WE HAVE SPRINT-OFF
Your pocket guide to team lift-off
Elevator Pitch Storyboard

Original created by Paul Karasik, made famous by Bob Bly
https://www.entrepreneur.com/article/251683

Tips
- Put the storyboard up on the wall so that everyone can contribute.
- Be aware of how much time the exercise is taking - try to timebox each step.

Step 1: The problem statement
- Discuss the problem or need the team is trying to solve for.
- Sketch the problem or need in the first panel on the storyboard (remember to include a person/ people who represent your target customer).
- Summarise step 1 into a question starting with the words “Do you know how...”

Step 2: Our unique skills
- Discuss what the team does to solves the problem. This is not what individual roles do, but rather what the team delivers as a whole.
- Write a clear description of what the team does (no jargon, no tasks), using the phrase “What we do is...”.
- Sketch what the team does in the middle panel on the storyboard.

Step 3: How we make the world a better place
- Sketch how the problem/ need is solved by what the team does. Note: If the team battles to do this, go back to Step 1 to check if the need was correctly identified.
- Explain the value of the team’s work, by using the words “So that...”

Finishing Off
- Add some perspective and colour to the storyboard.
- If you want to take it one step further, create a video of your elevator pitch using the storyboard as a guide. No fancy software is needed. Most smartphones come with video editing software built in!

Material
- A3 Elevator pitch storyboard, or some blank flipchart paper
- Pencils and colored markers
Why are we doing what we are doing?

In the past we used to do things like this around here. And we liked it because it had this effect on our culture, morale, and customer satisfaction. But then one day something happened that changed the way we do things. And because of that it had a positive or negative impact on us. So we want to make this change.

Elevator Pitch Storyboard

**STEP 1**
The problem statement

Do you know how people travel to a foreign country or city and don’t always know what kind of accommodation they are getting for the money they are spending?

**STEP 2**
Our unique skills

What we do is match people looking for accommodation with people who have spare accommodation that they are willing to share at a reduced cost.

**STEP 3**
How we make the world a better place

So that travellers can save money when they travel, hosters can make money by renting out their spare space and everyone feels secure and safe during the process.

Other inspiration

Story tellng canvas by Jason Little

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Geoffrey Moore’s Product Vision Model

Crossing the Chasm

“Vision verse”


101 Responsibilities: For new teams

Note: The point of this exercise is not to determine who does what in an iteration - that would defeat the purpose of a cross-functional and self-organising team. However, when teams first start using an Agile approach, there is a lot of confusion over which tasks are done when. This exercise provides a starting point for that conversation.

Steps
1. Write down the roles identified for the team on a 4x6 post-it and stick to an A3 page adhered to the wall.
2. Allocate the tasks performed by the team under the relevant role, using a silent sorting technique (you can use our list: 101 Responsibilities for a New Team as a starting point):
   - Pile the cards face up in the centre of the table
   - One person at a time:
     - Pick up a new responsibility and read it aloud
     - Place it under a role you believe it belongs to
     - OR
     - Move a card already placed to a different role you believe is a better fit (remember to put a dot on the card each time it is moved). OR
     - Pass
   - If a card has 3 dots, remove it from the role so that you discuss it as a team later
3. Once all the tasks have been allocated to a role, you are ready to review.
4. One role poster at a time:
   - Stand by the role you associate yourself with
   - Read through each responsibility allocated to that role
   - If you agree, leave the card. If you disagree, discuss as a team. You can either move the card to another role, or remove the responsibility if it is not relevant for the team
   - Move on to the next poster and rotate until all roles have been covered
5. Discuss any cards that were removed from play and allocate to the most relevant role.
6. Using the blank cards provided, add any additional responsibilities needed.
7. As a team, discuss and agree how to collaborate in the first iteration.
8. Add any relevant items to the team’s Definition of Done and Definition of Ready (if applicable).

There are many variations of this game online. Here are some references we have used:

- [https://www.testingexcellence.com/agile-testing-mindset-tester-role-agile-team/](https://www.testingexcellence.com/agile-testing-mindset-tester-role-agile-team/)
- [https://theuxblog.com/blog/ux-design-team-collaboration](https://theuxblog.com/blog/ux-design-team-collaboration)
- [https://www.freecodecamp.org/news/my-role-as-a-front-end-web-engineer-explained-948d0f1ceac1/](https://www.freecodecamp.org/news/my-role-as-a-front-end-web-engineer-explained-948d0f1ceac1/)
- [http://scrummethodology.com/the-scrummaster-role/](http://scrummethodology.com/the-scrummaster-role/)

Material
- 101 Responsibilities cards or other printed responsibilities
- Roles posters or flipchart paper
- Markers
What are our names, roles and responsibilities?

Rotating Roles: For existing teams

Steps

1. Write down your role(s) on a separate 4x6 post-it and stick to an A3 page adhered to the wall.

2. Stand in front of a role that you did not write down.
3. Write down the responsibilities you think that role performs. (5 minutes)
4. Move to another poster and read what was written. Write down additional responsibilities not already covered (approx. 3.5 minutes).
5. Rotate until each person has covered approx. 80% of the roles, excluding their own (reduce time allocation by 30 seconds for each rotation to minimum of 1.5 minutes per poster).
6. Stand by the role(s) you believe you fulfill and read what other people have written down.
7. Write your name on a 4x6 post-it and stick it over your role.
8. One person at a time:
   - Read the first line out loud and place a tick or check next to it if you agree with it. If you do not agree with it, place a cross.
   - Discuss any disagreements with the team – possible actions are to move it to another role, add an item onto the action log, or reword the statement into something that all parties can agree to.
   - Once all statements have been read, update the poster with missing responsibilities.
   - Add your email address and cell phone number to the poster.
9. Move on to the next person and rotate until all team members have had a chance to review their role.
10. Ask for someone to consolidate the email addresses and cell numbers and distribute to the team.

Materials
- 4x6 post-it notes
- A3 paper
- Painters tape
- Blank A4 paper or note pads
- Different colored markers
Skills Pizza

Steps
1. Silently brainstorm the technical and soft skills you need in the team. Remember to write each skill on a separate post-it note.
2. Group the skills so that you land up with one list.
3. Count how many skills you have identified.
4. Draw a large circle on a flipchart and “slice” into the number of skills identified. This will look like a pizza.
5. Draw 5 circles concentric circles radiating from the centre. Label them (from the inside out): I want to learn, Newbie, Intermediate, Pro, <blank>.
6. Write a skill name in the final circle or “crust” for each slice of the skill pizza.
7. Assign an avatar to each team member using the team key.
8. Each team member places an avatar in the relevant rank for that slice.
9. Visualise where you do not like doing that activity e.g. unhappy face on the avatar.
10. Where a required skill is lacking or missing, place an exclamation mark next to the skill in the “crust”.
11. Discuss next steps to reduce skill gaps in the team.

Materials
- Printable Skills Pizza & Avatars or flipchart paper & your own Avatars
- Skills Action Plan
- Scissors
- Markers

Skills Action Plan

<table>
<thead>
<tr>
<th>What</th>
<th>Owner</th>
<th>When</th>
</tr>
</thead>
<tbody>
<tr>
<td>Go on additional Python Training</td>
<td>Eggbert</td>
<td>By the end of next month</td>
</tr>
<tr>
<td>Teach Tom User Experience Design basics</td>
<td>Talia</td>
<td>Next week</td>
</tr>
</tbody>
</table>
What skills do we have in the team?
What are our individual and team weaknesses?

**Competency Matrix**

Inspired by the Team Competency Matrix (Management 3.0)

**Steps**

1. Write your names across the top of your competency grid – one name per column.

2. Brainstorm the skills you need in the team.

3. Add stickers to each cell in the grid to show what skills you each have. Use different color stickers to indicate the level of competence in that skill – Novice (e.g. red), Intermediate (e.g. yellow), Expert (e.g. green).

4. Visualise where you do not like doing that activity e.g. unhappy face on the sticker.

5. Where a required skill is lacking or missing, draw an exclamation mark next to the skill.

**Materials**

- Flip chart paper
- Coloured markers
- 3 different colours of round stickers (red, yellow, green)

Some inspiration for team skills:
Written communication, Java, Python, C#/ .Net, HTML, Testing, Debugging, User Interface design, User Experience, Business Analysis, Facilitation, Research, Data analysis, Test automation, Performance testing
1. Remind the team that this is a silent, inward focused exercise.

2. Order your “All you need is...” cards in order of priority, from highest (left) to lowest (right). If some needs are “missing”, use the blank cards to write them down.

3. Once you have identified your top 3-5 needs, complete a “My need card” for each one:
   - As <name>
   - I need <need>
   - So I request from the team <request>

My Needs Card

As Angie
I need the space to be creative
So I request from the team the opportunity to include visual elements in our requirement discussions.
What do each of us need in order to be satisfied and successful in a diverse team?

4. Once complete, hand the pack of “My needs cards” to the person on your right.

5. Silently read through the “My needs cards” you have received. Write down any points where you may need some clarity.

6. Once everyone has seen each other’s needs cards, ask if there are any points that need to be discussed. This is the first time the team will talk during this exercise!

7. Once discussed, decide if there are specific items to be added to the team working agreement (perhaps in the form of “We work best together when…” statements).

Materials
- “All you need is” Card pack per person
- 5 “My needs cards” per person
- Post-it notes
- List of Centre for Nonviolent Communication needs

Non-Violent Communication Needs Activity

We were inspired by the 4 part Non-violent Communication (NVC) model to create the All You Need Is card game.

If your team is already locked in patterns of defensiveness and aggressiveness, the All You Need card game may not be sufficient. In these cases, we use the 4 part NVC model to help the team focus on compassion and empathy.

When I see that you were on your phone during our sprint planning session I feel frustrated because my need for participation is/is not met. Would you be willing to check your messages during the one hourly breaks?
VALUES

Team Atmosphere

1. Individually circle your top 5 values from the list, based on your current project, situation, and personalities. Alternatively you can use the Scrum Values (Respect, Courage, Commitment, Openness and Trust)

2. Once everyone has selected, read out your top 5 values one by one. The facilitator will record each new word on the flipchart.

3. Each team member will vote for their top values, using dot voting (3 dots). Don’t get too attached to the words you picked!

4. Identify the top three to five values, based on the dot voting.

5. Pair up with another person and complete the following behavior statement for each value: “We work best together when...”

6. Pair up with another pair (i.e. form a group of 4) and consolidate similar behavior statements.

7. Group up with another group (i.e. form a group of 8) and to consolidate similar behavior statements.

8. Once there are only 2 groups left, have a large group discussion to consolidate similar behavior statements for each value. Stick the behavior statements on a poster, with the value words in the center.

management30.com | Management 3.0 Big Values List
What do we really stand for and believe in?
How are we going to show it?

What values live in our team?

We learned the following from a colleague, but are not sure who to credit for the original technique but wish we knew who to credit for the original technique.

1. Create 3 posters titled: What makes teams fail? What lives in this team? How will we succeed?
2. Brainstorm behaviour that makes teams fail. Write down the behaviour on post it notes and ask the team to paste it on the “What makes team fail?” poster. Group into themes if required.
3. Ask the team to dot vote on which behaviour is currently present in the team - give around 5 dot votes per person.
4. Move all the behaviours that received dots onto the poster titled “What lives in this team?”.
5. Divide the team into small groups of 2-3 people and allocate one of the behaviours identified in the last round.
6. Discuss and identify 1-2 behaviours that will make the team succeed. Write these on post it notes, add to the “How will we succeed” poster and share with the rest of the team.

Materials
- Printed Management 3.0 Big Values List per team member
- Different colored markers
- Colored dots to vote (3 per person)
- Strips of colored paper
- Values poster saying “We work best together when…”
- Glue stick

atmosphere:

Respect  Courage  Focus

we work best together when...

we arrive on time for meetings

we don’t interrupt each other when we speak
We’ve gamified the traditional SMART Goals technique. Making it easier to co-create goals that are Specific, Measurable, Achievable, Relevant and Timebound.

As with all board games, you have to play to figure out how it works.

Download the pack and play it with your teams.

www.smartercanvas.com
What do we as a group want to achieve together?
What do I as an individual want to achieve?

Great for personal goals...

SMATER Goals Canvas

**Revised Goal Statement:** By 31 March, our blog will see a 10% increase in traffic by increasing our weekly publishing frequency from 2 posts per week to 5 posts.

**Initial Goal Statement:** increase blog traffic

<table>
<thead>
<tr>
<th>Specific</th>
<th>Measurable</th>
<th>Achievable</th>
<th>Relevant</th>
<th>Time bound</th>
</tr>
</thead>
<tbody>
<tr>
<td>Who needs to be included? What do you want to do? Give details when do you want to do it? Where does it need to happen? Are there any obstacles or requirements? Why is this goal important?</td>
<td>How many? How much? How will I know it is accomplished? What metrics will I use? What do I know about the current status?</td>
<td>How will I accomplish this goal? What new tools or skills do I need? What it would take to get there? How realistic is this based on other constraints e.g. finances.</td>
<td>Does this goal seem worthwhile? Is this the right time to pursue the goal? Am I or are we the right people to achieve this goal? Is it applicable in the current socio-economic environment?</td>
<td>When? What can I do in six months? What can I do in six weeks? What can I do now?</td>
</tr>
<tr>
<td>• Increase publishing frequency from 2 to 3 posts / week</td>
<td>• Currently get approx. 1000 views per day</td>
<td>• Blog traffic increase by 5% last quarter when we increased frequency from 1 to 2 times per week</td>
<td>• We will boost brand awareness + generate more leads</td>
<td>• Within first month reached target of +3%</td>
</tr>
<tr>
<td>• Our 2 bloggers will increase from 2 to 3 posts / week</td>
<td>• Increase by 10% to 1100 per day</td>
<td>• Infrastructure in place</td>
<td>• Give sales more opportunities to close</td>
<td>• By the end of the quarter reached target of +10%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Blog traffic increase by 5% last quarter when we increased frequency from 1 to 2 times per week</td>
<td></td>
<td></td>
</tr>
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</table>

**Evaluate**
Inspect the results of the original goal by **15 February** date.

- Achieved from first week of Feb
- Still on approx. 1000 views per day, spike after new posts
- Average increase is at 2%
- No measurable increase in sales as yet
- At +2% after 1.5 months

**Re-think**
Reset or re-do the original goal. Put your initial statement below, and start another SMATER Goal Canvas.

**New initial Goal Statement:**

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This canvas was created by Angie Doyle (@Doyle_Angie) and Talia Lancaster (@SketchingSM), taking inspiration from theteamcanvas.com

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Scrum Kickoff Planner
by Adam Weisbart

http://weisbart.com/kickoff

We always include... 

- Team Name 
- Method of collaboration (Slack, Zoom) 
- How do we visualize work? Physical or virtual? 
- Core working hours (flexi hours, religious events) 
- Multiple time zones 
- Leave (Sick leave work buddy) 
- Team Framework (Scrum): When and where will we meet? How long are the events? 
- Definition of Ready 
- Definition of Done 
- Team Calendar 
- Conflict Protocol 

Notes
Find the original Team Canvas here
http://theteamcanvas.com/

Team Canvas
Most important things to talk about in the team to make sure your work as a group is productive, happy and stress-free

PEOPLE & ROLES

COMMON GOALS

VALUES

PURPOSE

PERSONAL GOALS

NEEDS & EXPECTATIONS

RULES & ACTIVITIES

WEAKNESSES & RISKS

STRENGTHS & ASSETS

Books that inspired us

- **Game Storming: A Playbook for Innovators, Rulebreakers and Changemakers** by Dave Gray, Sunni Brown and James Macanufo. O'Reilly Media Inc. 2018
- **Liftoff: Start and sustain successful agile teams** by Diana Larsen and Ainsley Nies. The Pragmatics Programmers LLC. 2016
- **Innovation Games: Creating Breakthrough Products through Collaborative Play** by Luke Hohmann. Pearson Education Inc. 2007
- **Business Model Canvas** by Alexander Osterwalder and Yves Pigneur. John Wiley & Sons Inc. 2010

Thank you

To all the teams that we have worked with - thank you for being so willing and eager to try out new things.

Thank you to Felicity Brady, Jeannie Flynn and Rahul Sharma from the Think Agile neighbourhood who spent a long evening with us testing out concepts. Your gift of time and attention was invaluable. Thank you!

A special shout out goes to Chardi Taylor and Annalinde Singh who helped us improve and refine early versions of the booklet and workshop format. Breakfasts are not sufficient payment for your care, enthusiasm and focus. Thank you for being such amazing colleagues and friends!
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