

# Beyond the Logs and Registers



So what happens next? You've completed a risk register, developed an issue log and have your procedures in place. But that isn't management. Management is active. You have to 'manage' those issues and risks so that they don't occur – not just record them in lovely spreadsheet detail.

All too often many clients pay lip service to the risk and issue management process. Green Squared believe that the register is not important. The log will not save you in the river flows of managing a programme or project. In fact one of the best logs that does actually seem to work is the "I told you so log" where all that advice, discussions and decisions are recorded only for someone to say at a later date 'I told you so'. This of course should be your lessons learnt log.

Risks are too often just documented and then forgotten. Choose the top five and then do something positive to avoid them. If that means undertaking a proof of concept or feasibility to test a concern, do it. If that means employing more staff then do so. They have to be your top priorities if you want your work to succeed – otherwise you have got your risk register wrong.

The issues list should be your 'to do list'. Every single day the programme or project manager should look at the issues and work out what they are going to do about them. They need resolving and they won't go away. They can be costed for the business case – indeed they should be as more often than not those issues, the stumbling blocks of the project, will come back to bite you. It might sound very boring in the day-to-day world of the project but it is reality. You have to solve the issues, there are no two ways about it.

Unfortunately the very process of creating logs and registers seems to distract project teams from the very work they should be doing. Avoiding the risks and issues. Of course you have to take time out to identify and assess them. But don't spend too long. Don't review the logs every meeting, instead go over the actions undertaken to avoid or solve them.

At the end of the day, all the scores, graphs and coloured charts won't make a successful programme or project. It is the active management of work that will determine success or failure.

For further details about actively managing work to avoid risks and issues  
contact Green Squared at [www.green2.co.uk](http://www.green2.co.uk)