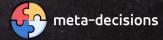
"Imagine it's a year later. Why was the decision a success? Why was the decision a total disaster?" -THE PREMORTEM **TECHNIQUE** Invented by Gary Klein. Celebrated by Nobel laureates like Daniel Kahneman.



Before you make that big decision, call a meeting and ...

Ask
everyone to
imagine
that it's a
year later

Split the meeting participant s into two groups

Have one group imagine that the effort was a total disaster

Have the other group imagine it was a roaring success

Ask all to generate reasons why the success or failure occurred

Have each
person in the
"failure"
group read
their list or
story aloud

Record and collate the reasons

Repeat this process with the "success" group

Use the reasons from both groups to strengthen your plan.

When generating reasons:

- Ask each member to work independently
- Aske them to write a story, if possible, instead of a list
- Instruct them to be as detailed as possible, to identify causes that they wouldn't usually mention "for fear of being impolite."

If at the end of the process you uncover overwhelming and impassible roadblocks, then go back to the drawing board.

The Premortem technique helps:

- overcome blind spots
- bridge short-term and long-term thinking
- tame excessive optimism and
- challenges the illusion of consensus.

