



Culture, Psychology, and Motivation:

Getting Program Decision-Makers to Use and be Part of Risk Management Processes

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The Problem

- Decision-makers don't participate
 - Managing risks \neq risk management
- The *real* risks aren't in the risk repository
- Risk management is detached from mainstream project work
- Compliance (with standards, policies, models) masks ineffectiveness
- Formal risk management can be more harmful than ***no*** risk management

Reasons for the Problem₁

- **Culture**
 - Multiple, tiered perspectives on risk
 - Artificial distinction between “problems,” “issues,” and “risks.”
 - History of uselessness
- **Psychology**
 - PM is “shield for crap from above”
 - Use of single, public risk repository
 - Exposure to oversight & scrutiny



Reasons for the Problem₂



- **Motivation**
 - Plausible deniability
 - Not wanting to petition for “acceptable risk” status

Addressing the Reasons

- **Culture**
 - Having the “right cultural source” for risk management practice
 - Continual reinforcement from above
- **Psychology**
 - Multiple, distributed databases in risk repository
 - Guarantee of privacy at team and individual level
 - Allowing explicit acceptance of risks
- **Motivation**
 - Appropriate metrics

The Way Forward

- New leadership in risk management practices
- Manage programs by managing the risks
- Emphasize *effectiveness* rather than *compliance*
- Always assume that trust does not exist, and that it must be earned