PATH THROUGH THE ROCKY CANYON

Risks are an integral part of working in any organization, and preparing properly for risks is the keystone of being able to handle and respond to risky situations.

Imagine that your organization is a traveler that enters a rocky canyon. Inside, there might be cliffs and landslides that threaten your safe journey. In this analysis, discover which challenges you face, identify your risks, and find out what you can do to reach your destination safely.

WHO SHOULD GET INVOLVED?

The whole team including board members should be involved. For the final section, Exit Strategy for a New Way outside stakeholders and organizational partners can also be invited.

AT THE END OF THIS SESSION YOU WILL HAVE:

- *An understanding of your team's tolerance for risks.*

- *An overview of the kinds of risks that face your organization.*

- *A concrete plan of action for handling and responding to risks.*

- *A sustainable strategy (i.e., an Exit Strategy) for closing projects and programs.*

PREPARATION

As discussing risk can be a very sensitive topic, it is suggested to do a trust or team building exercise before beginning this Path. Otherwise, please think about if your team is ready for this Path.

MATERIALS

- Colorful Markers
- Flip Chart
- Moderation Cards
- Writing Materials
- Figures (3 per person)

TOOLS

Method Cards:

Sharing Personal Tolerance for Risk Taking (26)
Environmental Scanning for Detecting Unseen Risks (04)
Opportunity Driven Approach for Planning in Uncertainty (22)
Risk Analysis for Assessing Threats to Your Organization (24)
Defining and Identifying Risk (28)
Exit Strategy for a New Way (27)
Scenario Thinking for Handling Risk (25)
Action Planning for Next Steps (02)

Background Papers:

Weak Signals (02)
Thumbprint Survey (16)
Example Influence Diagram: Part 1 (17)
Example Influence Diagram: Part 2 (18)
STEEP Analysis Example (21)
Scenario Matrix Example: Part 1 (19)
Scenario Matrix Example: Part 2 (20)

Worksheets:

Influence Diagram (12)
STEEP Analysis (15)
Action Plan (02)
Scenario Matrix (14)
Risk Assessment Framework (13)

ORIENTATION 70MIN

HOST / PREPARATION GROUP: Introduce Path and day program.

First round and discussion:
Sharing Personal Tolerance for Risk Taking_MC (26)

INPUT TO PATH CANVAS: 3 collective decisions about how you will handle different tolerances for risk within your organization.

GROUNDWORK 140MIN

Uncover potential risks in your environment using Environmental Scanning for Detecting Unseen Risks (04)

Think about how well your organization is prepared to deal with or bounce back from a disruption using Thumbprint Survey (16)

INPUT TO PATH CANVAS: 3 concrete actions you will take to monitor your environment for risks, your learnings from the Thumbprint Survey.

SUMMIT 140MIN

Identify and analyze potential factors, events, or occurrences which might put your organization at risk using Risk Analysis for Assessing Threats to Your Organization (24)

INPUT TO PATH CANVAS: 3 signal points which are important to your organization.

OUTLOOK 90MIN

Prepare concrete actions to handle the risks you have already identified and analyzed, using Scenario Thinking for Handling Risk (25)

INPUT TO PATH CANVAS: 3 concrete actions for mitigating risk to your organization.

ACTION PLAN 120MIN

As a last step, develop a sustainable strategy for closing projects or programs as a result of high risk (or because project goals have been accomplished) with Exit Strategy for a New Way (27)

INPUT TO PATH CANVAS: 3 exit actvities.

CLOSING 30MIN

Final round / Check Out