

Lessons learned register — installation and ERP programmes

All records

LESSONS CAPTURED
12
4 in the last 90 days

EMBEDDED RATE
70%
the only number that matters — 7 of 10 live lessons, excluding rejected and superseded

NOT EMBEDDED PAST TARGET
2
oldest is 150 days old · target 30 days

HIGH-IMPACT LESSONS
4
3 of them embedded

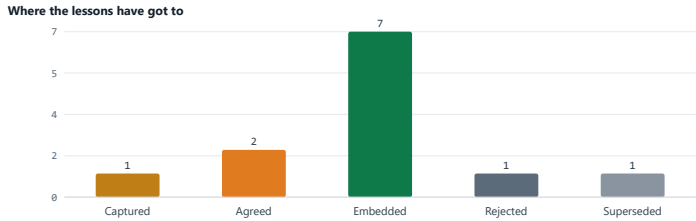
WORKED VS WENT WRONG
5 / 6
1 surprise alongside them

PROJECTS CONTRIBUTING
2
most from Line 4 machine installation (7)

12 of 12 record(s) included. All records. Amounts in USD.



A register made entirely of failures becomes a blame log, and people stop contributing to it. A healthy register carries a real share of things that worked — those are the practices you want deliberately repeated, not rediscovered by luck. A register made entirely of failures becomes a blame log, and people stop contributing to it. A healthy register carries a real share of things that worked — those are the practices you want deliberately repeated, not rediscovered by luck.



The register is working when the embedded bar is the tallest one. A pile in captured or agreed means the meeting happened and the document never changed. The register is working when the embedded bar is the tallest one. A pile in captured or agreed means the meeting happened and the document never changed.

A tall bar with nothing embedded is where your organisation keeps making the same mistake and keeps writing it down. Those bars are drawn in red. A tall bar with nothing embedded is where your organisation keeps making the same mistake and keeps writing it down. Those bars are drawn in red.



A single spike at the end of a project is the classic write-only pattern — everything remembered at closeout, when the people who lived it have already moved on. Steady capture through delivery is what you want to see. A single spike at the end of a project is the classic write-only pattern — everything remembered at closeout, when the people who lived it have already moved on. Steady capture through delivery is what you want to see.

The register

REF	PROJECT	PHASE	CATEGORY	TYPE	WHAT HAPPENED	RECOMMENDATION	IMPACT	STATUS	EMBEDDED INTO
LL-011	ERP rollout — finance and...	Handover	Process	Worked	A fifteen-minute stand-up at eight each morning through the four cuto...	Run a daily fifteen-minute cutover stand-up from one week before go-l...	High	Embedded	Cutover runbook, section 1 — dail...
LL-004	Line 4 machine installati...	Planning	Schedule	Went wrong	The upgraded power supply was ordered once the machine base was poure...	Issue the utility connection request at contract award, before any co...	High	Agreed	—
LL-003	ERP rollout — finance and...	Execution	Technical	Went wrong	The first full data migration test ran nine days before go-live. It f...	Run a full trial data migration at the end of design, then repeat it ...	High	Embedded	Project checklist section 7 — dat...
LL-001	Line 4 machine installati...	Planning	Procurement	Worked	The two shortlisted machine builders were brought on site for a half-...	For any installation into an existing building, hold a supplier walk-...	High	Embedded	Tender template — section 2, pre-...
LL-006	Line 4 machine installati...	Execution	Quality	Surprise	The customer sent two auditors to site during commissioning week, una...	Extract every customer audit, inspection and witness right from the c...	Medium	Agreed	—
LL-010	Line 4 machine installati...	Planning	Cost	Worked	Commissioning and operator training were bought as a fixed-price lump...	Price commissioning and training as a fixed lump sum with a defined c...	Medium	Embedded	Tender template — commissioning a...
LL-008	ERP rollout — finance and...	Planning	Process	Went wrong	Design decisions on stock valuation took five weeks to resolve becaus...	Name a single business decision owner for each module at design kick-...	Medium	Captured	—
LL-009	ERP rollout — finance and...	Planning	Scope	Went wrong	Fourteen change requests were raised after design sign-off, six of th...	At design sign-off, freeze scope formally; any change to a signed dec...	Medium	Embedded	Change control procedure section ...
LL-005	ERP rollout — finance and...	Execution	People	Went wrong	End-user training was delivered seven weeks before go-live because th...	Deliver end-user training no more than two weeks before go-live, and ...	Medium	Embedded	Induction pack — module 3, system...
LL-002	Line 4 machine installati...	Execution	People	Worked	One named engineer held every conversation with the machine builder f...	Name a single point of contact for each major supplier at kick-off an...	Medium	Embedded	Project start-up checklist, item 4
LL-007	Line 4 machine installati...	Execution	Cost	Went wrong	Two forklifts were shared between the installation and normal warehou...	Do not hire dedicated plant as a standing rule. Identify the two or t...	Low	Rejected	—
LL-012	Line 4 machine installati...	Execution	Process	Worked	A weekly photo report was sent to the customer through the installati...	Superseded by the customer reporting standard, which now covers photo...	Low	Superseded	Customer reporting standard (supe...

Not yet embedded

REF	LESSON	RECOMMENDATION	IMPACT	OWNER	AGE (DAYS)	REVIEW DATE
LL-004	The upgraded power supply was ordered once the machine base...	Issue the utility connection request at contract award, before any co...	High	Site manager	150	2026-08-19
LL-008	Design decisions on stock valuation took five weeks to reso...	Name a single business decision owner for each module at design kick-...	Medium	Programme lead	75	2026-08-24
2 lessons past the 30-day target						

Lessons learned register

REF	PROJECT	CAPTURED	BY	PHASE	CATEGORY	TYPE	IMPACT	EMBEDDED INTO	OWNER	REVIEW	STATUS	AGE (DAYS)	EMBEDDING GAP	RE-USE
LL-001	Line 4 machine installation	2025-12-12	Project manager	Planning	Procurement	Worked	High	Tender template — section 2, pre-tender site visit	Head of procurement	2026-09-18	Embedded	240	–	Reusable
LL-002	Line 4 machine installation	2025-12-20	Project manager	Execution	People	Worked	Medium	Project start-up checklist, item 4	Project manager	2026-10-08	Embedded	232	–	Reusable
LL-003	ERP rollout — finance and stock	2026-01-31	Programme lead	Execution	Technical	Went wrong	High	Project checklist section 7 — data migration gates	Programme lead	2026-09-03	Embedded	190	–	Reusable
LL-004	Line 4 machine installation	2026-03-12	Site manager	Planning	Schedule	Went wrong	High	—	Site manager	2026-08-19	Agreed	150	Not embedded	–
LL-005	ERP rollout — finance and stock	2026-04-11	Training lead	Execution	People	Went wrong	Medium	Induction pack — module 3, system training timing	Training lead	2026-10-03	Embedded	120	–	Reusable
LL-006	Line 4 machine installation	2026-07-22	Quality manager	Execution	Quality	Surprise	Medium	—	Quality manager	2026-09-08	Agreed	18	–	–
LL-007	Line 4 machine installation	2026-05-01	Site manager	Execution	Cost	Went wrong	Low	—	Site manager	—	Rejected	100	–	–
LL-008	ERP rollout — finance and stock	2026-05-26	Programme lead	Planning	Process	Went wrong	Medium	—	Programme lead	2026-08-24	Captured	75	Not embedded	–
LL-009	ERP rollout — finance and stock	2026-05-06	Business analyst	Planning	Scope	Went wrong	Medium	Change control procedure section 2 — post sign-off changes	Business analyst	2026-10-18	Embedded	95	–	Reusable
LL-010	Line 4 machine installation	2026-06-10	Head of procurement	Planning	Cost	Worked	Medium	Tender template — commissioning and training pricing	Head of procurement	2026-11-02	Embedded	60	–	Reusable
LL-011	ERP rollout — finance and stock	2026-07-05	Programme lead	Handover	Process	Worked	High	Cutover runbook, section 1 — daily stand-up	Programme lead	2026-08-29	Embedded	35	–	Reusable
LL-012	Line 4 machine installation	2025-10-13	Project manager	Execution	Process	Worked	Low	Customer reporting standard (superseded this entry)	Project manager	—	Superseded	300	–	–

Notes

Sample register covering two completed projects. Seven of the ten live lessons have been embedded into a document; two remain past the thirty-day embedding target, including the utility connection lesson, which is the most expensive one on the register. Replace every entry with your own before relying on it or circulating it.

Capturing a lesson is bookkeeping. Changing the document the next team actually reads is the learning. This tool records both and shows you the gap between them, but it cannot open your tender template, edit your checklist or brief your successor — a lesson marked embedded is a claim someone made, not evidence that a process changed. Treat the embedded rate as a prompt to go and look, not as proof. Nothing here is legal, contractual or professional advice.