



TRACKS

What are Tracks and
how do they work?



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Tracks is a practice for extraordinary teams to reach extraordinary results in an agile way.

An approach to obtain results rapidly by boosting the ability to create, respond and adapt to change.

A Track must consider:

- **Organization's Higher Purpose**
An inspiring reason to be that provides meaning for the actions of every stakeholder. Refers to the reason the organization exists. The why.
- **One Thing**
Identifies the only thing that should be achieved in order to fulfill our purpose.
- **Iniciatives**
Objectives that take us closer to the One Thing. Every initiative becomes a Track. It is necessary to prioritize and determine only three initiatives.

The Track must:

- **Make an important contribution to the One Thing.**
- **Have a strategic approach.**
- **Have short term goals.**
- **Be conducted by a multidisciplinary team.**

Its principles are:

- **There is no hierarchy:**
There are no Managers or Directors.
- **Agile:**
It is preferable to move forward, even if it is imperfect, than waiting until it is perfect to move. The "Go ugly, go fast" principle prevails.
- **Avoid the temptation for sophisticated plans.**
- **Extra work:**
People who participate, do so in addition to their regular work.
- **Everything we do as part of the Track becomes an example of the culture we aspire to have.**



Once defined, the Track is divided into smaller challenges called Sprints.
Sprints Process

- 1 Backlog:** Brainstorm actions or goals that may contribute to achieve the Track.
- 2 Main question:** Prioritize by answering the following question: **Which action, if we complete it, takes us closer to the goal and makes the rest less important or unnecessary? No more than three Sprints.**
- 3 Sprints definition:** Aim to determine the first or the first few Sprints. A Sprint is a goal that is small enough, but challenging to complete in a short time, between two and four weeks, tops. There may be several Sprints if they are run in parallel by no more than four to five people. A Sprint must comply with INVEST.

Independent Valuable Small
- 4 Next steps:**

Keep a Kanban board:
 a. Backlog. Every task to achieve the Track. b. Progress of the tasks within four weeks. c. Who does what and by when.

Every Post-it includes Task, Owner and Commitment date. It is moved or updated every week.
The Kanban can be run in a physical space, a shared file in the cloud, or a Trello-style tool.
- 5 Meetings:**

Within the Sprints, regular meetings with the following characteristics are held:

 - **Consistency:** Recurrent.
 - **Short:** 1 hour, maximum.
 - **Complete team:** Everyone involved must be at the meeting.
 - **Impeccable agreement:** Every session ends with a clear understanding of who does what by when.
 - **Think, decide and commit:** These are the only reasons to meet.
 - **No presentations during the meeting:** It is a conversation about the Kanban board status.
 - **Focus:** Always prioritize. No more than three actions or goals with a sole person responsible.
 - **Have a way of sharing** previous information, updates and cases.
 - **Show updates** on the Kanban board.
- 6 Start of Sprint 2**

Have a meeting to review achievements and flaws from the first Sprint. Make an assessment of the process: What must we STOP doing, START doing and CONTINUE doing? Pick up the backlog, add more activities if necessary, prioritize and choose the next Sprint.



Example

Purpose:

- Contribute to a better world through...

One Thing:

- Achieve a certain number of... (satisfied or recurrent customers, establishments, projects).

Values:

- Respect, agility, innovation, puntality on time, friendly treatment, sustainability...

Track 1:

- Commercial Strategy Redesign.

Sprint 1:

- Define ideal client.

Agreements:

- Sprint leader is...
- 4-5 people group. Multidisciplinary, multilevel.
- Weekly meeting on Tuesdays from 8:00 to 8:30 AM.
- Google Drive, Trello or physical Kanban to share updates.
- Updates to be shared before meetings, no longer than one page.
- A transcriber registers all the ideas in a backlog to prioritize again at the next Sprint.
- A Zoom (or similar) is defined so people who are not present can participate.
- Update progress every week.

Sprint Challenge:

- STOP: using PowerPoints; START: scheduling from the beginning all the meetings of the month and the end; CONTINUE: the same team.

Sprint 2:

- Define the Value Proposition for the ideal client.
- The Sprints process continues until the Track is completed. Then, another Track can begin.





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We believe together we can build
a Better Normal.