

规划回顾会议

Plans for Retrospective



翻译：王存浩，周嘉敏，余旭峰，杨莹(Yilia)，李希兰，朱明，钟明，徐亚平，王如夫，卜夙，黄雅琴，
杨贵，周伟峰，陆炜，陈艳艳

编辑：陈艳艳，王存浩

<https://plans-for-retrospectives.com/en/>

敏捷突击队出品

版本信息

2017 年 06 月 15 日	v1.0	发布第一版，包含完整的五个部分
2017 年 09 月 02 日	v1.1	设置基调阶段修订
2017 年 09 月 10 日	v1.2	增加收集数据 10 个活动
2017 年 09 月 17 日	v1.3	增加收集数据 10 个活动
2017 年 10 月 14 日	v1.4	修订部分翻译，增加收集数据 11 个活动，收集数据阶段完成
2017 年 11 月 13 日	v1.5	增加生成见解 10 个活动
2017 年 11 月 20 日	v1.6	增加生成见解 12 个活动，生成见解阶段完成

设置基调 Set the stage

探索者，购物者，度假者，囚犯 (#1)

大家参与回顾会的感受是怎样的呢？探险家，购物者，度假者，还是囚犯？

准备一个挂纸白板，画出 E,S,V,P，并解释相应的含义：

- **探索者:** 渴望深入研究什么起作用什么不起作用，以及如何改进。
- **购物者:** 拥有积极的态度。如果有一个好东西被讨论出来会很开心。
- **度假者:** 不愿积极参与，但是回顾会总比干活轻松。
- **囚犯:** 参加会议仅仅是因为觉得这个必须去。

做一个调查(匿名纸条)。在白板纸上统计结果，让大家都能看到。如果大家的信任度比较低，事后要把投票销毁以保护隐私。询问大家对统计结果的看法。如果统计出来度假者或囚犯占大多数，那么可以考虑利用此次回顾来讨论这种现象。

ESVP (#1)

How do participants feel at the retro: Explorer, Shopper, Vacationer, or Prisoner?

Source: [Agile Retrospectives](#)

Prepare a flipchart with areas for E, S, V, and P. Explain the concept:

- **Explorer:** Eager to dive in and research what did and didn't work and how to improve.
- **Shopper:** Positive attitude. Happy if one good things comes out.
- **Vacationer:** Reluctant to actively take part but the retro beats the regular work.
- **Prisoner:** Only attend because they (feel they) must.

Take a poll (anonymously on slips of paper). Count out the answers and keep track on the flipchart for all to see. If trust is low, deliberately destroy the votes afterwards to ensure privacy. Ask what people make of the data. If there's a majority of Vacationers or Prisoners consider using the retro to discuss this finding.

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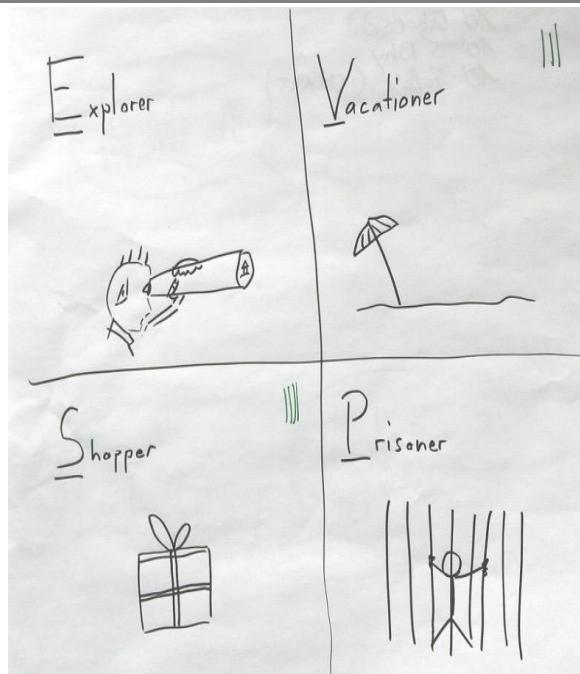


Photo by Reguel Wermelinger 1/2

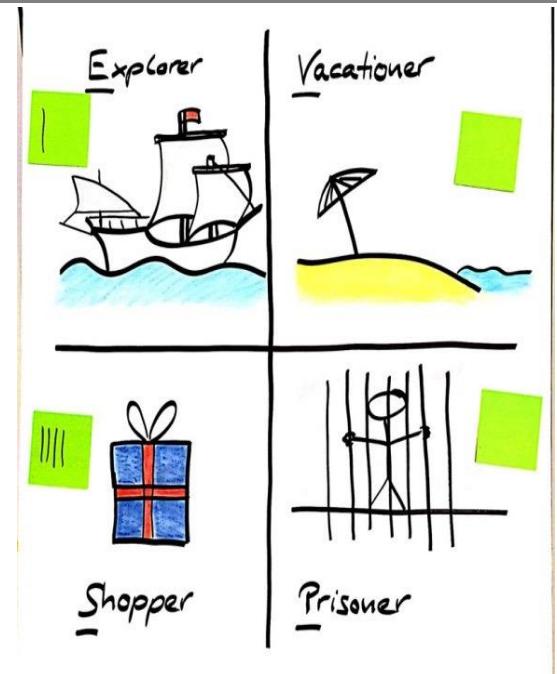


Photo by Manuel Küblböck 2/2

天气预报(#2)

参与者在白板上面描绘自己的“天气(心情)”

准备一个画有以下图形的白板：暴风雨，雨天，多云，晴朗。以这四种图案来表示当前心情的好差，暴风雨表示最差，晴朗表示最好。参与者把便签贴到白板对应的图标上方来表示自己的心情。

Weather Report (#2)

Participants mark their 'weather' (mood) on a flipchart

Source: [Agile Retrospectives](#)

Prepare a flipchart with a drawing of storm, rain, clouds and sunshine. Each participant marks their mood on the sheet.

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Photo by Philipp Flenker 1/3

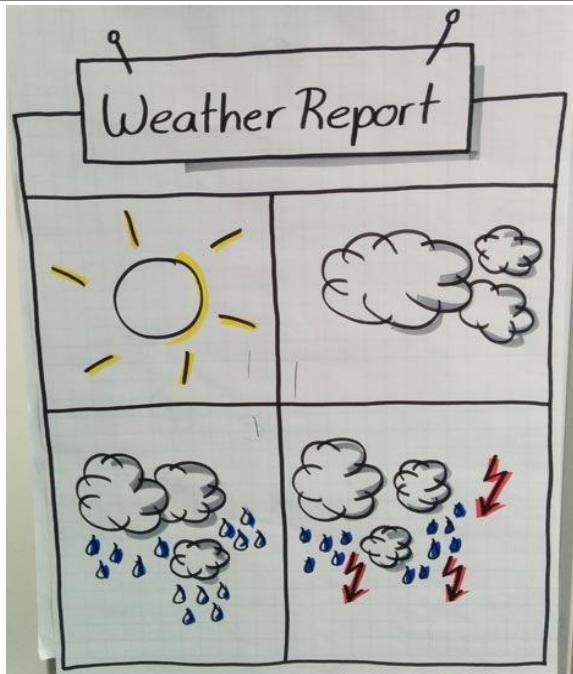


Photo by Stefanie Kreidler 2/3



Photo by Cornelia Jost 3/3

签到-简短的问题(#3)

每个人轮流回答同一个问题

提出一个问题让所有参与人员轮流回答（除非轮到的人说“过”）。一些问题的范例如下：

- 用一个词描述你希望在这次回顾会议上获取什么？

- 消除顾虑，比如写下顾虑来并放到一边，从物理上和心理上都先放一放。
- 在这次回顾会议上，如果你是一辆车，那你会是哪种车呢？
- 你现在的情绪状态是（高兴的，生气的，悲伤的，恐惧的..）

对于每个人的回答，应避免使用类似“很好”这样评价性的描述。可以使用“谢谢”。

Check In - Quick Question (#3)

Ask one question that each participant answers in turn

Source: Agile Retrospectives

In round-robin each participant answers the same question (unless they say 'I pass'). Sample questions:

- In one word - What do you need from this retrospective?
- Address concerns, e.g. by writing it down and setting it - physically and mentally - aside
- In this retrospective - If you were a car, what kind would it be?
- What emotional state are you in (e.g. 'glad', 'mad', 'sad', 'scared'?)

Avoid evaluating comments such as 'Great'. 'Thanks' is okay.

签到-亚马逊评论(#18)

评论亚马逊上的迭代并给出星级评价。

每个人写一个对迭代简短的评论，包含

- 标题
- 内容
- 星级评价（5星是最好的）。

每个人读出自己写的评论，并把星级评价结果记到挂图上。

在整个回顾会议过程中，团队成员可以随时讨论本次迭代里值得被推荐的方面，以及不值得推荐的方面。

Check In - Amazon Review (#18)

Review the iteration on Amazon. Don't forget the star rating!

Source: [Christian Heiß](#)

Each team member writes a short review with:

- Title
- Content
- Star rating (5 stars is the best)

Everyone reads out their review. Record the star ratings on a flip chart.

Can span whole retrospective by also asking what is recommended about the iteration and what not.

[View photo](#)



Photo by Andy Rossau

温度计 (#22)

参与者在活动挂图上标记他们的“温度”（心情）

准备一个活动挂图，画一个温度计，从冷到正常体温到热。每个参与者在温度计上标记他们的心情指数。

Temperature Reading (#22)

Participants mark their 'temperature' (mood) on a flipchart

Source: Unknown

Prepare a flipchart with a drawing of a thermometer from freezing to body temperature to hot. Each participant marks their mood on the sheet.

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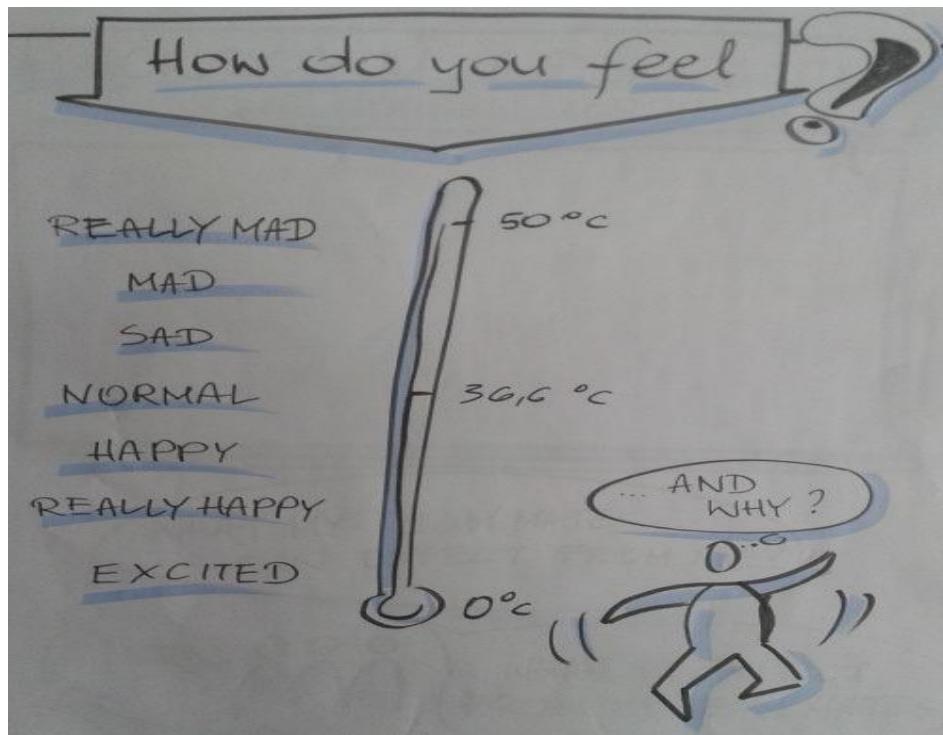


Photo by Weronika Kedzierska

签到—画出迭代(#31)

参与者画出迭代的一些方面

分发便签和马克笔。设定一个主题，如下列之一：

- 迭代期间你感觉如何？
- 最了不起的时刻是什么？
- 最大的问题是什么？
- 你渴望什么？

要求团队成员画出他们的答案，然后把所有的答案贴在白板上。在每个绘画者解释答案之前，让大家猜猜他画的是什么意思。比喻可以开辟新的视角并同时让大家达成共识。

Check In - Draw the Iteration (#31)

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Participants draw some aspect of the iteration

Source: Corinna Baldauf, adapted from Thorsten Kalnin and Olivier Gourment

Distribute index cards and markers. Set a topic, e.g. one of the following:

- How did you feel during the iteration?
- What was the most remarkable moment?
- What was the biggest problem?
- What did you long for?

Ask the team members to draw their answer. Post all drawings on a whiteboard. For each drawing let people guess what it means, before the artist explains it.

Metaphors open new viewpoints and create a shared understanding.

[View photo](#)



Photo by Eric Lannemaj

表情符号项目仪表 (#32)

帮助团队成员更好的表达他们对项目的感受，并尽早定位根源。

准备一个贴满多种表情的白板，比如：

- 震惊/惊讶的
- 紧张/有压力
- 不被授权/受限制的
- 困惑的
- 开心的
- 疯狂的
- 不知所措的

让每个团队成员选择表情来代表他们对项目的感觉，这是一个非常有趣并有效的方式，然后你就可以在随后的阶段里去解决这些问题。

Emoticon Project Gauge (#32)

Help team members express their feelings about a project and address root causes early

Source: Andrew Ciccarelli

Prepare a flipchart with faces expressing various emotions such as:

- shocked / surprised
- nervous / stressed
- unempowered / constrained
- confused
- happy
- mad
- overwhelmed

Let each team member choose how they feel about the project. This is a fun and effective way to surface problems early. You can address them in the subsequent phases.

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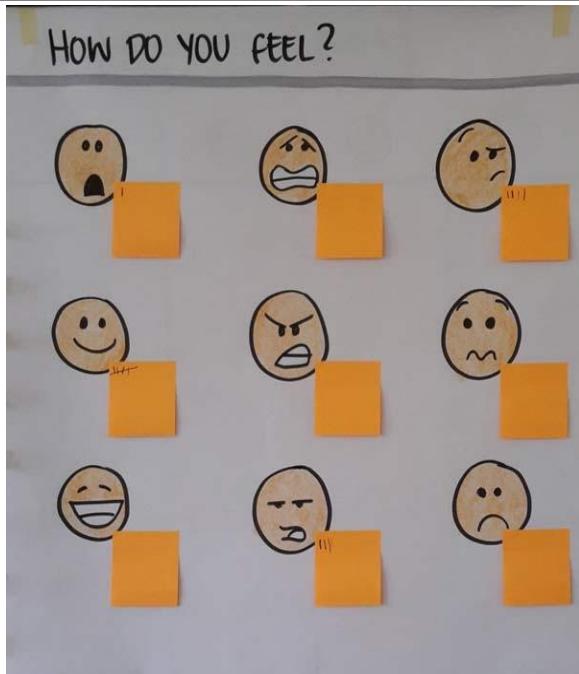


Photo by Simon Sablowski 1/3



Photo by Ruud Rietveld 2/3

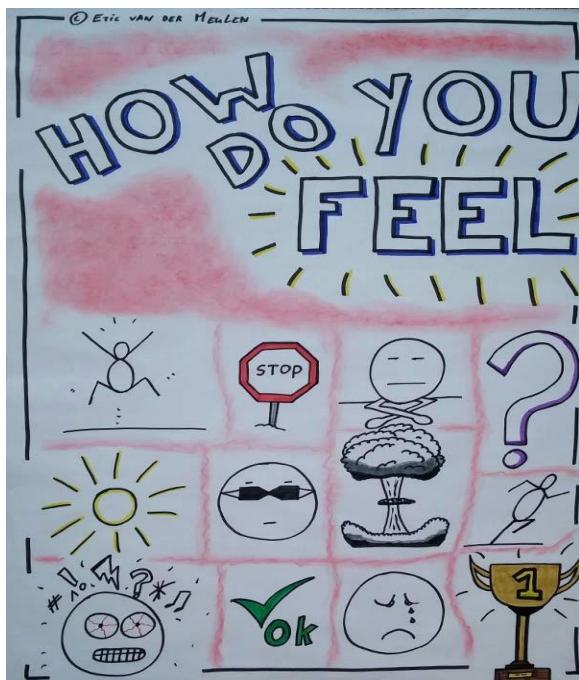


Photo by Eric van der Meulen 3/3

欣赏的目标 (#36)

为会议设定一个积极正向的目标

通过设定积极正向的目标来关注积极的方面而不是关注问题

- 找一些方法去增强我们的工作过程以及团队合作的长处
- 寻找如何拓展我们的最佳技术实践和方法
- 关注融洽的工作关系，并寻找建立更多类似工作关系的方法
- 探索上个迭代带来最多价值的地方，进而下个迭代在这些方面增加更多的价值

Appreciative Goal (#36)

State an affirmative goal for the session

Source: Diana Larsen

Concentrate on positive aspects instead of problems by setting an affirmative goal, e.g.

- Let's find ways to amplify our strengths in process and teamwork
- Let's find out how to extend our best uses of engineering practices and methods
- We'll look at our best working relationships and find ways to build more relationships like that
- We'll discover where we added the most value during our last iteration to increase the value we'll add during the next

明信片(#42)

参与者用能够代表他们想法的明信片来描述上个迭代

准备超过参与人数至少 4 倍的明信片供参与者挑选。将所有明信片分散到会议室里，并且让他们挑选出能够代表他们对上次迭代想法的明信片。挑选完后，用 3 个关键词（例如：迭代）来描述选择的明信片，并写在便签上。最后大家轮流对着明信片和对应的便签来讲述挑选这张明信片的理由。

Postcards (#42)

Participants pick a postcard that represents their thoughts / feelings

Source: Corinna Baldauf

Bring a stack of diverse postcards - at least 4 four times as many as participants. Scatter them around the room and instruct team members to pick the postcard that best represents their view of the last iteration. After choosing they write down three keywords describing the postcard, i.e. iteration, on index cards. In turn everyone hangs up their post- and index cards and describes their choice.

[View photo](#)

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Photo by Corinna Baldauf

物理站位-开场(#43)

参与者通过站位来表示他们对迭代的满意度

用胶带在地面上做一个大比例尺（一条长线）。一端标记为非常棒，另一端标记为非常差。让参与者根据上个迭代的满意度来选择合适的位置站到比例尺上。在大家的心理感受上，物理站位不同于仅仅说些什么，它感觉更真实。你可以重用比例尺如果你选择方法#44 来结束回顾会。

Take a Stand - Opening (#43)

Participants take a stand, indicating their satisfaction with the iteration

Source: [Corinna Baldauf](#), inspired by [Christoph Pater](#)

Create a big scale (i.e. a long line) on the floor with masking tape. Mark one end as 'Great' and the other as 'Bad'. Let participants stand on the scale according to their satisfaction with the last iteration.

Psychologically, taking a stand physically is different from just saying something. It's more 'real'. You can reuse the scale if you close with activity #44.

为什么要回顾(#46)

为什么做回顾？

追本溯源，我们为什么要回顾。让所有人写下自己的答案，让大家一起看看。你会收获意外之喜。

Why Retrospectives? (#46)

Ask 'Why do we do retrospectives?'

Source: [Pete Roessler](#)

Go back to the roots and start into the retrospective by asking 'Why do we do this?' Write down all answers for everyone to see. You might be surprised.

星座 – 开场(#52)

让团队中的每一个参与者，在游戏中通过移动的方式来认可或者否定一件事情

空旷的会议室中间放置（或者画）一个环，所有成员围绕环而站，环的正中心表示赞成，当说出一个想法或者意见时，如果赞成，则往环中心前进一步，如果不赞成，根据不赞成的程度，远离环中心倒退几步。

可以朗读的想法或者意见是：

- 我对我们的代码质量很满意
- 我认为我们的 CI 流程已经很成熟了
- 我感觉今天我可以公开直率的交谈
- 我对上个迭代很满意

观看星座的形成过程，问大家哪几个星座让大家感到惊讶。（译注：如果想每一个陈述彼此不受影响，每完成每一个想法或者意见的移动后，可以回到原位重新开始。）

这个活动也可以用于收场(#53)

Constellation - Opening (#52)

Let the participants affirm or reject statements by moving around

Source: [Lyssa Adkins](#) via [Luis Goncalves](#)

Place a circle or sphere in the middle of a free space. Let the team gather around it. Explain that the circle is the center of approval: If they agree to a statement they should move towards it, if they don't, they should move as far outwards as their degree of disagreement. Now read out statements, e.g.

- I feel I can talk openly in this retrospective
- I am satisfied with the last iteration
- I am happy with the quality of our code
- I think our continuous integration process is mature

Watch the constellations unfold. Afterwards ask which constellations were surprising.
This can also be a closing activity (#53).

幸福柱状图(#59)

创建一幅幸福柱状图来引导大家的讨论

准备一张活动挂图，水平画一条幸福指数线，从一到五标上刻度（1:不开心，5：开心）：

- 每位团队成员根据自己的幸福感，准备一张贴纸，写上自己的意见，贴在响应的刻度上
- 如果意见中有值得讨论的点，可以随即讨论或者放到后面讨论
- 如果后面的人有同样的分数，就把贴纸置于前面一位的上面，形成柱状的效果

Happiness Histogram (#59)

Create a happiness histogram to get people talking

Source: [Mike Lowery](#) via [Niko Felger](#)

Prepare a flip chart with a horizontal scale from 1 (Unhappy) to 5 (Happy).

- One team member after the other places their sticky note according to their happiness and comment on their placement
- If anything noteworthy comes from the reason, let the team choose to either discuss it there and then or postpone it for later in the retrospective

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If someone else has the same score, they place their sticky above the placed one, effectively forming a histogram

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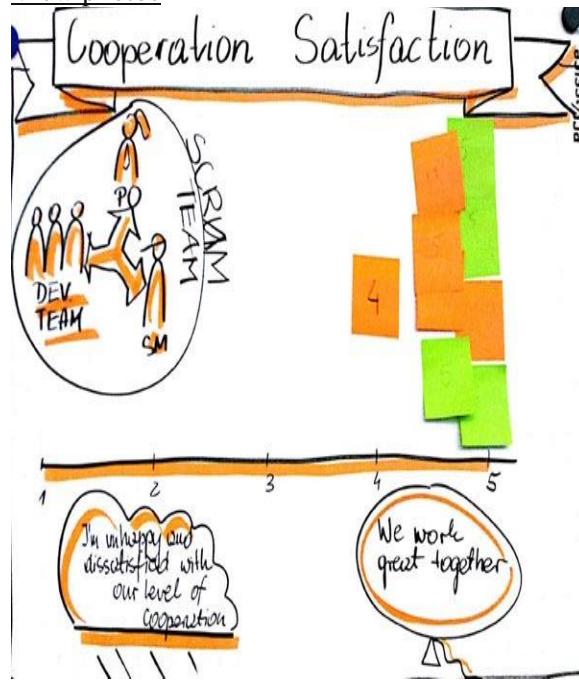


Photo by Weronika Kedzierska 1/3

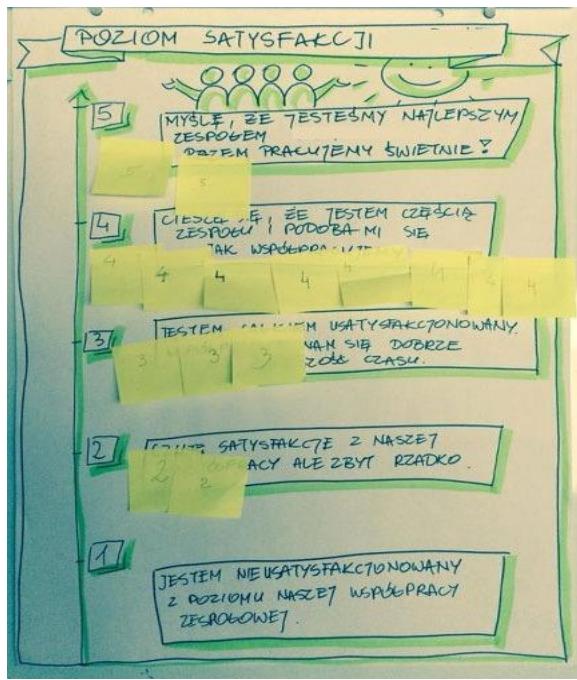


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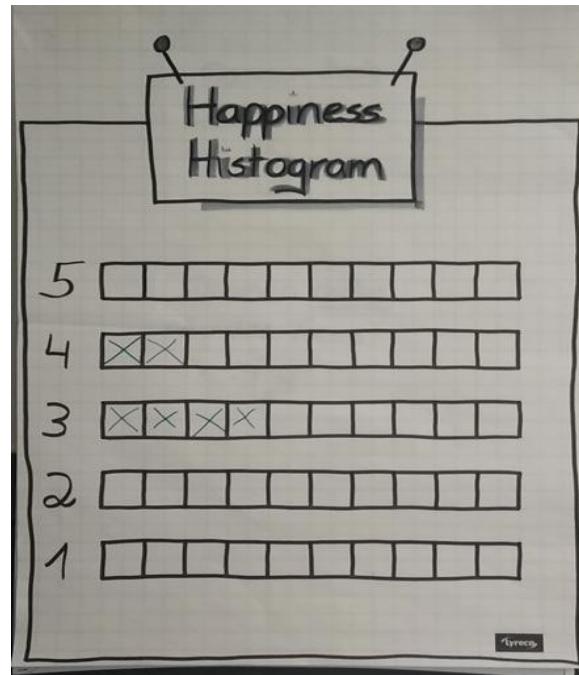


Photo by Stefanie Kreidler 3/3

一举多得 - 开场 (#70)

一次性检查迭代结果, 沟通, 和心情的满意度

准备带有坐标平面的活动挂图。Y 轴是"迭代结果满意度"，X 轴是'我们合作的次数"。让每个参与者在他们认为的满意度和合作次数的交点处做标记 - 使用表情符号来做标记用以表示心情(不只是画个点)。讨论令人惊讶的不同和极端的情绪(X 轴可以是其他话题, 例如结对编程的次数)。

3 for 1 - Opening (#70)

Check satisfaction with iteration results, communication & mood all at once

Source: Judith Andresen

Prepare a flip chart with a co-ordinate plane on it. The Y-axis is 'Satisfaction with iteration result'. The X-axis is 'Number of times we coordinated'. Ask each participant to mark where their satisfaction and perceived touch points intersect - with an emoticon showing their mood (not just a dot). Discuss surprising variances and extreme moods.

(Vary the X-axis to reflect current team topics, e.g. 'Number of times we pair programmed'.)

[View photo](#)

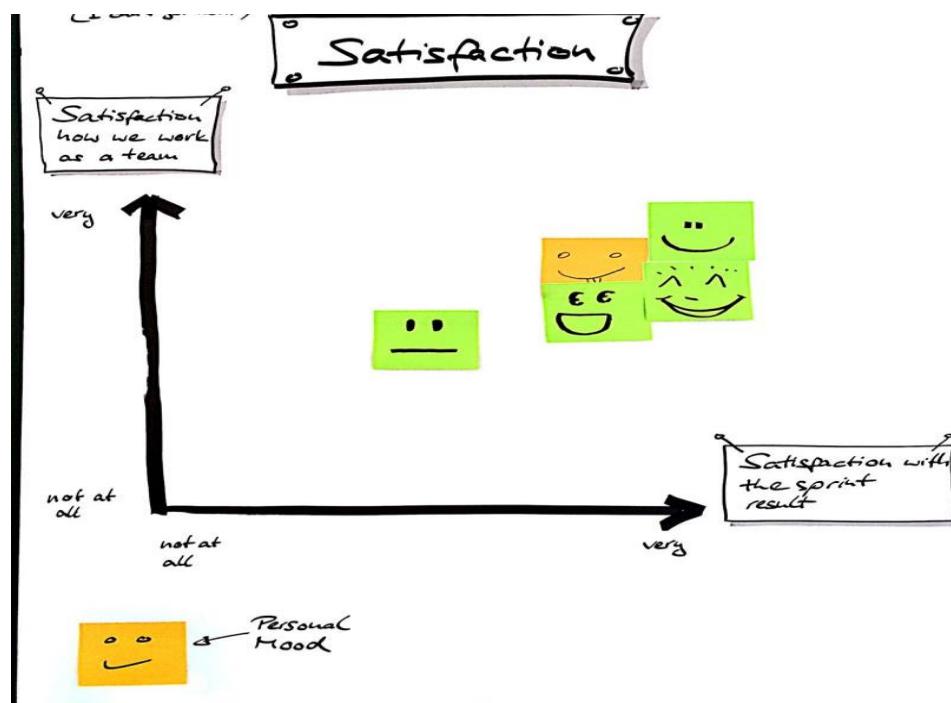


Photo by Manuel Küblböck

轮流赞赏(#76)

参与者表达他们对彼此的赞赏

开始一轮赞赏，面对你的邻居，然后说“我最欣赏你的是……”。然后你的邻居说她钦佩她的邻居，直到最后一个参与者赞赏你。感觉很棒，不是吗？

Round of Admiration (#76)

Participants express what they admire about one anotherSource: Judith Andresen

Start a round of admiration by facing your neighbour and stating 'What I admire most about you is ...' Then your neighbour says what she admires about her neighbour and so on until the last participants admires you. Feels great, doesn't it?

期望的成果(#81)

每个人说出各自对于回顾会的期望产出。

团队中的每个人声明他们对回顾会的目标，就像开会总要有个会议结果一样。例如，大家可能会认为：

- 每次有一个很好棒的行动事项便很高兴
- 我想讨论一下单元测试上的争议，并希望今后达成一致的看法
- 如果回顾会上能产生一个整理糟糕模块的计划，回顾会就是成功的

你可以通过使用活动#14 来收尾来验证是否达到了目标。

这个活动的灵感来自‘见面-核心协议’，其也被称为‘一致性检查’：无论何时有人认为回顾会不是大家想要的会议时，他们可以请求做一致性检查。每个人从 0 到 10 说一个数字来表示他接近期望的程度。给出最小数字的人来负责让大家更接近期望。

Outcome Expectations (#81)

Everyone states what they want out of the retrospective

Source: Inspired by Jim & Michele McCarthy

Everyone in the team states their goal for the retrospective, i.e. what they want out of the meeting.
Examples of what participants might say:

- I'm happy if we get 1 good action item
- I want to talk about our argument about unit tests and agree on how we'll do it in the future
- I'll consider this retro a success, if we come up with a plan to tidy up \$obscureModule

[You can check if these goals were met if you close with activity #14.]

[The Meet - Core Protocol, which inspired this activity, also describes 'Alignment Checks': Whenever someone thinks the retrospective is not meeting people's needs they can ask for an Alignment Check. Then everyone says a number from 0 to 10 which reflects how much they are getting what they want. The person with the lowest number takes over to get nearer to what they want.]

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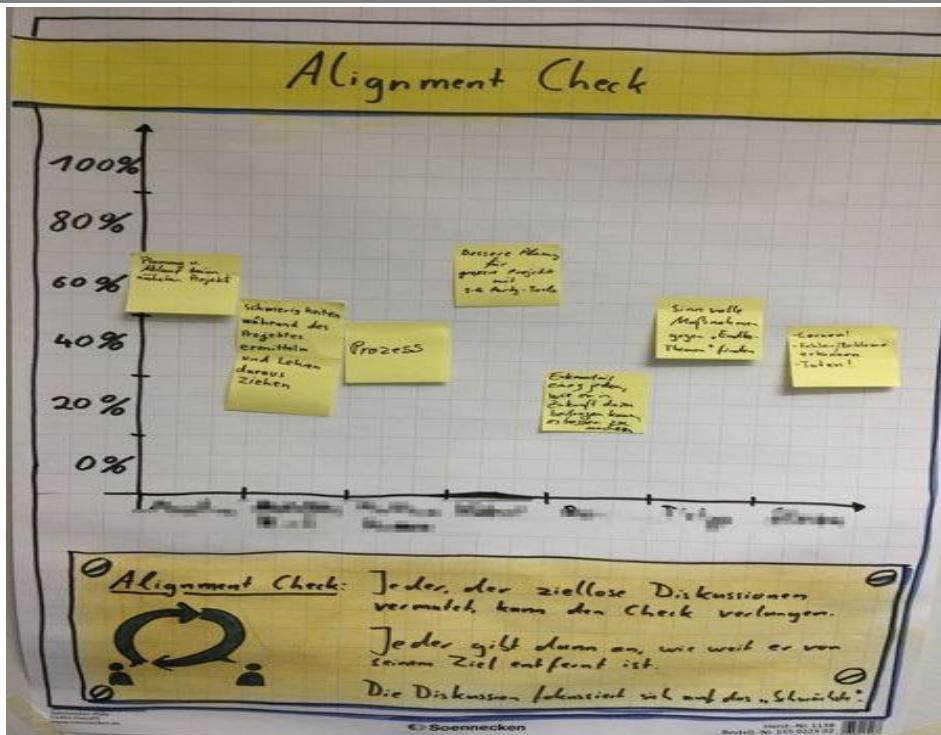


Photo by Philipp Flenker

三个词(#82)

每个人用三个词总结上个迭代

让每个人只用三个词来形容上个迭代。给大家几分钟时间去思考，然后每个人说出自己的三个词。这样可以帮助大家回想上个迭代的事情，并让大家有一些背景及方向来开始回顾会议。

Three Words (#82)

Everybody sums up the last iteration in 3 words

Source: Yurii Liholat

Ask everyone to describe the last iteration with just 3 words. Give them a minute to come up with something, then go around the team. This helps people recall the last iteration so that they have some ground to start from.

上次回顾的行动事项表格(#84)

评估上次回顾会的行动计划

创建一个表格，第一列是行动事项，第二列是‘更多’(more of)，第三列是‘坚持’(keep doing)，第四列是‘减少’(less of)，最后是‘停止’(stop doing)。每位参与者在每一行贴上贴纸，表明想要怎样处理这个行动事项。之后就每个行动事项做简短的讨论。比如：

- 为什么我们要停止它？
- 为什么值得进一步去做？
- 达到我们的期望了吗？
- 为什么意见这么不统一？

Last Retro's Actions Table (#84)

Assess how to continue with last retro's actions

Source: Sven Winkler

Create a table with 5 columns. The first column lists last retro's action items. The other columns are headed 'More of', 'Keep doing', 'Less of' and 'Stop doing'. Participants place 1 sticky note per row into the column that states how they want to proceed with that action. Afterwards facilitate a short discussion for each action, e.g. asking:

- Why should we stop doing this?
- Why is it worth to go further?
- Are our expectations satisfied?
- Why do opinions vary that much?

来自迭代的问候(#85)

每个团队成员写一张关于上个迭代的明信片

提醒团队成员明信片满足以下条件：

- 正面要有图
- 在背面的左半部分写上文字，
- 右半部分写上地址，画上邮票。

分发空白明信片，告诉团队他们有 10 分钟的时间给一个整个团队都认识的人写明信片（比如前同事）。时间到了以后，收集卡片并打乱顺序，然后重新分配。团队成员轮流大声朗读分到的明信片。

Greetings from the Iteration (#85)

Each team member writes a postcard about last iteration

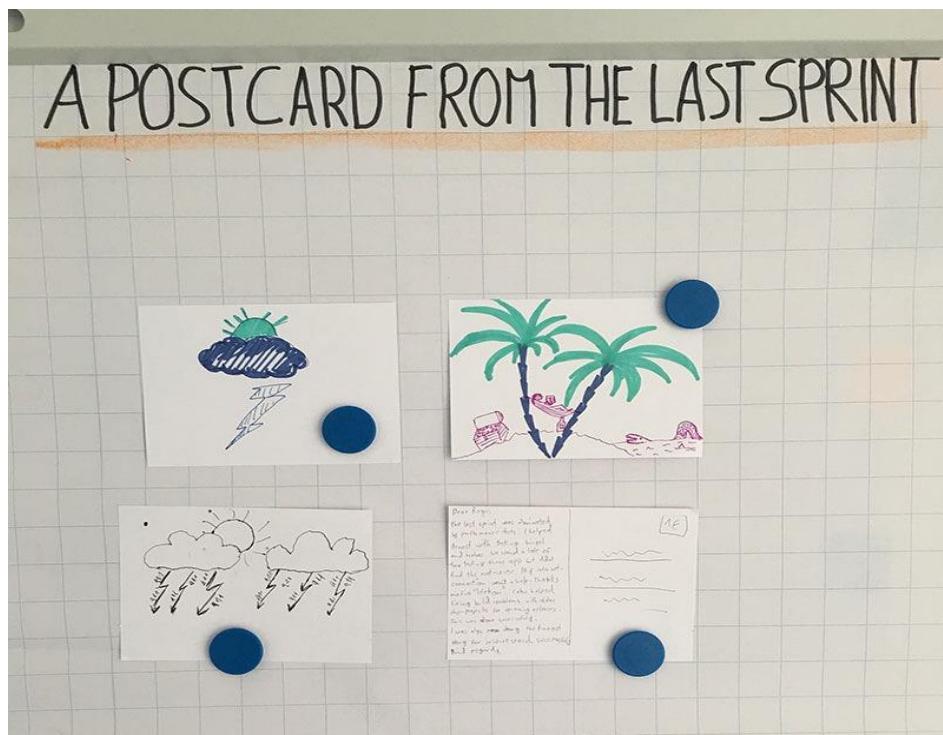
Source: [Filipe Albero Pomar](#)

Remind the team what a postcard looks like:

- An image on the front,
- a message on one half of the back,
- the address and stamp on the other half.

Distribute blank index cards and tell the team they have 10 minutes to write a postcard to a person the whole team knows (i.e. an ex-colleague). When the time is up, collect and shuffle the cards before re-distributing them. Team members take turns to read out loud the postcards they got.

[View photo](#)



敏捷价值欢呼 (#90)

互相提醒大家工作中体现出的敏捷价值

绘制 4 个大区域，并将每个敏捷核心价值写入其中：

- 个体与交互
- 可工作软件
- 客户协作
- 响应变化

让参与者写下同事的工作中体现了其中一个敏捷价值的实例 - 每个便签写一个例子。让每个人轮流在相应的区域中张贴他们的便签，并大声读出来。大家会因为工作中体现敏捷核心价值而欣喜。

Agile Values Cheer Up (#90)

Remind each other of agile values you displayed

Source: [Jesus Mendez](#)

Draw 4 large bubbles and write one of the agile core values into each:

1. Individuals and their interactions
2. Delivering working software
3. Customer collaboration
4. Responding to change

Ask participants to write down instances when their colleagues have displayed one of the values - 1 cheerful sticky note per example. In turn, let everyone post their note in the corresponding bubble and read them out loud. Rejoice in how you embody agile core values :)

[View photos](#)

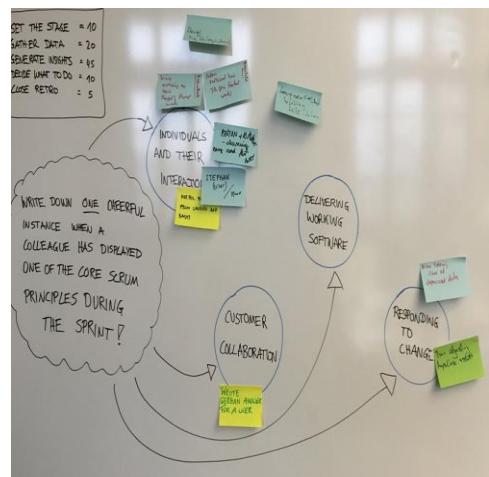


Photo by Daryl Praeker 1/2



Photo by Andy Rossau 2/2

谁说的(#106)

归纳反映团队成员和情况的用语

在回顾会议之前，花点时间去浏览电子邮件，聊天记录，ticket 讨论等等。收集上一个迭代大家用过的语句：有趣的话，或者没有上下文但怪怪的语句。记下这些语句，并同时记下出自谁。在回顾会议开始的时候，读出这些语句，让团队猜一猜都是谁说的 - 说过的人可能自己都不知道以前说过！通常团队不仅仅知道是谁说的，而且还会谈论当时发生了什么。

Who said it? (#106)

Attribute quotes to team members and situations

Source: Beccy Stafford

Before the retro, spend some time looking through email threads, chat logs, ticket discussions, and the like. Collect quotes from the last iteration: Funny quotes, or quotes which without context sound a little odd. Write them down with the name of the person who said them.

Read out the quotes at the beginning of the retro, and ask the team to guess who said it - the source may not self-identify! Often the team will not only know who said it, but also talk about what was going on at the time.

不可能的超级英雄(#107)

想象自己是超级英雄！你的超能力是什么？

每个参与者都会根据他们在团队/项目中自己的定位创建一个自己的超级英雄的版本-包括合适的超级能力、弱点和可能的死敌。

Unlikely Superheros (#107)

Imagine yourself as a superhero! What is your superpower?

Source: Pietari Kettunen

Each participant creates a superhero version of themselves based on how they see themselves in the team / project - Complete with appropriate superpowers, weaknesses and possibly an arch-nemesis.

[View photo](#)

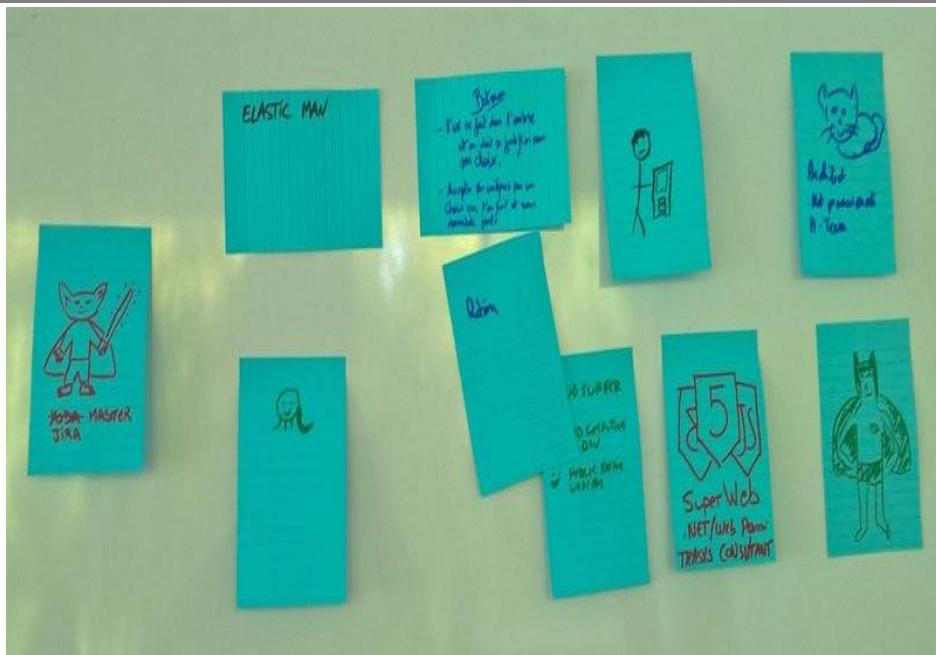


Photo by Adrien Clerbois

了解你的邻居 - 开场(#108)

你右边的团队成员对迭代的感觉如何？

要求每个团队成员尝试简要描述在迭代过程中他们右边的成员感觉如何。他们的右边成员确认或纠正他们的猜测。一旦所有参与者说完他们认为同组的成员感觉如何，你就会知道他们是如何相互关联，沟通如何在团队中流动，以及大家是否意识到了他人以某种方式表达的感觉。考虑使用#109 来收场。

Know your neighbour - Opening (#108)

How did your right neighbour feel during the iteration

Source: [Fabián Lewkowicz](#)

Ask each team member to try to briefly describe how their neighbour to the right felt during the iteration. Their neighbour confirms or corrects their guess.

Once all participants said what they think about how their teammates felt, you get an idea of how connected they are, how the communication is flowing in your team and if people are aware of the feelings expressed, in some way, by others.

Consider closing with activity #109.

画一张脸表示心情 (#114)

参与者根据自己的感觉在橘子上画一张脸

每个参与者会被分到一个橘子、一支笔和一个便签，便签上写着“现在感觉如何？在橘子上画一张脸来表达心情。”都画完以后，参与者一起来比较下他们的作品，看一看别人最近心情怎么样。这样用一种轻松的方式为回顾会议准备开场。

Give me a face (#114)

Participants show how they feel by drawing a face on a tangerine

Source: [Afagh Zadeh](#)

Each team member gets a sharpie and a tangerine with a sticky note asking: 'How do you feel? Please give me a face'. After all are done drawing you go around and compare the works of art and emotions. It's a light-hearted way to set the stage.

[View photos](#)



Photo by Afagh Zadeh 1/3



Photo by Afagh Zadeh 2/3



Photo by Scott Kavanagh 3/3

正能量 (#122)

通过特定的问题来激发每个人的正能量。

定制一个问题来发掘同事的一些积极的，真实的经验。例如

- 上一次迭代中，你认为自己做的很好的一些事情？
- 让你真正感觉到快乐的事情是什么？
- 昨天你遇到的最开心的事情是什么？

每个人轮流提问和回答同样的问题，直到所有人都有一次提问以及被提问。这将激励每一个人，并可以带来更好的结果。

Positive and True (#122)

Boost everyones energy with tailored questions

Source: Veronika Kotrba and Ralph Miarka, adapted from Nancy Kline

Ask your neighbor a question that is tailored to get a response that is positive, true and about their own experiences, e.g.

- What have you done really well in the last iteration?
- What is something that makes you really happy?
- What were you most happy about yesterday?

Then your neighbor asks their neighbor on the other side the same question and so on until everyone has answered and asked.

This will give everyone a boost and lead to better results.

线理论 (#129)

浮现出团队成员之间共同的特性和兴趣

对于那些六到十五人左右的新团队来说，这是一个非常适用的活动。通过共享共同的特性和兴趣，而不是仅仅彼此了解工作相关的事情，能够使成员之间建立更加紧密的关系，从而加快团队建设。

让所有人面向圆心围成一个圈。人与人之间保持约一脚的距离。取决于你想通过这个活动来强调什么，你可以要求平常不在一个地点办公的同事距离五步左右。

将一个毛线球随机交给一个成员，然后让他用非惯用手拿住一个线头，用惯用手拿着毛线球。接下来，拿着线球的人开始这个游戏，描述一些自己非工作相关的事情，比如：我有一个女儿，或者，我会弹吉他。此时，假如有其他成员也符合当前描述的情况的话，举手并示意“我也是一样”。接下来，把线球传递给刚才举手的人（如果有多人举手，可以选择其中一人。反之，假如没人响应，必须重新描述一个自身的情况，直到有人举手）。

拿到球的人，用之前的方法拿住球，并拉紧线。这就是共享特性网络里的第一个链接。现在，这个新的线球持有人按照之前方法进行同样的描述和线球传递过程。

结束条件是时间结束，或者每个人至少有两个连接，或者线用完。

关系网建立完成后，可以询问以下这些问题：

- 你注意到什么？
- 如果你有不在同一个办公地点的同事：如果他们站得比较远，感受是什么？
- 如果和你有连接的同事和你站的比较近，感受是什么？反之感受又是什么？
- 当你有很多连接(连接很少或者没有)，你是什么感受？
- 这个连接网看起来像什么？
- 没有这样的联系你觉得能成为一个团队么？
- 当有人放开他手上的线，你觉得会发生什么？会对整个团队带来什么影响？
- 你接下来的工作会有什么调整吗？

这个活动仅仅是一个更长活动的第一部分。

String Theory (#129)

Surface shared traits and mutual interests among team members

Source: Eben Halford

This is an excellent activity for newly formed teams of 6 to 15 members. It speeds up team building by sharing traits and interests so that team members can build closer bonds than possible with just work-related stuff.

Have the team form a circle with everyone looking inwards. Leave about a foot of space between people. Depending on what you want to stress with this activity, you can ask colleagues that usually work remotely to stand about 5 feet away from the circle.

Hand a ball of yarn to a random player and tell them to hold on tight to the end of the yarn with their non-dominant hand and the ball in the dominant one. The yarn holder starts the game by saying something about themselves that is not work-related such as 'I have a daughter' or 'I play the guitar'. If this statement is true for any other team member they raise their hand and say 'Yes, that's me'. The yarn holder passes the ball to the person who raised their hand. If there's more than one, the yarn holder can choose one. If no one shares the statement the yarn holder has to make another statement.

The person who received the ball of yarn holds on to the thread and tautens it. This is the first connection in a network of shared traits. The new yarn holder now makes a statement about themselves, passes the ball while holding on to their part of the yarn and so on.

The game ends when time is up OR everybody has at least two connections OR the yarn runs out.

You can debrief with some of these questions:

- What did you notice?
- If you've got remote people: How does it feel to stand apart? How does it feel to have someone stand apart?
- How do you feel about few (or no) connections?
- What is it like to see this web of connections?
- Can you be a team without this web?
- What would happen if someone let go of their threads? How would it affect the team?
- Is there anything you will do differently at work now?

This activity is only the first part of a longer game.

收集数据 Gather Data

时间轴 (# 4)

参与者写下重要事件并按时间排序

将团队分组，每组最多 5 人。分发卡片和记号笔。给参与者十分钟，把一些难忘的或者对于个人而言比较重要的事件写下来。这样做是为了从多个角度收集问题，如果大家都一样的话就没有意义了。所有参与者都要把卡片贴上去并且排序。可以随时添加卡片。在分析的时候可以采用颜色编码来区分不同的类别，这样有助于发现模式，例如：

- 情绪
- 事件（技术、组织、人、...）
- 职能（测试、开发、经理、...）

Timeline (#4)

Participants write down significant events and order them chronologically

Source: [Agile Retrospectives](#)

Divide into groups with 5 or less people each. Distribute cards and markers. Give participants 10min to note down memorable and / or personally significant events. It's about gathering many perspectives. Consensus would be detrimental. All participants post their cards and order them. It's okay to add cards on the fly. Analyze.

Color Coding can help to see patterns, e.g.:

- Emotions
- Events (technical, organization, people, ...)
- Function (tester, developer, manager, ...)

[View photos](#)



Photo by Martín Salías 1/2



Photo by Virginia Brassesco 2/3

分析故事(#5)

分析团队做过的每一个用户故事，寻找改进的方法

准备：收集迭代中的所有用户故事，并把这些用户故事带到回顾会上。在一个小组内(最多十人)，阅读每一个用户故事并讨论该其是否顺利完成。如果是，那就总结一下是什么使得它顺利完成。如果没有，那么讨论下接下来如何去改进。

变型：您可以使用此方法用于运维支持的请求，程序漏洞或任何组合团队完成的需要合作的工作。

Analyze Stories (#5)

Walk through each story handled by the team and look for possible improvements

Source: [Corinna Baldauf](#)

Preparation: Collect all stories handled during the iteration and bring them along to the retrospective. In a group (10 people max.) read out each story. For each one discuss whether it went well or not. If it went well, capture why. If not discuss what you could do differently in the future.

Variants: You can use this for support tickets, bugs or any combination of work done by the team.

改进建议对对碰(#6)

参与者用质量卡片去匹配他们自己的开始-停止-继续的建议

游戏准备：大约 20 张质量卡片，上面写着一些不同的形容词，比如有趣，准时，清晰，有意义，太赞了，危险，令人讨厌等。

每个参与人员至少准备 9 张空白卡片作为手牌。3 张一组，分别写上要开始做的，继续做的，停止做的事情。

参赛人员围在一起，质量卡片正面朝下堆在中央区域。任意选出一个裁判，随机抽取一张质量卡片翻面，裁判说开始之后其他参与人员尽快从各自的手牌中正面朝下打出一张到中央区域。最慢打出卡牌的选手失去这轮资格，需将卡牌拿回手中。

裁判将所有打出的手牌不翻面洗牌，然后随机依次抽取这些手牌并翻面。根据手牌内容和场上质量卡片内容的匹配度，或者任何裁判的标准，裁判将会选出一张获胜卡牌。获胜卡牌的主人可以拿走本轮的质量卡片作为积分，本轮打出的手牌放入废牌区不可收回。

下一轮游戏裁判由本轮裁判左边的选手担任。所有手牌打光后游戏结束（6-9 轮），获得质量卡牌最多的选手获得最终胜利。最后大家讲讲在游戏过程中有何收获。

（游戏改编自桌游《苹果派对》）

Like to like (#6)

Participants match quality cards to their own Start-Stop-Continue-proposals

Source: [Agile Retrospectives](#)

Preparation: ca. 20 quality cards, i.e. colored index cards with unique words such as *fun, on time, clear, meaningful, awesome, dangerous, nasty*

Each team member has to write at least 9 index cards: 3 each with things to start doing, keep doing and stop doing. Choose one person to be the first judge. The judge turns the first quality card. From their own cards each member chooses the best match for this word and places it face down on the table. The last one to choose has to take their card back on their hand. The judge shuffles all submitted cards, turns them one by one and rules the best fit = winning card. All submitted cards are discarded. The submitter of the winning card receives the quality card. The person left of the judge becomes the new judge.

Stop when everyone runs out of cards (6-9 rounds). Whoever has the most quality cards wins. Debrief by asking for takeaways.

(Game is based on 'Apples to Apples')

生气 难过 高兴(#7)

记录团队成员感到生气、难过和高兴的时刻和事件，并深入找到原因

准备三张白纸，抬头分别标记为“生气”，“难过”，“高兴”，也可以用表情符号代替。团队成员分别在不同颜色的便签上，写下自己在迭代里，感到生气、难过和高兴的时刻和事件，一件事情一张便签。当团队成员写完后（设定时间限制），并将其贴到对应的白纸上。然后对每张白纸上的便利贴分类，并给出类名。然后问大家，

- 什么事件比较突出？哪里不符合期望？
- 这个任务的难点是？有意思的地方？
- 你看到了哪些模式？作为一个团队，这些模式对你来说意味着什么？
- 对接下来如何改善有没有什么意见和建议？

Mad Sad Glad (#7)

Collect events when team members felt mad, sad, or glad and find the sources

Source: [Agile Retrospectives](#)

Put up three posters labeled 'mad', 'sad', and 'glad' (or '>:), :(, :) alternatively). Team members write down one event per color coded card, when they've felt that way. When the time is up have everyone post their cards to the appropriate posters. Cluster the cards on each poster. Ask the group for cluster names.
Debrief by asking:

- What's standing out? What's unexpected?
- What was difficult about this task? What was fun?
- What patterns do you see? What do they mean for you as a team?
- Suggestions on how to continue?

[View photos](#)



Photo by Andy Rossau 1/2

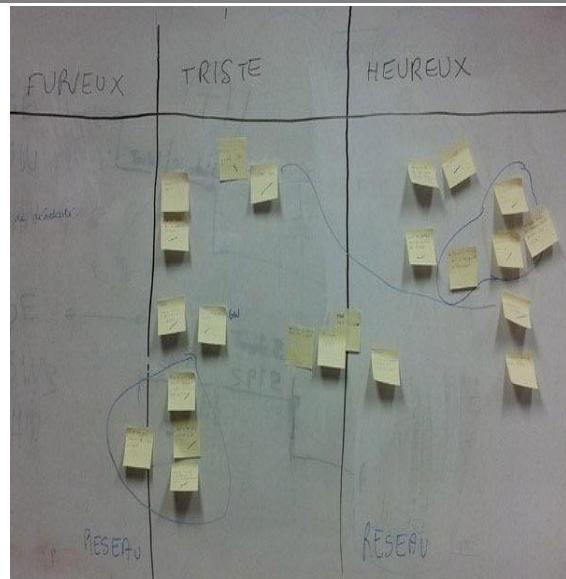


Photo by Chloe Gachet 2/2

快艇/帆船 (#19)

分析什么力量推动你向前以及什么力量阻碍你前进

在挂纸白板上画一艘快艇。 给它画上一个强大的发动机和一个沉重的锚。 团队成员在便签上默默地写下推动团队前进的动力和阻碍团队前行的问题。 每张便签写一个想法，写好后贴到对应的发动机或者锚的位置。 团队成员朗读自己写的每一个点，讨论你将会如何增强（前进的）“发动机” 和移除（阻碍的）“锚点”。

变型：有些人会在图像的后边添加一个冰山。 冰山代表着他们已经看到潜在的障碍。

Speedboat / Sailboat (#19)

Analyze what forces push you forward and what pulls you back

Source: Luke Hohmann, found at Mike Griffiths

Draw a speedboat onto a flip chart paper. Give it a strong motor as well as a heavy anchor. Team members silently write on sticky notes what propelled the team forward and what kept it in place. One idea per note. Post the stickies motor and anchor respectively. Read out each one and discuss how you can increase 'motors' and cut 'anchors'.

Variation: Some people add an iceberg in the back of the image. The iceberg represents obstacles they already see coming.

[View photos](#)

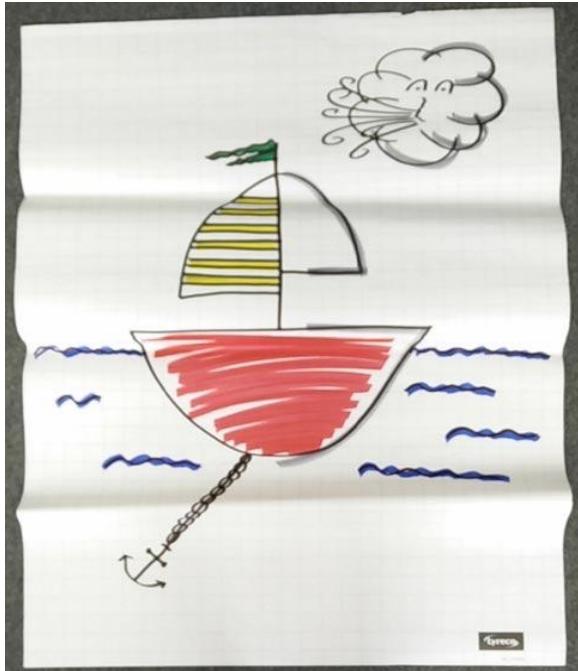


Photo by Stefanie Kreidler 1/3

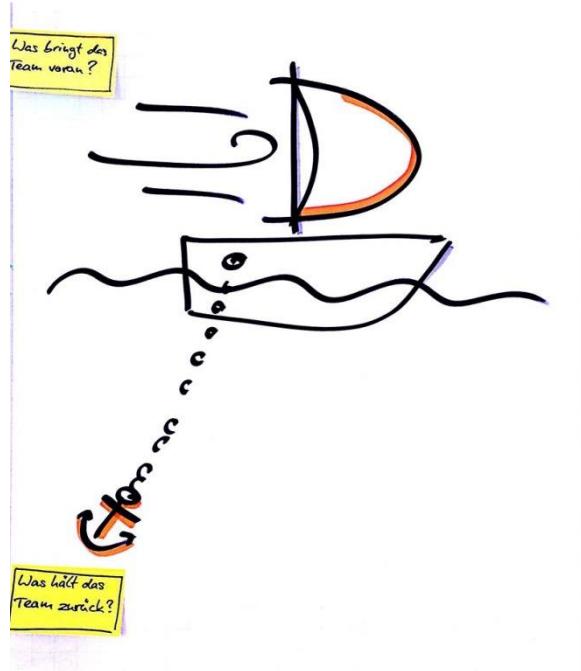


Photo by Manuel Küblböck 2/3



Photo by David Johnson 3/3

自豪&遗憾(#33)

团队成员对什么感到自豪或者遗憾?

准备两张海报，分别命名为“自豪”和“遗憾”。团队成员在每个便签上写一个实例。在设定的时间结束
后，让大家宣读他们的便签内容，并贴到相应的海报上。

进行一个简短的讨论，例如问下面的问题：

- 有没有让你感到惊讶的事情？
- 你发现了什么模式？作为一个团队，这些模式对你意味着什么？

Proud & Sorry (#33)

What are team members proud or sorry about?

Source: [Agile Retrospectives](#)

Put up two posters labeled 'proud' and 'sorry'. Team members write down one instance per sticky note.
When the time is up have everyone read out their note and post it to the appropriate poster.
Start a short conversation e.g. by asking:

- Did anything surprise you?
- What patterns do you see? What do they mean for you as a team?

[View photo](#)

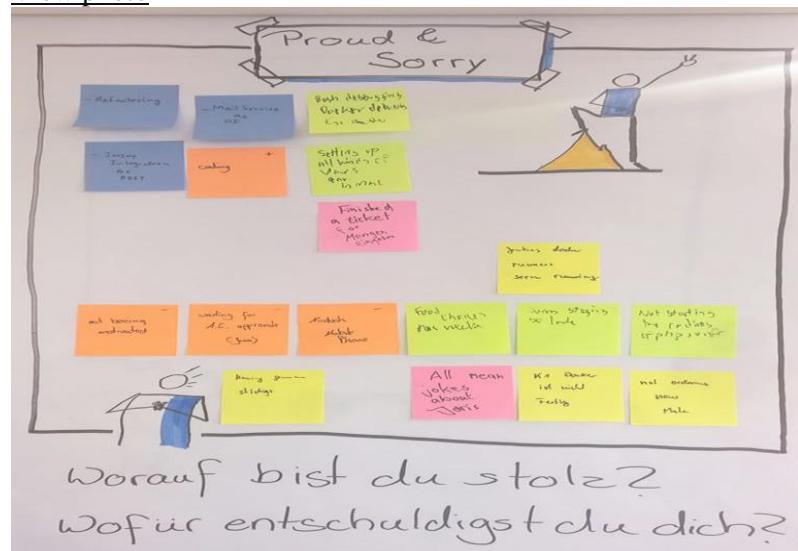


Photo by Andy Rosslau

敏捷自我评估(#35)

对照清单来查看自己做的如何

打印一个吸引你的清单，例如：

- **Henrik Kniberg** (《精益开发实战：用看板管理大型项目》的作者)的优秀 [Scrum 检查清单](#)
- [敏捷工程实践的自我评估](#)

- 诺基亚测试

逐项来看清单的内容，讨论现在做的如何，以及是否在正确的方向上。在一个没有重要事件的迭代之后，进行这个活动非常适合。

Agile Self-Assessment (#35)

Assess where you are standing with a checklist

Source: Corinna Baldauf

Print out a checklist that appeals to you, e.g.:

- Henrik Kniberg's excellent Scrum Checklist
- Self-assessment of agile engineering practices
- Nokia Test

Go through them in the team and discuss where you stand and if you're on the right track.
This is a good activity after an iteration without major events.

[View photo](#)



Photo by Philipp Flenker

清空邮箱(#47)

看看在迭代期间收集的建议

在迭代开始时设置一个“回顾邮箱”。每当发生重大事情发生或有人有改进的想法时，团队会将其写下来并“发布”，(或者把一块可视化区域作为“邮箱”，这样可以促进迭代中的讨论。)

查看这些建议并进行讨论。

这个邮箱的设置对于有较长迭代和健忘的团队非常有用。

Empty the Mailbox (#47)

Look at notes collected during the iteration

Source: [Nick Oostvogels](#)

Set up a 'retrospective mailbox' at the beginning of the iteration. Whenever something significant happens or someone has an idea for improvement, they write it down and 'post' it. (Alternatively the 'mailbox' can be a visible place. This can spark discussion during the iteration.)

Go through the notes and discuss them.

A mailbox is great for long iterations and forgetful teams.

[View photos](#)

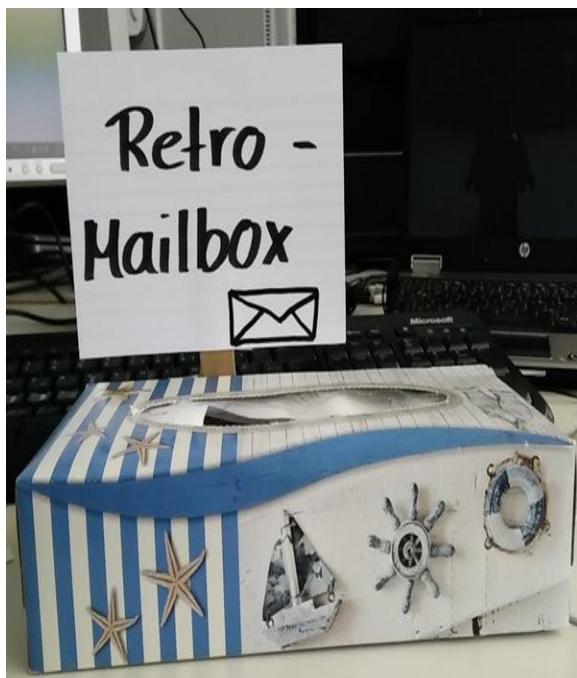


Photo by Stefanie Kreidler 1/2

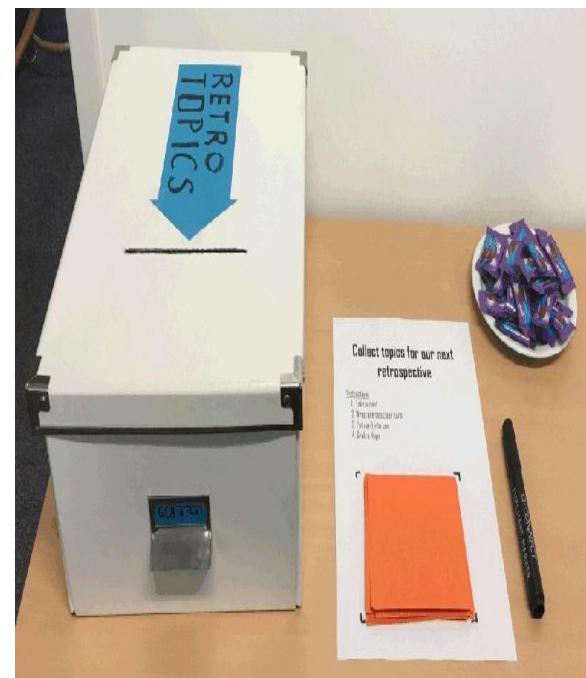


Photo by Bernhard Kreuz 2/2

精益咖啡(#51)

使用精益咖啡的方式对重要话题进行专注的讨论

告诉大家这个活动计划使用的时间，然后解释一下精益咖啡的规则。

- 每个人写下想讨论的话题，一个话题一张便签。
- 然后贴到白板或者挂图上，每张便签的作者用一两句话来描述该话题。把相同的话题归为一组。
- 每个人用画点投票的方式投出最想讨论的两个话题
- 按照票数对话题进行排序

- 从最感兴趣的话题开始
- 设定讨论时间为 5 分钟，当定时器响的时候，每个人向上或向下伸出大拇指。如果大多数人是向上，则再讨论 5 分钟，否则开始下个话题。

当计划使用的时间用完时结束活动。

Lean Coffee (#51)

Use the Lean Coffee format for a focused discussion of the top topics

Source: [Original description](#) and [in action](#)

Say how much time you set aside for this phase, then explain the rules of Lean Coffee for retrospectives:

- Everyone writes down topics they'd like to discuss - 1 topic per sticky
- Put the stickies up on a whiteboard or flipchart. The person who wrote it describes the topic in 1 or 2 sentences. Group stickies that are about the same topic
- Everyone dot-votes for the 2 topics they want to discuss
- Order the stickies according to votes
- Start with the topic of highest interest
- Set a timer for 5 minutes. When the timer beeps, everyone gives a quick thumbs up or down. Majority of thumbs up: The topic gets another 5 minutes. Majority of thumbs down: Start the next topic.

Stop when the allotted time is over.

用户故事奥斯卡 (#54)

团队提名获奖用户故事并选出获胜者

把迭代完成的用户故事贴到一张白板上。创建 3 个类型的奖（比如，在白板上画三个方框）：

- 最佳用户故事
- 最烦恼用户故事
- 第三个种类留给团队自行发明

让团队通过把用户故事放入对应方框的方式来提名。为每一类型的奖项，通过点投票的方式来找出并宣布获胜者。然后对于每一个奖项，问团队这个问题：为什么获胜的用户故事能赢得该奖项？让团队呈现完成任务的过程——哪些地方不错，哪些地方还有问题。

Story Oscars (#54)

The team nominates stories for awards and reflects on the winners

Source: [Marin Todorov](#)

Display all stories completed in the last iterations on a board. Create 3 award categories (i.e. boxes on the board):

- Best story

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- Most annoying story
- ... 3rd category invented by the team ...

Ask the team to 'nominate' stories by putting them in one of the award boxes.

For each category: Dot-vote and announce the winner. Ask the team why they think the user story won in this category and let the team reflect on the process of completing the tasks - what went good or wrong.

[View photos](#)

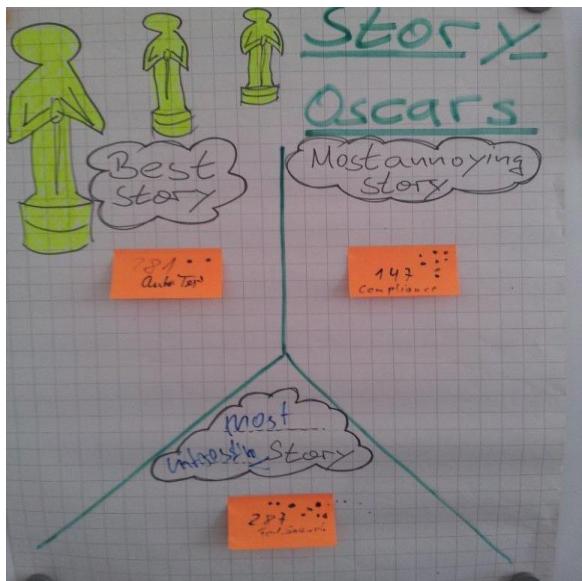


Photo by Wolfgang Fassbender 1/3



Photo by Deborah Lindsey 2/3

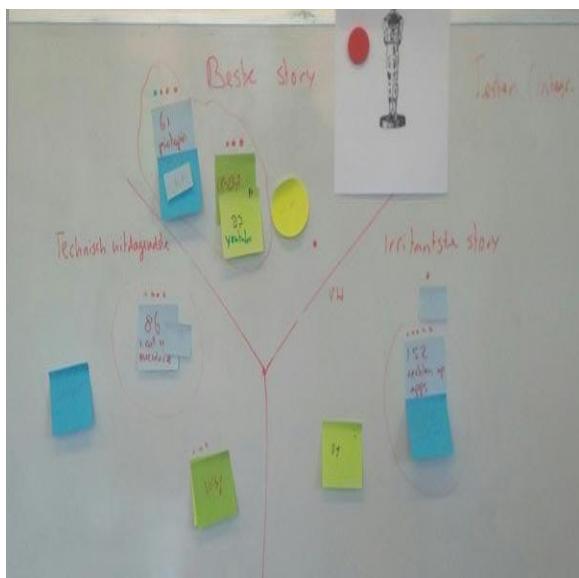


Photo by Geert van der Ploeg 3/3

期望 (#62)

团队成员可以期望我什么？我可以期望团队成员什么？

每人发一张纸，纸的下半部分留空，上半部分分成两个部分。

- 大家可以期望我什么
- 我期望大家什么

每人完成自己的上面的两个部分。将已经完成的纸传给左手边的人，收到纸的人先查看上半部分内容，然后再在下半部分写下对纸的主人的期望并签名。

重复上面的过程直到纸条回到原主人的手里，每人花点时间查看回到自己手里的纸，分享自己的发现。

Expectations (#62)

What can others expect of you? What can you expect of them?

Source: Valerie Santillo

Give each team member a piece of paper. The lower half is blank. The top half is divided into two sections:

- What my team mates can expect from me
- What I expect from my team mates

Each person fills out the top half for themselves. When everyone is finished, they pass their paper to the left and start reviewing the sheet that was passed to them. In the lower half they write what they personally expect from that person, sign it and pass it on.

When the papers made it around the room, take some time to review and share observations.

四分法-识别令人厌烦的事情 (#64)

用两个维度给事情分类来识别厌烦的事情

画一个大的正方形，然后分成 2 列，分别命名为‘有趣的’和‘无趣的’。让团队在便签上写下上个迭代做过的事情，并贴到相应的列上。让团队成员粗略的估计自己的每张便签上的事情用了多长时间，并写到便签上。

现在画一条横线，来把正方形平分成四个象限。横线上面的命名为“用时较短”（用了几个小时），下面的“用时较长”（用了几天）。重新安排每一列的便签。用时较长和无趣的事情正好归到一组，作为接下来要努力“攻克”的对象。

（将评估分为几个步骤，可以提高关注度。你可以把四分法应用在很多其他的二维分类上。）

Quartering - Identify boring stories (#64)

Categorize stories in 2 dimensions to identify boring ones

Source: Wayne D. Grant

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Draw a big square and divide it into 2 columns. Label them 'Interesting' and 'Dull'. Let the team write down everything they did last iteration on stickies and put it into the appropriate column. Have them add a rough estimate of how long it took on each of their own stickies.

Now add a horizontal line so that your square has 4 quadrants. Label the top row 'Short' (took hours) and the bottom row 'Long' (took days). Rearrange the stickies in each column.

The long and dull stories are now nicely grouped to 'attack' in subsequent phases.

(Splitting the assessment into several steps, improves focus. You can adapt Quartering for lots of other 2-dimensional categorizations.)

[View photo](#)

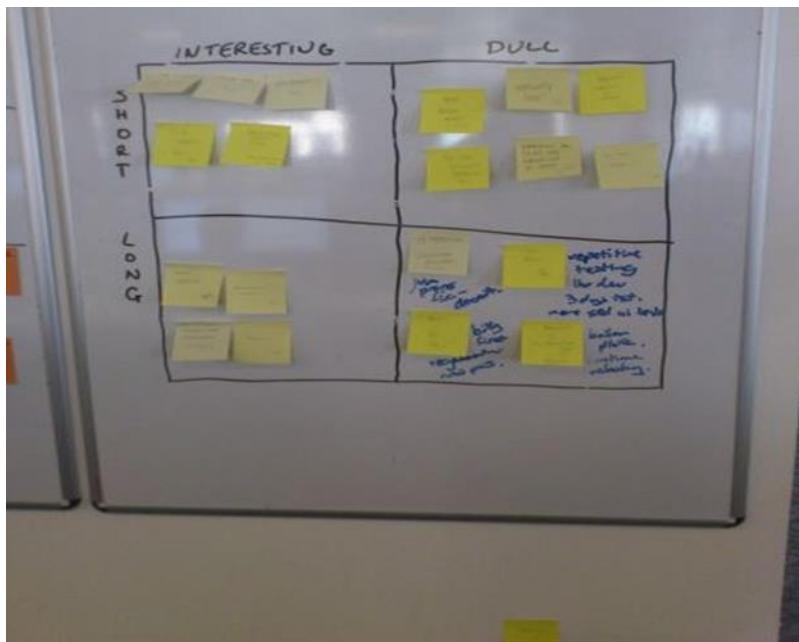


Photo by Wayne D. Grant

赞赏式探询(#65)

用积极的问题提升大家的精神状态

这是需要几轮来完成的活动。在每一轮活动中，你向团队提出一个问题，给大家一点时间思考，然后每个人写下答案并读给大家听。建议对开发团队提出的问题：

1. 你最后一次真正投入/活跃/多产是什么时候？你做了什么？发生了什么事？感觉怎么样？
2. 从程序/代码的角度：你们一起构建的最酷的东西是什么？是什么使得它这么出色？
3. 你为公司创造的东西，哪一个是最重要的？为什么？
4. 你和 PO 一起工作最佳时刻是什么时候？哪里做的好？

5. 你最好的协作发生在什么时候？

6. 你对这个公司开发社区最宝贵的贡献是什么？你是怎么做到的？

7. 不要谦虚：你对团队做出的最有价值的贡献是什么？你是怎样做到的？举个例子呢？

8. 你的团队最重要的特质是什么？什么让你与众不同呢？

(记住未来#37 是很适合接下来进行的活动)

Appreciative Inquiry (#65)

Lift everyone's spirit with positive questions

Source: [Doug Bradbury](#), adapted for SW development by [Corinna Baldauf](#)

This is a round-based activity. In each round you ask the team a question, they write down their answers (gives everyone time to think) and then read them out to the others.

Questions proposed for Software Development teams:

1. When was the last time you were really engaged / animated / productive? What did you do? What had happened? How did it feel?
2. From an application-/code-perspective: What is the awesomest stuff you've built together? What makes it great?
3. Of the things you built for this company, which has the most value? Why?
4. When did you work best with the Product Owner? What was good about it?
5. When was your collaboration best?
6. What was your most valuable contribution to the developer community (of this company)? How did you do it?
7. Leave your modesty at the door: What is the most valuable skill / character trait you contribute to the team? Examples?
8. What is your team's most important trait? What sets you apart?

('Remember the Future' (#37) works well as the next step.)

写下不可言说的事情(#75)

写下不能用言语表达的话/写出你从来不会大声说出来的话

你是否察觉到没人说出的禁忌阻碍了团队？考虑下这个安静的活动： 强调保密性（过去的事情就让它过去吧）并且宣布全部写下的东西阅后即焚。之后向每个参与者发一张纸，写下公司中最大的没人挑明的禁忌。

当所有人完成的时候，把纸传给左边的人，旁边的人阅读并写下自己的注释。纸会继续传下去直到传回到作者手上。作者再阅读最后一次。然后正式地销毁所有的纸（如果在外面的话可以烧掉）。

Writing the Unspeakable (#75)

Write down what you can never ever say out loud

Source: Unknown, via Vanessa

Do you suspect that unspoken taboos are holding back the team? Consider this silent activity: Stress confidentiality ('What happens in Vegas stays in Vegas') and announce that all notes of this activity will be destroyed in the end. Only afterwards hand out a piece of paper to each participant to write down the biggest unspoken taboo in the company.

When everyone's done, they pass their paper to their left-hand neighbors. The neighbors read and may add comments. Papers are passed on and on until they return to their authors. One last read. Then all pages are ceremoniously shredded or (if you're outside) burned.

四省 – 喜欢的，学到的，缺乏的，渴望的(#78)

分别探索大家各自喜欢的、学到的、缺乏的和渴望的事情

每个人对这四个问题进行头脑风暴:

- 我喜欢什么
- 我学到了什么
- 我缺乏什么
- 我渴望什么

将收集到的答案，贴在挂图上，或者如果是分布式团队的话添加到数字工具中。表格分 4 组，每个 L 一组。阅读所有便签，找出共性，跟团队一起过一下。把这个作为下一阶段的输入。

4 Ls - Loved, Learned, Lacked, Longed for (#78)

Explore what people loved, learned, lacked and longed for individually

Source: [Mary Gorman & Ellen Gottesdiener probably via groupmap.com](#)

Each person brainstorms individually for each of these 4 questions:

- What I Loved
- What I Learned
- What I Lacked
- What I Longed For

Collect the answers, either stickies on flip charts or in a digital tool if you're distributed. Form 4 subgroups, one for each L, read all notes, identify patterns and report their findings to the group. Use this as input for the next phase.

[View photos](#)



Photo by Ellen Gottesdiener 1/3

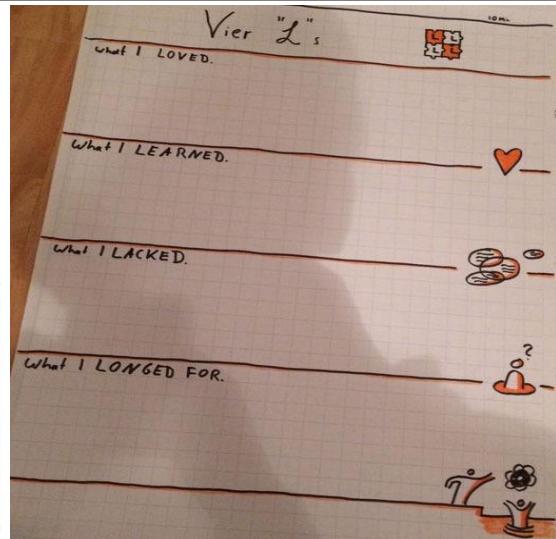


Photo by Philipp Flenker 2/3



Photo by Geert van der Ploeg 3/3

价值流图 (#79)

画出迭代过程的价值流图

解释价值流图的一个例子。（如果你不熟悉，可以参考这篇文章 [printable 1-pager](#)）。让团队从一个用户故事的角度去画出完成过程的价值流图。如果有必要，把他们分成几个小组，并在他们需要的时候帮助他们。查看完成的价值流图。哪里有长时间的延迟，阻碍和瓶颈？

Value Stream Mapping (#79)

Draw a value stream map of your iteration process

Source: [Paolo 'Nusco' Perrotta](#), inspired by [Mary & Tom Poppendieck](#)

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Explain an example of Value Stream Mapping. (If you're unfamiliar with it, check out [this video](#) or [this printable 1-pager](#).) Ask the team to draw a value stream map of their process from the point of view of a single user story. If necessary, ask them to break into small groups, and facilitate the process if they need it. Look at the finished map. Where are long delays, choke points and bottlenecks?

重复与避免 (#80)

头脑风暴应该重复做什么以及避免做什么

准备两个挂图，一个顶端写上‘重复’，另一个顶端写上‘避免’。让参与者写下要重复的和要避免的事情，一件事情一张便签。可以用不同颜色的便签代表不同类型的事情。比如‘人’，‘过程’，‘技术’等。（可以每个类型画一列）让每个人说一说自己的便签，并贴到相应的挂图上。然后大家一起看看是所有事情都想法一致并认同吗？

Repeat & Avoid (#80)

Brainstorm what to repeat and what behaviours to avoid

Source: [Luis Goncalves](#)

Head 2 flip charts with 'Repeat' and 'Avoid' respectively. The participants write issues for the columns on sticky notes - 1 per issue. You can also color code the stickies. Example categories are 'People', 'Process', 'Technology', ... Let everyone read out their notes and post them to the appropriate column. Are all issues unanimous?

[View photos](#)



Photo by Philipp Flenker 1/2



Photo by Martín Salías 2/2

交流渠道(#86)

可视化信息如何流入，流出团队以及如何在团队内部流动

现在的信息没有像需要的一样在很好的流动吗？你有没有发现瓶颈？通过可视化信息流动方式寻找改进的起点。如果你想看看特定的流（比如需求，阻碍等），查看价值流图（#79）。对于更复杂的情形，查看因果图（#25）。

绘制完后寻找哪些地方发生了延迟，哪些是死胡同。

Lines of Communication (#86)

Visualize how information flows in, out and around the team

Source: [Tarmo Aidantausta](#)

Is information not flowing as well as it needs to? Do you suspect bottlenecks? Visualize the ways information flows to find starting points for improvements. If you want to look at one specific flow (e.g. product requirements, impediments, ...) check out Value Stream Mapping (#79). For messier situations try something akin to Cause-Effect-Diagrams (#25).

Look at the finished drawing. Where are delays or dead ends?

会议满意度直方图（# 87）

画一个直方图来看看迭代中的各种仪式会议到底开得好不好

为每个迭代的例行会议各准备一块白板（例如 Scrum 仪式会议），画一条从 1（“没有达到预期”）到 5（“超出期望”）的水平刻度线。每个团队成员通过贴便签的方式，对会议进行评分。让团队讨论为什么一些会议没有评级为 5。

大家可以立即讨论如何改进也可以在稍后的活动中进行讨论，比如完美游戏（#20）或优势和改进（#40）。

Meeting Satisfaction Histogram (#87)

Create a histogram on how well ritual meetings went during the iteration

Source: [Fanny Santos](#)

Prepare a flip chart for each meeting that recurs every iteration, (e.g. the Scrum ceremonies) with a horizontal scale from 1 ('Did not meet expectations') to 5 ('Exceeds Expectations'). Each team member adds a sticky note based on their rating for each of these meetings. Let the team discuss why some meetings do not have a rating of 5.

You can discuss improvements as part of this activity or in a later activity such as Perfection Game (#20) or Plus & Delta (#40).

[View photo](#)



Photo by Stefan Wolpers

回顾婚礼(#89)

收集旧的，新的，借鉴来的和沮丧的例子

模拟英裔美国人的婚礼风俗，让团队给出以下类别的例子：

- 旧的东西：对既定做法的积极反馈或建设性意见
- 新的东西：对进行中的尝试的积极反馈或建设性意见
- 借鉴来的：来自-另一个团队，团队或自己打算要做的尝试-的想法和工具
- 沮丧的事情：任何阻碍或悲伤的来源

每个便签写一个例子。唯一的一条规则是：如果有人写了“沮丧的事情”的例子，她/他还必须在至少一个其他列中有正面的评论。

每个人把自己的便签贴到白板上相应的列中，并做简要描述。

Retro Wedding (#89)

Collect examples for something old, new, borrowed and blue

Source: [Jordan Morris](#), via Todd Galloway

Analogue to an anglo-american wedding custom ask the team to give examples for the following categories:

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- Something Old
Positive feedback or constructive criticism on established practice
- Something New
Positive feedback or constructive criticism on experiments in progress
- Something Borrowed
Tool/idea from another team, the Web or yourself for a potential experiment
- Something Blue
Any blocker or source of sadness

One example per sticky note. There's only one rule: If someone contributes to the 'Something Blue' column, s/he must also have a positive comment in at least 1 other column.

Everyone posts their stickies in the appropriate column on the board and describes it briefly.

[View photos](#)

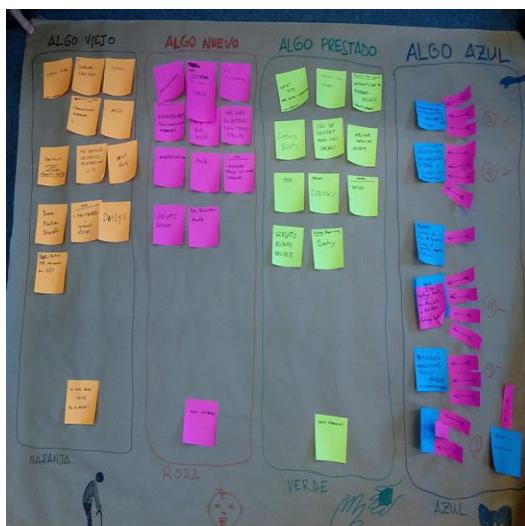


Photo by Manuel Zaforas Martín 1/3

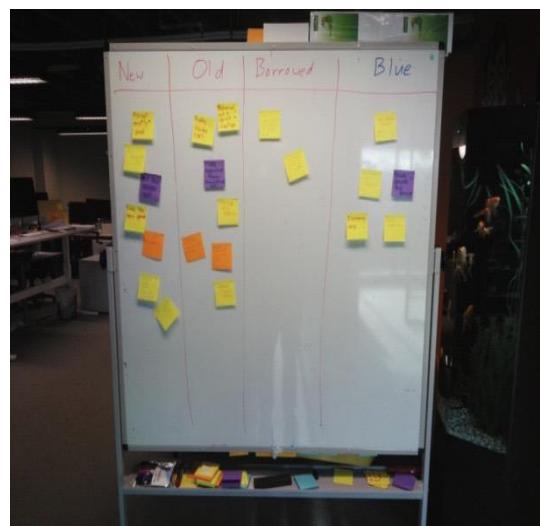


Photo by Jordan Morris 2/3

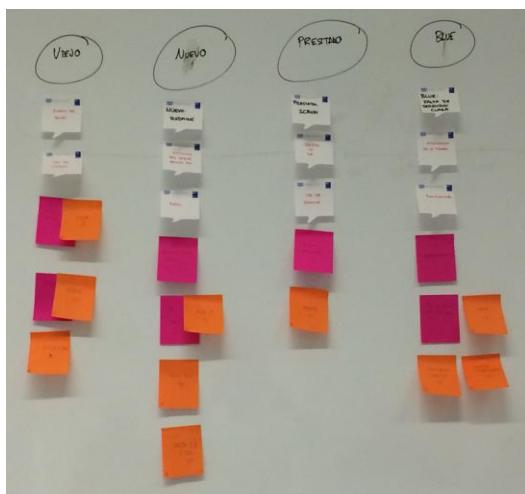


Photo by Pedro Ángel Serrano 3/3

用塑造性的词讲故事 (#93)

每个参与者用一些指定的词去讲述上个迭代的故事

为每个人提供材料来书写他们的故事，然后介绍用来描述故事的塑造性词语：

- 如果上个迭代可以做得更好：你可以设定一些塑造性词语，例如：“疯狂，沮丧，开心”或“保持，去除，增加”。另外他们必须用第一人称来写自己的故事以防出现责备其他人的情况出现。
- 如果上个迭代是成功的：团队可以选择自己的一组词语，也可以提供随机的词语来解放团队的创造力。

现在每个参与者写下关于上一个迭代不超过 100 字的故事，他们必须用到每个塑造性词语至少一次。控制时间在 5 到 10 分钟之内。当每个人完成后，读出他们的故事。然后引领他们对故事中体现的共同主题进行讨论。

Tell a Story with Shaping Words (#93)

Each participant tells a story about the last iteration that contains certain words

Source: [Philip Rogers](#)

Provide everyone with something to write down their story. Then introduce the shaping words, which influence the story to be written:

- If the last iteration could have been better:
You set a couple of shaping words, e.g. such as 'mad, sad, glad' or 'keep, drop, add'. Additionally they have to write their story in first person. This avoids blaming others.
- If the last iteration was successful:
The team can either choose their own set of words or you can provide random words to unleash the team's creativity.

Now each participant writes a story of no more than 100 words about last iteration. They have to use each shaping word at least once. Timebox this to 5-10 minutes.

When everyone's finished, they read out their stories. Afterwards lead a discussion about common themes of the stories.

推广自己的迭代 (#97)

产生团队的迭代推特时间表

要求参与者为他们刚刚完成的迭代写出 3 个或更多的推文。推文可以关于整体迭代，可以是个人故事，自我夸奖，或厚脸皮的自我推销-只要他们是简短的。主题标签，表情符号，附图片，@用户名都欢迎。给定十分钟写推文，然后把推文按时间排序，并讨论主题、趋势等，现在邀请参与者的收藏，转发和回复的推文，再次跟进讨论。

#tweetmysprint (#97)

Produce the team's twitter timeline for the iteration

Source: [Thomas Guest](#)

Ask participants to write 3 or more tweets on sticky notes about the iteration they've just completed. Tweets could be on the iteration as a whole, on individual stories, a rant, or shameless self-promotion - as long as they are brief. Hash tags, emoticons, attached pictures, @usernames are all welcome. Allow ten minutes to write the tweets, then arrange them in a timeline and discuss themes, trends etc. Now invite participants to favorite, retweet and write replies to the tweets, again following up with discussion.

[View photo](#)



Photo by Thomas Guest

洗衣日 (# 98)

哪些事情感觉清晰明了，哪些事情感觉含糊不清？

如果你怀疑团队做出许多无意识的决定，几乎不去质疑任何事情，就使用这个活动。你可以弄清楚哪些事情需要讨论才能清楚地掌握它们。

你需要：

- 约 3 米的绳子作为晾衣绳
- 约 20 个晾衣夹
- 白衬衫（从纸上切下来）
- 一条脏裤子（从纸上切下来）

挂上晾衣绳，用丝带之类的在中间做个记号。干净的衬衫挂一边，脏裤子挂在另一边。现在要求团队分别为“干净”和“脏”两个类别在索引卡上写一些事项。用晾衣夹把卡片挂起来，并把类似的归类。然后团队可以通过诸如画点投票的方式选择他们想谈论的2个“脏”和2个“干净”的主题。

Laundry Day (#98)

Which things are clear and feel good and which feel vague and implicit?

Source: [Katrin Drever](#)

Use this activity if you suspect the team to make lots of unconscious decisions hardly ever questioning anything. You can figure out what things need to be talked about to get an explicit grasp of them.

You need:

- about 3 metres of string as the clothesline
- about 20 clothes pins
- a white shirt (cut from paper)
- a pair of dirty pants (cut from paper)

Hang up the clothesline and mark the middle, e.g. with a ribbon. Hang up the clean shirt on one side and the dirty pants on the other. Ask the team now to write items onto index cards for each of the categories. Hang up the notes with clothespins and re-arrange them into clusters. Now the team picks 2 'dirty' and 2 'clean' topics they want to talk about, e.g. by dot voting.

[View photos](#)



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Photo by Dimitris Baltas 2/4

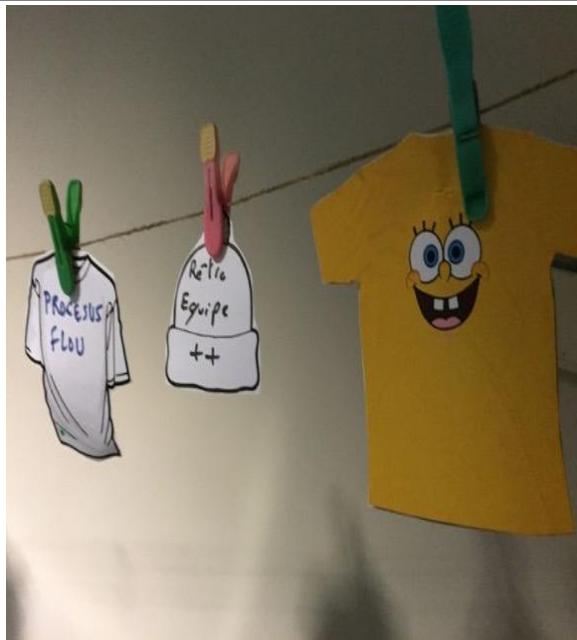


Photo by Lionel Secousse 3/4



Photo by Lionel Secousse 4/4

电影评论家 (# 110)

想象一下你的上一次迭代是一部电影并写一篇关于它的评论

介绍活动的要求：想象你的上一个迭代是一部电影，并且你需要写一个影评：

- 电影类型是什么（恐怖片，剧情片，...）？
- （中心）主题是什么？用 2-3 个词描述。
- 是否有大逆转（例如一个坏人）？
- 结局是什么样的（如快乐的，有悬念），你期待吗？
- 你个人最喜欢的是什么？
- 你会推荐给同事吗？

给每个队员一张纸，花 5 分钟静静地思考上述问题。在此期间（或在会议之前），准备一个白板，分成 7 列，列名分别是“类型”，“主题”，“逆转”，“结局”，“期待？”，“亮点”，“推荐？”当每个人都写完了以后，每个参与者朗读他们的笔记并且填到图表中。最后一起查看图表并组织讨论如下话题：

- 什么是最吸引人的？
- 你发现了什么模式么？作为一个团队，他们对你来说意味着什么？
- 如何继续的建议？

Movie Critic (#110)

PLANS FOR RETROSPECTIVE **2017**

Imagine your last iteration was a movie and write a review about it

Source: Isabel Corniche

Introduce the activity by asking: Imagine your last iteration was a movie and you had to write a review:

- What was the genre of the movie (e.g. horror, drama, ...)?
 - What was the (central) theme? Describe in 2-3 words.
 - Was there a big twist (e.g. a bad guy)?
 - What was the ending like (e.g. happy-end, cliffhanger) and did you expect it?
 - What was your personal highlight?
 - Would you recommend it to a colleague?

Give each team member a piece of paper and 5 minutes to silently ponder the questions. In the meantime (or before the session) divide a flip chart in 7 columns headed with 'Genre', 'Theme', 'Twist', 'Ending', 'Expected?', 'Highlight', 'Recommend?'. When everyone has finished writing, fill out the flip chart while each participant reads out their notes.

Afterwards look at the finished table and lead a discussion about

- What's standing out?
 - What patterns do you see? What do they mean for you as a team?
 - Suggestions on how to continue?

View photos

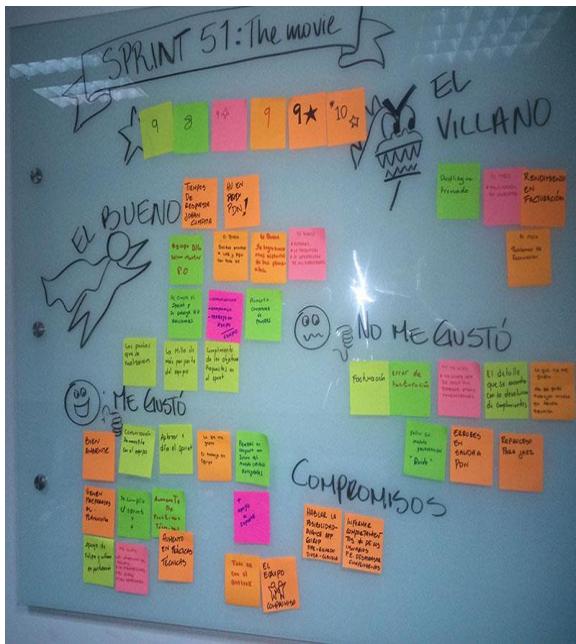


Photo by Ana Maria BetancurVargas 1/2



Photoby Ana Maria Betancur Vargas 2/2

阿拉丁神灯 (#116)

探索未满足的需求

给大家介绍一下游戏场景：每个人手中都有一个阿拉丁神灯并且精灵已经被你放出来了。精灵会帮助你实现三个愿望。你希望是什么？请每个人，

- 为自己许一个愿
- 为团队许一个愿
- 为世界人民许一个愿

作弊（比如希望有更多的愿望或者更多的精灵）是不允许的。

然后让大家陈述自己的愿望，可以用投票的方式选出大家认为最好或最欣赏的愿望。

Genie in a Bottle (#116)

Playfully explore unmet needs

Source: Özer Özker & Anke Bartels

Present the following scenario to the participants: You have freed a genie from its bottle and you're granted the customary 3 wishes. What do you wish for? Please make

- one wish for yourself
- one wish for your team
- one wish for all the people in the world

Cheating (i.e. wishing for more wishes or more genies) is not allowed!

Let everybody present their wishes. Optionally you can then dot-vote on the best or most appreciated wishes.

成为头条新闻(#119)

迭代中哪些事件是最有新闻价值呢？

事先准备好几个头条新闻，把他们带到回顾会上作为例子。最好包含不同类型的头条：事实类的，观点类的，评论类的。放置在所有人能看得到的地方。给大家 10 分钟时间，在便签纸上写下自己认为在过去的这个迭代中最有新闻价值的事件。要求言简意赅，每张便签，一个事件。将写好的头条都贴在白板上。合并类似的新闻。如果有任何不清楚，询问报道者。最后，投票选出最有价值的几个头条进行更加深入地讨论和分析。

Hit the Headlines (#119)

Which sprint events were newsworthy?

Source: Thomas Guest

Collecting some news headlines in advance and take them to the retrospective to serve as examples. Try to gather a mixture of headlines: factual, opinion, review. Place the headlines where everyone can see them. Hand out sticky notes. Give team members 10 minutes to come up with their own headlines describing newsworthy aspects of the sprint. Encourage short, punchy headlines.

Stick the completed headlines to a whiteboard. If any cover the same news item, combine them. If any are unclear, ask the reporter for details. Vote on which news items to discuss and analyse in more depth.

好的，坏的，难看的(#121)

收集团队认为好的，不好的和非最优的事情

准备三个区域，并分别命名为“好的”，“不好的”，“难看的”。给大家 5 分钟时间，为每个类别写下上个迭代一件或者更多的事情，每张便签写一个方面。时间到了后把便签贴到相应的区域。可能的话对便签进行归类。

The Good, the Bad, and the Ugly (#121)

Collect what team members perceived as good, bad and non-optimal

Source: [Manuel Küblböck](#)

Put up three sections labeled ‘The Good’, ‘The Bad’ and ‘The Ugly’. Give everyone 5 minutes to note down one or more things per category from the last sprint. One aspect per post-it. When the time is up, have everyone stick their post-its to the appropriate labels. Cluster as you collect, if possible.

找到你的焦点原则(#123)

讨论敏捷 12 条原则，选择其中一条去落实

打印敏捷宣言的原则，一张纸上打印一条。如果团队很大，分成几个组，每个小组提供他们自己的原则。

向大家解释接下来准备按照以下问题来对敏捷原则排序：“在这个原则上我们有多少提高空间？” 最后，团队目前最弱的原则应该排在第一位。

随机选取一条原则，讨论这条原则的意思是什么，有哪些地方需要提升，把它放到中间位置。然后讨论下一条原则，并和上一条比较，把更需要提高的原则排在前面。依次排序，直到所有条目讨论完并排好序。

现在讨论排在第一的原则：这是团队假定最需要和最紧急的原则吗？团队的感受如何？大家是否都同意这个排序？最需要做出改变的原因是什么？接下来再和排在第二第三的原则进行比较。如果有人选择了第二条，讨论原因。

Find your Focus Principle (#123)

Discuss the 12 agile principles and pick one to work on

Source: [Tobias Baier](#)

Print the principles of the Agile Manifesto onto cards, one principle per card. If the group is large, split it and provide each smaller group with their own set of the principles.

Explain that you want to order the principles according to the following question: 'How much do we need to improve regarding this principle?'. In the end the principle that is the team's weakest spot should be on top of the list.

Start with a random principle, discuss what it means and how much need for improvement you see, then place it in the middle. Pick the next principle, discuss what it means and sort it relatively to the other principles. You can propose a position depending on the previous discussion and move from there by comparison. Repeat this until all cards are sorted.

Now consider the card on top: This is presumably the most needed and most urgent principle you should work on. How does the team feel about it? Does everyone still agree? What are the reasons there is the biggest demand for change here? Should you compare to the second or third most important issue again? If someone would now rather choose the second position, why?

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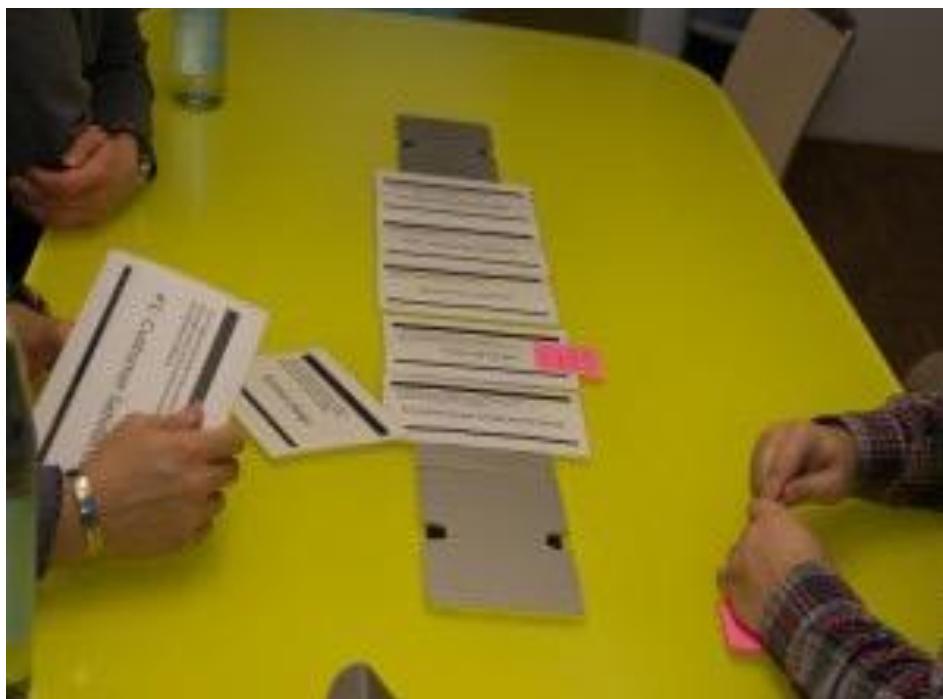


Photo by Tobias Baier

我喜欢，我希望(#126)

给出积极正向的，不带威胁性的，有建设性的反馈

准备两个挂纸白板，一个写上：我喜欢，一个写上：我希望。

给每位参与者发一些便签纸，让每位参与者在 5-10 分钟之内各自写下：

- a. 过去这个迭代他们喜欢的地方
- b. 过去这个迭代他们希望不一样的地方以及如何不一样

每张便签纸只写一个点。当每个人都完成后，按轮流的方式，每位参与者大声读出他们喜欢的点，然后粘到“我喜欢”的白板上。为“我希望”重复同样的过程。然后展开深入讨论，或者使用收集到的便签作为下个阶段的输入。

I like, I wish (#126)

Give positive, as well as non-threatening, constructive feedback

Source: Inspired by [Satu Rekonen](#)

Hang up two flip charts, one headed 'I like' and the other 'I wish'. Give the participants 5-10 minutes to silently write down what they liked about the past iteration and the team and what they wish was different (and how it should be different) – one point per sticky note. When everyone is finished, go around the circle and everybody reads out their 'I like' items and hangs them up. Repeat the same for the 'I wish' stickies. Either debrief or use the stickies as input for the next phase.

晚点公示(#127)

目前哪里晚点了？我们将去往哪里？

画一张表格，一共有三列，分别是：目的地，晚点，通知

介绍场景：你现在在某个火车站。你要乘火车去哪？（答案没有限制，可以是虚构的，也可以是真实的地方。）现在这列火车晚点了多少呢？目前有什么通知？为什么晚点？（晚点的原因可以是真实的原因，也可以是根据典型公告产生）每位参与者需要完成三张便签纸，一列一张。按照轮流的方式，每位成员把自己的便签纸分别粘到表格中相应的列下面，并简单描述他们为什么要到自己写下的目的地和为什么火车晚点(或没有晚点)。

在德国，火车和火车晚点对人们来说非常熟悉。根据活动组织者所在国家和文化可以自行选择合适的交通工具进行游戏。

Delay Display (#127)

What's the current delay? And where are we going again?

Source: [Christian Schafmeister](#)

Draw a table with 3 columns. Head the first one 'Destination', the second one 'Delay' and the last one 'Announcement'.

Introduce the scenario: 'You are at a train station. Where is your train going?. (It can be anything, a fictional or a real 'place'.) How much of a delay does the train currently have? And what is the announcement? Why is there a delay? (This can be the 'real' reason or modeled after the typical announcements.)' Each team member fills out 3 sticky notes, 1 for each column. Going around the circle, each team member posts their notes and explains briefly, why they're going to destination X and why there's a delay (or not).

Trains and train delays are very familiar in Germany. Depending on your country and culture you might want to pick a different mode of transportation.

学习愿望清单(#128)

给团队创建一个学习目标的列表

分发笔和纸。每个参与者写下她希望她的同事学习的内容(作为一个团队，不需要列出每个人的名字)。当每个人都完成了，在白板上收集所有项目并统计着每一个出现的频率。选择前三件事作为学习目标,除非团队讨论关注在其他方面。

Learning Wish List (#128)

Create a list of learning objectives for the team

Source: [Tim Ottinger](#)

Hand out pens and paper. Each participant writes down what they wish their coworkers would learn (as a team - no need to name individual people). When everyone is done, collect all items on a board and count how often each one appears. Pick the top three things as learning objectives, unless the team's discussion leads somewhere else.

生成见解 [Generate insights](#)

五问法 (#8)

通过不断的问“为什么？”来寻找问题的根源。

把参与者分成小组（每组不多于4人）。给每个组分配一个讨论出来的最典型的问题。

每个组按如下方式进行：

- 一个成员通过反复的问其他人“为什么会这样”来找出根本原因或者一连串的事件。
- 记录根本原因(经常是第5个“为什么”的结论)。

每个小组分享他们的发现。

5 Whys (#8)

Drill down to the root cause of problems by repeatedly asking 'Why?'

Source: [Agile Retrospectives](#)

Divide the participants into small groups (<= 4 people) and give each group one of the top identified issues. Instructions for the group:

- One person asks the others 'Why did that happen?' repeatedly to find the root cause or a chain of events
- Record the root causes (often the answer to the 5th 'Why?')

Let the groups share their findings.

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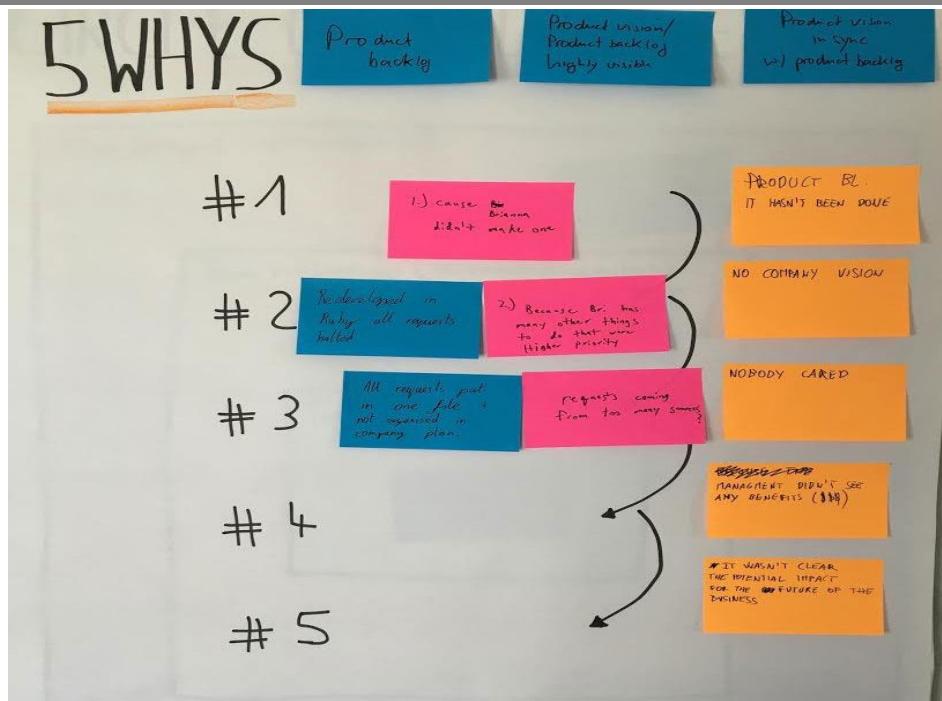


Photo by Stefan Wolpers

学习矩阵(#9)

团队成员对 4 个类别进行头脑风暴来快速识别问题

第二阶段（收集数据）的讨论之后，准备一个挂图在上面画出四个象限，并分别标记为':)', ':(', '非常棒的想法！'，'感激'。分发便签，

- 每个人把自己的想法写到便签上，然后贴到相应的象限，一个想法一张便签。
- 把每个象限中类似的便签归到一起。
- 每个人有 6-10 张票用画点的方式投出比较重要的问题。

按照得票数量排序后的列表作为下一阶段（决定做什么）的输入。

Learning Matrix (#9)

Team members brainstorm in 4 categories to quickly list issues

Source: [Agile Retrospectives](#)

After discussing the data from Phase 2 show a flip chart with 4 quadrants labeled ':)', ':(', 'Idea!', and 'Appreciation'. Hand out sticky notes.

- The team members can add their input to any quadrant. One thought per sticky note.
- Cluster the notes.
- Hand out 6-10 dots for people to vote on the most important issues.

PLANS FOR RETROSPECTIVE | 2017

This list is your input for Phase 4.

[View photos](#)



Photo by Philipp Flenker 1/2



Photo by Simon Sablowski 2/2

头脑风暴/筛选(#10)

生成许多想法并根据你的条件进行筛选

确认头脑风暴的规则和目标：生成尽可能多的主意和想法随后对它们进行筛选。

- 让所有参与者在 5 到 10 分钟内写下自己的想法
- 持续按照桌子座位的顺序，挨个收集每个参与者的看法，一个参与者每次一个想法，直到所有想法都贴到活动挂图上
- 然后确定筛选条件，比如成本，时间投入，独特性，总体合适度等。最终确定 4 个条件。
- 用选出的 4 个条件一一检验每一个想法，标记出符合所有条件的想法。
- 哪个想法会是团队选择执行的？有没有谁对某个想法特别支持？如果没有就通过投票选出票数较多的若干想法。

最终被选择的想法会进入第四阶段（决定做什么）

Brainstorming / Filtering (#10)

Generate lots of ideas and filter them against your criteria

Source: [Agile Retrospectives](#)

Lay out the rules of brainstorming, and the goal: To generate lots of new ideas which will be filtered *after* the brainstorming.

- Let people write down their ideas for 5-10 minutes
- Go around the table repeatedly always asking one idea each, until all ideas are on the flip chart
- Now ask for filters (e.g. cost, time investment, uniqueness of concept, brand appropriateness, ...). Let the group choose 4.
- Apply each filter and mark ideas that pass all 4.
- Which ideas will the group carry forward? Does someone feel strongly about one of the ideas? Otherwise use majority vote.

The selected ideas enter Phase 4.

完美游戏 (#20)

什么可以让下个迭代做到满分 10 分？

准备一个挂图，在上面画两列，较窄的一列命名为'Rating'，较宽的一列为'Actions'。每一个人选择 1 到 10 里面的一个数字来评价上个迭代，记到'Rating'这一列。然后让大家建议做什么事情可以让下个迭代得到满分。把这些建议写到'Actions'这一列。

Perfection Game (#20)

What would make the next iteration a perfect 10 out of 10?

Source: [Ben Linders](#)

Prepare a flip chart with 2 columns, a slim one for 'Rating' and a wide one for 'Actions'. Everyone rates the last iteration on a scale from 1 to 10. Then they have to suggest what action(s) would make the next iteration a perfect 10.

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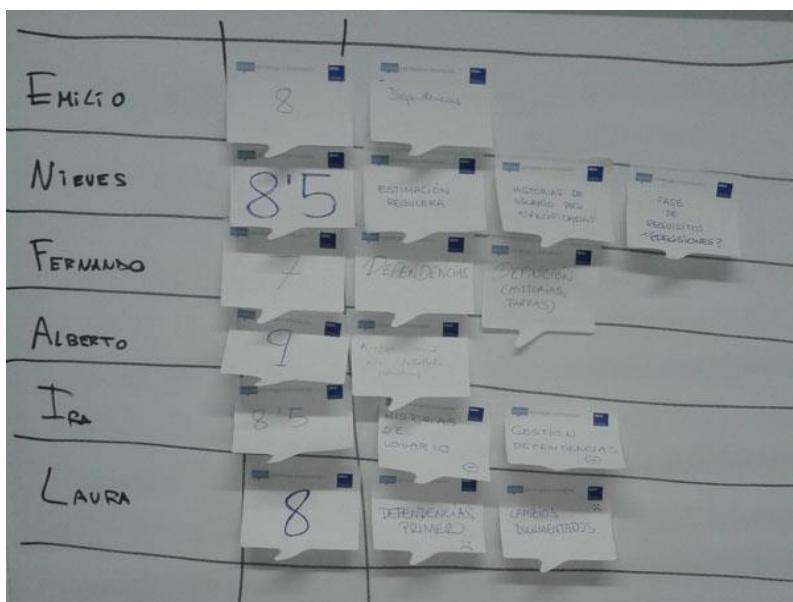


Photo by Pedro Ángel Serrano

因果图 (#25)

找出那些根源很难确定并且导致无休止讨论的问题的来源

将你想要探讨的问题写在便签上，并把它放在白板的中间。通过不停的问“然后呢？”来确定为什么这是一个问题。通过不停的问“为什么（它会发生）”来找出问题的根本原因。通过写比较多的便签并用箭头标明因果关系来记录你的发现。每个便签上可以写多个原因或多个结果。循环论证法通常是推动行动的良好起点。如果你能打破恶性循环带来的不良影响，你就能够收获很多。

Cause-Effect-Diagram (#25)

Find the source of problems whose origins are hard to pinpoint and lead to endless discussion

Source: [Henrik Kniberg](#)

Write the problem you want to explore on a sticky note and put it in the middle of a whiteboard. Find out why that is a problem by repeatedly asking 'So what?'. Find out the root causes by repeatedly asking 'Why (does this happen)?' Document your findings by writing more stickies and showing causal relations with arrows. Each sticky can have more than one reason and more than one consequence
Vicious circles are usually good starting points for actions. If you can break their bad influence, you can gain a lot.

[View photos](#)

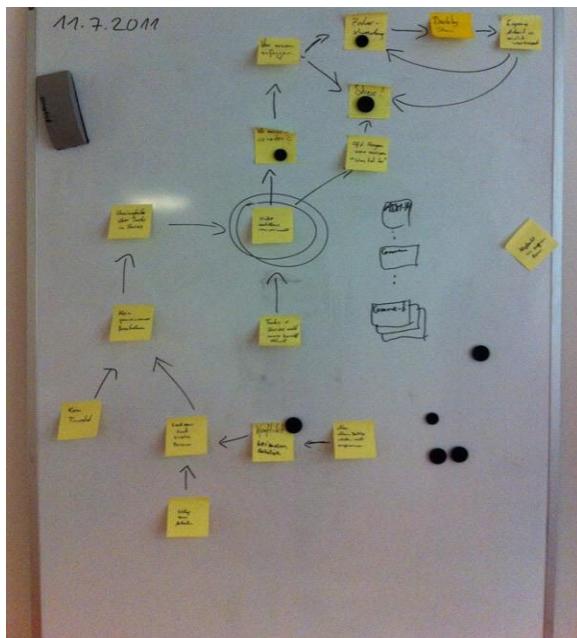


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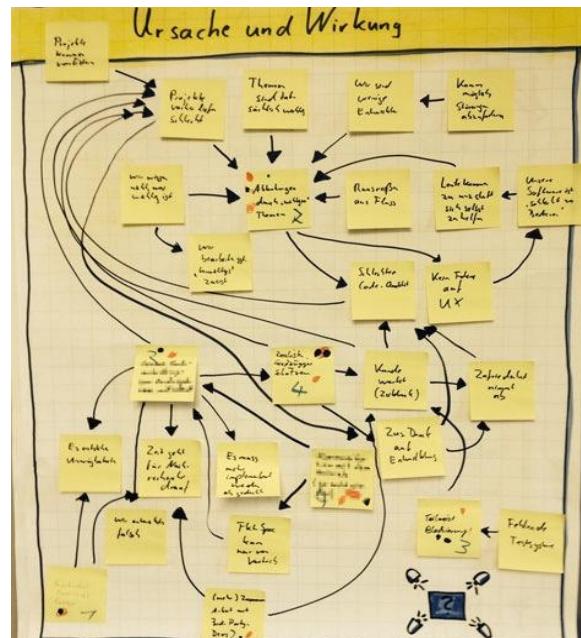


Photo by Philipp Flenker 2/2

极速约会(#26)

通过一系列的一对一的交谈，每个团队成员深入探讨一个自己想要探讨的话题。

每个参与者写下他们想探讨的话题，例如：想要改变的事情。然后两两结队，并散布到整个房间。每队里的两个人分别先后各用五分钟讨论各自的话题并考虑可能的方案。10分钟重新两两结对。直到每个人都与其他人交谈过。如果成员个数是奇数，主持人和其中一个组成一队，主持人的合作伙伴有10分钟来讨论他的话题。

Speed Dating (#26)

Each team member explores one topic in depth in a series of 1:1 talks

Source: [Thorsten Kalnin](#)

Each participant writes down one topic they want to explore, i.e. something they'd like to change. Then form pairs and spread across the room. Each pair discusses both topics and ponders possible actions - 5 minutes per participant (topic) - one after the other. After 10 minutes the pairs break up to form new pairs. Continue until everyone has talked to everyone else.

If the group has an odd number of members, the facilitator is part of a pair but the partner gets all 10 minutes for their topic.

记住未来(#37)

想象下一个迭代是完美的。它会是什么样子的？你做了些什么呢？

想象一下如果你可以穿越时空来到下个迭代（或发布）结束的时候。你发现那是最好的，生产效率最高的一个迭代！未来的你会怎么描述它？你看到了什么？又听到了什么？给团队一些时间去想象一下这种状态，并记下一些关键词来辅助记忆。然后让每个人描述他们的完美迭代愿景。

接下来问大家，“我们做了什么变化才有了这么一个富有成效和令人满意的未来？”把答案写到便签上并应用于接下来的迭代。

Remember the Future (#37)

Imagine the next iteration is perfect. What is it like? What did you do?

Source: [Luke Hohmann](#), found at [Diana Larsen](#)

'Imagine you could time travel to the end of the next iteration (or release). You learn that it was the best, most productive iteration yet! How do your future selves describe it? What do you see and hear?' Give the team a little time to imagine this state and jot down some keywords to aid their memory. Then let everyone describe their vision of a perfect iteration.

Follow up with 'What changes did we implement that resulted in such a productive and satisfying future?' Write down the answers on index cards to use in the next phase.

公园的长凳(#41)

形成动态变化的小组并进行小组讨论

把4-6把椅子排成一排并让椅子面向参与者。解释下面的规则，

- 当你想参与讨论的时候，坐到长凳的一把椅子上

- 必须留一个空位
- 当最后一个椅子被坐上的时候，其他椅子上的其中一个人必须离开并回到观众席

接下来这样进行，让大家坐在“长凳”上讨论前一阶段学到的感觉困惑的地方，直到有人加入。（译注：加入的人可以讨论前面的人提过的问题，也可以提出自己的问题。）当不再有讨论时结束活动。这个活动是从“鱼缸”演变出来的，适用于 10-25 人的团队。

Park Bench (#41)

Group discussion with varying subsets of participants

Source: [Diana Larsen](#)

Place at least 4 and at most 6 chairs in a row so that they face the group. Explain the rules:

- Take a bench seat when you want to contribute to the discussion
- One seat must always be empty
- When the last seat is taken, someone else must leave and return to the audience

Get everything going by sitting on the 'bench' and wondering aloud about something you learned in the previous phase until someone joins. End the activity when discussion dies down.

This is a variant of 'Fish Bowl'. It's suited for groups of 10-25 people.

许个心愿(#50)

一个精灵要实现你的一个愿望 – 你怎么知道愿望实现了？

给参与者 2 分钟时间安静地想以下问题：如果有个精灵可以在夜间帮你实现你的一个愿望去解决你工作中最大的问题，你想要实现什么愿望？然后：第二天早上你来上班的时候，你可以告诉我精灵已经帮你实现了你的愿望。你是怎么知道的？现在和昨天晚上有什么不同。如果团队的成员互相信任，让他们各自描述自己的愿望。如果不是，那么参与者只要记住自己的愿望，并采取行动使愿望达成。

Wish granted (#50)

A fairy grants you a wish - how do you know it came true?

Source: Lydia Grawunder & Sebastian Nachtigall

Give participants 2 minutes to silently ponder the following question: 'A fairy grants you a wish that will fix your biggest problem at work overnight. What do you wish for?' Follow up with: 'You come to work the next morning. You can tell, that the fairy has granted your wish. How do you know? What is different now?' If trust within the group is high, let everyone describe their 'Wish granted'-workplace. If not, just tell the participants to keep their scenario in mind during the next phase and suggest actions that work towards making it real.

关键的 4 个问题(#55)

询问 Norman Kerth 的 4 个关键问题

Norman Kerth，回顾会议的发明人，提出了下面四个关键问题：

- 有些事情我们做的很棒，如果我们不讨论这些事情，我们可能会忘记为什么我们可以做的这么好。这些事情是什么？
- 我们学到了什么？
- 接下来我们应该尝试什么不同的做法？
- 目前仍然还让我们困惑的是什么？

团队对上面问题的答案是什么？

Original 4 (#55)

Ask Norman Kerth's 4 key questions

Source: [Norman Kerth](#)

Norman Kerth, inventor of retrospectives, identified the following 4 questions as key:

- What did we do well, that if we didn't discuss we might forget?
- What did we learn?
- What should we do differently next time?
- What still puzzles us?

What are the team's answers?

卧底老板(#58)

如果你的老板亲眼见证了你们的上一个迭代，她会希望你有什么改变呢？

想象你的老板潜伏在团队中参与了上个迭代。她会如何看待你们的互动和结果？她会希望你们有什么改变呢？

这样的假设可以让团队换个角度审视自己。

Undercover Boss (#58)

If your boss had witnessed the last iteration, what would she want you to change?

Source: [Love Agile](#)

Imagine your boss had spent the last iteration - unrecognized - among you. What would she think about your interactions and results? What would she want you to change?

This setting encourages the team to see themselves from a different angle.

书面头脑风暴(#66)

用书面头脑风暴的形式来带动比较内向的人

提出一个核心的问题，比如“在下个迭代，我们需要采取什么行动来改进？”给每个人分发纸笔。让大家写下他们的想法。三分钟之后，让大家把自己手中的纸传给旁边的队友。同时在收到的纸条上继续写下自

己的想法。如果想不出更多的答案，可以参考纸条上已有的想法进行扩展。需要遵守的规则是不可以有消极的评论，每个人自己的想法只能写一次（允许好几个人都有同样的想法）。

每隔三分钟传一次纸条直到纸条被所有人传阅并更新过。然后再传最后一次（译注：纸条回到自己手中）。最后，每个人从自己手里的纸条中挑选出前三的建议。把所有的前三汇集在挂纸白板上，作为下个阶段的输入。

Brainwriting (#66)

Written brainstorming levels the playing field for introverts

Source: Prof. Bernd Rohrbach

Pose a central question, such as 'What actions should we take in the next iteration to improve?'. Hand out paper and pens. Everybody writes down their ideas. After 3 minutes everyone passes their paper to their neighbour and continues to write on the one they've gotten. As soon as they run out of ideas, they can read the ideas that are already on the paper and extend them. Rules: No negative comments and everyone writes their ideas down only once. (If several people write down the same idea, that's okay.)

Pass the papers every 3 minutes until everyone had every paper. Pass one last time. Now everyone reads their paper and picks the top 3 ideas. Collect all top 3's on a flip chart for the next phase.

公司地图 (#68)

把公司当做国家一样画一幅公司地图

分发纸和笔，给大家如下的问题：如果公司/部门/团队是国家领土会怎么样？它的地图看起来会是什么样子？你会为节省旅游时间添加什么提示？花 5 到 10 分钟绘制地图，然后挂起来，讨论及澄清每一张画的内容和有趣的隐喻。

Company Map (#68)

Draw a map of the company as if it was a country

Source: Judith Andresen

Hand out pens and paper. Pose the question 'What if the company / department / team was territory? What would a map for it look like? What hints would you add for save travelling?' Let participants draw for 5-10 minutes. Hang up the drawings. Walk through each one to clarify and discuss interesting metaphors.

[View photos](#)

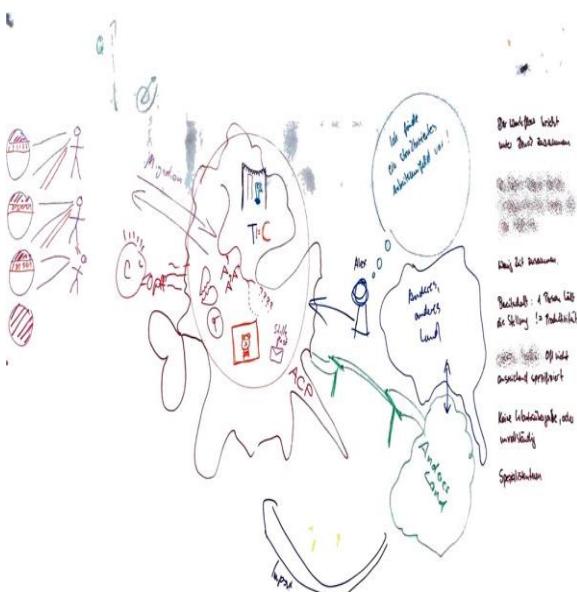


Photo by Annette Harder 1/2

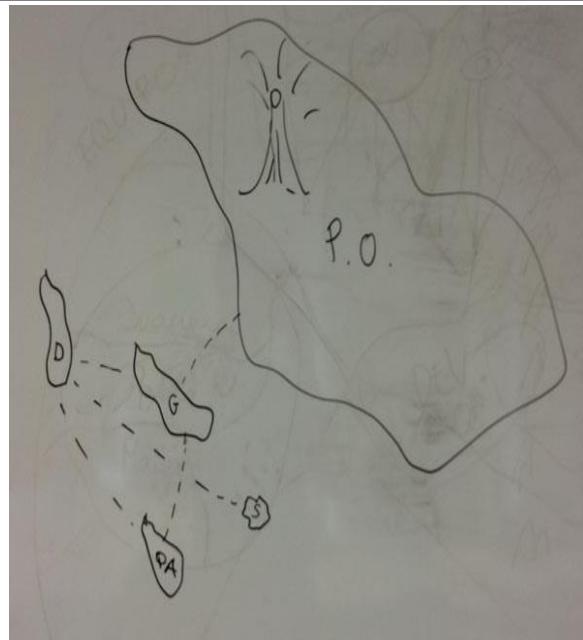


Photo by Pedro Ángel Serrano 2/2

我们能做的最糟糕的事情(#69)

探索如何去确定性的摧毁下一个迭代

分发笔和便签。提问每一个人如何把下一个迭代/发布变成一个确定性的灾难——每个建议写在一个便签上。当所有人都写完后，把便签贴起来并一一阅读。识别和讨论便签引申出的主题。

接下来的阶段是用相反的行动来让迭代或者发布成功。

The Worst We Could Do (#69)

Explore how to ruin the next iteration for sure

Source: [Corinna Baldauf](#)

Hand out pens and sticky notes. Ask everyone for ideas on how to turn the next iteration / release into a certain desaster - one idea per note. When everyone's finished writing, hang up all stickies and walk through them. Identify and discuss themes.

In the next phase turn these negative actions into their opposite.

悲观主义(#74)

假设我们摧毁了上个迭代，我们做了什么？

通过问这个问题开始活动：“如果我们彻底摧毁了上个迭代，我们做了什么？”，将答案写在白板上。接下来提出第二个问题“反之，假设我们上一次迭代成功了，那么，是我们做的什么事情促成了迭代的成功？”，并将答案写另一块白板上(或者白板的另一块区域)。此时，两块白板分别代表了上次迭代的实际结

果，以及实际结果的“反面”。接下来，我们对“反面”进行讨论“是什么原因使得我们没这样做？”将结果写在标签纸上，并贴到对应的白板区域内。用其他颜色的标签纸对刚才的讨论结果进行再次评论“为什么会这样？”

Pessimize (#74)

If we had ruined the last iteration what would we have done?

Source: Judith Andresen

You start the activity by asking: 'If we had completely ruined last iteration what would we have done?' Record the answers on a flip chart. Next question: 'What would be the opposite of that?' Record it on another flip chart. Now ask participants to comment the items on the 'Opposite'-chart by posting sticky notes answering 'What keeps us from doing this?'. Hand out different colored sticky notes to comment on the comments, asking 'Why is it like this?'.

海报会议(#91)

将大组分成几个小组来各自创建海报

如果在前一个阶段已经找好一个重要话题，就可以直接深入细节。把大组分成 2-4 人的小组，每个小组创建一张海报并展示给其他组。如果找到多个话题，让小组成员选择一个开展讨论并创建海报。

指导团队在海报中包含/解答以下内容或问题：

- 究竟发生了什么？为什么这是一个问题？
- 该问题是何时如何因何(when/how/why)产生的？
- 谁在当前迭代受益了？受益是什么？
- 可能的解决方案是什么？（需考虑解决方案的正反面）
- 谁可以帮助改变现状？
- 任何其他你觉得可以讨论的方面.....

各组有 15-20 分钟的时间讨论和创建海报，然后进入演讲环节。各组有 2 分钟的发言时间展示本组的讨论结果。

Poster Session (#91)

Split a large group into smaller ones that create posters

Source: Unknown, adapted by Corinna Baldauf, inspired by Michal Grzeskowiak

After you've identified an important topic in the previous phase you can now go into detail. Have the larger group split up into groups of 2-4 people that will each prepare a poster (flip chart) to present to the other groups. If you have identified more than one main topic, let the team members select on which they want to work further.

Give the teams guidelines about what the posters should cover / answer, such as:

- What exactly happens? Why is that a problem?

- Why / when / how does this situation happen?
- Who benefits from the current situation? What is the benefit?
- Possible solutions (with Pros and Cons)
- Who could help change the situation?
- ... whatever is appropriate in your setting ...

The groups have 15-20 minutes to discuss and create their posters. Afterwards gather and each group gets 2 minutes to present their results.

打造你自己的 Scrum Master (#94)

团队从不同的视角去搭配自己的完美 Scrum Master

在挂图上画出一个 Scrum Master 的三部分：大脑，心脏和腹部。

- 回合一：完美的 Scrum Master 表现出哪些特征。让大家安静的写下这些特征，一个特征一张便签。然后让每个人介绍自己的便签，并贴到挂图对应的部分。
- 回合二：完美的 Scrum Master 需要知道团队成员的哪些方面，才可以很好的与团队成员工作
- 回合三：你要如何帮助 Scrum Master，才可以让 Scrum Master 杰出的完成工作。

也可以把这个方法用于其他角色，比如 Product Owner。

BYOSM - Build your own Scrum Master (#94)

The team assembles the perfect SM & takes different points of view

Source: Fabian Schiller

Draw a Scrum Master on a flipchart with three sections on him/her: brain, heart, stomach.

- Round 1: 'What properties does your perfect SM display?'
Ask them to silently write down one trait per note. Let participants explain their notes and put them on the drawing.
- Round 2: 'What does the perfect SM have to know about you as a team so that he/she can work with you well?'
- Round 3: 'How can you support your SM to do a brilliant job?'

You can adapt this activity for other roles, e.g. BYOProductOwner.

如果我是你 (#95)

当和其他人交互时，每个子小组可以有什么提高

识别在迭代过程中发生交互的子小组，比如 开发/测试，客户/供应商，PO/开发等。给参与者 3 分钟安静地想想他们认为他们做的哪些事情给其他组带来了负面影响，并把这些事情写下来。一个人只能属于一个子组，写下对其他所有自己不属于的子组的影响。每张便签写一个问题。

然后每个人轮流读出自己的便签，并将其交给受影响那个组。受影响的组对每一张便签给出评分，评分从0（不是问题）到5（是个大问题）。这样每个人就知道了其他人的想法和理解，然后从中选出下个迭代要改进的部分。

If I were you (#95)

What could sub-groups improve when interacting with others?

Source: [Thomas Wallet](#)

Identify sub-groups within the participants that interacted during the iteration, e.g. developers/testers, clients/providers, PO/developers, etc. Give participants 3 minutes to silently write down what they think their group did that negatively impacted another group. One person should be part of one group only and write stickies for all groups they don't belong to - 1 sticky per issue.

Then in turn all participants read their stickies and give them to the corresponding group. The affected group rates it from 0 ('It was not a problem') to 5 ('It was a big problem'). Thus you get insights and shared understanding about problems and can select some of them to work on.

竞选宣言 (# 105)

不同的党派为改变发表宣言。谁会得到你的选票？

你们国家有即将到来的选举吗？以此为背景来增强各自改变措施的说服力。

要求参与者按 2 到 3 人分成一个党派。花 20 分钟的时间，每一个党派都要起草一份自己的改变宣言。有什么地方做的不好？他们将如何改变这一切？之后党派会面，各自的领导人发表自己的宣言。要准备好应付刁难和质问！

现在开始为了有更好的世界来做计划！在便签纸上总结宣言，每个党派一个颜色。党派宣言的观点是什么？哪些承诺是不现实的以及哪些是你们可以实现的？

Election Manifesto (#105)

Different parties present manifestos for change. Who will get your vote?

Source: [Thomas Guest](#)

Is there an election coming up in your country? Use it as a back drop for your team to convince each other of their change initiatives.

Ask the participants to split into political parties with 2 or 3 members. For 20 minutes, each party will work on a manifesto for change. What isn't working? How would they improve things?

Afterwards the parties meet again and their leaders present their manifestos. Be prepared for tough questions and heckling!

Now plan for a better world! Summarise the manifestos with sticky notes, one color per party. What do the parties agree on? Which promises are unrealistic and which can you achieve?

设置航线 (# 113)

想象你正在旅行 - 即将会有暗礁和宝藏

想象一下，你正在驾船而不是设计与开发产品或服务。询问船员以下问题：

1. 要找的宝藏在哪里？（值得尝试的新事物）
2. 需要避开的暗礁在哪里？（什么让团队担心）
3. 因为。。。保持航线（工作良好的流程是什么？）
4. 因为。。。改变航线（什么流程存在问题？）

Set Course (#113)

Imagine you're on a voyage - Cliffs and treasures await

Source: Katrin Dreyer

Imagine you're navigating a boat instead of a product or service. Ask the crew the following questions:

1. Where is a treasure to be found? (New things worth trying)
2. Where is a cliff to be safe from? (What makes the team worry)
3. Keep course for ... (What existing processes go well?)
4. Change course for... (What existing processes go badly)

[View photo](#)

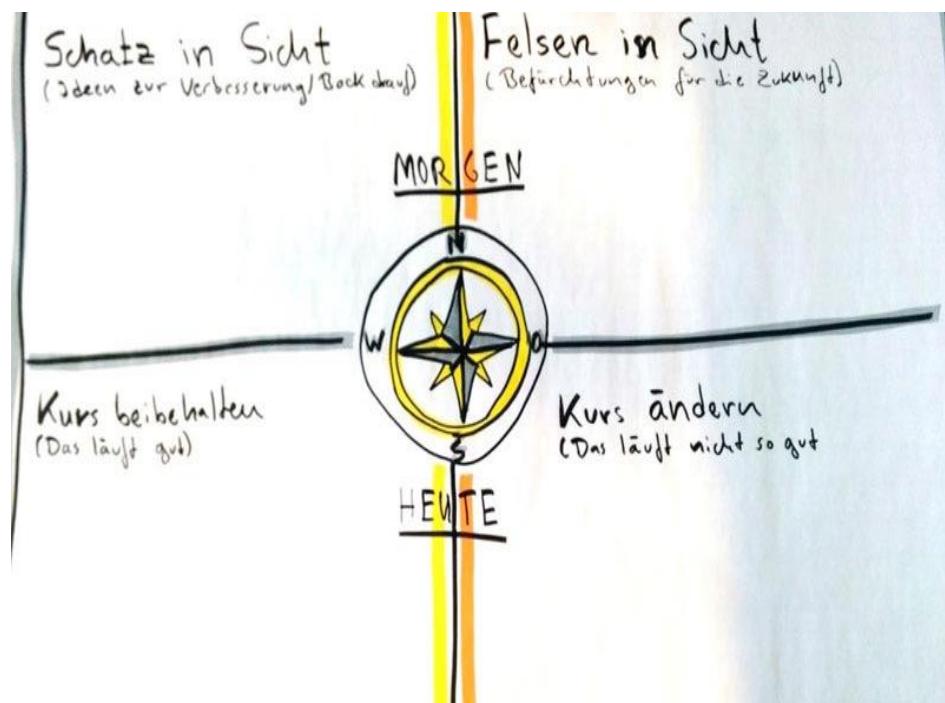


Photo by Katrin Dreyer

力场分析(#115)

分析支持和阻碍特定举措的因素

声明团队将要深入探讨的主题（部署过程，结对编程，DOD，等等），把团队分成 3-4 人的小组。给他们大约 5-7 分钟的时间列出构成主题的所有贡献因素，驱动因素和行动。让房间内的每个组轮流读出他们的一个因素并将其放到力场里，直到每个组都读完自己的部分。归类便签或者去掉重复的便签。重复前两个步骤去收集阻碍或限制主题成功或让其尽可能有效的因素。查看目前为止的所有项，添加遗漏的部分。

每个人 4 票-2 张贡献因素票，2 张阻碍因素票，来识别最具影响力的因素。统计票数并用大箭头标出得票最多的 2 个贡献因素和 2 个阻碍因素。利用会议的最后 15-20 分钟来头脑风暴找出增强最主要贡献因素和降低最主要阻碍因素的办法。

Force Field Analysis (#115)

Analyse the factors that support and hinder a particular initiative

Source: Derek Neighbors, via Joel Edwards

State the topic that the team will explore in depth (deployment processes, peer-programming, Definition of Done, ...). Break the room into groups of 3-4 people each. Give them 5-7 minutes to list all contributing factors, drivers and actions that make up the topic. Go around the room. Each group reads 1 of their sticky notes and puts it up inside the force field until no group has any items left. Cluster or discard duplicates. Repeat the last 2 steps for factors that inhibit or restrain the topic from being successful or being as effective as it could be. Review all posted items. Add any that are missing.

To identify the most influential factors, everybody gets to 4 votes - 2 for contributing factors, 2 for inhibitors. Tally the votes and mark the top 2x2 factors with big arrows. Spend the last 15-20 mins of the session brainstorming ways to increase the top driving factors and decrease the top restraining factors.

[View photo](#)

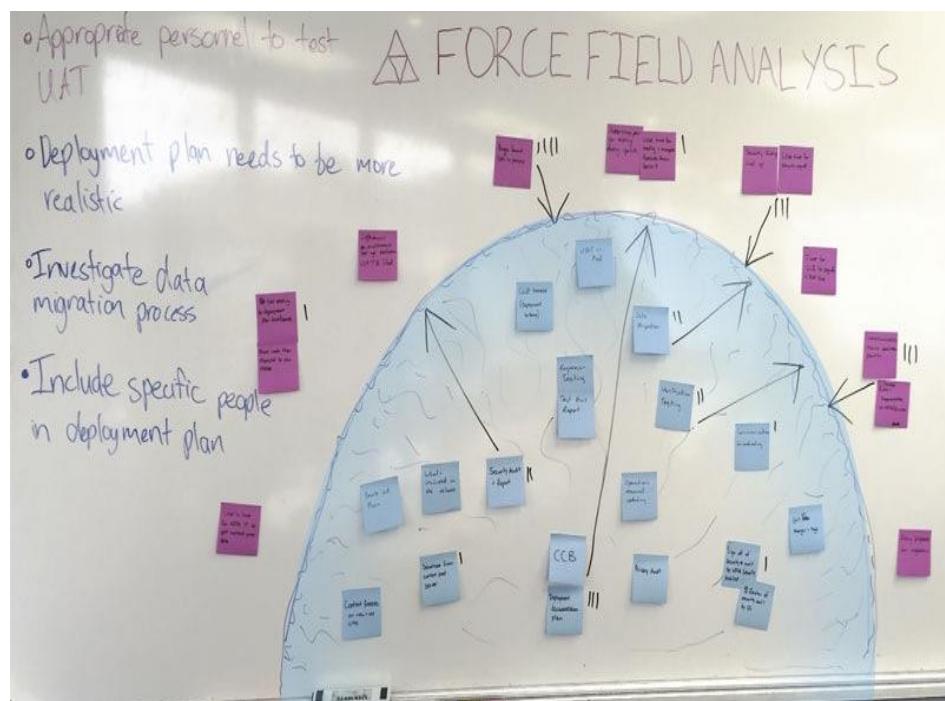


Photo by Joel Edwards

雪山(#118)

处理有问题的燃尽图和范围蔓延

此活动非常适合那些在项目中经常要处理额外请求和“范围蔓延”的团队。使用一个有问题的燃尽图轮廓来画一个雪山。随意地添加几棵树。打印一些孩子滑雪的图片，如快速地滑着雪，害怕地滑着雪，无聊的拿着雪橇，等（你可以使用谷歌搜索一些图片）。

把大家分成 2-3 人的小组，让小组成员确定哪个孩子的反应与山的哪一部分有关。例如：如果山是平的，那么，孩子可能会感到无聊。如果孩子面对墙，她就可能会害怕。

然后你可以看着自己团队的燃尽图，讨论团队如何去应对。

Snow Mountain (#118)

Address problematic burndowns and scope creep

Source: Olivier Fortier

This activity is helpful when a team is constantly dealing with additional requests and scope creep. Use the burndown chart of problematic sprints to draw snowy mountains with the same outline. Add a few trees here and there. Print drawings of kids in various sledding situations such as kid sledding down fast, kid sledding and being scared, kid with a sledge looking bored, etc. (You can use Google image search with 'kid sledding drawing').

In teams of 2 or 3, ask the team members to identify which kid's reaction goes with which part of the mountain.

Example: If the mountain is flat, the kid might be bored. If you're facing a wall, the kid might be scared. You can then discuss the team's reaction facing their own burndowns.

[View photo](#)

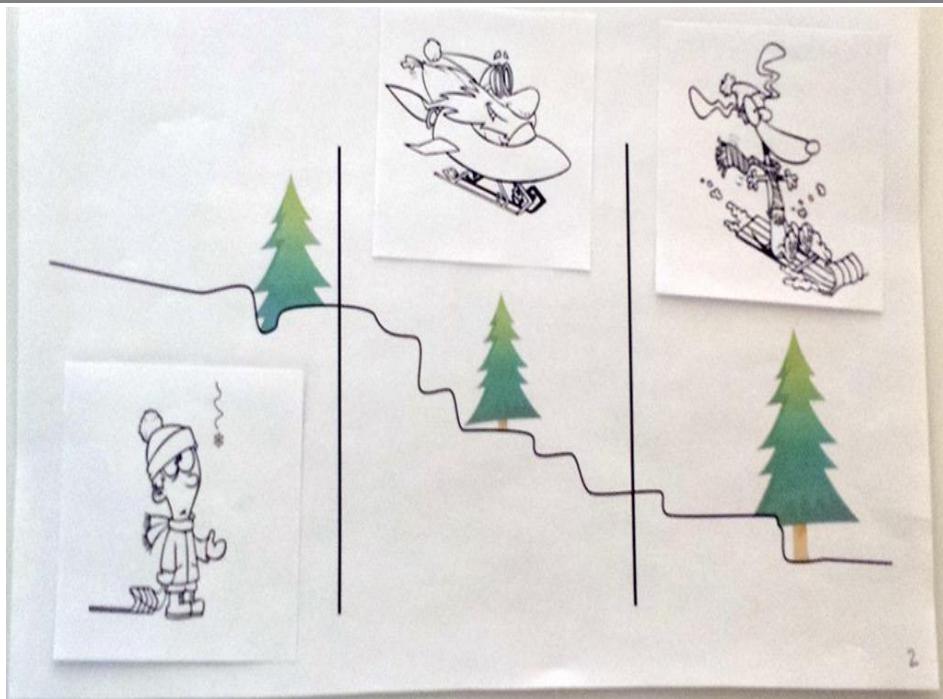


Photo by Olivier Fortier