

# *Welcome*

## **IBM Enterprise Design Thinking**

KP.org unfreeze program (phase 2)  
detailed implementation planning

# agenda

Day One			
Timing	Topic	Room	Activities
08.30 – 09.00a	Arrive	main room	Breakfast
09.00 – 09.30a	Welcome	main room	Wendy and Rob set the stage for the workshop with Executive Insights
09.30 – 09.45a	Introductions	main room	
09.45 – 10.15a	Socializing the Unfreeze Organization	main room	Alice explains the Unfreeze Organization by defining the structure, work streams and plan
10.15 – 10.30a	On Boarding	main room	Scott recounts last week’s sessions
10.30 – 11.30p	Aligning the Teams	main room	Tower Leaders share their ‘Big Ideas’
11.30 – 12.30p	Prioritizing the “Big Ideas’	main room and tower break out rooms	Towers prioritize their ‘Big Ideas’
12.30 – 01.15p	Working Lunch		
01.00 – 01.15p	Learning Hills	main room	Scott explains what makes a good ‘Hill’
01.15 – 02.30p	Hills	tower break out rooms	Towers write ‘Hills’
02.30 – 05.00p	Action Plan First Draft	tower break out rooms	Towers break down their ‘Big Ideas’ into an ‘Action Plan’ with a focus on dependancies

# agenda

Day Two			
Timing	Topic	Room	Activities
08.30 – 09.00a	Arrive	main room	Breakfast
09.00 – 09.15a	Welcome	main room	Quick recap of day one
09.15 – 10.30a	Playbacks	main room	Towers share their ‘Prioritization Grids’ and ‘Hills’
10.30 – 12.00p	Action Plan (continued)	tower break out rooms	Towers continue to define their ‘Action Plans’
12.00 – 12.45p	Lunch		
12.45 – 03.30p	Action Plan (continued)	tower break out rooms	Action Plans’ are broken into initiatives and tasks   dependancies are identified
03.30 – 05.00p	Playbacks	main room	Towers share the first draft of their ‘Action Plans’

# agenda

## Day Three

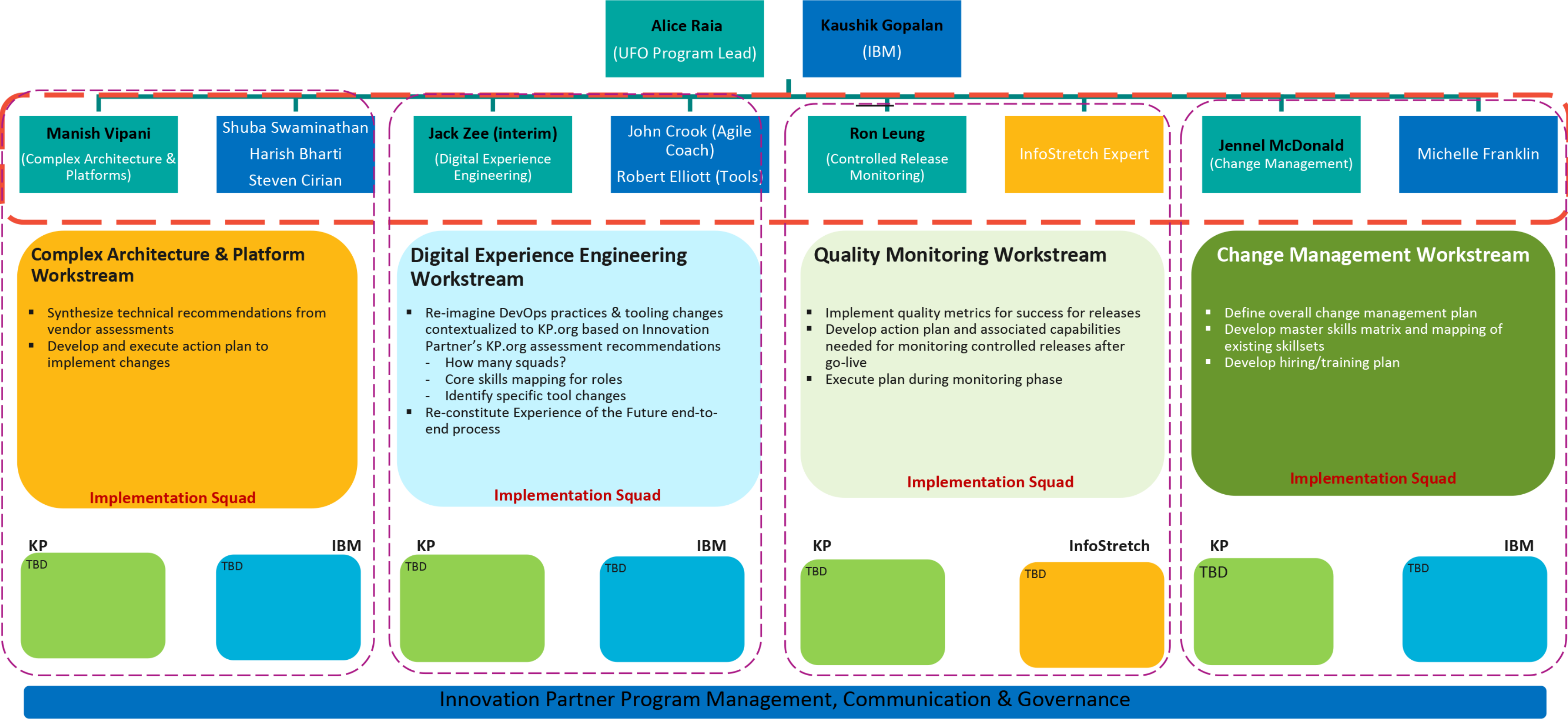
Timing	Topic	Room	Activities
08.30 – 09.00a	<b>Arrive</b>	main room	Breakfast
09.00 – 10.00a	<b>Welcome</b>	main room	Detailed recap of day one with a focus on dependancies and setting up Tower appointments
10.00 – 12.15a	<b>Action Plan and Meetings</b>	main room and tower break out rooms	Towers refine their ‘Action Plans’ and prepare for meetings with Change Management
10.00 – 10.45a	<b>Change Management Meeting</b> Complex Solution Architecture	main room	Complex Solution Architecture and Change Management align on dependancies
10.45 – 11.30a	<b>Change Management Meeting</b> Digital Experience Engineering	main room	Digital Experience Engineering and Change Management align on dependancies
11.30 – 12.15p	<b>Change Management Meeting</b> Quality Monitoring	main room	Quality Monitoring and Change Management align on dependancies
12.15 – 01.00p	<b>Lunch</b>		
01.00 – 03.00p	<b>Action Plan</b>	tower break out rooms	All Towers align on their ‘Action Plans’ and prepare for the “Executive Playbacks”
04.00 – 05.00p	<b>Executive Playbacks</b>	main room	Towers share their ‘Action Plans’ and workshop outputs

# introductions

# socializing the Unfreeze Organization

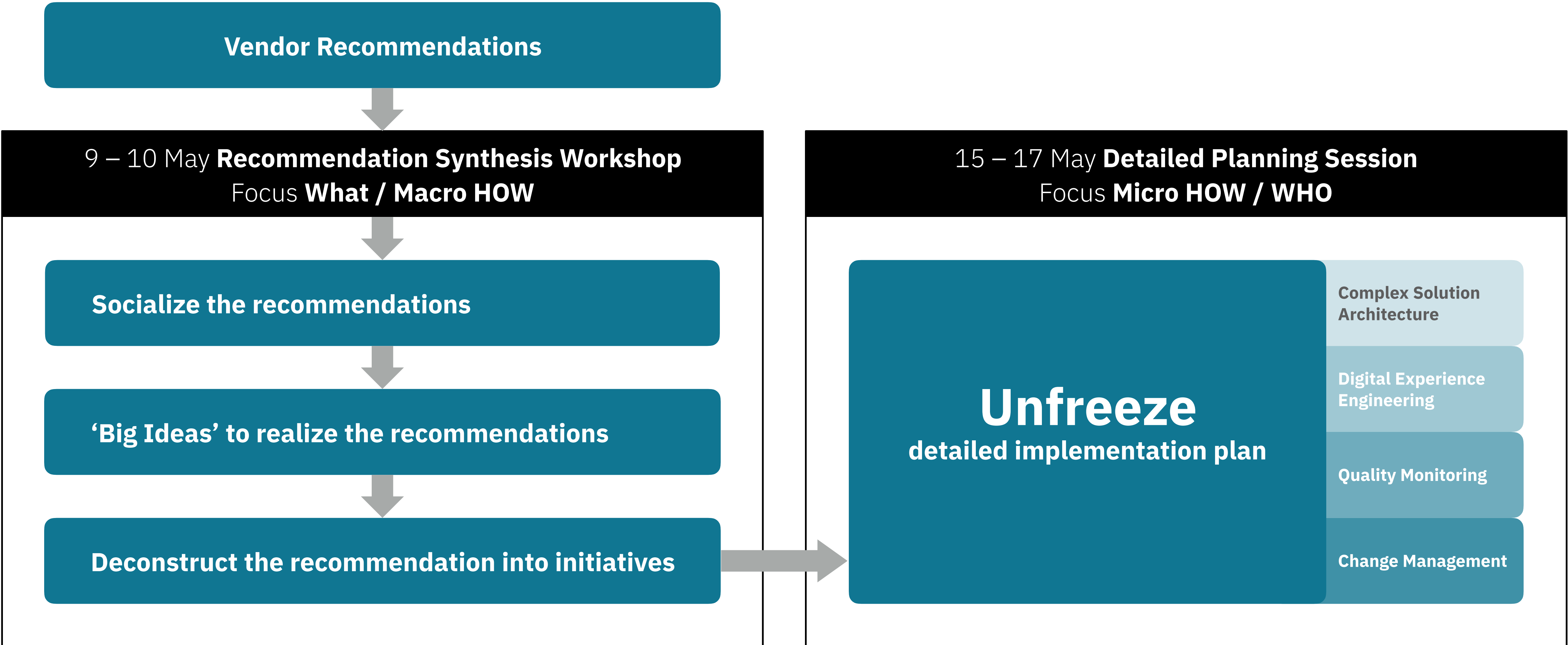
# UnFreeze Organization (UFO) 2-in-a-box Team Structure and Workstreams

The Unfreeze core team will consist of KP leaders, IBM, and InfoStretch experts - each workstream will address multiple unfreeze mandatory actions.



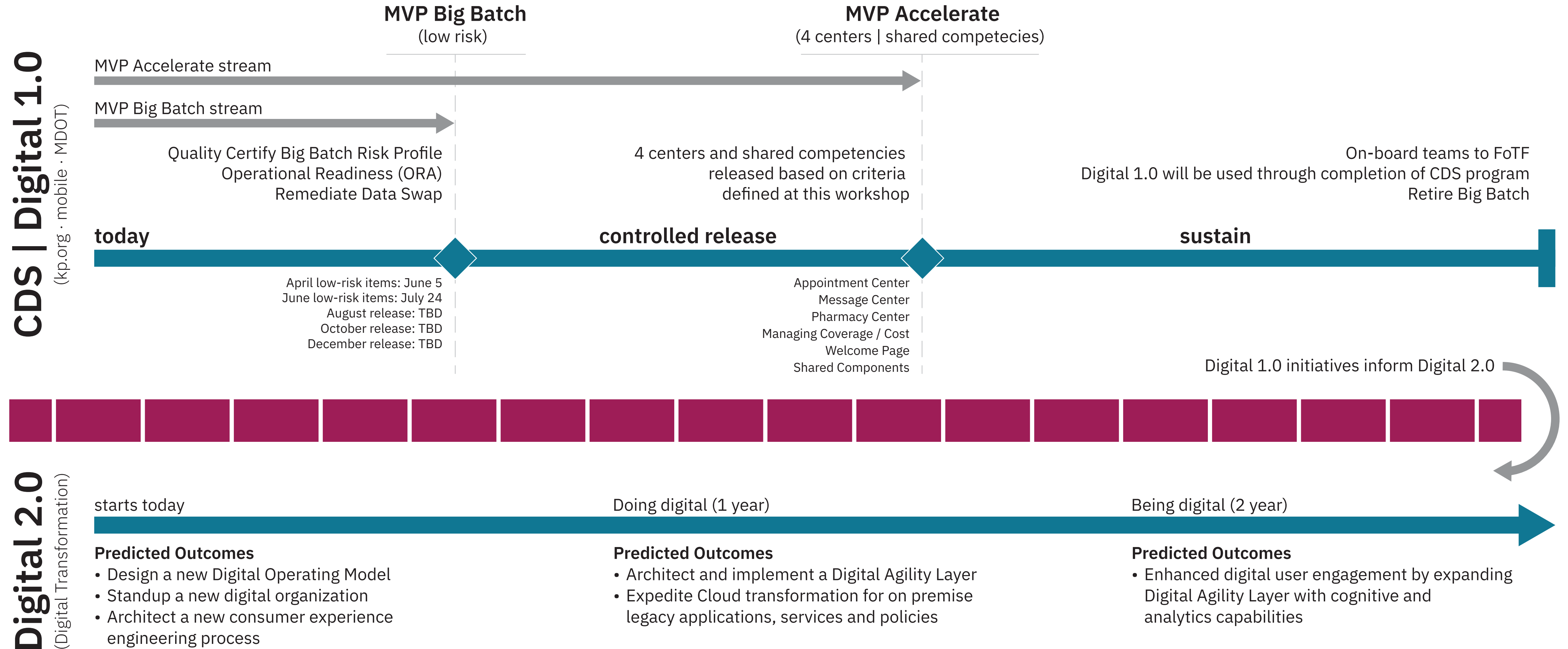
1. Further cross functional team members within each implementation squad need to be identified by core team
2. There will be interdependencies between workstreams that need to be fleshed out during the Reimagine sessions
3. Innovation Partner brings thought leadership, scale and experience. KP leads bring ownership and context

# planning approach





# kp.org digital transformation approach



on boarding **last week's sessions**

## needs statements

LIZ, THE  
BUSINESS  
ANALYST

REDUCE HOW  
MANY TIMES  
SHE ENTERS  
CUSTOMER  
INFO

SHE HAS  
ALL HER  
DATA IN  
ONE PLACE

# needs statements

**The user/team**

---

needs a way to

**do something  
that addresses  
the need**

---

so that

**there is the  
desired benefit**

---

# needs statements

LIZ, THE  
BUSINESS  
ANALYST

needs a way to

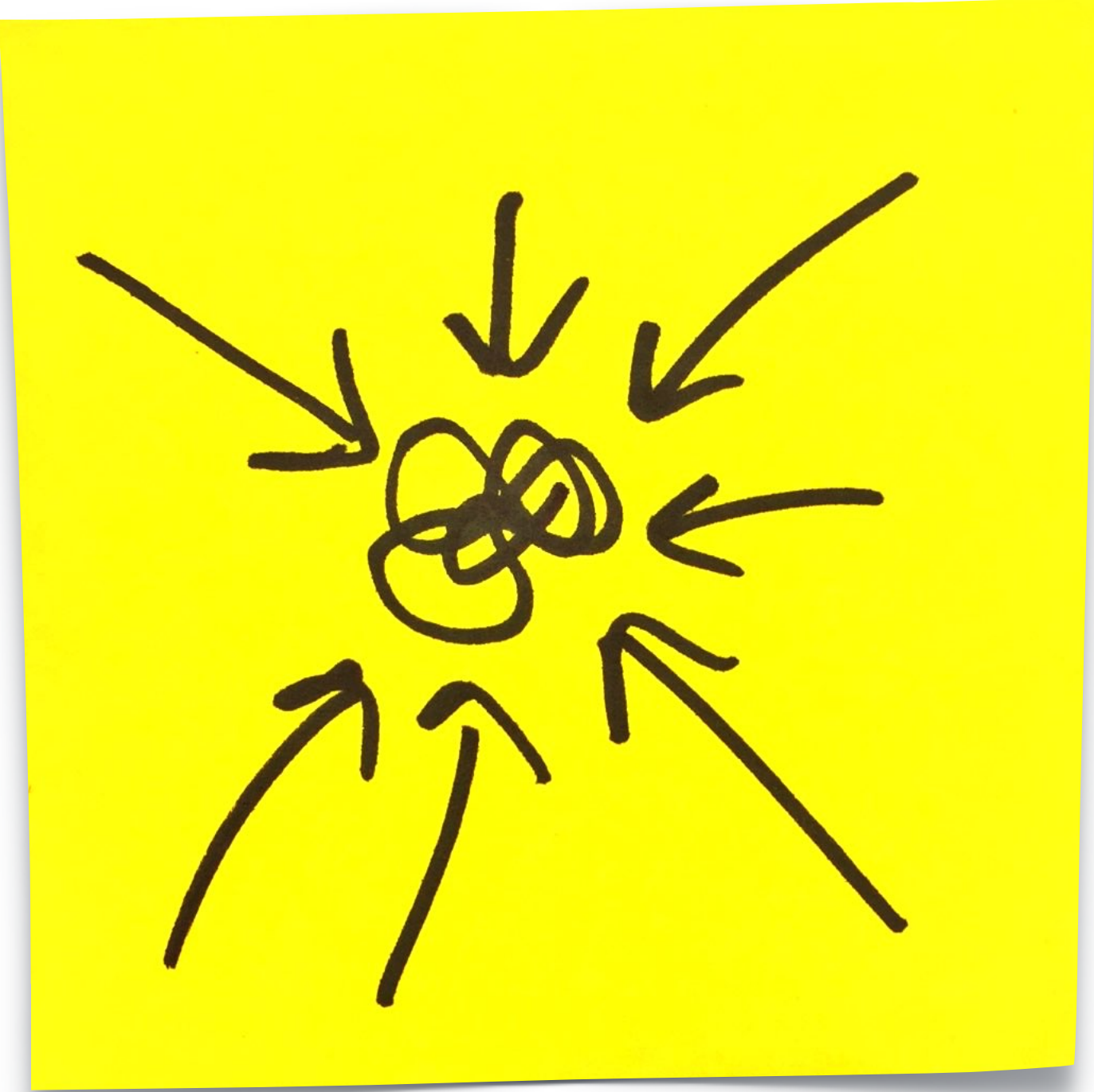
REDUCE HOW  
MANY TIMES  
SHE ENTERS  
CUSTOMER  
INFO

so that

SHE HAS  
ALL HER  
DATA IN  
ONE PLACE

prioritizing the initiatives

# prioritization



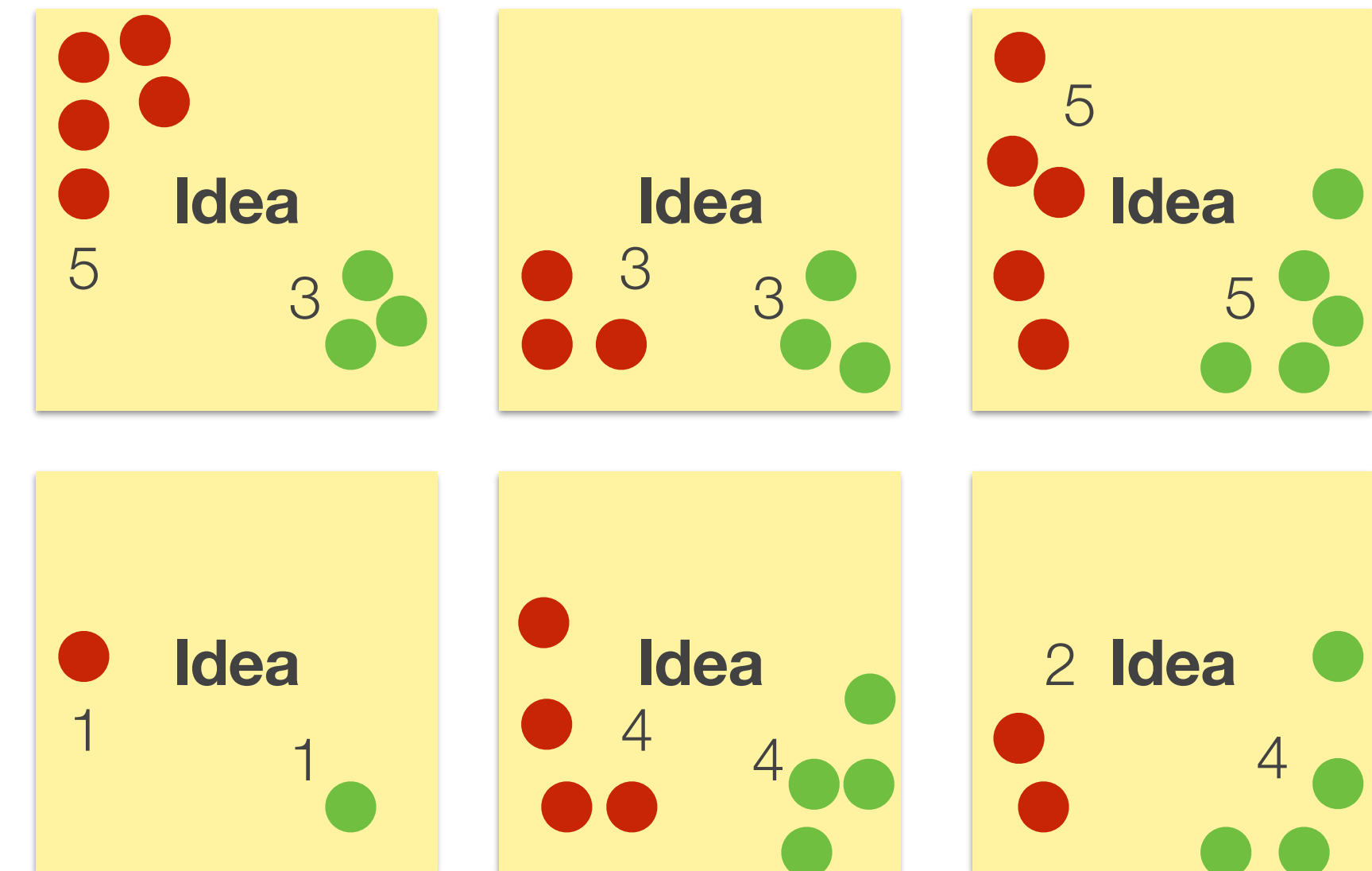
## prioritizing the initiatives

Which of these big ideas has the **most value** to your user and is **feasible** within your given release or planning period?

# prioritizing the initiatives

## voting

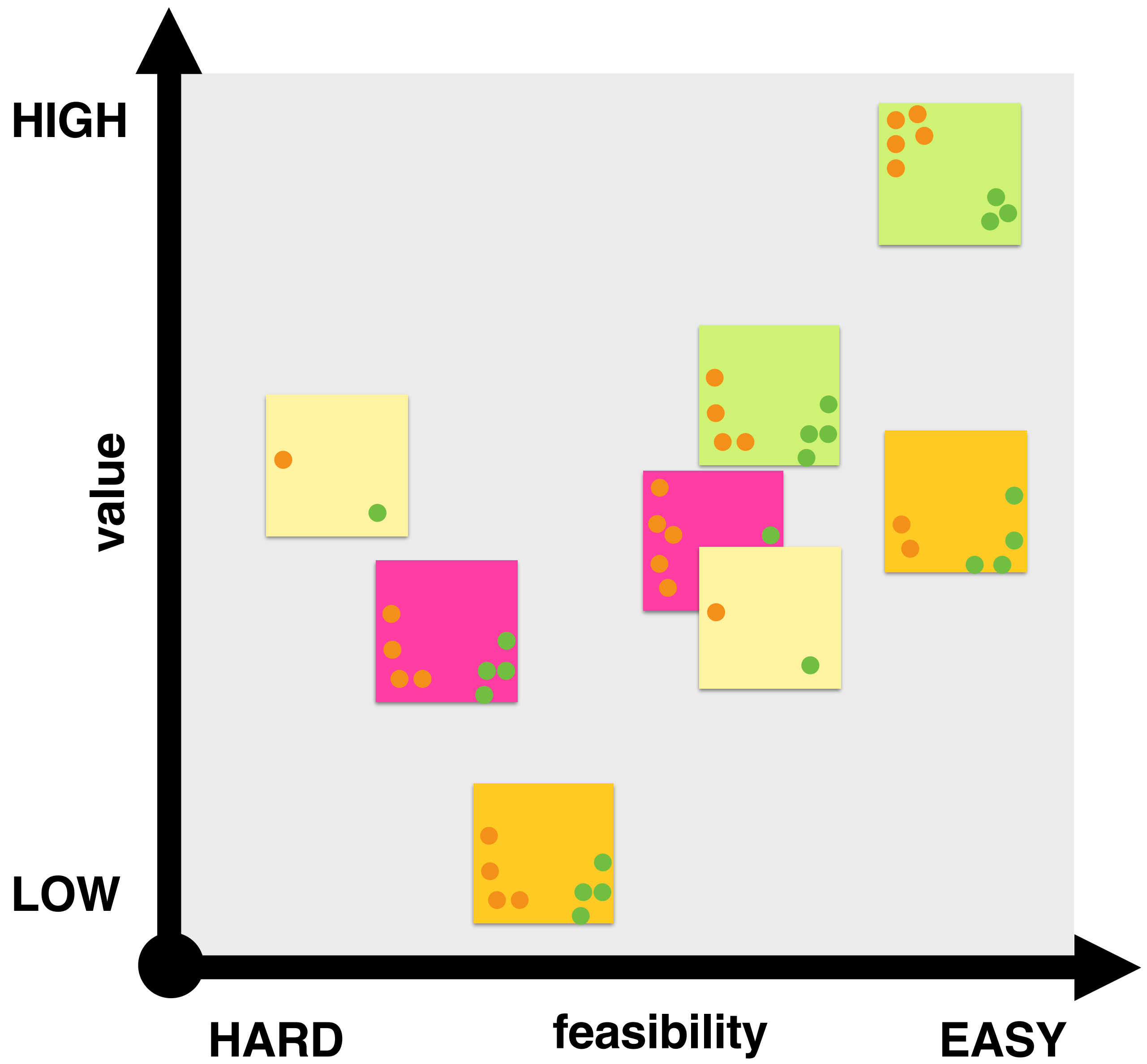
- evaluate each idea quickly and on your own
- vote for the ones that have the greatest value and are the most feasible (time · money · technology)
- each person gets **3 green feasibility votes**
  - can we do this as an organization?
  - is this technically feasible?
- each person gets **3 red value votes**



# prioritizing the initiatives

## plotting on our grid

- draw two axes: **value** and **feasibility**
- add up the votes on each idea and plot them based on number of votes
- discuss and adjust placement as necessary

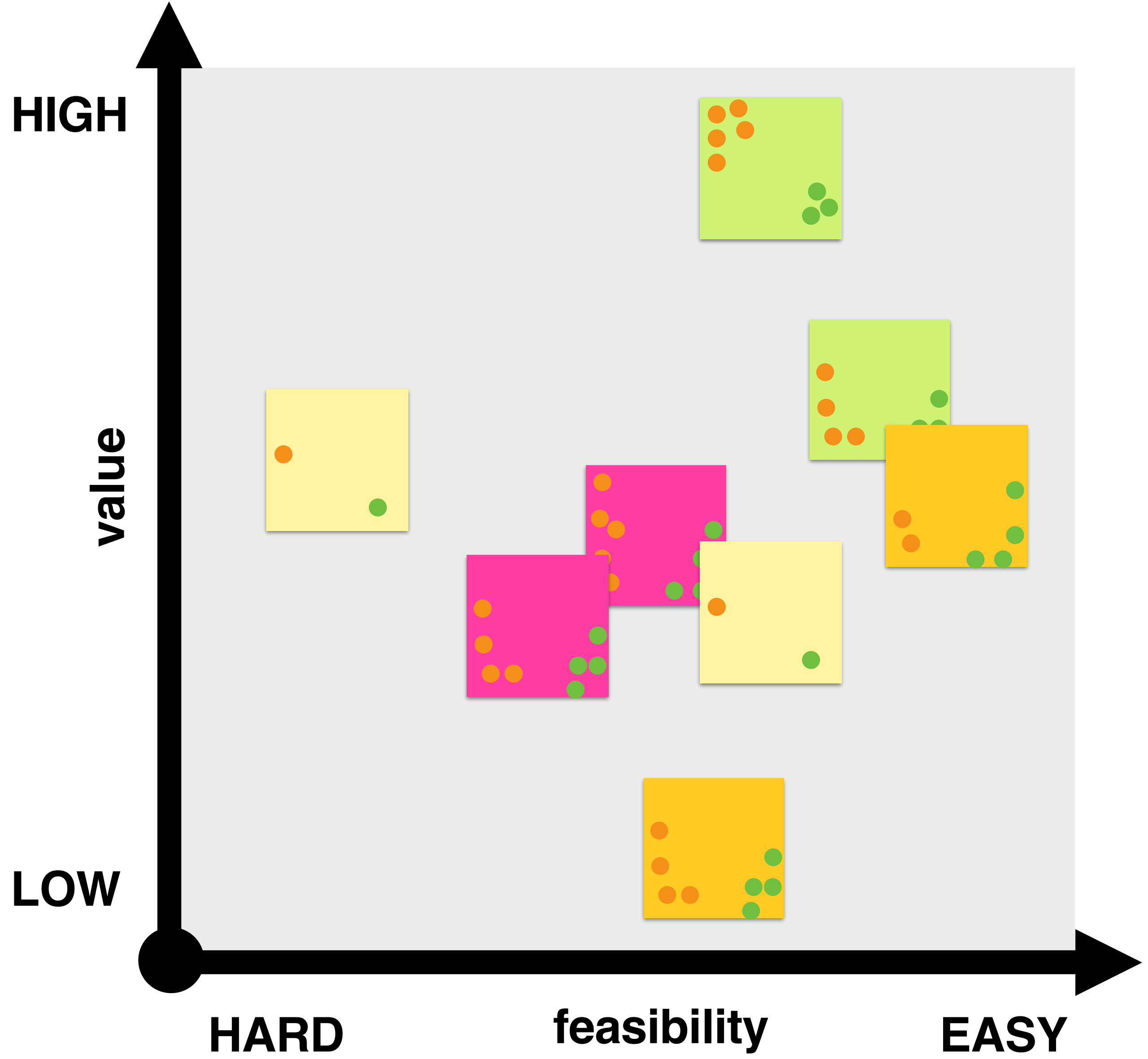




# prioritizing the initiatives

## listen to the experts

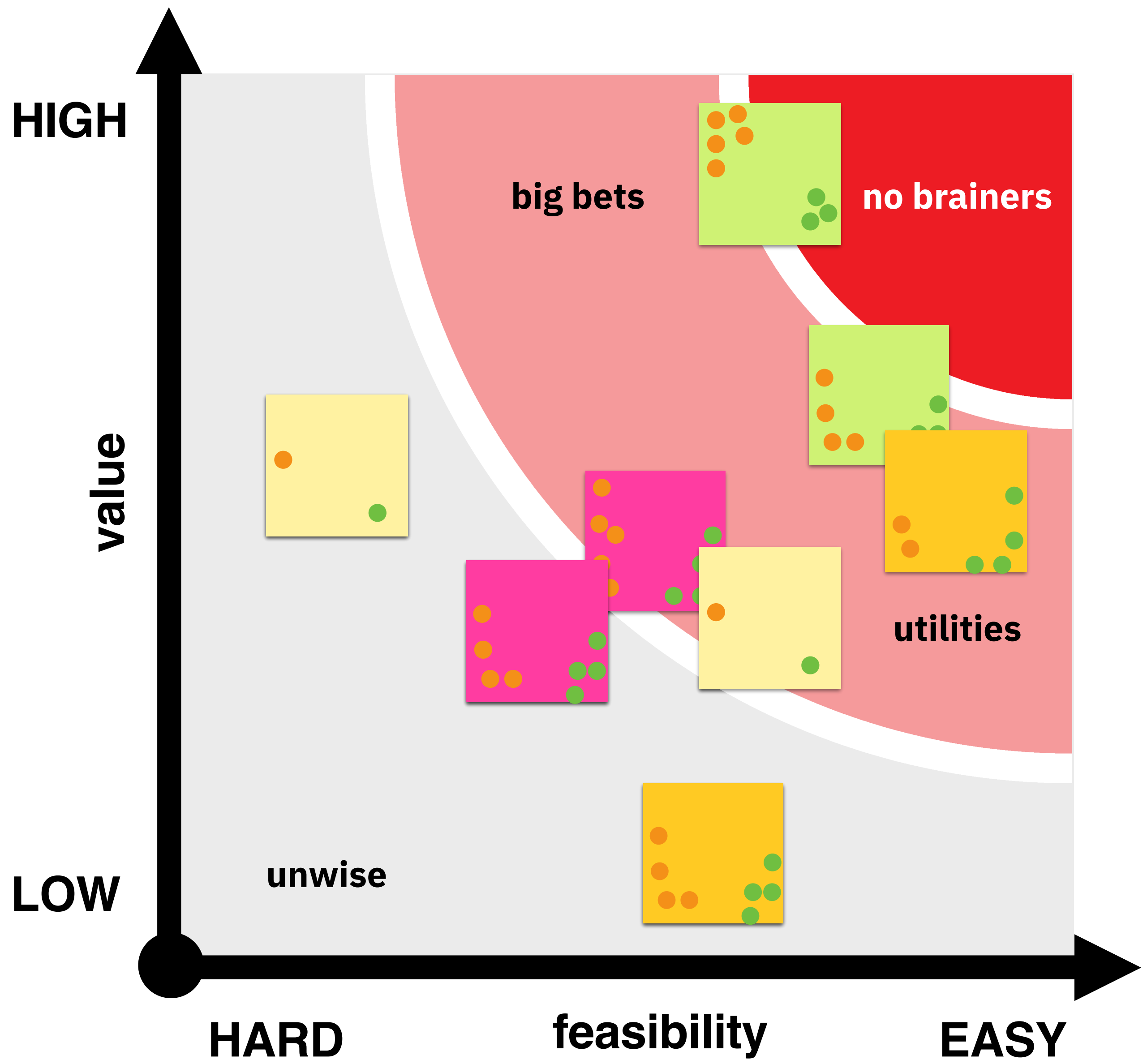
technologists please adjust 'feasibility' based on their unique understanding of existing platforms, architecture, technology, etc.



# prioritizing the initiatives

## understanding the grid

- **no brainers** are obvious choices but represent 'table stakes', everyone is doing it
- **big bets** offer strategic differentiation (IBM excels here)
- **utilities** may represent cost of doing business
- **unwise** ideas are for future considerations



creation **prioritization**

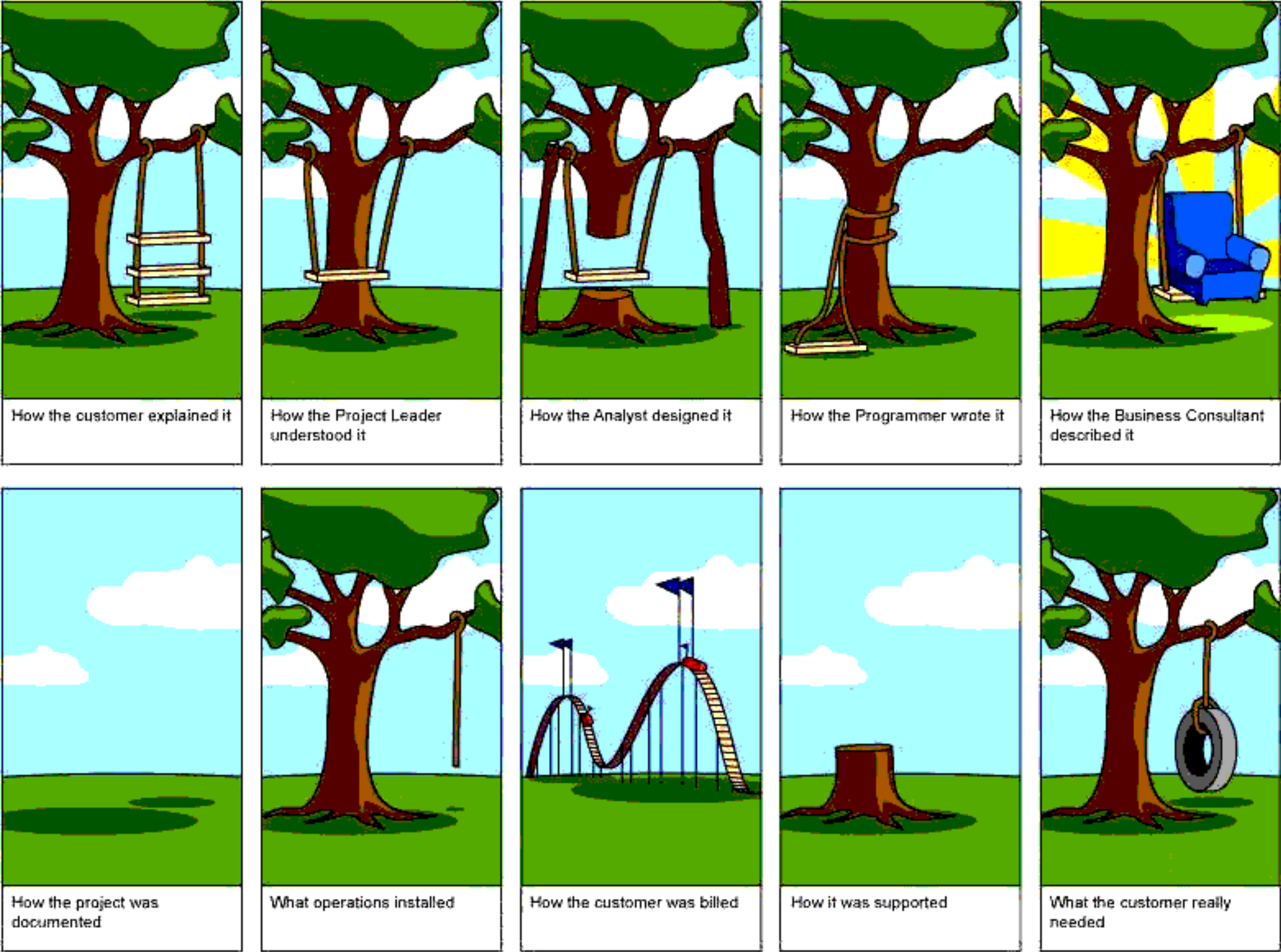
**playback**

aligning the team

hills



# aligning the team **hills**



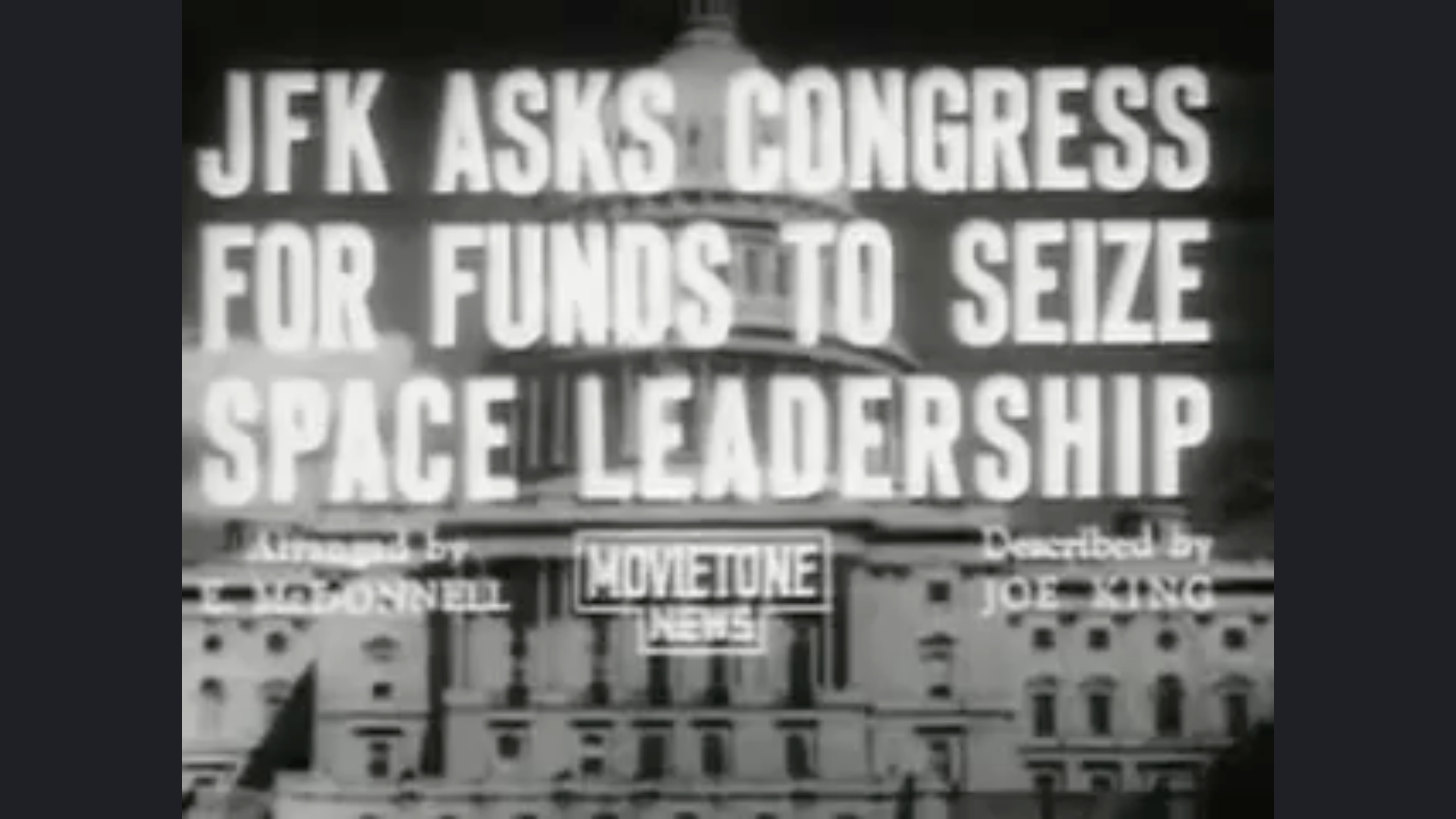
aligning the team **hills**

# **hills align our teams**

Great outcomes begin with a  
shared understanding of intent.

aligning the team **hills**

**So, what's a good hill then?**



# JFK ASKS CONGRESS FOR FUNDS TO SEIZE SPACE LEADERSHIP

Arranged by  
**T. McDONNELL**

**MOVIE TONE**  
NEWS

Described by  
**JOE KING**



# what are the building blocks of a hill

## WHO

specific user or class of users

## WHAT

specific user enablement

## WOW

specific and differentiating value to the user

aligning the team **hills**

I believe that **this nation** should commit itself to achieving the goal, **before this decade is out,** of **landing a man on the moon** and **returning him safely to earth.**

– JFK

**WHO WHAT WOW**



aligning the team **hills**

**hills align our teams around  
solving the right problem(s)**

aligning the team **hills**

**you are elevating your idea to a concept that  
can lead to the best possible solution**

**you are capturing the essence of your idea  
so there is no question among your entire  
team about what you're trying to achieve**

aligning the team **hills**

# tips and best practices

aligning the team **hills**

**yellow flags in hill-writing**



- improve
- enhance
- better
- accurate
- easy-to-use
- quickly
- intuitively
- in (#) clicks
- next-generation
- best-in-class

aligning the team **hills**  
**a good hill**

Within selected product categories, **requestors can find product matches for their search queries using natural, English-language conversation.**

**WHO WHAT WOW**



aligning the team **hills**

## **two bad hills**

Deliver a customizable dashboard to display data from various sources.

Enhance customer experiences by providing digital applications in stores.

aligning the team **hills**

**another good hill**

**A procurement manager  
can change buying strategies  
based on global market  
conditions, as fast as social  
media reveals them.**

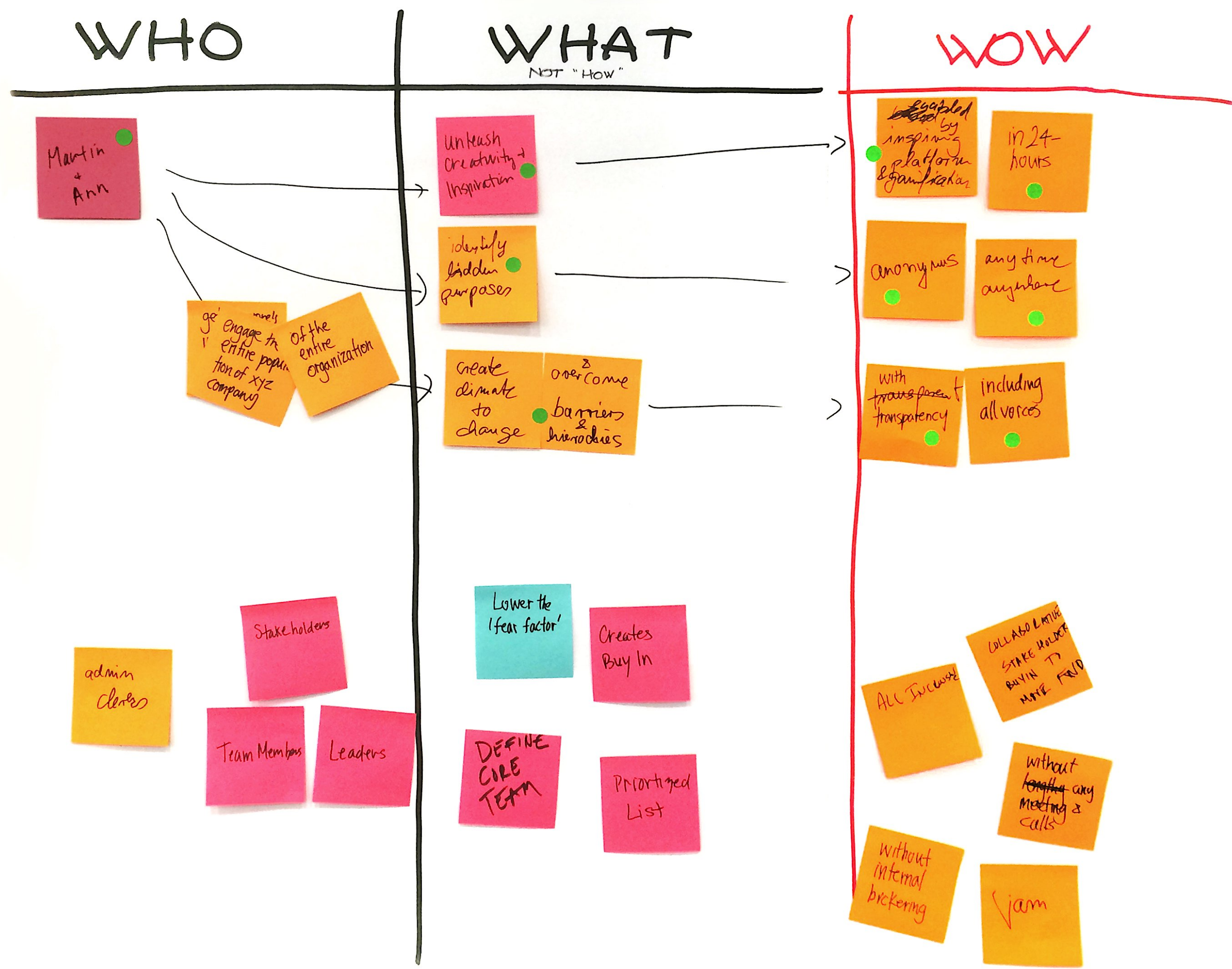
**WHO WHAT WOW**

aligning the team **hills**

**lets write some hills!**

# aligning the team hills

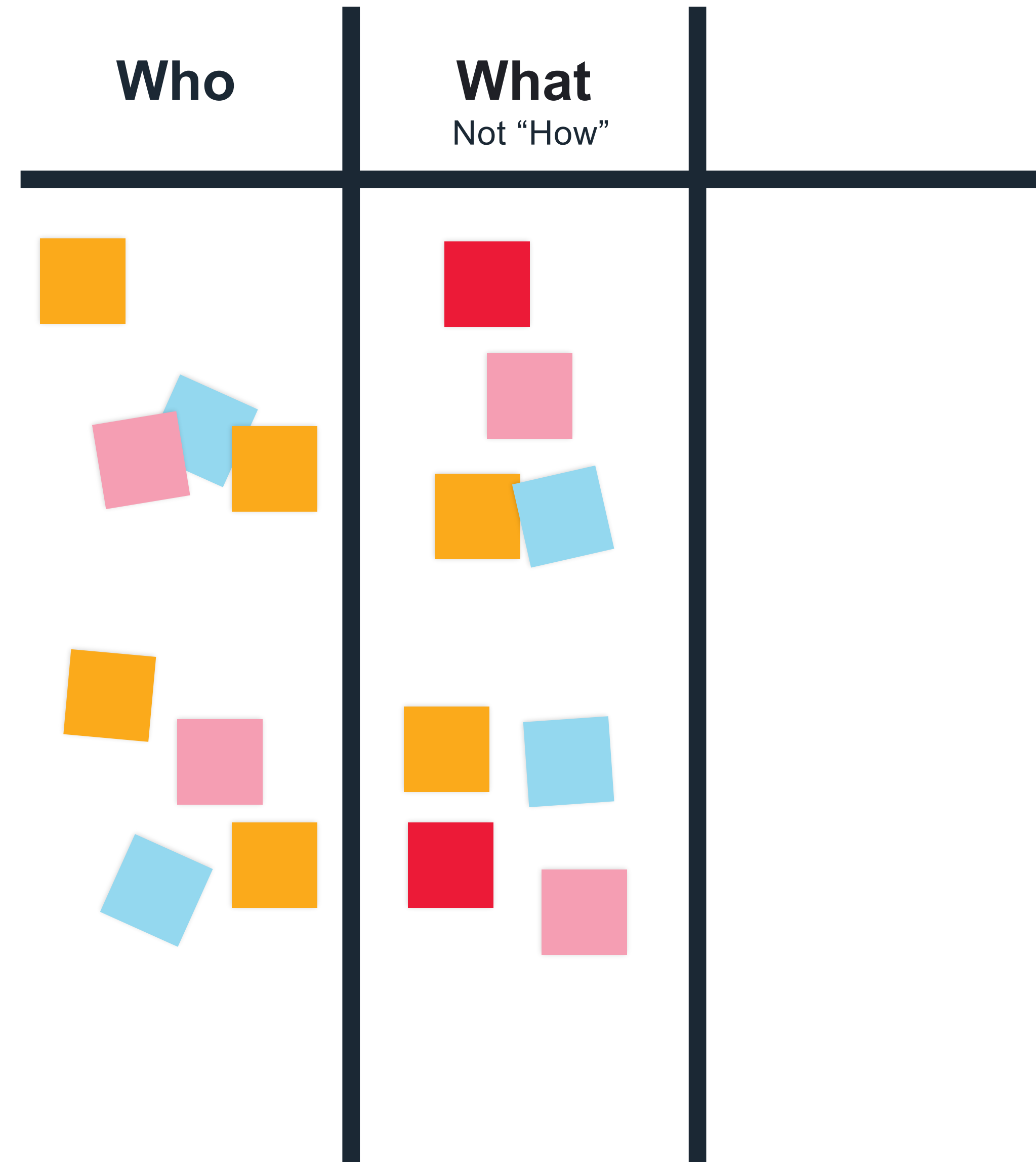
## lets build some hills



# aligning the team **hills**

## instructions

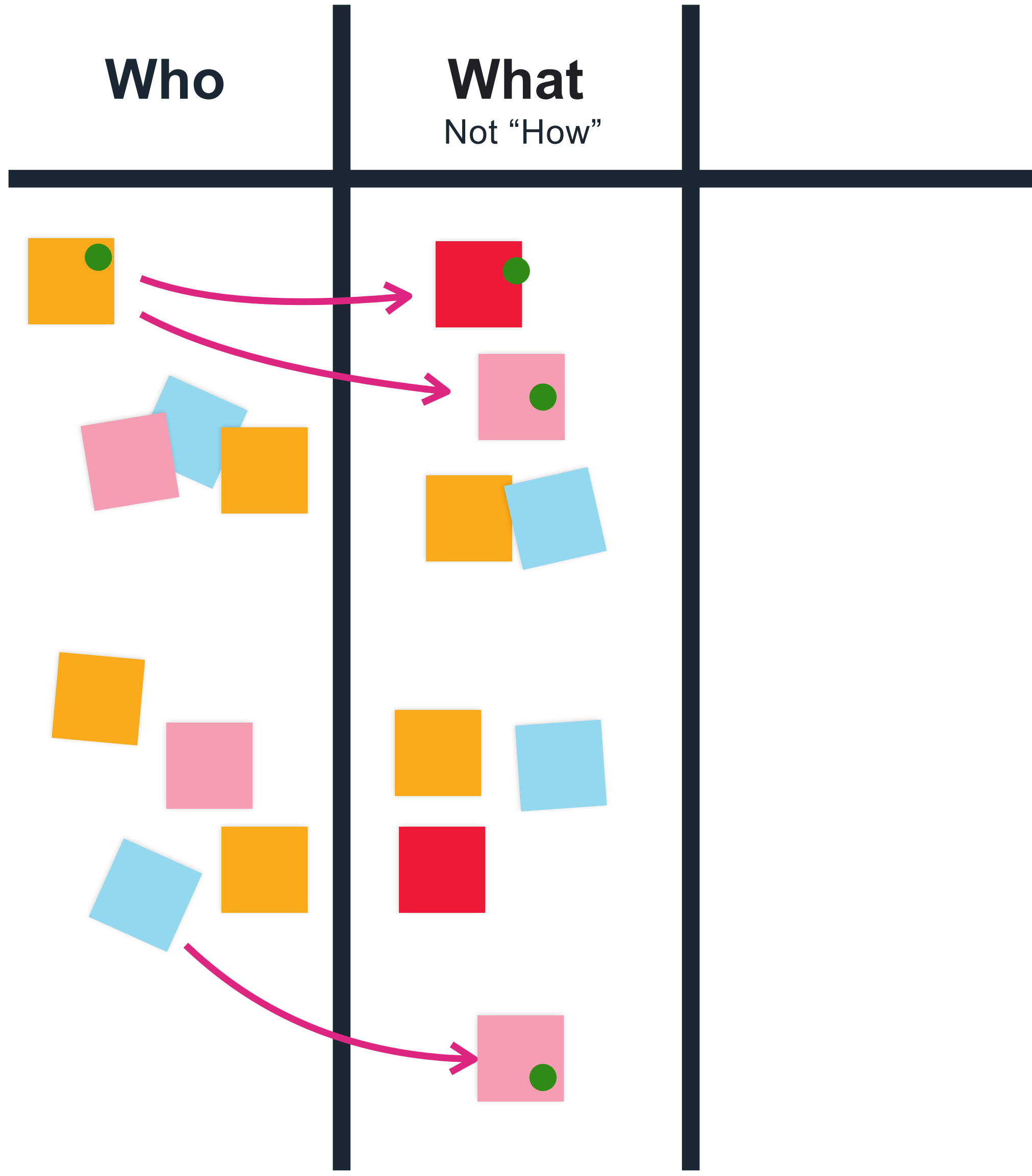
- ideate on ‘whos’ and ‘whats’
- whos: focus on specific users or group of users
  - a financial analyst...
  - a frequent flyer...
- whats: focus on user enablement
- whats often start with:
  - can...
  - will...
  - is able to...



# aligning the team hills

instructions

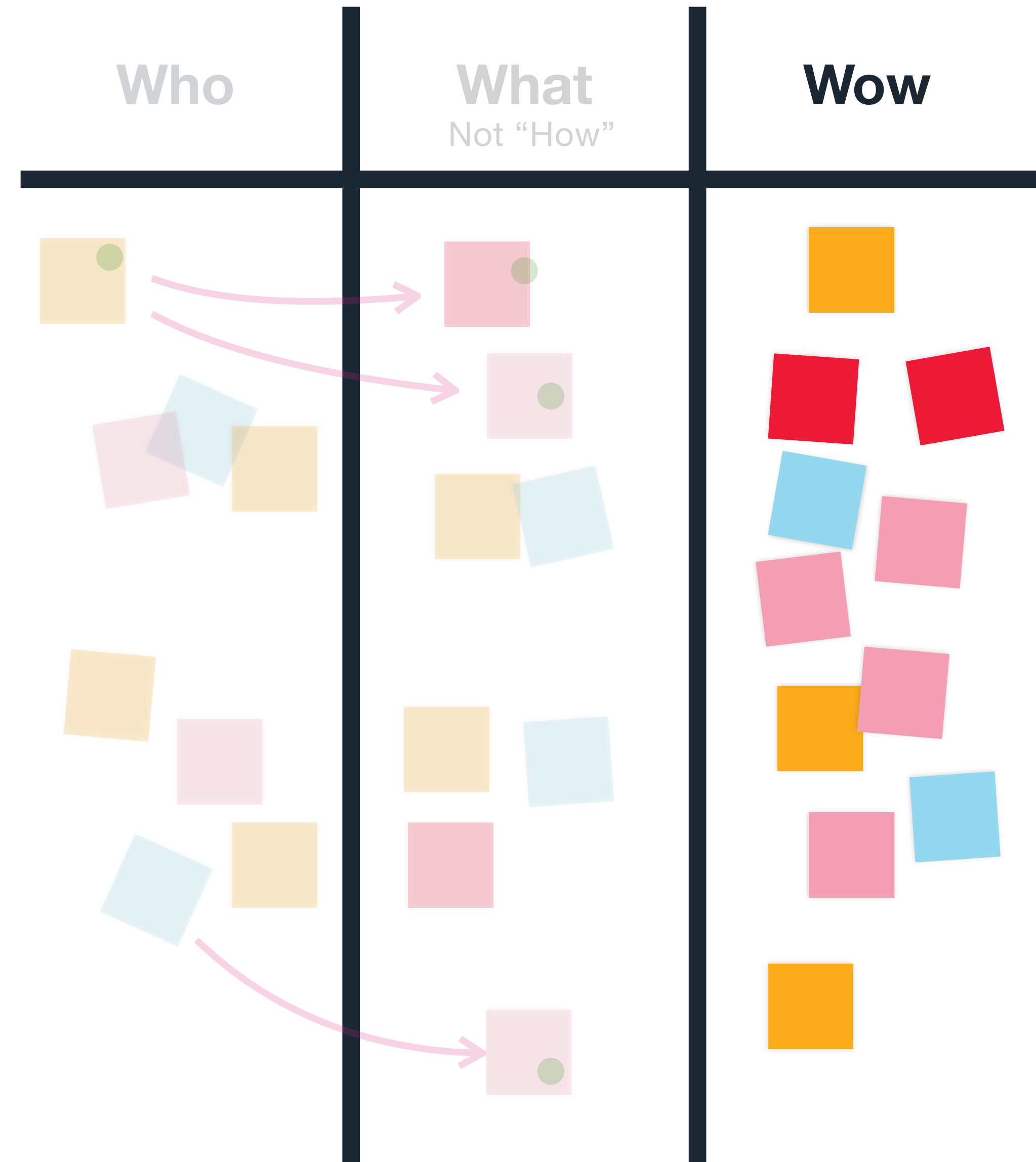
converge



# aligning the team hills

## instructions

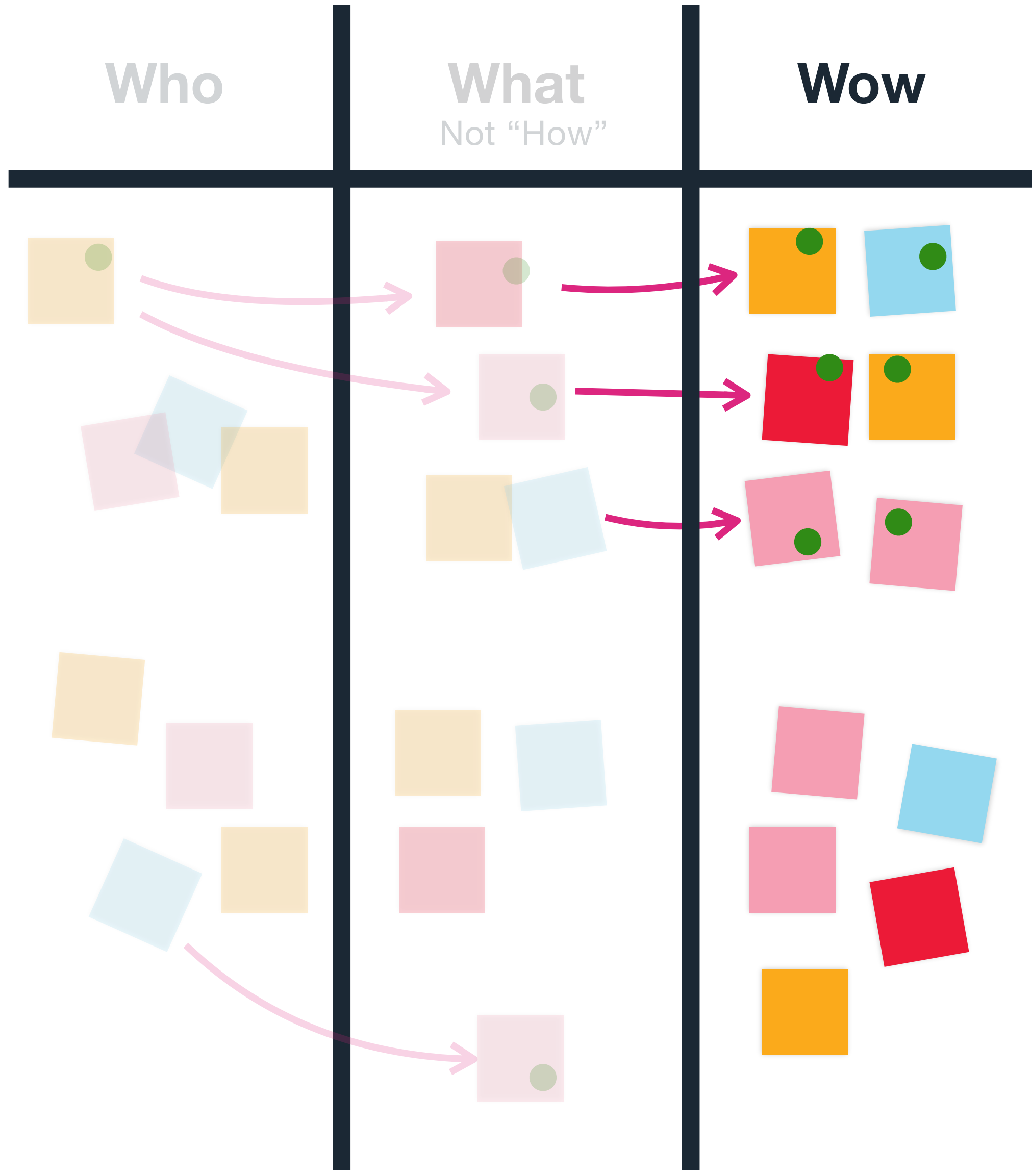
- add wows
- wows are differentiating
- are measurable
- often focus on:
  - time
  - resources
  - skill level
  - processes
  - location
  - dependencies



# aligning the team hills

instructions

converge again





aligning the team **hills**

**now write out your hill**

- quickly write in a full sentence
- write it so it's “good enough for now”
- no need to wordsmith at this point

**After a market event, a financial planner knows which clients were affected by that event.**

## aligning the team **hills**

### **assess your hill**

- quickly silently assess your hill
- be critical
- refer to the characteristics of a good hill

**After a market event, a financial planner knows which clients were affected by that event.**

## aligning the team **hills**

### refine your hill

- discuss the edits  
(you don't need to accept all of them)
- tight up the language
- make sure everyone knows what each word or phrase means
- come to an alignment

**After a market event, a financial planner knows which clients were affected by that event.**

aligning the team **hills**

# playback

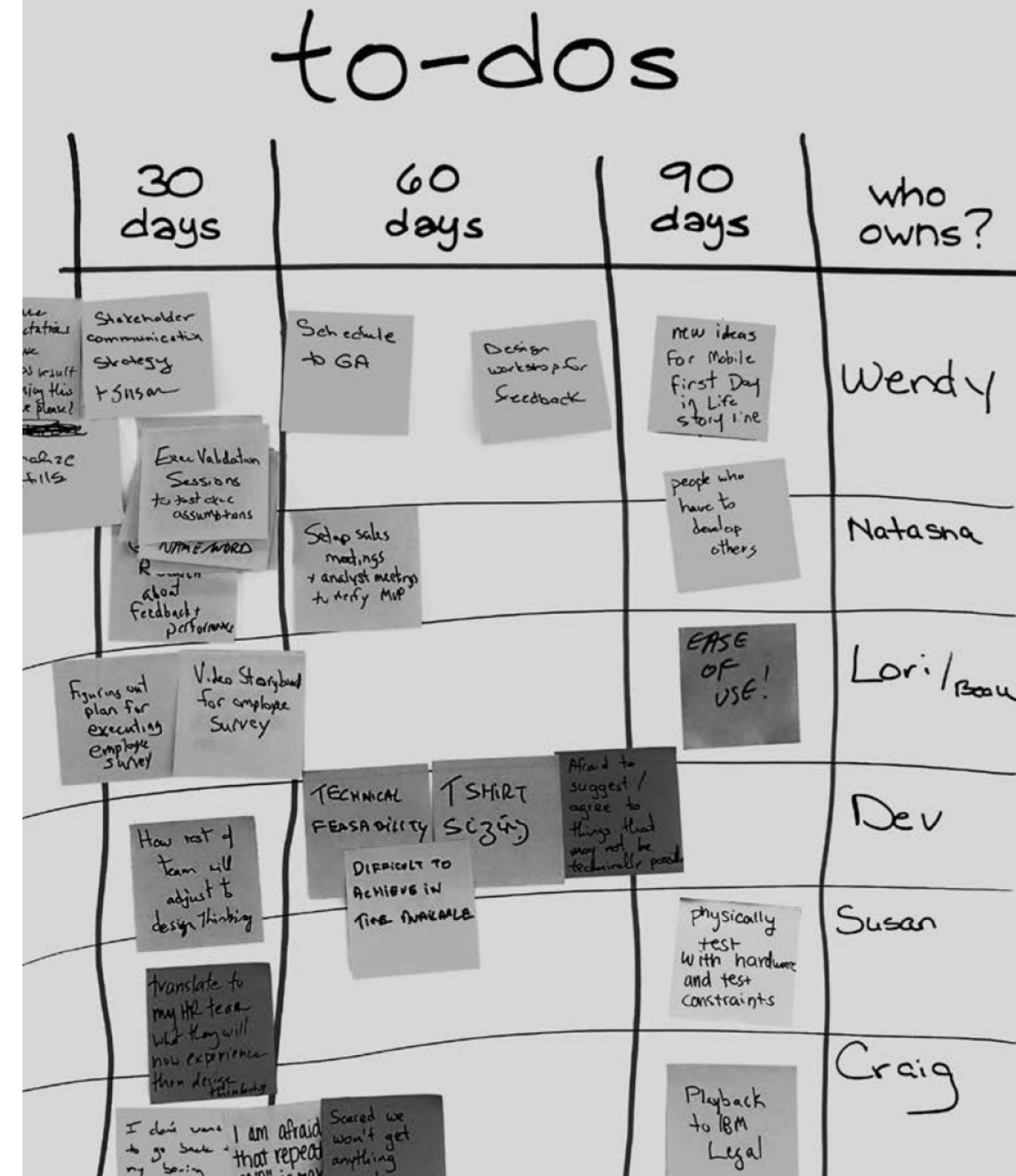
# action plan

# action plan

	A	B	C	D	E	F	G	H
	INITIATIVE	ACTION TASKS DESCRIPTION	DEPENDANCIES	OWNER	START	DUE	STATUS	COMMENTS
1								
2								
3								
4	write your 'hill' here							
5								
6								
7	RESOURCES NEEDED							
8								
9								
10								
11								
12								

# action plan

- Revisit the artifacts you've created and ask, "What specific steps must we take individually and together as a team to move forward with what we've accomplished?"
- Capture actions, obstacles, ideas, questions, and tasks.
- Discuss, cluster, and synthesize. Begin to designate ownership for each item – which person or group of people will take responsibility for ensuring that the item is taken care of?
- Organize the items in chronological order and assign time frames
  - What needs to be done now?
  - What can wait until later?



# action plan

## **Activity: document steps | owners | outcomes by tasks**

What will it be?

How will you achieve it?

What are your roadblocks?

What does success look like?

# action plan

	A	B	C	D	E	F	G
1	INITIATIVE	ACTION TASKS DESCRIPTION	DEPENDANCIES	RESPONSIBLE	START	DUE	STATUS
2							
3							
4	write your 'hill' here						
5							
6							
7	RESOURCES						
8							
9							
10							
11							
12							



break



wrapping it up

thank you