

# DANCING IN THE MINEFIELD: MANAGING E-LEARNING PROJECT RISKS



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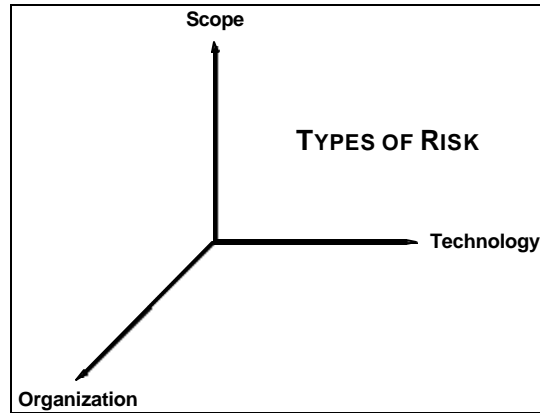
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*Supplemental Materials*

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# JOB AID 1: RISKS ACCORDING TO FOSHAY



## **ORGANIZATIONAL FACTORS**

- Span of control and level of project sponsor.
- Dedication and relationship of client and supplier project managers.
- Quality of product (from both the customer's and supplier's perspective).
- Number of reviews and timelines for sign-off.
- Previous experience with the customer.
- Amount of end-user involvement in analysis, design, and implementation.
- Amount of available expertise in the subject matter.
- Quality of communications.
- Presence of hidden agendas.
- Expected amount of time spent not related to designing or revising the instructional materials. Some developers estimate that this typically consumes about 80 percent of project time.

## **SCOPE FACTORS**

- Number of expected user contact hours.
- Cognitive performance requirements (conceptual, procedural, problem-solving).
- Complexity of content.
- Number, type, and complexity of components.
- Availability, quality, and accuracy of existing content.
- Complexity and frequency of interactions (performance requirements).
- Specificity of the performance requirements.
- Number and complexity of graphics, animation, and multimedia.

- Ease of use.
- Familiarity of target audience with medium.
- Quality of finished product requirements.
- Length of course.
- Degree of remediation (e.g., quizzes, selective module reviews).

#### **TECHNOLOGY FACTORS**

- Development and implementation platform, authoring and architecture/network environment.
- Distribution.
- Available bandwidth.
- Familiarity with development approach.
- Availability and expertise in specialized development tools, libraries, and templates.
- Experience of development team.
- Degree to which development team has worked together before.
- Rigor of the project management and change management processes.
- Development model the project team employs (traditional ADDIE's linear, "waterfall" approach versus Rapid Application Development (RAD) or other 4<sup>th</sup> generation ISD model).
- Availability of project management data describing a similar development effort.
- Availability of appropriate templates or toolsets.
- Need for specialized peripherals (e.g., touch screens, digitizers, robotics).

# INTERACTIVE EXERCISE 1: USING THE RISK MANAGEMENT JOB AID

## Instructions

1. Break into groups.
- ② Review the CSF.
- ③ Write a risk that could jeopardize the CSF you specified.
- ④ Check the box indicating the Mattas type of risk.
- ⑤ Check the box indicating the Foshay type of risk.
- ⑥ Check the box indicating the probability of each risk.
- ⑦ Check the box containing the impact the risk would have on the organization and the project.
- ⑧ Specify one or more strategies to mitigate each risk.
- ⑨ Specify an owner for each category.
- ⑩ Specify the frequency with which the owner(s) will monitor the risk and the success of the mitigation strategies.
11. After 15 minutes, we'll regroup and debrief.

CSF ②	Risk ③	Mattas Type ④	Foshay Type ⑤	Probability ⑥	Impact ⑦	Mitigation Strategies ⑧	Owner(s) ⑨	Monitor ⑩
Provide on-demand support to localized training, information, and tools.	Organization may not be ready to support changes to jobs and roles arising from blended learning and on-demand support.	<input type="checkbox"/> Execution <input checked="" type="checkbox"/> White spaces <input type="checkbox"/> Integration	<input checked="" type="checkbox"/> Organizational <input type="checkbox"/> Scope <input type="checkbox"/> Technology	<input checked="" type="checkbox"/> High <input type="checkbox"/> Medium <input type="checkbox"/> Low	<input checked="" type="checkbox"/> High <input type="checkbox"/> Medium <input type="checkbox"/> Low	a. Design and implement a robust change management program that begins on Day 1 of the effort that includes branding, education, and marketing.  b. Employ appropriate development strategies (such as RAD) to ensure buy-in among instructors, managers, supervisors, and end users.  c. Ensure that client-side	Development team project manager          Development team project manager	Daily teleconferences          Daily

CSF ②	Risk ③	Mattas Type ④	Foshay Type ⑤	Probability ⑥	Impact ⑦	Mitigation Strategies ⑧	Owner(s) ⑨	Monitor ⑩
						project team members have adequate release time.	Client team project manager	Weekly
		<input type="checkbox"/> Execution <input type="checkbox"/> White spaces <input type="checkbox"/> Integration	<input type="checkbox"/> Organizational <input type="checkbox"/> Scope <input type="checkbox"/> Technology	<input type="checkbox"/> High <input type="checkbox"/> Medium <input type="checkbox"/> Low	<input type="checkbox"/> High <input type="checkbox"/> Medium <input type="checkbox"/> Low			
		<input type="checkbox"/> Execution <input type="checkbox"/> White spaces <input type="checkbox"/> Integration	<input type="checkbox"/> Organizational <input type="checkbox"/> Scope <input type="checkbox"/> Technology	<input type="checkbox"/> High <input type="checkbox"/> Medium <input type="checkbox"/> Low	<input type="checkbox"/> High <input type="checkbox"/> Medium <input type="checkbox"/> Low			
		<input type="checkbox"/> Execution <input type="checkbox"/> White spaces <input type="checkbox"/> Integration	<input type="checkbox"/> Organizational <input type="checkbox"/> Scope <input type="checkbox"/> Technology	<input type="checkbox"/> High <input type="checkbox"/> Medium <input type="checkbox"/> Low	<input type="checkbox"/> High <input type="checkbox"/> Medium <input type="checkbox"/> Low			

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