

Sprint Retrospective

by Mayko Silva





Introduction to Sprint Retrospective

More Than Just a Meeting

The Sprint Retrospective is not merely another meeting on the calendar. It's a crucial event that goes beyond typical discussions, offering a unique platform for the Scrum Team to reflect and improve.

Golden Opportunity for Self-Inspection

This event provides a golden opportunity for the Scrum Team to inspect itself. It's a dedicated time for team members to collectively examine their processes, interactions, and outcomes.

Planning for Improvement

The ultimate goal of the Sprint Retrospective is to create a plan for improvements. This forward-looking aspect ensures that the team continuously evolves and enhances its performance in future sprints.

Module Overview



1 Updating Sprint Elements

We'll explore updating Sprint Length and Definition of Done, ensuring our Sprints are optimized for efficiency and clarity.

2 The 80/20 Principle

We'll dive into the 80/20 Principle in Retrospectives, focusing on the most impactful improvements for maximum benefit.

3 Backlog Enhancement

Learn about adding items to next Sprint's Backlog, ensuring continuous improvement and adaptation.

4 Retrospective Timing

Understand the Retrospective as the conclusion of the Sprint, marking the end of one cycle and the beginning of the next.

5 Post-Sprint Activities

Explore what happens after the Sprint, preparing for the next iteration and implementing lessons learned.

Importance of Sprint Retrospective

The Sprint Retrospective is a critical event for continuous improvement in Scrum. It provides an essential opportunity for the team to reflect and enhance their effectiveness.

During this event, the team focuses on:

- Processes used throughout the sprint
- Interactions between team members
- Tools utilized for project management and development

By examining these aspects, the team can develop concrete plans to improve their performance and collaboration in future sprints.

Exam Relevance

Understanding Nuances

Understanding nuances is crucial for Scrum Master certification. The exam will test your deep knowledge of Sprint Retrospectives and their role in the Scrum framework.

Expected Question Topics

Expect several questions about:

- Purpose of Sprint Retrospective
- Outcomes of Sprint Retrospective
- Process of Sprint Retrospective



Sample Exam Questions

To help you prepare for your certification exam, here are some sample questions related to Sprint Retrospectives:

1. What is the primary purpose of the Sprint Retrospective?
 - a) To review the product increment
 - b) To plan the next Sprint
 - c) To inspect how the last Sprint went and create a plan for improvements
 - d) To update the product backlog
 - e) To demonstrate the work completed to stakeholders
2. True or False: The Sprint Retrospective is optional if the team is performing well.

Correct Answers

1

Question

Purpose of Sprint Retrospective

2

Question

True/False Statement

Let's review the correct answers for the sample exam questions:

1. The correct answer is c) To inspect how the last Sprint went and create a plan for improvements
2. The correct answer is False





Key Concept

- **Sprint Retrospective is mandatory in Scrum** - This essential event cannot be skipped or overlooked
- **Always room for improvement**, even for high-performing teams - Continuous improvement is a core principle, regardless of team performance

Module Goals



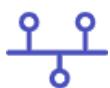
Understanding Sprint Retrospective

By the end of this module, you'll understand various facets of Sprint Retrospective, gaining a comprehensive view of this crucial Scrum event.



Updating Sprint Parameters

You'll learn about the role of Sprint Retrospective in updating Sprint parameters, enhancing your ability to improve future Sprints.



Scrum Timeline Placement

Understand the Sprint Retrospective's place in the Scrum timeline, allowing you to better grasp the overall Scrum process.





Looking Ahead

As we conclude this module, it's important to recognize that our journey into Sprint Retrospectives is far from over. In the upcoming lessons, we will delve deeper into the intricacies of this critical Scrum event. These future modules will provide you with a more comprehensive understanding of Sprint Retrospectives, equipping you with the knowledge and skills necessary to effectively implement and participate in these crucial meetings.

We encourage you to prepare yourself for a thorough exploration of Sprint Retrospectives. The upcoming content will build upon the foundation we've established here, offering more advanced concepts, practical techniques, and real-world applications. By the end of this course, you'll have gained a comprehensive understanding of this essential Scrum practice, enabling you to contribute meaningfully to your team's continuous improvement efforts.

Questions?

Feel free to ask! We're here to help you ace your Scrum Master certification exam. Our team is dedicated to providing you with the support and resources you need to succeed in your certification journey.



Updating the Sprint Length and the Definition of Done



by Mayko Silva



Key Concept: Timing of Updates



Definition of Done (DoD) Updates

The Definition of Done (DoD) is a crucial element in Scrum that can be updated during the Sprint Retrospective. This ensures that the team's quality standards evolve with their growing experience and changing project needs.



Sprint Length Changes

Changes to the sprint length are also discussed during the Sprint Retrospective. This allows the team to adapt their work cycle to better suit their productivity and project requirements.



Sprint Retrospective Discussions

Both the Definition of Done updates and sprint length changes are key topics discussed during the Sprint Retrospective. This meeting provides an ideal opportunity for the team to reflect on and improve their processes.

Why Sprint Retrospective?

- Perfect opportunity for team reflection 🧐
- Allows changes to be applied to next Sprint 💡
- Aligns with Scrum Guide recommendations 📜



What to Discuss in Sprint Retrospective

According to the Scrum Guide, the following topics should be addressed during a Sprint Retrospective:

Process Implementation

How well processes are implemented within Scrum framework

Team Dynamics

How people are getting along

Tool Effectiveness

How tools are working



Important Note on Communication

It's crucial to understand that Scrum never stifles communication. The framework is designed to promote open and transparent dialogue among team members. While the Sprint Retrospective is a structured event for meta-discussions, it's important to note that discussions can happen at other times if necessary.

However, the Sprint Retrospective is particularly well-suited for meta-discussions about the team's processes, interactions, and overall performance. This dedicated time allows for focused reflection and improvement planning without interrupting the regular flow of work.

Remember, while communication can occur at any time, the Sprint Retrospective provides a dedicated forum for the team to collectively address higher-level concerns and opportunities for improvement. This balance ensures that important discussions take place while maintaining the flexibility for ad-hoc communication when needed.



Daily Scrum vs Sprint Retrospective



Daily Scrum

Immediate problems, blockers, impediments



Sprint Retrospective

Overall process discussions, improvements

Question 1

The developers are not happy with how the Scrum framework has been implemented. When is the best time to discuss this? (Choose 1)

- a) During the Sprint Review
- b) During the Daily Scrum
- c) During Sprint Planning
- d) During the Sprint Retrospective
- e) During their annual review

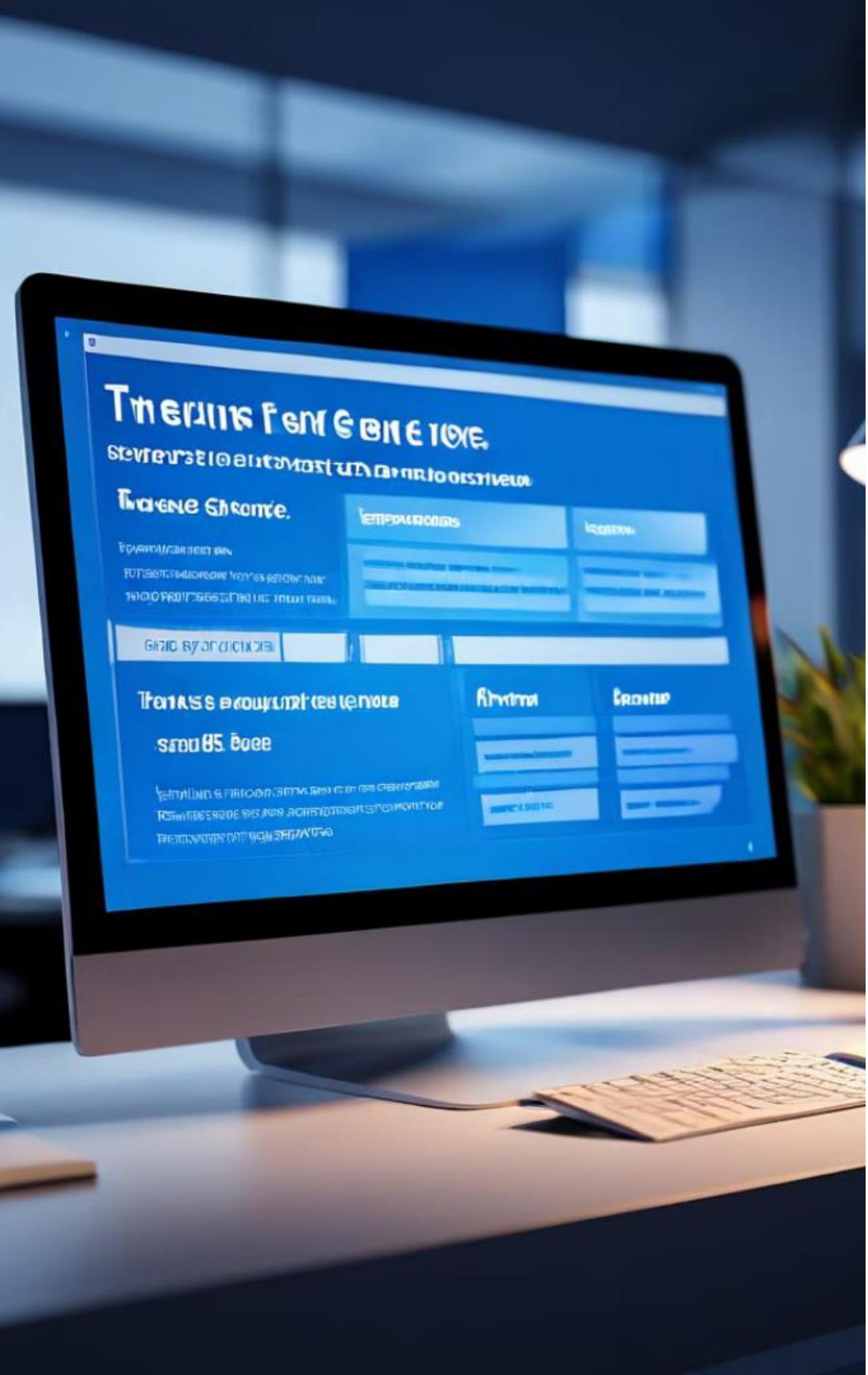


Answer for Question 1

Correct answer: **d) During the Sprint Retrospective**

The Sprint Retrospective is the best time for discussions about:

- How things are working
- How processes are being implemented
- How to improve Scrum implementation



Question 2

True or False: The Definition of Done can only be updated during the Sprint Review.



Answer to Question 2

Correct answer: **False**

- Sprint Retrospective is the appropriate time to update the Definition of Done

Key Takeaways

Sprint Retrospective Importance

Sprint Retrospective is crucial for continuous improvement. This event provides an opportunity for the Scrum Team to reflect on their processes and identify areas for enhancement, ensuring the team's efficiency and effectiveness grow over time.

Positive Focus

It's about what's working well, not just what went wrong. While addressing challenges is important, recognizing and reinforcing successful practices is equally vital for team morale and productivity.

Appropriate Time for Updates

Sprint Retrospective is the appropriate time for updating DoD and discussing Sprint length changes. This ensures that these crucial elements of the Scrum framework are regularly reviewed and adjusted to meet the team's evolving needs.



Looking Ahead

- Next class: Another fascinating topic related to Sprint Retrospectives
- Stay tuned! 🎉



Questions?

We encourage you to ask for clarification on any topics covered in this presentation. Your understanding of these concepts is crucial for your success as a Scrum Master. Don't hesitate to raise your hand or speak up if you need further explanation or have any doubts.

Remember, mastering these Scrum principles and practices is essential for effectively guiding your team and ensuring the success of your projects. Your questions not only help you but can also benefit your fellow learners by bringing different perspectives to the discussion.

The 80/20 Principle in Sprint Retrospectives



by Mayko Silva



Scrum Guide 2020 on Sprint Retrospective

The Scrum Guide 2020 provides clear guidance on the purpose and process of Sprint Retrospectives. According to the guide, "The Scrum Team discusses what went well during the Sprint, what problems they encountered, and how those problems were (or were not) solved. The team then identifies the most helpful changes to improve its effectiveness." This encapsulates the essence of the Sprint Retrospective.

This description highlights the key elements of a Sprint Retrospective: reflection on successes and challenges, problem-solving discussions, and a focus on continuous improvement. It emphasizes the collaborative nature of the event, where team members collectively analyze their performance and identify opportunities for enhancement.





Key Points from Scrum Guide

Guide



Impactful Improvements

"Most impactful improvements are addressed as soon as possible"



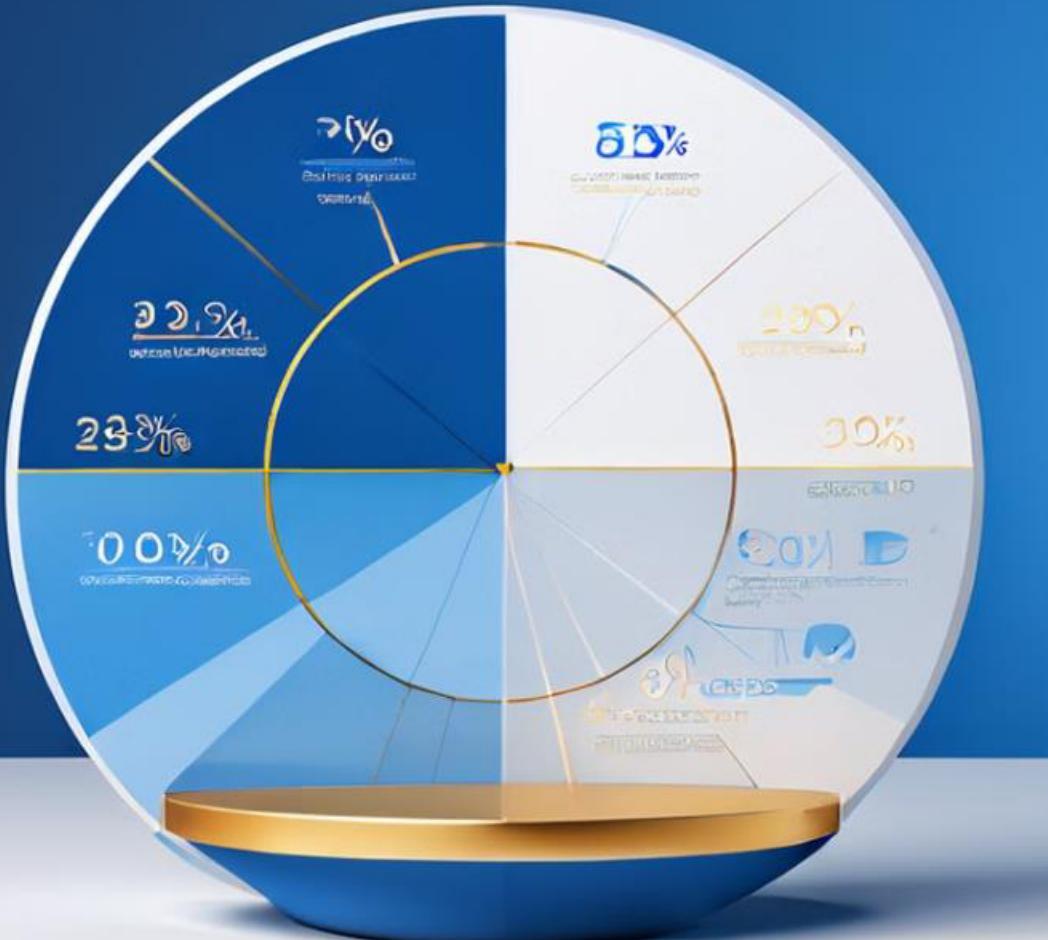
Sprint Backlog Addition

"They may even be added to the Sprint Backlog for the next Sprint"



Observation

- This section is **surprisingly imprecise** compared to other parts
- Terms like "most helpful," "most impactful," and "may even be" lack clarity
- Intentional room for interpretation?



Introducing the 80/20 Principle

- Also known as the Pareto Principle
- Suggests roughly 80% of effects come from 20% of causes
- A few best ideas will have the largest impact

Application to Sprint Retrospectives

Quality Over Quantity

Not every suggestion needs to be included in the next Sprint. Focus on quality over quantity of improvements.

Prioritize Best Suggestions

Act upon the best suggestions right away. This ensures that the most impactful improvements are implemented promptly.



Example Scenario

1

Initial Brainstorming

Team comes up with ten potential improvements during the retrospective.

2

Identifying High-Impact Changes

Implementing just 2-3 of these improvements could lead to 80% of potential benefits.

3

Prioritization

Focus on these "most impactful" changes first to maximize efficiency and effectiveness.

Alignment with Scrum Guide

The application of the 80/20 Principle in Sprint Retrospectives aligns well with the Scrum Guide's emphasis on continuous improvement. This approach addresses the most impactful improvements as soon as possible, which is in line with the Scrum framework's focus on efficiency and effectiveness.

By prioritizing the top 20% of issues that yield 80% of the results, teams can implement a strategic and efficient approach to continuous improvement. This method allows Scrum teams to make significant progress quickly, while still adhering to the principles outlined in the Scrum Guide.



Question 1

According to the 80/20 principle, what percentage of effects typically come from what percentage of causes?

- a) 50% of effects come from 50% of causes
- b) 80% of effects come from 20% of causes
- c) 20% of effects come from 80% of causes
- d) 100% of effects come from 100% of causes
- e) 60% of effects come from 40% of causes

Answer to Question 1

- **Correct answer:** 80% of effects come from 20% of causes
- This answer reflects the core principle of the 80/20 rule, also known as the Pareto Principle

Question 2

True or False: The Scrum Guide suggests implementing all improvements identified in the Sprint Retrospective immediately.



Answer to Question 2

Correct answer: **False**

- Scrum Guide suggests addressing the "most impactful" improvements as soon as possible
- Not all improvements need immediate implementation

Key Takeaways



Focus on Impact

80/20 principle in Sprint Retrospectives focuses on most impactful improvements



Selective Implementation

Not about implementing every suggestion



Identify and Act

Identify and act on changes bringing most significant benefits

Questions?

- Feel free to ask for clarification
- Understanding prioritization of improvements is crucial for Scrum Master success

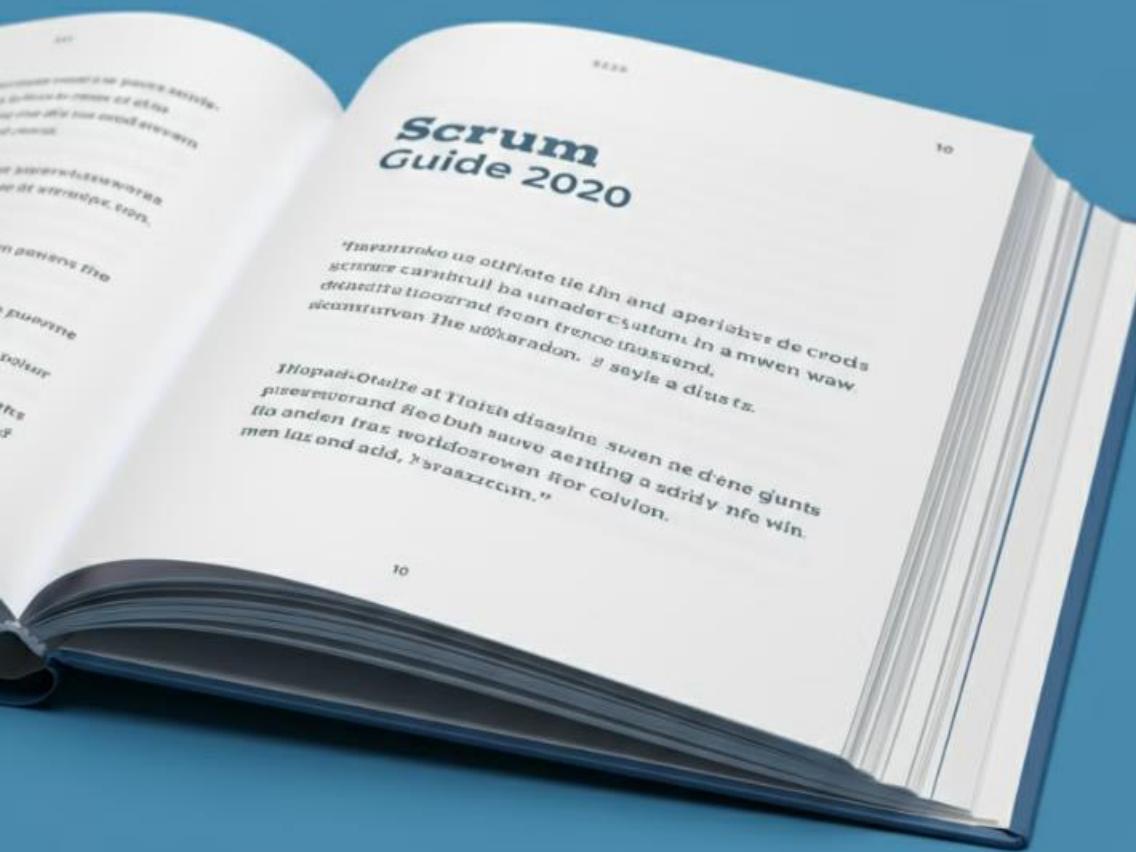


Adding to the Next Sprint's Backlog



by Mayko Silva





Scrum Guide 2020 Statement

The Scrum Guide 2020 makes an interesting statement on page 10 regarding the addition of items to the Sprint Backlog. It states:

"They may even be added to the Sprint Backlog for the next Sprint."

This concise yet impactful statement highlights a key aspect of Scrum's flexibility and adaptability in managing work items.



Initial Reaction

Odd Statement

This statement might seem odd at first glance. It's not something we typically expect to hear in the context of Scrum methodology.

Apparent Contradiction

The statement appears to contradict a fundamental Scrum principle. This contradiction is what makes it particularly interesting and worth examining further.

Scrum Principle Reminder

Current Sprint Focus

Generally, we don't look beyond the current Sprint. This approach helps maintain focus on immediate goals and deliverables.

Avoiding Premature Planning

We don't plan for future Sprints before they start. This principle acknowledges that conditions may change, making long-term planning less effective.

Adaptability

Conditions may change between Sprints, reinforcing the need for flexibility and responsiveness in Scrum practices.

Scrum Value of Focus

The Scrum value of focus emphasizes staying present, encouraging teams to concentrate on current Sprint objectives rather than future possibilities.

The Interesting Exception



A Rare Instance

This line represents a rare instance in the Scrum framework, where an exception to the usual rules occurs.



Direct Addition to Next Sprint

Something from one Sprint can be added directly to the next, creating a unique situation in the Scrum process.



A "Loophole" in Scrum

This represents a "loophole" in the Scrum framework, allowing for flexibility in certain circumstances.



Sprint Planning Reminder



Empty Sprint Backlog

Sprint Backlog is typically empty
at start of Sprint Planning



Unfinished Items

Unfinished Sprint Backlog items
return to Product Backlog



The Unique Situation



Sprint Backlog Carryover

This is the only instance where a Sprint Backlog item can carry over to the next Sprint.



Retrospective Strategies

Strategies for improvement identified in Sprint Retrospective can potentially be added to next Sprint's Backlog.



Beyond Current Sprint

This unique situation allows teams to look beyond the current Sprint timeline.

Question 1

When during the current Sprint are developers encouraged to add items to the next Sprint's Backlog?

- a) During Sprint Planning before the Sprint begins
- b) During the Sprint Review as they collaborate on what to do next
- c) During the Sprint Retrospective as the Scrum Team identifies ways to improve its effectiveness
- d) Scrum Teams should never look beyond the timeline of the current Sprint



Answer to Question 1

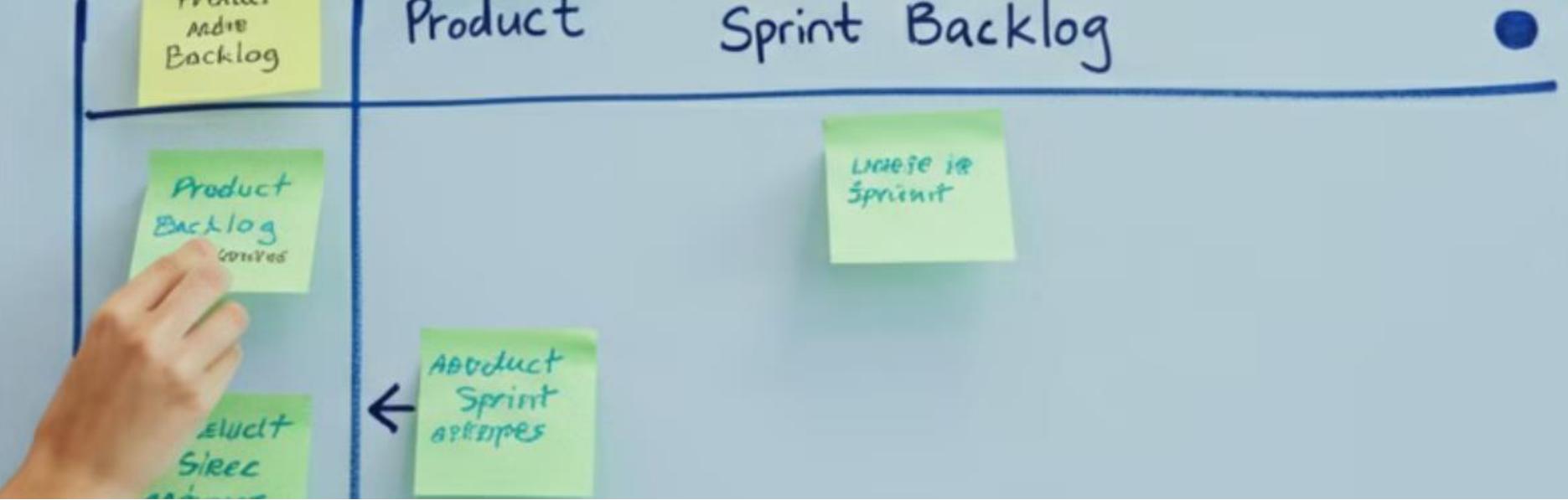
- **Correct answer:** c) During the Sprint Retrospective as the Scrum Team identifies ways to improve its effectiveness
- This answer aligns with the Scrum framework's emphasis on continuous improvement



Question 2

The Scrum Team has come up with two great ideas on how to improve their processes during the Sprint Retrospective. What should they do with these ideas?

- a) Add them to the current Sprint Backlog
- b) Add them to the current Product Backlog
- c) Add them to the next Product's Product Backlog
- d) Add them to the next Sprint's Sprint Backlog



Answer to Question 2

Correct answer:

- d) Add them to the next Sprint's Sprint Backlog

Key Takeaway

Sprint Retrospective

The Sprint Retrospective provides a unique opportunity to plan future improvements. It's a crucial event that allows the Scrum Team to reflect on their processes and identify areas for enhancement.

Balancing Act

There's a delicate balance between staying present in the current Sprint and preparing for continuous improvement. Teams must focus on immediate tasks while also considering long-term progress and efficiency.

Questions?



Ask for Clarification

Feel free to ask for clarification



Crucial for Success

Understanding these nuances is crucial for Scrum Master success

The Conclusion of the Sprint



by Mayko Silva



Scrum Guide 2020 Statement

- The Sprint Retrospective concludes the Sprint
- It is timeboxed to a maximum of three hours for a one-month Sprint
- For shorter Sprints, the event is usually shorter

This statement is found on Page 10 of the Scrum Guide 2020.





Sprint Retrospective Overview



Final Timeboxed Event

The Sprint Retrospective is the final timeboxed event in the Scrum framework, marking the conclusion of the Sprint process.



Closing Ceremony

It serves as the closing ceremony, wrapping up the entire Sprint and providing a platform for reflection and improvement.

Timeboxed Events in Scrum

The Scrum framework includes several timeboxed events:

- Sprint: up to 1 month
- Planning: up to 8 hours
- Review: up to 4 hours
- Retrospective: up to 3 hours

Interesting Observations

Fixed Sprint Duration

Sprint has a fixed time that cannot be extended

Scrum Guide Terminology

Scrum Guide never actually refers to a Sprint as a 'timeboxed' event

Importance of Timeboxes



Certification Exam Focus

Likely to encounter 5-6 questions about event durations on certification exam

Creating Rhythm and Cadence

Not just arbitrary limits. Create rhythm and cadence for Scrum Team

Ensuring Productivity

Ensure focused and productive events

Question 1

What is the maximum timebox for a Sprint Retrospective for a one-month Sprint?

- a) 2 hours
- b) 3 hours
- c) 4 hours
- d) 8 hours
- e) There is no timebox for the Sprint Retrospective



Answer to Question 1

The correct answer to Question 1 is: b) 3 hours



Question 2

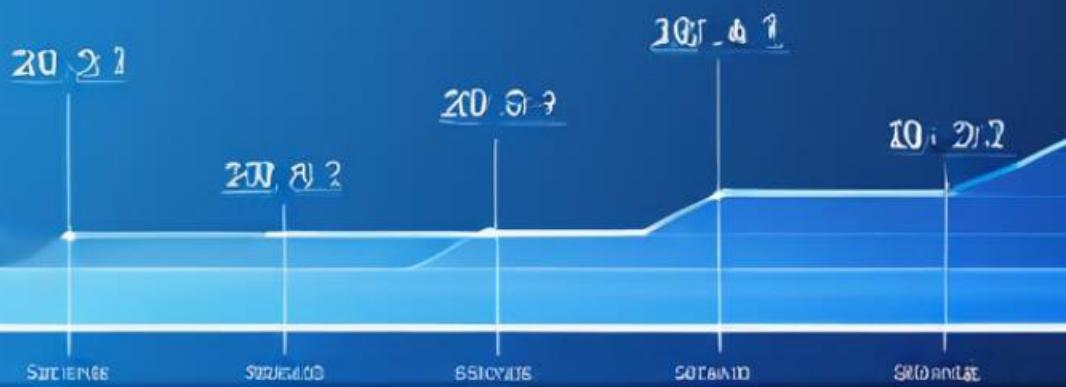
True or False: The Scrum Guide explicitly refers to the Sprint itself as a 'timeboxed' event.



Answer to Question 2

Correct answer: **False**

- Sprint has a fixed duration
- Scrum Guide doesn't specifically call it a 'timeboxed' event





Key Takeaways

Final Event

Sprint Retrospective is the final event in the Sprint, marking the conclusion of the iteration.

Continuous Improvement

This event is crucial for continuous improvement, allowing teams to reflect and adapt their processes.

Efficient Reflection

The timebox ensures efficient reflection and identification of improvement areas, keeping the team focused.



Questions?

- Feel free to ask for clarification
- Understanding timeboxes and Scrum event structure is crucial for Scrum Master success

After the Sprint

by Mayko Silva





Key Concept: Continuous Cycle

1 Sprint Retrospective Conclusion

The Sprint Retrospective marks the end of the current Sprint.

2 Immediate Next Sprint

The next Sprint begins immediately after the previous one ends.

3 No Downtime

In Scrum, there is no downtime between Sprints.

Importance of Continuous Cycle

In the Scrum framework, every event takes place within the context of a Sprint. This continuous cycle is crucial for the effectiveness of the Scrum process. The Sprint Retrospective marks the official conclusion of each Sprint, serving as a clear demarcation point between cycles.

This cyclical nature of Scrum is not just a structural element; it's a fundamental principle that drives the framework's success. By ensuring that all events occur within a Sprint and that each Sprint concludes with a retrospective, Scrum establishes a rhythm that promotes two key outcomes:

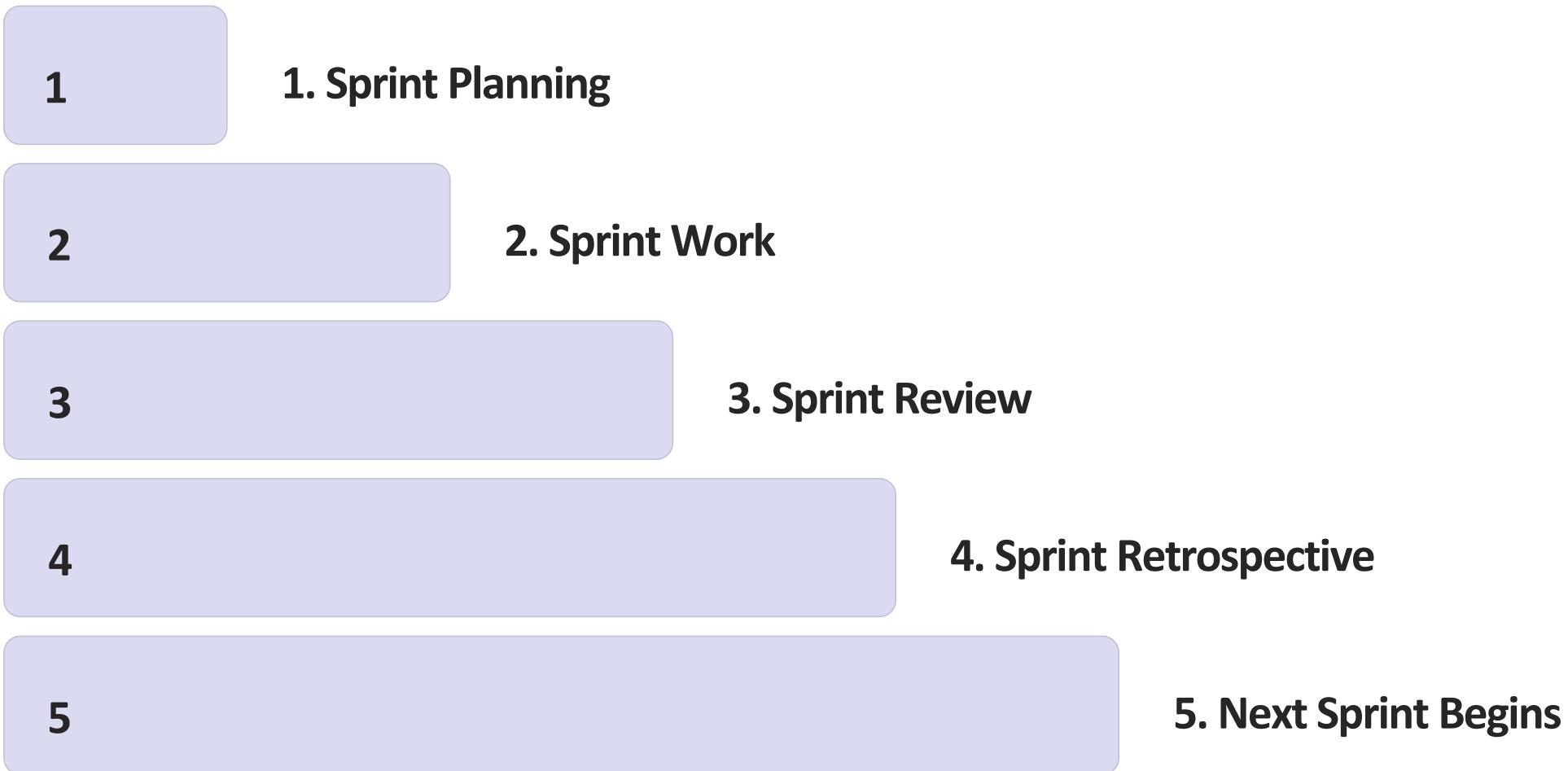
Continuous Improvement

The regular cadence of Sprints, each ending with a retrospective, creates numerous opportunities for the team to reflect on their processes and identify areas for improvement. This constant evaluation and adjustment lead to incremental enhancements in team performance and product quality.

Continuous Value Delivery

The cyclical nature of Scrum also ensures that value is consistently delivered to stakeholders. With each Sprint potentially resulting in a shippable product increment, the framework supports a steady stream of value creation and delivery.

Sequence of Events



The Scrum process follows a continuous cycle of events, starting with Sprint Planning, followed by Sprint work, then the Sprint Review, and the Sprint Retrospective. After these steps are completed, the next Sprint begins, restarting the cycle.



The Well-Oiled Machine

- **Team always moving forward:** Constant progress and momentum
- **Continuous improvement:** Ongoing refinement of processes and skills
- **Constant value delivery:** Consistently providing benefits to stakeholders

Question 1

Which Scrum event marks the end of the Sprint? (Choose 1)

- a) Sprint Planning
- b) Sprint Review
- c) Sprint Retrospective
- d) Sprint Deployment



Answer to Question 1

- **Correct answer:** c) Sprint Retrospective
- This event occurs after the Sprint Review and before the next Sprint Planning



Don't Forget: Daily Scrum

- **Essential part of the Sprint:** The Daily Scrum is a crucial component that keeps the Sprint on track
- **Occurs every day:** This event happens consistently, ensuring regular communication
- **Shortest Scrum event:** Lasting only 15 minutes, it's designed to be quick and efficient

Key Takeaway: Scrum as a Continuous Cycle



Seamless Flow

Each Sprint flows seamlessly into the next, ensuring a continuous cycle of development and improvement.



Sprint Retrospective

The Sprint Retrospective serves a dual purpose:

- Concludes one Sprint
- Acts as a springboard into the next



Continuity is Key

Continuity is key to the iterative and incremental nature of Scrum, allowing for consistent progress and adaptation.



Questions?

Feel free to ask for clarification. Understanding the event flow is crucial for Scrum Master success. We encourage you to raise any queries or concerns you may have about the Scrum process, especially regarding the continuous cycle we've discussed throughout this presentation.

