

Risk	Project consequences (1-5)	Likability (1-5)	Risk numbers (K x S)	Reactive action plan (risk management)	Pro-active action plan (opportunity)
Employees do not want/cannot establish new knowledge in their field	5	3	15	Another employee must help the person get started or take over for a short time.	Prepare the employee for what the transfer project entails. Be persistent throughout the whole process about what is necessary and what is an opportunity.
Employees cannot see the purpose or necessity of the project	3	2	6	Meet with the employee and review the straight path from the strategic project to the employee's effort and professionalism - and not least, contribution to the overall strategy.	Ongoing reconciliation of expectations with clearly defined goals and action points, including how they concretely contribute to MASCOТ's overall strategy. Clear communication.
The position as sourcing manager is available atm.	4	5	20	Same as pro-active as this already is a fact.	The change manager has no influence on the employment of this person. But the change manager must pave the way for progress by partly coordinating strategy with the missing manager's superior (CEO) and then initiating and monitoring the workflows in the sourcing department
Management does not keep up the momentum in announcing the importance of the project	3	3	9	Establish rooms (call for video recording, make text proposals for emails, articles, posts (external communication is also auto-communication), newsletters, etc.)	From the start, call for dissemination meetings (video recordings, features at management meetings, etc.). Ensure that expectations are continuously aligned on the importance of dissemination and produce ongoing proposals for opportunities for dissemination/resolute text proposals.
The price for sustainable choices in the change project exceeds the price for the conventional solution	3	5	15	Consider alternative solutions with alternative suppliers or try to compensate the cost of the part by obtaining a cheaper solution elsewhere in the supply or value chain.	Establish knowledge about this and make a plan for when it happens, not if it happens. Management must budget X% for sustainable choices.
We are losing customers in demand because the change is not happening fast enough	5	2	10	Make sure to get momentum before the next demand and help the sales force to establish alternative solutions for the customer.	The change manager must ensure progress in the important projects where large demands are at stake. The change manager must ensure that obstacles in the road are cleared so that deadlines are met, and partial tasks are solved.
The sellers do not see the sales potential of the increased effort.	5	1	5	Updated training and execution of marketing materials. Involvement in new projects and joint visits.	Salespeople and country managers must be involved in projects and reference groups. The sales material must be simple and easy to communicate. E-learning must be prepared in order to train difficult subjects.
You neglect the work effort with the changes and fall back on business as usual when things need to go fast	4	3	12	Take on the work as described in the 'pro-active' section.	The change manager must ensure progress, celebrate achieved successes and establish milestones, so that there is something new to fall back on (perhaps in combination with the old) when things are going strong. Ensuring progress and establishing new good habits.
Lack of anchoring in the organization - the change manager finds it difficult to get around in time	4	4	16	Prioritization of time for the functions where anchoring has not taken place.	Early establishment of 'small' change managers in various departments who can help lift 'locally'.
Some areas of responsibility are new and there is no sufficient staff	4	5	20	The task must be distributed elsewhere, and space and time must be established for the task, which is why the managers of the 'temporary' employees must be sworn in to lower the priority of other projects in relation to the change project.	The change manager must ensure that this is documented so that efforts are found elsewhere, or money is hired/allocated to a new employee.