# Business Hackathon: Accelerating Organization Performance

# Learning Objectives

**At the conclusion of this session, participants will be able to:**

1. Describe the benefits of using collaborative events to drive change, learning, innovation, and agility in your organization.

2. Describe the steps for organizing a business hackathon at your organization.

3. Apply facilitation techniques to collaborative events and agile projects.
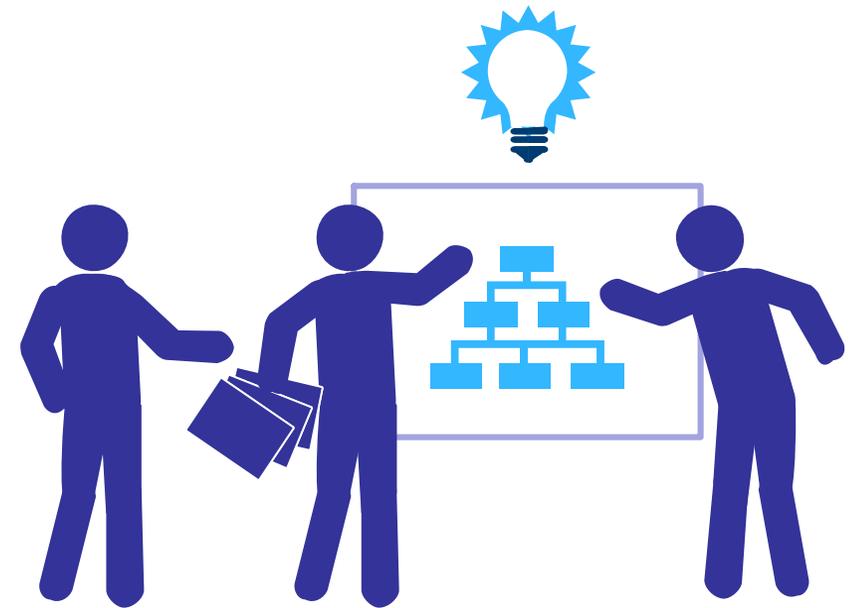
# Agenda

| Time | Activity |
|------|----------|
| 10 minutes | Introduction: The need for Accelerated Learning, Innovation and Change |
| 45 minutes | Hands on Ideation session |
| 10 minutes | How to plan and deliver a Hackathon |
| 10 minutes | Question and Answer |
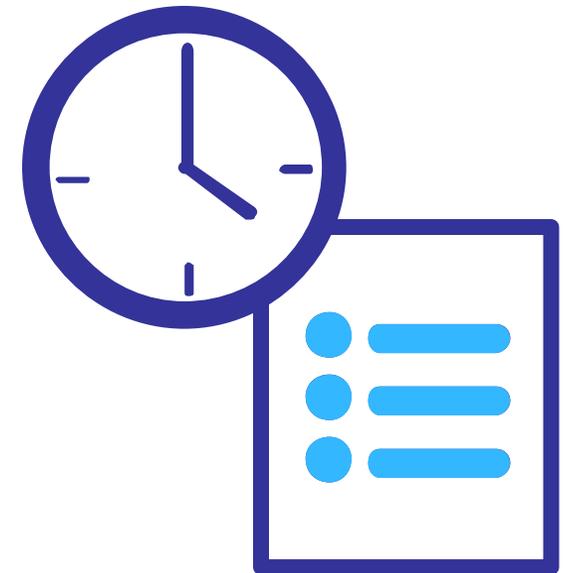
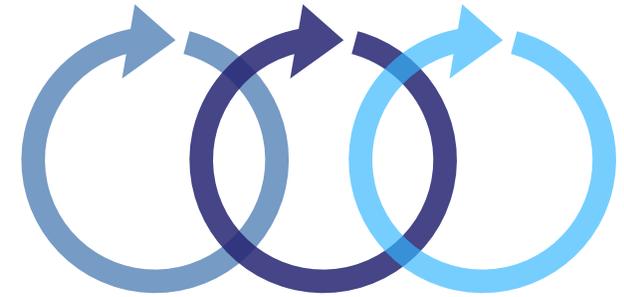# Today's Challenges Require Us to Rapidly Learn, Change and Innovate

## We need to respond and adapt to a rapid rate of change.

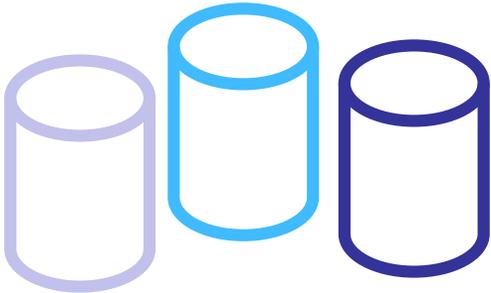We cannot predict the future.

We need to move faster and be more flexible.

We need to continuously learn, improve and innovate.
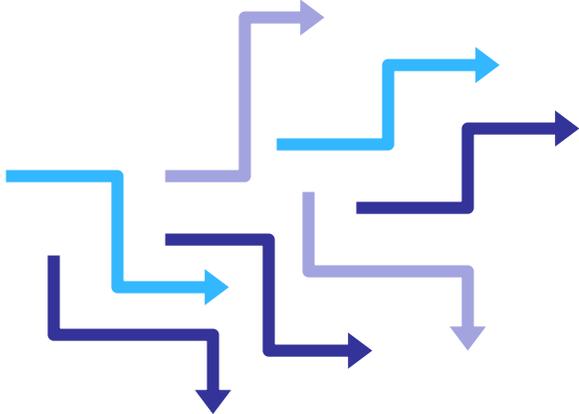
# Organization Challenges Stifle Our Collaboration and Creativity.

**Silos between business, IT and front-line staff** prevent collaboration.

**We lock onto solutions quickly,** before fully exploring the problem or ideating solutions.

**Large, complex IT "solutions" monopolize** resources and attention and simpler solutions are ignored.

## Business Hackathon:

an immersive dynamic event that brings business, technology, front-line staff and experts together to **explore problems** and **imagine, design, and build innovative solutions**.

**Relationships**          **Engagement**          **Results**

# Ideation Brainstorm Activity

**SETUP:**
- Use any device to go to PollEv.com/RCGWorkshop

**Q:** What are the challenges for organizations migrating from Waterfall to Agile?

**TIPS:**

1) Add your ideas using a mobile device and a web browser.
2) Vote on ideas using upvote/downvote.
3) "Yes And" existing ideas to add new ideas or specifics.

**Go for volume:** To develop good ideas, you need a lot of ideas to choose from. This requires generating ideas without evaluation, criticism, or discussion.
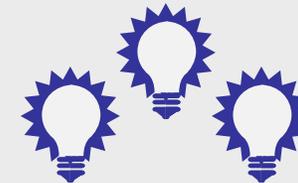
**Be specific:** When does the pain point occur? Why does it occur? What is the root cause? Who benefits from the status quo? How do they benefit? Who loses during the transition? What do they lose?

**10 minutes**
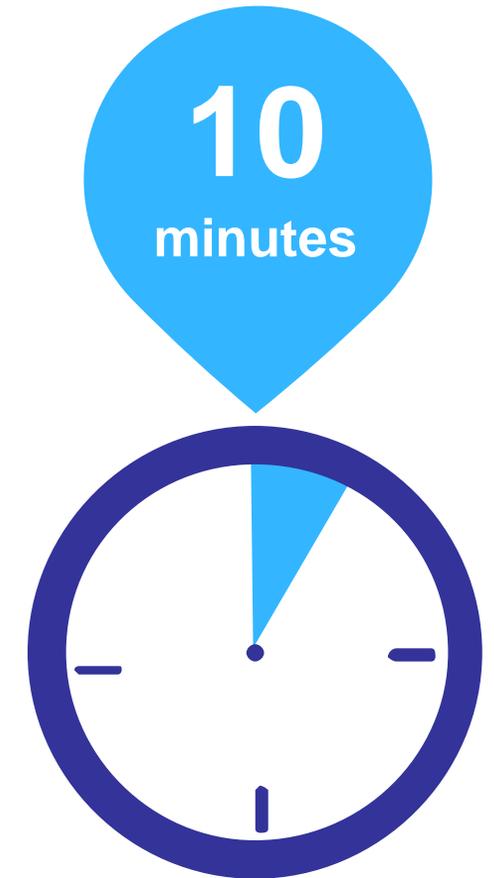
# Ideation Brainstorm Activity – Solutioning for Backlog Ideas

**SETUP:**

- Facilitator record team responses. Use Flipchart paper and pens.

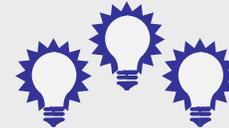**Q:**  **What are some solutions to address these challenges?**

**10 minutes**

**TIPS:**

**Go for volume:**  To develop good ideas, you need a lot of ideas. This requires generating ideas without evaluation, criticism, or discussion.

**Generate a list of numbered solutions:** Each person offers one idea, or adds to a previous idea.  After the first idea, start additional ideas with "Yes And. . ." to generate a new idea or add to an existing one.

**Be specific:** Which challenge does the solution address? How does the solution directly address the challenge?  Who benefits from the solution?  How do they benefit from the solution?

**Dare to dream:** Step beyond obvious solutions. List example solutions from other domains, industries or personal experience. Think about how to fix policy, workflow, org structure, systems, job support, and training.
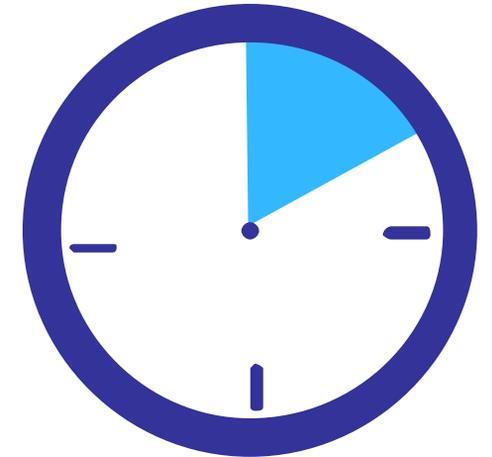
# Idea Selection

**SETUP:**
- Voting dots. Facilitator records the voting results on the flipchart.

**Q:** **What ideas are most promising to help organizations migrate from Waterfall to Agile?**

**TIPS:**

**Number Ideas:** Make sure each idea has a number.

**Use 10 votes:** Each person has 10 voting dots. They can allocate their dots as they wish. For example, you can give 1 vote each to 10 different ideas, 5 votes each to 2 ideas, or 10 votes to 1 idea.

**Record votes:** Facilitator totals the votes for each idea. Eliminate ideas with 0 votes.

**Rank ideas:** Rank the ideas based on which ones got the most votes. Consolidate similar ideas if needed. Discuss the top 2 or 3 and gain consensus on the idea that is most promising.

**10 minutes**
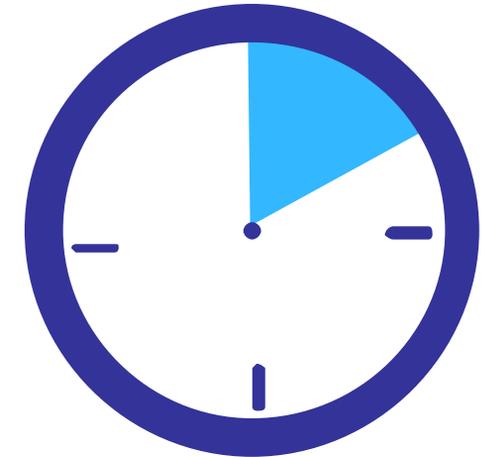
# Elevator Pitch - Optional

**SETUP:**
- Facilitator record team responses
- Use Flipchart paper and pens
- Presenter preps for debrief

**TIPS:**

**Use Ideation for Pitch ideas:** Go round robin for tagline ideas.
Vote on tagline to use

**Value Proposition:** Describe the value that your solution provides.
Consider how it might generate revenue, save cost, improve employee or customer satisfaction, and how it might provide a competitive advantage.

**Put your tagline and value proposition together:**
This is the creation of your elevator pitch.

**Pick a presenter for the debrief:** The presenter will spend 1-2 minutes presenting your solution with the tagline and the value it will add.

**10 minutes**

# Debrief

**15**
**minutes**
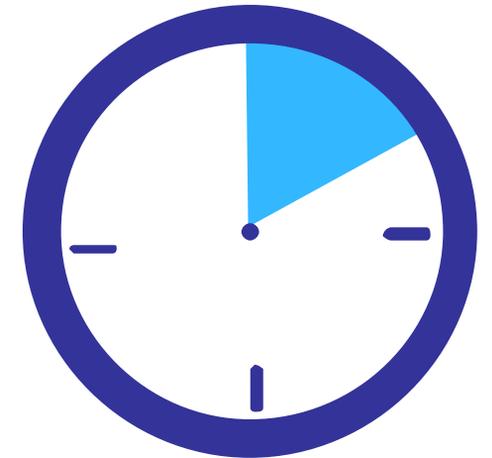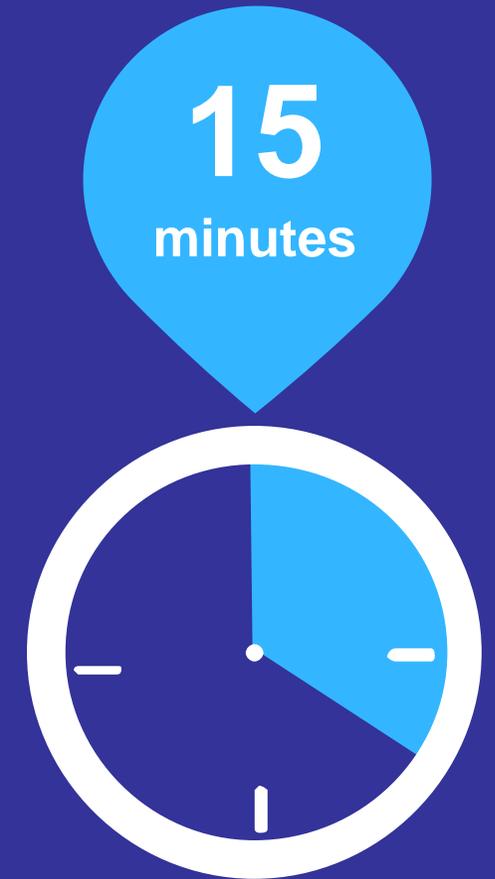
# Key Success Factors

- **Strong executive sponsorship and engagement.**

- **Pre-event** - Problem definition and participant engagement.

- **In-event** – Cross-functional teams.  Strong facilitation and expert support (strategic tech, process improvement, UI design).  Onsite event support team.

- **Post-event** – Funding, recognition, continued engagement and follow-through.

# What are the options for a Business Hackathon?

Business Hackathon events vary by goal, scope and duration, but share common structure and support:

**Mini Event**
**Goal:** Solve a single process or experience problem.

**1-5 Teams***

**Large Event**
**Goal:** Solve end-to-end experience problems for one or more functions or LOBs.

**4-12 Teams***

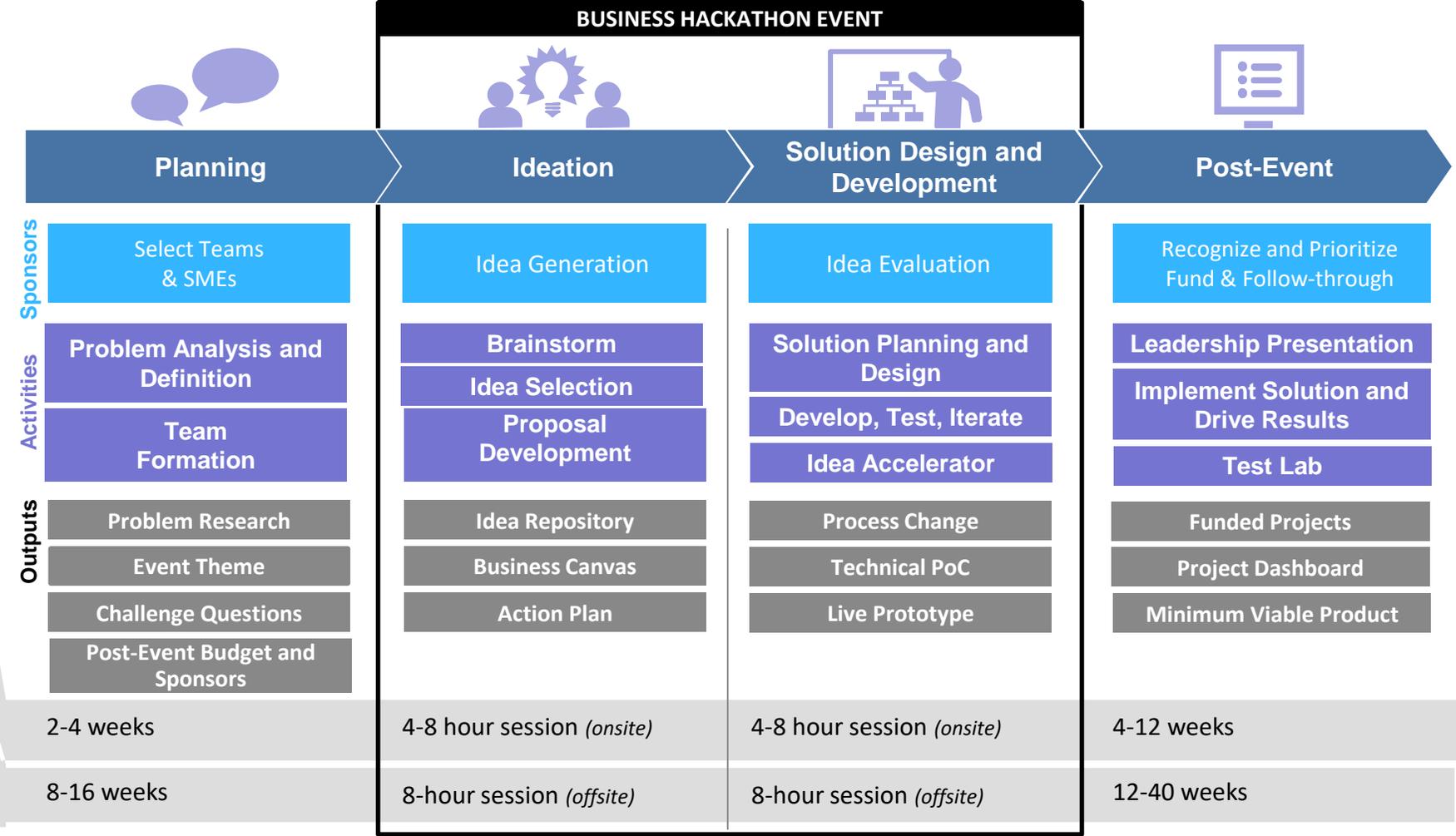| | Planning | Ideation | Solution Design and Development | Post-Event |
|---|---|---|---|---|
| **Sponsors** | Select Teams & SMEs | Idea Generation | Idea Evaluation | Recognize and Prioritize Fund & Follow-through |
| **Activities** | Problem Analysis and Definition | Brainstorm | Solution Planning and Design | Leadership Presentation |
| | Team Formation | Idea Selection | Develop, Test, Iterate | Implement Solution and Drive Results |
| | | Proposal Development | Idea Accelerator | Test Lab |
| **Outputs** | Problem Research | Idea Repository | Process Change | Funded Projects |
| | Event Theme | Business Canvas | Technical PoC | Project Dashboard |
| | Challenge Questions | Action Plan | Live Prototype | Minimum Viable Product |
| | Post-Event Budget and Sponsors | | | |
| | 2-4 weeks | 4-8 hour session *(onsite)* | 4-8 hour session *(onsite)* | 4-12 weeks |
| | 8-16 weeks | 8-hour session *(offsite)* | 8-hour session *(offsite)* | 12-40 weeks |

**BUSINESS HACKATHON EVENT**

# Canvas Design

## 1. Customer
- What customer roles are affected?
- What business roles are affected?

## 2. Team
Who is on the team and what are their roles?

## 3. Problem Statement
Describe the business problem you are trying to solve
- Provide a brief description of the problem.
- Describe the current state (quality, cost, satisfaction, technology, etc.) to demonstrate the size, importance and/or nature of the problem.
- List the pain points that you want to address and why they are a problem.

## 4. Backlog Ideas and Metrics
Describe the solution to the problem
- Develop a list of ideas that could solve the pain points of your problem statement
- Identify the way that you can measure the value from implementing the idea
- Work in your team to prioritize the ideas and select the first idea to implement

## 5. Internal Stakeholders
- Identify your allies in implementing your ideas
- What parts of the enterprise could find this valuable?
- Is there anything similar to this already in operation?
- Who else might you partner with to scale this concept?

## 6. Value Proposition
- How is the solution innovative and delightful for the customer?
- How does the solution create value and/or sustainable competitive advantage for the business?
- How does the solution create revenue?
- How does the solution create cost savings?

## 7. Elevator Pitch
- Provide a tagline for the solution
- Provide a 1-3 sentence opportunity statement..

## 8. Supporting Evidence
- What evidence supports the problem statement?
- What impacts are felt for operations, technology, clinical, etc.?
- What data quantifies the size of the problem?
- What data quantifies the scope of the impact?
- What statements or feedback have the customers given to describe the problem or impact?

## 9. Sponsors
- Separate your sponsors from your stakeholders
- Who are the business sponsors for the solution?
- Who are the technology sponsors for the solution?
- Use your Elevator Pitch and Value Proposition after the Hackathon to gain sponsorship.

## 10. Strategic Technologies
- What current applications are used?
- What current data sources are used?
- List any known underlying applications and data sources
- What new functionality or data enhancements will support the solution?

## 11. Cost Structure
- What will the solution cost to develop and maintain?
- What resources are needed to develop and maintain the solution?

## 12. Next Steps
- What are the immediate next steps? Consider sponsorship, funding, team resources, pilot activities.
- What is within your circle of control in the next 30, 60, 90 days?
- Attach the action plan.

# Screenshot – Blank Canvas and Resources

| 1. Customer | 5. Internal Stakeholders | 9. Sponsors |
|---|---|---|
| 2. Team | | |
| 3. Problem Statement | 6. Value Proposition | 10. Strategic Technologies |
| | 7. Elevator Pitch | 11. Cost Structure |
| 4. Backlog Ideas and Metrics | 8. Supporting Evidence | 12. Next Steps |

| IDEATION | SOLUTION DESIGN | SOLUTION DEVELOPMENT |
|---|---|---|
| ☐ Complete all **ideation** activities | ☐ Complete all **solution design** activities | ☐ Complete the Solution Development activities |
| ☐ Complete the gold ideation sections above | ☐ Complete the blue solution design sections above | ☐ Complete the green Solution Development sections |
| ☐ Upload the full idea list to Canvas | ☐ Upload design documents to Canvas | ☐ Upload your action plan to Canvas |
| **Move on to the Solution Design phase.** | **Move on to the Solution Development phase.** | ☐ Upload all canvas sections as needed |
| | | **Present your solution!** |

# What have our successes been with this to date

- **Big Data Hackathon**  **12 teams**, 87 Net Promoter Score (NPS)

- **16 Learning Hackathons**  **75 teams**, Average 56 NPS,

- **2 Large-scale "QualAThons"**  **25 teams**, Average 80 NPS,
  15 ideas  implemented,
  $1.5M Budget,
  $10M Annual Benefits

# Our next steps for linking this to Agile Transformation

- **Integrating with the Agile Transformation strategy** for a 230,000 employee organization.

- **Team Hackathon events** used to build idea backlogs

- **Large scale Hackathons** used for "shark tank" style funding approval of ideas to address difficult, enterprise-level business challenges

# Questions & Answers

# Contact Me

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