

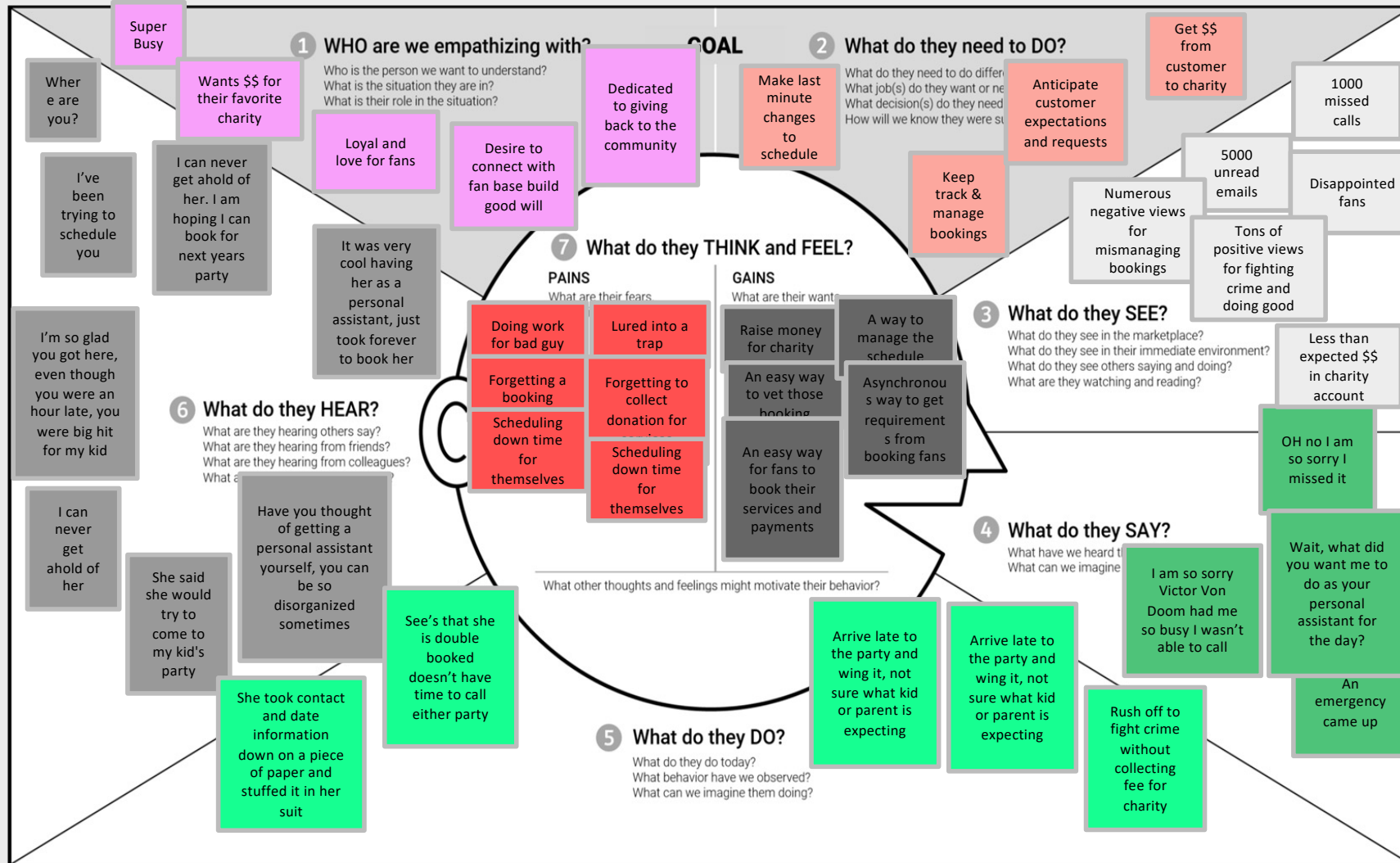
Empathy Map Canvas

Designed for:

Designed by:

Date:

Version:



The Superhero Empathy Map



Empathy Map Canvas

Designed for: _____ Designed by: _____ Date: _____ Version: _____



The Parent Empathy Map



Customer Journey Map - Superhero



Customer Journey Map The Invisible Woman

"I believe in connecting with the citizens we protect and providing a way for them to donate is a win-win for everyone"

Phases	Receive Requests	Manage Schedule	Perform/Attend Scheduled Events	Receive and Donate \$\$
Actions	<ul style="list-style-type: none"> Fight Crime Receive requests to attend birthday parties or act as personal assistant via paper, phone calls, emails Gets back to office to decipher messages, and schedule requests, but unable due to missing information (specific dates, times, contact info) 	<ul style="list-style-type: none"> Uses paper calendar to manage bookings Keeps list of day's events and locations Unable to adjust the schedule the day of Contact info and event details not tied to calendar event, must look in files 	<ul style="list-style-type: none"> Crime fighting till last minute, arrives just in time but unsure what to do or what is expected – wings it Puts on a show and wows the crowd Gets an urgent call for help and must rush off Doesn't have contact for next event to call for reschedule or delay 	<ul style="list-style-type: none"> Amid rushing off forgot to collect donation After a long day of crime fighting and engagements forgets who he collected from and didn't record properly Unable to see total \$\$ collected and donated to their charity
Channels	In person, Paper, Phone, Email, word of mouth	In person, Paper, Phone	In Person, Paper	In person, Paper
Thinking & Feeling	<p>I really wish I knew what they wanted me to do for the time being booked</p> <p>I wish they gave some additional dates to work with</p> <p>Email requests are the easiest but still need messages to schedule and understand</p>	<p>Putting all my events in one spot on paper</p> <p>Creating and having a list for the day is nice to know what my day looks like</p> <p>How do I manage the interruptions and changes to the schedule</p>	<p>Phew I made it just in time, but wonder what the kids name is and what the parents expect</p> <p>Good thing I have superpowers, got the kids name and figured it all out I was a rock star and they seemed so grateful</p>	<p>Oh no, there is an emergency, I need to leave now. I don't have time to collect money I hope they were satisfied</p> <p>This bad guy is tough, I need to call the next set of parents, but I don't have their number</p> <p>I didn't collect as much \$\$ as planned who paid</p>
Experience Ratings	<p>1 = Positive 2 = Mixed 3 = Negative</p>			
Opportunities	<ul style="list-style-type: none"> HMW make scheduling superhero services more efficient HMW allow for flexible scheduling incase of emergency during primary date 	<ul style="list-style-type: none"> HMW make it easy to see detailed activities by time period HMW it easy to change the schedule the day of an event 	<ul style="list-style-type: none"> HMW easy for superheroes to recall event details – name of kid and expected activities HMW easy to collect money for events and HMW easy to donate \$\$ 	<ul style="list-style-type: none"> HMW the superhero manage collecting and disbursing donations HMW easy for the super hero to follow up after an event

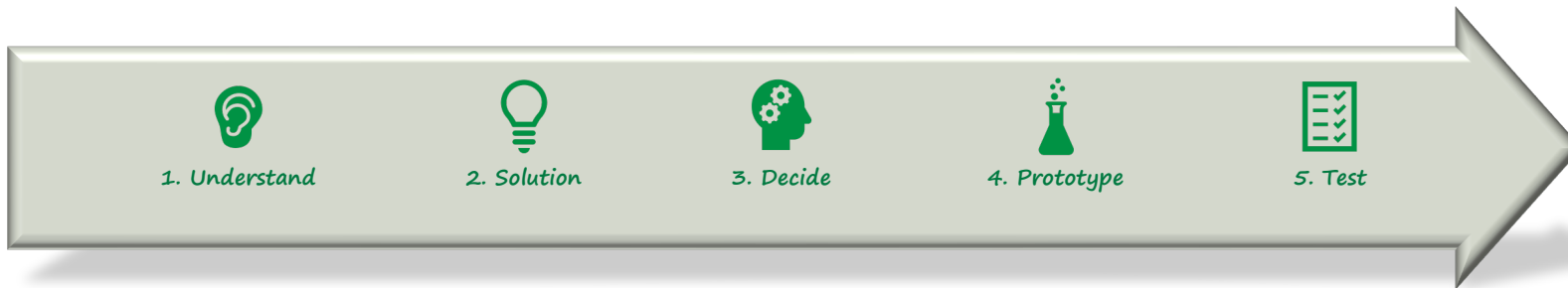
Customer Journey Map – Doting Parent



Customer Journey Map The Doting Parent

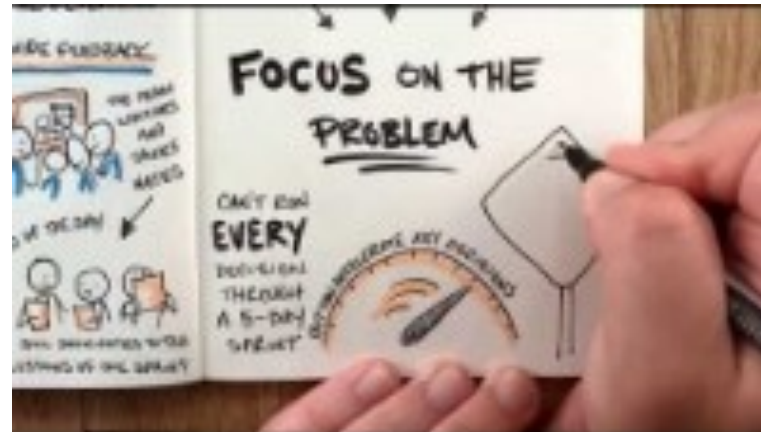
"I want to make unique experiences for my child and give back to the community at the same time"

Phases	Hears about Superhero Parties	Schedule a Superhero	Hosts a Superhero Party	Donates Requested \$\$ Through Superhero	
Actions	<ul style="list-style-type: none"> Hears from best friend about Superhero party for their daughter Its difficult to schedule but they hero was awesome Can't find a website or email Hears best place to find superheroes is outside Superhero HQ. 	<ul style="list-style-type: none"> Waits outside Superhero HQ for a day Hands a note to a superhero, with date, time, and name Superhero says he doesn't have the schedule on him, grabs the note and runs "says they'll be in touch" got to run and save the world 	<ul style="list-style-type: none"> Hoping they show – no confirmation or follow-up Kids are all excited and everything is in place except the superhero Kids play games and run in the back yard It's 30 minutes after requested time and Superhero shows up out of the blue A quick check with the parent and wow the party was a hit 	<ul style="list-style-type: none"> The party is kicking, and you go to get your checkbook to give a donation to the superhero You come back outside, and they are gone – the kids are yelling thank you for keeping us safe You are grateful but spend the next few weeks trying to track down the superhero to donate \$\$ to their favorite cause 	
Channels	In person, phone, emails, word of mouth	Paper, word of mouth	In person	In person, Phone	
Thoughts & Feelings	<p>It must be cool, if its so hard to schedule a superhero for a birthday</p> <p>I know my kid and their friends would love to have a Superhero come to their party</p> <p>I wonder what kind of things the Superhero will do – will they take them for a flight?</p> <p>I must love my kid to wait outside and stalk superhero</p> <p>Ohhh that was so cool, I got to meet a superhero and they didn't say no</p> <p>I haven't heard back from them in a week, I hope they didn't forget. Did I put my number on the note</p> <p>I really hope they show, I haven't heard from them – not sure my plan B will be a hit</p> <p>OMG, they are late, but they showed up. They were so nice and treated my kid and their friends too all sorts of cool tricks and fun</p> <p>Ohhh wow that was fun, so sad they had to rush out to save the world, but it was awesome while it lasted</p> <p>I really wanted to donate \$\$ in their name, but I can't get them to answer the phone.</p> <p>It guess I'll donate to my favorite charity since I haven't heard from them</p>				
Experience Ratings	<p>1 = Positive</p> <p>2 = Neutral</p> <p>3 = Negative</p>				
Opportunities	<ul style="list-style-type: none"> HMW help parents learn about Superhero party services HMW make it easy to schedule a superhero 	<ul style="list-style-type: none"> HMW make it easy to communicate with a Superhero HMW make it easy to see the status of communication and reservation confirmation 	<ul style="list-style-type: none"> HMW make it easy to update and inform of schedule changes the day of HMW make it easy to give party instructions to superhero 	<ul style="list-style-type: none"> HMW make it easy to donate money to charity in name of superhero after the event 	



Outcomes

- A typical discovery sequence.
- But faster.
- And with less people.
- Expensive but worth it for the right situations.



<https://www.youtube.com/watch?v=-ivb5R-44ww>

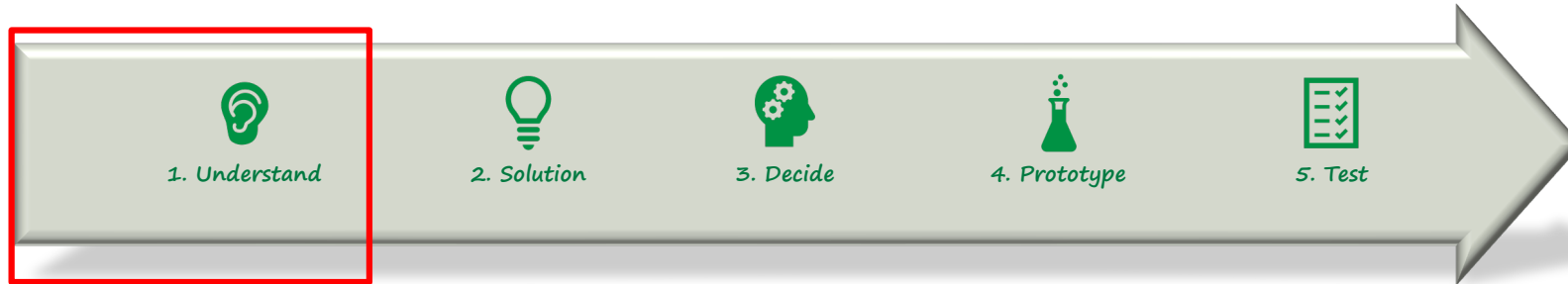
"Understand" Kick Off

1. Present method and benefits.
2. Set realistic expectations regarding the process.
3. Present the plan for the week and the daily agenda.
4. Get consensus on the rules of interaction between team members.
5. Restate the reasons for organizing the sprint.
6. Explain facilitators' role.
7. Explain and clarify everyone's roles and purpose as part of the sprint team.
8. Help sprint team members learn more about each other (using ice-breaker activities) in order to spark collaboration, and to raise awareness of strengths & expertise.
9. Explain that the design sprint is a team effort and the outcome is a team responsibility.

Outcomes

- Longer term goal
- Sprint questions
- User Journey Map
- Experts Interviews Findings
- Target – Discovery Sprint Focus





Outcomes

- Longer term goal
- Sprint questions
- User Journey Map
- Experts Interviews Findings
- Target – Discovery Sprint Focus

Activities/Agenda

- Introductions
- Design Sprint Explanation
- Long-Term Goal
- Sprint Questions
- Make a Map
- Interview Experts
- How Might We notes
- Pick a Target

Outcomes

- ✓ *Lightning demos*
- ✓ *Solution sketches*

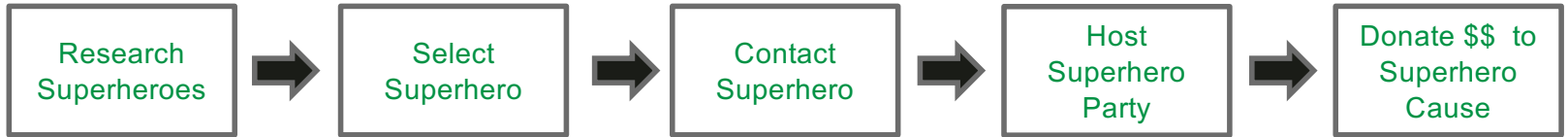
Understand – Problem Discovery

1. Major Players

2. Major End States



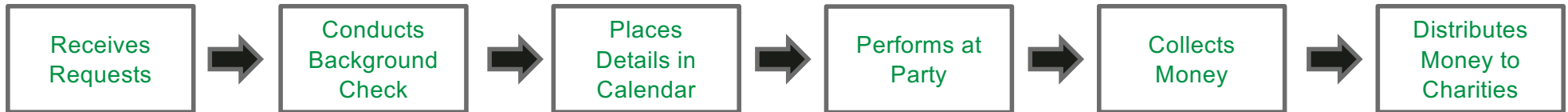
Doting Parents



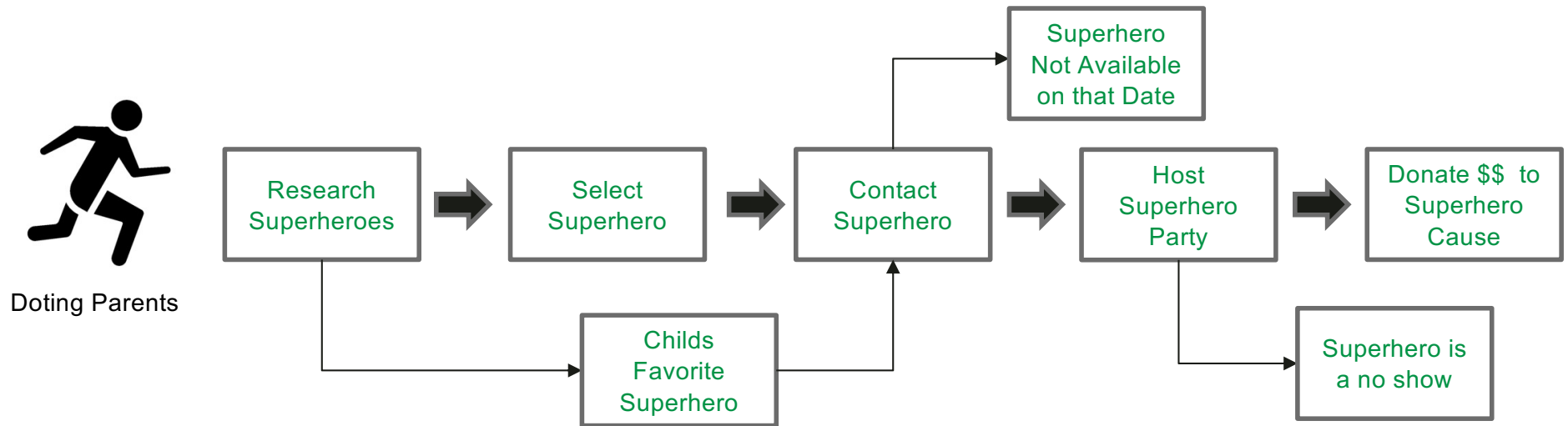
3. Less than Ten Activities to Reach End State



Superhero



More iteration and validation with Subject Matter Experts



Client Pain points

Our Weakness

- × No confirmation of booking
- × Difficult to contact superhero
- × No way to give details of party
- × Scheduling is manual process

- × Can't see superhero availability
- × Each Superhero has own calendar or system
- × No confirmation that superhero has received or planning to attend
- × No communication with superhero prior to event
- × No notice superhero cancelation to fight crime – no follow up
- × Superhero leaves before receiving donation

Restating Problems as an Opportunity

1. Parents find it difficult to communicate superheroes

How make it easy to communicate with Superheroes?

2. When parents do contact superheroes, they are unsure of their next availability

3. Parents are unsure what activities superheroes will do at their kids' birthday parties

4. Parents do not receive confirmation that the Superhero is planning to attend

Restating Problems as an Opportunity

1. Parents find it difficult to communicate superheroes

HMW make it easy to communicate with Superheroes?

2. When parents do contact superheroes, they are unsure of their next availability

HMW make Superhero schedules more transparent

3. Parents are unsure what activities superheroes will do at their kids' birthday parties

HMW help parents and superheroes align on expected activities?

4. Parents do not receive confirmation that the Superhero is planning to attend

HMW confirm superhero is attending



Design Sprint Day 1: Understand

1. At the end of Day 1 assume your team came up with one of these targets!

Parents

HMW make it easy to communicate with superheroes

Superhero

HMW make it easy to manage their schedule

Why is it important

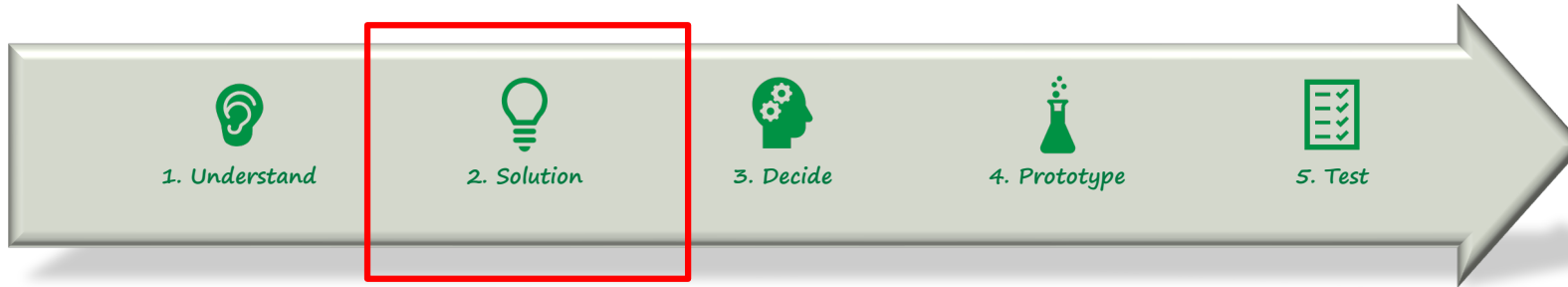
Research, observe, understand the opportunities

Define

Framing the right problem is the only way to create the right solution

- Assess patterns and trends
- Challenges
- Pain points
- Infer insights
- Opportunity statements (How Might We)

Design Sprint Day 2



Kick-Off

- Recap the previous day's activities and outcomes.
- Make sure the team is aligned and ready.
- Present daily agenda.

Outcomes

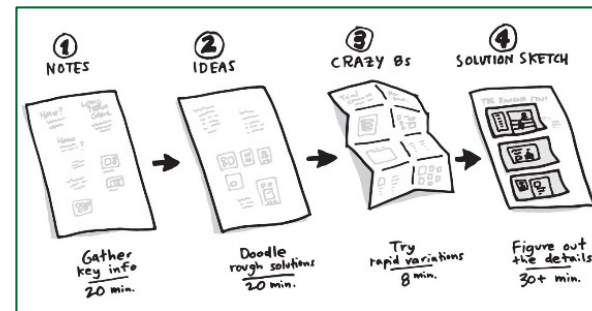
- ✓ *Lightning demos*
- ✓ *Solution sketches*

Lightning Demos

1. Make a list of solutions from a range of companies and industries, including your own.
2. Limit demos to three minutes.
3. Put the best ideas on the board.

Solution Sketch

1. Warm up first.
2. Consider the goal and questions.
3. Provide examples and templates.
4. No one will be allowed to present – needs to make sense on its own.



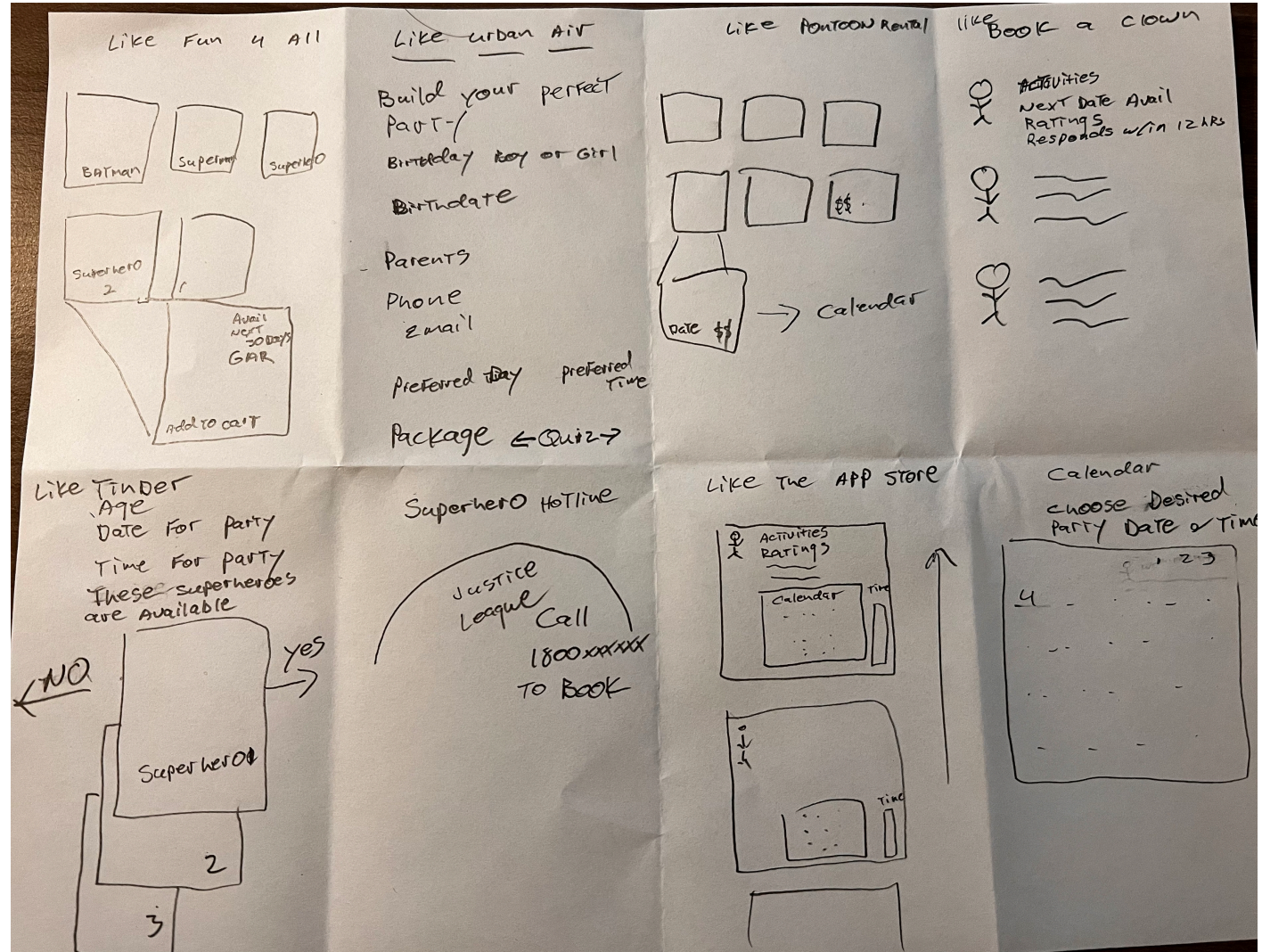
Wrap-Up

- Take pictures of everything.
- Upload everything.
- Email recaps.
- Schedule client interviews.

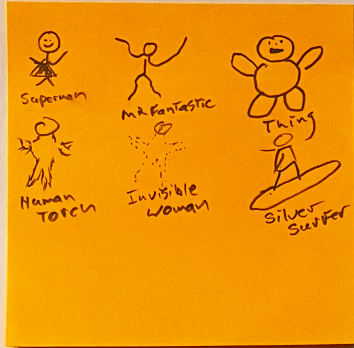
Eight minutes

Sketch a variation of one of your best ideas in each frame

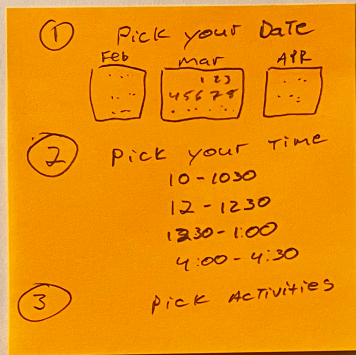
One minute per sketch



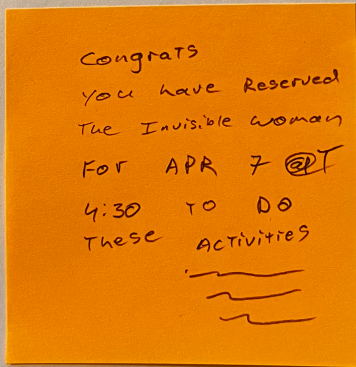
Beginning



Middle



End



Thirty to ninety minutes. Create a three-panel storyboard by sketching in three sticky notes on a sheet of paper. Make it self-explanatory. Keep it anonymous. Ugly is okay. Words matter. Give it a catchy title. (p. 114)



Design Sprint Day 2 (Solution)

1. As a team, choose one of the opportunity statements from step 2 to solve for
2. As individuals, brainstorm different ideas using the Crazy 8 technique
 - Start with a blank canvas or 8.5 x 11.5 sheet of paper divided into eight squares
 - Facilitator starts a 8-minute countdown timer
 - Individuals fill in each square with a sketch and some words of how an app might solve the problem selected
 - Each square can be a variation of each other or a completely different idea
3. After the eight minutes, as individuals chose the best idea on your canvas and storyboard it out into more detail

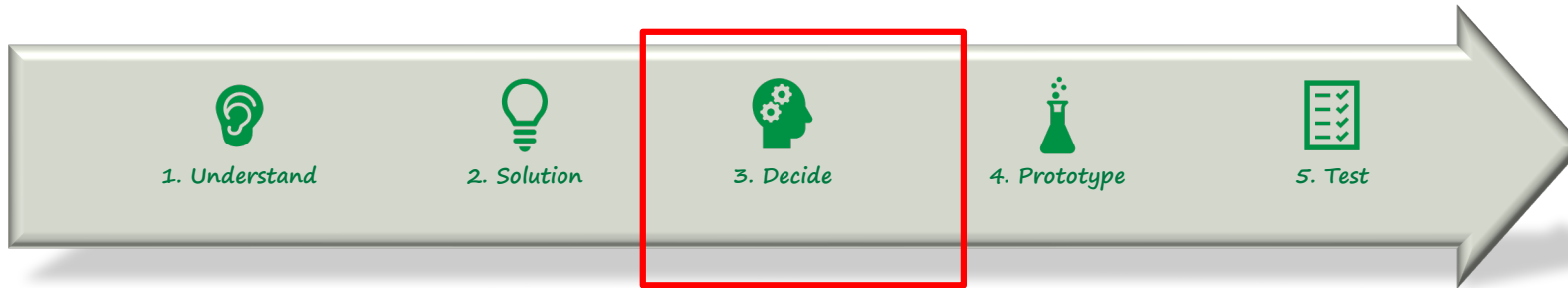
How do we solve it?

Generate a bunch of ideas, good & bad, don't stop at the obvious.

Ideate

It's not about coming up with the 'right' idea – it's about a range of possibilities

- Brainstorm and share Ideas
- Diverge/Converge
- Prioritize
- Save time sketch for success
- If doing something simple maybe start with wireframes
- Think about ROI, is it worth the time?



Kick-Off

- Recap previous two days
- Check with team to see if we are still on track
- Present agenda

Outcomes

- ✓ *Storyboard*
- ✓ *Voted Solution*

Sticky Decisions

1. Tape sketches to the wall like an art gallery
2. Participants review each sketch and place up to three dots by the good part of each.
3. Discuss.
4. Straw poll.

Create Storyboard

1. For the highest-voted solutions, create the plot.
2. Break plot into between 4 and 16 scenes.
3. Set the stage for each with one or two-sentences.
4. Draw the 4 to 16 panes to tell the story

Wrap-Up

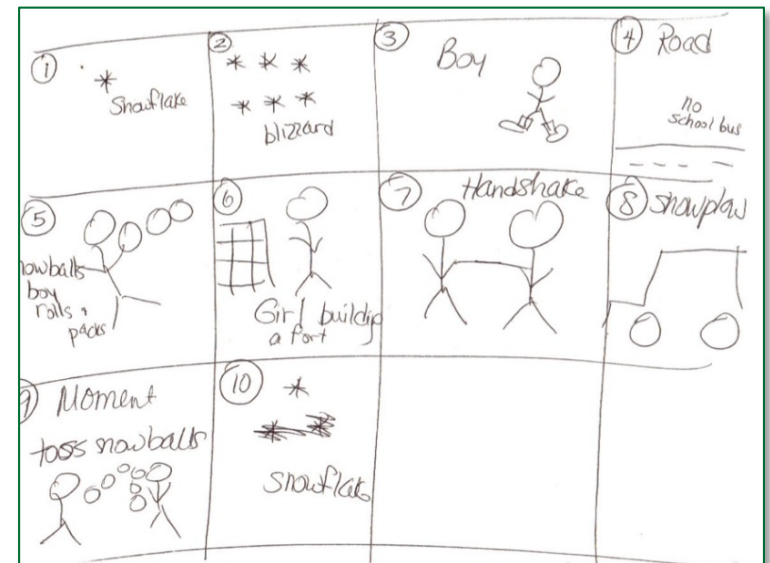
- Set up a folder where the team can upload and share assets, notes and scripts.
- Start scheduling interviews for Friday.
- Take pictures of the storyboard (each screen) and upload to cloud.
- Reflect on the day that passed and start documenting the process and outcomes.
- Take a deep breath.

Participants can become frustrated or have hurt feelings at this step. Watch for non-verbal queues.

You Don't Need to be an Artist



A storyboard is a linear sequence of illustrations, arrayed together to visualize a story. You do not need to be an artist to create a storyboard.





Design Sprint Day 3 (Decide)

1. Art Museum and Heat Map – Silent Review of the sketches, 1-3 small dots on every part you like
2. Speed Critique – 3 minutes per sketch. Discuss the highlights of the solution, capture standout ideas and important objectives. At end ask the sketcher to reveal themselves and add in anything that was missed.
3. Vote on your favorite idea (one vote per person)
4. Decide if the winners can fit into one prototype
5. Make a storyboard – the prototype plan (Five to Fifteen steps). Use existing sketches when you can.

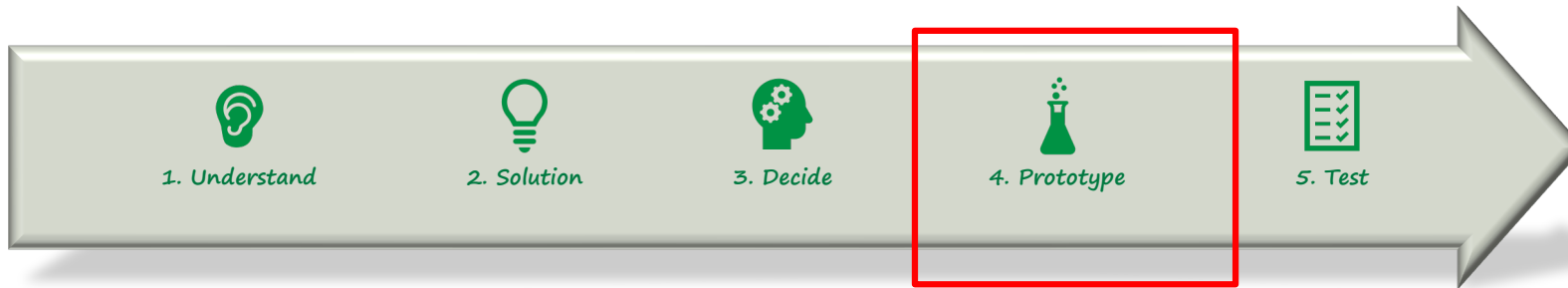
How do we solve it?

Generate a bunch of ideas, good & bad, don't stop at the obvious.

Ideate

It's not about coming up with the 'right' idea – it's about a range of possibilities

- Brainstorm and share Ideas
- Diverge/Converge
- Prioritize
- Save time sketch for success
- If doing something simple maybe start with wireframes
- Think about ROI, is it worth the time?



Kick-Off

- Recap previous three days and review the storyboard.
- Emphasize goal – working prototype.
- Share reflections.

Outcomes

✓ *Prototype “real enough” to elicit reactions rather than just feedback*

Sticky Decisions

1. Tape sketches to the wall like an art gallery.
2. Participants review each sketch and place up to three dots by the good part of each.
3. Discuss.
4. Straw poll.

Prototype

1. Get the right tools. Rough, fast, flexible.
2. Assign the right roles.
3. Piece it together.
4. Do trial run to patch holes.
5. Train interviewer.
6. Finalize interview schedule.

Wrap-Up

- Congratulate the team on their hard work for finishing a prototype in one day.
- Remind the team to arrive 15 minutes early for the testing interviews to take place the next day.
- Set up the interview room.
- Test the live broadcasting setup.
- Reconfirm all interviews
- Reflect on the day that passed and start documenting the process and outcomes.

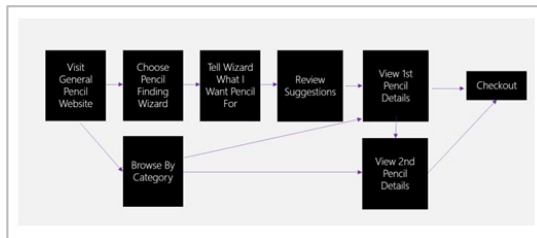
WHEN TO USE WHAT: Sketch, Wireframe, Mockup, Prototype

Stage	Primary Use	Appearance	User Interactivity	Other Considerations of When to Use
Sketch: a rough or unfinished drawing or picture	Discuss rough ideas, define general layout, and workflow	Hand-drawn	None	
Wireframe: a blueprint that helps communicate to stakeholders how the app or website solves the business requirement	Define overall layout, content areas, and interactive elements	No content text or images. Outlines, boxes, other shapes as needed, and some labels	None	<ul style="list-style-type: none"> Communicate structure and flow (vs function and design) Solution may not be very complex Stakeholders already familiar with what the solution will be Solution uses standard/out-of-the box Expanding existing app features v net new
Mockup: a high-fidelity render of your design that showcases how the finished product could look	Showcase visual elements (layout, color, hierarchy) that serve as input to designers to begin prototyping, and engineers to begin development.	Static render that includes stylistic and visual UI details to present a realistic model of what the final page/app will like like.	None	<ul style="list-style-type: none"> Desire to test different approaches of product Stakeholder wants to visualize beyond wireframe Net new Salesforce custom app New request is unique; nothing already exists so stakeholders unfamiliar Solution is complex
Prototype: An early model of a product that focuses on functionality and gives your stakeholders a taste of what the final version could be.	Low-fidelity: Refine layout and start mapping out on-page and navigation interactions	Some text, outlines, boxes, and other shapes as needed to create just enough realistic feel and indicate priority of elements	Just enough to move between screens and high-level functionality that will evoke emotions and responses from user. Some functionality to focus areas of testing and validation	<ul style="list-style-type: none"> Focus on usability testing Focus on functionality Stakeholders want to understand how the app would work before committing Stakeholders are undecided and prototyping will help them make a decision Confirmation the solution is the right one
	High-fidelity: Discuss colors, fonts, images, refine workflows and on-page interactions	Full-Color with text and images. It should look and feel like a real application without any factual functionality	Nearly full-featured	

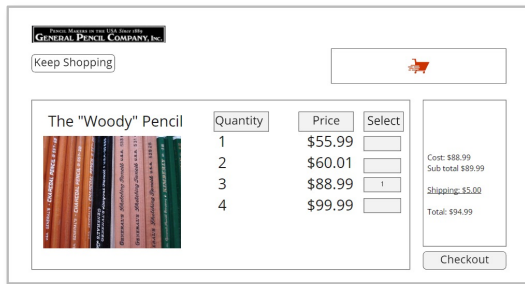


Design Sprint Day 4: Prototype

1. As a team, choose a storyboard that they believe will solve the problem selected in step 3
2. Create a simple flow of interactions – see example

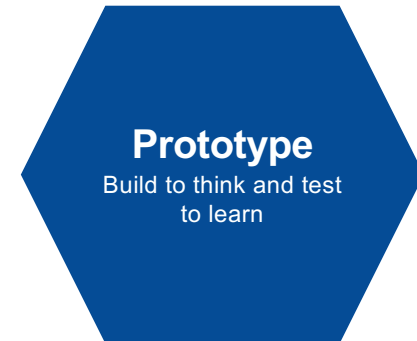


3. Use the User Flow diagram as an outline to divide work amongst the team to create a realistic low-fi prototype

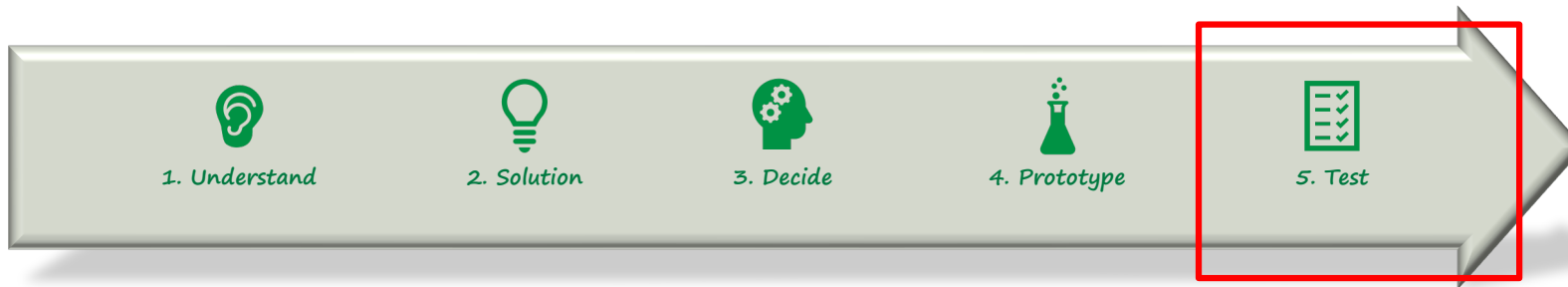


How do we create it?

Start creating,
experiment, fail cheap &
fast



- Mockups
- Keep it simple
- Fail fast
- Iterate quickly
- Confirming function of form
- Don't let perfection stand in the way of good enough



Outcomes
 ✓ *User Interview Results*

Kick-Off

- Present the daily agenda.
- Explain how the observation sessions will work and make sure everyone is taking notes.

Prepare

1. Prepare whiteboard grid to systematically get feedback.
2. Team stays together.
3. Five seems to be the right number for patterns to emerge.
4. Failure is success.

Interview

Five-Act Interview

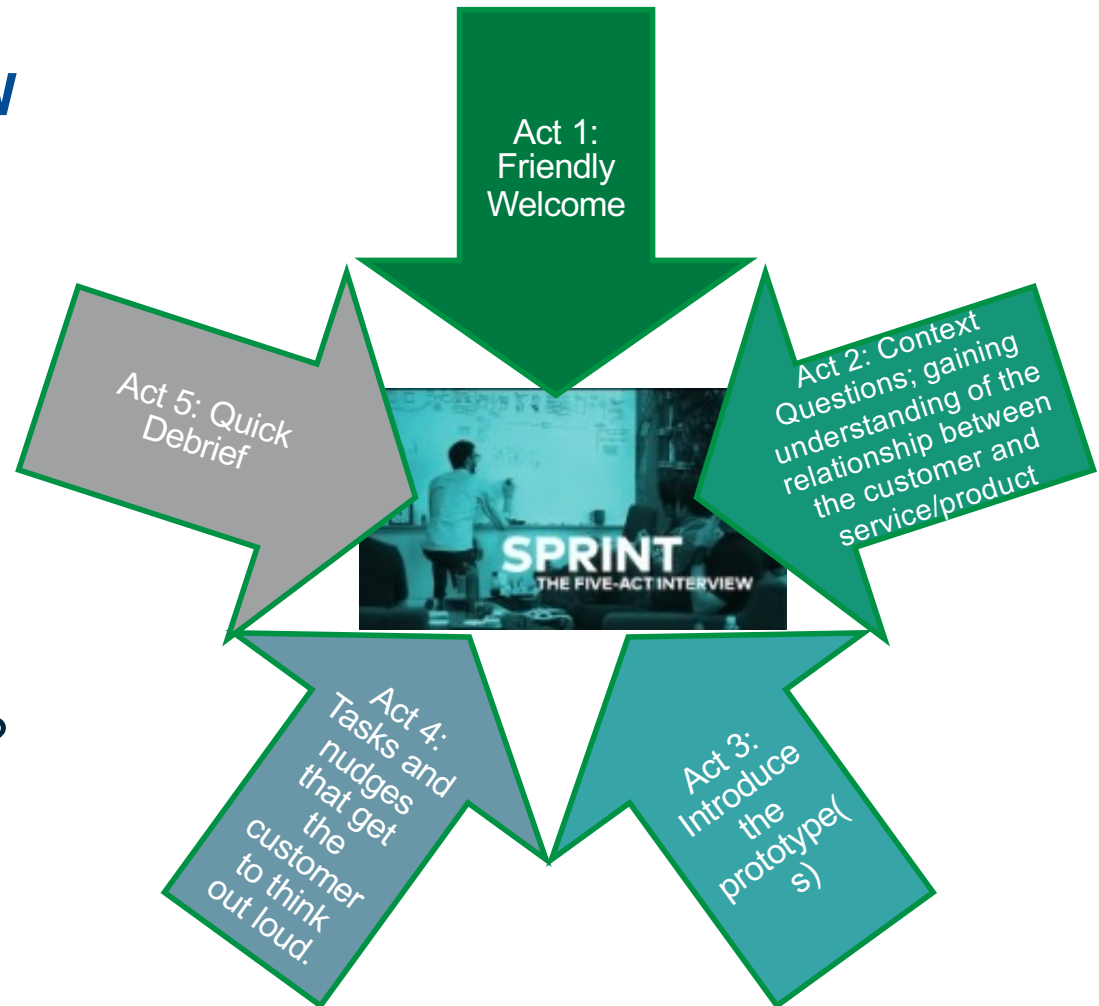
1. Friendly Welcome
2. Context Questions
3. Introduce the Prototype(s)
4. Tasks & Nudges
5. Quick Debrief

Wrap-Up

- Gather test results.
- Group results into categories and look for patterns in feedback.
- Record observations.
- Reflect on the day that passed and start documenting the process and outcomes.

VALIDATING – TESTING NEW IDEAS WITH REAL USERS

- Evaluate fit vs features
- Follow the Five-Act Interview a structured conversation that:
 - Helps get customers comfortable
 - Establishes some background
 - Ensures the prototype is reviewed completely
- How much feedback is enough?
- Fail Fast (Succeed quickly)





Design Sprint Day 5: Testing

1. Each team will rotate one person to another team to act as a user
2. Teams will interview that user to validate the prototype they created
3. Once your interview is over, conduct a debrief amongst yourselves
 - How did the interview you go?
 - What did you learn about your prototype?
 - What changes would this cause if more users validated the learning?
 - How could you improve on the interview process?
4. Be prepared to share your debrief discussions with the larger class

Does it work?

Implement the product, show & don't tell, start refining the product

Test

Testing is an opportunity to learn about your solution and your user

- Understand impediments
- Test with customers and refine solutions
- Iterate quickly

- Depending on the outcome of the first test, it may be necessary to run a second design sprint.
- According to Jake Knapp, “The good news is that you won’t need 5 days to do it. The team can make necessary changes to the prototype and test with 5 new customers.”
- Repeat until you rule out the concept or find the ideal product/market fit:

Repeat to find ideal product/market fit

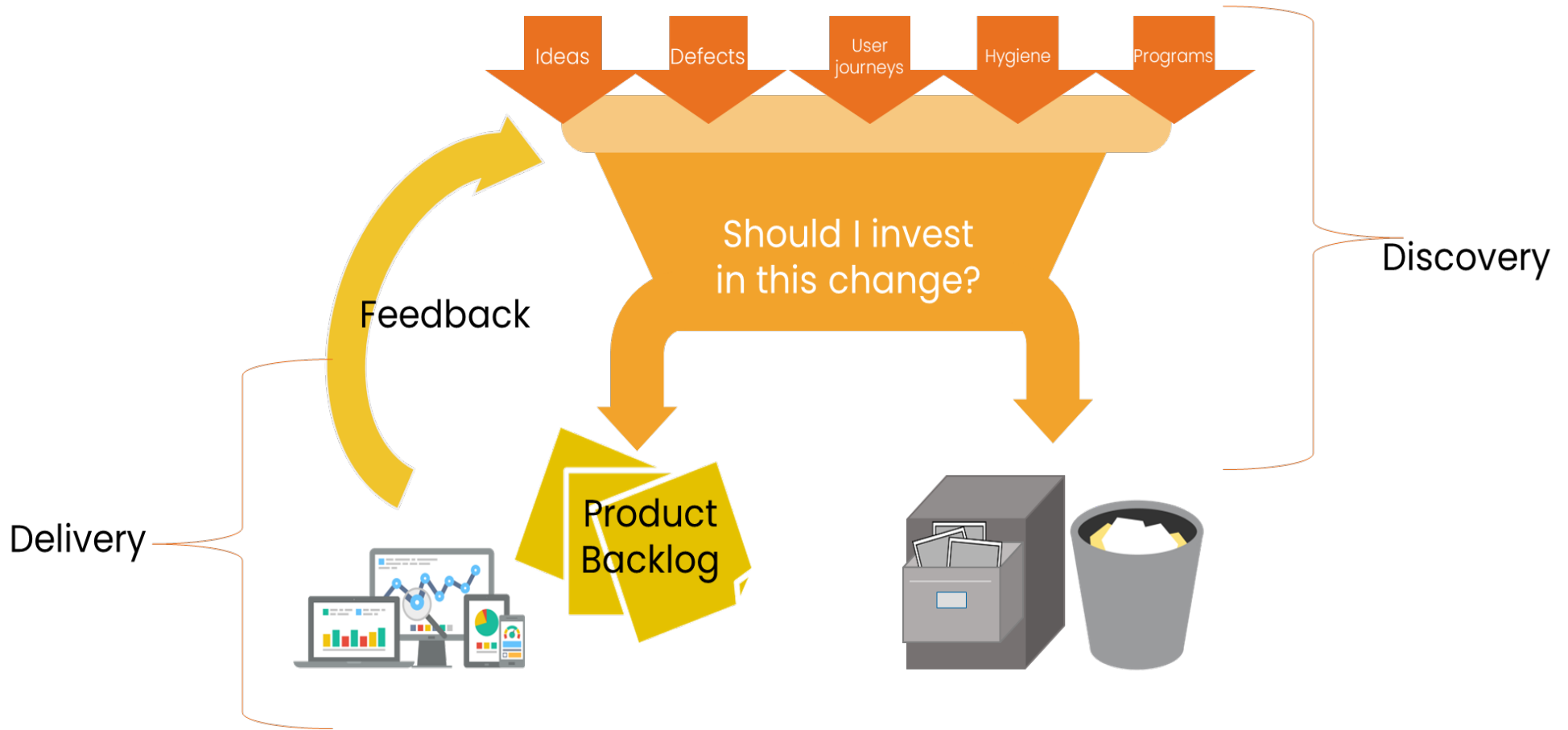


Continuous Discovery and Delivery

Discovery

Start-Up
Customer Centricity & Design Thinking
Product Fundamentals
Product Vision and Users
Discovery

Integrating Discovery and Delivery





Scaled Agile Framework

Evaluating a Business Outcome Hypothesis by Building an MVP

“When sufficient capacity from one or more ARTs is available, the epics with the highest WSJF advance to the MVP state. Here, the Epic Owner works with the Agile Teams to begin the activities needed to develop the MVP and evaluate its business outcome hypothesis.”

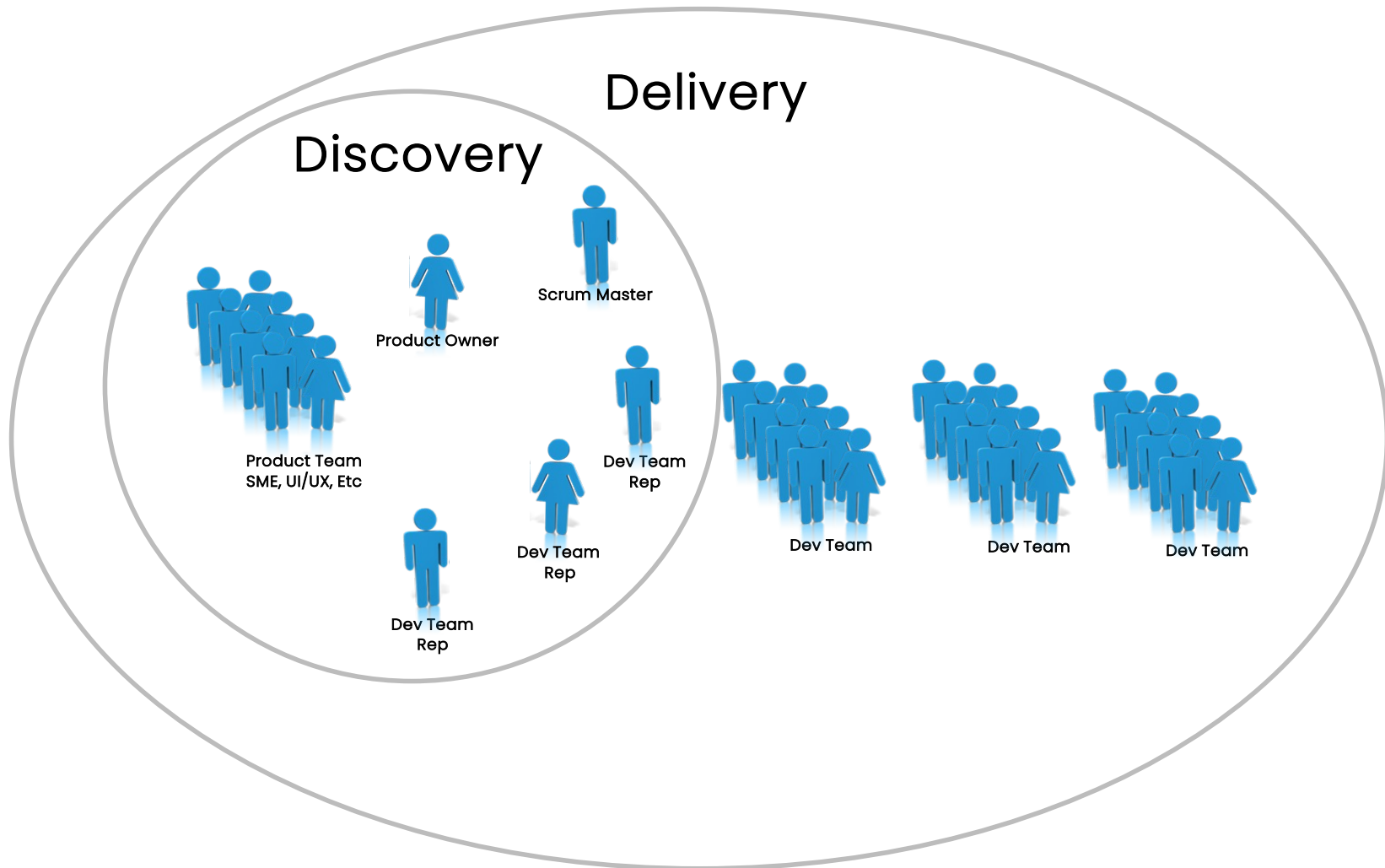
What If We Could Evaluate Discover Value Sooner?

	WIP Limited	WIP Limited	WIP Limited	WIP Limited		
Funnel	Reviewing	Analyzing	Ready	Implementing	Persevere	Done
<p>All big ideas are welcome here, for example:</p> <ul style="list-style-type: none"> - New business opportunities - Cost savings - Marketplace changes - Change to Enterprise strategy <p>- Draft Epic Hypothesis Statement</p>	<ul style="list-style-type: none"> - Refine understanding of the Epic - Refine the Epic Hypothesis Statement - Verify alignment with Strategic Themes - Preliminary cost estimates and WSJF 	<ul style="list-style-type: none"> - Solution alternatives - Refined cost estimates and WSJF - Define MVP - Create Lean Business Case - Go/No-go decision 	<ul style="list-style-type: none"> - Epics approved by LPM - WSJF 	<ul style="list-style-type: none"> - Build and evaluate MVP - Pivot or persevere decision - Participatory Budgeting 	<ul style="list-style-type: none"> - Affected ARTs or Solution Trains reserve capacity for the epic - Continue implementing Features until WSJF determines otherwise 	<p>Epic is done when:</p> <ul style="list-style-type: none"> - LPM governance is no longer required or - Benefit hypothesis is not proven
<p>If the idea appears to be below the Epic threshold, move it to the appropriate Kanban system</p>	<p>Pull if an idea warrants assignment to an available Epic Owner</p> <p>Remove idea if not aligned to Strategic Themes</p>	<p>Pull when an Epic Owner has capacity</p> <p>Remove idea if not approved</p>	<p>Pull when approved by LPM</p>	<p>Pull when capacity and budget available</p> <p>Remove idea if not persevering</p>	<p>Pull when MVP hypothesis proven true</p>	<p>Pull when Epic is no longer a portfolio concern</p>

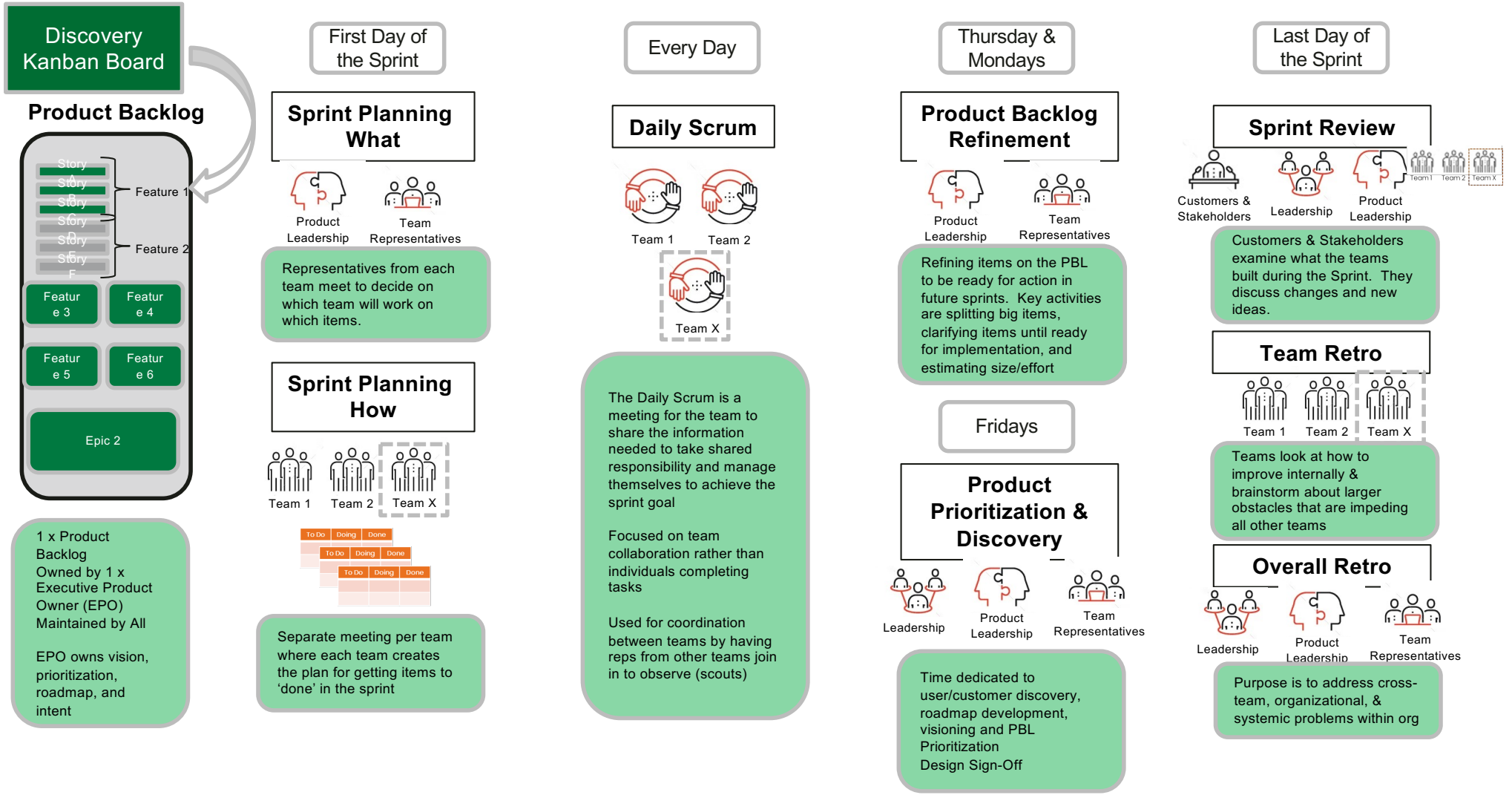


Discovery Kanban Board

Activity WIP Limits	Options and Opportunities Unlimited	Researching 4 Initiatives	Initial Discovery 3 Initiatives	Designing 4 Initiatives	Backlog Creation and Refinement 3 Initiatives	Work in Progress 4 Initiatives	Done – Waiting on User Acceptance Unlimited
Goal of Activity / Column	All ideas are welcomed here. The reporter must provide enough information to allow team to assess product market fit and relative priority. New Tickets are prioritized in this bucket – the top Initiative is the next one to go into researching.	Identifying the problem, understanding the current state and what it might take to solve it in order to reach a decision to continue to discover, design and deliver	Identifying potential solutions (future state) to the problem.	Creating a visual model – a wireframe of the end-to-end solution to a given problem in an initiative (PD ticket), that is integrated with existing UI.	UP Ticket creation and refinement Solution Approach – How will we build the model and get it into production	Development and Test	PD tickets are placed in this column when all stories of a linked Epic are completed, marked as won't do, or moved to another Epic for later development
Actions &/or Artifacts	Prioritization of Business Value, Level of effort, and risk reduction &/or opportunity enablement	<ul style="list-style-type: none"> • Use case definition • Customer Journey Map • Customer interviews • PD ticket documentation – break into smaller PD tickets if needed 	<ul style="list-style-type: none"> • Empathy maps • Customer Journey Maps / story boards • Story Mapping (Backbone) • Brainstorming • Crazy 8s/Story boards • Customer Interviews • Future Journey maps & story boards 	<ul style="list-style-type: none"> • Design Sprints • Prototyping • Customer Interviews • Wireframes 	<ul style="list-style-type: none"> • Story Mapping (Walking Skeleton) • Hamburger Method • 0, 1, Many rule • Acceptance criteria • Epic and Story Summary are complete • Description of Scope • Links to Miro and Figma • Epics and stand-alone stories are linked to the PD ticket • Details are added as part of refinement • Acceptance criteria for epic and stories created 	<ul style="list-style-type: none"> • Stories developed, tested, deployed to UAT 	<ul style="list-style-type: none"> • Epic and Story documentation, and release notes are completed • Stories and Epic meet DoD and acceptance criteria • Baseline metrics are captured and documented before implementation if applicable
DOD for the activity	<ul style="list-style-type: none"> • Problem Identified • Potential solutions documented • Prioritized by Business Value at min and or WSJF. 	<ul style="list-style-type: none"> • Go/No Go for Discovery • Description • Scope • Out of scope • Value • Any decision points to continue or pivot 	<ul style="list-style-type: none"> • Go/No Go for Design • Solution options documented • Chosen solution identified • Dependencies / Customer-provided data or tech identified and committed to (Will we get the data) 	<ul style="list-style-type: none"> • Go/No Go for Final Discovery • Design is complete • Linked to PD ticket • Tested/Reviewed by customers or users (if applicable) • Dependency / Customer Readiness to Receive reviewed 	<ul style="list-style-type: none"> • Go/No Go for Development • Design Reviewed by Discovery Team • Approach for Epic and Stories determined – documented • UP Backlog items created and linked to PD ticket • Moves when stories are slotted into a sprint 	<ul style="list-style-type: none"> • Epic & Stories meet DOD and Acceptance Criteria • Stories marked as done or won't do • Problem identified in PD is solved 	These initiatives are complete and marked as Done (removed from the board) after the customer tests & accepts them into their environment (Customer Success is responsible for closing these tickets)



Proposed Discovery and Delivery





Proposed Process – As of 6 March 2023

Color Code for Attendees

<p>Facilitated By Team Leads Dev Team Owned Meetings</p>
<p>Facilitated By Scrum Master Product Leadership, Executive Leadership, Subject Matter Experts (SMEs), Design, Representatives from Dev Teams to include QA & DevOps – All are invited</p>
<p>Facilitated by Team Leads Engineers, QA, DevOps Reps (All invited)</p>
<p>Facilitated by Scrum Master Executive Team – CPO, Marketing, Engineering, SME</p>
<p>Product Managers, Designers, Team Leads, Front End Engineers, SMEs – All are invited</p>
<p>Facilitated by Scrum Master All Team Members, Product Owner & Prod Mgt team, Executive Leadership, Stakeholders</p>
<p>Daily Scrums Not Listed Facilitated by Team Leads</p>
<p>Discovery Stand-Ups – Not Listed Facilitated by Scrum Master</p>

Thursday	Friday	Monday	Tuesday	Wednesday
1	2	3	4	5
<p>Sprint Planning Part 1 11AM – 12PM</p> <p>Purpose: Representatives from each team meet to decide on which team will work on which items</p> <p>Sprint Planning Part 2 1PM – 4PM</p> <p>Purpose: Separate meeting per team where each team creates the plan for getting items to 'done' in the sprint</p>	<p>Post Sprint Planning</p> <p>Product Discovery & Prioritization Workshop 11AM – 12PM</p> <p>Purpose: Time dedicated to user/customer discovery, roadmap development, visioning, PBL prioritization & design sign-off</p> <p>Tech Refinement 1PM – 1:30PM</p> <p>Purpose: Refining technical items on the PBL to be ready for action in the next 1-2 Sprints. Key activities are splitting big items, clarifying items, until ready for implementation, and estimating size/effort</p> <p>Pre-Refinement 2PM – 2:45PM</p> <p>Purpose: Executive alignment on prioritization and requirements</p>	<p>Product Backlog Refinement 11AM – 12PM & 4PM – 5PM</p> <p>Purpose: Refining items on the PBL to be ready for action in the next 1-2 Sprints. Key activities are splitting big items, clarifying items, until ready for implementation, and estimating size/effort</p>	<p>Pre-Refinement 10:30AM – 11AM</p> <p>Purpose: Executive alignment on prioritization and requirements</p> <p>Tech Refinement 12PM – 12:55PM</p> <p>Purpose: Refining technical items on the PBL to be ready for action in the next 1-2 Sprints. Key activities are splitting big items, clarifying items, until ready for implementation, and estimating size/effort</p> <p>Discovery & Design Working Sessions 2PM – 3PM & 4PM – 5PM</p> <p>Purpose: Analyze, Create, Review, Edit designs and EPICs for more than 3 Sprints out in preparation for</p>	<p>Product Backlog Refinement 11AM – 12PM & 4PM – 5PM</p> <p>Purpose: Refining items on the PBL to be ready for action in the next 1-2 Sprints. Key activities are splitting big items, clarifying items, until ready for implementation, and estimating size/effort</p>
6	7	8	9	10
<p>Discovery & Design Working Sessions 2PM – 3PM & 4PM – 5PM</p> <p>Purpose: Analyze, Create, Review, Edit designs and EPICs for more than 3 Sprints out in preparation for</p>	<p>Product Discovery & Prioritization Workshop</p> <p>Purpose: Time dedicated to user/customer discovery, roadmap development, visioning, PBL prioritization & design sign-off</p> <p>Tech Refinement 1PM – 1:30PM</p> <p>Purpose: Refining technical items on the PBL to be ready for action in the next 1-2 Sprints. Key activities are splitting big items, clarifying items, until ready for implementation, and estimating size/effort</p> <p>Pre-Refinement 2PM – 2:45PM</p> <p>Purpose: Executive alignment on prioritization and requirements</p>	<p>Product Backlog Refinement 11AM – 12PM & 4PM – 5PM</p> <p>Purpose: Refining items on the PBL to be ready for action in the next 1-2 Sprints. Key activities are splitting big items, clarifying items, until ready for implementation, and estimating size/effort</p>	<p>Pre-Refinement 10:30AM – 11AM</p> <p>Purpose: Executive alignment on prioritization and requirements</p> <p style="text-align: center; border: 1px dashed black; padding: 5px;">Cut Tag 6PM</p>	<p>Sprint Review 10:00AM - 11:30PM</p> <p style="background-color: #f44336; color: white; padding: 5px;">Purpose: Customers and Stakeholders examine what the teams built during the Sprint. They discuss changes and new ideas.</p> <p>Team Retros NLT 3:30PM</p> <p>Purpose: Teams look at how to improve internally and brainstorm about larger obstacles impeding all the teams</p> <p style="border: 1px dashed black; padding: 5px;">Team Retro Impediments & Experimental For Next Sprint</p> <p>Overall Retros 3:30PM – 5:00PM</p> <p>Purpose: To address cross-team, organizational, & systemic problems within org</p>

Version 3.0

All Times are Eastern