# Foreword

This document is based upon the observations and notes added to the document “ENSEK REMOTE AGILE DELIVERY TEST BRIEF.DOCX”, and the collation of this information within the document “Ensek\_Agile\_Delivery\_Test\_Analysis.xlsx”.

# Overview

In a retrospective, the team look back on the last sprint, talk about what happened, what went well, what did not go so well, and any actions we can take forward to improve.

It is important that we do not only look at negatives, but we should also celebrate successes too.

With all the questions here, I would open the discussion hoping that the team would bring up the issues I noted. If not, I would ask further questions to try to guide the conversation and highlight things that happened.

We can do this in various formats, but usually I like to have a discussion with the team about the sprint before brainstorming, grouping, voting and creating action items.

# Retrospective

***Question: How do you think the stand-ups went this sprint?***

* *Did everyone always turn up on time?*   
  Some members were late. Some people have sporadic attendance.
* *Did you have a stand up every day? If you didn’t, how did you know what was going on?* Cancelled once.
* *In a stand up, it should last only 15 minutes. Only the scrum team can talk. How did that go?*  
  It is OK to have lots of people at the stand up, but only the scrum team can participate, unless the team want to actively include them, e.g., by asking questions. Others should observe. Scrum team members should set daily targets and discuss how they are progressing towards the sprint goal, and what to do during the current day to get nearer the goal.

I would refer the team back to the rules of the stand ups, about the 15-minute timebox and that it should be for the scrum team to reflect on their progress. No one outside the team should interrupt.

**Action: I would take an action to enforce the stand-up rules, and everyone else should agree to turn up on time, and the stand-up should never be cancelled.**

***Question: Did the team produce a potentially releasable Product Increment? If not, what happened?***

* *Did you get all the work completed on the sprint?*Some items rolled over from the last sprint. Some PBIs were completed. but 1 PBI was not completed, and one PBI rolled to the next sprint.

**Action: The team will think of what and how they will demo in the Sprint Review and concentrate on creating an increment of Done, working software.**

***Question: How did Planning go? Were you confident you could complete all items on the sprint?***

* *Were all the PBIs understood before we started on the sprint?*The PO added 2 undefined PBIs that were not refined. Patty took a while to define these PBIs, and did not raise a blocker when Pam did not provide information
* *Were you happy with the scope?*The team reluctantly accepted the items event though they were not happy.
* *Did you understand what was coming up in the sprint?*The team seemed surprised at the items coming up.
* *Did you have regular refinements before the sprint?*Some PBIs were not ready!
* *Do you have a Definition of Ready?*A DoR can be a useful, objective checklist to ensure unready items cannot be accepted onto a sprint.

**Action: Ensure the team have Refinements so they understand the PBIs coming up, and these items are refined and ready.**

**Action: Team must raise blockers so that they can be sorted out quickly**

**Action: Create a DoR for the team**

***Question: Did you manage to get all the work done? Did anything roll-over?***

* *How much time did you manage to spend on items, did you have to context switch?*The team had a change in priorities during the sprint, where incomplete work was put down and they switched onto other items.  
  Team members also worked late, and were asked to work weekends. The team may burn out?
* *Any impediments that slowed you down?*Test environments were an obvious issue
* *Did you get any interruptions?*Sara interrupted the team, Prish was unhappy. The PO should be the conduit for all issues concerning priorities.

**Action: Patty has a discussion with Prish, Cathy and Sara (and anyone else) to keep queries and issues away from the team, and to go through her first.**

**Action: The team should not be ordinarily asked to work overtime apart from in exceptional circumstances.**

**Action: Investigate the problem with test environments, is there an underlying issue?**

**Action: Create a dashboard to act as an information radiator so stakeholders can see up to date status at any time.**

# Footnote

The outcome of this retrospective is 9 actions. Depending on the nature of the actions, this may be OK, or it may be too many to tackle straightaway on the next sprint. If it too many, this list could be prioritised, perhaps by voting. Any superfluous items could be archived or added to the Product Backlog for the team to pick up later.