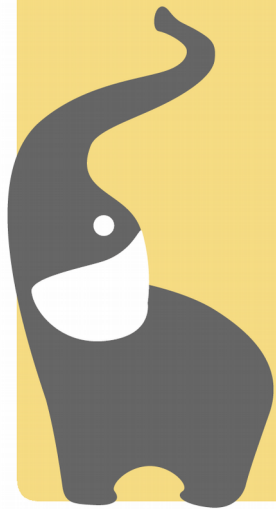


## EVENT



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## EVENT

The current sprint did not end well. Instead of the planned 30 story points you only finished 10 with the whole team by the end of the sprint.

Hans, the star in discipline ABC was out sick for half the sprint. Most stories were cut so that he would have to do important up-front or finishing work on them.

Team morale and mood is very low.



## EVENT

The current sprint has been really good and productive. All the estimated stories have been done. Everybody on the team - including product management - has stated how satisfied they are with the sprint.

A day before the retro one senior developer has approached you. She said that the team does not need a retro. "Everything went super smooth! There is nothing to improve. And that is not only my opinion!"



## EVENT

A glance on to the burn down chart shows you that you have done well in the sprint and are on course.

One of the team members takes you aside and says: "We always discuss the same issues and nothing changes. Can't we stop with the retros?"



## EVENT

There have been many discussions about the user stories in the last sprint. One open question was who was to take care of QA.

"QA isn't gone just because we are working with Scrum now", said one team member: "and the PO has to approve and test every story before it is considered done"

Your PO did not agree with that: "You take responsibility for the quality of the stories, that is why you should test them before showing them in the review"

You have postponed this discussion to the retrospective.



## EVENT

During the last sprint you observed that the team members frequently did not attend the daily standup because of another, parallel project they were involved in.

At the same time there was high demand for discussing most of the user stories. Not all of the questions could be answered satisfactorily.

You also noticed that six active team members still had 13 of 19 user stories in progress on the day before the sprint ends.



## EVENT

During the last planning you had the impression that the team does not feel to be respected and as a peer by the PO.

You sense a "wanting-to" because of "having-to". Not all team members seem to voice their ideas, reservations or arguments in the planning session.

You feel that the development team does not negotiate the requirements honestly.

You have no proof for your gut feeling.



## EVENT

You introduced a work-in-progress (WIP) limit of five to your "in progress" column of your sprint board.

In the last sprint the team exceeded the limit on four out of ten days.

Every time you proposed a "stop-the-line" retrospective which the team declined: This would not change a thing. It's better and more important to get things done than to talk.



## EVENT

Estimations for the last sprints varied and led to hit-and-miss results. The story map for your product is pretty full.

The executive team has asked when to roughly expect the next releases.

The current sprint estimations can not simply be applied to the story map to reach a forecast.

A couple of team members are really angry about the executive enquiry: "We are agile! There should be no time pressure or deadlines!"



## EVENT

The team members are regularly quarreling. Two of them are friends with product management and accept changes during a sprint from it.

The other six team members are irritated by these constant changes in the plan even though all stories are usually done at the end of the sprint.

At the same time the executive team has publicly applauded the improvements in your team. This is being interpreted very differently throughout the team.



## EVENT

Mood and morale in the development team is very low. The product owner is not seen as part of the team. He is perceived as being pushy, clueless, and incompetent.

Because of unforeseeable problems, a crucial requirement did not get implemented. This has led to an escalating, bad mood during the last sprint.



## EVENT

Your competitor released a new product increment last week.

You have also planned to release some of those features in the near future. Still, one of your larger ideas is not part of the competitor's feature set.

The team is very grumpy: the product owner wanted to stop the sprint to re-organize the backlog, which the developers applauded.

The executive team made you continue the sprint, however.



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## EVENT

The product team is working successfully. The last sprints have always been good. Because of that the team has agreed on a launch date for the customers with marketing.

There is still a lot to do. One look at the story map and the velocity right now shows that you are well within the plan.

This morning one of the seniors in the team called you. She broke a leg and will stay out of office for the next six weeks.



## EVENT



## EVENT



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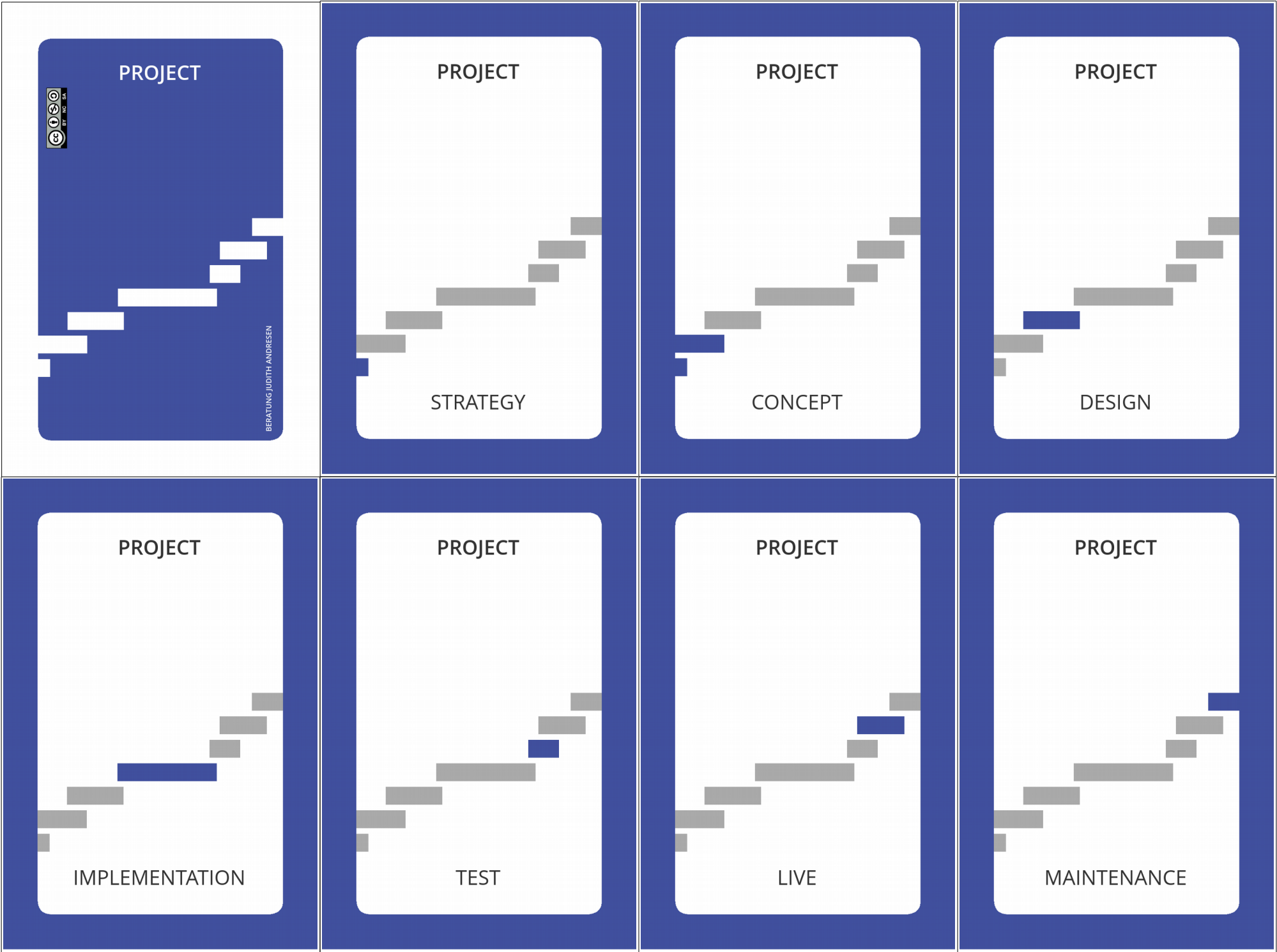


EVENT



EVENT





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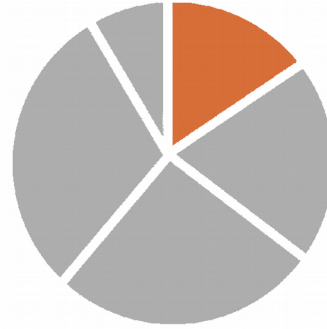
PROJECT PHASE?

## TEAM



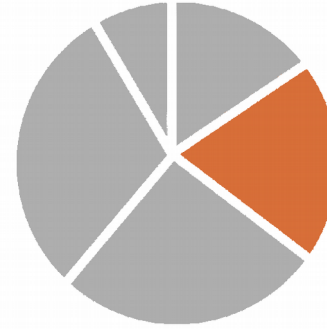
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## TEAM PHASE



## FORMING

## TEAM PHASE



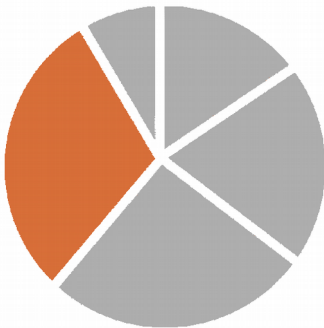
## STORMING

## TEAM PHASE



## NORMING

## TEAM PHASE



## PERFORMING

## TEAM PHASE



## ADJOURNING

## INSTRUCTIONS

### Preparation

- Add more events onto the empty event cards if needed. Use events as examples that you have seen happen yourself.
- If you are structuring your work in classical project phases use the appropriate cards provided. If your phases are called differently (e.g. "just before customer release", "clean-up phase"), add them to the empty phase cards. Choose only those event cards that are used in your projects.
- Shuffle the decks for "Events", "Team Phase", and "project phase" and place the stacks face down in front of you.

### Playing the Game

- Draw one card each from the event, team phase and project phase stack.
- Read the cards out loud and put them down in front of you. Come to a shared understanding of how this team generally behaves.
- All players develop a retrospective that best fits that team in the given phase and event. Describe the retro agenda on a piece of paper. Sketch out flip charts and other material on a piece of paper as well.
- Take turns to present your proposed retro to each other. Give feedback on those ideas.
- Beginn another round of playing.

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translation: Sebastian Thiebes

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