



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

Dear RefineM,



Are you aware that ScrumMaster on Agile projects is a full time role? In many organizations, a ScrumMaster is shared among multiple teams resulting in ineffective or poor implementation of Scrum. Our first article in this issue describes the ScrumMaster's role and clarifies as to why it is a full time role.

The second article is part of a series and focuses on performance reporting, which is the eighth and the last out of eight processes that every project manager should implement in his/her project. These eight processes are part of our first toolkit for project managers, [Essential Gear for Project Managers](#).

We are developing a toolkit for agile teams, and need your candid input. With your input, we can make this toolkit a valuable asset for agile teams. Please help us by completing the Agile Survey mentioned after the "Fun Corner." In addition, enjoy reading all the other sections in this issue, and don't forget to join our next [FREE webinar](#), which is about Writing Agile User Stories in Agile projects.

### [Role of a ScrumMaster in Agile Projects](#)



In Agile projects using Scrum, the key roles are the team, the product owner, and the ScrumMaster. The product owner shapes the product's vision and requirements so the team can create something with high value to the customer. The ScrumMaster shapes the team's adherence to the Scrum process so they can form self-motivating teams, perform at a high level, and evolve their process execution. While the product owner aligns the team with the product vision, the ScrumMaster aligns the team with the Scrum process. How the ScrumMaster achieves this alignment depends on his or her traits, key skills, and specific roles, each of which we will discuss further in this article. [Read More.](#)

#### **In This Issue**

**Role of a ScrumMaster in Agile Projects**  
**Eight Powerful Project Management Processes Part 8: Performance Reporting**  
**Community Engagement**  
**Fun Corner**

#### [Our Next Free Webinar](#)

#### [Writing Agile User Stories](#)

Virtual Lunch and Learn  
November 3, 2014  
12:00-1:00 PM CST

#### [Our Upcoming Trainings](#)

#### [Ace Your PMP® Exam: Final Review](#)

November 10, 2014  
9:00 AM-1:00PM CST  
Online Class, 1/2 Day

#### [Agile Fundamentals](#)

November 17-18, 2014  
8:30 AM-4:30 PM CST  
eFactory, Springfield, MO  
In-person class, 2 Days

#### [User Stories Workshop](#)

December 10, 2014  
8:30 AM-4:30 PM CST  
eFactory, Springfield, MO  
In-person class

#### [MS Project Advanced](#)

December 11-12, 2014  
9:00 AM-1:00 PM CST  
Online Class, 2 Days

**[Registration is open for all trainings.](#)**

## [Eight Powerful Project Management Processes](#) [Part 8: Performance Reporting](#)



With this look at performance reporting, we end our ongoing series on "Eight Powerful Project Management Processes" series. These processes are also included in our toolkit, [Essential Gear for Project Managers](#). We hope you have enjoyed this look at eight critical processes to project success.

Performance reporting is another expected regular task from the project manager. Stakeholders, sponsors, and the project team will often ask a common question about any project: "Where are we?" This simple question has a wide variety of possible answers, and it is easy for project managers to become overwhelmed in their effort to report the project's progress. [Read More.](#)

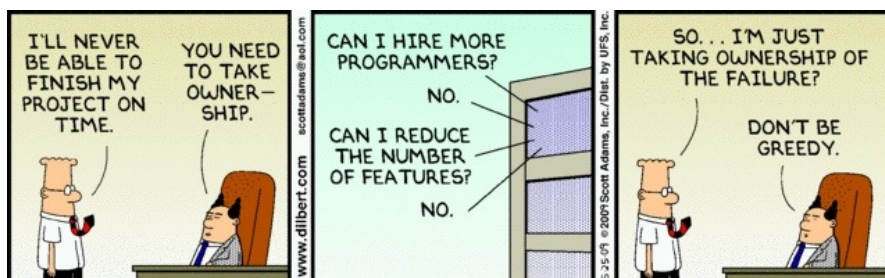
## [Community Engagement](#)



NK Shrivastava, CEO of RefineM delivered seminars on Product Owners & Agile for Tech-IT-Out 2014 on September 18th in Springfield, Missouri.



## [Fun Corner](#)



## [Our Free Knowledge Base](#)

### [Project Management Templates](#)

Here you'll find several useful templates to carry out project management activities in an effective and efficient manner.

### [White Papers & Articles](#)

These are related to critical topics in project management.

### [Presentations & Slides](#)

These slides can be used to make a presentation on a particular project management topic.

### [Other Useful Knowledge Centers](#)

This is your entry into the huge body of project management knowledge.

### [Virtual Lunch and Learn Presentations](#)

You can access all of the past Lunch and Learn Presentations here.

## [Upcoming Project Management Events](#)

### [PMI® Global Congress 2014-North America](#)

October 26-28, 2014  
Phoenix Convention Center  
Phoenix, AZ, USA

### [SeminarsWorld New York](#)

November 10-13, 2014  
The Roosevelt Hotel  
New York, NY, USA

### [PMO Symposium](#)

November 16-19, 2014  
Fontainebleau  
Miami Beach, FL, USA

## [PM Quote](#)

"All things are created twice; first mentally; then physically. The key to creativity is to begin with the end in mind, with a vision and a blue print of

the desired result."  
- Stephen Covey

## [Newsletter Archives](#)

[September 2014](#)

[August 2014](#)

[June 2014](#)

[More](#)

## [Our Blogs](#)

[Eight Powerful Project Management Processes Part 7: Risk Register](#)

[Eight Powerful Project Management Processes Part 6: Communication Plan](#)

[Eight Powerful Project Management Processes Part 5: Project Schedule](#)

[More](#)

**NEW!**

## **Take our Agile Survey to help influence our product development!**

We would like to know more about your experiences with **Agile** in your organization.

We are in the process of **developing a toolkit for Agile teams**. This data will support us as we develop our Agile toolkit. Upon completing the survey and leaving your optional contact information, you will receive the results of the survey and will be **eligible to receive an evaluation copy of this toolkit when it is available**.



**Click Here to  
Take the Survey!**

**Expand your Project Management and Agile Knowledge with us in 2014!**

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