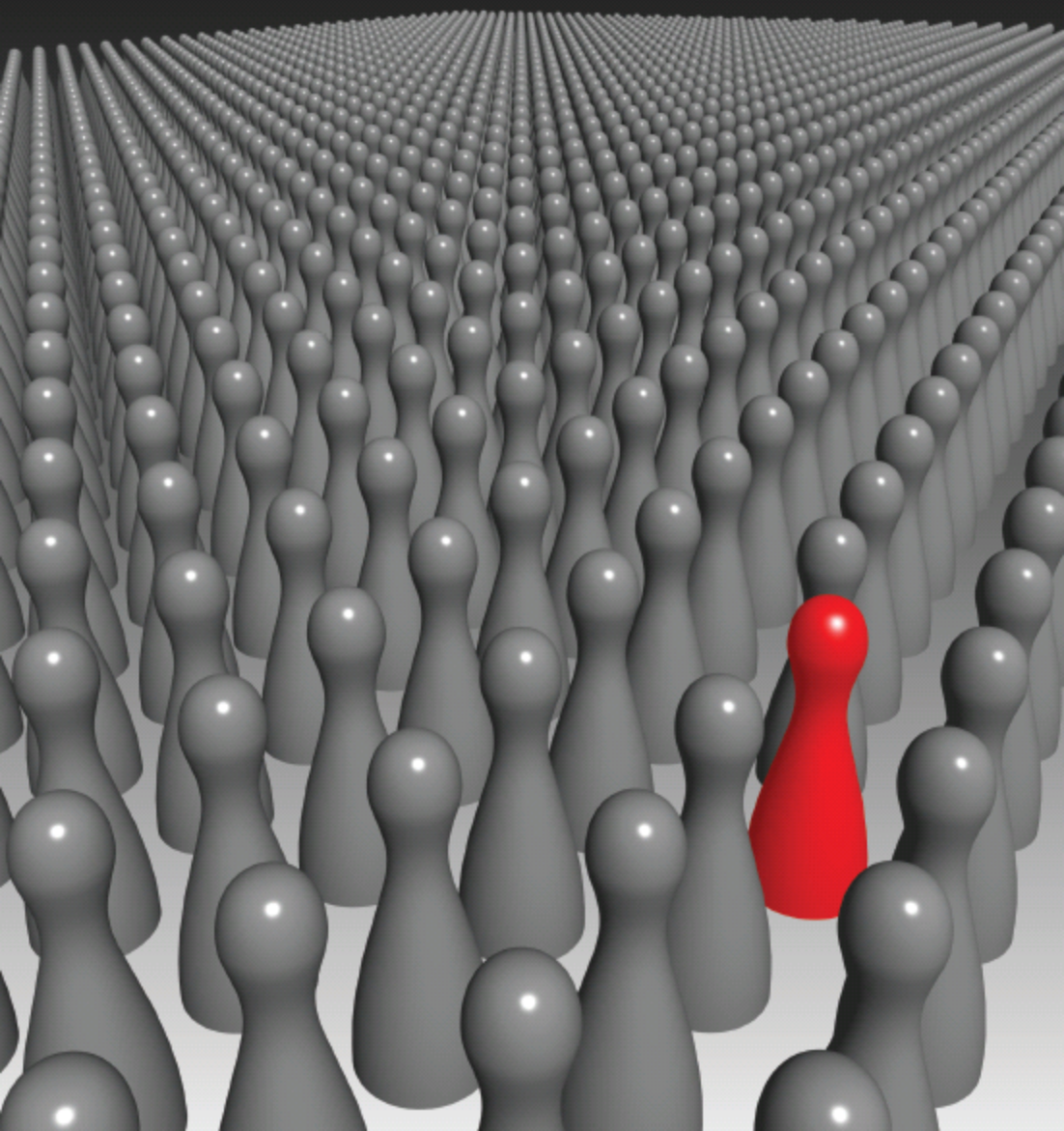


Luc De Ceuster

Focus on **Risk Management**
Manage Risks to improve Project Success

First Edition



*APraCom[©] Project
Management*

**Focus on
Risk Management**

Manage Risks to Improve Project Success

First Edition, 2010

Ir. Luc De Ceuster, PMP

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***For Franciscus De Ceuster
who left us too early***

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Introduction

During my career as project manager and in different disciplines, I have encountered risks in many different ways. Suddenly things went wrong or sometimes we had some unexpected successes. In many cases, these things just happened out of our control and sometimes we knew something unexpected could happen and we prepared for it.

Soon, we started to identify the fact that we did not take into account all possibilities or even forgot to look at some obvious possibilities. In many case, people just started working without thinking about the work to do. Many people still do today unfortunately and with the obvious consequences of doing it the wrong way or even failing in the things they wanted to do.

Although uncertainty is a part of life, people tend to avoid it and choose certainty. Today, during the world financial crisis, people realized that certainty in fact does not exist. Many people made “certain” investments for their pensions, bought stock of solid companies and see that this is not really the case. Some people have chosen a safe job and started to work for the government and suddenly, due to market focus or European regulations, the service or department they have been working in, is privatized. Suddenly their certainty turned into uncertainty completely unexpected and against their own choices.

During my career, I worked in different companies and industries and noticed many different approaches to risks. In the military, risk and even danger may be very close even in peacetime or at home in the barracks. Companies I worked with sometimes looked

at risks as if it something they did not want to hear about. They were putting their heads deep in the sand like an ostrich and hoped the lion would not see them.

Risk however, offers opportunities that can bring more success to your company. In this book, we will look at a number of aspects of risks and how to work with them in order to improve project success and efficiency. In the past, companies who looked uncertainty in the eye were more successful than others were and for that conclusion alone is reason enough to embrace uncertainty as an opportunity for excellence and project success.