

A top-down view of a wooden desk. In the top left is a small potted plant with green grass-like leaves. To its right is a white computer keyboard. In the bottom right is a white cup of dark coffee on a saucer. Below the keyboard are two black binder clips. In the bottom right corner is a black spiral-bound notebook with a pen resting on it. The text is centered on the left side of the desk.

Unseen Risks in SAP Projects: How Many Animals of Each Kind Did Moses Take onto the Ark?

Joint talk with Juliana Hendel
(Maersk)

and Achim Töper (Basis)



The Moses question: How Many Animals of Each Kind Did Moses Take onto the Ark?



MAERSK

Juliana Hendel

Lead Technology Programme
Manager





basis
technologies

Achim Toeper

Senior Solution Engineer



Why are we talking together today?

"Unseen risks are all around us, both in projects and in the world. My co-presenter Juliana, an experienced project lead in the shipping industry, once said, 'Thinking big, daring, and acting on it is what it takes. That, and a complete acceptance of responsibility not only for your own actions, but for the people you lead.'"

This reminds me of the famous ship stuck in the Suez Canal, where a single event disrupted global supply chains. In SAP projects, like with that ship, unseen risks can bring progress to a halt. Today, we will explore how to anticipate and navigate these risks, ensuring that our projects don't get stuck in the same way."



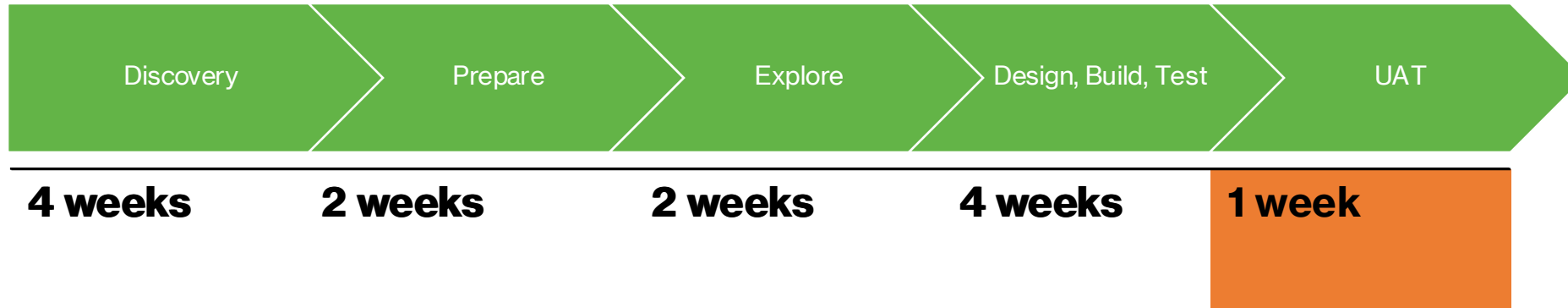
"...thinking big, daring and acting on it is what it takes. That, and a complete acceptance of responsibility not only for your own actions, but for people you lead, too."

(Juliana Hendl, SAP Project Manager, A.P. Moller-Maersk)

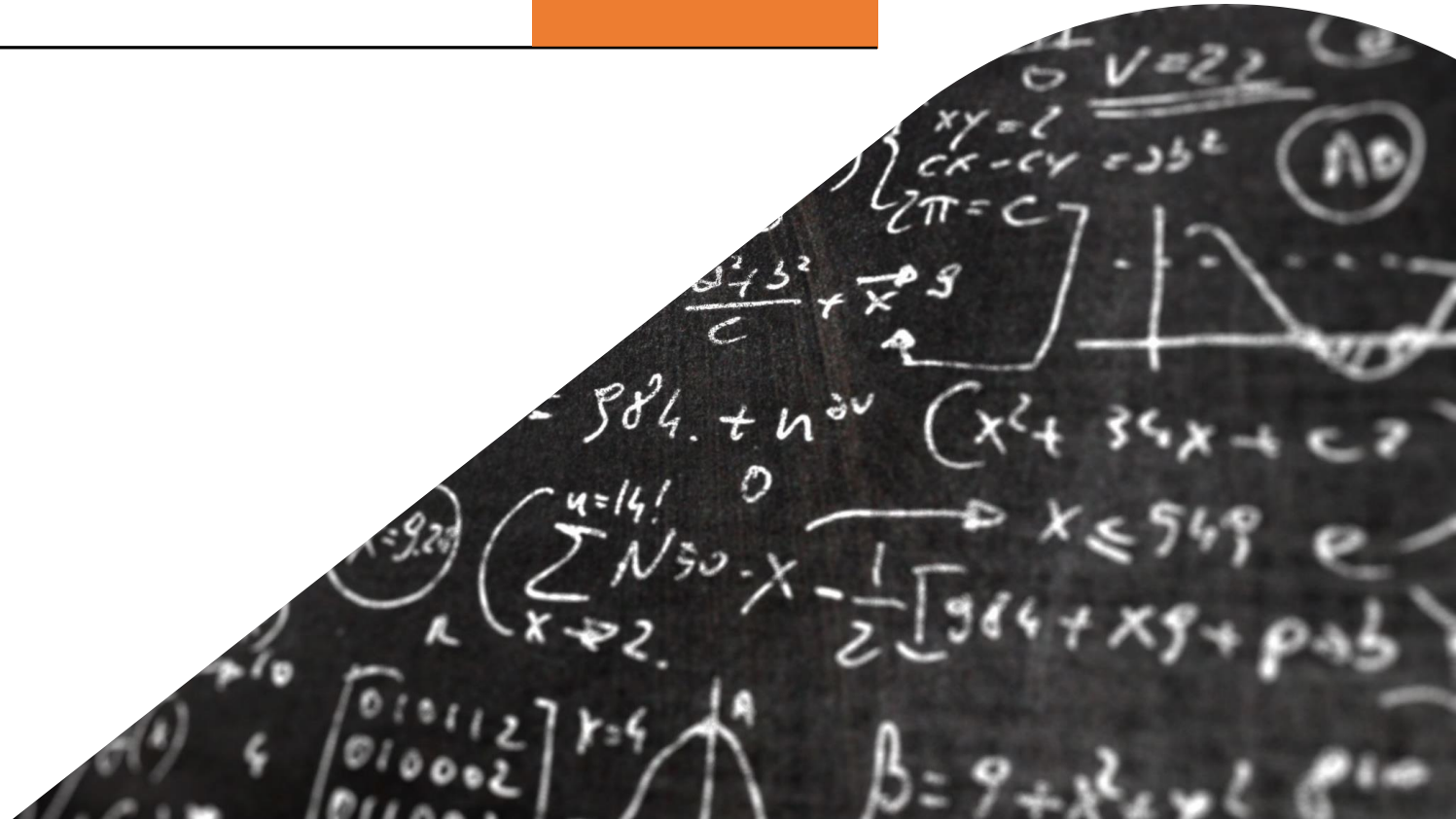
**Un-Discover your
obvious supplychain
blockers!**



Exercise: Plan your project



- Task: Estimate the time it takes for us to complete UAT
- Preconditions: 90% of solution is standard configuration (Best Practice).



THE WAY OUR MIND WORKS

SYSTEM 1

Intuition & instinct

95%

Unconscious
Fast
Associative
Automatic pilot

SYSTEM 2

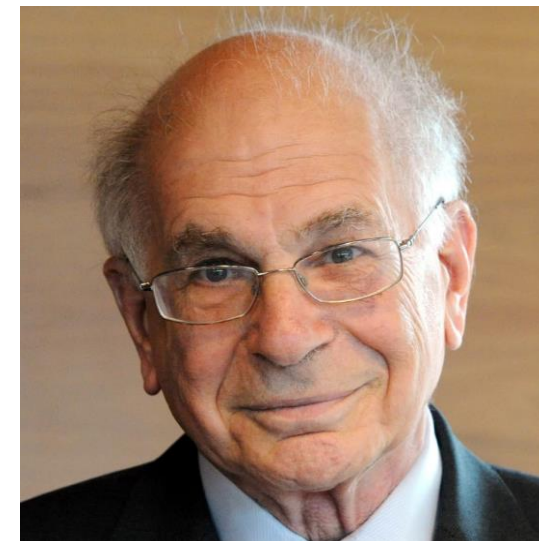
Rational thinking

5%

Takes effort
Slow
Logical
Lazy
Indecisive



Source: Daniel Kahneman

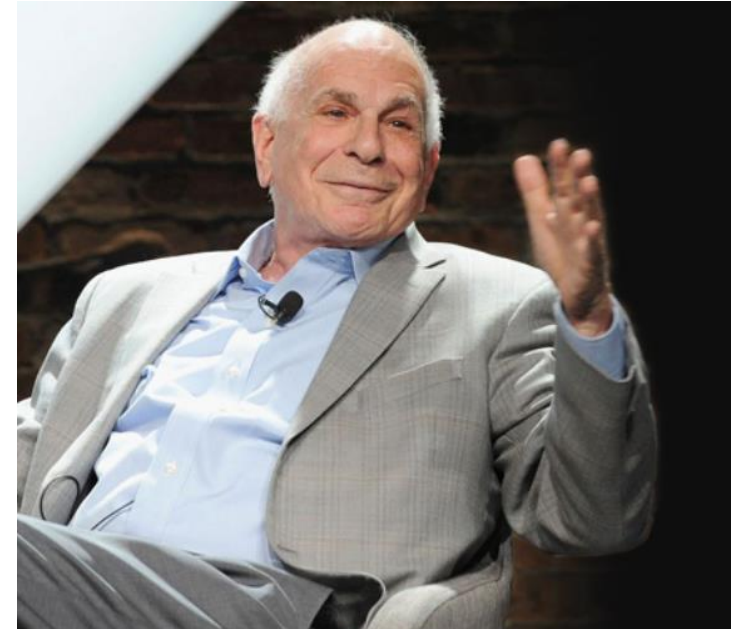


2002 Nobel Prize in economics

"for having integrated insights from psychological research into economic science, especially concerning human judgment and decision-making under uncertainty."

Challenges of System 1

***Noise* –
The unwanted
variability in
professional
judgments**



“Wherever there is
judgment, there is noise,”
“And there is **a lot more of it**
than you realize.”

- Daniel Kahneman

Challenges of System 1

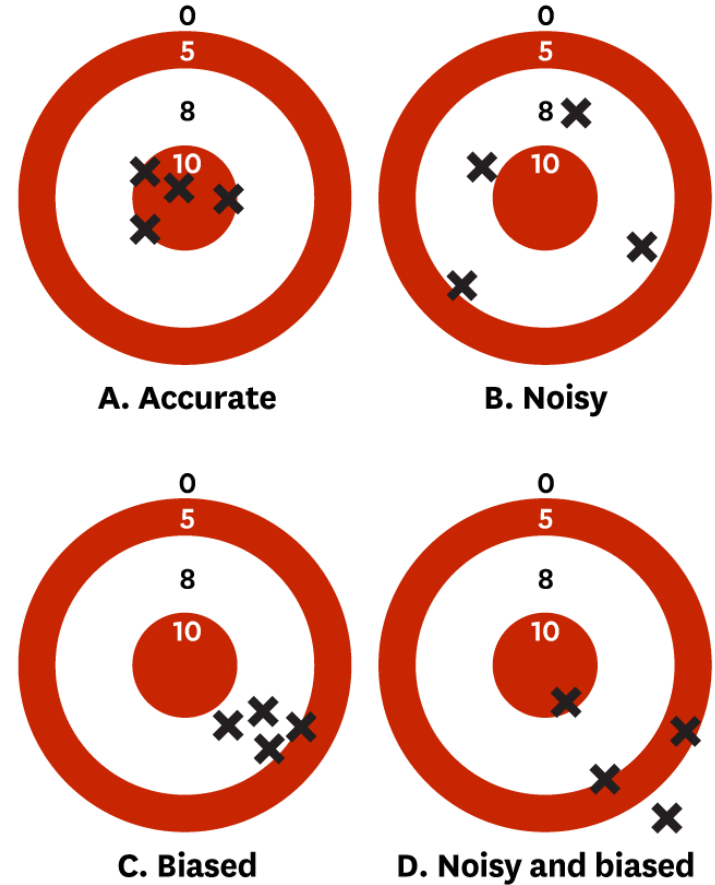
Bias –
**A systematic pattern
of deviation from
rationality in
judgement**



Bias vs Noise

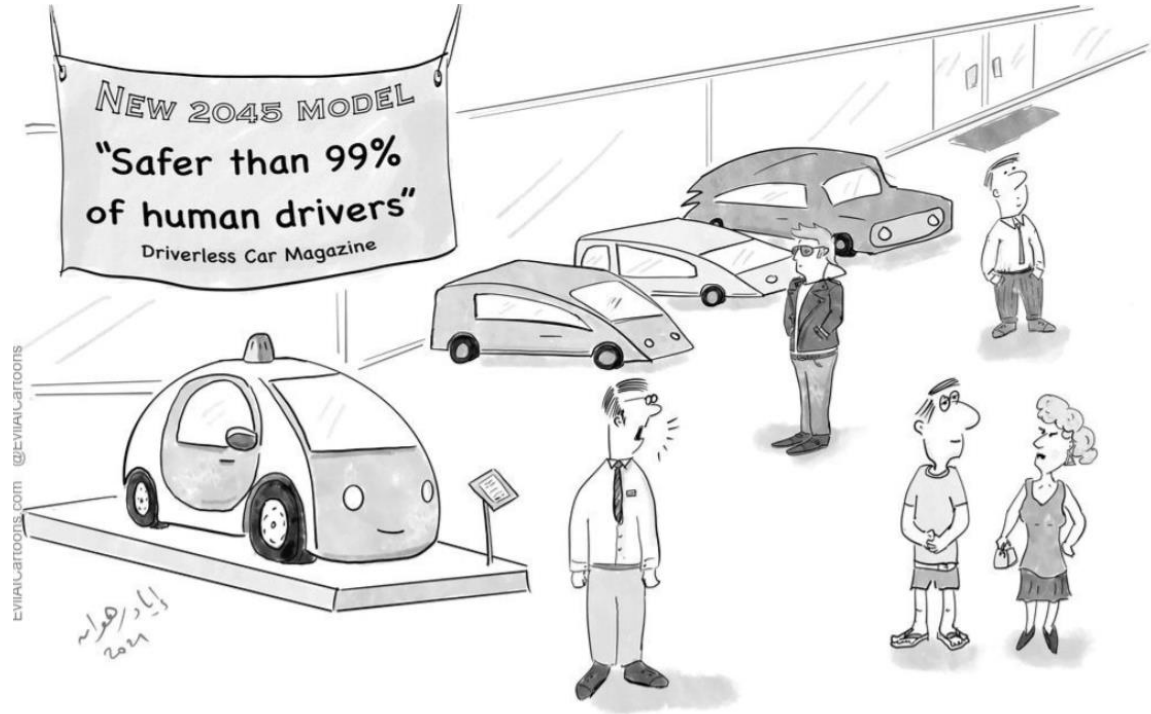
In our planning exercise:

- the final version was accurate
- the initial estimates were **noisy** and **biased**



Overconfidence Bias

Overconfidence is a bias in which a person's subjective *confidence* in their judgments is reliably greater than the objective *accuracy* of those judgments. Remember: Optimism is a source of high-risk thinking



*"Anyone here **not** in the top 1% of all drivers?"*

Anchoring effect

Anchoring : a psychological phenomenon where an individual's judgements are influenced by a reference point.



Confirmation bias

Confirmation bias is the tendency to search for, interpret and recall information in way that supports what we already believe.



CONFIRMATION BIAS

KIMBERLYFAITH.COM

Halo effect

Halo effect is an error in reasoning in which an impression formed from a single trait or characteristic is allowed to influence multiple judgments or ratings of unrelated factors.



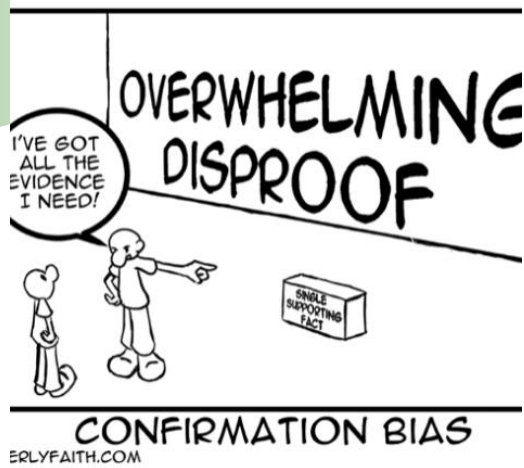
BERMAN, FOEHL, TROWER 2018



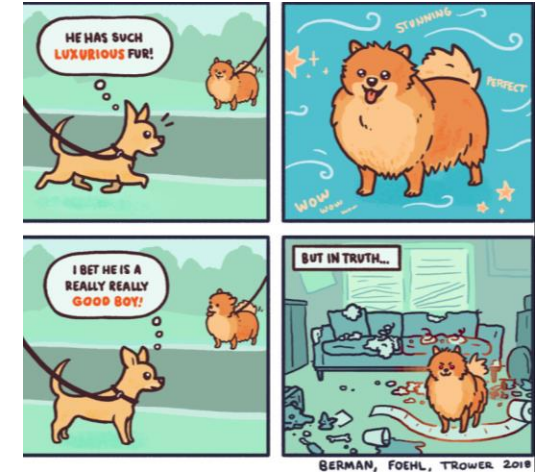
Debias yourself

An array of exercises

Confirmation Bias



Halo effect



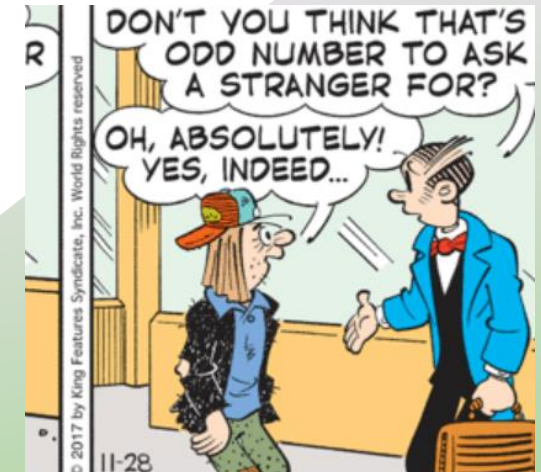
4 biases

Overconfidence Bias



Anyone here **not** in the top 1% of all drivers?"

Anchoring effect



Debias step 1: answer the actual question!

Are you answering the question that was asked? Or are you answering an easier question?

***Original Question** *Substitute Question*

- | | |
|-------------------------------------|-------------------------------------|
| ➤ How happy are you with your life? | ➤ <i>What is my mood right now?</i> |
|-------------------------------------|-------------------------------------|

***Original Question** *Substitute Question*

- | | |
|--|--|
| ➤ How long would it take to complete UAT in our project? | ➤ How long did it take in a similar project? |
|--|--|

Debias step 2: conduct premortem

Ask yourself why is this not a good idea?



Product teams working
without feedback

Debias step 3: Ask for feedback

Remember that your colleagues are likely to give you a different view, as they are not influenced by your biases.



Debias step 4: Silent brainstorming.

To avoid **anchoring** and **halo** effects do your homework, prepare alone and brainstorm silently.



MY CREATIVE
BRAIN WHEN
LEFT ALONE



MY CREATIVE
BRAIN DURING
GROUPTHINK

Debias step 5: use your SAP tools and methodology

To avoid noise, agree on ways
of working and the use of tools



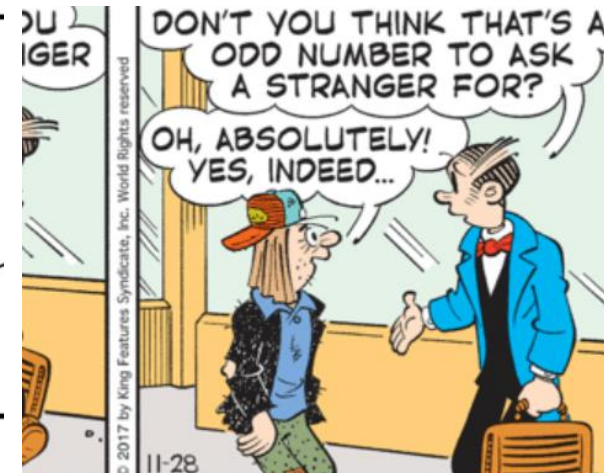
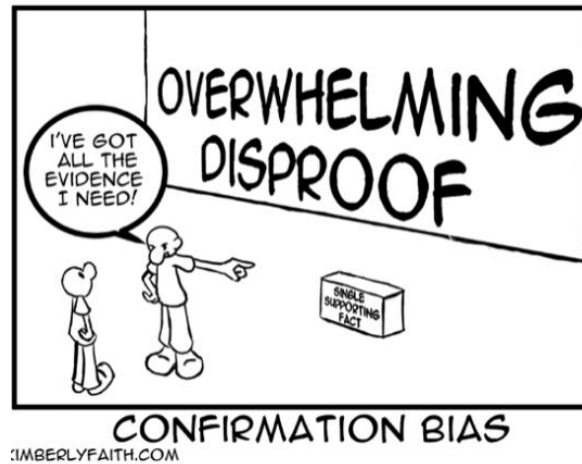
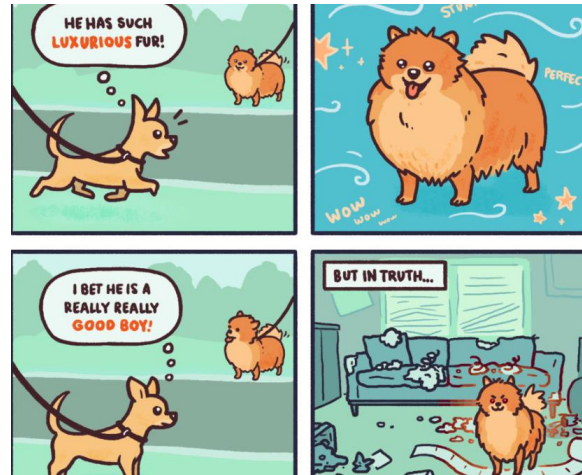
Debias step 6: Use your retrospective

Conduct lessons learned and review
them before you start your next project!



Harvesting exercise

- Halo,
- Overconfidence,
- Confirmation,
- Anchor.



Knowing we're biased creates anxiety.
Just remember... It's ok. 😊

Nothing in life is quite as
important as you think it is
while you're thinking about it.

Daniel Kahneman

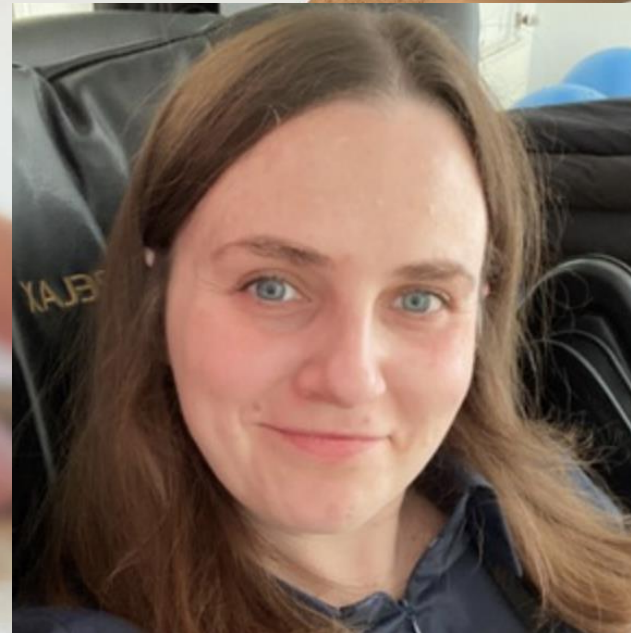
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References

- Ark Picture – created by ChatGPT / Dall-E (slide 2)
- Quote Juliana/Ship stuck: both (C) Basis Technologies (slide 5)
- System 1 and System 2 picture: D. Kahneman 2011. (slide 7)
- Bias picture: Benita Epstein, 2013 (slide 9)
- Noise vs bias picture: D. Kahneman, "Noise. A flaw in human judgement", 2021 (slide 10)
- Overconfidence bias picture: EvilElCartoons.com (slide 11)
- Anchoring effect animation: King Features Syndicate, Inc. 2017 (slide 12)
- Confirmation bias animation: kimberlyfaith.com (slide 13)
- Halo effect picture: Berman, Woehl, Trower, 2018 (slide 14)
- Debias Step 2 (Steven Spielberg – about filmmaking, AZ Quotes) (slide 19)
- Debias Step 3 (imgur.com, did-i-miss-something-u2i89Rs) (Slide 20)
- Debias Step 4 (<https://digitalsynopsis.com/advertising/group-creative-idea-brainstorming-funny-graphs/>) (Slide 21)
- Debias Step 5 (imgflip.com) (aus Cheers John Ratzenberger) (Slide 22)
- Debias Step 6 (Simpson <https://static.simpsonswiki.com/images/0/09/ChalkboardGag9F01.png>) (slide 23)