European Organisation for Nuclear Research
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CERN SY/EPC/LPC Name1stName
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Project M^{gt}: How to learn from mistakes,taking advantages from them?

Principles
Don't leave gathering lessons to the end of the project, but start a lesson learned log on day-1.   People will experience from the beginning and will integrate the exercise as a normal phase. It is moreover easier to log them as opportunities happen for a real-time benefit to be expected.
Lessons are often forgotten, and some mechanisms are necessary to refresh knowledge.   When putting a new project in place, listing previous lessons on similar project should / could be a part of starting phase.
Too much lessons to be considered will produce Less effect. Concentrate on the main ones,keeping them to less than 1**0.**
Lessons must contains specific, realistic, practical pieces of advice.   **Lessons must conclude with recommended positive actions.**   **Lessons must be free from references to individuals.**

How to collect the lessons learned?	
Step	**Actions**
1	**Select the participants.** <u>Don't invite everybody,</u> if you know in advance that some people will not integrate well the exercise.
2	**Make sure you've got the data easily available:** project status report or presentation, milestone plans, or other visual documents.
3	**Be clear about who the lessons are aimed at.** Consider how you will influence the kind of lessons you want to capture.
4	**Put in place the mode and way to collect relevant events,** ideally in brain storm mode at first, and more analytic later, and which criteria must be taking into account: time / quality / money / people impact / operation / stress….
5	**Identify successes and failures,** and collect them, first, all of them, without digging in details for the why it was good or bad.
6	**Investigate the reasons why events happened as they did, with root cause analysis** for example. Agree what you / should do the same / different / better next time.
7	**Develop the lessons to be learned.** Make sure everybody agrees on it. Write them focusing on specific, realistic, pratical advices, always in positive actions and recommendations. Remove any indication of individual (name)