

MANAGING EXPECTATIONS

*Working with People
Who Want More,
Better, Faster,
Sooner, NOW!*



DH

Naomi Karten

Foreword by GERALD M. WEINBERG

Managing Expectations Working With People Who Want More Better Faster Sooner Now

David Schmaltz



Managing Expectations Working With People Who Want More Better Faster Sooner Now:

Managing Expectations Naomi Karten, 2013-07-15 This is the digital version of the printed book Copyright 1994 People have expectations Your clients for example Sometimes their expectations of you seem unreasonable But sometimes your expectations of them seem just as unreasonable in their eyes The problem is that these mismatched expectations can lead to misunderstandings frayed nerves and ruffled feathers More seriously they often lead to flawed systems failed projects and a drain on resources Managing Expectations shows how to identify expectations and suggests ways to gain more control of them In today s turbulent business world understanding and meeting your customers expectations is indeed a challenge and it s not hard to understand why Expectations affect a range of interactions including service responsiveness service capability product functionality and project success Expectations are difficult to control and impossible to turn off However by learning to identify and influence what your customers expect you can dramatically improve the quality impact and effectiveness of your services Contents include sections on communication skills information gathering policies and practices building win win relationships as well as a concluding chapter on how to formulate an action plan A Step by Step Guide to Managing Expectations Guard Against Conflicting Messages Use Jargon with Care Identify Communication Preferences Listen Persuasively Help Customers Describe Their Needs Become an Information Gathering Skeptic Understand Your Customers Context Try the Solution On for Size Clarify Perceptions Set Uncertainty Managing Service Standards When Appropriate Just Say Whoa Build Win Win Relationships Formulate an Action Plan

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Relationships Formulate an Action Plan **Managing Expectations** Naomi Karten, 2013 This is the digital version of the printed book Copyright 1994 People have expectations Your clients for example Sometimes their expectations of you seem unreasonable But sometimes your expectations of them seem just as unreasonable in their eyes The problem is that these mismatched expectations can lead to misunderstandings frayed nerves and ruffled feathers More seriously they often lead to flawed systems failed projects and a drain on resources Managing Expectations shows how to identify expectations and suggests ways to gain more control of them In today's turbulent business world understanding and meeting your customers expectations is indeed a challenge and it's not hard to understand why Expectations affect a range of interactions including service responsiveness service capability product functionality and project success Expectations are difficult to control and impossible to turn off However by learning to identify and influence what your customers expect you can dramatically improve the quality impact and effectiveness of your services Contents include sections on communication skills information gathering policies and practices building win win relationships as well as a concluding chapter on how to formulate an action plan A Step by Step Guide to Managing Expectations Guard Against Conflicting Messages Use Jargon with Care Identify Communication Preferences Listen Persuasively Help Customers Describe Their Needs Become an Information Gathering Skeptic Understand Your Customers Context Try the Solution On for Size Clarify Perceptions Set Uncertainty Managing Service Standards When Appropriate Just Say Whoa Build Win Win Relationships Formulate an Action Plan

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

Spheres of Influence Brad Englert, 2024-03-12 Transcend Networking Brad Englert has written Spheres of Influence How to Create and Nurture Authentic Business Relationships to help emerging leaders develop and perfect what he calls the critical hard skill of building effective and enduring business relationships There are two major parts to the book The first part of the book focuses on the internal sphere of influence those people with whom readers can have the most direct impact relationship with the boss relationships with executive leaders relationships with direct reports and relationships with all staff In the second part Englert focuses on the external sphere of influence and explores relationships where readers have less direct impact These include relationships with customers relationships with peers and influencers and finally relationships with strategic vendor partners The real world stories in this book are relevant to a diverse range of industries organizations and backgrounds In these pages emerging and aspiring leaders will learn how to build authentic mutually beneficial trusting and enduring relationships spanning years and even decades

Psychology, Emotion and Intuition in Work Relationships Henry Brown, Neil Dawson, Brenda McHugh, 2018-03-05 Psychology Emotion and Intuition in Work Relationships The Head Heart and Gut Professional highlights the increasing importance of human relations in professional life In modern society all those who work with or provide services to others are increasingly called upon to be not just technical experts but also head heart and gut professionals who can work and relate to others with their head heart and gut The book explains and synthesises these elements in an accessible way based on a sound theoretical perspective combined with practical guidance The authors address how to manage client expectations how to deal with risk uncertainty and imperfection as well as how to improve communication and interpersonal skills Attention is also given to the central role of empathy and rapport in professional relationships while recognising the need for proper professional boundaries

Psychology Emotion and Intuition in Work Relationships will be a valuable guide for all modern practising and training professionals in a broad range of fields including mental health law social and healthcare teaching and academia technology financial and other services indeed for anyone who provides services and has working relationships of any kind

Surviving the Top Ten Challenges of Software Testing William Perry, Randall Rice, 2013-07-15 This is the digital version of the printed book Copyright 1997 Software testers require technical and political skills to survive what can often be a lose lose relationship with developers and managers Whether testing is your specialty or your stepping stone to a career as a developer there's no better way to survive the pressures put on testers than to meet the ten challenges described in this

practical handbook This book goes beyond the technical skills required for effective testing to address the political realities that can't be solved by technical knowledge alone Communication and negotiation skills must be in every tester's tool kit Authors Perry and Rice compile a top ten list of the challenges faced by testers and offer tactics for success They combine their years of experience in developing testing processes writing books and newsletters on testing and teaching seminars on how to test The challenges are addressed in light of the way testing fits into the context of software development and how testers can maximize their relationships with managers developers and customers In fact anyone who works with software testers should read this book for insight into the unique pressures put on this part of the software development process Somewhere between the agony of rushed deadlines and the luxury of all the time in the world has got to be a reasonable approach to testing from Chapter 8 The Top Ten People Challenges Facing Testers Challenge 10 Getting Trained in Testing Challenge 9 Building Relationships with Developers Challenge 8 Testing Without Tools Challenge 7 Explaining Testing to Managers Challenge 6 Communicating with Customers And Users Challenge 5 Making Time for Testing Challenge 4 Testing What's Thrown Over the Wall Challenge 3 Hitting a Moving Target Challenge 2 Fighting a Lose Lose Situation Challenge 1 Having to Say No **CIO**, 1994-07 **Changing How You Manage and Communicate Change** Naomi Karten, 2009 Transform the way you manage and communicate change in your business How has your organisation changed recently How did the people in it or associated with it react Was it in exactly the same way Do you have more changes coming up People's reactions vary depending on a number of factors including personality types misconceptions their personal circumstances and the influences of their work and life experiences This new book will enable you to recognise and accept these differences and even harness them for the benefit of the business **Changing How You Manage and Communicate Change** written by speaker and consultant Naomi Karten is specifically for IT professionals and those working closely with IT However you will find that the experiences highlighted in this book apply equally to anyone in any industry who needs to lead change Benefits to business include Manage inevitable changes within your organization to their best advantage Fine tune your management skills by gaining a better understanding of your own reactions to change as well as those of users customers suppliers and employees Find out what's unique about your business and why a one size fits all change management approach simply doesn't work Be better prepared by discovering how to make your change management plan more flexible Understand how the introduction of change affects productivity and what you can do about it Learn how to help people to cope with change more positively and effectively Order today and start learning how you can improve the way you manage change

Measuring and Managing Performance in Organizations Robert Austin, 2013-07-15 This is the digital version of the printed book Copyright 1996 Based on an award winning doctoral thesis at Carnegie Mellon University **Measuring and Managing Performance in Organizations** presents a captivating analysis of the perils of performance measurement systems In the book's foreword Peopleware authors Tom DeMarco and Timothy Lister rave We believe this is a book that needs to be

on the desk of just about anyone who manages anything Because people often react with unanticipated sophistication when they are being measured measurement based management systems can become dysfunctional interfering with achievement of intended results Fortunately as the author shows measurement dysfunction follows a pattern that can be identified and avoided The author s findings are bolstered by interviews with eight recognized experts in the use of measurement to manage computer software development David N Card of Software Productivity Solutions Tom DeMarco of the Atlantic Systems Guild Capers Jones of Software Productivity Research John Musa of AT Daniel J Paulish of Siemens Corporate Research Lawrence H Putnam of Quantitative Software Management E O Tilford Sr of Fissure plus the anonymous Expert X

A practical model for analyzing measurement projects solidifies the text don t start without it **Practical Project Initiation** Karl E. Wieggers,2007-08-08 Zero in on key project initiation tasks and build a solid foundation for successful software development In this concise guide critically acclaimed author Karl E Wieggers fills a void in project management literature by focusing on the activities that are essential but often overlooked for launching any project Drawing on his extensive experience Karl shares lessons learned proven practices and tools for getting your project off to the right start and steering it to ultimate success Lay a foundation for project success discover how to Effectively charter a project Define meaningful criteria for project success and product releases Negotiate achievable commitments for project teams and stakeholders Identify and document potential barriers to success and manage project risks Apply the Wideband Delphi method for more accurate estimation Measure project performance and avoid common metrics traps Systematically apply lessons learned to future projects Companion Web site includes Worksheets from inside the book Project document templates Resources for project initiation and process improvement **The Blind Men and the Elephant** David A.

Schmaltz,2003-04-09 Using a familiar metaphor the creator of True North s Mastering Projects Workshop and Sun Microsystems Inc s Project Sun Workshop shows readers how anyone can transform a fuzzy project assignment into a meaningful satisfying experience **Creating a Software Engineering Culture** Karl E. Wieggers,2013-07-15 This is the digital version of the printed book Copyright 1996 Written in a remarkably clear style Creating a Software Engineering Culture presents a comprehensive approach to improving the quality and effectiveness of the software development process In twenty chapters spread over six parts Wieggers promotes the tactical changes required to support process improvement and high quality software development Throughout the text Wieggers identifies scores of culture builders and culture killers and he offers a wealth of references to resources for the software engineer including seminars conferences publications videos and on line information With case studies on process improvement and software metrics programs and an entire part on action planning called What to Do on Monday this practical book guides the reader in applying the concepts to real life Topics include software culture concepts team behaviors the five dimensions of a software project recognizing achievements optimizing customer involvement the project champion model tools for sharing the vision requirements traceability matrices

the capability maturity model action planning testing inspections metrics based project estimation the cost of quality and much more Principles from Part 1 Never let your boss or your customer talk you into doing a bad job People need to feel the work they do is appreciated Ongoing education is every team member s responsibility Customer involvement is the most critical factor in software quality Your greatest challenge is sharing the vision of the final product with the customer Continual improvement of your software development process is both possible and essential Written software development procedures can help build a shared culture of best practices Quality is the top priority long term productivity is a natural consequence of high quality Strive to have a peer rather than a customer find a defect A key to software quality is to iterate many times on all development steps except coding Do this once Managing bug reports and change requests is essential to controlling quality and maintenance If you measure what you do you can learn to do it better You can t change everything at once Identify those changes that will yield the greatest benefits and begin to implement them next Monday Do what makes sense don t resort to dogma

A Practical Guide to Airline Customer Service Colin C. Law, 2018-04-16 A Practical Guide to Airline Customer Service is a textbook written for airline executives and undergraduate students who are preparing for a career in the airline service industry Those working in similar functions and fields can also benefit from this book This book primarily focuses on the importance of customer service in the airline industry This includes basic airline operations and essential communication skills and how airline service agents interact with passengers at every contact point of the travel process A Practical Guide to Airline Customer Service is a must read for those who seek a rewarding career in the airline industry

Improving Your Measurement of Customer Satisfaction Terry G. Vavra, 2001-09-25 Since more and more attention is being focused on customer value management it s important to have a resource that synthesizes many bodies of research about how to obtain and interpret customer satisfaction data It also provides the rationale identifies opportunities and suggests specific programs to improve the measurement of customer satisfaction in your organization nl Serving as a single reference for customer satisfaction measurement technology this book describes and teaches the five critical skills that should be part of each of your projects Sampling customer participant selection Questionnaire design Interviewing survey administration Data analysis Quality function deployment building action plans This book is an ideal follow up and companion to the book by Bob E Hayes Measuring Customer Satisfaction Contents The Philosophy of Customer Satisfaction Gaining Access to Customers Identifying Key Measurement Issues Designing the Questionnaire Collecting Satisfaction Data The Data Cube A New Way to Look at CSM Data Analysis Basic Tools of CSM Analysis Reporting Basics A Graphical Approach Monitoring Changes in Importance How to Achieve Buy In of Results Globalizing Satisfaction Measurement

The Blind Men and the Elephant David Schmaltz, 2011-08-19 Using a familiar metaphor the creator of True North s Mastering Projects Workshop and Sun Microsystems Inc s Project Sun Workshop shows readers how anyone can transform a fuzzy project assignment into a meaningful satisfying experience

The Human Touch Philippa Thomas, Debra Paul, James

Cadle,2012 Strong interpersonal skills are a fundamental requirement in all work environments This book provides expert guidance for IT and other professionals on key skills including building rapport team working leadership negotiation written communication managing conflict presentation skills coaching and mentoring and problem solving **Computerworld**,1993-05-31 For more than 40 years Computerworld has been the leading source of technology news and information for IT influencers worldwide Computerworld s award winning Web site Computerworld com twice monthly publication focused conference series and custom research form the hub of the world s largest global IT media network **Survival Guide to End-user Computing** Naomi Karten,1994 **Software Development** ,1998

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web electrostatics exam 1 and problem solutions 1 if we touch two spheres to each other find the final charges of the spheres charge per unit radius is found $q_1/r_1 = q_2/r_2$ $20/5 = q/2r$ $r = 5q/4$ charge of first sphere becomes $q_1/r_1 = 5q/4r$ charge of second sphere becomes $q_2/r_2 = 5q/4r$

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web electrostatics 2 1 the electrostatic field to calculate the force exerted by some electric charges q_1 q_2 q_3 the source charges on another charge q the test charge we can use the principle of superposition this principle states that the interaction between any two charges is completely unaffected by the presence of other charges

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web compiled by g izquierdo rodríguez page 2 1 directly proportional to the product of their charges $f \propto q_1 q_2$ inversely proportional to square of the distance between them $f \propto \frac{1}{r^2}$ therefore $f \propto \frac{q_1 q_2}{r^2}$ coulomb's law in symbols $F = k \frac{q_1 q_2}{r^2}$ coulomb's law the magnitude of the electrostatic force exerted by one point charge q

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