

Valuable Agile Retrospectives

QCon Beijing, April 25, 2015

Ben Linders Consulting

On the agenda today ...

- “What” and “why” of Retrospectives
- Business Value and Benefits
- Environment for Retrospectives
- Retrospective Exercises

With agile retrospectives teams drive their own actions!
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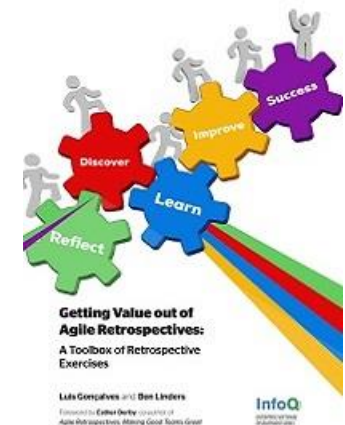


Co-Author Getting Value out of Agile Retrospectives
English Dutch French Japanese Spanish Italian Chinese
Russian Polish German

Author: What Drives Quality

eBook: Download from Amazon, InfoQ or Leanpub

Print: Buy on Amazon or Lulu



State of Practice

Agile Retrospectives

Doing them?

Like doing them?

Valuable?



Agile Retrospectives

Practice for teams to reflect on their way of working and to continuously become better in what they do.

Focus upon

- Team
- Self organizing



[What is an Agile Retrospectives](#)

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.”

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

Create an **Open Culture**
where team member **Speak Up**
with **Respect** for each other
to **Learn and Improve**



Soft Skills Matter

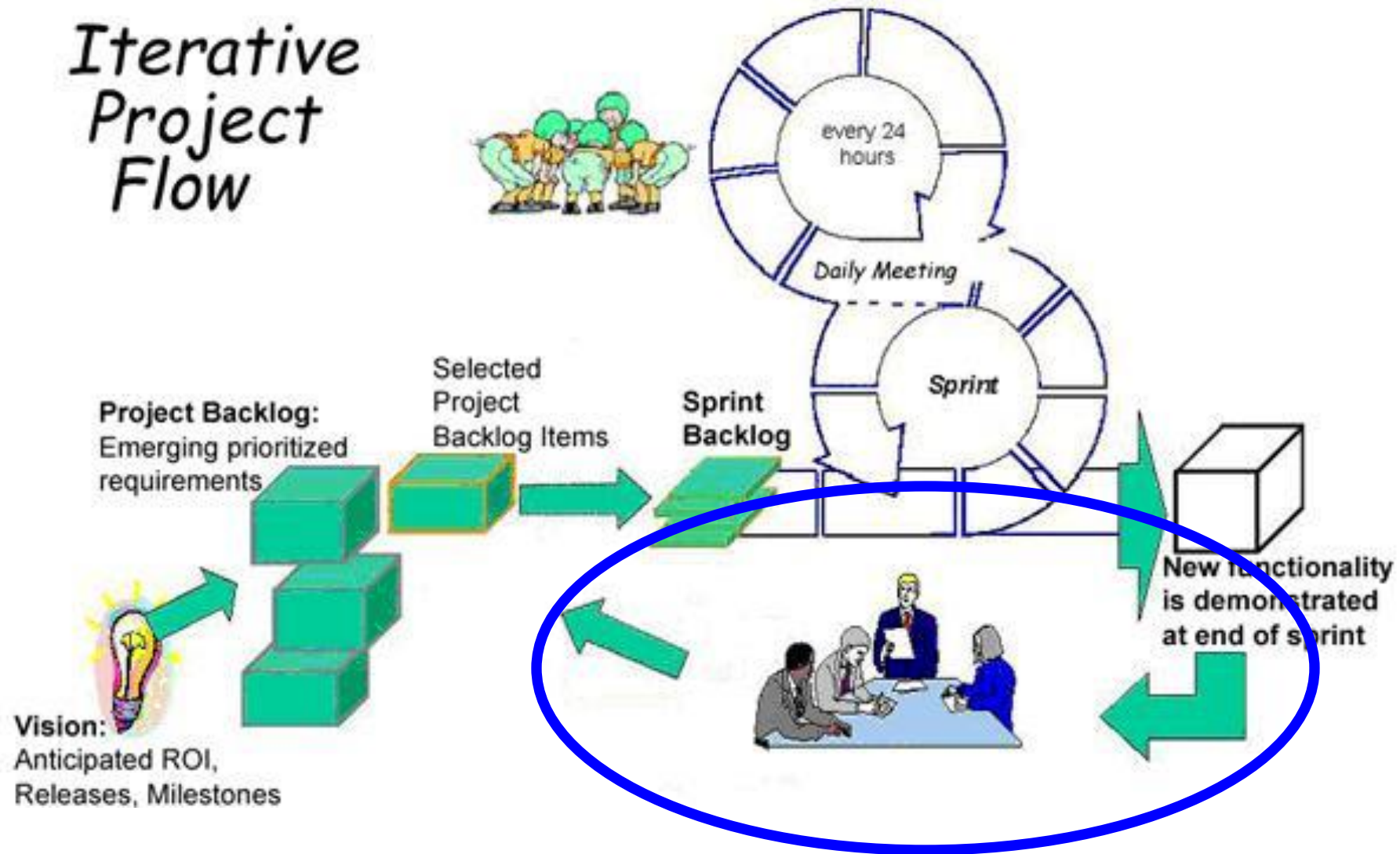
Why Retrospectives?

To help teams to solve problems and improve themselves!

- Becoming Agile and Lean
- Make existing processes more Agile
- Increase Value of Agile
- Less resistance to Change



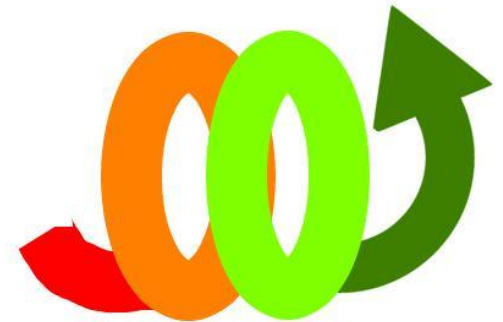
Iterative Project Flow



Environment for Retrospectives

Adopting retrospectives is an organizational change where professionals adapt their way of working, their behavior - It won't just happen, and if not properly supported it may take much time, or even fail.

- Purpose
- Facilitation
- Do and Evaluate



Adopting Agile Retrospectives

Purpose of Retrospectives

- Team's authority and responsibility on how they do their work
- No “first time right”
- Ok to fail, if you learn from it
- Continuous improvement



Sustainable Improvement through Agile Retrospectives

Capable Retrospective Facilitators

Facilitated by capable professionals:

- Qualified facilitators
- Train: Purpose, techniques, skills
- [Mentoring & coaching](#)
- Share & discuss experiences



[Agile Improvement](#)

Effective and Efficient Retrospectives:

- [Vital few improvement actions](#)
- Keep invested time low

Do and Evaluate Retrospectives

- Start with retrospectives in your first iteration
- Simple technique: [asking questions](#) or [boat exercise](#)

Evaluate the Retrospective:

- Is this useful?
- Helps to get a shared understanding?
- Do the actions make sense?
- Does meeting as a team to reflect feel good?

Leading Retrospectives

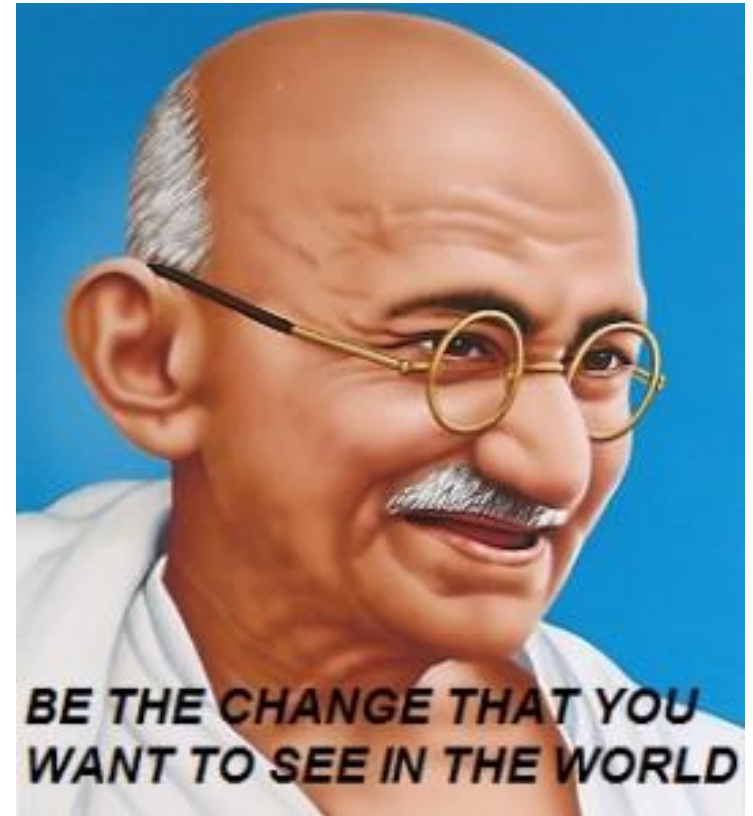
Roles

- Facilitator – Servant Leader
- Coach – Support Change
- Manager – Arrange for Change

All roles are needed

Play the game together

Action is in the interaction



Business Value

Agile retrospectives help teams learn and improve, and increase their business value to their customers and the company

Getting more Business Value:

- Expectations
- Limit Actions
- Follow up on Actions



Getting Business Value out of Agile Retrospectives

Vital Few Actions

- Small Actions
- Frequent Change
- Focus on Value
- Stop Starting,
Start Stopping
- Kanban



Short Cycled Improvement

Follow up on Actions

- Visibility
- Check status

Mentoring & Coaching on Continuous Improvement

Making Quality & Process Improvement Visible

Uncovering Better Ways to do Process Improvement

Golden Rules for Agile Process Improvement

Toolbox of Retrospective Exercises

- Teams differ
- Needs vary
- More value

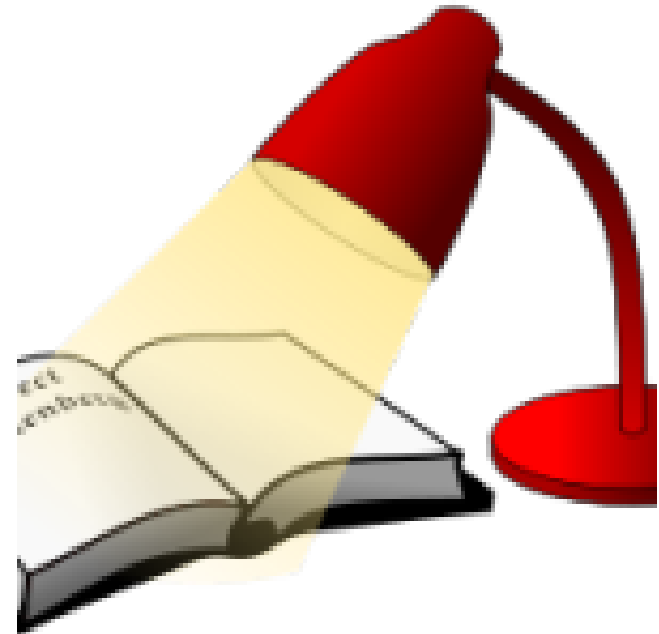
You can plan a retrospective meeting, and think about the exercise you want to use, but be open to change it on the spot whenever needed.



Toolbox of Retrospective Techniques

Retrospective Exercises

- [Asking questions](#)
- [One-word retrospective](#)
- [Root Cause Analysis](#)
- Timeline
- Flow and Energy
- [Asking Why?](#)
- [Strenghts \(Solution Focused\)](#)
- [Perfection game](#)
- [Action priorities](#)
- [Retrospective of Retrospectives](#)
- [Teams with multiple customers](#)
- [Remote Teams](#)
- [Futurespectives](#)



[**Book with Agile Retrospective Exercises**](#)

Examples

The Sprint that failed



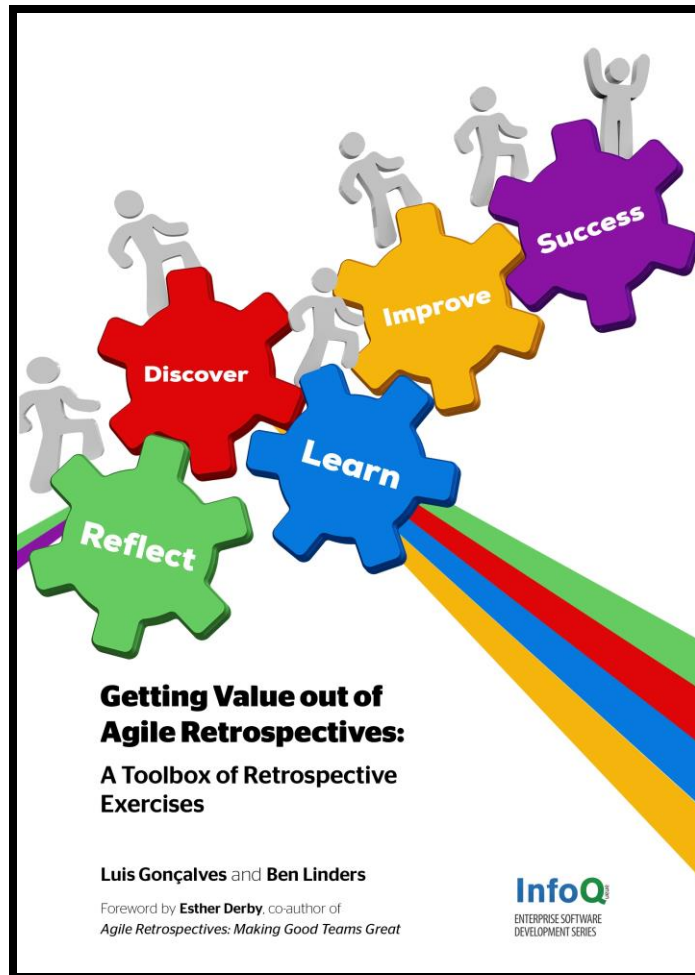
- Trust and Empowerment
- Deal with Feelings

The team that wasn't a team yet

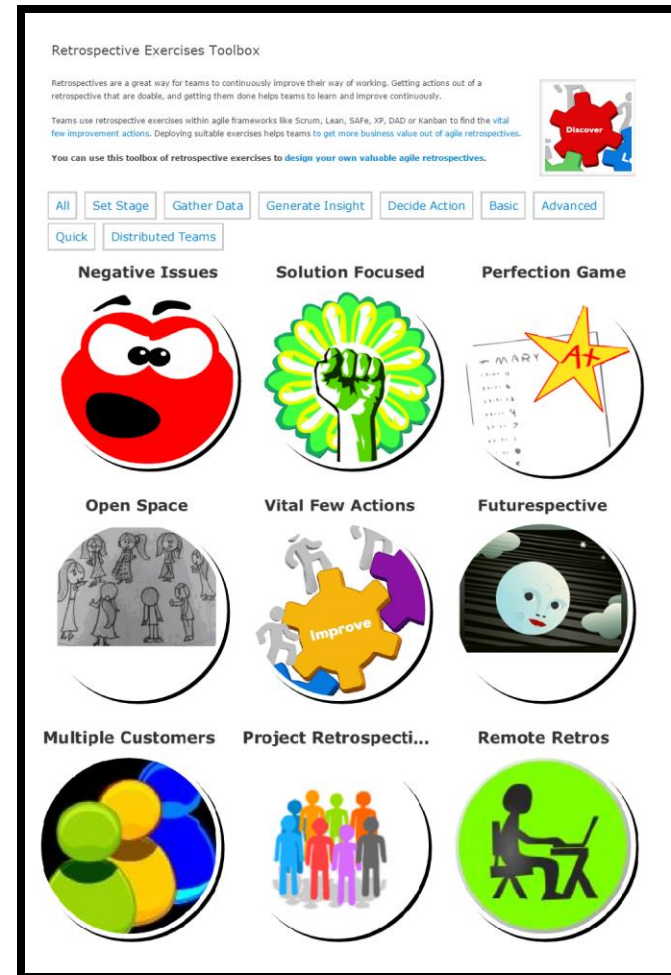


- Getting to know each other
- Skills & Open Culture

Designing your Retrospective



amazon.com/dp/B00SWJO1DI



benlinders.com/exercises/

Take Away

Retrospectives:

- Frequent, Fast Feedback
- Well Facilitated
- Effective Exercises
- Take Actions



Chinese Edition

从敏捷回顾中收获价值 回顾练习的工具箱

By Luis Gonçalves & Ben Linders

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Questions?

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Retrospectives Book

[Getting Value out of Agile Retrospectives](#)

By Luis Gonçalves & Ben Linders

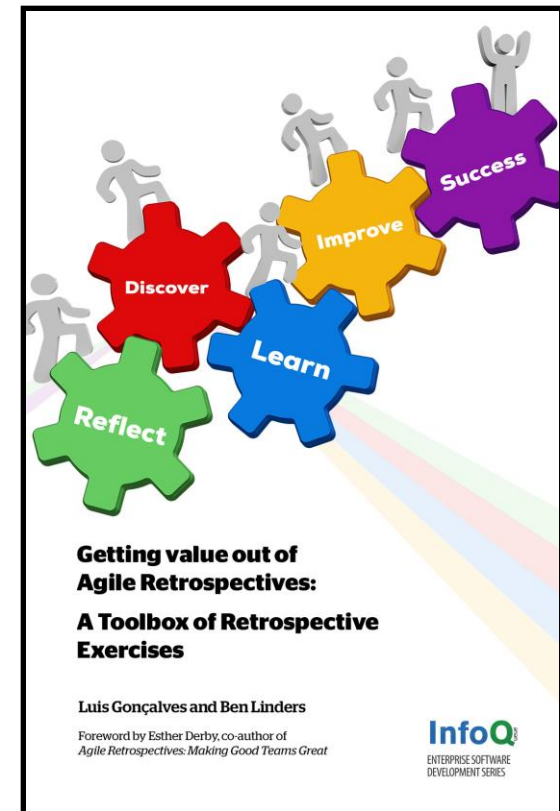
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leanpub.com/gettingvalueoutofagileretrospectives

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The **suggested price is \$9,99 (excl. VAT)**; this is what we think is the real value of this book. **We leave it up to our readers to decide what they would like to pay for the book.**

Spicing up Retrospectives

Workshop

- ✓ Why and How
- ✓ Business Benefits
- ✓ Facilitation Skills
- ✓ Exercises



[Workshop Agile Retrospectives](#)
[Spice up your Agile Retrospectives](#)

Background Information



Retrospective Benefits

- Actions done by the Team
- Power to the Team
- Changes that Stick



Assessing yourself

- Readiness
- Agile / Scrum Practices
- Culture & Mindset
- Agile Fluency
- Roadmaps for Adoption
- Maturity



Agile Self-Assessment

Book Facts Agile Retrospectives

Leanpub subscribers: [500 in 3 months](#), [1000 in 5 months](#), now 2177

InfoQ downloads: > 6500++

Reviews: [Goodreads 4,02](#) [Amazon 4.6](#)

Bestseller: [#7 on Agile](#) [#2 on Business & Economics](#)

Languages: [English](#) [Nederlands](#) [Español](#) [Francais](#)
[Japanese](#) [Italiano](#) [Chinese](#) [Russian](#)

Interviews: [SPaMCAST](#) [Collaboration Superpowers](#)

Articles on Effective Agile

- [Self-assessing how Agile you are](#)
- [Sustainable Improvement through Agile Retrospectives](#)
- [Working in a Sustainable Pace](#)
- [Becoming Agile and Lean](#)
- [Success Factors for Using Scrum and Getting Benefits](#)
- [Process Improvement: The Agile Way](#)
- [Golden Rules for Agile Process Improvement](#)
- [How to deal with Resistance when Implementing Agile](#)
- [Managing Projects with Agile Teams](#)
- [Agile Project Management](#)
- [Establishing and Maintaining Stable Teams](#)
- [Getting Business Value out of Agile Retrospectives](#)
- [Sharing Knowledge is Power](#)
- [Are your Professionals Empowered?](#)