Retrospective

Integrated Consulting Group

In agile teams, a moderated meeting known as the retrospective is held regularly to proactively discuss collaboration within the team and to agree on possible improvements, which are then subsequently tested.

The retrospective creates a framework for dealing with questions such as:

- "How well do we actually work together?"
- "How do we get along as a team?"
- "Can we still improve things? And if so, which things?"

The retrospective facilitates open communication and promotes a culture of learning and growth. By identifying strengths and weaknesses, the team can optimize its working methods and improve the quality of its work. This helps to achieve better results in future collaboration, which can subsequently maintain or improve motivation and morale within the team.

The retrospective offers an opportunity to reflect, solve problems and strengthen teamwork. By focusing on learning from experience, the method helps teams to work together more effectively and efficiently.

Duration	Participants	Facilitation
1.5–3.0 h	all team members	1 method coach, 1 flipchart or 1 pinboard

SOURCE: Jeff Sutherland, Ken Schwaber (SCRUM Framework)

Retrospective │ **Process**

Get in the mood	Obtain information	Derive insights	Define measures	Conclude the exercise
Prepare an appropriate question for the check-in like: • What weather conditions describe your mood in the team since the last retrospective? • Describe the time since the last retrospective in one word. Everyone should or must say something or write something on a post-it note and stick it on a board/flipchart for documentation. The query offers a quick way to break away from day-to-day business and take a retrospective view.	In this step, information about the cooperation in the team (anonymously) is collected. 4–6 questions are defined, which are tailored to the respective team. Examples of possible questions: • How well do we actually work together?/How do we get along as a team? • How do I perceive the focus on results? • How well are we coping with the process? • How good is the description of the tasks? • How satisfied am I with my personal contribution? Each team member then rates the criteria anonymously on a scale (++, +, 0, -, --). The results are then briefly discussed.	The next step is to collect observations based on the individual questions/the situation since the last retrospective: • Prepare a table with Plus (What went well?) & Delta points (What can we do better?) • Team members write their observations on post-it notes • Small groups (e.g., 3 people) can first discuss what went well to improve cooperation and create a sense of well-being in the team • When asking the question "What could we do better?", it is important to always pay attention to solutions proposed by the team members Then derive proposals from these answers: Criticism written down (at Delta) should be reformulated into concrete suggestions for improvement.	The team should then agree on what is most important or what should be prioritized. Prioritization method: Participants are given a certain number of points to assign to what they think are the most important topics. From all highly ranked improvement topics, clear suggestions for what to do are formulated, and these are divided into 3 areas: • Try it: This is what we want to try. • Keep: Did it work last time? Do we want to keep it? • Discard: Do we want to drop something we picked up earlier?	The conclusion is an important part of the retrospective. Even if the retrospective was "tough", it is important to create a positive conclusion. To create an appreciative atmosphere, consider which method is suitable for the team. This can be used as an emotional conclusion: • Mutual appreciation: All team members praise and thank each other honestly. This can be used as a content-related conclusion: • ROTI (return on time invested): On a scale of 1 (not at all) – 10 (very), how well was the time invested in the retrospective?