

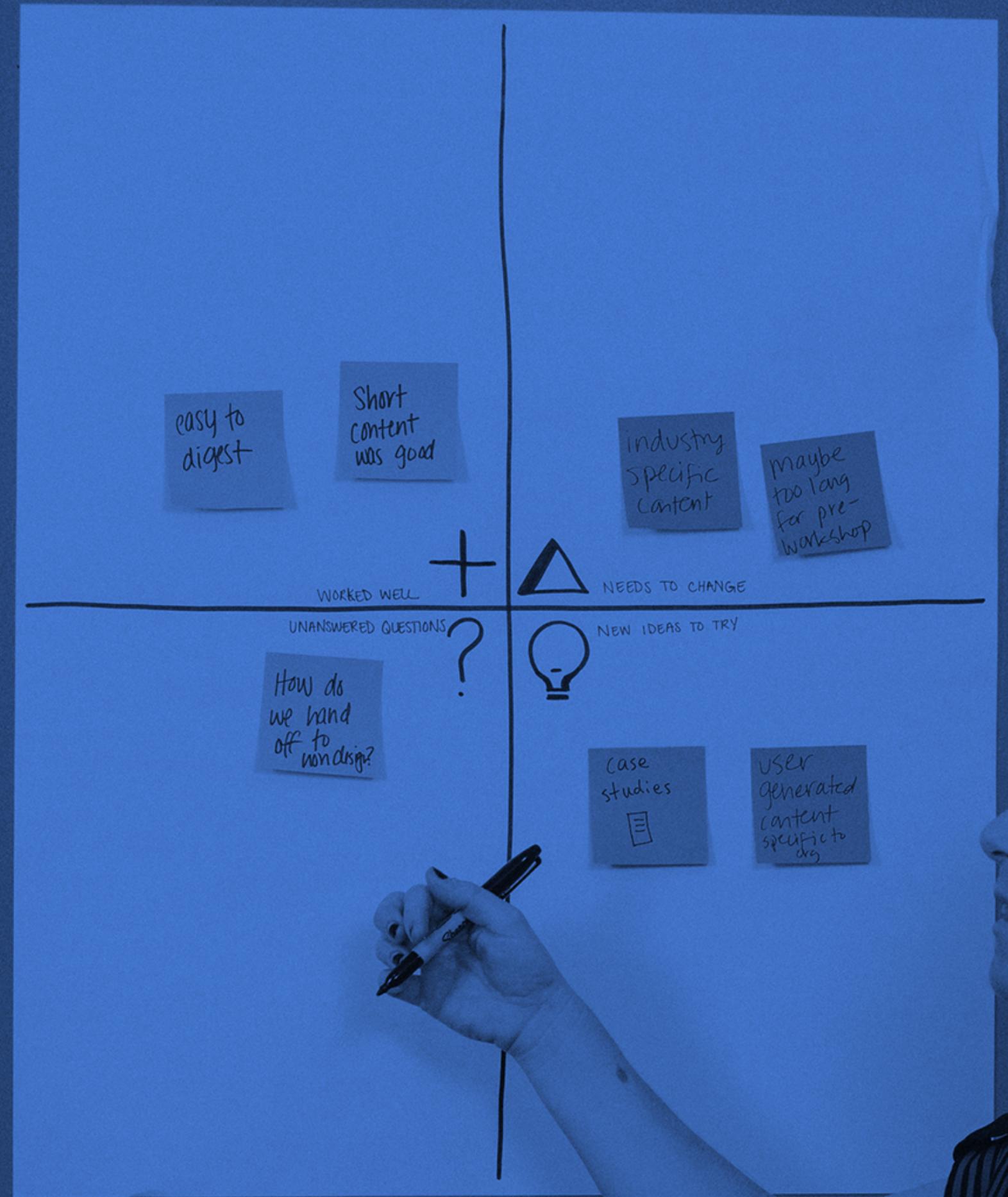
Enterprise Design Thinking

by IBM

TOOLKIT

Retrospectives

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INTRODUCTION

Why do we do this activity?

Reflect together at the end of an iteration to find ways to improve team workflows and dynamics.

INTRODUCTION

When should you use this activity?

Retrospectives bring teams together at the end of a sprint, iteration, or phase of work to identify ways to improve team collaboration and effectiveness.

We suggest **60 minutes** for this activity. How much time you spend is up to you!

- **Write before you talk.** Write or sketch lots of your ideas on sticky notes *before* talking about them. During discussions, capture the main points on sticky notes and post to the wall.
- **There are no bad ideas.** Start big. Diverge to get everyone's ideas out there. Come back together to discuss, cluster, and seek patterns. Then, converge to determine the strongest ideas.
- **Stay focused on your users.** Tell stories about users to keep them at the center of your attention.
- **Everyone participates.** Everyone has a marker and a pad of sticky notes.
- **Stay engaged.** Avoid side conversations. Use a “parking lot” to capture issues that are off-topic.
- **Start on time, stay on time.** To meet our goals, we need to watch the clock and stick to the plan.
- **Yes, and...** Instead of dismissing the ideas that your teammates suggest, push yourself to build on them.

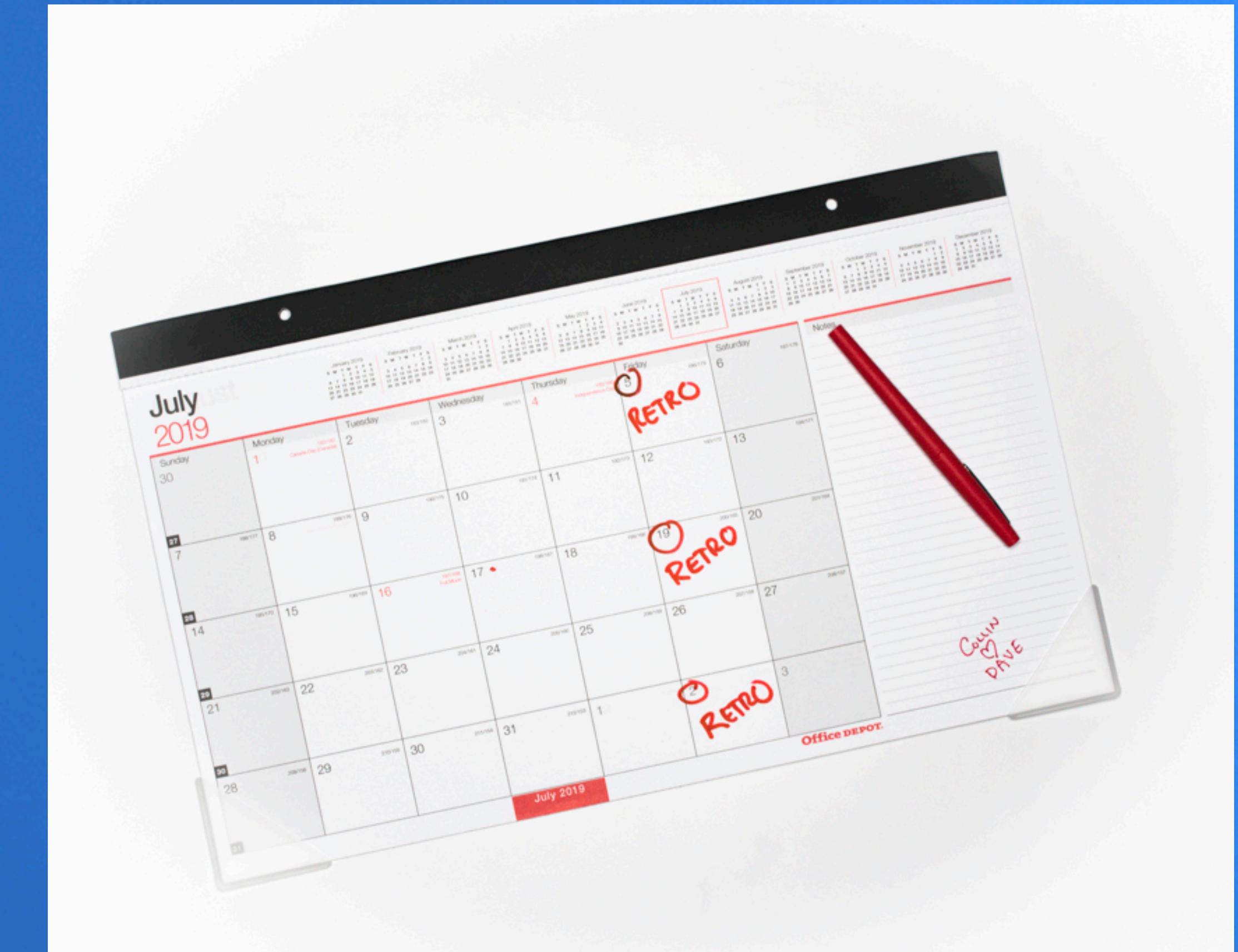
Ready, set, go!

Retrospectives

60 min

SCHEDULE

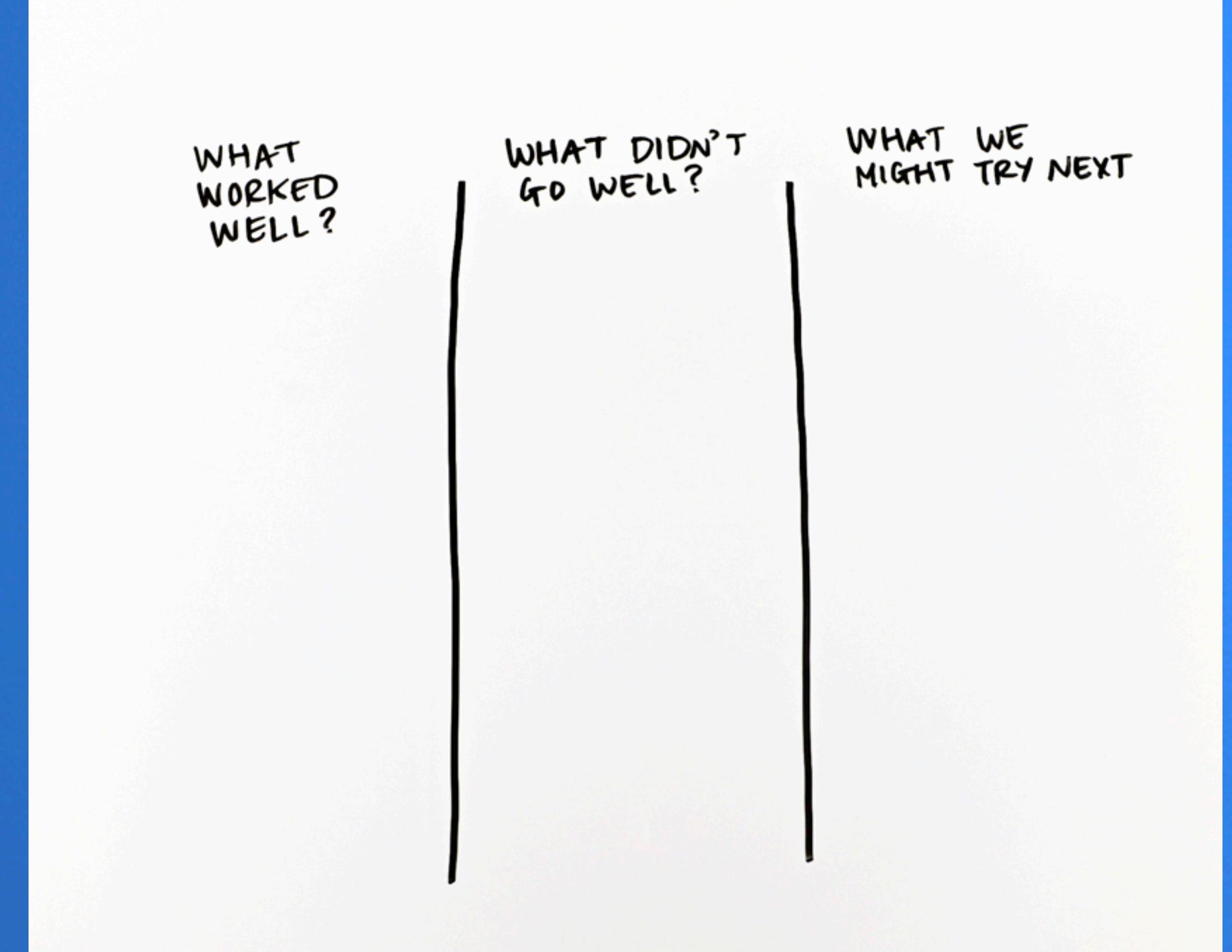
Schedule a retrospective at the end of a sprint, iteration, or phase of work. Make sure that any team members involved in the work can attend.



SETTING UP

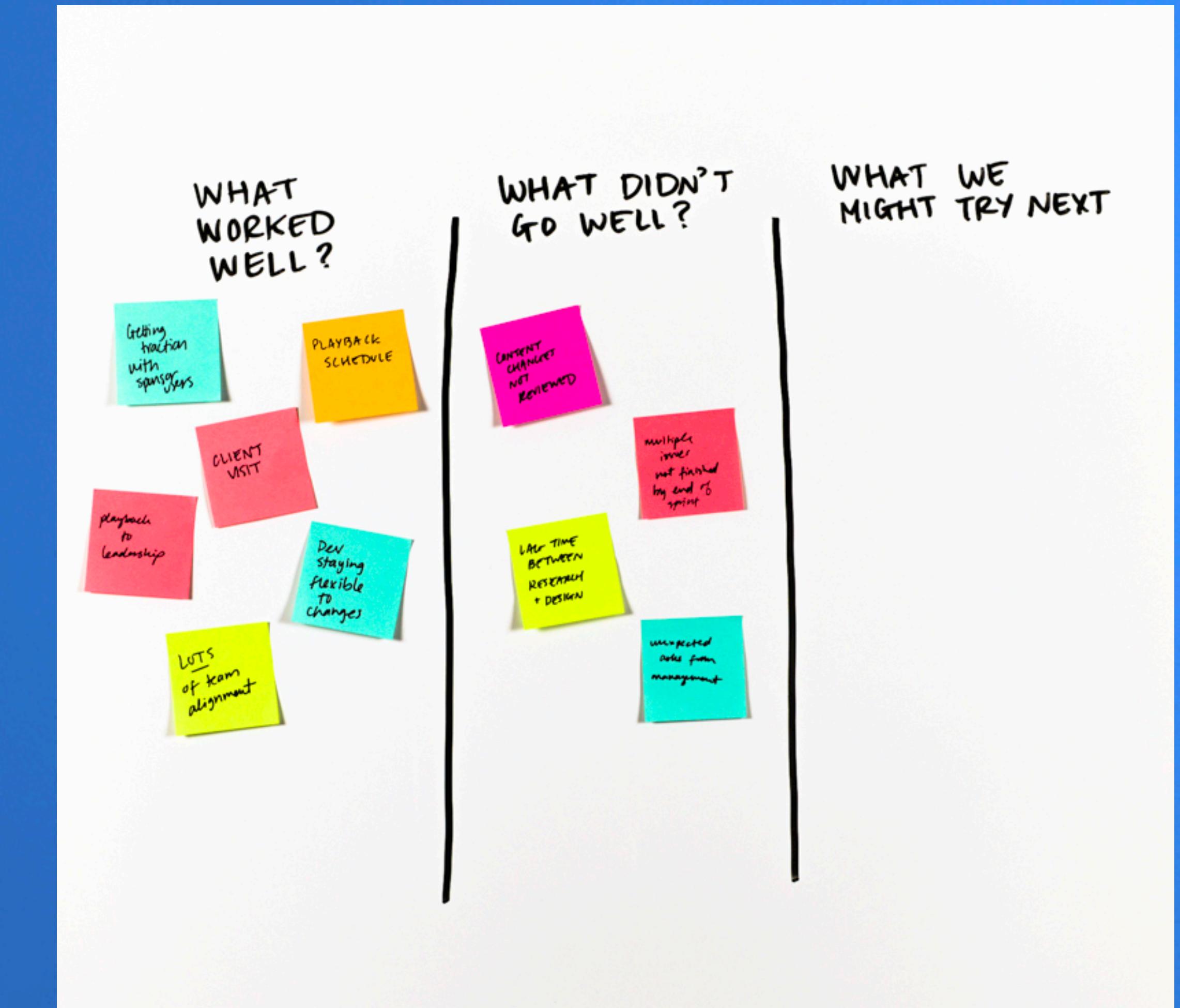
Post questions or prompts about how work went onto the board.

- **Typical questions:** What went well? What didn't go well? What can we try for next time?



CAPTURE AND CLUSTER

Take a few minutes for everyone to write down their answers to each question or prompt on sticky notes and post them to the board. Cluster the comments into similar categories.



Retrospectives

60 min

PLAYBACK

Choose one person to play back the positive and negative clusters.

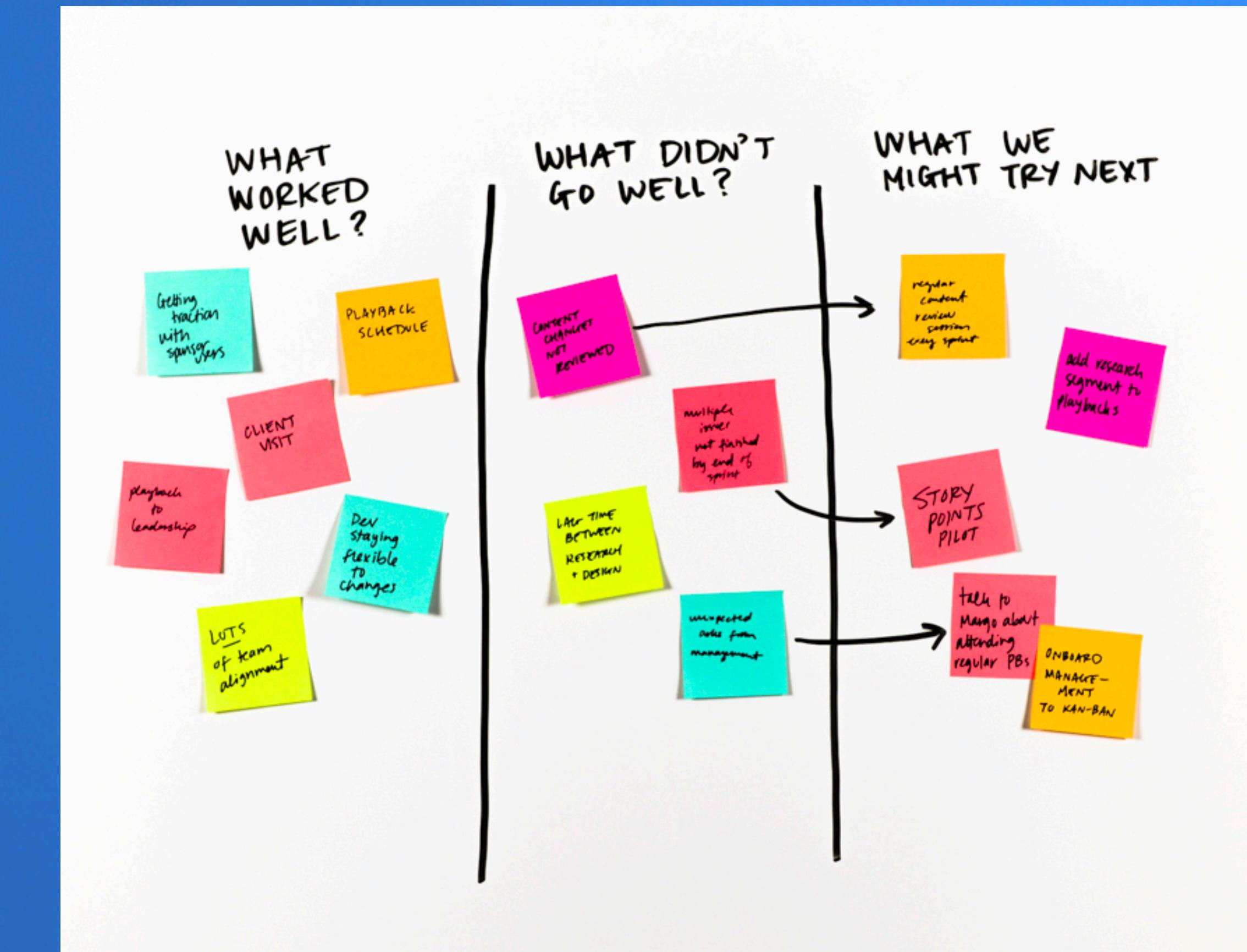
- Ask for clarification on any comments that the whole team doesn't understand.



IDEATE

For everything that didn't go well, have the team ideate on ways to address the problem.

Choose a few new ideas to try out based on the collective input.



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