Australian Government
National Emergency Management Agency

Australian Institute for **Disaster Resilience**

Principles and frameworks for lessons management

Speed read

- Lessons management is learning focussed, inclusive and consistent.
- A lessons management framework is a conceptual structure that identifies culture, governance, methodology, communication, engagement, capability and planning to support effective lessons management in an organisation.
- Lessons management frameworks will have similarities across organisations but there is no 'one size fits all' due to organisational and jurisdictional nuances.

Key points

The implementation and operation of lessons management is guided by three principles:

1. **Learning focussed:** Lessons management is focussed on activities that use learning opportunities to inform change and future improvement.
2. **Inclusive:** Lessons management benefits from collaborative approaches and the involvement of relevant stakeholders during phases of the lessons cycle.
3. **Consistent:** Lessons management uses consistent, scalable, sustainable processes, tools and themes to support stakeholders to contribute and enable trend analysis across events, organisations and jurisdictions.

A lessons management framework **fosters the development of:**

- strong governance supported by leadership commitment to the process
- consistent methodology for lessons management
- communication and engagement that meets the needs of the organisational and external stakeholders
- capability planning and development that meets current and future requirements, including technological considerations
- a learning culture that promotes positive change and continuous improvement.

Fostering a **'just culture'** is about balancing demands for accountability regarding failures with an ability to collect enough information to make sense of the situation to contribute to learning and safety improvement. A non-judgemental 'just culture' encourages learning and maximises the potential for ongoing improvement.

A **learning culture** involves people being actively involved in continuous improvement to ensure that the lessons management process is effectively implemented at each stage of the cycle.
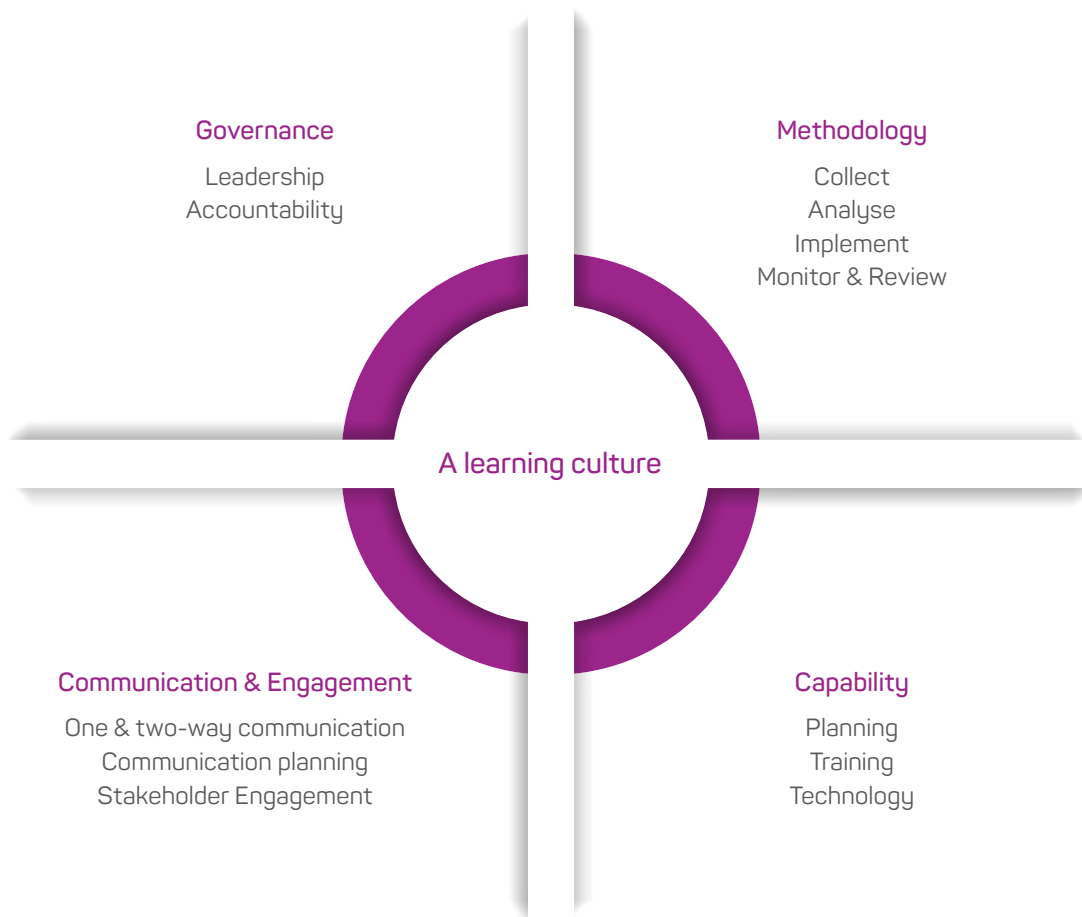
Governance
Leadership
Accountability

Methodology
Collect
Analyse
Implement
Monitor & Review

A learning culture

Communication & Engagement
One & two-way communication
Communication planning
Stakeholder Engagement

Capability
Planning
Training
Technology

Figure 1: Example of a framework model

Take action

• Use the Lessons Management maturity matrix to assess the level of maturity of your organisations framework.

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