

Assessing Denial Risks		
Narcissistic leader-follower behaviours, and structural factors	Everest	Your Project?
Defensive anger or rage	✓	
Difficulty forming relationships	✓	
Lack of emotional awareness or empathy	✓	
Decisions that appear unnecessarily high risk, or that perpetuate or increase an existing high risk situation	✓	
Denial of high risk levels	✓	
Denial of limitations e.g. that capabilities are insufficient	✓	
Regressive team behaviours e.g. anger/silence/conflict	✓	
Group-shift (when a particularly loud or influential individual changes the team's direction)	✓	
Group-think (when the group talks itself into staying its present course in spite of visible high risks)	✓	
Excessive process-policing	✓	
The core activity is treated as a commodity e.g. for projects, is PRINCE2 or PMBoK seen as the answer to all your risks?	✓	
One or other of the following leadership styles is dominating <ul style="list-style-type: none"> • Institutionalized (bureaucratic, hierarchical, rigidly structured) • Autocratic (either charismatic or dictatorial) • Homogenized (leaderless, fragmented, undifferentiated) 	✓	