

# The PS Leader's Guide to Attaining More Predictable Performance

How to Overcome Unconscious Bias and Lower the “Noise”

**Mark Robinson and Charles Gustine, Kimble Applications**



# The PS Leader's Guide to Attaining More Predictable Performance



# kiimble



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## Polling Question

In the last 20 years, the proportion of the world population living in extreme poverty has...

- a) Remained the same
- b) Halved
- c) Doubled



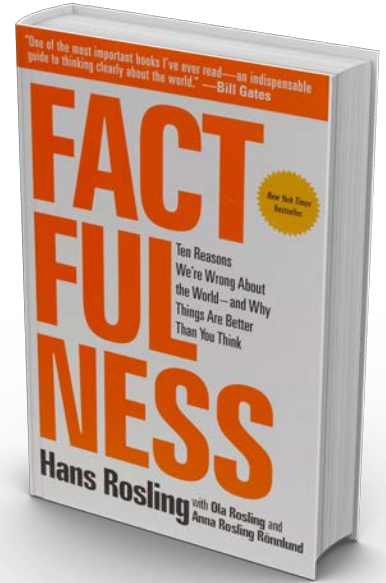
## Polling Question

Worldwide, 30-year-old men have spent 10 years in school on average. How many years have women of the same age spent in school?

- a) 6 years
- b) 9 years
- c) 3 years

# Unconscious Bias

- Answers:
  - **b)** Halved
  - **b)** 9 years
- Full quiz in Hans Rosling's Factfulness contains 13 questions
- When administered to professors who select Nobel Prize winners, they averaged less than 3 out of 10 correct responses



# AGENDA

- 1 | Understanding Noisy PS Performance
- 2 | The Symptoms of Bias and Noise
- 3 | The Causes of Bias and Noise
- 4 | Tactics to Counter Bias and Reduce Noise in PS

# Understanding Noise

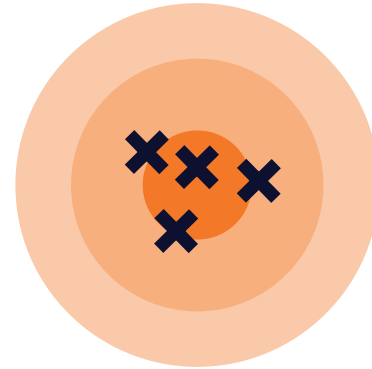
- Noise is unwanted variability in professional judgements
- It stands between us and better, more consistent outcomes

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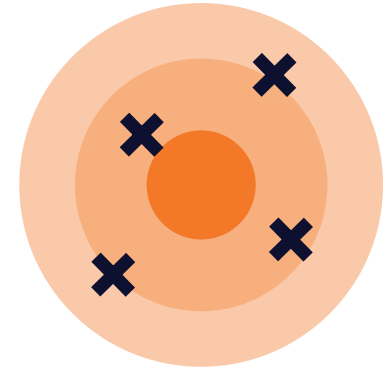
“Wherever there is judgement there is noise, and there is more of it than you tend to think. Noise leads to errors in decision making and leads to unpredictable outcomes.”

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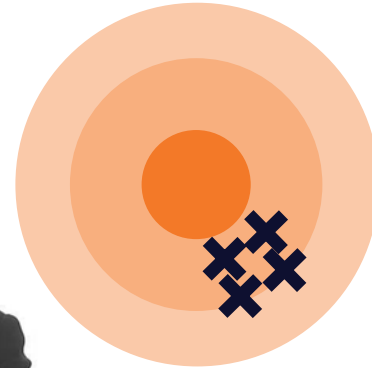
*Daniel Kahneman*



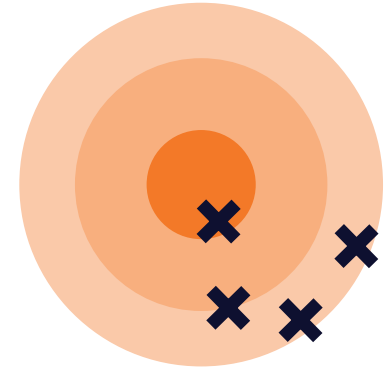
**Accurate**



**Noisy**



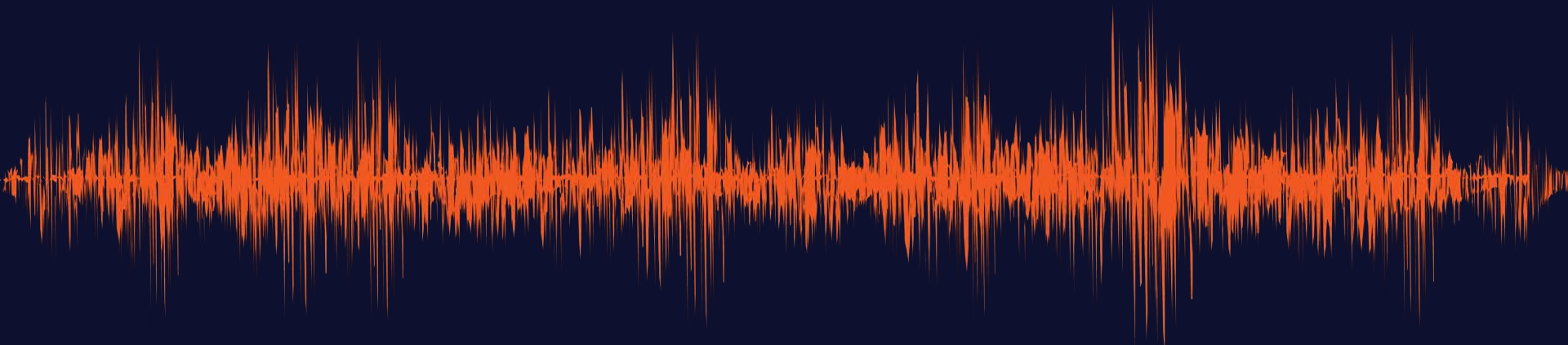
**Biased**



**Noisy and Biased**

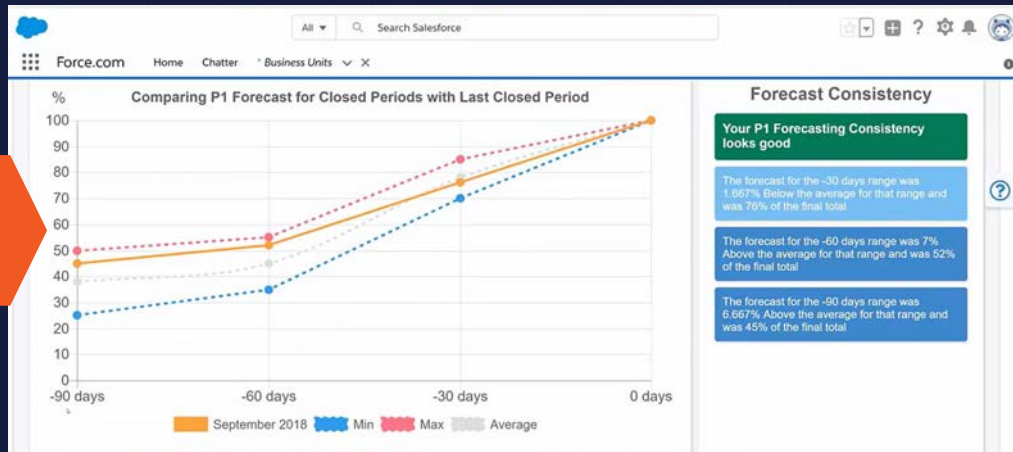
# Equalizing Services Performance

- Important to conduct noise audits
- Goal is to:
  - a) Measure amount of variability
  - b) Identify recurrent behaviors leading to erratic performance
  - c) Implement changes that target inconsistencies and even out performance



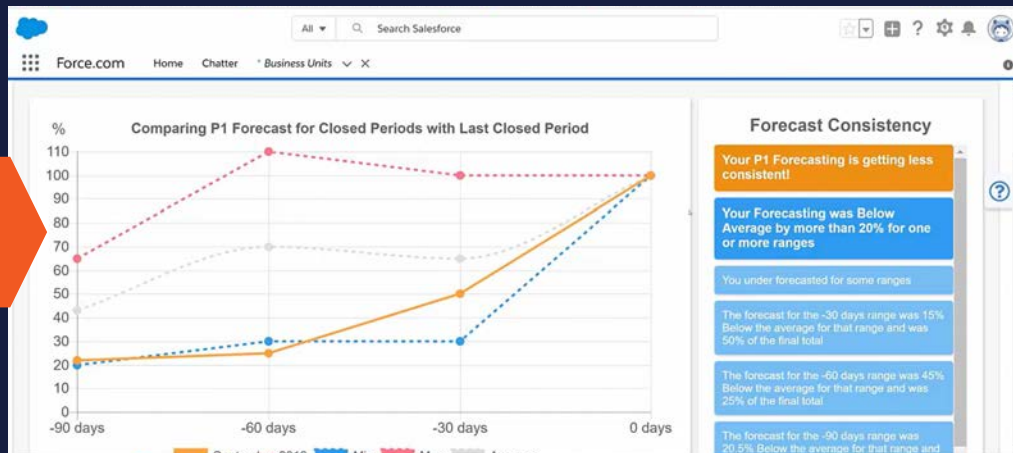


Consistent and Accurate



# Forecast Accuracy

Inconsistent and Noisy





**YOUR CUSTOMER**

*"Can I trust you to consistently deliver outcomes on time and on budget?"*

# Kimble Subway Map



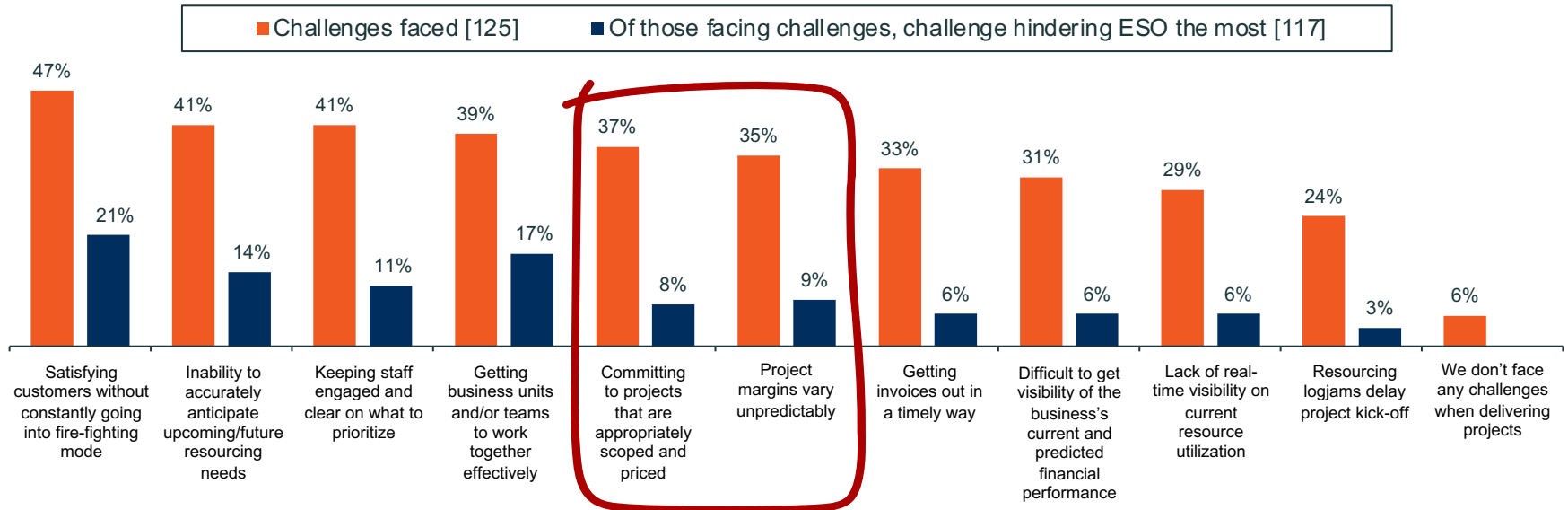
**EXECUTIVE LEADER**

*"Can we do all of this sustainably across all our projects at scale?"*

**KEY**

- Scoping
- Payment
- Operations
- Vacation/Time-off
- Delivery
- Manage Change
- Recruitment
- Insights
- People
- Suppliers
- Demand Planning

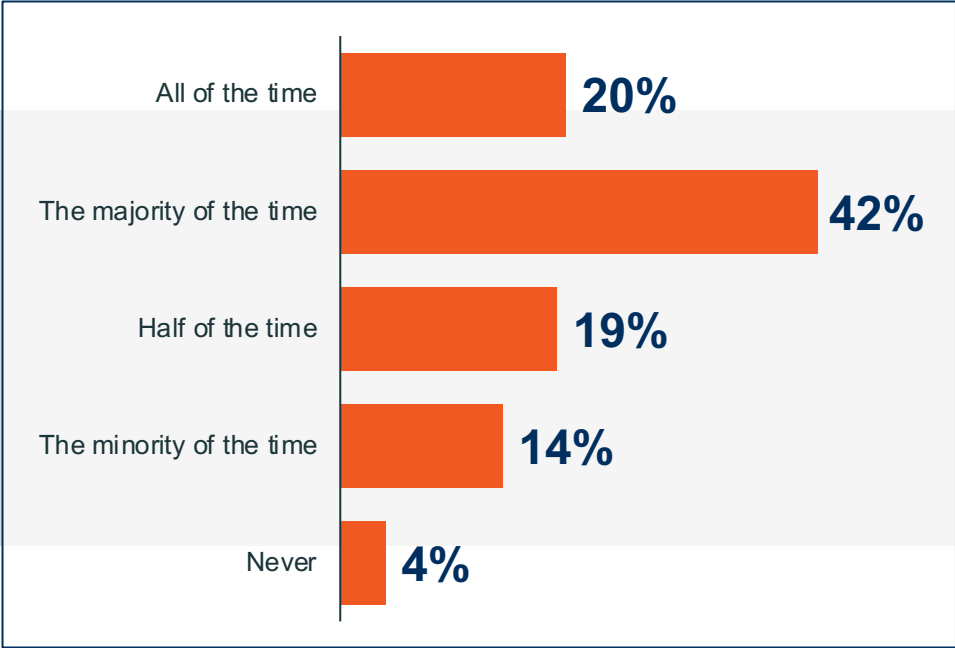
# What Challenges Stand In the Way of Success?



Source: Vanson Bourne

# Frequency of Overselling and Overpromising

How often does the sales team oversell or overpromise on projects and services that the professional services team will be involved in?



Source: Vanson Bourne

# Getting Off on the Right Foot

Challenge	Incorrectly Priced Proposals
<b>Behavior that leads to unpredictable performance</b>	<ul style="list-style-type: none"><li>• Not taking account of detailed cost modelling based on resource requirements for duration of engagement with customer</li><li>• Not landing on a realistic scope for the project that project delivery team feels is achievable</li><li>• Not taking account of how engagements like this have gone in the past in order to understand what an appropriate timeline/scope/budget/price for this engagement would be</li></ul>



**SALES EXECUTIVE**

Challenge	Reactive resourcing leading to imbalance of supply and demand, hot and cold spots, less than optimal staffing decisions
<b>Behavior that leads to unpredictable performance</b>	<ul style="list-style-type: none"><li>• Lack of confidence in information about upcoming demand; gun-shy about making staffing decisions with confidence before demand is 100%</li><li>• Siloed team and business unit structures creating visibility gaps that hinder ability to increase utilization, decrease bench</li><li>• Unsure of upcoming resource availability because of inconsistent behavior around in-flight projects</li><li>• Weekly meeting mentality</li></ul>



**RESOURCE MANAGER**

# Getting Off on the Right Foot

To consistently deliver on expectations for customers, look for a solution that:

- Models projected costs, revenues, timeline at detailed level with placeholder resources
- Uses placeholder resources to generate open demand that indicates what types of resources will be needed
- Has clear indicators for when an opportunity has reached threshold of probability where resourcing should begin
- Gives real-time view of resource availability across current and upcoming projects
- Makes it easy to propose candidates for an open role and compare them

The screenshot shows a software interface for managing proposals and resources. The user is logged in as 'Kimble Super User'. The main view is 'Tourism New Brunswick > Cloud Services > Proposal Scope'. The interface displays various financial metrics and resource assignments.

**Forecast Status:** Probable (99%)  
**Contract Revenue:** USD 62,915.80  
**Contract Cost:** USD 37,547.36  
**Margin Pct:** 40.32%

**Services Contract Revenue (USD):** 65,004.39  
**Services Contract Cost (USD):** 39,002.63  
**Expenses Contract Revenue (USD):** 8,600.00  
**Expenses Contract Cost (USD):** 8,600.00

**Target Margin (%):** 40  
**Expected Revenue (USD):** 65000  
**Usage Forecast Mode:** Target Margin  
**Expected Usage (Day):** 34.87

**Average Margin by Resource Type**

Resource Type	This Proposal (%)	Account Average (%)
Employee	-	44.03
Generic Resource	46.71	45.03

**Resource Assignments Table:**

Resource	Role	%	Usage	Start Date	End Date	Utilisation	Cost Rate (USD)	Revenue Rate (USD)	Total Cost	Total Revenue	Margin (%)
Add Assignment		150	52.31	03/05/2018	06/14/2018				39,002.63	65,004.39	40
#Generic - Project Manager	Project Manager	100	34.87	3/5/2018	06/14/2018	50.000000	789.47	1,315.79	27,528.95	45,881.58	40
#Generic - Developer	Developer	50	17.44	3/5/2018	03/28/2018	100.000000	657.89	1,096.49	11,473.68	19,122.81	40

Buttons: Save, Delete, Cancel

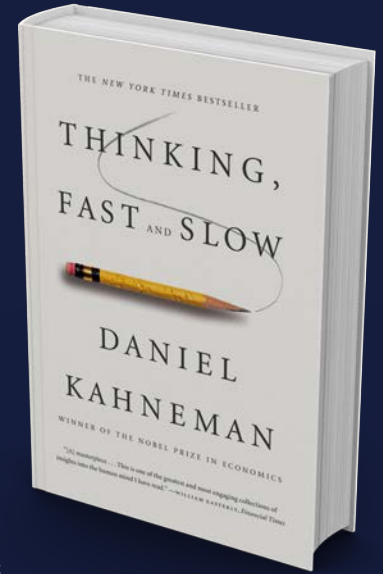
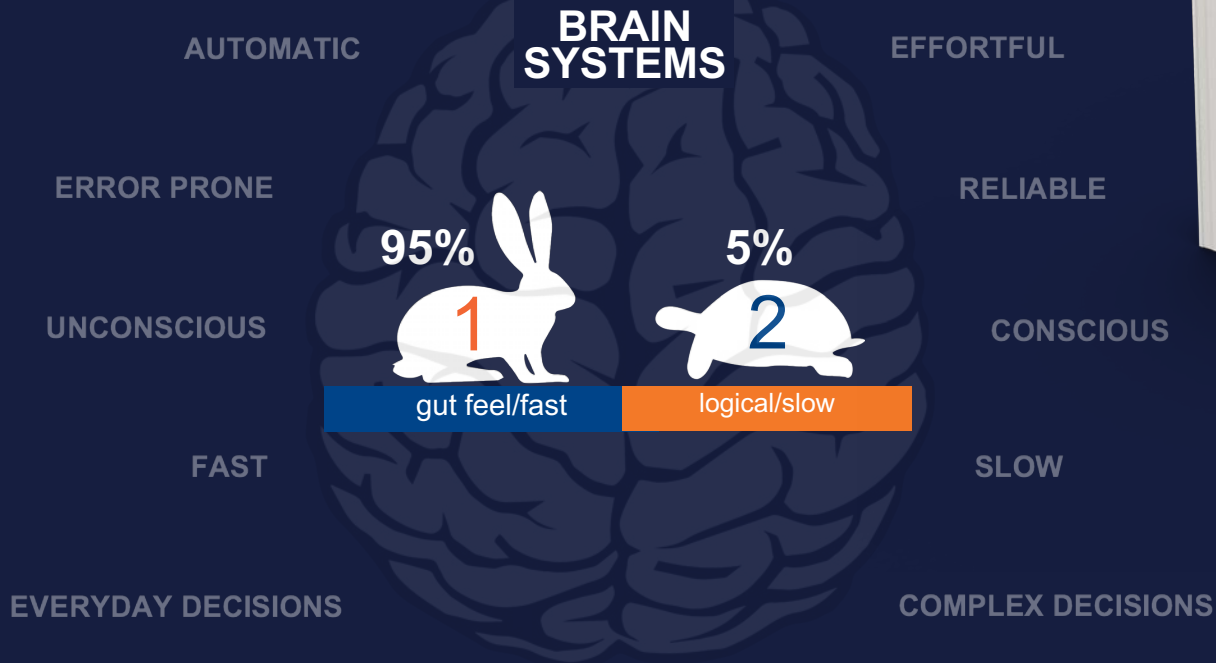


**We now have a complete and accurate view of all engagements happening over the next six months. That means instead of relying on a combination of gut feel and spreadsheets, I can confidently put together the best teams for each engagement and press the button on the recruitment process much sooner.**

Mike Downes, Resourcing Director



# The Science Behind Decision Making





# Know Thy Enemy

## Examples of Cognitive Bias



1. Confirmation Bias



2. Hindsight Bias



3. Loss Aversion



4. Framing Effect



5. Bandwagon Effect



6. Anchoring Bias



7. Inattention Blindness



8. Optimism Bias

# Secrets to Banishing Bias in PS



SCENARIO 1

- You make an estimate based on the best information available to you at the time.



SCENARIO 2

- You make an estimate, and then you wait a day and re-estimate. This will improve the accuracy of your estimate by 10%.



SCENARIO 3

- You make an estimate and when re-estimating one day later, you deliberately question your initial assumptions. This will improve the accuracy of your estimate by 20%.



SCENARIO 4

- You make an estimate and ask a colleague to make their own estimate. This **COULD** improve the accuracy of your estimate by 50%!
- But be careful...



SCENARIO 5

- You make an estimate and ask a colleague to **INDEPENDENTLY** make their own estimate without anchoring them to yours. By doing this, you will achieve the best outcome.

# Key Tactics

- Use noise audits to identify decision-making junctures that introduce the most variance into PS performance
- Set up processes and checkpoints that acknowledge and subvert biases in you and your colleagues
- Adopt an algorithm-assisted approach to decision-making to achieve more consistent outcomes

**The antidote to noise is not silence, it's communication**

See how Kimble can help your services team drive success...

# KIMBLE TOUR

Sign up for a weekly live group  
demo of Kimble PSA

[go.kimbleapps.com/tour](https://go.kimbleapps.com/tour)

The screenshot displays the Kimble Executive Summary Dashboard. The main content area includes:

- Top Deals:** A table listing deals with columns for Proposal #, Contract Revenue, and %.
- Plan to Target:** A bar chart comparing Actual vs. Target revenue for January, February, and March 2020.
- Sold v. Delivered Margins:** A bar chart showing margins for various deal types.
- WAR (Months over Months):** A bar chart showing performance metrics for different regions.
- Margin Contribution by BU:** A stacked bar chart showing profit margins for Europe, LATAM, and US.

Overlaid on the right side of the dashboard is a Windows audio control panel window, which is currently set to "MUTED". The audio control panel includes options for "Computer audio", "Phone call", and "No audio", and lists the microphone and speaker devices.

# Upcoming Virtual Events

**Lauren  
Leonard**

*VP of Product  
Management*  
Kimble



Learn more:

[kimbleapps.com/events](https://kimbleapps.com/events)

## Webinar: How to Find a Platform Ecosystem That Will Help Your Business Thrive

**November 11th, 2021 – 11:00am ET / 8:00am PT**

Join Kimble and guest speakers from Forrester (Duncan Jones, VP, Principal Analyst) and Salesforce (Woodson Martin, EVP and GM, AppExchange) as we consider the importance of building platform-centric strategies that account for the larger platform ecosystems that vendors cultivate and share insights on the ways platform-native ISVs work in tandem with on-platform suites to drive value for buyers.

# QUESTIONS?



# THANK YOU

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## Contact Details

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