



Learning Lessons for future Success of Projects through Value Management

Julie A Warriner

IPR Rights – Julie A Warriner

Lessons Learned – why bother?



"Those who cannot remember the past are condemned to repeat it."

Jorge Santayana, 1905

We would take a huge step forward if only we
Knew What We Know

The key to future success lies in identifying, capturing, sharing and applying the experience and knowledge of each of us.

Aim of a Lessons Learned



- Understand and record what went well, or didn't go well, on projects
- Transfer knowledge
 - New projects
 - Different people
 - Different regions
- Avoid making the same mistakes again
- Ensure successes are replicated and enhanced
- Assist the close out of the project
- Foster continuous learning cycle



1. Determine what the success criteria for the project are (ideally identify these at the start of the project and review at key stages and at the end).
2. Explore, on a factual basis, what impacted positively on performance during this project.
3. Explore, on a factual basis, what impacted negatively on performance during this project.
4. Capture these learning points for future schemes.

It can be a Triathlon



Some of the pitfalls

- Different organisations in workshops – Contractor / Client
- Protectionism!
- Avoid blame – aim really to foster and share learning
- Volume – dual facilitation if necessary
- Potential claims – avoid discussing if they exist!
- Next project calls – lack of time



Critical Success Factors example



Scoring Criteria	
✓	Success Criteria achieved
?	Yet to be proven
P	Partial achievement
✗	Unable to demonstrate achievement/evidence of failure

1	Paint the structure in the blockade	P	60% completed during the block.
2	Strengthen the structure in the blockade	P	20% during blockade
3	Replace the track on the whole bridge and 30m either side during the blockade	P	Incorrect type of running rail installed.
4	Reduce the level of maintenance required on the track on the bridge.	?	The system has not been in place on the bridge for long enough to determine whether there has been an improvement.
5	Removal of life-expired catenary towers.	✓	
6	Complete all programmed works within a six week blockade.	✗	Works not completed in the available time.

Identification of Success / Problem



- Identify key successes (and problems) experienced during the project
 - Prepare – know top ones
 - Structure with headings
 - Prioritise problems – top key ones to work in detail

Example Top Problems



No.	Problem Description	Votes/ Top Problem
1	The Scope was not clearly defined at the start. The remit was initially issued as a structures project. Other elements were added later.	6 - Y
3	The duration of the blockade was agreed based on a partial scope and without good experience to base it on. There was no contractor involvement in defining what could be achieved in the allotted time.	6 - Y
9	The initial tender was issued without the maintenance- delivered works being included within the scope.	3 - Y
14	The blockade QSRA failed and the contractor felt pressurised to make the work fit into the 6-week blockade period.	3 - Y

Naming the Success/Problem



Answer the following questions:

- What was the problem (success)?
- Where was it a problem (success)?
- When.... was it a problem (success)?
- For whom was it a problem (success)?
- Future ... what is likely to happen if something isn't done about the problem?

Example Problem Working



What?	<ul style="list-style-type: none">• It was not clear which assets were affected• It was not clear the extent to which the assets were affected.• Large elements of the problems at ***** were initially left unaddressed.• Renewals Engineers from other Assets did not engage wit the renewal of the structure.
Where?	At the client offices in ***
When:	During the business planning process i.e. 3-4 years before the project commenced.
Whom?	<ul style="list-style-type: none">• Renewals Engineers• One Engineering function not driving the liaison.
Future	<ul style="list-style-type: none">• Opportunities to deliver work efficiently will be missed.• Multiple disruptions would occur at various locations across the route.• Customers will become very disgruntled.• The client delivering the project will appear inept and unprofessional.

Analysing the success / problem



What are the **ROOT CAUSES** of the success / problem

Identify what the **CONSEQUENCES** were

Example Root Causes / Consequences



Causes:

- The way the Client business was set up with centrally controlled assets and disciplines
- There was no lead asset appointed for developing a co-ordinated remit
- There was a lack of real leadership to drive this forward.

Consequences:

- Additional work was added to the scope
- There was lack of cost certainty
- The programme of work had to be altered to incorporate the additional items.

Problem / Success Statements



Problem Statement:

Aim is to redefine the problem, making it clearer by drawing in the following:

- What / Where / When / Whom / Future
- Causes
- Consequences

Uses negative language

Success / Goal Statement

- Develop a desirable goal for similar projects
- in the future based on the experiences of the
- Project
- ... by inverting the problem

Uses positive language

Example Problem / Success Statements



Problem Statement

There was lack of co-ordination between the Client's assets and refusal of some key players to engage. As a result, the initial scope for the work did not include all the work that was required on all the relevant assets and omitted some key work, notably signalling, telecoms, electrification and plant. This meant that there was a late change to the scope, costs increased, and additional work had to be incorporated into the blockade.

Success Statement

Early co-ordination between all the assets will lead to a properly scoped project. The tender will be based upon the whole scope. This should ensure there is certainty over the requirements of scope and the planned works will progress to programme.



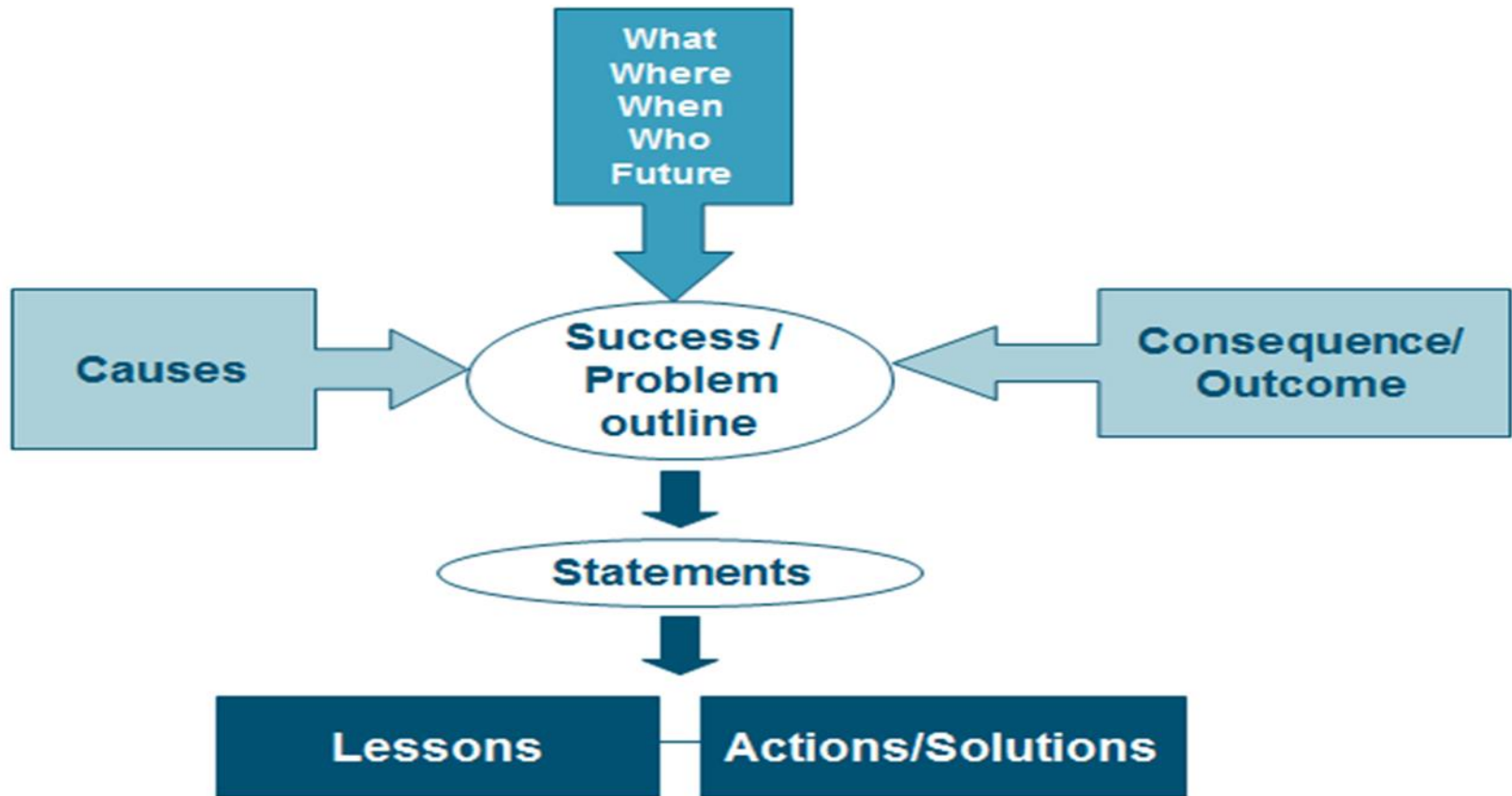
Lessons:

- There must be co-ordination between all assets early on when the scope is being defined
- A lead asset should be appointed early on with responsibility and authority to engage with all the other assets.

Actions/solutions:

No		Who	When
1	Produce a comprehensive asset walk-through so that the scope is clearly understood and all affected assets are identified.	Joe Bloggs – SPM	At project scoping stage
2	The time allowance for maintenance-delivered works should be included within the Invitation to Tender	Joe Bloggs - SPM	At tender stage

Lessons Learned Process Diagram



It can be a Triathlon



Some of the pitfalls

- Different organisations in workshop – Contractor / Network Rail
- Protectionism!
- Avoid blame – aim really to foster and share learning
- Claims – avoid discussing if they exist!
- Volume – dual facilitation if necessary
- Next project calls – lack of time



Preparation



- Limited time?
- Pre-workshop discussion / meeting
- Explore critical success factors prior to workshop
- Send out request for problems in advance
 - Proforma to complete
 - Individuals to prioritise their problems
- Filter problems and share key ones at the workshop
- Break group up into 2 / 3 teams in workshop – demonstrate problem working then let them have a go

Invigorate it!!



- Use different techniques
 - Brainstorming / flipcharts / computer capturing
 - Get them to role play!
 - Take them on an excursion / metaphor
 - Consider the positives first – success driven
 - Prompt sheets
 - Display the correct behaviours – self invigoration!





Questions?