

Gleaning Lessons Learned

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Year in Review

- Feb - Keeping the PMO Ticking (Processes, tools & “rhythms”)
- Mar - PMO Chartering: Project Portfolio Selection, Prioritization & Management Tracking
- Apr – Resource Management
- May – Governance, Management Reporting & Compliance Frameworks
- Jun – Risk/Opportunity Management & Organizational Change Management
- Jul – Gleaning Lessons Learned

Presentation Overview

- Definition of Lessons Learned
- The 5 “W’s” (Who, What, When, Where, Why)
- Review of Surveys
- Challenges (Open Discussion)
- 3 “C’s” of Success
- Q&A

Lessons Learned - Definition

■ PMBOK

- LESSONS LEARNED - The learning gained from the process of performing the project. Lessons learned may be identified at any point. Also considered a project record, to be included in the lessons learned knowledge base.
- LESSONS LEARNED KNOWLEDGE BASE – A store of historical information and lessons learned about both the outcomes of previous project selection decisions and previous project performance.
- Used in and for 9 Knowledge areas and 5 Process Groups

Lessons Learned - What

- Review and Collection of the Good, the Bad, and the Ugly experiences related to:
 - 9 knowledge areas,
 - 5 process groups,
 - stakeholders,
 - metrics,
 - technology,
 - business processes, etc.

Lessons Learned - Where

- Individual, one-on-one
 - Phone call
 - E-Mail
- Meetings (informal and formal)
 - Phone/conference call
 - Team/stakeholder meeting
- Personal Surveys or Notes

Lessons Learned - When

■ Created

- At process decision/end gates
- At project end
- At an important occurrence

■ Reviewed

- At project initiation
- At process initiation
- At process decision/end gates

Lessons Learned - Who

- Project Manager
- Key Stakeholders
- Project Management Office
- Quality Review
- Management

Lessons Learned - Why

- To improve future project performance & decisions
- To reduce/avoid project risk
- To create metrics
- To improve quality
- To reduce costs
- Company, PMO policy
- Improved software development
- Create best practices training basis

Lessons Learned - How

- Questionnaires
- Check lists
- Electronic
 - Software collection/retrieval
 - Hardware collection devices
- Hard copy

Lessons Learned - Surveys

- 2007 Dissertation (PMI Survey)
- 2010 Chicagoland Chapter Dinner Meeting
- 2010 AITP PMO Sig Presentation

LL – 2007 Dissertation Survey

A Meta evaluation of Lessons Learned Repositories &
Evaluative Knowledge Management Practices in Project
Management

by *Willis H. Thomas of Western Michigan University in 2007*

Referenced 2007 PMI Lessons Learned Survey

LL – 2007 PMI Survey Results

- Research conducted by PMI (characteristics)
 - 454 total respondents
 - 95% affiliated with PMI
 - 37% had 5-10 years experience
 - 45% were PMP
 - Equal # of respondents from organizations of 100-1,000; 1,000-10,000; and 10,000-100,000
 - 40% Project size: \$100K - \$1M

LL – 2007 PMI Survey Results

■ Research conducted by PMI

- 44% of the respondents surveyed exclaimed that their projects were more successful as the result of implementing LL.
- 49% of respondents said that storing LL in a well-indexed database is important.
- 50% of LL from projects are implemented into the organization's processes.
- 75% of LL were completed at project end, generally in meetings
- 50% use written documentation
- 60% included some aspect of “blame”

LL – 2007 PMI Survey Results

- Which of the following practices do you think your organization should be doing to learn lessons from projects?
 - Use a formal procedure for lessons learned; have a specific department 50% said very important.
 - Collect and review lessons at all stages of the project life cycle 46% said important
 - Hold meetings/workshops for those involved 47% said important.
 - Surface issues in a public forum 39% said important.
 - Interview people individually 44% said important.
 - Conduct regular project audits/health checks 47% said important.
 - Keep learning diaries/logs during the project 45% said important.
 - Construct a learning history/narrative of the project after the event 44% said important.

LL – 2007 PMI Survey Results

- Which do you think your organization should be doing to transfer lessons learned to future projects?
 - Store lessons learned in a well-indexed database 49% said very important.
 - Encourage learning networks/communities of practice 47% said very important.
 - Construct a learning history/narrative of the project after the event 49% said important.
 - Train individuals in retrieving and tailoring lessons learned 48% said important.

LL – 2007 PMI Survey Results

- Value of Lessons Learned
 - 50% useful to other projects
 - 63% creates knowledge
 - 43% questions the usefulness of outputs
 - 50% projects are more successful, project team competency increased, and personal project management competency increased

LL – Chicagoland Chapter Survey

- Research conducted by author in 2010
 - Background – survey of PMI Chicagoland Chapter at a dinner meeting at Chevy Chase
 - 56 respondents
 - Organization size: 80% have 1,000+ employees
 - 75% have PMO
 - 98% find personal value in Lessons Learned

LL – Chicagoland Chapter Survey

■ Results

- 20% of companies do not do lessons learned
 - No time, management apathy, fast paced, do not understand value
- Of those who do lessons learned
 - 41% occur less than 25% of the time
 - 32% always complete lessons learned

LL – Chicagoland Chapter Survey

■ Results

- 60% conducted at end of project
- 50% use templates
- 70% are stored
- 40% are referenced

LL – Chicagoland Chapter Survey

- Results (mixed-atmosphere)
 - 40-50% Open, Positive, Supportive
 - 10-20% Hostile, Fear, Negative, Protective
 - 32% “not interested” (counted in negative below)
 - 30% experienced both positive and negative
 - 30% experienced only negative
 - 40% experienced only positive

LL – Chicagoland Chapter Survey

■ Result-Comments

- Unsearchable data
- Quality and value varies
- Dependent of personalities of the stakeholders
- Nothing is usually done with the results
- Pensive, “waste of time”, only PM practitioners seem to find value, tech leads seem annoyed



LL – AITP PMO Sig Presentation

- Discuss responses

Lessons Learned – Challenges, Let's talk!

- Technology (collection, storage, devices, etc.)
- Economy – lost knowledge
- Access/Retrieval
- Security
- Lost opportunities
- Company Culture
- No time
- Value

Lessons Learned – 3 “C’s” of Success

- Culture
- Clarity
- Consistency



Lessons Learned

Q & A

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