

Group Exercise – Step 1 Capture Risks

In a group, share and capture stories (real spoken stories) of reasons previous features were delayed. Capture at least one each person, then discuss how these might impact future work.

General Risk Description

Impact?
(Low/Med/High)

How hard to avoid ?
(Easy/Med/Hard)

Ideas: How to avoid this risk?

Dot
Votes

Group Exercise – Step 2 Prioritize Risks, Create Actions

Looking about 3-Months into the future, dot vote what avoidance ideas you will tackle. Create a list of actionable steps and how you will measure success. How many “dots” per person? about the square root of the team size.

Actionable Steps

Who

When

Evidence its working...

Likelihood 1 - Rare

Likelihood 2 - Sometimes

Likelihood 3 - Often

Likelihood 4 – “Certain”

Rare = 1 in ____ items

Sometimes = 1 in ____ items

Often = 1 in ____ items

Certain = Expected Every item

Impact - High

High = ____ days/weeks

Impact – Medium

Medium = ____ days/weeks

Impact - Low

Low = ____ days/weeks

Exercise:

1. Agree on the definition of likelihood and impact, fill in the column and row headers.
2. Using one post-it note per risk, silently and individually, capture as many reasons some factor or missing thing has/might delay delivery of work
3. Pair up with another person and talk through the risks you captured. Clarify the language and throw away duplicates.
4. Join another pair (now there are 4 of you) - discuss and rank each risk you have on the basis of impact (L = low, M = medium, H = High) and likelihood (1 = Rare, 2 = Sometimes, 3 = Often, 4 = Always).
5. Select one person from the group to present the top 3 or 4 risks to the entire group.
6. Position the risks on a poster or whiteboard in a grid form like this page, and discuss positioning as a group.

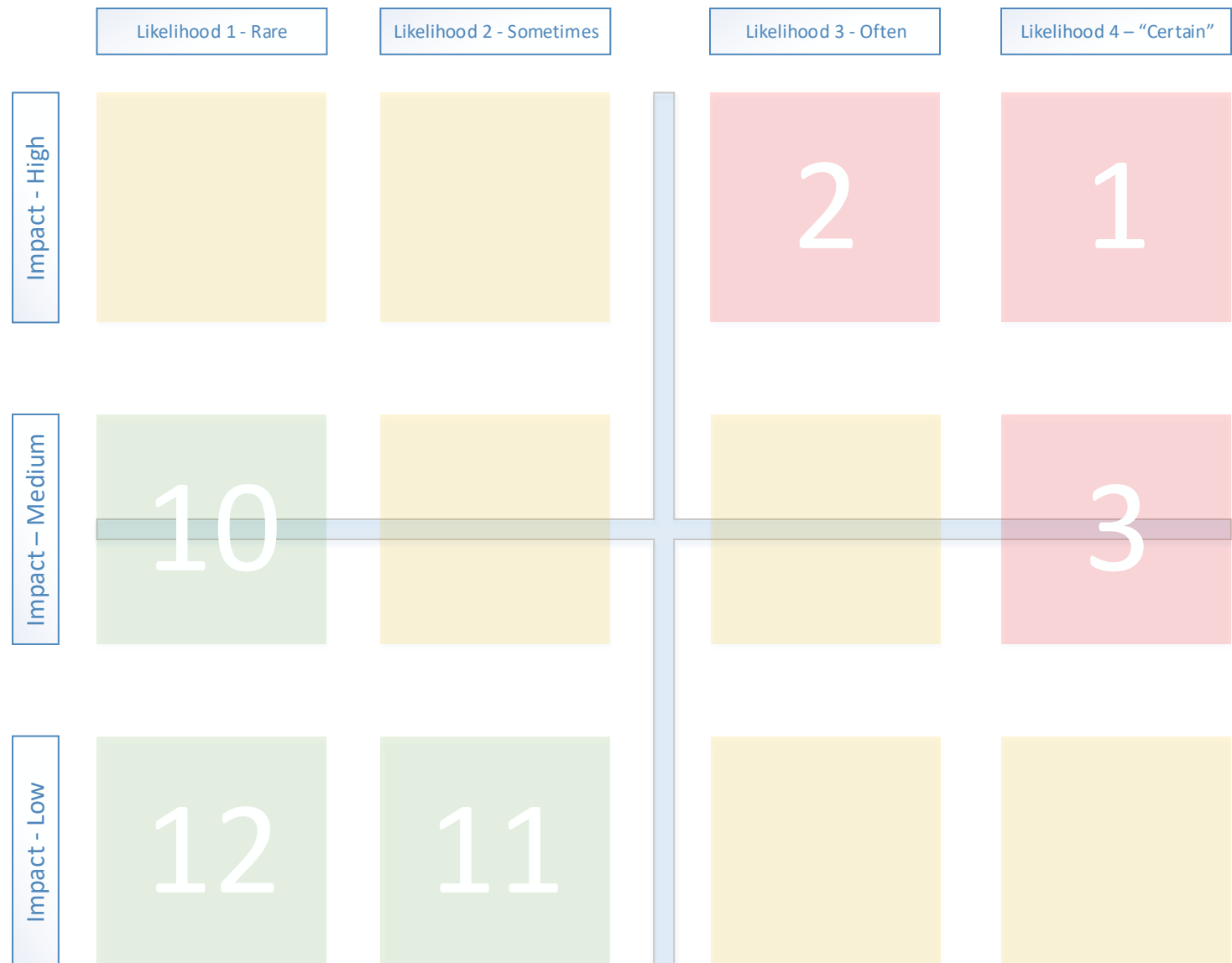
Preferred Order of Action

What risks are most important to deal with first? Deciding which risks are cost effective and beneficial to go after is important, and it's not as easy as you might think. How much "sometimes" turns a "medium" impact into more important than a "rare/high"? It will depend.

Group Exercise

In a group, discuss what order you would address the un-numbered zones.

1. First, make clear the definitions for Likelihood and Impact. Agree on some numerical way to measure these in your context (Document these on the risk canvas).
2. Then, agree on how much impact would equal an increase in likelihood to make it more sense to do one medium impact before a high impact.
3. Fill all of the un-number zones.



Tips and Ideas

1. It's often hard in the un-clear zones to have an exact optimal order. This means that there may not be an exact optimal order! It's OK to best guess.
2. There will be process risks, and item specific risks. Look to understand that some risks will be "certain" for some kinds of work and "Rare" for others
3. A "medium" "sometimes" might be more important than a "high" "often" if it applies to more items in the backlog. Think frequency and exposure
4. For each risk, think what type of backlog item it applies to and how many of them there are. Drop risks that are no longer applicable.
5. Don't solve risks where the impact is less disruptive than the fix. The goal is to not eliminate every risk, just the impactful ones with easy fixes!
6. For each risk, decide on a "Solvability" score – this will help find the easiest solved risks that have big benefit; especially in the unclear zone.

Likelihood 1 - Rare

Likelihood 2 - Sometimes

Likelihood 3 - Often

Likelihood 4 – “Certain”

Rare = 1 in ____ times

Sometimes = 1 in ____ times

Often = 1 in ____ times

Certain = Expected Every time

Impact - High

High = ____ days/weeks

Impact – Medium

Medium = ____ days/weeks

Impact - Low

Low = ____ days/weeks

