

The Importance of Post-mortems in Construction Projects

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Abstract

Organisations in the construction industry are frequently faced with the challenges of not achieving the set targets with reference to late project completions, exceeding the budget and undesirable quality of work due to poor workmanship. The global financial challenges have encouraged numerous organizations to investigate the possibilities of improving the delivery of their products and services. Consequently, clients in the construction industry require more efficient management of projects and services to meet project objectives; and including post-mortems as best practice allow organisations to further enhance the successful management of future projects. This paper describes a study carried out to explore the key factors and benefits of effective and successful project post-mortems for organisations in the construction industry. For this, a quantitative methodological approach employing a structured closed-ended research instrument as a data source was followed. The findings identified people and systems related factors that contribute to successful and effective project post mortems for organisations in construction environment. The study further identified the benefits organisations can gain from successful project post-mortems.

Keywords

Construction, lessons, post-mortems, effective, and benefits

1. Introduction

The construction industry plays an important role in the economic growth of a large number of organisations and the projects carried out having a significant environmental and social effect (Opoku and Fortune 2011). Thus, there is a need for suitable change and ability of construction organisations to adapt to such changes as part of the process whereby organisations acquire knowledge from previous projects. Organisations in the construction industry are often faced with the challenges of not achieving the set targets with reference to late project completions, exceeding the budget and undesirable quality of work due to poor workmanship. The global financial challenges have encouraged numerous organizations to investigate the possibilities of improving the delivery of their products and services. This pattern has become visible in the construction industry with the clients requiring efficient management of projects and service provided, in order to meet the set project objectives.

Project management is an important and advanced practice pursued by organisations in managing projects within the construction industry (Sanjuan and Froese 2013). Many organisations perceive project management as a vital tool which has an effect on the organisation's performance, profitability and competitiveness (Maluleke and Marnewick 2012). Literature by Chronéer and Backlund (2015) emphasise the importance of learning in project-based organisations as a way an organisation sustains and enhances its ability to compete successfully with other organisations. According to Demirkesen and Ozorhon (2017) construction project performance is dependent on several aspects of project management. Integration management is one of the crucial aspects as successful project management practices begin with merging humans and a series of actions to be taken to achieve the required results. Therefore, efficient handling of lessons learned is important in a construction industry. For the reasons that obtaining, distributing and using information in a construction environment is important, effective handling of such information is regarded as critical components that assist organisations in achieving positive results (Ozorhon, Karatas and Demirkesen 2014).

Organizations use most known methods like post-mortems, post-project reviews, project debriefings and lessons learned discussions for reviewing and analysing the project performance (Chirumalla 2016). By including post-

mortems as the best practice, organizations mature as they are able to make considered decisions and enhance the arrangement or overseeing of future projects (Maluleke and Marnewick 2012). Although the lessons learned are often recognized, accurate recording and classification of those lessons learned becomes a challenge due to issues of unavailable time and procedures, while their application on upcoming projects seems to be restricted (McClory, Read and Labib 2017).

1.1 Objectives

The purpose of this research is to identify the key factors of effective and successful project post-mortems that organisations in the construction industry can implement in management of future projects. The research further aims to identify the benefits these organisations can gain from the project post-mortems. A close-ended questionnaire survey was conducted to explore the key factors and benefits of an effective and successful project post-mortems for organisations in the construction industry. The study adopted a quantitative approach using a structured closed-ended questionnaire as a data source. The results of this research are general to organisations in the construction industry in Gauteng Province, South Africa.

2. Literature Review

The Project Management Institute (2013:5) refers to the post-mortem process as lessons learned whereby the information obtained during the construction project can assist organisations to perform better in forth-coming projects by drawing lessons from how activities were handled and resolved, or how the activities should be resolved. Taniguchi and Onosato (2018), highlight familiar terms used for project post-mortems known as project reviews, lessons learned, project completion audits, project assessments, project appraisals, project de-briefings and post-implementation assessments.

Chirumalla (2016) defines project post mortem as knowledge obtained from the experience in a project. Experience can provide either desirable or unpleasant results. Irrespective of whether the results are desirable or unpleasant, Grover and Froese (2016) indicate that knowledge is a crucial resource for an organisation and it is therefore critical that an organisation endeavours to record and reuse the knowledge obtained for continuous improvement of its processes. The authors further highlight the low levels of efficiency challenges faced by the construction industry relating to a lack of knowledge management and having the same mistakes being repeated in projects. Duffield and Whitty (2015) emphasise that in most cases projects undertaken by organisations are unsuccessful because of the absence of lessons learned among the people who are part of the project and due to no exchange of information happening. The authors further note that knowledge management instruments and strategies can be utilised to convey possible risks among individuals of a project team. Thus, it is crucial for an organisation to be in control of its risk management process which requires recognition, dissemination and utilisation of lessons learnt associated with the potential project risks to assist with the forecasting and management of risks.

Eken *et al.* (2015) suggests that projects are complex due to the fact they are formed by people with different skill set, different school of thought, substantial dependence on past experiences, special tasks, less time to complete and constrained spending plans, and making the handling of information a challenging task to deal with. However, controlling and capturing of knowledge are crucial for organisations as the project success is dependent on the organisation's ability to excel and acquire knowledge from the completed project (Todorovic, Petrovic, Mihić, Obradović and Bushuyev, 2015).

McClory, Read and Labib (2017) further indicated that the post-mortem process is meant to accurately record project performance, project achievements, under-performances and integrate them as part of learnings to be used by an organisation for upcoming projects. Although lessons learned are often recognized, accurate recording and classification of those lessons learned become a challenge due to unavailable time and procedures, while their application on upcoming projects seems to be restricted. The statement by McClory, Read and Labib (2017) is further confirmed by Ferrada *et al.* (2016) who indicated that despite the challenges with management of lessons learnt, the construction industry is a learning-based industry where the majority of the organisational learnings are created in project which makes effective handling of knowledge obtained in projects an important aspect for organisations in a construction environment.

2.1 Challenges with Post Mortem Process

There has been extensive writing highlighting the challenges with regards to the processes followed by organisations for capturing of information to promote learning and exchange of information to other future projects and within the organisation as a whole (Todorovic et al. 2015; Pettitway and Lyytinen 2017; Taniguchi and Onosato 2018). The studies indicated lack of procedures, no instrument or drive for sharing of information, challenges with the recovery of lessons learned and lack of records of how projects performed as the challenges encountered for controlling and handling of information in projects. Duffield (2017) further indicated that although organisations are following the post-mortem process, the challenge is to obtain support and participation from the workforce to re-use the information gained from the post-mortem sessions.

According to Chirumalla (2016) despite the challenges with post mortem process, knowledge management should be a key part of an organisation’s strategic objectives. The manner in which the organisation is structured and conducting its daily business activities are key elements to gathering and spreading lessons learned within or across the entire organisation. Jin-Feng, Ming-Yan, Li-Jie and Jun-Ju (2017) emphasise that securing, exchanging, sharing and managing knowledge has become one of the crucial elements in today’s business ventures to acknowledge innovation and compete successfully. A study by Zhang and Chen (2016) indicated two types of knowledge, namely explicit knowledge and tacit knowledge respectively. Explicit knowledge is defined as knowledge that is arranged and stored in a logical order that people can follow in the form of data, figures, specifications and manuals. It can be effectively exchanged among people at all levels in an organisation. Tacit knowledge is on the other hand, not easy to arrange in a logical manner and challenging to pass on from one person to the other. Tacit knowledge is profoundly established in people’s actions, mentalities, principles, qualities and emotions. The authors further note that it is important that there is a connection between tacit and explicit knowledge as it enhances the creation of knowledge which could benefit an organisation.

The standard practice in construction projects is to record the lessons learned through project post-mortems at the end of the project (Grover and Froese 2016). However, project post-mortems are held very late after the project is completed and at that time majority of the project team members have left and moved on to other projects. Hence insufficient time is committed to the post mortem reviews and consequently this process becomes just a formality where tacit knowledge is not recorded from the individuals who left at the end of the project. Mtsweni and Maveterra (2018) established lack of trust, lack of time, maturity, understanding, complication, articulation, source, explanation, context and usefulness of tacit knowledge as various facts that have an effect on implementation of tacit knowledge within the software development projects in Republic of South Africa.

Progressive and instant knowledge work is a mental attitude, a product and a systematic approach that provide support to organisations to manage with the main challenges encountered from working with project post-mortems (Stenholm, Landahl and Bergsjö 2014). Bellini, Aarseth and Hosseini (2016) highlight the importance of co-operation between individuals, transparent or open communication and trust as components that facilitate effective knowledge transfer and subsequently lead to organisations achieving success. Table 1 lists the key factors and benefits of successful project post-mortems from literature review.

Table 1. Key factors and benefits of successful project post-mortems

#	Key Factors	Benefits	Authors
1	Common understanding- the importance of sharing information amongst team members/customers.	Sharing of specialist expertise. Reduced time to re-act. Cross-collaboration/increased customer relations.	(Vignos, 2014; Banihashemi et al., 2017 ; Mohajan, 2017)
2	Commitment/willingness to share - knowledge transfer/Accessibility to Knowledge	Active participation by team members. Teaching other team members who did not participate.	(Bellini, 2016; Enshassi et al., 2016; Saqib, Din and Baluch, 2017)

3	Co-operation-Learning/Experienced individuals.	Quality of work improved, reduction of errors and costs. Collaboration/exchange of ideas.	(Jugdev, 2012; Chronéer and Backlund, 2015; (Kameraho, 2015; Terzieva, 2016; Takhravanchi, 2017)
4	Leadership/management support and commitment.	New ideas and continuous improvement. Better and faster decision making.	(Bellini, 2016; Enshassi <i>et al.</i> , 2016; Liu and Cross, 2016; Banihashemi <i>et al.</i> , 2017; Takhravanchi, 2017)
5	Knowledge management policies, strategies and tools, best practices for project post-mortems (such as e-learning, online forums/learning management systems)	Continuous learning and improved organisational capability. Improved processes. Reduction of loss of knowledge. Re-use of knowledge.	(Vergopia, 2008; Vignos, 2014; Todorovic <i>et al.</i> , 2015; Córdova and Gutiérrez, 2018; Ganiyu, Egbu and Cidik, 2018)
6	Company culture - communication	Improved inter-departmental communication.	(Nesheim and Hunskaar, 2015; Chirumalla, 2016; Bellini, Aarseth and Hosseini, 2016; Williams, 2016 Abubakar <i>et al.</i> , 2017; Aerts, Dooms and Haezendonck, 2017)
7	Incentives and rewards	Optimise project team member's efficiency and productivity. Increased morale.	(Bellini, 2016; Pettway and Lyytinen, 2017; Sanz <i>et al.</i> , 2019)
8	Trust building between team members	Enhancing organisational efficiency, improved teamwork.	(Enshassi <i>et al.</i> , 2016; Banihashemi <i>et al.</i> , 2017; Buvik and Tvedt, 2017; Saqib, Din and Baluch, 2017)
9	Workshops and meetings- circulation of lessons learnt through workshops, meetings and trainings; learning from mistakes	Continuous improvement – consolidate what has been learned and it provide time for reflection. Provide closure on the projects.	(Eken <i>et al.</i> , 2015; Taniguchi and Onosato, 2018; Hughes, Rana and Dwivedi, 2019)
10	Common goals - clearly defined goals and objectives	Shared objectives – settling disagreements	(Alias <i>et al.</i> , 2014; Bellini, Aarseth and Hosseini, 2016)

3. Research Methodology and Design

This research adopted a quantitative research method to answer the research questions and objectives using a structured close-ended questionnaire as a data source. The quantitative research entails a deductive approach to the relationship between theory and research whereby special attention is paid to demonstrating that the hypothesis are valid or not (Naaranoja et al. 2014). The statement by Naaranoja et al. (2014) is further confirmed by Choy (2014) who indicated that quantitative researchers normally start with a general subject of study or issue of individual interest, thereafter, reduce it or focus on a particular research question that can be addressed in the research. A survey strategy in the form of a questionnaire was adopted as the research focused on identifying the key factors of an effective and successful project post mortem for organisations in construction environment. The study further sought to identify the

benefits of a successful project post-mortem. Literature review was conducted to draw the key factors and benefits of an effective and successful project post-mortem. Primary data was collected through a structured and closed-ended electronic questionnaire. The self-administered online Google Form survey tool was used to collect distribute and collect feedback from the research participants. According to Rahman et al. (2014) a questionnaire survey is one of the most effective approaches to involve a large number of people in the process to accomplish better results.

4. Data Collection

To achieve the objectives and answer the research questions for this study, the target population was various stakeholders with experience in the construction project (i.e. Project Managers, Construction Managers, Project Engineers) with the focus in Gauteng Province, South Africa. The selection of the target population was based on the research participants' roles and experience in the construction industry. A population of n =140 was chosen to be a representative of the stakeholders targeted in construction projects in Gauteng Province, South Africa. The research participants were randomly selected through the database of the South African Council for the Project and Construction Management Professions (SACPCMP) to eliminate any bias linked with choosing specific sub-populations. A random sampling strategy provides an opportunity for each participant of the chosen population to have an equal chance or likelihood of being chosen to participate by answering the research questionnaire (Tanner 2017b). A total of 93 responses and useable questionnaires were received giving a response rate of 66%. A high response rate implies a satisfactory and acceptable representation of the sample population (Kameraho 2015).

5. Results and Discussion

5.1 Numerical Results

Table 2 indicate the research participant's educational background, and it shows that the respondents had attained a reasonable level of education to understand project management principles and project post-mortems concept.

Table 2. Research participant's educational background

Level of Education		
Item	Description	Number
Level of Education	Matric Certificate	2
	Diploma	17
	Bachelor's degree	31
	Postgraduate degree	43
	Total	93

Table 3 indicate the research participant's years of experience in construction projects. For this research all respondents including those with less than 2 years of experience were included in the analysis. All respondents were considered to have gained adequate experience in construction projects and were more likely to respond to the research questions effectively.

Table 3. Research participant's years of experience

Participant's years of experience		
Item	Description	Number
Years of experience in construction projects	Less than 2 years	1
	More than 2 years and less than 5 years	11
	Over 5 years and less than 10 years	28
	Over 10 years	53
	Total	93

The data gathered was analysed using the online Google Form tool and results obtained shown in tables and graphic representations. Cronbach's coefficient alpha was equal to 0.935, suggesting that reliability of the research questionnaire was found to be acceptable and validity of the findings was achieved by comparing the

conclusions drawn from the research against the findings of the other researchers from literature (Enshassi, Falouji, AlKilani and Sundermeieri 2016).

5.2 Graphical Results

Figure 1 shows the research participant’s designation in construction industry. The majority of the respondents who indicated their roles in construction projects were the Project Engineers (35%), Project Managers (29%) followed by 11% who were Construction Managers. The least number of respondents were Construction Supervisors and Estimators with 3% respectively, and 1% representing various designations.

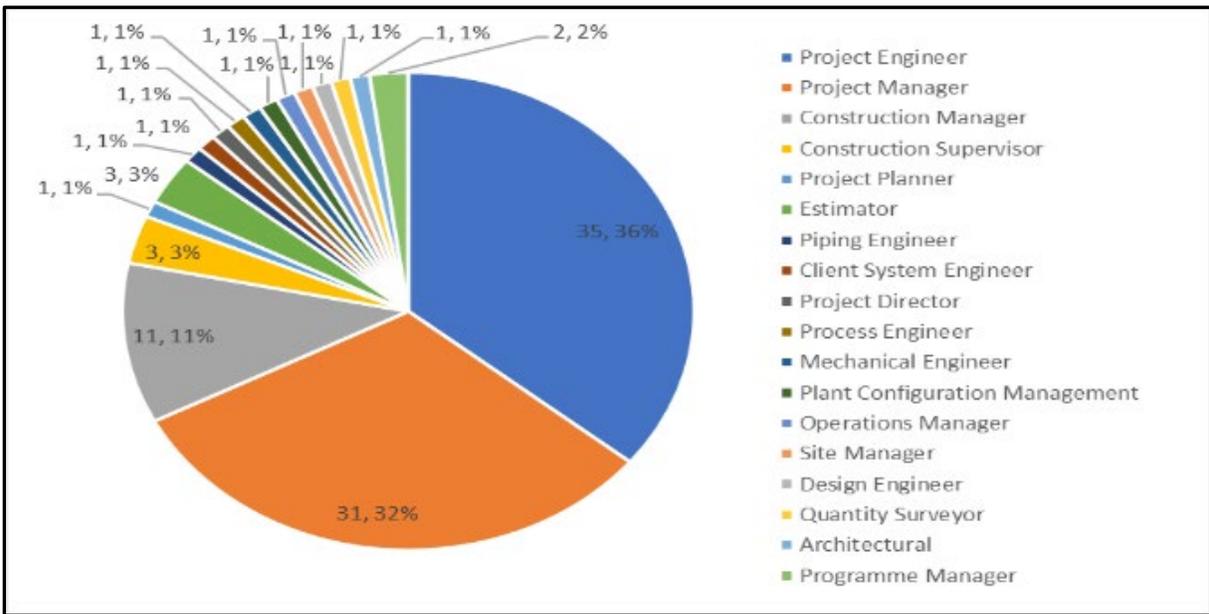


Figure 1: Participant’s designation

Subsequent to a comprehensive literature review, 24 questions were formulated in Section B of the questionnaire to reveal the key factors for an effective and successful project post mortems. It was noted from literature review that the key factors resonate around two aspects, namely People and Systems, which contributes significantly to the continuous improvement of the organisation’s processes and allowing effective feedback for learning from previous experiences.

5.3 Critical Success Factors for Effective Project Post Mortems – People Aspect

In this category, the research sought to establish the various people related factors that influence the success of post mortems in construction projects. These factors included: Learning – the willingness of the project team members to share and learn from each other, mentoring/coaching; Culture – this refers to a culture of helping people, positive and supportive tone from leadership teams, a culture of trust between team members and leadership teams, teamwork; and Social activities – promoting a high level of communication between team members and management, rewarding and recognition of work achieved by individuals/teams.

Participant’s feedback presented nine main people aspect key factors for effective project post mortems, namely, learning from mistakes, teamwork, active participation by project owners, trust, communication, top management support and commitment, technical support from experienced personnel, information sharing and having incentive and reward system in place. 87% of the participant agreed to be working in the construction industry. According to the results and comparing the response rate of each factor based on the percentage agreed or disagreed by the respondents, 91% of the research respondents agreed that learning from mistakes is most significant factor for effective and successful project post mortem. Terzieva (2016) emphasise that project reviews afford the project team members

to share information, dissect potential remedial actions to implement in order to resolve the issues identified and acquire knowledge from the successes and mistakes that were experienced in past projects. The second key factor is communication and common understanding with 87% agreeing that it is key for the success of project post mortems. Collaboration, open communication and trust among the project team members are the key factors that can enhance effective knowledge transfer (Bellini 2016).

The third significant factor is noted to be team work with 77% agreeing that team work is key in project post review. According to Eken et al. (2015) the construction industry is knowledge intensive and project-based with qualities of multi-disciplinary groups of people with various ideas of significant worth, thus making team work important. The factor technical support by experienced individuals was agreed to be the fourth significant factor with 75% followed closely by trust factor with 75%. Taking guidance from experienced individuals, learning from mistakes is one of the factors that encourages learning in projects (Yap, Abdul-Rahman and Chen 2017). Project team members trust their fellow colleagues and believe in their abilities, they are more likely prepared to commit themselves and apply more effort important and required to make sure that the project becomes a success (Buvik and Tvedt 2017). 74.% agree that factor active participation by the clients/project owners contribute to the effective and successful post mortems processes. Kameraho (2015) emphasised that the active participation by all project team members contribute to organisational learnings.

The respondents further rated the factor top management support and commitment at 66% to be an important factor and agreed that the level of management support in the project also has an impact on the success of post mortems in construction projects. A study by Enshassi et al. (2016) highlighted top management leadership and commitment as one of the crucial critical knowledge management enablers for organisations in the construction environment. Factors, willingness to share information and incentive and reward system at 51% and 42% respectively, were agreed to be the last two significant factors. Interesting to note that approximately 30% of the respondents disagreed that dissemination of information/project communication was not handled effectively. Further, 30% of the respondents further indicated that they felt not appreciated or were not recognised or rewarded for their efforts in the construction projects. A study by Chronér and Backlund (2015) indicated that a significant number of research respondents indicated that there was lack of incentives for individuals or project team members sharing their experiences and feedback on project, which resulted in sharing of experiences done only by limited individuals or project leaders only. Figure 2 show the summary of the findings:

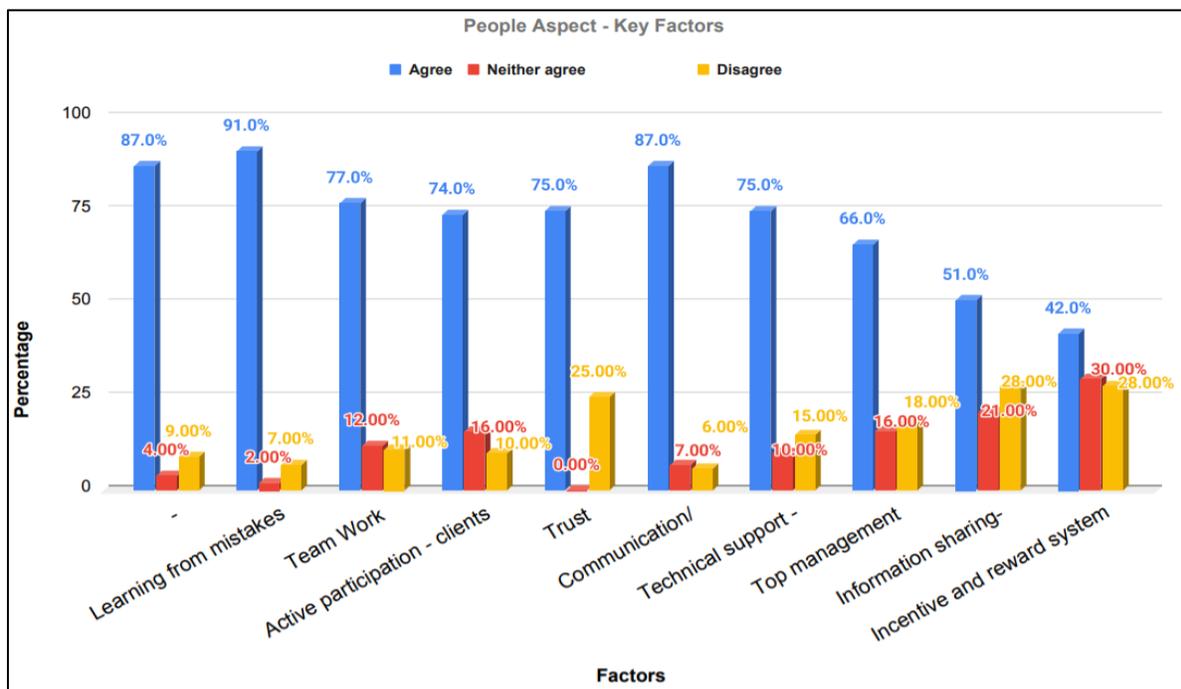


Figure 2: People aspect- key factors for effective project postmortems

5.4 Critical Success Factors for Effective Project Post Mortems – Systems Aspect

The research further sought to establish the factors related to systems that needs to be put in place for effective project post mortems by organisations in the construction industry. These factors included information technology (IT), procedures or standards, projects assessment tools, knowledge database and collaborative forums that enables the organisations to obtain, process, store and disseminate information within the organisation itself and with external partners. 45% of the respondents agree that organisations do have knowledge management strategies and tools in place for knowledge management, compared to 40% who disagree that organisations have knowledge management strategies and tools in place. Zouari and Dakhli (2018) in their study noted that the primary driver for the lack of success for the implementation of knowledge management strategies is attributed to the low support of knowledge management process activities, especially due to inadequate consideration of human resources and organisational features of information management systems. However, Ferrada et al. (2016) suggests that knowledge management systems provides an organised method of keeping information as well increasing the amount of information kept in the organisation. With regards to the efficiency of the procedures outlining the processes for reporting of challenges experienced in the projects, 50% of the respondents agree that the procedure was clear, easy to follow and efficient compared to 26% of the respondent who disagreed. Practical and robust procedures should be implemented to ensure long-term effective information sharing in project (Bellini 2016). The research participants further agreed that establishment of a knowledge capturing database is crucial for the documentation of projects issues and decisions made during the projects, as shown by a scoring of 59%. Whilst 54% of the research participants agree that systems that enables easy access and transfer of knowledge in projects are crucial factors for the success of the projects. An information system constructed on lessons learned database is a viable solution or technological method encouraging organisational learning and knowledge management utilising telecommunications for spreading information (Eken, Bilgin, Dikmen and Birgonul 2015). Common or lessons that occur again repeatedly has to be recorded, shared and reviewed at the start, throughout and towards the project end and if it can be done, it must be done across different projects (Darfeuille 2017). However, it is also interesting to highlight that 46% of the research participants disagree that although the workshops/project assessment are conducted, the project team does not follow through the recommendations of the project assessment/workshops, which could impact negatively on the success of the projects. The contributory factors are lack of clear procedures and lack of instrument or drive to use lessons learned from past experiences. According to 92% of the research participants, project post mortem is a beneficial tool in construction projects. Project post-mortems are important methods for organisational learning and can assume a significant role in improving how organisations functions (Pettitway and Lyytinen 2017). Figure 3 shows the summary:

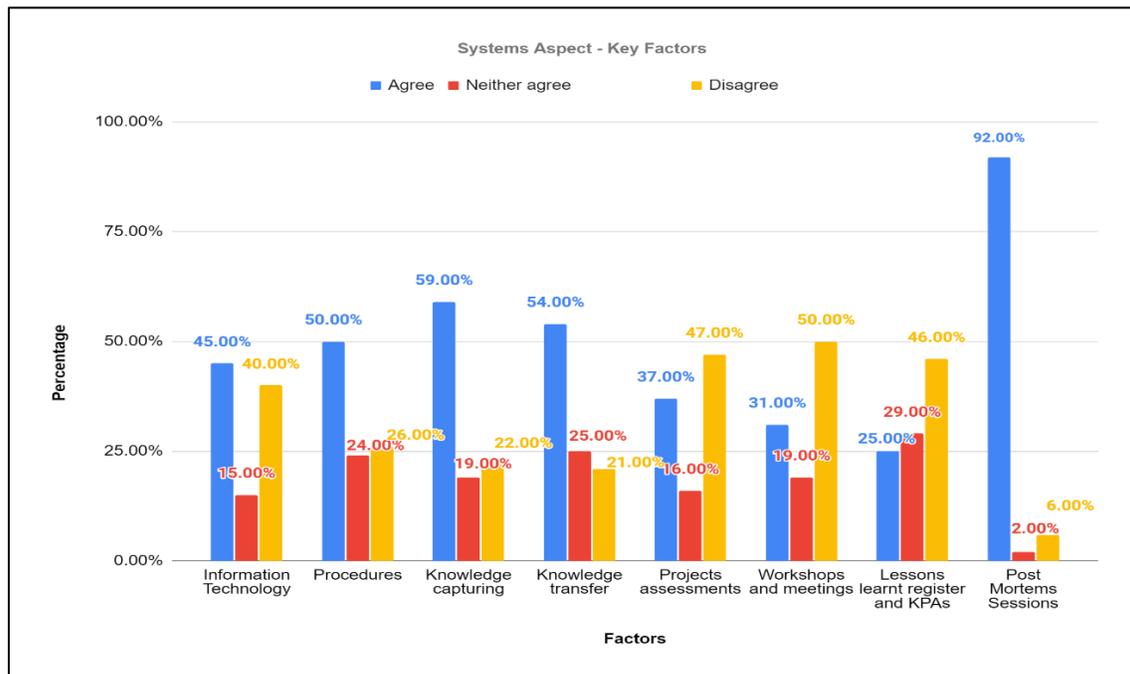


Figure 3: Systems Aspect - key factors for effective project post mortems

5.5 Benefits for effective project post mortems

Figure 4 shows the results of the identified benefits of effective project post mortems.

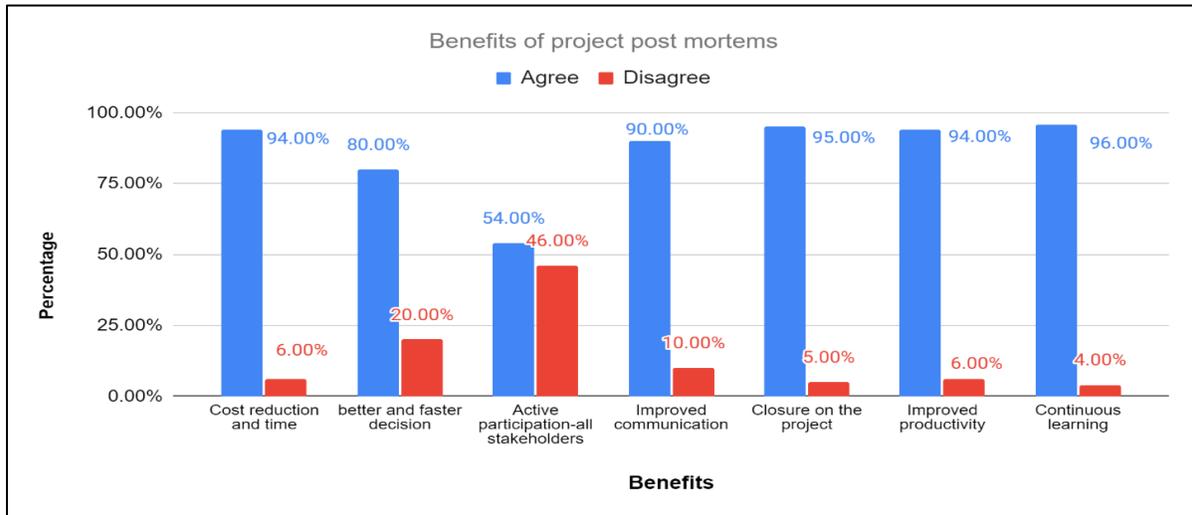


Figure 4: Benefits of effective project post mortems

The identified benefits for successful project post-mortems were collaboration and increased customer relations, cost reduction and time savings, better and faster decision-making process, active participation of all stakeholders, reflection and closure of the project, improved project team productivity levels and efficiency, continuous learning and improved organisational processes or capabilities. 96% of the research participants agreed that continuous learning and improved organisational processes/capabilities is a benefit that organisations can gain from successful project post-mortems, whilst the remaining 4% disagreed. The lack of support from top management to acquire the necessary resources to assist with implementation of organisational learning (OL) and the lack of support from the individual project team members are some of the obstacles that makes it difficult to promote organisational learning (Almaian and Qammaz 2019).

Reflection and closure on the project with a score of 95%, reduction of cost and saving of time as well as improvement on the project team’s productivity and efficiency with the individual scores of 94%, were agreed as the second most benefits. Knowledge can be acquired only if they are the result of a detailed and careful analysis shared amongst the project team members as well as the organisation as a whole and initiating processes of doing things differently (Darfeuille 2017). Although 5% of the research participants disagree that reflection and closure on the project is a benefit that an organisation can gain from successful project post-mortems, the research by McClory, Read and Labib (2017) suggest that lessons learned at project closure is seen as measurable values that demonstrate the ability of an organisation for continuous improvement on its processes. Furthermore, 6% of the research participants disagree that reduction of cost and saving of time as well as improvement of the project team’s productivity and efficiency, are most unlikely to yield any gains.

The fourth benefit scored noted as improved communication and teamwork with a scoring of 90% was agreed to be a benefit that promotes continuous engagements between the project team members and allowing organisations to capitalise on the lessons learnt, whilst 10% of the research participants disagreed. Cross-collaboration and increased customer relations with a score of 83% and better and faster decision-making process with a score of 80% were agreed to be the fifth and sixth benefits of successful project post-mortems. 17% and 20% of the research participants disagreed with the two benefits. Open communication, collaboration and trust are some of the important factors for can enhance sharing of information in an organisation (Bellini, Aarseth and Hosseini 2016).

54% of research participants agree that active participation of all stakeholders has an influence on achieving successful project post mortems, whereas 46% believe this is not the case. The high level of participation by project team

members in post mortem analysis is achieved through a brainstorming group process in which the members repetitively use post and graphics to establish the root causes of the challenges (Vignos, 2014; Enshassi et al. 2016). Cronbach's coefficient alpha was equal to 0.935, suggesting that reliability of the research questionnaire was acceptable.

5.6 Proposed Improvements

From the findings and conclusions, the study recommends that organisations must consider investing on improving their knowledge management systems and implementation thereof, to ensure that organisations learn from mistakes. A key outcome of any project post-mortem lies in motivating the project team by also recognising and rewarding the team's successes. Future research to be conducted to test the findings obtained by comparing two or more organisations that conducts projects in the construction industry. It would be interesting for future research to analyse the application of project post-mortems by different organisations within the construction industry. Further research may follow a case study approach with both a questionnaire and interviews in the research to better understand how organisations facilitate and incorporates project post mortems to perform better in future projects.

5.7 Validation

The study used content validation through extensive literature review and the questionnaire were adopted from the existing sources. The adequacy of the data collection tools was further confirmed using face validation. Further, theoretical validation was conducted on the study results by comparing the findings against the findings of other researchers from literature.

6. Conclusion

The objectives of this research were to identify the key factors that lead to an effective and successful project post mortem for organisations in construction environment and identify the benefits of a successful project post-mortem. A closed-ended questionnaire was developed to address the objectives of this research. The people-related and systems-related factors as well as the benefits of a successful project post-mortem were identified. The people-related factors such as learning from mistakes, communication and common understanding, teamwork, top management support and commitment, technical support from experience individuals, active participation by clients/project owners, trust, willingness to share information and incentive and reward initiatives were identified as contributing to the effectiveness and successful project post mortems.

Information technology, procedures/standards, workshops/project assessment, information capturing database and lessons learnt registers are the systems related factors used by organisations for effective and successful post-mortems. Further, cross-collaboration and increased customer relations, cost reduction and time savings, better decision making, active participation by all stakeholders, improved communication, reflection and closure on project, improved productivity and continuous learning are the key benefits that organisations can benefit from successful project post mortems. The research found that project post mortems is a beneficial tool and methods by which organisations can learn and improve its capabilities to achieve accomplish better results in future projects.

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