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Capture project learning for future project excellence



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Narrative

Every project is a cauldron of learning. Use a rigorous approach to squeeze the learning from after-action reviews. Internalize preplanning project learning – a before-action view. Incorporate a process of disciplined, rigorous, intentional project review for improving project results, scope, and performance. Learn personally and as a team to complete projects that are technical, political, and project process successes. Increase the impact of your project team by applying the learning and improving the quality of project delivery.

Learning Outcomes

- ❖ Participants will conduct structured after-action reviews to learn and improve the management of projects.
- ❖ Participants will internalize the six questions of learning and improving.
- ❖ Participants will review all aspects of the project system during the after-action.
- ❖ Before starting a new project, participants will review what they know about the project process, the project system, and the project management process to identify specific improvements to make.

Outline

Time	Duration	Activity	Outcome
8:00	15 minutes	Introduce workshop	Organize into three groups of four people around preselected projects.
8:15	80 minutes	Exercise One	Team members take responsibility for specific questions and interview the project manager. Five minutes per question. 30 minutes Each question is reviewed by individuals responsible. What did they learn about project management, the project process, the project system? Eight minutes a question. 50 minutes.
9:35	10 minutes	Break	

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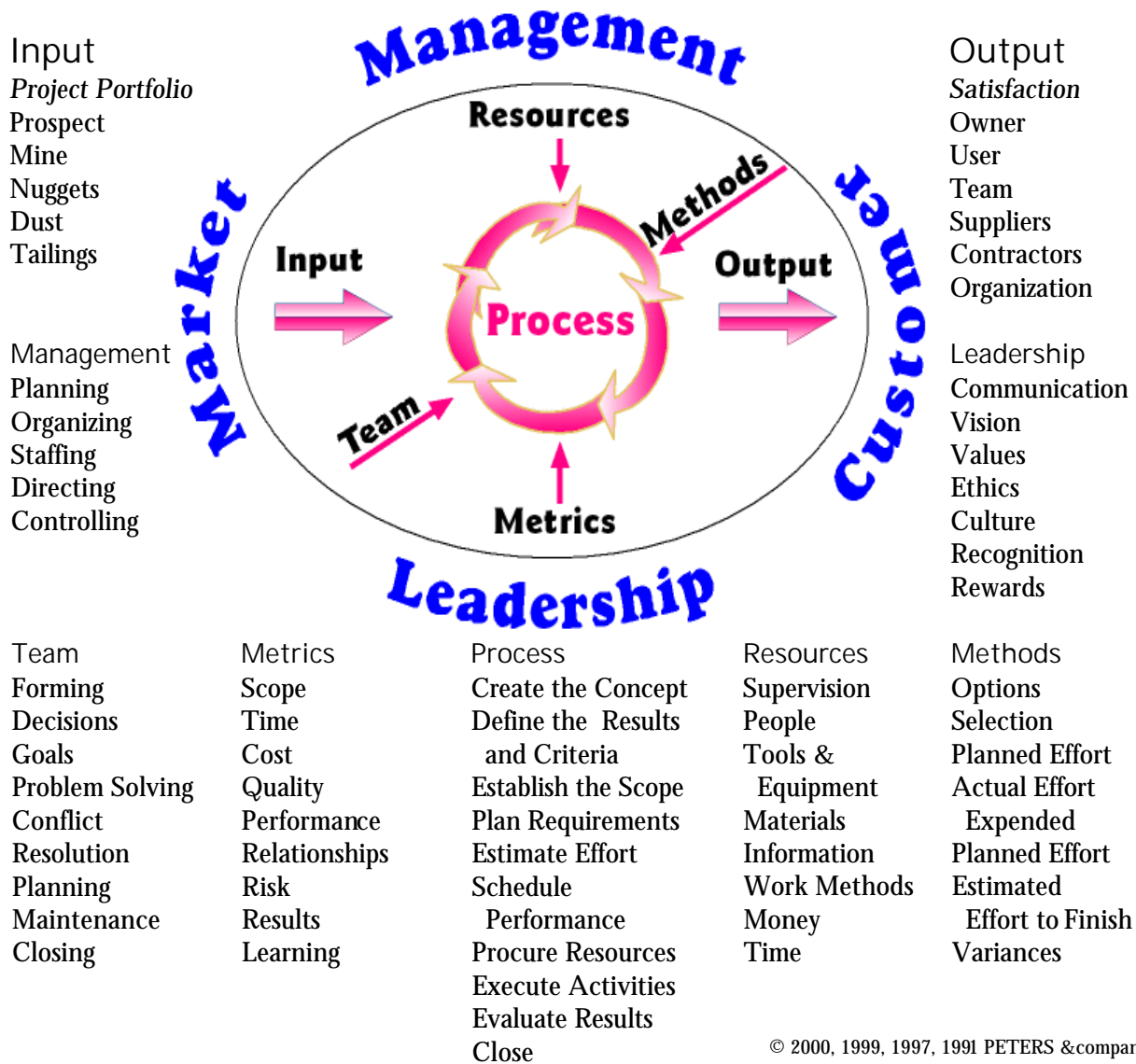
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Time	Duration	Activity	Outcome
9:45	105 minutes	Exercise Two	<p>Team members rotate to another project</p> <p>Each team member again takes responsibility for one question of the project processes. One question is asked of each step of the project process before moving to the next question. 25 minutes a question. 75 minutes.</p> <p>The debrief will be each question down the project process. 30 minutes.</p>
11:30	120 minutes	Exercise Three	<p>Teams rotate to the next project.</p> <p>Each project is now analyzed from a different aspect of the project system – usually resources and metrics (controls).</p> <p>Each team member now is responsible for one of the components and asks all six questions about that component. 80 minutes.</p> <p>Each team member presents their learning. 40 minutes.</p>
12.00	45 minutes	LUNCH	Exercise Three will continue during lunch.
2:15	10 minutes	Break	
2:25	90 minutes	Exercise Four	The team conducts a before-action review writing the goals for one of their next projects using the six questions and the project system.50 minutes. Debrief 40 minutes. (4 teams)
3:55	55 minutes	Exercise Five	Each team member will write commitments for their personal change in project management, in after-action learning, in project learning, in the project process, and in the project system. 15 minutes to write, 40 minutes to publicly discuss their personal commitment.
4:50	10 minutes	Closure	

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The Project System



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The Project Learning Model

Six simple questions to learn from

- ▶ 1. What did we do right?
- ▶ 2. What is imperative that we do right?
- ▶ 3. What do we need to improve? A little? A lot?
- ▶ 4. What do we need not to do next time?
- ▶ 5. What are we not doing that we should ensure we not do?
- ▶ 6. What new or different thing should we do next time?

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Debrief: Learn from a Completed Project – Project Process

	What did we do right?	What is imperative that we do right?	What do we need to improve? A little? A lot?	What do we need <u>not</u> to do next time?	What are we <u>not</u> doing that we should ensure we <u>not</u> do?	What new or different thing should we do next time?
Create the Concept						
Define Results & Criteria						
Establish the Scope						
Plan Requirements						
Estimate Effort						
Schedule Performance						
Procure Resources						
Execute Activities						
Evaluate Results						
Closure						

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Debrief: Learn from a Completed Project – Metrics

	What did we do right?	What is imperative that we do right?	What do we need to improve? A little? A lot?	What do we need <u>not</u> to do next time?	What are we <u>not</u> doing that we should ensure we <u>not</u> do?	What new or different thing should we do next time?
Scope						
Time						
Cost						
Quality						
Performance						
Relationships						
Risk						
Results						
Learning						

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Debrief: Learn from a Completed Project – Resources

	What did we do right?	What is imperative that we do right?	What do we need to improve? A little? A lot?	What do we need <u>not</u> to do next time?	What are we <u>not</u> doing that we should ensure we <u>not</u> do?	What new or different thing should we do next time?
Management						
Methods						
People						
Tools & Equipment						
Materials						
Money						
Time						
Information						