



Micro Planning International Ltd

Planning and Scheduling Software • Training • Consultancy

Europe • America • Australia

Telephone: +44 (0) 1202 884 690 Mobile: +44 (0) 7799 516 735

Email: enquires@microplanning.co.uk :Website www.microplanning.co.uk

Post Project Reviews and the GROW Model

Summary:

We all know that projects are risky challenges - by their unique nature they have never been done before. However, Business Managers must learn why some projects are successful and why some fail. It's worth investing a few man days at "Post Project Reviews" to establish the 'Lessons Learnt'. This Intellectual Property (IP) belongs to the company and can be used for its continuous process improvement.

Story:

It is considered 'good practice' for organisations to hold 'Post Project Reviews' once all the deliverables have been handed over and before a project is finally closed. These reviews are intended to produce the 'lessons learnt' that will enable continuous improvements. Remember the lessons learnt belong to the organisation, (not just the Project Manager) so that all projects in the organisation will benefit. Lessons can also be learnt from early phases of a project and applied to improve future performance and future projects.

For each review, several pieces of data need to be tabled. The central data is found in the "Earned Value" (EV) reports. EV reports are a proven method that integrates the progress of task, time and costs; giving an excellent 'dashboard' view of the progress made at any stage of the project.

Having gathered the data then the review can begin using the 'GROW' model, i.e. Goals, Reality, Options and Will.

Goals:

What was the Business Case?

What were the sought after benefits?

What was the anticipated ROI?

What were the Project's criteria for "success".

Reality:

What Happened?

Did we meet the Business Case, achieve the benefits and gain the ROI?

What was the impact to Customer and impact on Company?

Recognise individual and team performance

Evaluate the project against its success criteria

Evaluate the project management processes that were used.

Evaluate the tools or techniques that were used

What can we learn from the EV reports? What were the root causes (not effects) of problems?

Raise concerns

Consider stakeholder relationships and perceptions

Establish the "Lessons Learnt", which is Intellectual Property (IP) that belongs to the Company.

Options:

What processes should be developed to capture the good points?

What must be changed to improve?

Brainstorm and list all possible options. Use 'what if' and Mind Mapping tools. Consider the Pro's and Cons, costs and benefits for each option.

Having listed the options place them in priority order for maximum benefit to the organisation's next project.

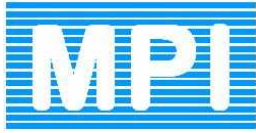
Will:

Work with the Management to develop SMART objectives, costed and fully resourced Action Plans and ensure that everything has been allocated a single 'Owner'.

John Cornish, MBA, Chartered Marketer, FCIM, MAPM

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Registered Office: 47, Bargates, Christchurch, Dorset, BH23 1QD. VAT No. 895 6855 47



Feed-back:

To capture the lessons learnt from the PM Review

Could be small team work or a series of 1-2-1's in a company. Ideally positioned as a 'post-milestone' review.

Micro Planning International Ltd offers a health warning, "Avoiding pitfalls can only come with experience".

If your company needs Project Planning and Scheduling tools, training on the Fundamentals of Project Management, or simply people to facilitate a Post Project Review, then call John Cornish at Micro Planning International Ltd.

If your company needs a skills audit on Project Management, or Project Planning and Scheduling, then call John Cornish at Micro Planning International Ltd.

Your MPI contact for the UK and all Europe is

John Cornish +44 (0) 1202 884690, email: john@microplanning.co.uk, website:

www.microplanning.co.uk