















































When it comes to growing your company...

What's the thing I love most?

What's the thing that frustrates me

most?

### WhoIam

What we do

My two sides



# #lincsprint O° © Im

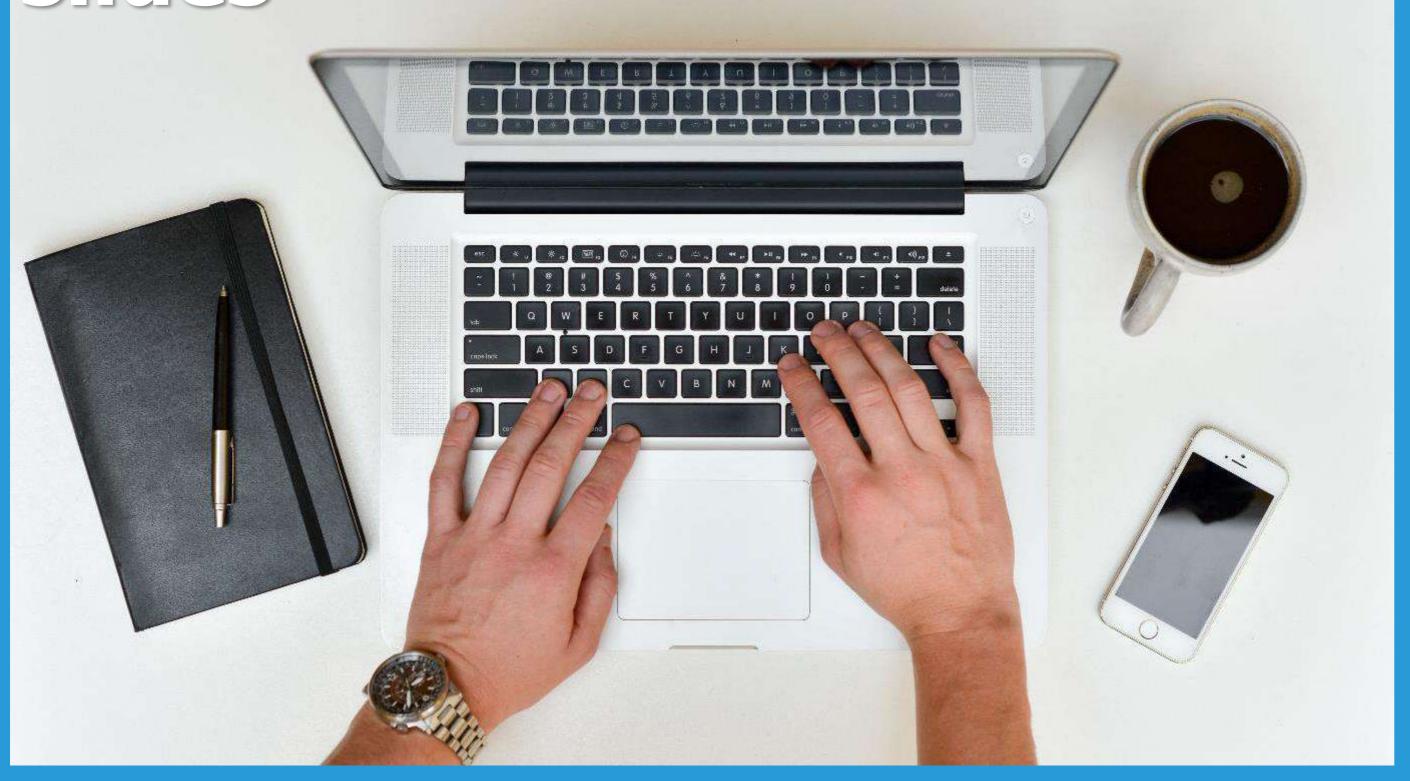


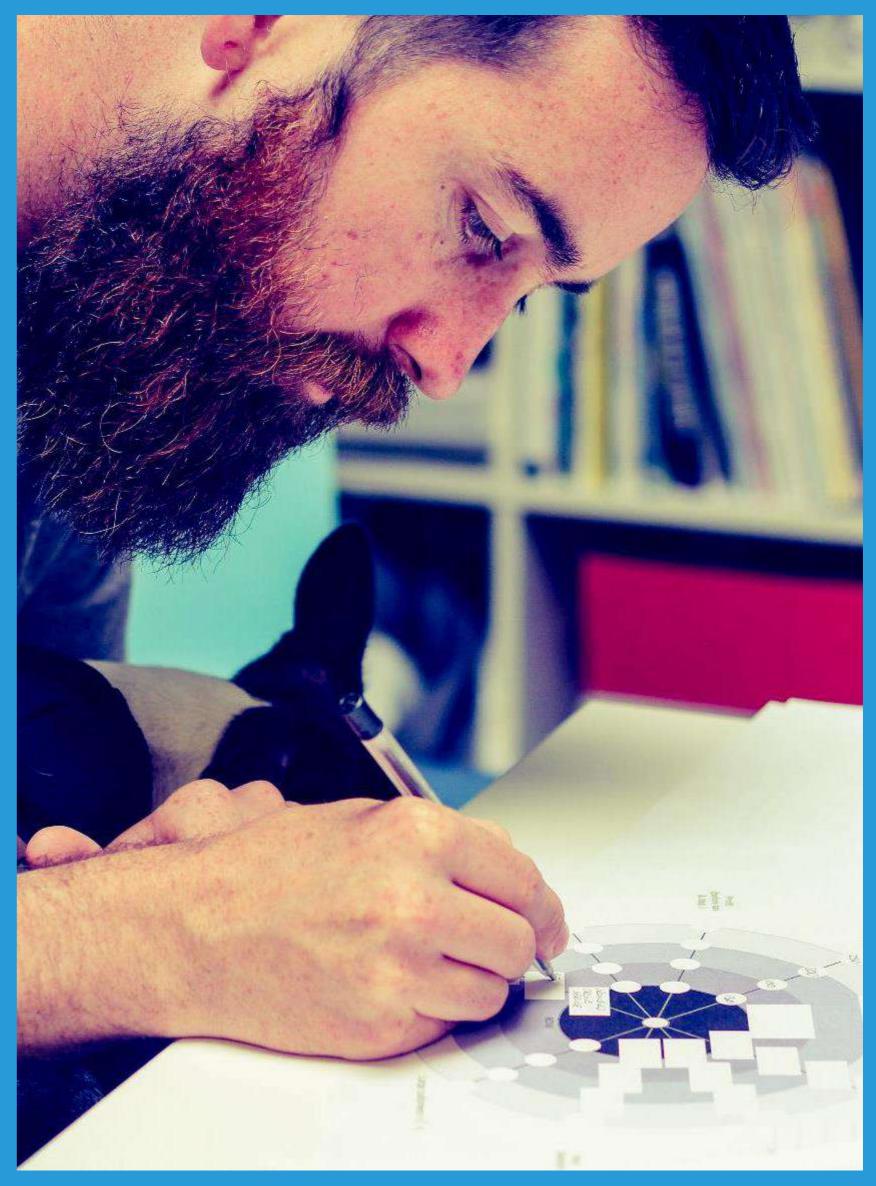






Please take photos of your work, BUT you will get a resource site with ALL the slides





### Let's set some context



















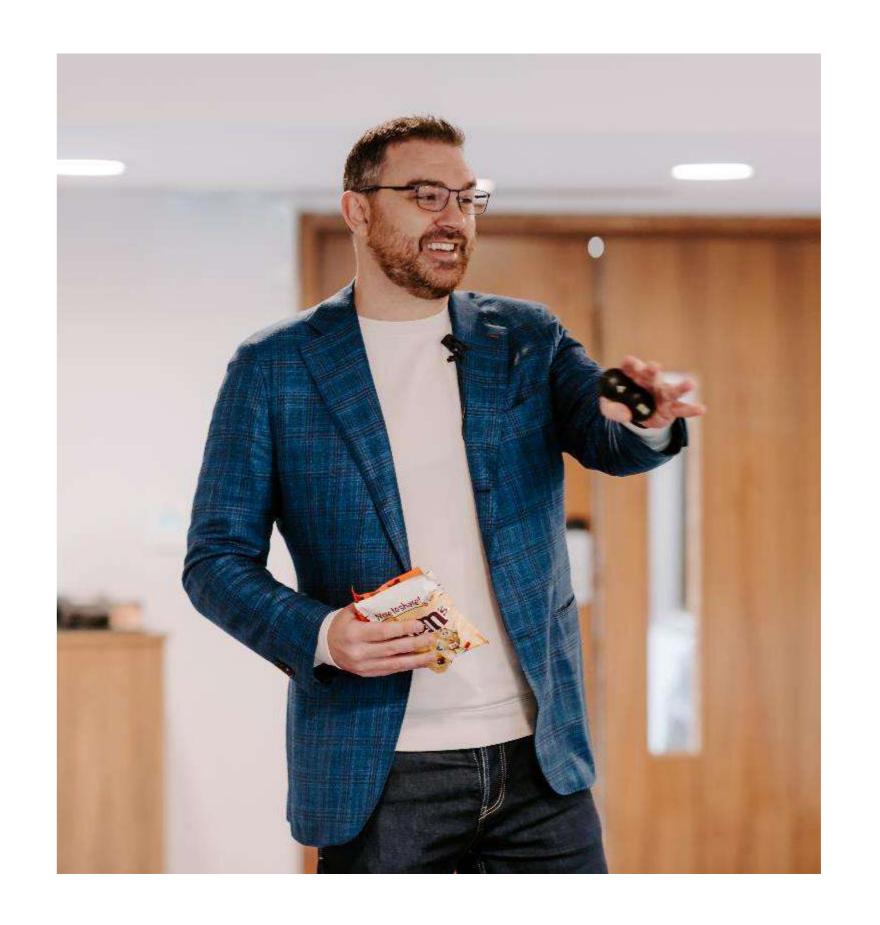








Rebecca Robinson



Sean Sankey





**Sprint Question** 

## What are a few priority tests we could run to rapidly spark revenue growth?

### Growth doesn't happen by itself It takes different kinds of investment

When it comes to investing in growth...

### You don't have to spend a fortune or take enormous risks

#### When it comes to investing in growth...

### TEST EVERYTING

### TEST EVERYTHIN G

...Cheaply

...Quickly

...Meaningful ly



San Francisco, 2018

AJ&Smart





16 cycles

200+companie s across sectors

11 focused on domestic growth

7 focused on int'l Growth

Lots of copycat!

"Forced us to speak about the things we didn't have clarity on... and helped us start fixing those issues in the room"

Mercarto

"I wish I'd brought the whole team. We're doing a full debrief on this as soon as we get back!" Membr

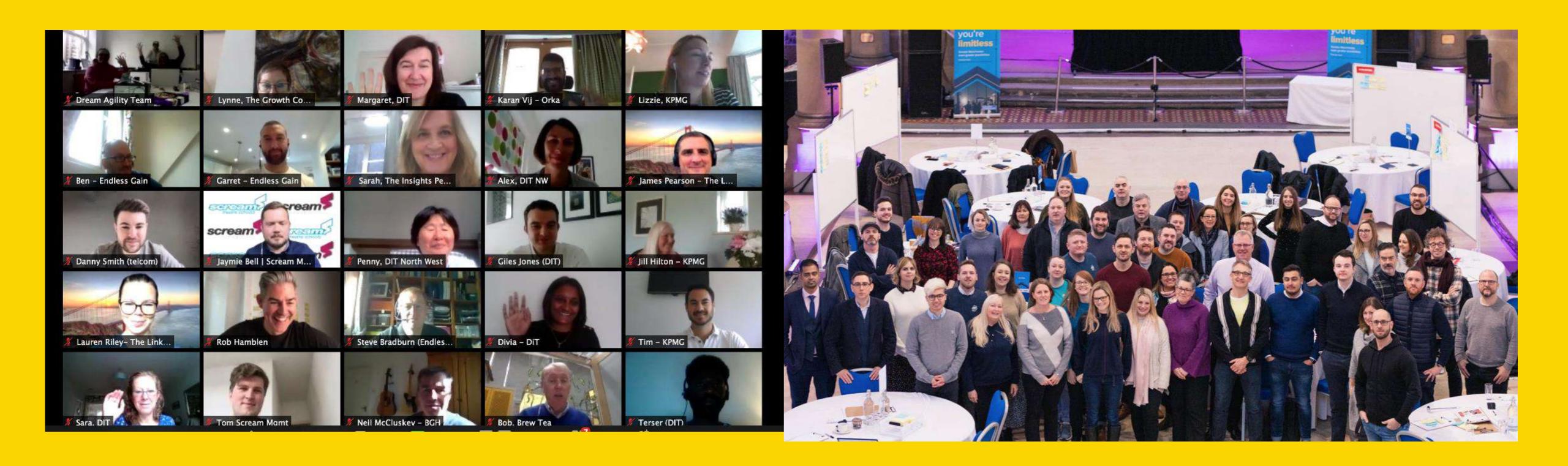
"We're leaving with actions that we can get started on immediately. Actions on topics that have become much clearer."

Reach and Rescue



### 260+ people

#### 4.5 out of 5



#### FOUR CHUNKS OF VALUE

Getting properly aligned as a team on priorities, barriers and sacrifices

Extended time with experts who can help

3

Creating specific growth experiments

Learning the process and stealing the method

4



#### Growth Experiment Examples

What if we...



Cleared the diary for an 8wk CRM blitz



Mafia-Offered a new data service with client A

50% of biz, 18m
Did a 3 week fact find to Tampa, FL

on

Made the next 4 Fridays full day leadership meets

Office open in 6m

£5m in 8 weeks

**Landed Series A** 

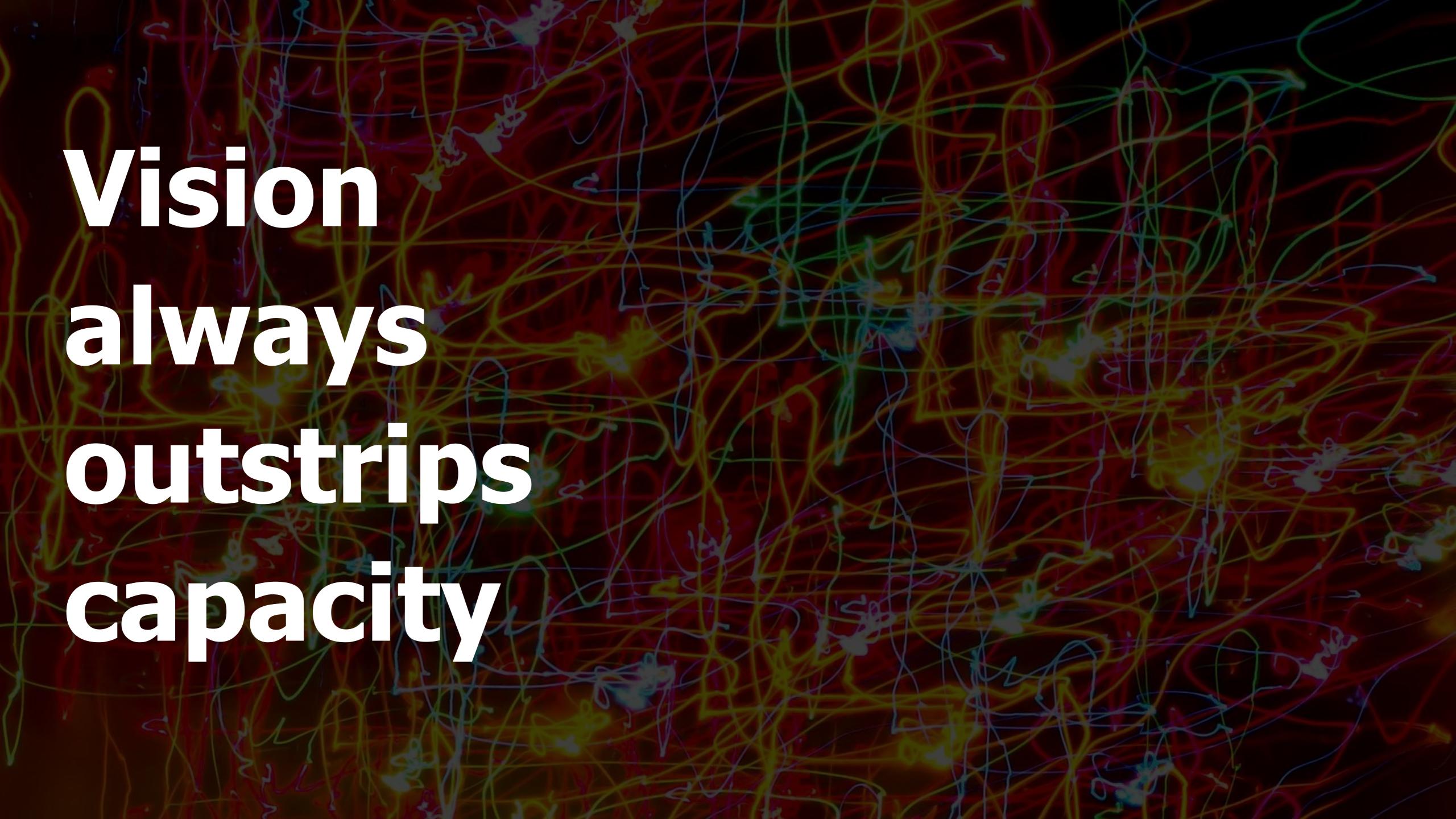
### 24 Experiment Types

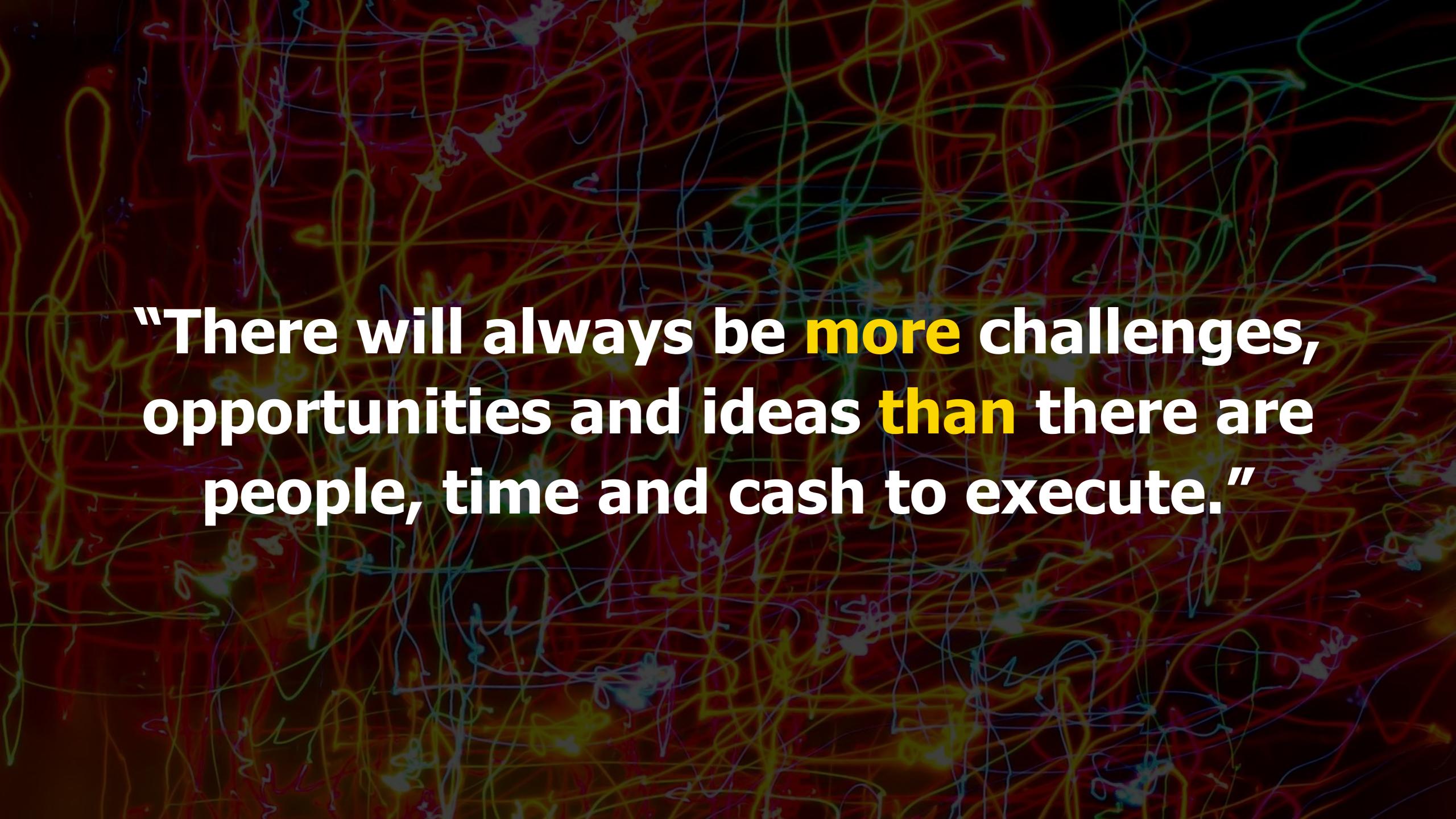
What do they look like?

1.	Split Testing	9.	Partner & Supplier interviews	17.Storyboard / Brochure
2.	MOM-Test Customer Interviews	10.	<b>Expert interviews</b>	18. Explainer video
3.	Prototype / Mafia Offer	11.	A day in the life	19. Clickable prototype
4.	Fake Door Trial	12.	Discovery survey	20. Single feature MVP
5.	Secondary Source Research	13.	Discussion forums	21.Process change
6.	Traffic / Social Media Campaign	14.	Feature Stub	22.Simple landing page
7.	Competitor Usability	15.	Email campaign	23. Concierge Trial
8.	UX personalisation	16.	Pop Up Store	24. Wizard of Oz

### Your priorities



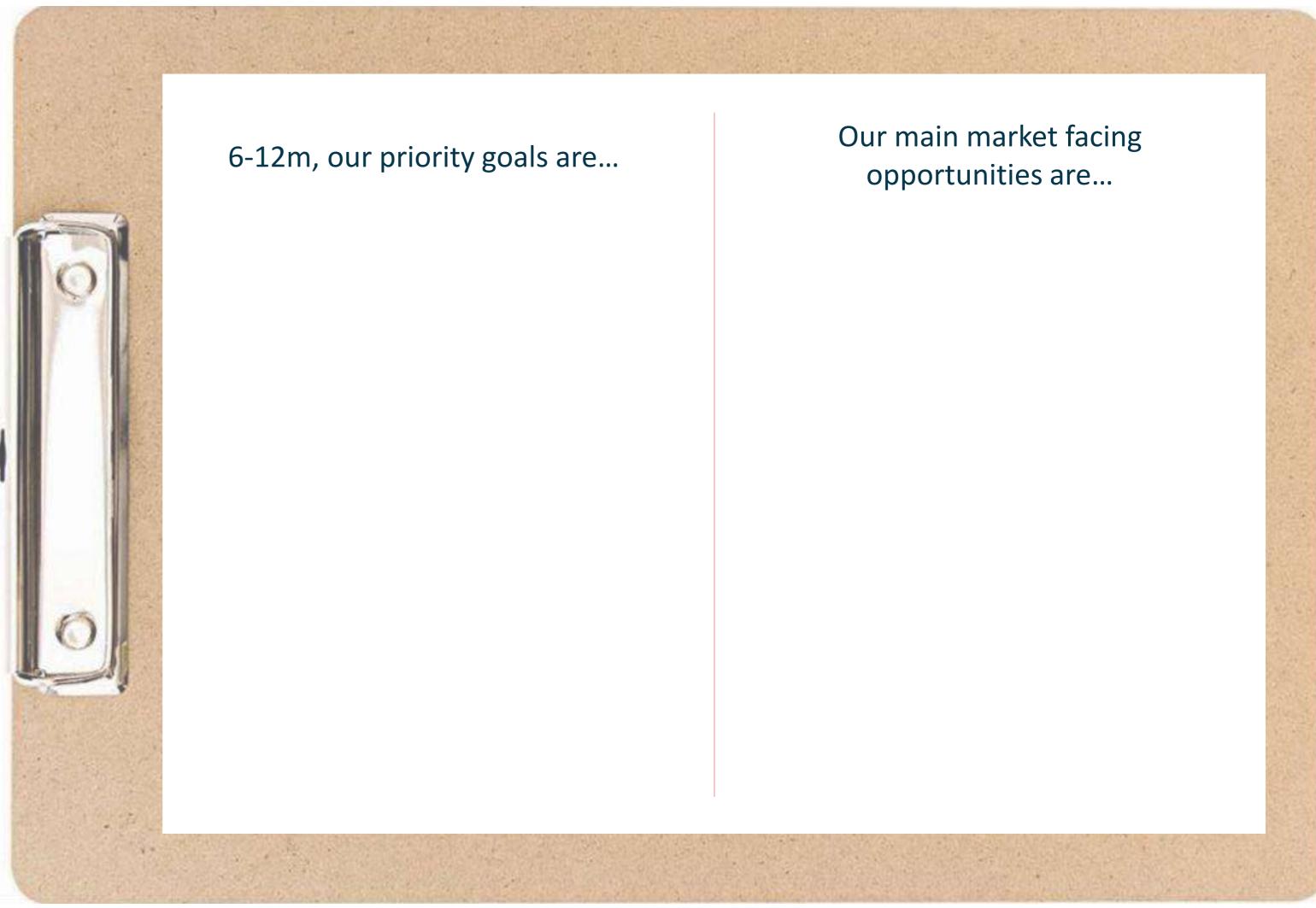














6-12m, our priority goals are...

- 1. Add 2 new major accounts (80K spend)
- 2. Launch VIPA solution in 3 existing depots & get IP to sell
- 3. Train all managers to upsell to existing clients and target 20k growth on each account

Our main market facing opportunities are...

- 1. October EXPO
- 2. Folkestone 'land grab'
- 3. Licensing VIPA
- 4. Great relationships with MDs / Logistics Mgrs to build on
- 5. Fresh / younger digitally-aware talent coming through

### Guidance on getting clear

- 1. There's lots to do (!), but what matters most
- 2. Focus on Product, Customer or Financial goals
- 3. Articulate specific customers / channels as opportunities
- 4. If you're unclear / torn, don't worry... we can iterate!

### This time is only as useful to your willingness to lean into conversations that matter

















6-12m, our priority goals are...

- 1. Add 2 new major accounts (80K spend)
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### Growth Sprint



### Not a seminar. An actual workshop... Making things

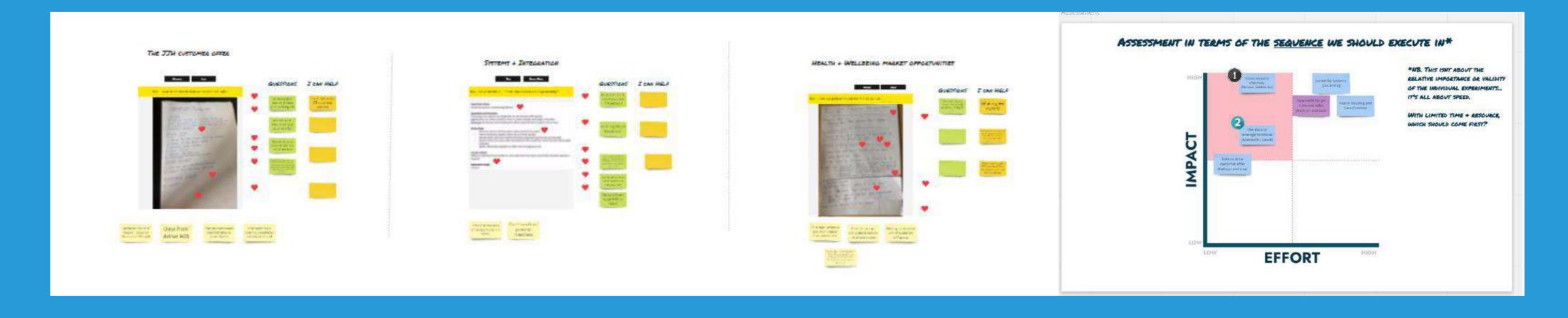
6 hours

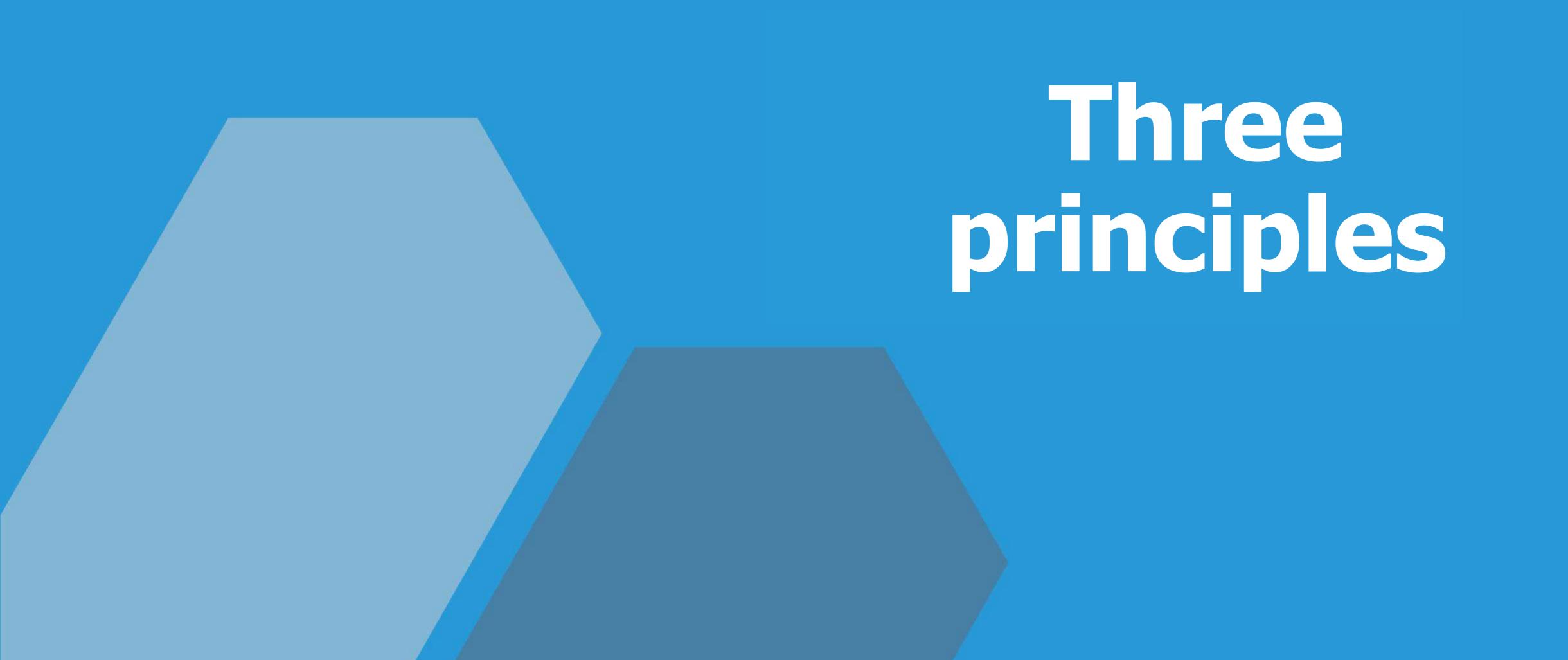
5 exercises

3 people

A suite of specific growth experiments for your company...

...prioritised, ranked and ready to go!





## Together, Alone!





## Don't rely on creativity

Getting started is better than being right





## Three roles

### Roles

#### Leaders

Rebecca / Sean co-ordinating from the centre. Can be pulled into teams if needed to clarify / help

### Businesses

(incl 1 Facilitator) Three people from each business.

One person who doesn't mind scribing / steering

conversation

#### **Partners**

Moving around tables supporting you in succeeding through the process

## What is a Growth Experiment?

# "A 3-6 week effort to test a theory about something that could spur growth"

# "A 3-6 week effort to test a theory about something that could spark growth"

#### Assumption / Hypothesis

Webinars are working, but not well attended enough.

If we segment our mailing list to three personas and target content at them with a super easy ask / micro-commitment then we should see an uplift in reg's

#### **Experiment name**

Length

Compelling content to capture

6 weeks

#### **Action Steps**

- 1. Break our list (c.300) into A. FANS recurring buyers, B. WARM LEADS (<6m), and C. COLD CONTACTS (<12m)
- 2. Create specific 45 sec explainer video & CTA for each group
- 3. Mail out and monitor click throughs / signups

Learning / Success Measure 20-50% uplift in registrations (average 20 per campaign) **Sprint Question** 

# What are a few priority tests we could run to rapidly spark revenue growth?

HOW TODAY'S FASTEST-GROWING
COMPANIES DRIVE BREAKOUT SUCCESS

## HACKING HACKING GROWTH

SEAN ELLIS
FOUNDER OF GROWTHHACKERS.COM

8 MORGAN BROWN

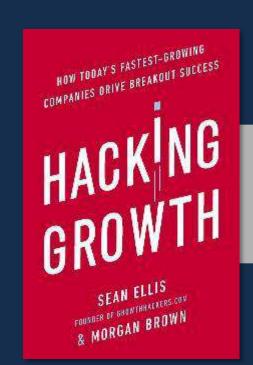
### Acquisition

Activation

Retention

### Acquisition

How do we increase leads / interest?



Activation

How do we increase buying decisions?

Retention

How do we increase spend / LTV?

**Sprint Question** 

# What are a few priority tests we could run to rapidly spark revenue growth?

## So, let's get into it!

The Five Stages



### **Sprint Question / Lens**

"The Boat"

"How Might

We's"

Lightning Demos

Growth Experiment

4

Prioritise & Commit

### **Sprint Question / Lens**

"The

Boat"

"How Might We's"

Lightning Demos Growth Experiment S

Prioritise & Commit

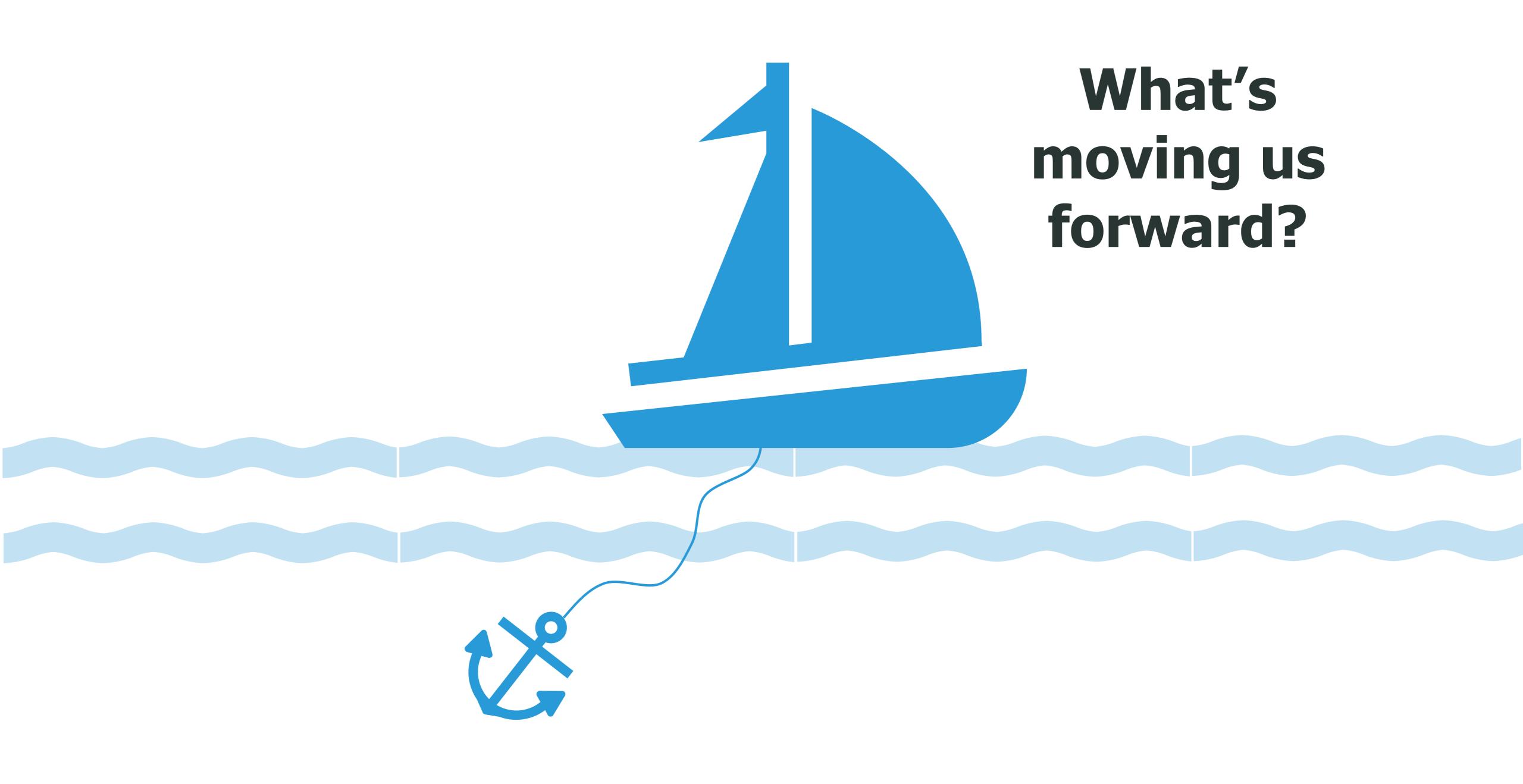
## The Boat



**Sprint Question** 

# What are a few priority tests we could run to rapidly spark revenue growth?

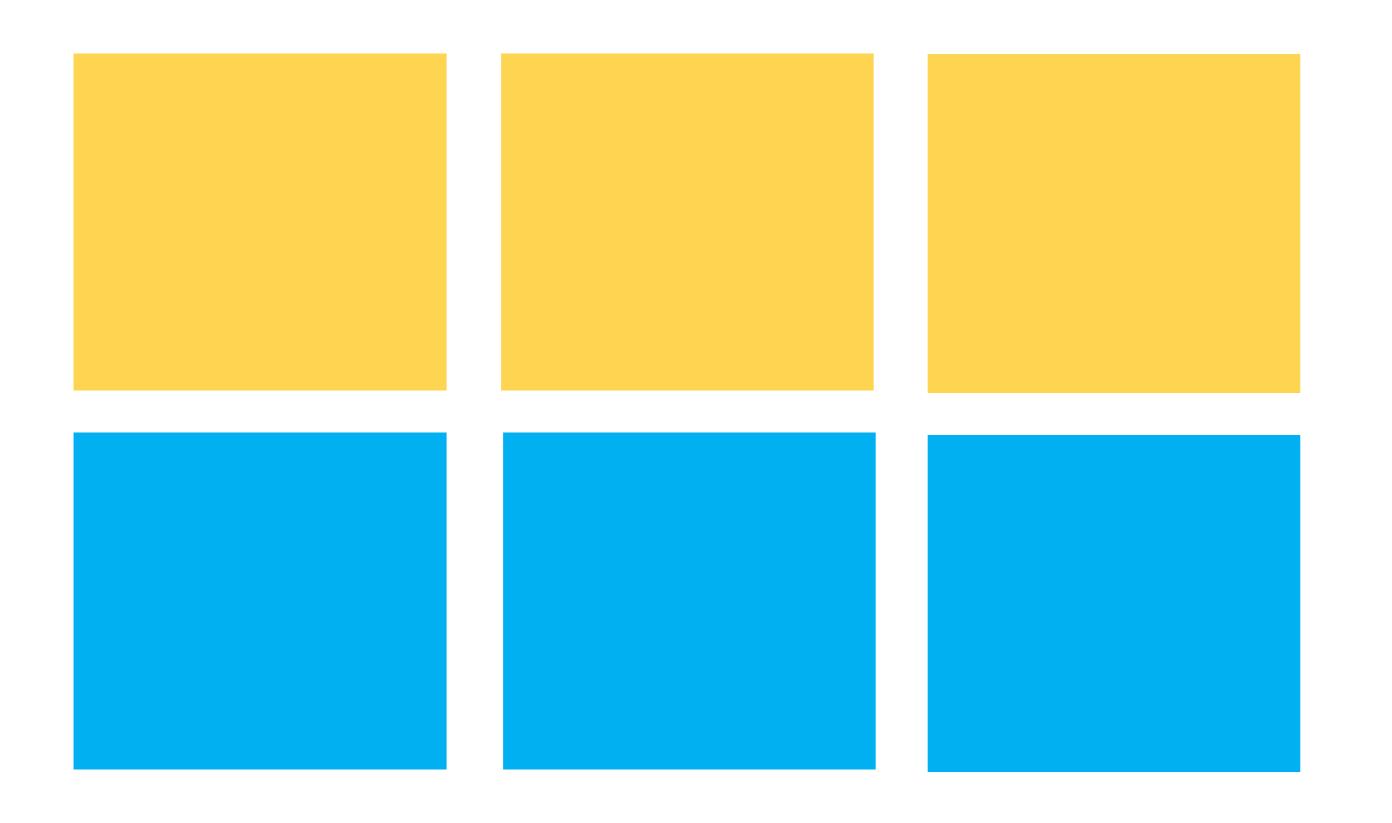




# What's moving us forward?

What's holding us hack?

#### Step 1: Create Input

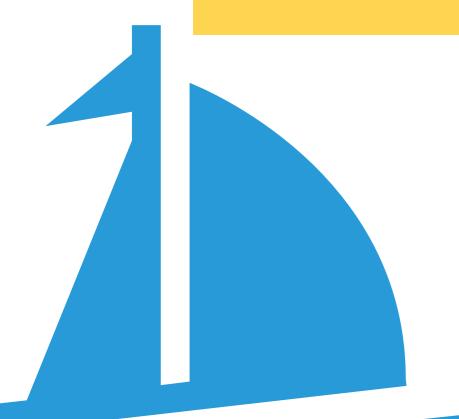


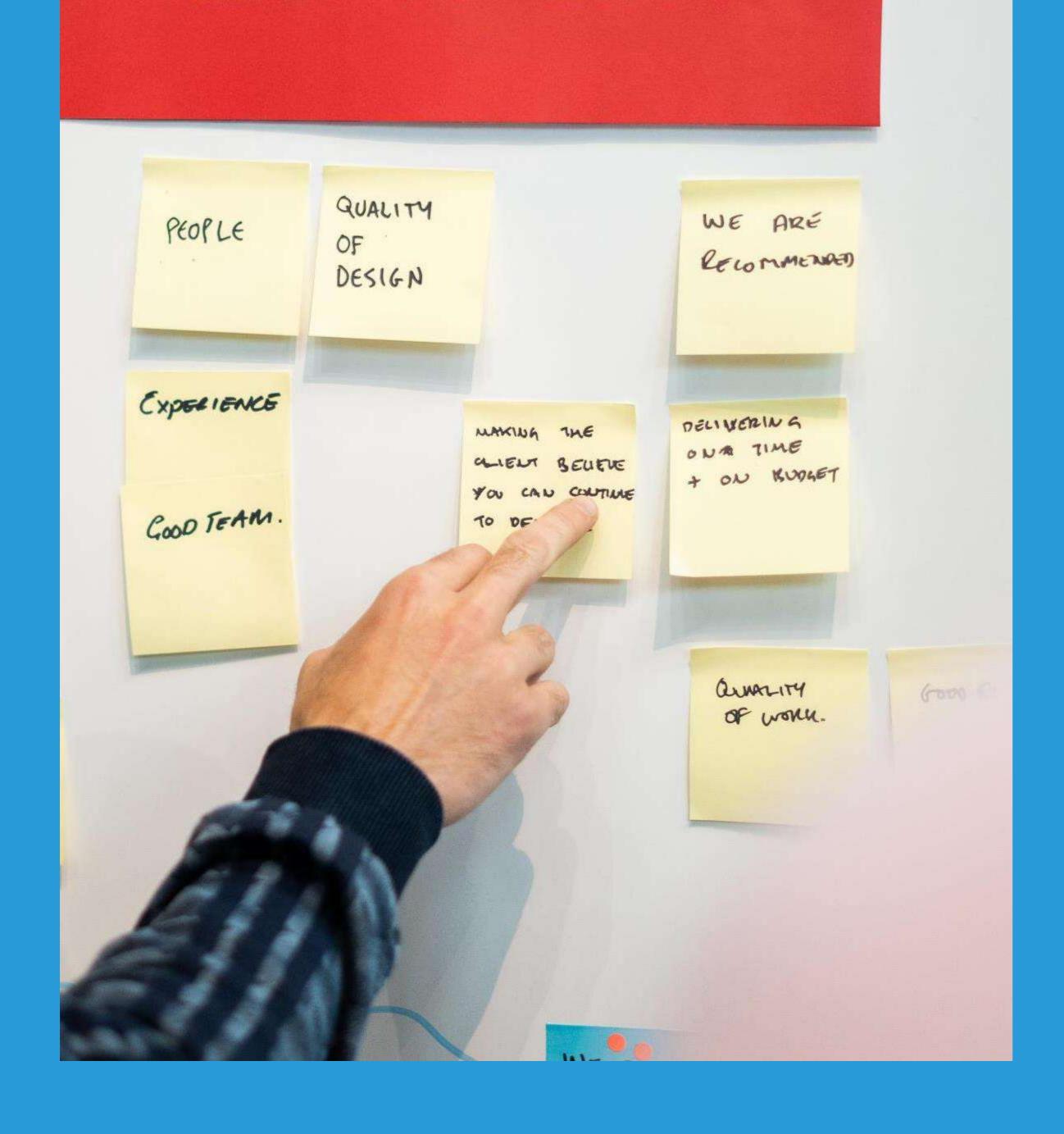
#### What's moving us forward?

Our Sales Director has brought in 3 new clients in last six months

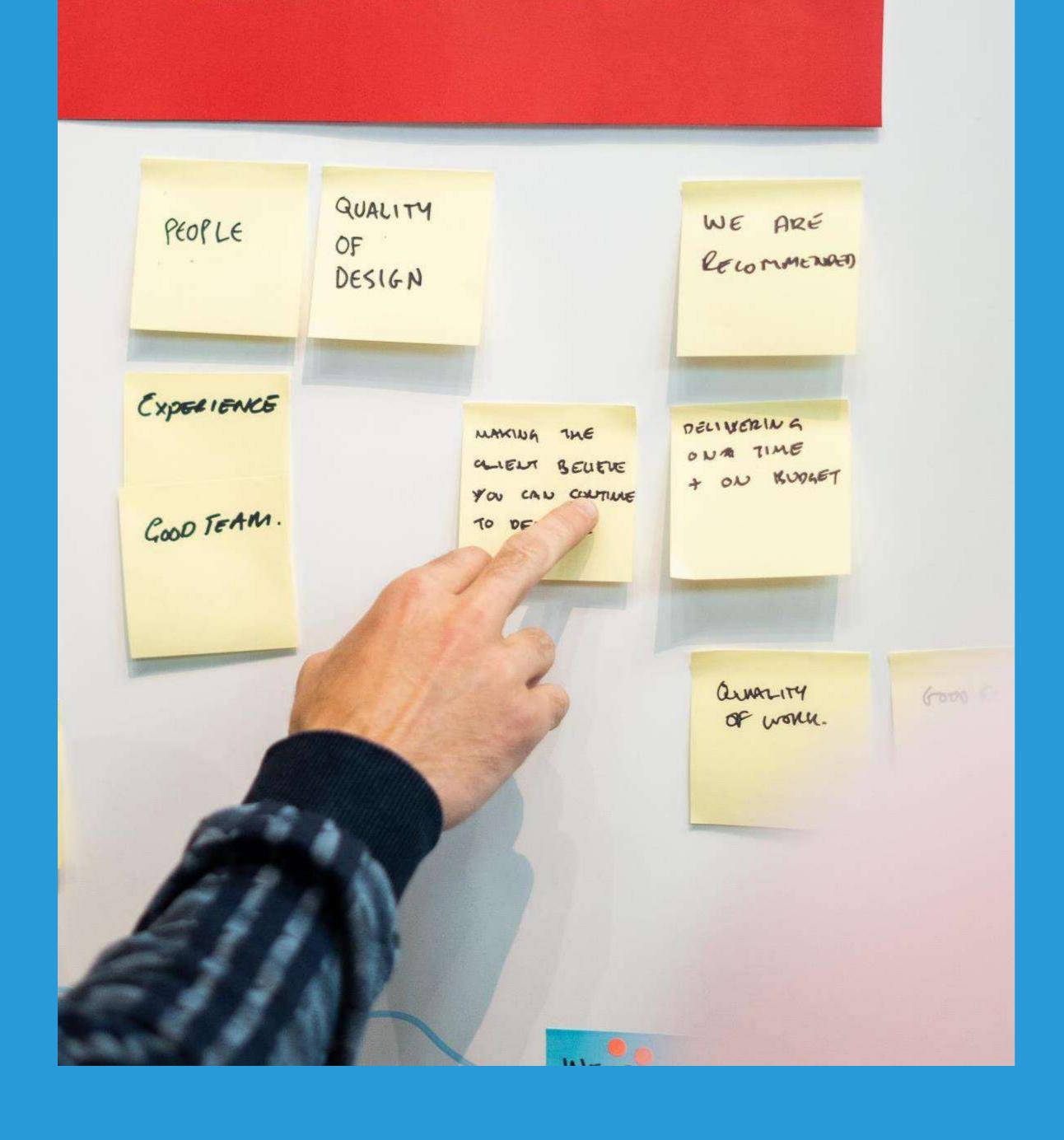
Most qualified leads quickly turn in to customers

Clients stay with us for years





## One idea per post-it!



## A short sentence is MUCH better than just one word









#### What's moving us forward?

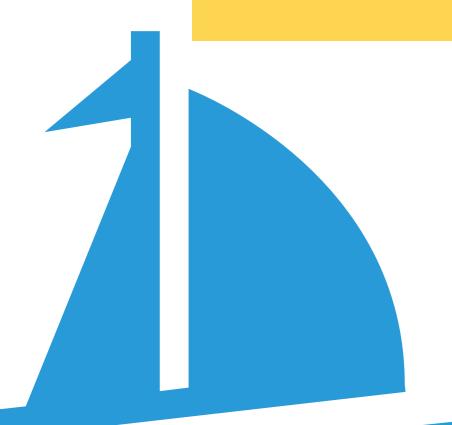
TOGETHER ALONE

4-6m

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Clients stay with us for years



•	THE BOAT	
	What is moving us forward?	
	What is holding us back?	
#. F		
2	Voting Area	3 Prioritisation
	Move your BUE challenges down here and remove duplicates. Then use the red	Move the top voted post-its to Tier 1,

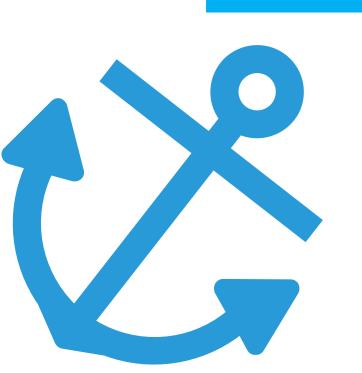
2	Voting Area	3	Prioritisation
	Move your SULE challenges down here and remove duplicates. Then use the red det stickers found in your basket to vote on top priority challenges.		Move the top voted post-its to Ties 1, the next highest to Tier 2 stc
		Tier 1	
		Tier 2	
		Tier 3	

4-6m

We only get clients through recommendations

Agreeing terms for invoicing drags out our ability to close deals

Most clients move onto a cheaper agency once our first project is complete

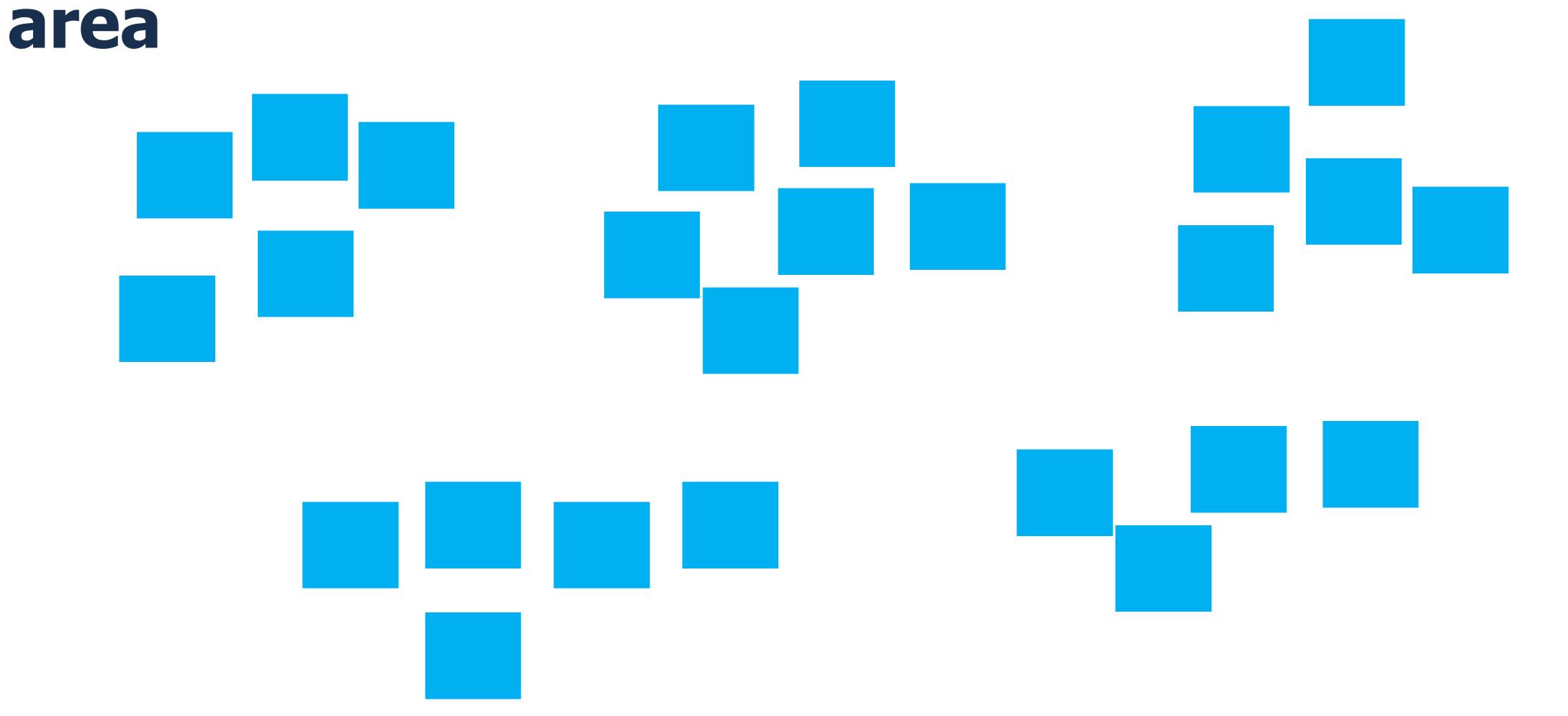


•	THE BOAT	
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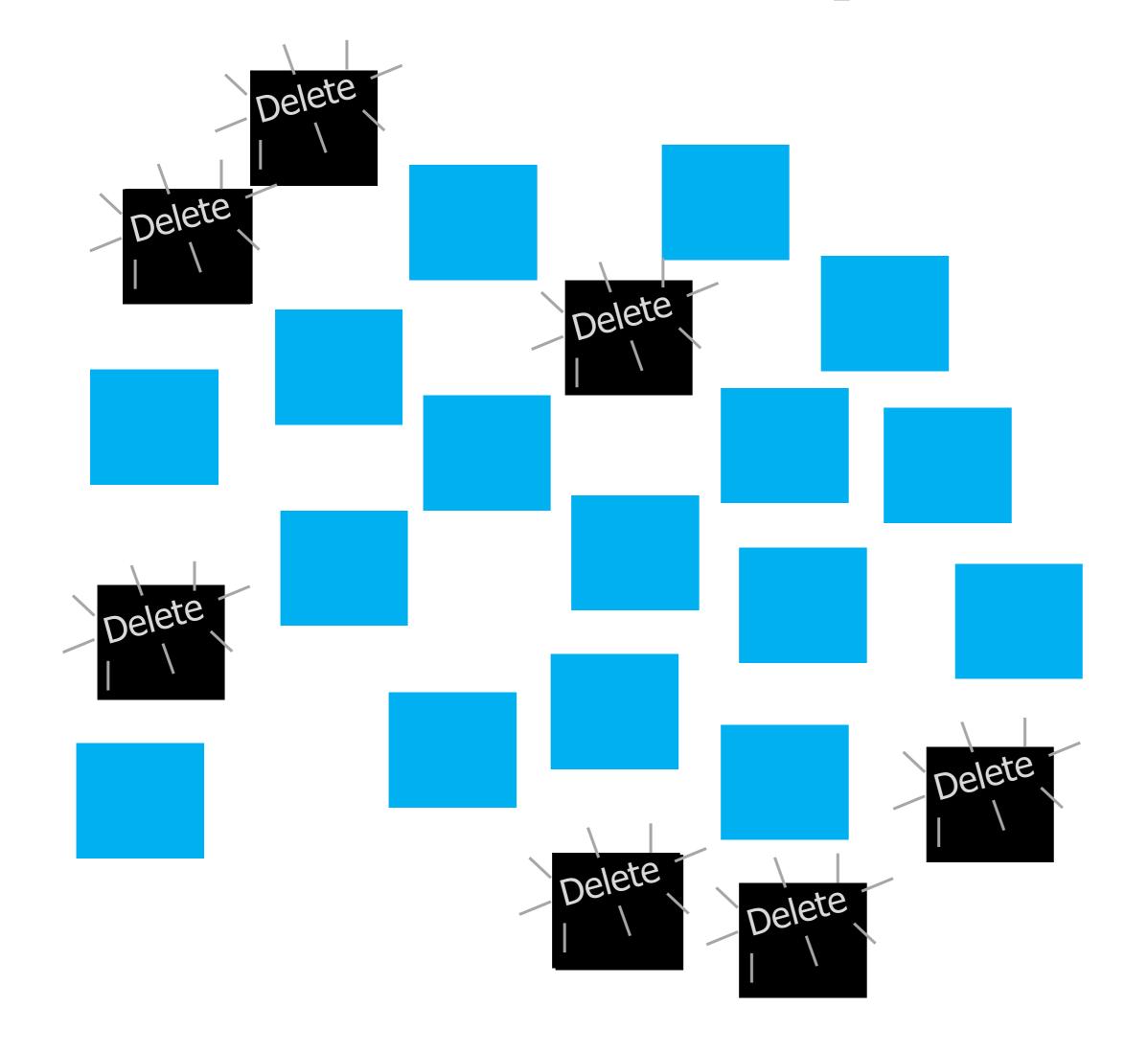
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		Tier 1	
		Tier 2	
		Tier 3	

#### Step Two:

Move ONLY your "Challenges" onto the Voting area



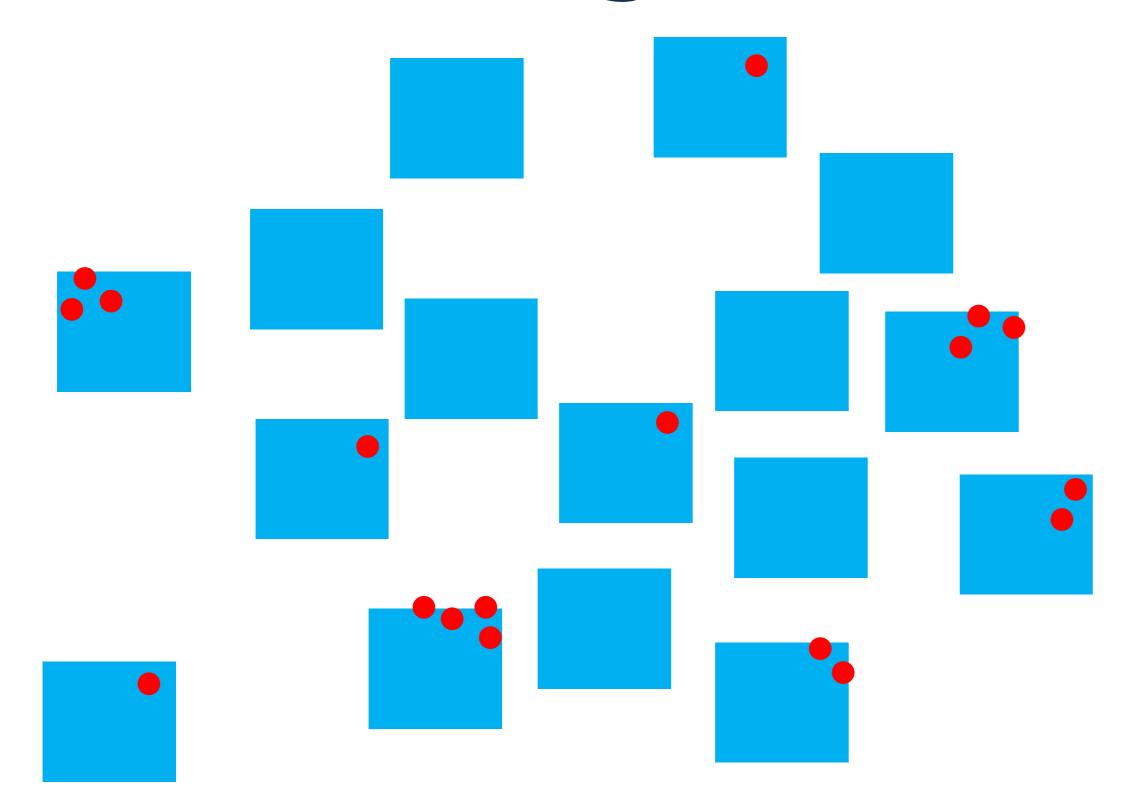
#### Facilitator "De-duplicates"





### Everyone 'Dot Votes' the what they think should get attention first



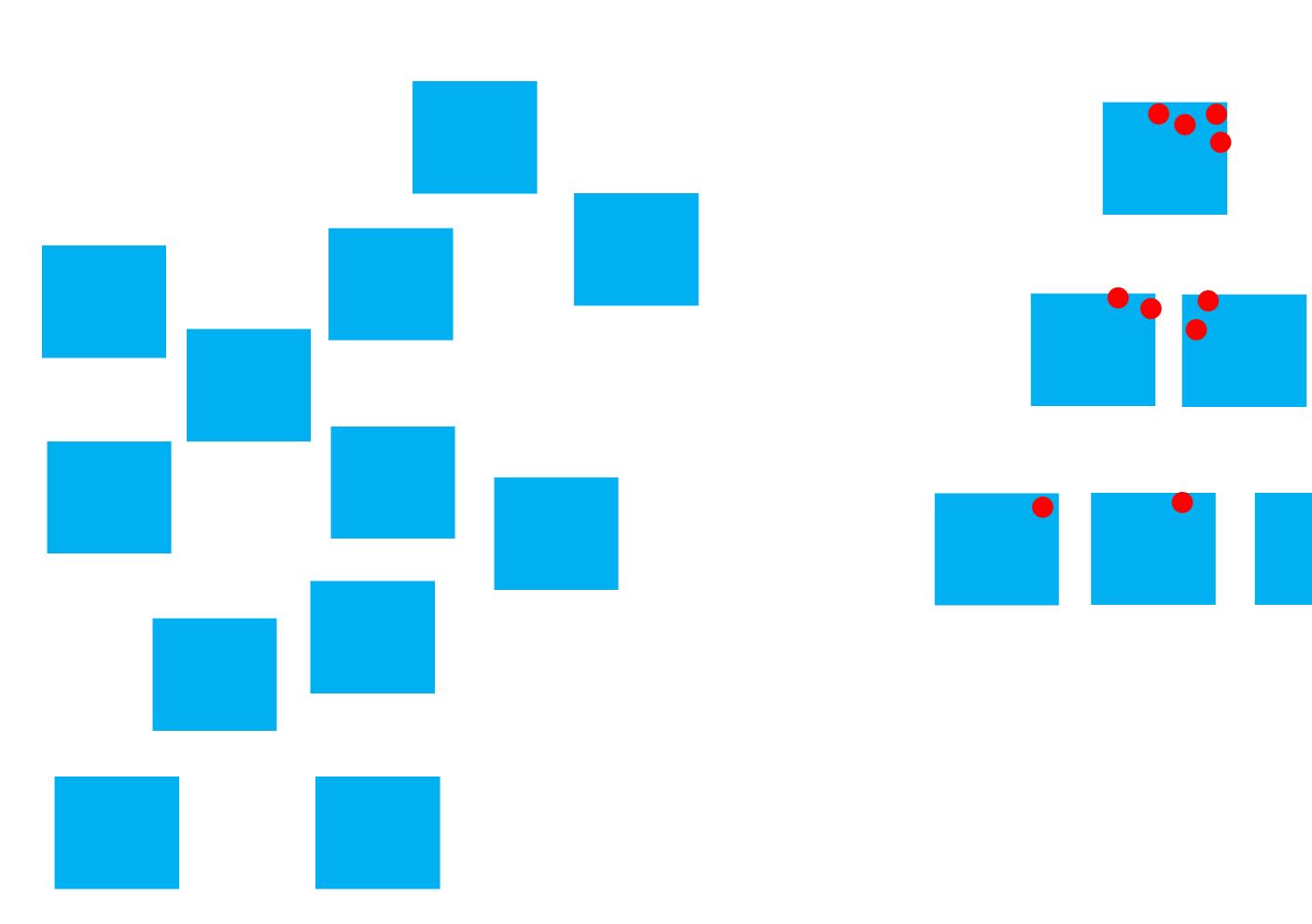


Grab 3 red dot stickers per person and DECIDE where you're going to vote on the most pressing challenges / blockers to growth

Multiple votes allowed

#### Step 3: Prioritise





Facilitator moves post-its across.

Have a short discussion about what's bubbling up.





#### HMWs



#### **Sprint Question / Lens**

1

"The Boat"

2

"How Might We's" 3

Lightning Demos

4

Growth Experiment S

5

Prioritise & Commit



#### Turn a problem into a "HMW...?"

We only get clients through recommendations

HMW

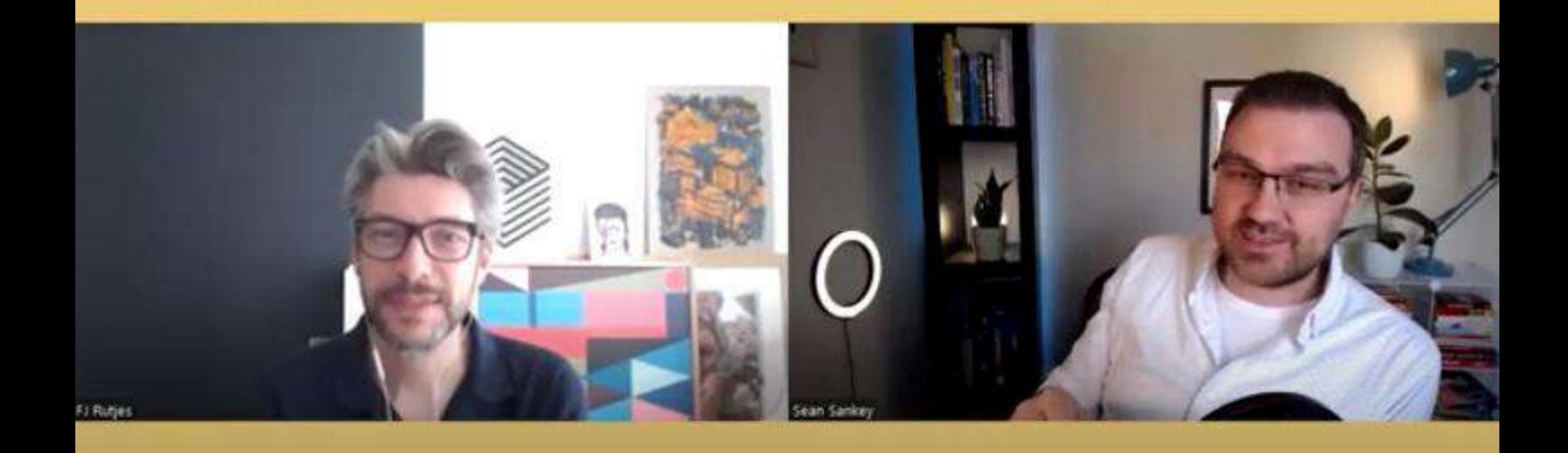
Find alternative ways to generate

Find alternative ways to generate

recommendations

leads outside of recommendations

from previous clients?















Do you like tuna?

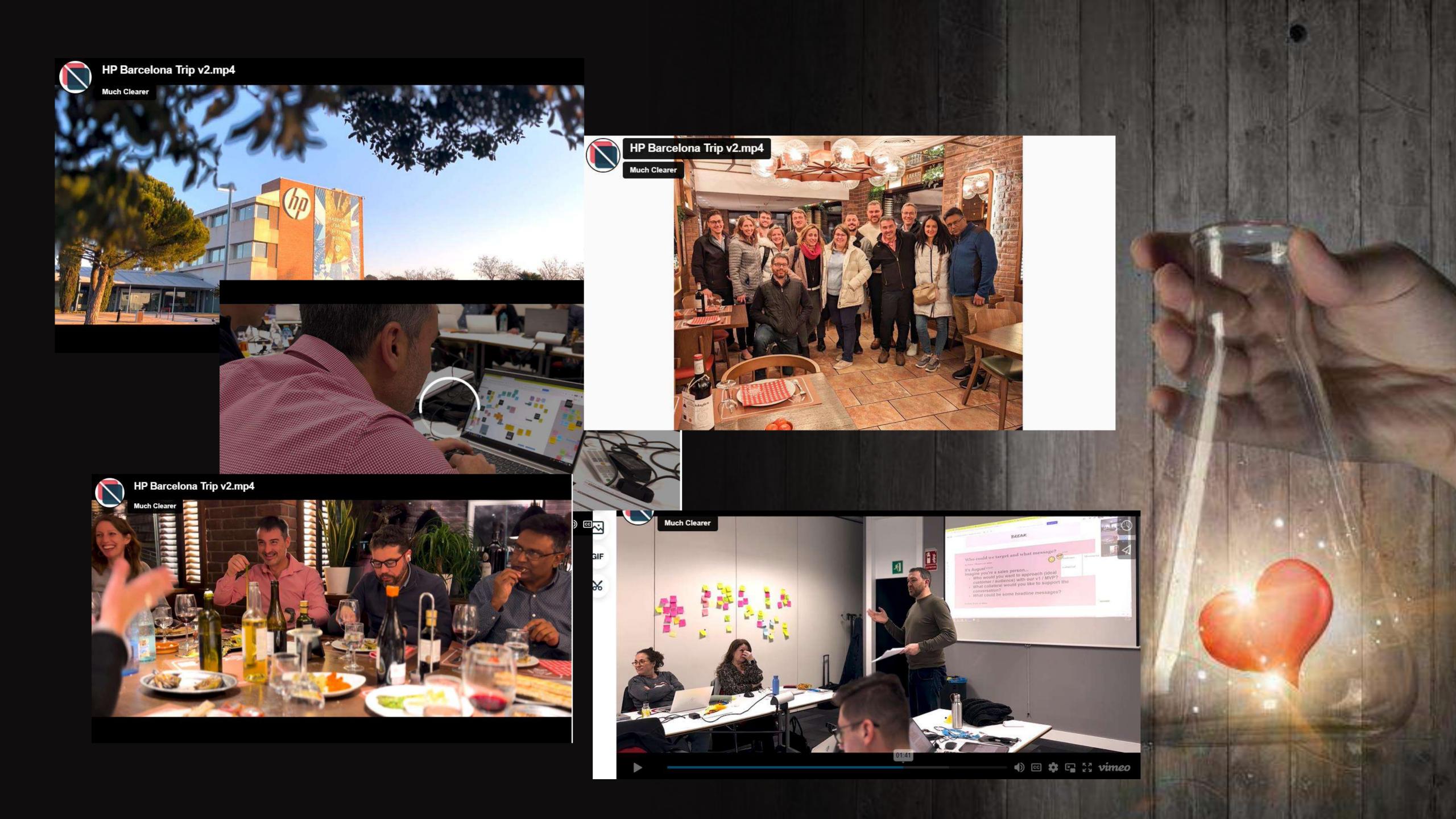




## TURA ON THE GO









## Turn a problem into multiple potential "HMW's...?"

We only get clients through recommendations

HMW

Find alternative ways to generate

Find alternative ways to generate

recommendations

leads outside of recommendations

from previous clients?

HMW

Build our brand so we start getting inbound enquiries?

HMW

Create 3 leads a month from online channels?

#### Rules for writing a good one

- 1. Be specific...
- 2. You're narrowing down the problem you're trying to solve
- 3. You're not creating another macro Sprint Question









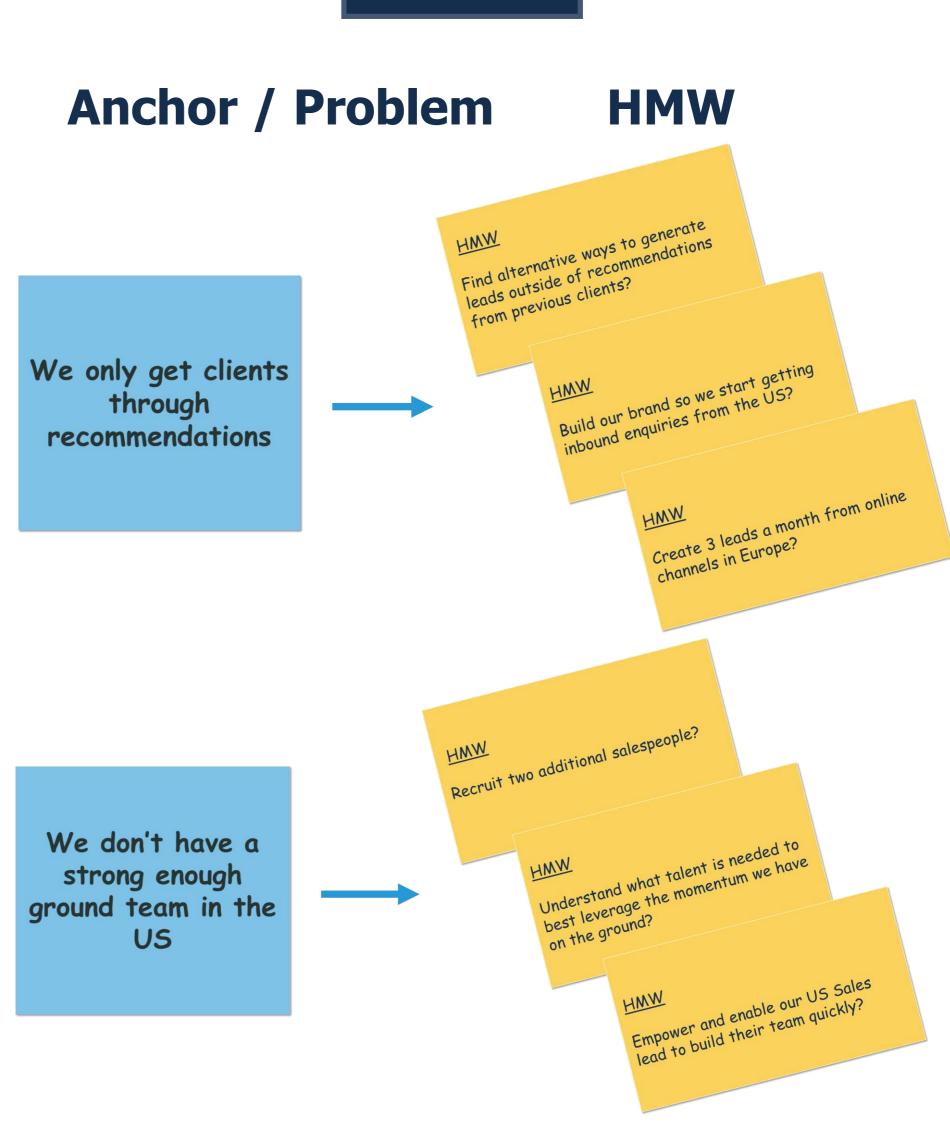
#### First...



1. Take the top challenges and allocate 1 to each person

2. Each person write out 3 different potential HMWs for each challenge

3. Pick your favourite and "Create your stack"



## Pods: Share and Learn



#### Pods: Share and Learn

1. Follow the instructions in moving where you need to go.



2. Introduce yourselves / your roles.



3. Share ...



1. Intros, Roles, Business etc

2. Your HMW's / Key growth challenges

3. Share some early ideas around the table (i.e. Reminds me of... What about...?)

## Lightning Demos



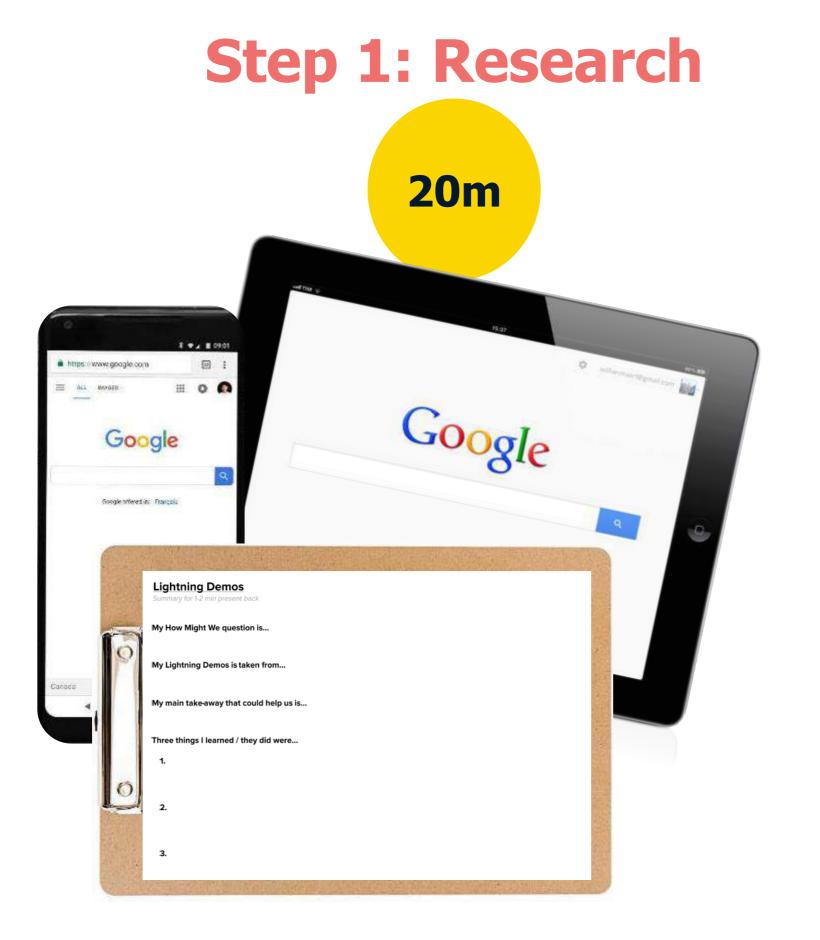
#### **Sprint Question / Lens**

Growth Lightning **Prioritise &** The Grid The Boat Experiment Demos Commit

What's this for?

1. Taking our HMWs and doing some research to inform thinking

2. Capture our findings and ideas simply and quickly



## Step 2: Demo









#### **Lightning Demos**

Summary for 1-2 min present back

My How Might We question is...

My Lightning Demos is taken from...

My main take-away that could help us is...

Three things I learned / they did were...

1.

2.

3.

## <u>HMW</u>

Find new ways to generate leads outside of recommendations from previous clients?

# We're gonna scrape some collective wisdom from the internet

Google search - "Examples of companies who have XYZ"

CHATGPT — "Give me ideas for answering the following question: How might we..."

# Search anywhere and everywhere...

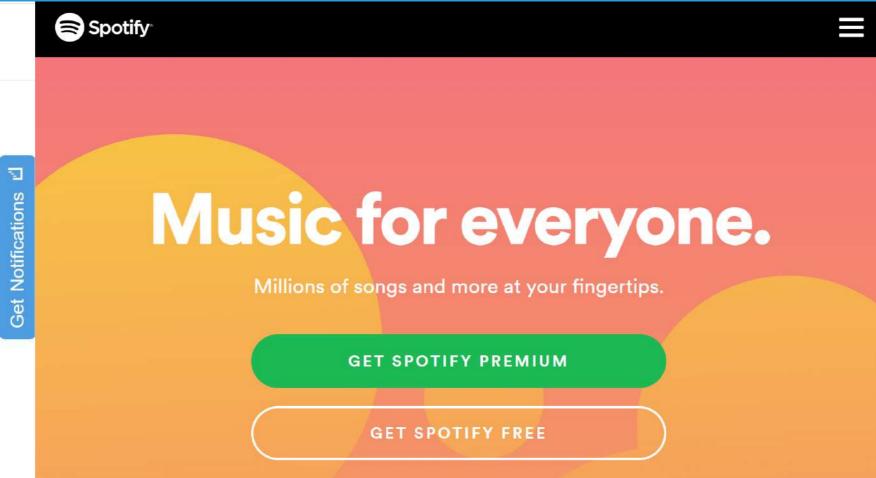


\$("#User\_logged").a(a);
function(a);

- Blogs

Chat Tool Impact Writing

JOHN MCELBOROUGH

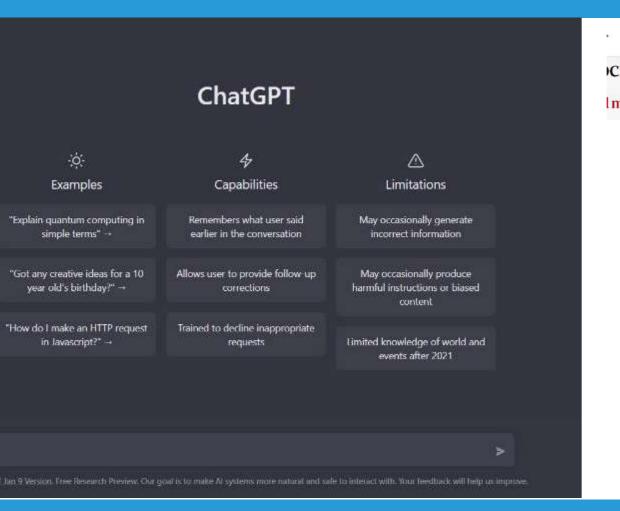


Report
Connecting the dots:
2022's biggest consumer trends

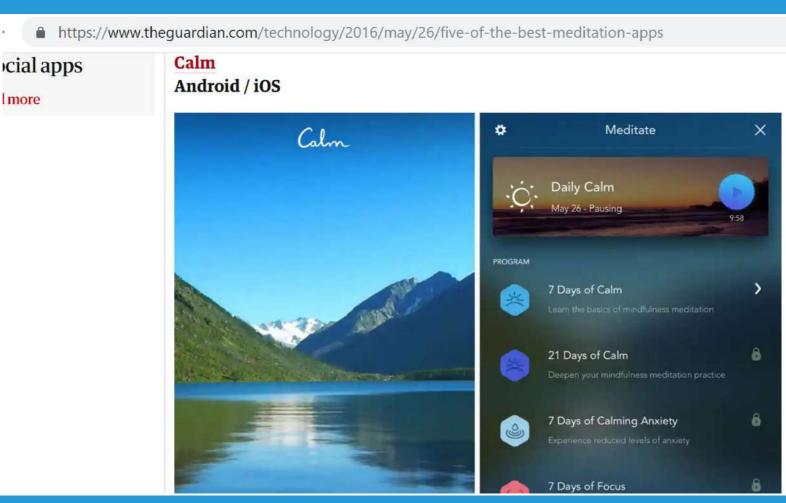
Download now

Pricing About
Free demo

- Products you use



CONSULTING TOOLS ABOUT



- Published research

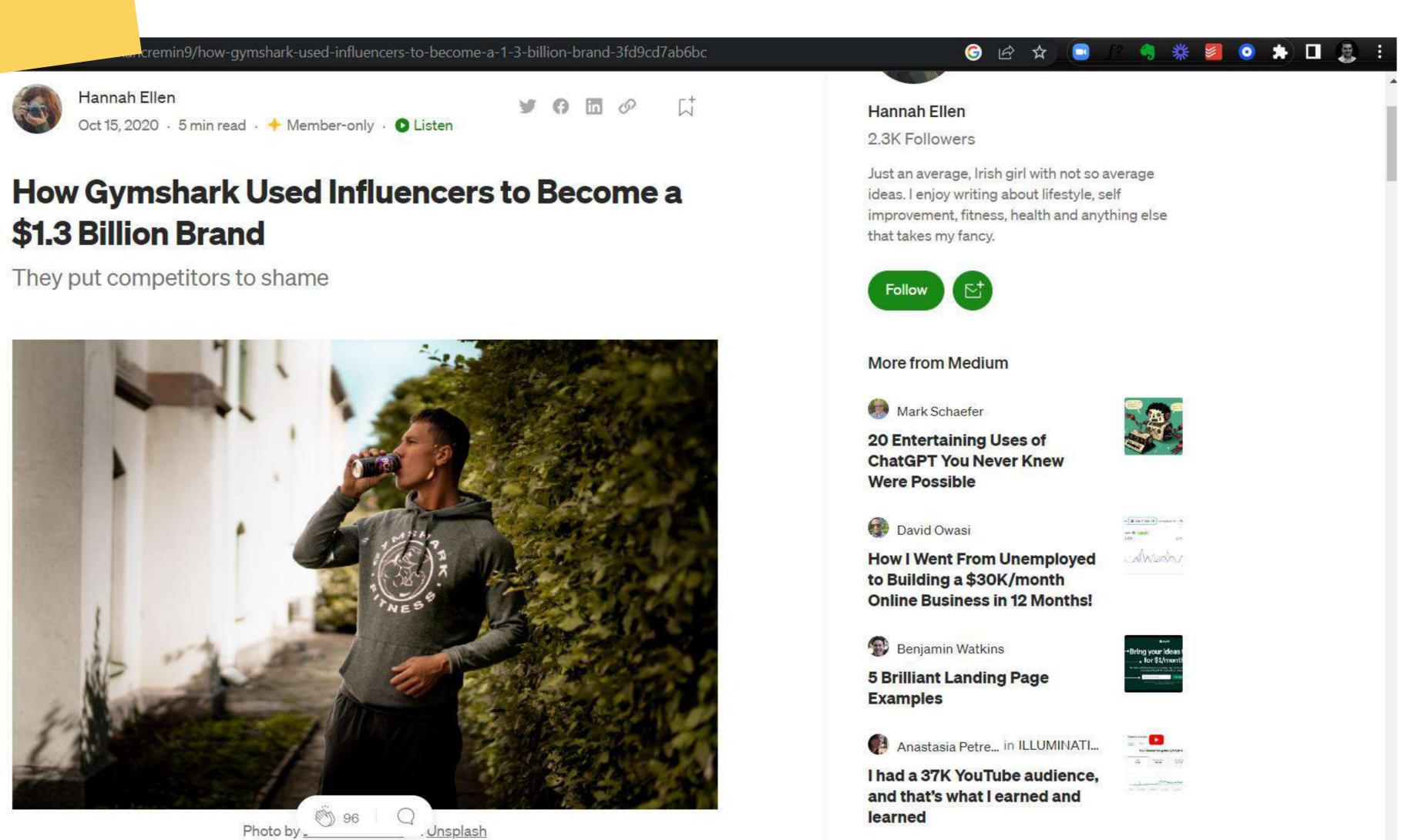


- Case studies

- Examples outside of sector

- Chat GPT

HMW
Find new ways to generate leads
outside of recommendations from
previous clients?



#### HMW

Find new ways to generate leads outside of recommendations from previous clients?



#### How Gymshark Used Influencers to Become a \$1.3 Billion Brand

They put competitors to shame



## Gymshark

Building profile through established social influencers

### Main takeaway:

Social Media Influencers already have reach / audience. Can we take advantage?

## Three things

- Focus on a couple of influencers first.
- Offer THEM something of value.
- Create joint content quickly.







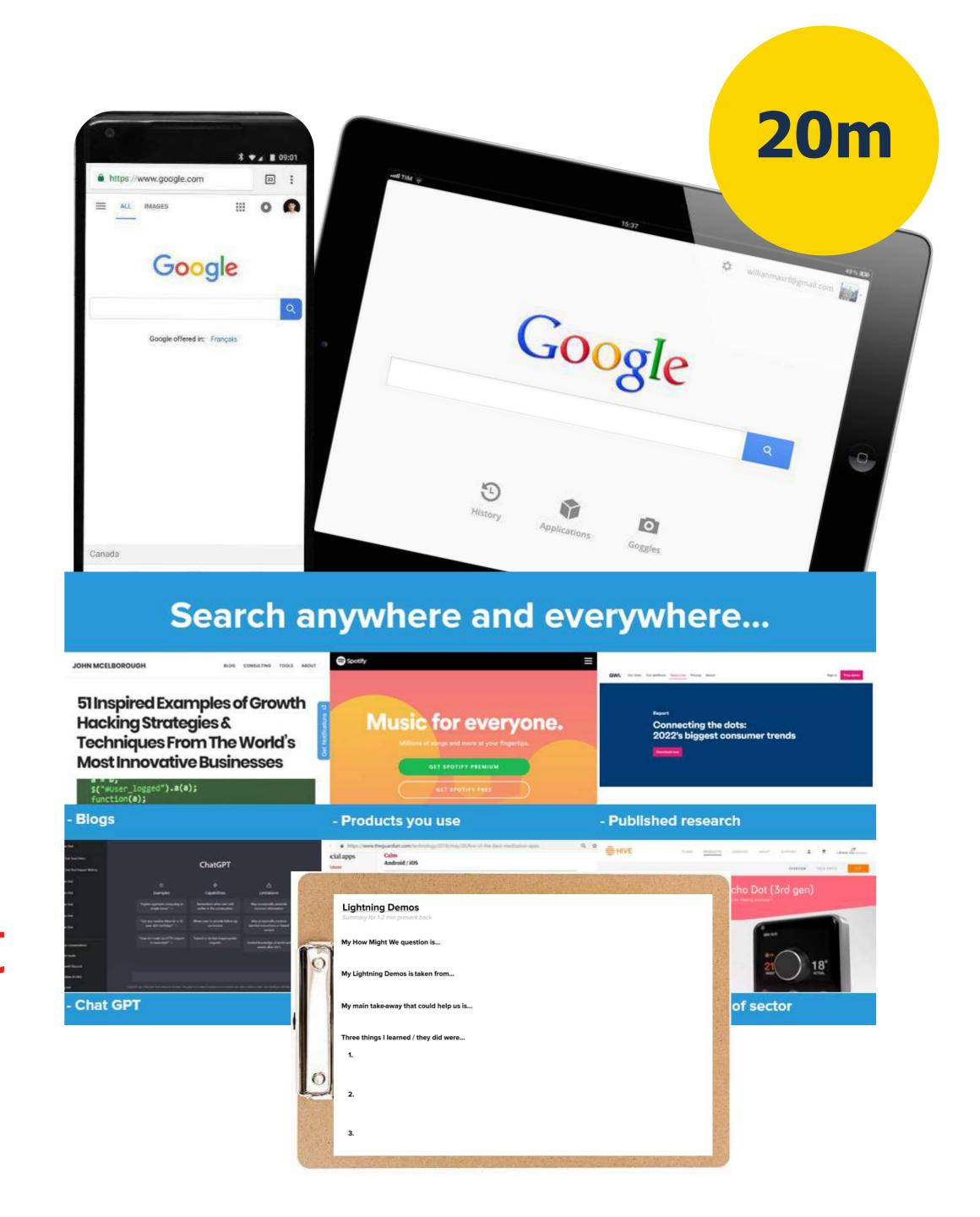


Use the internet to do some research on "who's done this before?"

Capture your best findings on your templates

WIFI: Charlotte House Guest

P/word: abcde12345



# **Sprint Question / Lens**

"The Boat"

"How Might

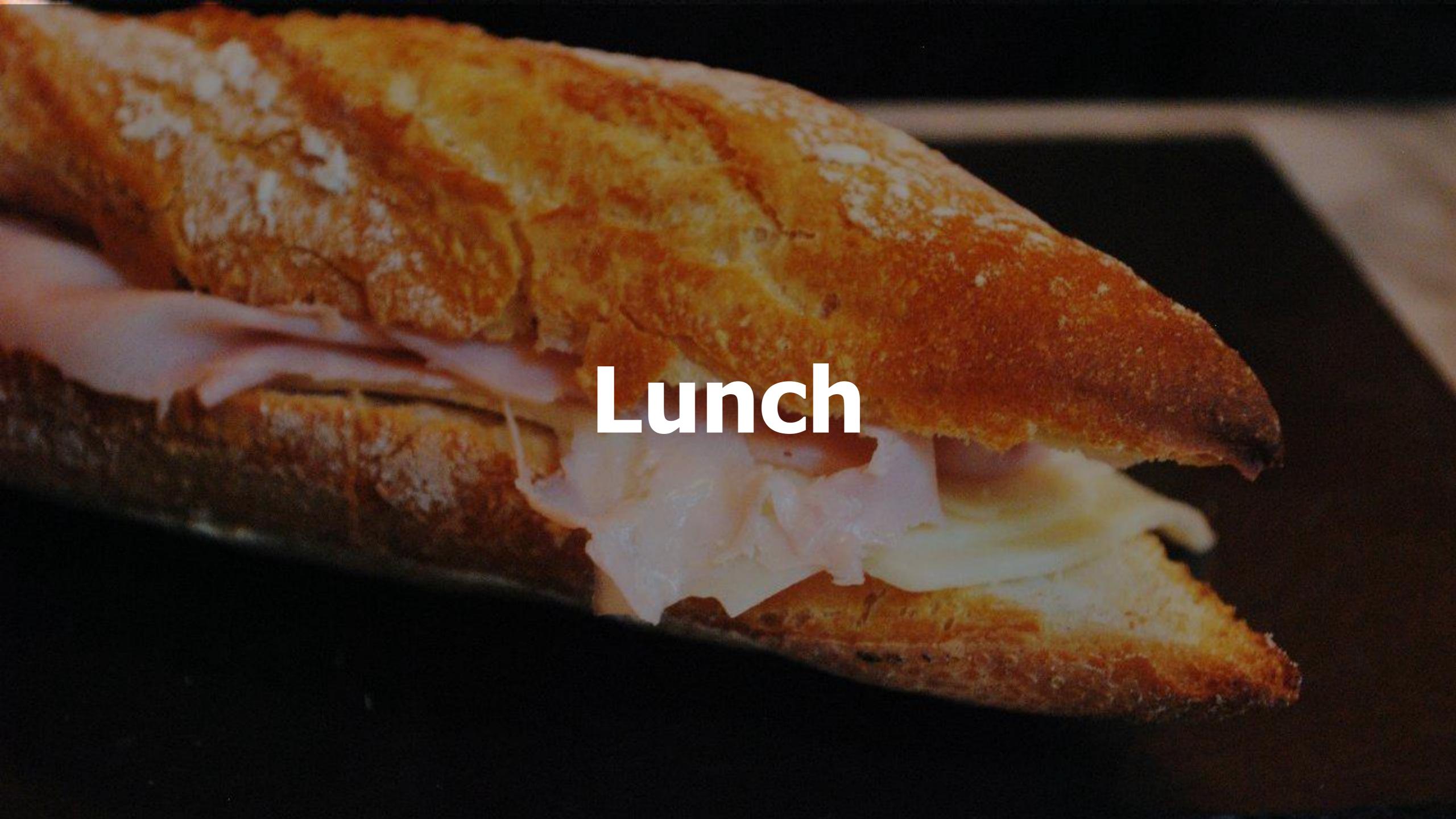
We's"

Lightning Demos

Growth Experiment

4

Prioritise & Commit







# Welcome Back











# Lightning Demos



# The Big Idea

Don't worry if you didn't do it "perfectly"

The big idea is just to

- 1. lift / shift thinking and...
- 2. for everyone to hear multiple ideas / examples

Speaking of which...



# Pt2: Demo your finding

- 1. 2 mins to finish template
- 2. Go back into your "Learn and Share" groups
- 3. 2-3 minutes per person... playback your findings
- 4. Team-mates take notes
- 5. Folk from the other





# Growth Experiments



# **Sprint Question / Lens**

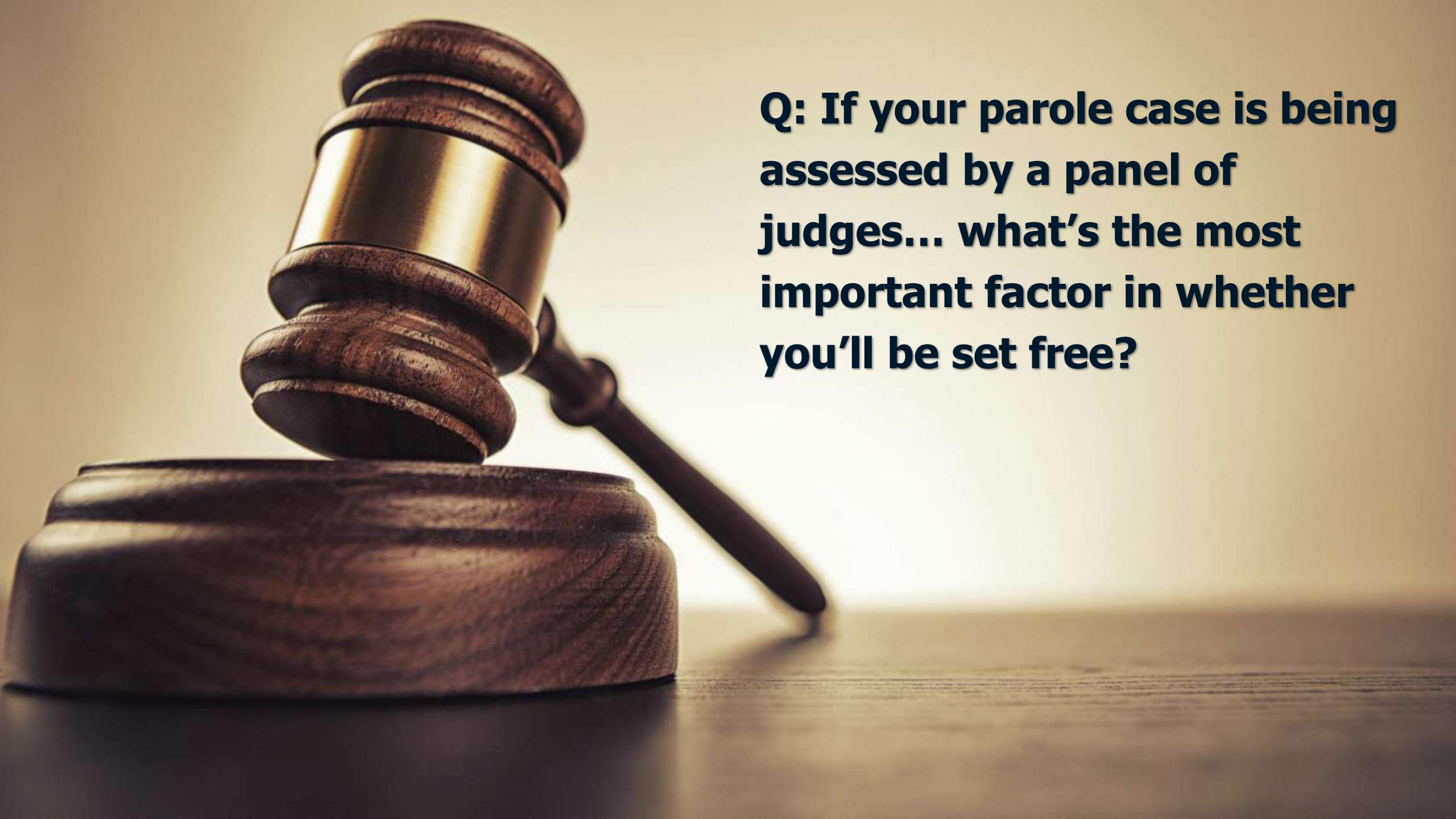
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Prioritise & Commit







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Our main market facing opportunities are...

- 1. October EXPO
- 2. Folkestone 'land grab'
- 3. Licensing VIPA
- 4. Great relationships with MDs / Logistics Mgrs to build on
- 5. Fresh / younger digitally-aware talent coming through

# What is a Growth Experiment?

What is an experiment?

A 4-6 week blast of exploration to test a theory and drive real learning from your market



# What do they look like?

# 24 Experiment Types

What do they look like?

1.	Split Testing	9.	Partner & Supplier interviews	17.	Storyboard / Brochure
2.	MOM-Test Customer Interviews	10.	Expert interviews	18.	Explainer video
3.	Prototype / Mafia Offer	11.	A day in the life	19.	Clickable prototype
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8.	UX personalisation	16.	Pop Up Store	24.	Wizard of Oz

#### SaaS Startup

Email campaign

\* Explainer Video

HMW... drive 50%

HMW... drive 50%

more registrations

more registrations

from our mailing list?

#### Assumption / Hypothesis

Upsell webinars are working, but not well attended enough.

If we segment our mailing list to three personas and target content at them with a super easy ask / micro-commitment then we should see an uplift in reg's

Experiment name

Length

Compelling content to capture

6 weeks

#### **Action Steps**

- 1. Break our list (c.3000) into A. FANS recurring buyers, B. WARM LEADS (<6m), and C. COLD CONTACTS (<12m)
- 2. Create specific 45 sec explainer video & CTA for each group
- 3. Mail out and monitor click throughs / signups

Learning / Success Measure 20-50% uplift in registrations (average 18 per campaign)

#### TECH BLUE CHIP

Mom Test Customer Interview

**Mafia Offer** 

Split Test

HMW... drive 50%

HMW... drive 50%

more registrations

from our mailing list?

from our mailing

#### Assumption / Hypothesis

The mid-market is ready for a true hybrid working, IT & Facilities subscription-based model

If we develop a first level offer and 'MOM-test' potential pricing structures with six warm buyers, then we could learn optimal launch pricing and convince one of them to do a pilot

#### **Experiment name**

Get a pilot over the line

#### Length

8 weeks

#### **Action Steps**

- 1. Consolidate the offer (4 weeks)
- 2. Run customer interviews pricing focus
- 3. Refine and package
- 4. Look to engage for a pilot

#### Learning / Success Measure

We have a first version offer, tested from 8 complete interviews and have one pilot agreed to go

# Remember these...?

What if we...



Split tested campaigns on TikTok

Stream

Mafia-Offered a new data service with client A

50% of biz, 18m
Did a 3 week fact find to Tampa, FL

on

Made the next 4 Fridays full day leadership meets 6m

**Landed Series A** 

### Remember these...???



Cleared the diary for an 8wk CRM blitz







Mafia offer a new data service with client A

Complete a 3 week fact find to Tampa, FL





Next 4 Fridays are full day leadership meets

One thing that could make a dent / drive progress

Not a full solution to your entire problem / achieve your goal

**Experiment Name** 

Explanation Hypothesis

### **Action Steps**

\_

\_

**Success Criteria** 

**Experiment length** 

The quality of your thinking is fundamentally driven by the quality of your questions



4MM...

HMW...

**Experiment Name** 

### Explanation Hypothesis

### **Action Steps**

- \_

Success Criteria

**Experiment length** 

All experiments start with a theory or hypothesis you want to test





We believe US is our highest potential next market.

If we can secure 1 retail partner in NY then we can expand from that footprint



Our assumption is that IT managers want visibility into their fleet

If we split test two dashboard variants with 10 users then we'll prioritise our roadmap, build our value prop AND sell a pilot!

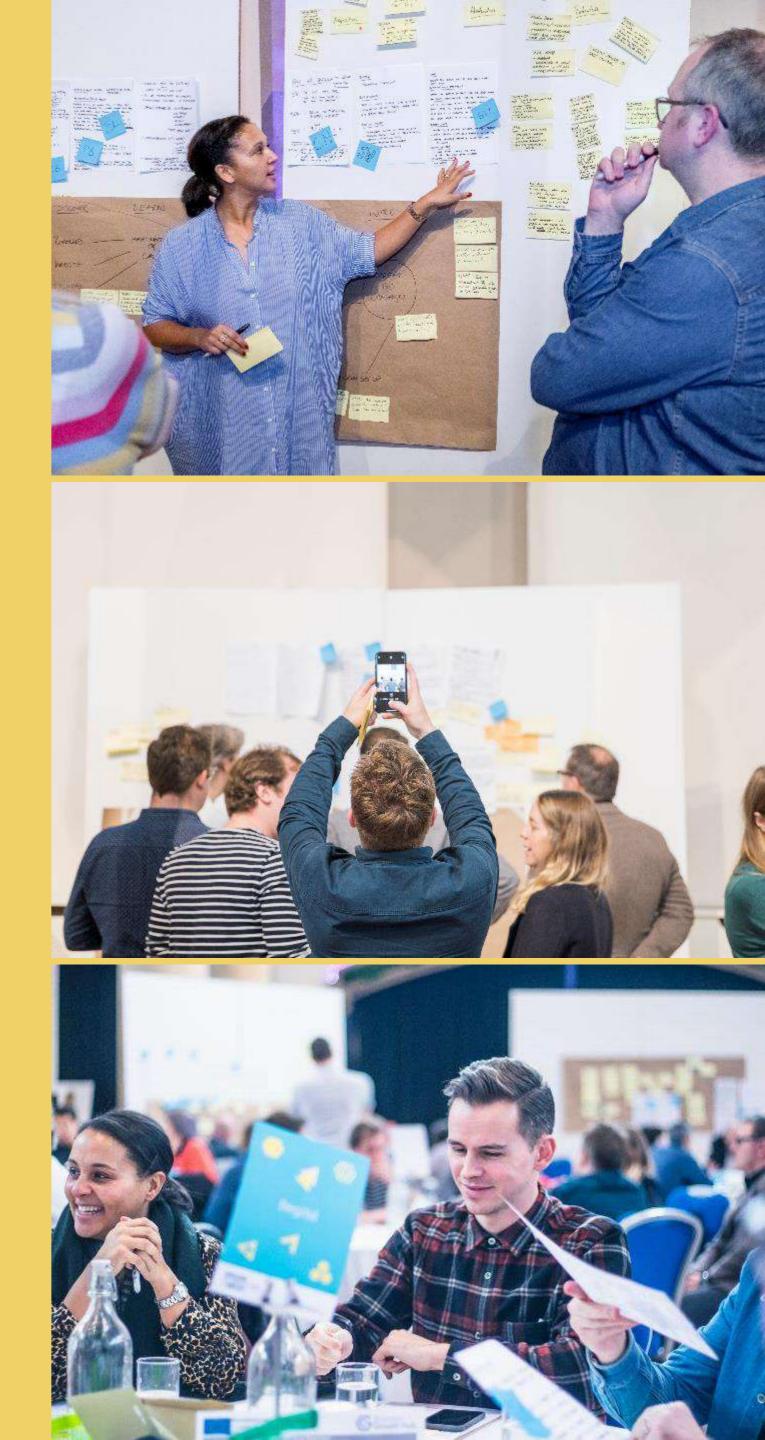


Our quoting process is f\*\*\*\*d

If we simplify to three "baseline" offers with predetermined features and costs then we won't haemorrhage money on our next two projects!



# 



### WHERE WE'RE GOING...



### Assumption / Hypothesis

Upsell webinars are working, but not well attended enough.

If we segment our mailing list to three personas and target content at them with a super easy ask / micro-commitment then we should see an uplift in reg's

### **Experiment name**

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Compelling content to capture

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- 2. Create specific 45 sec explainer video & CTA for each group
- 3. Mail out and monitor click throughs / signups

### Learning / Success Measure

20-50% uplift in registrations (average 18 per campaign)

### Guidance on writing a good one

- 1. Get a sharp hypothesis (if we, then we) and the plan will look after itself
- 2. Focus on testing something in the market... engage (potential) customers!
- 3. If struggling with 6wk limit, ask "what could a smaller / first slice of this look like?"

### So you're going to...

- 1. Take your HMW
- 2. Outline a hypothesis
- 3. Suggest what actions would get you started with an experiment
- 4. Define specifically the result / learning you're looking to achieve
- 5. Set the timeframe & Name it!



### Assumption / Hypothesis

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Learning / Success Measure

20-50% uplift in registrations (average 20 per campaign)



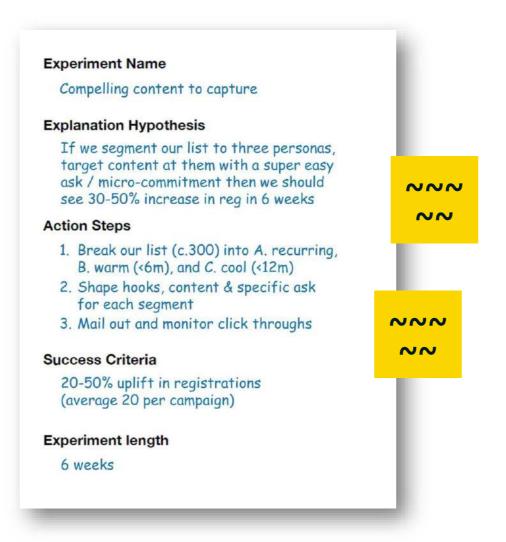


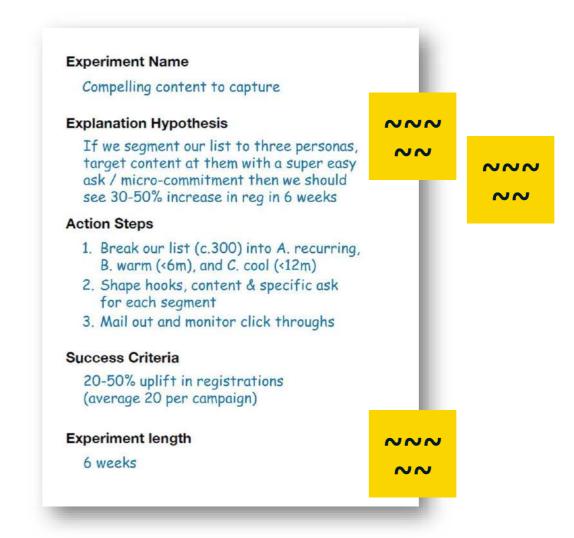
### Build, Read and Write on the

gallery a) Silently read through each others GE's

b) Add questions / ideas as nost-its

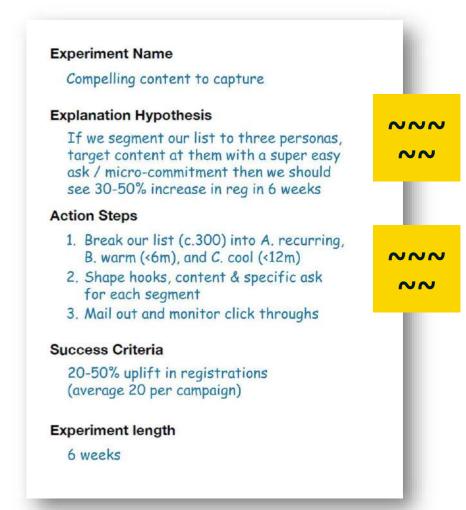






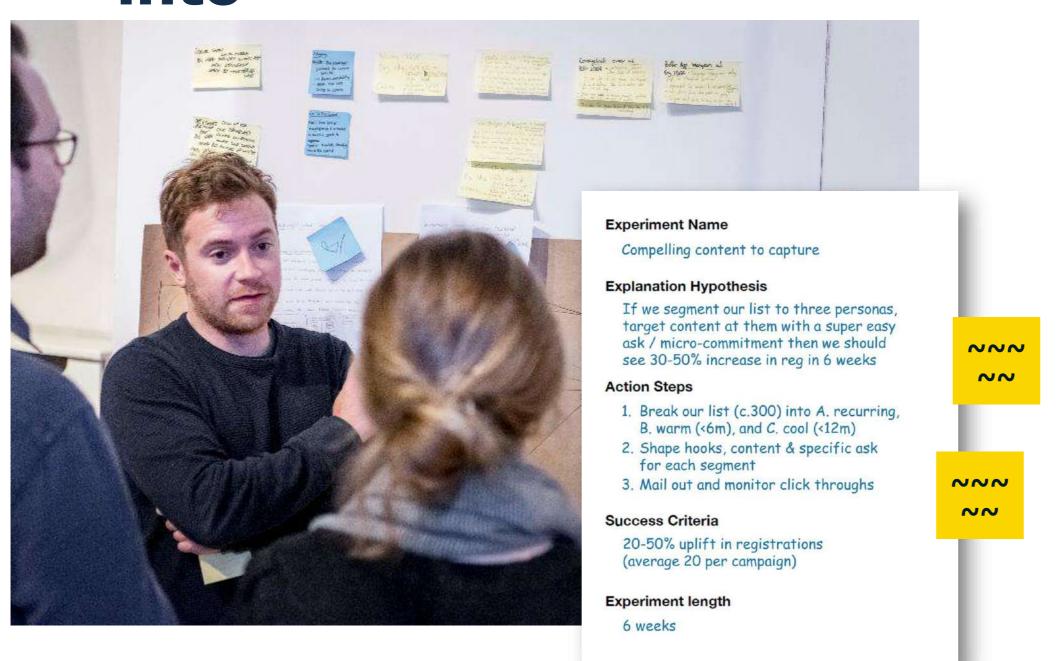
### TOGETHER ALONE

5<sub>m</sub>

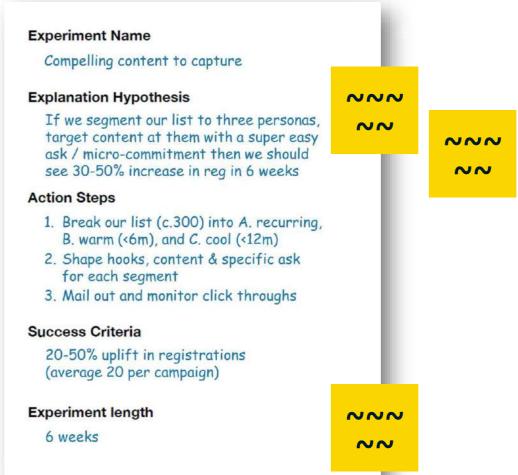


### Discuss

### a) Discuss and clarify anything that needs more diving into







### 6 weeks

### **Experiment Name** Compelling content to capture **Explanation Hypothesis** 222 If we segment our list to three personas, ~~ target content at them with a super easy ask / micro-commitment then we should see 30-50% increase in reg in 6 weeks **Action Steps** 1. Break our list (c.300) into A. recurring, 222 B. warm (<6m), and C. cool (<12m) 2. Shape hooks, content & specific ask 22 for each segment 3. Mail out and monitor click throughs Success Criteria 20-50% uplift in registrations (average 20 per campaign) **Experiment length**







### **Sprint Question / Lens**

1 2
"How Might We's" Light We's"

Lightning Demos

Growth Experiment S

Prioritise & Commit

### Effort / Impact Matrix



If you have <u>lots</u> of experiments...

Do "Effort / Impact" AND

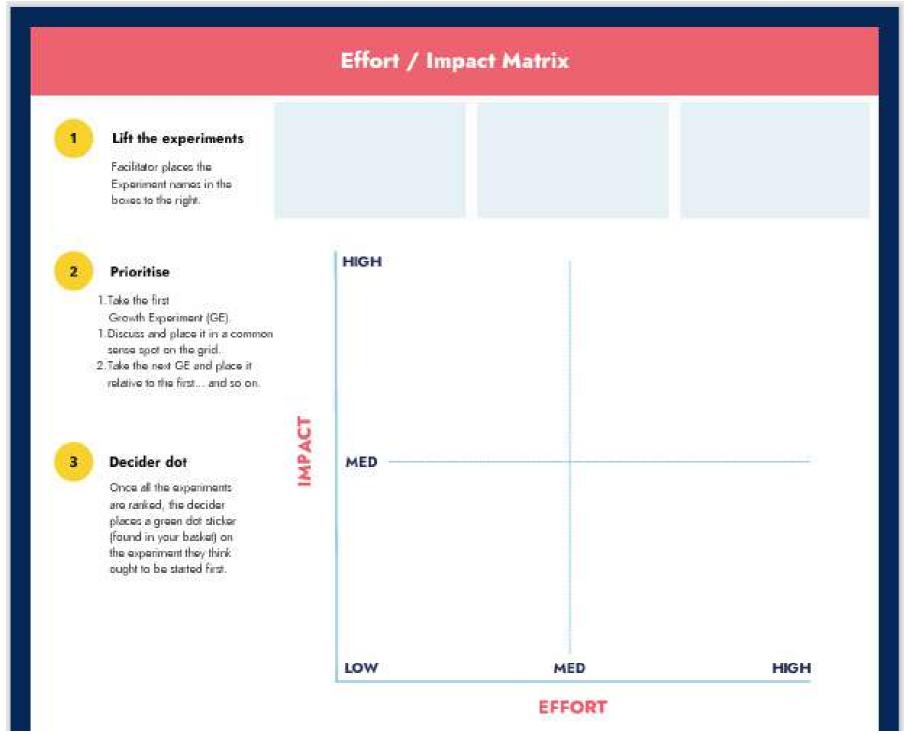
"The Plan to Get Started"

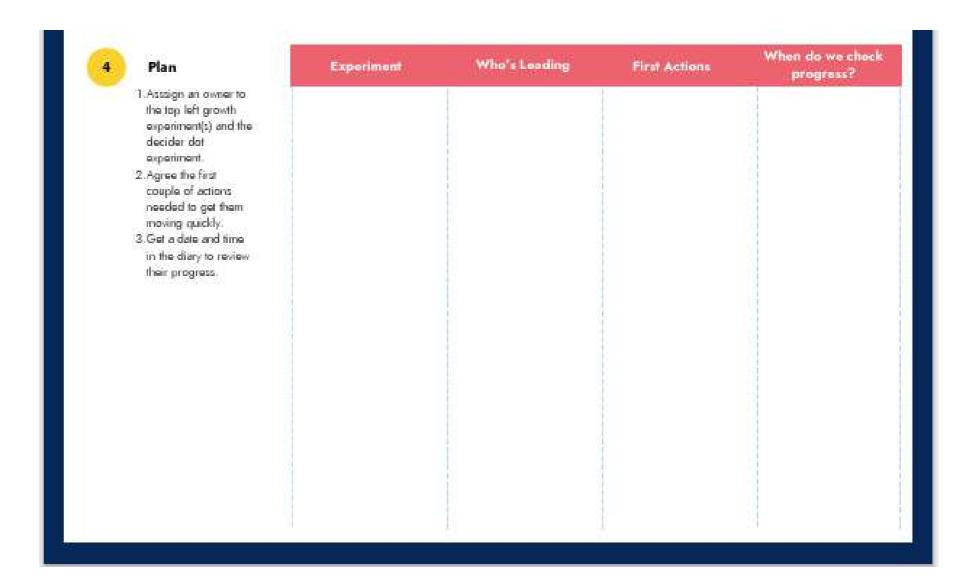
If you <u>only have 2</u> experiments...

Do "The Plan to Get Started"

### Rank the post-its







### Specific Plan to move the first two



HMW accelerate number of territories we have partners with in Asia? Experiment name

Partnership Blitz

### Explanation / Hypothesis

We have two partnerships - HK and BK, however neither are willing to go out of territory.

My hypothesis is that we could get partnership / distributors in KL and SI if we spin up a Malaysian language landing page and hammer the network / get introductions in three-six weeks.

### Action / Steps

- 1. Commission Malay translation agency
- 2. Task Andy to do nothing but spin up the website
- 3. Ask DIT / GSU partners for distributor intros
- 4. Ask HK and BK for referrals (with incentives!)
- 5. Get support with commercial fwk suitable for SI and KL

### Success Criteria

- Landing page exists
- In negotiation with 2 partners by end of experiment.

### Experiment length

(3-6 weeks is the sweet spot)

6 weeks

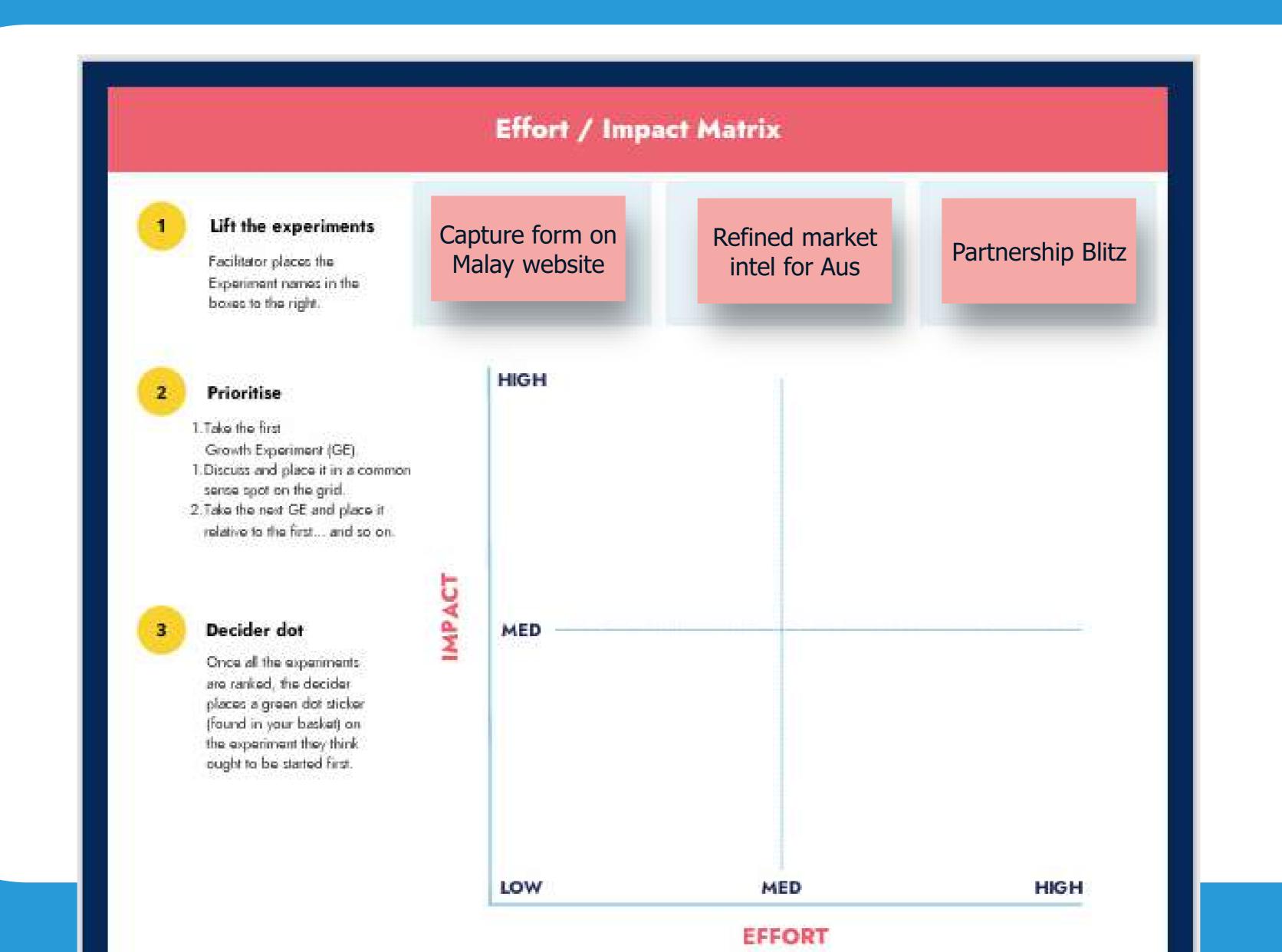
### Transfer the names of each to individual pink post-its

Partnership Blitz

...

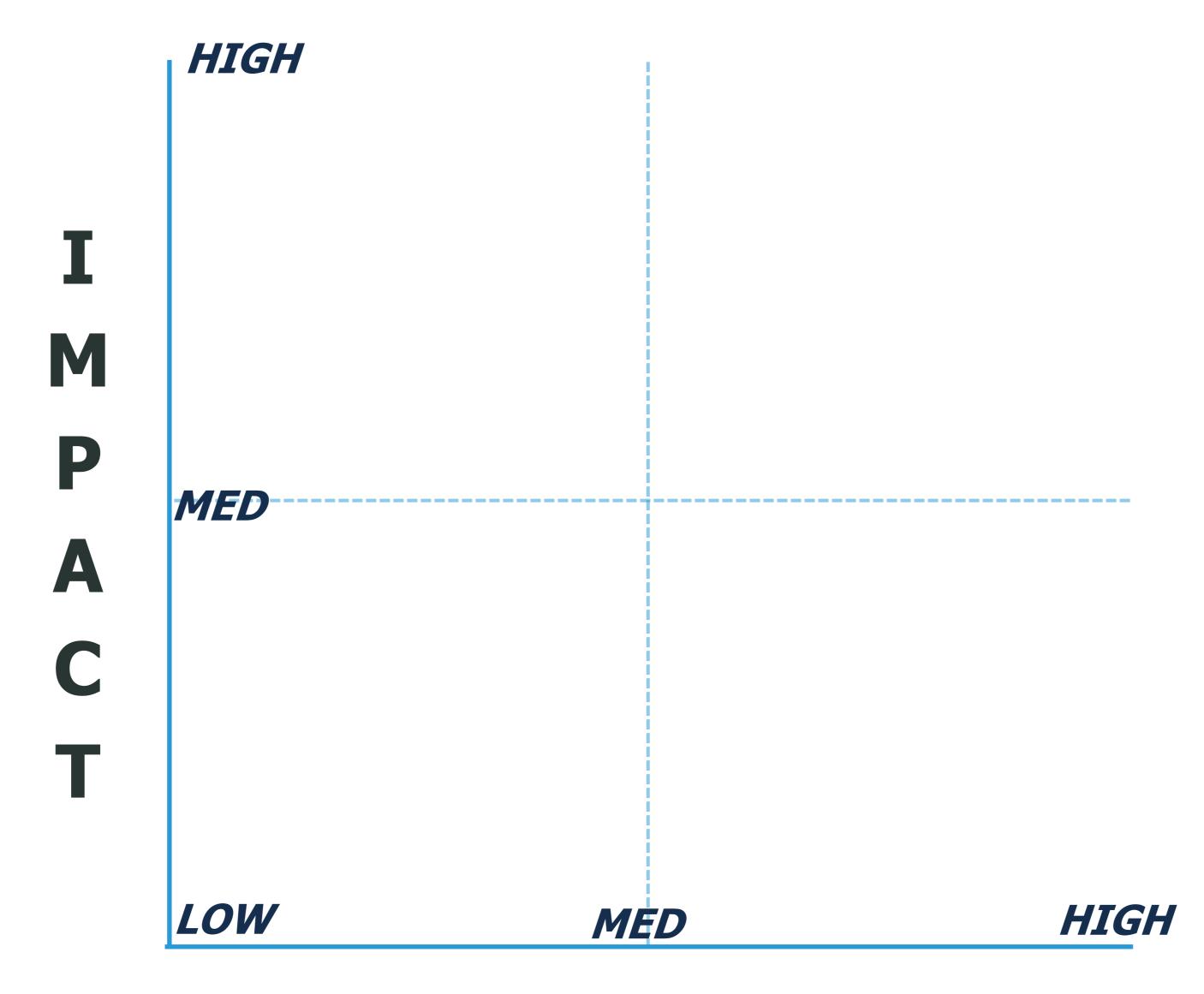
. . .

### Your board should look like this....



### Effort / Impact Matrix Lift the experiments Facilitator places the Experiment names in the boxes to the right. HIGH Prioritise 1. Take the first Growth Experiment (GE). 1.Discuss and place it in a common sense spot on the grid. 2. Take the next GE and place it relative to the first... and so on. IMPACT Decider dot MED Once all the experiments are ranked, the decider places a green dot sticker (found in your basket) on the experiment they think ought to be started first. LOW MED HIGH EFFORT When do we check Who's Leading Experiment First Actions progress? I. Asssign an owner to the top left growth experiment(s) and the decider dat experiment. 2. Agree the first couple of actions needed to get them maving quickly. 3.Get a date and time in the diary to review

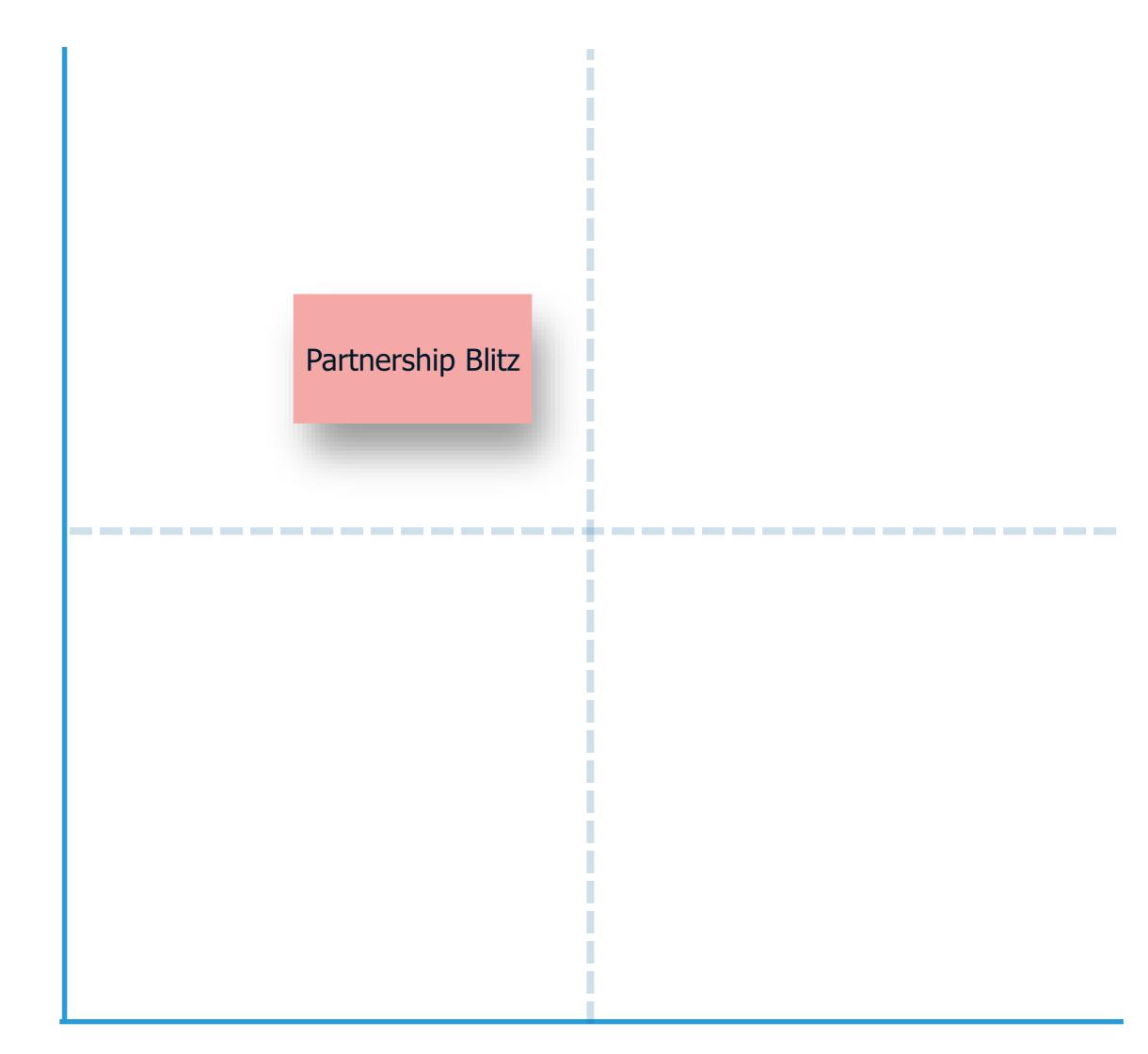
their progress.



E F F O R T

### Place the first post-it

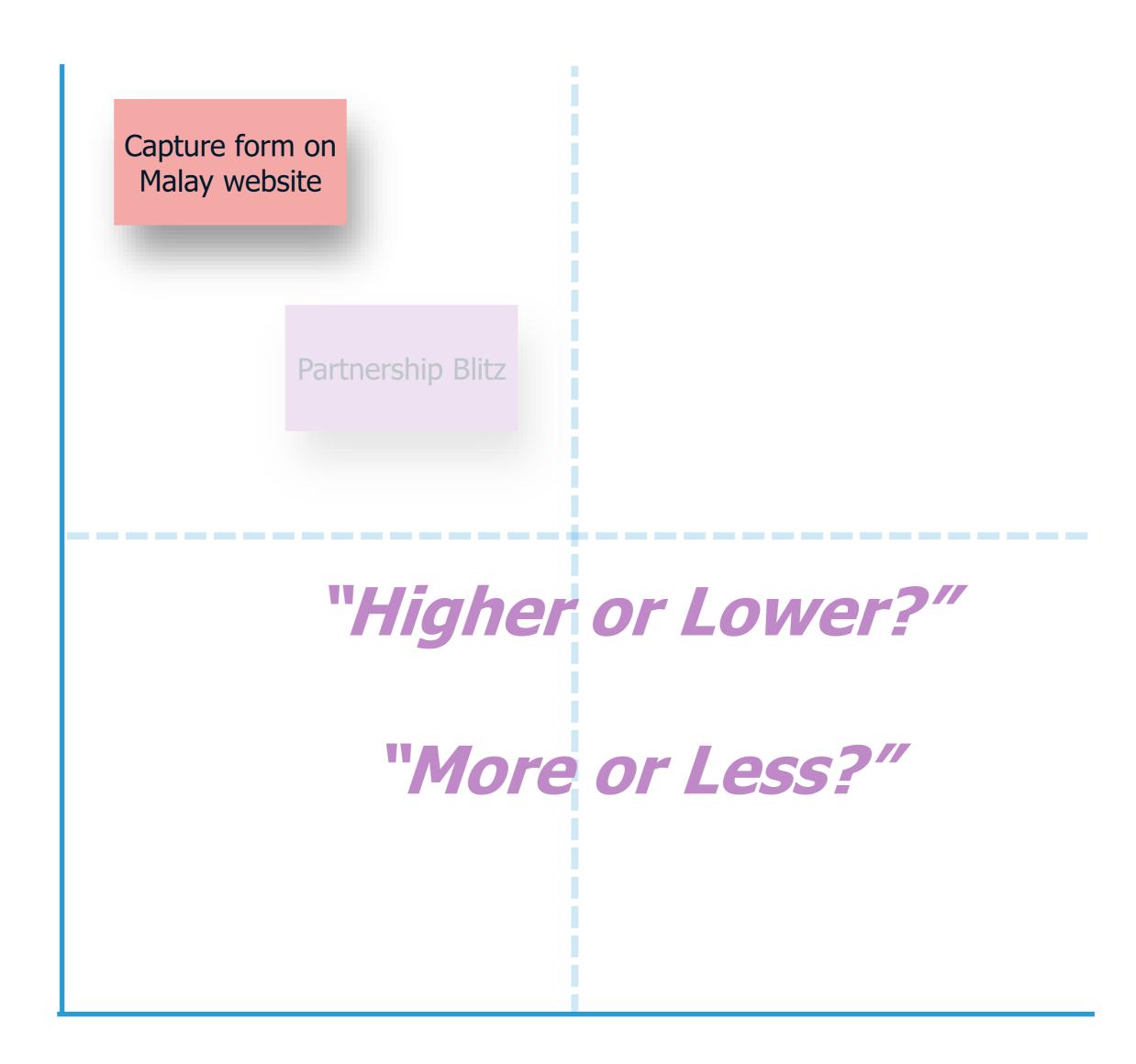




E F F O R T

## Place the next post-it, RELATIVE to the first

M

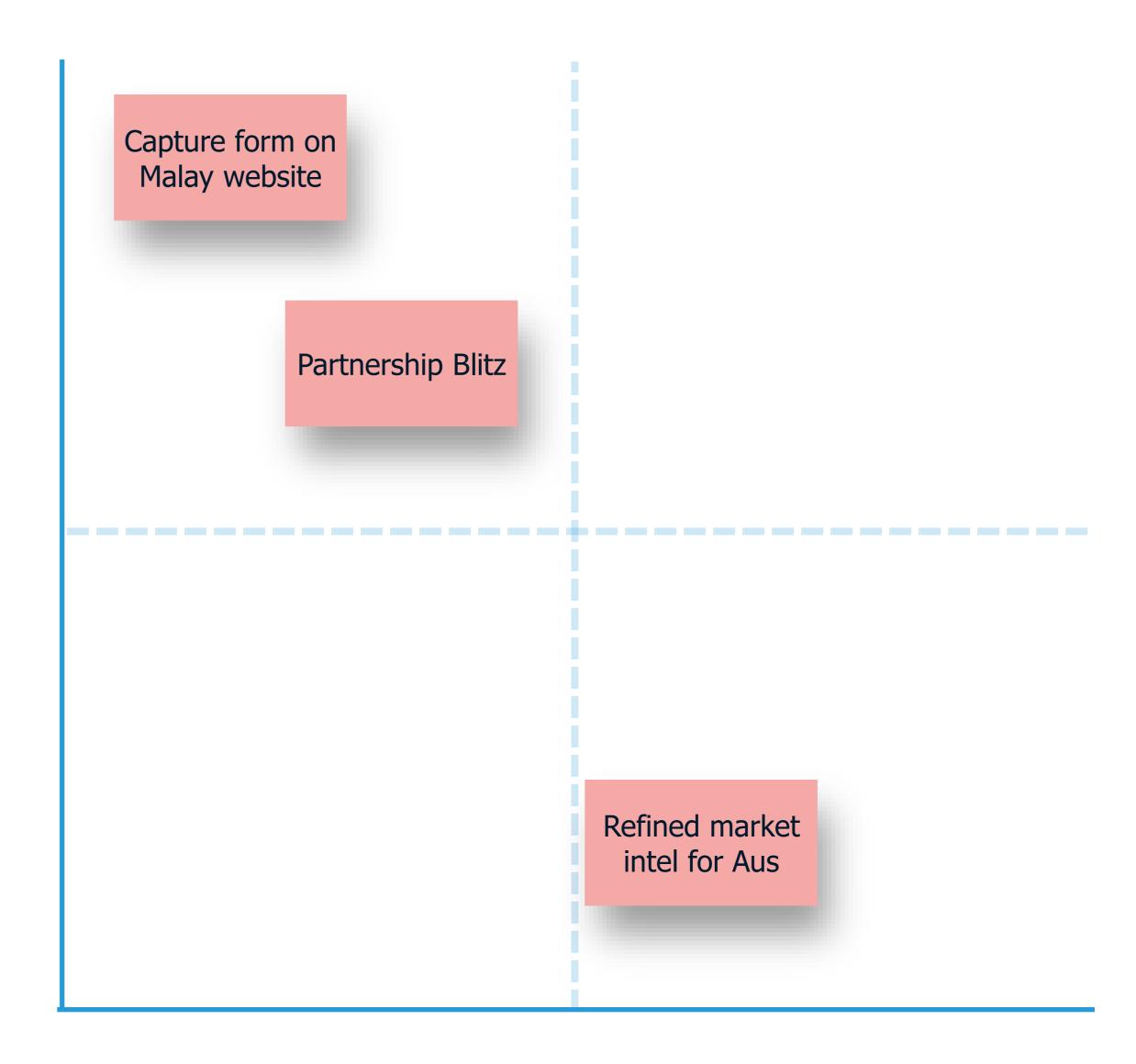


E F F O R T

### And so on...

5m

I M P A C



### E F F O R T

### Then, get uber-specific...



- 1. Agree owners for the highest priority
- 2. Agree the actions needed to get them moving (NB. Not the full project plan!)













HMW accelerate number of territories we have partners with in Asia? Experiment name

Partnership Blitz

### Explanation / Hypothesis

We have two partnerships - HK and BK, however neither are willing to go out of territory.

My hypothesis is that we could get partnership / distributors in KL and SI if we spin up a Malaysian language landing page and hammer the network / get introductions in three-six weeks.

### Action / Steps

- 1. Commission Malay translation agency
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- 5. Get support with commercial fwk suitable for SI and KL

### Success Criteria

- Landing page exists
- In negotiation with 2 partners by end of experiment.

### Experiment length

(3-6 weeks is the sweet spot)

6 weeks

### Transfer the names of each to individual pink post-its

Partnership Blitz

...

. . .

5m European Pipeline

Place the first post it, then the next ones RELATIVE to the first

I M P A C Partnership Blitz "Higher or Lower?" "More or Less?"

E F F O R T

M P A C DO NOW

MAKE A
PROJECT

MAKE A
TASK

FORGET FOR NOW

E F F O R T









## Plan...



- 1. Agree owners for the highest priority
- 2. Agree the actions needed to get them moving (NB. Not the full project plan!)







## Taking it all back

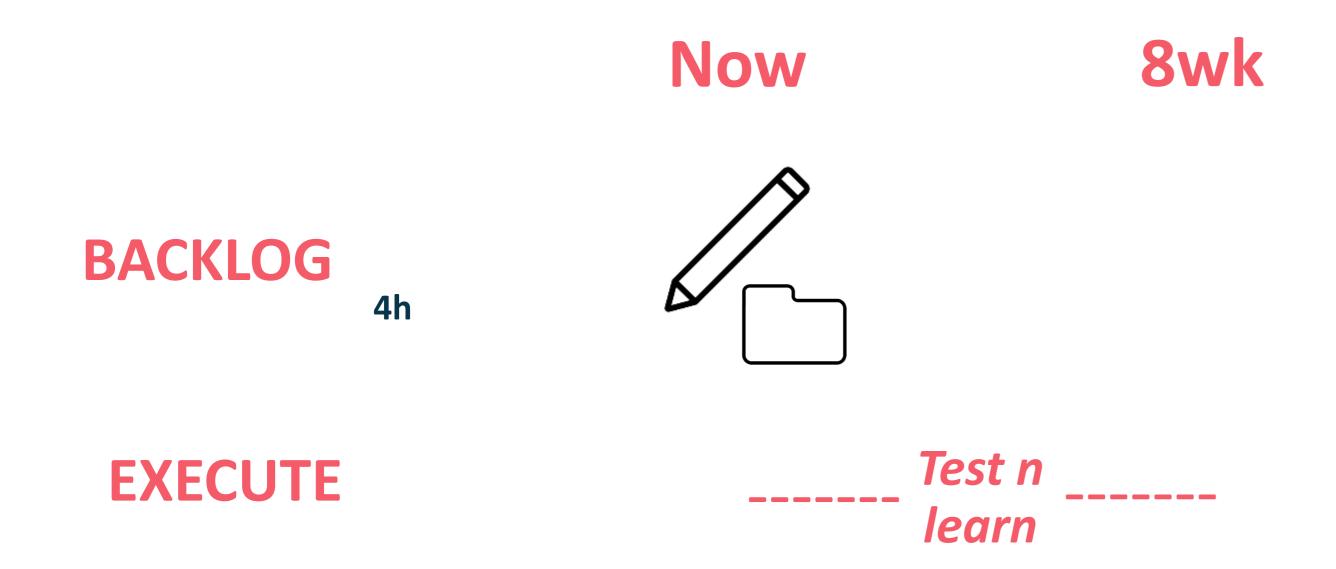




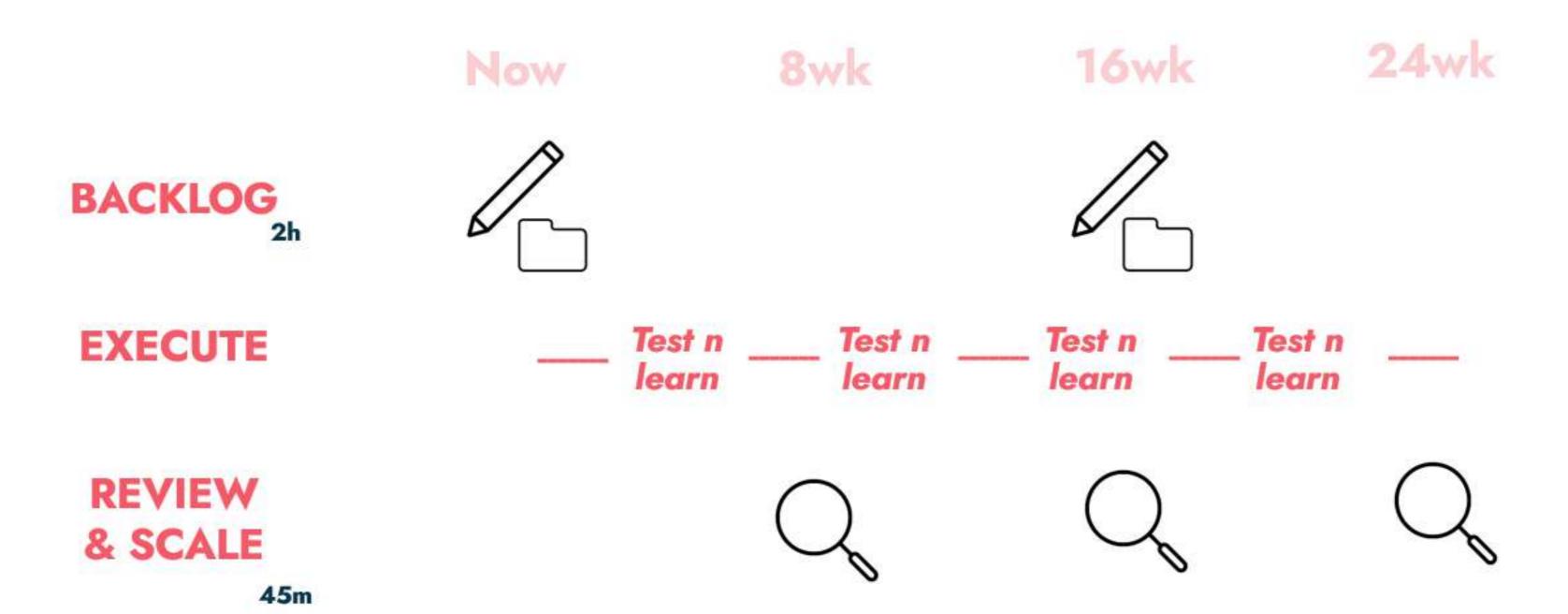
# Sessions like this can be great...



## Right now you have...



#### But what we REALLY want...









Three critical questions we can't leave without answering

Who's gonna co-ordinate experiments being done?

What does getting going look like?

When will we review and iterate from what we learn?



Someone who...

1. Cares

2. Is organized

3. The team will support in making things happen



Plan	Experiment	Who's Leading	First Actions	When do we check progress?
Asssign an owner to the top left growth experiment(s) and the decider dot experiment.				
2. Agree the first couple of actions needed to get them moving				
quickly.  3. Get a date and time in the diary to review their progress.				

#### **But what we REALLY want...**

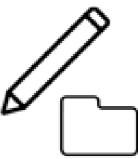
Now

8wk

16wk

24wk

SPRINT,





**EXECUTE** 

\_\_\_\_\_ Test n \_\_\_\_ Test n \_\_\_\_ Test n \_\_\_\_ Test n \_\_\_\_ learn | learn | learn |

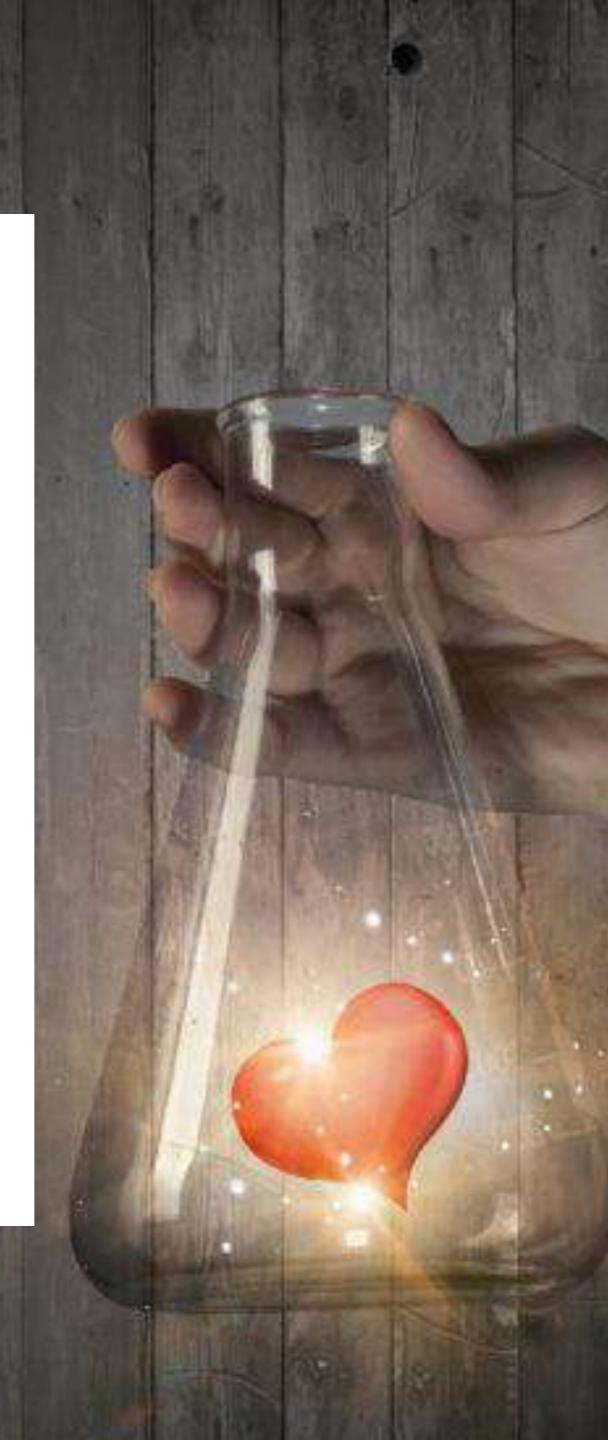
REVIEW & SCALE

90m











## Review every 8 weeks

- •
- •

# Review, Digest, Decide



Review every 8 weeks

45m

What's happened?

• What have we learned?

# Review, Digest, Decide

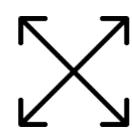


45m

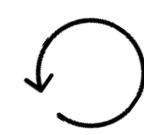
Review every 8 weeks

- What's happened?
- What have we learned?

Which experiments do we...



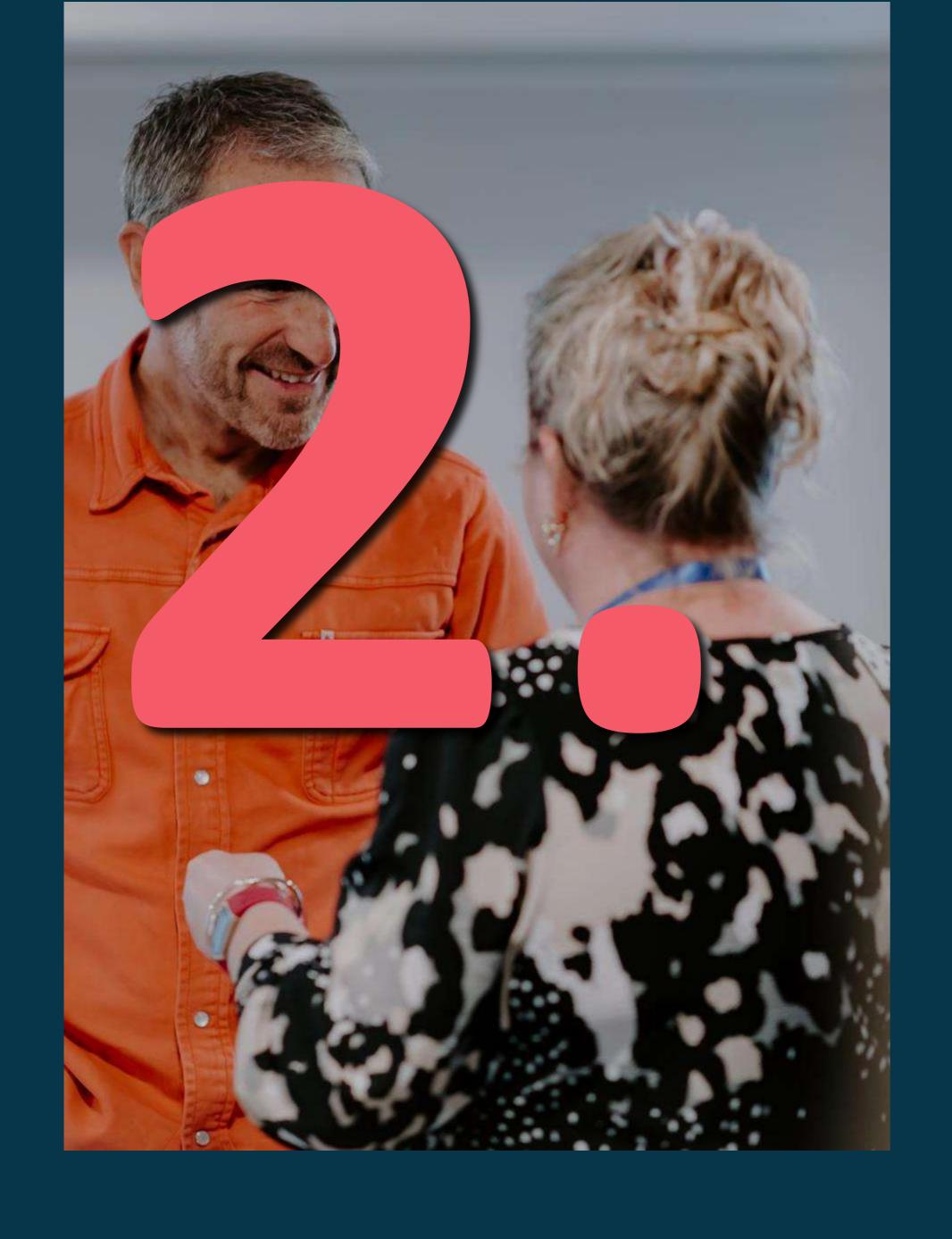
Scale / Double down



Restart / Tweak



Shelve / Bin

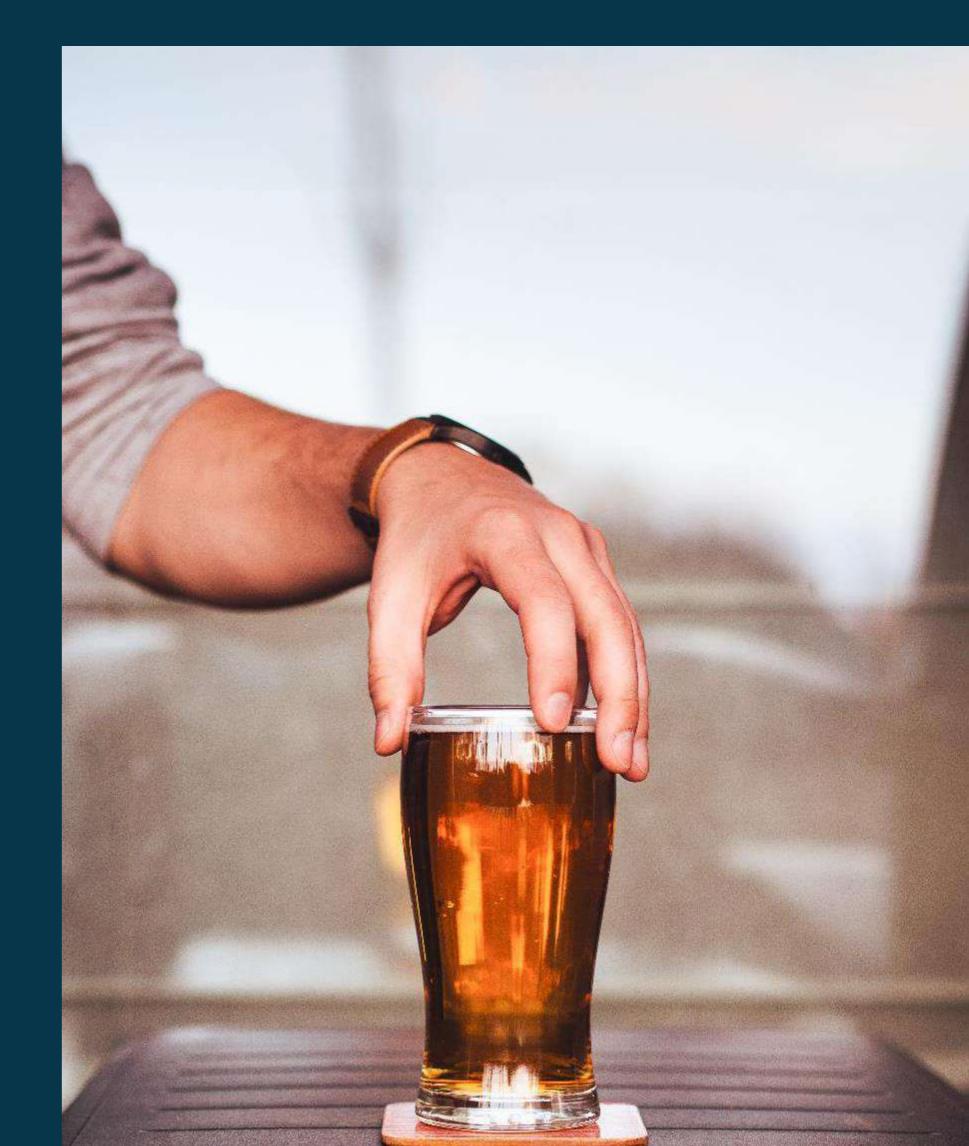


## Review, Digest, Decide

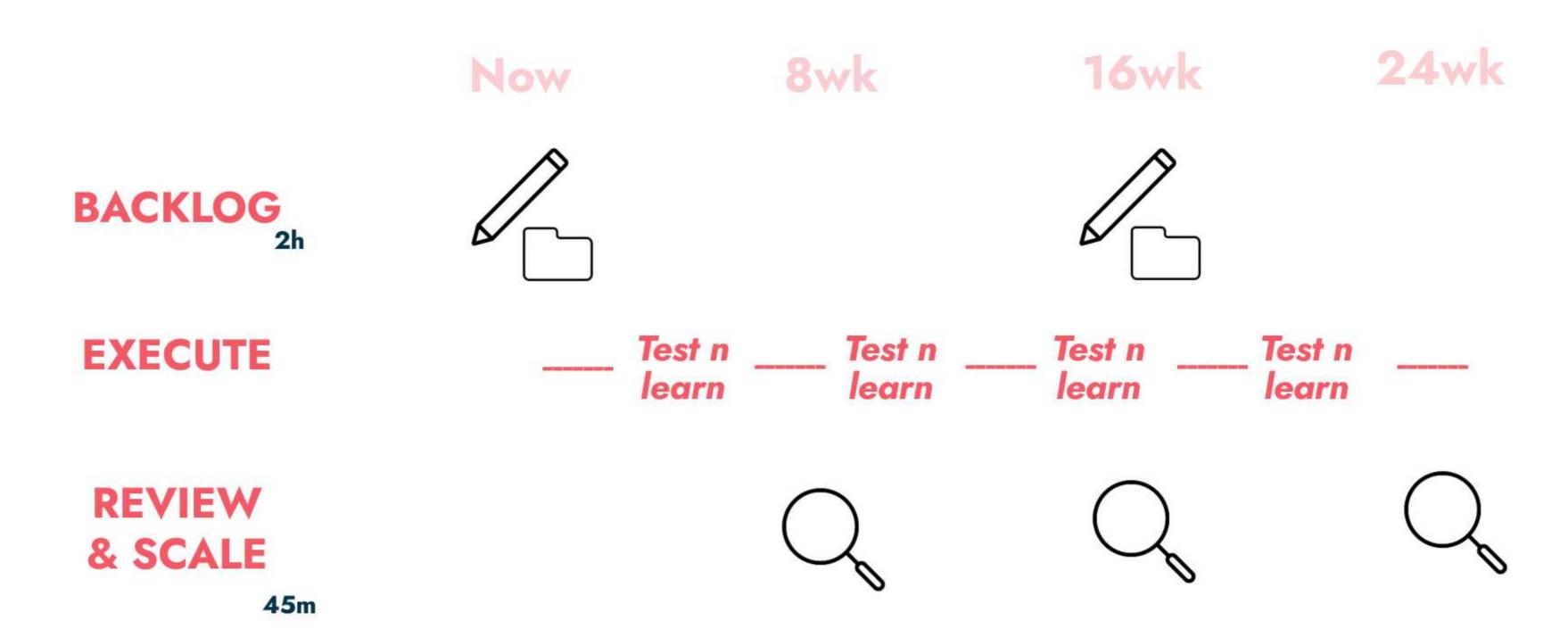


When specifically (date & time) is your next review point / backlog feed session?

## Celebrate <u>completion</u>... even on 'failure'



### What we REALLY want...





Let's bring this into land



## **Sprint Question / Lens**

"The Boat"

"How Might

We's"

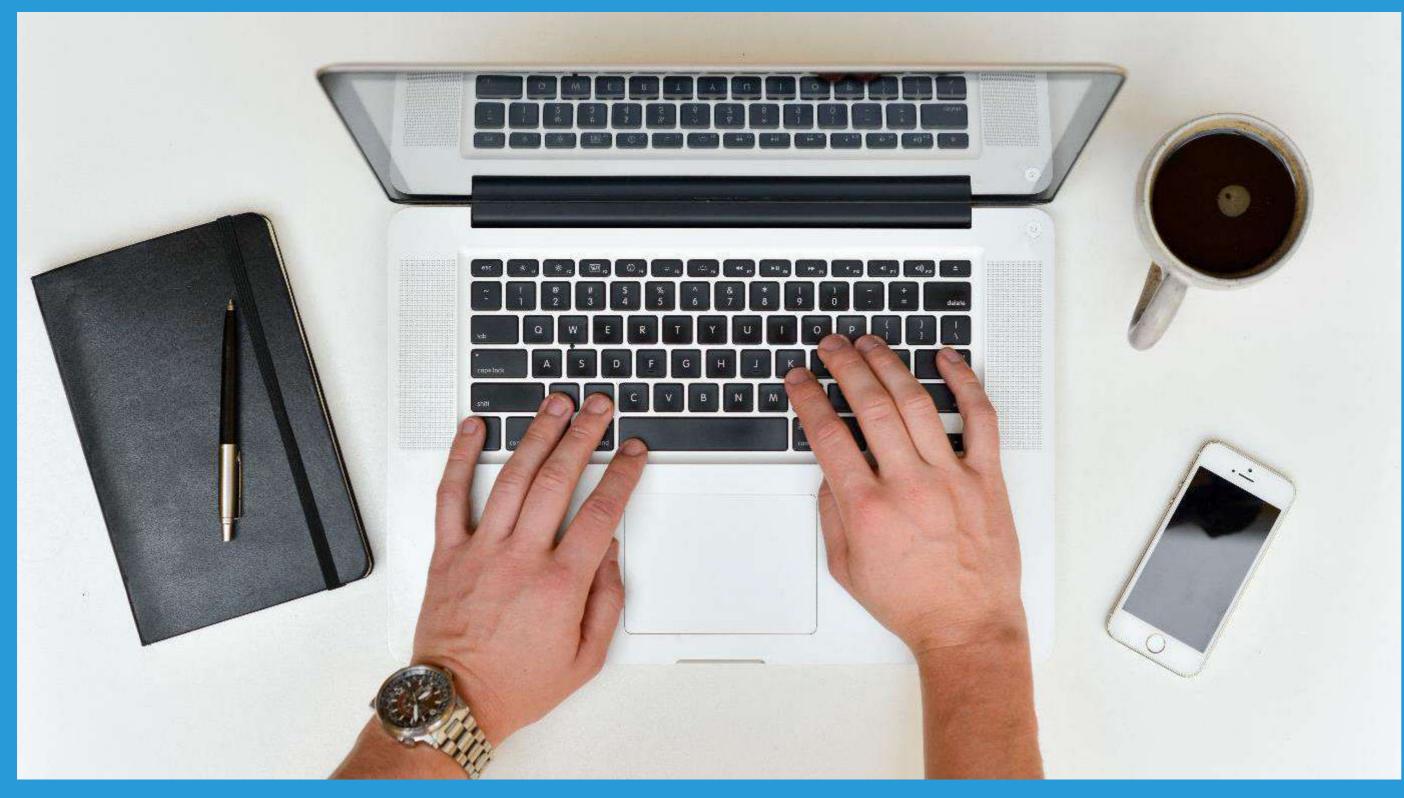
Lightning Demos

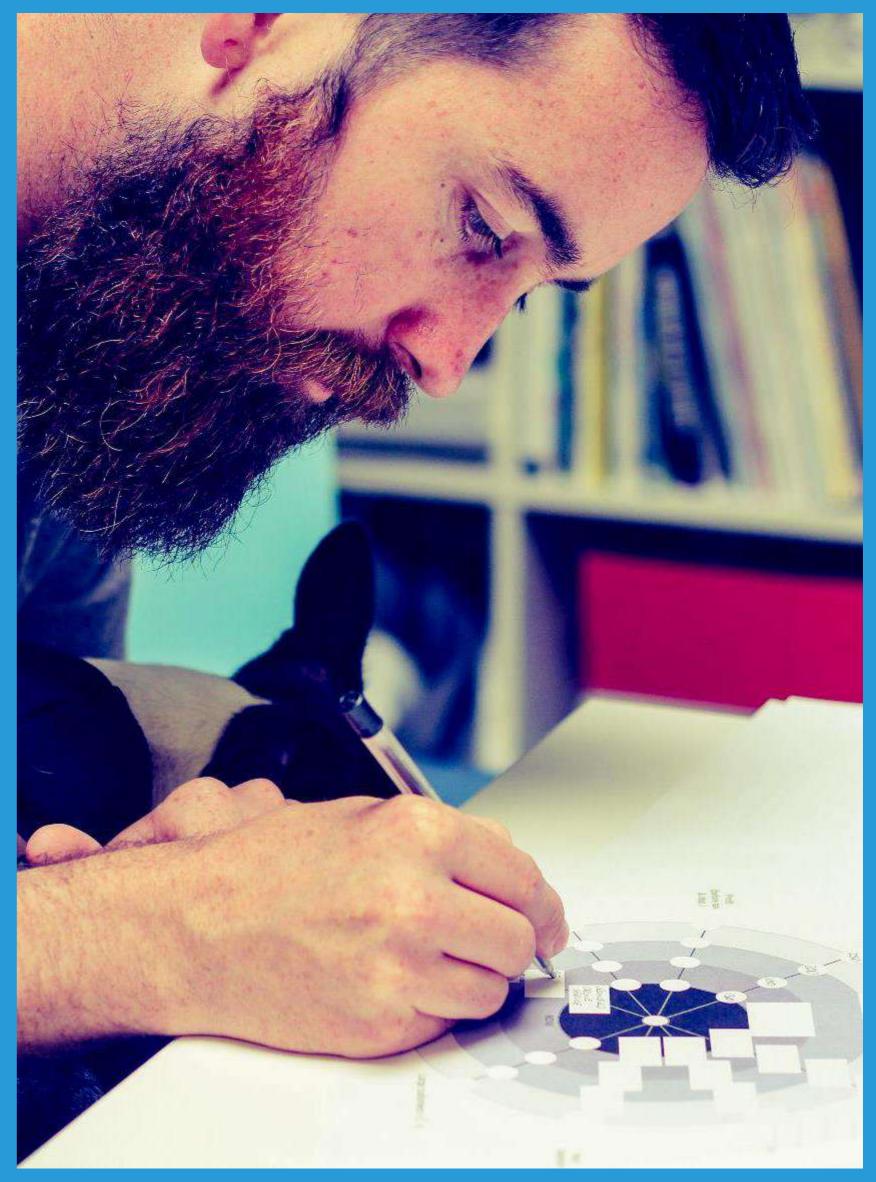
Growth Experiment

4

Prioritise & Commit

# You will get a resource page with ALL the slides and photos we've taken





### FOUR CHUNKS OF VALUE

Getting properly aligned as a team on priorities, barriers and sacrifices

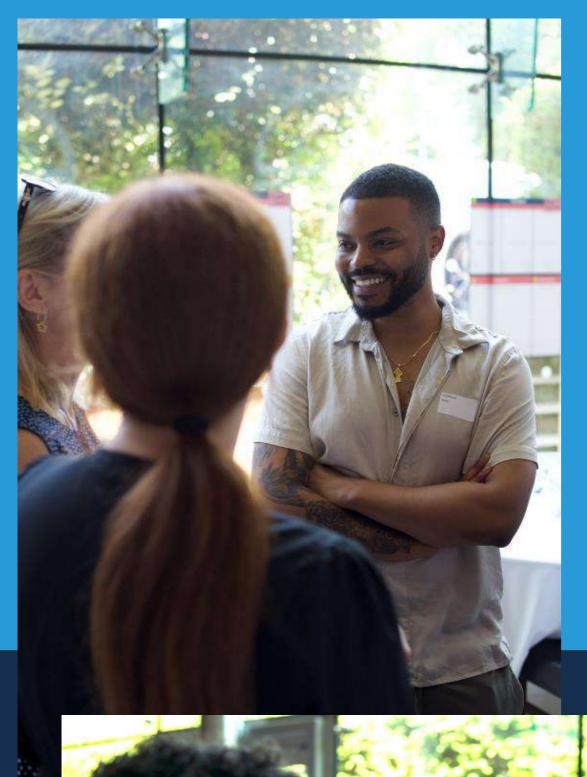
Extended time with experts who can help

3

Creating specific growth experiments

Learning the process and stealing the method

4



11 teams430 post-its207 slides34 growth experiments

67 red dot votes
6 Hub partners
Awesome
brownies



#### On Tables

1. What's been your favourite thing about today?

2. What's been the main insight from today?

## bit.ly/lincsprint







david@muchclearer.com



sean@muchclearer.com





