

Lessons Learned

Gathering 'lessons learned should be formalised. STEALTH is a Lessons Learned process adapted from the U.S. Air Force:

- S:** Set time/location/preparation phase. Fighter pilots hold a formal debriefing 45 minutes after they are back on the ground.
- T:** Tone. Keep the tone nameless and rankless to facilitate open communication. Lead by example.
- E:** Execution versus objectives. Ask “Was the objective clear, measurable and achievable? Did it support our picture of the future?” After reconstructing the sequence of events, ask, “Did we accomplish the mission objective?”
- A:** Analyse execution. First, review data to find execution errors and successes. Next, determine the cause of each error and success. And, finally, identify the root cause for each error and success.
- L:** Lessons learned. Look for patterns. Determine the prominent or recurring root cause that bridges several errors or successes.
- T:** Transfer lessons learned. Spreading the lessons learned by errors and successes helps to accelerate experience and improve future execution.
- H:** High note. End with a positive summation of all that was learned. A formalized process for debriefing people after an experience can help any leader create the best practices that build a better organization.

The project manager cannot conduct lessons learned on his/her project – the reviewer needs to be an independent peer of the PM (possibly part of the PMO function). The PMs role is to provide input to the review.