

Exit Velocity Canvas

At the conclusion of a project review against objectives and success metrics, capture lessons learned and identify next steps.



Takes 1 hour to complete



For individuals or teams



Can be worked on at the same time or separately



Can be done remotely or in-person

Welcome to the Exit Velocity tool, a series of exercises aiming to:

1. Retrospectively review a project against its objectives and success metrics
2. Capture status changes, insights and lessons learned
3. Identify the next steps/pathways to accelerate success

Please read the instructions fully and familiarise yourself with both Miro and Canvas before beginning the exercise. If you're new to Miro you might want to read the beginners guide:

<https://help.miro.com/hc/en-us/categories/360001415214-Getting-Started>

Getting started

This tool is for teams but has elements that need to be completed individually. It can be used in person, via video call or a combination of both. There are two distinct parts to the tool: The Retrospective and Exit Velocity. Each requires participants to complete an exercise individually ahead of the group sessions. Facilitators should set deadlines for completion of the individual exercises so they are ready to use within the group sessions.

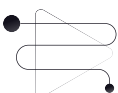
Tool Structure

1. Retrospective

Complete the exercise individually, this must be done in advance of the Exit Velocity session.

2. Exit Velocity

- A. As a team, review everyone's Retrospective answers
- B. As a team define your North Star
- C. Define your Time Horizon
- D. Prepare your Set the Stage talk
- E. Brainstorm future goals individually
- F. Group Brainstorm
- G. Refining your goals
- H. Wrap up



Part 1: Retrospective

1. Each participant chooses a **Workspace** within the **Project Retrospective** board. Participants should use their name to claim their space and avoid confusion.
2. Go to the **Part 1 - Project Retrospective middle box**.
3. Beginning with **Question 1**, each participant answers the question:
4. Answer questions by writing up stickies in your chosen Workspace.
Keep your answers clear and concise – a couple of words, a phrase, a sentence.
5. Use a single colour of sticky note that is specific to you.
6. Write as many stickies as you think necessary.
7. Work through the **Questions 1 - 4**.

Avoid the temptation to peek at anyone else's completed workspace while doing yours. We know it's hard but you'll get more out of the exercise this way!

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Part 2: Exit Velocity

This exercise consists of 5 parts helps you set goals, define signals to keep you on the right path and set measures to help you identify success.

Part 2A: Review the Retrospective

Once each team member has completed the Retrospective you can start to review answers together as a team by moving stickies into the central canvas and discussing.

Part 2B: Define your North Star

As a team you need to define your North Star for the future. This is the big objective you really want to achieve. The North Star should enable a clear, shared understanding of your team's destination that helps identify and prioritise future actions. What outcome do you want to see above all others? Make sure you carefully consider this and are happy it is 'the real why' that should inform and guide your next moves. If you rush defining your North Star, the Exit Velocity exercise will not work properly, so take your time and consider it carefully.

Part 2C: Setting a time horizon

What time horizon are you thinking across? You may identify a long time horizon (years) for achieving your North Star but a much more immediate one (months) that you need to consider if you are going to successfully reach it. Consider things like your funding runway, deadlines for funding or investment bids, market trends/ opportunities, customer expectations, team capacity, etc., then choose accordingly.

Part 2D: Setting the stage

As a team prepare a 2 minute 'lightning talk' that provides extra context and links the project to the broader mission/vision for the future. You should introduce your North Star and related timelines within the 2 minutes and ideally it would be supported by a slidedeck but it can be a monologue if you prefer. This exercise will help you to focus your thinking to deliver a clear and concise overview of the key points and what's most important going forward.

After the talk has been prepared it should be delivered by the team. Ideally, in front of an audience who can ask questions and give feedback after the talk.

Part 2E: Brainstorm Individually

1. Each team member selects a workspace. More can be duplicated if required. Please name the workspace to avoid confusion. Always use the same colour stickies on each workspace.
2. Everyone individually and spends around 10 minutes brainstorming goals to pursue next. Write each idea on a sticky. Nothing is off-limits here but everything should be aligned to achieving the North Star.
3. Resist the urge to peak at other workspaces. We know it's hard but it undermines the exercise.

Note:

Each goal should identify an outcome – not an output of effort. For example, “Run 10 customer discovery interviews” is an output of effort. On the other hand “A viable and validated business model” is an outcome – something you’re really after. Remember to pitch goals at the right level – don’t be too granular or too nebulous.

Now your preparation and brainstorming ideas are ready, let’s move onto the review.

Part 2F: Group Brainstorm

1. Each team member posts up their stickies in turn
2. Once all stickies are posted, the team spends around 10 minutes discussing them. Multiple stickies stating the same goal should be grouped together. Do not dispose of the multiples as they can denote importance. If there are goals which feel similar, discuss if they could be more accurately captured as a single goal or if they should remain separate.

Part 2G: Refining your goals

This step aims to identify what's critical to reaching your North Star in the timeframe outlined. You've probably brainstormed a dozen or more worthy goals. Now it's time to narrow things down to the **three** that will provide the most value.

Note:

To do this you'll need to copy and paste the stickies with your agreed goals from Step 2. Simply draw a marquee around your agreed goals from Brainstorming, then copy them onto the Prioritise matrix.

1. Enter your North Star above the 2×2 matrix where indicated
2. As a group discuss the goals one by one, moving and positioning them on the matrix relative to other stickies according to a) their predicted impact on your North Star, and b) how soon they need to be done
3. Discuss the positioning as a group and keep moving the cards until you've got a fairly even distribution across the board. It's natural to start off thinking everything is high impact and needs to be done immediately but really considering this and spreading them out is crucial.
4. Draw a line across the matrix to mark a 'Won't Do' section, a 'Nice to Have' section and a 'Must Do' section. There should only be three goals in the most critical Must Do section for action in the short-term, so you might need to have some tough conversations as a team. Nice to Haves can be delayed to the medium term.

Part 2H: Wrap Up

We're pretty much done. But before we say goodbye let's:

1. Take a quick look at the whole thing. Does this all feel good? Did we leave anything out? Do each of the goals we've selected feel right? Will the signals and measures we've chosen be the right guardrails as the project progresses?
2. Agree the next steps. Think about who is responsible for each goal and what support they may need. Consider risks and resources. Think about the mechanisms needed to track and report on your signals and measures.