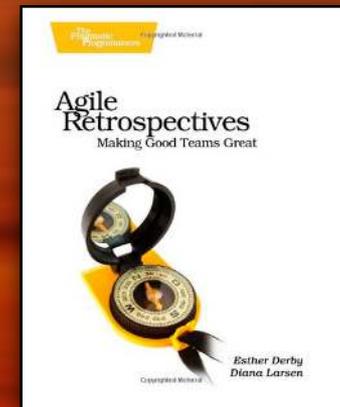


Retrospective

Is it the key to happiness?



Host: *Joel Riddle*
Presenter: *Jeff Sutherland*

Scrum Inc. is the Agile leadership company of Dr. Jeff Sutherland, co-creator of Scrum. We are based at the MIT Cambridge Innovation Center, MA.

CEO Jeff Sutherland helps companies achieve the full benefits of Scrum leading our comprehensive suite of support services and leadership training:

- Adapting the methodology to an ever-expanding set of industries, processes and business challenges Training (Scrum Master, Product Owner, Agile Leadership, online courses, etc.)
- Consulting (linking Scrum and business strategy, customizing Scrum)
- Coaching (hands-on support to Scrum teams)



Chief Content Officer JJ Sutherland and Joel Riddle maintain the Scrum framework by:

- Capturing and codifying evolving best practices (Scrum Guide)
- Conducting original research on organizational behavior
- Publishing (3 books) and productizing ScrumLab



Principal Hardware Engineer Joe Justice leads our hardware consulting practice:

- Worldwide consulting at leading hardware companies
- 700-800% performance improvement in hardware development
- Builds 100 mpg cars in his garage with help from 500 people in 32 countries



We run our company using Scrum as the primary management framework, making us a living laboratory on the cutting edge of “Enterprise Scrum”

Find out more at www.scruminc.com.

Agenda

- Context: The Four Scrum Meetings
- What is a Retrospective?
- Importance
- Suggested Structure
 - Guidelines
 - Different needs at different time

Methods

Four columns

Circle of Questions

Boat

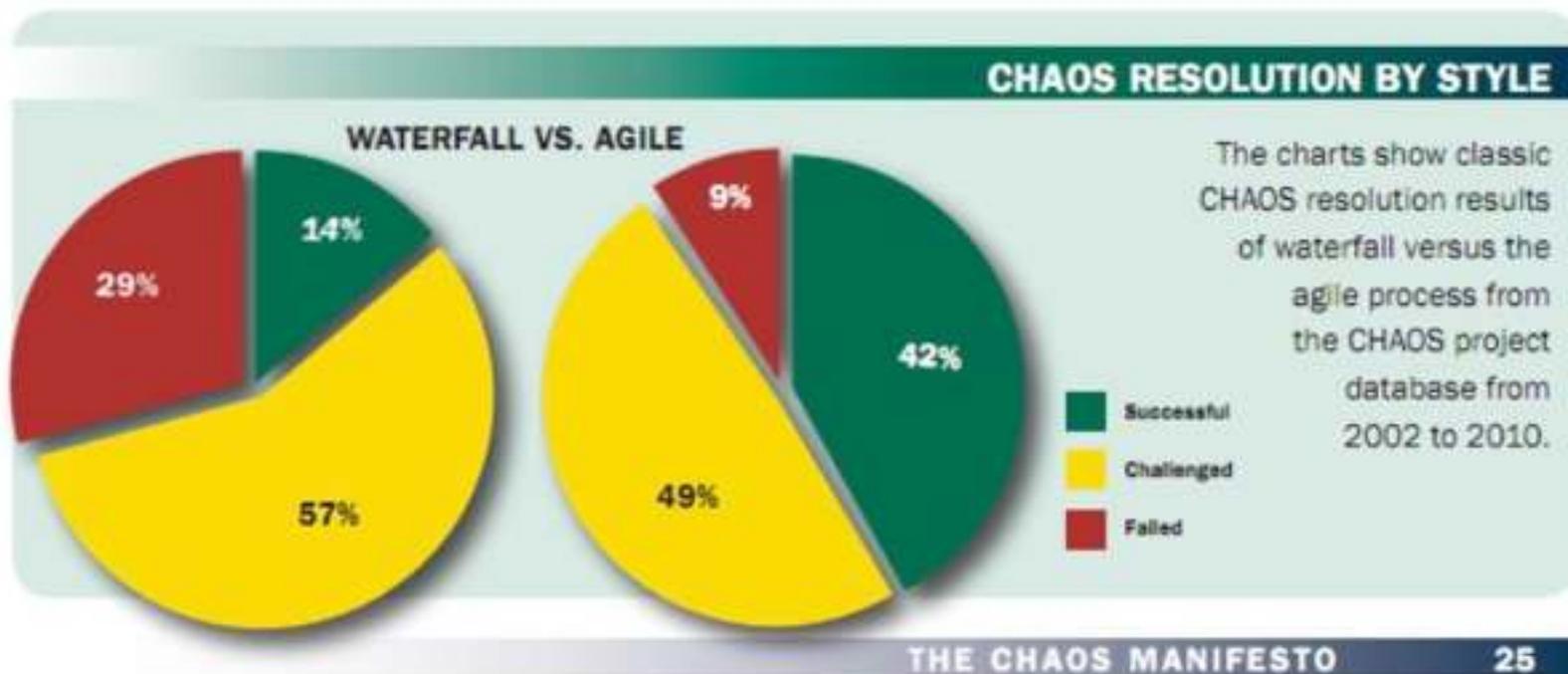
Happiness

How Scrum Works



The Problem: 58% of Agile Teams Cannot Deliver

Chaos Manifesto 2011, Standish Group International, Inc.



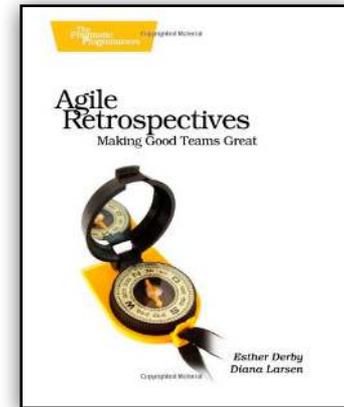
Source:

Scrum Has Four Meetings

- Sprint Planning
 - Product Owner presents READY backlog to Scrum Master and Team
 - Deliverable is Sprint Backlog
- Daily Scrum
 - Team self-organizes to improve performance
 - Deliverable is new daily plan for implementation and impediment removal
- Sprint Review
 - Team presents backlog that is DONE to Product Owner and Stakeholders
 - Deliverable is velocity (what Product Owner confirms is DONE), feedback (used to update Product Backlog), and potentially shippable Product Increment
- Retrospective
 - Scrum Master and team identify the top process improvement
 - Deliverable is the KAIZEN to put at top of Sprint Backlog for next Sprint.

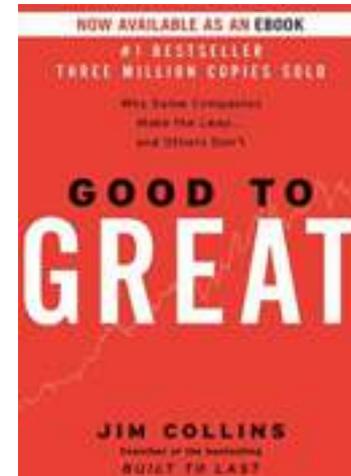
Helping Your Team Inspect and Adapt

- Set the stage
- Gather data
- Generate insights
 - Root cause analysis
- Decide what to do
 - One intervention
 - With acceptance tests
- **Critical success factors**
 - **Execute on one process improvement in the next sprint**
 - **Measure the result**



Continuous Improvement: The Secret Sauce

- Nonaka Scrum is Lean Product Development
 - Continuous improvement
 - Respect for people
- Continuous improvement is going from Good to Great
- The Sprint Retrospective is where improvements are formulated
- Opportunity to make Team's work fast, easy, and fun



The Toyota Way 2001

Memo From the Trenches

FlaccidScrum

Martin Fowler

29 January 2009

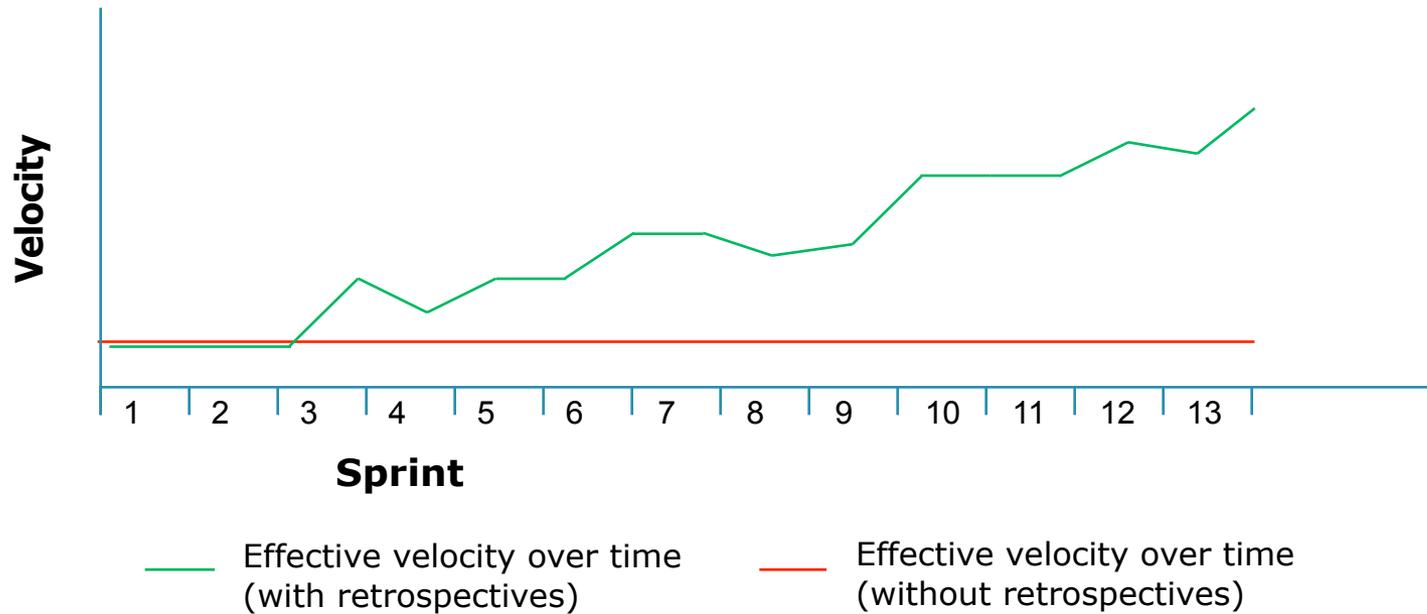


Photo: [Ade Oshineye](#)

There's a mess I've heard about with quite a few projects recently. It works out like this:

- They want to use an agile process, and pick Scrum
- They adopt the Scrum practices, and maybe even the principles
- After a while progress is slow because the code base is a mess
- What's happened is that they haven't paid enough attention to the internal quality of their software... You've taken on a crippling TechnicalDebt and your scrum has gone weak at the knees. (And if you've been in a real scrum, you'll know that's a Bad Thing.)

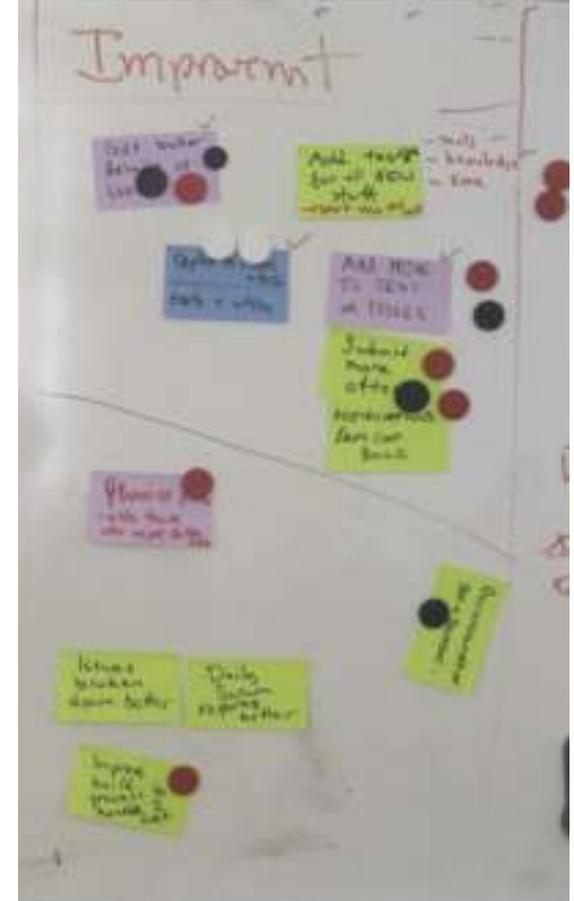
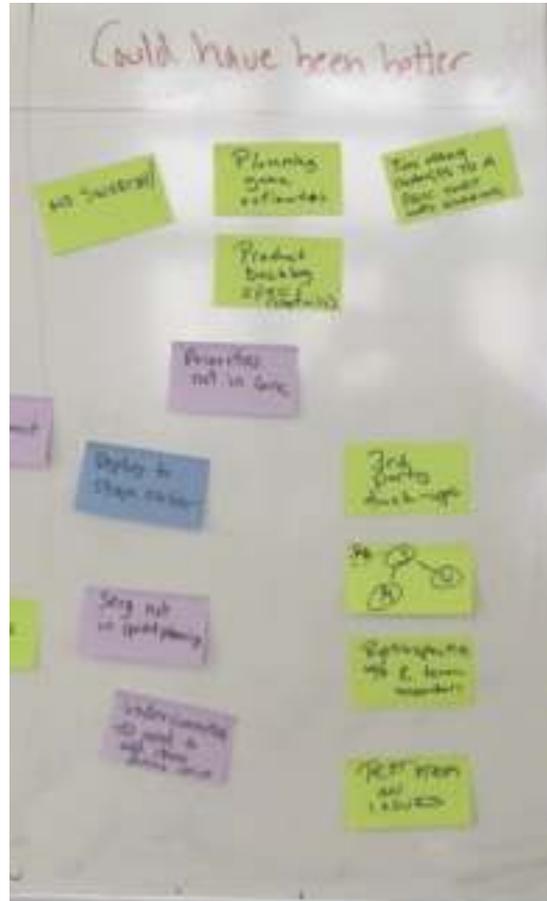
Sprint Retrospective



Source: Henrik Kniberg

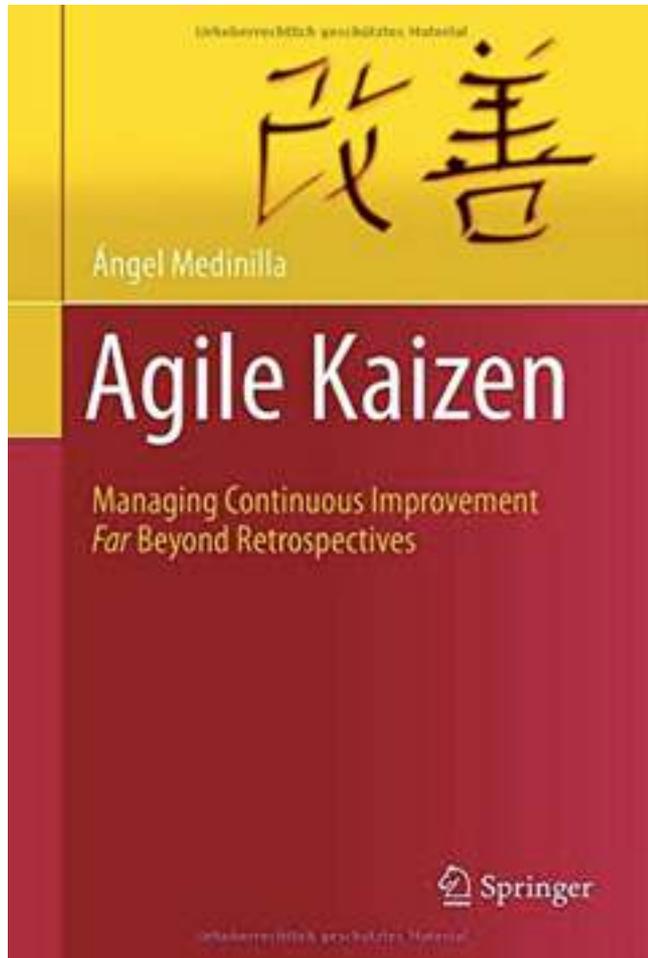
Sprint Retrospective

What do we do differently next sprint?



Source: Henrik Kniberg

Process Improvement = Kaizen



58% of Scrum teams

- Do not identify the Kaizen
- Do not have acceptance tests for the Kaizen
- Do not implement the Kaizen
- Do not measure the results of the Kaizen
- Have FlaccidScrum

Suggested Structure of a Retrospective

Set the Stage:

Welcome: Appreciation

Check in: everyone speaks

Goals for this retro

Format

Collect Data:

Facts and feelings

Generate Insights:

Step back, see the big picture, delve into root causes Why? Patterns?

Decide on Actions:

A3s needed going forward?

The one Kaizen with acceptance tests goes to top of backlog

Closing:

Check out: What learned? Everyone speaks.

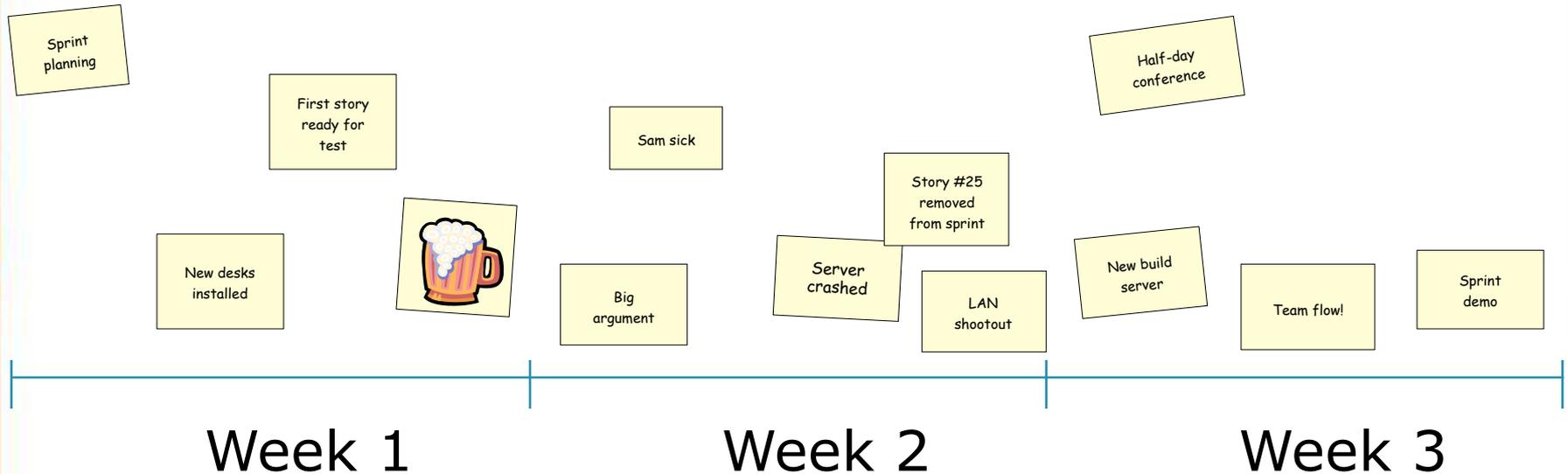
Make a record of highlights

How went? Better next time?

Methods for Running Retrospectives

- What happened?
- Three columns on a whiteboard
- Round Robin Questions
- The Ship
- Happiness Metric

What Happened?



Source: Henrik Kniberg

Round Robin Questions

- Create questions - as many as there are Team members
- Examples:
 - What went well?
 - What strengths did we develop?
 - What did we do that we should avoid doing in the future?
 - What did you learn?
 - What made you laugh?
 - What still puzzles you about this Sprint?
- Guidelines - stick to facts i.e.. "Tuesday meetings run late." instead of "Tuesday meetings run late because we get bogged down in details. Want clarity about the problem before addressing solutions - could be many causes

Round Robin - continued

- Write each question on top of a piece of paper
- Give one paper/question to each team member
- Individuals write answer to question/paper in front of them - time box 1 minute
- Papers pass to person on right who writes answer -
- Repeat till each person has written an answer to every question

Round Robin - continued

- Consolidate answers and develop list of answers - preferably no more than three
- Write answers on sticky notes - 1 per sticky.
- Put stickies on board with each question - put relevant notes under them. Check to make sure that everyone agrees with selection
- Discuss
- What actions needed?

Kaizen: Change for Better

改

Kai

Zen

善

Kaizen: Powering Up the Retrospective

- Identify the top process improvement
- Create acceptance tests
- Put it in the sprint backlog as top priority
- **This is a pattern called Scrumming the Scrum**

What is a Kaizen?

- Practice of continuous improvement
- Small improvements made over time result in large changes
- Culture of inspect and adapt
 - Identify process improvement
 - Make change
 - Monitor effect
 - Reject or accept



89

days until
ScrumPLoP!

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HAPPINESS METRIC



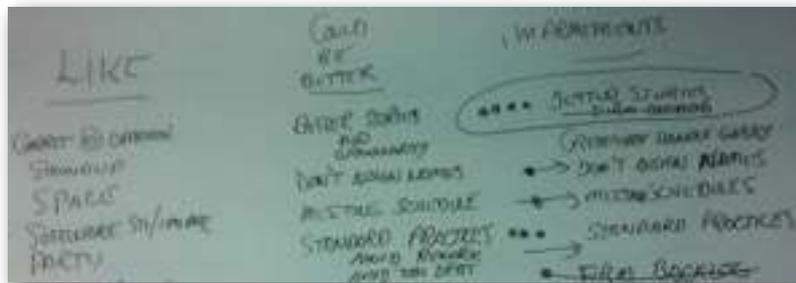
"Carnation Condensed Milk, the milk from contented cows."

— Advertising slogan, Carnation Milk Company, 1907

Happiness Metric



- On a scale of 1 - 5 we rate
 - How do you feel about your role?
 - How do you feel about the company?
 - What would make you feel better?
- With data from Happiness Metric, order individual and company improvements by value - then ***Scrum the Scrum***



Vote for highest value



Estimate value

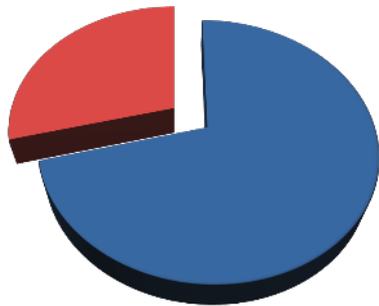
“Rules”

- Only address one impediment
- Put the kaizen in the backlog for the sprint - Scrum the Scrum
- Action should usually yield results quickly
- Communicate actions (and success or not) back to the Team
- And the hardest rule: **Use common sense.**

Why is Happiness important to business?

Recent Gallup Research on American Workforce 2011:

- Retail stores that scored higher on employee life satisfaction generated \$21 more in earnings per square foot of space than the other stores...
- Lost productivity due to employee disengagement costs more than *\$300 billion in the U.S. every year.*



71% of workers are "not engaged" or "actively disengaged"; they are emotionally disconnected and less likely to be productive

Zappo's: A Corporate Example of Building Engagement

Zappo's mission is to provide the best customer service possible. How do they do it? By making sure their employees are happy. CEO Tony Hsieh believes if they get the culture right, everything else, including customer service, falls into place.

Hsieh wrote best-selling book "Delivering Happiness" about his culture-building experience at Zappo's.

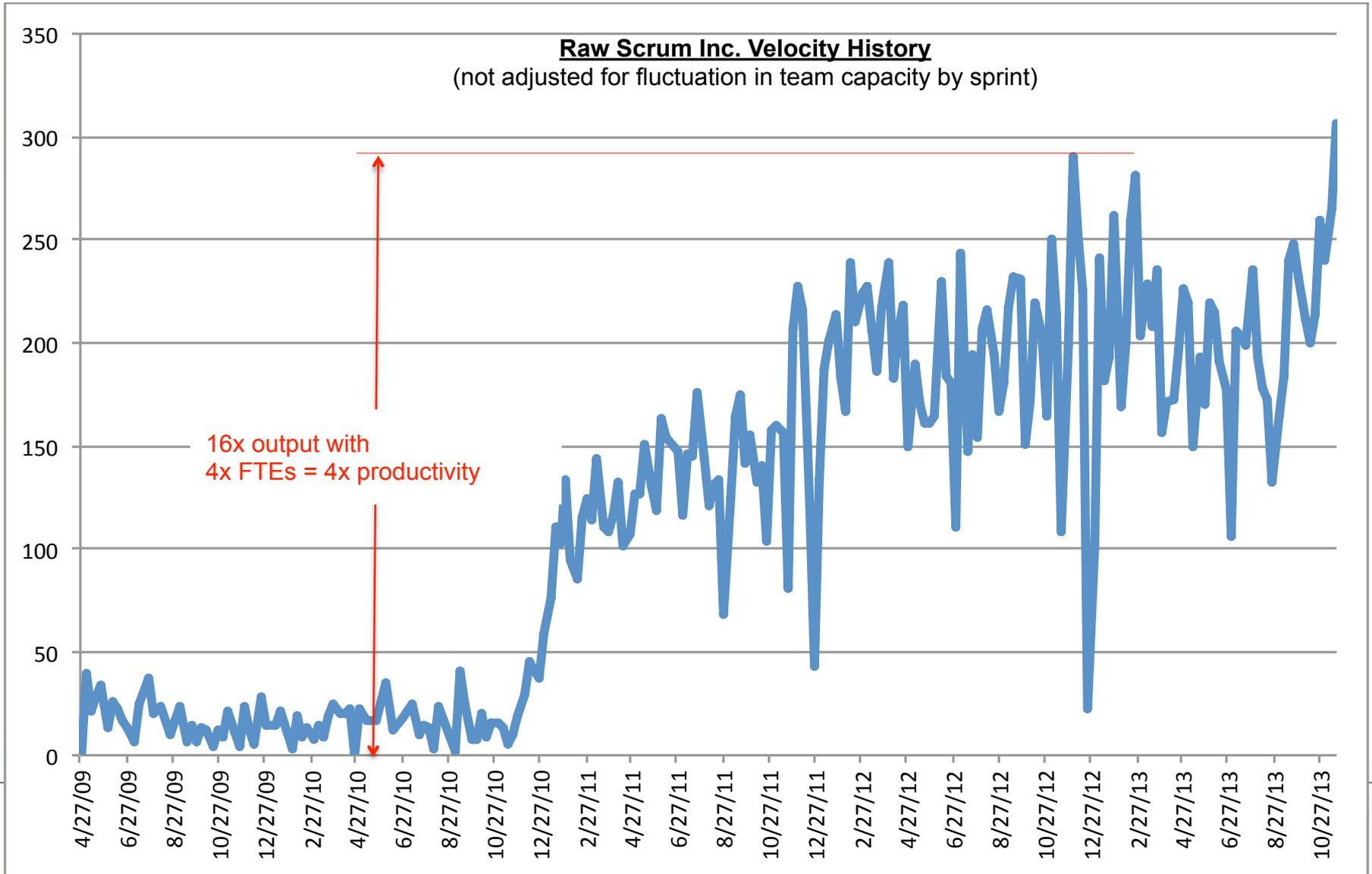
Why is Happiness important to well-being?

- From the journal Applied Psychology: Health and Well-Being, a review of 160+ studies found clear and compelling evidence that – all else being equal – happy people tend to live longer and experience better health than their unhappy peers.
- Research at the University of Illinois finds “...the evidence that positive emotions and enjoyment of life contribute to better health and a longer life span is stronger than the data linking obesity to reduced longevity.”
- And “happy people tend to live longer and experience better health than their unhappy peers.”
- Finally, “Positive psychological well-being protects consistently against cardiovascular disease.” Boehm JK, Kubansky, LD, Harvard School of Public Health.

Happier People Function Better

- Doctors in a positive mode show three times the intelligence and creativity and diagnose 19% faster.
- Optimistic salespeople outsell pessimistic counterparts by 56%.
- Happier CEOs are 15% more productive.
- Happier managers improve customer satisfaction by 42%.
- Research shows that **happiness causes better performance**

Scrumming the Scrum Using Happiness Metric



The Happiness Metric in 2 Companies

Scrum Inc. Company Overview:

- founded 2006
- based in Cambridge
- ~10 employees
- Scrum training and consulting

HM usage:

- Weekly Retrospective Tool
- Completed weekly by everyone
- Top improvement directs kaizen for next sprint
- In the future, plan to optimize backlog and velocity goals using analysis of HM and link HM to professional development goals.

Current Outcomes:

- Increased velocity
- Tangible kaizen

Anticipated Outcomes:

- Real time dashboard of team temperature
- Explicit link between professional development and happiness

Crisp Company Overview:

- founded 1999
- based in Stockholm
- ~50 employees
- Software and Agile consulting

HM usage:

- Happiness Metric is a company-wide shared spreadsheet
- Completed monthly by everyone
- History and how it correlates to specific events is tracked
- Data is shared at company conference
- Individuals work together to increase happiness

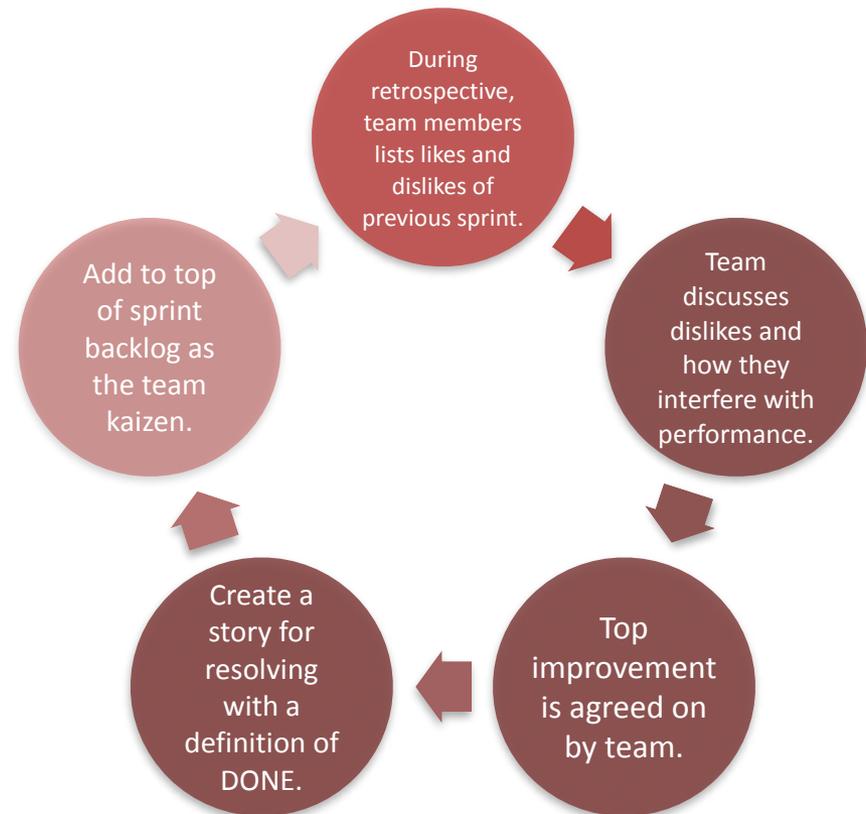
Outcomes:

- Provides a visual diagram of the aspect that matters the most
- Makes values transparent

Discussion of Happiness Drives Actionable Kaizen: Scrumming the Scrum

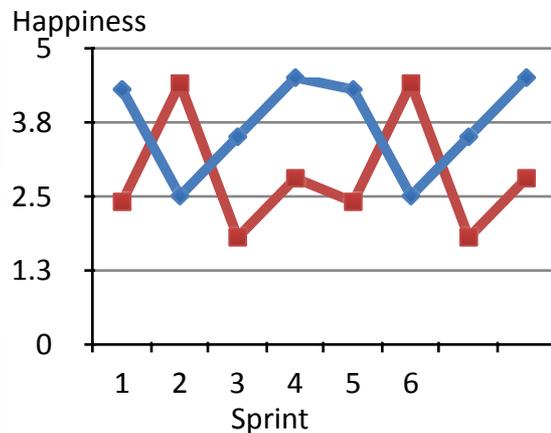
- Identify the single most important impediment at the Sprint Retrospective and remove it before the end of the next sprint.
- Team decides the top impediment for the sprint and adds it as the top priority in the Sprint Backlog, the *kaizen*.
- The *kaizen* is a user story with acceptance tests and DoD.
- Once a team understands the practices of Scrum, constant focus on making the process better is the way to improve velocity and ultimately achieve hyperproductivity.
- Without it, the team may flatline or even have consistent velocity decline.

Implement the Pattern Using the Happiness Metric



Happiness Metric as an Analytic Tool

Happiness trends over time



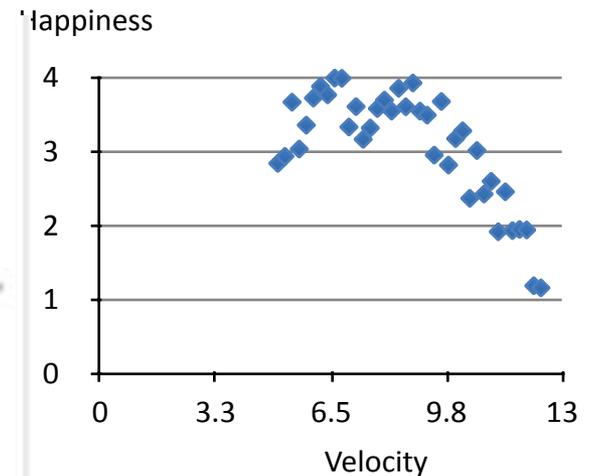
- Links team happiness to specific events or work features
- Good leading indicator of future performance (when happiness starts trending down, velocity follows)

Happiness by team member



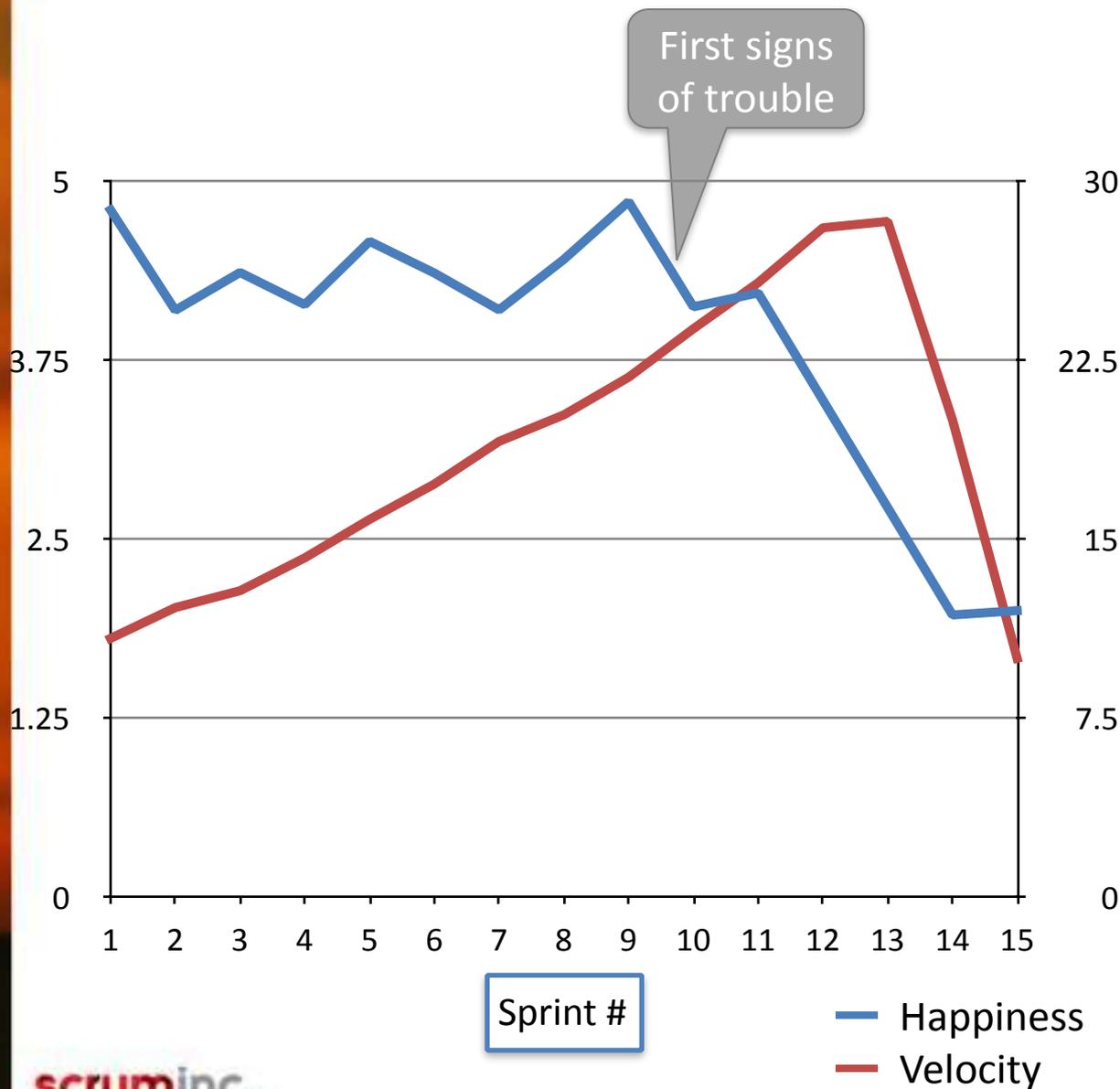
- De-average team results to reveal pockets of unhappiness
- Identify uneven workload distribution or role definition issues

Happiness vs. velocity



- Track relationship between work pace and happiness
- Highlight need to slow down to reach sustainable pace (or speed up to increase team satisfaction)

Team Happiness is a Leading Indicator



- A happy Scrum team typically improves velocity by 5-10% each sprint
- Sudden and systematic declines in team happiness often precede rapid decline in velocity by a sprint or two
 - Often indicates a major process challenge for the team, or an unresolved impediment
- Acting quickly on early signs of unhappiness can avert problems

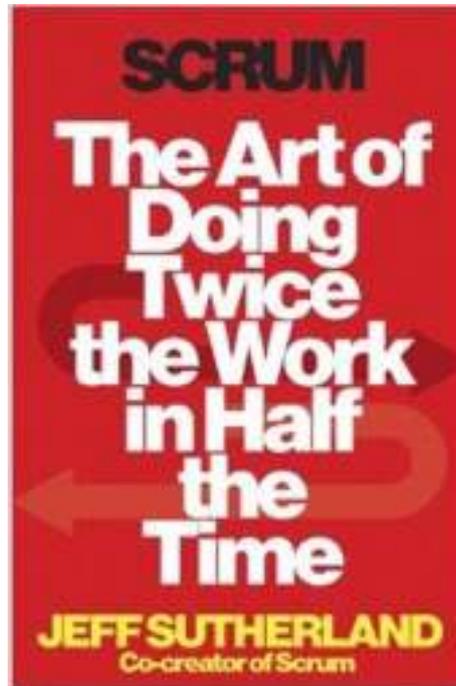
Concrete Next Steps

How do you make people happy? How can help people make themselves happy? How do you make yourself happy?

1. Recognize the value of measuring happiness in your life and work. Build this into your team discussion and decide how to use the Happiness Metric analytically.
2. Incorporate the Happiness Metric into your Retrospective.
3. *Choose one of five activities that correlate with positive change:
 - Jot down three things you are grateful for.
 - Write a positive message to someone in your social support network.
 - Meditate at your desk for two minutes.
 - Exercise for 10 minutes.
 - Take two minutes to journal the most meaningful experience of the past 24 hours.

*From Positive Intelligence, Shawn Achor, *Harvard Business Review*

Questions?



“Scrum is mandatory reading for any leader, whether they’re leading troops on the battlefield or in the marketplace. The challenges of today’s world don’t permit the luxury of slow, inefficient work. Success requires tremendous speed, enormous productivity, and an unwavering commitment to achieving results. In other words success requires Scrum.”

General Barry McCaffrey

Available from Crown Business
Order at Amazon or Barnes and Noble

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