

## Five Phases of Real World Learning©

There is a constant tension between knowing you need to improve your processes and making the necessary investment to do it well. The key to maximizing your return is to invest in a way that ensures your organization not only learns the information, but puts it to work.

**Assessment**  
**Design**  
**Deliver**  
**Reinforcement**  
**Accountability**

The Institute's **Five Phases of Real World Learning©** does that for you. We conduct an **Assessment** up front to take a pulse of where your organization is at right now. We then **Design** a development plan with you that puts laser focus only on the areas you need. We then **Deliver** customized training in an engaging way—people actually enjoy the learning! We follow-up that training with **Reinforcement** material to guide each employee on the implementation. Finally, we ensure **Accountability** by providing a follow-up assessment that clearly outlines how your organization has changed in measurable terms.

Put the **Five Phases of Real World Learning©** to work for your organization.... for change that lasts!



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# Project Retrospectives

Helping organizations more reliably  
deliver results to the business.

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# Project Retrospectives



The best leaders do two things: deliver results and build capability. You must do both to be successful for the long term. Project retrospectives are all about helping you more reliably deliver results and build capability within your organization. The hard truth is that most projects are delivered late and over-budget. As bad as that is, even worse is the reality that the driving forces that lead to these failures are often repeated project after project.

## Never Get Burned by the Same Thing Twice

In my project management training, writing, and consulting, I challenge organizations to “Never get burned by the same problem twice”. This has two important implications. First, you will get burned! The real world business environment is too dynamic to avoid any problems or mistakes. Making a mistake is not the problem, which leads to the second implication: It’s possible to learn from our mistakes in a way that we can significantly reduce the odds of stumbling on them next time around. That’s where project retrospectives come in. They are a formal way to make learning a routine part of your development process.

## Our Approach

Most leaders spend way too much time in meetings as part of their day-to-day existence. In addition, too many meetings end with action items that are vague and not followed-up on. Our approach with project retrospectives is to glean the maximum amount of value from the experience while seeking to minimize the amount of time in meetings. To achieve this, we use a combination of pre-meeting homework, focused facilitation during the meeting, and detailed action plans afterwards.

## Projects that Benefit from Retrospectives

Often people think of retrospectives in the context of software projects. If you are in the business of developing or integrating software and you do not currently have a retrospective after each delivery, you’ll be impressed at the value these will bring to your organization.

Projects outside of I.T. can benefit as well, such as:

- Roll out of a new Human Resources initiative
- New customer implementation
- Introduction of a new process

Lessons are learned every time a project is conducted. Unfortunately, too many of the lessons are forgotten and eventually lead to repeated problems. Retrospectives help ensure that pattern does not continue.

## Making Retrospectives Part of Business as Usual



To remain truly competitive, learning must increasingly become part of your organization. The benefits to you and your company are:

- Radically improved ability to deliver on time and on budget
- Increased trust between organizational layers and functions.
- Increased employee satisfaction

Contact Andy Kaufman at the Institute for Leadership Excellence and Development today for more information on how we can help you radically improve your ability to deliver to the business.

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