

Sprint Retrospective Questions Cheat Sheet (English)

Created for team leads, Scrum Masters, and facilitators.

How to use this sheet:

- Pick 6 to 8 questions per retrospective.
- Prioritize one or two action items only.
- Assign one owner per action item.
- Define one success signal for the next retrospective.

10 Core Questions

1. Which decision from the last sprint felt wrong at first but proved right?
2. Where did we treat symptoms instead of root causes?
3. Where did we confuse speed with real progress?
4. Which bottleneck was predictable but surfaced too late?
5. Which dependency reduced our ability to steer outcomes?
6. Which work item consumed a lot of effort but delivered little value?
7. Which team habit protected us and should be kept?
8. Which team habit keeps hurting us and should be stopped?
9. Which single change would create the biggest effect in the next 10 days?
10. How will we measure whether this change worked by the next retro?

5 Smart Add-On Questions

11. Which unspoken team rule made good work harder than necessary?
12. Where did we agree out of harmony, not conviction?
13. Which decision would we make again, but earlier?
14. Which critical information existed but was missing at the point of decision?
15. If we had to remove one process step, which one would improve outcomes?

When To Use Which Question Framework

- High frustration, low focus:
Use root-cause and pattern questions.
- High activity, low impact:
Use value and prioritization questions.
- High uncertainty:
Use decision and learning questions.
- Repeating problems:
Use system and rule questions.
- Strong discussion, weak execution:
Use commitment and measurement questions.

45-Minute Retrospective Flow

- 1) Check-in (5m)
- 2) Gather answers (10m)
- 3) Cluster patterns (10m)
- 4) Decide actions (15m)
- 5) Commit owners and metrics (5m)

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