



Retrospectives - the overview

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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



TECHNIQUES

- KEEP TRY STOP**
 - KEEP: What are you happy about
 - TRY: What could be improved
 - STOP: 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

Retros 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

Structure, techniques: Diana Larsen, Esther Derby, Leise Passer
 Feedback: Jenni Jepsen
 Clean Language: Caitlin Walker
 Psych.safety: Amy Edmondson

Psychological Safety

