

Introduction to lessons management

Speed read

- Lessons management is an overarching term that refers to collecting, analysing, disseminating and applying learning experiences from events, exercises, programs and reviews.
- Lessons management can facilitate learning and improvement resulting in more efficient and effective practices, improved safety and improved capture and mobilisation of knowledge.
- The lessons management cycle consists of four steps: collection, analysis, implementation, monitoring and review.

Key points

Australia's safety and security depends on a collective ability to learn from experience, manage the knowledge gained and develop learning organisations that can adapt to deal with current, emerging and unexpected threats.

Consistent approaches to lessons management will encourage adaptability and flexibility across sectors, and sharing of knowledge and experiences will assist with ongoing continuous improvement of people and organisations.

Lesson, lesson identified and lesson learned:

- A **lesson**: knowledge or understanding gained by experience. The experience may be positive (recognising a good practice) or negative (an opportunity to improve). Successes and failures are both considered sources of lessons.
- A **lesson identified**: a positive or negative experience and a clear course of action based on analysis. Identifying a lesson does not automatically mean it will be learned.
- A **lesson learned**: how a lesson identified has been learned through a demonstrated change in behaviour.

All relevant members of an organisation need to be involved in learning lessons for lessons management to be successful. The presence of a lessons process should be seen as a tool to support organisational improvement and learning. The implementation of change requires that action is taken on the lessons identified and the usual issues of change management need to be considered.

An integral part of lessons management is change management. An organisation's ability to demonstrate changed behaviour by implementing a lesson is limited unless that change can be observed, and it can be determined that the lesson was learned.

Organisational learning takes place when driven by leaders who create a culture to prioritise lessons, assign and track remedial actions, follow up to ensure their organisation has actually learned the lesson, and are the driving force for sharing lessons.

Take action

- Reflect on how lessons management currently happens in your organisation or group. If there isn't a lessons management process, reflect on why this might be the case.
- Reflect on how change has happened in your organisation or group in the past. Consider the enablers and barriers to behavioural change, and when change has been successful or failed.

More information

- [Lessons Management Handbook](#) (AIDR 2019)
- [Lessons Management Collection](#) highlights key resources, information and examples to guide a consistent approach to lessons management in Australia
- [Lessons Management Webinar Series](#)