

PATTERN 20

Sprint Retrospectives



20. Sprint Retrospectives

Retrospectives are a common practice that offer an easy way to continuously improve: take time to reflect, as an individual or a team, on a project, action, or occurrence.

While reflecting on the goals of the sprint, what actually happened, why it happened, and planning for what's next, use data to provide a more complete view on the team's progress. Instead of looking just at *what* was built, look at *how* it was built. Visualize the development process and watch for trends in work patterns across the team and at the individual level.

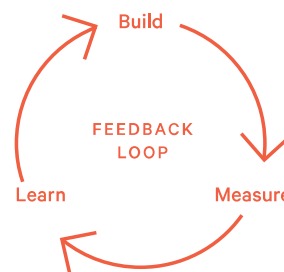
How to recognize it

A good Sprint Retrospective uses data to help people compare what they felt happened during the sprint and what actually happened in the sprint.

What to do

As a manager of managers, it helps to coach managers of individual contributors on the practice of including data in their retrospectives.

If there are specific work patterns you see in the team that you either want to see more of or want to manage away from, consider showing them what those behaviors look like in the data, how to watch for them, and what to do when they see them.



Encourage them to include data in discussions with you, and with others in the organization, and show them how to do so.

In short, Sprint Retrospectives are about watching for and managing work patterns. It's about recognizing achievement, spotting bottlenecks, and debugging the development process with data.