

HOW ANY PROJECT BENEFITS FROM INTROSPECTION
RETROSPECTIVES FOR
EVERYONE

ABOUT ME

- IT professional
- Scrum Master at CAS, a division of the American Chemical Society
- Passionate about Agile
- Even more passionate about learning



ABOUT THIS SESSION

- Overview
- Makeup of a Retrospective
- Uses in Agile
- Uses in Traditional Projects
- Targeting Results
- Trying it Out

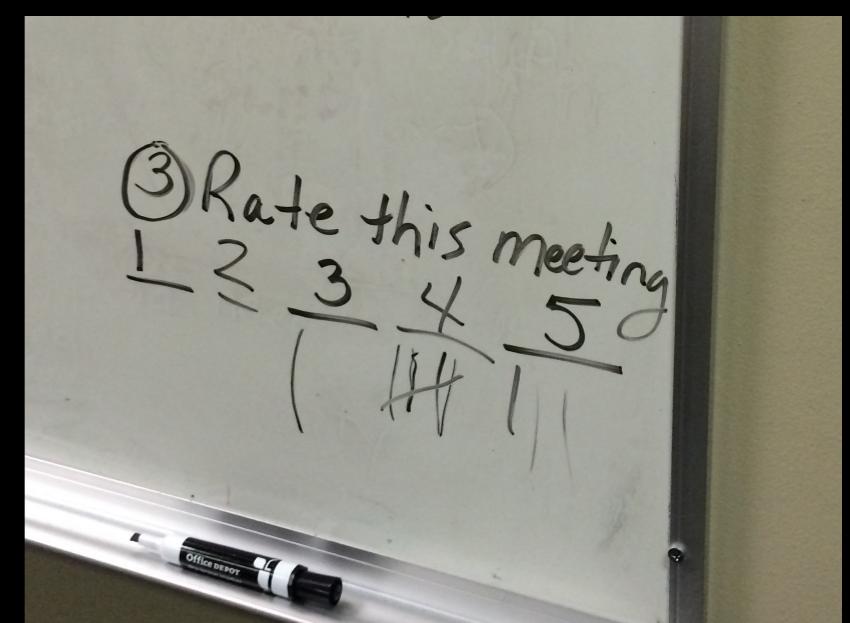
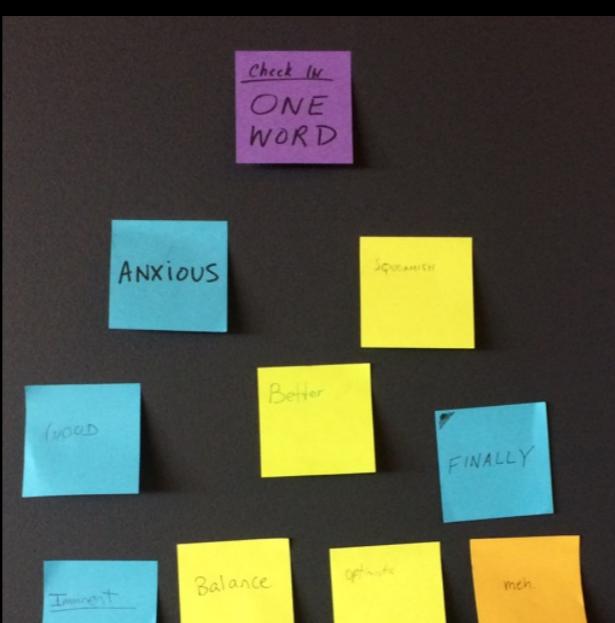
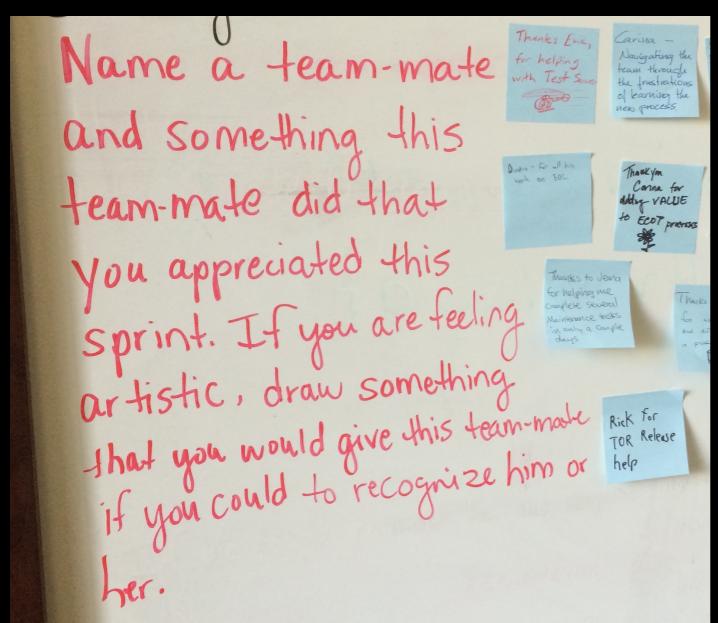
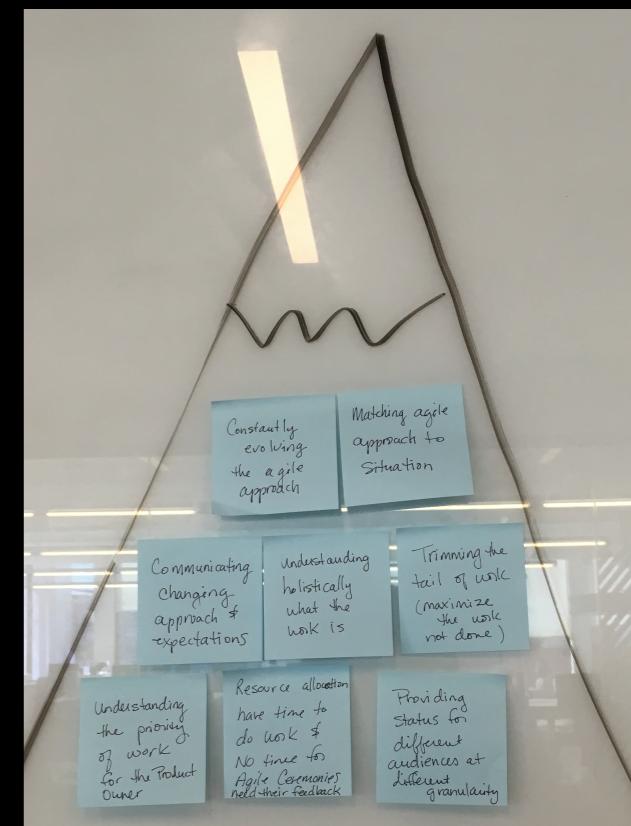
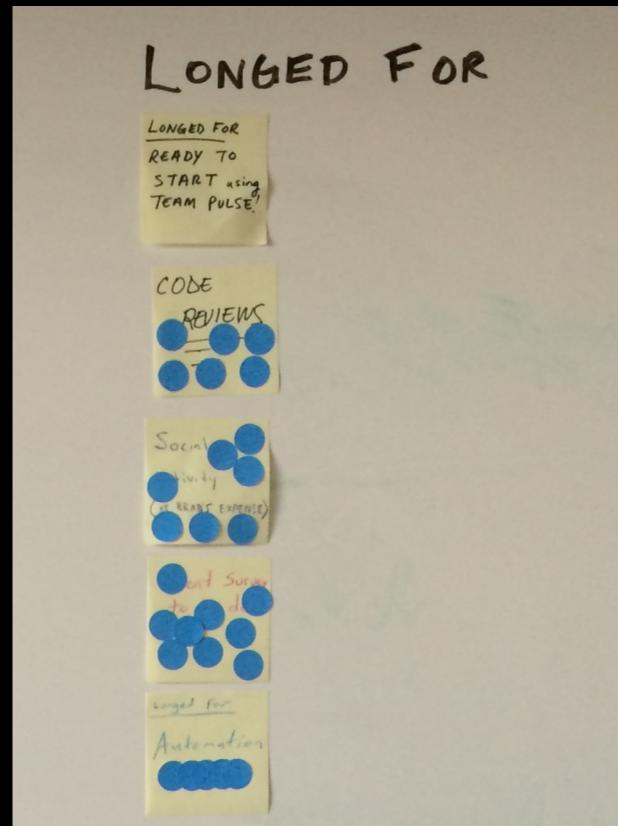
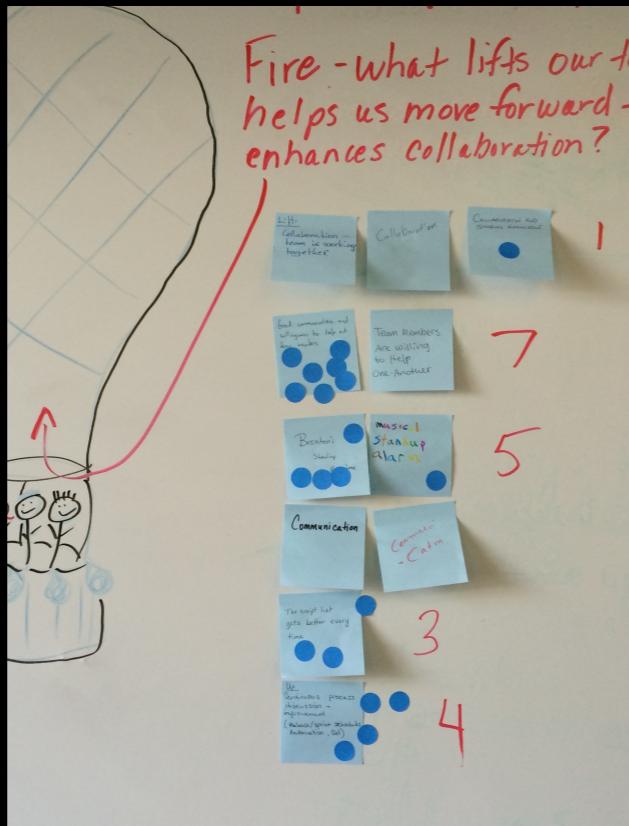
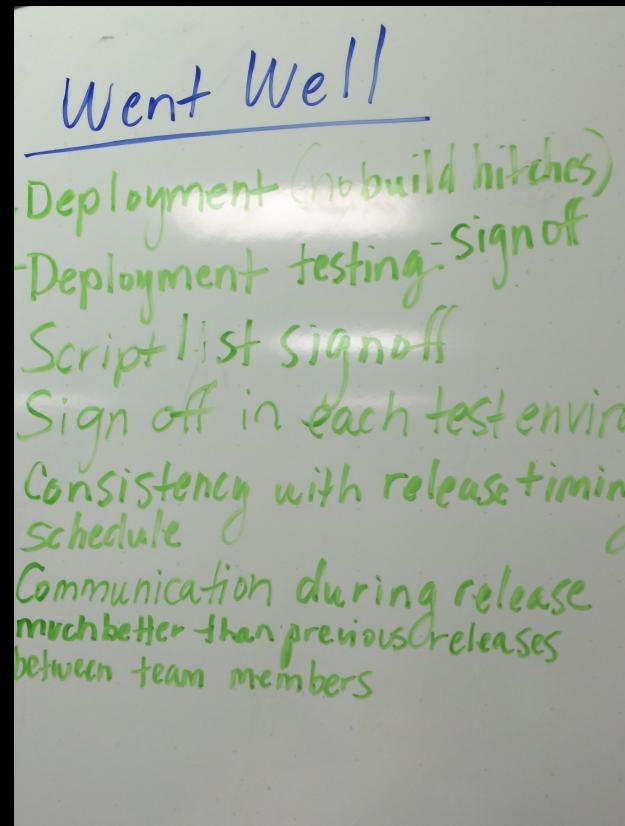
Release & Sprint Retrospective Commitments

Start release earlier in evening? or is 12 hr day required?
have code releasing be available on release night
check in on code freeze
user types and request users of _____ types to test when we have changes coming their way
more Show & Tells, invite more stakeholders (users of system changing feature by feature to allow for corrections)
stakeholder map
communicating sprint, dates, deployment etc
/ the deploy/release process { transparent communication! with stakeholders & from stakeholders }

THE RETROSPECTIVE CAN BE USED AT THE SPRINT LEVEL, AT THE RELEASE LEVEL, AT THE PROJECT PHASE LEVEL, AND THE PROJECT LEVEL. THEY CAN ALSO BE USED FOR TEAMS AND DEPARTMENTS. FOR TEAMS, DEPARTMENTS AND TRADITIONAL PROJECTS, SETTING A REGULAR CADENCE TO GATHER FEEDBACK WILL HELP YOU MAKE COURSE CORRECTIONS.

THE MOST POWERFUL TOOL IN YOUR IMPROVEMENT TOOLBOX

THE RETROSPECTIVE



OVERVIEW

WHAT IS A RETROSPECTIVE?

A technique for gathering feedback at regular intervals with the goal of incremental improvement.

Something
you or the
team
learned

* LARGE *

←
scale

web
application
architecture

WHY RETROSPECT?

- Praise good work.
- Make your problems visible.
- Focus on continuous process improvement.
- Prepare for challenges.
- Set goals and course correct.

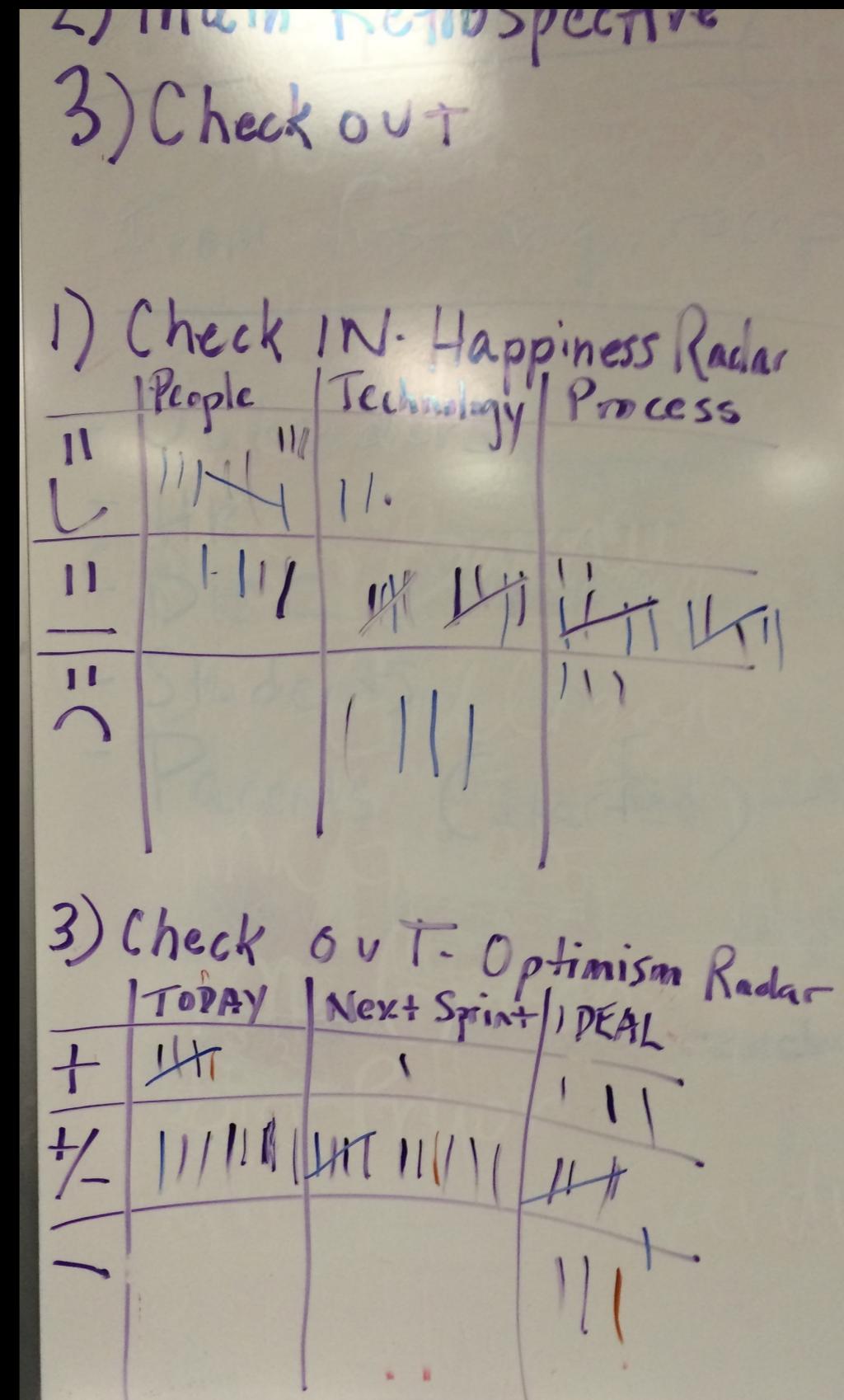


TYPES OF RETROSPECTIVES

- Simple
- Futurespectives
- Team-spectives
- Process Focused
- Remote

SAMPLE AGENDA

1. Set the Context
2. Review Prime Directive
3. Energizer
4. Check In
5. Main Retrospective
6. Filtering
7. Check Out



HAPPINESS RADAR CHECK IN TECHNIQUE AND
OPTIMISM RADAR CHECK OUT TECHNIQUE FROM FUN
RETROSPECTIVES (CAETANO, CAROLI)

GROUND RULES

- Stick to the practice every sprint in an Agile project or at regular intervals within a traditional project.
- Give your team enough time to delve deeply into problems and solutions.
- Vary technique.
- Share results.
- Revisit previous discussion points.
- Keep work associated with commitments visible.

- ① Context: Incremental Improvement
- ② Retro Prime Directive

Regardless of what we discover, we understand and truly believe that ever job that they could, given what they knew at the time, their skills resources available, and the situation at hand.

④ Check Out

IN AGILE PROJECTS IMPROVING RETROSPECTIVE PRACTICE

4 Retro Commitments

groups to focus on improvements for:

Continuous Integration Testing Collaboration
Communication

IN TRADITIONAL PROJECTS

IMPLEMENTING RETROSPECTIVE
PRACTICE

RETROSPECTIVES IN ACTION

EXAMPLES

- Let's Repeat
- getting right people on the team
 - planning - generally
 - testing - automated m...
 - test suite - to
 - accountability testing
 - QA environment to dry run
 - increase test window?
 - when
 - Checkin comments include
 - Script comments w/ author
 - release communication
 - Could someone else send out emails?
 - Considering larger communication about release
 - Collaborative efforts - using release spreadsheet
 - involve more people to standup

TEAM BUILDING SETTING OPERATING RULES

This guy

"this guy" rocks, ultimate team player

- offers insight from experience, collaborates
- unblocks teammates
- open to brainstorming solutions
- positive, can do
- helpful even when it's something outside responsibility
- communicates directly / face to face
- keeps info in TeamPulse up to date
- ready to explain any story any time
- provides multiple viewpoints
- able to be a subject matter expert
- willing to transfer knowledge/training/expertise
- excited to pair program
- eager to provide software solutions
- clear domain knowledge
- open to new ideas or different ways of doing things
- takes it upon themselves to lead improvements or changes they want to see
- willing to collaborate to understand & solve a problem
- recognizes others assistance & accomplishments
- suggests new ways to look at problems & challenges
- takes ownership to resolve a roadblock

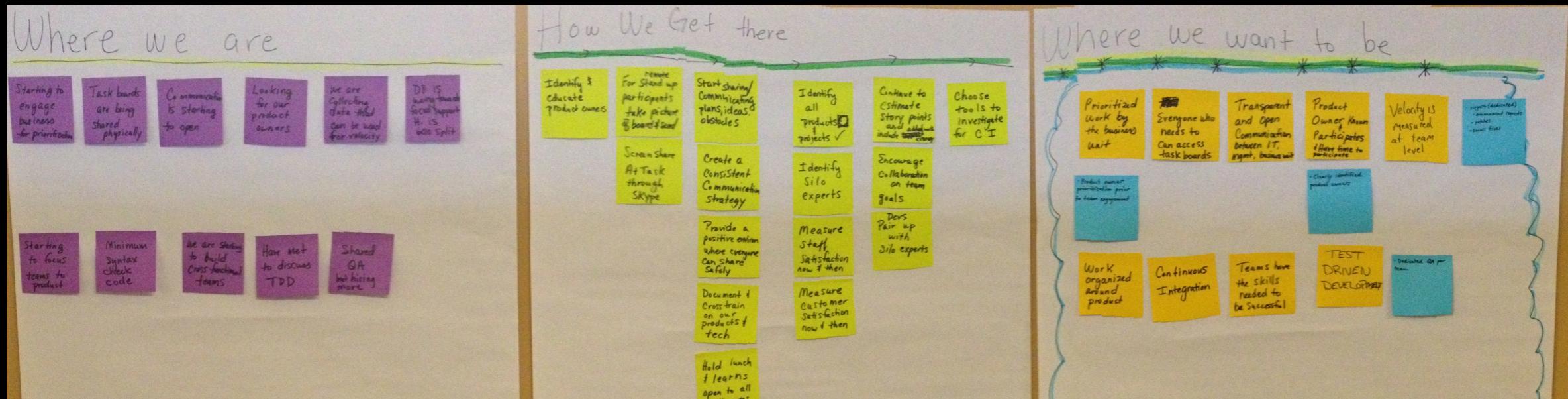
THIS GUY, THAT GUY
TECHNIQUE FROM
FUN RETROSPECTIVES
(CAETANO, CAROLI)

That guy

don't be "that guy", not a team player

- passes the buck without trying
- wants to take all the credit
- argues w/ Stakeholder
- mean nature
- Negative Nelly
- blames others for blocks
- plays telephone, doesn't communicate directly
- negative from start or on everything
- lack of checking in code daily
- unwilling to explore new ways/tech
- know it all
- Close minded
- waiting for others to impose the changes they want to see
- having to prove something is an issue to get help

FUTURE SPECTIVE

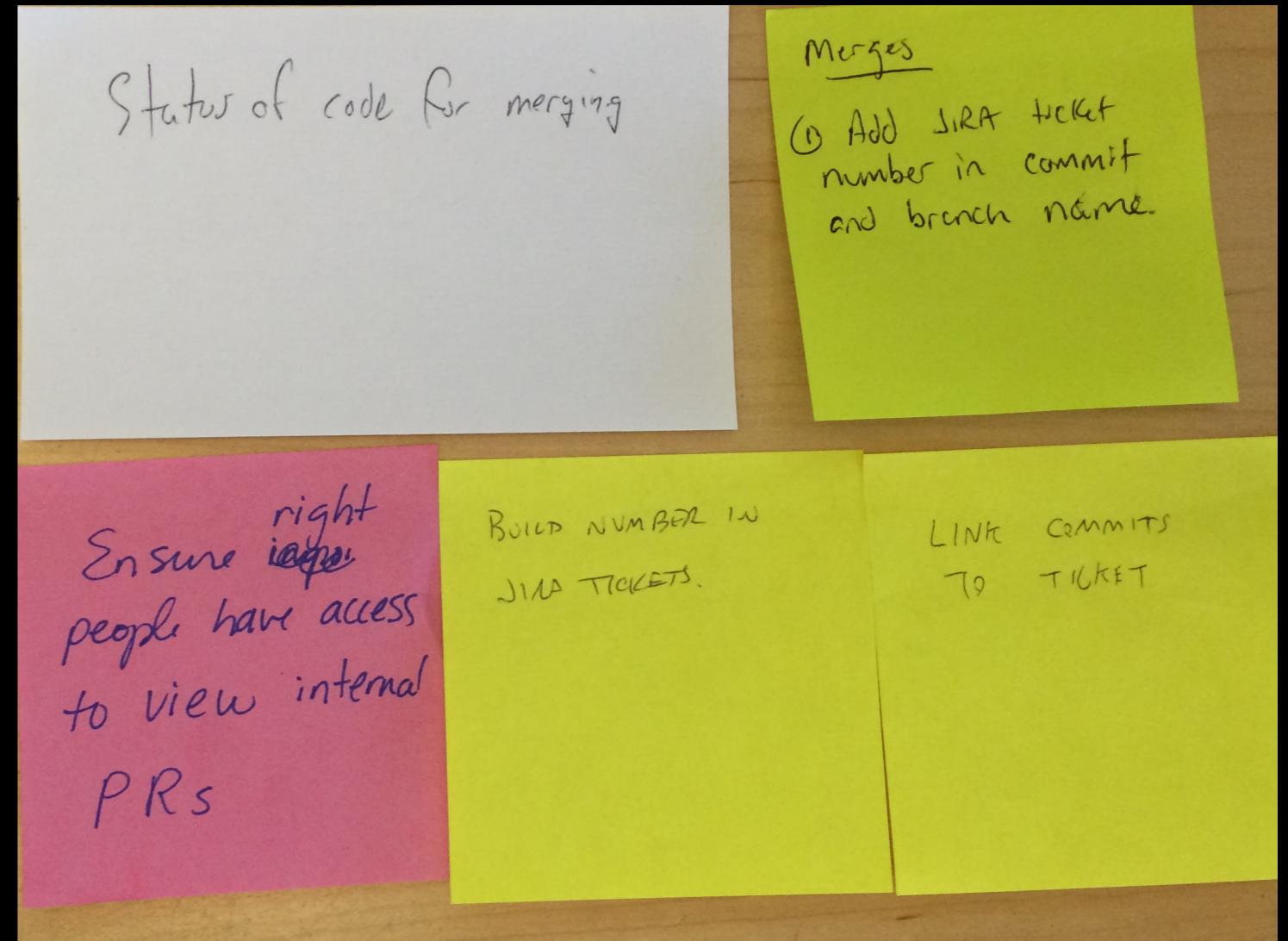


A VARIATION ON THE PATH TO NIRVANA FUTURE SPECTIVE TECHNIQUE FROM FUN RETROSPECTIVES
(CAETANO, CAROLI)

- To set ideal state or long term goals.
- To identify next steps towards long term goals.
- To plan as a team how to overcome a challenge.
- When future planning is more valuable than retrospection.

PROCESS AND PROBLEM FOCUSED

- Use when team is newly formed and process is open for discussion.
- Use when process seems to be causing friction.
- Focused towards team collaboration.
- Often focused on specific pain point for the team.



EXAMPLE OF KNOWN ISSUES RETRO TECHNIQUE FROM FUN RETROSPECTIVES BY TAINA CAETANO AND PAULO CAROLI

VARIED TECHNIQUE
AGILE TEAMS
SEEKING TO
IMPROVE NEXT
SPRINT

L
L E S S

*Something we are already doing
and want to do less*

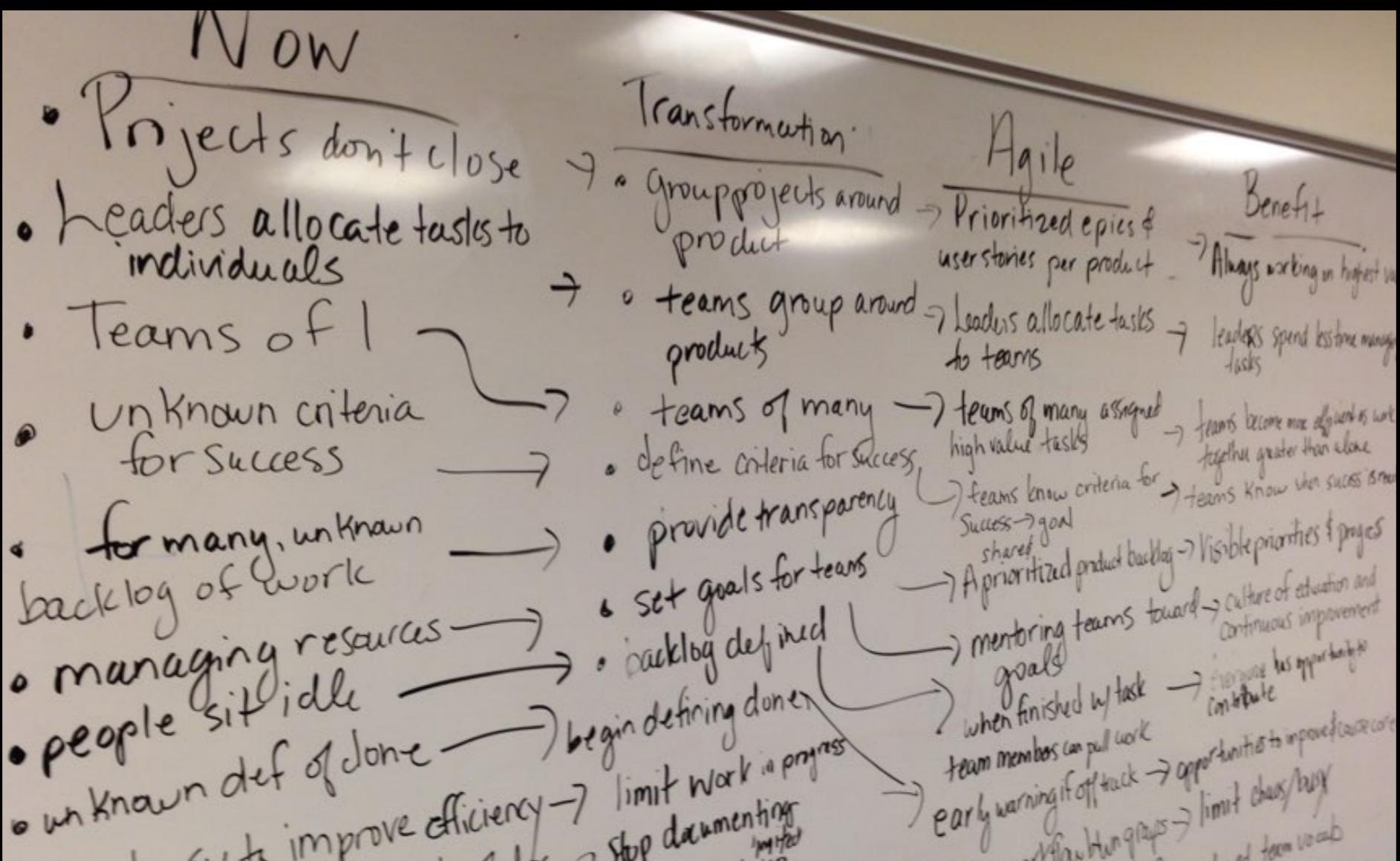
Less
-harrowfire reactions

LESS WORK
IN PROGRESS

KALM TECHNIQUE FROM FUN RETROSPECTIVES (CAETANO, CAROLI)

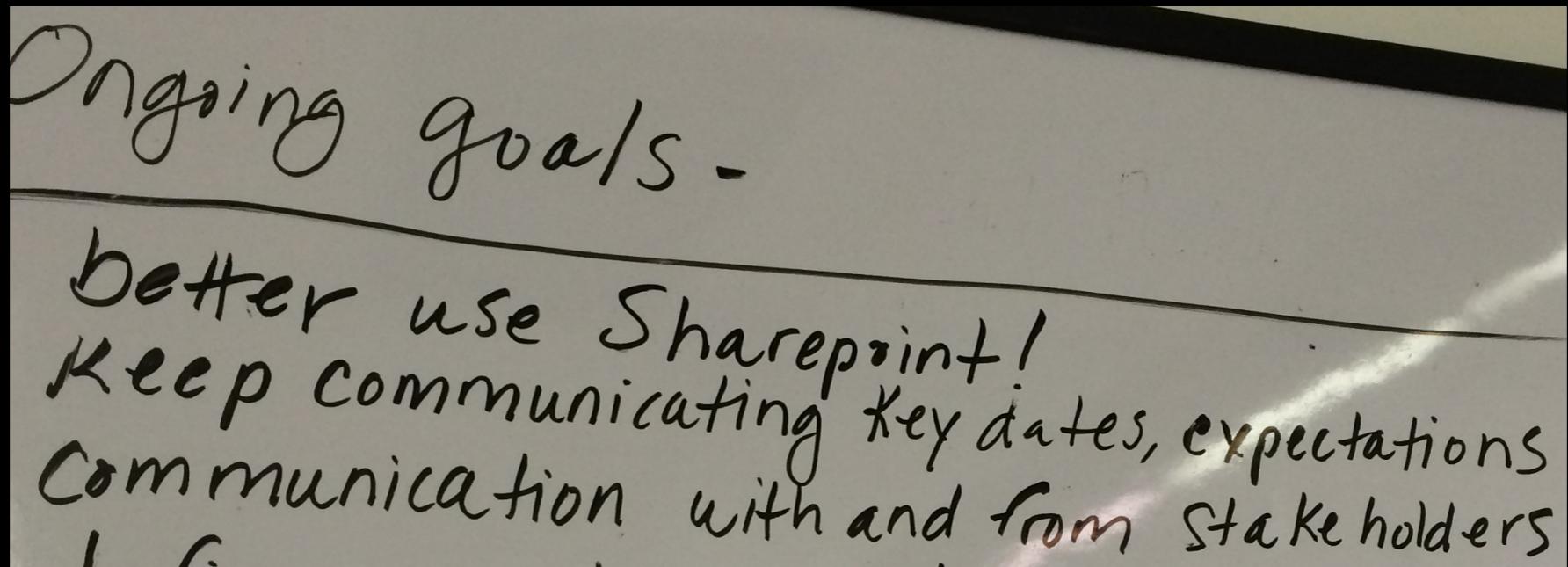
STARTING AGILE

NOT YET AGILE TEAMS SEEKING TO TRANSFORM



DEFINING WHERE YOU ARE NOW, WHAT YOU WANT TO DO, HOW YOU KNOW YOU ARE AGILE AND
WHAT THE BENEFIT WILL BE

RETROSPECTIVES ON TRADITIONAL PROJECTS



- Use as a way to measure team satisfaction.
- Use as a way to allow team ownership of successes and issues.
- Even traditional projects can get off track, knowing this earlier gives you a head start to course correct.

DEMONSTRATION

THE FLYING HIGH TECHNIQUE

THE FLYING HIGH TECHNIQUE, MADHAVI LEDALLA

Open Discussion and Questions

RESOURCES

- Online:
 - Retrospective How-Tos
 - 7 Step Agenda for an Effective Retrospective: <https://www.thoughtworks.com/insights/blog/7-step-agenda-effective-retrospective>
 - Ben Linders:
 - Designing Valuable Retrospectives: <http://www.benlinders.com/2014/designing-valuable-agile-retrospectives/>
 - Which Questions do you Ask in Retrospectives? <http://www.benlinders.com/2013/which-questions-do-you-ask-in-retrospectives/>
 - Agile Retrospective Resource Wiki: <http://retrospectivewiki.org/>

- Retrospective Methods
 - Fun Retrospectives (website and book): <http://www.funretrospectives.com/>
 - Ben Linders: Retrospective Exercises: <http://www.benlinders.com/exercises/>
 - Great Retrospectives at Crisp's Blog: <http://blog.crisp.se/2012/01/27/yassalsundman/great-retrospectives>
 - Agile Retrospective Wiki: Retrospective Plans: http://retrospectivewiki.org/index.php?title=Retrospective_Plans
 - Handy List of Retrospective Techniques: <http://www.edupristine.com/blog/project-retrospectives-techniques>
 - The Flying High Technique, Madhavi Ledalla, <https://www.scrumalliance.org/community/articles/2014/april/a-reflection-on-retrospectives>

- Books
 - Agile Retrospectives: Making Good Teams Great by Esther Derby and Diane Larson
 - Fifty Quick Ideas to Improve Your Retrospectives by Ben Williams and Tom Roden
 - Fun Retrospectives by Taina Caetano and Paulo Caroli
 - Gamestorming: A Playbook for Innovators, Rule Breakers and Change Makers by Dave Gray
 - Getting Value out of Retrospectives by Luis Goncalves and Ben Linders
 - The Retrospective Handbook by Patrick Kua
 - Retrospectives for Organizational Change by Jutta Eckstein