



A CRAZY PERSON'S GUIDE TO OVERDO-ING  
THE GOOGLE SPRINT

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A SPRINT OR A  
MARATHON

Welcome to the "Le Pause."



FAILURE IS SIMPLY THE  
OPPORTUNITY TO BEGIN  
AGAIN, THIS TIME MORE  
INTELLIGENTLY.

Henry Ford

### Folie 3

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**K1** On March 27, 2017 we were informed that the United States, as well as the whole internal agency was going on a "pause". We weren't informed for what that meant or what that impact was for our teams.

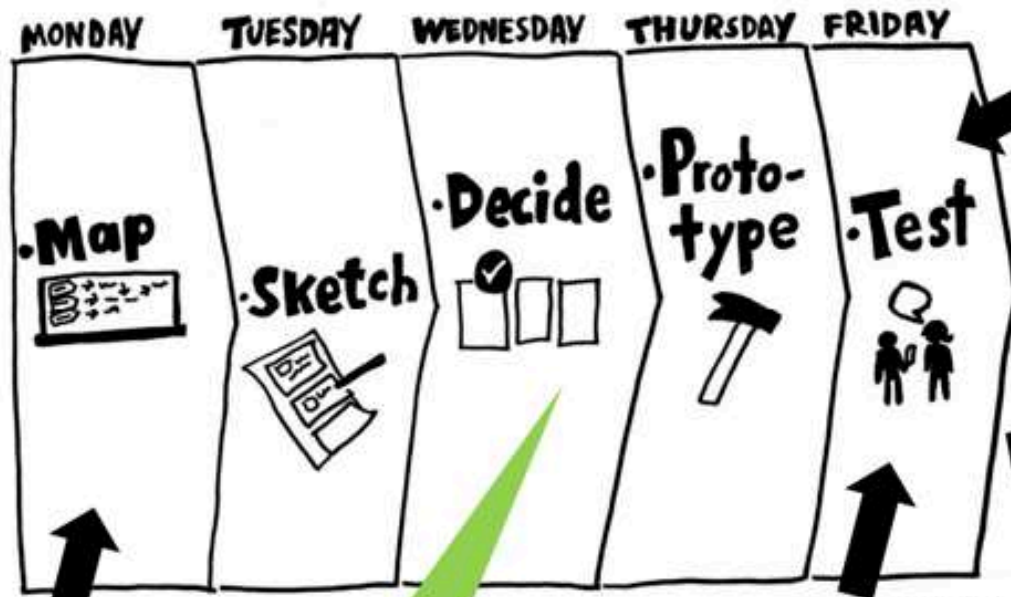
Kerin; 07.11.2017



the brief

MAKE KIDS  
FALL IN LOVE  
WITH LEGO  
AGAIN.

# WHAT – the process we trust



**DEMO**  
A demo from all teams in the morning to the Steering group +

**Prioritize for next week**  
Steering group re-prioritise backlog and decide what teams should work on in next sprint ready for Monday the week after

**Expert Panel**  
Q&A With experts from GI, Customers, Markets etc.

The StC. comes by and hears about selected idea & "maybe later"

**Retrospective**  
All facilitators meet up Friday afternoon to run a retrospective to adjust/improve/adapt

15 teams. 8 weeks. GO PAUSE.





UH OH

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# A FEW INITIAL CHALLENGES

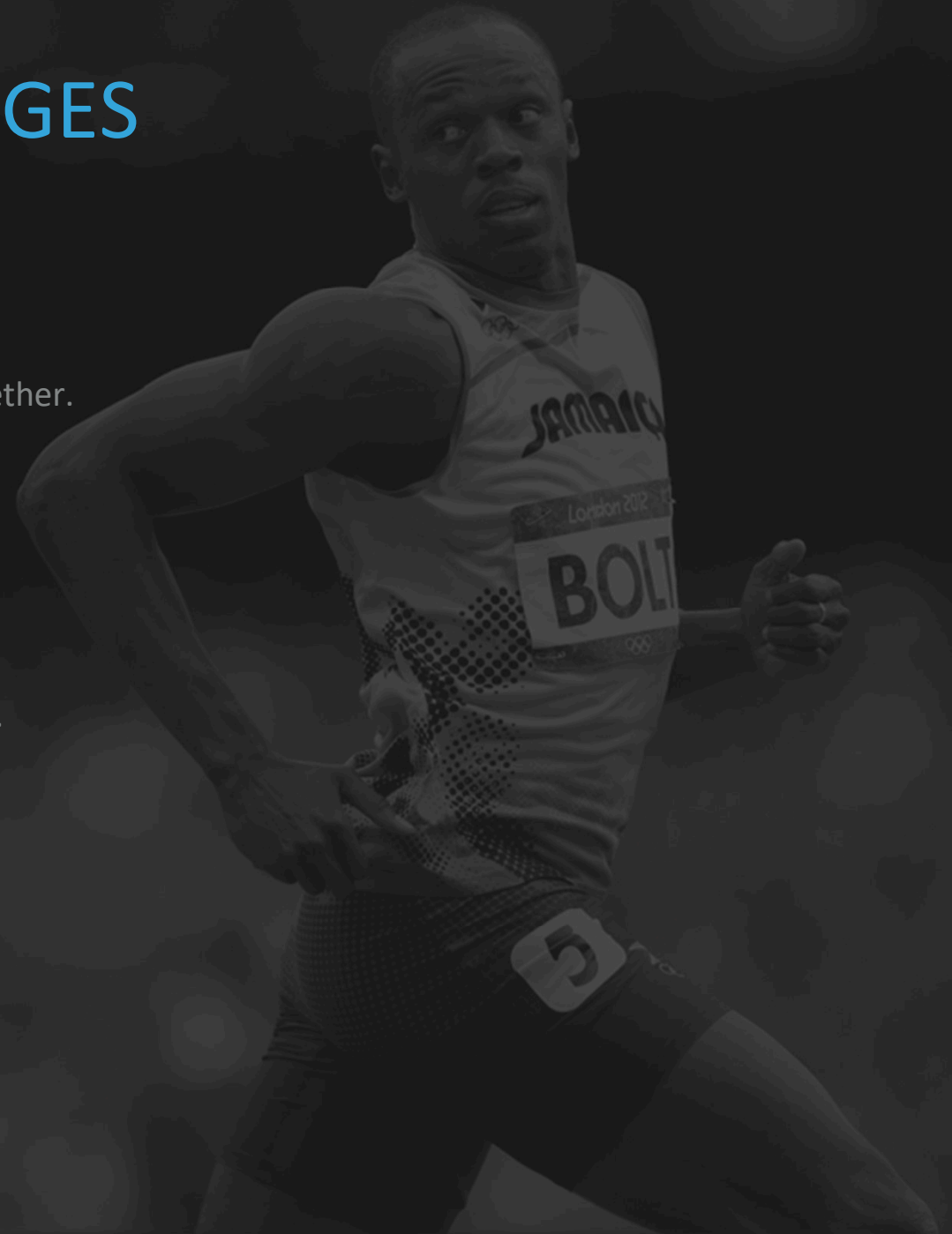
Out of 80 people - only 5 had ever Sprinted before.

We had no facilitators or deciders.

Management in the US had 48 hours to get it together.

The US had no briefs, no “problems” and no teams.

Basically, we had no F-ing idea what we were doing.  
But we were expected to be experts.







SO WHAT DO YOU DO?

FAKE IT TILL YOU MAKE IT.



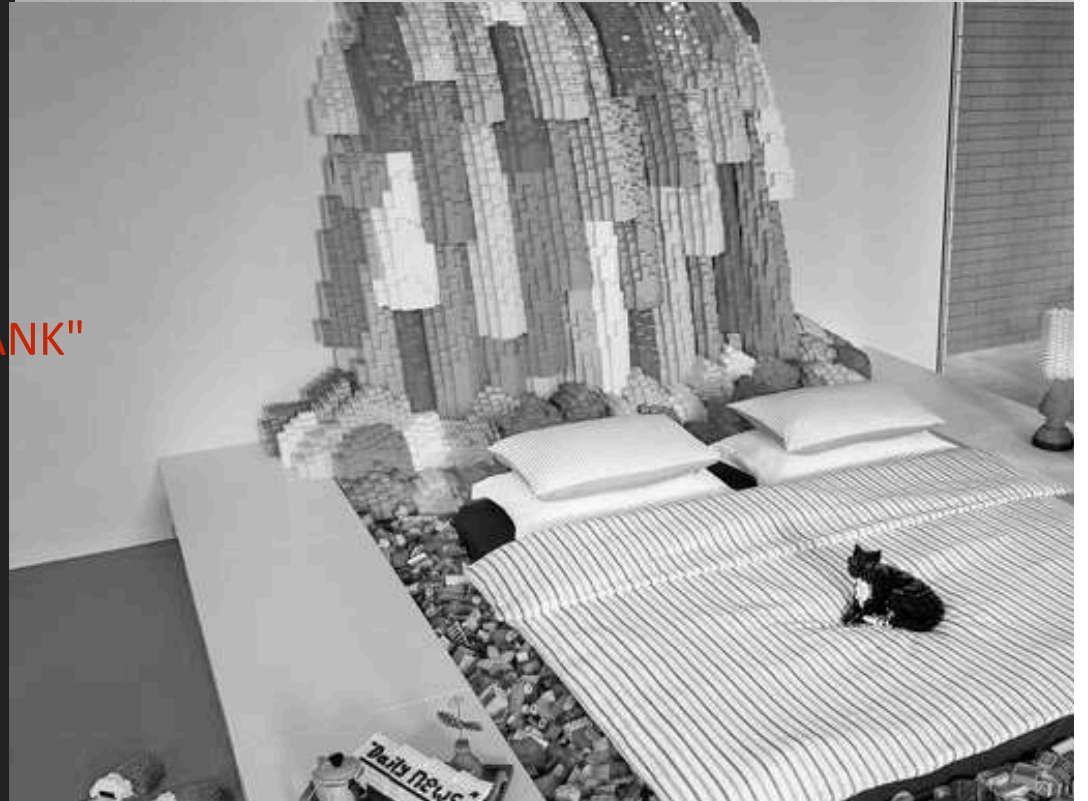
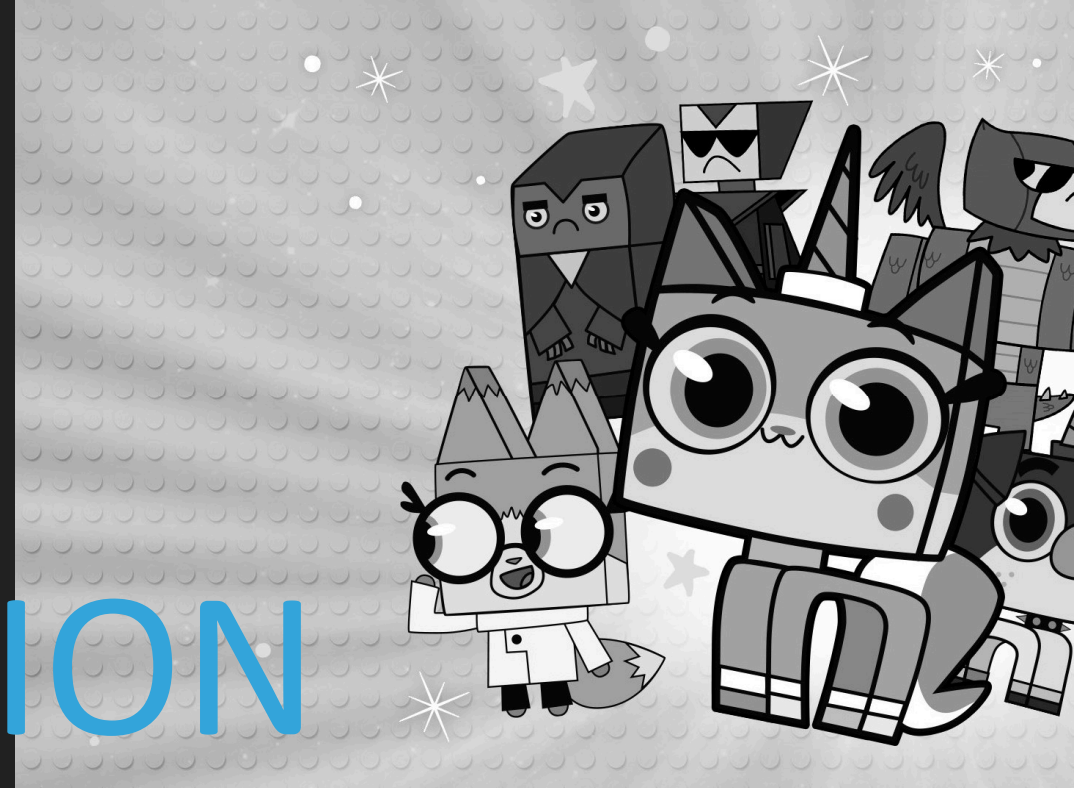
WEEK 1. USA

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3 BRIEFS. 24  
PEOPLE. 100%  
CONFUSION.

# PRESENTATION DAY

OTHERWISE KNOWN AS  
"A BAD VERSION OF SHARK TANK"



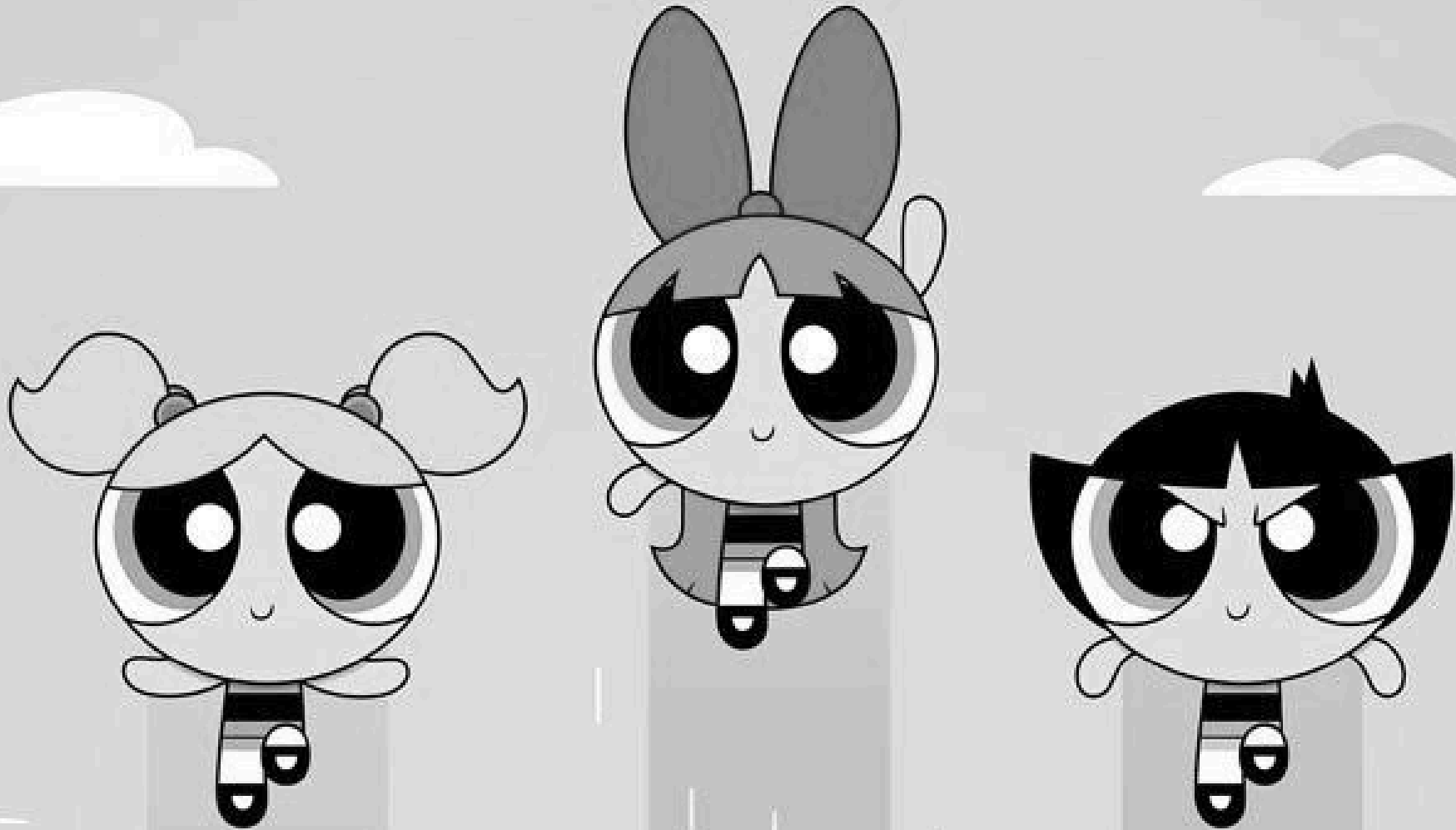
I HOPE YOU ARE AS  
HAPPY AS YOU ARE  
PRETENDING.

## Folie 11

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**K2** a good person actually quit that first week.  
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WEEK 2: PURE INTENSITY. A SHORT WEEK.



“KIDS HAVE THE POWER TO SOLVE REAL LIFE SITUATIONS,  
WITH MONSTERS.”

K3

SOMETIMES  
WHEN CHAOS  
BURNS LIKE  
WILDFIRES WE  
HAVE NO CHOICE  
BUT TO **FALL IN**  
LOVE WITH  
THE WARMTH.



**K3** People started stepping up and volunteering / people unexpected. we started having real discussions about what makes a good brief / what we were expecting.

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## GETTING OUR GROOVE

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WE STARTED TO GET SOME DAMN GOOD IDEAS.

WE STARTED TO GET SOME LEARNINGS *BEYOND* THE SPRINTS

WHAT MAKES AN INNOVATIVE TEAM?

WHAT ROLE DOES A DECIDER PLAY?

WHAT'S A GOOD PROTOTYPE?

HOW DOES LEADERSHIP GET INVOLVED?

WE STARTED TO DEAL WITH ISSUES WE HAD NEVER, EVER DEALT WITH.



WHAT MAKES AN INNOVATIVE

- K4** NEW team members and experienced ones.  
A balance of creative and technology.  
Not necessarily people who get along.  
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# WHAT ROLE DOES A DECIDER

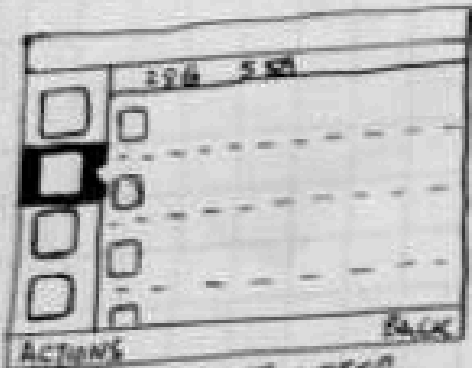


K5

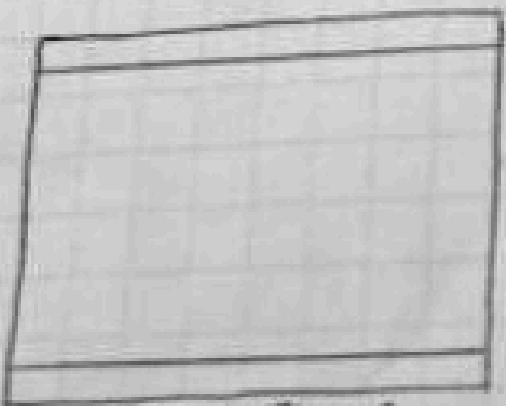
**K5** most important role. started giving deciders really valuable input. a few leaders actually stepped in to be deciders and informers and that worked well.

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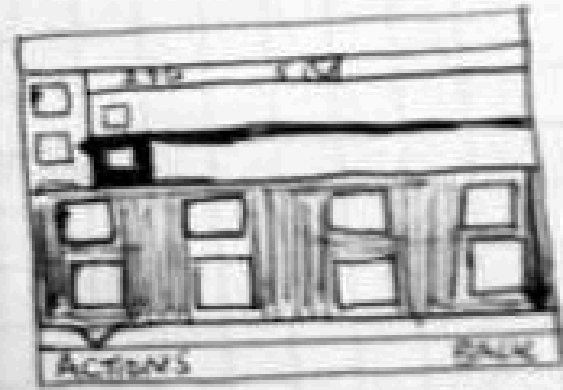
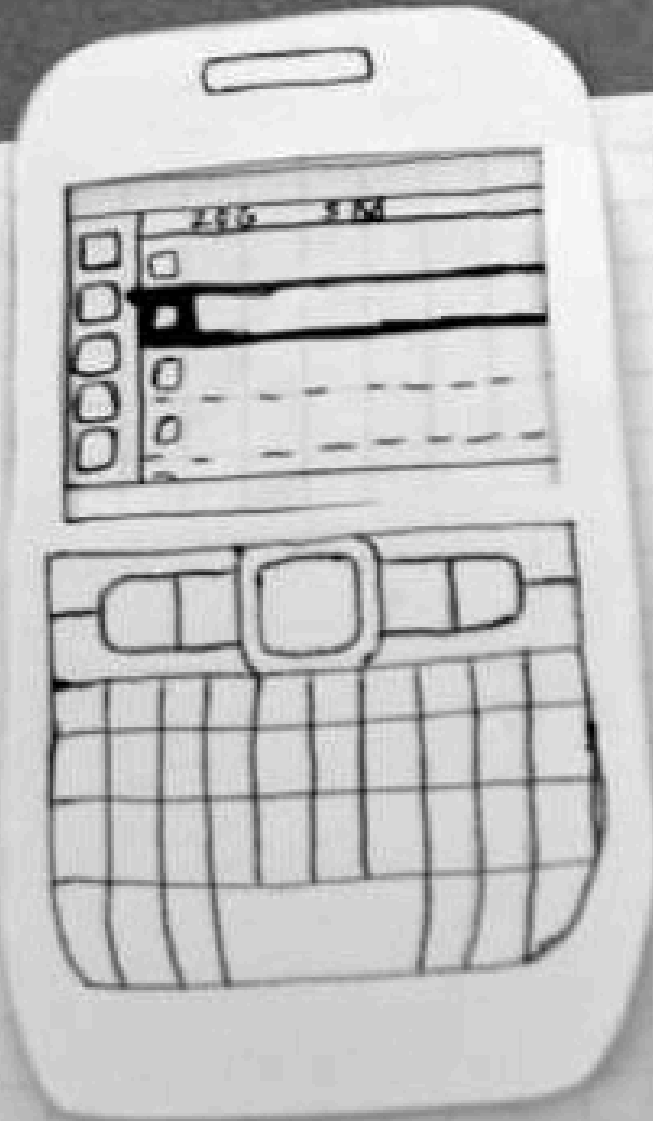




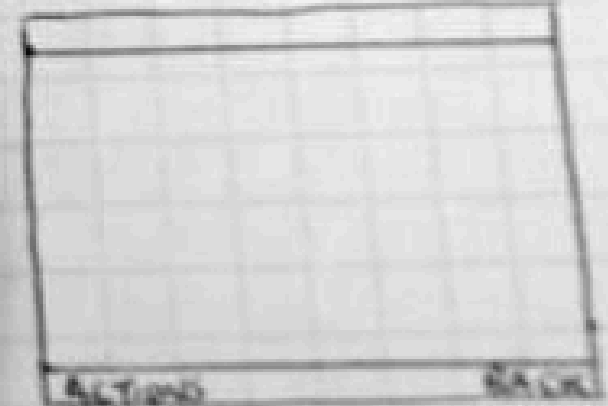
SELECT TWITTER



SELECT FLICKR



ACTIONS ON A TWEET



ACTIONS ON A FILTER

WHAT'S A GOOD PROTOTYPE

**K6**

As the weeks went on we found that the best prototypes were where LESS is MORE and demonstrated the idea but it was more about ensuring the research and problem solving made sense. Presentations became LESS important. Pitches became less important.

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HOW DOES LEADERSHIP GET INVOLVED



**K7** Leadership is not typical in this regard. You need to be dealing with some very fast paced issues. Also you need to ensure you are helping the teams get what they need to succeed. The big part is figuring out what to do with all these ideas. Especially when - unlike a symphony each idea has different investment points / potentially different internal customers and different opportunities to be viable. It wasn't as simple as "this is how" kids will fall in love with LEGO again. It was complex.

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MILE 22 (OR

- K8** Mile 22 in a marathon is where you hit a "wall". This was when we knew the Sprints were going to come to an end. People stopped being inspired. Senior-itus kicked in. People started mailing it in. It was also the week that LT started REALLY paying attention to what was happening with these sprints. Senior managers wanted to know what the best thing that came out of this effort was. Also there started to be a genuine desire to "apply" these learnings to actual projects.

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TIME FOR A SAFE  
WORD.

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OURS WAS PINEAPPLE.

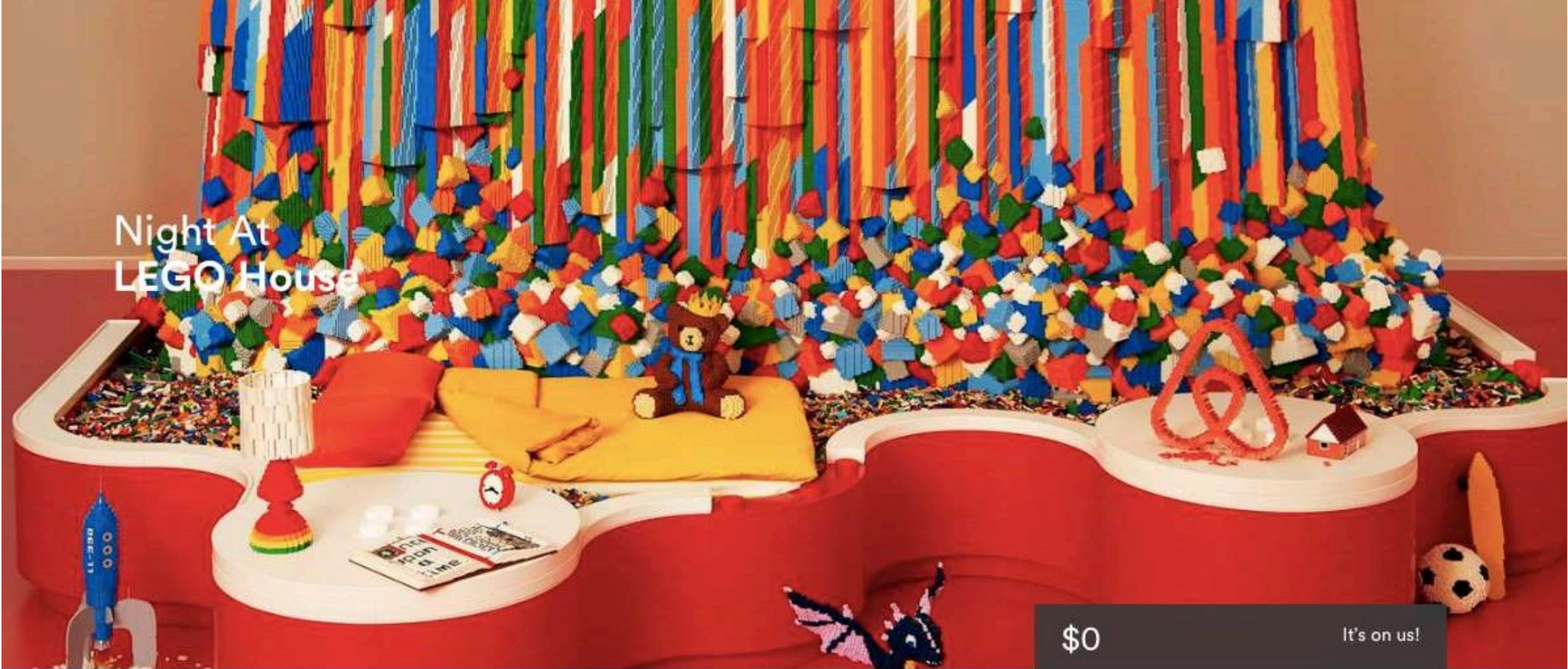


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EVENTUALLY  
EVERYTHING ENDS.

A TON OF DAMN  
GOOD IDEAS.





Night At  
LEGO House

\$0 It's on us!



Jamie

LEGO House  
Billund, Denmark



Entire home/apt



4 Guests



2 Bedrooms



2 Beds

Win a stay for 4 on  
Nov 24, 2017 to Nov 25, 2017

Enter to Win

Enter to win a one-of-a-kind experience in an

SOME THAT ARE HAPPENING. NOW.

THOUGH NOT BY THE TEAMS THAT INCUBA

# A CHANGED LANDSCAPE





FINAL THOUGHTS?

THE GOOD.

THE BAD.

F

TU

AND ...WOULD I DO IT AGAIN?

I CANNOT  
WAIT.

THANK YOU.