

# The Value of Retrospectives

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# Agenda

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- About Us
- Learning Environments
- Purpose of Retrospectives
- General Structure
- Setting the Stage
- Planning
- Effectiveness
- Pitfalls
- Avoiding the Pitfalls
- Getting Value
- Resources
- Our Services
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# About Us

Berteig Consulting is a consulting firm specializing in helping organizations, teams and individuals become more effective using agile methods such as Scrum, Extreme Programming, Lean and OpenAgile.

- Established 2004, based in Toronto
- Web: [www.berteigconsulting.com](http://www.berteigconsulting.com)
- Clients Include: RIM, Telus, Comcast, CapitalOne, Siemens, Quest Software, Queens University
- Services: Agile Implementation Consulting, Management and Team Coaching, Agile Training
- Products:  **Scrum Study Guide**

# Learning Environments

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Agile methods are about learning:

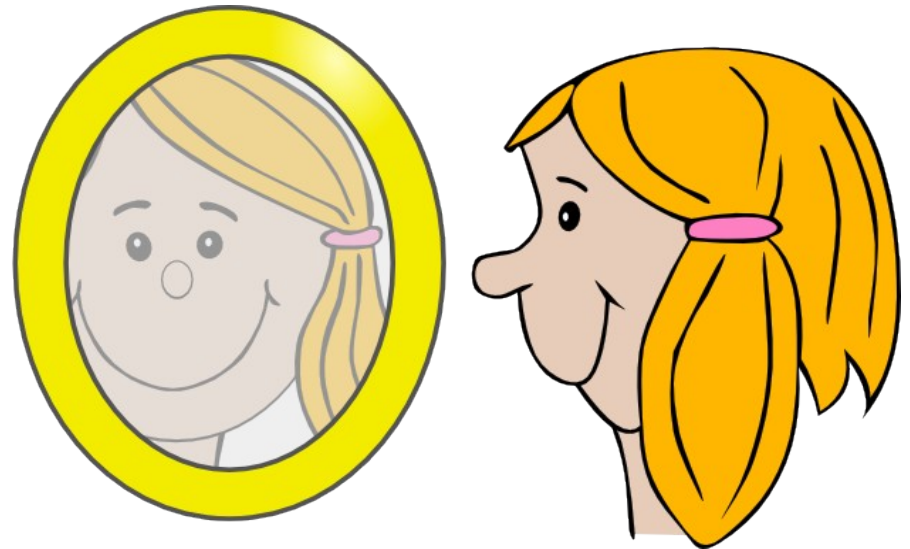
- Learning about the product
- Learning about the process

Truthfulness is the foundation!!!

What makes a good learning environment?

# Purpose of Retrospectives

- Examining “How we did our work” vs. “What we produced”
- Learning to get better at our own process
- Potential areas for consideration:
  - Technology
  - Work space
  - Corporate culture
  - Teamwork
  - Work planning and execution
  - Skill sets
  - Interpersonal dynamics
  - External groups
  - Personal circumstances
  - The process itself
- Also called “post-mortems”, “debriefings”, “reflection meetings”, etc.



# General Structure

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All Retrospectives have the following five steps:

1. Set the Stage
2. Gather Data (Reflection)
3. Generate Insights (Learning)
4. Decide What to Do (Planning)
5. Close

Adapted from: “Agile Retrospectives: Making Good Teams Great” - Esther Derby, Diana Larsen

# Setting the Stage

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## *The Retrospective Prime Directive*

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

Source: Retrospectives.com

# Planning

How do we apply what we have learned in a Retrospective into the next cycle?

- Add items to the Product Backlog
- Add items to the cycle in the next planning meeting
- Record things as obstacles and give them to the ScrumMaster or management
- Add to the Definition of “Done”
- Update the Team Rules
- Add special tasks to be done as the opportunity arises
- Team member volunteers for “extra” work
- Agree to change behaviors and help each other keep to the agreement



# Effectiveness

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Cultural Factors

Physical Factors

Facilitation Skills

# Pitfalls

Stages of team development:

- Forming
- Storming
- Norming – DANGER DANGER!!!
- Performing

Local vs. global solutions

Lack of safety

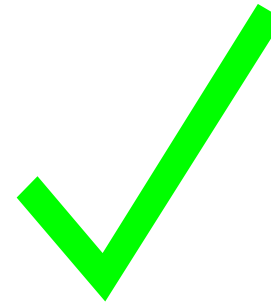
Giving up – change can take a long time!



# Avoiding the Pitfalls!

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- **Never** skip your retrospective!
- SMART goals and action items
- Try different methods
- Don't just plan to do, but also plan to review



# Getting Value

## Results?

- Productivity: high performance teams can double, triple or improve even more over their previous levels
- Process efficiency:

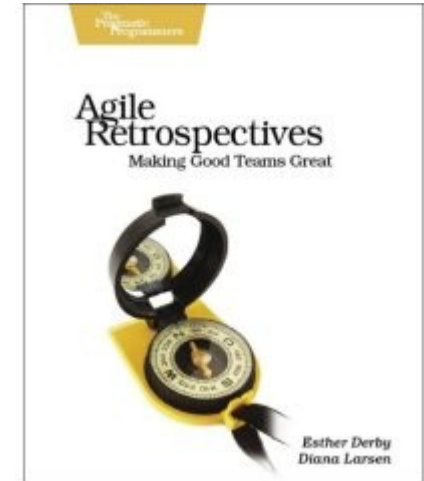
Typical cognitive business processes:	5%
World class efficiency:	25%

(sources: “Voice of the Customer” and “The Wisdom of Teams”)

# The Value of Retrospectives

## Resources

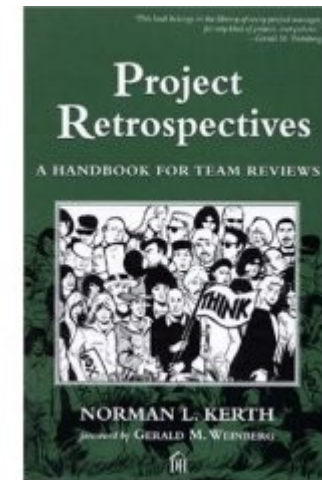
“Agile Retrospectives: Making Good Teams Great” - Esther Derby, Diana Larsen



“Project Retrospectives: A Handbook for Team Reviews” - Norman Kerth

<http://www.retrospectives.com/>

And...



# The Value of Retrospectives

## Our Services

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Agile Project Management / Certified ScrumMaster Training:

- July 22 to 24 in Edmonton – 15% discount for this group!
- Other locations in Canada
- In-house training for groups of 10 or more

Coaching and training for Scrum, OpenAgile, Lean and XP

[sales@berteigconsulting.com](mailto:sales@berteigconsulting.com)  
905-868-9995

# Q & A

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- Share experiences
- Questions
- Concerns
- Feedback!