



THE USE OF KNOWLEDGE IN PROJECTS - A DISCOURSE ON PLANNING

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The Current State and the Problem

Management process 
Knowledge

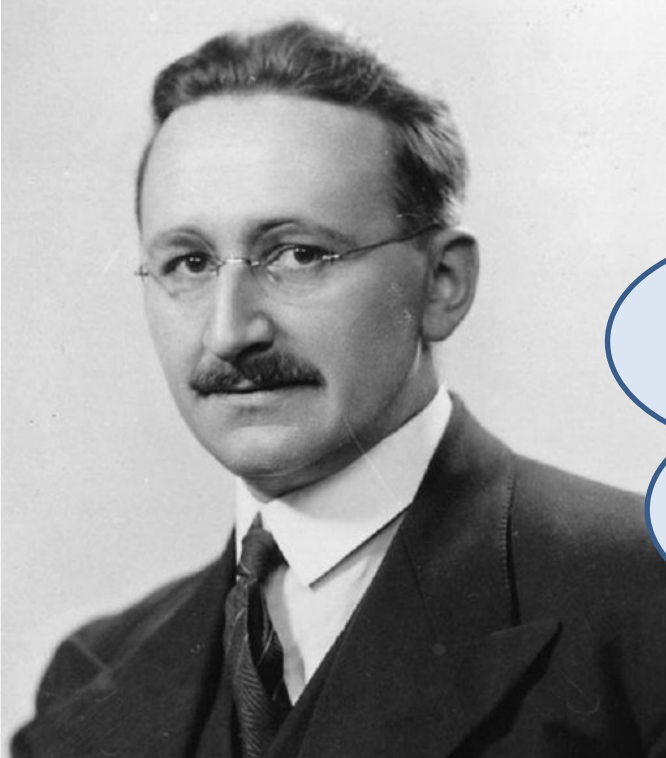
Market State , People,

Marketplace - Knowledge and Technology in constant evolution

Project Success – Reliance on team's use of knowledge available to meet the conditions of satisfaction.



F.A. Hayek on The Use of Knowledge



Friedrich August von Hayek -
Alfred Nobel Prize in Economic
Science 1974

Despite the decentralization of knowledge, people who know very little about the plan coordinate with others in establishing a rational economic order that produces the desired results thru social coordination and knowledge utilization from the marketplace.

“The Use of Knowledge in Society” (1945) by F.A. Hayek defines the problems of finding ways to ensure the fullest use of knowledge in economic activities undertaken.



Hayek's Postulations Relevant to Projects

1. Planning entails the coming together of people.
2. Knowledge is dispersed among people and is fragmented
3. Knowledge is diverse - scientific and non-scientific
4. People act from Habits of Thought
5. People coordinate thru use of the facilities of communication.
6. Special knowledge of situations and circumstances resides in specific people -The Man on the Spot.
7. The Price System influences all plans and actions.



The Problem – Adopting Hayek's Six Postulations A Foundation to Storyboarding

1. The formation of a rational order
2. Use of facilities of communications
3. Dispersed & Diverse Nature of Knowledge
4. Habits of Thought
5. Man on the Spot
6. The price system



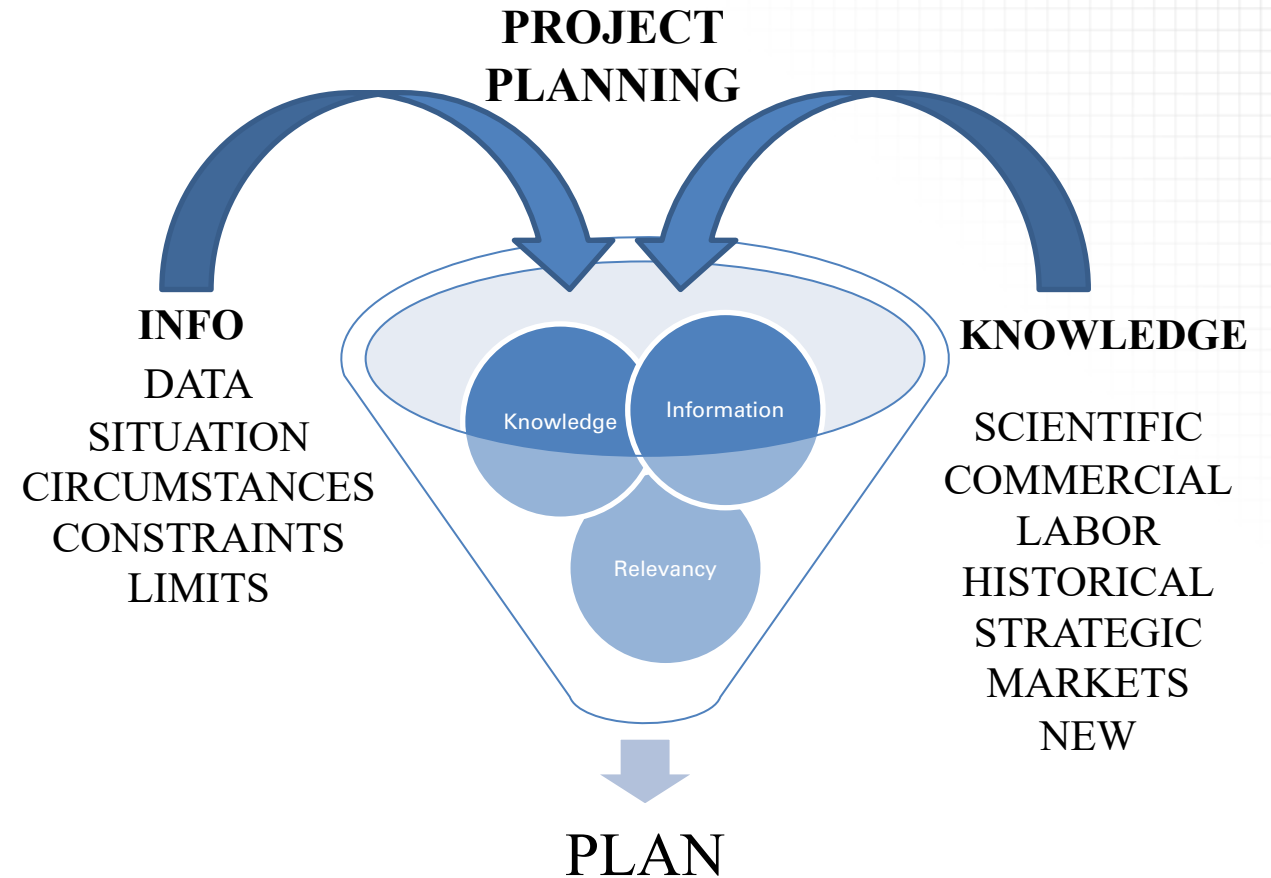
The Rational Order

- People connect with people using the facilities of communication available and find ways to arrive at resolutions to their concerns either efficiently or inefficiently through the emergence of a rational economic order.

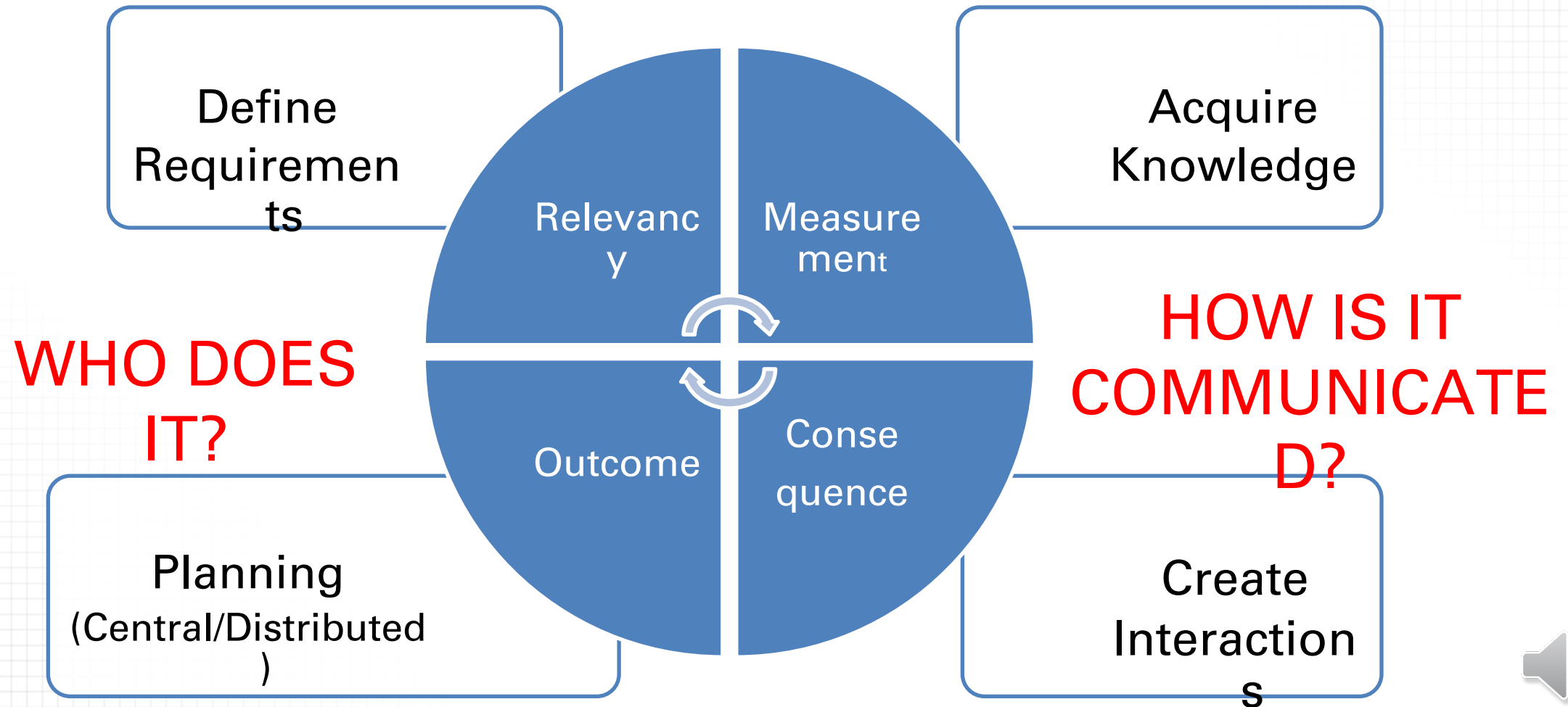


Projects

Projects bring about the integration of knowledge, skill, process, tools, technology and materials in specific horizons of time in an environment within a social structure with pre-established behavioral norms and for a purpose to yield economic returns in pre-determined time frames.



Using Facilities of Communication



Dispersed & Diverse Nature of Knowledge

Project's Organizations need to understand the nature of knowledge.

- Unstructured, Disorganized & Fragmented Knowledge.
- Tacit – Explicit Knowledge
- Scientific Knowledge -
- Knowledge of Circumstances – Observations, Success & Failures
- Knowledge of Market –Demand, Supply, Price, Resource, Availability.
- Knowledge of Communications – Social Environment,



Habits of Thought

Deep rooted in the culture and traditions of the organization.
Part of our past, our education, our culture and our experiences.
Influenced by already existing knowledge.

Causes and Influences

Reliance on own organization for knowledge relevant to projects.
Acceptance only those plans that are understood by their organizations.
Adoption of solutions based on previous successful implementations.
Assumption that Success by others can be replicated



Problems of Reliance on Past

Not knowing what one does not know is at the root of problems

Organizations resolve issues with the knowledge they have and not the knowledge required.

Following the Past Blinds Organizations

1. The pricing structure in the marketplace is different
2. Attrition creates loss of critical knowledge and skill
3. Similar skills but different people have different competencies.
4. Previous execution were at a different time and place,
5. Obsolescence of technologies alter the conditions of satisfaction
6. New regulations challenge the criteria for acceptance



The Solution

Creating the Rational Order thru Storyboarding

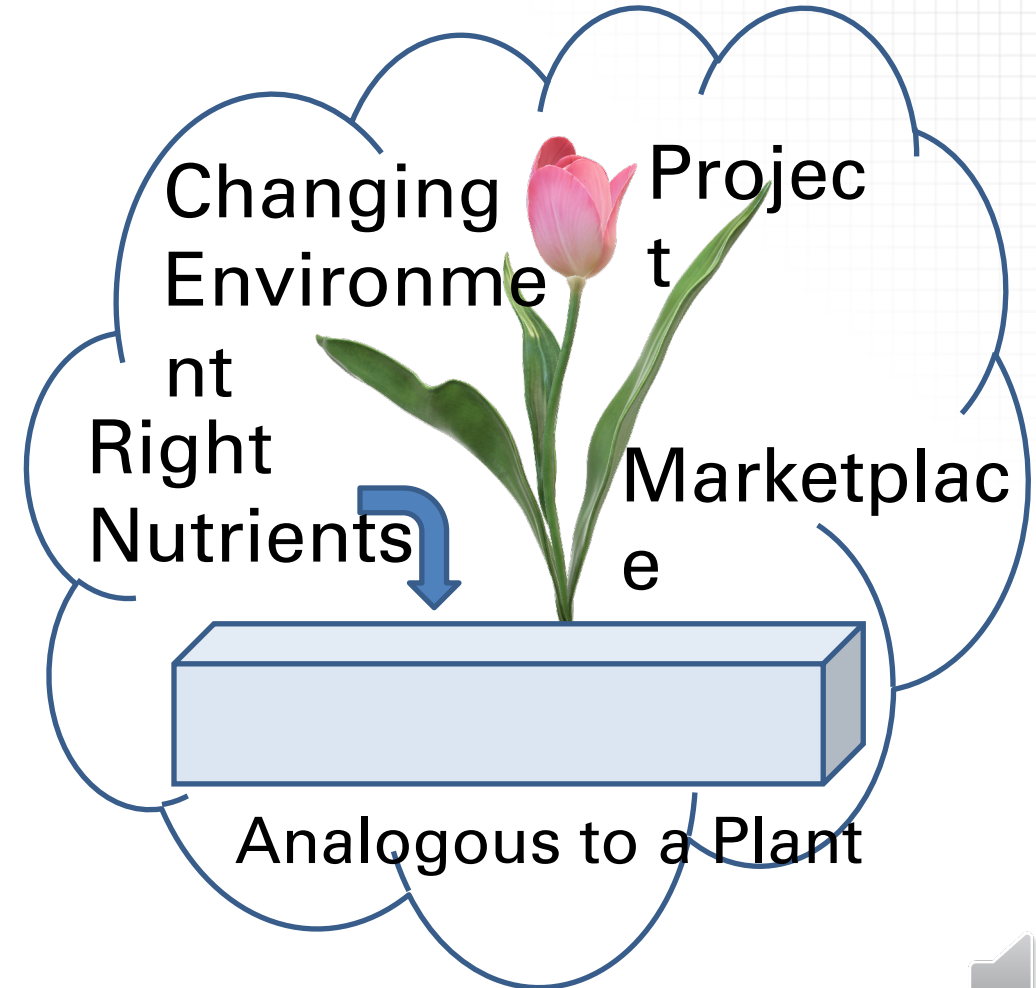
1. Building the project team
2. Designing Conversations
3. Capturing the Elements of Storyboarding
4. Managing Risk
5. Creating the Story



Building the Project Team

A focus on People with Knowledge and Relevant Experience applicable to the current state of the Marketplace and aligned with predicted future states.

- Create a virtual rational order (Dream Team)
- Create organization to leverage the rational order.
- Create and use communication structures to produce the interactions.



Designing Conversations

- Create a Foundation with Structure and Focus for conversations
- Narratives are constructed from conversations.
- Narratives form the basis for action.
- Conversations have context, history, background, relevance to the future, linked to already existing practices, trends and behavioral norms.
- Narratives stimulate thought and interactions between information and knowledge



Elements of Storyboarding

- Initiated in Time and defined in a Chronology
- About people interacting to produce narratives
- Written in a clear, concise and readable style for ease of comprehension
- Grounded in the current state of the marketplace with a view into the interim and future states.
- About prediction of risk, transfer and mitigation.



Managing Risk

- Engage people with knowledge of current and future market states.
- Innovation produces new circumstances and adds to new problems and demands new solutions and new risks.
- Organizations that partake in discourses and deliberations about the new conditions are better equipped to address the needs arising from the new events.
- Stories about risk creates vigilance and builds intelligence in the organization.



Creating the Story

1. Facilitate transactions between relevant information and knowledge thru structured and focused conversations.
2. Interactions between information and knowledge sources are the building blocks of narratives and naturally occur in the marketplace to resolve concerns.
3. Stories are a blend of narratives created by people within and outside the project team with different frames of reference knit together to produce value.
4. The narratives of value are the ones that are relevant to the objective of the project and aligned with meeting the conditions of satisfaction.
5. All transactions matter but some are more powerful than others.



Summary

- Storyboarding helps define the project team and the rational order.
- Design of conversations creates focus on the project's objectives.
- Creating chronological narratives links stories to market states.
- Deliberation of risks leads to narratives on managing risk.
- Narratives create focus on the desired conditions of satisfaction.



Final Takeaways

1. Storyboarding captures the imagination of people within and outside the organization through narratives.
2. The narratives help define the rational order that ensures the fullest use of knowledge and helps build the story to success.
3. A well-knit story stimulates minds to remain vigilant to changing states.
4. This vigilance ensures sourcing of the required knowledge to overcome concerns and to mitigate risks posed by situations and circumstances.
5. The story of the project can be made available to other organizations which can with its own knowledge modify it and blend it into their story.





Questions?

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