



Why Advice is Ignored

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Why Advice is Ignored.....



Advice for **what**?

Support to management decisions

- Authority to make a decision?
- Risk-based decision making
- Consequence of the risks?

Why Advice is Ignored.....

Who asked for the advice?

Is the advice wanted by the decision maker?



- Is the advisor internal or external?
- Is it Scrutiny?
- Is it Audit?
- Potential for criticism?
- Threat to the project?

Why Advice is Ignored.....



Ignored or taken into account but not implemented?

- Was the advice really **understood**?
- Has the advisor understood what the decision maker did with the advice?
- History will decide if the decision maker did the right thing

Why Advice is Ignored.....

Is the basis of the advice **correct**?

Is the advice accepted as sound?

- Does the decision maker think they know better?
- Does the decision maker really trust the advice?



Why Advice is Ignored.....

Is the person giving the advice **trusted?**

Shall we shoot the messenger?

- Do they have a good reputation?
- Do they have an angle?



Why Advice is Ignored.....

Can this really be true?

*Do I have **confidence** in the person giving the advice?*

- Expertise?
- Experience?
- Motivation?



Why Advice is Ignored.....

Real Life examples

Organisational strategy mis-alignment

- British Army equipment portfolio approach



Why Advice is Ignored.....

Real Life examples

Basis of the advice can be challenged

- Royal Air Force Transport Aircraft Flight Safety



Why Advice is Ignored.....

Real Life examples

Commercial, political and career risk



- UK Defence Estate management contract
- British Army AJAX Armoured Vehicle
 - <https://www.defensenews.com/global/europe/2021/10/05/uk-convenes-top-defense-official-to-fix-or-end-the-armys-ajax-vehicle-program/>
 - <https://publications.parliament.uk/pa/cm5803/cmselect/cmpubacc/259/summary.html>

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