

Lessons learned

What are Lessons learned and what is their purpose

Lessons learned include **structured records of experience** acquired by the project team during the project's life cycle. They are a valuable source of lessons for teams that will implement similar activities or projects.

Lessons learned contain a set of problems as well as positive events, their effect on the project and recommendations on how to proceed to prevent reoccurrence of a problem or to ensure reoccurrence of a positive event.

When is the document prepared

The document is prepared **in the post-project phase**.

Who participates in the preparation process

The document is prepared by a project manager and approved by the project sponsor. **All project team members** should be actively involved in the preparation of Lessons learned.

When is the document used

The document is used in particular when planning subsequent projects, i.e. when identifying risks, estimating time, costs, etc.

Process of preparing the document

1. Look through all lists of lessons learned (see Lessons log) and risk registers (see Risk register form).
2. Prepare lessons learned.
3. Check whether the lessons learned are also comprehensible to persons other than stakeholders.

Example of a completed form

Project name		Education of Teachers in Project Management			
Area	Name	Keywords	Problem/Success	Effect on the project	Recommendations
Integration management	Output specifications	outputs, complaints, pass criteria	Acceptance criteria of outputs were not defined in detail – who is a "successful trainee".	The provider provided a non-quality educational course but it was impossible to complain about those services.	Specify, in as much detail as possible, both objective and subjective handover (acceptance) criteria of outputs with the party commissioning the project and confirm them in the order.
Finances management	Pre-funding	advances, pre-funding	The subsidy grantor was late with approval of two and then all other phase monitoring reports by 10 months.	Necessity to arrange an overdraft account in a bank – increase of indirect costs (CZK 10,000).	Prepare a detailed financial plan and arrange a pre-funding loan with the school authority.
Stakeholders' management	Motivating trainees	expectations, questionnaire	Before any course is ordered, trainees expressed their requirements on the course contents, form and instructor in a questionnaire.	A better specified assignment for course providers will significantly increase trainees' motivation	Introduce formal questioning of trainees as a fixed rule before starting negotiations with course providers.