

Using Pro + Pre-mortems



critical thinking + decision-making



high performance

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My aim with this pack

To provide an overview about Pro and Pre-mortems, and how to make them **add value to your organisation.**

Some background to Pro and Pre-mortems

The cognitive scientist [Gary Klein](#) wrote about Pre-mortems in the Harvard Business Review in 2007 – his points remain valid today.

Research has found that prospective hindsight – imagining that an event has already occurred – increases the ability to correctly identify reasons for future outcomes by 30%.

The terminology has expanded to include Pro-mortems. Pro-mortems are “imagined very positive outcomes”, Pre-mortems are “imagined very negative outcomes”.

Read [an interview](#) between Gary and myself for his thoughts on using this technique.

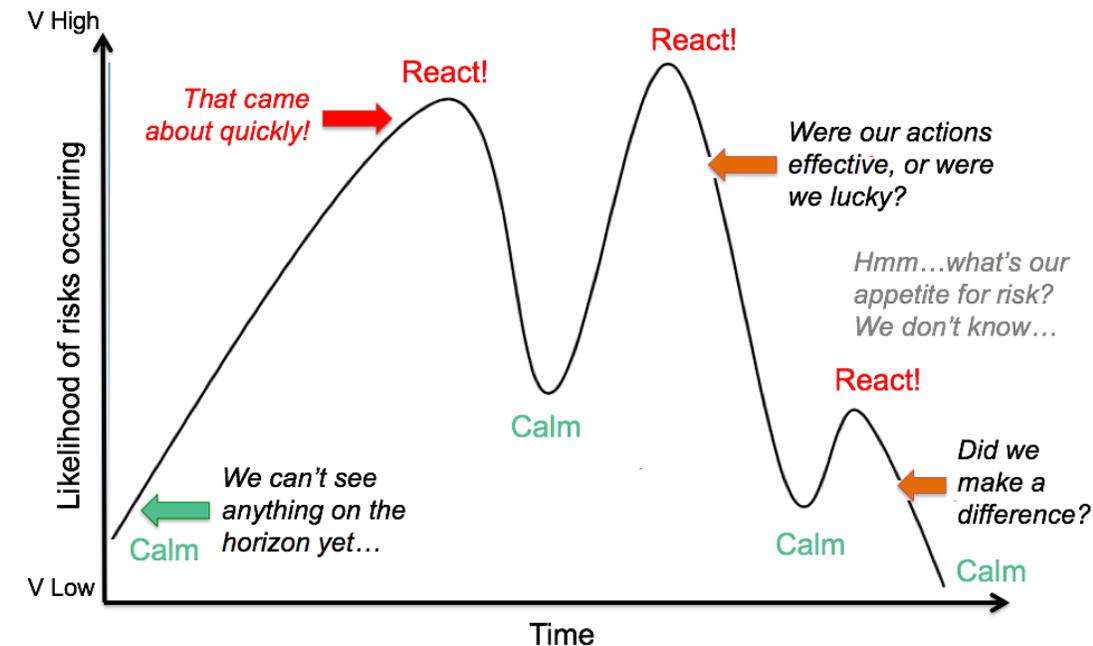
Some background to Pro and Pre-mortems

Through the use of Pro and Pre-mortems we seek to identify how our initiative – be it a project, a business improvement activity, or a set of objectives – could go really well, or really badly wrong.

We seek to break down possible reasons for this, by:

1. Imagining scenarios and potential risks to understand and agree what could cause these outcomes, and then
2. Agree insights and “trigger points” that we should watch for over time, to see signs of danger / success early and to be ready to act when we need to.

Avoid variability and volatility...



Some background to Pro and Pre-mortems

What are the keys to running it successfully?

- The process should be led by a skilled facilitator.

How long does it take?

- The process typically takes between 45 minutes and 2 hours, depending on the level of depth the discussion goes into.

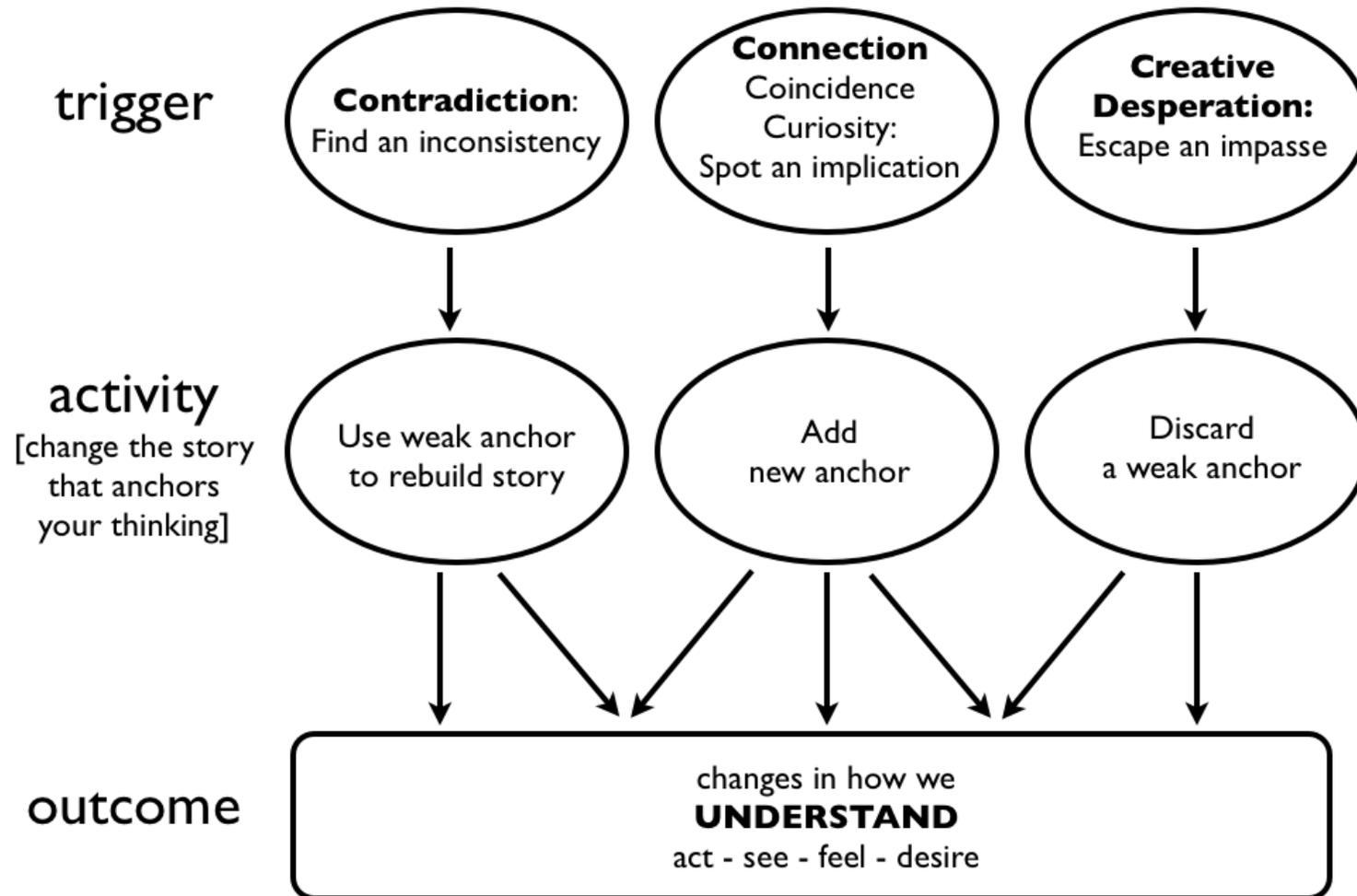
What outputs can you expect?

- Outputs from a Pro or Pre-mortem are typically a review of potential outcomes and mapping back to potential trigger points, and actions agreed on how to spot these trigger points.

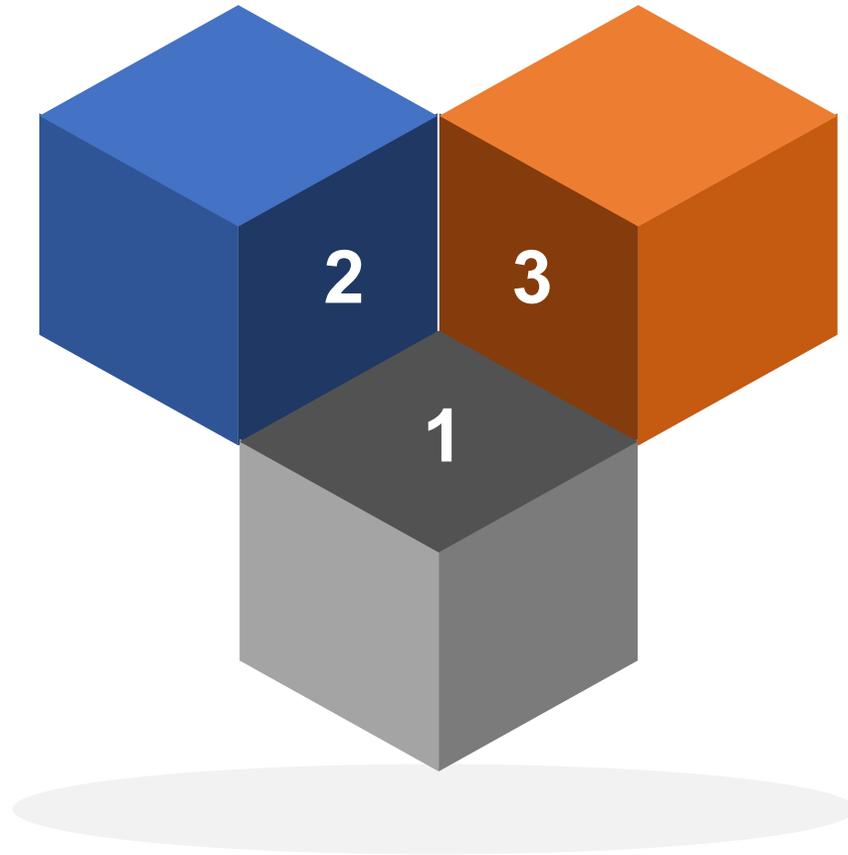
A way to run a combined Pro and Pre-mortem (they can be run separately)



Understanding insights from Pro and Pre-mortems



Pro and Pre-mortem training and exercises are available...



01

Start with Why

Discuss and clarify the value and benefits of using Pro and Pre-mortems.

02

Work through it

Work through a pragmatic exercise that is relevant to what you are currently aiming to achieve.

03

Develop immediate value

Use the outputs to keep track of potential “trigger points” to watch for, and maintain the focus on succeeding with your objectives.

For insights on risk, visit riskinsightconsulting.com

See insights into your risks.

Achieve success: be inspired by seeing insights into, and acting upon, the risks that matter to you.

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