

Course Name -Project Management: Planning, Execution, Evaluation and Control

Professor Name - Prof. Sanjib Chowdhary

Department Name - Department of Vinod Gupta School of Management

Institute Name - IIT Kharagpur

Week – 08

Lecture - 40

Welcome to the course Project Management Planning, Information Evolution and Control. I am professor Sanjeev Choudhary from Indian Institute of Technology Kharagpur. In continuation with module 13 that is project closer, in this lecture we will talk about retrospectives. The concepts we will be covering is the retrospective that is lessons learned. So, to start with what is retrospectives and why it is used? Anyone of you can answer this. A retrospective is essentially lessons learned.

It is an analysis during the implementations of the project and shortly after the project to capture the lessons learned lessons learned. So, what went right and what went wrong to capture the positive things as well as the negative things. So, in other words we can say retrospective is a methodology to capture the positives and negatives of the project implementations and take those lessons use those lessons for the benefit of the future project completions and implementation. So, that the same mistakes are not are repeated and you use your use your new knowledge to the to the future project and it will make your project management structure more effective that is the retrospective.

So, it is the lessons learned and the goals of retrospective as I have already mentioned is you use the your new learning for the future projects and you stop repetitive mistakes. So, whatever mistakes you have done this you learn from that and you do not replicate that mistakes again you do not perform the same mistakes again. So, these are the goals of the retrospective. Now to know further what are the barriers to organization learning? Retrospectives are generally the lessons learned. So, you must have a culture of learning.

So, what are the obstacles for an in an organization for learning? So, these are found as lack of time by the team member say retrospective is the lessons learned during the implementations and shortly after completion of the project, but the project members you know they are so busy they always had the lack of time for sitting discussing and finding out the lessons learned and all positive negatives and all. And especially after the completions of the project these people have go to assign to some other project and they have little time for this and no post project support direction. So, as soon as the project is

completed these people are even in fact, before the project is completed some people are assigned to some other project. So, there is no post project support or directions for implementing the lessons learned during the project. So, that is one that barrier another thing is lessons learned generally done in a in a discussion mode in a in meeting for this special meetings are called for, but most often it is found that such meetings degenerate into a blame game sessions you know each party the project was delayed this was delayed activity was delayed.

So, each party blame each other's and it becomes an emotionally charged atmosphere and they fight. So, it is that is another barriers to this implementations or capturing the lessons learned then not applied in other location. Suppose you have captured the lessons learned in one project generally it is not again referred to or used in other project even in the same project you know lessons learned during the in during the initial phases those are not implemented the later part of the later part in that project itself. So, people have little time or the inclinations to capture those and re implement those lessons then organization and culture not recognizing value of learning if the and all this things would have been possible if the organizations have a say learning conducive to learning atmosphere or the environment. So, if organization does not have such conducive environment or the culture of learning then these are the potential barriers to organizations learning.

So, these are the main barriers to organizations learning. Now, how do you make retrospective effective what are the ways? So, you have found out the obstacles the barriers of learning how to make it effective. So, we will be discussing some of the points that makes the retrospective effective. First is you engage an independent facilitator facilitated. Nowadays large organizations and big organizations are engaging more and more independent facilitator those who are the experts in those project management in that industries and all have done such work before they are generally engaged.

And these independent facilitators can help the organizations in many ways and one of the ways is the that is that capturing the lessons learned in an effective way with the project managers may not be able to do. Then the learning gates there must be at least three learning gates in a in a in a in a project they and those learning gates must have a project owner. So, somebody must be responsible and accountable for those gates they will be the contact people. So, that is the how does it ye though they have a designate owner I have talked about it and the learning there must be a learning repository and it must be mandated to use it. So, I will just show you this the what is this learning gates it should be retrospective process should have say this is the project life cycle different these are the different phases.

So, there must be a retro retrospective gate 1 gate 2 gate 3. So, each of these gate the you do the capture the lessons learned and each of these gates must have a an owner who is responsible and accountable for this and he or she may be the contact point of capturing and disseminating the information. Then you prepare a retrospective library and their retrospective 1, retrospective 2, 3 that retrospective n number of gates are captured. So, this is the organizational learning capture learning culture. So, if you have such things such a repository gates and the retrospective libraries it will increase the effectiveness of the retrospective.

So, these are the ways one can improve the retrospectives usefulness in an organization. So, learning and it has to be mandated the use of retrospective should be mandated by the organization. So, that this lessons learned from here from this project can be can be applied to the future project and it will give a broad based view about the about the problems and how to solve it and it is very useful. So, these are the some of the ways to make retrospective effective ok. Now we have talked about very beginning you need to engage a an independent facilitator.

So, how do you engage this facilitator? You have to choose a facilitator, you have to select a facilitator for the for your project. So, different projects of different type. So, some of the characteristics for choosing the closer facilitator or the project facilitator are as follows like facilitator has should have no direct involvement with the organizations or with the project. He should be impartial and fair to his dealings and impartial to all the groups, impartial to he should be perceived as fair and impartial by all groups all employees of the organizations and he or she should command respect of the senior management. So, the usually a high profile or then expert in their field or in that industries are more acceptable and commands respect of the senior management and all and if you have such a person, you it will be your effectiveness of this facilitator and the retrospectives and all capturing will and the project completions will be easier for you.

And also, he should be an empathetic listener he should have given patient hearing to all the members all the employees. So, that so, that he can capture as well as he can support the support the employees and different groups different team members and all. So, it is a great quality one should have it then independent he should be independent in his work and he should work without fear of recrimination whether his contract will be renewed or not he is not bothered for that. He can give the bad news to the senior management he can call a spade a spade to the senior management he should be should not be working to satisfy the management because senior management always one say you know no deviations and they everyone should toe their line, but he should work independently and he should not only working for satisfying the he should work for satisfying the project

objectives that is more important and who should work without fear of reprisal and recrimination and he should be perceived by others as the best person for the organizations interest. He is not bothered for his interest his involvement should not be the direct involvement to the organizations or the project should not be there and he is above all a fair percent and he is serving the organizations interest to the best of the ways.

Then he is a person should have a broad based experience of that industry or of those projects and all and he should be acceptable to all. So, these are the characteristics one should look out when they are engaging a project closer facilitator. Next what are the roles of a facilitator? So, the you should be clear of it the roles of a facilitator is he facilitates in capturing lessons learned project manager may glean many activities many things and all, but this facilitator with his wide experience in the project and in the industry and he has he can he can capture more the things more learnings and all that will be beneficial for the organizations in the long term. So, he facilitates in capturing lessons learned then he is an integrator means he integrates different groups of the organization different groups of the projects hm different stakeholders he integrates better than anyone else say for a for a for a project say different groups may be at loggerheads. So, but he is acceptable to all he may facilitate the integrations of different groups for towards completions of the project like different stakeholders you know they also the can be stakeholders can be approved can be integrated by them then he helps project managers.

Project managers are you know he can report unpleasant facts like project managers or someone inside the organization some bad news and all they are they are do not wanted to give it to the senior management the project managers and all wait for till the last moment when it is too late to take any corrective action, but because of the fear of reprisal fear of intimidation. So, if in house people generally is afraid of giving the unpleasant fact, but this man the project facilitator can do it without any fear and reprisal and as a result it has been found in some cases it is helpful for the organization. For example, one facilitator found that one of the suppliers are likely to delay their delivery dates. So, that a the project will suffer project will get delayed if there is a 60 percent chance the supplier will fail because they were facing some financial fund crunch and all. So, it is likely to fail and all, but so, he gave this information to the senior management and try to sort it out.

So, what alternative was found out the senior management approved the giving the loan to the supplier. So, that their problems of the fund is they are circumvented. So, they could supply the material on time. So, that way that project was not delayed. So, these are the specific instances that the project facilitator can help which others could not have

done and also the it is found that this he is a great integrator like it is also found the team members while coming to the lessons learnt or some other team meetings and all.

They are more comfortable with the project facilitator rather than the project manager or any senior manager. In senior managers project manager they may be intimidated and they may not be forthcoming you know their ideas their what they wanted to say that cannot be freely expressed, but, but to a facilitator if he chairs the meeting their political aspects of the different groups different persons and all are taken care of and they are more free to share the views and this is beneficial for the organization. So, these are the roles of facilitator and he helps project manager immensely I have cited those example some project manager says that facilitator has taken of the monkey of my back ah. So, this is the role of a project facilitator one should look for. Now, archiving the retrospectives now you capture the lessons learnt you have make those retrospective gets you have make those retrospective library.

Now, how do you mind those data mind those information because there may be informations are it is an ocean and retrospectives will be like a an ocean. So, how do you get what you want it has been reported that many managers and all cannot get the exact information what they need there may be two reasons for it. One reasons may be managers those managers may not be very savvy with technical savvy with those systems and all or they do not have inclination to learn how to search though informations mind the information another may be the system may be poor and there for retrieving the data or the information. So, you have to make the system user friendly. So, that people can mind their data or the information they are looking for very easily for that one should classify project based on different types as per the need of the organization.

It may be you can classify your search engine search engine can get it back on the type of the project. Type of the projects are like what type of the projects may be whether it is an it is an operational project operational or strategic or compliance project or it may be the marketing project or the IT project or the production enhancement improvement project it may be anything or it may be the HR project. So, you can segregate it with the classify it with the types of project then it may be the size of the project that is the monetary value monetary value of the project. Say it may be the project may be 1000 plus crore or may be 500 crore 500 to 500 to 1000 crore may be 500 to 1000 crore or may be 100 to 500 crore. So, you can or less than 100 crore you can on the size of the then staffing like the size of the workforce for the project say may be 1000 plus workforce or may be 500 to 1000 workforce or may be less than 100 workforce.

So, it is the staffing. So, then may be the technology level technology level may be the

high low medium or the new say may be high technology medium technology or low technology or new technology then it may be the strategic support strategic or support whether it is a strategic project or infrastructure strategic project or not. Then it may be the issues and problem then it may be the project mission and objectives if the similar mission similar objectives are there that type of project or not. Procedures and systems used or it can be organizations resources used. So, you can archive retrospective any of the ways that suits you that your as per your requirement there is no hard and fast rule whatever is convenient to you decide yourself. So, these are the archiving retrospectives now to summarize what we have we have done in this lecture is we have elucidated retrospective that is lessons learnt.

So, as to avoid the same mistakes goals of retrospectives and points out the barriers to organizational learning we have discussed this. We have also suggested measure on how to make retrospective effective and it is process and the need of archiving retrospective for future use. We have also emphasized the need for engagement of independent closer facilitator their characteristics and the role for effective closer of the project and to facilitate capturing lessons learnt. These are some of the reference books you may go through and enhance your project closer knowledge and enrich yourself. Thank you very much for attending today's lecture.