

# Project Risk Identification Framework

Lubbock Florist Project

Scott Weeden Project Manager

## Risk Analysis 1: Stakeholder Objectives Disagreement

### Risk Overview

**Scenario:** The project team has initiated the Lubbock Florist project with the Measurable Organizational Value (MOV) defined. However, Carlos, the store owner, disagrees with several project objectives, creating potential ambiguity in the overall project goal.

### Risk Framework Application

#### Risk Category Classification

- **Primary Category:** People (Stakeholder disagreement)
- **Secondary Category:** Scope (Unclear project boundaries)
- **Knowledge Level:** Internal/Known
- **Project Phase:** Conceptualize and Initialize

### Detailed Risk Analysis

#### Risk Sources

1. Communication gaps between project team and store owner
2. Differing expectations about project outcomes
3. Unclear requirements definition
4. Potential scope creep from unresolved objectives

### Potential Impacts

Impact Area	Description
Schedule	Delays from rework and clarification cycles
Budget	Cost overruns from scope changes
Quality	Deliverables may not meet stakeholder expectations
Organization	Team morale and project credibility at risk

### Risk Management Strategy

#### Risk Owner

Scott Weeden - Project Manager

#### Risk Response Strategy

**MITIGATE** - Active risk reduction approach

**Action Plan****Immediate Actions (0-72 hours)**

- Schedule dedicated stakeholder alignment workshop
- Document all objectives with clear acceptance criteria
- Create a Requirements Traceability Matrix (RTM)

**Ongoing Management**

- Implement regular stakeholder review sessions
- Use a RACI matrix to clarify decision rights
- Establish formal change control process
- Document all agreements in project charter

**Contingency Planning**

- Escalation path to executive sponsor if alignment cannot be achieved
- Alternative objective prioritization framework
- Phased delivery approach to address agreed objectives first

**Success Metrics**

- Signed project charter with agreed objectives
- Stakeholder satisfaction scores above 80%
- Zero scope changes due to objective misunderstanding

## Risk Analysis 2: Missing Database Milestones

### Risk Overview

**Scenario:** Halfway through development, the database administrator has missed two milestones without explanation. This issue has delayed testing and forced reallocation of developers to address remaining tasks.

### Risk Framework Application

#### Risk Category Classification

- **Primary Categories:** People (DBA performance), Schedule (milestone delays)
- **Secondary Categories:** Process, Technology
- **Knowledge Level:** Internal/Known (materialized risk)
- **Project Phase:** Execute and Control

### Detailed Risk Analysis

#### Risk Sources

##### Resource-Related

- DBA capacity/capability issues
- Personal circumstances (unknown)
- Skill gaps or technical challenges
- Competing priority conflicts

##### Process-Related

- Inadequate progress monitoring
- Poor communication protocols
- Unclear milestone definitions
- Missing escalation procedures

### Cascading Impacts

Impact Area	Description
Schedule	Testing phase delay, potential project slippage
Budget	Overtime costs, resource reallocation expenses
Scope	Possible feature reduction to meet deadlines
Quality	Rushed testing, increased defect risk
Organization	Team morale impact, resource burnout risk

## Risk Management Strategy

### Risk Owner

Scott Weeden - Project Manager

### Risk Response Strategy

**MITIGATE + TRANSFER** - Combined approach

### Immediate Action Plan

#### Crisis Management (0-48 hours)

1. Contact DBA immediately for status assessment
2. Evaluate actual vs. planned database progress
3. Identify critical path impacts
4. Mobilize backup resources

#### Resource Reallocation

1. Assign senior developer as temporary DBA lead
2. Redistribute non-critical tasks
3. Consider external DBA contractor (risk transfer)
4. Implement pair programming for knowledge transfer

#### Recovery Planning

1. Fast-track critical database components
2. Parallel testing where possible
3. Compress non-critical activities
4. Update project schedule with realistic timelines

#### Preventive Measures

#### Enhanced Monitoring

- Daily stand-ups with all critical resources
- Weekly milestone health checks
- Early warning indicators (50% complete checkpoints)
- Automated progress tracking tools

#### Resource Management

- Identify backup resources for all critical roles
- Cross-training program implementation
- Clear escalation matrix
- Regular one-on-ones with key resources

**Process Improvements**

- Milestone completion criteria documentation
- Formal sign-off procedures
- Risk register updates for resource dependencies
- Communication plan enforcement

**Success Metrics**

- Zero additional milestone misses
- Testing phase recovery within 1 sprint
- No critical defects from rushed development
- Team satisfaction maintained above baseline

## Recommendations and Next Steps

### Immediate Priorities

1. **Week 1:** Conduct stakeholder alignment workshop and establish DBA recovery plan
2. **Week 2:** Implement enhanced monitoring processes and resource backup plans
3. **Week 3:** Review and update risk register with lessons learned

### Long-term Improvements

- Establish a formal risk management office (RMO) function
- Develop standardized risk response templates
- Create a knowledge repository for project risks
- Implement predictive risk analytics

### PMBOK Alignment

These recommendations align with PMBOK's core principles:

- Proactive risk identification and management
- Stakeholder engagement throughout project lifecycle
- Continuous improvement through lessons learned
- Integration of risk management with other project processes