



SECRETS



# Retrospectives - the overview

By Leise Passer V.1

## STRUCTURE

- PREPARE**
  - What do you want to achieve
  - Choose facilitation technique
  - Find last agreements
- MEET**

Set the stage check-in, agree contract w. participants, objective & process

**LOOK BACK**
  - What did we achieve
  - Collect data - insight

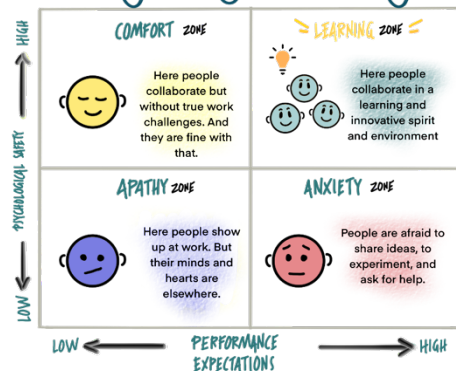
**LOOK AHEAD**
  - Create action plan
  - Prioritize actions
  - Who does what - when

**EVALUATE RETRO** 1 → 10 → 7

- IMPROVE** Execute action plan



## Psychological Safety



## TECHNIQUES

- KEEP TRY STOP**
- MAD** What are you happy about  
**SAD** What could be improved  
**GLAD** What are you angry/dissatisfied about  
EXPERIMENTS to fix the problem
- SILENT BRAINSTORMING**
  - 5 min, individually
  - Share in plenum - 1 stickie at a time
  - Group stickies
- 5 WHY'S ~ HOW COME?**  
 Pick one issue.  
 Why did it happen? How come?  
 WHY is that? What would you like to have happen?
- TIMELINE ~ collect fact**  
 ASK: What has happened?
- REMOVE FEAR**
  - Inquiry rather than Advocacy
  - Dialogue rather than Debate
  - Conversation rather than Argument
  - Understanding rather than Defending

- Feedback**  
 Choose on a scale from 1-10  
 What did you like most?  
 What would it take if you were to give a 10?



ASK for feedback  
~ never impose it!



FIX ROOT CAUSE!  
~ not symptoms

- PRIORITIZE** improvement
  - Recurring problems?
  - Easy fixes?
  - Missed opportunities?
  - Frustrations built up?
  - Exciters

## How I Build Safety

Opt in participation  
You check in or out  
YOU choose how far to go

## Purpose of Retro

**INSPECT & ADAPT** (Scrum)  
 Identify and plan improvements of any kind  
 Remove waste and rework  
 Inspire to constant learning  
 Team level, org. Level, Project level, Individual level  
 All hands on deck - create common sense of cohesion  
 Making good teams great  
 Energize team, have some fun  
 Adjust the team's Definition of Done  
 Increase quality, reduce bugs  
 Encourage transparency

## Facilitator Responsibilities

Prepare, prepare, prepare  
 Invitations, logistics, new techniques, inspire  
 Engage participants  
 Ensure everyone are heard \*  
 Ensure psychological safety  
 Listen. Only write what was conveyed.



## Dysfunctional Retro



Retro's are perceived too long, too boring or ineffective.  
 Action plan missing or not followed up.  
 Lack of focus.  
 Inefficient Retros are given low priority.  
 Retrospective process are not being evaluated.  
 Not held frequent, thus too many action items pile up.  
 Time to fix and improve not reserved on team backlog.  
 Fixing symptoms instead of root cause.

## Observations

When people don't speak early, they may not contribute at all.  
 Often the best ideas come after the silence.  
 Complex problems may require separate workshops.

## Credit

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