

ETHAN HUANG

Scrum Alliance Certified Scrum Trainer (CST®), Agile Coach

迭代回顾会的 **20**种开法





做好迭代回顾会的Facilitator

Sprint 回顾会议是 Scrum 团队检视自身并创建下一个
Sprint 改进计划的机会



EPISODE 1

回顾会反模式





小蜜ScrumMaster

Hi Ethan,

I decided to hire one or two full-time ScrumMasters for my three teams, could you please kindly help review the JD course I'm a little confused about a ScrumMaster's day-to-day duty...

JD for ScrumMaster role:

- A ScrumMaster should be responsible for booking meeting rooms for the team.
- A ScrumMaster should be responsible for taking the meeting minutes for the team.
- ...

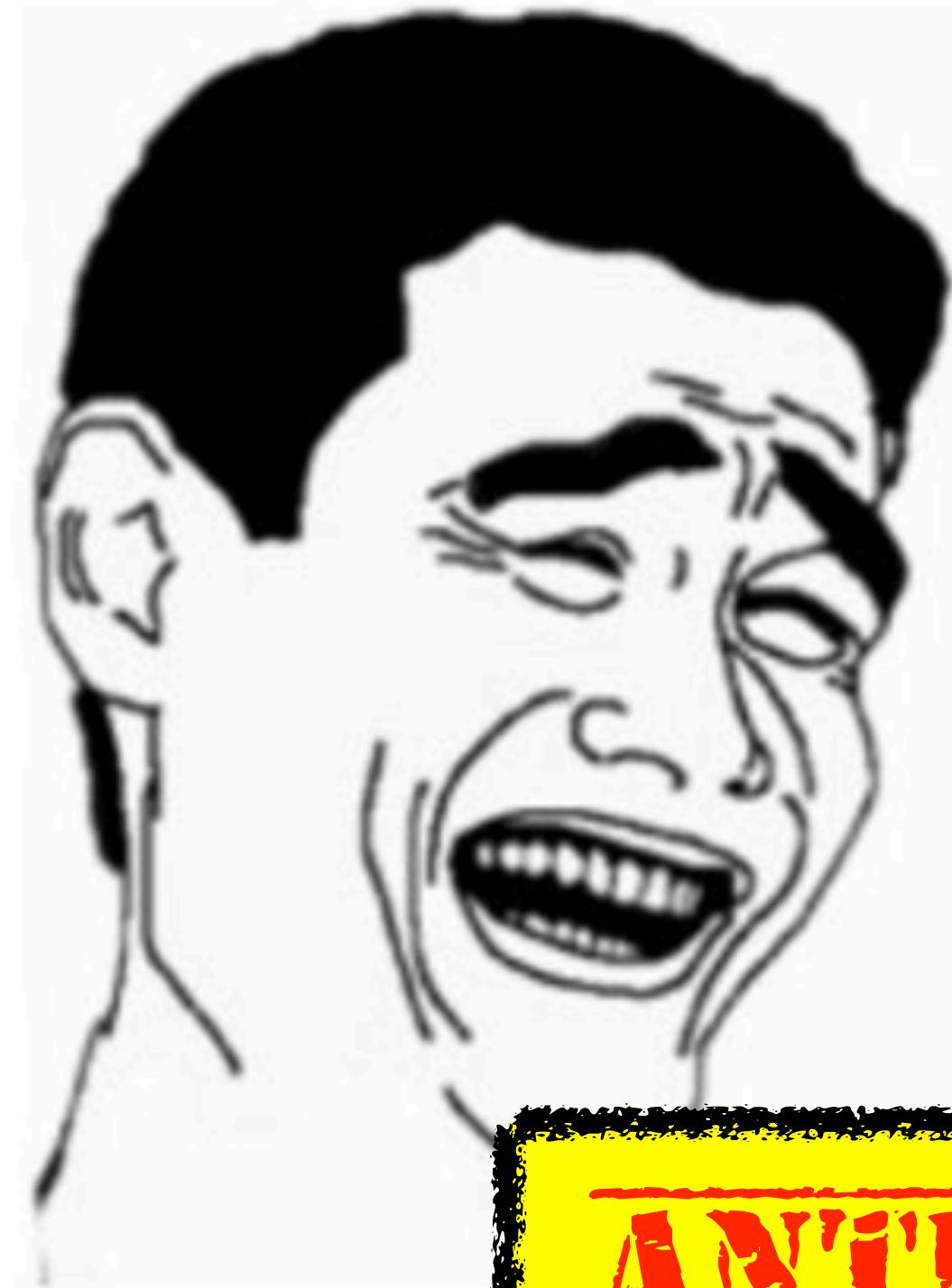
Thanks,

May

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二狗子ScrumMaster



别当神马ScrumMaster，
因为每次回顾会上说话时，
总有一股怀疑的眼神射过来

ANTI PATTERN



做好迭代回顾会的Facilitator

主持人ScrumMaster





独裁者ScrumMaster



Andrew Rixon

<http://www.anecdot.com/2006/11/what-kind-facilitator-are-you/>

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老板主持回顾会



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鞭尸会



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沈默

SILENCE

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茶话会



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游戏会



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EPISODE 2

回顾会引导招式



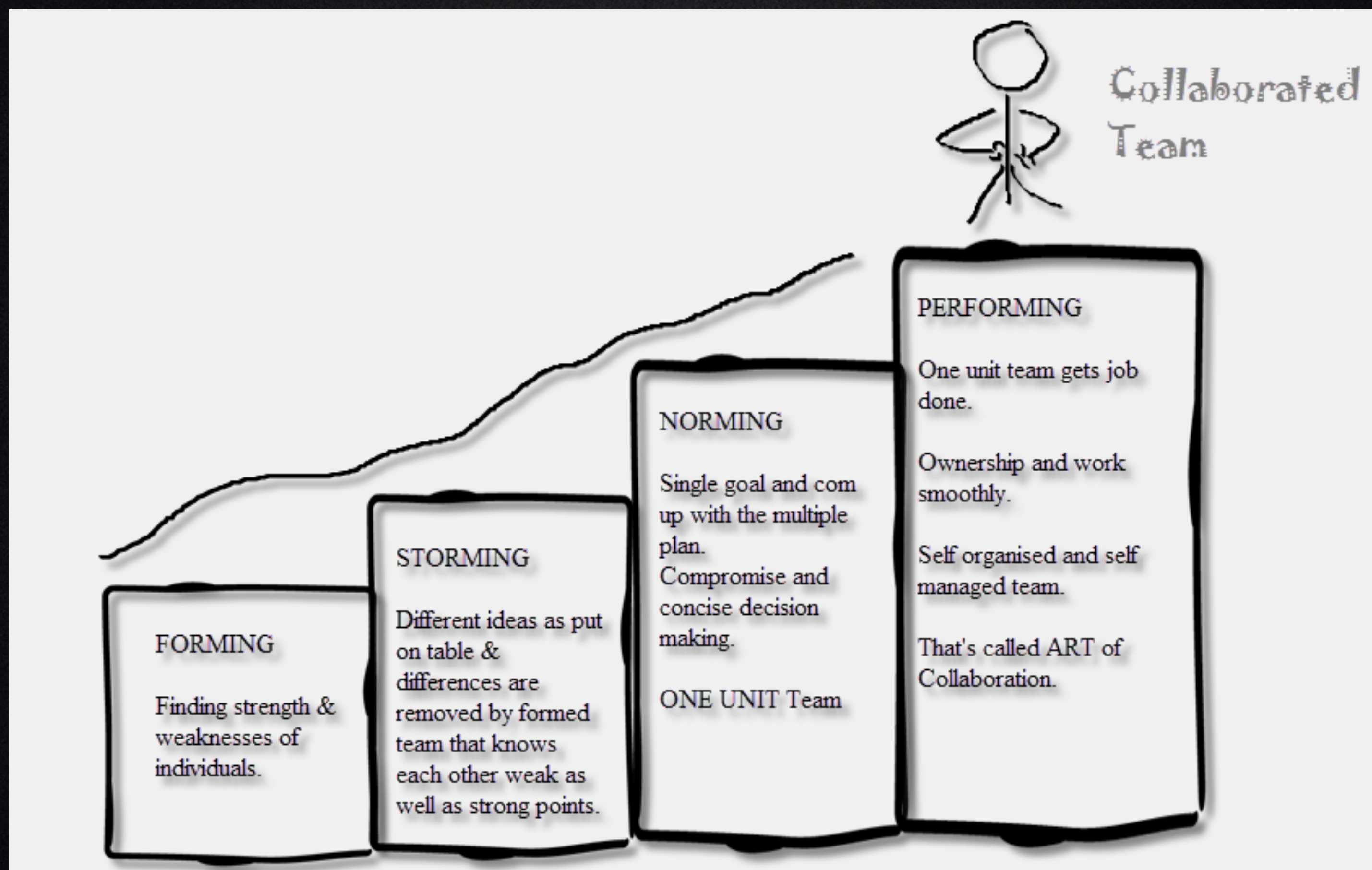


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回顾会不是好玩有趣就可以，ScrumMaster
应使用各种方法让团队自主、自发、自愿
的检视自我、讨论如何改进，并付诸行动



Tuckman 团队养成模型





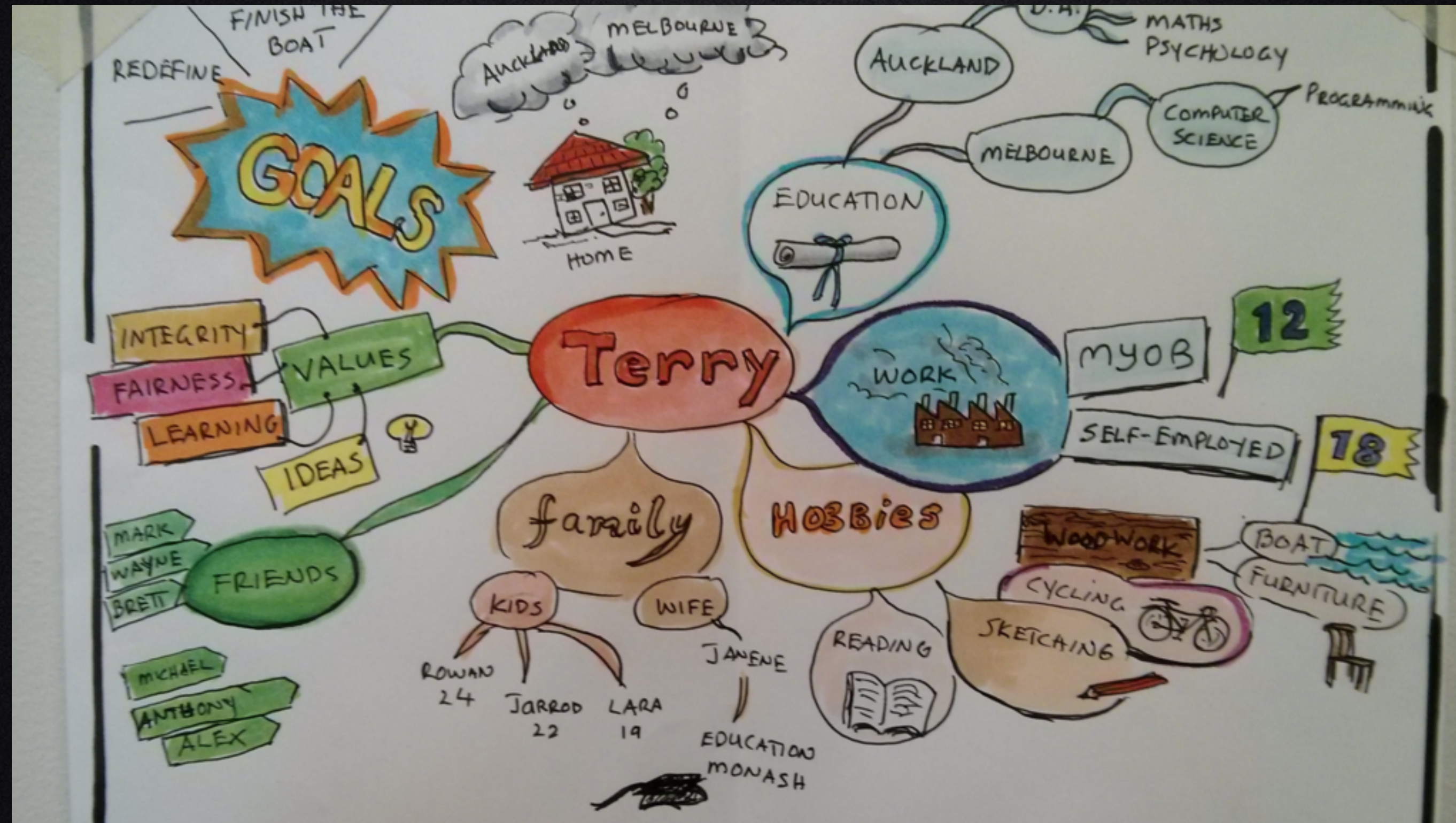
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Forming - 快速破冰



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招式#1 查户口(Personal Map)



Jurgen Apello, Management 3.0
<https://management30.com/practice/personal-maps/>



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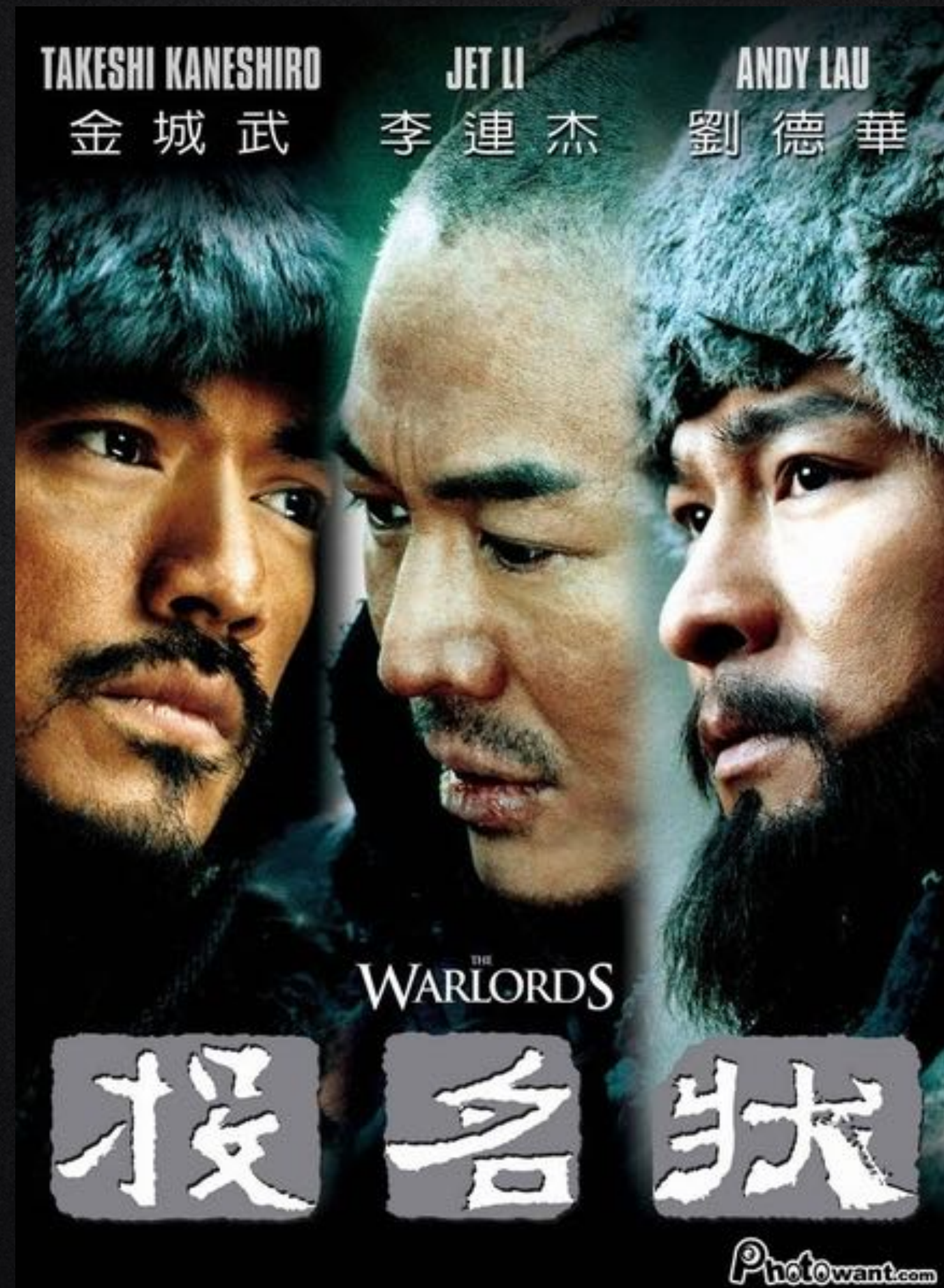
招式#2 怪兽 🐔





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招式#3 投名状



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Forming - 建立团队规约

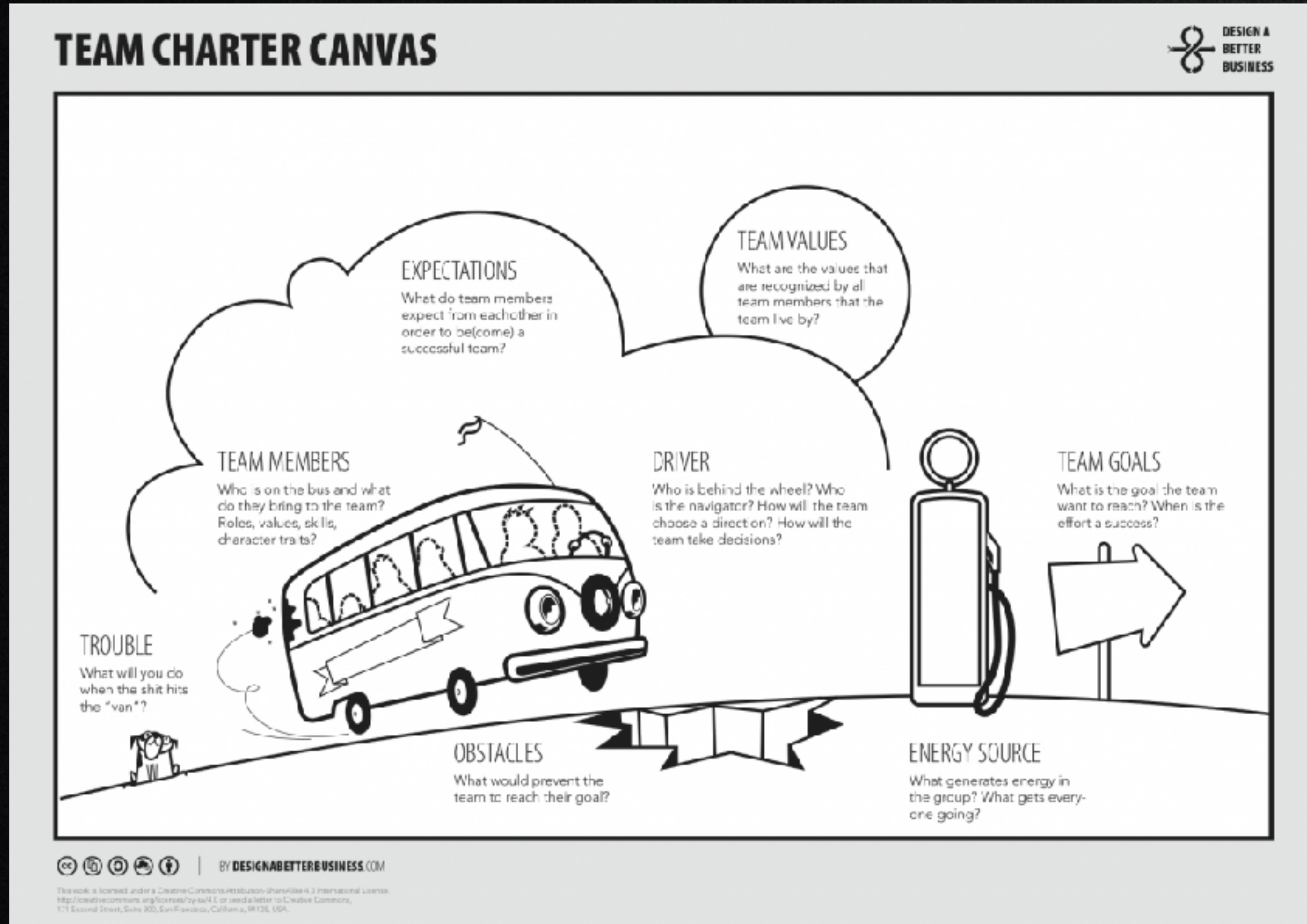


招式#4 制定团队章程





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- ## TEAM CHARTER
- MAKE SURE WE TAKE TIME OUT TO PLAY
 - BE PART OF MAKING BOOST AN ENJOYABLE PLACE TO WORK
 - PUT YOURSELF IN YOUR TEAM MATE'S SHOES
 - TAKE PRIDE IN SHARING KNOWLEDGE
 - THE CLIENT IS PART OF THE TEAM
 - SUPPORT EACH OTHER
 - APPROACH R+D DAY WITH PURPOSE AND AN OPEN MIND
 - RAISE CONCERNS PROMPTLY
 - NO BLAME
 - TAKE PRIDE IN YOUR WORK

<https://www.boost.co.nz/blog/2017/04/team-charter-building-better-teams>



招式#5 团队激励基金和值日生





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Storming - 风暴前的宁静



招式#6 前面挖坑后面埋



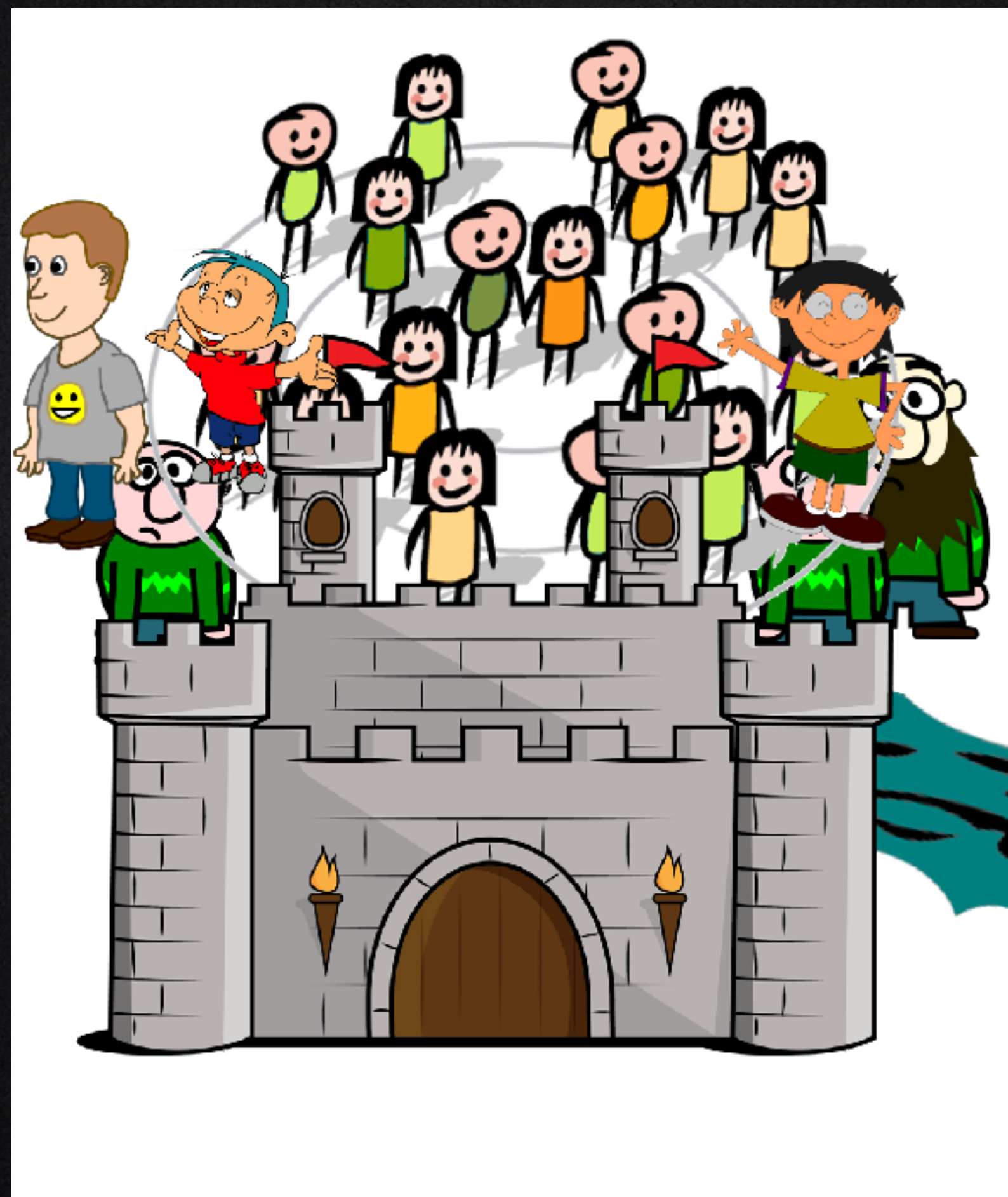


招式#7 粉红色的大象





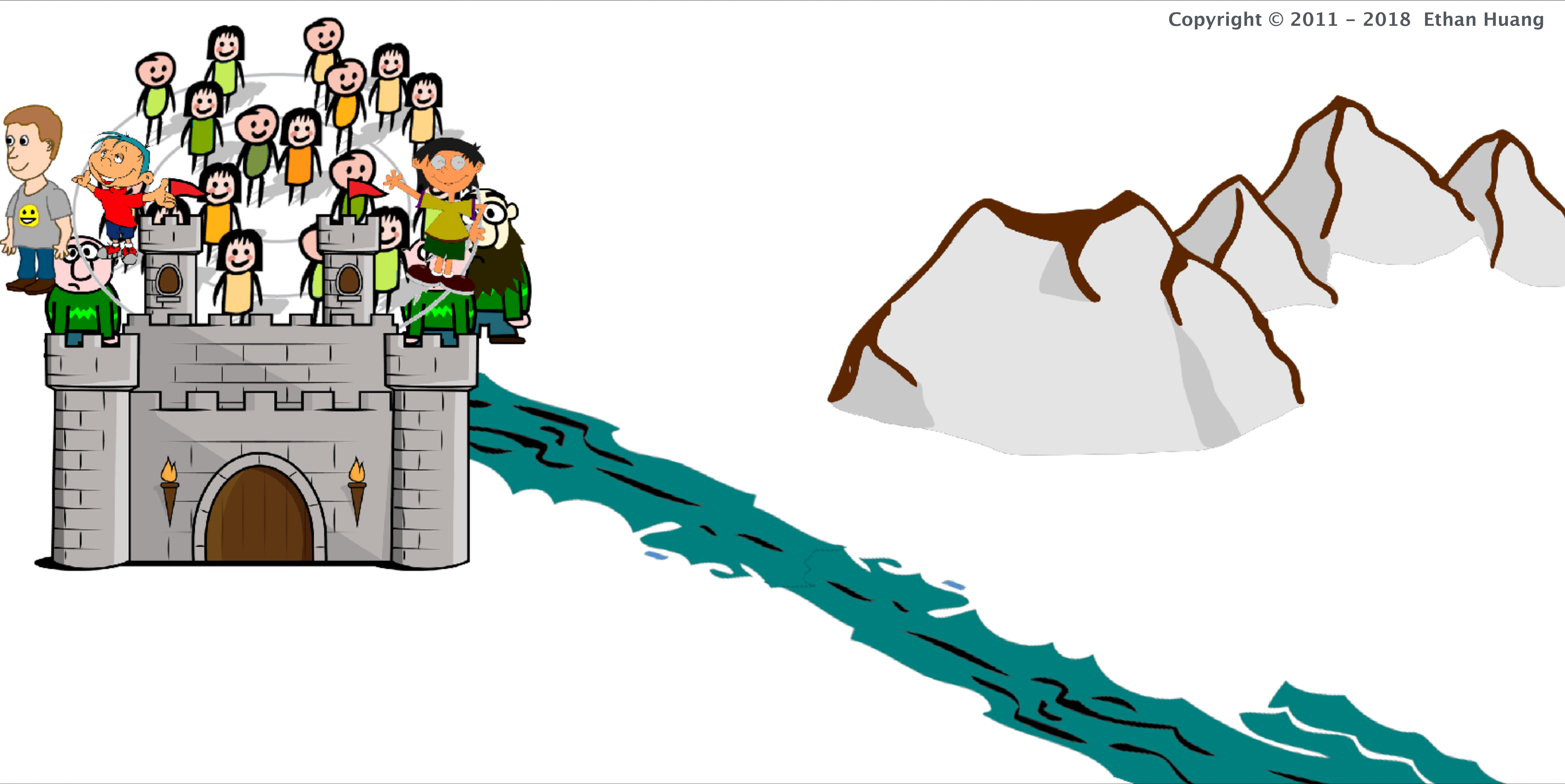
招式#8 把城堡点着





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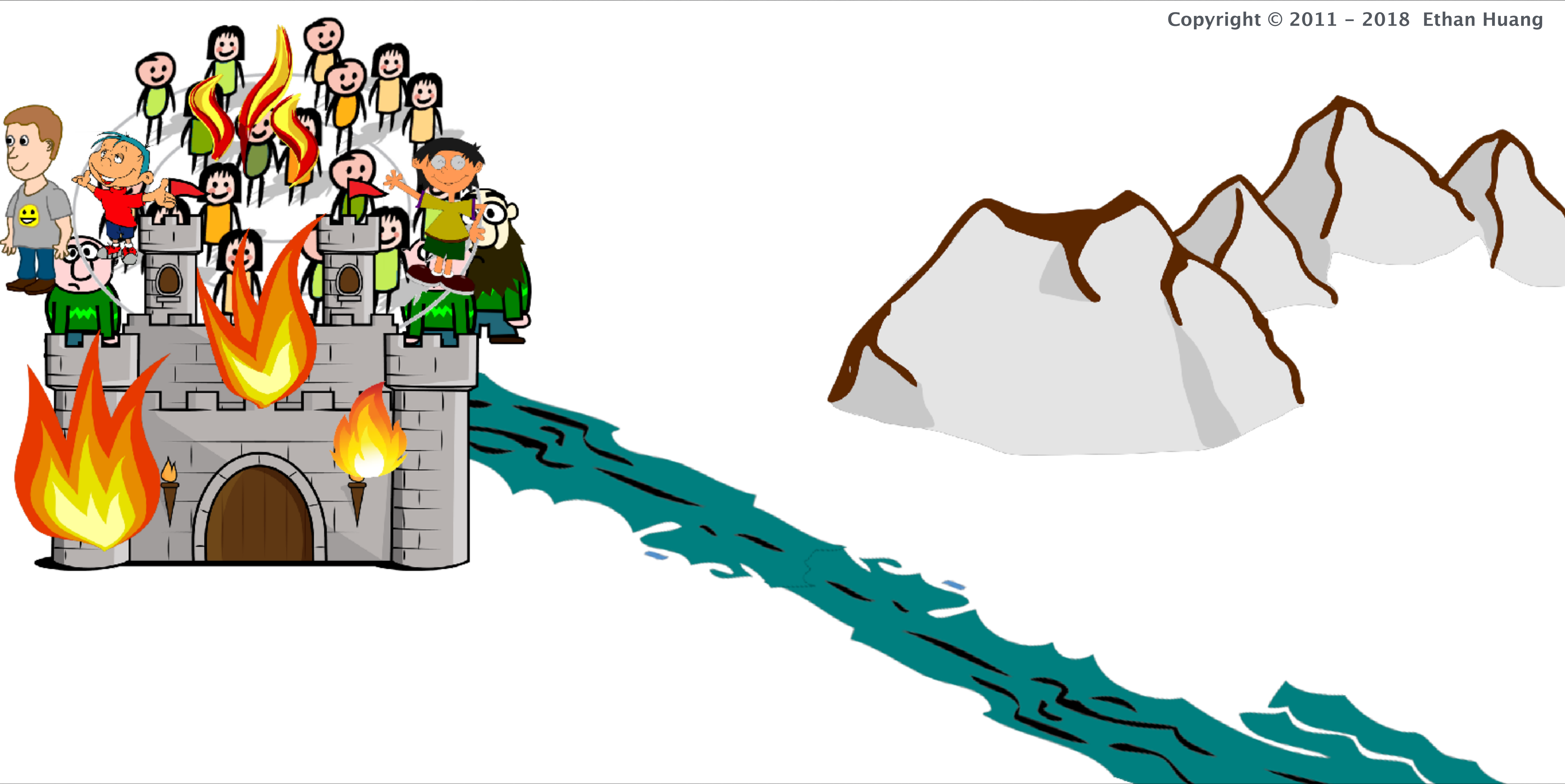
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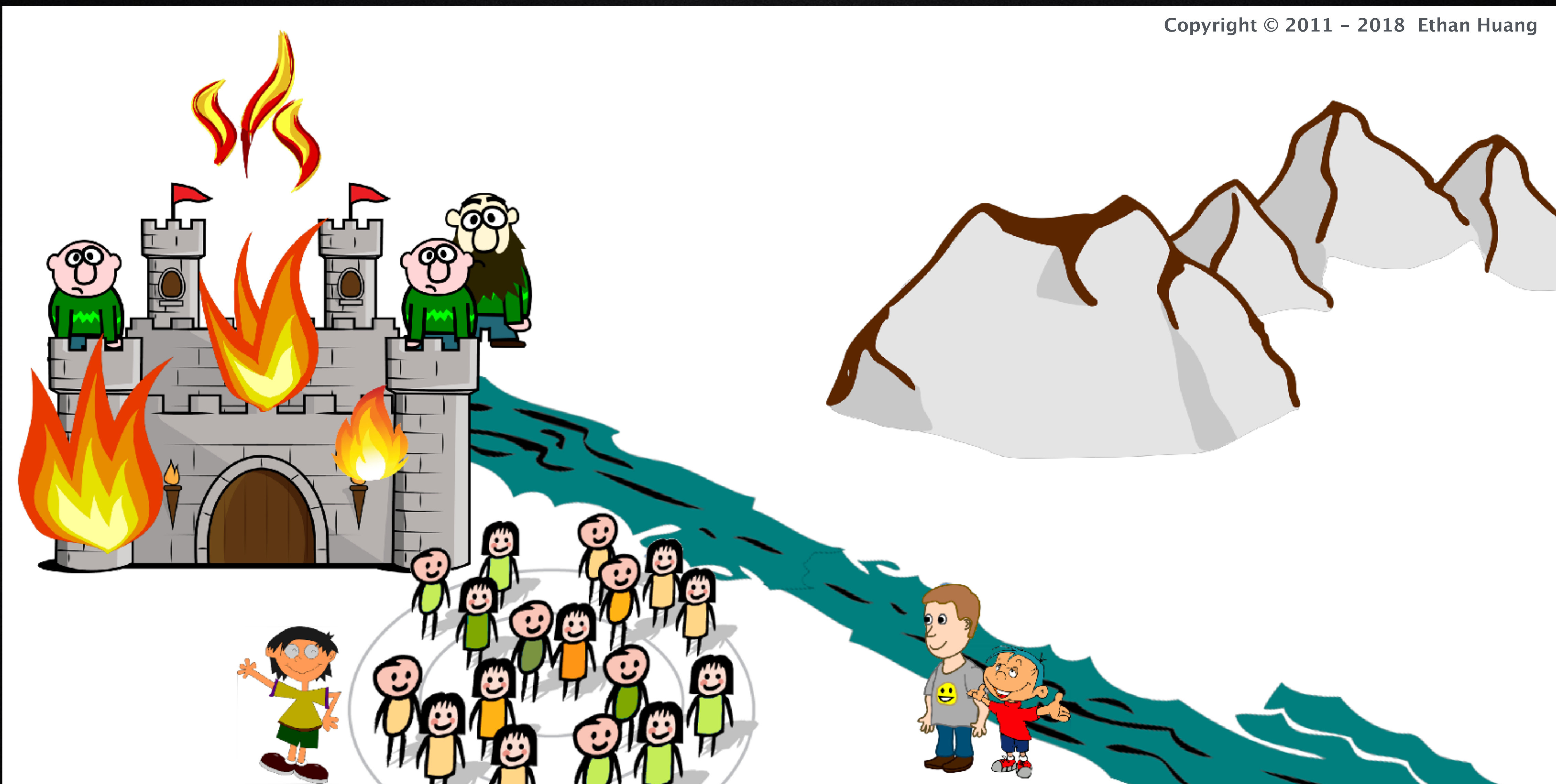
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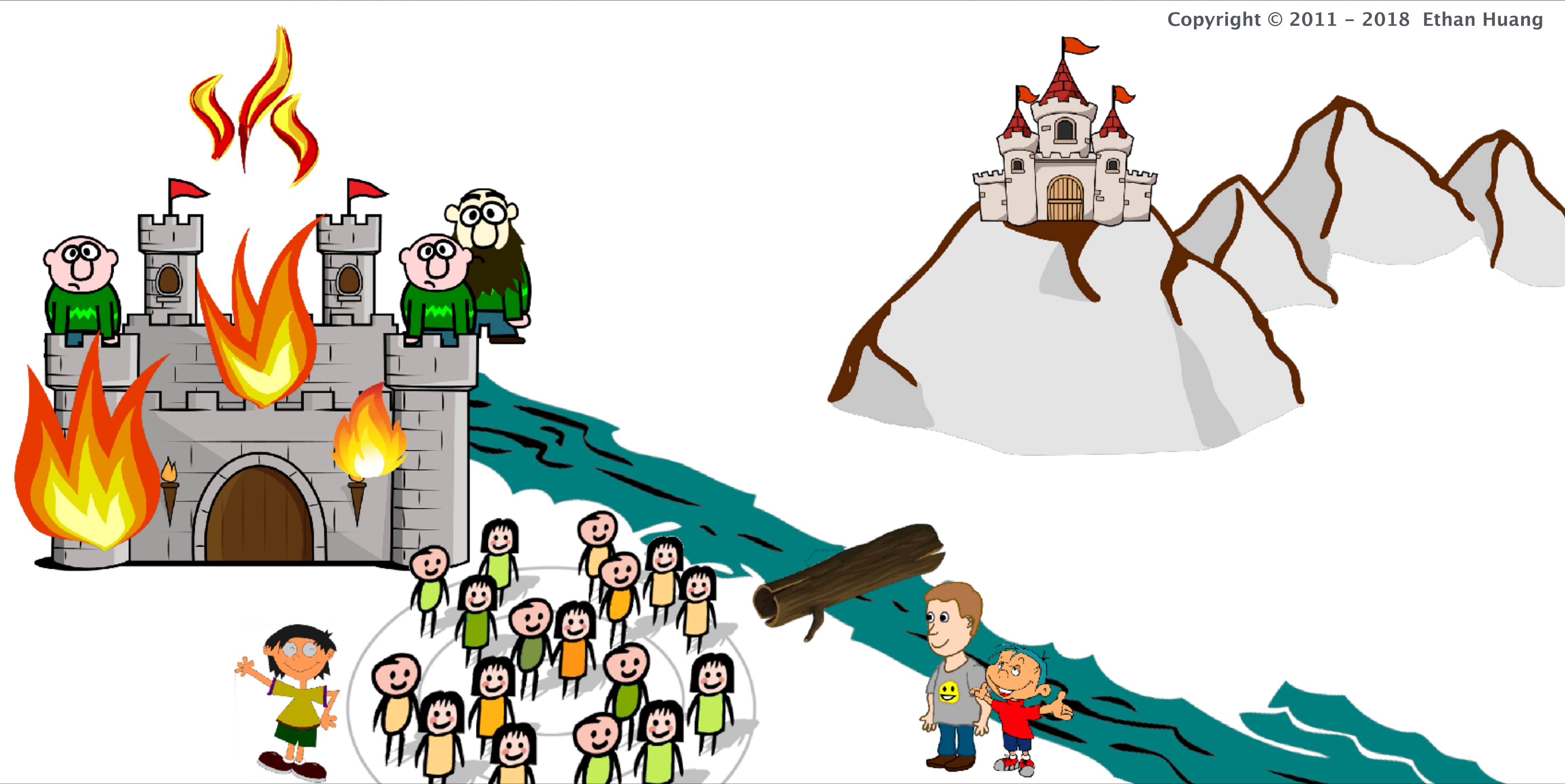
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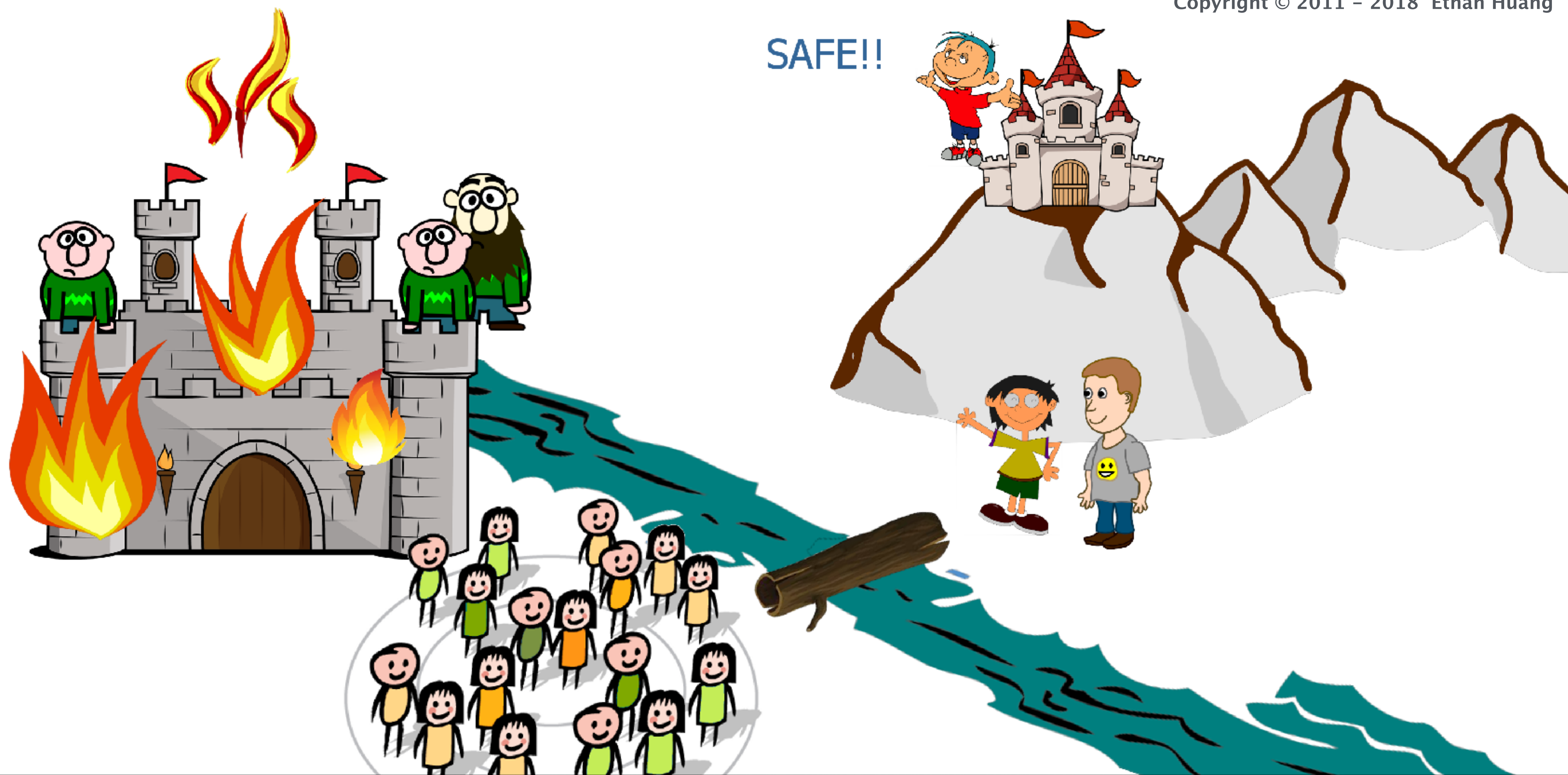


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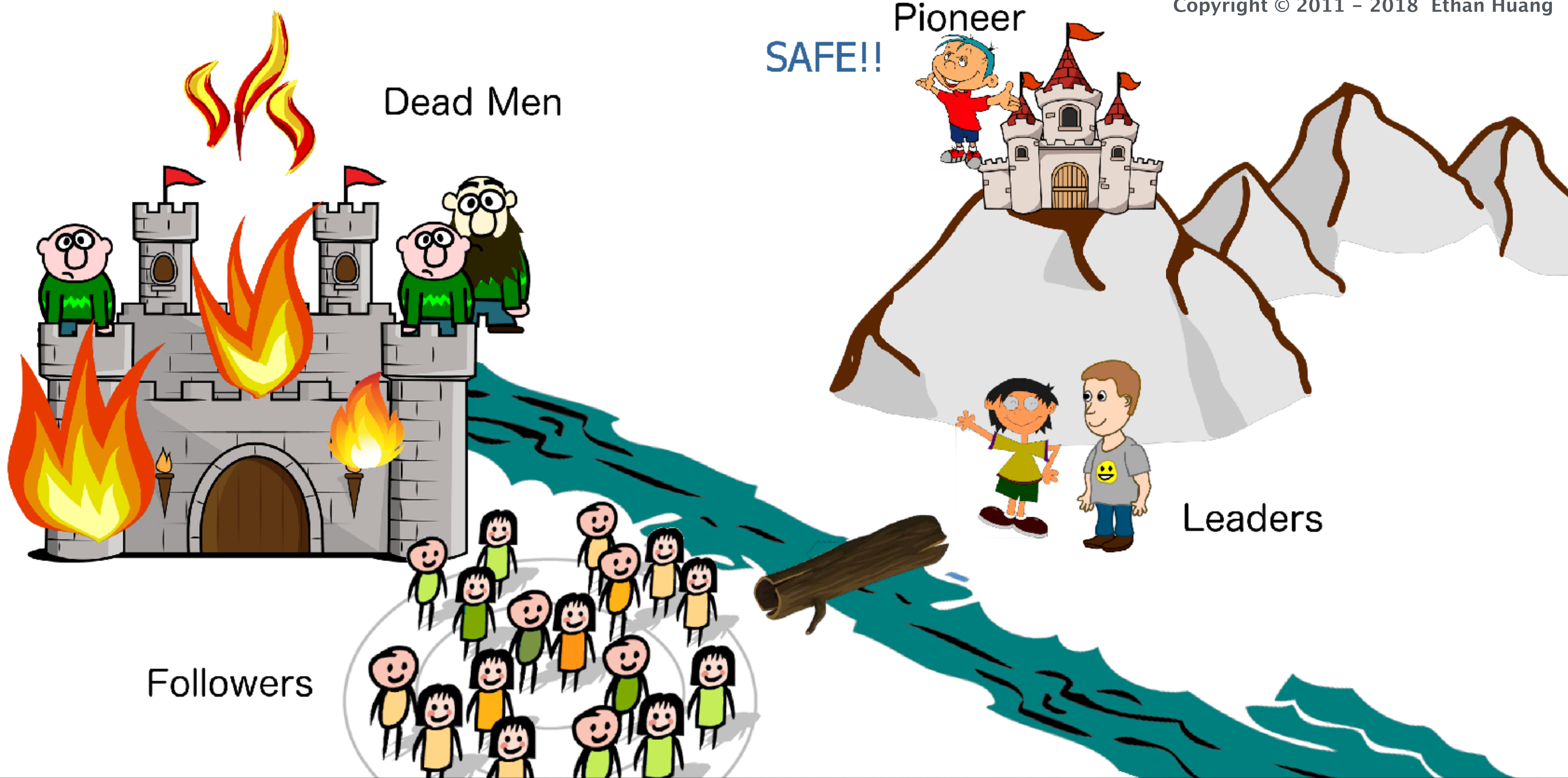


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Storming - 在风暴中领航



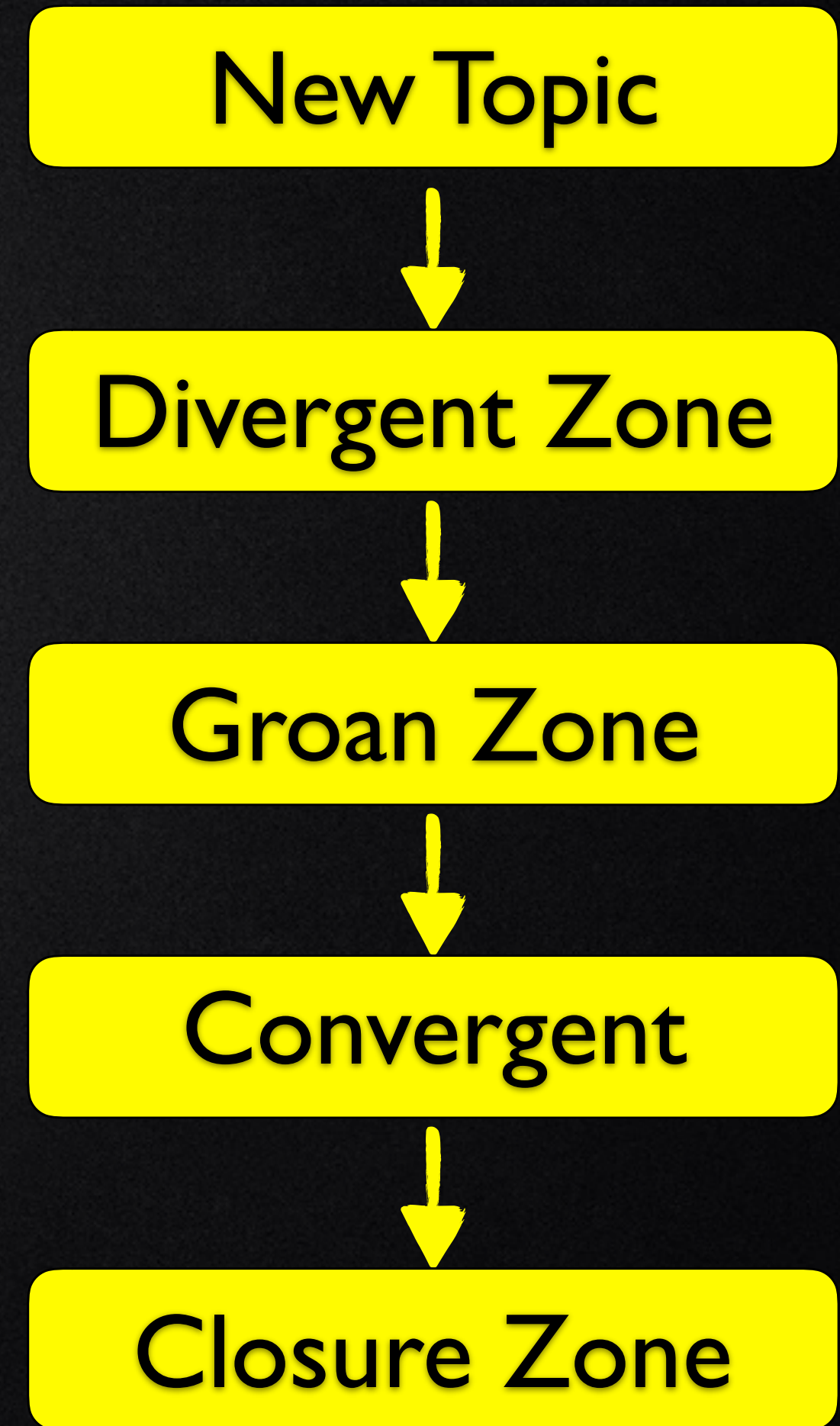
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团队震荡是必然和正面的





正常团队决策过程





招式#9 高效的听

- Paraphrasing
- Mirroring
- Making Space
- Stacking
- Tracking
- Summarizing



招式#10 强力的问

Closed Questions

- Yes/No
- Directive
- Suggestive
- Judgemental
- Engaging
- Good/Bad answers expected
- Past oriented

Open-ended Questions

- Multiple Answers
- More Softeners
- Non-suggestive
- Non-judgmental
- Empathy
- Open answers expected
- Future oriented



听/问练习：Action Learning





冲突反应：建设性 VS. 破坏性

Characteristics of Constructive Conflict	Characteristics of Destructive Conflicts
<ul style="list-style-type: none">• Affirms differences and sees their potential for enriching outcomes.	<ul style="list-style-type: none">• Uses differences as divisions - dichotomous (wrong/right; bad/good; weak/strong).
<ul style="list-style-type: none">• Participatory - win/win; shared power; focused on group/common interest; safe.	<ul style="list-style-type: none">• Competitive - win/lose; powerful/powerless; focused on self interest; scary.
<ul style="list-style-type: none">• Attitude of curiosity, genuineness, humility & respect. (Reflected through listening, questioning, validation, affirmation, empathy, a power with approach & openness.)	<ul style="list-style-type: none">• Attitude of confrontation, dominance & aggression/passive-aggression. (Reflected through dumping, put downs, talking over, hurting, abuse, violence, blaming and taking power over others.)
<ul style="list-style-type: none">• A 2-way process - trying to achieve mutually acceptable outcomes; broad vision; open to change; focus on the issues; rational.	<ul style="list-style-type: none">• A 1-way process - trying to win preferred outcomes; narrow vision; resistant to change; personalities issues; irrational.
<ul style="list-style-type: none">• Based on clear guidelines/ground rules/process.	<ul style="list-style-type: none">• Out of control - no guidelines/limits.
<ul style="list-style-type: none">• Equal information - sharing common information base; naming personal agendas; seeking fair outcomes.	<ul style="list-style-type: none">• Uneven/unequal information - work from stereotypes/assumptions rather than information; undercurrents/hidden agendas; disinterested in fair outcomes.
<ul style="list-style-type: none">• High level of personal responsibility for process; balance between giving and taking.	<ul style="list-style-type: none">• Little or no personal responsibility for process; winner takes all!

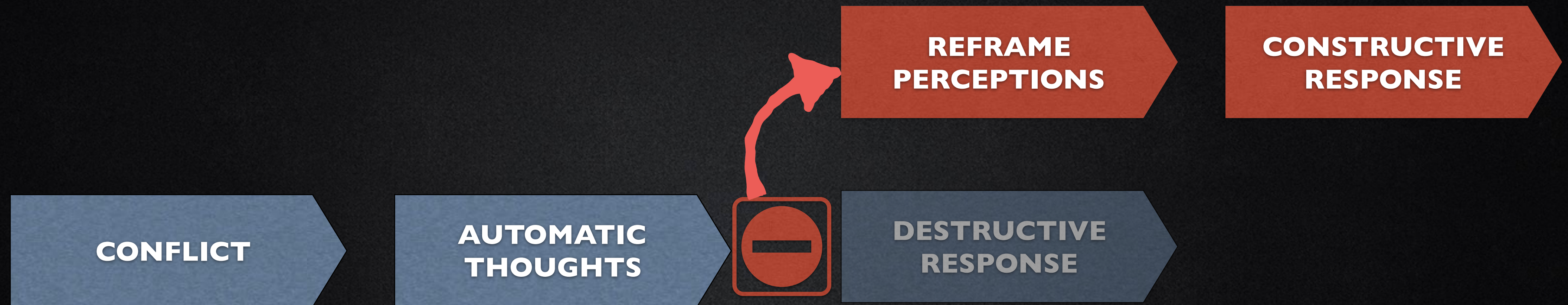


消极反应过程





积极反应过程





招式#11 换框





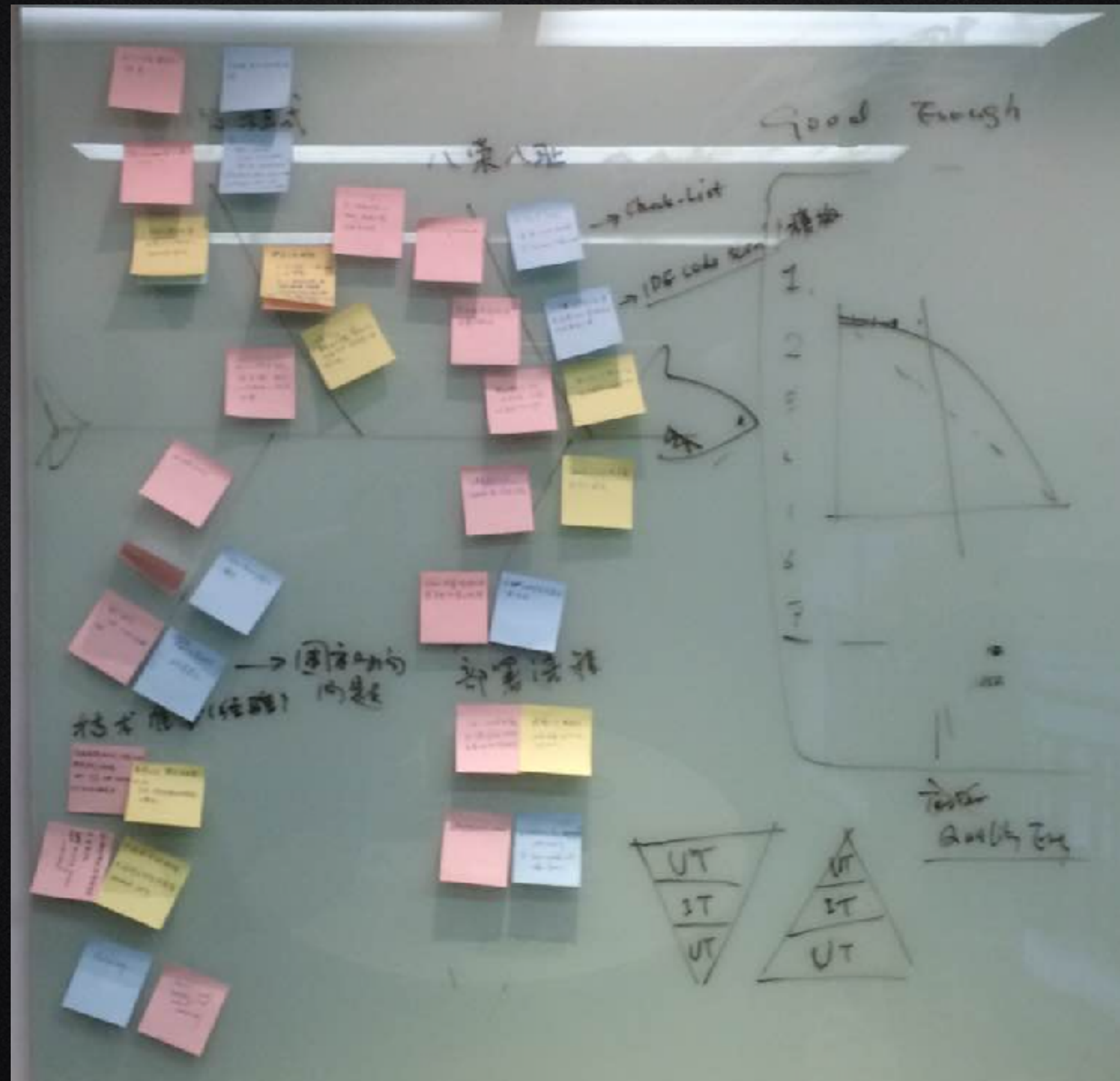
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Storming - 定位暗礁寻找航向



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招式#12 鱼骨图和WWWWW



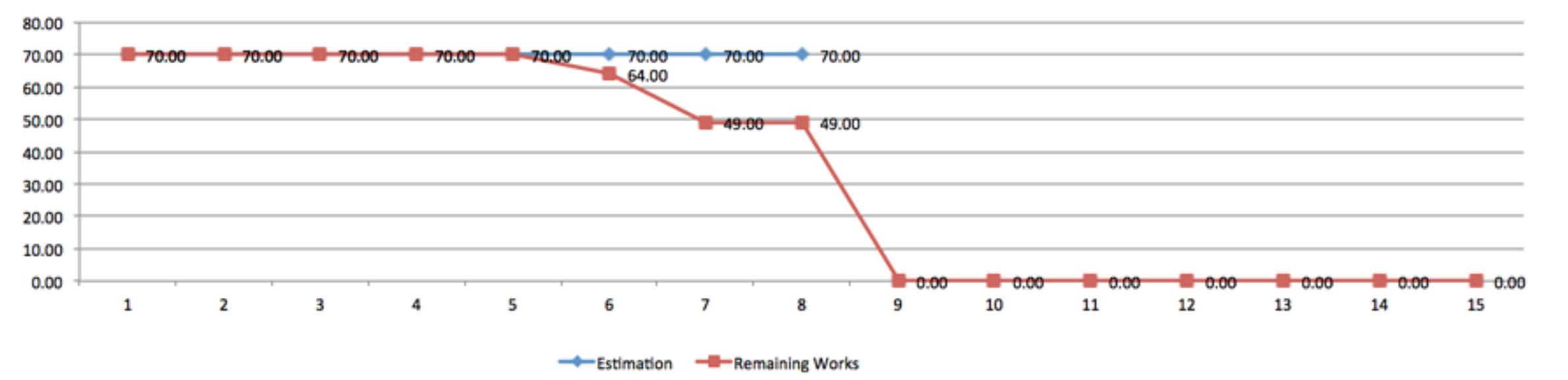
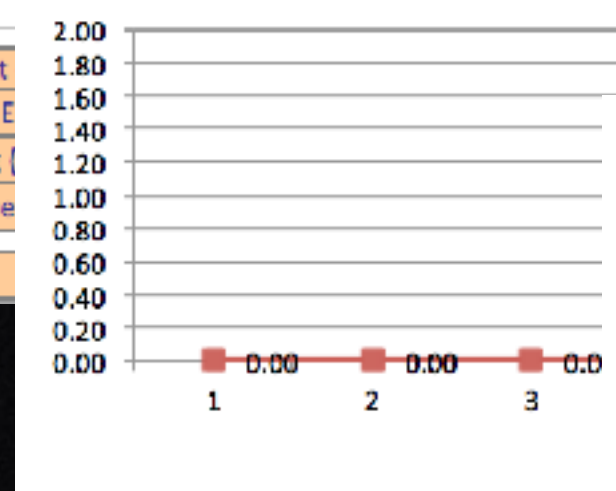


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招式#13 收集数据

		Janus IT14													
		Week 1				Week 2				Week 3					
Metrics\Date		13-Sep-10	13-Sep-10	14-Sep-10	15-Sep-10	16-Sep-10	20-Sep-10	21-Sep-10	22-Sep-10	23-Sep-10	24-Sep-10	27-Sep-10	28-Sep-10	29-Sep-10	30-S
Duration:	9/13/2010 - 10/1/2010														
Workdays:	12														
Team Size:	9														
ManDays:	96														
Expected Capacity:	48 points														
Total # of Stories Planned		15.00	15.00	15.00	15.00	15.00	15.00	15.00	15.00						
Total # of Stories Completed		0.00	0.00	0.00	0.00	0.00	2.00	6.00	6.00						
Total # of Stories Changed															
Code Size															
# of Formal Testing Defects															
# of FCR Defects															
# of Demo Feedback(Defects)															
Average # of meeting hours per person/day															
EST		70.00	70.00	70.00	70.00	70.00	70.00	70.00	70.00						
Completed Original Estimation (EV)		0.00	0.00	0.00	0.00	0.00	6.00	21.00	21.00						
Development effort															
Continues Code Review effort															
Formal Code Review effort															
Test effort															
Bug fix effort															
Other effort															

Schedule Performance Index





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Storming - 做决定



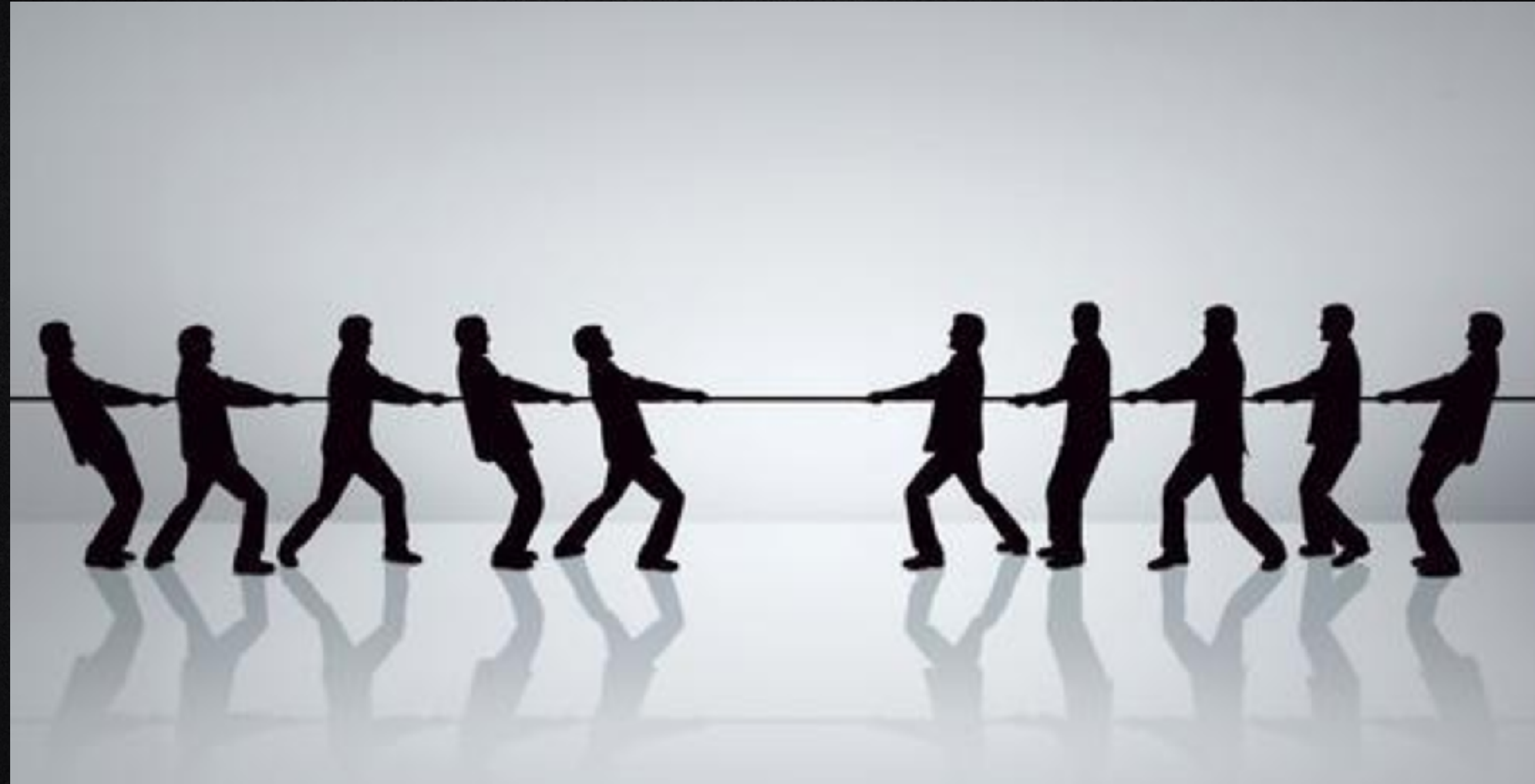
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招式#14 线下先决定 - 团队决策往往是错的





招式#15 拔河投票





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Storming - 正能量

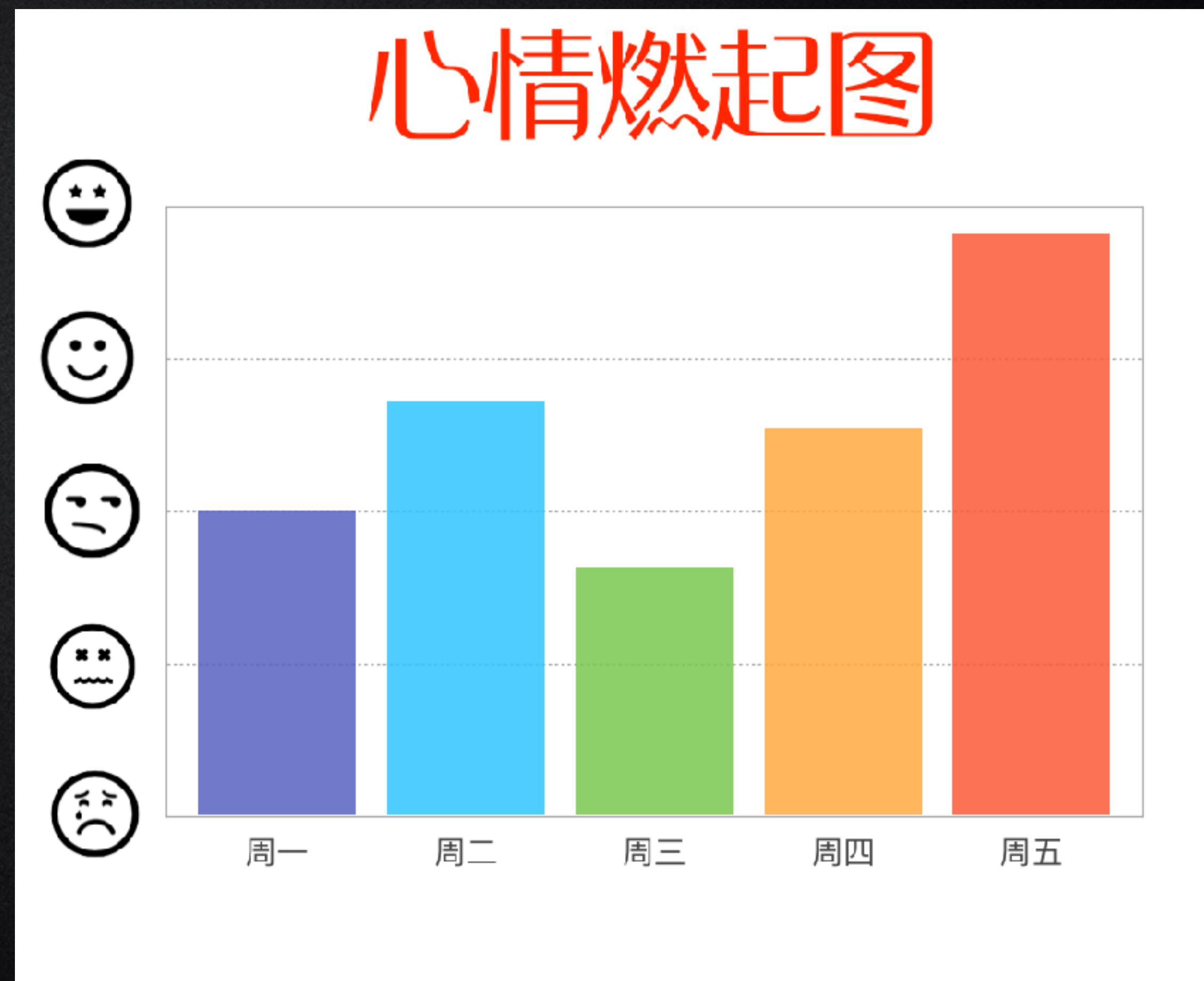
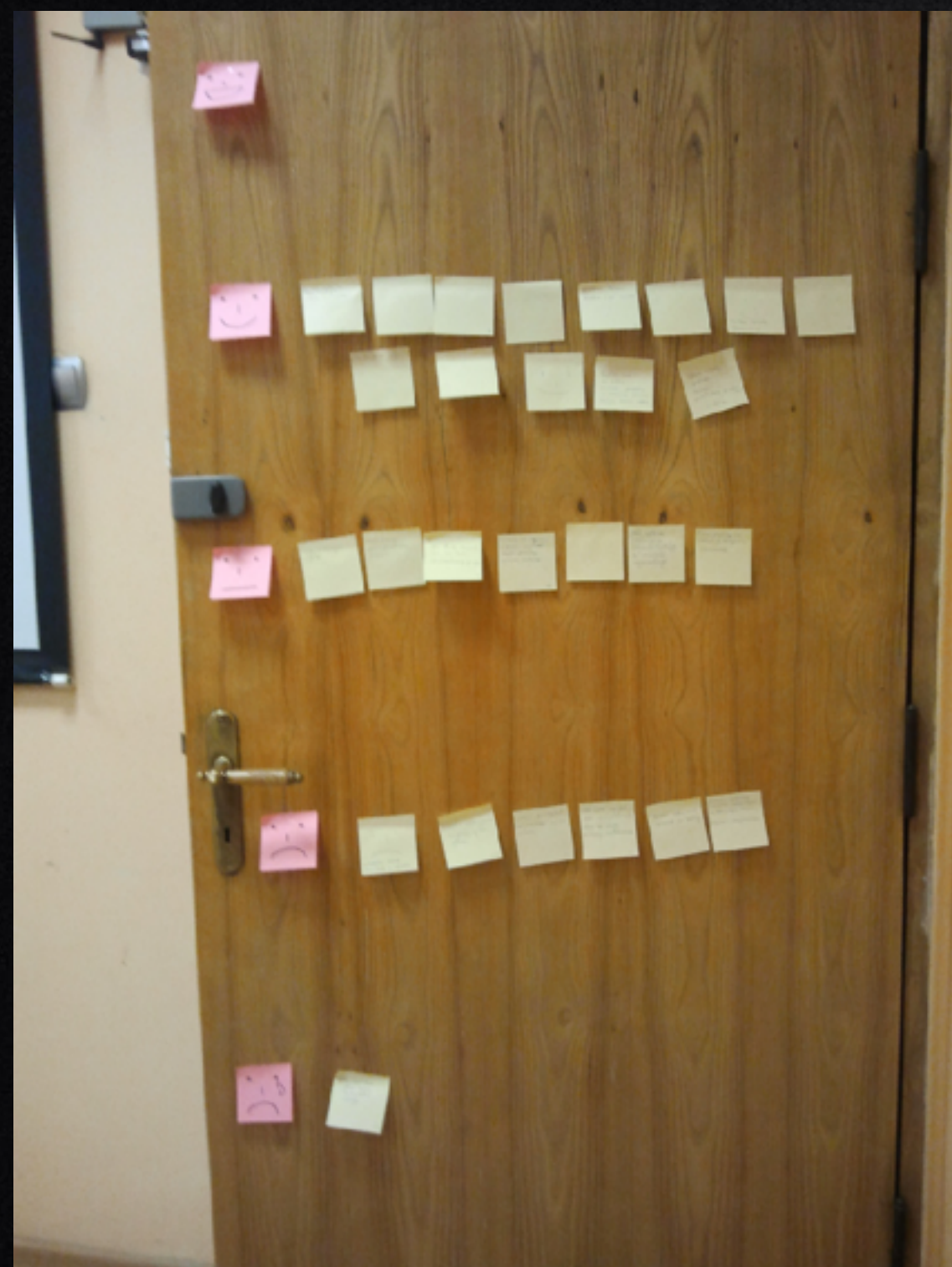


招式#16 好人卡 (Kudo Card)





招式#17 心情燃起图





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Norming - 形成自我管理团队



招式#18 八荣八耻

八荣八耻

以 2 到 3 天快速完成迭代为荣；
以无法提前 2 周稳定需求为耻；

以团队合作过需求做测试为荣；
以不愿做 UAT Check Out 为耻；

以自动测试赶上当前迭代为荣；
以无效率且超 1 小时会议为耻；



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招式#19 授权矩阵

The 7 Levels of Delegation

Distributed control in a complex system is achieved when authority is pushed into all corners of the network.

However, people prefer not to "lose control". Therefore, in order to make them feel safe we must play along with the assumption that they have at least some control over their situation. That's why delegation can benefit from the use of the seven levels of delegation.



1. Tell

You make a decision for others and you will tell them about it. A discussion about it is neither desired nor assumed.

2. Sell

You make a decision for others but you try to convince them that you made the right choice, and you help them feel involved.

3. Consult

You ask for input first, and you take it into consideration, before making a decision that respects people's opinions.

4. Agree

You enter into a discussion with everyone involved, and as a group you reach consensus with each other about the decision.

5. Advise

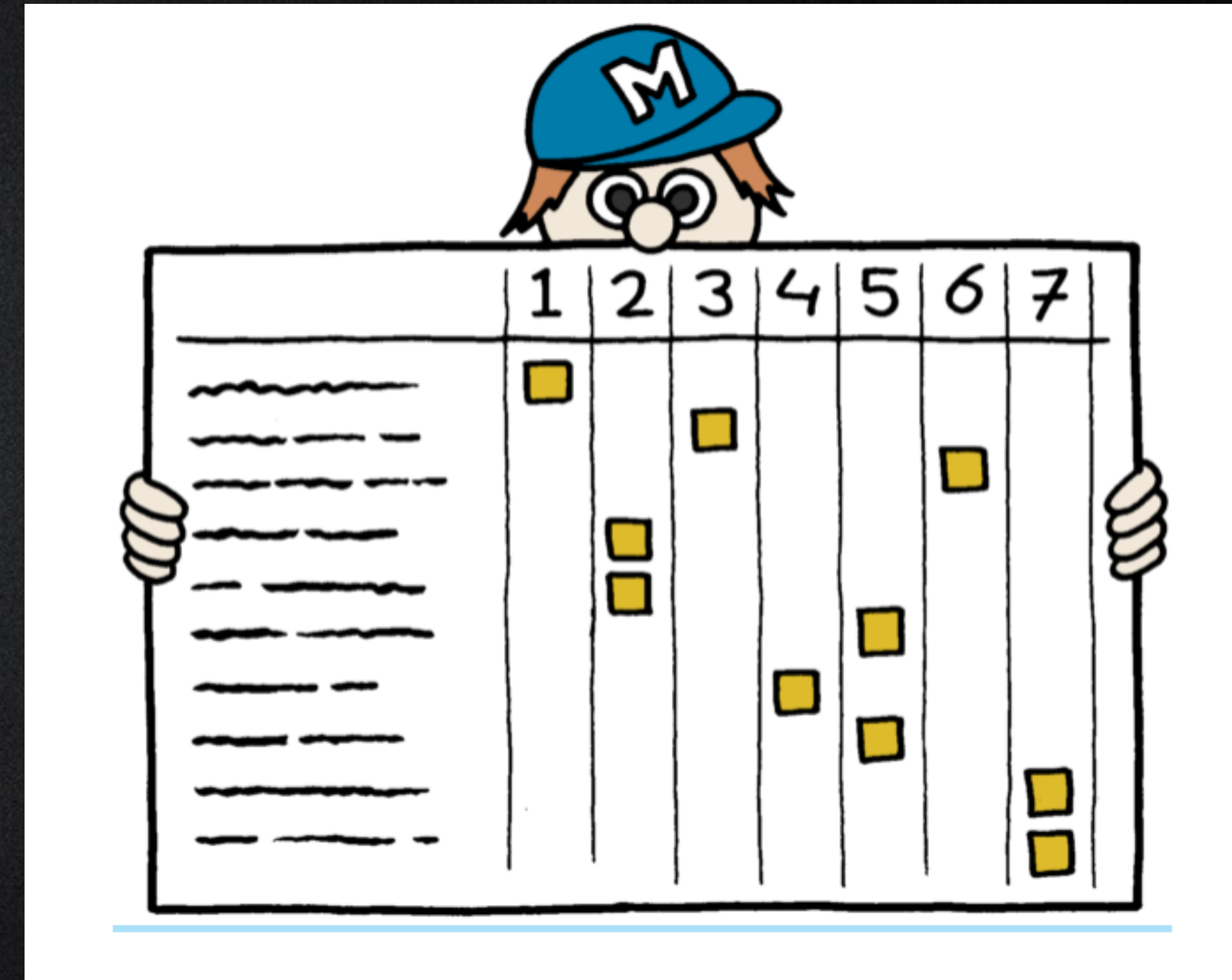
You will offer the others your opinion and you hope they listen to your wise words, but it will be their decision, not yours.

6. Inquire

You first leave it to the others to decide, and afterwards you ask them to convince you about the wisdom of their decision.

7. Delegate

You leave the decision to them and you don't even want to know about details that would just clutter your brain.





招式#18 蘑菇市场 - 绩效评估



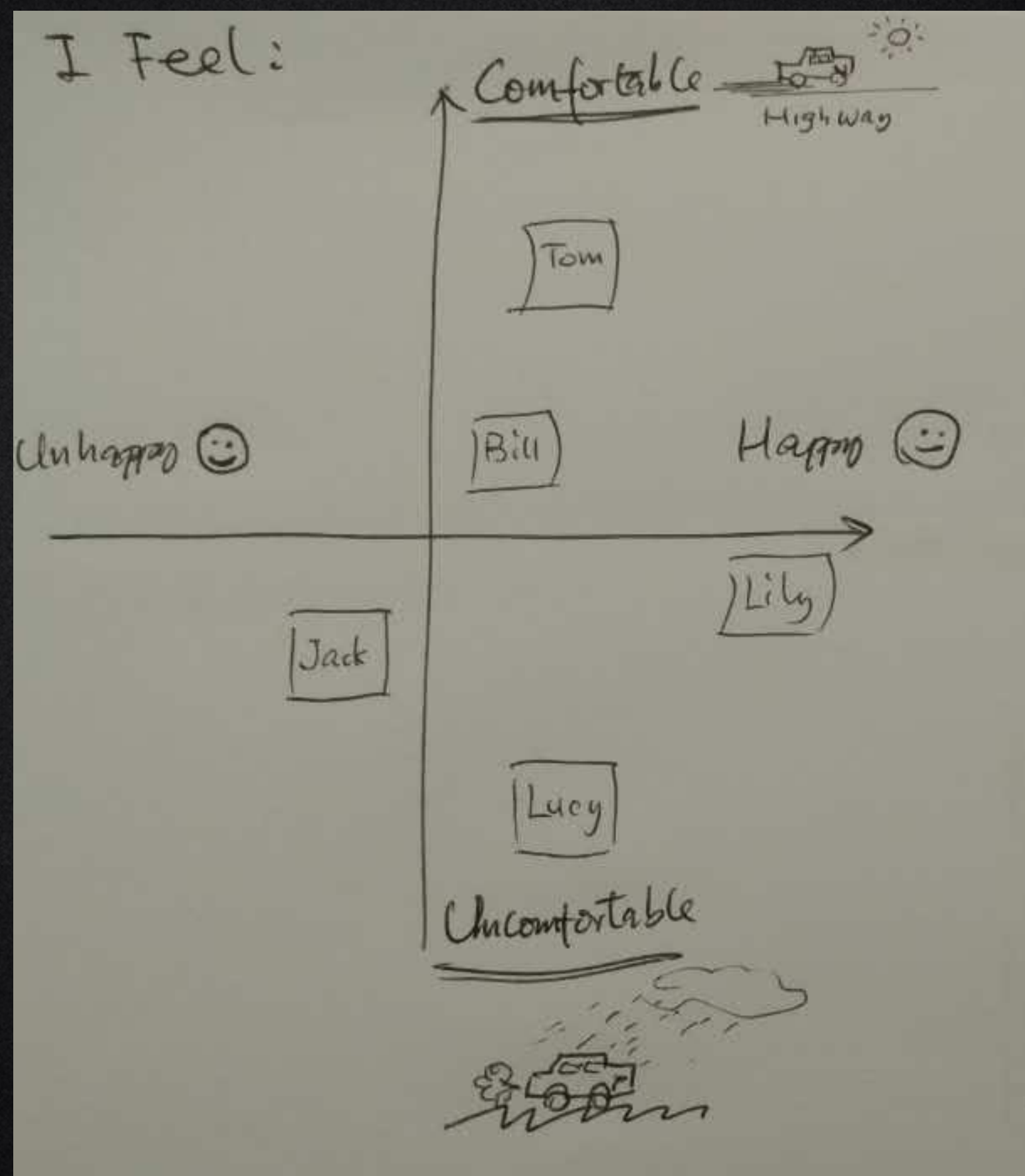


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Performing - 突破自我

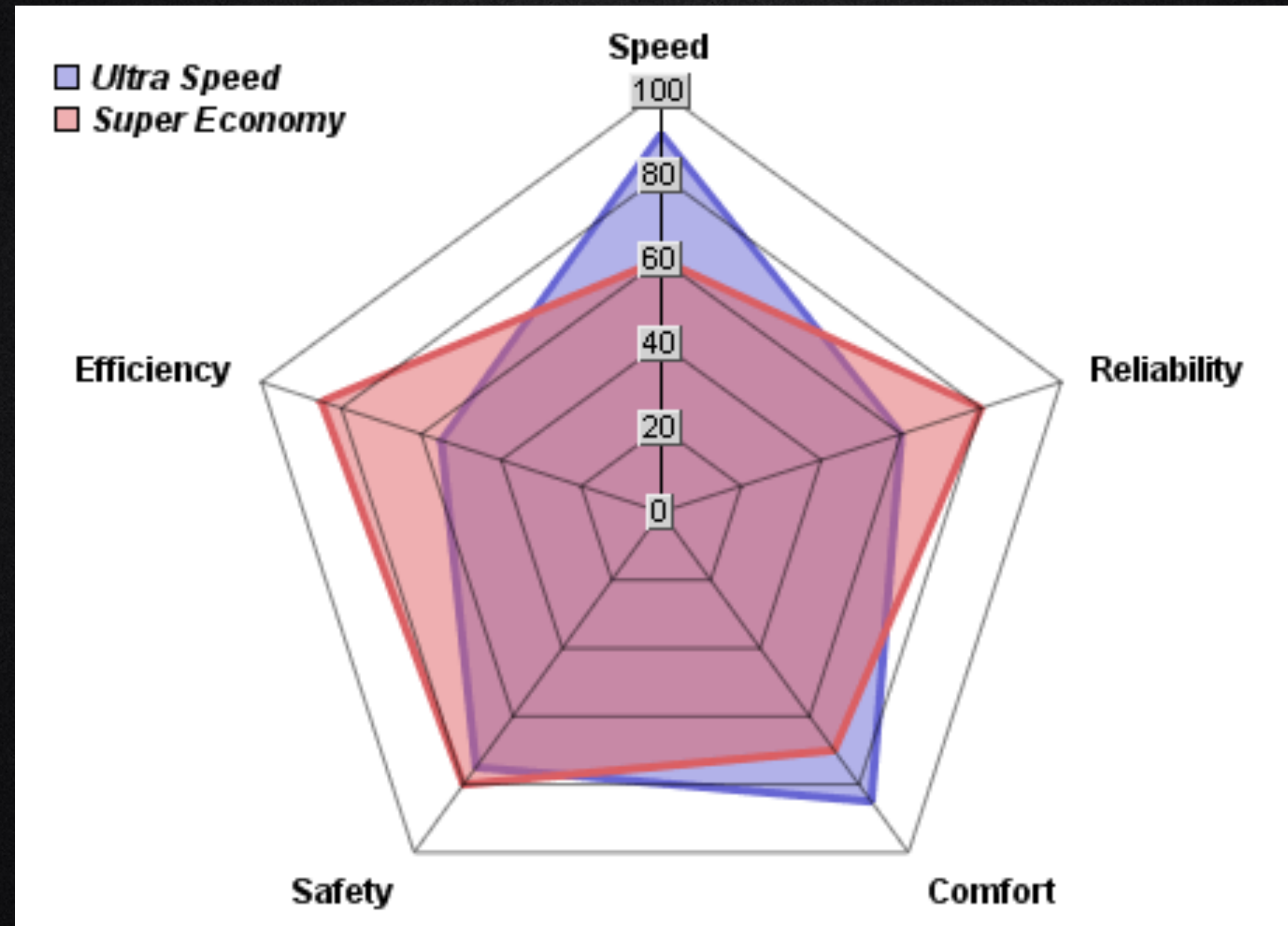


招式#19 开心舒适每一天

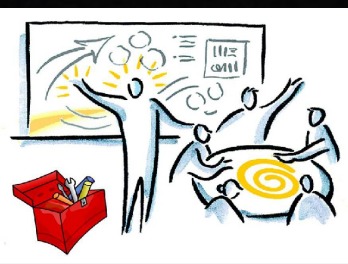




招式#20 地狱团队/天堂团队



也可以
用于个人



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Facilitator

使一个行为或过程变得容易，或者更容易的个人或事物





做好迭代回顾会的Facilitator

#Define ScrumMaster as a Facilitator



做好迭代回顾会的Facilitator

Facilitator 就好像父母帮孩子抓住自行车，
然后再放手



Andrew Rixon

<http://www.anecdote.com/2006/11/what-kind-facilitator-are-you/>



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谢谢!



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