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**How to Pivot Your Planning and Work One Quarter
at a Time During and After COVID-19**

Agenda

- Introductions and check in
- The pain of VUCA right now
- How we're used to planning with strategic alignment
- The change in mindset required for sprinting
- Tool for the 90-day sprint and/or 2-week sprint
- How to keep your team focused



What has been
the most
surprising to
learn during
this disaster?

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Our Agreements

- Turn off/silence all other tech
- Focus on this work and your learning
- Suspend judgment of yourself and others



About Me



COVID-19: The Ultimate Hot Mess

Volatility	<ul style="list-style-type: none">• This is impacting the economy in inconsistent ways.• It seems the stay-at-home orders will never end.
Uncertainty	<ul style="list-style-type: none">• There are no concrete transition plans for re-opening the economy.• We're not sure who to trust for information.• We don't know how many of our customers will come back.
Complexity	<ul style="list-style-type: none">• Your spaces are designed for bringing people together, not social distancing.• If you have a presence in multiple states, you have multiple scenarios to plan for.
Ambiguity	<ul style="list-style-type: none">• There's very little precedent for how to deal with this.• We don't know how this disease will evolve or return.

Organizational Alignment

Vision

- The inspiring future of your organization
- Answers the question: Why do we exist?

Mission

- The practical way in which the vision is achieved.
- Answers the question: How do we accomplish our vision?

Values

- Creates a framework for the culture and decisionmaking through a set of shared and expected behaviors

Organizational Alignment

Strategic Plan

- Articulates how the organization will move forward in 3 to 5 years:
 - What makes your organization unique and adds value for stakeholders
 - Requires you to say, "No,"
 - Creates alignment within a team and integration across departments

Goals

- Identifies measurable, visible progress for the organization, each department, each team, and each role.
- Make them compelling and pragmatic by using the SMART and SHIFT frameworks.
- SMART = specific; measurable; actionable; realistic/relevant; timed
- SHIFT = simple; helpful; intuitive; fun; timed

Operational Action Plan

- Plans forward based on past learnings; re-calibrates expectations; and creates contingency plans.
- List of projects and tasks that must be completed to meet goals
- An operational plan is usually created annually with 90-day sprints of the significant projects

Strategic planning assumptions

- We can control the future.
- We know our stakeholders and their behaviors.
- There are more good years than bad.
- Good planning requires deliberation and buy in, which requires time.
- Buy in means everyone will be satisfied.
- Communication can happen over time.
- Trees grow into the sky: we think patterns/trends last a lot longer than they actually do.



Your FEC's foundation is still its future.

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Mission

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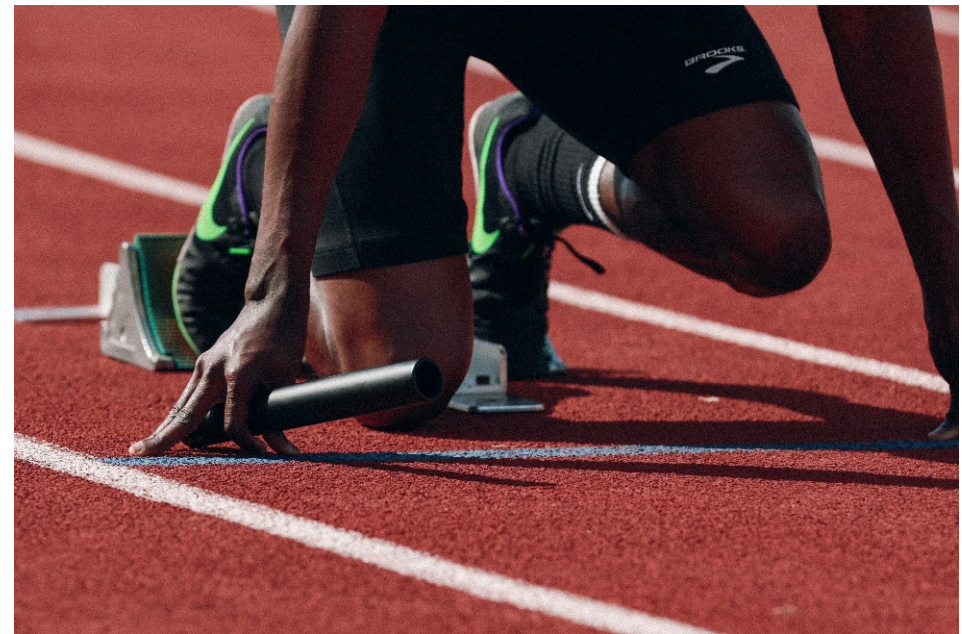
Values

- Creates a framework for the culture and decisionmaking through a set of shared and expected behaviors

The mindset that will allow you to sprint

We will

- Make decisions in the face of uncertainty.
- Move forward even though there is less under our control.
- Make the best decisions, with the info we have, with the right decisionmakers.
- Know that a fast decision doesn't mean it's a rash decision.
- Use every experience as a learning opportunity.



The mindset that will allow you to sprint

We will

- Focus resources on the most important work.
- Create clarity whenever possible.
- Communicate with consistency and more frequently.
- Probably frustrate people along the way.
- Realize we are imperfect humans doing the best we can.



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"Often when you think you're at the end of something, you're at the beginning of something else."

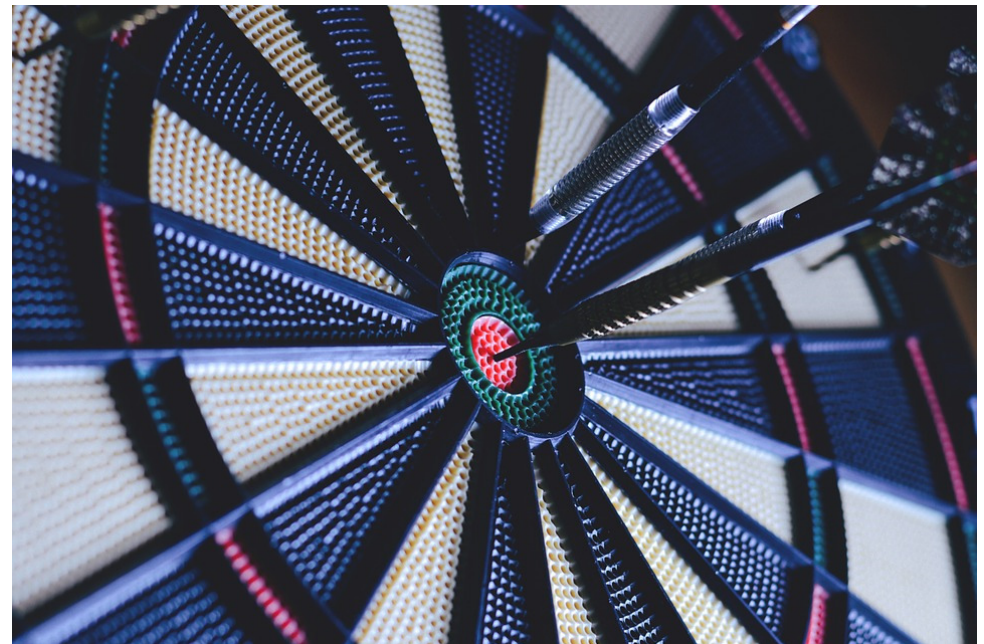
— Fred Rogers

Use the 90-day Sprint to Evolve and Focus

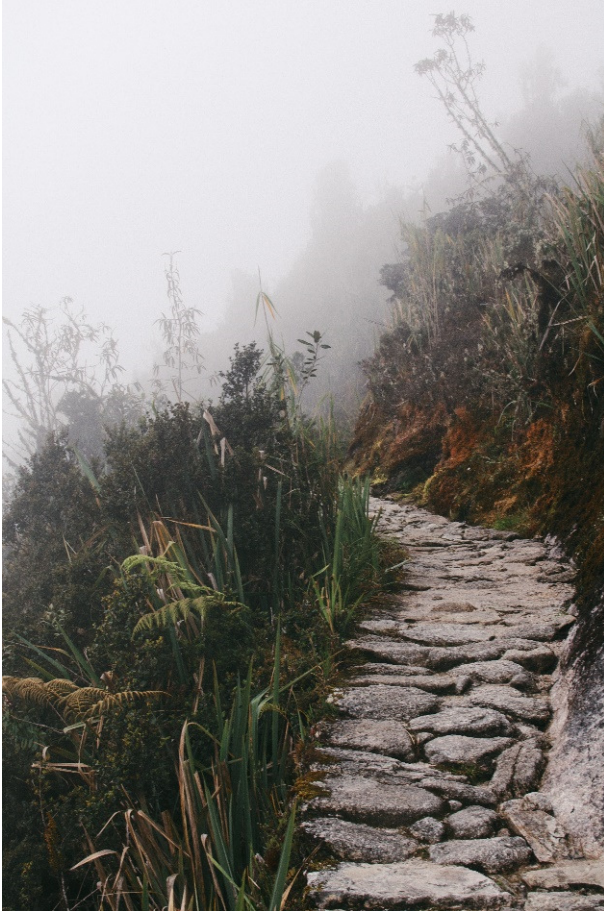
Goal/Focus Area:			
Success Criteria: what is forward progress?		What will we learn from this work?	
Projects and Actions	Responsibility	Budgeted resources: hours, money, and other resources	Due Date

Use the 90-day Sprint to Evolve and Focus

- Goal/Focus Area:
 - *Identify what you are working toward. Be as clear as possible.*
- Success Criteria: what is forward progress?
 - *Answer this question at the beginning of the sprint to articulate success for the whole team.*
- What will we learn from this work?
 - *Answer this question at the beginning of the sprint to add clarity to the uncertainty.*



Use the 90-day Sprint to Evolve and Focus



- Projects and Actions
 - *What action steps and milestones need to happen to advance the goal and success?*
- Responsibility
 - *1 person's name only*
- Budgeted resources
 - Hours, money, and other resources. *Identify anticipated resources as part of your brainstorming in order to create clarity.*
- Due Date
 - *A specific date*

Use the 90-day Sprint to Evolve and Focus

Goal/Focus Area:

Identify what you are working toward. It needs to be connected to an annual goal or the significant business disruption at hand. Be as clear as possible. You'll want to identify no more than 3 goals/focus areas per 90 days per team.

Success Criteria: what is forward progress?

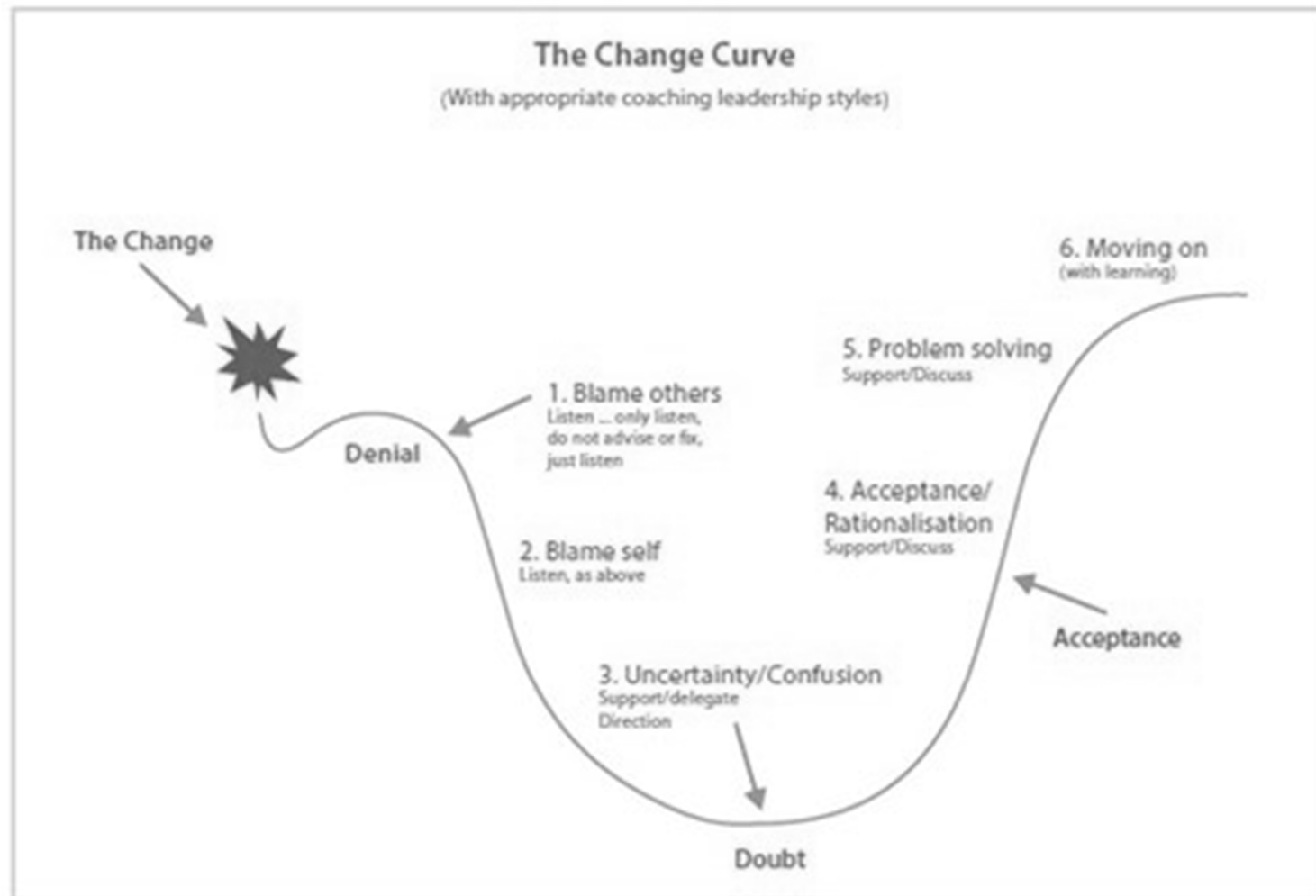
Answer this question at the beginning of the sprint to articulate success for the whole team.

What will we learn from this work?

Answer this question at the beginning of the sprint to add clarity to the uncertainty.

Projects and Actions	Responsibility	Budgeted resources: hours, money, and other resources	Due Date
<i>What action steps and milestones need to happen to advance the goal and success?</i>	<i>1 person's name only</i>	<i>Identify anticipated resources as part of your brainstorming in order to create clarity.</i>	<i>A specific date</i>

Change evokes many emotions



Key steps to keep your team focused

1. Measure progress frequently and schedule milestone reviews.
2. Have all team members list their urgent and important work each week.
3. Schedule all “important and urgent” for the week and “important and not urgent” work within the 90 day sprint and for “normal” work.
4. Always create clarity.
5. If an employee is not accepting the future change, ask him/her to create a personal plan to joyfully join in.

Questions or Comments

- What was most useful or most valuable for you?

THANK YOU!

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