

A Handbook for
Successful Managers in the Office and Beyond
For any kind of project, organization,
and general life functioning

Project Retrospectives

A HANDBOOK FOR TEAM REVIEWS



NORMAN L. KERTH

Foreword by CHARLES M. STEINBERG



JOSEY-BASS PUBLISHERS

Project Retrospectives A Handbook For Team Reviews

Minjie Lin



Project Retrospectives A Handbook For Team Reviews:

Project Retrospectives Norman L. Kerth, 2001 Use Team Based Review Sessions to Maximize What You Learn from Each Project With detailed scenarios imaginative illustrations and step by step instructions consultant and speaker Norman L Kerth guides readers through productive empowering retrospectives of project performance Whether your shop calls them postmortems or postpartums or something else project retrospectives offer organizations a formal method for preserving the valuable lessons learned from the successes and failures of every project These lessons and the changes identified by the community will foster stronger teams and savings on subsequent efforts For a retrospective to be effective and successful though it needs to be safe Kerth shows facilitators and participants how to defeat the fear of retribution and establish an air of mutual trust One tool is Kerth s Prime Directive Regardless of what we discover we must understand and truly believe that everyone did the best job he or she could given what was known at the time his or her skills and abilities the resources available and the situation at hand Applying years of experience as a project retrospective facilitator for software organizations Kerth reveals his secrets for managing the sensitive often emotionally charged issues that arise as teams relive and learn from each project Don t move on to your next project without consulting and using this readable practical handbook Each member of your team will be better prepared for the next deadline Project Retrospectives Norman L.

Kerth, Norman Kerth L. Gerald Weinberg M., 2013 This is the digital copy of the printed book Copyright 2001 With detailed scenarios imaginative illustrations and step by step instructions consultant and speaker Norman L Kerth guides readers through productive empowering retrospectives of project performance Whether your shop calls them postmortems or postpartums or something else project retrospectives offer organizations a formal method for preserving the valuable lessons learned from the successes and failures of every project These lessons and the changes identified by the community will foster stronger teams and savings on subsequent efforts For a retrospective to be effective and successful though it needs to be safe Kerth shows facilitators and participants how to defeat the fear of retribution and establish an air of mutual trust One tool is Kerth s Prime Directive Regardless of what we discover we must understand and truly believe that everyone did the best job he or she could given what was known at the time his or her skills and abilities the resources available and the situation at hand Applying years of experience as a project retrospective facilitator for software organizations Kerth reveals his secrets for managing the sensitive often emotionally charged issues that arise as teams relive and learn from each project

Project Retrospectives Norman L. Kerth, 2013-07-15 This is the digital copy of the printed book Copyright 2001 With detailed scenarios imaginative illustrations and step by step instructions consultant and speaker Norman L Kerth guides readers through productive empowering retrospectives of project performance Whether your shop calls them postmortems or postpartums or something else project retrospectives offer organizations a formal method for preserving the valuable lessons learned from the successes and failures of every project These lessons and the changes identified by the community will

foster stronger teams and savings on subsequent efforts For a retrospective to be effective and successful though it needs to be safe Kerth shows facilitators and participants how to defeat the fear of retribution and establish an air of mutual trust One tool is Kerth's Prime Directive Regardless of what we discover we must understand and truly believe that everyone did the best job he or she could given what was known at the time his or her skills and abilities the resources available and the situation at hand Applying years of experience as a project retrospective facilitator for software organizations Kerth reveals his secrets for managing the sensitive often emotionally charged issues that arise as teams relive and learn from each project

Aligning Organizations Through Measurement Victor Basili, Adam Trendowicz, Martin Kowalczyk, Jens Heidrich, Carolyn Seaman, Jürgen Münch, Dieter Rombach, 2014-06-04 Aligning an organization's goals and strategies requires specifying their rationales and connections so that the links are explicit and allow for analytic reasoning about what is successful and where improvement is necessary This book provides guidance on how to achieve this alignment how to monitor the success of goals and strategies and use measurement to recognize potential failures and how to close alignment gaps It uses the GQM Strategies approach which provides concepts and actionable steps for creating the link between goals and strategies across an organization and allows for measurement based decision making After outlining the general motivation for organizational alignment through measurement the GQM Strategies approach is described concisely with a focus on the basic model that is created and the process for creating and using this model The recommended steps of all six phases of the process are then described in detail with the help of a comprehensive application example Finally the industrial challenges addressed by the method and cases of its application in industry are presented and the relations to other approaches such as Balanced Scorecard are described The book concludes with supplementary material such as checklists and guidelines to support the application of the method This book is aimed at organization leaders managers decision makers and other professionals interested in aligning their organization's goals and strategies and establishing an efficient strategic measurement program It is also interesting for academic researchers looking for mechanisms to integrate their research results into organizational environments

Project Management Marcus Schulz, Tinka Meier, 2025-02-17 For years advocates of professional project work have stressed the growing shift towards project oriented work structures This has now become a reality in the daily routines of many employees and managers Consequently strong project management skills are becoming increasingly vital to business success Following the five project management phases of DIN 69901 2009 and supplemented by chapters on cross phase competencies and agile methods this book offers a clear and professionally sound presentation of the modernised ICB 4.0 framework effective from January 1 2024 Its structured content illustrated by a consistent project example not only guides readers but also ensures they are well prepared to meet the IPMA ICB 4.0 examination requirements This book equips anyone seeking to engage in professional project management with the knowledge and tools needed to successfully apply current best practices

Effective Project Management Robert K.

Wysocki,2011-09-26 Expert guidance on ensuring project success the latest edition Many projects fail to deliver on time and within budget and often poor project management is to blame If you re a project manager the newest edition of this expert and top selling book will help you avoid the pitfalls and manage projects successfully Covering the major project management techniques including Traditional Linear and Incremental Agile Iterative and Adaptive and Extreme this book lays out a comprehensive overview of all of the best of breed project management approaches and tools today You ll learn how to use these approaches effectively to achieve better outcomes Fresh topics in this new edition include critical chain project management using the Requirements Management Lifecycle as a key driver career and professional development for project managers and more This book is packed with step by step instruction and practical case studies and a companion web site offers additional exercises and solutions Gives new or veteran project managers a comprehensive overview of the best of breed project management approaches and tools today Shows readers through step by step instruction and practical case studies how to use these tools effectively Updated new edition adds new material on career and professional development for project managers critical chain project management and more If you re seeking to improve your professional project management skills the latest edition of this popular successful and in depth book is the place to start Visit <http://wysockiepm.com> for support materials and to connect with the author

Retrospectives Antipatterns Aino Vonge Corry,2020-10-02 Improve Every Retrospective Real Solutions for Every Team Leader Facilitator and Participant Aino has shared a robust curated list of antipatterns and how to avoid them And she has shared so much more than tips and techniques You will find a gold mine with precious nuggets including her personal experiences effective facilitation resources and pointers for extracting yourself and your team when you re stuck From the Foreword by Diana Larsen co author *Agile Retrospectives Making Good Teams Great* Retrospectives are indispensable for continuous learning and improvement in Lean Agile DevOps and other contexts but most of us have suffered through at least one retrospective that was a waste of time or worse Now leading agile coach Aino Vonge Corry identifies 24 reasons that retrospectives fail and shows how to overcome each of them Using the familiar patterns approach *Retrospectives Antipatterns* introduces antipatterns related to structure planning people distributed teams and more Corry shares traps she s encountered and mistakes she s made over more than a decade of leading retrospectives and then presents proven solutions With her insights and guidance you can run enjoyable retrospectives that deliver concrete improvements and real value or at the very least recognize when you are making the same mistake as the author Create a common language actionable solutions and proven plans for solving the retrospective problems you ll encounter most often Recognize symptoms assess tradeoffs and refactor your current situation into something better Plan more effectively decide who should attend and facilitate when to schedule your retrospective and how much time to set aside Handle people problems deal with negativity silence distrust disillusionment loudmouths and cultural differences Facilitate better virtual retrospectives with tips for online retrospectives included in each antipattern Register

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Software Management Donald J. Reifer, 2006-08-30 This Seventh Edition of Donald Reifer's popular bestselling tutorial summarizes what software project managers need to know to be successful on the job The text provides pointers and approaches to deal with the issues challenges and experiences that shape their thoughts and performance To accomplish its goals the volume explores recent advances in dissimilar fields such as management theory acquisition management globalization knowledge management licensing motivation theory process improvement organization dynamics subcontract management and technology transfer Software Management provides software managers at all levels of the organization with the information they need to know to develop their software engineering management strategies for now and the future The book provides insight into management tools and techniques that work in practice It also provides sufficient instructional materials to serve as a text for a course in software management This new edition achieves a balance between theory and practical experience Reifer systematically addresses the skills knowledge and abilities that software managers at any level of experience need to have to practice their profession effectively This book contains original articles by leaders in the software management field written specifically for this tutorial as well as a collection of applicable reprints About forty percent of the material in this edition has been produced specifically for the tutorial Contents Introduction Life Cycle Models Process Improvement Project Management Planning Fundamentals Software Estimating Organizing for Success Staffing Essentials Direction Advice Visibility and Control Software Risk Management Metrics and Measurement Acquisition Management Emerging Management Topics The challenges faced by software project managers are the gap between what the customers can envision and the reality on the ground and how to deal with the risks associated with this gap in delivering a product that meets requirements on time and schedule at the target costs This tutorial hits the mark by providing project managers practitioners and educators with source materials on how project managers can effectively deal with this risk Dr Kenneth E Nidiffer Systems Software Consortium Inc The volume has evolved into a solid set of foundation works for anyone trying to practice software management in a world that is increasingly dependent on software release quality timeliness and productivity Walker Royce Vice President IBM Software Services Rational

Prefactoring Ken Pugh, Kenneth Pugh, 2005-09 Presents a process called prefactoring the premise of which states that you're better off considering the best possible design patterns before you even begin your projects This book presents prefactoring guidelines in design code and testing derived from lessons learned by many developers over the years

Mastering the Requirements Process Suzanne Robertson, James C. Robertson, 2006-03-17 If the purpose is to create one of the best books on requirements yet written the authors have succeeded Capers Jones It is widely recognized that incorrect requirements account for up to 60 percent of errors in software products and yet the majority of software development organizations do not have a formal requirements process Many organizations appear willing to spend huge amounts on fixing and altering poorly specified software but seem

unwilling to invest a much smaller amount to get the requirements right in the first place Mastering the Requirements Process Second Edition sets out an industry proven process for gathering and verifying requirements with an eye toward today's agile development environments In this total update of the bestselling guide the authors show how to discover precisely what the customer wants and needs while doing the minimum requirements work according to the project's level of agility Features include The Volere requirements process completely specified and revised for compatibility with agile environments A specification template that can be used as the basis for your own requirements specifications New agility ratings that help you funnel your efforts into only the requirements work needed for your particular development environment and project How to make requirements testable using fit criteria Iterative requirements gathering leading to faster delivery to the client Checklists to help identify stakeholders users nonfunctional requirements and more Details on gathering and implementing requirements for iterative releases An expanded project sociology section for help with identifying and communicating with stakeholders Strategies for exploiting use cases to determine the best product to build Methods for reusing requirements and requirements patterns Examples showing how the techniques and templates are applied in real world situations

Communication Gaps and How to Close Them Naomi Karten, 2013-07-15 This is the digital version of the printed book Copyright 2002 The success of systems or software development depends on effective communication But have you ever had trouble articulating a complex concept Have you ever doubted that someone truly understood you or that you completely received someone's message Managers and technical professionals have to communicate effectively in order to understand client requirements build work related relationships meet market demands and survive time pressures So often though communication breaks down and nothing gets done or done well at least Thankfully Naomi Karten author of Managing Expectations is here to help Readers learn how to improve the way they handle a wide variety of communication conflicts from one on one squabbles to interdepartmental chaos to misinterpretations between providers and customers Drawing on a variety of recognizable experiences and on useful models for understanding personalities such as the Myers Briggs Type Indicator and the teachings of family therapist Virginia Satir Karten provides a series of powerful tools and concepts for resolving communication problems as well as methods for preventing them in the first place Inadequate communications include misunderstood or missed messages contradictory or mixed messages and messages that are intentionally sabotaged As the author notes these miscommunications can have a damaging puzzling and counterproductive impact on projects and relationships Karten helps readers identify many of the common factors that can cause communication gaps For example mistaken assumptions of understanding lack of follow up unfixed project terminology emotional baggage personality conflicts mismatched communication preferences Karten's witty conversational tone makes this book easy to read her real life stories and examples make it easy to understand and her use of hilarious cartoons by Mark Tatro brings her lessons to life Communication Gaps and How to Close Them is a must read for anyone who recognizes that

the way he or she communicates in professional encounters as well as in personal ones can be improved With Karten's useful insights and practical techniques this book will change not only how you communicate but also how you think about communication

This Is Service Design Doing Marc Stickdorn, Markus Edgar Hormess, Adam Lawrence, Jakob Schneider, 2018-01-02 How can you establish a customer centric culture in an organization This is the first comprehensive book on how to actually do service design to improve the quality and the interaction between service providers and customers You'll learn specific facilitation guidelines on how to run workshops perform all of the main service design methods implement concepts in reality and embed service design successfully in an organization Great customer experience needs a common language across disciplines to break down silos within an organization This book provides a consistent model for accomplishing this and offers hands on descriptions of every single step tool and method used You'll be able to focus on your customers and iteratively improve their experience Move from theory to practice and build sustainable business success

Agile Kaizen Ángel Medinilla, 2014-08-04 Agile teams have been struggling with the concept of continuous improvement since the first Agile frameworks were developed and still very little has been written about the practice of continuous improvement in Agile environments Although team retrospectives have been prescribed and some practices have been introduced in order to implement and facilitate them the truth is that most Agile teams are conducting dull retrospectives that end with a list of things that have been done wrong just to repeat the same list two weeks later at the next meeting Instead of listing hundreds of Japanese labeled tools this book gives you practical insights into how to spot improvement opportunities how to plan for improvement and how to engage everyone in your company in the Kaizen process In addition it will also provide you with 27 proven practices and 12 bonus activities to introduce into your retrospectives in order to keep them fresh creative and exciting so you can promise a team that in a year's time no two retrospectives will be alike This book helps you as a manager team leader change agent or consultant in any type of organization to unleash the real power of Kaizen cultures no matter what kind of organization market product technology vision goal or size It provides you with the background tools and practical hints on how to engage your organization in a process of continuous quest for new and better ways of performing

Professional Knowledge Management Klaus-Dieter Althoff, 2005-12-19 This book constitutes the thoroughly refereed post proceedings of the Third Conference on Professional Knowledge Management Experiences and Visions WM 2005 held in Kaiserslautern Germany in April 2005 The 82 revised papers presented were carefully reviewed and selected from the best contributions to the 15 workshops of the conference Coverage includes intelligent office appliances learning software organizations learner oriented knowledge management and KM oriented e learning

The Basics of Project Evaluation and Lessons Learned Willis H. Thomas, 2018-02-06 For some organizations Lessons Learned LL is an informal process of discussing and recording project experiences during the closure phase For others LL is a formal process that occurs at the end of each phase of a project Regardless of when they are performed if you

are a project team member chances are you will soon be required to present an evaluation of your project using Lessons Learned Presenting new information that updates the award winning first edition The Basics of Project Evaluation and Lessons Learned Second Edition supplies practical guidance on conducting project Lessons Learned The first edition won the Project Management Institute's PMI David I Cleland Project Management Literature Award Following in the footsteps of its popular predecessor this second edition provides an easy to follow systematic approach to conducting Lessons Learned on a project Updated to align with the PMBOK Guide Fifth Edition Includes three new chapters PRINCE2 Agile Retrospectives and Knowledge Transfer in response to information requests from readers of the first edition from around the world Enhanced with valuable new resources in the Project Evaluation Resource Kit PERK found on the downloadable resources including a fully functional MS Access Lessons Learned Database The research in this book is based on four years of doctoral dissertation research and is supported by renowned experts in the field of evaluation The concepts covered are applicable to all types of organizations that implement projects and need to conduct Lessons Learned Providing tools and techniques for active engagement the text is founded on the principles of conducting project evaluations as recommended by the Project Management Institute PMI the world's leading not for profit membership association for the project management profession and PRINCE2 Project in Controlled Environments version 2 a major governing body of project management Simplifying and formalizing the methodology of conducting LL in projects the contents of this book will help organizations large and small more effectively implement processes and systems to support effective LL The text is supported by a Project Evaluation Resource Kit PERK which is found in the downloadable resources **A Scrum Book** Jeff Sutherland, James O.

Coplien, 2019-08-16 Building a successful product usually involves teams of people and many choose the Scrum approach to aid in creating products that deliver the highest possible value Implementing Scrum gives teams a collection of powerful ideas they can assemble to fit their needs and meet their goals The ninety four patterns contained within are elaborated nuggets of insight into Scrum's building blocks how they work and how to use them They offer novices a roadmap for starting from scratch yet they help intermediate practitioners fine tune or fortify their Scrum implementations Experienced practitioners can use the patterns and supporting explanations to get a better understanding of how the parts of Scrum complement each other to solve common problems in product development The patterns are written in the well known Alexandrian form whose roots in architecture and design have enjoyed broad application in the software world The form organizes each pattern so you can navigate directly to organizational design tradeoffs or jump to the solution or rationale that makes the solution work The patterns flow together naturally through the context sections at their beginning and end Learn everything you need to know to master and implement Scrum one step at a time the agile way **Advocacy in Neurology** Wolfgang Grisold, Walter Struhal, Thomas Grisold, 2019-02-07 Advocacy is a broad term that covers activities aimed at increasing attention awareness information nursing treatment and support to improve the outcome of patients

These actions can be focused directly towards patients or indirectly via third parties. Although advocacy is present in all medical specialties, neurology in particular finds itself in need of strong advocacy tools as the diagnosis, treatment, long term care, and associated resource and social issues have become increasingly complex. While some physicians implicitly or explicitly act as advocates, there is a lack of holistic research in order to clarify the meaning of advocacy along with concrete methods and strategies. Advocacy in Neurology provides an integrated approach to the concept of advocacy in neurology. Structured in five sections, the book begins by explaining the term advocacy in general before elaborating on the areas of interest within neurology. The text goes on to offer concrete strategies and tools for clinicians to deploy advocacy in their daily work and then discusses specific neurological diseases to point out and explain where advocacy is or could be beneficial. The book ends with an outlook, presentation of results, and an ending conclusion. Advocacy in Neurology offers a practical perspective on advocacy activities in neurology, aiming to show when and why they are important for neurology.

Continuous Delivery 2.0 Qiao Liang, 2021-12-29. The agile transformation is an act of transforming an organization's form or nature gradually to one that can embrace and thrive in a flexible, collaborative, self-organizing, and fast-changing environment. It seems like most of the companies starting an agile transformation never reach the goal of agility, but there are those few that truly become agile and reap incredible benefits by utilizing DevOps as well. This book introduces the theory and practice of the double flywheels model of Continuous Delivery 2.0: Discovery Loop, which allows information technology (IT) organizations to help businesses figure out the most efficacious ways to develop. Additionally, it explores applications of the Verification Loop that allows IT organizations to deliver value quickly and safely with high quality. Along the way, the book provides an array of insights and case studies that dive into all the aspects of software delivery and how to implement Continuous Delivery in the most economical way for long-run business development. Features: Organization culture and software architecture; Business requirement management; Pipeline and tooling; Branching and releasing strategy; Automation strategy; Configuration and artefacts management; Deployment and production health. The case studies at the end of the book, scenarios in which the author was personally involved, are explored in depth and meticulously detailed in order to represent typical agile transition scenarios that will benefit all readers.

The Certified Software Quality Engineer Handbook Linda Westfall, 2016-09-23. This handbook contains information and guidance that supports all of the topics of the 2016 version of the CSQE Body of Knowledge (BoK) upon which ASQ's Certified Software Quality Engineer (CSQE) exam is based. Armed with the knowledge presented in this handbook to complement the required years of actual work experience, qualified software quality practitioners may feel confident they have taken appropriate steps in preparation for the ASQ CSQE exam. However, the goals for this handbook go well beyond it being a CSQE exam preparation guide. Its author designed this handbook not only to help the software quality engineers but as a resource for software development practitioners, project managers, organizational managers, other quality practitioners, and other professionals who need to

understand the aspects of software quality that impact their work It can also be used to benchmark their or their organization s understanding and application of software quality principles and practices against what is considered a cross industry good practice baseline After all taking stock of strengths and weaknesses software engineers can develop proactive strategies to leverage software quality as a competitive advantage New software quality engineers can use this handbook to gain an understanding of their chosen profession Experienced software quality engineers can use this handbook as a reference source when performing their daily work It is also hoped that trainers and educators will use this handbook to help propagate software quality engineering knowledge to future software practitioners and managers Finally this handbook strives to establish a common vocabulary that software quality engineers and others in their organizations can use to communicate about software and quality Thus increasing the professionalism of the industry and eliminating the wastes that can result from ambiguity and misunderstandings

Improving Agile Retrospectives Marc Loeffler, 2017-12-11 Agile retrospectives help you get to the root of your real problems so you can solve them quickly and effectively They re the cornerstone of a successful continuous improvement process and one of your best tools for triggering positive cultural change In *Improving Agile Retrospectives* leading agile coach trainer Marc Loeffler combines practical guidance proven practices and innovative approaches for maximizing the value of retrospectives for your team and your entire organization You can apply his powerful techniques in any project agile or otherwise These techniques offer exceptional value wherever continuous improvement is needed from lessons learned workshops in traditional project management to enterprise wide change management Loeffler s detailed results focused examples help you recognize and overcome common pitfalls adapt retrospectives to your unique needs and consistently achieve tangible results Throughout he integrates breakthrough concepts such as using experimentation and learning from system thinking He presents small ideas that make a big difference because they re deeply grounded in real experience Learn from failures and successes and make good things even better Master facilitation techniques that help you achieve your goals and have fun doing it Prepare your retrospective so it runs smoothly Practice techniques for generating actionable insights Keep your retrospectives fresh and interesting Perform retrospectives that address the entire system not just your team Focus on your better future with solution focused retrospectives Learn how to avoid typical pitfalls when facilitating retrospectives Lead retrospectives across multiple distributed teams Use retrospectives to support large scale change

Project Retrospectives A Handbook For Team Reviews: Bestsellers in 2023 The year 2023 has witnessed a remarkable surge in literary brilliance, with numerous compelling novels enthralling the hearts of readers worldwide. Lets delve into the realm of bestselling books, exploring the fascinating narratives that have charmed audiences this year. The Must-Read : Colleen Hoover's "It Ends with Us" This heartfelt tale of love, loss, and resilience has captivated readers with its raw and emotional exploration of domestic abuse. Hoover skillfully weaves a story of hope and healing, reminding us that even in the darkest of times, the human spirit can succeed. Uncover the Best : Taylor Jenkins Reids "The Seven Husbands of Evelyn Hugo" This intriguing historical fiction novel unravels the life of Evelyn Hugo, a Hollywood icon who defies expectations and societal norms to pursue her dreams. Reids captivating storytelling and compelling characters transport readers to a bygone era, immersing them in a world of glamour, ambition, and self-discovery. Project Retrospectives A Handbook For Team Reviews : Delia Owens "Where the Crawdads Sing" This mesmerizing coming-of-age story follows Kya Clark, a young woman who grows up alone in the marshes of North Carolina. Owens weaves a tale of resilience, survival, and the transformative power of nature, captivating readers with its evocative prose and mesmerizing setting. These top-selling novels represent just a fraction of the literary treasures that have emerged in 2023. Whether you seek tales of romance, adventure, or personal growth, the world of literature offers an abundance of compelling stories waiting to be discovered. The novel begins with Richard Papen, a bright but troubled young man, arriving at Hampden College. Richard is immediately drawn to the group of students who call themselves the Classics Club. The club is led by Henry Winter, a brilliant and charismatic young man. Henry is obsessed with Greek mythology and philosophy, and he quickly draws Richard into his world. The other members of the Classics Club are equally as fascinating. Bunny Corcoran is a wealthy and spoiled young man who is always looking for a good time. Charles Tavis is a quiet and reserved young man who is deeply in love with Henry. Camilla Macaulay is a beautiful and intelligent young woman who is drawn to the power and danger of the Classics Club. The students are all deeply in love with Morrow, and they are willing to do anything to please him. Morrow is a complex and mysterious figure, and he seems to be manipulating the students for his own purposes. As the students become more involved with Morrow, they begin to commit increasingly dangerous acts. The Secret History is a exceptional and suspenseful novel that will keep you speculating until the very end. The novel is a warning tale about the dangers of obsession and the power of evil.

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