

RETROSPECTIVE

Learn · Reflect · Improve · Grow

DEFINITION

Latin retrospectare: retro (backwards) · spectare (to look, to view)

A structured review of past phases of work. A tool for systematic learning, deliberate reflection and continuous improvement.

Built on the principles of **involvement and ownership** among participants, for the greatest possible **efficiency and quality** of shared work.

WHY USE IT

Process experiences
Recognize wins and opportunities
Name the challenges
Identify and fix root causes
Transparency and collaboration
Improve processes

WHEN TO USE IT

After a project or milestone
At the end of a work cycle
After workshops and meetings
After significant events
As part of team processes
Alongside change processes

*The perspectives are a starting point.
Adapting them to your context and participants is expressly encouraged.*

Four perspectives

Running it

FOUR PERSPECTIVES

GREEN

What is going well?
What should stay as it is?
What must we keep doing?
What should we do more of?

RED

What is not going well?
What is holding us back?
What has to go?
What are we putting up with?

YELLOW

Where do we need to act?
What should we tackle right away?
What should we reshape or change?

BLUE

Where are our blind spots?
What are we not considering?
Who are we not involving?

RUNNING IT

SETTING flexible · analogue & digital · meeting / workshop / survey	MATERIALS not essential · sticky notes, flip chart, digital	DIFFICULTY easy · self-explanatory · usually well accepted · quick and efficient
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01	02	03	04	05
Arrive & set the frame Set the goal and time frame Define who takes part Agree on the approach Clarify open questions Create an open, honest atmosphere <i>Frame</i>	Look back & gather input Use the four-color scheme Draw out and probe perspectives Facilitate the process  Optional: scaling questions <i>Progress 0 to 100%</i> <i>Outcome 0 to 100%</i> <i>Capture</i>	Understand & make sense of it Explore patterns and root causes Surface common ground and differences Discuss how things connect Bring insights to the point Put the findings in context <i>Analyse</i>	Decide & derive actions Set priorities Identify starting points Define the actions Assign responsibilities Agree firm commitments Keep the bigger picture in view <i>Act</i>	Outlook & close Summarise the results Confirm a shared understanding Secure commitment Gather feedback on the retro Set the next date <i>Secure</i>

Involvement and ownership among participants are the key premises for an effective retrospective.