

Before-reading questions

- 1 c
- 2 c
- 3 a
- 4 *Reader's own answers.*
- 5 *Reader's own answers.*

During-reading questions

CHAPTER ONE

- 1 Invests in other companies and helps them to do sprints
- 2 Makes robots
- 3 A special way for companies to answer questions and solve problems. It is a process that lasts five days.

CHAPTER TWO

- 1 The founder of Blue Bottle
- 2 Because he did not know much about websites and selling online.
- 3 To put lots of information on the website to explain the different kinds of coffee.

CHAPTER THREE

- 1 Make the final decisions in the sprint. They are often the founder or CEO, but sometimes—in bigger companies—the Decider is a manager or team leader.
- 2 The Decider; expert guests.
- 3 Check that meetings start and end on time and make sure that everyone gives their opinion. They need to be confident.

CHAPTER FOUR

- 1 Shorter than five days means that people get too tired and there is not enough time to finish. Longer than five days means that people need to do their real jobs, so they stop thinking about the sprint.
- 2 Allowed: during a break and when you leave the room. Not allowed: during the meetings.

- 3 Because people can use the whiteboards to share their ideas and see other people's ideas. Also, team members can look at the ideas they have already had.

CHAPTER FIVE

- 1 "Bring great coffee to new customers online."
- 2 "Sell more coffee online." This was rejected because it did not include the idea of quality or the idea of getting new customers.

CHAPTER SIX

- 1 It is usually easier to decide on the end than on the middle of a story.
- 2 One person

CHAPTER SEVEN

- 1 You choose people who you think will be able to talk about the four subjects in the list: "How to succeed"; "The voice of the customer"; "How things work"; and "What your company did before."
- 2 So that it is easier to organize them into groups of similar questions.

CHAPTER EIGHT

- 1 The target customer and the target event
- 2 They vote on them.
- 3 To check that the sprint questions are about the target that you have chosen.

CHAPTER NINE

- 1 A very fast demo of a possible solution to a problem.
- 2 You should not simply copy other companies and products; you should not demo bad products; you should not speak for more than three minutes.

CHAPTER TEN

- 1 People working alone find better solutions than people who are working in groups and

“thinking aloud.” Also, you have the time to find the information you need and to really focus on the problem.

- 2 A “four-step sketch” makes it easier and less worrying because you do the sketch in separate stages, rather than all at the same time.
- 3 It helps them to continue to think after they have found some good ideas. Also, it helps them to make their ideas better and think of other ways of doing things.
- 4 It needs to be sketched more carefully than the earlier sketches because other people will look at it and will need to understand it easily.

CHAPTER ELEVEN

- 1 Advantages: People are able to look at other ideas for the first time; their opinions of the ideas are not affected by who first thought of each idea; the heat map is quick and easy to do.
Disadvantages: It cannot tell you why people liked an idea; if you did not understand an idea, the heat map will not help you.
- 2 It saves time if they don’t speak. Also, people in the team will be fairer and more honest when they judge an idea because they will not know whose idea it is.
- 3 The team has to prototype and test the sketches that receive the most supervotes so they are more important than ordinary votes.
- 4 A Rumble is a way of trying two different ideas at the same time and deciding which is best. A team needs to do a Rumble when it is not possible to combine all its ideas into a single product.

CHAPTER TWELVE

- 1 It helps you to imagine what your final product will look like. This means that you will be able to see problems before you start

building the prototype.

- 2 It is the first thing that the customer will see.

CHAPTER THIRTEEN

- 1) Team members do not have to guess or think about what they need to include in the prototype because they already have a storyboard.
- 2) Team members already have the information they need from their solution sketches.
- 3) The team members are a “perfect team,” so they have all the skills they need to create the prototype.
- 2 It would make the process much slower and it would be hard for the people working on the prototype to accept that there are any problems with it.

CHAPTER FOURTEEN

- 1 They are too perfect or too slow.
- 2 On-screen product; on-paper product; service; physical product. (*Reader’s own example answers in list.*)
- 3 Stitchers combine the things that the Makers have made, but Collectors collect all the things that other people have created (e.g. photos, pictures, videos, and sound files from the internet or from their company’s other products).

CHAPTER FIFTEEN

- 1 Alice was correct because she was a child and the book was written for her. The publishers were wrong because they tried to guess what children would think of the book, but they were not children themselves.
- 2 You only need to interview five customers if you choose them carefully. When you interview more people, it does not get you a better result.

- 3 You can get results in just one day. Also, you can find out why something does or does not work because you can ask the customer and do not have to guess what they are thinking.

CHAPTER SIXTEEN

- 1 Michael asks a lot of questions but does not say much about himself. He has thought about what words to use and how to say them. He has thought about his body language.
- 2 It will stop the customer from worrying about making the Interviewer feel bad. Also, it will encourage the customer to give an honest answer.
- 3 By asking the customer some questions to help them to explain what they are thinking.

CHAPTER SEVENTEEN

- 1 It is faster; team members can see the interviews and do not have to trust someone else's opinion; the team will be able to remember what happened easily. Because the Interviewer does not have to take notes on the interview, they can focus on the interview while it is happening.
- 2 They should not speak (because they should be listening and taking notes instead). They should not try to discuss or solve a problem immediately (because this will stop them from concentrating on the interview). They should not say bad things about the customer (because this would be rude. Also, if the customer gets something wrong, it is the team's fault, not the customer's fault).
- 3 The customers read about the robot in the positive newspaper stories, and then they wanted to see the robot for themselves.

CHAPTER EIGHTEEN

- 1 a false
b false
c false

After-reading questions

- 1 *Reader's own answer.*
2 *Reader's own answer.*
3 *Reader's own answer.*
4 *Reader's own answer.*
5 *Reader's own answers.*
6 *Reader's own answers.*

Exercises

CHAPTER TWO

- 1 1 There are no problems with your idea; it is **perfect**.
- 2 It is **obvious** that there is a problem with this robot, because it is not moving.
- 3 There are three **key** people who we would like to be in the meeting.
- 4 We definitely need to **include** the CEO, the marketing manager, and the designer in the meeting.
- 5 The Decider will need to **consider** all the team's suggestions before they decide.
- 6 We are doing this sprint because we want to improve our new **product**.

CHAPTER FOUR

- 2 1 false
2 true
3 true
4 false
5 true
6 true

CHAPTERS FIVE AND SIX

- 3 1 The Savioke team **believed** that their robot would give guests a better experience.
- 2 They **thought about** what would happen if the robots did not work in the way that they expected.
- 3 They **asked** themselves more questions during the sprint.
- 4 They **expected** that their product would

be successful, but they also had a plan if it went wrong.

- 5 It is possible that customers **will find out about** your product from a newspaper, TV, or radio story.
- 6 It is usually easier to **decide on** the end of a story than the middle of one.

CHAPTER SEVEN

- 4 1 b 2 c 3 e 4 f 5 a 6 d

CHAPTER NINE

- 5 1 Team members have to/must do a Lightning Demo very fast.
- 2 Lightning Demos can show solutions from inside your own company or from different companies and products.
- 3 Lightning Demos should only be about good ideas because it is not helpful to think about bad products.
- 4 Lightning Demos should last about three minutes.
- 5 While someone is giving a Lightning Demo, the other team members should take notes on the whiteboard.
- 6 Team members should use one or two of the ideas from the Lightning Demos to help them to find a solution.

CHAPTER TEN

- 6 1 d 2 f 3 a 4 c 5 e 6 b

CHAPTER ELEVEN

- 7 1 c 2 b 3 e 4 d 5 a

CHAPTER TWELVE

- 8 1 On Wednesday, you **will be thinking** about the test that you are going to do with customers on Friday.
- 2 You need to **make** one person from the team the Artist.

- 3 It is good to **ask** your customers to try your competitors' products as well as your own.
- 4 When your team **has decided** about what to put in the first box, the Artist draws it.
- 5 If we had tried to write as a group, it **would have taken** too much time.
- 6 Your storyboard will be ready when you **have used** all the winning sketches.

CHAPTER THIRTEEN

- 9 1 Your prototype must **look** real.
- 2 The people in your team **have** all the skills that you need.
- 3 Sometimes, it is difficult to **accept** that there are problems with your prototype.
- 4 You need to **feel** confident that your solution will work.
- 5 You should not **spend** too much time on discussing your prototype.
- 6 The team members all need to **agree** who is going to speak first.
- 7 You want your customers to **be** as honest as possible.
- 8 You might need to **make** some difficult changes to your product.

CHAPTER FOURTEEN

- 10 1 f 2 b 3 d 4 c 5 e 6 a

CHAPTERS FIFTEEN AND SIXTEEN

- 11 1 After five interviews, it will be **easy for** you see what is happening.
- 2 These interviews are **easy to** do.
- 3 A good interviewer always speaks to customers **in a friendly way**.
- 4 Michael is always **friendly**, and he is interested in what the customers are saying.
- 5 Michael always organizes his interviews **in the same way**.
- 6 It **does** not matter where the interview is happening because the sprint team is watching it on video.

- 12 1 disappointed
2 similar
3 clever
4 aloud
5 relaxed
6 polite
7 dislike
8 boring

Project work

Reader's own answers.

Essay questions

Reader's own answers.