

# The Architect and Risk Management: Threat or Opportunity

A Review of Current Trends in Extending Scope of Design Services to include Risk Management

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Project Risk Management for Architects: Introduction

## Summary

- Identify sources of project uncertainty
- Describe project risks with a risk statement
- Qualify project risks through ranking
- Quantify project risks through Expected monetary Value
- Develop responses to risk events

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Project Risk Management for Architects: Introduction

- **Successful Project**
  - On time, on budget, all features and characteristics as designed and specified
  - Satisfied client
- **Challenged Project**
  - Completed and operational but could exceed budget and time
  - Reduced scope or quality
- **Failed Project**
  - Project is not operational as planned or project cancelled
  - Budget and time exceeded way beyond expectations
  - Client dissatisfied

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Project Risk Management for Architects: Introduction

### Why Do Projects Fall Short of Success and/or Fail?

- Unclear objectives
- Unrealistic expectations
- Lack of Support from Leadership
- Lack of user involvement
- Lack of skilled resources
- Poor Risk Management
- Incomplete requirements and specifications
- Inadequate design
- "Gold plating"
- Changing requirement and specifications
- Quality compromised for cost reduction

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Project Risk Management for Architects: Introduction

### Actions We Take That Promote Failure



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Project Risk Management for Architects: Introduction

### Actions We Take That Promote Failure

- Don't question users
  - "Give users what they want; it's their business"



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### Actions We Take That Promote Failure

- Don't plan
  - Planning doesn't improve the probability of success.



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### Actions We Take That Promote Failure

- Don't bother the Project Sponsor (Client)
  - "They are very busy"
  - "They won't understand"
  - "The best client is one who goes away after they give you the commission!"



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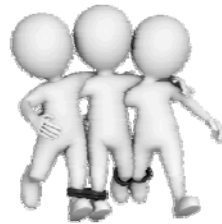
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### Actions We Take That Promote Failure (cont'd.)

- Don't question consulting staff assignments
  - "Their professionals; they should know what's expected."



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Project Risk Management for Architects: Introduction

### Actions We Take That Promote Failure (cont'd.)

- Don't gather all of the requirements prior to design
  - "We have sketch design presentations this Thursday. We don't have the luxury of planning."
  - "We can always pick that up during working drawings."



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### Actions We Take That Promote Failure (cont'd.)

- Don't ask the user's anything
  - "We will never meet deadlines if we keep going back to users for confirmation."
  - "Users don't know what they want"
  - "The users don't agree on anything."
  - "Users just want everything"



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### Actions We Take That Promote Failure (cont'd.)

- Don't question changes
  - "It's the clients request; their business - not mine."
  - "Change control slows down the design process."



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### Actions We Take That Promote Failure (cont'd.)

- Don't compare estimates to actuals
  - "The fee we're getting is the fee we're getting; there's no point to comparing fees and hours. We have to accept every job we can get."

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### Actions We Take That Promote Failure (cont'd.)

- Don't give accurate progress reports
  - "Trust me."
  - Takes too much time to prepare reports

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Project Risk Management for Architects: Introduction

### Actions We Take That Promote Failure (cont'd.)

- **Don't ask "What if?"**
  - Clients don't want to hear about uncertainty
  - "They're hiring me to be the professional and prevent what-ifs."
  - Things will always go wrong;
    - It's a hard business
    - Suck it up.

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## Design Service Delivery Changes



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