Risk ID	Category / Element	Risk Short Title	Description	Desired Outcome	Current Situation	Proposed Strategy
C00060 []	M3 Communication	Hierarchical Dysfunction in Project Communication	Many large organizations suffer from entrenched habits of obfuscation and status management that directly obstruct the flow of information and effective project delivery. Layers of approval, vague responsibilities, and power-preserving behavior combine to create decision paralysis and team disempowerment. This concern addresses the widespread but under-acknowledged failure of hierarchical systems to facilitate genuine collaboration, using satirical evidence (The Pompous Executive) drawn from a real-world scenario in a major energy corporation.	A clear, repeatable intervention framework (using PHC tools) that exposes and neutralizes executive-level communication dysfunction. The solution should empower teams at all levels to contribute meaningfully, reduce waste from performative management rituals, and ensure critical information reaches decision-makers unfiltered. **What Could Go Wrong?** 1. Senior executives reject or block implementation due to perceived loss of control or prestige. 2. Teams hesitate to engage out of fear of retaliation. 3. Over-formalizing the solution replicates the very problem it aims to solve. 4. Resistance from HR or Legal departments citing protocol or 'professional decorum.'	Most organizations continue to operate with a deeply flawed model of information control, where status often overrides substance. The inefficiency is normalized. Projects are delayed, meetings are held for theater, and real insights are buried under layers of non-action. Meanwhile, junior and mid-level staff feel increasingly disengaged, leading to high turnover or silent compliance.	1. Introduce a PHC Concern Viewer format that allows open tracking of dysfunction-related issues. 2. Launch an internal "Clarity Audit" in pilot environments using PHC Methodology. 3. Encourage satirical and narrative contributions (like The Pompous Executive) as a form of safe whistleblowing. 4. Develop workshop modules on flattening communication structures and identify "signal blockers" in project chains. 5. Invite PHC Consortium contributors to share interventions and counter-strategies for navigating executive bottlenecks.

Risk (three-part) Statement			Current Risk			Response Type	Manageability	Residual Risk	Risk Owner	Due Date	Close Date	Last Review Date / Notes
Cause	Risk Event [uncertainty]	Consequence	Probability	Impact	Score (PxI)							
1. Organizational culture prioritizes appearance over results. 2. Reward for deference to hierarchy instead of clarity. 2. Executives operate in closed loops, fearing vulnerability and valuing polished perception more than performance transparency.	Project-critical information is buried, diluted, or redirected through labyrinthine chains of command.	2. Projects underperform, teams disengage, valuable innovations are lost or delayed, and institutional credibility erodes. 2. Ironically, organizations spend more on consultancy and change management to fix problems they refuse to name, perpetuating a cycle of dysfunction.	4	4 H-1 C-1 Q-4 S-1	16	Mitigate	3	8	Winter, David	29Mar26	Open	01Jun25

Mitigating Actions / Response				
ID	Actions	Action Owner	Due Date	Close Date
#1	PHC Concern viewer for open tracking.	Winter, David	01Jul25	Open
#2	Launch internal 'clarity audit' in PHC projects	Winter, David	01Jul25	Open
#3	Invite satirical and narrative contributions (like The Pompous Executive) for safe anonymous whistleblowing	Williams, Victor	01Jul25	Open
#4	Develop workshop modules on flattening communication structures and identify "signal blockers" in project chains.	Williams, Angela	01Jul25	Open
#5	Invite PHC Consortium contributors to share interventions and counter-strategies for navigating executive bottlenecks.	Harakat, Abu Bakr	01Jul25	Open

Last 10 RM Events (Meetings/Interviews/Workshops).

Mtg.	Date	Title / Person / Department	Objective	(0 Events held.)

Comments

01jun25 - A real-world case, an efficient risk reporting system was sidelined by a series of bureaucratic evasions captured humorously in The Pompous Executive, highlighting the problem of "gatekeeping by status.

https://phcport.com/badlywrong/pompous_executive.pdf

History

01jun25 - new concern added

Top Risk   Summary

Hierarchical Dysfunction in Project Communication

Top Risk Mitigation

PHC Concern Viewer for tracking feedback. Launch an internal "Clarity Audit" in pilot environments. Encourage whistleblowing satirical and narrative contributions. Workshop modules on flattening communication structures.