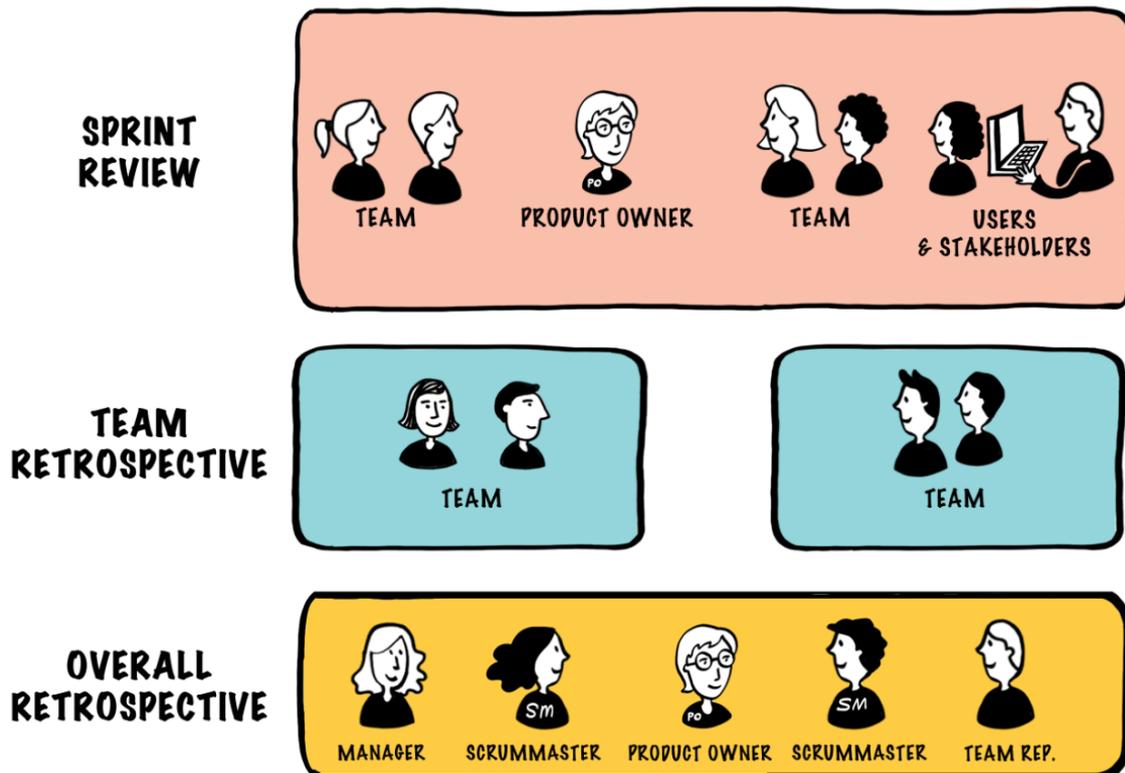# LeSS Retrospective

At the end of the Sprint, all the teams have their individual Retrospectives. This is the same as a one-team Scrum retrospective.

During each of the individual team Retrospectives, they should also brainstorm about larger obstacles that are impeding them and all the other teams and put them on the organizational improvement backlog.

After the Retrospective, an Overall Retrospective occurs.

Retrospective Overview

LeSS SPRINT REVIEW & RETROSPECTIVE

SPRINT REVIEW

TEAM PRODUCT OWNER TEAM USERS & STAKEHOLDERS

TEAM RETROSPECTIVE

TEAM TEAM

OVERALL RETROSPECTIVE

MANAGER SCRUMMASTER PRODUCT OWNER SCRUMMASTER TEAM REP.

LeSS Overall Retrospective

The Overall Retrospective is a new meeting in LeSS. Its purpose is to discuss cross-team, organizational and systemic problems within the organization.

Questions to explore

In an Overall Retrospective, the systemic and organizational issues explored are above the level of a single team. Topics that might be discussed in an Overall Retrospective are:

- How well are the teams working together?
- Are the Communities of Practice working?
- Is there something that a team did that should be shared?
- Are the teams learning together?
- Are teams close to customers?
- Are there systemic organizational issues that cause problems in how teams operate?
- Is the Product Owner doing well?
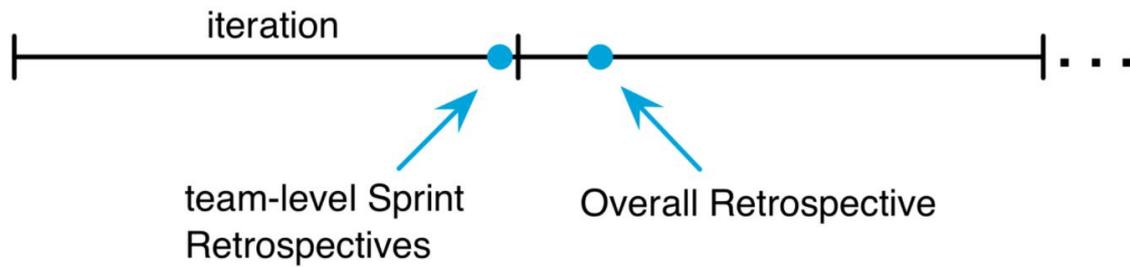- Is the Product Owner maintaining his five relationships?

Participants

An Overall Retrospective is attended by the Product Owner, Scrum Masters, Team representatives, and managers (if any).

Timing

Conceptually, the Overall Retrospective occurs right after the team Retrospectives. Practically, this can pose a problem as the team Retrospectives are often at the end of the day at the end of a Sprint. Not only are people often exhausted, but they also don't have time to continue with another Retrospective meeting.

The common way out of this is to have the Overall Retrospective at the beginning of the next Sprint.

Systems Thinking

An important tool for Overall Retrospectives is to use **Cause-Effect Diagrams**. Having the participants pick an issue and explore the different causes together in front of a whiteboard can lead to big insights and real, useful changes.

Adapted from: https://less.works/less/framework/retrospective and https://less.works/less/framework/overall-retrospective [Accessed 16th February 2021]

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