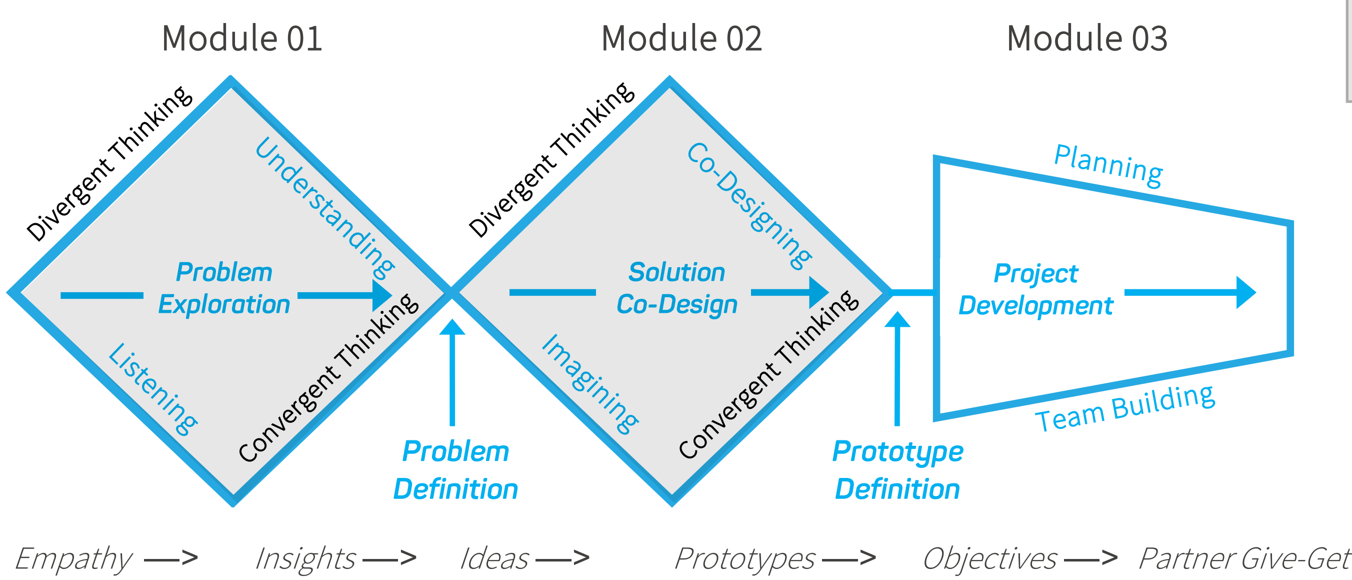
foodagility
Research Agility

Design Central
Co-Design Module 03:
Project Planning

Module 03: Planning & Building the Project

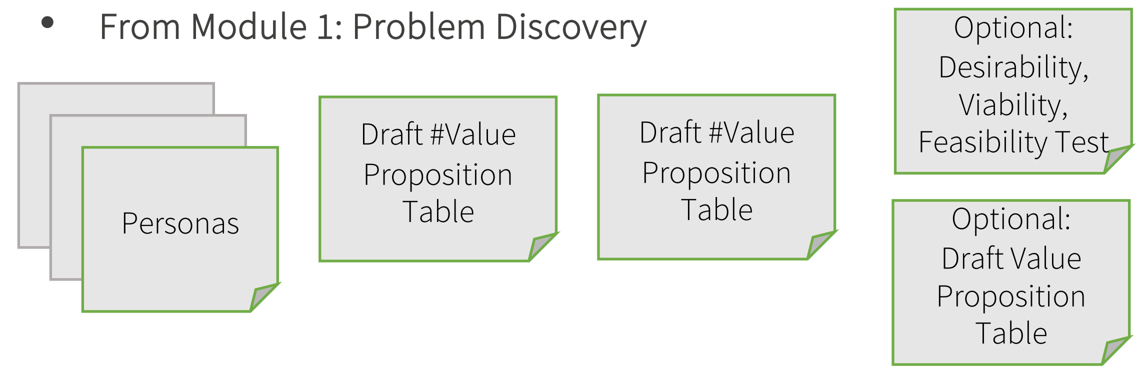
The Design Central Co-Design Workshop Structure

This module takes learnings from end—customers and potential prototype solutions to develop a plan for the project

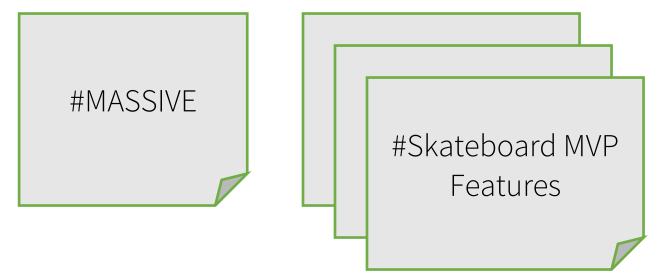


Important Inputs to This Module

- From Module 1: Problem Discovery



- From Module 02: Solution Co-Design



Goals of this Module

- Prioritise the prototype features into one potential #Skateboard MVP and complete the **Value Proposition Table**
- Sketch out a rough timeline of project activities
- Develop OKRs – a statement of objectives, and key results for the project to measure its impact and hold project team members accountable
- Partner Give-Get – assess project team commitment and contributions using this exercise to reveal what partners are hoping to gain, what they plan to give to the project, and what project success looks for them.

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Agenda / Facilitation Tips

- Consider how to present the above materials carefully
- If no Value Proposition Table exists, was not completed

Facilitation Tips

A key challenge with this module is that it comes ‘at the end’, so sometimes it is better to schedule it as a followup session to the first two, especially for online workshops where participants can be exhausted after Modules 1 + 2.

Next Steps

Following this module, projects often pitch for investment from sponsors and/or potential beneficiaries using the artefacts captured.

Divergent Step: Outcome, Objective, & Key Results

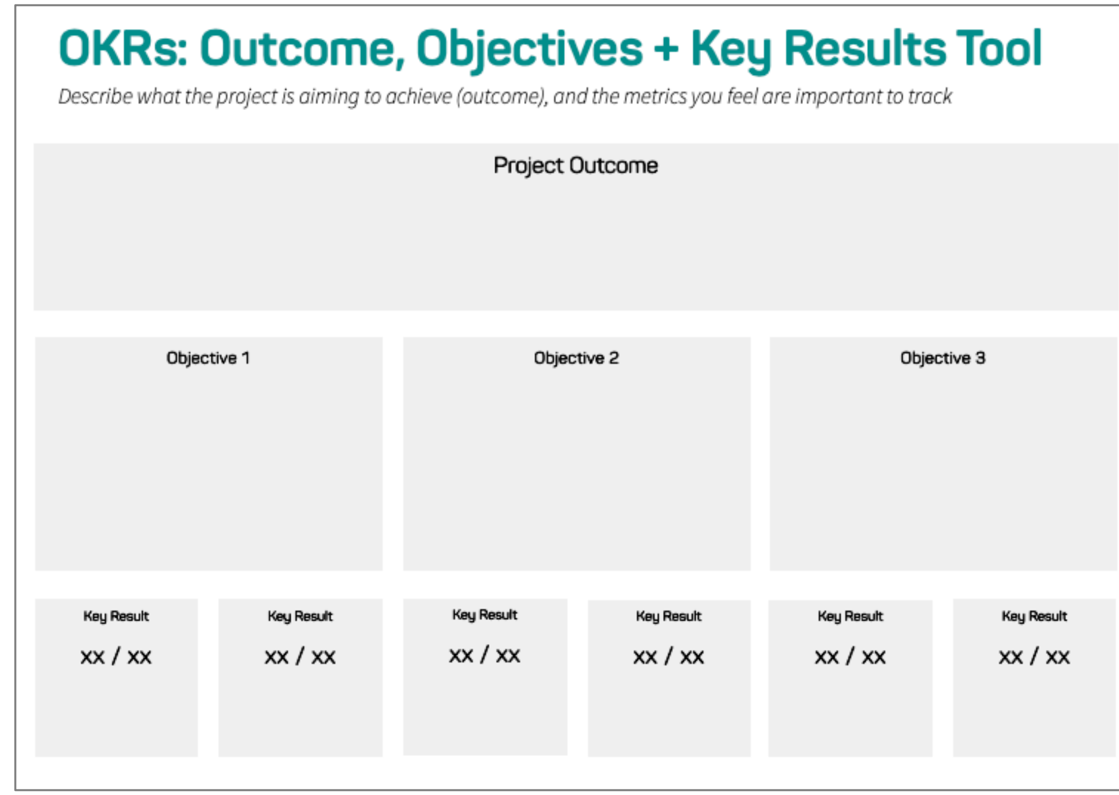
Goal of This Step

Identify specific outcomes for each major type of project partner.

Method

1. Working either as a whole workshop group (< 15 participants) or split up into non-diverse subgroups by participant type , consider each type of project partner in turn; e.g. end-customers, researchers, technology partners, using the OKRs (Outcomes, Objectives & Key Results) Tool
2. First, capture ”Objectives” for each type of participant, i.e. specific outcomes that can be measured by a key metric – and state that metric
3. Next, identify ”Key Results” or milestones along the pathway towards delivering the outcome, and again identify a key metric to measure progress towards the milestone.

Step Tool – OKRs (Outcomes, Objectives & Key Results) Tool



Tips on Facilitating Outcomes, Objectives & Key Results (OKRs)

- This is hard, and people will struggle with the task; let them know its ok
- If you have a set of prototype features to test, use them to inform this
- Give examples for each piece, e.g.
  - A project in the Oyster industry aimed to use measurements of water salinity as an alternative to weather forecasts to inform the regulator whether it was safe to harvest at a particular site: the objective off the project was to reduce “closure days” by 10%, something worth millions of dollars to the national industry.
- Perfect is the enemy of good here, so a rough first-pass is OK; the next Give-Get step may also indicate some OKRs that aren’t yet clear.

Tips on Using the OKRs Tool

- Try to choose an overall objective that is meaningful from an Impact point of view – it will usually be industry- and problem-specific
- Encourage people to think laterally if metrics are not readily available. For example, an indicator of success towards adoption is NPS – Net Promoter Score – which would be captured by a survey, rather than a sensor.
- See the OKRs explainer in this Tooklit for more tips.

Convergent Step 1: Project Kanban

Goal of This Step

Create a sketch of the different workstreams required to test the #Skateboard MVP and likely next steps.

Method

1. Use the **Project Kanban Tool** as a whole workshop group;
   Start with identifying the top 3-5 workstreams operating across a 2-3 year time-horizon, with higher fidelity in the first year by quarter; include a quarterly showcase, or some kind of regular progress report
2. Then break down each workstreams into a few significant milestones
3. Finally, look for any critical paths between the milestones.

Tips on Facilitating Kanban

- Use the **OKRs** (Outcomes, Objectives and Key Results) and **#Skateboard MVP** work to inform this exercise – have them readily available to review
- A larger group can be broken up into different workstream subgroups, with subgroup sharebacks carefully facilitated into a complete picture
- Fewer workstreams are better, e.g. 1) Project Checkpoints, 2) Working with Early-Adopters, 3) Tech Development, 4) Research Work, 5) Other
- Fewer milestones are also better, e.g. Kickoff, First Prototype Deployment, First Results & Modification Proposal, Pivot, Proceed or Stop Decision, HDR Students In Place, Customer Interviews, etc.

Step Tool – Kanban Timelines & Workstreams Map

DESIGN CENTRAL PROJECT KANBAN TOOL

Timing / Workstreams	Y1Q1	Y1Q2	Y1Q3	Y1Q4	Y2H1	Y2H2
Eg. Project Checkpoints	FACRC Kickoff	FACRC Q Review	FACRC Q Review	FACRC Q Review	2 x Q Reviews	2 x Q Reviews
Eg. Customer Actions						
Eg. Tech Development						
Eg. Research Activity						
Eg. Other						

Tips on Using the Kanban Tool

- Try starting with these workstreams: . 1) Project Checkpoints, 2) Working with Early-Adopters, 3) Tech Development, 4) Research Work, 5) Other
- Try breaking down the Project Checkpoints workstream first
- Add additional quarters- or half-year columns as required to map out the extent of the project
- Use post-it notes – physical on a wall or virtual whiteboard – so you can move things around easily
- Remember, higher fidelity in Y1 (year one), lower fidelity after that.

Convergent Step 2: Partner Give-Get

Goal of This Step

To test to what extent partners care about the project, and de-risk the project development process by publicly demonstrating "market interest".

Method for the Give-Get Exercise

Having partners put forwards a credible set of asks for ROI offset by investments is a highly useful "market signal" that can build momentum, and interest in the project by others.

Yes, early on, its likely that partners do not have details or what they can contribute, or the ROI the are seeking.

To the mitigate for this, the facilitation team should prepare partners to the extent possible for the Give-Get exercise ahead of time. Preparation can include doing two passes through this exercise, a first as a 'hypothetical' during the workshop, and a second 'for real' on a call

Tips on Facilitating the Partner Give-Get

- Prepare partners ahead of time
- Ensure people know that no commitments they might make are binding
- Schedule it carefully so you don't have to rush this part, it should provide a degree of psychological closure for the project development work from Modules 01-03, and opening up for the next phase where the team pitches for investment and/or funding.

Step Tool – Partner Give-Get

DESIGN CENTRAL PARTNER GIVE-GET TOOL

Project Partners	MY GIVE (what I'll invest)	MY GET (the ROI I want to get)	I DEFINE SUCCESS AS... (our win in the event of success)	I'M PREPARED TO RISK... (loss if we fail)
Partner 01				
Partner 02				
Partner 03				
Partner 04				
Partner 05				
Partner 06				
Partner 07				

Tips on Using the Give-Get Tool

- Project onto a common wall – real or virtual – and add / edit text directly into the document as each partner calls out their contribution
- Start by listing out all the partners on the LHS
- Then fill in the facilitation team's row to set the example
- Then ask each partner in turn for their contribution, allowing for other partners to edit their entries as they head complementary or interesting information from other partners
- Make it a fun, light-hearted process: this is where the rubber hits the road!

Design Central Outcome, Objectives + Key Results Tool

Describe the project outcome, objectives (milestones), and the key results (metrics) you feel are important to track progress.

Project Outcome

Objective 1	Objective 2	Objective 3

Key Result xx / xx	Key Result xx / xx	Key Result xx / xx	Key Result xx / xx	Key Result xx / xx	Key Result xx / xx

https://medium.com/startup-tools/okrs-5afdc298bc28

Design Central: Project Kanban Tool

Timing / Workstreams	Year Half 1	Y1H2	Y2H1	Y2H2	Y3	Y4
Eg. Project Checkpoints	FACRC Kickoff	FACRC Q Review	FACRC Q Review	FACRC Q Review	2 x Q Reviews	2 x Q Reviews
Eg. Customer Actions						
Eg. Tech Development						
Eg. Research Activity						
Eg. Other						

How to use: Start with workstreams, then add milestones for each workstream. Look for any critical paths.

Design Central: Partner Give-Get Tool

Team Member	MY GIVE (what I'll invest)	MY GET (the return Il want to get)	I DEFINE SUCCESS AS... (our win in the event of success)	RISKS I NEED TO MANAGE (mitigating loss of failure)
Partner 01				
Partner 02				
Partner 03				
Partner 04				
Partner 05				
Partner 06				
Partner 07				

How to use: Add or delete rows to make space for contributions and/or partners