Special lecture
Lesson Learned part 1

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What are Lessons Learned?

- Knowledge or understanding gained by experiences
- May be negative/adverse experience or positive experience
- Significant, valid, applicable to the project/effort
- Are not standard business process or Practice.
Lecture 1: Getting to know

Definition
Systematic description of situation, condition, and phenomenon of individual, group, network, community and society; or those of team work, project and plan based on time, content, context, and issue.
What is the output of “lesson learn”? 

- Explicit body of knowledge
- Learning process of the participants
- Systematic thinking
- Creative learning behavior
  - Knowledge sharing
  - Paradigm shift
  - Mutual benefit
  - Learning with trust.
Why “lesson learned” is important?

- **Short term**
  - Improve technique and method
  - Develop a crystal goal
  - Create a flexible working process
  - Preparative creative learning attitude
  - Prevent avoidable mistake

- **Medium term**
  - Establish trust and friendly working environment
  - Strengthening good teamwork
  - Enlarging strong social network

- **Long term**
  - Successful and sustainable development.
When to do the "lesson learned"?

- Before the situation/problem/project/policy start
  - To prevent avoidable mistake
  - To prepare active learning
  - To develop technique and method

- During
  - To strengthening creative learning
  - To provide human resource development

- After
  - To sustain the output.
What to focus?

- What is the change?
- What is the impact of changes?
- What is the most important of such impact? Why?
- What is the root cause of such impacts? Where and how it start?
- What kind of behavioral changes?
- How and what is the solution?
Determine if occurrence is a repeat
- Evaluate for relevance to the project
- Analyze for root cause
- Evaluate for impact
- Develop recommendations, solutions
- Summarize
- Disseminate and store information.
Common Root Causes Resulting in Lessons Learned

- Making assumptions
- □ Accounting for uncontrollable elements
- □ Planning mistakes such as miss-stated margins of risk and resource needs
- □ Completing the requirements process
- □ Understanding and communicating the impact of change.
Value to the Project Process and Organization

- Promote improvement and process maturity
- Reduce risk with mitigation
- Identify common best practice
- Subject matter experts (SME).
Indications for Lessons Learned

- Immature processes
- Inexperienced or changing team
- High risk
- High impact deliverables
- Long project life cycle
- Complicated project.
Approach to Lessons Learned

- Include lessons learned from the project planning phase through project completion
- Educate project sponsor and stakeholders on the value of lessons learned
- Promote process improvement through launching the next step after lessons learned reporting.
Lesson Learned in Project Life Cycle

Project Phrase
- Plan
- Initiate
- Execute
- Close
- Post-close

Lesson Learned Activities
Lesson Learned in Project Life Cycle

- Plan
  - Obtain support from sponsor
  - Include statement of lesson learned in plan and schedule
  - Collect previous lesson learned from relevant document.
Lesson Learned in Project Life Cycle

- Initiate

- Include lesson learned process and value in team & stakeholder on-board
- Assign roles for recording lessons learned activity
- Share previous lessons learned
- Communicate how lessons learned are measured.
Lesson Learned in Project Life Cycle

- Execute
- Record issues & action items
- Hold lessons learned evaluation as determined relevant
- Record lessons with off-board of project team & stakeholder.
Lesson Learned in Project Life Cycle

- Close
- Collect issues, action items, lesson learned input off-board records
- Hold lesson learned work lessons
- Produce lesson learned report
- Communicate lesson learn result.
Lesson Learned in Project Life Cycle

- Post-close
- Archive lessons learned
- Store, manage & mine lessons learned data for learning & development, process & project improvement
- Mine the lessons data for future projects.
Lessons Data Storage and Mining

- Store lessons learned reports in file share
- Create lessons index database
- Mine the lessons data with various reporting applications.
Keys to Obtaining the Value

- Identifying lessons through strong critical thinking skills
- Developing improvement recommendations
- Communicating
- Recording and storing lessons data
- Using the stored lessons data
- Measurable lessons learned process.
Critical Thinking Skills

- Independent thinking, fair-mindedness
- Macro cognitive abilities/strategies
- Critical listening
- Clarifying and analyzing
- Identify the root cause of an issue with deep significant questions
- Micro cognitive skills/strategies
- Evaluate and examine assumptions
- Facts vs. perception
- Relevance vs. irrelevance.
Project Closing Workshop

- Neutral environment promoting input
- Ensure participation of key stakeholders and SMEs
- Follow best practice for successful workshops and good conduct
- Focus on the project
- Work as a team
- Assign roles
- Give credit where due
- Narrow in on high value lessons.
How to do the “lesson learned”? 

- Peer-assist (PA) 
- Story Telling (ST) 
- Best Practice (BP) 
- After Action Review (AAR) 
- Performance Measurement (PM) 
- Outcome mapping (OM).
Strength and weakness
Peer-assist (PA)

**Strength**
- Natural activity
- Cheap
- Short
- Based on strong social network
- Applying experts with similar experiences and interest.

**Weakness**
- After action
Strength
- Learn from the masters
  - 5 rules
    - Be relevant
    - Provide structure to your story
    - Find your passion
    - Know when to edit
    - Be yourself.

Weakness
- Need social skill and communication techniques.
**Best Practice (BP)**

- **Strength**
  - Clear standard and characteristic of good practice
  - Good report and systematic document
  - Strong social network of experts with similar experiences
  - Knowledge sharing.

- **Weakness**
  - Possible of domination of some experts.
AAR Method

**Strength**
- Short time
- Convenient
- Fresh information
- 3 questions for conclusion
  - Basic understanding
  - Understanding the situation
  - Finding practical method and solution.

**Weakness**
- During action
- Easy
- Convenient and budgeting
- Short time
- Can be organized either by issues or by activity.
Performance Measurement (PM)

- **Strength**
  - Applying outcome for the start of learning
  - 3 stages action
    - Reviewing experiences, past actions, evaluation result
    - Analyzing successful and failure factors
    - Synthesis solution and suggestion.

- **Weakness**
  - After action learning
  - Good for action with systematic evaluation and factor analysis
  - Lesson learned by factors and indicators
  - Long time/complicate
  - Successful based on good indicator designation.
Outcome mapping (OM)

**Strength**
- Short time
- Immediately after action
- Applying the evaluation output for lesson learned
- 3 stages techniques
  - Reviewing past actions/experiences/expectation/reality
  - Analyzing involving condition and factors
  - Design goal/practice/implementation.

**Weakness**
- During action learning
- Based on quality and behavioral development
- Suiting only OM method
- Collecting data based on indicators continuously
- Boring if not implemented.
END OF LECTURE