

Case Study 1 – Project Review Workshops.

Participants: 15

Duration: half a day for each project reviewed

Background:

A series of project close out review workshops were conducted for a client who wanted to know how their engineering projects had gone. The information generated from the workshops was to be used in planning future projects. This would enable the project staff to retain the useful lessons from any similar projects whilst simultaneously avoiding the replication of any mistakes.

Aims:

To identify the positives and challenges of the project
To capture lessons learnt

Outputs:

Feedback was gathered and collated on the positives aspects and challenges of the project, the lessons learnt recorded. This was written up by the facilitator and presented to the project manager.

Outcomes:

Following each workshop, the client had a bank of detailed and organised information to refer to when looking forward to their next projects. This could be used at the front end of project planning and inform the project cycle throughout.

Benefits of facilitation:

- There was extensive positive feedback from the participants who felt they had had the opportunity to share their ideas with other project staff who were from different sectors, different companies and different levels of seniority. This cross over of ideas allowed personnel involved in the different phases to develop a better understanding of the project as a whole.
- The different activities used in the workshop style allowed participants to produce a range of creative ideas and be open and constructive with their feedback
- Although only half a day there was a vast amount of information generated in the workshop and corresponding discussion about different elements of the projects.
- Having an external facilitator meant that all the personnel could be involved in the discussions rather than one of the project managers needing to chair the meeting.

Workshop outline:

The project cycle phases were used to structure the workshop:

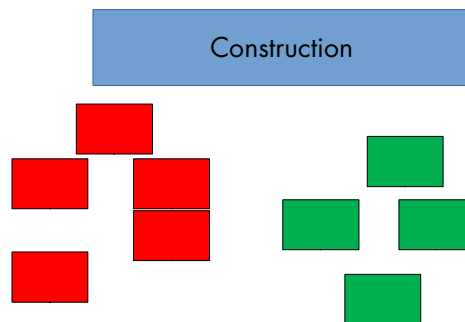
- Planning
- Design
- Procurement
- Construction
- Commissioning
- Handover

The participants are divided into small groups and asked to discuss and record:

- 1) What went well?
- 2) What didn't go so well?

One phase was taken at a time and the ideas were written up on green and red card and then stuck on the wall. The larger group then discussed and added to what each of the smaller groups had said.

Example:



In the second half of the workshop the group was asked for their ideas on:

- 1) What they wanted to repeat from the project?
- 2) What they wanted to do differently next time?

Looking at the project as a whole, the participants (again in small groups) were asked to write down the things that they would like to repeat and do differently next time. Theme headings, such as communication and team work were generated by grouping ideas together.

For further details on workshop tools and techniques used please contact me.