

# Agile Practices Webinar



Retrospective Techniques and Nonviolent Communications

**PROJECT**insight®

Project & Portfolio Management Software

Initiate Project Intelligence®

# Things to Know...



- ▶ All participants will be on mute
- ▶ Questions are welcome
- ▶ Use the question box to ask questions
- ▶ Training session is valid for 1 PDU
- ▶ Must be in attendance for full session
- ▶ PDU certificate sent by the end of today
- ▶ Recording and slides will be sent by tomorrow

# Moderator



**Denise Rodriguez**

Project Insight

*Marketing*

[Denise.Rodriguez@projectinsight.com](mailto:Denise.Rodriguez@projectinsight.com)

[www.projectinsight.net](http://www.projectinsight.net)





Schedule a customized demo today!

- +1 (949) 476-6499 x3
- [info@projectinsight.net](mailto:info@projectinsight.net)
- Request info: [www.projectinsight.net](http://www.projectinsight.net)

# Presenter



**Dave Cornelius, DM, MBA, PMP, PMI-ACP, CSP, SPC**

*IT and Business Professional*

*Founder of 5 Saturdays Education Outreach Program*

*Author and Speaker*

*Agile Coach and Trainer*

Learn More: [www.dave-cornelius.com](http://www.dave-cornelius.com)

LinkedIn: [www.linkedin.com/in/daveauck/](http://www.linkedin.com/in/daveauck/)

Twitter: [@DrCorneliusInfo](https://twitter.com/DrCorneliusInfo)



*“Believe we can make a difference.”*



- **Sanjay S.:** What if 2 weeks cadence is not long enough to produce something meaningful?
- **Dr. Dave's Response:** Evaluate the acceptance criteria and discovery after 2 weeks and improve over the next 2 weeks. Rinse and repeat until you improve to deliver the acceptance criteria.
- **Bruce H.:** Is there a benefit to mixing up the micro teams over a period of time if time zones are not a problem. Changing players across micro teams?
- **Dr. Dave's Response:** Yes. You remove complacency and encourage people to learn how to work with others.



# **Retrospective Techniques and Nonviolent Communications**

**KnolShare with Dr. Dave Cornelius**



- Nonviolent Communications (NVC)
- Retrospective techniques





# Learning Objectives



At the conclusion of the presentation you will be able to:

- Learn the power of using retrospectives to continually learn
- Demonstrate empathy through the practice of NVC
- Use compassionate language to resolve conflict
- Identify areas to build stronger and stable teams
- Help teams learn how to self-organize and resolve conflicts

# NVC Components

- ▶ NVC objective is relationships based on honesty and empathy
- ▶ NVC gives and receives using the following four components:
  - ▶ Observing – sense what is around
  - ▶ Feeling - listen to inner feelings
  - ▶ Needing – express what is needed
  - ▶ Requesting – actions to enrich our lives



# Observing Without Evaluating



- ▶ Sense what is seen, heard, or touched – affecting our well being
- ▶ Leave evaluation out of our observations
- ▶ Combining observation and evaluation leads to criticism
- ▶ Observing people and their behavior is difficult without criticism

# Identifying & Expressing Feelings

---

- ▶ Strong and passionate
  - ▶ I feel encouraged and energetic
- ▶ Delicate and sensitive
  - ▶ I feel vulnerable and affectionate
- ▶ Fear and loathing
  - ▶ I feel afraid and horrible
- ▶ Anger and confusion
  - ▶ I feel frustrated and helpless



# Expressing Needs



- ▶ Autonomy to choose one's dreams, goals, and values
- ▶ Contribution to enrich another's life
- ▶ Achieve emotional liberation
- ▶ Caution: Do not meet your needs at the expense of others

# Requesting to Enrich Your Life

- ▶ Use positive action language
  - ▶ Would you help with setting up the room?
- ▶ Be clear about what you want
  - ▶ Please remove the posters from the right wall
- ▶ Request with empathy
  - ▶ At times I feel I am a burden, can you help me run this meeting?
- ▶ Be aware of our objectives based on honesty and empathy
  - ▶ Solving this problem is important for the company's growth



# Group Engagement #1



Please select the NVC four components:

- ▶ A) Observing, Feeling, Needing, and Requesting
- ▶ B) Observing, Giving, Needing, and Asking
- ▶ C) Requesting, Observing, Feelings, and Knowing
- ▶ D) Feeling, Needing, Requesting, and Leaving



# Retrospectives



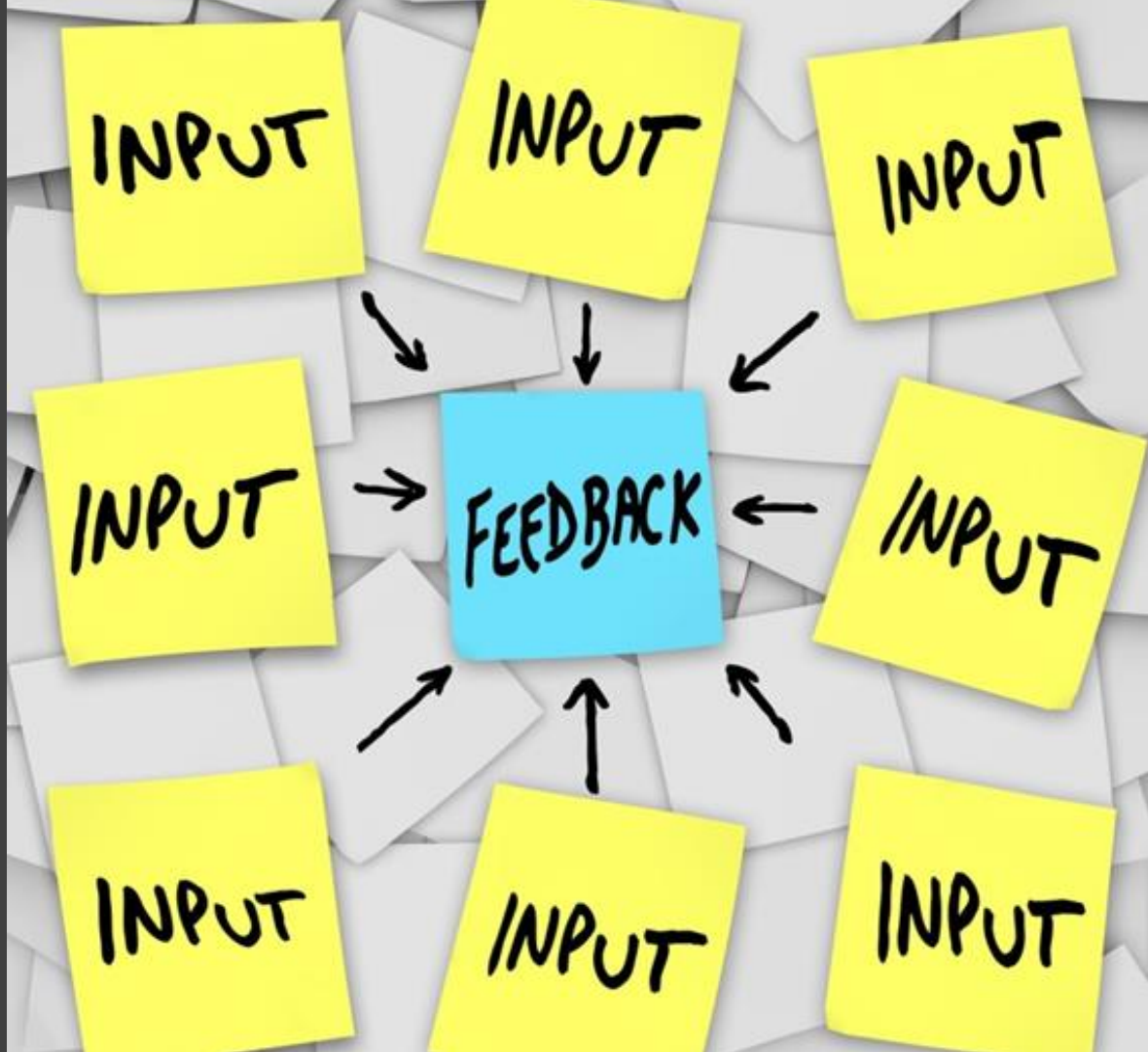
**Agile Principle #12:** At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly.



# Retrospectives

## Required Materials

- ▶ 3x3 Post-it note pads
- ▶ Large Post-it easel pad
- ▶ Sharpies
- ▶ Coloring pencils
- ▶ Blue painter's tape
- ▶ Space on a wall



# Retrospectives Goals

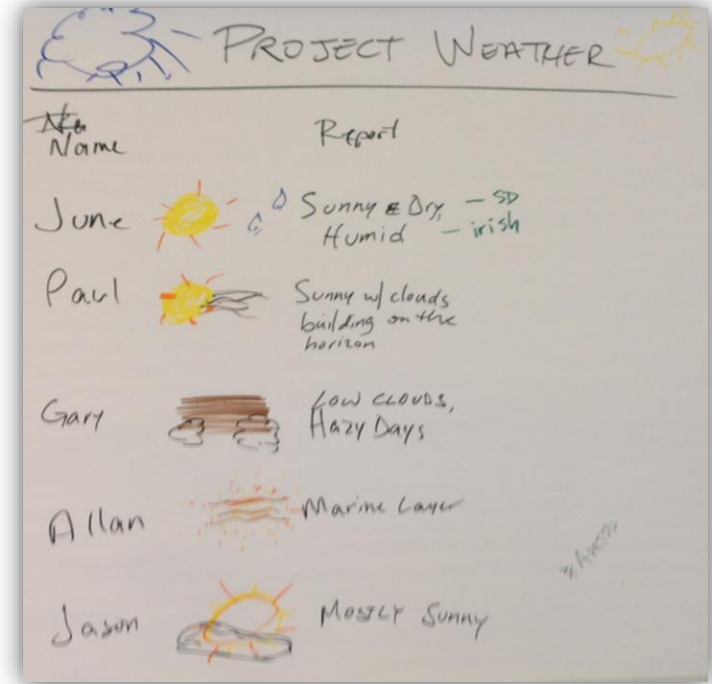
- ▶ Retrospective is a tool to learn continually
- ▶ Reflection on the past to learn fast
- ▶ Expressed as a desire to learn and improve
- ▶ Use Improv and games to engage teams

# Step 1: Setting the Stage

- ▶ Describes the sprint experience from each person's perspective
- ▶ Team members reflect on most recent experience
- ▶ **How to execute:**
  1. Identify at least four "Set the Stage" activities to keep things fresh
  2. Select one of the "Set the Stage" activities per sprint
  3. Time box for a 10- to 15-minute duration
  4. Every team member documents his or her experience
  5. Every team member talks about his or her experience
  6. Scrum Master captures areas to improve or continue

# Step 1: Set the Stage – Weather Report

**Objective:** The team members use weather metaphors to indicate the experience of the current sprint and the prediction of the next sprint.



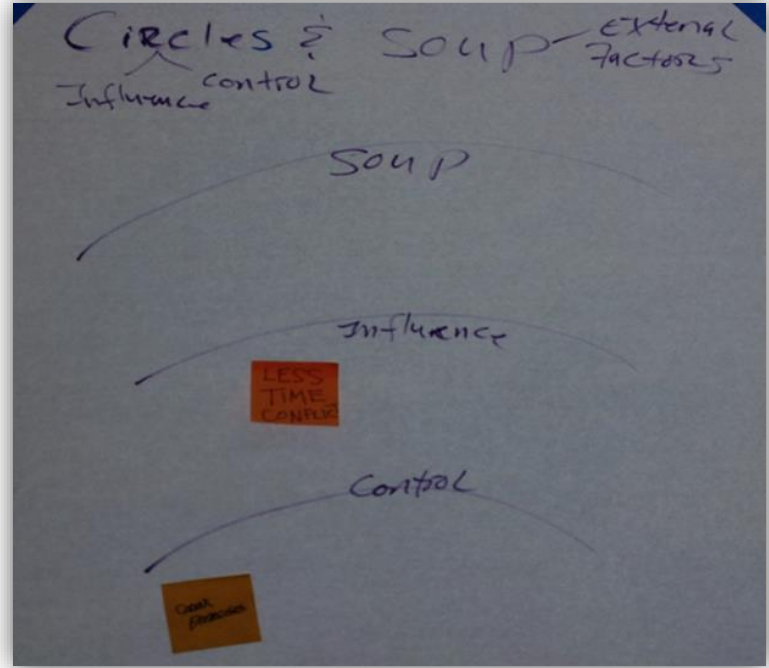
# Step 2: Gather Data

- ▶ Subjective and objective
- ▶ What do we see, hear, feel, and how to respond
- ▶ Qualitative and quantitative
- ▶ **How to execute (time-box 10 to 15 minutes):**
  1. Draw illustration on the large Post-it easel
  2. Place a large Post-it easel on a wall
  3. Team members write “positive experiences” on a Post-it note
  4. Team members write “challenging experiences” on a Post-it note
  5. Team members place the Post-it notes on the sheet
  6. Team members openly discuss postings
  7. Scrum Master captures areas to improve or continue

# Step 2: Gather Data – Circles & Soup (Influence & External Factors)

---

- ▶ **Scrum team expresses the sprint experience as follows:**
  - ▶ Control (Circles 1) – Responsible
  - ▶ Influence (Circles 2) - Accountable
  - ▶ External factors - out of my control (Soup)



# Group Engagement #2



Circles and Soup help teams understand:

- ▶ A) Influence
- ▶ B) Control
- ▶ C) No Influence
- ▶ D) No Control
- ▶ E) All of the above



# Step 3: Generate Insights

- ▶ Obtain deeper understanding of the selected activity for Continual Improvement
- ▶ **How to execute:**
  1. Develop a problem statement
  2. Execute the 5 Whys
  3. Define a planned resolution to the problem statement



# Step 3: Generate Insights–5 Whys

---

- ▶ **Problem Statement:** Closing 80% stories at end of sprint encourages spill over
  - ▶ **Why 1:** Why would closing 80% of stories at the end of a sprint cause spill over? Answer: Because the story takes longer than anticipated.
  - ▶ **Why 2:** Why would story take longer to complete? Answer: Unknown complexity of the story.
  - ▶ **Why 3:** Why is the complexity unknown? Answer: The spike (prototype) does not provide enough learning that considers legacy code & unknowns (risk).
  - ▶ **Why 4:** Why is the spike not providing enough learning? Answer: Not thorough enough. Splits not done when new discoveries are made. Features definition of ready not met and not treated as a discovery story.
  - ▶ **Why 5:** Stop
- ▶ **Planned Resolution:** Split stories when new discoveries are made. Train the Scrum Masters and DBT team on story splitting techniques

# Step 4: Decide What To Do

- ▶ Drive convergence to influence or sustain learning and improvements
- ▶ “Fist of Five” voting
- ▶ Roman voting
- ▶ Dot voting
- ▶ **How to execute:**
  1. Time box for a 10- to 15-minute duration
  2. Group common Post-it notes/titles to form a theme
  3. Discuss with the team for agreement
  4. Select one of the voting methods (dot voting most common)
  5. Select the theme with the most votes
  6. Only one improvement should be selected per sprint

# Step 5: Close the Retrospective

▶ Plan -> Do -> Check -> Act

▶ **How to execute:**

1. Plan: Create a user story for the next sprint
2. Do: Communicate the expectation with the team for agreement
3. Check: Validate if the team is working on the improvement
4. Act: Close the story at the next retrospective if completed
5. Act: If the story is not closed, get consensus from the team to keep or stop

# Group Engagement #3



The Plan->Do->Check->Act circle of learning help teams improve.

- ▶ TRUE
- ▶ FALSE



# Using NVC Retrospective Techniques

---

- ▶ **Situation:** A difficult experience during a sprint
- ▶ Spread all of the feelings cards on a table
- ▶ Ask each team member to pick 1-2 cards that reflect an emotion during the sprint
- ▶ Ask each team member to show their card and tell the story of their sprint experience
- ▶ The facilitator listens to each share with empathy
  - ▶ Acknowledge what's being said
  - ▶ Guessing at the needs based on story
- ▶ End with a period of harvesting
  - ▶ How was that process for you?
  - ▶ Do you notice a difference in how you are feeling?"

# Summary



- ▶ NVC help us establish relationships based on honesty and empathy
- ▶ Observing, Feeling, Needing, and Requesting are the four NVC components
- ▶ Retrospectives enable continual learning and improvements
- ▶ Teams can experience psychological safety and share openly
- ▶ Collaboration is easier when trust is established





Is there anything that was presented that I can clarify?





## Our Services Include:

- Agile Assessment and Strategy
- Training
- Coaching
- Enterprise Agile Release Train (ART) Launch
- Business and Technology Process Optimization
- Presentation Training and Coaching





# Buy Book & Game on Amazon



- ▶ **Title:** Transforming Your leadership Character: The Lean Thinking and Agility Way
- ▶ **Game:** Agility LeaderShift
- ▶ Collaborative Learning



# 5 Saturdays.org – Education Program



- ▶ Empowering students with agility and innovation
- ▶ Learn more & Donate: Visit [www.5Saturdays.org](http://www.5Saturdays.org)





- KnolShare with Dr. Dave Podcast
- Industry Experts
- Business & Technology topics
- Visit [www.GrokShare.com](http://www.GrokShare.com)
- “KnolShare with Dr. Dave” on iTunes
- “KnolShare with Dr. Dave” Google Play



# Contact KnolShare



- ▶ Website: [www.KnolShare.org](http://www.KnolShare.org)
- ▶ Email: [CustomerCare@KnolShare.org](mailto:CustomerCare@KnolShare.org)
- ▶ Twitter: [@KnolShare](https://twitter.com/KnolShare)



---

Any questions?

---



Follow, like, subscribe!

# Project Insight Community

- ▶ Sign up for more
- ▶ They are all FREE
- ▶ Check them out today!

A box with an orange header and a grey border containing the text "IT Methodology and Agile".

IT  
Methodology  
and Agile

A box with a teal header and a grey border containing the text "PM Training".

PM Training

A box with a red header and a grey border containing the text "Leadership".

Leadership

A box with a blue header and a grey border containing the text "Product Training".

Product  
Training

---

See you next time!

---