

You urgently need people in your **meetings** and **retrospectives** who speak up clearly and name critical issues, so that you can quickly recognize and transition away from bad paths?

Unfortunately, the **"obligation to dissent"** – much invoked by McKinsey – only works in theory.

We all know it. The **team** is making a groundbreaking **decision** and everyone seems to agree. Only you seem to have doubts. The **objection** is gnawing away at you, but your mouth remains closed. Playing the role of the spoilsport is unpleasant for many.

Here's a simple **work hack**: appoint your **RASCAL** for each retrospective. His task is to look at all topics from the perspective of the **devil's advocate** and to address the unpleasant topics in a highly official manner. The role of the **RASCAL** rotates and is spontaneously reassigned at the start of each retrospective. This way you ensure that the role, which is often perceived as uncomfortable, becomes a shared responsibility and does not stigmatize a particular individual.





