

### FEBRUARY 2015 NEWSLETTER

The objective of RefineM's monthly newsletter is to provide you with the knowledge and resources to take your project management capability to the next level.



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#### PM QUOTE

"Vision without action is a dream. Action without vision is simply passing the time. Action with vision is making a positive difference."

- Joel Barker

## CEO Message

Do you wonder how to truly assess the performance of a project manager? Mostly it is seen the same as the performance of the projects he/she delivered. Though a PM's performance is closely tied to the performance of his/her projects, there is more to it. Our first article elaborates on this aspect and also provides a template to measure a PM's performance.



NK Shrivastava, CEO

The second article is about the sprint backlog, another key aspect of agile projects. Developing and maintaining a sprint backlog on a regular and effective basis can help agile teams deliver higher value to their customers.

You will be glad to know that we have extended our training offerings to several major cities, such as Atlanta, Charlotte, and Kansas City. Soon we are going to go to Chicago, and Raleigh as well. Visit our [training page](#) for the courses offered in some of these cities and also over the web. Watch out for more announcements coming up soon.

Enjoy reading all the other sections in this issue, and don't forget to join our next FREE [webinar](#) on "The Four Faces of Leadership."

## Measuring the Performance of a Project Manager

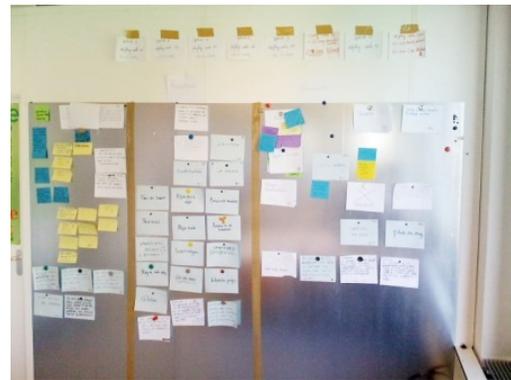
Project outcomes can be measured in many ways. One of the traditional measures is the "triple constraint" of scope, time, and cost. Did the project deliver the required scope, was it on time,

and did it stay within budget? Other key factors could include satisfying stakeholder expectations and meeting or exceeding quality metrics. Using these criteria, we can evaluate the success of a project, and by extension, the success of the project manager. Where this criteria falls short is in accounting for how the project manager steered the project... | [Read More](#)

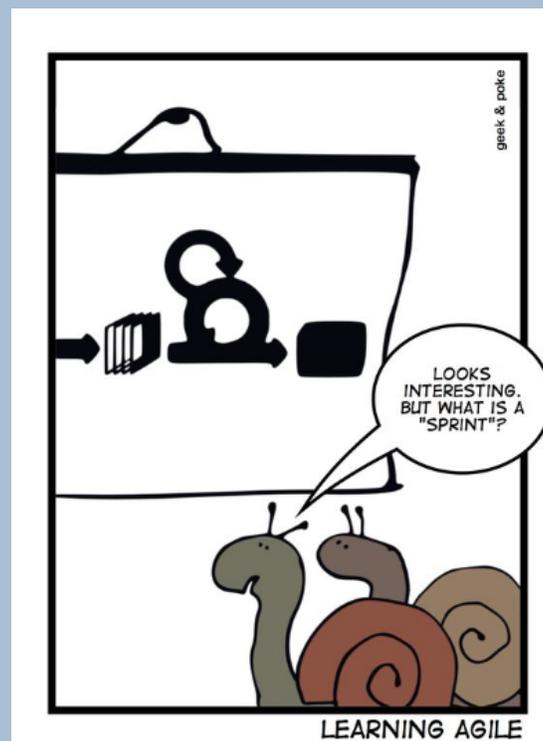


## Essential Agile Processes Part 4: Iteration / Sprint Backlogs

Backlog management in Agile needs to occur at three levels. First, the product backlog contains the prioritized list of epics, features, stories, and tasks. Second, the release backlog separates the features in the product backlog into time-phased chunks, with the first release containing as many high-priority features as possible in a working piece. The granularity differs in that the release backlog only contains prioritized and estimated stories. Finally, there is the iteration or sprint backlog (hereafter referred to as sprint backlog), which is organized into stories, broken down into tasks and estimated in terms of hours, that the team can implement within the span of each sprint. In this post, we describe the sprint backlog and best practices and pitfalls for its use. | [Read More](#)



## Project Management Humor



## Featured Product: Essential Gear for Project Managers



Essential Gear for Project Managers Level 1 is a toolkit for Project Managers and start-up PMOs. It includes only the eight indispensable PM processes needed to successfully execute your project. The kit includes intuitive templates stripped down to the bare essentials as well as a handbook that describes best practices and pitfalls.

**BUY NOW**

## Featured Training: Do More With Less

If you are skipping over crucial project management processes, your project is likely to hit unanticipated roadblocks and dead ends. On the flip side, overly complex or unnecessary processes waste time, annoy teammates, and clog the works. So, what does it take to deliver a project successfully - on time, on budget, exceeding expectations? This course provides you a guide to help get you up and out of the maze and on the right path. | [More Information](#)

*Date & Time:* April 8th, 2015 from 9:00AM-1:00PM Central Time

*Where:* This is an Online Course

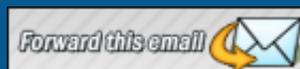
*Earn:* 4 PDUs/Contact Hours

*Cost:* \$195 until 3 weeks before the course start date, \$250 afterwards

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RefineM -- "to help organizations turn their project management capability into a competitive advantage."



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