TEMPLATE 28 · TRANSFORMATION

Lessons Learned & Post-Implementation Review

Check whether the change delivered what it promised, and capture what to repeat and what to avoid next time.

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Most organisations collect lessons learned and then never read them. The value is in the actions, not the document.

> *Blame makes people hide problems. Curiosity makes them share.*

WHEN TO USE IT

01 **At each phase gate,** a short lessons review of 30 to 60 minutes.

02 **At go-live,** while the delivery team is still together.

03 **Three to six months later,** a post-implementation review against the business case and benefits.

FOUR QUESTIONS FOR EVERY REVIEW

01 What did we set out to do?

The objectives, scope, cost and benefits we committed to.

02 What actually happened?

Facts and data, not opinions. Use the benefits tracker.

03 Why the difference?

Root causes, not symptoms. Ask why five times.

04 What will we do differently?

Specific actions, each with an owner and a date.

RUNNING A GOOD SESSION

- Invite a neutral facilitator, not the programme director.
- Gather input anonymously first, then discuss.
- Look at what went well as carefully as what went wrong.
- Agree the top three lessons, not thirty.
- Send actions to the people who can make them happen: the PMO, HR, procurement.

USE IT WITH

- Benefits Realisation Tracker (26) for actual versus planned benefits.
- Business Case & NPV (17) for the original promise.
- RAID Log (21) to see which risks became issues.
- OKRs & Balanced Scorecard (27) for the measures that continue in business-as-usual.

Planned versus actual

Result: met, partly met or not met

DIMENSION	PLANNED	ACTUAL	RESULT	COMMENTARY
Scope & outcomes *What we said we'd deliver*				
Time *Go-live and key milestones*				
Cost *Budget versus actual*				
Benefits *From the benefits tracker*				
Quality *Defects, service levels, adoption*				
People *Engagement, capability, wellbeing*				

Overall verdict

- ☐ DELIVERED AS PROMISED
- ☐ DELIVERED WITH GAPS
- ☐ DID NOT DELIVER

Benefits still to come

And who owns them now the programme has closed.

Hand-over to business-as-usual

What has been handed over, and what hasn't.

Decisions needed

Further investment, fixes, or closing the books.

Lessons learned

PROGRAMME

DATE

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Keep doing

What worked, that we should repeat.

Start doing

What we should do next time.

Stop doing

What got in the way.

Lessons and actions

Top lessons only. Every one needs an owner outside this programme.

#	LESSON	ROOT CAUSE	ACTION	OWNER	BY WHEN
01					
02					
03					
04					
05					
06					