Activity steps

STEP 1

Defining the Problem

🕐 **30 mins**

OUTCOME
A shared understanding of what the problem is and who you're solving it for.

INSTRUCTIONS

Before you start, make sure everyone in the group has been introduced. .

1	To start, give everyone a few minutes to write down on a sticky note what they see as the problem the project is setting out to solve, and who the problem is being solved for. If participants have more than one idea, get them to write them on separate sticky notes. Add these to the SUGGESTED section. Go around the group and have everyone quickly share back their problem and the person they're solving it for.
2	Once everyone has shared, work as a group to cluster the PROBLEM sticky notes around similar themes. Go through each and discuss WHY the problem is important to solve, creating a a shortlist in the CONSIDERED section as you go. Repeat this process for the people you're solving for,
3	Once you have a shortlist for each, finalise your decision by selecting the most important problems and users to DECIDED.

You know you're done when have decided on the core elements of the problem and the group(s) you're solving it for.

💡 **PRO TIP**

"Leverage the different perspectives in the group by encouraging people to provide their point of view rather that "trying to give the right answer". Bringing together divergent views will help you land on a more rounded problem."

Rich Brophy
Department of Customer Service

WHAT IS THE PROBLEM WE'RE SOLVING?　　　　**WHO ARE WE SOLVING IT FOR?**

SUGGESTED

CONSIDERED

DECIDED

STEP 2

Defining success

🕐 **30 mins**

OUTCOME
A shared understanding of what you're trying to achieve

INSTRUCTIONS

Before you start, talk through the definition of success described in the Pro tip. You can also use the example content to make sure the group is clear.

1	Similar to the first step, give everyone a few minutes to write down in indivividal sticky notes what they think success looks like, and how they would measure progress towards that definition of success. Add these to the SUGGESTED sections.
	Go around the group and have everyone quickly share their definition(s) and measure(s) of success
2	First, work as a group to define what success looks like (it's critical to get clarity on this whilst stakeholders are in the room). Discuss and create a shortlist in the CONSIDERED section, then narrow it down to DECIDED.
	Once you have definitions of success, work through the measures and DECIDE on (approximately) 3 ways you will measure this success.
3	Once you've decided on success and how you measure it, stress test your decision by asking stakeholders to describe the minimum deliverable for this phase of the project by finishing the sentence: "IF WE ONLY ACHIEVED ONE THING...".
	Write down the answers and discuss as a group.

You know you're done when stakeholders can agree on what the one thing we achieved would be (and it makes sense for the problem and success you've decided on).

💡 PRO TIP

"Success is not the same as a solution.

A solution is a thing; success is the value the thing creates.

By describing success (instead of the solution), we open ourselves up to different and potentially more effective ways to achieve it.

Rich Brophy
Department of Customer Service

WHAT DOES SUCCESS LOOK LIKE?   **HOW WILL WE KNOW WE'RE SUCCEEDING?**

SUGGESTED

CONSIDERED

DECIDED

IF WE ONLY ACHIEVED ONE THING...

STEP 3

Identify critical risks and considerations

🕐 **15 mins**

OUTCOME
A shared understanding of things that may influence the project and its chances of success.

INSTRUCTIONS

Before you start, remind the group of the problem decided on, and the definition of success.

1	Give the group a few minutes to write down: • Things that could critically endanger the success of the project. • Other things to consider that could help or hinder the success of the project. Go around the group and have everyone quickly explain their contributions.
2	As a group discuss and sort the sticky notes into CRITICAL WATCH-OUTS and CONSIDERATIONS.
3	Ask the group to nominate themselves for any of the CRITICAL WATCH-OUTS that they can easily deal with.

You know you're done when the group feels that if they avoid everything listed in CRITICAL WATCH OUTS, they will be able to successfully complete this stage of the project.

CONSIDERATIONS

!

CRITICAL WATCH-OUTS

STEP 3

Drafting responsibilities and rhythm

15 mins

OUTCOME

A shared understanding of responsibilities and how everyone will stay informed.

INSTRUCTIONS

1 As a group, list out who will be working on the project and who will be making key decisions on the project. If you haven't filled key roles, you can just describe the capability or position you will need to fill.

2 Now decide on the logistics of how you will meet to progress the work. There should be regular sessions (e.g Project updates) and one-off sessions for major events (e.g. sharing key research findings).
   • Why, when and how will the "doers" come together?
   • Why, when and how will the "doers" and "decision makers" come together?

   Nominate someone to add these to diaries at the end of the session.

You know you're done when you're ready to send out invites for the regular meetings.

WHO IS DOING THE WORK?

WHO IS MAKING DECISIONS?

COMING TOGETHER

WHY?

WHO?

WHEN?

WHERE?

Example

STEP 1

Defining the Problem

⏱ **30 mins**

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INSTRUCTIONS

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   Go around the group and have everyone quickly share back their problem and the person they're solving it for.

2. Have everyone has shared, work as a group to cluster the PROBLEM sticky notes around similar themes.

   Go through each and discuss WHY the problem is important to solve, creating as a shortlist in the CONSIDERED section as you go. Repeat this process for the people you're solving for.

3. Once you have a shortlist for each, finalise your decision by selecting the most important problems and users to DECIDED.

You know you're done when have decided on the core elements of the problem and the group's solving it for.

💡 **PRO TIP**

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Rich Brophy
Department of Customer Service

WHAT IS THE PROBLEM WE'RE SOLVING?   WHO ARE WE SOLVING IT FOR?

STEP 2

Defining success

⏱ **30 mins**

OUTCOME
A shared understanding of what you're trying to achieve

INSTRUCTIONS

Before you start, talk through the definition of success described in the Pro tip. You can also use the example content to make sure the group is clear.

1. Similar to the first step, give everyone a few minutes to write down in individual sticky notes what they think success looks like, and how they would measure progress towards that definition of success. Add these to the SUGGESTED sections.

   Go around the group and have everyone quickly share their definition(s) and measure(s) of success.

2. First, work as a group to define what success looks like (it's critical to get clarity on this whilst stakeholders are in the room). Discuss and create a shortlist in the CONSIDERED section, then narrow it down to DECIDED.

   Once you have definitions of success, work through the measures and DECIDE on (approximately) 3 ways you will measure this success.

3. Once you've decided on success and how you measure it, stress test your decision by asking stakeholders to describe the minimum deliverable for the phase of the project by finishing the sentence "IF WE ONLY ACHIEVED ONE THING...".

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Rich Brophy
Department of Customer Service

WHAT DOES SUCCESS LOOK LIKE?   HOW WILL WE KNOW WE'RE SUCCEEDING?

IF WE ONLY ACHIEVED ONE THING...

STEP 3

Identify critical risks and considerations

⏱ **15 mins**

OUTCOME
A shared understanding of things that may influence the project and its chances of success.

INSTRUCTIONS

Before you start, remind the group of the problem decided on, and the definition of success.

1. Give the group a few minutes to write down:
   - Things that could critically endanger the success of the project.
   - Other things to consider that could help or hinder the success of the project.

   Go around the group and have everyone quickly explain their contributions.

2. As a group discuss and sort the sticky notes into CRITICAL WATCH-OUTS and CONSIDERATIONS.

3. Ask the group to nominate themselves for any of the CRITICAL WATCH-OUTS that they can easily deal with.

You know you're done when the group feels that if they avoid everything listed in CRITICAL WATCH-OUTS, they will be able to successfully complete this stage of the project.

💡 **PRO TIP**

"The real value in this step is to create awareness of hazards rather than to solve them. Just being aware of hazards makes them easier to overcome. (Things do need to be dealt with, set up a separate session."

Rich Brophy
Department of Customer Service

CONSIDERATIONS

CRITICAL WATCH-OUTS

STEP 3

Drafting responsibilities and rhythm

⏱ **15 mins**

OUTCOME
A shared understanding of responsibilities and how everyone will stay informed.

INSTRUCTIONS

1. As a group, list out who will be working on the project and who will be making key decisions on the project. If you haven't filled key roles, you can just describe the capability or position you will need to fill.

2. Now decide on the logistics of how you will meet to progress the work. There should be regular sessions (e.g Project updates) and one-off sessions for major events (e.g. sharing key research findings).
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   Nominate someone to add these to diaries at the end of the session.

You know you're done when you're ready to send out invites for the regular meetings.

💡 **PRO TIP**

"Getting regular time with the decision-makers is vital for a successful project. By keeping them updated, you can be sure you're staying on the right path (or alternatively, get them comfortable with a new and interesting path forward."

Rich Brophy
Department of Customer Service

WHO IS DOING THE WORK?   WHO IS MAKING DECISIONS?

COMING TOGETHER

WHY?	Project update	
WHO?	Project team	All
WHEN?		TBC
WHERE?	Teams meeting	TBC