



## Agenda

Click [here](#) for additional training and schedules.

## Proactive Risk Management: Stakeholder Tolerance Analysis, Buy-in, and Commitment

**Instructor(s):** Bradley Malone, PMP

**Prework:** None

**Length:** 2 day

**CEUs:** 1.4/see below for PDU breakdown

**Level:** Core

**Training Topic:** Leadership Development

**Subtopics:** Risk Management, Stakeholder Engagement

### Training Description:

Many organizations are beginning to see the value of undertaking efforts to invest the time and personnel to identify and respond to those risks critical to the success of the organization's projects, and keep the expectations of key stakeholders aligned with reality. Other organizations, however, continue to expend little effort within their project's initiation and planning phases in identifying and responding to risks, leaving their project teams in a reactive, firefighting mode of managing projects when issues arise in the execution phase. These organizations often have to accept deliverables that don't meet the performance objectives in a project that is already late and over cost. This training is based on numerous project management process implementation efforts and project audits. It will discuss strategies to the seemingly typical response of some organizations to risk management—worried about the outcome, but hopeful that the project team will create a miracle. Through the application of directed discussions and accompanying tools, a project team and organization can begin the movement toward being prepared to respond to project risk events—a proactive approach which can also serve as a learning platform across the entire organization.

### Learning Objectives:

*Upon completion of this training, learners will be able to:*

- Understand strategic risk management: project selection, opportunity identification, financial/benefit analysis.
- Determine stakeholder risk appetite, tolerances, and thresholds.
- Identify, assess, and evaluate risk events and triggers.
- Name the essential principles of the project risk management processes: identification, analysis, response planning, and monitoring and controlling.
- Recognize the importance of risk management on projects and identify the main areas of risk.
- Understand the distinction between uncertainty (common cause variation) and risk (special cause variation).
- Know how to apply several risk management techniques and how to communicate the results of those techniques to the key project stakeholders.
- Determine and develop proactive risk responses and control mechanisms.
- Recall the usage and communication of contingency reserve, management reserve, fallbacks, and workarounds.
- State how to communicate the occurrence of an identified risk event versus an unidentified risk event (issue).
- Understand how to use the project phases to iteratively identify, assess, and respond to risk events and convey meaningful project information to decision-makers. Manage future risks more effectively through organizational lessons learned.

## AGENDA—DAY 1

- Overview of Risk Management
- Definition of Risk Versus Uncertainty
- Risk Process (*PMBOK® Guide*)
- Stakeholder Identification
  - Understanding tolerances and appetites
  - Establishing thresholds and triggers
  - Understanding organizational/departamental/individual attitudes
- The Risk Management Environment
  - Risk as it relates to the other project elements (scope, quality, time, and cost)
  - Risk management as it relates to project element prioritization
  - Risk management as it pertains to the project life cycle

- Organizational risk factors
- Organizational risk maturity
- The Risk Management Plan—Typical Contents
- Risk Identification: Purpose and Selected Tools
  - Stakeholder analysis
  - Brainstorming
  - SWOT
    - Threat and opportunity identification
  - The Delphi technique
  - Affinity diagramming (work breakdown structure)
  - The Six Thinking Hats
  - Mind mapping
- Risk Register—Common Types/Usage

## AGENDA – DAY 2

- Risk Analysis—Qualitative
  - Establishing probability and impact scores
  - Understanding stakeholder tolerance of probability and impact
  - Considering urgency and frequency
  - Setting priority/rating structure
- Risk Analysis—Quantitative
  - Establishing the right values
  - Establishing probabilities intelligently
  - Decision tree diagramming—Expected monetary value
  - Monte Carlo simulation
- Risk Response Development
  - Opportunity strategies
  - Threat strategies

- Secondary risks
- Residual risks
- Contingency versus management reserve
- Risk Monitoring and Control
  - Risk tracking and control
  - Developing escalation paths—Realized risks versus issues
  - Project change control
  - Project revisions-based project life cycle
- Evaluating Outputs for Business Decision-Making
  - Portfolio management—Based on project life cycle
  - Lessons learned

**Professional development units (PDUs)** are 1-hour blocks of time spent learning, teaching others, or volunteering. By attending this training, you will be able to achieve the following PDUs as learning hours to apply for PMI certification or to maintain your certification status with PMI. [View](#) how your PDUs align with the PMI Talent Triangle®.

	Technical	Leadership	Strategic	Total
<b>CAPM® / PMP® / PgMP®</b>	11	0	3	14.00
<b>PMI-ACP® / Agile*</b>	0	0	3	3.00
<b>PMI-SP®</b>	0	0	3	3.00
<b>PMI-RMP®</b>	11	0	3	14.00
<b>PfMP®</b>	2	0	3	5.00
<b>PMI-PBA®</b>	0	0	3	3.00

\*Please note that the asterisked row above applies to the PMI® Agile Certification Journey and includes DASM™, DASSM™, DAC™, and DAVSC™ certifications.