	Strategic Doing	Google Ventures Sprint	SCRUM	Kanban	Lean Development
Guiding Themes	Align networks in collaborative innovation via a shared discipline of simple rules.	Innovate via rapid product/service prototyping and market testing.	Empower creative, cross-functional teams.	Visualize workflows and limit work in progress.	Eliminate waste from system.
Favorable Conditions for Use	Initiatives that require innovation via complex collaboration across networks of people, fostering the identification of opportunities & acting on them faster.	Creative leaders seeking focused product/service/process innovation in short, focused efforts requiring market feedback to proceed or redesign.	Creative cultures with high levels of trust and collaboration, or innovation teams that want to change their working environment. Improved product/service delivery needed.	Process-oriented cultures that prefer evolutionary improvements with few prescribed practices.	Process-oriented cultures that prefer evolutionary improvements with overarching values but no prescribed practices.
Prescribed Roles	Initiative owners enable collaborative innovation, including ideation and formation of a core team. External (or trained internal) facilitator/guide leads core team in linking, aligning, and leveraging resources across new networks, forming collaborations. Aligns internal and external networks, departments, organizations, often in new combinations. Formative workshops reveal strategies, desired outcomes, and actions via a guided, structured process. Iterative cycles of think/do/adjust.	Initiative owners enable cross-functional innovation, guide priorities. External or internal facilitator leads a highly prescribed process of defining and validating product/service design over a period of five days. Each "Sprint" day is focused on prescribed process steps. At the end of the sprint, a product, service, or process prototype is activated and vetted.	Initiative owners responsible for rank ordering team priorities and delivering value. Internal facilitators guide the work process in prescribed roles. Small, cross-functional innovation teams work closely. Daily progress meetings. Iterative work process cycles.	None	None

Prescribed Process	Workshops are custom designed for training the discipline and applying the discipline. Training includes a gamification scenario to teach the method. Networks are organized around one or more core teams, connecting people/resources in a common interest. Workshops are guided, including a workshop leader, a table guide for each team of 7 to 10 people, and a knowledge keeper. Work is focused by appreciative inquiry; framing questions. Training and applied workshops follow a prescribed set of steps detailed in workshop "packs". Workshop packs set the sequence of revealing/linking and leveraging assets across team(s); identifying relevant opportunities; prioritizing and characterizing metrics and milestones; establishing an action plan/ "pathfinder" project. Process steps are time constrained. Communications are organized and a period of time is	A small, cross-functional "Sprint Team" is formed. A Decider (usually a senior executive) is chosen, and a facilitator is selected. The sprint period is five full days. Objectives are framed by appreciative inquiry. Each of the 5 days has a fixed purpose/agenda. Process steps are time constrained. Ideation and planning consume the first 3 days, prototyping on the 4th, customer feedback on the 5th. Sprint is a highly prescriptive method.	Five events: Sprint planning to prepare for the next round of work. Fixed time sprints of consistent duration (1-4 weeks) to create a potentially releasable product increment. Daily stand-ups of 15 minutes to review progress and surface impediments. Sprint reviews inspect the new working increment. Sprint retrospectives for the team to inspect and improve itself. Three deliverables: Portfolio backlog, a fluid and rank-ordered list of potential innovation features. Sprint backlog, the subset of portfolio backlog items selected for completion in the next sprint. Releasable working increments.	Start with what you do now. Visualize workflows and stages. Limit the work in progress at each development stage. Measure and improve cycle times. Structured, stage or task-based workflows visualized as "cards".	None

	selected for review/adapt/continue, commonly referred to as a 30/30.				
Approach to Cultural Change	Designed for collaborative innovation across groups, departments, companies, institutions of various cultures. Focused on connecting and leveraging networks of people and resources versus hierarchical command and control.	Designed as a five day innovation "burst" by a small, focused team that sets direction for product/service/process development, while respecting current structures/processes.	Quickly adopt minimally prescribed practices, even if they differ substantially from those in the rest of the organization. Master prescribed practices and then adapt them through experimentation.	Respect current structures and processes. Increase visibility into workflows. Encourage gradual, collaborative changes.	Respect current structures and processes. Stress agile values throughout the organization while minimizing organizational resistance.
Advantages	Provides a structured process/discipline for agile innovation that is prescriptive, yet open and flexible. Provides for long-term, agile collaboration across networks that evolve and grow with time and doing. Applied to small initiatives as well as major regional efforts that cross commercial and civic boundaries. Can include a single, small, core team or hundreds of people. Agile increments are matched to needs. Very time-efficient; workshops may be a few hours or a day, followed by team collaboration during each time increment.	Fast, focused, and highly prescribed process that facilitates innovation breakthrough and market-tests prototypes in a five day period. Customers test prototypes and are interviewed, providing immediate market feedback. Accelerates development time and can reduce market risk.	Facilitates radical breakthroughs while retaining the benefits of operating as part of the parent organization. Delivers the most valuable innovations earliest. Can reduce product/service failure. Can reduce time to market. Can help to eliminate inefficiency and waste. Rapidly increases team happiness. Builds general management skills.	Avoids clashes with the parent organization's culture. Maximizes the contributions of team members through flexible team structures and work cycles. Facilitates rapid responses to urgent issues through flexible work cycles.	Optimizes the system as a whole and engages the entire organization. Provides the ultimate flexibility in customizing work practices. Optimize efficiencies and limit waste.

	Action begins immediately. Work burden is spread across team(s) to optimize results relative to individual time commitments. Fosters adoption of the discipline within and across organizations with increasing effectiveness over time.				
Challenges	Teams cannot be told what to do, thus building trust and scaling innovative collaboration takes time. Requires persistence and leadership, particularly in early stages of application. Workshops require trained guidance. Collaborative communications and project management tools are necessary to connect people across networks.	Decision-maker, facilitator, and sprint team participants must dedicate five full days to the process. Extremely prescriptive process. Facilitation requires knowledge of process steps/applications; should require training or related experience. High sensitivity to closely following the process.	Leaders may struggle to prioritize initiatives and relinquish control to self-managing teams. New matrix-management skills are required to coordinate dozens or hundreds of multi-disciplinary teams. Fixed iteration times may not be suitable for some problems (especially those that arise on a daily basis). Some team members may be underutilized in certain sprint cycles.	Practitioners must figure out how best to apply most agile values and principles. Wide variation in practices can complicate the prioritization of initiatives and coordination among teams. When initiatives don't succeed, it can be hard to determine whether teams selected the wrong tools or used the right tools in the wrong ways.	Novices trying to change behaviors may find the lack of prescriptive methodologies frustrating. Evolutionary improvements can make radical breakthroughs less likely and major improvements less rapid. Leaders need to make the grind of continuously eliminating waste feel inspirational and fun.