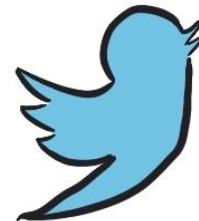


Continuous Improvement

Beyond Retros

Aurelien
Beraud

Agile Coach



@aurelienberaud

KAIZEN

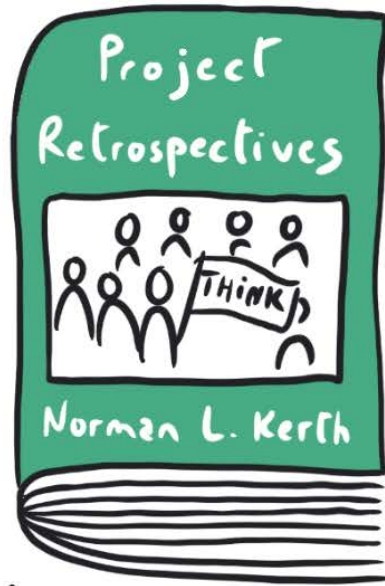
改善

CHANGE for GOOD



“ We have always
done it that way! ”

- A creature of habit -




Retrospective

“A retrospective is an opportunity for the participants to learn how to improve. The focus is on learning not fault-finding.”

- Norm Kerth -



A hand-drawn cartoon illustration of a person with a large speech bubble. The person is drawn with a simple black outline and an orange-colored head and body. The speech bubble is large and contains text. The entire scene is enclosed in a hand-drawn black rectangular border.

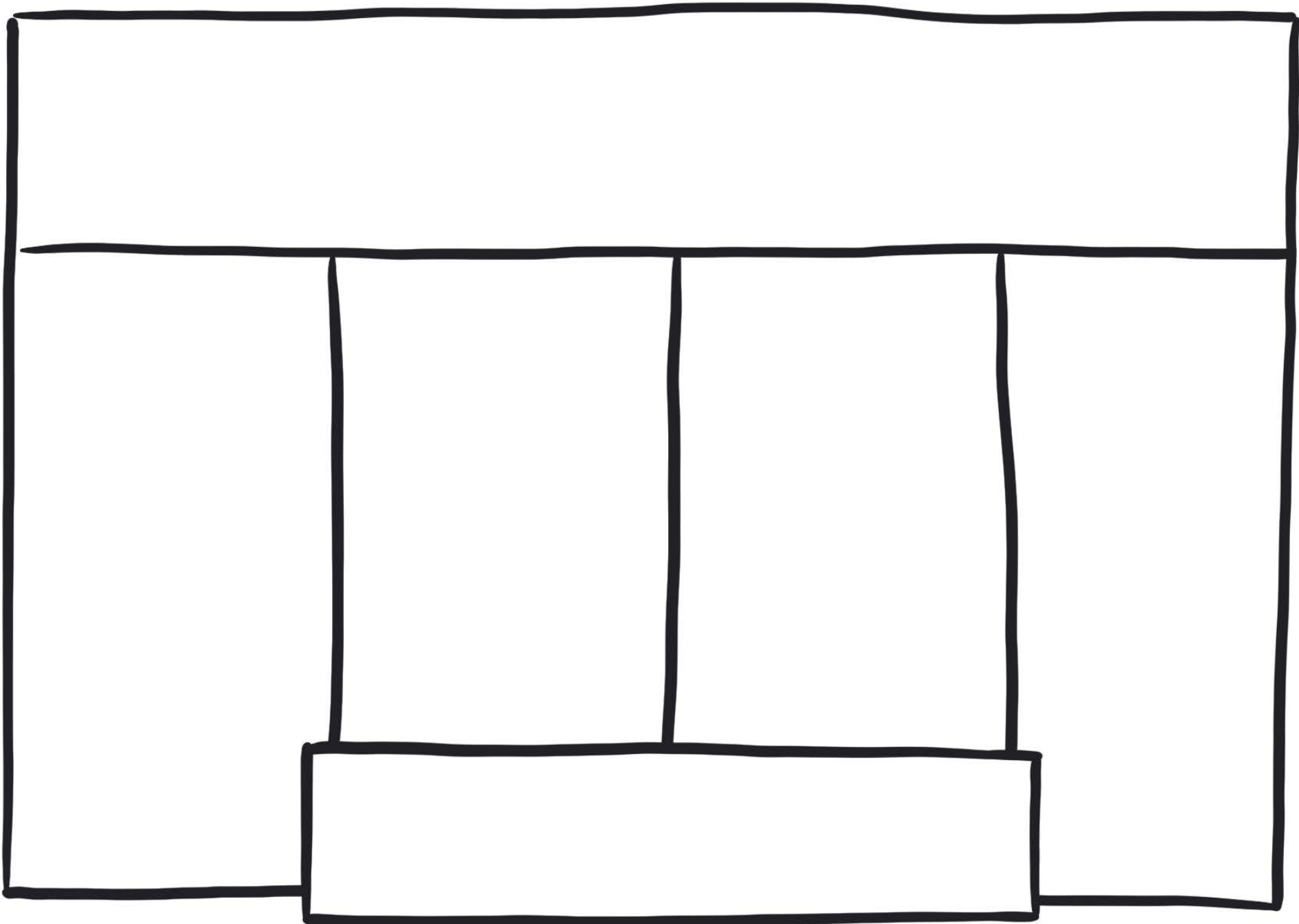
“A 1 hour blame and whinge session every two weeks with no actions or too many actions and no discernable measure of improvement!”

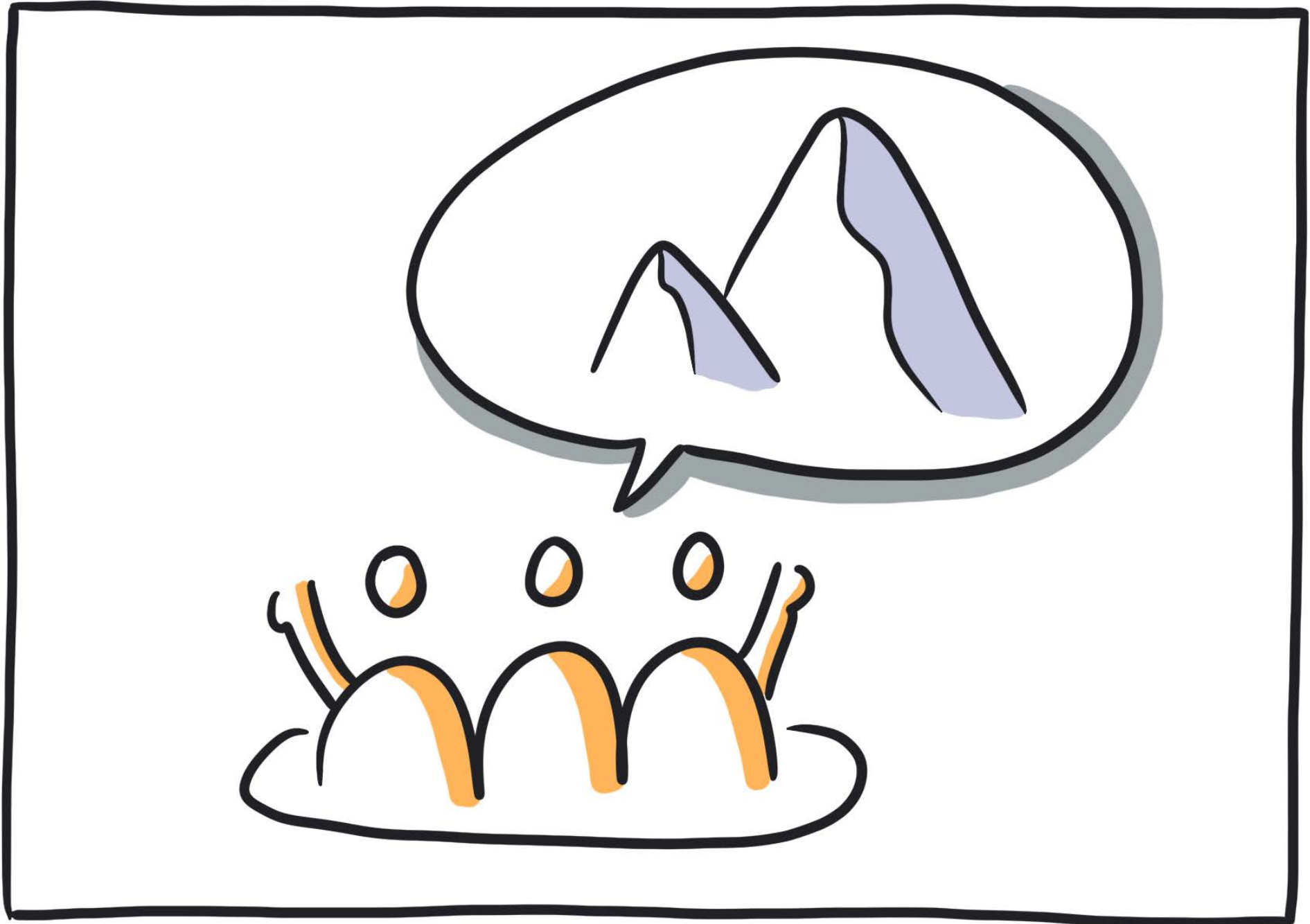
- A sarcastic Agile Coach -

A hand-drawn illustration of a person with a large speech bubble. The person is drawn with a simple orange outline, consisting of a circle for a head and a thick, curved line for a body. A large, irregular speech bubble with a grey drop shadow extends from the person's head, containing the text "We have always done it that way!". The entire scene is enclosed in a hand-drawn black rectangular frame.

“ We have always
done it that way! ”

- A creature of habit -





Specific
Measurable
Attainable
Relevant
Time-bound

Dream-driven

Uplifting

Motivating

Bold





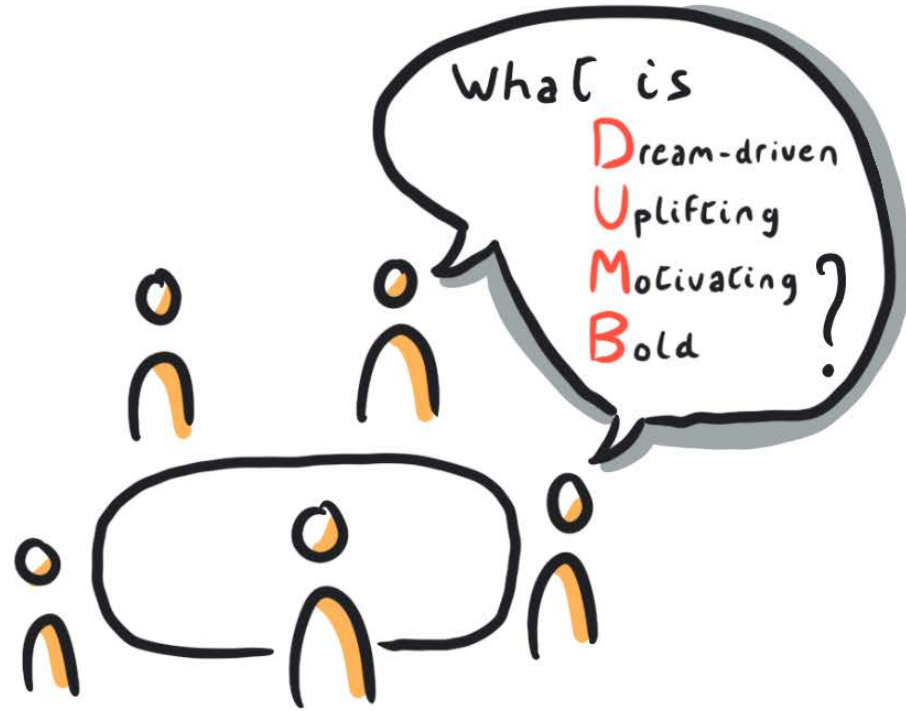
DUMB

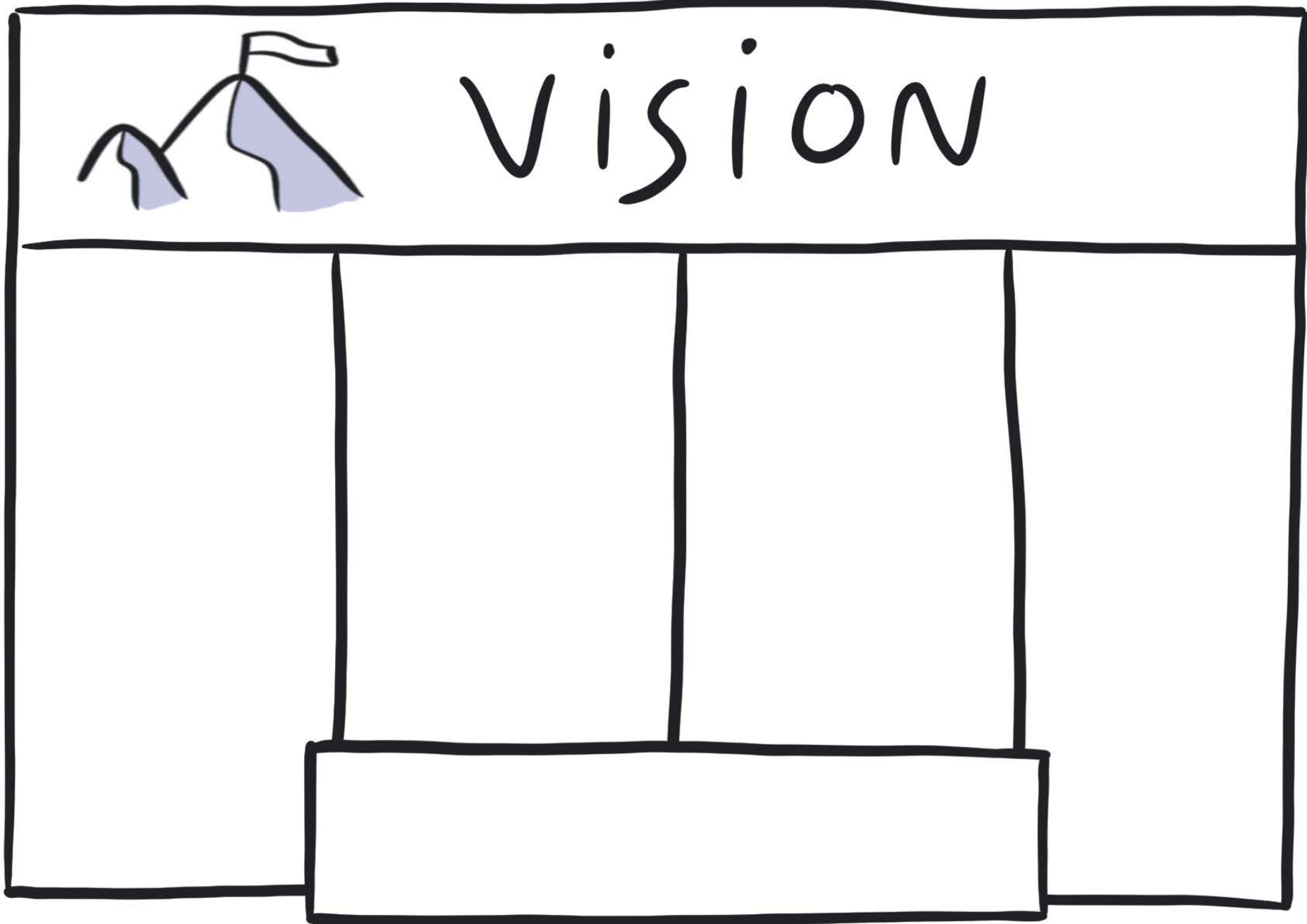
WORKSHOP

Paint the picture



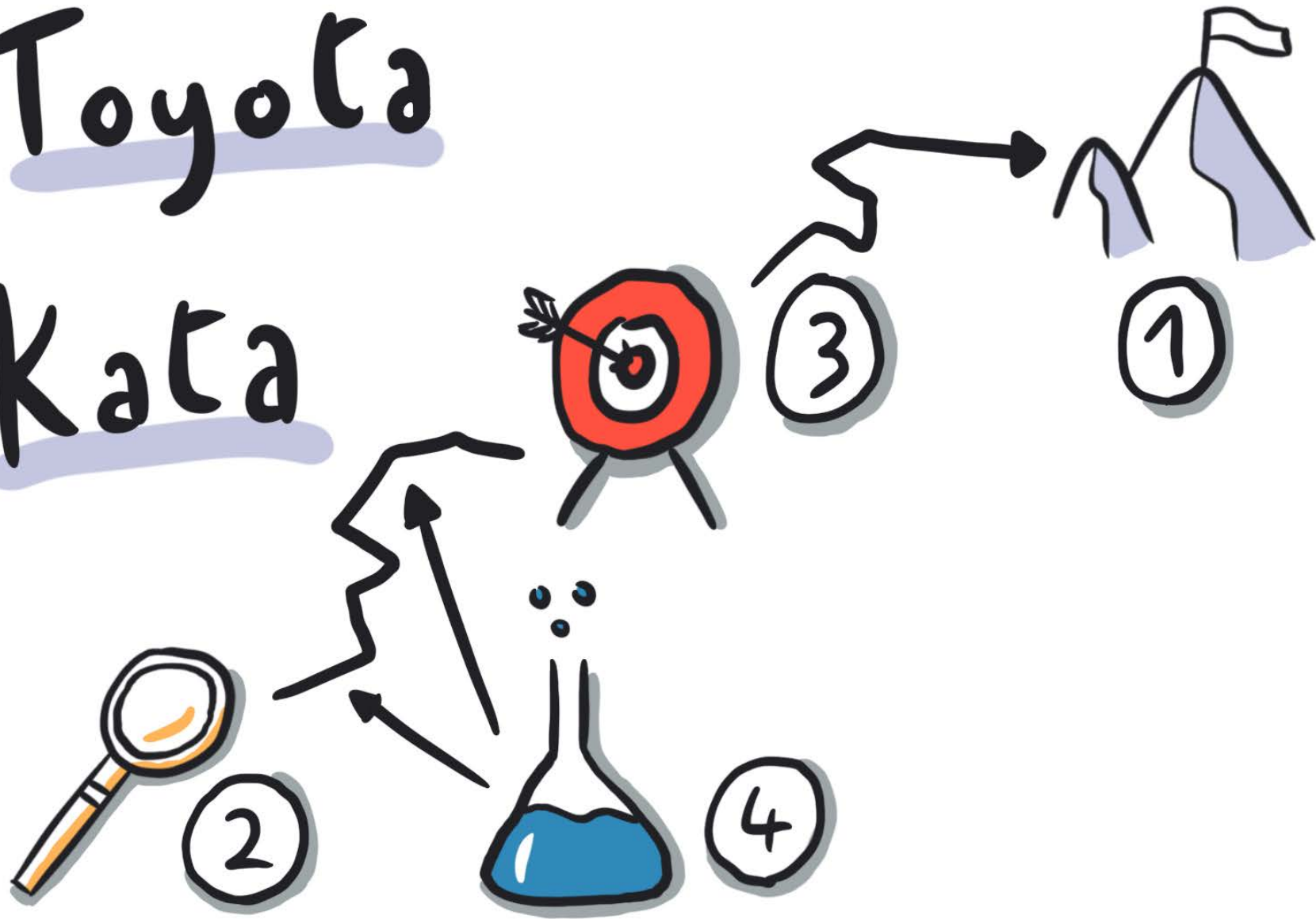
Align Vision





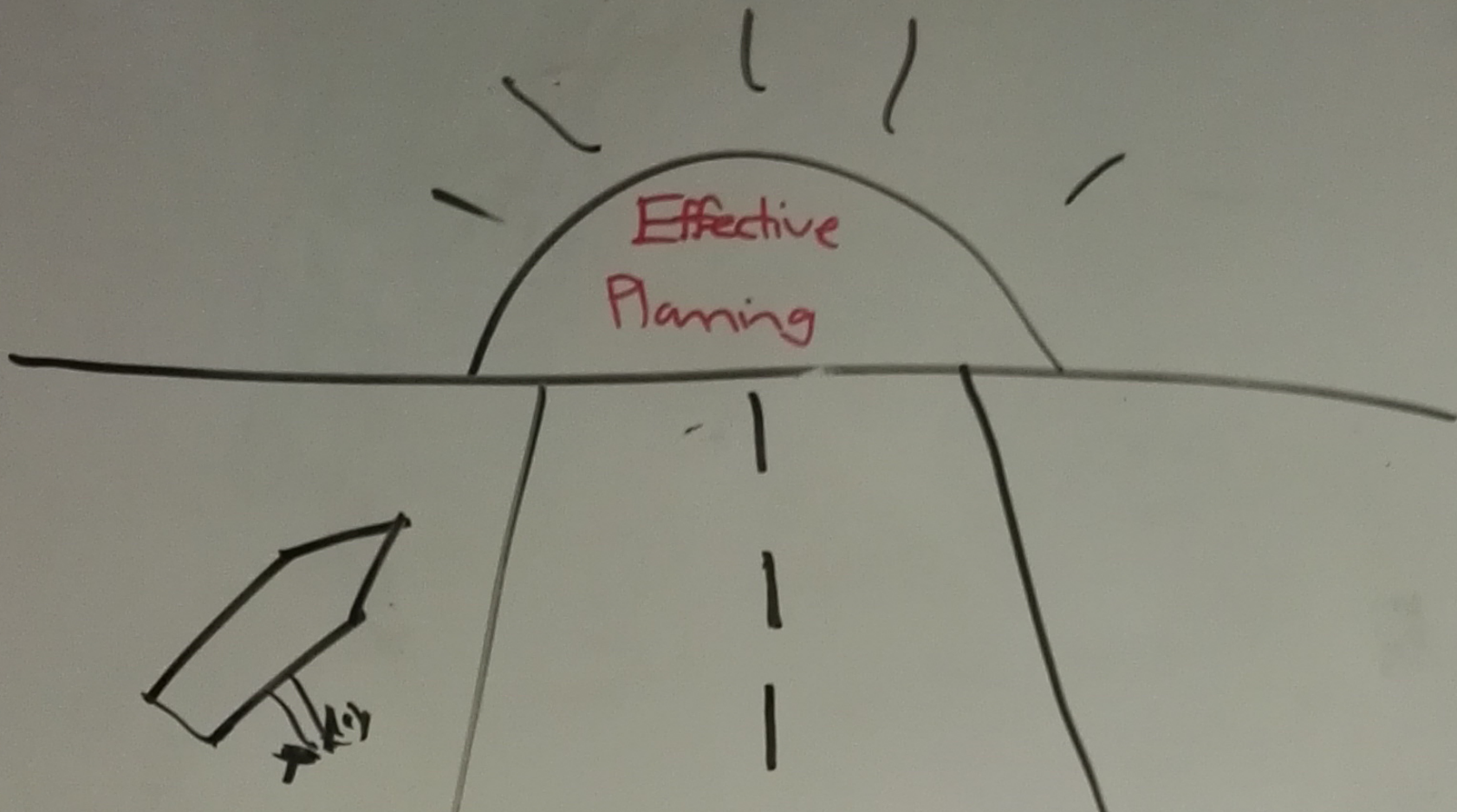
Toyota

Kata



STRONG
FOUNDATIONS

RECOGNITION
LEADING THE WAY



- IMPROVEMENT IS THE PRIZE
- TO GO FASTER YOU MUST RUN A SLIGHT CURVE
- THE EXPLOSIVE WILL BE CALLED AND UNSETTLING
- YOU WILL RECEIVE AND BRING OFFER FEEDBACK



Coaching Kata

The 5 Questions

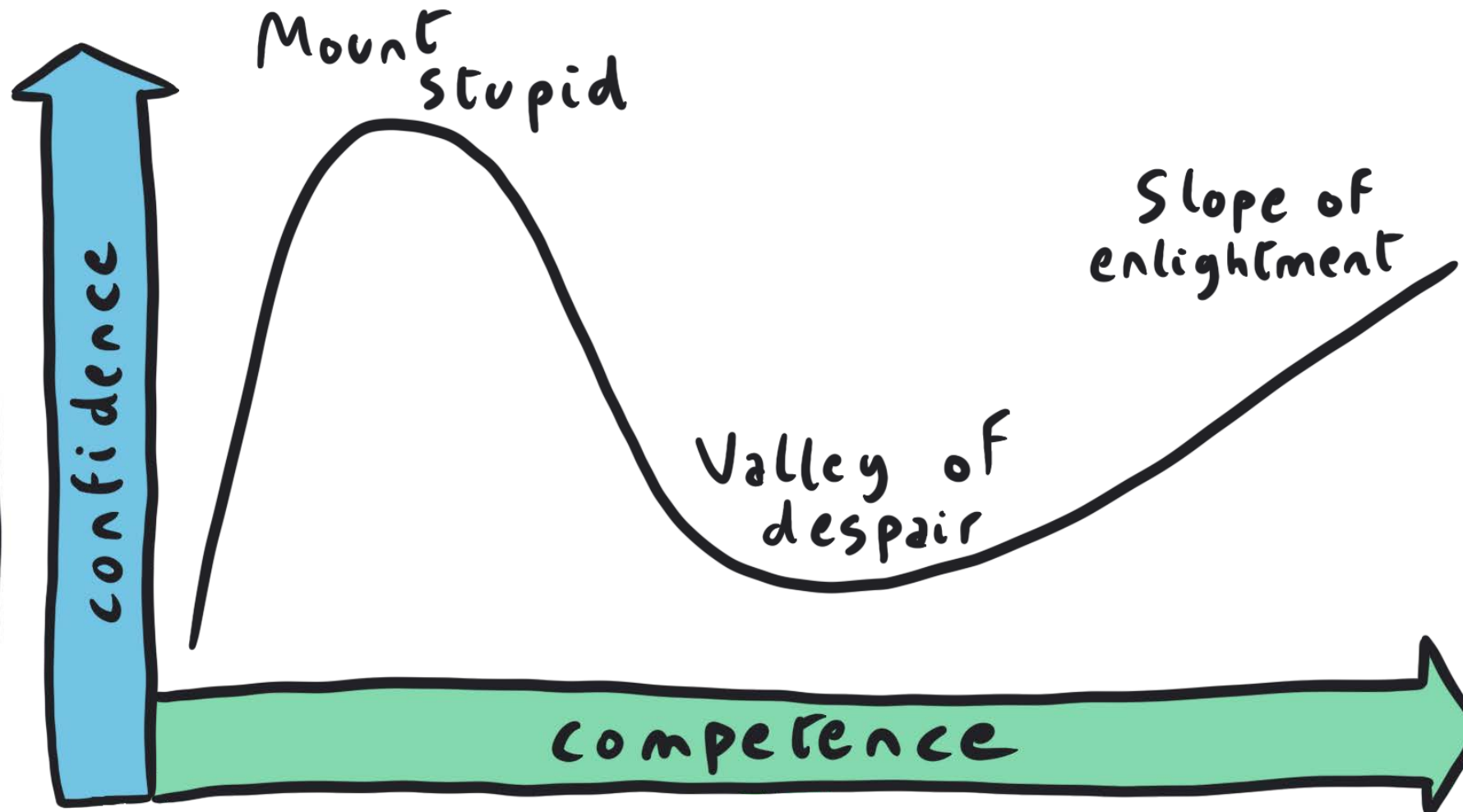
- ① _____ ?
- ② _____ ?
- ③ _____ ?
- ④ _____ ?
- ⑤ _____ ?

Reflect on last step

- ① _____ ?
- ② _____ ?
- ③ _____ ?
- ④ _____ ?

FAIL

Dunning-Kruger Effect





We are often
not skilled enough
to see when
we are wrong!

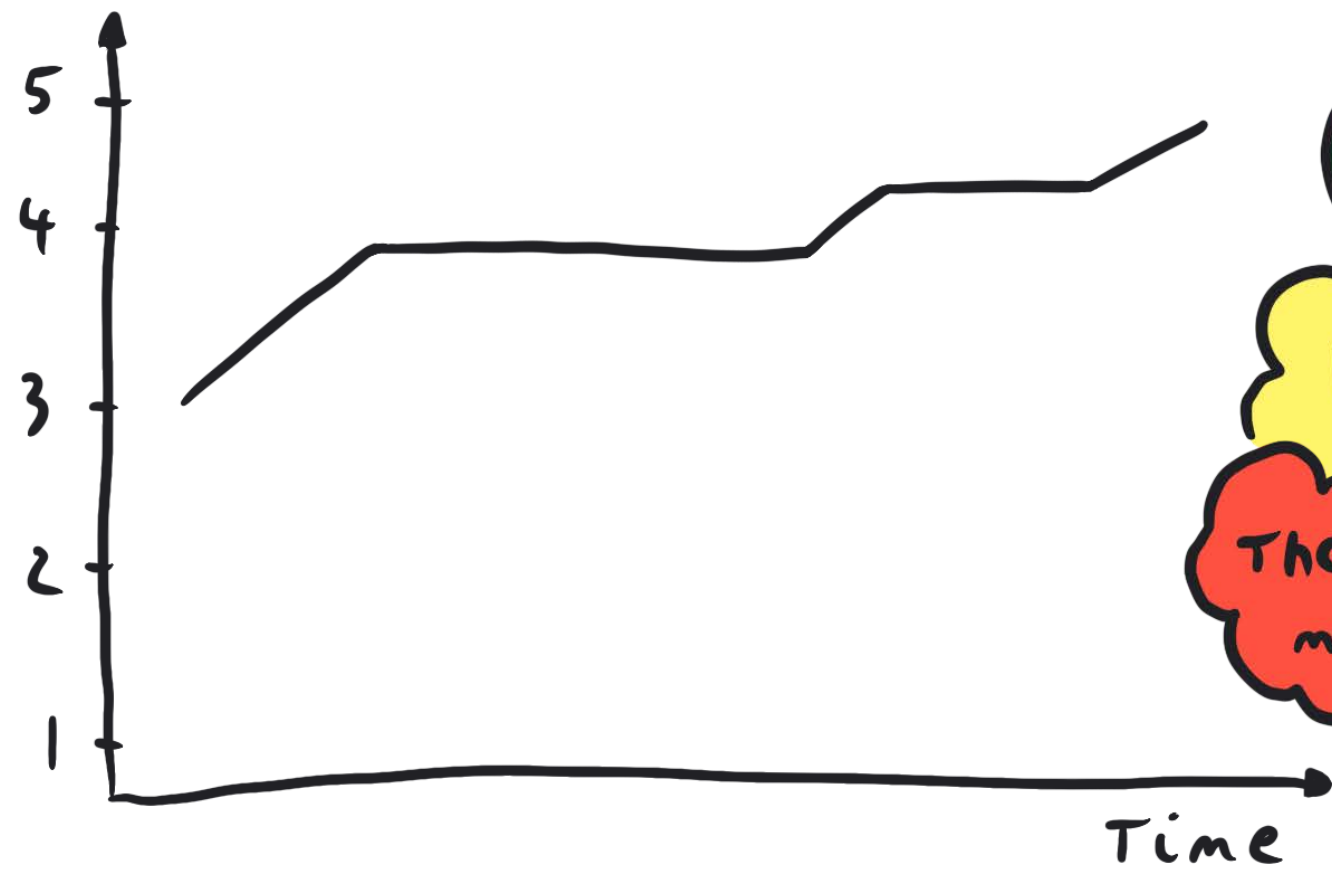


```
010010  
110010  
001111  
100001
```

Data

How much impact did the coaching engagement have on your team?

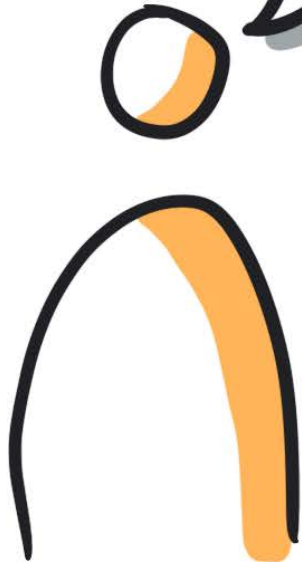
Impact



“ People who can't understand numbers are useless. ”

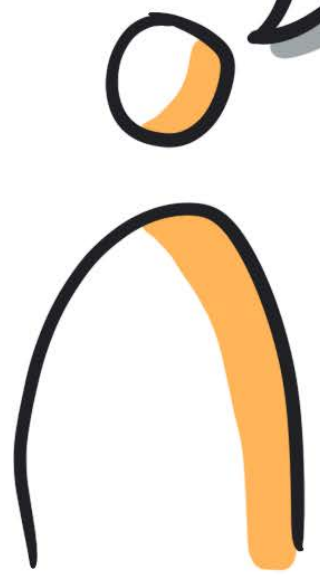
The gemba where numbers are not visible is also bad.

...



- Taiichi Ohno -

“ ... ”
However, people who only
look at the numbers
are the worst of all.

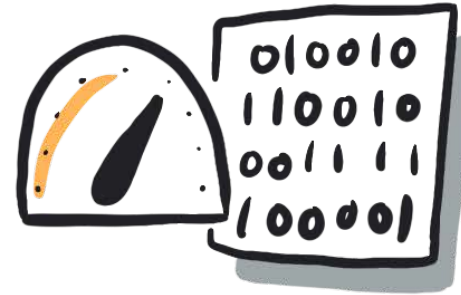


- Taiichi Ohno -



Use data to
question and to
fight your biases
not to set targets
or goals!

To increase objectivity:



Measure/
Gather Data



Do an
experiment



Get a coach

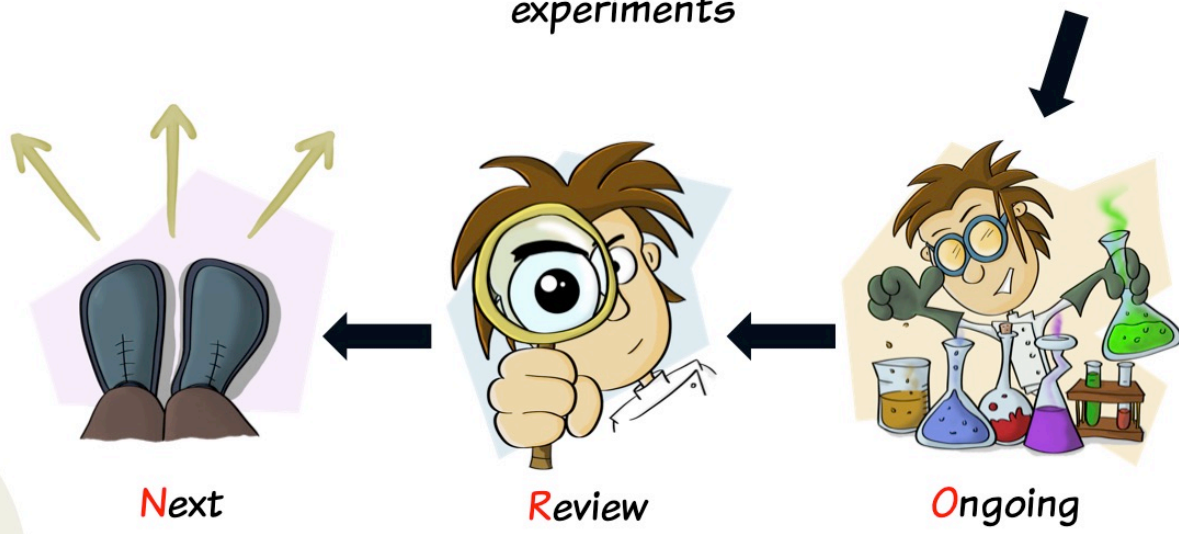
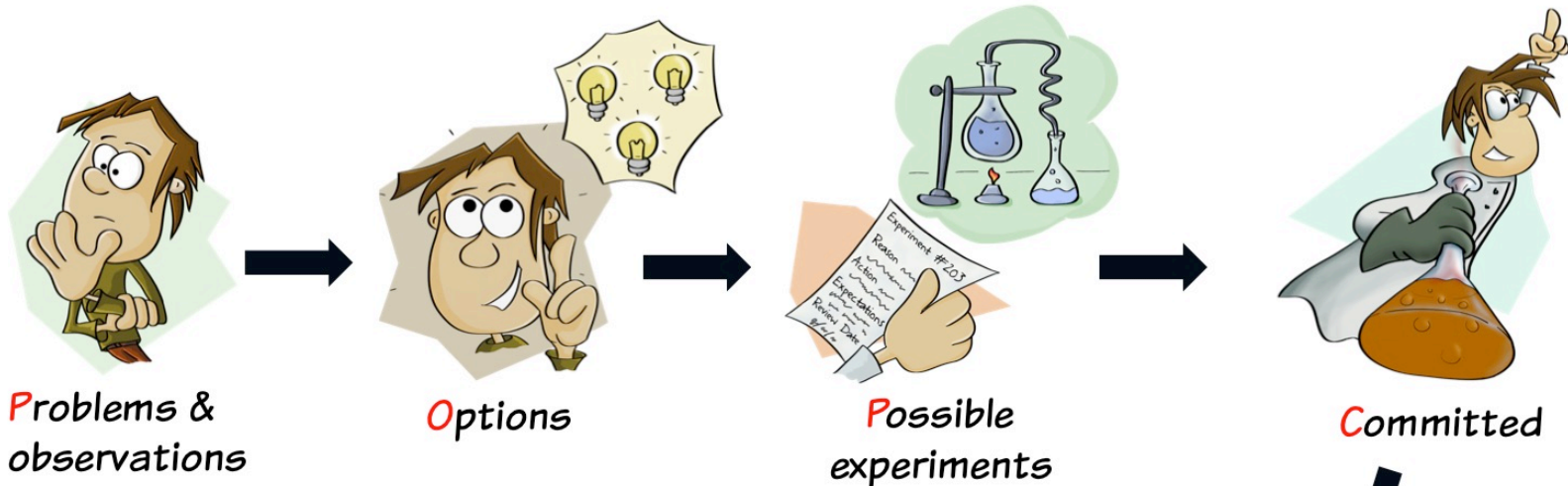
KIZUKI

気付き



vision







Problems & observations

Done / Done

are we putting high expectations on ourselves



EVENT LINE PROGRESS



Options

1. No hurry
2. Change days
3. Breakaway dev instead
4. Work on story together instead of simultaneous

FAQ Forum on Long Term Vision

BACKLOG Grooming

Unclear on what we need to improve

A1 Monday

CONTRACT in dependent teams

Common agreement on release scope & dates

Having doubts about Nebula's Vertical Slice Experiment

A2 Feedback on



Possible experiments

Write down scope (and our of scope) on tech Debt cards

Ask questions in X-Framework: Are we likely to collaborate on a story between teams this week?

Post on to CC: Bundles who is the Support Person for Nebula for the week (and vice versa)

Count the number of green dots and see if story is taking longer than the estimate



Committed

Popcorn Board @ 10am Monday. TP Time after

Review the Past Month - Monthly

we will not something in prod rather than looking at finished UX design?



Ongoing

Talk about estimate on card when we've crossed estimate to ask - Are we diverging in scope/approach

Early solution analysis to determine blocker on spanning work

Size stories into smaller stories



what did we do? what did we expect to happen? what actually happen? what did we learn? what are we doing next?

TECHNICAL VISION

PRODUCT INFLUENCE

TEAM CULTURE



Next

Provide feedback in breakaway ways if not possible call for one other time team slack

Design gives improvement based feedback when Arletian not at standup

Hard signal to initiate negative or critical negative criticism

Patro outside of office 4.05.18

Great Link to Nebula's team board



- Level 5: World War
 - Destroy the Other
 - Little or No Language & Encouraged
- Level 4: Crusade
 - Destroying Each Other Group
 - Resentment the Focus
 - Language is Ideological
- Level 3: Conflict
 - Winning Through Fighting
 - Language Includes Personal Attacks
- Level 2: Stagnation
 - Personal Protection Through Collaboration
 - Language is Guarded and Open to Interpretation
- Level 1: Position to Shine
 - Collaborative Sharing and Collaboration
 - Language is Open and Fair Based

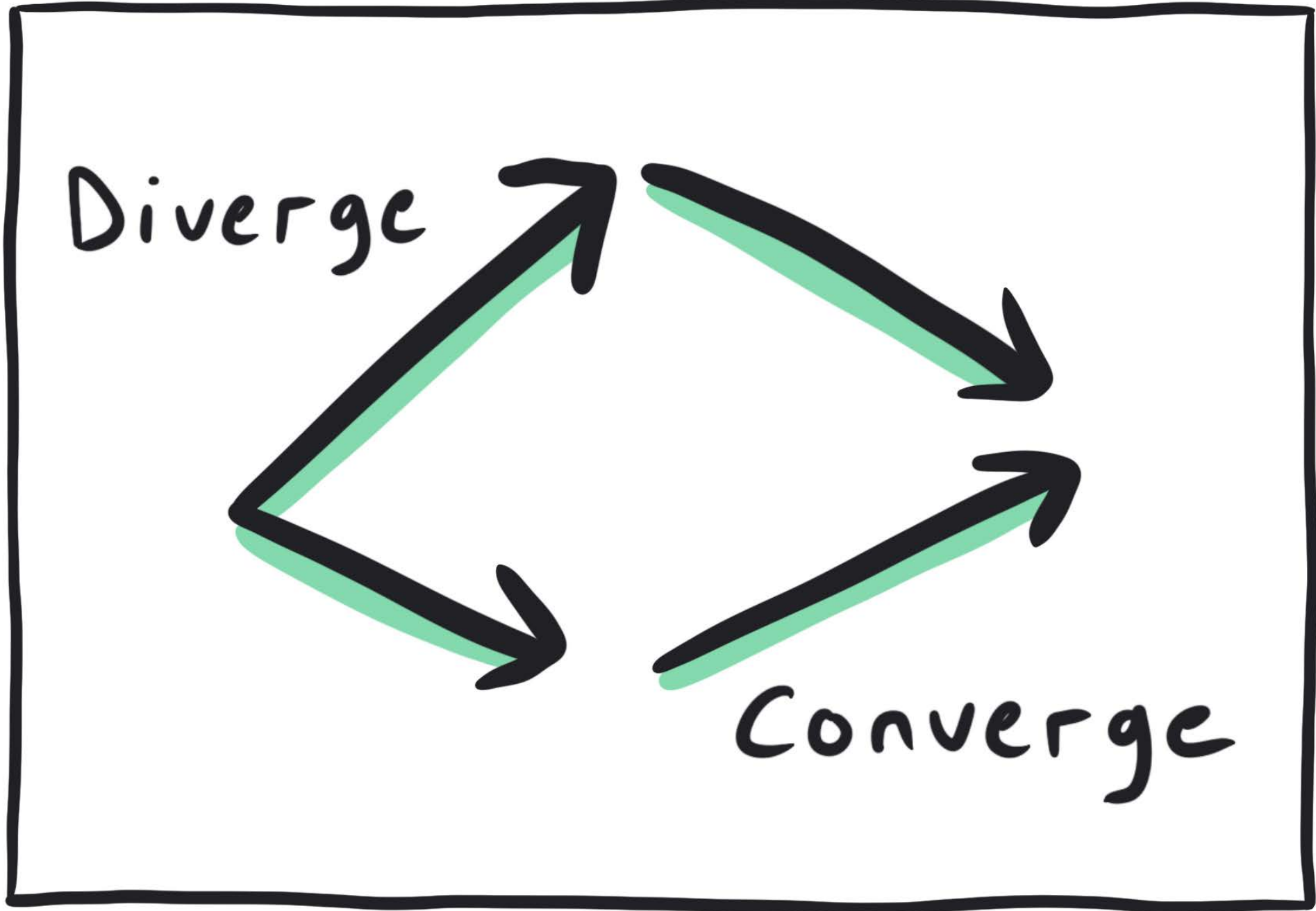
4+3+2+1 Team Success Factors

WIN Inspiring MISSION

WORK Actually WORK and DELIVER

ME Fearless THIS team to be UNDISCOVERED







Random picture brainstorming


Continuous
Improvement

+



Blame /complaining
in retros
Lack of engagement

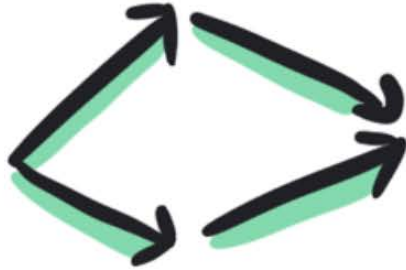
Retros
outside

Environment
doesn't "feed"
Improvements

Remove
retros &
reflect

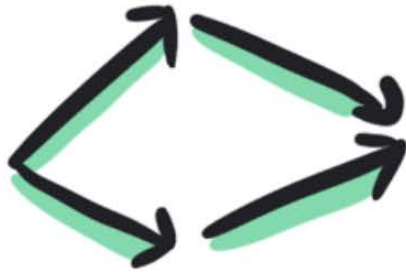


vision





vision





what did we do?

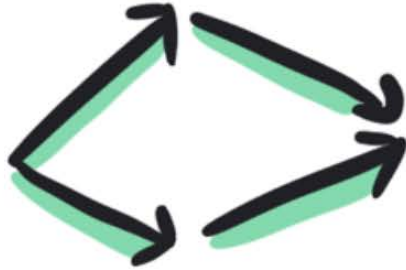
what did we expect?

what actually happened?

what have we learned?



vision

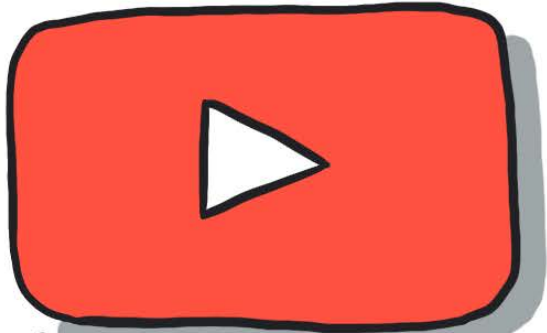


Agile Retrospectives



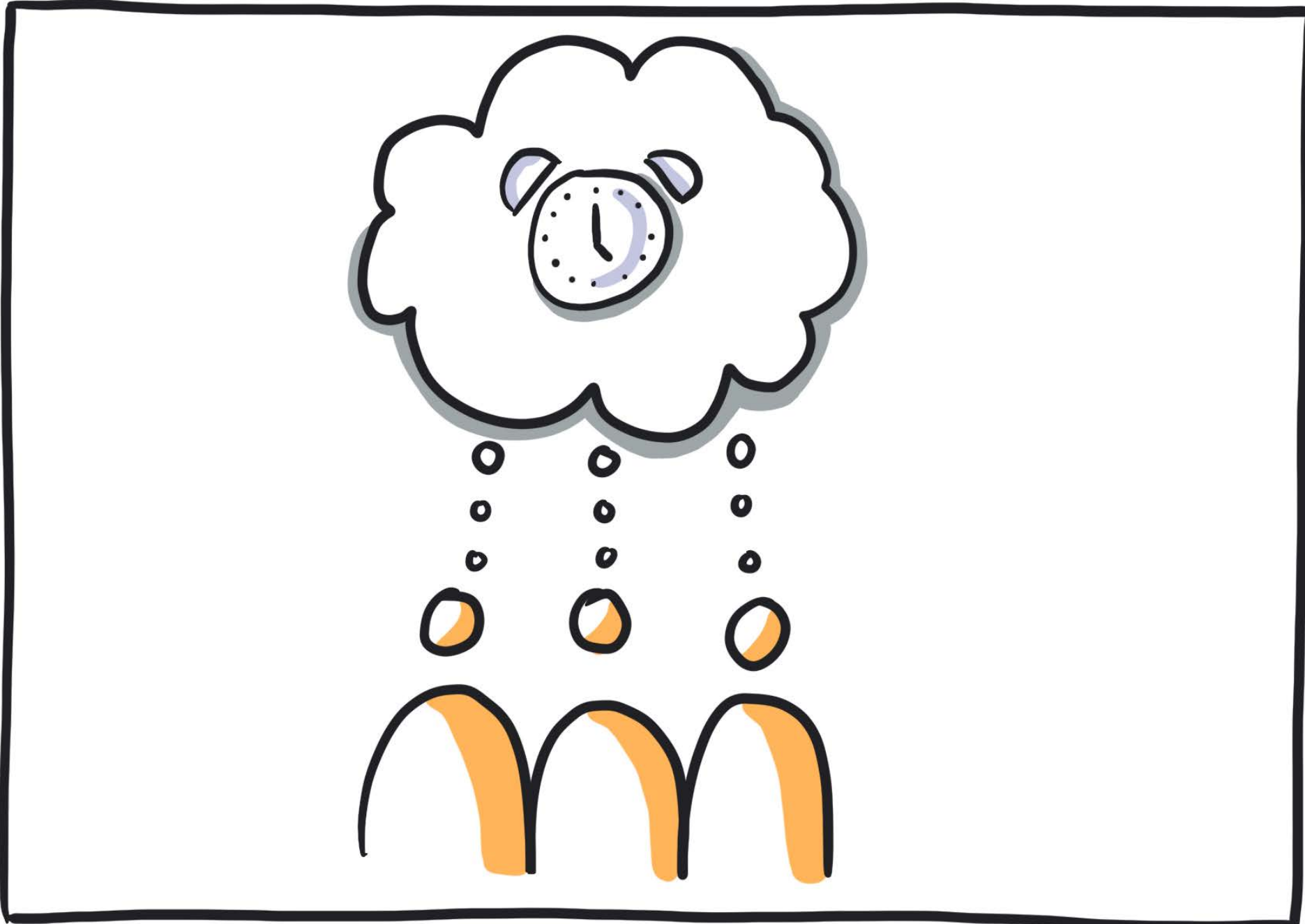
Esther Derby
Diana Larsen

- Set the stage
- Gather data
- Generate insights
- Decide what to do
- Close the retrospective

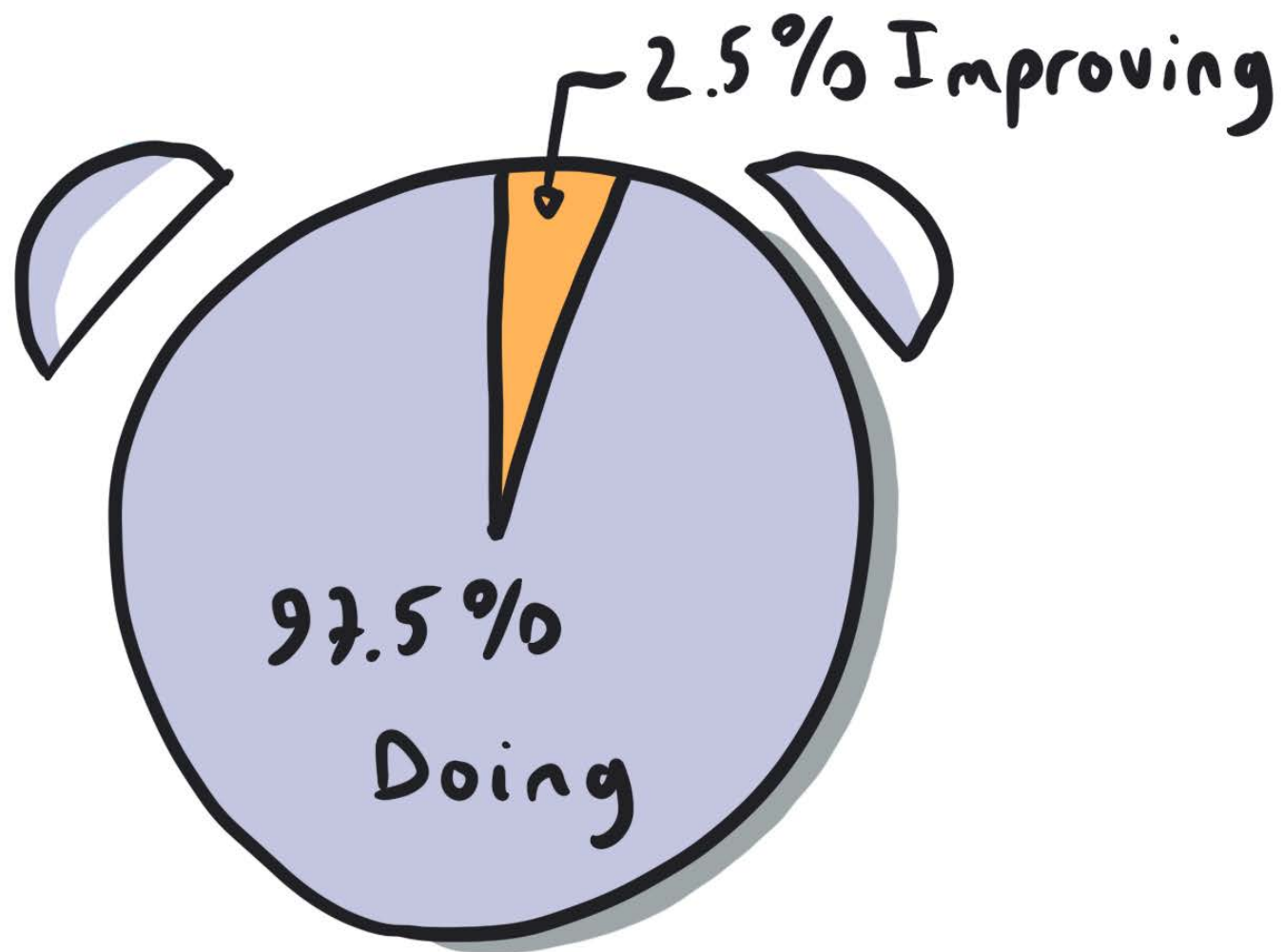


Continuous Retrospectives

- Linda Rising -



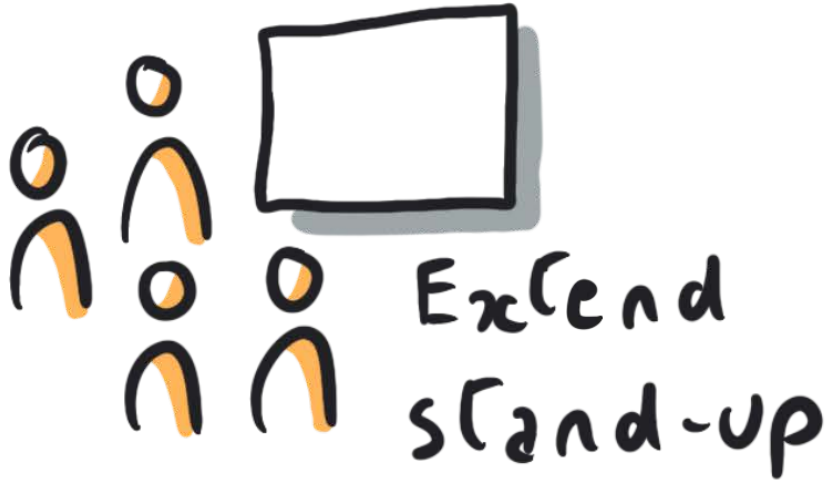
1 hour retro / week



Andon Bell

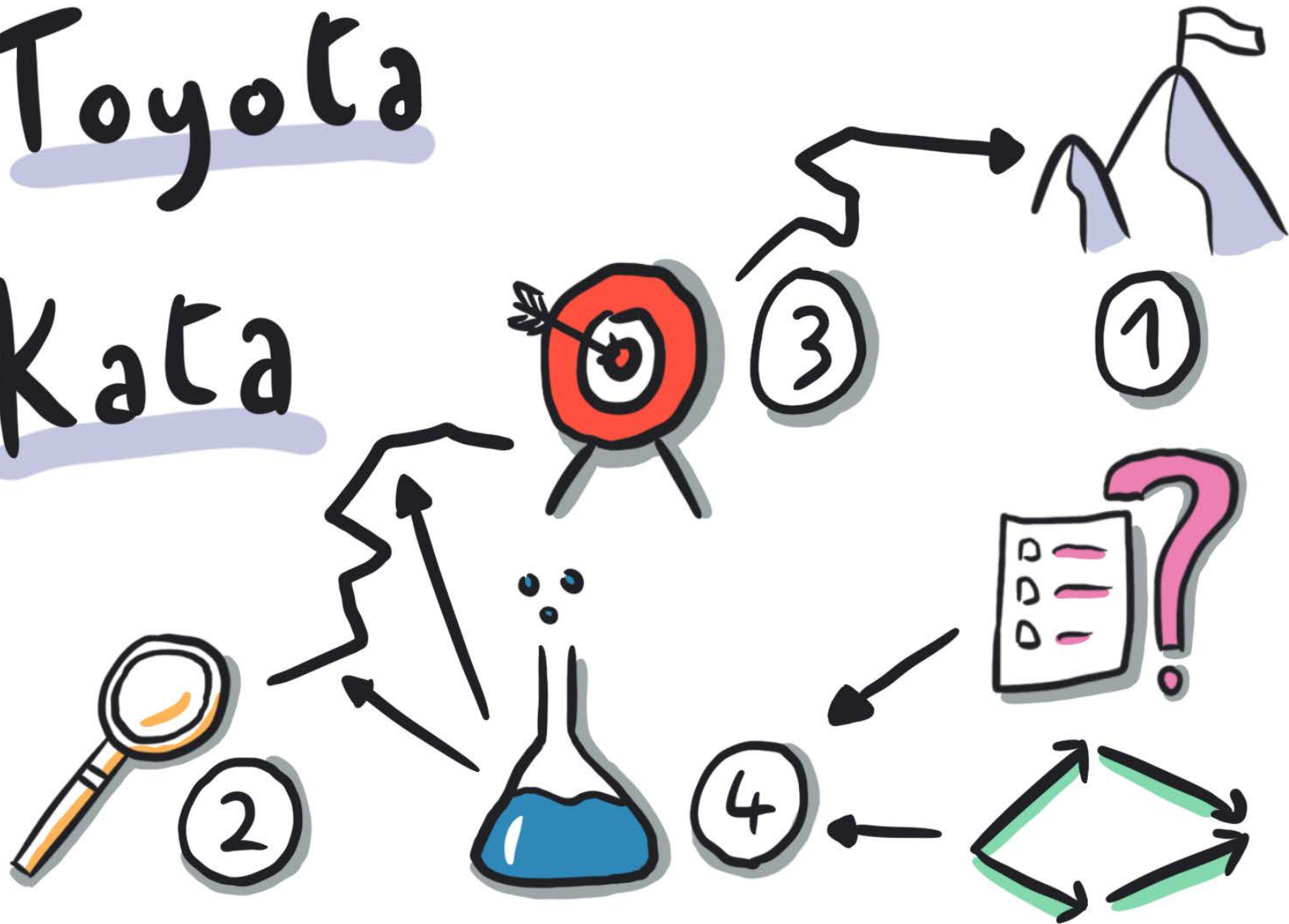


Create routines & habits



Toyota

Kata





P O P C O R N

Problems
Observations

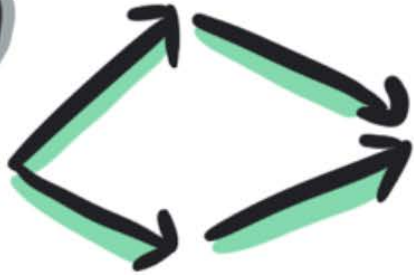
Prior
Experiments

Potential
Experiments

Omitted
ongoing

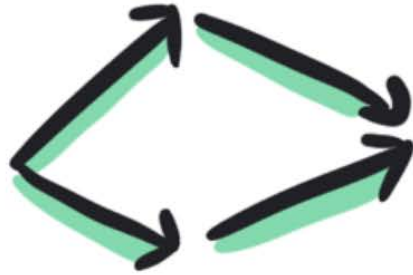
Review

Ext





VISION



Invest Time!