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Release 2 – Collaborative Classroom Session Participant Materials

October 2016

**Digital Acquisition MVP**

**Release 2 – Classroom Session**

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# Digital Acquisition MVP Release 2 Collaborative Classroom Session

## Overview

The Digital Acquisition MVP Release 2 Collaborative Classroom Session brings you together to:

* Reflect on what you learned in Release 1 on the digital services marketplace, and build upon the concepts of market research from Release 2.
* Reflect on the importance of stakeholder engagement and understanding stakeholder challenges as it relates to your role as a change ambassador. You will also practice influence techniques you can use to effectively engage stakeholders.
* Begin transitioning from market research to an acquisition strategy.
* Share the results of your live digital assignment with the rest of the cohort, focusing on your product vision, and any challenges you’ve encountered with the project so far.

It will be a full week, but we are looking forward to it!

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| Tuesday, October 18 8:00 a.m. – 4:00 p.m. |
| * Classroom Session Introduction and Icebreaker * Review of Release 1 * The Importance of Understanding Stakeholder Challenges (Part 1) |
| **LUNCH** |
| * The Importance of Understanding Stakeholder Challenges (Part 2) * Live Digital Assignment: Group Work |

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| Wednesday, October 19 8:00 a.m. – 4:00 p.m. |
| * MAP Case Study Review * Beyond the RFI |
| **LUNCH** |
| * Market Research Case Study: Choosing an Alternative Exercise * Guest Speaker |

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| Thursday, October 20 8:00 a.m. – 4:00 p.m. |
| * Review of Salesforce Market Research Study * Influence conversations role plays |
| **LUNCH** |
| * VA Guest Panel * Happy hour! |

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| Friday, October 21 8:00 a.m. – 4:00 p.m. |
| * Release 3 Introduction * Lean Canvas Introduction * Live Digital Assignment: Prep time |
| **LUNCH** |
| * Live Digital Assignment: Report Out and Reflection * Classroom Session Conclusion |

# Biodome Team Building Exercise

## **Overview**

Your group represents a private research-and-development company that has a contract to build a solar-powered biodome in Arizona. In the design phase of this exercise, you will design a biodome with the goal of maximizing profit for your company. Profit is determined by construction time, number of pieces used, and the height of the biodome.

In the construction phase of this exercise, you will build a prototype of your biodome to “prove” that you can deliver the product you designed**. If the model you construct does not meet or surpass each of the targets in your plan, your company is disqualified**.

At the end of the exercise, companies that have met all their targets will be compared. **The company that has the most points will be considered the most successful**. In the event of a tie, the company that assembled its model the fastest will win the competition.

## **Design Phase**

You have 10 minutes to address the following steps (not necessarily in this order):

* Organize your group in any way that seems most effective.
* Decide on targets for the following factors:
* Number of pieces the biodome design requires (fewer pieces = less maintenance/overhead = more points);
* Time required for assembly of the biodome (faster = better readiness factor in crisis = more points); and
* Height of the biodome (taller = better ability to capture sunlight for solar energy = more points).
* Refer to the Scoring (next page) for information on what specific targets mean in terms of points. Write down your three targets and their total value, as well as the total point value you are attempting to achieve.
* You get bonus points for setting and achieving a certain target in construction. **You only get bonus points for the planned target you achieve**, even if you achieve a higher target in construction than you planned for.
* For design, you may fit pieces together, **but you cannot begin to assemble your tower.** Disassemble your model completely before the construction phase.
* At the end of the design phase, record your final decisions about targets and submit them to the session leader. Once you’ve provided your targets, remember that you must at least meet them during the construction phase.

## **Construction Phase**

The facilitator will signal the beginning of the construction phase. All companies will start at the same time and have 10 minutes. When your company has completed constructing its model:

* Step away from the structure (it must remain standing without additional support) and signal the session leader immediately so that an accurate time can be recorded.
* The structure must remain freestanding for at least 2 minutes after completion.
* If your model is still standing, determine whether you have met (or surpassed) each of the three targets. If you have not at least met all three, your company will be disqualified.

## **Points for Tower Design and Construction**

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| --- | --- | --- |
| Target Factor 1: Number of Pieces | | |
| Number | Point Value | Threshold Bonus Points |
| 10 or less | 150 | 50 |
| 15 or less | 125 | 40 |
| 20 or less | 100 | 35 |
| 25 or less | 75 | 30 |
| 30 or less | 50 | 25 |
| 35 or less | 25 | 10 |
| 40 or less | 15 | 5 |
| 45 or less | 10 | 0 |

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| Target Factor 2: Minutes to Assembly | | |
| Minutes | Point Value | Threshold Bonus Points |
| 4 or less | 200 | 50 |
| 6 or less | 175 | 45 |
| 8 or less | 150 | 40 |
| 10 or less | 125 | 35 |
| 12 or less | 100 | 30 |
| 14 or less | 75 | 25 |
| 16 or less | 50 | 20 |
| 18 or less | 25 | 15 |
| 20 or less | 5 | 0 |

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| Target Factor 3: Structure Height | | |
| Height (Inches) | Point Value | Threshold Bonus Points |
| At least 50” | 250 | 75 |
| At least 45” | 200 | 50 |
| At least 40” | 150 | 35 |
| At least 35” | 100 | 20 |
| At least 30” | 75 | 10 |
| At least 25” | 50 | 5 |
| At least 20” | 25 | 0 |

**Target:**

Pieces: \_\_\_\_\_\_\_

Time: \_\_\_\_\_\_\_ min

Height: \_\_\_\_\_\_\_ in

**Actual**

Pieces: \_\_\_\_\_\_\_

Time: \_\_\_\_\_\_\_ min

Height: \_\_\_\_\_\_\_ in

Total points: \_\_\_\_\_\_\_

# Release 1 Review Session

Guest speaker, Neil Chaudhuri, discusses important Digital Services concepts from Release 1.

Consider using the space below to record any questions that you have, any points you find interesting, or to take notes on any concepts that your IDP indicated are not your strongest.

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# Stakeholder Analysis and Challenges

As you’ve learned from your stakeholder analysis activity, there are a wide range of individuals who have significant influence in the digital services acquisition process. The following sections will discuss the importance of engaging these stakeholders, as well as preparing to do so through influence conversations.

**What makes stakeholder engagements so critical on digital services efforts?**

* A cross-functional team of high performers will be better prepared to take on the frequently evolving, rapid pace of digital projects.
* Acquisition tends to resist the uncertain. Uncommon acquisition practices may require stakeholder support to be adopted.
* There should be significant interaction between agency team members, contractors, and other stakeholders.

## Preparing for an Influence Conversation

It can be difficult to engage stakeholders to the degree necessary to be an agent of change. In order to gain the support of stakeholders, it can be beneficial to engage them in an influence conversation. The following steps will help you determine which stakeholders to engage and how to successfully do so through an influence conversation.

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| **Identify the need or problem for the influence conversation** | * Identify the need or problem you are trying to solve. * Create a goal for your conversation that either addresses the entire problem or part of the problem. For example, a challenge like improving cycle time in the procurement process will likely include conversations with many different stakeholders, and each conversation will need to have its own goal. * Write down your goal for the conversation and keep it handy so you can track back to it throughout the conversation when you feel like the conversation may be going off course. |

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| **Target the range of influencers who can satisfy the need or help solve the problem** | | “Identify the need” and “target the range of influencers” may sometimes feel like the chicken and the egg. You need to know the challenge you are trying to solve and the range of influencers who can help you when creating your conversation goal.  Use the sphere of influence (below) to target your range of influencers. As you review your sphere of influence, consider who is within your scope of control and who is within your influence. |
|  | | |
| **Prepare for the conversation using the Ladder of Inference** | Ladder of Inference  Use the ladder of inference to determine the assumptions of each party. As you move up the ladder, here are each of the phases:   * **Observable data** – information that’s readily available to everyone looking at the scenario. * **Focus on specific data** – the information we decide to clue into – this information may be different for different individuals looking at a situation. * **Interpret the data –** our interpretation of the data – individuals are likely to have different interpretations and conclusions here. * **Develop theories and beliefs –** based on our interpretations, we form theories and beliefs that comprise our view of a situation. * **Take action –** this is where having an influence conversation occurs. Others went through the same steps as you to develop theories and beliefs. | | |

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| **Preparation Logistics** | * **How much time do you need for the conversation?**    + Consider your working relationship with the other party – what level of formality should you use in the conversation?   + Consider what you’re communicating about – Is it an easy or challenging message to communicate? Will you find it hard to describe to someone else? What is the outcome of the conversation – brainstorming, making a decision, or sharing information?   + Schedule your meeting length accordingly * **Where is an appropriate place?**    + Consider whether you need to have a private space or whether it’s okay to “catch the other party” in between meetings * **Does the other party need to prepare?**   + Identify any context or pre-reads you want to share with the other party. |

# Understanding Stakeholder Challenges

A USDS guest speaker will now discuss their experiences around government transformation and stakeholder engagement. Use the space below to take any notes from the presentation.

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# Analyzing What and How You Will Buy

In Release 2, you have learned to:

* Ask effective exploratory questions to understand the agency’s need and make recommendations on a course of action for a digital acquisition procurement.
* Analyze a digital service need to determine the most appropriate market for the service.
* Identify why communicating openly and responsibly with potential vendors is critical to digital services acquisition success and how to do it.
* Conduct effective market research for digital services.

Two of the key topics covered in Release 2 were **Understanding the Need/Product Vision**, and **Conducting Market Research.** Review the topics more below.

Understanding the Need/Product Vision can be done by:

* Assessing customers and the landscape to identify the need
* Defining the customer need you’re solving (product vision)

Conducting Market Research includes:

* Potential sources of supply
* Segmenting the market
* Identifying and communicating with non-traditional vendors

# MAP Case Study: Activity Review & Discussion

**The Situation**

MAP has a proprietary system/application (COWSS) and a support contract in place with the vendor (NOSE). The system no longer meets the agency’s needs and the NOSE support for upgrades is slow and expensive. Something has to be done to remedy the situation.

**The Challenge**

As the new CO, you have to work with the stakeholders to procure a mission and cost effective solution. There are many ways to meet the need in the digital services marketplace- what approach should you take?

**Instructions**

With your MAP Case Study, we asked you to:

* List sectors of industry and private organizations that might need a similar product or service other than the federal Government. Can you determine what products they use?
* Consider the digital services layers and what market segment areas may be applicable to satisfying the agency need. Describe how you think these products and services could satisfy the agency need. What are examples of available products and services that could be used for this system (e.g., Wikipedia, QuickBooks, SalesForce)?
* Individually research potential Open Source, Commercial Off-The-Shelf (COTS) and Proprietary solutions and their likely respective impacts (positive and negative) on satisfying the product vision.

Now, you will work in your teams to prepare a quick, five-minute briefing on what you found in your research.

1. Review the case study and discuss your initial results from your individual research across the different options (COTS, Open Source, or Proprietary)
2. Compare as a team and decide if there is additional research needed.
3. Develop a presentation that addresses the following questions:
   * As a team, what methods did you use to perform your research and what were your results?
   * What challenges did you have in finding solutions to meet the desired need of the Program?
   * What additional questions do you have for the program office as a result of your research?
   * How will you go about gathering that information? Who is the best source for information?

**MAP Case Study: Activity Review & Discussion**

Use the space provided to take notes or jot down any questions you have for the other groups about their case study briefings.

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# Beyond the RFI

There are new market research tactics being deployed for digital services beyond just the RFI. The following session discusses ways to identify the right people to address your digital services needs, how to attract non-traditional vendors, and how to draw in companies that have what your agency needs.

There are several reasons you should be involved in the market research process. To name a few:

* As part of the solution team, you need to know what the problem is, how to scope it appropriately, and how the targeted market negotiates and purchases these kinds of services.
* You need to be able to advise your agency program officials on whether they are doing the right sized market research activity.
* You are the Product Owner of the Acquisition Phase. As you become an expert in digital service acquisition you should be driving the process from the time the need is identified.

There are many things you can do to aid your market research. These range from reverse industry days to using blogs and social media, virtual industry days, and sources sought tools. Think back to the methods we discussed in Iteration 2.B for engaging the industry.

# Exercise: Choosing an Alternative

With your Live Digital Assignment teams, you will select a non-traditional way to conduct market research. Your team will sketch out the actions necessary to implement the strategy, and share your findings with the cohort in a brief following lunch.

Prepare to answer the following questions with your team:

***What is your target industry?***

***What is your communication strategy?***

***What approvals do you think you would need?***

***What barriers would you anticipate in using this strategy?***

***How do you mitigate them?***

***What does success look like?***

***Use the space below to record any questions you have for other groups, or notes from the discussions.***

# Guest Speaker: Attracting Non-Traditional Vendors

Use the space below to take notes on the presentation around attracting non-traditional vendors to do business with the government.

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**Guest Speaker: Non-Traditional Vendor**

Use the space below to take notes on the non-traditional vendor’s presentation.

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# Market Research and the Acquisition Strategy

Market Research allows us to become “informed buyers” and as such helps frame the approach we’ll take in acquiring the capabilities needed to satisfy our product vision. Consider the following questions during a class discussion.

What are some of the acquisition strategy decisions that are informed by your market research?

* Who are the viable sources of the service or capability?
* Is the capability we are seeking commercially available, or will we need a custom solution?
* Who (within the viable sources) are considered within their market space to be the highest performers, and more importantly, what is it about them that warrants this recognition?
* How is this service or capability typically acquired? Commercially and by the Government?

### What goes into the Acquisition Strategy?

**Contract considerations:**

* Competition; full and open, limited, sole source, set aside
* New contract vs GWAC vs Agency strategy vehicle
* Contract Type
* Contract Approach – Performance Based
* Incentives/Award Fees

**Product Vision / Articulating the requirements / Establish the scope of work:**

* PWS/SOO
* Performance Metrics (QASP)
* Cost Estimates (IGCE)

**Source Selection considerations:**

* Best Value Trade-off
* Evaluation criteria and weighting

# A Review of the Salesforce Market Research Report

Use the space below to take any notes on the Salesforce acquisition discussion.

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# Preparing for and Having an Influence Conversation

Influence is defined as, “the action or process of producing effects on the actions, behaviors, opinions, etc. of others.” Perhaps the most challenging aspect of this is that you have to influence others without formal authority. What does this look like for a digital acquisition professional?

* It means taking initiative - taking the step to reach out and to have a conversation about what you are trying to accomplish, even when it’s not explicitly your responsibility.
* It means asking for help, advice, or support from other stakeholders who can improve and accelerate your procurement.
* It means explaining, suggesting, recommending, persuading, and convincing people in positions of authority who you may not know well but who have the power to derail or delay your procurement.

This summary presents key strategies for preparing and conducting influence and difficult conversations. You will still need to take initiative to reach out and have conversations, but these strategies should make you more comfortable having them.

## Having an Influence Conversation

Here are three strategies that shape the process for influence conversations. In addition to thinking back to the material covered in Day 2, you may want to reference this page as you prepare for your influence role play conversations.

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| **Step 1: Open the conversation** | * Ensure you understand the other party’s goal for the conversation – you will want to open the conversation by asking what the other party is hoping to achieve during the meeting. The answer may be that they are here and ready to listen to you, but this shows that you are also interested in their perspective. * Don’t assume intent on behalf of the other party. Assuming intent shapes how you approach a conversation, and if you’re wrong, you could end up talking about something unrelated to what the other party has in mind (which wastes time) or risk angering the other party unnecessarily (which makes him/her less inclined to be influenced). |
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| **Step 2: Don’t jump to suggesting solutions** | * Use open-ended questions to fully understand the need AND generate solutions. Inquiry opens a conversation to new awareness, ideas, and possibilities. Sample questions are presented in the next handout. |
|  | |
| **Step 3: Get a commitment from the other party** | * Have the other party state what they will do – this improves the chances they’ll actually do it.   Human behavioral research in the restaurant industry shows that customers are more likely to call and cancel a reservation if they are asked by the host – “Will you call us back if your plans change and you need to cancel?” and have to respond “yes” than if they are just told to call back if their plans change. Use this research to your advantage when gaining a commitment. |

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# Open-Ended Questions That Support Inquiry in Influence Conversations

Use the following types of questions to empower another party to participate in an influence conversation. They are called “thinking” questions as they encourage the other party to actively participate in the conversation, rather than just listening and receiving information.

Asking these types of questions at first may feel uncomfortable as they seek to explore the other party’s position and potential ideas before sharing your own. This removes some of your control of the conversation. Try using just a few at a time.

* Help me understand this issue from your perspective.
* What is your position on this and why?
* Why do you think your position is accurate/strong?
* What do you think is the most critical element of this issue/challenge for us to discuss?
* What are you noticing about how you’re approaching this issue/challenge?
  + What insights are you having?
  + How could you deepen this insight?
* How might other stakeholders think about or approach this issue?
* Why do you think this challenge/issue is important?
* What do you think will happen if the situation is not dealt with?
* What priority is this issue for you?
  + What priority should it be?
* It seems [x] aspect of the issue matters to you.
  + Is that correct?
  + Can you elaborate?
* What experiences might you be able to draw on to help us develop a solution?
* How do you think we can develop a solution to this issue/challenge together?
* What do you think are some potential solutions to this issue/challenge?
* What do you think we should commit to based on this conversation?
* What would you need to know to move the proposed solution forward (for example, who would you need to talk to)?
* What factors should we consider to move the proposed solution forward?
* What do you think next steps look like?

# The DiSC Assessment Dimensions

This summary includes the DiSC assessment dimensions and tables outlining the characteristics of each style and preference. Review this information you when you’re thinking about how to flex your style to interact with and influence others.



|  |  |  |
| --- | --- | --- |
| **D - DOMINANCE**  **Need of the High D: Control** | | |
| **DESCRIPTORS**   * Adventuresome * Competitive * Daring * Decisive * Direct * Forceful * Innovative * Persistent * Problem solver * Results-oriented * Strong-willed | **VALUE TO THE TEAM**   * Gets immediate results * Forward-looking * Challenge-oriented * Initiates activity * Innovative | **TENDENCY UNDER STRESS:**   * Demanding * Nervy * Aggressive * Egotistical |
| **IDEAL ENVIRONMENT:**   * Freedom from controls, supervision, and details * An innovative and future-oriented environment * Forum to express ideas and viewpoints * Non-routine work * Work with challenge and opportunity | **POSSIBLE LIMITATIONS:**   * Overuse of position * Set standards too high * Lack tact and diplomacy * Take on too much, too quickly * Lack of concern for others |
| **I - INFLUENCE**  **Need of the High i: Recognition** | | |
| **DESCRIPTORS**   * Charming * Confident * Convincing * Enthusiastic * High-spirited * Inspiring * Lively * Optimistic * Outgoing * Persuasive * Trusting | **VALUE TO THE TEAM**   * Optimism and enthusiasm * Creative problem solving * Motivates others towards goals * Team player * Negotiates conflicts | **TENDENCY UNDER STRESS:**   * Self-promoting * Overly optimistic * Talkative * Unrealistic |
| **IDEAL ENVIRONMENT:**   * High degree of people contact * Freedom from control and detail * Forum for ideas to be heard * Work through collaboration | **POSSIBLE LIMITATIONS:**   * Inattentive to details * Be unrealistic in appraising people * Trust people indiscriminately * Situational listener * Disorganized or lack of follow through |

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| **S - STEADINESS**  **Need of the High S: Acceptance** | | |
| **DESCRIPTORS**   * Accommodating * Amiable * Even-tempered * Friendly * Good listener * Humble * Patient * Relaxed * Stable * Steady * Tactful * Understanding | **VALUE TO THE TEAM**   * Dependable team player * Work for a leader and a cause * Patient and empathetic * Logical step-wise thinker * Service-oriented | **TENDENCY UNDER STRESS:**   * Withhold emotion * Avoidance * Hesitant * Inflexible |
| **IDEAL ENVIRONMENT:**   * Stable and predictable environment * Environment that allows time to change * Long-term work relationships * Little conflict between people * Freedom from restrictive rules | **POSSIBLE LIMITATIONS:**   * Yield to avoid controversy * Difficulty in establishing priorities * Dislike of unwarranted change * Difficulty dealing with diverse situations |

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| **C - CONSCIENTIOUSNESS**  **Need of the High C: Safety** | | |
| **DESCRIPTORS**   * Accurate * Analytical * Conscientious * Courteous * Diplomatic * Fact-finder * High standards * Mature * Patient * Precise | **VALUE TO THE TEAM**   * Maintains high standards * Conscientious and steady * Defines, clarifies, gets information, and tests * Objective – “the anchor of reality” * Comprehensive problem solver | **TENDENCY UNDER STRESS:**   * Pessimistic * Picky * Isolates self * Overly critical |
| **IDEAL ENVIRONMENT:**   * Where critical thinking is needed * Technical work or specialized areas * Close relationship with small group * Familiar work environment * Private office or work area | **POSSIBLE LIMITATIONS:**   * Be defensive when criticized * Get bogged down in details * Be overly intense for the situation * Appear somewhat aloof and cool |

## How to Interact With Other Styles

* **BE AWARE –** 
  + Reflect on your own style – What are your strengths and weaknesses according to the DiSC? What do you think are your strengths and weaknesses? How might someone with a different style respond to your approach according to the DiSC?
  + Consider what you know about the other’s style and adapt where appropriate.
* **ASK QUESTIONS –**
  + Ask open-ended questions to uncover someone else’s position, potential contribution, process, and emotions if they are not forthcoming with them.
  + Partner to generate solutions together.
* **DON’T TAKE IT TO HEART –** 
  + Sometimes it’s not a critique of you or how you approach a challenge, it’s a function of a different style or approach.
* **PROVIDE SUPPORT –** 
  + Build in opportunities to support the style’s ideal environment/conditions, where possible.

# Strategies for Influence Conversations

Here are some tips to keep in mind as you engage in influence conversations with both internal and external stakeholders.

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|  | **Select the appropriate tone for your influence conversation**   * Reflect on the tone you will use in your influence conversation – Is it an exploratory conversation to learn more about an issue? Should you use persuasion to “win over” a stakeholder? Are you seeking to validate or confirm something? Do you need to be directive about setting or meeting an expectation? |
|  | **Consider the level of directness and formality required by your conversation**   * Reflect on whether you will communicate indirectly (not making your need explicitly known) or directly (explicitly making your need known). Consider the potential negative impacts of indirect communication – a message getting lost or feeling “wishy washy” vs. direct communication – a message that is offensive or feels too demanding to the other party. * Consider the formality for your conversation by reflecting on who you are talking to and what you are communicating about. * Both directness and formality are stylistic and vary by individual – be conscious of whether you are a direct vs. indirect communicator and formal vs. informal communicator. However, you may also need to flex your natural style to that of someone else. For example, how you communicate with a senior leader in your organization may look very different from how you communicate with a peer you work with every day. |
|  | **Determine whether emotions may impact your conversation**   * Research on neuroleadership shows that the human brain responds to social rewards and threats in the same way it does physical pain. Social threats can cause the brain to shut down from full performance. * When emotions enter the conversation:   + Move the participant from describing the emotions (venting) to how he/she can respond to the situation.   + If the emotions are inhibiting progress, pause the conversation and resume it later. |
|  | **Explain technical concepts using examples outside of your scope of work.**   * When explaining a technical concept, use clear examples that may be outside of the scope of your routine work. For example, can planning a wedding be used to explain delivering agile value to someone non-technical? Get creative with these allusions. * Think outside the box – use pictures, others’ stories or experiences, and even demonstrations (or slides from the PowerPoint deck) to make technical content feel more manageable. |
|  | **Persuade who you’re influencing to “try something new”**   * Start small and rally for incremental change. For example, rather than adopting a whole new technology stack, test out new approaches and solutions using pilots or smaller scale efforts. |
|  | **Dealing with “no” in influence conversations**   * Directly ask whether there are other options to resolving the situation that the influencing party is open to. * Get the other party to explain what he/she would do in a perfect world. |
|  | **Conversing with a direct negotiator**   * Flex your style to be more direct to ensure you keep your voice in the conversation. For example, you may acknowledge the participant’s directness and counter by being direct with your own statements and requests. Say things like, “Please take on x for me.” * Use a direct communication style – statements like “I will” are much stronger than “I might suggest.” |
|  | **What to do when you learn there is a deliberate intent on behalf of the other party to not share**   * If you’ve uncovered deliberate intent of not sharing a solution with you or “pulling the wool over your eyes,” then it’s time to reflect on and apply the power dynamics shared in the influence online learning, particularly expert or authoritative power. |
|  | **Encouraging ownership and responsibility**   * Step up and take on responsibility to affect change. One of the key messages from Release 2 is that to affect change, you need to step up and take on responsibilities yourself, even when they feel like they’re outside of your job duties. * Encourage a commitment from who you’re influencing when you leave a meeting. Get the other party to express the commitment him/herself. |

# VA Guest Panel

VA recently completed a coding challenge, complete with coding reviews. The members of this panel will talk to the cohort about their experience planning for and conducting this acquisition.

Take any notes from the session below.

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# Preview of Release 3: How Do You Buy?

Release 3 picks ups where you left off in Release 2 by completing market research. In this release, we will focus on effectively using techniques for acquiring digital service solutions in their solicitation or acquisition strategy.

**Iteration 3.A: Developing an Acquisition Strategy**

* Development of a strategy that buys the result, not compliance
* Integrate innovative techniques to completing market research and developing your strategy

Consider the performance objectives for **Iteration 3.A**:

* Develop an acquisition strategy based up on your market research, product vision, and customer needs.
* Be an effective change agent and collaborate with the customer and key stakeholders on development of the acquisition strategy.
* Develop criteria on cost and pricing, terms and conditions, security concerns (cyber), and data rights.
* Devise evaluation methods and criteria to evaluate vendor maturity and ability to deliver a product that solves a given need and given the definition of success.

**Iteration 3.B: Acquiring Digital Services**

* Develop your SOW/PWS/SOO
* Complete your solicitation package
* Ensure your evaluation criteria is complete

Consider the performance objectives for **Iteration 3.B**:

* Differentiate between buying compliance and buying outcomes.
* Identify the role that security plays in digital service contracts.
* Develop your acquisition package for procuring digital services, including proposal and source selection methods.
* Define evaluation criteria, given evaluation strategy discussed in your acquisition strategy.
* Share examples of acquisition innovation.

# Lean Acquisition Planning Canvas

A lean canvas is a tool you can use to create your acquisition strategy and acquisition plan. Use the space below to take notes during the presentation. You will be asked to use the lean canvas to complete activities in Release 3.

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# Live Digital Assignment: Demo Day Notes

Use the following pages to record any notes, comments, or questions from the LDA presentations.

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