



Retrospectives: *From Complaining to Actionable Learning*

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CEO at Retrium

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David is the CEO and Co-Founder of Retrium, a product that helps teams run better retrospectives.

He has over 12 years experience working as a software developer, agile coach, and entrepreneur.

He has a Master's Degree in Technology Management from The University of Pennsylvania and The Wharton School of Business.

Niki Kohari

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Niki Kohari is a serial entrepreneur, author, and lifelong learner with a passion for helping people work better together.

With over nine years of experience in software startups at various stages, she is currently the COO at Retrium and a certified executive and leadership coach at BrightSpark Coaching.

Her background is in Industrial/Organizational psychology with expertise in leadership development, organizational change, emotions in the workplace, mental models, and teamwork.





If you could only bring one agile technique with you to a desert island, which one would it be?

- Daily standup
- Sprint planning and reviews
- Prioritized backlogs
- Retrospectives
- Cross functional teams
- Other

Retrospectives* are the catalyst
of true agility.

“At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly.”

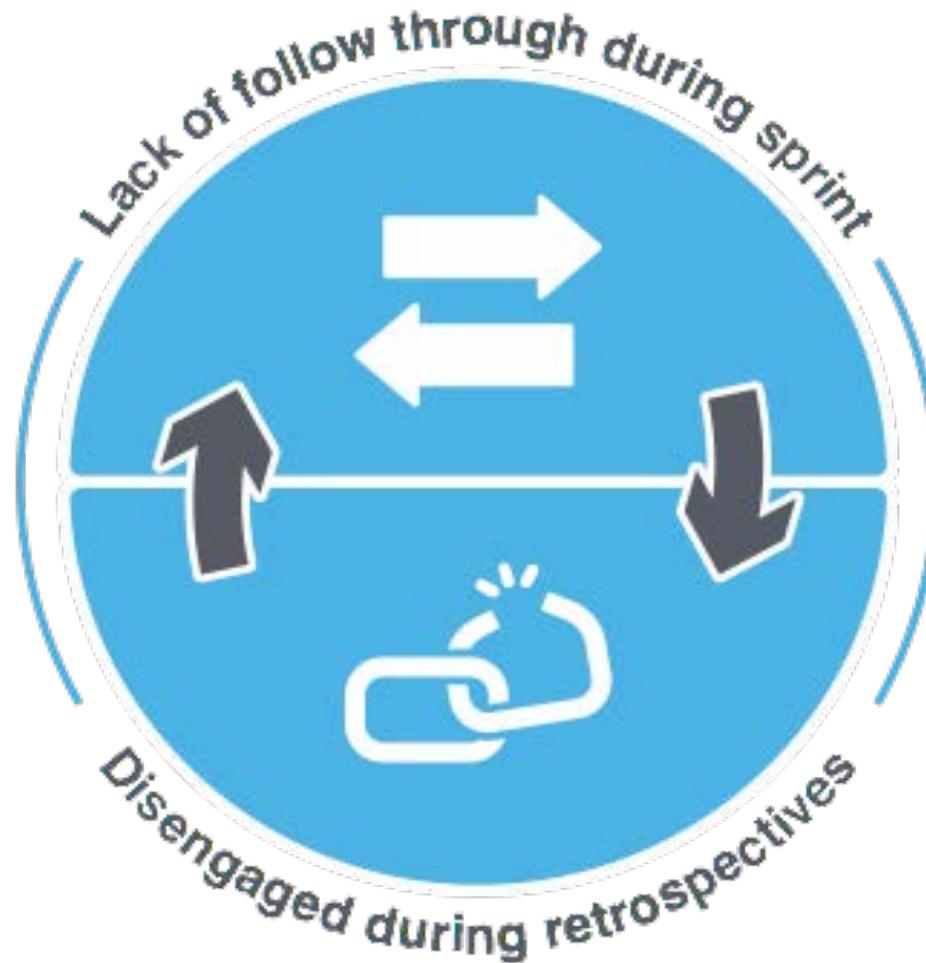
- Agile Manifesto

“At regular intervals, the team reflects on how to become more effective, ~~then tunes and adjusts its behavior accordingly.~~”

What are your biggest challenges in running successful retrospectives?



The Vicious Cycle of Retrospective Disillusionment



The Virtuous Cycle of Retrospectives



Why Agile?

Reasons for Adopting Agile

Improving project visibility (43%) moved up three places to become the fourth most popular reason stated for adopting agile this year and accelerating product delivery increased from 62% last year to 69% this year.

**Respondents were able to make multiple selections.*



11th Annual State of Agile Report by VersionOne:
<https://explore.versionone.com/state-of-agile>

Challenges Experienced Adopting and Scaling Agile

While the vast majority of respondents and their organizations have realized success from adopting agile practices, they recognize that there are challenges to scaling agile. The top two challenges cited were organizational culture at odds with agile values (63%), and lack of skills or experience with agile methods (47%).



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Employee Engagement

“Gallup estimates that actively disengaged employees cost the U.S. \$483 billion to \$605 billion each year in lost productivity.”

The Three Types of Employees



Engaged – 33%

Passionate. Feel a connection to the company.
Drive innovation.



Not-Engaged – 51%

Checked out. No energy or passion. Sleepwalk through the day.



Actively Disengaged – 16%

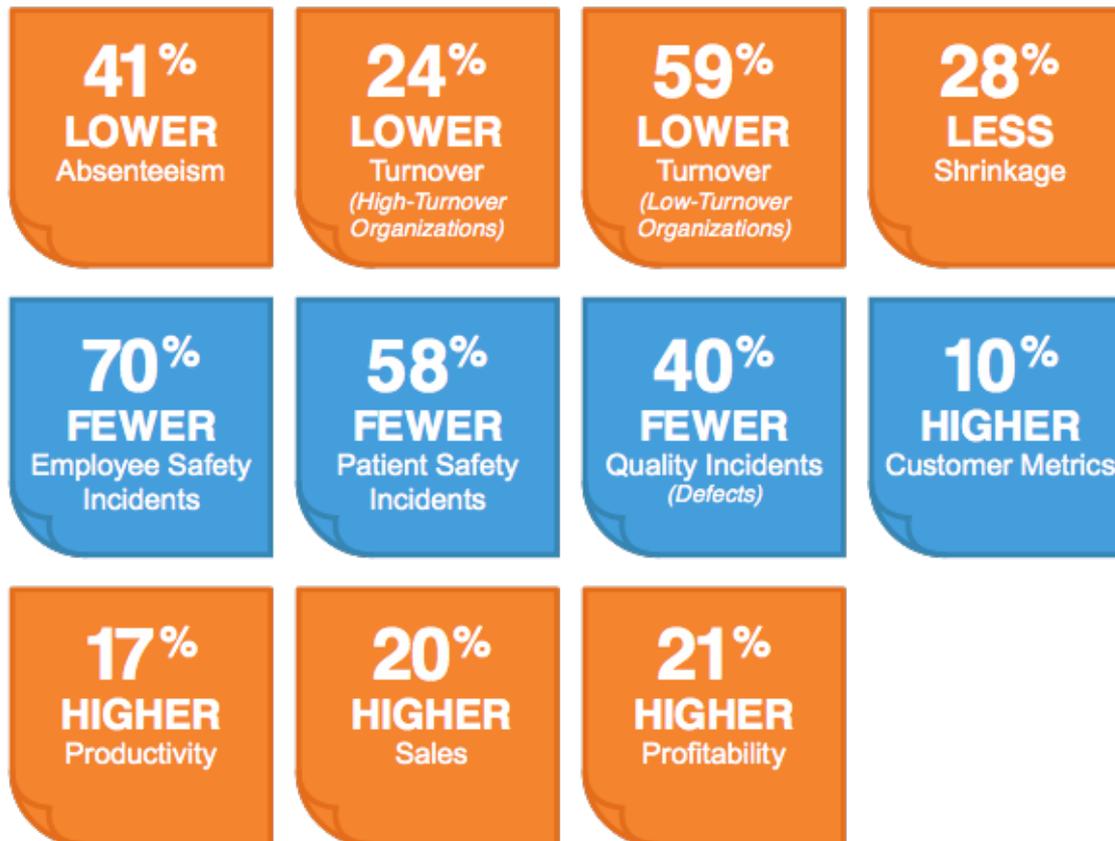
Act out on unhappiness. Actively undermine engaged coworkers.





Benefits of Engagement

When compared with business units in the bottom quartile of engagement, those in the top quartile realize improvements in the following areas:



State of the American Workplace Report:
<http://www.gallup.com/reports/199961/state-american-workplace-report-2017.aspx>

Hidden Driver of Engagement – Employee Voice

“Employee voice is one of the key enablers for engagement... However, it is one of the least understood – and perhaps less practiced – aspects of engagement.”

Employee Voice

The discretionary communication of suggestions, ideas, concerns, problems, learnings, or opinions about the work or workplace with the intent to improve the organization or team.

Greenberg and Edwards,
2009; VanDyne and
LePine, 1998

Voice Influencers



	Motivators	Inhibitors
Individual Differences	<ul style="list-style-type: none"> • Extraversion • Assertiveness • Proactive Personality 	<ul style="list-style-type: none"> • Achievement Orientation
Perceptions and Beliefs	<ul style="list-style-type: none"> • Organizational Support • Influence • Psychological Safety • Organization or Team Identification 	<ul style="list-style-type: none"> • Powerlessness • Career Risk • Stress
Leader Behavior	<ul style="list-style-type: none"> • Openness to Feedback • Transformational Style 	<ul style="list-style-type: none"> • Abusive Style
Contextual Factors	<ul style="list-style-type: none"> • Caring Climate • <u>Formal Voice Mechanism (Retrospectives)</u> 	<ul style="list-style-type: none"> • Hierarchical Climate • Change-Resistant Climate • Social Pressure for Silence

Adapted from Morrison, 2014

The Virtuous Cycle of Retrospectives



From Complaining to Actionable Learning!

Under
Your Control



Out of
Your Control

1. Create an Environment of Equality
2. Do Something Physical
3. The Retrospective Radiator Wall
4. Circle of Retrospective Facilitators
5. “Up and Out” Aggregation

1. Create an Environment of Equality

Complaint: People aren't engaged during the retrospective.



2. Do Something Physical

Complaint: Nothing ever changes after the retro is over.



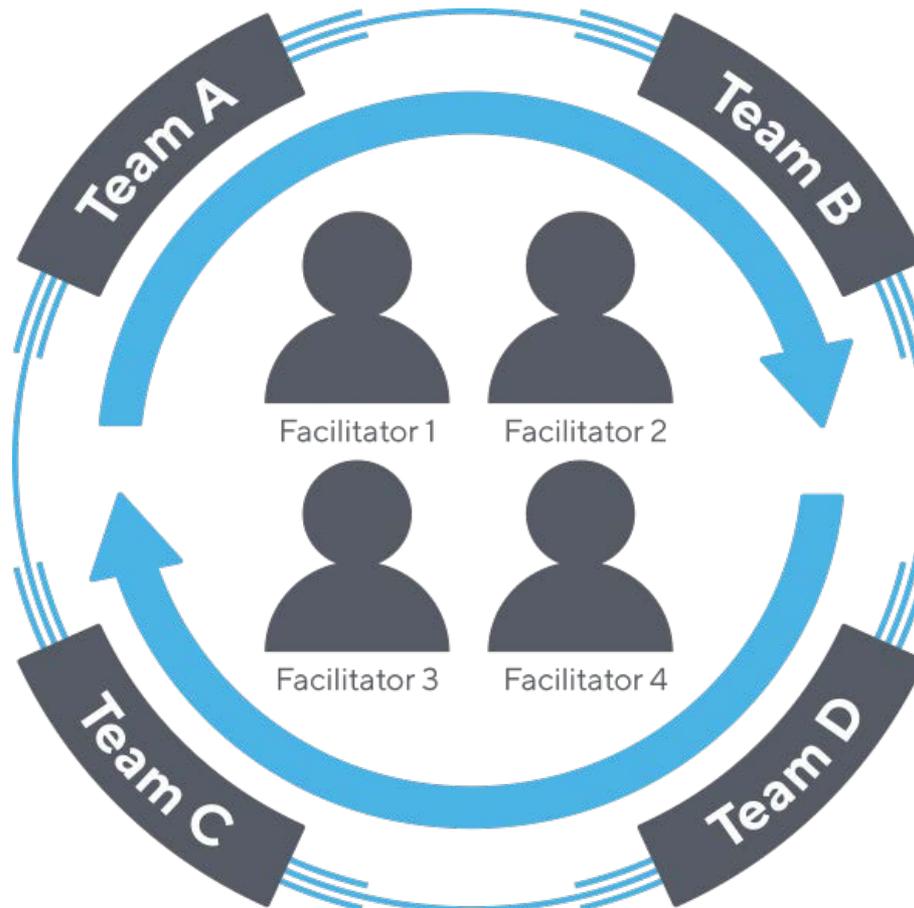
3. The Retrospective Radiator

Complaint: It's hard to share and learn from other teams' retrospectives!

Learnings	Talk to Us If...	Hypotheses & Experiments	Action Items	Impediments
<div data-bbox="115 604 369 801"> <p>Communicate with the PO throughout sprint</p> <p>● ● ● ●</p> </div> <div data-bbox="115 815 369 1012"> <p>Pair programming increases code quality</p> </div> <div data-bbox="115 1026 369 1223"> <p>Using facilitation software for our retrospectives helps!</p> <p>● ● ● ● ● ● ● ●</p> </div>	<div data-bbox="473 604 726 801"> <p>You want to learn how we reduced bugs by 25% in the last month</p> </div> <div data-bbox="473 815 726 1012"> <p>You want to help facilitating your retrospectives</p> </div> <div data-bbox="473 1026 726 1223"> <p>You want to hear about our 20% time initiative</p> </div>		<div data-bbox="1188 604 1441 801"> <p>In the next sprint, we will get feedback from our PO at least twice a day</p> </div>	<div data-bbox="1545 604 1798 801"> <p>Unable to purchase tooling we need</p> </div> <div data-bbox="1545 815 1798 1012"> <p>Management increases WIP at the last moment</p> </div>

4. Circle of Retrospective Facilitators

Complaint: My retrospectives are boring.



5. “Up and Out” Aggregation

Complaint: Most of the impediments we identify are not fixable by my team!



Thank you for attending!

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