

measurement against outcomes and for continuous improvement of measurements. This is covered in chapter 6 and it is a primary role for any spend control group.

The paper was written and delivered in 2013. Unfortunately, I suspect in this instance it has gathered dust. The problem with the paper was familiarity. Many of the concepts it contained are unfamiliar to most and that requires effort and commitment to overcome. That commitment wasn't there, the tyranny of agile continued and the inevitable counter reaction ensued. There was and is a lot of good stuff that has been achieved by Government in IT since 2010. The people who have worked and work there have done this nation proud. However, more could have been achieved. In my darkest and more egotistical moments, I suspect that had I not assumed everyone knew how to map then I might have been able to move that needle a bit more by introducing these concepts more prominently in the "Better for Less" paper. But alas, this is not my only failure.

Assumptions and bias

Assumption is a very dangerous activity and one which has constantly caught me out. In the past I had assumed everyone knew how to map but the real question is why did I think this? The answer in this case is a bias known as the false consensus bias. I tend to assume that if I know something then everyone else must know it as well. It's the reason why it took me six years to discover that others weren't mapping. It was also behind my assumptions in the "Better for Less" paper.