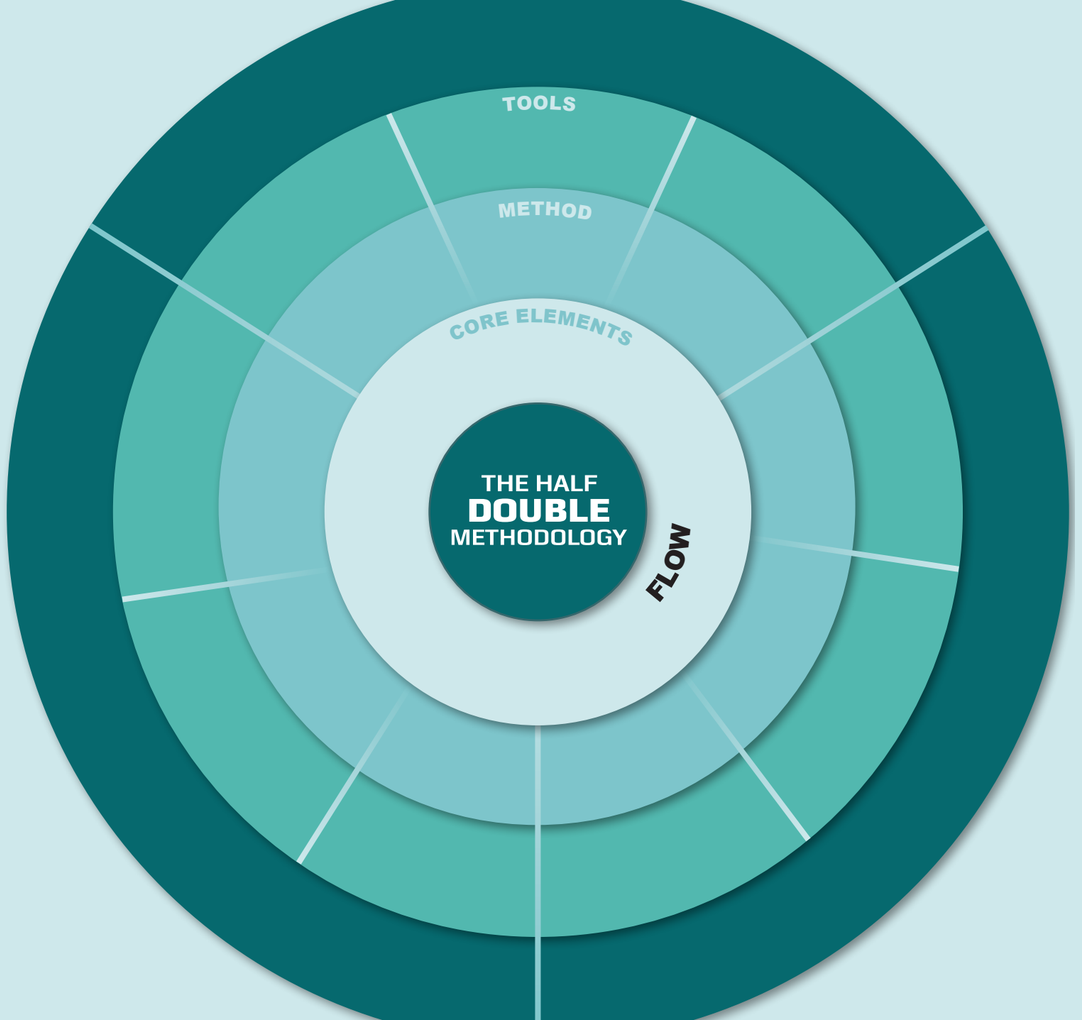
Chapter 5 - Flow

Let's get hands-on with ...

the 3 methods & the 3 tools

- Allocate core team +50% and ensure co-location. Reduce complexity in time and space to free up time to solve complex problems
- Set the project heartbeat for stakeholder interaction to progress the project in sprints
- Increase insight and commitment using visual tools and plans to support progression

... to create flow in your project



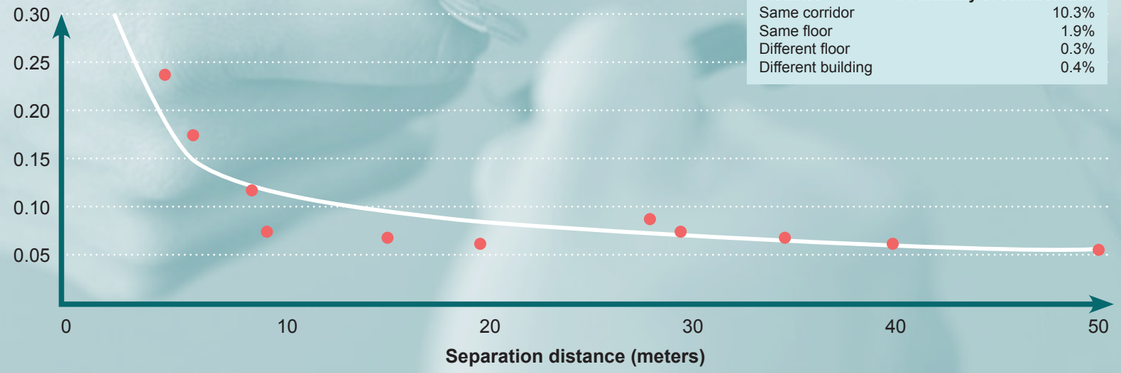
FLOW METHOD 1

Co-location creates flow

Focus less on resource optimization and more on project progression. Create a flow of ideas, solutions, and results. A myriad of studies and experience show that one of the easiest ways to reduce lead times and improve quality is to place the team together. It's a simple idea; we all do better when we work together. Collaboration divides the task and multiplies the success.

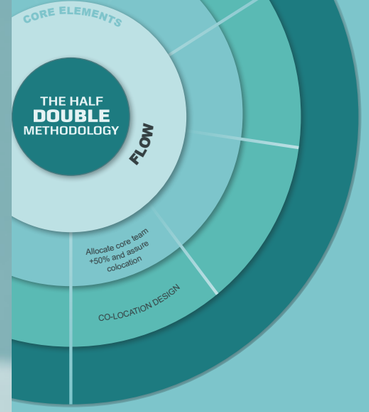
Development work is a multidisciplinary process where we all need each other on the team. We therefore spend most of our time in close collaboration. The main objective is to enhance productivity and reduce lead time. By doing so, we ensure weekly progression on the project which again creates motivation.[22] To achieve flow in development, everyone must be in the same place at the same time. This is the case when a question needs to be answered, when an idea is born, and when errors occur and there is a need for help.

Probability of communicating at least once a week



Distance	Probability of collaboration
Same corridor	10.3%
Same floor	1.9%
Different floor	0.3%
Different building	0.4%

Source: Bell Labs and University of Arizona



Most great learning happens in groups, collaboration is the stuff of growth.

– Ken Robinson

50%

One of the key principle of the Half Double methodology is locating the core team in close proximity. The team must be together more than 50% of the working time before co-location can have a significant impact. Working on no more than two projects at the same time has proven the most efficient way of working with development.

Projects are complex problems that require cross-functional experts to be solved. Putting these experts together in the same room to solve the problem will make the project flow faster. This ensures there is enough time to deep dive and still make progress. If you have ever tried co-location – you just know it works. It's simple, but it works. That's why it should be an element in all projects.

Csikszentmihalyi defined flow as a state in which people forget time and place and show great commitment and motivation.[23] Flow occurs when our challenges suit our skills. In this situation, we are ready to learn and take on new tasks, while still feeling in control.

If the task becomes even a little too complicated, the individual will quickly discover that his or her own skills are not enough. When the challenge exceeds our competence, concerns are raised and some even feel increased anxiety. Co-location helps to reduce the project's complexity in time and space in order to free up time to solve complex problems. Co-location is about creating the appropriate working conditions for high-intensity, accelerated learning loops and anchoring the desired working culture.

- We promote collaboration
- We stimulate creativity & playfulness
- We make leadership accessible
- We keep it visual
- We keep time with the set heartbeat

Co-location

HOW TO IMPLEMENT CO-LOCATION IN PRACTICE

Co-location of a core team with 50% allocation to the project provides a range of possibilities for promoting collaboration and stimulating creativity and playfulness. Co-location can be implemented in the following four steps:

1. Select the project core members according to skills, experience, and organizational reach. The project owner plays an important role here as he or she will be able to identify who to contact within the organization to allocate the right people. It is important to identify members who have the necessary time rather than selecting many participants who cannot dedicate the time needed.
2. Establish commitment from Management for +50% allocation and physical/virtual presence on the project. In other words, it is not sufficient that the resources invest 50% of their time in the project. They also need to be physically present on the project premises.
3. Identify and design the workspace. The common location should be designed so as to accommodate the different needs of the team and the individual team members. It should also promote working in both larger and smaller groups. Finally, it should support the set project heartbeat by making it possible to facilitate key meetings in constructive settings within the project room.
4. Facilitate a project room kick-off and focus on maintaining the co-location setup to support intensity. In practice, this means ensuring that the project team members prioritize co-location, that visuals are continuously updated, and that there are elements in the room that make it pleasant to spend time there - such as a coffee machine, table tennis, energizing snacks, and personal items.

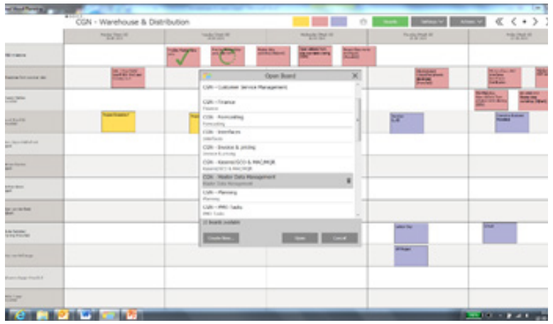
MULTIPLE SITE SETUP

In many projects, the work is carried out at different sites, requiring additional efforts to ensure close collaboration, good communication, and intensity.

When working across a distance, it is essential to decide which events are to be carried out at the same location and which can be implemented using conference equipment. Today, there are many different technological opportunities to work virtually and there is equipment which allows employees in different parts of the world to develop visual plans together using different software and computer monitors.

Modern communications technology combined with a fixed rhythm for the project's key events can, to some extent, compensate for the distance. However, it is important to define when the team needs to travel to be physically together and which events can be handled via flat screens. One idea is also to design multiple project war rooms with identical visualizations and co-location designs to create team spirit and aligned focus across locations.

Virtual Visual Planning(*) is an example of a tool that can be used to visualize planning at multiple sites simultaneously. Project participants can develop and update the team's visual plan at many sites simultaneously. If a team member changes a "post-it" on the screen, it can be seen on all screens simultaneously.



The Virtual Visual Planning tool in action.
Read more at: https://www.visual-planning.com/en/

Project type:

New product development

Objective:

Introducing a wind turbine able to produce 19% more energy compared to past models

Impact

Lead time from

"prototype ready" to "series production ready" maintained (usually delayed)

Contract of 100+ turbines won – due to commercial deliverables being in place on time

CO-LOCATION AT SIEMENS WIND POWER

SIEMENS

ABOUT THE COMPANY

Siemens Wind Power is a world-leading supplier of high-quality wind turbines and related services, ranked number one in the global offshore market. With robust, reliable wind turbines and highly efficient solutions for power transmission and distribution, Siemens provides clean power across the entire energy conversion chain.

Key figures:

1. Employees: 7,000 around the world
2. Revenue: EUR 3,070 million

PROJECT BACKGROUND

The project was initiated for the purpose of introducing an innovative onshore wind turbine able to produce 19% more energy compared to past models. For every month the project could potentially be delayed, revenue would severely decrease as the wind turbine market is based on "windows of opportunity" within fixed timeframes. Thus, the overall goal of the Half Double effort in the pilot project was to:

- Ensure the critical milestone – upheld the set release date of the 0-series in March 2016
- Reduce time to impact so as to release potential value in the project as soon as possible

By focusing on co-location, we aimed to:

- Ensure impact focus among co-located team members and visualize progress
- Facilitate effective and creative models of working that enhance autonomy and team collaboration across modules and organizational units
- Enhance informal, cross-organizational communication and knowledge sharing
- Ensure that everyone participating in the project had fun and was full of energy

CREATING A LINK BETWEEN THE PREMISES, THE TEAM'S COMPOSITION AND THE PROJECT RHYTHM

In the beginning of the project, the core team consisted of a large number of members who met once a week for two-hour status meetings focusing on presenting the weekly progress of the various tracked deliverables and planning next steps. However, the updates and discussions tended to be more technical in nature than commercially oriented. Furthermore, clear next step actions were not necessarily identified.

The project war room and the rhythm of key events were then designed to accommodate the various teams' needs and to intensify the project.
In order to support the overall goal of enhancing focus on impact, the core team worked in an adjusted version of the fixed project rhythm and co-location. The team was reorganized into two smaller, more agile teams. One focused on the technical deliverables while the other focused on the commercial aspects of selling, operationalization, and taking care of the turbine. This reorganization made it possible to conduct biweekly meetings focusing exclusively on the project's commercial and impact-creating deliverables, challenging the existing dominant technical mindset.

To intensify the project and accelerate the process, the format of the weekly core team meetings was redesigned. The meetings were moved and shortened so the team met for a one-hour meeting every other Monday morning instead of the weekly two-hour status update right after lunch. Here, they were asked to break up into smaller groups to identify and discuss critical areas labeled "Attention Points" and to make joint agreements on how to overcome these topics within these groups. The team members then met in plenum to present their key takeaways. Each meeting was concluded by addressing the success stories of the week, celebrating triumphs, big and small.

In relation to the effort to map and align both the technical and the commercial processes, high-impact deliverables were identified and accelerated through intensive three-day workshops every month. During these workshops, all key project members were co-located in a meeting room for a short period of time (from one to three days), working intensively on delivering the targeted high-impact deliverable.

The physical premises were also redesigned to emphasize important project elements and to support the focus of the meetings in the fixed project rhythm. Co-location workspace design elements included:

- A project prototype area displaying a physical visualization of product solution elements entitled "This is what we're working on"
- Core team meeting discussion room with video setup and a creative workspace for active discussions
- Module team corner with prototypes, sprint prototypes, visual plans, and visualization tools
- Walls reserved for the master plan, Star! Stories, and Attention Points, as well as an overview of High-Impact Deliverables

Competition makes us faster.
Collaboration makes us better.

Co-location at SWP

This method was used to establish the team co-location for 45 team members

SIEMENS

CW48 SELLING co-location

PURPOSE
- Inform and align with module managers and line managers
- Identify and ensure allocation of relevant team members

OUTCOME
- List of relevant team members
- 1st draft of seating arrangements
- Buy-in from key stakeholders

CW48 Co-location design

PURPOSE
- Ensure an environment that promotes impact focus, collaboration, efficient work styles, a strong project identity and empowers and engages the individual

OUTCOME
- 1st proposal for physical, process, and teamwork-related elements developed

CW50 Prep meeting with core team

PURPOSE
- Present "the why" behind new location and setup
- Present core principles for co-location setup and suggested initiatives
- Engage core team in the process

OUTCOME
- Insight into what's important to core team members (buy-in)
- Input on how we can establish the most energizing, productive, and collaborative project environment together
- Updated co-location design

CW50-51 Room setup, materials in place and moving

PURPOSE
- IPrepare floor for [move-in-date]

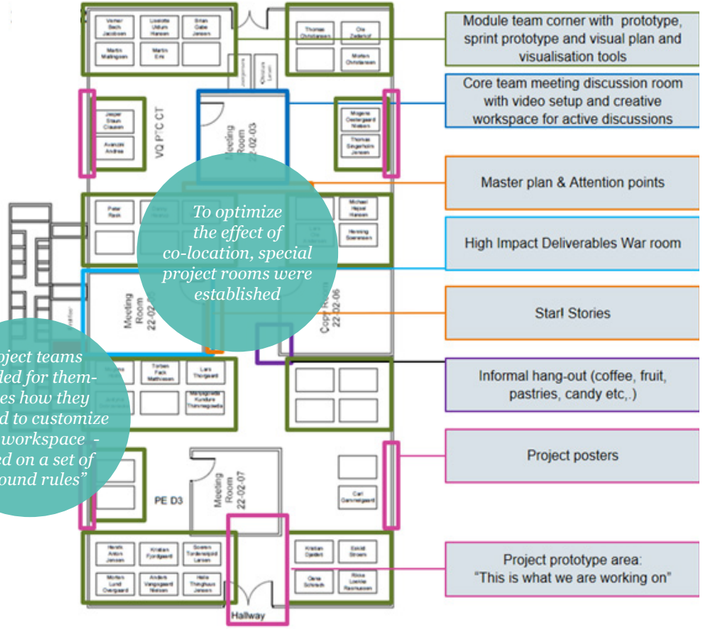
OUTCOME
- Room ready for [move-in-date]

Impact:
Turbine of the Year

CW1 Kick-off at new location

PURPOSE
- Set the stage for new working environment: Why are we all here?
- Present project status and way forward
- Establish and enforce strong team spirit and energize core team members

OUTCOME
- Everyone up-to-date
- New physical environment in place
- New work processes and team values established
- (Alternative: Whole Brain assessment for each team)



To optimize the effect of co-location, special project rooms were established

Project teams decided for themselves how they wanted to customize their workspace - based on a set of "ground rules"

We celebrated progression - each major step towards impact creation was marked using the celebratory bell

FLOW METHOD 2

Visual planning and project visuals

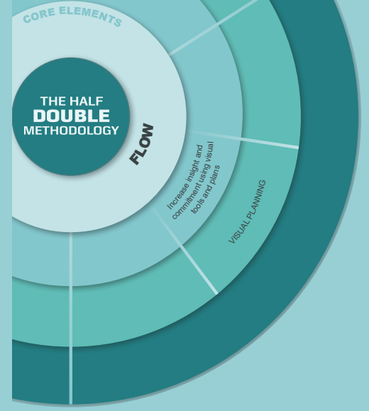
IF YOU CAN VISUALIZE IT, YOU CAN MAKE IT

First things first: The motivation needs to be in place before any innovation and collaboration can happen. According to motivational guru Daniel Pink, three factors create motivation:[24]

- Purpose - the yearning to do something for a reason greater than yourself and your own work in the project
- Mastery - the desire to get better and better at something that matters
- Autonomy - the urge to direct our own work and effort

We, therefore, work in a way so that provides everyone with an overview and allows them to see the connections to and purpose of their own efforts. Everyone gets the opportunity to give and receive feedback from the various experts. Finally, the individual is given the possibility to plan their own work within the context of the rest of the project.

We make the project visual to enhance commitment, alignment, and mutual understanding. Visuals provide a quick overview of project complexity, for instance through plans and by showing how each activity is connected with the overall purpose of the project.



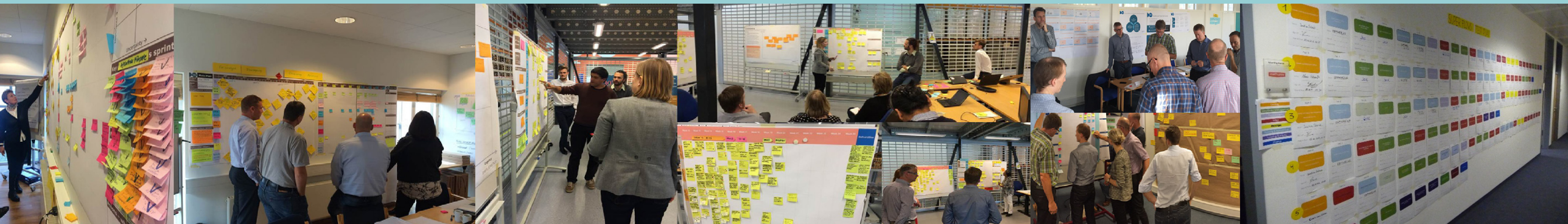
USE OF VISUAL METHODS

Visualize your success, then take action!

We use visualization in many areas of the project:

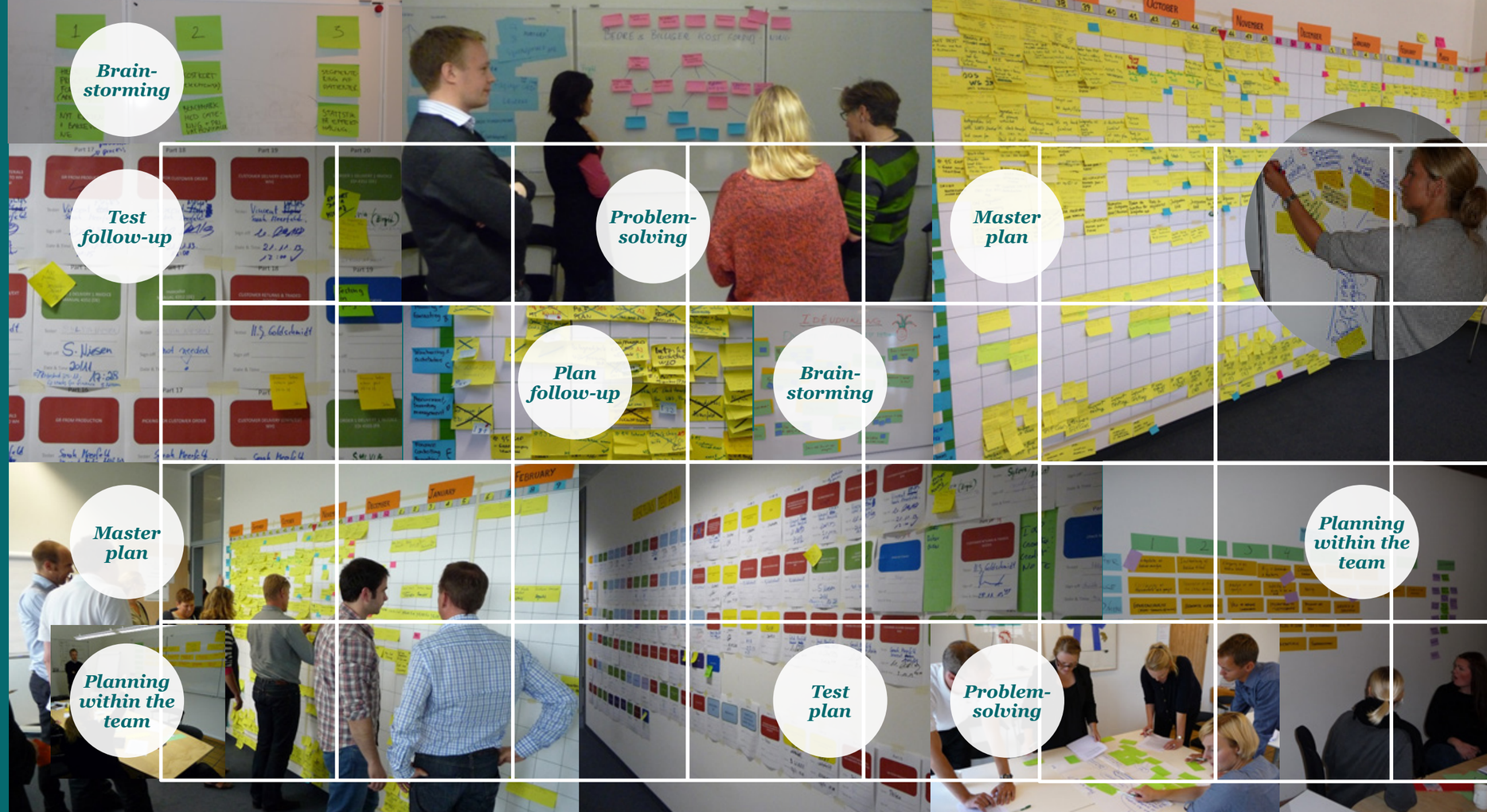
- Problem solving, where small teams can discuss and develop solutions on the wall. Everyone can follow each step, everyone can make suggestions and the discussion is documented on the wall.
- Prototypes can be demonstrated for review teams or stakeholders and feedback can quickly be collected. Prototypes can be anything from detailed models or sketches to proposals for brochures.
- Plans for several levels, including the master plan for the steering committee, sprint plans for each team, test plans, communication plans, or impact solution design.
- Workshops for stakeholders or groups of employees can be facilitated more easily using different visual aids, such as posters, index cards, and flip charts.
- Business simulations or test monitoring.

In all cases, the aim is to create a workflow in which all the participants have the same overview and the opportunity to participate actively in the process. The visual methods also create documentation without a lot of bureaucracy.



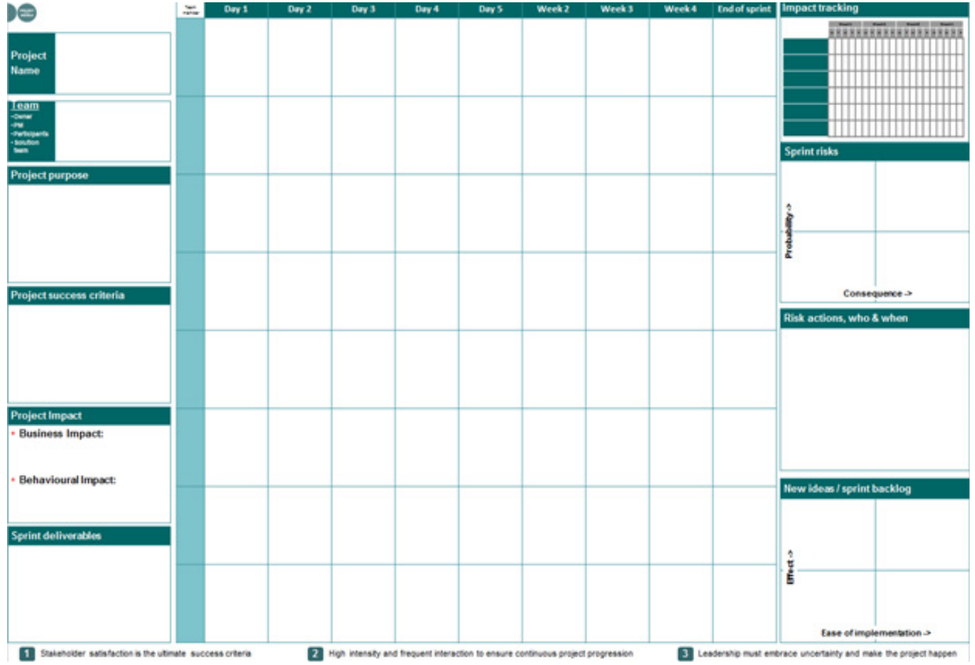
MAKE IT VISUAL

All together, see, feel, and experience



The Tool

Visual planning



INITIATING VISUAL PLANNING

At a minimum, we recommend working with visual plans. These plans can be usefully prepared on several levels, including the overall master plan and sprint plans for the various teams.

The visual sprint plan is used for detailed planning of the sprint, usually over a four-week duration. The plan is a short-term break-down of the impact solution design or overall milestone plan leading to a tangible, value-creating project output.

It is important that the plan is always developed by people who know the subject and who have to apply the plan. This ensures the quality of the plan and commitment to the plan. Work with the plan as follows:

1. Gather the core team and share the project overview on the left side of the poster where the following is described: Project purpose, Success criteria, Business and Behavioral impacts, and Sprint deliverables.
2. Determine the sprint output to create value in the short term according to the Impact Solution Design.
3. Each team member breaks down activities for each day/week and shares it with the rest of the team to coordinate efforts. Discuss dependencies and assumptions for each activity so they do not come as surprises during the process.
4. Define simple Team Performance Indicators to follow up on progression, for instance activities completed per week. To facilitate overview, use different markings on post-its for “work in process” and “work done”.
5. Brainstorm and evaluate possible project risks and define mitigating actions. At the meetings in front of the planning board, decide which actions are to be incorporated into the plan for the following week.
6. Brainstorm and identify sprint improvement ideas relating to project output, processes, or people. It is important that the team constantly evaluates its work. What can be done better or smarter, so the team agrees to adjust the way they work.
7. Wrap-up: Conclude on actions and structure for weekly status meetings during the sprint to set a rhythm for the meetings and the planning work.

I believe that visualization is one of the most powerful means of achieving personal goals.

– Harvey Mackay

REDUCING TIME TO IMPACT AT GN AUDIO

ABOUT THE COMPANY

GN Audio is part of GN Great Nordic, a Danish-based technology group founded in 1869. GN Audio was founded in 1987 and is among the leading and fastest growing suppliers of intelligent audio solutions. GN Audio operates in three regions: 1) America, 2) Europe, the Middle East and Africa, and 3) Asia-Pacific.

Key figures:

1. Employees: Approximately 1,000
2. Revenue: EUR 470 million (2016)
3. EBITDA: EUR 80 million (2016)
4. Head office: Ballerup, Denmark

PROJECT BACKGROUND

Since the introduction of online sales channels, one of GN Audio's challenges has been stagnating launches due to heavy after work to correct errors from previous launches. This ties up resources that could have been utilized elsewhere to perfect existing channels and develop new channels.

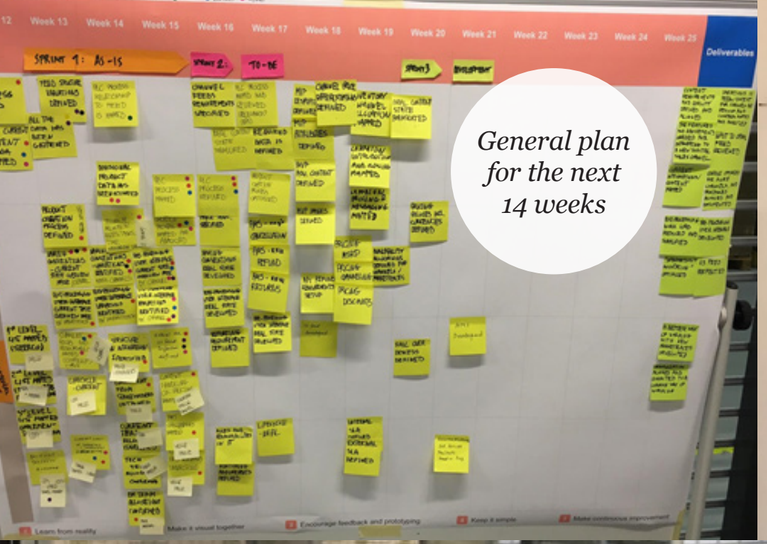
By launching a test market place through the application of the Half Double methodology, GN Audio set out to reduce its project lead time and time to market dramatically. In other words, the aim of the project was to outline how future online sales via multiple channels should take place, with each channel addressing different market places across geographies.

INTRODUCTION OF VISUAL METHODS

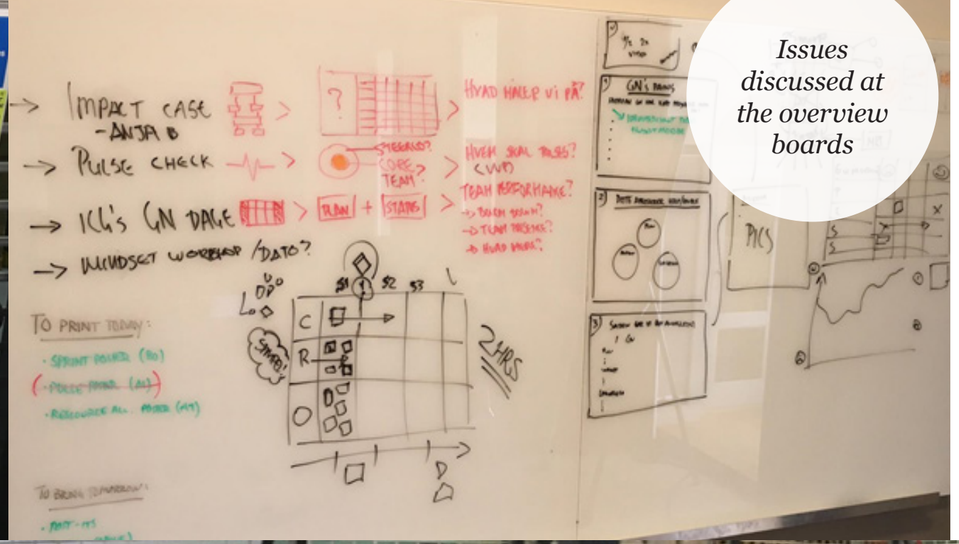
Visual planning puts everything out in the open: We started out by building the masterplan for a period of 14 weeks. This was done on a huge whiteboard with post-its; three work streams were identified. After establishing the masterplan, we developed the first sprint. The first step was to identify deliverables for the first sprint. That was done collaboratively with the whole team present.

The sprint was scoped on a sprint poster with post-its. While the masterplan is divided into three subject categories for the work streams, the sprint plan is developed on an individual level. This means that the Sprint board lists each team member's name, and each team member has 56 tasks assigned specifically to them at the sprint planning session.

Due to the geographical distance between core members of the team, we used digital master and sprint plans to supplement the analog master and sprint plans in the co-location room. For this purpose, software was introduced featuring an exact copy (format and visually) of the analog project plans used in this project.



General plan for the next 14 weeks



Issues discussed at the overview boards

VISUALIZATION AS A TOOL

VISUAL METHODS CREATE A COMMON OVERVIEW

GN Audio applied visual methods in their Half Double project, including Visual Planning, Impact Design Solution, problem-solving boards, summaries of test results, etc.

This approach resulted in a reduced time to impact for the project, while the go-live time was accelerated. Visual tools boosted efficiency and team spirit. At the very first meeting with the project owner and the business project leader, participants discussed where the team could establish a project room. The prerequisites for this room were that it had to have plenty of space to work in, walls to stick posters on, and 24/7 availability.

The room we found had a cool industrial atmosphere which fits well with a development project and a creative team of this type.

One of the main challenges for GN Audio was getting people to work efficiently together across departments. Creating the project room and the visual project boards enhanced transparency for all team members and stakeholders. It took some time to acknowledge the value of the room and the co-location setup. However, by the end of the first sprint, an informal culture had been established regarding how to prepare for the visual stand-up and what to present (and not present).

All information and sprint plans gathered in the project room

Visual sprint plan on the wall

FLOW METHOD 3

Rhythm in key events

THE RHYTHM SETS THE PACE FOR THE FLOW

In music, it is not enough that all the instruments play the right notes in the right order. If it is not done in time and on the beat, it will not be music - and it will sound very strange. In music, there are often breaks, but if all the instruments do not stop at precisely the same time, there is no break.

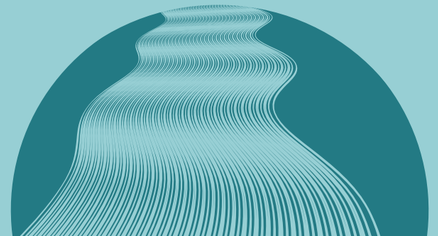
Projects comprise many people and multiple teams that all rely on each other's deliverables, inputs, and feedback. Project work is characterized by being teamwork - not individual work. Therefore, it is essential that everyone is in the same place when needed. If key people are not present at the right time, the rest of the project will be delayed. This is similar to a racing car in a pit stop. It's not enough for most of the team to be there on time; you can't win a Formula 1 race if the person in charge of changing the right front wheel isn't there.

Lack of rhythm in a project can have many consequences:

- Important questions may not be asked on time, resulting in after work
- Feedback is not given when needed, causing quality to decline
- Failure to respond on queries results in latency
- Lack of management decisions creates waiting time and frustration
- Missing input stops other work
- Much time is wasted in meetings because not everyone is present

There is therefore much to be gained from defining the key events that require the presence of specific people and when these events should take place. This is especially true when the project is employing a multi-site setup or when it is important to involve stakeholders at specific times.

A project is like a river. You cannot touch the same water twice. Every time a team breaks the rhythm, the team loses days or weeks.



DEFINING PACE, RHYTHM, AND KEY EVENTS

A drummer in a rock band works on three levels in what many call the rhythm. First, there is the pace: the number of beats per minute. Rock music ranges from 120 to 140 beats per minute. The next component describes the rhythm: for example, 4/4 or 3/4. It describes how you count: 1, 2, 3, 4. 1, 2, 3, 4. And finally, there is the figure, which explains the drums applied to the different beats. For instance, it stipulates that the bass drum is to be used on the first beat and the snare drum on the second beat.

In Half Double, we apply the same principle:

- Pace: Weeks per sprint. How often should meetings take place? This is essential for fast feedback loops.
- Rhythm: How do we divide a sprint into various meeting cycles. In a four-week sprint, for example, which meetings are to take place every week and which ones every other week?
- The figure: Which meetings take place on the different days and who is to attend these meetings?

For each project, we must define the key events that are necessary to ensure that:

- The different teams can work at the right pace
- The key stakeholders are involved on time and their task is well-defined
- The project owner is involved and can take an active role
- The steering committee is on the field when needed
- A common rhythm for the project is set in order to optimize collaboration across teams

In Half Double project designs, we recommend a specific pace comprising five key events: Sprint planning, Daily visual status, Weekly solution feedback, Plan next week, and Review sprint solution. Set a fixed project heartbeat for stakeholder interaction to progress the project in sprints.

Music				
Pace: Beats per minute	For example 120 beats per minute in rock music			
The rhythm eg. 4/4	● ● ● ●	● ● ● ●	● ● ● ●	● ● ● ●
The figure				
Bass Drum	○ ○ ●● ○	○ ○ ●● ○	○ ○ ●● ○	○ ○ ●● ○
Snare drum	○ ○ ○ ●	○ ○ ○ ●	○ ○ ○ ●	○ ○ ○ ●
Ride cymbal	● ● ● ●	● ● ● ●	● ● ● ●	● ● ● ●
Crash the cymbal	○ ○ ○ ○	○ ○ ○ ○	○ ○ ○ ○	○ ○ ○ ○
Hi Hat	○ ● ○ ●	○ ● ○ ●	○ ● ○ ●	○ ● ○ ●

Project				
Pace:	Weeks per sprint			
The rhythm: Project days per week	● ● ●	● ● ●	● ● ●	● ● ●
The figure				
Sprint planning	○ ○ ○	○ ○ ○	○ ○ ○	○ ○ ○
Visual status	● ● ●	● ● ●	● ● ●	● ● ●
Solution feedback	○ ○ ●	○ ○ ●	○ ○ ●	○ ○ ●
Review sprint solution	○ ○ ○	○ ○ ●	○ ○ ○	○ ○ ●
Key stakeholders	○ ○ ○	○ ○ ●	○ ○ ○	○ ○ ●

The Tool

Rhythm in key events

KEY EVENTS	WEEK 1					WEEK 2					WEEK 3					WEEK 4					
1 Sprint planning (core team)	X																				
2 Daily visual status (core team)		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
3 Weekly solution feedback (SME)					X				X					X						X	
4 Plan next week (core team)					X				X					X							
5 Review sprint solution (project owner)									X											X	
6 Pulse check feedback									X											X	

SET THE RHYTHM FOR THE INDIVIDUAL SPRINT

Design the project heartbeat with five key events and obtain commitment from key stakeholders to attend the meetings:

1. **Sprint planning:** Before a new sprint, the project plans the upcoming 4 weeks (2 hours). Use the overall impact solution design as the overall plan to break down into sprints
2. **Daily visual status:** Every day during the sprint, the team holds a brief status meeting on progress and issues (15 min.). The frequency of the status meetings must be consistent with the intensity of the project
3. **Weekly solution feedback:** Once a week, the team obtains feedback on the achieved output (30 min.). A team of experts provides feedback to ensure a high-quality impact solution and to provide input on the planning process
4. **Plan next week:** After the “Weekly Solution Feedback” meeting, the project team plans the next week with daily tasks (45 min.)
5. **Review sprint solution**: At the end of a sprint (or midway), the project obtains feedback on output from a review team consisting of
6. **Key stakeholders,** such as the project owner and core users (90 min.)

Rhythm is the soul of life.

- Babatude Olatunji

Project type:

Commercial concept development project

Impact

Time to impact reduced by 50%, from 10 to 5 months

When you dance to your own rhythm, life taps its toes to your beat.

– Terri Guillements

RHYTHM IN KEY EVENTS AT LANTMÄNNEN UNIBAKE

Lantmännen Unibake

ABOUT THE COMPANY

Lantmännen Unibake is one of Europe's leading suppliers of high-quality bakery products to retailers, wholesalers, and the food service industry with 35 bakeries in 21 different countries. Lantmännen Unibake offers a wide range of solutions for both professional customers (B2B) and consumers (B2C). Lantmännen Unibake's aim is to make bread a profitable business for its customers and to meet consumer needs with high-quality products and superior solutions – always based on a sustainable mind-set and excellent food safety standards.

Key figures:

1. Employees: Approx. 6,000
2. Net sales: EUR 1.1 billion
3. Offices: Horsens and Copenhagen, Denmark
4. Part of the Lantmännen Group

PROJECT BACKGROUND

The case project is categorized as a commercial concept development project. Lantmännen Unibake had been approached by one of its store customers and tasked with developing a whole new concept, i.e. a range of bread and pastries as part of a new in-store concept that was to be launched in spring 2016. One of the main purposes of Lantmännen Unibake's interest in using the Half Double methodology was to reduce the standard lead time by more than 50%.

The customer's requirements quickly highlighted some profound challenges. In order to meet these criteria, Lantmännen Unibake would not only have to work faster and more efficiently, but also start analyzing and changing some of its production setup, as well as its logistical distribution network, hence behavioral changes were needed to accomplish the task at hand.
The project's main purpose revolved around creating a new business model that added value for the involved parties by 1) developing a new in-store concept including defining a range of products and new packaging and 2) building closer relations with the customer.

ESTABLISHING RHYTHM FOR KEY EVENTS

The pace of the project was based on three working days per week from 9 am to 3 pm. Mondays and Wednesdays would begin with a 15 min. stand-up meeting around the sprint plan, and Thursday afternoons were dedicated to planning and discussing the subsequent week's activities in a one-hour session. Every other Thursday, the customer would meet with the project team (at the solution feedback meetings) in the war room for a one-hour meeting followed by a one-hour meeting with the in-house reference group and the steering committee. The subsequent sprint was planned every fourth Thursday in an afternoon session with the project team. Setting a fixed project heartbeat and rhythm for key events created higher energy, greater efficiency, better quality, and ultimately faster development speed.

The pilot project was able to launch the first stores after five months, considerably faster than comparable reference projects, which had lead times of 10 months or more. Status as of January 2017: 275 stores have been implemented. The pilot project began generating turnover at early as January 2016 and continues steadily.

Impact

15% of actual sales potential realized during project execution

RHYTHM IN KEY EVENTS AT LANTMÄNNEN UNIBAKE

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Lantmännen Unibake defined five types of meetings to be held in a specific sequence

Rhythm of Work at project Fin-store

Meeting type	1 Daily plan	2 Weekly plan	3 External Reference Group Meeting	4 Internal reference & steering group meeting	6 Sprint plan
Frequency	Monday & Wednesday 9-9.15 AM	Each Thursday 1:00 - 2:00 PM	Every second Thursday 9:00 - 10:00 AM	Every second Thursday 10:00 - 11:00 AM	Every fourth Thursday 1:00 - 3:00 PM
Participants	Project team	Project team	Project team , key customers & steering group	Project team , Internal reference & steering group	Project team

Sprint duration 4 weeks

Working days on the project: Monday, Wednesday & Thursday 9:00 AM to 3:00 PM

Weekly

	Monday	Wednesday	Thursday
9	1 Daily plan	1 Daily plan	
10			
11			
12			
13			2 Weekly plan
14			
15			

Every second Thursday

	Thursday
9	3 External Reference Group Meeting
10	4 Internal reference & steering group meeting
11	
12	2
13	Weekly plan
14	
15	

Every fourth Thursday

	Thursday
9	3 External Reference Group Meeting
10	4 Internal reference & steering group meeting
11	
12	6
13	Sprint plan
14	
15	

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Descriptions of the five meetings in terms of content and duration

Meeting Agenda for Project Fin-store

2 Weekly plan / 60 min

Common and track by track / 15 '
- Check what is completed and a brief review of the team's individual tracks

Individually / parallel / 15 '
- Focus all milestones for the next week (s)
- Move / write deleted milestones for the coming week and insert at the correct day

Common and track by track / 15
- Summary of all daily / weekly milestones

Common / 10 '
- Identify key dependencies across the tracks and any shortcomings?

Last activities / 5 '
- Is the plan ambitious enough?
- Am I OK with my tasks?

3 External reference group meeting / 60 min

Presentation of the total solution (in brief) as it looks right now - incl. recent decisions and solutions / 20 '

Solution Elements: Product, Packaging, Manufacturing, Logistics, Concepts etc.

Process: Project Planning & Roll-out plan

Discussions & feedback from key customers / 20 '

Wrap up and decisions, actions and responsibility / 15 '

Pulse Check / 5 '

1 Daily plan / 15 min

Common and track by track / 10 '
- What I got finished yesterday
- What should I achieve today and tomorrow?

Common check / 5 '
- Is everything OK?

5 Sprint plan / 120 min

Common and track by track / 30 '
- Check completed milestones
- Check the master plan and adjust if?
- Define sprint deliverables and place them on the sprint plan
- (what should we reached in the next sprint?)

Individual / parallel / 30 '
- Develop milestones for the Sprint
- Joint review from the top of the sprint plan and coordination across the tracks

Next week's schedule / 30 '(see agenda for the weekly plan)
Discuss team performance indicators (is the price right?) / 10 '
- Development of external and internal pulse check, resource allocation, etc.

Stakeholders / 10 '
- Check if we have mastered the key stakeholders and define actions if necessary

Risks / 10 '
- Evaluate existing risks & identify potential new risks and actions for the top 1-2 Risks

4 Internal reference & STC meeting / 60 min

Presentation of the total solution (in brief) as it looks right now - incl. recent decisions and solutions / 20 '

Include customer feedback / decisions from the morning meeting

Feedback from internal reference group / 10 '

Feedback & decisions from steering committee / 15 '

Include Top 3 decisions and actions of the sprint plan / 10 '

Pulse Check / 5 '

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Sources

22) Amabile, Theresa M; Kramer, Steven J (2011), *The Progress Principle - Using Small Wins to Ignite Joy, Engagement, and Creativity at Work,* Harvard Business Review Press.

23) Csikszentmihalyi, Mihaly (2004), *Good Business: Leadership, Flow, and the Making of Meaning*, New York, NY: Penguin Books.

24) Pink, Daniel (2011), *Drive*, L&R Business.