



## Leverage Agile Principles to Manage Project Risks & Uncertainties

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CCR: Strategic & Business Management



## Topics to be covered

- **Introduction-** *Has Rizvi, PMP, CBAP, PMI-ACP, PMI-RMP, PMI-PBA, PMI-SP, CSP, CSM, CSPO, CISA, CISM, CRISC, CSSGB, CSSBB, CMBB, CPCU, CITP, FBCS, SFC, SDC, SMC, SAMC, SPOC, ESM, CDIA+, Project+, OPM3 Certified Consultant, PhD*
- Risk Management Principles
- "Complicated" versus "Complex" Projects
- Risks and Uncertainties
- The "Cure"
- Wrap Up/Questions



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Do you need to refresh the knowledge you gain and pass on your first try? With PMP-ACC's PMP® in 28 Days, you will be well through The PMP® Exam Guide with ease, picking up on the key elements of project management on which the PMP® exam will challenge you. This study guide supplies the complicated terms, definitions and concepts that are critical to passing the exam.

INSIDE YOU WILL FIND:

- Project management fundamentals
- Chapters dedicated to each of the Knowledge Areas
- Clearly identified areas to focus on for the exam
- Effective methods to deal with analysis-related calculations
- Sample questions to test key knowledge after each section

PMP-ACC contributing project members:

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- Christopher J. Kelly, PMP
- John J. Kelly, PMP
- Peter S. Korman, PMP
- Robert S. Korman, PMP
- Thomas J. Korman, PMP

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## Brief History of Project Management

- Ancient era
  - Great pyramid Giza, Great Wall of China
- 1950s: US Navy
  - Polaris missile system project
- 1960s-70s: DoD, NASA and construction companies
  - Large budget, schedule-driven projects
- 1980s: Manufacturing and software development sectors
- 1990s: Multiple-industry adoption, "birth" of **Agile** methodologies



## "Project Management and Business Analysis is Challenged by Business Strategy" - Dr. Pierre Daniel



- 25% of the World Bank projects are long term failures, leading to operational outputs but..... **no long-term benefit** (source: World Bank)
- 70% of top managers states that they are **not able to assess the success** of a project effectively (source: Best Practices Systèmes d'information)
- Only one IT project out of 40 reach the initial objectives and significantly **contribute to improve** the organizational **performance** (source: Price Waterhouse Coopers)
- An outstanding 97% of organizations believe project management is **critical to business performance** and organizational success (source: Price Waterhouse Coopers)

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**"There is a growing concern for the performance of projects as they grow in scale and complexity"-**  
Dr. Rodney Turner



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## Sargut & Mc Grath: 'Learning to live with complexity'

- *Harvard Business Review, October 2011*

- **SIMPLE SYSTEMS**

Few interactions  
... very predictable



***The same action produces the same result every time.***

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## Sargut & Mc Grath: 'Learning to live with complexity'

- *Harvard Business Review, October 2011*

- **COMPLICATED SYSTEMS**

Many moving parts...  
but they operate in patterned ways.



***It's possible to make accurate predictions about how a complicated system will behave.***

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## Sargut & Mc Grath: 'Learning to live with complexity'

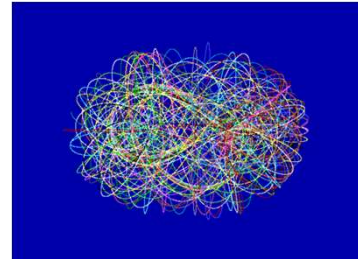
- *Harvard Business Review, October 2011*

- **COMPLEX SYSTEMS**

May operate in patterned ways

... but interactions are continually changing.

***The same starting conditions can produce different outcomes, depending on the interactions in the system.***

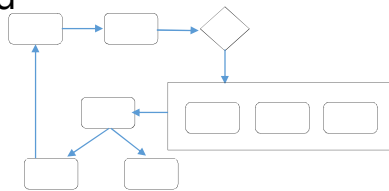


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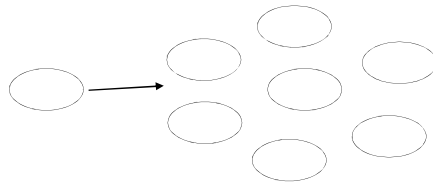


## Complicated vs Complex

- Complicated



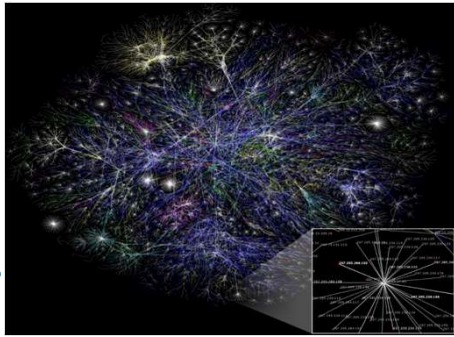
- Complex



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# Complex System or Just Complicated?



the internet



vs. a single computer

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# Complex System or Just Complicated?



A single car



vs. Traffic

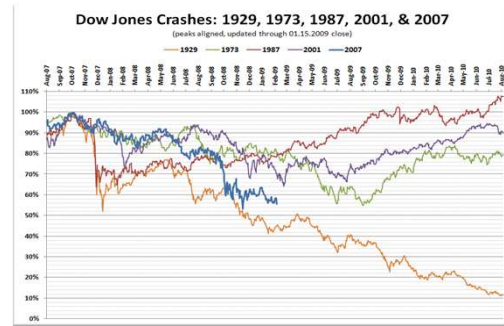
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# Complex System or Just Complicated?



Lemonade stand

vs.



United States economy



# Hurricane Igor in Newfoundland and Labrador



Hurricane Igor



# Hurricane Igor in Newfoundland and Labrador



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# Risk vs. Uncertainty



- Risk
  - Must make a decision for which the outcome is not known with certainty
  - Can list all possible outcomes & assign probabilities to the outcomes
- Uncertainty
  - Cannot list all possible outcomes
  - Cannot assign probabilities to the outcomes



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# Agile.....



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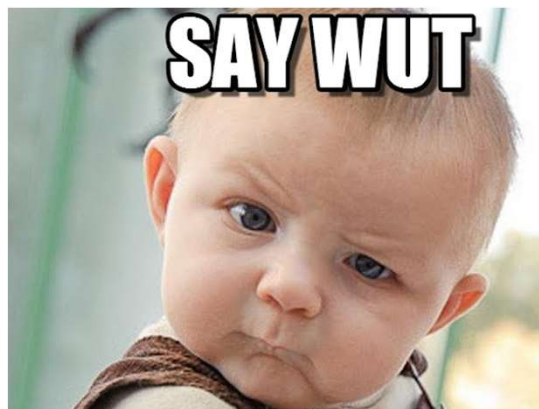


## W5H's



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## What?



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# Why?



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# When?



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# Who?



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# Where?



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# How?



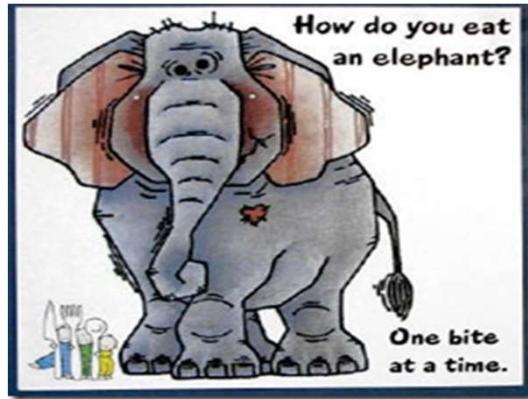
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# TAKE SMALL BITES.....



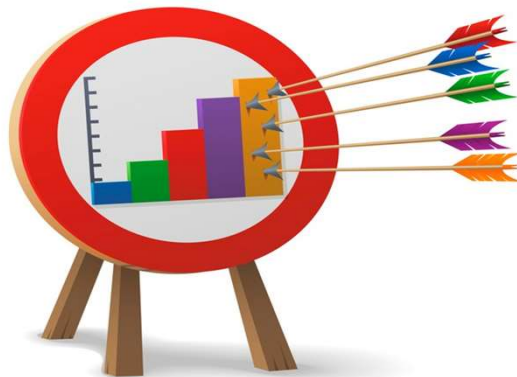
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# Break Things Down



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# Focus on Outcomes Instead of Outputs



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# Make Your Work Visible and Transparent



# Track Your Progress





# Embrace Change



# Daily Stand Up Meetings



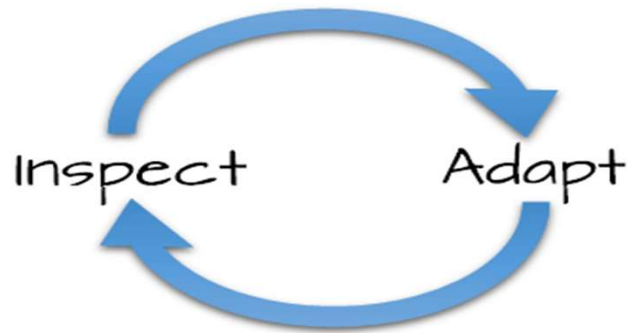
## Eliminate Waste



## Self Organizing Teams Produce the Best



## Inspect and Adapt



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## Have Fun!



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# Why do we need Risk Management

*The only alternative to risk management is crisis management --- and crisis management is much more expensive, time consuming and embarrassing.*

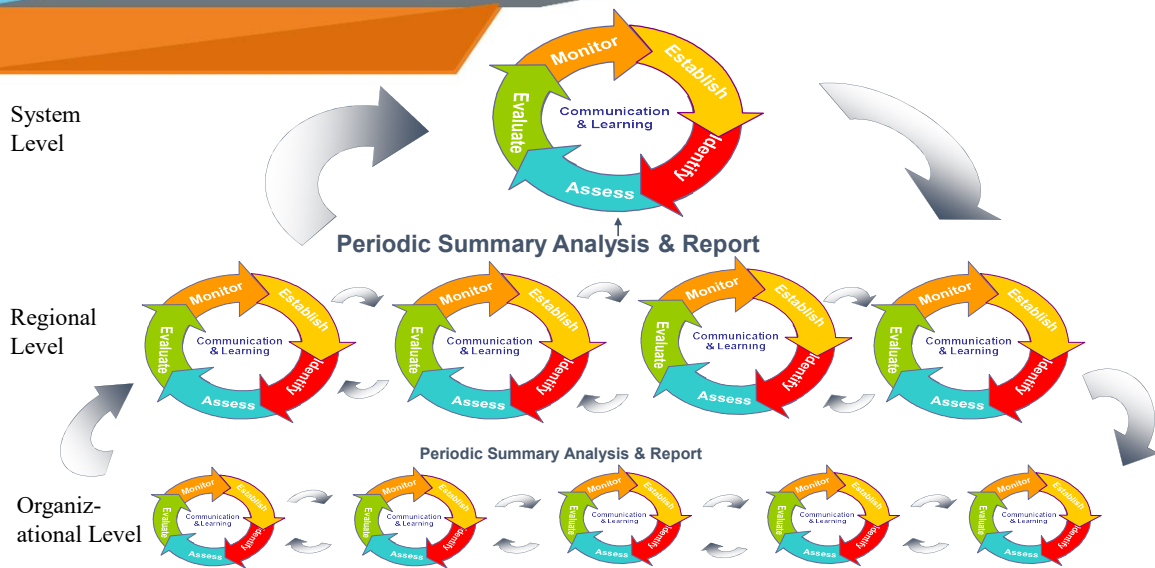
JAMES LAM, Enterprise Risk Management, Wiley Finance © 2015

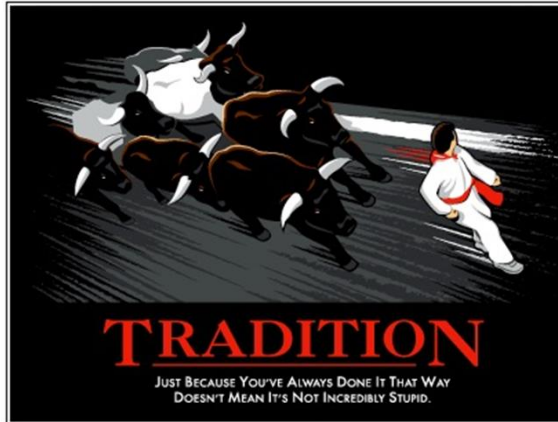
*Without good risk management practices, government cannot manage its resources effectively. Risk management means more than preparing for the worst; it also means taking advantage of opportunities to improve services or lower costs.*

Sheila Fraser, Auditor General of Canada



# Integrated Risk Management





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**PMP**  
**CRISC** Certified in Risk and Information Systems Control™  
An ISACA® Certification  
**CAPM**  **PMI** Project Management Professional  
**PMI-SP**®  
**PMI-ACP**™  
**PMI-RMP**™  
PROJECT MANAGEMENT INSTITUTE  
**ITIL**®  
**CSPO**™  
ScrumAlliance  
**CERTIFIED ScrumProductOwner™**  
**CBAP**®  
**CISA**®  
CERTIFIED INFORMATION SYSTEMS AUDITOR™  
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AMERICAN SOCIETY FOR QUALITY™  
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Project Management Institute  
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**CSM**™  
ScrumAlliance  
**CERTIFIED ScrumMaster™**

# Questions?



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## Leverage Agile Principles to Manage Project Risks & Uncertainties

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*Thank You!*

