managers use in risk management start with identifying as many risks as possi... risks are identified, each risk is analyzed so that the project team can concentrate ... tion on the most critical risks. Analysis always consists of a qualitative or ... approach and sometimes also includes a quantitative approach. In the final ri... ment process, the project team decides how to respond to each potential ris... of the risk management planning has initially been accomplished, the respon... incorporated into the overall project management plan. Changes may need to ... the schedule, budget, scope, or communication plans to account for certain ri... risk management planning processes are covered in this chapter. Risk manage... includes monitoring and controlling the risks according to plan. These are cover... with ongoing risk planning, in Chapter 14, Determining Project Progress and Re...

AGILE

On agile projects, while early risk planning, assessment, and response planning ... at a high level, more detailed and timely risk management occurs in three places: ... each subsequent iteration, in daily stand-up meetings, and in retrospectives at ... each iteration.

10-1 Plan Risk Management

Plan risk management is "the process of defining how to conduct risk man... activities for a project."[1] To plan for project risks, a project manager must first ... stand the project's objectives. A project manager develops this understanding ... by realizing what project success in general is and then by understanding the ... priorities of the most important project stakeholders, as discussed in Ch... Exhibit 10.1 summarizes current project success research results.

The first set of general project success measures is meeting agreements. This ... meeting the technical requirements while not going over the cost and schedule agr... The second set of project success measures focuses on the project's customers. Spe... did the project result meet the customers' needs, was the project result used by the ... mers, and did it enhance the customers' satisfaction? The third set deals with the ... the performing organization. The specific measures in this area vary, but essentially ... whether the project helped the performing organization. The **performing organiza...** "an enterprise whose personnel are most directly involved in doing the work ... project."[2] Typical measures here include market share, new markets and/or techn... and commercial success of the project output. The final set of project success measu... with the project team. Did they become better and more dedicated employees?

EXHIBIT 10.1

PROJECT SUCCESS MEASURES

- **Meeting Agreements**
  Cost, schedule, and specifications met
- **Customer's Success**
  Needs met, deliverables used, customer satisfied
- **Performing Organization's Success**
  Market share, new products, new technology
- **Project Team's Success**
  Loyalty, development, satisfaction

Source: Timothy J. Kloppenborg, Debbie Tesch, and Broderick King, "21st Century Project Success Measures: Em... Interpretation, and Direction," *Proceedings, Project Management Institute Research and Education Conference*, ... Limerick, Ireland.