

Commitment script chapter one

Title of the book is Commitment. The reason is threefold:

- Real Options deals with commitments versus decisions
- Commitment is a reference to the work attitude of Rose (the main character)
- On a relationship level Rose is absolutely commitment averse

When talking about the real Options model we are talking about commitments in terms of obligations. The triple meaning in the title is intentional. Please use your best judgment in translating.

Concerning the names of the main character, Rose and her sister, Lilly:

Rose is an acronym for Real Options Society Europe. In some languages it could also be Rosa (Real Options Society America's).

Her parents chose to name both their daughters after flowers hence Rose and Lilly. The drawing of the art behind Rose's couch is an impression of the work of art called: Carnation, Lilly, Lilly, Rose by John Singer.

You are free to use other names for the sisters if that works better in your language. That means you should translate the jokes referring to their names to something different as well.

Another overall comment: the book is aimed at managers and not particularly at it managers. We have tried very hard not to use the words Lean, Kanban, Agile, Scrum and the like. Although the story is set in an IT context it should be readable by any manager.

Page 4:

Rose is sitting comfortably at home. She is on the phone with Lilly, her younger sister. It is intentional that the reader doesn't know who it is or what their relationship is. The company Lilly works for has just gone IPO and Lilly made quite some money out of this.

The conversation is about the suit Lilly always keeps at her sister's place for whenever she needs it.

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A shot of London where the story takes place

Page 7

This shows Rose's regular commute to work. She has a brief conversation with the security guard. They use regular English expressions to express that Rose works hard. The conversation shows that Rose and the security guard meet regularly as Rose comes in early every morning and at the same time show that their acquaintance is very shallow.

Page 8

Shows Rose her daily routine

Page 9

Workplace is full of sounds of people typing at key boards. David comes in and everybody greets David. David is the project manager of the project Rose is working on. David responds back on automatic and greets people without actually looking at them or listening. Rose asks how David is. David is pretty stressed, disregards that question and tells Rose to come in his office whenever she is ready.

Page 10

David has given Rose instructions and wants it done by Wednesday. Rose is seen working hard to get things done. She uses whatever means necessary to get things done. It is either by telling people what they need to do (to team members) or by sending emails or by being verbally aggressive to suppliers on the phone.

As she doesn't go on lunch breaks she eats while on the phone.

Page 11

Rose tries even more ways to get her way at work. She sits on one of the team member's desk and asks in a very charming/polite way if he could do that work just for her. Quite easily switching to more overt aggressive tactics. Saying that she doesn't care if somebody knows a better way, she wants things to be done the way they agreed. The wording in the second panel on the top is intended to be somewhat contrary " ...**we** had agreed **I** want it done..."

Rose dismisses ideas from others even if they are from books. She cares that people book their hours properly more than if they have actually done the proper work.

At the bottom of the page Rose is in a boring meeting. It is a project manager meeting where all the PM's report their project's status. One of the project managers is presenting his status in a RAG (Red, Amber, Green) fashion and is just droning up numbers that mean almost nothing to everybody else. Refers to people as resources.

In the meeting when people are using numbers please write out the numbers to indicate the dullness of the meeting.

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Project manager continues to report on his status and uses more elaborate words to sound more impressive. Status of Amber means there are some risks but the goal is still reachable. And he is warning his colleagues and managers that the project is at serious risk of not reaching it's target, but using many words to say this to not make it to clear that his project is failing.

RAG status is a way of reporting the status of a project. RAG is Red, Amber, Green. In translating this please use what is appropriate in your country for reporting the current status of a project.

The other project manager is short and to the point. His status is Amber too but this is mainly due to uncertainties on his project. When his client comes in he can

tell for certain if they are on the right track or not. He is clearly using a more agile approach than the previous project manager.

Rose continues to work. One of her co-workers is asking if Rose wants to join them for a Friday afternoon drink, but Rose declines as she still has much work to do. Rose wishes them a good weekend.

Second co-worker asks first co-worker why he even bothered to ask Rose to come along, as she never does. First co-worker just wants to be friendly, or so he says. Second co-worker responds sarcastically "Yeah, right..."

Page 13

Rose is still at work late in the afternoon / early in the evening when the office is almost empty. David asks Rose to step into his office. David is putting his jacket on to leave for home. David tells Rose that the work that needed to be done on Wednesday now actually needs to be done by Monday because he has an important meeting with the new board members that day.

David wishes Rose a good weekend. Rose is unhappy with the outlook of having to work late tonight and possibly the weekend. Rose and David have been working together for a long time and on several projects and this is not the first time he has dumped work on her at the last moment.

Page 14

Rose is still in the office when the cleaning lady comes in. Because she has been in the office until late very frequently both the cleaning lady and Rose know the drill. Rose lifts her feet up without the cleaner having to ask her to do this.

The security guard comes by and they continue their meaningless chitchat from this morning. It is clear this happens very frequently as Rose can tell that he is five minutes early again. He corrects her that it is her watch that is too fast again.

The reference to being pure evil is chit chat / English expression.

Page 15/16

Rose working in the office late.

Page 17

Rose is going through her going home routine. Says goodbye to the security guard. The emptiness in the subway expresses her loneliness while a couple is making out in the background

Page 18

Rose continues her travel home. Buys some groceries at an all-night groceries store. Gets her mail with postcards. These are actually birthday cards for her 30th birthday today, but that is not revealed until later. She goes up to her apartment.

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Rose enters her apartment and is greeted by her cat. She puts her mail on her radiator. Her cat is moaning for attention. Rose feeds her cat and then continues to pour herself a glass of wine.

Rose puts her hair down, takes her glass of wine and starts playing on her keyboard.

Page 20

On Saturday Rose goes for a swim and some groceries. When she gets near her home she is greeted by her sister sitting at her doorstep (revealed on the next page). Lilly comments about Rose walking around with wet hair. Rose looks surprised to see her here today.

Page 21

Lilly is sitting on her suitcase in front of Rose's apartment. She arrived earlier than expected. She is a practitioner of real options obviously. Lilly just did some groceries. After Lilly looked into the bag with groceries she offers to go out for dinner and pay.

Page 22

Lilly and Rose in a pub. Rose tells Lilly she was working on her birthday and did not celebrate anything. Lilly is very dismayed and gives Rose a hard time on her spending her thirtieth birthday in the office and not doing anything special. Her only excuse being some work had to be finished on Monday morning. They clearly have had this conversation before. Rose is more timid and reserved, Lilly is more outgoing, action oriented.

The waitress serves Lilly and Rose two drinks and informs them that two gentlemen bought these drinks for them. Rose doesn't want to encourage them, but Lilly takes the lead as they seem nice and not too drunk.

Page 23

Lilly thanks them from across the bar. Rose asks if Lilly can find her own way back to her apartment as she intends to leave. Lilly accuses Rose of becoming a moany old maiden or at least it won't be long until she becomes one. Rose says not everybody can be like Lilly. Lilly tells Rose to lighten up. It's just talking to two guys; it's not like marriage and kids meaning that talking to a guy doesn't mean she has to get married to him and have kids.. Referencing real options slightly by saying it doesn't have to be a choice between two absolutes. The two gentlemen walk over to Lilly and Rose. They introduce themselves as Peter and James. Lilly introduces the two sisters.

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Peter makes a cheesy comment about the names of the sisters and what a beautiful bouquet they make. This is obviously an attempt at flirting with the sisters, be it a bad one. This only works if the names of the sisters are still Rose and Lilly. If you have changed them or this expression doesn't work in your language replace the comment with a really bad pickup line in your country. Lilly spots the bad flirting attempt and takes an assertive / dominant posture and challenges Peter if that is the best he can come up with. To follow up with an even worse comment he could have made. She is showing that she is not an easy catch but likes to play. Peter is caught off guard as he didn't expect this kind of a response. Rose has her back turned to the group and doesn't want to participate.

Lilly excuses the gentlemen as the sisters would like to spend some time together as they haven't seen each other in a while. Continuing her assertive posture says they'll keep the drinks but will have to continue the conversation at some other time.

Peter doesn't give up easily and offers to buy another round of drinks to change their minds and asks Rose what she thinks. Rose remains silent. The sisters exchange quiet glances.

Lilly tells Peter that Rose is not interested and wishes him better luck next time. Peter makes the situation even worse by asking if he can facebook Lilly. Lilly tells him sarcastically that he was so close.

Page 25

Lilly and Rose are walking outside. Rose apologizes for being so silent in the bar. Lilly says it's okay as it is her birthday they were celebrating. This does mean that on her birthday she gets to decide what to do. Rose knows that doesn't bode well, but agrees.

Lilly is searching through her bag. She wanted to give Rose something just before the gentlemen came over.

Lilly hands over a business card to Rose and tells her that this will change her life. Rose doesn't believe her and makes a sarcastic comment and asks if it comes with magic beans. Lilly tells Rose to call these people and that she won't regret it.

The magic beans is a reference to Jack and the beanstalk, an English folktale. Please replace this with something that works in your language. The message is that Rose is very skeptical and mocking the business card in this way is her way of expressing that to her sister.

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Early next morning Lilly is standing on the balcony of Rose's apartment. She is on the phone with her cab.

Lilly hugs Rose goodbye and asks if they are still on for lunch this Wednesday.

Rose confirms. Lilly reminds Rose that she should call the people on the business card. Lilly wishes Rose success today and leaves.

Rose takes a look at the business card, tucks it away in her morning robe and takes a shower.

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These are diary pages written by Rose. This diary entry is used to explain a Real Option approach for the first time using the ski trip as an example and why she has a suit at Rose's place.

The diary is written for Susan, but it is mentioned nowhere who Susan is.

In the diary Rose references the Nimrod project. This was a project she was responsible for as a project manager many years ago that failed miserably. This caused Rose to never want that kind of a role again. David was the only friend / colleague who still wanted to work with her and she is therefore very loyal to David.