

Retrospectives

Practices for On-going Improvement

Retrospectives

- Conducted at the end of every milestone, or more often
- Sessions where the team reflects on:
 - What was different from our expectations?
 - What worked well? Why?
 - What did not work well? Why?
- Explore actions the team will take:
 - What do we want to keep doing?
 - What do we want to stop doing?
 - What do we want to start doing?

Set the Stage

- Be clear about the scope of the retrospective
- Create the setting for safe conversation
- The focus is on learning
- No interest in assigning blame
- Rule: go tough on the issue; go easy on the people
- Get to a shared understanding of the problem/variance

Simple Rules

- One person speaking at a time
- Ask questions for clarification
- Offer alternative perspectives when your turn to speak
- Make generous interpretations

Aids

- Use a facilitator
- Capture key points throughout the conversation
- Clarify action steps: what is to be done by whom and when?
- Follow-up in writing promptly after the meeting
- Caution when identifying actions:
“Just because you think a thing should work is no guarantee that it will work.”

Joseph T. Hallinan, author *Why We Make Mistakes*