

Exercise 3: Assessing the Voyage

Now that you've had a look at the territory, and understand what's out there, you're just about ready to head off on the quest to bring some order to the environment.

How difficult a journey do you expect it to be?

Score each of the potential obstacles on a 5-point scale, where 1 point would mean "not really likely to be a problem" and 5 points would mean "no doubt in my mind this will happen". Do this first: walk down the column on the following table BEFORE assigning impacts. Cover that column over with a piece of paper if you have to.

Obstacle	Probability Rating (1-5)	Impact Rating (1-5)
Executive support		
Undermining authority		
Transparency		
Accountability		
Rigidty		
Supporting Processes		
Maturity dogma		

Now score each of them in terms of the impact to the PPFMO initiative if each of these items did appear and could not be brought under control.

And now, take the scores for each of the columns above and write the obstacle in the box in which it belongs in the Risk Matrix below. You can put more than one obstacle in a box if you need to. You can also adjust it to whatever configuration your organization may already be using for a Risk Matrix.

PPFMO Risk Assessment

Impact	5					
	4					
	3					
	2					
	1					
			1	2	3	4
		Probability				

The red area shows the most critical risks: those with high probabilities and high consequences. Green risks have lower probabilities of happening at all, and create less impact even if they do happen. That leaves Yellow, which means moderate: somewhat likely, some impact.

Now, before you set off, and before you actually run into these obstacles, what do you plan to do to either avoid them or deal with them when they occur? Fill in the worksheet below. For Green risks, one or two words may be enough; for Yellow, use a few words to a couple of sentences. Any obstacles that have Red risks deserve some thought and you would do well to have more than one action in mind, and perhaps 3-5 sentences.

Obstacle	Risk Criticality (R/Y/G)	Impact Rating (1-5)
Executive support		
Undermining authority		
Transparency		
Accountability		
Rigidty		
Supporting Processes		
Maturity dogma		

Remember that a Red risk may not happen at all, yet you must prepare for it. Even a Green risk may in fact occur, and it may have a bigger impact than you anticipated.