REFLECTION CARD

Purpose: The beginning point for Lean Thinking and creating the team (SALES acronym)

S – Sense-making: Give meaning to experience.
- Create a point of view statement that defines the efforts to understand connections which can be among people, places, and events.
- Understanding the problem space is many times as important as understanding the user.

A: Analyze the user
- Define and study the user to develop insights as a starting point for defining value.
- Review and focus on the service period to determine the pre-service, service and post service durations.

L: Locate the people who understand the user and the needs
- List the members of your team, including position and role they will play.

E: Empower the Team
- Team is autonomous & responsible for the tasks.
- Clarity is critical factor for empowering a team
- Outline Meetings: Stand-ups, Weekly Tactical
- Define Standard Work of Team (Team Charter)

S: Select a limited set of needs (Frame)
- Create user stories based on this set of needs.

HOW TO REFLECT (CAP-D0)

C: Check
- List what we are presently doing – Why, What, How
- Review organizational structural forces
- List what we are certain and uncertain about
- Value Chain Analysis: assess the current value chain

A: Act (Adjust)
- Confirm with Customers key (un)certainties
- Go to Gemba for planning.
- Write stories with customers of existing events
- Write stories of customers of future events/scenarios

P: Pause (Presencing)
- Are the stories clear, concise and relevant?
- Reflection – The stories created in Check match with stories in Act (Divergent views are important)
- Isolate and group key assumptions

Plan
- Decide what to: Stop, Continue, Start, Do Different
- Visualization: use imagery to envision possible future conditions
- Concept Development: assemble innovative elements that can be explored and evaluated

D: Do (Enact our Decision)
- Stop what we don't want to do
- Create Standard Work for what not to change (SDCA)
- Create Hypothesis for what to change (PDCA)
- Create Plan to start something new (EDCA)