



ADDRESSING ELEPHANTS IN THE ROOM

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2020 Project Management Symposium



Policy Sectors:

- Agriculture
- Education
- Health
- Land and Property **Rights**



- Energy
- Transpiration
- **Buildings**
- Water and Sanitation
- Irrigation







Observation: Hidden Risks Are Hidden For Good Reasons

- Fear of Appearing Incompetent
- Loudest Person in the Room is Right
- Withholding Information As Power
- Management/Decision-makers Will Blame You

Observation:

Risks and Issues are Perceived as Confusing and Complex

Information Asymmetry: What is your perspective?

The Risk Workshop a.k.a. Safe Place for Open Dialogue

- Use anonymity to bring out the elephants
- Set a solutions-oriented tone
- Leave with actionable plans; reportable; accountable



The Risk Workshop – Outline



- Opener What Do You Do?
 - Introduction to Schedule
 - Construct Rules of Behavior



Risk

- Ideas Generation
- Anonymous Input
- Clear **Formatting**
- Remove duplicates



Scoring Risk

- Numerical
- Clear
- Concise



Risk Response

• Revise the Risk/Issue

- Discuss short term/long term steps
- Assign responsibilities
- Assign checkin date

The Risk Workshop – Opener



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The Risk Workshop – Opener

- Ice breakers that demonstrate information sharing and communication.
- Keep schedule focused on impact and relevance to the work.
- Collaborate with participants to list the best behaviors for the workshop.

Opener



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Risk Name:
Description:
Output Impact:
Outcome Impact:

Project Technical External Organizational Management Funder Decision Estimating Structures Political Technology Planning Location Project Regulatory Complexity Controlling Office Startup Performance Program Handover MOUs

Weather

Procurement

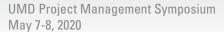
Planning

Risk Name:

Description:

Output Impact:

Outcome Impact:



Slide 14



Technical Risks

Organizational Risks

External Risks

Project Management Risks











Planning

5

Risk Name: City Tank 2 Pipeline

Description: The pipeline from the water treatment plant to city tank 2 may not be servicable or sufficient. It has had two major breaks in the last 18 months and there are indications of leaking.

Output Impact: The expansion will not be effective. If the expanded plant is in use then capacity of the exisiting plant needs to be reduced to not over stress the pipe.

Outcome Impact: There will be no increase in clean water to the utility's customers. The return on investment will not be realized.



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Probability

5	Very High (Highly Probable)	5 Moderate	10 Major	15 Major	20 Severe	25 Severe
4	High (Probable)	4 Moderate	8 Moderate	12 Major	16 Major	20 Severe
3	Medium (Possible)	3 Minor	6 Moderate	9 Moderate	12 Major	15 Major
2	Low (Unlikely)	2 Minor	4 Moderate	6 Moderate	8 Moderate	10 Major
1	Very Low (Rare)	1 Minor	2 Minor	3 Minor	4 Moderate	5 Moderate
		Very Low	Low	Medium	High	Very High
		1	Impact -	3	4	5

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Risk Name: City Tank 2 Pipeline Description: The pipeline from the water tree

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Output Impact: The expansion will not be effective. If the expanded plant is in use then capacity of the exisiting plant needs to be reduced to not over stress the pipe.

Outcome Impact: There will be no increase in clean water to the utility's customers. The return on investment will not be realized.

Probability:

Score:

Back of Card

Probability: 5

Score: 25 (Severe)



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Example Risk Register

Risk	Description of Risk	Description of Impact	Probability Rating	Impact Rating	Priority Rating	Preventative Actions	Owner	Date
Unknown village and land parcel selection	Matting for mothodology So (201)	Tradescens congue. Melapo			25	ECM to communicate arguments to MEA or reference of meritorchalogy and attends for pool of ediagns greater than 64 MEE C7 to expedite review process for village artestons portlandings over received.	RC30(methodology)	4/24/2019
Capacity of local firms or consultants in San Pedro and Bouake.					25	Proving Plan. Before and CT annualness to asset with PA and Prove Discourts of MCA Combust of MC	Peter Euro (Euch,) and Decisionate Devide and Secret Martin (Community medicination) Exits (Community medicination)	3/31/2029
Lack of teachers available					25	Construction of the Constr	Name and the Section Associates	A/28/2029
Budget shortfall					25	they I. Sanah to work substants in an budget scrab. If to reason MCA to conduct budget scrab section as set to build again by they I fluidget became and conflict selections.	Sacrath Johnnesses good Johns Sacrathanna	\$/91/000

Response Hierarchy

Step 1: Anticipate and avoid risks where possible.

Step 2: When risks cannot be avoided, minimize impact.

Step 3: Once risks are minimized, mitigate.

Step 4: Where significant residual impacts remain, compensate for or offset them, where technically and financially feasible.

Feedback

- 7 Workshops; 176 people; 2 years
- 88% gave 4s or 5s on a 5-point scale
- Risk Management was most valuable sessions
- Most significant complaint: Needed more time

Enabling Environment for Workshop

- Preparation Period; Be Responsive to Need
- Off-site location; Dedicated Time (limit distractions)
- External yet Knowledgeable Facilitation (limit bias)
- Senior Leadership Sponsorship (provides credibility)
- Broad Attendance (err on going wide)
- Share Project Charter (grounds common understanding)

Can It Sustain?

- Establish Early in the project initiation period
- Incorporate into the project execution plan
- Keep to a couple of hours a month or quarter
- Driven by top-down demand
- Avoid a compliance mentality

Take-Aways

- Risk Workshop are valuable and save time later.
- They can be prepared with limited level of effort.
- Participants eagerly engage (preparing them is key).
- Follow up can be difficult (get a schedule commitment).
- All MCC's workshop materials and tools available at link.







Integrated Program Management Team



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