

If you recognise three or more risks from a single domain, that domain needs a dedicated mitigation strategy — not just a line in the risk register.

Vendor / Procurement

ID	Risk	Pattern
V1	PM absorbs commercial authority by default	Authority Vacuum
V2	Vendor runs the personality narrative	Narrative Capture
V3	Executive disengagement from vendor delivery	Entropy Ratchet
V4	Replacing the PM is cheaper than fixing delivery	Narrative Capture
V5	No contract manager on the engagement	Authority Vacuum
V6	Contract manager conflated with PM or procurement	Incompatible Mandate
V7	Post-project vendor disputes with no governance	Transition Cliff
V8	Multiple vendors discover the personality play	Narrative Capture

Stakeholder / Political

ID	Risk	Pattern
S1	Vendor has relationships the PM doesn't control	Narrative Capture
S2	Executive sponsor with existing vendor relationship	Narrative Capture
S3	Zero-sum recognition culture	Incentive Inversion
S4	Punishment asymmetry	Incentive Inversion
S5	Learned helplessness from repeated reorganisation	Change Sclerosis
S6	"Maintain the relationship" as a directive	Narrative Capture
S7	Key decision-maker leaves or changes role mid-programme	Mandate Decay
S8	Successor deprioritises inherited initiatives	Mandate Decay
S9	Prior relationship capital non-transferable	Mandate Decay

Culture / Team Health

ID	Risk	Pattern
C1	Confelicity deficit — no shared joy in others' success	Change Sclerosis
C2	Performance management as threat	Incentive Inversion
C3	Information hoarding as rational behaviour	Incentive Inversion
C4	Emotional labour absorbed by the PM	Change Sclerosis
C5	Trust erosion from CC culture	Information Fog

Governance / Authority

ID	Risk	Pattern
G1	Three hats on one head — delivery, technical, commercial	Authority Vacuum
G2	Escalation treated as failure	Compliance Theatre
G3	No explicit escalation path	Authority Vacuum
G4	Governance gap becomes permanent	Entropy Ratchet
G5	Contract management invisible until crisis	Entropy Ratchet
G6	Milestone payments approved without commercial review	Compliance Theatre
G7	Variation management without contract literacy	Leverage Erosion
G8	Quality enforcement as interpersonal conflict	Narrative Capture
G9	Steering committee hearing a different story	Narrative Capture
G10	Implicit role-to-position mapping	Authority Vacuum
G11	Programme commitment embodied in individuals, not governance	Mandate Decay

Knowledge Management

ID	Risk	Pattern
K1	Context-switching cost from unmanaged email	Information Fog
K2	Thread drift — key decisions get buried	Information Fog
K3	CC culture as governance substitute	Compliance Theatre
K4	No documentation discipline for vendor meetings	Information Fog
K5	Contract knowledge concentrated in one person	Transition Cliff

Commercial / Contractual

ID	Risk	Pattern
CO1	Milestone payments as the only vendor leverage	Leverage Erosion
CO2	Variation mechanisms not understood	Leverage Erosion
CO3	BAU inherits commercial liability	Transition Cliff
CO4	Legal counsel not briefed until crisis	Transition Cliff

Procurement / Pre-Contract

ID	Risk	Pattern
P1	Requirements omit NFR, integration, migration, transition	Specification Gap
P2	Integration falls between organisational boundaries	Integration Blind Spot
P3	Milestone payments decouple from acceptance testing	Acceptance Drift
P4	Evaluation criteria don't differentiate vendors	Evaluation Theatre
P5	Procurement thresholds shape scope backward	Threshold Blindness
P6	No procurement capability persists across lifecycle	Contract-as-Filing

THE THREE THAT WILL ACTUALLY KILL IT

- G1** Three hats on one head
- S3** Zero-sum recognition
- G5** Contract mgmt invisible until crisis

Full taxonomy with commentary:
reportinglines.com/posts/pm-risk-ontology
 Pattern recognition guides:
reportinglines.com/patterns

Structural diagnostic & intervention:
10fifteen.com.au

Connect:
linkedin.com/in/simoninglis