## CONTENTS

Introduction: California Dreamin'	•	. ix
1. Think Slow, Act Fast		. 3
2. The Commitment Fallacy		22
3. Think from Right to Left		43
4. Pixar Planning		60
5. Are You Experienced?		80
6. So You Think Your Project Is Unique?		97
7. Can Ignorance Be Your Friend?		127
8. A Single, Determined Organism		143
9. What's Your Lego?		157

Coda: Eleven Heuristics for Better Project Leadership			185
Appendix A: Base Rates for Cost Risk			19:
Appendix B: Further Readings by Bent Flyvbjerg			193
Acknowledgments			197
Notes			203
Bibliography			239
Index		100	275

A STREET WATER TO THE TOTAL PROPERTY OF THE PARTY OF THE