“Agile Retrospectives”
What they are, Why they are important, How you do them, Real World Case Example

The Conference
The Keynotes
The Performance Excellence Track
Memories of…
Lessons Learned
Aha Moments
What Worked?
What Needs Work?
Purpose and Agenda

PURPOSE:

To quickly share the concepts of Agile, Scrum’s, Sprints, and Retrospectives.

11:00  Scott to tee-up the Session

Run a ‘real’ retrospective with key stakeholders from the ‘system’

Sprinting to New Orleans!!!

11:55  Close out and Adjourn
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<th>Role</th>
<th>Name</th>
<th>Company/Institution</th>
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<td>CISE/Member-Customer/Provider</td>
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What is Agile?

Terms and Concepts to contend with:

*Agile* is the ability to create and respond to change. It is a way of dealing with, and ultimately succeeding in, an uncertain and turbulent environment.

Agile is an *iterative approach to project management and ‘solution’ development that helps teams deliver value to their customers faster and with fewer headaches*. Instead of betting everything on a "big bang" launch, an agile team delivers work in small, but consumable, increments.

You still need clarity on the vision and DONE. You still need an Integrated Master Plan. You don’t need an end2end Integrated Master Schedule (IMS).

Agile fits/integrates very well with John Doerr’s *Measure What Matters*—OKR methodology.

**Components are:** Scrums, Sprints, Retrospectives, Use Cases, Reviews, Planning (short interval scheduling)
A solid reference for you on the key terms, abstractions, concepts for Agile, use this link just below...

https://www.scrum.org/resources/blog/gross-definitions-144-agile-terms-you-simply-have-know?gclid=CjwKCAjws8yUBhA1EiwAi_tpEYn5NsSicNyLD9WyRGATaM1_RIB7mY8EcjpxwcT1zsSp79-lizIZRoCdM0QAvD_BwE

**Scrum** = Agile, incremental and iterative development method, documented in the Scrum framework, which is a set of practices, roles, events, artifacts, and rules designed to guide the team in the execution of the project.

**Sprint** = A LEAN sprint is a time-boxed iteration cycle for sourcing, ranking, and testing new ideas. At the end of a Sprint you have achieved Significant Accomplishments and Key Results and often have ‘new, improved, functionality/capabilities.’

**Reviews and Retrospectives** = Reviews essentially evaluate, demo the work done in a Sprint. A Retrospective is about reviewing how the next Sprint(s) can be better. Today is a combo of both but primarily a Retrospective.
What is Scrum?

Scrum is a framework that helps teams work together. Much like a rugby team (where it gets its name) training for the big game, scrum encourages teams to learn through experiences, self-organize while working on a problem, and reflect on their wins and losses to continuously improve. While the scrum I’m talking about is most frequently used by software development teams, its principles and lessons can be applied to all kinds of teamwork. This is one of the reasons scrum is so popular. Often thought of as an agile project management framework, scrum describes a set of meetings, tools, and roles that work in concert to help teams structure and manage their work.
What is an “Agile Retrospective”?
The 5 Stages of a LEAN Sprint

1. Expose problems
2. Define solutions
3. Shortlist solutions
4. Test solutions
5. Decide on solutions

**Sprint Retrospective**
Meeting after Sprint Review to review processes

- What went well?
- What could be improved?
- How can we improve it?

30 min - 3h
Self-analysis on how to work
Problem analysis and improved aspects
Framework improvements
Product owner + Scrum team

**The Difference Between**
**Sprint Review & Sprint Retrospective**

**Sprint Review**
Is about demoing the work that was just completed.

**Sprint Retrospective**
Is about identifying areas of improvement to make the next sprint better.
Why is the Concept of Agile Important?

It’s not IF you are Innovating it’s how FAST you are Innovating that Matters…..

And, **Jumping from one Curve** to the next is often a critical to Success Factor.

Learning how to Master ‘speed’, flexibility, rapid communication and coordination and how to reduce latencies is super critical.

Accelerate Benefits Realization!!!
They reflect behaviors that build Learning Organizations.....
They reflect behaviors that create Full Potential Performance Organizations.....
Reviews & Retrospectives fuel Double and Triple loop learning

They reflect thoughts, words, deeds that build Learning Organizations…..
8 ‘hot topic’ Interactive Sessions led by Thought Leaders

1. Joan Tafoya—Meta & Victoria Jordan—Emory Healthcare: Building Cultures that nurture engagement and catalyze effective and efficient continuous improvement
2. Kerri Alderman—UPS & Eleke Ukpabi—Ruan: Novel strategies and tactics to address Supply Chain Challenges
4. Ben Amaba—IBM & Renee Thiesing—Simio: Data Scientist and ISE How to create insights and provoke timely decisions and actions in the face of all the data
6. Scott Sink—Va Tech & TPG & Sze Yee Thong, Flex: Operational Excellence—The three finalists for Operational Excellence Best Practice will present their great initiatives/projects. (FLEX)
7. Christine Wiesniewski—Consumers Energy: Resilience Engineering and Management in the face of Volatility, Uncertainty, Complexity and Ambiguity
8. David Poirier—The Poirier Group & Joan Tafoya: Sustaining Cultures and High Performance in an era of hybrid work environments

And there’s more reasons to attend.....

Great VALUE for you and your company—we’ve assembled a team of thought leaders you won’t find anywhere else...

9. The ISE Outstanding Capstone Senior Design Showcase and Finalists Presentations: See and Hear about the top 3-4 Finalists in our annual ISE Capstone Senior Design Competition. (Sunday-Monday)
10. The Outstanding Service Systems Engineering Competition Finalist Presentations (Vittal Prabhu, PSU)—See and Hear about the top 4 Finalists from our Annual Service Systems Engineering Competition. (Sunday)
11. Other Performance Excellence mini-sessions: We’ll have another 10+ short, 20 presentations that will be programmed on Tuesday to round out our Performance Excellence Track. (Tuesday)

Seattle, IISE Annual Conference, CISE’s Performance Excellence Track—See you there!!

Don’t forget our fantastic Keynote Presentations Sunday, Monday and Tuesday mornings.

The Opportunity to Network, build your ISE connections:

- Industrial Advisory Board Town Hall—Sunday afternoon
- ISE Practitioner Leadership Mixer—(special by invitation mixer for Industry Practitioners, Young Professionals, and Students, Sunday 5-6:45)

Sample Questions for ‘Retrospectives’

https://easyretro.io/blog/23-questions-to-ask-during-a-sprint-retrospective/

Examples from ‘literature’ (IoT)

- What helps you to be successful as a team?
- How did you do this sprint?
- Where and when did it go wrong in this sprint?
- What do you expect, from who?
- Which tools or techniques proved to be useful? ...
- What is your biggest impediment?
- If you could change 1 thing, what would it be?
- Can you reiterate the most important thing you learned today?
- How are you feeling about our next sprint now that we’ve identified these issues?
- Is anyone confused or unclear on any of the items we discussed today?
- Do all of our next steps make sense?

https://www.infoq.com/articles/4-questions-retrospective/

Fundamental Questions for today’s Retrospective

- What Worked? (Appreciative Inquiry)
- What Needs Work?
- What have we Learned?
- What are we curious about, what still puzzles us, what do we want/need to know to succeed going forward?
- What’s the next Sprint (Purpose, DONE/Success, Strategy for Success, Requirements for Success) need to look like?
Let’s do the Review/Retrospective

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                                    Jared Frederici--TPG  
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Conference Manager:  Anna Johnston--IISE  
Director Continuing Ed:  James Swisher-IISE
Reminder, these are the basic questions

What Worked?

What Needs Work?

What did we Learn that will help in next ‘Sprint’ to New Orleans?
What are we still curious about?

What are critical to success requirements for New Orleans?
Thoughtful, exemplary ‘review’ from Chris Wisniewski, CISE Consumers Energy

What Worked:
- Attendance was higher than foreshadowed the day prior
- Engagement seemed good, from a qualitative perspective
- We have amazing CISE members, such a wealth of insights / experiences & diversity

What needs Work
- Improve the conference app to enable: Session opt-in to predict some level of attendance, material / content sharing, attendee contact info, option to add sessions to your calendar w/ the location, survey results visible in real time like Slido or teams
- Visibility into the session survey results
- More swag to market our awesomeness

What have we learned
- This was my 1st conference, don’t have a comparison per se ... I learned a lot on the logistics, mechanics, the attendees & my CISE peers 😊😊
- Learned the attendees like the connection – is there something we can do to foster this collaboration & mentorship (maybe there’s something already & I need to uncover it)

What are we curious about
- Pull from industry to understand the hot topics, what are the sessions they want?
- Is there a way to capture our best practices / pro tips ... to enable us to steal shamelessly from each other in CI fashion
- How to launch a regional chapter or revive it
Please Consider Joining me/us in New Orleans 20-23 May 2023. Mark your calendars!!!

IISE’s new Operational Analytics Certification Program compliments our LeanSixSigma & Data Science Annual Conference

Here’s how to learn more:

https://www.iise.org/TrainingCenter/CourseDetail/?EventCode=OAO
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2022 Webinar Topics under Development

28 June—Agile Operational Excellence/Business Process Improvement 11:30-12:30 pm Eastern
https://us06web.zoom.us/webinar/register/WN_QyjChzXXSpm2ba9UXeVR6w

July:
• Flex Business Excellence Program Overview
• PACCAR Op Excellence Program Overview
• Agile Operational Excellence/Business Process Improvement

August:
• Building and Sustaining Effective Huddle Systems
• Building Competency Improvement Systems

September:
• Final Four Presentations, ISE Outstanding Capstone Senior Design Projects
• Integrated LeanSigma and Business Process Improvement

And don’t forget IISE’s new Operational Analytics Certification Program...
https://www.iise.org/TrainingCenter/CourseDetail/?EventCode=OAO
Customer and Member Satisfaction and Feedback Survey

Agile: Reviews & Retrospectives—Case Example IISE Annual Conf & Perf Exc Track

You can download the deck (handouts)

You can go to this IISE link soon and get deck and recording.


Certificates of Participation will be e-mailed to you within 3 business days.