**Topic: Barriers of identifying early warning signs in projects.**

According to Ansoff (1975), considerable surprises will not appear suddenly, there are some “weak signals” and symptoms of issues which appear much earlier than those issues themselves. In 1975 Igor Ansoff mentioned the theory of weak signals for the first time (Nikander, 2002). He claims that weak and small signals in each project will become bigger and stronger if preventing actions are not conducted. Decision making and implementing preventive actions take time, it shows the importance of recognizing signals as soon as possible in order to have enough time for implementing preventive or corrective actions. But the problem is that despite of available tools for identifying the early warning signs, still large number of the signals is missing.

The purpose of this master thesis is identifying the reason of missing early warning signs in projects, there might be many reasons such as the optimism bias among managers and team members (the thought that it will not happen to me, may cause they do not consider future surprising events), The inappropriate project governance which may lead to more problems into the whole project, The lack of environmental scanning for possible changes in the project environment, or problems related to the filters through which the signals should be passed as following:



There might be many other reasons such as the complex nature of the project, the issue of novelty, the issues related to team working and so on. The purpose of this master project is identifying those causes and answering the following questions:

1. Despite of available tools for identifying early warning signs, still large number of the signals are missing, what are the possible reasons?
2. What is the root of causes for missing early warning signs?
3. What are the suggestions for solving the problem of missing early warnings?

So, I am going to evaluate a case, and based on the findings of literature study I am going to find the reasons of missing early warning signs in that case, and finally make a conclusion to answer the thesis research questions.