SPRINT RELAY

The *Sprint Relay* is a methodology that makes adaptive implementation practical. As part of a *Sprint Relay*, agencies collaborate over 100-days (a Sprint) to produce a concrete, useful product designed to support adaptive implementation within - and sometimes across - agencies. Each 100-day Sprint builds on (and builds toward) a related initiative or Sprint. The Sprint Relay will guide the work of the Practical Adaptation Network, and will be facilitated by Feedback Labs.

PRINCIPLES

Sprint Relays incorporate five core principles:

1. **Self-starting Teams:** Sprint teams arise out of member conviction that they will be useful and produce results. Sprint teams determine their own deliverables. Feedback Labs provides the track to run on, but it's up to Sprint team members to run fast.
2. **Tangible Batons:** Sprint teams must produce something tangible that spurs and enables future action. The purpose of a Sprint is to create a concrete product, not just a series of conversations. Sprint team members don't participate in a Sprint to talk, they're there to get somewhere!
3. **Irreversible Momentum:** Sprint teams should choose their deliverable with an eye to making it difficult for their agencies and the sector to revert back to the old status quo. Deliverables should act like a ratchet, preventing the system from sliding back.
4. **Speed over Precision:** Each Sprint will last no longer than 100-days. Running fast – not producing perfect products – will be a hallmark of Sprint teams.
5. **Adaptive Running**: Sprint teams will apply the principles of adaptive implementation during their 100-day Sprint: experiment and iterate; make small bets; fail early and often (teams can fail 99 times in 100 days and still succeed in their Sprint)!

Examples of deliverables arising from a Sprint include:

• New procurement guidelines that can be tested in future adaptive programs on at least a pilot basis
• Five principles for enabling adaptive implementation to bring to senior management
• A training module to help HR specialists hire for adaptable problem-solving attributes

In each case above, the deliverable would be developed - and preferably piloted - across two or more agencies.

- **The Team:** Each Sprint team consists of at least two (preferably three) members from at least two (preferably three) different agencies. Each Sprint team has one agreed primary point of contact, and one or two co-leaders.

- **The Track:** Feedback Labs facilitates a supporting process for each Sprint - a track for Sprint teams to run on. This process consists of a series of in-person meetings and virtual check-ins that focus on peer feedback to refine Sprint team deliverables. Between check-ins, Sprint teams structure their work together to ensure they produce a quality deliverable.

- **The Sprint:** Each Sprint lasts 100 days, with Sprint teams pushing themselves and each other to refine, improve and deliver a concrete, useful, high-quality product. In the 100 days, Sprint teams are dedicated to running as hard as they can.

- **The Handoff:** At the end of the 100 days, each Sprint team presents their deliverable to the stakeholders who will build upon it. Part of the Sprint includes identifying and motivating these stakeholders, who will comprise the team for the next leg of the Relay. This team includes a mix of managers, senior leaders, implementation specialists, those who will test the deliverable and those who will build on it in future Sprints. The handoff is a chance to hear feedback and build support and momentum for the next Sprint. Feedback Labs works with the initial team to ensure that handing off the baton is a smooth transition.

- **The Relay:** A Relay links together multiple Sprints over time, with Sprint teams building on the deliverables from previous Sprints. The Relay allows for iteration and building toward greater impact by linking up the achievements of many Sprints. Just as Feedback Labs provides the track for each individual Sprint, Feedback Labs provides the scaffolding for the Relay as well.

SPRINT RELAY SCHEDULE FOR PRACTICAL ADAPTATION NETWORK (PAN)

July

- Feedback Labs supports the formation of Sprint teams during the kickoff meeting on July 20
- Sprint teams determine their proposed product and state what will be delivered by October 28
- Sprint teams meet with the frequency determined most useful to the team, with a minimum of one Feedback Labs-supported check-in per month

August

- Sprint team work continues
- No required Feedback Labs-supported check-ins in August

September

- Optional in person working session in DC, hosted by Feedback Labs
- Sprint teams meet with the frequency determined most useful to the team, with a minimum of one Feedback Labs-supported check-in per month

October

- Sprint teams meet with the frequency determined most useful to the team, with a minimum of one Feedback Labs-supported check-in per month
- October 28: end of first Sprint, beginning of hand-offs for all teams