**Sprint Retrospective-20250731\_143551-Meeting Recording**

July 31, 2025, 8:35PM

30m 3s

 **Christopher Thompson** started transcription

 **Christopher Thompson** 0:03  
Yeah, I think, I think I just started it, but yeah.

 **Javier Casas** 0:03  
Is it necessary? Oh.  
Yeah.

0:07  
Nice.

 **Cesar Figueroa** 0:08  
Yeah, I have some comments and then I will let the rest talk because we we already started the conversation and there are some good ideas. I think that we are in the right path with those demo meetings.  
But we made some mistakes and and it's normal because it's the first time that we implement the process. For example, we saw that in some activities the person who did the work also presented the demo.  
And also was the owner of the story. So that's tricky because if you work in something, you have something in your mind like based on your own testing and when you present the same to the others.  
And it's it's risky because you can ignore some issues. So that's what happened with the one related with the copy that we already discussed, Jonathan.

 **Jonathan Aulson** 1:04  
E.  
OK.

 **Cesar Figueroa** 1:14  
And we well, first stop being quick and if you want you can go ahead please and suggest your idea about how to solve that part.

 **Christopher Thompson** 1:26  
Yeah. So I I mean it's kind of a two-parter, right? But first part that's I think simpler is when we as we assign the stories like owners kind of as part of planning and tasking.  
But I think as we work on them, sometimes the person who works on IT is also the owner. So I think reassigning that if needed, right? If someone feels like they're doing too much work and they're kind of too close to it.

 **Jonathan Aulson** 1:51  
Mm.

 **Christopher Thompson** 1:58  
You know, reach out to the team and and we can see if we need to reassign that. And Part 2, which is kind of the bigger one, is for those demos. I think it'd be helpful if the person who owns the story does the demo instead of the person who's been doing the work.  
So that way they come at IT with an outside perspective without, you know, doing the steps that they've been doing as part of development to show everything. They'll be coming in as, you know, More like an outside user or More like you, Jonathan, you know, coming in.

 **Jonathan Aulson** 2:16  
Yeah.

 **Christopher Thompson** 2:35  
With just the acceptance criteria in mind and showing that functionality without the the kind of preconceived notions that whoever's been working on it.  
Has developed.

 **Jonathan Aulson** 2:51  
E.

 **Cesar Figueroa** 2:52  
And.  
Maybe those, yeah. The other part that I think that you're also suggest is maybe those meetings needs some sort of More preparation because what we are doing is the person who did the work present the the.  
What? What the story? But maybe instead of that, the person who own the story should create at least an agenda of how he's he's planning to attend the sentence criteria, or in which order and which actions are.  
Basically showing that acceptance criteria in the agenda in that way is is easier to track what we saw and and is More prepared, you know.

 **Christopher Thompson** 3:32  
Great.  
Yeah.  
And that's something I'm hoping that you know between our, you know, a later bot with the, you know, data products and the stories acceptance criteria, you know, hopefully that agenda is something that.  
We can leverage AI to.

 **Jonathan Aulson** 4:01  
Mm.

 **Christopher Thompson** 4:01  
Not be a huge time time suck, right? Because I don't want to spend, you know, half the day, you know, figuring out how to demo a story that I haven't worked on so.

 **Jonathan Aulson** 4:04  
Yeah.

 **Cesar Figueroa** 4:08  
Yeah, I.

 **Jonathan Aulson** 4:08  
Alright.

 **Cesar Figueroa** 4:11  
More like a 5 minutes before the demo.

 **Christopher Thompson** 4:14  
Right, yeah.

 **Jonathan Aulson** 4:18  
I mean, heck, I can. I can start adding a demo section to the user story. I mean that would be easy enough to do as as I'm creating it. Um.

 **Christopher Thompson** 4:28  
Yeah.

 **Jonathan Aulson** 4:29  
So yeah, we can. We can kind of precede that. I love this idea.

 **Graham Olson** 4:32  
What? What would that demo section contain? Would it? Because to me, I think, I think it was last retro. I I couldn't attend that one and this that's when this idea was kind of.

 **Jonathan Aulson** 4:34  
Yeah.

 **Graham Olson** 4:49  
Formulated I guess. So I don't know if I fully understand the user story demo fully, but to me, to me, the way those meetings should work is like going through the acceptance criteria.  
Which we already have in the user story. So would there would there be other additional things to like present possibly or?

 **Jonathan Aulson** 5:08  
Hmm.  
That's a great question. I think. I think in my mind the difference is a demo flow can be kind of an ordered set of steps that once when you complete them.

 **Cesar Figueroa** 5:29  
Yeah.

 **Jonathan Aulson** 5:31  
You've you've exercised everyone of the acceptance criteria, but it might be more efficient to do them in like like it might.  
Oh \*\*\*\*.  
Yeah. Can you guys hear me?

 **Graham Olson** 5:46  
Yep.

 **Jonathan Aulson** 5:47  
OK, I lost connection there for a minute. Sorry, I was cussing. So yeah, like a 10 step demo flow might exercise 25 different acceptance criteria if you do them in the right order. You know what I mean? So that's what I'm thinking. It's just kind of like having the AI think through that.

 **Cesar Figueroa** 5:47  
Yeah.

 **Graham Olson** 6:03  
OK.

 **Jonathan Aulson** 6:07  
For us and like list out an ordered number of steps so that we don't have to think about it, yeah.

 **Graham Olson** 6:12  
Mhm yeah. And I I like this new process too. I think. I think it's a really Good way to check our user stories so that we don't.  
End up with bugs and and stuff like that. I think IT reduces the risk there I guess.

 **Jonathan Aulson** 6:29  
Yes.

 **Cesar Figueroa** 6:31  
Yeah. And also, go ahead. Sorry.

 **Graham Olson** 6:34  
Oh, that's one question I have is like should there should we have the demo first before merging to develop and just do IT off of like the feature branch or is there like a a step for that?  
Or does IT not matter? Cause to me I think we should do the demo before merging to develop.  
But.  
Yeah.

 **Christopher Thompson** 7:01  
Yeah, I I think that's how I I would prefer it as well. You know, once the dev work is done, whoever's, you know, done it, you can let whoever owns it, you know, know, hey, this is ready for demo.  
Then that person can, you know, look over the demo steps, get a demo scheduled with, you know, the team, and then once the demo is done, you know, assuming there's no.  
Issues or tweaks that we need to do, then we just need to create the PR and get it merged. Especially now because we like I added separate tasks on the board to do the demo and to to merge the story to dev so.

 **Jonathan Aulson** 7:40  
So.

 **Christopher Thompson** 7:48  
Just making sure we do that demo first I think will help because that way if we if we uncover you know a bug or an issue that we want to address, we still have that feature branch that we can do those changes on before it's all merged to dev.

 **Graham Olson** 8:00  
Mhm.  
Right.

 **Jonathan Aulson** 8:02  
So I I I'm I get where you guys are coming from for sure and I'm on board. I do have a caveat though. So the the purpose in this right is to ensure.  
That when the feature is in develop that it is correct in that environment and the only way to like be 1000% sure of that is to demo it in develop right now.  
I get it like it's way more efficient for us to like demo from the feature branch and that way we can make changes if we need to. And so I'm on board with that idea as long as you guys kinda agree that like if if we find in doing so.  
That we still run into issues where like in develop some for whatever reason a conflict like I don't I kind of don't care the reason but like if if we come to find that you know the functionality worked in the demo but it's not in develop then we've got a demo from develop because really that's the only because the purpose of this right.

 **Christopher Thompson** 9:02  
Mm.

 **Jonathan Aulson** 9:12  
Is for us to be able to demonstrate a working feature in develop to the client. So anyway, I think you guys were coming from maybe, yeah.

 **Graham Olson** 9:19  
True. Well, yeah, that's a Good point. Cause I mean, especially this sprint we have, I think we have some stories that are kind of intertwined with each other. They're gonna kind of touch, I guess, if you will.

 **Christopher Thompson** 9:19  
Yeah.

 **Jonathan Aulson** 9:35  
No.

 **Cesar Figueroa** 9:36  
The same files, yeah.

 **Graham Olson** 9:37  
And so so to have IT in develop, I I totally get that.  
Concern.

 **Jonathan Aulson** 9:47  
No.

 **Christopher Thompson** 9:48  
Yeah.  
That works for me, yeah.

 **Graham Olson** 9:51  
Yeah.

 **Jonathan Aulson** 9:52  
OK. All right.  
Well, even better. Yeah. If you guys are OK with that, with that change, then I think that's a that's, it makes it even more sure, you know?

 **Cesar Figueroa** 10:07  
But so just to.  
Just to understand the right process. So if if I do the the merge and I present the demo with that merge and develop in the demo meeting we can find issues.  
We will need to reopen the ticket. We will need to create a bug fix which will be the the approach. I believe that the right approach is move the ticket to to start work again.  
Right, because it's not completed yet.

 **Jonathan Aulson** 10:46  
Correct.

 **Christopher Thompson** 10:46  
Yeah, I yeah, I think the story will go back to like active and then we can create tasks for, you know, any issues we uncover in the demo and just merge those directly to the develop branch.

 **Cesar Figueroa** 11:03  
OK.

 **Jonathan Aulson** 11:07  
No.

 **Christopher Thompson** 11:07  
Or bugs, whatever, however we want to make those tickets right? Bug might be useful because then we can assign it to, you know, QA and have them double check that criteria, but.  
Either way.

 **Jonathan Aulson** 11:30  
Nice. I think that sounds good.  
Um.  
All right, so hey, you know, I there is a piece of this that I'm a little unclear on. So OK, IT makes sense to me that the person who demos right on the who's who owns the story for the demo. Actually, maybe that's not clear to me, so.  
How are we? How are we assigning the story again? Like, are we saying the person whose name is on the story, they're doing the demo or are they being demoed too? What was the deal?

 **Christopher Thompson** 12:09  
I think they'll they'll do the demo.

 **Jonathan Aulson** 12:12  
OK.

 **Graham Olson** 12:13  
I think.

 **Christopher Thompson** 12:14  
But ideally, they're not the person who's doing the bulk of the work.

 **Jonathan Aulson** 12:19  
OK, OK, got it.

 **Graham Olson** 12:20  
Yeah, so this Sprint we yesterday we tried to assign to people that likely weren't going to work on that story.  
Does that make sense? So.

 **Jonathan Aulson** 12:34  
Yeah.

 **Graham Olson** 12:36  
I think last Sprint though I demoed to Chris on a story that I completely worked on. Like I think I did every task on it, so that probably is like backwards from what we want.

 **Jonathan Aulson** 12:50  
Uh.

 **Christopher Thompson** 12:51  
Right. Yeah.

 **Graham Olson** 12:51  
If that makes sense, yeah.

 **Jonathan Aulson** 12:52  
Yeah.  
OK.

 **Christopher Thompson** 12:56  
But yeah, ideally, yeah, just.

 **Javier Casas** 12:57  
Yeah, it's a good, good approach.

 **Graham Olson** 12:58  
But I think this, yeah.

 **Javier Casas** 13:00  
Sorry.

 **Christopher Thompson** 13:02  
I'll have you go ahead.

 **Javier Casas** 13:04  
Now I think this is a good good approach as we talk earlier today. It's a good approach to avoid biases of the developer that actually worked on that user story because as we mentioned I'm for the for a payroll copy feature.  
I probably been testing the same day over and over so and then when I demo it probably I just demo it the 1st of July. So that was the the bug then that we saw today.

 **Jonathan Aulson** 13:33  
OK.  
Yeah.

 **Javier Casas** 13:40  
Uh, so to avoid that bias, it's good that another person has this demo in its hands and try and test the the new features or the updates in a different way that the developer did.  
Probably.

 **Jonathan Aulson** 13:57  
Mm.  
Yeah, that resonates now.

 **Cesar Figueroa** 14:06  
And again, it's it's not your fault. It's it's it's the process that is not working as close.

 **Jonathan Aulson** 14:06  
Awesome.

 **Javier Casas** 14:13  
Oh, yeah, yeah, I I I know, I know.

 **Jonathan Aulson** 14:17  
Yep.

 **Javier Casas** 14:17  
I I understand.

 **Jonathan Aulson** 14:18  
Good.  
Well, guys, I'm stoked about this. I feel like we're, I feel like we're getting really dialed in, you know, around this piece of our process. I wanted to kind of ask just because.  
This has been an issue for us, right? And I feel like in the past, I don't know, four or five sprints, something like that. We've been focused on this issue and and like I said, I feel like we're dialed in now to like exactly how to put the right guardrails in place.  
But I am curious, are we thinking that or or maybe this is the question is is my impression that this issue has been More of a recent thing than not? Is that is that accurate or am I or do I just kind of have short term memory here? What do you guys think? Is this?  
Something that's we've been struggling with lately or the whole time and we're just now really focused on it.

 **Graham Olson** 15:18  
Which uh, which issue are you talking about? Like bugs?

 **Cesar Figueroa** 15:22  
Like.

 **Jonathan Aulson** 15:22  
You know, I think it's like the the in my mind and I might have blinders on, right? But but in my mind the issue is we get through the Sprint and a feature has been released and developed, but there are acceptance criteria that are unfulfilled.

 **Cesar Figueroa** 15:22  
In.

 **Graham Olson** 15:23  
Or.

 **Cesar Figueroa** 15:41  
I have two opinions on this.  
One, I think that we are tackling more complex activities and you can see you can you can observe that just watching the description of the user assembly criteria they are, they are bigger.  
Than what we used to have when we started because when we started was more like get data and put the data in UI. But now we are integrating more things. We are like a change in the forecast needs to impact the calculation there, whatever.  
So there are more entry points than for those, than for this more complexity when we are building. So that's that's one topic I feel and the 2nd is we are using AI more than when we started.

 **Jonathan Aulson** 16:30  
E.

 **Cesar Figueroa** 16:42  
And we maybe we are relying too much, you know?

 **Jonathan Aulson** 16:46  
E.

 **Graham Olson** 16:46  
Yeah, I mean, I agree with that. I I think like for instance, a year ago when we were working on the billing system still, I I think that first like project was.  
A little more simple and then this one like the forecasting portion just is more complex and I think it's gotten more complex since January I think when we started. So, so I think that's probably.

 **Jonathan Aulson** 17:11  
Yeah.  
Yeah.

 **Graham Olson** 17:20  
The issue so we we probably need this like guardrail in place to to keep us on the path.

 **Jonathan Aulson** 17:29  
I think that makes a lot of sense. Um.  
You know, OK, so so I agree with both of those points. We're we're dealing with higher complexity especially here in the end game of the project, right, because we're tying all the the final bits together and also we've introduced a lot More AI into our SDLC which.  
Which presents its own challenge because not only are we moving faster, so there's like More risk of US like overlooking something just just because of our speed, but also I think.  
I think AI itself has a bias towards God, what would that be? It's it's almost like confirmation bias. It's like AI wants to be correct and complete, right? It wants to tell US IT did the job correctly.  
And so IT without external like controls, it'll tend towards that outcome. I think I I know I experienced this a lot in the just in dealing with like documentation, right?

 **Christopher Thompson** 18:43  
Mm.

 **Jonathan Aulson** 18:43  
I wonder if if you guys think IT would be helpful for US to put some specific like you know, counters to that bias in place in terms of like client rules or RU code rules, whatever we're using.  
Do you guys think there's something there like putting some some checks and balances in place using like feeding it, forcing it, I should say to validate the acceptance criteria?  
You know what I mean? Something like along those lines, what do you guys think?

 **Cesar Figueroa** 19:22  
Yeah, maybe some sort of prom saying, uh, when you finish.  
Ask to the agent, please explain me how this change impact in the acceptance criteria and how they are achieving or addressing this.

 **Jonathan Aulson** 19:37  
Yeah.

 **Christopher Thompson** 19:39  
Yeah, or something that I honestly probably a little late to the game, but started kind of doing today, which is having it give me test cases.  
To cover, you know what I'm doing, right? Because the like the job profile stuff is kind of complicated. So I'm like, here's, you know, a couple of scenarios. Here's what it's capable of doing, you know, write some test cases that I can then go through and.

 **Jonathan Aulson** 19:55  
Mm.

 **Christopher Thompson** 20:14  
And configure and and validate, you know, inputs and outputs almost like unit tests, right? But not quite.  
And that, you know, helped me make sure it covered all all those cases as well as, you know, if you spot any gaps in those, then you can tell it, you know it's missing something.

 **Jonathan Aulson** 20:40  
OK.  
Nice.

 **Javier Casas** 20:44  
I agree with that. I I well, like Chris, I am not asking cloud code to make those tests, but it's making them.  
Automatically. So it's not creating unit tests, but it's I I promise that I will gather more information about how I how are these tests called.  
But it's making them in the console, so it's using the functions and it's, I don't know, loading data and testing these functions. I don't know if it's using the real functions or even it's creating them in the console and testing.

 **Jonathan Aulson** 21:31  
Huh.

 **Javier Casas** 21:37  
The the functions, but it's making the tests and another thing that I want to add a why we could be potentially missing some stuff at the.  
At this final step of the project, it's because we are almost working on the same components, so maybe we are updating things two times.  
In a Sprint for example for well specifically this Sprint we are taking this PNL component and making I don't know five or six user stories over it. And last Sprint it was about the payroll component we made. I don't know if we're.  
Or three or two updates in the same component. So yeah, that could potentially cause some issues and or some missings at the moment of the acceptance criteria check or everything being OK before the the deployment.  
And and well, of course we are at the at the last sprints. So yeah, we we we are not rushing, but we are, I don't know, putting more effort, more stories into the the world I think.

 **Jonathan Aulson** 22:50  
E.  
Yeah, yeah.

 **Christopher Thompson** 23:08  
Yeah, well, and and one thing that I kinda wanted to point out too is I feel like Graham was talking about, you know, previously on the billing side and I feel like it was different on billing because our UI was so limited.  
It was just, you know, configuring contracts and showing statements like a lot of the, you know, quote un quote back end and calculations and all that stuff happened in.

 **Jonathan Aulson** 23:31  
Yeah.

 **Christopher Thompson** 23:41  
Power automate. So sometimes you know it resulted in, you know, numbers being a little bit off, but as long as they existed, you know it was a little bit easier to to demo, right? Because you're just showing.

 **Jonathan Aulson** 23:55  
Uh, yeah.

 **Christopher Thompson** 23:57  
I I put number in and I get number out and and we weren't looking at like you know each individual day it was just like one month kind of thing as well as you know even earlier in this project.

 **Jonathan Aulson** 23:59  
Right.

 **Christopher Thompson** 24:13  
A lot of our UI components, while complicated, were kind of like, you know, in like first draft stage where it's like if we had some of these kind of minor bugs, we could be like, you know, it was easier to kind of talk around it because it's like, oh, well, you know, we're going to be doing this later.

 **Jonathan Aulson** 24:21  
Yeah.

 **Christopher Thompson** 24:32  
Later, so we'll kind of fix that when we address it, you know, whereas now we're kind of getting to the end and so showing the bug in the demo when it's like this is the final version is a little bit harder to.  
Speak to, you know.

 **Jonathan Aulson** 24:49  
Yeah.  
1.

 **Christopher Thompson** 24:51  
So all that to say, I I think between everything we've kind of got a perfect storm of, you know, demos being difficult right at the end. So, but I I think.

 **Jonathan Aulson** 24:53  
Yeah.  
E.

 **Christopher Thompson** 25:06  
Our updates to the process will help a ton.

 **Jonathan Aulson** 25:11  
Yeah.

 **Christopher Thompson** 25:23  
Mm.

 **Jonathan Aulson** 25:24  
For forecasting, they'd spend this kind of journey where where they really didn't know what they wanted until right here at the end when things are coming together. And even then it's, you know, half the time it's US kind of telling them.

 **Christopher Thompson** 25:24  
Mm.

 **Jonathan Aulson** 25:40  
How IT should work? And anyway, I think IT all kind of adds up to a much More complex project, but.

 **Christopher Thompson** 25:50  
For sure.

 **Jonathan Aulson** 25:54  
Well, guys, I think that's IT on time. Looks like we're over a little. I think this was really Good conversation. I'm glad we recorded IT too. Is there any closing thoughts or other items that we want to bring up?

 **Javier Casas** 26:11  
I don't know if this is the right meeting, but just asking for the future project. Do we have an upcoming project or something like that?

 **Jonathan Aulson** 26:19  
E.  
Oh my God, do we? Yeah. So right now it's the the decision I've put in front of Amy. We've put in front of Amy is to decide whether we're going to grow another team.  
And and start double threading projects or or if we're just gonna grow this team and so that we can do More projects, I think it's gonna be one of those two in either. Well, so the the third option that they have is.  
To continue this one project at a time pace, which if they do that, then we've got projects stacked out to the end of 2027. So you know, buckle up, yeah.

 **Javier Casas** 27:08  
Yeah, OK.

 **Christopher Thompson** 27:09  
Well.

 **Graham Olson** 27:10  
Wow, that's Good to hear.

 **Jonathan Aulson** 27:11  
Yeah. Oh, no, it's fantastic. I mean this, this account is just, you know, we're going gangbusters. So it's it's all Good news. The two, the two competing priorities next on docket are Billing phase three.  
And that would be building out features and power Bill so that all of the 10 percenters will be able to be billed through power Bill RSS which is you know you guys know we built kind of the mechanism to.  
Ingest the RSS files that they have today, but this would be actually building out a front end so that they would go online and fill out all their their revenue, their daily revenue and daily stats, all that stuff IT would be we would be the collect collection mechanism for that.  
So that's the other one. And then the third competing priority is the budgeting system. I think, I think we're gonna end up doing Billing and RSS at the same time is my gut and then we'll we'll start on budgeting.  
Like early summer so that we have budgeting, forecasting and Billing with the 10 percenters, all of those things done and RSS by fourth quarter next year. That way their their their budgeting process for 2027.  
Can happen. Budgeting and forecasting will all happen within our system, you know, without any kind of.  
You know, outliers, so.

 **Javier Casas** 28:49  
Nice.

 **Jonathan Aulson** 28:50  
That that's what IT looks like. Yeah, yeah.

 **Christopher Thompson** 28:53  
Hm.

 **Jonathan Aulson** 28:55  
We're also trying to sell them AI right now. We wanna go in there and and implement a later bot or you know, a town park bot, whatever for the enterprise, which would be a pretty big deal.

 **Christopher Thompson** 28:58  
Mhm.

 **Graham Olson** 29:10  
Um.

 **Jonathan Aulson** 29:11  
So we'll see, yeah.

 **Javier Casas** 29:13  
Nice. A lot of exciting things.

 **Graham Olson** 29:14  
Cool.

 **Jonathan Aulson** 29:17  
Yeah, yeah. Well, it's because of you guys. I mean the the, you know, the work this team has done has made US trusted advisors. You know, they for the finance department anyways, they, you know, they they can't imagine going to their.  
IT for anything nowadays, you know they're gonna be using us, so it's Good stuff.

 **Javier Casas** 29:40  
Nice.

 **Jonathan Aulson** 29:42  
Yeah.

 **Javier Casas** 29:45  
OK.

 **Jonathan Aulson** 29:47  
All right, guys. Well, thanks very much.

 **Christopher Thompson** 29:49  
Yeah, thanks everybody.

 **Javier Casas** 29:50  
Thank you.

 **Cesar Figueroa** 29:50  
Thank you. I think that tomorrow only Javier and I will be here. So have a nice weekend, guys.

 **Javier Casas** 29:50  
Q.

 **Graham Olson** 29:51  
Thank you.

 **Christopher Thompson** 29:56  
Uh.

 **Jonathan Aulson** 29:57  
Yeah, you too. Hey, guys.

 **Christopher Thompson** 29:58  
Yeah. Thanks.

 **Javier Casas** 29:59  
Yes, enjoy.

 **Graham Olson** 29:59  
You too.

 **Christopher Thompson** 30:01  
OK.

 **Christopher Thompson** stopped transcription