The Retrospective Games

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Brisbane Agile/Scrum User Group
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About Me – Chris Fortuin

• Project Manager & Business Analyst
  - 1992 – 2003: Project Manager & Business Analyst at Ernst & Young Consulting in The Netherlands
  - 2003 – Now: Project Manager at ThoughtWorks, Suncorp, Queensland Rail, Brisbane City Council and Rio Tinto
  - PMP, PMI-ACP, PRINCE2, DSDM, PSM-I, CSM, CSP

• Agile Project Management Trainer
  - 2006: Agile PM Training at OrangeFortune
  - Since July 2012: Trainer at YellowHouse
    • Agile PM Training
    • Agile Scrum Master Training

• Hobbies
  - Triathlons, Adventure Races and Hiking in SEQ

http://yellowhouse.net/
Agenda

1. Question, Issues, etc.
2. Agile Retrospective Framework
3. The Retrospective Games
   - The Ball Point Game
Agile Retrospectives
- Empirical Process Control -

- **As a Development Team**

  I *want* to inspect & adapt our team practices after each Sprint/Release

  **So that** our performance improves

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**Diagram:**
- Product Backlog
- Sprint Backlog
- Sprint
- Working Increment of the software
Agile Retrospective Framework
- Phases -

1. Set the Stage
2. Gather Data
3. Generate Insights
4. Decide What to Do
5. Close the Retrospective
## Agile Retrospective Framework

### - Quick Reference Matrix -

<table>
<thead>
<tr>
<th>Phase</th>
<th>Activity</th>
<th>Iteration</th>
<th>Release</th>
<th>End of Project</th>
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<tbody>
<tr>
<td><strong>Set the Stage</strong></td>
<td>ESVP</td>
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<td></td>
<td>Check-in</td>
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<td></td>
<td>Focus On/Focus Off</td>
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<td>Working Agreements</td>
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<td><strong>Gather Data</strong></td>
<td>Triple Nickels</td>
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<td></td>
<td>Time Line and Variations</td>
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<td></td>
<td>Color-Coded Dots</td>
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<td>Temperature Reading</td>
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</table>

Source: Agile Retrospectives by E. Derby and D. Larsen
The Retrospective Games

• Setup
  – Pre-selected Retrospective activities (eg. innovative, time constraint)
  – The Ball Point Game is used as team experience for improvement
  – All phases are timeboxed

• ONE BIG PROJECT with several Development Teams
  – One Product Owner: ME!
  – Scrum Masters: to be selected as Servant Leaders
  – Development Teams: YOU as Self-Organising Teams

• And...

...be creative and have FUN!!!
The Ball Point Game  
- Sprint #1 -

• Rules
  1. Ball must start and finish at same point (ie. Person)
  2. Ball must pass all points
  3. Ball must have air-time when passed
  4. Ball must NOT be passed to direct neighbour

• Preparation

• Sprint

• Scrum Master to observe and report number of balls “Done” (ie. completely processed)

Source: http://borisgloger.com/2008/03/15/the-scrum-ball-point-game/
Phase 1: Set the Stage
- ESVP -

1. Each Developer to record **Attitude on Post-It** and deliver face-down to Scrum Master
   - **Explorer** – happy with any new ideas & insights
   - **Shopper** – happy with one new idea
   - **Vacationer** – not happy but rather here than somewhere else
   - **Prisoner** – not happy and rather be somewhere else

2. Scrum Master to shuffle, tally and destroy Index Cards (see picture)

3. Scrum Master to facilitate discussion: “What do we make of this data and how will it affect our Retrospective?”
Phase 2: Gather Data
- Like to Like -

- Create Index Cards
  - Developers: create white Playing Cards with at least 9 Facts & Feelings (eg. positive, negative, puzzling)
- Shuffle Quality Cards and put face-down on table
- Play “Like to Like” (Scrum Master to facilitate and gather data)
  1. One person starts as Judge and shows one Quality Card face-up
  2. All others to make the best match by playing one of their Playing Cards face-down. Last card is dismissed to keep the game moving
  3. [1-2 Mins] Judge shuffles these Playing Cards, presents one at the time and decides & explains best match [lobbying is allowed]
  4. Next person is Judge and repeat from step 1

30-40 Mins
Phase 3: Gather Insight
- Prioritise with Dots -

1. Scrum Master to present winning items from previous phase on flip chart
2. Each Developer to **place 10 Dots to indicate importance**
3. Development Team to agree on final order of items

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**Ideas for Team Experiments for Next Iteration**

- Start brownbag-lunch & learn
- Increase pairing time to 5Ms/day or 25 Ms/week
- Write more unit tests before coding
- Measure time spent in "slack" activities
- Institute late penalty/fee for daily stand-up meetings
- Contact customer at least 2x a week
- More celebrations!
- More furniture for better communication flow
- More white board space
Phase 4: Decide What to Do
- Circle of Questions -

**Circle of Questions**

1. Development Team to sit in a Circle
2. [1-2 Mins] With top priority item one person asks the next one: “From your perspective, what is the best for us to try?”
   - Continue until at least each person had one turn
3. Scrum Master to capture agreed improvements on flip chart
4. If time allows then take next item

**Triple Nickels**

1. Development Team to sit in a Circle
2. [2-3 Mins] Each person to write down for top priority item: “From my perspective, what is the best for us to try?”
3. [1-2 Mins] Pass paper to next person so he/she can add ideas that are sparked by what's on the paper
   - Continue with passing on until paper returns to original author
4. Discuss papers
5. Scrum Master to capture agreed improvements on flip chart
6. If time allows then take next item

30+ Mins
The Ball Point Game
- Sprint #2 -

- Rules
  1. Ball must start and finish at same point (i.e. Person)
  2. Ball must pass all points
  3. Ball must have air-time when passed
  4. Ball must NOT be passed to direct neighbour

- Preparation

- Sprint

  * Scrum Master to observe and report number of balls “Done” (i.e. completely processed)

Source: [http://borisgloger.com/2008/03/15/the-scrum-ball-point-game/](http://borisgloger.com/2008/03/15/the-scrum-ball-point-game/)
Phase 5: Close the Retrospective - ROTI -

1. Scrum Master to ask everyone on count of 3 to raise number of fingers for ROTI score of this meeting (see top picture for 0-4 rating)

2. Scrum Master to record ROTI scores as hash marks (see bottom picture)

3. People with highest score to explain what benefits they received

4. People with lowest score to explain what they expected but didn't receive

5. Scrum Master to capture ONE final ROTI Score & Statement on Post-It Note
The Retrospective Games

Q&A