



Process Management: Why Project Management Fails in Complex Decision Making Processes

Hans de Bruijn, Ernst ten Heuvelhof, Roel in 't Veld

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• End: profit and loss account. As a result, there will be a stage at which the parties have developed relations and prospects of gain, while there are still a number of problems that are difficult to solve and that fail to evoke consensus. Each party will then draw up a profit and loss account. On the positive side of the balance are the relations developed and the gains collected, on the negative side there are the losses and the unsolved problems. For particular parties, who have no interest in the problem, the latter side is uninteresting; for others, who have an interest in a particular solution of this problem, it represents a form of loss. • Profit and loss balance positive for a critical mass: speed. The speed of the process will increase if the profit and loss account shows a positive balance for a critical mass of parties. They wish to collect their gains and therefore to make final decisions. At this point there will be an important psychological mechanism: parties tend to anticipate on collecting their gains, which increases their urge to speed up the process. It is clear from the above, however, that the end of a process is difficult to predict.

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