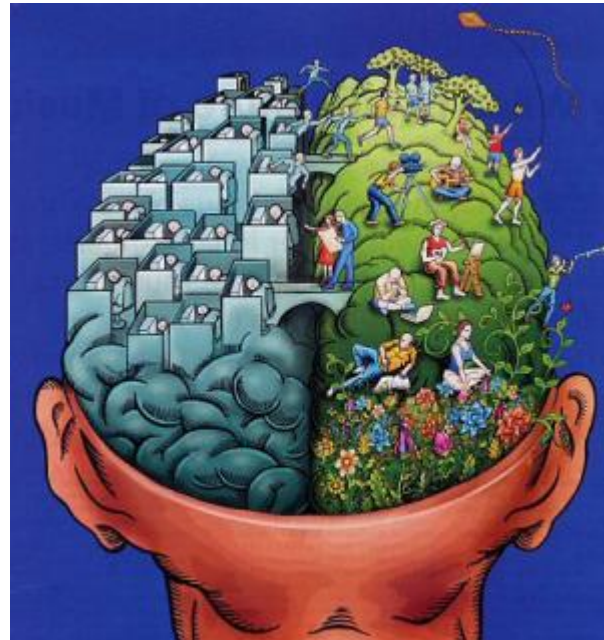# Visual Plannig
Rational vs. relational project management

Uberto Cortese - SIAV

Maurizio Scabbia – Open Innovation

Analytical vs intuitive thinking
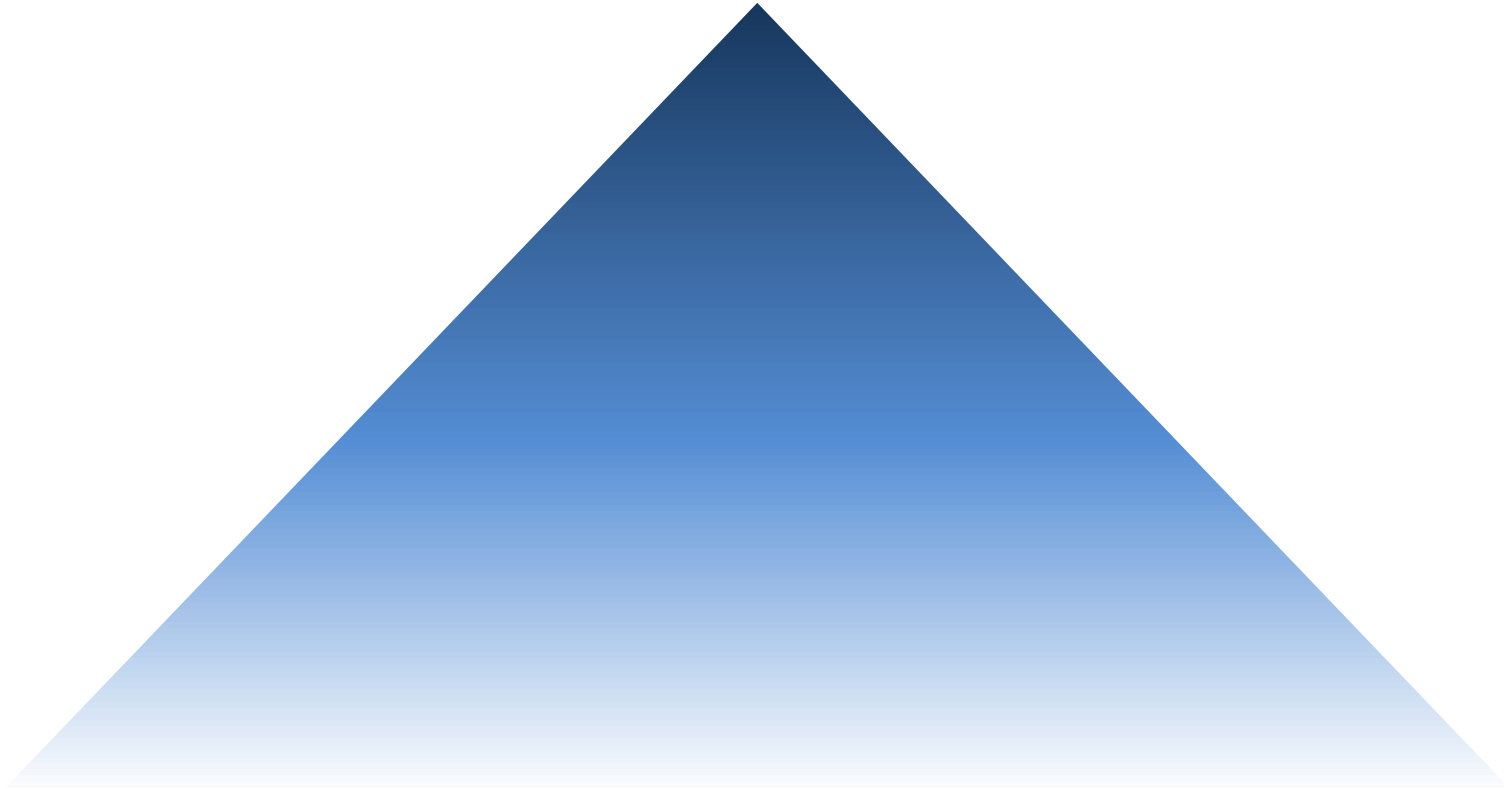
ANALYTICAL   **INTUITIVE**

YES, NO, AND, OR   **IF**

RATIONAL   **EMOTIONAL**

Analytical vs intuitive thinking

INTUITIVE THINKING: HOLISTIC

ANALYTICAL THINKING: DETAILS

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Analytic thinking

- *Analytic thinking* involves understanding a system by thinking about its parts and how they work together to produce larger-scale effects.

- Analytical thinking is a kind of "mechanical" approach:
  - Useful for problem solving
  - Requires many verified details
  - Normally slow
  - Difficult to see the systemic relations between components
  - May be educated
  - Results are demonstrable

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Intuitive thinking

- *Intuitive* thinking involves understanding a system by sensing its large-scale patterns and reacting to them

- Holistic thinking is a kind of "holistic" approach:
  - Understands complex situations
  - Based on personal perceptions
  - Normally fast
  - Useful for social situations
  - Seems to be innate
  - Results are not demonstrable

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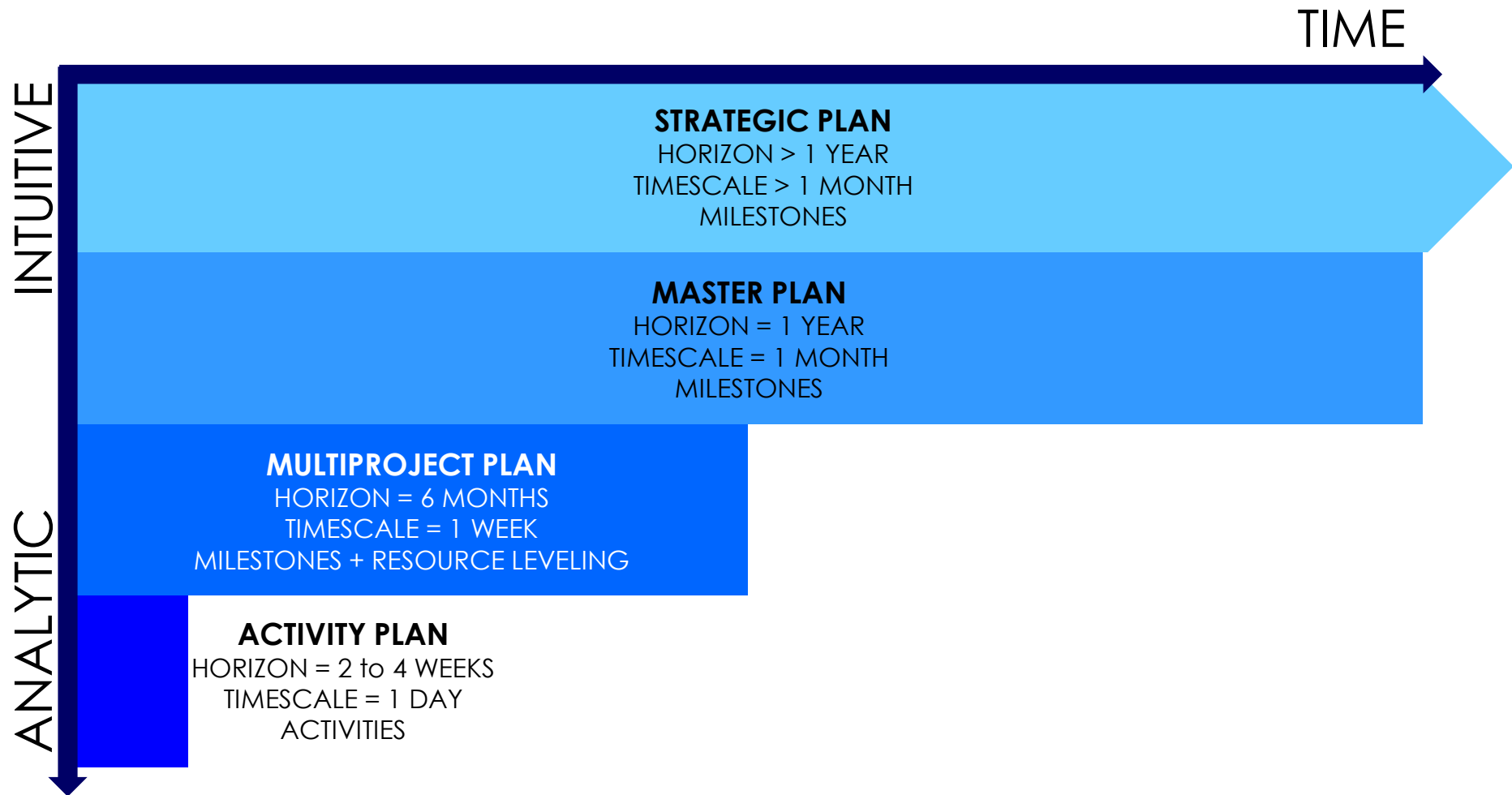Veneto SIAV s.p.a.

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Project management needs both analytic and intuitive thinking

- Intuitive thinking:
  - In the early stages
  - In the long term
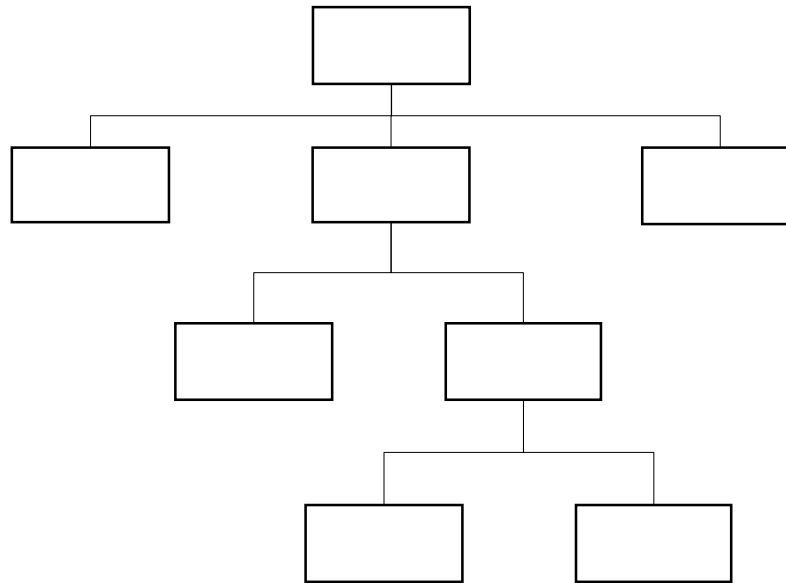
- Analytic thinking:
  - In the short term

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Analytic and intuitive thinking: planning

TIME →

INTUITIVE

ANALYTIC

STRATEGIC PLAN
HORIZON > 1 YEAR
TIMESCALE > 1 MONTH
MILESTONES

MASTER PLAN
HORIZON = 1 YEAR
TIMESCALE = 1 MONTH
MILESTONES

MULTIPROJECT PLAN
HORIZON = 6 MONTHS
TIMESCALE = 1 WEEK
MILESTONES + RESOURCE LEVELING

ACTIVITY PLAN
HORIZON = 2 to 4 WEEKS
TIMESCALE = 1 DAY
ACTIVITIES

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Analytic and intuitive thinking: estimating
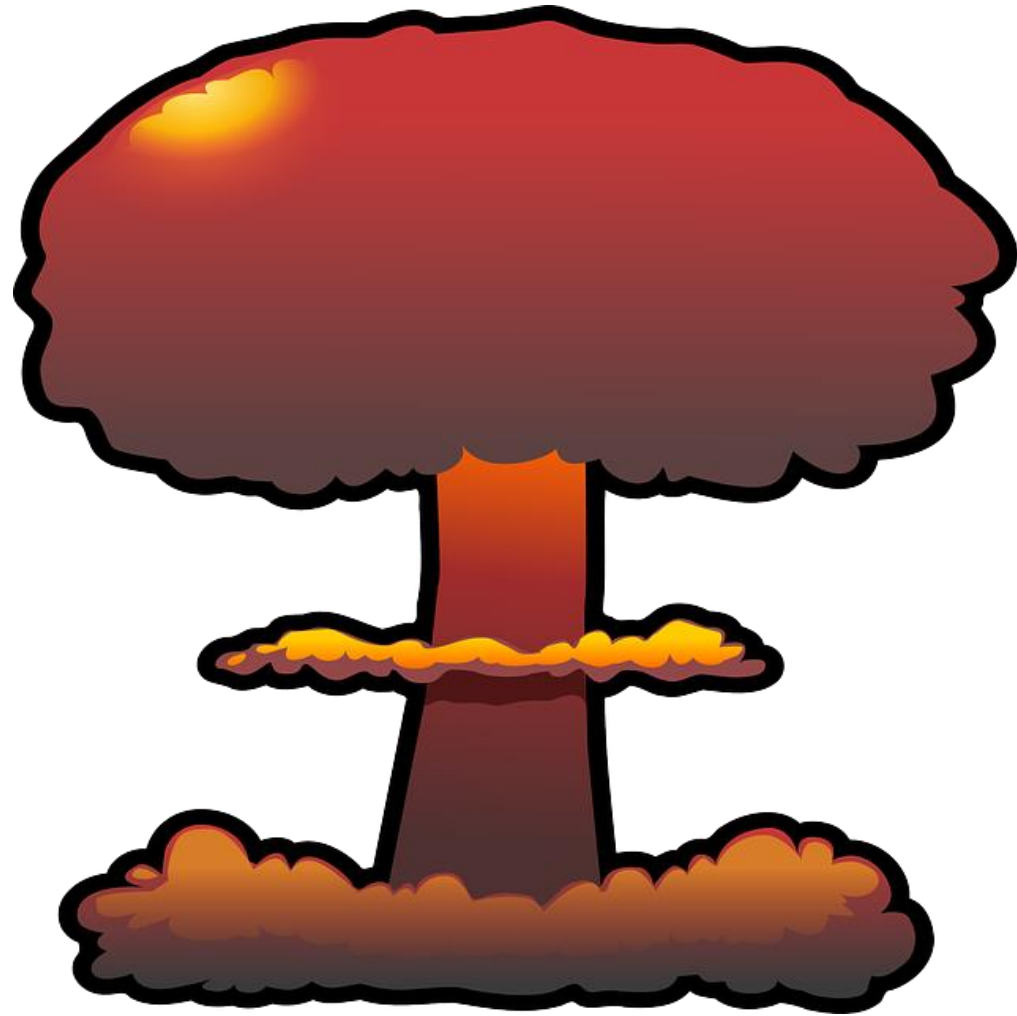
WBS

INTUITIVE

ANALYTIC

EFFORT
- System design = 100 h
- Prototyping = 50 h
- Testing = 200 h
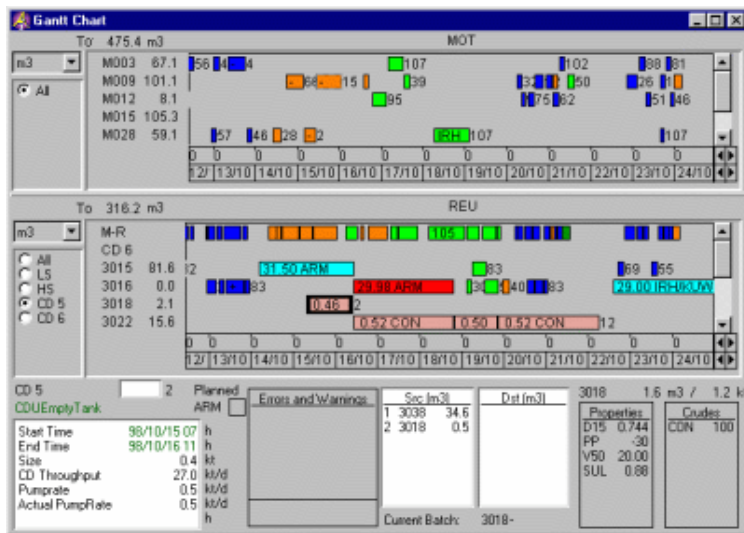
Decoupling different levels

Decoupling the different levels to avoid the butterfly effect

Rational vs. relational project management

- The rational (classical) project management approach focuses on activities and optimization algorithms

- The relational (lean) approach focuses on people: planning is part of the execution activities

Relational project management

- Relational project management requires the participation of the whole team in the planning process.
- This drives to:
  - Better plans
  - Better understanding of deadlines from team members
  - Plans always updated

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Rational vs relational project management

RATIONAL

- Manages more detailed models (+info, +granular)
- Rigidity
- Uses optimization algorithms
- Difficult to understand what is happening

RELATIONAL

- Simpler models
- More flexibility
- Manual optimization
- Easy to understand
- People involvement
- Easy to implement and improve
- Cheaper

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