Retrospective Facilitators' Canvas

1. Establish Intent
- What is the context of the retro (a sprint, release, etc)?
- Know who to invite
- Reminder: it's the team's retro, not the facilitator's
- Should the format of the retro be changed?
- Set parameters for openness and safety
- Is the facilitator also a participant? How can distinction between roles be transparent?

2. Set the Stage
- What tools / techniques are needed?
- Considerations for space and connections
- Set parameters for openness and safety
- What is the "weather report" for the team?
- Introduce the theme and/or retro technique
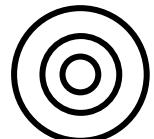
3. Gather Data
- What are the sources of data?
- How is the data collected?
- Are the data meaningful for the team?
- Are there data from past improvement actions/experiments?

4. Generate Insights
- How does ideation happen?
- Allow for divergence but focus on convergence of insights
- Consider categories:
  - Successes
  - Areas of Improvement
  - Learnings
  - Gaps

4a. Circles and Soup
- As ideas generate, identify if they:
  - Are in the team's direct control
  - Within the team's ability to influence but not own
  - Lie fully outside of the team's scope (aka "The Soup"
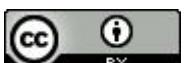
5. Decide on Actions
- Identify options that the team can commit to
- Foster a structure for building/inviting consensus on improvements
- Prompt to define what success on the actions could look like
- Prioritize based on impact, value-to-effort or other factors
- Seek coalitions for improvements that go beyond the team, as appropriate

6. Close Out
- Identify how follow-through and progress of improvements
- If appropriate, include an improvement work item in the team's next iteration
- Invitation to discuss any unresolved items or have separate session(s)
- Consider retro'ing the retro

Stages of Agile Retrospectives (Steps 2-6 of the canvas)
– Diana Larsen & Ether Derby, Agile Retrospectives Making Good Teams Great

Retrospective Prime Directive
"Regardless of what we discover, we understand and truly believe that everyone did the best job they could, given what they knew at the time, their skills and abilities, the resources available, and the situation at hand." - Norm Kerth, Project Retrospectives: A Handbook for Team Review

Retrospective Credo
This group of people look at the past context, in the present, to choose actions or experiments in order to positively influence the future – Retrospective Facilitators Gathering, 2019

General Facilitation Tips (throughout the entire retrospective)
- Encourage everyone to speak, respectfully
- Limit sidebar conversations, distractions, people talking over one another, and/or 1 person dominating the conversation
- Allow for the team to generate their own ideas
- If the facilitator does contribute ideas as a non-participant, be clear about propositions being options not orders
- Reinforce accountability and actionability
- Manage time, allowing for conversation but keeping to the timeboxes

Common Techniques for Retrospectives:
As the list is long, an internet search can provide additional info on the following:
- What worked well? What didn't? What can be improved upon?
- Stop, Start, Continue
- 4Ls – Liked, Lacked, Learned, Longed For
- Mad, Sad, Glad (and Wish We Had)
- Sailboat / Speedboat
- Starfish – Keep, More, Less, Stop, Start
- Rating reference to values (Corporate Goals, Agile Manifesto, Scrum Guide, etc.)
- Perfection Game
- Remember the Future / Future-spective
- Fishbone Diagram
- Liberating Structures W^3 – What? So What? Now What?
- Timeline / Journey-line
- Six Thinking Hats
- Lean Coffee