

# Project Management

## Topic 7.2 Lessons Learned



# Lessons Learned

- Part of organizational process assets
- Essential part of project closure and documentation
- Source of information for driving Continuous Improvement (CI)
- Reduces the occurrence of repeat mistakes
- Identifies best practices

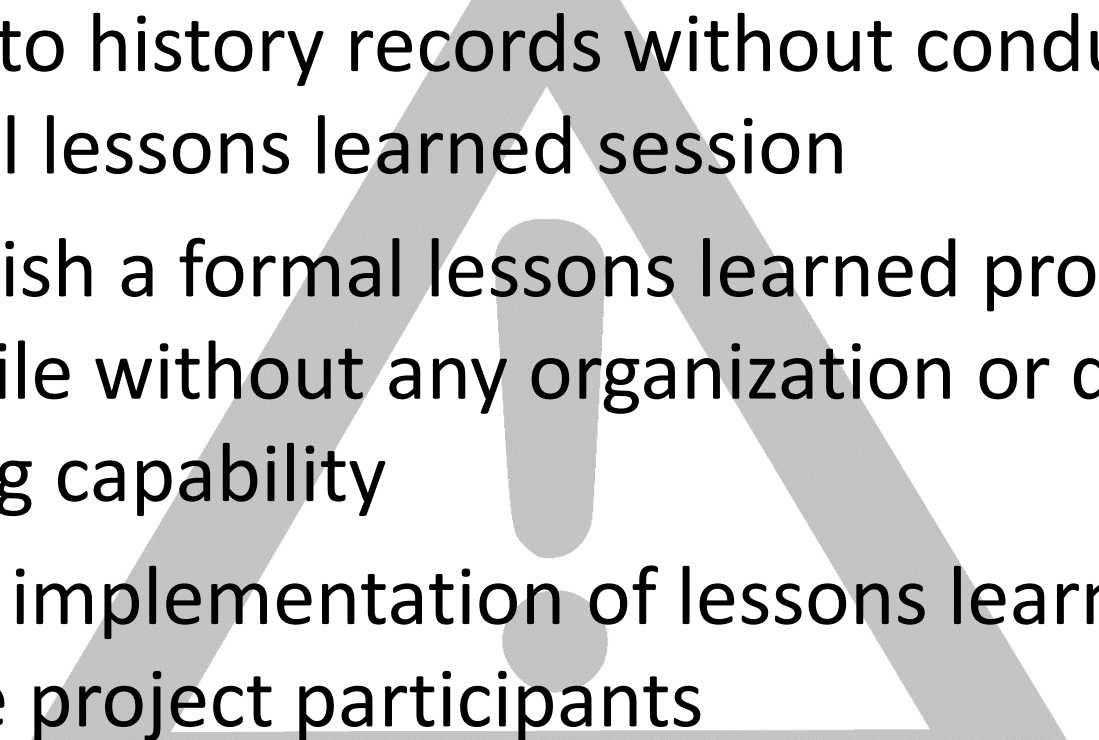
# Lessons Learned Process Recommendations

- Conduct lessons learned (LL) after completing each project phase
- Involve key participants of phase in LL
- Integrate the lessons learned immediately into the project process or enterprise
- Utilize participants in lessons learned session to facilitate the integration

# Project Participants in LL Session - Advantages

- Most knowledgeable in the lesson
- Project demands are declining
- Personal experience drives commitment
- Eliminates misinterpretation

# Lessons Learned Pitfalls

- 
- ✓ Refer to history records without conducting formal lessons learned session
  - ✓ Establish a formal lessons learned process and data file without any organization or data sorting capability
  - ✓ Leave implementation of lessons learned to future project participants

# Lesson Learned Process

- Project phase team establishes a meeting to identify and discuss lessons
- Project manager conducts the meeting
- Meeting is non threatening with high trust
- Avoid personalities or placing blame
- Document good and bad lessons
- Keep documentation concise & accessible
- Categorize and submit the lessons

# Lessons Learned Integration Requirements

- Company must document all procedures, processes, and projects
- Without documentation a company cannot:
  - Direct and control operations
  - Maintain consistency and quality
  - Train new employees
  - Integrate lessons learned into the enterprise

# Process to Integrate Lessons Learned

- Identify broad categories for assigning lessons learned based on documentation available
- Identify an owner and approval process for ideas in each category
- Require teams to categorize the results of lessons learned prior to submission
- Process lessons submitted by the teams for approval and incorporation into the enterprise



# 7.2.1 Team Exercise



## Lessons Learned

Learn by Doing Project Management  
Pages 183-184