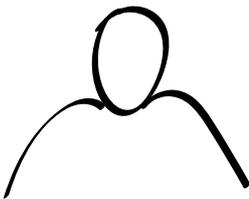




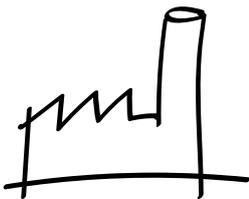
OBJECTIVE

**CREATE ENGAGEMENT:
FOR A STRONGER
RISK CULTURE**



SOLUTION

CUSTOM RISK SIMULATION



COMPANY

SKANSKA

TO ENABLE CHANGE

In 2013, Christel Åkerman, Senior Vice President, Risk Management, Skanska AB, wanted to create a simulation, representing Skanska's reality.

The purpose was to create engagement and stimulate discussion around risks and opportunities. With bid managers and project managers as the main target group, the tool would serve as a support to those divisions considering risks and capturing opportunities.

The risk simulation would be a catalyst in Åkerman's strive to strengthen the risk & opportunity culture across all levels and drive risk awareness deeper into the organization.

The aim with the game was to make sure managers learn from each other.

Skanska developed the Risk & Opportunity Game, a one day simulation program, in close collaboration with Celemi:

"What I find useful with Celemi's method, and this simulation in particular, is the discussions and the dialog that arises during the exercises and the game", Christel Åkerman says. "People get to discuss important topics and learn from each other.

Plus, people enjoy it."

QUOTES

"In my profession, a certain skepticism is common – and quite natural. Among my peers, people are hesitant to whether it could be worth spending time on playing a game to learn"

- Christel Åkerman

"I received really positive feedback after the sessions.

The "operations" people, who I anticipated to have the most critiques on the session, thought that the simulation was strongly rooted in real situations.

Even the most seasoned veterans were challenged at times. I think the energy we put into the research behind this simulation, along with the several refinements in the scoring algorithms has helped to make it very realistic."

-Trevor Kelly, PE Project
Engineer Skanska USA Civil

"We have had a first roll-out performed here in Brazil. It was a big success. People really liked the game and comments were very positive. The most appreciated points were the similarity with real life cases and the cause-effect relation along the Project life.

Our team is finalizing the game translation into Spanish and we expect to deploy the game in Peru."

-Doyle Krempel
Skanska Los Angeles

"It is not uncommon that Risk Specialists in the construction industry are skeptical to modern learning methods: In my profession, a certain skepticism is common – and quite natural. Among my peers, people are hesitant": "Could it really be worth spending time on playing a game to learn?", Christel Åkerman says.

"Personally, I believe so. Playing a game and simulating reality is a good way of inspiring dialog. And I prefer dialog rather than one-way communication."

According to the participants, the simulation was true to Skanska's reality. In order for Celemi to be able to create such a realistic program, Skanska's subject matter experts needed to be deeply involved.

The simulation evolved around a number of preferred behaviors that Skanska wanted to promote, as well as the ability of seeing opportunities behind risks.