

<https://meetingquality.online/WebQuestions?c=11183&e=-12&p=5502937956>



Please scan the
QR code with
your phone to
access the
human- centric
rating

Human-Centric Data

Debunking the myth of WYSIATI
(What you see is all there is)

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What you see isn't all there is!

PROGRESSIVE UNREALITY

- "Half Way There" 2014
- Firmed End Date Distortion
- The "Last 5%"
- WYSIATI
- Heroic Endeavour
- Disaggregation Under Pressure



“Standing in a major programme, you can create a world of what you see and start to believe that is all there is.”

Mark Wild, April 2023, Delivering the Elizabeth Line





**What
is a
goat?**

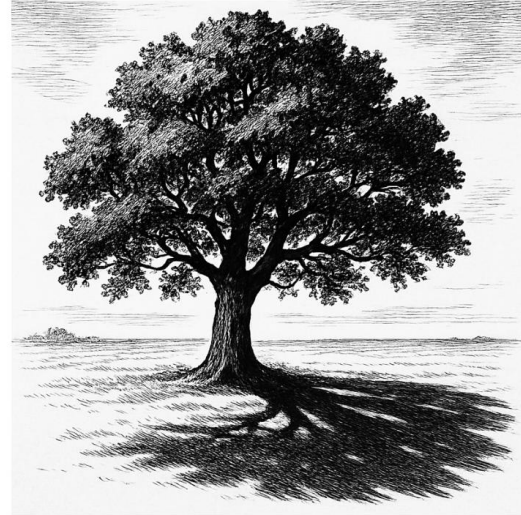


Cold Data

Warm Data

The official view

Business case Budget Cost estimates Drawings
Schedule Status reports Variance reports Progress reports
Milestones report Stakeholder engagement report



The shadow view

Perception Values Beliefs
Emotions Relations Attitudes
Heuristics Cognitive bias Fears

Brute Reality

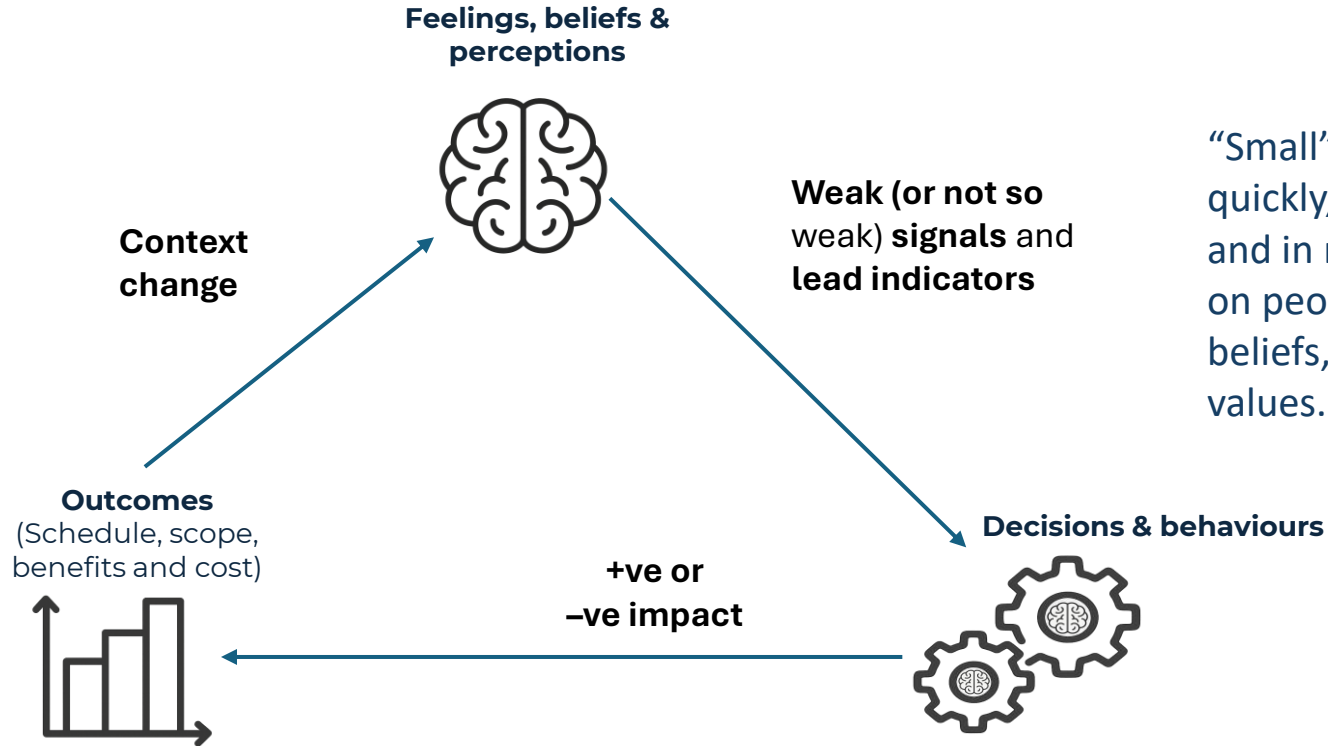


Social Reality



The core of Human-Centric Data (HCD)

Feelings, beliefs and perceptions, our inner state, drive our behaviours and our actions, which generate the outcomes for our project, which feedback into our feelings, beliefs and outcomes.



Weak (or not so weak) signals and lead indicators

“Small” data, shared quickly, anonymously and in near real-time on people’s perception, beliefs, feelings and values.

Seeing the shadow view

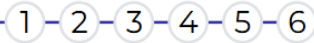
The following questions will give you a sense of some of the elements that make up 'the shadow view' of any project that you might be working on. Choose a project you know well, picture it in your mind and then rate your responses to the following questions by sliding the circle to the left or the right. There is also a free-text question at the end. Be spontaneous with your responses, rather than over-thinking it. REMEMBER to click 'submit' when you are done.

- ① How well do your project leaders understand what is happening on the ground?
- ② How safe do you feel raising concerns or uncomfortable truths on your project?
- ③ To what extent do you trust that important decisions on your project are made for the right reasons?
- ④ How confident are you that your project will successfully achieve what it set out to deliver?
- ⑤ When things get difficult on your project how well does the team pull together?
- ⑥ How sustainable do you find your current work pattern on this project, in terms of your energy, motivation and wellbeing?

They don't have a clue

Patchy understanding

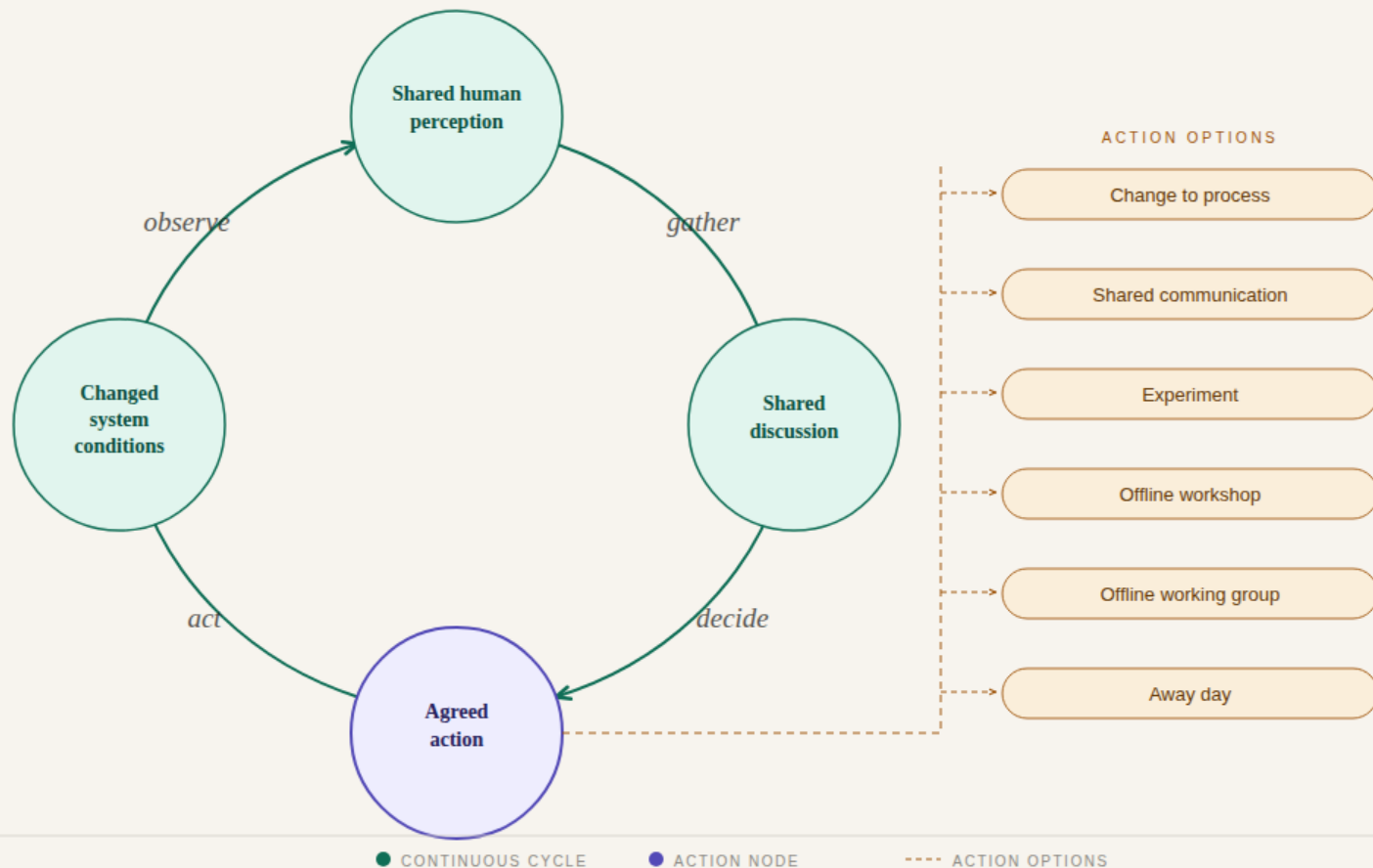
Crystal clear grasp



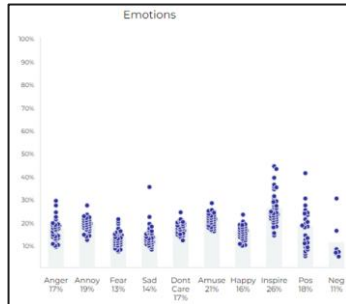
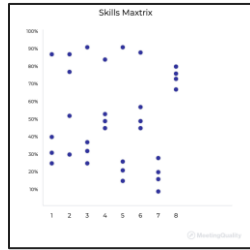
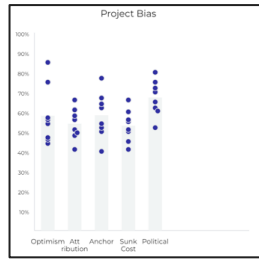
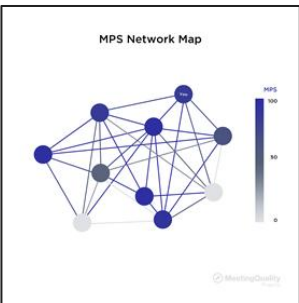
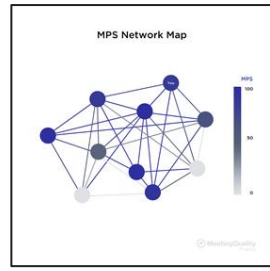
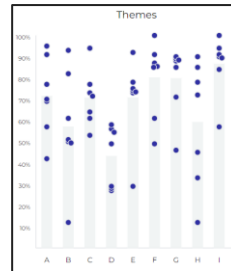
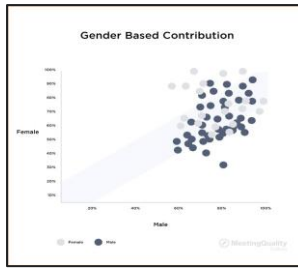
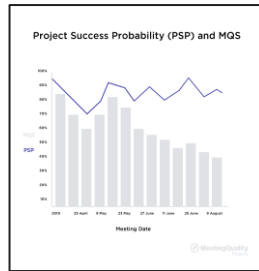
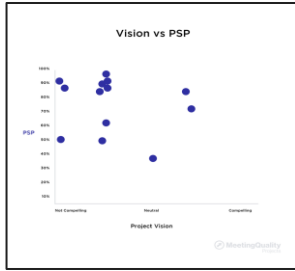
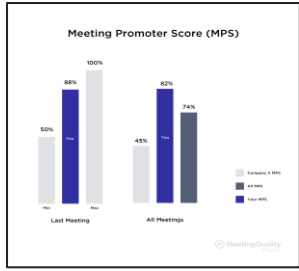
What does your project need most?

In a few words or a sentence or two, what would you say is the single most important thing your project needs right now?

The Rhythm of Human-Centric Data



Example HCD analysis and output



Picasso

- Meeting #4 image shows a destination and location
- Meeting #5 represents the discussion about the character of the project



Report 1



Report 2



Report 3



Report 4



Report 5



Report 6

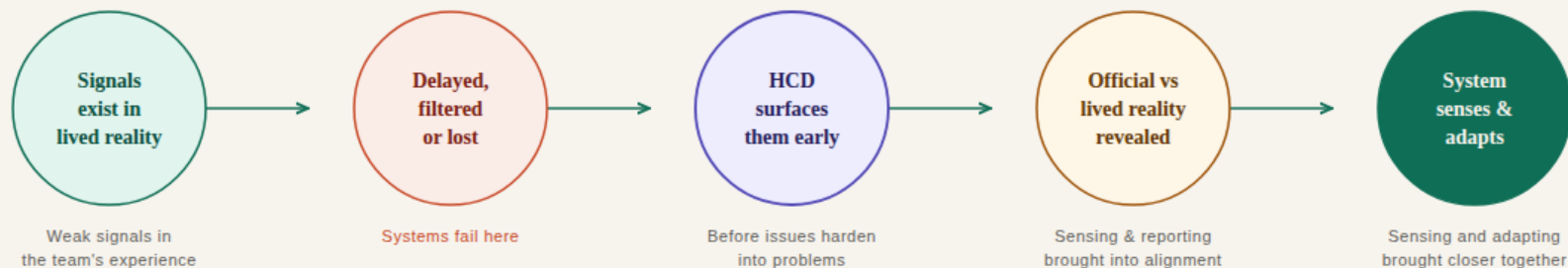


Report 7



Report 8

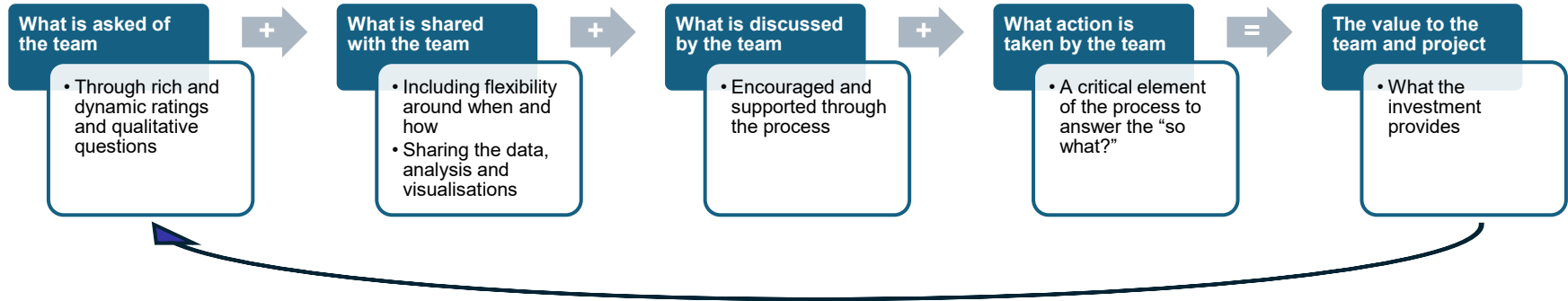
Not about more data — about a smarter *sensing system*



Shortening the distance between sensing and adapting

THE CORE PURPOSE OF HUMAN-CENTRIC DATA

The value equation



“HCD helps detect the issues that people can feel but formal reporting has not yet properly surfaced or people do not have the psychological safety to share.”

governance alignment and priority action in one A3 sheet.

action most improves first-water confidence now?

DIRECTOR PULSE

Core indicators

HCD HEALTH INDEX **Risk**

64 **-3 pts**

Trust, readiness and collaboration have softened in treatment works and process interfaces.

PROJECT SUCCESS PROBABILITY **Watch**

66% **-2 pts**

Still recoverable, but current confidence is being held back by interface decisions and local friction.

STRATEGY BUY-IN **Watch**

69% **-2 pts**

Senior narrative remains stronger than site-level belief in how the route to first water will work.

DECISION LATENCY **Risk**

14 **+2 days**

days
Civils-MEICA-process decisions are the main drag on flow and confidence.

INCONGRUENCE INDEX **Risk**

24 **+4 pts**

Too many areas still look better in controls than they feel in practice.

CONFIDENCE TO FIRST WATER **Watch**

68% **+1 pt**

Improving slowly, but vulnerable to process-interface churn and local confidence loss.

GOVERNANCE GAP

Perception divergence across levels

Project Success **Gap 18 pts**

Probability gap

The biggest current gap is between delivery-level realism and board-level optimism on PSP, strategy confidence and live risk.

Project / delivery **61**

Board / leadership **79**

Sponsor / client **74**

IMMEDIATE READ

What this period is saying

Hidden risk **Critical**

Treatment works still appears green in core controls, but local predictability and operational confidence are deteriorating.

Greatest drag **Critical**

Process systems and network integration remain held back by unresolved interface decisions rather than technical capability alone.

Best recovery signal **Watchlist**

Transfer tunnels is stabilising after leadership and roster intervention, showing that focused action is shifting workforce confidence.

Biggest external risk **Critical**

Community frustration is rising around traffic, reinstatement and unpredictability before formal complaint levels fully show it.

WEAK SIGNALS

Stones to turn over next

Trust softening around treatment-works traffic and access **Critical**

Complaint numbers are still lagging the lived frustration on the ground.

Decision churn at the civils-MEICA-process interface **Critical**

Meetings are happening, but issues are not closing with enough finality.

Supply chain confidence drifting in specialist packages **Watchlist**

Payment certainty and short-notice change handling are being watched closely.

CONTROLS VS HCD CONGRUENCE

Where the programme could be misleading itself

Treatment works **Critical**

Controls: Green HCD: Deteriorating

Meaning: False comfort around shutdown readiness and local

STAKEHOLDER CONFIDENCE

Licence to operate

Client / executive / funders **78**

Stable Confidence

Still supportive, but looking for clearer evidence that integration risk

TOP INTERVENTIONS

Action to direct now

Reframe shutdown readiness around local predictability **Critical**

Require a local assurance pack, named mitigation owner and operational readiness check before the next high-impact shutdown.

CONTROLS CONSEQUENCE

What the hard metrics mean

Schedule variance **Watchlist**

-2.4%

Looks manageable overall, but the lived consequence is unstable shutdown and access

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Event feedback
on Mentimeter

