

Out of the box Retrospectives

Using *Future, Backwards*

with Rowan Bunning, CST

Rowan Bunning



- Background in object oriented & web dev. with vendors, start-ups & consultancies
- Introduced to Agile over 10 years ago as: “the way good Smalltalkers develop software”
- Pioneer of Scrum in Australia
- Agile Coach / ScrumMaster at a leading agile consultancy in the U.K.
- I teach
 - Certified ScrumMaster
 - Certified Scrum Product Owner
 - Effective User Stories
 - Agile Estimating and Planning
 - Scrum for Teams
- Agile Coach in Australia



What's in it for you?

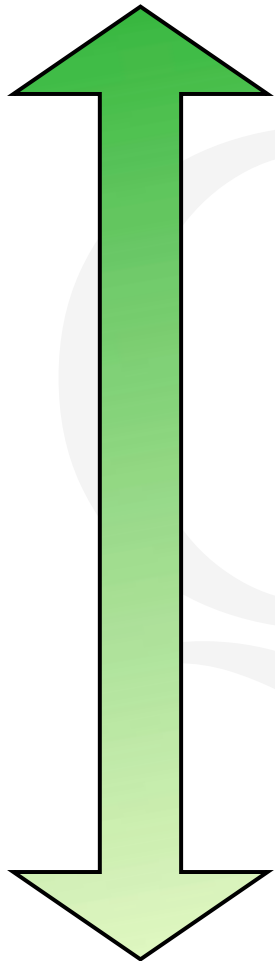
- A new retrospective approach for your toolkit
- Something for team visioning, release retros.
- Familiarity with one of the Cognitive Edge methods
- Something from the Global Scrum Gathering free and without flying to Atlanta!
- Possibly some additional perspectives on the evolution of Agile

Our workshop

1. Make connections
2. Set the scene
3. Future, Backwards
4. Identify possible Action
5. Rotate and Share
6. Debrief and Discuss
7. Feedback on the workshop



How effective you think your Sprint/ Iteration Retrospectives are?



10 = I can't imagine them being any more effective
We fearlessly deal with the biggest issue with
focused action items that really make a difference

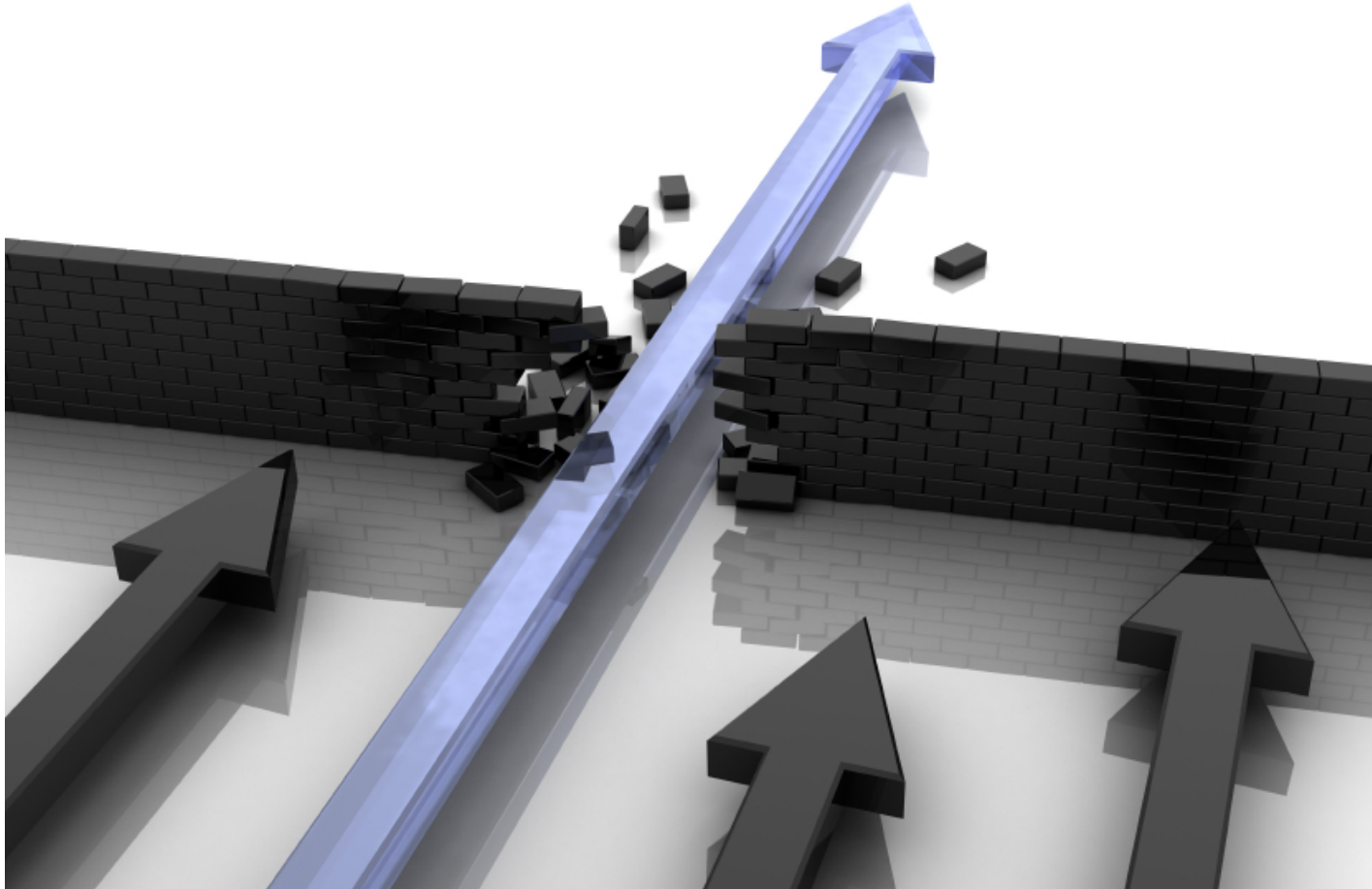
1 = We do something very quick and superficial

0 = We don't even have them


Is your team limited by pattern entrapment?



The entrained perspectives of people within an organisation give them a limited view of the present, and such entrained patterns of past perception can determine its future.



Are you making lots of tweaks
but not achieving the
breakthrough you need?

A photograph of a winding asphalt road through a dense forest of tall, thin pine trees. The scene is shrouded in a thick, light-colored fog or mist, which obscures the distant trees and the horizon. The road curves to the right, with white dashed lines marking the lanes. The ground on either side of the road is covered in brown pine needles and some small green shrubs. The overall atmosphere is quiet and somewhat mysterious.

Do you know where you
want to go as a team?



Do you have a shared Team Vision?

Future, backwards

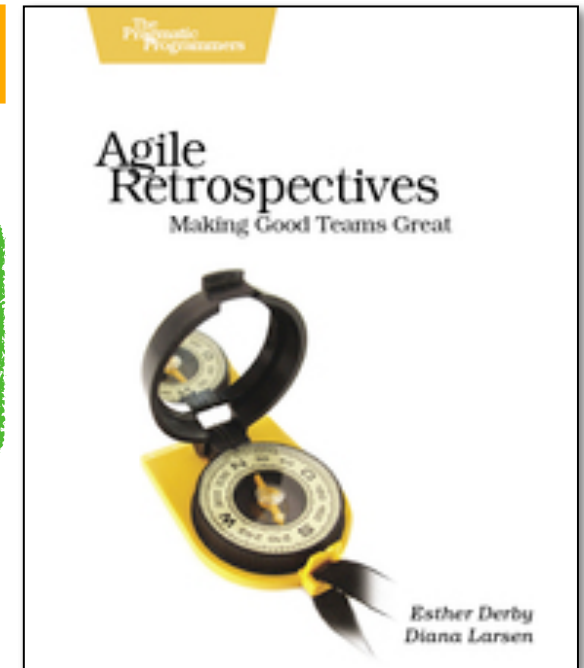
*We walk backwards into the future,
our eyes fixed on the past.*

- Maori proverb

- Helps you to widening the range of perspectives a group of people can take on understanding their past and the possibilities of their future
- “Backwards” safeguards against the causality fallacy that if event B happens after event A, we erroneously assume that event A caused event B

Where this fits into your Retrospective

Activity	Time
1. Set the stage	5%
2. Gather data	30-50%
3. Generate insights	20-30%
4. Decide what to do	15-20%
5. Close the retrospective	10%
Shuffle time	10-15%



Reference: Esther Derby, Diana Larsen, *Agile Retrospectives: Making Good Teams Great*, Pragmatic Bookshelf, 2006.

Origins of Future, Backwards

- ‘Future, Backwards’ is a Cognitive Edge method
- Cognitive Edge is a research and practitioner network focused on the development and practice of sense-making
- Helps you identify the context you are in and pick ‘the right tool for the job’
- The Cynefin framework helps managers determine the prevailing operative context, enabling appropriate choices and decisions



David Snowden
CEO & Chief Scientific
Officer, Cognitive Edge

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Please Note

- There is no right or wrong answer
- We're going to be working through some (significant) ambiguity
- The process requires you to go through a series of steps without knowing the outcome until the process is finished
- Please don't look at what other groups are doing until the end



“The group should have diversity and a common or shared experience or background”

Example Themes

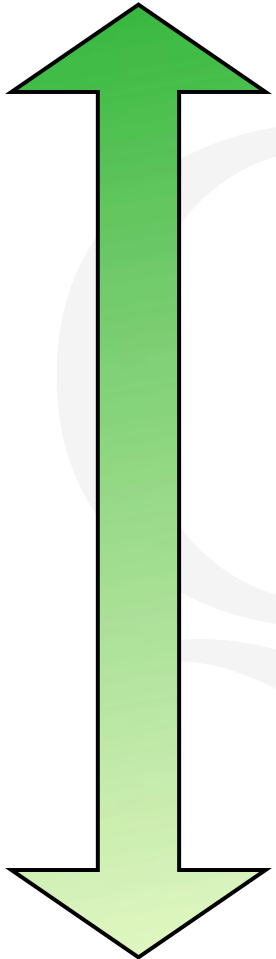
Imagine that 6 months from now we're working extremely well as a team. How did we get to that point?

Imagine that the release has been deployed it is considered really successful. How did that happen?

How familiar are you with evolution in the Agile community over the last few years?

10 = I've been studying the evolution of agile methods and thinking in depth for several years

0 = I'm completely new to the Agile community and don't know anything much about what has been going on



Theme

Consider...

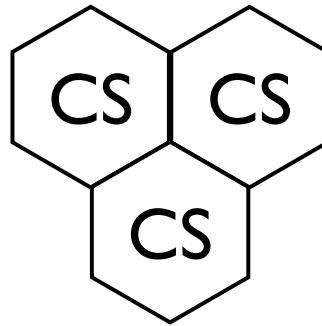


What is the state of the Agile movement at this point?

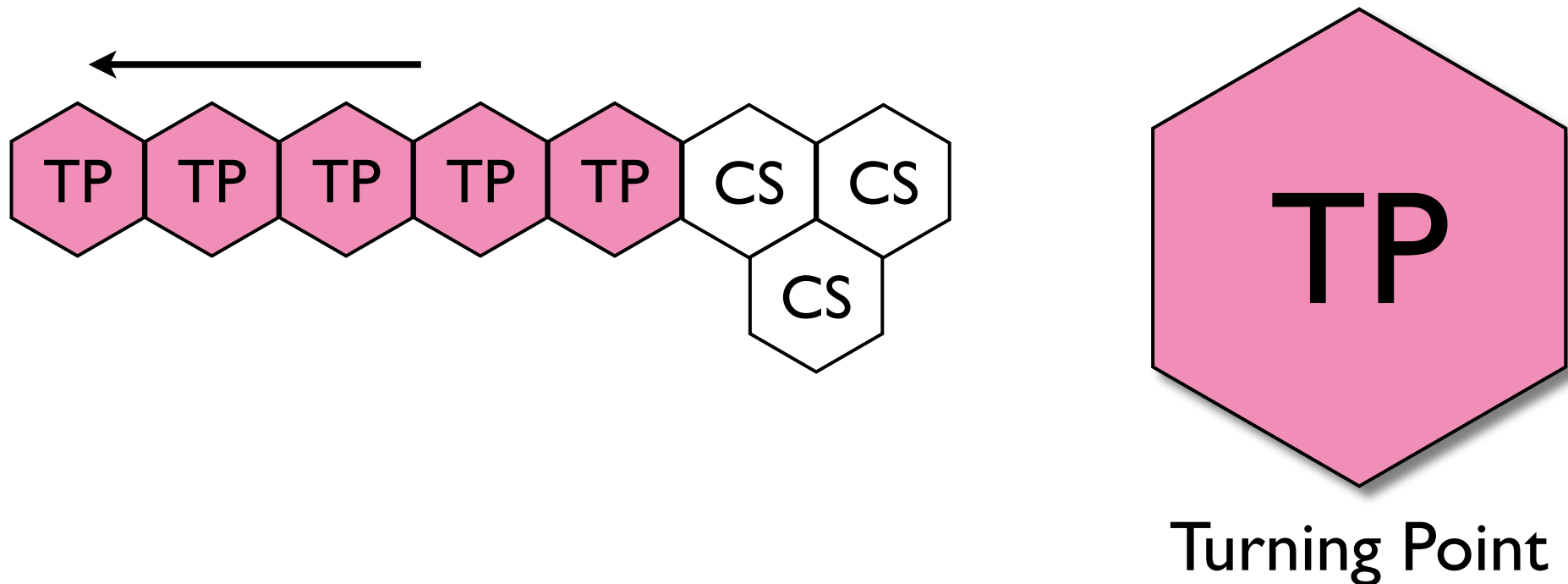
This is your current state (CS).

Step 1: Identify 3 descriptions that summaries the current state of affairs.

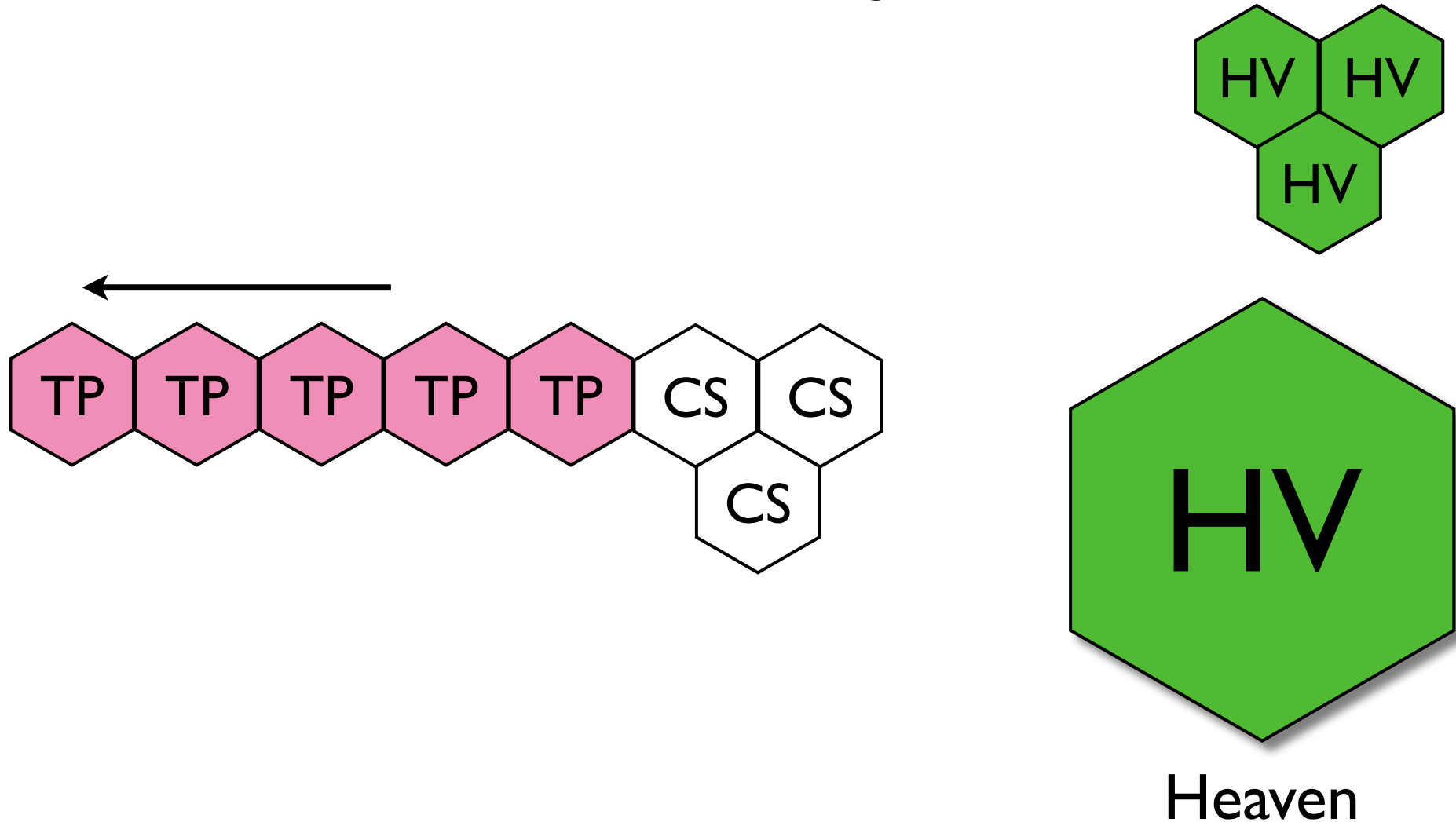
Step 1: Current State



Step 2: Turning Points back from Current State

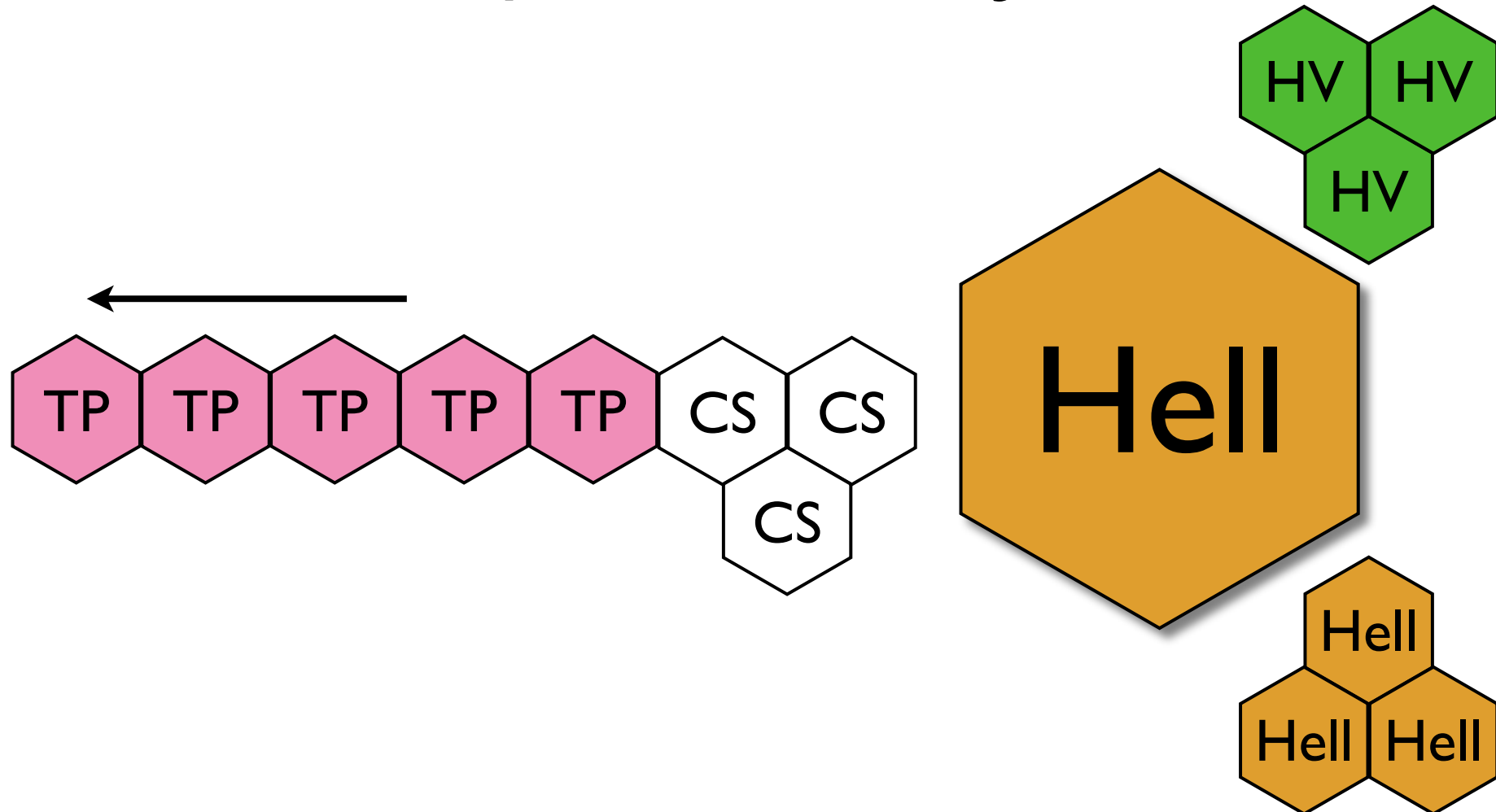


Step 4: Identify Heaven



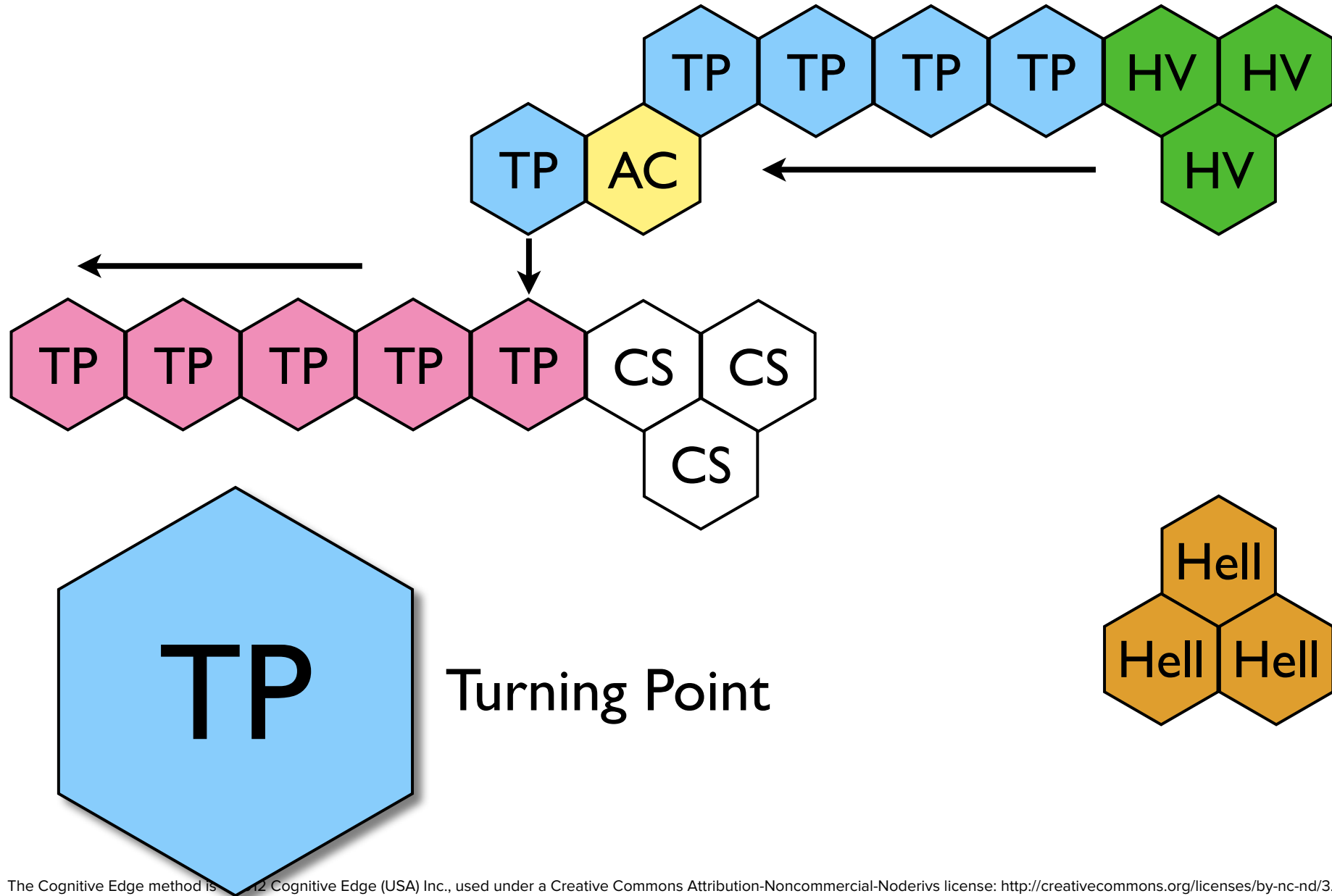
‘Impossibly Good’ future state

Step 4: Identify Hell

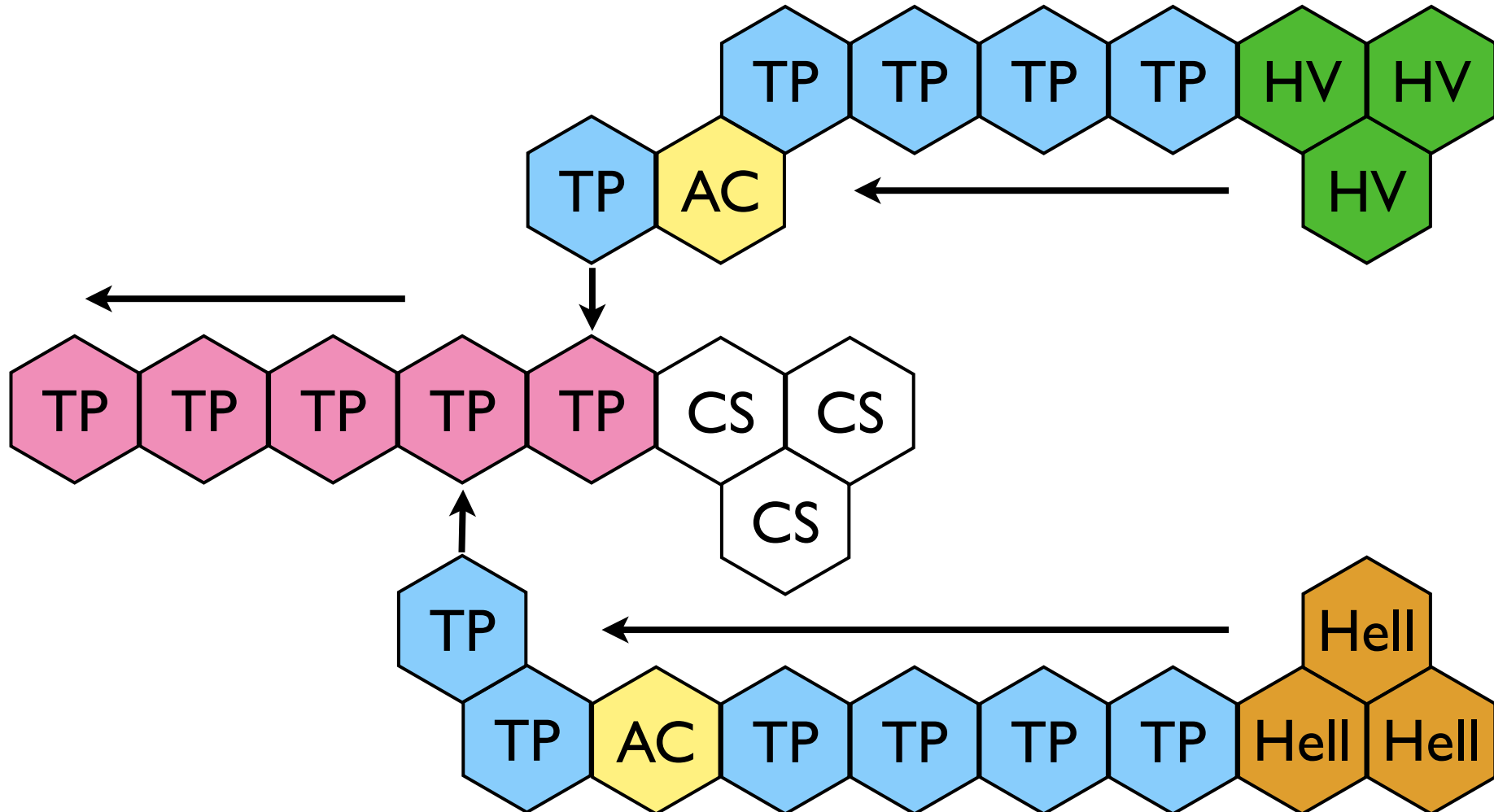


‘Impossibly Bad’ future state

Step 5: TPs back from Heaven



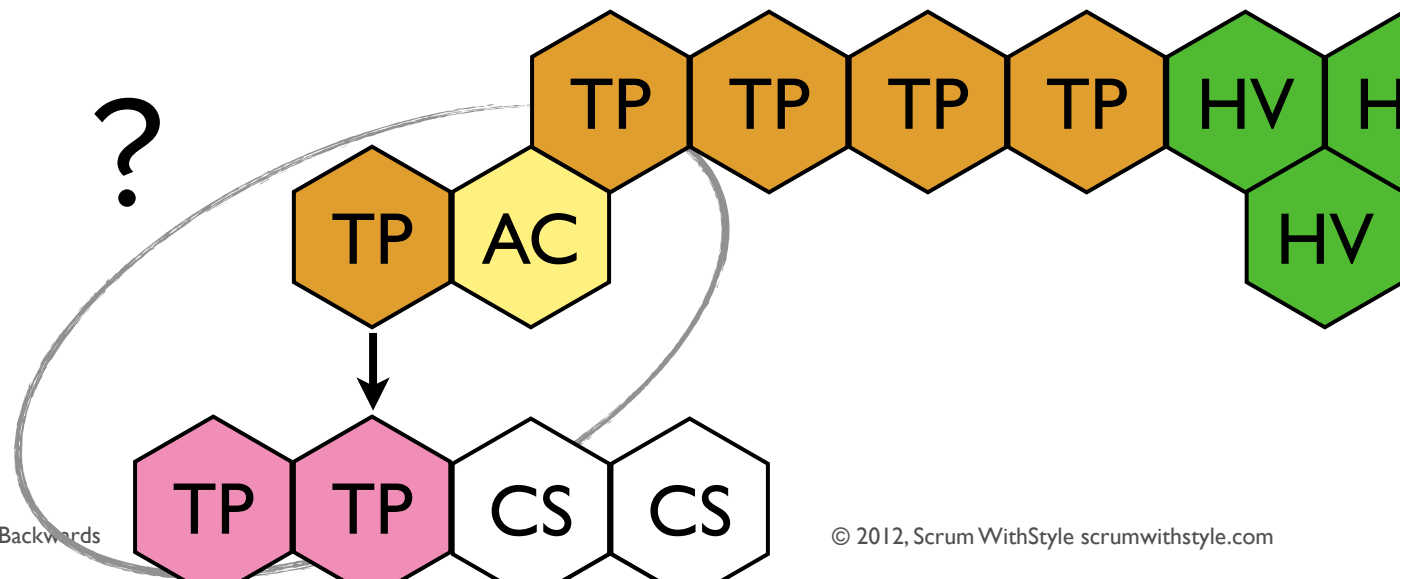
Step 6: TPs back from Hell




Identify Possible Action

What would help us to get on the path to Heaven?

- Identify a key Tipping Point
- What would make the difference between the Heaven and Hell paths at this point?





Further information:
cognitive-edge.com/library/methods

Rowan Bunning

rowan@scrumwithstyle.com

Twitter: @rowanb

au.linkedin.com/in/rowanbunning



www.scrumwithstyle.com