



Growth Solutions Group

Risk Management Workshop:

Real World, Real Fast, Real Results

- Innovative New Virtual Collaborative Software
- Highly Structured Risk Management Best Practices
(Quickly Customizable Components to Meet Individual Needs)



■ **New! Highly Designed “Business Focused” Online Collaborative Tool**

- The cutting edge base software tool has been extensively instructionally designed to innovatively leverage social media concepts for the business community (i.e. many additional unique requirements than typical social media consumers)
- The new platform enables the proven “Magic at the Wall” results of a well designed planning session, but conducted completely either completely virtually, or in person and virtually

■ **Melding A Proven Risk Management Planning Structure**

- A highly structured professional services engagement for Risk Management has been extensively instructionally designed for use with the base product
- Thanks to the new platform, the extensively designed “Best Practice Focused” Risk Planning session can be delivered with traditional effectiveness, providing all the established key value propositions, but 100% virtually, and very quickly

■ **Robust Validation for Both the Software Platform & the Planning Offering**

- Examples of organizations that have used the software platform
 - ▶ All new “designed from the ground up” version: Cisco, Symantec, American Geophysical Union, etc.
 - ▶ Previous version: FedEx, Disney, Project Management Institute, State of Alaska, etc.
- Examples of planning expertise and experience of the Risk Management instructional designer
 - ▶ In a previous position, delivered planning consulting and/or had oversight for planning engagements for over 200 of the Fortune 500 companies
 - ▶ Team member for developing the Stanford Advanced Program Management certification
 - ▶ Has presented on best practice planning at conferences like the annual Strategic Planning Association conference, etc.



Rapid Initial Parameters Mutually Agreed to by the Team (1 of 4)

Focusing on High Level and Valuable Ways to Consider Risk: For Example Major Risk Areas (or "Domains")

Risk T1
2 attendees (2 present)

CREATE LIST ?

+ NEW ITEM + FROM LIBRARY + COPY LIST

List Item Name (5)	Color	
1.Products	None	<input type="checkbox"/>
2.New Infrastructure	None	<input type="checkbox"/>
3.Major Acquisition	None	<input type="checkbox"/>
TBD 4	None	<input type="checkbox"/>
Misc	None	<input type="checkbox"/>

Add this list to List Library or update an existing one? ?

Type new list name here or click to select an existing one

DONE



The Heart of the Value – Leveraging Employees Knowledge

Have Your Entire Team Provide an Initial “Gut Level” Check for Listing Possible Risks

Risk T1
2 attendees (2 present)

Hi, Steven

EDIT NOTE ID 29

Topic: 1-Risk Candidates

Integrating departments from new acquisition (business process, culture, etc)

673

Select fields:

- 3.Major Acquisition
- Magnitude
- Likelihood
- Threat Assessment

CANCEL UPDATE

12 out of 18 T:1-Risk Candidates x 1 filters applied

ID 34 Jack Black

Have reports from majority of department heads that morale is very low, that employees don't see a strategy, or clear objectives we are heading for, or concrete actions

1-Risk Candidates

Risk Domain: TBD 4

Magnitude:

Likelihood:

Threat Assessment:

ID 33 Steven Summit

In the last quarter, lost 10% of employees to competitors, need a plan and actions to stem loss

1-Risk Candidates

ID 32 Jack Black

Major Supplier Just announced filing for bankruptcy, may have multiple impacts

1-Risk Candidates

ID 29 Jack Black

Integrating departments from new acquisition (business process, culture, etc)

1-Risk Candidates

ID 28 Steven Summit

Linking IT systems from acquisition company into all new IT architecture

1-Risk Candidates

ID 27 Jack Black

Training all employees on new infrastructure systems before cutover, quickly and effectively

1-Risk Candidates

ID 26 Steven Summit

Integrating new data center, IT platform, ERP system and telcom system, all from different vendors

1-Risk Candidates

ID 25 Jack Black

Hyper complex new business logic needed for new infrastructure & aquisition, existing logic is ancient

1-Risk Candidates

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A Major Unique Value – “Virtual” Magic at the Wall

A Powerful, and Fast, Way to Boil Down and Validate the “Right” Set of Possible Risks (Available Completely Virtually)

Risk T1



 Hi, Jack 

TOPICS & GROUPS

Miscellaneous (0 of 0)

1-Risk Candidates (0 of 12)

1.Products (3)

2.New Infrastructure (3)

3.Major Acquisition (3)

Misc (1)

TBD 4 - Culture (2)

2-Risk Impacts (3 of 3)

3-Risk Planning (3 of 3)

Parking Lot (0 of 0)

Admin-Names (0 of 0)

▲ 2.New Infrastructure (3)

ID 25

Jack Black

Hyper complex new business logic needed for new infrastructure & aquisition, existing logic is ancient



ID 26

Steven Summit

Integrating new data center, IT platform, ERP system and telcom system, all from different vendors



ID 27

Jack Black

Training all employees on new infrastructure systems before cutover, quickly and effectively





Rapid Initial Parameters Mutually Agreed to by the Team (2 of 4)

Focusing on High Level and Valuable Ways to Consider Risk: For Example Risk Likelihood and Magnitude

RISK LIKELIHOOD		
LOW	MEDIUM	HIGH
(0%-25%)	(25%-70%)	(75%-100%)
*The percent likelihood of a risk's occurrence		



		RISK MAGNITUDE		
		LOW	MEDIUM	HIGH
Magnitude (Overall Impact)	MINIMAL / INSIGNIFICANT / NEGLIGIBLE impacts on schedule &/or scope &/or resource &/or budget &/or quality	MODERATE / RECOVERABLE / ACCEPTABLE impacts on schedule &/or scope &/or resource &/or budget &/or quality	SIGNIFICANT / SEVERE / CATASTROPHIC impacts on schedule &/or scope &/or resource &/or budget &/or quality	

Rapid Initial Parameters Mutually Agreed to by the Team (3 of 4)

Focusing on High Level and Valuable Ways to Consider Risk: For Example Threat Assessment Ranking

		THREAT ASSESSMENT SCORE		
		Ranking Risks by Score (Acme Project XYZ)		
		LIKELIHOOD		
		LOW	MEDIUM	HIGH
Magnitude (Overall Impact)	HIGH	3.0	4.0	5.0
	MEDIUM	2.0	3.0	4.0
	LOW	1.0	2.0	3.0
<p>◆ Threat Assessment Scoring Definitions: 1=Very Low Risk ◆ 2=Low Risk ◆ 3=Medium Risk ◆ 4=High Risk ◆ 5=Very High Risk</p> <p>◆ Red Threat Assessment Ranking Numbers: indicates risks that should be prioritized for Preventative Actions and Contingency Plans development</p>				



You Can't Worry About Everything – Prioritize by Threat Ranking

Ranking by Group Validated Threat Assessment Scores Lets You Identify the Prioritized Set of Risks You can Reasonably Manage

Risk T1
2 attendees (2 present)

Hi, Steven

TOPICS & GROUPS

Miscellaneous (0 of 0)

1-Risk Candidates (0 of 12)

1.Products (3)

2.New Infrastructure (3)

3.Major Acquisition (3)

Misc (1)

TBD 4 - Culture (2)

Add new group

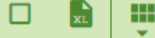
ADD

2-Risk Impacts (3 of 3)

3-Risk Planning (3 of 3)

Parking Lot (0 of 0)

Admin-Names (0 of 0)



1.Products (3)

ID 22 Steven Summit

1.1-Product X bad PR for running behind+RF1:Product X is rumored internally to be behind, and already has bad press for running late

ID 23 Jack Black

1.2-Product Y tight launch window+RF5:Product Y has a very tight window to launch to not lose majority of market share

ID 24 Steven Summit

1.3-Product Z doesn't have competitive features+RF4:Product Z has 3 new competitors just announced, all with new features Product Z does not currently have

1-Risk Candidates

Risk Domain: 1.Products

Magnitude: High

Likelihood: High

Threat Assessment: 5

Rapid Initial Parameters Mutually Agreed to by the Team (4 of 4)

Focusing on High Level and Valuable Ways to Consider Risk: For Example an Optional “Individual Impact Areas” Approach

	RISK MAGNITUDE & INDIVIDUAL IMPACT AREAS		
	LOW	MEDIUM	HIGH
SCHEDULE	Minimal schedule slippage (1%-10%)	Moderate schedule slippage (10%-23%)	Significant schedule slippage (Over 30%)
SCOPE	Scope Impact is minimal or non-critical or not noticeable	Significant features of scope affected or major scope impacts	Scope loss &/or impact is not acceptable, i.e. “Showstopper”
RESOURCES	Resource additional requirements or impact on existing resources is Minimal (1%-10%)	Resource additional requirements or impact on existing resources is Moderate (10%-30%)	Resource additional requirements or impact on existing resources is Significant (Over 30%)
BUDGET	Negligible to minor cost increase &/or budget impact (1%-10%)	Moderate cost increase &/or budget impact (10%-30%)	Significant cost increase (30% or more)
QUALITY	Quality impact &/or reduction is MINIMAL or likely not perceptible	Quality impact &/or reduction is noticeable, but deemed TOLERABLE	Quality impact &/or reduction is considered UNACCEPTABLE
Magnitude (Overall Impact)	MINIMAL/ INSIGNIFICANT / NEGLIGIBLE impacts on schedule &/or scope &/or resource &/or budget &/or quality	MODERATE / RECOVERABLE / ACCEPTABLE impacts on schedule &/or scope &/or resource &/or budget &/or quality	SIGNIFICANT / SEVERE / CATASTROPHIC impacts on schedule &/or scope &/or resource &/or budget &/or quality



Rapid, Yet Detailed, Additional Ranking & Validation

Quickly Score Risks with Customized Impact Areas, & use to Validate High Level Severity & Risk Factors

Risk T1
2 attendees (2 present)



Hi, Steven

NEW NOTE

Topic

2-Risk Impacts

Type your note here...

750

Select fields

Schedule

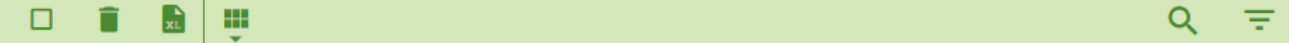
Scope

Resources

Budget

Quality

ADD ➔



3 out of 18

T:2-Risk Impacts x

1 filters applied

ID 37
Steven Summit

1.3-Product Z doesn't have competitive features+RF4

2-Risk Impacts

ID 36
Steven Summit

1.2-Product Y tight launch window+RF5

2-Risk Impacts

Schedule: Med
Scope: Med
Resources: High
Budget: Med
Quality: High

ID 35
Steven Summit

1.1-Product X bad PR for running behind+RF1

2-Risk Impacts



The Point of the Exercise: How Can We Avoid It / What if We Can't

The Entire Team Agrees on High Level Preventative Actions & Contingency Plans, with Clear Ownership & Due Dates

Risk T1

Hi, Jack

NEW NOTE

Topic

1-Risk Candidates

Type your note here...

750

Select fields

Risk Domain

Magnitude

Likelihood

Threat Assessment

ADD ➔

18 notes

Note	Fields	Topic	Tools
[P]Preventative Actions:	Preventative Due: 6/1/17		
<p>ID: 38</p> <p> Steven Summit</p> <p>1.3-Produce Z doesn't have competitive features+RF4</p> <p>Risk ID: 1.3</p> <p>Preventative Owner: JB</p> <p>Preventative Due: 4/6/17</p> <p>Contingency Owner: SS</p> <p>Contingency Due: 5/7/17</p> <p>[P]Preventative Actions:</p> <ul style="list-style-type: none"> *Convene special design team to review new competitors, and provide prioritized feature list *Executive committee to review list and draw cut line of critical features to add to product, based on budget considerations <p>[C]Contingency Actions:</p> <ul style="list-style-type: none"> *Executive committee authorizes additional scope added to Product Z, if business analysis assesses too risky to go to market without them <p>[T]Contingency Trigger:</p> <ul style="list-style-type: none"> *Business analysis team review of competitors new features determines we can't effectively compete without them 	3-Risk Planning		
<p>ID: 35</p> <p> Steven Summ..</p> <p>1.1-Product X bad PR for running behind+RF1</p> <p>Schedule: Med</p> <p>Scope: Med</p> <p>Resources: Med</p>		2-Risk Impacts	
<p><input type="checkbox"/> ID: 34</p> <p> Jack Black</p> <p>Have reports from majority of department heads that morale is very low, that employees don't see a strategy, or clear objectives we are heading for, or concrete</p> <p>Risk Domain: TBD 4</p> <p>Severity:</p> <p>Probability:</p>		1-Risk Candidates	



A Robust Risk Management Plan - Ready to Implement

Involving a wider team and leveraging their experience and insight results in better initial risk identification, more accurate likelihood and magnitude evaluation, very accurate Threat Assessment ranking, and the development of more effective Preventative & Contingency Plans

A	B	C	D	E	F	G	H	I	J	K	L	M	N
Risk Management Plan													
R-ID	Risk Tagline	Risk Description	First Name	Last Name	Risk Domain	Magnitude	Likelihood	Threat Assessment*	Schedule	Scope	Resources	Budget	Quality
1.1	Product X bad PR for running behind	Product X is rumored internally to be behind, and already has bad press for running late	Steven	Summit	1.Products	Low	Low	1	Med	Med	Med	Med	Med
1.2	Product Y tight launch window	Product Y has a very tight window to launch to not lose majority of market share	Jack	Black	1.Products	High	High	5	Med	Med	High	Med	High
1.3	Product Z doesn't have competitive features	Product Z has 3 new competitors just announced, all with new features Product Z does not currently have	Steven	Summit	1.Products	High	Med	4	Low	Med	High	Med	High

A	B	O	P	Q	R	S	T	U
Risk Management Plan								
R-ID	Risk Tagline	Preventative Owner	Preventative Due	Contingency Owner	Contingency Due	Preventative	Contingency	Contingency Trigger
1.1	Product X bad PR for running behind	SS	10/4/2016	SS	12/7/2016	*Special project planning "crisis" team to look for and enact schedule reductions options *Deploy PR campaign to pitch that schedule slip is for improved features & better quality	*Move resources from other projects to accelerate Product X launch *Additional PR campaign to focus more on "improved" features *Evaluate product for features that can be pushed back until next release	*Project plan is more than 3 weeks behind schedule for product launch
1.2	Product Y tight launch window	JB	9/15/2016	SS	11/22/2016	*Bring in project planning "Tiger Team" to monitor on a daily basis *As schedule is locked in, have executive committee review and sign-off on additional scope that can be removed from this initial launch	*Tiger Team to prepare proposal for shifting internal resources to Product Y for executive committee review and sign-off *Research and prepare to bring in outside temporary contractors to enable a second 8 hour shift every day	*Internal resources-Product Y Project plan is more than 1 weeks behind schedule for product launch *External resources-Product Y Project plan is more than 3 weeks behind schedule for product launch
1.3	Product Z doesn't have competitive features	SS	10/15/2016	JB	12/19/2016	*Convene special design team to review new competitors, and provide prioritized feature list *Executive committee to review list and draw cut line of critical features to add to product, based on budget considerations	*Executive committee authorizes additional scope added to Product Z, if business analysis assesses too risky to go to market without them	*Business analysis team review of competitors new features determines we can't effectively compete without them

Optional & Customizable Features



Leveraging the Full Features of the Tool for Better Risk Data - Faster

The Team Can Both Speed Up and Improve the Quality of Information that is Gathered (via filters, searches, views, etc.)

Risk T1



Hi, Jack



EDIT NOTE ID 32

Topic i

1-Risk Candidates ▼

Major Supplier Just announced filing for bankruptcy, may have multiple impacts

672

Select fields

Misc ▼

Low ▼

Likelihood ▼

Threat Assessment ▼

CANCEL **UPDATE**

18 notes

	Note	Fields	Topic	ID
Steven Summit	1.1-Product X bad PR for running behind+RF1	👍 Risk ID: 1.1	3-Risk Plann...	ID 40
Steven Summit	1.2-Product Y tight launch window+RF5	👍 Risk ID: 1.2	3-Risk Plann...	ID 39
Steven Summit	1.3-Produce Z doesn't have competitive features+...	👍 Risk ID: 1.3	3-Risk Plann...	ID 38
Steven Summit	1.3-Produce Z doesn't have competitive features+...	👍 Schedule: Low	2-Risk Impac...	ID 37
Steven Summit	1.2-Product Y tight launch window+RF5	👍 Schedule: Med	2-Risk Impac...	ID 36
Steven Summit	1.1-Product X bad PR for running behind+RF1	👍 Schedule: Med	2-Risk Impac...	ID 35
<input type="checkbox"/> Jack Black	Have reports from majority of department heads ...	👍 Risk Domain: TBD 4	1-Risk Candi...	ID 34
Steven Summit	In the last quarter, lost 10% of employees to com...	👍 Risk Domain: TBD 4	1-Risk Candi...	ID 33
<input type="checkbox"/> Jack Black	Major Supplier Just announced filing for bankrup...	👍 Risk Domain: Misc	1-Risk Candi...	ID 32
Steven Summit	Blending existing products with new products fro...	👍 Risk Domain: 3.Major Acquisition	1-Risk Candi...	ID 31
<input type="checkbox"/> Jack Black	Integrating departments from new acquisition (b...	👍 Risk Domain: 3.Major Acquisition	1-Risk Candi...	ID 29
Steven Summit	Linking IT systems from acquisition company int...	👍 Risk Domain: 3.Major Acquisition	1-Risk Candi...	ID 28
<input type="checkbox"/> Jack Black	Training all employees on new infrastructure syst...	👍 Risk Domain: 2.New Infrastructure	1-Risk Candi...	ID 27
Steven Summit	Integrating new data center, IT platform, ERP syst...	👍 Risk Domain: 2.New Infrastructure	1-Risk Candi...	ID 26
<input type="checkbox"/> Jack Black	Hyper complex new business logic needed for ne...	👍 Risk Domain: 2.New Infrastructure	1-Risk Candi...	ID 25
Steven Summit	1.3-Produce Z doesn't have competitive features+...	👍 Risk Domain: 1.Products	1-Risk Candi...	ID 24
<input type="checkbox"/> Jack Black	1.2-Product Y tight launch window+RF5:Product ...	👍 Risk Domain: 1.Products	1-Risk Candi...	ID 23
Steven Summit	1.1-Product X bad PR for running behind+RF1:Pro...	👍 Risk Domain: 1.Products	1-Risk Candi...	ID 22



Example: More Sophisticated Risk Management Structure (1 of 4)

Additional Levels of Categorizing Risks (Likelihood):
 Allows more precise analysis of the potential of a risk occurring .

RISK LIKELIHOOD				
Rare	Improbable	Possible	Probable	Almost Certain
(0%-10%)	(10%-35%)	(35%-65%)	(65%-90%)	(90%-100%)
A very small likelihood, but could occur if exceptional situations and/or conditions arise. Very little potential for this risk to materialize.	There is a slight potential that this risk could materialize, but it's not anticipated.	There is a reasonable potential that this risk might occur, due to a variety of factors such as a history of incidence for similar situations, similar complexity, similar compacted schedules, etc.	There is a strong potential for this risk to occur, based on factors such as a history of frequent incidence for similar situations, unique challenges of this particular situation, etc.	Extremely high potential for this risk to occur based on factors such as risks for this type of situation and/or conditions historically materializing, an unusually challenging set of circumstances, etc.
*The percent likelihood of a risk's occurrence				



Example: More Sophisticated Risk Management Structure (2 of 4)

Additional Levels of Categorizing Risks (Magnitude):

Allows a wider range of analysis for the estimated overall impact of a risk.

RISK MAGNITUDE & INDIVIDUAL IMPACT AREAS						
		Insignificant	Minor	Moderate	Major	Catastrophic
Magnitude (Overall Impact)	INSIGNIFICANT / NEGLIGIBLE / INCON- SEQUENTIAL impacts on schedule &/or scope &/or resource &/or budget &/or quality	MINIMAL/ MINOR / UNIM- PORTANT impacts on schedule &/or scope &/or resource &/or budget &/or quality	MODERATE / RECOVERABLE / ACCEPTABLE impacts on schedule &/or scope &/or resource &/or budget &/or quality	SIGNIFICANT / SUBSTANTIAL / UNACCEPT- ABLE impacts on schedule &/or scope &/or resource &/or budget &/or quality	CATASTROPHIC / SEVERE / DISASTROUS impacts on schedule &/or scope &/or resource &/or budget &/or quality	

Example: More Sophisticated Risk Management Structure (3 of 4)

Additional Levels of Categorizing Risks (individual Impacts):

Allows more specific analysis of Individual Impacts if deemed valuable to include in the risk analysis

	RISK MAGNITUDE & INDIVIDUAL IMPACT AREAS				
	Insignificant	Minor	Moderate	Major	Catastrophic
SCHEDULE	Schedule slippage is slight, inconsequential (0%-5%)	Minimal schedule slippage (5%-15%)	Moderate schedule slippage (15%-25%)	Significant schedule slippage (25% - 40%)	Severe schedule slippage (over 40%)
SCOPE	Scope Impact is completely or mostly not noticeable	Scope Impact is minimal or non-critical	Significant features of scope effected	Major scope features effected which could impact level of success	Scope loss &/or impact is not acceptable, i.e. "Showstopper"
RESOURCES	Resource impact is negligible (0%-5%)	Resource additional requirements or impact on existing resources is Minimal (5%-15%)	Resource additional requirements or impact on existing resources is Moderate (15%-25%)	Resource additional requirements or impact on existing resources is Significant (25% - 40%)	Resource additional requirements or impact on existing resources is Disastrous (Over 40%)
BUDGET	Cost &/or other budget impacts is inconsequential (0%-5%)	Minor cost increase &/or budget impact (5%-15%)	Moderate cost increase &/or budget impact (15%-30%)	Significant cost increase (30% - 50%)	Unacceptable cost increase (50% or more)
QUALITY	Quality impact &/or reduction is NEGLIGIBLE or likely not perceptible	Quality impact &/or reduction is MINIMAL	Quality impact &/or reduction is noticeable, but deemed TOLERABLE	Quality impact &/or reduction is considered potentially UNACCEPTABLE	Quality impact &/or reduction is considered DISASTROUS
Magnitude (Overall Impact)	INSIGNIFICANT / NEGLIGIBLE / INCONSEQUENTIAL impacts on schedule &/or scope &/or resource &/or budget &/or quality	MINIMAL / MINOR / UNIMPORTANT impacts on schedule &/or scope &/or resource &/or budget &/or quality	MODERATE / RECOVERABLE / ACCEPTABLE impacts on schedule &/or scope &/or resource &/or budget &/or quality	SIGNIFICANT / SUBSTANTIAL / UNACCEPTABLE impacts on schedule &/or scope &/or resource &/or budget &/or quality	CATASTROPHIC / SEVERE / DISASTROUS impacts on schedule &/or scope &/or resource &/or budget &/or quality

Example: More Sophisticated Risk Management Structure (4 of 4)

Additional Levels of Categorizing Risks (Threat Assessment Rank):
Allows a more nuanced analysis of a risks' Threat Assessment Ranking

		THREAT ASSESSMENT SCORE				
		Ranking Risks by Score (Acme Project XYZ)				
		LIKELIHOOD				
		RARE (0%-10%)	IMPROBABLE (10%-35%)	POSSIBLE (35%-65%)	PROBABLE (65%-90%)	ALMOST CERTAIN (90%-100%)
MAGNITUDE (Overall Impact)	CATASTROPHIC	2.5	3.5	4	4.5	5
	MAJOR	2	3	3.5	4	4.5
	MODERATE	1.5	2.5	3	3.5	4
	MINOR	1	2	2.5	3	3.5
	INSIGNIFICANT	.5	1.5	2	2.5	3
<p>◆ Threat Assessment Scoring Definitions: 1=Very Low Risk ◆ 2=Low Risk ◆ 3=Medium Risk ◆ 4=High Risk ◆ 5=Very High Risk</p> <p>◆ Red Threat Assessment Ranking Numbers: indicates risks that should be prioritized for Preventative Actions and Contingency Plans development</p>						