor, Norwegian University of Science and
Technology, and program director, the Concept Research Program

Recent case study research on:

- Front end decision making
T. Christensen, E. Whist
- The logic behind projects
K. Samset, V. Hendricks, A. Strand
- Alignment: needs, objectives and effects
O.J. Klakegg, P. Næss, N. Olsson

Experiment no. 1
Strategy and tactics



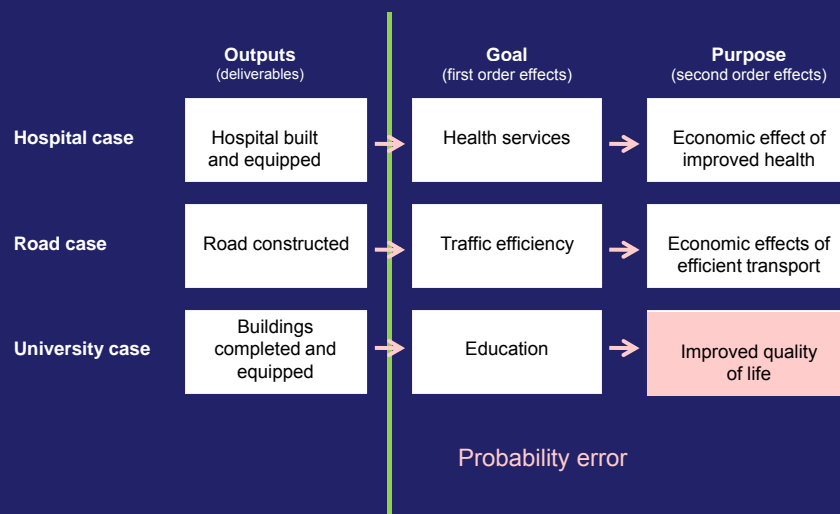
A strategy can be construed as a:
(Mintzberg)

- Plan developed consciously for a purpose
- Pattern a standardised scheme used over and over again
- Ploy designed for some other purpose, for instance to stir interest or attract funding

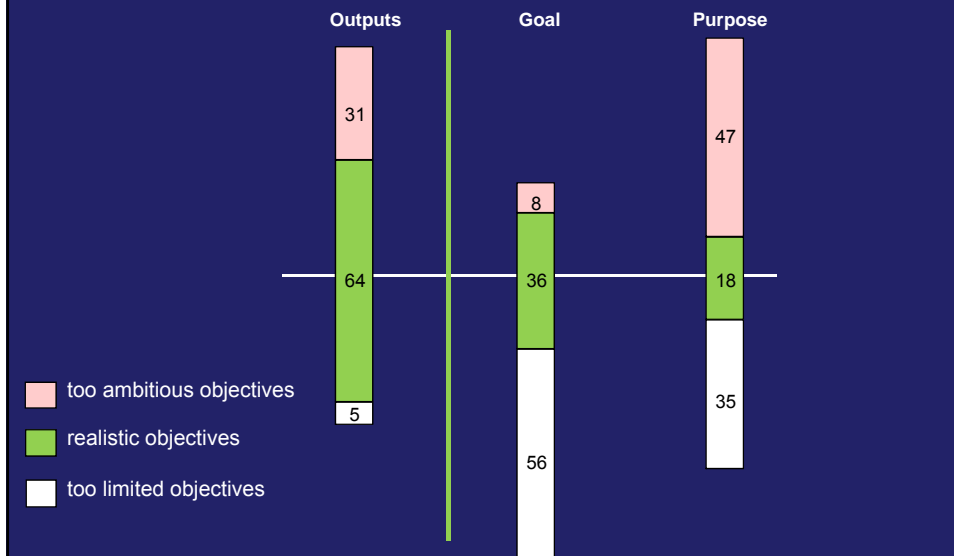
The grammar of strategy – key issues

1. Causality
2. Probability
3. Complexity
4. Clarity of expression

2. Probability - the degree of realism



Causality and probability combined: Skewedness of objectives (percentages, n= 30)



3. Complex statements

*Have you **had** or **been treated** for **influenza** or **common cold** during the last 12 months?*

4. Clarity of expression

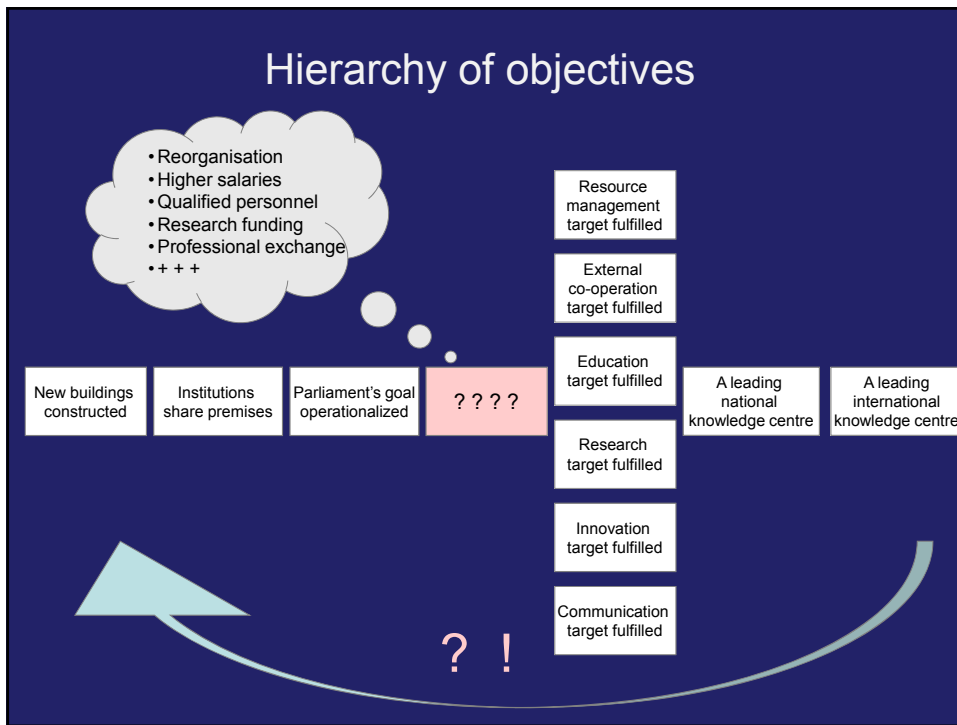
*Our wilinlgenss to comrephend
meinangless stematents
ouplatys comomn sesne*

This also applies to statements of objectives.
Take a look at the following:

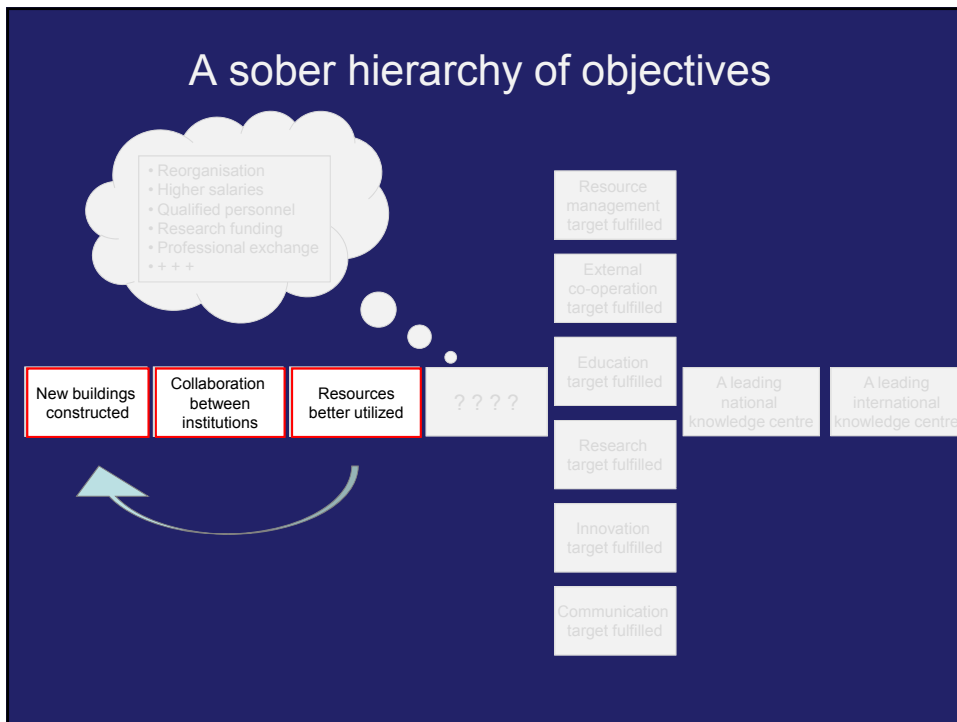
Project Campus. University in Trondheim

'The project shall contribute to the University and College being enabled to operationalise and fulfil the Parliamentary goals for the institutions within the sectors: education, research, communication, innovation, external co-operation and resource management. The project shall contribute to the further development of the city as a leading centre of knowledge, nationally and internationally.

Hierarchy of objectives



A sober hierarchy of objectives

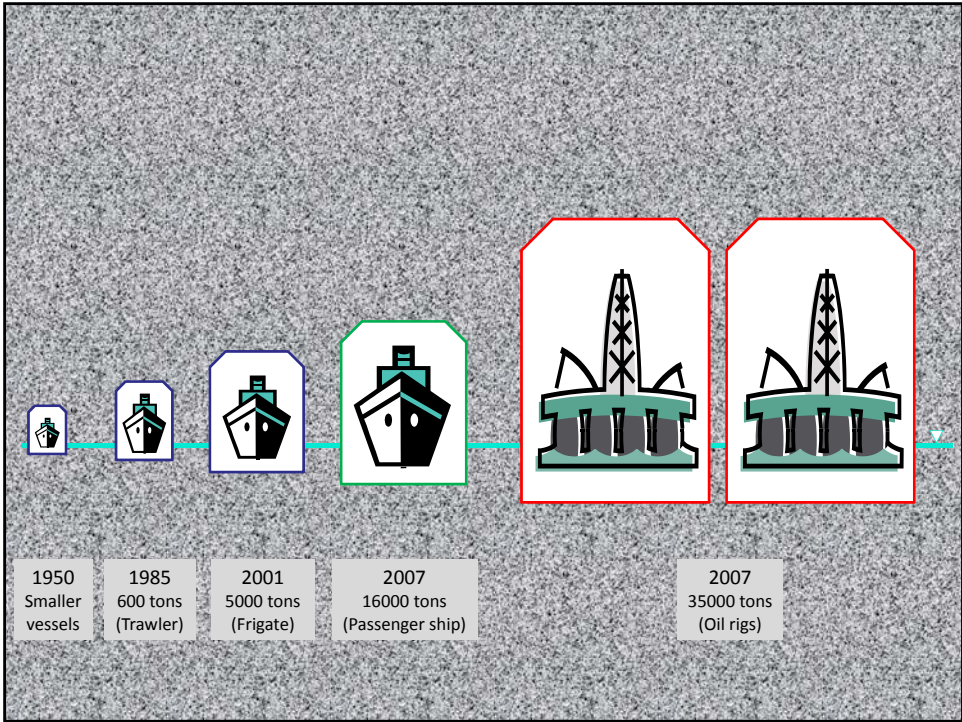


Experiment no. 2
Inertia



The shipping tunnel

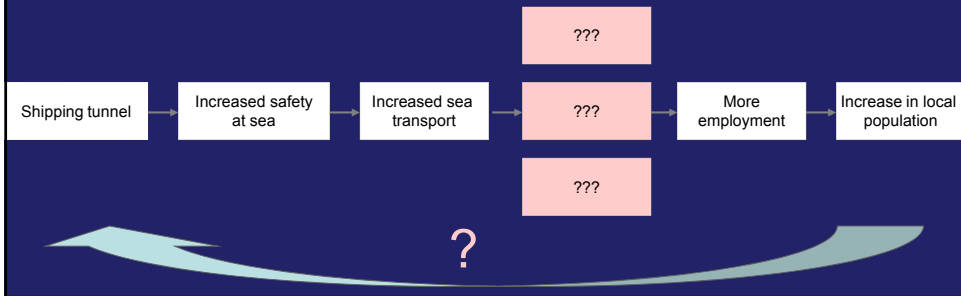






Review of the strategy

Enhance the **operating conditions for maritime transport** along the coast by increasing accessibility and **safety** for **sea transport** in the region, as well as support **local employment** and **population**



Review of the logic: basics

1. Testing the logic of arguments (causality)

Argument	Statement: All birds are animals		
Positive	$A \rightarrow B$	If bird - then animal	True
Contrapositive	$\neg B \rightarrow \neg A$	If not animal - then not bird	True
Inverse	$\neg A \rightarrow \neg B$	If not bird - then not animal	Untrue

2. Testing the validity of arguments (probability)

Argument	Statement: All birds are white		
Positive	$A \rightarrow B$	If bird - then white	Not valid
Contrapositive	$\neg B \rightarrow \neg A$	If not white - then not bird	Not valid
Inverse	$\neg A \rightarrow \neg B$	If not bird - then not white	Untrue Not valid

Review of the logic: the project



Actors	Argument	Hypothesis	Logic
Proponents	Contrapositive $\neg E \rightarrow \neg A$	If there is no population increase, it is because no tunnel was built	OK
Opponents	Positive $A \rightarrow E$	If the tunnel is built, then the population will increase	OK

Actors	Logic	Approach	Validity
Proponents	$A \rightarrow (B \wedge C \wedge D \wedge E)$	The tunnel needs to be designed so as to maximize the utility B,C,D,E...	?
Opponents	$A \rightarrow [(B \rightarrow C) \rightarrow (D \rightarrow E)]$	If the viability of B,C,D,E... can be ascertained, the tunnel should be built	OK

A stalemate situation

- Two opposing parties
- Two strategies with different logics
- The scope increases while relevance is dropping
- A never ending democratic process
- 25 years and eight rounds with central government
- Currently, subject to a QA1 review

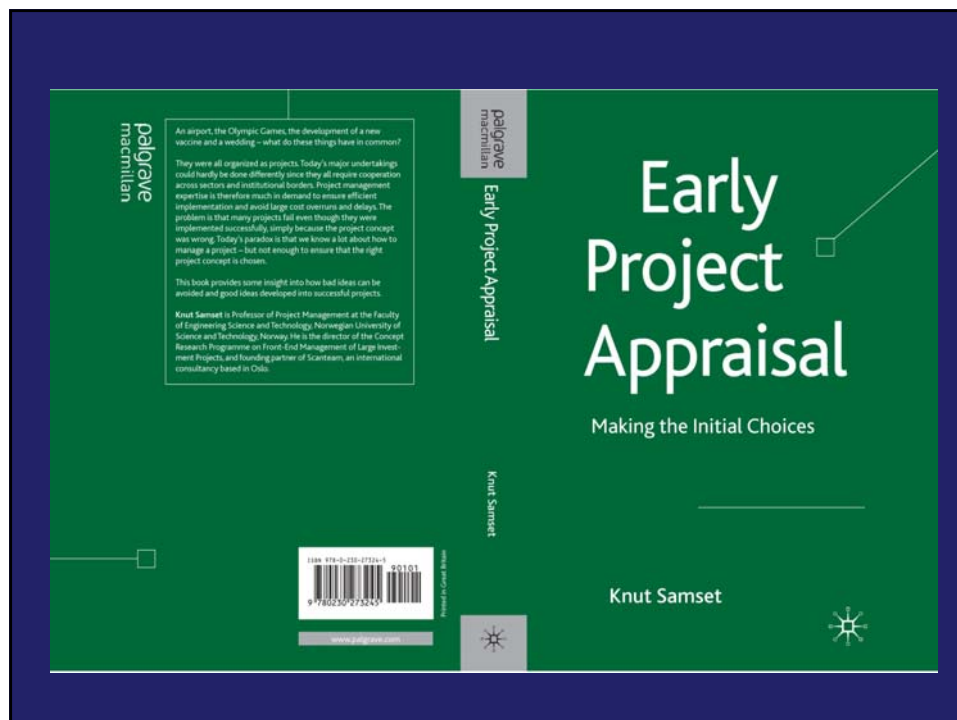
Experiment no. 3 Predictability

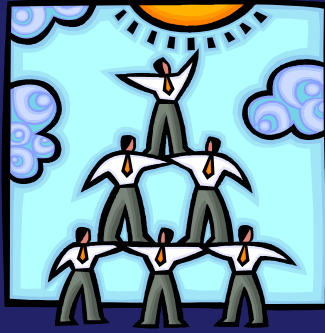


Conclusion

*Unrtufontealy, pepole ofetn obcusre
teh obtivjeces on puorpse
... adn fro prttey obiovus resoans.*

Betr chcek the loigc bhiend !





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