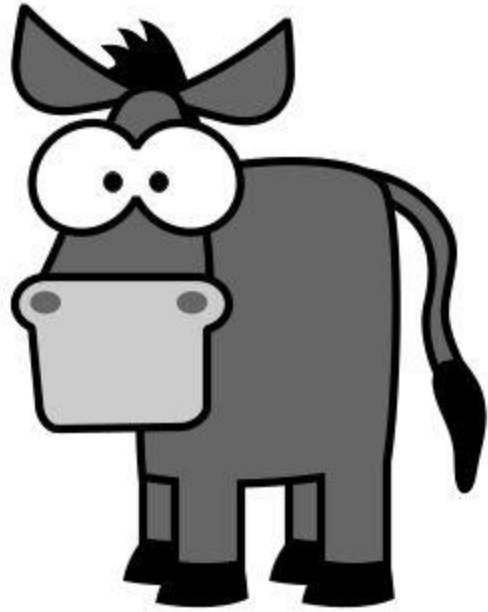


You know what happens when you assume ... right?

**ASS-U-ME**

Hope Gurion  
Fearless Product Advisor



1 Why are Risky Assumptions a Big-Ass Problem?

2 What is the Kick-Ass Solution?

3 How do I become a Smart-Ass?

What is brown and sticky?

**LEADING TO CONCLUSIONS**

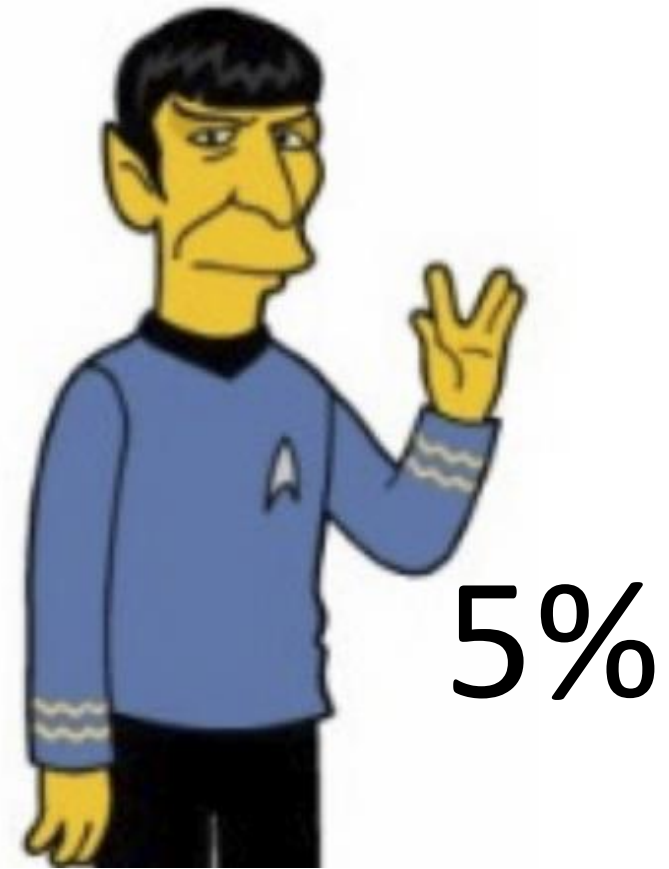
A thick, solid black horizontal bar is positioned directly below the text, extending across the width of the text.





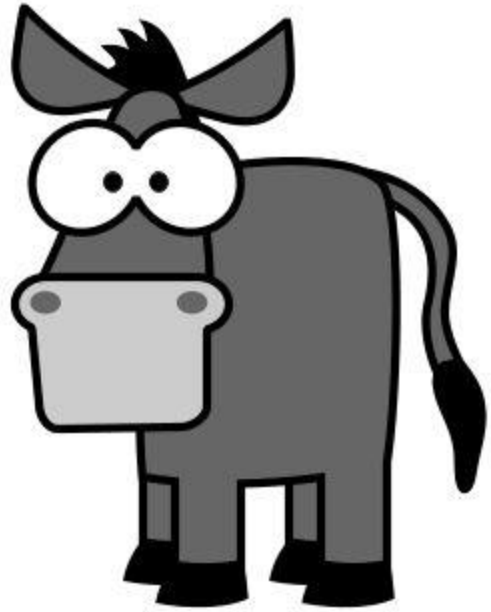
**Fast**

Impulsive  
Associative  
Automatic  
Error-Prone

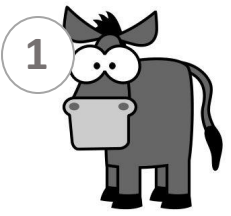


**Slow**

Rational  
Analytical  
Effortful  
Reliable



- 1 Why are Risky Assumptions a Big-Ass Problem?



Why are Risky Assumptions a Big-Ass Problem?

## AOL Time Warner

Assumed employees would know how to create value from the merged company.



Assumed he could successfully pivot 2x in 9 months.

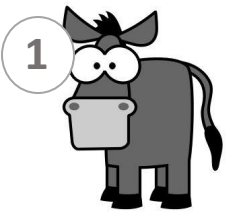


Assumed consumer audience would always be there.



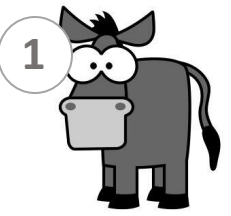
Assumed infomercials would make a comeback.



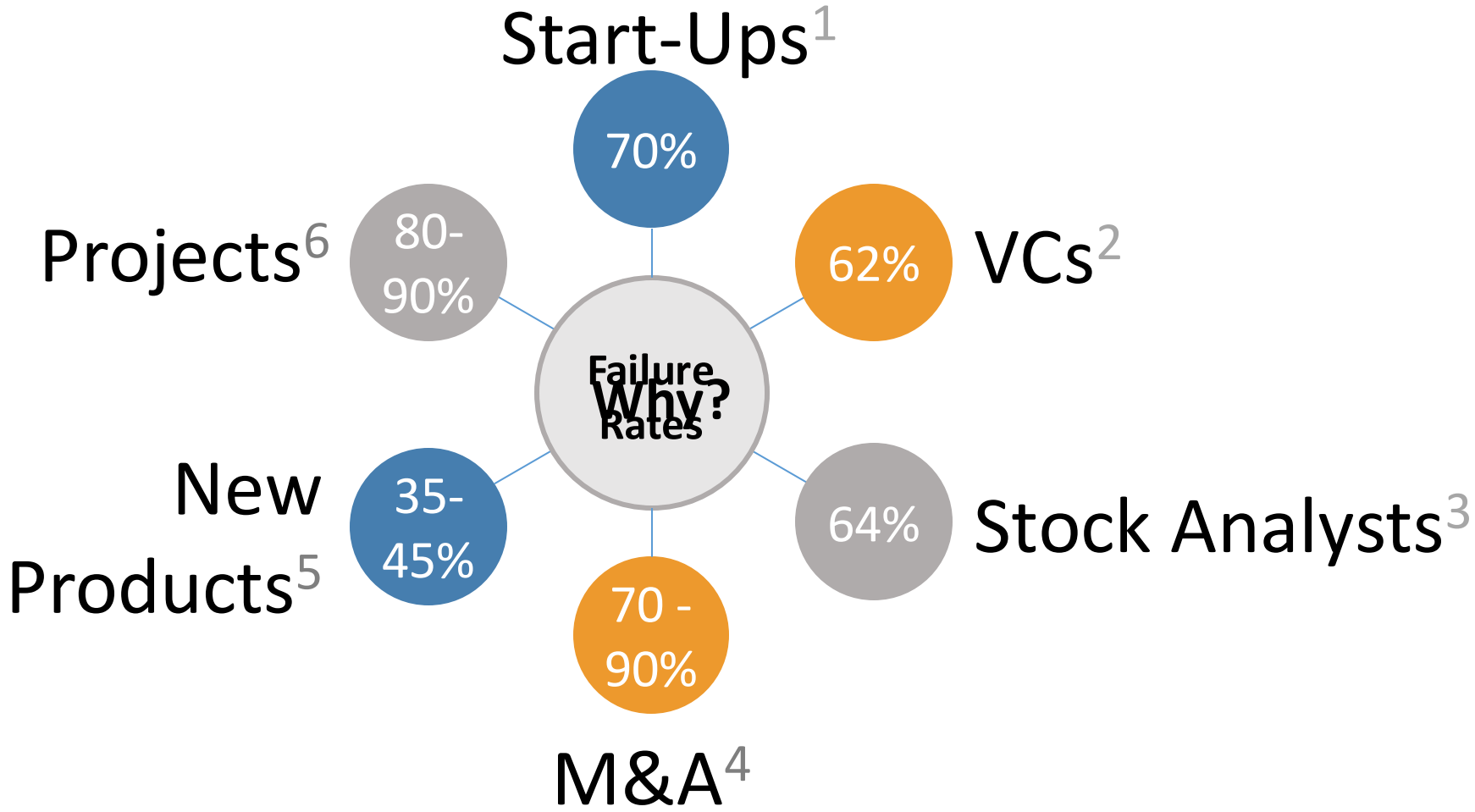


Why are Risky Assumptions  
a Big-Ass Problem?

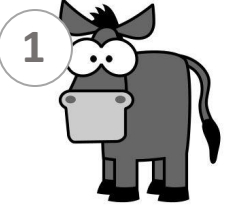
Ego > Truth



# Why are Risky Assumptions a Big-Ass Problem?



<sup>1</sup>[Top 20 Reasons Start-Ups Fail](#); <sup>2</sup> [The Nature of Information and Overconfidence on Venture Capitalists' Decision Making](#) <sup>3</sup> [Managerial Miscalibration](#), <sup>4</sup>[So Many M&A Deals Fail Because Companies Overlook This Simple Strategy](#); <sup>5</sup> [New Product Failure Rates: Influence of Argumentum ad Populum and Self-Interest](#), <sup>6</sup> [Here's Why All Your Projects Are Always Late — and What to Do About It](#)



Why are Risky Assumptions a Big-Ass Problem?

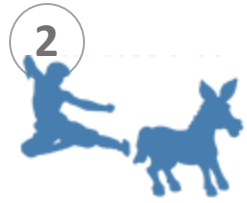


# Overconfidence Bias

- Optimism bias
- Confirmation bias
- Unclear goals
- No ROI math
  
- Fear of the HiPPO
- Defer to the HiPPO

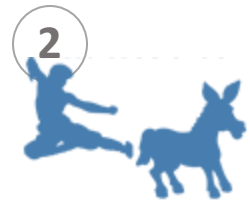


2 What is the  
Kick-Ass  
Solution?



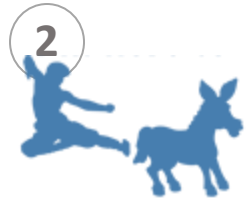
What is the Kick-Ass  
Solution?

What is the cost  
of being wrong?



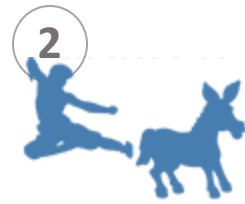
What is the Kick-Ass  
Solution?

How do I know  
I'm right?



What is the Kick-Ass  
Solution?

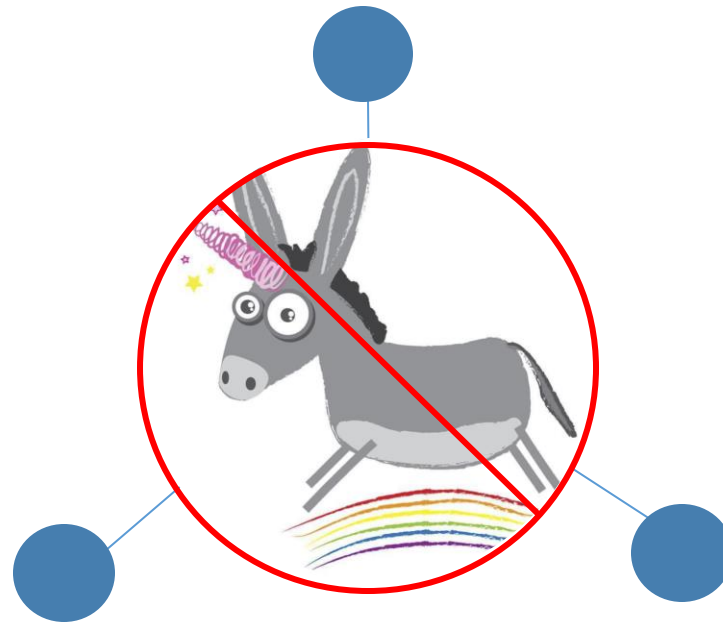
Truth > Ego =  
Outcomes



What is the Kick-Ass Solution?

Consider the opposite<sup>1</sup>

Track Actuals vs  
Estimates<sup>3</sup>



Independent  
Experts<sup>2</sup>





- 3 How do I become a Smart-Ass?

3



How do I become a  
Smart-Ass?

**You are cordially invited...**



How do I become a Smart-Ass?

## Guest List (8-10)

- Executive Sponsor\*
- Cross-functional team members
- Honorary Skeptic
- Outside Expert(s)
- DJ (optional)

## Food/Drinks

- Yummy
- Plentiful



## Party Games

- Kick-Ass Vision
- BYOA (Bring your own assumptions)
- Pin the “Ass” on the ass
- LMFAO: Let’s make freakin’ awesome outcomes!

\*To buy and serve food and drinks

3



How do I become a  
Smart-Ass?

**You are cordially invited...**





How do I become a  
Smart-Ass?

# Let's play!

**BYOA:**

**Bring your own  
Assumptions**



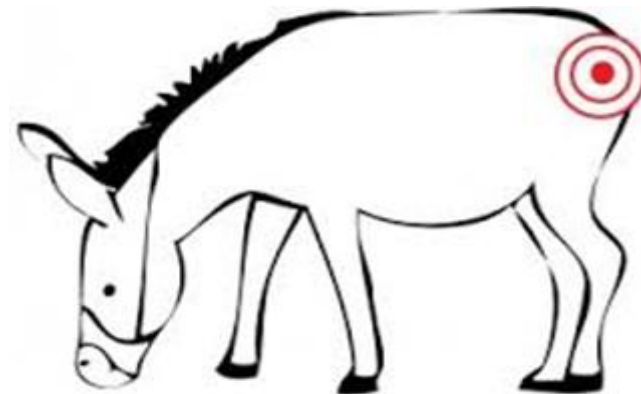
How do I become a  
Smart-Ass?

# Let's play!

**BYOA:**

**Bring your own  
Assumptions**

**Pin the Ass on the Ass**









# BYOA: Individuals' Assumptions

## Valuable

- X We know our customers and what problems they want to solve.
- X Africans would prefer to access water from playpump than other methods because it:
  - X Yields more water than existing methods
  - X Is easier to use
  - X Is closer to people in need
  - X Is more fun
  - Stores water for future use

## Feasible

- X There is sufficient water supply in ground
- X There are plenty of children to play
- X There is sufficient time to play on the playpump
- X We know where to place the pumps
- X There are advertisers looking to reach this population
- X There are people, process, equipment to build, install, maintain playpumps.
- X It is safe for children to play on

## Viable

- There is funding for development and installation
- X Advertising revenue will be sufficient to fund maintenance
- X People will know how to use when we install the playpump

## Competition

- X The hand-pump is difficult to work
- X The hand-pump doesn't yield as much water
- The hand-pump doesn't store water



# Pin the “Ass” on the Ass

**Table 6: Pump Performance**

<b>Comparison</b>	<b>PlayPump</b>	<b>Afridev Pump</b>
Complying with National Water Policy	no	yes
Water discharge/hour with Ø80 mm cylinder (20 m)	~ 785 liters	---
Water discharge/hour with Ø50 mm cylinder (20 m)	~ 300 litres	~ 1'000 litres
Cost of pump in Maputo (hardware only)	4'450 USD	~ 1'200 USD
Cost for pump installation (including transport)	5'600 USD	500 – 1'000 USD
Running costs per year	not known	~ 100 USD
Expected lifetime of pump	12 – 15 years	8 - 12 years
Pumps can be locally produced	no	80% locally made
Pumps can be installed by local mechanics	only by ROA crews	yes
Pump can be maintained by the users (VLOM)	no	yes
Do users have to pay for maintenance and repair	no	yes
Pump liked by school children (age of 7-13 years)	yes, very much	yes
Pump liked by adults	no	yes



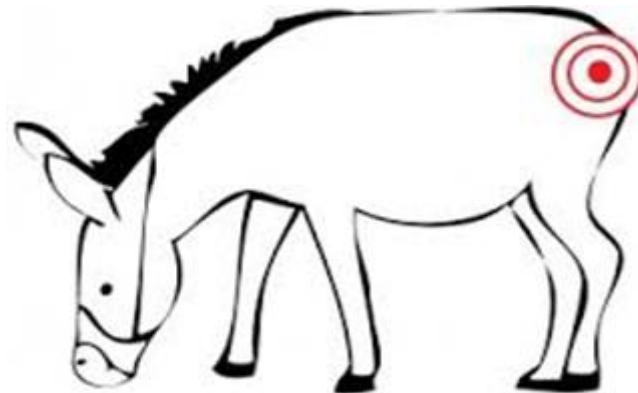
How do I become a  
Smart-Ass?

# Let's play!

**BYOA:**

**Bring your own  
Assumptions**

**Pin the Ass on the Ass**



**LMFAO:**

**Let's Make Freakin'  
Awesome Outcomes!**



# LMFAO: Let's Make Freakin' Awesome Outcomes!

Goal: “Provide the benefits of **clean drinking water to up to 10 million people by 2010**”

## Reach

\$60 million in  
funding

## Impact

## Outcome

4,000 Playpumps  
Installed  
@ \$14k/each <sup>1</sup>

<sup>1</sup> [Mission Report on the Evaluation of the PlayPumps installed in Mozambique conducted by SKAT](#); 5x the cost of easily repaired handpump: \$2200



# LMFAO: Let's Make Freakin' Awesome Outcomes!

Goal: "Provide the benefits of **clean drinking water to up to 10 million people by 2010**"

## Reach

10 Million Water-Stressed Africans

## Impact

Meet Daily Water Needs (15 Liters/day/person)<sup>1</sup>

## Outcome

150 million liters/day water production by PlayPumps

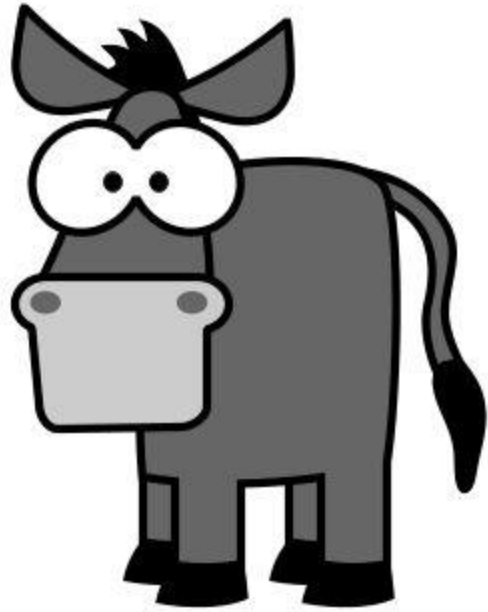
Reality: 1 Pump

3k liters in 2 hours =  
200 people \* 15  
liters<sup>2</sup>

3k liters \* 4k pumps =  
12 million liters/day

**8%** of goal

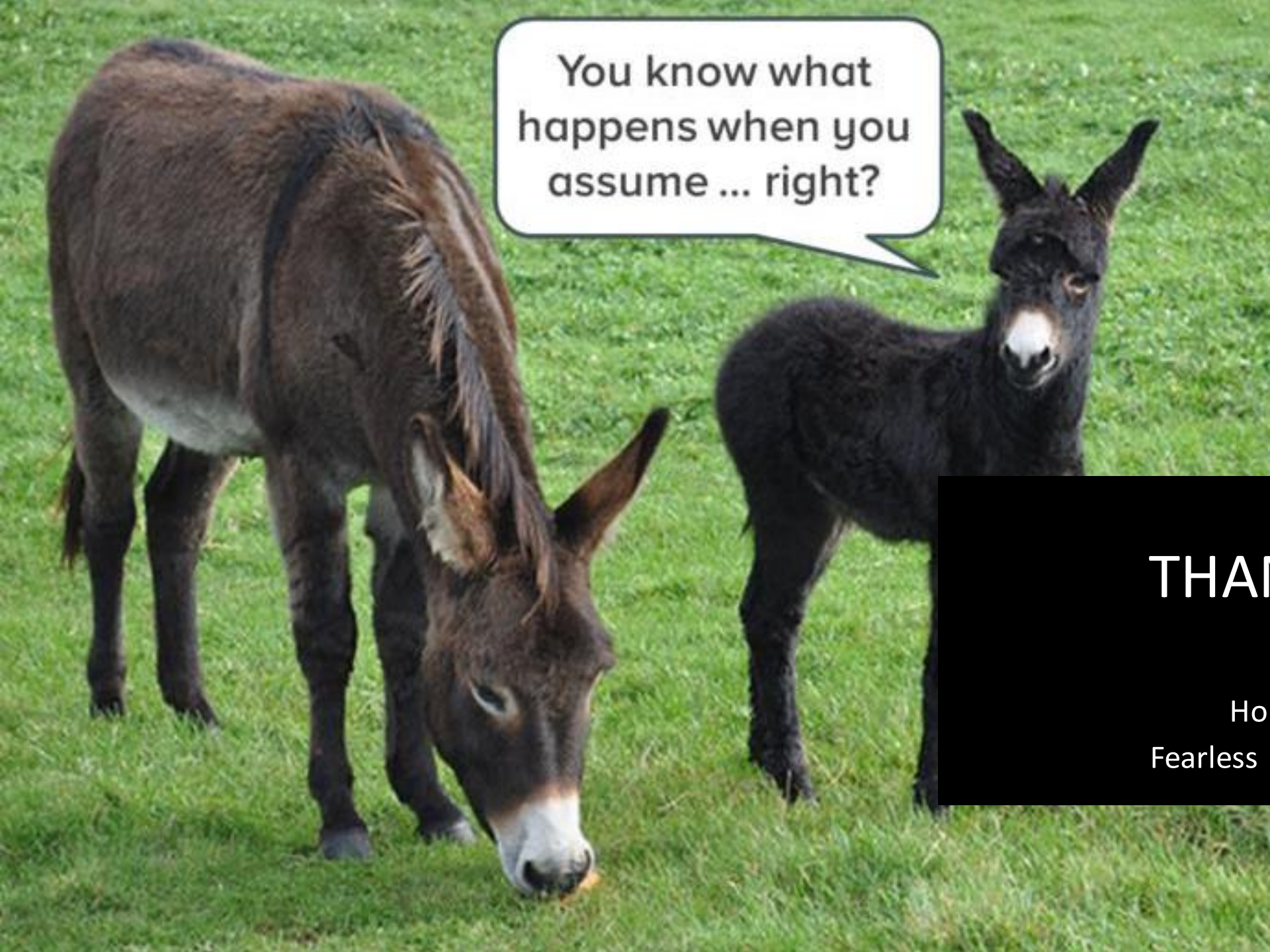
<sup>1</sup> [Africa's not-so-magic roundabout](#), <sup>2</sup> [10 Problems with the PlayPump](#)



1 Inexperience  
and Bias lead to  
Risky  
Assumptions

2 Truth > Ego  
Kicks Ass

3 Smart Asses  
deliver  
Outcomes



You know what happens when you assume ... right?

**THANK YOU!**

Hope Gurion  
Fearless Product Advisor

# PlayPump References

- [The Art Of Getting It So Wrong](#)
- [The Playpump: What went wrong](#)
- [PLAYPUMPS INTERNATIONAL: Gaining User Buy-In](#)
- [THE STORY OF PLAYPUMPS: MERRY-GO-ROUNDS, WATER, AND FAILURES IN DEVELOPMENT AID](#)
- [UNICEF Report: An Evaluation of the PlayPump® Water System as an Appropriate Technology for Water, Sanitation and Hygiene Programmes](#)