

# LX DESIGN SPRINT

## from the LX Design Tribe Tool Set

A Learning Experience (LX) Design sprint is a fast-paced group exercise designed to promote creative thinking and rapid prototyping (low-fidelity). With a focus on empathizing with our learners, this sprint empowers teams to collaborate on finding a novel solution to a reasonable design challenge.

The files in this packet support an LX Design sprint. You can use these files to explore your own practice, or to host an LX Design Sprint with a group of participants. Feel free to modify these files to suit your specific environment. Included in this packet:

- “How Might We” design challenge statements (8.5 x 11)
- Simplified learner personas (8.5 x 11)
- To-Be Empathy canvas (24 x 36)
- Key Insights canvas (8.5 x 11)
- Blank “How Might We” reframing canvas (8.5 x 11)
- Six Ideas in Three Minutes canvas (24 x 36)
- Prototype canvas (8.5 x 11)

## Preparing for the Design Sprint

In advance of the LX Design Sprint, explore the options available for design challenges and personas you think would work best within the narrative that you can construct around each. Note that the sprint works best when participants collaborate in groups of 6-10.

1. Choose at least one of the “How Might We” statements as the design challenge you want to use in your design sprint.
2. Select 3-4 personas that would work within the framework of the design challenge(s) that you have selected.
3. Print out the design challenge and personas you have selected to distribute to your attendees.
4. Print out the design sprint canvases (1 for each group). Note that two of the canvases are 24x36 inches. You can print them smaller if you do not have access to a large format printer.

In addition to the sprint materials in this packet, you will need:

- Markers/pens
- Sticky notes (small square ones work well)

It is best to set up the room with everything out in advance of the session.

# Facilitating the Design Sprint

Welcome your team, and invite them to tap into their creativity and imagination as you work through each of these steps:

1. Articulate the design challenge
2. Introduce the personas
3. Work through the To-Be Empathy canvas
4. Take the pulse of the room
5. Identify obstacles and possibilities with the Key Insights canvas
6. Complete the 6 Ideas in 3 Minutes canvas
7. Share low-fidelity prototypes

## 1. **Articulate the design challenge.**

I highly encourage you to build out a narrative around the challenge. Feel free to create a new challenge that would resonate better with your team. *Timing: Take as much time as needed to establish the scenario here, but avoid taking too much time answering questions in advance.*

## 2. **Introduce the personas and ask participants to review them.**

Note that these are highly simplified personas intended to guide deeper exploration of the design challenge, and how/what/why our learners might be thinking, feeling, saying or doing. *Timing: 5-8 minutes*

## 3. **Work through the To-Be Empathy canvas.**

Guide participants to use the sticky notes to add their insights from the personas to the canvas. Prompt them to think deeply about how the learners are thinking/feeling/doing now, and how we want them to be thinking/feeling/doing in the future. Have them consider what it might take to get the learners from “now” to the “future”. It is helpful to review the question prompts on the canvas and use them as you guide participants through this step. *Timing: 15-20 minutes*

## 4. **Take the pulse of the room.**

Have learners share out some key things they have discovered up to this point. Options are to have someone from each group move to another group and share, or to openly ask for input. I ask folks to “shout out” one thing that stands out for them in the process up to this point. *Timing: 2-5 minutes*

## 5. **Identify obstacles and possibilities with the Key Insights canvas.**

Have learners take what they have discovered in the To-Be process and articulate what they think the true design challenge is. This is one method of honing our “How Might We” statements. It’s a bit like Mad Libs! Encourage your participants to share these with the room as they complete them. *Timing: 5-8 minutes*

**6. Complete the Six Ideas in Three Minutes canvas.**

Note that this canvas has three parts: Six Ideas; Insights; and Possibilities. Part 1: Warn participants in advance that they will only have three minutes (feel free to change this if you feel you need more time). Participants only need to complete the Six Ideas in the allotted time. Parts 2 and 3: Give participants another 5 minutes to discuss and jot down their reasons why these ideas came to mind, and how they might manifest in response to the design challenge. *Total Timing: 8-10 minutes*

**7. Share low-fidelity prototypes.**

Based on the ideas generated in the prior step, have participants agree on one idea to put forward as a prototype in response to the design challenge. In this design sprint, a prototype can be as simple as a description or illustration of a solution. These descriptions can range from simple and elegant to elaborate and seemingly impractical. Every prototype should be considered a triumph in this space! I have used collaborative technologies to enable participants to share their prototypes, and display them on a screen in the room as they are entered in. *Timing: 8-10 minutes*

# **“How Might We” Design Challenge Statements**

## Design Challenge

**How might we  
integrate VR into  
our customer  
service training?**



## Design Challenge

**How might we use  
the features of our  
LMS to make  
compliance training  
more engaging?**



## Design Challenge

**How might we use  
online meeting tools  
to deliver leadership  
training to our entire  
global workforce?**



## Design Challenge

**How might we tap into  
our multigenerational  
workforce to shape our  
technology roadmap?**





## Design Challenge

**How might we use  
video and audio  
technologies to  
promote a culture  
of inclusion?**

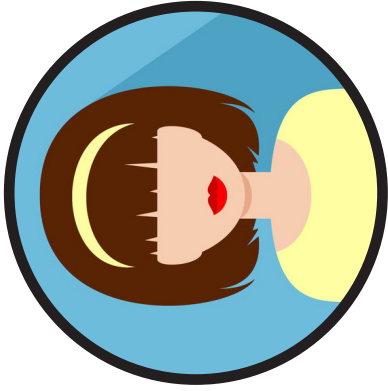


## Design Challenge

**How might we use  
location-based  
technology to  
provide just-in-time  
training?**



# **Learner Personas**



## Amanda

Lab Technician  
at GHI Software

Character: Loyalist

Amanda has been with  
the company for 4 years.

### Computer

PC at work  
Mac at home

### Mobile

iPhone

### Tablet

Surface Pro at Work

### Go-To Resources

Colleagues

*“I wish I had easy access relevant training when and where I need it. Every time a component breaks down, I need to stop what I’m doing and check the knowledge base for step-by-step repair instructions.”*

## Actions

Amanda works in the R&D lab and is responsible for testing new equipment. She often finds herself distracted by irrelevant content when looking for help online in the company knowledge base.

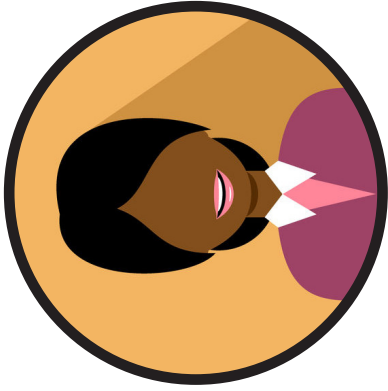
When things break down in the lab, Amanda has started to ask her colleagues to fix things, rather than learning how to fix things herself.

## Frustrations

- Documentation is hard to find and navigate
- Training offered by HR is out of date and irrelevant
- Management is tired of employees asking for more useful training materials

## Expectations

- Just-in-time training integrated into the everyday workflow
- Opportunities to “learn by doing”
- Mobile enabled learning content
- Access to mentors with a substantial amount of company experience



## Candace

Chief Learning Officer  
at GHI Software

Character: Achiever

Candace has been with  
the company for 11 years.

### Computer

PC at work

PC at home

### Mobile/Tablet

Multiple devices  
used to keep track  
of tech innovations

### Go-To Resources

Company Intranet  
TED

Capterra

*“I strive to create authentic learning solutions that enable employees to experience realistic work situations. I want our learners to be able to apply what they have learned to their actual job.”*

## Actions

Candace is passionate about the integration of technology into learning solutions and is always on the lookout for innovative approaches.

Candace has a stellar record showing key stakeholders that the investment in learning and development is worthwhile.

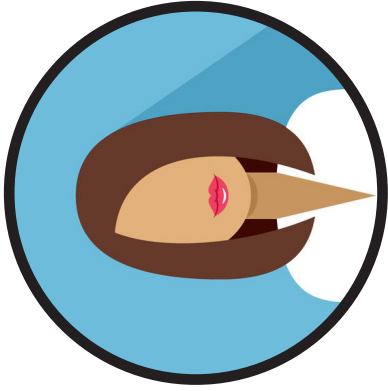
She considers herself to be extremely tech-savvy.

## Frustrations

- RFP process takes too long so acquired learning technology does not reflect advances in capabilities
- Company employees reluctantly participate in required compliance training activities
- Fear of change at all levels of the organization

## Expectations

- Fully funded budget based on clear learning evaluation metrics
- Additional funding for the research and integration of innovative learning technologies
- Support for the adoption of informal learning solution designs



*“I love my team and we are like a family, but I know so little about the other teams that we work with. I know it would help on so many levels if we could build a bridge across these silos.”*

## Yaelle

Software Engineer  
GHI Software

Character: Enthusiast

Yaelle has been with the company for 3 years.

### Computer

Mac at work

Mac at home

### Mobile/Tablet

Multiple devices  
used to keep track  
of tech innovations

### Go-To Resources

Reddit

TechCrunch

Fast Company

## Actions

Yaelle is an outgoing person who works hard to build community and a culture of inclusion among her colleagues.

She actively reaches out to the software engineers on the company’s Finland team to learn more about their culture and approaches to work-life balance.

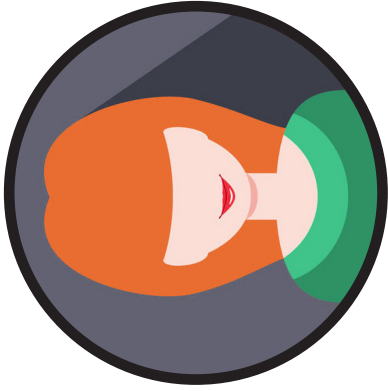
Yaelle embraces the term “millennial”.

## Frustrations

- Inconsistent use of software and hardware across the global enterprise
- No clear message about company culture or how an individual can shape that culture
- Silos make it difficult to know (and work with) other teams around the world

## Expectations

- Access to communication and collaboration technologies
- Support for the use of available community engagement tools within the company LMS
- Organization-wide culture of diversity and inclusion



## Siobhan

Customer Service Rep  
GHI Software

Character: Helper

Siobhan has been with the company for 2 years.

### Computer

PC at work

### Mobile/Tablet

Samsung Galaxy

Amazon Fire Tablet

### Go-To Resources

Company Intranet

FAQs

Quora

*“After two years, I’m still afraid that I will do something awful when I’m dealing with a difficult customer. My colleagues tell me to just keep trying, and I know that I need more experience. I am just so afraid of failing.”*

## Actions

Siobhan likes to help customers find what they need online, as long as they are clear about what they actually need.

She encourages customers to use social media tools to find solutions to their problems, helping them learn to help themselves.

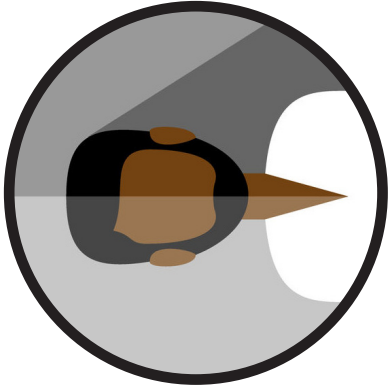
She has trouble dealing with irate customers, and typically calls a supervisor to help if issues arise.

## Frustrations

- No access to immersive soft-skills training that allows for failure
- Limited time during work hours for professional development
- Outdated FAQs that do not reflect how users are interacting with the product and/or technology

## Expectations

- Access to new skills training within a safe and non-critical environment
- Support for professional development within and outside the organization
- Technology and documentation that continuously evolve to support the customer service team



## Ishti

Training Facilitator  
GHI Software

Character: Challenger

Ishti has been with the company for 27 years.

### Computer

PC at work

PC at home

### Mobile/Tablet

iPhone

iPad

### Go-To Resources

Colleagues

Magazines

LinkedIn

*“I’ve been around for a while, and my experience tells me to be thoughtful when adopting a new technology. I want to know how these existing (and future) tools and applications are going to help our learners.”*

## Actions

Ishti is a mid-career seasoned trainer who is hesitant to adopt new technologies.

A bit skeptical of blended learning, Ishti misses being in front of the classroom.

He would like to know more about emerging technology and how it might help his learners - as long as it enhances the training experience and is easy to learn.

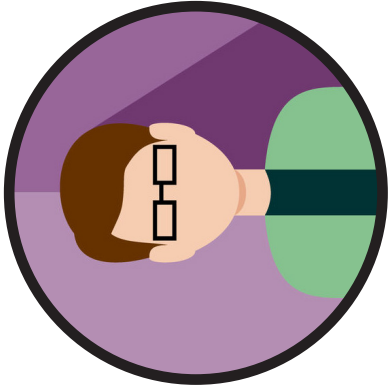
## Frustrations

- Leadership does not consider the impact technology initiatives might have on human interactions
- Everyone gets excited about, just another new shiny technology without a plan for the future
- Millennials are driving all technology decisions

## Expectations

- Recognition and respect for experience and expertise
- Training opportunities targeted to a multi-generational workforce
- An openness to wisdom that comes with age





## Skye

Solutions Architect  
GHI Software

Character: Individualist

Skye has been with the company for 1 year.

### Computer

PC and Mac at work  
Mac at home

### Mobile/Tablet

Samsung Galaxy  
Surface Pro

### Go-To Resources

Reddit  
Innovation Excellence  
Idea to Value

*“I know that I can shape our technology to better meet the needs of our clients. I wish my voice carried more weight within the company. I know I could help us innovate and have a competitive edge.”*

## Actions

Skye works with GHI clients to ensure a seamless integration of technology into their workflow.

Skye is an avid social media user, and often promotes the use of new tools and technologies to the Solutions team leader.

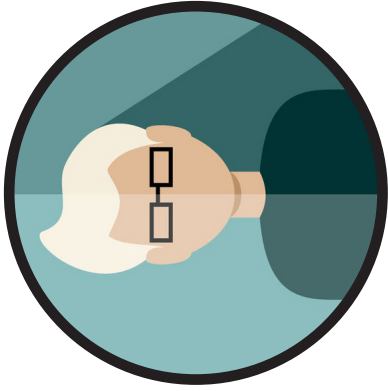
Skye feels that his innovative vision and approaches are not always welcomed by older team members.

## Frustrations

- Leadership requires a formal review of technology tools or apps before they can be used by a team
- Team members do not consider the benefits of innovation and change
- Older generations are unwilling to accept the quick pace of change in technology capabilities

## Expectations

- Willingness to embrace innovation and change
- Support for technology exploration related to client solutions
- Room to contribute to the future operations and potential of the company



## Wallace

Compliance Manager  
GHI Software

Character: Investigator

Wallace has been with the company for 9 years.

### Computer

PC at work

### Mobile/Tablet

iPhone

iPad

### Go-To Resources

TED

Udemy

EdEX

LinkedIn Learning

*“Technology has enabled me to learn what I want, when and where I want to learn. I wish everyone at GHI shared my passion for learning. My goal is to find a way to leverage the tech we have to do just that!”*

## Actions

Wallace manages a team of legal professionals, and is an avid lifelong learner.

He sees technology as a means to supporting any and all learning, and is open to trying new tools and applications.

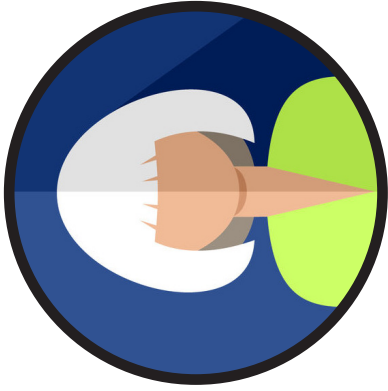
Wallace often pilots new technologies for other teams and provides in-depth feedback on the viability and usability of the proposed solution.

## Frustrations

- IT leaders are hesitant to enable the social components of the LMS
- Compliance department is siloed from other HR and training functions
- Training solutions proposed by legal team tend to leave out the human element

## Expectations

- Support for social and informal learning across all subject areas
- Feedback and reporting taken into consideration during decision making processes
- Room to contribute to the future operations and potential of the company



## Annika

Client Services Manager  
GHI Software

Character: Reformer

Annika has been with the company for 9 years.

### Computer

PC at work

PC at home

### Mobile/Tablet

Google Pixel

iPad

### Go-To Resources

Salesforce

Slack

Zoom

LinkedIn Learning

*“I know we’re in many different time zones, but I still think we can build a community of practice for our customer service staff. Think of what they could learn from each other if they had the opportunity to share!”*

## Actions

Annika manages over 500 customer service professionals around the world.

She has a stellar record of employee retention, and is committed to upskilling her staff on a regular basis.

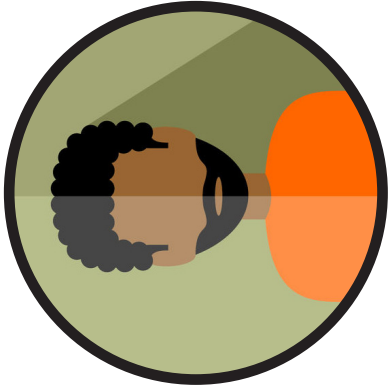
Annika is exploring ways that technology can bring her dispersed teams together, and provide real learning experiences at the same time.

## Frustrations

- Staff members are living and working in different time zones, making it difficult to build community
- Limited access to immersive soft-skills training that allows for interaction and failure
- Limited time during work hours for professional development

## Expectations

- Support for social and informal learning across all subject areas
- Training opportunities targeted to a global workforce
- Support for the use of available community engagement tools within the company LMS



## Benji

R&D Manager  
GHI Software

Character: Peacemaker

Benji has been with the company for 11 years.

### Computer

PC at work  
Mac at home

### Mobile/Tablet

iPhone  
iPad

### Go-To Resources

MindTools  
Colleagues  
LinkedIn Learning

*“I’ve been tasked with bringing just-in-time training to my team, but what about the entire organization? I want to be the kind of manager that leverages technology solutions throughout the entire company.”*

## Actions

Benji is new to managing the R&D team, and is looking for ways to improve access to training.

While recently in the lab, he noticed that when problems arise, the R&D techs leave the lab and go back to their desks to look up solutions.

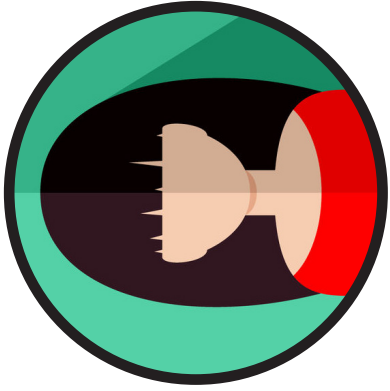
Leadership has tasked Benji with finding a way to bring just-in-time training into the lab.

## Frustrations

- Staff members are not participating in training offered by HR
- Little or no access to training resources for staff working in the R&D lab
- Possible just-in-time training solutions for the entire organization are not being considered

## Expectations

- Access to new skills training within a safe and non-critical environment
- Room to contribute to the future operations and potential of the company
- Funding for the research and integration of innovative learning technologies



*“There are so many brilliant people working at GHI! They really get why I love technology. I just wish that my voice mattered. Maybe if they hire me when I graduate, my stories will make a difference.”*

## Maya

Intern  
GHI Software

Character: Enthusiast

Amanda has been with the company for 3 months.

### Computer

PC at work  
Mac at home

### Mobile/Tablet

iPhone  
iPad

### Go-To Resources

Twitter  
Reddit  
Medium  
NPR

## Actions

Maya brings a breath of fresh air to GHI. She loves to share new tech tools and applications to make her colleague’s work easier.

Maya would love to have input into technology adoption decisions and is eager to provide feedback on pilot initiatives.

Maya will be graduating in June and hopes to be hired full-time in the R&D lab at GHI.

## Frustrations

- Lack of interest in fresh ideas or personal stories
- Little or no opportunity for interaction outside the intern pool
- Leadership has little or no interest in hearing from innovative interns

## Expectations

- Recognition and respect for novelty and inspiration
- Opportunities targeted to a multi-generational workforce
- Global, social, and inspirational communication channels

**“To-Be”  
Empathy  
Canvas**

# Empathize: To-Be Scenario

## WHAT WE HAVE

What are some key things your learners do now? What are they NOT doing?  
What are the differences between what they say and what they do?

PRESENT

DOING

## WHAT WE WANT

What are some key things you want your learners to do? What do you want them to avoid?  
What new methods, approaches, or strategies do you want them to adopt?

FUTURE

What will it take  
to get us there?

What really matters to your learners? What inspires them? What motivates them?  
What holds them back? What are their dreams and aspirations? What are their concerns?

PRESENT

THINKING

What do you want to matter most to your learners? What can motivate them further?  
What would inspire them to play a larger role in the success of the learning initiative?

FUTURE

What are your learners' biggest frustrations? What obstacles are in the way?  
What risks are they ready to take? How do they define success?

PRESENT

FEELING

What positive experiences do you want to enable and shape?  
What incentives can you implement to support those experiences?

FUTURE

# **Key Insights Canvas**



# Empathize: Key Insights

**Our learners** \_\_\_\_\_

(activity, action, situation)

**because** \_\_\_\_\_

(aim, need, outcome)

**but** \_\_\_\_\_

(restriction, obstacle, friction)

**yet** \_\_\_\_\_

(possibility, option, ideal)



# **“How Might We” Reframing Canvas**

**reDefine: How Might We**

**How might we...**

# **Six Ideas in Three Minutes Canvas**

# Ideate: Six Ideas in Three Minutes

1

2

3

4

5

6

**INSIGHTS**  
What remarkable realizations can you leverage to better respond to your design challenge? (i.e., efficiency, engagement, immediacy)

WHY

**POSSIBILITIES**  
What would it look like to manifest these ideas in response to your design challenge?

HOW

# **Prototype Canvas**

# Prototype: Idea Synthesis & Essence

