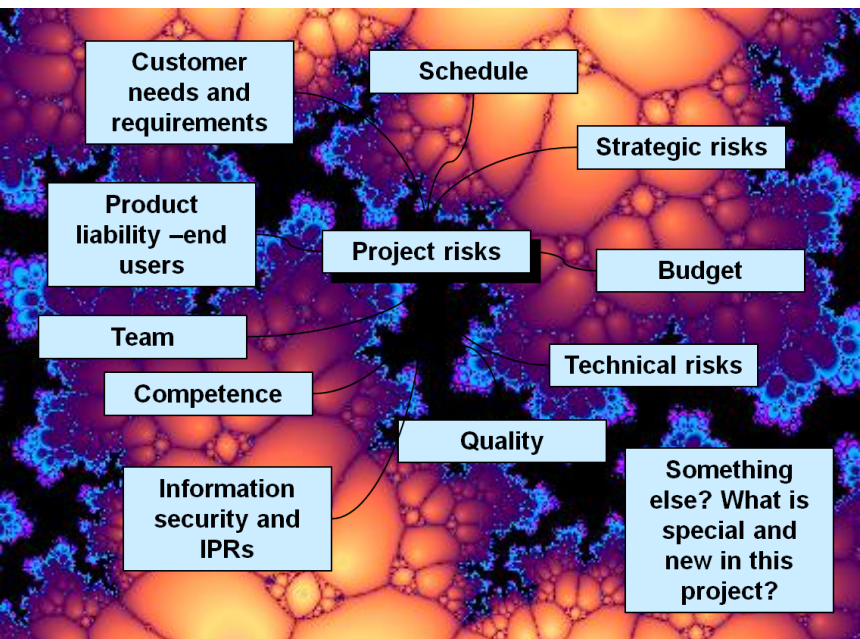
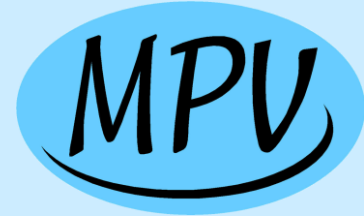


A risk map is an important tool in 21st century risk analysis practice



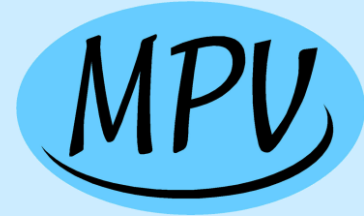
The so-called risk map is an especially suitable risk identification tool for today's activities, as it supports dialogue between parties and thus enables us to be ready for new phenomena. This package contains after a short introduction a collection of risk maps for a wide range of uses.

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Modern risk analysis session

- Typically risks are identified and analyzed in risk analysis sessions.
- Those are meetings held in a conference room, lasting a couple hours, that have a certain agenda or script.
- The idea is to identify risks, assess their significance and to think how we should act about them.
- Risk analysis belongs in mature management and leading.
- The most critical phase in it is identification of risks, because only identified risks can be managed and avoided.

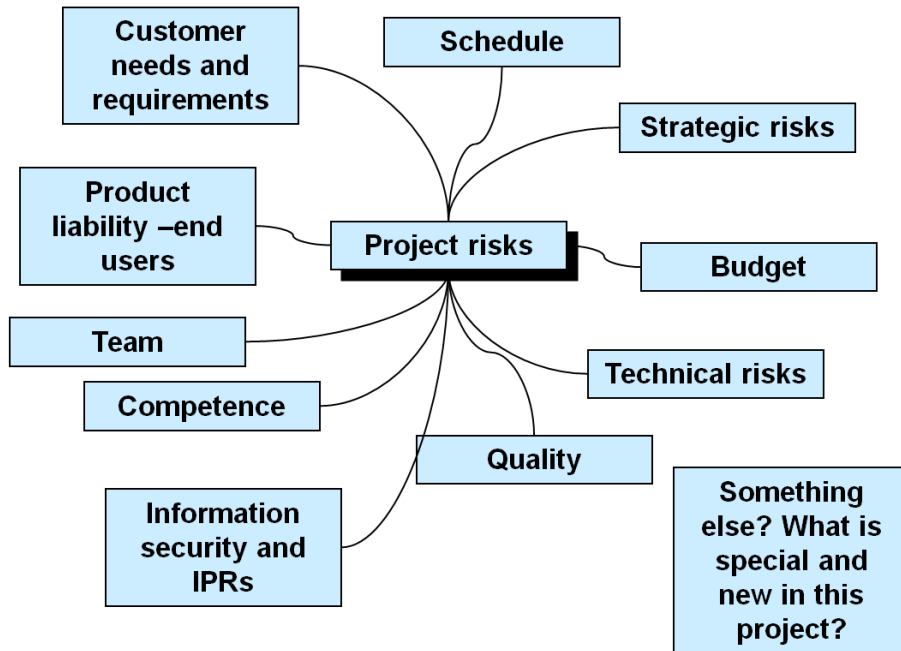
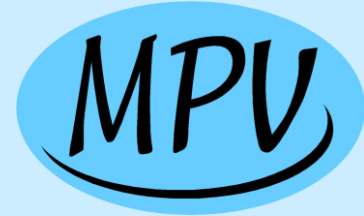
Traditional tools

- In a session-based risk analysis, the following tools have traditionally been used to support identification of risks:
 - Checklist
 - Special analysis methods that study the structure or behavior of the target
 - Creative methods that utilize for example brainstorming or keywords
- An ideal process uses all these in certain order – starting from more open methods to those that are more specified; from brainstorming to checklists.
- In real word we often need to compromize on this, because there is not that much time to spend on the analysis.

Need for efficient dialogue

- A risk analysis is a good place to carry on dialogue between different people and occupational groups as we can create shared will, commitment and capability with it.
- In a changing world, each even a small signal of forthcoming potholes is worth its weight in gold.
- Therefore, we need effective tools that:
 - Give psychological room for everyone's thoughts and experiences.
 - Give impulses for discussion.
 - Do not lead our thoughts into the past, but the future!

A risk map responds to the challenges



- Visual, mindmap-style
- Checklist of issues that contain meaning
- Opens the risk space, does not restrict, but guides
- Each box is discussed, risks are identified, documented and talked about
- This takes an hour or two in a project risk analysis
- Many risk maps can be used in the same analysis
- After that the analysis continues with for example a more detailed checklist, which verifies that nothing essential has not been noticed

Benefits of a risk map 1/2

- Helps in creating structure to the target of analysis
- Presents the main elements of activity and areas of vulnerability
- Opens up the possible space of risks
- Supports creative identification of risks
- Supports dialogue between parties
- Presents a shared object, via which risks are viewed
- A suitable abstraction level, which all occupational groups can use – not too technical or theoretical

Benefits of a risk map 2/2

- Systematic, but flexible: it can be traversed one box at a time, but the group can easily jump to the other side of the map if the discussion should naturally lead there
- Easy to draft to various purposes
- It helps identify more risks than a detailed checklist, but the participants also get a joy of discovering the issues
- **BUT! A risk map still need a professional risk analysis process and session leader.**



What things do the risk maps contain

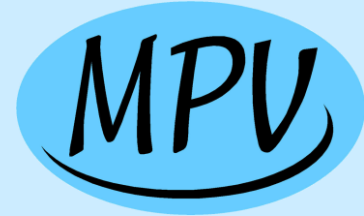
- Risk maps do not usually contain many direct risks, but areas in which we can find risks
 - Elements of the target's concept
 - Most important success factors
 - Areas which we perceived to be important and meaningful
 - Critical viewpoints, like mandatory requirements and the customer's viewpoint
 - Areas that are risky based on experiences
 - ...But also individual, very important risks

To be fitted to context

- So, the things in a risk maps are such which usually need to be planned and which need to be discussed
 - The risk map continues that process, now from the viewpoint of risks
- But things depend somewhat on context, so the maps should be tailored to each context (at least if some maps are used on a regular basis
 - like project level risk maps often are)

Typical session 1/2

- For example, a software project's risk analysis can happen roughly like this, in a small group of people
 1. Starting the session, description of goals, agenda and rules of the session
 2. Identification of risks using a project risk map
 - "Let's now go through the risk map clockwise. Let's start with 'customer needs and requirements'. Is there anything in the project plan that might cause that the customer does not get what they expect? Feel free to tell."
 - The findings are added to the risk list but not yet analyzed any further. Causes are discussed shortly, but not analyzed in more detail.
 3. An option: Going through another risk list that deals with an essential theme of the project

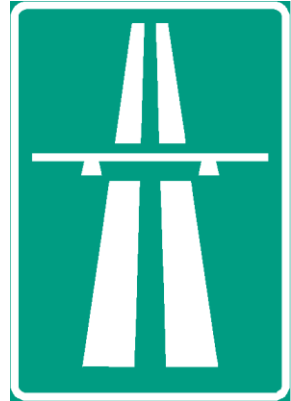


Typical session 2/2

4. An assuring round with a detailed project risk checklist – this part is fast, as most of the issues have been talked about already!
5. Going through the risk list, assessing the magnitude of risks, preliminary planning of actions and appointing more detailed planning to someone

Sometimes we need to compromise

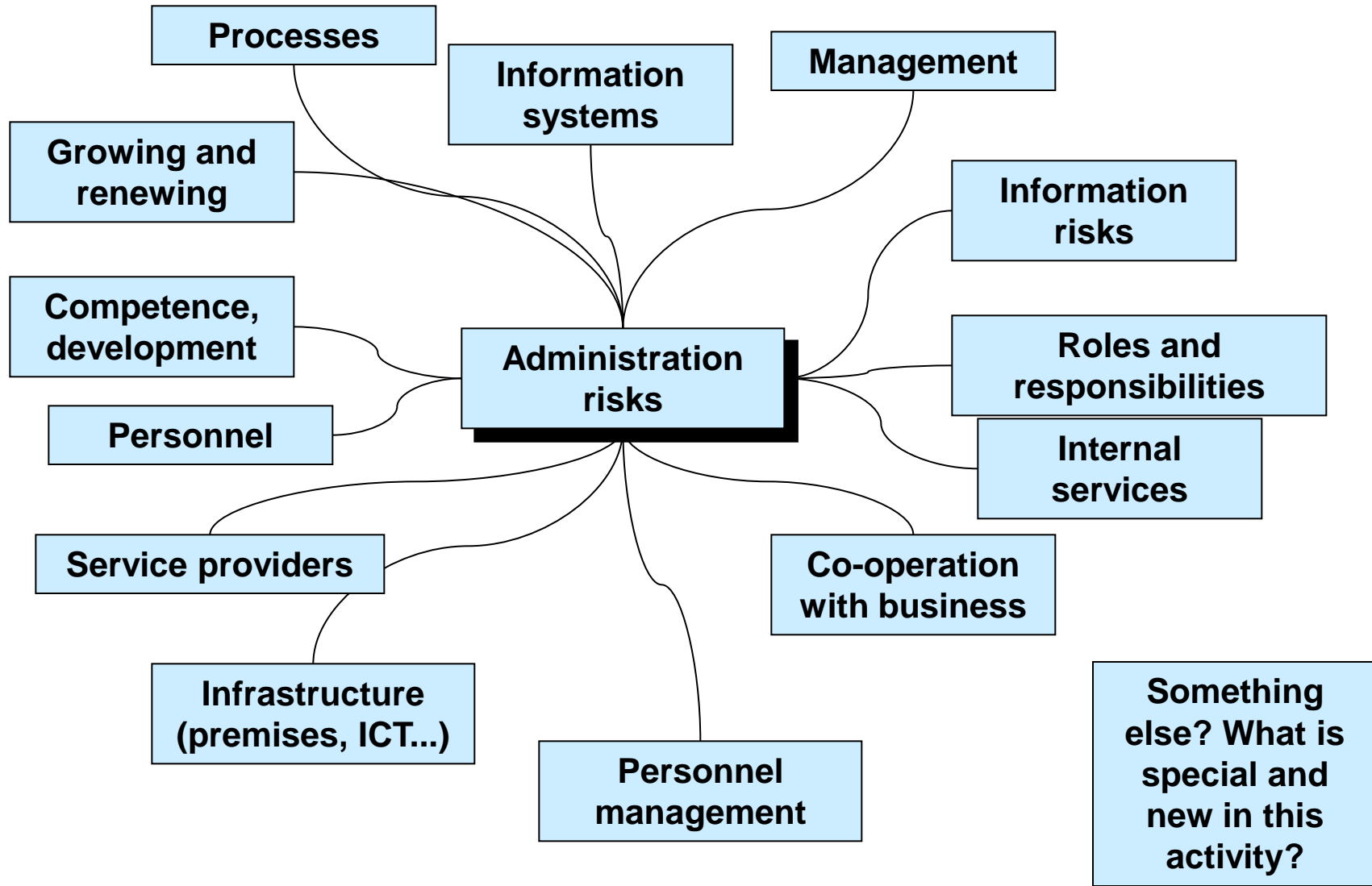
- It is not always possible to follow the state of art, for example when there is not sufficient time resources
- Then we need to remember that it is better to do at least something usefull than do nothing
- **The risk map can be used as a tool in just as short sessions as you like – unlike other tools that always take some minimum time – and you can also skip using other tools in the session if time does not allow**



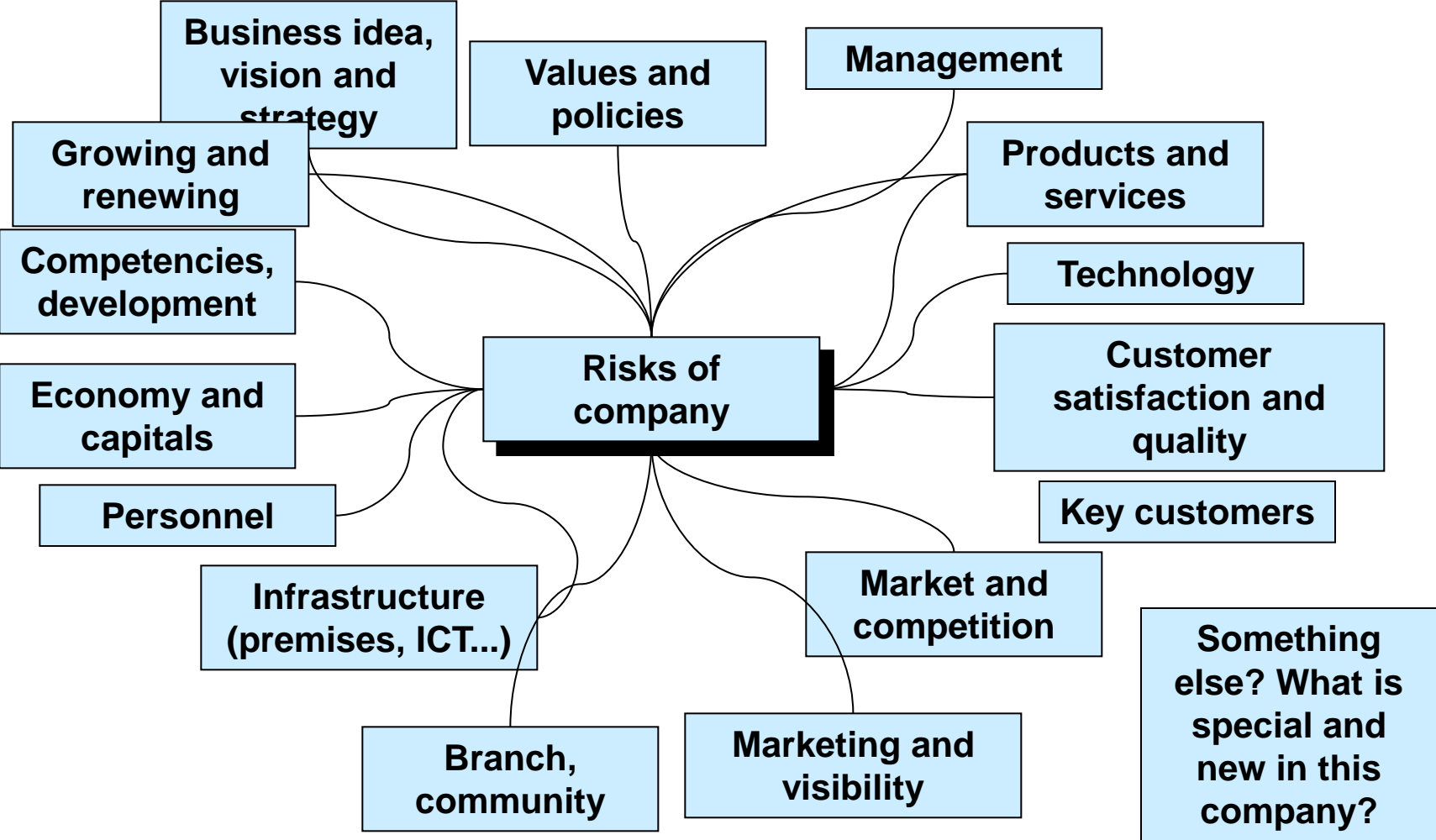
Examples

- The following pages have risk maps for many different purposes, mostly for the needs of ICT organizations
 - Ranging from company level analysis to user interfaces and testing
 - The maps are in alphabetical order
 - Note: The finnish version of this collection is currently somewhat larger
- During the 1990's, risk maps were crafted in Risk management for SMEs programme, which has many other usefull stuff available besides the risk maps, see <http://http://www.pk-rh.fi/en-1>

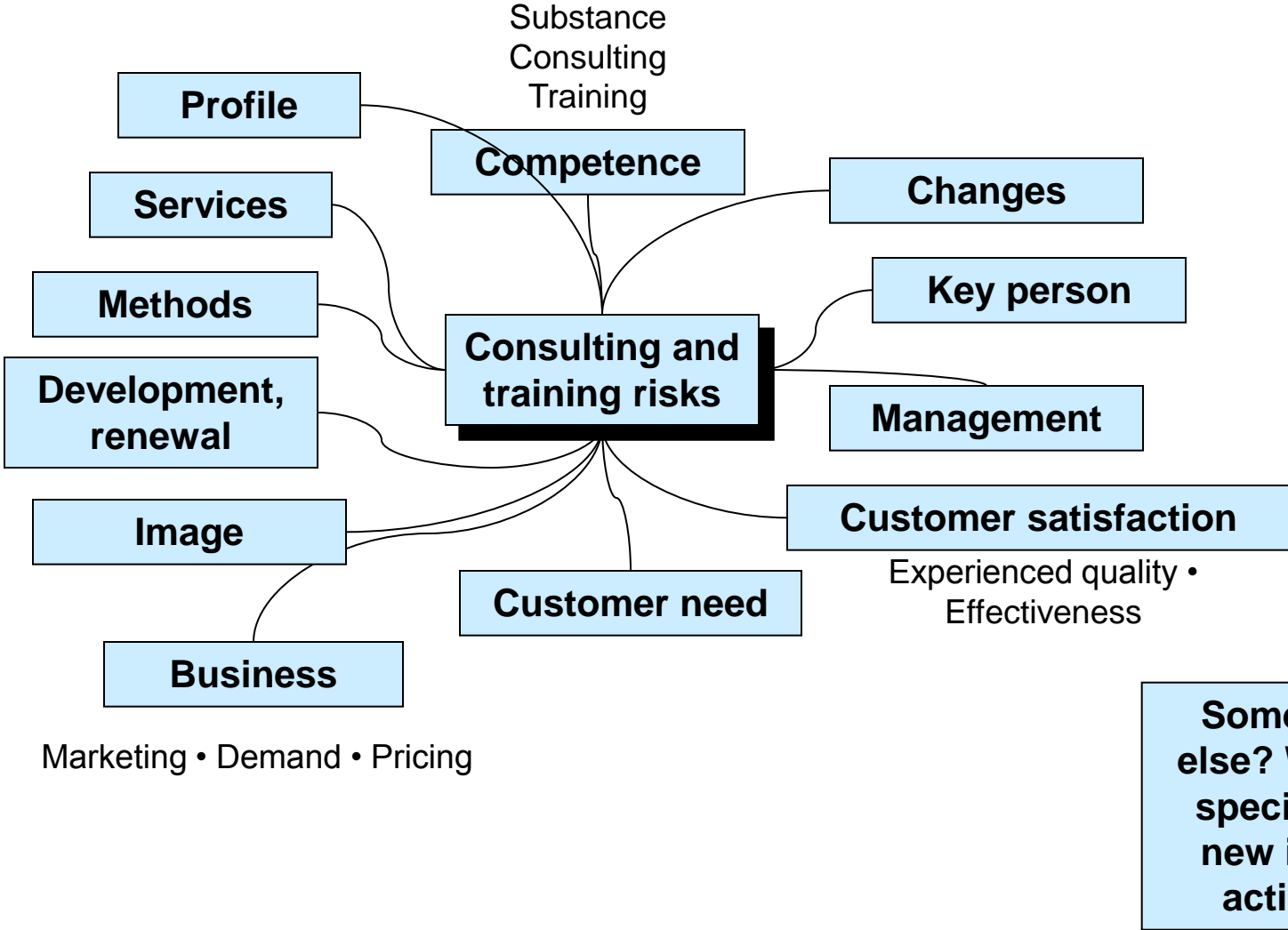
Administration risk map



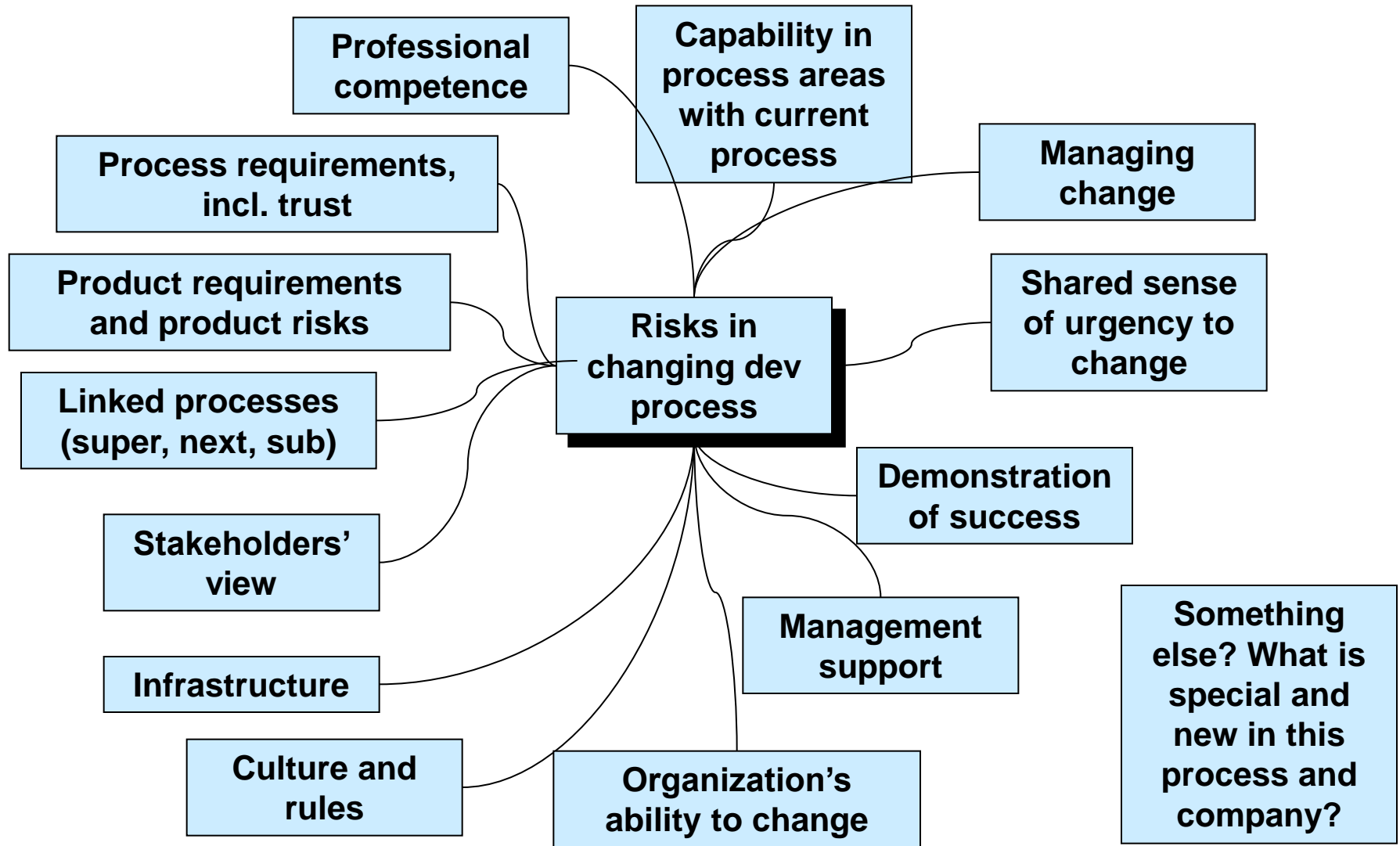
Company risk map



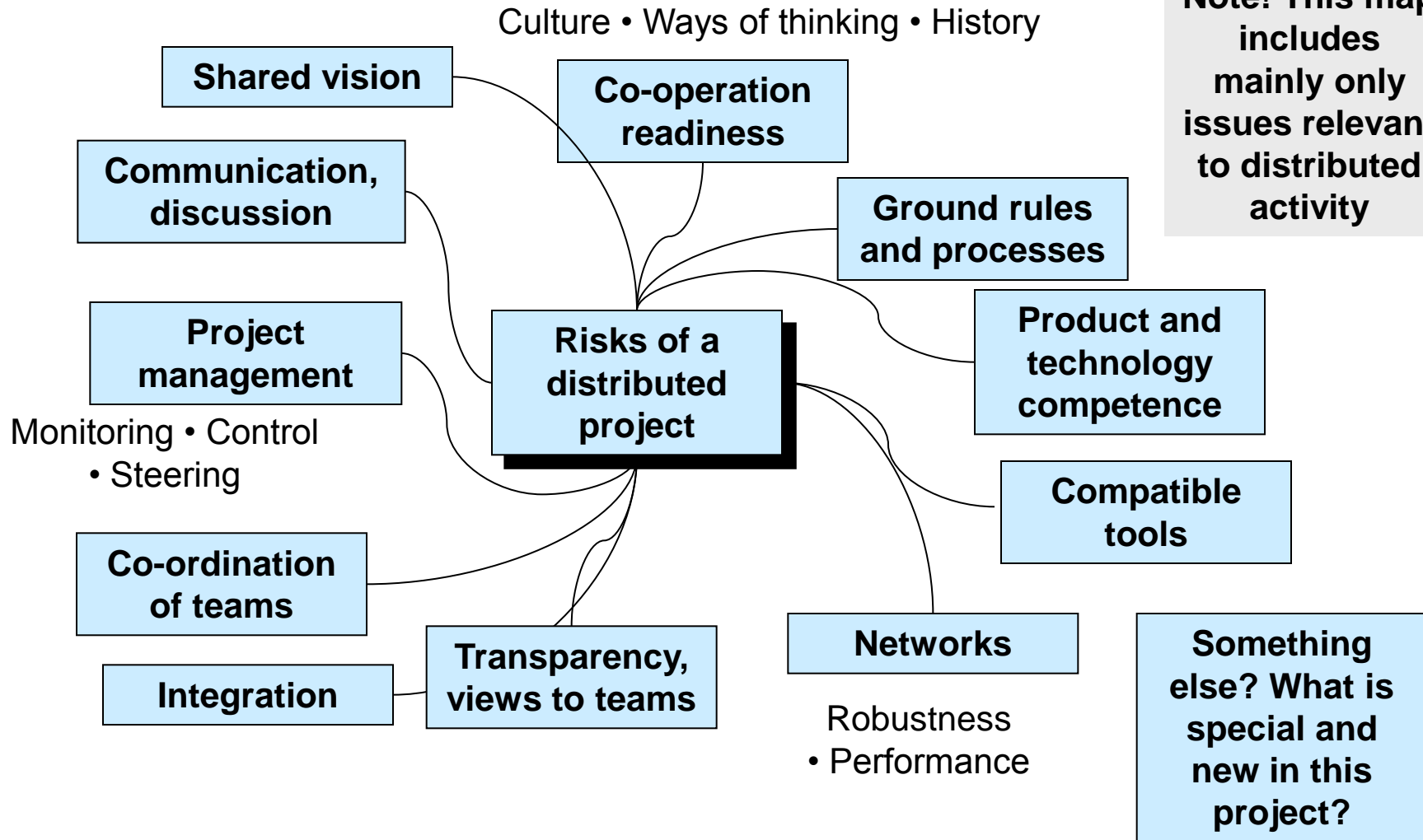
Consulting and training risk map



Development process change risk map

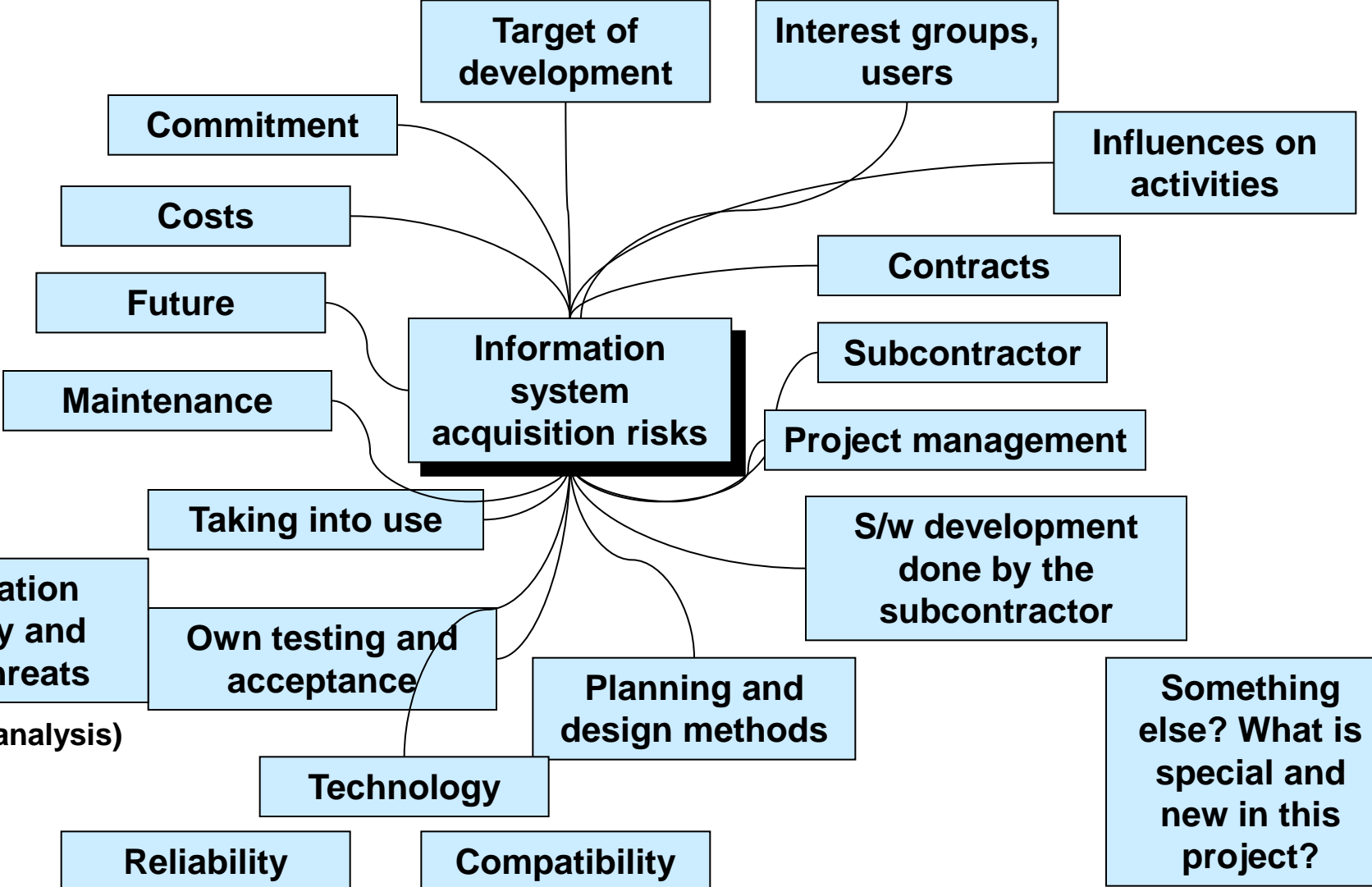


Distributed project risk map

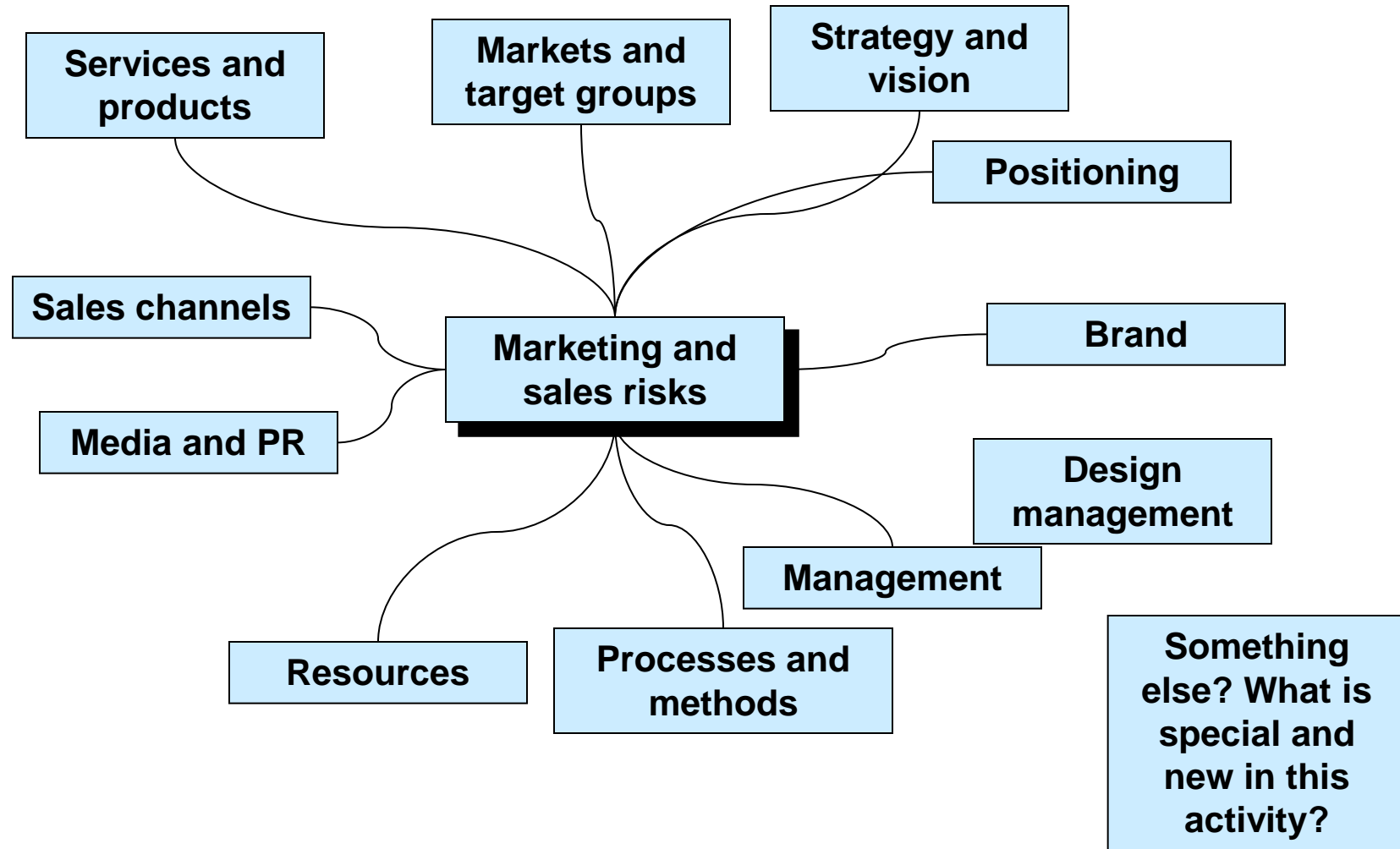


Note! This map includes mainly only issues relevant to distributed activity

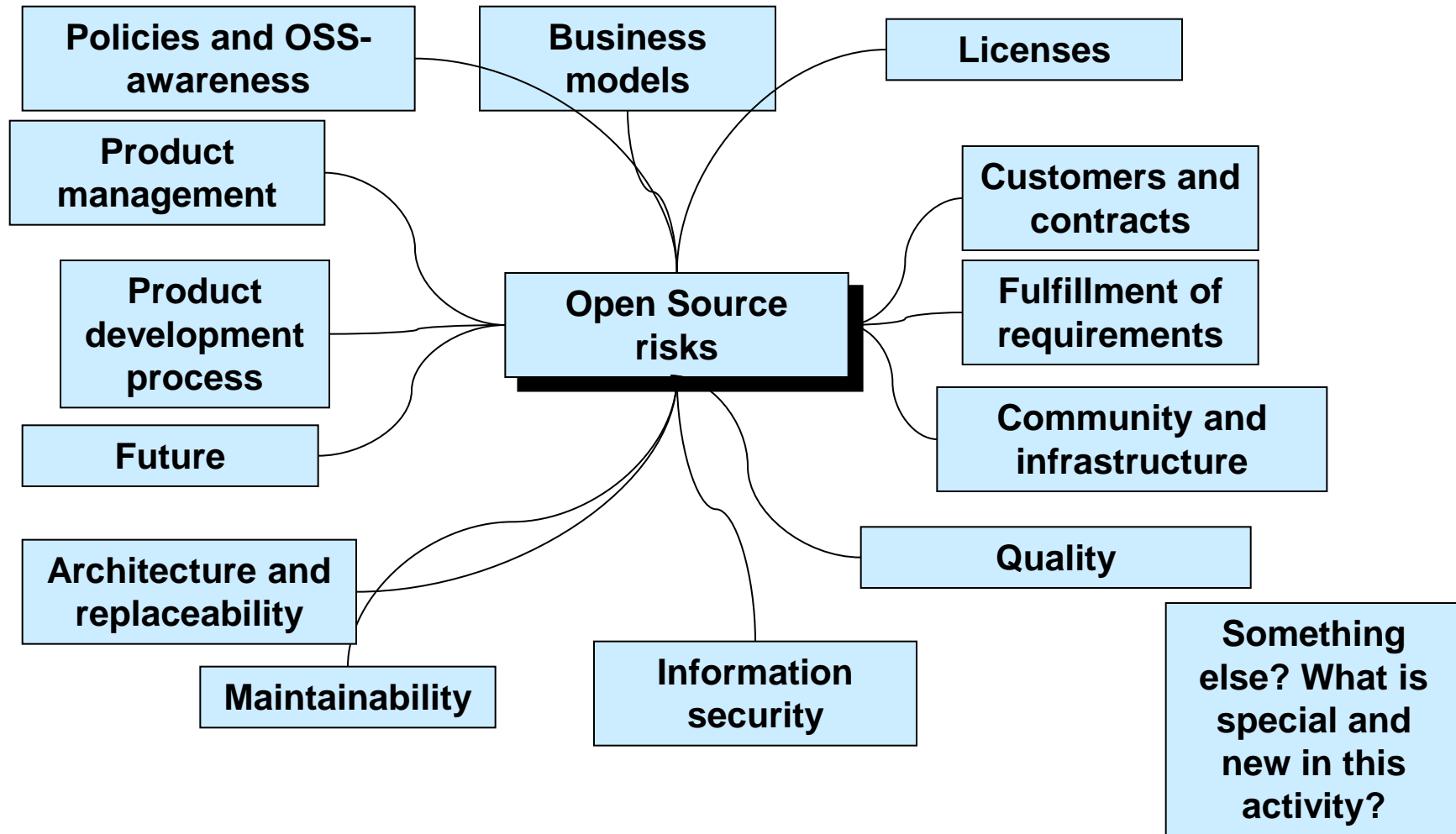
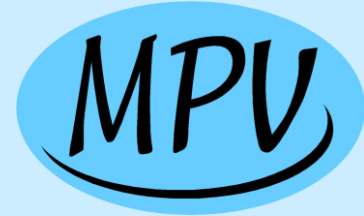
Information system acquisition risk map



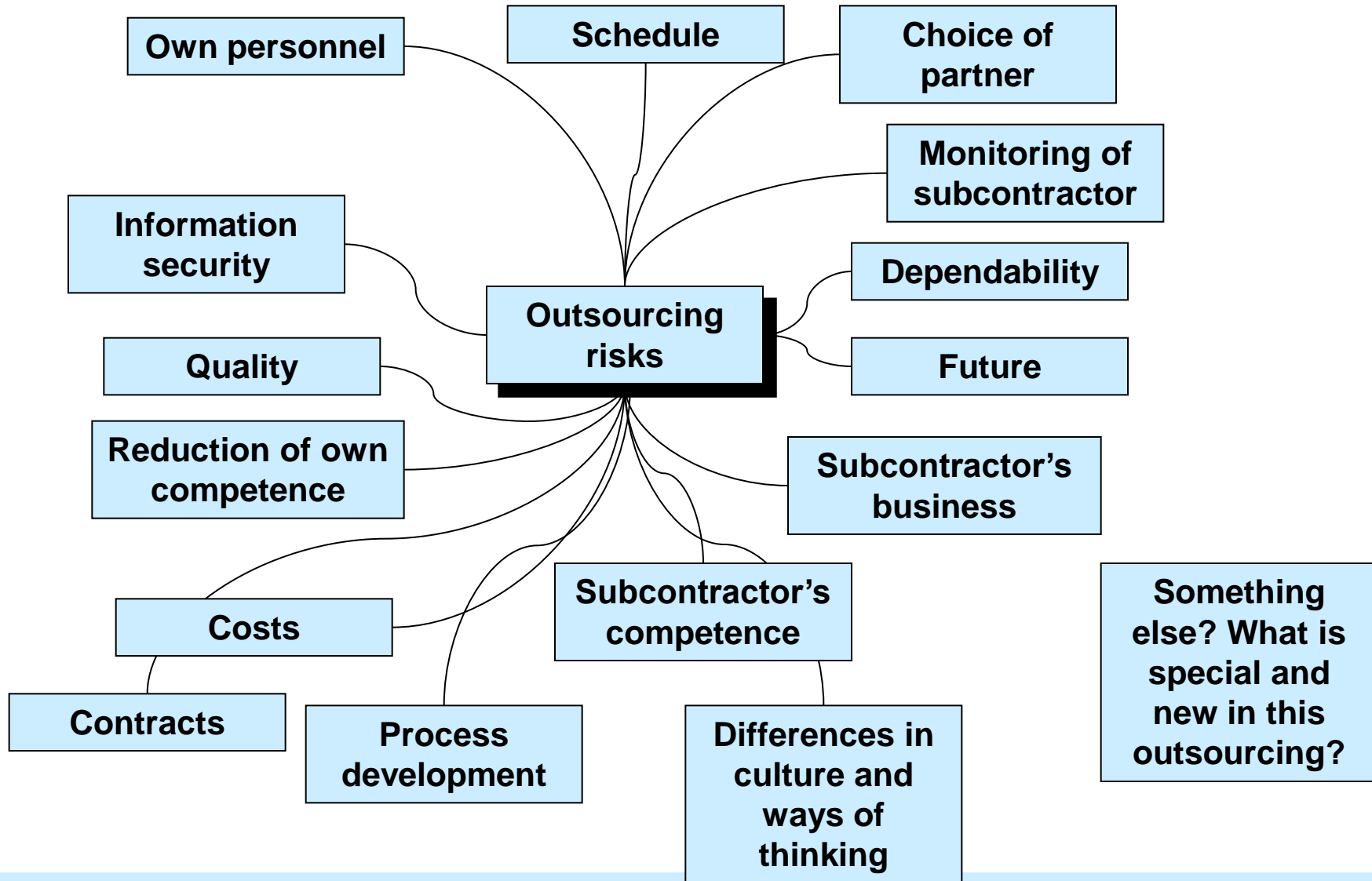
Marketing and sales risk map



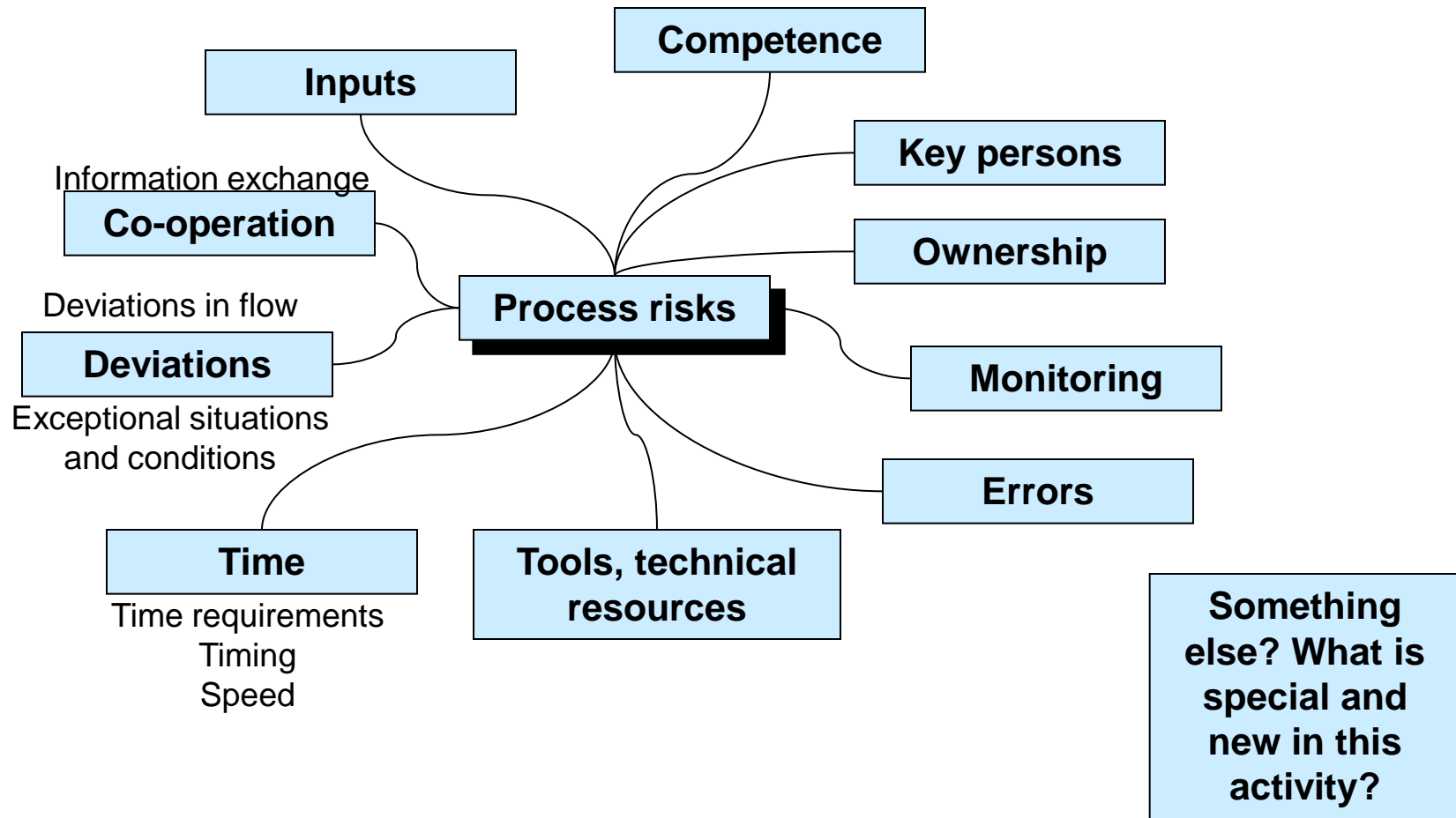
Open Source integration and utilization risk map



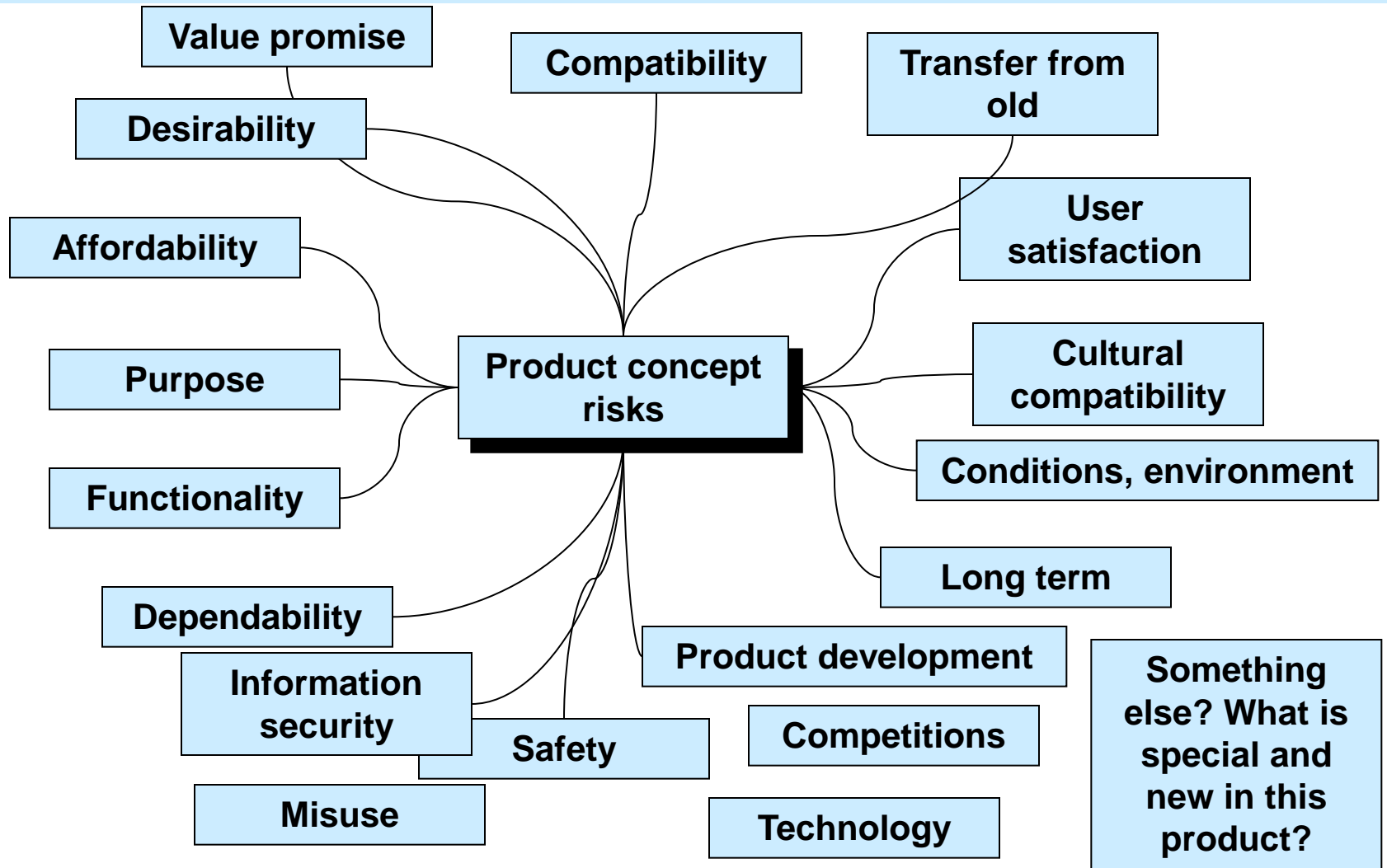
Outsourcing risk map



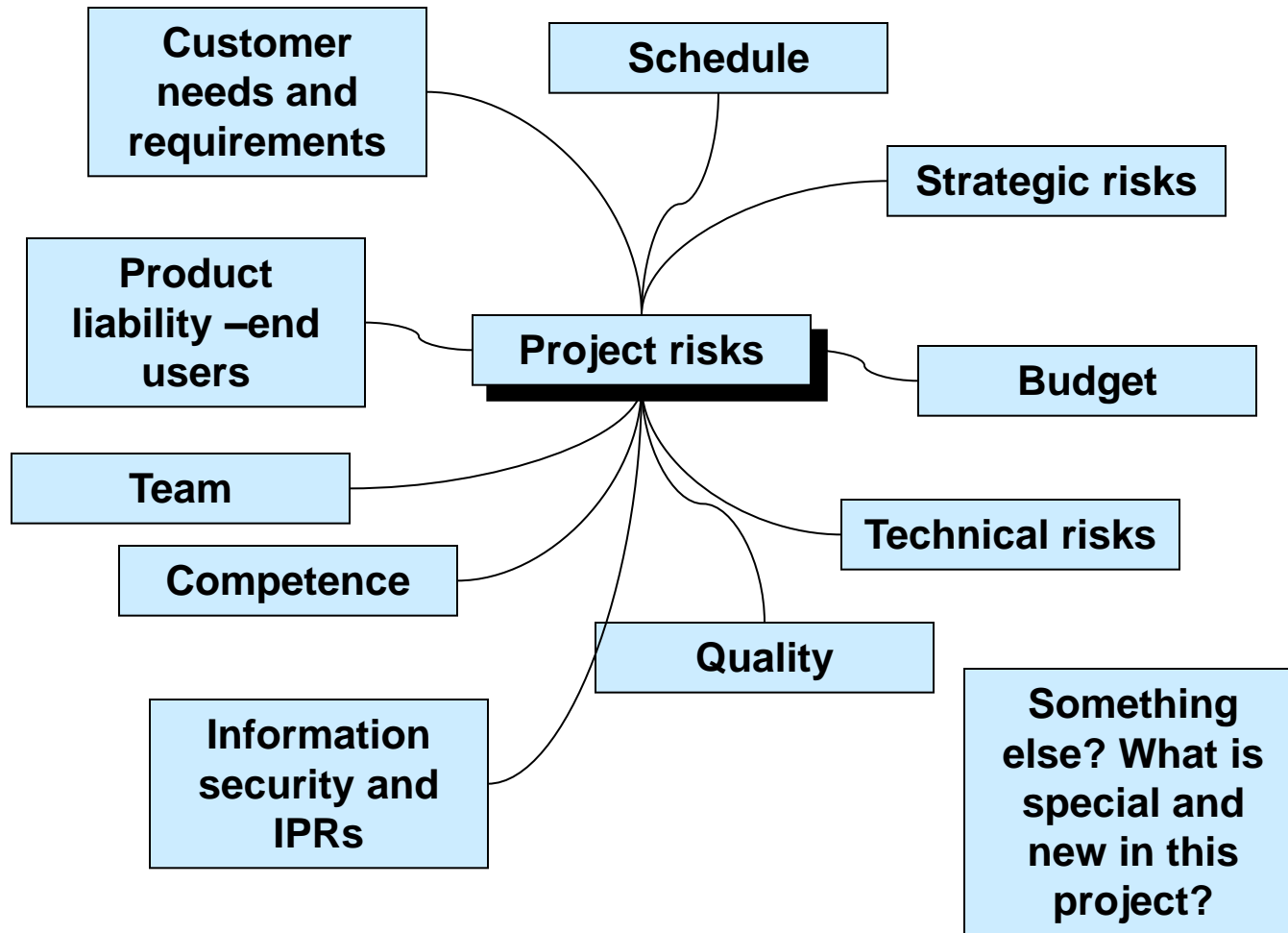
Process risk map



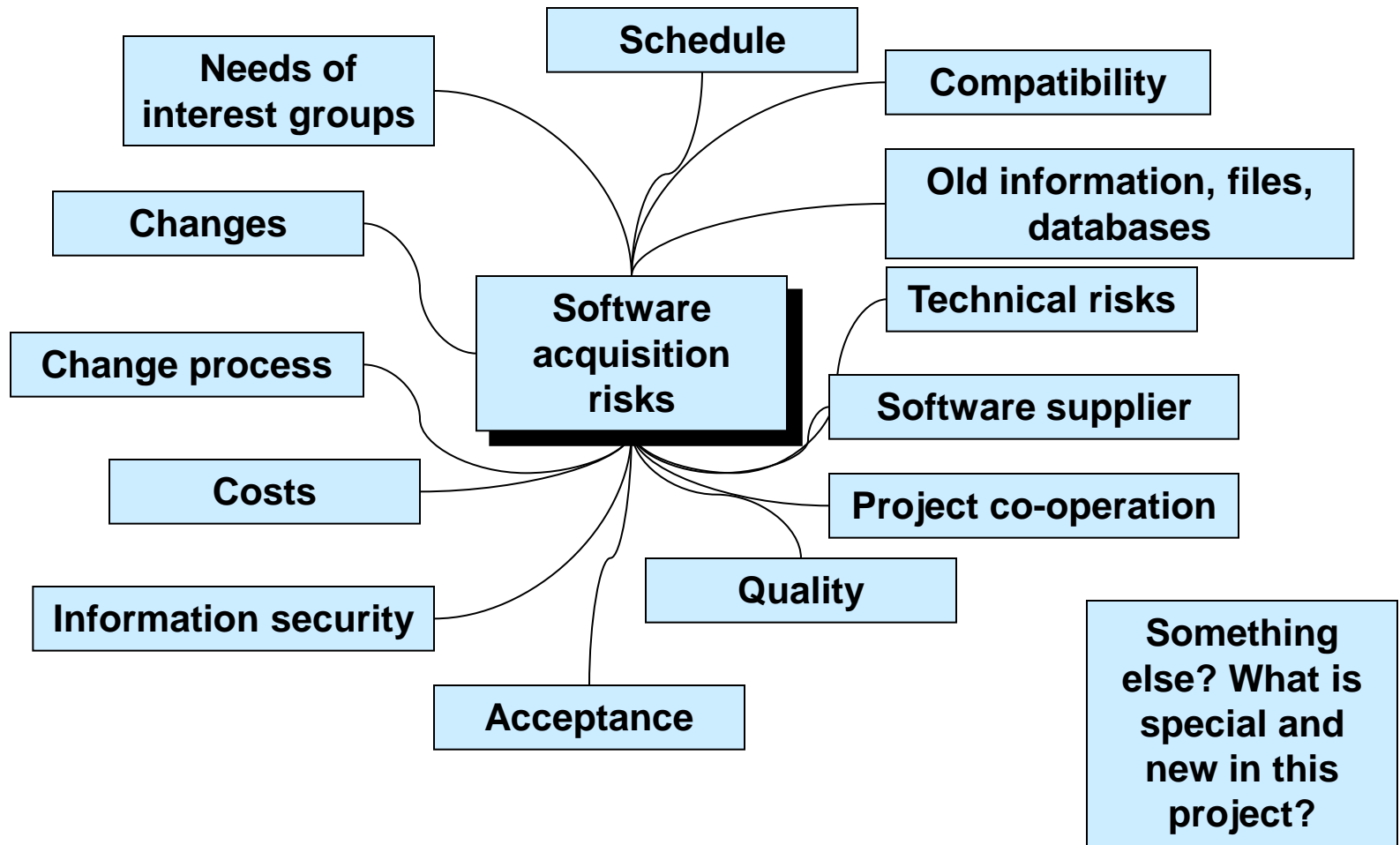
Product concept risk map



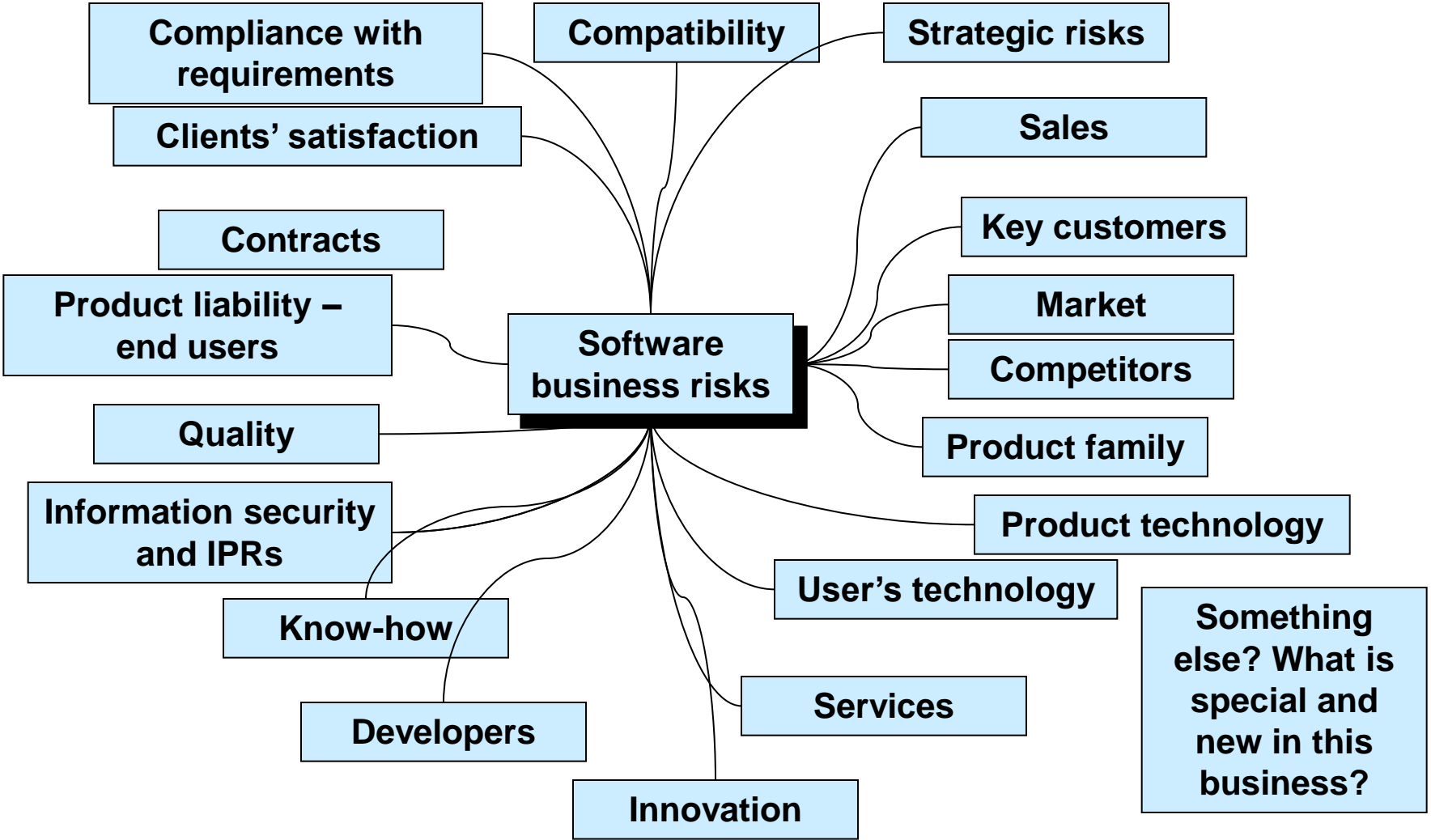
Project risk map



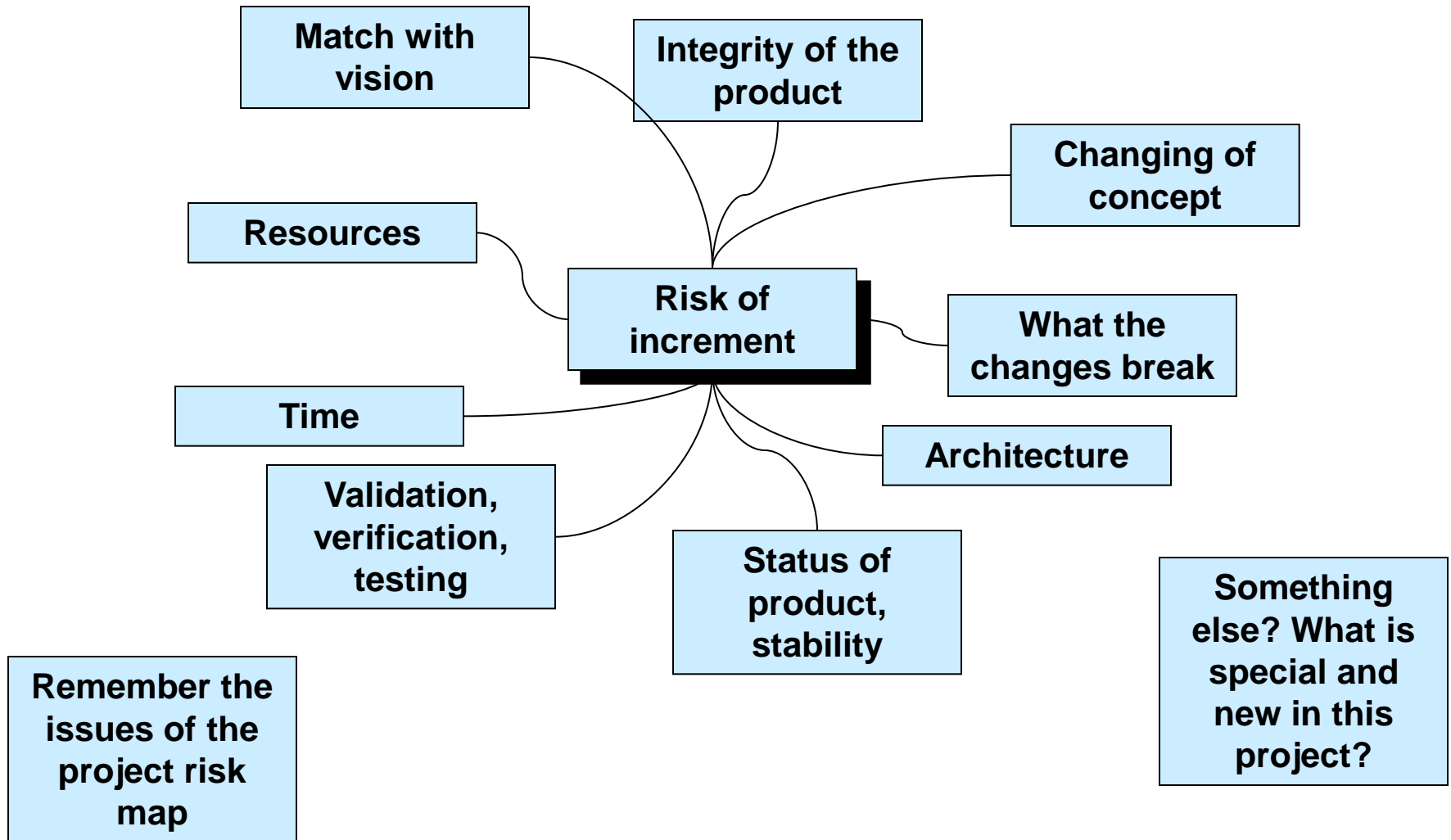
Software acquisition risk map



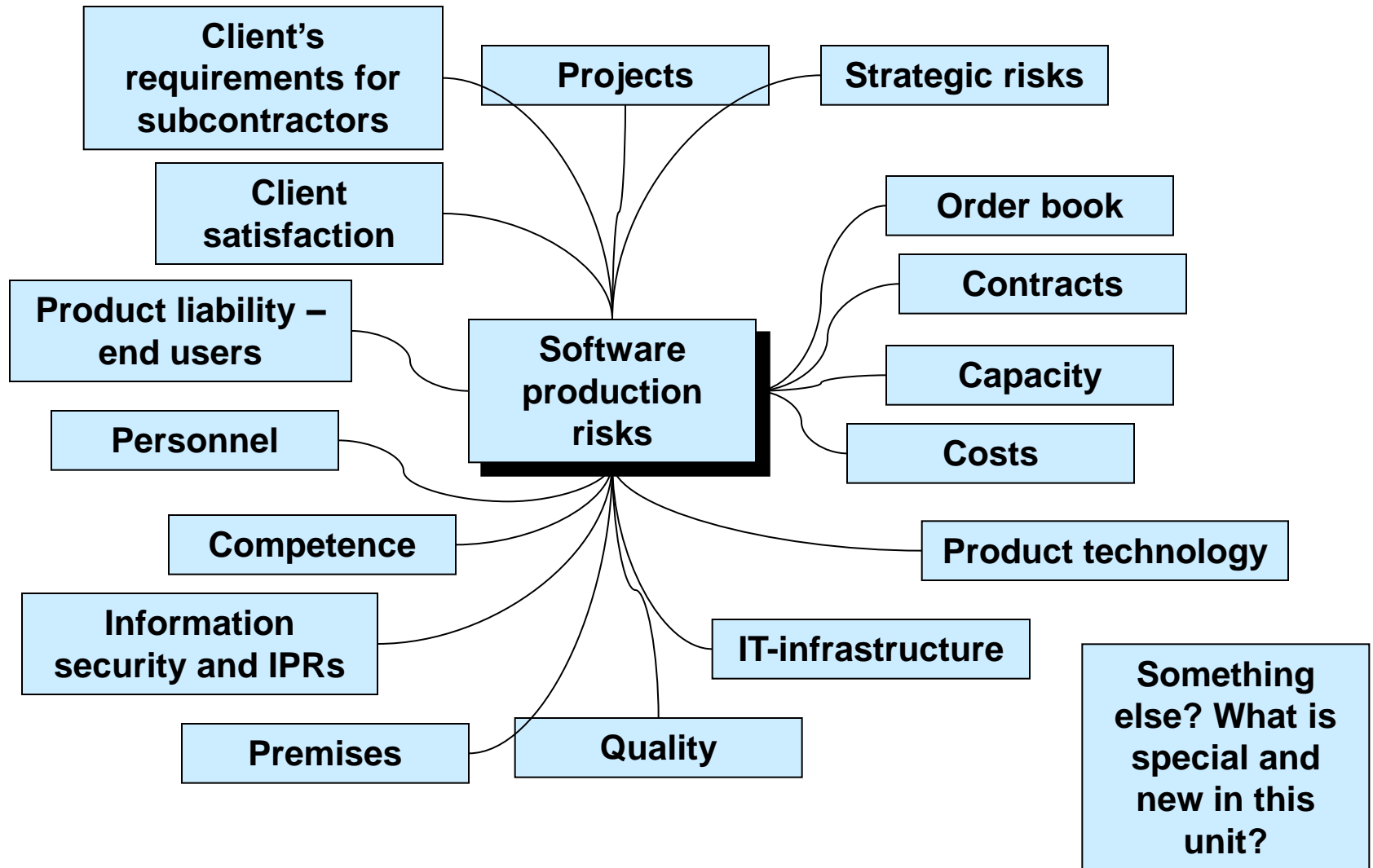
Software business risk map



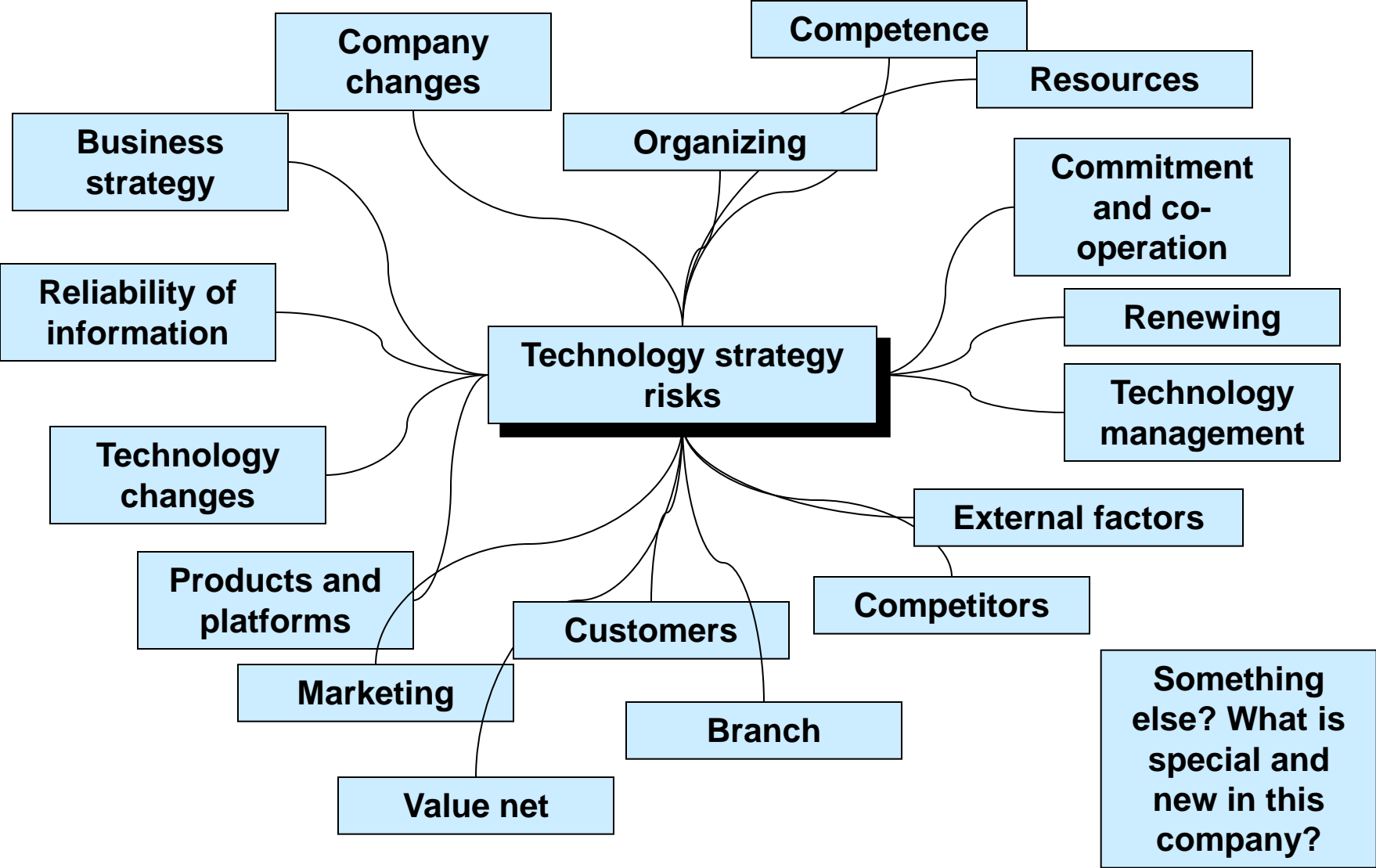
Software increment risk map



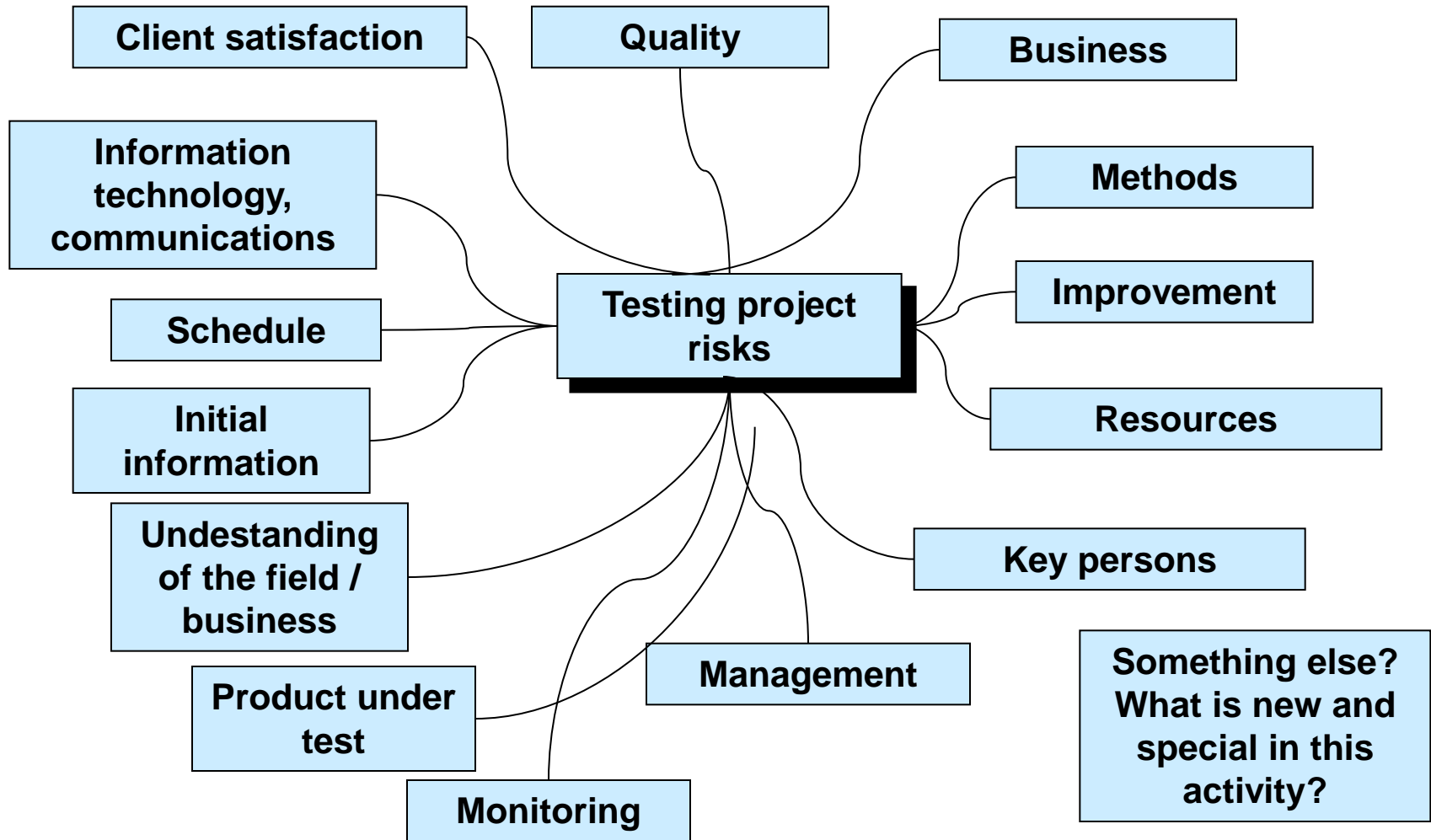
Software production risk map



Technology strategy risk map



Testing project risk map



Testing service business risk map

