



“Is it really a risk?”  
Or just an issue that might happen...

*A critical look at our approach to risk management.*

**Project Challenge 2018 - Project Planning & Controls Zone**

**Eddie Borup – ibp Solutions Ltd**

# Overview

- Effective risk management has little to do with software, filling in registers or obtaining the M\_o\_R qualification.
- ***This session will challenge the way we think about risk and provide some practical examples of what it takes to effectively manage risk.***
- For the risk practitioner share techniques that can be applied tomorrow.
- For management looking to embed a risk framework, a practical example from working in a conflict/post conflict environment to understand how complexity impacts your approach.

# Introduction – roles that have helped me along the way...

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- Telecommunications
    - Started as an Apprentice
    - Head of Project & Programme Management – 106 Programme/Project Mgrs
    - Interim Head of Delivery – approx. 500 staff reporting to the CEO during merger of 5 cable companies into Mercury to become CWC.
  - UK Military – Infantry Officer
  - Owner/Director of the first Accredited Consulting Organisation
    - Establish 1998, ISO9001:2000 with BSI– acquired in January 2006
  - Director and chair of the Best Practice User Group
    - Part of the team engaged in best practice
  - Head of Programme South Sudan
    - Accountable for 30m delivery programme during the civil war
  - Programme Manager – Sierra Leone
    - Accountable for kick-starting a programme to reduce infant mortality
  - Various interim and consulting assignments
  - Supporting the following :
    - Various UN organisations;- UNDP, UNOPS, UNV, ITU, UNFPA, DPKO
    - Various NGO's:- ODI, Raoul Wallingburg Institute, Asian Development Bank
    - Central Government , Local Authority, Police, Fire services, Military
    - Telecommunications (COLT, Ericsson, Vodafone, BT, C&W, Siemens)
    - Other sectors - Airline, Publishers, Financial, Distribution, Retail, Travel , Manufacturing – Car, Steel, Housing, Infrastructure
  - Locations
    - UK, France, Germany, Greece, Belgium, Holland, Denmark, Sweden, Turkey, Switzerland, Italy
    - China, Vietnam, Cambodia, Malaysia, Nepal, Thailand, Sri Lanka, Singapore, Maldives, Laos, Afghanistan
    - South Africa, Tanzania, Kenya, Uganda, South Sudan, Mozambique, Libya, Tunisia, Sierra Leone
    - USA, Canada, Peru, Trinidad & Tobago
    - Yemen, Oman, Palestine, UAE
  - University of Chester
    - Currently doing a Masters in Programme & Project Management

# Agenda

1. Context
2. Issue waiting to happen
3. So what is a risk?
4. Embedded way of thinking



# Context

***Critical review of risk when considering:***

**Complexity**

**Capability**



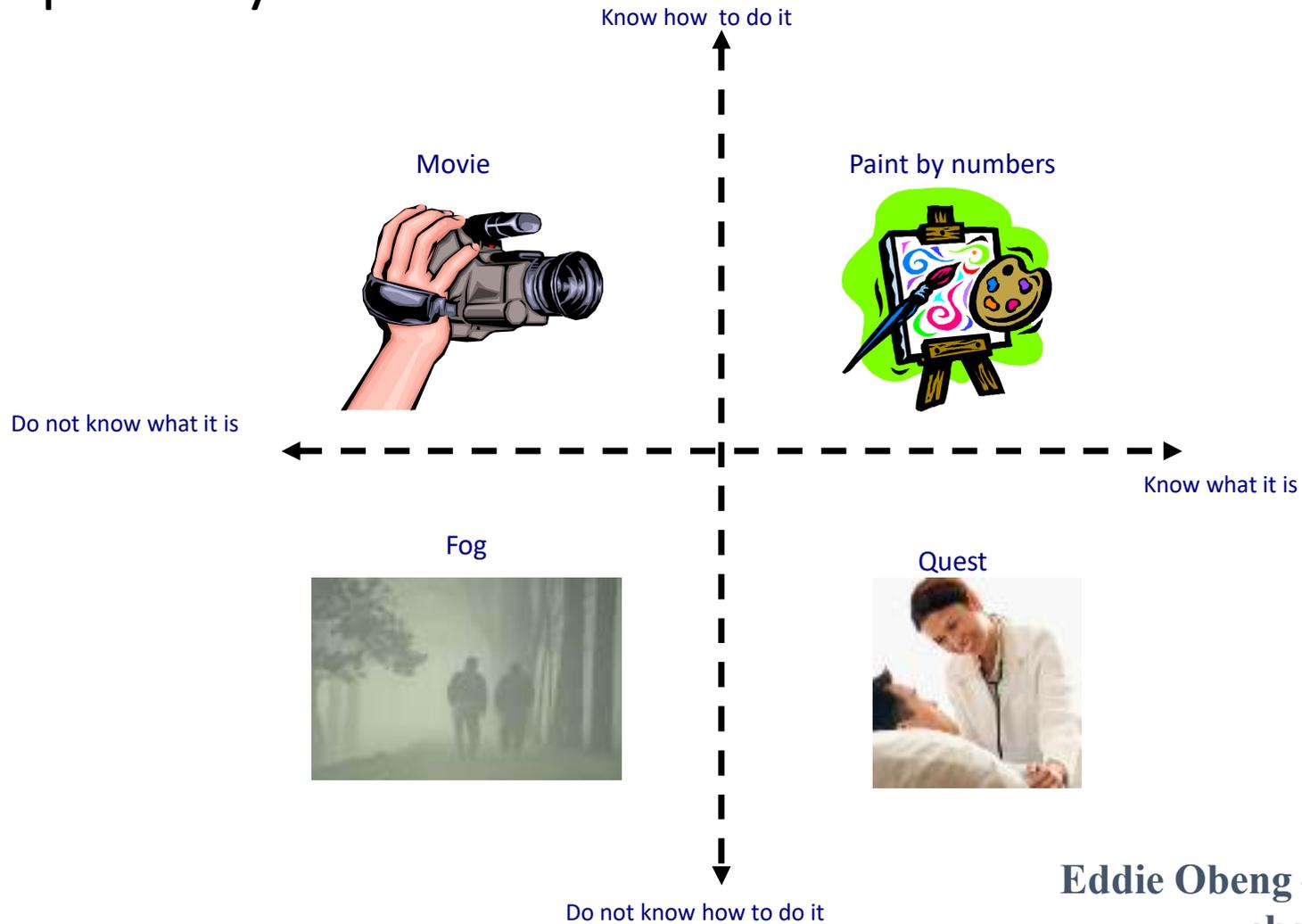
# Context

*There is no consensus on the definition of complexity within project management (Bakhshi, Ireland, & Gorod, 2016).*

*Determining if a project is complex, is in itself a “complex matter” (Qureshi & Kang, 2015).*

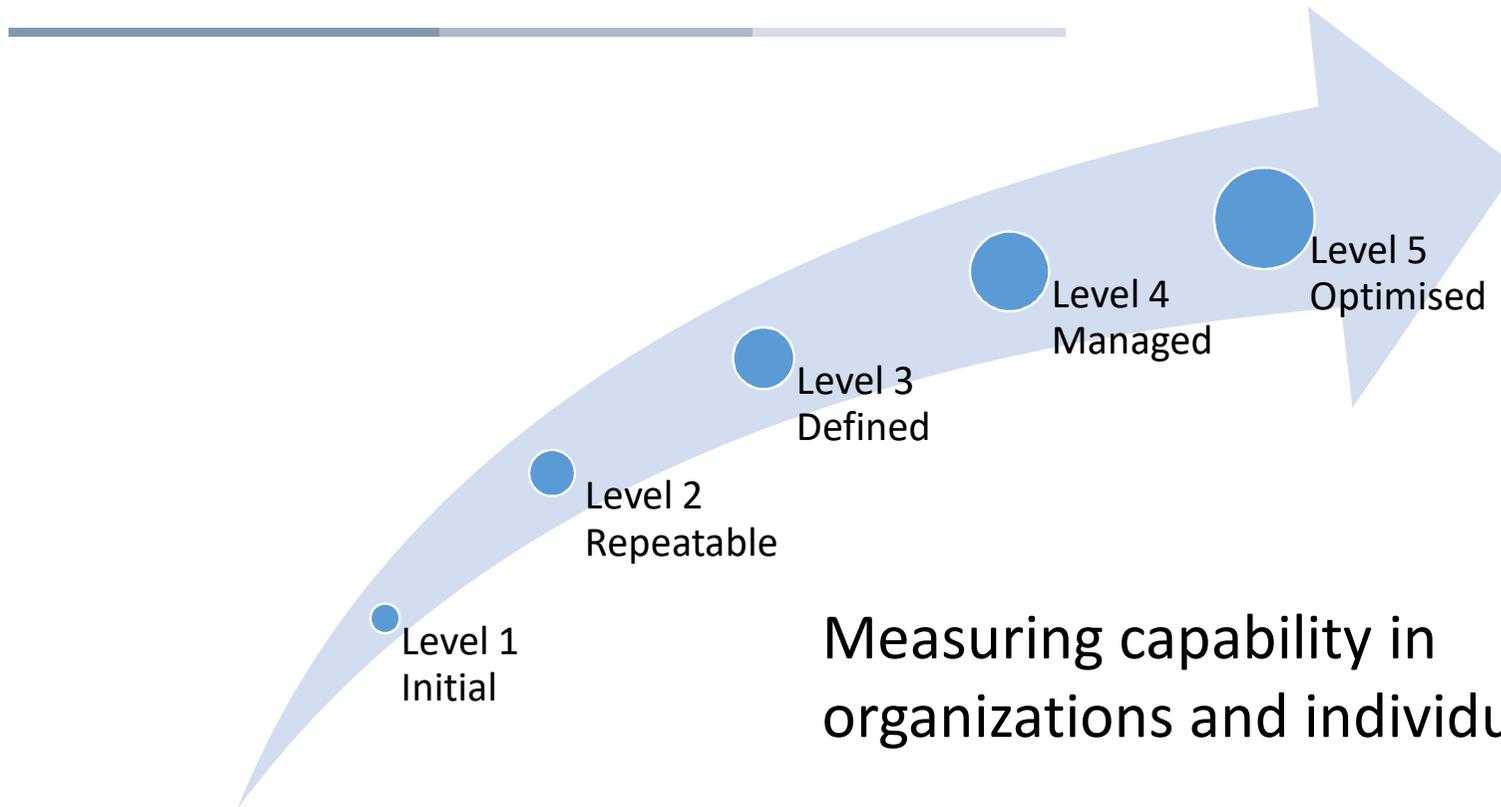
*Some of the aspects of complexity can be considered across three topics, “technical, organisational and environment” (TOE) (Bosch-Rekvelde, Jongkind, Mooi, Bakker, & Verbraeck, 2011).*

# Complexity



**Eddie Obeng – four types of change**

# Capability



Issue waiting to happen....

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**What is the difference between an issue and risk?**

**When a “risk” occurs, what are we supposed to do?**



## Level 2 vs. Level 3 Risk...*Technique to take away!!!*

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If not already part of your existing risk register, add “Proximity” and find the date the risk is going to occur or no longer likely to happen.

Now go to the plan and add the description – working back from this date

- Plot the earlier warning indicators.

- Put the tasks needed to reduce the likelihood of it happening

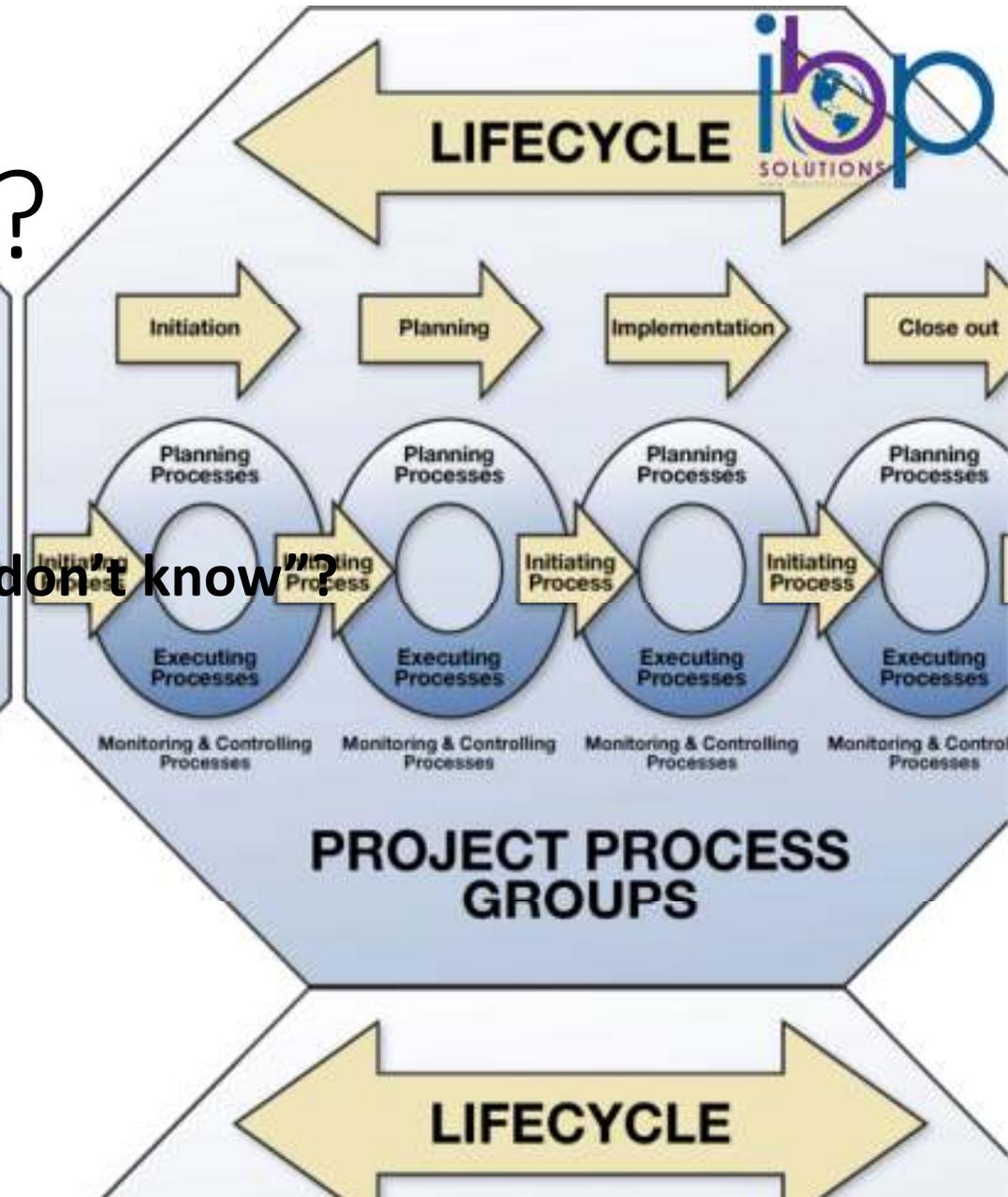
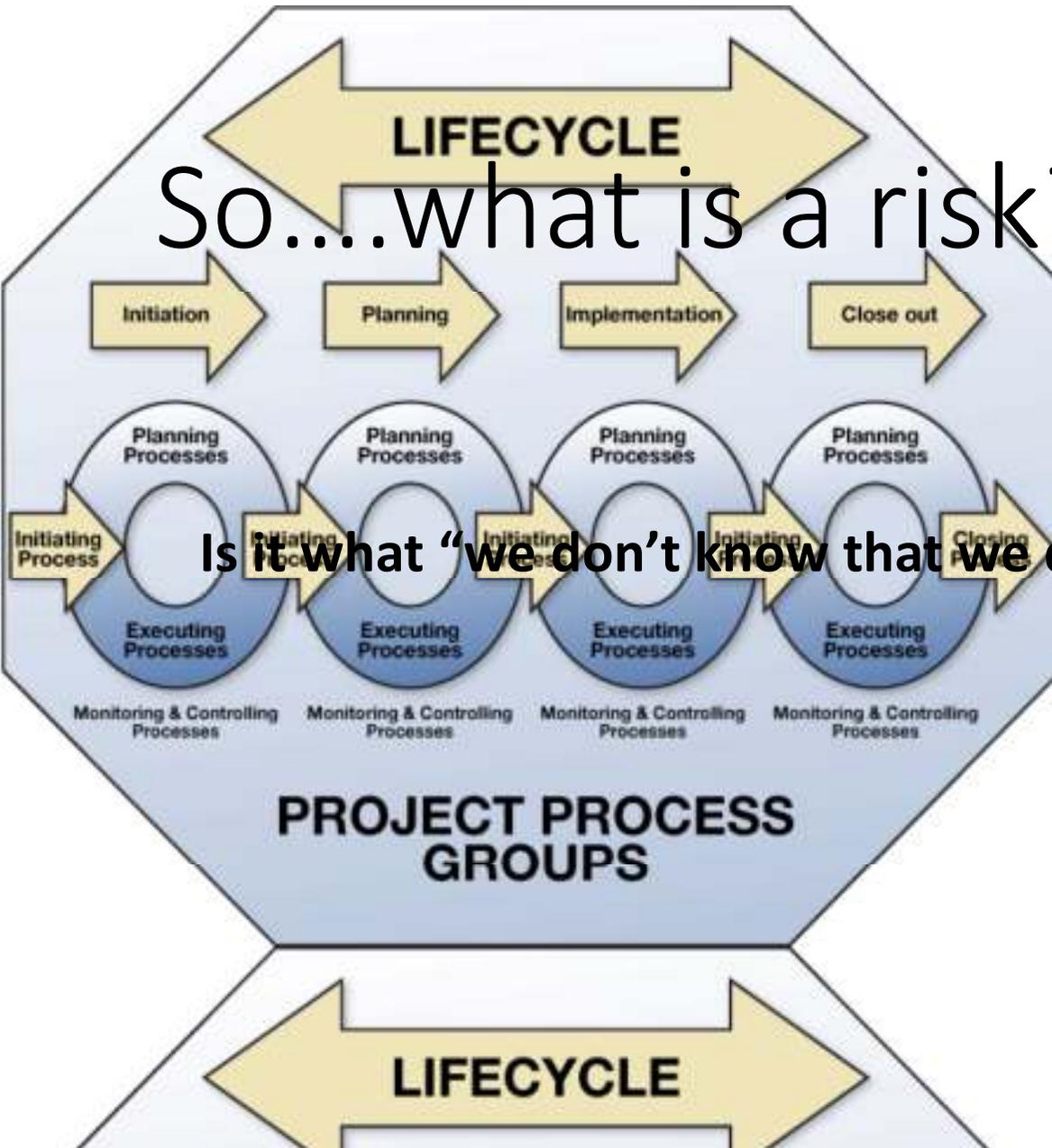
- Add the tasks that will reduce the impact if it does happen

Working forward from the date add, “Plan B when it happens”

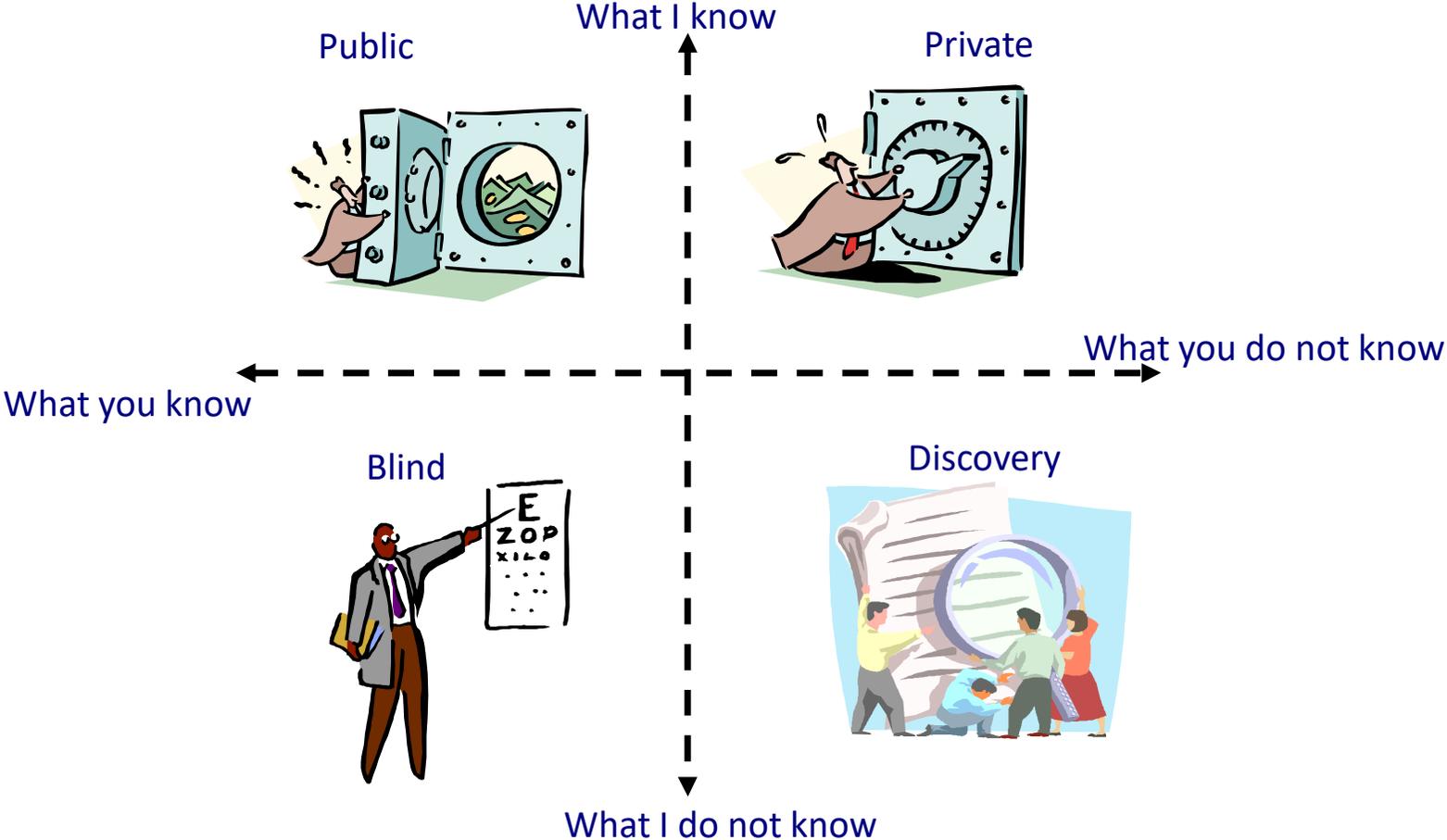
Is this still a risk? or an issue waiting to happen...

So...what is a risk?

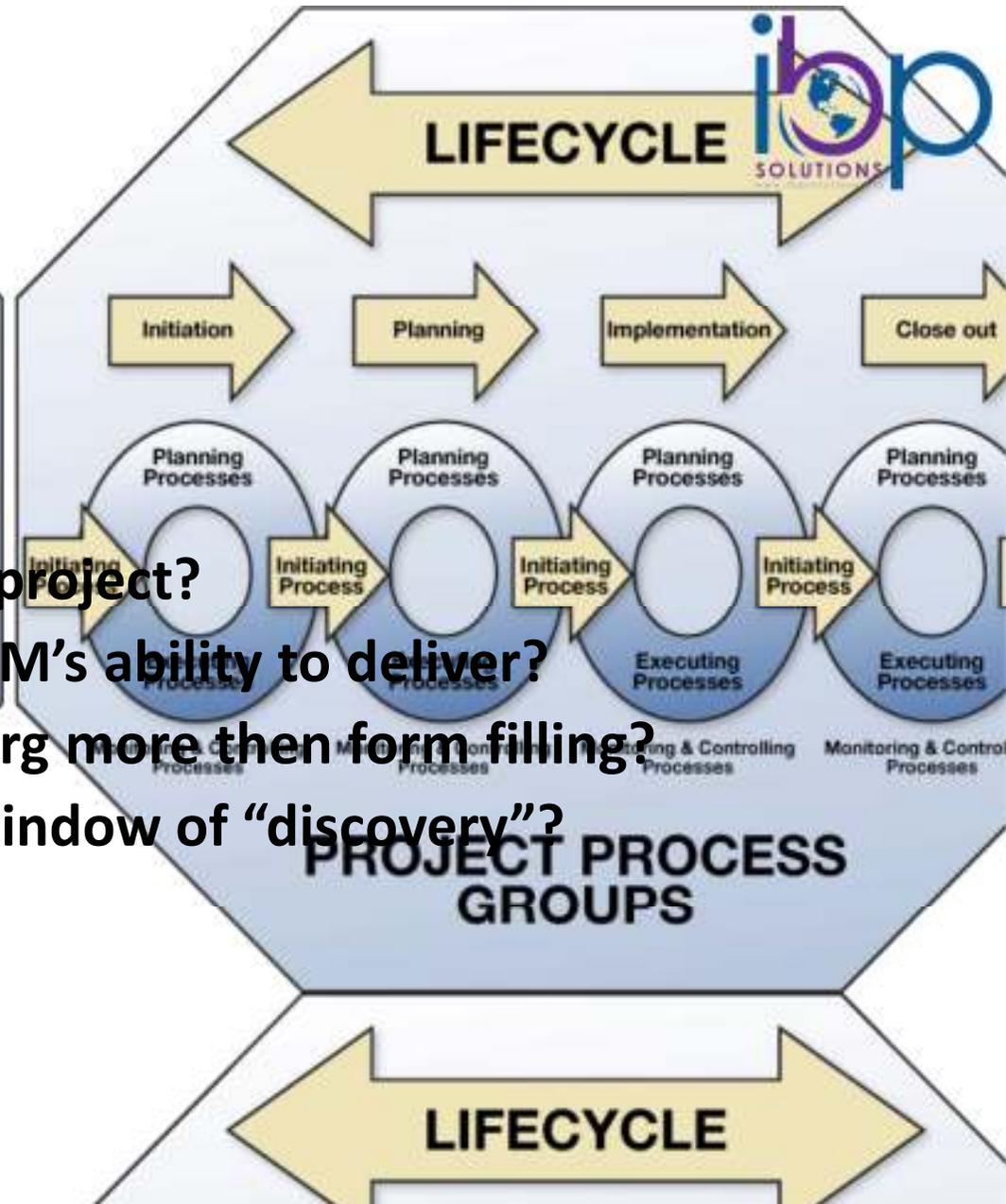
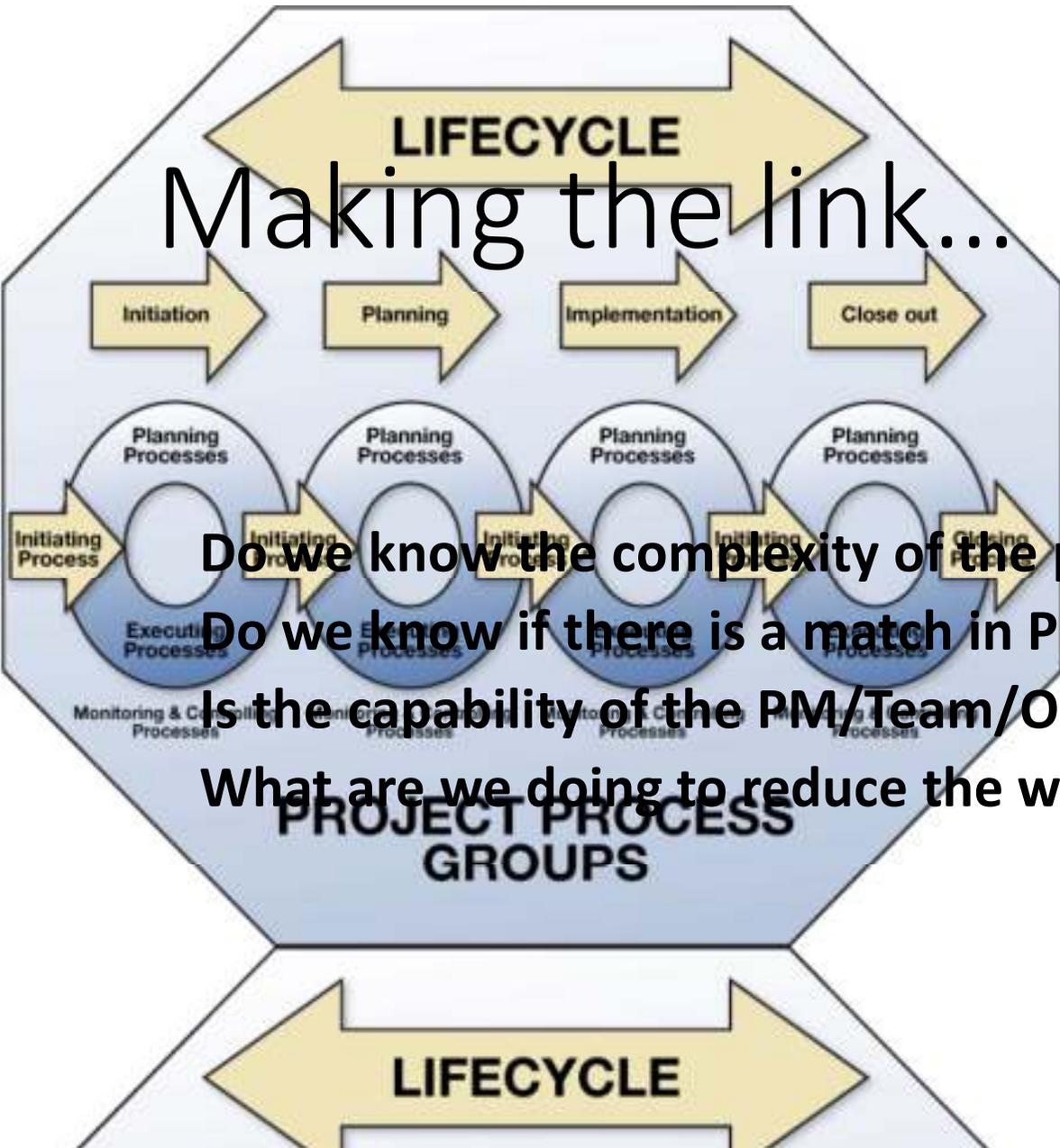
Is it what "we don't know that we don't know"?



# JoHari Window



# Making the link...



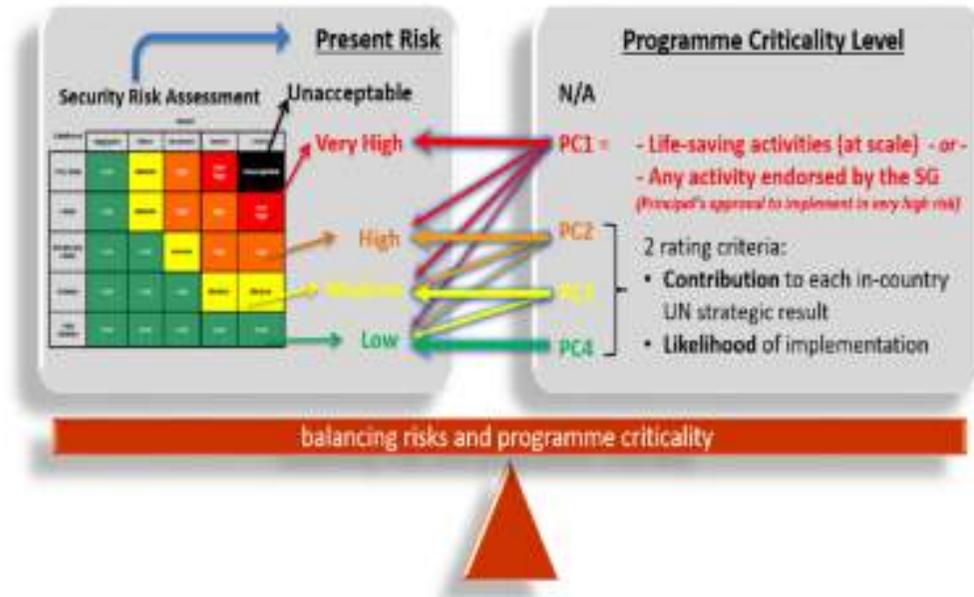
**Do we know the complexity of the project?**  
**Do we know if there is a match in PM's ability to deliver?**  
**Is the capability of the PM/Team/Org more than form filling?**  
**What are we doing to reduce the window of "discovery"?**

Embedding risk



# Integrating risk example - Mobilising staff....

- Prior to booking flight.....complete “trip” request
  - Training records verified
  - Programme criticality confirmed
  - Logistics (visa, Accomadation, transport etc)
- On arrival – prior to field deployment
  - Check for e-bola (early warning indicator)
  - Security briefing/training
  - Issue PPE
- On deployment to the project
  - Security briefing
  - Evac, bunker, comms checking, curfew
- Project risk & Security risk
  - Appetite for risk vs. Capacity for risk



*Summary* — risks might be the “stuff” that we didn’t identify vs. the “stuff” we did foresee and planned for...

Maybe we need to figure out how to reduce the size of the discovery box vs. convincing ourselves that the risks are under control...

*“In a time of drastic change it is the learners who inherit the future. The learned usually find themselves perfectly equipped to live in a world that no longer exists...”*

Eric Hoffer.

*“Learning is not compulsory, but neither is survival...”*

W. Edwards Deming

# Any Questions?

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Albert Einstein, (amongst others) has been credited with the following...

*“Madness is an expectation that if you keep doing the same thing in the same way something will change.”*

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