# 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, we look back on the last sprint, talk about what happened, what went well, what didn’t go so well, and any actions we can take forward to improve.

It’s important that we don’t only look at negatives, we should celebrate successes.

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 and voting and creating action items.

***Question: How do you think the Team 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 it was, 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 ask 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 next.

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?***

* *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: Think about what the team 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.
* *Were you happy with the scope?*The team reluctantly accepted the items event though they weren’t happy
* *Did you understand what was coming up in the sprint?*The team seemed surprised at the items coming up.

**Action: Ensure the team are aware of the PBIs coming up, and these items are refined and ready.**

* *Did you have regular refinements before the sprint?*Some PBIs weren’t ready!
* *Do you have a Definition of Ready?*A DoR can be a useful, objective checklist

**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?****They 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, 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. The team should not be ordinarily asked to work overtime apart from in exceptional circumstances.**