

# RETROSPECTIVE

## SCRUM CHECKLIST

PREPARATION 1	SPRINT PLANNING (WHAT) 2	SPRINT PLANNING (HOW) 3	DAILY SCRUM (STANDUP) 4	BACKLOG REFINEMENT 5	SPRINT REVIEW 6	RETROSPECTIVE 7
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The Retrospective is designed to provide a formal point for inspection and adaption by the Team with actions from lessons learned incorporated directly into the next Sprint. The Retrospective should be a safe environment in which the Team can share failures and learn from them. The Product Owner can be involved so long as any heirarchical relationship with the Team doesn't adversely impact the need to be honest, open and transparent, and learn what change is required of the Team to improve their performance in the coming Sprint.

Time-box: 90 minutes (2-week Sprint).



### Agenda

- **Scrum Master**
  - Sets the stage.
  - Introduces the agenda.
  - Clarifies the rationale and the rules of the key meeting.
  - Indicates the time-box for the key meeting.
- **Team**
  - **Gathers data** – reflects on the behaviours it committed to changing last Sprint and assesses the effectiveness of those actions to improve the Team's delivery capability. Data may include: velocity, comparisons between estimations and actual times for delivery of User Stories, metrics (from Lean) such as Lead Time and Cycle Time, assessment of value of time invested in key meetings, and the quality of items produced during the Sprint.
  - **Generates insights** – discusses behaviours that impacted the Sprint – both positive and negative, including what worked and why, as well as what didn't work and why.
  - **Decides on actions** – declares its commitments for behavioural change on cards that are placed against the Sprint Backlog where they will remind the Team what actions to undertake in for the next Sprint.



### Key meeting participants

Role

Team

Scrum Master

Product Owner



## Key outcomes

- The Scrum Master encourages the Team to improve its processes and practices to make it more effective and enjoyable for the next Sprint.
- Inspect how the last Sprint went with regards to people, relationships, process and tools.
- Identify and order the major items that went well and potential improvements.
- Improved understanding of the factors that detract from, or improve, the Team's ability to deliver on its commitments through inspection of the Team's behaviour.
  - Discusses– commit to increasing that behaviour in the next Sprint.
  - Discusses– commit to reducing that behaviour in the next Sprint.
- Commitment to removing behaviours that negatively impact on the Team's ability to deliver.
- Commitment to try and monitor new behaviours to improve the Team's ability to deliver.
- Commitment to continuous improvement through progressively incorporating new tools, techniques and learnings in a sustainable way.
- A plan for implementing improvements to the way the Scrum Team does its work.



## Key considerations

- The Retrospective must deliver pragmatic methods for the Team to:
  - Learn from others' mistakes.
  - Understand the factors that contribute to ineffective adoption and/or application of Scrum.
  - Understand where others have bent the rules of Scrum, why and what has happened as a result.
  - Make improvements in process and practice for the next Sprint.
  - Increase its productivity and quality for the next Sprint.
  - Create, agree on and commit to actions and behaviours for subsequent Sprints.
- The Scrum Master's key role is to both drive improvements in process (reflected in data such as Velocity, lead time and cycle time) as well as Team morale (a happy team is a productive team).
- Focus on only one thing to improve the next Sprint. If you try and improve many things how will you know which change resulted in the improvement sought?



## Common obstacles to avoid

- Objective or subjective data (estimations versus actuals for time taken, cycle time, lead time, velocity) is not collected during the Sprint, so the effect of applying lessons learned is not understood.
- Discussion of issues that result in no explicit action for the next Sprint.
- Actions for improvement are agreed but not actioned in the next Sprint.
- The Retrospective is not conducted at the end of the Sprint so lessons learned can't be adequately, and immediately applied.
- Becoming side-tracked discussing hypothetical issues and scenarios not related to the team's current behaviours. This activity should focus specifically on creating actions for subsequent Sprints.

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