



Design Sprints

Accelerating Strategy Development

Topics

- Our hypothesis
- What we did
- What we learned
- Discussion



the hypothesis

Perceptions of strategy...

Theoretical

Technical

Slow

Bureaucratic

Complex

Consequences...

Business disconnect

Leadership distrust

Failure to deliver value

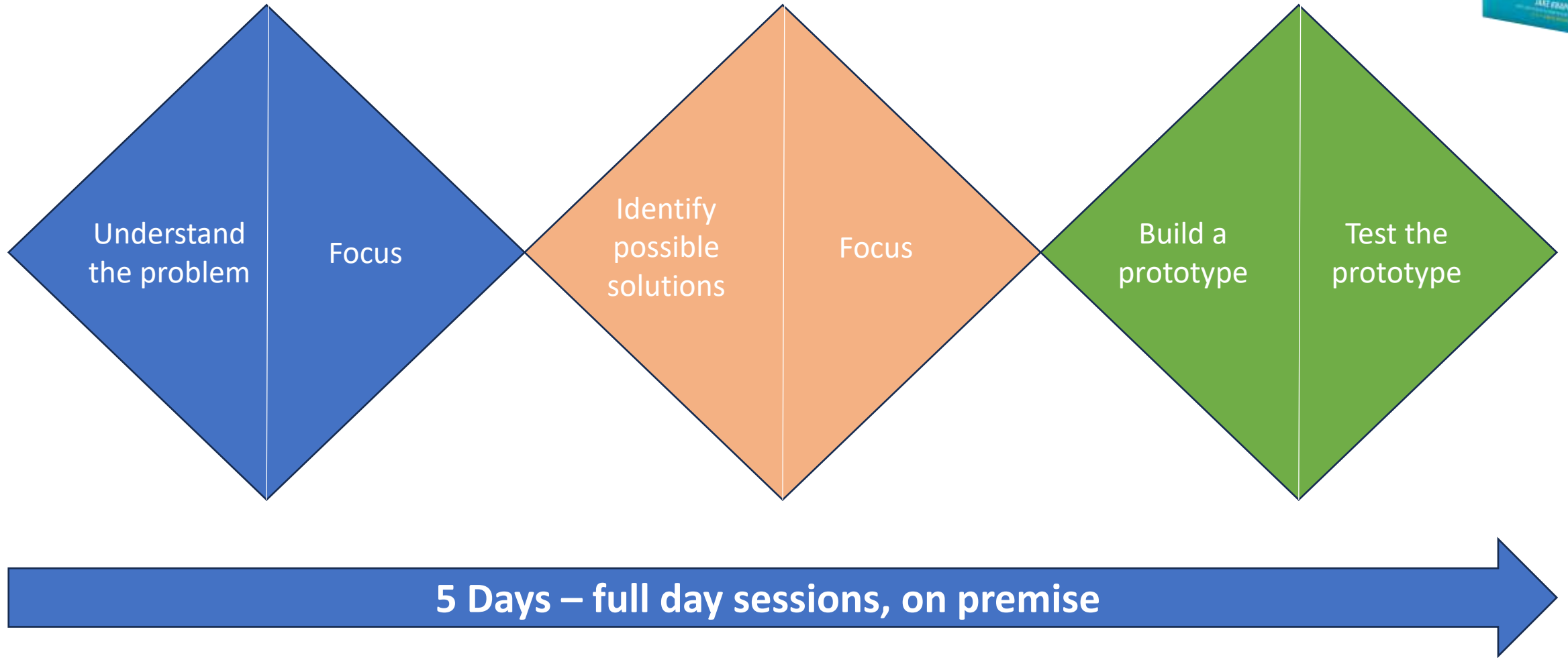
The idea...

Design sprints would...

- Get us closer to stakeholders
- Provide rapid feedback
- Improve adoption

perception

what are design sprints?



our experience

2019

By the book!



Successes

Prototypes that helped both the business and IT develop new ways of working

Challenges

Availability of people
Travel
One customer
One chance to get it right

2021

100% remote



Successes

Improved participation
US & Europe
2 week sprints

Challenges

Remote collaboration tools
4 week sprints
(momentum lost)

2023

Global scale



Successes

Delivered large complex challenges with globally distributed teams

Challenges

Politics
Complexity of round the clock sprints

2025

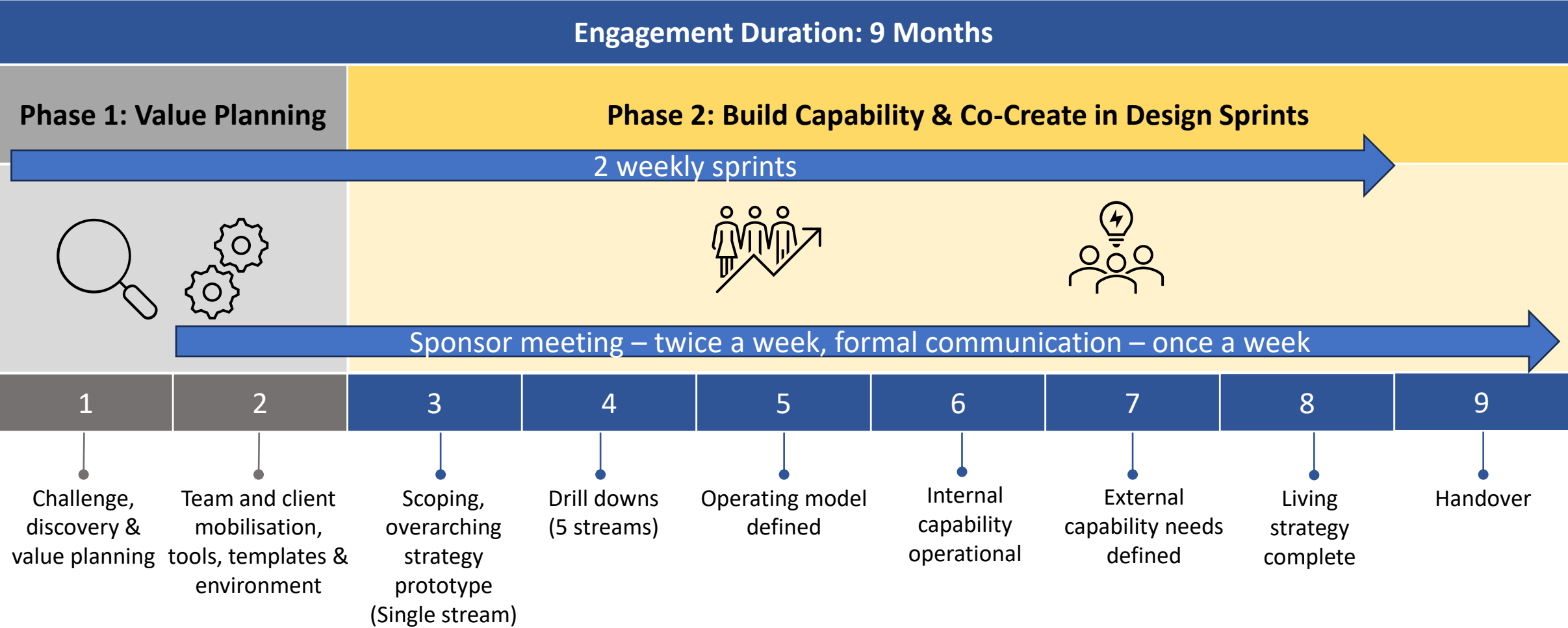
Generative AI



Successes

Behavioural science for politics & resistance
Gen AI for acceleration

example plan on a page

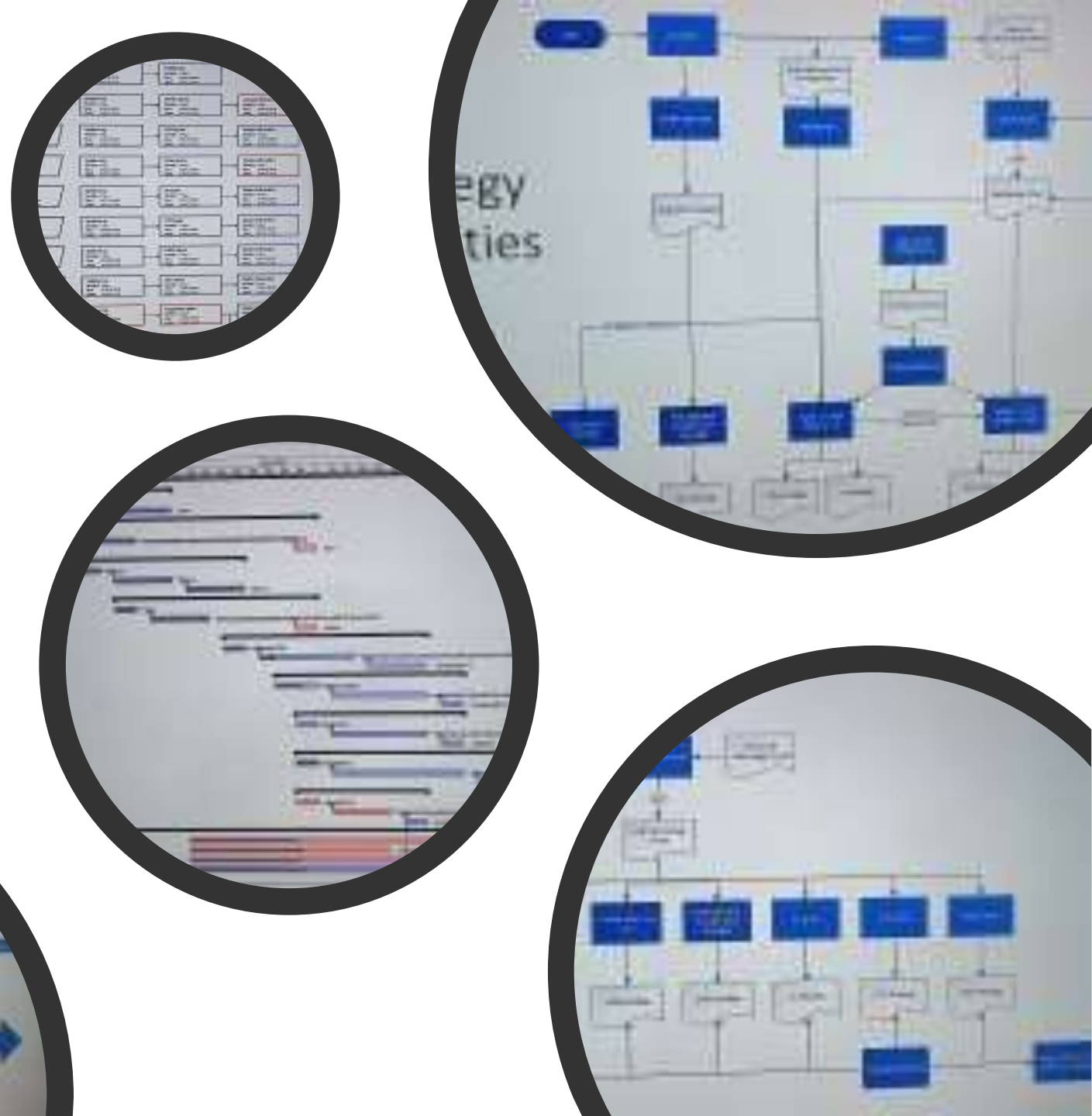


lessons – sprint roadmaps

For large complex challenges, sponsors like to see a sprint roadmap

We create 3 versions:

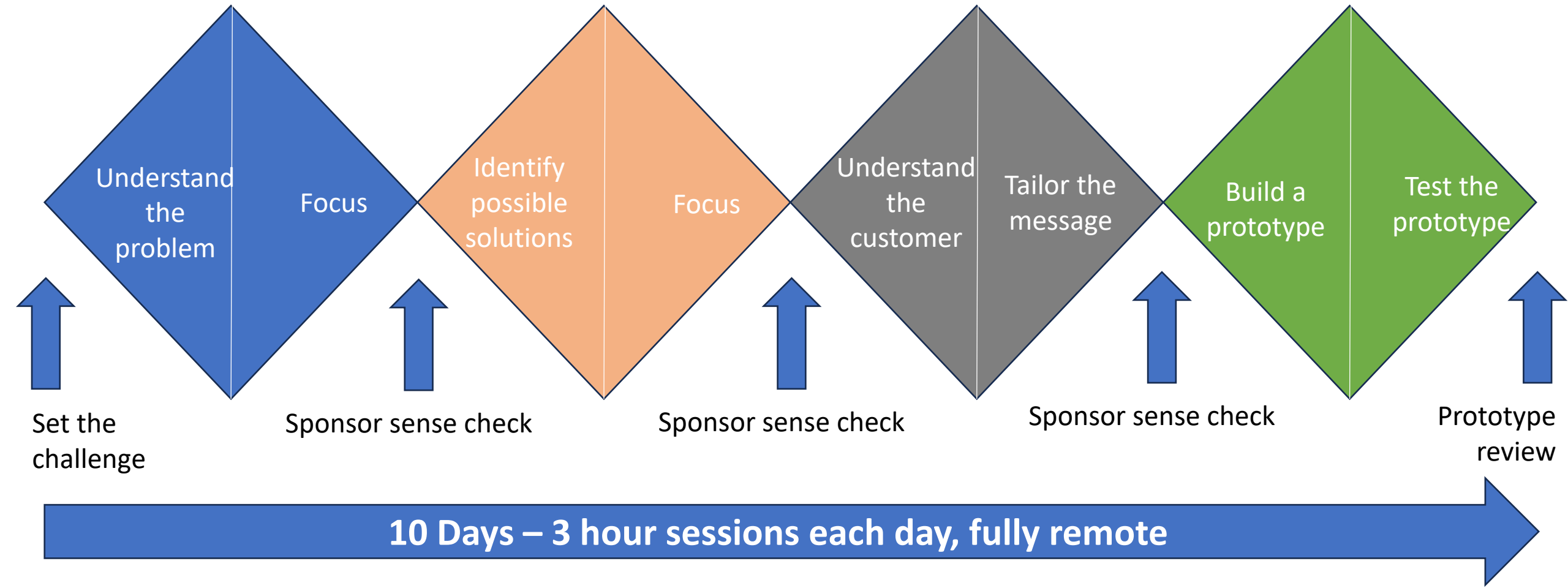
- Preliminary – when the challenge is set
- After a "scoping" sprint
- Mid way through the roadmap
- Plus, others if we learn something significant or the environment changes



lesson – behaviour change



how we tailored the structure



lessons – GenAI acceleration

09:00 AM	Readiness check
09:30 AM	Sprint session
10:00 AM	
10:30 AM	
11:00 AM	
11:30 AM	
12:00 PM	Offline work
12:30 PM	Lunch
01:00 PM	
01:30 PM	Review session Analyse session outputs and transcripts Plan next session Prepare additional materials
02:00 PM	
02:30 PM	
03:00 PM	
03:30 PM	
04:00 PM	
04:30 PM	
05:00 PM	

GenAI:

- Additional participant
- Researcher
- Assistant

GenAI:

- Summarise workshop outputs, interview transcripts, etc
- Identify patterns and gaps
- Create contrarian viewpoints
- Research supporting materials
- Quality check
- Derive new content

outcomes

The idea...

Design sprints would...

- Get us closer to stakeholders ✓
- Provide rapid feedback ✓
- Improve adoption (?)

Surprises...

Increased motivation

Manager recognition

Invest in...

Soft skills

Design thinking

Behavioural science

perception



Discussion