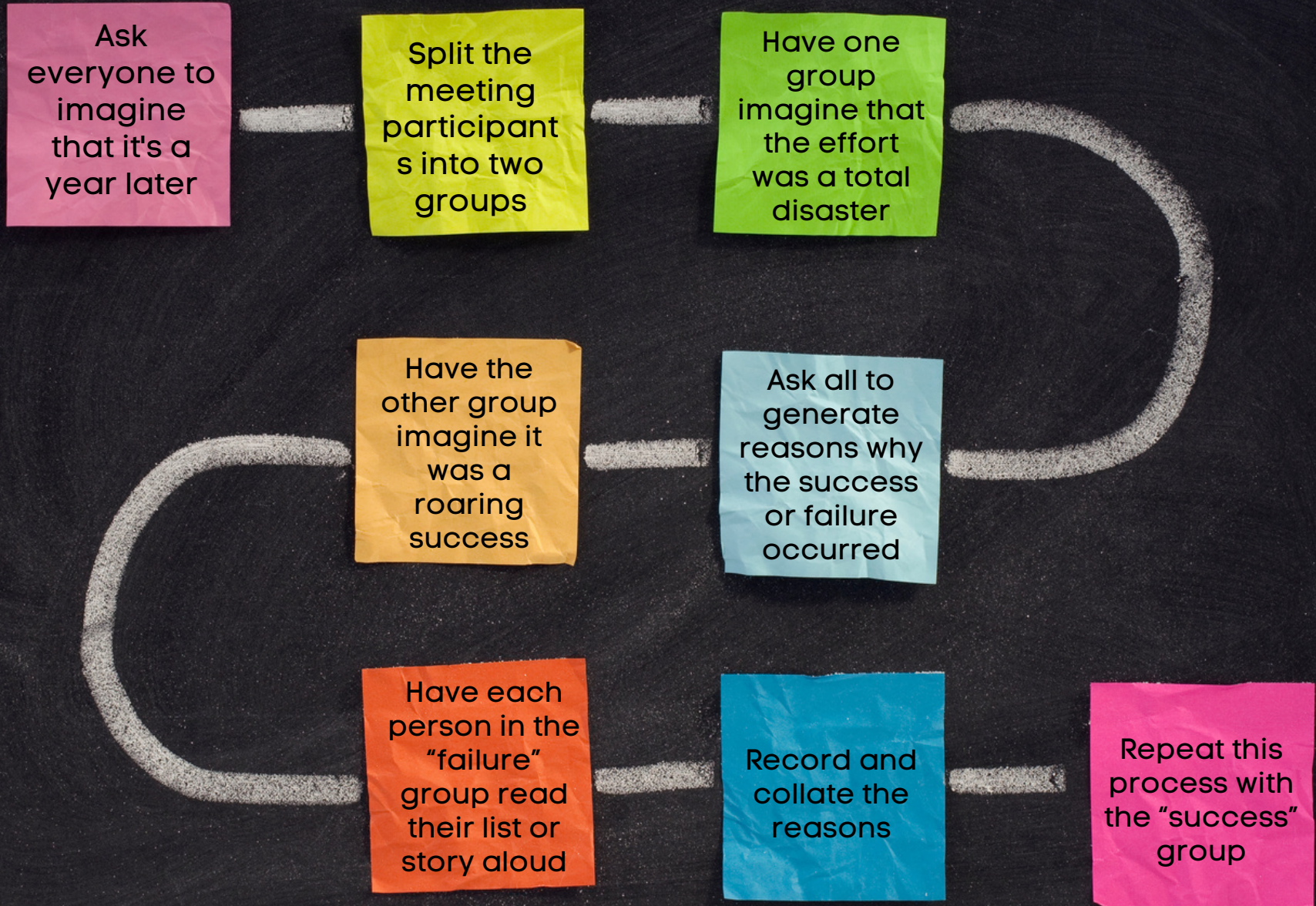


*"Imagine it's a year later.
Why was the decision a success?
Why was the decision a total
disaster?" -*

THE PREMORTEM TECHNIQUE

Invented by Gary Klein.
Celebrated by Nobel laureates like
Daniel Kahneman.

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



Use the reasons from both groups to strengthen your plan.

When generating reasons:

- Ask each member to work independently
- Ask 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.