Inger Dickson
Retrospectives with a Purpose
WHAT DO WE WANT??!?!?

WE WANT TO IMPROVE OUR TEAMS USING THE SCIENTIFIC METHOD AND BUILDING HABITS AND REPEATABLE PATTERNS FOR SUSTAINABLE OUTCOMES!!!
WHAT DO WE WANT??!?!?

WE WANNA KATA!
The Plan

• Cover the basics
• Talk through an example
• Work through your own experiment
Learning Objectives

• An improved understanding of the Toyota Kata
• Your own experimental starting point for applying it at your organization
• Tools to apply the kata
What’s Toyota
What is Kata?

“A predefined, choreographed series of movements, keeping in sync with dynamic, unpredictable actions”

Practice on Principles
Origins of the Toyota Kata: Why Kata

“A predefined, choreographed series of movements, keeping in sync with dynamic, unpredictable actions”

Individuals and interactions

Working software

Customer collaboration

Responding to change
Kata as a picture?
What is Kata?

The changes are small ...and continuous
Reforming the Retro

What Went Well

- Lunch provided
- Kroger, Retail for the Holiday & Following
- Read Maps and putting everyone on same stage
- More Connections
- Format: Open Call
- Moderated Format

To Improve

- Remember: Food & Quiet Space
- Moderated: Revised
- SA involvement: Get a group of people beforehand
- OFF-SITE
- Core Topics: Cross-Departmental: Engagement
- OFF-SITE
- More shared 2015 Plan
- More Breaks?
Reforming the Retro

Do more!  Do less!

I have questions?

Start doing!

Wait - what are we trying to improve, anyway?

Let's get snacks!

Stop doing!

My thing won! We out-voted QA!
Reforming the Retro

Clear the Noise

1) What is our current state
2) Where do we want to go
3) Build intentional experiments toward that goal
Groot had a problem

It was a dark and stormy night...

... It was the best of times, it was the worst of times...

...Friends, romans, countrymen – lend me your ears...
### Step 1: Set your context

<table>
<thead>
<tr>
<th>Focus process:</th>
<th>Challenge:</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Target Condition:</strong> <em>Achieve by:</em></td>
<td><strong>Current Condition:</strong></td>
</tr>
<tr>
<td><strong>PDCA Cycles Record:</strong></td>
<td>Obstacles Parking Lot:</td>
</tr>
</tbody>
</table>

<- Big ->
## Step 1: Set your context

### Focus process: **Software Deployment**

- **Target Condition:** *Achieve by:*
  - % outage to <10% of core hours
  - By 4 iterations

### Challenge: **Unstable environments**

- **Current Condition:**
  - Header | Calc
  - Core hrs/iter. | 80
  - Total outage | 24
  - %age | 30%

### PDCA Cycles Record:

(talk about this next...)

### Obstacles Parking Lot:

1. No visibility
2. No ownership
3. No understanding
Step 1: Set your context

1. No visibility

%age out to <10% of core hours

<table>
<thead>
<tr>
<th>Header</th>
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<td>Total outage</td>
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<td>%age</td>
<td>25%</td>
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Step 2: Plan – Do – Check – Act (PDCA): Experiment Log

<table>
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<tr>
<th>PDCA CYCLES RECORD (Each row = one experiment)</th>
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<td>Obstacle:</td>
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<td>Date, step &amp; metric:</td>
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<tr>
<td>What do you expect?</td>
</tr>
<tr>
<td>What happened</td>
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<tr>
<td>What we learned</td>
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- **Step 1:** Plan
  - Obstacle:
  - Process:
  - Learner:
  - Coach:
  - Date, step & metric:
  - What do you expect?

- **Step 2:** Do
  - Do a Coaching Cycle
  - Conduct the Experiment
  - What happened
  - What we learned

- **Step 3:** Check

- **Step 4:** Act
### PDCA CYCLES RECORD

(Each row = one experiment)

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<td>Sep30-Oct14</td>
<td>• Practice checking the build when deploying</td>
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<td></td>
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<td>Step 1) Radiate build status</td>
<td>• Act on outages</td>
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</tr>
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<td>Metric: 60hrs Core hour avail.</td>
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Experiment Log
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<td>What happened</td>
</tr>
<tr>
<td>Step 1) Radiate build status</td>
<td>• Practice checking the build when deploying</td>
<td>No one did anything</td>
</tr>
<tr>
<td>Metric: 60hrs</td>
<td>• Act on outages</td>
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<td>Core hour avail.</td>
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<td><strong>Oct14-28</strong></td>
<td>• Practice checking the build when deploying</td>
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<tr>
<td><strong>Step 1) L&amp;L</strong></td>
<td>• Act on outages</td>
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<td><strong>Step 2) better reason codes</strong></td>
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Plan – Do – Check – Act (PDCA): Experiment Log Anatomy

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<tr>
<td></td>
<td>First Experiment</td>
</tr>
<tr>
<td></td>
<td>Next Experiment</td>
</tr>
<tr>
<td></td>
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<td>Next Experiment to infinity, or...</td>
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**PDCA CYCLES RECORD** *(Each row = one experiment)*

- **Prediction**
- **Evidence**

Do a Coaching Cycle
Conduct the Experiment

What happened
What we learned
Your role as coach

You are the facilitator – not the player

The Five Questions

1) What is the **Target Condition**?
2) What is the **Actual Condition** now?
   ------(Turn Card Over)-------
3) What **Obstacles** do you think are preventing you from reaching the target condition?
   Which *one* are you addressing now?
4) What is your **Next Step**?
   (Next experiment) What do you expect?
5) How quickly can we go and see what we **Have Learned** from taking that step?

*You’ll often work on the same obstacle with several experiments

Reflect on the Last Step Taken

Because you don’t actually know what the result of a step will be!

1) What did you plan as you **Last Step**?
2) What did you **Expect**?
3) What **Actually Happened**?
4) What did you **Learn**?

----------------------->
Return to question 3
“In shu, we repeat the forms and discipline ourselves so that [we] absorb the forms... We remain faithful to these forms with no deviation.

Next, in the stage of ha, we make innovations. In this process the forms may be broken and discarded.

Finally, in ri, we completely depart from the forms, open the door to creative technique, and arrive in a place where we act in accordance with [our desired outcomes and values].”

Endo Seishiro shihan – Aikido master
**Focus process:**

**Challenge:**

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**PDCA CYCLES RECORD** *(Each row = one PDCA cycle)*

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**The Five Questions**

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2) What is the **Actual Condition** now? *(Turn Card Over)*
3) What **Obstacles** do you think are preventing you from reaching the target condition? Which *one* are you addressing now?
4) What is your **Next Step**? *(Next experiment)* What do you expect?
5) How quickly can we go and see what we **Have Learned** from taking that step?

*You’ll often work on the same obstacle with several experiments*
Further (& favorite) Reading

Mike Rother

• [http://www-personal.umich.edu/~mrother/Homepage.html](http://www-personal.umich.edu/~mrother/Homepage.html)

Hakan Forss (Vision worksheet, and Kata in Lego!)


Melissa Perri (Kata in Product)

• [http://melissaperri.com/?s=kata#.V5gao5MrKL8](http://melissaperri.com/?s=kata#.V5gao5MrKL8)

The Toyota Kata by Mike Rother

• On Amazon!
Image (& other) Credits

Vision and PDCA sheets, samples from
  • http://www-personal.umich.edu/~mrother/Homepage.html

Materials shared via Forss & Rother under Creative Commons
  • https://creativecommons.org/licenses/by-nc/3.0/

Toyotas
  • http://www.futurecarsreviews.com/2016-toyota-prius-concept-picture-hd-wallpaper-dmnin/

Barbell
  • http://www.academy.com/shop/pdp/cap-barbell-lb-solid-hex-dumbbells#repChildCatid=162222

Karate person
  • Freepic.com

Quotes
  • Peanuts – Schulz
  • Tale of Two Cities – Dickens
  • Julius Caesar – Shakespeare
Thanks! Questions, feedback to:
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idickson@thoughtworks.com