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Role: Leads cross functional teams, provides program management oversight in both FSP dedicated resource and traditional outsourcing model. She works closely with sponsors and create optimal partner working relationships, ensuring consistent quality and timely delivery. She is an enthusiastic learner and supports department initiatives for training and process improvement.

Great!! Not So Great... How To Capture It All In An Effective Lessons Learned Discussion

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Overview

- ▶ What are lessons learned
- ▶ Why are these important
- ▶ When to have this discussion
- ▶ What to do before, during, after the discussion
- ▶ Example Template
- ▶ Action Items after discussion
- ▶ A Few Examples, positive impacts made
- ▶ Q & A

Introduction

Each day, while executing tasks during various phases of projects techniques for improvements are discovered.

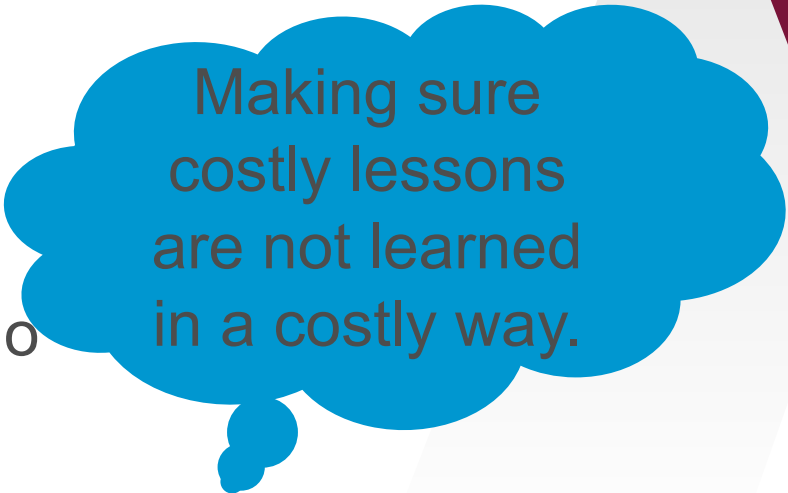


What are Lessons Learned?

- ▶ Knowledge/ Understanding gained by experience.
- ▶ Is understanding gained equals lessons learned?
 - Yes, if it is analyzed in a way where recommendations can be made.
- ▶ These lessons can impact future work.

Why are lessons learned important for project teams and the department?

- ▶ Important because
 - Failures: would teach how to do differently
 - Success: would teach good processes and practices to follow



Making sure
costly lessons
are not learned
in a costly way.

Why are lessons learned important for project teams and the department? contd..

- **Aim:** Brainstorm and collectively identify what was done well previously and what could project team members do differently.

► The discussion could bring:

- Ideas
- Needs
- Roll backs
- Changes Required

When to have lessons learned discussion?

Any
Appropriate
time
When it
means best
to evaluate
what is
working well
and what
needs to
change.

Popular times:
End of the project,
At periodic intervals

A Few Considerations:

1. Stage of the project
2. Attendee's availability
3. Any dependent project coming to kickoff stage

Checklist To Complete Before Lessons Learned Meeting

- ✓ Know your stakeholders
- ✓ Reserve meeting time
- ✓ Share importance to encourage
- ✓ Agenda is important
- ✓ Make arrangements for meeting, taking minutes, & receiving comments

Plan early for
maximum participation

What could be done for a productive session, conduct during meeting..

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What all to cover for well rounded lessons learned meeting



Depending on the project and which stage lessons learned meeting is conducted, the following sub-topics could be covered:

- ▶ Goals of the project, and Stakeholder management.
- ▶ What aspects of the project could have been prepared in advance?
- ▶ What aspects of the project were beyond team's control?
- ▶ Were there any dependencies on any other team which is now recognized?
- ▶ Expected deliverables and sponsor satisfaction.
- ▶ Quality, timelines, budget, risks.
- ▶ Infrastructure use, trainings and expertise needed.

Example Template To Record Lessons Learned

Practice/Process Steps/Strategies/Successes/what worked well:

Description of Practice	Recommendation and How to Ensure Continuity	Responsibility to Ensure Continuation of Practice/Owner
Comment resolution meetings	Incorporate these meetings into overall timeline	Monali

Areas for improvement/What didn't work so well:

Description of Practice	Recommendation and How to Ensure Continuity	Responsibility to Ensure Continuation of Practice/Owner
Responses to TFL findings not documented/Communicated in a central place.	Consolidated comments (track changes and/or comment log) with responses	All

Post

Lessons

Learned

Meeting

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- ▶ Meeting minutes, action items, action owner(s).
- ▶ Share minutes, action due date
- ▶ Place minutes on a central location.
- ▶ Provide update to all concerned parties.
- ▶ Encourage teams to retrieve the lessons learned documents, evaluate and use.

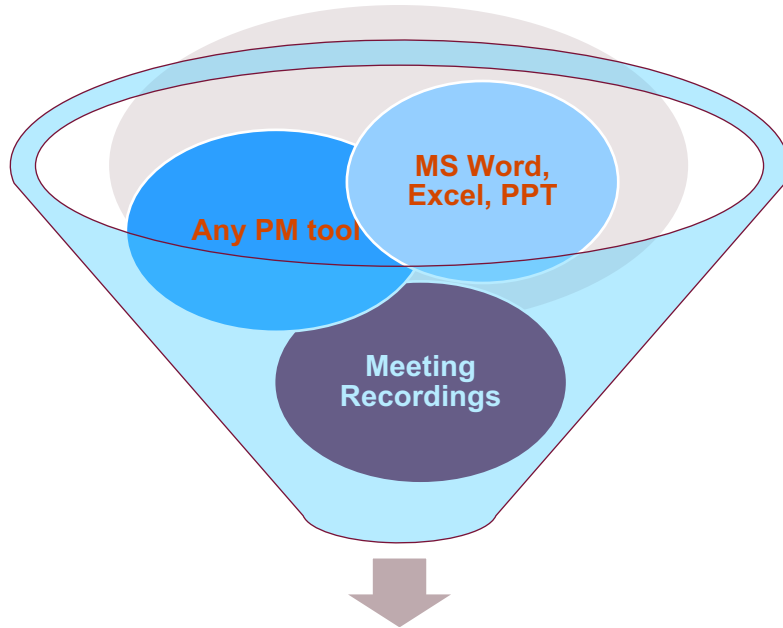
A Few Examples Of Lessons Learned from statistical programming, and positive impacts made from them

- ▶ Recording skills and using for future team formation.
- ▶ Strategizing when assigning statistical programming tasks brought efficiency.
- ▶ Start building Reviewer's guide while decisions are still made proved out much easier than trying to remember every choice made at the end of the trial.
- ▶ Asking and receiving dummy randomization file for statistical programming exactly in the same format as the final randomization file helped to prepare.
- ▶ Scheduling a short daily project team meeting saved back and forth emails, messages, calls.

A Few Examples Of Lessons Learned from statistical programming, and positive impacts made from them contd..

- ▶ Running CDISC validation report for compliance checks during draft runs ensured that issues are addressed before final delivery.
- ▶ In scenario of a study where the number of outputs is large and specific quality checks needs to be performed by a limited number of team members, deliveries in parts helped both sponsor and CRO teams.
- ▶ Inclusion of manual review from beginning in addition to compliance check by automated tools gave guidance to team not only for completing checks but for drafting comprehensive study documents as well.

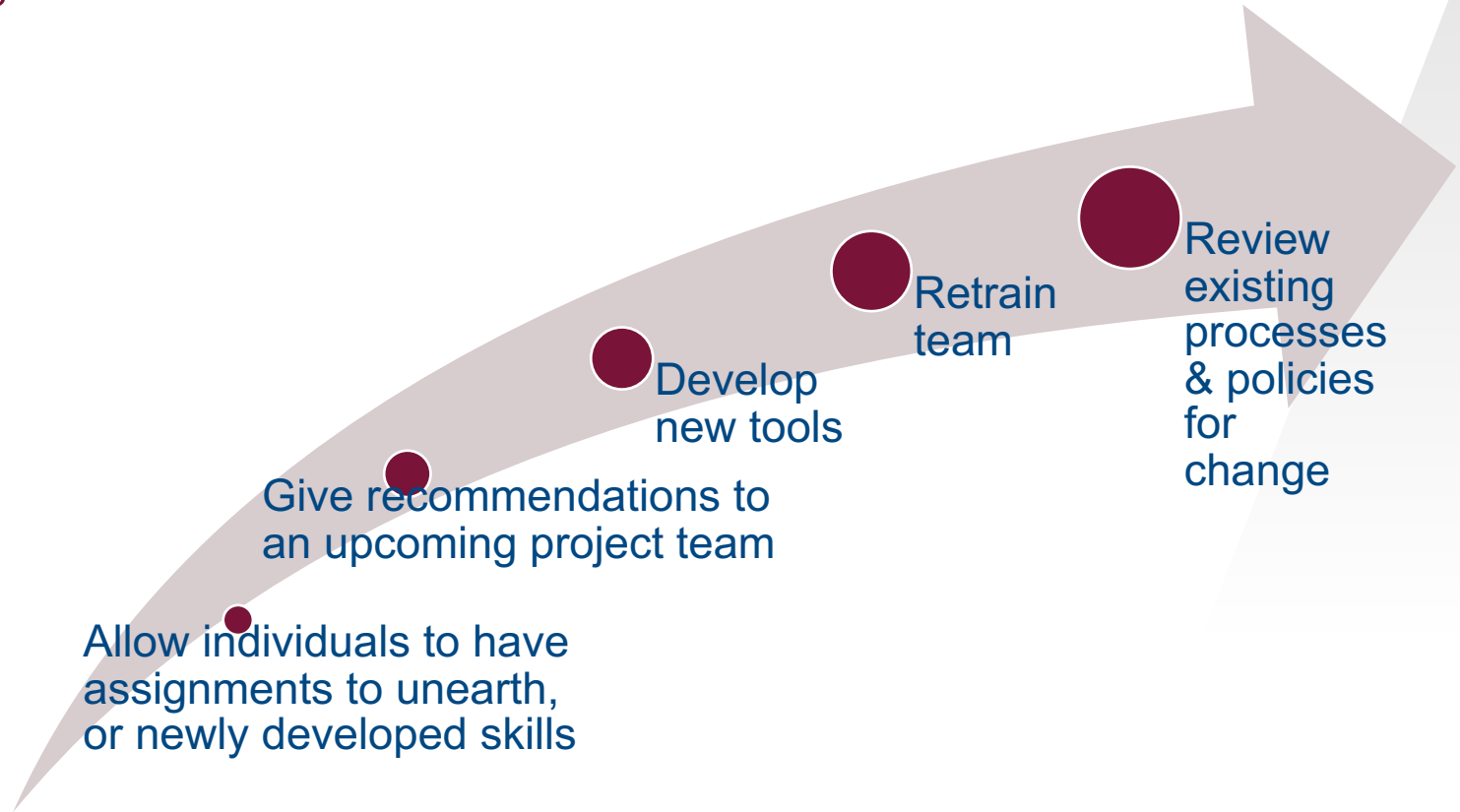
How to make lessons learned available to all



Record Lessons learned and place them in a central location

1. Send minutes
2. Notify in departmental meetings.
3. Invest in standard templates, recording tools, and storage spaces.

Now, what could we do with these lessons learned



Conclusion

- ▶ Each project brings its unique challenges & learnings, we cannot prepare ourselves for all the challenges.
- ▶ By conducting lessons learned meetings we can share the experiences of the project and try to avoid errors of the past and promotes best practices.
- ▶ Make a good habit of having lessons learned discussions and make the meeting effective for everyone!!

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Questions?

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Thank You!



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