

MAKE IT WORK:
PLAN B FOR
PROJECTS

BY DAPHNE DEPASSÉ

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PLAN B°



PREFACE

This ebook contains a selection of Plan B blogs regarding projects and -management.

The basic content of the original Plan B website is translated and transferred to the (Dutch) website depasse.nl. A selection of the English blogs are bundled and recorded in e-books. This is one of them: about (the management) of projects.

The content is universal and can be read without any knowledge of plan b. However, in case you are curious:

Plan B is just what it says.
It's another path.
For problem solving and innovation.
Reshape the way you think.
Unscrew the system and act different.
Break through the status quo.

It's a philosophy, a framework and a method. It is a guide to manage projects, to innovate and to develop solutions. But, instead of just creating the solutions you have in mind and end up with small improvements, Plan B grabs the underlying causes, learns to be more innovative and effect change – fundamentally. It helps you to stop running around in circles and makes you enjoy the ride. Fast and simple.

[More on Plan B can be found \(in Dutch\) here.](#)

Enjoy your reading!

xoxo *Daphne Depassé*



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1. FIRST THINK, THEN ACT?

In organisations, a lot of time and effort is spent on making plans. We think a lot. Before we start doing. We make huge, extended, well-thought-out plans. Based on the assumption: first we think, then we act. Do you know that this is blocking your way into moving forward? And it isn't even true...

The assumption "First think, and then act" is one of the reasons why things are going slow, delay or don't not happen at all. And why new possibilities are not carried out. Let's take a look at this assumption, which is actually a misconception.

MISCONCEPTIONS

We act like there is a distinction between thinking and doing: we assume that we first think (rational and purposeful) and then act. Our methods are developed in time; from 'milestone based' waterfall methods to more iterative methods. But, in most methods there is still kind of a separation: the assumption that if we have a plan (think), we then will act (do).
The thing is: we do not.

We do not act according to thoroughly thought out steps.

We think and act simultaneously.

In fact, we often act first and think later.

We are already involved in the world and act before we think, reason and decide.

Another misconception is that we act according to well-described plans.

In general people don't read or follow plans at all.

People do not start their day with reading a plan and then act according to it. They are just busy "getting the job done."

What actually happens, is that we afterwards -if necessary- try to come up with a rational explanation for our actions.

So, **it is a misconception that we act according to plans.**

Even if there are specific tasks described in a plan, the way in which plans are created (written, large size, boring language) does not drive people. Really.

Another assumption: we tend to think that if we only had more information we'd make better decisions. It doesn't always work that way. **More information (more thinking) does not lead to better decisions.**

In fact, at a certain point, too much information actually causes to make worse decisions ([read this](#)).

THE DANGER OF MAKING PLANS

So, we have the tendency to 'over think' and the focus on big, extended, well-thought-out plans. "First think, and then act." But working with big, well-thought-out plans does not mix well with speed. And it doesn't drive action.

This can be devastating in our fast changing world, were we have to act fast to survive. If you wait too long to make things happen, you will lag behind, for sure. That is why it is time to act different.

HOW TO UNSCREW THIS SYSTEM

Think about acting different by using a roadmap. And a set time. And start immediately with *doing*. Thinking happens while we are doing. Simultaneously. No waste of time.

What you can do to unscrew the system?

First. **Release the assumption that we act on the basis of previously thought plans and steps.** Sure, you can keep on putting all your thinking into extended written plans. Just know that this does not lead automatically to action, nor does it stimulate action. (PS. We know that it maybe is difficult to escape the company routines, especially when you need to have a plan to get approval to start. More about that in the next chapter.)

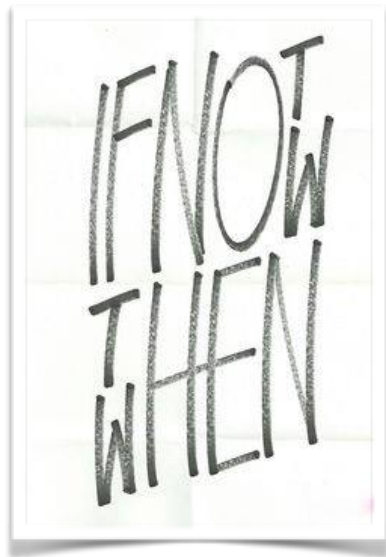
Second. **Focus on action.** Eventually, it is all about *doing* things differently and not about thinking our talking about things (what Thomas Edison said: "Vision without execution is hallucination.")

Therefore, whatever you do, let it fundamentally be aimed at action. A more action-oriented way; thinking that is aimed to act. It's about being operational: the ability to get things done. We know, this is hardly taught at school, while it is almost as important as reading, writing and all other stuff we learn.

Third. **Speed it up.** Imagine what would happen you start doing it all with incredible speed. As mentioned before, working with huge, well-thought-out plans does not mix well with speed. Reducing the size of complex issues and break it down in small steps might help. This kind of "small thinking" doesn't mean losing the bigger picture, the context or the big dream. It's not about narrowing your mind. It's just that we'll always get from A to B through a series of small but well-considered steps. So, make it small in stead of putting all aspirations into a top-heavy (integral) plan. The key: "Think big, but start small (er)".

We believe it is important to start; think big about the future and execute what you can do today. Release your assumptions, focus on action and do it all with incredible speed. This will help you move forward. Get things done. Make it all happen.

Check out our [Flipboard magazine about the pitfalls on making plans.](#)



2. THE PITFALLS OF PLANNING

A In the previous chapter we wrote about how the systemic approach could be a huge pitfall. We think a lot, before we start doing; a lot of time and effort is spent on making huge, extended, well-thought-out plans. We'll continue this 'why planning sucks' subject with a dive into a different way of planning: how you can stop wasting time and money.

Often, this is how it works. Before you start doing, you need to make a plan. To get approval, budget and/or time. So, you set up a Plan. A brief explanation on what is going on, what the solution (or vision) is, how you will move from A to B and what you need to achieve this. This could take weeks (sometimes even months, when a document contains series of objectives, priorities, and even tasks). You've figured it all out in a big master plan and after receiving the green light, the project can actually start. Yay!

THE TUNNEL EFFECT

Take a look at the picture of a tunnel. Imagine you're standing at the beginning of the tunnel. Imagine this is the start of your 'project'.



This is how we often act, in organisations. Using a systematic approach: planning.

When we make plans, we look at the end of the tunnel. We think logically and we know what we want to reach at the end of the tunnel. The solution is already in sight, and all we have to do is make a plan to go from A (the start) to B (the end of the tunnel) to achieve the outcome. We make a plan with a clear beginning and end, with predetermined results and outcomes, tight deadlines and tight control – particularly of time and money. And then, all we have to do, is take those steps to make it happen. Right?

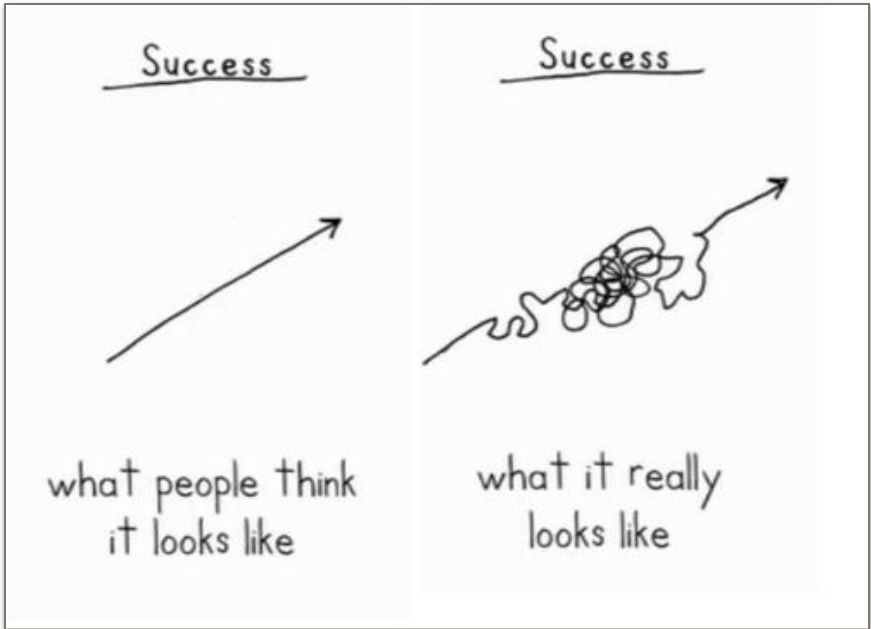
In this approach, there is a number of assumptions that mislead us. And therefore, this approach could be a huge pitfall. Here are a few reasons why.

“CHANGES WILL HAPPEN FASTER THAN YOUR ABILITY TO PLAN”

The problem with planning is that it is usually well-defined; the outcome is already constrained, the approach already dictated, the timeline already established. In this approach we assume that things at the start of our process (the beginning of the tunnel) will be exactly the same as the end. Nothing will change. Things will stay the way they are. Even when a project will take more than a year.

That a strange thought. Because things will never stay the same. Maybe, when you have an ‘easy’ project, with a simple, unambiguous, stable and predictable situation. In that case: go ahead and plan. If you think you can control your environment, it may work out. But, when you are dealing with more complex issues in a rapidly changing and unpredictable world, this approach does not work. In these cases, you cannot predict what will happen, you cannot contain and you simply cannot control.

The name of the most famous project management method (Prince2) says it all: Projects In Controlled Environments. We think we can. But we cannot: changes will happen faster than your ability to plan. For complicated issues you simply cannot make a detailed



By Simon Sinek

plan in advance. And if you do, the project will not proceed as planned and then we call it "failure" (because we like to define our projects as successful when they are executed within time and money). Ow. If you plan ahead in detail, please be aware that this assumption makes it very difficult to make a project succeed, as in „according to plan“. Changes will happen faster than your ability to plan.

TRAPPED IN THE TUNNEL

With this approach we assume that the way from A to B is a linear process; that we just execute the steps in the logical way that we have determined in advance. As we wrote in the previous chapter: we don't act this way.

Thereby, this one-way focus hinders flexibility and adaptability. It may result in failure, to respond to events that require adjustment of the plan. Take a look at the picture again. In the tunnel, you just don't see what is going on in the "outside world". You busy with your own stuff, focused on the end, while the world is changing.

Focussing on one way, while you maybe have to take a sideway. Fact: during your process things will shift. Always. Shift happens! As mentioned, the situation at the beginning of your project will never be the same as it was when you started. So, you can shut yourself off from the outside world, pretending that nothing is happening there, but be aware that when you reach the end of your tunnel your 'solution' will not work the way you wanted it to be.

MISSING OUT THE BEST SOLUTION/IDEA

There is another danger in using this traditional approach. Especially when you want to stand out in the world. This planning approach assumes that all the good ideas are already present at the beginning. Maybe they are. But usually it is not the case. Good, better or outstanding ideas appear throughout the process. You will have new insights along the way, discover amazing things you've never thought of. A fully thought-out plan, which cannot be derogated from, is therefore stifling innovation. You just end up with the first thing you thought of. And in most cases, this is an average, mediocre, so-so solution. (In the next chapter you'll read about focus on solutions.)

THE DANGER OF MAKING PLANS

So, we use a systematic approach, assuming a stable situation, with a linear process. This could work when situations are simple and unambiguous, and stable and predictable. But when you are dealing with more complex issues in a rapidly changing and unpredictable world, this approach does not work. Things will often not turn out as planned and you simply cannot control.

HOW TO UNSCREW THIS SYSTEM

A different approach is a "sense and respond" approach; planning that arises in interaction with the environment. In Plan B, we have a roadmap. Clear and structured. And a time set. That is our plan. It's simple and we do not describe all details in advance. We think and do at the same time and respond quickly and effectively to all changing events.

It's an emergent planning. Change is not a single linear thing. A process seen as a system of spaces in stead of a pre-defined set of

ordered steps. A living field; just as in the ‘normal’ world. (Think about the buttons of your movie or music player. You can press start to play, take a pause, rewind, take a step back or skip things and move forward. Playing with time. Playing in time).

As Simon Sinek says: **“Always plan for the fact that no plan ever goes according to plan.”**

This planning approach helps you to deal with the fact that projects always evolve in other ways than you have planned and it helps to adapt, respond to changes. And you’ll actually innovate more quickly by opening up for new ideas, creativity and smashing side paths. Ohw, and you’re saving yourself a lot of time and money writing huge, extended, well-thought-out plans (plans which often are actually written for justification purposes or proposals, not as a basis for action anyway).

Thereby, as we wrote in our previous chapter about planning: we believe is important to start; think big about the future and execute what you can do today. Releasing the assumptions that we first have to think, before we act. Focus on action and do it all with incredible speed. Getting things done. Making it happen.

Check out our [Flipboard magazine about the pitfalls on making plans.](#)

3. FALL IN LOVE

About 43% of the decisions are already made before the process is started¹. But the ability to solve problems is at the beginning.

The desire to know the answer before we start could be a huge pitfall; you may end off with solutions with no value, at all. That's why we wrote this chapter, to encourage you: fall in love with your problem.

WHY DO WE LOVE SOLUTIONS?

How come we often mainly focus on solutions, rather than the question(s)? There are a number of reasons.

One reason is our desire to come to '**closure**'. We want to reach an end, as quickly as possible. As Matthew May says: "We have a natural tendency to 'satisfice'".

Another reason is that discovering the issue, the 'why' part is **fuzzy**. And we get uncomfortable with fuzzy. Thinking in terms of solutions suits with our rational and analytical thinking. This 'what' part is a lot easier and is therefore often the most clearly in organisations.

Besides, examining the question (the 'mystery') is often omitted within organisations because this work is often seen as **costly and not economically viable**. They just don't see why it is important.

WHY SHOULD YOU CARE?

One of the (big!) pitfalls of focussing on solutions is that you're **creating palliatives**. Solutions based on symptoms without effecting a cure. This occurs due to blindness for the real issue and underlying causes; not looking beyond the visible symptoms, not

¹ Source: Prof. Carlos Osorio

knowing what the real thing is that you're trying to solve. This focus on fast solutions, based on assumptions, can lead to solutions that don't solve the problem. *(We see this in ICT happening all the time. Technology as a solution. There is a hidden hope that somehow technology will solve all our problems. Sometimes that's true, but often it is not. The core (the cause) of the problem often lies elsewhere and in that case: ICT will not solve the problem).*

Another pitfall of falling in love with a solution is that you **lose sight of the people who you are designing for, and the value that this solution should deliver**. Every solution ultimately revolves always around one thing: creating value. To design valuable solutions, it is essential to know what the value is you want to create. And for whom.

Also, a danger related to the focus on fast solutions, is that – if there is an obvious and apparently satisfactory answer – **we stop thinking and we stop exploring other possibilities**. Bummer: you'll miss out good, better or outstanding other solutions.

Therefore:

“Don't fall in love with a solution, fall in love with a problem”

HOW TO UNSCREW THIS SYSTEM

In stead of the one-way focus on solutions, try an approach in which the understanding of the problem is central. Uncovering the real questions, needs and causes. Investigate what is going on under the visible layers and symptoms. *(We have a specific phase in Plan B. It's called “B Curious”. Discover and uncover.)* What matters here is uncovering what is really going; what is the real thing that we're trying to solve. That means a deep dive into the assumptions that are invisible and unnoticed, but are in fact the real reasons why we are working on something.

Attention to the problem, demand and needs is also directly related to delivering value. It all ultimately revolves always around one thing: creating value.. To design new opportunities, it is essential to know what the values are we want to deliver. This mainly depends on who you design for. You know: people. The 'people first'

approach is all about solutions that meet (latent) needs and values; that requires 'value sensitivity'. So, we believe in a focus on the value that a solution should ultimately deliver, rather than starting with a focus on (fast) solutions. *(BTW. Value is the 'stage' in the middle of the Plan B process. This is the central point of focus, so you fully understand where you are headed, what your goal is and what the value is you want to create and for whom.)*

We believe in digging deeper; move beyond fast solutions and focus on value, demands and needs. With this approach, you'll develop valuable solutions that actually solve your problems and match all needs. And it doesn't have to take a lot of time. Really. And when you act this way, it will be a lot easier to show people the value, usefulness and necessity of your solution: because it is designed for them!

So, let's fall in love.

First: with the problem.

After: with all amazing valuable solutions.

Want to know more?

Check out our [Flipboard magazine: B Curious](#). Read what other people say about this.

4. ASSUMPTIONS AND ILLUSIONS (BONUS)

(Bonus chapter. On how your eyes can deceive you.)

*“We look from our own single perspective
and see what we want to see,
what we expect to see
and what we are used to seeing.”*

Our way to give meaning to situations is: judgement. With this judgement system, we always have assumptions, presumptions and prejudices. That’s okay – we need this -, but there are several dangers coming from rushing into judgment.

The biggest danger: we can be totally wrong. Without noticing. Every second we consciously process only 16 of the 11 million bits of information that our senses send to our brains . So, we always see only a small part. We only see what we want to see, what we expect to see and what we are used to seeing. As Chris Breen taught me at the University of Cape Town: **“We do not notice that we do not notice”**.

Another danger. With this kind of thinking we are missing an important part: **perception**. Our perception is our individual, subjective interpretation of reality. We give meaning to what we perceive and we influence what we perceive by what we believe, what we do and how we feel. So, what is THE truth?

We don’t see things as they are, we see them as we are.”
– Anais Nin

Seeing things from assumptions, presumptions and prejudices can lead to arrogance, ignoring different opinions, frustration, misunderstanding and miscommunication. We get stuck into our own truth.

And we don't see the water in which we are swimming.

So, don't believe everything you think.

Don't believe everything you see.

Your thoughts create your world.

Do not assume.

FOR THE CURIOUS

On this webpage, you'll find some great video examples of 'Optical Illusions'. You can also download a Plan B PowerPoint with 10 Optical Illusions here.

See how your eyes can deceive you. And have fun!

And/or check out this Flipboard Magazine with assumptions and illusions.

5. CREATE MORE VALUE

All organisations are established to deliver value. But our thoughts about value are often limited. We often see value in a limited way, from one single perspective and with a narrow focus, on numbers.

If you do, you are missing out a lot.
Know what to count.
And make it count.

THE SYSTEM

All organisations are established to deliver value. But our thoughts about value are often limited. In business, we tend to constrict our scope to values that are **measurable** in an **objective** and **quantitative** manner. Our standards are economic, with a focus on optimising **short-term** financial performance.

Much of this way of thinking about measuring productivity and performance stems from the theories of Taylor; from the eye of production work. **Management by numbers**, often with a focus on short term **profit maximisation**. What we cannot objectify or quantify, is systematically ignored. Intangible and non-monetary values are excluded. With this **one-sided focus** on money, shareholder interests and short term profit maximization, we have created a system that only appeals to a part of our wide range of human desires and values.

WHY SHOULD YOU CARE?

This kind of 'management by numbers' is a **superficial** and **reductionist view of reality**. We have come to believe in the absolute value of numbers, but reality simply cannot be captured in nice round figures. When **intangible** and **non-monetary values** are

excluded, reality is excluded and you'll **miss the most important needs of people. And thus, the opportunities to create value.**

In addition, this fixation on money makes companies do things that are not serving the interests of the customers or employees. This can lead to a **dehumanization** of transactions, **loss of relationships** and growing (social) **anxiety** and **dissatisfaction**. For example, when customers feel that money and internal efficiency are leading, at the expense of their interest.

So, organizations often see value in a single and limited way, with a narrow focus on economic value, objectivity and quantification. With this approach and way of thinking, our goal to create value is **severely limited**. It's about creating value for people. And the possibilities to create value are much more than value by numbers (owh, and money isn't actually a value or a purpose, money is the result).

HOW TO UNSCREW THE SYSTEM

Acting different starts with knowing what to count.

As Chip Conley says in his TED Talk:

“So what the world needs now, is business leaders and political leaders who know what to count. We count numbers. We count on people. What really counts is when we actually use our numbers to truly take into account our people.”

(Conley, 2010, min: 16.56).

Imagine an enriching approach, by **broadening the view with a much wider range of values**. Adding other values: non-monetary, subjective and qualitative ones. The so called “immeasurable values”. Practical and functional values, and emotional values like security, freedom, humour, quality, fun, play and happiness.

BTW. There are a lot of examples of systems related to the ‘other’ values. Check out the SROI (Social Return on Investment), which refers to “subjective” values such as feeling, fun, happiness,

humour and quality. Other examples are: Indicators of Social and Economic Welfare (ISEW), the Canadian Index of Wellbeing (CIW), the Happy Planet Index (HPI) and the Gross National Happiness of Bhutan.

A small extra note **about happiness**. The world is changing and scientific evidence is proving that happy, engaged employees are good for business because they perform better, produce better results, are more creative and are willing to go the extra mile. And happiness leads to engagement. We don't want to go there in this chapter. On the internet, you can find lots of scientific proof on the value of happiness. Want to read more about happiness in organisations? [There's a whole issue of Harvard Business Review on this subject.](#)

Do you know what is truly valuable to your company, your employees and stakeholders?

Do you know what 'makes them tick' and feel good?

Once you know what valuable is, you can offer services and products, design solutions and make decisions that create value. Big time.

That's why Plan B has "The Master of Value". This Master ensures proper focus of attention and represents the voice of all the stakeholders. What is the value we are creating? And for whom?

**Know what to count.
And make it count.**

FOR THE CURIOUS

Check out our [Flipboard magazine about Value & Purpose.](#)
Read what other people say about this.

In this magazine, you'll find this also:

- * Video (5 min). [The X-model of Engagement](#)
- * Video: TED Talk Dan Ariely. [What makes us feel good about our work?](#)
- * Video: TED Talk Shawn Achor. [The happy secret to better work.](#)

6. SIX REASONS TO PROTOTYPE - EVERYTHING

Prototyping is well-known for product- and ICT development. In other cases, prototyping is rarely done, while prototyping can be extremely valuable? For every solution! Here are six reasons to prototype. Everything.

THE SYSTEM

In most ‘traditional’ organisations, when new processes, services, cultures, missions, workplaces or strategies are developed, it often happens by making a detailed plan first, followed by fully developing the solution and then the whole thing is “rolled out”. Sometimes there is some testing involved, but this often takes place when the solution is already largely developed. Prototyping is rarely done. What a pity.

WHAT IS PROTOTYPING?

Prototyping is aimed to **test concepts quickly and cheap**. It consist of two elements: creating and testing. Making the idea tangible in order to test and refine. Embodying the new and test it in an iterative way. An iterative process of shaping and feedback to learn about the strengths and weaknesses of the idea. The focus is on exploring the future through action, involving the integration of head, heart and hands.

HOW DOES IT WORK?

First, it’s about creating a prototype. “You cannot have brilliant ideas in the abstract”. This is about making (abstract) ideas tangible. Possible solutions are made explicit in forms that other people can see, hear, feel or experience in other ways. To communicate about what could be. To try, to experiment, to test

assumptions at an early stage and encourage people to add and contribute opportunities.

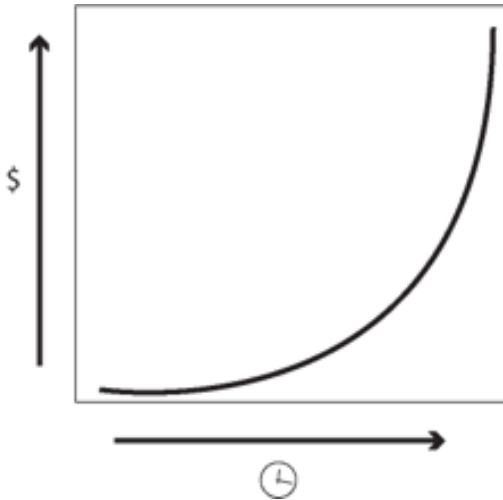
A prototype is nothing more than a visible or tangible representation of an idea. It can be anything people can interact with. What matters, is to bring the idea (a process, policy, service, product, ...) to life. This can be done in many ways, through many kinds of prototypes, such as sketches, models, stories, videos, etc.

The word comes from the Greek prototype: πρῶτος (protos), “first”, + τύπος (typos), “impression”. So a prototype provides a first impression: an **initial overall impression** of the main features of the idea and is a way to communicate ideas **to explore, to test and to generate feedback** about the strengths and weaknesses of the idea .

Prototyping means presenting your idea **before it is fully developed**. This does not need to be complex and expensive. And it **certainly doesn't need to be 'finished'**. The more “finished” it is, the less attention will be for feedback and the more the possibilities are limited. So, when we are talking about prototyping, we do not mean ‘beta-versions’ of ICT. We are talking about the cheapest form, before time and money are sunk into development. It's about: **“Failing as soon, as fast and as cheap as possible“.**

When ideas are turned into feasible solutions, they will be **developed and tested in a rapid and iterative process**. On the basis of the feedback, the solutions are **adjusted**. The ‘test mode’ is a rapid and iterative process involving **symbiosis** between designers, users and other stakeholders. The goal is to try **to refine**, to ultimately **create the most distinctive and most valuable solution**.

WHY? SIX REASONS TO PROTOTYPE



1. You can quickly eliminate the approaches that don't work and focus on the ones that do. The bottlenecks will become visible at an early stage. This helps to reduce risks and uncertainty.
2. When bottlenecks and failures are discovered at a later stage, the cost to implement change are higher (see the graph). Prototypes are tools to fail cheaply and quickly. It will save you (a lot of) money.
3. Adapting ideas based on feedback lead to the most distinctive and most valuable solution, that matches the needs of people 'in the real world'.
4. It helps to get better understanding, identify new directions and sharpen your assumptions.
5. It also helps to reduce miscommunication (abstract language is a killer).
6. It promotes active involvement of (all) stakeholders, which will also have a positive effect on the implementation.

UNSCREW THE SYSTEM

So, prototyping is extremely valuable. For everything However, in many organisations, prototyping isn't used very often. Not only because we are not used to it, but also because it doesn't fit within our mindset.

You can see prototypes as tools to fail cheaply and quickly. Ideas will get lost, will be criticised and will appear not as brilliant as expected. Prototyping involves the willingness to experiment, to make mistakes, to embrace failure, to be open to feedback and letting go of perfection. This requires a different mindset. (In our ebook on innovation, we'll dive into the mindset and value of failure.)

This 'other' mindset maybe doesn't come easily.
But prototyping is easy. Really.

Try it. Do it.
Experience the power of prototyping.

FOR THE CURIOUS

Check out our two Flipboard magazines - all about prototyping.

- * One is filled with tools for prototyping: tools and templates you can apply immediately.
- * In the other magazine, you'll find articles and videos about prototyping.

7. WHAT TO DO AT THE END OF A PROJECT

What to do at the end of a project? Three things: evaluation, celebration and adaptation. Here they are; quick & dirty.

EVALUATION

By evaluation we mean looking back at ourselves, the team and the process, and learn from our past experiences. To learn. To improve.

Sounds probably like an open door. We evaluate a lot, in organisations. But does it change anything? Often: not.

Why?

- * Because of repetitive standard evaluation forms and questions.
- * Because only a one-sided perspective is involved.
- * Because of loooooong boring question lists.
- * Because only numbers are taking into account (the result always ends up in a sufficient reasonable number right? How suprising;-)
- * Because questions are asked just to get complements and beautiful quotes (please then don't call it an evaluation).

But they main cause: **there is no action after the evaluation.**

Evaluations should lead to improvement or change. If results of evaluations are not acted on, the learning process ends and results have no value. Then the wheel just will be re-invented by someone else, no improvement will take place and mistakes will be repeated. As Thomas Edison said: "Vision without execution is hallucination". So, the power of evaluation is to put the results into action. Identify the lessons learned, think of smart solutions to change the future and then act on it: apply it all so that real changes will happen.

CELEBRATION

Do we really have to explain this subject? ;-)

The end of a project is the time to celebrate it all – big time.

Celebrating every tiny thing that is achieved and learned.

Celebrate the harvest.

Official closure, recognition and above all: experience the value of fun and play.

ADAPTATION

Once a solution (whatever it may be) has become part of everyday practice, it is easy to lose sight of effect and impact.

Implementation done. Project closed.

A big pitfall is: failure in adaptation.

You simply cannot predict how things will turn out. Perhaps the best known example is the butterfly metaphor of Edward Lorenz (chaos theory); movements of a butterfly in Brazil cause a tornado in Texas. Solutions often have unexpected consequences, they can be used a different way or will not cause the effect as expected.

The Internet, for example, has not led to a reduction in traffic or paper consumption. And did you know that the first car was presented as a solution for environmental pollution? (instead of the horse poo...)

We just cannot know in advance. We cannot predict.

In our rapidly changing world you'd better assume that many solutions have a short lifespan. And you can prolong the life of the solution by continuous monitoring.

If the solution is implemented and has been activated, keep on monitoring asking yourself: "Does it still fit?" Ensure that all continues to work well and that the solution is continuously adapted to reactions and changes. Over and over again, until the 'fit' is so bad that a completely new solution or approach is needed. The 'last' stage of Plan B is called B Adaptive, and it exists of these three things: evaluation, celebration and adaptation.

Actually, you cannot call this the last stage. Because, when the 'fit' is too bad, a new process starts; this makes it a cyclical process. For now, just never forget: B Adaptive. Always.

Everything will be
okay in the end,
If it's not okay,
It's not the end.

MORE & CONTACT



More free ebooks can be found on [this page](#).

Including:

- * Plan B for Communication
- * Plan B for Innovation and Creativity
- * Plan B Introduction

CONTACT

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- * Or contact via [these social media platforms](#).