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Understanding of an ‘Enlightened Planning’ Approach in Project Risk Management

Qianlin Yang*

Business School, University of Southampton, China

ARTICLE INFO

Article history

Received: 27 January 2021

Accepted: 27 February 2021

Published Online: 30 March 2021

Keywords:

Enlightened planning

Risk management

Project lifecycle

ABSTRACT

This article explains the execution and delivery progression phases of the project lifecycle. It is the third phase of the project lifecycle that leads to the final realization of the project's goals. However, this essay will describe the understanding of the ‘enlightened planning’ approach during the execution and delivery strategy progress of a project's lifecycle. The features and details in the *Enlightened Planning* and *PMI PMBOK Guide* are compared. The author explored the nature and role of basic frameworks such as the project lifecycle, the process phase structure, and key project definition questions — the seven Ws (Who, Why, What, Which way, Wherewithal, When, Where). Combining *Enlightened Planning* and *PMI PMBOK Guide*, the differences between the two approaches are given. In addition, the author elaborated the advantages and disadvantages of the two approaches in current practice.

1. Introduction

As we all know, project risk management is a significant part of project management. In a constantly changing environment, there are plenty of risks in any project. Project risk refers to that if uncertain events or conditions occur that will affect at least one project goal (PMI PMBOK Guide, 2008, p. 273) ^[1]. Project risk management focuses on identifying and evaluating project risks and managing their opportunities in order to minimize the impact on the project (DOVAL, 2019) ^[2]. Risk management plays a key role in the project management approach by helping to manage risk (Górecki, 2018; Rekha and Parvathi, 2015) ^{[3][4]}. It is clear that no project is risk-free, so project risk management is important for a successful project. It is worth mentioning that there are different uncertainties throughout the whole lifecycle of the project, which

needs to be taken into account from the conceptual stage of the project. Ward and Chapman (2003) showed that uncertainty management was more and more preferred in ‘risk management’ and ‘opportunity management’ ^[5]. Uncertainty management is not only a combination of risk management and opportunity management, but also about identifying and managing many sources of uncertainty for all (Ward and Chapman, 2003) ^[5]. The ‘Enlightened Planning’ approach proposed by Chapman (2019) is how to make decisions in the face of uncertain events, so as to ensure effective planning in an uncertain environment ^[6]. The book started with the theoretical analysis of cases in the life, and combined various relevant concepts and principles as well as operations research to comprehensively discuss the approach of ‘Enlightened Planning’. This article discusses the execution and delivery strategy progressive stage of a project's lifecycle.

*Corresponding Author:

Qianlin Yang,

Business School, University of Southampton, China;

Email: yql970208@126.com

2. Enlightened Planning and PMI PMBOK

The 'Enlightened Planning' approach is designed to take into account plenty of different issues while systematically and organizationally considering how to respond to complex decisions. It is a holistic approach that aims to maximize the team's ability to respond quickly and correctly to the plan. Enlightened Planning must involve all stakeholders throughout the project creation lifecycle, starting with the concept of creating the project. The execution and delivery strategy progressive stage of the project are a difficult and uncertain process. Each project is different in complexity and nature. It addresses all relevant uncertainties in a systematic way. The strategy, risk and uncertainty of the project interact with each other and all of them have an impact on the project. This requires systematic adherence to core principles. Due to the interaction of various elements, their impact on the project may be multifaceted, so the uncertainty of the project needs to be considered comprehensively. It is necessary to think systematically within an overall environment. Everything is causally connected and no one is affected solely by an individual. The general idea is that risk is correlated. The enlightened planning used real life examples to show that calculated risks over time are much less than inherent risks. Use systematic quantitative and qualitative research methods to analyse the discussion topic. There is no doubt that systematic quantitative and qualitative analysis has certain limitations for enlightened planning. In contrast to a large part of the project risk management, enlightened planning focuses critically on the uncertain location of the project context. It explores and understands the origins of uncertainty. However, both the PMI PMBOK Guide (2008) and enlightened planning divide the project lifecycle into four phases, both of which involve the field of project risk management. The PMI PMBOK Guide (2008) adopts six steps of planning risk management, identifying risks, carrying out qualitative risk analysis, carrying out quantitative risk analysis, planning risk response and monitoring risks (PMI PMBOK Guide, 2008) ^[1]. In addition, the definition of risk includes two types, which are positive risk and negative risk. That is to say, events and opportunities that can have a positive impact on the project are also called risks. An integrated approach to the uncertainty of enlightened planning projects is equivalent to modifying and enhancing the current project risk management process (Ward and Chapman, 2003) ^[5]. Compared with PMI PMBOK Guide (2008), the 'Enlightened Planning' is not only more complete but also comprehensive and detailed ^[1]. The members who use the 'Enlightened Planning' approach for the first time in the project need to analyse the

uncertainty in a more detailed way than those with rich experience, because lack of experience will prevent them from deciding which one is effective.

3. Project Lifecycle

The project lifecycle can provide a basic framework for project management. In general, the project lifecycle is divided into four universal processes. In addition to the execution and delivery strategy progress stage, the use of an enlightened planning approach to risk management in the other three project lifecycle stages combined with corporate and operational management needs to be modified accordingly. Each project is unique. There is no denying that even if these projects are separate individuals, which they have something in common. Project members can refer to the previous experience database when identifying risks, but still need to consider the uniqueness of each project. Project members seek similarities on the basis of differences, and then make different judgments according to the actual situation. A common process can be used to develop an appropriate framework for corporate strategic planning that integrates project planning, operational planning, and corporate planning. The latter two stages need to continue to think about what uncertainties still exist in the previously completed phases for project management purposes. The reason is that project data need to be collected and analysed regularly throughout the project lifecycle.

4. The Key Features of Enlightened Planning

The key features of enlightened planning include four Fs (Frameworks): a project lifecycle framework, a seven Ws framework, a goals-plans relationships framework and a process framework. In addition, relevant overall characteristics include risk efficiency, clarity efficiency and opportunity efficiency. The seven Ws need to be clearly recognized and properly managed because it is a key aspect of any project. As the focus of work changes as the project progresses, the seven Ws help staff and other stakeholders to integrate, which is critical at every stage of the project lifecycle. Then, the seven Ws in the initial conceptual strategy phase only need a simple plan structure, and the open plan can be discussed in conjunction with the WSL example. The enlightened planning is primarily concerned with the uncertainty of the project. The uncertainty can be divided into the following five key portrayals, which are event uncertainty, inherent variability uncertainty, systemic uncertainty, ambiguity uncertainty and capability-culture uncertainty. It is worth mentioning that the sensitivity graph is a way to combine several lower level of uncertainty sources and then identify the higher

level of uncertainty sources. Decision diagrams are also one of the widely used tool components of enlightened planning. Each project needs to establish a clear and unambiguous goals-plans relationships framework based on the project lifecycle and the seven Ws frameworks. The purpose of this is to clarify the relationship between the company's pursuit of a broader range of objectives at the strategic level and the project plan. It is important to note that variability is not a risk, the two cannot be equated, for instance, when variability is high the risk may be low. Furthermore, communication plays an important role in project planning, and efficient communication is also an important aspect of enlightened planning.

5. The Universal Process Concept

The universal process (UP) concept is the basis for the specific process for projects (SPP) phase concept. The four identical key common tasks in all phases are to document, verify, assess and report. The next step in the UP shape phase is the 'identify' phase of the basic SPP. There is no equivalent to the basic SPP phase other than the build to identify phase. There are about three risks identified characteristics of the project. The first is the universality. The people involved in the project are involved in the risk identify phase and the professional involvement is very extensive. The second is that risk identify exists in all phases of the project lifecycle. Thirdly, information collection needs to be comprehensive, timely and accurate. The methods in PMI PMBOK Guide (2008) that theoretically help to discover risk information can be used as tools for risk identification^[1]. Among them, the most commonly used tools are expert judgment, data collection, data analysis, interpersonal and team skills, prompt lists and meetings. It is important to learn from experience, to save time and resources, and to fill gaps. All members of the project need to work together to maintain tactical clarity within their responsibilities and to reduce the occurrence of unexpected uncertainties. Project members need to pay attention to these points when making plans. The whole risk identification process should also be dynamic. The identify phase refers to the identification of all relevant sources, responses, and conditions. Chapman (2019) explained and highlighted the conceptual differences between the source list and the common practice risk list in the enlightened plan^[6]. The concept of the source is the source of uncertainty, which generalizes the concept of risk in traditional project risk management. The task starts with the seven Ws that define the problem for the key project, focusing on the important sources. It is the core issue at this stage.

6. Risk Identify

The risk identify phase occupies an important position in the entire project risk management process, and it is indispensable for uncertainty management. The reason is that only can we further correctly analyse the risk with a correct understanding of the risk, and finally can we reasonably deal with and control the impact of the risk. However, the risk of the project is mostly potential, and the risk may appear at any time with the development of the project lifecycle. This phase requires an enlightened planning perspective to understand the issues associated with modelling. A clear understanding of clear efficient uncertainty decomposition is an important part of this stage. The competence in enlightened planning approach means that all parameter estimates in the plan must meet or exceed the minimum acceptable clarity level. Probability impact grids (PIG) as an inefficient tool for clarity. All proven probabilities should be objectively analysed with the goal of providing a reference for final decisions when using enlightened planning. It is widely used in many operational and enterprise management environments. The uncertainties of risks all have different probabilities, that is to say, the probability of the occurrence of uncertain events is different. PIG is mentioned in the PMI PMBOK Guide (2008) and APM (1997)^{[1][7]}. In PMI PMBOK Guide (2008), the PIG is used for qualitative analysis rather than quantitative analysis. However, from the perspective of the enlightened planning, the PIG is not a qualitative analysis method^[1]. It is a method for quantitative analysis after a prepared qualitative analysis section. Importantly, the PIG ignores four of the five related uncertainties. One of the important roles of enlightened planning is to use it to explain clear and inefficient practice tools that are often used. Therefore, discard these tools when making decisions on uncertainty management using enlightened planning. The capability-culture concept has changed the basic level framework assumptions. The capability-culture concept is an integral part of the basic level, and suitable members are its key components. The fundamental characteristics of the enlightened planning drive these differences because any contributing discipline lacks exclusive ownership or parental rights to the concept of the enlightened planning approach.

7. The Basic SPP 'Ownership' Phase

Another phase of the 'Enlightened Planning' approach is the basic SPP 'ownership' phase. It is another way of saying something about UP shape phase and UP test phase. All aspects of this phase need to be looked at this

phase, and all related ideas need to be rigorously tested, because there are some aspects that are not obvious. The less obvious aspects can be very risky so every aspect has to be considered. In addition, the SPP basic ownership phase is reflected in the PUMP ownership phase. The nature of this phase depends on where the project lifecycle has reached. This phase focuses on ownership, contracts and other related issues. An issue of concern is to clarify the terms and ownership of the company in relation to desired goals, balanced goals, and committed goals. *Enlightened planning* discusses in chapter seven the effective basis for a very simple project duration-cost tradeoff model that can be compared with the economic order quantity model in chapter five in the book. The 'models of some key issues' in Chapter Five addresses the shape of the planning phase of the planning. The 'Enlightened Planning' approach to clarify ambiguous times means additional costs and time. A central aspect of the enlightened planning approach is the emphasis on building and maintaining trust, but this is generally a complex issue. The reason is that the related opportunities and risks differ in nature and are difficult to deal with in some cases. This ownership phase plays an important role in promoting careful contextual attention to these issues. This phase is crucial in the whole process. The final step in the ownership phase of the particular task is whether or not to enter the quantitative phase, which it as a link before and after. I think this phase is very important so I chose this phase.

8. Project Risk Management Process

The project risk management process that is now frequently used does not have a similar component and is not used as a project planning phase, including the process that is used by the Water and Sewage Limited (WSL). The core issues of modeling are most often viewed as specific decisions when making plans using any variation of the UP concept. Gantt charts can be used to describe project plans, making the content clearer in the form of charts. Understand the specific sources of underlying uncertainty. Building from the bottom up requires selectively moving the bottom down and then selectively displaying it from the top down. Bottom-up planning means starting from a fairly low level, which is a key aspect of strategic clarity. This is an easy way to capture concerns that may be completely ignored or not effectively addressed. This is an important opportunity and is part of the overall opportunistic efficiency of the approach. The analytical portion of the process initially focuses on a lower level, followed by a tentative upward movement that is a significant possibility. Top-down planning is about getting as close to the top as you can, mainly working down. In PMI PMBOK Guide

(2008), project risk management is roughly divided into the following seven processes, which are planning risk management, identifying risks, carrying out qualitative risk analysis, carrying out quantitative risk analysis, planning risk response, carrying out risk response and monitoring risks^[1]. Some of these processes are different from the enlightened planning approach, and their theoretical core is different. In general, the enlightened planning approach is more rigorous than traditional risk management approach.

9. Conclusions

The 'Enlightened Planning' approach has been used since the concept strategy formation phase. The application of the enlightened planning approach must satisfy a number of strict conditions that are necessary for effective management, which is one of the prerequisites for its use. Project risk management is one of the basic activities of project management. Different risks may arise at each stage of the project. The person must make own judgment and take action according to own situation. The enlightened planning approach is based not only on project management and project risk management, but also on project planning. The important thing in this field is to think about what risk and uncertainty really are, and to look at the richness of concepts and cases in a new way. The core idea of the enlightened planning approach is wholeness. Approval of the strategic plan is required prior to the execution and delivery strategy progress stage. From the enlightened planning approach perspective, everyone on the project needs to have an overall understanding of the following issues. One is the toolset and skills and definitions of 'risk', 'opportunity', 'uncertainty' and 'complexity'. People should not confuse some of the concepts and nature. However, even the same uncertain events are different in different domains. The other is the precision of the terminology. The terminology in the project should be consistent and accurate. There are lots of points that the enlightened planning approach needs to consider comprehensively. Project risk management has attracted more and more attention in recent years. Uncertainty management is very important for the success of projects. Those involved should do their best to understand the set of procedures and details of the enlightened planning approach.

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