

Project Management Practice Improvement through Learning from Experience

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The Vision (I)

We will never make the same mistake twice



NASA Little Joe Launch
NASA Langley Research Center 10/4/1959 Image # EL-1996-00068

The Vision (2)

recreate

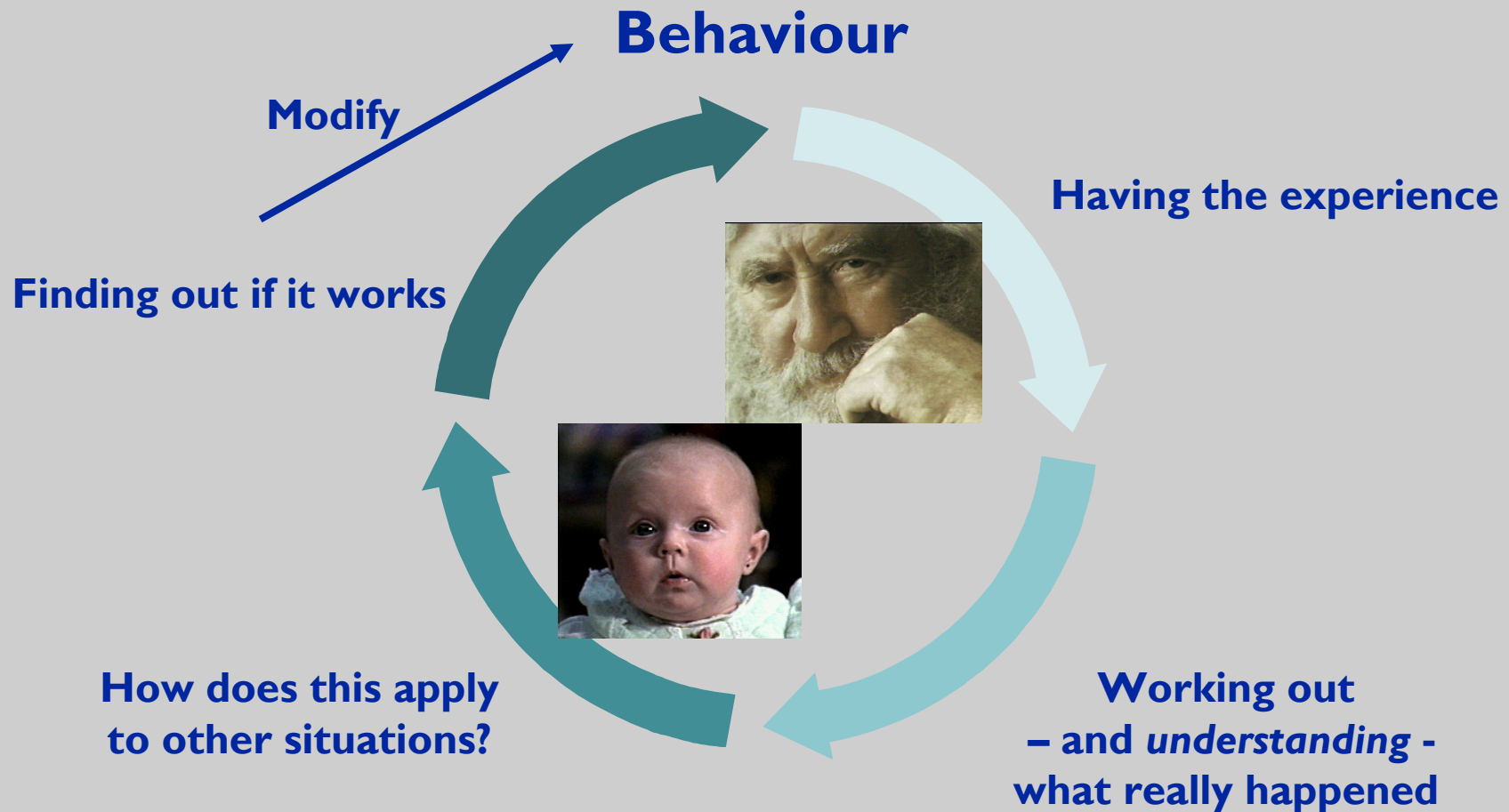
We will ~~repeat~~ success



How do we learn?

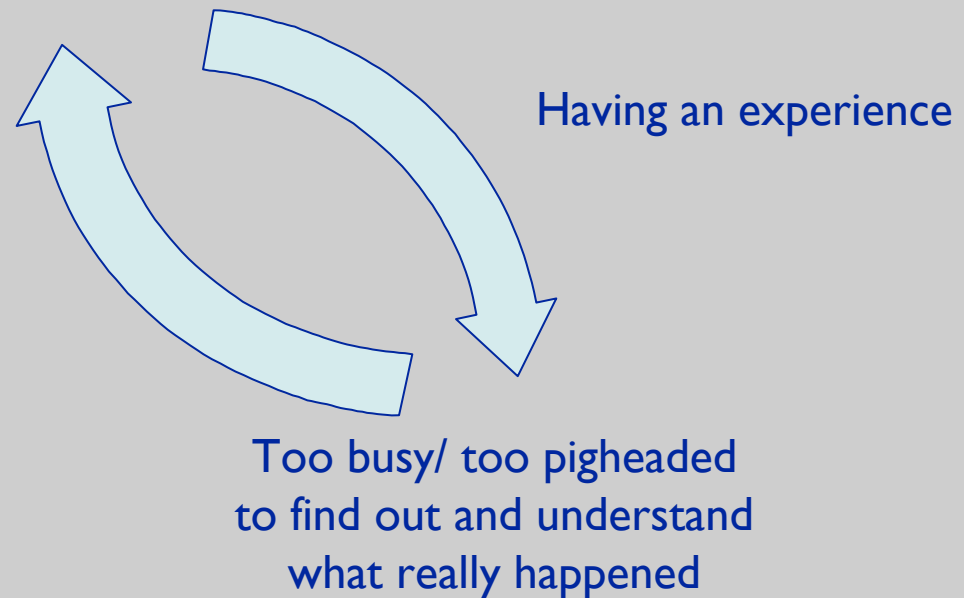


The Learning Cycle

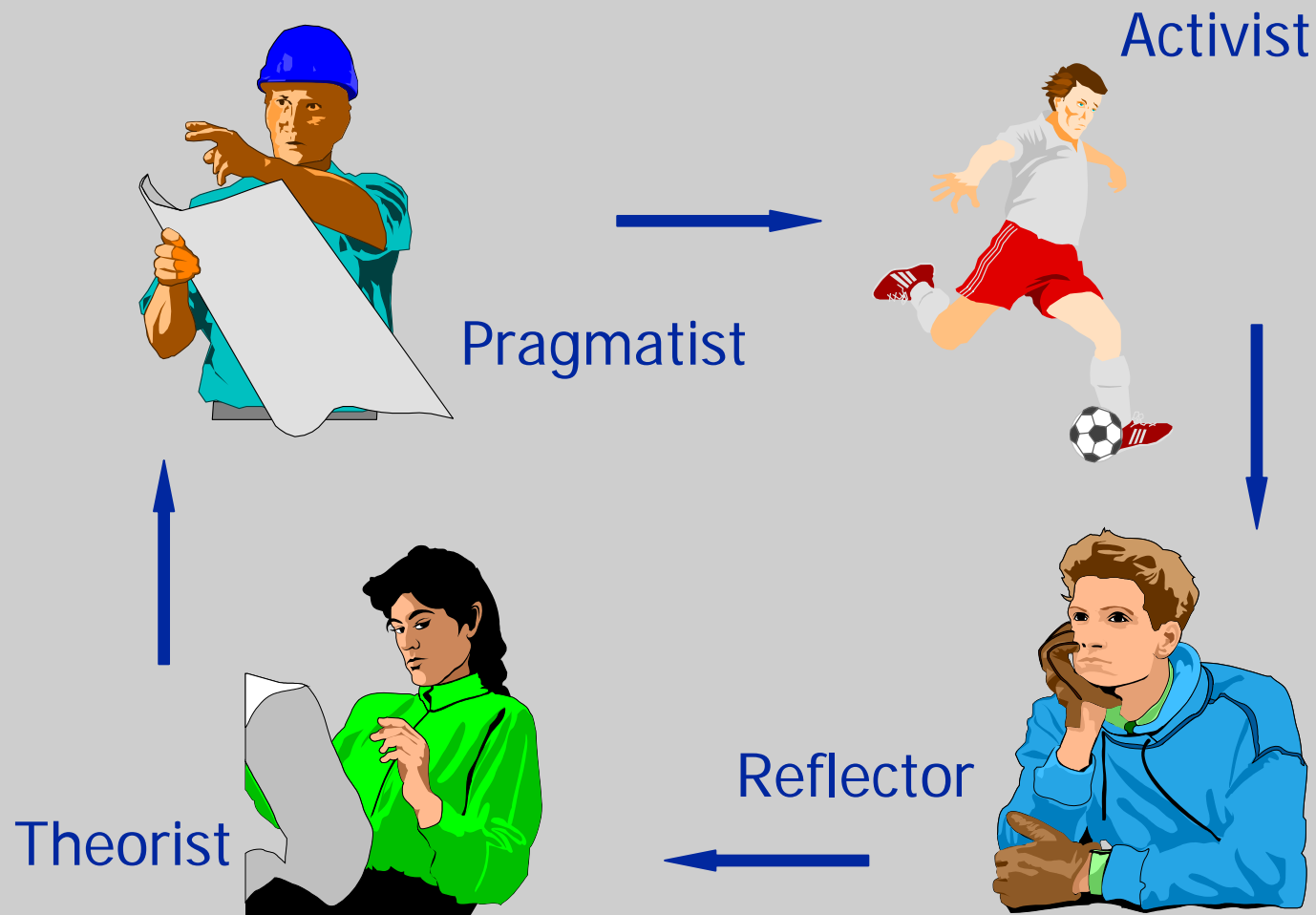


The Refusal to Learn Cycle...

Unchanged Behaviour

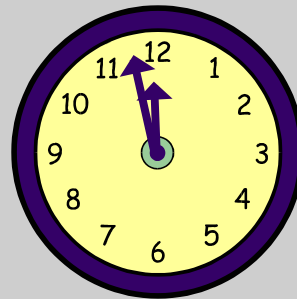


Learning Preferences



'Right' decisions

Issue



Unknowns

Knowns

Repertoire

Response



Repertoire

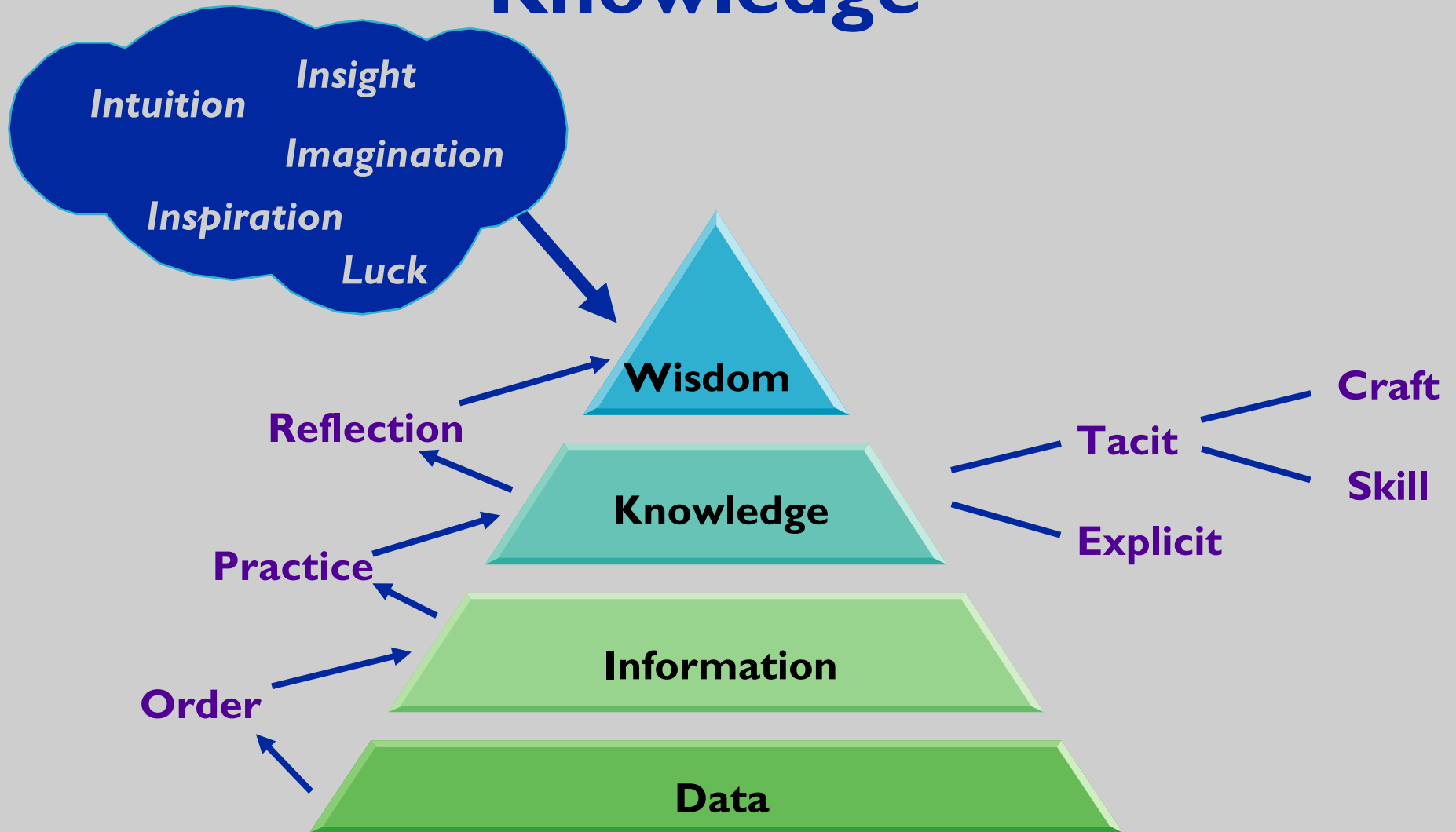
Appreciation - what we 'see'

Options – what we 'can' do

Values – what we 'should' do



'Knowledge'

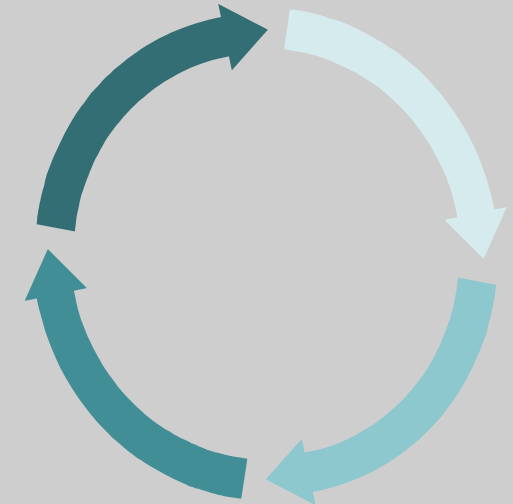


How do we transform experience into practical wisdom?

Experience capture

Abstraction of core lessons

Application into practice



How do we capture experience?

History - The recording of experience:

What happened?

What did it mean?



The LfE Cookbook



Capturing Explicit Experience

‘Hard’ Recording

Learning Database

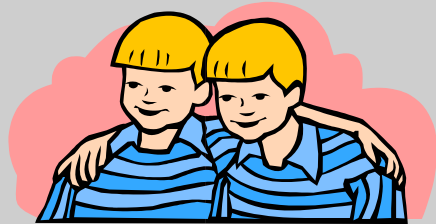
Multimedia

Practice observation

Interviews

Documents

Reflection and observation



Similarity



Reflection on reflection-in-practice



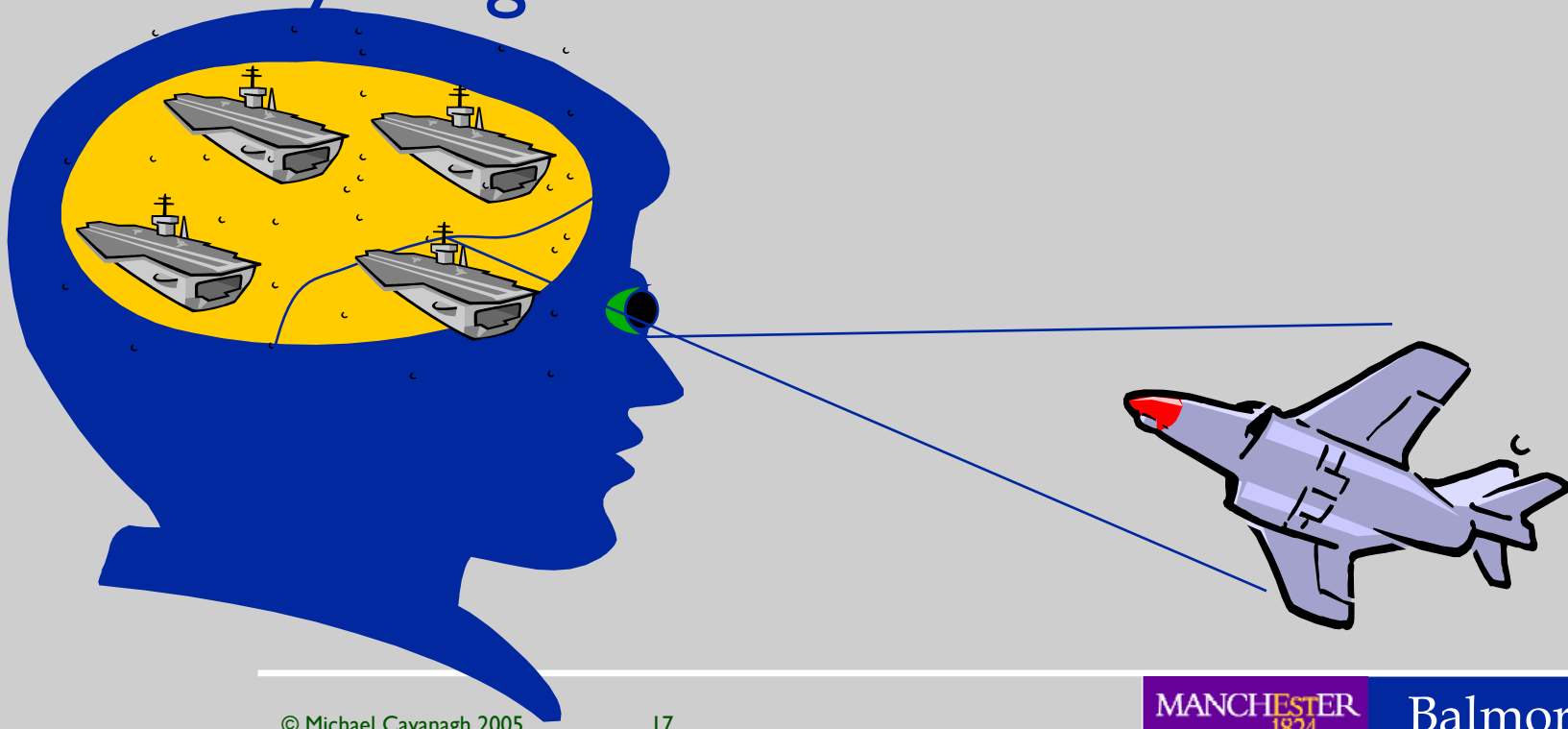
Learning histories

Similarities

Structural
Functional
Purposive
Control (Values / Constraints)
Relationships

The Problem

“To a two year old with a hammer,
everything looks like a nail”



Similarities

Structural
Functional
Purposive
Control (Values / Constraints)
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Reflection-on-reflection-in-practice



Learning histories

“Only everyone can know the truth.”

(Goethe)

Confidential Stakeholder Interviews

Multiple levels (as many as possible)

Learning History report

1st issue – verification of story only

2nd issue – including analysis

Followup Workshops

Plenary discussion

Individual/ group action plans

Retrieval Matrix

Lifecycle stage

Supply chain

Business Activity/ Domain

General Management

Business Winning

Project Management

Engineering

Requirements

Acceptance

Production

Support

‘Soft’ Recording

- Story and reflection

I promise to tell the facts,
the whole facts and
nothing but the facts.....
... but if you want the
truth....

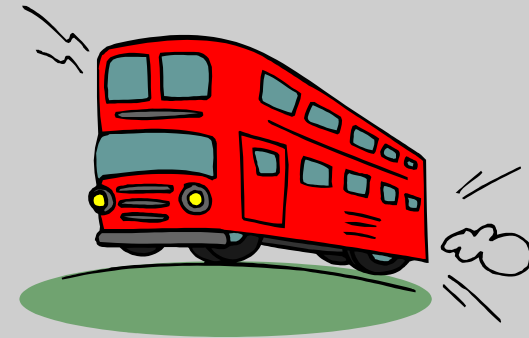


Stories

Stories by the fireside



Tours of the unfamiliar



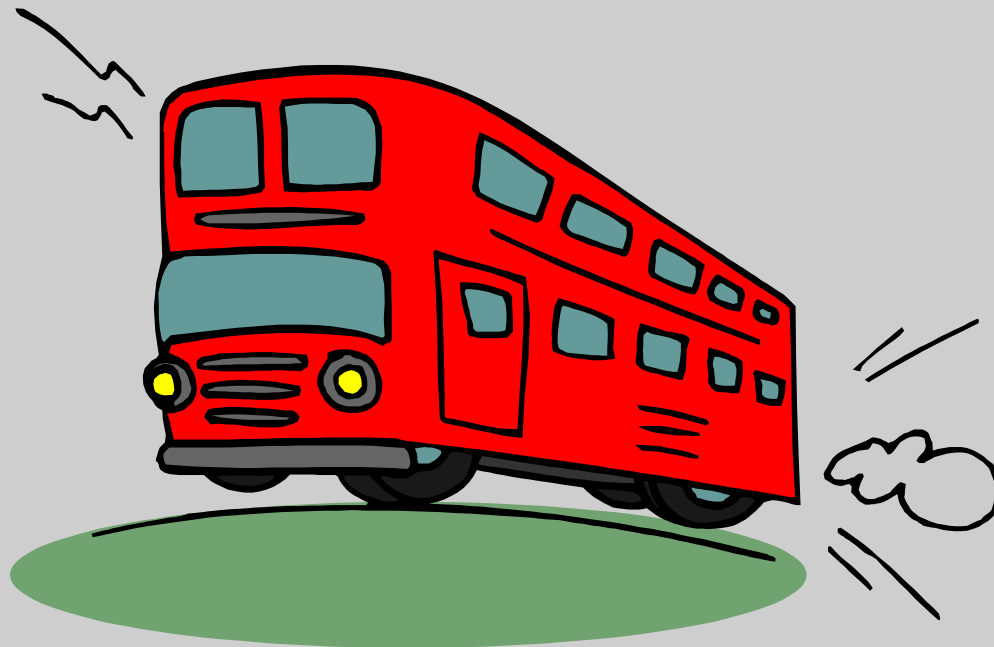
Libraries with legs



Stories by the Fireside



Tours of the unfamiliar



Libraries with legs



What else could we do?

