

MEETING CLIENT NEEDS

Case Study

AVOIDING PROJECT CATASTROPHE THROUGH INNOVATION IN PROCESS RISK MANAGEMENT – A NEW PARADIGM

Graham Scott

Graham Scott and Associates, Australia

ABSTRACT

The "Columbia" space shuttle disaster in 2003 would have been avoided through an understanding of Interpersonal Relationship / Process Risk. The process that led to that fateful day in February 2003 is a clear "how not to do it". The aftermath analysis points to "communication" and "culture" as the causes. This paper suggests that that is too much a global, lame explanation. The dynamics that lead to communication breakdown in projects can be identified early and if treated in a similar fashion to content or "hard" risk, be mitigated. The paper points out, why it isn't done; the benefits of treating interpersonal process as risk and how to mitigate interpersonal process risk in projects. This is done with the reference to real cases where the success is evident. The innovation is in applying a new paradigm.

Keywords: interpersonal relationship, process risk, communication, culture