

Scaled Retrospectives: Take Me to Your Leader!

Global SCRUM Gathering

ORLANDO, FL

April 18 - 20, 2016

#Twitterspective



- ▶ Throughout this session, please provide feedback on things you thought could be better, as well as things you thought were AWESOME!
- ▶ This helps our Community crowd source better presentations for all future participants
- ▶ Use this hashtag: [#SGFLA](#) [#ScaledRetros](#)
- ▶ Tweet during the session, AND afterwards throughout the week if you think of cool ideas!

ICEBREAKER:

Married to Retros?!?



- ▶ The “How long have you been married?” Game - but in terms of Retros!
- ▶ Everyone Stands up!
- ▶ Only sit down when you have not met a specific requirement
- ▶ Folks who remain standing at the end are our “Retro Sherpas”
- ▶ Retro Sherpas cannot sit together! Be Guides!

- ▶ We will review in detail in the next few slides, but spend 3 min to discuss what you think the differences between a Team Retro & a Scaled Retro?
- ▶ And.....GO!
- ▶ <cue jeopardy music>
- ▶ Some topics to consider: How often? Who Participates? What is Captured?

ACTIVITY:

What is a Scaled Retro to you?



Team Retros

Vs.

Scaled Retros

Who?

- ▶ The Team

- ▶ Teams, PMO, Release Mgmt, Program Teams, Portfolio Teams, Business Stakeholders

When?

- ▶ Every Sprint

- ▶ Every Sprint

What?

- ▶ Team Improvement

- ▶ Challenge outside Team's sphere of control to change

→ It can be easier to categorize Scaled Retro outcomes using the Powerpoint technique

ACTIVITY:

Time to Point Fingers!!



- ▶ Each table is a TEAM. Open your packet, and discover the issues that plagued your Organization's last release.
- ▶ Not all information in your packet is relevant. You must decide what you would escalate and what you would ignore.
- ▶ Remember: Executive's time is precious. Be focused. Be brief.

Step 1: Identify Outcomes

Consider the following questions:

- ▶ Which outcomes should be escalated during a Scaled Retro?
- ▶ How can these outcomes be categorized? Which categories should we use?
- ▶ Which Outcomes are Actionable?
- ▶ Which Outcomes are not Actionable?
- ▶ How would we make them Actionable?
- ▶ **PICK TWO AT MOST!** (Less is More)



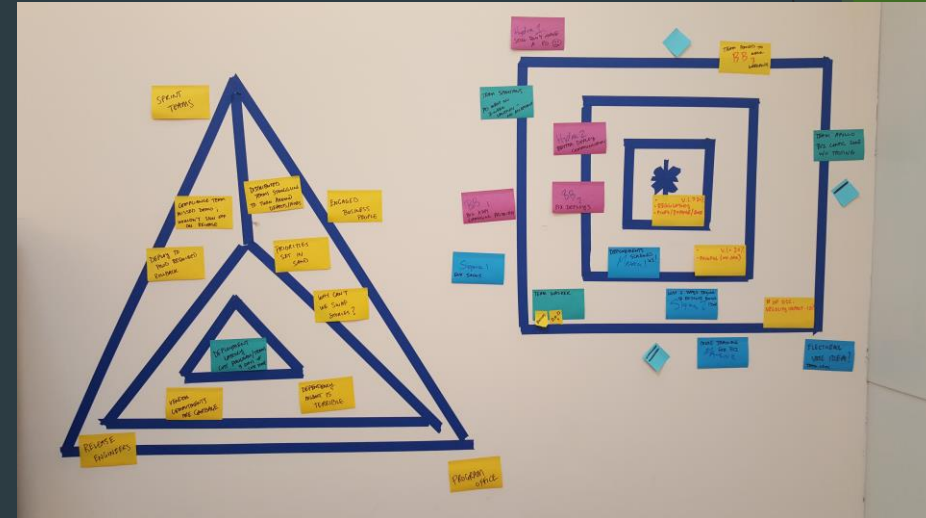
Categories that “Stand Out”

- ▶ Environment Improvements (Dev-QA-UAT-PreProd-PROD)
- ▶ Build Management (Stop Breaking it)
- ▶ Continuous Integration (CI)
- ▶ Deployment Automation (CD)
- ▶ Agile Training
- ▶ Release Planning
- ▶ Account Conditioning
- ▶ Collaboration Tools (help coordination)
- ▶ WIP Limits
- ▶ Roadmaps



Step 2: Create an Information Radiator

- ▶ Try using radar, spider, or target charts
- ▶ Start SIMPLE
- ▶ EVOLVE the view to meet your needs
- ▶ Limit teams to ONE item per scaled Retro if you have more than 20 teams.
- ▶ Remember: Its not just sprint teams, its ALL TEAMS.



Step 3: USE the Information Radiator

- ▶ Identify outcomes by various areas: Portfolio Managers, Program Managers, Sprint Teams, Release Teams, Operations, etc...
- ▶ Customize this to how your Organization is structured
- ▶ Look for common themes
- ▶ Use the idea of “TEAM of Teams” to support each other!
- ▶ The voice of many is more powerful than the voice of one



Step 4: Make the Radiator BIG & VISIBLE

- ▶ Put it on the walls near Executive Offices
- ▶ Put it on TVs throughout the Enterprise
- ▶ Virtualize it for Distributed Teams
- ▶ Put it in Elevators
- ▶ Have it appear at Login to the network





on communicating with Leaders

- ▶ Make Outcomes ACTIONABLE: What decisions must be made? How can leaders support your cause?

If its not actionable, expect NO ACTION

- ▶ Illustrate Trends: Its hard to argue history.

Show last 5 Scaled Retros keep coming back to the same issues

- ▶ Assign it a DOLLAR VALUE - either dollars lost, or dollars saved

QA being “down” isn’t as effective as saying:

We lost \$12M in 2 days

@scrumjiitsu

- ▶ The more crisp the “Ask” is, the easier it will be to see value - and SUPPORT

Scaled Retro for #SGFLA!

- ▶ Step 1: Identify Outcomes - Categorize & Make Actionable
- ▶ Step 2: Create an Information Radiator - Start Simple
- ▶ Step 3: USE the Information Radiator - Look for Trends
- ▶ Step 4: Make the Radiator BIG & VISIBLE



#Twitterspective Review



- ▶ Please engage!
- ▶ Use this hashtag: [#SGFLA](#) [#ScaledRetros](#)
- ▶ This helps our Community crowd source better presentations for all future participants.

People that engage will become inaugural members of the first Scaled Retro Community of Practice!

Vanity Slide

- ▶ Jason Cusack - Enterprise Coach, Retro Aficionado, Leadership Consultant
- ▶ President, White Shark Consulting LLC
- ▶ @scrumjitsu on Twitter
- ▶ Agileuprising.com - blog
- ▶ #AgileUprising - podcast - Coming Soon!



Learning Objectives

- ▶ Understand the basics of Scaled Retrospectives
- ▶ Learn who participates in a Scaled Retrospective - the answer might surprise you
- ▶ Learn how to engage your Enterprise and create “wins” across multiple organizational levels
- ▶ Practice techniques for creating visually compelling information radiators
- ▶ Practice framing outcomes as actionable, to focus executives, and get their support for making improvements and promoting sustainable change