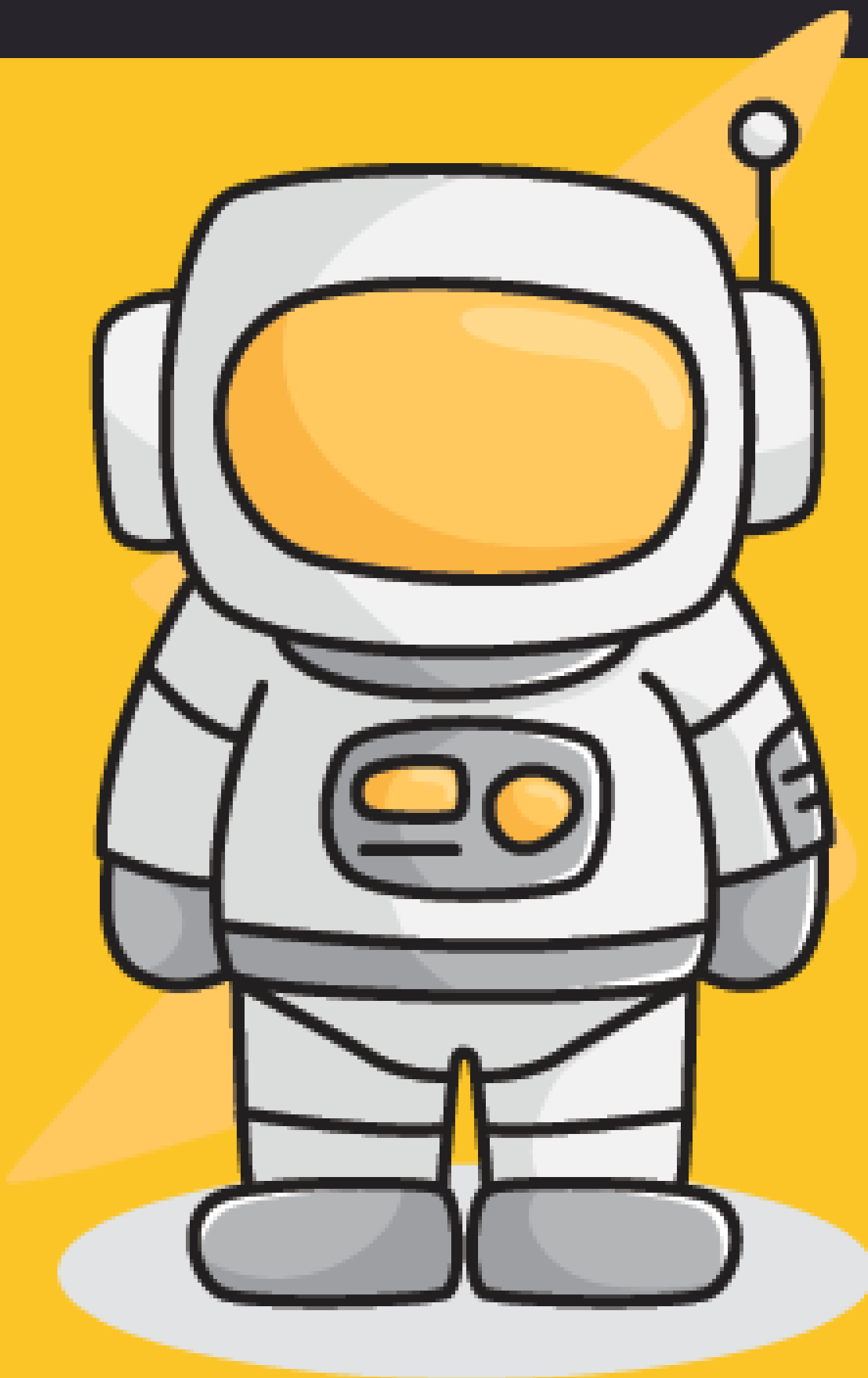# RETROSPECTIVE GUIDE

....

HAVE YOU EVER STRUGGLED WITH RETROSPECTIVES?

FOLLOW THIS GUIDE, AND YOUR RETROSPECTIVES WILL NEVER BE THE SAME

Made with love in Copenhagen

REETRO.IO

Notice of rights

Notice of Liability

About Reetro

Retrospectives are the most frustrating, annoying, expensive, and the time-consuming part about Agile development.

Yet the process to execute them is totally broken.

And, Reetro will help you and your team to fix your retrospectives.

It's fun
It's easy
It's free

And only one click away

Check out Reetro today https://reetro.io

Preface

Before you start reading this guide we want to tell you a story about one of the most innovative man in the human history, "Leonardo Da Vinci".

You will learn how his habit of DEEP reflection helped him to create great pieces of art work.

And what we can learn from him about the retrospective process.

Let's do this

Da Vinci Retrospectives

Leonardo Da Vinci (1452 –1519) was an Italian renaissance era painter most famous for his painting, the Mona Lisa.

As illegitimate son of the notary Ser piero da vinci, he was essentially barred from studying and practicing the traditional professional careers.

He spent much of his childhood roaming around the forests outside of his town.

He was enchanted by the incredible variety of life he found there.

He would sit on a rock and draw the insects, birds and flowers that fascinated him.

He never received any instructions. He simply drew what he saw and he began to notice that in trying to capture these things in paper he had to think deeply.

He had to focus on the details that the eye would often pass over.

In drawing plants for instance he began to notice the subtle distinctions these plants went through on their way to blossoming.

And he would capture these changes in sequential drawings. Soon thinking, reflecting and drawing became fused in his mind.

Through drawing things in the world around him, he came to understand them.

Over the years after Leonardo became a known artist and established a name for himself.

He developed a philosophy that would drive his artwork. He noticed that other artists generally started with an overall image they planned to depict.

But his mind operated differently. He would find himself, beginning with a keen focus on details.

During the day he would take endless walks in the city and countryside, his eyes taking in all of the details of the visible world.

He would make himself notice something new in every familiar object that he saw.

At night, before falling asleep. He would review all of these various objects and details, fixing them in his memory.

He would review everything he has drawn on that day. He will look objectively on the positive and negative sides of his work and try to learn from his mistakes.

Before closing his eyes for sleep, he would make a plan to improve his work next morning.

Because of such rigorous and intense detailed oriented practices and self reflections, His drawings were far in advance of anything of his time for their realism and accuracy.

For certain artists Leonardo seemed insane for all of this attention to detail. But in the few paintings that he actually completed, the results of such rigorous practice can be seen and felt.

The faces of the women he painted had a pronounced effect on people. Long after Leonardo's death, his paintings continued to have haunting and disturbing effects on viewers.

Numerous security guards in museums around the world have been fired for their weird obsessive relationships to his work.

Leonardo's paintings remain the most vandalized in history of art, all of this attesting to the power of his reflection and work to stir up the most visceral emotions.

Observance:

In your retrospectives. You must follow the Da vinci's path. Most people do not have the patience to absorb their minds into what they have done and how they can learn from it.

They are in a hurry to discuss something or anything. And in doing so they forget the realize that they are merely scratching the surface.

It is really not the number of things you discuss in your retrospectives, but the depth and efficiency of each point that counts.

Every single discussion you do is, in itself, either effective or inefficient.
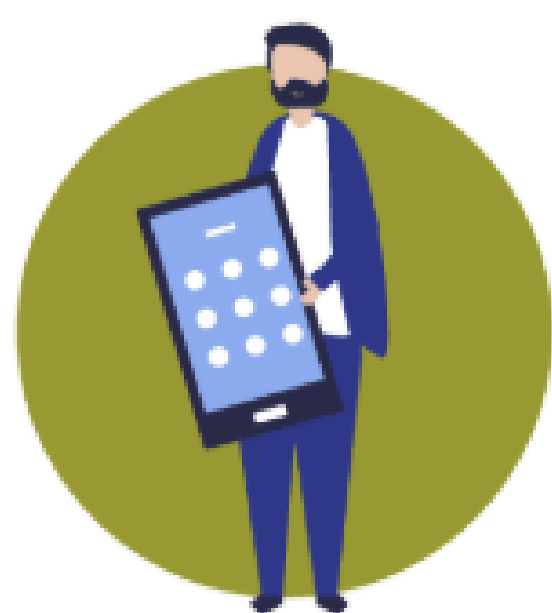
Every inefficient discussion is a failure, and if you spend your time in doing inefficient discussions, your retrospective will be a failure.

The more things you discuss, the worse for you, if all your action points are inefficient ones.

On the other hand, If you focus on few things in each retrospective and do a DEEP reflection. Your retrospectives will be efficient ones.

The results of such deep and thorough retrospectives can be felt in overall team and process improvement.
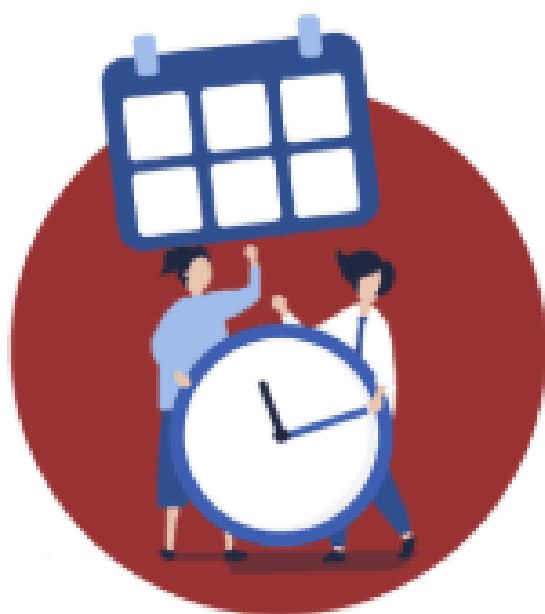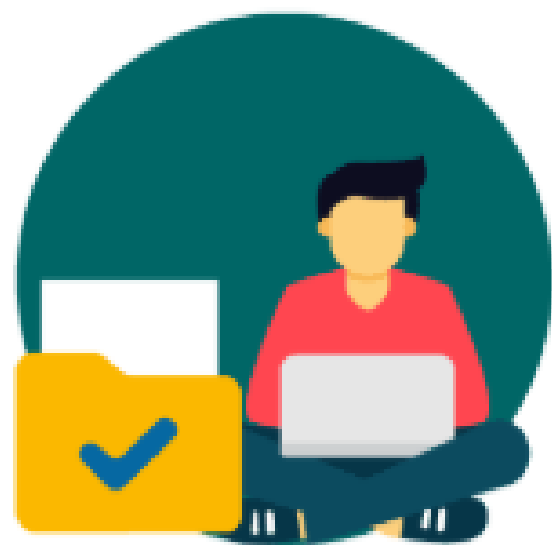
Contents

CHAPTER 1
What Is A Sprint Retrospective

The sprint retrospective is an opportunity for the scrum team to inspect itself and create a plan for improvements to be enacted during the next Sprint.

The sprint retrospective occurs after the sprint review and prior to the next sprint Planning.

During the sprint retrospective, the team discusses:
What went well in the Sprint
What could be improved
What will we commit to improve in the next Sprint

During each sprint retrospective, the scrum team plans ways to increase product quality by improving work processes

Retrospectives: Meeting Specifics

TIME BOX

2 HOURS (2 WEEKS SPRINT) / 4 HOURS (4 WEEKS SPRINT)

WHO

SCRUM MASTER

PRODUCT OWNER

SCRUM TEAM

WHEN

AT THE END OF SPRINT

Difference Between A Sprint Review And A Sprint Retrospective?

Sprint Review:

The sprint review looks at what the team is building, It is intentionally kept very informal, typically with rules forbidding the use of PowerPoint slides and allowing no more than two hours of preparation time for the meeting.

Sprint Retrospective:

The sprint retrospective meeting looks at how the team is building stuff. The sprint retrospective is usually the last thing done in a sprint.

CHAPTER 2
What Are Benefits Of Retrospective Meetings

The greatest benefit of retrospective meetings is that it provides the team with a scheduled opportunity to reflect on the recent and past events, choices, procedures, and behaviors so each can be sustained or changed as the team desires.

Successes and positives can be pointed out, checked for relevance, celebrated, or reinforced. Mistakes and disappointments can also be called out and assessed.

In short
Retrospectives provide platform to celebrate success and ponder upon failures

Why Should You Run A Retrospective?

An Agile Retrospective is a ritual that enables teams to create a continuous improvement culture, where they reflect on past experiences and define future actions.

Following are some of the benefits of doing retrospective meetings at the end of each sprint

- The retrospective is a collaborative process among all members, including the team, the product owner, and the scrum master.

- All the team members discuss the process and give suggestions for its improvement.

- All team members identify what went well and what could be improved.

- The scrum master prioritizes actions and lessons learned based on team direction.

- The scrum master prioritizes actions and lessons learned based on team direction.

- The retrospective supports team formation and bonding, particularly as any areas of conflict can be identified and dealt with.

- The retrospective helps build the team's sense of ownership and its self-management.

CHAPTER 3
Retrospectives Formats & Types

Agile retrospective meetings can be run in different formats. What kind of retrospective meeting format you should choose, depends on your team's preferences.

Each retrospective formats has its own rhythm. You might consider experimenting with various types to test which model fits your team well.

In the following section we will go in details for each of these formats.

- Start-Stop-Continue Retrospective Format

- What Went Well? What Didn't Go Well? Retrospective Format

- Mad-Sad-Glad Retrospective Format

- Lean Coffee Retrospective Format

- Sail-Boat Retrospective Format

- 4L's Retrospective Format

- OSCARS ACADEMY AWARDS Retrospective Format

- Iteration Retrospective Format

- Remote Retrospective Format

Start-Stop-Continue

Start, Stop, Continue is an action-oriented retrospective technique that encourage participants to come up with practical ideas for team-based improvement.

The team should think for the following three topics

Start What activities the team should start doing in the next sprint.

Stop What activities the team should stop doing in the next sprint.

Continue What activities the team should continue to do in the next sprint.
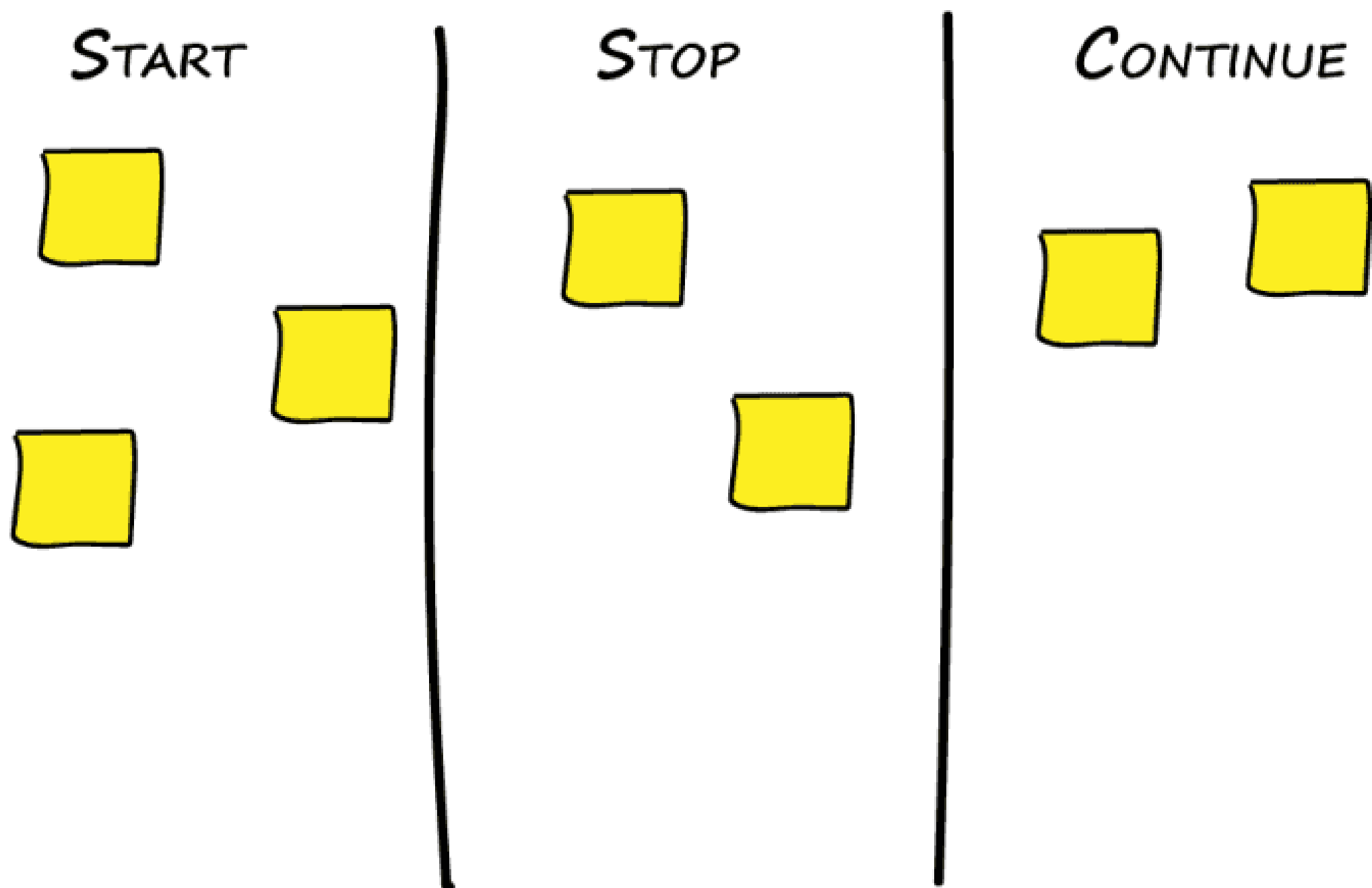
Benefits of Start-Stop-Continue Retrospectives

- The team gets an opportunity to review how they are doing, and identify improvements they can implement in the future.

- Make it easier for the teams to clarify issues, weight the impact of ideas, and reach a consensus based on shared priorities.

- Is very action orientated and provides momentum and energy for the team. Each item on the list results in behavioral change.

Who can use a start stop continue retrospective?

- All kinds of project teams including software development.

- Sprint reviews

- Program reviews

- Performance evaluations

How to run a start-stop-continue retrospective

A start stop continue retrospective is one of the simplest review tools. To successfuly execute it. You need to follow a three step process.

Identification: All the team members think about what actions they should start, stop, and continue doing as a team.

Each team member is encouraged to find items for each of the above colums. All these insights from all the members are created as items.
 If two team members came up with related points. They can be combined into one.

Once feedback from each team member is collected. The whole team goes through them one by one.

Voting: It is not possible for the team to follow all the items. The team needs to pick top three items from each column (Start, Stop, Continue).

This is achieved by using voting. Each team member gets three-five votes. He can spread it to items he thinks are more important. Or give all the votes to single item.

Items with most votes from each column get selected as focus points for next sprint

Sharing: The last step is to compile and distribute a report on the retrospective outcomes to the team.

BOTTOM LINE:

Retrospectives are a way for the agile teams to continously improve the development proces.

And the Start, Stop and Continue is one of the most perfect retrospective formats to achieve this.

What Went Well? What Didn't Go Well?

What Went Well? What Didn't Go Well? is a basic retrospective technique that focuses on your team's strengths and weaknesses.

How does What Went Well? What Didn't Go Well? Retrospective Works?

- What Went Well? What Didn't Go Well? retrospectives are very easy to run. Following are the steps needed for its successful execution

Preparation: Before the retrospective starts the facilitator should hang two posters on the wall: one for "What Went Well?" and one for "What Didn't Go Well?".

Ideation:Retrospective facilitator hands out sticky notes to the team members. Participants should keep their sticky notes private so that theys aren't biased by each other's ideas.

When the timebox expires, the participants should place their sticky notes on the appropriate poster boards on the wall.

Grouping:Since many observations will likely contain related (or even identical) ideas, participants should group sticky notes into logical themes.

Dot Voting:The team can opt to use dot voting to prioritize the discussion based on the collective desires of the group. The items which receives the most votes are chosen as the focus points for next sprint

How does What Went Well? What Didn't Go Well? Retrospective Works?

Focus the team on creating a list of concrete actions it can take to improve.

Take a logical view of what's working and what's not.

BOTTOM LINE:

In What Went Well? What Didn't Go Well retrospective format focus is on the strengths and weaknesses of the team.

WHAT WENT WELL? | WHAT DIDN'T GO WELL?

LIST DOWN ALL THE POSITIVE THINGS HAPPENED IN THE LAST SPRINT.

FOCUS THE TEAM ON CREATING A LIST OF THINGS THAT DID NOT WENT WELL IN LAST SPRING

Mad-Sad-Glad Retrospective

The mad sad glad retrospective encourages the team members to think about their emotional journey during the previous sprint, and is a great way to identify opportunities to improve team morale and job satisfaction.

This mad sad glad style retrospective encourages your team to be more emotionally aware to help build a positive team dynamic, and provides an opportunity to reflect on issues and opportunities from a different perspective.

- Following are the three main components

Mad:List the things that are driving you crazy. What is stopping you from performing at your best

Sad:What are some of the things that have disappointed you or that you wished could be improved?

Glad:What makes you happy when you think about this project? What are the elements that you enjoy the most

Lean Coffee Retrospective

Lean Coffee is a structured, but agenda-less meeting. Participants gather, build an agenda, and begin talking.

In lean coffee conversations are directed and productive because the agenda for the meeting was democratically generated.

How Lean Coffee Retrospective works

Preparation:Before the retrospective starts the facilitator should set up a kanban board with three columns:

-To Do
-Doing
-Done

Ideation:The facilitator should hand out sticky notes to the participants. Participants should keep their sticky notes private so that participants aren't biased by each other's ideas.

 When the timebox expires, the participants should place their sticky notes in the "To Do" column on the kanban board.

Dot Voting:The facilitator should announce the timebox (5-10 minutes) and, if the team has never used dot voting before, explain how it works

Discussion:At the end all the team members discuss the final items to clear any doubts

Sail-Boat Retrospective

Sail boat retrospective is quite simple. First, we draw a SailBoat, rocks, clouds and couple of islands like it is shown on the picture on a flip chart.

The anchor on the SailBoat is everything that is slowing them down on their journey. The clouds and the wind represent everything that is helping them to reach their goal.

The islands represent teams goals/vision. They work every day to achieve these islands. The rocks represent the risks they might encounter towards their vision.
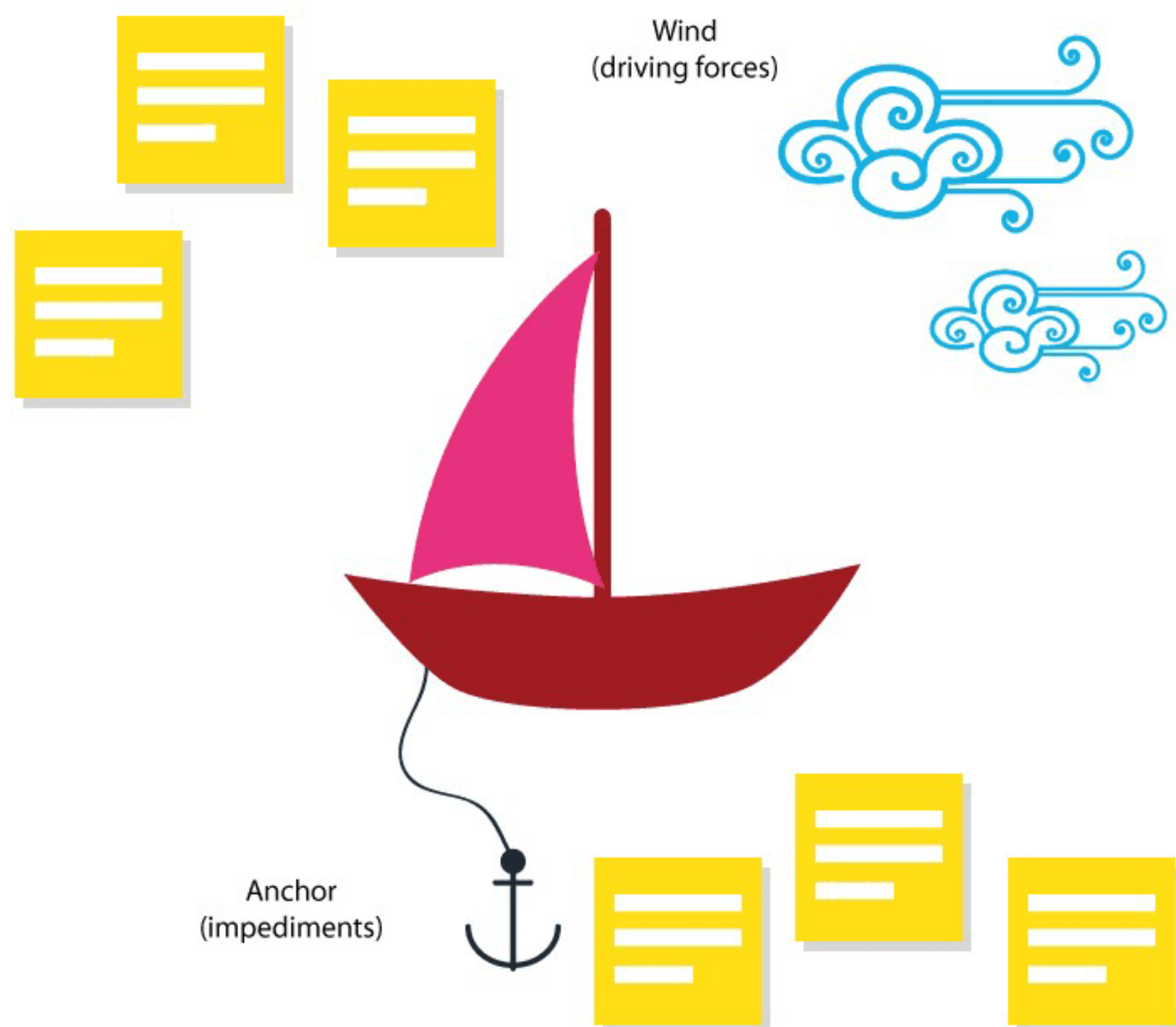
How to use Sail Boat Retrospective

-Show the team a picture of the sailboat described above

-Explain that, similarly, a sprint has factors that slow it down and speed it up. The islands in the picture are the goals the team is heading to, the rocks are the risks they might face towards their vision.

-Write down what the team's vision and goals are.

-Ask the team to record on sticky notes things that they felt helped the sprint move forward or slowed it down. Place the sticky notes either on the sail or below the boat, indicating that they are anchors or wind.

-Write down the ideas within the area of risks as well.

4L's Retrospective

4Ls is a popular, frequently used technique that is simple to set up for the facilitator and easy to understand for the participants

4Ls stands for Liked, Learned, Lacked, & Longed For
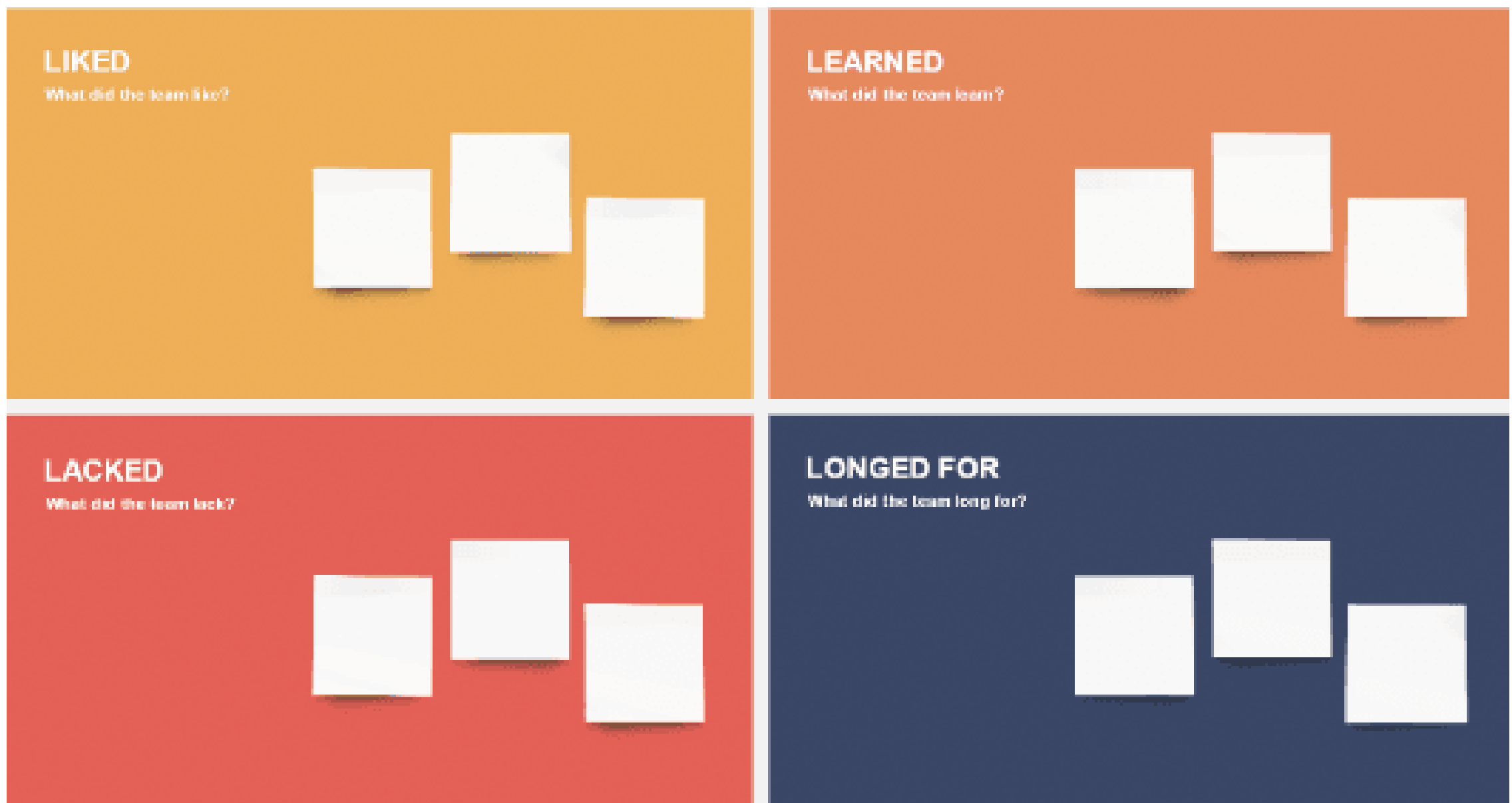
Elements of 4L's Retrospective

Liked:What did the team really enjoy about the sprint? In particular, what went better than expected? Emphasize the positive.

Learned:What new things did the team learn during the sprint? These can be technical things or nontechnical things.

Lacked:What things could the team have done better during the sprint?

Longed For:What things did the team desire to have during the sprint that were unavailable? Again, these can be technical or

Iteration Retrospective [Scaled Agile]

The iteration retrospective is used by Agile teams to reflect on the iteration just completed and to derive new ideas to improve the process

This helps instill the concept of relentless improvement—one of the pillars of the SAFe Lean-Agile Mindset—in the individuals and the team.

And it helps ensure that every iteration yields some small improvements in the team's process.
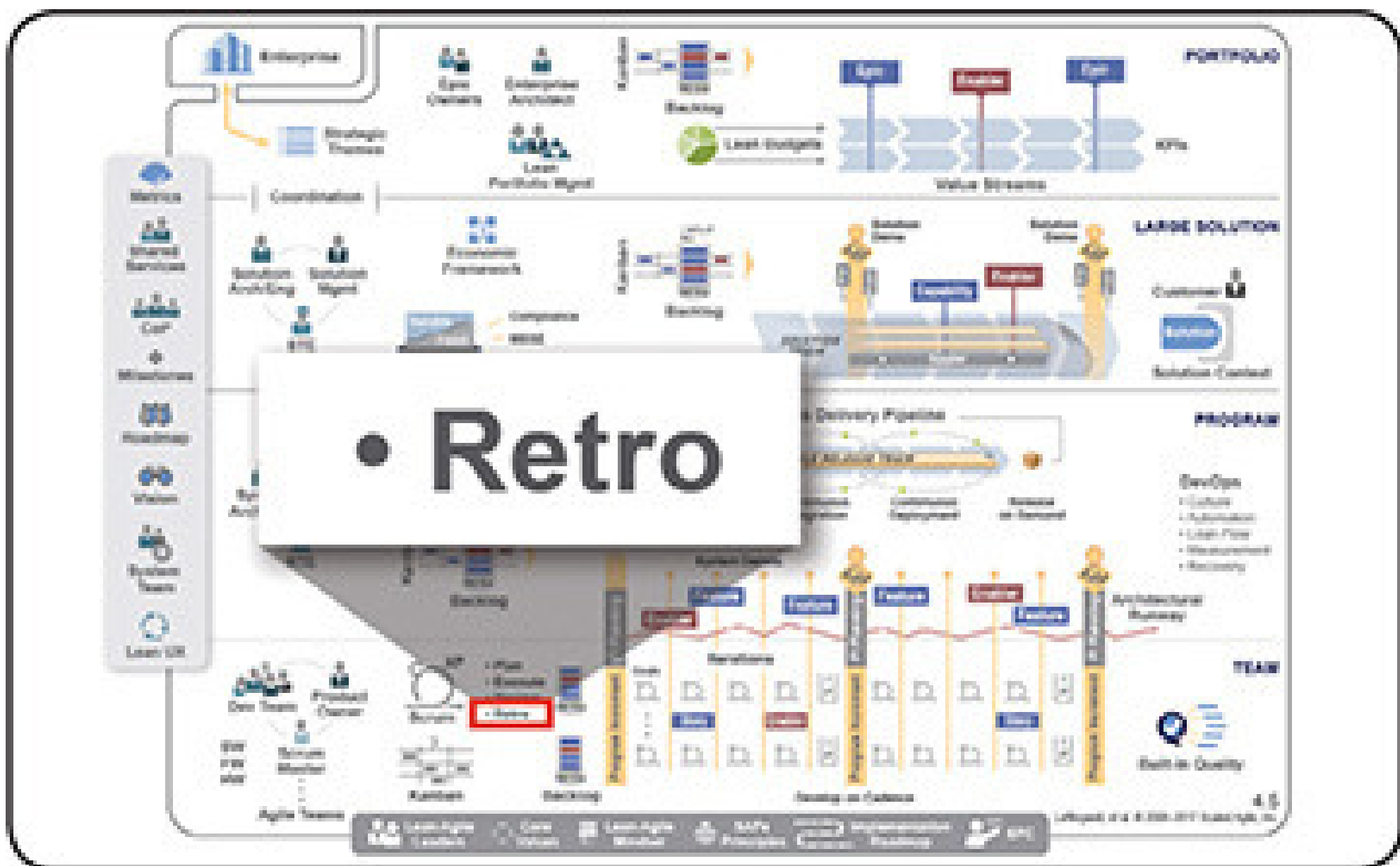
The whole team participates in the retrospective.The team conducts the retrospective in two parts

Quantitative reviewThe team assesses whether they met the Iteration Goals and this is a binary measure: yes or no.

They also collect any other metrics they agreed to analyze. This should include velocity—both the portion that is available for new development and the part devoted to maintenance.

Agile teams collect and apply other Iteration Metrics for visibility and to help with process improvement. This data is also the context for the qualitative section that follows.

Qualitative
First the team reviews the improvement stories they had identified in the prior retrospective, and then analyzes the current process, with a focus on finding one or two things they can do better in the next iteration

Since many improvement items have a significant scope, the team should divide them into smaller improvement stories, so that they can focus on what they can improve during an iteration.

Iteration Retrospective Formats

Following are some of the popular iteration retrospective formats you can use.

Individual: Individually write Post-Its and then find patterns as a group

Appreciation: Note whether someone has helped you or helped the team

Conceptual: Choose one word to describe the iteration

Rating: Rate the iteration on a scale of one to five, and then brainstorm how to make the next one a five

Simple: Open a discussion and record the results under three headings

Guidelines For Running Iteration Retrospectives

Below are some tips for holding a successful iteration retro

Keep the meeting timeboxed to an hour or less. Remember, it will come up every two weeks. The goal is to make small, continuous improvement steps.

Pick only one or two things that can be done better next time and add them as improvement stories to the team backlog, targeted for the next iteration.

The other targets for improvement can always be addressed in future iterations if they continue to surface in retrospectives.

Make sure everyone speaks.

The Scrum Master should spend time preparing the retrospective, as it's a primary vehicle for improvement.

Focus on items the team can address, not on how others can improve.

To show progress, make sure improvement stories from the previous iteration are discussed either at the Iteration Review or the beginning of the quantitative review.

The retrospective is a private meeting for the team and should be limited to Agile team members only (Development Team, Scrum Master, and Product Owner).

Remote Retrospective

A remote retrospective is simply a remote-friendly variation of the classic agile retrospective.

Remote retrospectives are typically held with the help of video conferencing or tools like https://reetro.io

its goal is to allow the team to reflect on the work done and determine how they can use that knowledge to improve moving forward.

It's a great way to duplicate your successes and learn from your failures.

Remote Retrospective

Track attendance and engagement:For a sprint retrospective to be worth the effort, the entire team must be involved. And it can be hard to get everyone involved because of technical reasons, meeting facilitation, or choosing the wrong tool or technique.

It's the scrum master's job to ensure everyone stays engaged.

Review work completed:The entire retrospective should only take an hour and a half, with most of the time dedicated to discussion.

To help your team remember the work that was done, provide a quick summary of the sprint in question. Mention key facts, such as what the plan was, how it was followed, and what the outcomes were.

Discuss:The discussion is the main part of any retrospective. It can be very open-ended, so to get proper outcomes being remote.

CHAPTER 4
Retrospective Games & Exercises
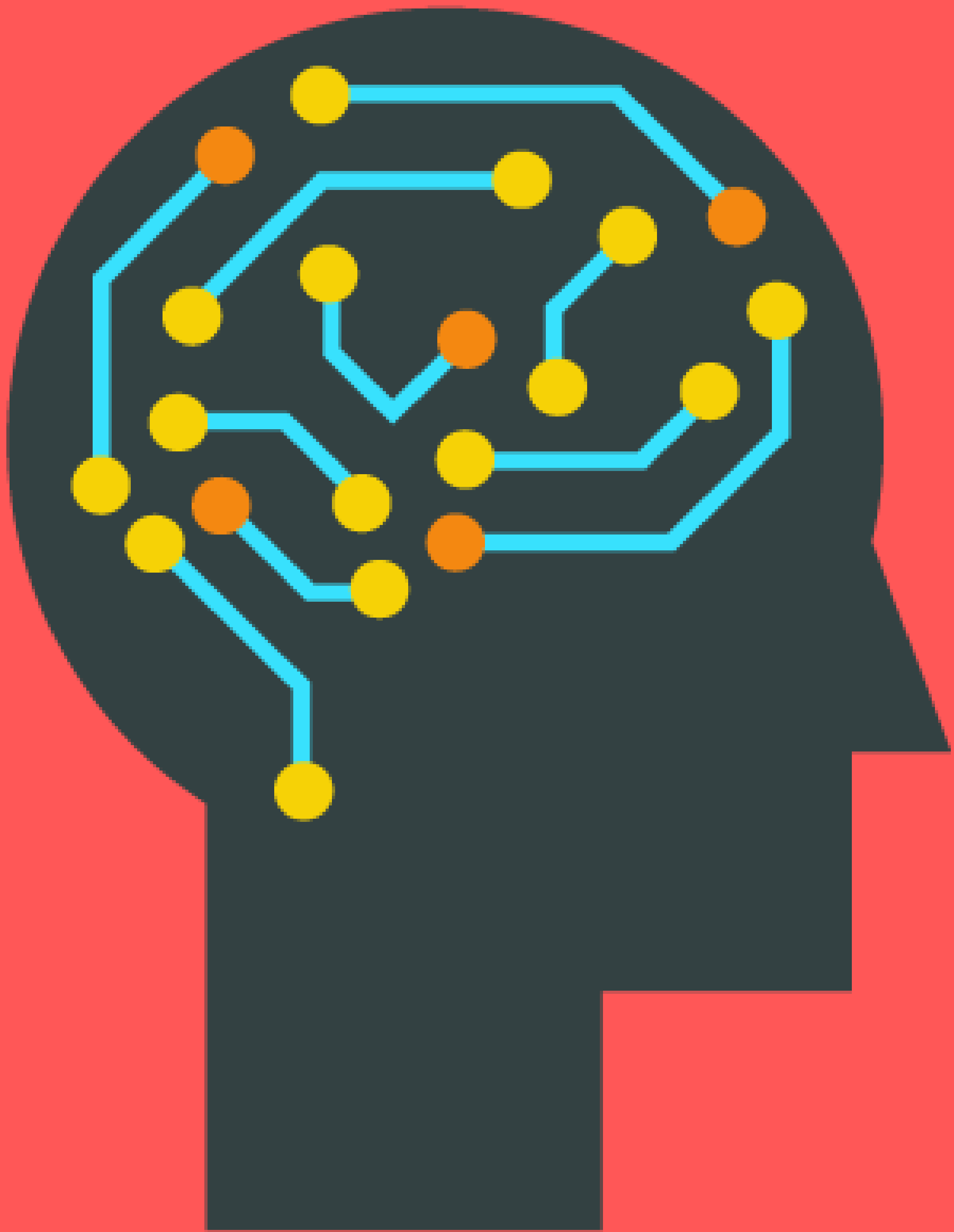
Ideas & Games for your next retrospective

In this section you can find various ideas to spice up your next retrospective meeting. These ideas have already been used at various small to big organizations.

1-Word Retrospective

In 1-word retrospective team members express their feelings by using just one word. Each team member need to tell, how he or she feels about the past iteration, summarized in one word.

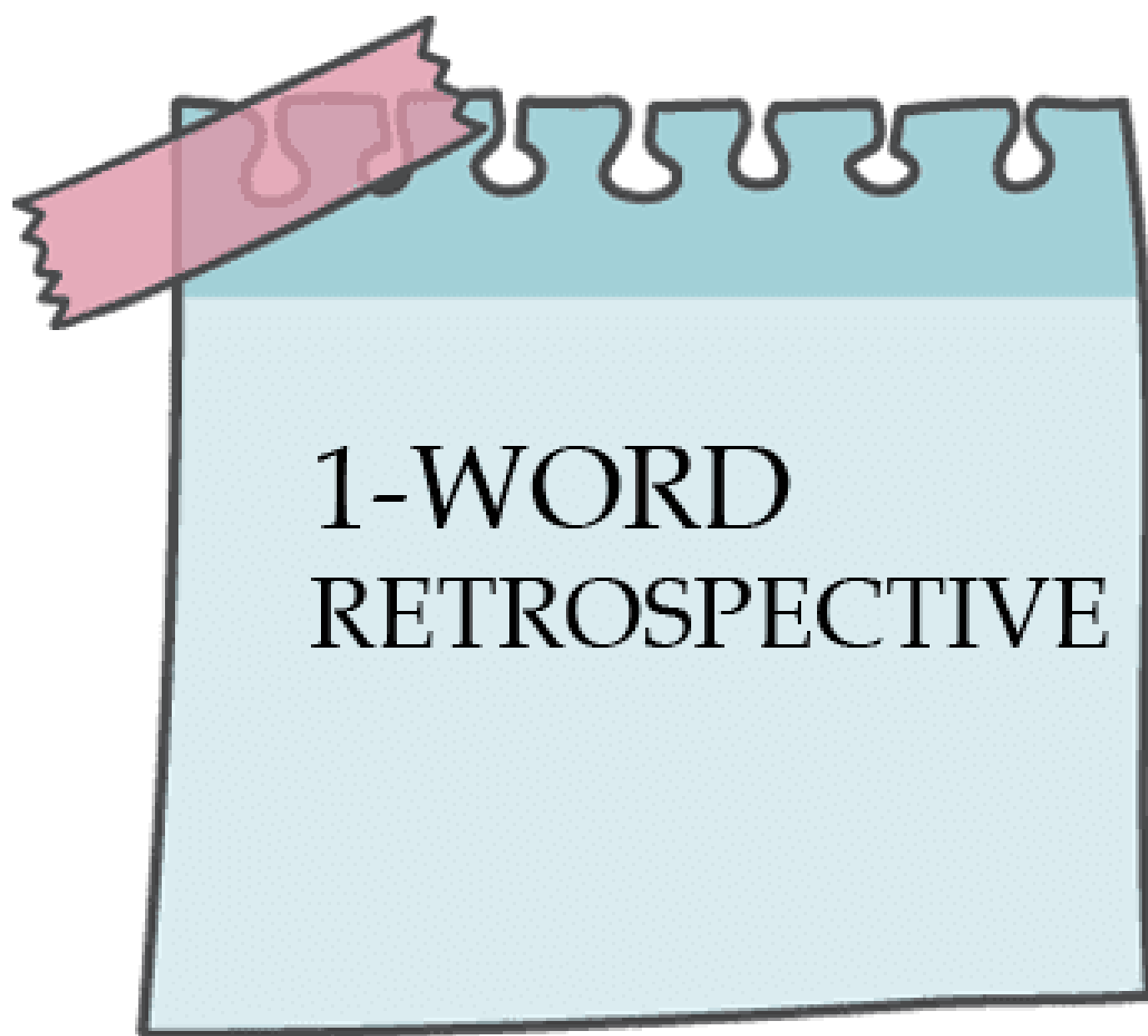1-WORD RETROSPECTIVE

Facilitator needs to repeat each word and note them on a flip chart. If the words are written down, use why ask to clarify issues. Why does someone feel like that? Why does he or she think so about the iteration?

The team discusses the words that are applied and then decides which issues they will tackle and which improvement actions they will take.

It is important to work with the results. The team members take risks by discussing their feelings openly in the team.

They may therefore expect something to be done with what has been discussed. The team will always have to leave the room with the feeling that they have been listened to and that they have understood each other.

They need to feel that they are strong together and that they can solve the possible issues that exist together.

Draw The Sprint

In this exercise participants draw some aspect of the sprint.

Distribute index cards, stickies and markers (or the digital equivalent) and markers. Set a topic, e.g. one of the following:

How did you feel during the iteration?

What was the most remarkable moment?

What was the biggest problem?

What did you long for?

Ask the team members to draw their answer. Post all drawings on a whiteboard. For each drawing let people guess what it means, before the artist explains it.

Metaphors open new viewpoints and create a shared understanding.

Writing the Unspeakable

In this exercise the main purpose is to find. Are there unspoken taboos holding back the team?

Stress confidentiality. Announce the activity as silent and that all "evidence" will be destroyed afterwards.

Hand each participant a sheet of paper to write down the biggest unspoken taboo in the company or team.

Or you can use collect the feedback mechanism in Reetro. It perfectly collects the feedback in anonymous manner.

When everyone's done, they pass their paper to their left neighbours. The neighbours read them and may add comments.

Papers are passed on until they return to their authors for a last review. Then all pages are ceremoniously shredded. Use with caution!

The Feedback Game
2 Truths and a Lie Retrospective Exercise

The feedback game gives you an insight on your own personality and can be used to start an in depth conversation about each other's attitude and behaviour.

By using 140 cards with different characteristics you'll be able to find an answer on questions like:

What are my qualities?

How do others perceive me?

What are qualities that I want/need to improve?

This game can be used for teambuilding, appraisals, coaching and counseling, career planning, development and personal strengths.

The Constellation Game

Place a sphere in the middle of free space and gather the team around it. The sphere represents the center of agreement.

Move toward the center if you agree and outwards if you don't. Read out statements like:

I feel I can talk openly in this Retrospective

I am happy with the quality of our code

I feel I'm part of the best team ever

2 Truths and a Lie Retrospective Exercise

Two Truths and a Lie is a fun retrospective activity that I have used couple of times to 'break the ice' at group meetings.

What you can expect to get out of this exercise?

By using this retrospective technique, you will have promoted team collaboration to generate a praise report and define actionable retrospective items.

The praise report is used by the team to celebrate the successes of the previous sprint, while the action items are used to focus and rally the team around potential team improvement areas.

I am happy with the quality of our code

I feel I'm part of the best team ever

Rules

Each person will make three statements about the past Sprint – of which, two will be true and one will be a lie.

Statements should be related to any likes/dislikes, experiences, skills or habits.

Remember the Future

Introduce this scenario: "Imagine you could time travel to the end of the next iteration.

You learn that it was the best, most productive iteration yet How do your future selves describe it?

What do you see and hear?" Give the team a little time to imagine this and jot down some keywords.

Then let everyone describe their vision of a perfect iteration.

Follow up with "What changes did we implement that resulted in such a productive and satisfying future?" Write down the answers on cards for the next phase.

CHAPTER 5
RETROSPECTIVE TIPS

Ideas to improve your next Scrum Retrospective

Following is a list of best practices you can use to improve the restrospective pre

Preparation:You should set the stage so every member of the team feels

comfortable. It should be the team's safe place. Send a Retrospective reminder. Book a meeting room, think about the retrospective meeting agenda.

People:Get the correct people in. It is beneficial if everybody in the team attends it, but it may not always happen.

Results:Start the conversation by reviewing the actions from the previous retrospectives .

One of the keys of team motivation is to show the improvements made on previous Retrospectives.

Track attendance and engagement:For a sprint retrospective to be worth the effort, the entire team must be involved. And it can be hard to get everyone involved because of technical reasons, meeting facilitation, or choosing the wrong tool or technique. It's the scrum master's job to ensure everyone stays engaged.

Retrospective Games:Another technique is to incorporate games and other varying tactics into your sprint retrospectives.

There are a lot of examples out there. Pick one that makes the most sense for your team or project stage, and be sure to run through it at least once beforehand so you're familiar.

These can be fun, effective, and productive but only when the facilitator is prepared

Time: Timebox every section of a retrospective meeting.

Retro Battle:ask people to take randomly a particular side and fight for it.

Vote:Vote on the items in real time. Everybody has a restricted amount of voting. Sort item by votes. Imaging your meeting get suddenly

Actions:Propose actions for every important item.
voted Actions:If there are many actions you could vote to decide which one to tackle.

Accountability:Select an accountable person for each action. Let him drive the execution.

Tracking: Use issue trackers like Jira, Trello, Asana to track the progress of all actions.

Actions on boards: Add actions to the sprint or Kanban backlog otherwise you may not do them. Make them part of your routine work.

Deadline:Set the deadlines for actions.

Rotation: Change the retrospectives facilitator. Time to time or every time to increase team cooperation.

Use Reetro: Use high-quality tools like reetro if you have remote team members.

Video: Record video from your retro for future references or for people who could not make it.

Timing: Do them timely. It is a good cadence to do them every sprint, but many teams do them monthly.

Frequency: Do them more often if your team is new. If your team is morphing often or many people join every few months. It makes sense to have a short retro before the sprint to review a few previous retrospectives.

What's next: Create next retrospectives artefacts after you finish the current one. It will help people to note the input down and they don't forget it.

Randnomness: Invite random people from your organization. The experts who you believe can improve processes. Like experts in Design Sprints.

Participate: Attend retros of others to gain knowledge how they do them. Finish early: As any other meeting, don't hesitate to finish it earlier if you can.

Chart: Make a retrospectives burn-down chart which compares progress over the last few meetings. 5 to begin with.

Happiness: Measure happiness factor and watch it over time.

Feedback: Use feedback cycle to improve the effectiveness of retrospectives. Retro for retro: Once in a while do retrospective for retrospective meetings (can be a smaller team and less often).

Summary

10

RETROSPECTIVE TIPS

1 **PREPARATION**
Get all the team members to prepare mentally and physically for the retrospective meeting

2 **TIME**
Timebox every section of a retrospective meeting.

3 **ACCOUNTABILITY**
Select an accountable person for each action. Let him drive the execution.

4 **TRACKING**
Use a tool like REETRO.IO to track your retrospectives and learn from the data.

5 **ROTATION**
Change the retrospectives facilitator. Time to time or every time to increase team cooperation.

6 **PARTICIPATE**
Attend retros of others to gain knowledge how they do them.

7 **VOTE**
Vote on the items in real time. Everybody has a restricted amount of voting. Sort item by votes

8 **FEEDBACK**
Use feedback cycle to improve the effectiveness of retrospectives.

9 **CHART**
Make a retrospectives burn-down chart which compares progress over the last few meetings.

10 **WHAT'S NEXT**
Create next retrospectives artefacts after you finish the current one. It will help people to note the input down and they don't forget it.

www.reetro.io

CHAPTER 6
Case Study: How To Run Large Scale Restrospectives

Spotify And large scale retrospectives

Agile retrospectives could help teams learn from the past and identify improvement opportunities.

The simplest way to conduct retrospectives is to collect everyone involved in the team in one big room.
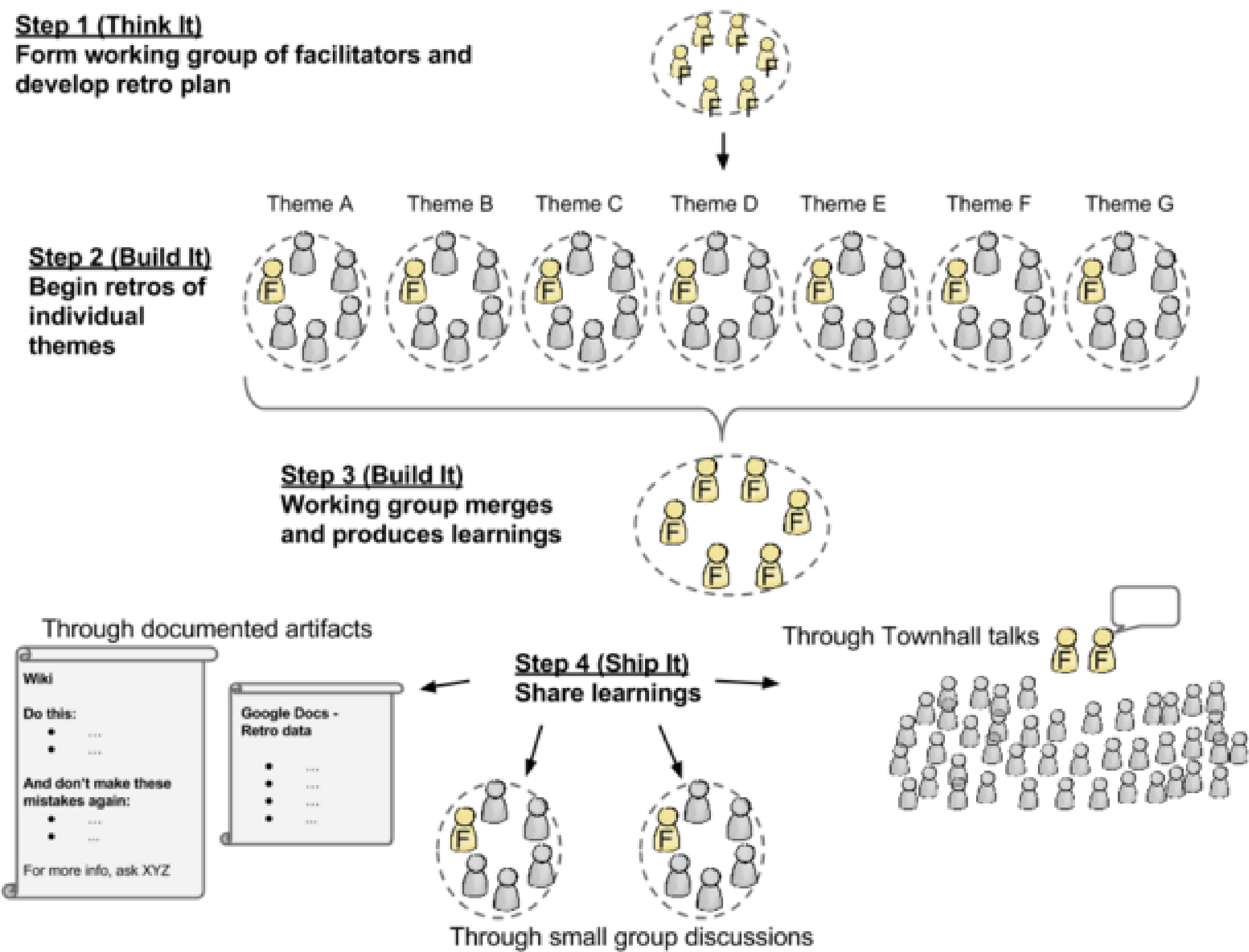
But how to capture and spread learnings from big complex multi-site efforts involving dozens of teams, with hundreds of people spread across different continents that's a logistical nightmare.

This was the exact problem folks from spotify faced when they grew at a rapid pace. Growing from few hundreds to few thousand's.

In order to overcome these problems they formed their own format to run large scale de -centralized retrospectives.

This model has become an industry benchmark for running large scale distributed retrospectives. In this case study we will explore how exactly spotify achieved this.

Spotify And large scale retrospectives

Step 1 (Think It)
Form working group of facilitators and develop retro plan

Step 2 (Build It)
Begin retros of individual themes

Theme A Theme B Theme C Theme D Theme E Theme F Theme G

Step 3 (Build It)
Working group merges and produces learnings

Through documented artifacts

Step 4 (Ship It)
Share learnings

Through Townhall talks

Through small group discussions

How this is done in reality

Step 1- Team Formation: begins with emailing agile coaches to seek volunteers to form a small working group of facilitators.

Once the group is formed, most of the activities revolve around setting expectations, creating an objective for the retro, communicating to the company and participants about the retro as heads-up.

Step 2 – Doing the actual retrospectives: Not everyone is involved in every conversation, instead smaller groups are formed to conduct smaller conversations.

The facilitators spread out, pick a theme, gather a cross-section of people that have insights into that theme, and run a retrospective.

Smaller groups make for better conversations, and also easier logistics (easier to find a time that works, a room that fits people, etc).

As for the specific format,they have formed a "standard" format, which gives the facilitator a starting point and also makes for easier merging later:

Introduction (purpose of this retro, introduce each other)

Timeline (draw a timeline together, annotate with milestones, what worked well, what didn't, and any "elephants")'

Cluster (find patterns and label them)

Recommendations (distill into concrete insights and recommendations, both for the how we work now, as well as how we might work in the future)

Closing (round-table final thoughts from people, and quick feedback about the retro itself) Pretty standard retro format.

The working group meets up from time to time, using the spreadsheet above as a sync and status tool. They support each other and address problems such as lack of facilitators.

As individual retros are wrapping up (after a few weeks typically), the working group gradually transitions into next step.

Step 3 – Discussing and merging the collected data: The goal is to find patterns and condense it into a short and coherent summary with key insights and recommendations.

When ready, the working group enters the last phase

Step 4 – Spreading the word: That includes things like sharing the summary with stakeholders and retro participants; meeting in small groups to share learnings;

speaking during town hall sessions; and so forth to really help the organization internalize and act and upon the learnings.

Benefits of this format

What spotify learned with this distributed retro model at scale is that it enables different groups to focus on different topics deeply to generate cross functional and impactful learnings across the company.

On the human level it provides a great venue and increased engagement for folks to have their say, get their voice heard, and just as importantly a neutral safe place to air dirty laundry.

You can read the original blog post at : https://labs.spotify.com/2015/11/05/large-scale-retros/

CHAPTER 8
Summary

RETROSPECTIVES IN A NUTSHELL

PREPARE

Book a meeting room for at least an hour. Send the meeting invite to all the members. And ask them to submit feedback.

GATHER DATA

Discuss about what went well and what did not went well during the last sprint. Write down all the discussion points
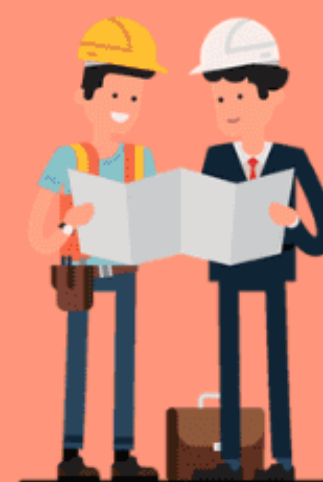
GENERATE INSIGHTS

Once all the feedback and discussion points are noted down. Go through them and generate the insights about what everyone in the team is saying.

DECIDE WHAT TO DO

Ask all the team members to vote on their favourite action points. Choose the top three items as the focus points for next sprint

CLOSE THE RETROSPECTIVE

Finally, Thank everyone and let them go

References:

https://agilestrides.com/2017/09/25/40-ideas-to-spice-up-your-retrospective

https://www.scaledagileframework.com/iteration-retrospective/

https://dozylocal.wordpress.com/2014/09/30/story-oscars/

https://solidgeargroup.com/oscars-academy-awards-retrospective

https://www.atlassian.com/blog/jira-software/5-fun-sprint-retrospective-ideas-templates

https://www.retrium.com/resources/techniques/4ls

https://luis-goncalves.com/sailboat-exercise-sailboat-retrospective/

https://www.teamretro.com/techniques/mad-sad-glad-retrospective/

https://www.groupmap.com/map-templates/start-stop-continue-retrospective/#1495520565504-1eea2e40-1ef6

https://www.quickscrum.com/ScrumGuide/182/sg-Sprint-Retrospective-Meeting

https://www.mountaingoatsoftware.com/blog/a-simple-way-to-run-a-sprint-retrospective

https://hackernoon.com/42-ways-to-improve-retrospectives-e3067886c7f5

http://anagilemind.net/2017/11/21/favorite-retrospective-techniques/

https://www.scrum.org/resources/blog/11-ideas-spice-your-retrospective