

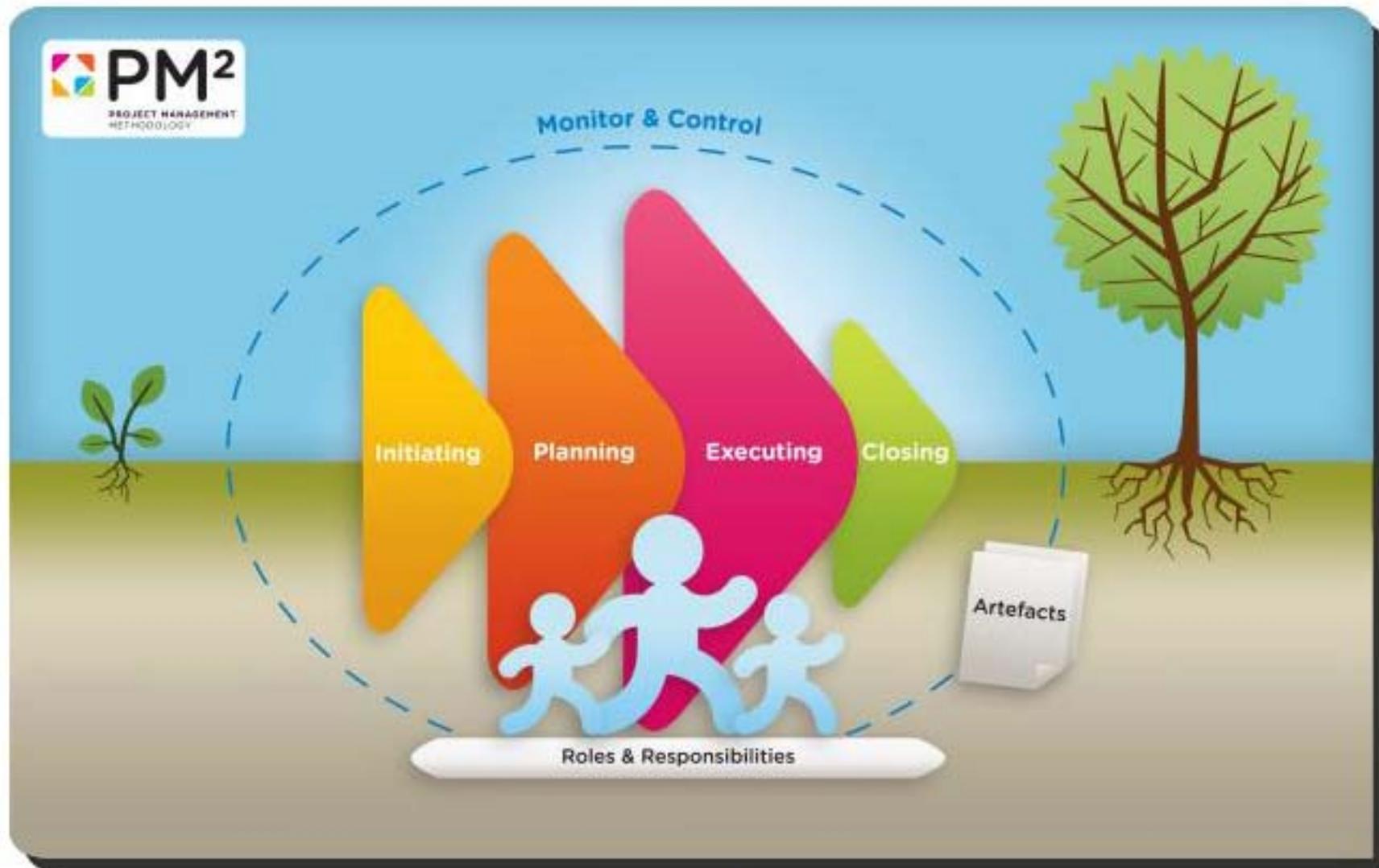


# Building Success on Lessons Learned

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**12 April 2018**

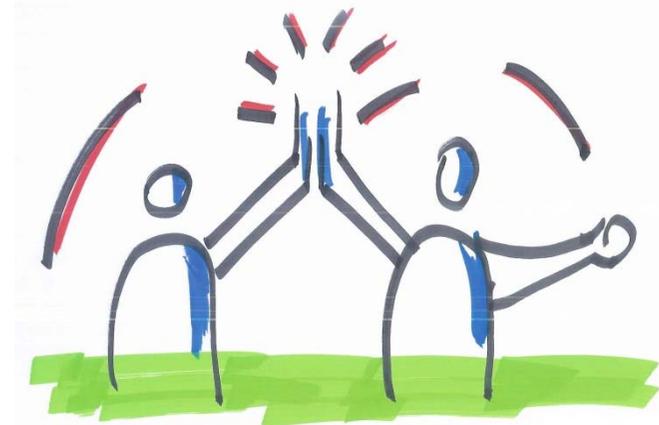


European  
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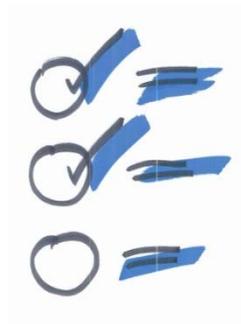
## Phase 4: Closing (“Hand over & Learn!”)

- **Provide user training and support for maintenance**
- **Evaluate – immediately and after a set period**
- **Learn lessons – future projects will benefit!**
- **Further work? New proposals?**
- **Post-project follow-up – sustainability and continuous improvement to meet continuous change**
- **Closedown, recognition, celebration!**



## Activities in the Closing Phase

- **Analysis of project performance, problems and challenges (review of project status and project logs)**
- **Project-End Review Meeting**
- **Capture Lessons Learned and Post-Project Recommendations**
- **Final Project Acceptance (Project Sign-Off)**
- **Release Resources**
- **Archive Project**



## Project Success

- *Project outputs / results / deliverables are merely a means to an end*
- *The real purpose of a project is to achieve certain outcomes and sustainable benefits*



*Note that project outcomes and benefits are often realized only after the project has closed.*

## PM<sup>2</sup> Definitions



### Lessons Learned:

- *A repository of insights gained during a project that can be usefully applied on future projects in order*
  - *To avoid possible mistakes*
  - *To repeat positive actions*
- *They are discussed at the Project-End Review Meeting (and optionally at the end of project phases or major milestones) and reported in the Project-End Report*

## Project-End Report

- **Outline original project mandate, objectives and deliverables (1)**
- **Evaluation of success of output quality, user satisfaction, efficiency and effectiveness (2)**
  - Evaluation by Project Manager
  - Evaluation by Users
- **Provide a summary of resources planned versus resources utilised (3)**
- **Report on lessons learned (4)**
- **Indicate proposals/plans for further work (5)**
- **Recommend a post-project review date (6)**



## Tips and hints for efficient production of the Project-End Report

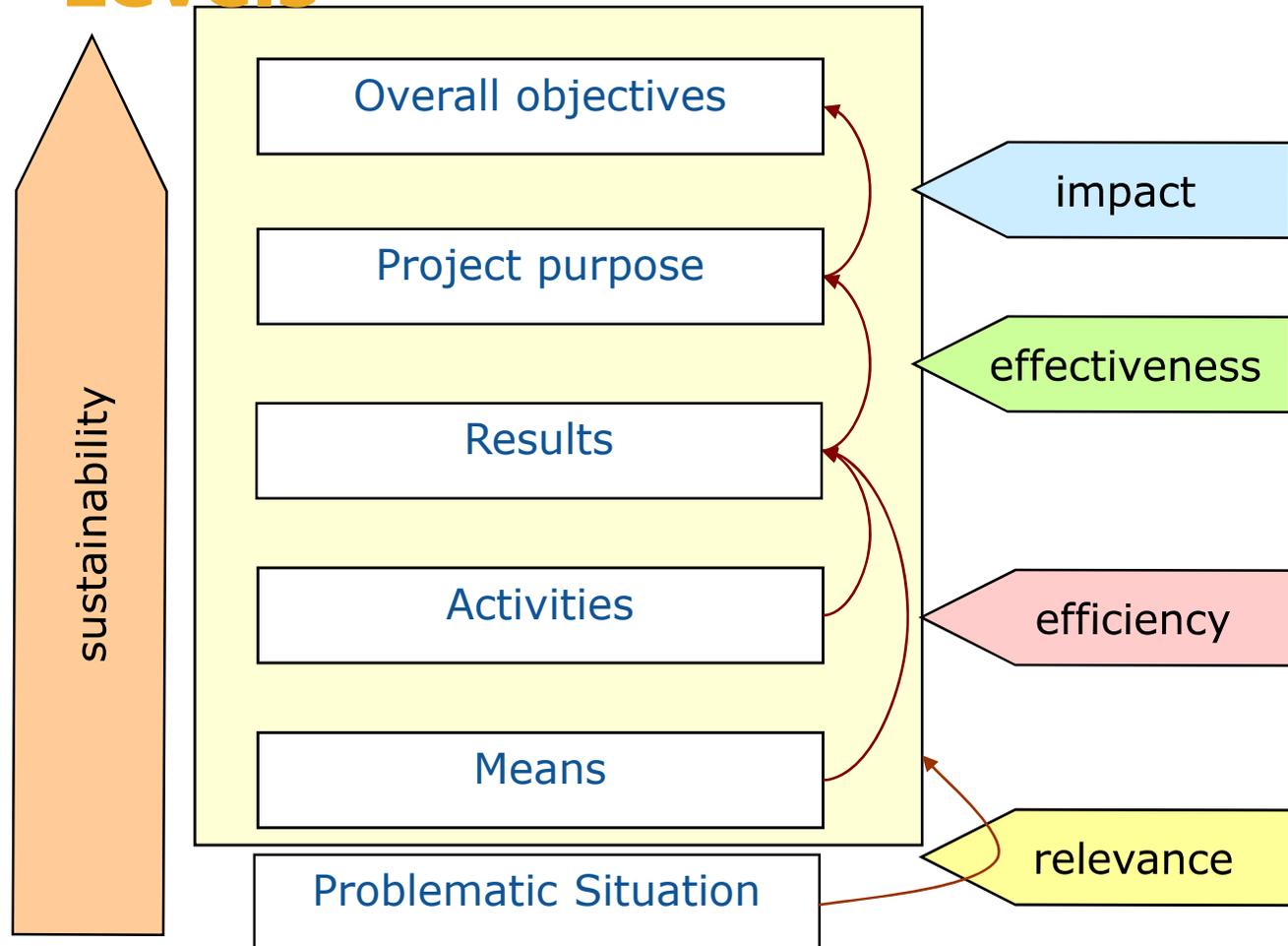
- “Recycle” information from previous reports (standardised report production)
- Produce meeting minutes of the project-end review meeting in a way that can be directly transferred to the project-end report
- Use project logs and quality review checklist
- Don’t wait to the very end with starting the work on the report
- Make it concise and attractive to the target group(s)



## Monitoring versus Evaluation

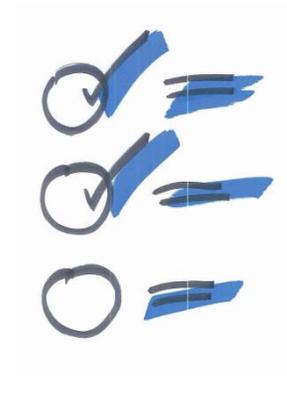
	<b><i>Monitoring &amp; Control</i></b>	<b><i>Evaluation</i></b>
<b><i>Who?</i></b>	<i>Internal management responsibility – all levels</i>	<i>Usually incorporates external inputs (objectivity)</i>
<b><i>When?</i></b>	<i>Ongoing</i>	<i>Periodic – mid-term, completion, ex-post</i>
<b><i>Why?</i></b>	<i>Check progress, take remedial action, update plans</i>	<i>Learn broad lessons applicable to other programs/projects, policy review, etc</i>
<b><i>Focus on</i></b>	<i>Inputs, activities, results</i>	<i>Results, purpose, overall objectives</i>

# Evaluation Criteria & Planning Levels



## Key questions in phase 4:

- **Have you assured the final delivery and quality of the deliverables?**
- **Have you prepared the documentation (descriptions, manuals etc.)?**
- **Are the users now able to use the outputs without problems?**
- **Have you secured resources needed for implementation and maintenance?**
- **Is there explicit agreement from the user(s) that hand-over is complete?**
- **Have you evaluated success of the project (compared with business case)?**
- **Have you identified and shared lessons learned?**
- **Have you closed down the project team and celebrated?**



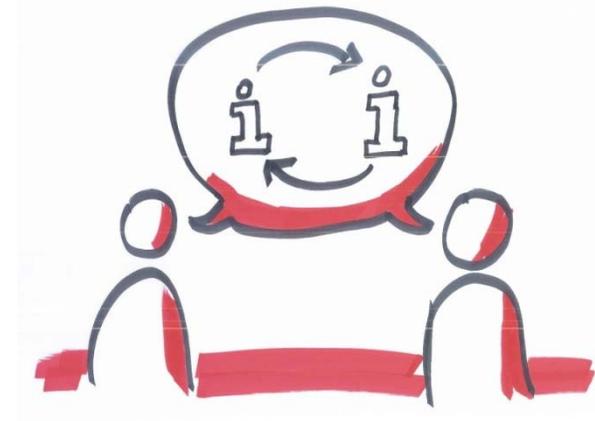
## Summary: Closing Phase

- Finalize “everything”
- Perform Project-End Review Meeting
- Capture Lessons Learned and Post-Project Recommendations
- Produce Project-End Report
- Release all resources
- Administrative closure and final project acceptance
- Closedown, recognition, celebration!



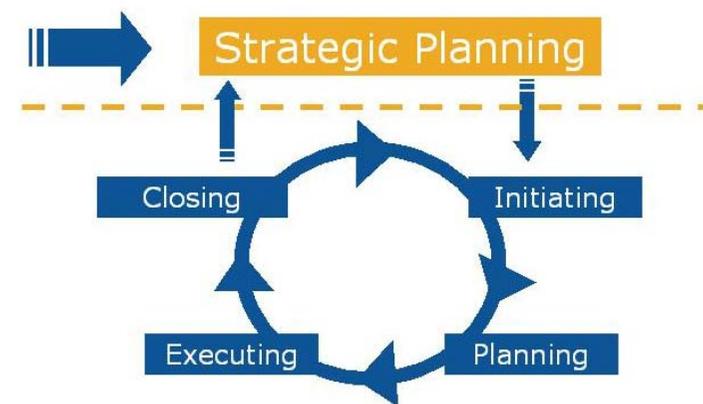
## Approaches for exchange of Lessons Learned and Best Practices

- **Traditional communication tools**
  - *Reports*
  - *Repository / Database*
- **Lunch time presentations**
- **Social Media**
- **Exchange in a Community of Practice**
- **Coaching / Mentoring**
- **Storytelling**
- **Poster sessions**

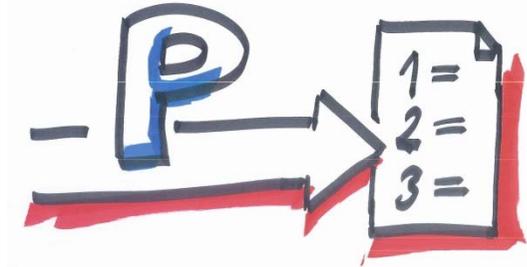


## Using Lessons Learned and Best Practices in the Project Initiating Phase

- **Consider lessons learned in the design of new projects**
  - *Don't repeat the same mistakes again and again – Make new ones!*
- **Make explicit reference to previous experience in the Business Case**
- **Speak with those that have done similar work before**



## Conclusions



- **Recognise the Closing Phase as a crucial step towards successful future projects**
- **Identify and document Lessons Learned throughout the project execution**
- **Be ready to learn from your (and others) past experience**
- **Reserve enough work capacity for the activities of the Closing Phase**
- **Establish a learning culture in your team**

## Project management helps

### This is about ...

- a **TOOL** for **YOU** to work smarter – not harder!
- better preparation and planning pays off – for **YOU**
- structuring what we already do!
- project documentation (audit trail) protects **YOU!**
- getting better **SUPPORT** from the **HIERARCHY!**
- dealing with or even avoiding risks more easily

### This is NOT about ...

- form filling
- box ticking
- an extra administrative layer

