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Classification

Knowledge Availability	Example
Known knowns	Too many features, too little time, too few resources...
Unknown unknowns	Have we captured all the requirements?
Unknown unknowns	Technological, environmental, political

Management

Processes Involved	What it does
Risk identification	List precisely all the risk events possible in a project
Risk analysis	Define probablity of occurence, potential for loss
Risk planning	Preventive measures to reduce likelihood or impact of risk event
Risk monitoring	Match measures to re-calculated probabilities

Identification

Spontaneous and sporadic risk identification is usually not enough. Some techniques to systematically elicit risks:

- Team meeting
- Comparison with past projects
- Decomposition
- Checklist/taxonomies

Try and list risks using the condition-transition-consequence format

Given that <condition> then there is a concern that possibly
<transition> could <consequence>

Analysis

Transform the identified risks into decision-making format

How to decide what to ignore?

Risk Exposure

- Calculate the Risk-Exposure by multiplying the probability and impact
- $\text{Exposure} = \text{Probability} * \text{Impact}$

Prioritise

- All risks are not created equal
 - Sort by exposure
- Define a cut-off line
 - Only risks above the line are attended to
 - The rest stay in the table and are monitored

Planning

- *Information Buying*: Throw array prototype to check out new technology
- *Contingency Plan*: Agree on action to take, is certain event happens
- *Risk Reduction*: Change budget/resource/feature to reduce risk
- *Risk Acceptance*: Consciously choose to live with consequences of risk

Mitigation activities to eliminate or resolve risk events:

- *Risk avoidance*: Given a choice between two alternatives, choose the less risky one
- *Risk protection*: Protect against data loss through redundancy checksumming

Leverage

'Risk Leverage = (exposure before mitigation - exposure after mitigation) / cost of mitigation

Manage your risk

- Continually review requirements against what you're doing
- Prioritise risk avoidance/amelioration in your task-list
- Be willing to modify your project plan