

*risk-*INFORMED DECISION MAKING

Knowing where you are most likely to fail can help set the stage for reducing the chances of failure.

By Bilal M. Ayyub, Peter G. Prassinos, and John Etherton

A journey of a thousand miles, the old saying goes, starts with a single step. And even the most complex project or industry-changing product begins with a single idea. But just as a traveler would be foolish to set out on a journey without packing provisions and studying a map to find the optimal route, a good idea isn't enough to make a successful business venture. Among the many measures a company or organization should take before setting off on a new project, one of the most important is an assessment of the inherent risks. Risk is associated with all projects and business ventures taken by individuals and organizations regardless of their sizes, their natures, and the time and place of execution and utilization.

Risk is present in various forms and levels—even in small domestic projects such as adding a deck to a residential house—but it becomes most apparent in large multi-

billion-dollar projects, such as developing and producing a space shuttle or building a new hydroelectric dam. Large-scale endeavors can result in significant budget overruns, delivery delays, failures, financial losses, environmental damages, and even injuries and loss of life. But while they can lead to devastating consequences, such endeavors are taken because of potential societal benefits, personal rewards, survival, and future return on investment.

Not everyone is involved in such monumental undertakings. Even in developing a new product, say a drug delivery device or a child's stroller, understanding risk and how to reduce or mitigate it can make the difference between reaching your goal and losing your bearings.

The stroller is an interesting example: recently, a manufacturer had to recall a line of strollers that, when a child sticks a finger in the hinge during unfolding, could cause a serious injury. The product was by most accounts very successful, popular with parents and children alike. And the stroller was quite easily modified to be safe, through the addition of a tough fabric sleeve over the dangerous joint. But because this one potential failure was overlooked by the product designers, the company has had to endure a great deal of bad publicity and has opened itself to possible litigation.

It's just that sort of product failure that risk-informed decision making is designed to reduce.

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