Retrospectives

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Agenda

1. What is Virtual Lunch & Learn
2. Your Expectations from this Webinar
3. Retrospectives
4. Upcoming Learning Opportunities from RefineM
5. How to get 1 PDU for this Webinar?
6. Rewarding Our Star Attendees
7. Q & A

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RefineM's Virtual Lunch & Learn

This is a monthly webinar delivered during the lunch hour in the first week (Wednesdays) of every month.

It's designed to help you learn while you eat lunch, providing a relaxed environment to enhance your experience.

The monthly webinars will cover a variety of Project Management / Agile topics.

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Your Expectations

What are your expectations from this webinar?

Why are you here today?

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  * ✓ Agile Coach @ IBM
* Project Management/ Process Improvement Consulting and Training
* Products for Project Professionals
  * ✓ Essential Gear for Project Managers
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* Coached/mentored 100s of PMs, and executives
* Board Member – SWMO PMI Chapter (2008-2014)

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What's New at RefineM

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What's New at RefineM

∗ Upcoming Free Webinars

Webinar Title	Date
Wireframes for UI / Design	Oct 4
Using Kanban Board(s)	Nov 1

∗ New Training and Outreach
- ✓ New class – First Steps Toward Agility
- ✓ New workshop – Lean/Agile Process Improvement Workshop
  (Achieve 15-40% efficiency improvements in 4-8 weeks)
- ✓ New live PMP video chat sessions every Saturday, 9-10 AM Central

∗ PMP Exam Prep Test Simulator
- ✓ https://Examprep.RefineM.com

∗ PMP Videos at https://vimeo.com/ondemand/refinempmpexamprep

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Manifesto for Agile Software Development

We are uncovering better ways of developing software by doing it and helping others do it. Through this work we have come to value:

Individuals and interactions over processes and tools
Working software over comprehensive documentation
Customer collaboration over contract negotiation
Responding to change over following a plan

That is, while there is value in the items on the right, we value the items on the left more.

Developed in 2001 by 17 agile advocates at Snowbird resort in Utah

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Agile Twelve Principles

1. **Satisfy the customer** thru early and continuous delivery
2. **Welcome changing requirements** even late in development
3. **Deliver working software frequently** a couple of weeks to a couple of months
4. **Work together daily** (business people and developers)
5. **Motivated individuals,** build projects around them, and give them freedom
6. **Face-to-face conversations** is the most efficient and effective method
7. **Working software** is the primary measure of progress
8. **Sustainable development** i.e. maintain a constant pace indefinitely
9. **Continuous Attention** to technical excellence & good design enhance agility
10. **Simplicity** – the art of maximizing the amount of work not done – is essential
11. **Self-organizing teams** deliver the best architectures, requirements, and designs
12. **At regular Intervals** the team reflects on how to become more effective

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Agile Practices

1. **Maintaining a Backlog / Prioritized List**
2. **Progressive elaboration**
3. **Daily standups**
4. **Frequent reviews / demos**
5. **Retrospectives**
6. Use of Wireframes for UI design
7. Visualizing work through Kanban Board(s)
8. Limiting Work In Progress (WIP)
9. Customer involvement throughout project
10. Smaller iterations

1. Continuous integration (CI)
2. Iteration planning meeting
3. Planning poker
4. Refactoring
5. Test-driven development (TDD)
6. User Stories

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Source: PMI-ACP Exam Prep, Second Edition by Mike Griffiths, p. 62.

Top 10 Agile Practices for Waterfall Teams

1. **Maintaining a Backlog / Prioritized Requirements**
2. **Progressive Elaboration**
3. **Daily Standups**
4. **Frequent Review/Demos**
5. **Retrospectives**
6. **Using Wireframes for UI Design**
7. **Visualizing Work through Kanban Board(s)**
8. **Limiting Work in Progress (WIP)**
9. **Customer Involvement Throughout the Project**
10. **Smaller Iterations**

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Source: PMI-ACP Exam Prep, Second Edition by Mike Griffiths, p. 62.

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Mapping to Agile Practices

To which Agile principles would you map the practice of retrospectives?

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Agile Twelve Principles

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Mapping to Agile Principles

Agile Practice	Matching Agile Principle
Maintaining Backlog	Welcome changing requirements
Progressive Elaboration	Satisfy the customer through early and continuous delivery of valuable software
Smaller Iterations	Deliver working software frequently
Daily Standups	Work together daily
Retrospectives	At regular intervals, the team reflects on how to become more effective
Frequent Review/Demos	Working software is the primary measure of progress
Using Wireframes for UI Design	Continuous attention to technical excellence and good design enhance agility
Visualizing Work through Kanban Board(s) & limiting WIP	Sustainable development
Customer Involvement Throughout the Project	Business people and developers must work together daily throughout the project

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Questions from Attendees

1. How do you suggest getting C-suite mgmt. to see the importance of retrospectives for all projects?
2. Would you recommend varying complexity of retros dependent on the project complexity?
3. Would you recommend using the same form for all types and project complexities - events, programs, implementations?

- From Belinda Hentz

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Remember, Agile Is

- **Iterative**
- **Customer Focused**
- **Data Driven**

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Retrospectives

- What are retrospectives?

- Why are retrospectives important?

- How to adapt to a Waterfall Team?

Retrospectives

* "An Agile Retrospective is a meeting that is held at the end of a iteration in the Agile Software Development. During the retrospective, the team reflects on what happened in the iteration and identifies actions moving forward."

"A retrospective is an opportunity for the participants to learn how to improve. The focus is on learning, not fault-finding."
Norm Kerth

How can we use the lessons of the past to improve our future

Basic outcome of Retrospective:

* Three basic questions are asked to everyone in a Retrospective:
  - ✓ What went well?
  - ✓ What did not go well and could be improved?
  - ✓ What action should be taken to improve?
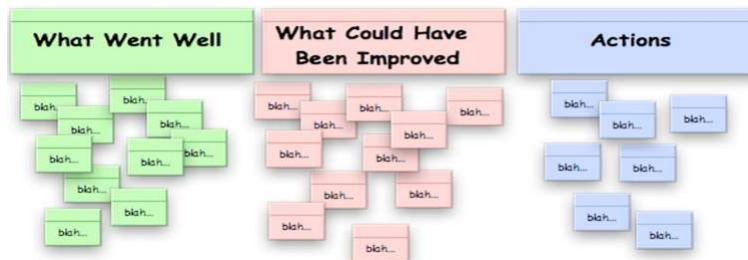
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What are Retrospectives?

* Meeting of the team to reflect after each iteration/sprint

* Purpose of the retrospective is to inspect & adapt:
  1. What went well during the sprint?
  2. What could have gone better?
  3. What actions can we take to improve in the next sprint?

* Team records their thoughts and generates insights

Vital part of continuous improvement
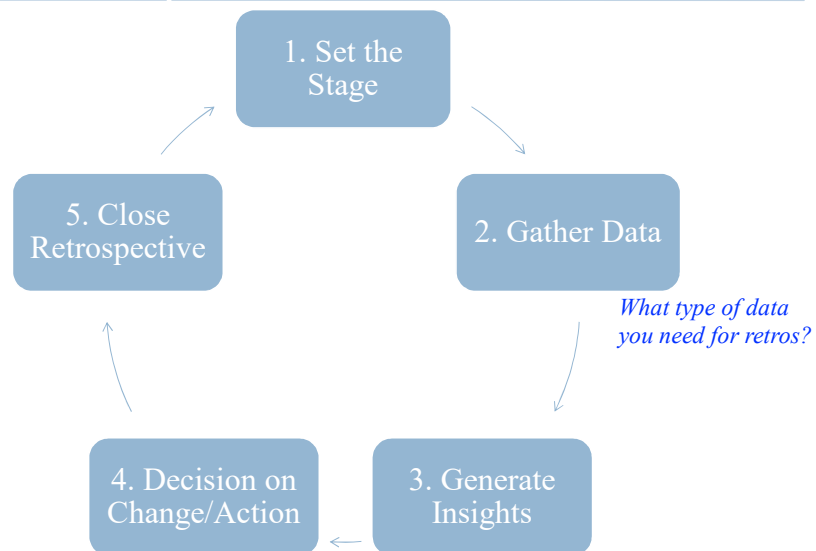
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Benefits of Retrospective

When the team conducts a good retrospective, following positive outcomes are normally expected:

- ✓ Ability to develop and deliver software steadily improves
- ✓ Team grows closer and more cohesive
- ✓ More transparency among team members, which helps team members understand and respect issues other team members face
- ✓ Honest and open about success and failure
- ✓ More comfortable and flexible towards positive change.

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Retrospective Basic Process

1. Set the Stage

2. Gather Data

What type of data you need for retros?

3. Generate Insights

4. Decision on Change/Action

5. Close Retrospective

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Agile Retrospective Duration

| If my sprint is this long….	My retrospective should last…
One week	45 minutes
Two weeks	1.5 hours
Three weeks	2.25 hours
Four weeks	3 hours

These are general guidelines.
Retrospectives can be run in as little as 30 minutes.
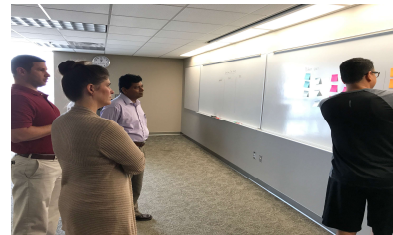
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How to adapt to a Waterfall team?

* Hold lessons learned several times during the project
  - ✓ Lessons learned at the end are no longer actionable
  - ✓ Team may not see any value for lessons learned at the end
  - ✓ On the other hand, lessons learned during the project can be immediately applied

* Provides an opportunity to collect regular feedback from team and stakeholders

* Implement knowledge management to track feedback

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How to do it efficiently?

* In first five minutes;
  * Everyone writes their ideas on sticky note pads about what went well, what did not, and action items.
  * One idea on one sticky note pad.
  * Put their Stickies on the wall
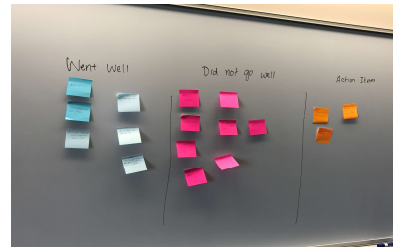
* In next 10-20 minutes;
  * They gather around the wall and discuss the Stickies, and
  * Identify 1-2 action items that they are going to implement in the next sprint/iteration.
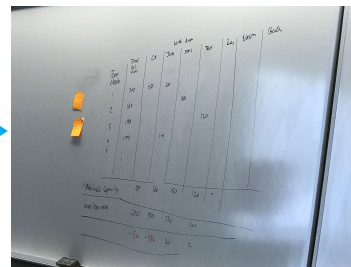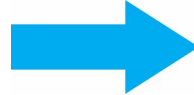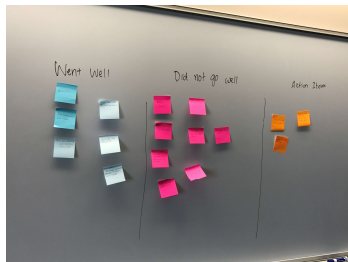

That's all – 30 minutes and you are done !

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How action items are tracked

✓ The same way as other tasks are tracked

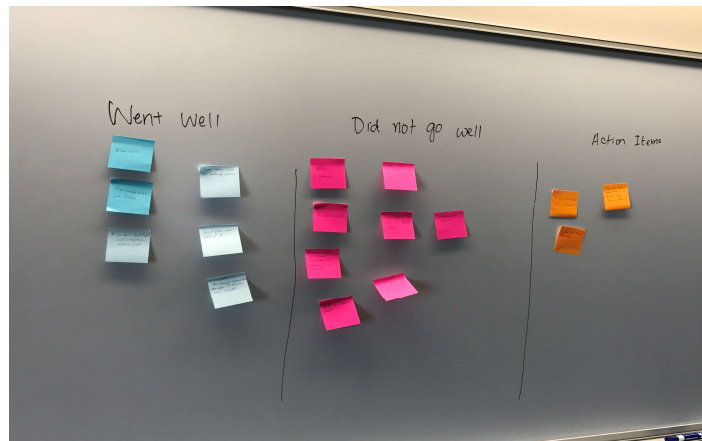✓ Thru Sprint backlog or Kanban board

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Your challenge

What are your challenges for retrospectives?

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- From Belinda Hentz

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Discussion

Let's do a retrospective on today's webinar so far.

What did go well?

What could be better?

What specific action items can we take to make things better?

(5 minutes)

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Conclusion

1. Retrospectives are a key part of team improvement.

2. Both Agile and Waterfall teams should hold retrospectives regularly in order to sustain continuous improvement.

3. Retrospectives can take as little as 30 minutes and still be run effectively.

Start retrospectives on your team today

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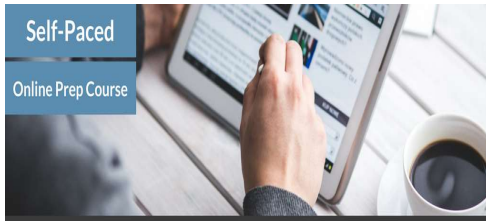- Unlimited email/phone support

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Next Lunch and Learn

* ***Wireframes for UI Design***
  - ✓ What are wireframes and why are they important?
  - ✓ How can you get started making wireframes?
  - ✓ What are some best practices for Agile and Waterfall teams?
* ***Wednesday, October 4, 12:00-1:00 PM Central***

Register Today - Don't wait for the last Minute

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1. **Visit** ccrs.pmi.org and log in.
2. **Click** on "Report PDUs" link.
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4. **Activity Name:** "Retrospectives"
   (complete this first, before you go to #5)
5. **Provider:**   "RefineM LLC" *(don't select dropdowns)*
6. **Date started:**   September 6, 2017
7. **Date completed:**   September 6, 2017
8. **Contact person:**   NK Shrivastava
9. **Contact phone:**   (417) 763-6762
10. **Contact email:**   Trainings@RefineM.com
11. **PDUs:**   1.00 Technical.
12. **Click** on the "I agree this claim is accurate" box and then Submit.

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* **Anyone who attends 3 Lunch and Learn Webinars in a row is a Star Attendee and is eligible for a prize drawing for a $10 Amazon gift card.**

This month's winner is:

Tim A.

Congratulations to the winner!
Stay tuned for our next drawing in October.

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Questions?

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Training Title	Springfield	Kansas City	Online	Others
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PMP® Exam Prep	Oct 16-19	Oct 30-Nov 2		
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PMI-ACP® Exam Prep		Nov 15-17		
Leadership Skills for Managers	Sept 28		Nov 08-09	
Lean/Agile Process Improvement Workshop	Sept 27			
Advanced Techniques in MS Project		Oct 11		

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