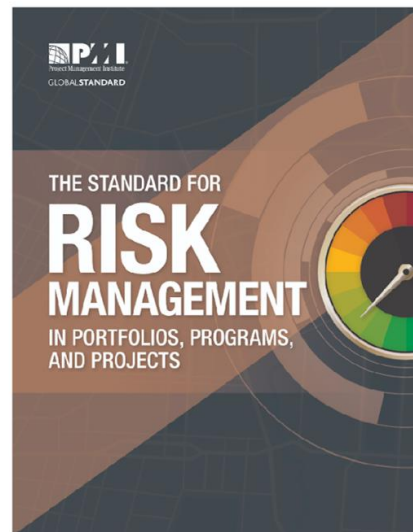


Risk management for: Projects, program & portfolios



Atrisks
Feb 2020

*Who we are and
what we
specialize in*

ניקי קונס הינה מומחית לניהול סיכונים וניהול פרויקטים. ניקי
מרצה וחוקרת ניהול סיכונים ומחברת הספר PVaR: Project Value
at Risks – a new way to connect risks to business
outcomes.

ניקי הינה חלק מצוות של שישה מומחים שכתב את הסטנדרט
החדש של ה PMI: לניהול סיכונים בפרויקטים.

תחומי המומחיות העיקריים בהם היא מתמקדת הינם: גישות
כמותיות ואיכותניות לזיהוי וניהול סיכונים ופרויקטים.

תמי רוזנברג שטיינר הקימה וניהלה את מערך ניהול הסיכונים
בחברת החשמל. מומחית בניהול סיכונים תפעוליים, פיננסיים,
אסטרטגיים וציות לרבות כתיבת מתודולוגיות, נהלים ויישומם בתחומי
ניהול סיכונים והמשכיות עיסקית.

תמי עסקה במיפוי סיכונים, בניית סולמות סיכון, קביעה ומעקב אחר
מדדי סיכון המקושרים ליעדי החברה, גיבוש תכניות הפחתה
מותאמות לתאבון הסיכון בהובלת הדירקטוריון כל זאת בכלל החברה,
בתחנות הכח, במחוזות ובפרוייקטים האסטרטגיים של החברה.

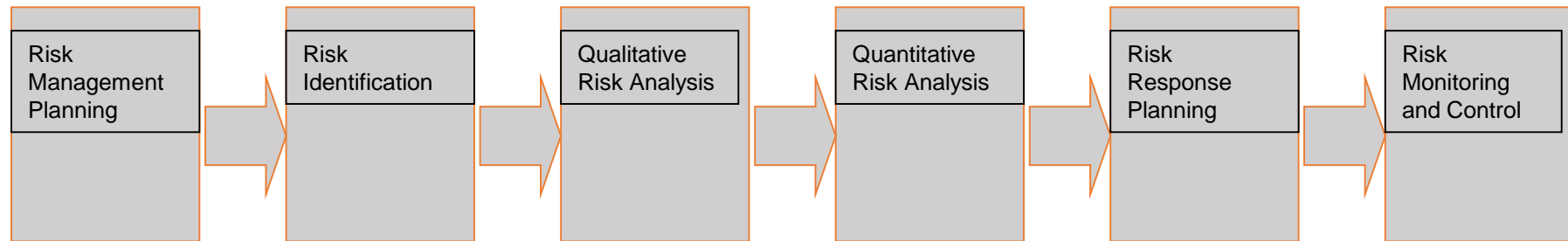
תמי הינה גם מומחית לביטוח, דירקטורית ובוררת עיסקית.

Why Do We Manage Risk?

- Project problems can be reduced as much as 90% by using risk analysis
- Positives:
 - More info available during planning
 - Improved probability of success/optimum project
- Negatives:
 - Belief that all risks are accounted for
 - Project cut due to risk level

How Do We Manage Risk?

- Use the six risk management processes
 - Risk Management Planning
 - Risk Identification
 - Qualitative Risk Analysis
 - Quantitative Risk Analysis
 - Risk Response Planning
 - Risk Monitoring and Control





Strategy

Business threats and opportunities | strategic risks | R&D assumptions and constraints | ERM alignment

From Strategy to Portfolio

Objectives, target, appetite | Translate risk management strategy into action

Portfolio

Translate strategic objectives and org, values and capabilities | Consolidation from programs | Priorities

Program risk identification

Cascaded risks from portfolio or enterprise | Program level risks | Escalated risks from program components

Operational risks

Integration | Escalation | Change management | Interdependency models | wrong way risks

Contextual risks

Risks from strategic or organizational environment | stakeholders | Program business case

Program prioritized risk register

Identified risks and opportunities (known unknowns) | Priorities | Risk response plans | Impact on portfolios and projects

Operational risks

Project scope and life cycle | WBS | Estimates | Dependencies | Data

Contextual risks

Stakeholder analysis | Business case | Program or portfolio governance success factors

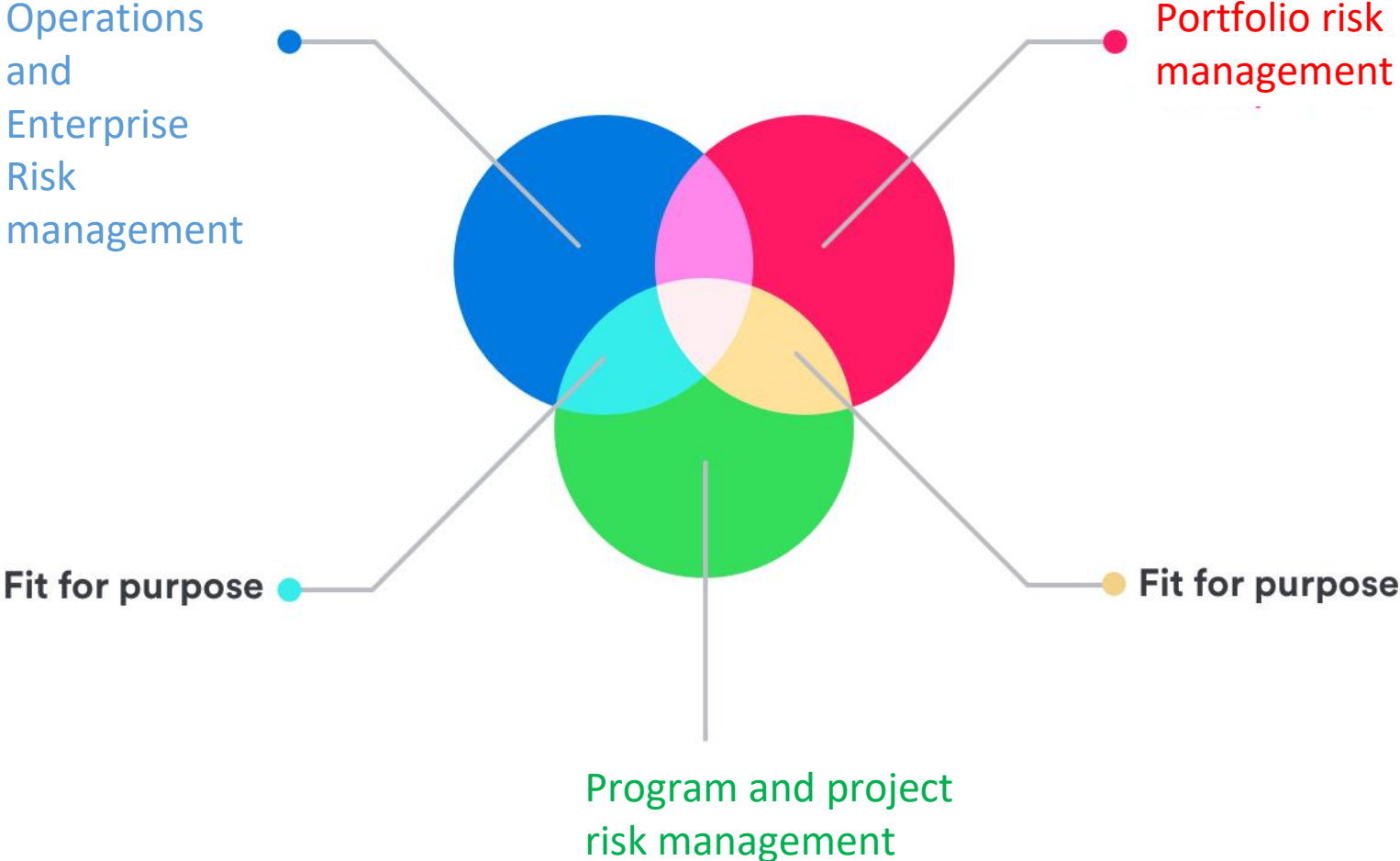
Project prioritized risk register

Identified risks and opportunities (known unknowns) | Priorities | Risk response plans | Impact on program or enterprise

Risk across organizational levels



Principles of Maximum aggregate value



Integration of RM into portfolio management domains



קישור שלבי ניהול פרויקטים לניהול סיכונים

project management process groups					knowledge areas
Closing process group	Monitoring and controlling process group	Executing process group	Planning process group	Initiating process group	
<ul style="list-style-type: none"> Results transition 	<ul style="list-style-type: none"> Integrity of control 	<ul style="list-style-type: none"> Delivery processes 	<ul style="list-style-type: none"> Integrity of planning processed 	<ul style="list-style-type: none"> High impact risks 	Project integration management
<ul style="list-style-type: none"> Sustainability of benefits 	<ul style="list-style-type: none"> Risks related to changes 	<ul style="list-style-type: none"> Risk related knowledge transfer 	<ul style="list-style-type: none"> Quality of data 	<ul style="list-style-type: none"> Setting objectives and general scope 	
				<ul style="list-style-type: none"> Selection of life cycle 	
	<ul style="list-style-type: none"> Validation approach Control approach Use of work performance data 		<ul style="list-style-type: none"> Scope and requirements management approach Decomposition approach 		Project scope management
	<ul style="list-style-type: none"> Control approach Use of work performance data 		<ul style="list-style-type: none"> Schedule management approach estimation 		
	<ul style="list-style-type: none"> Control approach Use of work performance data 		<ul style="list-style-type: none"> Financing Cost management 		Project cost management
	<ul style="list-style-type: none"> Control approach Use of work performance data 	<ul style="list-style-type: none"> Quality culture 	<ul style="list-style-type: none"> Quality management approach and metrics Process improvement 		Project quality management
			<ul style="list-style-type: none"> Resource management Estimation 		Project resource management

project management process groups					knowledge areas
Closing process group	Monitoring and controlling process group	Executing process group	Planning process group	Initiating process group	
	<ul style="list-style-type: none"> Monitoring approach Use of work performance data 	<ul style="list-style-type: none"> Communication channels and techniques 	<ul style="list-style-type: none"> Communication approach, scope and frequency 		Project communication management
	<ul style="list-style-type: none"> Monitoring approach Use of work performance data continuous 	<ul style="list-style-type: none"> Accountability for risk management processes Accountability for response implementation 	<ul style="list-style-type: none"> Risk attitude Risk management approach Adaptation to life cycle Integration with other project plans Tolerance Secondary and residual risks 		Project risk management
	<ul style="list-style-type: none"> Supplier capacity Control approach Use of work performance data 	<ul style="list-style-type: none"> Selection criteria Negotiation approach 	<ul style="list-style-type: none"> Procurement management approach Contracts types 		Project procurement management
	<ul style="list-style-type: none"> Monitoring approach Use of work performance data 	<ul style="list-style-type: none"> Consistency of strategy execution 	<ul style="list-style-type: none"> Engagement strategies 	<ul style="list-style-type: none"> Identification and categorization approach Risk attitude of key stakeholders Conflicts of interests 	Project stakeholder management