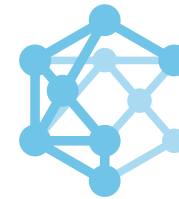*Recognising the importance of aggregating learning to help avoid the problems we have all experienced in seeking to deliver significant change in the past.*

Will you pool the experience of your team members to ensure the best chance of success in your projects and programmes?

1. Prepare Better, Lead Brilliantly

Exceed · Vision · Plan · ROI · Lead · Manage · Deliver · AOD

Assured Outcome Delivery

Institutionalising Learning

A challenging approach to capture learning to help deliver change.

Why we need to learn?

......the context ** for changing approaches in outcome delivery

89% Top executives believe the "human element" is the #1 factor to turn a change project into a success or a failure

69% Top executives think their transformation programmes did not deliver the expected changes / benefits in the business

Top executives struggle to effectively mobilise middle managers (as their most important change agents) **60%**

Top executives consider actual tracking of benefits realisation as unreliable (at best) **57%**

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** Global Opinion on Outcome Delivery - Source: PwC CEO Survey 2012-13

3

Learning From Others?

ODNL's favourite 'lessons' text we like to share with Clients is the seminal article, "Why Transformation Efforts Fail?" by John Kotter. Kotter describes a number of mistakes made repeatedly in failing change projects........

Error #1: Not Establishing a Great Enough Sense of Urgency

Error #2: Not Creating a Powerful Enough Guiding Coalition

Error #3: Lacking a Vision

Error #4: Under communicating the Vision by a Factor of Ten

Error #5: Not Removing Obstacles to the New Vision

Error #6: Not Systematically Planning For and Creating Short-Term Wins

Error #7: Declaring Victory Too Soon

Error #8: Not Anchoring Changes in the Corporation's Culture

We commend this and the other texts in the HBR publication [1] "Leading Through Change" as a valauble source of lessons to be learned in seeking to deliver change successfully.

Maximising the chance of change success

Most experienced professionals know why change initiatives and programmes have failed previously…..yet choose to repeat mistakes

Assured Outcome Delivery is about choosing more rigorous governance, and learning from the collective experience of the team involved

Delivering success is a *Leadership choice challenge*

> ……….*Make Change Happen* or *Allow It to Fail?*

Institutionalising learning starts from a disciplined review of collective experience:
I.   What's our change delivery experience (what do we need to learn from, and sort)?
II. What have we tried before that has not been successful?
III. Are we willing to try a new approach? If so how will we manage the risk?

So will we commit to learn from the past?

AOD Learning Process

It's important to recognise that the importance of the Plan / Do / Review cycle in projects must be extended to the formal capture and re-use of the lessons learned throughout.

So our approach to institutionalising learning is to implement formal lesson review and recording steps before during and after the project or programme. Documenting learning and ensuring the lessons are shared across all relevant colleagues in a form of corporate lessons database, enables project information to be translated in a valuable source of Corporate Knowledge.
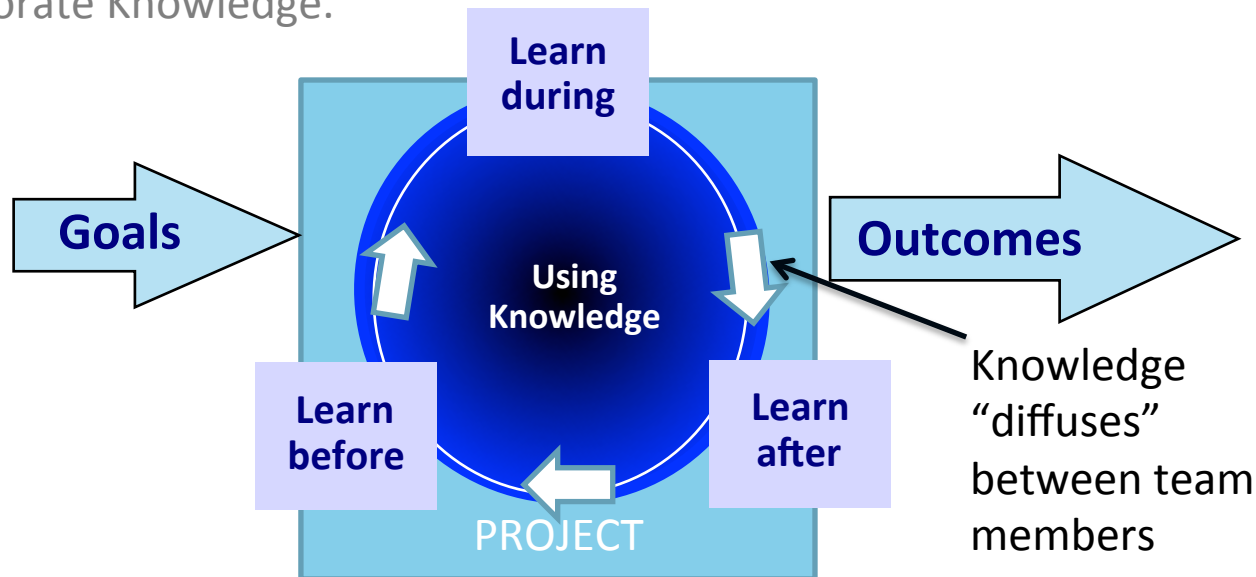
Learning Before Project Start #1

The AOD learning process starts with a commitment at the senior level not to repeat mistakes of the past. Then the project / programme lead receives a delegated performance measure to be assessed : the effectiveness of how they and their teams contribute to the corporate knowledge pool.

(See the AOD Starting Smarter Guide – Tools ref 2.1).   One item on the Kick off workshop agenda is the project team contributing their 'favourite' lessons – the top three things they will not repeat from previous projects.   This short discussion always captures the elements the team decide to act upon – and generally establishes the 'you couldn't make it up' humorous approach to learning to improve together.

We recommend the use of two other prestart / learning from experience tools to increase your chance s of delivery success:

- Kotter Analyser
- DICE Score Analyser

Learning Before Project Start #2

A peer assist meeting or workshop can help the project team where colleagues are invited from other teams to share their experience, insights and knowledge with the team who have requested guidance – before the project starts.

A peer assist session

- Works for small & large projects
- Targets specific challenge(s) – selected by the requesting team in advance
- Gains assistance and insight from people outside of the team
- Identifies possible approaches and new lines of inquiry
- Promotes sharing of learning with each other
- Develops strong networks among people
- Uses standard question sets & templates to capture knowledge

Those who benefit from the input of others then commit to submitting the lessons learned write-ups into the corporate knowledge management system.

Learning During Projects -

Team learning can be maintained and encouraged throughput the project duration by implementing the After Action Review (AAR) process developed by the US Army.

It is used by all the troops, after each action. It's now firmly embedded in Army culture and as part of all formal training programmes.   The AOD approach is a similar, simple, process during projects. It requires the team to take turns in chairing the discussion at regular team meetings to ask for the last period:

1. What was supposed to happen?

2. What actually happened?

3. Why was there a difference?

4. What can we learn from it?

Learning After Projects

AOD recommends undertaking *facilitated, forward looking team review sessions,* near the end or soon after the project has ended to consider and document:

1. What was the objective of the project?

2. What did we achieve?

3. What were the successes? Why? How can we repeat the success?

4. What were the disappointments? Why? How can we avoid them in future?

5. 'Marks out of 10' review against the project team view on satisfactory performance in delivering desired outcomes

ODN practitioners combine post project reviews with considering the 'clever' things we wished we'd undertaken, with the benefits of hindsight (See similarities in Right to Left Planning tool process).
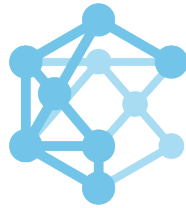
Can AOD help your teams learn from experience?

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