Sprint Master Guide

Contents

Prepared by Distinctions (v03/052021)

If you have any questions or need any additional support, please contact us on info@distinctions.ie.

Overview and Terms

The 3-Day Sprint (3DS) meets an immediate need in the market, delivering high impact support to teams in need of a boost in performance. It consists of a 3-hour virtual session once a week for 3 weeks.

Teams pick one area of focus and learn how to architect more effective ways of working together. During the three days, teams will work collaboratively, leaving the Sprint having progressed their project with greater confidence and understanding on performing as a virtual team. In addition to the immediate results, the team will build their teaming skills so they can apply their learning to other projects and work streams, leading to long term ROI.

SPRINT 1	SPRINT 2	SPRINT 3
DISCOVER & DEFINE	CHALLENGE & ARCHITECT	EMBED & EMPOWER
☐ Clarify the team's common purpose	☐ Prototype improvements	☐ Review what worked well, what needs more attention
☐ Focus on and examining one critical area of work	☐ Define team's new ways of work	☐ Embed agreed changes into practice
☐ Map stakeholder influence and interactions	☐ Allocate responsibilities	☐ Discuss how to apply learning to other workstreams
☐ Define areas of improvement	☐ Agree success metrics	

Sprint Master licence agreement:

You agree to apply the methodology, using the branding and tools provided in the delivery of the 3-Day Sprint offering, as per terms outlined below, reporting on the completion of each 3DS.

Distinctions will provide you with the infrastructure needed to deliver the 3-Day Sprint, including a Mural account (first 12 months), sales support and promotional materials.

The 3-Day Sprint has been priced at €2,500.00 for clients. By becoming a certified Sprint Master, you can deliver the 3-Day Sprint to your own clients and/or on behalf of Distinctions.
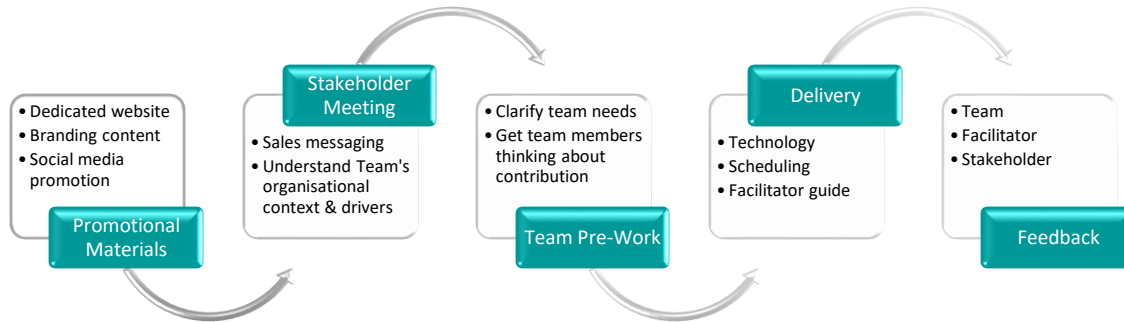
- Where the Sprint is delivered directly to your own clients, the Distinctions license fee is 12% e.g. €300 ex VAT. If you are VAT registered, you will need to adjudicate on VAT applicability.
- Where the Sprint is delivered on behalf of Distinctions, the Associate facilitator rate is €1,600.00 which includes delivery and preparation.

Data protection, GDPR: The client owner is the data controller, Distinctions in our support role are data processors. All data will be treated with care, respect, and confidence.

Invoicing:

Where you are delivering the Sprint to one of your clients, you are responsible for invoicing your client directly, as per your terms and conditions. Upon completion of a 3DS, we will send you an invoice for the agreed licence fee, with a 60-day payment term. Associates will be required to invoice on completion and will be paid within 60 days from delivery.

Sales & Implementation Support

The 3-Day Sprint has been designed and built to capitalise upon the environment we live and work in now. We believe it is possible to present a compelling case, where *NOT* purchasing the 3-Day Sprint is a greater risk than doing so. When communicated clearly, the ROI of the 3-Day Sprint is completely compelling.

The Business Case - high-level points

- 3DS is an action learning process, creating a focus space for teams to work on live projects/ challenges, with the support of a 3DS Sprint Master, to achieve tangible results as they learn.
- Teams build their virtual teaming skills that are now essential workplace skills, generating sustainable practices for the future.
- Brings a practical focus to team development, working with the team on a live project or challenge – meaning immediate ROI/ boost in performance.
- It helps the team create positive energy from collaborating and problem solving, that's been hard to sustain through the transition to remote working.
- It is very economical when compared to consulting services or typical coaching interventions.
- The learning from the 3-Day Sprint can be leveraged again and again, creating long term ROI.
- Leverages easily accessible, up-to-date technologies – e.g. digital workspace, which can become part of the organisation's virtual and blended ways of work.

As a Sprint Master, we will be available to support your sales process and approach. In practical terms, our support to you at a minimum will include:

1. **Sales Meeting Support**

Attendance, at your discretion, at an initial sales meeting with your stakeholders in the buyer organisation.

2. **Sales & Promotion Aids:**
   - Branding assets and promotional materials including PDF and video - Visit the Download Area
   - Website dedicated to the 3-Day Sprint - http://www.3daysprint.ie/
   - Sample introduction 'sales' email messaging - below

Sample 'Sales' Introduction Email

Assumption: A short informal conversation has taken place, and interest is peaked – you are seeking a meeting to discuss the 3-Day Sprint in more detail.
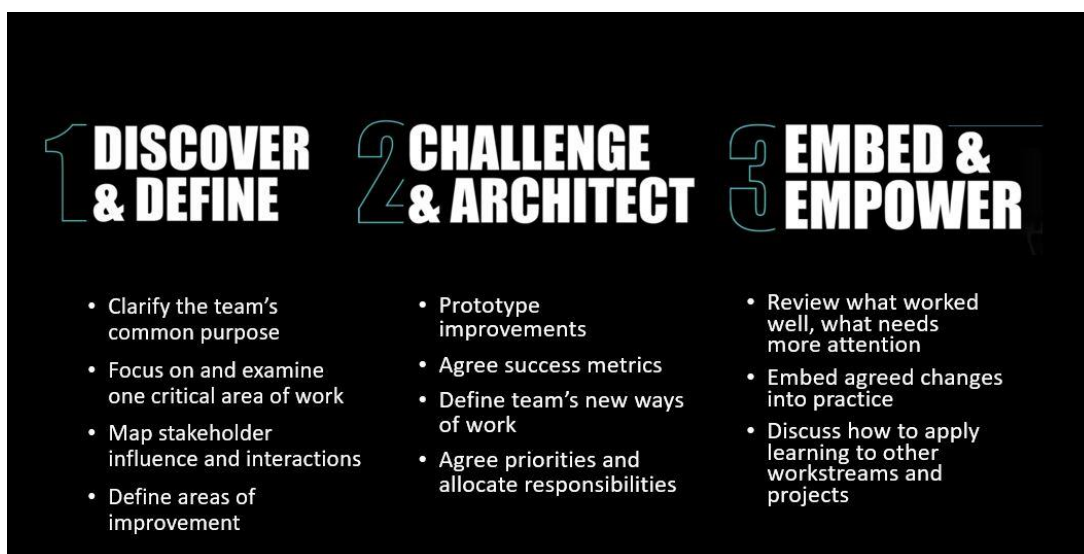
Dear *********,

Thank you for your time on _____ and giving me the opportunity to introduce the 3-Day Sprint for virtual teams. As agreed, below are further details that I hope will support our discussion and give you more clarity on how the 3-Day Sprint works and the benefits for … (one of your teams /the proposed team).

As mentioned, the 3-Day Sprint (3DS) virtual team training was developed by Distinctions, a management consultancy company, leveraging their on the ground experience of transitioning teams to the virtual environment through-out 2020.

The 3DS meets the challenges of remote teaming head on, using accessible technologies to deliver high impact support to teams in need of a boost in performance. It consists of a 3-hour virtual session once a week for 3 weeks, over 3 consecutive weeks.

- The Sprint has a practical focus, channeling learning through an agreed live project or focused work challenge.
- During the three days, the teams will work collaboratively, leaving the sprint having progressed their project with greater confidence and understanding on performing as a virtual team.
- In addition to the immediate results, the team will build their teaming skills so they can apply their learning to other projects and work streams, creating long term ROI.

The Sprint has three distinct stages.

At the end of the 3-Day Sprint, the team will come away with:

- Have a better sense of how to work effectively together as a virtual team, leveraging new technology and models.
- A clear understanding of how the team can leverage their strengths to maximise the positive impact on the project, and
- Have defined actions to move the project to the next level.

The ideal team:

- Will have a specific project or challenge in mind.
- Is between 4 - 8 persons in size.
- Will commit 3 hours, once a week, for 3 consecutive weeks
- Has an organisational sponsor and team leader who will give us a clear picture of the current state of the team and the project/work challenge.

Next Step:

To ensure immediate ROI, it is important that there is a clear focus for the 3-Day Sprint. To support you in this process, we will seek to carry out a team intake with the team's key stakeholder(s). This can be done virtually and will require approx. 60 mins.

I welcome the opportunity to discuss the logistics of this with you and answer any initial questions you may have. We can include discussion on potential delivery dates and arrangements at this time, if the proposal meets your needs and expectations.

Let me know if you are interested by reply. I would be happy to discuss the Sprint and next steps in more detail with you if you would like to suggest a time for a call over the next week or two.

More information on the 3-Day Sprint is available at www.3daysprint.ie. PDF also attached.

Kind regards,

NB.This is available in the Download Area as a word document.

Delivery & Technology Aids

The 3DS is delivered using a digital whiteboard space, Mural, and any video conferencing technology.

Mural Account,

As part of our licence agreement, we will provide you with a Mural account on the Distinctions Workspace for one year. This will allow you to create and manage 3DS canvases for each team you work with. It will also allow us to support you with the creation and management of the custom digital workspaces created for your teams and ensure that you always have access to the most up to date template, as improvements or updates are made.

Appreciating that learning new technologies is a continuous process, we have created a Facilitators Tech Guide, including a YouTube Library of a selection of useful tutorials for Mural, Zoom, Teams etc. We hope this helps you feel more comfortable with the technologies you will use for the delivery of the 3-Day Sprint to your clients. See Download Area

Facilitating through Tech Stress:

We have also developed a 'Getting Tech Ready' guide for the teams you work with, including practical suggestions on how to set up their workspace ahead of their Sprint sessions. It also contains a practice Mural workspace and 3 min introductory video to help them get comfortable with Mural.

This document is available in the Download Area

> *Pro Tip:* *We recommend opening the first Sprint 15 mins early to allow everyone to login to the session and get comfortable with technology before the Sprint begins.*
>
> *New technologies are part of our new world of work. Overcoming tech stress is a new work skill and part of the learning during the Sprint. As a facilitator you can create an 'in it together' atmosphere and de-escalate the stress by managing expectations and normalising it.*

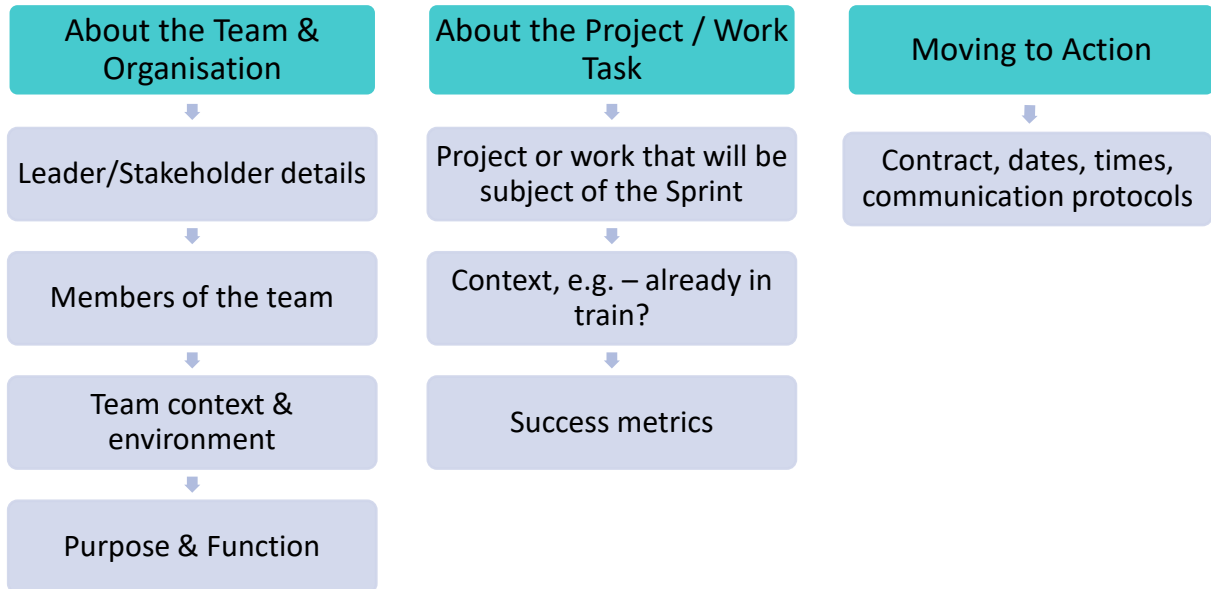1. Stakeholder meeting and fact find outline

To best support the team, it is important to gain an understanding of the team's organisational context and drivers for seeking support. To help you, we have prepared a brief fact find document you can use to guide your conversation with your stakeholders at contracting stage. Visit the Download Area

NB. If you are delivering on behalf of Distinctions, the output of this meeting will be shared with you.

As each customer is different, you will need to adapt your conversations and tools accordingly. However, in our experience it is common to have two or three stakeholder meetings, including;

1. Sponsor – a high-level conversation focused on benefits with a senior leader with spending authority who helps identify a suitable team within their division/ organisation.
2. Sponsor and team leader – a follow-up conversation that explores the potential team. Here you are seeking to explore current projects/challenges that may be an ideal Sprint focus.
3. Team leader – this is the 1-hour team intake meeting (supported by intake form)

An overview of information required pre-sprint:

About the Team & Organisation	About the Project / Work Task	Moving to Action
Leader/Stakeholder details	Project or work that will be subject of the Sprint	Contract, dates, times, communication protocols
Members of the team	Context, e.g. – already in train?	
Team context & environment	Success metrics	
Purpose & Function		

2. 3DS Team Communication and Pre-Work

Hi Everyone,

I am really looking forward to working with over the next few weeks. As agreed, your 3-Day Sprint area of focus will _____. I understand that…. high level description of what the team are working on.

Speak to current state_____and outline the challenge/opportunity…or anything else relevant to note e.g. new team members etc… Over the course of 3 weeks, we will work virtually as a team for three hours each Tuesday morning to identify the key enablers that will help you … (ref as appropriate e.g. project get this over the line.

I will be your Sprint Master on each of the days. You are welcome to view my LinkedIn profile (add link) to get more info on my background. Connection requests welcome. If you would like more information on how we will work through the 3-Day Sprint, you can view the 3DS website.

PRE-WORK

To ensure you are set-up for success, attached is a word document to help you reflect on the key areas that will be covered as we kick off our first Sprint. This pre-work is for your personal benefit and will enable you to contribute more effectively and with confidence on the day.

GETTING TECH READY

The 3-Day Sprint is a virtual team training, designed to build your remote teaming skills. It uses two technologies simultaneously. 1. Video meeting platform and 2. Cloud based Digital Workspace (Mural.co). Attached is a quick guide, with a link to a practice area to help you get comfortable with the technology ahead of the day. Set aside 10 mins or so to get comfortable with Mural. You might also like to get together as a team to get tech ready before the session. Get in touch if you need more support. The session will open 15 mins early, to allow everyone to log in set-up their workspace.

JOINING DETAILS - SPRINT 1

Date:
Time:
Meeting Link:
Workspace Link:

NB. For your diary, Sprint 2 is on _____ from _____

Please feel free to reach out should you have any questions.

Kind regards,

END

Visit the Download Area for this sample in word, 'Pre-work' and 'Getting Tech ready' documents.

Mural Workspace Facilitator Guide

> **Pro Tip:** Remember, the Sprint by nature is not about the exercises being 'one and done'. The focus is more on the team developing their thinking vs. getting to a defined place. Sprint 3 is intentionally light, allowing time for you and the team time to revisit work done in the previous two Sprints.
>
> The process needs to work for the team, not the team to the process. Trust your informed intuition to guide the team in a way that adds most value. It is possible that the team will leave a sprint with more questions than answers, and that not all exercises will be completed. It is all learning and that's the objective.

Sprint 1 Outline:

Sprint One brings the team together to discover untapped team potential, define their focus area and create clear context for their vision, impact and opportunities. The team finishes the Sprint with three key actions to execute before the next Sprint.

1 DISCOVER & DEFINE

- *Clarify the team's common purpose*
- *Focus on and examine one critical area of work*
- *Map stakeholder influence and interactions*
- *Define areas of improvement*

> **Pro Tip:** It's important to understand that you will not get deep into problem solving in Sprint 1. The focus is on creating awareness of team dynamic and align their high-level understanding of the project/challenge at hand.
>
> The 3DS process allows for you to find your own way of enabling team effectiveness. Each team will be a little different and thus will come away with a unique set of actions' that will prepare them for Sprint 2 – Challenge & Architect.

Sprint total time is 180 mins. Below timings are a guide only, allowing for a 10-minute break.

Getting the team comfortable with technology and workspace (15 mins pre Sprint)

Before the Sprint begins, we recommend welcoming the team to the workspace and addressing any tech stress. Emphasise that this is part of learning and help put everyone (including yourself) at ease.

- Gauge if they have used the 'Getting Tech Ready' guide and if they have taken time to reflect on the 'Pre-work' document.
- Ask about their set-up. Do they have the Mural open? Ask them to close the 'Outline' tab to increase usable space. This will automatically appear on the right side of their workspace.
- Allow team members to help each other, especially if using video technology that is native to their organisation. Stating that we are all on a learning curve can go a long way to ease stress.

- Begin by sharing the screen with the team and showing them the 3DS Canvas 'This is the work-space' – let them know that they don't need to worry about finding their place – that you will guide them to where they need to be – using the follow me and summon functions.
- Demonstrate: the team identity exercise space can be used to get the team comfortable adding a post it, editing it, and following you. Encourage everyone to add a post-it and test editing.

> *Pro Tip: You will need to be mindful of different set-ups e.g. one small screen with video overlayed or minimised. As you work, be mindful of giving clear instruction on where their attention needs to be. Video minimised when people are working on Mural. Video maximised for group discussion. Agree which 'Chat' platform you will use. (Nb. If on Teams, we recommend using Mural chat as Team Chat doesn't work unless you are part of same organisation)*

Contracting (c. 5 mins)

Before you begin, contract around psychological safety and confidentiality as you would when working with any team. In terms of feedback, you can clarify that they will be asked for feedback at the end of the 3 days, that this feedback will be anonymous, and that it will be shared in aggregate with their stakeholder. If needed, you can emphasis that in your role as team facilitator, that you are there to support and enable them, and that all specifics discussed will be held in confidence.

Key learning objective is to build your teaming skills, through action learning. This includes;

- Working with new tools and models
- Collaborative teaming skills
- Clarity and focus on what the team needs to boost team and/or project performance.

Team's identity? (c. 20 mins)

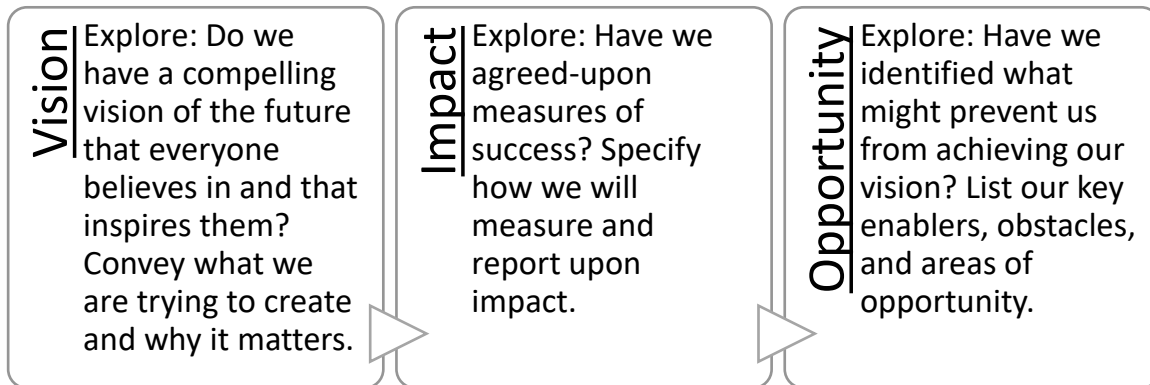This is designed as a team warm-up...

1. *Getting everyone to speak first helps build trust before they are asked to contribute. Emphasise the benefits of team members knowing each other better, welcoming all points of view as valid. This paints a picture of where the team are at and helps everyone feel they have arrived.*
2. Encouraging casual language, analogies, character association. Add playfulness by introducing the concept of the angels 😇 and the demons 😈 sides of ways of being. G*ive examples to start them off e.g. 'Says' … we know each other well OR we don't know each other well.*

Encourage each team member to contribute a post-it per area (5 mins). Allow time for conversation, storytelling, sharing understanding (15 mins).

> *Pro Tip: Remember, this was in the pre-work. Use Private mode if you feel the team is feeling a bit shy. There may be low trust team dynamic issues going on.*

3-Day Sprint Focus (c. 20 mins)

What are the team going to work on? Spend c. 5-10 mins giving team members an opportunity to describe the Sprint Focus, exploring each below. Consolidate discussion points with post-its.

Vision	Impact	Opportunity
Explore: Do we have a compelling vision of the future that everyone believes in and that inspires them? Convey what we are trying to create and why it matters.	Explore: Have we agreed-upon measures of success? Specify how we will measure and report upon impact.	Explore: Have we identified what might prevent us from achieving our vision? List our key enablers, obstacles, and areas of opportunity.

Pro Tip: *Remember, this was in the pre-work. Start where it makes most sense, based on your knowledge of the team. The objective here is to get a feel for each area – is this team aligned? What are the gaps or challenges? In Sprint 2 – this will be used to formulate a Vision & Impact statement. The rest will form part of the problem/ opportunity ideation work.*

NB. The order of the next two exercises needs your discretion. E.G. The team may have a lot of stakeholder questions on the back of the work they have just done. In this case, you might do that first and come back to the Team Canvas. The process needs to work for the team, not the team to the process.

Team Canvas (c. 40 mins)

The Team Canvas has the potential to extend beyond the Sprint Focus. It is useful to bring the team back to view each area through the lens of the project – e.g. Purpose is about the team in this project.

Goals - brings focus on what is important to the team - encourage them to go beyond the project goals and explore teaming fundamentals, needs and expectations, and personal goals of team members.

Roles & Skills - brings focus on what each member brings to the team - bring humour and playfulness by exploring what team members value in each other, get them to come up with casual/personal description for each team member's **superpower** e.g. Mr. Gets the job done.

Values - explore what this team stands for, guiding principles, common values... you can have a bit of fun exploring pet peeves...flipping these into values.

Rules & Activities - Establish how the team will work together based on the above e.g. rhythm of meetings, communication expectations, how decisions are made, accountability etc...

Purpose - Consolidate all work done on Canvas into a short and impactful purpose statement that speaks to their Sprint Focus.

NB. Ideally boiled down to a simple emotive statement e.g. 'Make life easier'…something they connect to …not for the wall plaque or website.

Pro Tip: *Start where it makes most sense, based on your knowledge of the team so far. The Team Canvas is intended to get the team aligned… this requires you to keep one eye on the Sprint focus, allowing for wider team dynamics to be expressed. E.g. when you think of this project, what are the Roles & Skills you each bring. Is this reflected/the same in other aspects of the team's work together?*

Identify Stakeholders & Managing Stakeholders Expectations (c. 25 mins)

Keeping the Sprint focus in mind, the team works together for c. 10-15 mins to identify critical stakeholders who have a direct impact or influence on the goal. Use the circles to give context to how close or far the stakeholder is to the project/task. Encourage chat between team members to build a common understanding of the key stakeholder needs and opportunities.

Once you have stakeholders identified; facilitate a discussion, enabling the team to better understand how each stakeholder needs to be managed based on their potential expectations – Keep Satisfied; Actively Engage; Monitor; Keep Informed.

Team members may wish to allocate specific team members to each stakeholder using initials

Pro Tip: *Stakeholder Mapping is specific to the Sprint Focus. You may find it useful to work with both frameworks, going from one to another as clarity emerges.*

It is typical for an important player to be forgotten and/or for team members to have different views as to the impact a stakeholder has on the project, (proximity to centre) or how one stakeholder acts as a gate keeper for another. These nuances tend to emerge as more about the project/challenge is understood.

Project/ Task SWOT (c. 30 mins)

Having established a good sense of the team's dynamic; their area of focus in terms of high-level vision, impact, and opportunity; and the stakeholders influencing their success

Spend the next 30 mins helping the team consolidate the key Strengths, Weakness, Opportunities, and Threats the team face, in the context of this project or task area.

Pro Tip: *This SWOT is a snapshot in time, not a deep analysis! Encouraging quieter team members is important here so that everyone feels they have contributed. The outputs and insights from the SWOT will most likely lead to Team Actions being identified.*

Team Actions (c. 25 mins)

As you close out the session, guide the team to define the most important actions (no more than three) they need to take as a team between now and the next Sprint (1 weeks' time). Ask them to describe the action, how it relates to the SWOT, and to be specific about who will be accountable for what. Are there any obstacles that may need to be circumvented?

Closing out:

Let the team know;

- Next Sprint starts with a retrospective, to see what they've made of this work and the actions they've taken away as a team.
- There is a prep work document – optional – to help them reflect in preparation for day 2

> *Pro Tip: You will have an opportunity to feedback to the team on how they have changed and made progress over the course of the 3 weeks. Taking 5 minutes to yourself at the end of the first day to note your contemporaneous thoughts will be very beneficial!*

Sprint 2 Outline:

Sprint Two starts with a retrospective and moves to challenge the team to reflect on their performance and accountability. We build on this by bringing the team through a process of design thinking that pushes out the boundaries of their problem-solving, innovation and collaboration capabilities.

2 CHALLENGE & ARCHITECT

- *Prototype improvements*
- *Agree success metrics*
- *Define the team's new ways of work*
- *Agree priorities & allocate responsibilities*

Sprint total time is 180 mins. Below timings are a guide only, allowing for a 10-minute break.

Retrospective (c. 20 mins)

(NB. You may wish to re-state team contract re: confidentiality – ensuring a safe space is created)

Acts as a way of bringing the team together and focuses their attention on the work done in the previous week, including recapping the Team Actions agreed.

Spend the first 5-10 mins or so encouraging reflection and sharing - what went well? What didn't? What was the learning?

Ask team members to take 2 mins to write a post, reflecting their most important points, per section, allowing at least 5 mins for discussion afterwards.

> *Pro Tip: Remember that Vision & Impact & Opportunity statements was part of their pre-work. They were also asked to think about what assumptions they noticed and if any of these might need to be challenged. This will no doubt encourage the conversation and help open their minds to the work ahead.*

Assumption Grid (c. 15 mins to review)

Ensure you close out on the assumption grid with a discussion. What assumptions have we made along the way?

1. How certain or uncertain are the team about these assumptions?

2. Are these assumptions high or low risk to the project?

Design Thinking Canvas (c. 105 mins)

This is the main focus of Sprint Two. The Design thinking canvas allows the team, with your support, to get under the skin of their project/task.

Leveraging the work done in Sprint One, the most logical place to start is clarifying their Vision & Impact Statements (this is part of pre-work). From there you will need to consider and tailor your approach by bringing focus on the areas that are most important for the team to work on e.g. define the opportunity better in order to explore the problem space – or do they know what needs to be done and need to delve deeper into the solution and define the how.

The objective is to ensure there is team alignment by working through each area of canvas.

NB. Use the assumptions grid to bring to light any assumptions the team are making as they move through the canvas. This may inform the actions at the end of the session.

1. Vision - Do we have a compelling vision of the future that everyone believes in and that inspires them? Revisit and refine the Vision statement from Sprint 1 - what we are trying to create and why it matters.

2. Impact - Revisit and refine the Impact statement from Sprint 1 - Have we agreed-upon measures of success? Specify how they will be measured and report on.

3. Obsticles - Have we identified what might prevent us from achieving our vision? List key enablers, obstacles, and areas of opportunity.

4. People - Revisiting the Stakeholder work from Sprint 1 - Assess, have we identified all the individuals who may influence the creation, delivery, and use of the solution we develop? Highlight the most important stakeholders and articulate their needs, goals, and/or motivations.

5. Challenge Space - Is there a verified problem or opportunity? >>>Discover - Have we researched the problem or opportunty sufficiently with key stakeholders? Consider the team's objectives, assumptions, key questions, roles, and skills. >>>Define - Have we analysed and shared new understanding? Identify key insights and future intent.

> **5A. Problem (Verified**) - Have a verified problem or design brief? *Articulate it and move on to explore the solution space.*

> **5B. Opportunity (Potential)** - Don't have a verified problem? Start with a potential opportunity (or hypothesis) and explore the Challenge Space - 5. NB. Revisit and refine the Opportunity statement from Sprint 1.

6. Solution Space - Lets work to validate a solution to the problem. *>>>Develop - Explored a range of potential solutions. Generate ideas and select the best ones through iterative development.*

7. Solution (Validated) - Have you developed your solution? Once it's validated and tested, come back and add it here. *For now, let's work with a hypothesis.*

8. Storytelling - Have we determined what we need to communicate, when, and to whom in order to maintain momentum and support? What are the high impact points the team needs to communicate? *Identify influential audiences and communication channels throughout the project.*

9. Management - Have we got an overall project plan in place and the necessary resources? *Identify key milestones, measures, and the people responsible for each.*

> **Pro Tip:** *The Design Thinking Canvas is fairly detailed, and a prime candidate for rabbit holes to appear. Keep bringing the team back to the Sprint Focus. The objective is to help the team develop their thinking – not solve every little issue. How they work is more important than what they produce.*
>
> *Use breakout rooms to help focus the conversation. You can have two groups working on two difference areas, each coming back to debrief and build on thinking in turn.*

Actions & Prioritisation Grid (c. 30 mins – close out)

Knowing what we know right now, what are the next most logical actions steps we need to take?

- Describe each in brief

Move to the Prioritisation Grid to determine if the action is of high-low importance and if it is high-low feasibility. Once the team has validated the key actions that are of most value, decide:

- Who is going to lead out on what?

- When will we revisit each action?

Closing out:

Position Sprint 3 – Embed & Empower

No prework. However, keeping the Sprint Focus in mind, ask the team to notice what they are seeing, feeling, and hearing from team members, other stakeholders, and colleagues over the course of the week. Has there been a change?

> **Pro Tip:** *Sprint 3 is intentionally light. It brings focus on reflection, learning and embedding, allowing lots of time for you and the team time to revisit work done in the previous two Sprints.*
>
> *Remember, the Sprint by nature is not about the exercises being 'one and done'. The focus is more on the team developing their thinking vs. getting to a defined place.*

Sprint 3 Outline:

Sprint three is focused on reviewing and consolidating learning and new ways of work. It gives teams the opportunity to revisit previous Sprints and make sense of what feeds or blocks the team's ability to perform so they can repeat the process on other projects and work streams.

3 EMBED & EMPOWER

- *Review what worked well, what needs more attention*
- *Embed agreed changes into practice*
- *Discuss how to apply learning to other workstreams/projects*

Sprint total time is 180 mins. Below timings are a guide only, allowing for a 10-minute break.

Feedback Parking Lot & Context Map (60 mins)

Welcome the team back and create a safe space for reflection. In Sprint 2, the team agreed on a set of actions...what has been the experience over the last week?

Probe the team to expand their thinking to what they have heard or gleaned from others outside the team. This may be based on their interaction with key stakeholder, internal and external or other colleagues e.g. cross-functional teams

The feedback context map allows the team to give more meaning to the feedback, in terms of how they may interpret, react, or respond to it as a team. How is the piece of feedback related to or potentially impacting their project/task? Is it about something that has;

- worked well – reported or experienced?
- needs to change
- generates a new idea to try e.g. an adaptation of approach
- leaves the team with an unanswered question they need to go off and investigate further

Key Learning – future application (110 mins)

This is a fluid and interactive space where, as a team, you can take time to review and revisit Sprint Two – refine with any new insights gained over the week (leveraging feedback mapping work).

- Consolidate learning points using the WHAT, SO WHAT? WHAT NOW? Framework.
- Encourage the team to reflect on how this learning may apply to other areas of work/projects (now or in the future).
- Ensure each team member has a chance to contribute and consolidate a point of learning for themselves. The WHAT NOW may lead to a team and/or individual personal commitment.

As their Facilitator, this is also your opportunity to offer the team feedback and reflections on how they have developed as a team. How they can continue to leverage their strengths and areas to be mindful of as they go on.

Client Feedback Templates

1. Sprint Participant Feedback

This survey template has been designed on the survey monkey platform. We anticipate that you will want to send this to your Sprint team directly, post Sprint. Below will help you re-create this on the likes of Survey Monkey. If you need assistance in this area, we are happy to help.

> **Pro Tip:** *The use of these will need to be considered when contracting around confidentiality and feedback. You may decide to only use the participant feedback, depending on your stakeholder's involvement/ role.*

3-Day Sprint Participant Feedback

Sprint Feedback

Thank you for participating in the 3-Day Sprint. We would welcome your anonymous feedback in order to evaluate, improve on, and help inform future iterations of the Sprint. Aggregate feedback will be shared with your Stakeholder.

* 1. To what degree did the 3-Day Sprint help your team improve their collaborative teaming skills?

It didn't   Hugely

* 2. Do you believe the team has a better understanding and appreciation of what is needed to work more effectively together?

○ Yes, we know what we need to do

○ So-so, we need to keep working on it

○ No, we didn't get there

* **3. To what degree has the 3-Day Sprint enhanced your ability to...**

	1. Not very useful/effective	2.	3.	4. Super useful/effective
Gain a greater degree of comfort with collaborative technologies	○	○	○	○
Use different models to help generate ideas and discussions	○	○	○	○
Leverage team members strengths	○	○	○	○
Improve the quality of collective thinking	○	○	○	○
Broaden your perspective and appreciation of the wider system	○	○	○	○
Be more open and honest	○	○	○	○
Clarify challenges and opportunities	○	○	○	○
Define high value actions	○	○	○	○

Is there any other benefit gained, that is not listed?

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* 4. To what degree will the 3-Day Sprint experience have a lasting impact on the way you work as a team?

No impact   Big impact

*5. Please rate the quality of your Facilitator's delivery and engagement during the Sprints

☺   ☺   ☺   ☺   ☺   ☺

6. We would love any other feedback, in your own words, about your experience. E.g., What would you have liked more of or less of? What was most impactful? Any surprises?

* 7. How likely is it that you would recommend the 3-Day Sprint to a friend or colleague?

Not at all likely   Extremely likely

0	1	2	3	4	5	6	7	8	9	10

8. We'd be most grateful if you could offer a short testimonial that we can share with future participants.

DONE