

PROJECT MANAGEMENT WITH A FOCUS ON RISK MANAGEMENT COMMUNICATION

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Risk Management

- ▣ Risk Identification
- ▣ Developing Risk responses
- ▣ Risk and Response communication

Risk Identification

- ▣ Identify the stakeholders
 - Internal
 - External
- ▣ Classify the stakeholders
 - Interest
 - Position / Power
 - Influence
 - Other classifications if required

Risk Identification

- ▣ Identify the Risks
- ▣ Make a matrix of Risks Vs Stakeholder
- ▣ Prioritize the risks – Probability and Impact based
- ▣ Concentrate of high priority risks ; but don't lose focus on low priority risks

Developing Risk Responses

- ▣ Formulate the risk response for each of the risks
- ▣ Depends on
 - Customer
 - Stakeholder

Risk and Risk response communication

- ▣ Risk and Risk response – Joint activity with the relevant stakeholders
- ▣ No longer one way communication from the ‘so-called’ expert to non-expert
- ▣ Inevitable trade-off’s to be communicated to stakeholders

Impact of hiding the Risks

- ▣ Project becomes a failure
- ▣ Hiding under the carpet – only postpones ; risk is not killed
- ▣ No buy-in from the stakeholder
- ▣ Stakeholders kept in dark
- ▣ You lose the credibility

Why Communicate Risks ?

- ▣ To change the requirement
- ▣ Just information

Both of the above is a way by which expectation is set!

- ▣ Solve the problem in an acceptable way

Why do WE hide risks ?

- ▣ Fear of rejection
- ▣ Fear of what will I be thought of
- ▣ Fear of getting exposed
- ▣ Fear of turning into a hostile

Avoid Fear....

Challenges

- ▣ Different Languages spoken
 - Technical language
 - Business language
 - User / Layman language
 - Top Management language
- ▣ Risk is subjective
- ▣ Errors in judgement
- ▣ Comparison of risks

Challenges

- ▣ Failure to consider qualitative factors
- ▣ Difficulty in communicating
- ▣ Disagreement between the consultants on the response
- ▣ Difficulty in understanding un-certainty
- ▣ Difficulty in understanding complex scenarios

Challenges

There is no neutral way to present the risk data

Communicating about RISK itself is a RISK !

Suggestions

- ▣ Understand the audience
- ▣ Face-to-Face
- ▣ Written materials with back-ups
- ▣ Articulation
 - Unbiased
 - Expert
 - Third party
 - Precise
 - Independent

Suggestions

- ▣ Ask the stakeholders
 - Don't conclude with solutions
- ▣ Use the information to develop risk communication for establishing collaborative problem solving and communication efforts
- ▣ While Communicating
 - Simplify the language and presentation ; not the content
 - Don't Assume
 - No decision is unilateral

Suggestions

- ▣ Differentiate Opinions and Facts
- ▣ Reply based on the differentiation
- ▣ Clear and honest communication
 - Share the source of risk data
 - How was it analyzed ?
 - How the results of the analysis were interpreted
 - Explain the chance of risk and predictability of impact

Suggestions

- ▣ Deal with fears due to risks
- ▣ Deal with long term impacts from the risks
- ▣ Improve transparency and credibility
- ▣ Increase trust
- ▣ Stress on expertise / knowledge
- ▣ Repeat key messages
- ▣ Be prepared

Q & A

Thank You!