

SPRINT

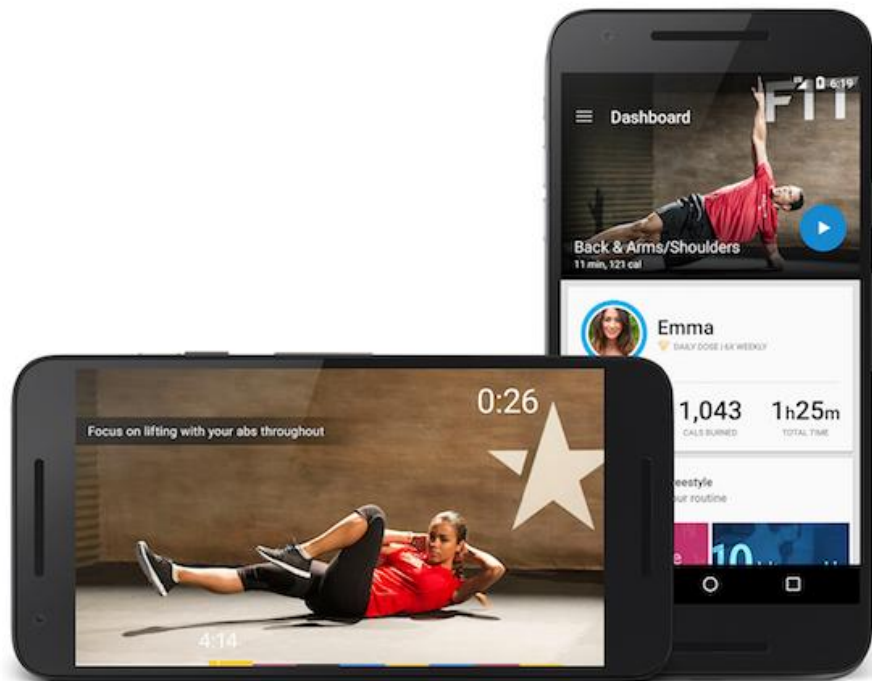
how to
SOLVE BIG PROBLEMS
AND **TEST** NEW IDEAS
IN JUST **FIVE DAYS**

JAKE KNAPP

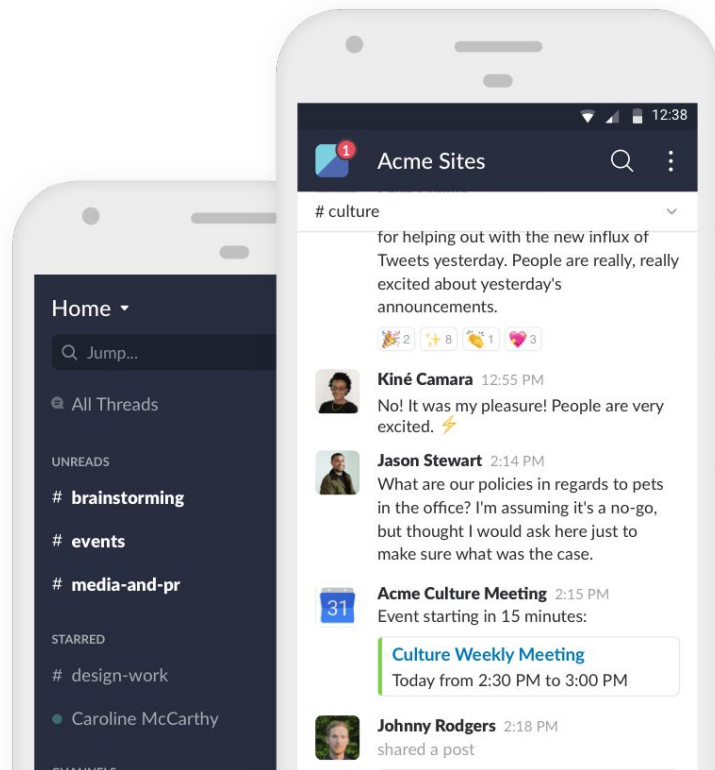
WITH JOHN ZERATSKY & BRADEN KOWITZ

from **GOOGLE VENTURES**

FITSTAR



SLACK



FOUNDATION MEDICINE



ONE MEDICAL GROUP



SAVIOKE



FLATIRON HEALTH



BLUE BOTTLE COFFEE



MONDAY

- Start at the end

• **Map**



- Ask the experts
- Target

TUESDAY

- Remix & improve

• **Sketch**



WEDNESDAY

• **Decide**



- Rumble
- Story board

THURSDAY

• **Proto-type**



FRIDAY

• **Test**



- Learn

Team (7 or fewer)

- **Decider**, Example: CEO, founder, product manager, head of design
- **Finance Expert**, Example: CEO, CFO, business development manager
- **Marketing Expert**, Example: CMO, marketer, PR, community manager
- **Customer Expert**, Example: sales, customer support
- **Tech/logistic Expert**, Example: CTO, engineer
- **Design Expert**, Example: designer, product manager

Monday

Start at The End

Discuss and set a long term goal:

“Why are we doing this project? Where do we want to be six months, a year, or even five years from now?”

And then write it at the top of the 1st whiteboard.

Example: Blue Bottle Coffee

- Bring great coffee to new customers online.

List sprint questions on a second whiteboard

- What questions do we want to answer in this sprint?
- To meet our long-term goal, what has to be true?
- Imagine we travel into the future and our project failed. What might have caused that?

Example: Flatiron

LONG TERM GOAL: More patients enrolled in trials.

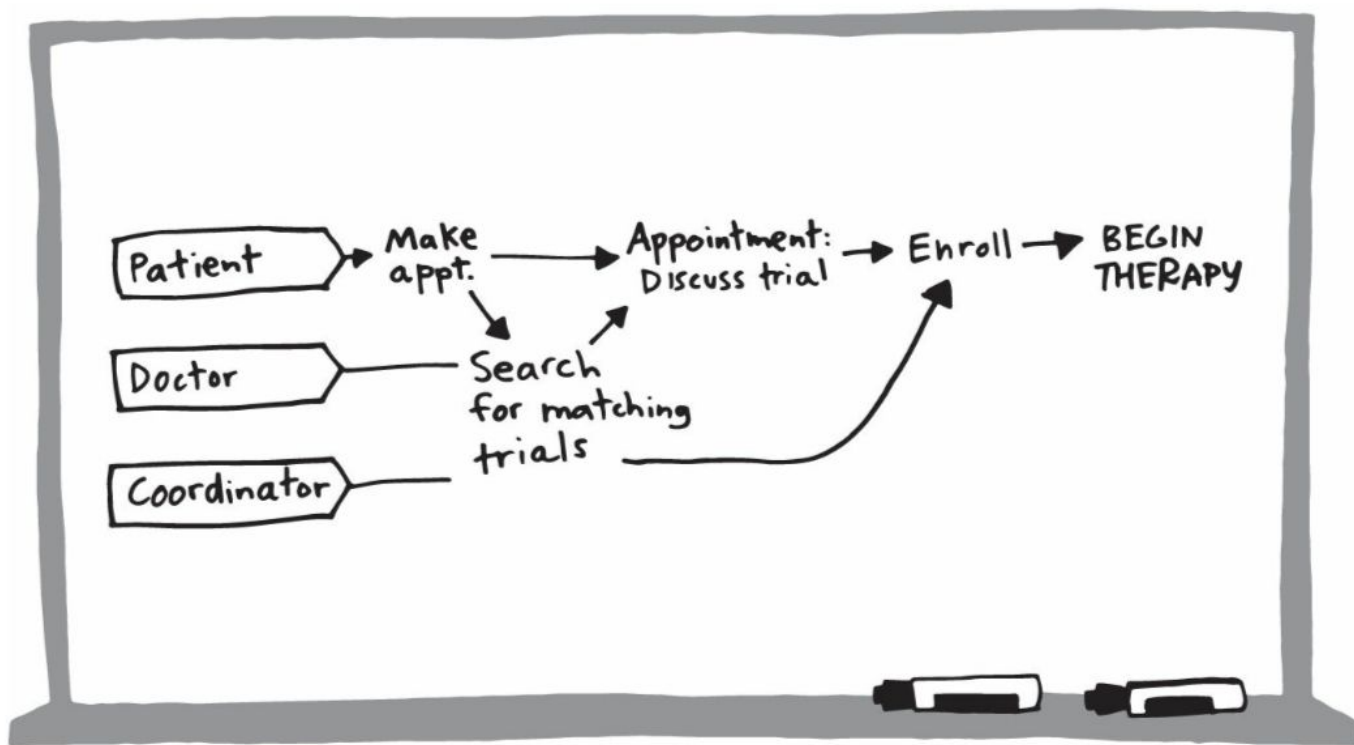
SPRINT QUESTIONS

- Can we find matches fast enough?
- Will clinics change their workflow?

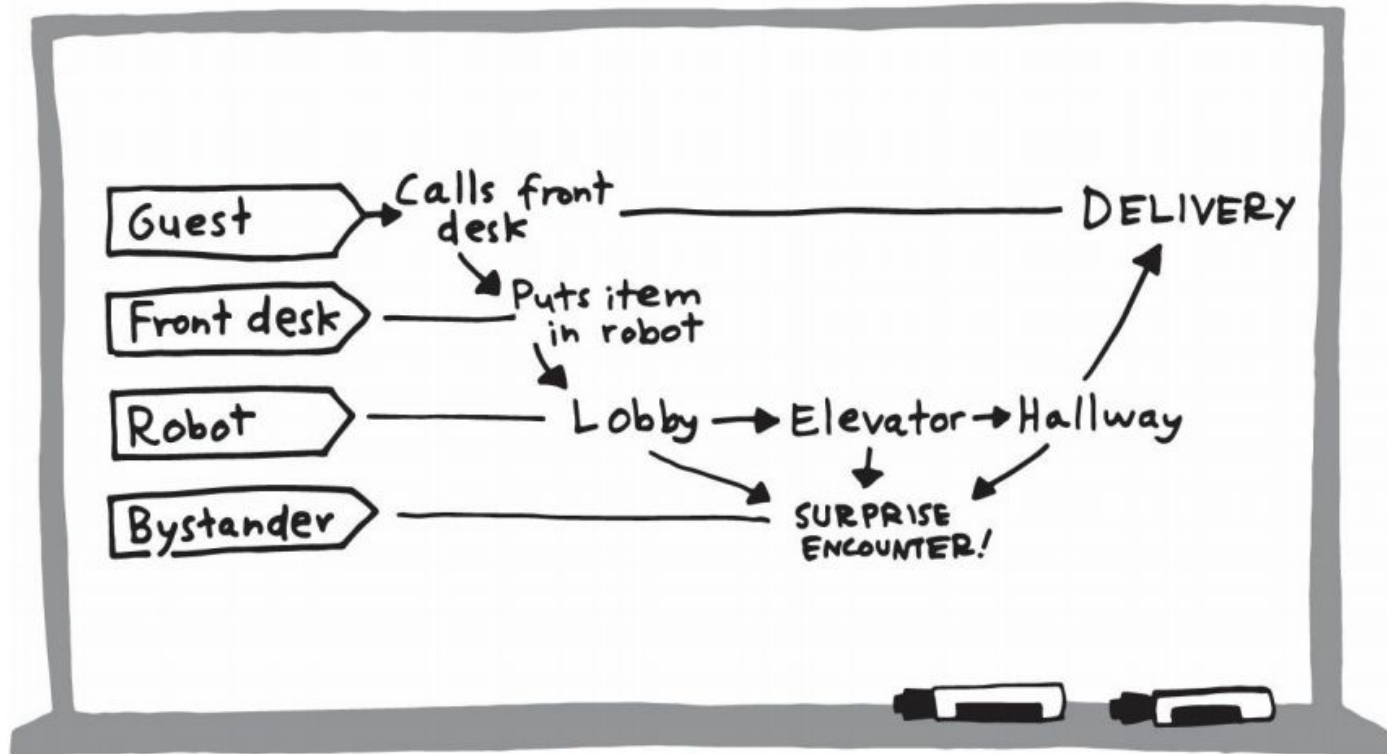
Map

A simple diagram representing lots of complexity. Your map will show customers moving through your service or product.

Example: Flatiron Health



Example: Savioke



Example: Blue Bottle Coffee



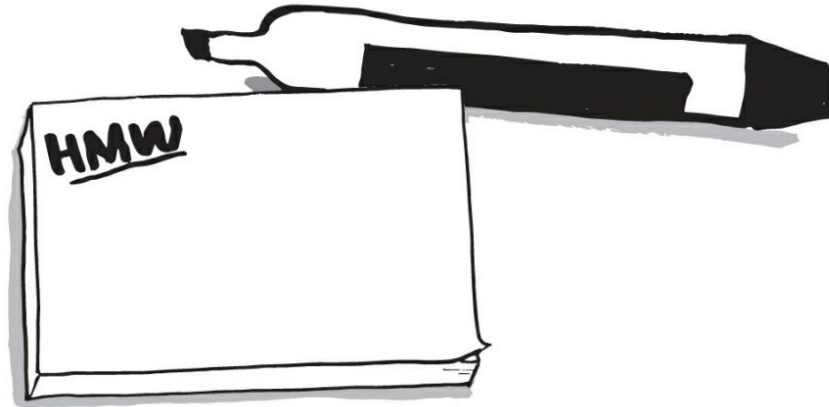
Ask the Experts (not to be the CEOs and managers)

A series of one-at-a-time interviews with people from your sprint team, from around your company, and possibly even an outsider or two with special knowledge.

Your team knows a lot about your challenge. But that knowledge is distributed. Somebody knows the most about your customers; somebody knows the most about the technology, the marketing, the business, and so on. In the normal course of business, teams don't get the chance to join forces and use all of that knowledge.

Take *How Might We* notes

Each person writes his or her own notes, one at a time, on sticky notes. At the end of the day, you'll merge the whole group's notes, organize them, and choose a handful of the most interesting ones. These standout notes will help you make a decision about which part of the map to target.



Example: Flatiron Health

HMW

structure key
info for screening
patients?

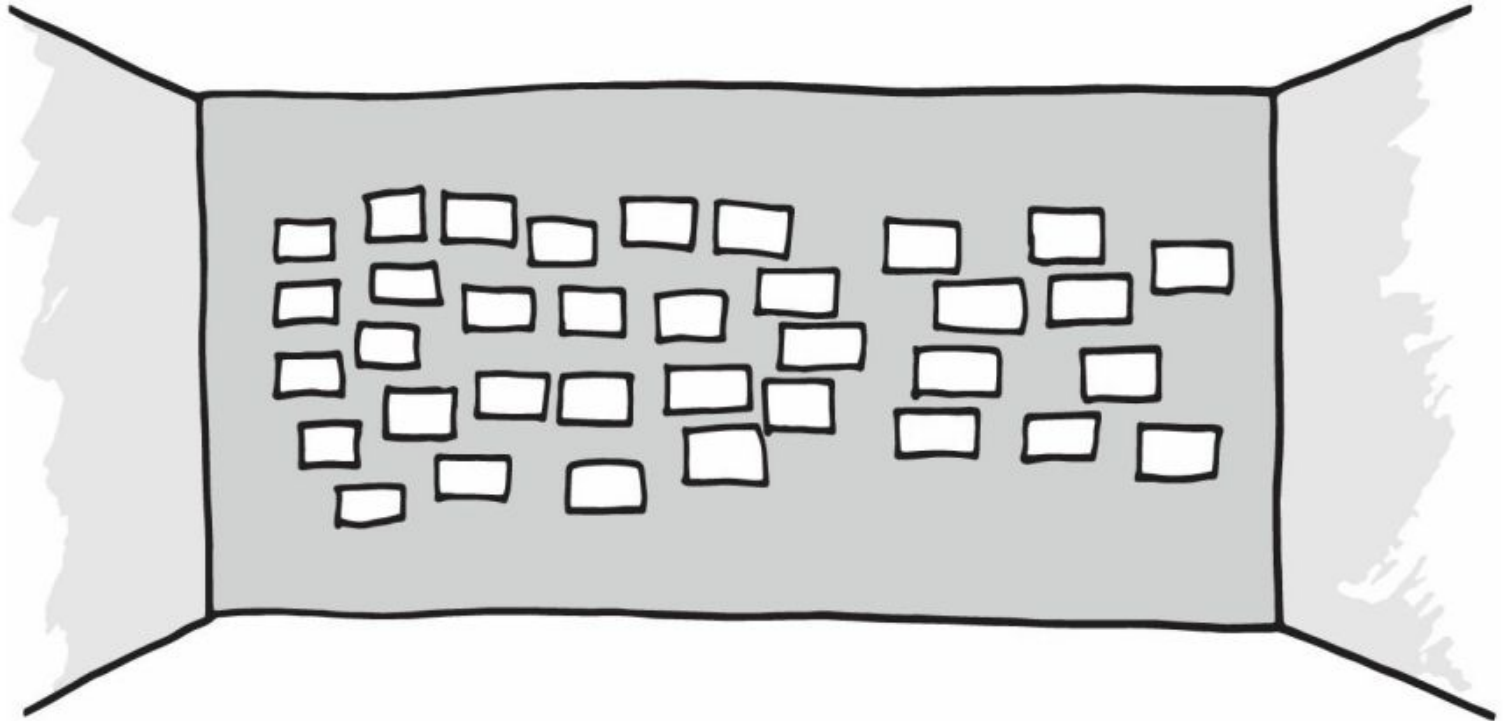
HMW

streamline
discussion with
outside doctors?

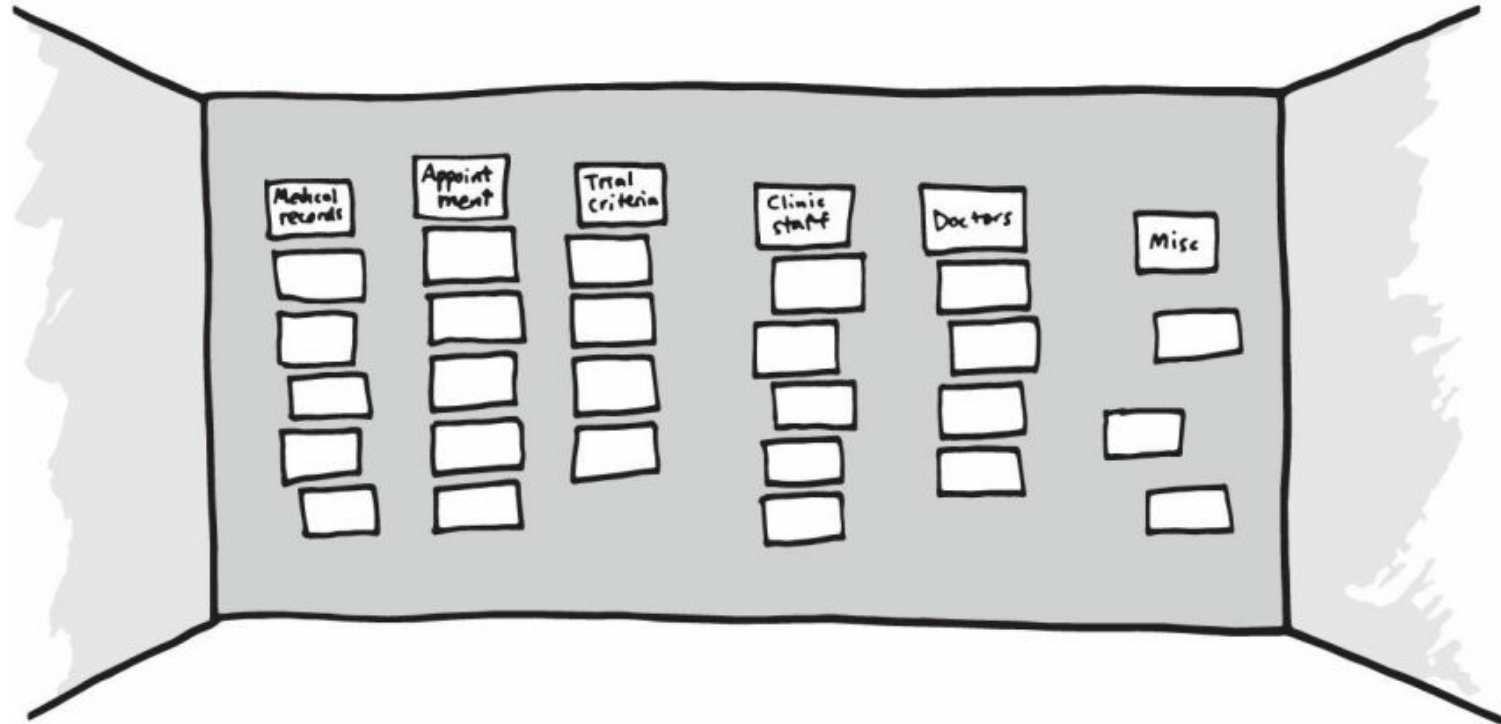
HMW

make reviewing
electronic medical
records faster?

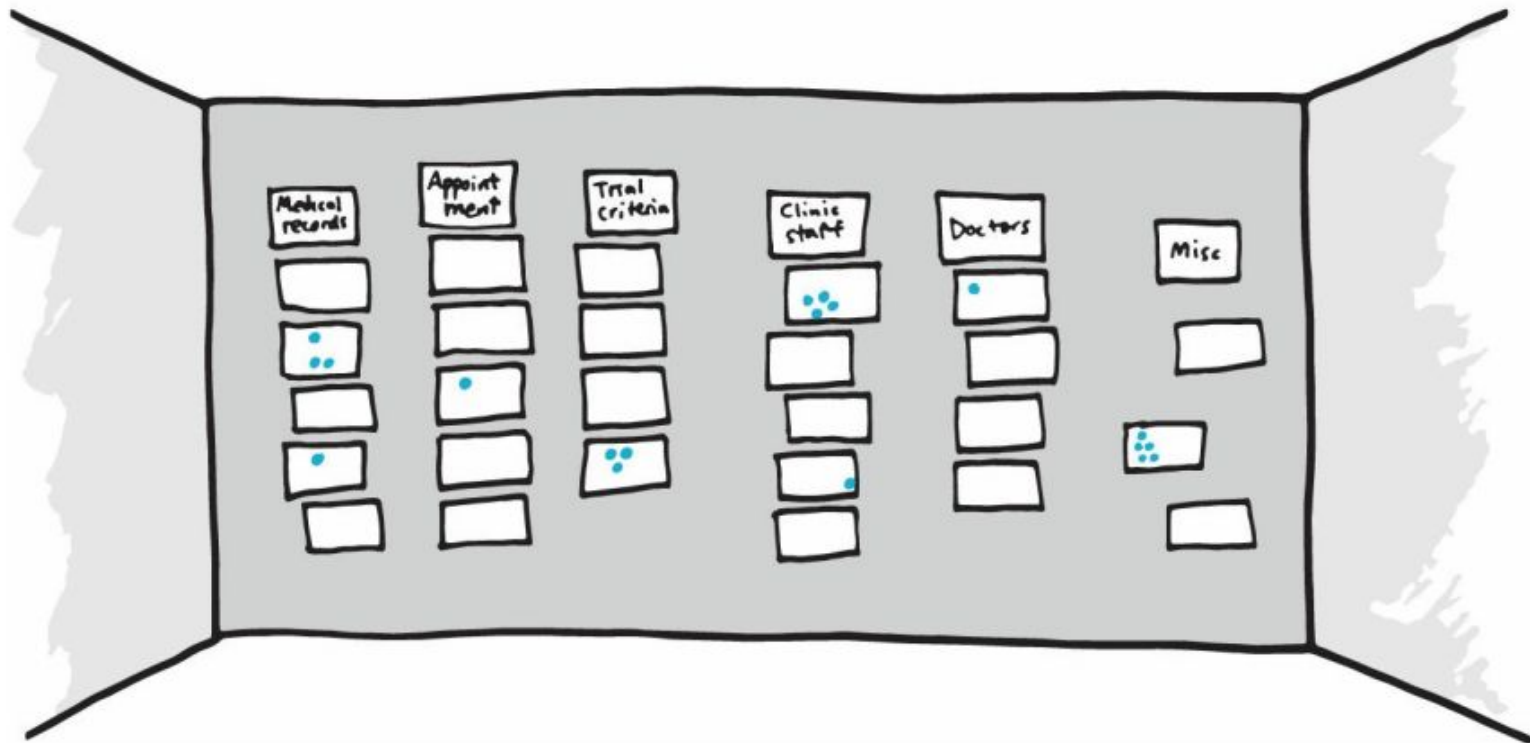
Organize How Might We notes



Group HMW with similar themes

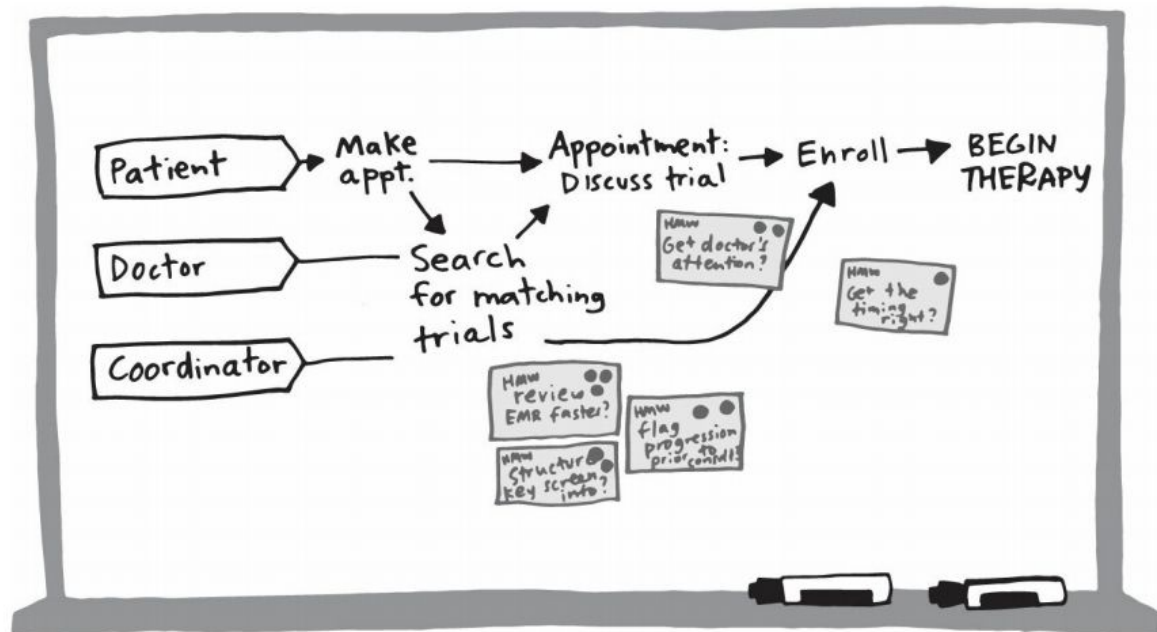


Vote on How Might We notes



Take the How Might We notes with multiple votes, remove them from the wall, and find a place to stick them on your map.

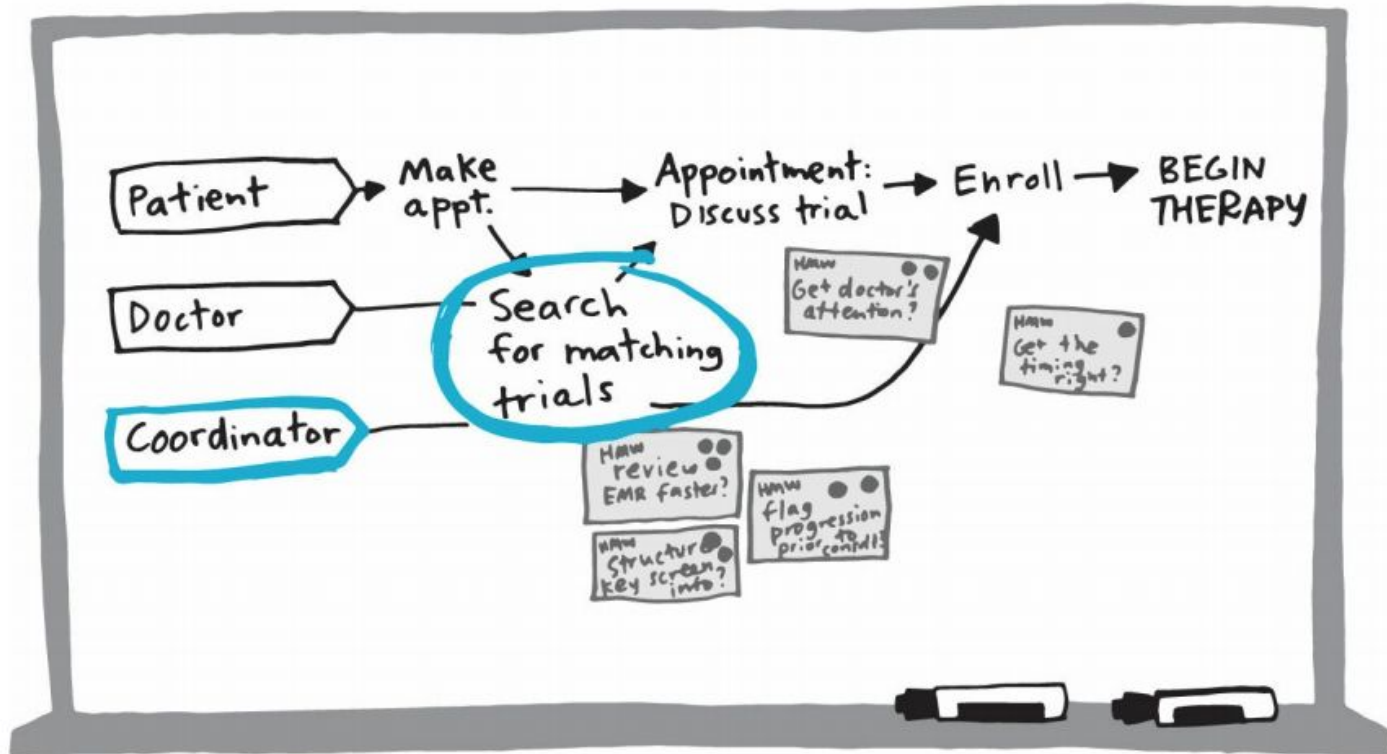
Example: Flatiron Health



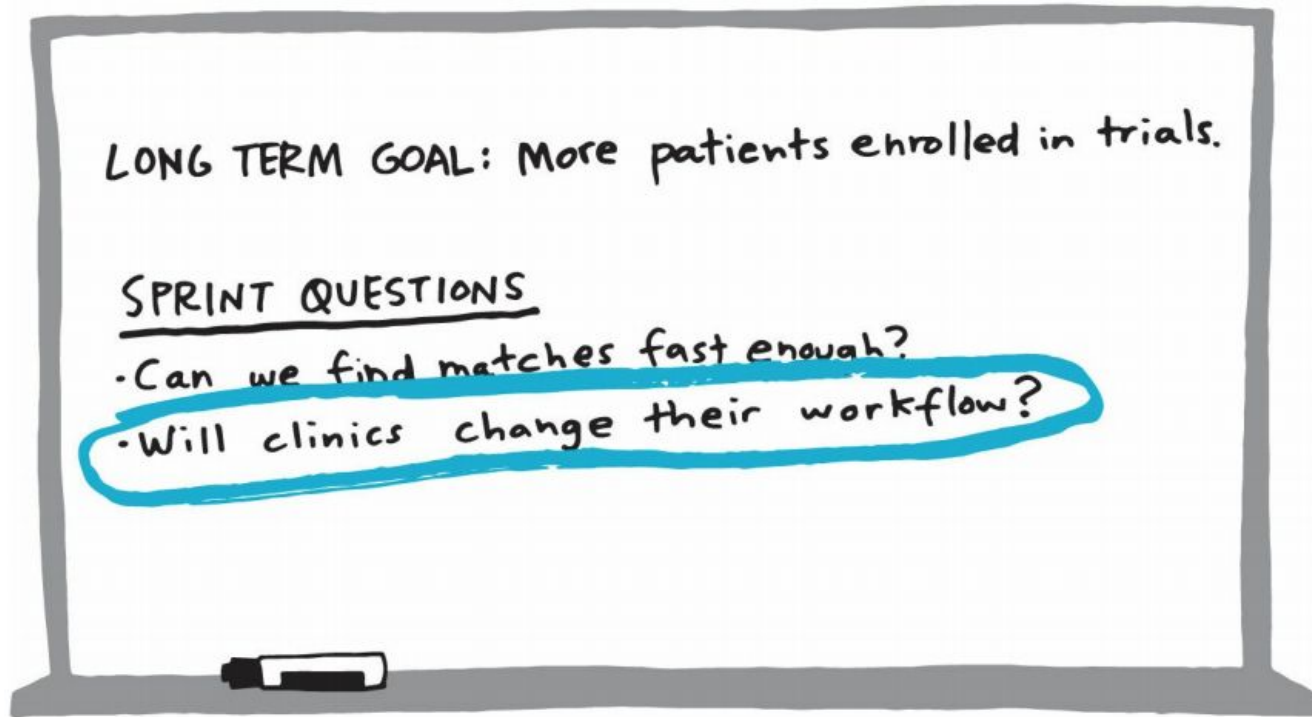
Target

Who is the most important customer, and what's the critical moment of that customer's experience? The Decider needs to choose **one target customer** and **one target event** on the map.

Example: Flatiron Health



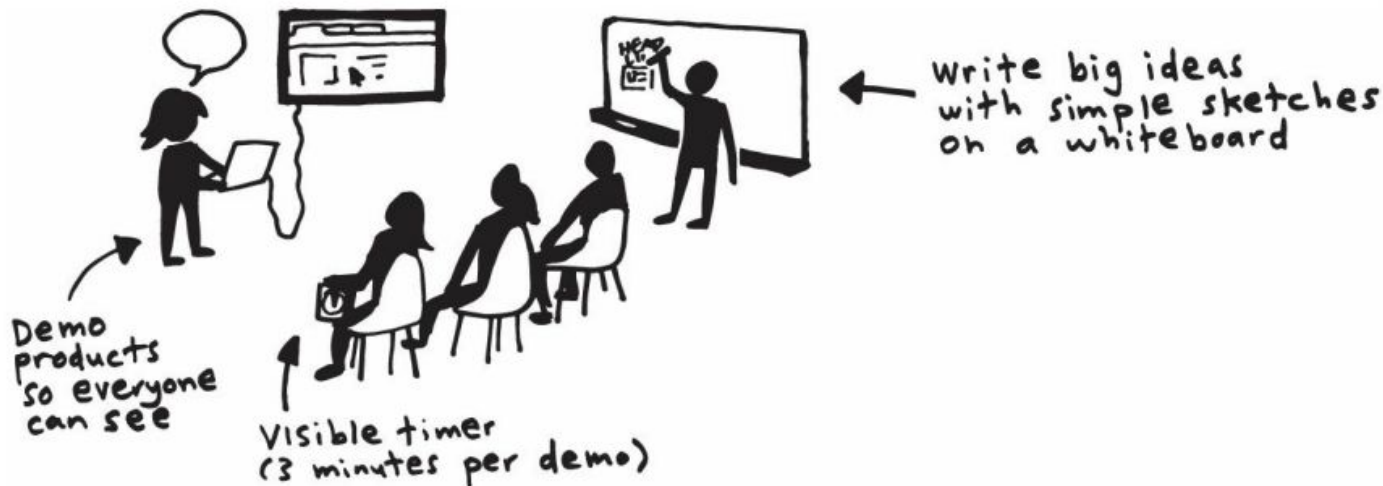
Once you've selected a target, take a look back at your sprint questions. One or more should line up with the target.



Tuesday

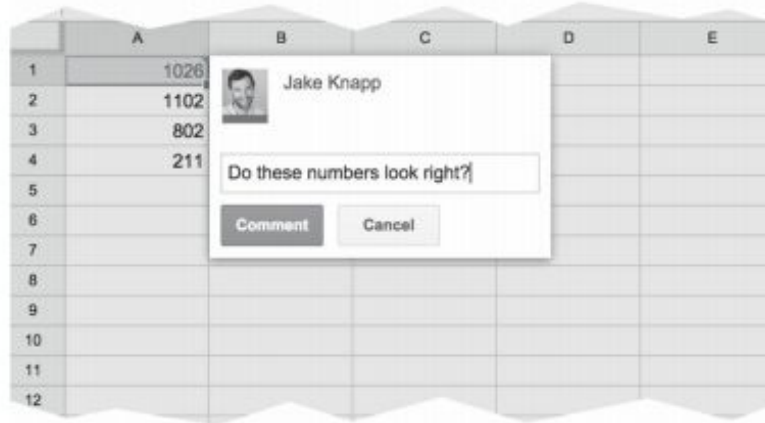
Lightning Demos

Your team will take turns giving threeminute tours of their favorite solutions: from other products, from different domains, and from within your own company.

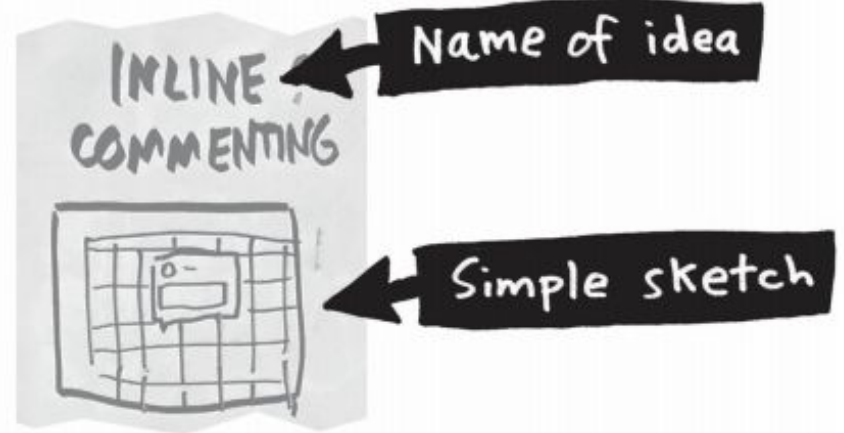


Capture big ideas as you go

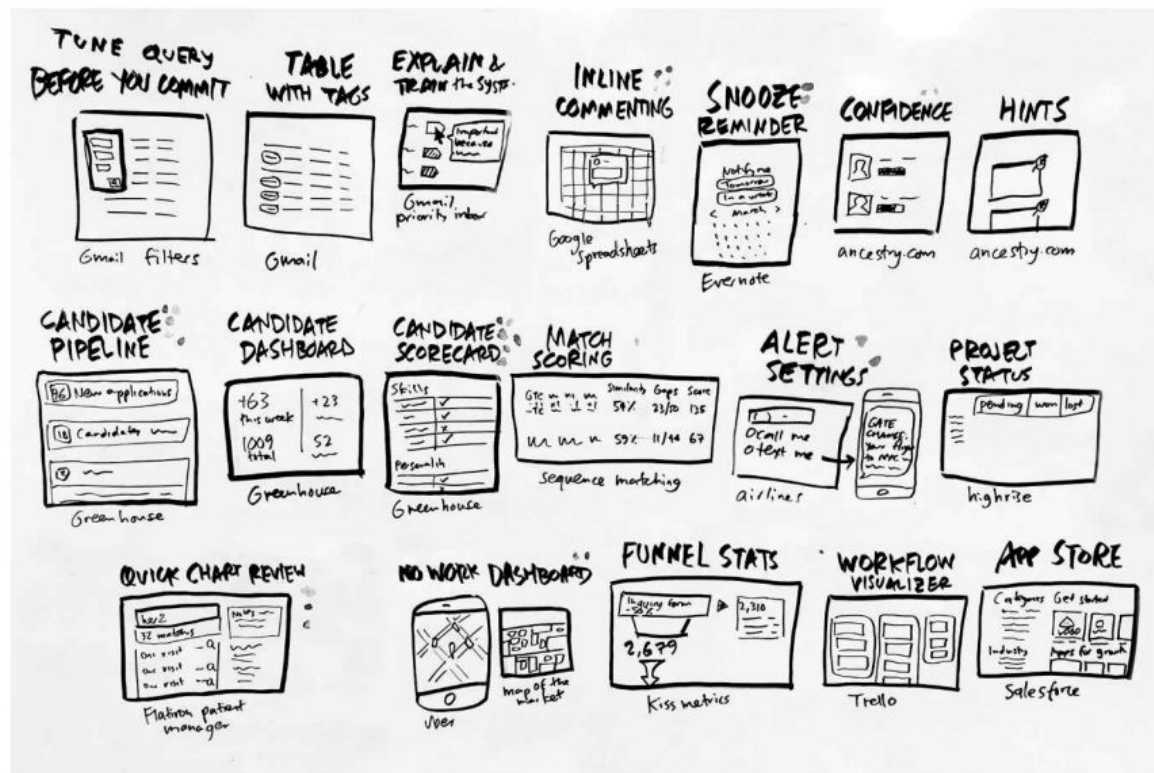
what we saw:



what we drew:



Whiteboard of Flatiron's sprint



Sketch

Example Blue Bottle Coffee's sprint—a solution called “The Mind Reader.” Each sticky note represents one page on Blue Bottle's website. The big idea behind “The Mind Reader” was to organize the online store the same way a barista might talk with a customer.

The Mind Reader

The ~~Star~~ Mindreader

Welcome to Blue Bottle



How do you prepare your Coffee?

Prep

ESP.



ESP.



ESP.



F.P.



F.P.



F.P.



P.O.



P.O.



P.O.



Siph.



Siph.



Siph.



Iced



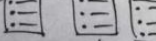
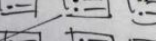
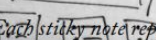
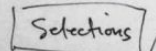
Iced



Iced



French Press

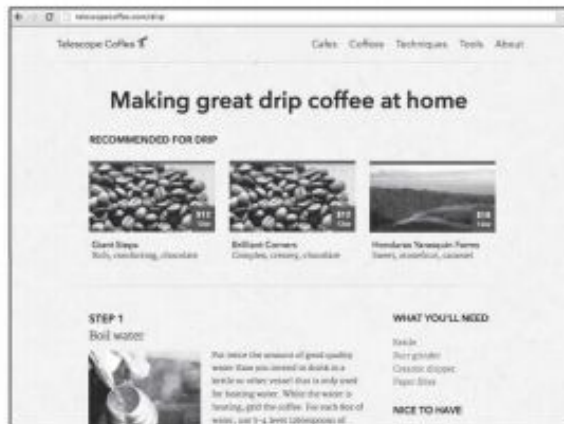


A solution from Blue Bottle Coffee's sprint. Each sticky note represents one screen.

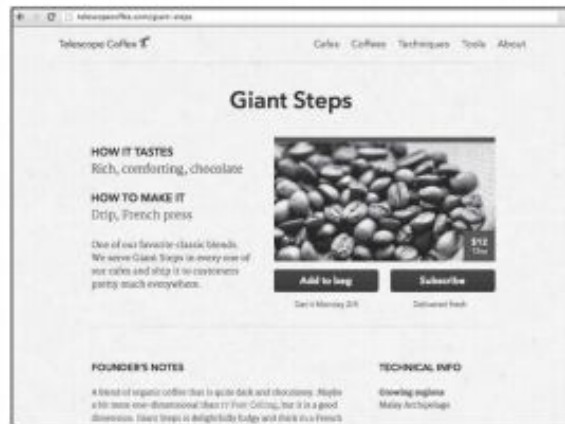
The Mind Reader — Prototype



"Welcome"



"How do you make coffee?"

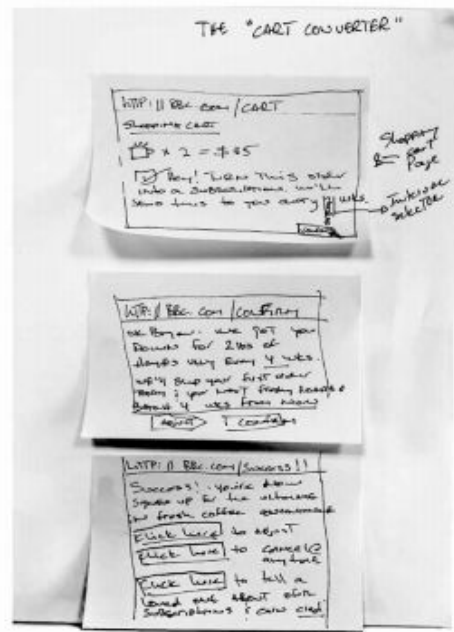
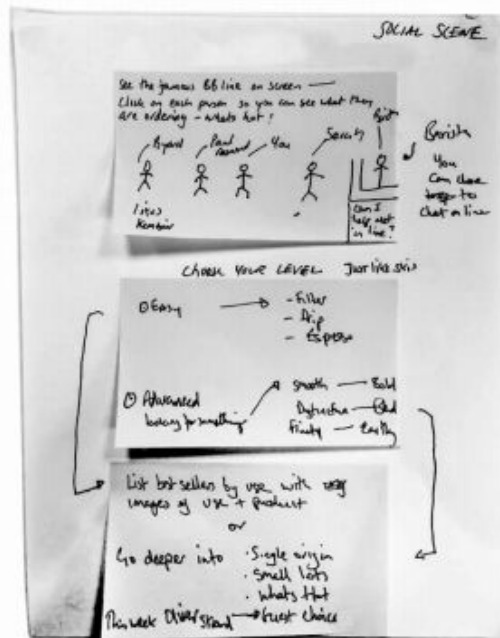
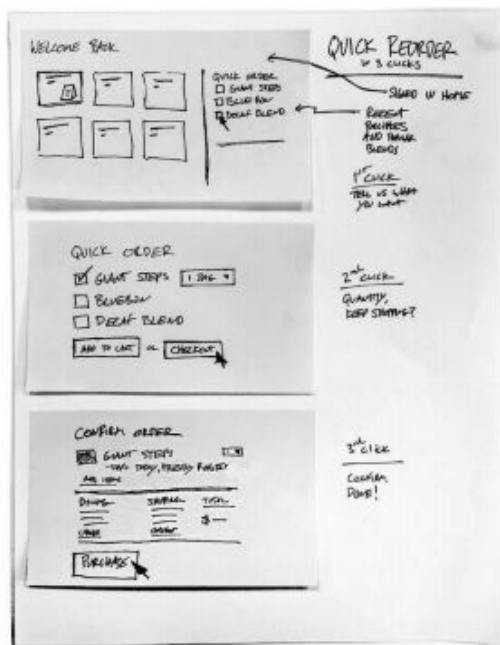


Recommendation

Work alone together

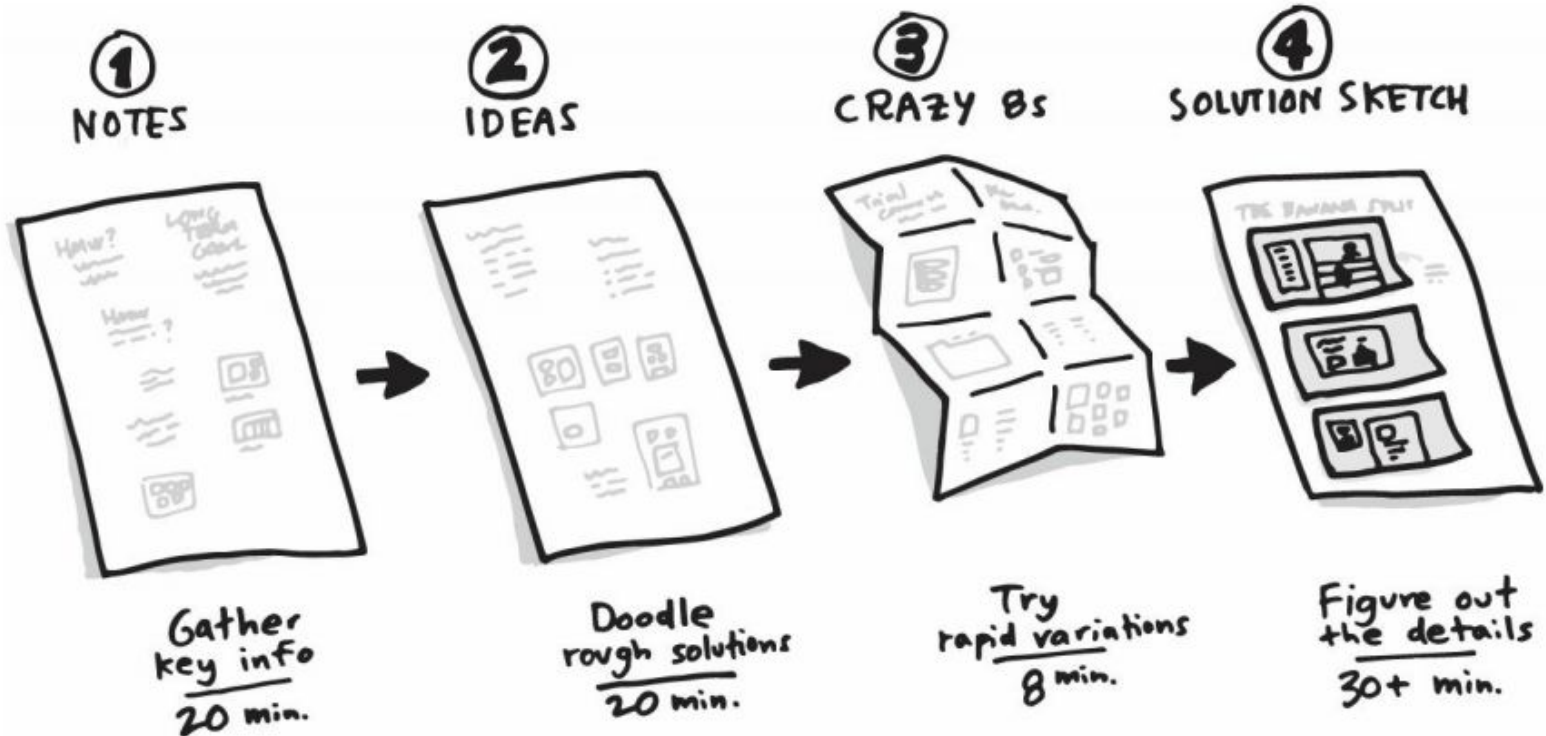
We know that individuals working alone generate better solutions than groups brainstorming out loud. Working alone offers time to do research, find inspiration, and think about the problem. And the pressure of responsibility that comes with working alone often spurs us to our best work.

Example: Blue Bottle Coffee



Three solution sketches from Blue Bottle Coffee's sprint.

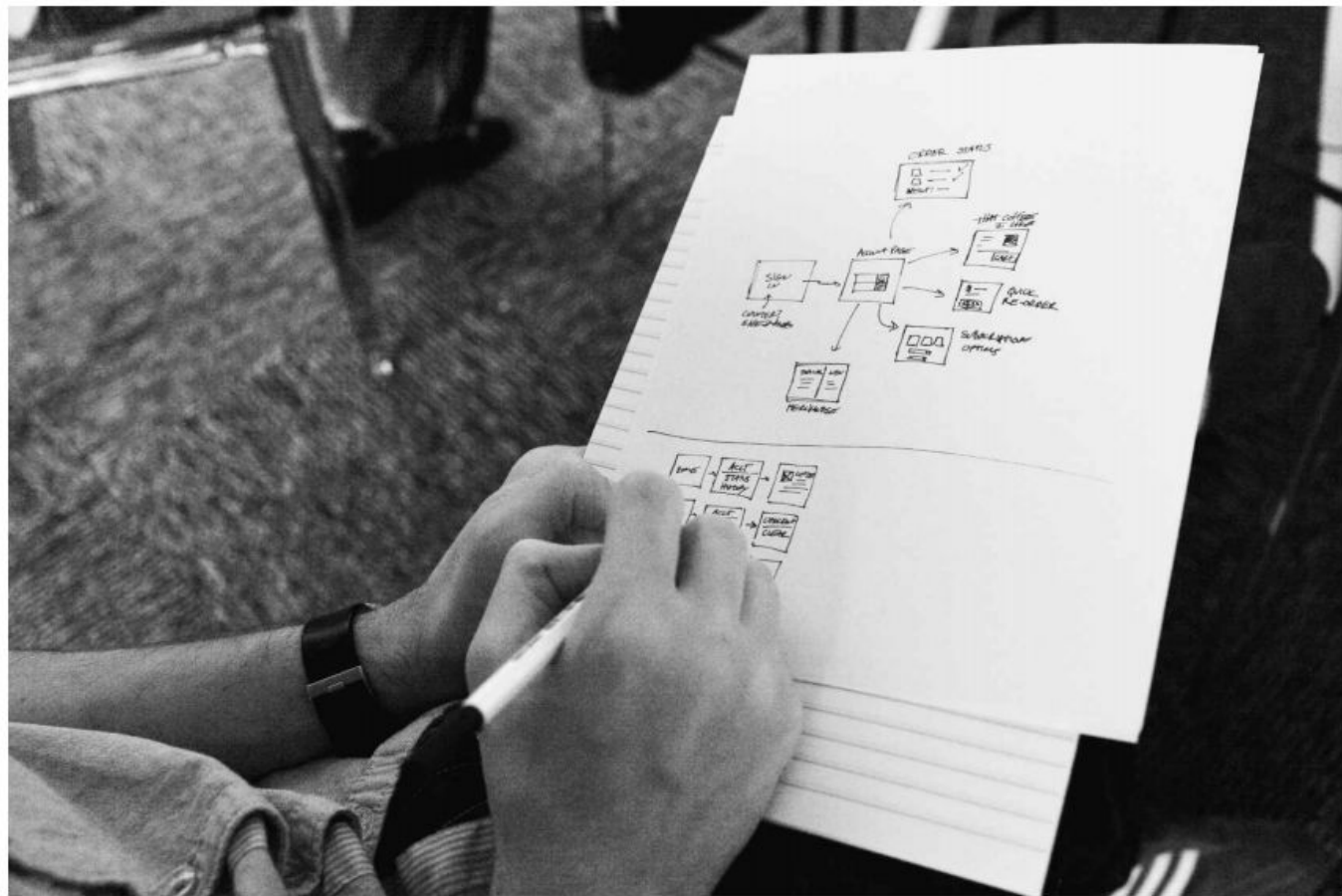
The four-step sketch



1. Notes



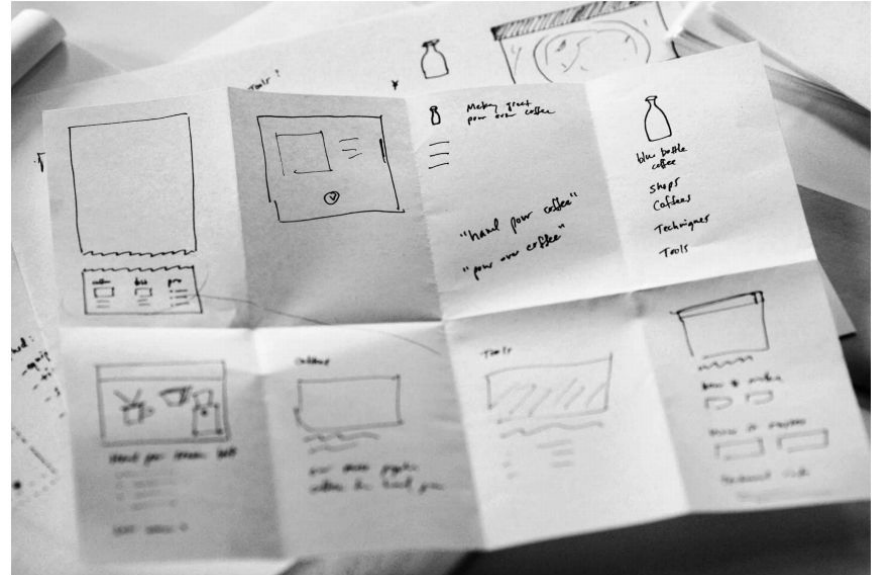
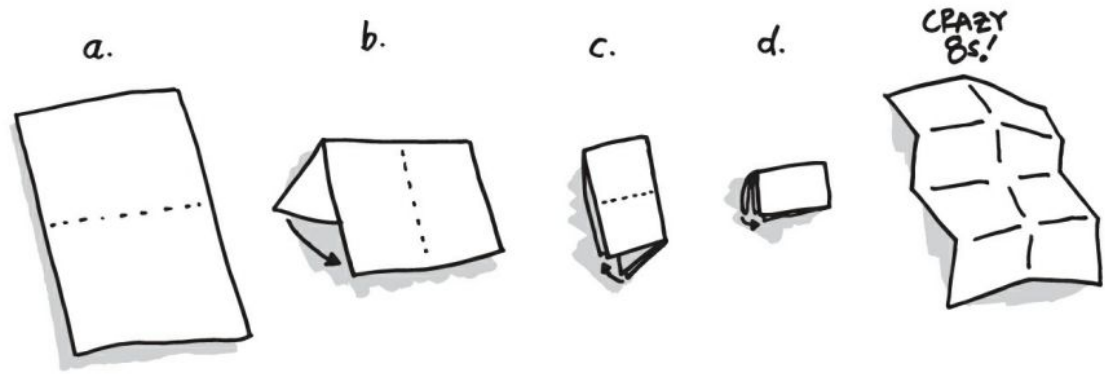
2. Idea



Your ideas might look like this, or they might not. As long as you're writing things down, you're on the right track.

3. Crazy 8s

Each person takes his or her strongest ideas and rapidly sketches eight variations in eight minutes. Crazy 8s refers to the pace, not the nature of the ideas. We want you to focus on good ideas—the ones you believe will work and help you hit your goals—and use Crazy 8s to tweak and expand on those good ideas.



Crazy 8s from the Blue Bottle Coffee sprint. The frames show experiments with phrasing ("hand pour coffee" vs. "pour over coffee"), navigation, and page layout.

4. Solution Sketch

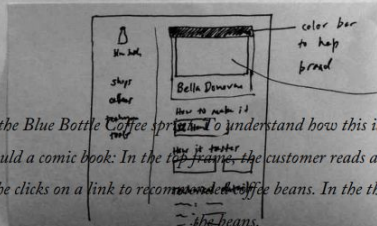
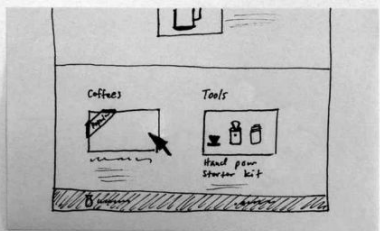
"The Henry Ford"

Search for
"pearl over coffee"
leads here...



click next to
advance... scroll
bar also works.

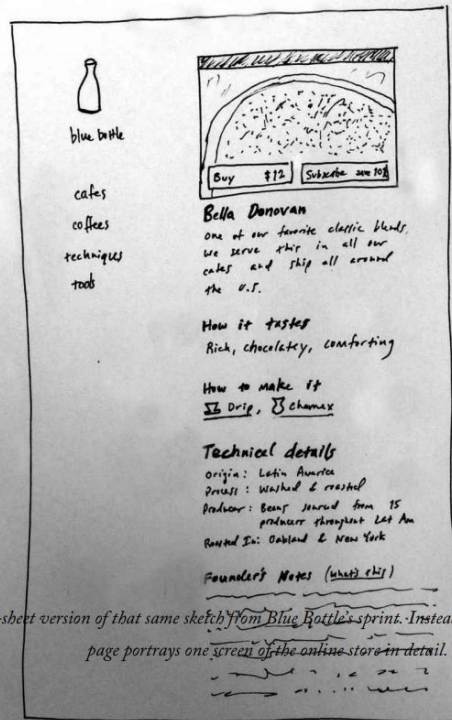
photos should
be clear and
high quality,
but not too
trendy — we
want this to
be accessible!



— photo doesn't
have to be
package

A solution sketch from the Blue Bottle Coffee sprint to understand how this idea works, ~~using~~ ^{using} the notes from top to bottom—as you would a comic book: In the top frame, the customer reads a how-to guide for brewing coffee. In the second frame, she clicks on a link to recommend coffee beans. In the third frame, she finds details about the beans.

Henry Ford, up close and personal



blends get
a photo of
beans in
a roaster;

single origins
get a photo
of farm/place

Here's a single-sheet version of that same sketch from Blue Bottle's sprint. Instead of a storyboard, the entire page portrays one screen of the online store in detail.

Wednesday

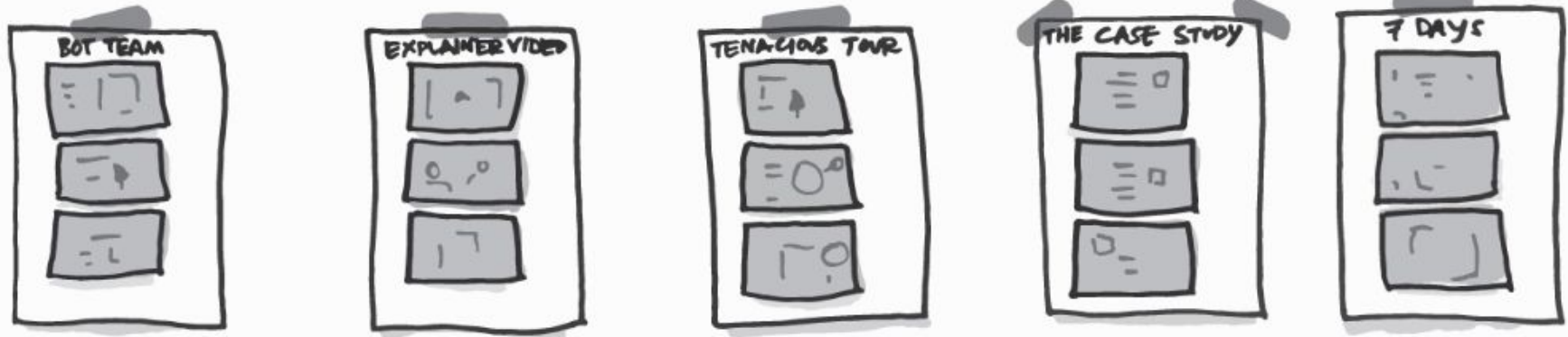
In this day we'll evaluate solutions all at once, critique all at once, and then make a decision all at once.

Your goal for Wednesday morning is to decide which solutions to prototype.



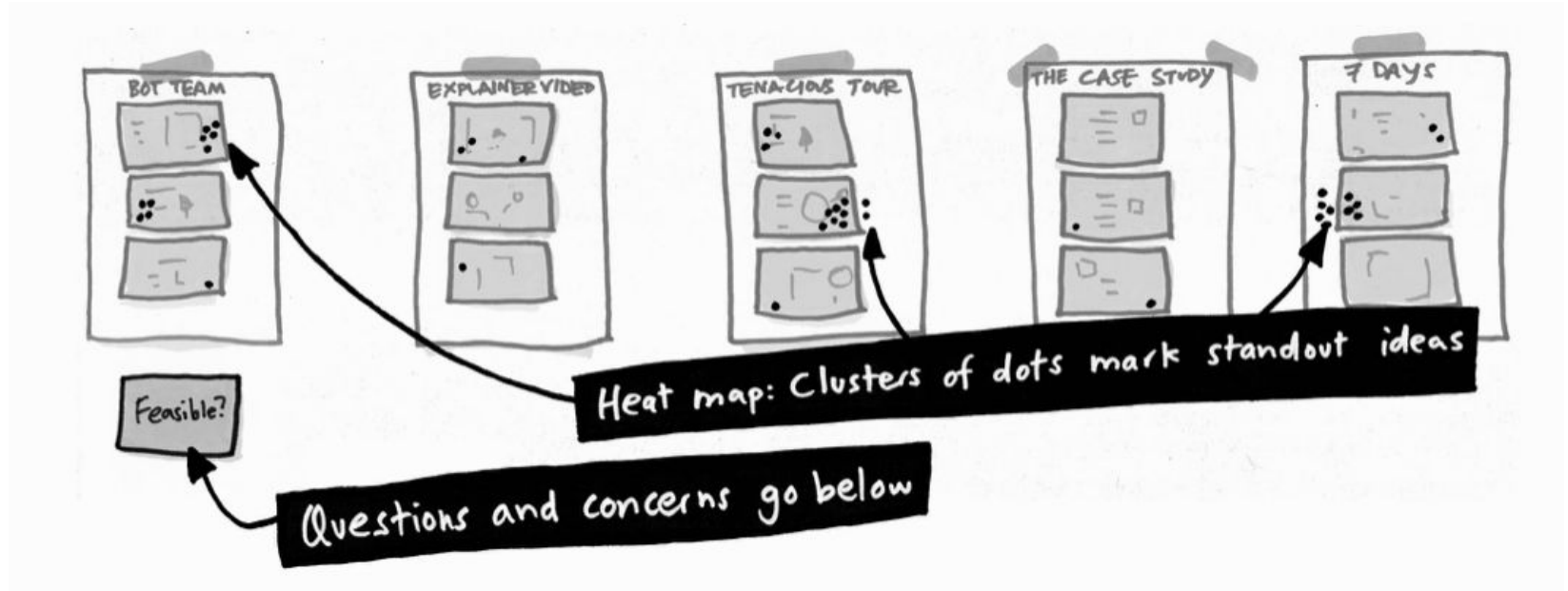
1. Art museum

Put the solution sketches on the wall with masking tape. It's also a good idea to place the sketches in roughly chronological order, following the storyboard.



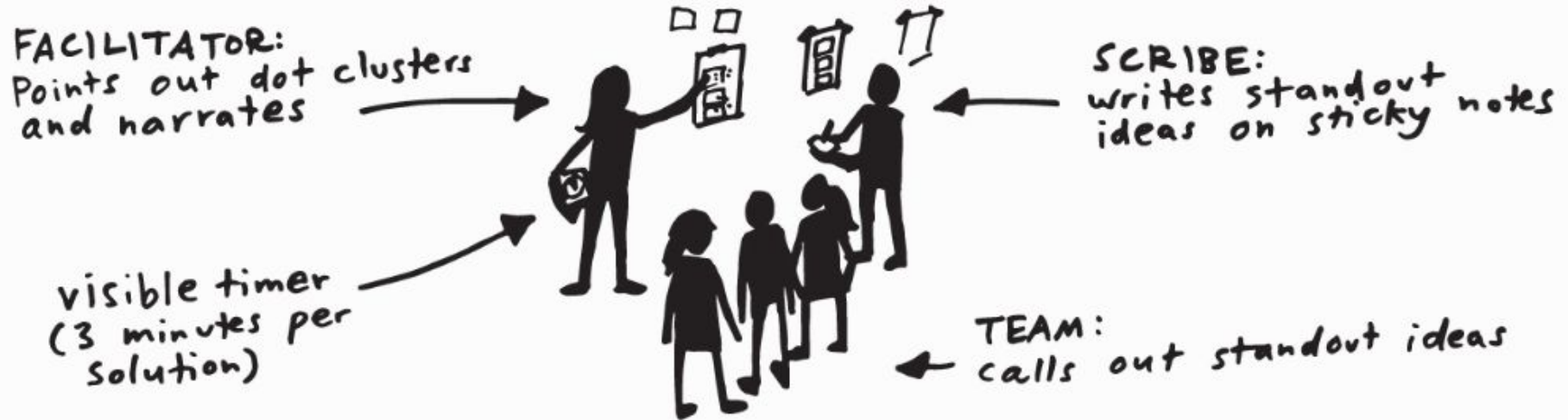
2. Heat map

Look at all the solutions in silence, and use dot stickers to mark interesting parts.

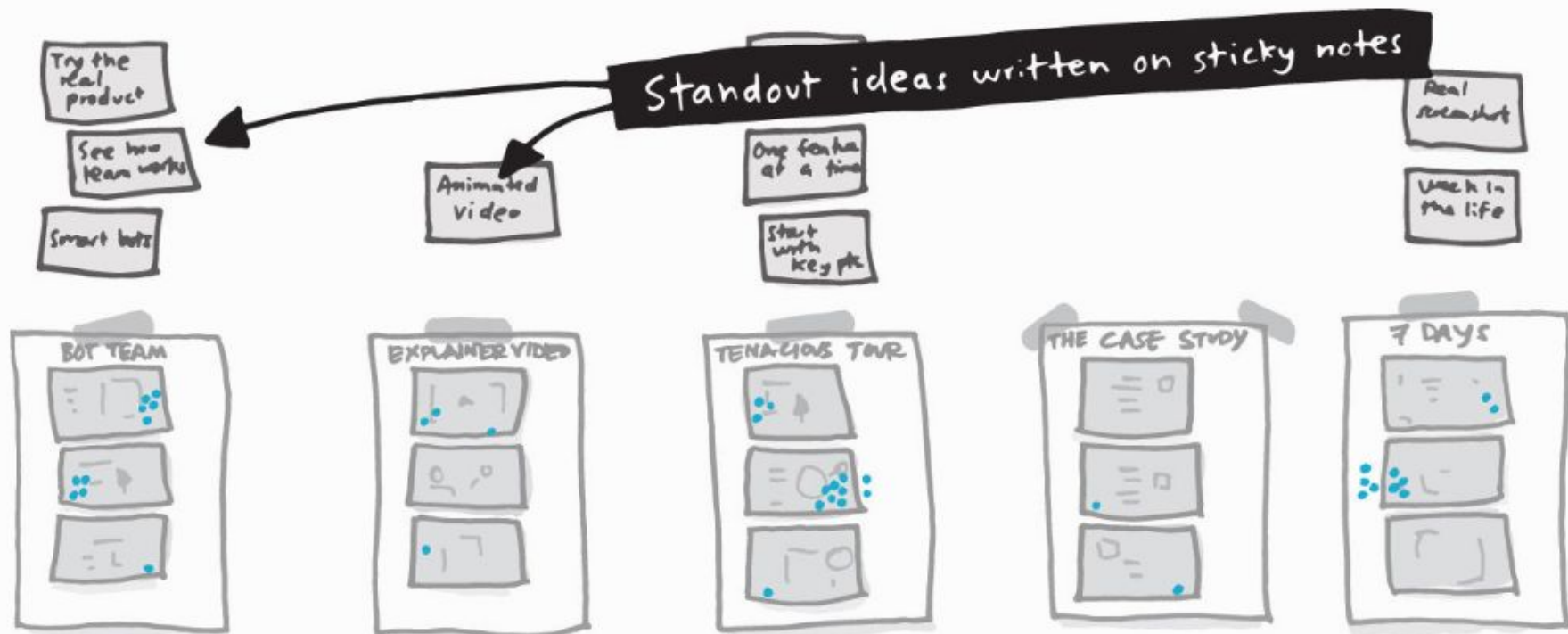


3. Speed Critique

Quickly discuss the highlights of each solution, and use sticky notes to capture big ideas.

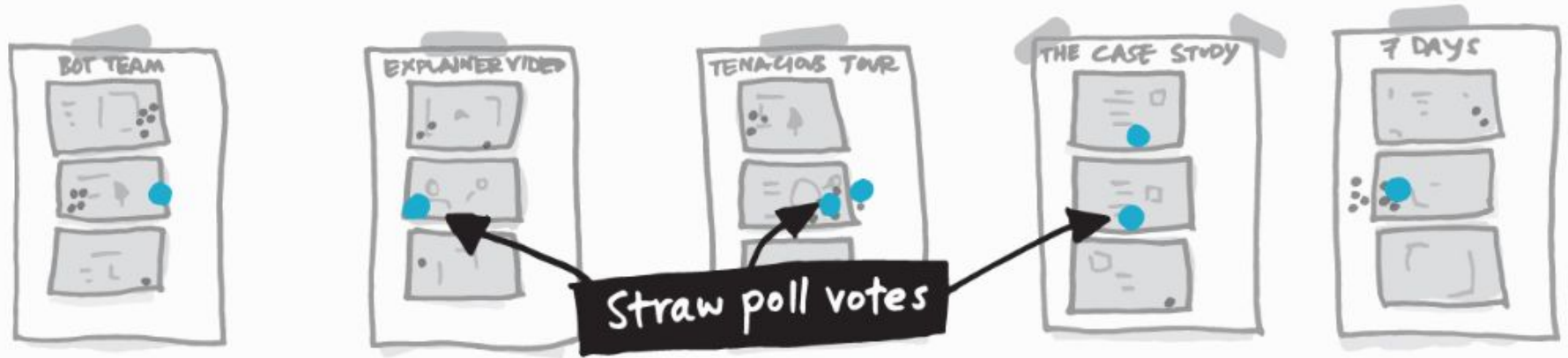


By the end of the speed critique, everyone will understand all of the promising ideas and details. You'll also have a nice tangible record of the discussion on the wall, like this:



4. Straw poll

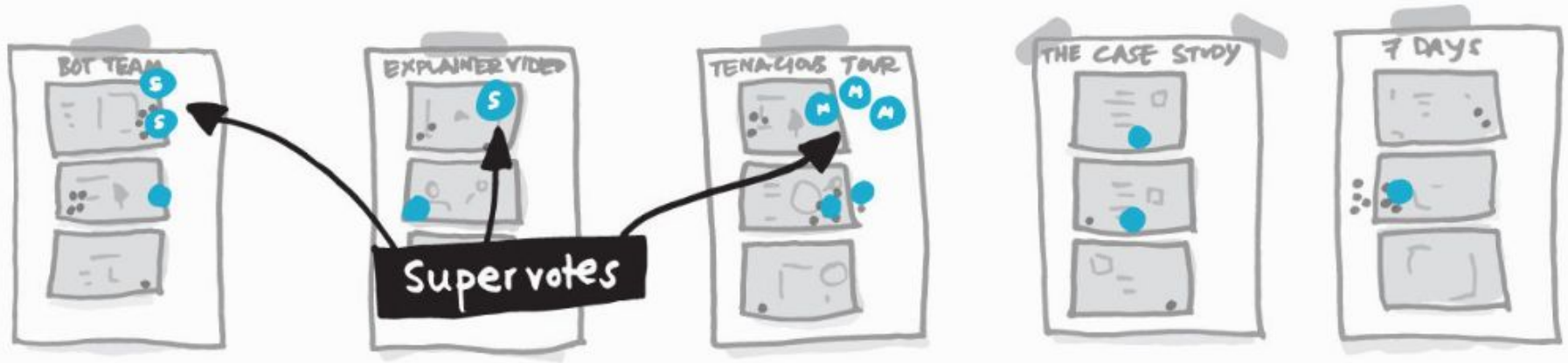
Each person chooses one solution, and votes for it with a dot sticker.



5. Supervote

The Decider makes the final decision, with—you guessed it—more stickers.

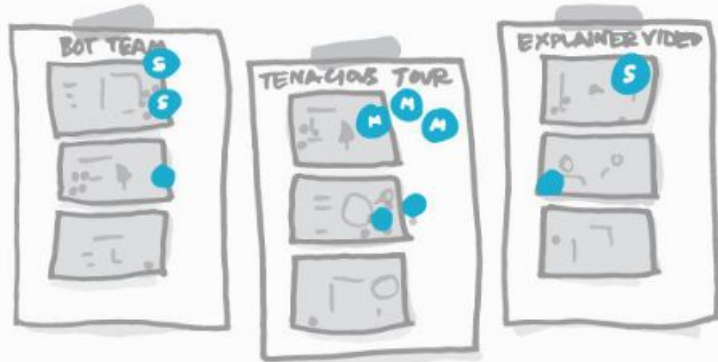
The supervote is the ultimate decision. Each Decider will get three special votes (with the Decider's initials on them!), and whatever they vote for is what your team will prototype and test.



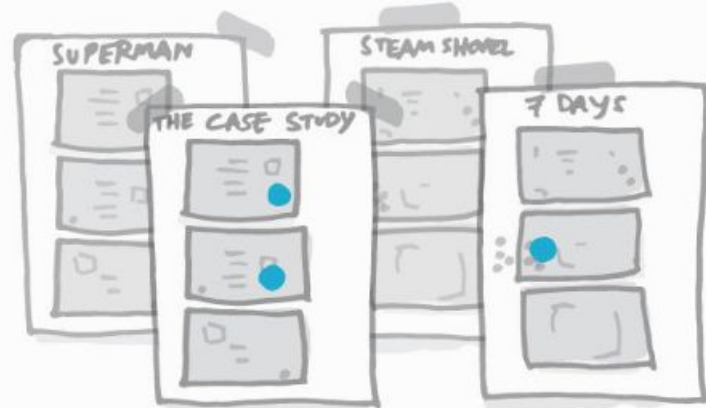
The sketches with supervotes on them (even just one!) are the winners.

Ideas with supervotes are
the foundation for your prototype.

WINNERS

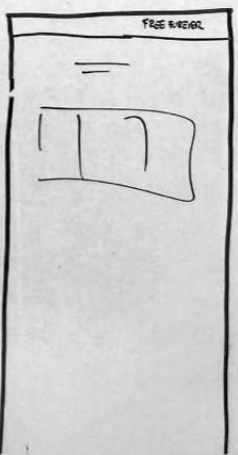
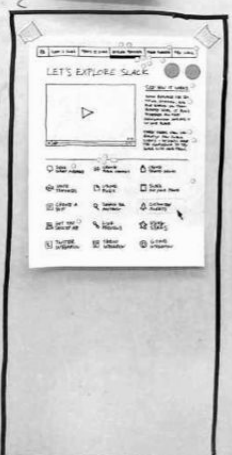
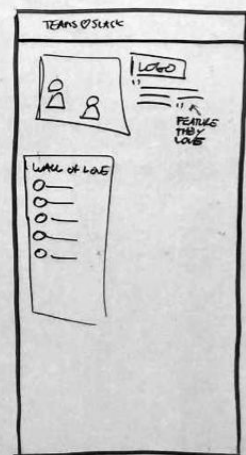
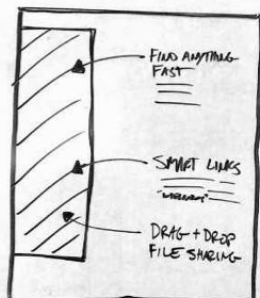
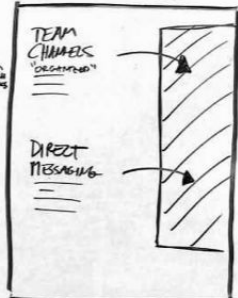
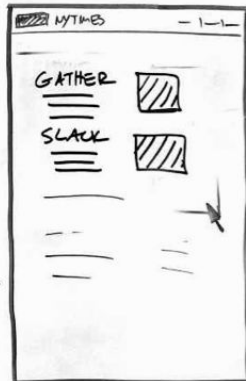


MAYBE LATER



Storyboard

You'll take the winning sketches and string them together into a storyboard.



Start with
New York Times
article

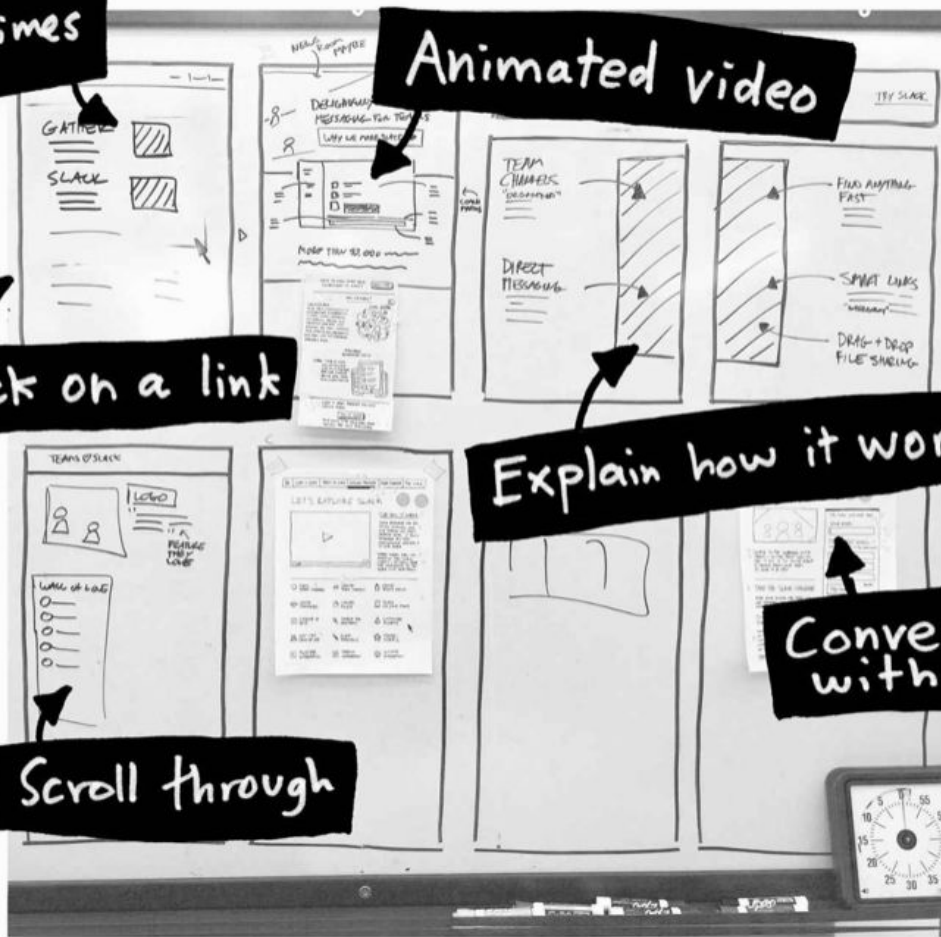
Animated video

Click on a link

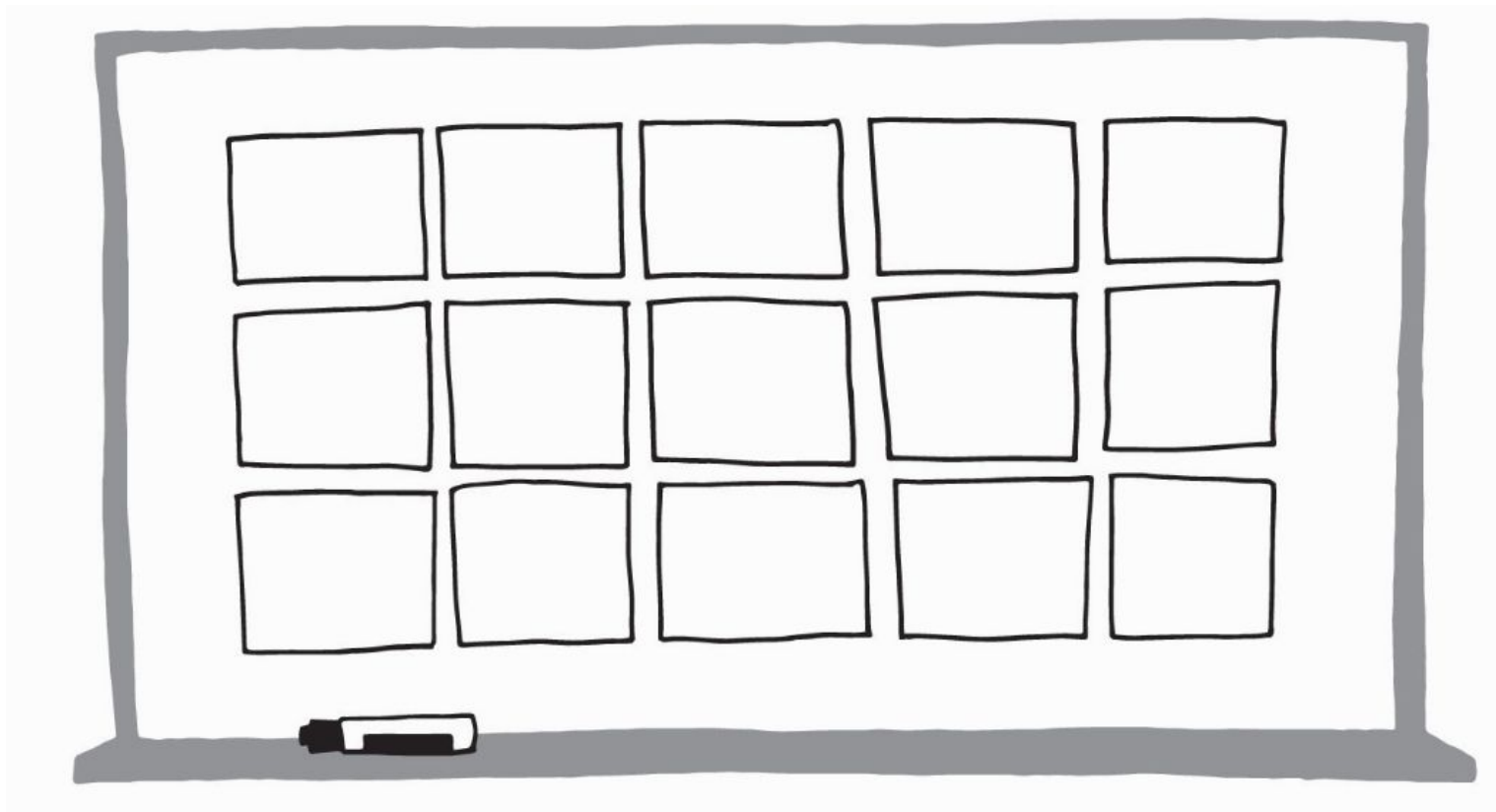
Explain how it works

Conversation
with "bots"

Scroll through



1. Draw a Grid

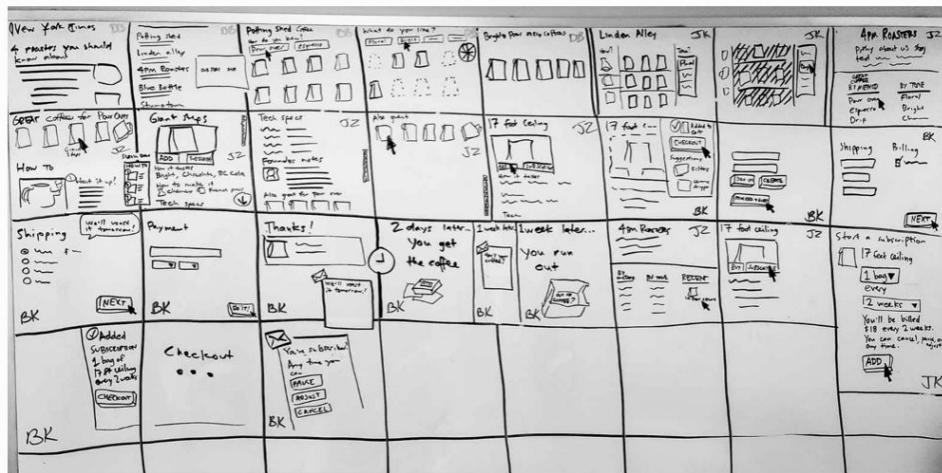


2. Choose an opening scene

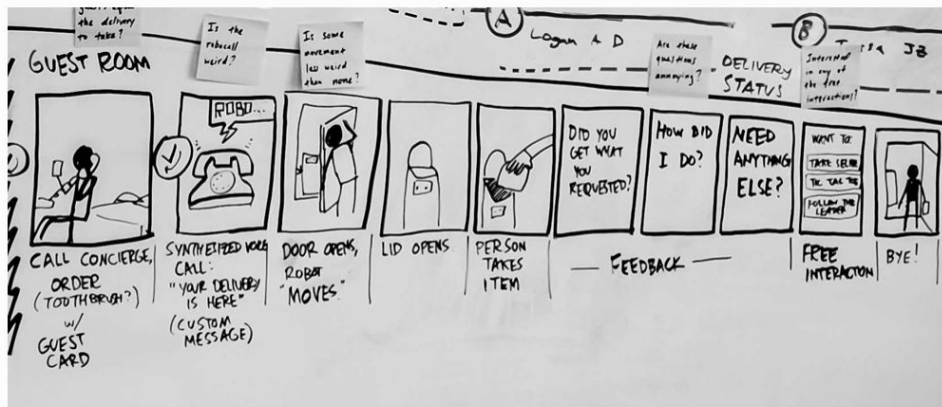
How do customers find out your company exists? Where are they and what are they doing just before they use your product?



3. Fill out the storyboard



Blue Bottle Coffee's storyboard shows all of the clicks required to select and order coffee beans.



Detail from Savioke's storyboard, showing the robot delivery at the guest's door.

Thursday

Prototype

You've got an idea for a great solution. Instead of taking weeks, months, or, heck, even years building that solution, you're going to fake it. In one day, you'll make a prototype that appears real.

1. Pick the right tools

Using **Keynote / Powerpoint** to prototype.

2. Divide and conquer

- Makers (2 or more)
 - create the individual components (screens, pages, pieces, and so on) of your prototype.
- Stitcher (1)
 - is responsible for collecting components from the Makers and combining them in a seamless fashion.
- Writer (1)
 - Your prototype must appear real. It's impossible to make a realistic prototype with unrealistic text.
- Asset Collector (1 or more)
 - Your prototype will likely include photos, icons, or sample content that you don't need to make from scratch. Your Asset Collectors will scour the web, image libraries, your own products, and any other conceivable place to find these elements.
- Interviewer (1)
 - Who will use the finished prototype to conduct Friday's customer interviews. On Thursday, he should write an interview script. It's best if the Interviewer doesn't work on the prototype.

3. Stitch it together

Your Stitcher will make sure dates, times, names, and other fake content are consistent throughout the prototype. Don't mention Jane Smith in one place and Jane Smoot in the other.

Look for typos and fix any obvious errors. Small mistakes can remind customers that they are looking at a fake product.

4. Trial Run

We like to do our trial run around 3 p.m., so that we still have enough time to fix mistakes and patch any holes we find in the prototype. If the Decider isn't a full-time participant in the sprint, now is another good time for a cameo appearance. The Decider can make sure everything matches what she was expecting.

Friday

Interview

You'll take it one step further as you **interview** customers and **learn** by watching them react to your prototype. At the end of the day, you'll know how far you have to go, and you'll know just what to do next.

Here's how Friday works: One person from your team acts as Interviewer. He'll interview five of your target customers, one at a time. He'll let each of them try to complete a task with the prototype and ask a few questions to understand what they're thinking as they interact with it. Meanwhile, in another room, the rest of the team will watch a video stream of the interview and make note of the customers' reactions.

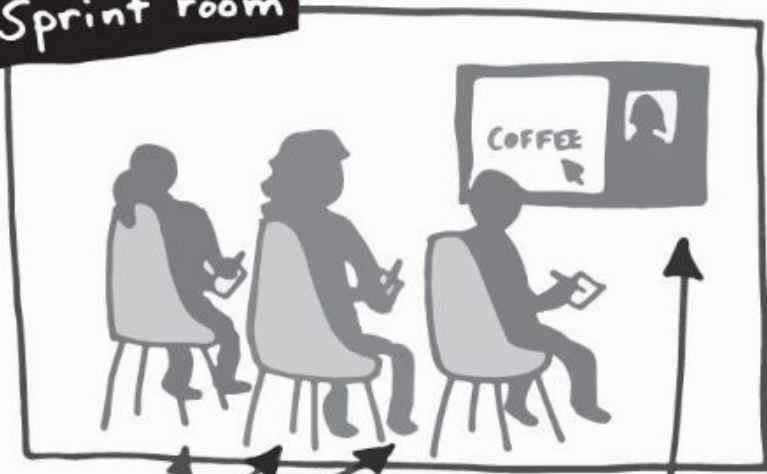
9:00 a.m.	Interview #1
10:00	Break
10:30	Interview #2
11:30	Early lunch
12:30 p.m.	Interview #3
1:30	Break
2:00	Interview #4
3:00	Break
3:30	Interview #5
4:30	Debrief

Interview room



Customer Prototype Interviewer

Sprint room



Team
(taking notes)

Live video
(prototype and customer)



Michael Margolis conducting an interview. He sits beside the customer, but gives her plenty of space. A webcam streams video of the customer's reaction to the sprint room.



As complicated as it gets: When testing mobile apps or hardware devices, we use a document camera connected to a laptop. Video streams from the laptop to the sprint room.



The FitStar team watches customers use their prototype for the first time.

Watch together, learn together

Watch the interviews together. It's much faster, because everyone is absorbing the results at once. Your conclusions will be better as a group, since you have seven brains working together.

Take interview notes as a group

	Tish	Gene	Holly	Luke	Flynn
Marketing page					
Sign up					
First experience					

⊖
"Not really a
good match for
my company"

⊕ Successfully
set up new
account

⊕ Wanted to
try it
afterward

Look for patterns

Ask the entire team to gather near the whiteboard. Everyone should stand close enough to read the sticky notes. After five minutes looking for patterns individually, ask the team to share what they found and read the patterns aloud.

Back to the future

On Monday, you came up with a list of sprint questions. Now that you've run your test and identified patterns in the results, it's time to look back at those sprint questions. These questions will help you decide which patterns are most important, and also point you toward next steps.

A winner every time

If you test your prototype with customers, you'll win the best prize of all—the chance to learn, in just five days, whether you're on the right track with your ideas.

Made for people

Every interview draws you and your team closer to the people you're trying to help with your product or service.



DISCUSSION