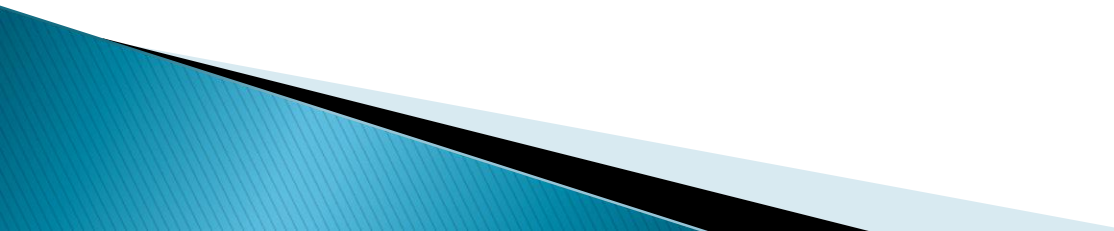# Special lecture
Lesson Learned part 1

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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
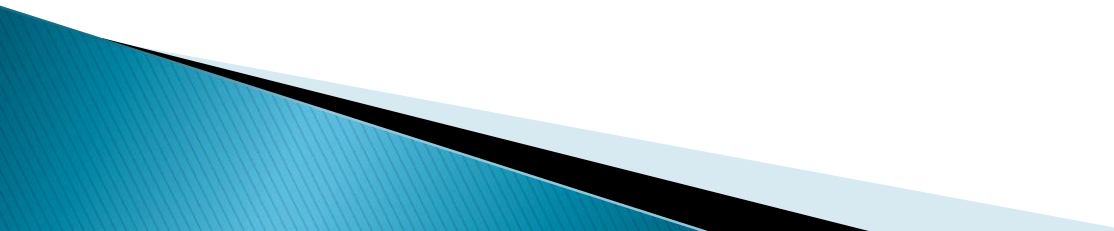- ☐	Are not standard business process or
- Practice.

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.
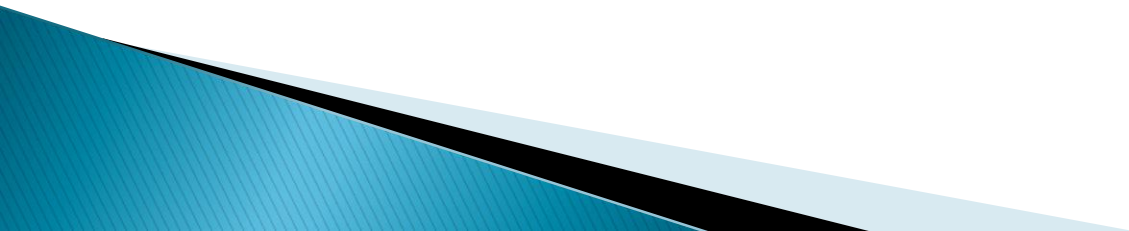
What is the output of "lesson learn"?

- 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
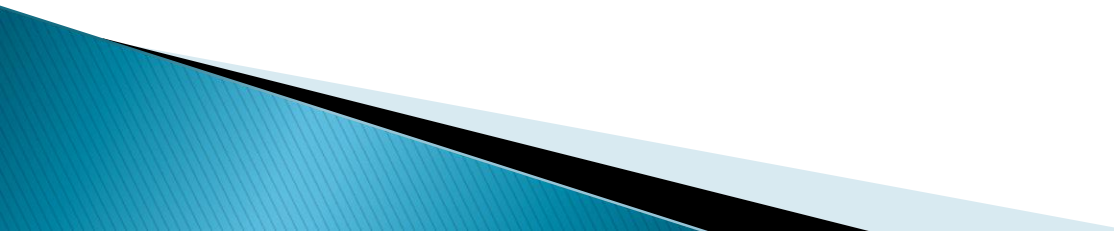 - Prevent avoidable mistake
- Medium term
  - Establish trust and friendly working environment
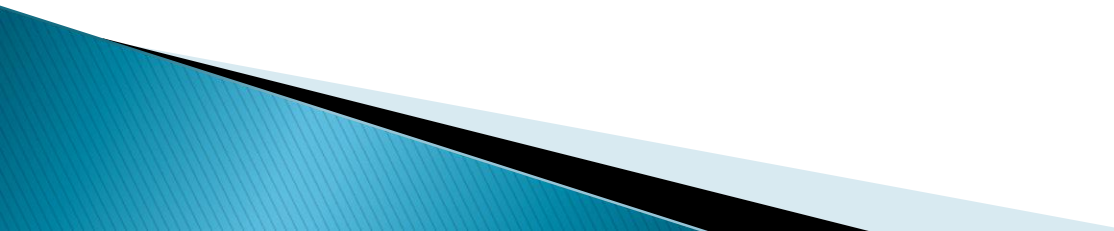 - Strengthening good teamwork
  - Enlarging strong social network
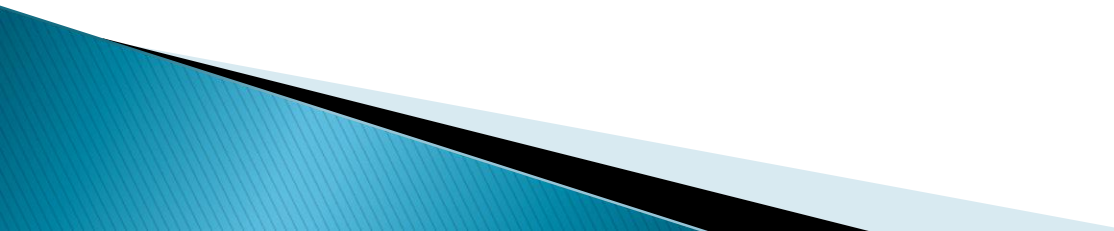- Long term
  - Successful and sustainable development.

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
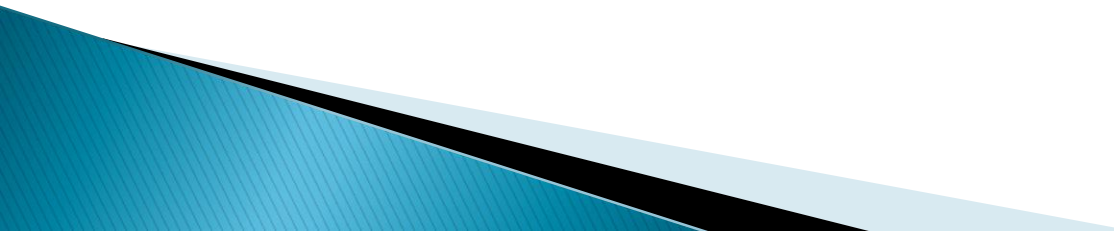 - To provide human resource development
- After
  - To sustain the output.

What to focus?

- What is the changes?
- 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?.

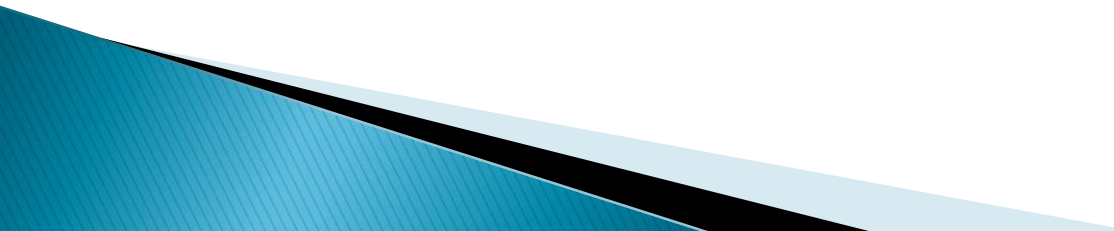# Determining Lessons Learned

- 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.
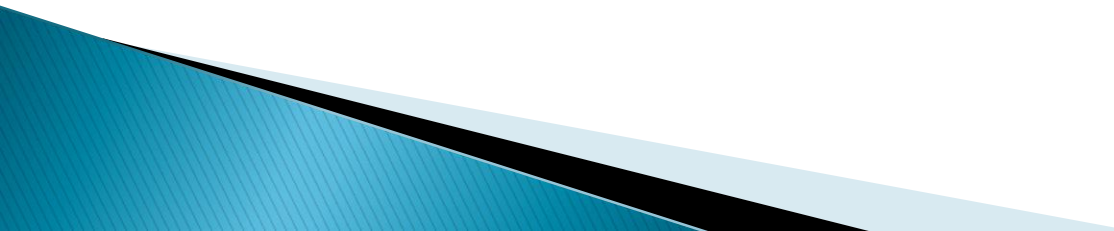
Common Root Causes Resulting in Lessons Learned

- 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
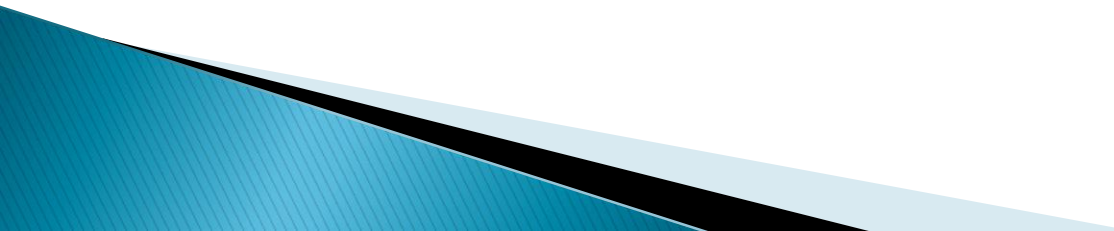
▸ Immature processes
▸ ☐ 	Inexperienced or changing team
▸ ☐ 	High risk
▸ ☐ 	High impact deliverables
▸ ☐ 	Long project life cycle
▸ ☐ 	Complicated project.

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
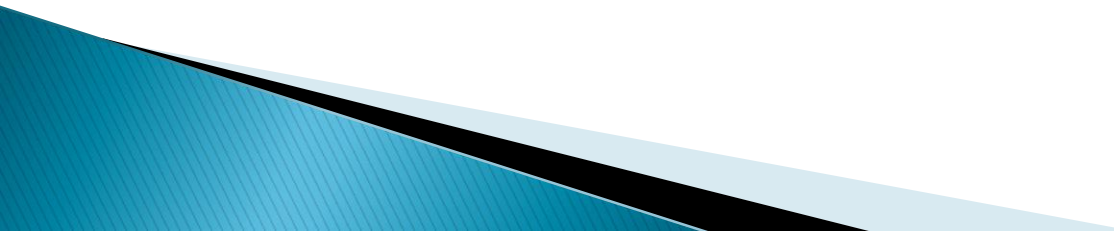- Communicate lesson learn result.

Lesson Learned in Project Life Cycle

- Post-close

- Archive lessons learned
- Store, manage & mine lessons learned data for learning & development, process & project improvement
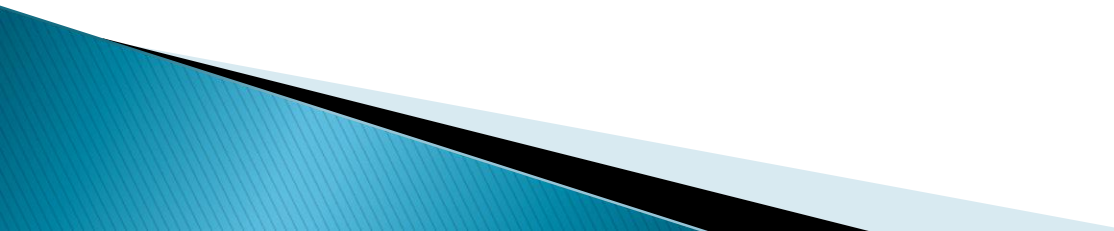- Mine the lessons data for future projects.

Lessons Data Storage and Mining

- Store lessons learned reports in file share
- Create lessons index database
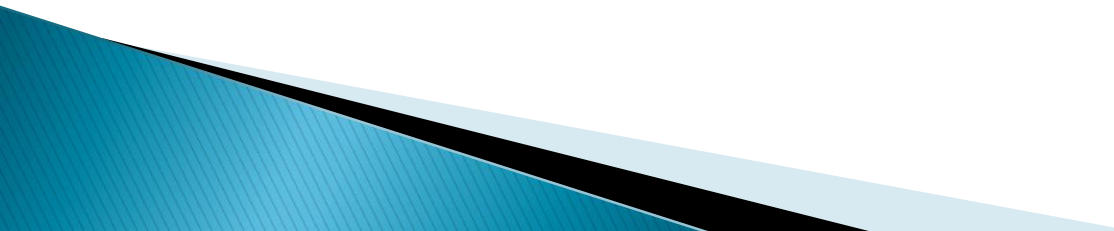- Mine the lessons data with various reporting
- Applications.

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.
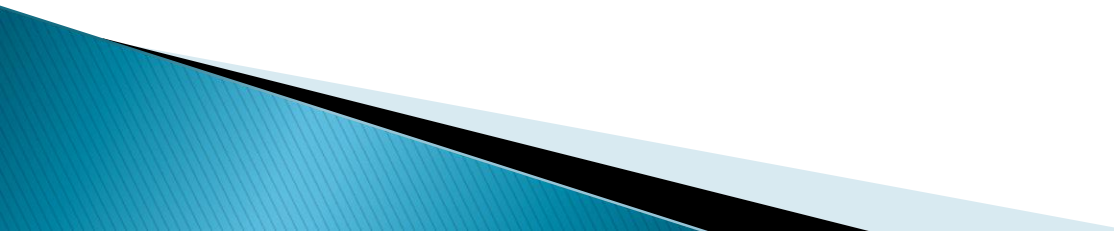
Critical Thinking Skills

- 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 weekness

Peer- assist (PA)

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

▸ **Weakness**
- After action

Story Telling (ST)

▶ **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