

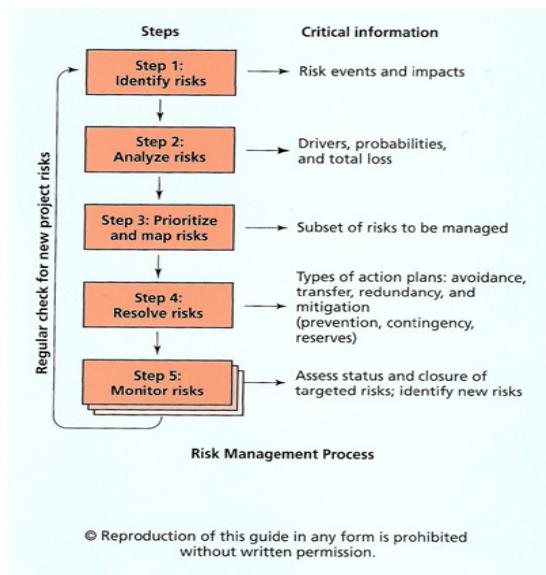
# Proactive Risk Management

## - Controlling Uncertainty in New Product Development

### 积极风险管理 — 控制产品研发中的不确定性

May 22 & 23, 2006

Novotel Watergate Shenzhen Hotel



Product development, by nature, is risky business. The objective is not to eliminate the risks, because then you eliminate the innovation that accompanies a new product. But there are many things you can do to swing risk in your favor:

- ✓ Avoid risks that have little potential benefit
- ✓ Minimize the likelihood of others
- ✓ Reduce the downside consequences

Today many companies have a phased product development process that requires them to identify the project's risk for an early project review. Unfortunately, this is as far as they go, and when the listed risks start occurring, it is embarrassing. Furthermore, these problems often surface late in the project, when they are most disruptive and most difficult and costly to resolve. In order to gain benefit—rather than embarrassment—from risk management, you must follow through on the risks you identify. This workshop shows you how to do this.

## Five-step Process

You will work through a five-step process of identifying, assessing, prioritizing, planning for, and monitoring project risks by applying this process to a case-study project. We base this process on a very useful model of a risk that gives you an X-ray view of the factors critical to resolving the risk, rather than just treating its symptoms.

This case study, plus supporting material on the risk model, the process, and supporting tools and approaches, provides what you need to implement an effective risk management program on your next project and, hopefully, institutionalize it for all future projects in your organization.

## Workshop Objectives

This workshop will give you hands-on practice in using an effective method of managing product development risks. At its core is a case study that participants will follow to manage the risks of a challenging product development project. After hearing a lecture on a step of the process, small groups will practice the step of using this project with periodic sharing between groups to expose alternative solutions to the same project risks. This case study will be preceded and followed by lectures on the principles of the risk management process, critical points to avoid, tools and approaches to support the process, and guidance on implementing the process in your organization.

Thus, this workshop will prepare you to implement an effective project risk management process in your organization. Specifically, it will:

- ✓ Give you hands-on experience in applying a risk management process and sensitize you to the pitfalls involved
- ✓ Allow you to practice the specific skills involved, such as describing a risk in a way allows you to take action against it
- ✓ Provide supplementary information allowing you to modify the process to your organization's culture and needs
- ✓ Offer Supporting tools and approaches

## Intended Audience

- ✓ Project managers, directors and team leaders in new product development
- ✓ Managers and directors overseeing product development or responsible for improving product development practices
- ✓ Project managers and directors outside of product development, such as IT managers or construction managers, who wish to manage risk in their projects

### Your Facilitator

**Dr. Preston Smith**  
**President**  
**New Product Dynamics**  
**Member of PDMA**  
**CMC**

# Course Agenda

## DAY ONE

- 9:00 **What is risk and how is it managed?**
- Expanding beyond technical risks
  - Earmarks of a risk
  - Risk management opposed to fire fighting
  - Remaining mindful of the opportunity side of risk.

### Using project risk models

- Standard risk model
- Other models
- Pros and cons of each model

### The project risk management process

- Overview of the process
- Adapting the process to your organization's needs

12:30 **Networking Luncheon**

- 13:30 **Identifying project risks**
- How early to identify project risks
  - Alternative means of identifying risks (and when to use each method)
  - Balancing optimism and pessimism
  - Application to the core case study

### Analyzing risks

- Identifying and formulating risk drivers
- Estimating probabilities
- Calculating expected loss
- Application to the core case study

### Prioritizing and mapping risks

- Prioritization process
- Applying judgment to a numerical ranking
- Using a risk map
- Application to the core case study

17:00 **Day One of Workshop concludes**

## DAY TWO

- 9:00 **Planning resolution of targeted risks**
- Types of action plans
  - Emphasizing proactive plans
  - Balancing a plan's benefits with its costs
  - Application to the core case study

### Monitoring project risks

- Tracking progress on risk resolution
- Scanning for new risks
- Risk management metrics and data management
- Application to the core case study

### Risk management toolkit

- Sticky density
- Spreadsheets
- Decision analysis
- Risk simulation
- Design structure matrix

12:30 **Networking Luncheon**

- 13:30 **Risk management approaches and strategies**
- Avoiding risk
  - Remaining flexible
  - Keeping in touch with customers
  - Staying proactive
  - Viewing failure productively
- ### Implementing project risk management
- Fitting risk management into project management
  - Training needs
  - Countering fire fighting behaviour
  - Maintaining perspective
  - Continuous improvement

17:00 **Day Two of Workshop concludes**

## Testimonials

"...presents an easy-to-understand model and an easy-to-implement set of steps to successful risk management. It should be required reading for project and product managers. I believe you can learn it one day, implement it the next, and begin seeing results immediately. The model and approach presented here navigates the knife-edge between the obvious babbling and the philosophical musing that seems to dominate the risk management literature..."

**Patrick Neal,**  
Ph.D. PMP, Manager,  
Project Management Network,  
Agilent Technologies

"... clearly communicates the challenges of risk management in product development and provides simple, proven methods for addressing them. ...experience with managing risk in product development is clearly evidenced in their practical treatment of the subject. ... take a holistic view of product development and illuminate the cross-functional nature of risk in product development. ... often offer a straightforward procedure for managing risk and suggestions for implementing techniques in the real world."

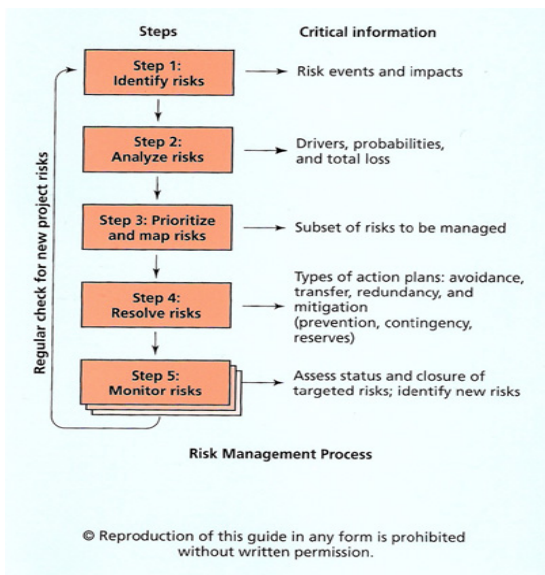
**Kent Harmon**  
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2006年5月22-23日  
深圳万德诺福特大酒店



产品研发本身就是一件充满冒险的工作。我们的目的不是要排除风险，因为那样你同时可能会排除实现一个新产品的创新。但是也有办法将风险转为对你有利的方面。

- ✓ 避免那些只能带来微利的风险
- ✓ 将“其他”的可能性降到最低
- ✓ 减少下降趋势

现今很多公司已有一套产品开发流程，并会要求他们在早期的项目分析时便确定项目的风险。然而正如他们所遇到的，当所列出的风险发生时，情况就变得无法收拾。而且，这些问题常常到项目后期才浮出水面，而那时的难题极具破坏性，相当困难并需要花费很大的成本去解决问题。为了从风险管理中获利（而非面临尴尬境地），针对面临的风险，你必须坚持到底。而这个培训正是要告诉你如何去做的！

## 5步流程

你将透过一个实际的项目案例来体验五步流程：确定、评估、优先排序、计划以及监控项目风险。我们将这个项目基于一个非常有用的风险模型，这个模型将向您展示一些能真正解决这些风险的关键因素，而非仅仅“医治”表面现象。

案例，再加上风险模型上的支持材料、流程、以及支持工具和方法，将帮助你在下一个项目中实施一个有效的项目管理计划。也希望它们在你公司今后所有项目管理中能被有效利用，帮助实现效益。

## 课程目标

此课程将为您提供一个切实可行的有效管理产品研发过程中风险的方法。它的核心是一个项目案例，据此案例学员将依照其中遇到的所有产品研发过程中的风险与挑战——寻求其解决方案。在学习了流程中的每一个步骤之后，学员将以小组讨论和演讲的方式实践此方法，并在学员之间交换意见和想法，为同一种风险提供多种解决方案。而在此案例之后，导师也会分享风险管理流程的原理、应该避免的关键点、支持此流程的工具和方法、以及在企业内部实施此流程的指导建议。

此课程将帮助你在企业实施一个有效项目风险管理方法。它尤其会：

- ✓ 提供实际动手的经验，对潜在缺陷或问题建立敏感度
- ✓ 提供操练实际技巧的机会，比如当描述某个风险时可以提出应对此风险的相应对策
- ✓ 提供辅助信息，允许您根据公司文化和需求去改变流程
- ✓ 提供支持工具和方法

## 适合对象

- ✓ 新产品开发的项目经理、项目总监、以及团队领导；
- ✓ 负责产品研发或负责提高产品开发实施的经理、总监；
- ✓ 产品研发之外的项目经理和总监，比如那些希望更好管理项目风险的IT经理或施工经理。

### 您的导师：

近十年内最具影响力的R&D专家之一：

**Dr. Preston Smith**  
**President**  
**New Product Dynamics**  
**Member of PDMA**  
**CMC**

## 第一天

- 9:00 **什么是风险以及如何管理?**
- 技术风险之外的风险
  - 风险的特点和标志
  - “风险管理”对比“救火行动”
  - 保留风险有可能带来的机遇

### 运用项目风险模型

- 标准的风险模型
- 其他模型
- 每个模型的利与弊

### 项目风险管理流程

- 方法综述
- 将方法运用于你公司的需求

12:30 **交流午餐**

- 13:30 **确定项目风险**
- 要多早确定项目风险
  - 确定风险的多种方法(以及什么时候使用每种方法)
  - 平衡乐观主义和悲观主义
  - 在核心案例研究中的应用

### 分析风险

- 确定并阐明产生风险的驱动因素
- 评估可能性
- 计算预期的损失
- 在核心案例研究中的应用

### 风险排序和风险规划

- 排序过程
- 通过判断以数字排序
- 运用风险地图
- 在核心案例研究中的应用

17:00 第一天结束

## 第二天

- 9:00 **目标风险的规划决议**
- 行动计划的类型
  - 强调积极(前摄性的)规划
  - 权衡一个计划的利益与其对应的成本
  - 在核心案例研究中的应用

### 监控项目风险

- 追踪风险决议的进程
- 扫描新的风险
- 风险管理标准和数据管理
- 在核心案例研究中的应用

### 风险管理工具包

- 粘性密度
- 电子数据表
- 决策分析
- 风险模拟
- 设计构架矩阵

12:30 **交流午餐**

- 13:30 **风险管理方法与战略**
- 避免风险
  - 保持灵活性
  - 与客户保持联系
  - 保持积极和预期性
  - 结果性地看待失败

### 实施风险管理方法

- 将风险管理与项目管理相结合
- 培训需求
- 与“救火行动”相反
- 持续公司远景
- 不断提高

17:00 第二天结束

## 客户推荐

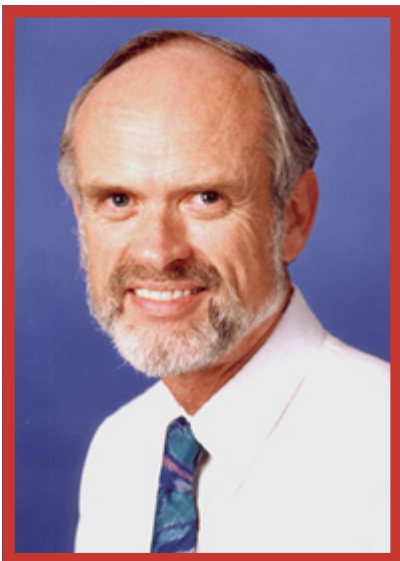
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# About Your Facilitator 导师



Dr. Preston Smith  
Certified Management  
Consultant (CMC)

President  
New Product Dynamics

Member of PDMA  
(Product Development Man-  
agement Association)

**Preston Smith** began specializing in rapid product development in 1984 as an internal consultant, became an independent management consultant concentrating on time to market issues in 1986, and earned Certified Management Consultant (CMC) standing in 1990.

Preston is co-author of the book, *Proactive Risk Management*, which won the PMI David I. Cleland Literature Award in 2003 as the best project management during the previous year. In addition, he has authored several handbook chapters and dozens of published articles on product development and risk management (see [www.newproductdynamics.com/publications.htm](http://www.newproductdynamics.com/publications.htm)). Preston is book review editor for the *Journal of Product Innovation Management*. He holds a Ph.D. in engineering from Stanford University, and is a member of the Product Development and Management Association (PDMA) and the Society of Concurrent Product Development (SCPD).

Over a twenty-year period, he held engineering and management positions with North American Aviation (now part of Boeing), Pratt & Whitney Aircraft, IBM, Bell Laboratories (now Lucent Technologies), and General Motors Research Laboratories.

His interest in project risk management increased several years ago when he noticed that many companies with phased development processes were managing risk quite poorly. Specifically, their process required them to identify the project's risks in an early phase. Unfortunately, later phases did not follow through on the identified risks, so the organization gained no benefit—only embarrassment — from completing just the initial step of the risk management process.

**Preston Smith** 自1984年开始专注研究快速产品开发，并在企业内部担任顾问师。之后他以独立顾问的身份研究产品上市时间管理。于1990年获得Certified Management Consultant (CMC)资格。

Preston 撰写了 *Proactive Risk Management* (积极风险管理), 并借此在2003年获得了 PMI David I. Cleland Literature Award 的奖项, 成为当年最佳的项目管理方法论。此外, 他还出版大量的手册类书籍和以产品研发的风险管理为主题的文章。Preston 亦是 *Journal of Product Innovation Management* 的书评主编。他拥有美国斯坦福大学工程学博士学位、是PDMA的成员之一(全球仅有不到100个成员)。曾供职于北美航空(现在已是波音公司的一个部分), Pratt & Whitney Aircraft, IBM, Bell Laboratories (现在的朗讯科技), 通用汽车研究实验室, 等

数年前当他发现很多公司纵然有一套系统的开发流程, 但是风险管理能力很差, 于是潜心研究这一领域。尤其是这些企业的研发流程要求他们在早期便确定项目风险。然而在项目后期参与人员并未能够将早些确定的风险控制坚持到底, 因此公司非但没有从那样的风险管理中获得好处, 反而面临尴尬的境地。

## Proven Records:

✓ He has led more than 100 workshops in 23 countries worldwide on advanced product development topics and has taught product development courses at several universities. Dr. Preston Smith 在全球23多个国家主讲了超过100场研讨培训, 演讲以及培训主题专注于先进的产品研发方法, 他亦在很多大学里教授产品开发与研究的课程。

✓ Companies in China who have attended his workshops include: 在大中华地区的学员客户部分来自: Lenovo, Tecent, Huawei, Triumph, ABB, DELL, Dowcorning, GE Medical System, Kingdee, Li Ning, National Starch & Chemical, Neusoft, Philips Neusoft, Oracle, P&G Technology, Perlos, Philips Mobite Display Systems, Salcomp, York, Rohm and Haas Electronic Materials, A.O.Smith, Bayer, Emerson, GE China Technology, Invensys, Molex, Noveon, Primeton, Singer, The 9 Computer Technology, UFIDA, Wall's, Schneider, etc.

✓ He is one of the best-selling R&D book writers. His reputable publications include: (他是近年来R&D最畅销书作者之一。他代表著作包括: ) *Proactive Risk Management* (Productivity Press), *Developing Products in Half The Time* (John Wiley & Sons)