

The background is a solid dark blue. It features several abstract geometric shapes in shades of light blue and teal. In the upper left, there is a large 'X' shape formed by two overlapping bars. In the upper right, there is a curved bar. In the lower right, there is a long diagonal bar. In the lower left, there is a horizontal bar with a right-angle bend. All shapes have rounded ends and a slight gradient from light to dark blue.

relay

Co-creating the Future of Sprints



Safety Manual

Creating Safety for Authenticity

A journey-oriented, mindfulness-based & human-centered approach to Sprints that get impact without concussions.

Why Safety? Without Safety teams can't think.



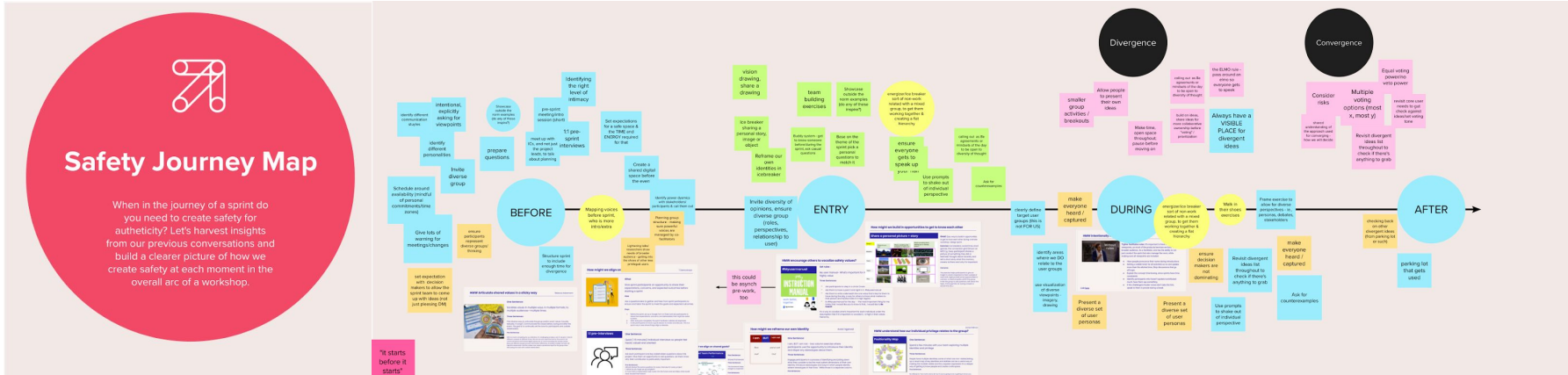
Fostering psychological safety in groups is essential. How else can we ensure that people feel truly able to say what needs to be said, to offer their deepest creativity, to challenge the status quo?

The work of folks like [Amy Edmonson](#) and [Ed Schein](#) make it clear: When people don't feel it's safe to speak up, then things can become unsafe fast. Mistakes happen. Standards slip. Lives can get lost.

Without a deeply safe environment, people also **literally can't think**: Stress marshals the body's resources for survival, leaving everyone with less energy to bring their best selves.

If you are trying to innovate or get your team to be creative, an unsafe environment is the opposite of what you want to foster. Without safety, teams are living in an environment that focuses on survival, not excellence. Psychological safety for others is based in creating safety for yourself. Physical and Emotional safety contribute to a total sense of safety to bring your whole self to the process.

Safety is a Journey: Your Workshop Starts before it Starts



The meeting starts when people first hear about it...start with safety then. The everyone into the shared space is a key moment to set the tone...and make sure not to break your own rules when the pressure is on in convergence.

[Read only link for Full Session Mural](#)

There are key moments in the Safety Journey and tools for each moment



START WITH SELF

Start with yourself: You can't create for others what you don't have for yourself



INTENTIONAL INTIMACY

Make space for Intentional Intimacy before and throughout the sessions



DIVERSE VIEWPOINTS

Welcome Diverse Viewpoints with good group conversation patterns



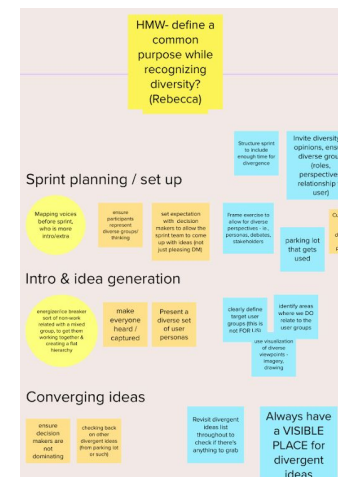
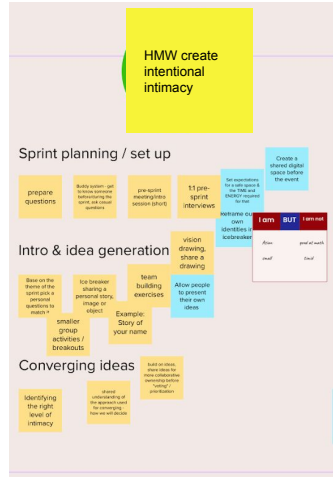
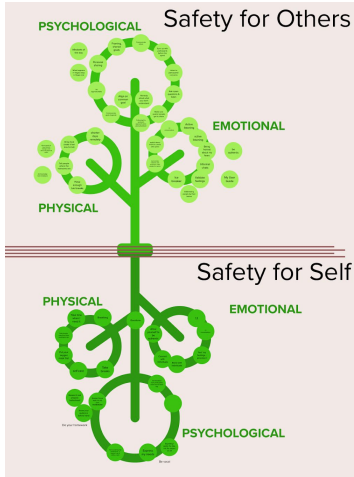
PRIVILEGE

Make Space to discuss privilege and positionality



CONVERGENCE

Convergence with diversity is hard. Slow down and clarify what a good decision looks like



Read only Mural links for key moments: [Intentional Intimacy](#) and [Converging Mindfully](#)

Create Safety for yourself first

Entry

START WITH
SELF



www.danielstillman.com/blog/four-ways-to-create-safety-for-yourself-and-others

What

How do you slow down and take care of yourself? Understanding how to put on your own oxygen mask first can help you help others.

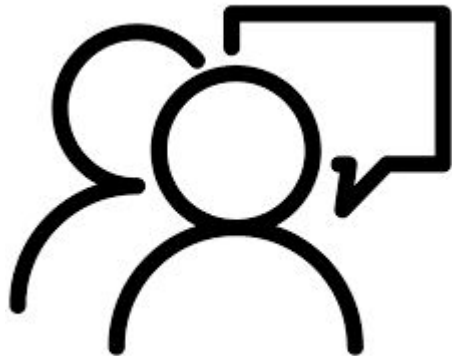
How

It can be challenging to lead people deeper than you yourself have gone. And we can't continuously foster a safe environment if we don't understand how fragile this state can be for ourselves. This is about applied empathy.

Learning to Slow Down Internally: As the Navy Seals like to say "slow is smooth smooth is fast". As Mario Andretti says "If everything feels under control, you're not going fast enough." So, slowing down, taking a breath, taking a break, always helps create more safety, a deeper sense of control, and ultimately, smooth speed.

Everyone has a lot going on. We don't know what people had to endure before turning on their video chat...so it's great to take even a single minute to connect with where we are now: together. Do this before your sessions, as you plan, and all throughout.

1:1 pre-interviews



What

Quick (~15 minutes) individual interviews so people feel heard, valued and oriented

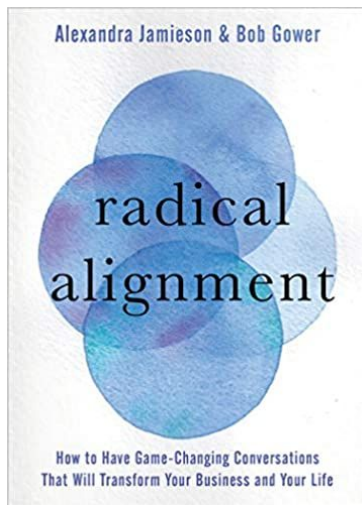
How

Ask each participant and key stakeholders questions about the project. Give them an opportunity to ask questions. Let them know why their contribution is particularly important.

Reliable questions for any interview for any project:

- What do you hope we'll accomplish?
- If you had a crystal ball to see a year into the future and we failed, what would have caused that failure?
- What does wild success look like?
- Do you have any questions about Design Sprints?
- Share good gossip about them and why you think that will be valuable during the Design Sprint.

Radical Alignment



[Read more here](#)

What

1:1 Team Conversation about Intentions, Concerns, Boundaries and Dreams, or in groups. The ICBD format can be helpful as a guide for 1:1 or group discussions.

ICBD Intentions,
Concerns,
Boundaries,
Dreams.

The 'Getting to Hell Yes' ICBD conversation is a simple, guided, 4-part conversation that helps two or more people gain clarity and develop a deeper understanding of, and appreciation for, each other and their shared experience.

It's useful whenever you are doing something that feels important and that's likely to raise deep emotions.

'Getting to Hell Yes' by Alexandra Jamieson & Bob Gower
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<p>1. INTENTIONS</p> <p>Why do you want to be a part of this project? How can this project support your personal goals? What values of yours led you to get involved?</p>	<p>2. CONCERNS</p> <p>What worries you about the team, our plan, etc.? What do you think will get in our way? Where will we run into trouble?</p>
<p>3. BOUNDARIES</p> <p>What do you need to be at your personal best? What will keep us from overreaching/burning out? What rules will help this team be the best?</p>	<p>4. DREAMS</p> <p>If this goes incredibly well, what will be true? How will you feel? Where will you be? What metrics will have shifted?</p>

How might we align on shared goals?

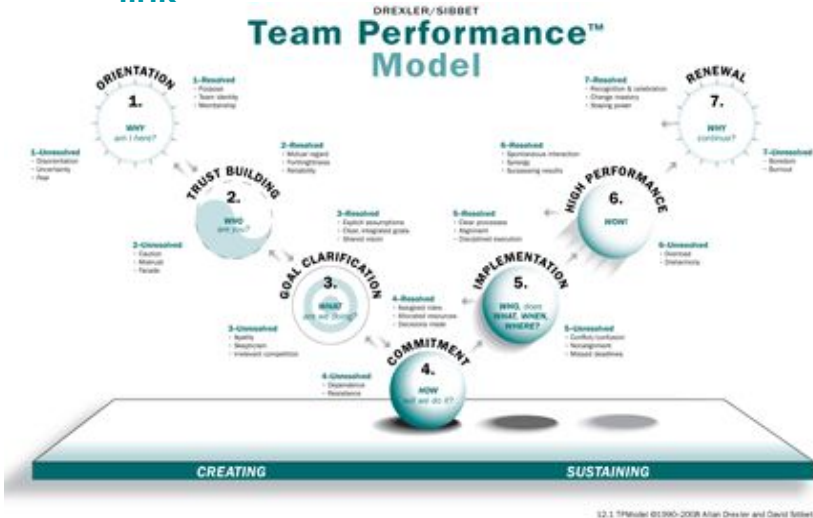
Before

INTENTIONAL
INTIMACY

DIVERSE
VIEWPOINTS

Drexler/Sibbet Team Performance Model

[link](#)



What

Shared framework for stages of a team

How

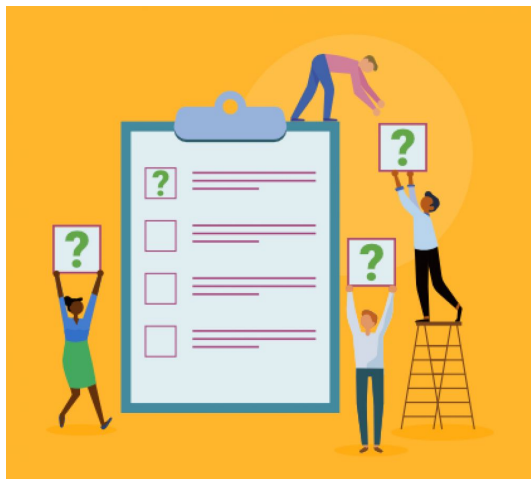
This framework helps people quickly see moving straight to implementation mode is skipping steps

Many teams are prone to jump into implementation or not see the point of spending time to build trust and shared understanding of goals and motivations. This framework is easy to understand at a glance and grounded in research. Viewers see and can quickly understand how a team moves through stages to high performance built on a foundation of trust and shared goals. It can stand on its own or be used as a foundation for an appreciative inquiry exercise and/or participatory exercise for team diagnosis. This is appropriate for an ongoing team (not a one-time workshop team)

HMW align on shared goals?

Before

INTENTIONAL
INTIMACY



What

Give sprint participants an opportunity to share their expectations, concerns, and expected outcomes before starting a sprint

How

Use a questionnaire to gather and hear from sprint participants to ensure and tailor the sprint to meet the goals and expected outcomes.

1. Before the sprint, set up a Google Form or Sheet and ask participants to share their expectations, concerns, and deliverables that might be useful to them.
2. After everyone completes, the sprint facilitator collates all responses.
3. Invite participants to have a quick session to review and discuss. This is a quick way to see where things align or deviate.

HMW get real real fast: Red/Yellow/Green Check-In

Entry

START WITH
SELF

INTENTIONAL
INTIMACY



What

Ask everyone check in with where they are. Are they in the red zone, in the yellow or green?

How

Get real and fast. Set the tone that it's okay to not be okay. If you, as the lead, are in the yellow even a little bit, say so, and say why. Make space for people to get real and lead the way.

Do this at the start of every session to set tone and consistency.

Set simple rules:

This, and anything else to come, is optional. You can "pass". You can just say your color and move on, or say a few words about why. You can even pick a another color if you like.

Everyone's lives are complex and busy, and we've all done a lot to get into the meeting. Let's own it and say it.




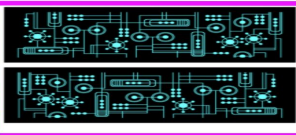


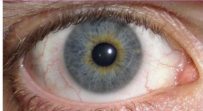






Pro tip for the facilitator: Go first, and share where you are in the "yellow". Pave the way for others to be real.

HMW build in opportunities to get to know each other better

Entry

INTENTIONAL
INTIMACY

Share a personal picture + story

Group 1	Where do you live?	What's something that energizes or helps you?	What's something that's draining you or causing friction?
Madelon		 	
Kevin			
Aaron			
Meg			

[Connection Grid by Leslie Forman](#)

What

Easy ways to build in opportunities to get to know each other during a remote workshop / design sprint.

How

Ice breakers, social time, short games, the connection grid (shown at left) E.g. Every participant shares a picture of something they did or learned/ thought about recently and tell a short story what this memory means to them and why it's important.

Outcome

The exercise helps participants to give an insight in what's important to them outside of work and might provide some opportunities to connect, or build empathy within the group. Invite the group to ask questions, talk about the topic, if time permits (or during a break or social time etc.).

HMW understand how our individual privilege relates to the group?

Entry

INTENTIONAL
INTIMACY

PRIVILEGE

Positionality Map



[Mural Template](#)

What

Spend a few minutes with your team exploring multiple identities and privilege

How

People have multiple identities, some of which are non-visible. Setting up a visual map of key identities and abilities can be a useful way of making the invisible visible and the unspoken expressed. It's a deeper way of getting to know people and create a safe space.

No offense to "two truths and a lie" but if you're going to do a getting-to-know-you warm-up, why not do one that packs a punch?

Set up your board on any tool you like, Mural, Miro, Slides, etc. Minoritized people shouldn't be the only ones who think about identity. Make sure to hide cursors and discuss what people notice after making the map. Learned from Dr. [Lesley-Ann Noel](#)

HMW reframe our own identity

Entry

INTENTIONAL
INTIMACY

PRIVILEGE

I am	BUT	I am not
<i>Asian</i>		<i>good at math</i>
<i>small</i>		<i>timid</i>

What

I am, BUT I am not - two column exercise where participants use the opportunity to introduce their identity and dispel any stereotypes about them.

How

Engage participants in a process of identifying and jotting down what they consider to be the most salient dimensions of their own identity. Introduce stereotypes and ways in which people identify salient stereotypes in their lives. Write those in a separate column.

Common stereotypes can be very hurtful and difficult for individuals to celebrate their own identities. In this activity we will claim some of our own identities and dispel stereotypes we may believe exist about the group.

[LINK](#)

HMW encourage others to vocalize safety values?

Entry

START WITH
SELF

INTENTIONAL
INTIMACY

#Myusermanual

My
**INSTRUCTION
MANUAL**

work better,
together.

 MyUserGuide



What

My user manual- What's important for me today that I highly value.

How

Ask participants to capture a post it and write in it #Myusermanual
Ask them to write underneath the one value that is key for them to have during the day, a way for others to know what matters to that person and he/she holds it in high regard.

Ex #Myusermanual for the day - The most important thing for me today that I would like you to know is that... I would like to **Be heard!**

It's a way to vocalize what's important for each individual under the assumption that if it's important to vocalize it, is high in their values hierarchy. Many examples are on the internet. Sharing a format ahead of time can be a positive, focused way of creating intentional intimacy

[Sample self-user manual guide](#)

HMW Articulate shared values in a sticky way

Throughout

CONVERGENCE

DIVERSE
VIEWPOINTS



Sticker design by Anna Iurchenko

What

Socialize values in multiple ways, in multiple formats, to multiple audiences—multiple times.

How

Find diverse ways to articulate the group and/or event values (visually, textually, in song?). Communicate the values before, during and after the event. The goal is to continually set the tone for participants and outside stakeholders.

With so much competing for our attention, it's challenging to keep a set of values in mind in different contexts at different times. We can set and reset the tone for the event in all communications and shared digital spaces by re-communicating the shared values. Because different people process information differently, including multiple formats will help the values stick. And the values can create a protective layer for the group when discussing the work with outside stakeholders.

HMW intentionally welcome diverse viewpoints

Throughout

CONVERGENCE

DIVERSE VIEWPOINTS



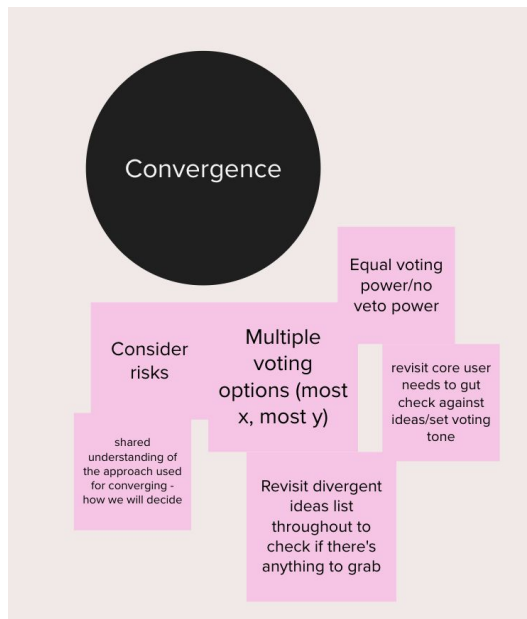
What

It's important to have diverse viewpoints, as most of the products/services we build target a broader audience. As a facilitator, one can conduct the sprint and also manage the room, while embracing diversity

How

- Have people pronounce their name during introductions
- Setting a visible timer for activities so no one speaks more than the allotted time, stop discussions that go off-topic
- Identify participants who haven't spoken/contributed, have them say something
- If the challengers/louder voices don't take the hint, speak to them in private during a break.

[LINK](#)



Set the Stage Early

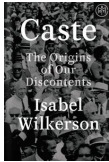
Before you get into the heat of a decision, clarify key roles, goals and stakeholders. When things get hot, slow down rather than speed up. Convergence and narrowing of ideas in sprints calls for care in continuing to support safety and diverse perspectives when narrowing ideas for action, often under time pressure. As facilitators, we can implement new processes to ensure the sprint outputs are products of a safe and authentic space.

How

Before and during the convergence phase be sure to:

1. Create shared understanding of converging process
2. Provide multiple voting options
3. Support equal voting power among participants
4. Revisit core user needs to reset before voting
5. Consider the risks in potential solutions
6. Provide enduring home for divergent ideas

Reading List



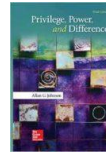
Caste
Isabel Wilkerson



The Culture Code
Daniel Coyle



Building for Everyone
Annie Jean-Baptiste

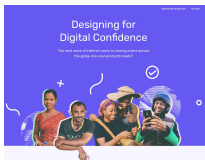


Privilege, Power, and Difference
Allan G. Johnson



A Culture of Safety
Alla Weinberg

Online Toolkits



[Digital Confidence Toolkit](#)
IDEO/Google/Gates
Foundation collab



[Power and Privilege in Design](#)
George Aye

Contributors!



Facilitated by Daniel Stillman