

A Professional Job

Jeremy Goford

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Thinking through the project

Jeremy Goford



NB In this presentation, blue squares are what you do now, grey squares are future actions that you are thinking now about how you will do them then.

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Did you hear it right?

Are you listening?

What's the question?

What's the problem?

What's the hidden agenda?

What's the purpose?

Who are you?

Where's the data?

Are you competent?



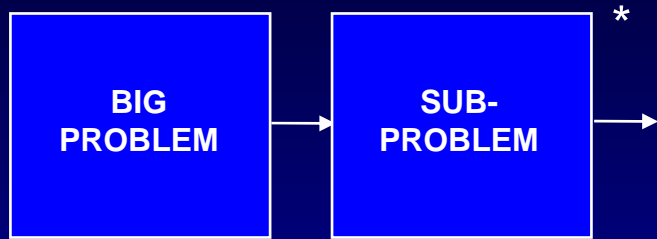
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- Are you adviser or are you executive?

- Who's got the problem?
 - Who is the problem-owner?

- What is a problem?
 - If it's a big problem, can it be broken down into smaller problems?

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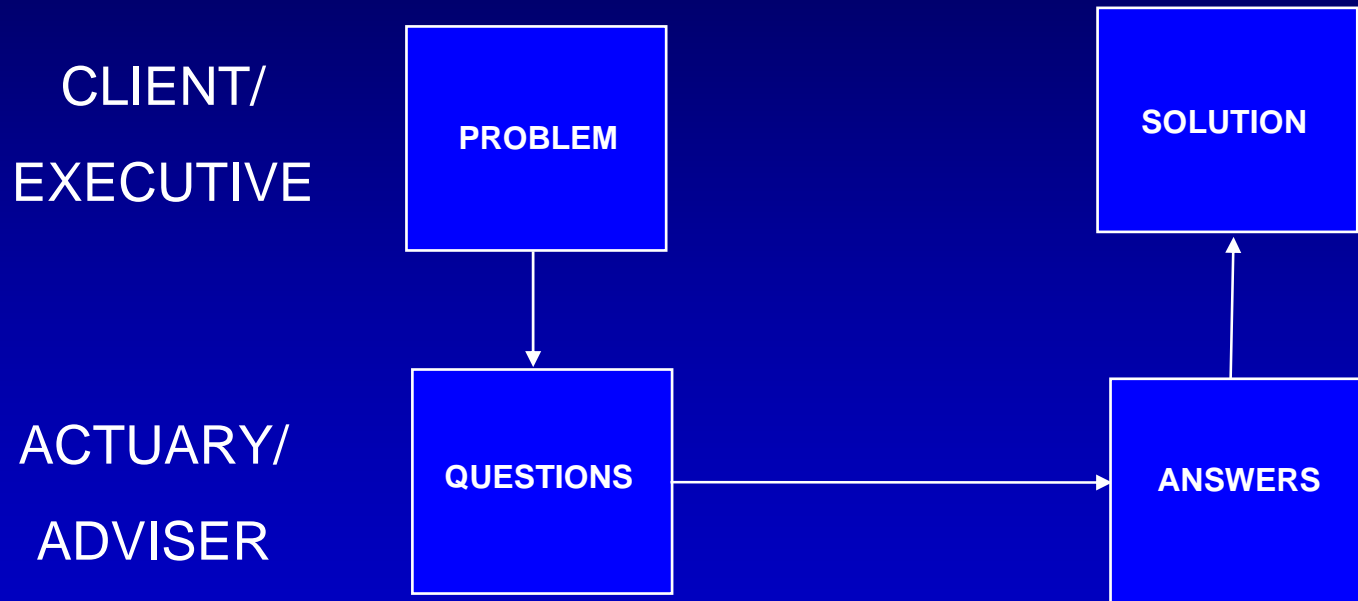
- Your case study
 - describe a problem you faced at work
 - possible solutions and solution techniques that you could have used
 - the constraints acting on you
 - the solution you ultimately chose and the reasons why you made that choice
 - whether it turned out to be a good/bad decision
 - lessons that you learned

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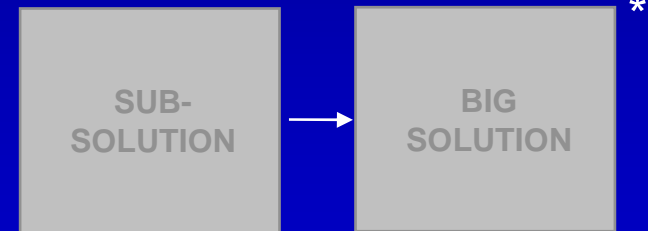
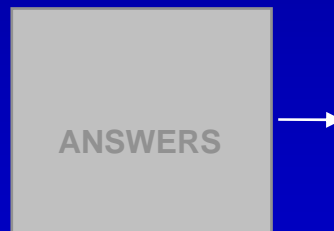
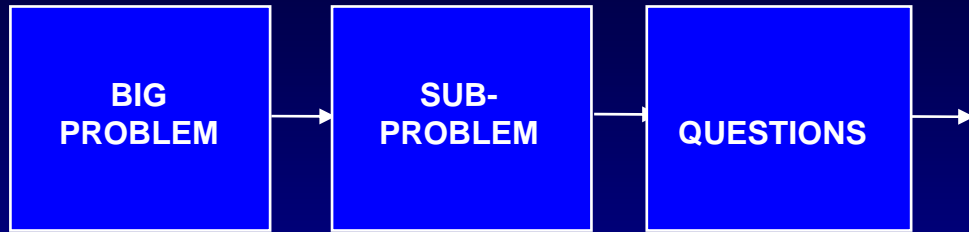
- Is the problem clearly stated?
- What are the questions?

- Will the answers be relevant in finding an optimal solution to the problem?

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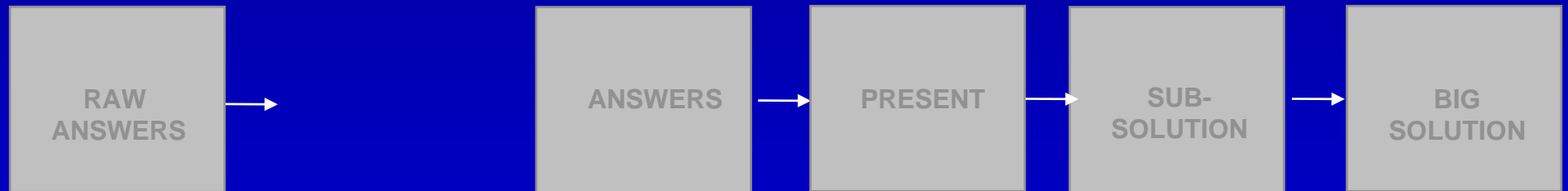
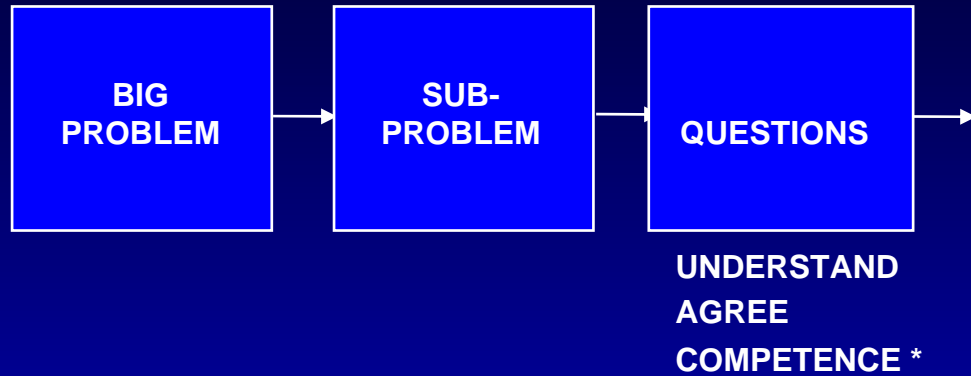
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- Do you understand the questions?
- Have you agreed the questions with the problem-owner?
- Are you competent to answer the questions?
 - Who else can be involved to answer some questions or improve the answers?
- How does the problem-owner want the answers to be presented?

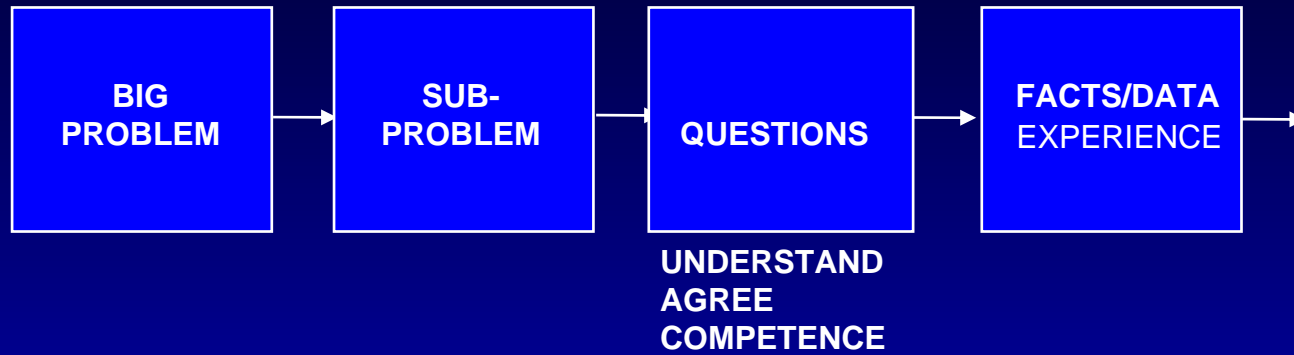
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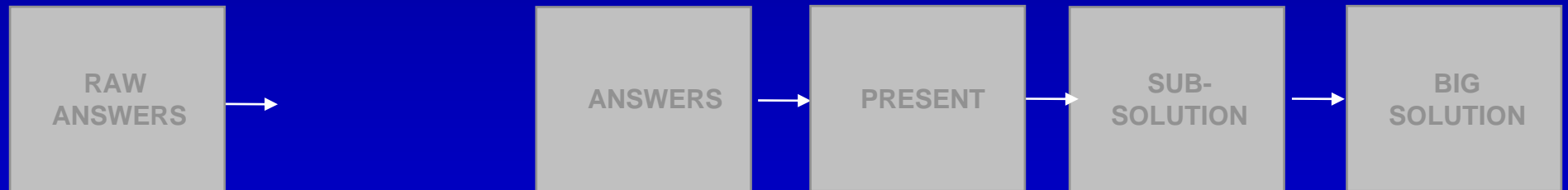
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- In answering the questions, have you got all the relevant facts/data that you can find?
 - Is the data reasonable/clean?
- Where facts/data are short, what experience is there to fill the gap?
- What support do you have that the experience is relevant?
- Who will review what you have done?

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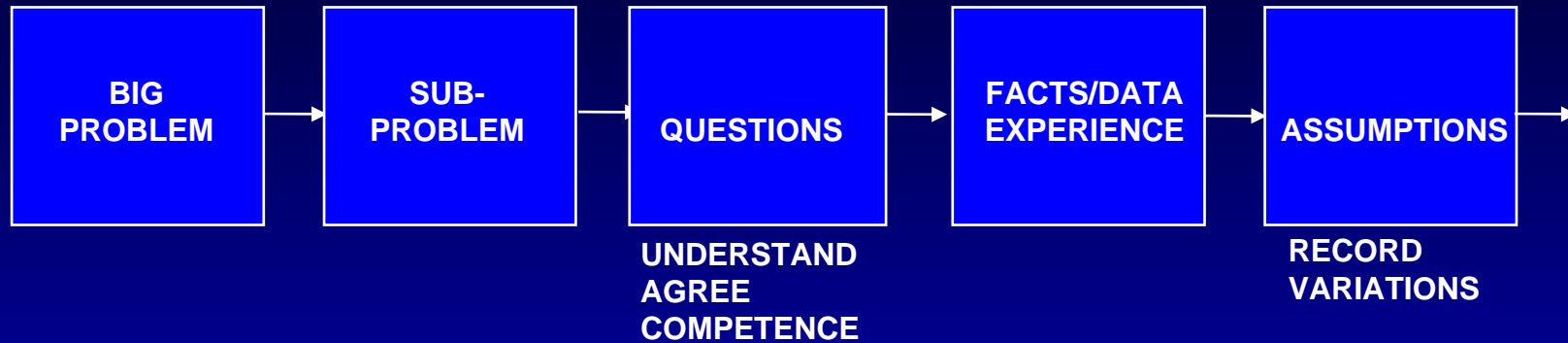
REVIEW*



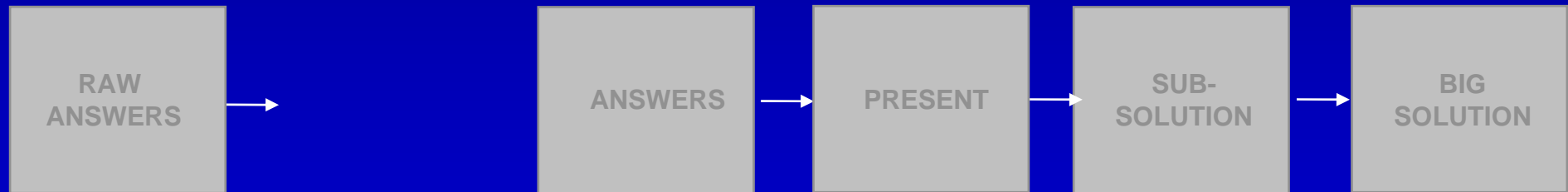
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- What assumptions do you have to make?
- How will your assumptions affect the answers?
- How do you record your assumptions so that they can be tested against future experience?

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REVIEW

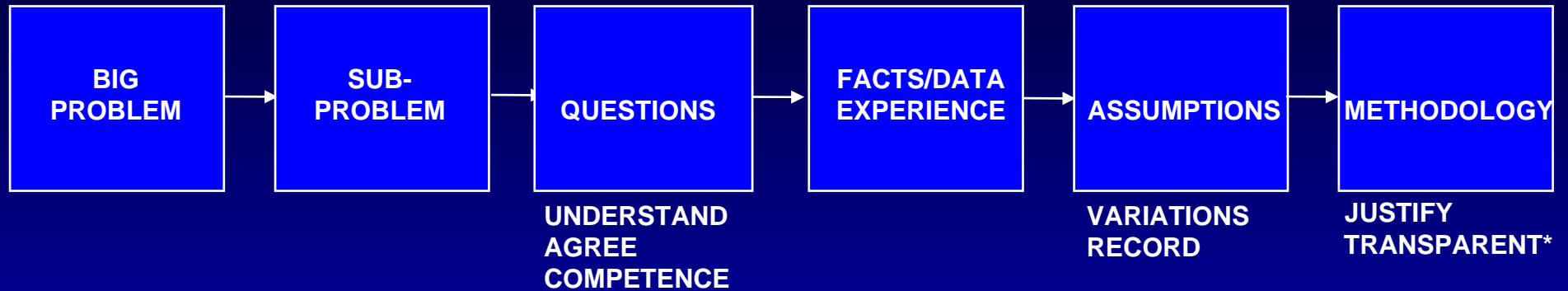


Testing Future Experience Against Assumptions and Answers *

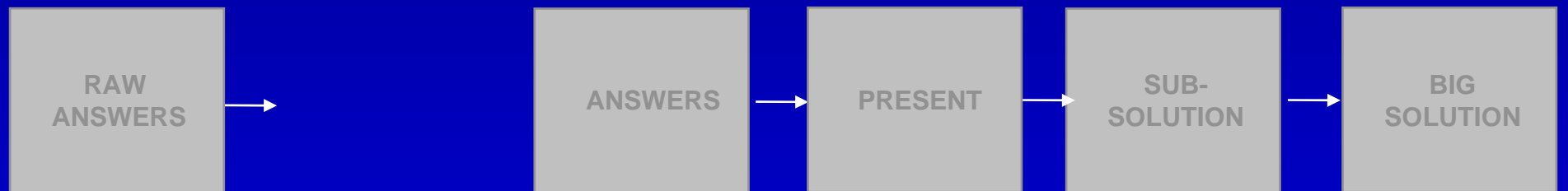
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- How standard is your methodology?
- What justifications do you have for departing from standard methodologies?
- Are your methodologies transparent?

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REVIEW



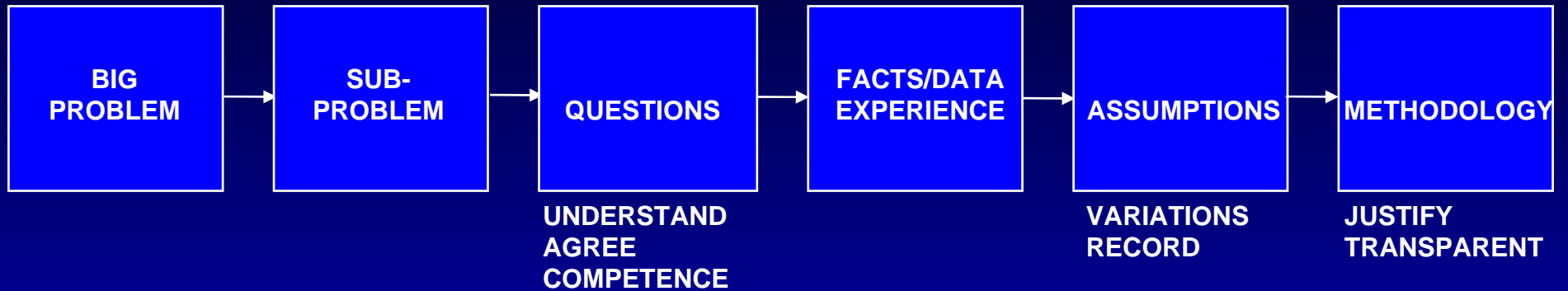
Testing Future Experience Against Assumptions and Answers

Now do the Job

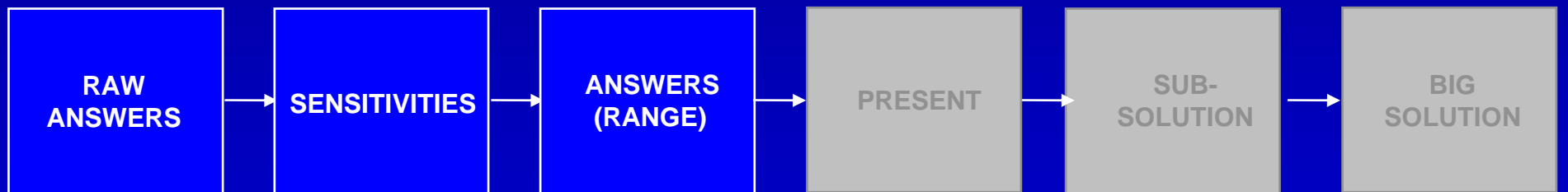
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- Do the answers look reasonable?
- Do the sensitivity tests look reasonable?
- What range of answers is consistent with your confidence in your assumptions?
- Have you had it reviewed by a peer?

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REASONABLENESS REVIEW

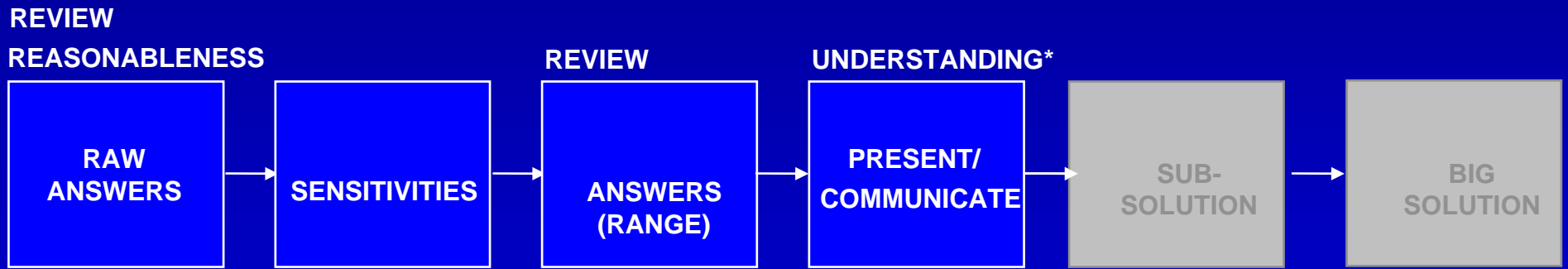
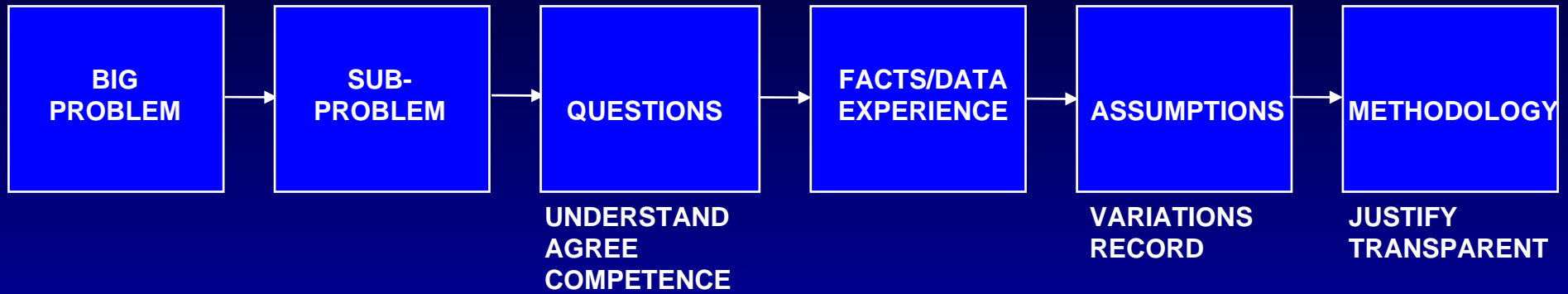


Testing Future Experience Against Assumptions and Answers

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- Is your communication of the answers well designed for how the problem-owner listens?
- Do you have the problem-owner's full attention?
- Have you checked that the problem-owner has fully understood your answers?

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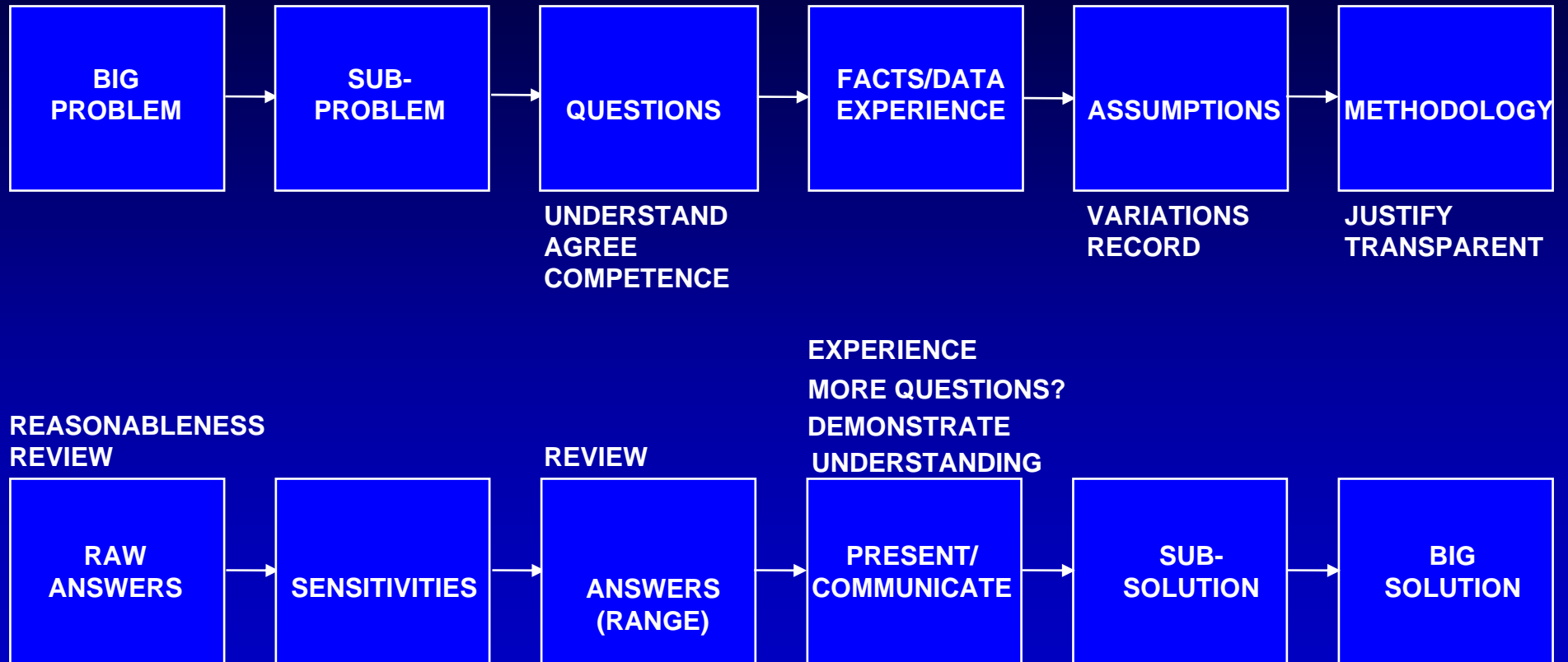


Testing Future Experience Against Assumptions and Answers

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- Can you demonstrate how your answers help to provide an optimal solution to the problem?
- Have the answers given rise to more questions? To more problems?
- What broader experience can you bring to help guide the problem-owner to the optimal solution?
- What more help can you provide?

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Testing Future Experience Against Assumptions and Answers *

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Job done