POWER UP

NAYGN CAROLINAS REGIONAL CONFERENCE

Plenary #3:

Decision Sprint Workshop

Welcome!

Wily

Decision Sprint Workshop

NGYN • July 25 • Duke Energy

We unleash your life’s best work.

Innovate faster with
less risk.

Wily

We run strategy sprints and design sprints + train teams on how to run their own.

Eric Gorman
Owner

Julia Jackson
Strategy

Wily's Past Clients and Trainees…

CAMP NORTH END
Our Studio
Wily

Target customer + target moment

Overview

Wily

Our plan for today

How we’ll roll…

How We'll Roll

- Work alone, together (teams of 4-5 at your table)
- Make room for everyone
- Assume positive intent
- Be brave

Our Plan for Today

- If you feel rushed…
- Or like you didn’t have enough time…

Our Plan for Today

- …it’s because you were rushed
- …and weren’t given enough time

Why Decision Sprints?

Because meetings…

- Are unproductive
- Create false clarity
- Breed like bunnies
- Waste our brains

When should you use them?

- Need to drive consensus
- Make a team decision
- Solve a challenge
- Generate ideas
- Time crunch

What else makes them special?

Default:
Everything at once

Sprint:
One key moment

Default:
Group brainstorm

Sprint:
Work alone, together

Default:
Endless discussion

Sprint:
Fast and decisive

Decision Sprints separate challenges, ideas, and evaluation of ideas into distinct steps.

Wily

Our Challenge

What we hope to achieve + what we're up against

Wily

Our Challenge (5 min)

Identify challenges/ barriers to your physical work environment.

- Keep it concise and legible
- Consider sketching
- One idea per sticky note
- Work silently

Quick Groupings (2 min)

- Stack duplicates on top of each other
- Organize into categories

Time to Vote

CHALLENGES
Smoothing Revenue peaks & valleys
Spreading the Word
Getting Small Wins
Breaking big goals into small Tasks

Wily

Vote on most important challenge

- Three votes per person
- 1 on many, or many on 1
- If there’s a tie, designate a tie-breaker
- No talking

Reframe as Opportunity

How Might We…

- Turn your challenge into possibility
- Not too broad or too narrow
- Skip the discussion

How Might We…

- Post
- Review silently
- Vote
- One vote per person

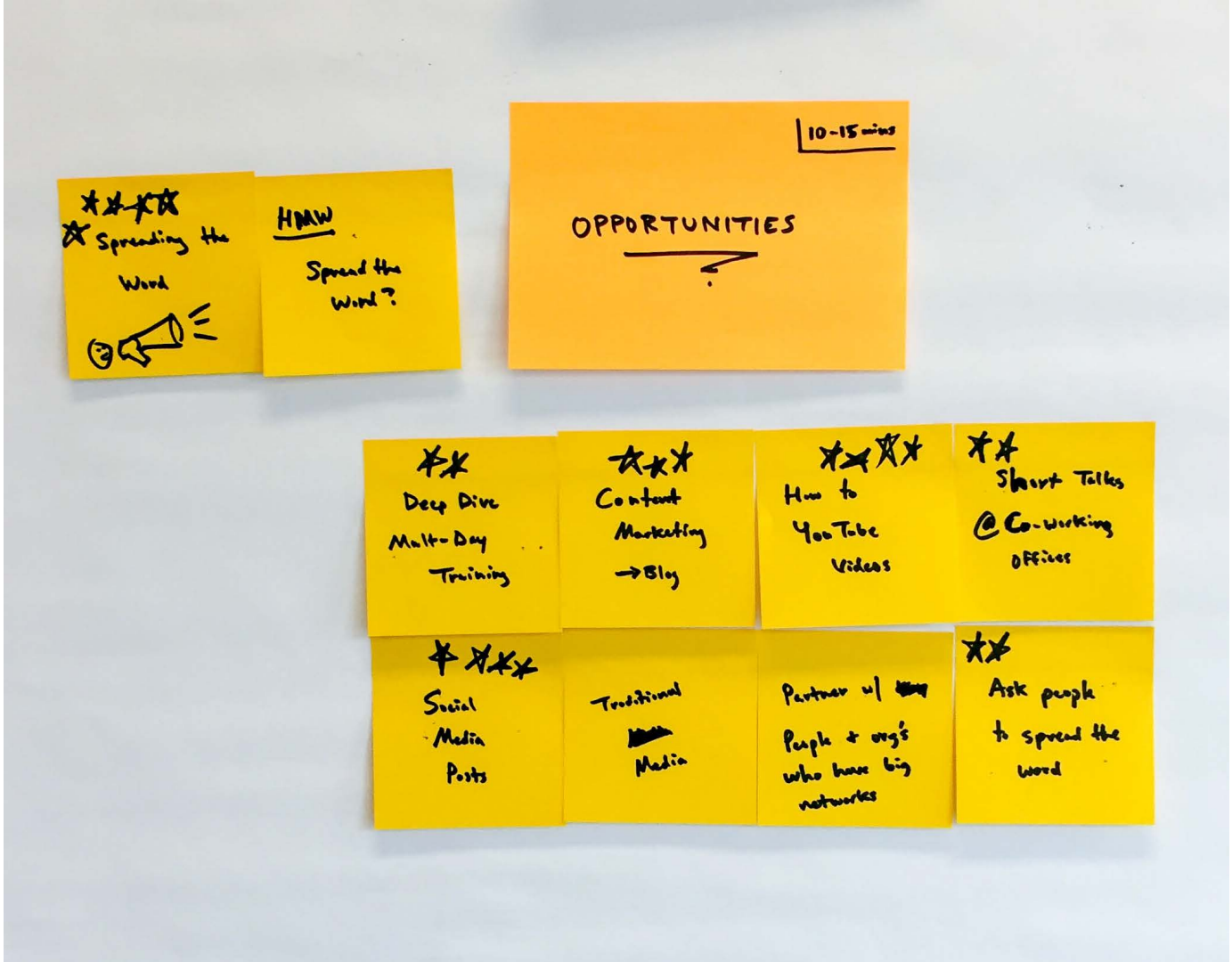
Generate Ideas

How might we solve our challenge?

Ideation

- Individually, generate ideas that address your team's How Might We Statement
  - Generate 3 ideas
  - Reserve judgement
  - Zip the lips
- Write each idea on a separate sticky note

Time to Vote


★★★★★
Spreading the Word
HMW
Spread the Word?
10-15 mins
OPPORTUNITIES
★★
Deep Dive Multi-Day Training
★★★
Content Marketing → Blog
★★★★
How to YouTube Videos
★★
Short Talks @ Co-working Offices
★★★★★
Social Media Posts
Traditional [redacted] Media
Partner w/ [redacted] People & org's who have big networks
★★
Ask people to spread the word

Wily

Vote on best idea

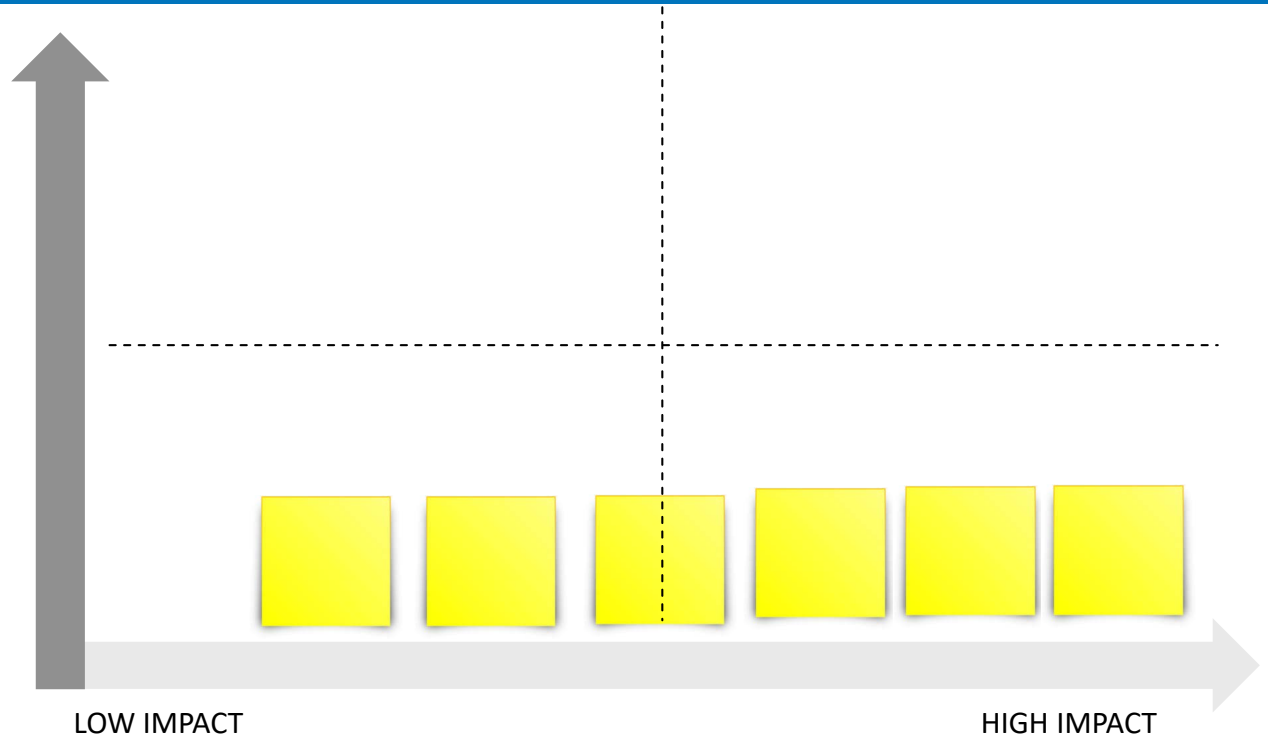
- Choose your best idea + share it aloud
- 2 votes per person
- 1 on many, or many on 1
- Silence is still golden

Evaluate Ideas

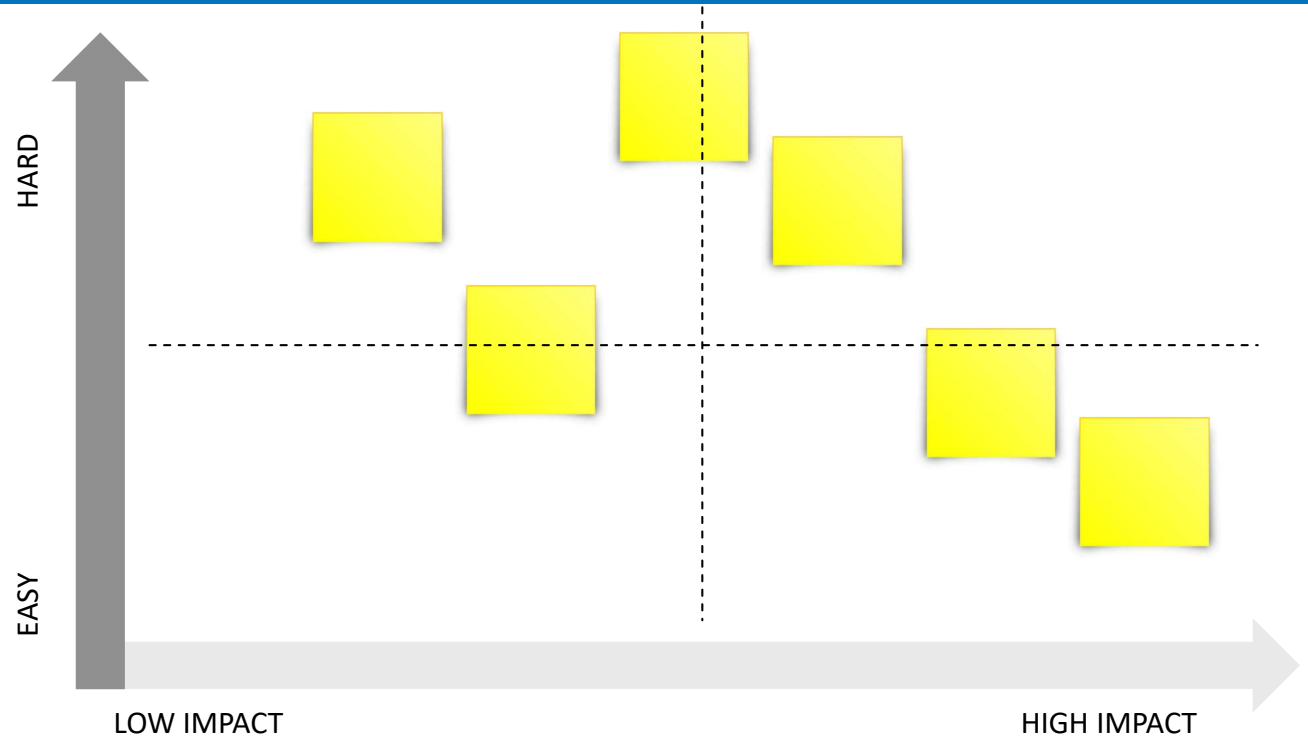
Wily

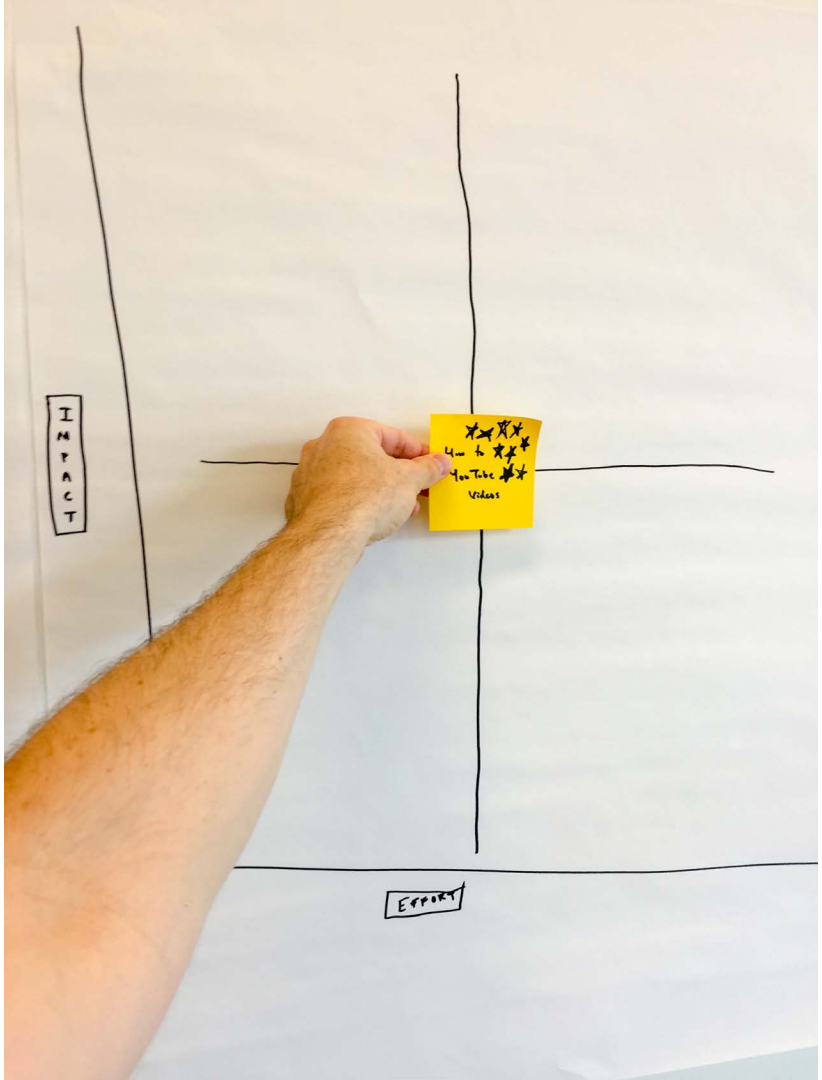
Priority Mapping

Ideation: Priority Mapping

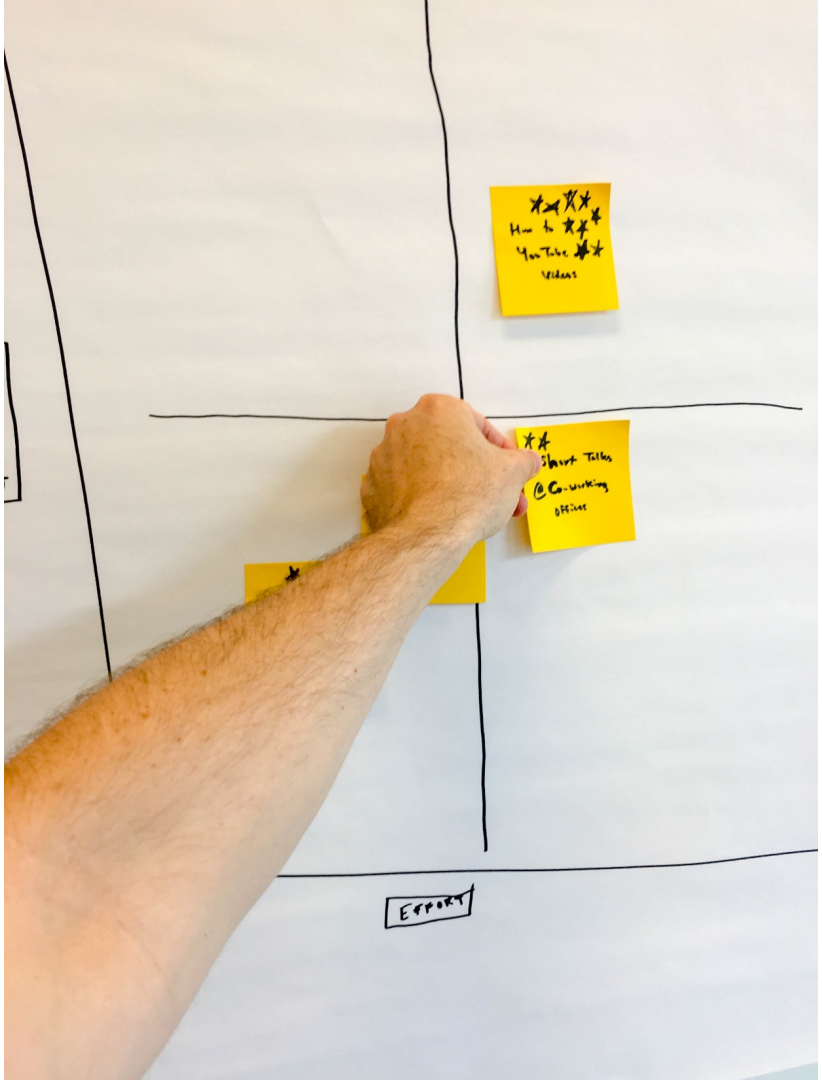


Ideation: Priority Mapping

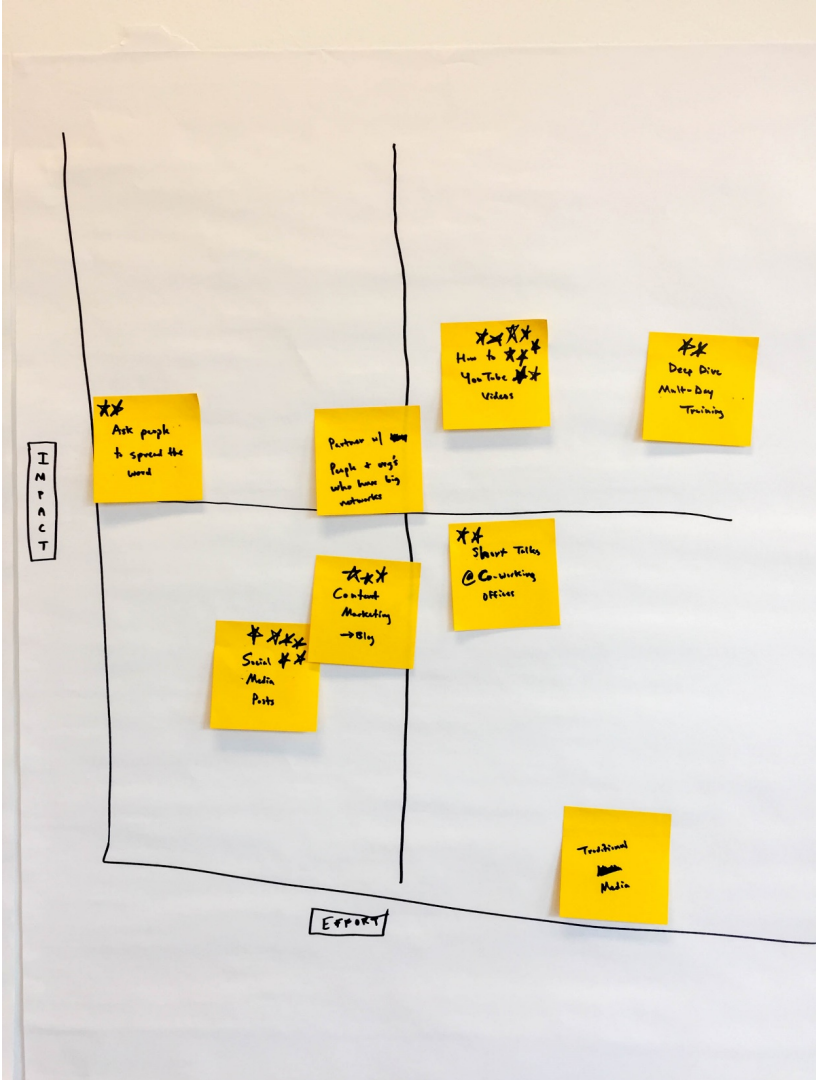




Wily



Wily


IMPACT
EFFORT
Ask people to spread the word
Partner w/ People & orgs who have big networks
How to YouTube Videos
Deep Dive Multi-Day Training
Short Talks @ Co-working Offices
Content Marketing → Blog
Social Media Posts
Traditional Media

Wily

Evaluate Ideas

- 2x2 matrix: impact—left, effort—bottom
- Take ideas with 2 or more votes
- Start in the middle
- “Higher” or “lower,” then “left” or “right”
- Get general consensus on placement

Select Top Idea

IMPACT
Ask people to spread the word
Social Media Posts
EFFORT

Wily

Select Top Idea

- Pick best idea from the sweet spot
- If no “sweet spot” ideas, consider:
  - Picking from the remaining ideas, or
  - Going back to idea generation
- If there’s a tie, just pick one
- No debating

Build Solution

Wily

3-Part Sketch

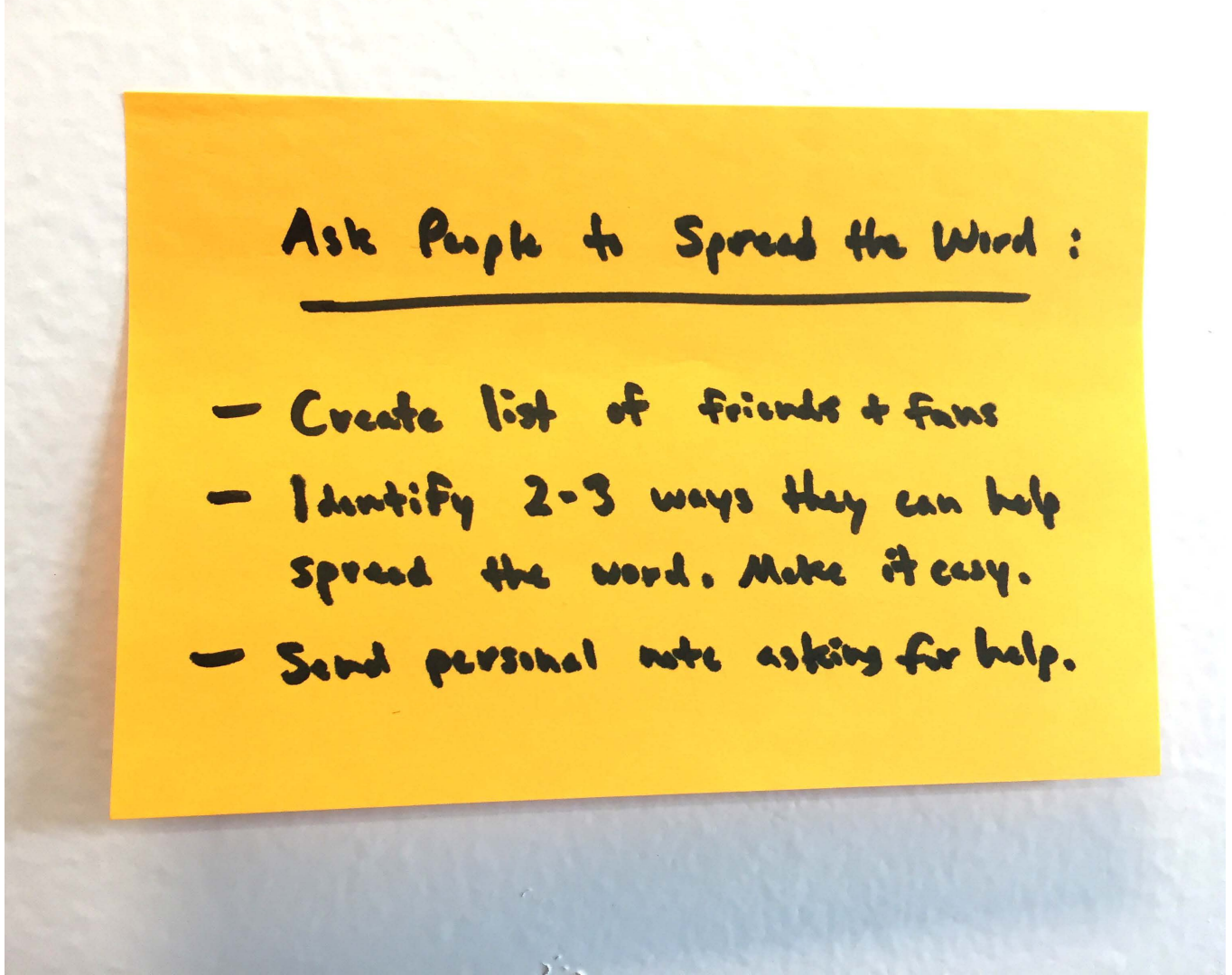
Solution Sketch

- Review top idea
- Develop detailed solution
- Illustrate solution in 3 scenes
  - Self explanatory
  - Catchy title
  - Ugly is okay
  - Okay to use margins

Implement

Wily

Build the steps to take idea to reality


Ask People to Spread the Word :
- Create list of friends + fans
- Identify 2-3 ways they can help spread the word. Make it easy.
- Send personal note asking for help.

Wily

Divvy up tasks, set deadlines, etc.

Congratulations!

Wily

You did it! You are now ready to run your very own Decision Sprint.

Key Take-Aways

- Meetings are inefficient
- Try Decision Sprints as an alternative
- They help you avoid mixing:
  - Challenges
  - Idea Generation
  - Idea Evaluation

Decision Sprints are great for driving consensus and making team decisions.

Wily

But what about big challenges?

Or new product or service innovations?

Or building and testing ideas with customers?

Wily

Design Sprints are a proven, repeatable, hands-on way to validate your idea in weeks, not months.

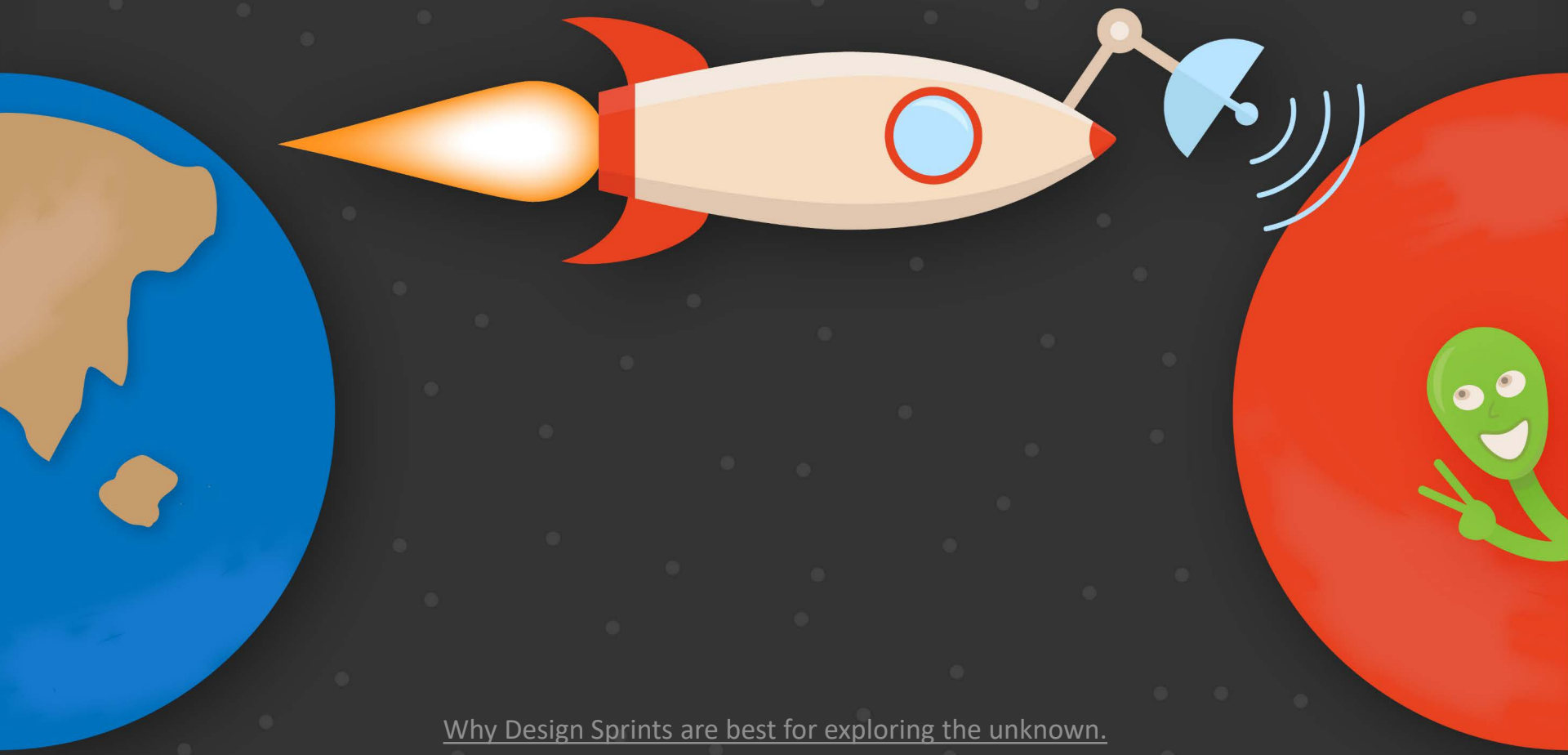
Wily

Design Sprints help you tackle big challenges, make ideas tangible (via prototypes), and test your ideas with real customers.

Wily

Design Sprints help learn what works without spending the time or $ to build the real thing.

Wily



Why Design Sprints are best for exploring the unknown.

Default:
Build MVP

Sprint:
Fake it

Default:
Wait for perfect data

Sprint:
Quick & dirty data now

When to use Design Sprints

- High stakes
- Just plain stuck
- Not enough time

Wily

When not to use them

- The answer is clear
- Squeeze out efficiency

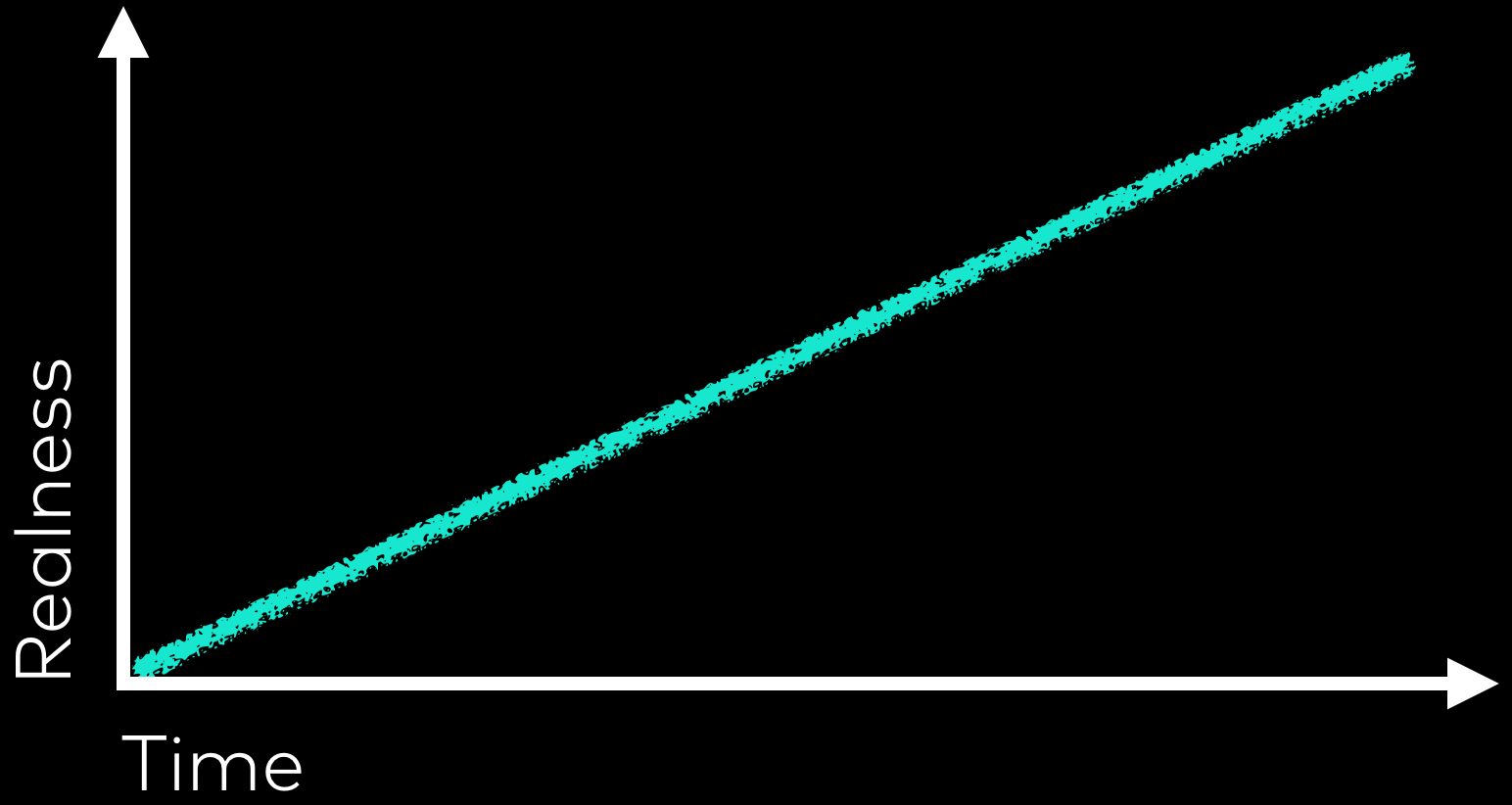
Wily

Prototype

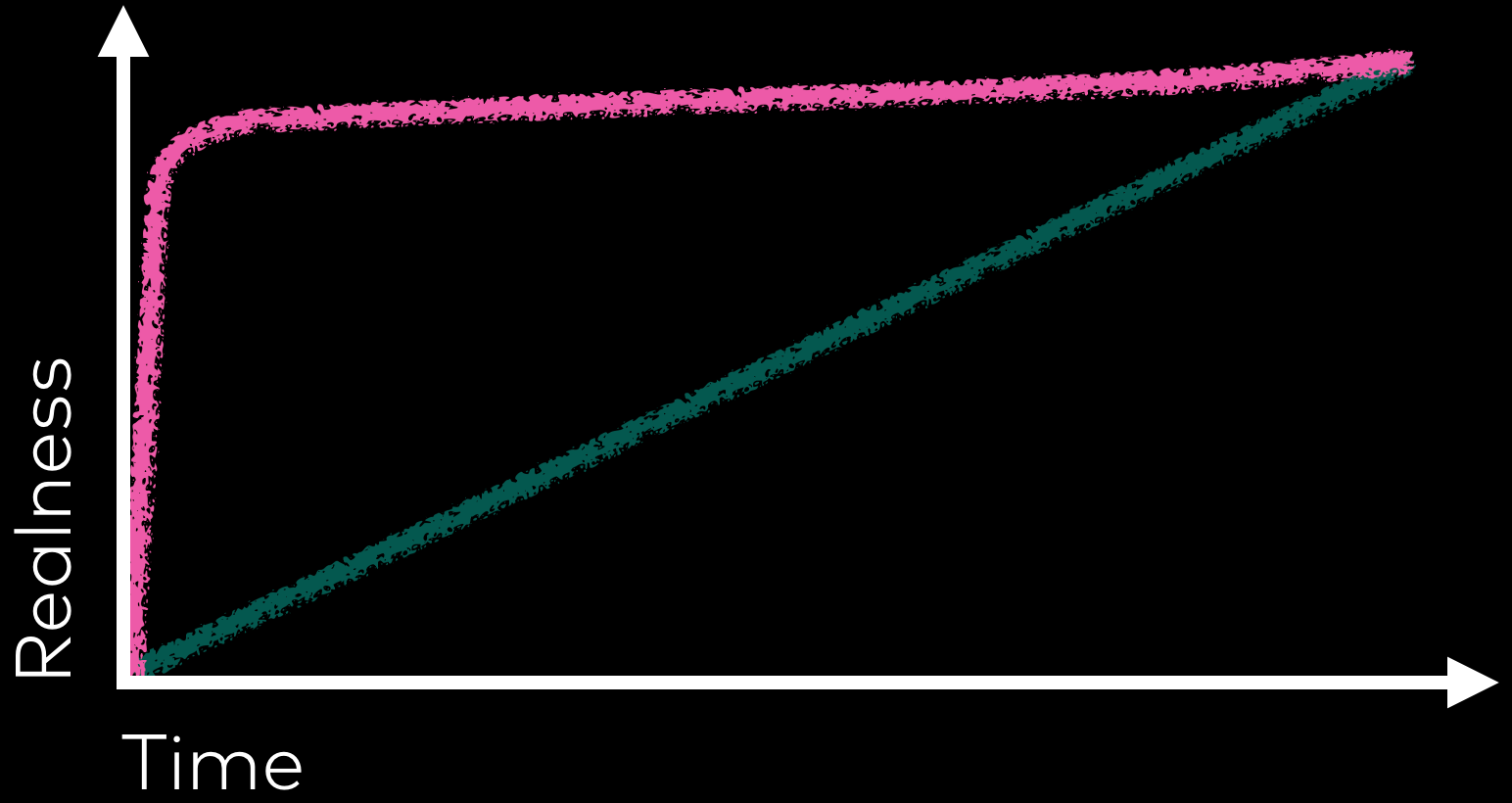
Wily

Build A Realistic Façade.

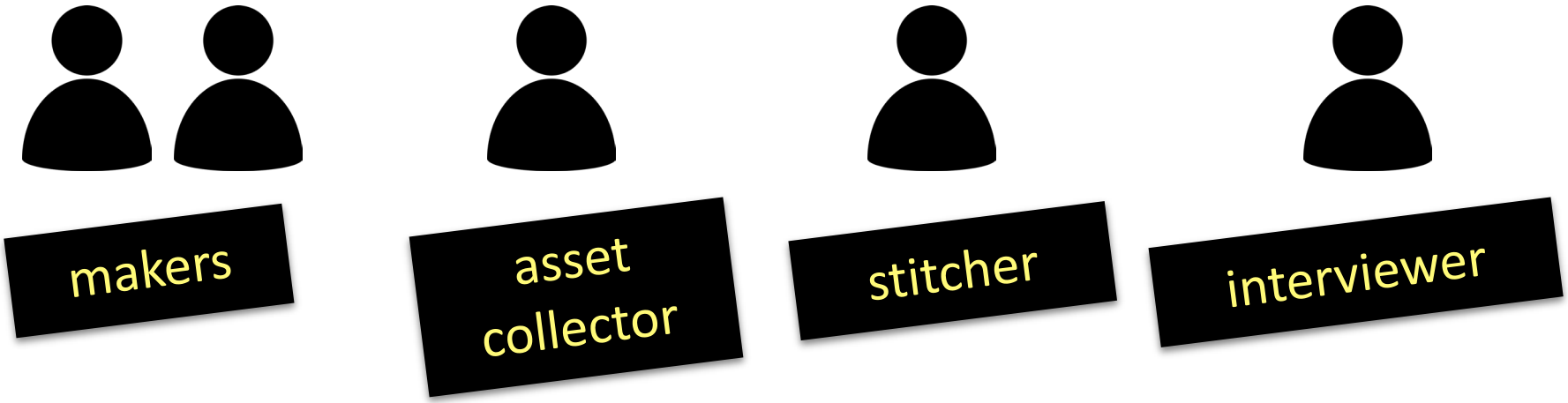
Building A Real Product

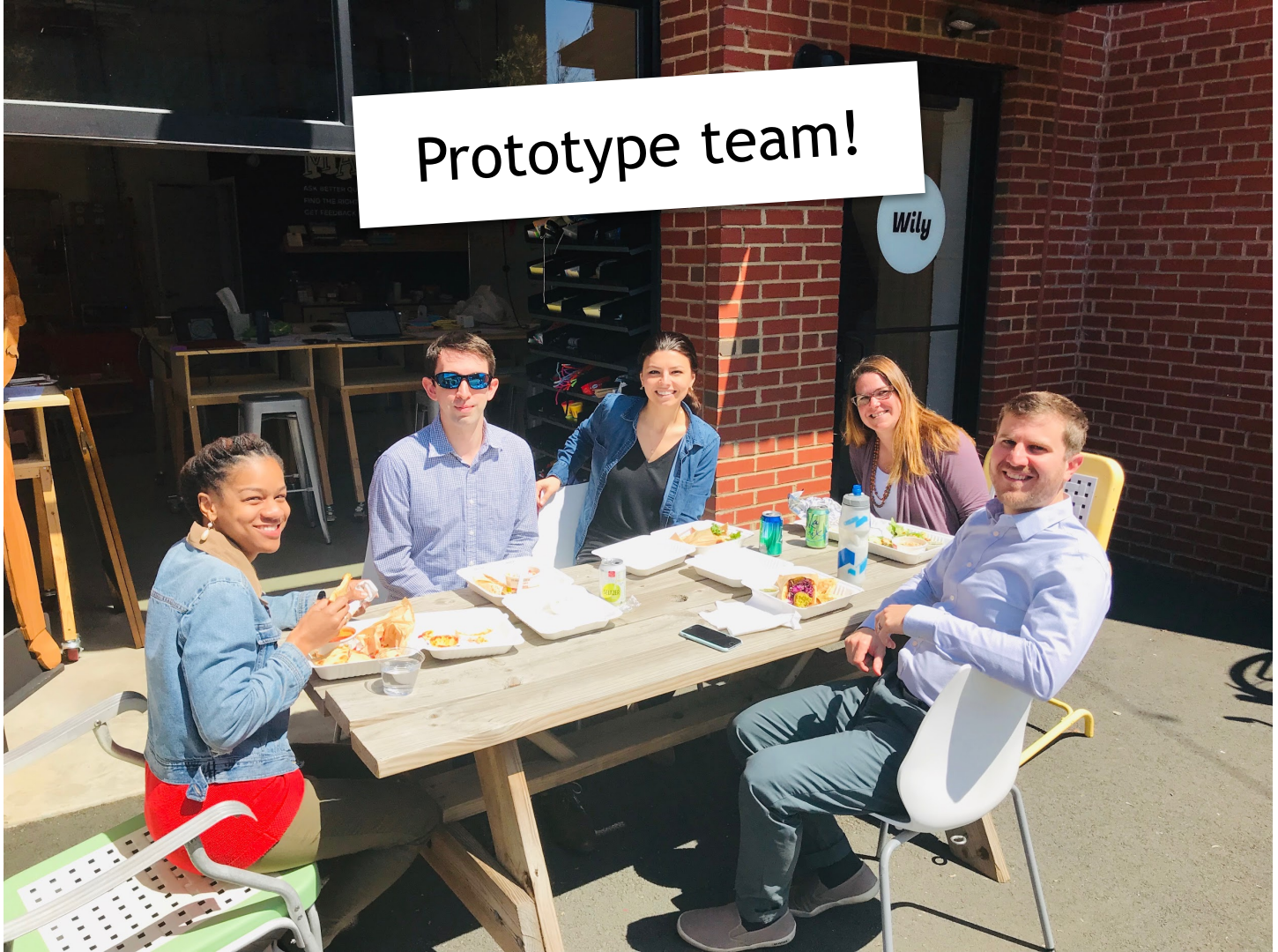


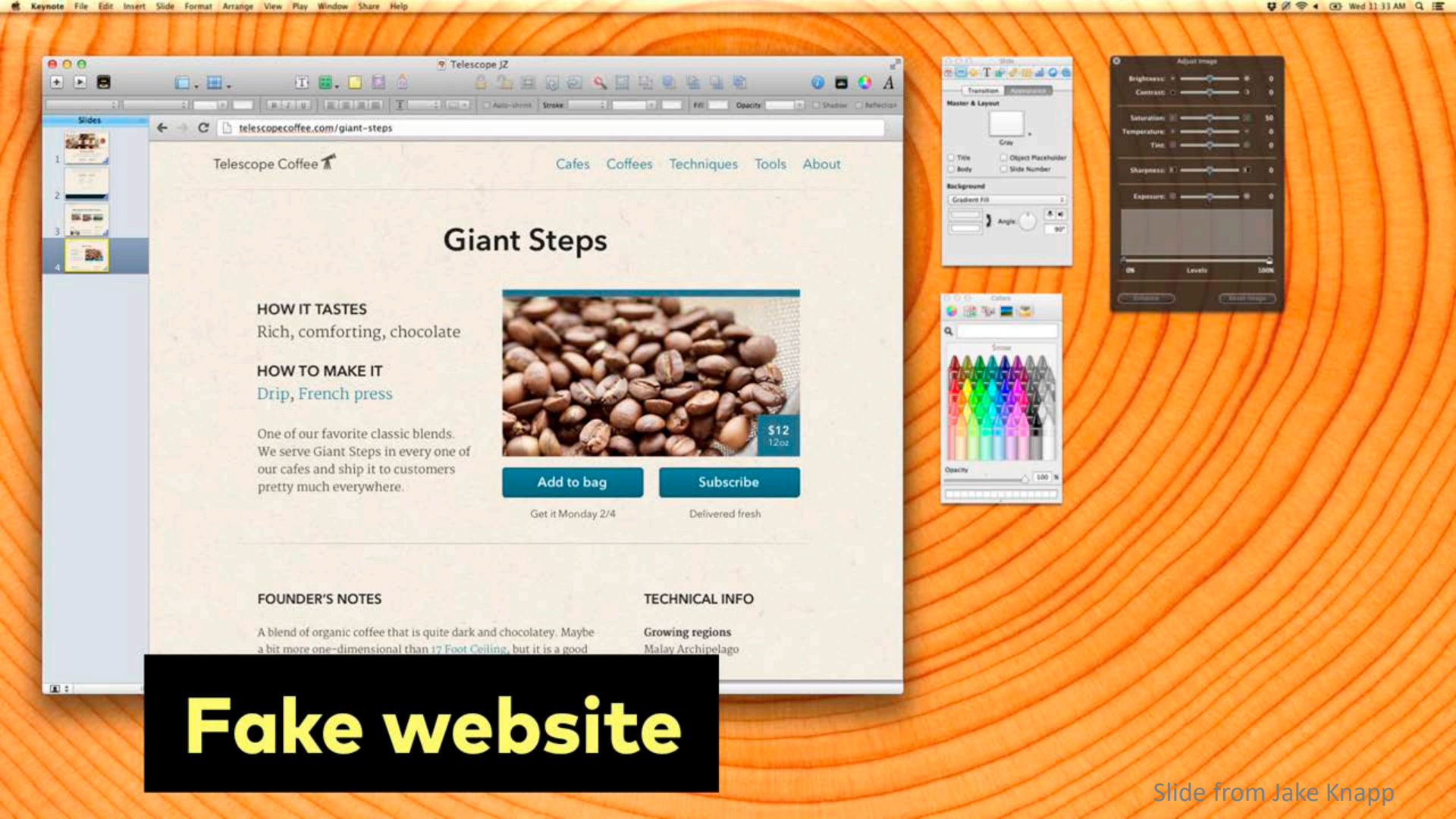
Simulating A Product



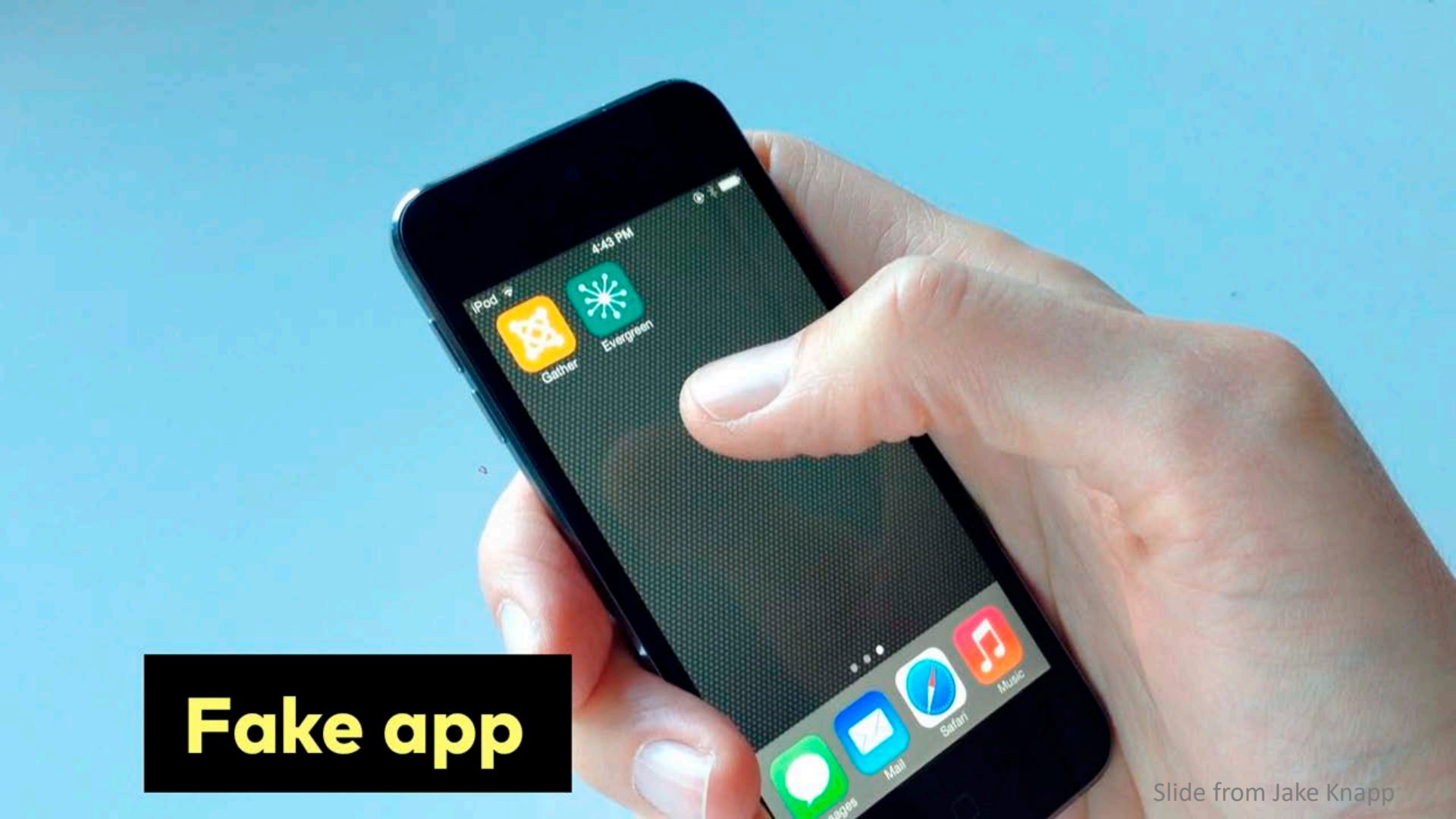
Divide & Conquer




Prototype team!
Wily



Slide from Jake Knapp



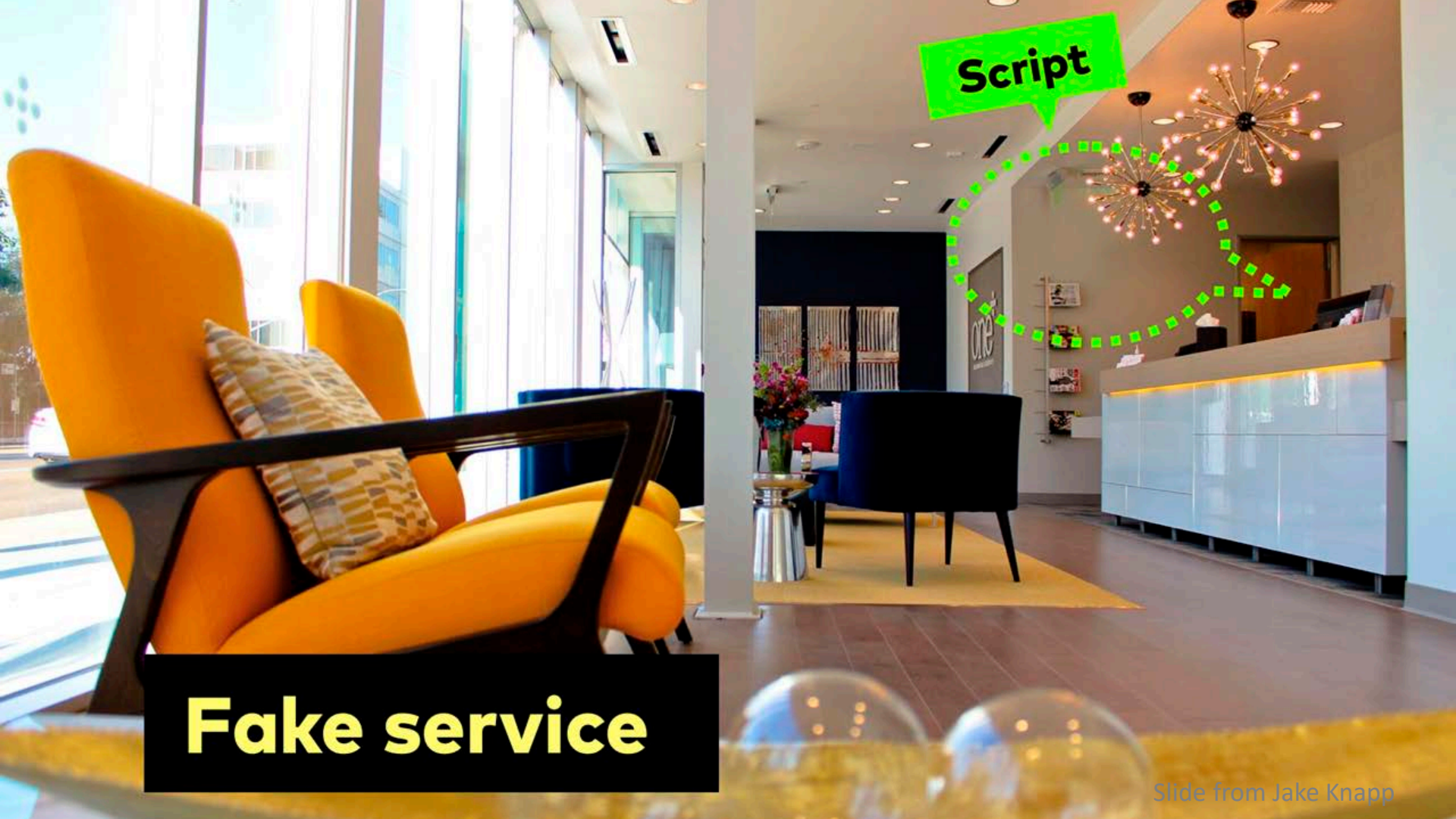
Slide from Jake Knapp

Slide from Jake Knapp

Fake packaging

Slide from Jake Knapp

Slide from Jake Knapp

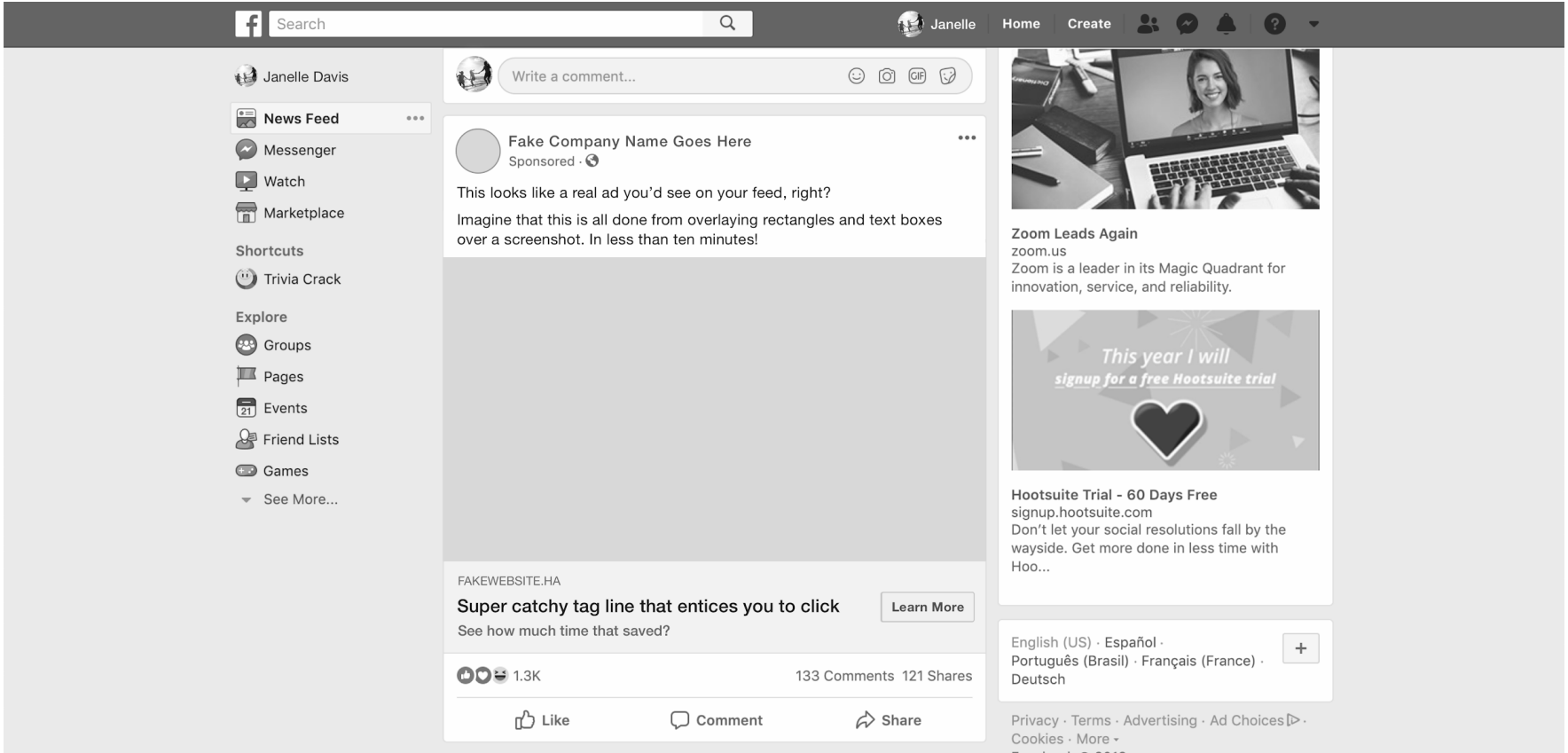


Slide from Jake Knapp

printeria
Tu centro de impresión!

Garden

Fake the Solution



Fake the Solution

Search

Janelle | Home | Create

Janelle Davis

News Feed
Messenger
Watch
Marketplace

Shortcuts
Trivia Crack

Explore
Groups
Pages
Events
Friend Lists
Games
See More...

Write a comment...

#STEAMSaturdays by Digi-Bridge
Sponsored ·

Ready to propel your child's digital education?

#STEAMSaturdays coding and robotics courses now available in the Charlotte region!

STEAMSATURDAYS.ORG

Get your child ready for a career in technology

Now instructing ages 5-14

Learn More

1.3K

133 Comments 121 Shares

Like | Comment | Share

Zoom Leads Again
zoom.us
Zoom is a leader in its Magic Quadrant for innovation, service, and reliability.

Hootsuite Trial - 60 Days Free
signup.hootsuite.com
Don't let your social resolutions fall by the wayside. Get more done in less time with Hoo...

English (US) · Español · Português (Brasil) · Français (France) · Deutsch

Privacy · Terms · Advertising · Ad Choices · Cookies · More

Test

Wily

Learn What Real Customers Think About
Your Solutions.

Test

You can test anything

Test

There are a lot of ways to test

Test

There are multiple ways to test something.

- Interviews
- Observation
- Diary Studies
- Questionnaire

Test

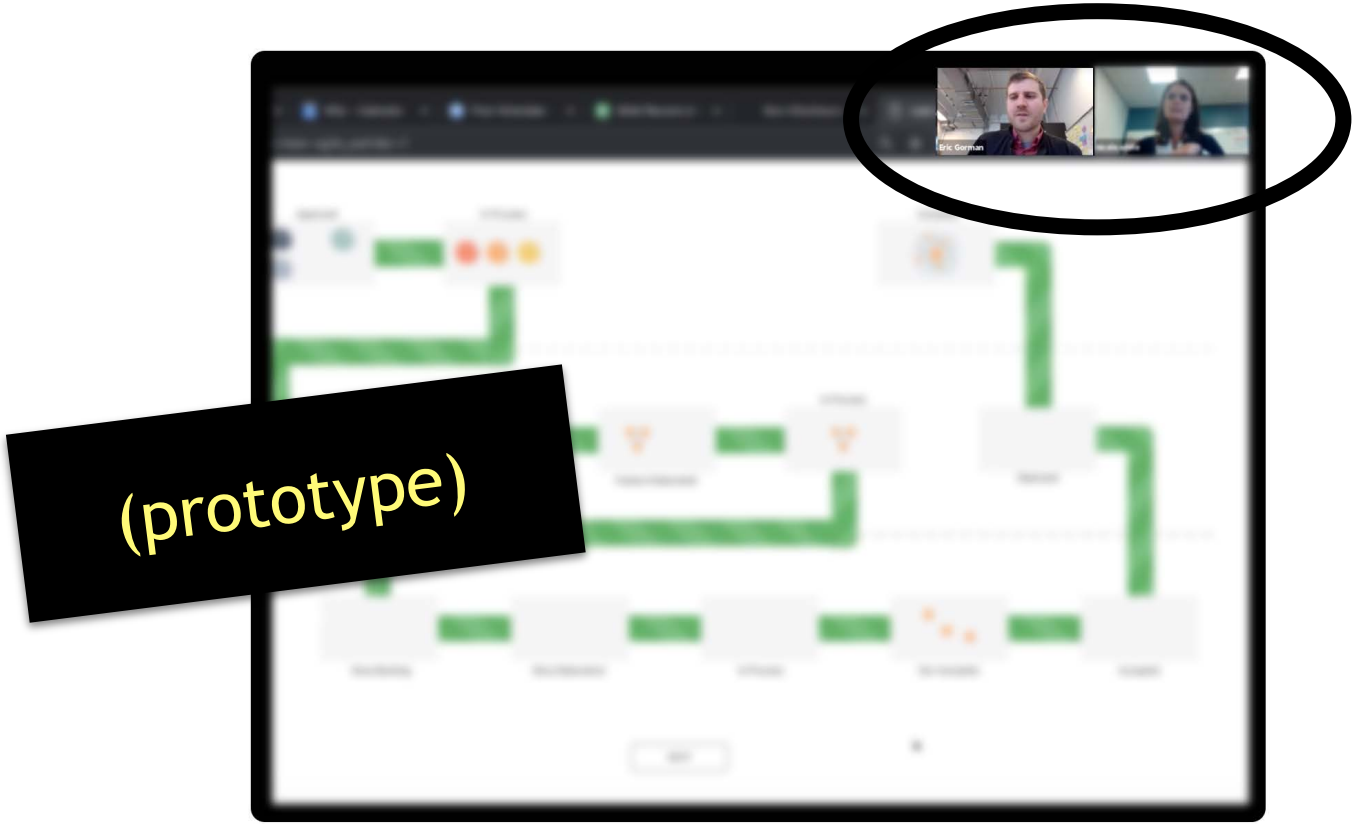
There are multiple ways to test something.

- Interviews <<Design Sprints
- Observation <<Design Sprints
- Diary Studies
- Questionnaire

Test Sessions

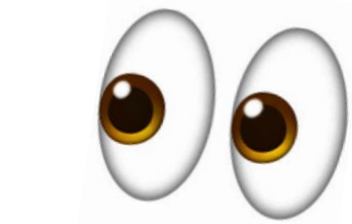
1. No more than 5
2. Avoid “bless your heart feedback”
3. Reactions = gold

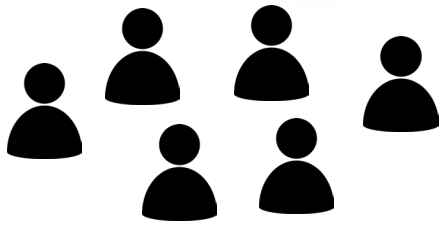
Test Sessions



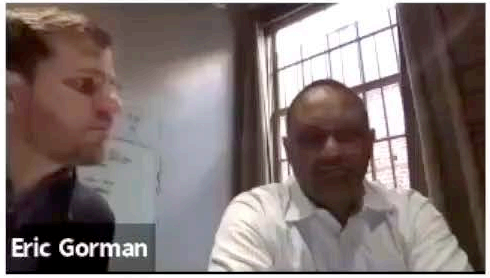
Test Sessions

(prototype)

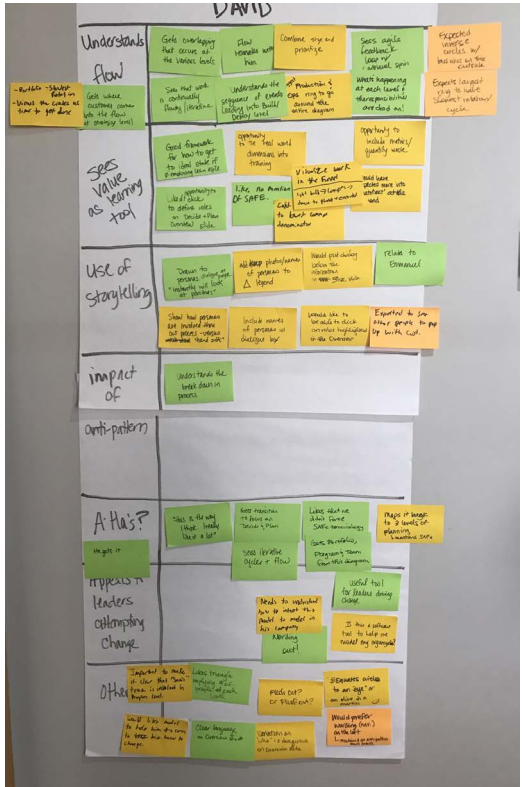


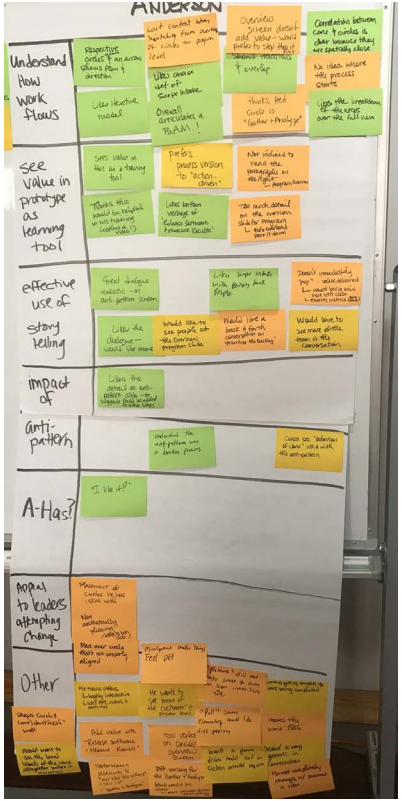


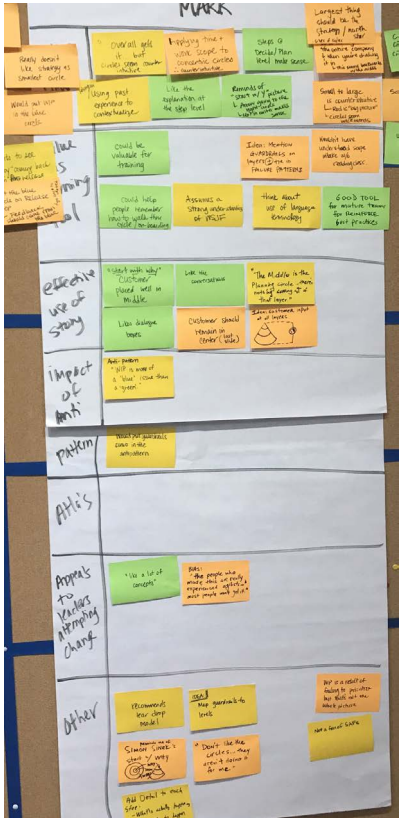
Behind the scenes observation


Eric Gorman

Test Sessions







Validate Concepts

- Group and theme feedback
- Use feedback to inform next steps

Validate concepts

Does the user understand how the work flows?	Positive	He understood: - The different phases of each cycle with quick descriptions of what each does (slide when yellow nodes are introduced) - the arrows that represent the direction of flow - overall articulates a BAM! - correlation between cone & circles is clear because they are spatially close	He understood: - that work is iterative at several levels - sees the feedback look - understands the sequence of events loading into build/deploy level	He understood: - decide/plan overview slide flow of work - gets the mapping of our levels to port/program/team - satisfied his appetite with full view of steps at end - notice/understands arrows showing flow	He understood: - steps at decide and plan level are clear - grasps cyclical/iterative process - visuals clarified relationships at the levels - correlates levels of pyramid circles from sizing & color perspective - understands iterative flow of cycles	- liked the explanation at the step level - steps at decide and plan level made sense - reminds of "start with why" picture (arrow going to the right circle in center makes sense) - customer in circle makes sense, circle does not - likes the pyramid
	Neutral	He didn't quite understand/ suggested: - reduce the amount of yellow dots and use only 2 paragraphs in overview	He didn't quite understand/ suggested: - combine size and prioritize - production and ops ring to go around the entire diagram - portfolio slowest rotation, views the circles as time to get done	He didn't quite understand/ suggested: - prefers seeing the progression	He didn't quite understand/ suggested: -	He didn't quite understand/ suggested: - he was relying on using past experience to contextualize - overall gets it... but circles seem counter intuitive
	Negative	He had no understanding of: - The relationship of the circles (cone and all circles lit up slide) - losing context when outer circles get lighter - how the zoomed in view correlated to the previous view (didn't know it was a zoomed in view and lost context) - thinks red circle is gather + analyze" - no idea where the process starts	He had no understanding of: - why the circles were sized the way they were - expects largest ring to have slowest rotation/cycle	He had no understanding of: - elaborate features should overlap with build and delploy level - interprets Tim sees the feature before feedback loop happens - reinterprets circles as work through the system w/ the antipattern - expects yellow dot for release on build + deploy (blue) - expected scope intake at team level	He had no understanding of: - coordinating team delivery step doesn't make sense, how does that happen? more detail? who's doing this? - would put strategize and align as gathering feedback & design and plan as converting that to a plan	He had no understanding of: - scope = big picture - small to large is counter intuitive, circles seem backwards - largest thing should be the strategy/ north star - really doesn't like strategy as smallest circle
Does the user see value in the prototype as a learning tool?	Positive	He saw value in: - using the characters with real photos to tell the story - likes bottom verbage of "release software & measure results" - thinks this would be helpful in his training (replaces a video!)	He saw value in: - good framework for how to get to ideal state if employing lean agile - like opportunity to click to define roles on Decide & Plan overview slide - likes it, no mention of SAFe	- loved the visual depictions, would love to have - presentation supports desire for top-down ap		
	Neutral	He saw potential for value in: -	He saw potential for value in: - opportunity to tie real world dimensions into training - visualize work in the funnel, light bulb > concepts > down to phases > executed - would have expected more into what's next at the end	- also show bottom-up (closed loop feedback)		
	Negative	There was no correlation of value because: -	There was no correlation of value because: -	- looking for overview of each level (like decide		blue - idea: mention guardrails on layers and tie in failure patterns - wouldn't have understood scope intake without reading close
Does the use of story effect the user's understanding?	Positive	- great dialogue realistic on angi-pattern - likes the diaglogue - would like more - likes scope intake with bringing back people	- drawn to perssonas dialogue on page "instantly will look at personas" - relates to Emmanuel	- continually references story line and personas - conversation clued him into where he was on the map (what point and level) - he remembers the story when we introduce the model w/ customer	-"it's not the process but the value of the conversations being shown here" -"dialogue provides clarity	- "start with why" customer placed well in middle - liked the conversations - likes dialogue boxes
	Neutral	- would like to see people at the overview program slide - would love to see more of the team in the conversation	- show how personas are involved throughout the process - versus "hand off" - add photos/names of personas to legend - include names of personas in dialogue box - would put dialog below the information on 3rd slide - would like to be able to click on roles highlighted in the overview	- include Jo on "gather and analyze" slide	- consider how to illustrate involvement of customer at each level - rich convo about finishing things could be representative at prioritize step - conversation doesn't seem valuable on prioritize step - too obvious, expects more tention - priority override conversation (dialogue option) - kelley	- "the middle is the planning circle there's nothing coming out of that layer"

Real results, quick

Test

Key takeaways:

- You can test anything
- 90% preparation, 10% execution
- 5 tests can uncover 85% of challenges

Further Reading

Sprint
Jake Knapp

Design Sprint Bootcamp

With Jake Knapp

September 10-11

Details + Registration:

wearewily.com/training

Use promo code NAYGN at checkout for a $250 discount

Thanks!

Let us know if we can help and let's keep in touch.
hello@wearewily.com and wearewily.com