

# Five simple questions to measure value

Team #6

10/02/2021

# How it will work

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## Define a few key questions

These few questions could become a “standard” for Design Sprint Facilitators worldwide to assess the quality of their sprints.



## Create a sharable form

These same questions could be integrated in a follow-up form used by most facilitators to collect feedback from participants.



## Send data to partner universities

Feedback is sent to the university. These answers sourced anonymously from all over the world, are used as a raw material to conduct research.

# Understanding the value of design sprints

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As Design Sprints have spread beyond the Google ecosystem and become more popular across a range of organizations, we need to do more than just showcase great case studies of game-changing products. Digging deeper into the ROI of the design sprint methodology will help Sprint Leaders, UXers, strategists, or product people to better demonstrate the impact of this approach. **Our group explored how to start measuring the business value of sprints and what real-world data we realistically gather and share openly as a community to help sprints spread farther and wider."**

## Our team

For the first time, as part of Relay, we have gathered a team of Googlers, independent consultants, agency owners and students in order to tackle this question.

This is **a first step** in creating a study that helps us evaluate the impact of a design sprint.

We want to share that with the community of Design Sprint practitioners **to get their valuable feedback and buy-in** for gathering these data.

We had no time to create a large studies environment that's why we came up with a **lean experiment we want to test** with the community.

We follow our rules of the Design Sprint "getting started is more important than being perfect"

Don't hesitate to add comments on this document, Your feedback matters!

# Why involve universities?

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We are convinced about the value of the design sprint, but we are also heavily biased. Universities are independent, rigorous, and are seen as a source of truth by most decision-makers.

Getting the impact of design sprints assessed by universities would help us better demonstrate our impact and get easier access to meaningful projects.

Design Sprint Facilitator worldwide could gather data, feedback, about their sprints and share them with partnering universities in an anonymized way.

We've realized that it's usually difficult to collect answers after a sprint by sending a form (or after any other workshop or event).

But we believe that using the name and logo of a world-famous university would encourage qualitative and constructive feedback.

# Sprint Leaders can't easily access hard data

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During the workshop, we have realized that whether we worked at Google or were consultants working with various public or private companies, we all quickly lose track of the project just weeks after the sprint.

It's logical when you think of it: different teams take over, maybe third-party vendors on different continents. The project transitions to execution mode. It's not only us anymore. We were just the beginning of the story.

In general, it is hard for Design Sprint Facilitator to get data about overall budgets, salaries, the number of customers using the end product, or even a clear vision of how the project was executed weeks or months after the sprint. It's probably too hard to calculate the exact impact or ROI of a design sprint on an overall long-term mission. You'd have to extrapolate or, if you're lucky, and can have access to all the numbers, wait for years and compare with other projects that didn't start with a design sprint. This could eventually be done internally in a big company like Google, but is definitely out of reach for the vast majority of consultants.

## ...but they can collect qualitative feedback

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We discovered something important: **when we ask our clients, or sponsors, the perceived business value of design sprints has often little to do with the final outcome of the project.**

And at this point came the eye-opening realization. To truly measure the business value of our design sprints, we need to focus on the right time frame (**the beginning of the project**)

The reason why our clients or team members keep asking for design sprints is that they have personally experienced dozens of project launches without design sprints that went nowhere or never really took off. The efficiency of the design sprint is manifest when in one week, the project was sent into “orbit”. The team has the feeling that they gave it the best chance of success. The project had as good a head start as it could get. This creates pride and Momentum.

Asking questions about how running a design sprint is different from starting a typical project in the context of the organization, seems like the way to go. This qualitative feedback, at scale, across the world could be a goldmine for a future research about the effectiveness of sprints.

# The wider impact of Design Sprints

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Design sprints have a vast and profound impact on the organizations which successfully adopted them because they affect more than one dimension.

Design Sprints produce **faster and better solutions** to a wide range of business contexts and challenges, force **alignment** between stakeholders, drive **culture change** through a **new way of working** that puts the **customer first**.

Unavoidably, these all lead to more tangible benefits such as time and cost savings, customer satisfaction, faster time to market and ultimately more revenue.

## 1. OUTCOME

- product
- process
- vision
- service
- ...

## 2. CULTURE CHANGE

- mindsets
- skills
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## 3. ALIGNMENT

- faster decisions
- team collaboration
- break silos

## 4. MONETARY

- \$\$\$
- products launched
- speed to market
- .....

## 5. NEW WAY OF WORKING

- Joy
- engagement
- magic moments
- meaningful work

## 6. CUSTOMER CENTRICITY

- know the customer
- design w/ user in mind
- humanize business problems

# What to measure?

The complexity is finding ways of  
“measuring the intangible”

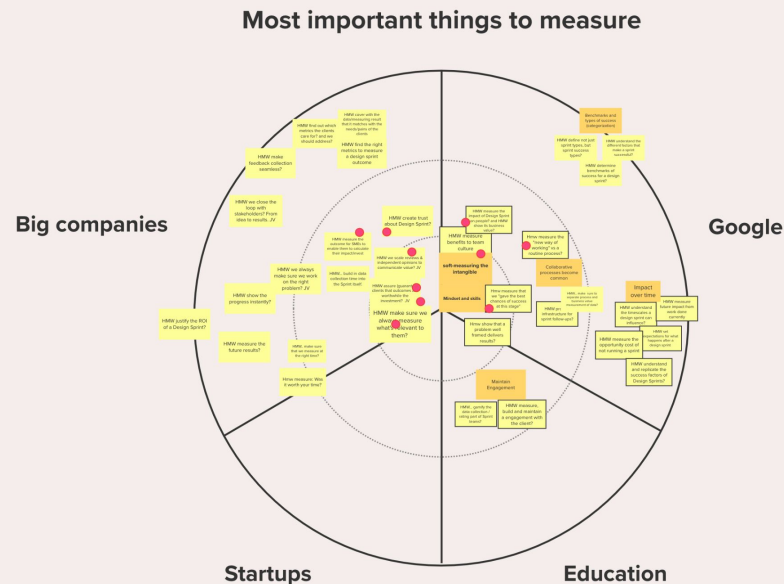
- Pride and excitement
- Momentum and engagement
- Team collaboration and alignment
- Mindset shift and team culture

**Our questions focus on these.**

What is interesting is that these intangible benefits of design sprints are universal. They are shared across countries, cultures and can be compared at scale, which is not exactly the case with hard numbers coming from a specific tech product.

## When to ask?

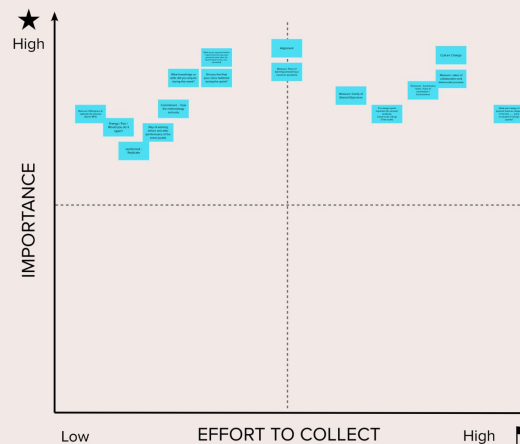
The best time to ask is clearly a few hours / days after the sprint. This is when participants will be more willing to share feedback about their experience and the outcomes of the sprint, especially if it was their first time.





# Choice of questions

- Questions had to be simple and universal.
- Sprint Leaders had to be able to ask them as much to the participants as to the sponsors or decision-makers
- Sprint Leaders should be *willing* to ask them at the end of the sprint
- Questions had to be open (no right/wrong)
- They should let the opportunity for long qualitative feedback.
- We avoided numbers or ratings, as they are culturally not perceived in the same way (for example, 8/10 is a very good rating in France)
- Most importantly: answers to the questions had to be **sharable** with universities or researchers



## What can we share?

### Discuss

What key data could be shared anonymously with the broader sprint community and used for research?

## Selection



# Work in progress

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## Disclaimer about the questions

These few questions have been created during the workshop, We know it's not enough to assess the full potential of design sprints, but here is why we think they are valuable:

What makes people excited about sprints is: **team alignment, pride, new knowledge acquired, fun, renewed energy, new ideas, speed, new way of working...** We tried to find a few questions that could be easy to ask at the end of every design sprint, and generate high-value (and shareable) qualitative feedback. It feels important to start collecting these data now because they won't be easily reachable in the future.

Are these questions final or official? – NO

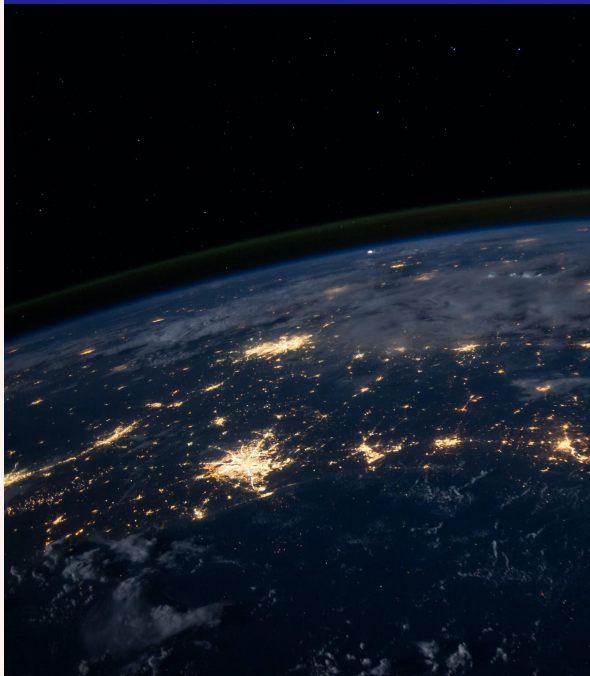
Are they perfect? – NO!

But we believe that they are “good enough” to start, and we would be happy to hear your feedback on how we could improve them, before they are shared more widely with the community. This is a prototype of something that will be one day bigger.

# The questions

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#1



## Right after the sprint

“Was the sprint a good investment of your time? –Why?”

### Why we need it

Help us understand if the time spent delivered value. If the duration was right, if the outcome is satisfactory

### Indicators behind this question

Time invested, energy created, pride, team alignment, speed to market, new ways of working

# The questions

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**#2**



## **Right after the sprint**

“Did the sprint help you collaborate with others? If yes, in what ways?”

### **Why we need it**

Help us understand how the team has collaborated in the sprint context, how it differs from the usual

### **Indicators behind this question**

Breaking silos, mindset shift, team alignment, being heard, meaningful work

# The questions

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**#3**



## **Right after the sprint**

“What new knowledge or skills did you acquire during the Sprint?”

### **Why we need it**

Help us understand if they have learned and developed new skills.  
See how sprints can contribute to a long-term innovation strategy.

### **Indicators behind this question**

Data and knowledge created, mindset shift, new skills, user centered design

# The questions

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**#4**



## Right after the sprint

“How often might you want to run a sprint with your team?”

### Why we need it

Evaluate appetite for the process. How replicable and adaptable this is. For consultants, get a glimpse of future sprint opportunities in the company.

### Indicators behind this question

Time invested, replicability, adaptability, fun, efficiency, willingness to run again

# The questions

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**#5**



**Right after the sprint, or long after**

“How did /will the new knowledge acquired during the sprint impact the overall performance of your team?”

**Why we need it**

Sprints are not only about projects, they are about persons and teams. Whatever the end result, sprints are a tool to learn and get new knowledge. Our assumption is that teams running design sprints regularly are becoming drastically more performant over time.

**Indicators behind this question**

Performance, mindset shift, team alignment, being heard, meaningful work, fun, being heard, turnover

# Team 6

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